



# City of Franklin

109 3rd Ave S  
Franklin, TN 37064  
(615)791-3217

## Meeting Agenda

### Budget & Finance Committee

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Thursday, May 9, 2019

1:00 PM

Board Room

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#### Call To Order

1. [19-0495](#) Approval of Minutes from the April 11, 2019 and May 9, 2019 Finance Committee meetings.
2. [19-0490](#) Presentation of the Proposed FY 2019-2020 Annual Operating & Capital Budget  
  
**Sponsors:** Eric Stuckey  
**Attachments:** [FY 2020 Proposed Budget - Final - 05032019.pdf](#)
3. [19-0491](#) Consideration of Ordinance 2019-17, an Ordinance to Adopt a Budget for Fiscal Year 2019-2020. (05/09/19 Finance 3-0; 05/28/19 BOMA 1st Reading; 06-11-19 BOMA 2nd Reading 8-0) Third and Final Reading  
  
**Sponsors:** Kristine Brock and Michael Walters Young  
**Attachments:** [FY 2020 - Budget Presentation to BOMA 6-11-19.pdf](#)  
[2019-17 ORD Budget FY 2020.Law Approved.pdf](#)  
[FY 2020 Proposed Budget - Final - 05212019](#)
4. [19-0492](#) Consideration of Ordinance 2019-18, an Ordinance to Establish a Property Tax Rate for FY 2019-2020 (05/09/19 Finance 3-0; 05/28/19 1st BOMA Reading 7-0; 06-11-19 BOMA 2nd Reading 8-0) Third and Final Reading  
  
**Sponsors:** Kristine Brock and Michael Walters Young  
**Attachments:** [2019-18 ORD Tax Rate Ordinance FY 2020.Law Approved.pdf](#)
5. [19-0493](#) PUBLIC HEARING: Consideration of Resolution 2019-45, a Resolution Adopting the Estimate of Revenues and Expenditures for the Water and Sanitary Sewer Utility Fund for Fiscal Year 2019-2020, and providing an Effective Date. (05/09/19 Finance 3-0)  
  
**Sponsors:** Kristine Brock and Michael Walters Young  
**Attachments:** [2019-45 RESOLUTION Water Management Budget FY 2020 \\_with Exhibit.Law\\_](#)

6. [19-0494](#) Consideration of Ordinance 2019-16, 4th Quarter 2019 Budget Amendments. (05/09/19 Finance 3-0; 05/28/19 1ST BOMA Reading 7-0; 06-11-19 BOMA 2nd Reading 8-0) Third and Final Reading
- Sponsors:** Kristine Brock and Michael Walters Young
- Attachments:** [19-0494 ORDINANCE 2019-16.Fourth Quarter Budget\\_with Exhibit.Law Approv](#)  
[FY 2019 Budget Amendment #4 Memo](#)  
[Impact of 2019-16 - FY 2019 Budget Amendment](#)
7. [19-0462](#) Report on the Status of the issuance of the City Franklin Series 2019 A&B General Obligation New Money & Refunding Bonds
- Sponsors:** Eric Stuckey and Kristine Brock
- Attachments:** [Memo to Budget & Finance Committee May 9 2019](#)
8. [19-0461](#) Consideration of Resolution 2019-43 Authorizing and Directing the Industrial Development Board of the City of Franklin to Prepay a Portion of its Taxable Rate Tax Increment Revenue Refunding Bonds, Series 2015A (Variable Rate) (05/09/19 Finance 3-0)
- Sponsors:** Eric Stuckey and Kristine Brock
- Attachments:** [2019-43 RES Franklin Authorizing 2015 TIF Prepayment.Law Approved](#)
9. **19-0478** Consideration To Reject All Proposals For Custody Services For Non-Pension Investments Of The City For The Finance Department (Purchasing Office Procurement Solicitation No. 2019-015; A Previous Recommendation To Approve One Of The Proposals Was Presented To And Recommended For Approval By The Budget & Finance Committee At Its 5/9/2019 Meeting)
- Sponsors:** Kristine Brock and Mike Lowe
- Attachments:** 2019-015 Tabulation of proposals 2020.03.12
10. [19-0448](#) Preview of Payroll Policy
- Sponsors:** Eric Stuckey, Kristine Brock and Mike Lowe
- Attachments:** [Payroll Policy Preview.pdf](#)
11. [19-0449](#) Preview of Capital Assets Policy
- Sponsors:** Eric Stuckey, Kristine Brock and Mike Lowe
- Attachments:** [Capital Assets Policy Preview.pdf](#)
12. [19-0450](#) Status Report of Active City Grants
- Sponsors:** Eric Stuckey, Kristine Brock and Mike Lowe
- Attachments:** [City of Franklin Grants for March 31 2019.pdf](#)

13. [19-0447](#) Monthly Reports for May 2019

**Sponsors:** Eric Stuckey, Kristine Brock and Mike Lowe

**Attachments:** [Monthly Reports - May 2019.pdf](#)

**Other Business**

**Adjournment**

ANYONE REQUESTING ACCOMMODATIONS DUE TO DISABILITIES SHOULD CONTACT A.D.A. COORDINATOR, AT 791-3277 AT LEAST 10 DAYS PRIOR TO THE MEETING, IF POSSIBLE.



# CITY OF FRANKLIN, TENNESSEE



## FY 2020

# Proposed Budget

Excellence Innovation Teamwork Integrity Action-Oriented





HISTORIC  
**FRANKLIN**  
TENNESSEE



# City of Franklin, Tennessee

**Annual Operating &  
Capital Equipment Budget  
July 1, 2019 - June 30, 2020**

# 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.

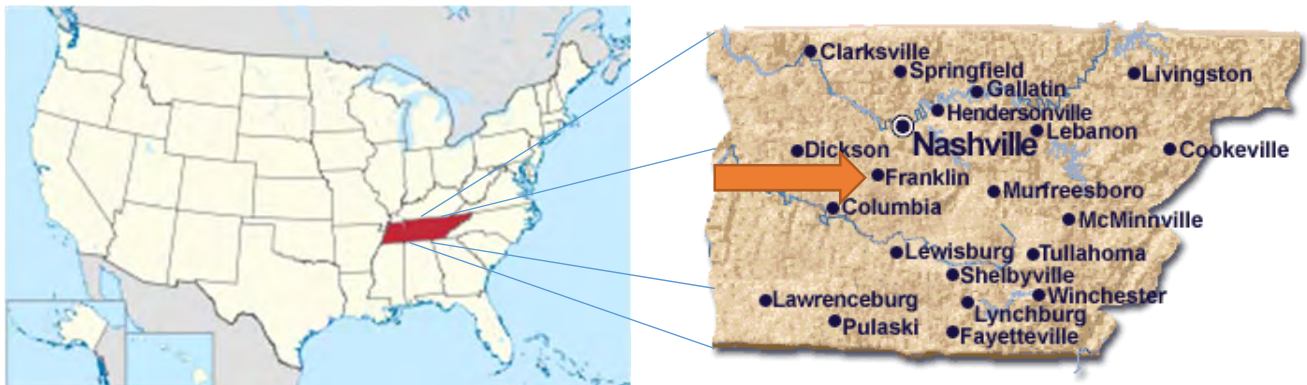
Franklin was the site of one of the bloodiest battles of the Civil War on November 30, 1864, when 20,000 Confederate soldiers made a series of charges over two miles of open ground. More than 8,000 northern and southern soldiers fell in little more than five hours.



The City of Franklin covers approximately an area of 42 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 19<sup>th</sup> 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.







HISTORIC  
FRANKLIN  
TENNESSEE

## Board of Mayor & Aldermen

Dr. Ken Moore, Mayor

**Clyde Barnhill**

**Brandy Blanton**

**Pearl Bransford**

**Beverly Burger**

**Margaret Martin**

**Dana McLendon**

**Ann Petersen**

**Scott Speedy**

**Eric Stuckey, City Administrator**

**Vernon Gerth, Assistant City Administrator of Community Development**

**Mark Hilty, Assistant City Administrator of Public Works**

**Kristine Brock, Assistant City Administrator of Finance and Administration**

Jordon Shaw, Information Technology Director

Emily Hunter, Planning & Sustainability Director

Lanaai Benne, Asst. City Recorder

Mike Lowe, Comptroller

Shauna Billingsley, City Attorney

Milissa Reiersen, Communications Manager

Tom Marsh, Bldg & Neighborhood Services Director

Lawrence Sullivan, Revenue & Licensing Manager/City Court Clerk

Jack Tucker, 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, Water Management Director

Joe York, Streets Director

Paul Holzen, Engineering Director/City Engineer



# City of Franklin, Tennessee

## FY 2020 Operating Budget

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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, 2017. 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.*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

### *Distinguished Budget Presentation Award*

PRESENTED TO

**City of Franklin  
Tennessee**

For the Fiscal Year Beginning

**July 1, 2017**

*Christopher P. Morrell*  
Executive Director

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**FY 2020 Operating Budget**

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**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

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HISTORIC  
FRANKLIN  
TENNESSEE

May 3, 2019

Mayor Moore, Aldermen, and Citizens of Franklin,

Franklin continues to be a community on the rise! Franklin's unique blend of rich history and dynamic investment truly set it apart as one of America's most desirable cities. For the second consecutive year, *Money* magazine ranked Franklin in its top 10 best places to live list and number one in the State of Tennessee. Investment and job growth also reflect Franklin's remarkable vibrancy. Over the past four years, Franklin has experienced \$2.8 billion in permitted investment. The most recent report showed Williamson County's unemployment rate at 2.2%, the lowest in Tennessee and among the lowest in the United States. These statistics and rankings are reflective of both the strength of our local economy and Franklin's excellent quality of life. Our city is honored to be the community so many are choosing as the place to invest, build a business, raise a family, spend a vacation, and most of all, the place they proudly call "home."

Beyond these statistics and ratings, our City team values the opinions and perceptions of citizens. Earlier this year, the City surveyed a wide range of Franklin citizens through a national survey used by more than 500 communities across the United States. The City used this same survey instrument two years ago. Our goal in conducting the survey was to ask Franklin citizens the simple but important question "How are we doing?" The results were very encouraging, with 97% of survey respondents rating Franklin's quality of life as excellent or good (ranking 3<sup>rd</sup> nationally), 97% rated Franklin as an excellent or good place to raise children (ranking 2<sup>nd</sup> nationally), and 98% rated Franklin as an excellent or good place to live (ranking 6<sup>th</sup> nationally). The quality of City of Franklin services were rated excellent or good by 93% of respondents. 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.

While Franklin's growth and unprecedented level of investment in our community is certainly positive, it does place undeniable challenges before us. Community infrastructure and services can be strained because of growth. The City has responded with extensive long-term planning and significant investment in infrastructure to meet our growing community's needs. Over the past five years, more than \$170 million of infrastructure projects have been completed in Franklin, with nearly 85% being transportation-related improvements. Over the past year, the City of Franklin has completed major projects including the upgraded Water Treatment Plant, Hillsboro Road improvements, and activation of the countywide public safety radio system in partnership with Williamson County and the City of Brentwood.

The pace of investment in community infrastructure will continue to grow in coming years thanks to initiatives at the state and local levels. Three years ago, 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 the increasing demands for core city services (\$0.03). The Board identified a “first tier” of Invest Franklin projects that are now moving forward, totaling approximately \$99 million in investment in roadway/transportation improvements (McEwen Phase 4, Franklin Road, sidewalk gaps, major street resurfacing), public safety needs (Fire Station 7 and countywide radio system upgrade), transit improvements (reducing wait times to 30 minutes for all Franklin Transit stops), and parks (development of a large community park in southeast Franklin). The Board is in the process of identifying and prioritizing a “second tier” of Invest Franklin projects to further meet community needs. The \$133 million water reclamation/wastewater treatment plant expansion and upgrade project is under construction. As the City works in partnership with the State, important transportation projects totaling more than \$100 million are now moving forward, including Mack Hatcher Northwest Extension (which broke ground in December 2018), along with improvements to Columbia Avenue, State Route 96 (Murfreesboro Road) on the City’s eastern border, and bridge improvements on Murfreesboro Road and Franklin Road. Aggressively advancing investments in key infrastructure is essential to maintaining and enhancing 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 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 team and the community assess 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 2019-20 (FY20) general fund budget is \$73,789,465, which represents a decrease of 0.7% compared to the current \$74.3 million budget for 2018-19 (FY19). The FY20 budget for all funds is \$160,838,175 which represents an increase 0.6% compared to FY19.

## **Highlights of the 2019-20 Budget**

- The budget is balanced, with current revenues equaling expenditures.
- The budget fully complies 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 budget has a net increase of 10 positions in the General Fund. These new positions are targeted in the areas of Engineering, Streets, Purchasing, Administration, Information Technologies, Parks, and Police, all of which have been impacted by growth and the City’s need to manage a larger group of infrastructure and facilities projects.
- A general pay increase for City team members will be effective the first pay period of July 2019. The budget includes a general pay increase of 2.5% plus an additional performance-based pay increase of up to an additional 2.5%.
- Health Insurance premiums for our City team members includes a 2.5% increase in premiums for the “traditional plan,” the first increase in two years. There is no increase in premiums for the City’s “high deductible” plan paired with a health savings account, an option that was initiated last year.
- Funding is provided for important investments in equipment replacements (\$2.67 million), technology enhancements, and facility improvements.
- The 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 FY20 budget process, 144 program enhancement requests—totaling \$10.7 million—were submitted. While all of the initiatives have merit, the budget includes enhancement items that best match community needs and continue the momentum of the City in several 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**

- The addition of three Police Officers in the patrol division, moving the Police Department's authorized strength from 129 to 132 sworn officers.
- Replacement of 16 police vehicles, each registering more than 100,000 miles on them (\$1 million).
- Construction of Fire Station 7 (southeast Franklin), included in the City Facilities Tax Fund.
- Replacement of Fire Tower #3 (\$1 million).
- Replacement of Police tasers (\$59,000).
- Additional outdoor warning siren installation (\$30,000 from Facilities Tax funds).



## **Effective and Fiscally Sound City Government Providing High-Quality Services**

- Additional and replacement vehicles/equipment in Sanitation, Streets, Water Management, and Building and Neighborhood Services.
- Continued additional General Fund support of \$1 million to the Street Aid Fund for neighborhood street resurfacing, street sealing, and sidewalk repair/construction.
- Capital Investment Project management enhancements through added staff positions including Contract Administrator, Senior Capital Projects Inspector, and Road Inspector.
- Implementation of the enhanced residential recycling program with roll-out containers effective January 2020.
- New software to streamline the procurement process (\$49,000) and new Procurement Officer position.



## **Quality Life Experiences**

- Replacement of tennis courts at Jim Warren Park.
- Assistant Parks Director position with an emphasis on project oversight and implementation.
- Additional Landscape Crew Chief in Parks.
- Additional Federal Line markers related to the Battle of Franklin preservation efforts.



## **Sustainable Growth and Economic Prosperity**

- Funding for a pilot program(s) to encourage development of attainable/workforce housing (\$100,000).
- Continued funding of enhanced Franklin Transit fixed-route system with 30-minute pick-up frequency for all stops, and the 91X commuter bus service to downtown Nashville and West End.
- Additional funding (\$5,000) for economic development initiatives of Williamson Inc. (Chamber of Commerce).

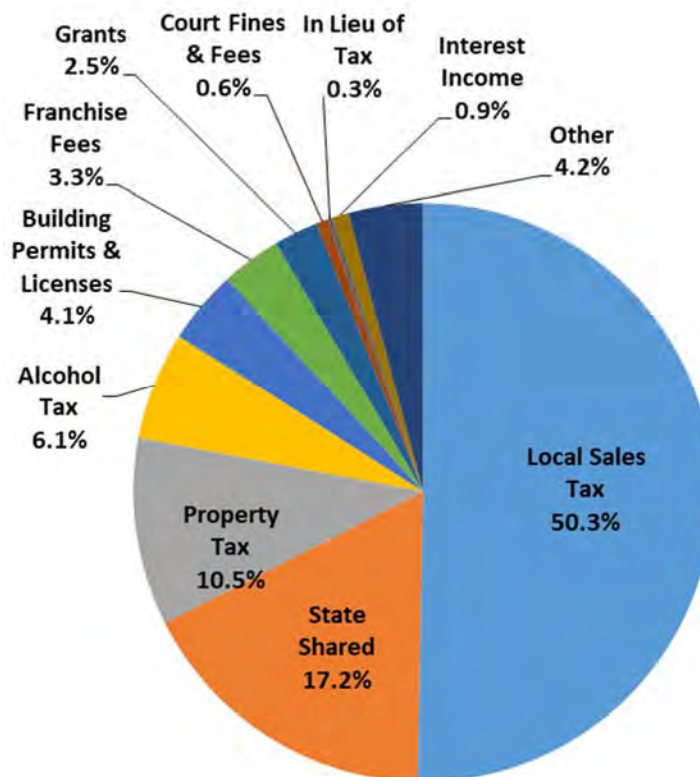
## Five-Year Outlook

In the budget process, additional emphasis was placed on providing the Board of Mayor and Aldermen and the community with a five-year outlook regarding revenue trends and expenditure needs based on service demands impacted by growth. As departments submitted their budget requests during the FY20 process, each was asked to reflect on service needs (staffing and operational costs) anticipated over the next three to five years. This information along with revenue projections formed the basis for the five-year General Fund outlook provided on page 52.

## General Fund Overview and Issues

**Revenues.** In total, General Fund revenues for FY20 are projected at \$73.8 million, down slightly (0.7%) from the FY19 budget of \$74.3 million. When looking only at recurring revenue, however, General Fund revenue is projected to increase from \$70 million in FY19 to \$73.8 million in FY20, an increase of 5.49%. The following is a summary of revenue by category.

**General Fund Revenue by Category – FY20**



Sales Tax. The City's largest single revenue source continues to be sales tax. Local sales tax collections are projected to account for 50.3% of total General Fund revenue. The FY20 sales tax budget of \$37.1 million represents a growth of 3.5%, or \$1.3 million, compared to the FY19 estimate of \$35.9 million. The State of Tennessee Funding Board identified a range of 3.1% to 4.2% for statewide growth.



Intergovernmental Revenue. The second-largest category of revenue, intergovernmental revenue (also referred to as state-shared revenue), accounts for 17.2% of total General Fund revenue and is projected to be \$12.7 million, an increase of 7.6% compared to the FY19 budget of \$11.8 million. This increase is comprised of general growth in state sales tax receipts and growth in business taxes collected by the State of Tennessee.

Property Tax. The third-largest revenue source for the City's General Fund is property tax, which accounts for 10.5% of General Fund resources. The amount of property tax revenue going to General Fund operations for FY20 is \$7.7 million, compared to \$7.6 million budgeted in FY19. The General Fund portion of property tax revenue is the result of the total property tax of \$21.5 million minus \$2.4 million due to the City's Industrial Development Board, less \$10.7 million transferred to the Debt Service Fund for general obligation debt service, and a transfer of \$1 million to the Street Aid and Transportation Fund. The City's property tax rate remains at \$0.4176 per \$100 of assessed valuation, which is one of the lowest property tax rates among cities across the State of Tennessee and across the country.

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 FY20 budget year, these various alcohol taxes are projected to generate \$4.5 million, accounting for 6.1% of General Fund revenue. The projected FY20 revenue is an increase of 3.8% above the FY19 budget of \$4.3 million.

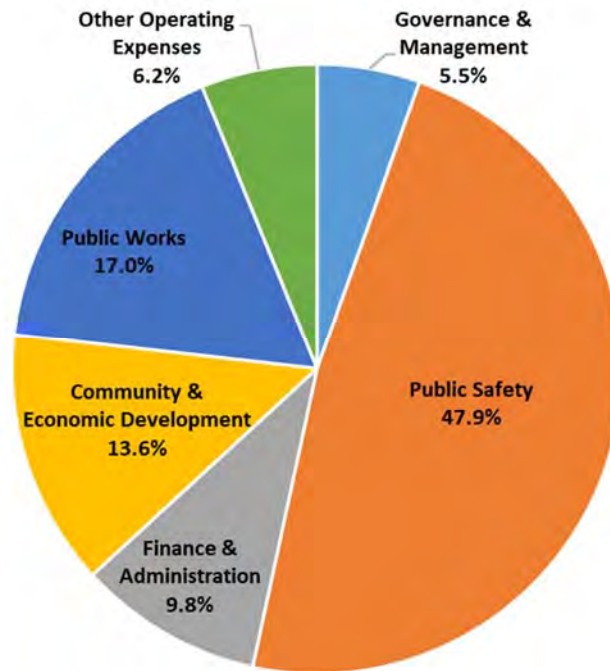
Building Permits and Licenses. While construction activity remains strong, the pace of development has slowed over the past year. The original budget for FY19 has been revised downward from \$3.5 million to \$3 million. The budget for building permit and license fees revenue is projected to remain at \$3 million for FY20. These fees allow the City to recover the costs associated with providing construction-related services. Building permit and license revenue accounts for 4.1% of the General Fund revenue.

Franchise Fees. The collection of franchise fees from cable and gas utility providers accounts for 3.3% of General Fund revenue. For FY20, \$2.5 million is projected in franchise fees, a 3% increase compared to FY19.

Other Revenues. Other revenue categories of note include grants, municipal court fines/fees, and interest income. Grant revenue is projected at \$1.8 million in FY20, which includes grant funding for traffic signal optimization through the City's Traffic Operations Center. Court fines/fees are projected down in FY20 compared to the prior year. Interest income is projected to reach \$675,000 in FY20, an increase of 6.4% compared to FY19. This is the highest revenue for interest earning in the past five years. All other revenues in these categories are projected to be relatively stable compared to prior years.

**Expenditures.** As described above, the total available resources within the General Fund is \$73.8 million for FY20. 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 (47.9%) of the total General Fund budget.

### General Fund Expenditures by Major Service Area – FY20



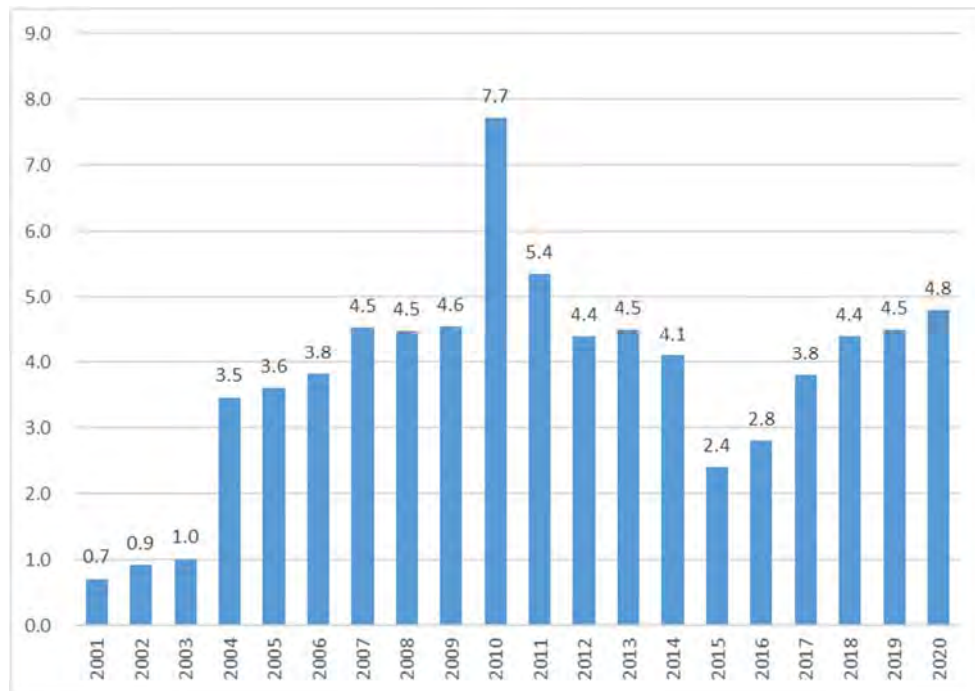
Employee Earnings and Benefits. The cost of wages and benefits for City team members (employees) accounts for 73% of the City’s General Fund budget. Overall, employment-related costs are projected at \$54 million, 2.8% higher than the current budget of \$52.5 million.

Position Vacancies. Again this year, the 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, the City can apply budget dollars to other non-personnel components of the budget. The City’s actual vacancy experience over the past several years has been approximately 6%. While conservative compared to recent experience, the 3.5% turnover factor employed in the budget will continue to be monitored closely.

Pension Expense. As of January 1, 2017, 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 administers and manages the “closed” City pension program, the City is still responsible for its oversight and for determining the appropriate annual contribution based on the advice of its actuary. City employees hired after December 31, 2016, enter into the TCRS system upon hire and are full participants in the system. The City contribution to TCRS for enrollees is 5.9% of salary. Based on projections, a 7.3% increase in the City’s pension contribution is included in the FY20 budget. Overall, pension expenses for FY20 are projected at approximately 10.7% 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 over last 20 Fiscal Years - (Amounts in millions)**

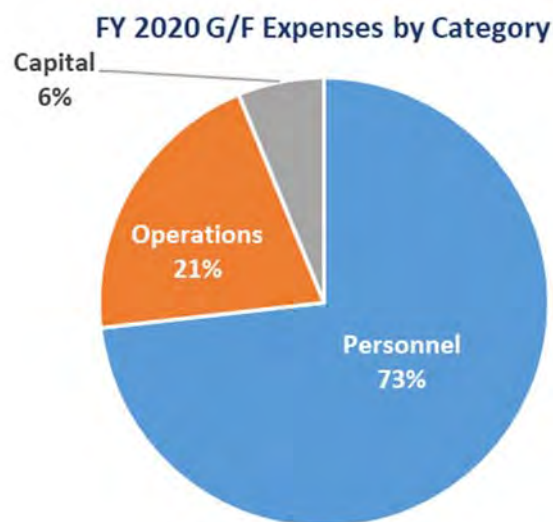


**Salary Adjustment.** The FY20 budget includes a total \$1.6 million for annual pay adjustments. The annual pay increase for City team members will involve two components again this year: 1) approximately 60% of the pay adjustment will be allocated in an across-the-board 2.5% general pay increase or “market adjustment” and 2) an additional pay increase ranging from 0.5% to 2.5% will be provided to City team members based on their 2018 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 full pay period in July 2019. A similar pay adjustment approach was implemented in both FY18 and FY19. During FY19, the City implemented a comprehensive update to its compensation plan. The Board of Mayor and Aldermen approved updates to the plan including an increase of 10% to all pay grades and adjustments for individual team members where needed to ensure an appropriate level of progress through the pay range.

**Employee Benefits.** For the past several 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. Overall, the City’s health insurance costs are projected to grow modestly in FY20. Premiums in the City’s traditional plan will increase 2.5%, while premiums for vision and dental insurance will remain flat in FY20. In FY19, the City began offering team members the option to use a high-deductible health insurance plan paired with a health savings account. Premiums for the high-deductible plan will remain flat in FY20.

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 21% of General Fund expenditures. The FY20 budget amount for operational expenses is \$14.9 million.

Transfers to Other Funds. There is a transfer of \$250,000 from the General Fund to the Street Aid and Transportation Fund in FY20. This transfer funds the “sidewalk gap” projects approved as a part of the Invest Franklin initiative. The FY20 transfer to the Transit Fund is \$1 million, an increase of \$18,200 or 1.8% compared to FY19. There is no budgeted subsidy planned for the Sanitation and Environmental Services Fund. The subsidy to this fund has moved from a \$4.5 million General Fund subsidy in FY2008 to no budgeted transfer in FY19 and FY20.



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 of more than \$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 FY20 General Fund budget, capital expenditures are projected at \$4.6 million. The majority of FY20 expenditures are for replacement equipment. To assist in funding these capital equipment replacements, the FY20 budget will utilize the \$0.015 of the property tax rate previously identified for capital investment funding. This funding represents approximately \$774,000.

Outside Agency Funding. The City funds various government, human service, nonprofit, and community service organizations through its budget each year. In total, the FY20 budget funds these organizations at \$480,894, a decrease of \$35,407 compared to the FY19 budget. This decrease is driven by a reduction in the level of contribution by the City to the 91X commuter bus service thanks to a grant received for this service. The City will contribute \$56,185 for its share of the regional commuter bus service. While no new agencies were added to City funding, there are a few increases, including an increase of \$8,320 to Williamson County Animal Control based on the contract for services, an

increase of \$5,000 to the Gentry Foundation for youth educational services, and \$5,000 to Williamson Inc. (Chamber of Commerce) for economic development initiatives.

**Cash Reserves and Bond Rating.** Two key measures of a city's financial health are its reserves and its bond rating. The City of Franklin has adopted a reserve policy that identifies a minimum 33% General Fund reserve as an important benchmark. The City of Franklin is projected to end the current fiscal year (FY19) with a General Fund reserve of \$51 million. With no draw from General Fund reserves planned, this same fund balance is projected for FY20. The reserve level of \$51 million represents 69.1% of annual revenue and expenditures at the end of FY20. 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 \$14.2 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. Recently, the City went to the bond market to fund capital investment and to refinance existing debt to achieve savings. Through this process, the City's Triple-A ratings from both rating agencies were re-affirmed. Bond ratings generally reflect the overall financial strength of the governmental entity, the strength of overall management of the organization, 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 FY20 budget for this fund is \$3.8 million, which is slightly less than FY19. Included in this budget is approximately \$774,000 from the City's property tax revenue to fund additional neighborhood street resurfacing. The IMPROVE Act (state transportation funding plan) passed in 2017 provided increased funding from the statewide gas tax to local government that was phased in FY18 and FY19. Also included in the budget is approximately \$175,000 for sidewalk repair and construction. Funding of \$250,000 per year is provided for "sidewalk gap" construction as a part of the Invest Franklin program. Sidewalk projects funded through this initiative are designed to better connect neighborhoods throughout the community. FY20 marks the third year of the five-year commitment made by the Board in the Invest Franklin program.

**Sanitation and Environmental Services Fund.** The FY20 budget for the City's Sanitation and Environmental Services Fund is \$10.85 million. During FY19, the Sanitation and Environmental Service (SES) team reviewed its services and made two recommendations for modifications: 1) move residential recycling from blue bags to roll-out containers effective January 2020, and 2) eliminate commercial dumpster service effective July 2019. The FY20 budget incorporates these changes that better focus SES on its core residential services approved by the Board of Mayor and Aldermen. Both FY19 and FY20 budgets do not include a General Fund subsidy for the Sanitation Fund, with a contribution to the fund's reserves projected in FY19.

**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 \$10 million for FY20. The FY20 budget includes \$5.7 million in expenditures. The budget anticipates \$5.7 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 due to 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 developers who have provided right-of-way and/or have built elements of the City's arterial road network. In 2017, the Board of Mayor and Aldermen expanded the road impact fee to include collector roads. The FY20 budget includes \$5.7 million in expenditures.

**City 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 FY20 budget includes \$8.2 million for new Sanitation and Fire equipment and Fire facilities 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. The facilities tax rates have not been updated since 2007.

**County Facilities Tax Fund.** This fund was created in FY18 to account for facilities taxes collected by Williamson County on behalf of cities. Prior to the creation of the County Facilities Tax Fund, these funds were incorporated in the City's Capital Projects Fund. The Board has targeted these funds to address infrastructure needs associated with schools and other public facilities. In 2017, funding from the County Facilities Tax were used to support the Enrichment Center (\$500,000). In 2018, the County Facilities Fund supported \$100,000 to redesign the Long Lane/Goose Creek Interchange (improving access to the Williamson County Ag Center), \$300,000 for design and easement acquisition for the Henpeck Lane Sewer Extension (providing sanitary sewer service to Oak View Elementary and a new middle school), and \$500,000 within the Hillsboro Road Phase II project (providing enhanced pedestrian access and traffic management to/from Franklin High School). The City's remaining portion of the construction of the Henpeck sewer extension (\$1.285 million) will be expended in FY20.

**Stormwater Fund.** Residents and businesses pay fees to support the City's efforts to manage stormwater quality and quantity programs and initiatives. The budget is \$5.1 million for FY20. The budget includes \$2.5 million for capital improvement projects that will be finalized as part of the Board's Capital Investment prioritization process. The rates for these services remain unchanged in the budget and have not been reassessed in 15 years. During FY20, staff will bring to the Board further analysis of the stormwater fee structure and work with the Board to evaluate the service level and project funding expectations for this utility. In 2017, the City obtained Qualified Local Program status, which allows the City to act on behalf of the State in making regulatory determinations. This capability has enhanced the City's responsiveness and efficiency in working with development.

**Drug Fund.** The Drug Fund is used to collect drug-related fines and confiscations received through the City's enforcement efforts. These funds are also used to support drug investigations and related law enforcement initiatives. The FY20 budget includes expenditures of \$134,900, a decrease of \$140,000 compared to FY19. The FY19 budget included a significant equipment purchase (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 FY20 budget provides for \$2.5 million in expenditures, which is a decrease of almost \$275,000 compared to the FY19 budget. 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 meet the needs of new neighborhoods. Currently, the Parkland Dedication Fund includes a fund balance of \$6.1 million. Over the past two years, the Board of Mayor and Aldermen has made amendments to the Parkland Dedication Ordinance with goals to create incentives for developers of residential property to incorporate amenities within their developments and to better align the fee-in-lieu-of structure with the true cost of purchasing and developing new parks. Capacity within the Hotel/Motel Tax Fund will be available to fund priority initiatives identified in the Invest Franklin Capital Investment Program.

**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 \$1 million, an increase of \$18,200. In total, the Transit Fund budget is \$3.1 million. This growth is due to increases in grants and fares resulting from 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. This past year, the Franklin Transit System experienced a 7.5% increase in ridership.

**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 FY20, funding is recommended to be \$251,000, which is down compared to the FY19 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 FY20 budget for the Debt Service Fund is \$15.5 million, an increase of \$1.7 million compared to the FY19 budget. This increase is due to the City's recent sale of \$29.5 million in new general obligation debt. As a part of this transaction, the City also refinanced \$27 million in existing debt that is expected to produce savings of more than \$2 million in debt service over the next 10 years. The debt service obligations of the General Fund are handled by designation of property tax directly to the Debt Service Fund. The FY20 budget includes \$10.7 million of property tax for payment of general obligation debt service. The Debt Service Fund also 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 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 FY20 budget consists of \$12.9 million for water, \$15.6 million for water reclamation, and \$791,475 for reclaimed water. In total, the combined FY20 Water Management budget is \$29.3 million.

Since 2009, the City has adopted five-year rate plans based on projected costs of operation. The FY20 budget includes the Board-approved rate adjustments of 2.9% for water and 3.5% for wastewater, which will go into effect on January 1, 2020. These rate changes are consistent with the second year of the five-year plan that was updated in 2018. Through an independent cost-of-service study, the City projects the costs necessary to operate the utilities and allocates costs into the rate structure, serving as the foundation of the five-year rate structure.

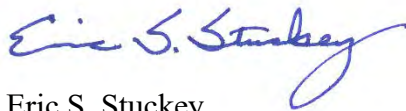
### **Summary**

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 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 Brock, Vernon Gerth, and Mark Hilty; Budget and Strategic Innovation Manager Michael Walters Young; HR director Kevin Townsel and Human Resources team members Ally White and Natasha Parker; financial analyst Lori Pope; comptroller Mike Lowe; our leadership team (department directors and other key staff); and the Administration and Finance department staff teams, whose support and leadership have been instrumental to the budget process.

Finally, I am grateful 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. 2019-16**

**TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ADOPTING A BUDGET FOR THE FISCAL YEAR 2018-2019; 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, 2019, 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 2019-2020 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, 2019 – June 30, 2020"

**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 the City Administrator is authorized to execute the non-profit funding agreements in accordance to the funding approved as part of this budget.

**SECTION V:** That this Ordinance shall take effect on July 1, 2019, 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: \_\_\_\_\_

**ORDINANCE NO. 2019-17**

**TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2019-2020; 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 2019-2020 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:

|                          |                                                                                                                                                                  |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>General Fund</b>      | <b>19.16 cents (\$.1916) or percentage approximate to 46% based on the certified tax rate. (Inclusive of proceeds from the tax increment financing district)</b> |
| <b>Debt Service Fund</b> | <b>21.10 cents (\$.2110) or percentage approximate to 51% based on the certified tax rate.</b>                                                                   |
| <b>Street Aid Fund</b>   | <b>1.50 cents (\$.0150) for street maintenance.</b>                                                                                                              |

**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: \_\_\_\_\_**  
**ERIC S. STUCKEY**  
**City Administrator**

**BY: \_\_\_\_\_**  
**DR. KEN MOORE**  
**Mayor**

**Approved as to Form:**

\_\_\_\_\_  
**Shauna R. Billingsley, City Attorney**

|                              |       |
|------------------------------|-------|
| <b>PASSED FIRST READING</b>  | _____ |
| <b>PUBLIC HEARING:</b>       | _____ |
| <b>PASSED SECOND READING</b> | _____ |
| <b>PASSED THIRD READING:</b> | _____ |

**RESOLUTION NO. 2019-45**

**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 2019-2020; 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 2019-2020, as set forth more fully in the document entitled "City of Franklin, Tennessee, Annual Operating & Capital Equipment Budget, July 1, 2019 – June 30, 2020" 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 \_\_\_\_\_ 2019.**

**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



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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# **BUDGET SUMMARY**

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Under this section is:

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



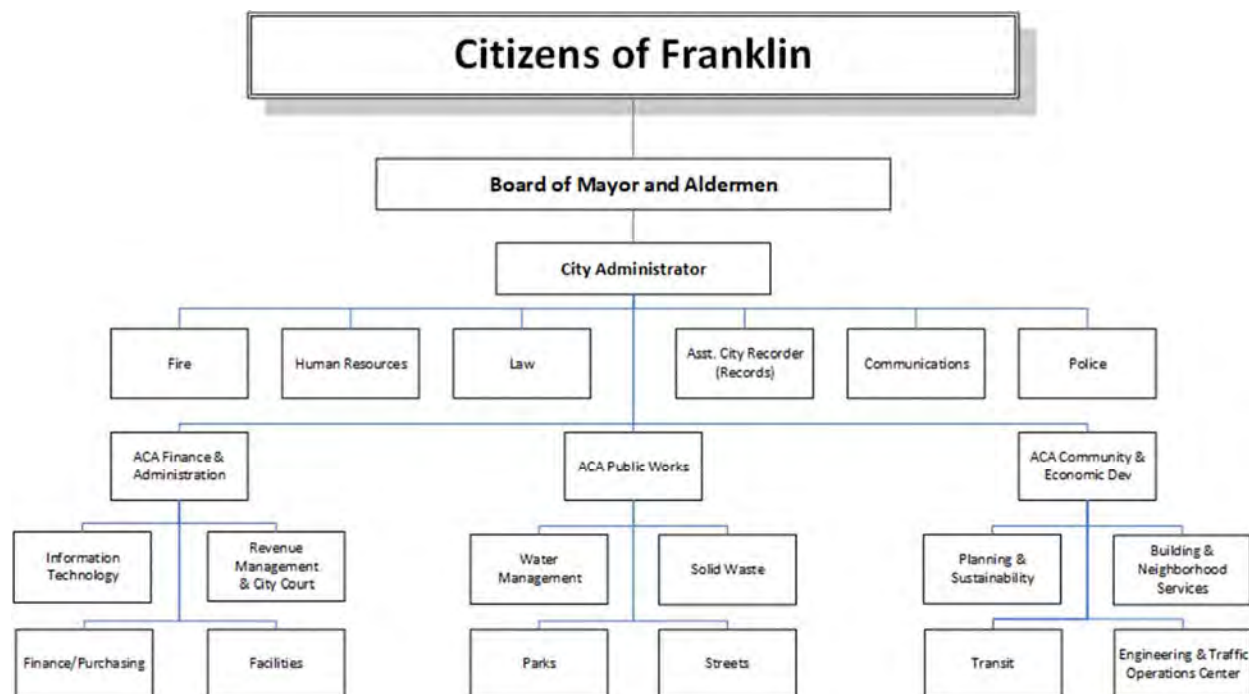


## City of Franklin, Tennessee FY 2020 Operating Budget

### 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)
  - c. Human Resources (General Fund)
  - d. Law (General Fund)



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **City of Franklin Information & Organization**

- 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 2020 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, 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.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### City of Franklin Information & Organization

### Demographics

Additional Demographic information can be found in the Appendices.

#### Income

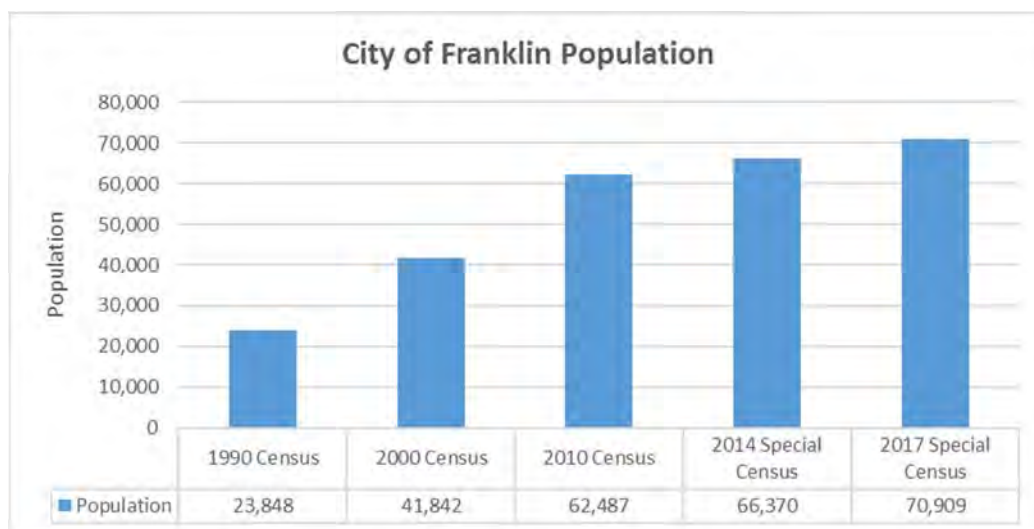
Median Household Income  
Per Capita Income

#### Franklin

\$92,589  
\$45,176

#### Williamson County

\$103,543  
\$48,482



### Education Attainment for Adults Age 25 Years and Older

|                    | Franklin      |         | Williamson County |         |
|--------------------|---------------|---------|-------------------|---------|
|                    | Number        | Percent | Number            | Percent |
| <High School       | 3,398         | 6%      | 8,761             | 6%      |
| High School        | 8,153         | 15%     | 24,266            | 16%     |
| Associate's Degree | 12,529        | 23%     | 37,285            | 24%     |
| Bachelor's Degree  | 19,277        | 35%     | 53,356            | 35%     |
| Graduate Degree    | 11,158        | 21%     | 29,337            | 19%     |
| <b>Total</b>       | <b>54,515</b> |         | <b>153,005</b>    |         |

Source: United States Census Bureau, American Community Survey 5-year Estimates – 2013-2017.



## City of Franklin, Tennessee FY 2020 Operating Budget

### City of Franklin Information & Organization

### Awards & Recognitions

**#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**

**Top 100 Places to Live**  
*Relocate America*

**#4 Best Places to  
Live in 2017**  
*Money Magazine*



**Control Authority Pretreatment Excellence  
Award – Water Reclamation Facility**

*Kentucky/Tennessee American Water Works Association and Water Environment Federation*

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

**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 2020 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 2018-19 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 2020 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 2020 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 for G.O. Bonds; Aa3 Bond Rating by Moody’s Investor Services for Water Bonds
- GFOA Award for Excellence and Financial Reporting (28th year)
- GFOA Distinguished Budget Presentation Award (11th year)
- Tennessee 3-Star Award for Community Economic Preparedness (15th year)
- Tree City USA (15th 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 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 2020 Operating and Capital Budget.





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget Planning

| Budgetary Planning Processes                                       |                                                                                                                                                               |                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Planning Process                                                   | Planning Process Focus                                                                                                                                        | Description of Focus                                                                                                                                                                                                                     | Impact on Operating Budgets                                                                                                                                                                                                                                        |
| <b>Strategic Planning</b><br>(see Appendix L for more information) | FranklinForward: The City's Strategic Plan has a long-range planning focus of 20 years. Financial and non Financial objectives for budget year are considered | Departmental plans are developed with assistance from Administration and from Finance. Goals and objectives are included within departmental operating budgets and qualified within performance measures.                                | Allows for departmental goals to be aligned with BOMA and Administration goals and objectives. Also, allows for the operating budget to be proposed initially to include potentially new services developed from this process.                                     |
| <b>Revenue Forecasting</b>                                         | Short-Term planning from 1-5 years, built upon a Revenue model with 5-25 year historical averages                                                             | Revenue modeling focuses in particular 1-3 years in the future, but systems are being developed to extend out 10 years.                                                                                                                  | 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.                                                                   |
| <b>Capital Improvement Plan</b>                                    | Mid-term planning from 1 to 10 years.                                                                                                                         | With input from the Capital Investment Committee and staff, the ten-year CIP is matched to a mid-range financing model and the entire BOMA makes decisions 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 modified dependent upon opportunity, available resources, or community need.                                                    |
| <b>Vehicle/Equipment Replacement</b>                               | Short to mid-term planning from 3 to 10 years.                                                                                                                | Acquisition of capital equipment is planned based on life cycle.                                                                                                                                                                         | Department heads are encouraged to work with the City's Fleet Division to identify recurring replacement needs. Also, transfer or disposal of capital is considered in developing the budget.                                                                      |
| <b>Computer/Hardware Replacement</b>                               | Short to mid-term planning from 3 to 10 years.                                                                                                                | Whereas servers may last beyond 5 years, 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. | Department heads are encouraged to work with the City's Information Technology Department which maintains a five-year replacement cycle for all personal interface devices. Also, transfer or disposal of computer capital is considered in developing the budget. |
| <b>Street Condition Assessment</b>                                 | Long-term planning from 12 to 20 years.                                                                                                                       | Street maintenance cost have been developed to maintain streets at desired condition.                                                                                                                                                    | Street maintenance is a major item within the operating budget and has a dedicated fund - the Street Aid and Transportation Fund - as a result.                                                                                                                    |



## City of Franklin, Tennessee FY 2020 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. These FY 2020 Budget goals, adopted by the Board of Mayor and Alderman via Resolution 2018-104, 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"><li>• Maintain and enhance the positive fiscal position of the City by adherence to financial management principles for public funds.</li></ul>                                                                                                                                          |
|    | <ul style="list-style-type: none"><li>• 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.</li></ul> |
|    | <ul style="list-style-type: none"><li>• Produce a structurally balanced budget with ongoing revenues meeting ongoing expenses.</li></ul>                                                                                                                                                                                   |
|   | <ul style="list-style-type: none"><li>• Pursue additional revenue sources when and where appropriate.</li></ul>                                                                                                                                                                                                            |
|  | <ul style="list-style-type: none"><li>• Maintain reserve funds in compliance with the Board of Mayor and Aldermen's adopted policy.</li></ul>                                                                                                                                                                              |
|  | <ul style="list-style-type: none"><li>• Maintain compliance with the City's adopted debt policy and capital funding program.</li></ul>                                                                                                                                                                                     |
|  | <ul style="list-style-type: none"><li>• Leverage local funds through the pursuit of grant opportunities.</li></ul>                                                                                                                                                                                                         |

#### Non-Financial Goals

|                                                                                     |                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"><li>• Maintain and enhance services to citizens. Focus on the delivery of high-quality services to residents, businesses, and visitors.</li></ul>         |
|  | <ul style="list-style-type: none"><li>• Focus on the delivery of projects approved through the 2019-28 Capital Investment Program and supported by the Invest Franklin initiative</li></ul> |
|  | <ul style="list-style-type: none"><li>• Focus on continued maintenance and improvement to the water and wastewater infrastructure by advancing rate-funded capital projects.</li></ul>      |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Budget Planning

|                                                                                     |                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | <ul style="list-style-type: none"> <li>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.</li> </ul>                                                         |
|    | <ul style="list-style-type: none"> <li>Cooperate with other agencies to generate significant economic development opportunities within Franklin and Williamson County. Enhance Franklin's competitive position.</li> </ul>                                                                        |
|    | <ul style="list-style-type: none"> <li>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.</li> </ul>                                                              |
|    | <ul style="list-style-type: none"> <li>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.</li> </ul> |
|    | <ul style="list-style-type: none"> <li>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.</li> </ul>                                     |
|   | <ul style="list-style-type: none"> <li>Continue commitment to the vitality of the downtown area, historical areas, and neighborhoods throughout the city.</li> </ul>                                                                                                                              |
|  | <ul style="list-style-type: none"> <li>Encourage Community improvement projects to maintain and enhance the appearance and functionality of the City's existing residential neighborhoods and business areas.</li> </ul>                                                                          |

#### Specific Fiscal Year 2020 Initiatives

|                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>Work towards the development of incentives and strategies for affordable and workforce housing in the City of Franklin.</li> </ul>                                                                                                                                                                                                                                                    |
|  | <ul style="list-style-type: none"> <li>Continue the emphasis that will maintain and enhance existing service levels to the citizens of Franklin focusing upon our core values of excellence, innovation, teamwork, integrity and an action-orientation.</li> </ul>                                                                                                                                                           |
|  | <ul style="list-style-type: none"> <li>Support and connect the City's operational efforts to long-term planning initiatives. 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.</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Continue work on the City's growth management strategies focusing on targeted infrastructure enhancements. Support dialog with key stakeholders including Williamson County on growth patterns, infrastructure planning, and long term land use strategies.</li> </ul>                                                                                                                |
|  | <ul style="list-style-type: none"> <li>Continue efforts to recruit qualified employees including efforts to diversify the workforce.</li> </ul>                                                                                                                                                                                                                                                                              |



## City of Franklin, Tennessee FY 2020 Operating Budget

### Budget Planning

|                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | <ul style="list-style-type: none"><li>Move forward with implementation of projects identified by the Board of Mayor and Aldermen with the Capital Investment Program and supported by the <i>Invest Franklin</i> initiative. Develop an updated 2019-28 Capital Investment Program.</li></ul>                                                                                                                             |
|   | <ul style="list-style-type: none"><li>Continue to identify opportunities to expand and enhance the City's engagement with the public through various strategies and mediums.</li></ul>                                                                                                                                                                                                                                    |
|   | <ul style="list-style-type: none"><li>Promote/market the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners.</li></ul>                                                                                                                                                                                                                    |
|   | <ul style="list-style-type: none"><li>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, <b>FranklinForward</b>, and further development and build out of the City's Open Performance website - <a href="http://performance.franklintn.gov">http://performance.franklintn.gov</a>.</li></ul> |
|   | <ul style="list-style-type: none"><li>Support the sustainability efforts identified by staff and the City's Sustainability Commission.</li></ul>                                                                                                                                                                                                                                                                          |
|  | <ul style="list-style-type: none"><li>Continue work toward additional long-term funding strategies for multi-modal and vehicular transportation needs in Franklin, Williamson County, and throughout the Middle Tennessee region.</li></ul>                                                                                                                                                                               |



## **City of Franklin, Tennessee**

### **FY 2020 Operating Budget**

#### **Budget Planning**

##### **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 2020 budget.

|                                                                                                               |                                                                              |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <b>Budget Materials Distributed</b>                                                                           | <b>December 7, 2018</b>                                                      |
| <b>Department Requests Due</b>                                                                                | <b>January 18, 2019</b>                                                      |
| <b>Initial Meetings with Finance</b>                                                                          | <b>3 weeks before budget presentation</b>                                    |
| <b>Initial Meetings with City Administrator</b>                                                               | <b>2 weeks before budget presentation</b>                                    |
| <b>Proposed Department Budgets Distributed to Committee and Board for Budget Presentations</b>                | <b>1 week before budget presentation</b>                                     |
| <b>Budget Presentations to Finance Committee</b>                                                              | <b>Each Finance Committee meeting in January, February, March, and April</b> |
| <b>Proposed Budget Distributed to Board of Mayor and Aldermen</b>                                             | <b>Friday, May 3, 2019</b>                                                   |
| <b>Budget Hearings (as needed)</b>                                                                            | <b>Thursday, May 9, 2019</b>                                                 |
| <b>Budget Notice</b>                                                                                          | <b>No later than 10 days before 2<sup>nd</sup> Reading</b>                   |
| <b>First Reading of Budget &amp; Tax Rate Ordinances (Solid Waste + Water Rates Ordinances, if necessary)</b> | <b>Tuesday, May 28, 2019</b>                                                 |
| <b>Second Reading (Public Hearing)</b>                                                                        | <b>Tuesday, June 11, 2019</b>                                                |
| <b>Third &amp; Final Reading</b>                                                                              | <b>Tuesday, June 25, 2019</b>                                                |
| <b>New Fiscal Year</b>                                                                                        | <b>Monday, July 1, 2019</b>                                                  |



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **Budget Planning**

#### **Economic Outlook**

U.S. real gross domestic product (“GDP”) in 2018 increased 2.9% compared with an increase of 2.2% in the prior year. According to the US Bureau of Labor Statistics, “The increase in real GDP in 2018 primarily reflected positive contributions from personal consumption, nonresidential fixed investment, exports, federal government spending, private inventory investment, and state and local government spending that were slightly offset by a small negative contribution from residential fixed investment.” Many observers, including the St. Louis Federal Reserve Bank, have predicted that 2019 growth will continue but may moderate somewhat due to factors including reductions in the number of single family building permits and rising inventories.

In his annual Economic Report to the Governor of the State of Tennessee, University of Tennessee economist Dr. Matthew Murray projects “inflation-adjusted (State of Tennessee) GDP to grow 2.2 percent in 2019 from 2.1 percent in 2018, slightly slower than the pace of output for the nation.” One explanation for the slightly lower rate of growth is the state’s tight labor market. Dr. Murray describes that Tennessee experiences a labor force that is less healthy and has lower educational attainment levels than other states with higher percentages of work force participation.

Current unemployment data from the State of Tennessee Bureau of Labor Statistics report that Williamson County, at 2.4 percent, had the lowest unemployment rate among all Tennessee counties in January 2019, followed by Davidson County at 2.6 percent. Of the six Tennessee counties with unemployment rates beneath 3.0%, all are located within metro Nashville.

Williamson County continues to be recognized as the “healthiest” county in the State and by maintaining demographics that are positive in educational, age, and financial metrics. Williamson County (\$103,543) has a median household income significantly greater than the national average of \$59,039 and the Tennessee state average of \$48,708. Williamson County maintains a 95% high school graduation rate, and 58% of the adult population has a bachelor’s degree. Moreover, the 2018 Robert Wood Johnson Foundation’s annual health rankings cited Williamson County as the healthiest county in the State of Tennessee in both ranking categories of health outcomes and health factors.



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Budget Planning

| INDICATOR                        | Jan-18  | Jan-19  | % Year Over Year |
|----------------------------------|---------|---------|------------------|
| Labor Force-Williamson Co        | 118,210 | 124,690 | 5.5%             |
| Employment-Williamson Co         | 115,200 | 121,650 | 5.5%             |
| Unemployment-Williamson Co       | 3,010   | 3,040   | 0.1%             |
| Unemployment %-Williamson Co     | 2.7%    | 2.4%    | (0.3%)           |
| Unemployment Rate-Franklin       | 2.6%    | 2.4%    | (0.2%)           |
| Unemployment Rate- United States | 4.5%    | 4.4%    | (0.1%)           |
| Unemployment Rate- Tennessee     | 4.0%    | 3.7%    | (0.3%)           |
| Employment-Franklin              | 41,640  | 44,580  | 7.1%             |
| Population - Franklin            | 74,794  | 78,321  | 4.7%             |

*Source: Bureau of Labor Statistics, TN Dept. of Employment Security, US Census Bureau, 2017 Special Census performed by City of Franklin and population estimates disseminated by the TN State Data Center/UT-Knoxville Haslam College of Business*

Williamson County and the City of Franklin have demonstrated considerable job growth in the last 10 years, both in the number of jobs and in per capita income. The largest employer both in 2009 and 2018 is Community Health Systems, reporting a growth from 801 employees a decade ago and 2,652 in the last year. The second largest employer in 2018, Nissan North America with 1,700 employees, was the same ranking in 2009 with 1,300 employees. The top ten employers represented 12,086 jobs in 2009. In 2018, the same list accounted for 11,911 jobs, which demonstrates that the community is not significantly dependent upon one or a few employers to employ its residents. Per capita income has increased by 52% between 2009 and 2018, from \$59,696 to \$90,979.

The Greater Nashville Association of Realtors reports that home sales in March 2019 were down 6% from March of last year (3,446 in 2018 versus 3,237 in 2019). In addition to home sales, median prices for single family residential properties were up 2.4%, from \$297,915 in 2018 to \$305,000 in 2019.

In Franklin, residential permits in fiscal year 2018 were 493 for valuation of \$183,676,822 for average value per unit of \$372,570. In fiscal year 2019 for the months of July through February, residential permits were 218 for valuation of \$88,773,527 for average value per unit of \$407,218. While the number of residential permits has decreased the last two years, the average value per unit as increased significantly, or 19%.





## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **Budget Planning**

Significant private investment in downtown Franklin is nearing completion or well underway at the start of the new fiscal year. The former First Tennessee Bank Building on the square has been rebuilt and renamed 231 Public Square. Initial tenants, including a First Tennessee Bank branch, opened in early 2019. Ruby Sunshine restaurant, a popular Louisiana based restaurant open for breakfast and lunch, opened in spring 2019 with offices upstairs. There is also space for a rooftop restaurant. The \$100 million Harpeth Square development on the east side of the square started construction in late 2017 with the new 120 room Curio Hotel (Hilton brand) and 500 space parking garage on pace to open in fall 2019, followed by the completion of apartments and retail space. Chartwell Hospitality is developing the site of the former Dotson Restaurant on the east side of the square into an office/retail/restaurant use. Construction started in the second half of 2018.

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 with another \$270 million of development underway near McEwen Drive and Mallory which 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.

In addition to office and residential development, Franklin and Williamson County continues to experience growth in the tourism sector. In 2017, a record 1.51 million tourists visited the County, which ranks as the sixth highest county tourist market in the State of Tennessee. The Battle of Franklin Trust, a nonprofit that operates the historic Civil War sites of the Carter House and Carnton House, will break ground in summer 2019 on a new \$3.2 million visitor center at the Carter House in downtown Franklin. The center will be funded in part by a grant from the State of Tennessee and will include a museum, gift shop, offices and a multipurpose room. In February 2019, the Heritage Foundation of Williamson County purchased the former campus of O'More College of Design located in downtown Franklin. The Heritage Foundation plans to restore the Victorian mansion as well as preserve the 7 acre site located within the historic district. Future uses will include private event space, gardens and collections available for public viewing and educational space for economic development initiatives of the local chamber (Williamson Inc.). In September 2019, the fifth annual Pilgrimage Music & Cultural Festival will bring headlining entertainment to the City's Harlinsdale Park, attracting crowds of over 20,000 persons a day. Previous acts have included Justin Timberlake and Dave Mathews and the announced 2019 lineup includes Foo Fighters and Keith Urban.

*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; Williamson County Tourism statistics*



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **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.



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **Fund Summary**

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)

Parkland Dedication 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.

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



# City of Franklin, Tennessee

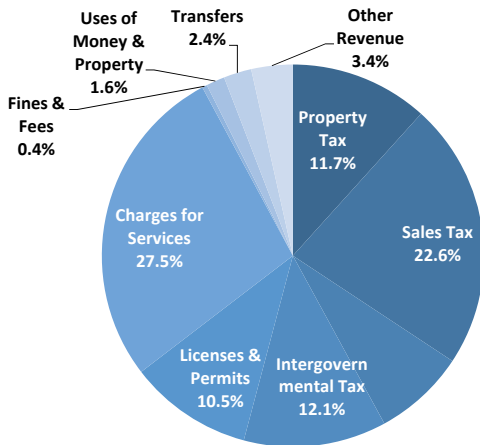
## FY 2020 Operating Budget

### Fund Summary: Budget Summary - All Funds

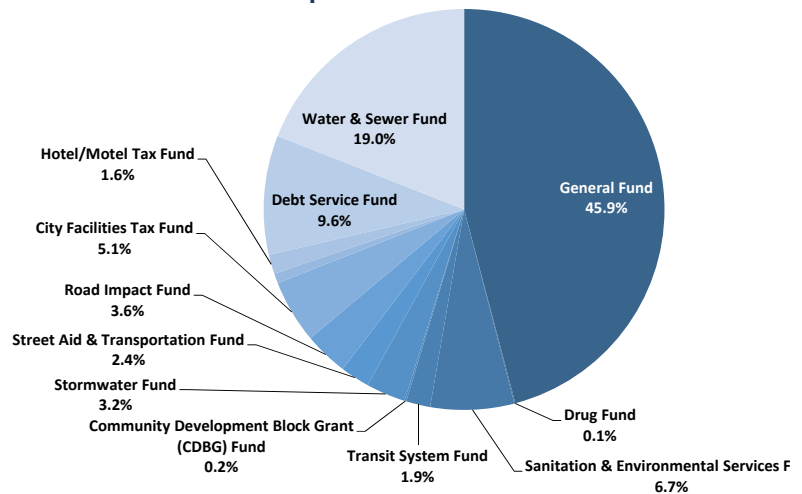
The following page presents a comprehensive picture of all 14 budgeted funds for the City of Franklin, Tennessee.

|                                          | Actual 2017<br>A      | Actual 2018<br>B      | Budget 2019<br>C      | Estd 2019<br>D        | Budget 2020<br>E      | Difference '19 vs. '20<br>F (E-C) | G (E/C)     |
|------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------------------|-------------|
| <b>Revenues</b>                          |                       |                       |                       |                       |                       |                                   |             |
| Property Tax                             | \$ 17,021,877         | \$ 18,304,565         | \$ 17,273,844         | \$ 18,684,295         | \$ 19,201,227         | \$ 1,927,383                      | 11.2%       |
| Sales Tax                                | \$ 32,694,269         | \$ 34,151,972         | \$ 35,557,339         | \$ 35,868,585         | \$ 37,123,985         | \$ 1,566,646                      | 4.4%        |
| Other Taxes                              | \$ 11,931,150         | \$ 14,358,214         | \$ 11,954,113         | \$ 11,124,432         | \$ 12,760,015         | \$ 805,902                        | 6.7%        |
| Intergovernmental Tax                    | \$ 17,831,478         | \$ 19,288,249         | \$ 19,203,925         | \$ 17,783,302         | \$ 19,841,610         | \$ 637,685                        | 3.3%        |
| Licenses & Permits                       | \$ 17,109,761         | \$ 19,574,405         | \$ 15,568,976         | \$ 14,413,572         | \$ 17,181,900         | \$ 1,612,924                      | 10.4%       |
| Charges for Services                     | \$ 39,607,799         | \$ 41,389,171         | \$ 43,345,267         | \$ 43,081,048         | \$ 45,217,997         | \$ 1,872,730                      | 4.3%        |
| Fines & Fees                             | \$ 753,497            | \$ 583,048            | \$ 850,361            | \$ 565,485            | \$ 689,821            | \$ (160,540)                      | -18.9%      |
| Uses of Money & Property                 | \$ 1,013,978          | \$ 1,412,171          | \$ 992,221            | \$ 2,248,048          | \$ 2,583,999          | \$ 1,591,778                      | 160.4%      |
| Transfers                                | \$ 5,117,914          | \$ 6,349,318          | \$ 4,093,136          | \$ 5,463,157          | \$ 3,880,485          | \$ (212,651)                      | -5.2%       |
| Other Revenue                            | \$ 21,387             | \$ 35,981             | \$ 8,493,150          | \$ 6,336,738          | \$ 5,763,554          | \$ (2,729,596)                    | -32.1%      |
| <b>Total - All Funds Revenues</b>        | <b>\$ 143,103,110</b> | <b>\$ 155,447,094</b> | <b>\$ 157,332,332</b> | <b>\$ 155,568,661</b> | <b>\$ 164,244,591</b> | <b>\$ 6,912,259</b>               | <b>4.4%</b> |
| <b>Expenses</b>                          |                       |                       |                       |                       |                       |                                   |             |
| General Fund                             | \$ 62,506,792         | \$ 62,923,226         | \$ 74,341,784         | \$ 72,758,946         | \$ 73,789,465         | \$ (552,319)                      | -0.7%       |
| Drug Fund                                | \$ 122,177            | \$ 258,783            | \$ 278,500            | \$ 274,014            | \$ 134,900            | \$ (143,600)                      | -51.6%      |
| Sanitation & Environmental Services Fund | \$ 8,617,489          | \$ 8,388,031          | \$ 9,486,210          | \$ 9,062,756          | \$ 10,852,262         | \$ 1,366,052                      | 14.4%       |
| Transit System Fund                      | \$ 2,136,228          | \$ 2,086,098          | \$ 3,908,885          | \$ 3,264,061          | \$ 3,128,060          | \$ (780,825)                      | -20.0%      |
| Community Development Block Grant (CDBG) | \$ 230,374            | \$ 257,807            | \$ 379,786            | \$ 379,786            | \$ 251,000            | \$ (128,786)                      | -33.9%      |
| Stormwater Fund                          | \$ 2,776,227          | \$ 3,075,748          | \$ 6,138,112          | \$ 3,317,228          | \$ 5,110,229          | \$ (1,027,883)                    | -16.7%      |
| Street Aid & Transportation Fund         | \$ 2,799,730          | \$ 3,107,210          | \$ 4,137,011          | \$ 3,920,600          | \$ 3,800,600          | \$ (336,411)                      | -8.1%       |
| Road Impact Fund                         | \$ 6,347,672          | \$ 6,256,477          | \$ 5,708,651          | \$ 3,183,210          | \$ 5,710,869          | \$ 2,218                          | 0.0%        |
| City Facilities Tax Fund                 | \$ 385,393            | \$ 916,395            | \$ 8,572,354          | \$ 3,336,270          | \$ 8,215,322          | \$ (357,032)                      | -4.2%       |
| County Facilities Tax Fund               | \$ -                  | \$ 300,000            | \$ 1,750,000          | \$ 1,750,000          | \$ 1,285,000          | \$ (465,000)                      | -26.6%      |
| Hotel/Motel Tax Fund                     | \$ 2,527,880          | \$ 2,241,519          | \$ 2,775,809          | \$ 2,522,716          | \$ 2,501,742          | \$ (274,067)                      | -9.9%       |
| Debt Service Fund                        | \$ 12,896,749         | \$ 13,640,681         | \$ 13,758,204         | \$ 13,758,204         | \$ 15,455,385         | \$ 1,697,181                      | 12.3%       |
| Parkland Dedication Fund                 | \$ -                  | \$ 505,402            | \$ -                  | \$ -                  | \$ -                  | \$ -                              | 0.0%        |
| Water & Sewer Fund                       | \$ 23,754,920         | \$ 28,434,940         | \$ 28,697,352         | \$ 25,723,195         | \$ 30,603,342         | \$ 1,905,990                      | 6.6%        |
| <b>Total - All Funds</b>                 | <b>\$ 125,101,632</b> | <b>\$ 132,392,317</b> | <b>\$ 159,932,658</b> | <b>\$ 143,250,986</b> | <b>\$ 160,838,175</b> | <b>\$ 905,517</b>                 | <b>0.6%</b> |
| Personnel                                | \$ 54,101,667         | \$ 56,651,206         | \$ 64,518,682         | \$ 63,558,907         | \$ 66,342,517         | \$ 1,823,835                      | 2.83%       |
| Operations                               | \$ 63,599,732         | \$ 61,090,009         | \$ 71,995,078         | \$ 66,726,013         | \$ 68,496,245         | \$ (3,498,833)                    | -4.86%      |
| Capital                                  | \$ 7,400,233          | \$ 14,651,102         | \$ 23,418,898         | \$ 12,966,066         | \$ 25,999,413         | \$ 2,580,515                      | 11.02%      |
| <b>Total - All Funds Expenses</b>        | <b>\$ 125,101,632</b> | <b>\$ 132,392,317</b> | <b>\$ 159,932,658</b> | <b>\$ 143,250,986</b> | <b>\$ 160,838,175</b> | <b>\$ 905,517</b>                 | <b>0.6%</b> |
| <b>Surplus / (Deficit) All Funds</b>     | <b>\$ 18,001,479</b>  | <b>\$ 23,054,778</b>  | <b>\$ (2,600,325)</b> | <b>\$ 12,317,676</b>  | <b>\$ 3,406,416</b>   |                                   |             |

**FY 2020 Revenues**



**FY 2020 Expenses**





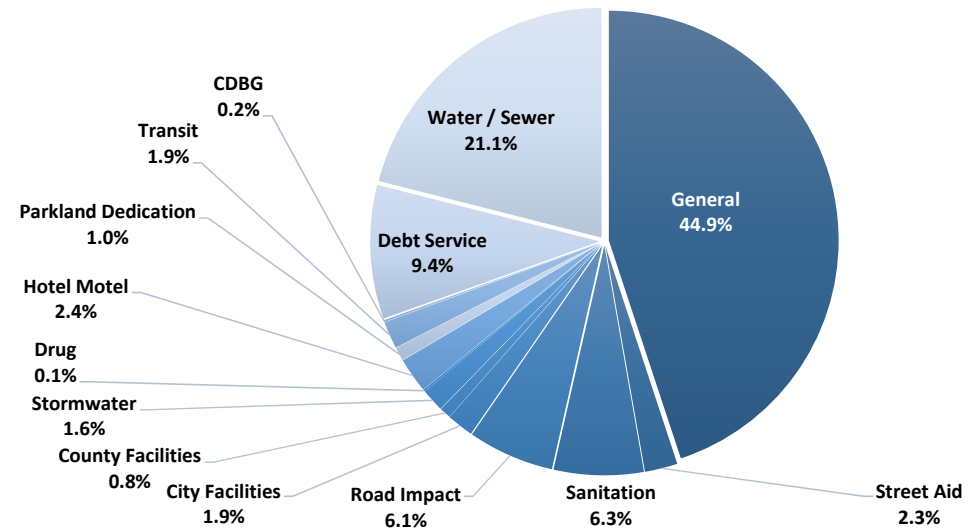
# City of Franklin

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 2020.

Overall we are projecting all funds revenues of \$164.2 Million, \$6.9 Million (4.4%) more than the FY 2019 Budget. The largest fund, the General Fund, is forecast to decrease by \$552,319 (20.7%) less than the FY 2019 Budget as a result of one-time transfers of fund balance not being repeated.



| Fund                  | Actual          |                |                |                |                | Budget         | FY 2020 Forecast |                |                |        | FY 2020 |
|-----------------------|-----------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|--------|---------|
|                       | <u>A</u>        | <u>B</u>       | <u>C</u>       | <u>D</u>       | <u>E</u>       | <u>F</u>       | <u>G</u>         | <u>H</u>       | <u>I</u>       |        |         |
|                       | FY 2014         | FY 2015        | FY 2016        | FY 2017        | FY 2018        | FY 2019        | Low              | Medium         | High           |        |         |
| General               | \$ 56,918,504   | \$ 57,489,269  | \$ 63,539,872  | \$ 66,489,417  | \$ 69,100,055  | \$ 74,341,784  | \$ 72,103,744    | \$ 73,789,465  | \$ 75,116,112  | 44.9%  |         |
| Street Aid            | \$ 2,494,155    | \$ 2,396,417   | \$ 2,486,091   | \$ 2,928,796   | \$ 3,250,164   | \$ 3,711,985   | \$ 3,782,681     | \$ 3,794,206   | \$ 3,960,681   | 2.3%   |         |
| Sanitation            | \$ 7,462,938    | \$ 8,275,157   | \$ 9,057,522   | \$ 8,537,238   | \$ 8,861,406   | \$ 9,253,111   | \$ 10,244,182    | \$ 10,347,659  | \$ 10,451,135  | 6.3%   |         |
| Road Impact           | \$ 4,082,685    | \$ 3,358,555   | \$ 7,595,878   | \$ 7,217,613   | \$ 11,706,536  | \$ 8,285,694   | \$ 7,500,329     | \$ 10,000,438  | \$ 12,500,548  | 6.1%   |         |
| City Facilities       | \$ 3,855,445    | \$ 2,482,412   | \$ 4,886,088   | \$ 3,850,553   | \$ 4,885,177   | \$ 2,449,305   | \$ 2,931,250     | \$ 3,075,000   | \$ 3,218,750   | 1.9%   |         |
| County Facilities     | \$ -            | \$ -           | \$ -           | \$ 3,488,072   | \$ 1,616,445   | \$ 1,250,000   | \$ 1,212,500     | \$ 1,310,000   | \$ 1,387,500   | 0.8%   |         |
| Stormwater            | \$ 2,340,963    | \$ 2,673,347   | \$ 2,546,681   | \$ 2,590,187   | \$ 2,559,489   | \$ 2,722,281   | \$ 2,515,125     | \$ 2,647,500   | \$ 2,779,875   | 1.6%   |         |
| Drug                  | \$ 171,821      | \$ 214,483     | \$ 325,357     | \$ 147,740     | \$ 226,100     | \$ 224,586     | \$ 237,958       | \$ 243,364     | \$ 248,771     | 0.1%   |         |
| Hotel Motel           | \$ 3,242,135    | \$ 3,293,337   | \$ 3,564,719   | \$ 3,721,055   | \$ 4,136,321   | \$ 3,744,327   | \$ 3,880,842     | \$ 4,020,520   | \$ 4,080,195   | 2.4%   |         |
| Parkland Dedication   | \$ -            | \$ 2,494,076   | \$ 1,931,890   | \$ 158,172     | \$ 2,062,394   | \$ 1,668,582   | \$ 1,515,000     | \$ 1,575,000   | \$ 1,585,000   | 1.0%   |         |
| Transit               | \$ 2,009,347    | \$ 2,087,408   | \$ 1,873,659   | \$ 2,136,228   | \$ 2,528,988   | \$ 3,908,885   | \$ 3,113,114     | \$ 3,144,560   | \$ 3,176,006   | 1.9%   |         |
| CDBG                  | \$ 198,920      | \$ 448,200     | \$ 330,297     | \$ 231,452     | \$ 261,237     | \$ 318,300     | \$ 252,753       | \$ 255,306     | \$ 257,859     | 0.2%   |         |
| Debt Service          | \$ 11,106,967   | \$ 12,050,577  | \$ 12,777,235  | \$ 12,981,946  | \$ 13,657,071  | \$ 13,684,617  | \$ 15,468,087    | \$ 15,468,087  | \$ 15,468,087  | 9.4%   |         |
| Water / Sewer         | \$ 22,900,654   | \$ 25,086,788  | \$ 27,467,913  | \$ 28,624,641  | \$ 30,595,710  | \$ 31,768,874  | \$ 34,424,982    | \$ 34,573,488  | \$ 34,740,622  | 21.1%  |         |
| All Revenues          | \$ 116,784,534  | \$ 122,350,027 | \$ 138,383,204 | \$ 143,103,110 | \$ 155,447,094 | \$ 157,332,332 | \$ 159,182,546   | \$ 164,244,591 | \$ 168,971,141 | 100.0% |         |
|                       |                 | <u>(B-A)</u>   | <u>(C-B)</u>   | <u>(D-C)</u>   | <u>(E-D)</u>   | <u>(F-E)</u>   | <u>(G-F)</u>     | <u>(H-F)</u>   | <u>(I-F)</u>   |        |         |
| Change Year-over-Year | \$ (13,258,934) | \$ 5,565,493   | \$ 16,033,177  | \$ 4,719,907   | \$ 12,343,984  | \$ 14,229,221  | \$ 1,850,215     | \$ 6,912,259   | \$ 11,638,809  |        |         |
|                       | -10.2%          | 4.8%           | 13.1%          | 3.4%           | 8.6%           | 9.9%           | 1.2%             | 4.4%           | 7.4%           |        |         |



**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

**Fund Summary: Other Funds - Departmental Summary**

|                                                      | <u>Actual 2017</u> | <u>Actual 2018</u> | <u>Budget 2019</u> | <u>Estd 2019</u> | <u>Budget 2020</u> | <u>Difference '19 vs. '20</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> |
| <b>Public Safety</b>                                 |                    |                    |                    |                  |                    |                               |                |
| <b>Drug Fund</b>                                     |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                      | \$ 515,642         | \$ 541,205         | \$ 508,522         | \$ 508,522       | \$ 368,984         | \$ (139,538)                  | -27.4%         |
| Revenues                                             | \$ 147,740         | \$ 226,100         | \$ 224,586         | \$ 134,476       | \$ 243,364         | \$ 18,778                     | 8.4%           |
| Expenses                                             |                    |                    |                    |                  |                    |                               |                |
| Personnel                                            | \$ -               |                    |                    |                  |                    | \$ -                          | 0.0%           |
| Operations                                           | \$ 122,177         | \$ 99,660          | \$ 192,500         | \$ 189,600       | \$ 74,900          | \$ (117,600)                  | -61.1%         |
| Capital                                              | \$ -               | \$ 159,123         | \$ 86,000          | \$ 84,414        | \$ 60,000          | \$ (26,000)                   | -30.2%         |
| Ending Balance                                       | \$ 541,205         | \$ 508,522         | \$ 454,608         | \$ 368,984       | \$ 477,448         | \$ 22,840                     | 5.0%           |
| <b>Community &amp; Economic Development</b>          |                    |                    |                    |                  |                    |                               |                |
| <b>Community Development Block Grant (CDBG) Fund</b> |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                      | \$ 85,185          | \$ 86,263          | \$ 89,691          | \$ 89,691        | \$ 28,205          | \$ (61,486)                   | -68.6%         |
| Revenues                                             | \$ 231,452         | \$ 261,235         | \$ 318,300         | \$ 318,300       | \$ 255,306         | \$ (62,994)                   | -19.8%         |
| Expenses                                             |                    |                    |                    |                  |                    |                               |                |
| Personnel                                            | \$ -               |                    | \$ -               |                  |                    | \$ -                          | 0.0%           |
| Operations                                           | \$ 230,374         | \$ 257,807         | \$ 379,786         | \$ 379,786       | \$ 251,000         | \$ (128,786)                  | -33.9%         |
| Capital                                              | \$ -               |                    | \$ -               |                  |                    | \$ -                          | 0.0%           |
| Ending Balance                                       | \$ 86,263          | \$ 89,691          | \$ 28,205          | \$ 28,205        | \$ 32,511          | \$ 4,306                      | 15.3%          |
| <b>Stormwater Fund</b>                               |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                      | \$ 4,873,735       | \$ 4,687,695       | \$ 4,171,436       | \$ 4,171,436     | \$ 3,545,476       | \$ (625,960)                  | -15.0%         |
| Revenues                                             | \$ 2,590,187       | \$ 2,559,489       | \$ 2,722,281       | \$ 2,691,268     | \$ 2,647,500       | \$ (74,781)                   | -2.7%          |
| Expenses                                             |                    |                    |                    |                  |                    |                               |                |
| Personnel                                            | \$ 1,345,213       | \$ 1,536,864       | \$ 1,668,528       | \$ 1,580,038     | \$ 1,632,440       | \$ (36,088)                   | -2.2%          |
| Operations                                           | \$ 1,019,534       | \$ 1,017,214       | \$ 963,584         | \$ 906,221       | \$ 927,788         | \$ (35,796)                   | -3.7%          |
| Capital                                              | \$ 411,480         | \$ 521,670         | \$ 3,506,000       | \$ 830,969       | \$ 2,550,000       | \$ (956,000)                  | -27.3%         |
| Ending Balance                                       | \$ 4,687,695       | \$ 4,171,436       | \$ 755,605         | \$ 3,545,476     | \$ 1,082,747       | \$ 327,142                    | 43.3%          |
| <b>Transit System Fund</b>                           |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                      | \$ 374,758         | \$ 374,758         | \$ 817,649         | \$ 817,649       | \$ 971,267         | \$ 153,618                    | 18.8%          |
| Revenues                                             | \$ 2,136,228       | \$ 2,528,989       | \$ 3,908,885       | \$ 3,417,679     | \$ 3,144,560       | \$ (764,325)                  | -19.6%         |
| Expenses                                             |                    |                    |                    |                  |                    |                               |                |
| Personnel                                            | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Operations                                           | \$ 1,890,367       | \$ 2,086,098       | \$ 3,508,885       | \$ 3,252,025     | \$ 2,546,060       | \$ (962,825)                  | -27.4%         |
| Capital                                              | \$ 245,861         | \$ -               | \$ 400,000         | \$ 12,036        | \$ 582,000         | \$ 182,000                    | 45.5%          |
| Ending Balance                                       | \$ 374,758         | \$ 817,649         | \$ 817,649         | \$ 971,267       | \$ 987,767         | \$ 170,118                    | 20.8%          |
| <b>Public Works</b>                                  |                    |                    |                    |                  |                    |                               |                |
| <b>Street Aid &amp; Transportation Fund</b>          |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                      | \$ 373,415         | \$ 502,481         | \$ 645,435         | \$ 645,435       | \$ 421,145         | \$ (224,290)                  | -34.8%         |
| Revenues                                             | \$ 2,928,796       | \$ 3,250,164       | \$ 3,711,985       | \$ 3,696,310     | \$ 3,794,206       | \$ 82,221                     | 2.2%           |
| Expenses                                             |                    |                    |                    |                  |                    |                               |                |
| Personnel                                            | \$ -               |                    | \$ -               |                  |                    | \$ -                          | 0.0%           |
| Operations                                           | \$ 2,799,730       | \$ 3,107,210       | \$ 4,137,011       | \$ 3,920,600     | \$ 3,800,600       | \$ (336,411)                  | -8.1%          |
| Capital                                              | \$ -               |                    | \$ -               |                  |                    | \$ -                          | 0.0%           |
| Ending Balance                                       | \$ 502,481         | \$ 645,435         | \$ 220,409         | \$ 421,145       | \$ 414,751         | \$ 194,342                    | 88.2%          |
| <b>Road Impact Fund</b>                              |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                      | \$ 5,019,848       | \$ 5,889,789       | \$ 11,339,848      | \$ 11,339,848    | \$ 15,913,647      | \$ 4,573,799                  | 40.3%          |
| Revenues                                             | \$ 7,217,613       | \$ 11,706,536      | \$ 8,285,694       | \$ 7,757,009     | \$ 10,000,438      | \$ 1,714,744                  | 20.7%          |
| Expenses                                             |                    |                    |                    |                  |                    |                               |                |
| Personnel                                            | \$ -               |                    | \$ -               |                  |                    | \$ -                          | 0.0%           |
| Operations                                           | \$ 4,320,672       | \$ 3,256,477       | \$ 5,708,651       | \$ 3,183,210     | \$ 5,710,869       | \$ 2,218                      | 0.0%           |
| Capital                                              | \$ 2,027,000       | \$ 3,000,000       | \$ -               |                  |                    | \$ -                          | 0.0%           |
| Ending Balance                                       | \$ 5,889,789       | \$ 11,339,848      | \$ 13,916,891      | \$ 15,913,647    | \$ 20,203,216      | \$ 6,286,325                  | 45.2%          |





**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

**Fund Summary: Other Funds - Departmental Summary**

|                                                                                                                                         | <u>Actual 2017</u> | <u>Actual 2018</u> | <u>Budget 2019</u> | <u>Estd 2019</u> | <u>Budget 2020</u> | <u>Difference '19 vs. '20</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> |
| <b>Public Works</b>                                                                                                                     |                    |                    |                    |                  |                    |                               |                |
| <b>Sanitation &amp; Environmental Services Fund</b>                                                                                     |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                                                                                                         | \$ 767,350         | \$ 687,099         | \$ 1,160,474       | \$ 1,160,474     | \$ 1,310,926       | \$ 150,452                    | 13.0%          |
| Revenues                                                                                                                                | \$ 8,537,238       | \$ 8,861,406       | \$ 9,253,111       | \$ 9,213,208     | \$ 10,347,659      | \$ 1,094,548                  | 11.8%          |
| Expenses                                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Personnel                                                                                                                               | \$ 3,017,836       | \$ 3,237,192       | \$ 3,334,622       | \$ 3,329,603     | \$ 3,392,317       | \$ 57,695                     | 1.7%           |
| Operations                                                                                                                              | \$ 5,434,754       | \$ 4,994,534       | \$ 5,716,588       | \$ 5,318,153     | \$ 6,258,925       | \$ 542,337                    | 9.5%           |
| Capital                                                                                                                                 | \$ 164,899         | \$ 156,305         | \$ 435,000         | \$ 415,000       | \$ 1,201,020       | \$ 766,020                    | 176.1%         |
| Ending Balance                                                                                                                          | \$ 687,099         | \$ 1,160,474       | \$ 927,375         | \$ 1,310,926     | \$ 806,323         | \$ (121,052)                  | -13.1%         |
| <b>Water &amp; Sewer Fund</b>                                                                                                           |                    |                    |                    |                  |                    |                               |                |
| Opening Balance*                                                                                                                        | \$ 18,470,570      | \$ 23,340,291      | \$ 25,501,060      | \$ 25,501,060    | \$ 31,546,739      | \$ 6,045,679                  | 23.7%          |
| Revenues                                                                                                                                | \$ 28,624,641      | \$ 30,595,709      | \$ 31,768,874      | \$ 31,768,874    | \$ 34,573,488      | \$ 2,804,614                  | 8.8%           |
| Expenses                                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Personnel                                                                                                                               | \$ 5,755,052       | \$ 6,352,580       | \$ 7,009,480       | \$ 6,539,012     | \$ 7,301,099       | \$ 291,619                    | 4.2%           |
| Operations                                                                                                                              | \$ 14,176,848      | \$ 15,013,037      | \$ 14,960,022      | \$ 14,507,922    | \$ 15,799,393      | \$ 839,371                    | 5.6%           |
| Capital                                                                                                                                 | \$ 3,823,020       | \$ 7,069,323       | \$ 6,727,850       | \$ 4,676,260     | \$ 7,502,850       | \$ 775,000                    | 11.5%          |
| Ending Balance                                                                                                                          | \$ 23,340,291      | \$ 25,501,060      | \$ 28,572,582      | \$ 31,546,739    | \$ 35,516,886      | \$ 6,944,304                  | 24.3%          |
| <i>*Beginning and Ending Balance representative of the cash basis of the Enterprise Fund. Does not include accrual of fixed assets.</i> |                    |                    |                    |                  |                    |                               |                |
| <b>Special Funds</b>                                                                                                                    |                    |                    |                    |                  |                    |                               |                |
| <b>City Facilities Tax Fund</b>                                                                                                         |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                                                                                                         | \$ 6,976,276       | \$ 10,441,436      | \$ 14,410,218      | \$ 14,410,218    | \$ 13,410,820      | \$ (999,398)                  | -6.9%          |
| Revenues                                                                                                                                | \$ 3,850,553       | \$ 4,885,177       | \$ 2,449,305       | \$ 2,336,872     | \$ 3,075,000       | \$ 625,695                    | 25.5%          |
| Expenses                                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Personnel                                                                                                                               | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Operations                                                                                                                              | \$ 167,132         | \$ 441,205         | \$ 278,592         | \$ 4,393         | \$ 313,592         | \$ 35,000                     | 12.6%          |
| Capital                                                                                                                                 | \$ 218,261         | \$ 475,190         | \$ 8,293,762       | \$ 3,331,877     | \$ 7,901,730       | \$ (392,032)                  | -4.7%          |
| Ending Balance                                                                                                                          | \$ 10,441,436      | \$ 14,410,218      | \$ 8,287,169       | \$ 13,410,820    | \$ 8,270,498       | \$ (16,671)                   | -0.2%          |
| <b>County Facilities Tax Fund</b>                                                                                                       |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                                                                                                         | \$ -               | \$ 3,488,072       | \$ 4,804,517       | \$ 4,804,517     | \$ 3,661,920       | \$ (1,142,597)                | -23.8%         |
| Revenues                                                                                                                                | \$ 3,488,072       | \$ 1,616,445       | \$ 1,250,000       | \$ 607,403       | \$ 1,310,000       | \$ 60,000                     | 4.8%           |
| Expenses                                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Personnel                                                                                                                               | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Operations                                                                                                                              | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Capital                                                                                                                                 | \$ -               | \$ 300,000         | \$ 1,750,000       | \$ 1,750,000     | \$ 1,285,000       | \$ (465,000)                  | -26.6%         |
| Ending Balance                                                                                                                          | \$ 3,488,072       | \$ 4,804,517       | \$ 4,304,517       | \$ 3,661,920     | \$ 3,686,920       | \$ (617,597)                  | -14.3%         |
| <b>Hotel/Motel Tax Fund</b>                                                                                                             |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                                                                                                         | \$ 2,634,109       | \$ 3,827,284       | \$ 5,722,086       | \$ 5,722,086     | \$ 7,075,545       | \$ 1,353,459                  | 23.7%          |
| Revenues                                                                                                                                | \$ 3,721,055       | \$ 4,136,321       | \$ 3,744,327       | \$ 3,876,175     | \$ 4,020,520       | \$ 276,193                    | 7.4%           |
| Expenses                                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Personnel                                                                                                                               | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Operations                                                                                                                              | \$ 2,206,955       | \$ 1,915,980       | \$ 2,312,773       | \$ 2,059,680     | \$ 2,163,706       | \$ (149,067)                  | -6.4%          |
| Capital                                                                                                                                 | \$ 320,925         | \$ 325,539         | \$ 463,036         | \$ 463,036       | \$ 338,036         | \$ (125,000)                  | -27.0%         |
| Ending Balance                                                                                                                          | \$ 3,827,284       | \$ 5,722,086       | \$ 6,690,604       | \$ 7,075,545     | \$ 8,594,323       | \$ 1,903,719                  | 28.5%          |
| <b>Debt Service Fund</b>                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                                                                                                         | \$ 5,000           | \$ 90,197          | \$ 106,587         | \$ 106,587       | \$ 89,873          | \$ (16,713)                   | -15.7%         |
| Revenues                                                                                                                                | \$ 12,981,946      | \$ 13,657,071      | \$ 13,684,617      | \$ 13,741,491    | \$ 15,468,087      | \$ 1,783,470                  | 13.0%          |
| Expenses                                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Personnel                                                                                                                               | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Operations                                                                                                                              | \$ 12,896,749      | \$ 13,640,681      | \$ 13,758,204      | \$ 13,758,204    | \$ 15,455,385      | \$ 1,697,181                  | 12.3%          |
| Capital                                                                                                                                 | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Ending Balance                                                                                                                          | \$ 90,197          | \$ 106,587         | \$ 33,000          | \$ 89,873        | \$ 102,575         | \$ 69,576                     | 210.8%         |





## Fund Summary: Other Funds - Departmental Summary

|                                 | <u>Actual 2017</u>  | <u>Actual 2018</u>  | <u>Budget 2019</u>  | <u>Estd 2019</u>    | <u>Budget 2020</u>  | <u>Difference '19 vs. '20</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> |
| <b>Parkland Dedication Fund</b> |                     |                     |                     |                     |                     |                               |                |
| <b>Opening Balance</b>          | \$ 4,425,966        | \$ 4,584,138        | \$ 6,141,130        | \$ 6,141,130        | \$ 8,069,712        | \$ 1,928,582                  | 31.4%          |
| Revenues                        | \$ 158,172          | \$ 2,062,394        | \$ 1,668,582        | \$ 1,928,582        | \$ 1,575,000        | \$ (93,582)                   | -5.6%          |
| Expenses                        |                     |                     |                     |                     |                     |                               |                |
| Personnel                       | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                          | 0.0%           |
| Operations                      | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                          | 0.0%           |
| Capital                         | \$ -                | \$ 505,402          | \$ -                | \$ -                | \$ -                | \$ -                          | 0.0%           |
| <b>Ending Balance</b>           | <b>\$ 4,584,138</b> | <b>\$ 6,141,130</b> | <b>\$ 7,809,712</b> | <b>\$ 8,069,712</b> | <b>\$ 9,644,712</b> | <b>\$ 1,835,000</b>           | <b>23.5%</b>   |

## Fund Summary

The schedule below shows changes in fund balance for all 14 funds actively budgeted for by the City of Franklin from FY 2018 through FY 2020.

|                                       | Governmental Funds |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        | Enterprise          | All Funds        |
|---------------------------------------|--------------------|------------------------|----------------------------|----------------|------------------------|--------------------------|----------------|--------------|----------------|----------------|--------------|-----------------|------------------------|---------------------|------------------|
|                                       | General            | Special Revenue Funds  |                            |                |                        |                          |                |              |                |                |              |                 |                        | Water & Sewer<br>** | Total            |
|                                       |                    | Street Aid &<br>Trans. | Sanitation &<br>Env. Serv. | Road Impact    | City Facilities<br>Tax | County<br>Facilities Tax | Storm Water    | Drug         | Hotel/ Motel   | Transit        | CDBG         | Debt Service    | Parkland<br>Dedication |                     |                  |
| <b>2018 Actual (Audited)</b>          |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| <b>Beginning Fund Balance</b>         | \$ 43,283,142      | \$ 502,481             | \$ 687,099                 | \$ 5,889,789   | \$ 10,441,436          | \$ 3,488,072             | \$ 4,687,695   | \$ 541,205   | \$ 3,827,284   | \$ 374,758     | \$ 86,263    | \$ 90,197       | \$ 4,584,138           | \$ 23,340,291       | \$ 101,823,850   |
| <b>+ Revenues</b>                     | \$ 69,100,055      | \$ 3,250,164           | \$ 8,861,406               | \$ 11,706,536  | \$ 4,885,177           | \$ 1,616,445             | \$ 2,559,489   | \$ 226,100   | \$ 4,136,321   | \$ 2,528,989   | \$ 261,235   | \$ 13,657,071   | \$ 2,062,394           | \$ 30,595,709       | \$ 155,447,091   |
| <b>- Expenses</b>                     | \$ (62,923,226)    | \$ (3,107,210)         | \$ (8,388,031)             | \$ (6,256,477) | \$ (916,395)           | \$ (300,000)             | \$ (3,075,748) | \$ (258,783) | \$ (2,241,519) | \$ (2,086,098) | \$ (257,807) | \$ (13,640,681) | \$ (505,402)           | \$ (28,434,940)     | \$ (132,392,317) |
| <b>Ending Fund Balance</b>            | \$ 49,459,971      | \$ 645,435             | \$ 1,160,474               | \$ 11,339,848  | \$ 14,410,218          | \$ 4,804,517             | \$ 4,171,436   | \$ 508,522   | \$ 5,722,086   | \$ 817,649     | \$ 89,691    | \$ 106,587      | \$ 6,141,130           | \$ 25,501,060       | \$ 124,878,624   |
| <b>2019 Estimated (Unaudited)</b>     |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| <b>Beginning Fund Balance</b>         | \$ 49,459,971      | \$ 645,435             | \$ 1,160,474               | \$ 11,339,848  | \$ 14,410,218          | \$ 4,804,517             | \$ 4,171,436   | \$ 508,522   | \$ 5,722,086   | \$ 817,649     | \$ 89,691    | \$ 106,587      | \$ 6,141,130           | \$ 25,501,060       | \$ 124,878,624   |
| <b>+ Revenues</b>                     |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| Property Tax                          | \$ 9,249,964       | \$ 752,130             |                            |                |                        |                          |                |              |                |                |              | \$ 8,682,201    |                        |                     | \$ 18,684,295    |
| Sales Tax                             | \$ 35,868,585      |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     | \$ 35,868,585    |
| Other Taxes                           | \$ 4,696,141       |                        |                            |                | \$ 2,136,872           | \$ 540,244               |                |              | \$ 3,751,175   |                |              |                 |                        |                     | \$ 11,124,432    |
| Intergovernmental Tax                 | \$ 12,578,184      | \$ 2,686,680           |                            |                |                        |                          |                |              |                | \$ 1,316,790   | \$ 318,000   | \$ 883,648      |                        |                     | \$ 17,783,302    |
| Licenses & Permits                    | \$ 5,177,639       |                        |                            | \$ 7,535,908   |                        |                          | \$ 125,025     |              |                |                |              |                 | \$ 1,575,000           |                     | \$ 14,413,572    |
| Charges for Services                  | \$ 64,886          |                        | \$ 9,063,858               |                |                        |                          | \$ 2,453,743   |              |                | \$ 139,064     |              |                 |                        | \$ 31,359,497       | \$ 43,081,048    |
| Fines & Fees                          | \$ 405,869         |                        |                            |                |                        |                          | \$ 37,500      | \$ 122,116   |                |                |              |                 |                        |                     | \$ 565,485       |
| Uses of Money & Property              | \$ 1,011,165       | \$ 7,500               | \$ 149,350                 | \$ 221,101     | \$ 200,000             | \$ 67,159                | \$ 75,000      | \$ 12,360    | \$ 125,000     | \$ 27,889      | \$ 300       | \$ 86,847       | \$ 125,000             | \$ 139,377          | \$ 2,248,048     |
| Transfers                             |                    | \$ 250,000             |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     | \$ 250,000       |
| Other Revenue                         | \$ 5,257,164       |                        |                            |                |                        |                          |                |              |                | \$ 1,933,936   |              | \$ 4,088,795    |                        | \$ 270,000          | \$ 11,549,895    |
| <b>Total</b>                          | \$ 74,309,597      | \$ 3,696,310           | \$ 9,213,208               | \$ 7,757,009   | \$ 2,336,872           | \$ 607,403               | \$ 2,691,268   | \$ 134,476   | \$ 3,876,175   | \$ 3,417,679   | \$ 318,300   | \$ 13,741,491   | \$ 1,700,000           | \$ 31,768,874       | \$ 155,568,661   |
| <b>- Expenditures</b>                 |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| Personnel                             | \$ (52,110,253)    | \$ -                   | \$ (3,329,603)             | \$ -           | \$ -                   | \$ -                     | \$ (1,580,038) | \$ -         | \$ -           | \$ -           | \$ -         | \$ -            | \$ -                   | \$ (6,539,012)      | \$ (63,558,907)  |
| Operations                            | \$ (19,246,219)    | \$ (3,920,600)         | \$ (5,318,153)             | \$ (3,183,210) | \$ (4,393)             | \$ -                     | \$ (906,221)   | \$ (189,600) | \$ (2,059,680) | \$ (3,252,025) | \$ (379,786) | \$ (13,758,204) | \$ -                   | \$ (14,507,922)     | \$ (66,726,013)  |
| Capital                               | \$ (1,402,474)     | \$ -                   | \$ (415,000)               | \$ -           | \$ (3,331,877)         | \$ (1,750,000)           | \$ (830,969)   | \$ (84,414)  | \$ (463,036)   | \$ (12,036)    | \$ -         | \$ -            | \$ -                   | \$ (4,676,260)      | \$ (12,966,066)  |
| <b>Total Expenditures</b>             | \$ (72,758,946)    | \$ (3,920,600)         | \$ (9,062,756)             | \$ (3,183,210) | \$ (3,336,270)         | \$ (1,750,000)           | \$ (3,317,228) | \$ (274,014) | \$ (2,522,716) | \$ (3,264,061) | \$ (379,786) | \$ (13,758,204) | \$ -                   | \$ (25,723,195)     | \$ (143,250,986) |
| <b>Ending Fund Balance</b>            | \$ 51,010,622      | \$ 421,145             | \$ 1,310,926               | \$ 15,913,647  | \$ 13,410,820          | \$ 3,661,920             | \$ 3,545,476   | \$ 368,984   | \$ 7,075,545   | \$ 971,267     | \$ 28,205    | \$ 89,873       | \$ 7,841,130           | \$ 31,546,739       | \$ 137,196,299   |
| <b>2020 Budget</b>                    |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| <b>Beginning Fund Balance</b>         | \$ 51,010,622      | \$ 421,145             | \$ 1,310,926               | \$ 15,913,647  | \$ 13,410,820          | \$ 3,661,920             | \$ 3,545,476   | \$ 368,984   | \$ 7,075,545   | \$ 971,267     | \$ 28,205    | \$ 89,873       | \$ 7,841,130           | \$ 31,546,739       | \$ 137,196,299   |
| <b>+ Revenues</b>                     |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| Property Tax                          | \$ 7,722,443       | \$ 774,694             |                            |                |                        |                          |                |              |                |                |              | \$ 10,704,090   |                        |                     | \$ 19,201,227    |
| Sales Tax                             | \$ 37,123,985      |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     | \$ 37,123,985    |
| Other Taxes                           | \$ 4,714,495       |                        |                            |                | \$ 2,875,000           | \$ 1,250,000             |                |              | \$ 3,920,520   |                |              |                 |                        |                     | \$ 12,760,015    |
| Intergovernmental Tax                 | \$ 14,504,031      | \$ 2,762,012           |                            |                |                        |                          |                |              |                | \$ 1,962,489   | \$ 255,000   | \$ 358,078      |                        |                     | \$ 19,841,610    |
| Licenses & Permits                    | \$ 5,756,462       |                        |                            | \$ 9,800,438   |                        |                          | \$ 125,000     |              |                |                |              |                 | \$ 1,500,000           |                     | \$ 17,181,900    |
| Charges for Services                  | \$ 77,789          |                        | \$ 9,647,852               |                |                        |                          | \$ 2,450,000   |              |                | \$ 149,000     |              |                 |                        | \$ 32,893,356       | \$ 45,217,997    |
| Fines & Fees                          | \$ 441,773         |                        |                            |                |                        |                          | \$ 35,000      | \$ 213,048   |                |                |              |                 |                        |                     | \$ 689,821       |
| Uses of Money & Property              | \$ 937,054         | \$ 7,500               | \$ 699,807                 | \$ 200,000     | \$ 200,000             | \$ 60,000                | \$ 37,500      | \$ 12,000    | \$ 100,000     | \$ 29,700      | \$ 306       | \$ 100,000      | \$ 75,000              | \$ 125,132          | \$ 2,583,999     |
| Transfers                             |                    | \$ 250,000             |                            |                |                        |                          |                |              |                |                |              |                 |                        | \$ 1,285,000        | \$ 1,535,000     |
| Other Revenue                         | \$ 2,511,432       |                        |                            |                |                        |                          |                | \$ 18,316    |                | \$ 1,003,371   |              | \$ 4,305,919    |                        | \$ 270,000          | \$ 8,109,039     |
| <b>Total</b>                          | \$ 73,789,465      | \$ 3,794,206           | \$ 10,347,659              | \$ 10,000,438  | \$ 3,075,000           | \$ 1,310,000             | \$ 2,647,500   | \$ 243,364   | \$ 4,020,520   | \$ 3,144,560   | \$ 255,306   | \$ 15,468,087   | \$ 1,575,000           | \$ 34,573,488       | \$ 164,244,591   |
| <b>- Expenditures</b>                 |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| Personnel                             | \$ (54,016,660)    | \$ -                   | \$ (3,392,317)             | \$ -           | \$ -                   | \$ -                     | \$ (1,632,440) | \$ -         | \$ -           | \$ -           | \$ -         | \$ -            | \$ -                   | \$ (7,301,099)      | \$ (66,342,517)  |
| Operations                            | \$ (15,194,028)    | \$ (3,800,600)         | \$ (6,258,925)             | \$ (5,710,869) | \$ (313,592)           | \$ -                     | \$ (927,788)   | \$ (74,900)  | \$ (2,163,706) | \$ (2,546,060) | \$ (251,000) | \$ (15,455,385) | \$ -                   | \$ (15,799,393)     | \$ (68,496,245)  |
| Capital                               | \$ (4,578,777)     | \$ -                   | \$ (1,201,020)             | \$ -           | \$ (7,901,730)         | \$ (1,285,000)           | \$ (2,550,000) | \$ (60,000)  | \$ (338,036)   | \$ (582,000)   | \$ -         | \$ -            | \$ -                   | \$ (7,502,850)      | \$ (25,999,413)  |
| <b>Total Expenditures</b>             | \$ (73,789,465)    | \$ (3,800,600)         | \$ (10,852,262)            | \$ (5,710,869) | \$ (8,215,322)         | \$ (1,285,000)           | \$ (5,110,229) | \$ (134,900) | \$ (2,501,742) | \$ (3,128,060) | \$ (251,000) | \$ (15,455,385) | \$ -                   | \$ (30,603,342)     | \$ (160,838,175) |
| <b>Ending Fund Balance</b>            | \$ 51,010,622      | \$ 414,751             | \$ 806,322                 | \$ 20,203,216  | \$ 8,270,498           | \$ 3,686,920             | \$ 1,082,747   | \$ 477,448   | \$ 8,594,323   | \$ 987,767     | \$ 32,511    | \$ 102,575      | \$ 9,416,130           | \$ 35,516,886       | \$ 140,602,715   |
| <b>*Surplus / (Deficit) All Funds</b> | \$ -               | \$ (6,394)             | \$ (504,604)               | \$ 4,289,569   | \$ (5,140,322)         | \$ 25,000                | \$ (2,462,729) | \$ 108,464   | \$ 1,518,778   | \$ 16,500      | \$ 4,306     | \$ 12,702       | \$ 1,575,000           | \$ 3,970,146        | \$ 3,406,416     |
| <b>*Change (%) 2019 vs. 2020</b>      | 0.0%               | -1.5%                  | -38.5%                     | 27.0%          | -38.3%                 | 0.7%                     | -69.5%         | 29.4%        | 21.5%          | 1.7%           | 15.3%        | 14.1%           | 20.1%                  | 12.6%               | 2.5%             |

\*Note: Changes in fund balances reflect 2020 budget to 2019 estimated; changes shown on the "Other Funds Dept. Summary" on the previous pages reflect 2020 budget vs. 2019 budget.



## Fund Matrix

The City of Franklin organizes its finances through the use of funds. While most departments are contained within one fund (the General Fund), many other departments are not. The table below shows the relationship of the City's Departments respective of the funds they are a part of or assigned to.

| Departments                                     | Governmental Funds |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | Enterprise    |
|-------------------------------------------------|--------------------|-----------------------|-------------------------|-------------|---------------------|-----------------------|-------------|------|--------------|---------|------|--------------|---------------------|---------------|
|                                                 | General            | Special Revenue Funds |                         |             |                     |                       |             |      |              |         |      |              |                     | Water & Sewer |
|                                                 |                    | Street Aid & Trans.   | Sanitation & Env. Serv. | Road Impact | City Facilities Tax | County Facilities Tax | Storm Water | Drug | Hotel/ Motel | Transit | CDBG | Debt Service | Parkland Dedication |               |
| Governance & Management                         |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Elected Officials                               | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Administration                                  | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Human Resources                                 | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Law                                             | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Communications                                  | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Capital Investment Planning                     | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Project and Facilities Management               | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Revenue Management                              | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Public Safety                                   |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Police                                          | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Drug                                            |                    |                       |                         |             |                     |                       |             | x    |              |         |      |              |                     |               |
| Fire                                            | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Finance & Administration                        |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Finance                                         | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Information Technology                          | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Purchasing                                      | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Municipal Court                                 | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Sanitation & Environmental Services             |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| SES Administration                              |                    |                       | x                       |             |                     |                       |             |      |              |         |      |              |                     |               |
| SES Collection                                  |                    |                       | x                       |             |                     |                       |             |      |              |         |      |              |                     |               |
| SES Disposal                                    |                    |                       | x                       |             |                     |                       |             |      |              |         |      |              |                     |               |
| Transit System                                  |                    |                       |                         |             |                     |                       |             |      |              | x       |      |              |                     |               |
| Water & Sewer                                   |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Utility Billing                                 |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Water Distribution                              |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Water Plant                                     |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Water General                                   |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Utility Administration                          |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Wastewater Collection                           |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Wastewater Plant                                |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Wastewater General                              |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Reclaimed                                       |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Community & Economic Development                |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Building and Neighborhood Services              | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Planning and Sustainability                     | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Parks                                           | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Engineering                                     | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Traffic Operations Center (TOC)                 | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Economic Development                            | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Community Development Block Grant (CDBG)        |                    |                       |                         |             |                     |                       |             |      |              |         | x    |              |                     |               |
| Public Works                                    |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Streets Department - Maintenance Division       | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Streets Department - Traffic Division           |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Streets Department - Fleet Maintenance Division | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Stormwater Fund                                 |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Stormwater - Engineering                        |                    |                       |                         |             |                     |                       | x           |      |              |         |      |              |                     |               |
| Stormwater - Streets                            |                    |                       |                         |             |                     |                       | x           |      |              |         |      |              |                     |               |
| Street Aid & Transportation                     |                    | x                     |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Road Impact                                     |                    |                       |                         | x           |                     |                       |             |      |              |         |      |              |                     |               |
| Other General Fund Expenditures                 |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| General Expenses                                | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Appropriations                                  | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Interfund Transfers                             | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Other Special Funds                             |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Facilities Tax Fund                             |                    |                       |                         |             | x                   |                       |             |      |              |         |      |              |                     |               |
| County Facilities Tax Fund                      |                    |                       |                         |             |                     | x                     |             |      |              |         |      |              |                     |               |
| Hotel/Motel Tax Fund                            |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Debt Service Fund                               |                    |                       |                         |             |                     |                       |             |      |              |         |      | x            |                     |               |
| Parkland Dedication Fund                        |                    |                       |                         |             |                     |                       |             |      |              |         |      |              | x                   |               |



## ***City of Franklin, Tennessee*** **FY 2020 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 2019-20, this reserve would be \$24,350,524, based on budgeted expenditures of \$73,789,465.

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 2020 Operating Budget

### Fund Summary

### Fund Balance Levels and Reserves

The chart below shows the reserve breakdown for the General Fund for actual FY 2018 results, the amended FY 2019 budget, and the proposed FY 2020 budget.\*

| Fund Name                                | Required Percentage | Target % | Actual FY18\$ | Budget FY19\$ | Budget FY20\$ |
|------------------------------------------|---------------------|----------|---------------|---------------|---------------|
| <b>Reserve Fund</b> (mandated by law)    | 0%                  |          | \$ -          | \$ -          | \$ -          |
|                                          |                     |          | \$ -          | \$ -          | \$ -          |
| (ordained by BOMA)                       | 0%                  |          | \$ -          | \$ -          | \$ -          |
|                                          |                     |          | \$ -          | \$ -          | \$ -          |
| <b>Undesignated/Unreserved fund</b>      | 0%                  |          | \$ -          | \$ -          | \$ -          |
| Financial Stabilization Account          | 33%                 |          | \$ 22,434,940 | \$ 24,532,789 | \$ 24,350,524 |
| Contingency Subaccount                   |                     | 5%       | \$ 3,399,233  | \$ 3,717,089  | \$ 3,689,473  |
| Emergency Subaccount                     |                     | 5%       | \$ 3,399,233  | \$ 3,717,089  | \$ 3,689,473  |
| Cash Flow Stabilization Subaccount       |                     | 14%      | \$ 9,517,853  | \$ 10,407,850 | \$ 10,330,525 |
| Debt Service Subaccount                  |                     | 3%       | \$ 2,039,540  | \$ 2,230,254  | \$ 2,213,684  |
| Insurance Reserve Subaccount             |                     | 4%       | \$ 2,719,387  | \$ 2,973,671  | \$ 2,951,579  |
| OPEB* Subaccount                         |                     | 2%       | \$ 1,359,693  | \$ 1,486,836  | \$ 1,475,789  |
| Supplemental Reserve Account             |                     |          |               |               |               |
| variance between 33% & 45% =             | 12%                 |          | \$ 8,158,160  | \$ 8,921,014  | \$ 8,854,736  |
| Capital Funding Account                  | >45%                |          | \$ 16,805,527 | \$ 13,944,824 | \$ 14,193,368 |
| Invest Franklin Cash Balance 2017        |                     |          | \$ 2,968,915  | \$ 2,968,915  | \$ 2,968,915  |
| Invest Franklin Cash Balance 2018        |                     |          | \$ 1,595,720  | \$ 1,595,720  | \$ 1,595,720  |
| <u>Invest Franklin Cash Balance 2019</u> |                     |          | \$ -          | \$ 1,594,442  | \$ 1,594,442  |
| Total Invest Franklin Cash Balance       |                     |          | \$ 4,564,635  | \$ 6,159,077  | \$ 6,159,077  |
| General Capital Funding Account          |                     |          | \$ 13,836,612 | \$ 7,785,747  | \$ 8,034,291  |
| General Fund Budget Amount =             |                     |          | \$ 67,984,667 | \$ 74,341,784 | \$ 73,789,465 |
| Net Fund Balance Amount =                |                     |          | \$ 47,398,627 | \$ 47,398,627 | \$ 47,398,627 |

| Actual Calculation for Net Fund Balance Amount: |        | FY 2018        |
|-------------------------------------------------|--------|----------------|
|                                                 | Gross: | \$ 49,459,971  |
| Less: Non-spendable (inventory and prepaids)    |        | \$ (2,061,344) |
|                                                 |        | \$ 47,398,627  |

\*Note: Capital Funding Account balance and Fund Balance Amounts for Budget FY 2019 and Budget FY 2020 numbers are inclusive of full amount of year-end close and final FY 2019 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 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### General Fund Summary

#### Introduction

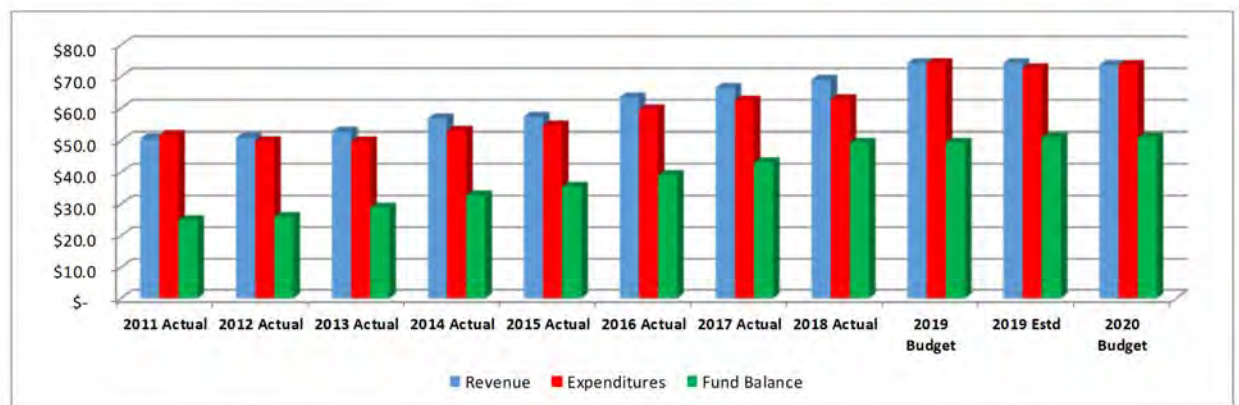
The general fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks. Although not the only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

As proposed, fund balance equal to approximately 69.1% of annual expenditures is maintained at fiscal year-end 2019-20. This is in compliance with the Board's adopted reserve policy, which establishes a minimum benchmark of 33%.

#### General Fund Performance - FY 2016-2020

|                                         | Actual 2016          | Actual 2017          | Actual 2018          | Budget 2019          | Estimated 2019       | Budget 2020          |
|-----------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Beginning Fund Balance</b>           | \$ 35,469,449        | \$ 39,249,587        | \$ 43,283,144        | \$ 49,459,973        | \$ 49,459,973        | \$ 51,010,624        |
| + Total GF Revenue                      | \$ 63,539,872        | \$ 66,540,349        | \$ 69,100,055        | \$ 74,341,784        | \$ 74,309,597        | \$ 73,789,465        |
| - Total GF Expenditures                 | \$ 59,759,734        | \$ 62,506,792        | \$ 62,923,226        | \$ 74,341,784        | \$ 72,758,946        | \$ 73,789,465        |
| <b>Ending Fund Balance</b>              | <b>\$ 39,249,587</b> | <b>\$ 43,283,144</b> | <b>\$ 49,459,973</b> | <b>\$ 49,459,973</b> | <b>\$ 51,010,624</b> | <b>\$ 51,010,624</b> |
| ***Percent of Total Annual Revenues     | 61.8%                | 65.0%                | 71.6%                | 66.5%                | 68.6%                | 69.1%                |
| ***Percent of Total Annual Expenditures | 65.7%                | 69.2%                | 78.6%                | 66.5%                | 70.1%                | 69.1%                |

#### General Fund Performance – Ten Year Trend



|              | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Budget | 2019 Estd | 2020 Budget |
|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------|-------------|
| Revenue      | \$ 50.7     | \$ 50.9     | \$ 52.7     | \$ 56.9     | \$ 57.4     | \$ 63.5     | \$ 66.5     | \$ 69.1     | \$ 74.3     | \$ 74.3   | \$ 73.7     |
| Expenditures | \$ 51.7     | \$ 49.9     | \$ 49.8     | \$ 53.0     | \$ 54.7     | \$ 59.7     | \$ 62.5     | \$ 62.9     | \$ 74.3     | \$ 72.7   | \$ 73.7     |
| Fund Balance | \$ 25.0     | \$ 26.0     | \$ 28.9     | \$ 32.8     | \$ 35.5     | \$ 39.2     | \$ 43.2     | \$ 49.4     | \$ 49.4     | \$ 51.0   | \$ 51.0     |

Note: Amounts above are in millions of dollars.





## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **General Fund Summary**

#### **Introduction**

The 2019-2020 general fund budget has total estimated revenue available of \$73,789,465. In comparison to 2018-19 budget, estimated annual revenues for fiscal year 2019-20 are down -0.7%, and up 6.8% overall compared to the actual revenue for the fiscal year 2017-18. The local option sales tax continues to be the single largest source of revenue for the City, at 50.3% of the general fund total. For FY 2020, we project a growth rate above estimated FY 2019 collections of 3.5% for this major revenue stream, lower than in years past.

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 17.2% of estimated general fund revenues. This percentage will continue to fall as time goes on as a result of the decision of the legislature to eliminate the Hall Income Tax over the next several fiscal years.

Property tax is the next largest source of revenue representing 10.5% of the general fund total. No change in the property 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 will continue to be an issue for consideration by the Board as it plans beyond the immediate budget year.

#### **Expenditures**

Total estimated general fund expenditures are \$73,789,465. Total expenditures for fiscal year 2019-20 are also down approximately -0.7% compared to the 2018-19 budget and up 17.3% compared to 2017-18 actual results. Within the approved budget, 73.2% is dedicated to employee wages and benefits, 20.6% to operational costs and 6.2% to capital equipment.

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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.



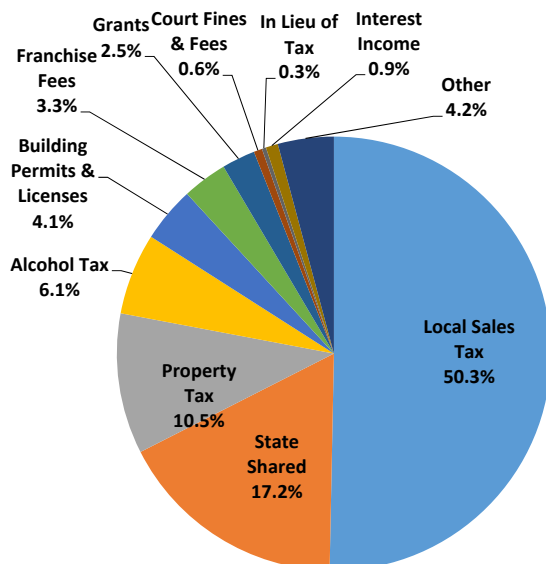
# City of Franklin, Tennessee

## FY 2020 Operating Budget

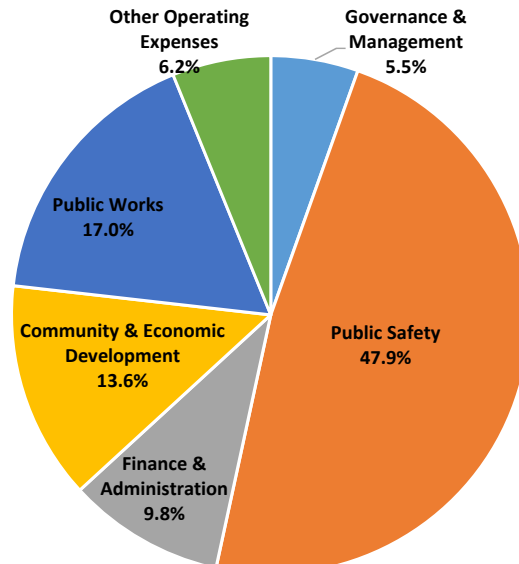
### General Fund - Departmental Summary

|                                                      | <u>Actual 2017</u>   | <u>Actual 2018</u>   | <u>Budget 2019</u>   | <u>Estd 2019</u>     | <u>Budget 2020</u>   | <u>Difference '19 vs. '20</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> |
| <b>Revenues</b>                                      |                      |                      |                      |                      |                      |                               |                |
| Local Sales Tax                                      | \$ 32,694,269        | \$ 34,151,972        | \$ 35,857,339        | \$ 35,868,585        | \$ 37,123,985        | \$ 1,266,646                  | 3.5%           |
| State Shared                                         | \$ 12,988,735        | \$ 13,966,275        | \$ 11,788,310        | \$ 12,102,666        | \$ 12,688,392        | \$ 900,082                    | 7.6%           |
| Property Tax                                         | \$ 9,695,390         | \$ 9,091,852         | \$ 7,651,612         | \$ 9,249,964         | \$ 7,722,443         | \$ 70,831                     | 0.9%           |
| Alcohol Tax                                          | \$ 4,021,089         | \$ 4,200,284         | \$ 4,321,823         | \$ 4,436,747         | \$ 4,486,292         | \$ 164,469                    | 3.8%           |
| Building Permits & Licenses                          | \$ 2,933,744         | \$ 3,085,808         | \$ 2,977,354         | \$ 2,572,048         | \$ 3,041,545         | \$ 64,191                     | 2.2%           |
| Franchise Fees                                       | \$ 2,230,782         | \$ 2,586,092         | \$ 2,392,929         | \$ 2,392,929         | \$ 2,464,717         | \$ 71,788                     | 3.0%           |
| Grants                                               | \$ 263,231           | \$ 464,319           | \$ 1,829,190         | \$ 485,649           | \$ 1,829,190         | \$ -                          | 0.0%           |
| Court Fines & Fees                                   | \$ 518,823           | \$ 371,300           | \$ 542,617           | \$ 382,964           | \$ 461,224           | \$ (81,393)                   | -15.0%         |
| In Lieu of Tax                                       | \$ 298,347           | \$ 260,607           | \$ 217,979           | \$ 259,394           | \$ 228,202           | \$ 10,223                     | 4.7%           |
| Interest Income                                      | \$ 108,152           | \$ 198,953           | \$ 634,465           | \$ 634,465           | \$ 675,000           | \$ 40,535                     | 6.4%           |
| Other                                                | \$ 787,787           | \$ 722,593           | \$ 6,128,167         | \$ 5,924,186         | \$ 3,068,474         | \$ (3,059,693)                | -49.9%         |
| <b>Total - General Fund Revenues</b>                 | <b>\$ 66,540,349</b> | <b>\$ 69,100,055</b> | <b>\$ 74,341,784</b> | <b>\$ 74,309,597</b> | <b>\$ 73,789,465</b> | <b>\$ (552,319)</b>           | <b>-0.7%</b>   |
| <b>Expenses</b>                                      |                      |                      |                      |                      |                      |                               |                |
| Governance & Management                              | \$ 2,970,433         | \$ 3,200,436         | \$ 3,705,074         | \$ 3,660,610         | \$ 4,027,150         | \$ 322,076                    | 8.7%           |
| Public Safety                                        | \$ 32,261,879        | \$ 34,952,062        | \$ 35,038,844        | \$ 34,904,149        | \$ 35,370,147        | \$ 331,303                    | 0.9%           |
| Finance & Administration                             | \$ 6,864,420         | \$ 7,366,615         | \$ 7,830,903         | \$ 7,538,762         | \$ 7,225,288         | \$ (605,615)                  | -7.7%          |
| Community & Economic Development                     | \$ 6,207,011         | \$ 6,740,213         | \$ 7,649,627         | \$ 7,226,722         | \$ 10,048,567        | \$ 2,398,940                  | 31.4%          |
| Public Works                                         | \$ 10,481,168        | \$ 10,975,546        | \$ 12,451,477        | \$ 11,861,773        | \$ 12,577,526        | \$ 126,049                    | 1.0%           |
| Other Operating Expenses                             | \$ 3,721,881         | \$ (311,645)         | \$ 7,665,857         | \$ 7,566,930         | \$ 4,540,787         | \$ (3,125,070)                | -40.8%         |
| <b>Total - General Fund Expenses</b>                 | <b>\$ 62,506,792</b> | <b>\$ 62,923,226</b> | <b>\$ 74,341,784</b> | <b>\$ 72,758,946</b> | <b>\$ 73,789,465</b> | <b>\$ (552,319)</b>           | <b>-0.7%</b>   |
| <b>General Fund Expenditures (by major category)</b> |                      |                      |                      |                      |                      |                               |                |
| Personnel                                            | \$ 43,983,566        | \$ 45,524,570        | \$ 52,506,052        | \$ 52,110,253        | \$ 54,016,660        | \$ 1,510,608                  | 2.9%           |
| Operations                                           | \$ 18,334,440        | \$ 15,260,106        | \$ 20,078,482        | \$ 19,246,219        | \$ 15,194,028        | \$ (4,884,454)                | -24.3%         |
| Capital                                              | \$ 188,787           | \$ 2,138,550         | \$ 1,757,250         | \$ 1,402,474         | \$ 4,578,777         | \$ 2,821,527                  | 160.6%         |
| <b>Total - General Fund Expenses</b>                 | <b>\$ 62,506,793</b> | <b>\$ 62,923,226</b> | <b>\$ 74,341,784</b> | <b>\$ 72,758,946</b> | <b>\$ 73,789,465</b> | <b>\$ (552,319)</b>           | <b>-0.7%</b>   |
| <b>Surplus / (Deficit)</b>                           | <b>\$ 4,033,556</b>  | <b>\$ 6,176,829</b>  | <b>\$ 0</b>          | <b>\$ 1,550,651</b>  | <b>\$ 0</b>          |                               |                |

FY 2020 General Fund - Major Revenues



FY 2020 General Fund - Major Expenses





# City of Franklin

Revenue Model

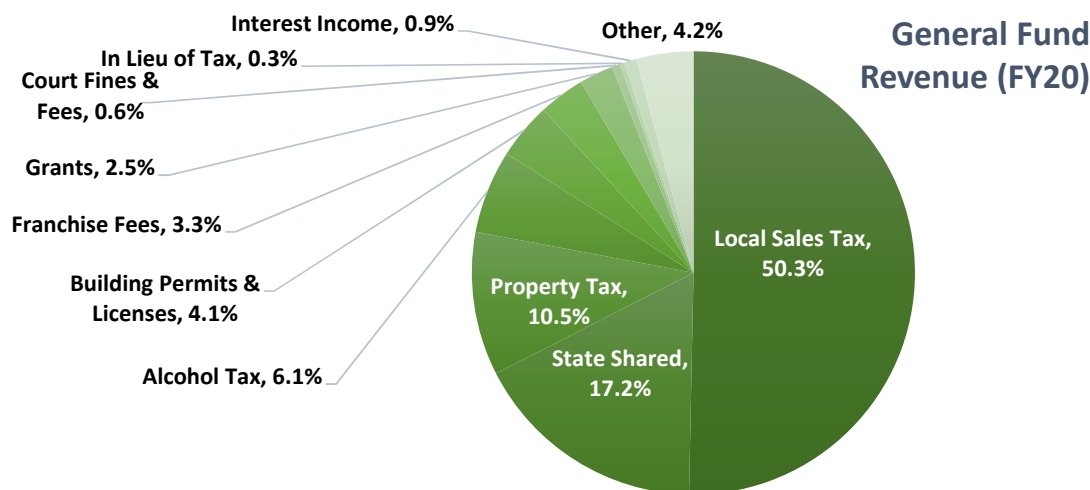
## Summary (General Fund)

Percent of All Revenues

45.0%

The General Fund for the City of Franklin is the largest and most important of the City's 14 funds used for financing City services. Although it comprises nearly 50 individual revenue sources, this analysis focuses on the Top 10 revenue sources, which comprise nearly 99% of the total as of FY 2019.

For FY 2020, we are projecting a net decrease of 0.7% under the FY 2019 budget. This decrease is principally due to one-time resources appropriated for Capital Projects not repeating in FY 2020. Without one-time draws included, the General Fund is actually increasing by \$3.5 million or 5%.



## Top Ten Revenue Categories

|                                    | Actual               |                      |                      |                      |                      | Budget               | FY 2020 Forecast     |                      |                      |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                    | <u>A</u>             | <u>B</u>             | <u>C</u>             | <u>D</u>             | <u>E</u>             | <u>F</u>             | <u>G</u>             | <u>H</u>             | <u>I</u>             |
|                                    | FY 2014              | FY 2015              | FY 2016              | FY 2017              | FY 2018              | FY 2019              | Low                  | Medium               | High                 |
| Local Sales Tax                    | \$ 27,254,742        | \$ 28,943,994        | \$ 31,309,367        | \$ 32,694,269        | \$ 34,151,972        | \$ 35,857,339        | \$ 36,753,771        | \$ 37,123,985        | \$ 37,470,918        |
| State Shared                       | \$ 10,677,057        | \$ 12,796,277        | \$ 14,984,293        | \$ 12,988,735        | \$ 13,966,275        | \$ 11,788,310        | \$ 12,202,873        | \$ 12,688,392        | \$ 13,056,151        |
| Property Tax                       | \$ 6,266,420         | \$ 5,546,050         | \$ 4,973,334         | \$ 9,644,458         | \$ 9,091,852         | \$ 7,651,612         | \$ 7,175,955         | \$ 7,722,443         | \$ 8,020,533         |
| Alcohol Tax                        | \$ 3,373,143         | \$ 3,630,037         | \$ 3,926,711         | \$ 4,021,089         | \$ 4,200,284         | \$ 4,321,823         | \$ 4,438,148         | \$ 4,486,292         | \$ 4,550,223         |
| Building Permits & Licenses        | \$ 2,088,774         | \$ 2,208,560         | \$ 2,850,548         | \$ 2,933,744         | \$ 3,085,808         | \$ 2,977,354         | \$ 3,008,218         | \$ 3,041,545         | \$ 3,074,873         |
| Franchise Fees                     | \$ 2,449,724         | \$ 2,462,903         | \$ 2,255,565         | \$ 2,230,782         | \$ 2,586,092         | \$ 2,392,929         | \$ 2,440,787         | \$ 2,464,717         | \$ 2,488,646         |
| Grants                             | \$ 520,921           | \$ 289,382           | \$ 1,612,487         | \$ 263,231           | \$ 464,319           | \$ 1,829,190         | \$ 1,829,190         | \$ 1,829,190         | \$ 1,829,190         |
| Court Fines & Fees                 | \$ 657,229           | \$ 586,479           | \$ 475,060           | \$ 518,823           | \$ 371,300           | \$ 542,617           | \$ 406,963           | \$ 461,224           | \$ 543,015           |
| In Lieu of Tax                     | \$ 325,018           | \$ 326,887           | \$ 326,438           | \$ 298,347           | \$ 260,607           | \$ 217,979           | \$ 221,556           | \$ 228,202           | \$ 230,418           |
| Interest Income                    | \$ 189,013           | \$ 145,098           | \$ 191,631           | \$ 108,152           | \$ 198,953           | \$ 634,465           | \$ 576,696           | \$ 675,000           | \$ 768,927           |
| Top Ten Revenue Sources            | \$ 53,802,041        | \$ 56,935,668        | \$ 62,905,433        | \$ 65,701,630        | \$ 68,377,461        | \$ 68,213,619        | \$ 69,054,158        | \$ 70,720,991        | \$ 72,032,895        |
| Other                              | \$ 3,116,463         | \$ 553,601           | \$ 634,439           | \$ 787,787           | \$ 722,593           | \$ 6,128,167         | \$ 3,049,586         | \$ 3,068,474         | \$ 3,083,217         |
| <b>Total General Fund Revenues</b> | <b>\$ 56,918,504</b> | <b>\$ 57,489,269</b> | <b>\$ 63,539,872</b> | <b>\$ 66,489,417</b> | <b>\$ 69,100,055</b> | <b>\$ 74,341,784</b> | <b>\$ 72,103,744</b> | <b>\$ 73,789,465</b> | <b>\$ 75,116,112</b> |

|                       |              | <u>(B-A)</u> | <u>(C-B)</u> | <u>(D-C)</u> | <u>(E-D)</u> | <u>(F-E)</u>  | <u>(G-F)</u>   | <u>(H-F)</u> | <u>(I-F)</u> |
|-----------------------|--------------|--------------|--------------|--------------|--------------|---------------|----------------|--------------|--------------|
| Change Year-over-Year | \$ 4,241,135 | \$ 570,765   | \$ 6,050,603 | \$ 2,949,545 | \$ 2,610,638 | \$ 10,801,912 | \$ (2,238,040) | \$ (552,319) | \$ 774,328   |
|                       | 8.1%         | 1.0%         | 10.5%        | 4.6%         | 3.9%         | 17.0%         | -3.0%          | -0.7%        | 1.0%         |



# City of Franklin

Revenue Model

## Summary (General Fund)

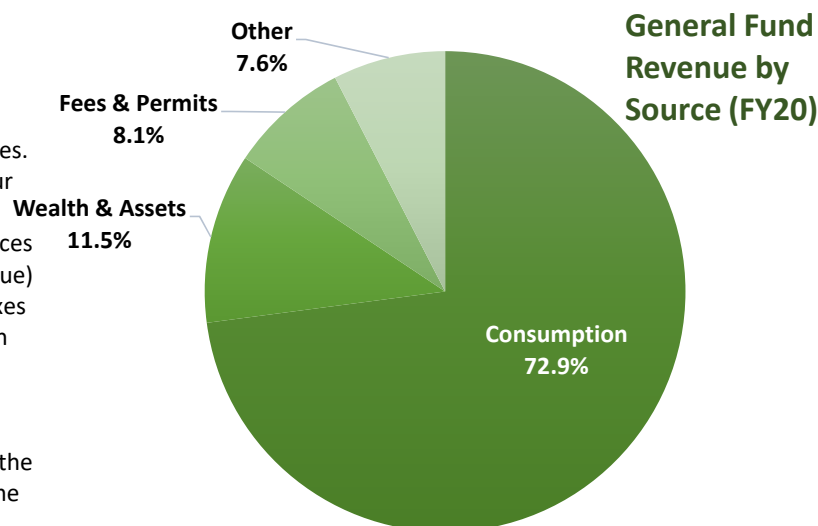
Percent of All Revenues

45.3%

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 FY2021.

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

|                                    | FY 2014              | FY 2015              | FY 2016              | FY 2017              | FY 2018              | FY 2019              | FY 2020 Forecast     |                      |                      |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                    |                      |                      |                      |                      |                      |                      | Low                  | Medium               | High                 |
| <b>Consumption</b>                 | <b>\$ 39,308,908</b> | <b>\$ 42,289,111</b> | <b>\$ 45,726,797</b> | <b>\$ 48,235,444</b> | <b>\$ 50,672,408</b> | <b>\$ 51,217,472</b> | <b>\$ 53,144,793</b> | <b>\$ 53,798,669</b> | <b>\$ 54,327,293</b> |
| Local Sales Tax                    | \$ 27,254,742        | \$ 28,943,994        | \$ 31,309,367        | \$ 32,694,269        | \$ 34,151,972        | \$ 35,857,339        | \$ 36,753,771        | \$ 37,123,985        | \$ 37,470,918        |
| State Shared                       | \$ 8,681,023         | \$ 9,715,080         | \$ 10,490,719        | \$ 11,520,085        | \$ 12,320,152        | \$ 11,038,310        | \$ 11,952,873        | \$ 12,188,392        | \$ 12,306,151        |
| Alcohol Tax                        | \$ 3,373,143         | \$ 3,630,037         | \$ 3,926,711         | \$ 4,021,089         | \$ 4,200,284         | \$ 4,321,823         | \$ 4,438,148         | \$ 4,486,292         | \$ 4,550,223         |
| <b>Wealth &amp; Assets</b>         | <b>\$ 8,587,472</b>  | <b>\$ 8,954,134</b>  | <b>\$ 12,471,624</b> | <b>\$ 11,411,454</b> | <b>\$ 10,998,583</b> | <b>\$ 8,619,591</b>  | <b>\$ 7,647,511</b>  | <b>\$ 8,450,645</b>  | <b>\$ 9,000,951</b>  |
| Property Tax                       | \$ 6,266,420         | \$ 5,546,050         | \$ 7,651,612         | \$ 9,644,458         | \$ 9,091,852         | \$ 7,651,612         | \$ 7,175,955         | \$ 7,722,443         | \$ 8,020,533         |
| Hall Income Tax                    | \$ 1,996,034         | \$ 3,081,197         | \$ 4,493,574         | \$ 1,468,649         | \$ 1,646,124         | \$ 750,000           | \$ 250,000           | \$ 500,000           | \$ 750,000           |
| In Lieu of Tax                     | \$ 325,018           | \$ 326,887           | \$ 326,438           | \$ 298,347           | \$ 260,607           | \$ 217,979           | \$ 221,556           | \$ 228,202           | \$ 230,418           |
| <b>Fees &amp; Permits</b>          | <b>\$ 5,195,727</b>  | <b>\$ 5,257,943</b>  | <b>\$ 5,581,173</b>  | <b>\$ 5,683,349</b>  | <b>\$ 6,043,200</b>  | <b>\$ 5,912,900</b>  | <b>\$ 5,855,968</b>  | <b>\$ 5,967,487</b>  | <b>\$ 6,106,534</b>  |
| Franchise Fees                     | \$ 2,449,724         | \$ 2,462,903         | \$ 2,255,565         | \$ 2,230,782         | \$ 2,586,092         | \$ 2,392,929         | \$ 2,440,787         | \$ 2,464,717         | \$ 2,488,646         |
| Building Permits & Licenses        | \$ 2,088,774         | \$ 2,208,560         | \$ 2,850,548         | \$ 2,933,744         | \$ 3,085,808         | \$ 2,977,354         | \$ 3,008,218         | \$ 3,041,545         | \$ 3,074,873         |
| Court Fines & Fees                 | \$ 657,229           | \$ 586,479           | \$ 475,060           | \$ 518,823           | \$ 371,300           | \$ 542,617           | \$ 406,963           | \$ 461,224           | \$ 543,015           |
| <b>Other</b>                       | <b>\$ 3,826,397</b>  | <b>\$ 988,081</b>    | <b>\$ 2,438,557</b>  | <b>\$ 1,159,171</b>  | <b>\$ 1,385,865</b>  | <b>\$ 8,591,822</b>  | <b>\$ 5,455,472</b>  | <b>\$ 5,572,665</b>  | <b>\$ 5,681,334</b>  |
| Grants                             | \$ 520,921           | \$ 289,382           | \$ 1,612,487         | \$ 263,231           | \$ 464,319           | \$ 1,829,190         | \$ 1,829,190         | \$ 1,829,190         | \$ 1,829,190         |
| Interest Income                    | \$ 189,013           | \$ 145,098           | \$ 191,631           | \$ 108,152           | \$ 198,953           | \$ 634,465           | \$ 576,696           | \$ 675,000           | \$ 768,927           |
| Other                              | \$ 3,116,463         | \$ 553,601           | \$ 634,439           | \$ 787,787           | \$ 722,593           | \$ 6,128,167         | \$ 3,049,586         | \$ 3,068,474         | \$ 3,083,217         |
| <b>Total General Fund Revenues</b> | <b>\$ 56,918,504</b> | <b>\$ 57,489,269</b> | <b>\$ 66,218,151</b> | <b>\$ 66,489,417</b> | <b>\$ 69,100,055</b> | <b>\$ 74,341,784</b> | <b>\$ 72,103,744</b> | <b>\$ 73,789,465</b> | <b>\$ 75,116,112</b> |



# City of Franklin

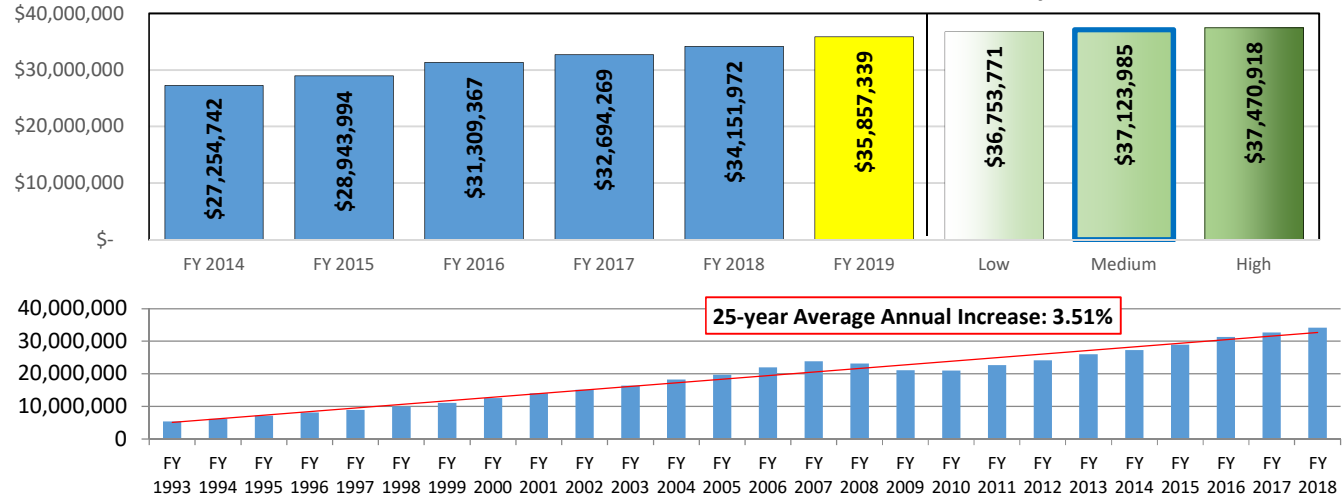
## Revenue Model

|              |                     |                  |                        |                                               |              |
|--------------|---------------------|------------------|------------------------|-----------------------------------------------|--------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Local Sales Tax</b> | <b>Percent of Total General Fund Revenues</b> | <b>50.3%</b> |
|--------------|---------------------|------------------|------------------------|-----------------------------------------------|--------------|

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 2.75% local sales tax, which is at the maximum 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.

Although sales tax collections have increased every year since the end of the Great recession, we believe the rate of growth will slow. This will be experienced by both the State of Tennessee and the City. As a result this slowing, we are recommending a growth rate of only 3.5% this year for FY 2020.

**Local Sales Tax Revenue FY 2014-2020 & 25-Year History**



|           | Actual        |               |               |               |               | Budget        | Forecasts (FY 2020) |               |               | Averages      |
|-----------|---------------|---------------|---------------|---------------|---------------|---------------|---------------------|---------------|---------------|---------------|
|           | FY 2014       | FY 2015       | FY 2016       | FY 2017       | FY 2018       | FY 2019       | Low                 | Medium        | High          |               |
| % yr/yr.  | 4.8%          | 6.2%          | 8.2%          | 4.4%          | 4.5%          | 5.0%          | 2.50%               | 3.50%         | 4.50%         |               |
| July      | 2,113,374     | 2,288,457     | 2,477,647     | 2,546,087     | 2,735,435     | 2,844,849     | 2,915,970           | 2,944,419     | 2,972,867     | 3-yr Average  |
| August    | 2,115,836     | 2,296,081     | 2,420,111     | 2,547,776     | 2,739,864     | 2,914,300     | 2,987,158           | 3,016,301     | 3,045,444     | \$ 32,718,536 |
| September | 2,178,174     | 2,374,572     | 2,571,550     | 2,817,429     | 2,748,694     | 2,858,537     | 2,930,000           | 2,958,481     | 2,987,171     | 3.2%          |
| October   | 2,117,978     | 2,327,026     | 2,485,463     | 2,616,784     | 2,699,861     | 2,807,855     | 2,878,052           | 2,906,130     | 2,934,209     | 5-Yr Average  |
| November  | 2,419,578     | 2,399,941     | 2,579,786     | 2,666,949     | 2,934,718     | 3,052,107     | 3,128,409           | 3,158,930     | 3,189,452     | \$ 30,870,869 |
| December  | 3,097,595     | 3,345,840     | 3,752,983     | 3,870,492     | 3,902,304     | 4,058,396     | 4,159,856           | 4,200,440     | 4,241,024     | 3.2%          |
| January   | 1,926,687     | 2,079,072     | 2,151,378     | 2,338,924     | 2,503,594     | 2,603,738     | 2,668,831           | 2,694,869     | 2,720,906     | 10-Yr Average |
| February  | 1,973,541     | 1,900,628     | 2,181,227     | 2,186,682     | 2,315,764     | 2,408,395     | 2,468,605           | 2,492,689     | 2,516,773     | \$ 26,939,053 |
| March     | 2,421,918     | 2,479,918     | 2,689,471     | 2,812,649     | 2,938,636     | 3,117,161     | 3,195,090           | 3,226,262     | 3,257,433     | 3.3%          |
| April     | 2,201,566     | 2,410,499     | 2,611,014     | 2,798,951     | 2,804,121     | 3,102,345     | 3,179,904           | 3,210,927     | 3,241,951     | 20-Yr Average |
| May       | 2,323,975     | 2,489,724     | 2,559,116     | 2,651,184     | 2,864,887     | 2,942,520     | 3,016,083           | 3,045,508     | 3,074,933     | \$ 22,291,968 |
| June      | 2,364,520     | 2,552,236     | 2,829,621     | 2,840,361     | 2,964,094     | 3,147,135     | 3,225,813           | 3,269,030     | 3,288,756     | 3.0%          |
| Totals    | \$ 27,254,742 | \$ 28,943,994 | \$ 31,309,367 | \$ 32,694,269 | \$ 34,151,972 | \$ 35,857,339 | \$ 36,753,771       | \$ 37,123,985 | \$ 37,470,918 |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



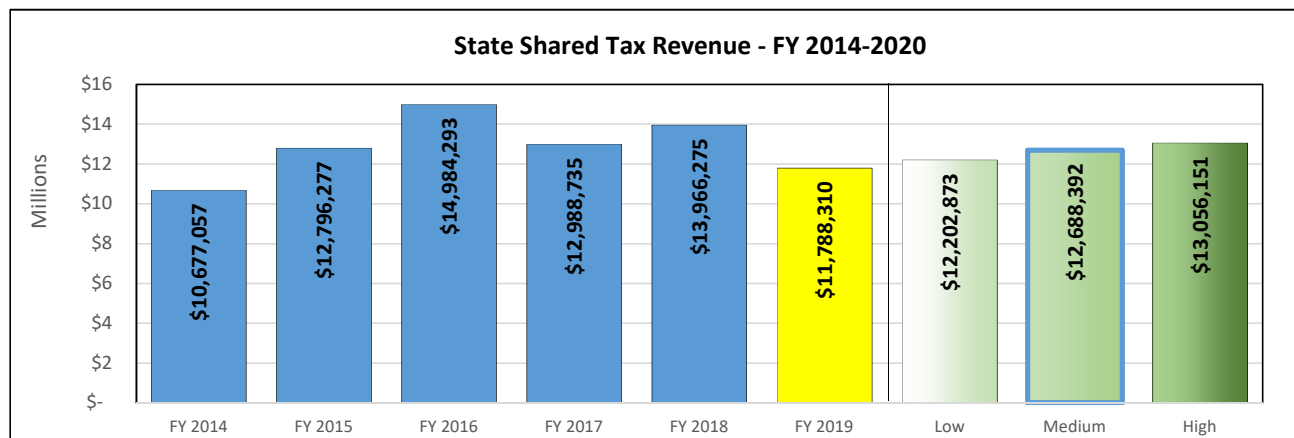
# City of Franklin

## Revenue Model

|              |                     |                  |                     |                                               |              |
|--------------|---------------------|------------------|---------------------|-----------------------------------------------|--------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>State Shared</b> | <b>Percent of Total General Fund Revenues</b> | <b>16.9%</b> |
|--------------|---------------------|------------------|---------------------|-----------------------------------------------|--------------|

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 2020 assumes a 3.5% increase over the FY 2019 estimates for all but two categories, as based on composite projections from state economists and the Department of Revenue. The exceptions is the continued reduction in the Hall Income Tax and a sizeable increase in the Business Tax reflective of the last three years of collections.



|                                 | Actual               |                      |                      |                      |                      | Budget               | Forecasts (FY 2020)  |                      |                      | Averages             |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                 | FY 2014              | FY 2015              | FY 2016              | FY 2017              | FY 2018              | FY 2019              | Low                  | Medium               | High                 |                      |
| <b>% yr/yr.</b>                 | <b>7.8%</b>          | <b>19.8%</b>         | <b>17.1%</b>         | <b>-13.3%</b>        | <b>7.5%</b>          | <b>-15.6%</b>        | <b>3.52%</b>         | <b>7.64%</b>         | <b>10.76%</b>        |                      |
| Sales Tax (State)               | 4,496,081            | 5,033,141            | 5,373,890            | 5,505,573            | 6,066,018            | 5,895,101            | 5,983,528            | 6,101,430            | 6,160,381            | 3-yr Average         |
| Beer Tax (State)                | 29,568               | 31,743               | 32,407               | 32,046               | 33,080               | 37,178               | 37,735               | 38,479               | 38,851               | \$ 13,979,768        |
| State Excise Tax - BANK         | 94,685               | 115,165              | 152,620              | 230,531              | 213,295              | 248,144              | 251,866              | 256,829              | 259,310              | -5.2%                |
| In Lieu of Tax (TVA)            | 691,474              | 769,381              | 778,995              | 748,991              | 804,202              | 806,215              | 818,308              | 834,432              | 842,494              | 5-Yr Average         |
| Business License (Local Share)  | 320,747              | 13,456               | 13,250               | 12,150               | 12,840               | 12,858               | 13,051               | 13,308               | 13,436               | \$ 13,082,527        |
| Transient/Peddler Bus. License  | -                    | 2,448                | 452                  | 180                  | 5,952                | 300                  | 300                  | 300                  | 300                  | -2.0%                |
| Business Tax (State)            | 3,048,468            | 3,410,424            | 3,762,344            | 4,537,922            | 4,739,599            | 3,608,697            | 4,411,821            | 4,498,753            | 4,542,220            | 10-Yr Average        |
| Income Tax (State)              | 1,996,034            | 3,081,197            | 4,493,574            | 1,468,649            | 1,646,124            | 750,000              | 250,000              | 500,000              | 750,000              | \$ 10,298,871        |
| Business Tax Record Fee - State | -                    | 339,322              | 376,761              | 452,693              | 445,166              | 429,817              | 436,264              | 444,860              | 449,159              | 1.4%                 |
| <b>Totals</b>                   | <b>\$ 10,677,057</b> | <b>\$ 12,796,277</b> | <b>\$ 14,984,293</b> | <b>\$ 12,988,735</b> | <b>\$ 13,966,275</b> | <b>\$ 11,788,310</b> | <b>\$ 12,202,873</b> | <b>\$ 12,688,392</b> | <b>\$ 13,056,151</b> | <b>20-Yr Average</b> |
|                                 |                      |                      |                      |                      |                      |                      |                      |                      |                      | <b>\$ 7,073,863</b>  |
|                                 |                      |                      |                      |                      |                      |                      |                      |                      |                      | <b>3.3%</b>          |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.





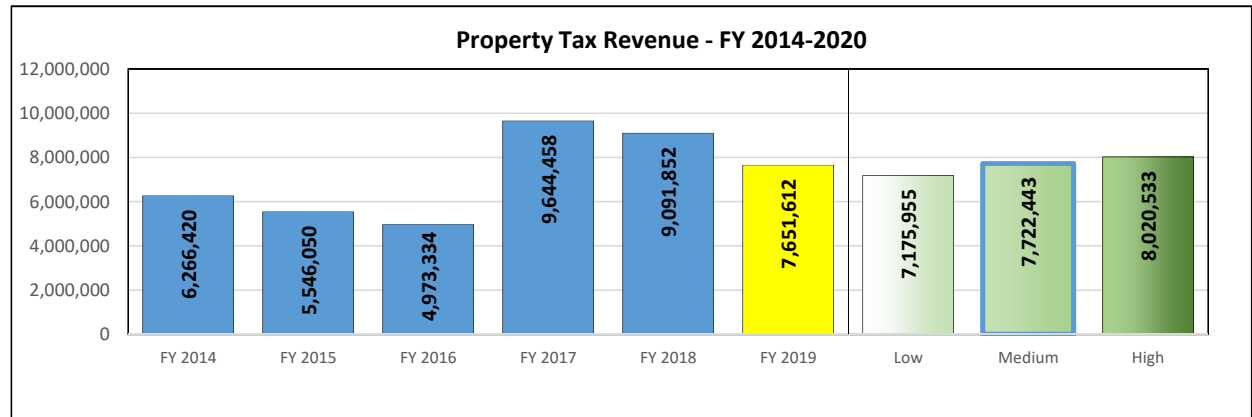
# City of Franklin

Revenue Model

| Fund: | General Fund | Category: | Property Tax | Percent of Total General Fund Revenues | 10.5% |
|-------|--------------|-----------|--------------|----------------------------------------|-------|
|-------|--------------|-----------|--------------|----------------------------------------|-------|

**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 collects property tax for the City.

The FY 2020 Forecast assumes healthy growth over 2019 due to higher than anticipated growth in the 2018 assessed tax rolls. The remaining balance of Invest Franklin funds are segregated out in this forecast though will be moved to the Debt Service Fund once the exact amount of FY 2020 debt payments are known after issuance of G.O. bonds in late Spring 2019.



|                                                     | Actual           |                  |                  |                  |                  | Budget           | Forecasts (FY 2020) |                  |                  | Averages     |
|-----------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|------------------|------------------|--------------|
|                                                     | FY 2014          | FY 2015          | FY 2016          | FY 2017          | FY 2018          | FY 2019          | Low                 | Medium           | High             |              |
| <b>% yr/yr.</b>                                     | <b>-3.0%</b>     | <b>-11.5%</b>    | <b>-10.3%</b>    | <b>93.9%</b>     | <b>-5.7%</b>     | <b>-15.8%</b>    | <b>-6.22%</b>       | <b>0.93%</b>     | <b>4.82%</b>     |              |
| Property Taxes                                      | 12,342,702       | 13,742,347       | 14,582,590       | 19,203,126       | 20,126,690       | 20,730,491       | 20,834,771          | 21,459,822       | 21,876,510       | 3-yr Average |
| Less: Due to IDB                                    | (944,274)        | (1,041,403)      | (1,195,813)      | (1,634,784)      | (2,003,609)      | (2,003,609)      | (2,350,000)         | (2,400,000)      | (2,500,000)      | \$ 7,903,215 |
| Less: Debt Service Fund                             | (5,357,261)      | (6,350,472)      | (7,338,632)      | (6,710,855)      | (8,505,949)      | (8,620,102)      | (10,704,090)        | (10,704,090)     | (10,704,090)     | -1.1%        |
| Less: Unavailable Revenue (uncollected at year-end) | (143,000)        | (153,193)        | (272,814)        | (190,059)        | (231,247)        | (206,000)        | (200,000)           | (206,000)        | (216,300)        | 5-Yr Average |
| Less: Capital Projects Set-Aside                    | -                | (508,038)        | (526,008)        | (623,685)        | -                | -                | -                   | -                | -                | \$ 7,104,423 |
| Less: Street Aid Set-Aside                          | -                | (508,038)        | (526,008)        | (623,685)        | (722,941)        | (752,130)        | (752,130)           | (774,694)        | (789,737)        | 1.5%         |
| Less: <i>Invest Franklin</i> *                      | -                | -                | -                | -                | -                | (1,844,442)      | -                   | -                | -                |              |
| Pickups (primarily RR and Public Utility)           | 285,573          | 265,202          | 132,392          | 224,400          | 428,908          | 255,642          | 255,642             | 255,642          | 260,605          |              |
| Plus: Prior Year Collections                        | 82,680           | 99,645           | 117,627          |                  |                  | 91,763           | 91,763              | 91,763           | 93,545           |              |
| <b>Totals</b>                                       | <b>6,266,420</b> | <b>5,546,050</b> | <b>4,973,334</b> | <b>9,644,458</b> | <b>9,091,852</b> | <b>7,651,612</b> | <b>7,175,955</b>    | <b>7,722,443</b> | <b>8,020,533</b> |              |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



**\*Invest Franklin Update:** Of \$9,091,852 total collected in the General Fund for Property Taxes in FY 2018, \$3,373,727 was collected as the 7 cents dedicated to the Invest Franklin Initiative passed in FY 2017. Of this \$3,373,727, \$250,000 was spent on year two of the Sidewalk Gap project and \$1,528,007 was used to service debt, leaving \$1,595,720 available in the future for other capital projects. Through FY 2018, \$4,564,635 is available in cash fund balance from the Invest Franklin initiative and can be spent on any capital project.





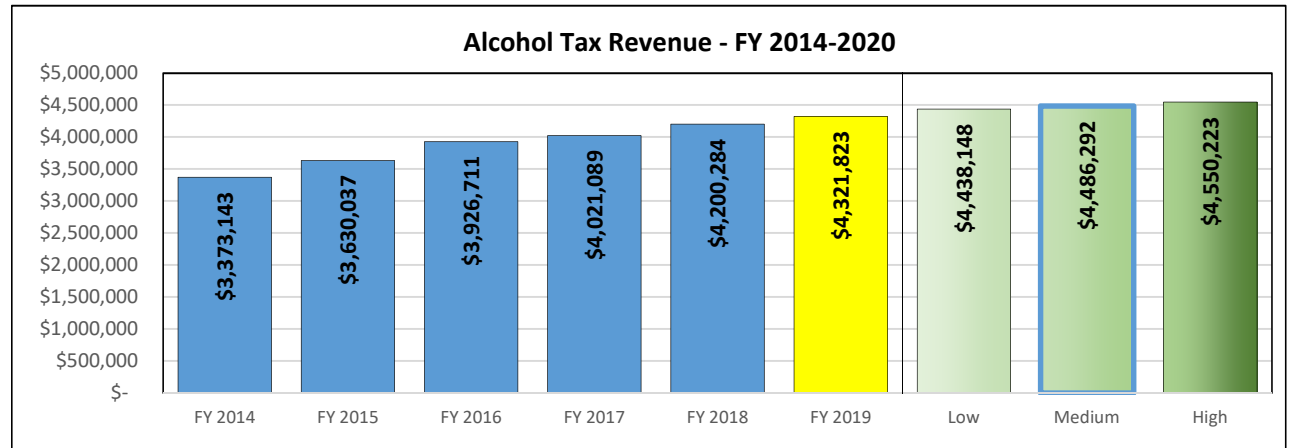
# City of Franklin

## Revenue Model

|              |                     |                  |                    |                                               |             |
|--------------|---------------------|------------------|--------------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Alcohol Tax</b> | <b>Percent of Total General Fund Revenues</b> | <b>6.1%</b> |
|--------------|---------------------|------------------|--------------------|-----------------------------------------------|-------------|

**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 2020, while other Alcohol and Mixed Drink taxes are projected to increase a healthy 4% and 8.5%, respectively.



|                              | Actual              |                     |                     |                     |                     | Budget              | Forecasts (FY 2020) |                     |                     | Averages      |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                              | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b>              | <b>1.5%</b>         | <b>7.6%</b>         | <b>8.2%</b>         | <b>2.4%</b>         | <b>4.5%</b>         | <b>2.9%</b>         | <b>2.7%</b>         | <b>3.8%</b>         | <b>5.3%</b>         |               |
| Beer Tax - Wholesale         | 1,507,185           | 1,544,139           | 1,612,550           | 1,655,448           | 1,691,204           | 1,733,905           | 1,733,905           | 1,751,244           | 1,768,583           | 3-yr Average  |
| Beer Privilege Tax (Renewal) | 20,742              | 21,660              | 23,706              | 23,306              | 23,049              | 24,020              | 24,020              | 24,260              | 24,500              | \$ 4,049,361  |
| Liquor Tax - Wholesale       | 1,095,467           | 1,190,758           | 1,349,136           | 1,343,791           | 1,400,552           | 1,466,970           | 1,510,979           | 1,525,649           | 1,554,988           | 2.2%          |
| Liquor Privilege Tax         | 87,065              | 90,800              | 94,605              | 103,800             | 92,541              | 111,721             | 115,073             | 116,190             | 118,424             | 5-Yr Average  |
| Mixed Drink Tax              | 662,684             | 782,681             | 846,714             | 894,745             | 992,939             | 985,207             | 1,054,172           | 1,068,950           | 1,083,728           | \$ 3,830,253  |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | 2.6%          |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | 10-Yr Average |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | \$ 3,368,168  |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | 2.8%          |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | 20-Yr Average |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | \$ 2,650,318  |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | 3.2%          |
| <b>Totals</b>                | <b>\$ 3,373,143</b> | <b>\$ 3,630,037</b> | <b>\$ 3,926,711</b> | <b>\$ 4,021,089</b> | <b>\$ 4,200,284</b> | <b>\$ 4,321,823</b> | <b>\$ 4,438,148</b> | <b>\$ 4,486,292</b> | <b>\$ 4,550,223</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



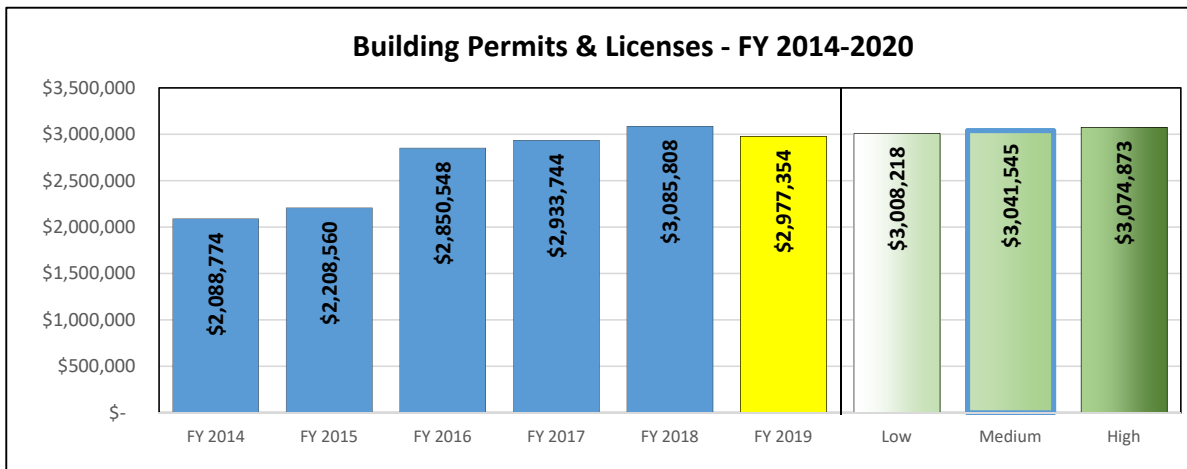
# City of Franklin

## Revenue Model

|              |                     |                  |                                        |                                               |             |
|--------------|---------------------|------------------|----------------------------------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Building Permits &amp; Licenses</b> | <b>Percent of Total General Fund Revenues</b> | <b>4.1%</b> |
|--------------|---------------------|------------------|----------------------------------------|-----------------------------------------------|-------------|

**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 overall forecast is set to increase by 3%, less the elimination of Traffic Impact Study Fees which are accounted for elsewhere in the General Fund.



|                              | Actual              |                     |                     |                     |                     | Budget              | Forecasts (FY 2020) |                     |                     | Averages      |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                              | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b>              | <b>31.1%</b>        | <b>5.7%</b>         | <b>29.1%</b>        | <b>2.9%</b>         | <b>5.2%</b>         | <b>-3.5%</b>        | <b>1.0%</b>         | <b>2.2%</b>         | <b>3.3%</b>         |               |
| Mechanical License           | 3,500               | 3,877               | 6,939               | 2,931               | 5,400               | 3,187               | 3,250               | 3,282               | 3,314               | 3-yr Average  |
| Mechanical Permits           | 183,383             | 138,384             | 94,346              | 87,549              | 112,051             | 123,943             | 126,422             | 127,661             | 128,900             | \$ 2,956,700  |
| Building Permits             | 1,343,978           | 1,426,188           | 2,136,322           | 2,153,262           | 2,339,364           | 1,701,388           | 1,854,237           | 1,876,250           | 1,898,264           | 0.2%          |
| Technology Fee               | -                   | 44,129              | 88,690              | 80,630              | 69,230              | 83,168              | 84,831              | 85,663              | 86,494              | 5-Yr Average  |
| Plumbing License             | 3,224               | 3,025               | 2,875               | 3,359               | 475                 | 3,290               | 3,355               | 3,388               | 3,421               | \$ 2,633,487  |
| Plumbing Permits             | 145,525             | 94,177              | 69,760              | 58,624              | 73,884              | 110,757             | 112,973             | 114,080             | 115,188             | 2.6%          |
| Electrical Inspections       | 281,106             | 237,101             | 279,828             | 239,084             | 276,013             | 276,722             | 282,256             | 285,023             | 287,790             | 10-Yr Average |
| Planning Fees (Plans Review) | 17,732              | 43,335              | 33,595              | 33,049              | 38,323              | 52,795              | 53,851              | 54,379              | 54,907              | \$ 1,954,257  |
| Consultant Fees              | 1,000               | 2,100               | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 5.2%          |
| Reinspection Fees            | 16,872              | 13,400              | 12,850              | 16,963              | 14,300              | 16,423              | 16,751              | 16,916              | 17,080              | 20-Yr Average |
| Sign Permits                 | 9,895               | 10,946              | 10,420              | 8,966               | 9,759               | 9,527               | 9,718               | 9,813               | 9,908               | \$ 1,703,691  |
| Café Fees                    | 8,590               | -                   | 75                  | 450                 | -                   | 1,142               | 1,165               | 1,176               | 1,188               | 3.7%          |
| Tree Cutting Permits         | -                   | -                   | 75                  | 50                  | 120                 | 114                 | 116                 | 118                 | 119                 |               |
| Grading Permits              | 3,000               | -                   | 82,066              | 95,668              | 114,327             | 355,460             | 362,569             | 366,123             | 369,678             |               |
| ROW Permit/Inspect           |                     |                     |                     | 40,374              | -                   | -                   | -                   | -                   | -                   |               |
| Roadway Inspections          | 70,969              | 191,898             | 32,707              | 112,786             | 32,562              | 94,828              | 96,724              | 97,673              | 98,621              |               |
| Traffic Impact Study Fees    | -                   | -                   | -                   | -                   | -                   | 144,612             | -                   | -                   | -                   |               |
| <b>Totals</b>                | <b>\$ 2,088,774</b> | <b>\$ 2,208,560</b> | <b>\$ 2,850,548</b> | <b>\$ 2,933,744</b> | <b>\$ 3,085,808</b> | <b>\$ 2,977,354</b> | <b>\$ 3,008,218</b> | <b>\$ 3,041,545</b> | <b>\$ 3,074,873</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1991-2018 & Estimates from Finance & Revenue Management Departments.



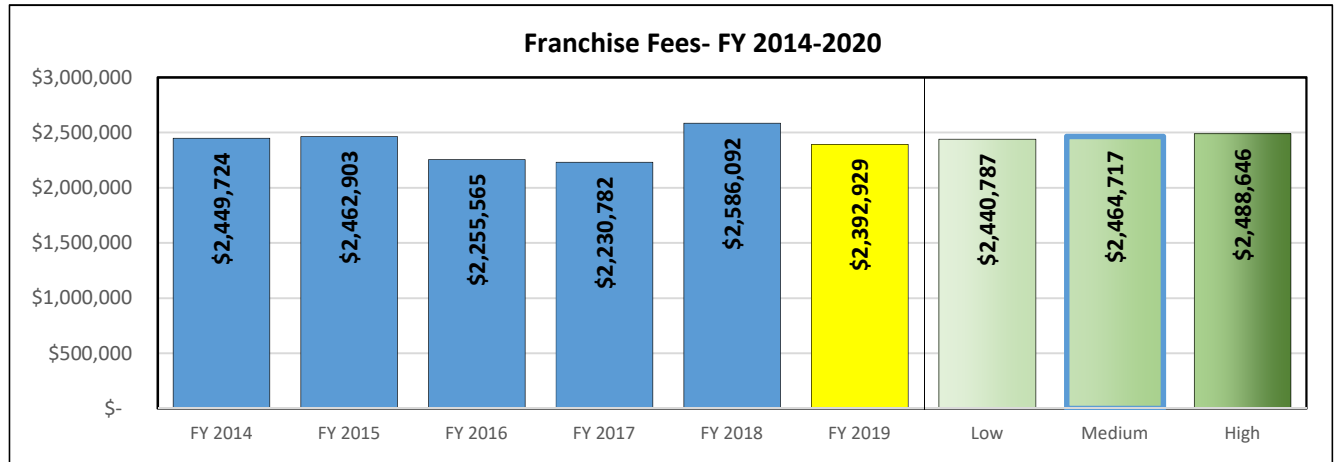
# City of Franklin

## Revenue Model

|              |                     |                  |                       |                                               |             |
|--------------|---------------------|------------------|-----------------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Franchise Fees</b> | <b>Percent of Total General Fund Revenues</b> | <b>3.3%</b> |
|--------------|---------------------|------------------|-----------------------|-----------------------------------------------|-------------|

**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.

A 3% increase is forecast for FY 2020.



|                 | Actual              |                     |                     |                     |                     | Budget              | Forecasts (FY 2020) |                     |                     | Averages      |
|-----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                 | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b> | <b>12.6%</b>        | <b>0.5%</b>         | <b>-8.4%</b>        | <b>-1.1%</b>        | <b>15.9%</b>        | <b>-7.5%</b>        | <b>2.0%</b>         | <b>3.0%</b>         | <b>4.0%</b>         |               |
| ATMOS           | 1,351,330           | 1,331,989           | 1,032,015           | 993,932             | 1,314,420           | 1,094,865           | 1,116,762           | 1,127,711           | 1,138,659           | 3-yr Average  |
| Comcast         | 875,035             | 886,358             | 926,422             | 952,866             | 976,578             | 982,841             | 1,002,498           | 1,012,326           | 1,022,155           | \$ 2,357,479  |
| Piedmont        | 60,098              | 24,103              | 114,061             | 42,694              | 48,066              | 121,007             | 123,427             | 124,638             | 125,848             | 0.5%          |
| AT&T            | 163,261             | 220,453             | 183,067             | 241,290             | 247,028             | 194,216             | 198,100             | 200,042             | 201,984             | 5-Yr Average  |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | \$ 2,397,013  |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | 0.0%          |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | 10-Yr Average |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | \$ 2,232,918  |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | 0.7%          |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | 20-Yr Average |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | \$ 1,560,030  |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | 2.7%          |
| <b>Totals</b>   | <b>\$ 2,449,724</b> | <b>\$ 2,462,903</b> | <b>\$ 2,255,565</b> | <b>\$ 2,230,782</b> | <b>\$ 2,586,092</b> | <b>\$ 2,392,929</b> | <b>\$ 2,440,787</b> | <b>\$ 2,464,717</b> | <b>\$ 2,488,646</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



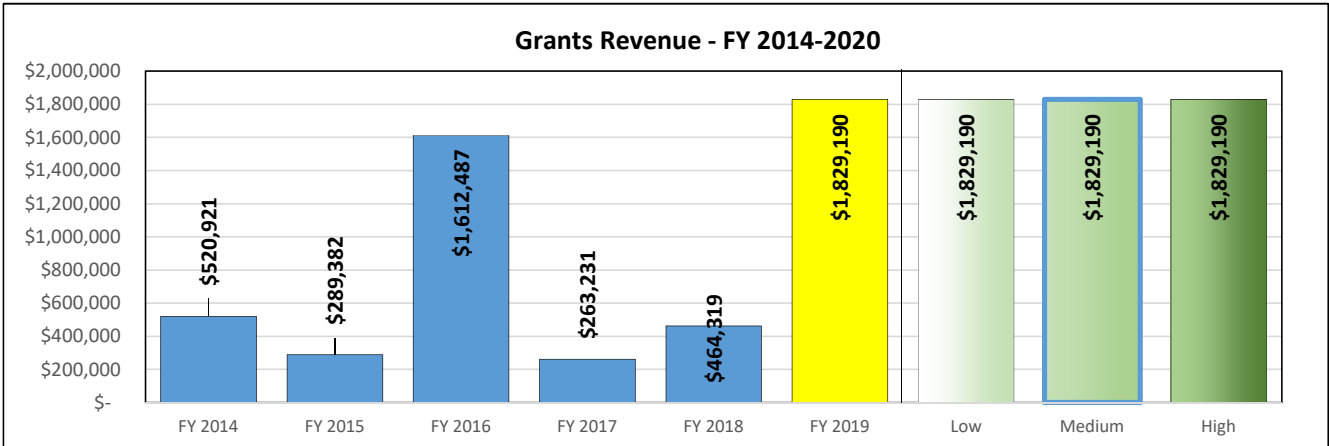
# City of Franklin

## Revenue Model

|              |                |                  |               |                                               |             |
|--------------|----------------|------------------|---------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General</b> | <b>Category:</b> | <b>Grants</b> | <b>Percent of Total General Fund Revenues</b> | <b>2.5%</b> |
|--------------|----------------|------------------|---------------|-----------------------------------------------|-------------|

**Grants (Federal/State):** In 2019, these grants consisted primarily of the Traffic Operations Center (\$1,680,000), Parks match grants (\$100,000) and various Public Safety grants (\$49,190).

There is no change assumed in these recurring grants for FY 2020, but these estimates are subject to change.



|                                    | Actual            |                   |                     |                   |                   | Budget              | Forecasts (FY 2020) |                     |                     | Averages      |
|------------------------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                                    | FY 2014           | FY 2015           | FY 2016             | FY 2017           | FY 2018           | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b>                    | <b>-61.5%</b>     | <b>-44.4%</b>     | <b>457.2%</b>       | <b>-83.7%</b>     | <b>76.4%</b>      | <b>294.0%</b>       | \$ -                | \$ -                | \$ -                |               |
| May 2010 Flood                     | 63,622            | -                 | -                   | -                 | -                 | -                   | -                   | -                   | -                   | 3-yr Average  |
| Emergency Shelter Grant            | 34,423            | 54,635            | 62,319              | 50,693            | -                 | 35,000              | 35,000              | 35,000              | 35,000              | \$ 780,012    |
| Federal Grant - Ballistic Vests    | 8,094             | 3,300             | 4,370               | 4,190             | 14,711            | 4,190               | 4,190               | 4,190               | 4,190               | 44.8%         |
| Highway Safety Grant               | 38,147            | 35,340            | -                   | -                 | -                 | 10,000              | 10,000              | 10,000              | 10,000              | 5-Yr Average  |
| Federal Grant - TOC                | 190,800           | 79,382            | 96,088              | 67,685            | 295,768           | 1,680,000           | 1,680,000           | 1,680,000           | 1,680,000           | \$ 630,068    |
| Homeland Security Grant            | -                 | -                 | -                   | -                 | 60,384            | -                   | -                   | -                   | -                   | 38.1%         |
| Dept of Hous & Urban Dev (Federal) | -                 | -                 | -                   | -                 | 36,280            | -                   | -                   | -                   | -                   | 10-Yr Average |
| Dept of Finance & Admin (Federal)  | -                 | -                 | -                   | 15,000            | -                 | -                   | -                   | -                   | -                   | \$ 769,504    |
| Dept of Military (Federal)         | -                 | -                 | -                   | 563               | -                 | -                   | -                   | -                   | -                   | 13.8%         |
| Dept of Transportation (Federal)   | -                 | -                 | -                   | 27,913            | -                 | -                   | -                   | -                   | -                   | 20-Yr Average |
| Dept of Transportation (Federal)   | -                 | -                 | -                   | 25,548            | -                 | -                   | -                   | -                   | -                   | \$ 710,931    |
| Preservation Plan Grant (Federal)  | -                 | -                 | 1,434,640           | -                 | 14,354            | -                   | -                   | -                   | -                   | 7.9%          |
| Parks Grants                       | 22,708            | 9,896             | 15,070              | 71,640            | 42,822            | 100,000             | 100,000             | 100,000             | 100,000             |               |
| Miscellaneous Grants               | 44                | -                 | -                   | -                 | -                 | -                   | -                   | -                   | -                   |               |
| HGMP-1909-0049                     | 156,020           | -                 | -                   | -                 | -                 | -                   | -                   | -                   | -                   |               |
| HGMP-1909-0061                     | 7,063             | 106,829           | -                   | -                 | -                 | -                   | -                   | -                   | -                   |               |
| <b>Totals</b>                      | <b>\$ 520,921</b> | <b>\$ 289,382</b> | <b>\$ 1,612,487</b> | <b>\$ 263,231</b> | <b>\$ 464,319</b> | <b>\$ 1,829,190</b> | <b>\$ 1,829,190</b> | <b>\$ 1,829,190</b> | <b>\$ 1,829,190</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



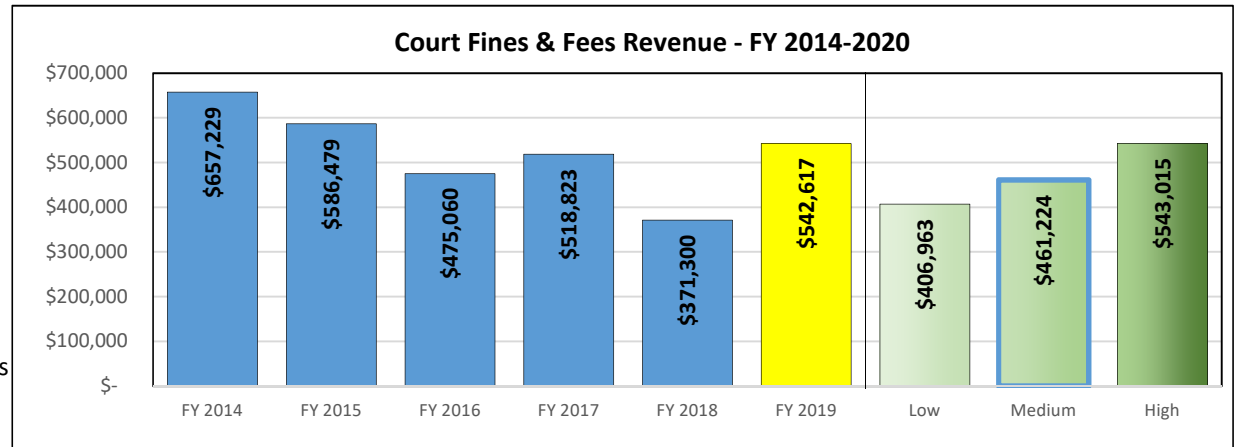
# City of Franklin

## Revenue Model

|              |                     |                  |                               |                                               |             |
|--------------|---------------------|------------------|-------------------------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Court Fines &amp; Fees</b> | <b>Percent of Total General Fund Revenues</b> | <b>0.6%</b> |
|--------------|---------------------|------------------|-------------------------------|-----------------------------------------------|-------------|

**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 forecast lower in FY 2020 than FY 2019, continuing a process in order to correct for overestimations in previous budget years. The forecast of just over \$460K should be more in line with actuals from FY 2016-2018.



|                                                | Actual            |                   |                   |                   |                   | Budget            | Forecasts (FY 2020) |                   |                   | Averages      |
|------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------|
|                                                | FY 2014           | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019           | Low                 | Medium            | High              |               |
| <b>% yr/yr.</b>                                | <b>-11.0%</b>     | <b>-10.8%</b>     | <b>-19.0%</b>     | <b>9.2%</b>       | <b>-28.4%</b>     | <b>46.1%</b>      | <b>-25%</b>         | <b>-15%</b>       | <b>0%</b>         |               |
| Court Costs                                    | 1,160             | 190               | -                 | -                 | -                 | -                 | -                   | -                 | -                 | 3-yr Average  |
| Fines/Fees - Mun Court                         | 297,088           | 153,472           | 127,038           | 140,152           | 83,340            | 159,811           | 119,858             | 135,839           | 151,820           | \$ 455,061    |
| Court-Local Litigation Tax                     | 11,027            | 8,096             | 4,661             | 4,964             | 3,726             | 4,525             | 3,393               | 3,846             | 4,298             | 6.4%          |
| Court-Bad Check                                | 525               | 181               | -                 | 20                | 276               | 18                | 14                  | 16                | 18                | 5-Yr Average  |
| Court Collection Fee                           | -                 | 963               | (228)             | (677)             | (170)             | 450               | 338                 | 383               | 428               | \$ 521,778    |
| Delinquent Court Fees & Fines                  | 35,261            | 24,816            | 13,828            | 14,214            | 10,403            | 11,545            | 8,658               | 9,813             | 10,967            | 0.8%          |
| Court-Driving School                           | 108,442           | 71,345            | 64,422            | 78,915            | 30,569            | 69,013            | 51,759              | 58,661            | 65,562            | 10-Yr Average |
| Court-Admin Fee                                | 2,739             | 1,844             | 1,463             | 1,777             | 1,066             | 1,336             | 1,002               | 1,135             | 1,269             | \$ 720,141    |
| Fines - Gen Sessions                           | 71,762            | 128,355           | 93,148            | 81,849            | 92,490            | 68,212            | 51,159              | 57,980            | 64,801            | -2.5%         |
| Officer Costs - General Sessions/Circuit Court |                   | 104,411           | 95,227            | 102,261           | 107,366           | 80,921            | 60,690              | 68,782            | 76,874            | 20-Yr Average |
| Parking Fines - Mun Court                      | 12,070            | 10,427            | 10,707            | 24,689            | 4,328             | 27,881            | 20,911              | 23,699            | 26,487            | \$ 726,619    |
| Fines - Traffic Offenses                       | 113,242           | 78,843            | 62,318            | 68,369            | 36,396            | 60,786            | 45,589              | 51,668            | 57,747            | -1.3%         |
| Failure To Appear - Fine                       | 3,913             | 3,536             | 2,275             | 2,292             | 1,510             | 1,940             | 1,455               | 1,649             | 1,843             |               |
| Technology Fee                                 | -                 | -                 | -                 | -                 | -                 | 56,180            | 42,135              | 47,753            | 80,900            |               |
| Confiscated Goods (Federal)                    | -                 | -                 | 201               | -                 | -                 | -                 | -                   | -                 | -                 |               |
| <b>Totals</b>                                  | <b>\$ 657,229</b> | <b>\$ 586,479</b> | <b>\$ 475,060</b> | <b>\$ 518,823</b> | <b>\$ 371,300</b> | <b>\$ 542,617</b> | <b>\$ 406,963</b>   | <b>\$ 461,224</b> | <b>\$ 543,015</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



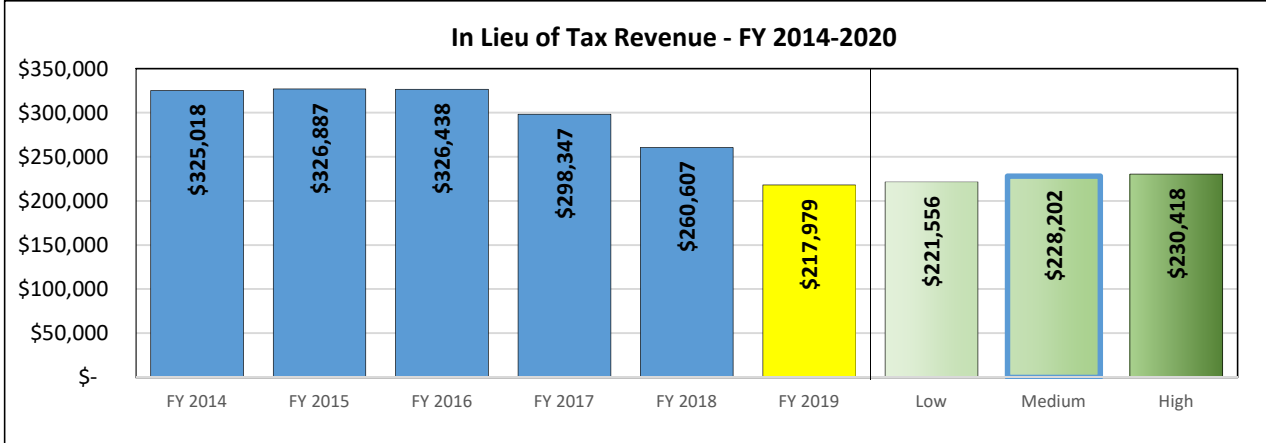
# City of Franklin

## Revenue Model

|              |                     |                  |                       |                                               |             |
|--------------|---------------------|------------------|-----------------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>In Lieu of Tax</b> | <b>Percent of Total General Fund Revenues</b> | <b>0.3%</b> |
|--------------|---------------------|------------------|-----------------------|-----------------------------------------------|-------------|

**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. Three payments have ended - Verizon (last year FY 2014), Healthways (last year FY 2016) and Jackson National Life (FY 2017).

In Lieu of Tax Revenue is projected to increase a modest 3.0% over the five year averages of the remaining agreements in FY 2020.



|                                   | Actual            |                   |                   |                   |                   | Budget            | Forecasts (FY 2020) |                   |                   | Averages      |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------|
|                                   | FY 2014           | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019           | Low                 | Medium            | High              |               |
| <b>% yr/yr.</b>                   | <b>-4.4%</b>      | <b>0.6%</b>       | <b>-0.1%</b>      | <b>-8.6%</b>      | <b>-12.6%</b>     | <b>-16.4%</b>     | <b>1.6%</b>         | <b>4.7%</b>       | <b>5.7%</b>       |               |
| Franklin Housing Authority        | 14,090            | 23,447            | 21,841            | 23,239            | 25,694            | 24,654            | 21,662              | 22,312            | 22,529            | 3-yr Average  |
| Nissan (TIF District)             | 166,572           | 180,957           | 182,114           | 234,912           | 234,913           | 193,325           | 199,894             | 205,890           | 207,889           | \$ 295,131    |
| Healthways (pilot ends 2016)      | 43,835            | 47,327            | 47,327            | -                 | -                 | -                 | -                   | -                 | -                 | -8.7%         |
| Verizon (pilot ends 2014)         | 30,912            | -                 | -                 | -                 | -                 | -                 | -                   | -                 | -                 | 5-Yr Average  |
| Community Health Systems (CHS)    | 26,487            | 28,598            | 28,598            | 40,196            | -                 | -                 | -                   | -                 | -                 | \$ 307,459    |
| Jackson National Life (ends 2017) | 43,122            | 46,558            | 46,558            | -                 | -                 | -                 | -                   | -                 | -                 | -5.8%         |
|                                   |                   |                   |                   |                   |                   |                   |                     |                   |                   | 10-Yr Average |
|                                   |                   |                   |                   |                   |                   |                   |                     |                   |                   | \$ 311,082    |
|                                   |                   |                   |                   |                   |                   |                   |                     |                   |                   | -3.0%         |
|                                   |                   |                   |                   |                   |                   |                   |                     |                   |                   | 20-Yr Average |
|                                   |                   |                   |                   |                   |                   |                   |                     |                   |                   | \$ 292,043    |
|                                   |                   |                   |                   |                   |                   |                   |                     |                   |                   | -1.3%         |
| <b>Totals</b>                     | <b>\$ 325,018</b> | <b>\$ 326,887</b> | <b>\$ 326,438</b> | <b>\$ 298,347</b> | <b>\$ 260,607</b> | <b>\$ 217,979</b> | <b>\$ 221,556</b>   | <b>\$ 228,202</b> | <b>\$ 230,418</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



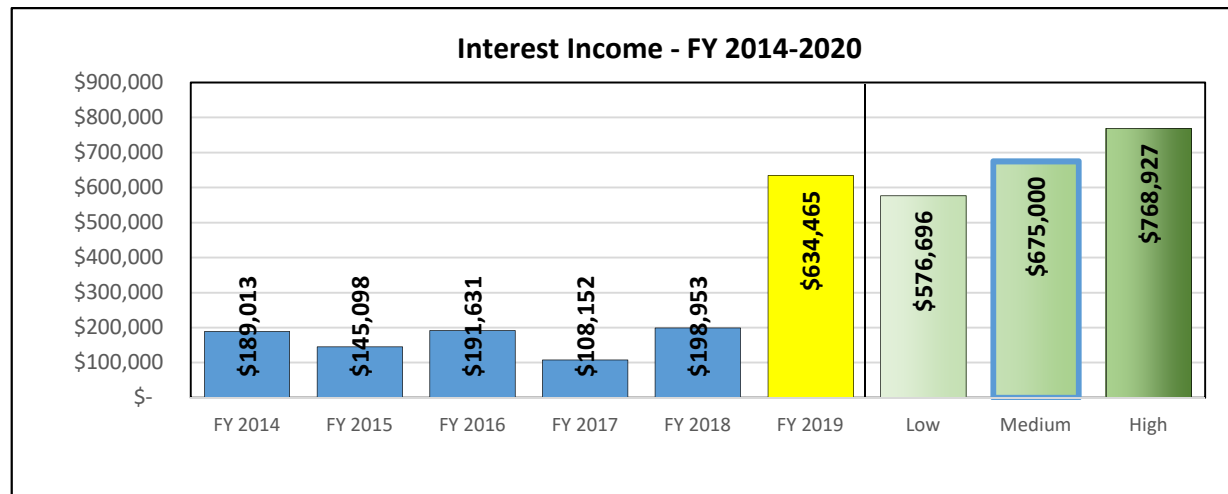
# City of Franklin

## Revenue Model

|              |                     |                  |                        |                                               |             |
|--------------|---------------------|------------------|------------------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Interest Income</b> | <b>Percent of Total General Fund Revenues</b> | <b>0.9%</b> |
|--------------|---------------------|------------------|------------------------|-----------------------------------------------|-------------|

**Interest Income:** This revenue source is bank interest and investment earnings on temporarily idle funds. This revenue has been adversely affected significantly over the last decade due to the low interest rate environment.

The good news moving forward is most of our long-term low-interest bearing arrangements have been replaced with more mark-to-market investment mechanisms, and most accounts are now earning close to 2%. With the large fund balances the City maintains, this should finally return as a meaningful source of revenue for the General Fund.



|                 | Actual            |                   |                   |                   |                   | Budget            | Forecasts (FY 2020) |                   |                   | Averages      |
|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------|
|                 | FY 2014           | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019           | Low                 | Medium            | High              |               |
| <b>% yr/yr.</b> | <b>13.4%</b>      | <b>-23.2%</b>     | <b>32.1%</b>      | <b>-43.6%</b>     | <b>84.0%</b>      | <b>218.9%</b>     | <b>-9.11%</b>       | <b>6.39%</b>      | <b>21.19%</b>     |               |
| July            | 12,902            | 7,242             | 13,577            | 9,142             | 52,004            | 15,748            | 23,622              | 27,649            | 31,496            | 3-yr Average  |
| August          | 10,925            | 6,914             | 2,666             | (3,771)           | 48,602            | (6,566)           | (9,848)             | (11,527)          | (13,131)          | \$ 166,245    |
| September       | 20,011            | (5,204)           | 32,171            | 25,061            | (975)             | 43,580            | 65,370              | 76,513            | 87,160            | 93.9%         |
| October         | 11,983            | 5,942             | 4,069             | 5,411             | 6,494             | 9,306             | 13,958              | 16,338            | 18,611            | 5-Yr Average  |
| November        | 11,477            | 5,550             | (35,195)          | (50,994)          | (6,867)           | (88,227)          | (132,340)           | (154,899)         | (176,453)         | \$ 166,569    |
| December        | (11,547)          | 10,791            | (2,479)           | 8,215             | 22,065            | 14,404            | 21,607              | 25,290            | 28,809            | 56.2%         |
| January         | 14,444            | 6,098             | 69,251            | 16,437            | 14,872            | 28,731            | 43,097              | 50,443            | 57,463            | 10-Yr Average |
| February        | 14,059            | 18,087            | 13,568            | 24,463            | (154,674)         | (12,157)          | (18,235)            | (21,343)          | (24,313)          | \$ 307,382    |
| March           | 13,110            | 13,148            | 36,310            | (2,952)           | 56,927            | 33,362            | 50,043              | 58,573            | 66,724            | 10.6%         |
| April           | 16,422            | 58,058            | 8,671             | 37,133            | (19,591)          | 49,099            | 73,649              | 86,203            | 98,199            | 20-Yr Average |
| May             | 16,316            | 8,123             | 504               | 36,846            | 116,492           | 37,385            | 56,077              | 65,636            | 74,769            | \$ 595,627    |
| June            | 58,911            | 10,349            | 48,518            | 3,161             | 63,604            | 509,797           | 389,696             | 456,124           | 519,594           | -5.0%         |
| <b>Totals</b>   | <b>\$ 189,013</b> | <b>\$ 145,098</b> | <b>\$ 191,631</b> | <b>\$ 108,152</b> | <b>\$ 198,953</b> | <b>\$ 634,465</b> | <b>\$ 576,696</b>   | <b>\$ 675,000</b> | <b>\$ 768,927</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.





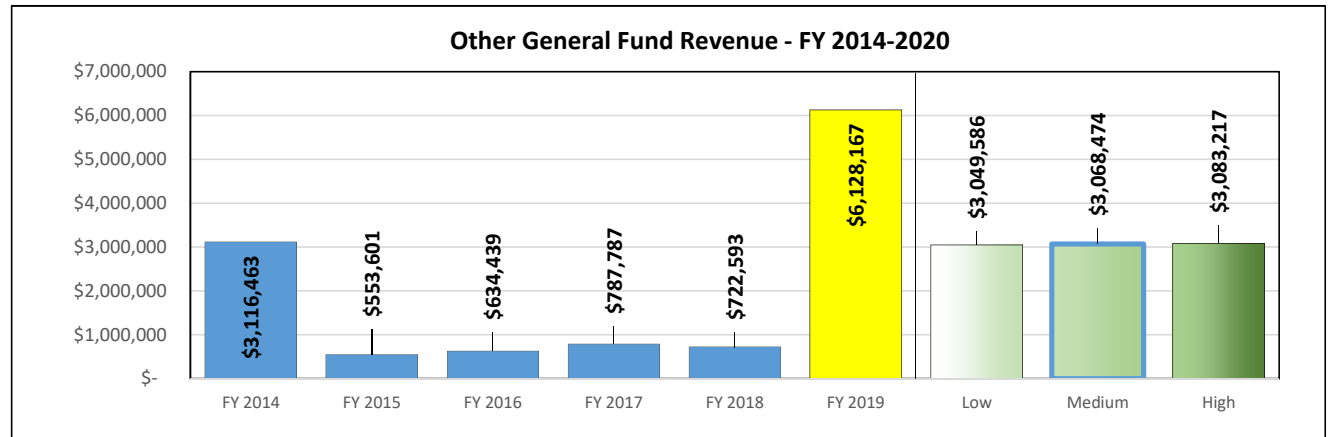
# City of Franklin

## Revenue Model

|              |                     |                  |              |                                               |             |
|--------------|---------------------|------------------|--------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Other</b> | <b>Percent of Total General Fund Revenues</b> | <b>4.2%</b> |
|--------------|---------------------|------------------|--------------|-----------------------------------------------|-------------|

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 forecasted is the elimination of one-time allocations from Fund Balance included in FY 2019, with the exception of continued one-time planning monies for a New City Hall. This will be modified as the budget process progresses.



|                                    | Actual        |               |              |              |              | Budget        | Forecasts (FY 2020) |               |               | Averages      |
|------------------------------------|---------------|---------------|--------------|--------------|--------------|---------------|---------------------|---------------|---------------|---------------|
|                                    | FY 2014       | FY 2015       | FY 2016      | FY 2017      | FY 2018      | FY 2019       | Low                 | Medium        | High          |               |
| <b>% yr/yr.</b>                    | <b>395.9%</b> | <b>-82.2%</b> | <b>14.6%</b> | <b>24.2%</b> | <b>-8.3%</b> | <b>748.1%</b> | <b>-50.2%</b>       | <b>-49.9%</b> | <b>-49.7%</b> |               |
| City Tax Relief                    | (6,517)       | (8,050)       | -            | (8,053)      | (16,177)     | (8,543)       | (8,672)             | (8,800)       | (8,928)       | 3-yr Average  |
| Prop Taxes - P&I                   | 35,819        | 30,529        | 34,026       | 36,671       | 39,771       | 27,716        | 28,132              | 28,548        | 28,964        | \$ 714,940    |
| Business Tax                       | 9,002         | -             | -            | -            | -            | -             | -                   | -             | -             | 252.4%        |
| Planning Fees (Rezoning)           | 39,237        | 43,946        | 15,053       | 30,422       | -            | 31,596        | -                   | -             | -             | 5-Yr Average  |
| Planning Fees (Site Plans)         | 46,138        | 48,061        | 42,924       | 29,011       | -            | 54,836        | -                   | -             | -             | \$ 1,162,977  |
| Planning Fees (Plat Submittal)     | 89,000        | 78,771        | 106,544      | 98,894       | 223,373      | 80,438        | 183,380             | 188,881       | 191,632       | 85.4%         |
| Planning Fees (Misc Planning)      | 7,671         | 7,155         | 7,664        | 2,773        | 262          | 14,065        | -                   | -             | -             | 10-Yr Average |
| Beer Permits (New Applic Fee)      | 13,700        | 13,250        | 14,750       | 13,750       | 16,500       | 14,268        | 14,482              | 14,696        | 14,910        | \$ 1,162,977  |
| Yard Sale Permits                  | 9,295         | 7,605         | 7,395        | 7,010        | 6,220        | 4,116         | 4,177               | 4,239         | 4,301         | 42.7%         |
| Alarm Permits                      | 29,130        | 30,320        | 26,540       | 23,990       | 24,190       | 23,854        | 24,211              | 24,569        | 24,927        | 20-Yr Average |
| Miscellaneous Permits              | 2,300         | 3,600         | 4,900        | 4,100        | 17,612       | 5,119         | 5,196               | 5,273         | 5,349         | \$ 2,447,507  |
| In Lieu of Parkland                | 2,280,119     | -             | -            | -            | -            | -             | -                   | -             | -             | 7.5%          |
| City Sponsored Training            | -             | -             | -            | -            | 3,505        | -             | -                   | -             | -             |               |
| Regional Fire Training             | 3,000         | -             | 1,500        | -            | 2,500        | -             | -                   | -             | -             |               |
| Maps Sold                          | 1,476         | 2,952         | 2,752        | 3,682        | 1,234        | 2,754         | 2,796               | 2,837         | 2,878         |               |
| Plans Sold                         | 700           | 2,628         | 50           | 1,650        | 1,500        | 2,732         | 2,773               | 2,814         | 2,855         |               |
| Records Sold                       | 1,130         | 26            | -            | 49           | 52           | 1,344         | 1,364               | 1,384         | 1,405         |               |
| Special Event Services Fee         |               | 1,200         | 3,600        | 2,500        | 2,900        | 1,697         | 1,723               | 1,748         | 1,774         |               |
| Traffic Impact Analysis Review Fee |               |               | (1,507)      | 65,548       | 35,000       | 53,855        | 50,274              | 51,782        | 52,536        |               |
| Accident Reports                   | 199           | 633           | 77           | 1,514        | 743          | 1,599         | 1,623               | 1,647         | 1,670         |               |



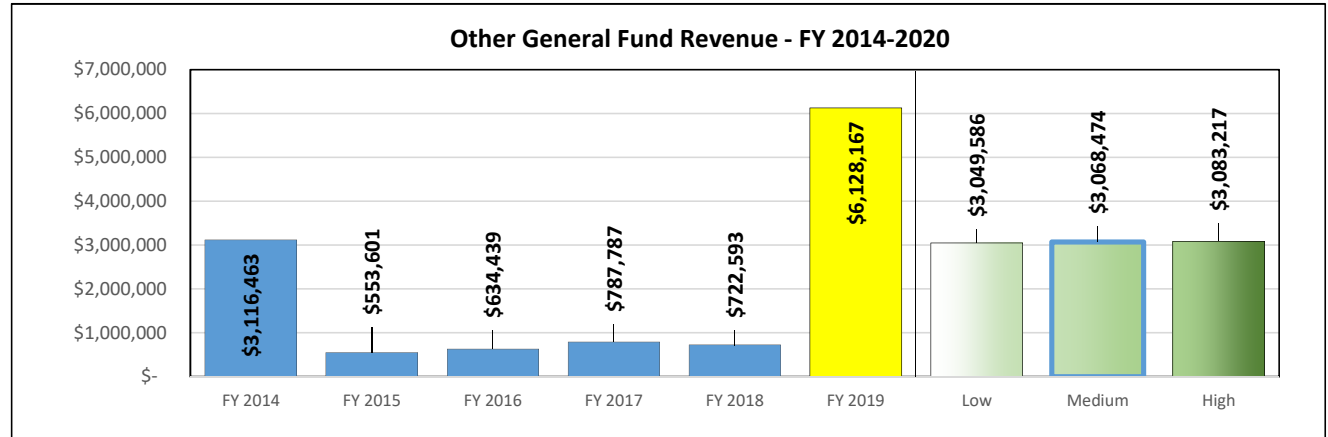
# City of Franklin

## Revenue Model

|              |                     |                  |              |                                               |             |
|--------------|---------------------|------------------|--------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Other</b> | <b>Percent of Total General Fund Revenues</b> | <b>4.2%</b> |
|--------------|---------------------|------------------|--------------|-----------------------------------------------|-------------|

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 forecasted is the elimination of one-time allocations from Fund Balance included in FY 2019, with the exception of continued one-time planning monies for a New City Hall. This will be modified as the budget process progresses.



|                                       | Actual              |                   |                   |                   |                   | Budget              | Forecasts (FY 2020) |                     |                     | Averages |
|---------------------------------------|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|----------|
|                                       | FY 2014             | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019             | Low                 | Medium              | High                |          |
| Sex Offender Registry                 | 2,350               | 1,800             | 1,800             | 1,800             | 1,950             | 1,591               | 1,615               | 1,639               | 1,663               |          |
| License Seizure Fees                  | 675                 | 750               | 1,515             | 1,150             | 715               | 822                 | 834                 | 847                 | 859                 |          |
| Police Extra Duty                     | 35,478              | 31,547            | 27,279            | 39,941            | 43,480            | 46,756              | 47,457              | 48,158              | 48,860              |          |
| Compost Voucher (Non-Refundable)      | 7,400               | 10,780            | 18,040            | 21,200            | 23,720            | 13,473              | 16,228              | 16,715              | 16,958              |          |
| Beer Board Violations                 | 3,000               | 1,500             | -                 | -                 | -                 | 1,000               | 1,000               | 1,000               | 1,000               |          |
| Bldg & Street Stds Appeals Fees       | -                   | -                 | -                 | -                 | -                 | 1,000               | 1,000               | 1,000               | 1,000               |          |
| Transient Vendor Recording Fees       | 1,893               | 1,163             | 3,486             | 4,364             | 556               | 4,524               | 4,592               | 4,660               | 4,727               |          |
| Tree Bank Fees                        | -                   | -                 | 53,841            | 12,767            | 12,906            | 59,629              | 26,505              | 27,300              | 27,697              |          |
| Sidewalk Reserve Fees                 | -                   | -                 | -                 | 82,840            | -                 | -                   | -                   | -                   | -                   |          |
| Rebates on Purchases                  | 60,280              | 61,349            | 64,639            | 64,081            | 68,125            | 67,166              | 68,174              | 69,181              | 70,189              |          |
| Rent - Mall & Other                   | 1                   | 1                 | 8,001             | 12,001            | 15,001            | 12,001              | 12,001              | 12,001              | 12,001              |          |
| Park Concessions                      | 46,731              | 41,329            | 67,880            | 77,543            | 97,480            | 79,923              | 81,122              | 82,321              | 83,519              |          |
| Harlinsdale Rentals                   |                     |                   | 900               | 506               | 3,472             | 1,008               | 1,023               | 1,038               | 1,053               |          |
| Christmas Tree Lighting               |                     |                   |                   |                   |                   |                     | 15,000              | 20,000              | 25,000              |          |
| Sale of Surplus Assets                | 79,364              | 137,454           | 118,278           | 134,694           | 60,019            | 94,672              | 96,093              | 97,513              | 98,933              |          |
| Electrical Charging Stations          | 819                 | -                 | -                 | -                 | -                 | -                   | -                   | -                   | -                   |          |
| Called Performance Bonds              | 195,000             | -                 | -                 | -                 | -                 | -                   | -                   | -                   | -                   |          |
| Miscellaneous Other Revenue           | 122,073             | 3,301             | 2,512             | 21,387            | 35,984            | 20,000              | 20,000              | 20,000              | 20,000              |          |
| Capital Application from Fund Balance | -                   | -                 | -                 | -                 | -                 | 5,413,157           | 2,345,485           | 2,345,485           | 2,345,485           |          |
| <b>Totals</b>                         | <b>\$ 3,116,463</b> | <b>\$ 553,601</b> | <b>\$ 634,439</b> | <b>\$ 787,787</b> | <b>\$ 722,593</b> | <b>\$ 6,128,167</b> | <b>\$ 3,049,586</b> | <b>\$ 3,068,474</b> | <b>\$ 3,083,217</b> |          |

## General Fund Summary - Departmental Summary

|                                            | <u>Actual 2017</u>   | <u>Actual 2018</u>   | <u>Budget 2019</u>   | <u>Estd 2019</u>     | <u>Budget 2020</u>   | <u>Difference '19 vs. '20</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> |
| <b>Governance &amp; Management</b>         |                      |                      |                      |                      |                      |                               |                |
| <b>Elected Officials</b>                   |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 230,168           | \$ 245,042           | \$ 240,187           | \$ 239,379           | \$ 243,181           | \$ 2,994                      | 1.2%           |
| Operations                                 | \$ 51,956            | \$ 87,438            | \$ 77,658            | \$ 77,607            | \$ 129,575           | \$ 51,917                     | 66.9%          |
| <b>Total - Elected Officials</b>           | <b>\$ 282,124</b>    | <b>\$ 332,480</b>    | <b>\$ 317,845</b>    | <b>\$ 316,986</b>    | <b>\$ 372,756</b>    | <b>\$ 54,911</b>              | <b>17.3%</b>   |
| <b>Administration</b>                      |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 530,330           | \$ 1,057,174         | \$ 1,140,895         | \$ 1,123,038         | \$ 1,245,662         | \$ 104,767                    | 9.2%           |
| Operations                                 | \$ 5,000             | \$ 7,036             | \$ (43,237)          | \$ (28,237)          | \$ (44,305)          | \$ (1,068)                    | 2.5%           |
| <b>Total - Administration</b>              | <b>\$ 535,330</b>    | <b>\$ 1,064,210</b>  | <b>\$ 1,097,658</b>  | <b>\$ 1,094,801</b>  | <b>\$ 1,201,357</b>  | <b>\$ 103,699</b>             | <b>9.4%</b>    |
| <b>Human Resources</b>                     |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 1,024,588         | \$ 913,585           | \$ 1,040,019         | \$ 1,043,833         | \$ 1,070,069         | \$ 30,050                     | 2.9%           |
| Operations                                 | \$ 140,461           | \$ 73,795            | \$ 207,349           | \$ 201,285           | \$ 315,439           | \$ 108,090                    | 52.1%          |
| <b>Total - Human Resources</b>             | <b>\$ 1,165,049</b>  | <b>\$ 987,380</b>    | <b>\$ 1,247,368</b>  | <b>\$ 1,245,118</b>  | <b>\$ 1,385,508</b>  | <b>\$ 138,140</b>             | <b>11.1%</b>   |
| <b>Law</b>                                 |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 492,368           | \$ 501,025           | \$ 556,168           | \$ 526,935           | \$ 557,151           | \$ 983                        | 0.2%           |
| Operations                                 | \$ 5,765             | \$ (47,632)          | \$ 70,436            | \$ 69,616            | \$ 69,224            | \$ (1,212)                    | -1.7%          |
| <b>Total - Law</b>                         | <b>\$ 498,133</b>    | <b>\$ 453,393</b>    | <b>\$ 626,604</b>    | <b>\$ 596,551</b>    | <b>\$ 626,374</b>    | <b>\$ (230)</b>               | <b>0.0%</b>    |
| <b>Communications</b>                      |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 426,722           | \$ 402,368           | \$ 409,570           | \$ 411,409           | \$ 403,467           | \$ (6,103)                    | -1.5%          |
| Operations                                 | \$ 63,075            | \$ (39,395)          | \$ 6,029             | \$ (4,255)           | \$ 37,687            | \$ 31,658                     | 525.1%         |
| <b>Total - Communications</b>              | <b>\$ 489,797</b>    | <b>\$ 362,973</b>    | <b>\$ 415,599</b>    | <b>\$ 407,154</b>    | <b>\$ 441,154</b>    | <b>\$ 25,555</b>              | <b>6.1%</b>    |
| <b>Governance &amp; Management Summary</b> |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 2,704,176         | \$ 3,119,194         | \$ 3,386,839         | \$ 3,344,594         | \$ 3,519,529         | \$ 132,690                    | 3.9%           |
| Operations                                 | \$ 266,257           | \$ 81,242            | \$ 318,235           | \$ 316,016           | \$ 507,620           | \$ 189,385                    | 59.5%          |
| Capital                                    | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                          | 0.0%           |
| <b>Total Governance &amp; Management</b>   | <b>\$ 2,970,433</b>  | <b>\$ 3,200,436</b>  | <b>\$ 3,705,074</b>  | <b>\$ 3,660,610</b>  | <b>\$ 4,027,150</b>  | <b>\$ 322,076</b>             | <b>8.7%</b>    |
| <b>Public Safety</b>                       |                      |                      |                      |                      |                      |                               |                |
| <b>Police</b>                              |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 11,381,916        | \$ 12,125,459        | \$ 12,752,947        | \$ 12,719,131        | \$ 12,888,733        | \$ 135,786                    | 1.1%           |
| Operations                                 | \$ 3,971,149         | \$ 4,330,993         | \$ 3,792,462         | \$ 3,772,390         | \$ 3,519,609         | \$ (272,853)                  | -7.2%          |
| Capital                                    | \$ 30,649            | \$ 395,822           | \$ -                 | \$ -                 | \$ 1,000,000         | \$ 1,000,000                  | 0.0%           |
| <b>Total - Police</b>                      | <b>\$ 15,383,714</b> | <b>\$ 16,852,274</b> | <b>\$ 16,545,409</b> | <b>\$ 16,491,521</b> | <b>\$ 17,408,342</b> | <b>\$ 862,933</b>             | <b>5.2%</b>    |
|                                            |                      |                      |                      | \$ -                 |                      |                               |                |
| <b>Fire</b>                                |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 14,536,117        | \$ 15,827,329        | \$ 16,212,785        | \$ 16,208,956        | \$ 15,755,513        | \$ (457,272)                  | -2.8%          |
| Operations                                 | \$ 2,325,854         | \$ 2,272,459         | \$ 2,052,650         | \$ 2,026,671         | \$ 2,206,292         | \$ 153,642                    | 7.5%           |
| Capital                                    | \$ 16,194            | \$ -                 | \$ 228,000           | \$ 177,000           | \$ -                 | \$ (228,000)                  | -100.0%        |
| <b>Total - Fire</b>                        | <b>\$ 16,878,165</b> | <b>\$ 18,099,788</b> | <b>\$ 18,493,435</b> | <b>\$ 18,412,627</b> | <b>\$ 17,961,805</b> | <b>\$ (531,630)</b>           | <b>-2.9%</b>   |
| <b>Public Safety Summary</b>               |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 25,918,033        | \$ 27,952,788        | \$ 28,965,732        | \$ 28,928,088        | \$ 28,644,246        | \$ (321,486)                  | -1.1%          |
| Operations                                 | \$ 6,297,003         | \$ 6,603,452         | \$ 5,845,112         | \$ 5,799,061         | \$ 5,725,901         | \$ (119,211)                  | -2.0%          |
| Capital                                    | \$ 46,843            | \$ 395,822           | \$ 228,000           | \$ 177,000           | \$ 1,000,000         | \$ 772,000                    | 338.6%         |
| <b>Total Public Safety</b>                 | <b>\$ 32,261,879</b> | <b>\$ 34,952,062</b> | <b>\$ 35,038,844</b> | <b>\$ 34,904,149</b> | <b>\$ 35,370,147</b> | <b>\$ 331,303</b>             | <b>0.9%</b>    |
| <b>Finance &amp; Administration</b>        |                      |                      |                      |                      |                      |                               |                |
| <b>Finance</b>                             |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 1,009,073         | \$ 896,292           | \$ 956,808           | \$ 956,001           | \$ 953,487           | \$ (3,321)                    | -0.3%          |
| Operations                                 | \$ (68,376)          | \$ (77,689)          | \$ (4,352)           | \$ (31,656)          | \$ (48,622)          | \$ (44,270)                   | 1017.2%        |
| Capital                                    | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                          | 0.0%           |

## General Fund Summary - Departmental Summary

|                                                     | <u>Actual 2017</u> | <u>Actual 2018</u> | <u>Budget 2019</u> | <u>Estd 2019</u> | <u>Budget 2020</u> | <u>Difference '19 vs. '20</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> |
| <b>Total - Finance</b>                              | \$ 940,697         | \$ 818,603         | \$ 952,456         | \$ 924,345       | \$ 904,865         | \$ (47,591)                   | -5.0%          |
| <b>Purchasing</b>                                   |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 209,894         | \$ 242,492         | \$ 249,897         | \$ 252,346       | \$ 337,676         | \$ 87,779                     | 35.1%          |
| Operations                                          | \$ (18,381)        | \$ (20,231)        | \$ (11,807)        | \$ (15,134)      | \$ 24,277          | \$ 36,084                     | -305.6%        |
| <b>Total - Purchasing</b>                           | \$ 191,513         | \$ 222,261         | \$ 238,090         | \$ 237,212       | \$ 361,954         | \$ 123,864                    | 52.0%          |
| <b>Information Technology</b>                       |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | 1,834,133          | 2,114,163          | \$ 2,240,108       | \$ 2,236,698     | \$ 2,300,349       | \$ 60,241                     | 2.7%           |
| Operations                                          | 2,242,694          | 2,203,274          | \$ 2,367,207       | \$ 2,367,271     | \$ 1,741,332       | \$ (625,875)                  | -26.4%         |
| Capital                                             | (27,835)           | 160,978            | \$ 60,000          | \$ 60,000        | \$ 75,000          | \$ 15,000                     | 25.0%          |
| <b>Total - Information Technology</b>               | \$ 4,048,992       | \$ 4,478,415       | \$ 4,667,315       | \$ 4,663,969     | \$ 4,116,681       | \$ (550,634)                  | -11.8%         |
| <b>Revenue Management</b>                           |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 994,343         | \$ 1,016,116       | \$ 1,050,696       | \$ 1,067,808     | \$ 1,056,426       | \$ 5,730                      | 0.5%           |
| Operations                                          | \$ (732,517)       | \$ (804,505)       | \$ (716,556)       | \$ (752,246)     | \$ (845,082)       | \$ (128,526)                  | 17.9%          |
| <b>Total - Revenue Management</b>                   | \$ 261,826         | \$ 211,611         | \$ 334,140         | \$ 315,562       | \$ 211,344         | \$ (122,796)                  | -36.7%         |
| <b>Municipal Court</b>                              |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 206,182         | \$ 194,580         | \$ 264,957         | \$ 150,448       | \$ 283,741         | \$ 18,784                     | 7.1%           |
| Operations                                          | \$ 145,351         | \$ 123,286         | \$ 83,143          | \$ 63,967        | \$ 71,742          | \$ (11,401)                   | -13.7%         |
| <b>Total - Municipal Court</b>                      | \$ 351,533         | \$ 317,866         | \$ 348,100         | \$ 214,415       | \$ 355,483         | \$ 7,383                      | 2.1%           |
| <b>Project and Facilities Management</b>            |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 420,044         | \$ 427,086         | \$ 416,514         | \$ 437,603       | \$ 427,290         | \$ 10,776                     | 2.6%           |
| Operations                                          | \$ 649,815         | \$ 691,813         | \$ 579,288         | \$ 595,656       | \$ 597,671         | \$ 18,383                     | 3.2%           |
| Capital                                             | \$ -               | \$ 198,960         | \$ 295,000         | \$ 150,000       | \$ 250,000         | \$ (45,000)                   | -15.3%         |
| <b>Total - Project and Facilities Management</b>    | \$ 1,069,859       | \$ 1,317,859       | \$ 1,290,802       | \$ 1,183,259     | \$ 1,274,961       | \$ (15,841)                   | -1.2%          |
| <b>Finance &amp; Administration Summary</b>         |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 4,673,669       | \$ 4,890,729       | \$ 5,178,980       | \$ 5,100,904     | \$ 5,358,970       | \$ 179,990                    | 3.5%           |
| Operations                                          | \$ 2,218,586       | \$ 2,115,948       | \$ 2,296,923       | \$ 2,227,858     | \$ 1,541,318       | \$ (755,605)                  | -32.9%         |
| Capital                                             | \$ (27,835)        | \$ 359,938         | \$ 355,000         | \$ 210,000       | \$ 325,000         | \$ (30,000)                   | -8.5%          |
| <b>Total Finance &amp; Administration</b>           | \$ 6,864,420       | \$ 7,366,615       | \$ 7,830,903       | \$ 7,538,762     | \$ 7,225,288       | \$ (605,615)                  | -7.7%          |
| <b>Community &amp; Economic Development</b>         |                    |                    |                    |                  |                    |                               |                |
| <b>Building and Neighborhood Services</b>           |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 2,381,547       | \$ 2,584,516       | \$ 2,961,610       | \$ 2,754,406     | \$ 3,125,639       | \$ 164,029                    | 5.5%           |
| Operations                                          | \$ 346,521         | \$ 324,526         | \$ 369,029         | \$ 353,977       | \$ 390,332         | \$ 21,303                     | 5.8%           |
| Capital                                             | \$ 63,300          |                    | \$ -               |                  |                    | \$ -                          | 0.0%           |
| <b>Total - Building &amp; Neighborhood Services</b> | \$ 2,791,368       | \$ 2,909,042       | \$ 3,330,639       | \$ 3,108,383     | \$ 3,515,971       | \$ 185,332                    | 5.6%           |
| <b>Planning and Sustainability</b>                  |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 1,407,954       | \$ 1,270,629       | \$ 1,365,082       | \$ 1,363,829     | \$ 1,392,675       | \$ 27,593                     | 2.0%           |
| Operations                                          | \$ 152,573         | \$ 201,127         | \$ 269,968         | \$ 266,126       | \$ 228,488         | \$ (41,480)                   | -15.4%         |
| <b>Total - Planning &amp; Sustainability</b>        | \$ 1,560,527       | \$ 1,471,756       | \$ 1,635,050       | \$ 1,629,955     | \$ 1,621,163       | \$ (13,887)                   | -0.8%          |
| <b>Engineering</b>                                  |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 1,124,690       | \$ 1,276,689       | \$ 1,415,846       | \$ 1,366,754     | \$ 1,534,776       | \$ 118,930                    | 8.4%           |
| Operations                                          | \$ (132,726)       | \$ (152,995)       | \$ (132,552)       | \$ (88,122)      | \$ (124,811)       | \$ 7,741                      | -5.8%          |
| <b>Total Engineering &amp; TOC</b>                  | \$ 991,964         | \$ 1,123,694       | \$ 1,283,294       | \$ 1,278,632     | \$ 1,409,964       | \$ 126,670                    | 9.9%           |
| <b>Traffic Operations Center (TOC)</b>              |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 284,756         | \$ 340,475         | \$ 401,685         | \$ 435,663       | \$ 420,063         | \$ 18,378                     | 4.6%           |
| Operations                                          | \$ 492,853         | \$ 395,675         | \$ 547,632         | \$ 489,628       | \$ 535,378         | \$ (12,254)                   | -2.2%          |
| Capital                                             | \$ 31,951          | \$ 432,053         | \$ 361,000         | \$ 194,135       | \$ 2,450,000       | \$ 2,089,000                  | 578.7%         |
| <b>Total Engineering &amp; TOC</b>                  | \$ 809,560         | \$ 1,168,203       | \$ 1,310,317       | \$ 1,119,426     | \$ 3,405,441       | \$ 2,095,124                  | 159.9%         |

## General Fund Summary - Departmental Summary

|                                                        | <u>Actual 2017</u>   | <u>Actual 2018</u>    | <u>Budget 2019</u>   | <u>Estd 2019</u>     | <u>Budget 2020</u>   | <u>Difference '19 vs. '20</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> |
| <b>Economic Development</b>                            |                      |                       |                      |                      |                      |                               |                |
| Operations                                             | \$ 53,592            | \$ 67,518             | \$ 90,327            | \$ 90,327            | \$ 96,027            | \$ 5,700                      | 6.3%           |
| <b>Total - Economic Development</b>                    | <b>\$ 53,592</b>     | <b>\$ 67,518</b>      | <b>\$ 90,327</b>     | <b>\$ 90,327</b>     | <b>\$ 96,027</b>     | <b>\$ 5,700</b>               | <b>6.3%</b>    |
| <b>Community &amp; Economic Development Summary</b>    |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ 5,198,947         | \$ 5,472,309          | \$ 6,144,223         | \$ 5,920,651         | \$ 6,473,152         | \$ 328,929                    | 5.4%           |
| Operations                                             | \$ 912,813           | \$ 835,851            | \$ 1,144,404         | \$ 1,111,936         | \$ 1,125,414         | \$ (18,990)                   | -1.7%          |
| Capital                                                | \$ 95,251            | \$ 432,053            | \$ 361,000           | \$ 194,135           | \$ 2,450,000         | \$ 2,089,000                  | 578.7%         |
| <b>Total Community &amp; Economic Developmen</b>       | <b>\$ 6,207,011</b>  | <b>\$ 6,740,213</b>   | <b>\$ 7,649,627</b>  | <b>\$ 7,226,722</b>  | <b>\$ 10,048,567</b> | <b>\$ 2,398,940</b>           | <b>31.4%</b>   |
| <b>Public Works</b>                                    |                      |                       |                      |                      |                      |                               |                |
| <b>Streets Department - Maintenance Division</b>       |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ 2,419,980         | \$ 2,481,898          | \$ 2,714,212         | \$ 2,647,116         | \$ 2,706,260         | \$ (7,952)                    | -0.3%          |
| Operations                                             | \$ 1,406,784         | \$ 1,250,589          | \$ 1,464,778         | \$ 1,325,053         | \$ 1,357,015         | \$ (107,763)                  | -7.4%          |
| Capital                                                | \$ -                 | \$ 55,144             | \$ 252,000           | \$ 233,754           | \$ 294,000           | \$ 42,000                     | 16.7%          |
| <b>Total - Streets - Maintenance</b>                   | <b>\$ 3,826,764</b>  | <b>\$ 3,787,631</b>   | <b>\$ 4,430,990</b>  | <b>\$ 4,205,923</b>  | <b>\$ 4,357,275</b>  | <b>\$ (73,715)</b>            | <b>-1.7%</b>   |
| <b>Streets Department - Traffic Division</b>           |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ 779,552           | \$ 810,363            | \$ 827,040           | \$ 892,677           | \$ 876,424           | \$ 49,384                     | 6.0%           |
| Operations                                             | \$ 729,320           | \$ 410,388            | \$ 603,558           | \$ 541,006           | \$ 647,047           | \$ 43,489                     | 7.2%           |
| Capital                                                | \$ -                 | \$ -                  | \$ 115,000           | \$ 110,256           | \$ 212,000           | \$ 97,000                     | 0.0%           |
| <b>Total - Streets - Traffic</b>                       | <b>\$ 1,508,872</b>  | <b>\$ 1,220,751</b>   | <b>\$ 1,545,598</b>  | <b>\$ 1,543,939</b>  | <b>\$ 1,735,471</b>  | <b>\$ 189,873</b>             | <b>12.3%</b>   |
| <b>Streets Department - Fleet Maintenance Division</b> |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ 697,654           | \$ 739,679            | \$ 801,930           | \$ 799,813           | \$ 800,467           | \$ (1,463)                    | -0.2%          |
| Operations                                             | \$ 225,223           | \$ 97,183             | \$ 303,030           | \$ 36,962            | \$ 79,582            | \$ (223,448)                  | -73.7%         |
| Capital                                                | \$ -                 | \$ -                  | \$ -                 | \$ -                 | \$ -                 | \$ -                          | 0.0%           |
| <b>Total - Streets - Fleet Maintenance</b>             | <b>\$ 922,877</b>    | <b>\$ 836,862</b>     | <b>\$ 1,104,960</b>  | <b>\$ 836,775</b>    | <b>\$ 880,049</b>    | <b>\$ (224,911)</b>           | <b>-20.4%</b>  |
| <b>Parks</b>                                           |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ 2,422,685         | \$ 2,544,989          | \$ 2,885,276         | \$ 2,886,358         | \$ 3,115,962         | \$ 230,686                    | 8.0%           |
| Operations                                             | \$ 1,725,442         | \$ 1,689,720          | \$ 2,038,403         | \$ 1,911,450         | \$ 2,190,992         | \$ 152,589                    | 7.5%           |
| Capital                                                | \$ 74,528            | \$ 895,593            | \$ 446,250           | \$ 477,329           | \$ 297,777           | \$ (148,473)                  | -33.3%         |
| <b>Total - Parks</b>                                   | <b>\$ 4,222,655</b>  | <b>\$ 5,130,302</b>   | <b>\$ 5,369,929</b>  | <b>\$ 5,275,137</b>  | <b>\$ 5,604,731</b>  | <b>\$ 234,802</b>             | <b>4.4%</b>    |
| <b>Public Works</b>                                    |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ 6,319,871         | \$ 6,576,929          | \$ 7,228,458         | \$ 7,225,963         | \$ 7,499,113         | \$ 270,655                    | 3.7%           |
| Operations                                             | \$ 4,086,769         | \$ 3,447,880          | \$ 4,409,769         | \$ 3,814,471         | \$ 4,274,636         | \$ (135,133)                  | -3.1%          |
| Capital                                                | \$ 74,528            | \$ 950,737            | \$ 813,250           | \$ 821,339           | \$ 803,777           | \$ (9,473)                    | -1.2%          |
| <b>Total Public Works</b>                              | <b>\$ 10,481,168</b> | <b>\$ 10,975,546</b>  | <b>\$ 12,451,477</b> | <b>\$ 11,861,773</b> | <b>\$ 12,577,526</b> | <b>\$ 126,049</b>             | <b>1.0%</b>    |
| <b>Other Operating Expenditures</b>                    |                      |                       |                      |                      |                      |                               |                |
| <b>General Expenses</b>                                |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ (831,130)         | \$ (2,487,379)        | \$ 1,601,820         | \$ 1,590,053         | \$ 2,521,650         | \$ 919,830                    | 57.4%          |
| Operations                                             | \$ 87,495            | \$ 67,262             | \$ 257,565           | \$ 219,882           | \$ 284,872           | \$ 27,307                     | 10.6%          |
| Capital                                                | \$ -                 | \$ -                  | \$ -                 | \$ -                 | \$ -                 | \$ -                          | 0.0%           |
| <b>Total - General Expenses</b>                        | <b>\$ (743,635)</b>  | <b>\$ (2,420,117)</b> | <b>\$ 1,859,385</b>  | <b>\$ 1,809,935</b>  | <b>\$ 2,806,522</b>  | <b>\$ 947,137</b>             | <b>50.9%</b>   |
| <b>Appropriations</b>                                  |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ -                 | \$ -                  | \$ -                 | \$ -                 | \$ -                 | \$ -                          | -              |
| Operations                                             | \$ 464,936           | \$ 464,073            | \$ 516,301           | \$ 466,824           | \$ 480,894           | \$ (35,407)                   | -6.9%          |
| <b>Total Appropriations</b>                            | <b>\$ 464,936</b>    | <b>\$ 464,073</b>     | <b>\$ 516,301</b>    | <b>\$ 466,824</b>    | <b>\$ 480,894</b>    | <b>\$ (35,407)</b>            | <b>-6.9%</b>   |
| <b>Interfund Transfers</b>                             |                      |                       |                      |                      |                      |                               |                |
| Operations                                             | \$ 4,000,580         | \$ 1,644,399          | \$ 5,290,171         | \$ 5,290,171         | \$ 1,253,371         | \$ (4,036,800)                | -76.3%         |

## General Fund Summary - Departmental Summary

|                           | <u>Actual 2017</u> | <u>Actual 2018</u> | <u>Budget 2019</u> | <u>Estd 2019</u> | <u>Budget 2020</u> | <u>Difference '19 vs. '20</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> |
| Total Interfund Transfers | \$ 4,000,580       | \$ 1,644,399       | \$ 5,290,171       | \$ 5,290,171     | \$ 1,253,371       | \$ (4,036,800)                | -76.3%         |

### Other General Fund Operating Expenditures Summary

|                                  |                     |                     |                     |                     |                     |                       |               |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| Personnel                        | \$ (831,130)        | \$ (2,487,379)      | \$ 1,601,820        | \$ 1,590,053        | \$ 2,521,650        | \$ 919,830            | 57.4%         |
| Operations                       | \$ 4,553,011        | \$ 2,175,734        | \$ 6,064,037        | \$ 5,976,877        | \$ 2,019,137        | \$ (4,044,900)        | -66.7%        |
| Capital                          | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                  | 0.0%          |
| <b>Total Other GF Oper. Exp.</b> | <b>\$ 3,721,881</b> | <b>\$ (311,645)</b> | <b>\$ 7,665,857</b> | <b>\$ 7,566,930</b> | <b>\$ 4,540,787</b> | <b>\$ (3,125,070)</b> | <b>-40.8%</b> |

### General Fund Expenditures (by major category)

|                                         |                      |                      |                      |                      |                      |                     |              |
|-----------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|--------------|
| Personnel                               | \$ 43,983,566        | \$ 45,524,570        | \$ 52,506,052        | \$ 52,110,253        | \$ 54,016,660        | \$ 1,510,608        | 2.9%         |
| Operations                              | \$ 18,334,440        | \$ 15,260,106        | \$ 20,078,482        | \$ 19,246,219        | \$ 15,194,028        | \$ (4,884,454)      | -24.3%       |
| Capital                                 | \$ 188,787           | \$ 2,138,550         | \$ 1,757,250         | \$ 1,402,474         | \$ 4,578,777         | \$ 2,821,527        | 160.6%       |
| <b>Total - General Fund Departments</b> | <b>\$ 62,506,793</b> | <b>\$ 62,923,226</b> | <b>\$ 74,341,784</b> | <b>\$ 72,758,946</b> | <b>\$ 73,789,465</b> | <b>\$ (552,319)</b> | <b>-0.7%</b> |

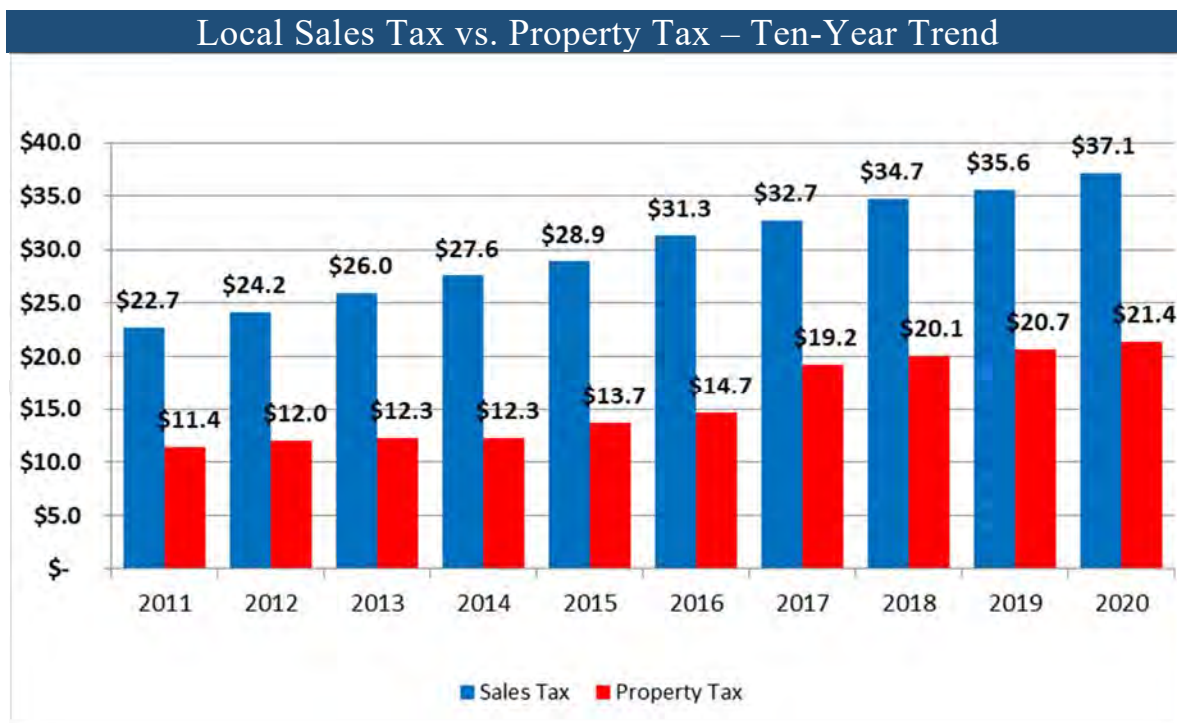


## City of Franklin, Tennessee FY 2020 Operating Budget

### 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 FY 2020, the \$21.4 million is split \$7.6 million in the General Fund, \$10.7 million in the Debt Service Fund, \$2.4 million due to the Industrial Development Board, and \$774,000 to the Street Aid Fund.)



**Local Sales Tax** is the most significant revenue source for the City. The local sales tax rate is 2.75%. The City receives 1.125% of the total 2.75% tax amount if the sale occurs inside the City (with the County receiving the balance). 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.





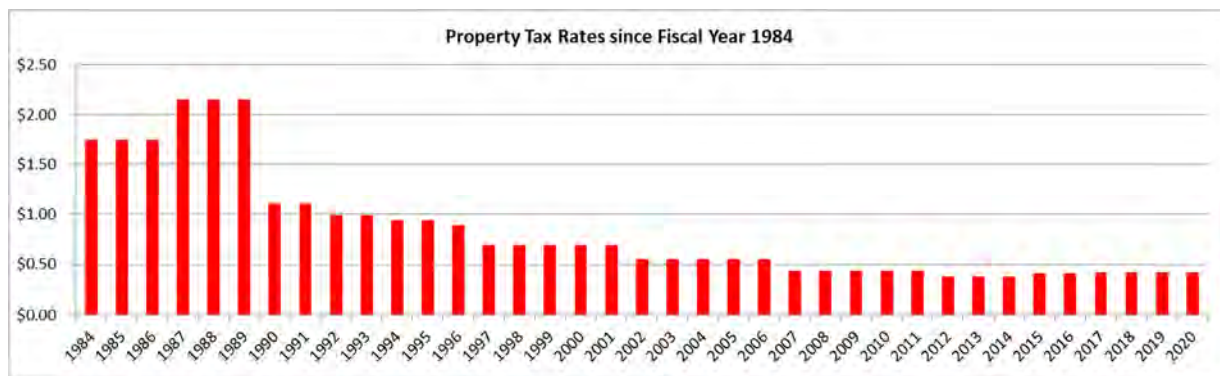
# City of Franklin, Tennessee

## FY 2020 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 three years ago (2017 for Fiscal Year 2018). As of FY 2020, 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 | ---                   | 2003        | \$0.5500 | \$0.0000              |
| 1985        | \$1.7500 | \$0.0000              | 2004        | \$0.5500 | \$0.0000              |
| 1986        | \$1.7500 | \$0.0000              | 2005        | \$0.5500 | \$0.0000              |
| 1987        | \$2.1500 | \$0.4000              | 2006        | \$0.5500 | \$0.0000              |
| 1988        | \$2.1500 | \$0.0000              | 2007        | \$0.4340 | (\$0.1160)            |
| 1989        | \$2.1500 | \$0.0000              | 2008        | \$0.4340 | \$0.0000              |
| 1990        | \$1.1000 | (\$1.0500)            | 2009        | \$0.4340 | \$0.0000              |
| 1991        | \$1.1000 | \$0.0000              | 2010        | \$0.4340 | \$0.0000              |
| 1992        | \$0.9900 | (\$0.1100)            | 2011        | \$0.4340 | \$0.0000              |
| 1993        | \$0.9900 | \$0.0000              | 2012        | \$0.3765 | (\$0.0575)            |
| 1994        | \$0.9400 | (\$0.0500)            | 2013        | \$0.3765 | \$0.0000              |
| 1995        | \$0.9400 | \$0.0000              | 2014        | \$0.3765 | \$0.0000              |
| 1996        | \$0.8900 | (\$0.0500)            | 2015        | \$0.4065 | \$0.0300              |
| 1997        | \$0.6900 | (\$0.2000)            | 2016        | \$0.4065 | \$0.0000              |
| 1998        | \$0.6900 | \$0.0000              | 2017        | \$0.4176 | \$0.0111              |
| 1999        | \$0.6900 | \$0.0000              | 2018        | \$0.4176 | \$0.0000              |
| 2000        | \$0.6900 | \$0.0000              | 2019        | \$0.4176 | \$0.0000              |
| 2001        | \$0.6900 | \$0.0000              | 2020        | \$0.4176 | \$0.0000              |
| 2002        | \$0.5500 | (\$0.1400)            |             |          |                       |



## Long-Range Financial Model - Summary - 2020-2024

**Summary:** This is a summary of anticipated General Fund Revenues and General Fund Expenses for the next five years, FY 2020-2024. 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.

Projections are rife with difficulty; assumptions about rates of expenditure increase, commodity increase, inflation 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 60 months, beginning July 1, 2019 and ending June 30, 2024. Staff, with reasonable assurance, can project out likely trends in revenues and expenditures.

Before examining how expenses are forecast to unfold, it is important to know what resources will be available in five years.

## Revenues

### Exhibit 1: Overall General Fund Revenues: FY 2020-2024

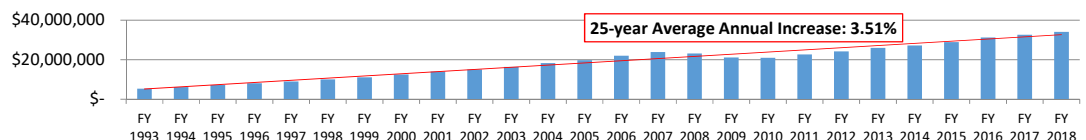
|                                      | Budget 2020          |           | Forecast 2021        |           | Forecast 2022        |           | Forecast 2023        |           | Forecast 2024        |           |
|--------------------------------------|----------------------|-----------|----------------------|-----------|----------------------|-----------|----------------------|-----------|----------------------|-----------|
|                                      | Total \$             | Yr / Yr % | Total \$             | Yr / Yr % | Total \$             | Yr / Yr % | Total \$             | Yr / Yr % | Total \$             | Yr / Yr % |
| <b>Revenues</b>                      |                      |           |                      |           |                      |           |                      |           |                      |           |
| Local Sales Tax                      | \$ 37,123,985        | 4.41%     | \$ 38,423,325        | 3.50%     | \$ 43,268,141        | 12.61%    | \$ 44,782,526        | 3.50%     | \$ 46,349,915        | 3.50%     |
| State Shared                         | \$ 12,688,392        | 7.64%     | \$ 13,072,811        | 3.03%     | \$ 13,464,996        | 3.00%     | \$ 13,868,946        | 3.00%     | \$ 14,285,014        | 3.00%     |
| Property Tax                         | \$ 7,722,443         | 0.93%     | \$ 7,876,892         | 2.00%     | \$ 8,034,430         | 2.00%     | \$ 8,195,118         | 2.00%     | \$ 9,359,021         | 14.20%    |
| Alcohol Tax                          | \$ 4,486,292         | 3.81%     | \$ 4,643,313         | 3.50%     | \$ 4,805,828         | 3.50%     | \$ 4,974,032         | 3.50%     | \$ 5,148,124         | 3.50%     |
| Building Permits & Licenses          | \$ 3,041,545         | -13.77%   | \$ 2,889,468         | -5.00%    | \$ 2,889,468         | 0.00%     | \$ 2,889,468         | 0.00%     | \$ 2,889,468         | 0.00%     |
| Franchise Fees                       | \$ 2,464,717         | 3.00%     | \$ 2,538,658         | 3.00%     | \$ 2,614,818         | 3.00%     | \$ 2,693,263         | 3.00%     | \$ 2,774,060         | 3.00%     |
| Grants                               | \$ 1,829,190         | 0.00%     | \$ 180,000           | -90.16%   | \$ 180,000           | 0.00%     | \$ 180,000           | 0.00%     | \$ 180,000           | 0.00%     |
| Court Fines & Fees                   | \$ 461,224           | -15.00%   | \$ 461,224           | 0.00%     | \$ 461,224           | 0.00%     | \$ 461,224           | 0.00%     | \$ 461,224           | 0.00%     |
| In Lieu of Tax                       | \$ 228,202           | 4.69%     | \$ 239,613           | 5.00%     | \$ 251,593           | 5.00%     | \$ 264,173           | 5.00%     | \$ 277,382           | 5.00%     |
| Interest Income                      | \$ 675,000           | 75.57%    | \$ 688,500           | 2.00%     | \$ 702,270           | 2.00%     | \$ 716,315           | 2.00%     | \$ 730,642           | 2.00%     |
| Other                                | \$ 3,068,474         | -40.40%   | \$ 2,325,687         | -24.21%   | \$ 2,325,687         | 0.00%     | \$ 2,325,687         | 0.00%     | \$ 2,325,687         | 0.00%     |
| <b>Total - General Fund Revenues</b> | <b>\$ 73,789,465</b> |           | <b>\$ 73,339,491</b> |           | <b>\$ 78,998,456</b> |           | <b>\$ 81,350,753</b> |           | <b>\$ 84,780,536</b> |           |
| <b>Year over Year \$</b>             | <b>\$ 427,681</b>    |           | <b>\$ (449,974)</b>  |           | <b>\$ 5,658,965</b>  |           | <b>\$ 2,352,297</b>  |           | <b>\$ 3,429,783</b>  |           |
| <b>Year over Year %</b>              | <b>0.58%</b>         |           | <b>-0.61%</b>        |           | <b>7.72%</b>         |           | <b>2.98%</b>         |           | <b>4.22%</b>         |           |

**Revenues:** Revenues are forecast to grow by nearly 15% from FY 2020 to 2024, or an average of just less than 3% annually. This is a conservative forecast, using historical averages for the last 5 to in some cases 30 years dependent upon revenue category. There are several significant sub-categories of General Fund Revenues which require deeper examination.

**Local Sales Tax:** 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 2.75% local sales tax, which is at the maximum 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.

### Exhibit 2: Historic Local Option Sales Tax Collections and Rate of Increase, FY 1993-2018



Although sales tax collections have increased every year since the end of the Great Recession, we believe the rate of growth will slow to our historic average of 3.5% in FY 2020 and beyond. The major increase forecast in FY 2022 is due to the ending of the additional sales tax contribution voted on by the Citizens of Franklin in 2018 which is currently going to Williamson County. Once the City's share (currently .50% of the 2.75% total local City/County option) comes back to Franklin, we forecast around \$7 million in additional revenues annually coming to the City. This forecast assumes 50% of that distribution (or \$3.5 million) dedicated to General Fund operations while the balance will be dedicated to capital projects.

**State Shared Tax:** 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



Long-Range Financial Model - Summary - 2020-2024

Revenues (con't)

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 2020 and beyond assumes a 3.0% increase year over year on average, with the exception being FY 2020. In the short-term, significant increases in the Business Tax in recent years are being realized in the 2020 budget while partially offsetting that growth is the continued reduction in the Hall Income Tax. Tennessee will be without an Income Tax effective the start of FY 2022. Franklin has been phasing out its reliance on the Hall Income Tax for the last several years, and is only forecasting a meager \$500,000 in FY 2020 and \$250,000 in FY 2021.

**Property Tax:** The third largest revenue source of the General Fund is the local Property Tax. Citizens in Franklin pay property tax to two entities - the City of Franklin and Williamson County. Franklin residents living within the Franklin Special School District also pay property taxes to this self taxing district. The FY 2020 Forecast assumes healthy growth over 2019 due to higher than anticipated growth in the 2018 assessed tax rolls, of slightly more than 5.5%. The base growth rate assumed in FY 2021-Beyond is 2% annually. There is no assumption at this time of an increase in the rate in the forecast horizon.

As shown on the right, the continuous and steady growth of the City has enabled the Property Tax rate to remain low and get lower over the last 35 years. The City has been fortunate to realize numerous reductions in its Property Tax rate while sustaining service delivery at a high level. The increase in the rate in FY 2017 was dedicated to fund capital improvements (through the *Invest Franklin* initiative) and support operations.

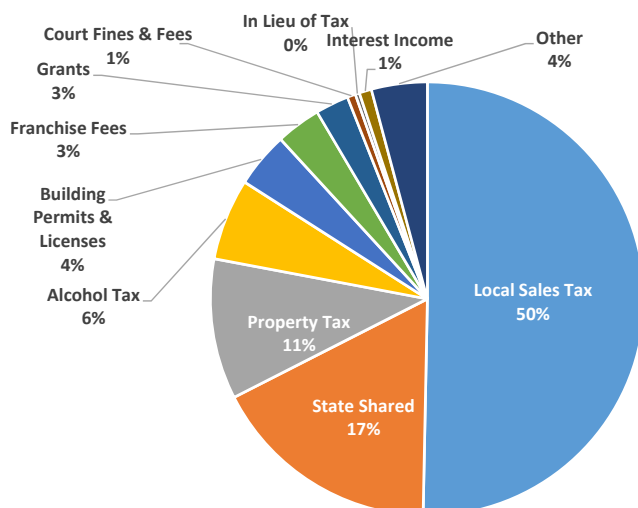
Exhibit 3: Historic Franklin Property Tax Rates, FY 1984-2019

| 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              | 2019        | \$0.4176 | \$0.0000              |

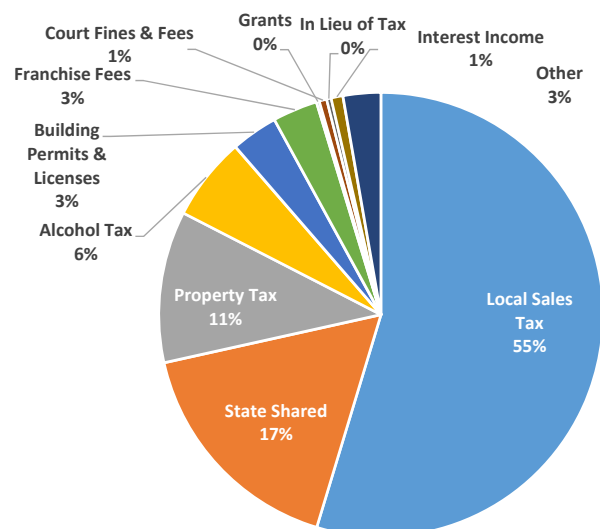
The significant increase in the FY 2024 Property Tax forecast for the general fund is the realization of additional property tax revenues currently dedicated to paying down the Tax Increment Financing district in the Cool Springs area of Franklin. This is forecast to be paid off in FY 2023, allowing property tax dollars to flow to operational and capital needs beginning in FY 2024. Conservatively, this additional growth has been divided 50% for operational needs and 50% for capital projects. The additional amount for General Fund operations in this forecast in FY 2024 is \$1,000,000.

**Revenue Summary:** The City of Franklin is heavily reliant on consumption taxes for the ongoing funding of its General Fund operations, and this forecast does not change that. In fact the pie charts below demonstrate that the city will become even more reliant on local option sales by FY 2024 than it is today. By 2024, nearly 78% of all revenues supporting the general fund will come from sales (either local or state shared) and alcohol taxes, whereas the Property Tax will support essentially the same level of operations as it does today - 11%.

FY 2020 General Fund Revenues



FY 2024 General Fund Revenues



## Long-Range Financial Model - Summary - 2020-2024

### Expenses

**Expenses:** The City of Franklin is blessed to have a growing and prosperous economy and increasing population. But with that ever increasing population come increasing demands for high-quality City services. Franklin, like all governments and corporations, also faces continual pressure to limit health care, pension and personnel costs while implementing innovative solutions which increase efficiency while providing the best level of service delivery at an affordable rate to our taxpayers.

To account for this growth, and to properly plan for the increase in Revenues forecast above, the City plans to add additional personnel once significant additional Sales Tax revenues come online in FY 2022. From FY 2022-2024, the City plans on adding 27 full-time equivalent personnel in areas of Police, Fire, and Public Works, with targeted additional personnel possible in Support Service departments. The bulk of remaining available funds annually will be dedicated as appropriate to equipment renewal and replacement, including a commitment to turn-over the City's fleet in a more timely manner in the past to take advantage of warranties and reduce repair and maintenance costs.

### Exhibit 4: Overall General Fund Expenses: FY 2020-2024

|                                                      | Budget 2020          |               | Forecast 2021        |               | Forecast 2022        |              | Forecast 2023        |              | Forecast 2024        |              |
|------------------------------------------------------|----------------------|---------------|----------------------|---------------|----------------------|--------------|----------------------|--------------|----------------------|--------------|
|                                                      | Total \$             | Yr / Yr %     | Total \$             | Yr / Yr %     | Total \$             | Yr / Yr %    | Total \$             | Yr / Yr %    | Total \$             | Yr / Yr %    |
| <b>General Fund Expenditures (by program area)</b>   |                      |               |                      |               |                      |              |                      |              |                      |              |
| Governance & Management                              | \$ 4,027,149         | 8.69%         | \$ 4,105,861         | 1.95%         | \$ 4,312,185         | 5.03%        | \$ 4,474,563         | 3.77%        | \$ 4,695,234         | 4.93%        |
| Public Safety                                        | \$ 35,370,147        | 0.95%         | \$ 36,571,435        | 3.40%         | \$ 38,477,664        | 5.21%        | \$ 40,383,829        | 4.95%        | \$ 42,129,883        | 4.32%        |
| Finance & Administration                             | \$ 7,225,288         | -7.73%        | \$ 7,312,473         | 1.21%         | \$ 7,565,190         | 3.46%        | \$ 7,827,419         | 3.47%        | \$ 8,099,529         | 3.48%        |
| Community & Economic Development                     | \$ 10,048,567        | 31.36%        | \$ 8,176,442         | -18.63%       | \$ 8,468,103         | 3.57%        | \$ 8,771,035         | 3.58%        | \$ 9,085,681         | 3.59%        |
| Public Works                                         | \$ 12,577,526        | 1.01%         | \$ 12,172,246        | -3.22%        | \$ 14,485,993        | 19.01%       | \$ 14,288,553        | -1.36%       | \$ 14,920,878        | 4.43%        |
| Other Operating Expenses                             | \$ 4,540,787         | -40.77%       | \$ 4,738,486         | 4.35%         | \$ 4,945,168         | 4.36%        | \$ 5,161,255         | 4.37%        | \$ 5,387,188         | 4.38%        |
| <b>Total - General Fund Expenses</b>                 | <b>\$ 73,789,465</b> | <b>-0.74%</b> | <b>\$ 73,076,944</b> | <b>-0.97%</b> | <b>\$ 78,254,302</b> | <b>7.08%</b> | <b>\$ 80,906,655</b> | <b>3.39%</b> | <b>\$ 84,318,394</b> | <b>4.22%</b> |
| <b>General Fund Expenditures (by major category)</b> |                      |               |                      |               |                      |              |                      |              |                      |              |
| Personnel                                            | \$ 54,016,660        | 2.88%         | \$ 56,202,543        | 4.05%         | \$ 59,131,122        | 5.21%        | \$ 62,108,168        | 5.03%        | \$ 64,681,686        | 4.14%        |
| Operations                                           | \$ 15,194,028        | -24.33%       | \$ 14,790,400        | -2.66%        | \$ 15,599,180        | 5.47%        | \$ 16,074,486        | 3.05%        | \$ 16,612,708        | 3.35%        |
| Capital                                              | \$ 4,578,777         | 160.56%       | \$ 2,084,000         | -54.49%       | \$ 3,524,000         | 69.10%       | \$ 2,724,000         | -22.70%      | \$ 3,024,000         | 11.01%       |
| <b>Total - General Fund Expenses</b>                 | <b>\$ 73,789,465</b> | <b>-0.74%</b> | <b>\$ 73,076,944</b> | <b>-0.97%</b> | <b>\$ 78,254,302</b> | <b>7.08%</b> | <b>\$ 80,906,655</b> | <b>3.39%</b> | <b>\$ 84,318,394</b> | <b>4.22%</b> |
| <b>Year over Year \$</b>                             | <b>\$ (552,319)</b>  |               | <b>\$ (712,522)</b>  |               | <b>\$ 5,177,358</b>  |              | <b>\$ 2,652,353</b>  |              | <b>\$ 3,411,739</b>  |              |
| <b>Year over Year %</b>                              | <b>-0.74%</b>        |               | <b>-0.97%</b>        |               | <b>7.08%</b>         |              | <b>3.39%</b>         |              | <b>4.22%</b>         |              |

For the next five years, baseline personnel expenses are expected to increase about 4.25% annually, very much in line with the 10-year historic average of a 3.9% increase year-over-year. Within this amount, there are anticipated wage increases of 4-5% annually for all employees, health care increases of 5-10% annually and pension increases of 5% annually. Mitigating these increases, however, is the continued shift of personnel to cheaper health care plans (featuring HSAs).

Base operational costs are forecast to increase by 2% annually year-over-year, primarily as the result of inflation. Increases larger than 2% shown above are attributable the planned purchase of new equipment for additional personnel in FY 2022-2024. Utility costs and Property & Liability Costs are expected to run about 5% higher annually year-over-year, while many Contractual Services (professional services, engineering support, consultants) are expected to be level-funded in the long-term horizon.

Base Capital Costs are fixed at the rate of \$2.08 million annually FY 2020 through FY 2024. Additional capital expenditures are for one-time facility and infrastructure replacement in the Public Works program area of departments (Streets, Engineering and Parks).

Expense increases in the long-term have also been planned with consideration to the City's Strategic Plan, Franklin Forward. All departmental requests for new expenditure - whether they be personnel, operations, equipment or capital - must be categorized as to how the fit and fulfill the City's commitment to four main themes of the plan. They are:



**A Safe, Clean, and Livable City**



**Quality Life Experiences**



**Effective and Fiscally Sound  
City Government Providing  
High-quality Services**



**Sustainable Growth and  
Economic Prosperity**

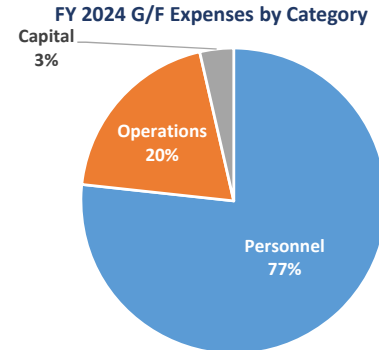
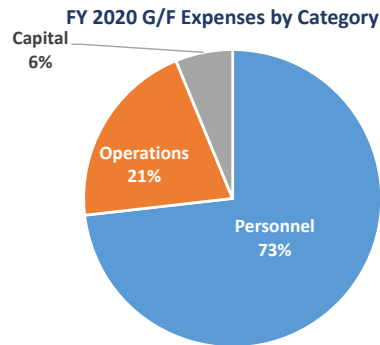


## City of Franklin, Tennessee FY 2020 Operating Budget

### Long-Range Financial Model - Summary - 2020-2024

#### Expenses (con't)

**Expense Summary:** Overall, Personnel costs are forecast to increase from 74% of the total General Fund budget to 77% in FY 2024, while Operations and Capital components will drop from 21% to 20% and 5% to 3% of total expenditures, respectively.



This projection is a work in progress. The amount of available

revenues forecast annually do not begin to meet the annual departmental expense enhancement requests, which have averaged between \$8-10 million annually over the last five years. We pride ourselves on providing the highest-quality local government services in the State of Tennessee in the most efficient and cost effective manner we can, but this grows more difficult by the year as expectations grow but revenues do not keep pace with demands.

#### Summary

The Long-Range Operational forecast for the City of Franklin's General Fund proposes break-even budgets FY 2020-2024. Nominal annual increases to fund balance are forecast year over year. This will result in the reduction as a percentage of overall annual budgets the City's General Fund balance from its forecast level of 62% in FY 2020 to 56% in FY 2024. This, however, is still far in excess of the City's minimum fund balance policy requirements which mandate a minimum of 33% of General Fund annual budgets be held in reserve at year end.

#### Exhibit 5: Overall General Fund Change in Fund Balance : FY 2020-2024

|                                     | <u>Budget 2020</u> | <u>Forecast 2021</u> | <u>Forecast 2022</u> | <u>Forecast 2023</u> | <u>Forecast 2024</u> |
|-------------------------------------|--------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Beginning Balance*</b>           | \$ 45,404,971      | \$ 45,404,971        | \$ 45,667,518        | \$ 46,411,672        | \$ 46,855,770        |
| + Revenues                          | \$ 73,789,465      | \$ 73,339,491        | \$ 78,998,456        | \$ 81,350,753        | \$ 84,780,536        |
| - Expenses                          | \$ 73,789,465      | \$ 73,076,944        | \$ 78,254,302        | \$ 80,906,655        | \$ 84,318,394        |
| <b>Ending Balance</b>               | \$ 45,404,971      | \$ 45,667,518        | \$ 46,411,672        | \$ 46,855,770        | \$ 47,317,912        |
| <b>Year-End F/B as % of Budget:</b> | <b>62%</b>         | <b>62%</b>           | <b>59%</b>           | <b>58%</b>           | <b>56%</b>           |
| <b>Year over Year \$</b>            | \$ 0               | \$ 262,547           | \$ 744,154           | \$ 444,098           | \$ 462,142           |
| <b>Year over Year %</b>             | 0.00%              | 0.58%                | 1.63%                | 0.96%                | 0.99%                |

\*Beginning Fund Balance for the General Fund for FY 2020 assumes full use of projected fund balance in FY 2019 for capital projects and operations of \$4.46 million. Starting audited fund balance for the City of Franklin in FY 2019 is \$49,459,971.



*City of Franklin, Tennessee*  
**FY 2020 Operating Budget**

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## ***City of Franklin, Tennessee***

### **FY 2020 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.

This system has been reviewed and comprehensively modified twice since 2013. In 2015, the City of Franklin completed implementation of a new, market-based classification and compensation plan. The review found the need to increase all pay grades by 10% to keep up with market conditions in the exceedingly tight labor market of middle Tennessee and Williamson County in particular. It also found the need to implement a progression adjustment component to avoid compression within pay grades between established and newer employees. The new plan focused on making the City highly competitive in terms of attracting and retaining talented staff to serve the community. And as part of the FY18 and FY 19 budgets, a full update of the compensation plan was implemented. This update included 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.





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Personnel Changes

Proposed for July 1, 2019, total authorized employment for the municipal government's General, Special and Enterprise Funds is 748 full-time employees. Of the 10 new Full-Time positions shown, all ten (10) are new positions to the organization.

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

| Function / Program                  | 2016       | 2017       | 2018       | 2019       | 2020       |
|-------------------------------------|------------|------------|------------|------------|------------|
| Administration                      | 6          | 6          | 9          | 10         | 11         |
| Building & Neighborhood Services    | 33         | 35         | 36         | 36         | 36         |
| Capital Investment Planning         | 2          | 0          | 0          | 0          | 0          |
| Communications                      | 4          | 4          | 4          | 4          | 4          |
| Court                               | 3          | 3          | 2          | 3          | 3          |
| Engineering                         | 13         | 14         | 13         | 14         | 15         |
| Finance                             | 10         | 10         | 9          | 9          | 9          |
| Fire                                | 171        | 171        | 172        | 172        | 172        |
| HR                                  | 11         | 11         | 12         | 12         | 12         |
| IT                                  | 20         | 21         | 22         | 23         | 24         |
| Law                                 | 4          | 5          | 5          | 5          | 5          |
| Parks                               | 37         | 39         | 41         | 44         | 46         |
| Planning & Sustainability           | 16         | 16         | 15         | 15         | 15         |
| Police                              | 157        | 142        | 143        | 142        | 145        |
| Project & Facilities Management     | 7          | 6          | 6          | 6          | 6          |
| Purchasing                          | 3          | 3          | 3          | 3          | 4          |
| Revenue Management                  | 13         | 13         | 14         | 14         | 14         |
| Sanitation & Environmental Services | 49         | 45         | 45         | 45         | 45         |
| Stormwater                          | 19         | 20         | 21         | 22         | 22         |
| Streets                             | 53         | 55         | 58         | 59         | 60         |
| Traffic Operations Center           | 3          | 3          | 4          | 4          | 4          |
| Water & Wastewater                  | 86         | 92         | 94         | 96         | 96         |
| <b>Total (All Funds)</b>            | <b>720</b> | <b>714</b> | <b>728</b> | <b>738</b> | <b>748</b> |

#### Notes:

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



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Personnel Changes

#### Change in Authorized Personnel Positions

The proposed budget provides for an overall **net** increase of 10 authorized full-time positions in the new fiscal year.

| DEPARTMENT                       | TITLE                                            | PAY GRADE | Add/(Delete) |     |
|----------------------------------|--------------------------------------------------|-----------|--------------|-----|
|                                  |                                                  |           | F-T          | P-T |
| Governance & Management          |                                                  |           |              |     |
| Administration                   | Create Contract Adminisrator                     | H         | 1            |     |
|                                  | Create Deputy Assistant City Recorder            | E         | 1            |     |
|                                  | Eliminate Administrative Assistant               | D         |              | -1  |
| Public Safety                    |                                                  |           |              |     |
| Police                           | Add Police Officers                              | E         | 3            |     |
| Finance & Administration         |                                                  |           |              |     |
| Purchasing                       | Create Procurement Officer IV                    | H         | 1            |     |
|                                  | Create Procurement Officer III                   | G         | 1            |     |
|                                  | Eliminate Purchasing Analyst                     | F         |              | -1  |
|                                  | Create Procurement Officer I                     | E         | 1            |     |
|                                  | Eliminate Purchasing Technican                   | D         |              | -1  |
| Information Technology           | Create IT Technican                              | E to F    | 1            |     |
| Community & Economic Development |                                                  |           |              |     |
| Building & Neighborhood Services | Create Asst. Director of BNS - Building Services | K         | 1            |     |
|                                  | Eliminate Building Inspector III                 | G         |              | -1  |
| Engineering                      | Add Staff Engineer III                           | J         | 1            |     |
|                                  | Eliminate Staff Engineer II                      | I         |              | -1  |
|                                  | Create Senior Capital Project Inspector          | H         | 1            |     |
| Traffic Operations Center        | Eliminate Traffic Engineer II                    | H         |              | -1  |
|                                  | Add Traffic Engineer I                           | G         | 1            |     |
| Public Works                     |                                                  |           |              |     |
| Streets                          | Add Road Inspector                               | F         | 1            |     |
|                                  | Add Crew Chief                                   | E         | 3            |     |
|                                  | Eliminate Infrared System Technican              | E         |              | -1  |
|                                  | Eliminate Landscape Mainteance Crew Chief        | E         |              | -1  |
|                                  | Eliminate Landscape Maintenance Worker Senior    | D         |              | -1  |
|                                  | Add Mainteance Worker                            | B         | 3            |     |
|                                  | Eliminate Crew Worker                            | B         |              | -3  |
| Parks                            | Add Assistant Parks Director                     | J         | 1            |     |
|                                  | Add Athletic Field Turf Supervisor               | G         | 1            |     |
|                                  | Eliminate Athletics Crew Chief                   | E         |              | -1  |
|                                  | Add Landscaping Crew Chief                       | E         | 1            |     |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Personnel Changes

| <u>DEPARTMENT</u>          | <u>TITLE</u>                                           | <u>PAY GRADE</u> | <u>Add/(Delete)</u> |            |
|----------------------------|--------------------------------------------------------|------------------|---------------------|------------|
|                            |                                                        |                  | <u>F-T</u>          | <u>P-T</u> |
| Water Treatment Plant      | Add Administrative Secretary                           | B                | 1                   |            |
| Water Distribution         | Add Water & Wastewater Infrastructure Assessment Tech. | E                | 1                   |            |
| Water Distribution         | Add Utility Locate Technician                          | E                | 1                   |            |
| WW Collection              | Eliminate Equipment Operator                           | D                |                     | -1         |
| WW Collection              | Eliminate Utility Locate Technician                    | D                |                     | -1         |
| Utility Administration     | Add Water Information Systems Manager                  | H                | 1                   |            |
| Utility Administration     | Eliminate GIS Analyst                                  | F                |                     | -1         |
| Utility Administration     | Eliminate Administrative Assistant                     | D                |                     | -1         |
| <b>Total Net Change</b>    |                                                        |                  | <b>27</b>           | <b>-17</b> |
| <b>Total New Positions</b> |                                                        |                  | <b>10</b>           |            |

*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 2020 Operating Budget

#### Debt

#### Debt Capacity & Debt Service Levels

The City of Franklin's General Obligation 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 seven Tennessee cities with the triple A rating (Bartlett, Brentwood, Chattanooga, Collierville, Germantown and Knoxville) from various rating services. The City's Water and Wastewater Revenue Bond rating from Moody's Investors Services is Aa3.

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 2017, 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 of 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 2020 is \$15,455,385.

|                                        | Actual<br>2017    | Actual<br>2018    | Budget<br>2019    | Estd<br>2019      | Budget<br>2020    | Difference<br>\$ | %            |
|----------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| <b>Expenses (Debt Service by Fund)</b> |                   |                   |                   |                   |                   |                  |              |
| General                                | 8,029,359         | 9,120,354         | 9,327,839         | 9,327,839         | 11,080,907        | 1,753,068        | 18.8%        |
| Sanitation                             | 628,454           | 273,390           | 167,184           | 167,184           | 348,390           | 181,206          | 108.4%       |
| Road Impact                            | 3,000,344         | 3,009,364         | 3,029,255         | 3,029,255         | 2,785,837         | (243,418)        | -8.0%        |
| Hotel Motel                            | 1,238,592         | 1,237,574         | 1,233,926         | 1,233,926         | 1,240,251         | 6,325            | 0.5%         |
| <b>Total Expenditures</b>              | <b>12,896,748</b> | <b>13,640,681</b> | <b>13,758,204</b> | <b>13,758,204</b> | <b>15,455,385</b> | <b>1,697,181</b> | <b>12.3%</b> |

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 details are still being developed at this time.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Debt

### Debt Service

#### City of Franklin, Tennessee Bonded Indebtedness - FY 2020

##### GOVERNMENTAL FUNDS

| BOND INFORMATION                 |                                                                                                                      |          | 2020 DEBT SERVICE    |                                         |                    |                    | DEBT SERVICE PAID BY            |                     |                  |                    |                      | Total               |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------|----------|----------------------|-----------------------------------------|--------------------|--------------------|---------------------------------|---------------------|------------------|--------------------|----------------------|---------------------|
| Bond Issue                       | Description                                                                                                          | Maturing | Original Amount      | Amount Outstanding - Beg of Fiscal Year | 2020 Principal     | 2020 Interest      | Total 2020 Principal + Interest | General Fund        | Sanitation Fund  | Road Impact Fund   | Hotel/Motel Tax Fund | Total               |
| 2005 Lawrenceburg PBA            | Used for 1/2 of purchase price of Battlefield Park property (\$2.5m) and r.o.w. to McEwen (\$2m)                     | 2021     | \$4,500,000          | \$755,000                               | \$370,000          | \$27,558           | \$397,558                       |                     |                  | \$178,901          | \$218,657            | \$397,558           |
| 2007 Franklin Building Authority | Used for sewer and water projects including public playground, parks, and road projects                              | 2037     | \$20,000,000         | \$20,000,000                            | \$0                | \$798,000          | \$798,000                       | \$454,860           |                  | \$343,140          |                      | \$798,000           |
| 2010 New Bonds                   | To be used for Hillboro Rd (arterial), 3rd Ave N Ext (collector), and Columbia Ave Streetscape (hotel/motel portion) | 2030     | \$15,725,000         | \$15,725,000                            | \$0                | \$795,729          | \$795,729                       | \$198,932           |                  | \$318,292          | \$278,505            | \$795,729           |
| 2010 New Bonds                   | Used to refund 2005 TN Loans and Martinsdale bonds                                                                   | 2024     | \$16,590,000         | \$7,085,000                             | \$1,315,000        | \$254,950          | \$1,569,950                     | \$989,089           |                  |                    | \$580,861            | \$1,569,950         |
| 2012 Refunding Bonds             | Used to refund 2009 TMBF Bonds                                                                                       | 2027     | \$22,500,000         | \$13,185,000                            | \$1,530,000        | \$280,841          | \$1,810,841                     | \$742,445           |                  | \$923,529          | \$144,867            | \$1,810,841         |
| 2013A Public Improvement         | To finance the Public Works Facility and other street projects                                                       | 2034     | \$7,405,000          | \$5,910,000                             | \$325,000          | \$179,918          | \$504,918                       | \$504,918           |                  |                    |                      | \$504,918           |
| 2013B Pension Obligation         | Used to fund the unfunded portion of the pension obligations                                                         | 2024     | \$10,000,000         | \$5,305,000                             | \$1,000,000        | \$164,410          | \$1,164,410                     | \$1,164,410         |                  |                    |                      | \$1,164,410         |
| 2015 G.O. Bonds                  | Used to fund roads and public facilities                                                                             | 2034     | \$15,000,000         | \$12,895,000                            | \$595,000          | \$481,340          | \$1,066,340                     | \$1,061,008         |                  |                    | \$5,332              | \$1,066,340         |
| 2017 G.O. Bonds                  | Used to fund Roads, Communications, Sanitation & Equipment                                                           | 2037     | \$23,120,000         | \$21,415,000                            | \$790,000          | \$938,150          | \$1,728,150                     | \$1,560,967         | \$167,183        |                    |                      | \$1,728,150         |
| 2019A G.O. Bonds                 | Used to fund Invest Franklin projects (Roads, Public Safety Equipment, Sanitation)                                   | 2039     | \$29,585,000         | \$29,585,000                            | \$1,565,000        | \$1,089,263        | \$2,654,263                     | \$2,473,056         | \$181,207        |                    |                      | \$2,654,263         |
| 2019B G.O. Bonds                 | Refinanced 2009 Build America Bonds                                                                                  | 2029     | \$22,940,000         | \$22,940,000                            | \$2,040,000        | \$911,228          | \$2,951,228                     | \$1,918,298         |                  | \$1,021,125        | \$11,805             | \$2,951,228         |
| <b>Government Funds Totals</b>   |                                                                                                                      |          | <b>\$189,365,000</b> | <b>\$154,800,000</b>                    | <b>\$9,520,000</b> | <b>\$5,921,387</b> | <b>\$15,441,387</b>             | <b>\$11,067,963</b> | <b>\$348,390</b> | <b>\$2,784,987</b> | <b>\$1,240,047</b>   | <b>\$15,441,387</b> |

Plus Debt Fees \$13,998 \$12,944 \$0 \$850 \$204 \$13,998 \$15,455,385

Debt Service Fund Costs (see Other Special Funds) \$16,455,385 \$11,080,907 \$46,390 \$2,785,837 \$1,240,251 \$15,455,385

##### WATER AND WASTEWATER FUND

| BOND INFORMATION                                            |                                                                      |          |                 |                    |                |               |                                 |                  |              |             |                       |                   |                  |                | 2020 DEBT SERVICE |  |  |  |  | DEBT SERVICE PAID BY |  |  |  |  |
|-------------------------------------------------------------|----------------------------------------------------------------------|----------|-----------------|--------------------|----------------|---------------|---------------------------------|------------------|--------------|-------------|-----------------------|-------------------|------------------|----------------|-------------------|--|--|--|--|----------------------|--|--|--|--|
| Bond Issue                                                  | Description                                                          | Maturing | Original Amount | Amount Outstanding | 2020 Principal | 2020 Interest | Total 2020 Principal + Interest | Water Operations | Water Access | Water Taps  | Wastewater Operations | Wastewater Access | Reclaimed Access | Reclaimed Taps | Total             |  |  |  |  |                      |  |  |  |  |
| 2005 Refunding                                              | Used to refund bonds issued in 2001 and large portion of 2002B issue | 2025     | \$24,670,000    | \$11,230,000       | \$2,240,000    | \$520,625     | \$2,760,625                     |                  |              |             | \$1,116,250           | \$1,644,375       |                  |                | \$2,760,625       |  |  |  |  |                      |  |  |  |  |
| 2011 Refunding                                              | Used to refund 2008 issue                                            | 2026     | \$19,430,000    | \$10,155,000       | \$1,345,000    | \$249,064     | \$1,594,064                     | \$111,584        | \$207,228    | \$47,822    | \$15,941              | \$1,115,845       | \$79,703         | \$15,941       | \$1,594,064       |  |  |  |  |                      |  |  |  |  |
| ARRA Loan - Drinking Water                                  | Used for rehabilitation of reservoir                                 | 2030     | \$1,500,000     | \$963,644          | \$71,964       | \$26,250      | \$98,214                        | \$98,214         |              |             |                       |                   |                  |                | \$98,214          |  |  |  |  |                      |  |  |  |  |
| ARRA Loan - Clean Water                                     | Used for sewer and reclaimed water projects                          | 2031     | \$1,888,200     | \$1,387,611        | \$84,156       | \$38,020      | \$122,176                       |                  |              |             | \$56,201              |                   |                  |                | \$122,176         |  |  |  |  |                      |  |  |  |  |
| 2017 Water Bonds                                            | Used for renovation of Water Treatment Plant                         | 2037     | \$12,000,000    | \$11,230,000       | \$415,000      | \$492,000     | \$907,000                       | \$907,000        |              |             |                       |                   |                  |                | \$907,000         |  |  |  |  |                      |  |  |  |  |
| 2018 SRF Loan                                               | Used for renovation of Water Reclamation Plant                       | 2048     | TBD             | TBD                | TBD            | \$500,000     | \$500,000                       |                  |              |             | \$500,000             |                   |                  |                | \$500,000         |  |  |  |  |                      |  |  |  |  |
| Water & Wastewater Totals (detail found in separate budget) |                                                                      |          | \$59,488,200    | \$34,946,255       | \$4,156,120    | \$1,825,959   | \$5,982,079                     | \$1,116,798      | \$207,228    | \$47,822    | \$1,688,392           | \$2,760,220       | \$145,678        | \$15,941       | \$5,982,079       |  |  |  |  |                      |  |  |  |  |
| Combined Totals                                             |                                                                      |          | \$248,853,200   | \$189,746,255      | \$13,676,120   | \$17,747,346  | \$21,423,466                    | \$12,184,761     | \$555,618    | \$2,832,809 | \$2,928,439           | \$2,760,220       | \$145,678        | \$15,941       | \$21,423,466      |  |  |  |  |                      |  |  |  |  |

\*Water & Wastewater Totals EXCLUDE SRF Loans totaling at least \$100,000,000 for construction of new Water Reclamation Facility as they have not been executed at this time.

Source: 2018 CAFR & FY 2020 Operating Budget, City of Franklin, Finance Department

FY 2020 Operating Budget



## *City of Franklin, Tennessee*

### **FY 2020 Operating Budget**

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# **GOVERNANCE & MANAGEMENT**

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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:**

- #6 Best Place to Live in America – 2018 (Money Magazine)
- #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)
- Most Beautiful Town Finalist by Rand McNally/USA Today
- Greatest Southern Town (Garden & Gun Magazine)



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Under this operating unit are:

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



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Elected Officials

*Dr. Ken Moore, Mayor*

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020  |              |
|-------------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
|                   |                |                | Budget         | Estimated      |                | \$            | %            |
| <b>Personnel</b>  | 230,168        | 245,042        | 240,187        | 239,379        | 243,181        | 2,994         | 1.2%         |
| <b>Operations</b> | 51,956         | 87,438         | 77,658         | 77,607         | 129,575        | 51,917        | 66.9%        |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | 0             | 0.0%         |
| <b>Total</b>      | <b>282,124</b> | <b>332,480</b> | <b>317,845</b> | <b>316,986</b> | <b>372,756</b> | <b>54,911</b> | <b>17.3%</b> |

#### 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 2020 Outlook

The City will hold a municipal election October 22, 2019 for the offices of Mayor and Aldermen at Large. The following City election for the offices of Ward Aldermen will be in October of 2021.

#### 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 2020 Operating Budget

### Performance Measures (con't)

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

### Workload (Output) Measures

Note: All counts shown herein are on Calendar Year basis

|                              | 2016 | 2017 | 2018 | 2019* | 2020* |
|------------------------------|------|------|------|-------|-------|
| Number of Resolutions Passed | 75   | 82   | 70   | 75    | 75    |
| Number of Ordinances Passed  | 59   | 52   | 51   | 50    | 50    |
| Meetings Held                |      |      |      |       |       |
| - Work Sessions              | 22   | 24   | 22   | 25    | 25    |
| - Regular Meetings           | 12   | 12   | 12   | 12    | 12    |
| - Special Meetings           | 14   | 8    | 16   | 10    | 10    |

### Outcome (Effectiveness) Measures

Note: All counts shown herein are on Calendar Year basis

|                                                                            | 2016 | 2017 | 2018 | 2019* | 2020* |
|----------------------------------------------------------------------------|------|------|------|-------|-------|
| Percent of BOMA Meetings with Perfect attendance (9 of 9)                  | 61%  | 52%  | 64%  | 80%   | 80%   |
| Percent of BOMA Meetings with eight of nine members in attendance (8 of 9) | 97%  | 76%  | 95%  | 85%   | 85%   |

### Franklin Citizens Survey

|                                     |                                                     |      | 2x/week+ | 2-4x/mo | Once/mo. | Not at all |
|-------------------------------------|-----------------------------------------------------|------|----------|---------|----------|------------|
| <input checked="" type="checkbox"/> | % of respondents attended a local public meeting    | 2016 | 1%       | 2%      | 20%      | 77%        |
|                                     |                                                     | 2019 | 1%       | 2%      | 23%      | 75%        |
| <input checked="" type="checkbox"/> | % of respondents who watched a local public meeting | 2016 | 1%       | 4%      | 18%      | 77%        |
|                                     |                                                     | 2019 | 2%       | 2%      | 16%      | 79%        |

|                                     |                                                                                      | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|--------------------------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                                      | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the value of services for the taxes paid to Franklin                        | 76%                  | 24%       | 76%                  | 24%       |
| <input checked="" type="checkbox"/> | % rating the overall direction that Franklin is taking                               | 74%                  | 26%       | 75%                  | 25%       |
| <input checked="" type="checkbox"/> | % rating the job Franklin does at welcoming citizen involvement                      | 71%                  | 29%       | 75%                  | 25%       |
| <input checked="" type="checkbox"/> | % rating overall confidence in Franklin government                                   | 77%                  | 23%       | 74%                  | 26%       |
| <input checked="" type="checkbox"/> | % rating the City of Franklin generally acting in the best interest of the community | 74%                  | 26%       | 75%                  | 25%       |
| <input checked="" type="checkbox"/> | % rating Franklin government in being honest                                         | 74%                  | 26%       | 78%                  | 22%       |
| <input checked="" type="checkbox"/> | % rating Franklin government treats all residents fairly                             | 72%                  | 28%       | 75%                  | 25%       |

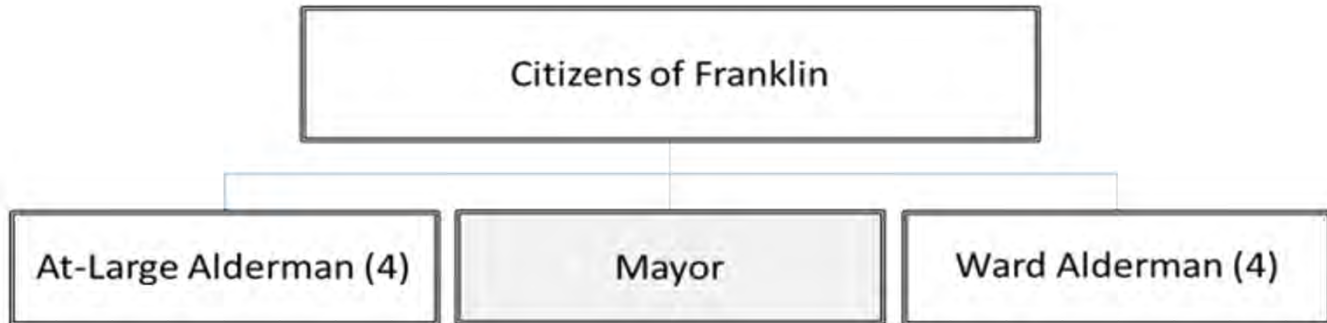
\*2019 and 2020 data estimated.



# City of Franklin, Tennessee

## FY 2020 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 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      |
| Mayor         |           | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Aldermen      |           | 8        | 0        | 8        | 0        | 8        | 0        | 8        | 0        | 8        | 0        |
| <b>Totals</b> |           | <b>9</b> | <b>0</b> | <b>9</b> | <b>0</b> | <b>9</b> | <b>0</b> | <b>9</b> | <b>0</b> | <b>9</b> | <b>0</b> |

### Budget

|                                   | Actual<br>2017 | Actual<br>2018 | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference    |              |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
|                                   |                |                |                |                |                | \$            | %            |
| <b>Personnel</b>                  |                |                |                |                |                |               |              |
| Officials Fees                    | 128,607        | 129,255        | 129,267        | 129,267        | 129,267        | -             | 0.0%         |
| Employee Benefits                 | 101,561        | 115,787        | 110,920        | 110,112        | 113,914        | 2,994         | 2.7%         |
| <b>Total Personnel</b>            | <b>230,168</b> | <b>245,042</b> | <b>240,187</b> | <b>239,379</b> | <b>243,181</b> | <b>2,994</b>  | <b>1.2%</b>  |
| <b>Operations</b>                 |                |                |                |                |                |               |              |
| Transportation Services           | 28             | 58             | 200            | 200            | 200            | -             | 0.0%         |
| Operating Services                | -              | -              | 660            | 660            | 660            | -             | 0.0%         |
| Notices, Subscriptions, etc.      | 23,501         | 69,520         | 36,950         | 36,950         | 87,150         | 50,200        | 135.9%       |
| Utilities                         | 1,720          | 1,612          | 1,800          | 1,800          | 1,850          | 50            | 2.8%         |
| Contractual Services              | 3,550          | -              | -              | -              | -              | -             | 0.0%         |
| Professional Development/Travel   | 9,553          | 8,942          | 22,000         | 22,000         | 25,000         | 3,000         | 13.6%        |
| Office Supplies                   | 11,356         | 5,825          | 8,600          | 8,600          | 8,800          | 200           | 2.3%         |
| Operating Supplies                | -              | 297            | 650            | 650            | 650            | -             | 0.0%         |
| Fuel & Mileage                    | 74             | -              | 1,000          | 1,000          | 1,000          | -             | 0.0%         |
| Machinery & Equipment (<\$25,000) | 728            | -              | 3,415          | 3,400          | 1,800          | (1,615)       | -47.3%       |
| Property & Liability Costs        | 1,446          | 1,184          | 2,383          | 2,347          | 2,465          | 82            | 3.5%         |
| <b>Total Operations</b>           | <b>51,956</b>  | <b>87,438</b>  | <b>77,658</b>  | <b>77,607</b>  | <b>129,575</b> | <b>51,917</b> | <b>66.9%</b> |
| <b>Capital</b>                    | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>      | <b>0%</b>    |
| <b>Total Elected Officials</b>    | <b>282,124</b> | <b>332,480</b> | <b>317,845</b> | <b>316,986</b> | <b>372,756</b> | <b>54,911</b> | <b>17.3%</b> |



*City of Franklin, Tennessee*  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Administration

*Eric S. Stuckey, City Administrator*

##### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020   |             |
|-------------------|----------------|------------------|------------------|------------------|------------------|----------------|-------------|
|                   |                |                  | Budget           | Estimated        |                  | \$             | %           |
| <b>Personnel</b>  | 530,330        | 1,057,174        | 1,140,895        | 1,123,038        | 1,245,662        | 104,767        | 9.2%        |
| <b>Operations</b> | 5,000          | 7,036            | -43,237          | -28,237          | -44,305          | -1,068         | 2.5%        |
| <b>Capital</b>    | 0              | 0                | 0                | 0                | 0                | 0              | 0.0%        |
| <b>Total</b>      | <b>535,330</b> | <b>1,064,210</b> | <b>1,097,658</b> | <b>1,094,801</b> | <b>1,201,357</b> | <b>103,699</b> | <b>9.4%</b> |

##### 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. In FY 2019, the Board approved a new agenda program, Board Docs. Upon completion of training this spring, this web based program will replace the Granicus program currently in place. 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 Administration Department continues to codify the Municipal Code on the City's website. It is updated on a constant basis through 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. Annual "shred day" for all departments has expanded to twice a year; once in the spring and again in the fall. This continuing practice has eliminated a number of file cabinets, thereby saving departments valuable storage space.

During the remodel of 2017, the Administration Department 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 for historical records. However, permanent records continue to be generated through normal course of business that are required to be kept in fire proof cabinets. Working with Facilities Maintenance, we continue to look at options for permanent, long term storage options.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Administration

*Eric S. Stuckey, City Administrator*

#### FY 2020 Outlook

The Administration Department will continue to process the Board's agendas using an agenda management system, converting from iLegislate/Granicus to Board Docs in spring of 2019. This will include a technology change, moving from the use of the Apple iPad to the Microsoft Surface tablet. Staff believes this will be a better product with additional software for the tablet user which includes Microsoft Office 365 products including Word, Excel, Outlook, and PowerPoint.

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.

The City implemented a public records policy effective July 1, 2017, in accordance with State requirement. Staff is implementing a software program (JustFOIA) 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 2020 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 6th (CNN Money Magazine, 2018).

Goal: To increase percentage of citizens positively ranking the overall economic health of Franklin.

Baseline: 90% of citizens ranking the overall economic health of Franklin as either Excellent or good (Franklin Citizen's Survey)

#### 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.

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

#### Workload (Output) Measures

|  |                                          | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|------------------------------------------|------|------|------|-------|-------|
|  | Number of Agenda Packets reviewed        | 57   | 46   | 49   | 45    | 45    |
|  | Number of Sets of Minutes Produced       | 57   | 46   | 49   | 45    | 45    |
|  | Number of documents scanned into OnBase: |      |      |      |       |       |
|  | Resolutions                              | 70   | 82   | 70   | 100   | 100   |
|  | Ordinances                               | 54   | 52   | 51   | 50    | 50    |
|  | Sets of Minutes                          | 57   | 44   | 45   | 50    | 50    |

#### Efficiency Measures

|  |                                                                                                 | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|-------------------------------------------------------------------------------------------------|------|------|------|-------|-------|
|  | Distribute Agenda Packets to Board of Mayor and Aldermen on Thursday prior to the meeting date. |      |      |      |       |       |
|  | Percentage of time target met                                                                   | 90%  | 90%  | 90%  | 90%   | 90%   |





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures (con't)

#### Outcome (Effectiveness) Measures

|                                                                                                                                                                    |                                                                                                              | 2016       | 2017       | 2018       | 2019*      | 2020*      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
| 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                                                                 | 97%        | 97%        | 97%        | 97%        | 97%        |
|                                                                                                                                                                    | <b>Target</b>                                                                                                | <b>90%</b> | <b>90%</b> | <b>90%</b> | <b>90%</b> | <b>90%</b> |
|                                                                                                                                                                    | <b>Meets Target?</b>                                                                                         | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> |
| 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.                     |            |            |            |            |            |
|                                                                                                                                                                    | <b>Target</b>                                                                                                | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> |
|                                                                                                                                                                    | <b>Meets Target?</b>                                                                                         | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> |
| 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         | 4          | 6          | 6          | TBD        |
|                                                                                                                                                                    | <b>Target (Baseline 6 in 2018, Money Magazine)</b>                                                           | 42         | 42         | 4          | 6          | 6          |
|                                                                                                                                                                    | <b>Meets Target?</b>                                                                                         | <b>Yes</b> | <b>Yes</b> | <b>No</b>  | <b>Yes</b> | <b>TBD</b> |
|                                                                                                                                                                    | 90% or better of citizens ranking the overall economic health of Franklin as positive                        |            |            |            |            |            |
|                                                                                                                                                                    | Franklin Ranking                                                                                             | 94%        | 94%        | 94%        | 91%        | 91%        |
|                                                                                                                                                                    | <b>Target (from Citizens Survey)</b>                                                                         | <b>90%</b> | <b>90%</b> | <b>90%</b> | <b>90%</b> | <b>90%</b> |
|                                                                                                                                                                    | <b>Meets Target?</b>                                                                                         | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> |
|                                                                                                                                                                    | 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 Citizens Survey.                                      |            |            |            |            |            |
|                                                                                                                                                                    | Satisfaction response rate                                                                                   | 84%        | 84%        | 84%        | 80%        | 80%        |
|                                                                                                                                                                    | <b>Target (from Citizens Survey)</b>                                                                         | <b>80%</b> | <b>80%</b> | <b>80%</b> | <b>80%</b> | <b>80%</b> |
|                                                                                                                                                                    | <b>Meets Target?</b>                                                                                         | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> |



# City of Franklin, Tennessee

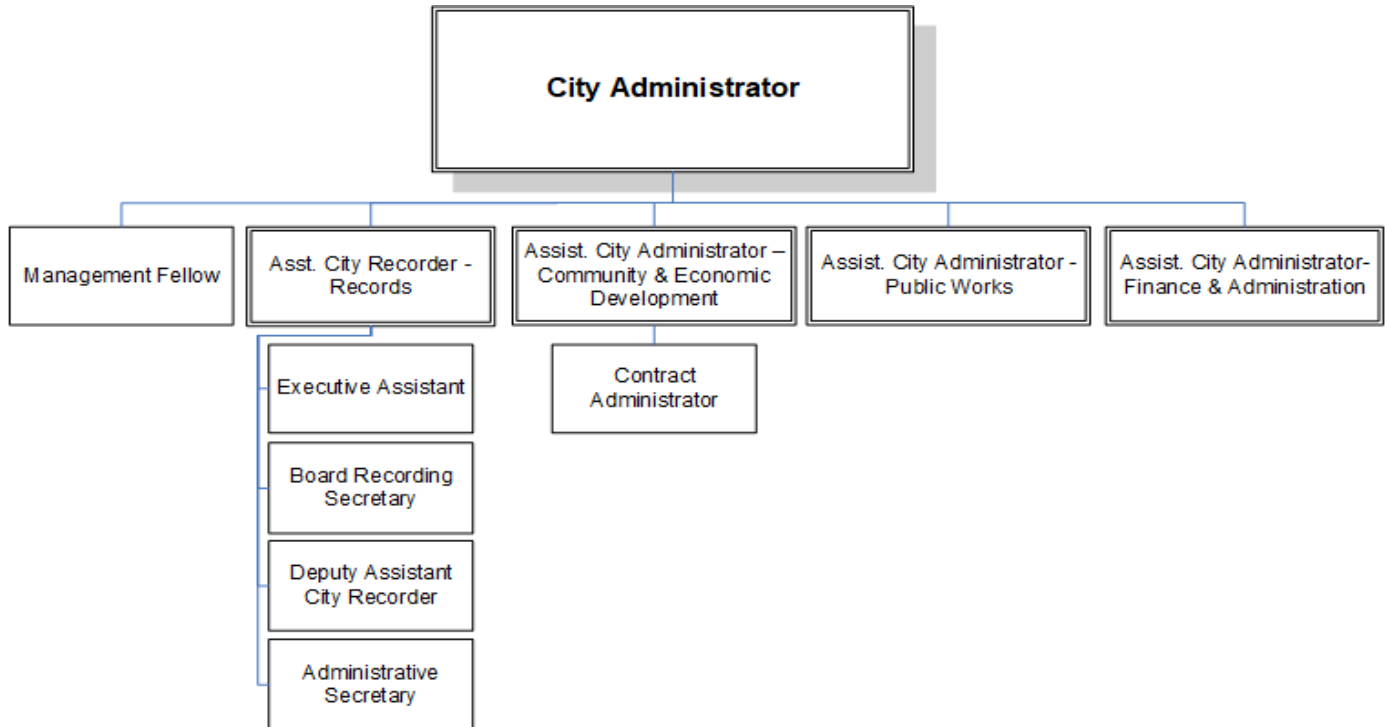
## FY 2020 Operating Budget

### Performance Measures (con't)

#### Franklin Citizens Survey

|                                     |                                                                   | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|-------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                   | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating Franklin as a place to raise children                    | 97%                  | 3%        | 97%                  | 3%        |
| <input checked="" type="checkbox"/> | % rating Franklin as a place to work                              | 91%                  | 9%        | 92%                  | 8%        |
| <input checked="" type="checkbox"/> | % rating Franklin as a place to visit                             | 92%                  | 8%        | 94%                  | 6%        |
| <input checked="" type="checkbox"/> | % rating Franklin as a place to retire                            | 85%                  | 15%       | 84%                  | 16%       |
| <input checked="" type="checkbox"/> | % rating the overall quality of life in Franklin                  | 97%                  | 3%        | 97%                  | 3%        |
| <input checked="" type="checkbox"/> | % rating Overall customer service by Franklin employees           | 90%                  | 10%       | 91%                  | 9%        |
| <input checked="" type="checkbox"/> | % rating the quality of services provided by the City of Franklin | 93%                  | 7%        | 93%                  | 7%        |

### Organizational Chart



Note: For detailed counts and authorized positions, please see table on following page 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      |
| 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        | 1        | 0        | 1         | 0        | 1         | 0        |
| Asst. City Admin-Finance/Admin         | Grade N   | 0        | 0        | 0        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Asst. City Admin-Public Works          | Grade N   | 0        | 0        | 1        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Contract Administrator                 | Grade H   | 0        | 0        | 0        | 0        | 0        | 0        | 0         | 0        | 1         | 0        |
| Asst City Recorder - Admin             | Grade G   | 1        | 0        | 1        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Management Fellow                      | Grade E   | 1        | 0        | 0        | 1        | 0        | 1        | 1         | 0        | 1         | 0        |
| Executive Assistant                    | Grade E   | 1        | 0        | 1        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Deputy Assistant City Recorder         | Grade E   | 0        | 0        | 0        | 0        | 0        | 0        | 0         | 0        | 1         | 0        |
| Administrative Assistant               | Grade D   | 0        | 0        | 0        | 0        | 1        | 0        | 1         | 0        | 0         | 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        | 0        | 1         | 0        | 1         | 0        |
| <b>TOTALS</b>                          |           | <b>6</b> | <b>1</b> | <b>6</b> | <b>2</b> | <b>9</b> | <b>1</b> | <b>10</b> | <b>0</b> | <b>11</b> | <b>0</b> |

### Budget

|                                   | Actual<br>2017 | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference     |             |
|-----------------------------------|----------------|------------------|------------------|------------------|------------------|----------------|-------------|
|                                   |                |                  |                  |                  |                  | \$             | %           |
| <b>Personnel</b>                  |                |                  |                  |                  |                  |                |             |
| Salaries & Wages                  | 404,916        | 844,394          | 898,944          | 896,649          | 976,404          | 77,460         | 8.6%        |
| Employee Benefits                 | 125,414        | 212,780          | 241,951          | 226,389          | 269,258          | 27,307         | 11.3%       |
| <b>Total Personnel</b>            | <b>530,330</b> | <b>1,057,174</b> | <b>1,140,895</b> | <b>1,123,038</b> | <b>1,245,662</b> | <b>104,767</b> | <b>9.2%</b> |
| <b>Operations</b>                 |                |                  |                  |                  |                  |                |             |
| Transportation Services           | 83             | 192              | 870              | 870              | 970              | 100            | 11.5%       |
| Operating Services                | 7,124          | 14,273           | 19,900           | 21,000           | 20,900           | 1,000          | 5.0%        |
| Notices, Subscriptions, etc.      | 28,514         | 20,486           | 7,535            | 21,885           | 24,370           | 16,835         | 223.4%      |
| Utilities                         | 12,469         | 15,531           | 16,575           | 16,575           | 16,625           | 50             | 0.3%        |
| Contractual Services              | -              | 16,560           | 9,550            | 9,550            | 9,800            | 250            | 2.6%        |
| Repair & Maintenance Services     | 15,332         | 7,255            | 5,850            | 6,250            | 7,350            | 1,500          | 25.6%       |
| Employee programs                 | 4,899          | 8,205            | 26,300           | 26,300           | 26,400           | 100            | 0.4%        |
| Professional Development/Travel   | 17,668         | 24,957           | 20,610           | 20,260           | 28,660           | 8,050          | 39.1%       |
| Office Supplies                   | 20,716         | 15,174           | 17,525           | 17,525           | 16,650           | (875)          | -5.0%       |
| Operating Supplies                | 1,014          | 621              | 2,710            | 2,710            | 3,010            | 300            | 11.1%       |
| Fuel & Mileage                    | 465            | 447              | 650              | 650              | 700              | 50             | 7.7%        |
| Machinery & Equipment (<\$25,000) | 33,040         | 29,249           | 57,345           | 57,345           | 47,930           | (9,415)        | -16.4%      |
| Repair & Maintenance Supplies     | 49             | -                | -                | 180              | 180              | 180            | 100.0%      |
| Property & Liability Costs        | 10,241         | 9,535            | 11,853           | 11,173           | 11,728           | (125)          | -1.1%       |
| Permits                           | -              | -                | 1,320            | 1,320            | 1,320            | -              | 0.0%        |
| Other Business Expenses           | 10             | -                | -                | -                | -                | -              | 0.0%        |
| Debt Service                      | (7,641)        | -                | -                | -                | -                | -              | 0.0%        |
| Interfund Reimbursements          | (138,983)      | (155,449)        | (241,830)        | (241,830)        | (260,898)        | (19,068)       | 7.9%        |
| <b>Total Operations</b>           | <b>5,000</b>   | <b>7,036</b>     | <b>(43,237)</b>  | <b>(28,237)</b>  | <b>(44,305)</b>  | <b>(1,068)</b> | <b>2.5%</b> |
| <b>Capital</b>                    | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>       | <b>0.0%</b> |
| <b>Total Administration</b>       | <b>535,330</b> | <b>1,064,210</b> | <b>1,097,658</b> | <b>1,094,801</b> | <b>1,201,357</b> | <b>103,699</b> | <b>9.4%</b> |
| Administration                    |                |                  |                  |                  |                  |                |             |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Human Resources

Kevin G. Townsel, J.D., Director

##### Budget Summary

|                   | 2017<br>Actual   | 2018<br>Actual | 2019             |                  | 2020<br>Budget   | 2019 v. 2020   |              |
|-------------------|------------------|----------------|------------------|------------------|------------------|----------------|--------------|
|                   |                  |                | Budget           | Estimated        |                  | \$             | %            |
| <b>Personnel</b>  | 1,024,588        | 913,585        | 1,040,019        | 1,043,834        | 1,070,069        | 30,050         | 2.9%         |
| <b>Operations</b> | 140,461          | 73,795         | 207,349          | 201,285          | 315,439          | 108,090        | 52.1%        |
| <b>Capital</b>    | 0                | 0              | 0                | 0                | 0                | 0              | 0.0%         |
| <b>Total</b>      | <b>1,165,049</b> | <b>987,380</b> | <b>1,247,368</b> | <b>1,245,119</b> | <b>1,385,508</b> | <b>138,140</b> | <b>11.1%</b> |

##### 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 continues to utilize Kronos Talent Acquisition to assist in job requisitions and applicant tracking. It has helped HR in reducing (by 50%) 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 \$706,305.76 in pharmacy rebates in the past 12 months which will directly reduce the total medical plan expenditures.
- We have received our experience modification rate from NCCI for the FY2018 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 FY2019.



## City of Franklin, Tennessee

### FY 2020 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.
- The City of Franklin continues to use Kronos self-service. This software eliminates entering data into numerous spreadsheets increasing efficiency and improving accuracy. City of Franklin employees continue to use 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 third annual evaluation cycle through Trakstar. All employee evaluations have been completed in Trakstar which is a totally paperless system. 660 employees completed a self-appraisal this evaluation cycle, which engages the employee in the appraisal process. Trakstar enables 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 continues to utilize an employee perks program called AccessPerks. It allows employees to log on via a created username and password to have access to discounted products

#### 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 2020 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 FY2013.

Baseline: Number of lost work days by employees in

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

Baseline: Number of credit hours reimbursed

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

### Workload (Output) Measures

|                                       |                                                                    | 2016         | 2017         | 2018          | 2019*      | 2020*      |
|---------------------------------------|--------------------------------------------------------------------|--------------|--------------|---------------|------------|------------|
| Organization-Wide                     |                                                                    |              |              |               |            |            |
|                                       | Number of Budgeted Positions Full-Time                             | 717          | 708          | 736           | 736        | 736        |
|                                       | Number of Budgeted Positions Part-Time                             | 61           | 58           | 31            | 31         | 31         |
|                                       | Total FTEs (entire organization)                                   | 664          | 711          | 707           | 707        | 707        |
|                                       | Number of exempt FTEs                                              | 112          | 122          | 133           | 133        | 133        |
|                                       | Number of non-exempt FTEs                                          | 552          | 589          | 574           | 574        | 574        |
|                                       | Employee Turnover for Full-Time Positions (Not Including Retirees) | 11.2%        | 7.9%         | 9%            | 7%         | 5%         |
|                                       | <b>Tennessee Statewide Benchmarking Average</b>                    | <b>8.96%</b> | <b>7.60%</b> | <b>10.70%</b> | <b>TBD</b> | <b>TBD</b> |
|                                       | Number of Vacancies Advertised Externally **                       | 43           | 94           | 108           | 108        | 108        |
|                                       | Number of External Applications Processed                          | 2,037        | 3,197        | 4,200         | 5,000      | 5,000      |
|                                       | Average Number of Applications per Advertised External Vacancy     | 32           | 52           | 80            | 80         | 80         |
|                                       | Average Number of Days to Fill a Position Advertised Externally    | 79           | 75           | 45            | 40         | 35         |
|                                       | Number of new employees hired                                      | 53           | 84           | 93            | 93         | 100        |
|                                       | Number of new hires that were from within ranks (promoted)         | 0            | 53           | 49            | 55         | 55         |
|                                       | OSHA 300 log recordable injuries or illnesses                      | 21           | 32           | 20            | 17         | 17         |
|                                       | Workers' compensation claims                                       | 62           | 64           | 50            | 47         | 45         |
| Human Resources Department Statistics |                                                                    |              |              |               |            |            |
|                                       | Total number of FTEs                                               | 11.00        | 11.00        | 12.00         | 12.00      | 12.00      |
|                                       | Human Resources Staff per 100 Employees                            | 1.66         | 1.55         | 1.64          | 1.64       | 1.60       |
|                                       | Applications processed Internal & External                         | 2,037        | 3,197        | 4,500         | 4,500      | 6,000      |
|                                       | Requisitions approved Internal & External                          | 52           | 128          | 132           | 132        | 125        |

\*\*includes postings with multiple vacancies



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

#### Efficiency Measures

|                                                                    | 2016             | 2017             | 2018             | 2019*      | 2020*      |
|--------------------------------------------------------------------|------------------|------------------|------------------|------------|------------|
| Benefits to Salary Ratio (All Funds)                               | 37.98%           | 38.26%           | 37.15%           | TBD        | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>                    | <b>44.78%</b>    | <b>43.67%</b>    | <b>43.18%</b>    | <b>TBD</b> | <b>TBD</b> |
| Personnel Costs (All Funds) per FTE                                | \$ 69,515        | \$ 76,077        | \$ 80,252        | TBD        | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>                    | <b>\$ 66,352</b> | <b>\$ 62,308</b> | <b>\$ 74,357</b> | <b>TBD</b> | <b>TBD</b> |
| Human Resources Cost per Total FTE (City -Wide)                    | \$ 2,029         | \$ 2,325         | \$ 2,003         | TBD        | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>                    | <b>\$ 850</b>    | <b>\$ 923</b>    | <b>\$ 1,019</b>  | <b>TBD</b> | <b>TBD</b> |
| Workers Compensation Cost per Claim                                | \$ 4,497         | \$ 6,584         | \$ 9,592         | TBD        | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>                    | <b>\$ 7,133</b>  | <b>\$ 5,399</b>  | <b>\$ 6,247</b>  | <b>TBD</b> | <b>TBD</b> |
| Annual Wellness Cost per FTE                                       | \$ 36.00         | \$ 38.00         | \$ 38.00         | TBD        | TBD        |
| Benefits as a percentage of All Funds personnel costs <sup>^</sup> | 27.5%            | 28.2%            | 27.6%            | TBD        | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>                    | <b>31.3%</b>     | <b>31.3%</b>     | <b>31.2%</b>     | <b>TBD</b> | <b>TBD</b> |

#### Outcome (Effectiveness) Measures

|                                                                                                               | 2016                                                                                                                                                                                             | 2017         | 2018         | 2019*        | 2020*        |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|
| 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          |
|                                                                                                               | <b>Target</b>                                                                                                                                                                                    | <b>70.0%</b> | <b>70.0%</b> | <b>70.0%</b> | <b>70.0%</b> |
|                                                                                                               | <b>Meets Target?</b>                                                                                                                                                                             | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>   |
|                                                                                                               | Actively recruit and retain a workforce representative of the community.                                                                                                                         |              |              |              |              |
|                                                                                                               | % of Employees Female                                                                                                                                                                            | 20.0%        | 21.0%        | 19.0%        | 22.0%        |
|                                                                                                               | % of Franklin Female                                                                                                                                                                             | 52.2%        | 52.2%        | 52.2%        | 52.2%        |
|                                                                                                               | <b>Meets Target?</b>                                                                                                                                                                             | <b>No</b>    | <b>No</b>    | <b>TBD</b>   | <b>TBD</b>   |
|                                                                                                               | % of Employees Minority                                                                                                                                                                          | 6.0%         | 7.0%         | 7.0%         | 8.0%         |
|                                                                                                               | % of Franklin Minority                                                                                                                                                                           | 15.6%        | 15.7%        | 15.7%        | 15.7%        |
|                                                                                                               | <b>Meets Target?</b>                                                                                                                                                                             | <b>No</b>    | <b>No</b>    | <b>TBD</b>   | <b>TBD</b>   |
|                                                                                                               | 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                                                                                                                                                                 | 60           | 83           | 58           | 53           |
|                                                                                                               | # Number of lost work days by employees                                                                                                                                                          | 34           | 123          | 130          | 100          |
|                                                                                                               | <b>Meets Target?</b>                                                                                                                                                                             | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>   |
|                                                                                                               | # of credit hours reimbursed for employees                                                                                                                                                       | 200          | 200          | 206          | 215          |

\*2019 and 2020 estimated.

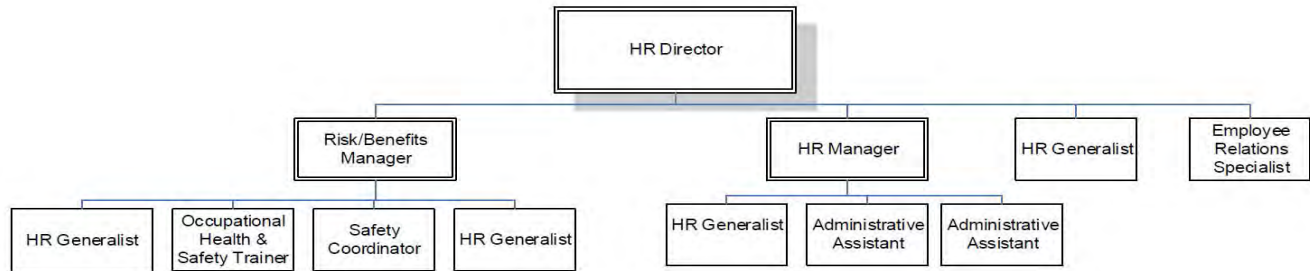




# City of Franklin, Tennessee

## FY 2020 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 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      |
| Human Resources Director             | Grade M   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Assistant HR Director                | Grade K   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Risk/Benefits Manager                | Grade K   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| HR Manager                           | Grade J   | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Occupational Health & Safety Trainer | Grade H   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Safety Coordinator                   | Grade H   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Employee Relations Specialist        | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Human Resources Generalist           | Grade G   | 2         | 0        | 2         | 0        | 4         | 0        | 4         | 0        | 4         | 0        |
| Benefits Specialist                  | Grade D   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Human Resources Technician           | Grade D   | 2         | 0        | 2         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Administrative Assistant             | Grade D   | 0         | 1        | 0         | 1        | 2         | 0        | 2         | 0        | 2         | 0        |
| <b>TOTALS</b>                        |           | <b>11</b> | <b>1</b> | <b>11</b> | <b>1</b> | <b>12</b> | <b>0</b> | <b>12</b> | <b>0</b> | <b>12</b> | <b>0</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018 | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %            |
|-----------------------------------|------------------|----------------|------------------|------------------|------------------|------------------|--------------|
| <b>Personnel</b>                  |                  |                |                  |                  |                  |                  |              |
| Salaries & Wages                  | 781,684          | 668,003        | 785,190          | 800,281          | 786,063          | 873              | 0.1%         |
| Employee Benefits                 | 242,904          | 245,582        | 254,829          | 243,553          | 284,005          | 29,176           | 11.4%        |
| <b>Total Personnel</b>            | <b>1,024,588</b> | <b>913,585</b> | <b>1,040,019</b> | <b>1,043,834</b> | <b>1,070,069</b> | <b>30,050</b>    | <b>2.9%</b>  |
| <b>Operations</b>                 |                  |                |                  |                  |                  |                  |              |
| Transportation Services           | 3,912            | 2,993          | 5,000            | 2,600            | 4,600            | (400)            | -8.0%        |
| Operating Services                | 1,982            | 1,966          | 3,120            | 3,120            | 4,100            | 980              | 31.4%        |
| Notices, Subscriptions, etc.      | 10,338           | 17,646         | 17,500           | 12,000           | 19,300           | 1,800            | 10.3%        |
| Utilities                         | 7,318            | 7,059          | 7,250            | 7,250            | 7,725            | 475              | 6.6%         |
| Contractual Services              | 165,882          | 82,813         | 91,968           | 90,468           | 119,303          | 27,335           | 29.7%        |
| Repair & Maintenance Services     | 2,552            | 4,964          | 4,500            | 4,500            | 5,250            | 750              | 16.7%        |
| Employee Programs                 | 160,036          | 218,063        | 271,000          | 265,750          | 323,250          | 52,250           | 19.3%        |
| Professional Development/Travel   | 27,235           | 26,418         | 39,500           | 39,500           | 40,850           | 1,350            | 3.4%         |
| Office Supplies                   | 9,183            | 12,140         | 10,000           | 14,750           | 15,250           | 5,250            | 52.5%        |
| Operating Supplies                | 1,660            | -              | 3,050            | 3,050            | 3,550            | 500              | 16.4%        |
| Fuel & Mileage                    | 1,069            | 2,017          | 1,250            | 2,050            | 2,100            | 850              | 68.0%        |
| Machinery & Equipment (<\$25,000) | 53,739           | 8,262          | 35,085           | 39,000           | 51,171           | 16,086           | 45.8%        |
| Repair & Maintenance Supplies     | 44               | -              | 560              | -                | 570              | 10               | 1.8%         |
| Property & Liability Costs        | 9,787            | 11,311         | 18,525           | 18,206           | 19,369           | 844              | 4.6%         |
| Other Business Expenses           | -                | -              | 550              | 550              | 560              | 10               | 1.8%         |
| Debt Service and Lease Payments   | 19,659           | 2,493          | -                | -                | -                | -                | 0.0%         |
| Interfund Reimbursements          | (333,935)        | (324,350)      | (301,509)        | (301,509)        | (301,509)        | -                | 0.0%         |
| <b>Total Operations</b>           | <b>140,461</b>   | <b>73,795</b>  | <b>207,349</b>   | <b>201,285</b>   | <b>315,439</b>   | <b>108,090</b>   | <b>52.1%</b> |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |              |
| <b>Total Human Resources</b>      | <b>1,165,049</b> | <b>987,380</b> | <b>1,247,368</b> | <b>1,245,119</b> | <b>1,385,508</b> | <b>138,140</b>   | <b>11.1%</b> |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Law

Shauna R. Billingsley, City Attorney

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020 |             |
|-------------------|----------------|----------------|----------------|----------------|----------------|--------------|-------------|
|                   |                |                | Budget         | Estimated      |                | \$           | %           |
| <b>Personnel</b>  | 492,368        | 501,025        | 556,168        | 526,935        | 557,151        | 983          | 0.2%        |
| <b>Operations</b> | 5,765          | -47,632        | 70,436         | 69,616         | 69,224         | -1,212       | -1.7%       |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | 0            | 0.0%        |
| <b>Total</b>      | <b>498,133</b> | <b>453,393</b> | <b>626,604</b> | <b>596,551</b> | <b>626,374</b> | <b>-230</b>  | <b>0.0%</b> |

#### 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 2020 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.

|             |                                                 |                                                                                   |
|-------------|-------------------------------------------------|-----------------------------------------------------------------------------------|
| <b>Key:</b> | <b>Strategic Plan: FranklinForward</b>          |  |
|             | <b>Sustainable Franklin</b>                     |  |
|             | <b>Tennessee Municipal Benchmarking Project</b> |  |

### Workload (Output) Measures

|  |                                                                       | 2016      | 2017      | 2018      | 2019*             | 2020*             |
|--|-----------------------------------------------------------------------|-----------|-----------|-----------|-------------------|-------------------|
|  | Number of Ordinances Drafted/Reviewed                                 | 45        | 53        | 73        | all               | all               |
|  | Number of Resolutions Drafted/Reviewed                                | 85        | 80        | 102       | all               | all               |
|  | Number of Contracts Drafted/Reviewed                                  | 299       | 360       | 275       | all               | all               |
|  | Legal Opinions Distributed ( <i>Goal : Distribute 1 every month</i> ) | 12        | 9         | 1         | 12                | 12                |
|  | Total Number of Litigation Cases Opened/Closed                        | 109/87    | 123/88    | 140/84    | as many as needed | as many as needed |
|  | Number of Other Tasks Created/Completed                               | 1075/1037 | 1282/1127 | 1356/1257 | as many as needed | as many as needed |

### Efficiency Measures

|  |     | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|-----|------|------|------|-------|-------|
|  | TBD | TBD  | TBD  | TBD  | TBD   | TBD   |

### Outcome (Effectiveness) Measures

|  |     | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|-----|------|------|------|-------|-------|
|  | TBD | TBD  | TBD  | TBD  | TBD   | TBD   |

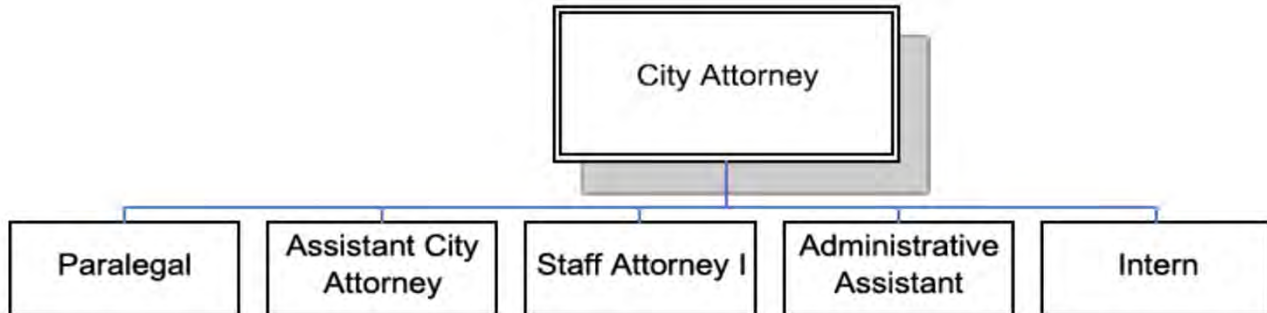
\*2019 and 2020 estimated



# City of Franklin, Tennessee

## FY 2020 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 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      |
| City Attorney           | Grade N   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Assistant City Attorney | Grade K   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Staff Attorney I        | Grade J   | 0        | 0        | 0        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Paralegal               | Grade G   | 1        | 0        | 2        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Legal Assistant         | Grade E   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Intern                  | ---       | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        |
| <b>TOTALS</b>           |           | <b>4</b> | <b>1</b> | <b>5</b> | <b>1</b> | <b>5</b> | <b>1</b> | <b>5</b> | <b>1</b> | <b>5</b> | <b>1</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017 | Actual<br>2018  | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference     |              |
|-----------------------------------|----------------|-----------------|----------------|----------------|----------------|----------------|--------------|
|                                   |                |                 |                |                |                | \$             | %            |
| <b>Personnel</b>                  |                |                 |                |                |                |                |              |
| Salaries & Wages                  | 379,901        | 387,901         | 428,292        | 405,613        | 430,193        | 1,901          | 0.4%         |
| Officials Fees                    | -              | 201             | 56             | 300            | 300            | 244            | 435.7%       |
| Employee Benefits                 | 112,467        | 112,923         | 127,820        | 121,022        | 126,658        | (1,162)        | -0.9%        |
| <b>Total Personnel</b>            | <b>492,368</b> | <b>501,025</b>  | <b>556,168</b> | <b>526,935</b> | <b>557,151</b> | <b>983</b>     | <b>0.2%</b>  |
| <b>Operations</b>                 |                |                 |                |                |                |                |              |
| Transportation Services           | 587            | 987             | 1,400          | 1,400          | 1,400          | -              | 0.0%         |
| Operating Services                | 3,803          | 8,340           | 12,750         | 12,837         | 12,845         | 95             | 0.7%         |
| Notices, Subscriptions, etc.      | 17,413         | 14,930          | 23,250         | 23,250         | 23,250         | -              | 0.0%         |
| Utilities                         | 3,862          | 3,296           | 4,770          | 3,870          | 3,870          | (900)          | -18.9%       |
| Contractual Services              | 55,468         | 21,389          | 111,940        | 111,940        | 111,940        | -              | 0.0%         |
| Repair & Maintenance Services     | -              | -               | -              | -              | 1,800          | 1,800          | 100.0%       |
| Employee programs                 | 2,386          | 185             | 4,450          | 4,450          | 4,450          | -              | 0.0%         |
| Professional Development/Travel   | 13,055         | 17,031          | 19,500         | 19,500         | 21,500         | 2,000          | 10.3%        |
| Office Supplies                   | 2,678          | 2,993           | 4,810          | 4,810          | 4,850          | 40             | 0.8%         |
| Operating Supplies                | -              | 549             | 800            | 800            | 800            | -              | 0.0%         |
| Fuel & Mileage                    | -              | -               | 420            | 420            | 500            | 80             | 19.0%        |
| Machinery & Equipment (<\$25,000) | 23,973         | 8,108           | 14,300         | 14,300         | 23,500         | 9,200          | 64.3%        |
| Repair & Maintenance Supplies     | -              | -               | 150            | 150            | 150            | -              | 0.0%         |
| Property & Liability Costs        | 2,841          | 2,770           | 4,119          | 4,112          | 4,293          | 174            | 4.2%         |
| Financial Fees                    | 529            | 685             | 750            | 750            | 750            | -              | 0.0%         |
| Permits                           | 2,436          | 2,430           | 6,550          | 6,550          | 6,550          | -              | 0.0%         |
| Miscellaneous                     | -              | (1,564)         | -              | -              | -              | -              | 0.0%         |
| Interfund Services Reimbursement  | (123,266)      | (129,761)       | (139,523)      | (139,523)      | (153,225)      | (13,702)       | 9.8%         |
| <b>Total Operations</b>           | <b>5,765</b>   | <b>(47,632)</b> | <b>70,436</b>  | <b>69,616</b>  | <b>69,224</b>  | <b>(1,212)</b> | <b>-1.7%</b> |
| <b>Capital</b>                    | <b>-</b>       | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>0.0%</b>  |
| <b>Total Law Department</b>       | <b>498,133</b> | <b>453,393</b>  | <b>626,604</b> | <b>596,551</b> | <b>626,374</b> | <b>(230)</b>   | <b>0.0%</b>  |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Communications

Milissa Reiersen, Communications Manager

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020  |             |
|-------------------|----------------|----------------|----------------|----------------|----------------|---------------|-------------|
|                   |                |                | Budget         | Estimated      |                | \$            | %           |
| <b>Personnel</b>  | 426,722        | 402,368        | 409,570        | 411,409        | 403,467        | -6,103        | -1.5%       |
| <b>Operations</b> | 63,075         | -39,395        | 6,029          | -4,255         | 37,687         | 31,658        | 525.1%      |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | 0             | 0.0%        |
| <b>Total</b>      | <b>489,797</b> | <b>362,973</b> | <b>415,599</b> | <b>407,154</b> | <b>441,154</b> | <b>25,555</b> | <b>6.1%</b> |

#### 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 2020 Outlook

The Communications Division continues to work to promote the City of Franklin services, events and achievements through the traditional media, social media, and Franklin TV. We recently updated our City website and received 1.5 million page views in 2018! We will continue to work to provide easy-to-understand information to our citizens through the web, social media, Franklin TV and through the news media. In 2020 we hope to put more emphasis on our ADA compliance with web oversight and closed captioning to provide ongoing maintenance of our overall communications mission. The Communications division works with all City departments to help them achieve their communications goals.

#### 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 (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).

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

#### Workload (Output) Measures

|  |                                                                                | 2016    | 2017    | 2018 | 2019* | 2020* |
|--|--------------------------------------------------------------------------------|---------|---------|------|-------|-------|
|  | Average Page views to City website                                             | 176,538 | 190,000 | TBD  | TBD   | TBD   |
|  | Special Events Processed by City                                               | 47      | 55      | 48   | 55    | 55    |
|  | Film Permits Processed by the City                                             | 12      | 22      | 15   | 22    | 22    |
|  | Goal: Provide proactive and timely information                                 |         |         |      |       |       |
|  | Number of Press Releases (excluding Police & Fire)                             | 28      | 30      | 39   | 30    | 30    |
|  | Goal: Produce informative programming for Franklin TV                          |         |         |      |       |       |
|  | Local programming produced for Franklin TV (not including meetings)            | 33      | 40      | 114  | 40    | 40    |
|  | Produced programming for YouTube (Social Media Program titled Franklin Insider | 72      | 75      | 186  | 80    | 80    |

#### Efficiency Measures

|  |                                 | 2016                      | 2017 | 2018 | 2019* | 2020* |
|--|---------------------------------|---------------------------|------|------|-------|-------|
|  | Social Media interaction/capita | Measure under development |      |      |       |       |
|  | Social Media interaction/week   | Measure under development |      |      |       |       |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures (con't)

#### Outcome (Effectiveness) Measures

|                                                                                                                                                 |                                                                                                                                                                    | 2016                              | 2017           | 2018           | 2019*          | 2020*          |
|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
|                                                                                                                                                 | 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                                                                                                                                   | 176,538                           | 190,000        | TBD            | TBD            | TBD            |
|                                                                                                                                                 | <b>Target</b>                                                                                                                                                      | <b>175,000</b>                    | <b>192,500</b> | <b>211,750</b> | <b>232,925</b> | <b>256,218</b> |
|                                                                                                                                                 | <b>Meets Target?</b>                                                                                                                                               | <b>Yes</b>                        | <b>TBD</b>     | <b>TBD</b>     | <b>TBD</b>     | <b>TBD</b>     |
|                                                                                                                                                 | Facebook (number of followers)                                                                                                                                     | 27,661                            | 34,073         | 35,779         | 43,000         | 43,000         |
|                                                                                                                                                 | <b>Target</b>                                                                                                                                                      | <b>17,211</b>                     | <b>30,427</b>  | <b>37,480</b>  | <b>37,480</b>  | <b>39,357</b>  |
|                                                                                                                                                 | <b>Meets Target?</b>                                                                                                                                               | <b>Yes</b>                        | <b>Yes</b>     | <b>No</b>      | <b>TBD</b>     | <b>TBD</b>     |
|                                                                                                                                                 | Twitter (number of followers)                                                                                                                                      | 22,100                            | 26,200         | 27,400         | 35,000         | 35,000         |
|                                                                                                                                                 | <b>Target</b>                                                                                                                                                      | <b>12,500</b>                     | <b>24,310</b>  | <b>28,820</b>  | <b>28,820</b>  | <b>30,140</b>  |
|                                                                                                                                                 | <b>Meets Target?</b>                                                                                                                                               | <b>Yes</b>                        | <b>Yes</b>     | <b>No</b>      | <b>TBD</b>     | <b>TBD</b>     |
|                                                                                                                                                 | YouTube (upload views)                                                                                                                                             | 259,420                           | 524,078        | 587,534        | 700,000        | 700,000        |
|                                                                                                                                                 | <b>Target</b>                                                                                                                                                      | <b>240,000</b>                    | <b>265,000</b> | <b>576,486</b> | <b>576,486</b> | <b>646,287</b> |
|                                                                                                                                                 | <b>Meets Target?</b>                                                                                                                                               | <b>Yes</b>                        | <b>Yes</b>     | <b>Yes</b>     | <b>TBD</b>     | <b>TBD</b>     |
| Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community. |                                                                                                                                                                    |                                   |                |                |                |                |
|                                                                                                                                                 | 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> |                |                |                |                |
|                                                                                                                                                 | <b>Meets Target?</b>                                                                                                                                               | <b>TBD</b>                        | <b>TBD</b>     | <b>TBD</b>     | <b>TBD</b>     | <b>TBD</b>     |

\*2019 and 2020 estimated.

#### Franklin Citizens Survey

|                                     |                                                  | 2x/week+ | 2-4x/mo | Once/mo. | Not at all |     |
|-------------------------------------|--------------------------------------------------|----------|---------|----------|------------|-----|
| <input checked="" type="checkbox"/> | % of respondents attended a City-sponsored event | 2016     | 4%      | 10%      | 56%        | 30% |
|                                     |                                                  | 2019     | 2%      | 7%       | 62%        | 29% |

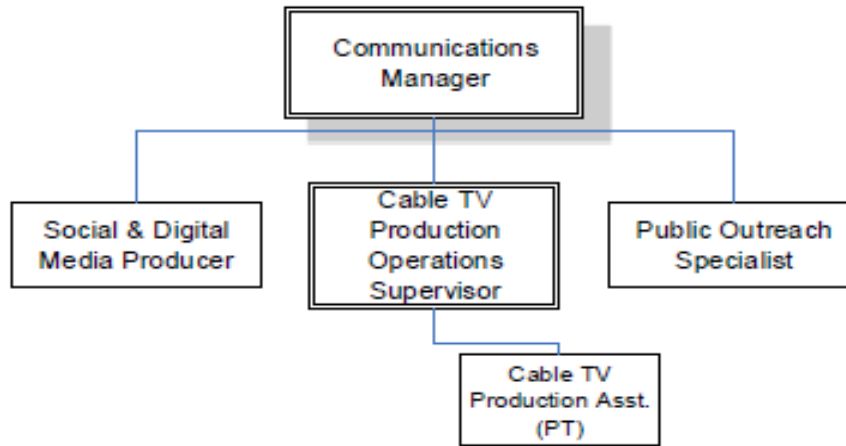
|                                     |                                                       | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|-------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                       | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Public information services   | 78%                  | 22%       | 86%                  | 14%       |
| <input checked="" type="checkbox"/> | % rating the quality of Cable television              | 54%                  | 46%       | 58%                  | 42%       |
| <input checked="" type="checkbox"/> | % rating the quality of City sponsored special events | 87%                  | 13%       | 85%                  | 15%       |



# City of Franklin, Tennessee

## FY 2020 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 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      |
| Communications Manager                    | Grade J   | 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   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Video/Production Assistant                | Grade C   | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        |
| Intern                                    | ---       | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| <b>TOTALS</b>                             |           | <b>4</b> | <b>1</b> | <b>4</b> | <b>1</b> | <b>4</b> | <b>1</b> | <b>4</b> | <b>1</b> | <b>4</b> | <b>1</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                        | Actual<br>2017 | Actual<br>2018  | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference     |               |
|----------------------------------------|----------------|-----------------|----------------|----------------|----------------|----------------|---------------|
|                                        |                |                 |                |                |                | \$             | %             |
| <b>Personnel</b>                       |                |                 |                |                |                |                |               |
| Salaries & Wages                       | 323,741        | 295,938         | 314,119        | 315,066        | 303,190        | (10,929)       | -3.5%         |
| Employee Benefits                      | 102,981        | 106,430         | 95,451         | 96,343         | 100,277        | 4,826          | 5.1%          |
| <b>Total Personnel</b>                 | <b>426,722</b> | <b>402,368</b>  | <b>409,570</b> | <b>411,409</b> | <b>403,467</b> | <b>(6,103)</b> | <b>-1.5%</b>  |
| <b>Operations</b>                      |                |                 |                |                |                |                |               |
| Transportation Services                | 90             | 307             | 680            | 580            | 695            | 15             | 2.2%          |
| Operating Services                     | 169            | -               | 480            | 567            | 485            | 5              | 1.0%          |
| Notices, Subscriptions, etc.           | 21,322         | 18,983          | 24,625         | 20,850         | 47,410         | 22,785         | 92.5%         |
| Utilities                              | 4,226          | 3,209           | 3,865          | 2,042          | 3,965          | 100            | 2.6%          |
| Contractual Services                   | 11,027         | 18,174          | 16,800         | 16,000         | 22,770         | 5,970          | 35.5%         |
| Repair & Maintenance Services          | 2,864          | 362             | 3,400          | 3,000          | 3,500          | 100            | 2.9%          |
| Employee programs                      | 3,410          | -               | 500            | 500            | 500            | -              | 0.0%          |
| Professional Development/Travel        | 7,081          | 8,974           | 11,240         | 9,522          | 11,580         | 340            | 3.0%          |
| Office Supplies                        | 3,888          | 2,081           | 3,480          | 2,800          | 3,550          | 70             | 2.0%          |
| Operating Supplies                     | 11,160         | 383             | 11,615         | 11,045         | 11,945         | 330            | 2.8%          |
| Fuel & Mileage                         | 120            | 157             | 460            | 400            | 470            | 10             | 2.2%          |
| Machinery & Equipment (<\$25,000)      | 104,940        | 10,733          | 21,100         | 18,700         | 21,670         | 570            | 2.7%          |
| Repair & Maintenance Supplies          | 3,868          | 10,581          | 710            | 500            | 515            | (195)          | -27.5%        |
| Operational Units                      | 2,895          | 3,082           | 4,500          | 4,500          | 4,600          | 100            | 2.2%          |
| Property & Liability Costs             | 4,964          | 5,179           | 3,134          | 5,300          | 5,565          | 2,431          | 77.6%         |
| Interfund Service Reimbursements       | (118,949)      | (121,600)       | (100,561)      | (100,561)      | (101,532)      | (971)          | 1.0%          |
| <b>Total Operations</b>                | <b>63,075</b>  | <b>(39,395)</b> | <b>6,029</b>   | <b>(4,255)</b> | <b>37,687</b>  | <b>31,658</b>  | <b>525.1%</b> |
| <b>Capital</b>                         |                |                 |                |                |                |                |               |
| <b>Total Communications Department</b> | <b>489,797</b> | <b>362,973</b>  | <b>415,599</b> | <b>407,154</b> | <b>441,154</b> | <b>25,555</b>  | <b>6.1%</b>   |



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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## *City of Franklin, Tennessee* FY 2020 Operating Budget

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### **PUBLIC SAFETY**

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Public Safety comprises the Police and Fire departments.



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Under this operating unit are:

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



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Police

Chief Deborah Y. Faulkner, EdD

#### Budget Summary - Overall

|                   | 2017<br>Actual    | 2018<br>Actual    | 2019              |                   | 2020<br>Budget    | 2019 v. 2020   |             |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------|
|                   |                   |                   | Budget            | Estimated         |                   | \$             | %           |
| <b>Personnel</b>  | 11,381,918        | 12,125,459        | 12,752,947        | 12,719,131        | 12,888,733        | 135,786        | 1.1%        |
| <b>Operations</b> | 4,042,305         | 4,330,993         | 3,792,462         | 3,772,390         | 3,519,611         | (272,851)      | -7.2%       |
| <b>Capital</b>    | 30,649            | 395,822           | 0                 | 0                 | 1,000,000         | 1,000,000      | 0.0%        |
| <b>Total</b>      | <b>15,454,872</b> | <b>16,852,274</b> | <b>16,545,409</b> | <b>16,491,521</b> | <b>17,408,344</b> | <b>862,935</b> | <b>5.2%</b> |

#### Budget Summary - By Division

|                       | 2017<br>Actual    | 2018<br>Actual    | 2019              |                   | 2020<br>Budget    | 2019 v. 2020   |             |
|-----------------------|-------------------|-------------------|-------------------|-------------------|-------------------|----------------|-------------|
|                       |                   |                   | Budget            | Estimated         |                   | \$             | %           |
| <b>Administration</b> | 4,379,417         | 5,474,545         | 4,825,368         | 4,765,851         | 5,651,940         | 826,572        | 17.1%       |
| <b>CID</b>            | 3,400,090         | 3,110,382         | 3,297,363         | 3,225,573         | 3,339,458         | 42,095         | 1.3%        |
| <b>Operations</b>     | 7,675,365         | 8,267,347         | 8,422,678         | 8,500,097         | 8,416,946         | (5,732)        | -0.1%       |
| <b>Total</b>          | <b>15,454,872</b> | <b>16,852,274</b> | <b>16,545,409</b> | <b>16,491,521</b> | <b>17,408,344</b> | <b>862,935</b> | <b>5.2%</b> |

#### 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 FY 2020

- 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



# City of Franklin, Tennessee

## FY 2020 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).

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

#### Workload (Output) Measures

|  |                                   | 2016   | 2017   | 2018   | 2019* | 2020* |
|--|-----------------------------------|--------|--------|--------|-------|-------|
|  | Calls for service                 | 67,085 | 78,167 | 70,902 | ^     | ^     |
|  | Number of Alarm Calls             | 3,626  | 3,938  | 3,955  | ^     | ^     |
|  | Number of Offenses                | 4,322  | 4,793  | 4,620  | ^     | ^     |
|  | Number of Arrest                  | 2,536  | 2,790  | 2,784  | ^     | ^     |
|  | Group A Crimes / 1,000 Population | 47.085 | 46.144 | 41.956 | ^     | ^     |
|  | TIBRS Type A crimes               | 3,125  | 3,272  | 2,975  | ^     | ^     |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|  |                                                            |                 |             |              |            |            |
|--|------------------------------------------------------------|-----------------|-------------|--------------|------------|------------|
|  | TIBRS Type A crimes / 1,000 Population                     | 74              | 54          | 385          | ^          | ^          |
|  | <b>Tennessee Statewide Benchmarking Average</b>            | <b>106.6</b>    | <b>99.9</b> | <b>179.3</b> | <b>TBD</b> | <b>TBD</b> |
|  | TIBRS Type B crimes                                        | 1,767           | 494         | 515          | ^          | ^          |
|  | Total traffic accidents                                    | 2,651           | 2,563       | 2,516        | ^          | ^          |
|  | Public property accidents                                  | 2,312           | 2,207       | 2,193        | ^          | ^          |
|  | Public property accidents / 1,000 population               | 34.8            | 31.1        | 30.9         | ^          | ^          |
|  | <b>Tennessee Statewide Benchmarking Average</b>            | <b>45.5</b>     | <b>46.2</b> | <b>51.9</b>  | <b>TBD</b> | <b>TBD</b> |
|  | Number of FTEs                                             | 143             | 144         | 147          | 147        | 147        |
|  | Number of budgeted, full-time, sworn officers              | 128             | 129         | 129          | 129        | 129        |
|  | Number of support personnel (excludes jail and dispatch)   | 14              | 11          | 13           | 13         | 13         |
|  | Number of volunteers                                       | 14              | 15          | 15           | 15         | 15         |
|  | Number of reserve officers                                 | N/A             | N/A         | N/A          | N/A        | N/A        |
|  | Police FTE per 1,000 Population                            | 2.17            | 2.03        | 2.07         | 2.07       | 2.07       |
|  | <b>Tennessee Statewide Benchmarking Average</b>            | <b>2.94</b>     | <b>2.75</b> | <b>2.80</b>  | <b>TBD</b> | <b>TBD</b> |
|  | Average training hours taken by individual sworn employees | 50              | 50          | 40           | 40         | 40         |
|  | Number of Police Vehicles                                  | 155             | 146         | 150          | 150        | 150        |
|  | Reported peak service population                           | 100,000-150,000 | 105,000     | 110,000      | 110,000    | 110,000    |

### Efficiency Measures

|  |                                                 | 2016            | 2017            | 2018         | 2019*      | 2020*      |
|--|-------------------------------------------------|-----------------|-----------------|--------------|------------|------------|
|  | Total per Capita Costs                          | \$ 236          | \$ 237          | \$ 253       | \$ 233     | \$ 246     |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>\$ 254</b>   | <b>\$ 267</b>   | <b>TBD</b>   | <b>TBD</b> | <b>TBD</b> |
|  | Calls per Sworn Officer                         | 524.1           | 605.9           | 549.6        | ^          | ^          |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>583.2</b>    | <b>565.5</b>    | <b>553.5</b> | <b>TBD</b> | <b>TBD</b> |
|  | Public Property Accidents per FTE               | 16.06           | 15.33           | 14.92        | ^          | ^          |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>15.20</b>    | <b>17.09</b>    | <b>18.66</b> | <b>TBD</b> | <b>TBD</b> |
|  | Cost per Call for Service                       | \$ 233.7        | \$ 214.8        | \$ 252.9     | ^          | ^          |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>\$ 185.1</b> | <b>\$ 195.3</b> | <b>TBD</b>   | <b>TBD</b> | <b>TBD</b> |

### Outcome (Effectiveness) Measures

|                                                                                                   |                                                                          | 2016         | 2017         | 2018         | 2019*        | 2020*        |
|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
|                                                                                                   | Traffic Accidents with Injury as a Percentage of Total Traffic Accidents | 12.8%        | 13.7%        | 12.8%        | ^            | ^            |
|                                                                                                   | <b>Tennessee Statewide Benchmarking Average</b>                          | <b>14.4%</b> | <b>14.0%</b> | <b>14.1%</b> | <b>TBD</b>   | <b>TBD</b>   |
| **Maintain violent crime rate in Franklin below 50% of the national average. (# per 100,000 pop.) |                                                                          |              |              |              |              |              |
|                                                                                                   |                                                                          | 2013         | 2014         | 2015         | 2016         | 2017         |
|                                                                                                   | Violent Crime Rate in Franklin                                           | 117          | 99           | 151          | 154          | 238          |
|                                                                                                   | <b>Violent Crime Rate Nationally</b>                                     | <b>369.1</b> | <b>361.6</b> | <b>373.7</b> | <b>386.6</b> | <b>382.9</b> |
|                                                                                                   | Franklin as a % of National                                              | 31.7%        | 27.4%        | 40.4%        | 39.8%        | 62.2%        |
|                                                                                                   | <b>Target (50% of National) (Source: CJIS Reports, FBI)</b>              | <b>50.0%</b> | <b>50.0%</b> | <b>50.0%</b> | <b>50.0%</b> | <b>50.0%</b> |
|                                                                                                   | <b>Meets target?</b>                                                     | <b>Yes</b>   | <b>Yes</b>   | <b>Yes</b>   | <b>Yes</b>   | <b>No</b>    |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|                                                                                                                  |               |               |               |               |               |
|------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| **Maintain property crime rate in Franklin will be 50% of the national rate.                                     |               |               |               |               |               |
|                                                                                                                  | 2013          | 2014          | 2015          | 2016          | 2017          |
| Property Crime Rate in Franklin                                                                                  | 988           | 990           | 1058          | 1085          | 1265          |
| <i>Property Crime Rate Nationally</i>                                                                            | <i>2733.6</i> | <i>2574.1</i> | <i>2500.5</i> | <i>2451.6</i> | <i>2362.2</i> |
| Franklin as a % of National                                                                                      | 36.1%         | 38.5%         | 42.3%         | 44.3%         | 53.6%         |
| <b>Target</b>                                                                                                    | <b>50.0%</b>  | <b>50.0%</b>  | <b>50.0%</b>  | <b>50.0%</b>  | <b>50.0%</b>  |
| <b>Meets target?</b>                                                                                             | <b>Yes</b>    | <b>Yes</b>    | <b>Yes</b>    | <b>Yes</b>    | <b>No</b>     |
| **Establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes. |               |               |               |               |               |
|                                                                                                                  | 2013          | 2014          | 2015          | 2016          | 2017          |
| Violent Crime Clearance in Franklin                                                                              | N/A           | 78.0%         | 65.0%         | 43%           | 42%           |
| <i>National Clearance Rate for Violent Crimes</i>                                                                | <i>48.1%</i>  | <i>47.4%</i>  | <i>46.0%</i>  | <i>45.6%</i>  | <i>45.6%</i>  |
| <b>Target (National x 1.5)</b>                                                                                   | <b>64.2%</b>  | <b>71.1%</b>  | <b>68.1%</b>  | <b>68.1%</b>  | <b>65.1%</b>  |
| <b>Meets target?</b>                                                                                             | <b>N/A</b>    | <b>Yes</b>    | <b>No</b>     | <b>Yes</b>    | <b>Yes</b>    |
| Franklin Property Crime Clearance Rate                                                                           | N/A           | 64%           | 38%           | 30%           | 30%           |
| <i>National Property Crime Clearance Rate</i>                                                                    | <i>19.7%</i>  | <i>20.2%</i>  | <i>19.4%</i>  | <i>18.3%</i>  | <i>17.6%</i>  |
| <b>Target (National x 1.5)</b>                                                                                   | <b>22.5%</b>  | <b>30.3%</b>  | <b>27.3%</b>  | <b>27.3%</b>  | <b>24.3%</b>  |
| <b>Meets target?</b>                                                                                             | <b>N/A</b>    | <b>Yes</b>    | <b>Yes</b>    | <b>No</b>     | <b>No</b>     |
| Overall Clearance Rate                                                                                           | 49.4%         | 57.0%         | 54.0%         | 40.0%         | 40.0%         |

\*FY 2018 & 2019 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.

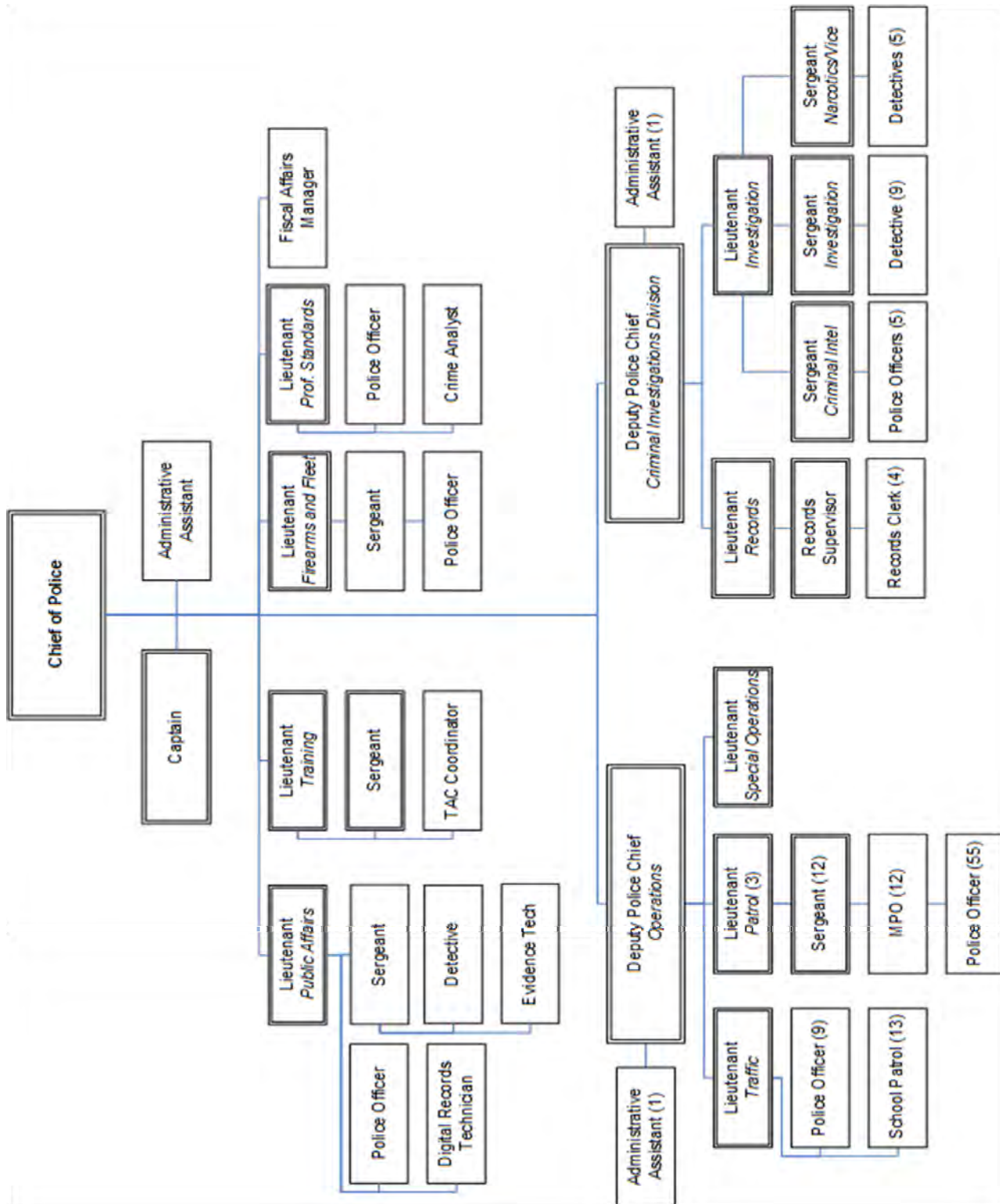
### Franklin Citizens Survey

|                                     |                                                    | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|----------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                    | Excellent/Good       | Fair/Poor | Excellent/Good       | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the overall feeling of safety in Franklin | 97%                  | 3%        | 96%                  | 4%        |
| <input checked="" type="checkbox"/> | % rating the quality of Police/Sheriff services    | 95%                  | 5%        | 93%                  | 7%        |
| <input checked="" type="checkbox"/> | % rating the quality of Crime prevention           | 91%                  | 9%        | 89%                  | 11%       |
| <input checked="" type="checkbox"/> | % rating the quality of Traffic enforcement        | 76%                  | 24%       | 75%                  | 25%       |

|                                     |                                                                                                                                                   |      | 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 | 2016 | 63%       | 28%            | 8%                 | 1%                   |
|                                     |                                                                                                                                                   | 2019 | 67%       | 27%            | 6%                 | 0%                   |

|                                     |                                                        | No   | Yes |     |
|-------------------------------------|--------------------------------------------------------|------|-----|-----|
| <input checked="" type="checkbox"/> | % Household member was a victim of a crime in Franklin | 2016 | 95% | 5%  |
|                                     |                                                        | 2019 | 94% | 6%  |
| <input checked="" type="checkbox"/> | % Reported a crime to the Police in Franklin           | 2016 | 87% | 13% |

### Organizational Chart



Note: For detailed counts and authorized positions, please see following page 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 |
| Sworn Officers              |           |         |     |         |     |         |     |         |     |         |     |
| Police Chief                | Grade M   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Police Deputy Chief         | Grade K   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   |
| Field Operations Captain    | Grade J   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Police Lieutenants          | Grade I   | 10      | 0   | 10      | 0   | 10      | 0   | 10      | 0   | 10      | 0   |
| Police Sergeant             | Grade G   | 18      | 0   | 18      | 0   | 18      | 0   | 18      | 0   | 18      | 0   |
| Detective/Master Patrol     | Grade F   | 27      | 0   | 27      | 0   | 27      | 0   | 27      | 0   | 27      | 0   |
| Police Officers             | Grade E   | 68      | 0   | 70      | 0   | 70      | 0   | 70      | 0   | 73      | 0   |
| Police Officer (R&D)        | Grade E   | 1       | 0   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   |
| Non-Sworn Personnel         |           |         |     |         |     |         |     |         |     |         |     |
| Fiscal Affairs Manager      | Grade H   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Crime Analyst               | Grade F   | 0       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Digital Records Technician  | Grade F   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Asst. Comm. Super.*         | Grade E   | 1       | 0   | 0       | 0   | 0       | 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   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   |
| Admin. Asst.                | Grade D   | 4       | 0   | 3       | 0   | 3       | 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   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   |
| Administrative Secretary    | Grade B   | 0       | 2   | 0       | 2   | 0       | 0   | 0       | 0   | 0       | 0   |
| Records Clerk               | Grade B   | 3       | 0   | 3       | 0   | 4       | 0   | 4       | 0   | 4       | 0   |
| Parking Enforcement Officer | Grade B   | 1       | 0   | 1       | 0   | 1       | 0   | 0       | 0   | 0       | 0   |
| School Patrol (Part-time)   | Grade A   | 0       | 11  | 0       | 11  | 0       | 11  | 0       | 11  | 0       | 11  |
| Total Authorized Staffing   |           | 157     | 13  | 142     | 13  | 143     | 11  | 142     | 11  | 145     | 11  |

### Positions by Division

|                                  |            |           |            |           |            |           |            |           |            |           |
|----------------------------------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|
| Administration                   | 9          | 0         | 15         | 0         | 17         | 0         | 17         | 0         | 18         | 0         |
| Patrol                           | 88         | 11        | 97         | 11        | 96         | 11        | 95         | 11        | 90         | 11        |
| CID                              | 60         | 2         | 30         | 2         | 30         | 0         | 30         | 0         | 34         | 0         |
| <b>Total Authorized Staffing</b> | <b>157</b> | <b>13</b> | <b>142</b> | <b>13</b> | <b>143</b> | <b>11</b> | <b>142</b> | <b>11</b> | <b>142</b> | <b>11</b> |

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 2020 Operating Budget

#### Budget - Overall

|                                   | Actual<br>2017    | Actual<br>2018    | Budget<br>2019    | Estd<br>2019      | Budget<br>2020    | Difference<br>\$ | %            |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| <b>Personnel</b>                  |                   |                   |                   |                   |                   |                  |              |
| Salaries & Wages                  | 8,027,937         | 8,289,023         | 8,929,460         | 8,970,241         | 8,778,167         | (151,293)        | -1.7%        |
| Officials Fees                    | -                 | -                 | 3,200             | -                 | 3,200             | -                | 0.0%         |
| Employee Benefits                 | 3,353,981         | 3,836,436         | 3,820,287         | 3,748,891         | 4,107,366         | 287,079          | 7.5%         |
| <b>Total Personnel</b>            | <b>11,381,918</b> | <b>12,125,459</b> | <b>12,752,947</b> | <b>12,719,131</b> | <b>12,888,733</b> | <b>135,786</b>   | <b>1.1%</b>  |
| <b>Operations</b>                 |                   |                   |                   |                   |                   |                  |              |
| Transportation Services           | 17,308            | 13,749            | 30,647            | 10,832            | 31,566            | 919              | 3.0%         |
| Operating Services                | 119,964           | 85,648            | 80,311            | 89,613            | 88,121            | 7,810            | 9.7%         |
| Notices, Subscriptions, etc.      | 48,810            | 39,371            | 28,845            | 28,888            | 30,011            | 1,166            | 4.0%         |
| Utilities                         | 445,780           | 399,915           | 413,150           | 428,557           | 441,985           | 28,835           | 7.0%         |
| Contractual Services              | 522,773           | 811,481           | 824,408           | 859,126           | 840,601           | 16,193           | 0.0%         |
| Repair & Maintenance Services     | 438,665           | 323,317           | 312,652           | 249,369           | 328,031           | 15,379           | 4.9%         |
| Employee programs                 | 157,658           | 172,963           | 183,825           | 189,765           | 204,340           | 20,515           | 11.2%        |
| Professional Development/Travel   | 3,799             | 2,260             | -                 | 706               | -                 | -                | 0.0%         |
| Office Supplies                   | 25,774            | 27,515            | 24,063            | 25,744            | 25,085            | 1,022            | 4.2%         |
| Operating Supplies                | 290,451           | 265,115           | 292,375           | 300,134           | 379,246           | 86,871           | 29.7%        |
| Fuel & Mileage                    | 208,360           | 234,670           | 248,655           | 268,915           | 282,982           | 34,327           | 13.8%        |
| Machinery & Equipment (<\$25,000) | 460,143           | 629,112           | 204,492           | 185,672           | 289,535           | 85,043           | 41.6%        |
| Repair & Maintenance Supplies     | 15,731            | 4,737             | 6,806             | 3,250             | 7,010             | 204              | 3.0%         |
| Operational Units                 | 102,165           | 88,069            | 80,041            | 80,041            | 82,442            | 2,401            | 3.0%         |
| Property & Liability Costs        | 482,855           | 481,503           | 470,819           | 460,197           | 483,209           | 12,390           | 2.6%         |
| Rentals                           | 4,295             | 3,078             | 2,400             | 2,400             | 2,472             | 72               | 3.0%         |
| Permits                           | 18                | 43                | -                 | -                 | -                 | -                | 0.0%         |
| Other Business Expenses           | 115               | 796               | 2,680             | 2,888             | 2,975             | 295              | 11.0%        |
| Debt Service and Lease Payments   | 697,641           | 747,651           | 586,293           | 586,293           | -                 | (586,293)        | -100.0%      |
| <b>Total Operations</b>           | <b>4,042,305</b>  | <b>4,330,993</b>  | <b>3,792,462</b>  | <b>3,772,390</b>  | <b>3,519,611</b>  | <b>(272,851)</b> | <b>-7.2%</b> |
| <b>Capital</b>                    | <b>30,649</b>     | <b>395,822</b>    | <b>-</b>          | <b>-</b>          | <b>1,000,000</b>  | <b>1,000,000</b> | <b>0.0%</b>  |
| <b>Total Police Department</b>    | <b>15,454,872</b> | <b>16,852,274</b> | <b>16,545,409</b> | <b>16,491,521</b> | <b>17,408,344</b> | <b>862,935</b>   | <b>5.2%</b>  |

#### Notes & Objectives





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget - Administration Division

|                                      | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %             |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Personnel</b>                     |                  |                  |                  |                  |                  |                  |               |
| Salaries & Wages                     | 947,573          | 1,001,129        | 1,120,402        | 1,073,484        | 1,217,414        | 97,012           | 8.7%          |
| Officials Fees                       | -                | -                | 3,200            | -                | 3,200            | -                | 0.0%          |
| Employee Benefits                    | 429,837          | 441,499          | 497,299          | 534,125          | 602,079          | 104,780          | 21.1%         |
| <b>Total Personnel</b>               | <b>1,377,410</b> | <b>1,442,628</b> | <b>1,620,901</b> | <b>1,607,608</b> | <b>1,822,693</b> | <b>201,792</b>   | <b>12.4%</b>  |
| <b>Operations</b>                    |                  |                  |                  |                  |                  |                  |               |
| Transportation Services              | 14,933           | 11,469           | 30,647           | 10,800           | 31,566           | 919              | 3.0%          |
| Operating Services                   | 116,745          | 83,520           | 72,508           | 79,650           | 75,584           | 3,076            | 4.2%          |
| Notices, Subscriptions, etc.         | 43,204           | 31,883           | 25,785           | 25,110           | 26,558           | 773              | 3.0%          |
| Utilities                            | 445,780          | 399,915          | 413,150          | 428,557          | 441,985          | 28,835           | 7.0%          |
| Contractual Services                 | 3,555            | 791,569          | 796,308          | 824,126          | 803,601          | 7,293            | 0.9%          |
| Repair & Maintenance Services        | 435,373          | 323,317          | 312,652          | 249,369          | 328,031          | 15,379           | 4.9%          |
| Employee programs                    | 44,012           | 27,654           | 78,862           | 84,718           | 81,228           | 2,366            | 3.0%          |
| Professional Development/Travel      | 1,493            | 1,550            | -                | 620              | -                | -                |               |
| Office Supplies                      | 25,570           | 25,648           | 24,063           | 24,600           | 25,085           | 1,022            | 4.2%          |
| Operating Supplies                   | 217,544          | 216,534          | 208,194          | 235,134          | 280,840          | 72,646           | 34.9%         |
| Fuel & Mileage                       | 208,264          | 234,627          | 248,655          | 268,915          | 282,982          | 34,327           | 13.8%         |
| Machinery & Equipment (<\$25,000)    | 444,144          | 616,545          | 204,492          | 140,841          | 239,213          | 34,721           | 17.0%         |
| Repair & Maintenance Supplies        | 11,665           | 1,782            | 6,806            | 3,250            | 7,010            | 204              | 3.0%          |
| Operational Units                    | 36,204           | 16,505           | 20,218           | 20,218           | 20,825           | 607              | 3.0%          |
| Property & Liability Costs           | 220,803          | 102,009          | 170,754          | 170,754          | 179,293          | 8,539            | 5.0%          |
| Rentals                              | 4,295            | 3,078            | 2,400            | 2,400            | 2,472            | 72               | 3.0%          |
| Permits                              | 18               | 43               | -                | -                | -                | -                |               |
| Other Business Expenses              | 115              | 796              | 2,680            | 2,888            | 2,975            | 295              | 11.0%         |
| Debt Service and Lease Payments      | 697,641          | 747,651          | 586,293          | 586,293          | -                | (586,293)        | -100.0%       |
| <b>Total Operations</b>              | <b>2,971,358</b> | <b>3,636,095</b> | <b>3,204,467</b> | <b>3,158,243</b> | <b>2,829,246</b> | <b>(375,221)</b> | <b>-11.7%</b> |
| <b>Capital</b>                       | <b>30,649</b>    | <b>395,822</b>   | <b>-</b>         | <b>-</b>         | <b>1,000,000</b> | <b>1,000,000</b> | <b>0.0%</b>   |
| <b>Total Administration Division</b> | <b>4,379,417</b> | <b>5,474,545</b> | <b>4,825,368</b> | <b>4,765,851</b> | <b>5,651,940</b> | <b>826,572</b>   | <b>17.1%</b>  |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget - CID Division

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %           |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |             |
| Salaries & Wages                  | 1,900,017        | 2,075,232        | 2,206,079        | 2,202,937        | 2,152,755        | (53,324)         | -2.4%       |
| Officials Fees                    | -                | -                | -                | -                | -                | -                |             |
| Employee Benefits                 | 844,909          | 830,439          | 893,554          | 794,295          | 974,541          | 80,987           | 9.1%        |
| <b>Total Personnel</b>            | <b>2,744,926</b> | <b>2,905,671</b> | <b>3,099,633</b> | <b>2,997,232</b> | <b>3,127,296</b> | <b>27,663</b>    | <b>0.9%</b> |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |             |
| Transportation Services           | 612              | 393              | -                | 32               | -                | -                |             |
| Operating Services                | 601              | 359              | 7,803            | 7,963            | 8,037            | 234              | 3.0%        |
| Notices, Subscriptions, etc.      | 2,147            | 1,521            | 1,020            | 1,020            | 1,052            | 32               | 3.1%        |
| Utilities                         | -                | -                | -                | -                | -                | -                |             |
| Contractual Services              | 519,218          | 19,912           | 28,100           | 35,000           | 37,000           | 8,900            | 31.7%       |
| Repair & Maintenance Services     | -                | -                | -                | -                | -                | -                |             |
| Employee programs                 | 29,910           | 37,699           | 42,000           | 42,028           | 43,260           | 1,260            | 3.0%        |
| Professional Development/Travel   | 210              | 244              | -                | -                | -                | -                |             |
| Office Supplies                   | -                | 1,164            | -                | 144              | -                | -                |             |
| Operating Supplies                | 914              | 2,677            | -                | -                | -                | -                |             |
| Fuel & Mileage                    | -                | 43               | -                | -                | -                | -                |             |
| Machinery & Equipment (<\$25,000) | 3,233            | 5,511            | -                | 24,831           | -                | -                |             |
| Repair & Maintenance Supplies     | 496              | 253              | -                | -                | -                | -                |             |
| Operational Units                 | 8,669            | 14,127           | 18,790           | 18,790           | 19,354           | 564              | 3.0%        |
| Property & Liability Costs        | 89,154           | 120,808          | 100,017          | 98,533           | 103,460          | 3,443            | 3.4%        |
| Rentals                           | -                | -                | -                | -                | -                | -                |             |
| Permits                           | -                | -                | -                | -                | -                | -                |             |
| Other Business Expenses           | -                | -                | -                | -                | -                | -                |             |
| Debt Service and Lease Payments   | -                | -                | -                | -                | -                | -                |             |
| <b>Total Operations</b>           | <b>655,164</b>   | <b>204,711</b>   | <b>197,730</b>   | <b>228,341</b>   | <b>212,162</b>   | <b>14,432</b>    | <b>7.3%</b> |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |             |
| <b>Total CID Division</b>         | <b>3,400,090</b> | <b>3,110,382</b> | <b>3,297,363</b> | <b>3,225,573</b> | <b>3,339,458</b> | <b>42,095</b>    | <b>1.3%</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget - Patrol Division

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %            |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |              |
| Salaries & Wages                  | 5,180,347        | 5,212,662        | 5,602,979        | 5,693,820        | 5,407,998        | (194,981)        | -3.5%        |
| Officials Fees                    | -                | -                | -                | -                | -                | -                |              |
| Employee Benefits                 | 2,079,235        | 2,564,498        | 2,429,434        | 2,420,470        | 2,530,746        | 101,312          | 4.2%         |
| <b>Total Personnel</b>            | <b>7,259,582</b> | <b>7,777,160</b> | <b>8,032,413</b> | <b>8,114,291</b> | <b>7,938,744</b> | <b>(93,669)</b>  | <b>-1.2%</b> |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |              |
| Transportation Services           | 1,763            | 1,887            | -                | -                | -                | -                |              |
| Operating Services                | 2,618            | 1,769            | -                | 2,000            | 4,500            | 4,500            |              |
| Notices, Subscriptions, etc.      | 3,459            | 5,967            | 2,040            | 2,758            | 2,401            | 361              | 17.7%        |
| Utilities                         | -                | -                | -                | -                | -                | -                |              |
| Contractual Services              | -                | -                | -                | -                | -                | -                |              |
| Repair & Maintenance Services     | 3,292            | -                | -                | -                | -                | -                |              |
| Employee programs                 | 83,736           | 107,610          | 62,963           | 63,019           | 79,852           | 16,889           | 26.8%        |
| Professional Development/Travel   | 2,096            | 466              | -                | 86               | -                | -                |              |
| Office Supplies                   | 204              | 703              | -                | 1,000            | -                | -                |              |
| Operating Supplies                | 71,993           | 45,904           | 84,181           | 65,000           | 98,406           | 14,225           | 16.9%        |
| Fuel & Mileage                    | 96               | -                | -                | -                | -                | -                |              |
| Machinery & Equipment (<\$25,000) | 12,766           | 7,056            | -                | 20,000           | 50,322           | 50,322           |              |
| Repair & Maintenance Supplies     | 3,570            | 2,702            | -                | -                | -                | -                |              |
| Operational Units                 | 57,292           | 57,437           | 41,033           | 41,033           | 42,264           | 1,231            | 3.0%         |
| Property & Liability Costs        | 172,898          | 258,686          | 200,048          | 190,910          | 200,457          | 409              | 0.2%         |
| Rentals                           | -                | -                | -                | -                | -                | -                |              |
| Permits                           | -                | -                | -                | -                | -                | -                |              |
| Other Business Expenses           | -                | -                | -                | -                | -                | -                |              |
| Debt Service and Lease Payments   | -                | -                | -                | -                | -                | -                |              |
| <b>Total Operations</b>           | <b>415,783</b>   | <b>490,187</b>   | <b>390,265</b>   | <b>385,806</b>   | <b>478,202</b>   | <b>87,937</b>    | <b>22.5%</b> |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |              |
| <b>Total Patrol Division</b>      | <b>7,675,365</b> | <b>8,267,347</b> | <b>8,422,678</b> | <b>8,500,097</b> | <b>8,416,946</b> | <b>(5,732)</b>   | <b>-0.1%</b> |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Drug Fund

Chief Deborah Y. Faulkner, EdD

#### Budget Summary

|                        | 2017    | 2018    | 2019    |           | 2020    | 2019 v. 2020 |         |
|------------------------|---------|---------|---------|-----------|---------|--------------|---------|
|                        | Actual  | Actual  | Budget  | Estimated | Budget  | \$           | %       |
| Beginning Fund Balance | 515,642 | 541,205 | 508,522 | 508,522   | 368,984 |              |         |
| Revenues               | 147,740 | 226,100 | 224,586 | 134,476   | 243,364 | 18,778       | 8.36%   |
| Expenditures           | 122,177 | 258,783 | 278,500 | 274,014   | 134,900 | (143,600)    | -51.56% |
| Ending Balance         | 541,205 | 508,522 | 454,608 | 368,984   | 477,448 |              |         |

#### Fund Summary

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.

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 chargers, 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 2020 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 2020 Operating Budget

### Budget

|                                  | Actual<br>2017 | Actual<br>2018 | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference       |               |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|---------------|
|                                  |                |                |                |                |                | \$               | %             |
| <b>Beginning Fund Balance</b>    | <b>515,642</b> | <b>541,205</b> | <b>508,522</b> | <b>508,522</b> | <b>368,984</b> |                  |               |
| <b>Revenues</b>                  |                |                |                |                |                |                  |               |
| DRUG FINES RECEIVED              | 62,808         | 67,571         | 85,209         | 54,316         | 82,538         | (2,671)          | -3.1%         |
| DRUG CONTRIBUTIONS TO FPD        | 26,825         | 36,900         | 31,745         | 37,800         | 33,495         | 1,750            | 5.5%          |
| CONFISCATED GOODS (FEDERAL)      | 21,230         | 49,204         | 68,248         | 15,000         | 73,654         | 5,406            | 7.9%          |
| CONFISCATED GOODS (STATE)        | 23,841         | 44,611         | 14,670         | 15,000         | 23,361         | 8,691            | 59.2%         |
| INTEREST INCOME                  | 3,406          | 8,317          | 2,176          | 12,360         | 12,000         | 9,824            | 451.5%        |
| SALE OF SURPLUS ASSETS           | 9,630          | 19,496         | 22,538         | -              | 18,316         | (4,222)          | -18.7%        |
| <b>Total Available Funds</b>     | <b>147,740</b> | <b>226,100</b> | <b>224,586</b> | <b>134,476</b> | <b>243,364</b> | <b>18,778</b>    | <b>8.4%</b>   |
| <b>Expenses (Operations)</b>     |                |                |                |                |                |                  |               |
| MACHINERY & EQUIPMENT (<\$25,000 | 96,700         | 59,386         | 120,000        | 114,700        | -              | (120,000)        | -100.0%       |
| OPERATIONAL UNITS                | 23,066         | 38,039         | 72,500         | 72,500         | 72,500         | -                | 0.0%          |
| OTHER BUSINESS EXPENSES          | 2,411          | 2,235          | -              | 2,400          | 2,400          | 2,400            | 0.0%          |
| Capital                          | -              | 159,123        | 86,000         | 84,414         | 60,000         | (26,000)         | -30.2%        |
| <b>Total Expenditures</b>        | <b>122,177</b> | <b>258,783</b> | <b>278,500</b> | <b>274,014</b> | <b>134,900</b> | <b>(143,600)</b> | <b>-51.6%</b> |
| <b>Ending Fund Balance</b>       | <b>541,205</b> | <b>508,522</b> | <b>454,608</b> | <b>368,984</b> | <b>477,448</b> |                  |               |



# City of Franklin

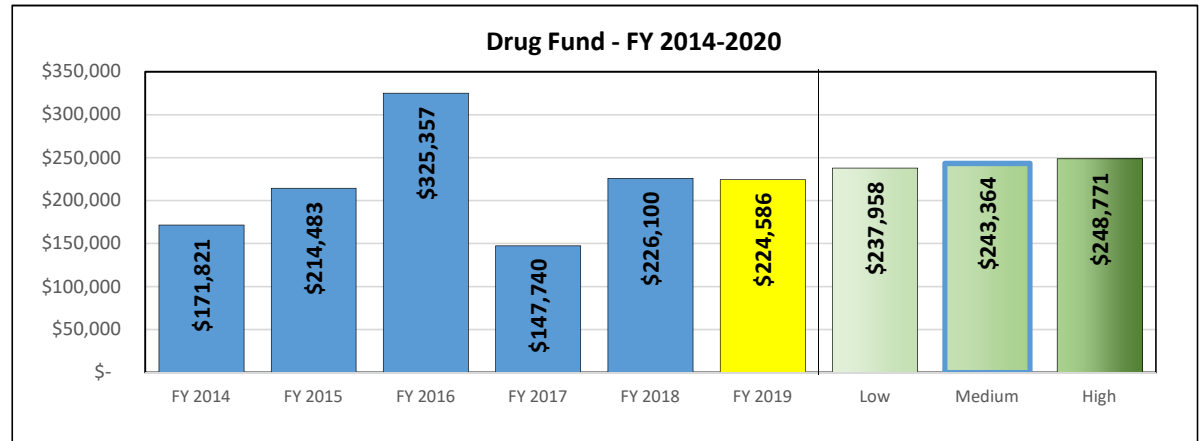
## Revenue Model

|              |                  |                                |             |
|--------------|------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Drug Fund</b> | <b>Percent of All Revenues</b> | <b>0.1%</b> |
|--------------|------------------|--------------------------------|-------------|

**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 2020 Forecast is a 5% increase based on 5 year historical averages.



|                                        | Actual            |                   |                   |                   |                   | Budget            | Forecasts (FY 2020) |                   |                   | Averages      |
|----------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------|
|                                        | FY 2014           | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019           | Low                 | Medium            | High              |               |
| <b>% yr/yr.</b>                        | <b>99.0%</b>      | <b>24.8%</b>      | <b>51.7%</b>      | <b>-54.6%</b>     | <b>53.0%</b>      | <b>-0.7%</b>      | <b>6.0%</b>         | <b>8.4%</b>       | <b>10.8%</b>      |               |
| DRUG FINES RECEIVED                    | 82,013            | 42,740            | 137,906           | 62,808            | 67,571            | 85,209            | 80,966              | 82,538            | 84,110            | 3-yr Average  |
| DRUG CONTRIBUTIONS PAID TO POLICE DEPT |                   | 16,050            | 47,824            | 26,825            | 36,900            | 31,745            | 32,857              | 33,495            | 34,133            | \$ 233,066    |
| CONFISCATED GOODS (FEDERAL)            | 68,264            | 95,226            | 116,811           | 21,230            | 49,204            | 68,248            | 72,251              | 73,654            | 75,057            | -1.2%         |
| CONFISCATED GOODS (STATE)              | 17,087            | 15,211            | 10,495            | 23,840            | 44,611            | 14,670            | 22,916              | 23,361            | 23,806            | 5-Yr Average  |
| INTEREST INCOME                        | 1,127             | 937               | 1,874             | 3,407             | 8,318             | 2,176             | 11,000              | 12,000            | 13,000            | \$ 217,100    |
| SALE OF SURPLUS ASSETS                 | 3,330             | 44,319            | 10,446            | 9,630             | 19,496            | 22,538            | 17,968              | 18,316            | 18,665            | 0.7%          |
|                                        |                   |                   |                   |                   |                   |                   |                     |                   |                   | 10-Yr Average |
|                                        |                   |                   |                   |                   |                   |                   |                     |                   |                   | \$ 166,984    |
|                                        |                   |                   |                   |                   |                   |                   |                     |                   |                   | 3.4%          |
| <b>Totals</b>                          | <b>\$ 171,821</b> | <b>\$ 214,483</b> | <b>\$ 325,357</b> | <b>\$ 147,740</b> | <b>\$ 226,100</b> | <b>\$ 224,586</b> | <b>\$ 237,958</b>   | <b>\$ 243,364</b> | <b>\$ 248,771</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Fire

Rocky Garzarek, Fire Chief

#### Budget Summary

|                   | 2017<br>Actual    | 2018<br>Actual    | 2019              |                   | 2020<br>Budget    | 2019 v. 2020    |              |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|--------------|
|                   |                   |                   | Budget            | Estimated         |                   | \$              | %            |
| <b>Personnel</b>  | 14,536,117        | 15,827,329        | 16,212,785        | 16,208,956        | 15,755,513        | -457,272        | -2.8%        |
| <b>Operations</b> | 2,325,854         | 2,272,459         | 2,052,650         | 2,026,671         | 2,206,292         | 153,642         | 7.5%         |
| <b>Capital</b>    | 16,194            | 0                 | 228,000           | 177,000           | 0                 | (228,000)       | 100.0%       |
| <b>Total</b>      | <b>16,878,165</b> | <b>18,099,788</b> | <b>18,493,435</b> | <b>18,412,627</b> | <b>17,961,805</b> | <b>-531,630</b> | <b>-2.9%</b> |

#### 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 9,058 incidents in 2018, experiencing a 15.3 percent increase in call volume over the previous year. Our average response time after receiving the dispatch is four minutes and forty nine seconds (4:49).

Having completed our five-year strategic plan, we are focusing our efforts to create a Standards of Response Coverage document. This effort will define those adopted, written policies and procedures that determines the distribution, concentration and reliability of fixed and mobile response forces for fire, emergency medical services, hazardous materials and other forces of technical response. We will endeavor to analyze all areas of resource allocation for emergency response using nationally recognized best practices to assess where we are today and to set the direction for our future.

The construction bid for Fire Station 7 was awarded to Southland Constructors Inc. with an estimated start date of February 2019. This station will primarily serve the Goose Creek area located in south Franklin. This station will be a joint venture between the City and Williamson County allowing for the provision of an ambulance and living quarters for EMS staff. It will replace the existing temporary fire station erected in early 2015.

On September 12, 2018, the city deployed fifteen personnel and equipment to South Carolina in response to Hurricane Florence. Our personnel which included ten members of the fire department, four members of the police department and one member of our IT department, along with one hundred and six other TN responders, assisted with boat evacuations of residents who were stranded by flood waters over a fifteen-day deployment. Shortly thereafter two of our personnel were deployed for seven days to Gold Beach Oregon and joined with an incident management team out of California to help manage the personnel involved with fighting the 98,000 acre wildland fire. These deployments are invaluable learning opportunities that help educate us to respond effectively to disasters that may affect our area and which would require significant outside assistance.

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



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Fire

*Rocky Garzarek, Fire Chief*

#### Departmental Summary (con't)

fire apparatuses are custom built, purchasing and equipping a new truck takes approximately 18 months. At a cost between \$400,000 and \$1.3 million depending upon the vehicle, and a 15 plus year service life; the significant cost and time involved in procuring 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. FY20 requests includes the replacement of a shift commander SUV, two rescue trucks, an Engine, a Ladder Truck and two staff vehicles.

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 has requested the addition of three (3) FTEs to help rectify this situation. These personnel would be assigned to a 24-hour shift but detailed to the training division for 8 of these hours on their weekdays.

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 continues to request the addition of three (3) Fire Safety Officers. These personnel would be assigned to a 24-hour shift but detailed to the prevention division for 8 of these hours on their weekdays. Our fire prevention efforts continue to provide for a safer and more educated community. In 2018, the department reviewed 406 planning projects and 265 fire protection projects, conducted 1,377 building inspections and 598 fire case Inspections, installed 365 car seats, conducted 21 fire drills involving 10,610 people, presented a new program "Great Escapes" to 970 fifth grade students, taught 115 people CPR, and conducted 114 station tours that reached more than 12,000 citizens.

We thank the Board of Mayor and Alderman for allowing us to present a few of our needs for funding consideration and will continue to be good stewards of the appropriations given to us.

#### Departmental Goals

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



# City of Franklin, Tennessee

## FY 2020 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.)

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

### Workload (Output) Measures

|  |                                                 | 2016       | 2017       | 2018       | 2019***    | 2020***    |
|--|-------------------------------------------------|------------|------------|------------|------------|------------|
|  | Calls for service                               | 7038       | 7856       | 9058       | 10444      | 12042      |
|  | - Medical                                       | 4833       | 5260       | 6030       | 6912       | 7923       |
|  | - Fire                                          | 153        | 148        | 133        | 119        | 107        |
|  | - Structure Fire                                | 51         | 59         | 44         | 50         | 50         |
|  | - Overpressure                                  | 25         | 16         | 15         | 20         | 20         |
|  | - Hazardous Conditions                          | 168        | 235        | 207        | 182        | 160        |
|  | - Service Call                                  | 599        | 634        | 825        | 1072       | 1393       |
|  | - Good Intention Call                           | 417        | 497        | 710        | 1008       | 1431       |
|  | - False Alarm                                   | 835        | 1046       | 1129       | 1218       | 1314       |
|  | - Severe Weather/Natural Disaster               | 5          | 13         | 5          | 5          | 5          |
|  | - Other                                         | 3          | 7          | 4          | 4          | 4          |
|  | Total Calls for Service / 1,000 Population      | 106        | 111        | 128        | 142        | 163        |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>118</b> | <b>115</b> | <b>113</b> | <b>TBD</b> | <b>TBD</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|  |                                                 |             |             |             |            |            |
|--|-------------------------------------------------|-------------|-------------|-------------|------------|------------|
|  | Structure fires / 1,000 Population              | 0.77        | 0.83        | 0.62        | 1.61       | 1.45       |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>1.46</b> | <b>1.31</b> | <b>1.14</b> | <b>TBD</b> | <b>TBD</b> |
|  | Fire inspections                                | 1139        | 1509        | 912         | TBD        | TBD        |
|  | Number of budgeted certified positions          | 171         | 171         | 172         | 172        | 172        |
|  | ISO rating                                      | 1           | 1           | 1           | 1          | 1          |
|  | Number of fire stations                         | 7           | 8           | 8           | 8          | 8          |
|  | Total fire apparatus                            | 16          | 16          | 16          | 17         | 17         |

### Efficiency Measures

|  |                                                 | 2016             | 2017             | 2018             | 2019***    | 2020***    |
|--|-------------------------------------------------|------------------|------------------|------------------|------------|------------|
|  | Total Fire Costs per Capita                     | \$ 241.14        | \$ 260.43        | \$ 280.32        | \$ 280.32  | \$ 280.32  |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>\$ 185.20</b> | <b>\$ 185.83</b> | <b>\$ 201.18</b> | <b>TBD</b> | <b>TBD</b> |
|  | Budgeted Certified Positions / 1,000 population | 2.49             | 2.41             | 2.41             | 2.41       | 2.41       |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>2.03</b>      | <b>1.80</b>      | <b>2.10</b>      | <b>TBD</b> | <b>TBD</b> |
|  | Cost per Call for Service                       | \$ 2,274         | \$ 2,351         | \$ 2,194         | \$ 2,194   | \$ 2,194   |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>\$ 1,739</b>  | <b>\$ 1,702</b>  | <b>\$ 2,103</b>  | <b>TBD</b> | <b>TBD</b> |

### Outcome (Effectiveness) Measures

|  |                                                                                                                                                                               | 2016                                       | 2017                                       | 2018                                       | 2019***                                    | 2020***                                    |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
|  | Provide a response time among the top quartile of Tennessee Benchmark                                                                                                         |                                            |                                            |                                            |                                            |                                            |
|  | Average Franklin total response time (dispatch and department)*                                                                                                               | 6.26                                       | 6.28                                       | 5:36                                       | 5:36                                       | 5:36                                       |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                                                                                                               | <b>6.08</b>                                | <b>5.42</b>                                | <b>5.15</b>                                | <b>TBD</b>                                 | <b>TBD</b>                                 |
|  | Percent met total target response time (6 min, 35 sec)                                                                                                                        |                                            |                                            |                                            |                                            |                                            |
|  | Percent met - Call Processing (60 seconds)                                                                                                                                    | 37%                                        | TBD                                        | TBD                                        | TBD                                        | TBD                                        |
|  | Percent met - Travel Time (240 seconds)                                                                                                                                       | 62%                                        | TBD                                        | TBD                                        | TBD                                        | TBD                                        |
|  | <b>Meets Target? (combined - 6 min, 35 sec?)</b>                                                                                                                              | <b>Yes</b>                                 | <b>TBD</b>                                 | <b>TBD</b>                                 | <b>TBD</b>                                 | <b>TBD</b>                                 |
|  | Franklin Response among top quartile of TMBP cities?                                                                                                                          |                                            |                                            |                                            |                                            |                                            |
|  | <b>Meets Target?</b>                                                                                                                                                          | <b>No</b>                                  | <b>No</b>                                  | <b>No</b>                                  | <b>TBD</b>                                 | <b>TBD</b>                                 |
|  | Reduce property fire loss per \$1 million of appraised value.                                                                                                                 |                                            |                                            |                                            |                                            |                                            |
|  | Fire Loss per \$1 million of Appraised Value                                                                                                                                  | \$ 99.36                                   | \$ 163.35                                  | \$ 93.91                                   | TBD                                        | TBD                                        |
|  | <b>Meets Target?</b>                                                                                                                                                          | <b>Yes</b>                                 | <b>No</b>                                  | <b>Yes</b>                                 | <b>TBD</b>                                 | <b>TBD</b>                                 |
|  | Confine the fire to the room of origin for 90% of all interior structure fire incidents                                                                                       | 96%                                        | 94%                                        | 100%                                       | 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<br>100% Personnel<br>Attended | 100% offered<br>100% Personnel<br>Attended | 100% offered<br>100% Personnel<br>Attended | 100% offered<br>100% Personnel<br>Attended | 100% offered<br>100% Personnel<br>Attended |
|  | Property value dollars saved                                                                                                                                                  | \$46,630,579                               | \$32,237,871                               | \$40,906,240                               | TBD                                        | TBD                                        |
|  | Percent of fire code violations cleared in 90 days                                                                                                                            | N/A                                        | N/A                                        | 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.

\*\*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.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

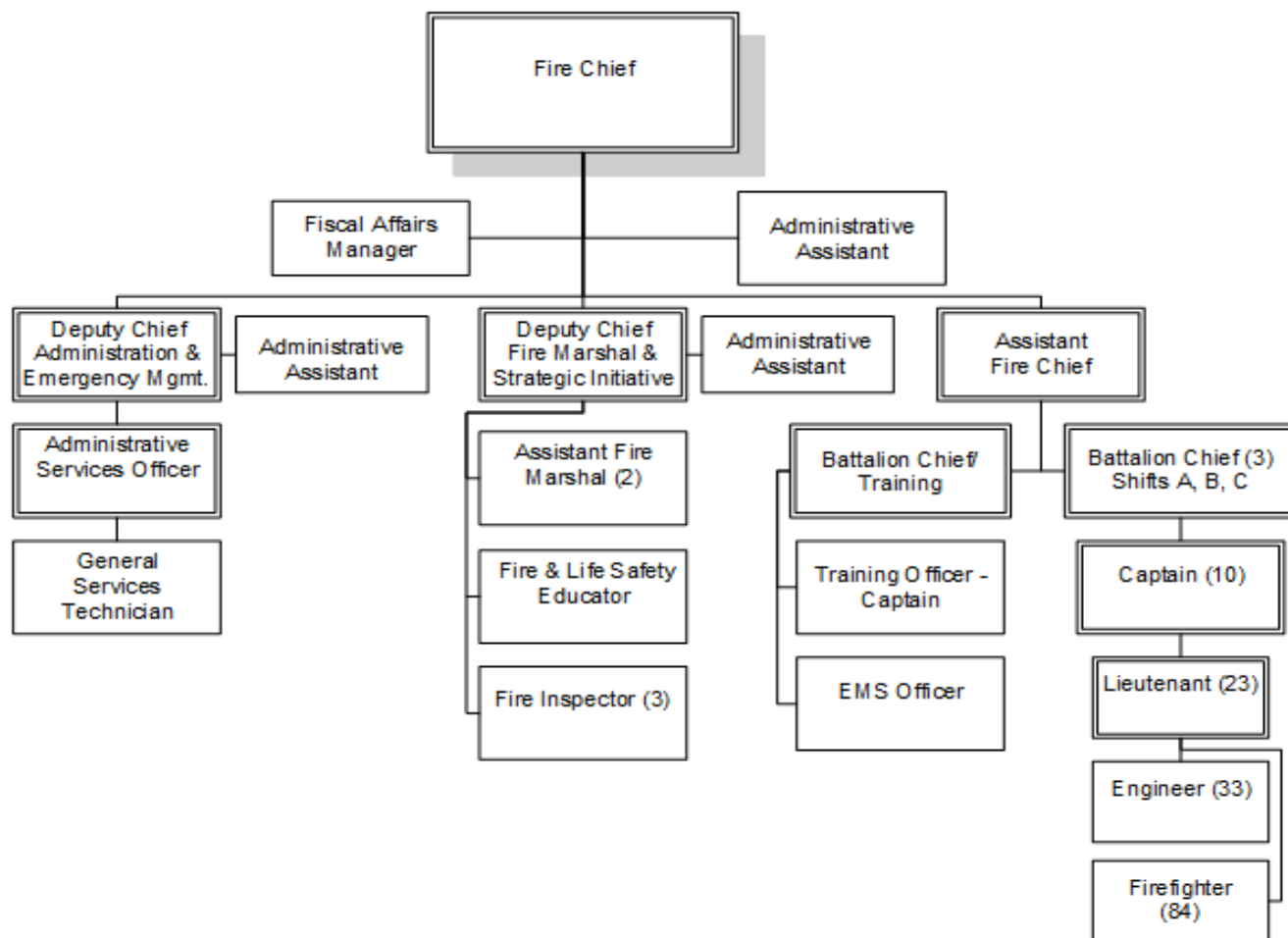
### Performance Measures

\*\*\* 2019 and 2020 measures estimated.

#### Franklin Citizens Survey

|                                     |                                                                                                                                          | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                                                                                          | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Fire services                                                                                                    | 99%                  | 1%        | 97%                  | 3%        |
| <input checked="" type="checkbox"/> | % rating the quality of Fire prevention and education                                                                                    | 91%                  | 9%        | 92%                  | 8%        |
| <input checked="" type="checkbox"/> | % rating the quality of Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) | 77%                  | 23%       | 80%                  | 20%       |

### Organizational Chart



Note: For detailed counts and authorized positions, please see following page 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      |
| Fire Chief                         | Grade M   | 1          | 0        | 1          | 0        | 1          | 0        | 1          | 0        | 1          | 0        |
| Assistant Fire Chief               | Grade L   | 0          | 0        | 0          | 0        | 0          | 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        | 0          | 0        | 0          | 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        | 11         | 0        | 10         | 0        | 10         | 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        | 2          | 0        | 2          | 0        |
| Fiscal Affairs Manager             | Grade H   | 0          | 0        | 1          | 0        | 1          | 0        | 1          | 0        | 1          | 0        |
| Fire Inspector Supervisor          | Grade H   | 0          | 0        | 0          | 0        | 1          | 0        | 0          | 0        | 0          | 0        |
| Fire & Life Safety Educator        | Grade G   | 1          | 0        | 1          | 0        | 1          | 0        | 1          | 0        | 1          | 0        |
| Fire Lieutenant                    | Grade G   | 16         | 0        | 22         | 0        | 23         | 0        | 23         | 0        | 23         | 0        |
| Fire Inspector                     | Grade G   | 3          | 0        | 3          | 0        | 3          | 0        | 3          | 0        | 3          | 0        |
| Fire Engineer                      | Grade F   | 30         | 0        | 33         | 0        | 33         | 0        | 33         | 0        | 33         | 0        |
| Firefighter                        | Grade E   | 91         | 0        | 84         | 0        | 84         | 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        |
| <b>Totals</b>                      |           | <b>171</b> | <b>0</b> | <b>171</b> | <b>0</b> | <b>172</b> | <b>0</b> | <b>172</b> | <b>0</b> | <b>172</b> | <b>0</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017    | Actual<br>2018    | Budget<br>2019    | Estd<br>2019      | Budget<br>2020    | Difference<br>\$ | %              |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|----------------|
| <b>Personnel</b>                  |                   |                   |                   |                   |                   |                  |                |
| Salaries & Wages                  | 10,082,165        | 10,865,322        | 11,372,581        | 11,462,530        | 10,808,131        | (564,450)        | -5.0%          |
| Employee Benefits                 | 4,453,952         | 4,962,007         | 4,840,204         | 4,746,426         | 4,947,381         | 107,177          | 2.2%           |
| <b>Total Personnel</b>            | <b>14,536,117</b> | <b>15,827,329</b> | <b>16,212,785</b> | <b>16,208,956</b> | <b>15,755,513</b> | <b>(457,272)</b> | <b>-2.8%</b>   |
| <b>Operations</b>                 |                   |                   |                   |                   |                   |                  |                |
| Transportation Services           | 2,255             | 1,146             | 2,900             | 1,455             | 2,900             | -                | 0.0%           |
| Operating Services                | 99,370            | 130,781           | 125,770           | 118,500           | 158,750           | 32,980           | 26.2%          |
| Notices, Subscriptions, etc.      | 34,696            | 43,412            | 51,125            | 48,338            | 59,197            | 8,072            | 15.8%          |
| Utilities                         | 235,246           | 249,833           | 262,000           | 260,000           | 263,500           | 1,500            | 0.6%           |
| Contractual Services              | 49,085            | 73,198            | 94,880            | 86,495            | 114,550           | 19,670           | 20.7%          |
| Repair & Maintenance Services     | 354,674           | 456,983           | 449,400           | 443,000           | 438,000           | (11,400)         | -2.5%          |
| Employee programs                 | 43,742            | 61,995            | 92,095            | 88,200            | 146,815           | 54,720           | 59.4%          |
| Professional Development/Travel   | 67,805            | 69,194            | 96,075            | 82,000            | 108,562           | 12,487           | 13.0%          |
| Office Supplies                   | 25,734            | 22,197            | 29,000            | 24,900            | 29,000            | -                | 0.0%           |
| Operating Supplies                | 196,410           | 236,441           | 218,400           | 220,300           | 265,150           | 46,750           | 21.4%          |
| Fuel & Mileage                    | 62,666            | 74,955            | 75,500            | 75,000            | 80,500            | 5,000            | 6.6%           |
| Machinery & Equipment (<\$25,000) | 437,129           | 269,552           | 252,900           | 279,900           | 284,900           | 32,000           | 12.7%          |
| Repair & Maintenance Supplies     | 84,167            | 81,604            | 98,500            | 99,650            | 102,500           | 4,000            | 4.1%           |
| Operational Units                 | 4,224             | 1,211             | 6,000             | 2,500             | 6,000             | -                | 0.0%           |
| Property & Liability Costs        | 130,529           | 114,225           | 129,242           | 128,542           | 134,970           | 5,728            | 4.4%           |
| Rentals                           | 1,147             | 264               | 1,015             | 800               | 1,000             | (15)             | -1.5%          |
| Permits                           | 7,748             | 6,783             | 7,800             | 7,800             | 10,000            | 2,200            | 28.2%          |
| Other Business Expenses           | 1                 | (1,911)           | 0                 | (757)             | -                 | -                | 0.0%           |
| Debt Service and Lease Payments   | 489,227           | 380,596           | 60,048            | 60,048            | -                 | (60,048)         | -100.0%        |
| <b>Total Operations</b>           | <b>2,325,854</b>  | <b>2,272,459</b>  | <b>2,052,650</b>  | <b>2,026,671</b>  | <b>2,206,292</b>  | <b>153,642</b>   | <b>7.5%</b>    |
| Machinery & Equipment (>\$25,000) | 16,194            | -                 | 228,000           | 177,000           | -                 | (228,000)        | -100.0%        |
| <b>Capital</b>                    | <b>16,194</b>     | <b>-</b>          | <b>228,000</b>    | <b>177,000</b>    | <b>-</b>          | <b>(228,000)</b> | <b>-100.0%</b> |
| <b>Total Fire Department</b>      | <b>16,878,165</b> | <b>18,099,788</b> | <b>18,493,435</b> | <b>18,412,627</b> | <b>17,961,804</b> | <b>(531,631)</b> | <b>-2.9%</b>   |





*City of Franklin, Tennessee*  
**FY 2020 Operating Budget**

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## *City of Franklin, Tennessee*

### **FY 2020 Operating Budget**

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## **FINANCE & ADMINISTRATION**

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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 2018 Comprehensive Annual Financial Report (28<sup>th</sup> 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 2018 budget document (11<sup>th</sup> year).
- Completed the 2015, 2016, 2017 & 2018 annual audits with no findings.



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Under this operating unit are:

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



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Finance

Mike Lowe, Comptroller

Michael Walters Young, Budget & Strategic Innovation Manager

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020   |              |
|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
|                   |                |                | Budget         | Estimated      |                | \$             | %            |
| <b>Personnel</b>  | 1,009,073      | 896,292        | 956,808        | 956,001        | 953,487        | -3,321         | -0.3%        |
| <b>Operations</b> | -68,376        | -77,689        | -4,352         | -31,656        | -48,622        | -44,270        | 1017.2%      |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | 0              | 0.0%         |
| <b>Total</b>      | <b>940,697</b> | <b>818,603</b> | <b>952,456</b> | <b>924,345</b> | <b>904,865</b> | <b>-47,591</b> | <b>-5.0%</b> |

#### 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 2020 Outlook

In 2019, the City received no audit findings from the 2018 audit. The Board approved the department's updates of the City's travel policy, disbursements policy, the HR Manual for payroll, and internal controls manual. The department implemented investment allocation among funds to permit more funds to benefit from investment income. Finance assisted Administration and HR in transition to new actuary for pension and OPEB plans. Finance implemented new requirements for OPEB (other post-employment benefits) reporting in 2018 annual report. (OPEB consists of retiree health insurance.) and the first year of TCRS pension reporting in 2018 annual report. With Engineering and IT, implemented a project number checkout system.

Completed and presented first comprehensive review of the Stormwater Fund. Completed and presented FY 2019-2028 Capital Investment Program Financing Model. Assisted in overall management of FY 2019-2028 Capital Investment Program process and review with Board of Mayor and Aldermen. Spearheaded and successfully developed FY 2019 Annual Operating Budget. Spearheaded with Human Resources comprehensive review of all employees rates of pay and implemented large restructuring of employee compensation as part of the FY 2019 budget. With IT, represented and presented progress of City's Data Analytics with progress at the Nashville Analytics Summit. Assisted Law and Administration departments in developing Public Meeting Code of Conduct.



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Finance

*Mike Lowe, Comptroller*

*Michael Walters Young, Budget & Strategic Innovation Manager*

#### Departmental Summary (Con't)

Received 10th consecutive Distinguished Budget Presentation Award from the Government Finance Officers Association. Received 27<sup>th</sup> consecutive Certificate of Achievement in Excellence for in Financial Reporting.

For 2020, the department is focusing on three financial best practices:

- The Budget and Analytics section is streamlining and organizing of the City's capital project accounting systems,
- The Processing (including Payroll and AP) section is focusing on the pension transition to the Tennessee Consolidated Retirement System (TCRS), and
- The Accounting and Reporting section will continue to work with departments on financial policies



# City of Franklin, Tennessee

## FY 2020 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.

|             |                                                 |  |
|-------------|-------------------------------------------------|--|
| <b>Key:</b> | <b>Strategic Plan: FranklinForward</b>          |  |
|             | <b>Sustainable Franklin</b>                     |  |
|             | <b>Tennessee Municipal Benchmarking Project</b> |  |

### Workload (Output) Measures

|  |                                                                       | 2016  | 2017  | 2018* | 2019* | 2020* |
|--|-----------------------------------------------------------------------|-------|-------|-------|-------|-------|
|  | 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) | 100%  | 100%  | 100%  | 100%  | 100%  |
|  | Increase use of electronic payments for AP (percent paid by ACH/EFT)  | 40%   | 50%   | 60%   | 60%   | 60%   |
|  | Vendor payments issued                                                | 4,017 | 3,826 | 4,000 | 4,000 | 4,000 |
|  | Invoices processed                                                    | 7,070 | 6,163 | 6,000 | 6,000 | 6,000 |
|  | Checks issued (non-payroll)                                           | 2,197 | 1,984 | 1,700 | 1,700 | 1,700 |

### Efficiency Measures

|  |                                                        | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|--------------------------------------------------------|------|------|------|-------|-------|
|  | Number of days to close fiscal year does not exceed 60 | 60   | 60   | 60   | 60    | 60    |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

#### Outcome (Effectiveness) Measures

|                                                                                    |                                                                                                                                                                                                                          | 2016                           | 2017                           | 2018                            | 2019*                               | 2020*                              |
|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------|---------------------------------|-------------------------------------|------------------------------------|
|                                                                                    | Exceed the return on investments compared to benchmark (BAML - Bank of America/Merrill Lynch)                                                                                                                            | .90% average to BAML's .13%    | 1.00% average to BAML's .44%   | 1.30% estimated to BAML's .64%  | 1.50% goal to estimated BAML's .84% | 1.50% goal to estimated BAML's TBD |
|                                                                                    |  Achieve the GFOA Annual Report award for financial reporting annually                                                                  | 25th consecutive (for FY 2015) | 26th consecutive (for FY 2016) | 27th consecutive (for FY 2017)  | 28th consecutive (for FY 2018)      | 29th consecutive (for FY 2018)     |
|                                                                                    |  Achieve the GFOA Budget Report award annually                                                                                          | 8th award (for FY 2016 budget) | 9th award (for FY 2017 budget) | 10th award (for FY 2018 budget) | 11th award (for FY 2019 budget)     | 12th award (for FY 2020*)          |
|  | 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.                                                                                                                                          |                                |                                |                                 |                                     |                                    |
|                                                                                    | <b>Target (# of rating agencies per FY)</b>                                                                                                                                                                              | <b>2</b>                       | <b>2</b>                       | <b>2</b>                        | <b>2</b>                            | <b>2</b>                           |
|                                                                                    | <b>Meets Target?</b>                                                                                                                                                                                                     | <b>Yes</b>                     | <b>Yes</b>                     | <b>Yes</b>                      | <b>Yes</b>                          | <b>Yes</b>                         |
|                                                                                    | # of months retaining the City's Triple AAA rating (earned December 1998)                                                                                                                                                | 210                            | 222                            | 234                             | 246                                 | 258                                |
|                                                                                    | Baseline: As of 2017, Moody's rated Water & Sewer Bonds at Aa3.                                                                                                                                                          |                                |                                |                                 |                                     |                                    |
|                                                                                    | <b>Target (# of rating agencies per FY)</b>                                                                                                                                                                              | <b>N/A</b>                     | <b>1</b>                       | <b>1</b>                        | <b>1</b>                            | <b>1</b>                           |
|                                                                                    | <b>Meets Target?</b>                                                                                                                                                                                                     | <b>N/A</b>                     | <b>Yes</b>                     | <b>Yes</b>                      | <b>Yes</b>                          | <b>Yes</b>                         |
|  | # of months retaining the City's Revenue Aa3 rating (earned January 2017)                                                                                                                                                | N/A                            | 6                              | 18                              | 30                                  | 42                                 |
|                                                                                    | 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 maintain a diversified tax base thru a balance of real property values where no category is more than 10% higher than the other. (Source: Tax Aggregate Report of Tennessee)                                |                                |                                |                                 |                                     |                                    |
|                                                                                    | <b>Fiscal Year</b>                                                                                                                                                                                                       | <b>2014</b>                    | <b>2015</b>                    | <b>2016</b>                     | <b>2017</b>                         | <b>2018</b>                        |
|                                                                                    | Residential & Farm Property (in millions)                                                                                                                                                                                | \$ 1,572                       | \$ 1,629                       | \$ 1,686                        | \$ 2,125                            | \$ 2,226                           |
|                                                                                    | Industrial & Commercial Property (in millions)                                                                                                                                                                           | \$ 1,549                       | \$ 1,587                       | \$ 1,675                        | \$ 2,290                            | \$ 2,395                           |
|                                                                                    | % Residential & Farm                                                                                                                                                                                                     | 50.4%                          | 50.7%                          | 50.2%                           | 48.1%                               | 48.2%                              |
|                                                                                    | % Industrial & Commercial                                                                                                                                                                                                | 49.6%                          | 49.3%                          | 49.8%                           | 51.9%                               | 51.8%                              |
|                                                                                    | <b>Meets Target?</b>                                                                                                                                                                                                     | <b>Yes</b>                     | <b>Yes</b>                     | <b>Yes</b>                      | <b>Yes</b>                          | <b>Yes</b>                         |

\* 2019 & 2020 estimated

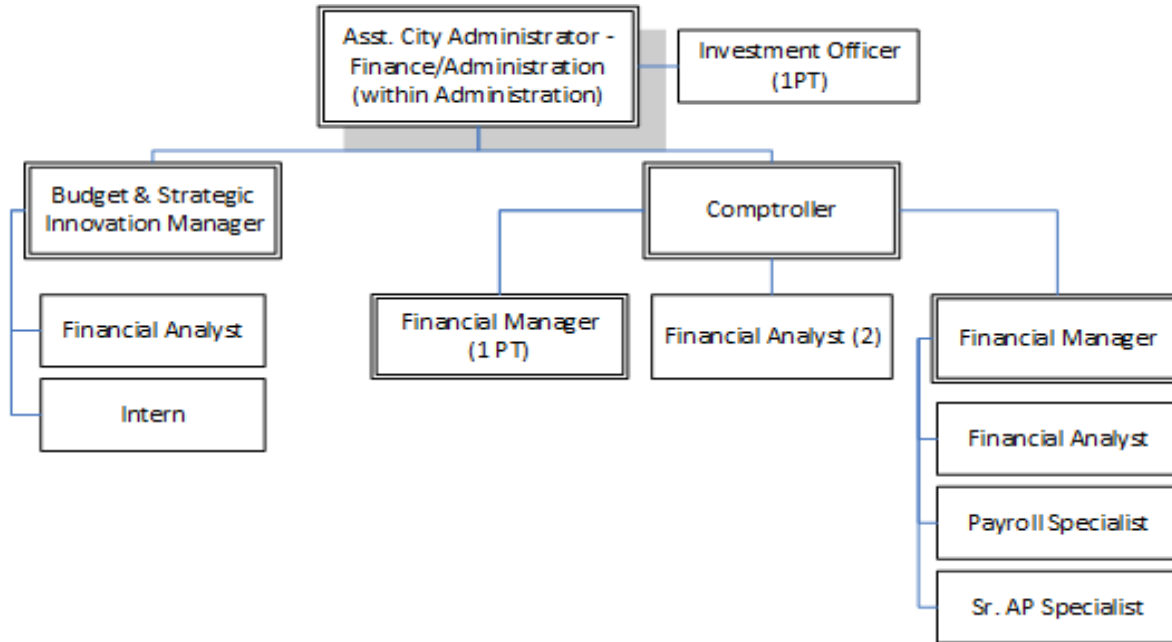




# City of Franklin, Tennessee

## FY 2020 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 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      |
| Asst. City Admin-Fin./Adm. | Grade N   | 1         | 0        | 1         | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Investment Officer         | Grade M   | 0         | 0        | 0         | 1        | 0        | 1        | 0        | 1        | 0        | 1        |
| Comptroller                | Grade K   | 1         | 0        | 1         | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Budget & Strat. Inn. Mgr.  | Grade K   | 1         | 0        | 1         | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Business Process Imp. Mgr. | Grade I   | 0         | 0        | 0         | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Financial Manager          | Grade I   | 1         | 1        | 1         | 1        | 1        | 1        | 1        | 1        | 1        | 1        |
| Financial Analyst          | Grade H   | 3         | 0        | 3         | 0        | 4        | 0        | 4        | 0        | 4        | 0        |
| Payroll Specialist         | Grade F   | 0         | 0        | 0         | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Sr. AP Specialist          | Grade F   | 1         | 0        | 1         | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Financial Technician 1     | Grade E   | 1         | 0        | 1         | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Administrative Assistant   | Grade D   | 1         | 0        | 1         | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Intern                     | Intern    | 0         | 1        | 0         | 1        | 0        | 1        | 0        | 1        | 0        | 1        |
| <b>Totals</b>              |           | <b>10</b> | <b>2</b> | <b>10</b> | <b>3</b> | <b>9</b> | <b>3</b> | <b>9</b> | <b>3</b> | <b>9</b> | <b>3</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018  | Budget<br>2019 | Estd<br>2019    | Budget<br>2020  | Difference      |                |
|-----------------------------------|------------------|-----------------|----------------|-----------------|-----------------|-----------------|----------------|
|                                   |                  |                 |                |                 |                 | \$              | %              |
| <b>Personnel</b>                  |                  |                 |                |                 |                 |                 |                |
| Salaries & Wages                  | 766,730          | 654,825         | 706,081        | 710,524         | 708,579         | 2,498           | 0.4%           |
| Employee Benefits                 | 242,343          | 241,467         | 250,727        | 245,477         | 244,908         | (5,819)         | -2.3%          |
| <b>Total Personnel</b>            | <b>1,009,073</b> | <b>896,292</b>  | <b>956,808</b> | <b>956,001</b>  | <b>953,487</b>  | <b>(3,321)</b>  | <b>-0.3%</b>   |
| <b>Operations</b>                 |                  |                 |                |                 |                 |                 |                |
| Transportation Services           | 1,730            | 1,068           | 2,300          | 2,000           | 2,000           | (300)           | -13.0%         |
| Operating Services                | 1,269            | 1,491           | 2,300          | 1,130           | 1,100           | (1,200)         | -52.2%         |
| Notices, Subscriptions, etc.      | 6,495            | 6,062           | 8,675          | 6,725           | 6,945           | (1,730)         | -19.9%         |
| Utilities                         | 5,190            | 3,916           | 4,950          | 4,300           | 4,300           | (650)           | -13.1%         |
| Contractual Services              | 9,488            | 9,580           | 15,000         | 15,000          | 15,000          | -               | 0.0%           |
| Repair & Maintenance Services     | 4,036            | 2,661           | 5,000          | 3,000           | 3,000           | (2,000)         | -40.0%         |
| Employee programs                 | 807              | 578             | -              | -               | -               | -               | 0.0%           |
| Professional Development/Travel   | 15,939           | 11,843          | 16,520         | 14,020          | 14,620          | (1,900)         | -11.5%         |
| Office Supplies                   | 6,987            | 5,353           | 5,900          | 6,100           | 6,300           | 400             | 6.8%           |
| Operating Supplies                | 16               | -               | -              | 650             | 650             | 650             | 0.0%           |
| Fuel & Mileage                    | -                | 51              | -              | -               | -               | -               | 0.0%           |
| Machinery & Equipment (<\$25,000) | 16,047           | 13,970          | 11,450         | 10,000          | 22,700          | 11,250          | 98.3%          |
| Repair & Maintenance Supplies     | 1,285            | 309             | 700            | 700             | 700             | -               | 0.0%           |
| Property & Liability Costs        | 4,394            | 3,990           | 24,472         | 4,838           | 5,130           | (19,342)        | -79.0%         |
| Permits                           | 800              | 809             | 800            | 800             | 800             | -               | 0.0%           |
| Financial Fees                    | 68,050           | 77,645          | 97,000         | 98,500          | 98,500          | 1,500           | 1.5%           |
| Miscellaneous                     | 1                | (2)             | 10             | 10              | 10              | -               | 0.0%           |
| Interfund Reimbursements          | (210,910)        | (217,013)       | (199,429)      | (199,429)       | (230,377)       | (30,948)        | 15.5%          |
| <b>Total Operations</b>           | <b>(68,376)</b>  | <b>(77,689)</b> | <b>(4,352)</b> | <b>(31,656)</b> | <b>(48,622)</b> | <b>(44,270)</b> | <b>1017.2%</b> |
| Machinery & Equipment (>\$25,000) | -                | -               | -              | -               | -               | -               |                |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>        | <b>-</b>       | <b>-</b>        | <b>-</b>        | <b>-</b>        |                |
| <b>Total Finance Department</b>   | <b>940,697</b>   | <b>818,603</b>  | <b>952,456</b> | <b>924,345</b>  | <b>904,865</b>  | <b>(47,591)</b> | <b>-5.0%</b>   |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Purchasing

Brian Wilcox, Purchasing Manager

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020   |              |
|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
|                   |                |                | Budget         | Estimated      |                | \$             | %            |
| <b>Personnel</b>  | 209,894        | 242,492        | 249,897        | 252,346        | 337,676        | 87,779         | 35.1%        |
| <b>Operations</b> | -18,381        | -20,231        | -11,807        | -15,134        | 24,277         | 36,084         | -305.6%      |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | -              | 0.0%         |
| <b>Total</b>      | <b>191,513</b> | <b>222,261</b> | <b>238,090</b> | <b>237,212</b> | <b>361,954</b> | <b>123,864</b> | <b>52.0%</b> |

#### 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 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 authorized 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 2020 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 2020 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**

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

### Workload (Output) Measures

|  |                                                                                                                                 | 2016          | 2017          | 2018          | 2019*         | 2020*         |
|--|---------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
|  | Number of formal procurement solicitations processed by the Purchasing Office <sup>1,2</sup>                                    | 24            | 12            | 10            | 10            | 12            |
|  | Number of City purchase orders prepared                                                                                         | 50            | 65            | 76            | 86            | 96            |
|  | Number of purchasing card transactions processed                                                                                | 20,374        | 20,877        | 21,363        | 21,750        | 22,250        |
|  | Value of purchasing card transactions processed                                                                                 | \$ 7,235,337  | \$ 8,196,464  | \$ 8,313,466  | \$ 8,420,000  | \$ 8,540,000  |
|  | Total organization purchasing dollar volume                                                                                     | \$ 59,596,341 | \$ 79,142,015 | \$ 82,160,081 | \$ 85,000,000 | \$ 88,000,000 |
|  | Value of City's rebate earned for total spend, net of credits (by calendar year)                                                | \$ 64,639     | \$ 62,940     | \$ 68,125     | \$ 69,600     | \$ 70,500     |
|  | Number electronic auctions of surplus property                                                                                  | 65            | 73            | 132           | 75            | 75            |
|  | Value of proceeds from electronic auctions of surplus property <i>(before fee paid by City for electronic auction services)</i> | \$ 333,247    | \$ 345,512    | \$ 114,417    | \$ 150,000    | \$ 200,000    |
|  | Fee paid by City for electronic auction services                                                                                | \$ 24,996     | \$ 25,920     | \$ 8,611      | \$ 11,264     | \$ 15,018     |
|  | Number of formal protests received                                                                                              | 0             | 0             | 0             | 0             | 0             |
|  | Number of vendor outreach events attended                                                                                       | 1             | 0             | 1             | 1             | 1             |
|  | # of emergency <sup>3</sup> purchases known to Purchasing                                                                       | 4             | 4             | 2             | 3             | 3             |
|  | # of sole-source <sup>4</sup> purchases known to Purchasing                                                                     | 10            | 6             | 9             | 8             | 8             |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

#### Efficiency Measures

|  |                                                                                                    | 2016          | 2017         | 2018         | 2019*      | 2020*      |
|--|----------------------------------------------------------------------------------------------------|---------------|--------------|--------------|------------|------------|
|  | Average number of calendar days (from receipt of card request to receipt of delivered card) for... |               |              |              |            |            |
|  | ... purchasing card                                                                                | 4             | 4            | 7            | 7          | 7          |
|  | ... fleet fuel driver number                                                                       | 1             | 1            | 1            | 1          | 1          |
|  | ... fleet fuel vehicle card                                                                        | 7             | 7            | 8            | 8          | 8          |
|  | P-Card Purchasing Dollar Volume as a % of Total Purchasing Dollar Volume                           | 12.14%        | 10.36%       | 10.12%       | 9.91%      | 9.70%      |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                                    | <b>10.99%</b> | <b>2.28%</b> | <b>2.38%</b> | <b>TBD</b> | <b>TBD</b> |

#### Outcome (Effectiveness) Measures

|  |                                                                                                                                                                         | 2016      | 2017      | 2018      | 2019*      | 2020*      |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|-----------|------------|------------|
|  | Average number of calendar days from date of requisition to award of procurement for formal procurement solicitations <sup>1,2</sup> processed by the Purchasing Office | 108       | 110       | 120       | 90         | 90         |
|  | <b>Target (90 Days)</b>                                                                                                                                                 | <b>90</b> | <b>90</b> | <b>90</b> | <b>90</b>  | <b>90</b>  |
|  | <b>Meets Target?</b>                                                                                                                                                    | <b>No</b> | <b>No</b> | <b>No</b> | <b>TBD</b> | <b>TBD</b> |

#### 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 2019 and FY 2020 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 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      |
| Purchasing Manager      | Grade I   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Procurement Officer IV  | Grade H   | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 1        | 0        |
| Procurement Officer III | Grade G   | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 1        | 0        |
| Purchasing Analyst      | Grade F   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 0        | 0        |
| Procurement Officer I   | Grade E   | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 1        | 0        |
| Purchasing Technician   | Grade D   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 0        | 0        |
| <b>Totals</b>           |           | <b>3</b> | <b>0</b> | <b>3</b> | <b>0</b> | <b>3</b> | <b>0</b> | <b>3</b> | <b>0</b> | <b>4</b> | <b>0</b> |

### Budget

|                                    | Actual<br>2017  | Actual<br>2018  | Budget<br>2019  | Estd<br>2019    | Budget<br>2020 | Difference     |                |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|----------------|
|                                    |                 |                 |                 |                 |                | \$             | %              |
| <b>Personnel</b>                   |                 |                 |                 |                 |                |                |                |
| Salaries & Wages                   | 156,218         | 165,036         | 170,099         | 166,567         | 249,694        | 79,595         | 46.8%          |
| Employee Benefits                  | 53,676          | 77,456          | 79,798          | 85,779          | 87,982         | 8,184          | 10.3%          |
| <b>Total Personnel</b>             | <b>209,894</b>  | <b>242,492</b>  | <b>249,897</b>  | <b>252,346</b>  | <b>337,676</b> | <b>87,779</b>  | <b>35.1%</b>   |
| <b>Operations</b>                  |                 |                 |                 |                 |                |                |                |
| Transportation Services            | 9               | 2               | 50              | 2,314           | 50             | -              | 0.0%           |
| Operating Services                 | 53              | 85              | 400             | 427             | 550            | 150            | 37.5%          |
| Notices, Subscriptions, etc.       | 2,249           | 1,972           | 3,684           | 2,894           | 3,894          | 210            | 5.7%           |
| Utilities                          | 774             | 728             | 1,140           | 900             | 1,285          | 145            | 12.7%          |
| Contractual Services               | 13,621          | 13,621          | 20,595          | 20,600          | 44,445         | 23,850         | 115.8%         |
| Repair & Maintenance Services      | -               | 653             | 1,000           | 750             | 1,000          | -              | 0.0%           |
| Employee Programs                  | -               | 49              | 100             | 50              | 100            | -              | 0.0%           |
| Professional Development/Travel    | 2,622           | 5,666           | 10,380          | 8,378           | 20,745         | 10,365         | 99.9%          |
| Office Supplies                    | 1,714           | 966             | 1,525           | 1,000           | 1,530          | 5              | 0.3%           |
| Operating Supplies                 | -               | -               | 100             | -               | 100            | -              | 0.0%           |
| Fuel & Mileage                     | 12              | -               | 300             | -               | 300            | -              | 0.0%           |
| Machinery & Equipment (<\$25,000)  | 9,401           | 6,167           | 3,500           | 2,140           | 7,000          | 3,500          | 100.0%         |
| Property & Liability Costs         | 1,772           | 1,693           | 2,139           | 2,133           | 2,240          | 101            | 4.7%           |
| Financial Fees                     | 3               | -               | -               | -               | -              | -              | -              |
| Reimbursement of Interfund Trans.  | (50,611)        | (51,833)        | (56,720)        | (56,720)        | (58,962)       | (2,242)        | 4.0%           |
| <b>Total Operations</b>            | <b>(18,381)</b> | <b>(20,231)</b> | <b>(11,807)</b> | <b>(15,134)</b> | <b>24,277</b>  | <b>36,084</b>  | <b>-305.6%</b> |
| <b>Capital</b>                     | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>0.0%</b>    |
| <b>Total Purchasing Department</b> | <b>191,513</b>  | <b>222,261</b>  | <b>238,090</b>  | <b>237,212</b>  | <b>361,954</b> | <b>123,864</b> | <b>52.0%</b>   |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Information Technology

*Dr. Jordon Shaw, Director*

#### Budget Summary

|                   | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020    |               |
|-------------------|------------------|------------------|------------------|------------------|------------------|-----------------|---------------|
|                   |                  |                  | Budget           | Estimated        |                  | \$              | %             |
| <b>Personnel</b>  | 1,834,133        | 2,114,163        | 2,240,108        | 2,236,698        | 2,300,349        | 60,241          | 2.7%          |
| <b>Operations</b> | 2,242,694        | 2,203,274        | 2,367,207        | 2,367,271        | 1,741,332        | -625,875        | -26.4%        |
| <b>Capital</b>    | -27,835          | 160,978          | 60,000           | 60,000           | 75,000           | 15,000          | 25.0%         |
| <b>Total</b>      | <b>4,048,992</b> | <b>4,478,415</b> | <b>4,667,315</b> | <b>4,663,969</b> | <b>4,116,681</b> | <b>-550,634</b> | <b>-11.8%</b> |

#### 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 2020 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.

|             |                                                 |  |
|-------------|-------------------------------------------------|--|
| <b>Key:</b> | <b>Strategic Plan: FranklinForward</b>          |  |
|             | <b>Sustainable Franklin</b>                     |  |
|             | <b>Tennessee Municipal Benchmarking Project</b> |  |

### Workload (Output) Measures

|  |                                                                   | 2016    | 2017    | 2018   | 2019*             | 2020* |
|--|-------------------------------------------------------------------|---------|---------|--------|-------------------|-------|
|  | Number of ArcMap Licenses -GIS                                    | 80      | 109     | 79     | 81                | TBD   |
|  | Number of 800 MHz Radios (Motorola)                               | 952     | 1280    | 1010   | 1600<br>(COF 450) | TBD   |
|  | Number of Cell Phones (Verizon Wireless)                          | 297     | 285     | 317    | 332               | TBD   |
|  | Number of Cell Phones Recycled                                    | 139     | 97      | 113    | 98                | TBD   |
|  | Number of Wireless Lines (Verizon Wireless)                       | 565     | 540     | 588    | 753               | TBD   |
|  | Number of Active User Extensions -Phone System<br>(Cisco Systems) | 763     | 772     | 800    | 800               | TBD   |
|  | Number of Desktop Computers                                       | 374     | 400     | 420    | 400               | TBD   |
|  | Number of Laptops                                                 | 389     | 440     | 440    | 450               | TBD   |
|  | Number of Servers                                                 | 13(108) | 16(111) | 16(99) | 16(100)           | TBD   |
|  | Number of Servers Virtualized                                     | 108     | 111     | 99     | 100               | TBD   |
|  | Help Desk / HelpStar Requests by Category:                        |         |         |        |                   |       |
|  | 800 MHz Radios                                                    | 109     | 112     | 24     | 132               | TBD   |
|  | Financial Applications                                            | 437     | 107     | 115    | 128               | TBD   |
|  | FIRE -Computer Technology                                         | 168     | 113     | 129    | 188               | TBD   |
|  | GIS                                                               | 1394    | 108     | 34     | 63                | TBD   |
|  | Hardware                                                          | 313     | 294     | 405    | 462               | TBD   |
|  | Phones                                                            | 309     | 295     | 112    | 361               | TBD   |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|  |                              |                                       |                                        |                                       |                                                |     |
|--|------------------------------|---------------------------------------|----------------------------------------|---------------------------------------|------------------------------------------------|-----|
|  | Police - Computer Technology | 419                                   | 318                                    | 481                                   | 456                                            | TBD |
|  | Printers                     | 99                                    | 132                                    | 104                                   | 104                                            | TBD |
|  | Software                     | 1204                                  | 1911                                   | 1156                                  | 1155                                           | TBD |
|  | TriTech                      | 3                                     | 0                                      | 0                                     | 11                                             | TBD |
|  | Web Related                  | 94                                    | 63                                     | 20                                    | 90                                             | TBD |
|  | Total Active Calls:          | 1,477,750                             | 954,821                                | 1,900,000                             | New System, patrial data: 52,868               | TBD |
|  | Duration:                    | 5826:38:18<br>(hours/minutes/seconds) | 3,524:22:53<br>(hours/minutes/seconds) | 6450:00:00<br>(hours/minutes/seconds) | New System, patrial data: 138:30:53            | TBD |
|  | Total Push to Talks:         | 3,221,358                             | 1,983,457                              | 4,500,000                             | New System, patrial data: 47,724               | TBD |
|  | Average Voice Call Duration: | 0:00:14<br>(seconds)                  | 0:00:13<br>(seconds)                   | 0:00:14<br>(seconds)                  | New System, patrial data: 0:00:09<br>(seconds) | TBD |

### Efficiency Measures

|     | 2016 | 2017 | 2018 | 2019* | 2020* |
|-----|------|------|------|-------|-------|
| TBD | TBD  | TBD  | TBD  | TBD   | TBD   |

### Outcome (Effectiveness) Measures

|                                                             | 2016       | 2017       | 2018       | 2019*      | 2020*      |
|-------------------------------------------------------------|------------|------------|------------|------------|------------|
| Enhance online services for citizens (Baseline 100 in 2013) | TBD        | TBD        | TBD        | TBD        | TBD        |
| <b>Target</b>                                               | >102       | >103       | >103       | >103       | >103       |
| <b>Meets Target?</b>                                        | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> |

\* 2019 & 2020 data estimated



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Staffing by Position

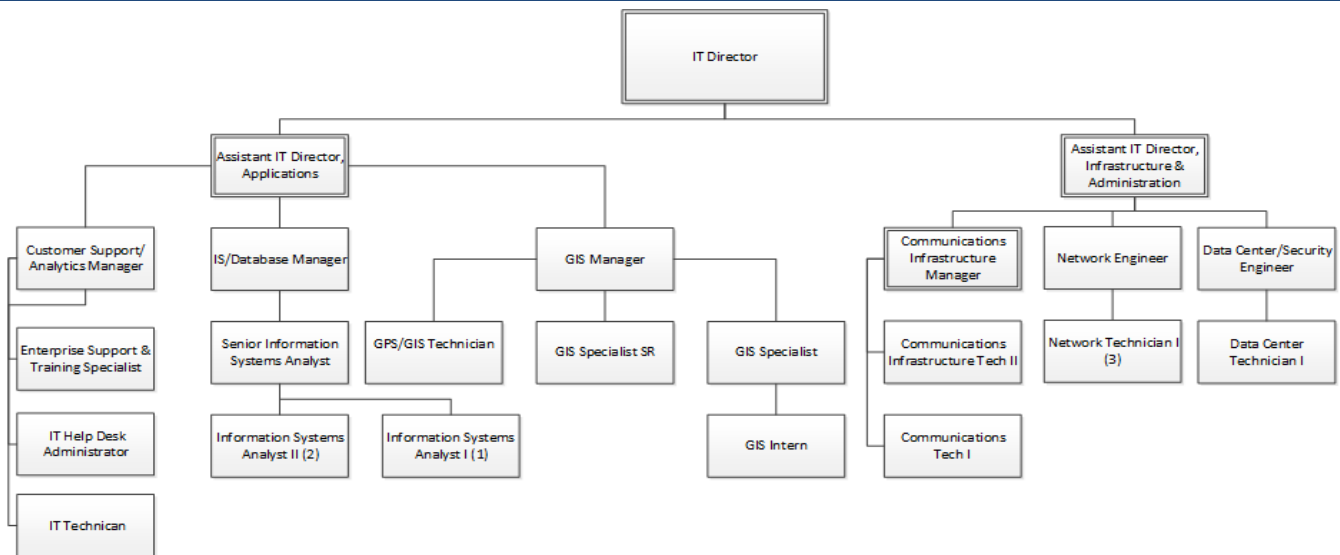
| Position                                       | Pay Grade | FY 2016   |          | FY 2017   |          | FY 2018   |          | FY 2019   |          | FY 2020   |          |
|------------------------------------------------|-----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
|                                                |           | F-T       | P-T      | F-T       | P-T      | F-T       | P-T      | F-T       | P-T      | F-T       | P-T      |
| Info Technology Director                       | Grade M   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Assistant IT Director - Infrastructure & Admin | Grade L   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Assistant IT Director - Applications           | Grade L   | 0         | 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        |
| Information Systems/Database Manager           | Grade J   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Communications Infrastructure 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        |
| Network Operations Manager                     | Grade J   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Network Engineer                               | Grade I   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| DataCenter/Security Engineer                   | Grade I   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Senior Information Systems Analyst             | Grade I   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Information Systems Analyst II                 | Grade H   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        |
| GIS Specialist Sr                              | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Enterprise Support & Training Specialist       | Grade G   | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Information Systems Analyst I                  | Grade G   | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Information Imaging Specialist /Trainer        | Grade G   | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Communications Infrastructure Tech II          | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| DataCenter Tech I                              | Grade F   | 2         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Communications Technician I                    | Grade F   | 0         | 0        | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        |
| Network Technician I                           | Grade F   | 1         | 1        | 2         | 1        | 2         | 1        | 2         | 0        | 2         | 0        |
| GIS Specialist I                               | Grade F   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| GPS/GIS Technician                             | Grade E   | 0         | 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        |
| IT Technician                                  | Grade E   | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        | 1         | 0        |
| Intern                                         | Intern    | 0         | 1        | 0         | 1        | 0         | 1        | 0         | 1        | 0         | 1        |
| <b>Totals</b>                                  |           | <b>20</b> | <b>2</b> | <b>21</b> | <b>2</b> | <b>22</b> | <b>2</b> | <b>23</b> | <b>1</b> | <b>24</b> | <b>1</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Organizational Chart



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



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                     | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference       |               |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
|                                     |                  |                  |                  |                  |                  | \$               | %             |
| <b>Personnel</b>                    |                  |                  |                  |                  |                  |                  |               |
| Salaries & Wages                    | 1,431,504        | 1,642,726        | 1,744,225        | 1,746,709        | 1,740,338        | (3,887)          | -0.2%         |
| Employee Benefits                   | 402,629          | 471,437          | 495,883          | 489,989          | 560,011          | 64,128           | 12.9%         |
| <b>Total Personnel</b>              | <b>1,834,133</b> | <b>2,114,163</b> | <b>2,240,108</b> | <b>2,236,698</b> | <b>2,300,349</b> | <b>60,241</b>    | <b>2.7%</b>   |
| <b>Operations</b>                   |                  |                  |                  |                  |                  |                  |               |
| Transportation Services             | 277              | 770              | 850              | 850              | 850              | -                | 0.0%          |
| Operating Services                  | 1,207            | 761              | 400              | 87               | 460              | 60               | 15.0%         |
| Notices, Subscriptions, etc.        | 2,183            | 1,552            | 2,350            | 1,925            | 2,350            | -                | 0.0%          |
| Utilities                           | 63,648           | 64,555           | 65,600           | 78,413           | 68,600           | 3,000            | 4.6%          |
| Contractual Services                | 1,282,859        | 1,504,619        | 2,044,291        | 2,079,126        | 1,801,000        | (243,291)        | -11.9%        |
| Repair & Maintenance Services       | 5,762            | 8,820            | 11,700           | 8,200            | 11,700           | -                | 0.0%          |
| Employee programs                   | 23,830           | 11,960           | 23,075           | 15,000           | 20,000           | (3,075)          | -13.3%        |
| Professional Development/Travel     | 22,176           | 34,693           | 31,700           | 28,700           | 31,700           | -                | 0.0%          |
| Office Supplies                     | 6,006            | 6,853            | 8,600            | 9,700            | 9,700            | 1,100            | 12.8%         |
| Operating Supplies                  | 86               | 1,245            | 2,700            | 3,025            | 3,700            | 1,000            | 37.0%         |
| Fuel & Mileage                      | 1,758            | 2,147            | 3,200            | 3,000            | 3,200            | -                | 0.0%          |
| Machinery & Equipment (<\$25,000)   | 121,137          | 233,980          | 209,500          | 287,973          | 201,000          | (8,500)          | -4.1%         |
| Repair & Maintenance Supplies       | 201,942          | 115,548          | 211,300          | 83,754           | 211,300          | -                | 0.0%          |
| Property & Liability Costs          | 37,503           | 34,731           | 38,360           | 37,629           | 39,510           | 1,150            | 3.0%          |
| Rentals                             | 955              | 587              | -                | 715              | 1,000            | 1,000            |               |
| Other Business Expenses             | 2,109            | 511              | 3,000            | 2,000            | 3,000            | -                | 0.0%          |
| Debt Service and Lease Payments     | 469,256          | 179,942          | 22,830           | 39,424           | -                | (22,830)         | -100.0%       |
| Interfund Reimbursements            | -                | -                | (312,249)        | (312,249)        | (667,739)        |                  |               |
| <b>Total Operations</b>             | <b>2,242,694</b> | <b>2,203,274</b> | <b>2,367,207</b> | <b>2,367,271</b> | <b>1,741,332</b> | <b>(270,386)</b> | <b>-26.4%</b> |
| Machinery & Equipment (>\$25,000)   | (27,835)         | 160,978          | 60,000           | 60,000           | 75,000           | 15,000           | 25.0%         |
| <b>Capital</b>                      | <b>(27,835)</b>  | <b>160,978</b>   | <b>60,000</b>    | <b>60,000</b>    | <b>75,000</b>    | <b>15,000</b>    | <b>25.0%</b>  |
| <b>Total Information Technology</b> | <b>4,048,992</b> | <b>4,478,415</b> | <b>4,667,315</b> | <b>4,663,969</b> | <b>4,116,681</b> | <b>(550,634)</b> | <b>-11.8%</b> |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Revenue Management

Lawrence Sullivan, Revenue & Licensing Manager

##### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020    |               |
|-------------------|----------------|----------------|----------------|----------------|----------------|-----------------|---------------|
|                   |                |                | Budget         | Estimated      |                | \$              | %             |
| <b>Personnel</b>  | 994,343        | 1,016,116      | 1,050,696      | 1,067,808      | 1,056,426      | 5,730           | 0.5%          |
| <b>Operations</b> | -732,517       | -804,505       | -716,556       | -752,246       | -845,082       | -128,526        | 17.9%         |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | 0               | 0.0%          |
| <b>Total</b>      | <b>261,826</b> | <b>211,611</b> | <b>334,140</b> | <b>315,562</b> | <b>211,344</b> | <b>-122,796</b> | <b>-36.7%</b> |

##### 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 .

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

### Workload (Output) Measures

|  |                                      | 2016      | 2017      | 2018      | 2019*     | 2020*     |
|--|--------------------------------------|-----------|-----------|-----------|-----------|-----------|
|  | <b>Bills</b>                         |           |           |           |           |           |
|  | 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     |
|  | <b>Electronic</b>                    |           |           |           |           |           |
|  | 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    |
|  | <b>Paper</b>                         |           |           |           |           |           |
|  | 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* |
|--|-------------------------------------------------------------------------------------|------|------|------|-------|-------|
|  | <b>Cost of processing bills (mailing and printing)</b>                              |      |      |      |       |       |
|  | Maintain utility billing error rate at or below 5.3 errors per 10,000 billed items. | 4.50 | 4.50 | 4.50 | 4.50  | 4.50  |





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

#### Outcome (Effectiveness) Measures

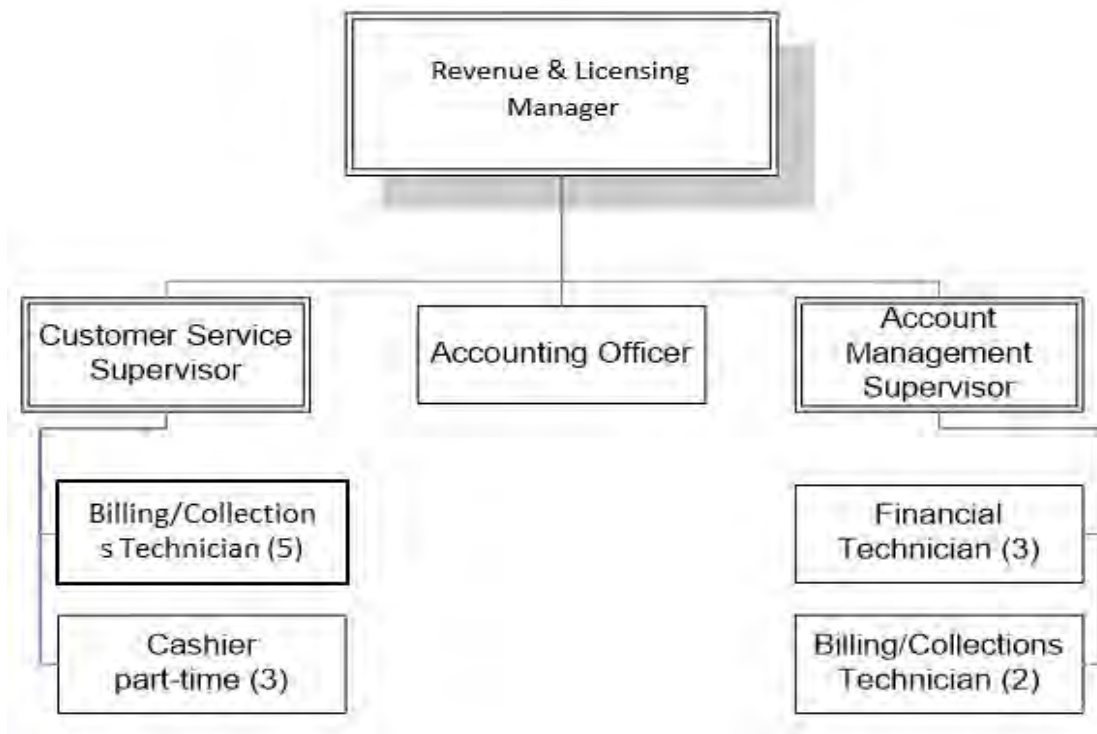
|  |                                                                                | 2016         | 2017         | 2018         | 2019*      | 2020*      |
|--|--------------------------------------------------------------------------------|--------------|--------------|--------------|------------|------------|
|  | 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%      |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                | <b>96.5%</b> | <b>90.0%</b> | <b>97.1%</b> | <b>TBD</b> | <b>TBD</b> |
|  | Utility Collections as a Percentage of Utilities Billed (first year)           | 96.7%        | 99.2%        | 96.0%        | 99.2%      | 99.2%      |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                | <b>97.0%</b> | <b>97.1%</b> | <b>97.5%</b> | <b>TBD</b> | <b>TBD</b> |
|  | 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

|                                                                                      | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|--------------------------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                                                                      | Excellent/Good       | Fair/Poor | Excellent/Good       | Fair/Poor |
| <input checked="" type="checkbox"/> % rating the quality of Utility billing services | 79%                  | 21%       | 80%                  | 20%       |

### 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        |
| <b>TOTALS</b>                           |           | <b>13</b> | <b>6</b> | <b>13</b> | <b>6</b> | <b>14</b> | <b>3</b> | <b>14</b> | <b>3</b> | <b>14</b> | <b>3</b> |

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference       |               |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
|                                   |                  |                  |                  |                  |                  | \$               | %             |
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |               |
| 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          | 313,659          | 5,869            | 1.9%          |
| <b>Total Personnel</b>            | <b>994,343</b>   | <b>1,016,116</b> | <b>1,050,696</b> | <b>1,067,808</b> | <b>1,056,426</b> | <b>5,730</b>     | <b>0.5%</b>   |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |               |
| 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)      | (1,342,485)      | (86,368)         | 6.9%          |
| <b>Total Operations</b>           | <b>(732,517)</b> | <b>(804,505)</b> | <b>(716,556)</b> | <b>(752,246)</b> | <b>(845,082)</b> | <b>(128,526)</b> | <b>17.9%</b>  |
| <b>Capital</b>                    |                  |                  |                  |                  |                  | -                | <b>0.0%</b>   |
| <b>Total Revenue Management</b>   | <b>261,826</b>   | <b>211,611</b>   | <b>334,140</b>   | <b>315,562</b>   | <b>211,344</b>   | <b>(122,796)</b> | <b>-36.7%</b> |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Municipal Court

Lawrence Sullivan, Revenue & Licensing Manager

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020 |             |
|-------------------|----------------|----------------|----------------|----------------|----------------|--------------|-------------|
|                   |                |                | Budget         | Estimated      |                | \$           | %           |
| <b>Personnel</b>  | 206,182        | 194,580        | 264,957        | 150,448        | 283,741        | 18,784       | 7.1%        |
| <b>Operations</b> | 145,351        | 123,286        | 83,143         | 63,967         | 71,742         | -11,401      | -13.7%      |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | -            | 0.0%        |
| <b>Total</b>      | <b>351,533</b> | <b>317,866</b> | <b>348,100</b> | <b>214,415</b> | <b>355,483</b> | <b>7,383</b> | <b>2.1%</b> |

#### 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 2020 Outlook

For FY 2020, we plan to continue with our flexible staffing model with part-time positions. We will also 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 2020 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: None Specific

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

|             |                                                 |                                                                                   |
|-------------|-------------------------------------------------|-----------------------------------------------------------------------------------|
| <b>Key:</b> | <b>Strategic Plan: FranklinForward</b>          |  |
|             | <b>Sustainable Franklin</b>                     |  |
|             | <b>Tennessee Municipal Benchmarking Project</b> |  |

#### Workload (Output) Measures

|  |                                | 2016  | 2017  | 2018  | 2019* | 2020* |
|--|--------------------------------|-------|-------|-------|-------|-------|
|  | Total Cases Filed              | 7,955 | 6,427 | 2,238 | 4,946 | 4,973 |
|  | Types of Cases                 |       |       |       |       |       |
|  | - Moving Violations            | 1,985 | 2,237 | 1,158 | 1,650 | 1,650 |
|  | - Financial Responsibility     | 715   | 743   | 250   | 325   | 325   |
|  | - License and Registration     | 734   | 927   | 571   | 600   | 600   |
|  | - Codes Enforcement            | 263   | 238   | 47    | 120   | 120   |
|  | - Failure to Appear            | 249   | 281   | 108   | 281   | 108   |
|  | - Seat Belt                    | 179   | 162   | 33    | 20    | 20    |
|  | - Parking Violations - Cited   | 765   | 1,712 | 71    | 1,800 | 2,000 |
|  | - Parking Violations - Warning | 3,065 | 127   | -     | 150   | 150   |

#### Efficiency Measures

|  |                                                                                | 2016  | 2017  | 2018  | 2019* | 2020* |
|--|--------------------------------------------------------------------------------|-------|-------|-------|-------|-------|
|  | Average # of days from issuance of Citation to Resolution (Non Traffic School) | 32.36 | 34.10 | 35.00 | 40.00 | 40.00 |

#### Outcome (Effectiveness) Measures

|                                                                                    |                                                                             | 2016         | 2017         | 2018         | 2019*      | 2020*      |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------|--------------|--------------|------------|------------|
|                                                                                    | Municipal Court Collections as a percentage of Municipal Obligations Billed | 110.6%       | 82.0%        | 82.0%        | 90.0%      | 90.0%      |
|  | <b>Tennessee Statewide Benchmarking Average</b>                             | <b>77.2%</b> | <b>70.4%</b> | <b>64.9%</b> | <b>TBD</b> | <b>TBD</b> |



# City of Franklin, Tennessee

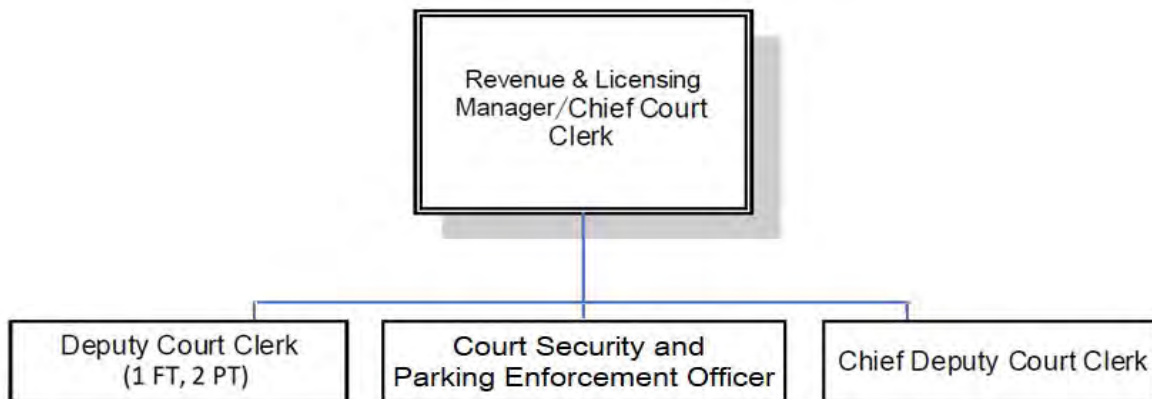
## FY 2020 Operating Budget

### Performance Measures

|                                                                                                                                            |                                                                                                                   |        |        |        |        |        |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------|--------|--------|--------|--------|
| Goal: Deliver customer oriented quality service                                                                                            |                                                                                                                   |        |        |        |        |        |
|                                                                                                                                            | Deploy tool for online payments                                                                                   | YES    | YES    | YES    | YES    | YES    |
|                                                                                                                                            | Customer feedback tool deployed and responding within 2 business days 100% of the time to those needing responses | 100.0% | 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%  |

\* 2019 and 2020 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 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      |
| Chief Deputy Court Clerk                       | Grade F   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Deputy Court Clerk                             | Grade C   | 2        | 0        | 2        | 0        | 1        | 2        | 1        | 2        | 1        | 2        |
| Court Security and Parking Enforcement Officer | Grade C   | 0        | 0        | 0        | 0        | 0        | 0        | 1        | 0        | 1        | 0        |
| <b>Totals</b>                                  |           | <b>3</b> | <b>0</b> | <b>3</b> | <b>0</b> | <b>2</b> | <b>2</b> | <b>3</b> | <b>2</b> | <b>3</b> | <b>2</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017 | Actual<br>2018 | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference      |               |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|---------------|
|                                   |                |                |                |                |                | \$              | %             |
| <b>Personnel</b>                  |                |                |                |                |                |                 |               |
| Salaries & Wages                  | 120,357        | 115,465        | 194,560        | 100,845        | 196,302        | 1,742           | 0.9%          |
| Officials Fees                    | 25,000         | 25,000         | 25,108         | 25,108         | 25,108         | -               | 0.0%          |
| Employee Benefits                 | 60,825         | 54,115         | 45,289         | 24,495         | 62,331         | 17,042          | 37.6%         |
| <b>Total Personnel</b>            | <b>206,182</b> | <b>194,580</b> | <b>264,957</b> | <b>150,448</b> | <b>283,741</b> | <b>18,784</b>   | <b>7.1%</b>   |
| <b>Operations</b>                 |                |                |                |                |                |                 |               |
| Transportation Services           | 5,710          | 2,947          | 8,000          | 8,000          | 8,000          | -               | 0.0%          |
| Operating Services                | 2,165          | 473            | 2,450          | 2,450          | 2,450          | -               | 0.0%          |
| Notices, Subscriptions, etc.      | 359            | 295            | 1,045          | 750            | 750            | (295)           | -28.2%        |
| Utilities                         | 760            | 660            | 1,025          | 1,025          | 1,025          | -               | 0.0%          |
| Contractual Services              | 54,285         | 34,875         | 15,200         | 36,385         | 41,000         | 25,800          | 169.7%        |
| Repair & Maintenance Services     | 1,660          | 49             | 1,500          | 1,500          | 1,500          | -               | 0.0%          |
| Professional Development/Travel   | 585            | 608            | 3,000          | 2,400          | 2,700          | (300)           | -10.0%        |
| Office Supplies                   | 1,813          | 1,522          | 3,250          | 2,700          | 2,700          | (550)           | -16.9%        |
| Operating Supplies                | 178            | 141            | 300            | 1,070          | 300            | -               | 0.0%          |
| Fuel & Mileage                    | -              | -              | 100            | 100            | 100            | -               | 0.0%          |
| Machinery & Equipment (<\$25,000) | 1,727          | 1,757          | 1,500          | 1,500          | 5,000          | 3,500           | 0.0%          |
| Repair & Maintenance Supplies     | -              | -              | 625            | 500            | 500            | (125)           | -20.0%        |
| Property & Liability Costs        | 2,481          | 2,273          | 2,600          | 2,587          | 2,716          | 116             | 4.5%          |
| Financial Fees                    | 3,317          | 1,582          | 4,500          | 3,000          | 3,000          | (1,500)         | -33.3%        |
| Debt Service and Lease Payments   | 70,311         | 76,105         | 38,047         | -              | -              | (38,047)        | -100.0%       |
| <b>Total Operations</b>           | <b>145,351</b> | <b>123,286</b> | <b>83,143</b>  | <b>63,967</b>  | <b>71,742</b>  | <b>(11,401)</b> | <b>-13.7%</b> |
| <b>Capital</b>                    | <b>-</b>       | <b>-</b>       | <b>-</b>       |                |                | <b>-</b>        | <b>0.0%</b>   |
| <b>Total Municipal Court</b>      | <b>351,533</b> | <b>317,866</b> | <b>348,100</b> | <b>214,415</b> | <b>355,483</b> | <b>7,383</b>    | <b>2.1%</b>   |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Project & Facilities Management

Brad Wilson, Director

##### Budget Summary

|                   | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020    |              |
|-------------------|------------------|------------------|------------------|------------------|------------------|-----------------|--------------|
|                   |                  |                  | Budget           | Estimated        |                  | \$              | %            |
| <b>Personnel</b>  | 420,044          | 427,086          | 416,514          | 437,603          | 427,290          | 10,776          | 2.6%         |
| <b>Operations</b> | 649,815          | 691,813          | 579,288          | 548,513          | 597,671          | 18,383          | 3.2%         |
| <b>Capital</b>    | 0                | 198,960          | 295,000          | 150,000          | 250,000          | (45,000)        | -15.3%       |
| <b>Total</b>      | <b>1,069,859</b> | <b>1,317,859</b> | <b>1,290,802</b> | <b>1,136,116</b> | <b>1,274,961</b> | <b>(15,841)</b> | <b>-1.2%</b> |

##### Department Goals

Facilities is responsible for the facilitation, design, planning, scheduling, maintenance, implementation of measures and management of City facilities and projects, along with maintaining work and repair requests for all managed structures. These projects cover a wide spectrum ranging from major new construction and 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, and Sanitation and Environmental Services, while assisting with Parks when requested.

##### FY 2020 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 working environment.

###### *Projects*

Continuing projects in fiscal year 2019 will include construction in regards to COF Station 7 off Long Lane and within the Berry Farms corridor. Repairs to a few of the municipal buildings to keep them maintained along with work regarding some of the City of Franklin Fire Halls along with the continued maintenance, restructuring along with reconfiguring of staffing layouts at existing facilities.

Proposed projects within City Hall include the aesthetic changes to the HR department along with some work within the Board Room.

Momentum regarding a developmental plan for the existing City Hall site will also continue with in-house discussions and architectural assistance 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 2020 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

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).

|             |                                                 |                                                                                    |
|-------------|-------------------------------------------------|------------------------------------------------------------------------------------|
| <b>Key:</b> | <b>Strategic Plan: FranklinForward</b>          |   |
|             | <b>Sustainable Franklin</b>                     |   |
|             | <b>Tennessee Municipal Benchmarking Project</b> |  |

#### Workload (Output) Measures

|  |                                                         | 2016       | 2017       | 2018       | 2019*                | 2020* |
|--|---------------------------------------------------------|------------|------------|------------|----------------------|-------|
|  | Number of Buildings** Maintained                        | 168        | 168        | 168        | TBD                  | TBD   |
|  | Gross Square Footage of Municipal Buildings (Gen. Fund) | 575,366    | 575,366    | 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)                                          | 68,767     | 77,892     | 98,177     | TBD                  | TBD   |
|  | - Electricity (kW)                                      | 27,921,913 | 26,790,143 | 23,861,360 | TBD                  | TBD   |

#### Efficiency Measures

|  |                                            | 2016 | 2017 | 2018 | 2019*                | 2020* |
|--|--------------------------------------------|------|------|------|----------------------|-------|
|  | 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 2020 Operating Budget

### Performance Measurement

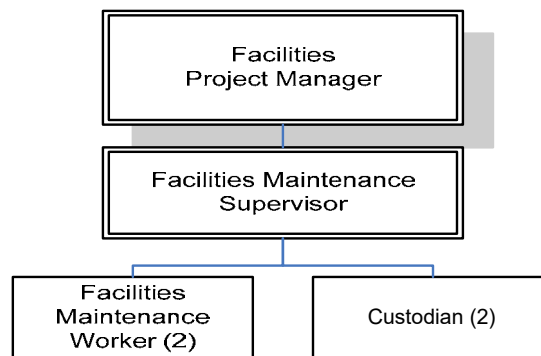
#### Outcome (Effectiveness) Measures

|                                                                                   |                                                                | 2016                 | 2017       | 2018       | 2019*      | 2020*      |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------|------------|------------|------------|------------|
|                                                                                   | 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)                       | 27,921,913           | 26,790,143 | 23,861,360 | TBD        | TBD        |
|                                                                                   | <b>Target (In Kilowatt hours - Source: Finance Department)</b> | 16,143,563           | 15,729,625 | 15,315,688 | 15,315,688 | 14,932,795 |
|                                                                                   | <b>Meets Target?</b>                                           | No                   | No         | No         | TBD        | TBD        |

\* 2019 and 2020 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 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      |
| Facilities Project Manager    | Grade I   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Facilities Maintenance Spvrs  | 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        | 2        | 0        | 2        | 0        | 2        | 0        | 2        | 0        |
| <b>Totals</b>                 |           | <b>7</b> | <b>1</b> | <b>6</b> | <b>0</b> | <b>6</b> | <b>0</b> | <b>6</b> | <b>0</b> | <b>6</b> | <b>0</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                          | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference      |               |
|------------------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|---------------|
|                                          |                  |                  |                  |                  |                  | \$              | %             |
| <b>Personnel</b>                         |                  |                  |                  |                  |                  |                 |               |
| Salaries & Wages                         | 294,826          | 291,208          | 297,052          | 313,381          | 296,863          | (189)           | -0.1%         |
| Employee Benefits                        | 125,218          | 135,878          | 119,462          | 124,222          | 130,427          | 10,965          | 9.2%          |
| <b>Total Personnel</b>                   | <b>420,044</b>   | <b>427,086</b>   | <b>416,514</b>   | <b>437,603</b>   | <b>427,290</b>   | <b>10,776</b>   | <b>2.6%</b>   |
| <b>Operations</b>                        |                  |                  |                  |                  |                  |                 |               |
| Transportation Services                  | 42               | 39               | 252              | 120              | 120              | (132)           | -52.4%        |
| Operating Services                       | 5,020            | 5,469            | 4,690            | 3,858            | 4,450            | (240)           | -5.1%         |
| Notices, Subscriptions, etc.             | 45               | 80               | 45               | 60               | 60               | 15              | 33.3%         |
| Utilities                                | 193,106          | 200,404          | 206,170          | 169,370          | 163,770          | (42,400)        | -20.6%        |
| Contractual Services                     | 120,900          | 121,517          | 137,925          | 162,925          | 168,025          | 30,100          | 21.8%         |
| Repair & Maintenance Services            | 523,232          | 540,111          | 478,280          | 485,100          | 477,700          | (580)           | -0.1%         |
| Office Supplies                          | 4,074            | 4,292            | 2,550            | 800              | 1,250            | (1,300)         | -51.0%        |
| Operating Supplies                       | 4,715            | 5,832            | 3,100            | 750              | 3,100            | -               | 0.0%          |
| Fuel & Mileage                           | 1,451            | 1,408            | 5,000            | 4,500            | 5,000            | -               | 0.0%          |
| Machinery & Equipment (<\$25,000)        | 29,542           | 16,548           | 32,850           | 15,400           | 32,850           | -               | 0.0%          |
| Repair & Maintenance Supplies            | 64,963           | 74,608           | 47,450           | 45,700           | 46,150           | (1,300)         | -2.7%         |
| Property & Liability Costs               | 19,913           | 20,821           | 23,233           | 23,237           | 24,399           | 1,166           | 5.0%          |
| Rentals                                  | -                | -                | 1,000            | -                | 1,000            | -               | 0.0%          |
| Permits                                  | 1,095            | 940              | 950              | 900              | 800              | (150)           | -15.8%        |
| Interfund Reimbursements                 | (318,284)        | (300,257)        | (364,207)        | (364,207)        | (331,002)        | 33,205          | -9.1%         |
| <b>Total Operations</b>                  | <b>649,815</b>   | <b>691,813</b>   | <b>579,288</b>   | <b>548,513</b>   | <b>597,671</b>   | <b>18,383</b>   | <b>3.2%</b>   |
| Improvements                             | -                | 198,960          | 295,000          | 150,000          | 250,000          | (45,000)        | -15.3%        |
| <b>Capital</b>                           | <b>-</b>         | <b>198,960</b>   | <b>295,000</b>   | <b>150,000</b>   | <b>250,000</b>   | <b>(45,000)</b> | <b>-15.3%</b> |
| <b>Total Proj. &amp; Fac. Management</b> | <b>1,069,859</b> | <b>1,317,859</b> | <b>1,290,802</b> | <b>1,136,116</b> | <b>1,274,961</b> | <b>(15,841)</b> | <b>-1.2%</b>  |



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

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# **COMMUNITY & ECONOMIC DEVELOPMENT**

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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

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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 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Building & Neighborhood Services

*Tom Marsh, Interim Director*

##### Budget Summary

|                   | 2017             | 2018             | 2019             |                  | 2020             | 2019 v. 2020   |             |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------|
|                   | Actual           | Actual           | Budget           | Estimated        | Budget           | \$             | %           |
| <b>Personnel</b>  | 2,381,547        | 2,584,516        | 2,961,610        | 2,754,406        | 3,125,639        | 164,029        | 5.5%        |
| <b>Operations</b> | 346,521          | 324,526          | 369,029          | 353,977          | 390,332          | 21,303         | 5.8%        |
| <b>Capital</b>    | 63,300           | 0                | 0                | 0                | 0                | 0              | 0.0%        |
| <b>Total</b>      | <b>2,791,368</b> | <b>2,909,042</b> | <b>3,330,639</b> | <b>3,108,383</b> | <b>3,515,971</b> | <b>185,332</b> | <b>5.6%</b> |

##### 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, signs, driveway, and short term vacation rental), 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 dropped slightly in FY19, but is expected to be stable in the coming year. Several large multi-family and commercial buildings have obtained building permits and large office buildings and hotels will be a primary focus of attention for our team. BNS will continue to focus on technological improvements in service delivery to improve staff efficiency and applicant experience. BNS will also continue work with the Housing Commission and other stakeholders to provide housing options at various price points in the community.

##### 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. Our team of highly skilled and technical employees will continue to train, gain certifications, and focus our team on professional development to better serve our citizens.



# City of Franklin, Tennessee

## FY 2020 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 number of days to 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            |  |

\*2016 - 2018 are FY actual. FY 2019 is YTD through 12/31/18 times 2 & FY 2020 data is estimated.

2016 2017 2018 2019 2020

#### Workload (Output) Measures

|                                          |                |                |                |                |                |
|------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Total value of building and development  | \$ 494,367,542 | \$ 603,568,595 | \$ 910,843,677 | \$ 752,067,240 | \$ 646,069,677 |
| Total revenue                            | \$ 2,378,046   | \$ 2,710,053   | \$ 2,847,991   | \$ 2,037,700   | \$ 2,542,251   |
| Total permits                            | 4,722          | 8,221          | 6,848          | 6,132          | 6,500          |
| Tennessee Statewide Benchmarking Average | 3,278          | 3,913          | 4220           | TBD            | TBD            |
| Total construction plans reviewed        | 3,820          | 1,695          | 1,319          | 1,219          | 1,200          |
| Tennessee Statewide Benchmarking Average | 868            | 753            | 879            | TBD            | TBD            |





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|  |                                                              |               |               |              |            |            |
|--|--------------------------------------------------------------|---------------|---------------|--------------|------------|------------|
|  | Total certificates of occupancy issued                       | 1,304         | 1,297         | 1,122        | 1,132      | 1,200      |
|  | Building inspections performed                               | 24,202        | 36,678        | 25,715       | 23,798     | 25,000     |
|  | <b>Tennessee Statewide Benchmarking Average</b>              | <b>12,211</b> | <b>13,936</b> | <b>16106</b> | <b>TBD</b> | <b>TBD</b> |
|  | Building code violations                                     | 5,127         | 9,549         | 5,848        | 5,100      | 5,100      |
|  | Property Maintenance code inspections                        | 655           | 1,310         | 1,267        | 1,544      | 1,300      |
|  | Total property maintenance code violations                   | 486           | 1,310         | 1,267        | 1,544      | 1,300      |
|  | Inoperable auto violations                                   | 68            | 63            | 55           | 96         | 90         |
|  | Overgrown lot violations                                     | 103           | 186           | 112          | 112        | 110        |
|  | Dilapidated structure violations                             | N/A           | 13            | 21           | 24         | 25         |
|  | Property Parcels                                             | 23,522        | 24,303        | 25,076       | 25,076     | 25,076     |
|  | # of building inspector/certified plan reviewer FTEs         | 18            | 17            | 17           | 17         | 17         |
|  | <b>Tennessee Statewide Benchmarking Average</b>              | <b>7</b>      | <b>7</b>      | <b>9</b>     | <b>TBD</b> | <b>TBD</b> |
|  | # of permit technician/ administrative/support FTEs          | 9             | 9             | 9            | 9          | 9          |
|  | Total number of building code FTEs                           | 27            | 26            | 26           | 26         | 26         |
|  | <b>Tennessee Statewide Benchmarking Average</b>              | <b>9</b>      | <b>10</b>     | <b>12</b>    | <b>TBD</b> | <b>TBD</b> |
|  | Building Inspections per FTE ( <i>Inspectors FTEs Only</i> ) | 1,345         | 2,158         | 1,513        | 1,400      | 1,735      |
|  | <b>Tennessee Statewide Benchmarking Average</b>              | <b>1,432</b>  | <b>1,670</b>  | <b>1768</b>  | <b>TBD</b> | <b>TBD</b> |

### Efficiency Measures

\*2016 - 2018 are FY actual. FY 2019 is YTD through 12/31/18 times 2 & FY 2020 data is estimated.

| FY 2020 data is estimated. |                                                              | 2016             | 2017             | 2018          | 2019*      | 2020*      |
|----------------------------|--------------------------------------------------------------|------------------|------------------|---------------|------------|------------|
|                            | Revenue per Permit Issued                                    | \$ 503.61        | \$ 329.65        | \$415.89      | \$332.31   | \$391.12   |
|                            | <i>Tennessee Statewide Benchmarking Average</i>              | <i>\$ 235.93</i> | <i>\$ 284.45</i> | <i>374.66</i> | <i>TBD</i> | <i>TBD</i> |
|                            | Building Code Enforcement cost per permit issued             | \$ 454.26        | \$ 294.95        | \$ 378.78     | TBD        | TBD        |
|                            | <i>Tennessee Statewide Benchmarking Average</i>              | <i>\$ 302.90</i> | <i>\$ 270.49</i> | <i>311.4</i>  | <i>TBD</i> | <i>TBD</i> |
|                            | Total building code enforcement cost per building inspection | \$ 88.63         | \$ 66.11         | \$ 100.87     | \$ 71.19   | \$ 71.19   |
|                            | <i>Tennessee Statewide Benchmarking Average</i>              | <i>\$ 150.66</i> | <i>N/A</i>       | <i>88.29</i>  | <i>TBD</i> | <i>TBD</i> |

### Outcome (Effectiveness) Measures

\*2016 - 2018 are FY actual. FY 2019 is YTD through 12/31/18 times 2 & FY 2020 data is estimated.

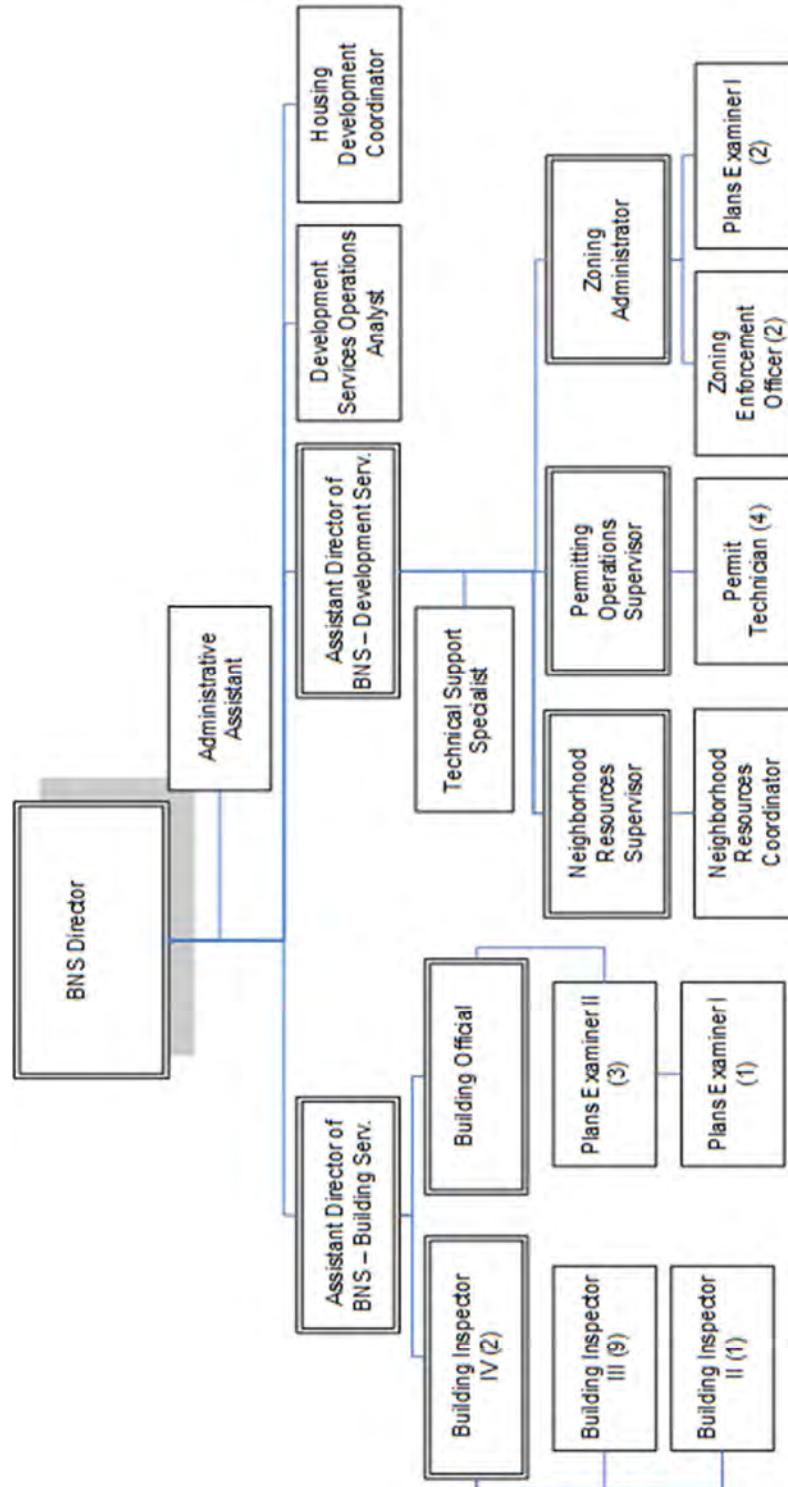
| FY 2020 data is estimated.                                                         |                                                                                                     | 2016         | 2017         | 2018         | 2019*      | 2020*      |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------|--------------|--------------|------------|------------|
|  | Reduce the number of cases and days it takes to resolve identified property maintenance violations. |              |              |              |            |            |
|                                                                                    | # of cases reported for property maintenance violations                                             | 655          | 1,310        | 1,267        | 1,544      | 1,300      |
|                                                                                    | Average number of days from complaint to first inspection                                           | 1            | 1            | 1            | 1          | 1          |
|                                                                                    | Average number of days to resolve violation                                                         | 17           | 10           | 13           | 8          | 10         |
|                                                                                    | Cases brought into compliance                                                                       | 131          | 1,375        | 1,267        | 1,544      | 1,300      |
|                                                                                    | % of all Property Maintenance Violations Brought into Compliance                                    | 141%         | 105%         | 104%         | 100%       | 100%       |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                                     | <b>90.4%</b> | <b>81.3%</b> | <b>99.0%</b> | <b>TBD</b> | <b>TBD</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Organizational Chart



Note: For detailed counts and authorized positions, please see following page 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      |
| Building & Neigh. Svcs. Director            | Grade L   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Asst. BNS Director - Development Services   | Grade K   | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Asst. BNS Director - Building Services      | Grade K   | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        | 1         | 0        |
| Building Official / Plans Review Supervisor | Grade I   | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        | 1         | 0        |
| Building Official                           | Grade I   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 0        |
| Development Services Coordinator            | Grade H   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Building Inspector IV                       | Grade H   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        |
| Zoning Administrator                        | Grade H   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Plans Examiner II                           | Grade G   | 3         | 0        | 3         | 0        | 3         | 0        | 3         | 0        | 3         | 0        |
| Dev. Serv. Oper. Analyst                    | Grade G   | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Neighborhood Resources Super.               | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Housing Development Coord.                  | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Permitting Operations Supervisor            | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Building Inspector III                      | Grade G   | 6         | 0        | 8         | 0        | 8         | 0        | 10        | 0        | 9         | 0        |
| Plans Examiner I                            | Grade F   | 3         | 0        | 3         | 0        | 3         | 0        | 3         | 0        | 3         | 0        |
| Building Inspector II                       | Grade F   | 2         | 0        | 2         | 0        | 2         | 0        | 1         | 0        | 1         | 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        |
| Neighborhood Resources Coord.               | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Building Inspector I (obs.)                 | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        |
| Permit Technician                           | Grade D   | 4         | 0        | 4         | 0        | 4         | 0        | 4         | 0        | 4         | 0        |
| Administrative Assistant                    | Grade D   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| <b>Total</b>                                |           | <b>33</b> | <b>0</b> | <b>35</b> | <b>0</b> | <b>36</b> | <b>0</b> | <b>36</b> | <b>0</b> | <b>36</b> | <b>0</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference     |             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------|
|                                   |                  |                  |                  |                  |                  | \$             | %           |
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                |             |
| Salaries & Wages                  | 1,662,863        | 1,806,726        | 2,145,788        | 1,936,566        | 2,169,281        | 23,493         | 1.1%        |
| Employee Benefits                 | 718,684          | 777,790          | 815,822          | 817,840          | 956,358          | 140,536        | 17.2%       |
| <b>Total Personnel</b>            | <b>2,381,547</b> | <b>2,584,516</b> | <b>2,961,610</b> | <b>2,754,406</b> | <b>3,125,639</b> | <b>164,029</b> | <b>5.5%</b> |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                |             |
| Transportation Services           | 2,152            | 1,140            | 2,350            | 2,350            | 2,350            | -              | 0.0%        |
| Operating Services                | 3,180            | 5,824            | 5,100            | 5,091            | 6,150            | 1,050          | 20.6%       |
| Notices, Subscriptions, etc.      | 28,444           | 48,064           | 35,375           | 32,985           | 31,175           | (4,200)        | -11.9%      |
| Utilities                         | 23,861           | 27,211           | 26,300           | 25,100           | 25,410           | (890)          | -3.4%       |
| Contractual Services              | 78,975           | 35,751           | 100,400          | 94,400           | 78,900           | (21,500)       | -21.4%      |
| Repair & Maintenance Services     | 14,476           | 21,703           | 15,200           | 16,449           | 15,700           | 500            | 3.3%        |
| Employee programs                 | 3,135            | 5,889            | 29,100           | 28,700           | 31,450           | 2,350          | 8.1%        |
| Professional Development/Travel   | 11,570           | 32,750           | 30,745           | 28,975           | 33,825           | 3,080          | 10.0%       |
| Office Supplies                   | 18,917           | 20,517           | 19,100           | 18,100           | 19,150           | 50             | 0.3%        |
| Operating Supplies                | 15,872           | 13,535           | 7,832            | 6,500            | 8,500            | 668            | 8.5%        |
| Fuel & Mileage                    | 10,052           | 10,995           | 13,000           | 10,000           | 11,000           | (2,000)        | -15.4%      |
| Machinery & Equipment (<\$25,000) | 38,256           | 61,251           | 50,100           | 46,000           | 89,500           | 39,400         | 78.6%       |
| Repair & Maintenance Supplies     | 825              | 732              | 725              | 91               | -                | (725)          | -100.0%     |
| Operational Units                 | 51,443           | -                | -                | -                | -                | -              | 0.0%        |
| Property & Liability Costs        | 23,034           | 27,652           | 29,130           | 31,168           | 34,822           | 5,692          | 19.5%       |
| Permits                           | -                | 48               | 250              | -                | -                | (250)          | -100.0%     |
| Financial Fees                    | 2,946            | 3,868            | 2,300            | 2,400            | 2,400            | 100            | 4.3%        |
| Debt Service and Lease Payments   | 19,384           | 7,596            | 2,022            | 5,668            | -                | (2,022)        | -100.0%     |
| <b>Total Operations</b>           | <b>346,521</b>   | <b>324,526</b>   | <b>369,029</b>   | <b>353,977</b>   | <b>390,332</b>   | <b>21,303</b>  | <b>5.8%</b> |
| <b>Capital</b>                    | <b>63,300</b>    | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>       |             |
| <b>Total BNS Department</b>       | <b>2,791,368</b> | <b>2,909,042</b> | <b>3,330,639</b> | <b>3,108,383</b> | <b>3,515,971</b> | <b>185,332</b> | <b>5.6%</b> |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Planning & Sustainability

Emily Hunter, Planning & Sustainability Director

#### Budget Summary

|                   | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020   |              |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
|                   |                  |                  | Budget           | Estimated        |                  | \$             | %            |
| <b>Personnel</b>  | 1,407,954        | 1,270,629        | 1,365,082        | 1,363,829        | 1,392,675        | 27,593         | 2.0%         |
| <b>Operations</b> | 152,573          | 201,127          | 269,968          | 266,126          | 228,488          | -41,480        | -15.4%       |
| <b>Capital</b>    | 0                | 0                | 0                | 0                | 0                | 0              | 0.0%         |
| <b>Total</b>      | <b>1,560,527</b> | <b>1,471,756</b> | <b>1,635,050</b> | <b>1,629,955</b> | <b>1,621,163</b> | <b>-13,887</b> | <b>-0.8%</b> |

#### 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.
- Administration and Maintenance of Envision Franklin (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.
- A leadership role in sustainability efforts for the City and the region.
- 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.
- Serves boards and committees related to regional and local transportation, including the MPO Board, the Technical Coordinating Committee to the MPO, and the RTA Board, and the TMA Board.
- 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 2020 Operating Budget

#### Planning & Sustainability

*Emily Hunter, Planning & Sustainability Director*

##### **FY 2020 Outlook**

Drafting, discussion, public outreach, and final approval of the new Zoning Map and Ordinance will continue and remain the department's top priority for FY2020. Regular meetings will be held to present and discuss the new Zoning Ordinance. An update to the Subdivision Regulations will be presented, as well.

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

Long-range planning efforts continue to be a priority in the P&SD, but capacity to do such studies will be limited on a temporary basis until the new Zoning Ordinance is adopted since staff resources will be primarily focused on the zoning revamp.

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. The P&SD will also work closely with RTA and TMA/Franklin Transit to identify potential long-term park and ride lots or transit hub locations.

Sustainability initiatives continue to be a primary focus. Through the LEED for Cities designation process in FY19, the City was able to gauge what areas need more attention in the coming years. The Sustainability Commission looks to reevaluate their Action Plan to focus on these areas.

Following the heels of updates to the Downtown National Register Listing in FY2018 and the Hincheyville National Register Listing in FY19, future updates to the remaining three districts are planned for FY2021-23. Preservation activities planned for FY20 include a survey of HPO residents and an update to the Preservation Plan, which dates back to 2001.

There will be a continued emphasis on continuing professional education in order to develop urban design skills and observe best planning practices for the City staff, Planning Commissioners, Board members, and design professionals. A trip focusing on utilities in an urban environment is proposed for member of the Departmental Review Team (DRT).

The P&SD anticipates another year of increasing development demand and annexation requests. Non-contiguous annexation and its opportunities and challenges will be continued to be evaluated by staff.



## City of Franklin, Tennessee

### FY 2020 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 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: 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](http://www.usgbc.org/LEED)).

##### Theme: Quality Life Experiences



Meeting transportation needs: Franklin will have a diverse transportation network that promotes,

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://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

To reduce energy costs, road congestion and improve air quality by better use of alternative transportation

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

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

Goal: To increase the assessed valuation per square mile for land in City of Franklin





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

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

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

### Workload (Output) Measures

|                                                     | 2016       | 2017       | 2018       | 2019*      | 2020*      |
|-----------------------------------------------------|------------|------------|------------|------------|------------|
| Net Acreage Changes                                 | 218        | 50         | 0          | TBD        | TBD        |
| Base Zoning Changes                                 |            |            |            |            |            |
| Acreage Zoned Due to Annexation                     | 218        | 50         | 0          | TBD        | TBD        |
| Acreage Rezoned                                     | 351        | 319        | 303        | TBD        | TBD        |
| Development Process Approval Measures               |            |            |            |            |            |
| Concept Plans                                       | N/A        | N/A        | N/A        | N/A        | N/A        |
| Regulating Plans                                    | N/A        | N/A        | N/A        | N/A        | N/A        |
| Plats                                               | 67         | 60         | 67         | 64         | 64         |
| Residential Approvals                               |            |            |            |            |            |
| Total Units                                         | 1028       | 861        | 305        | 731        | 731        |
| Cases heard by BOZA                                 | 23         | 17         | 17         | 22         | 22         |
| Residential site plans reviewed                     | 86         | 87         | 54         | 75         | 75         |
| Preliminary plats reviewed                          | 6          | 3          | 2          | 3          | 3          |
| Final plats reviewed                                | 58         | 86         | 79         | 74         | 74         |
| Municipal planner FTEs                              | 8          | 8          | 8          | 8          | 8          |
| Planning and zoning administrative and support FTEs | 5          | 3          | 3          | 3          | 3          |
| Engineering FTEs                                    | 3          | 4          | 4          | 4          | 4          |
| Total planning and zoning revenues                  | \$ 172,184 | \$ 130,464 | \$ 168,458 | \$ 157,035 | \$ 157,035 |

### Efficiency Measures

|                                                    | 2016 | 2017 | 2018 | 2019* | 2020* |
|----------------------------------------------------|------|------|------|-------|-------|
| Average number of days for preliminary plat review | 73   | 48   | 35   | 52    | 52    |

### Outcome (Effectiveness) Measures

|                                                                            | 2016 | 2017 | 2018 | 2019* | 2020* |
|----------------------------------------------------------------------------|------|------|------|-------|-------|
| Franklin will be a model for environmental quality and a sustainable city. |      |      |      |       |       |



## Performance Measures

|  |                                                                                                                                                                                                                              |              |              |              |              |              |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
|  | 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.                                                                                                                           |              |              |              |              |              |
|  | % rating neighborhoods excellent/good?                                                                                                                                                                                       | 93.0%        | 93.0%        | 93.0%        | 92.0%        | 92.0%        |
|  | <b>Target: (from Franklin Citizens Survey)</b>                                                                                                                                                                               | <b>93.0%</b> | <b>93.0%</b> | <b>93.0%</b> | <b>93.0%</b> | <b>93.0%</b> |
|  | <b>Meets Target?</b>                                                                                                                                                                                                         | Yes          | Yes          | Yes          | No           | No           |
|  | Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.                                                                                                             |              |              |              |              |              |
|  | # of LEED Certified buildings in Franklin                                                                                                                                                                                    | 18           | 22           | 27           | 27           | 27           |
|  | <b>Target (Source: www.usgbc.org)</b>                                                                                                                                                                                        | <b>11</b>    | <b>12</b>    | <b>12</b>    | <b>12</b>    | <b>12</b>    |
|  | <b>Meets Target?</b>                                                                                                                                                                                                         | 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                                                                                                                                                                                       | 93%          | 93%          | 93%          | TBD          | TBD          |
|  | <b>Meets Target?</b>                                                                                                                                                                                                         | Yes          | Yes          | Yes          | TBD          | 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. |              |              |              |              |              |
|  | To be a community that promotes walking, jogging, and cycling.                                                                                                                                                               |              |              |              |              |              |
|  | Become a more bicycle friendly community.                                                                                                                                                                                    |              |              |              |              |              |
|  | Baseline: To become a bicycle-friendly designated community through                                                                                                                                                          |              |              |              |              |              |
|  | <b>Meets Target?</b>                                                                                                                                                                                                         | N/A          | No           | No           | 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          |
|  | <b>Meets Target?</b>                                                                                                                                                                                                         | 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          |
|  | <b>Target</b>                                                                                                                                                                                                                | <b>4</b>     | <b>4</b>     | <b>4</b>     | <b>TBD</b>   | <b>TBD</b>   |
|  | <b>Meets Target?</b>                                                                                                                                                                                                         | 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)                                                                      |              |              |              |              |              |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|  |                                                                                                                                    |                    |                  |                  |              |              |
|--|------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------|------------------|--------------|--------------|
|  | Target: At least 1 updated                                                                                                         | All Areas Updating | 1 Annual         | 0                | TBD          | TBD          |
|  | <b>Meets Target?</b>                                                                                                               | <b>Yes</b>         | <b>Yes</b>       | <b>No</b>        | <b>TBD</b>   | <b>TBD</b>   |
|  | 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                                                                                                              | 7.4%               | 7.0%             | 7.0%             | TBD          | TBD          |
|  | State Poverty Rate                                                                                                                 | 17.2%              | 15.0%            | 15.0%            | TBD          | TBD          |
|  | <b>Target</b>                                                                                                                      | <b>8.6%</b>        | <b>7.5%</b>      | <b>7.5%</b>      | TBD          | TBD          |
|  | <b>Meets Target?</b>                                                                                                               | <b>Yes</b>         | <b>Yes</b>       | <b>Yes</b>       | <b>TBD</b>   | <b>TBD</b>   |
|  | Increase the assessed valuation per square mile for land in City of Franklin                                                       |                    |                  |                  |              |              |
|  | Current Assessed Value                                                                                                             | \$ 4,638,233,867   | \$ 4,819,676,437 | \$ 4,989,169,301 | TBD          | TBD          |
|  | Square Miles                                                                                                                       | 41.78              | 42.15            | 42.15            | TBD          | TBD          |
|  | <b>Target</b>                                                                                                                      | \$ 105,000,000     | \$ 111,015,650   | \$ 118,367,006   | TBD          | TBD          |
|  | <b>Meets Target?</b>                                                                                                               | <b>Yes</b>         | <b>Yes</b>       | <b>Yes</b>       | <b>TBD</b>   | <b>TBD</b>   |
|  | 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                                                                       | 106                | 73               | 36               | 70           | 70           |
|  | Value of investment dollars from COA's                                                                                             | \$ 20,688,515      | \$ 81,085,071    | \$ 25,932,803    | \$ 7,000,000 | \$ 7,000,000 |
|  | <b>Meets Target?</b>                                                                                                               | <b>Yes</b>         | <b>Yes</b>       | <b>Yes</b>       | <b>TBD</b>   | <b>TBD</b>   |

\*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

|                                     |                                                                                                                                                   | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                                                                                                   | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the value of Land use, planning and zoning                                                                                               | 59%                  | 41%       | 61%                  | 39%       |
| <input checked="" type="checkbox"/> | % rating Your neighborhood as a place to live                                                                                                     | 92%                  | 8%        | 95%                  | 5%        |
| <input checked="" type="checkbox"/> | % rating Franklin as a place to live                                                                                                              | 97%                  | 3%        | 98%                  | 2%        |
| <input checked="" type="checkbox"/> | % rating the Quality of the overall natural environment in                                                                                        | 87%                  | 13%       | 87%                  | 13%       |
| <input checked="" type="checkbox"/> | % rating the Overall "built environment" of Franklin (including                                                                                   | 77%                  | 23%       | 79%                  | 21%       |
| <input checked="" type="checkbox"/> | % rating the Sense of community in Franklin as it relates to Franklin as a whole                                                                  | 82%                  | 18%       | 83%                  | 17%       |
| <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 | 87%                  | 13%       | 87%                  | 13%       |
| <input checked="" type="checkbox"/> | % rating how important the Overall "built environment" of Franklin (including overall design, buildings, parks and                                | 83%                  | 17%       | 85%                  | 15%       |

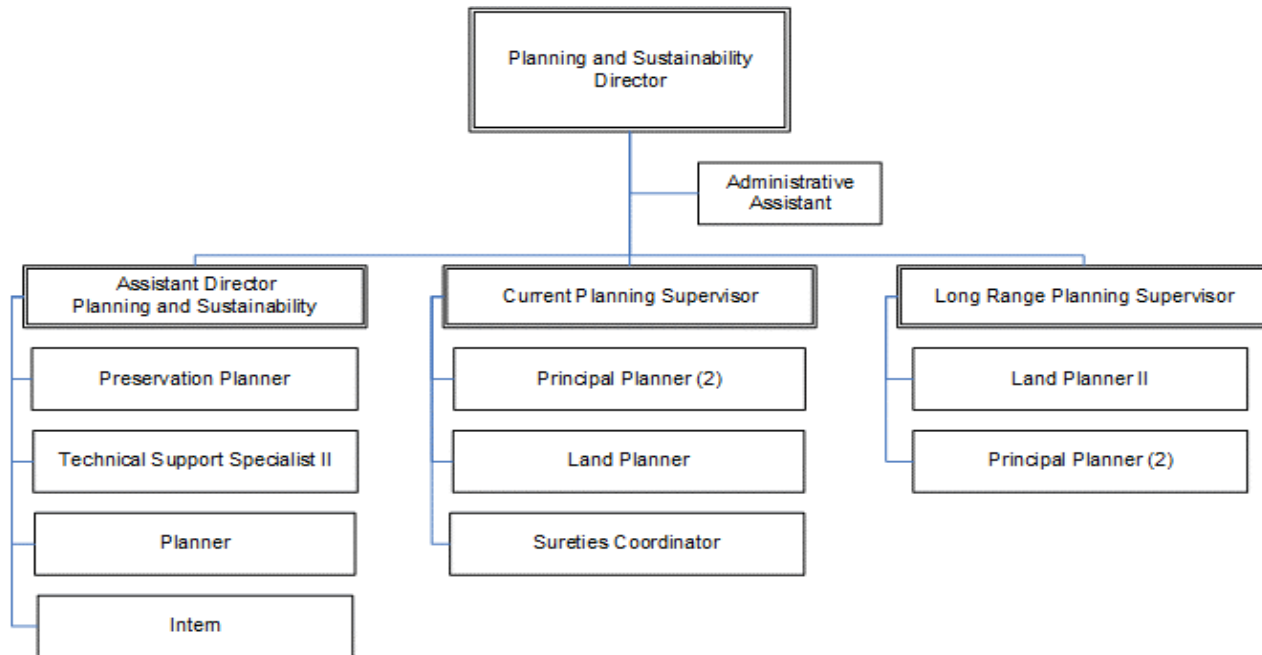
|                                     |                                                                           | Very Satisfied | Somewhat Satisfied | Somewhat Important | Not at all Important |
|-------------------------------------|---------------------------------------------------------------------------|----------------|--------------------|--------------------|----------------------|
| <input checked="" type="checkbox"/> | % rating their level of satisfaction with the City's management of growth | 2016 29%       | 55%                | 15%                | 1%                   |
|                                     |                                                                           | 2019 29%       | 51%                | 13%                | 7%                   |



# City of Franklin, Tennessee

## FY 2020 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 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      |
| ACA Community Development        | Grade N   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 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        | 1         | 0        | 1         | 0        | 1         | 0        |
| Planning Supervisor              | Grade I   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        |
| Principal Planner                | Grade H   | 2         | 1        | 3         | 1        | 3         | 0        | 4         | 0        | 4         | 0        |
| Preservation Planner             | Grade H   | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Land Planner II                  | Grade H   | 0         | 0        | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        |
| Planning Senior                  | Grade G   | 2         | 0        | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        |
| Dev. Serv. Oper. Analyst         | Grade G   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Land Planner                     | Grade G   | 2         | 0        | 2         | 0        | 2         | 0        | 1         | 0        | 1         | 0        |
| Sureties Coordinator             | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Technical Support Specialist     | Grade F   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Planner                          | Grade F   | 0         | 0        | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        |
| Technical Support Specialist     | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        |
| Planning Assistant               | Grade E   | 1         | 0        | 0         | 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         | 1        | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Intern                           | ---       | 0         | 1        | 0         | 1        | 0         | 1        | 0         | 1        | 0         | 1        |
| <b>Total Authorized Staffing</b> |           | <b>16</b> | <b>3</b> | <b>16</b> | <b>2</b> | <b>15</b> | <b>1</b> | <b>15</b> | <b>1</b> | <b>15</b> | <b>1</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                      | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %             |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Personnel</b>                     |                  |                  |                  |                  |                  |                  |               |
| Salaries & Wages                     | 1,082,254        | 933,093          | 1,034,061        | 1,011,180        | 1,007,089        | (26,972)         | -2.6%         |
| Officials Fees                       | 10,300           | 10,450           | 14,000           | 11,000           | 14,000           | -                | 0.0%          |
| Employee Benefits                    | 315,400          | 327,086          | 317,021          | 341,649          | 371,585          | 54,564           | 17.2%         |
| <b>Total Personnel</b>               | <b>1,407,954</b> | <b>1,270,629</b> | <b>1,365,082</b> | <b>1,363,829</b> | <b>1,392,675</b> | <b>27,593</b>    | <b>2.0%</b>   |
| <b>Operations</b>                    |                  |                  |                  |                  |                  |                  |               |
| Transportation Services              | 2,044            | 3,091            | 3,000            | 1,000            | 3,000            | -                | 0.0%          |
| Operating Services                   | 1,750            | 3,241            | 6,000            | 5,650            | 6,000            | -                | 0.0%          |
| Notices, Subscriptions, etc.         | 23,487           | 26,165           | 32,650           | 19,750           | 25,250           | (7,400)          | -22.7%        |
| Utilities                            | 7,437            | 6,032            | 7,500            | 7,500            | 8,000            | 500              | 6.7%          |
| Contractual Services                 | 11,970           | 27,750           | 117,000          | 136,680          | 52,000           | (65,000)         | -55.6%        |
| Repair & Maintenance Services        | 3,718            | 5,361            | 5,500            | 3,750            | 4,500            | (1,000)          | -18.2%        |
| Employee programs                    | 621              | 793              | 6,500            | 2,800            | 4,500            | (2,000)          | -30.8%        |
| Professional Development/Travel      | 45,790           | 34,457           | 47,400           | 47,500           | 77,000           | 29,600           | 62.4%         |
| Office Supplies                      | 12,895           | 14,035           | 15,300           | 14,400           | 14,300           | (1,000)          | -6.5%         |
| Operating Supplies                   | 2,054            | 244              | 500              | 1,200            | 500              | -                | 0.0%          |
| Fuel & Mileage                       | 340              | 284              | 1,100            | 550              | 1,100            | -                | 0.0%          |
| Machinery & Equipment (<\$25,000)    | 10,058           | 62,920           | 14,500           | 13,500           | 23,500           | 9,000            | 62.1%         |
| Repair & Maintenance Supplies        | 22,030           | -                | -                | -                | -                | -                | -             |
| Operational Units                    | -                | 9,823            | 4,000            | 4,000            | -                | (4,000)          | -100.0%       |
| Property & Liability Costs           | 8,367            | 6,931            | 8,518            | 7,846            | 8,338            | (180)            | -2.1%         |
| Permits                              | 12               | -                | 400              | -                | 400              | -                | 0.0%          |
| Other Business Expenses              | -                | -                | 100              | -                | 100              | -                | 0.0%          |
| <b>Total Operations</b>              | <b>152,573</b>   | <b>201,127</b>   | <b>269,968</b>   | <b>266,126</b>   | <b>228,488</b>   | <b>(41,480)</b>  | <b>-15.4%</b> |
| <b>Capital</b>                       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>      |
| <b>Total Planning &amp; Sustain.</b> | <b>1,560,527</b> | <b>1,471,756</b> | <b>1,635,050</b> | <b>1,629,955</b> | <b>1,621,163</b> | <b>(13,887)</b>  | <b>-0.8%</b>  |

### Notes & Objectives

- Complete the new Zoning Ordinance to implement Envision Franklin, with input from the FMPC and BOMA.
- Complete a new set of Subdivision Regulations (current set adopted in 1966).
- Conduct extensive education/discussion sessions with the BOMA and FMPC for a variety of topics addressed in the new Zoning Ordinance.
- Focus on Historic Preservation and Sustainability efforts, through updates to the Preservation Plan and the Sustainability Commission Action Plan.
- Conduct the annual review and update of Envision Franklin (December 2019).
- Incorporate education opportunities for members of the Planning Commission and BOMA.
- Concentrate on continuing education for City officials and staff regarding urban design and best planning practices.
- Continued improvement of workspace and technology in the P&SD.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Engineering & Traffic Operations Center

Paul P. Holzen, Director

#### Budget Summary

| Engineering       |                |                  |                  |                  |                  |                |             |
|-------------------|----------------|------------------|------------------|------------------|------------------|----------------|-------------|
|                   | 2017<br>Actual | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020   |             |
|                   |                |                  | Budget           | Estimated        |                  | \$             | %           |
| <b>Personnel</b>  | 1,124,690      | 1,276,689        | 1,415,846        | 1,366,754        | 1,534,776        | 118,930        | 8.4%        |
| <b>Operations</b> | -132,726       | -152,995         | -132,552         | -88,122          | -124,811         | 7,741          | -5.8%       |
| <b>Capital</b>    | 0              | 0                | 0                | 0                | 0                | 0              | 0.0%        |
| <b>Total</b>      | <b>991,964</b> | <b>1,123,694</b> | <b>1,283,294</b> | <b>1,278,632</b> | <b>1,409,964</b> | <b>126,670</b> | <b>9.9%</b> |

| Traffic Operations Center (TOC) |                |                  |                  |                  |                  |                  |               |
|---------------------------------|----------------|------------------|------------------|------------------|------------------|------------------|---------------|
|                                 | 2017<br>Actual | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020     |               |
|                                 |                |                  | Budget           | Estimated        |                  | \$               | %             |
| <b>Personnel</b>                | 284,756        | 340,475          | 401,685          | 435,663          | 420,063          | 18,378           | 4.6%          |
| <b>Operations</b>               | 492,853        | 395,675          | 547,632          | 489,628          | 535,378          | -12,254          | -2.2%         |
| <b>Capital</b>                  | 31,951         | 432,053          | 361,000          | 194,135          | 2,450,000        | 2,089,000        | 578.7%        |
| <b>Total</b>                    | <b>809,560</b> | <b>1,168,203</b> | <b>1,310,317</b> | <b>1,119,426</b> | <b>3,405,441</b> | <b>2,095,124</b> | <b>159.9%</b> |

#### Department 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 - 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 2020 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 three years, especially in developing areas and/or areas with sustained growth, will maintain a high quality of traffic operations."



## City of Franklin, Tennessee

### FY 2020 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 2020 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 coordinating 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 | 2017 |
| 2) SR 96 E           | 2015 |
| 3) Downtown Franklin | 2017 |
| 4) Hillsboro Road    | 2018 |
| 5) Columbia Ave      | 2017 |

#### 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

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 City's 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

|  |                                                                                    | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|------------------------------------------------------------------------------------|------|------|------|-------|-------|
|  | Number of public education and outreach events completed.                          | 2    | 9    | 43   | TBD   | TBD   |
|  | Number of public involvement and participation events completed.                   | 2    | 2    | 6    | TBD   | TBD   |
|  | Percentage of Watershed completed for illicit discharge detection and elimination. | 0%   | 10%  | 20%  | TBD   | TBD   |
|  | Percentage of active construction sites                                            | 100% | 100% | 100% | 100%  | 100%  |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures (con't)

|  |                                                                     |              |              |          |          |          |
|--|---------------------------------------------------------------------|--------------|--------------|----------|----------|----------|
|  | Percentage of permanent stormwater management facilities inspected. | 0%           | 0%           | 0%       | TBD      | TBD      |
|  | Annual Ambient monitoring (Achieved or Not Achieved)                |              |              |          |          |          |
|  | Macroinvertebrate Sampling                                          | Achieved     | Achieved     | Achieved | Achieved | Achieved |
|  | E.Coli Sampling                                                     | Achieved     | Achieved     | Achieved | Achieved | Achieved |
|  | Visual Stream Assessment                                            | Not Achieved | Not Achieved | Achieved | Achieved | Achieved |

### Outcome (Effectiveness) Measures

|                                                                                     |                                                                                                                                                                         | 2016       | 2017       | 2018       | 2019*      | 2020*      |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
|    | Reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.                | 41%        | 41%        | 41%        | 35%        | 35%        |
|                                                                                     | <b>Target</b>                                                                                                                                                           | <b>35%</b> | <b>35%</b> | <b>35%</b> | <b>35%</b> | <b>35%</b> |
|                                                                                     | <b>Meets Target?</b>                                                                                                                                                    | <b>No</b>  | <b>No</b>  | <b>No</b>  | <b>Yes</b> | <b>Yes</b> |
|                                                                                     | 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) | 74         | 74         | 136        | 136        | 136        |
|                                                                                     | <b>Target</b>                                                                                                                                                           | <b>72</b>  | <b>74</b>  | <b>75</b>  | <b>136</b> | <b>136</b> |
|                                                                                     | <b>Meets Target?</b>                                                                                                                                                    | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> |

### Franklin Citizens Survey

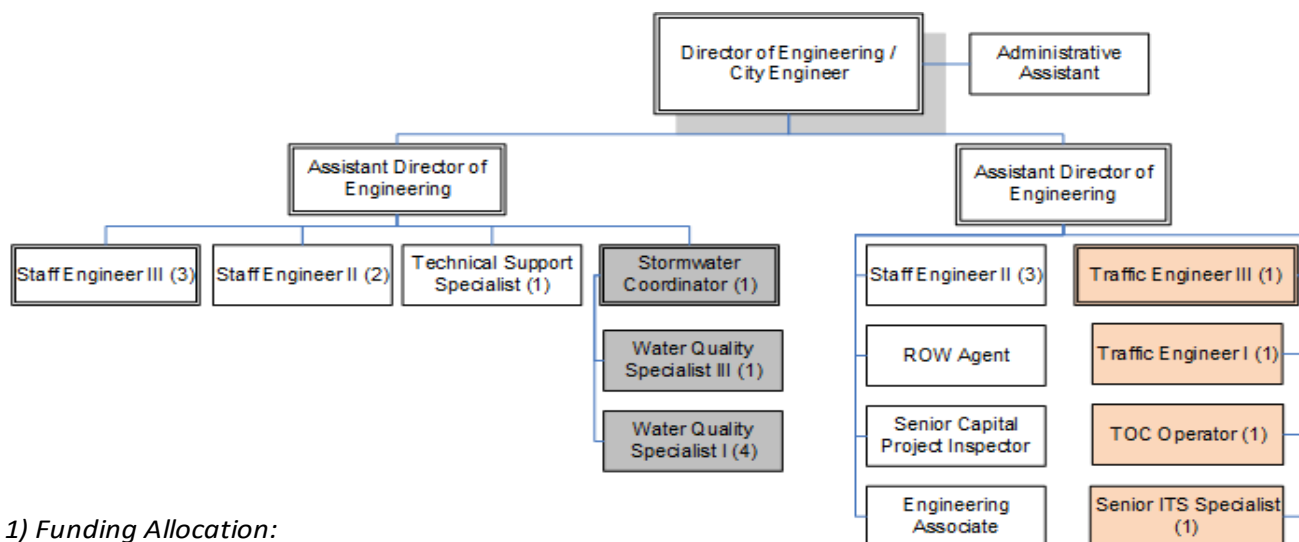
|                                     |                                                                                                   | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|---------------------------------------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                                                   | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating traffic flow on major streets as it relates to Franklin as a whole                       | 26%                  | 74%       | 37%                  | 63%       |
| <input checked="" type="checkbox"/> | % rating ease of public parking as it relates to Franklin as a whole                              | 53%                  | 47%       | 47%                  | 53%       |
| <input checked="" type="checkbox"/> | % rating ease of travel by car in Franklin as it relates to Franklin as a whole                   | 48%                  | 52%       | 56%                  | 44%       |
| <input checked="" type="checkbox"/> | % rating ease of travel by public transportation in Franklin as it relates to Franklin as a whole | 23%                  | 77%       | 29%                  | 71%       |
| <input checked="" type="checkbox"/> | % rating ease of travel of bicycle in Franklin as it relates to Franklin as a whole               | 35%                  | 65%       | 36%                  | 64%       |
| <input checked="" type="checkbox"/> | % rating ease of walking in Franklin as it relates to Franklin as a whole                         | 58%                  | 42%       | 67%                  | 33%       |
| <input checked="" type="checkbox"/> | % rating the quality of Traffic signal timing                                                     | 50%                  | 50%       | 56%                  | 44%       |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Organizational Chart



#### 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 I 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 below

### 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 |
| Engineering                     |           |         |     |         |     |         |     |         |     |         |     |
| Director of Engineering         | Grade M   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Asst. Dir. Of Engineering       | Grade K   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   |
| Staff Engineer III              | Grade J   | 2       | 0   | 2       | 0   | 2       | 0   | 3       | 0   | 4       | 0   |
| Staff Engineer II               | Grade I   | 3       | 0   | 4       | 0   | 4       | 0   | 4       | 0   | 3       | 0   |
| Sr. Capital Project Inspector   | Grade H   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   | 1       | 0   |
| Right of Way Agent              | Grade H   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Technical Support Specialist II | Grade F   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Technical Support Specialist    | Grade E   | 1       | 0   | 1       | 0   | 0       | 0   | 0       | 0   | 0       | 0   |
| Engineering Associate           | 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   |
| Total - Engineering             |           | 13      | 0   | 14      | 0   | 13      | 0   | 14      | 0   | 15      | 0   |

| 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 |
| Traffic Operations Center |           |         |     |         |     |         |     |         |     |         |     |
| Traffic Engineer III      | Grade J   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Traffic Engineer II       | Grade H   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 0       | 0   |
| Traffic Engineer I        | Grade G   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   | 1       | 0   |
| ITS Specialist Senior     | Grade G   | 0       | 0   | 0       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| TOC Operator              | Grade E   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Total - TOC               |           | 3       | 0   | 3       | 0   | 4       | 0   | 4       | 0   | 4       | 0   |



# 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 |
| Engineering                     |           |         |     |         |     |         |     |         |     |         |     |
| Director of Engineering         | Grade M   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Asst. Dir. Of Engineering       | Grade K   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   |
| Staff Engineer III              | Grade J   | 2       | 0   | 2       | 0   | 2       | 0   | 3       | 0   | 4       | 0   |
| Staff Engineer II               | Grade I   | 3       | 0   | 4       | 0   | 4       | 0   | 4       | 0   | 3       | 0   |
| Sr. Capital Project Inspector   | Grade H   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   | 1       | 0   |
| Right of Way Agent              | Grade H   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Technical Support Specialist II | Grade F   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Technical Support Specialist    | Grade E   | 1       | 0   | 1       | 0   | 0       | 0   | 0       | 0   | 0       | 0   |
| Engineering Associate           | 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   |
| Total - Engineering             |           | 13      | 0   | 14      | 0   | 13      | 0   | 14      | 0   | 15      | 0   |
| 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 |
| Traffic Operations Center       |           |         |     |         |     |         |     |         |     |         |     |
| Traffic Engineer III            | Grade J   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Traffic Engineer II             | Grade H   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 0       | 0   |
| Traffic Engineer I              | Grade G   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   | 1       | 0   |
| ITS Specialist Senior           | Grade G   | 0       | 0   | 0       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| TOC Operator                    | Grade E   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Total - TOC                     |           | 3       | 0   | 3       | 0   | 4       | 0   | 4       | 0   | 4       | 0   |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget - Engineering

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference     |              |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
|                                   |                  |                  |                  |                  |                  | \$             | %            |
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                |              |
| Salaries & Wages                  | 836,178          | 923,225          | 1,051,967        | 1,022,949        | 1,139,481        | 87,514         | 8.3%         |
| Employee Benefits                 | 288,512          | 353,464          | 363,879          | 343,805          | 395,295          | 31,416         | 8.6%         |
| <b>Total Personnel</b>            | <b>1,124,690</b> | <b>1,276,689</b> | <b>1,415,846</b> | <b>1,366,754</b> | <b>1,534,776</b> | <b>118,930</b> | <b>8.4%</b>  |
|                                   |                  |                  |                  |                  |                  | -              |              |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                |              |
| Transportation Services           | 849              | 667              | 805              | 1,400            | 1,400            | 595            | 73.9%        |
| Operating Services                | 5,169            | 1,790            | 2,650            | 3,025            | 3,025            | 375            | 14.2%        |
| Notices, Subscriptions, etc.      | 1,432            | 1,468            | 4,775            | 7,775            | 7,775            | 3,000          | 62.8%        |
| Utilities                         | 4,600            | 4,475            | 4,180            | 3,820            | 4,805            | 625            | 15.0%        |
| Contractual Services              | 57,285           | 45,690           | 92,500           | 107,500          | 95,000           | 2,500          | 2.7%         |
| Repair & Maintenance Services     | 1,493            | 1,027            | 2,155            | 2,155            | 2,213            | 58             | 2.7%         |
| Employee programs                 | 453              | 93               | 1,000            | 1,050            | 2,050            | 1,050          | 105.0%       |
| Professional Development/Travel   | 5,819            | 16,117           | 15,750           | 15,750           | 15,750           | -              | 0.0%         |
| Office Supplies                   | 5,801            | 3,639            | 6,700            | 6,800            | 6,980            | 280            | 4.2%         |
| Operating Supplies                | 966              | 1,241            | 4,600            | 3,950            | 4,073            | (527)          | -11.5%       |
| Fuel & Mileage                    | 617              | 885              | 2,100            | 2,100            | 2,205            | 105            | 5.0%         |
| Machinery & Equipment (<\$25,000) | 12,216           | 20,232           | 14,500           | 35,000           | 31,000           | 16,500         | 113.8%       |
| Repair & Maintenance Supplies     | -                | 907              | -                | 300              | -                | -              | 0.0%         |
| Property & Liability Costs        | 9,734            | 8,186            | 8,523            | 8,643            | 9,070            | 547            | 6.4%         |
| Permits                           | 9,264            | 6,447            | -                | 5,200            | 4,860            | 4,860          | 100.0%       |
| Financial Fees                    | -                | -                | -                | 200              | 200              | 200            | 100.0%       |
| Other Business Expenses           | 122              | 107              | -                | -                | -                | -              | 0.0%         |
| Debt Service and Lease Payments   | 5,413            | -                | -                | -                | -                | -              | 0.0%         |
| Interfund Reimbursement           | (253,959)        | (265,966)        | (292,790)        | (292,790)        | (315,217)        | (22,427)       | 7.7%         |
| <b>Total Operations</b>           | <b>(132,726)</b> | <b>(152,995)</b> | <b>(132,552)</b> | <b>(88,122)</b>  | <b>(124,811)</b> | <b>7,741</b>   | <b>-5.8%</b> |
|                                   |                  |                  |                  |                  |                  |                |              |
| <b>Capital</b>                    | -                | -                | -                | -                | -                | -              |              |
|                                   |                  |                  |                  |                  |                  |                |              |
| <b>Total Engineering</b>          | <b>991,964</b>   | <b>1,123,694</b> | <b>1,283,294</b> | <b>1,278,632</b> | <b>1,409,964</b> | <b>126,670</b> | <b>9.9%</b>  |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget - TOC

|                                   | Actual<br>2017 | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference       |               |
|-----------------------------------|----------------|------------------|------------------|------------------|------------------|------------------|---------------|
|                                   |                |                  |                  |                  |                  | \$               | %             |
| <b>Personnel</b>                  |                |                  |                  |                  |                  |                  |               |
| Salaries & Wages                  | 206,010        | 249,991          | 282,308          | 354,283          | 306,657          | 24,349           | 8.6%          |
| Employee Benefits                 | 78,746         | 90,484           | 119,377          | 81,380           | 113,406          | (5,971)          | -5.0%         |
| <b>Total Personnel</b>            | <b>284,756</b> | <b>340,475</b>   | <b>401,685</b>   | <b>435,663</b>   | <b>420,063</b>   | <b>18,378</b>    | <b>4.6%</b>   |
| <b>Operations</b>                 |                |                  |                  |                  |                  |                  |               |
| Transportation Services           | 197            | 387              | 225              | 225              | 233              | 8                | 3.6%          |
| Operating Services                | 47             | 179              | 250              | 250              | 263              | 13               | 5.2%          |
| Notices, Subscriptions, etc.      | 3,990          | 1,770            | 6,720            | 6,720            | 8,000            | 1,280            | 19.0%         |
| Utilities                         | 2,162          | 7,918            | 3,323            | 3,683            | 3,759            | 436              | 13.1%         |
| Contractual Services              | 385,106        | 112,253          | 398,000          | 345,000          | 390,000          | (8,000)          | -2.0%         |
| Repair & Maintenance Services     | 3,474          | 24,924           | 25,850           | 15,850           | 10,350           | (15,500)         | -60.0%        |
| Employee programs                 | -              | 38               | 5,416            | 6,416            | 6,420            | 1,004            | 18.5%         |
| Professional Development/Travel   | 4,951          | 8,423            | 10,650           | 10,650           | 13,500           | 2,850            | 26.8%         |
| Office Supplies                   | 493            | 1,069            | 1,200            | 1,450            | 1,523            | 323              | 26.9%         |
| Operating Supplies                | 499            | 7,258            | 2,050            | 2,300            | 2,403            | 353              | 17.2%         |
| Fuel & Mileage                    | 208            | 423              | 500              | 500              | 525              | 25               | 5.0%          |
| Machinery & Equipment (<\$25,000) | 58,125         | 184,099          | 61,025           | 64,275           | 65,000           | 3,975            | 6.5%          |
| Repair & Maintenance Supplies     | 18,997         | 3,862            | 15,000           | 16,000           | 15,750           | 750              | 5.0%          |
| Property & Liability Costs        | 13,777         | 41,973           | 16,333           | 15,219           | 15,980           | (353)            | -2.2%         |
| Permits                           | 800            | 1,080            | 1,040            | 1,040            | 1,620            | 580              | 55.8%         |
| Other Business Expenses           | 27             | 19               | 50               | 50               | 53               | 3                | 100.0%        |
| <b>Total Operations</b>           | <b>492,853</b> | <b>395,675</b>   | <b>547,632</b>   | <b>489,628</b>   | <b>535,378</b>   | <b>(12,254)</b>  | <b>-2.2%</b>  |
| Infrastructure                    | -              | 416,211          | -                | 12,635           | 150,000          | 150,000          | 0.0%          |
| Machinery & Equipment (>\$25,000) | 31,951         | 15,842           | 361,000          | 181,500          | 2,300,000        | 1,939,000        | 537.1%        |
| <b>Capital</b>                    | <b>31,951</b>  | <b>432,053</b>   | <b>361,000</b>   | <b>194,135</b>   | <b>2,450,000</b> | <b>2,089,000</b> | <b>578.7%</b> |
| <b>Total TOC</b>                  | <b>809,560</b> | <b>1,168,203</b> | <b>1,310,317</b> | <b>1,119,426</b> | <b>3,405,441</b> | <b>2,095,124</b> | <b>159.9%</b> |



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Economic Development

*Eric Stuckey, City Administrator*

##### Budget Summary

|                             | 2017          | 2018          | 2019          |               | 2020          | 2019 v. 2020 |             |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|--------------|-------------|
|                             | Actual        | Actual        | Budget        | Estimated     | Budget        | \$           | %           |
| Expenditures                | 53,592        | 67,518        | 90,327        | 90,327        | 96,027        | 5,700        | 6.3%        |
| <b>Economic Development</b> | <b>53,592</b> | <b>67,518</b> | <b>90,327</b> | <b>90,327</b> | <b>96,027</b> | <b>5,700</b> | <b>6.3%</b> |

##### Department Summary

This department is used to identify payments specifically related to economic development. An allocation is made for economic development of \$30,000 plus an additional amount for the Greater Nashville Regional Council of \$24,027. Membership to the Nashville Area Chamber of Commerce is \$3,000 and the Metropolitan Planning Organization is budgeted at \$9,000. \$30,000 is included for continued funding of the business retention program being conducted by Williamson, Inc.

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



## City of Franklin, Tennessee FY 2020 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

#### 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](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](http://www.carnton.org)).

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].

Goal: To decrease the unemployment rate within the city over the previous year below the county and state levels.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

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

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 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)

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

### Outcome (Effectiveness) Measures

|                                                                                                                                           |                                                                                        | 2016                | 2017                | 2018*               | 2019*               | 2020*               |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 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                                                                         | 95.7                | TBD                 | TBD                 | TBD                 | TBD                 |
|                                                                                                                                           | <b>Target</b>                                                                          | <b>&lt; 100</b>     | <b>&lt; 100</b>     | <b>&lt; 100</b>     | <b>&lt; 100</b>     | <b>&lt; 100</b>     |
|                                                                                                                                           | <b>Meets Target?</b>                                                                   | <b>Yes</b>          | <b>TBD</b>          | <b>TBD</b>          | <b>TBD</b>          | <b>TBD</b>          |
| 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                                            | 1,430,000           | 1,510,000           | TBD                 | TBD                 | TBD                 |
|                                                                                                                                           | <b>Target</b>                                                                          | 1,350,000           | 1,450,000           | 1,550,000           | 1,600,000           | 1,650,000           |
|                                                                                                                                           | <b>Meets Target?</b>                                                                   | <b>Yes</b>          | <b>Yes</b>          | <b>TBD</b>          | <b>TBD</b>          | <b>TBD</b>          |
|                                                                                                                                           | Opportunities for revenue enhancements through tourism and sales revenues.             |                     |                     |                     |                     |                     |
|                                                                                                                                           | Increase the revenue generated from Hotel/Motel taxes.                                 | \$ 3,557,971        | \$ 3,721,055        | \$ 4,097,695        | \$ 3,751,174        | \$ 3,920,520        |
|                                                                                                                                           | <b>Target (more than previous year)</b>                                                | <b>\$ 3,291,019</b> | <b>\$ 3,557,971</b> | <b>\$ 3,721,055</b> | <b>\$ 4,097,695</b> | <b>\$ 3,751,174</b> |
|                                                                                                                                           | <b>Meets Target?</b>                                                                   | <b>Yes</b>          | <b>Yes</b>          | <b>Yes</b>          | <b>No</b>           | <b>Yes</b>          |
|                                                                                                                                           | Increase local sales tax revenue growth rate compared to state sales tax growth rate." |                     |                     |                     |                     |                     |
|                                                                                                                                           | Franklin Collections (in \$ millions)                                                  | \$31.309            | \$32.694            | \$34.151            | \$35.87             | \$37.15             |
|                                                                                                                                           | Franklin Collection Increase                                                           | 8.2%                | 4.4%                | 4.5%                | 5.0%                | 3.5%                |
|                                                                                                                                           | State Collections (in \$ billions)                                                     | \$8.269             | \$8.56              | \$8.939             | \$9.297             | \$9.668             |
|                                                                                                                                           | State Collection Increase                                                              | 7.7%                | 3.5%                | 4.5%                | 4.0%                | 4.0%                |
|                                                                                                                                           | <b>Meets Target?</b>                                                                   | <b>Yes</b>          | <b>Yes</b>          | <b>Yes</b>          | <b>Yes</b>          | <b>No</b>           |

2016

2017

2018

2019\*

2020\*



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|                                                                                                            |                                                                                                          |            |            |            |                      |           |
|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------|------------|------------|----------------------|-----------|
|                                                                                                            | 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                                                                  | \$72,835   | -\$115,916 | \$378,397  | \$150,000            | \$150,000 |
|                                                                                                            | <b>Target</b>                                                                                            | -\$114,223 | \$72,835   | -\$115,916 | \$378,397            | \$378,397 |
|                                                                                                            | <b>Meets Target?</b>                                                                                     | Yes        | No         | 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.                                          | 39,150     | 41,490     | 44,200     | Data to be collected |           |
|                                                                                                            | <b>Target</b>                                                                                            | 37,440     | 39,150     | 41,490     | 39,150               | 41,490    |
|                                                                                                            | <b>Meets Target?</b>                                                                                     | 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                                                                             | 3.5%       | 1.9%       | 2.8%       | TBD                  | TBD       |
|                                                                                                            | Williamson County Unemployment Rate                                                                      | 3.8%       | 3.1%       | 2.9%       | TBD                  | TBD       |
|                                                                                                            | Tennessee's Unemployment Rate                                                                            | 5.0%       | 4.2%       | 3.5%       | TBD                  | TBD       |
|                                                                                                            | <b>Target (Franklin's U/I for preceding year)</b>                                                        | 4.2%       | 3.5%       | 1.9%       | 2.8%                 | 1.9%      |
|                                                                                                            | <b>Meets Target(s)?</b>                                                                                  | Yes        | Yes        | Yes/No     | 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                                                                                    | 493        | 464        | TBD        | TBD                  | TBD       |
|                                                                                                            | Total Active business licenses                                                                           | 6617       | 7041       | TBD        | TBD                  | TBD       |
|                                                                                                            | <b>Meets Target(s)?</b>                                                                                  | Yes        | Yes        | TBD        | TBD                  | TBD       |
|                                                                                                            | Maintain retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.     |            |            |            |                      |           |
|                                                                                                            | Franklin Retail & Commercial Vacancy Rate                                                                | 0.90%      | 5.00%      | 11.50%     | Data to be collected |           |
|                                                                                                            | Nashville MSA Retail & Commercial Vacancy Rates                                                          | 4.70%      | 6.90%      | 9.80%      |                      |           |
|                                                                                                            | <b>Target</b>                                                                                            | 1.41%      | 2.07%      | 2.94%      |                      |           |
|                                                                                                            | <b>Meets Target?</b>                                                                                     | Yes        | No         | No         | TBD                  | TBD       |

### Franklin Citizens Survey

|                                     |                                                                                                                         | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                                                                         | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Economic Development services                                                                   | 82%                  | 18%       | 84%                  | 16%       |
| <input checked="" type="checkbox"/> | % rating Employment opportunities as it relates to Franklin as a whole.                                                 | 75%                  | 25%       | 83%                  | 17%       |
| <input checked="" type="checkbox"/> | % rating Shopping opportunities as it relates to Franklin as a whole.                                                   | 92%                  | 8%        | 93%                  | 7%        |
| <input checked="" type="checkbox"/> | % rating Cost of living in Franklin as it relates to Franklin as a whole.                                               | 41%                  | 59%       | 39%                  | 61%       |
| <input checked="" type="checkbox"/> | % rating the Overall quality of businesses and service establishments in Franklin as it relates to Franklin as a whole. | 88%                  | 12%       | 92%                  | 8%        |
| <input checked="" type="checkbox"/> | % rating a Vibrant downtown/commercial areas it relates to Franklin as a whole.                                         | 89%                  | 11%       | 92%                  | 8%        |



## City of Franklin, Tennessee FY 2020 Operating Budget

### Performance Measures

|                                     |                                                                                                   |     |     |     |     |
|-------------------------------------|---------------------------------------------------------------------------------------------------|-----|-----|-----|-----|
| <input checked="" type="checkbox"/> | % rating the Overall quality of new development in Franklin as it relates to Franklin as a whole. | 78% | 22% | 78% | 22% |
|-------------------------------------|---------------------------------------------------------------------------------------------------|-----|-----|-----|-----|

### 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 2020 Operating Budget

### Budget

|                                                       | Actual<br>2017 | Actual<br>2018 | Budget<br>2019 | Estd<br>2019  | Budget<br>2020 | Difference   |             |
|-------------------------------------------------------|----------------|----------------|----------------|---------------|----------------|--------------|-------------|
|                                                       |                |                |                |               |                | \$           | %           |
| Economic Development / Chamber Support                | 25,000         | 25,000         | 25,000         | 25,000        | 30,000         | 5,000        | 20.0%       |
| Greater Nashville Regional Council                    | -              | 22,518         | 23,327         | 23,327        | 24,027         | 700          | 3.0%        |
| Nashville Area Chamber of Commerce                    | -              | -              | 3,000          | 3,000         | 3,000          | -            | 0.0%        |
| Nashville Area MPO                                    | 8,592          | -              | 9,000          | 9,000         | 9,000          | -            | 0.0%        |
| Williamson Chamber - Business Retention / Development | 20,000         | 20,000         | 30,000         | 30,000        | 30,000         | -            | 0.0%        |
| <b>Total Expenditures</b>                             | <b>53,592</b>  | <b>67,518</b>  | <b>90,327</b>  | <b>90,327</b> | <b>96,027</b>  | <b>5,700</b> | <b>6.3%</b> |
| <b>Ending Fund Balance</b>                            | <b>53,592</b>  | <b>67,518</b>  | <b>90,327</b>  | <b>90,327</b> | <b>96,027</b>  | <b>5,700</b> | <b>6.3%</b> |

### Notes & Objectives



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Community Development Block Grant Fund

##### Budget Summary

|                        | 2017    | 2018    | 2019    |           | 2020    | 2018 v. 2019 |         |
|------------------------|---------|---------|---------|-----------|---------|--------------|---------|
|                        | Actual  | Actual  | Budget  | Estimated | Budget  | \$           | %       |
| Beginning Fund Balance | 85,185  | 86,263  | 89,691  | 89,691    | 28,205  |              |         |
| Revenues               | 231,452 | 261,235 | 318,300 | 318,300   | 255,306 | -62,994      | -19.79% |
| Expenditures           | 230,374 | 257,807 | 379,786 | 379,786   | 251,000 | -128,786     | -33.91% |
| Ending Balance         | 86,263  | 89,691  | 28,205  | 28,205    | 32,511  |              |         |

##### Fund Summary

The Community Development Block Grant is funded annually by the Department of Housing and Urban Development. The City of Franklin has received approximately Two-Million Dollars (\$2,000,000) which has been used for various programs throughout the City. These include the rehabilitation of homes for our low to moderate income residents, fair housing outreach and education and the construction of new single family homes within our pocket communities. These communities have been identified by the US Census as Tract 508 subtracts 1, 2 and 3 and Tract 509.01 subtract 4 as the subtracts in Franklin; these tracts have incomes from \$31,250 to \$39,999 which constitutes less than 80% of the Nashville MSA medians.

Envision Franklin endorses the concept of vibrant neighborhoods being essential to the overall health of the community and should include a range of housing options.

##### Fund Goals

Acting within the HUD guidelines the City prepares and Annual Action Plan that outlines the City's goals for the coming year and a Consolidate Annual Performance Evaluation Report that shares our successes of the previous year. Additionally, the City prepares a five-year Consolidated Plan that serves as the guiding document for the City of Franklin's Community Development Block Grant (CDBG) Program. The City will prepare a new five-year plan for the years 2020-2025.

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.

The City anticipates receiving \$250,000.00 for the 2019-2020 program year. The City will continue to identify needs and determine the best way to leverage the funds to assist with meeting our goals and priorities that support our partners and non-profits to assist our low to moderate income residents.



## ***City of Franklin, Tennessee*** **FY 2020 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 2020 Operating Budget

### Budget

|                                         | Actual<br>2017 | Actual<br>2018 | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference       |               |
|-----------------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|---------------|
|                                         |                |                |                |                |                | \$               | %             |
| <b>Beginning Fund Balance</b>           | <b>85,185</b>  | <b>86,263</b>  | <b>89,691</b>  | <b>89,691</b>  | <b>28,205</b>  |                  |               |
| <b>Revenues</b>                         |                |                |                |                |                |                  |               |
| DEPT OF HOUSING AND URBAN DEV(FEDERAL)  | 230,374        | 257,808        | 318,000        | 318,000        | 255,000        | (63,000)         | -19.8%        |
| INTEREST INCOME                         | 1,078          | 3,427          | 300            | 300            | 306            | 6                | 2.0%          |
| OTHER REVENUES                          | -              | -              | -              | -              | -              | -                | 0.0%          |
| CONTRIBUTIONS - OTHERS                  | -              | -              | -              | -              | -              | -                | 0.0%          |
| <b>Total Available Funds</b>            | <b>231,452</b> | <b>261,235</b> | <b>318,300</b> | <b>318,300</b> | <b>255,306</b> | <b>(62,994)</b>  | <b>-19.8%</b> |
| <b>Expenses (Operations)</b>            |                |                |                |                |                |                  |               |
| MAILING & OUTBOUND SHIPPING SERVICES    | -              | -              | -              | -              | -              | -                | 0.0%          |
| PRINTING & COPYING SERVICES, OUTSOURCED | -              | -              | -              | -              | -              | -                | 0.0%          |
| LEGAL NOTICES                           | 171            | -              | 1,000          | 1,000          | 1,000          | -                | 100.0%        |
| CONSULTANT SERVICES                     | 17,794         | 10,585         | 15,000         | 15,000         | 15,000         | -                | 0.0%          |
| OTHER CONTRACTUAL SERVICES              | 47,510         | 77,222         | 145,000        | 145,000        | 115,000        | (30,000)         | -20.7%        |
| BUILDING REPAIR & MAINTENANCE SERVICES  | 115,000        | 170,000        | 158,000        | 158,000        | 120,000        | (38,000)         | -24.1%        |
| TRAINING, OUTSIDE                       | -              | -              | -              | -              | -              | -                | #DIV/0!       |
| IN LIEU OF AFFORDABLE HOUSING COSTS     | 49,899         | -              | -              | -              | -              | -                | 0.0%          |
| GRANT PROGRAMS                          | -              | -              | -              | -              | -              | -                | 0.0%          |
| TRANSFER TO GENERAL FUND                |                |                | 60,786         | 60,786         | -              | (60,786)         | -100.0%       |
| <b>Total Expenditures</b>               | <b>230,374</b> | <b>257,807</b> | <b>379,786</b> | <b>379,786</b> | <b>251,000</b> | <b>(128,786)</b> | <b>-33.9%</b> |
| <b>Ending Fund Balance</b>              | <b>86,263</b>  | <b>89,691</b>  | <b>28,205</b>  | <b>28,205</b>  | <b>32,511</b>  |                  |               |



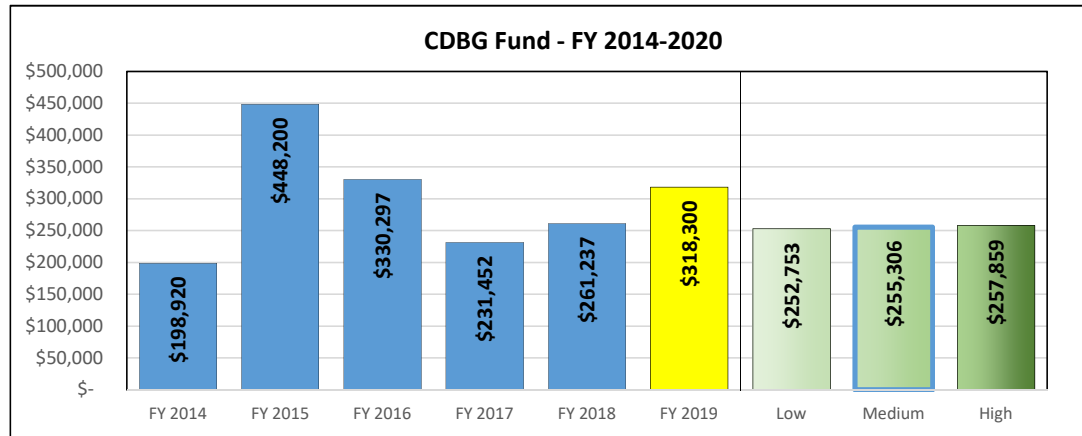
# City of Franklin

Revenue Model

|              |                                               |                                |             |
|--------------|-----------------------------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Community Development Block Grant Fund</b> | <b>Percent of All Revenues</b> | <b>0.2%</b> |
|--------------|-----------------------------------------------|--------------------------------|-------------|

**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 administrating homeless assistance on an as-needed basis.

A nominal 2% increase over the normal allocation is forecast in this fund.



|                                    | Actual            |                   |                   |                   |                   | Budget            | Forecast (FY 2020) |                   |                   | Averages     |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|--------------|
|                                    | FY 2014           | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019           | Low                | Medium            | High              |              |
| <b>% yr/yr.</b>                    | <b>3.3%</b>       | <b>125.3%</b>     | <b>-26.3%</b>     | <b>-29.9%</b>     | <b>12.9%</b>      | <b>21.8%</b>      | <b>-20.6%</b>      | <b>-19.8%</b>     | <b>-19.0%</b>     |              |
| CDBG GRANT (FEDERAL)               | 198,747           | 223,787           | 329,866           | 230,374           | 257,808           | 318,000           | 252,450            | 255,000           | 257,550           | 3-yr Average |
| IN LIEU OF AFFORDABLE HOUSING FEES |                   | 224,162           | 0                 | 0                 | 0                 | 0                 | -                  | -                 | -                 | \$ 274,329   |
| INTEREST INCOME                    | 173               | 251               | 431               | 1,078             | 3,427             | 300               | 303                | 306               | 309               | 5.3%         |
| <b>Totals</b>                      | <b>\$ 198,920</b> | <b>\$ 448,200</b> | <b>\$ 330,297</b> | <b>\$ 231,452</b> | <b>\$ 261,237</b> | <b>\$ 318,300</b> | <b>\$ 252,753</b>  | <b>\$ 255,306</b> | <b>\$ 257,859</b> | 5-Yr Average |
|                                    |                   |                   |                   |                   |                   |                   |                    |                   |                   | \$ 294,021   |
|                                    |                   |                   |                   |                   |                   |                   |                    |                   |                   | 1.7%         |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Transit

Debbie Henry, Executive Director

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019         |              | 2020<br>Budget | 2019 v. 2020 |         |
|-------------------|----------------|----------------|--------------|--------------|----------------|--------------|---------|
|                   |                |                | Budget       | Estimated    |                | \$           | %       |
| Beginning Balance | \$ 374,758     | \$ 374,758     | \$ 817,649   | \$ 817,649   | \$ 971,267     |              |         |
| Revenues          | \$2,136,228    | \$2,528,989    | \$ 3,908,885 | \$ 3,417,679 | \$ 3,144,560   | \$ (764,325) | -19.55% |
| Expenditures      | \$2,136,228    | \$2,086,098    | \$ 3,908,885 | \$ 3,264,061 | \$ 3,128,060   | \$ (780,825) | -19.98% |
| Ending Balance    | \$ 374,758     | \$ 817,649     | \$ 817,649   | \$ 971,267   | \$ 987,767     |              |         |

#### 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, service us comprised of: fixed routes service, as well as Transit On Demand (TODD) a pre-arranged curb-to-curb service, within the City of Franklin including Cool Springs.
- The TMA Group is the contractor of record for the operations and management of the transit system on behalf of the Franklin Transit Authority. The TMA Group is a regional leader in customizing innovative, environmentally friendly, multi-modal transportation solutions.



#### Department Accomplishments:

- **Increased ridership, increased employer partners, and improved customer satisfaction due to expansion of fixed routes service, doubling number of stops, increased frequency, and moving of Hub to Transit Center.**
- **Offering free rides on the fixed routes service to our Veterans and Active Military members.**
- **Transit partnership with CSCC-WC campus has been beneficial to both; installed 2 new shelters on campus**
- **Transit technology, i.e.. mobile app, transit software, as well as working in concert with COF in the signalization of Franklin Transit vehicles (where available) will lay foundation for a Transit Technology Corridor in Franklin.**
- **TMA secured a \$2M Regional Park & Ride grant that will benefit our area, Franklin Transit, and Southern Corridor.**





# City of Franklin, Tennessee

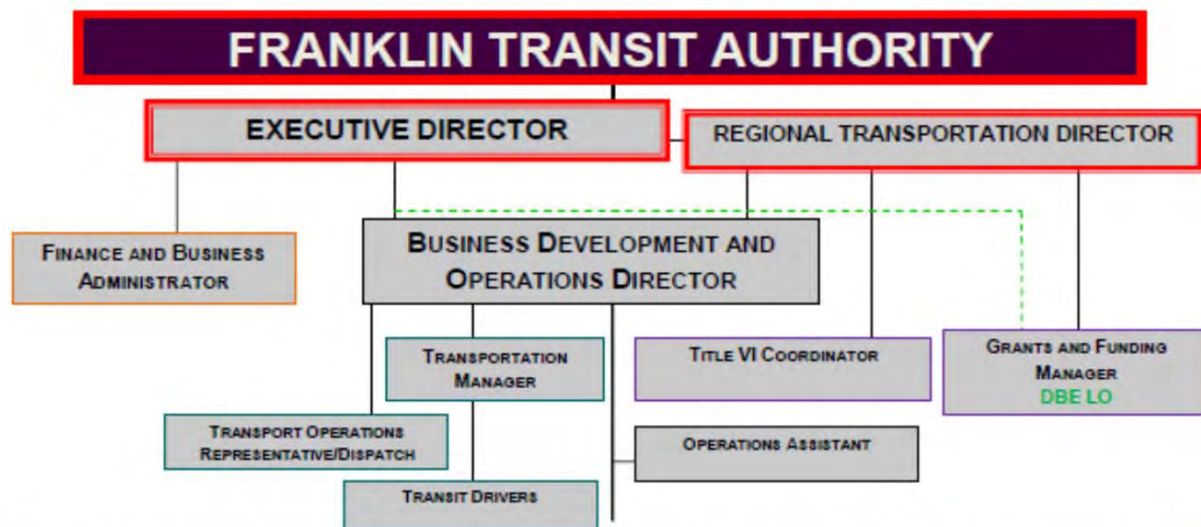
## FY 2020 Operating Budget

### Performance Measures (con't)

#### Franklin Citizens Survey

|                                     |                                                | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of bus or transit service | 42%                  | 58%       | 54%                  | 46%       |

### Organizational Chart



*Franklin Transit Authority is operated and managed under contract by The TMA Group. All personnel are employees of TMA.*



# City of Franklin, Tennessee

## FY 2020 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 lots, 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

|                                                                                                           | 2016          | 2017          | 2018          | 2019*         | 2020*         |
|-----------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>Increase the Inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.</b> |               |               |               |               |               |
| Transit hubs, Park& Ride sites                                                                            | 74            | 74            | 136           | 136           | 136           |
| <b>Total</b>                                                                                              | <b>74</b>     | <b>74</b>     | <b>136</b>    | <b>136</b>    | <b>136</b>    |
| <i>Increase from Prior year?</i>                                                                          | Yes           | No            | 54.00%        | 0.00%         | 0.00%         |
| <i>Meeting Goal?</i>                                                                                      | Yes           | Yes           | Yes           | TBD           | TBD           |
| <b>Increase the number of riders using the Franklin Transit Authority.</b>                                |               |               |               |               |               |
| <b>Ridership</b>                                                                                          |               |               |               |               |               |
| Franklin Transit Fixed Route                                                                              | 46,468        | 52,363        | 46,037        | 53,127        | 60,000        |
| Transit On DemanD (TODD)                                                                                  | 26,219        | 33,151        | 28,280        | 27,187        | 29,000        |
| <b>Total</b>                                                                                              | <b>72,687</b> | <b>85,514</b> | <b>74,317</b> | <b>80,314</b> | <b>89,000</b> |
| <i>Increase from Prior year?</i>                                                                          | No            | Yes           | No            | Yes           | TBD           |
| <i>Meeting Goal?</i>                                                                                      | No            | Yes           | No            | Yes           | TBD           |

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

\*2019 and 2020 are estimated

#### Statistics:

**80,314 passenger trips (approx.) +7.5% increase in trips**

**55% are employment trips**

**20% are student trips**

**10% are medical appointments**

**10% are for City events**

**5% trips are for shopping and social activities**



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Opening Balance</b>            | <b>374,758</b>   | <b>374,758</b>   | <b>817,649</b>   | <b>817,649</b>   | <b>971,267</b>   |                  |               |
| <b>Revenues</b>                   |                  |                  |                  |                  |                  |                  |               |
| DEPT OF TRANSPORTATION (FEDERAL)  | 1,163,679        | 983,102          | 1,386,664        | 976,776          | 1,586,255        | 199,591          | 14.4%         |
| TDOT (STATE)                      | 380,361          | 272,005          | 374,350          | 340,014          | 376,234          | 1,884            | 0.5%          |
| TRANSIT FARES                     | 104,648          | 112,418          | 143,000          | 139,064          | 149,000          | 6,000            | 4.3%          |
| INTEREST INCOME                   | 7,610            | 7,465            | -                | 18,189           | 20,000           | 20,000           | 100.0%        |
| RENTAL INCOME                     | 9,700            | 9,600            | 9,700            | 9,700            | 9,700            | -                | 0.0%          |
| SALE OF SURPLUS ASSETS            | 11,475           | -                | 10,000           | -                | -                | (10,000)         | -100.0%       |
| TRANSFER FROM GENERAL FUND*       | 458,755          | 1,144,399        | 1,985,171        | 1,933,936        | 1,003,371        | (981,800)        | -49.5%        |
| <b>Total Available Funds</b>      | <b>2,136,228</b> | <b>2,528,989</b> | <b>3,908,885</b> | <b>3,417,679</b> | <b>3,144,560</b> | <b>(764,325)</b> | <b>-19.6%</b> |
| <b>Expenses (Operations)</b>      |                  |                  |                  |                  |                  |                  |               |
| VEHICLE LICENSES & TITLES         | -                | 162              | -                | -                | -                | -                | 0.0%          |
| TRANSIT OPERATIONS                | 1,730,130        | 2,085,936        | 3,371,385        | 3,238,921        | 2,408,560        | (962,825)        | -28.6%        |
| TRANSIT PLANNING                  | 160,237          | -                | 137,500          | 13,104           | 137,500          | -                | 0.0%          |
| MACHINERY & EQUIPMENT (>\$25,000) | 245,861          | -                | 400,000          | 12,036           | 582,000          | 182,000          | 45.5%         |
| <b>Total Expenditures</b>         | <b>2,136,228</b> | <b>2,086,098</b> | <b>3,908,885</b> | <b>3,264,061</b> | <b>3,128,060</b> | <b>(780,825)</b> | <b>-20.0%</b> |
| <b>Ending Balance</b>             | <b>374,758</b>   | <b>817,649</b>   | <b>817,649</b>   | <b>971,267</b>   | <b>987,767</b>   |                  |               |

#### Notes & Objectives

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.



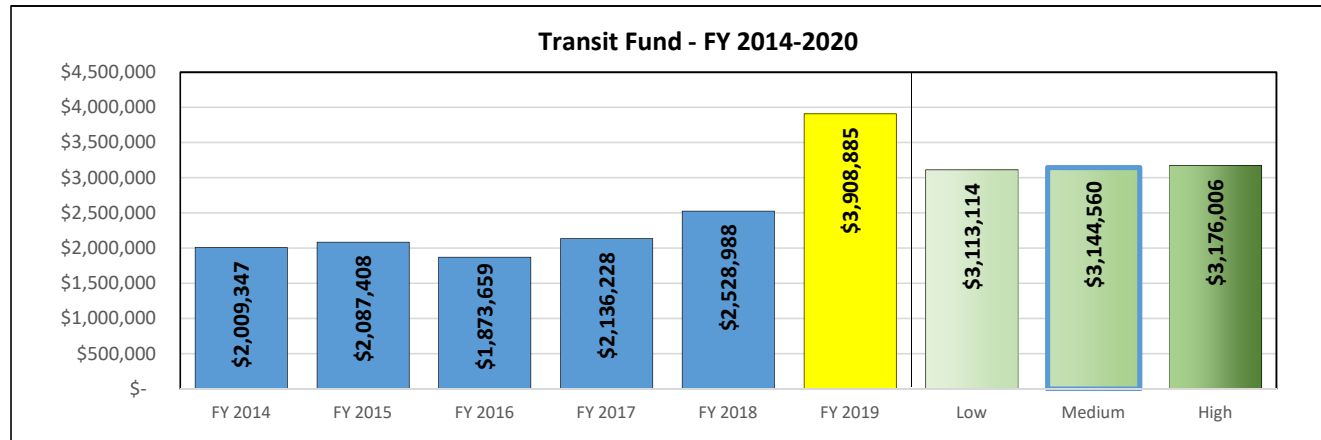
# City of Franklin

## Revenue Model

|              |                     |                                |             |
|--------------|---------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Transit Fund</b> | <b>Percent of All Revenues</b> | <b>1.9%</b> |
|--------------|---------------------|--------------------------------|-------------|

**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.

Despite the decrease in total revenues shown, (a result of an if necessary transfer to meet State requirements), the forecast for FY 2020 is for healthy growth in grant revenues. The City's subsidy is only forecast to increase by a nominal 1.8%.



|                                    | Actual              |                     |                     |                     |                     | Budget              | Forecast (FY 2020)  |                     |                     | Averages     |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
|                                    | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |              |
| <b>% yr/yr.</b>                    | <b>39.8%</b>        | <b>3.9%</b>         | <b>-10.2%</b>       | <b>14.0%</b>        | <b>18.4%</b>        | <b>54.6%</b>        | <b>-20.4%</b>       | <b>-19.6%</b>       | <b>-18.7%</b>       |              |
| TRANSIT OPERATIONS GRANT (FEDERAL) | 1,005,998           | 1,229,365           | 989,505             | 1,163,679           | 983,103             | 1,386,664           | 1,570,392           | 1,586,255           | 1,602,118           | 3-yr Average |
| TRANSIT CAPITAL GRANT (FED/STATE)  | 44,333              | 67,588              | 261,550             | 380,361             | 272,005             | 374,350             | 372,472             | 376,234             | 379,996             | \$ 2,179,625 |
| TRANSIT FARES                      | 94,314              | 94,072              | 88,460              | 104,649             | 112,418             | 143,000             | 147,510             | 149,000             | 150,490             | 26.4%        |
| INTEREST INCOME                    | 11,820              | 3,573               | 4,391               | 7,610               | 7,465               | 9,700               | 9,603               | 9,700               | 9,797               | 5-Yr Average |
| RENTAL INCOME                      | 9,700               | 9,700               | 9,700               | 9,700               | 9,600               | 10,000              | 19,800              | 20,000              | 20,200              | \$ 2,127,126 |
| SALE OF SURPLUS ASSETS             | 0                   | 0                   | 18,640              | 11,475              | 0                   | 0                   | -                   | -                   | -                   | 16.8%        |
| TRANSFER FROM GENERAL FUND         | 843,182             | 683,110             | 501,413             | 458,755             | 1,144,399           | 1,985,171           | 993,337             | 1,003,371           | 1,013,405           |              |
| <b>Totals</b>                      | <b>\$ 2,009,347</b> | <b>\$ 2,087,408</b> | <b>\$ 1,873,659</b> | <b>\$ 2,136,228</b> | <b>\$ 2,528,988</b> | <b>\$ 3,908,885</b> | <b>\$ 3,113,114</b> | <b>\$ 3,144,560</b> | <b>\$ 3,176,006</b> |              |

Source: City of Franklin, Comprehensive Annual Financial Reports - 2009-2018 & Estimates from Finance & Revenue Management Departments.



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## *City of Franklin, Tennessee*

### **FY 2020 Operating Budget**

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## **PUBLIC WORKS**

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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.

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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 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Streets - Maintenance

Joe York, Director

##### Budget Summary

|                   | 2017             | 2018             | 2019             |                  | 2020             | 2019 v. 2020   |              |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
|                   | Actual           | Actual           | Budget           | Estimated        | Budget           | \$             | %            |
| <b>Personnel</b>  | 2,419,980        | 2,481,898        | 2,714,212        | 2,647,116        | 2,706,260        | -7,952         | -0.3%        |
| <b>Operations</b> | 1,406,784        | 1,250,589        | 1,464,778        | 1,325,053        | 1,357,015        | -107,763       | -7.4%        |
| <b>Capital</b>    | 0                | 55,144           | 252,000          | 233,754          | 294,000          | 42,000         | 16.7%        |
| <b>Total</b>      | <b>3,826,764</b> | <b>3,787,631</b> | <b>4,430,990</b> | <b>4,205,923</b> | <b>4,357,275</b> | <b>-73,715</b> | <b>-1.7%</b> |

##### Departmental Summary

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

The Street Maintenance Division currently maintains 337 miles of roadway and a portion of designated medians including, Downtown Franklin, Streetscape, Public Works Facility and landscaping along the Mack Hatcher Pkwy right-of-way from Murfreesboro Road to Franklin Road. We currently have a team that performs repair and replacement activities on failing or unsafe sidewalks.

##### 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, park projects, etc.. The City realizes a savings by diverting Landfill tipping fees.

##### Infrared Patch Truck

The Street Department began using infrared technology to perform routine patching practices in 2012. We utilize the truck to permanently repair potholes, utility cuts and longitudinal joints.

##### Road Salt and Salt Brine

We currently house 2,400 tons of road salt and 1,800 gallons of salt brine solution at 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 2020 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.

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

#### Workload (Output) Measures

|                                                 | 2016         | 2017         | 2018         | 2019*        | 2020*        |
|-------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Accepted Roadways Maintained (Centerline Miles) | 323          | 327          | 337          | 340          | 343          |
| Total Miles of Sidewalks Maintained             | 303          | 310          | 348          | 348          | 348          |
| Catch Basins/Storm Drains                       | N/A          | N/A          | 6,392        | 6,450        | 6,550        |
| Stormwater Channels Maintained (Linear ft.)     | 183,091      | 183,091      | 183,091      | 183,091      | 183,091      |
| Gravity Mains Maintained                        | 12,384       | 12,384       | 12,384       | 12,384       | 12,384       |
| Crosswalks Painted                              | 2,305        | 1,158        | 3,450        | 3,000        | 3,500        |
| Centerlines Painted                             | 59,466       | 56,958       | 40,600       | 50,000       | 50,000       |
| Number of Streets Repaired                      | 21           | 40           | 38           | 40           | 40           |
| Number of Potholes Repaired                     | 503          | 435          | 364          | 400          | 400          |
| Number of Citizen Concerns Received             | 692          | 929          | 983          | 800          | 800          |
| Major Weather Events                            |              |              |              |              |              |
| Amount of Salt Used (ton)                       | 374          | 500          | 265          | 500          | 500          |
| Amount of Brine Used (gallon)                   | 48,125       | 16,000       | 18,000       | 20,000       | 40,000       |
| Cost to pave streets                            | \$ 2,137,609 | \$ 2,250,000 | \$ 2,663,695 | \$ 3,724,000 | \$ 4,300,000 |
| Cost to repair sidewalks                        | \$ 261,576   | \$ 512,440   | \$ 442,532   | \$ 470,000   | \$ 495,000   |
| Cost of Curb & Gutter                           | \$ 15,000    | \$ 10,900    | \$ 13,988    | \$ 15,300    | \$ 15,600    |
| Leaf Vacuum Season (cubic yds)                  | 8,920        | 10,351       | 10,615       | 11,500       | 12,500       |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Streets - Maintenance

Joe York, Director

#### Performance Measures

##### Efficiency Measures

|  |                                          | 2016     | 2017     | 2018     | 2019*    | 2020*    |
|--|------------------------------------------|----------|----------|----------|----------|----------|
|  | Avg. Cost to Repair Streets (Sq. Yd.)    | \$ 79.00 | \$ 79.00 | \$ 87.00 | \$ 87.00 | \$ 87.00 |
|  | Avg. Cost to Repair Sidewalks (Sq. Ft.)  | \$ 8.50  | \$ 8.50  | \$ 9.75  | \$ 9.75  | \$ 10.00 |
|  | Avg. Cost to Repair Catch Basins/Gutters | N/A      | N/A      | \$ 45.00 | \$ 45.00 | \$ 45.00 |

##### Outcome (Effectiveness) Measures

|  |                                                 | 2016   | 2017   | 2018  | 2019* | 2020* |
|--|-------------------------------------------------|--------|--------|-------|-------|-------|
|  | Response Time                                   |        |        |       |       |       |
|  | - From Receipt to Investigation to Notification | 24 hrs | 24 hrs | 48hrs | 48hrs | 48hrs |
|  | - From Notification to Resolution               | 72 hrs | 72 hrs | N/A   | N/A   | N/A   |

\*estimated

##### Franklin Citizens Survey

|                                     |                                              | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|----------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                              | Excellent/Good       | Fair/Poor | Excellent/Good       | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Street repair        | 62%                  | 38%       | 57%                  | 43%       |
| <input checked="" type="checkbox"/> | % rating the quality of Street cleaning      | 81%                  | 19%       | 78%                  | 22%       |
| <input checked="" type="checkbox"/> | % rating the quality of Street lighting      | 74%                  | 26%       | 75%                  | 25%       |
| <input checked="" type="checkbox"/> | % rating the quality of Snow removal         | 57%                  | 43%       | 71%                  | 29%       |
| <input checked="" type="checkbox"/> | % rating the quality of Sidewalk maintenance | 71%                  | 29%       | 77%                  | 23%       |

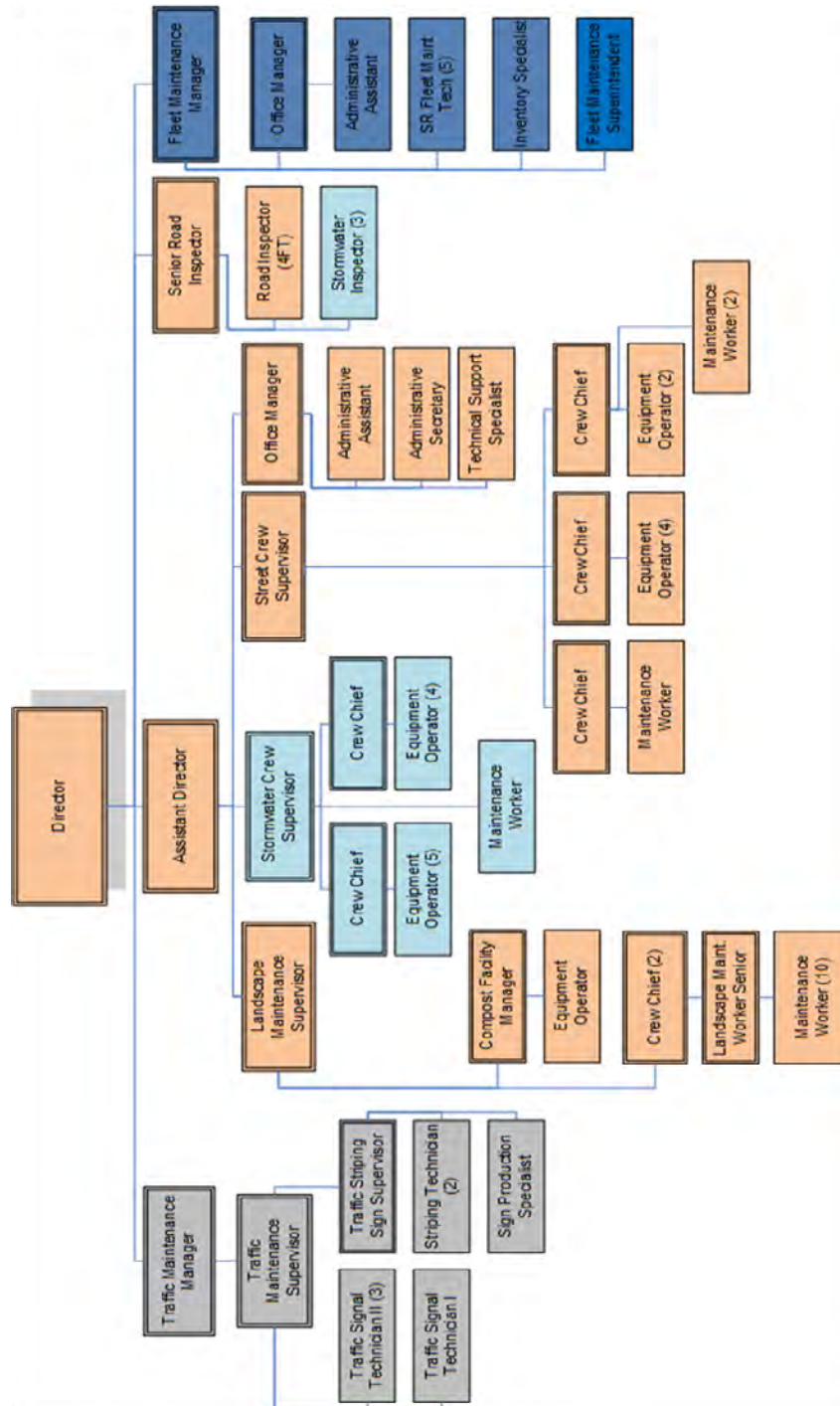


# City of Franklin, Tennessee

## FY 2020 Operating Budget

### 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 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      |
| 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         | 1        | 3         | 0        | 3         | 0        | 4         | 0        |
| Office Manager               | Grade F   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Street Crew Supervisor       | Grade F   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 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        |
| Crew Chief                   | Grade E   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 5         | 0        |
| Infrared System Technician   | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 0        |
| Landscape Maint. Crew Chief  | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 0        |
| Administrative Assistant     | Grade D   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Equipment Operator           | Grade D   | 6         | 0        | 6         | 0        | 7         | 0        | 7         | 0        | 7         | 0        |
| Landscape Maint. Worker Sr.  | Grade D   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 1         | 0        |
| Administrative Secretary     | Grade B   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Maintenance Worker           | Grade B   | 7         | 9        | 9         | 5        | 10        | 0        | 10        | 0        | 13        | 0        |
| Crew Worker                  | Grade B   | 3         | 0        | 3         | 0        | 3         | 0        | 3         | 0        | 0         | 0        |
| <b>Totals</b>                |           | <b>34</b> | <b>9</b> | <b>36</b> | <b>6</b> | <b>39</b> | <b>0</b> | <b>39</b> | <b>0</b> | <b>40</b> | <b>0</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                    | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %            |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| <b>Personnel</b>                   |                  |                  |                  |                  |                  |                  |              |
| Salaries & Wages                   | 1,646,530        | 1,652,112        | 1,835,205        | 1,817,785        | 1,826,379        | (8,826)          | -0.5%        |
| Employee Benefits                  | 773,450          | 829,786          | 879,007          | 829,331          | 879,880          | 873              | 0.1%         |
| <b>Total Personnel</b>             | <b>2,419,980</b> | <b>2,481,898</b> | <b>2,714,212</b> | <b>2,647,116</b> | <b>2,706,260</b> | <b>(7,952)</b>   | <b>-0.3%</b> |
| <b>Operations</b>                  |                  |                  |                  |                  |                  |                  |              |
| Transportation Services            | 538              | 506              | 514              | 605              | 550              | 36               | 7.0%         |
| Operating Services                 | 5,522            | 2,961            | 5,780            | 4,430            | 5,060            | (720)            | -12.5%       |
| Notices, Subscriptions, etc.       | 3,508            | 1,770            | 5,000            | 4,870            | 5,110            | 110              | 2.2%         |
| Utilities                          | 694,132          | 636,226          | 794,918          | 689,755          | 712,115          | (82,803)         | -10.4%       |
| Contractual Services               | 3,500            | 4,598            | 17,400           | 17,400           | 5,540            | (11,860)         | -68.2%       |
| Repair & Maintenance Services      | 85,912           | 66,298           | 107,680          | 99,500           | 107,085          | (595)            | -0.6%        |
| Employee programs                  | 6,249            | 9,908            | 9,602            | 10,771           | 10,650           | 1,048            | 10.9%        |
| Professional Development/Travel    | 1,567            | 7,815            | 14,200           | 11,600           | 10,810           | (3,390)          | -23.9%       |
| Office Supplies                    | 4,468            | 4,675            | 9,000            | 5,650            | 5,600            | (3,400)          | -37.8%       |
| Operating Supplies                 | 35,807           | 35,265           | 40,865           | 43,865           | 44,805           | 3,940            | 9.6%         |
| Fuel & Mileage                     | 39,333           | 49,989           | 65,350           | 57,000           | 69,750           | 4,400            | 6.7%         |
| Machinery & Equipment (<\$25,000)  | 74,951           | 40,299           | 84,270           | 81,810           | 80,470           | (3,800)          | -4.5%        |
| Repair & Maintenance Supplies      | 164,069          | 139,562          | 155,245          | 110,015          | 164,760          | 9,515            | 6.1%         |
| Operational Units                  | 106              | -                | 750              | 200              | -                | (750)            | -100.0%      |
| Property & Liability Costs         | 92,775           | 85,284           | 118,394          | 110,664          | 125,145          | 6,751            | 5.7%         |
| Rentals                            | 3,062            | 5,289            | 6,810            | 6,810            | 5,815            | (995)            | -14.6%       |
| Permits                            | -                | 3,500            | 3,750            | 350              | 3,750            | -                | 0.0%         |
| Other Business Expenses            | -                | 1                | -                | -                | -                | -                | 0.0%         |
| Debt Service and Lease Payments    | 191,285          | 156,643          | 25,251           | 69,758           | -                | (25,251)         | -100.0%      |
| <b>Total Operations</b>            | <b>1,406,784</b> | <b>1,250,589</b> | <b>1,464,778</b> | <b>1,325,053</b> | <b>1,357,015</b> | <b>(107,763)</b> | <b>-7.4%</b> |
| <b>Capital</b>                     | <b>-</b>         | <b>55,144</b>    | <b>252,000</b>   | <b>233,754</b>   | <b>294,000</b>   | <b>42,000</b>    | <b>16.7%</b> |
| <b>Total Streets - Maintenance</b> | <b>3,826,764</b> | <b>3,787,631</b> | <b>4,430,990</b> | <b>4,205,923</b> | <b>4,357,274</b> | <b>(73,716)</b>  | <b>-1.7%</b> |





## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Streets - Traffic Division

Joe York, Director

#### Budget Summary

|                   | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020   |              |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
|                   |                  |                  | Budget           | Estimated        |                  | \$             | %            |
| <b>Personnel</b>  | 779,552          | 810,363          | 827,040          | 892,677          | 876,424          | 49,384         | 6.0%         |
| <b>Operations</b> | 729,320          | 410,388          | 603,557          | 541,006          | 647,047          | 43,490         | 7.2%         |
| <b>Capital</b>    | 0                | 0                | 115,000          | 110,256          | 212,000          | 97,000         | 100.0%       |
| <b>Total</b>      | <b>1,508,872</b> | <b>1,220,751</b> | <b>1,545,597</b> | <b>1,543,939</b> | <b>1,735,471</b> | <b>189,874</b> | <b>12.3%</b> |

#### Department Summary

The Street Department - Traffic Division currently maintains 121 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 Department. Seasonal downtown decorative banners are produced bi-annually.

#### Department Outlook

We replaced all 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. Since the High Mast Interstate lighting swap to LED was such a success we plan to convert another section of 44 Interstate lights, if approved, in FY2020. The Interstate lighting LED conversion in the median from Cool Springs Blvd to Moores Lane will add to our savings on power and maintenance costs in the near future.

Reflectivity activities continue to be performed on City wide signage, including street names, advanced warning, directional, stop, yield etc. For asset management purposes, all signal data is gathered and entered into the Hansen data base system. As a major resurfacing project takes place, the Traffic division will be upgrading all signage along the course as well as vehicle detection. The upgrade to Wavetronix vehicle detection will be a key process to a relief in maintenance cost and traffic flow interruptions.



# City of Franklin, Tennessee

## FY 2020 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.

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

2016 2017 2018 2019\* 2020\*

#### Workload (Output) Measures

|                       |     |       |       |       |       |
|-----------------------|-----|-------|-------|-------|-------|
| Street Signs Created  | 333 | 1,162 | 1,467 | 1,400 | 1,400 |
| Street Signs Replaced | 333 | 1,162 | 1,467 | 1,400 | 1,400 |
| Type of Sign Created  |     |       |       |       |       |
| Stop Signs            | 51  | 87    | 93    | 95    | 95    |
| Speed Limit Signs     | 62  | 41    | 80    | 80    | 80    |
| Street Name Signs     | 49  | 74    | 83    | 83    | 83    |
| Parking Signs         | 14  | 51    | 112   | 100   | 100   |
| Yield Signs           | 2   | 11    | 14    | 15    | 15    |
| Warning Signs         | 123 | 142   | 119   | 125   | 125   |
| Road Construction     | 22  | 17    | 36    | 40    | 40    |
| All Way Stop Placards | 10  | N/A   | 26    | 25    | 25    |
| Signs for Other Depts | 311 | 524   | 616   | 600   | 600   |
| Downtown Banners      | 140 | 215   | 139   | 150   | 150   |

#### Efficiency Measures

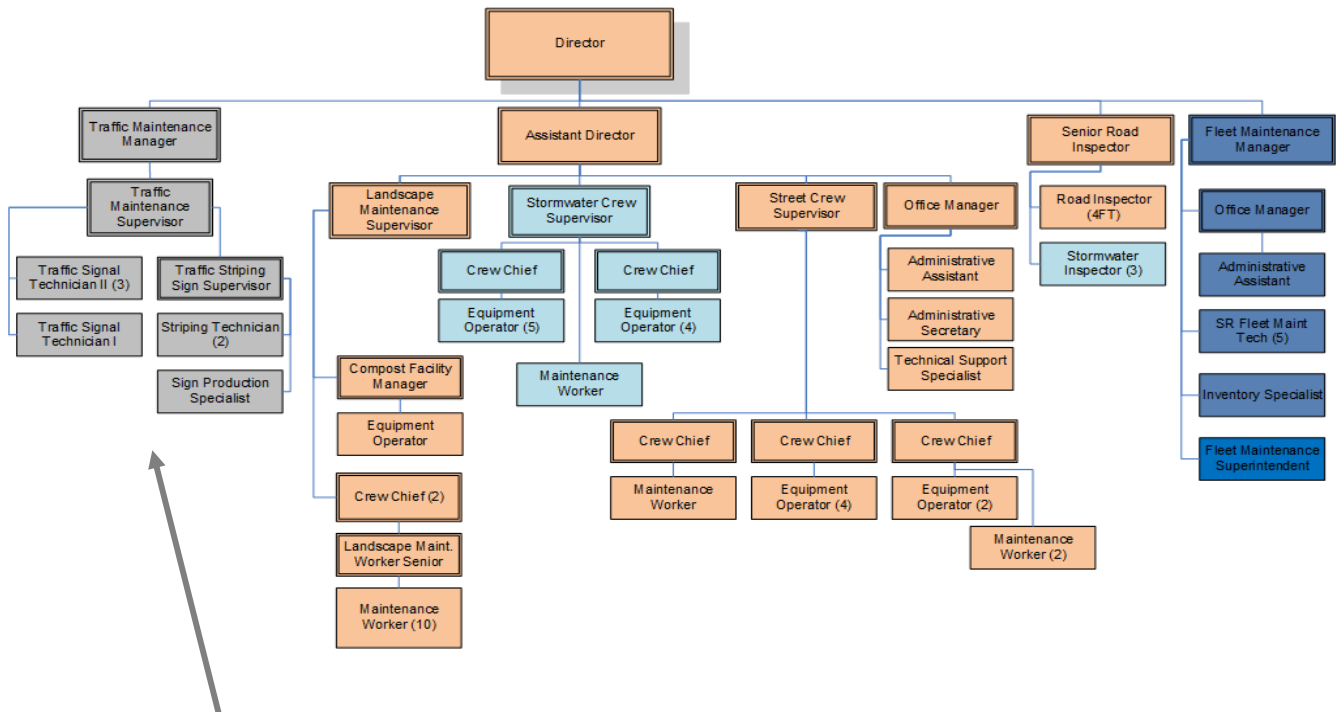
|                       |       |       |       |       |       |
|-----------------------|-------|-------|-------|-------|-------|
| Cost/Sign Created     |       |       |       |       |       |
| Stop Signs            | \$ 43 | \$ 43 | \$ 43 | \$ 43 | \$ 43 |
| Speed Limit Signs     | \$ 27 | \$ 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 |
| Signs for Other Depts | \$ 23 | \$ 23 | \$ 23 | \$ 23 | \$ 23 |
| Downtown Banners      | \$ 18 | \$ 18 | \$ 18 | \$ 18 | \$ 18 |



# City of Franklin, Tennessee

## FY 2020 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 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      |
| Traffic Maint. Manager            | Grade I   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Traffic Maint. Supervisor         | Grade H   | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Traffic Sign/Maint. Electrician   | Grade F   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 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        | 2         | 0        | 2         | 0        | 3         | 0        |
| Traffic Signal Technician I       | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Sign Production Specialist        | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Striping Technician               | Grade D   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        |
| Asst. Striping Technician         | ---       | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| <b>Totals</b>                     |           | <b>10</b> | <b>0</b> | <b>10</b> | <b>0</b> | <b>10</b> | <b>0</b> | <b>10</b> | <b>0</b> | <b>10</b> | <b>0</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %            |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |              |
| Salaries & Wages                  | 541,130          | 538,280          | 549,378          | 591,431          | 565,424          | 16,046           | 2.9%         |
| Employee Benefits                 | 238,422          | 272,083          | 277,662          | 301,246          | 311,000          | 33,338           | 12.0%        |
| <b>Total Personnel</b>            | <b>779,552</b>   | <b>810,363</b>   | <b>827,040</b>   | <b>892,677</b>   | <b>876,424</b>   | <b>49,384</b>    | <b>6.0%</b>  |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |              |
| Transportation Services           | 54               | 668              | 1,000            | 970              | 1,255            | 255              | 25.5%        |
| Operating Services                | 384              | 422              | 425              | 425              | 450              | 25               | 5.9%         |
| Notices, Subscriptions, etc.      | -                | -                | 1,150            | 1,220            | 1,650            | 500              | 43.5%        |
| Utilities                         | 82,979           | 81,583           | 95,503           | 94,750           | 98,366           | 2,863            | 3.0%         |
| Contractual Services              |                  |                  |                  | 2,089            |                  | -                | 0.0%         |
| Repair & Maintenance Services     | 29,569           | 57,465           | 34,440           | 25,000           | 61,090           | 26,650           | 77.4%        |
| Employee programs                 | 1,855            | 640              | 5,050            | 4,050            | 5,150            | 100              | 2.0%         |
| Professional Development/Travel   | 5,460            | 6,167            | 11,130           | 6,080            | 15,000           | 3,870            | 34.8%        |
| Office Supplies                   | 2,821            | 1,716            | 2,000            | 2,000            | 2,000            | -                | 0.0%         |
| Operating Supplies                | 8,902            | 7,387            | 14,550           | 12,500           | 14,700           | 150              | 1.0%         |
| Fuel & Mileage                    | 12,799           | 13,367           | 13,500           | 13,500           | 16,750           | 3,250            | 24.1%        |
| Machinery & Equipment (<\$25,000) | 93,898           | 34,235           | 80,998           | 64,998           | 77,998           | (3,000)          | -3.7%        |
| Repair & Maintenance Supplies     | 371,200          | 152,795          | 261,800          | 252,800          | 288,100          | 26,300           | 10.0%        |
| Property & Liability Costs        | 69,198           | 39,069           | 78,395           | 51,955           | 63,788           | (14,607)         | -18.6%       |
| Rentals                           | -                | -                | 600              | 600              | 600              | -                | 0.0%         |
| Permits                           | -                | -                | 150              | -                | 150              | -                | 0.0%         |
| Debt Service and Lease Payments   | 50,201           | 14,874           | 2,866            | 8,069            | -                | (2,866)          | -100.0%      |
| <b>Total Operations</b>           | <b>729,320</b>   | <b>410,388</b>   | <b>603,557</b>   | <b>541,006</b>   | <b>647,047</b>   | <b>43,490</b>    | <b>7.2%</b>  |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>         | <b>115,000</b>   | <b>110,256</b>   | <b>212,000</b>   | <b>97,000</b>    | <b>0.0%</b>  |
| <b>Total Streets - Traffic</b>    | <b>1,508,872</b> | <b>1,220,751</b> | <b>1,545,597</b> | <b>1,543,939</b> | <b>1,735,471</b> | <b>189,874</b>   | <b>12.3%</b> |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Streets - Fleet Maintenance

Joe York, Director

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019             |                | 2020<br>Budget | 2019 v. 2020    |               |
|-------------------|----------------|----------------|------------------|----------------|----------------|-----------------|---------------|
|                   |                |                | Budget           | Estimated      |                | \$              | %             |
| <b>Personnel</b>  | 697,654        | 739,679        | 801,930          | 799,813        | 800,467        | -1,463          | -0.2%         |
| <b>Operations</b> | 225,223        | 97,183         | 303,030          | 36,962         | 79,582         | -223,448        | -73.7%        |
| <b>Capital</b>    | 0              | 0              | 0                | 0              | 0              | 0               | 0.0%          |
| <b>Total</b>      | <b>922,877</b> | <b>836,862</b> | <b>1,104,960</b> | <b>836,775</b> | <b>880,049</b> | <b>-224,911</b> | <b>-20.4%</b> |

#### Departmental Summary

The Fleet Maintenance Division consists of ten full-time employees. This division provides mechanical services, and road service calls for the COF entire fleet of vehicles and equipment. The large variety of vehicles and equipment in the COF 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 at PM's. The 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 normal driven vehicles. Mechanical services provided include: a preventive maintenance program, tire changes, replacement of defective/failed parts, engine diagnostic, and other miscellaneous services. The purchase of 45 new PD cars in 2019 budget year will dramatically reduce PD's maintenance expense in FY2020. Also the two new Tower's and Engine will help defer maintenance cost for FY2020 for the Fire Department. Water, Parks and SES's lack of replacements for aged vehicles and equipment will still incur major expense for FY2020. We must continue to replace these units that are "PAST" their life-cycle, to continue to serve our residents with the great service that is provided them here in Franklin.

#### Department Outlook

I respectfully request the addition of a new Fleet software program that will support both the customer and our data needs for Fleet and Staff. This will provide a better data source for informed decision making, for the right sizing, life-cycle, and future purchases for the COF.

Fleet must continue to life-cycle vehicles and equipment across all departments based on data and cost at the designated time. This will improve repair times and decrease costs. This will allow Fleet to stay in the current facility a few more years, until growth says otherwise.

Continual improvement of work flow and processes, 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, life-cycle analysis, vehicle improvements, equipment turnover and residual value.

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

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



# City of Franklin, Tennessee

## FY 2020 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

|                                     | 2016         | 2017         | 2018         | 2019*        | 2020*        |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Percent Outsourced                  | 13%          | 12%          | 13%          | 7%           | 10%          |
| Percent of Service Calls            | 9%           | 6%           | 9%           | 9%           | 10%          |
| Total Number of Repairs             | 2,590        | 2,620        | 2,710        | 3,386        | 3,545        |
| Fleet Size                          |              |              |              |              |              |
| Cars/Passenger Vehicles/SUV's       | 132          | 188          | 198          | 182          | 187          |
| Light Trucks                        | 189          | 152          | 162          | 129          | 129          |
| Heavy Trucks                        | 111          | 99           | 104          | 134          | 134          |
| Cost of Repairs Performed by Fleet  |              |              |              |              |              |
| Administration                      | \$ 198       | \$ 500       | \$ 600       | \$ 513       | \$ 513       |
| City Hall Maintenance               | \$ 1,377     | \$ 600       | \$ 600       | \$ 662       | \$ 662       |
| Building & Neighborhood Services    | \$ 12,094    | \$ 6,500     | \$ 6,500     | \$ 6,500     | \$ 6,500     |
| Engineering                         | \$ 2,653     | \$ 800       | \$ 800       | \$ 1,625     | \$ 1,625     |
| Fire                                | \$ 259,190   | \$ 349,665   | \$ 375,000   | \$ 350,000   | \$ 325,000   |
| Human Resources                     | \$ 556       | \$ 1,000     | \$ 1,000     | \$ 1,200     | \$ 1,200     |
| IT                                  | \$ 95        | \$ 2,500     | \$ 9,000     | \$ 2,500     | \$ 2,500     |
| Parks                               | \$ 34,331    | \$ 23,232    | \$ 25,000    | \$ 25,000    | \$ 25,000    |
| Planning                            | \$ 272       | \$ 870       | \$ 870       | \$ 200       | \$ 200       |
| Police                              | \$ 154,862   | \$ 284,672   | \$ 245,000   | \$ 125,000   | \$ 100,000   |
| Sanitation & Environmental Services | \$ 390,802   | \$ 334,428   | \$ 355,000   | \$ 385,000   | \$ 360,000   |
| Street Department                   | \$ 180,978   | \$ 121,034   | \$ 125,000   | \$ 175,000   | \$ 160,000   |
| Water                               | \$ 91,647    | \$ 73,180    | \$ 71,500    | \$ 95,000    | \$ 95,000    |
| Total                               | \$ 1,129,055 | \$ 1,198,981 | \$ 1,215,870 | \$ 1,168,200 | \$ 1,078,200 |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

#### Outcome (Effectiveness) Measures

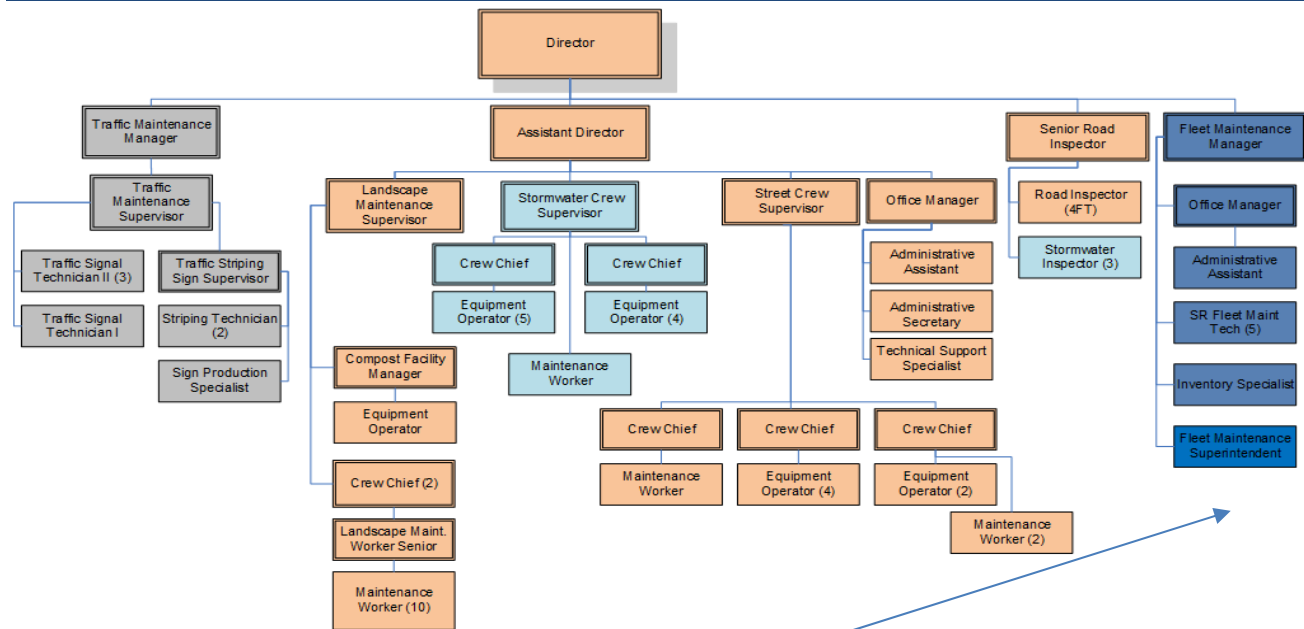
|                                                                                  |                                                                                                                                                                                                                              | 2016         | 2017         | 2018          | 2019*         | 2020*         |
|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|---------------|---------------|---------------|
|  | 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. 385,589 gallons for 66,172 residents. Purchasing Department) ) | 5.87         | TBD          | TBD           | TBD           | TBD           |
|                                                                                  | <b>Target (in gallons per vehicle / total pop.)</b>                                                                                                                                                                          | <b>4.788</b> | <b>4.536</b> | <b>4.3092</b> | <b>4.3092</b> | <b>4.0824</b> |
|                                                                                  | <b>Meets Target?</b>                                                                                                                                                                                                         | No           | TBD          | TBD           | TBD           | TBD           |



# City of Franklin, Tennessee

## FY 2020 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 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      |
| Fleet Maintenance Manager | Grade I   | 1        | 0        | 1        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Lead Sr. Maintenance Tech | Grade G   | 0        | 0        | 0        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Sr. Fleet Maint. Tech.    | Grade F   | 5        | 0        | 5        | 0        | 5        | 0        | 5         | 0        | 5         | 0        |
| Office Manager            | Grade F   | 1        | 0        | 1        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Mechanic                  | Grade E   | 1        | 0        | 1        | 0        | 0        | 0        | 0         | 0        | 0         | 0        |
| Administrative Assistant  | Grade D   | 0        | 1        | 0        | 1        | 0        | 1        | 1         | 0        | 1         | 0        |
| Inventory Specialist      | Grade D   | 1        | 0        | 1        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| <b>Totals</b>             |           | <b>9</b> | <b>1</b> | <b>9</b> | <b>1</b> | <b>9</b> | <b>1</b> | <b>10</b> | <b>0</b> | <b>10</b> | <b>0</b> |





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                    | Actual<br>2017 | Actual<br>2018 | Budget<br>2019   | Estd<br>2019   | Budget<br>2020 | Difference<br>\$ | %             |
|------------------------------------|----------------|----------------|------------------|----------------|----------------|------------------|---------------|
| <b>Personnel</b>                   |                |                |                  |                |                |                  |               |
| Salaries & Wages                   | 498,675        | 527,717        | 565,666          | 582,485        | 565,525        | (141)            | 0.0%          |
| Employee Benefits                  | 198,979        | 211,962        | 236,264          | 217,328        | 234,942        | (1,322)          | -0.6%         |
| <b>Total Personnel</b>             | <b>697,654</b> | <b>739,679</b> | <b>801,930</b>   | <b>799,813</b> | <b>800,467</b> | <b>(1,463)</b>   | <b>-0.2%</b>  |
| <b>Operations</b>                  |                |                |                  |                |                |                  |               |
| Transportation Services            | 7,537          | 7,811          | 6,515            | 6,000          | 6,025          | (490)            | -7.5%         |
| Operating Services                 | 4,357          | 4,213          | 5,465            | 4,750          | 4,865          | (600)            | -11.0%        |
| Notices, Subscriptions, etc.       | 1,308          | 815            | 1,502            | 1,500          | 1,500          | (2)              | -0.1%         |
| Utilities                          | 14,744         | 12,987         | 19,251           | 15,770         | 16,075         | (3,176)          | -16.5%        |
| Contractual Services               | -              | 807            | 5,500            | 1,000          | 1,250          | (4,250)          | -77.3%        |
| Repair & Maintenance Services      | 375,813        | 362,722        | 505,000          | 340,500        | 335,000        | (170,000)        | -33.7%        |
| Employee programs                  | 1,547          | 1,035          | 5,000            | 2,500          | 2,500          | (2,500)          | -50.0%        |
| Professional Development/Travel    | 7,384          | 6,103          | 11,030           | 8,495          | 10,395         | (635)            | -5.8%         |
| Office Supplies                    | 4,330          | 4,105          | 5,481            | 4,950          | 4,950          | (531)            | -9.7%         |
| Operating Supplies                 | 14,418         | 15,904         | 20,786           | 13,950         | 16,350         | (4,436)          | -21.3%        |
| Fuel & Mileage                     | 2,893          | 4,558          | 10,126           | 5,569          | 6,000          | (4,126)          | -40.7%        |
| Machinery & Equipment (<\$25,000)  | (15,585)       | 42,119         | 29,804           | 20,304         | 18,500         | (11,304)         | -37.9%        |
| Repair & Maintenance Supplies      | (289,425)      | (380,131)      | (329,841)        | (395,625)      | (357,500)      | (27,659)         | 8.4%          |
| Property & Liability Costs         | 7,797          | 6,891          | 6,911            | 6,793          | 12,472         | 5,561            | 80.5%         |
| Rentals                            | 982            | 1,611          | 500              | 506            | 1,200          | 700              | 140.0%        |
| Debt Service and Lease Payments    | 87,122         | 5,632          | -                | -              | -              | -                | 0.0%          |
| <b>Total Operations</b>            | <b>225,223</b> | <b>97,183</b>  | <b>303,030</b>   | <b>36,962</b>  | <b>79,582</b>  | <b>(223,448)</b> | <b>-73.7%</b> |
| <b>Capital</b>                     | <b>-</b>       | <b>-</b>       | <b>-</b>         | <b>-</b>       | <b>-</b>       | <b>-</b>         |               |
| <b>Total Streets - Maintenance</b> | <b>922,877</b> | <b>836,862</b> | <b>1,104,960</b> | <b>836,775</b> | <b>880,049</b> | <b>(224,911)</b> | <b>-20.4%</b> |



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Stormwater

Joe York, Director

Paul Holzen, City Engineer

#### Budget Summary

|                          | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020      |               |
|--------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|---------------|
|                          |                  |                  | Budget           | Estimated        |                  | \$                | %             |
| <b>Beginning Balance</b> | <b>4,873,735</b> | <b>4,687,695</b> | <b>4,171,436</b> | <b>4,171,436</b> | <b>3,545,476</b> |                   |               |
| <b>Revenues</b>          | <b>2,590,187</b> | <b>2,559,489</b> | <b>2,722,281</b> | <b>2,691,268</b> | <b>2,647,500</b> | <b>-74,781</b>    | <b>-2.7%</b>  |
| <b>Personnel</b>         | 1,345,213        | 1,536,864        | 1,668,528        | 1,580,038        | 1,632,440        | -36,088           | -2.2%         |
| <b>Operations</b>        | 1,019,534        | 1,017,214        | 963,584          | 906,221          | 927,788          | -35,796           | -3.7%         |
| <b>Capital</b>           | 411,480          | 521,670          | 3,506,000        | 830,969          | 2,550,000        | -956,000          | -27.3%        |
| <b>Total</b>             | <b>2,776,227</b> | <b>3,075,748</b> | <b>6,138,112</b> | <b>3,317,228</b> | <b>5,110,229</b> | <b>-1,027,883</b> | <b>-16.7%</b> |
| <b>Ending Balance</b>    | <b>4,687,695</b> | <b>4,171,436</b> | <b>755,605</b>   | <b>3,545,476</b> | <b>1,082,747</b> |                   |               |

#### Division Summary

|                    | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020      |               |
|--------------------|------------------|------------------|------------------|------------------|------------------|-------------------|---------------|
|                    |                  |                  | Budget           | Estimated        |                  | \$                | %             |
| <b>Streets</b>     | 1,900,927        | 1,816,240        | 2,200,632        | 2,145,497        | 1,905,113        | -295,519          | -13.4%        |
| <b>Engineering</b> | 825,300          | 1,259,507        | 3,887,480        | 1,121,732        | 3,205,115        | -682,365          | -17.6%        |
| <b>Transfers</b>   | 50,000           | -                | 50,000           | 50,000           | -                | -                 | 0.0%          |
| <b>Total</b>       | <b>2,776,227</b> | <b>3,075,747</b> | <b>6,138,112</b> | <b>3,317,228</b> | <b>5,110,229</b> | <b>-1,027,883</b> | <b>-16.7%</b> |

#### Department Summary

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

#### Streets

The Stormwater Division consists of 20 employees: one coordinator; five water quality specialists, three stormwater inspectors; one compliance inspector; one supervisor; & 10 maintenance personnel.

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 \$85,000 annually performing routine maintenance throughout local neighborhoods.

We currently operate three (3) Street Sweepers throughout the City daily.

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



# City of Franklin, Tennessee

## FY 2020 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
- 3) Visual Stream Assessments

#### Franklin Citizens Survey

|                                     |                                        | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|----------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                        | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Storm drainage | 80%                  | 20%       | 78%                  | 22%       |

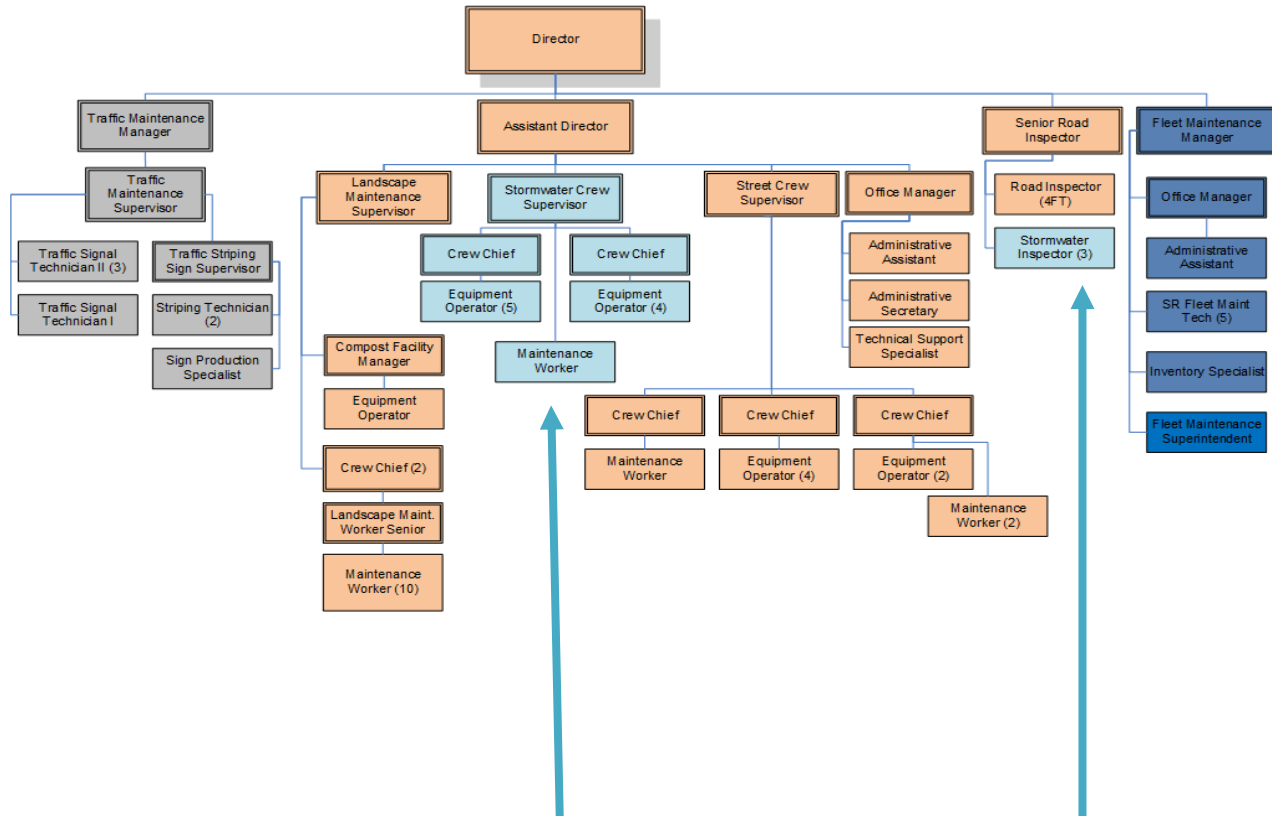


# City of Franklin, Tennessee

## FY 2020 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"

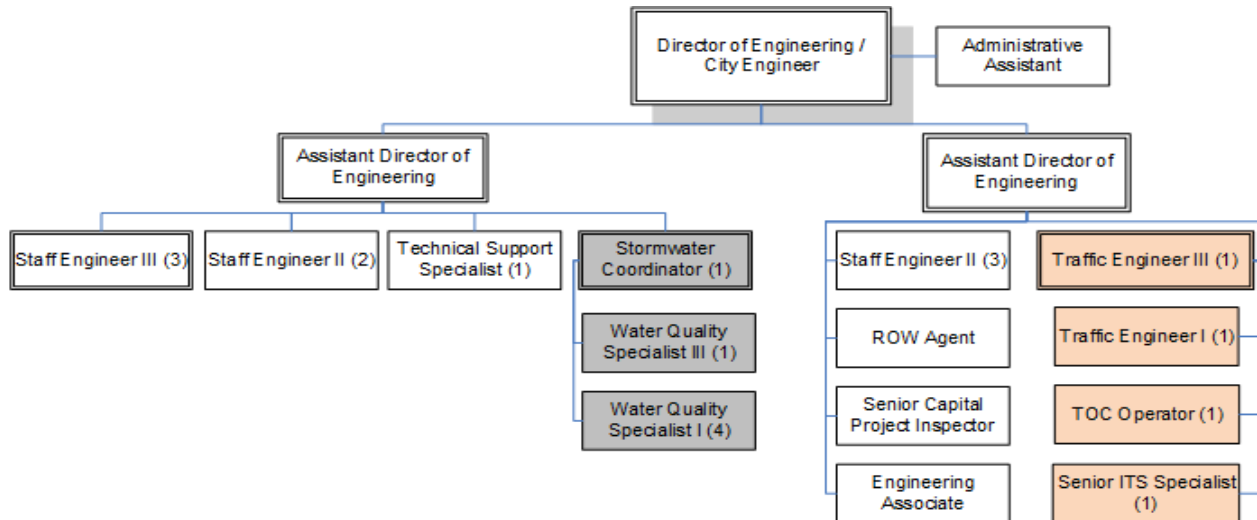


# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Organizational Chart

#### Engineering Department



#### 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 I 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 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 |
| Stormwater - Engineering     |           |         |     |         |     |         |     |         |     |         |     |
| Stormwater Man. Coordinator  | Grade I   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Water Quality Specialist III | Grade H   | 0       | 0   | 0       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Water Quality Specialist II  | Grade G   | 3       | 0   | 3       | 0   | 2       | 0   | 0       | 0   | 0       | 0   |
| Water Quality Specialist I   | Grade F   | 1       | 0   | 1       | 0   | 2       | 0   | 4       | 0   | 4       | 0   |
| Stormwater - Streets         |           |         |     |         |     |         |     |         |     |         |     |
| Stormwater Inspector         | Grade F   | 2       | 0   | 3       | 0   | 3       | 0   | 3       | 0   | 3       | 0   |
| Stormwater Supervisor        | Grade F   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Crew Chief                   | Grade E   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   |
| Equipment Operator           | Grade D   | 8       | 0   | 8       | 0   | 8       | 0   | 9       | 0   | 9       | 0   |
| Maintenance Worker           | Grade B   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Totals                       |           | 19      | 0   | 20      | 0   | 21      | 0   | 22      | 0   | 22      | 0   |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$   | %             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|---------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                    |               |
| Salaries & Wages                  | 927,969          | 1,053,129        | 1,141,535        | 1,100,835        | 1,113,780        | (27,755)           | -2.4%         |
| Employee Benefits                 | 417,244          | 483,735          | 526,993          | 479,203          | 518,661          | (8,332)            | -1.6%         |
| <b>Total Personnel</b>            | <b>1,345,213</b> | <b>1,536,864</b> | <b>1,668,528</b> | <b>1,580,038</b> | <b>1,632,440</b> | <b>(36,088)</b>    | <b>-2.2%</b>  |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                    |               |
| Transportation Services           | 988              | 571              | 1,002            | 952              | 1,016            | 14                 | 1.4%          |
| Operating Services                | 895              | 1,634            | 2,795            | 2,445            | 2,460            | (335)              | -12.0%        |
| Notices, Subscriptions, etc.      | 14,174           | 6,521            | 13,300           | 15,300           | 13,300           | -                  | 0.0%          |
| Utilities                         | 41,760           | 35,040           | 50,775           | 36,928           | 40,117           | (10,658)           | -21.0%        |
| Contractual Services              | 199,330          | 257,041          | 168,560          | 117,160          | 117,268          | (51,292)           | -30.4%        |
| Repair & Maintenance Services     | 143,397          | 146,569          | 142,851          | 152,851          | 149,629          | 6,778              | 4.7%          |
| Employee programs                 | 4,502            | 3,165            | 3,803            | 3,803            | 4,068            | 265                | 7.0%          |
| Professional Development/Travel   | 6,550            | 4,251            | 23,160           | 18,060           | 23,380           | 220                | 0.9%          |
| Office Supplies                   | 1,754            | 2,130            | 1,910            | 2,235            | 2,310            | 400                | 20.9%         |
| Operating Supplies                | 17,387           | 11,211           | 17,525           | 16,698           | 16,975           | (550)              | -3.1%         |
| Fuel & Mileage                    | 38,561           | 45,078           | 48,222           | 48,222           | 50,143           | 1,921              | 4.0%          |
| Machinery & Equipment (<\$25,000) | 20,768           | 15,664           | 25,050           | 24,050           | 44,810           | 19,760             | 78.9%         |
| Repair & Maintenance Supplies     | 67,761           | 93,763           | 100,300          | 93,350           | 94,700           | (5,600)            | -5.6%         |
| Operational Units                 | 189,676          | 195,146          | 261,197          | 261,195          | 301,014          | 39,817             | 15.2%         |
| Property & Liability Costs        | 56,725           | 35,231           | 38,036           | 52,102           | 54,688           | 16,652             | 43.8%         |
| Rentals                           | -                | 530              | 1,300            | 1,300            | 1,400            | 100                | 7.7%          |
| Permits                           | 10,210           | 3,382            | 4,513            | 4,460            | 5,400            | 887                | 19.7%         |
| Financial Fees                    | 4,270            | 790              | 9,285            | 5,110            | 5,110            | (4,175)            | -45.0%        |
| Transfers to Other Funds          | 50,000           | -                | 50,000           | 50,000           | -                | (50,000)           | 0.0%          |
| Debt Service and Lease Payments   | 150,826          | 159,497          | -                | -                | -                | -                  | 0.0%          |
| <b>Total Operations</b>           | <b>1,019,534</b> | <b>1,017,214</b> | <b>963,584</b>   | <b>906,221</b>   | <b>927,788</b>   | <b>(35,796)</b>    | <b>-3.7%</b>  |
| <b>Capital</b>                    | <b>411,480</b>   | <b>521,670</b>   | <b>3,506,000</b> | <b>830,969</b>   | <b>2,550,000</b> | <b>(956,000)</b>   | <b>-27.3%</b> |
| <b>Total Stormwater Fund</b>      | <b>2,776,227</b> | <b>3,075,748</b> | <b>6,138,112</b> | <b>3,317,228</b> | <b>5,110,229</b> | <b>(1,027,883)</b> | <b>-16.7%</b> |





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |               |
| Salaries & Wages                  | 664,191          | 743,229          | 771,802          | 767,351          | 770,634          | (1,168)          | -0.2%         |
| Employee Benefits                 | 345,034          | 388,379          | 403,212          | 368,434          | 401,223          | (1,989)          | -0.5%         |
| <b>Total Personnel</b>            | <b>1,009,225</b> | <b>1,131,608</b> | <b>1,175,014</b> | <b>1,135,785</b> | <b>1,171,857</b> | <b>(3,157)</b>   | <b>-0.3%</b>  |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |               |
| Transportation Services           | 94               | 119              | 320              | 270              | 300              | (20)             | -6.3%         |
| Operating Services                | 658              | 1,453            | 1,795            | 1,545            | 1,545            | (250)            | -13.9%        |
| Notices, Subscriptions, etc.      | 110              | 398              | 1,050            | 1,050            | 1,050            | -                | 0.0%          |
| Utilities                         | 37,301           | 30,276           | 45,735           | 31,455           | 34,370           | (11,365)         | -24.8%        |
| Contractual Services              | (96,298)         | 750              | 15,000           | 15,000           | 15,000           | -                | 0.0%          |
| Repair & Maintenance Services     | 139,442          | 136,921          | 139,300          | 149,300          | 146,050          | 6,750            | 4.8%          |
| Employee programs                 | 4,464            | 2,967            | 3,500            | 3,500            | 3,750            | 250              | 7.1%          |
| Professional Development/Travel   | 668              | 158              | 11,160           | 6,060            | 11,280           | 120              | 1.1%          |
| Office Supplies                   | 1,425            | 1,184            | 925              | 1,250            | 1,275            | 350              | 37.8%         |
| Operating Supplies                | 16,844           | 9,810            | 14,525           | 13,150           | 13,250           | (1,275)          | -8.8%         |
| Fuel & Mileage                    | 37,028           | 43,598           | 46,800           | 46,800           | 47,600           | 800              | 1.7%          |
| Machinery & Equipment (<\$25,000) | 15,720           | 7,618            | 17,050           | 16,050           | 20,810           | 3,760            | 22.1%         |
| Repair & Maintenance Supplies     | 67,533           | 92,673           | 99,300           | 92,350           | 93,650           | (5,650)          | -5.7%         |
| Operational Units                 | 189,676          | 195,145          | 261,197          | 261,195          | 301,014          | 39,817           | 15.2%         |
| Property & Liability Costs        | 41,337           | 15,841           | 25,482           | 33,268           | 34,912           | 9,430            | 37.0%         |
| Rentals                           | -                | 530              | 1,300            | 1,300            | 1,400            | 100              | 7.7%          |
| Permits                           | -                | -                | 1,000            | 200              | 1,000            | -                | 0.0%          |
| Financial Fees                    | 4,270            | 765              | 9,180            | 5,000            | 5,000            | (4,180)          | -45.5%        |
| Debt Service and Lease Payments   | 145,966          | 144,426          | -                | -                | -                | -                | 0.0%          |
| <b>Total Operations</b>           | <b>606,238</b>   | <b>684,632</b>   | <b>694,618</b>   | <b>678,743</b>   | <b>733,256</b>   | <b>38,638</b>    | <b>5.6%</b>   |
| <b>Capital</b>                    | <b>285,464</b>   | <b>-</b>         | <b>331,000</b>   | <b>330,969</b>   | <b>-</b>         | <b>(331,000)</b> |               |
| <b>Total Stormwater - Streets</b> | <b>1,900,927</b> | <b>1,816,240</b> | <b>2,200,632</b> | <b>2,145,497</b> | <b>1,905,113</b> | <b>(295,519)</b> | <b>-13.4%</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                     | Actual<br>2017 | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %             |
|-------------------------------------|----------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Personnel</b>                    |                |                  |                  |                  |                  |                  |               |
| Salaries & Wages                    | 263,778        | 309,900          | 369,733          | 333,484          | 343,146          | (26,587)         | -7.2%         |
| Employee Benefits                   | 72,210         | 95,356           | 123,782          | 110,770          | 117,438          | (6,344)          | -5.1%         |
| <b>Total Personnel</b>              | <b>335,988</b> | <b>405,256</b>   | <b>493,515</b>   | <b>444,254</b>   | <b>460,583</b>   | <b>(32,932)</b>  | <b>-6.7%</b>  |
| <b>Operations</b>                   |                |                  |                  |                  |                  |                  |               |
| Transportation Services             | 894            | 452              | 682              | 682              | 716              | 34               | 5.0%          |
| Operating Services                  | 237            | 181              | 1,000            | 900              | 915              | (85)             | -8.5%         |
| Notices, Subscriptions, etc.        | 14,064         | 6,123            | 12,250           | 14,250           | 12,250           | -                | 0.0%          |
| Utilities                           | 4,459          | 4,764            | 5,040            | 5,473            | 5,747            | 707              | 14.0%         |
| Contractual Services                | 295,628        | 256,291          | 153,560          | 102,160          | 102,268          | (51,292)         | -33.4%        |
| Repair & Maintenance Services       | 3,955          | 9,648            | 3,551            | 3,551            | 3,579            | 28               | 0.8%          |
| Employee programs                   | 38             | 198              | 303              | 303              | 318              | 15               | 5.0%          |
| Professional Development/Travel     | 5,882          | 4,093            | 12,000           | 12,000           | 12,100           | 100              | 0.8%          |
| Office Supplies                     | 329            | 946              | 985              | 985              | 1,035            | 50               | 5.1%          |
| Operating Supplies                  | 543            | 1,401            | 3,000            | 3,548            | 3,725            | 725              | 24.2%         |
| Fuel & Mileage                      | 1,533          | 1,480            | 1,422            | 1,422            | 2,543            | 1,121            | 78.8%         |
| Machinery & Equipment (<\$25,000)   | 5,048          | 8,046            | 8,000            | 8,000            | 24,000           | 16,000           | 200.0%        |
| Property & Liability Costs          | 15,388         | 19,390           | 12,554           | 18,834           | 19,776           | 7,222            | 57.5%         |
| Repair & Maintenance Supplies       | 228            | 1,090            | 1,000            | 1,000            | 1,050            | 50               | 5.0%          |
| Permits                             | 10,210         | 3,382            | 3,513            | 4,260            | 4,400            | 887              | 25.2%         |
| Transfers to Other Funds            | 50,000         | -                | 50,000           | 50,000           | -                | (50,000)         | 0.0%          |
| Financial Fees                      |                | 25               | 105              | 110              | 110              | 5                | 100.0%        |
| Debt Service                        | 4,860          | 15,071           | -                | -                | -                | -                | 0.0%          |
| <b>Total Operations</b>             | <b>413,296</b> | <b>332,581</b>   | <b>268,965</b>   | <b>227,478</b>   | <b>194,532</b>   | <b>(74,433)</b>  | <b>-27.7%</b> |
| <b>Capital</b>                      | <b>126,016</b> | <b>521,670</b>   | <b>3,175,000</b> | <b>500,000</b>   | <b>2,550,000</b> | <b>(625,000)</b> | <b>-19.7%</b> |
| <b>Total Stormwater-Engineering</b> | <b>875,300</b> | <b>1,259,507</b> | <b>3,937,480</b> | <b>1,171,732</b> | <b>3,205,115</b> | <b>(732,365)</b> | <b>-18.6%</b> |



# City of Franklin

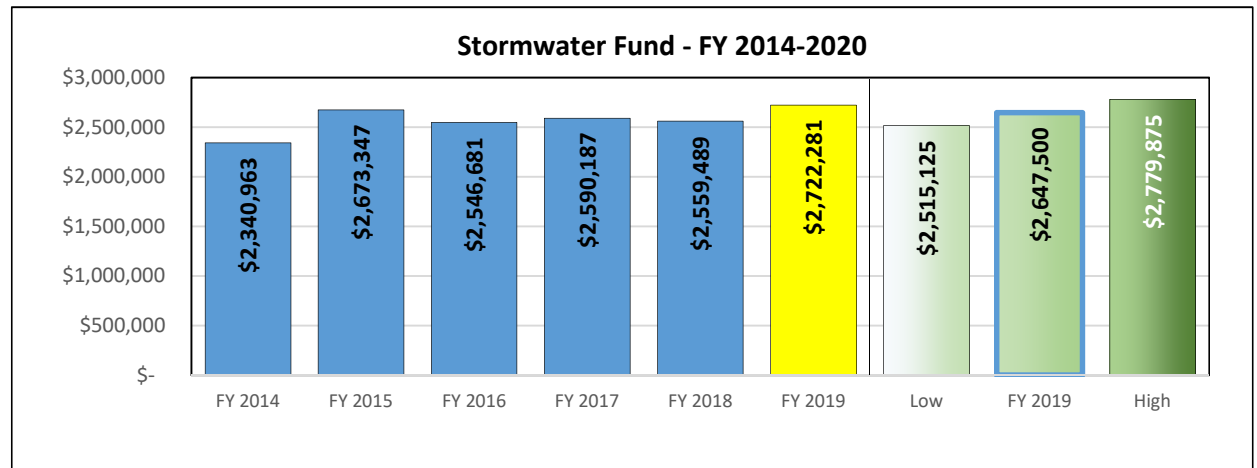
## Revenue Model

|              |                        |                                |             |
|--------------|------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Stormwater Fund</b> | <b>Percent of All Revenues</b> | <b>1.7%</b> |
|--------------|------------------------|--------------------------------|-------------|

**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.

This is another fund dependent upon development. Should development increase faster than projected, revenues will be positively affected.

Revenues should drop 2-3% in FY 2020 compares to budget. Staff is researching the fee structure and may recommend changes to ensure adequate ongoing funding as staff discussed with the BOMA in November 2018.



|                               | Actual             |                    |                    |                    |                    | Budget             | Forecasts (FY 2020) |                    |                    | Averages      |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|---------------|
|                               | FY 2014            | FY 2015            | FY 2016            | FY 2017            | FY 2018            | FY 2019            | Low                 | FY 2019            | High               |               |
| <b>% yr/yr.</b>               | <b>-1.8%</b>       | <b>14.2%</b>       | <b>-4.7%</b>       | <b>1.7%</b>        | <b>-1.2%</b>       | <b>6.4%</b>        | <b>-7.6%</b>        | <b>-2.7%</b>       | <b>2.1%</b>        |               |
| PLANS REVIEW FEE              | 9,908              | 24,500             | 15,100             | 26,400             | 15,000             | 24,990             | 23,750              | 25,000             | 26,250             | 3-yr Average  |
| DRAINAGE INSPECTIONS          | 5,477              | 68,947             | 25,303             | 102,519            | 50,176             | 59,976             | 57,000              | 60,000             | 63,000             | \$ 2,565,452  |
| STORMWATER PERMIT FEE         | 12,482             | 10,789             | 8,225              | 15,075             | 8,913              | 40,059             | 38,000              | 40,000             | 42,000             | 2.0%          |
| FEMA/TEMA GRANTS (FED/STATE)  | 3,691              | -                  | -                  | -                  | -                  | -                  | -                   | -                  | -                  | 5-Yr Average  |
| STORMWATER FEES               | 2,277,908          | 2,521,597          | 2,381,431          | 2,402,680          | 2,379,597          | 2,546,377          | 2,327,500           | 2,450,000          | 2,572,500          | \$ 2,542,133  |
| STORMWATER FINES              | -                  | 9,675              | 14,125             | -                  | 43,486             | 9,996              | 14,250              | 15,000             | 15,750             | 1.4%          |
| STORMWATER LATE PAY PENALTIES | 20,754             | 23,398             | 21,640             | 18,869             | 23,279             | 30,888             | 19,000              | 20,000             | 21,000             | 10-Yr Average |
| INTEREST INCOME               | 8,930              | 14,441             | 83,971             | (8,864)            | 39,038             | 9,996              | 35,625              | 37,500             | 39,375             | \$ 2,620,389  |
| SALE OF SURPLUS ASSETS        | -                  | -                  | -                  | 33,508             | 0                  | -                  | -                   | -                  | -                  | 0.4%          |
| CUSTOMER SERVICE              | (4,776)            | -                  | (3,307)            | -                  | -                  | -                  | -                   | -                  | -                  |               |
| MISCELLANEOUS REVENUE         | -                  | -                  | 193                | -                  | -                  | -                  | -                   | -                  | -                  |               |
| CONTRIBUTIONS - OTHERS        | 6,589              | -                  | -                  | -                  | -                  | -                  | -                   | -                  | -                  |               |
| <b>Totals</b>                 | <b>\$2,340,963</b> | <b>\$2,673,347</b> | <b>\$2,546,681</b> | <b>\$2,590,187</b> | <b>\$2,559,489</b> | <b>\$2,722,281</b> | <b>\$2,515,125</b>  | <b>\$2,647,500</b> | <b>\$2,779,875</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Street Aid Fund

##### Budget Summary

|                        | 2017      | 2018      | 2019      |           | 2020      | 2019 v. 2020 |       |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-------|
|                        | Actual    | Actual    | Budget    | Estimated | Budget    | \$           | %     |
| Beginning Fund Balance | 373,415   | 502,481   | 645,435   | 645,435   | 421,145   |              |       |
| Revenues               | 2,928,796 | 3,250,164 | 3,711,985 | 3,696,310 | 3,794,206 | 82,221       | 2.2%  |
| Expenditures           | 2,799,730 | 3,107,210 | 4,137,011 | 3,920,600 | 3,800,600 | -336,411     | -8.1% |
| Ending Balance         | 502,481   | 645,435   | 220,409   | 421,145   | 414,751   |              |       |

##### 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/1](http://trace.tennessee.edu/utk_mtastech/1)



## ***City of Franklin, Tennessee*** **FY 2020 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 2020 Operating Budget

#### Budget

|                               | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference       |              |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------|
|                               |                  |                  |                  |                  |                  | \$               | %            |
| <b>Beginning Fund Balance</b> | <b>373,415</b>   | <b>502,481</b>   | <b>645,435</b>   | <b>645,435</b>   | <b>421,145</b>   |                  |              |
| <b>Revenues</b>               |                  |                  |                  |                  |                  |                  |              |
| TOTAL LOCAL TAXES             | 623,685          | 722,941          | 1,002,130        | 1,002,130        | 1,024,694        | 22,564           | 2.3%         |
| GASOLINE TAX (STATE)          | 1,971,070        | 2,520,503        | 2,707,855        | 2,686,680        | 2,762,012        | 54,157           | 2.0%         |
| INTEREST INCOME               | 1,201            | 6,720            | 2,000            | 7,500            | 7,500            | 5,500            | 275.0%       |
| TRANSFER FROM GENERAL FUND    | 332,840          | -                | -                | -                | -                | -                |              |
| <b>Total Available Funds</b>  | <b>2,928,796</b> | <b>3,250,164</b> | <b>3,711,985</b> | <b>3,696,310</b> | <b>3,794,206</b> | <b>82,221</b>    | <b>2.2%</b>  |
| <b>Expenses (Operations)</b>  |                  |                  |                  |                  |                  |                  |              |
| LEGAL SERVICES                | -                | -                | -                | -                | -                | -                |              |
| PAVING & REPAIR SERVICES      | 2,298,544        | 2,663,695        | 3,666,411        | 3,450,000        | 3,330,000        | (336,411)        | -9.2%        |
| SIDEWALK REPAIR               | 500,548          | 442,532          | 470,000          | 470,000          | 470,000          | -                | 0.0%         |
| OTHER OPERATING SUPPLIES      | 638              | 983              | 600              | 600              | 600              | -                | 0.0%         |
| TOTAL INFRASTRUCTURE          | -                | -                | -                | -                | -                | -                |              |
| <b>Total Expenditures</b>     | <b>2,799,730</b> | <b>3,107,210</b> | <b>4,137,011</b> | <b>3,920,600</b> | <b>3,800,600</b> | <b>(336,411)</b> | <b>-8.1%</b> |
| <b>Ending Fund Balance</b>    | <b>502,481</b>   | <b>645,435</b>   | <b>220,409</b>   | <b>421,145</b>   | <b>414,751</b>   |                  |              |

#### Notes & Objectives

The increase in paving and repair in FY 2019 by nearly a million dollars was attributable to the one time use of accumulated fund balance and higher than anticipated receipts as a result of year two of the IMPROVE Act. Future appropriations will likely not be as high, but recurring dollars will continue to rise as the IMPROVE Act is fully implemented.

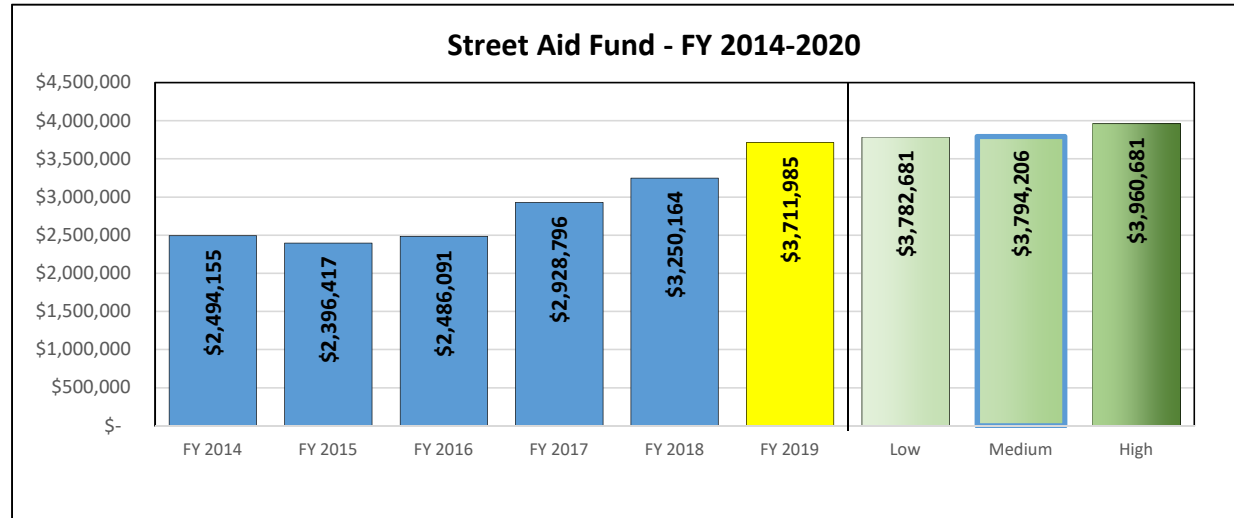


# City of Franklin

## Revenue Model

|              |                   |                                |             |
|--------------|-------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Street Aid</b> | <b>Percent of All Revenues</b> | <b>2.4%</b> |
|--------------|-------------------|--------------------------------|-------------|

**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-



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 5% increase on the Gasoline Tax is being budgeted, though the expectation by the time of full implementation is closer to a 25% increase in aid from the state. State composite revenue projections are for a 4.94% increase in Gasoline Tax collections statewide. This includes an 1 cent increase per gallon on all Unleaded Gasoline and Diesel effective July 1, 2019.

|                                | Actual              |                     |                     |                     |                     | Budget              | Forecasts (FY 2020) |                     |                     | Averages      |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                                | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b>                | <b>8.0%</b>         | <b>-3.9%</b>        | <b>3.7%</b>         | <b>17.8%</b>        | <b>11.0%</b>        | <b>14.2%</b>        | <b>1.9%</b>         | <b>2.2%</b>         | <b>6.7%</b>         |               |
| PROPERTY TAXES COLLECTED       | -                   | 508,038             | 526,008             | 623,685             | 722,941             | 752,130             | 752,130             | 774,694             | 789,737             | 3-yr Average  |
| GASOLINE TAX (STATE)           | 1,754,190           | 1,887,683           | 1,959,797           | 1,971,070           | 2,520,503           | 2,707,855           | 2,775,551           | 2,762,012           | 2,910,944           | \$ 2,888,350  |
| INCREASE IN STATE SHARED TAXES | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 9.5%          |
| INTEREST INCOME                | -                   | 697                 | 286                 | 1,201               | 6,720               | 2,000               | 5,000               | 7,500               | 10,000              | 5-Yr Average  |
| TRANSFER FROM GENERAL FUND     | 739,965             | -                   | -                   | 332,840             | -                   | 250,000             | 250,000             | 250,000             | 250,000             | \$ 2,711,125  |
|                                |                     |                     |                     |                     |                     |                     |                     |                     |                     | 7.4%          |
|                                |                     |                     |                     |                     |                     |                     |                     |                     |                     | 10-Yr Average |
|                                |                     |                     |                     |                     |                     |                     |                     |                     |                     | \$ 2,336,211  |
|                                |                     |                     |                     |                     |                     |                     |                     |                     |                     | 11.8%         |
| <b>Totals</b>                  | <b>\$ 2,494,155</b> | <b>\$ 2,396,417</b> | <b>\$ 2,486,091</b> | <b>\$ 2,928,796</b> | <b>\$ 3,250,164</b> | <b>\$ 3,711,985</b> | <b>\$ 3,782,681</b> | <b>\$ 3,794,206</b> | <b>\$ 3,960,681</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.





## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Road Impact Fund

##### Budget Summary

|                        | 2017      | 2018       | 2019       |            | 2020       | 2019 v. 2020 |       |
|------------------------|-----------|------------|------------|------------|------------|--------------|-------|
|                        | Actual    | Actual     | Budget     | Estimated  | Budget     | \$           | %     |
| Beginning Fund Balance | 5,019,848 | 5,889,789  | 11,339,848 | 11,339,848 | 15,913,647 |              |       |
| Revenues               | 7,217,613 | 11,706,536 | 8,285,694  | 7,757,009  | 10,000,438 | 1,714,744    | 20.7% |
| Expenditures           | 6,347,672 | 6,256,477  | 5,708,651  | 3,183,210  | 5,710,869  | 2,218        | 0.0%  |
| Ending Balance         | 5,889,789 | 11,339,848 | 13,916,891 | 15,913,647 | 20,203,216 |              |       |

##### 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 \$5.7 million in expenditures, part in the form of a transfer to the debt service fund and part in the form of Road Impact Offset agreement payments. Additional funds may be transferred to Fund 310 to close out remaining road project capital deficits, but that decision will be made during FY 2019.



## ***City of Franklin, Tennessee*** **FY 2020 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 2020 Operating Budget

### Budget

|                               | Actual<br>2017   | Actual<br>2018    | Budget<br>2019    | Estd<br>2019      | Budget<br>2020    | Difference       |              |
|-------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
|                               |                  |                   |                   |                   |                   | \$               | %            |
| <b>Beginning Fund Balance</b> | <b>5,019,848</b> | <b>5,889,789</b>  | <b>11,339,848</b> | <b>11,339,848</b> | <b>15,913,647</b> |                  |              |
| <b>Revenues</b>               |                  |                   |                   |                   |                   |                  |              |
| ROAD IMPACT FEES - ARTERIAL   | 7,180,150        | 11,585,500        | 4,829,296         | 4,564,757         | 5,845,201         | 1,015,905        | 21.0%        |
| ROAD IMPACT FEES - COLLECTOR  | -                | -                 | 3,154,980         | 2,719,732         | 3,955,237         | 800,257          | 100.0%       |
| INTEREST INCOME               | 27,363           | 121,036           | 50,000            | 221,101           | 200,000           | 150,000          | 300.0%       |
| TRANSFER FROM GENERAL FUND    | 10,100           | -                 | 251,418           | 251,418           | -                 | (251,418)        | -100.0%      |
| OTHER                         |                  |                   | -                 | -                 | -                 | -                | 0.0%         |
| <b>Total Available Funds</b>  | <b>7,217,613</b> | <b>11,706,536</b> | <b>8,285,694</b>  | <b>7,757,009</b>  | <b>10,000,438</b> | <b>1,714,744</b> | <b>20.7%</b> |
| <b>Expenses (Operations)</b>  |                  |                   |                   |                   |                   |                  |              |
| TRANSFER TO DEBT SERVICE FUND | 2,689,493        | 2,699,646         | 2,708,651         | 2,708,651         | 2,710,869         | 2,218            | 0.1%         |
| TRANSFER TO CAPITAL FUND      | 2,000,000        | 3,000,000         | -                 | -                 | -                 | -                | 0.0%         |
| CAPITAL PROJECTS              | 27,000           |                   | -                 | -                 | -                 | -                | 0.0%         |
| ROAD IMPACT OFFSET AGREEMENTS | 1,631,179        | 556,831           | 3,000,000         | 474,559           | 3,000,000         | -                | 0.0%         |
| <b>Total Expenditures</b>     | <b>6,347,672</b> | <b>6,256,477</b>  | <b>5,708,651</b>  | <b>3,183,210</b>  | <b>5,710,869</b>  | <b>2,218</b>     | <b>0.0%</b>  |
| <b>Ending Fund Balance</b>    | <b>5,889,789</b> | <b>11,339,848</b> | <b>13,916,891</b> | <b>15,913,647</b> | <b>20,203,216</b> |                  |              |

### Notes & Objectives

The revenue forecast for FY 2020 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.

Expenses are both highly predictable and unpredictable. On the one hand, the transfer to the Debt Service Fund is set annually. But payments back to developers who have met the conditions of Road Impact Offset Agreements depend greatly on the speed of development and if the offset is necessary.



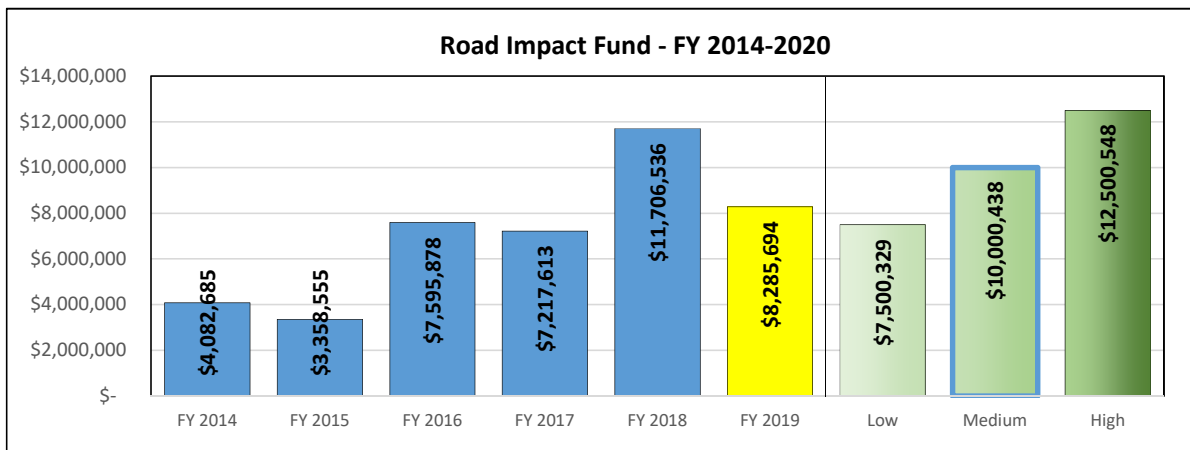
# City of Franklin

## Revenue Model

|              |                    |                                |             |
|--------------|--------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Road Impact</b> | <b>Percent of All Revenues</b> | <b>6.2%</b> |
|--------------|--------------------|--------------------------------|-------------|

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 and revised in 2017.

The forecast for FY 2020 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              | Forecasts (FY 2020) |                      |                      | Averages      |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------------|---------------------|----------------------|----------------------|---------------|
|                               | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018              | FY 2019             | Low                 | Medium               | High                 |               |
| <b>% yr/yr.</b>               | <b>24.6%</b>        | <b>-17.7%</b>       | <b>126.2%</b>       | <b>-5.0%</b>        | <b>62.2%</b>         | <b>-29.2%</b>       | <b>-9.5%</b>        | <b>20.7%</b>         | <b>50.9%</b>         |               |
| Road Impact Fees              |                     |                     |                     |                     |                      |                     |                     |                      |                      | 3-yr Average  |
| Arterials                     | 4,725,902           | 3,611,954           | 7,854,118           | 7,180,150           | 11,084,375           | 4,829,296           | 4,383,901           | 5,845,201            | 7,306,501            | \$ 8,840,009  |
| Collector Area 1              |                     |                     |                     |                     | 59,923               | 788,745             | 741,607             | 988,809              | 1,236,012            | -2.1%         |
| Collector Area 2              |                     |                     |                     |                     | 251,474              | 788,745             | 741,607             | 988,809              | 1,236,012            | 5-Yr Average  |
| Collector Area 3              |                     |                     |                     |                     | 189,728              | 788,745             | 741,607             | 988,809              | 1,236,012            | \$ 6,792,253  |
| Collector Area 4              |                     |                     |                     |                     | -                    | 788,745             | 741,607             | 988,809              | 1,236,012            | 4.4%          |
| Road Impact Credits           | (704,150)           | (253,523)           | (267,394)           | -                   | -                    | -                   | -                   | -                    | -                    | 10-Yr Average |
| Interest Income               | -                   | 124                 | 9,154               | 27,363              | 121,036              | 50,000              | 150,000             | 200,000              | 250,000              | \$ 4,602,806  |
| Contributions from Developers | -                   | -                   | -                   | -                   | -                    | -                   | -                   | -                    | -                    | 16.0%         |
| Transfer from General Fund    | 60,933              | -                   | -                   | -                   | -                    | 251,418             | -                   | -                    | -                    |               |
| Miscellaneous Income          | -                   | -                   | -                   | 10,100              | -                    | -                   | -                   | -                    | -                    |               |
| <b>Totals</b>                 | <b>\$ 4,082,685</b> | <b>\$ 3,358,555</b> | <b>\$ 7,595,878</b> | <b>\$ 7,217,613</b> | <b>\$ 11,706,536</b> | <b>\$ 8,285,694</b> | <b>\$ 7,500,329</b> | <b>\$ 10,000,438</b> | <b>\$ 12,500,548</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 2001-2018 & Estimates from Finance & Revenue Management Departments.



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Parks

Lisa Clayton, Director

#### Budget Summary

|                   | 2017             | 2018             | 2019             |                  | 2020             | 2019 v. 2020   |             |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------|
|                   | Actual           | Actual           | Budget           | Estimated        | Budget           | \$             | %           |
| <b>Personnel</b>  | 2,422,685        | 2,544,989        | 2,885,276        | 2,886,358        | 3,115,962        | 230,686        | 8.0%        |
| <b>Operations</b> | 1,725,442        | 1,689,720        | 2,038,403        | 1,911,450        | 2,190,992        | 152,589        | 7.5%        |
| <b>Capital</b>    | 74,528           | 895,593          | 446,250          | 477,329          | 297,777          | (148,473)      | 100.0%      |
| <b>Total</b>      | <b>4,222,655</b> | <b>5,130,302</b> | <b>5,369,929</b> | <b>5,275,137</b> | <b>5,604,731</b> | <b>234,802</b> | <b>4.4%</b> |

#### Department Goals

The City of Franklin Parks Department is an essential service established to improve the quality of life for all City residents by proactively responding to changing demographics and emerging trends, while maximizing all available resources to enhance each resident's health, and 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 2019-20 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 Complex; implementation of the Capital Investment Plan's park projects and the implementation of the new Parkland Impact Fee ordinance approved construction projects. 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 2020 Operating Budget

#### Parks

*Lisa Clayton, Director*

#### Department Summary (continued)

##### **REVENUES:**

Parks General Fund in the 2018 calendar year ended with \$100,952 of revenue and on target. For FY2020, revenues are projected to be an increase of three percent. The majority of Parks revenue comes from special events, athletic rentals, parkland impact fees and lease agreements.

##### **EXPENDITURES:**

Parks General Fund operational expenditures are budgeted at \$2.1 million for FY2020. This is approximately at six and half percent increase due to the impact of park usage for special and athletic events. Parks budgeted personnel in FY2020 for a total of (48) forty-eight full-time personnel within seven department divisions. As growth has taken place, so is the need to share administrative responsibilities to oversee the vast array of programs, construction projects and day-to-day operations. The newest addition to the budget will be the Assistant Parks Director.

##### **CAPITAL:**

The department developed a Capital Improvement Plan (CIP) and implementation policies, along with other CIP projects with the City as a whole. The 10-year CIP 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 \$93 million dollars worth of projects. The top projects for FY2020 will be the design approval for the new Southeast Municipal Complex, bidding Bicentennial Park and design for the Main Barn at the Park at Harlinsdale Farm.

##### **SUMMARY:**

The City of Franklin Parks Department's FY2020 budget is a product of considerable effort by many individuals, beginning with the input and analysis of staff members at all levels of the organization, continuing through the final decisions of BOMA that values strategic planning and a commitment to our community's quality of life and efficient stewardship of public funds.



## City of Franklin, Tennessee

### FY 2020 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).

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

#### Workload (Output) Measures

|                             | 2016   | 2017   | 2018   | 2019*  | 2020*  |
|-----------------------------|--------|--------|--------|--------|--------|
| Participation               |        |        |        |        |        |
| Children - All              | 16,941 | 19,000 | 17,973 | 19,570 | 18,512 |
| Children - Franklin         | 16,572 | 17,050 | 17,562 | 17,562 | 18,088 |
| Total participation – youth | 33,513 | 36,050 | 37,132 | 37,132 | 38,245 |
| Adults - All                | 29,260 | 31,260 | 31,042 | 32,198 | 31,973 |
| Adults - Franklin Residents | 28,659 | 29,250 | 30,128 | 30,128 | 31,031 |
| Seniors - All               | 683    | 800    | 725    | 824    | 747    |
| Registered Athletics        | 8,670  | 8,845  | 9,110  | 9,110  | 9,384  |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|                                              |           |           |            |            |            |
|----------------------------------------------|-----------|-----------|------------|------------|------------|
| City Sponsored Events                        | 9,248     | 17,966    | 18,505     | 18,505     | 19,060     |
| Non-City Sponsored Events                    | 36,230    | 23,378    | 24,079     | 24,079     | 24,802     |
| Park Attendance by Scheduled Users           |           |           |            |            |            |
| Schools                                      | 9,200     | 9,350     | 9,631      | 9,631      | 9,919      |
| Athletics                                    | 9,350     | 9,520     | 9,806      | 9,806      | 10,100     |
| City Sponsored Special Events                | 15,160    | 17,966    | 18,505     | 19,811     | 19,060     |
| Outside Sponsored Special Events             | 47,750    | 41,344    | 42,584     | 42,584     | 43,862     |
| Parks and Recreation Acres Maintained        | 704       | 704       | 937        | 937        | 965        |
| Passive Parks                                | 514       | 514       | 747        | 747        | 769        |
| Active Parks                                 | 190       | 190       | 190        | 190        | 196        |
| Greenway miles                               | 15        | 15        | 16         | 16         | 16         |
| Permit applications received                 | 247       | 345       | 314        | 314        | 323        |
| Parks and Recreation Units Managed           | 16        | 16        | 18         | 18         | 19         |
| Estimated annual hours of operation of units | 70,080    | 70,080    | 72,182     | 72,182     | 74,348     |
| Revenues from user fees                      | \$ 89,377 | \$ 77,541 | \$ 100,952 | \$ 151,961 | \$ 156,520 |
| Number of volunteer hours worked             | 18,602    | 19,160    | 19,735     | 19,735     | 20,327     |
| Total number of training hours               | 764       | 1,470     | 1,514      | 1,514      | 1,560      |
| Grant proceeds awarded                       | \$ 86,936 | \$ 89,544 | \$ 92,230  | \$ 92,230  | \$ 94,997  |
| Urban Forestry & Recycling                   |           |           |            |            |            |
| Trees Planted                                | 167       | 187       | 193        | 192        | 198        |
| Tree Farm Trees                              | 25        | 75        | 77         | 3          | 80         |
| Trees Planted by Donation/Grants             | 4         | 5         | 5          | 30         | 5          |
| Trees Purchased From Tree Bank               | 146       | 141       | 145        | 159        | 150        |
| Lecture Series Attendance                    | 0         | 0         | 5          | 14         | 5          |
| Blue Bag Recycling                           | 703       | 692       | 713        | 977        | TBD        |

<sup>a</sup>City-Sponsored Special Events were calculated differently for 2018 based on procedures of the Tennessee Municipal Benchmarking Project; The acres maintained in 2018 include the Southeast Municipal Complex and Lockwood properties, and they were counted in passive acres since they have not yet been developed but are being maintained by the Parks Department

|                                                                           | 2016     | 2017     | 2018     | 2019*    | 2020*    |
|---------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| Cost per Franklin Resident to Support Parks*                              | \$ 18.87 | \$ 22.06 | \$ 21.00 | \$ 25.83 | \$ 27.61 |
| Parks and Recreation Cost Per Capita                                      | \$ 73.74 | \$ 80.25 | \$ 83.02 | \$ 83.02 | \$ 83.02 |
| Tennessee Statewide Benchmarking Average                                  | \$ 94.21 | \$ 89.54 | \$ 91.01 | TBD      | TBD      |
| Percentage of Costs Supported by Parks and Recreation User Fees Collected | 1.83%    | 1.36%    | 2.58%    | 2.58%    | 2.58%    |
| Tennessee Statewide Benchmarking Average                                  | 13.7%    | 13.9%    | 13.0%    | TBD      | TBD      |
| Total Costs per Total Parks and Recreation Areas Maintained               | \$ 6,952 | \$ 8,083 | \$ 6,283 | \$ 7,000 | \$ 7,000 |
| Tennessee Statewide Benchmarking Average                                  | \$ 7,370 | \$ 8,168 | \$ 7,889 | TBD      | TBD      |

\*Formula is Operations Expenses / Population





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

#### Outcome (Effectiveness) Measures

|  |                                                                                                                     | 2016         | 2017         | 2018        | 2019*      | 2020*      |
|--|---------------------------------------------------------------------------------------------------------------------|--------------|--------------|-------------|------------|------------|
|  | 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       | 45%          | 45%          | 45%         | 48%        | 48%        |
|  | <b>Target</b> (Those rating parks as Excellent)                                                                     | <b>9%</b>    | <b>45%</b>   | <b>45%</b>  | <b>45%</b> | <b>45%</b> |
|  | <b>Meets Target?</b>                                                                                                | <b>Yes</b>   | <b>Yes</b>   | <b>Yes</b>  | <b>Yes</b> | <b>Yes</b> |
|  | Acres per 1000 residents                                                                                            | 10.61        | 9.93         | 13.21       | 13.21      | 13.21      |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                                                     | <b>17.16</b> | <b>16.64</b> | <b>14.1</b> | <b>TBD</b> | <b>TBD</b> |
|  | <b>Target</b> (National Parks & Recreation Association)                                                             | <b>6</b>     | <b>6</b>     | <b>6</b>    | <b>6</b>   | <b>6</b>   |
|  | <b>Meets Target?</b>                                                                                                | <b>Yes</b>   | <b>Yes</b>   | <b>Yes</b>  | <b>TBD</b> | <b>TBD</b> |
|  | Remain one of the Top Rated Healthy Cities in Tennessee                                                             |              |              |             |            |            |
|  | State Rank                                                                                                          | TBD          | TBD          | TBD         | TBD        | TBD        |
|  | <b>Target</b> (Robert Wood Johnson Foundation, 2012)                                                                | <b>1st</b>   | <b>1st</b>   | <b>1st</b>  | <b>1st</b> | <b>1st</b> |
|  | <b>Meets Target?</b>                                                                                                | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>  | <b>TBD</b> | <b>TBD</b> |
|  | Maintain Status as Tree City USA                                                                                    |              |              |             |            |            |
|  | Number of years received                                                                                            | 11           | 12           | 13          | 14         | 15         |
|  | <b>Target: Status Maintained?</b> (Arbor Day Foundation?)                                                           | <b>Yes</b>   | <b>Yes</b>   | <b>Yes</b>  | <b>Yes</b> | <b>Yes</b> |
|  | <b>Meets Target?</b>                                                                                                | <b>Yes</b>   | <b>Yes</b>   | <b>Yes</b>  | <b>Yes</b> | <b>Yes</b> |

#### Franklin Citizens Survey

|                                     |                                                                     |      | 2x/week+ | 2-4x/mo | Once/mo. | Not at all |
|-------------------------------------|---------------------------------------------------------------------|------|----------|---------|----------|------------|
| <input checked="" type="checkbox"/> | % of respondents Used Franklin recreation centers or their services | 2016 | 15%      | 18%     | 30%      | 37%        |
|                                     |                                                                     | 2019 | 15%      | 15%     | 34%      | 36%        |
| <input checked="" type="checkbox"/> | % of respondents Visited a neighborhood park or City park           | 2016 | 20%      | 32%     | 37%      | 11%        |
|                                     |                                                                     | 2019 | 17%      | 29%     | 41%      | 13%        |

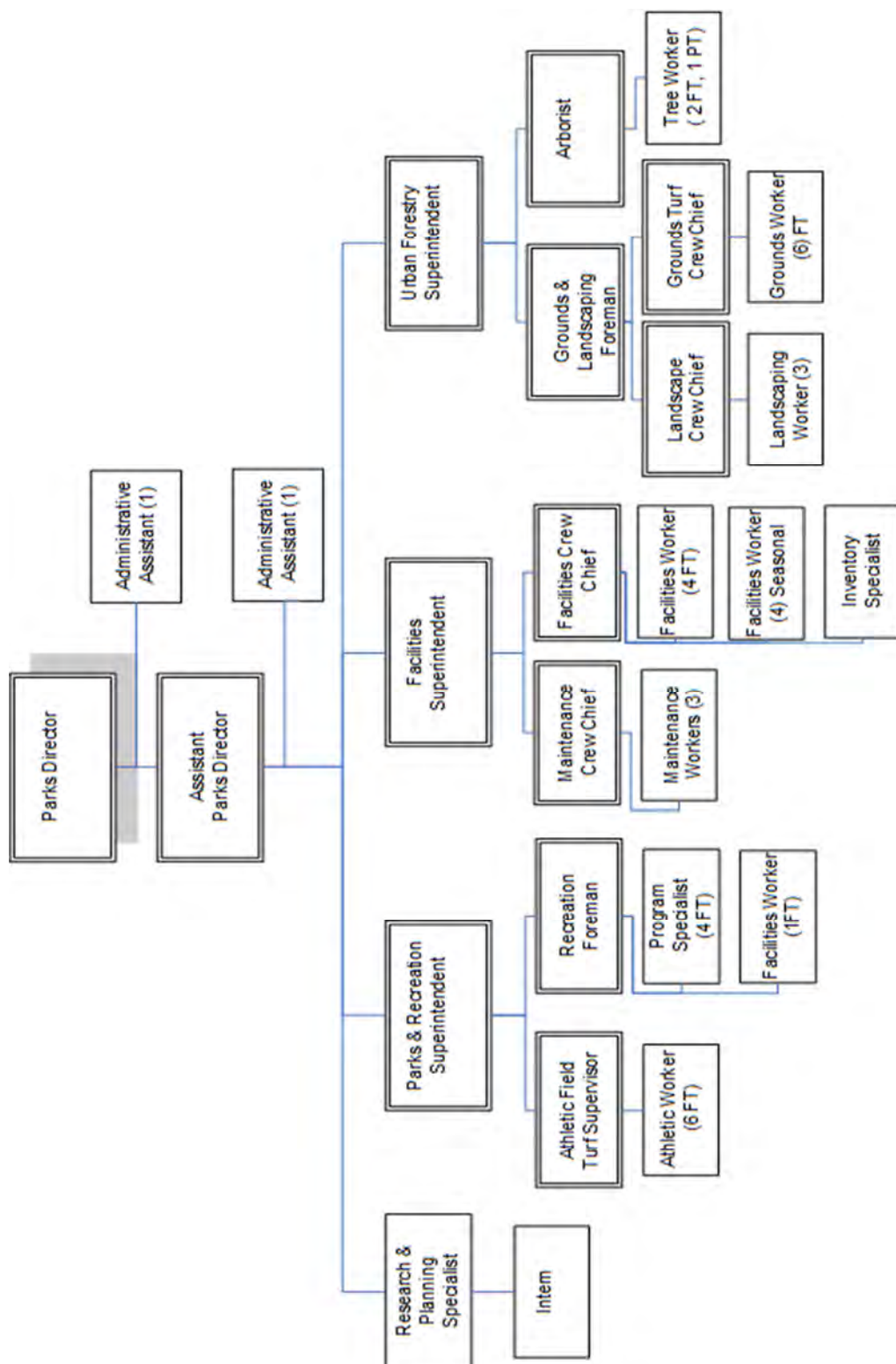
|                                     |                                                                          | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|--------------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                          | Excellent/Good       | Fair/Poor | Excellent/Good       | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of City parks                                       | 91%                  | 9%        | 93%                  | 7%        |
| <input checked="" type="checkbox"/> | % rating the quality of Recreation programs or classes                   | 84%                  | 16%       | 87%                  | 13%       |
| <input checked="" type="checkbox"/> | % rating the quality of Recreation centers or facilities                 | 85%                  | 15%       | 87%                  | 13%       |
| <input checked="" type="checkbox"/> | % rating the quality of Franklin open space                              | 70%                  | 30%       | 71%                  | 29%       |
| <input checked="" type="checkbox"/> | % rating Recreational opportunities as it relates to Franklin as a whole | 78%                  | 22%       | 83%                  | 17%       |
| <input checked="" type="checkbox"/> | % rating Fitness opportunities as it relates to Franklin as a whole      | 77%                  | 23%       | 83%                  | 17%       |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Organizational Chart



Note: For detailed counts and authorized positions, please see following page 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      |
| Parks Director                    | L         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Assistant Parks Director          | J         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 1         | 0        |
| Facilities Superintendent         | H         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Parks & Recreation Superintendent | H         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Urban Forestry Superintendent     | H         | 0         | 0         | 0         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Athletic Field Turf Supervisor    | G         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 1         | 0        |
| Grounds & Landscape Foreman       | G         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Facilities Foreman                | G         | 1         | 0         | 1         | 0         | 1         | 0         | 0         | 0        | 0         | 0        |
| Recreation Foreman                | G         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Arborist                          | F         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Program Coordinator               | E         | 0         | 0         | 0         | 1         | 0         | 1         | 0         | 0        | 0         | 0        |
| Research & Planning Specialist    | E         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Facilities Crew Chief             | E         | 0         | 0         | 0         | 0         | 0         | 0         | 1         | 0        | 1         | 0        |
| Athletics Crew Chief              | E         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 0         | 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        | 1         | 0        |
| Maintenance Crew Chief            | E         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Program Specialist                | D         | 1         | 1         | 2         | 1         | 3         | 1         | 4         | 0        | 4         | 0        |
| Admin Assistant                   | D         | 1         | 0         | 2         | 0         | 2         | 0         | 2         | 0        | 2         | 0        |
| Inventory Specialist              | D         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Athletic Field Worker II          | D         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0         | 0        |
| Maintenance Worker                | D         | 3         | 0         | 3         | 0         | 3         | 0         | 3         | 0        | 3         | 0        |
| Athletic Worker                   | C         | 5         | 2         | 5         | 2         | 5         | 2         | 6         | 0        | 6         | 0        |
| Tree Worker                       | B         | 2         | 1         | 2         | 1         | 2         | 1         | 2         | 1        | 2         | 1        |
| Facilities Worker                 | B         | 4         | 5         | 4         | 5         | 4         | 5         | 5         | 4        | 5         | 4        |
| Grounds Worker                    | B         | 6         | 7         | 6         | 7         | 6         | 7         | 6         | 0        | 6         | 0        |
| Landscaping Worker                | B         | 3         | 0         | 3         | 0         | 3         | 0         | 3         | 0        | 3         | 0        |
| Intern                            | ---       | 0         | 1         | 0         | 1         | 0         | 1         | 0         | 1        | 0         | 1        |
| <b>TOTALS</b>                     |           | <b>37</b> | <b>17</b> | <b>39</b> | <b>18</b> | <b>41</b> | <b>18</b> | <b>44</b> | <b>6</b> | <b>46</b> | <b>6</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference       |               |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
|                                   |                  |                  |                  |                  |                  | \$               | %             |
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |               |
| Salaries & Wages                  | 1,715,555        | 1,739,224        | 2,027,390        | 2,017,689        | 2,185,801        | 158,411          | 7.8%          |
| Employee Benefits                 | 707,130          | 805,765          | 857,886          | 868,669          | 930,161          | 72,275           | 8.4%          |
| <b>Total Personnel</b>            | <b>2,422,685</b> | <b>2,544,989</b> | <b>2,885,276</b> | <b>2,886,358</b> | <b>3,115,962</b> | <b>230,686</b>   | <b>8.0%</b>   |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |               |
| Transportation Services           | 17,334           | 7,557            | 15,775           | 15,480           | 15,985           | 210              | 1.3%          |
| Operating Services                | 15,601           | 10,634           | 15,965           | 18,075           | 18,240           | 2,275            | 14.2%         |
| Notices, Subscriptions, etc.      | 59,526           | 52,723           | 76,762           | 52,145           | 55,990           | (20,772)         | -27.1%        |
| Utilities                         | 302,628          | 309,525          | 268,599          | 272,069          | 280,360          | 11,761           | 4.4%          |
| Contractual Services              | 63,151           | 45,463           | 103,855          | 104,300          | 101,990          | (1,865)          | -1.8%         |
| Repair & Maintenance Services     | 272,225          | 438,311          | 549,555          | 549,790          | 570,735          | 21,180           | 3.9%          |
| Employee programs                 | 8,557            | 8,934            | 19,555           | 20,675           | 24,980           | 5,425            | 27.7%         |
| Professional Development/Travel   | 30,536           | 28,727           | 32,105           | 38,625           | 41,642           | 9,537            | 29.7%         |
| Office Supplies                   | 14,986           | 16,265           | 14,835           | 14,835           | 15,620           | 785              | 5.3%          |
| Operating Supplies                | 120,632          | 86,956           | 125,206          | 125,831          | 130,193          | 4,987            | 4.0%          |
| Fuel & Mileage                    | 46,678           | 46,178           | 39,300           | 39,300           | 40,480           | 1,180            | 3.0%          |
| Machinery & Equipment (<\$25,000) | 197,571          | 184,265          | 142,208          | 118,208          | 162,925          | 20,717           | 14.6%         |
| Repair & Maintenance Supplies     | 264,015          | 211,628          | 346,853          | 364,806          | 376,514          | 29,661           | 8.6%          |
| Operational Units                 | 48,572           | 43,006           | 165,000          | 48,523           | 238,500          | 73,500           | 44.5%         |
| Property & Liability Costs        | 61,803           | 52,359           | 54,684           | 63,422           | 66,593           | 11,909           | 21.8%         |
| Rentals                           | 26,739           | 33,653           | 46,995           | 44,215           | 46,035           | (960)            | -2.0%         |
| Permits                           | 2,306            | 1,441            | 3,300            | 3,300            | 3,400            | 100              | 3.0%          |
| Other Business Expenses           | 893              | 307              | 790              | 790              | 810              | 20               | 2.5%          |
| Debt Service and Lease Payments   | 171,689          | 111,788          | 17,061           | 17,061           | -                | (17,061)         | -100.0%       |
| <b>Total Operations</b>           | <b>1,725,442</b> | <b>1,689,720</b> | <b>2,038,403</b> | <b>1,911,450</b> | <b>2,190,992</b> | <b>152,589</b>   | <b>7.5%</b>   |
| Improvements                      | -                | -                | 446,250          | 446,250          | 191,250          | (255,000)        | -57.1%        |
| Infrastructure                    | 74,528           | 608,652          | -                | 31,079           | -                | -                | 0.0%          |
| Machinery & Equipment (>\$25,000) | -                | 286,941          | -                | -                | 106,527          | 106,527          | 100.0%        |
| <b>Capital</b>                    | <b>74,528</b>    | <b>895,593</b>   | <b>446,250</b>   | <b>477,329</b>   | <b>297,777</b>   | <b>(148,473)</b> | <b>-33.3%</b> |
| <b>Total Parks Department</b>     | <b>4,222,655</b> | <b>5,130,302</b> | <b>5,369,929</b> | <b>5,275,137</b> | <b>5,604,731</b> | <b>234,802</b>   | <b>4.4%</b>   |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Sanitation & Environmental Services

Jack Tucker, Director

#### Budget Summary - Overall

|                          | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget    | 2019 v. 2020     |              |
|--------------------------|------------------|------------------|------------------|------------------|-------------------|------------------|--------------|
|                          |                  |                  | Budget           | Estimated        |                   | \$               | %            |
| <b>Beginning Balance</b> | <b>767,350</b>   | <b>687,099</b>   | <b>1,160,474</b> | <b>1,160,474</b> | <b>1,310,926</b>  |                  |              |
| <b>Revenues</b>          | <b>8,537,238</b> | <b>8,861,406</b> | <b>9,253,111</b> | <b>9,213,208</b> | <b>10,347,659</b> | <b>1,094,548</b> | <b>11.8%</b> |
| <b>Expenses</b>          |                  |                  |                  |                  |                   |                  |              |
| Personnel                | 3,017,836        | 3,237,192        | 3,334,623        | 3,329,603        | 3,392,317         | 57,694           | 1.7%         |
| Operations               | 5,434,754        | 4,994,534        | 5,716,586        | 5,318,153        | 6,258,925         | 542,339          | 9.5%         |
| Capital                  | 164,899          | 156,305          | 435,000          | 415,000          | 1,201,020         | 766,020          | 176.1%       |
| <b>Expenses</b>          | <b>8,617,489</b> | <b>8,388,031</b> | <b>9,486,209</b> | <b>9,062,756</b> | <b>10,852,262</b> | <b>1,366,053</b> | <b>14.4%</b> |
| <b>Ending Balance</b>    | <b>687,099</b>   | <b>1,160,474</b> | <b>927,376</b>   | <b>1,310,926</b> | <b>806,323</b>    |                  |              |

#### Budget Summary - By Division

|                          | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget    | 2019 v. 2020     |              |
|--------------------------|------------------|------------------|------------------|------------------|-------------------|------------------|--------------|
|                          |                  |                  | Budget           | Estimated        |                   | \$               | %            |
| <b>Beginning Balance</b> | <b>767,350</b>   | <b>687,099</b>   | <b>1,160,474</b> | <b>1,160,474</b> | <b>1,310,926</b>  |                  |              |
| <b>Revenues</b>          | <b>8,537,238</b> | <b>8,861,406</b> | <b>9,253,111</b> | <b>9,213,208</b> | <b>10,347,659</b> | <b>1,094,548</b> | <b>11.8%</b> |
| <b>Expenses</b>          |                  |                  |                  |                  |                   |                  |              |
| Administration           | 912,272          | 883,014          | 1,499,540        | 1,424,950        | 1,709,540         | 210,000          | 14.0%        |
| Collection               | 3,871,833        | 3,134,249        | 3,881,357        | 3,710,160        | 5,058,838         | 1,177,481        | 30.3%        |
| Disposal                 | 3,833,385        | 4,370,768        | 4,105,312        | 3,927,646        | 4,083,884         | (21,428)         | -0.5%        |
| <b>Expenses</b>          | <b>8,617,490</b> | <b>8,388,031</b> | <b>9,486,209</b> | <b>9,062,756</b> | <b>10,852,262</b> | <b>1,366,053</b> | <b>14.4%</b> |
| <b>Ending Balance</b>    | <b>687,099</b>   | <b>1,160,474</b> | <b>927,376</b>   | <b>1,310,926</b> | <b>806,323</b>    |                  |              |

#### 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. Our SES collection team collected MSW waste from over 2,000,000 service points in FY2018.

During the past ten years, we have enforced our biodegradable yard bag requirement for collection of small yard waste, added the Batteries, Oil, Paint, Anti-freeze, Electronics (BOPAE) drop-off services for Williamson County residents, started and continue to provide curbside blue bag recycling services to our residents, streamlined our hauling and landfilling functions through a long-term agreement with Bi-County Solid Waste, established a long-term agreement with Marshall County for accepting and processing the recyclables collected through our curbside service, and 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 2020 Operating Budget

#### Sanitation & Environmental Services

*Jack Tucker, Director*

##### **Departmental Summary (con't)**

At the end of FY2018, our blue bag, curbside, residential recycling service collected **3,227** tons and achieved an average, weekly participation rate of 60% with the average diversion at 16%. Our team 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 FY2018, included loading 3,632 tractor trailer totaling 87,590 tons .

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 while continuing to provide services for non-residential customers who sign up for our services.

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.

Due to the tremendous success of our blue bag recycling program and new recycling standards in the US market, our staff is recommending implementing a roll-out cart recycling service in the coming months. We anticipate the roll-out cart service would initially utilize a combination of fully automated and semi-automated collection trucks to help reduce the initial capital cost of implementation. The limited market availability of labor to collect blue bags, reducing injuries on the job, and plastic bags now being considered a contaminate will drive our need to automate recycling collection.

We will continue analysis of the cost of each service provided and expect to make additional recommendations based on our findings.



# City of Franklin, Tennessee

## FY 2020 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.

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

#### Workload (Output) Measures

|  |                                                 | 2016       | 2017       | 2018       | 2019*      | 2020*      |
|--|-------------------------------------------------|------------|------------|------------|------------|------------|
|  | Total tons of residential refuse collected      | 18,424     | 19,530     | 20,000     | 20,500     | 20,500     |
|  | Commercial Trash Collected (tons)               | 7,886      | 7,683      | 8,000      | 8,500      | 8,500      |
|  | Total tons diverted from class 1 landfill       | 7,904      | 8,048      | 8,500      | 8,575      | 8,575      |
|  | Total tons of recycling collected               | 3,464      | 3,173      | 3,400      | 3,500      | 3,500      |
|  | Total tons of yard waste diverted               | 4,660      | 6,384      | 5,250      | 5,500      | 5,500      |
|  | Trash from private haulers (tons)               | 69,083     | 48,929     | 50,000     | 52,000     | 52,000     |
|  | Tons collected per 1000 population (tons)       | 276        | 275        | 289        | 298        | 298        |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>345</b> | <b>333</b> | <b>328</b> | <b>TBD</b> | <b>TBD</b> |
|  | Residential collection points                   | 21,500     | 21,750     | 22,300     | 22,750     | 23,250     |





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|  |                                                                                                                                                                                                               |                |                |                |                |                |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
|  | Accidents / Incidents                                                                                                                                                                                         | 23             | 18             | 13             | 15             | 15             |
|  | Total annual collection fees                                                                                                                                                                                  | \$ 5,146,586   | \$ 5,574,832   | \$ 6,230,597   | \$ 6,355,209   | \$ 6,355,209   |
|  | Total annual recycling revenue                                                                                                                                                                                | \$ 20,743      | \$ 33,764      | \$ 19,990      | \$ 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)                                                                                                                                                                                               | 18,937         | 22,887         | 14,592         | 10,680         | 10,000         |
|  | <b>Target</b>                                                                                                                                                                                                 | <b>11,354</b>  | <b>11,922</b>  | <b>12,518</b>  | <b>13,144</b>  | <b>13,801</b>  |
|  | <b>Meets Target?</b>                                                                                                                                                                                          | <b>Yes</b>     | <b>Yes</b>     | <b>Yes/No</b>  | <b>No</b>      | <b>No</b>      |
|  | Oil (gallons)                                                                                                                                                                                                 | 1,594          | 869            | 960            | 1,143          | 1,000          |
|  | <b>Target</b>                                                                                                                                                                                                 | <b>700</b>     | <b>735</b>     | <b>772</b>     | <b>810</b>     | <b>851</b>     |
|  | <b>Meets Target?</b>                                                                                                                                                                                          | <b>Yes</b>     | <b>Yes/No</b>  | <b>Yes</b>     | <b>Yes</b>     | <b>Yes</b>     |
|  | Paint (lbs)                                                                                                                                                                                                   | 419,200        | 373,316        | 195,230        | 163,490        | 150,000        |
|  | <b>Target</b>                                                                                                                                                                                                 | <b>173,433</b> | <b>182,105</b> | <b>191,210</b> | <b>200,771</b> | <b>210,809</b> |
|  | <b>Meets Target?</b>                                                                                                                                                                                          | <b>Yes</b>     | <b>Yes/No</b>  | <b>Yes/No</b>  | <b>No</b>      | <b>No</b>      |
|  | Anti-Freeze (gallons)                                                                                                                                                                                         | 846            | 535            | 460            | 689            | 750            |
|  | <b>Target</b>                                                                                                                                                                                                 | <b>791</b>     | <b>831</b>     | <b>872</b>     | <b>916</b>     | <b>962</b>     |
|  | <b>Meets Target?</b>                                                                                                                                                                                          | <b>Yes</b>     | <b>No</b>      | <b>No</b>      | <b>No</b>      | <b>No</b>      |
|  | Electronics (lbs)                                                                                                                                                                                             | 131,100        | 77,630         | 69,870         | 54,320         | 60,500         |
|  | <b>Target</b>                                                                                                                                                                                                 | <b>263,546</b> | <b>276,723</b> | <b>290,560</b> | <b>305,088</b> | <b>320,342</b> |
|  | <b>Meets Target?</b>                                                                                                                                                                                          | <b>No</b>      | <b>No</b>      | <b>No</b>      | <b>No</b>      | <b>No</b>      |

### Efficiency Measures

|  |                                                 | 2016            | 2017            | 2018            | 2019*      | 2020*      |
|--|-------------------------------------------------|-----------------|-----------------|-----------------|------------|------------|
|  | Landfill fee per ton                            | \$ 33.09        | \$ 33.09        | \$ 35.02        | \$ 35.02   | \$ 35.02   |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>\$ 28.05</b> | <b>\$ 30.19</b> | <b>\$ 28.35</b> | <b>TBD</b> | <b>TBD</b> |
|  | Tons Collected per FTE                          |                 |                 |                 |            |            |
|  | Residential Refuse                              | 1316.0          | 1395.0          | 1461.2          | 1490.4     | 1520.2     |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>3738.8</b>   | <b>3473.2</b>   | <b>1816.3</b>   | <b>TBD</b> | <b>TBD</b> |
|  | Recycling                                       | 577.3           | 528.8           | 553.3           | 564.4      | 575.7      |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>1155.6</b>   | <b>841.7</b>    | <b>563.6</b>    | <b>TBD</b> | <b>TBD</b> |

### Outcome (Effectiveness) Measures

|  |                                                                                             | 2016         | 2017         | 2018         | 2019*        | 2020*      |
|--|---------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|------------|
|  | Tons Diverted / 1,000 Population                                                            | 119          | 113          | 111          | 111          | 111        |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                             | <b>341.5</b> | <b>393.2</b> | <b>367.5</b> | <b>TBD</b>   | <b>TBD</b> |
|  | Accidents / 1,000 Collection Points                                                         | 1.07         | 0.84         | 0.53         | 0.53         | 0.53       |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                             | <b>0.64</b>  | <b>0.54</b>  | <b>0.39</b>  | <b>TBD</b>   | <b>TBD</b> |
|  | Increase the percent of diversion through the "blue bag" recyclable program by 3% per year. | 17.0%        | 18.0%        | 18.0%        | 18.0%        | TBD        |
|  | <b>Target</b>                                                                               | <b>25.9%</b> | <b>28.9%</b> | <b>31.9%</b> | <b>31.9%</b> | <b>TBD</b> |
|  | <b>Meets Target?</b>                                                                        | <b>No</b>    | <b>No</b>    | <b>No</b>    | <b>No</b>    | <b>TBD</b> |





# City of Franklin, Tennessee

## FY 2020 Operating Budget

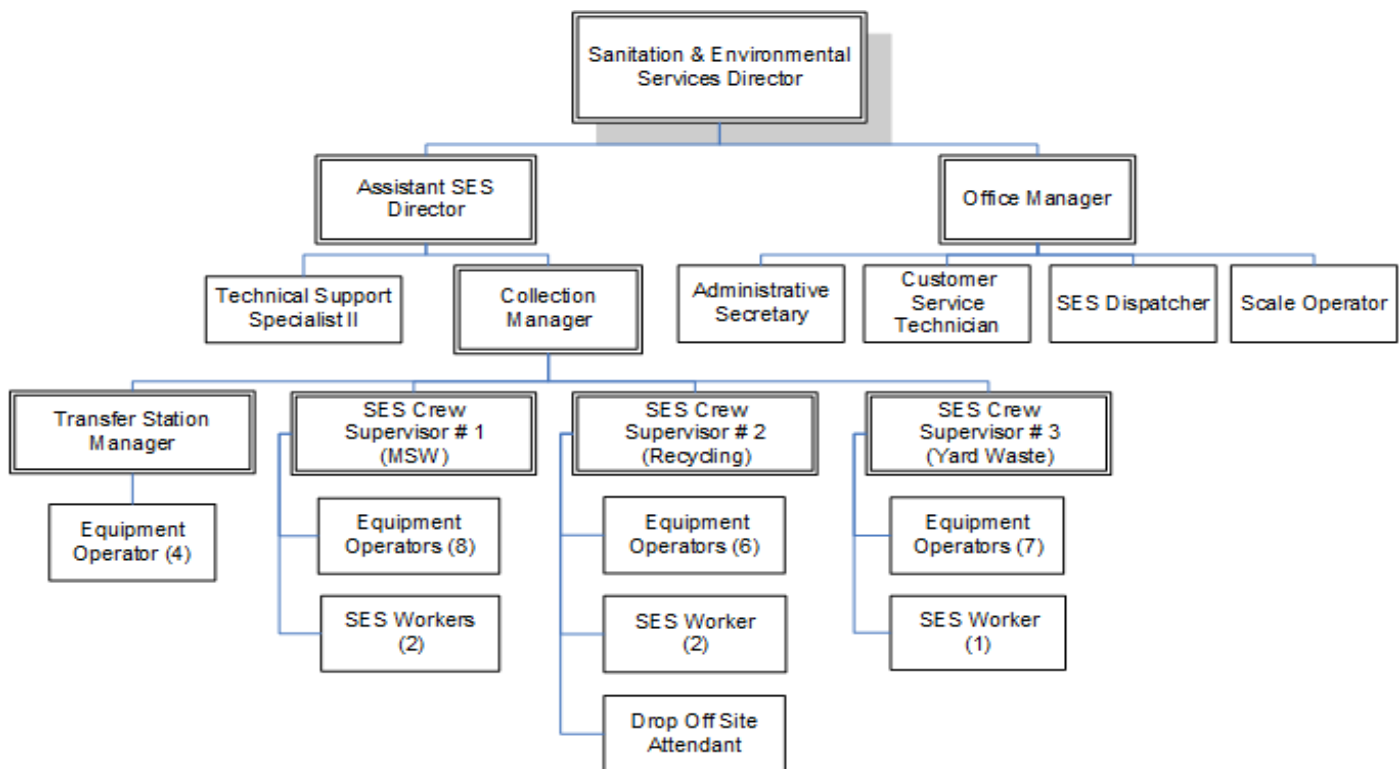
### Performance Measures

|  |                                                                                                                                                                  |            |            |            |            |            |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
|  | 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. | 59%        | 60%        | 62%        | 62%        | TBD        |
|  | <b>Target</b>                                                                                                                                                    | <b>55%</b> | <b>58%</b> | <b>61%</b> | <b>64%</b> | <b>TBD</b> |
|  | <b>Meets Target?</b>                                                                                                                                             | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>TBD</b> | <b>TBD</b> |

### Franklin Citizens Survey

|                                     |                                            | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|--------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                            | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Garbage collection | 91%                  | 9%        | 90%                  | 10%       |
| <input checked="" type="checkbox"/> | % rating the quality of Recycling          | 76%                  | 24%       | 82%                  | 18%       |
| <input checked="" type="checkbox"/> | % rating the quality of Yard waste pick-up | 85%                  | 15%       | 87%                  | 13%       |

### Organizational Chart



*Note: For detailed counts and authorized positions, please see following page 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 |
| 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 II | F         | 0       | 0   | 0       | 0   | 0       | 0   | 1       | 0   | 1       | 0   |
| Technical Support Specialist I  | E         | 1       | 0   | 1       | 0   | 1       | 0   | 0       | 0   | 0       | 0   |
| Customer Services Technician    | D         | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| HHW Drop Off Site Attendant     | C         | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Scale Operator                  | C         | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 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                          |           | 7       | 0   | 7       | 0   | 7       | 0   | 7       | 0   | 8       | 0   |

|                             |   |           |          |           |          |           |          |           |          |           |          |
|-----------------------------|---|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| <b>Collection</b>           |   |           |          |           |          |           |          |           |          |           |          |
| 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 Equipment Operator      | D | 21        | 0        | 21        | 0        | 21        | 0        | 21        | 0        | 21        | 0        |
| HHW Drop Off Site Attendant | C | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| SES Dispatcher              | C | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| SES Worker                  | B | 9         | 2        | 5         | 0        | 5         | 0        | 5         | 0        | 5         | 0        |
| <b>Totals</b>               |   | <b>36</b> | <b>2</b> | <b>32</b> | <b>0</b> | <b>32</b> | <b>0</b> | <b>32</b> | <b>0</b> | <b>32</b> | <b>0</b> |

|                          |   |          |          |          |          |          |          |          |          |          |          |
|--------------------------|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| <b>Disposal</b>          |   |          |          |          |          |          |          |          |          |          |          |
| 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        | 0        | 0        |
| <b>Totals</b>            |   | <b>6</b> | <b>0</b> | <b>6</b> | <b>0</b> | <b>6</b> | <b>0</b> | <b>6</b> | <b>0</b> | <b>5</b> | <b>0</b> |

|                  |  |           |          |           |          |           |          |           |          |           |          |
|------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| <b>SES Total</b> |  | <b>49</b> | <b>2</b> | <b>45</b> | <b>0</b> | <b>45</b> | <b>0</b> | <b>45</b> | <b>0</b> | <b>45</b> | <b>0</b> |
|------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020    | Difference<br>\$ | %             |
|-----------------------------------|------------------|------------------|------------------|------------------|-------------------|------------------|---------------|
| <b>Available Funds</b>            |                  |                  |                  |                  |                   |                  |               |
| Charges for Services              | 7,646,775        | 8,308,341        | 9,103,761        | 9,063,858        | 9,647,852         | 544,091          | 6.0%          |
| Use of Money and Property         | 140,251          | 53,065           | 149,350          | 149,350          | 699,807           | 550,457          | 368.6%        |
| Other Revenue                     | 750,212          | 500,000          | -                | -                | -                 | -                | 0.0%          |
| <b>Total Available Funds</b>      | <b>8,537,238</b> | <b>8,861,406</b> | <b>9,253,111</b> | <b>9,213,208</b> | <b>10,347,659</b> | <b>1,094,548</b> | <b>11.8%</b>  |
| <b>Personnel</b>                  |                  |                  |                  |                  |                   |                  |               |
| Salaries & Wages                  | 2,034,833        | 2,054,608        | 2,283,395        | 2,231,865        | 2,317,348         | 33,953           | 1.5%          |
| Employee Benefits                 | 983,003          | 1,182,584        | 1,051,228        | 1,097,738        | 1,074,970         | 23,742           | 2.3%          |
| <b>Total Personnel</b>            | <b>3,017,836</b> | <b>3,237,192</b> | <b>3,334,623</b> | <b>3,329,603</b> | <b>3,392,317</b>  | <b>57,694</b>    | <b>1.7%</b>   |
| <b>Operations</b>                 |                  |                  |                  |                  |                   |                  |               |
| Transportation Services           | 750              | 629              | 2,175            | 2,175            | 2,341             | 166              | 7.6%          |
| Operating Services                | 2,673,314        | 3,072,204        | 3,113,475        | 2,939,552        | 2,999,274         | (114,201)        | -3.7%         |
| Notices, Subscriptions, etc.      | 14,569           | 22,287           | 31,750           | 30,750           | 32,385            | 635              | 2.0%          |
| Utilities                         | 81,603           | 78,067           | 97,695           | 80,322           | 100,988           | 3,293            | 3.4%          |
| Contractual Services              | 11,473           | 35,344           | 134,300          | 116,200          | 60,486            | (73,814)         | -55.0%        |
| Repair & Maintenance Services     | 594,500          | 435,483          | 719,805          | 553,648          | 745,901           | 26,096           | 3.6%          |
| Employee programs                 | 7,809            | 4,153            | 19,900           | 6,200            | 11,854            | (8,046)          | -40.4%        |
| Professional Development/Travel   | 3,183            | 4,029            | 17,505           | 13,755           | 15,775            | (1,730)          | -9.9%         |
| Office Supplies                   | 8,235            | 9,762            | 13,173           | 10,796           | 13,391            | 218              | 1.7%          |
| Operating Supplies                | 109,801          | 103,655          | 151,593          | 132,470          | 149,086           | (2,507)          | -1.7%         |
| Fuel & Mileage                    | 179,847          | 222,280          | 245,152          | 268,004          | 269,046           | 23,894           | 9.7%          |
| Machinery & Equipment (<\$25,000) | 34,453           | 58,281           | 194,573          | 193,850          | 570,066           | 375,493          | 193.0%        |
| Repair & Maintenance Supplies     | 58,617           | 45,100           | 73,924           | 55,454           | 68,850            | (5,074)          | -6.9%         |
| Operational Units                 | 218,414          | 223,024          | 457,091          | 457,091          | 752,528           | 295,437          | 64.6%         |
| Property & Liability Costs        | 103,155          | 80,996           | 104,804          | 104,491          | 108,663           | 3,859            | 3.7%          |
| Rentals                           | 282              | 17,000           | -                | 402              | 410               | 410              | 100.0%        |
| Permits                           | 1,655            | 1,675            | 2,000            | 1,651            | 1,684             | (316)            | -15.8%        |
| Financial Fees                    | 6,209            | 3,279            | 7,650            | 7,650            | 7,803             | 153              | 2.0%          |
| Other Business Expenses           | 9                | 87               | -                | 8                | -                 | -                | 0.0%          |
| Debt Service and Lease Payments   | 708,822          | 303,808          | 162,837          | 162,837          | -                 | (162,837)        | -100.0%       |
| Transfers to Other Funds          | 618,054          | 273,390          | 167,184          | 180,847          | 348,390           | 181,206          | 108.4%        |
| <b>Total Operations</b>           | <b>5,434,754</b> | <b>4,994,534</b> | <b>5,716,586</b> | <b>5,318,153</b> | <b>6,258,925</b>  | <b>542,339</b>   | <b>9.5%</b>   |
| <b>Capital</b>                    | <b>164,899</b>   | <b>156,305</b>   | <b>435,000</b>   | <b>415,000</b>   | <b>1,201,020</b>  | <b>766,020</b>   | <b>176.1%</b> |
| <b>SES</b>                        | <b>8,617,489</b> | <b>8,388,031</b> | <b>9,486,209</b> | <b>9,062,756</b> | <b>10,852,262</b> | <b>1,366,053</b> | <b>14.4%</b>  |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

#### Administration Budget

|                        | Actual<br>2017 | Actual<br>2018 | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference<br>\$ | %            |
|------------------------|----------------|----------------|----------------|----------------|----------------|------------------|--------------|
| <b>Personnel</b>       |                |                |                |                |                |                  |              |
| Salaries & Wages       | 366,754        | 337,096        | 444,556        | 366,865        | 551,736        | 107,180          | 24.1%        |
| Employee Benefits      | 190,618        | 204,849        | 155,111        | 195,293        | 202,165        | 47,054           | 30.3%        |
| <b>Total Personnel</b> | <b>557,372</b> | <b>541,945</b> | <b>599,667</b> | <b>562,158</b> | <b>753,900</b> | <b>154,233</b>   | <b>25.7%</b> |

#### Operations

|                                   |                |                |                |                |                |               |             |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|-------------|
| Transportation Services           | 34             | 27             | -              | -              | -              | -             | 0.0%        |
| Operating Services                | 650            | 909            | 1,075          | 1,162          | 1,097          | 22            | 2.0%        |
| Notices, Subscriptions, etc.      | 2,347          | 302            | 4,750          | 3,750          | 4,845          | 95            | 2.0%        |
| Utilities                         | 60,877         | 58,123         | 75,345         | 58,572         | 78,191         | 2,846         | 3.8%        |
| Contractual Services              | -              | -              | 75,000         | 75,000         | -              | (75,000)      | -100.0%     |
| Repair & Maintenance Services     | 33,348         | 29,897         | 60,545         | 51,148         | 60,956         | 411           | 0.7%        |
| Employee programs                 | 3,654          | 3,500          | 9,600          | 2,000          | 4,000          | (5,600)       | -58.3%      |
| Professional Development/Travel   | 2,447          | 3,731          | 6,130          | 6,255          | 7,717          | 1,587         | 25.9%       |
| Office Supplies                   | 1,498          | 2,269          | 4,250          | 2,446          | 4,335          | 85            | 2.0%        |
| Operating Supplies                | 899            | 400            | 3,955          | 3,750          | 4,034          | 79            | 2.0%        |
| Fuel & Mileage                    | 1,305          | 3,319          | 2,652          | 2,540          | 2,705          | 53            | 2.0%        |
| Machinery & Equipment (<\$25,000) | 19,826         | 8,650          | 181,550        | 181,068        | 16,750         | (164,800)     | -90.8%      |
| Repair & Maintenance Supplies     | 3,940          | 1,434          | 10,500         | 10,602         | 10,710         | 210           | 2.0%        |
| Operational Units                 | 218,414        | 223,024        | 457,091        | 457,091        | 752,528        | 295,437       | 64.6%       |
| Property & Liability Costs        | 5,671          | 5,396          | 7,430          | 7,400          | 7,770          | 340           | 4.6%        |
| Permits                           | (20)           | -              | -              | -              | -              | -             | 0.0%        |
| Other Business Expenses           | 9              | 87             | -              | 8              | -              | -             | 0.0%        |
| <b>Total Operations</b>           | <b>354,900</b> | <b>341,069</b> | <b>899,873</b> | <b>862,792</b> | <b>955,640</b> | <b>55,767</b> | <b>6.2%</b> |

#### Buildings

|                |   |   |   |   |   |   |  |
|----------------|---|---|---|---|---|---|--|
| <b>Capital</b> | - | - | - | - | - | - |  |
|----------------|---|---|---|---|---|---|--|

|                       |                |                |                  |                  |                  |                |              |
|-----------------------|----------------|----------------|------------------|------------------|------------------|----------------|--------------|
| <b>Administration</b> | <b>912,272</b> | <b>883,014</b> | <b>1,499,540</b> | <b>1,424,950</b> | <b>1,709,540</b> | <b>210,000</b> | <b>14.0%</b> |
|-----------------------|----------------|----------------|------------------|------------------|------------------|----------------|--------------|



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

#### Collection Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |               |
| Salaries & Wages                  | 1,437,405        | 1,179,334        | 1,561,798        | 1,580,000        | 1,526,677        | (35,121)         | -2.2%         |
| Employee Benefits                 | 673,284          | 749,374          | 755,149          | 761,937          | 749,240          | (5,909)          | -0.8%         |
| <b>Total Personnel</b>            | <b>2,110,689</b> | <b>1,928,708</b> | <b>2,316,947</b> | <b>2,341,937</b> | <b>2,275,917</b> | <b>(41,030)</b>  | <b>-1.8%</b>  |
|                                   |                  |                  |                  |                  |                  | -                |               |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |               |
| Transportation Services           | 89               | 45               | 1,175            | 1,175            | 1,321            | 146              | 12.4%         |
| Operating Services                | 8,084            | 7,847            | 10,900           | 9,900            | 11,118           | 218              | 2.0%          |
| Notices, Subscriptions, etc.      | 12,222           | 21,985           | 26,000           | 26,000           | 26,520           | 520              | 2.0%          |
| Utilities                         | 20,289           | 19,045           | 21,600           | 21,000           | 22,032           | 432              | 2.0%          |
| Contractual Services              | 11,473           | 33,385           | 57,800           | 39,700           | 58,956           | 1,156            | 2.0%          |
| Repair & Maintenance Services     | 325,431          | 239,006          | 409,260          | 252,500          | 429,945          | 20,685           | 5.1%          |
| Employee programs                 | 2,328            | 653              | 6,000            | 2,500            | 6,120            | 120              | 2.0%          |
| Professional Development/Travel   | 736              | 298              | 4,900            | 4,500            | 4,998            | 98               | 2.0%          |
| Office Supplies                   | 5,197            | 4,882            | 5,778            | 5,250            | 5,894            | 116              | 2.0%          |
| Operating Supplies                | 103,880          | 95,656           | 135,258          | 121,770          | 137,963          | 2,705            | 2.0%          |
| Fuel & Mileage                    | 146,572          | 174,721          | 192,500          | 209,100          | 208,850          | 16,350           | 8.5%          |
| Machinery & Equipment (<\$25,000) | 12,551           | 253              | 10,773           | 10,500           | 550,988          | 540,215          | 5014.5%       |
| Repair & Maintenance Supplies     | 36,754           | 31,617           | 43,500           | 31,352           | 44,370           | 870              | 2.0%          |
| Property & Liability Costs        | 49,102           | 41,704           | 61,726           | 62,073           | 65,175           | 3,449            | 5.6%          |
| Rentals                           | 57               | 17,000           | -                | -                | -                | -                | 0.0%          |
| Financial Fees                    | 6,145            | 3,199            | 7,500            | 7,500            | 7,650            | 150              | 2.0%          |
| Debt Service and Lease Payments   | 546,308          | 221,245          | 134,740          | 134,740          | -                | (134,740)        | -100.0%       |
| Transfers to Other Funds          | 309,027          | 136,695          | -                | 13,663           | -                | -                | 0.0%          |
| <b>Total Operations</b>           | <b>1,596,245</b> | <b>1,049,236</b> | <b>1,129,410</b> | <b>953,223</b>   | <b>1,581,900</b> | <b>452,490</b>   | <b>40.1%</b>  |
|                                   |                  |                  |                  |                  |                  | -                |               |
| Machinery & Equipment (>\$25,000) | 164,899          | 156,305          | 435,000          | 415,000          | 1,201,020        | 766,020          | 176.1%        |
| <b>Capital</b>                    | <b>164,899</b>   | <b>156,305</b>   | <b>435,000</b>   | <b>415,000</b>   | <b>1,201,020</b> | <b>766,020</b>   | <b>176.1%</b> |
|                                   |                  |                  |                  |                  |                  | -                |               |
| <b>Collection</b>                 | <b>3,871,833</b> | <b>3,134,249</b> | <b>3,881,357</b> | <b>3,710,160</b> | <b>5,058,838</b> | <b>1,177,481</b> | <b>30.3%</b>  |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

#### Disposal Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %              |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |                |
| Salaries & Wages                  | 230,674          | 538,178          | 277,041          | 285,000          | 238,935          | (38,106)         | -13.8%         |
| Employee Benefits                 | 119,101          | 228,361          | 140,968          | 140,508          | 123,565          | (17,403)         | -12.3%         |
| <b>Total Personnel</b>            | <b>349,775</b>   | <b>766,539</b>   | <b>418,009</b>   | <b>425,508</b>   | <b>362,500</b>   | <b>(55,509)</b>  | <b>-13.3%</b>  |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |                |
| Transportation Services           | 627              | 557              | 1,000            | 1,000            | 1,020            | 20               | 2.0%           |
| Operating Services                | 2,664,580        | 3,063,448        | 3,101,500        | 2,928,490        | 2,987,060        | (114,440)        | -3.7%          |
| Notices, Subscriptions, etc.      | -                | -                | 1,000            | 1,000            | 1,020            | 20               | 2.0%           |
| Utilities                         | 437              | 899              | 750              | 750              | 765              | 15               | 2.0%           |
| Contractual Services              | -                | 1,959            | 1,500            | 1,500            | 1,530            | 30               | 2.0%           |
| Repair & Maintenance Services     | 235,721          | 166,580          | 250,000          | 250,000          | 255,000          | 5,000            | 2.0%           |
| Employee programs                 | 1,827            | -                | 4,300            | 1,700            | 1,734            | (2,566)          | -59.7%         |
| Professional Development/Travel   | -                | -                | 6,475            | 3,000            | 3,060            | (3,415)          | -52.7%         |
| Office Supplies                   | 1,540            | 2,611            | 3,145            | 3,100            | 3,162            | 17               | 0.5%           |
| Operating Supplies                | 5,022            | 7,599            | 12,380           | 6,950            | 7,089            | (5,291)          | -42.7%         |
| Fuel & Mileage                    | 31,970           | 44,240           | 50,000           | 56,364           | 57,491           | 7,491            | 15.0%          |
| Machinery & Equipment (<\$25,000) | 2,076            | 49,378           | 2,250            | 2,282            | 2,328            | 78               | 3.5%           |
| Repair & Maintenance Supplies     | 17,923           | 12,049           | 19,924           | 13,500           | 13,770           | (6,154)          | -30.9%         |
| Property & Liability Costs        | 48,382           | 33,896           | 35,648           | 35,018           | 35,718           | 70               | 0.2%           |
| Rentals                           | 225              | -                | -                | 402              | 410              | 410              | 100.0%         |
| Permits                           | 1,675            | 1,675            | 2,000            | 1,651            | 1,684            | (316)            | -15.8%         |
| Financial Fees                    | 64               | 80               | 150              | 150              | 153              | 3                | 2.0%           |
| Debt Service and Lease Payments   | 162,514          | 82,563           | 28,097           | 28,097           | -                | (28,097)         | -100.0%        |
| Transfers to Other Funds          | 309,027          | 136,695          | 167,184          | 167,184          | 348,390          | 181,206          | 108.4%         |
| <b>Total Operations</b>           | <b>3,483,610</b> | <b>3,604,229</b> | <b>3,687,303</b> | <b>3,502,138</b> | <b>3,721,384</b> | <b>34,081</b>    | <b>0.9%</b>    |
| Machinery & Equipment (>\$25,000) | -                | -                | -                | -                | -                | -                | 0.0%           |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>#DIV/0!</b> |
| <b>Disposal</b>                   | <b>3,833,385</b> | <b>4,370,768</b> | <b>4,105,312</b> | <b>3,927,646</b> | <b>4,083,884</b> | <b>(21,428)</b>  | <b>-0.5%</b>   |



# City of Franklin

## Revenue Model

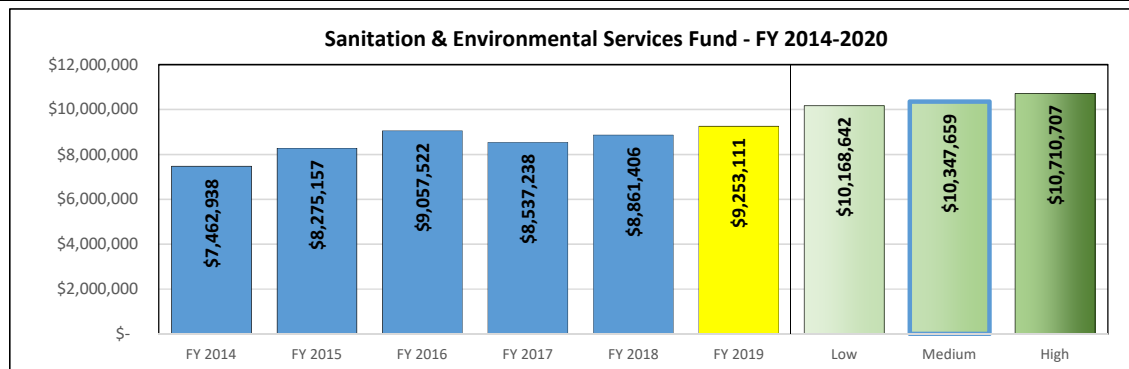
**Fund:** Sanitation & Environmental Services Fund

**Percent of All Revenues**

**6.3%**

**Sanitation & Environmental Services Fund:** This Special Revenue fund accounts for the fees collected in the collection and disposal of residential and commercial garbage. The primary component within the fund are those fees charged for disposal of refuse. In recent years, the City has worked to reduce the subsidy from the General Fund for sanitation and recycling operations.

This revenue forecast assumes 3.0% growth in the system and the significant sale of surplus assets which will offset the cost of acquiring replacement equipment.



|                                     | Actual              |                     |                     |                     |                     | Budget              | Forecasts (FY 2020)  |                      |                      | Averages      |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|---------------|
|                                     | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                  | Medium               | High                 |               |
| <b>% yr/yr.</b>                     | <b>-2.4%</b>        | <b>10.9%</b>        | <b>9.5%</b>         | <b>-5.7%</b>        | <b>3.8%</b>         | <b>4.4%</b>         | <b>9.9%</b>          | <b>11.8%</b>         | <b>15.8%</b>         |               |
| FEMA/TEMA GRANTS (FED/STATE)        | 39,309              | -                   | -                   | -                   | -                   | -                   | -                    | -                    | -                    | 3-yr Average  |
| SOLID WASTE GRANT (STATE)           | 4,790               | 42,686              | 4,142               | -                   | -                   | -                   | -                    | -                    | -                    | \$ 8,818,722  |
| SPECIAL EVENT GRANT RECOVERIES      | 27,401              | 50,623              | -                   | -                   | -                   | -                   | -                    | -                    | -                    | 1.6%          |
| SAFETY GRANT                        | -                   | -                   | 18,135              | -                   | -                   | -                   | -                    | -                    | -                    |               |
| SPECIAL EVENT SERVICES FEE          | -                   | 4,275               | 3,820               | 10,946              | 370                 | 5,279               | 5,384                | 5,437                | 5,595                | 5-Yr Average  |
| COLLECTION REVENUES                 | 4,460,658           | 4,946,611           | 5,063,842           | 5,285,753           | 5,567,066           | 6,229,072           | 6,353,653            | 6,415,944            | 6,602,816            | \$ 8,438,852  |
| NON-RESIDENTIAL DUMPSTERS           | -                   | -                   | -                   | -                   | -                   | 5,411               | 5,519                | 5,573                | 5,735                | 1.9%          |
| ADDL RESIDENTIAL ROLLOUT CONTAINERS | -                   | -                   | 4,675               | 8,580               | 11,000              | 3,090               | 3,152                | 3,183                | 3,275                |               |
| SANITATION SERVICES - MILCROFTON    | -                   | -                   | 78,069              | -                   | -                   | -                   | -                    | -                    | -                    | 10-Yr Average |
| TIPPING FEES                        | 1,487,082           | 2,293,823           | 3,064,284           | 2,300,739           | 2,681,623           | 2,831,540           | 2,888,171            | 2,916,486            | 3,001,432            | \$ 8,146,497  |
| CARDBOARD RECYCLING                 | 11,250              | 13,715              | 9,862               | 10,075              | 11,477              | 9,848               | 10,045               | 10,143               | 10,439               | 1.4%          |
| RECYCLING-BATTERIES                 | -                   | 4,266               | 3,855               | 4,183               | 5,047               | 6,634               | 6,767                | 6,833                | 7,032                |               |
| RECYCLING-ELECTRONICS               | -                   | -                   | 428                 | 13,063              | 14,067              | -                   | -                    | -                    | -                    | 20-Yr Average |
| RECYCLING-METAL                     | -                   | 5,817               | 3,619               | 6,443               | 5,223               | 7,551               | 7,702                | 7,777                | 8,004                | \$ 5,227,929  |
| RECYCLING-WASTE OIL                 | -                   | 523                 | 82                  | -                   | -                   | -                   | -                    | -                    | -                    | 7.7%          |
| BUCK A BAG PROGRAM                  | -                   | 2,988               | 2,897               | 2,993               | 3,093               | 3,867               | 3,944                | 3,983                | 4,099                |               |
| RESIDENTIAL BRUSH                   | -                   | 900                 | 800                 | 500                 | 5,375               | 845                 | 861                  | 870                  | 895                  |               |
| RESIDENTIAL BULKY GOODS             | -                   | 600                 | 900                 | 2,500               | 2,625               | 211                 | 215                  | 217                  | 224                  |               |
| NON-RESIDENTIAL BRUSH               | -                   | 100                 | 100                 | 500                 | 375                 | 211                 | 215                  | 217                  | 224                  |               |
| NON-RESIDENTIAL BULKY GOODS         | -                   | 600                 | -                   | 500                 | 1,000               | 202                 | 206                  | 208                  | 214                  |               |
| INTEREST INCOME                     | -                   | -                   | 22                  | 113                 | 2,215               | -                   | -                    | -                    | -                    |               |
| SALE OF WASTE CONTAINERS            | 63,802              | 77,595              | 73,068              | 62,111              | 50,850              | 61,800              | 63,036               | 63,654               | 65,508               |               |
| LEASE OF WASTE CONTAINERS           | 34,065              | 37,260              | 35,910              | -                   | -                   | 36,050              | 36,771               | 37,132               | 38,213               |               |
| SALE OF SURPLUS ASSETS              | 101,640             | 292,774             | 189,011             | 78,027              | -                   | 51,500              | 540,000              | 600,000              | 660,000              |               |
| TRANSFER FROM GENERAL FUND          | 1,208,148           | 500,000             | 500,000             | 750,000             | 500,000             | -                   | -                    | -                    | -                    |               |
| MISCELLANEOUS OTHER REVENUE         | 24,793              | -                   | -                   | 212                 | -                   | -                   | -                    | -                    | -                    |               |
| RECYCLING CONTAINER SETUP FEE       | -                   | -                   | -                   | -                   | -                   | -                   | 243,000              | 270,000              | 297,000              |               |
| <b>Totals</b>                       | <b>\$ 7,462,938</b> | <b>\$ 8,275,157</b> | <b>\$ 9,057,522</b> | <b>\$ 8,537,238</b> | <b>\$ 8,861,406</b> | <b>\$ 9,253,111</b> | <b>\$ 10,168,642</b> | <b>\$ 10,347,659</b> | <b>\$ 10,710,707</b> |               |



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Water Management

Michelle Hatcher, Director

|                           | 2017<br>Actual    | 2018<br>Actual    | 2019              |                   | 2020<br>Budget    | 2019 v. 2020     |             |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------|
|                           |                   |                   | Budget            | Estimated         |                   | \$               | %           |
| <b>Beginning Balance*</b> | 18,470,570        | 23,340,291        | 25,501,060        | 25,501,060        | 31,546,739        |                  |             |
| <b>Revenues</b>           | 28,624,641        | 30,595,709        | 31,768,874        | 31,768,874        | 34,573,488        | 2,804,614        | 8.8%        |
| <b>Expenses</b>           |                   |                   |                   |                   |                   |                  |             |
| Personnel                 | 5,755,052         | 6,352,580         | 7,009,480         | 6,539,012         | 7,301,099         | 291,619          | 4.2%        |
| Operations                | 14,176,848        | 15,013,037        | 14,960,022        | 14,507,922        | 15,799,393        | 839,371          | 5.6%        |
| Capital                   | 3,823,020         | 118,466           | 6,727,850         | 4,676,260         | 7,502,850         | 775,000          | 11.5%       |
| <b>Expenses</b>           | <b>23,754,920</b> | <b>21,484,083</b> | <b>28,697,352</b> | <b>25,723,195</b> | <b>30,603,342</b> | <b>1,905,990</b> | <b>6.6%</b> |
| <i>Use of F/B**</i>       |                   | \$ 6,950,858      |                   |                   |                   |                  |             |
| <b>Ending Balance*</b>    | 23,340,291        | 25,501,060        | 28,572,582        | 31,546,739        | 35,516,886        |                  |             |

### Budget Summary - By Division

|                           | 2017<br>Actual    | 2018<br>Actual    | 2019              |                   | 2020<br>Budget    | 2019 v. 2020     |             |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------|
|                           |                   |                   | Budget            | Estimated         |                   | \$               | %           |
| <b>Beginning Balance*</b> | 18,470,570        | 23,340,291        | 25,501,060        | 25,501,060        | 31,546,739        |                  |             |
| <b>Revenues</b>           | 28,624,641        | 30,595,709        | 31,768,874        | 31,768,874        | 34,573,488        | 2,804,614        | 8.8%        |
| <b>Expenses</b>           |                   |                   |                   |                   |                   |                  |             |
| Water                     | 11,381,127        | 10,470,175        | 12,801,538        | 12,045,607        | 12,959,497        | 157,959          | 1.2%        |
| Wastewater                | 12,188,233        | 10,810,245        | 15,504,089        | 13,284,607        | 16,852,370        | 1,348,281        | 8.7%        |
| Reclaimed                 | 185,560           | 203,663           | 391,725           | 392,980           | 791,475           | 399,750          | 102.0%      |
| <b>Expenses</b>           | <b>23,754,920</b> | <b>21,484,083</b> | <b>28,697,352</b> | <b>25,723,195</b> | <b>30,603,342</b> | <b>1,905,990</b> | <b>6.6%</b> |
| <i>Use of F/B**</i>       |                   | \$ 6,950,858      |                   |                   |                   |                  |             |
| <b>Ending Balance*</b>    | 23,340,291        | 25,501,060        | 28,572,582        | 31,546,739        | 35,516,886        |                  |             |

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

\*\*Use of F/B includes monies raised by operations spent on capital projects for the Water Management Fund expensed outside of the operational funds. This includes monies dedicated to emergency repairs to the 54" wastewater line.

Remaining Ending Balance will be used to subsidize larger capital projects, namely as a cash contribution for the Water Reclamation Facility.



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Water Management

*Michelle Hatcher, Director*

##### **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.

This 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:

| <b>Division</b>        | <b>Section</b>  |
|------------------------|-----------------|
| 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.



# City of Franklin, Tennessee

## FY 2020 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

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

[Baseline: Achieved Goal status, 2013]

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

### Workload (Output) Measures

|  |                                     | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|-------------------------------------|------|------|------|-------|-------|
|  | Water Production (in MGD) - Average | 1.21 | 0.68 | 1.40 | 1.40  | 1.40  |
|  | Water Production (in MGD) - Maximum | 2.35 | 1.90 | 2.50 | 2.50  | 2.50  |

### Efficiency Measures

|  |     | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|-----|------|------|------|-------|-------|
|  | TBD |      |      |      |       |       |

### Outcome (Effectiveness) Measures



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|    |                                                                                                                         | 2016         | 2017         | 2018         | 2019*        | 2020*        |
|----|-------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| 15 | 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                                                          | \$ 1,568,533 | \$ 1,502,802 | \$ 1,650,384 | \$ 1,483,011 | \$ 1,538,225 |
|    | <b>Target</b> (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 |
|    | <b>Meets Target?</b>                                                                                                    | No           | Yes          | No           | TBD          | TBD          |
|    | Unaccounted water within the system decreases                                                                           | 16%          | 16%          | 17%          | 16%          | 15%          |
|    | <b>Target</b> (20.8% unaccounted for in FY 2012)                                                                        | 20.8%        | 20.8%        | 20.8%        | 20.8%        | 20.8%        |
|    | <b>Meets Target?</b>                                                                                                    | Yes          | Yes          | No           | Yes          | TBD          |
|    | Sanitary score remains or improves                                                                                      | TBD          | 99           | TBD          | TBD          | TBD          |
|    | <b>Target</b> (97 from FY 2012)                                                                                         | 97           | 97           | 97           | 97           | 97           |
|    | <b>Meets Target?</b>                                                                                                    | Yes          | Yes          | TBD          | TBD          | TBD          |
| 16 | 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            | 2            | 0            | 0            |
|    | <b>Target</b> (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)                | 0            | 0            | 0            | 0            | 0            |
|    | <b>Meets Target?</b>                                                                                                    | Yes          | Yes          | No           | TBD          | TBD          |
| 17 | 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.)                                                         | 12.0%        | 20.0%        | 25.0%        | 30.0%        | 35.0%        |
|    | <b>Target</b>                                                                                                           | 12.0%        | 15.0%        | 15.0%        | 15.0%        | 15.0%        |
|    | <b>Meets Target?</b>                                                                                                    | Yes          | Yes          | Yes          | Yes          | TBD          |
|    | Baseline: Adopted Strategic Schedule for each of the 5-year increments.                                                 |              |              |              |              |              |
|    | Franklin Status                                                                                                         | Adopted      | Adopted      | Adopted      | Adopted      | Adopted      |
|    | <b>Target (Adopted?)</b>                                                                                                | Adopted      | Adopted      | Adopted      | Adopted      | Adopted      |
|    | <b>Meets Target?</b>                                                                                                    | Yes          | Yes          | Yes          | Yes          | Yes          |
| 18 | Franklin will achieve platinum status within the TVA sustainable Communities Program.                                   |              |              |              |              |              |
|    | Franklin status                                                                                                         | Platinum     | Platinum     | Platinum     | Platinum     | TBD          |
|    | <b>Target (Platinum)</b>                                                                                                | Platinum     | Platinum     | Platinum     | Platinum     | Platinum     |
|    | <b>Meets Target?</b>                                                                                                    | Yes          | Yes          | Yes          | Yes          | TBD          |

\*2019 and 2020 are estimates

### Franklin Citizens Survey

|                                     |                                        | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|----------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                        | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Drinking water | 73%                  | 27%       | 76%                  | 24%       |
| <input checked="" type="checkbox"/> | % rating the quality of Sewer services | 88%                  | 12%       | 87%                  | 13%       |

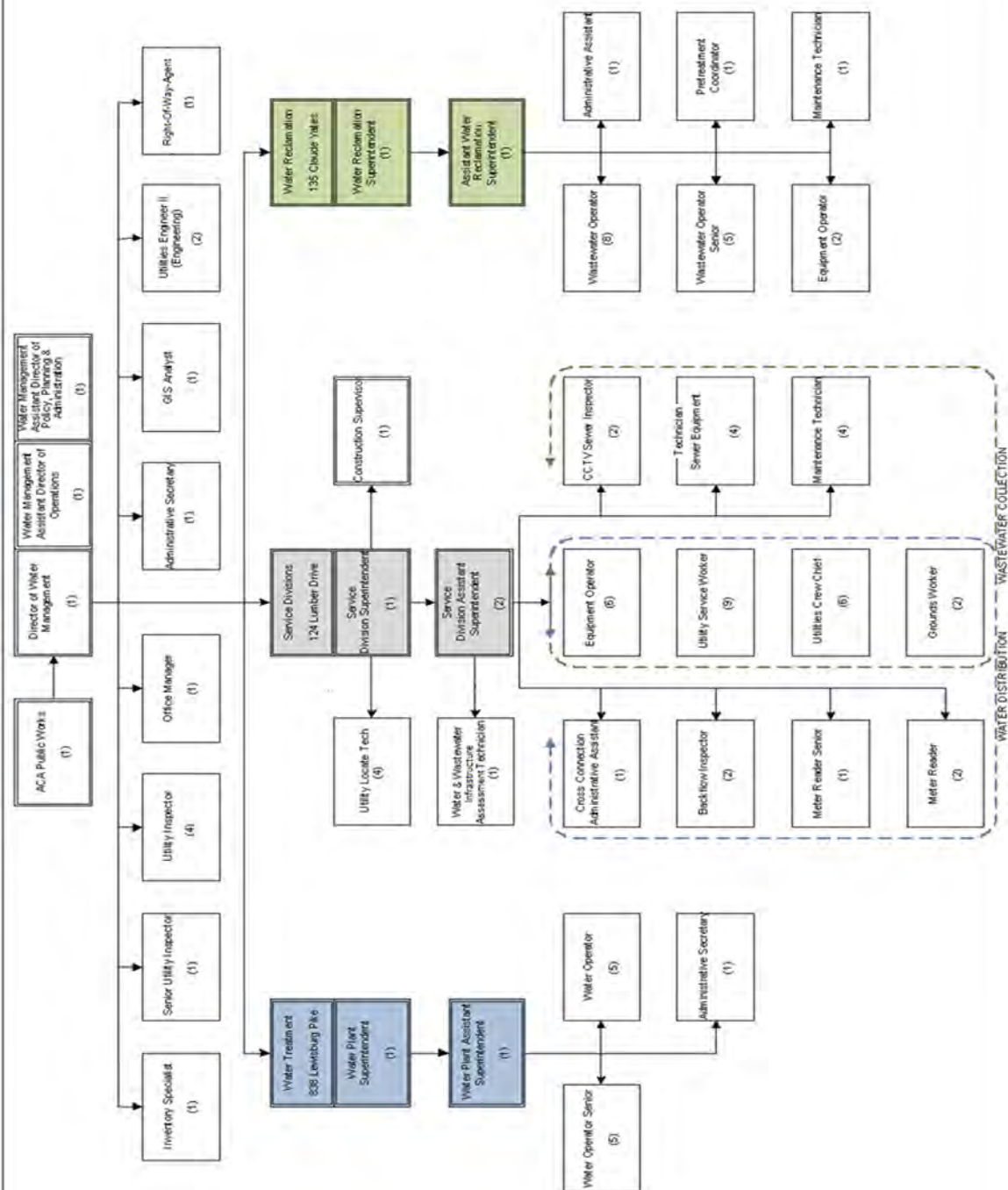


# City of Franklin, Tennessee FY 2020 Operating Budget

## 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 2020 Operating Budget

### Staffing by Position

| Position | Pay Grade | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|----------|-----------|---------|---------|---------|---------|---------|
|          |           | 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        |
| <b>TOTALS</b>   |   | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> |

| Water Distribution                                      |   |           |           |           |           |           |
|---------------------------------------------------------|---|-----------|-----------|-----------|-----------|-----------|
| Service Division Superintendent                         | I | 1         | 1         | 1         | 1         | 1         |
| Service Division Assistant Superintendent               | H | 0         | 0         | 1         | 1         | 1         |
| Water Distribution Assistant Superintendent             | H | 1         | 1         | 0         | 0         | 0         |
| Utilities Crew Chief                                    | F | 3         | 3         | 3         | 3         | 3         |
| Backflow Inspector                                      | E | 2         | 2         | 2         | 2         | 2         |
| Water & Wastewater Infrastructure Assessment Technician | E | 0         | 0         | 0         | 0         | 1         |
| Administrative Assistant                                | D | 1         | 1         | 1         | 1         | 1         |
| Inventory Specialist                                    | D | 1         | 1         | 1         | 1         | 1         |
| Equipment Operator                                      | D | 2         | 3         | 3         | 3         | 3         |
| Utility Locate Technician                               | D | 0         | 2         | 2         | 2         | 3         |
| Utility Service Worker                                  | C | 4         | 4         | 4         | 4         | 4         |
| Administrative Secretary                                | B | 0         | 0         | 1         | 1         | 0         |
| <b>TOTALS</b>                                           |   | <b>15</b> | <b>18</b> | <b>19</b> | <b>19</b> | <b>20</b> |

| Water Treatment Plant                    |     |           |           |           |           |           |
|------------------------------------------|-----|-----------|-----------|-----------|-----------|-----------|
| Water Treatment Superintendent           | I   | 1         | 1         | 1         | 1         | 1         |
| Water Treatment Assistant Superintendent | H   | 1         | 1         | 1         | 1         | 1         |
| Water Operator Sr                        | E   | 5         | 5         | 5         | 5         | 5         |
| Water Operator 2                         | --- | 2         | 0         | 0         | 0         | 0         |
| Administrative Assistant                 | D   | 1         | 1         | 1         | 1         | 1         |
| Water Operator                           | D   | 3         | 5         | 5         | 5         | 5         |
| Administrative Secretary                 | B   | 0         | 0         | 0         | 0         | 1         |
| <b>TOTALS</b>                            |     | <b>13</b> | <b>13</b> | <b>13</b> | <b>13</b> | <b>14</b> |

|                             |           |           |           |           |           |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|
| <b>Water Section Totals</b> | <b>31</b> | <b>34</b> | <b>35</b> | <b>35</b> | <b>37</b> |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|

#### 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         |
| Utilities Engineer II                           | I | 1         | 2         | 2         | 2         | 2         |
| Right of Way Inspector                          | H | 0         | 0         | 0         | 1         | 1         |
| Water Information Systems Mgr                   | H | 0         | 0         | 0         | 0         | 1         |
| Senior Utility Inspector                        | G | 1         | 1         | 1         | 1         | 1         |
| GIS Analyst                                     | F | 1         | 1         | 1         | 1         | 0         |
| Utility Inspector                               | F | 3         | 3         | 3         | 4         | 4         |
| Office Manager                                  | F | 1         | 1         | 1         | 1         | 1         |
| Administrative Assistant                        | D | 0         | 1         | 1         | 1         | 0         |
| Administrative Secretary                        | B | 1         | 0         | 0         | 0         | 1         |
| Grounds Worker                                  | B | 2         | 2         | 2         | 2         | 2         |
| <b>TOTALS</b>                                   |   | <b>13</b> | <b>14</b> | <b>14</b> | <b>16</b> | <b>16</b> |



# 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     | F-T     | F-T     | F-T     | F-T     |
| Wastewater Collection                          |           |         |         |         |         |         |
| Service Division Assistant Superintendent      | H         | 0       | 0       | 1       | 1       | 1       |
| Wastewater Collection Assistant Superintendent | G         | 1       | 1       | 0       | 0       | 0       |
| Construction Supervisor                        | F         | 1       | 1       | 1       | 1       | 1       |
| Utilities Crew Chief                           | F         | 3       | 3       | 3       | 3       | 3       |
| TV Truck Sewer Inspector                       | E         | 2       | 2       | 2       | 2       | 2       |
| Maintenance Technician                         | E         | 4       | 4       | 4       | 4       | 4       |
| Equipment Operator                             | D         | 3       | 3       | 4       | 4       | 3       |
| Sewer Equipment Technician                     | D         | 4       | 4       | 4       | 4       | 4       |
| Utility Locate Technician                      | D         | 0       | 2       | 2       | 2       | 1       |
| Utility Service Worker                         | C         | 5       | 5       | 5       | 5       | 5       |
| TOTALS                                         |           | 23      | 25      | 26      | 26      | 24      |
| Water Reclamation                              |           |         |         |         |         |         |
| Water Reclamation Superintendent               | I         | 1       | 1       | 1       | 1       | 1       |
| Assistant Water Reclamation Superintendent     | H         | 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                      |           | 55      | 58      | 59      | 61      | 59      |
| Total All Employees, Water & Wastewater        |           | 86      | 92      | 94      | 96      | 96      |





# City of Franklin, Tennessee

## FY 2020 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>B</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       |                |
|                                          | 2017              | 2018              | 2019              | 2019              | 2020              | \$               | %              |
| <b>Personnel</b>                         |                   |                   |                   |                   |                   |                  |                |
| Salaries & Wages                         | 3,995,029         | 4,298,696         | 4,906,785         | 4,486,528         | 4,999,133         | 92,348           | 1.9%           |
| Employee Benefits                        | 1,760,023         | 2,053,884         | 2,102,695         | 2,052,485         | 2,301,966         | 199,271          | 9.5%           |
| <b>Total Personnel</b>                   | <b>5,755,052</b>  | <b>6,352,580</b>  | <b>7,009,480</b>  | <b>6,539,012</b>  | <b>7,301,099</b>  | <b>291,619</b>   | <b>4.2%</b>    |
| <b>Operations</b>                        |                   |                   |                   |                   |                   |                  |                |
| Transportation Services                  | 8,360             | 9,507             | 8,525             | 7,389             | 7,300             | (1,225)          | -14.4%         |
| Operating Services                       | 488,692           | 540,174           | 510,150           | 463,279           | 458,500           | (51,650)         | -10.1%         |
| Notices, Subscriptions, etc.             | 14,221            | 6,540             | 26,850            | 15,250            | 23,400            | (3,450)          | -12.8%         |
| Utilities                                | 1,502,802         | 1,650,384         | 1,627,962         | 1,483,011         | 1,538,225         | (89,737)         | -5.5%          |
| Contractual Services                     | 568,945           | 1,893,510         | 1,097,425         | 886,250           | 1,649,323         | 551,898          | 50.3%          |
| Repair & Maintenance Services            | 313,590           | 626,940           | 394,460           | 401,374           | 381,908           | (12,552)         | -3.2%          |
| Employee programs                        | 8,682             | 10,860            | 11,300            | 5,712             | 12,650            | 1,350            | 11.9%          |
| Professional Development/Travel          | 15,744            | 19,745            | 27,950            | 12,992            | 27,250            | (700)            | -2.5%          |
| Office Supplies                          | 11,094            | 13,315            | 10,950            | 9,750             | 11,950            | 1,000            | 9.1%           |
| Operating Supplies                       | 692,551           | 542,393           | 727,825           | 664,550           | 698,275           | (29,550)         | -4.1%          |
| Fuel & Mileage                           | 86,645            | 107,904           | 130,576           | 102,300           | 130,890           | 314              | 0.2%           |
| Supplies for Resale                      | 4,696,834         | 4,756,024         | 4,375,000         | 3,878,522         | 4,000,000         | (375,000)        | -8.6%          |
| Machinery & Equipment (<\$25,000)        | 263,168           | 205,923           | 227,250           | 160,319           | 293,915           | 66,665           | 29.3%          |
| Repair & Maintenance Supplies            | 1,131,593         | 868,943           | 444,000           | 811,611           | 612,250           | 168,250          | 37.9%          |
| Operational Units                        | 2,313,762         | 2,369,630         | 2,382,613         | 2,382,613         | 2,709,104         | 326,491          | 13.7%          |
| Property & Liability Costs               | 331,886           | 402,734           | 319,855           | 430,196           | 339,710           | 19,855           | 6.2%           |
| Rentals                                  | 6,069             | 14,947            | 5,500             | 23,547            | 8,650             | 3,150            | 57.3%          |
| Financial Fees                           | 35,031            | (6,038)           | 44,050            | 156               | 44,150            | 100              | 0.2%           |
| Permits                                  | 32,927            | 55,408            | 54,500            | 53,080            | 53,500            | (1,000)          | -1.8%          |
| Debt Service and Lease Payments          | 1,654,252         | 924,194           | 2,533,281         | 2,716,021         | 2,798,444         | 265,163          | 10.5%          |
| <b>Total Operations</b>                  | <b>14,176,848</b> | <b>15,013,037</b> | <b>14,960,022</b> | <b>14,507,922</b> | <b>15,799,393</b> | <b>839,371</b>   | <b>5.6%</b>    |
| Land                                     | -                 | -                 | -                 | 266,600           | -                 | -                | -100.0%        |
| Buildings                                | 600,000           | 118,466           | -                 | 142,766           | 500,000           | 500,000          | 0.0%           |
| Improvements                             | 2,790,304         | -                 | 5,427,850         | 3,684,594         | 6,322,850         | 895,000          | 16.5%          |
| Machinery & Equipment (>\$25,000)        | 432,716           | -                 | 1,300,000         | 582,300           | 680,000           | (620,000)        | -47.7%         |
| <b>Capital</b>                           | <b>3,823,020</b>  | <b>118,466</b>    | <b>6,727,850</b>  | <b>4,676,260</b>  | <b>7,502,850</b>  | <b>775,000</b>   | <b>11.5%</b>   |
| <b>Total Water &amp; Wastewater Func</b> | <b>23,754,920</b> | <b>21,484,083</b> | <b>28,697,352</b> | <b>25,723,195</b> | <b>30,603,342</b> | <b>1,905,990</b> | <b>6.6%</b>    |





## **City of Franklin, Tennessee**

### **FY 2020 Operating Budget**

#### **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 April 2018.

The upgrade to the facility included 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 equipment has been purchased and the addition of the staff person to perform leak detection at various times throughout the year will be helpful in assessing the system.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Water Budget

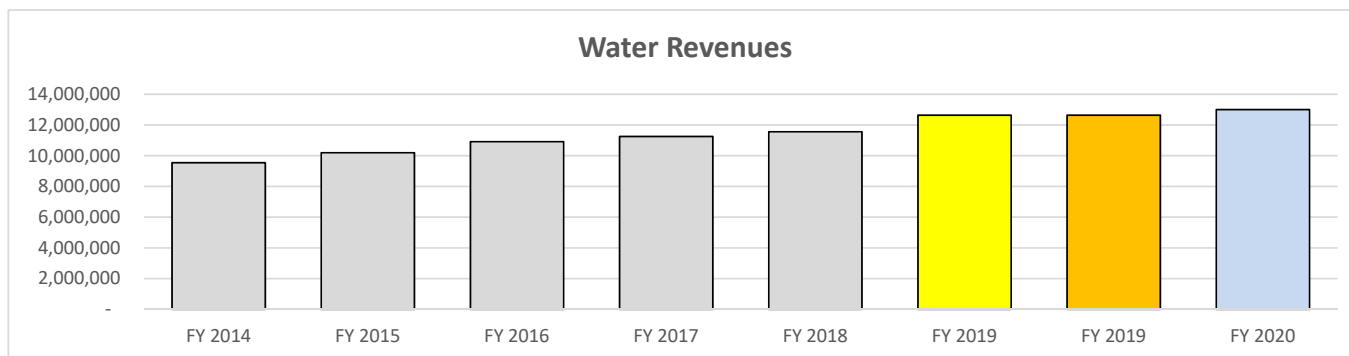
#### Consumption

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 2017. 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                                                  |
| FY 17 | 1,505                          | 7,160                                                  |
| FY 18 | 1,875                          | 7,160                                                  |

#### Revenues

Rate based revenues for FY 2020 are projected to be at approximately 102.9% of the 2019 estimated receipts. The tables below present historic revenue by category FY 2014-FY 2018, estimated for the budgeted and projected revenues for FY 2019 and the projected revenues for FY 2020.



|                              | FY 2014<br>Actual | FY 2015<br>Actual | FY 2016<br>Actual | FY 2017<br>Actual | FY 2018<br>Actual | FY 2019<br>Budget | FY 2019<br>Estd   | FY 2020<br>Budget |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Intergovernmental            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| Interest Income              | 7,002             | 4,924             | 10,735            | 11,032            | 69,046            | 13,778            | 13,778            | 14,178            |
| Rental Income                | 24,000            | 24,000            | 24,000            | 24,000            | 21,075            | 24,000            | 24,000            | 24,000            |
| Sale of Surplus Assets       | 33,277            | -                 | 11,432            | 54,960            | 41,046            | -                 | -                 | -                 |
| Customer Service (Rates)     | 9,293,143         | 9,987,026         | 10,716,426        | 11,006,147        | 11,021,468        | 12,442,642        | 12,442,642        | 12,803,479        |
| Inspection Fees              | 72,422            | 83,765            | 61,100            | 78,595            | 76,951            | 60,000            | 60,000            | 60,000            |
| Other Service Revenue        | 109,136           | 90,459            | 84,615            | 70,550            | 327,010           | 95,000            | 95,000            | 95,000            |
| Fund Balance                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Total Water Revenues*</b> | <b>9,538,980</b>  | <b>10,190,174</b> | <b>10,908,308</b> | <b>11,245,284</b> | <b>11,556,597</b> | <b>12,635,420</b> | <b>12,635,420</b> | <b>12,996,656</b> |

\*Total revenues less those received for Capital Contributions and accounted for elsewhere within the Water & Wastewater Fund.



# City of Franklin, Tennessee

## FY 2020 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 '19 v. '20 |                |
|                                   | 2017              | 2018              | 2019              | 2019              | 2020              | \$                    | %              |
| <b>Divisions</b>                  |                   |                   |                   |                   |                   |                       |                |
| Water Distribution                | 2,225,605         | 2,419,664         | 2,189,467         | 2,356,638         | 2,370,913         | 181,446               | 8.3%           |
| Water Treatment/Plant             | 6,177,219         | 6,108,364         | 6,008,051         | 5,516,279         | 5,768,158         | (239,893)             | -4.0%          |
| Utility Billing                   | 186,884           | 135,602           | 184,723           | 151,450           | 205,329           | 20,606                | 11.2%          |
| Water General                     | 2,791,419         | 1,806,545         | 4,419,297         | 4,021,240         | 4,615,097         | 195,800               | 4.4%           |
| <b>Total Water</b>                | <b>11,381,127</b> | <b>10,470,175</b> | <b>12,801,538</b> | <b>12,045,607</b> | <b>12,959,497</b> | <b>157,959</b>        | <b>1.2%</b>    |
| <b>Expense by Category</b>        |                   |                   |                   |                   |                   |                       |                |
| <b>Personnel</b>                  |                   |                   |                   |                   |                   |                       |                |
| Salaries & Wages                  | 1,455,559         | 1,547,549         | 1,715,212         | 1,632,888         | 1,799,545         | 84,333                | 4.9%           |
| Employee Benefits                 | 699,791           | 772,805           | 787,734           | 760,805           | 840,795           | 53,061                | 6.7%           |
| <b>Total Personnel</b>            | <b>2,155,350</b>  | <b>2,320,354</b>  | <b>2,502,946</b>  | <b>2,393,693</b>  | <b>2,640,340</b>  | <b>137,394</b>        | <b>5.5%</b>    |
| <b>Operations</b>                 |                   |                   |                   |                   |                   |                       |                |
| Transportation Services           | 3,309             | 2,027             | 3,100             | 3,739             | 3,725             | 625                   | 20.2%          |
| Operating Services                | 33,711            | 36,243            | 28,400            | 65,906            | 65,300            | 36,900                | 129.9%         |
| Notices, Subscriptions, etc.      | 3,708             | 1,290             | 13,450            | 4,400             | 11,250            | (2,200)               | -16.4%         |
| Utilities                         | 222,476           | 269,394           | 223,025           | 349,880           | 369,632           | 146,607               | 65.7%          |
| Contractual Services              | 38,166            | 30,253            | 167,125           | 177,450           | 362,875           | 195,750               | 117.1%         |
| Repair & Maintenance Services     | 64,887            | 66,857            | 82,310            | 83,374            | 90,438            | 8,128                 | 9.9%           |
| Employee programs                 | 3,725             | 3,895             | 7,200             | 2,462             | 7,500             | 300                   | 4.2%           |
| Professional Development/Travel   | 3,069             | 5,635             | 8,250             | 2,980             | 7,100             | (1,150)               | -13.9%         |
| Office Supplies                   | 3,800             | 5,111             | 4,100             | 3,700             | 4,300             | 200                   | 4.9%           |
| Operating Supplies                | 346,771           | 217,122           | 318,600           | 336,100           | 336,950           | 18,350                | 5.8%           |
| Fuel & Mileage                    | 25,263            | 34,447            | 42,076            | 32,300            | 39,490            | (2,586)               | -6.1%          |
| Supplies for Resale               | 4,696,834         | 4,756,024         | 4,375,000         | 3,878,522         | 4,000,000         | (375,000)             | -8.6%          |
| Machinery & Equipment (<\$25,000) | 118,141           | 145,314           | 93,100            | 100,219           | 123,542           | 30,442                | 32.7%          |
| Repair & Maintenance Supplies     | 575,915           | 581,444           | 253,500           | 606,061           | 406,850           | 153,350               | 60.5%          |
| Operational Units                 | 1,231,835         | 1,254,510         | 1,261,384         | 1,261,384         | 1,354,552         | 93,168                | 7.4%           |
| Property & Liability Costs        | 129,142           | 221,831           | 91,623            | 112,981           | 102,155           | 10,532                | 11.5%          |
| Rentals                           | 583               | 9,668             | 2,000             | 18,347            | 3,500             | 1,500                 | 75.0%          |
| Financial Fees                    | 15,002            | (13,196)          | 15,050            | 100               | 15,100            | 50                    | 0.3%           |
| Permits                           | 32,313            | 37,096            | 37,500            | 36,125            | 36,500            | (1,000)               | -2.7%          |
| Debt Service and Lease Payments   | 254,107           | 484,856           | 1,216,799         | 1,262,884         | 1,217,398         | 599                   | 0.0%           |
| <b>Total Operations</b>           | <b>7,802,757</b>  | <b>8,149,821</b>  | <b>8,243,592</b>  | <b>8,338,914</b>  | <b>8,558,157</b>  | <b>314,565</b>        | <b>3.8%</b>    |
| Buildings                         | -                 | -                 | -                 | -                 | -                 | -                     | -              |
| Improvements                      | 1,290,304         | -                 | 1,815,000         | 1,313,000         | 1,701,000         | (114,000)             | -6.3%          |
| Machinery & Equipment (>\$25,000) | 132,716           | -                 | 240,000           | -                 | 60,000            | (180,000)             | -75.0%         |
| <b>Capital</b>                    | <b>1,423,020</b>  | <b>-</b>          | <b>2,055,000</b>  | <b>1,313,000</b>  | <b>1,761,000</b>  | <b>(294,000)</b>      | <b>-14.3%</b>  |
| <b>Total Water Summary</b>        | <b>11,381,127</b> | <b>10,470,175</b> | <b>12,801,538</b> | <b>12,045,607</b> | <b>12,959,497</b> | <b>157,959</b>        | <b>1.2%</b>    |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Water Budget

##### Budget Summary

**Personnel** – The Water Management Department is not requesting any additional water treatment or water distribution division staff this fiscal year

**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, construction, and water resource conservation efforts. Since the construction has been complete, the facilities water production rate has increased and the quality of water has significantly increased.

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 \$300,000 for FY 2019. 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 raw water pumps were replaced during the upgrade project at the Water Treatment Plant, in addition to several other energy reducing technologies to reduce our overall consumption.

**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 of 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 term costs are captured. Enhancement requests have been provided and are largely related to replacement of existing equipment.

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 at Bobby Drive in the Grassland community, increasing the level of service along the new Long Lane alignment, 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 provides necessary data and remote operations capabilities to the Department. The system was brought online Spring 2018 and has been critical to maintaining operations during various events.



## **City of Franklin, Tennessee**

### **FY 2020 Operating Budget**

#### **Wastewater Budget**

##### **Section Summary**

The Wastewater Section includes the Wastewater Collection, Water Reclamation, Maintenance, and Utility Administration Divisions.

The City of Franklin operates a water reclamation facility utilizing activated sludge treatment at 135 Claude Yates Drive. The facility is currently operating under a new National Pollutant Discharge Elimination System Permit (NPDES) for treatment and discharge of twelve (12) million gallons per day (MGD) of treated effluent, with provisions to increase discharge to sixteen (16) MGD. The City of Franklin to operates a reclaimed water network, reducing irrigation demand on potable water. The WRF 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 Wastewater Collection Division is responsible for the operation and maintenance of the wastewater collection system including gravity sewer lines, force main lines and wastewater pump 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. This water produced will strive to meet or exceed 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 in 2017, the division has used a sanitary sewer rapid assessment tool to provide for more efficient inspections and maintenance activities, and guide resources more efficiently by prioritizing needs. In 2017, staff performed assessments of over 89,000 linear feet (16.9 miles) of the gravity collection system, approximately 5% of the system. This number will continue to increase as staff is dedicated to performing in this function.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Wastewater Budget

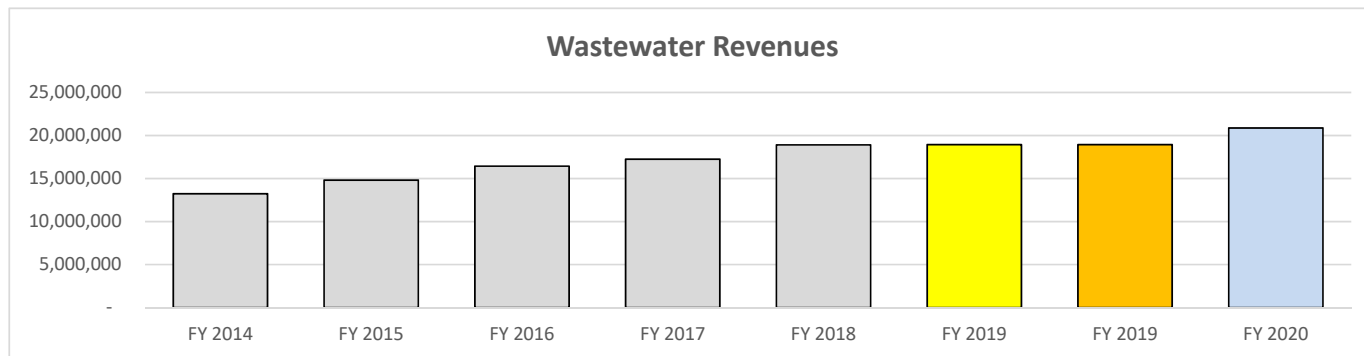
#### Consumption & Revenues

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                                                  |
| FY 17 | 3,209                          | 11,350                                                 |
| FY 18 | 4,814                          | 17,041                                                 |

#### Revenues

Rate based revenues for FY 2020 are projected to be at approximately 103.2% of the estimated collections for FY 2019. The tables below present historic revenue by category FY 2014-FY 2018, estimated for the budgeted and estimated revenues for FY 2019 and the projected revenues for FY 2020.



|                                   | FY 2014<br>Actual | FY 2015<br>Actual | FY 2016<br>Actual | FY 2017<br>Actual | FY 2018<br>Actual | FY 2019<br>Budget | FY 2019<br>Estd   | FY 2020<br>Budget |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Intergovernmental                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| Interest Income                   | 20,277            | 69,963            | 107,242           | 94,807            | 181,367           | 84,554            | 84,554            | 87,513            |
| Rental Income                     | 2,700             | 2,635             | 2,800             | -                 | 2,210             | 2,800             | 2,800             | 2,800             |
| Sale of Surplus Assets            | -                 | 13,714            | -                 | 264               | -                 | -                 | -                 | -                 |
| Customer Service (Rates)          | 13,072,915        | 14,568,762        | 16,236,044        | 17,036,817        | 18,652,030        | 18,726,250        | 18,726,250        | 19,381,669        |
| Inspection Fees                   | 90,563            | 133,940           | 70,968            | 94,503            | 51,488            | 75,000            | 75,000            | 75,000            |
| Other Service Revenue             | 44,146            | 21,646            | 17,703            | 15,419            | 15,622            | 40,000            | 40,000            | 40,000            |
| Transfer from Co. Fac. Tax        |                   |                   |                   |                   |                   |                   |                   | 1,285,000         |
| <b>Total Wastewater Revenues*</b> | <b>13,230,601</b> | <b>14,810,660</b> | <b>16,434,757</b> | <b>17,241,810</b> | <b>18,902,717</b> | <b>18,928,604</b> | <b>18,928,604</b> | <b>20,871,982</b> |

\*Total revenues less those received for Capital Contributions and accounted for elsewhere within the Water & Wastewater Fund.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | <u>B</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 '19 v. '20 |                |
|                                   | 2017              | 2018              | 2019              | 2019              | 2020              | \$                    | %              |
| <b>Divisions</b>                  |                   |                   |                   |                   |                   |                       |                |
| Wastewater Collection             | 2,470,827         | 2,936,055         | 3,079,412         | 3,306,488         | 3,529,408         | 449,996               | 14.6%          |
| Wastewater Plant                  | 4,312,825         | 3,876,165         | 4,386,840         | 3,695,262         | 3,934,938         | (451,902)             | -10.3%         |
| Utility Administration            | 1,089,442         | 1,224,886         | 1,412,182         | 1,309,057         | 1,490,955         | 78,773                | 5.6%           |
| Wastewater General                | 4,315,139         | 2,773,139         | 6,625,655         | 4,973,801         | 7,897,069         | 1,271,414             | 19.2%          |
| <b>Total Wastewater</b>           | <b>12,188,233</b> | <b>10,810,245</b> | <b>15,504,089</b> | <b>13,284,607</b> | <b>16,852,370</b> | <b>1,348,281</b>      | <b>8.7%</b>    |
| <b>Expense by Category</b>        |                   |                   |                   |                   |                   |                       |                |
| <b>Personnel</b>                  |                   |                   |                   |                   |                   |                       |                |
| Salaries & Wages                  | 2,539,470         | 2,751,147         | 3,191,573         | 2,853,640         | 3,199,588         | 8,015                 | 0.3%           |
| Employee Benefits                 | 1,060,232         | 1,281,079         | 1,314,961         | 1,291,680         | 1,461,171         | 146,210               | 11.1%          |
| <b>Total Personnel</b>            | <b>3,599,702</b>  | <b>4,032,226</b>  | <b>4,506,534</b>  | <b>4,145,319</b>  | <b>4,660,759</b>  | <b>154,225</b>        | <b>3.4%</b>    |
| <b>Operations</b>                 |                   |                   |                   |                   |                   |                       |                |
| Transportation Services           | 5,051             | 7,480             | 5,225             | 3,650             | 3,475             | (1,750)               | -33.5%         |
| Operating Services                | 454,981           | 503,931           | 481,750           | 397,373           | 393,200           | (88,550)              | -18.4%         |
| Notices, Subscriptions, etc.      | 10,513            | 5,250             | 13,300            | 10,850            | 12,150            | (1,150)               | -8.6%          |
| Utilities                         | 1,280,276         | 1,380,990         | 1,404,887         | 1,133,131         | 1,168,593         | (236,294)             | -16.8%         |
| Contractual Services              | 530,779           | 1,861,165         | 749,800           | 628,800           | 1,175,948         | 426,148               | 56.8%          |
| Repair & Maintenance Services     | 236,703           | 542,910           | 295,150           | 306,000           | 274,470           | (20,680)              | -7.0%          |
| Employee programs                 | 4,957             | 6,965             | 4,100             | 3,250             | 5,150             | 1,050                 | 25.6%          |
| Professional Development/Travel   | 12,675            | 14,110            | 19,700            | 10,012            | 20,150            | 450                   | 2.3%           |
| Office Supplies                   | 7,294             | 8,204             | 6,850             | 6,050             | 7,650             | 800                   | 11.7%          |
| Operating Supplies                | 280,280           | 287,471           | 298,825           | 253,050           | 280,925           | (17,900)              | -6.0%          |
| Fuel & Mileage                    | 61,382            | 73,457            | 88,500            | 70,000            | 91,400            | 2,900                 | 3.3%           |
| Supplies for Resale               | -                 | -                 | -                 | -                 | -                 | -                     |                |
| Machinery & Equipment (<\$25,000) | 145,027           | 60,609            | 132,150           | 58,100            | 168,372           | 36,222                | 27.4%          |
| Repair & Maintenance Supplies     | 513,643           | 279,493           | 175,000           | 194,550           | 189,900           | 14,900                | 8.5%           |
| Operational Units                 | 1,081,927         | 1,115,120         | 1,121,229         | 1,121,229         | 1,354,552         | 233,323               | 20.8%          |
| Property & Liability Costs        | 202,744           | 180,903           | 228,232           | 317,215           | 237,555           | 9,323                 | 4.1%           |
| Rentals                           | 5,486             | 5,279             | 3,500             | 5,200             | 5,150             | 1,650                 | 47.1%          |
| Financial Fees                    | 20,029            | 7,158             | 29,000            | 56                | 29,050            | 50                    | 0.2%           |
| Permits                           | 614               | 18,312            | 17,000            | 16,955            | 17,000            | -                     | 0.0%           |
| Debt Service and Lease Payments   | 1,334,170         | 419,212           | 1,250,507         | 1,383,323         | 1,515,071         | 264,564               | 21.2%          |
| <b>Total Operations</b>           | <b>6,188,531</b>  | <b>6,778,019</b>  | <b>6,324,705</b>  | <b>5,918,794</b>  | <b>6,949,761</b>  | <b>625,056</b>        | <b>9.9%</b>    |
| Land                              | -                 | -                 | -                 | 266,600           | -                 | -                     | 0.0%           |
| Buildings                         | 600,000           | -                 | -                 | -                 | -                 | -                     | 0.0%           |
| Improvements                      | 1,500,000         | -                 | 3,612,850         | 2,371,594         | 4,621,850         | 1,009,000             | 27.9%          |
| Machinery & Equipment (>\$25,000) | 300,000           | -                 | 1,060,000         | 582,300           | 620,000           | (440,000)             | -41.5%         |
| <b>Capital</b>                    | <b>2,400,000</b>  | <b>-</b>          | <b>4,672,850</b>  | <b>3,220,494</b>  | <b>5,241,850</b>  | <b>569,000</b>        | <b>12.2%</b>   |
| <b>Total Wastewater</b>           | <b>12,188,233</b> | <b>10,810,245</b> | <b>15,504,089</b> | <b>13,284,607</b> | <b>16,852,370</b> | <b>1,348,281</b>      | <b>8.7%</b>    |





## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Wastewater Budget

##### Budget Summary

**Personnel** – The Water Management Department is requesting no change to the personnel within the Wastewater Section.

**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 were approximately \$1,024,200 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 also started implementation of a sanitary sewer rapid assessment tool. 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 89,000 LF of pipe during 2017.

The Wastewater Collection Division responded to nine overflows and nine releases in 2017. Of these nine overflows, only three reached receiving streams and six occurred because of wet weather. Staff responded to 10 releases in the system (wastewater not entering a receiving stream), however a number of these were due to Contractor error on construction projects.

**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.

**Wastewater Plant:** This Division is requesting the replacement purchase of a bio solids dump truck vactor truck that is used for transporting bio solids to the landfill for disposal.

**Wastewater Collection:** This Division is requesting the replacement of one of the utility service trucks. The existing truck is 10-years old and becoming increasingly harder to find tools and maintenance supplies.

**Wastewater Collection:** This Division is requesting the replacement of a tandem-axle dump truck. This truck is over 20 years old and can help in the repair, maintenance replacement of City's sewer.

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 been completed and the project has bid, however bids came back higher than anticipated and the project is currently under redesign and will be rebid next month.

The Department is also working on various collection system projects that include the 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 2020 Operating Budget**

### **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 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 the future to provide for demands in the southern area of the City. Additional storage facilities are being considered using existing department property.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | <u>B</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 '19 vs. '20 |                |
|                                   | 2017           | 2018           | 2019           | 2019           | 2020           | \$                     | %              |
| <b>Personnel</b>                  |                |                |                |                |                |                        |                |
| Salaries & Wages                  | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Employee Benefits                 | -              | -              | -              | -              | -              | -                      | 0.0%           |
| <b>Total Personnel</b>            | -              | -              | -              | -              | -              | -                      | <b>0.0%</b>    |
| <b>Operations</b>                 |                |                |                |                |                |                        |                |
| Transportation Services           | -              | -              | 200            | -              | 100            | (100)                  | -50.0%         |
| Operating Services                | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Notices, Subscriptions, etc.      | -              | -              | 100            | -              | -              | (100)                  | -100.0%        |
| Utilities                         | 50             | -              | 50             | -              | -              | (50)                   | -100.0%        |
| Contractual Services              | -              | 2,092          | 180,500        | 80,000         | 110,500        | (70,000)               | 0.0%           |
| Repair & Maintenance Services     | 12,000         | 17,173         | 17,000         | 12,000         | 17,000         | -                      | 0.0%           |
| Employee programs                 | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Professional Development/Travel   | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Office Supplies                   | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Operating Supplies                | 65,500         | 37,800         | 110,400        | 75,400         | 80,400         | (30,000)               | -27.2%         |
| Fuel & Mileage                    | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Supplies for Resale               | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Machinery & Equipment (<\$25,000) | -              | -              | 2,000          | 2,000          | 2,000          | -                      | 0.0%           |
| Repair & Maintenance Supplies     | 42,035         | 8,006          | 15,500         | 11,000         | 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   | 65,975         | 20,126         | 65,975         | 69,814         | 65,975         | (0)                    | 0.0%           |
| <b>Total Operations</b>           | <b>185,560</b> | <b>85,197</b>  | <b>391,725</b> | <b>250,214</b> | <b>291,475</b> | <b>(100,250)</b>       | <b>-25.6%</b>  |
| <b>Capital</b>                    | -              | <b>118,466</b> | -              | <b>142,766</b> | <b>500,000</b> | <b>500,000</b>         | <b>-100.0%</b> |
| <b>Total Reclaimed Water</b>      | <b>185,560</b> | <b>203,663</b> | <b>391,725</b> | <b>392,980</b> | <b>791,475</b> | <b>399,750</b>         | <b>102.0%</b>  |

## Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

| Project                                                    | FY 19        | FY 20        | FY 21      | FY 22      | FY 23      | FY 24      | FY 25      | FY 26      | FY 27      | TOTAL        |
|------------------------------------------------------------|--------------|--------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| <b>Wastewater Renewal</b>                                  |              |              |            |            |            |            |            |            |            |              |
| Spencer Creek Sanitary Sewer Replacement                   | \$ 1,480,000 | \$ -         | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 1,480,000 |
| Henpeck Lane Sanitary Sewer Extension                      | \$ -         | \$ 1,285,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 1,285,000 |
| Sewer Interceptor Point Repair Projects (Contractor)       | \$ 100,000   | \$ 400,000   | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 2,950,000 |
| Sewer Lateral CIPP Rehab                                   | \$ 25,000    | \$ 100,000   | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 475,000   |
| Sewer Rehab On-Call Services (mains)                       | \$ 30,000    | \$ 450,000   | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 2,880,000 |
| Sewer Rehab On-Call Services (MH)                          | \$ 50,000    | \$ 100,000   | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 750,000   |
| Southeast Municipal Complex                                | \$ 500,000   | \$ -         | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 500,000   |
| Mack Hatcher Alignment Sewer Design                        | \$ 7,850     | \$ -         | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 7,850     |
| Frazier Drive Sanitary Sewer Rehabilitation (P.F. Changes) | \$ 50,000    | \$ -         | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 50,000    |
| Adams Street Infrastructure Improvements                   | \$ -         | \$ -         | \$ -       | \$ 60,000  | \$ 750,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 810,000   |
| Holiday Court Lift Station Rehabilitation                  | \$ 50,000    | \$ 500,000   | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 550,000   |
| Church Street Infrastructure Improvements                  | \$ 25,000    | \$ 210,000   | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 235,000   |
| Evans Street Sewer Improvements                            | \$ -         | \$ -         | \$ -       | \$ 32,000  | \$ 420,500 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 452,500   |
| New Hope Academy Sewer Line Replacement                    | \$ -         | \$ -         | \$ -       | \$ 50,000  | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 50,000    |
| East McEwen Drive Improvements - Phase 4                   | \$ -         | \$ 179,850   | \$ 179,850 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 359,700   |
| Forrest Street Infrastructure                              | \$ -         | \$ -         | \$ -       | \$ 217,500 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 217,500   |
| Franklin Road Improvements & Streetscape                   | \$ -         | \$ 270,000   | \$ 270,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 540,000   |

## Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

| Project                                            | FY 19 | FY 20        | FY 21        | FY 22        | FY 23        | FY 24        | FY 25        | FY 26      | FY 27      | TOTAL        |
|----------------------------------------------------|-------|--------------|--------------|--------------|--------------|--------------|--------------|------------|------------|--------------|
| Advanced Metering Infrastructure (AMI)             | \$ -  | \$ 1,007,000 | \$ 1,007,000 | \$ 1,007,000 | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 3,021,000 |
| Gist Street Infrastructure Improvements            | \$ -  |              | \$ 25,000    | \$ 250,000   | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 275,000   |
| Natchez Street Sewer Replacement                   | \$ -  | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ 360,000 | \$ 360,000 | \$ 720,000   |
| Battle Avenue Infrastructure Replacement           | \$ -  | \$ -         | \$ -         | \$ 120,000   | \$ 1,165,000 | \$ -         | \$ -         | \$ -       |            | \$ 1,285,000 |
| Jordan Road Improvements                           | \$ -  | \$ -         | \$ 36,000    | \$ 36,000    | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 72,000    |
| Mallory/N Royal Oaks & Liberty Intersection Imp.   | \$ -  | \$ 90,000    | \$ 90,000    | \$ -         | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 180,000   |
| S. Margin Infrastructure Upgrades (1st - Columbia) | \$ -  | \$ -         | \$ 216,000   | \$ 216,000   | \$ -         | \$ -         | \$ -         | \$ -       |            | \$ 432,000   |
| Eastview Circle Infrastructure Improvements        | \$ -  |              | \$ -         | \$ -         | \$ 20,000    | \$ 212,500   | \$ -         | \$ -       | \$ -       | \$ 232,500   |
| Buckworth Infrastructure Improvements              | \$ -  | \$ -         | \$ -         | \$ 20,000    | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 20,000    |
| Maple Street Sewer Improvements                    | \$ -  | \$ -         | \$ -         | \$ 306,000   | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 306,000   |
| Carolyn Avenue Infrastructure Improvements         | \$ -  | \$ -         | \$ -         | \$ -         | \$ 270,000   | \$ -         | \$ -         | \$ -       | \$ -       | \$ 270,000   |
| West Main Infrastructure Improvements              | \$ -  | \$ -         |              | \$ -         | \$ 250,000   | \$ 2,200,000 | \$ 2,200,000 | \$ -       | \$ -       | \$ 4,650,000 |
| Lewisburg Avenue Sewer Improvements                | \$ -  | \$ -         | \$ -         | \$ -         | \$ 30,000    | \$ 200,000   | \$ -         | \$ -       | \$ -       | \$ 230,000   |
| Confederate Drive Sewer Improvements               | \$ -  | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ 340,000 | \$ -       | \$ 340,000   |
| N Royal Oaks Blvd (Alexander Plaza to Liberty Pk)  | \$ -  | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ 179,280   | \$ -       | \$ -       | \$ 179,280   |
| Carothers Parkway Widening (Falcon Creek to SR-96) | \$ -  | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ 734,760   | \$ 734,760 | \$ -       | \$ 1,469,520 |
| Beta Drive Extension                               | \$ -  | \$ -         | \$ 180,000   | \$ -         | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 180,000   |
| South Prong Sanitary Sewer Upgrade                 | \$ -  | \$ 30,000    | \$ 1,225,000 | \$ -         | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 1,255,000 |

## Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

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| Project                                             | FY 19               | FY 20               | FY 21               | FY 22               | FY 23               | FY 24               | FY 25               | FY 26               | FY 27               | TOTAL                |
|-----------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Bishop Branch Interceptor                           | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 230,000          | \$ 500,000          | \$ 1,540,000        | \$ 2,270,000         |
| Unidentified Wastewater Infrastructure Improvements | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 1,150,000        | \$ -                | \$ 1,150,000         |
| <b>Wastewater Renewal</b>                           | <b>\$ 2,317,850</b> | <b>\$ 4,621,850</b> | <b>\$ 4,128,850</b> | <b>\$ 3,214,500</b> | <b>\$ 3,805,500</b> | <b>\$ 3,512,500</b> | <b>\$ 4,244,040</b> | <b>\$ 3,984,760</b> | <b>\$ 2,800,000</b> | <b>\$ 27,274,850</b> |

### Water Renewal

|                                                          |            |            |            |            |            |            |            |            |            |              |
|----------------------------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| Bobby Drive Water Line Replacement                       | \$ 430,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 430,000   |
| Hillsboro Rd to Claude Yates WWTP water line replacement | \$ 600,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 600,000   |
| 16" Water Line Long Lane Connector                       | \$ -       | \$ -       | \$ -       | \$ 75,000  | \$ 75,000  | \$ -       | \$ -       | \$ -       | \$ -       | \$ 150,000   |
| Adams Street Infrastructure Improvements                 | \$ -       | \$ -       | \$ -       | \$ 45,000  | \$ 465,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 510,000   |
| Franklin Road Improvements & Streetscape                 | \$ -       | \$ 450,000 | \$ 450,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 900,000   |
| New Highway 96 Water Line Replacement                    | \$ 258,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 258,000   |
| Church Street Infrastructure Improvements                | \$ 25,000  | \$ 136,500 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 161,500   |
| Old Carters Creek Pike Water Line                        | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 480,000 | \$ -       | \$ -       | \$ -       | \$ 480,000   |
| S. Margin Infrastructure Upgrades (1st - Columbia)       | \$ -       | \$ -       | \$ 225,000 | \$ 225,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 450,000   |
| Mallory/N Royal Oaks & Liberty Intersection Improvements | \$ -       | \$ 97,500  | \$ 97,500  | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 195,000   |
| Forrest Street Infrastructure                            | \$ -       | \$ -       | \$ -       | \$ 130,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 130,000   |
| Walnut Drive Water Improvements                          | \$ -       | \$ -       | \$ -       | \$ -       | \$ 180,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 180,000   |
| Oakwood Transmission Main Improvements                   | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 200,000 | \$ 960,000 | \$ 285,000 | \$ 450,000 | \$ 1,445,000 |

## Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

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| Project                                                     | FY 19 | FY 20        | FY 21        | FY 22        | FY 23      | FY 24      | FY 25      | FY 26      | FY 27      | TOTAL        |
|-------------------------------------------------------------|-------|--------------|--------------|--------------|------------|------------|------------|------------|------------|--------------|
| West End Circle Infrastructure Improvements                 | \$ -  | \$ -         | \$ -         | \$ -         | \$ 117,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 117,000   |
| Advanced Metering Infrastructure (AMI)                      | \$ -  | \$ 1,007,000 | \$ 1,007,000 | \$ 1,007,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 3,021,000 |
| Long Lane/Old Peytonsville Rd Connector at I-65 - Reclaimed | \$ -  | \$ -         | \$ 7,500     | \$ 12,500    | \$ 150,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 170,000   |
| Gist Street Infrastructure Improvements                     | \$ -  | \$ -         | \$ 15,000    | \$ 135,000   | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 150,000   |
| Alicia Drive Water Line Replacement                         | \$ -  | \$ -         | \$ -         | \$ -         | \$ 61,500  | \$ -       | \$ -       | \$ -       | \$ -       | \$ 61,500    |
| Battle Avenue Infrastructure Replacement                    | \$ -  | \$ -         | \$ -         | \$ 80,000    | \$ 582,500 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 662,500   |
| Cummins Street Water Improvements                           | \$ -  | \$ -         | \$ -         | \$ -         | \$ 75,000  | \$ -       | \$ -       | \$ -       | \$ -       | \$ 75,000    |
| Water Line from Fourth Ave S to Berry Circle                | \$ -  | \$ -         | \$ -         | \$ 93,000    | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 93,000    |
| Old Hillsboro Rd Water Line                                 | \$ -  | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ -       | \$ 80,000  | \$ 295,000 | \$ 375,000   |
| Murfreesboro Rd Water line Replacement                      | \$ -  | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 90,000  | \$ 900,000 | \$ -       | \$ 990,000   |
| Eastview Circle Infrastructure Improvements                 | \$ -  | \$ -         | \$ -         | \$ -         | \$ 30,000  | \$ 303,000 | \$ -       | \$ -       | \$ -       | \$ 333,000   |
| Lewisburg Pike Water Line Replacement                       | \$ -  | \$ -         | \$ -         | \$ -         | \$ -       | \$ 120,000 | \$ -       | \$ -       | \$ -       | \$ 120,000   |
| Bonsal Way Water Line Replacement                           | \$ -  | \$ 10,000    | \$ 110,000   | \$ -         | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 120,000   |
| Buckworth Infrastructure Improvements                       | \$ -  | \$ -         | \$ -         | \$ 90,000    | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 90,000    |
| West Main Infrastructure Improvements                       |       | \$ -         | \$ -         |              | \$ 150,000 | \$ 700,000 | \$ 700,000 | \$ -       | \$ -       | \$ 1,550,000 |
| Beta Drive Extension                                        | \$ -  | \$ -         | \$ 75,000    | \$ -         | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 75,000    |
| Liberty Pike water line replacement                         | \$ -  | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ -       | \$ 25,000  | \$ 330,000 | \$ 355,000   |
| Carolyn Avenue Infrastructure Improvements                  | \$ -  | \$ -         | \$ -         | \$ -         | \$ 140,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 140,000   |

## Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

| Project                                                          | FY 19               | FY 20               | FY 21               | FY 22               | FY 23               | FY 24               | FY 25               | FY 26               | FY 27               | TOTAL                |
|------------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Manley Lane Dead End Removal                                     | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 50,000           | \$ 100,000          | \$ 345,000          | \$ 495,000           |
| Lee Drive Water Line Replacement                                 | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 15,000           | \$ 72,000           | \$ -                | \$ -                | \$ 87,000            |
| Glass Lane Water Line Replacement                                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 20,000           | \$ 20,000            |
| Westview Apt Water Line Replacement (510 96W)                    | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 10,000           | \$ 100,000          | \$ 110,000           |
| Carothers Parkway Widening (Falcon Creek to SR-96)               | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 306,150          | \$ 306,150          | \$ -                | \$ 612,300           |
| Cothran Drive Water Improvements                                 | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 120,000          | \$ 120,000           |
| Green Acres Drive                                                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 120,000          | \$ 120,000           |
| Grassland Tank Demolition                                        | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 270,000          | \$ 270,000           |
| Scruggs Avenue Water Line Replacement                            | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 20,000           | \$ 175,000          | \$ -                | \$ 195,000           |
| Morning Side Drive                                               | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 10,000           | \$ 10,000            |
| Unidentified Water Infrastructure Improvement Projects           | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                 |
| <b>Water Renewal</b>                                             | <b>\$ 1,313,000</b> | <b>\$ 1,701,000</b> | <b>\$ 1,987,000</b> | <b>\$ 1,892,500</b> | <b>\$ 2,026,000</b> | <b>\$ 1,818,000</b> | <b>\$ 2,198,150</b> | <b>\$ 1,881,150</b> | <b>\$ 2,060,000</b> | <b>\$ 13,417,300</b> |
| <b>Reclaimed Water</b>                                           |                     |                     |                     |                     |                     |                     |                     |                     |                     |                      |
| Reclaimed Water Masterplan Update                                | \$ 180,500          | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 195,500           |
| Long Lane/Old Peytonsville Rd Connector at I-65 - Reclaimed      | \$ -                | \$ -                | \$ 7,500            | \$ 12,500           | \$ 150,000          | \$ -                | \$ -                | \$ -                | \$ -                | \$ 170,000           |
| Unidentified Reclaimed Water Infrastructure Improvement Projects | \$ -                | \$ 500,000          | \$ 492,500          | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 992,500           |
| <b>Reclaimed Water</b>                                           | <b>\$ 180,500</b>   | <b>\$ 500,000</b>   | <b>\$ 500,000</b>   | <b>\$ 12,500</b>    | <b>\$ 150,000</b>   | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 1,358,000</b>  |



**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

**Debt Service - Water, Wastewater & Reclaimed Funds Schedule**

| Purpose                                            | Issue Year         | Orig. Amt. Issued / Interest Rate | F 2019              | F 2020              | F 2021              | F 2022              | F 2023              | F 2024              | Balance (2025-2037)  | Total Outstanding (2021-2037) |
|----------------------------------------------------|--------------------|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-------------------------------|
| <b>Water Operations</b>                            |                    |                                   |                     |                     |                     |                     |                     |                     |                      |                               |
| <b>PRINCIPAL</b>                                   |                    |                                   |                     |                     |                     |                     |                     |                     |                      |                               |
| Bonds 2011A \$19.43M (Refund 2008 TMBF)            | 2008 (2011 Refund) | \$ 1,360,100                      | \$ 91,700           | \$ 94,150           | \$ 96,600           | \$ 99,050           | \$ 101,500          | \$ 103,950          | \$ 215,600           | \$ 616,700                    |
| ARRA Loan 2011 \$1.5M - (Reservoir Rehabilitation) | 2011               | \$ 1,500,000                      | \$ 69,965           | \$ 71,964           | \$ 74,020           | \$ 76,134           | \$ 78,310           | \$ 80,546           | \$ 582,669           | \$ 891,680                    |
| Bonds 2017 - \$12m (Water Plant)                   | 2017               | \$ 12,000,000                     | \$ 400,000          | \$ 415,000          | \$ 430,000          | \$ 450,000          | \$ 470,000          | \$ 495,000          | \$ 8,970,000         | \$ 10,815,000                 |
| <b>PRINCIPAL</b>                                   |                    | <b>\$ 14,860,100</b>              | <b>\$ 561,665</b>   | <b>\$ 581,114</b>   | <b>\$ 600,620</b>   | <b>\$ 625,184</b>   | <b>\$ 649,810</b>   | <b>\$ 679,496</b>   | <b>\$ 9,768,269</b>  | <b>\$ 12,323,380</b>          |
| <b>INTEREST</b>                                    |                    |                                   |                     |                     |                     |                     |                     |                     |                      |                               |
| Bonds 2011A \$19.43M (Refund 2008 TMBF)            | 2008 (2011 Refund) | 2.48%                             | \$ 19,714           | \$ 17,434           | \$ 15,095           | \$ 12,694           | \$ 10,232           | \$ 7,710            | \$ 7,609             | \$ 53,340                     |
| ARRA Loan 2011 \$1.5M - (Reservoir Rehabilitation) | 2011               | 2.82%                             | \$ 28,249           | \$ 26,250           | \$ 24,194           | \$ 22,080           | \$ 19,904           | \$ 17,668           | \$ 55,713            | \$ 139,558                    |
| Bonds 2017 - \$12m (Water Plant)                   | 2017               | 3.29%                             | \$ 508,000          | \$ 492,000          | \$ 475,400          | \$ 458,200          | \$ 435,700          | \$ 412,200          | \$ 2,813,100         | \$ 4,594,600                  |
| <b>INTEREST</b>                                    |                    |                                   | <b>\$ 555,962</b>   | <b>\$ 535,684</b>   | <b>\$ 514,688</b>   | <b>\$ 492,974</b>   | <b>\$ 465,836</b>   | <b>\$ 437,578</b>   | <b>\$ 2,876,423</b>  | <b>\$ 4,787,498</b>           |
| <b>TOTAL EXPENDITURES</b>                          |                    |                                   | <b>\$ 1,117,628</b> | <b>\$ 1,116,798</b> | <b>\$ 1,115,309</b> | <b>\$ 1,118,158</b> | <b>\$ 1,115,646</b> | <b>\$ 1,117,074</b> | <b>\$ 12,644,691</b> | <b>\$ 17,110,878</b>          |

| Purpose                                               | Issue Year         | Orig. Amt. Issued / Interest Rate | F 2019              | F 2020              | F 2021              | F 2022              | F 2023              | F 2024            | Balance (2025-2037) | Total Outstanding (2021-2048) |
|-------------------------------------------------------|--------------------|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|---------------------|-------------------------------|
| <b>Sewer Operations</b>                               |                    |                                   |                     |                     |                     |                     |                     |                   |                     |                               |
| <b>PRINCIPAL</b>                                      |                    |                                   |                     |                     |                     |                     |                     |                   |                     |                               |
| Bonds 2005 \$24.67M (Refund 2001 / 2002)              | 2001, 2002, 2005   | \$ 9,868,000                      | \$ 888,000          | \$ 896,000          | \$ 902,000          | \$ 912,000          | \$ 622,000          | \$ 580,000        | \$ 580,000          | \$ 3,596,000                  |
| Bonds 2011A \$19.43M (Refund 2008 TMBF)               | 2008 (2011 Refund) | \$ 194,300                        | \$ 13,100           | \$ 13,450           | \$ 13,800           | \$ 14,150           | \$ 14,500           | \$ 14,850         | \$ 30,800           | \$ 88,100                     |
| ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects) | 2012               | \$ 868,572                        | \$ 38,712           | \$ 39,766           | \$ 40,849           | \$ 41,961           | \$ 43,104           | \$ 44,278         | \$ 419,142          | \$ 589,335                    |
| SRF Loan 2017 & Beyond                                | 2017               | \$ 100,000,000                    | n/a                 | n/a                 | n/a                 | n/a                 | n/a                 |                   |                     | \$ 100,000,000                |
| <b>PRINCIPAL</b>                                      |                    | <b>\$ 110,930,872</b>             | <b>\$ 939,812</b>   | <b>\$ 949,216</b>   | <b>\$ 956,649</b>   | <b>\$ 968,111</b>   | <b>\$ 679,604</b>   | <b>\$ 639,128</b> | <b>\$ 1,029,942</b> | <b>\$ 104,273,435</b>         |
| <b>INTEREST</b>                                       |                    |                                   |                     |                     |                     |                     |                     |                   |                     |                               |
| Bonds 2005 \$24.67M (Refund 2001 / 2002)              | 2001, 2002, 2005   | 3.00%-5.00%                       | \$ 264,650          | \$ 220,250          | \$ 175,450          | \$ 130,350          | \$ 84,750           | \$ 53,650         | \$ 24,650           | \$ 468,850                    |
| Bonds 2011A \$19.43M (Refund 2008 TMBF)               | 2008 (2011 Refund) | 2.48%                             | \$ 2,816            | \$ 2,491            | \$ 2,156            | \$ 12,694           | \$ 10,232           | \$ 7,710          | \$ 7,609            | \$ 40,402                     |
| ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects) | 2012               | 2.69%                             | \$ 17,489           | \$ 16,435           | \$ 15,352           | \$ 14,239           | \$ 13,097           | \$ 11,923         | \$ 49,200           | \$ 103,811                    |
| SRF Loan 2017 & Beyond                                | 2017               | 1.47%                             | n/a                 | \$ 500,000          | \$ 600,000          | \$ 600,000          | \$ 600,000          |                   |                     | \$ 1,800,000                  |
| <b>INTEREST</b>                                       |                    |                                   | <b>\$ 284,955</b>   | <b>\$ 739,175</b>   | <b>\$ 792,958</b>   | <b>\$ 757,283</b>   | <b>\$ 708,079</b>   | <b>\$ 73,283</b>  | <b>\$ 81,460</b>    | <b>\$ 2,413,063</b>           |
| <b>TOTAL EXPENDITURES</b>                             |                    |                                   | <b>\$ 1,224,767</b> | <b>\$ 1,688,391</b> | <b>\$ 1,749,607</b> | <b>\$ 1,725,395</b> | <b>\$ 1,387,683</b> | <b>\$ 712,411</b> | <b>\$ 1,111,402</b> | <b>\$ 6,686,498</b>           |

| Purpose                                               | Issue Year | Orig. Amt. Issued / Interest Rate | F 2019           | F 2020           | F 2021           | F 2022           | F 2023           | F 2024           | Balance (2025-2037) | Total Outstanding (2021-2037) |
|-------------------------------------------------------|------------|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|-------------------------------|
| <b>Reclaimed Operations</b>                           |            |                                   |                  |                  |                  |                  |                  |                  |                     |                               |
| <b>PRINCIPAL</b>                                      |            |                                   |                  |                  |                  |                  |                  |                  |                     |                               |
| ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects) | 2012       | \$ 1,019,628                      | \$ 45,444        | \$ 46,682        | \$ 47,953        | \$ 49,259        | \$ 50,600        | \$ 51,979        | \$ 492,037          | \$ 691,828                    |
| <b>PRINCIPAL</b>                                      |            | <b>\$ 1,019,628</b>               | <b>\$ 45,444</b> | <b>\$ 46,682</b> | <b>\$ 47,953</b> | <b>\$ 49,259</b> | <b>\$ 50,600</b> | <b>\$ 51,979</b> | <b>\$ 492,037</b>   | <b>\$ 691,828</b>             |
| <b>INTEREST</b>                                       |            |                                   |                  |                  |                  |                  |                  |                  |                     |                               |
| ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects) | 2012       | 2.69%                             | \$ 20,531        | \$ 19,293        | \$ 18,022        | \$ 16,716        | \$ 15,374        | \$ 13,996        | \$ 57,757           | \$ 121,865                    |
| <b>INTEREST</b>                                       |            |                                   | <b>\$ 20,531</b> | <b>\$ 19,293</b> | <b>\$ 18,022</b> | <b>\$ 16,716</b> | <b>\$ 15,374</b> | <b>\$ 13,996</b> | <b>\$ 57,757</b>    | <b>\$ 121,865</b>             |
| <b>TOTAL EXPENDITURES</b>                             |            |                                   | <b>\$ 65,975</b> | <b>\$ 65,975</b> | <b>\$ 65,975</b> | <b>\$ 65,975</b> | <b>\$ 65,975</b> | <b>\$ 65,975</b> | <b>\$ 549,794</b>   | <b>\$ 813,693</b>             |

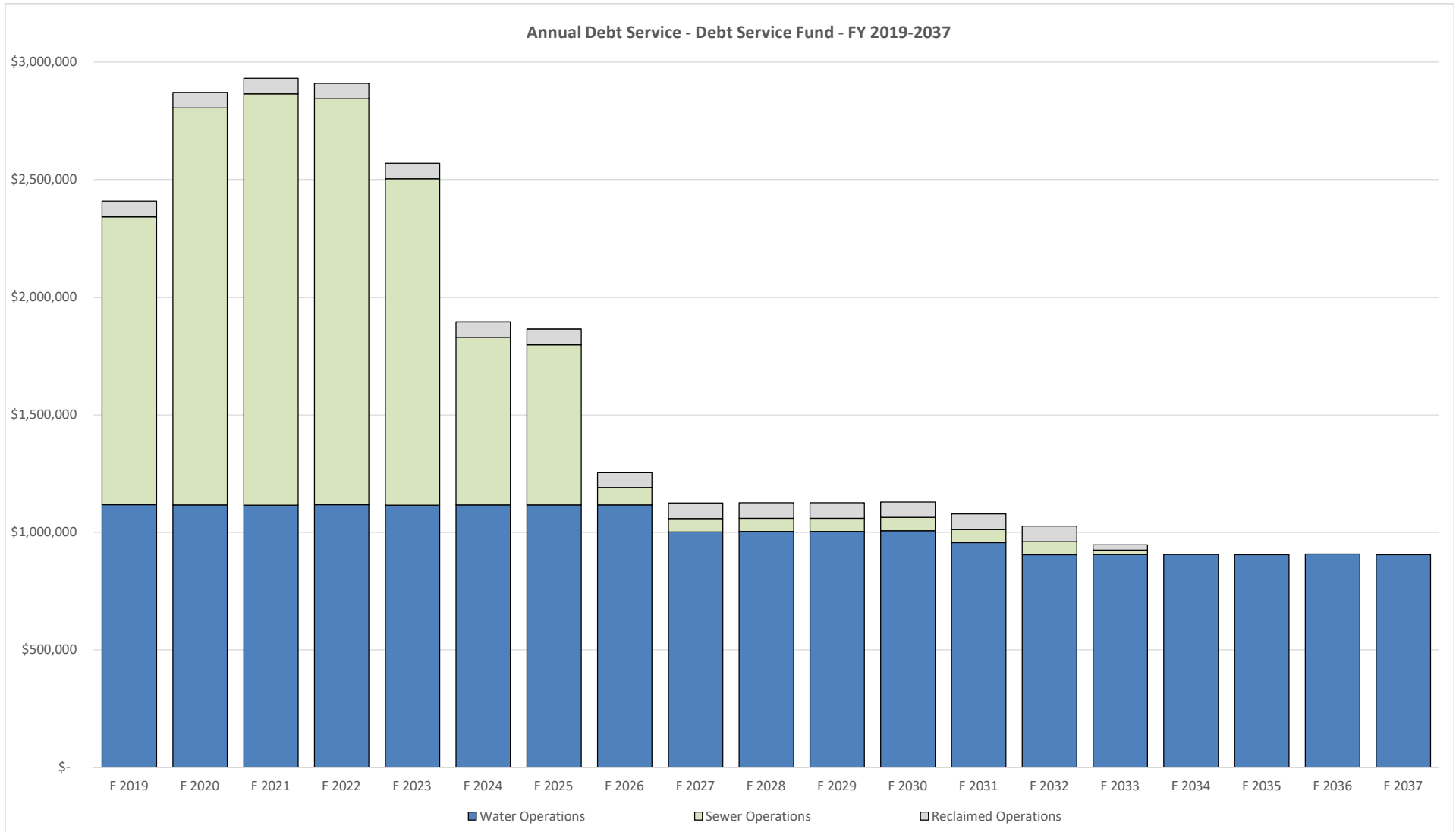
\*Debt Service shown above for Proprietary Funds only shows budgeted debt service within operational accounts. Additional debt service is paid out of development accounts (Access & Taps) for all three funds - Water, Wastewater & Reclaimed. For FY 2020, those amounts are \$207,228 for Water Access, \$47,822 for Water Taps, \$2,760,220 for Sewer Access, \$79,703 for Reclaimed Access and \$15,941 for Reclaimed Taps.





Debt Service - Water, Wastewater & Reclaimed Funds Schedule

The chart below shows annual debt service for the Proprietary Funds (Water, Wastewater & Reclaimed Water) for all bonds issued from FY 2019-2037. General Obligation Bond Debt Service for the City of Franklin is budgeted within the Debt Service Fund.



\*Debt Service shown above for Proprietary Funds only shows budgeted debt service within operational accounts. Additional debt service is paid out of development accounts (Access & Taps) for all three funds - Water, Wastewater & Reclaimed. For FY 2020, those amounts are \$207,228 for Water Access, \$47,822 for Water Taps, \$2,760,220 for Sewer Access, \$79,703 for Reclaimed Access and \$15,941 for Reclaimed Taps.



# City of Franklin

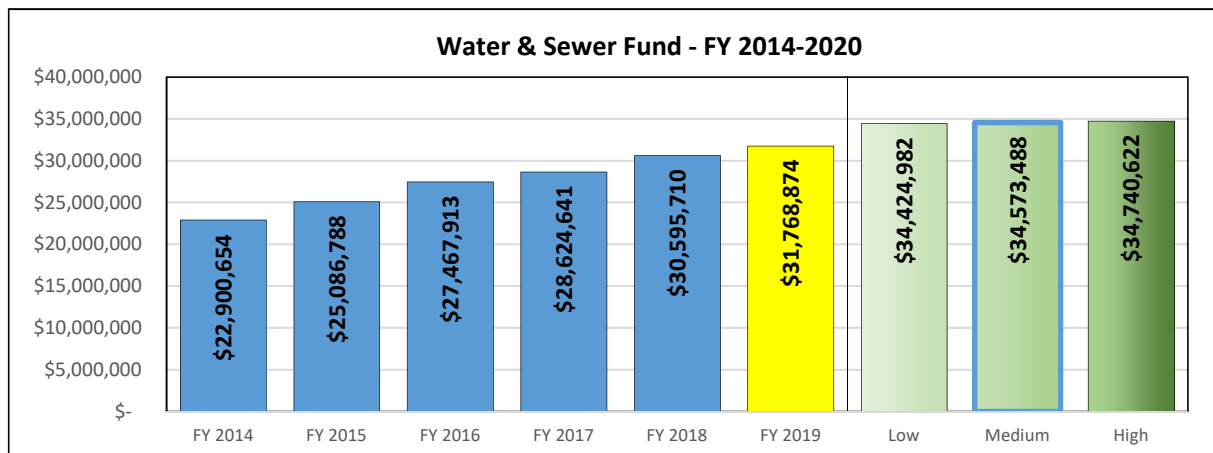
## Revenue Model

|              |                         |                                |              |
|--------------|-------------------------|--------------------------------|--------------|
| <b>Fund:</b> | <b>Water/Sewer Fund</b> | <b>Percent of All Revenues</b> | <b>21.1%</b> |
|--------------|-------------------------|--------------------------------|--------------|

**Water & Sewer Fund:** 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, paying the General Fund monies to cover the costs of services such as payroll, human resources and other support activities.

Rates are approved to increase by 2.9% for Water and 3.5% for Sewer for CY 2019 and again in CY 2020 as per BOMA vote on October 23, 2018. These increases are consistent with the latest five-year rate plan.

\*Note: Revenues shown below are for operational & customer service only. Capital Contributions are not included within this total, and will not necessarily tie to audited financial information.



|                                  | Actual               |                      |                      |                      |                      | Budget               | Forecast (FY 2020)   |                      |                      | Averages             |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                  | FY 2014              | FY 2015              | FY 2016              | FY 2017              | FY 2018              | FY 2019              | Low                  | Medium               | High                 |                      |
| <b>% yr/yr.</b>                  | <b>5.4%</b>          | <b>9.5%</b>          | <b>9.5%</b>          | <b>4.2%</b>          | <b>6.9%</b>          | <b>3.8%</b>          | <b>8.4%</b>          | <b>8.8%</b>          | <b>9.4%</b>          |                      |
| <b>Water</b>                     |                      |                      |                      |                      |                      |                      |                      |                      |                      | <b>3-yr Average</b>  |
| Use of Money & Property          | 64,279               | 28,924               | 46,167               | 89,992               | 131,580              | 37,778               | 38,684               | 38,873               | 39,062               | <b>\$ 28,896,088</b> |
| Rates & Related Customer Service | 9,474,701            | 10,161,250           | 10,862,141           | 11,155,292           | 11,425,017           | 12,597,642           | 12,899,985           | 12,957,783           | 13,025,962           | <b>3.3%</b>          |
| <b>Wastewater</b>                |                      |                      |                      |                      |                      |                      |                      |                      |                      | <b>5-Yr Average</b>  |
| Use of Money & Property          | 22,977               | 86,477               | 110,042              | 95,071               | 183,627              | 87,354               | 89,975               | 90,411               | 90,848               | <b>\$ 26,935,141</b> |
| Rates & Related Customer Service | 13,207,624           | 14,724,348           | 16,324,715           | 17,146,739           | 18,719,089           | 18,841,250           | 19,406,488           | 19,496,571           | 19,594,900           | <b>3.6%</b>          |
| Transfer from Co. Fac. Tax.      |                      |                      |                      |                      |                      |                      | 1,285,000            | 1,285,000            | 1,285,000            |                      |
| <b>Reclaimed Water</b>           |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Use of Money & Property          | 170                  | 14                   | 38                   | 196                  | 691                  | 100                  | 100                  | 100                  | 100                  |                      |
| Rates & Related Customer Service | 130,903              | 85,775               | 124,810              | 137,351              | 135,705              | 204,750              | 204,750              | 204,750              | 204,750              |                      |
| Use of F/B                       |                      |                      |                      |                      |                      |                      | 500,000              | 500,000              | 500,000              |                      |
| <b>Totals</b>                    | <b>\$ 22,900,654</b> | <b>\$ 25,086,788</b> | <b>\$ 27,467,913</b> | <b>\$ 28,624,641</b> | <b>\$ 30,595,710</b> | <b>\$ 31,768,874</b> | <b>\$ 34,424,982</b> | <b>\$ 34,573,488</b> | <b>\$ 34,740,622</b> |                      |

Source: City of Franklin, *Comprehensive Annual Financial Reports - 1990-2018* & Estimates from Finance & Revenue Management Departments.



## *City of Franklin, Tennessee*

### **FY 2020 Operating Budget**

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# **OTHER GENERAL FUND OPERATING EXPENDITURES**

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The City of Franklin has several General Fund budgets which do not fit or belong to any particular department. These budgets are included herein.

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Under this operating unit are:

- **General Expenses**
- **Appropriations (to outside agencies)**
- **Interfund Transfers**



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### General Expenses

##### Budget Summary

|                   | 2017<br>Actual  | 2018<br>Actual    | 2019             |                  | 2020<br>Budget   | 2019 v. 2020   |              |
|-------------------|-----------------|-------------------|------------------|------------------|------------------|----------------|--------------|
|                   |                 |                   | Budget           | Estimated        |                  | \$             | %            |
| <b>Personnel</b>  | -831,130        | -2,487,379        | 1,601,820        | 1,590,053        | 2,521,650        | 919,830        | 57.4%        |
| <b>Operations</b> | 87,495          | 67,262            | 257,565          | 219,882          | 284,872          | 27,307         | 10.6%        |
| <b>Capital</b>    | 0               | 0                 | 0                | 0                | 0                | -              | 0.0%         |
| <b>Total</b>      | <b>-743,635</b> | <b>-2,420,117</b> | <b>1,859,385</b> | <b>1,809,935</b> | <b>2,806,522</b> | <b>947,137</b> | <b>50.9%</b> |

##### 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, the Citizen's Survey and other "shared" software services - such as Socrata and the Tennessee Municipal Benchmarking Project.

\$100,000 set aside for City support of Housing Initiatives in FY 2019 has been maintained for FY 2020.



## ***City of Franklin, Tennessee*** **FY 2020 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 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018     | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %            |
|-----------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|--------------|
| <b>Personnel</b>                  |                  |                    |                  |                  |                  |                  |              |
| Salaries & Wages                  | -                | -                  | -                | -                | 1,935,000        | 1,935,000        | #DIV/0!      |
| Employee Benefits                 | (831,130)        | (2,487,379)        | 1,601,820        | 1,590,053        | 586,650          | (1,015,170)      | -63.4%       |
| <b>Total Personnel</b>            | <b>(831,130)</b> | <b>(2,487,379)</b> | <b>1,601,820</b> | <b>1,590,053</b> | <b>2,521,650</b> | <b>919,830</b>   | <b>57.4%</b> |
| <b>Operations</b>                 |                  |                    |                  |                  |                  |                  |              |
| Notices, Subscriptions, etc.      | 85,697           | 36,538             | 49,565           | 47,667           | 49,122           | (443)            | -0.9%        |
| Utilities                         | 821              | 691                | 550              | 550              | 550              | -                | 0.0%         |
| Contractual Services              | 55,721           | 87,822             | 202,500          | 182,500          | 227,750          | 25,250           | 12.5%        |
| Repair & Maintenance Services     | -                | -                  | 1,000            | -                | 1,000            | -                | 0.0%         |
| Fuel & Mileage                    | (58,195)         | (61,719)           | -                | (20,000)         | -                | -                | 0.0%         |
| Machinery & Equipment (<\$25,000) | -                | -                  | 2,000            | 2,000            | 2,000            | -                | 0.0%         |
| Professional Development/Travel   | 130              | -                  | -                | -                | -                | -                | 0.0%         |
| Rentals                           | -                | 277                | 100              | 100              | 100              | -                | 0.0%         |
| Permits                           | 82               | -                  | 350              | 350              | 350              | -                | 0.0%         |
| Financial Fees                    | 2                | 14                 | -                | 2,500            | 2,500            | 2,500            | 100.0%       |
| Other Business Expenses           | 508              | -                  | 1,500            | 1,500            | 1,500            | -                | 0.0%         |
| Debt Service and Lease Payments   | 2,729            | 3,639              | -                | 2,715            | -                | -                | 0.0%         |
| <b>Total Operations</b>           | <b>87,495</b>    | <b>67,262</b>      | <b>257,565</b>   | <b>219,882</b>   | <b>284,872</b>   | <b>27,307</b>    | <b>10.6%</b> |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |              |
| <b>Total General Expenses</b>     | <b>(743,635)</b> | <b>(2,420,117)</b> | <b>1,859,385</b> | <b>1,809,935</b> | <b>2,806,522</b> | <b>947,137</b>   | <b>50.9%</b> |



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Appropriations

##### Budget Summary

|                   | 2017           | 2018           | 2019           |                | 2020           | 2019 v. 2020   |              |
|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
|                   | Actual         | Actual         | Budget         | Estimated      | Budget         | \$             | %            |
| <b>Personnel</b>  | 0              | 0              | 0              | 0              | 0              | 0              | 0.0%         |
| <b>Operations</b> | 464,936        | 366,269        | 516,301        | 466,824        | 480,894        | -35,407        | -6.9%        |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | -              | 0.0%         |
| <b>Total</b>      | <b>464,936</b> | <b>366,269</b> | <b>516,301</b> | <b>466,824</b> | <b>480,894</b> | <b>-35,407</b> | <b>-6.9%</b> |

##### 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.

##### Franklin Citizens Survey

|                                     |                                                                      | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|----------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                      | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of services provided by Public Library Services | 93%                  | 7%        | 93%                  | 7%        |
| <input checked="" type="checkbox"/> | % rating the quality of services provided by Health Services         | 88%                  | 12%       | 88%                  | 12%       |
| <input checked="" type="checkbox"/> | % rating the quality of services provided by Animal Control          | 79%                  | 21%       | 84%                  | 16%       |



## City of Franklin, Tennessee FY 2020 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 2020 Operating Budget

### Budget

|                                             | Actual<br>2017 | Actual<br>2018 | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference      |               |
|---------------------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|---------------|
|                                             |                |                |                |                |                | \$              | %             |
| <b>Operations</b>                           |                |                |                |                |                |                 |               |
| Contracted Services                         |                |                |                |                |                |                 |               |
| Regional Transit Authority - 91X Bus        | 56,285         | 56,185         | 104,912        | 56,185         | 56,185         | (48,727)        | -46.4%        |
| Franklin Tomorrow                           | 29,610         | 25,958         | 34,610         | 34,610         | 34,610         | -               | 0.0%          |
| Sister City Program                         | 5,076          | 3,825          | 5,500          | 5,500          | 5,500          | -               | 0.0%          |
| <b>Total Contracted Services</b>            | <b>90,971</b>  | <b>85,968</b>  | <b>145,022</b> | <b>96,295</b>  | <b>96,295</b>  | <b>(48,727)</b> | <b>-33.6%</b> |
| <b>Appropriations to Governments</b>        |                |                |                |                |                |                 |               |
| Health Department                           | 21,150         | 15,863         | 21,150         | 21,150         | 21,150         | -               | 0.0%          |
| Animal Control                              | 93,685         | 68,502         | 110,354        | 110,354        | 118,674        | 8,320           | 7.5%          |
| Library - Books                             | 59,220         | 48,165         | 64,220         | 64,220         | 64,220         | -               | 0.0%          |
| TN Reha @ Franklin                          | 22,495         | 17,378         | 23,170         | 23,170         | 23,170         | -               | 0.0%          |
| Franklin Housing Authority                  | -              | -              | -              | -              | -              | -               | 100.0%        |
| IDB & Health/Education Board                | -              | -              | 750            | -              | 750            | -               | 0.0%          |
| I-65 Corridor Study                         | -              | 16,667         | -              | -              | -              | -               | #DIV/0!       |
| <b>Total Appropriations to Gov't</b>        | <b>196,550</b> | <b>166,575</b> | <b>219,644</b> | <b>218,894</b> | <b>227,964</b> | <b>8,320</b>    | <b>3.8%</b>   |
| <b>Appropriations to Civic Org.</b>         |                |                |                |                |                |                 |               |
| ARC                                         | 4,230          | 3,172          | 4,230          | 4,230          | 4,230          | -               | 0.0%          |
| Boys & Girls Club                           | 15,228         | 13,500         | 18,000         | 18,000         | 18,000         | -               | 0.0%          |
| Bridges                                     | 15,040         | 11,280         | 15,040         | 15,040         | 15,040         | -               | 0.0%          |
| Community Child Care                        | 29,140         | 21,855         | 29,140         | 29,140         | 29,140         | -               | 0.0%          |
| Community Housing Partnership               | 8,460          | 6,345          | 8,460          | 8,460          | 8,460          | -               | 0.0%          |
| J.L. Clay Center/Senior Citizens            | 20,827         | -              | -              | -              | -              | -               | 0.0%          |
| Mid Cum Hum Res/Homemaker                   | 4,700          | 3,525          | 4,700          | 4,700          | 4,700          | -               | 0.0%          |
| Mid-Cum Hum Res/Ombudsman                   | 2,061          | 1,875          | 2,500          | 2,500          | 2,500          | -               | 0.0%          |
| Mid-Cum Meals on Wheels                     | 10,152         | 7,614          | 10,152         | 10,152         | 10,152         | -               | 0.0%          |
| Second Harvest/Nashville's Table            | 1,269          | 1,125          | 1,500          | 1,500          | 1,500          | -               | 0.0%          |
| Waves                                       | 22,913         | 17,185         | 22,913         | 22,913         | 22,913         | -               | 0.0%          |
| Wmson Co Emergency Relief/Graceworks        | 13,395         | 11,250         | 15,000         | 15,000         | 15,000         | -               | 0.0%          |
| Gentry's Education Center                   | 10,000         | 11,250         | 15,000         | 15,000         | 20,000         | 5,000           | 33.3%         |
| Transit Alliance                            | 5,000          | 3,750          | 5,000          | 5,000          | 5,000          | -               | 0.0%          |
| Masonic Hall Historic Study                 | 15,000         | -              | -              | -              | -              | -               | 0.0%          |
| <b>Total Appropriations to Civic Org's.</b> | <b>177,415</b> | <b>113,726</b> | <b>151,635</b> | <b>151,635</b> | <b>156,635</b> | <b>5,000</b>    |               |
| <b>Total Operations</b>                     | <b>464,936</b> | <b>366,269</b> | <b>516,301</b> | <b>466,824</b> | <b>480,894</b> | <b>(35,407)</b> | <b>-6.9%</b>  |
| <b>Total Appropriations</b>                 | <b>464,936</b> | <b>366,269</b> | <b>516,301</b> | <b>466,824</b> | <b>480,894</b> | <b>(35,407)</b> | <b>-6.9%</b>  |



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Interfund Transfers

#### Budget Summary

|                   | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020      |               |
|-------------------|------------------|------------------|------------------|------------------|------------------|-------------------|---------------|
|                   |                  |                  | Budget           | Estimated        |                  | \$                | %             |
| <b>Personnel</b>  | 0                | 0                | 0                | 0                | 0                | 0                 | 0.0%          |
| <b>Operations</b> | 4,000,580        | 1,644,399        | 5,290,171        | 5,290,171        | 1,253,371        | -4,036,800        | -76.3%        |
| <b>Capital</b>    | 0                | 0                | 0                | 0                | 0                | -                 | 0.0%          |
| <b>Total</b>      | <b>4,000,580</b> | <b>1,644,399</b> | <b>5,290,171</b> | <b>5,290,171</b> | <b>1,253,371</b> | <b>-4,036,800</b> | <b>-76.3%</b> |

#### 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 2020, the only transfers planned are to the State Street Aid Fund and the Transit Fund.

The significant decline in transfers from FY 2019 to FY 2020 are the result of one-time transfers not recurring. For FY 2019, the transfers are as follows:

#### Recurring Transfers:

|                                              |            |
|----------------------------------------------|------------|
| Regular Transit Funding:                     | \$ 985,171 |
| <i>Invest Franklin</i> Sidewalk Gap Funding: | \$ 250,000 |

#### Non-Recurring Transfers:

|                                       |                     |
|---------------------------------------|---------------------|
| 96W Trail:                            | \$ 1,750,000        |
| Communications Project Overage:       | \$ 825,000          |
| Chickasaw Fees Reimbursement:         | \$ 480,000          |
| Transit Year-End Cash (If Necessary): | \$ 1,000,000        |
| <b>Total FY 2019 Transfers</b>        | <b>\$ 5,290,171</b> |



## ***City of Franklin, Tennessee*** **FY 2020 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 2020 Operating Budget

### Interfund Transfers

|                                         | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference         |               |
|-----------------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|---------------|
|                                         |                  |                  |                  |                  |                  | \$                 | %             |
| <b>Personnel</b>                        |                  |                  |                  |                  |                  |                    |               |
| Salaries & Wages                        | -                | -                | -                | -                | -                | -                  | 0.0%          |
| Employee Benefits                       | -                | -                | -                | -                | -                | -                  | 0.0%          |
| <b>Total Personnel</b>                  | -                | -                | -                | -                | -                | -                  | <b>0.0%</b>   |
| <b>Operations</b>                       |                  |                  |                  |                  |                  |                    |               |
| TRANSFER TO STREET AID & TRANSPORTATION | 332,840          | -                | 250,000          | 250,000          | 250,000          | -                  | 0.0%          |
| TRANSFER TO SANITATION                  | 750,000          | 500,000          | -                | -                | -                | -                  | 0.0%          |
| TRANSFER TO ROAD IMPACT                 | -                | -                | 251,418          | 251,418          | -                | (251,418)          | 0.0%          |
| TRANSFER TO IN LIEU OF PARKLAND FUND    | -                | -                | 228,582          | 228,582          | -                | (228,582)          | 0.0%          |
| TRANSFER TO TRANSIT FUND                | 458,755          | 1,144,399        | 1,985,171        | 1,985,171        | 1,003,371        | (981,800)          | -49.5%        |
| TRANSFER TO DEBT SERVICE FUND           | 792,914          | -                | -                | -                | -                | -                  | 0.0%          |
| TRANSFER TO CAPITAL IMPROVEMENT BOND    | 1,666,071        | -                | 2,575,000        | 2,575,000        | -                | (2,575,000)        | -100.0%       |
| <b>Total Operations</b>                 | <b>4,000,580</b> | <b>1,644,399</b> | <b>5,290,171</b> | <b>5,290,171</b> | <b>1,253,371</b> | <b>(4,036,800)</b> | <b>-76.3%</b> |
| <b>Capital</b>                          |                  |                  |                  |                  |                  |                    |               |
|                                         | -                | -                |                  |                  |                  | -                  |               |
| <b>Total Interfund Transfers</b>        | <b>4,000,580</b> | <b>1,644,399</b> | <b>5,290,171</b> | <b>5,290,171</b> | <b>1,253,371</b> | <b>(4,036,800)</b> | <b>-76.3%</b> |



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## *City of Franklin, Tennessee*

### **FY 2020 Operating Budget**

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## **OTHER SPECIAL FUNDS**

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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.

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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 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### City Facilities Tax Fund

#### Budget Summary

|                        | 2017<br>Actual | 2018<br>Actual | 2019       |            | 2020<br>Budget | 2018 v. 2019 |       |
|------------------------|----------------|----------------|------------|------------|----------------|--------------|-------|
|                        |                |                | Budget     | Estimated  |                | \$           | %     |
| Beginning Fund Balance | 6,976,276      | 10,441,436     | 14,410,218 | 14,410,218 | 13,410,821     |              |       |
| Revenues               | 3,850,553      | 4,885,177      | 2,449,305  | 2,336,872  | 3,075,000      | 625,695      | 25.5% |
| Expenditures           | 385,393        | 916,395        | 8,572,384  | 3,336,270  | 8,215,322      | -357,062     | -4.2% |
| Ending Balance         | 10,441,436     | 14,410,218     | 8,287,139  | 13,410,821 | 8,270,498      |              |       |

#### 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 2020 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 2020 Operating Budget

### Budget

|                               | Actual<br>2017    | Actual<br>2018    | Budget<br>2019    | Estd<br>2019      | Budget<br>2020    | Difference<br>\$ | %            |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| <b>Beginning Fund Balance</b> | <b>6,976,276</b>  | <b>10,441,436</b> | <b>14,410,218</b> | <b>14,410,218</b> | <b>13,410,820</b> | <b>(999,398)</b> | <b>-6.9%</b> |
| <b>Revenues</b>               |                   |                   |                   |                   |                   |                  |              |
| FACILITIES TAXES              | 3,864,453         | 4,788,042         | 2,430,484         | 2,136,872         | 2,875,000         | 444,516          | 18.3%        |
| INTEREST INCOME               | (13,900)          | 97,135            | 18,821            | 200,000           | 200,000           | 181,179          | 962.6%       |
| <b>Total Available Funds</b>  | <b>3,850,553</b>  | <b>4,885,177</b>  | <b>2,449,305</b>  | <b>2,336,872</b>  | <b>3,075,000</b>  | <b>625,695</b>   | <b>25.5%</b> |
| <b>Expenses</b>               |                   |                   |                   |                   |                   |                  |              |
| Total Police                  | -                 | 287,656           | -                 | -                 | -                 | -                | 0.0%         |
| Total Fire                    | 214,121           | 165,704           | 8,217,884         | 3,004,992         | 7,949,802         | (268,082)        | -3.3%        |
| Total Parks                   | 44,579            | 463,035           | -                 | -                 | 75,500            | 75,500           | 0.0%         |
| Total SW Collection           | -                 | -                 | 354,500           | 331,278           | 190,020           | (164,480)        | -100.0%      |
| Total SW Disposal             | 126,693           | -                 | -                 | -                 | -                 | -                | 0.0%         |
| <b>Total Expenditures</b>     | <b>385,393</b>    | <b>916,395</b>    | <b>8,572,384</b>  | <b>3,336,270</b>  | <b>8,215,322</b>  | <b>(357,062)</b> | <b>-4.2%</b> |
| <b>Ending Fund Balance</b>    | <b>10,441,436</b> | <b>14,410,218</b> | <b>8,287,139</b>  | <b>13,410,820</b> | <b>8,270,498</b>  | <b>(16,641)</b>  | <b>-0.2%</b> |

### Notes & Objectives

The forecast for FY 2020 revenues is an estimate based upon historic averages and a careful, conservative analysis of anticipated new building projects both within the City's Development Services pipeline or anticipated to be within the upcoming 12 month period. 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.

Regardless of the level of building activity, there is ample fund balance to fund the completion of Fire Station 7 (the majority of cost is now being programmed into FY 2020).



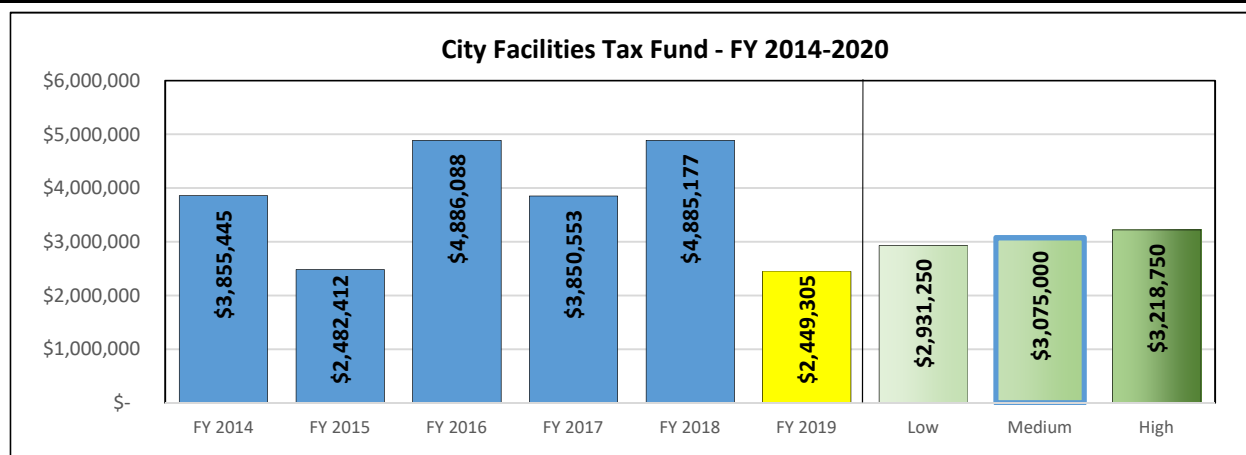
# City of Franklin

## Revenue Model

|              |                                 |                                |             |
|--------------|---------------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>City Facilities Tax Fund</b> | <b>Percent of All Revenues</b> | <b>1.9%</b> |
|--------------|---------------------------------|--------------------------------|-------------|

**City 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 2020 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              | Forecasts (FY 2020) |                     |                     | Averages      |
|-----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                 | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b> | <b>46.9%</b>        | <b>-35.6%</b>       | <b>96.8%</b>        | <b>-21.2%</b>       | <b>26.9%</b>        | <b>-49.9%</b>       | <b>19.7%</b>        | <b>25.5%</b>        | <b>31.4%</b>        |               |
| July            | 188,335             | 174,169             | 460,763             | 221,540             | 202,536             | 161,854             | 192,266             | 202,385             | 212,504             | 3-yr Average  |
| August          | 282,956             | 128,599             | 138,739             | 299,262             | 649,402             | 138,733             | 155,266             | 163,437             | 171,609             | \$ 4,540,606  |
| September       | 172,873             | 155,707             | 405,920             | 242,795             | 635,277             | 158,463             | 177,347             | 186,681             | 196,015             | -15.4%        |
| October         | 1,182,887           | 211,229             | 693,869             | 663,512             | 437,274             | 401,233             | 449,048             | 472,682             | 496,316             | 5-Yr Average  |
| November        | 234,251             | 160,556             | 561,169             | 176,544             | 516,609             | 195,071             | 218,318             | 229,808             | 241,298             | \$ 4,026,057  |
| December        | 188,891             | 168,587             | 235,832             | 432,916             | 321,669             | 177,773             | 198,959             | 209,430             | 219,902             | -7.8%         |
| January         | 189,243             | 186,851             | 227,208             | 180,975             | 222,051             | 129,410             | 144,832             | 152,455             | 160,077             | 10-Yr Average |
| February        | 70,242              | 130,798             | 575,877             | 575,155             | 470,643             | 203,546             | 227,803             | 239,792             | 251,782             | \$ 2,927,254  |
| March           | 216,615             | 227,269             | 302,406             | 372,318             | 211,194             | 180,848             | 202,400             | 213,053             | 223,706             | -1.6%         |
| April           | 160,708             | 383,594             | 336,678             | 140,530             | 282,850             | 167,370             | 187,316             | 197,174             | 207,033             |               |
| May             | 309,052             | 256,477             | 325,313             | 119,466             | 163,847             | 182,572             | 204,330             | 215,084             | 225,838             |               |
| June            | 652,730             | 284,637             | 564,194             | 439,440             | 674,690             | 333,611             | 373,368             | 393,019             | 412,669             |               |
| Interest Income | 6,662               | 13,939              | 58,120              | (13,900)            | 97,135              | 18,821              | 200,000             | 200,000             | 200,000             |               |
| <b>Totals</b>   | <b>\$ 3,855,445</b> | <b>\$ 2,482,412</b> | <b>\$ 4,886,088</b> | <b>\$ 3,850,553</b> | <b>\$ 4,885,177</b> | <b>\$ 2,449,305</b> | <b>\$ 2,931,250</b> | <b>\$ 3,075,000</b> | <b>\$ 3,218,750</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### County Facilities Tax Fund

#### Budget Summary

|                        | 2017<br>Actual | 2018<br>Actual | 2019      |           | 2020<br>Budget | 2019 v. 2020 |        |
|------------------------|----------------|----------------|-----------|-----------|----------------|--------------|--------|
|                        |                |                | Budget    | Estimated |                | \$           | %      |
| Beginning Fund Balance | -              | 3,488,072      | 4,804,517 | 4,804,517 | 3,661,920      |              |        |
| Revenues               | 3,488,072      | 1,616,445      | 1,250,000 | 607,403   | 1,310,000      | 60,000       | 100.0% |
| Expenditures           | -              | 300,000        | 1,750,000 | 1,750,000 | 1,285,000      | -465,000     | 100.0% |
| Ending Balance         | 3,488,072      | 4,804,517      | 4,304,517 | 3,661,920 | 3,686,920      |              |        |

#### Fund Summary

The County Facilities Tax Fund is a 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 FY 2017, 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 2020 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 2020 Operating Budget

#### Budget

|                               | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %             |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Beginning Fund Balance</b> | -                | 3,488,072        | 4,804,517        | 4,804,517        | 3,661,920        | (1,142,597)      | -23.8%        |
| <b>Revenues</b>               |                  |                  |                  |                  |                  |                  |               |
| COUNTY FACILITY TAX           | -                | 971,814          | 1,250,000        | 540,244          | 1,250,000        | -                | 0.0%          |
| TRANSFER FROM CAPITAL PROJ    | 3,487,056        | 635,074          | -                | -                | -                | -                | 0.0%          |
| INTEREST INCOME               | 1,016            | 9,557            | -                | 67,159           | 60,000           | 60,000           | 0.0%          |
| <b>Total Available Funds</b>  | <b>3,488,072</b> | <b>1,616,445</b> | <b>1,250,000</b> | <b>607,403</b>   | <b>1,310,000</b> | <b>60,000</b>    | <b>4.8%</b>   |
| <b>Expenses</b>               |                  |                  |                  |                  |                  |                  |               |
| CAPITAL                       | -                | 300,000          | 1,750,000        | 1,750,000        | 1,285,000        | (465,000)        | -26.6%        |
| <b>Total Expenditures</b>     | <b>-</b>         | <b>300,000</b>   | <b>1,750,000</b> | <b>1,750,000</b> | <b>1,285,000</b> | <b>(465,000)</b> | <b>-26.6%</b> |
| <b>Ending Fund Balance</b>    | <b>3,488,072</b> | <b>4,804,517</b> | <b>4,304,517</b> | <b>3,661,920</b> | <b>3,686,920</b> | <b>(617,597)</b> | <b>-14.3%</b> |

#### Notes & Objectives

The County Facilities Tax Fund has been used to support capital projects within the City of Franklin which are related to or assist in the completion of County-owned facilities. In FY 2019, the \$1,750,000 appropriated from the fund went to support the 96W Trail project.

\$1,285,000 is proposed for expenses at this time. This is a transfer to the Water Management Fund for the completion of the Henpeck lane Sanitary Sewer Extension. Additional funding may be added further into Fy 2020 once the next set of capital projects are prioritized and financing determined.



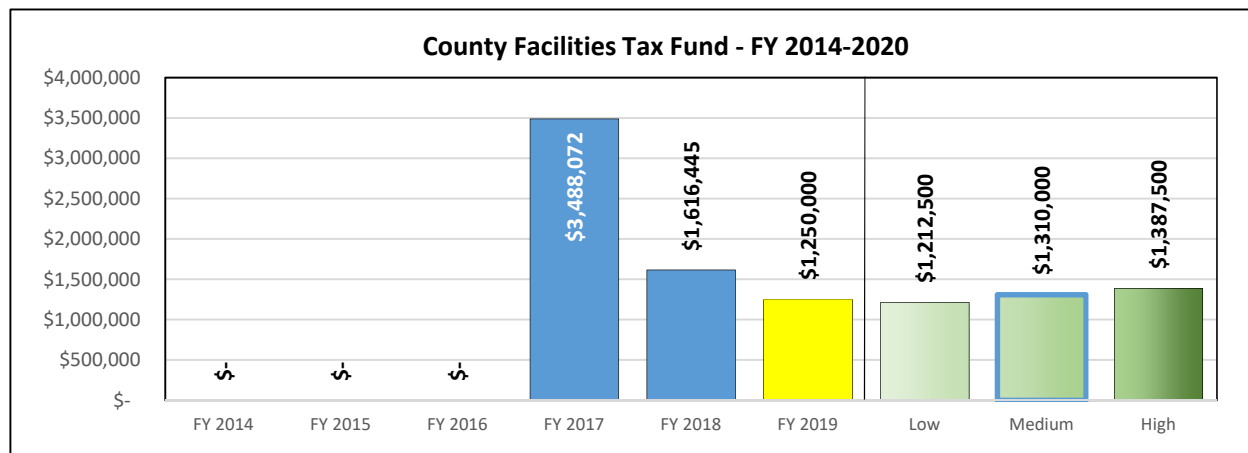
# City of Franklin

## Revenue Model

|              |                                   |                                |             |
|--------------|-----------------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>County Facilities Tax Fund</b> | <b>Percent of All Revenues</b> | <b>0.8%</b> |
|--------------|-----------------------------------|--------------------------------|-------------|

**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       | Forecasts (FY 2020) |              |              | Averages |
|----------------------------|---------|---------|---------|--------------|--------------|--------------|---------------------|--------------|--------------|----------|
|                            | FY 2014 | FY 2015 | FY 2016 | FY 2017      | FY 2018      | FY 2019      | Low                 | Medium       | High         |          |
| <b>% yr/yr.</b>            | n/a     | n/a     | n/a     | n/a          | -53.7%       | -22.7%       | -3.0%               | 4.8%         | 11.0%        |          |
| Tax Collections            | -       | -       | -       | -            | 971,814      | 1,250,000    | 1,187,500           | 1,250,000    | 1,312,500    | n/a      |
| Transfer from Capital Fund | -       | -       | -       | 3,487,056    | 635,074      |              |                     |              |              |          |
| Interest Income            | -       | -       | -       | 1,016        | 9,557        | -            | 25,000              | 60,000       | 75,000       |          |
| <b>Totals</b>              | \$ -    | \$ -    | \$ -    | \$ 3,488,072 | \$ 1,616,445 | \$ 1,250,000 | \$ 1,212,500        | \$ 1,310,000 | \$ 1,387,500 |          |

Source: City of Franklin, Comprehensive Annual Financial Report - 2017-2018 & Estimates from Finance & Revenue Management Departments.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Hotel/Motel Tax Fund

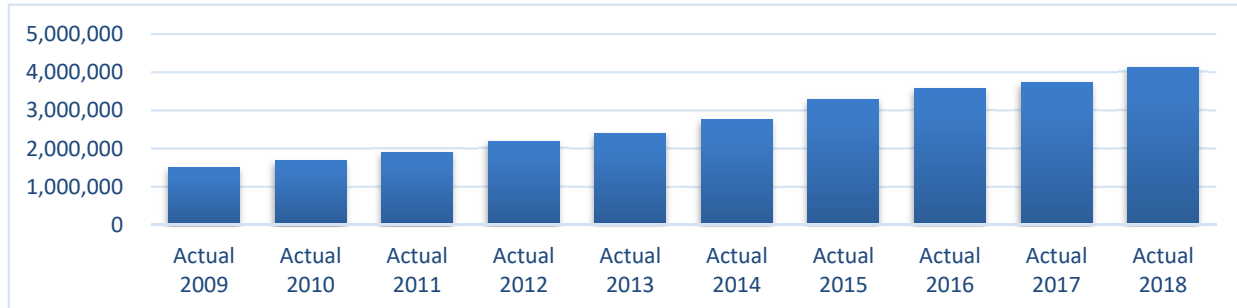
#### Budget Summary

|                        | 2017<br>Actual | 2018<br>Actual | 2019      |           | 2020<br>Budget | 2019 v. 2020 |       |
|------------------------|----------------|----------------|-----------|-----------|----------------|--------------|-------|
|                        |                |                | Budget    | Estimated |                | \$           | %     |
| Beginning Fund Balance | 2,634,109      | 3,827,284      | 5,722,086 | 5,722,086 | 7,075,545      |              |       |
| Revenues               | 3,721,055      | 4,136,321      | 3,744,327 | 3,876,175 | 4,020,520      | 276,193      | 7.4%  |
| Expenditures           | 2,527,880      | 2,241,519      | 2,775,809 | 2,522,716 | 2,501,742      | -274,067     | -9.9% |
| Ending Balance         | 3,827,284      | 5,722,086      | 6,690,604 | 7,075,545 | 8,594,323      |              |       |

#### 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 2018) to support the Williamson County Convention and Visitors Bureau.

Receipts in the hotel/motel fund largely met expectations as the chart below demonstrates.





## ***City of Franklin, Tennessee*** **FY 2020 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.



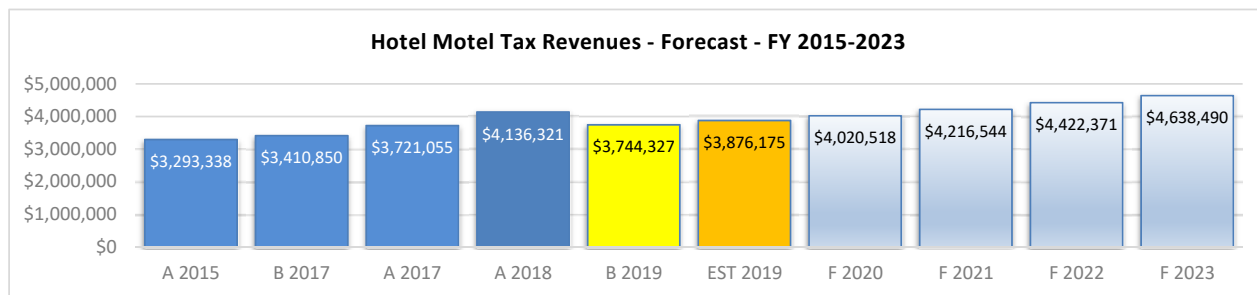
## City of Franklin, Tennessee FY 2020 Operating Budget

### Budget

|                               | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference       |              |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------|
|                               |                  |                  |                  |                  |                  | \$               | %            |
| <b>Beginning Fund Balance</b> | <b>2,634,109</b> | <b>3,827,284</b> | <b>5,722,086</b> | <b>5,722,086</b> | <b>7,075,545</b> |                  |              |
| <b>Revenues</b>               |                  |                  |                  |                  |                  |                  |              |
| HOTEL/MOTEL TAXES             | 3,710,589        | 4,097,695        | 3,733,827        | 3,751,175        | 3,920,520        | 186,693          | 5.0%         |
| INTEREST INCOME               | 10,466           | 38,626           | 10,500           | 125,000          | 100,000          | 89,500           | 852.4%       |
| CONTRIBUTIONS-OTHERS          | -                | -                | -                | -                | -                | -                |              |
| <b>Total Available Funds</b>  | <b>3,721,055</b> | <b>4,136,321</b> | <b>3,744,327</b> | <b>3,876,175</b> | <b>4,020,520</b> | <b>276,193</b>   | <b>7.4%</b>  |
| <b>Expenses</b>               |                  |                  |                  |                  |                  |                  |              |
| CONTRACTUAL SERVICES          | 40,994           | 29,290           | 25,000           | -                | -                | (25,000)         | -100.0%      |
| REPAIR & MAINT. SERVICES      | 1,551            | 7,920            | -                | -                | -                | -                | 0.0%         |
| OPERATING SUPPLIES            | 93,015           | 55,360           | -                | -                | 23,500           | 23,500           | 0.0%         |
| COOL SPRINGS CONF. CENT.      | (92,792)         | (221,860)        | -                | (228,092)        | -                | -                | 0.0%         |
| CONTRACTED SERVICES           | 849,271          | 926,602          | 979,813          | 979,813          | 1,028,804        | 48,991           | 5.0%         |
| TRANSFER TO DEBT SERV. FUND   | 1,119,916        | 1,118,668        | 1,112,960        | 1,112,960        | 1,111,402        | (1,558)          | -0.1%        |
| TRANSFER TO CAPITAL PROJECTS  | 195,000          | -                | 195,000          | 195,000          | -                | (195,000)        | 0.0%         |
| LAND ACQUISITION              | 214,285          | 214,286          | 214,286          | 214,286          | 214,286          | -                | 0.0%         |
| PARKS & RECREATION FACILITIES | 106,640          | 111,253          | 248,750          | 248,750          | 63,750           | (185,000)        | -74.4%       |
| MACHINERY & EQUIPMENT         |                  | 108,318          | -                | -                | 60,000           | -                | 0.0%         |
| <b>Total Expenditures</b>     | <b>2,527,880</b> | <b>2,241,519</b> | <b>2,775,809</b> | <b>2,522,716</b> | <b>2,501,742</b> | <b>(274,067)</b> | <b>-9.9%</b> |
| <b>Ending Fund Balance</b>    | <b>3,827,284</b> | <b>5,722,086</b> | <b>6,690,604</b> | <b>7,075,545</b> | <b>8,594,323</b> |                  |              |

### 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 2015-FY 2023.

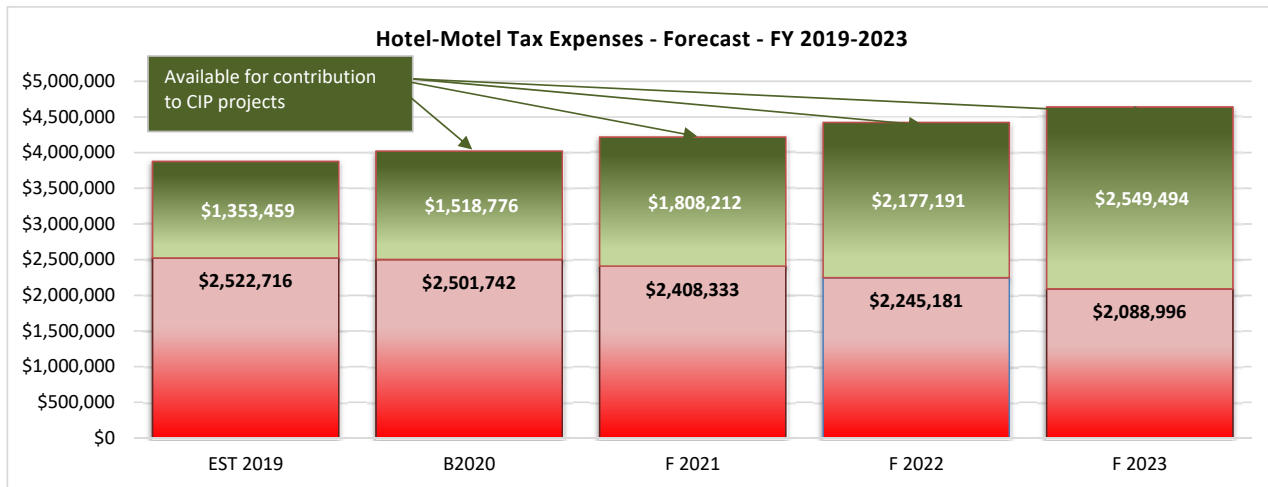


On the expense side, known (fixed cost) expenses in the next five years include debt service and the 1% contribution to the Williamson County Convention & Visitor's Bureau.



## City of Franklin, Tennessee FY 2020 Operating Budget

### Budget



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.



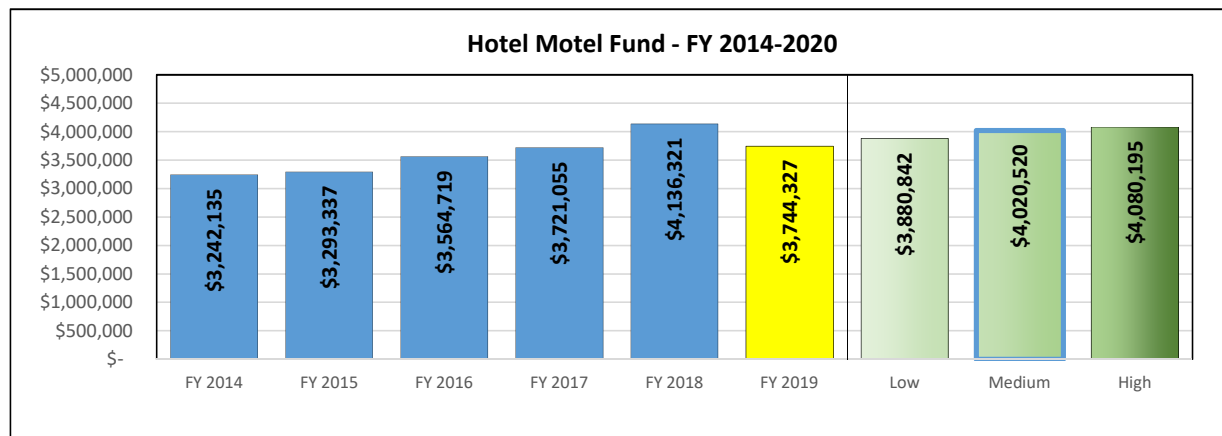
# City of Franklin

## Revenue Model

|              |                         |                                |             |
|--------------|-------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Hotel Motel Fund</b> | <b>Percent of All Revenues</b> | <b>2.5%</b> |
|--------------|-------------------------|--------------------------------|-------------|

**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 Battlefield parks. Also, the funds can be used to support projects and operations related to tourism.

Rev/PAR, Occupancy Rates and the Average Daily Rate continue to be exceedingly strong in Franklin and greater Nashville. The FY 2020 Forecast is an increase of 5% in receipts over FY 2019 Budget.



|                          | Actual              |                     |                     |                     |                     | Budget              | Forecasts (FY 2020) |                     |                     | Averages      |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                          | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b>          | <b>31.2%</b>        | <b>1.6%</b>         | <b>8.2%</b>         | <b>4.4%</b>         | <b>11.2%</b>        | <b>-9.5%</b>        | <b>3.6%</b>         | <b>7.4%</b>         | <b>9.0%</b>         |               |
| July                     | 220,564             | 262,528             | 321,484             | 359,016             | 553,391             | 380,200             | 391,606             | 399,210             | 406,814             | 3-yr Average  |
| August                   | 202,941             | 273,788             | 255,448             | 299,477             | 338,006             | 320,688             | 330,308             | 336,722             | 343,136             | \$ 3,807,365  |
| September                | 219,382             | 310,183             | 306,676             | 335,101             | 375,008             | 357,511             | 368,237             | 375,387             | 382,537             | -0.6%         |
| October                  | 242,061             | 294,166             | 323,020             | 357,048             | 387,305             | 384,706             | 396,248             | 403,942             | 411,636             | 5-Yr Average  |
| November                 | 223,360             | 228,683             | 247,283             | 276,090             | 324,040             | 300,986             | 310,015             | 316,035             | 322,055             | \$ 3,591,514  |
| December                 | 175,183             | 207,948             | 205,388             | 214,176             | 248,608             | 233,279             | 240,277             | 244,942             | 249,608             | 0.9%          |
| January                  | 184,875             | 213,640             | 235,170             | 222,664             | 225,619             | 230,238             | 237,145             | 241,750             | 246,354             | 10-Yr Average |
| February                 | 214,823             | 231,263             | 266,011             | 255,252             | 279,126             | 253,994             | 261,614             | 266,694             | 271,774             | \$ 2,783,083  |
| March                    | 274,024             | 321,936             | 348,031             | 341,392             | 376,573             | 325,797             | 335,571             | 342,087             | 348,603             | 3.5%          |
| April                    | 260,989             | 311,958             | 350,962             | 331,685             | 362,495             | 304,355             | 313,486             | 319,573             | 325,660             | 20-Yr Average |
| May                      | 249,496             | 288,118             | 340,943             | 353,139             | 372,611             | 299,497             | 308,482             | 314,472             | 320,462             | \$ 1,774,754  |
| June                     | 297,104             | 346,808             | 357,555             | 365,549             | 254,913             | 342,577             | 312,855             | 359,706             | 326,558             | 5.5%          |
| EASTERN FLANK LOOP GRANT | 476,000             | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |               |
| INTEREST INCOME          | 1,333               | 2,318               | 6,750               | 10,466              | 38,626              | 10,500              | 75,000              | 100,000             | 125,000             |               |
| <b>Totals</b>            | <b>\$ 3,242,135</b> | <b>\$ 3,293,337</b> | <b>\$ 3,564,719</b> | <b>\$ 3,721,055</b> | <b>\$ 4,136,321</b> | <b>\$ 3,744,327</b> | <b>\$ 3,880,842</b> | <b>\$ 4,020,520</b> | <b>\$ 4,080,195</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Debt Service Fund

#### Budget Summary

|                        | 2017<br>Actual | 2018<br>Actual | 2019       |            | 2020<br>Budget | 2019 v. 2020 |        |
|------------------------|----------------|----------------|------------|------------|----------------|--------------|--------|
|                        |                |                | Budget     | Estimated  |                | \$           | %      |
| Beginning Fund Balance | 5,000          | 90,197         | 106,587    | 106,587    | 89,874         |              |        |
| Revenues               | 12,981,945     | 13,657,071     | 13,684,617 | 13,741,491 | 15,468,087     | 1,783,470    | 13.03% |
| Expenditures           | 12,896,748     | 13,640,681     | 13,758,204 | 13,758,204 | 15,455,385     | 1,697,181    | 12.34% |
| Ending Balance         | 90,197         | 106,587        | 33,000     | 89,874     | 102,575        |              |        |

#### 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.

#### Debt Management Policy Ratios

Appendix E of this document provides the City's adopted Debt Management Policy. The City of Franklin has had an adopted debt management policy since June 2009. Over the ensuing decade, this policy has been revised and amended to keep pace with changing economic and fiscal conditions. The policy was last reviewed and revised by the Board of Mayor and Alderman in December 2017.

Section V of this policy covers Debt Affordability. There are three ratios the City strives to balance in its overall execution and management of debt:

#### 2) Direct Debt of Operating Revenues of less than or equal to 3x

FY 2019 Operating Revenues (All Funds):  
\$ 151,997,610  
3x FY 2019 Operating Revenues  
\$ 455,992,830  
Current Bonded Debt (all funds)  
\$ 175,530,375  
Direct Debt as x of Operating Revenues  
1.2

Measure: Favorable

#### 1) Direct Debt as a % of Full Value less than or equal to 1.75 %

Full Value of Franklin: (FY 2018)  
\$ 15,550,483,075  
1.75% of Full Value:  
\$ 272,133,454  
Current Bonded Debt (all funds)  
\$ 175,530,375  
As % of Full Value: 1.13%

Measure: Favorable

#### 3) Total Governmental Funds Debt Service as a % of expenditures less than or equal to 25%

Total Governmental Funds Debt Service:  
\$ 13,764,063  
Total Governmental Funds Expenditures (All Funds Expenditures LESS Water & Wastewater Funds)  
\$ 123,843,799  
Gov. Funds Debt Service as % of Gov. Funds Expenditures  
11.1%

Measure: Favorable



## *City of Franklin, Tennessee* **FY 2020 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 2020 Operating Budget

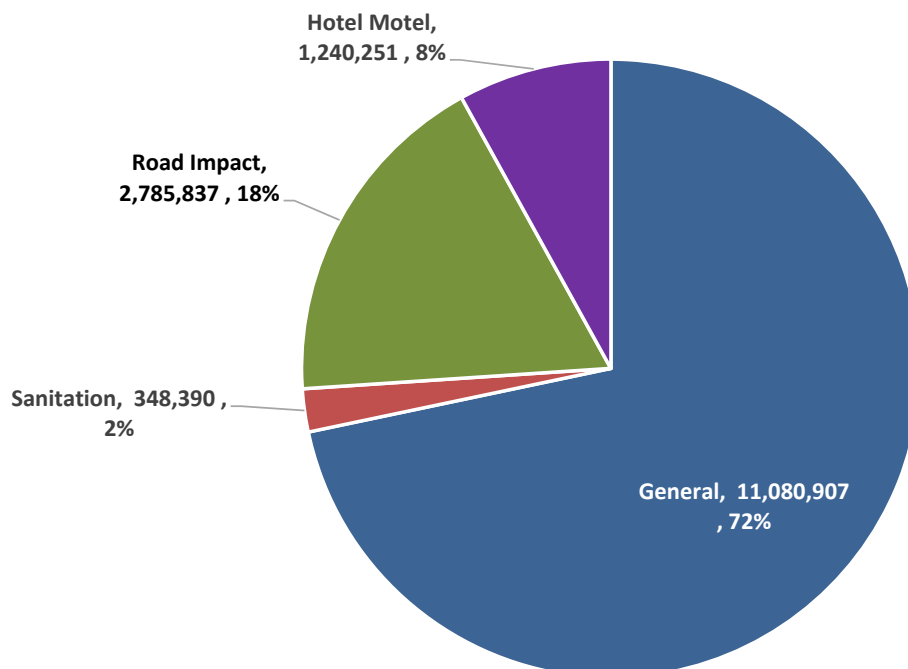
### Budget

|                                        | Actual<br>2017    | Actual<br>2018    | Budget<br>2019    | Estd<br>2019      | Budget<br>2020    | Difference<br>\$ | %            |
|----------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| <b>Beginning Fund Balance</b>          | <b>5,000</b>      | <b>90,197</b>     | <b>106,587</b>    | <b>106,587</b>    | <b>89,874</b>     |                  |              |
| <b>Revenues</b>                        |                   |                   |                   |                   |                   |                  |              |
| TOTAL LOCAL TAXES                      | 7,503,769         | 8,505,949         | 8,620,102         | 8,582,201         | 10,704,090        | 2,083,988        | 24.2%        |
| TOTAL INTERGOVERNMENTAL                | 846,359           | 843,028           | 870,720           | 883,648           | 358,077           | (512,643)        | -58.9%       |
| TOTAL USE OF MONEY & PROPE             | 4,354             | 16,390            | 5,000             | 86,847            | 100,000           | 95,000           | 1900.0%      |
| TOTAL OTHER REVENUE                    | 4,627,463         | 4,291,704         | 4,188,795         | 4,188,795         | 4,305,920         | 117,125          | 2.8%         |
| <b>Total Available Funds</b>           | <b>12,981,945</b> | <b>13,657,071</b> | <b>13,684,617</b> | <b>13,741,491</b> | <b>15,468,087</b> | <b>1,783,470</b> | <b>13.0%</b> |
| <b>Expenses (Debt Service by Fund)</b> |                   |                   |                   |                   |                   |                  |              |
| General                                | 8,029,359         | 9,120,354         | 9,327,839         | 9,327,839         | 11,080,907        | 1,753,068        | 18.8%        |
| Sanitation                             | 628,454           | 273,390           | 167,184           | 167,184           | 348,390           | 181,206          | 108.4%       |
| Road Impact                            | 3,000,344         | 3,009,364         | 3,029,255         | 3,029,255         | 2,785,837         | (243,418)        | -8.0%        |
| Hotel Motel                            | 1,238,592         | 1,237,574         | 1,233,926         | 1,233,926         | 1,240,251         | 6,325            | 0.5%         |
| <b>Total Expenditures</b>              | <b>12,896,748</b> | <b>13,640,681</b> | <b>13,758,204</b> | <b>13,758,204</b> | <b>15,455,385</b> | <b>1,697,181</b> | <b>12.3%</b> |
| <b>Ending Fund Balance</b>             | <b>90,197</b>     | <b>106,587</b>    | <b>33,000</b>     | <b>89,874</b>     | <b>102,575</b>    |                  |              |

### Notes & Objectives

The Debt Service Fund for FY 2020 includes all currently issued G.O. Bonds, including the recently issued 2019A and 2019B Refunding Bonds.

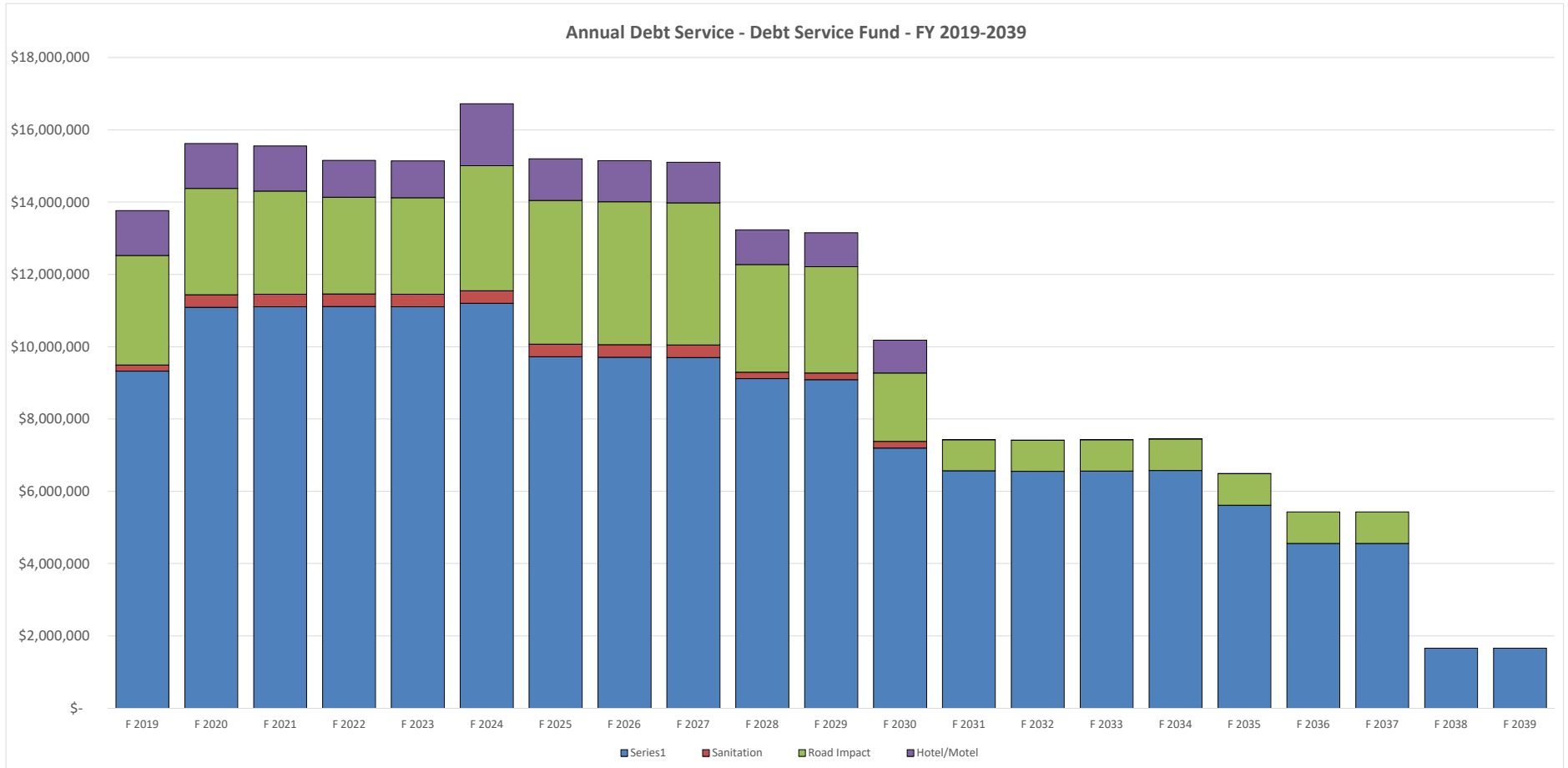
Below is FY 2020 G.O. Debt Service by fund. Water & Wastewater Debt is budgeted separately under the Water Management Department budget.





Debt Service Fund - General Obligation / Governmental Funds Debt Schedule

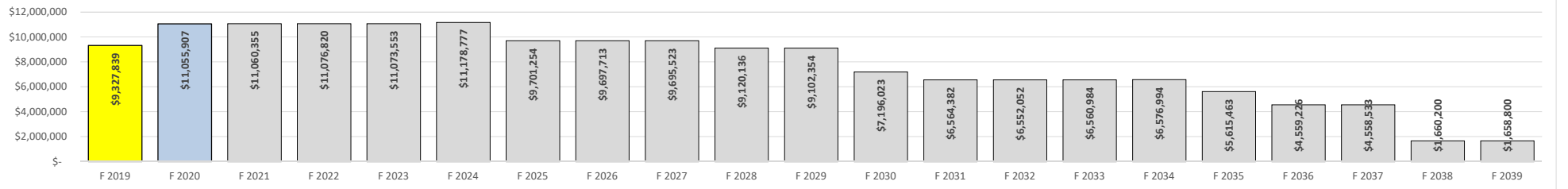
The chart below shows annual debt service for General Obligation Bonds for the City of Franklin, FY 2019-2039. Four funds - General, Sanitation, Road Impact and Hotel/Motel provide funding to service debt. Water & Wastewater Debt service is budgeted within the Water & Wastewater Fund.



**Debt Service Fund - General Fund Payment Schedule**

| Purpose                                                         | Issue Year           | Orig. Amt. Issued<br>/ Interest Rate | F 2019              | F 2020               | F 2021               | F 2022               | F 2023               | F 2024               | Balance<br>(2025-2039) | Total Outstanding<br>(2020-2039) |
|-----------------------------------------------------------------|----------------------|--------------------------------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|----------------------------------|
| <b>PRINCIPAL</b>                                                |                      |                                      |                     |                      |                      |                      |                      |                      |                        |                                  |
| Bonds 2007 - \$20m (Various)                                    | 2007                 | \$ 11,400,000                        | \$ -                | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 11,400,000          | \$ 11,400,000                    |
| Bonds 2009 - \$44m (Various, including Police HQ)               | 2009A / 2009B        | \$ 28,600,000                        | \$ 1,433,250        | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                   | \$ -                             |
| Bonds 2010 - \$16.59 (Refund 2004 Bonds & Harlinsdale)          | 2010                 | \$ 10,451,700                        | \$ 806,400          | \$ 828,450           | \$ 856,800           | \$ 888,300           | \$ 926,100           | \$ 963,900           | \$ 3,435,000           | \$ 7,898,550                     |
| Bonds 2010 - \$15.725 (Hillsboro, 3rd Ave Ext, Columbia Stscpe) | 2010                 | \$ 3,931,250                         | \$ -                | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 496,250             | \$ 5,569,050                     |
| Bonds 2012 - \$22.5m (Various - Refunding)                      | 2009 / 2012 (Refund) | \$ 9,225,000                         | \$ 612,950          | \$ 627,300           | \$ 639,600           | \$ 653,950           | \$ 668,300           | \$ 682,650           | \$ 2,134,050           | \$ 5,405,850                     |
| Bonds 2013 - \$10m (Pension Bonds)                              | 2013                 | \$ 10,000,000                        | \$ 970,000          | \$ 1,000,000         | \$ 1,030,000         | \$ 1,060,000         | \$ 1,090,000         | \$ 1,125,000         | \$ 4,210,000           | \$ 9,515,000                     |
| Bonds 2013 - \$7.405m (Public Works Bldg, Carlisle)             | 2013                 | \$ 7,405,000                         | \$ 320,000          | \$ 325,000           | \$ 330,000           | \$ 340,000           | \$ 350,000           | \$ 355,000           | \$ 13,866,475          | \$ 15,566,475                    |
| Bonds 2015 - \$15m (Various)                                    | 2015                 | \$ 14,925,000                        | \$ 562,175          | \$ 582,075           | \$ 601,975           | \$ 631,825           | \$ 661,675           | \$ 696,500           | \$ 26,246,194          | \$ 29,420,244                    |
| Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)  | 2017                 | \$ 21,848,400                        | \$ 644,062          | \$ 673,516           | \$ 707,691           | \$ 746,576           | \$ 780,155           | \$ 818,413           | \$ 38,229,719          | \$ 41,956,070                    |
| Bonds 2019A - \$29.585 m Roads/Equipment                        | 2019                 | \$ 29,585,000                        | \$ -                | \$ 1,405,000         | \$ 1,220,000         | \$ 1,295,000         | \$ 1,365,000         | \$ 1,060,000         | \$ 29,898,250          | \$ 36,243,250                    |
| Bonds 2019B - Refunding 2009 \$44M BAB                          | 2019                 | \$ 14,911,000                        | \$ -                | \$ 1,326,000         | \$ 1,238,250         | \$ 1,300,000         | \$ 1,361,750         | \$ 1,426,750         | \$ 8,258,250           | \$ 14,911,000                    |
| <b>PRINCIPAL</b>                                                |                      | <b>\$ 162,282,350</b>                | <b>\$ 5,348,837</b> | <b>\$ 6,767,341</b>  | <b>\$ 6,624,316</b>  | <b>\$ 6,915,651</b>  | <b>\$ 7,202,980</b>  | <b>\$ 7,624,463</b>  | <b>\$ 77,323,494</b>   | <b>\$ 112,458,245</b>            |
| <b>INTEREST</b>                                                 |                      |                                      |                     |                      |                      |                      |                      |                      |                        |                                  |
| Bonds 2007 - \$20m (Various)                                    | 2007                 | Variable                             | \$ 454,860          | \$ 454,860           | \$ 454,860           | \$ 454,860           | \$ 454,860           | \$ 454,860           | \$ 3,449,156           | \$ 5,723,456                     |
| Bonds 2009 - \$44m (Various, including Police HQ)               | 2009A / 2009B        | 2009 A - 2.5% / 2009 B 4.45% - 5.7%  | \$ 952,052          | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                   | \$ -                             |
| Bonds 2010 - \$16.59 (Refund 2004 Bonds & Harlinsdale)          | 2010                 | 2.0% - 4.0%                          | \$ 184,811          | \$ 160,619           | \$ 135,765           | \$ 101,493           | \$ 65,961            | \$ 28,917            | \$ 643,390             | \$ 1,136,145                     |
| Bonds 2010 - \$15.725 (Hillsboro, 3rd Ave Ext, Columbia Stscpe) | 2010                 | 4.625% - 5.375%                      | \$ 198,932          | \$ 198,932           | \$ 198,932           | \$ 198,932           | \$ 198,932           | \$ 198,932           | \$ 734,911             | \$ 1,729,572                     |
| Bonds 2012 - \$22.5m (Various - Refunding)                      | 2009 / 2012 (Refund) | 2.13%                                | \$ 128,200          | \$ 115,145           | \$ 101,783           | \$ 88,159            | \$ 74,231            | \$ 59,996            | \$ 91,521              | \$ 530,835                       |
| Bonds 2013 - \$10m (Pension Bonds)                              | 2013                 | 1.0% - 3.5%                          | \$ 183,510          | \$ 164,410           | \$ 134,410           | \$ 106,600           | \$ 74,800            | \$ 39,375            | \$ 846,486             | \$ 1,366,081                     |
| Bonds 2013 - \$7.405m (Public Works Bldg, Carlisle)             | 2013                 | 2.0% - 4.0%                          | \$ 192,619          | \$ 192,620           | \$ 179,918           | \$ 173,418           | \$ 166,818           | \$ 149,568           | \$ 2,856,780           | \$ 3,719,122                     |
| Bonds 2015 - \$15m (Various)                                    | 2015                 | 3.0% - 5.0%                          | \$ 501,420          | \$ 478,933           | \$ 461,471           | \$ 431,372           | \$ 399,781           | \$ 366,697           | \$ 7,394,925           | \$ 9,533,179                     |
| Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)  | 2017                 | 2.73%                                | \$ 919,654          | \$ 887,451           | \$ 853,775           | \$ 818,391           | \$ 781,062           | \$ 742,054           | \$ 13,014,804          | \$ 17,097,538                    |
| Bonds 2019A - \$29.585 m Roads/Equipment                        | 2019                 | 2.72%                                | \$ -                | \$ 1,030,354         | \$ 1,222,931         | \$ 1,157,662         | \$ 1,088,847         | \$ 1,016,721         | \$ 8,908,073           | \$ 14,424,587                    |
| Bonds 2019B - Refunding 2009 \$44M BAB                          | 2019                 | 1.90%                                | \$ -                | \$ 592,298           | \$ 679,250           | \$ 617,338           | \$ 552,338           | \$ 484,250           | \$ 1,277,900           | \$ 4,203,373                     |
| <b>INTEREST</b>                                                 |                      |                                      | <b>\$ 3,716,058</b> | <b>\$ 4,275,622</b>  | <b>\$ 4,423,095</b>  | <b>\$ 4,148,225</b>  | <b>\$ 3,857,629</b>  | <b>\$ 3,541,370</b>  | <b>\$ 21,333,551</b>   | <b>\$ 41,579,493</b>             |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>                       |                      |                                      |                     |                      |                      |                      |                      |                      |                        |                                  |
| Various                                                         |                      |                                      | \$ 262,944          | \$ 12,944            | \$ 12,944            | \$ 12,944            | \$ 12,944            | \$ 12,944            | \$ 162,592             | \$ 227,312                       |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>                       |                      |                                      | <b>\$ 262,944</b>   | <b>\$ 12,944</b>     | <b>\$ 12,944</b>     | <b>\$ 12,944</b>     | <b>\$ 12,944</b>     | <b>\$ 12,944</b>     | <b>\$ 162,592</b>      | <b>\$ 227,312</b>                |
|                                                                 |                      |                                      | <b>\$ 9,327,839</b> | <b>\$ 11,055,907</b> | <b>\$ 11,060,355</b> | <b>\$ 11,076,820</b> | <b>\$ 11,073,553</b> | <b>\$ 11,178,777</b> | <b>\$ 98,819,637</b>   | <b>\$ 154,265,050</b>            |
| <b>TOTAL EXPENDITURES</b>                                       |                      |                                      | <b>\$ 9,327,839</b> | <b>\$ 11,055,907</b> | <b>\$ 11,060,355</b> | <b>\$ 11,076,820</b> | <b>\$ 11,073,553</b> | <b>\$ 11,178,777</b> | <b>\$ 98,819,637</b>   | <b>\$ 154,265,050</b>            |

**Annual Debt Service - General Fund - FY 2019-2039**





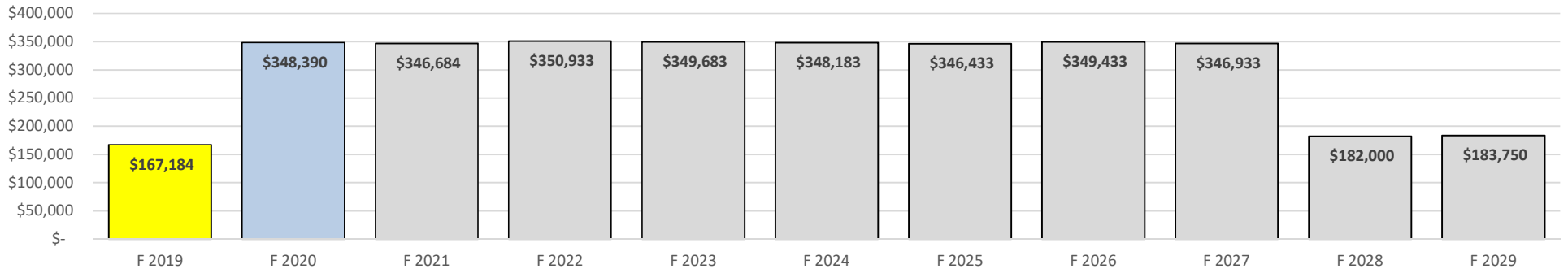
# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Debt Service Fund - Sanitation Fund Payment Schedule

| Purpose                                       | Issue Year | Orig. Amt. Issued / Interest Rate | F 2019            | F 2020            | F 2021            | F 2022            | F 2023            | F 2024            | Balance (2025-2029) | Total Outstanding (2020-2029) |
|-----------------------------------------------|------------|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|
| <b>PRINCIPAL</b>                              |            |                                   |                   |                   |                   |                   |                   |                   |                     |                               |
| Bonds 2001 - \$2m (Century Court 2)           | 2003       | \$ 2,000,000                      | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -                | \$ -                          |
| Bonds 2017 - \$23.121111 (Hillsboro/Roads)    | 2017       | \$ 1,271,600                      | \$ 110,938        | \$ 116,484        | \$ 122,309        | \$ 128,424        | \$ 134,845        | \$ 141,587        | \$ 455,281          | \$ 1,098,930                  |
| Bonds 2019 - \$29.585m (Communications/Sanit) | 2019       | \$ 1,600,000                      |                   | \$ 125,000        | \$ 115,000        | \$ 125,000        | \$ 130,000        | \$ 135,000        | \$ 970,000          | \$ 1,600,000                  |
| Amount missing from detail                    |            |                                   |                   |                   |                   |                   |                   |                   | \$ -                | \$ -                          |
| <b>PRINCIPAL</b>                              |            | <b>\$ 4,871,600</b>               | <b>\$ 110,938</b> | <b>\$ 241,484</b> | <b>\$ 237,309</b> | <b>\$ 253,424</b> | <b>\$ 264,845</b> | <b>\$ 276,587</b> | <b>\$ 1,425,281</b> | <b>\$ 2,698,930</b>           |
| <b>INTEREST</b>                               |            |                                   |                   |                   |                   |                   |                   |                   |                     |                               |
| Bonds 2001 - \$2m (Century Court 2)           | 2003       | Variable                          | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -                | \$ -                          |
| Bonds 2017 - \$23.121111 (Hillsboro/Roads)    | 2017       | 2.73%                             | \$ 56,246         | \$ 50,699         | \$ 44,875         | \$ 38,759         | \$ 32,338         | \$ 25,596         | \$ 46,268           | \$ 238,535                    |
| Bonds 2019 - \$29.585m (Communications/Sanit) | 2019       |                                   |                   | \$ 56,207         | \$ 64,500         | \$ 58,750         | \$ 52,500         | \$ 46,000         | \$ 122,000          | \$ 399,957                    |
| Amount missing from detail                    |            |                                   |                   |                   |                   |                   |                   |                   | \$ -                | \$ -                          |
| <b>INTEREST</b>                               |            |                                   | <b>\$ 56,246</b>  | <b>\$ 106,906</b> | <b>\$ 109,375</b> | <b>\$ 97,509</b>  | <b>\$ 84,838</b>  | <b>\$ 71,596</b>  | <b>\$ 168,268</b>   | <b>\$ 638,492</b>             |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>     |            |                                   |                   |                   |                   |                   |                   |                   |                     |                               |
| Various                                       |            |                                   | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -                | \$ -                          |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>     |            |                                   | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ -</b>                   |
| <b>TOTAL EXPENDITURES</b>                     |            |                                   | <b>\$ 167,184</b> | <b>\$ 348,390</b> | <b>\$ 346,684</b> | <b>\$ 350,933</b> | <b>\$ 349,683</b> | <b>\$ 348,183</b> | <b>\$ 1,593,549</b> | <b>\$ 3,337,422</b>           |

Annual Debt Service - Sanitation Fund - FY 2020-2029



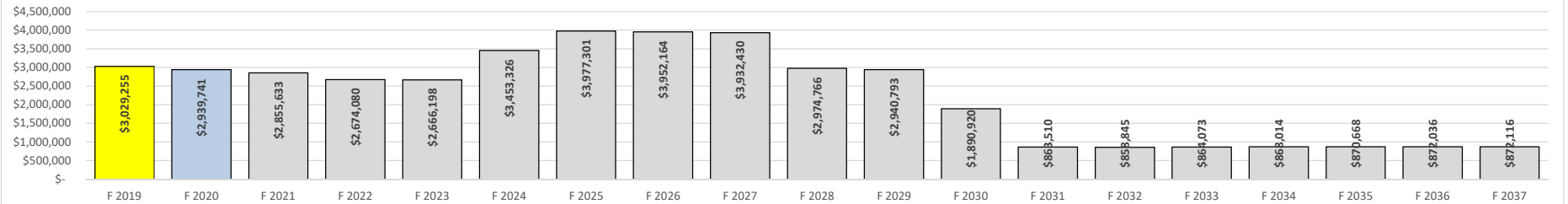


**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

**Debt Service Fund - Road Impact Payment Schedule**

| Purpose                                           | Issue Year           | Orig. Amt. Issued<br>/ Interest Rate | F 2019              | F 2020              | F 2021              | F 2022              | F 2023              | F 2024              | Balance<br>(2025-2037) | Total Outstanding<br>(2020-2037) |
|---------------------------------------------------|----------------------|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|----------------------------------|
| <b>PRINCIPAL</b>                                  |                      |                                      |                     |                     |                     |                     |                     |                     |                        |                                  |
| Bonds 2005 - \$4.5m (McEwen ROW) - 45%            | 2005                 | \$ 2,025,000                         | \$ 159,750          | \$ 166,500          | \$ 173,250          |                     |                     |                     | \$ -                   | \$ 339,750                       |
| Bonds 2007 - \$20m (Various) - 43%                | 2007                 | \$ 8,600,000                         |                     |                     |                     |                     |                     |                     | \$ 8,600,000           | \$ 8,600,000                     |
| Bonds 2009 - \$44m (Various) - 34.6%              | 2009A / 2009B        | \$ 15,224,000                        | \$ 762,930          |                     |                     |                     |                     |                     | \$ -                   | \$ -                             |
| Bonds 2010 - \$15.725m (3rd Ave, Hillsboro) - 50% | 2010                 | \$ 6,290,000                         |                     |                     |                     |                     |                     | \$ 794,000          | \$ 5,496,000           | \$ 6,290,000                     |
| Bonds 2012 - \$22.5m (Various - Refunding)        | 2009 / 2012 (Refund) | \$ 11,475,000                        | \$ 762,450          | \$ 780,300          | \$ 795,600          | \$ 813,450          | \$ 831,300          | \$ 849,150          | \$ 2,654,550           | \$ 6,724,350                     |
| Bonds 2019B - Refunding 2009 \$44M BAB            | 2019                 | \$ 7,937,240                         |                     | \$ 705,840          | \$ 659,130          | \$ 692,000          | \$ 724,870          | \$ 759,470          | \$ 4,395,930           | \$ 7,937,240                     |
| <b>PRINCIPAL</b>                                  |                      | <b>\$ 43,614,000</b>                 | <b>\$ 1,685,130</b> | <b>\$ 1,652,640</b> | <b>\$ 1,627,980</b> | <b>\$ 1,505,450</b> | <b>\$ 1,556,170</b> | <b>\$ 2,402,620</b> | <b>\$ 21,146,480</b>   | <b>\$ 29,891,340</b>             |
| <b>INTEREST</b>                                   |                      |                                      |                     |                     |                     |                     |                     |                     |                        |                                  |
| Bonds 2005 - \$4.5m (McEwen ROW) - 45%            | 2005                 | Variable                             | \$ 15,590           | \$ 9,519            | \$ 3,214            |                     |                     |                     | \$ -                   | \$ 12,733                        |
| Bonds 2007 - \$20m (Various) - 43%                | 2007                 | Variable                             | \$ 343,140          | \$ 343,140          | \$ 343,140          | \$ 343,140          | \$ 343,140          | \$ 343,140          | \$ 2,601,859           | \$ 4,317,559                     |
| Bonds 2009 - \$44m (Various) - 34.6%              | 2009A / 2009B        | 2009 A - 2.5% / 2009 B 4.45% - 5.7%  | \$ 506,784          |                     |                     |                     |                     |                     | \$ -                   | \$ -                             |
| Bonds 2010 - \$15.725m (3rd Ave, Hillsboro) - 50% | 2010                 | 4.625% - 5.375%                      | \$ 318,292          | \$ 318,292          | \$ 318,292          | \$ 318,292          | \$ 318,292          | \$ 318,292          | \$ 1,029,426           | \$ 2,620,886                     |
| Bonds 2012 - \$22.5m (Various - Refunding)        | 2009 / 2012 (Refund) | 2.13%                                | \$ 159,469          | \$ 143,229          | \$ 126,608          | \$ 109,662          | \$ 92,336           | \$ 74,629           | \$ 113,845             | \$ 660,309                       |
| Bonds 2019B - Refunding 2009 \$44M BAB            | 2019                 | 1.90%                                |                     | \$ 472,071          | \$ 435,549          | \$ 396,686          | \$ 355,410          | \$ 313,195          | \$ 838,496             | \$ 2,811,407                     |
| <b>INTEREST</b>                                   |                      |                                      | <b>\$ 1,343,275</b> | <b>\$ 1,286,251</b> | <b>\$ 1,226,803</b> | <b>\$ 1,167,780</b> | <b>\$ 1,109,178</b> | <b>\$ 1,049,256</b> | <b>\$ 4,583,626</b>    | <b>\$ 10,422,894</b>             |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>         |                      |                                      |                     |                     |                     |                     |                     |                     |                        |                                  |
| Various                                           |                      |                                      | \$ 850              | \$ 850              | \$ 850              | \$ 850              | \$ 850              | \$ 1,450            | \$ 7,530               | \$ 12,380                        |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>         |                      |                                      | <b>\$ 850</b>       | <b>\$ 850</b>       | <b>\$ 850</b>       | <b>\$ 850</b>       | <b>\$ 850</b>       | <b>\$ 1,450</b>     | <b>\$ 7,530</b>        | <b>\$ 12,380</b>                 |
| <b>TOTAL EXPENDITURES</b>                         |                      |                                      | <b>\$ 3,029,255</b> | <b>\$ 2,939,741</b> | <b>\$ 2,855,633</b> | <b>\$ 2,674,080</b> | <b>\$ 2,666,198</b> | <b>\$ 3,453,326</b> | <b>\$ 25,737,636</b>   | <b>\$ 40,326,614</b>             |

**Annual Debt Service - Road Impact Fund - FY 2018-2037**



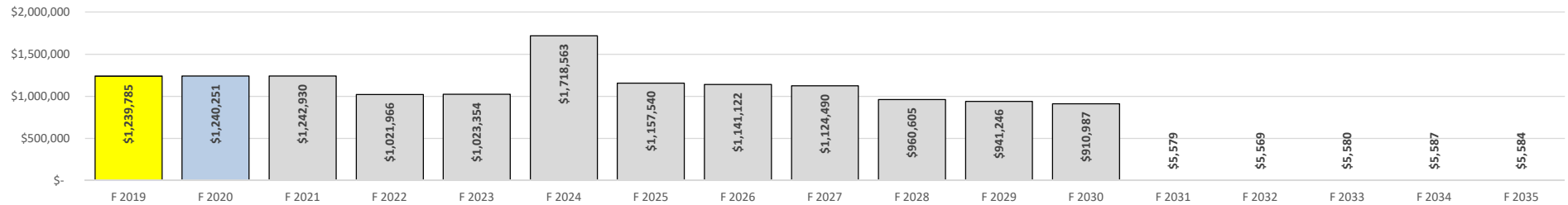


**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

**Debt Service Fund - Hotel / Motel Payment Schedule**

| Purpose                                             | Issue Year           | Orig. Amt. Issued<br>/ Interest Rate | F 2019              | F 2020              | F 2021              | F 2022              | F 2023              | F 2024              | Balance<br>(2025-2035) | Total Outstanding<br>(2020-2035) |
|-----------------------------------------------------|----------------------|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|----------------------------------|
| <b>PRINCIPAL</b>                                    |                      |                                      |                     |                     |                     |                     |                     |                     |                        |                                  |
| Bonds 2005 - \$4.5m (Country Club) - 55%            | 2005                 | \$ 2,475,000                         | \$ 195,250          | \$ 203,500          | \$ 211,750          |                     |                     |                     | \$ -                   | \$ 415,250                       |
| Bonds 2009 - \$44m (Harlinsdale, Battlefield) - .4% | 2009A / 2009B        | \$ 176,000                           | \$ 8,820            |                     |                     |                     |                     |                     | \$ -                   | \$ -                             |
| Bonds 2010 - \$15.725m (Streetscape) - 50%          | 2010                 | \$ 5,503,750                         |                     |                     |                     |                     |                     | \$ 694,750          | \$ 4,809,000           | \$ 5,503,750                     |
| Bonds 2010 - \$16.59m (Refund Harlinsdale) - 37.0%  | 2010 (Refund)        | \$ 6,138,300                         | \$ 473,600          | \$ 486,550          | \$ 503,200          | \$ 521,700          | \$ 543,900          | \$ 566,100          | \$ -                   | \$ 2,621,450                     |
| Bonds 2012 - \$22.5m Refunding                      | 2009 / 2012 (Refund) | \$ 1,800,000                         | \$ 119,600          | \$ 122,400          | \$ 124,800          | \$ 127,600          | \$ 130,400          | \$ 133,200          | \$ 416,400             | \$ 1,054,800                     |
| Bonds 2015 - \$15m (Hillsboro & 3rd Ave Only)       | 2015                 | \$ 75,000                            | \$ 2,825            | \$ 2,925            | \$ 3,025            | \$ 3,175            | \$ 3,325            | \$ 3,500            | \$ 48,525              | \$ 64,475                        |
| Bonds 2019B - Refunding 2009 \$44M BAB              | 2019                 | \$ 91,760                            | \$ 8,160            | \$ 7,620            | \$ 8,000            | \$ 8,380            | \$ 8,780            | \$ 9,160            | \$ 50,820              | \$ 91,760                        |
| <b>PRINCIPAL</b>                                    |                      | <b>\$ 16,259,810</b>                 | <b>\$ 800,095</b>   | <b>\$ 823,535</b>   | <b>\$ 850,395</b>   | <b>\$ 660,475</b>   | <b>\$ 686,005</b>   | <b>\$ 1,406,330</b> | <b>\$ 5,324,745</b>    | <b>\$ 9,751,485</b>              |
| <b>INTEREST</b>                                     |                      |                                      |                     |                     |                     |                     |                     |                     |                        |                                  |
| Bonds 2005 - \$4.5m (Country Club) - 55%            | 2005                 | Variable                             | \$ 19,054           | \$ 15,157           | \$ 7,729            |                     |                     |                     | \$ -                   | \$ 22,886                        |
| Bonds 2009 - \$44m (Harlinsdale, Battlefield) - .4% | 2009A / 2009B        | 2009 A - 2.5% / 2009 B 4.45% - 5.7%  | \$ 5,859            |                     |                     |                     |                     |                     | \$ -                   | \$ -                             |
| Bonds 2010 - \$15.725m (Streetscape) - 50%          | 2010                 | 4.625% - 5.375%                      | \$ 278,505          | \$ 278,505          | \$ 278,505          | \$ 278,505          | \$ 278,505          | \$ 278,505          | \$ 900,746             | \$ 2,293,271                     |
| Bonds 2010 - \$16.59m (Refund Harlinsdale) - 37.0%  | 2010 (Refund)        | 2.0% - 4.0%                          | \$ 108,540          | \$ 94,332           | \$ 79,735           | \$ 59,607           | \$ 38,739           | \$ 16,983           | \$ -                   | \$ 289,396                       |
| Bonds 2012 - \$22.5m Refunding                      | 2009 / 2012 (Refund) | 2.13%                                | \$ 25,015           | \$ 22,467           | \$ 19,860           | \$ 17,202           | \$ 14,484           | \$ 11,706           | \$ 17,858              | \$ 103,578                       |
| Bonds 2015 - \$15m (Hillsboro & 3rd Ave Only)       | 2015                 | 3.0% - 5.0%                          | \$ 2,520            | \$ 2,407            | \$ 2,319            | \$ 2,168            | \$ 2,009            | \$ 1,843            | \$ 10,102              | \$ 20,847                        |
| Bonds 2019B - Refunding 2009 \$44M BAB              | 2019                 | 1.90%                                |                     | \$ 3,645            | \$ 4,180            | \$ 3,799            | \$ 3,399            | \$ 2,980            | \$ 7,864               | \$ 25,867                        |
| <b>INTEREST</b>                                     |                      |                                      | <b>\$ 439,492</b>   | <b>\$ 416,512</b>   | <b>\$ 392,328</b>   | <b>\$ 361,281</b>   | <b>\$ 337,136</b>   | <b>\$ 312,017</b>   | <b>\$ 936,570</b>      | <b>\$ 2,755,845</b>              |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>           |                      |                                      |                     |                     |                     |                     |                     |                     |                        |                                  |
| Various                                             |                      |                                      | \$ 198              | \$ 204              | \$ 207              | \$ 210              | \$ 213              | \$ 216              | \$ 2,574               | \$ 3,624                         |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>           |                      |                                      | <b>\$ 198</b>       | <b>\$ 204</b>       | <b>\$ 207</b>       | <b>\$ 210</b>       | <b>\$ 213</b>       | <b>\$ 216</b>       | <b>\$ 2,574</b>        | <b>\$ 3,624</b>                  |
| <b>TOTAL EXPENDITURES</b>                           |                      |                                      | <b>\$ 1,239,785</b> | <b>\$ 1,240,251</b> | <b>\$ 1,242,930</b> | <b>\$ 1,021,966</b> | <b>\$ 1,023,354</b> | <b>\$ 1,718,563</b> | <b>\$ 6,263,889</b>    | <b>\$ 12,510,954</b>             |

**Annual Debt Service - Hotel/Motel Tax Fund - FY 2018-2035**





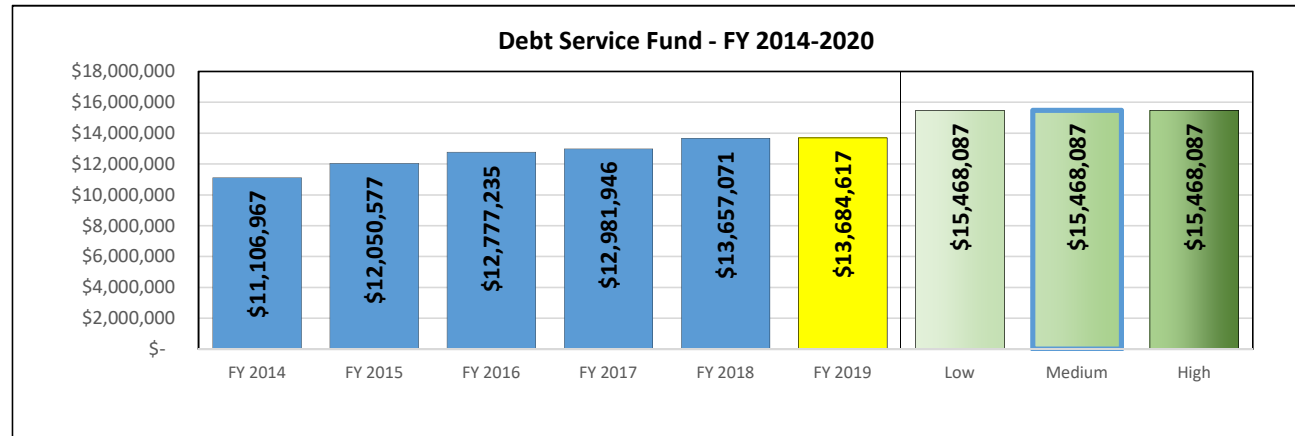


# City of Franklin

Revenue Model

|              |                          |                                |             |
|--------------|--------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Debt Service Fund</b> | <b>Percent of All Revenues</b> | <b>9.5%</b> |
|--------------|--------------------------|--------------------------------|-------------|

**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.



|                            | Actual               |                      |                      |                      |                      | Budget               | Forecast (FY 2020)   |                      |                      | Averages      |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------|
|                            | FY 2014              | FY 2015              | FY 2016              | FY 2017              | FY 2018              | FY 2019              | Low                  | Medium               | High                 |               |
| PROPERTY TAXES COLLECTED   | 5,357,261            | 6,350,472            | 7,338,632            | 6,710,855            | 8,505,949            | 8,620,102            | 10,704,090           | 10,704,090           | 10,704,090           | 3-yr Average  |
| REBATE ON BAB / RZEDB      | 832,179              | 838,508              | 840,316              | 846,359              | 843,028              | 870,720              | 358,077              | 358,077              | 358,077              | \$ 13,138,751 |
| INTEREST INCOME            | 2,205                | 1,514                | 3,296                | 4,355                | 16,390               | 5,000                | 100,000              | 100,000              | 100,000              | 1.4%          |
| BOND PROCEEDS              | 0                    | 0                    | 0                    | 0                    | 0                    | 0                    | -                    | -                    | -                    | 5-Yr Average  |
| TRANSFER FROM GENERAL FUND | 0                    | 0                    | 0                    | 792,914              | 0                    | 0                    | -                    | -                    | -                    | \$ 12,514,759 |
| TRANSFER FROM WATER        | 0                    | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 1.9%          |
| TRANSFER FROM SEWER        | 0                    | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              |               |
| TRANSFER FROM SOLID WASTE  | 570,537              | 584,509              | 599,772              | 618,054              | 273,390              | 167,184              | 348,390              | 348,390              | 348,390              |               |
| TRANSFER FROM ROAD IMPACT  | 3,227,856            | 2,960,579            | 2,674,006            | 2,689,493            | 2,699,646            | 2,708,651            | 2,642,606            | 2,642,606            | 2,642,606            |               |
| TRANSFER FROM HOTEL/MOTEL  | 1,116,929            | 1,114,995            | 1,121,213            | 1,119,916            | 1,118,668            | 1,112,960            | 1,114,924            | 1,114,924            | 1,114,924            |               |
| <b>Totals</b>              | <b>\$ 11,106,967</b> | <b>\$ 12,050,577</b> | <b>\$ 12,777,235</b> | <b>\$ 12,981,946</b> | <b>\$ 13,657,071</b> | <b>\$ 13,684,617</b> | <b>\$ 15,468,087</b> | <b>\$ 15,468,087</b> | <b>\$ 15,468,087</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



*City of Franklin, Tennessee*  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Parkland Dedication Fund

##### Budget Summary

|                        | 2017      | 2018      | 2019      |           | 2020      | 2019 v. 2020 |       |
|------------------------|-----------|-----------|-----------|-----------|-----------|--------------|-------|
|                        | Actual    | Actual    | Budget    | Estimated | Budget    | \$           | %     |
| Beginning Fund Balance | 4,425,966 | 4,584,138 | 6,141,130 | 6,141,130 | 8,069,712 |              |       |
| Revenues               | 158,172   | 2,062,394 | 1,668,582 | 1,928,582 | 1,575,000 | -93,582      | -5.6% |
| Expenditures           |           | 505,402   | -         | -         | -         | 0            | 0.0%  |
| Ending Balance         | 4,584,138 | 6,141,130 | 7,809,712 | 8,069,712 | 9,644,712 |              |       |

##### Fund Summary

The Parkland Dedication 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 2020 Operating Budget**

#### **Organizational Chart**

There is no organization chart associated with the Parkland Dedication Fund. It is supervised by personnel in the Parks and Finance Departments.

#### **Staffing by Position**

There are no staff formally associated with the Parkland Dedication Fund. It is supervised by personnel in the Parks and Finance Departments.



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Budget

|                               | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference      |              |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|--------------|
|                               |                  |                  |                  |                  |                  | \$              | %            |
| <b>Beginning Fund Balance</b> | <b>4,425,966</b> | <b>4,584,138</b> | <b>6,141,130</b> | <b>6,141,130</b> | <b>8,069,712</b> |                 |              |
| <b>Revenues</b>               |                  |                  |                  |                  |                  |                 |              |
| In Lieu of Parkland Receipts  | 137,454          | 2,010,056        | 1,430,000        | 1,575,000        | 1,500,000        | 70,000          | 4.9%         |
| Interest Income               | 20,718           | 52,338           | 10,000           | 125,000          | 75,000           | 65,000          | 650.0%       |
| Transfer From General Fund    |                  |                  | 228,582          | 228,582          |                  |                 |              |
| <b>Total Available Funds</b>  | <b>158,172</b>   | <b>2,062,394</b> | <b>1,668,582</b> | <b>1,928,582</b> | <b>1,575,000</b> | <b>(93,582)</b> | <b>-5.6%</b> |
| <b>Expenses (Operations)</b>  |                  |                  |                  |                  |                  |                 |              |
| Land Acquisition              |                  | 505,402          |                  | -                | -                | -               | 0.0%         |
| <b>Total Expenditures</b>     | <b>-</b>         | <b>505,402</b>   | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>0.0%</b>  |
| <b>Ending Fund Balance</b>    | <b>4,584,138</b> | <b>6,141,130</b> | <b>7,809,712</b> | <b>8,069,712</b> | <b>9,644,712</b> |                 |              |

#### 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 Parkland Impact Fees.

This fund is available for capital projects pertaining to public parks, greenways/blue ways and open space. Funds have been reserved for future use and will be recommended as a funding source for parks projects contained within the BOMA FY 2019-2028 Capital Improvements Project prioritizations.

The \$505,402 shown above in expenditures in 2018 was used for Land Acquisition at the new Southeast Park/Complex.



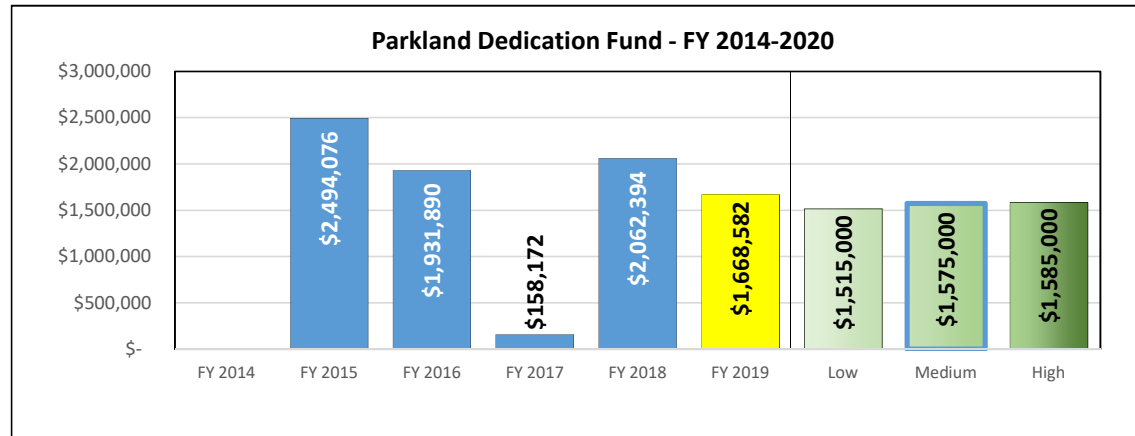
# City of Franklin

Revenue Model

|              |                                 |                                |             |
|--------------|---------------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Parkland Dedication Fund</b> | <b>Percent of All Revenues</b> | <b>1.0%</b> |
|--------------|---------------------------------|--------------------------------|-------------|

**Parkland Dedication Fund:** The Parkland Dedication 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 2020 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              | Forecast (FY 2020)  |                     |                     | Averages            |
|------------------------------|-------------|---------------------|---------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                              | FY 2014     | FY 2015             | FY 2016             | FY 2017           | FY 2018             | FY 2019             | Low                 | Medium              | High                |                     |
| <b>% yr/yr.</b>              | <b>n/a</b>  | <b>n/a</b>          | <b>-22.5%</b>       | <b>-91.8%</b>     | <b>1203.9%</b>      | <b>-19.1%</b>       | <b>-9.2%</b>        | <b>-5.6%</b>        | <b>-5.0%</b>        |                     |
| In Lieu of Parkland Receipts | -           | 211,848             | 1,923,145           | 137,454           |                     | 1,430,000           | 1,470,000           | 1,500,000           | 1,530,000           | <b>3-yr Average</b> |
| Quadrant 1                   |             |                     |                     |                   | 1,188,552           |                     |                     |                     |                     | <b>\$ 1,384,152</b> |
| Quadrant 2                   |             |                     |                     |                   | 88,008              |                     |                     |                     |                     | <b>0.0%</b>         |
| Quadrant 3                   |             |                     |                     |                   | 157,110             |                     |                     |                     |                     | <b>5-Yr Average</b> |
| Quadrant 4                   |             |                     |                     |                   | 576,386             |                     |                     |                     |                     | <b>\$ -</b>         |
| Interest Income              | -           | 2,109               | 8,745               | 20,718            | 52,338              | 10,000              | 45,000              | 75,000              | 55,000              | <b>0.0%</b>         |
| Transfers from General Fund  | -           | 2,280,119           | -                   | -                 | -                   | 228,582             | -                   | -                   | -                   |                     |
| <b>Totals</b>                | <b>\$ -</b> | <b>\$ 2,494,076</b> | <b>\$ 1,931,890</b> | <b>\$ 158,172</b> | <b>\$ 2,062,394</b> | <b>\$ 1,668,582</b> | <b>\$ 1,515,000</b> | <b>\$ 1,575,000</b> | <b>\$ 1,585,000</b> |                     |

Source: City of Franklin, Comprehensive Annual Financial Reports - 2015-2018 & Estimates from Finance & Revenue Management Departments.



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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### **APPENDICIES**

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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 2020 Operating and Capital Budget. This section is subdivided into four areas of concentration, and includes:

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Under this section is:

- **Capital**
  - **Appendix A - Capital Summary**
  - **Appendix B - Capital Projects Financing FY 2019-2028 & *Invest Franklin***
  - **Appendix C – Impacts of Capital Improvements on FY 2020 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 - Pay Structure**
- **Reference Information**
  - **Appendix J - Expenditure Classifications**
  - **Appendix K - Additional Demographic & Economic Information**
  - **Appendix L - Glossary of Terms**



*City of Franklin, Tennessee*  
**FY 2020 Operating Budget**

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# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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# **APPENDICIES: Capital**

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Under this section is:

- **Capital**
  - **Appendix A - Capital Summary**
  - **Appendix B - Capital Projects Financing & Invest Franklin**
  - **Appendix C – Impacts of Capital Improvements on FY 2020 Budget**



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Appendices: Capital

##### Appendix A: Capital

Although major capital investment projects are not included, 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 plans to initially spend more than \$31.3 million in capital expenditures this year (not including debt service. For debt service, please see the Debt Service Fund). Approximately \$5.3 million is assigned to Operations and \$26 million to Capital.

Of the \$5.3 million assigned to Operations:

1. \$1.5 million in the General Fund is assigned for various equipment and improvement needs including routine machinery & equipment, computer hardware, fiber optic purchases, vehicles for BNS and replacement benches on the City Square.
2. \$3.8 million in the Street Aid & Transportation Fund is assigned for annual repaving & resurfacing of roads and sidewalks.

Of the \$26 million assigned to Capital:

1. \$5.6 million in the General Fund, \$4.6 million to be directly appropriated within the General Fund and \$1.02 million to be funded via the 2019 G.O. Bond Sale. The vast majority appropriated within the General Fund is assigned for various traffic control projects (budgeted in the Traffic Operations Center budget, offset 80% by grants), equipment for the Parks, Police and Streets departments, replacement of the Tennis Courts at Jim Warren Park, technology infrastructure, securing our traffic signals.
2. \$8.2 million in the City Facilities Tax Fund, primarily for Fire Station 7, Fire and Parks equipment and a new Knuckle Boom in Sanitation.
3. \$2.5 million in the Stormwater Fund for various draining improvements and equipment.
4. \$338,036 in the Hotel/Motel Fund for the annual commitment for the acquisition of the Carter's Hill properties, architectural services for Harlinsdale Farm and replacement of the Tennis Courts at Jim Warren Park.
5. \$1,201,020 in the Sanitation and Environmental Services Fund for three replacement Side Loaders and a replacement Knuckle Boom.
6. \$582,000 in the Transit Fund for replacement vehicles.
7. \$7.5 million in the Water /Sewer Fund for various improvements and equipment.

This list is preliminary because the BOMA has not finalized prioritization of the next phase of projects included within the FY 2019-2028 Capital Improvement Program. Information about financing this plan is to be found in Appendix B. This prioritization will occur in late FY 2019/FY 2020, so budgets will be amended later next fiscal year.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendices: Capital

#### Capital Expenditures

| Department           | Request                         | Amount              | Bond Funded | Total               |
|----------------------|---------------------------------|---------------------|-------------|---------------------|
| <b>Operations</b>    |                                 |                     |             |                     |
| <b>General Fund:</b> |                                 |                     |             |                     |
| Police               | Tasers                          | \$ 59,000           | \$ -        | \$ 59,000           |
| Facilities           | Replace Benches on City Square  | \$ 12,000           | \$ -        | \$ 12,000           |
| BNS                  | Vehicle (s)                     | \$ 45,000           | \$ -        | \$ 45,000           |
| City-Wide            | Fiber Optic Projects & Supplies | \$ 214,750          | \$ -        | \$ 214,750          |
| City-Wide            | Computer Hardware               | \$ 644,130          | \$ -        | \$ 644,130          |
| City-Wide            | Machinery & Equipment           | \$ 567,613          | \$ -        | \$ 567,613          |
| <b>TOTAL</b>         |                                 | <b>\$ 1,483,493</b> | <b>\$ -</b> | <b>\$ 1,483,493</b> |

|                   |                      |                     |             |                     |
|-------------------|----------------------|---------------------|-------------|---------------------|
| <b>Street Aid</b> |                      |                     |             |                     |
| Streets           | Street Resurfacing   | \$ 3,030,000        | \$ -        | \$ 3,030,000        |
| Streets           | Pavement Restoration | \$ 300,000          | \$ -        | \$ 300,000          |
| Streets           | Sidewalks            | \$ 470,000          | \$ -        | \$ 470,000          |
| <b>TOTAL</b>      |                      | <b>\$ 3,800,000</b> | <b>\$ -</b> | <b>\$ 3,800,000</b> |

**Total all Capital Expenditures budgeted in Operations: \$ 5,283,493**

#### Capital

|                      |                                                             |                     |                     |                     |
|----------------------|-------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>General Fund:</b> |                                                             |                     |                     |                     |
| Police               | Crusiers                                                    | \$ 1,000,000        |                     | \$ 1,000,000        |
| Fire                 | Ladder #3 Replacement                                       | \$ -                | \$ 1,002,000        | \$ 1,002,000        |
| IT                   | VSOM additional node                                        | \$ 60,000           |                     | \$ 60,000           |
| Facilities           | City Hall Architectural, Design & Water Relocation Services | \$ 250,000          |                     | \$ 250,000          |
| TOC                  | Various traffic flow/control improvements                   | \$ 2,450,000        |                     | \$ 2,450,000        |
| TOC                  | Secure Access Control for Traffic Signals & ITS             | \$ 50,000           |                     | \$ 50,000           |
| Streets              | Compost Facility Windrow Turner                             | \$ 40,000           |                     | \$ 40,000           |
| Streets              | Landscape Unit                                              | \$ 49,000           |                     | \$ 49,000           |
| Streets              | Asphalt Hot Box                                             | \$ 32,000           |                     | \$ 32,000           |
| Streets              | Single Axle Dump Truck                                      | \$ 123,000          |                     | \$ 123,000          |
| Streets              | I-65 Light Improvement                                      | \$ 72,000           |                     | \$ 72,000           |
| Streets              | Elevated Platform Truck                                     | \$ 140,000          |                     | \$ 140,000          |
| Streets              | Site Development & Design - 124 Lumber Drive                | \$ 50,000           |                     | \$ 50,000           |
| Parks                | Wide Area Mower                                             | \$ 106,527          |                     | \$ 106,527          |
| Parks                | Jim Warren Tennis Court Replacement                         | \$ 191,250          |                     | \$ 191,250          |
| <b>TOTAL</b>         |                                                             | <b>\$ 4,613,777</b> | <b>\$ 1,002,000</b> | <b>\$ 5,615,777</b> |

|                        |                               |                     |             |                     |
|------------------------|-------------------------------|---------------------|-------------|---------------------|
| <b>Facilities Tax:</b> |                               |                     |             |                     |
| Fire                   | Fire Station 7 - Construction | \$ 5,000,000        |             | \$ 5,000,000        |
| Fire                   | Fire Station 7 - Furnishings  | \$ 356,292          |             | \$ 356,292          |
| Fire                   | Fire Equipment                | \$ 2,563,510        |             | \$ 2,563,510        |
| Fire                   | Outdoor Warning Siren         | \$ 30,000           |             | \$ 30,000           |
| Parks                  | Vehicles for new Personnel    | \$ 75,500           |             | \$ 75,500           |
| SES                    | New Knucleboom                | \$ 190,020          |             | \$ 190,020          |
| <b>TOTAL</b>           |                               | <b>\$ 8,215,322</b> | <b>\$ -</b> | <b>\$ 8,215,322</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendices: Capital

#### Capital

##### Stormwater Fund:

|              |                               |    |                  |    |    |              |
|--------------|-------------------------------|----|------------------|----|----|--------------|
| Engineering  | Various drainage improvements | \$ | 2,555,000        |    | \$ | 2,555,000    |
| <b>TOTAL</b> |                               | \$ | <b>2,555,000</b> | \$ | -  | \$ 2,555,000 |

##### Hotel/Motel

|              |                                                         |    |                |    |    |            |
|--------------|---------------------------------------------------------|----|----------------|----|----|------------|
| Parks        | Carter's Hill Park Acquisition (3 of 7 year commitment) | \$ | 214,286        |    | \$ | 214,286    |
| Parks        | Jim Warren Tennis Court Replacement                     | \$ | 63,750         |    | \$ | 63,750     |
| Police       | Potable Security Tower                                  | \$ | 60,000         |    | \$ | 60,000     |
| <b>TOTAL</b> |                                                         | \$ | <b>338,036</b> | \$ | -  | \$ 338,036 |

##### Sanitation Fund:

|                |                                                         |    |                  |    |    |              |
|----------------|---------------------------------------------------------|----|------------------|----|----|--------------|
| SES Collection | Replace Side Loader # 106.SL with Automated Side Loader | \$ | 337,000          |    | \$ | 337,000      |
| SES Collection | Replace Side Loader # 106.SL with Automated Side Loader | \$ | 337,000          |    | \$ | 337,000      |
| SES Collection | Replace Side Loader # 106.SL with Automated Side Loader | \$ | 337,000          |    | \$ | 337,000      |
| SES Collection | Replace Knuckleboom #131.KB with New Knuckleboom        | \$ | 190,020          |    | \$ | 190,020      |
| <b>TOTAL</b>   |                                                         | \$ | <b>1,201,020</b> | \$ | -  | \$ 1,201,020 |

##### Transit Fund

|              |                      |    |                |    |    |            |
|--------------|----------------------|----|----------------|----|----|------------|
| Transit      | Replacement vehicles | \$ | 582,000        |    | \$ | 582,000    |
| <b>TOTAL</b> |                      | \$ | <b>582,000</b> | \$ | -  | \$ 582,000 |

##### Water & Sewer Fund

|              |                              |    |                  |    |    |              |
|--------------|------------------------------|----|------------------|----|----|--------------|
| Water        | Various capital equipment    | \$ | 60,000           |    | \$ | 60,000       |
| Water        | Various capital improvements | \$ | 1,701,000        |    | \$ | 1,701,000    |
| Wastewater   | Various capital equipment    | \$ | 620,000          |    | \$ | 620,000      |
| Wastewater   | Various capital improvements | \$ | 4,621,850        |    | \$ | 4,621,850    |
| Reclaimed    | Various capital improvements | \$ | 500,000          |    | \$ | 500,000      |
| <b>TOTAL</b> |                              | \$ | <b>7,502,850</b> | \$ | -  | \$ 7,502,850 |

**Total all Capital Expenditures budgeted in Capital: \$ 25,008,005 \$ 26,010,005**

**Total All Capital proposed FY 2020 \$ 31,293,498**



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **Appendices: Capital**

#### **Appendix B: CAPITAL PROJECTS FINANCING & *Invest Franklin***

The City of Franklin regularly engages in updating its ten-year Capital Improvement Plan or CIP. The 2019-2028 Capital Improvement Program was presented in Fall 2018 and the BOMA considered over \$700 million in projects for the next 10 years. Staff presented a financing plan illustrating capacity of only \$150 million for the next ten years with which to fund projects. The following pages detail that plan.

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***City of Franklin***

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## **FY 2019-2028 Capital Improvement Program Financing Model**

**Presentation to the Board of Mayor and Alderman  
November 27, 2018**



## ***City of Franklin***

### **FY 2019-2028 Capital Improvement Program Financing Model**

#### **Capital Financing Model - November 2018**

##### **Executive Summary**

This financing model has been built to determine answers to the following questions:

- What is the amount of available resources from all funds which can be spent on Capital Projects over the next ten years?
- What will be the impact on the City's debt capacity and overall debt service?

This model has two main sections:

- This Executive Summary with summaries of current, future and remaining resources, a revised Debt Capacity Analysis, a list of unfunded capital obligations and a summary of unobligated resources for the ten-year horizon.
- 10-year Financing Analysis with detailed forecasts for most major internal funds of the City of Franklin.

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 community resources, the passage of the Invest Franklin initiative and the receipt of new taxes on the horizon, the City can afford to take on a sizeable portion of the the FY 2019-2028 Capital Improvement Program.

There is one major difference of note: The FY 2019-2028 CIP presented to date has included Water & Sewer capital projects thus far. Those projects are not included within this financing model. A reconciliaiton is provided on the "Closing Summary" page of this model.





***City of Franklin***

FY 2019-2028 Capital Improvement Program Financing Model

## **FY 2019-2028 Financial Model Summaries**



## City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

### 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 2015 Actual       | FY 2016 Actual       | FY 2017 Actual       | FY 2018 Actual       | Notes                                                        |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|--------------------------------------------------------------|
| <b>Internal</b>                      |                      |                      |                      |                      |                                                              |
| 110 General                          |                      |                      |                      |                      |                                                              |
| Capital Funding Account (<45%)       | \$ 8,347,536         | \$ 8,101,435         | \$ 13,836,612        | \$ 9,462,024         | Reduced for capital projects & to close deficit of Fund 310. |
| 1.5 Cent Capital Set-Aside           | \$ 508,038           | \$ 1,034,046         | \$ -                 | \$ -                 |                                                              |
| Invest Franklin                      | \$ -                 | \$ -                 | \$ 2,968,915         | \$ 4,564,635         |                                                              |
| 124 Sanitation Fund                  | \$ -                 | \$ -                 | \$ -                 | \$ 334,543           |                                                              |
| 128 Road Impact Fund                 | \$ 397,796           | \$ 5,014,098         | \$ 5,889,789         | \$ 11,339,848        |                                                              |
| 130 City Facilities Tax              | \$ 6,717,764         | \$ 6,976,276         | \$ 10,441,436        | \$ 14,410,218        |                                                              |
| 132 County Facilities Tax            | \$ -                 | \$ -                 | \$ 3,488,072         | \$ 4,804,517         |                                                              |
| 135 Stormwater                       | \$ 5,511,065         | \$ 4,783,235         | \$ 4,687,695         | \$ 4,171,436         |                                                              |
| 150 Hotel Motel                      | \$ 2,749,596         | \$ 2,634,109         | \$ 3,827,284         | \$ 5,722,086         |                                                              |
| 155 In Lieu of Parkland              | \$ 2,494,076         | \$ 4,425,966         | \$ 4,584,138         | \$ 6,141,130         |                                                              |
| <b>Sub-Total Internal Resources</b>  | <b>\$ 26,725,871</b> | <b>\$ 32,969,165</b> | <b>\$ 49,723,941</b> | <b>\$ 60,950,437</b> |                                                              |
| <b>Total All Available Resources</b> | <b>\$ 26,725,871</b> | <b>\$ 32,969,165</b> | <b>\$ 49,723,941</b> | <b>\$ 60,950,437</b> |                                                              |



## City of Franklin

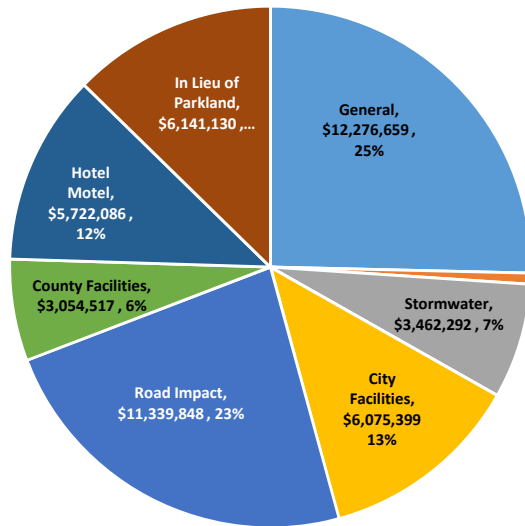
FY 2019-2028 Capital Improvement Program Financing Model

### Projected Resources (Cash)

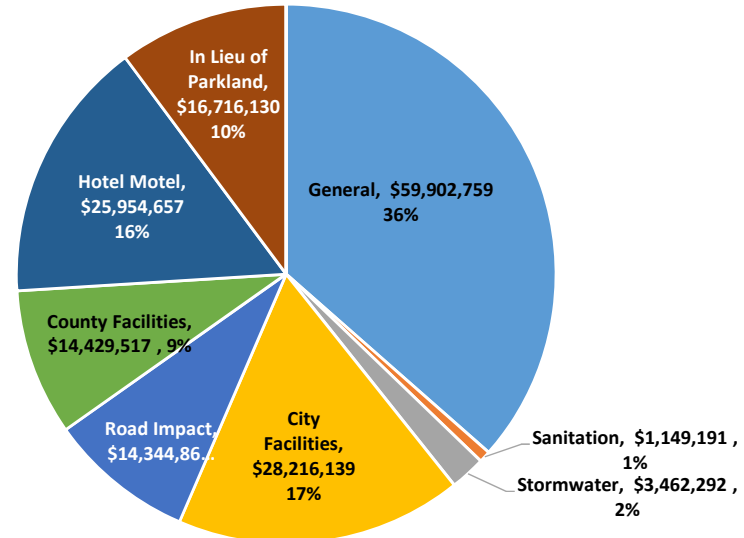
This summarizes the projected cash resources available to the City for the FY 2019-2028 Capital Improvement Program. Existing Fund Balance is shown at the far left, while annual anticipated revenue contributions are provided for the ten-year timeframe of the program. Available Debt Service, and the impact on available cash resources, are shown in the page entitled "Debt Capacity Analysis" on another summary. Detailed funding sheets for most internal funds are provided in the section entitled "10-year Financing Analysis" at the end of this packet.

|                           | Fund Balance<br>Available * | Ongoing Resources |              |              |               |               |               |               |               |               |               | Total<br>Available |
|---------------------------|-----------------------------|-------------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------------|
|                           |                             | FY 2019           | FY 2020      | FY 2021      | FY 2022       | FY 2023       | FY 2024       | FY 2025       | FY 2026       | FY 2027       | FY 2028       |                    |
| Internal                  |                             |                   |              |              |               |               |               |               |               |               |               |                    |
| General                   |                             |                   |              |              |               |               |               |               |               |               |               |                    |
| Capital Funding Account   | \$ 7,712,024                | \$ -              | \$ -         | \$ -         | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ 7,712,024       |
| Invest Franklin           | \$ 4,564,635                | \$ 1,594,442      | \$ 1,610,386 | \$ 1,626,490 | \$ 1,642,755  | \$ 1,659,183  | \$ 1,675,775  | \$ 1,692,532  | \$ 1,709,458  | \$ 1,726,552  | \$ 1,743,818  | \$ 21,246,026      |
| TIF Roll-Off (eff. 2024)  | \$ -                        | \$ -              | \$ -         | \$ -         | \$ -          | \$ -          | \$ 999,000    | \$ 1,018,980  | \$ 1,039,360  | \$ 1,060,147  | \$ 1,081,350  | \$ 5,198,836       |
| .5% Sales Tax (eff. 2022) | \$ -                        | \$ -              | \$ -         | \$ -         | \$ 3,360,000  | \$ 3,460,800  | \$ 3,564,624  | \$ 3,671,563  | \$ 3,781,710  | \$ 3,895,161  | \$ 4,012,016  | \$ 25,745,873      |
| Sanitation Fund           | \$ 334,543                  | \$ 76,096         | \$ 77,252    | \$ 78,421    | \$ 79,605     | \$ 80,803     | \$ 82,014     | \$ 83,240     | \$ 84,480     | \$ 85,734     | \$ 87,003     | \$ 1,149,191       |
| Road Impact Fund          | \$ 11,339,848               | \$ 3,005,021      | \$ -         | \$ -         | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ 14,344,869      |
| City Facilities Tax       | \$ 6,075,399                | \$ 2,211,740      | \$ 2,093,000 | \$ 2,093,000 | \$ 2,093,000  | \$ 2,275,000  | \$ 2,275,000  | \$ 2,275,000  | \$ 2,275,000  | \$ 2,275,000  | \$ 2,275,000  | \$ 28,216,139      |
| County Facilities Tax     | \$ 3,054,517                | \$ 1,137,500      | \$ 1,137,500 | \$ 1,137,500 | \$ 1,137,500  | \$ 1,137,500  | \$ 1,137,500  | \$ 1,137,500  | \$ 1,137,500  | \$ 1,137,500  | \$ 1,137,500  | \$ 14,429,517      |
| Stormwater                | \$ 3,462,292                | \$ -              | \$ -         | \$ -         | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ 3,462,292       |
| Hotel Motel               | \$ 5,722,086                | \$ 1,089,969      | \$ 1,424,067 | \$ 1,538,581 | \$ 1,865,214  | \$ 1,998,734  | \$ 1,701,966  | \$ 2,359,706  | \$ 2,528,480  | \$ 2,704,366  | \$ 3,021,489  | \$ 25,954,657      |
| In Lieu of Parkland       | \$ 6,141,130                | \$ 1,440,000      | \$ 1,015,000 | \$ 1,015,000 | \$ 1,015,000  | \$ 1,015,000  | \$ 1,015,000  | \$ 1,015,000  | \$ 1,015,000  | \$ 1,015,000  | \$ 1,015,000  | \$ 16,716,130      |
| Total                     | \$ 48,406,473               | \$ 10,554,768     | \$ 7,357,205 | \$ 7,488,993 | \$ 11,193,074 | \$ 11,627,019 | \$ 12,450,878 | \$ 13,253,521 | \$ 13,570,987 | \$ 13,899,460 | \$ 14,373,176 | \$ 164,175,554     |

Existing Resources by Fund - FY 2018



Projected Resources by Fund - FY 2018-2029



\* Fund Balance Available differs from Existing Resources due to amounts appropriated in FY 2019 for Capital projects (96W Sidewalk Project, Fire Station #7)

### Debt Capacity Analysis

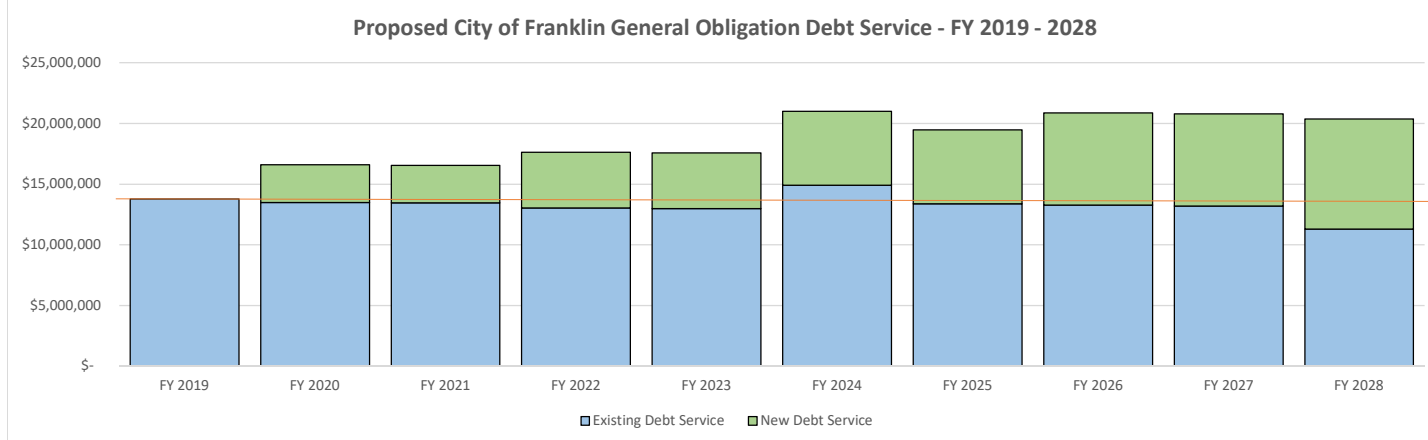
This summarizes the impact upon the City's G.O. Bonds should the City take projected cash resources to extend the available resources to fund capital projects through the issuance of additional bonds.

| Proposed Debt Issuances |                                     |               | FY 2019              | FY 2020              | FY 2021              | FY 2022              | FY 2023              | FY 2024              | FY 2025              | FY 2026              | FY 2027              | FY 2028              | Balance<br>(FY 2028-FY 2043) |
|-------------------------|-------------------------------------|---------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| FY                      | Interest Rate                       | Issuance Amt. |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                              |
| 2019                    | 4.50%                               | \$ 40,000,000 | \$ -                 | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 34,100,000                |
| 2021                    | 4.50%                               | \$ 20,000,000 | \$ -                 | \$ -                 | \$ -                 | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 19,500,000                |
| 2023                    | 4.50%                               | \$ 20,000,000 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 22,500,000                |
| 2025                    | 4.50%                               | \$ 20,000,000 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 25,500,000                |
| 2027                    | 4.50%                               | \$ 20,000,000 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 1,500,000         | \$ 28,500,000                |
| <b>A</b>                | <b>New Debt Service</b>             |               | <b>\$ -</b>          | <b>\$ 3,100,000</b>  | <b>\$ 3,100,000</b>  | <b>\$ 4,600,000</b>  | <b>\$ 4,600,000</b>  | <b>\$ 6,100,000</b>  | <b>\$ 6,100,000</b>  | <b>\$ 7,600,000</b>  | <b>\$ 7,600,000</b>  | <b>\$ 9,100,000</b>  | <b>\$ 130,100,000</b>        |
| <b>B</b>                | <b>Existing Debt Service</b>        |               | <b>\$ 13,764,063</b> | <b>\$ 13,490,559</b> | <b>\$ 13,454,204</b> | <b>\$ 13,026,056</b> | <b>\$ 12,987,492</b> | <b>\$ 14,915,891</b> | <b>\$ 13,366,922</b> | <b>\$ 13,278,680</b> | <b>\$ 13,201,317</b> | <b>\$ 11,284,568</b> | <b>\$ 33,665,096</b>         |
| <b>C (A + B)</b>        | <b>Cumulative G.O. Debt Service</b> |               | <b>\$ 13,764,063</b> | <b>\$ 16,590,559</b> | <b>\$ 16,554,204</b> | <b>\$ 17,626,056</b> | <b>\$ 17,587,492</b> | <b>\$ 21,015,891</b> | <b>\$ 19,466,922</b> | <b>\$ 20,878,680</b> | <b>\$ 20,801,317</b> | <b>\$ 20,384,568</b> | <b>\$ 163,765,096</b>        |

#### Summary:

A key financing component to the FY 2018-2027 Capital Improvement Plan is the issuance of debt. In order to finance Phase I of the CIP, staff is recommending the issuance of \$120,000,000 worth of General Obligation (G.O.) bonds in three separate issuances for a duration of 20 years. The assumed interest rate is 4.5%.

Five more issuances - (after the \$23.1M issuance in FY 2017) - starting in FY 2019, and occurring every two years will fund existing commitments (East McEwen Phase 4, Franklin Road, the East/Southeast Park) and new projects. The impacts on the overall debt service are shown above and to the



### Debt Funding Analysis

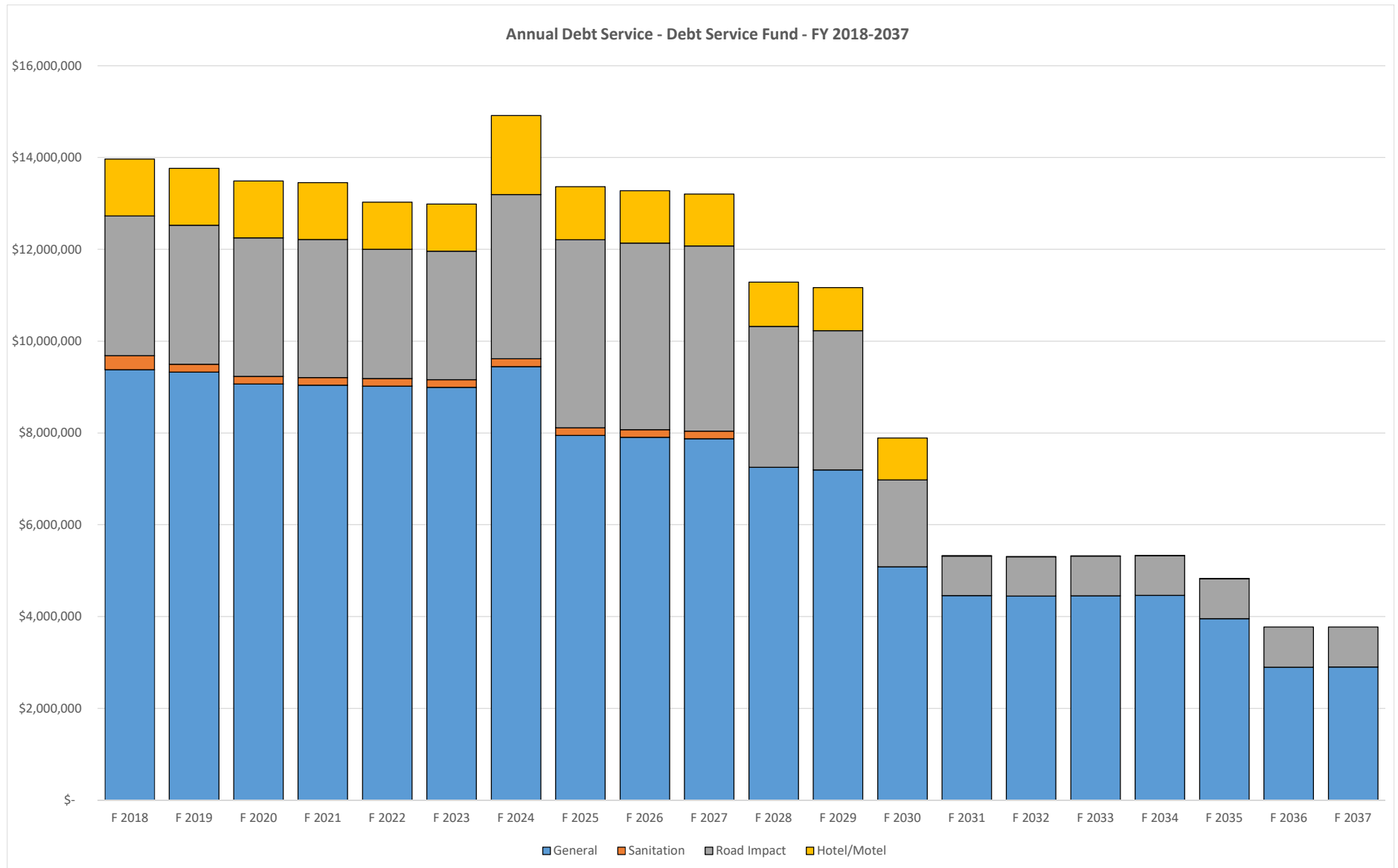
How the debt is issued is dependent upon many factors; but none more important than the ability to pay. The chart below shows the annual increase in debt service necessary to service the proposed \$120,000,000 in new bonds (Row D). Row E shows the available resources to be generated from the annual \$0.07 Invest Franklin initiative approved in FY 2017 (this amount is the balance - the first amount has been dedicated to payoff the 2017 G.O. Bonds). Row F is anticipated new tax revenue coming first from the .5% Sales Tax initiative raised for funding Williamson County Schools but returns to the City in FY 2022 and second from the retiring of the TIF district, which should begin to produce tax revenues in FY 2024 for the General Fund. Row G is the difference on an annual basis which will be required to be funded from accumulated capital cash reserves. Finally, Row H shows the ongoing balance of the G/F Capital Funding Account through 2028 if \$120,000,000 in additional bonds are issued.

|                                                                               | FY 2019       | FY 2020        | FY 2021        | FY 2022       | FY 2023       | FY 2024        | FY 2025       | FY 2026       | FY 2027       | FY 2028       |
|-------------------------------------------------------------------------------|---------------|----------------|----------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|
| <b>D</b> Net Increase Debt Service Over Current Annual Debt Service (FY 2019) | \$ -          | \$ 2,826,497   | \$ 2,790,142   | \$ 3,861,993  | \$ 3,823,429  | \$ 7,251,828   | \$ 5,702,859  | \$ 7,114,617  | \$ 7,037,255  | \$ 6,620,506  |
| <b>E</b> Invest Franklin                                                      | \$ 1,594,442  | \$ 1,610,386   | \$ 1,626,490   | \$ 1,642,755  | \$ 1,659,183  | \$ 1,675,775   | \$ 1,692,532  | \$ 1,709,458  | \$ 1,726,552  | \$ 1,743,818  |
| <b>F</b> Capital Commitments from new Taxes (TIF Roll-off, .5% Sales Tax)     | \$ -          | \$ -           | \$ -           | \$ 3,360,000  | \$ 3,460,800  | \$ 4,563,624   | \$ 4,690,543  | \$ 4,821,069  | \$ 4,955,308  | \$ 5,093,365  |
| <b>G (D-E-F)</b> Amount needed from G/F Cash                                  | \$ 1,594,442  | \$ (1,216,110) | \$ (1,163,651) | \$ 1,140,762  | \$ 1,296,554  | \$ (1,012,430) | \$ 680,216    | \$ (584,090)  | \$ (355,395)  | \$ 216,678    |
| <b>H</b> Balance of G/F Capital Cash                                          | \$ 13,871,101 | \$ 12,654,991  | \$ 11,491,340  | \$ 12,632,102 | \$ 13,928,655 | \$ 12,916,225  | \$ 13,596,442 | \$ 13,012,351 | \$ 12,656,956 | \$ 12,873,634 |



Debt Service Fund - General Obligation / Governmental Funds Debt Schedule

The chart below shows annual debt service for General Obligation Bonds for the City of Franklin, FY 2018-2037. Four funds - General, Sanitation, Road Impact and Hotel/Motel provide funding to service debt. Water & Wastewater Debt service is budgeted within the Water & Wastewater Fund and is not shown here.





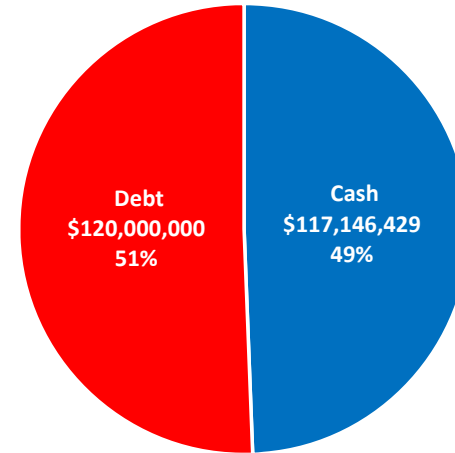
## City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

### Resources Cash v. Debt

The following shows the anticipated balances in available funding at the end of the ten-year CIP horizon in both cash only and a combination of cash and G.O. debt.

| FY 2019-2028 Projected Resources |                       |                       |  |
|----------------------------------|-----------------------|-----------------------|--|
| Internal                         | Cash Only             | Cash & Debt           |  |
| 110 General                      |                       |                       |  |
| Pay-as-you-go Cash <sup>1</sup>  | \$ 59,902,759         | \$ 12,873,634         |  |
| Debt Service <sup>2</sup>        | \$ -                  | \$ 120,000,000        |  |
| 124 Sanitation Fund              | \$ 1,149,191          | \$ 1,149,191          |  |
| 128 Road Impact Fund             | \$ 14,344,869         | \$ 14,344,869         |  |
| 130 Facilities Tax               | \$ 28,216,139         | \$ 28,216,139         |  |
| 132 County Facilities Tax        | \$ 14,429,517         | \$ 14,429,517         |  |
| 135 Stormwater                   | \$ 3,462,292          | \$ 3,462,292          |  |
| 150 Hotel Motel                  | \$ 25,954,657         | \$ 25,954,657         |  |
| 155 In Lieu of Parkland          | \$ 16,716,130         | \$ 16,716,130         |  |
| <b>Total</b>                     | <b>\$ 164,175,554</b> | <b>\$ 237,146,429</b> |  |



#### Notes:

<sup>1</sup> Pay as you go cash includes the balance of the Capital Funding Account (over 45% of fund balance in the General Fund), Invest Franklin, and 50% of the assumed annual contributions from the TIF Roll-Off and the .5% Sales Tax increase.

<sup>2</sup> Debt Service resource is an estimated amount of \$120,000,000 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, the TIF District Roll-Off and the .5% Sales Tax increase from early 2018 coming back to the City.



## City of Franklin

### FY 2019-2028 Capital Improvement Program Financing Model

#### Obligated Financing Needs

While the availability of close to a quarter of a billion in available resources in the next ten years to fund capital projects is positive, the City has already made commitments to projects which need to be funded. The chart below shows those projects already committed to funding by the City and the outstanding balances necessary to complete them.

| Project Needs                                                         |                            |                                        |
|-----------------------------------------------------------------------|----------------------------|----------------------------------------|
| <b><u>Phase I CIP - Approved under Res 2016-69</u></b>                | <b><u>City Balance</u></b> | <b><u>Potential Source</u></b>         |
| East McEwen Phase IV                                                  | \$ 23,837,992              | General, Road Impact                   |
| SE Municipal Complex Phase I                                          | \$ 19,653,110              | General/Parkland/Sewer                 |
| Franklin Road                                                         | \$ 14,528,952              | General                                |
| Mallory Station/Royal Oaks/Liberty Pike                               | \$ 2,499,235               | Road Impact, County Facilities         |
| Municipal Services (Century Court)                                    | \$ 1,755,000               | Sanitation/General                     |
| <b><u>City Projects which we have obligated to participate in</u></b> | <b><u>City Balance</u></b> |                                        |
| East McEwen Phase V                                                   | \$ 9,192,400               | General, Road Impact                   |
| Harlinsdale Trail                                                     | \$ 1,032,960               | Parkland, Private Partnership, General |
| Long Lane & Old Peytonsville Rd. Connector                            | \$ 22,288,800              | General, Road Impact                   |
| <b>Total</b>                                                          | <b>\$ 94,788,449</b>       |                                        |

Not all of these projects have established timeframes - East McEwen Phase V and Long Lane are two which are likely to be built within the 10-year horizon of the plan, but are not active projects. Still, resources must be allocated for them when the time comes.



## City of Franklin

### FY 2019-2028 Capital Improvement Program Financing Model

#### Closing Summary

The City of Franklin is fortunate to have a diversity of revenue streams which can be used to invest in necessary capital projects. This financing model has identified just short of \$240 million dollars of anticipated revenue which can be dedicated to general obligation capital projects (non-water & sewer) over the course of the next ten years. But some of these resources have already been committed. The net amount, over \$140,000,000 is detailed below:

|                                                                        |           |                     |
|------------------------------------------------------------------------|-----------|---------------------|
| <b>Total FY 2019-2028 CIP Projects (134 projects)</b>                  | <b>\$</b> | <b>710,548,854</b>  |
| <u>less Water &amp; Sewer Projects</u>                                 | <u>\$</u> | <u>(37,359,730)</u> |
| <b>Net FY 2019-2028 CIP Projects (82 Projects)</b>                     | <b>\$</b> | <b>673,189,124</b>  |
| <b>Financing</b>                                                       |           |                     |
| <b>Total Estimated FY 2019-2028 Financing (less water &amp; sewer)</b> | <b>\$</b> | <b>237,146,429</b>  |
| <u>less Obligated Financing Needs</u>                                  | <u>\$</u> | <u>(94,788,449)</u> |
| <b>Net Estimated FY 2019-2028 Financing Resources</b>                  | <b>\$</b> | <b>142,357,980</b>  |

In other words, staff estimates that \$142 million of resources are available over the next ten years to fund capital projects from the list totaling near \$675 million in requests.

This model is inherently conservative. It assumes the City take on additional debt, but the city has the ability to pay all of the recommended debt with ongoing revenue streams and could afford to take on more should the board wish to do more projects. Even with the addition of \$120,000,000 of new debt over the course of the next ten years, the overall annual balance of General Fund cash capital is nearly \$12,000,000 a year - meaning that the City would be able to remain in its favored position of having cash resources available to take advantage of opportunities and grant matching should those opportunities arise in the future (as they have in the past). It also only assumes that of the new revenue streams forecast to come online - the .5% Sales Tax currently going to Williamson County Schools until nearly FY 2022 and the roll-off of the TIF district in FY 2024 - only 50% of that total would be dedicated to capital needs (the rest held in reserve for operational growth). It is highly likely that these streams could produce more capacity for capital projects.





## **10-Year Financing Analysis**

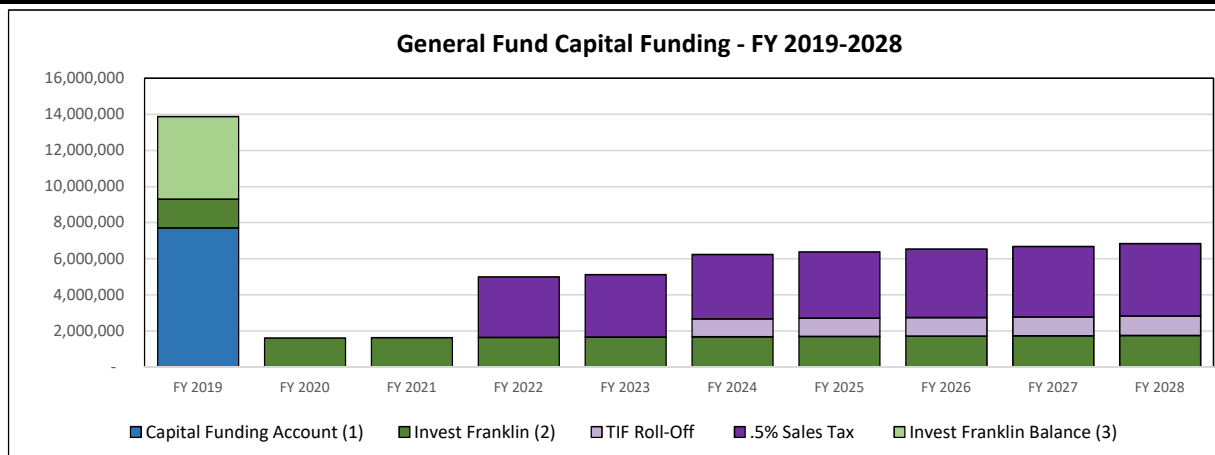


## City of Franklin

### FY 2019-2028 Capital Improvement Program Financing Model

|              |                     |                                      |              |
|--------------|---------------------|--------------------------------------|--------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Percent of Total CIP Revenues</b> | <b>36.5%</b> |
|--------------|---------------------|--------------------------------------|--------------|

**General Fund:** The largest funding source for Capital Projects is the General Fund. The property tax contributes the most to capital resources within the General Fund (In the form of the Invest Franklin initiative, the .5% Sales Tax currently going to Williamson County Schools until FY 2022 and money currently going to payoff TIF district bonds in FY 2025. It is anticipated that annual tax revenue will flow to the general fund for either operations and/or increased debt capacity. The amount of debt capacity is under review by the City's financial advisers and City staff.)



|                                        | Projections          |                     |                     |                     |                     |                     |                     |                     |                     |                     | Totals               |
|----------------------------------------|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                                        | FY 2019              | FY 2020             | FY 2021             | FY 2022             | FY 2023             | FY 2024             | FY 2025             | FY 2026             | FY 2027             | FY 2028             |                      |
| Capital Funding Account <sup>(1)</sup> | 7,712,024            | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 7,712,024            |
| Invest Franklin <sup>(2)</sup>         | 1,594,442            | 1,610,386           | 1,626,490           | 1,642,755           | 1,659,183           | 1,675,775           | 1,692,532           | 1,709,458           | 1,726,552           | 1,743,818           | 16,681,391           |
| Invest Franklin Balance <sup>(3)</sup> | 4,564,635            | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 4,564,635            |
| TIF Roll-Off                           | -                    | -                   | -                   | -                   | -                   | 999,000             | 1,018,980           | 1,039,360           | 1,060,147           | 1,081,350           | 5,198,836            |
| .5% Sales Tax                          | -                    | -                   | -                   | 3,360,000           | 3,460,800           | 3,564,624           | 3,671,563           | 3,781,710           | 3,895,161           | 4,012,016           | 25,745,873           |
| <b>Totals</b>                          | <b>\$ 13,871,101</b> | <b>\$ 1,610,386</b> | <b>\$ 1,626,490</b> | <b>\$ 5,002,755</b> | <b>\$ 5,119,983</b> | <b>\$ 6,239,399</b> | <b>\$ 6,383,075</b> | <b>\$ 6,530,527</b> | <b>\$ 6,681,860</b> | <b>\$ 6,837,183</b> | <b>\$ 59,902,759</b> |

#### Assumptions

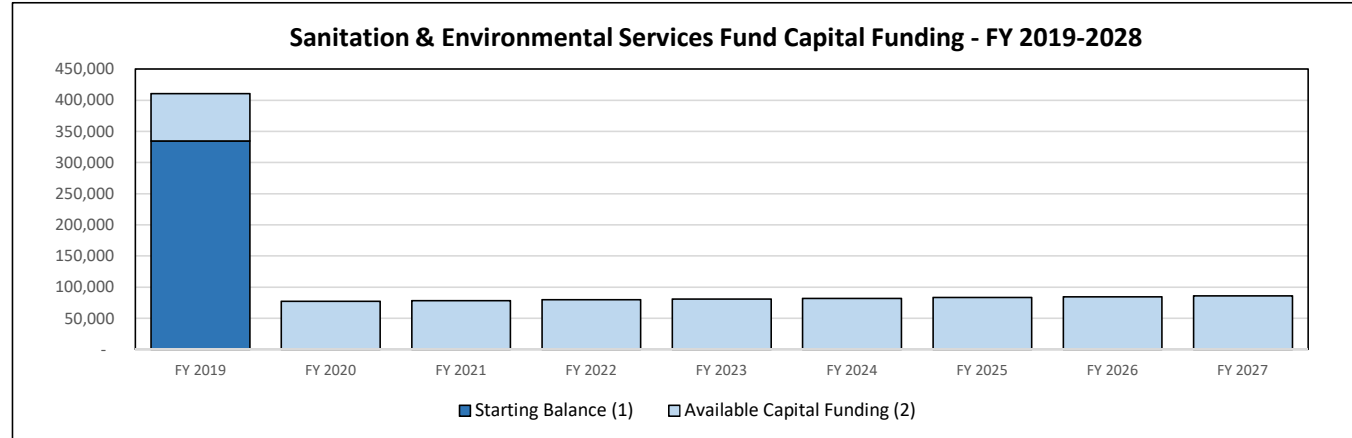
- (1) Balance of Capital Funding Account (that portion of G.F. Reserves over 45% of fund balance) varies annually. Amount reduced to take into account FY 2019 Budget Amendment #3 (96W Sidewalk Project).
- (2) The Invest Franklin receipts assume a 2% growth year-over-year for the 10-year CIP horizon. Further increases may occur in FY 2022 at the time of the next revaluation of property, dependent upon what future BOMA's decide to do. For this analysis, no change in the rate is assumed.
- (3) Invest Franklin Balance is amount of accumulated Property Tax generated from the dedicated 7 cents from Invest Franklin for Capital projects through FY 2018.



|              |                   |                                |             |
|--------------|-------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Sanitation</b> | <b>Percent of All Revenues</b> | <b>0.7%</b> |
|--------------|-------------------|--------------------------------|-------------|

Sanitation & Environmental Services Fund: This Special Revenue fund accounts for the fees collected in the collection and disposal of residential and commercial garbage. The primary component within the fund are those fees charged for disposal of refuse. In recent years, the City has worked to reduce the subsidy from the General Fund for sanitation and recycling operations.

Beginning in FY 2019, the fund should be able to sustain without transfers from the General Fund, and will be able to be self-sustaining by FY 2020. This surplus should be reserved (at least in part) for Capital Renewal and Replacement. Given the growth of the community, another transfer station may be a real possibility.



|                               | Projections       |                  |                  |                  |                  |                  |                  |                  |                  |                  | Totals              |
|-------------------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|
|                               | FY 2019           | FY 2020          | FY 2021          | FY 2022          | FY 2023          | FY 2024          | FY 2025          | FY 2026          | FY 2027          | FY 2028          | 10-year             |
| Starting Balance (1)          | 334,543           | -                | -                | -                | -                | -                | -                | -                | -                | -                | 334,543             |
| Available Capital Funding (2) | 76,096            | 77,252           | 78,421           | 79,605           | 80,803           | 82,014           | 83,240           | 84,480           | 85,734           | 87,003           | 814,648             |
| <b>Totals</b>                 | <b>\$ 410,639</b> | <b>\$ 77,252</b> | <b>\$ 78,421</b> | <b>\$ 79,605</b> | <b>\$ 80,803</b> | <b>\$ 82,014</b> | <b>\$ 83,240</b> | <b>\$ 84,480</b> | <b>\$ 85,734</b> | <b>\$ 87,003</b> | <b>\$ 1,149,191</b> |

(1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.

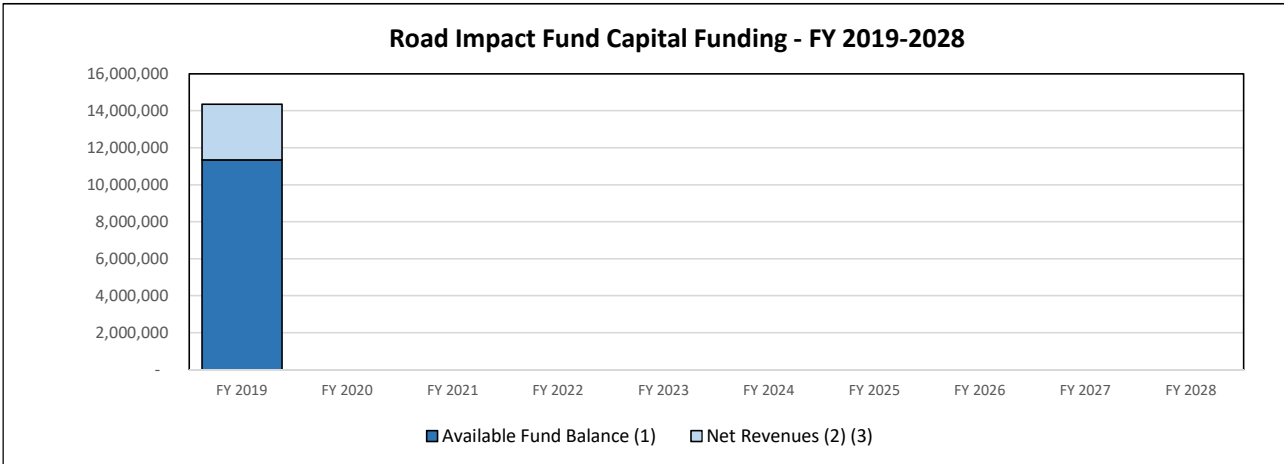
(2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.



| Fund: | Road Impact | Percent of All Revenues | 8.7% |
|-------|-------------|-------------------------|------|
|-------|-------------|-------------------------|------|

**Road Impact Fund:** 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. 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 fund primarily is dedicated to servicing debt on already constructed arterial roadways. During the FY 2019-2028 CIP horizon, the debt service obligation assigned the Road Impact Fund is over \$38 million. (And nearly \$50 million total outstanding) Assuming the current balance is maintained as a sinking fund and reasonable collections remain to come into the fund, this obligation should be able to be met. But few - if any - new obligations should be planned at this time.



|                            | Projections          |             |             |             |             |             |             |             |             |             | Totals               |
|----------------------------|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
|                            | FY 2019              | FY 2020     | FY 2021     | FY 2022     | FY 2023     | FY 2024     | FY 2025     | FY 2026     | FY 2027     | FY 2028     | 10-year              |
| Available Fund Balance (1) | 11,339,848           | -           | -           | -           | -           | -           | -           | -           | -           | -           | 11,339,848           |
| Net Revenues (2) (3)       | 3,005,021            | -           | -           | -           | -           | -           | -           | -           | -           | -           | 3,005,021            |
| <b>Totals</b>              | <b>\$ 14,344,869</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 14,344,869</b> |

(1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.

(2) Net Revenues less Debt Service and possible offsets.

(3) Assumes average of \$4,250,000 collected annually from FY 2019-FY 2028.



# City of Franklin

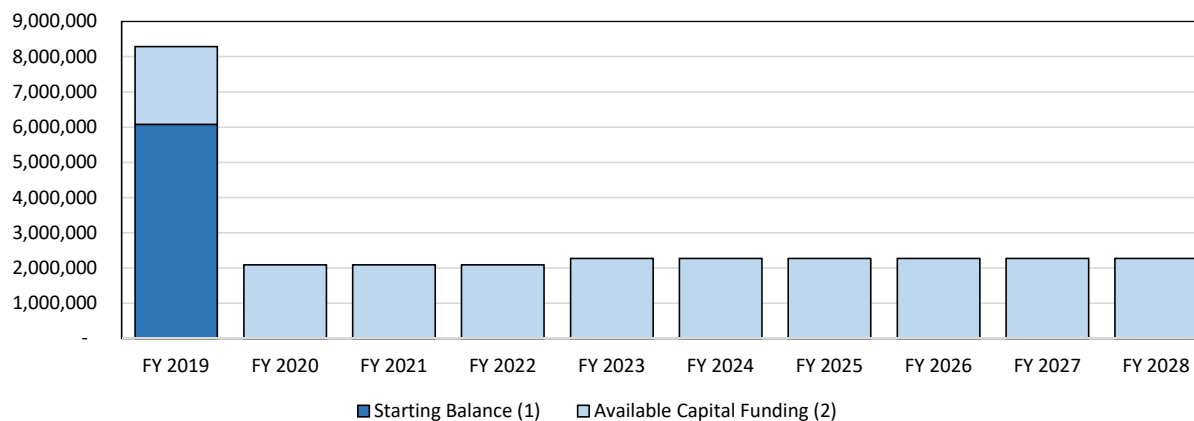
FY 2019-2028 Capital Improvement Program Financing Model

|              |                                 |                                |              |
|--------------|---------------------------------|--------------------------------|--------------|
| <b>Fund:</b> | <b>City Facilities Tax Fund</b> | <b>Percent of All Revenues</b> | <b>17.2%</b> |
|--------------|---------------------------------|--------------------------------|--------------|

**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.

With the only known funding request against the fund the costs of Fire Station 7, (approx. \$5.25 M), ample resources are available to spend from the Facilities Tax on eligible capital projects during the 10-year CIP horizon.

**City Facilities Tax Fund Capital Funding - FY 2019-2028**



|                               | Projections         |                     |                     |                     |                     |                     |                     |                     |                     |                     | Totals               |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                               | FY 2019             | FY 2020             | FY 2021             | FY 2022             | FY 2023             | FY 2024             | FY 2025             | FY 2026             | FY 2027             | FY 2028             | 10-Year              |
| Starting Balance (1)          | 6,075,399           | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 6,075,399            |
| Available Capital Funding (2) | 2,211,740           | 2,093,000           | 2,093,000           | 2,093,000           | 2,275,000           | 2,275,000           | 2,275,000           | 2,275,000           | 2,275,000           | 2,275,000           | 22,140,740           |
| <b>Totals</b>                 | <b>\$ 8,287,139</b> | <b>\$ 2,093,000</b> | <b>\$ 2,093,000</b> | <b>\$ 2,093,000</b> | <b>\$ 2,275,000</b> | <b>\$ 2,275,000</b> | <b>\$ 2,275,000</b> | <b>\$ 2,275,000</b> | <b>\$ 2,275,000</b> | <b>\$ 2,275,000</b> | <b>\$ 28,216,139</b> |

(1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.

(2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.



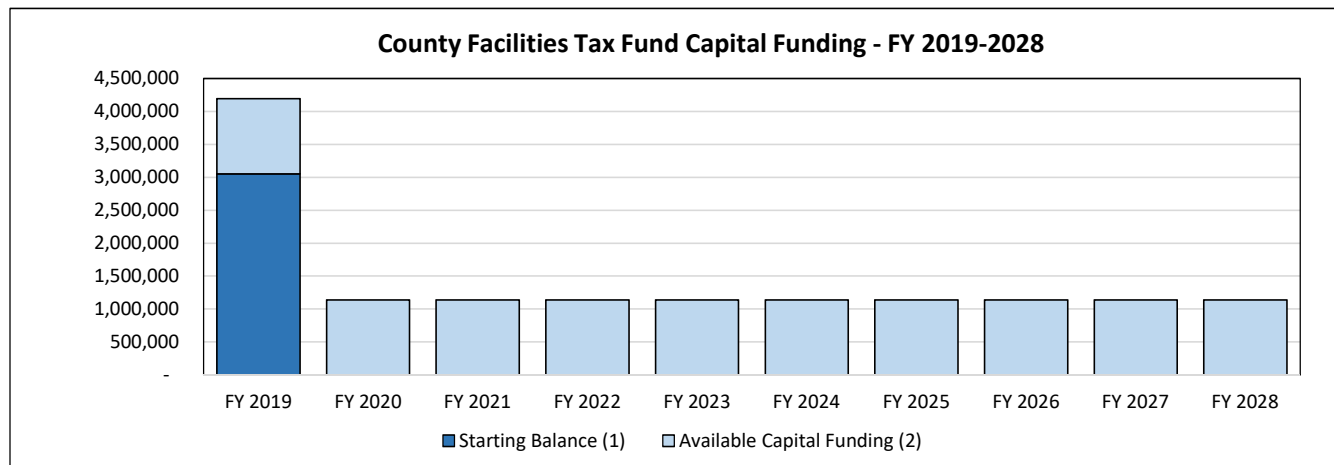
# City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

|              |                                   |                                |             |
|--------------|-----------------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>County Facilities Tax Fund</b> | <b>Percent of All Revenues</b> | <b>8.8%</b> |
|--------------|-----------------------------------|--------------------------------|-------------|

**Facilities Tax Fund:** The County Facilities Tax Fund is a 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 FY 2017, monies collected had been deposited within the Capital Projects Fund. Funds are to be used for the purpose of providing public facilities.



|                               | Projections         |                     |                     |                     |                     |                     |                     |                     |                     |                     | Totals               |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                               | FY 2019             | FY 2020             | FY 2021             | FY 2022             | FY 2023             | FY 2024             | FY 2025             | FY 2026             | FY 2027             | FY 2028             | 10-Year              |
| Starting Balance (1)          | 3,054,517           | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 3,054,517            |
| Available Capital Funding (2) | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 11,375,000           |
| <b>Totals</b>                 | <b>\$ 4,192,017</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 14,429,517</b> |

(1) Available Balance will be finalized once final FY 2018 Audited Financials are presented. Amount reduced to take into account FY 2019 Budget Amendment #3 (96W Sidewalk Project).

(2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.



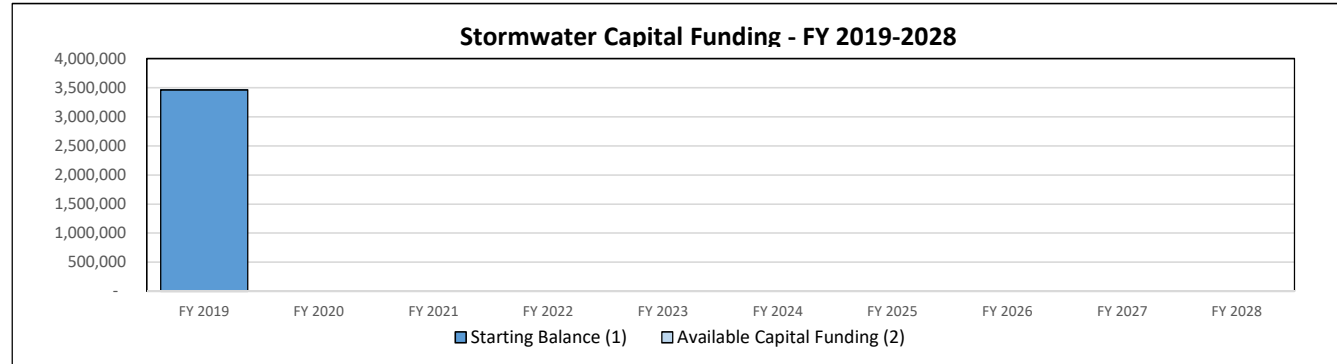
## City of Franklin

### FY 2019-2028 Capital Improvement Program Financing Model

| Fund: | Stormwater | Percent of Total CIP Revenues | 2.1% |
|-------|------------|-------------------------------|------|
|-------|------------|-------------------------------|------|

**Stormwater Fund:** A special revenue fund used to account for the City's Stormwater drainage projects and operations that prevent water issues. Revenues are primarily from charges to residential and commercial customers based on roofs and paved areas.

This is another fund dependent upon development. Should development increase faster than projected, or fees are increased, more money maybe come available for capital needs/requests. As it is, little annual surplus is forecast after operational concerns are met.



|                               | Projections         |             |             |             |             |             |             |             |             |             | Totals              |
|-------------------------------|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------------|
|                               | FY 2019             | FY 2020     | FY 2021     | FY 2022     | FY 2023     | FY 2024     | FY 2025     | FY 2026     | FY 2027     | FY 2028     |                     |
| Starting Balance (1)          | 3,462,292           | -           | -           | -           | -           | -           | -           | -           | -           | -           | 3,462,292           |
| Available Capital Funding (2) | -                   | -           | -           | -           | -           | -           | -           | -           | -           | -           | -                   |
| <b>Totals</b>                 | <b>\$ 3,462,292</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 3,462,292</b> |

#### Assumptions

- (1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.
- (2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.



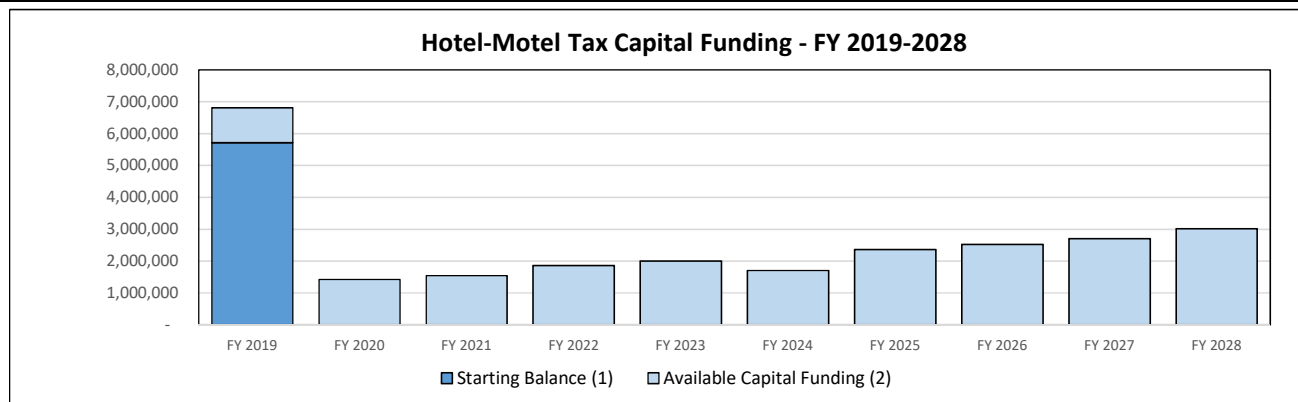
## City of Franklin

### FY 2019-2028 Capital Improvement Program Financing Model

|              |                        |                                      |              |
|--------------|------------------------|--------------------------------------|--------------|
| <b>Fund:</b> | <b>Hotel Motel Tax</b> | <b>Percent of Total CIP Revenues</b> | <b>15.8%</b> |
|--------------|------------------------|--------------------------------------|--------------|

**Hotel Motel Tax:** The Hotel/Motel Tax has been used in the past for those types of infrastructure projects which promote recreation and tourism. Specifically, these monies have been used for servicing debt related to the acquisition of the Carter's Hill Battlefield, Eastern Flank Battlefield and the Park at Harlinsdale Farm.

Future growth assumes 4.5% growth in revenues from hotel stays annually, less all known costs (existing debt service and the City's contribution to the Williamson County Convention & Visitors Bureau).



|                               | Projections         |                     |                     |                     |                     |                     |                     |                     |                     |                     | Totals               |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                               | FY 2019             | FY 2020             | FY 2021             | FY 2022             | FY 2023             | FY 2024             | FY 2025             | FY 2026             | FY 2027             | FY 2028             |                      |
| Starting Balance (1)          | 5,722,086           | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 5,722,086            |
| Available Capital Funding (2) | 1,089,969           | 1,424,067           | 1,538,581           | 1,865,214           | 1,998,734           | 1,701,966           | 2,359,706           | 2,528,480           | 2,704,366           | 3,021,489           | 20,232,571           |
| <b>Totals</b>                 | <b>\$ 6,812,055</b> | <b>\$ 1,424,067</b> | <b>\$ 1,538,581</b> | <b>\$ 1,865,214</b> | <b>\$ 1,998,734</b> | <b>\$ 1,701,966</b> | <b>\$ 2,359,706</b> | <b>\$ 2,528,480</b> | <b>\$ 2,704,366</b> | <b>\$ 3,021,489</b> | <b>\$ 25,954,657</b> |

#### Assumptions

- (1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.
- (2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.





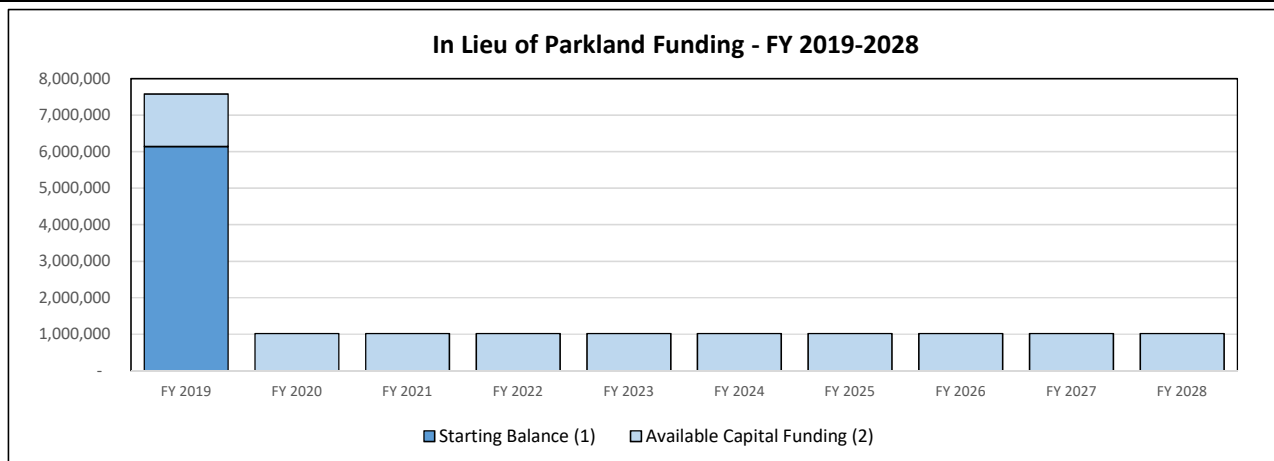
# City of Franklin

## FY 2019-2028 Capital Improvement Program Financing Model

| Fund: | In Lieu of Tax Parkland | Percent of Total CIP Revenues | 10.2% |
|-------|-------------------------|-------------------------------|-------|
|-------|-------------------------|-------------------------------|-------|

**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 green space 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 important issue of concern with these funds is the nexus issue: funds can only be spent in the quadrant of the community in which they are collected. Although funds are likely to be generated annually in excess of a million dollars, they cannot be spent City-wide. This limits how much can be spent on a particular project.



|                               | Projections         |                     |                     |                     |                     |                     |                     |                     |                     |                     | Totals               |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                               | FY 2019             | FY 2020             | FY 2021             | FY 2022             | FY 2023             | FY 2024             | FY 2025             | FY 2026             | FY 2027             | FY 2028             |                      |
| Starting Balance (1)          | 6,141,130           | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 6,141,130            |
| Available Capital Funding (2) | 1,440,000           | 1,015,000           | 1,015,000           | 1,015,000           | 1,015,000           | 1,015,000           | 1,015,000           | 1,015,000           | 1,015,000           | 1,015,000           | 10,575,000           |
| <b>Totals</b>                 | <b>\$ 7,581,130</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 16,716,130</b> |

### Assumptions

- (1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.
- (2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.



## City of Franklin, Tennessee FY 2020 Operating Budget

### Appendices: Capital

#### Appendix B: CAPITAL PROJECTS FINANCING & *Invest Franklin*

**Invest Franklin Summary\*:** In June 2016, the BOMA approved the Invest Franklin initiative as part of approving the FY 2017 budget and setting the property tax rate. The initiative dedicates \$.07 of the total property tax rate (currently \$.4176/\$100 of assessed value) for capital projects (primarily infrastructure & transportation related). The tables on the next page show how much revenue has been generated through this initiative.

*\*Please note, there will be no further cash generated by the Invest Franklin initiative after FY 2019, as the 7 cents annually will be dedicated to service debt issued to pay for Invest Franklin prioritized projects.*





## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Appendices: Capital

#### Appendix B: CAPITAL PROJECTS & *Invest Franklin*

##### FY 2017

|                                                                        |                     |
|------------------------------------------------------------------------|---------------------|
| Total Property Tax Levy (.4176/\$100 of assessed value)                | \$ 19,203,126       |
| <u>Value of one cent</u>                                               | <u>\$ 459,845</u>   |
| <b>Total 2017 value of the \$.07 <i>Invest Franklin</i> Initiative</b> | <b>\$ 3,218,915</b> |
| <b>FY 2017 <i>Invest Franklin</i> Collection</b>                       | <b>\$ 3,218,915</b> |
| <u>Less: Sidewalk Gap Expenditure</u>                                  | <u>\$ (250,000)</u> |
| <b>Ending Balance <i>Invest Franklin</i> Collections FY 2017</b>       | <b>\$ 2,968,915</b> |

##### FY 2018

|                                                                        |                       |
|------------------------------------------------------------------------|-----------------------|
| Total Property Tax Levy (.4176/\$100 of assessed value)                | \$ 20,126,690         |
| <u>Value of one cent</u>                                               | <u>\$ 481,961</u>     |
| <b>Total 2018 value of the \$.07 <i>Invest Franklin</i> Initiative</b> | <b>\$ 3,373,727</b>   |
| <b>FY 2018 <i>Invest Franklin</i> Collection</b>                       | <b>\$ 3,373,727</b>   |
| <u>Less: Debt Service on 2017 G.O. Bonds</u>                           | <u>\$ (1,528,007)</u> |
| Available Balance <i>Invest Franklin</i> Collections                   | \$ 1,845,720          |
| <u>Less: Sidewalk Gap Expenditure</u>                                  | <u>\$ (250,000)</u>   |
| <b>Ending Balance <i>Invest Franklin</i> Collections FY 2018</b>       | <b>\$ 1,595,720</b>   |

##### FY 2019

|                                                                        |                       |
|------------------------------------------------------------------------|-----------------------|
| Total Property Tax Levy (.4176/\$100 of assessed value)                | \$ 20,730,491         |
| <u>Value of one cent</u>                                               | <u>\$ 496,420</u>     |
| <b>Total 2018 value of the \$.07 <i>Invest Franklin</i> Initiative</b> | <b>\$ 3,474,939</b>   |
| <b>FY 2019 <i>Invest Franklin</i> Collection</b>                       | <b>\$ 3,474,939</b>   |
| <u>Less: Debt Service on 2017 G.O. Bonds</u>                           | <u>\$ (1,630,497)</u> |
| Available Balance <i>Invest Franklin</i> Collections                   | \$ 1,844,442          |
| <u>Less: Sidewalk Gap Expenditure</u>                                  | <u>\$ (250,000)</u>   |
| <b>Ending Balance <i>Invest Franklin</i> Collections FY 2019</b>       | <b>\$ 1,594,442</b>   |

##### Cumulative Balance *Invest Franklin* Initiative

|                                                                         |                     |
|-------------------------------------------------------------------------|---------------------|
| Ending Balance Invest Franklin Collections FY 2017                      | \$ 2,968,915        |
| Ending Balance Invest Franklin Collections FY 2018                      | \$ 1,595,720        |
| Ending Balance Invest Franklin Collections FY 2019                      | \$ 1,594,442        |
| <b>Total Balance <i>Invest Franklin</i> Initiative (end of FY 2019)</b> | <b>\$ 6,159,076</b> |



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **Appendices: Capital**

#### **Appendix C: Impact of Capital Improvements on the 2019 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 continue to happen. Details of potential financing strategies utilizing debt can be found in Appendix B. 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 no longer utilizes leasing as a means of acquiring capital equipment. Final lease payments will be made in FY 2019.

##### 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 2020 Operating Budget**

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## **APPENDICIES: Policies**

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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 \$24.35 million in FY 2020). 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 over \$14 million in FY 2020). 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.

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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 2020 Operating Budget**

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***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

**Appendix D – Policies: General Fund - Fund Balance**

**CITY OF FRANKLIN**

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**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 2020 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 2020 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 2020 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***

### **FY 2020 Operating Budget**

#### **Appendix D – Policies: General Fund - Fund Balance**

##### **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 2020 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.



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **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 2020 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 2020 the City of Franklin projects to have \$24,350,524 in its stabilization account as follows:

| Urgent Event                   | Percent of Total 33% | Amount       |
|--------------------------------|----------------------|--------------|
| Contingency                    | 5%                   | \$ 3,689,473 |
| Emergency                      | 5%                   | \$ 3,689,473 |
| Cash Flow Stabilization        | 14%                  | \$10,330,525 |
| Debt Service                   | 3%                   | \$ 2,213,684 |
| Property/Liability/Health      | 4%                   | \$ 2,951,579 |
| Other Post Employment Benefits | 2%                   | \$ 1,475,789 |
|                                | 33%                  | \$24,350,524 |

#### 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 30<sup>th</sup> of the applicable fiscal year. If the actual amount of the commitment is not available by June 30<sup>th</sup>, 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



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **Appendix D – Policies: General Fund - Fund Balance**

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 2019*



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **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 December 2017.



**RESOLUTION 2017-81**

**TO BE ENTITLED: "A RESOLUTION OF THE BOARD OF MAYOR AND ALDERMEN FOR ADOPTION OF A DEBT MANAGEMENT POLICY"**

**WHEREAS**, the City of Franklin, by action of the Board of Mayor and Aldermen in 2009, adopted a debt management policy to guide the City of Franklin in its undertaking of financial obligations, maintain a sustainable financial position, and assist in analyzing the use of debt for capital project; and

**WHEREAS**, by action of the Board of Mayor and Aldermen in 2016, the debt management policy was modified; and

**WHEREAS**, the debt management policy will need to be modified and updated from time to time to conform to state requirements, market conditions, rating implications, and to otherwise best serve the needs of the City.

**NOW, THEREFORE, BE IT RESOLVED**, by the Board of Mayor and Aldermen for the City of Franklin as follows:

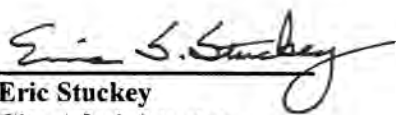
**Section 1.** That the Debt Management Policy, as amended, is hereby adopted.

**Section 2.** That this Resolution shall be effective upon adoption.

**IT IS SO RESOLVED AND DONE** on this 12<sup>th</sup> day of December, 2017.

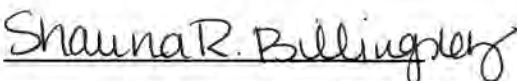
**ATTEST:**

**CITY OF FRANKLIN, TENNESSEE:**

By:   
Eric Stuckey  
City Administrator

By:   
Dr. Ken Moore  
Mayor

**Approved as to form:**

  
Shauna R. Billingsley, City Attorney

# CITY OF FRANKLIN

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T E N N E S S E E

## Debt Management Policy

Prepared by  
Public Financial Management, Inc.  
Originally Adopted on June 23, 2009  
Revised and Adopted by Finance Committee, March 10, 2016  
Revised and Adopted by Board of Mayor & Aldermen, April 12, 2016  
Revised and Proposed by Staff, November 30, 2017

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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 Indebtedness**

The City may issue general obligation indebtedness supported by the full faith and credit of the City. General Obligation indebtedness 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 or other tax-revenue pledge to support other revenue-supported debt, if such support improves the economics of the revenue-supported debt issue (including pledges required to participate in a debt program) and is used in accordance with these guidelines. (For example, the City may borrow from the State of Tennessee Revolving Loan Fund Program ("SRF Program") for funding of capital improvements for the Water & Wastewater Utility. The SRF Program often requires the City's full faith and credit pledge and a supporting pledge of the City's state shared revenues in addition to a revenue pledge.)

**2. Revenue Indebtedness**

The City may issue revenue indebtedness, where repayment of the debt service obligations of said indebtedness will be made through revenues generated from specifically designated sources. Revenue indebtedness 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.
- 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 2020 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 2018. It will be reviewed again in June 2020.

# CITY OF FRANKLIN

## Disbursements Policy

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# CITY OF FRANKLIN

## 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 2<sup>nd</sup> 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.

## 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. Finance provides guidance for the approved fee limits and/or for approval to accept payment fees beyond the fee limits.

### 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 of \$100,000 or more 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 itemized 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) or requisition number and contract number.

#### **For Construction-Related Procurement Payments**

Inclusion of the contract payment request form with project number, 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). The time period for submittal is shown in the travel policy.

#### **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 or if moving the payment to an AP date closer to net 30 would make the invoice payment late.

### 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 2020 Operating Budget**

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**APPENDICIES: Operating Budget**

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Under this section is:

- **Operating Budget - Supplemental Information**
  - **Appendix G - General Fund Expenditures By Account**
  - **Appendix H - Program Enhancement Requests**
  - **Appendix I - Pay Structure**



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Appendix G: Budget by Accounts - General Fund

|                                               | <u>A</u><br>Actual 2017 | <u>B</u><br>Actual 2018 | <u>C</u><br>Budget 2019 | <u>D</u><br>Estd 2019 | <u>E</u><br>Budget 2020 | <u>F (E-C)</u><br>Difference 19' vs. 20' | <u>G (E/C-1)</u><br>% |
|-----------------------------------------------|-------------------------|-------------------------|-------------------------|-----------------------|-------------------------|------------------------------------------|-----------------------|
|                                               |                         |                         |                         |                       |                         | \$                                       | %                     |
| <b>Personnel</b>                              |                         |                         |                         |                       |                         |                                          |                       |
| 81110 REGULAR PAY                             | \$ 29,982,157           | \$ 31,249,376           | \$ 35,106,909           | \$ 33,847,008         | \$ 36,816,596           | \$ 1,709,687                             | 4.9%                  |
| 81120 OVERTIME PAY                            | \$ 1,578,666            | \$ 1,979,200            | \$ 1,942,674            | \$ 2,102,287          | \$ 1,935,694            | \$ (6,980)                               | -0.4%                 |
| 81130 COURT OVERTIME PAY                      | \$ 72,760               | \$ 69,244               | \$ 127,120              | \$ 97,316             | \$ 127,120              | \$ -                                     | 0.0%                  |
| 81150 TEMPORARY WORK BY NON-CITY EMPL         | \$ 59,408               | \$ 32,964               | \$ 55,060               | \$ 40,530             | \$ 55,060               | \$ -                                     | 0.0%                  |
| 81160 CENSUS WORKERS                          | \$ 33,635               | \$ -                    | \$ -                    | \$ -                  | \$ -                    | \$ -                                     | 0.0%                  |
| 81199 VACANCY ADJUSTMENT                      | \$ -                    | \$ -                    | \$ (1,156,494)          | \$ -                  | \$ (1,217,143)          | \$ (60,649)                              | 5.2%                  |
| <b>XWAGI TOTAL WAGES</b>                      | <b>\$ 31,726,626</b>    | <b>\$ 33,330,784</b>    | <b>\$ 36,075,269</b>    | <b>\$ 36,087,141</b>  | <b>\$ 37,717,327</b>    | <b>\$ 1,642,058</b>                      | <b>4.6%</b>           |
| 81210 MAYOR & ALDERMEN                        | \$ 128,607              | \$ 129,255              | \$ 129,267              | \$ 129,267            | \$ 129,267              | \$ -                                     | 0.0%                  |
| 81220 CITY JUDGE                              | \$ 25,000               | \$ 25,000               | \$ 25,108               | \$ 25,108             | \$ 25,108               | \$ -                                     | 0.0%                  |
| 81230 PLANNING COMMISSION & BOZA              | \$ 10,300               | \$ 10,450               | \$ 14,000               | \$ 11,000             | \$ 14,000               | \$ -                                     | 0.0%                  |
| 81250 JUDICIAL COMMISSION-WARRANTS            |                         | \$ 201                  | \$ 3,256                | \$ 300                | \$ 3,500                | \$ 244                                   | 7.5%                  |
| <b>XOFF TOTAL OFFICIALS FEES</b>              | <b>\$ 163,907</b>       | <b>\$ 164,906</b>       | <b>\$ 171,631</b>       | <b>\$ 165,675</b>     | <b>\$ 171,875</b>       | <b>\$ 244</b>                            | <b>0.1%</b>           |
| 81410 FICA (EMPLOYER'S SHARE)                 | \$ 2,308,068            | \$ 2,422,716            | \$ 2,528,182            | \$ 2,575,603          | \$ 2,671,896            | \$ 143,714                               | 5.7%                  |
| 81420 MEDICAL PREMIUMS                        | \$ 6,911,956            | \$ 6,223,194            | \$ 9,377,989            | \$ 8,884,262          | \$ 9,542,381            | \$ 164,392                               | 1.8%                  |
| 81425 VISION PREMIUMS                         | \$ -                    | \$ -                    | \$ -                    | \$ 13,561             | \$ 4,700                | \$ 4,700                                 | 100.0%                |
| 81430 GROUP INSURANCE PREMIUMS                | \$ 617,457              | \$ 573,367              | \$ 682,787              | \$ 526,891            | \$ 699,324              | \$ 16,537                                | 2.4%                  |
| 81440 EMPLOYEE INSURANCE CONTRIBUTION         | \$ (1,881,779)          | \$ (2,011,258)          | \$ (2,024,116)          | \$ (1,963,107)        | \$ (2,018,024)          | \$ 6,092                                 | -0.3%                 |
| 81441 CONTRIBUTIONS TO HEALTH SAVINGS ACCOUNT |                         | \$ 51,600               | \$ -                    | \$ 31,100             | \$ 131,100              | \$ 131,100                               | 100.0%                |
| 81450 RETIREMENT CONTRIBUTIONS                | \$ 3,085,900            | \$ 3,521,640            | \$ 4,757,324            | \$ 4,648,903          | \$ 3,848,795            | \$ (908,529)                             | -19.1%                |
| 81455 DEFERRED COMP MATCH                     | \$ 308,321              | \$ 430,031              | \$ 395,254              | \$ 574,981            | \$ 604,234              | \$ 208,980                               | 52.9%                 |
| 81460 UNEMPLOYMENT CLAIMS                     | \$ 8,153                | \$ 8,828                | \$ 17,009               | \$ 17,009             | \$ 17,309               | \$ 300                                   | 1.8%                  |
| 81470 WORKERS COMPENSATION PREMIUMS           | \$ 361,055              | \$ 342,659              | \$ 442,645              | \$ 461,046            | \$ 541,710              | \$ 99,065                                | 22.4%                 |
| 81475 WORKERS COMPENSATION CLAIMS             | \$ 333,414              | \$ 425,322              | \$ 35,978               | \$ 39,588             | \$ 36,433               | \$ 455                                   | 1.3%                  |
| 81480 TOOL ALLOWANCE                          | \$ 5,999                | \$ 5,991                | \$ 7,000                | \$ 6,000              | \$ 6,000                | \$ (1,000)                               | -14.3%                |
| 81481 CLOTHING ALLOWANCE                      | \$ 15,797               | \$ 16,204               | \$ 22,400               | \$ 22,400             | \$ 22,400               | \$ -                                     | 0.0%                  |
| 81482 CAR ALLOWANCE                           | \$ 15,692               | \$ 18,586               | \$ 16,700               | \$ 19,200             | \$ 19,200               | \$ 2,500                                 | 15.0%                 |
| 81490 MOVING EXPENSES                         | \$ 3,000                | \$ -                    | \$ -                    | \$ -                  | \$ -                    | \$ -                                     | 0.0%                  |
| <b>XBEN TOTAL BENEFITS</b>                    | <b>\$ 12,093,033</b>    | <b>\$ 12,028,880</b>    | <b>\$ 16,259,152</b>    | <b>\$ 15,857,437</b>  | <b>\$ 16,127,458</b>    | <b>\$ (131,694)</b>                      | <b>-0.8%</b>          |
| <b>XPER TOTAL PERSONNEL</b>                   | <b>\$ 43,983,566</b>    | <b>\$ 45,524,570</b>    | <b>\$ 52,506,052</b>    | <b>\$ 52,110,253</b>  | <b>\$ 54,016,660</b>    | <b>\$ 1,510,608</b>                      | <b>2.9%</b>           |
| <b>Operations</b>                             |                         |                         |                         |                       |                         |                                          |                       |
| 82110 MAILING & OUTBOUND SHIPPING SERV        | \$ 33,968               | \$ 31,660               | \$ 42,624               | \$ 40,264             | \$ 49,182               | \$ 6,558                                 | 15.4%                 |
| 82120 FREIGHT FOR INBOUND PURCHASED ITE       | \$ 15,580               | \$ 8,213                | \$ 33,664               | \$ 16,805             | \$ 34,452               | \$ 788                                   | 2.3%                  |
| 82130 VEHICLE LICENSES & TITLES               | \$ 3,734                | \$ 3,679                | \$ 3,535                | \$ 2,582              | \$ 3,483                | \$ (52)                                  | -1.5%                 |
| 82140 VEHICLE TOW-IN SERVICES                 | \$ 16,889               | \$ 10,060               | \$ 13,510               | \$ 9,600              | \$ 13,032               | \$ (478)                                 | -3.5%                 |
| <b>XTRC TOTAL TRANSPORTATION CHARGES</b>      | <b>\$ 70,171</b>        | <b>\$ 53,612</b>        | <b>\$ 93,333</b>        | <b>\$ 69,251</b>      | <b>\$ 100,149</b>       | <b>\$ 6,816</b>                          | <b>7.3%</b>           |
| 82210 PRINTING & COPYING SERVICES, OUTSC      | \$ 26,319               | \$ 18,563               | \$ 32,450               | \$ 39,650             | \$ 37,759               | \$ 5,309                                 | 16.4%                 |
| 82230 ARCHIVING/RECORDS MANAGEMENT S          | \$ 12,442               | \$ 20,117               | \$ 23,250               | \$ 22,000             | \$ 23,000               | \$ (250)                                 | -1.1%                 |
| 82240 TRANSCRIPTION FEES                      | \$ 2,337                | \$ 7,544                | \$ 20,003               | \$ 18,494             | \$ 19,137               | \$ (866)                                 | -4.3%                 |
| 82245 FINGERPRINTING FEES                     | \$ -                    | \$ 33                   | \$ 60                   | \$ 33                 | \$ 120                  | \$ 60                                    | 100.0%                |
| 82250 TESTING & PHYSICALS                     | \$ 183,584              | \$ 173,001              | \$ 154,269              | \$ 155,182            | \$ 191,422              | \$ 37,153                                | 24.1%                 |
| 82255 INVESTIGATIVE POLYGRAPHS                | \$ 1,200                | \$ 2,400                | \$ 1,000                | \$ 1,950              | \$ 1,000                | \$ -                                     | 0.0%                  |
| 82260 UNIFORM RENTAL & SERVICES               | \$ 41,291               | \$ 46,639               | \$ 43,258               | \$ 49,535             | \$ 45,608               | \$ 2,350                                 | 5.4%                  |
| 82270 LANDFILL & BIOSOLIDS MANAGEMENT         | \$ 1,516                | \$ 1,164                | \$ 2,800                | \$ 2,140              | \$ 2,885                | \$ 85                                    | 3.0%                  |
| 82280 LAB FEES                                | \$ -                    | \$ -                    | \$ 500                  | \$ -                  | \$ 500                  | \$ -                                     | 0.0%                  |
| 82299 OTHER OPERATING SERVICES                | \$ 10,677               | \$ 11,302               | \$ 18,576               | \$ 8,261              | \$ 18,793               | \$ 217                                   | 1.2%                  |
| <b>XOPSV TOTAL OPERATING SERVICES</b>         | <b>\$ 279,366</b>       | <b>\$ 280,763</b>       | <b>\$ 296,166</b>       | <b>\$ 297,245</b>     | <b>\$ 340,224</b>       | <b>\$ 44,058</b>                         | <b>14.9%</b>          |
| 82310 LEGAL NOTICES                           | \$ 50,721               | \$ 33,435               | \$ 54,852               | \$ 47,575             | \$ 48,664               | \$ (6,188)                               | -11.3%                |
| 82320 CITY ELECTIONS                          | \$ -                    | \$ 47,862               | \$ -                    | \$ -                  | \$ 50,000               | \$ 50,000                                | 100.0%                |
| 82330 CITIZENS ACADEMIES                      | \$ 16,106               | \$ 15,273               | \$ 18,500               | \$ 14,258             | \$ 18,916               | \$ 416                                   | 2.2%                  |
| 82340 LEADERSHIP RETREATS                     | \$ 2,500                | \$ -                    | \$ 9,150                | \$ 9,150              | \$ 9,150                | \$ -                                     | 0.0%                  |
| 82350 DUES FOR MEMBERSHIPS                    | \$ 100,224              | \$ 107,282              | \$ 112,652              | \$ 123,606            | \$ 139,625              | \$ 26,973                                | 23.9%                 |
| 82355 PROFESSIONAL STANDARDS / ACCREDIT       | \$ 34,169               | \$ 32,881               | \$ 26,886               | \$ 26,185             | \$ 27,851               | \$ 965                                   | 3.6%                  |
| 82360 PUBLIC RELATIONS & EDUCATION (CITY      | \$ 79,203               | \$ 77,269               | \$ 124,011              | \$ 95,075             | \$ 123,178              | \$ (833)                                 | -0.7%                 |
| 82370 PROMOTIONS & SPECIAL EVENTS (NOT        | \$ 34,841               | \$ 33,882               | \$ 18,852               | \$ 15,305             | \$ 21,049               | \$ 2,192                                 | 14.7%                 |



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Appendix G: Budget by Accounts - General Fund

|                                                 | <u>A</u>            | <u>B</u>            | <u>C</u>            | <u>D</u>            | <u>E</u>            | <u>F (E-C)</u>                | <u>G (E/C-1)</u> |
|-------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------------|------------------|
|                                                 | <u>Actual 2017</u>  | <u>Actual 2018</u>  | <u>Budget 2019</u>  | <u>Estd 2019</u>    | <u>Budget 2020</u>  | <u>Difference 19' vs. 20'</u> |                  |
|                                                 |                     |                     |                     |                     |                     | \$                            | %                |
| 82371 EMERGENCY RELIEF                          | \$ 608              | \$ 2,154            | \$ 1,000            | \$ 3,473            | \$ 1,000            | \$ -                          | 0.0%             |
| 82372 UNITED WAY CAMPAIGN                       | \$ -                | \$ -                | \$ 650              | \$ 650              | \$ 650              | \$ -                          | 0.0%             |
| 82373 RECRUITMENT                               | \$ 7,835            | \$ 8,523            | \$ 9,025            | \$ 5,025            | \$ 10,025           | \$ 1,000                      | 11.1%            |
| 82385 SPECIAL CENSUS                            | \$ 43,448           | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                          | 0.0%             |
| 82390 PUBLICATIONS, NON-TRAINING                | \$ 35,038           | \$ 45,796           | \$ 46,050           | \$ 40,845           | \$ 42,150           | \$ (3,900)                    | -8.5%            |
| <b>XNSP TOTAL NOTICES, SUBSCRIPTIONS, PUI</b>   | <b>\$ 404,693</b>   | <b>\$ 404,357</b>   | <b>\$ 421,628</b>   | <b>\$ 381,147</b>   | <b>\$ 492,258</b>   | <b>\$ 70,630</b>              | <b>16.8%</b>     |
| 82410 ELECTRIC SERVICE                          | \$ 1,237,816        | \$ 1,177,727        | \$ 1,363,683        | \$ 1,263,928        | \$ 1,287,676        | \$ (76,007)                   | -5.6%            |
| 82420 WATER & SEWER SERVICE                     | \$ 218,384          | \$ 218,362          | \$ 228,509          | \$ 205,422          | \$ 207,675          | \$ (20,834)                   | -9.1%            |
| 82430 STORMWATER SERVICE                        | \$ 26,212           | \$ 26,216           | \$ 26,030           | \$ 22,653           | \$ 23,402           | \$ (2,628)                    | -10.1%           |
| 82435 SOLID WASTE SERVICE                       | \$ 91,170           | \$ 88,067           | \$ 99,498           | \$ 85,358           | \$ 88,075           | \$ (11,423)                   | -11.5%           |
| 82440 NATURAL GAS SERVICE                       | \$ 51,765           | \$ 77,796           | \$ 45,670           | \$ 61,882           | \$ 57,473           | \$ 11,803                     | 25.8%            |
| 82450 TELEPHONE SERVICE                         | \$ 43,749           | \$ 49,101           | \$ 50,897           | \$ 45,978           | \$ 48,002           | \$ (2,895)                    | -5.7%            |
| 82451 800 MHZ ACCESS LINE SERVICE               | \$ 43,041           | \$ 46,679           | \$ 47,385           | \$ 53,337           | \$ 57,300           | \$ 9,915                      | 20.9%            |
| 82455 CELLULAR TELEPHONE SERVICE                | \$ 184,747          | \$ 203,857          | \$ 195,310          | \$ 191,352          | \$ 201,039          | \$ 5,729                      | 2.9%             |
| 82470 INTERNET & RELATED SERVICES               | \$ 55,988           | \$ 44,564           | \$ 48,637           | \$ 52,542           | \$ 49,348           | \$ 711                        | 1.5%             |
| 82480 9-1-1 CHARGES                             | \$ 56,214           | \$ (1,980)          | \$ -                | \$ -                | \$ -                | \$ -                          | 0.0%             |
| 82481 CDPD CHARGES                              | \$ 98,632           | \$ 107,214          | \$ 105,000          | \$ 105,247          | \$ 108,150          | \$ 3,150                      | 3.0%             |
| 82483 CONNECTION CHARGES                        | \$ 2,186            | \$ 1,913            | \$ 400              | \$ 2,000            | \$ 2,400            | \$ 2,000                      | 500.0%           |
| <b>XUTIL TOTAL UTILITIES</b>                    | <b>\$ 2,109,904</b> | <b>\$ 2,039,516</b> | <b>\$ 2,211,019</b> | <b>\$ 2,089,699</b> | <b>\$ 2,130,540</b> | <b>\$ (80,479)</b>            | <b>-3.6%</b>     |
| 82510 COMPUTER SERVICES                         | \$ 1,642,319        | \$ 1,576,633        | \$ 2,132,473        | \$ 2,188,793        | \$ 2,032,123        | \$ (100,350)                  | -4.7%            |
| 82520 LEGAL SERVICES                            | \$ 36,211           | \$ 28,476           | \$ 67,950           | \$ 99,535           | \$ 91,750           | \$ 23,800                     | 35.0%            |
| 82530 AUDIT SERVICES                            | \$ 24,000           | \$ 24,250           | \$ 24,500           | \$ 24,500           | \$ 24,750           | \$ 250                        | 1.0%             |
| 82540 ENGINEERING SERVICES                      | \$ 374,959          | \$ 135,462          | \$ 365,500          | \$ 406,695          | \$ 395,600          | \$ 30,100                     | 8.2%             |
| 82550 AERIAL PHOTOGRAPHY / MAPPING SER          | \$ -                | \$ 33,287           | \$ 86,401           | \$ 86,400           | \$ -                | \$ (86,401)                   | -100.0%          |
| 82560 CONSULTANT SERVICES                       | \$ 190,886          | \$ 290,670          | \$ 644,754          | \$ 628,866          | \$ 542,271          | \$ (102,483)                  | -15.9%           |
| 82599 OTHER CONTRACTUAL SERVICES                | \$ 678,475          | \$ 982,809          | \$ 1,104,038        | \$ 1,095,455        | \$ 1,159,021        | \$ 54,983                     | 5.0%             |
| <b>XCTS TOTAL CONTRACTUAL SERVICES</b>          | <b>\$ 2,946,850</b> | <b>\$ 3,071,587</b> | <b>\$ 4,425,616</b> | <b>\$ 4,530,244</b> | <b>\$ 4,245,515</b> | <b>\$ (180,101)</b>           | <b>-4.1%</b>     |
| 82610 VEHICLE REPAIR & MAINTENANCE SERV         | \$ 725,417          | \$ 751,570          | \$ 909,117          | \$ 672,379          | \$ 736,142          | \$ (172,975)                  | -19.0%           |
| 82620 EQUIPMENT REPAIR & MAINTENANCE S          | \$ 666,112          | \$ 499,255          | \$ 490,250          | \$ 526,355          | \$ 594,253          | \$ 104,003                    | 21.2%            |
| 82640 PAVING & REPAIR SERVICES                  | \$ 38,629           | \$ 43,841           | \$ 137,240          | \$ 47,240           | \$ 47,975           | \$ (89,265)                   | -65.0%           |
| 82641 TRAFFIC SIGNAL REPAIR & MAINTENAN         | \$ 6,856            | \$ 14,993           | \$ 16,000           | \$ 10,000           | \$ 16,480           | \$ 480                        | 3.0%             |
| 82642 STREETLIGHT REPAIR & MAINTENANCE          | \$ 5,040            | \$ 19,438           | \$ 6,500            | \$ 6,500            | \$ 7,000            | \$ 500                        | 7.7%             |
| 82643 SIGN MAINTENANCE SERVICES                 | \$ 13,019           | \$ 824              | \$ 10,060           | \$ 9,810            | \$ 10,165           | \$ 105                        | 1.0%             |
| 82647 SIDEWALK REPAIR                           | \$ -                | \$ 4,989            | \$ -                | \$ -                | \$ -                | \$ -                          | 0.0%             |
| 82649 FIBER OPTIC SERVICE                       | \$ 333              | \$ -                | \$ 10,000           | \$ -                | \$ -                | \$ (10,000)                   | -100.0%          |
| 82650 PARK & FIELD MAINTENANCE SERVICES         | \$ 13,801           | \$ 35,025           | \$ 68,530           | \$ 68,530           | \$ 58,200           | \$ (10,330)                   | -15.1%           |
| 82651 PARK & FIELD ELECTRICAL MAINTENAN         | \$ 45,249           | \$ 38,974           | \$ 20,995           | \$ 20,995           | \$ 21,660           | \$ 665                        | 3.2%             |
| 82652 LANDSCAPING SERVICES                      | \$ 34,066           | \$ 57,478           | \$ 48,930           | \$ 55,930           | \$ 48,230           | \$ (700)                      | -1.4%            |
| 82653 IRRIGATION SERVICES                       | \$ 12,107           | \$ 23,179           | \$ 13,555           | \$ 13,805           | \$ 14,155           | \$ 600                        | 4.4%             |
| 82654 GROUNDS MAINTENANCE SERVICES              | \$ 13,185           | \$ 126,878          | \$ 265,255          | \$ 265,330          | \$ 259,915          | \$ (5,340)                    | -2.0%            |
| 82655 TREE SERVICES                             | \$ -                | \$ -                | \$ 5,965            | \$ 10,700           | \$ 13,000           | \$ 7,035                      | 117.9%           |
| 82660 BUILDING REPAIR & MAINTENANCE SER         | \$ 549,798          | \$ 689,548          | \$ 504,930          | \$ 541,254          | \$ 546,709          | \$ 41,779                     | 8.3%             |
| 82699 OTHER REPAIR & MAINTENANCE SERVIC         | \$ 12,742           | \$ 15,473           | \$ 13,535           | \$ 10,035           | \$ 13,820           | \$ 285                        | 2.1%             |
| <b>XRMSV TOTAL REPAIR &amp; MAINTENANCE SER</b> | <b>\$ 2,136,354</b> | <b>\$ 2,321,465</b> | <b>\$ 2,520,862</b> | <b>\$ 2,258,863</b> | <b>\$ 2,387,704</b> | <b>\$ (133,158)</b>           | <b>-5.3%</b>     |
| 82720 TUITION ASSISTANCE PROGRAM                | \$ 64,228           | \$ 83,606           | \$ 92,500           | \$ 92,500           | \$ 92,500           | \$ -                          | 0.0%             |
| 82730 EMPLOYEE ASSISTANCE PROGRAM               | \$ 16,386           | \$ 16,736           | \$ 18,000           | \$ 18,000           | \$ 19,000           | \$ 1,000                      | 5.6%             |
| 82740 EMPLOYEE WELLNESS PROGRAM                 | \$ 20,760           | \$ 37,447           | \$ 34,850           | \$ 38,350           | \$ 38,350           | \$ 3,500                      | 10.0%            |
| 82750 EMPLOYEE RECOGNITION/RECEPTIONS           | \$ 33,340           | \$ 36,082           | \$ 43,002           | \$ 47,226           | \$ 47,488           | \$ 4,486                      | 10.4%            |
| 82760 SAFETY PROGRAMS                           | \$ 38,311           | \$ 39,944           | \$ 52,160           | \$ 52,160           | \$ 53,200           | \$ 1,040                      | 2.0%             |
| 82780 TRAINING, OUTSIDE                         | \$ 226,675          | \$ 242,093          | \$ 355,528          | \$ 340,243          | \$ 415,802          | \$ 60,274                     | 17.0%            |
| 82790 TRAINING, IN-HOUSE                        | \$ 19,485           | \$ 45,476           | \$ 88,528           | \$ 81,198           | \$ 151,215          | \$ 62,687                     | 70.8%            |
| <b>XEPG TOTAL EMPLOYEE PROGRAMS</b>             | <b>\$ 419,185</b>   | <b>\$ 501,384</b>   | <b>\$ 684,568</b>   | <b>\$ 669,677</b>   | <b>\$ 817,555</b>   | <b>\$ 132,987</b>             | <b>19.4%</b>     |
| 82810 REGISTRATIONS                             | \$ 126,196          | \$ 132,274          | \$ 171,525          | \$ 167,695          | \$ 188,750          | \$ 17,225                     | 10.0%            |
| 82820 GROUND TRANSPORTATION (OUTSIDE)           | \$ 21,615           | \$ 22,790           | \$ 28,165           | \$ 24,443           | \$ 32,717           | \$ 4,552                      | 16.2%            |
| 82830 AIR TRAVEL                                | \$ 29,844           | \$ 62,107           | \$ 67,950           | \$ 58,735           | \$ 87,172           | \$ 19,222                     | 28.3%            |



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Appendix G: Budget by Accounts - General Fund

|                                                   | <u>A</u>            | <u>B</u>            | <u>C</u>            | <u>D</u>            | <u>E</u>            | <u>F (E-C)</u>                | <u>G (E/C-1)</u> |
|---------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------------|------------------|
|                                                   | <u>Actual 2017</u>  | <u>Actual 2018</u>  | <u>Budget 2019</u>  | <u>Estd 2019</u>    | <u>Budget 2020</u>  | <u>Difference 19' vs. 20'</u> |                  |
|                                                   |                     |                     |                     |                     |                     | \$                            | %                |
| 82840 LODGING                                     | \$ 99,981           | \$ 112,177          | \$ 130,790          | \$ 129,305          | \$ 157,988          | \$ 27,198                     | 20.8%            |
| 82850 MEALS (OUTSIDE WILLIAMSON COUNTY)           | \$ 23,510           | \$ 24,146           | \$ 45,185           | \$ 33,356           | \$ 56,487           | \$ 11,302                     | 25.0%            |
| 82890 OTHER TRAVEL EXPENSES                       | \$ 290              | \$ (1,809)          | \$ 2,460            | \$ 2,027            | \$ 2,725            | \$ 265                        | 10.8%            |
| <b>XPDT TOTAL PROFESSIONAL DEVELOPMENT</b>        | <b>\$ 301,436</b>   | <b>\$ 351,685</b>   | <b>\$ 446,075</b>   | <b>\$ 415,561</b>   | <b>\$ 525,839</b>   | <b>\$ 79,764</b>              | <b>17.9%</b>     |
| 83110 OFFICE SUPPLIES                             | \$ 109,796          | \$ 101,899          | \$ 117,738          | \$ 113,710          | \$ 117,869          | \$ 131                        | 0.1%             |
| 83120 OFFICE DÉCOR ITEMS (OTHER THAN FUI          | \$ 6,346            | \$ 8,221            | \$ 10,300           | \$ 9,550            | \$ 9,190            | \$ (1,110)                    | -10.8%           |
| 83130 EMPLOYEE BENEVOLENCE ITEMS                  | \$ 6,320            | \$ 4,491            | \$ 5,734            | \$ 6,280            | \$ 5,621            | \$ (113)                      | -2.0%            |
| 83140 MEALS & FOOD (INSIDE WILLIAMSON C           | \$ 80,875           | \$ 75,032           | \$ 79,997           | \$ 78,674           | \$ 82,707           | \$ 2,710                      | 3.4%             |
| <b>XOFS TOTAL OFFICE SUPPLIES</b>                 | <b>\$ 203,337</b>   | <b>\$ 189,643</b>   | <b>\$ 213,769</b>   | <b>\$ 208,214</b>   | <b>\$ 215,387</b>   | <b>\$ 1,618</b>               | <b>0.8%</b>      |
| 83210 TRAINING SUPPLIES                           | \$ 13,203           | \$ 51,392           | \$ 35,842           | \$ 32,834           | \$ 46,070           | \$ 10,228                     | 28.5%            |
| 83220 CHEMICALS & LAB SUPPLIES                    | \$ 100              | \$ -                | \$ 1,000            | \$ 300              | \$ 1,000            | \$ -                          | 0.0%             |
| 83230 PARKS SUPPLIES                              | \$ 16,181           | \$ 461              | \$ -                | \$ -                | \$ -                | \$ -                          | 0.0%             |
| 83240 MEDICAL SUPPLIES                            | \$ 38,562           | \$ 45,353           | \$ 36,860           | \$ 36,515           | \$ 49,530           | \$ 12,670                     | 34.4%            |
| 83250 SAFETY SUPPLIES                             | \$ 34,199           | \$ 33,497           | \$ 40,134           | \$ 34,045           | \$ 38,832           | \$ (1,302)                    | -3.2%            |
| 83260 UNIFORMS PURCHASED                          | \$ 200,971          | \$ 161,145          | \$ 229,799          | \$ 210,953          | \$ 247,640          | \$ 17,841                     | 7.8%             |
| 83265 UNIFORMS, SPECIALIZED                       | \$ 218,930          | \$ 159,967          | \$ 136,266          | \$ 165,800          | \$ 163,960          | \$ 27,694                     | 20.3%            |
| 83270 CONSUMABLE TOOLS                            | \$ 25,040           | \$ 28,315           | \$ 23,845           | \$ 22,030           | \$ 23,980           | \$ 135                        | 0.6%             |
| 83280 FIREARMS & RELATED SUPPLIES                 | \$ 43,561           | \$ 63,761           | \$ 42,874           | \$ 42,874           | \$ 109,060          | \$ 66,186                     | 154.4%           |
| 83281 AMMUNITION                                  | \$ 3,074            | \$ 42,747           | \$ 80,389           | \$ 80,389           | \$ 84,301           | \$ 3,912                      | 4.9%             |
| 83282 EVIDENCE SUPPLIES                           | \$ 4,280            | \$ 3,848            | \$ 4,544            | \$ 3,744            | \$ 4,650            | \$ 106                        | 2.3%             |
| 83290 SOLID WASTE CONTAINERS                      | \$ -                | \$ -                | \$ 1,900            | \$ 1,900            | \$ 1,900            | \$ -                          | 0.0%             |
| 83299 OTHER OPERATING SUPPLIES                    | \$ 108,209          | \$ 88,913           | \$ 121,536          | \$ 125,696          | \$ 125,602          | \$ 4,066                      | 3.3%             |
| <b>XOPS TOTAL OPERATING SUPPLIES</b>              | <b>\$ 706,310</b>   | <b>\$ 679,399</b>   | <b>\$ 754,989</b>   | <b>\$ 757,080</b>   | <b>\$ 896,525</b>   | <b>\$ 141,536</b>             | <b>18.7%</b>     |
| 83310 GASOLINE & DIESEL FOR FLEET (INSIDE         | \$ 388,575          | \$ 441,878          | \$ 478,841          | \$ 482,684          | \$ 521,912          | \$ 43,071                     | 9.0%             |
| 83315 FUEL HEDGING COSTS                          | \$ (58,195)         | \$ (61,719)         | \$ -                | \$ (20,000)         | \$ -                | \$ -                          | 0.0%             |
| 83320 MILEAGE (INSIDE WILLIAMSON COUNTY)          | \$ 320              | \$ 693              | \$ 2,670            | \$ 1,870            | \$ 2,750            | \$ 80                         | 3.0%             |
| <b>XFUEL TOTAL FUEL &amp; MILEAGE</b>             | <b>\$ 330,700</b>   | <b>\$ 380,852</b>   | <b>\$ 481,511</b>   | <b>\$ 464,554</b>   | <b>\$ 524,662</b>   | <b>\$ 43,151</b>              | <b>9.0%</b>      |
| 83510 FURNITURE, FIXTURES (<\$25,000)             | \$ 166,268          | \$ 92,476           | \$ 155,060          | \$ 175,192          | \$ 143,655          | \$ (11,405)                   | -7.4%            |
| 83520 VEHICLES (<\$25,000)                        | \$ 9,966            | \$ 347,328          | \$ 17,930           | \$ 17,930           | \$ 63,470           | \$ 45,540                     | 254.0%           |
| 83530 MACHINERY & EQUIPMENT (<\$25,000)           | \$ 841,166          | \$ 613,123          | \$ 486,100          | \$ 399,067          | \$ 567,613          | \$ 81,513                     | 16.8%            |
| 83540 COMPUTER HARDWARE (<\$25,000)               | \$ 584,268          | \$ 805,539          | \$ 567,240          | \$ 641,717          | \$ 644,130          | \$ 76,890                     | 13.6%            |
| 83550 COMPUTER SOFTWARE (<\$25,000)               | \$ 167,255          | \$ 5,242            | \$ 114,012          | \$ 141,019          | \$ 134,581          | \$ 20,569                     | 18.0%            |
| <b>XMEU TOTAL MACHINERY &amp; EQUIPMENT (&lt;</b> | <b>\$ 1,768,923</b> | <b>\$ 1,863,708</b> | <b>\$ 1,340,342</b> | <b>\$ 1,374,925</b> | <b>\$ 1,553,449</b> | <b>\$ 213,107</b>             | <b>15.9%</b>     |
| 83610 VEHICLE PARTS & SUPPLIES                    | \$ 448,675          | \$ 402,678          | \$ 485,473          | \$ 362,250          | \$ 354,350          | \$ (131,123)                  | -27.0%           |
| 83611 REIMBURSEMENT FOR FLEET MAINT               | \$ (1,095,018)      | \$ (1,065,833)      | \$ (1,175,000)      | \$ (1,010,000)      | \$ (950,000)        | \$ 225,000                    | -19.1%           |
| 83620 EQUIPMENT PARTS & SUPPLIES                  | \$ 439,586          | \$ 374,170          | \$ 444,744          | \$ 360,781          | \$ 341,821          | \$ (102,923)                  | -23.1%           |
| 83630 FIRE HYDRANT SUPPLIES                       | \$ 5,970            | \$ 665              | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ -                          | 0.0%             |
| 83640 PAVING & REPAIR SUPPLIES                    | \$ 93,383           | \$ 63,939           | \$ 115,060          | \$ 75,500           | \$ 122,950          | \$ 7,890                      | 6.9%             |
| 83641 TRAFFIC SIGNAL PARTS & SUPPLIES             | \$ 134,990          | \$ 94,481           | \$ 131,900          | \$ 132,400          | \$ 125,000          | \$ (6,900)                    | -5.2%            |
| 83642 STREETLIGHT PARTS & SUPPLIES                | \$ 197,134          | \$ 13,540           | \$ 49,225           | \$ 40,925           | \$ 48,455           | \$ (770)                      | -1.6%            |
| 83643 SIGN SUPPLIES                               | \$ 33,607           | \$ 44,276           | \$ 52,395           | \$ 51,395           | \$ 54,675           | \$ 2,280                      | 4.4%             |
| 83647 SIDEWALK REPAIR SUPPLIES                    | \$ 11,415           | \$ 17,962           | \$ 25,500           | \$ 25,500           | \$ 26,000           | \$ 500                        | 2.0%             |
| 83649 FIBER OPTIC SUPPLIES                        | \$ 200,840          | \$ 114,404          | \$ 213,000          | \$ 94,285           | \$ 214,750          | \$ 1,750                      | 0.8%             |
| 83650 PARK & FIELD MAINTENANCE SUPPLIES           | \$ 76,869           | \$ 99,284           | \$ 87,085           | \$ 87,085           | \$ 101,695          | \$ 14,610                     | 16.8%            |
| 83651 PARK & FIELD ELECTRICAL SUPPLIES            | \$ 12,810           | \$ 2,130            | \$ 15,985           | \$ 15,985           | \$ 16,460           | \$ 475                        | 3.0%             |
| 83652 LANDSCAPING SUPPLIES                        | \$ 110,420          | \$ 79,982           | \$ 121,630          | \$ 118,170          | \$ 130,380          | \$ 8,750                      | 7.2%             |
| 83653 IRRIGATION SUPPLIES                         | \$ 15,927           | \$ 5,421            | \$ 24,715           | \$ 24,735           | \$ 25,080           | \$ 365                        | 1.5%             |
| 83654 GROUNDS MAINTENANCE SUPPLIES                | \$ 13,843           | \$ 12,872           | \$ 11,694           | \$ 15,835           | \$ 11,800           | \$ 106                        | 0.9%             |
| 83655 TREE SUPPLIES                               | \$ 6,692            | \$ 560              | \$ 9,100            | \$ 9,100            | \$ 9,375            | \$ 275                        | 3.0%             |
| 83656 GRAFFITI REMOVAL SUPPLIES                   |                     |                     | \$ 200              | \$ 200              | \$ 220              | \$ 20                         | 10.0%            |
| 83660 BUILDING MAINTENANCE SUPPLIES               | \$ 204,640          | \$ 141,902          | \$ 180,492          | \$ 160,220          | \$ 170,643          | \$ (9,849)                    | -5.5%            |
| 83690 DOG PARK SUPPLIES                           | \$ 8,201            | \$ 8,863            | \$ 7,425            | \$ 7,425            | \$ 7,650            | \$ 225                        | 3.0%             |
| 83699 OTHER REPAIR & MAINTENANCE PARTS            | \$ 3,779            | \$ 5,446            | \$ 10,960           | \$ 5,980            | \$ 10,895           | \$ (65)                       | -0.6%            |
| <b>XRMS TOTAL REPAIR &amp; MAINTENANCE SUP</b>    | <b>\$ 923,763</b>   | <b>\$ 416,742</b>   | <b>\$ 816,583</b>   | <b>\$ 582,771</b>   | <b>\$ 857,199</b>   | <b>\$ 40,616</b>              | <b>5.0%</b>      |



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Appendix G: Budget by Accounts - General Fund

|                                                  | <u>A</u>           | <u>B</u>           | <u>C</u>            | <u>D</u>          | <u>E</u>            | <u>F (E-C)</u>                | <u>G (E/C-1)</u> |
|--------------------------------------------------|--------------------|--------------------|---------------------|-------------------|---------------------|-------------------------------|------------------|
|                                                  | <u>Actual 2017</u> | <u>Actual 2018</u> | <u>Budget 2019</u>  | <u>Estd 2019</u>  | <u>Budget 2020</u>  | <u>Difference 19' vs. 20'</u> |                  |
|                                                  |                    |                    |                     |                   |                     | \$                            | %                |
| 84110 K-9 OPERATIONS                             | \$ 8,917           | \$ 1,634           |                     | \$ -              | \$ -                | \$ -                          | 0.0%             |
| 84111 CID OPERATIONS                             | \$ 9,647           | \$ 11,356          | \$ 16,790           | \$ 16,790         | \$ 17,294           | \$ 504                        | 3.0%             |
| 84112 CID VICE OPERATIONS                        | \$ -               | \$ 479             | \$ -                | \$ -              | \$ -                | \$ -                          | 0.0%             |
| 84113 SRT OPERATIONS                             | \$ 19,429          | \$ 10,857          | \$ 18,398           | \$ 18,398         | \$ 18,950           | \$ 552                        | 3.0%             |
| 84117 INCIDENT COMMAND UNIT                      | \$ 694             | \$ 4,653           | \$ 2,101            | \$ 2,101          | \$ 2,164            | \$ 63                         | 3.0%             |
| 84118 SEX OFFENDER REGISTRY COSTS                | \$ 550             | \$ 200             | \$ 428              | \$ 428            | \$ 441              | \$ 13                         | 3.0%             |
| 84121 CENTURY COURT FIRING RANGE OPERA           | \$ 10,308          | \$ 16,505          | \$ 20,218           | \$ 20,218         | \$ 20,825           | \$ 607                        | 3.0%             |
| 84122 CIRT OPERATIONS                            | \$ 17,818          | \$ 18,061          | \$ 18,390           | \$ 18,390         | \$ 18,942           | \$ 552                        | 3.0%             |
| 84123 DIVE TEAM OPERATIONS                       | \$ 1,892           | \$ 11,547          | \$ 2,144            | \$ 2,144          | \$ 2,208            | \$ 64                         | 3.0%             |
| 84124 EXTRADITION EXPENSES                       | \$ 5,172           | \$ 1,843           | \$ 1,572            | \$ 1,572          | \$ 1,619            | \$ 47                         | 3.0%             |
| 84210 CENTURY COURT TRAINING CENTER OP           | \$ 4,224           | \$ 1,211           | \$ 6,000            | \$ 2,500          | \$ 6,000            | \$ -                          | 0.0%             |
| 84550 STUDIO PRODUCTION                          | \$ 2,895           | \$ 3,082           | \$ 4,500            | \$ 4,500          | \$ 4,600            | \$ 100                        | 2.2%             |
| 84620 TREE BANK COSTS                            | \$ 12,767          | \$ 12,906          | \$ 10,000           | \$ 7,000          | \$ 10,000           | \$ -                          | 0.0%             |
| 84920 2ND AVE PARKING GARAGE OPERATION           | \$ 106             | \$ -               | \$ 250              | \$ 100            | \$ -                | \$ (250)                      | -100.0%          |
| 84930 4TH AVE PARKING GARAGE OPERATION           | \$ -               | \$ -               | \$ 500              | \$ 100            | \$ -                | \$ (500)                      | -100.0%          |
| 84950 GRANT PROGRAMS                             | \$ 114,986         | \$ 50,857          | \$ 159,000          | \$ 45,523         | \$ 228,500          | \$ 69,500                     | 43.7%            |
| <b>XOPU TOTAL OPERATIONAL UNITS</b>              | <b>\$ 209,405</b>  | <b>\$ 145,191</b>  | <b>\$ 260,291</b>   | <b>\$ 139,764</b> | <b>\$ 331,543</b>   | <b>\$ 71,252</b>              | <b>27.4%</b>     |
| 85110 PROPERTY INSURANCE                         | \$ 120,317         | \$ 125,727         | \$ 130,842          | \$ 136,790        | \$ 143,490          | \$ 12,648                     | 9.7%             |
| 85111 FRAUD INSURANCE                            | \$ -               | \$ 12,796          | \$ 48,265           | \$ 48,427         | \$ 50,101           | \$ 1,836                      | 3.8%             |
| 85112 INLAND MARINE INSURANCE                    | \$ 74,880          | \$ 73,679          | \$ 81,302           | \$ 83,550         | \$ 87,706           | \$ 6,404                      | 7.9%             |
| 85113 AUTO PHYSICAL DAMAGE                       | \$ 23,001          | \$ 27,101          | \$ 25,166           | \$ 25,166         | \$ 26,515           | \$ 1,349                      | 5.4%             |
| 85115 LIABILITY INSURANCE                        | \$ 357,756         | \$ 117,051         | \$ 114,841          | \$ 118,807        | \$ 129,382          | \$ 14,541                     | 12.7%            |
| 85116 E&O LIABILITY INSURANCE                    | \$ -               | \$ 108,521         | \$ 114,044          | \$ 113,998        | \$ 119,402          | \$ 5,358                      | 4.7%             |
| 85117 VEHICLE LIABILITY INSURANCE                | \$ 174,130         | \$ 183,652         | \$ 194,954          | \$ 175,287        | \$ 186,667          | \$ (8,287)                    | -4.3%            |
| 85118 LAW ENFORCEMENT LIABILITY INSURAN          | \$ -               | \$ 168,195         | \$ 163,098          | \$ 163,098        | \$ 171,252          | \$ 8,154                      | 5.0%             |
| 85119 UMBRELLA LIABILITY                         | \$ 37,969          | \$ 42,039          | \$ 44,820           | \$ 44,774         | \$ 46,991           | \$ 2,171                      | 4.8%             |
| 85120 PROPERTY DAMAGE COSTS                      | \$ 48,653          | \$ (5,205)         | \$ 53,663           | \$ 16,945         | \$ 35,803           | \$ (17,860)                   | -33.3%           |
| 85123 PHYSICAL DAMAGE CLAIMS/DEDUCTIBL           | \$ (10,218)        | \$ (44,037)        | \$ 2,940            | \$ 763            | \$ 3,150            | \$ 210                        | 7.1%             |
| 85125 LIABILITY CLAIMS/DEDUCTIBLES               | \$ 3,963           | \$ 625             | \$ -                | \$ 4,708          | \$ 4,943            | \$ 4,943                      | 100.0%           |
| 85126 PUBLIC LIABILITY CLAIMS/DEDUCTIBLES        | \$ 12,651          | \$ -               | \$ -                | \$ -              | \$ -                | \$ -                          | 0.0%             |
| 85127 VEHICLE LIABILITY CLAIMS/DEDUCTIBLE        | \$ 39,502          | \$ 64,038          | \$ 22,008           | \$ 35,279         | \$ 36,343           | \$ 14,335                     | 65.1%            |
| 85128 LAW ENFORCEMENT LIABILITY CLAIMS/          | \$ 43,116          | \$ 85,337          | \$ 57,595           | \$ 30,340         | \$ 31,858           | \$ (25,737)                   | -44.7%           |
| 85140 SURETY/NOTARY BONDS                        | \$ 352             | \$ 485             | \$ 850              | \$ 700            | \$ 950              | \$ 100                        | 11.8%            |
| <b>XPLC TOTAL PROPERTY &amp; LIABILITY COSTS</b> | <b>\$ 926,072</b>  | <b>\$ 960,004</b>  | <b>\$ 1,054,388</b> | <b>\$ 998,632</b> | <b>\$ 1,074,553</b> | <b>\$ 20,165</b>              | <b>1.9%</b>      |
| 85220 PROPERTY TAX-RENTAL PROPERTY               | \$ 119             | \$ 277             | \$ 490              | \$ 490            | \$ 500              | \$ 10                         | 2.0%             |
| 85240 EQUIPMENT RENTAL & LEASES                  | \$ 31,886          | \$ 41,519          | \$ 56,015           | \$ 52,756         | \$ 55,750           | \$ (265)                      | -0.5%            |
| 85250 STORAGE RENTAL                             | \$ 5,136           | \$ 2,963           | \$ 2,400            | \$ 2,400          | \$ 2,472            | \$ 72                         | 3.0%             |
| 85260 VEHICLE RENTAL (INSIDE WILLIAMSON C        | \$ 39              | \$ -               | \$ -                | \$ -              | \$ -                | \$ -                          | 0.0%             |
| 85270 POST OFFICE BOX RENTAL                     | \$ -               | \$ -               | \$ 515              | \$ 500            | \$ 500              | \$ (15)                       | -2.9%            |
| <b>XRENT TOTAL RENTALS</b>                       | <b>\$ 37,180</b>   | <b>\$ 44,759</b>   | <b>\$ 59,420</b>    | <b>\$ 56,146</b>  | <b>\$ 59,222</b>    | <b>\$ (198)</b>               | <b>-0.3%</b>     |
| 85310 PERMITS                                    | \$ 2,605           | \$ 5,306           | \$ 7,850            | \$ 4,550          | \$ 7,950            | \$ 100                        | 1.3%             |
| 85320 STATE FEES                                 | \$ 16,793          | \$ 14,588          | \$ 13,240           | \$ 16,890         | \$ 20,480           | \$ 7,240                      | 54.7%            |
| 85325 FEDERAL FEES                               | \$ 21              | \$ 265             | \$ 250              | \$ 250            | \$ 250              | \$ -                          | 0.0%             |
| 85330 UTILITY DISTRICT FEES                      | \$ 20,887          | \$ 15,331          | \$ 24,000           | \$ 24,000         | \$ 24,000           | \$ -                          | 0.0%             |
| 85340 RECORDING & FILING FEES                    | \$ 5,124           | \$ 3,319           | \$ 5,320            | \$ 5,920          | \$ 5,320            | \$ -                          | 0.0%             |
| <b>XPERM TOTAL PERMITS</b>                       | <b>\$ 45,430</b>   | <b>\$ 38,809</b>   | <b>\$ 50,660</b>    | <b>\$ 51,610</b>  | <b>\$ 58,000</b>    | <b>\$ 7,340</b>               | <b>14.5%</b>     |
| 85510 BANKING FEES                               | \$ 34,628          | \$ 31,305          | \$ 40,000           | \$ 42,000         | \$ 42,000           | \$ 2,000                      | 5.0%             |
| 85520 INVESTMENT FEES                            | \$ 33,974          | \$ 46,003          | \$ 51,000           | \$ 50,500         | \$ 50,500           | \$ (500)                      | -1.0%            |
| 85525 FINANCIAL ADVISOR FEES                     | \$ 16,694          | \$ 16,000          | \$ 26,000           | \$ 26,000         | \$ 26,000           | \$ -                          | 0.0%             |
| 85530 E-COMMERCE FEES                            | \$ 7,495           | \$ 6,478           | \$ 7,890            | \$ 6,697          | \$ 6,713            | \$ (1,177)                    | -14.9%           |
| 85540 BILLING SERVICES                           | \$ 215,333         | \$ 216,502         | \$ 270,000          | \$ 250,000        | \$ 240,000          | \$ (30,000)                   | -11.1%           |
| 85555 PROPERTY TAX BILLING SERVICES              | \$ 121,464         | \$ 125,148         | \$ 150,000          | \$ 140,000        | \$ 135,000          | \$ (15,000)                   | -10.0%           |
| 85570 BAD DEBT EXPENSE (NET OF RECOVERIE         | \$ 4,330           | \$ 2,001           | \$ 7,750            | \$ 5,000          | \$ 5,000            | \$ (2,750)                    | -35.5%           |
| 85590 BOND COMPLIANCE                            | \$ 500             | \$ 500             | \$ 500              | \$ 3,000          | \$ 3,000            | \$ 2,500                      | 500.0%           |
| <b>XFLF TOTAL FINANCIAL FEES</b>                 | <b>\$ 434,418</b>  | <b>\$ 444,009</b>  | <b>\$ 553,140</b>   | <b>\$ 523,197</b> | <b>\$ 508,213</b>   | <b>\$ (44,927)</b>            | <b>-8.1%</b>     |





# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Appendix G: Budget by Accounts - General Fund

|                                                   | <u>A</u>              | <u>B</u>              | <u>C</u>              | <u>D</u>              | <u>E</u>              | <u>F (E-C)</u>                | <u>G (E/C-1)</u> |
|---------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|------------------|
|                                                   | <u>Actual 2017</u>    | <u>Actual 2018</u>    | <u>Budget 2019</u>    | <u>Estd 2019</u>      | <u>Budget 2020</u>    | <u>Difference 19' vs. 20'</u> |                  |
|                                                   |                       |                       |                       |                       |                       | \$                            | %                |
| 85990 MISCELLANEOUS                               | \$ 2,744              | \$ (2,528)            | \$ 7,840              | \$ 6,217              | \$ 8,145              | \$ 305                        | 3.9%             |
| <b>XOBE TOTAL OTHER BUSINESS EXPENSES</b>         | <b>\$ 2,744</b>       | <b>\$ (2,528)</b>     | <b>\$ 7,840</b>       | <b>\$ 6,217</b>       | <b>\$ 8,145</b>       | <b>\$ 305</b>                 | <b>3.9%</b>      |
| 86600 LEASE/LOAN PRINCIPAL                        | \$ 2,271,063          | \$ 1,668,944          | \$ 747,971            | \$ 782,032            | \$ -                  | \$ (747,971)                  | -100.0%          |
| 86700 LEASE/LOAN INTEREST                         | \$ (4,787)            | \$ 18,015             | \$ 6,447              | \$ 7,003              | \$ -                  | \$ (6,447)                    | -100.0%          |
| <b>XDSV TOTAL DEBT SERVICE</b>                    | <b>\$ 2,266,276</b>   | <b>\$ 1,686,959</b>   | <b>\$ 754,418</b>     | <b>\$ 789,035</b>     | <b>\$ -</b>           | <b>\$ (754,418)</b>           | <b>-100.0%</b>   |
| 87110 CONTRACTED SERVICES                         | \$ 144,563            | \$ 163,413            | \$ 235,349            | \$ 186,622            | \$ 192,322            | \$ (43,027)                   | -18.3%           |
| 87120 APPROPRIATIONS TO GOVERNMENTS               | \$ 196,550            | \$ 216,543            | \$ 219,644            | \$ 218,894            | \$ 227,964            | \$ 8,320                      | 3.8%             |
| 87130 APPROPRIATIONS TO CIVIC ORGANIZAT           | \$ 177,415            | \$ 151,635            | \$ 151,635            | \$ 151,635            | \$ 156,635            | \$ 5,000                      | 3.3%             |
| <b>XAPP TOTAL APPROPRIATIONS</b>                  | <b>\$ 518,528</b>     | <b>\$ 531,591</b>     | <b>\$ 606,628</b>     | <b>\$ 557,151</b>     | <b>\$ 576,921</b>     | <b>\$ (29,707)</b>            | <b>-4.9%</b>     |
| 87510 REIMB OF INTERFUND SERVICES                 | \$ (2,707,185)        | \$ (2,787,800)        | \$ (3,264,935)        | \$ (3,264,935)        | \$ (3,762,946)        | \$ (498,011)                  | 15.3%            |
| <b>XREIM TOTAL INTERFUND SERVICES REIMBU</b>      | <b>\$ (2,707,185)</b> | <b>\$ (2,787,800)</b> | <b>\$ (3,264,935)</b> | <b>\$ (3,264,935)</b> | <b>\$ (3,762,946)</b> | <b>\$ (498,011)</b>           | <b>15.3%</b>     |
| 88020 TRANSFER TO STREET AID & TRANSPORT          | \$ 332,840            | \$ -                  | \$ 250,000            | \$ 250,000            | \$ 250,000            | \$ -                          | 0.0%             |
| 88030 TRANSFER TO SANITATION                      | \$ 750,000            | \$ 500,000            | \$ -                  | \$ -                  | \$ -                  | \$ -                          | 0.0%             |
| 88040 TRANSFER TO ROAD IMPACT                     | \$ -                  | \$ -                  | \$ 251,418            | \$ 251,418            | \$ -                  | \$ (251,418)                  | -100.0%          |
| 88085 TRANSFER TO IN LIEU OF PARKLAND FU          | \$ -                  | \$ -                  | \$ 228,582            | \$ 228,582            | \$ -                  | \$ (228,582)                  | -100.0%          |
| 88090 TRANSFER TO TRANSIT FUND                    | \$ 458,755            | \$ 1,144,399          | \$ 1,985,171          | \$ 1,985,171          | \$ 1,003,371          | \$ (981,800)                  | -49.5%           |
| 88095 TRANSFER TO HOTEL MOTEL FUND                | \$ 792,914            | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ -                          | 0.0%             |
| 88100 TRANSFER TO CAPITAL PROJECT FUND            | \$ 1,666,071          | \$ -                  | \$ 2,575,000          | \$ 2,575,000          | \$ -                  | \$ (2,575,000)                | -100.0%          |
| <b>XTRAN TOTAL TRANSFERS</b>                      | <b>\$ 4,000,580</b>   | <b>\$ 1,644,399</b>   | <b>\$ 5,290,171</b>   | <b>\$ 5,290,171</b>   | <b>\$ 1,253,371</b>   | <b>\$ (4,036,800)</b>         | <b>-76.3%</b>    |
| <b>XOP TOTAL OPERATIONS</b>                       | <b>\$ 18,334,440</b>  | <b>\$ 15,260,106</b>  | <b>\$ 20,078,482</b>  | <b>\$ 19,246,219</b>  | <b>\$ 15,194,028</b>  | <b>\$ (4,884,454)</b>         | <b>-24.3%</b>    |
| <b>Capital</b>                                    | <b>\$ -</b>           |                       |                       |                       |                       |                               |                  |
| 89220 BUILDING DESIGN & CONSTRUCTION              | \$ -                  | \$ 30,728             | \$ 320,000            | \$ 175,000            | \$ 300,000            | \$ (20,000)                   | -6.3%            |
| 89230 BUILDING IMPROVEMENTS                       | \$ -                  | \$ 290,376            | \$ -                  | \$ -                  | \$ -                  | \$ -                          | 0.0%             |
| <b>XBLDG TOTAL BUILDINGS</b>                      | <b>\$ -</b>           | <b>\$ 321,104</b>     | <b>\$ 320,000</b>     | <b>\$ 175,000</b>     | <b>\$ 300,000</b>     | <b>\$ (20,000)</b>            | <b>-6.3%</b>     |
| 89310 PARKS & RECREATION FACILITIES               | \$ -                  | \$ -                  | \$ 446,250            | \$ 446,250            | \$ 191,250            | \$ (255,000)                  | -57.1%           |
| <b>XIMPR TOTAL IMPROVEMENTS</b>                   | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ 446,250</b>     | <b>\$ 446,250</b>     | <b>\$ 191,250</b>     | <b>\$ (255,000)</b>           | <b>-57.1%</b>    |
| 89420 STREETS                                     | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ -                          | 0.0%             |
| 89460 SIDEWALKS                                   | \$ 74,528             | \$ 651,944            | \$ -                  | \$ 31,079             | \$ -                  | \$ -                          | 0.0%             |
| 89470 TRAFFIC SIGNALS                             | \$ -                  | \$ 305,919            | \$ -                  | \$ 12,635             | \$ 150,000            | \$ 150,000                    | 100.0%           |
| 89480 STREETLIGHTS                                | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ 72,000             | \$ 72,000                     | 100.0%           |
| <b>XINFR TOTAL INFRASTRUCTURE</b>                 | <b>\$ 74,528</b>      | <b>\$ 957,863</b>     | <b>\$ -</b>           | <b>\$ 43,714</b>      | <b>\$ 222,000</b>     | <b>\$ 222,000</b>             | <b>100.0%</b>    |
| 89520 VEHICLES (>\$25,000)                        | \$ 93,949             | \$ 583,686            | \$ 349,000            | \$ 289,733            | \$ 1,312,000          | \$ 963,000                    | 275.9%           |
| 89530 MACHINERY & EQUIPMENT (>\$25,000)           | \$ 48,145             | \$ 114,919            | \$ 506,000            | \$ 306,277            | \$ 2,478,527          | \$ 1,972,527                  | 389.8%           |
| 89540 COMPUTER HARDWARE (>\$25,000)               | \$ -                  | \$ 160,978            | \$ 60,000             | \$ 60,000             | \$ 75,000             | \$ 15,000                     | 25.0%            |
| 89550 COMPUTER SOFTWARE (>\$25,000)               | \$ (27,835)           | \$ -                  | \$ 76,000             | \$ 81,500             | \$ -                  | \$ (76,000)                   | -100.0%          |
| <b>XMEO TOTAL MACHINERY &amp; EQUIPMENT (&gt;</b> | <b>\$ 114,259</b>     | <b>\$ 859,583</b>     | <b>\$ 991,000</b>     | <b>\$ 737,510</b>     | <b>\$ 3,865,527</b>   | <b>\$ 2,874,527</b>           | <b>290.1%</b>    |
| <b>XCAP TOTAL CAPITAL</b>                         | <b>\$ 188,787</b>     | <b>\$ 2,138,550</b>   | <b>\$ 1,757,250</b>   | <b>\$ 1,402,474</b>   | <b>\$ 4,578,777</b>   | <b>\$ 2,821,527</b>           | <b>160.6%</b>    |
| <b>XTOT TOTAL EXPENDITURES</b>                    | <b>\$ 62,506,793</b>  | <b>\$ 62,923,226</b>  | <b>\$ 74,341,784</b>  | <b>\$ 72,758,946</b>  | <b>\$ 73,789,465</b>  | <b>\$ (552,319)</b>           | <b>-0.7%</b>     |



## Final

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**City of Franklin, Tennessee**  
**FY 2020 Operating Budget Request**

**Appendix H: Overall Program Enhancement Summary**

|                                             |                                                    |              |           |              |              |              | Final       |
|---------------------------------------------|----------------------------------------------------|--------------|-----------|--------------|--------------|--------------|-------------|
| Priority                                    | Request                                            | Compensation | Benefits  | Expenses     | Total        | Funded       |             |
| <b>Finance</b>                              |                                                    |              |           |              |              |              |             |
| 1                                           | CAFR Preparation Software                          | \$ -         | \$ -      | \$ 24,000    | \$ 24,000    | \$ 15,000    |             |
| 2                                           | Temporary Assistance                               | \$ 10,000    | \$ 3,000  | \$ -         | \$ 13,000    |              |             |
| 3                                           | Financial Analyst (Data/Analytics)                 | \$ 61,640    | \$ 18,492 | \$ 2,200     | \$ 82,332    |              |             |
| Total                                       |                                                    | \$ 71,640    | \$ 21,492 | \$ 26,200    | \$ 119,332   | \$ 15,000    |             |
|                                             |                                                    |              |           |              |              |              | (+1.25 FTE) |
| <b>Engineering</b>                          |                                                    |              |           |              |              |              |             |
| 1                                           | Reclassification of Eng. II to Eng. III/Supervisor | \$ 12,016    | \$ -      | \$ -         | \$ 12,016    | \$ 12,016    |             |
| 2                                           | Senior Capital Project Inspector                   | \$ 67,000    | \$ 20,100 | \$ 1,000     | \$ 88,100    | \$ 88,100    |             |
| Total                                       |                                                    | \$ 79,016    | \$ 20,100 | \$ 1,000     | \$ 100,116   | \$ 100,116   |             |
|                                             |                                                    |              |           |              |              |              | (+1.0 FTE)  |
| <b>Traffic Operations Center</b>            |                                                    |              |           |              |              |              |             |
| 1                                           | Secure Access Control for Traffic Signals & ITS    | \$ -         | \$ -      | \$ 50,000    | \$ 50,000    | \$ 50,000    |             |
| 2                                           | Temporary Part-Time Traffic Engineer               | \$ 46,000    | \$ 3,519  | \$ -         | \$ 49,519    | \$ 25,000    |             |
| Total                                       |                                                    | \$ 46,000    | \$ 3,519  | \$ 50,000    | \$ 99,519    | \$ 75,000    |             |
|                                             |                                                    |              |           |              |              |              | (+1.5 FTE)  |
| <b>Human Resources</b>                      |                                                    |              |           |              |              |              |             |
| 1                                           | Supervisor Training                                | \$ -         | \$ -      | \$ 50,000    | \$ 50,000    | \$ 50,000    |             |
| 2                                           | Online Training Program                            | \$ -         | \$ -      | \$ 8,835     | \$ 8,835     | \$ 8,835     |             |
| 3                                           | New Copier                                         | \$ -         | \$ -      | \$ 11,421    | \$ 11,421    | \$ 11,421    |             |
| 4                                           | Office Remodel                                     | \$ -         | \$ -      | \$ 25,000    | \$ 25,000    |              |             |
| 5                                           | Office Furniture                                   | \$ -         | \$ -      | \$ 10,000    | \$ 10,000    |              |             |
| 6                                           | New Vehicle                                        | \$ -         | \$ -      | \$ 36,000    | \$ 36,000    |              |             |
| Total                                       |                                                    | \$ -         | \$ -      | \$ 141,256   | \$ 141,256   | \$ 70,256    |             |
| <b>Planning &amp; Sustainability</b>        |                                                    |              |           |              |              |              |             |
| 1                                           | Historic Preservation Plan                         | \$ -         | \$ -      | \$ 30,000    | \$ 30,000    |              |             |
| 2                                           | Cont. Ed.-DRT Peer City Travel                     | \$ -         | \$ -      | \$ 25,000    | \$ 25,000    | \$ 25,000    |             |
| Total                                       |                                                    | \$ -         | \$ -      | \$ 55,000    | \$ 55,000    | \$ 25,000    |             |
| <b>Building &amp; Neighborhood Services</b> |                                                    |              |           |              |              |              |             |
| 1                                           | Routine Vehicle Replacement (Mid-sized SUV)        | \$ -         | \$ -      | \$ 90,000    | \$ 90,000    | \$ 45,000    |             |
| 2                                           | Position Reclassification                          | \$ 4,003     | \$ -      | \$ -         | \$ 4,003     | \$ 4,003     |             |
| 3                                           | Part Time Inspector II Position Requisition        | \$ 24,352    | \$ -      | \$ -         | \$ 24,352    | \$ 24,352    |             |
| Total                                       |                                                    | \$ 28,355    | \$ -      | \$ 90,000    | \$ 118,355   | \$ 73,355    |             |
|                                             |                                                    |              |           |              |              |              | (+1.5 FTE)  |
| <b>Police</b>                               |                                                    |              |           |              |              |              |             |
| 1                                           | Police Officers                                    | \$ 272,100   | \$ 81,630 | \$ 238,620   | \$ 592,350   | \$ 296,175   |             |
| 2                                           | Vehicles                                           | \$ -         | \$ -      | \$ 1,460,000 | \$ 1,460,000 | \$ 1,000,000 |             |
| 3                                           | Tasers                                             | \$ -         | \$ -      | \$ 59,000    | \$ 59,000    | \$ 59,000    |             |
| 5                                           | Increase Overtime                                  | \$ 125,000   | \$ -      | \$ -         | \$ 125,000   | \$ 75,000    |             |
| 6                                           | Portable Security Tower                            | \$ -         | \$ -      | \$ 60,000    | \$ 60,000    | \$ 60,000    |             |
| 7                                           | Dignitary Protection Training                      | \$ -         | \$ -      | \$ 13,970    | \$ 13,970    |              |             |
| 8                                           | Community Room Technology                          | \$ -         | \$ -      | \$ 62,000    | \$ 62,000    |              |             |
| 9                                           | License Plate Reader                               | \$ -         | \$ -      | \$ 50,000    | \$ 50,000    |              |             |
| 10                                          | Treadmills                                         | \$ -         | \$ -      | \$ 10,000    | \$ 10,000    |              |             |
| 11                                          | Storage Containers                                 | \$ -         | \$ -      | \$ 8,829     | \$ 8,829     |              |             |
| 12                                          | Century Court Range Updates                        | \$ -         | \$ -      | \$ 190,000   | \$ 190,000   |              |             |
| Total                                       |                                                    | \$ 397,100   | \$ 81,630 | \$ 2,152,419 | \$ 2,631,149 | \$ 1,490,175 |             |
|                                             |                                                    |              |           |              |              |              | (+6 FTE)    |





**City of Franklin, Tennessee**  
**FY 2020 Operating Budget Request**

**Appendix H: Overall Program Enhancement Summary**

|                              |                                                       |              |            |              |              | Final                               |
|------------------------------|-------------------------------------------------------|--------------|------------|--------------|--------------|-------------------------------------|
| Priority                     | Request                                               | Compensation | Benefits   | Expenses     | Total        | Funded                              |
| <b>Fire</b>                  |                                                       |              |            |              |              |                                     |
| 1                            | Add Three (3) Fire Safety Officers                    | \$ 174,973   | \$ 52,492  | \$ 24,187    | \$ 251,652   | \$ 1,002,000<br>\$ 9,000            |
| 2                            | Rapid Response Unit with Transport Capabilities       | \$ -         | \$ -       | \$ 443,120   | \$ 443,120   |                                     |
| 3                            | Add Three (3) Training Instructors                    | \$ 174,973   | \$ 52,492  | \$ 24,187    | \$ 251,652   |                                     |
| 4                            | Telestaff (City Facilities Tax)                       | \$ -         | \$ -       | \$ 57,500    | \$ 57,500    |                                     |
| 5                            | Replace Battalion Chief Vehicle and Equipment         | \$ -         | \$ -       | \$ 68,560    | \$ 68,560    |                                     |
| 6                            | Replace Ladder 3                                      | \$ -         | \$ -       | \$ 1,002,000 | \$ 1,002,000 |                                     |
| 7                            | Stair Chairs                                          | \$ -         | \$ -       | \$ 9,000     | \$ 9,000     |                                     |
| 8                            | Replace Two Staff Vehicles and Equipment              | \$ -         | \$ -       | \$ 84,400    | \$ 84,400    |                                     |
| 9                            | Tower Upgrades to ALS                                 | \$ -         | \$ -       | \$ 115,500   | \$ 115,500   |                                     |
| 10                           | Operative IQ Software                                 | \$ -         | \$ -       | \$ 31,600    | \$ 31,600    |                                     |
| 11                           | Apparatus Vehicle Camera System                       | \$ -         | \$ -       | \$ 6,425     | \$ 6,425     |                                     |
| 12                           | Ozone Sterilization Unit                              | \$ -         | \$ -       | \$ 8,000     | \$ 8,000     |                                     |
| 13                           | Video Laryngoscopes                                   | \$ -         | \$ -       | \$ 9,850     | \$ 9,850     |                                     |
| 14                           | Used Fuel Truck                                       | \$ -         | \$ -       | \$ 205,000   | \$ 205,000   |                                     |
| 15                           | Replace Engine 2                                      | \$ -         | \$ -       | \$ 734,000   | \$ 734,000   |                                     |
| 16                           | Air/Light Response Vehicle (City Facilities Tax)      | \$ -         | \$ -       | \$ 532,000   | \$ 532,000   |                                     |
| 17                           | Extractor & Dryer for Fire Training Center            | \$ -         | \$ -       | \$ 22,000    | \$ 22,000    |                                     |
| 18                           | Outdoor Warning Siren (City Facilities Tax)           | \$ -         | \$ -       | \$ 30,000    | \$ 30,000    |                                     |
| 19                           | Driving Pad Repairs                                   | \$ -         | \$ -       | \$ 30,000    | \$ 30,000    |                                     |
| <b>Total</b>                 |                                                       | \$ 349,946   | \$ 104,984 | \$ 3,437,329 | \$ 3,892,259 | \$ 1,041,000                        |
|                              |                                                       |              |            |              |              | (+6 FTE)                            |
| <b>Streets - Maintenance</b> |                                                       |              |            |              |              |                                     |
| 1                            | Re-Classification - Crew Chief                        | \$ 3,000     | \$ 900     | \$ -         | \$ 3,900     | \$ 3,900                            |
| 2                            | Single Axle Dump Truck                                | \$ -         | \$ -       | \$ 127,610   | \$ 127,610   | \$ 127,610                          |
| 3                            | Landscape Unit                                        | \$ -         | \$ -       | \$ 52,450    | \$ 52,450    | \$ 52,450                           |
| 4                            | Asphalt Hot Box                                       | \$ -         | \$ -       | \$ 32,750    | \$ 32,750    | \$ 32,750                           |
| 5                            | Tractor & Brush-Hog                                   | \$ -         | \$ -       | \$ 137,000   | \$ 137,000   | \$ 65,825<br>\$ 40,000<br>\$ 50,000 |
| 6                            | SUV                                                   | \$ -         | \$ -       | \$ 42,600    | \$ 42,600    |                                     |
| 7                            | Tracked Skid Steer                                    | \$ -         | \$ -       | \$ 54,400    | \$ 54,400    |                                     |
| 8                            | Road Inspector                                        | \$ 50,000    | \$ 15,000  | \$ 825       | \$ 65,825    |                                     |
| 9                            | Windrow Turner                                        | \$ -         | \$ -       | \$ 250,000   | \$ 250,000   |                                     |
| 10                           | Site Development - 124 Lumber Drive                   | \$ -         | \$ -       | \$ 300,000   | \$ 300,000   |                                     |
| <b>Total</b>                 |                                                       | \$ 53,000    | \$ 15,900  | \$ 997,635   | \$ 1,066,535 | \$ 372,535                          |
|                              |                                                       |              |            |              |              | (+1 FTE)                            |
| <b>Streets - Traffic</b>     |                                                       |              |            |              |              |                                     |
| 1                            | I-65 Light Improvement                                | \$ -         | \$ -       | \$ 72,000    | \$ 72,000    | \$ 72,000                           |
| 2                            | Elevated Platform Truck                               | \$ -         | \$ -       | \$ 143,650   | \$ 143,650   | \$ 143,650                          |
| 3                            | Coolsprings Roadway Striping                          | \$ -         | \$ -       | \$ 24,500    | \$ 24,500    | \$ 24,500                           |
| 4                            | Annual Traffic Calming Budget                         |              |            | \$ 150,000   | \$ 150,000   | \$ 30,000                           |
| <b>Total</b>                 |                                                       | \$ -         | \$ -       | \$ 390,150   | \$ 390,150   | \$ 270,150                          |
| <b>Streets - Fleet</b>       |                                                       |              |            |              |              |                                     |
| 1                            | Pickup Truck                                          |              |            | \$ 35,150    | \$ 35,150    | \$ -                                |
| <b>Total</b>                 |                                                       | \$ -         | \$ -       | \$ 35,150    | \$ 35,150    | \$ -                                |
| <b>Parks</b>                 |                                                       |              |            |              |              |                                     |
| 1                            | Federal Line Markers Project                          | \$ -         | \$ -       | \$ 11,500    | \$ 11,500    | \$ 11,500                           |
| 2                            | New: Assistant Parks Director                         | \$ 84,897    | \$ 25,469  | \$ 36,493    | \$ 146,859   | \$ 146,859                          |
| 3                            | Reclassification: Athletics Turf and Field Supervisor | \$ 7,373     | \$ 2,212   | \$ -         | \$ 9,585     | \$ 9,585                            |
| 4                            | NEW: Landscape Crew Chief- Full Time                  | \$ 47,689    | \$ 14,307  | \$ 64,229    | \$ 126,225   | \$ 126,225                          |
| 5                            | REPLACEMENT: Wide Area Mower                          | \$ -         | \$ -       | \$ 106,527   | \$ 106,527   | \$ 106,527                          |
| 6                            | NEW: Trimming Rotary Motor                            | \$ -         | \$ -       | \$ 28,100    | \$ 28,100    | \$ 400,696                          |
| 7                            | REPLACEMENT: Siding of Eastern Flank Event Facility   | \$ -         | \$ -       | \$ 154,887   | \$ 154,887   |                                     |
| 8                            | New: Workman & Topdresser                             | \$ -         | \$ -       | \$ 34,300    | \$ 34,300    |                                     |
| 9                            | Replacement: Compact Utility Tractor                  | \$ -         | \$ -       | \$ 36,800    | \$ 36,800    |                                     |
| 10                           | NEW: Maintenance Worker-Trails                        | \$ 38,953    | \$ 11,686  | \$ 1,575     | \$ 52,214    |                                     |
| 11                           | Replacement: Vacuum                                   | \$ -         | \$ -       | \$ 37,900    | \$ 37,900    |                                     |
| 12                           | NEW: Landscape Worker - Part Time                     | \$ 23,758    | \$ 7,127   | \$ 1,675     | \$ 32,560    |                                     |
| 13                           | New: Heavy Duty Field TopMaker                        | \$ -         | \$ -       | \$ 36,100    | \$ 36,100    |                                     |
| 14                           | Replacement: Utility Turf Tractor                     | \$ -         | \$ -       | \$ 42,500    | \$ 42,500    |                                     |
| 15                           | Replacement: Pickup Truck                             | \$ -         | \$ -       | \$ 36,000    | \$ 36,000    |                                     |
| <b>Total</b>                 |                                                       | \$ 202,670   | \$ 60,801  | \$ 628,586   | \$ 892,057   | \$ 400,696                          |



City of Franklin, Tennessee  
FY 2020 Operating Budget Request

Appendix H: Overall Program Enhancement Summary

|                                                    |                                               |                            |          |              |              | Final                     |
|----------------------------------------------------|-----------------------------------------------|----------------------------|----------|--------------|--------------|---------------------------|
| Priority                                           | Request                                       | Compensation<br>(+3.5 FTE) | Benefits | Expenses     | Total        | Funded                    |
| <b>Economic Development</b>                        |                                               |                            |          |              |              |                           |
| 1                                                  | Williamson Inc. Economic Development          | \$ -                       | \$ -     | \$ 10,000    | \$ 10,000    | \$ 5,000                  |
| Total                                              |                                               | \$ -                       | \$ -     | \$ 10,000    | \$ 10,000    | \$ 5,000                  |
| <b>Appropriations</b>                              |                                               |                            |          |              |              |                           |
| 1                                                  | Various Additional Requests                   | \$ -                       | \$ -     | \$ 21,250    | \$ 21,250    | \$ 5,000                  |
| Total                                              |                                               | \$ -                       | \$ -     | \$ 21,250    | \$ 21,250    | \$ 5,000                  |
| <b>Total General Fund</b>                          |                                               |                            |          |              |              |                           |
| \$ 1,597,932 \$ 411,128 \$ 8,689,020 \$ 10,698,080 |                                               |                            |          |              |              | \$ 4,481,298<br>(+10 FTE) |
|                                                    |                                               |                            |          |              |              | (+26.75 FTE)              |
| <b>Sanitation Fund</b>                             |                                               |                            |          |              |              |                           |
| <b>Sanitation and Environmental Services</b>       |                                               |                            |          |              |              |                           |
| 1                                                  | Replace 106.SL with New Automated Side Loader | \$ -                       | \$ -     | \$ 342,020   | \$ 342,020   | \$ 342,020                |
| 2                                                  | Replace 170.SL with New Automated Side Loader | \$ -                       | \$ -     | \$ 342,020   | \$ 342,020   | \$ 342,020                |
| 3                                                  | Replace 171.SL with New Automated Side Loader | \$ -                       | \$ -     | \$ 342,020   | \$ 342,020   | \$ 342,020                |
| 4                                                  | Replace 131.KB with New Knuckleboom           | \$ -                       | \$ -     | \$ 190,020   | \$ 190,020   | \$ 190,020                |
| 5                                                  | ADD Knuckleboom Truck - Facilities            | \$ -                       | \$ -     | \$ 190,020   | \$ 190,020   | \$ 190,020                |
| 6                                                  | Add New SUV                                   | \$ -                       | \$ -     | \$ 36,720    | \$ 36,720    |                           |
| 7                                                  | Replace Stationary Pressure Washer            | \$ -                       | \$ -     | \$ 9,657     | \$ 9,657     |                           |
| 8                                                  | Replace old Tow Motor with New Toyota 5000lbs | \$ -                       | \$ -     | \$ 31,250    | \$ 31,250    |                           |
| 9                                                  | Replace Ford F150 with New Pickup             | \$ -                       | \$ -     | \$ 488,400   | \$ 488,400   |                           |
| Total                                              |                                               | \$ -                       | \$ -     | \$ 1,972,127 | \$ 1,972,127 | \$ 1,406,100              |
| <b>Total Sanitation Fund</b>                       |                                               |                            |          |              |              | \$ 1,406,100              |
| <b>Stormwater Fund</b>                             |                                               |                            |          |              |              |                           |
| <b>Stormwater - Streets</b>                        |                                               |                            |          |              |              |                           |
| 1                                                  | Self Contained Leaf/Drain Vacuum              | \$ -                       | \$ -     | \$ 198,775   | \$ 198,775   | \$ -                      |
| 2                                                  | Excavator                                     | \$ -                       | \$ -     | \$ 86,500    | \$ 86,500    | \$ -                      |
| 3                                                  | Pickup Truck                                  | \$ -                       | \$ -     | \$ 38,200    | \$ 38,200    | \$ -                      |
| Total                                              |                                               | \$ -                       | \$ -     | \$ 323,475   | \$ 323,475   | \$ -                      |
| <b>Stormwater Fund</b>                             |                                               |                            |          |              |              | \$ -                      |
| <b>Water &amp; Wastewater Funds</b>                |                                               |                            |          |              |              |                           |
| <b>Equipment</b>                                   |                                               |                            |          |              |              |                           |
| 1                                                  | Utility Service Truck                         | \$ -                       | \$ -     | \$ 65,350    | \$ 65,350    | \$ 65,350                 |
| 2                                                  | Assistant Director Vehicle                    | \$ -                       | \$ -     | \$ 38,550    | \$ 38,550    | \$ 38,550                 |
| 3                                                  | Tandem-axle Dump Truck                        | \$ -                       | \$ -     | \$ 160,510   | \$ 160,510   | \$ 160,510                |
| 4                                                  | Bio-Solids Dump Truck                         | \$ -                       | \$ -     | \$ 160,510   | \$ 160,510   | \$ 160,510                |
| Total                                              |                                               | \$ -                       | \$ -     | \$ 424,920   | \$ 424,920   | \$ 424,920                |
| <b>Total Water &amp; Wastewater Funds</b>          |                                               |                            |          |              |              | \$ 424,920                |



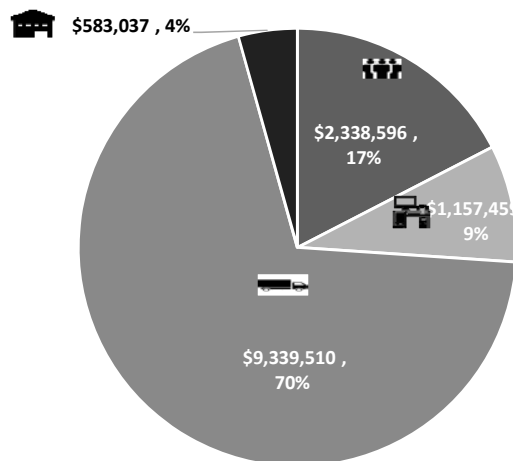
# City of Franklin, Tennessee

## FY 2020 Operating Budget Request

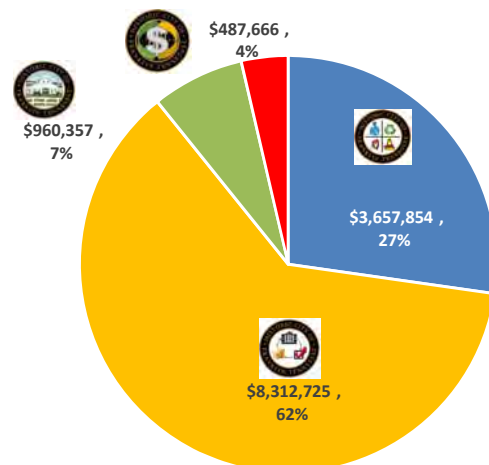
### Appendix H: Overall Program Enhancement Summary

| Priority                              | Request | Compensation | Benefits   | Expenses      | Total         | Funded       |
|---------------------------------------|---------|--------------|------------|---------------|---------------|--------------|
| Allocations by Fund                   |         |              |            |               |               |              |
| General                               |         | \$ 1,597,932 | \$ 411,128 | \$ 8,689,020  | \$ 10,698,080 | \$ 4,481,298 |
| Sanitation                            |         | \$ -         | \$ -       | \$ 1,972,127  | \$ 1,972,127  | \$ 1,406,100 |
| Stormwater                            |         | \$ -         | \$ -       | \$ 323,475    | \$ 323,475    | \$ -         |
| Water & Sewer                         |         | \$ -         | \$ -       | \$ 424,920    | \$ 424,920    | \$ 424,920   |
| Total Program Enhancements            |         | \$ 1,597,932 | \$ 411,128 | \$ 11,409,542 | \$ 13,418,602 | \$ 6,312,318 |
|                                       |         | (+26.75 FTE) |            |               |               | (+10 FTE)    |
| Possible Funding Allocations          |         |              |            |               |               |              |
| General                               |         |              |            |               | \$ 4,862,463  | \$ 1,867,511 |
| G/F Fund Balance (Capital - One-Time) |         |              |            |               | \$ 4,055,117  | \$ 1,422,787 |
| Vehicles (All vehicles requested)     |         |              |            |               | \$ 1,852,710  | \$ 1,045,000 |
| Buildings/Facilities                  |         |              |            |               | \$ 190,000    | \$ -         |
| Equipment (Equipment over \$100,000)  |         |              |            |               | \$ 2,012,407  | \$ 377,787   |
| G/F Savings (Budget Reductions)       |         |              |            |               | \$ -          | \$ -         |
| Facilities                            |         |              |            |               | \$ 885,020    | \$ 295,520   |
| Bond Proceeds                         |         |              |            |               | \$ 1,002,000  | \$ 1,002,000 |
| Hotel/Motel                           |         |              |            |               | \$ 83,500     | \$ 83,500    |
| Sanitation                            |         |              |            |               | \$ 1,782,107  | \$ 1,216,080 |
| Stormwater                            |         |              |            |               | \$ 323,475    | \$ -         |
| Water                                 |         |              |            |               | \$ 424,920    | \$ 424,920   |
| Total Program Enhancements            |         |              |            |               | \$ 13,418,602 | \$ 6,312,318 |

#### Traditional Allocations



#### Franklin Forward Allocations



## Appendix I: Pay Scale - All Positions

effective 7/1/2019

| JOB TITLE                                | DEPT                   | YRLY<br>HOURS | Pay<br>GRADE | 2018/2019 PAY RANGE |           |           |
|------------------------------------------|------------------------|---------------|--------------|---------------------|-----------|-----------|
|                                          |                        |               |              | Min                 | Mid       | Max       |
| CITY ADMINISTRATOR                       | ADM                    | EX            |              |                     |           |           |
| CITY ATTORNEY                            | LEGAL                  | EX            | N            | \$ 124,963          | \$147,015 | \$176,418 |
| ASSIST CITY ADMIN-PUBLIC WORKS           | ADMIN                  | EX            | N            | \$ 124,963          | \$147,015 | \$176,418 |
| ASSIST CITY ADMIN-FINANCE/ADMINISTRATION | ADMIN                  | EX            | N            | \$ 124,963          | \$147,015 | \$176,418 |
| ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT  | ADMIN                  | EX            | N            | \$ 124,963          | \$147,015 | \$176,418 |
| CHIEF OF POLICE                          | POLICE                 | EX            | M            | \$ 111,078          | \$130,680 | \$156,816 |
| DIRECTOR OF ENGINEERING                  | ENG                    | EX            | M            | \$ 111,078          | \$130,680 | \$156,816 |
| FIRE CHIEF                               | FIRE                   | EX            | M            | \$ 111,078          | \$130,680 | \$156,816 |
| HUMAN RESOURCES DIRECTOR                 | HR                     | EX            | M            | \$ 111,078          | \$130,680 | \$156,816 |
| INFORMATION TECHNOLOGY DIR.              | IT                     | EX            | M            | \$ 111,078          | \$130,680 | \$156,816 |
| ASST. FIRE CHIEF                         | FIRE                   | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| ASST. IT DIR. (Applications Group)       | IT                     | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| ASST. IT DIR. (Infrastructure Group)     | IT                     | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| BLDG AND NEIGHBORHOOD SERVICES DIR.      | BNS                    | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| DIRECTOR OF WATER MANAGEMENT             | WATER-WA               | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| PARKS DIRECTOR                           | PARKS                  | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| PLANNING & SUSTAINABILITY DIRECTOR       | PLANNING               | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| ASSISTANT CITY ATTORNEY                  | LEGAL                  | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| ASSISTANT DIRECTOR OF ENGINEERING        | ENG                    | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| ASST DIR BNS IS AND DEVELOPMENT SERVICES | BNS                    | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| ASST. HUMAN RESOURCES DIRECTOR           | HR                     | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| BUDGET & STRATEGIC INNOVATION DIRECTOR   | FINANCE                | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| COMPTROLLER                              | FINANCE                | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| FIRE DEPUTY CHIEF                        | FIRE                   | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| POLICE DEPUTY CHIEF                      | POLICE                 | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| RISK AND BENEFITS MANAGER                | HR                     | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| SANITATION & ENV SERVICES DIRECTOR       | SANITATION & ENV SERV. | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| STAFF ATTORNEY II                        | LEGAL                  | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| STREET DIRECTOR                          | STREET                 | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| ASSISTANT DIRECTOR OF WATER MANAGEMENT   | WATER-WA               | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| ASSISTANT STREET DIRECTOR                | STREET                 | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| ASSISTANT PARKS DIRECTOR                 | PARKS                  | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| ASST DIR PLANNING & SUSTAINABILITY       | PLANNING               | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| BENEFITS MANAGER                         | HR                     | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| COMMUNICATION INFRASTRUCTURE MANAGER     | IT                     | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| COMMUNICATIONS MANAGER                   | ADM-COMM               | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| CUSTOMER SUPPORT ANALYTICS MANAGER       | IT                     | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| DATABASE/SYSTEMS MANAGER                 | IT                     | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| FIRE BATTALION CHIEF                     | FIRE                   | 2808          | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| FIRE BATTALION CHIEF - TRAINING          | FIRE                   | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| GIS MANAGER                              | IT                     | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| HUMAN RESOURCES MANAGER                  | HR                     | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| POLICE CAPTAIN                           | POLICE                 | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| STAFF ATTORNEY I                         | LEGAL                  | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| STAFF ENGINEER III                       | ENG                    | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| TRAFFIC/TRANSPORTATION ENG III           | ENG-TOC                | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| ADMINISTRATIVE SERVICES OFFICER          | FIRE                   | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| ASST DIR, SANITATION & ENV SERVICES      | SANITATION & ENV SERV. | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| BUILDING OFFICIAL                        | BNS                    | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| CURRENT PLANNING SUPERVISOR              | PLANNING               | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| DATA CENTER/SECURITY ENGINEER            | IT                     | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| EMS OFFICER                              | FIRE                   | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| FACILITIES PROJECT MANAGER               | ADM-FACILITIES         | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| FINANCIAL MANAGER                        | FINANCE                | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| FIRE CAPTAIN                             | FIRE                   | 2808          | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| FIRE CAPTAIN/TRAINING OFFICER            | FIRE                   | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| FLEET MAINTENANCE MANAGER                | STREET-FM              | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| LONG RANGE PLANNING SUPERVISOR           | PLANNING               | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| NETWORK ENGINEER                         | IT                     | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| POLICE LIEUTENANT                        | POLICE                 | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| PURCHASING MANAGER                       | PURCHASING             | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |

## Appendix I: Pay Scale - All Positions

effective 7/1/2019

| JOB TITLE                                       | DEPT                   | YRLY<br>HOURS | Pay<br>GRADE | 2018/2019 PAY RANGE |           |           |
|-------------------------------------------------|------------------------|---------------|--------------|---------------------|-----------|-----------|
|                                                 |                        |               |              | Min                 | Mid       | Max       |
| SERVICE DIVISION SUPERINTENDENT                 | WATER-WD               | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| SR. INFORMATION SYSTEMS ANALYST                 | IT                     | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| STAFF ENGINEER II                               | ENG                    | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| STORM WATER MANAGEMENT COORDINATOR              | ENG - STMWTR           | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| TRAFFIC MAINTENANCE MANAGER                     | STREET-TRAFFIC         | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| UTILITIES ENGINEER II                           | ENG / WATER - ADM      | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| WATER RECLAMATION SUPERINTENDENT                | WATER-SP               | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| WATER TREATMENT SUPERINTENDENT                  | WATER-WP               | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| ASSISTANT FIRE MARSHAL                          | FIRE                   | 2080          | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| BUILDING INSPECTOR IV                           | BNS                    | 2080          | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| FACILITIES SUPERINTENDENT                       | PARKS                  | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| FINANCIAL ANALYST                               | FINANCE                | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| FIRE INSPECTOR SUPERVISOR                       | FIRE                   | 2080          | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| FISCAL AFFAIRS MANAGER                          | POLICE                 | 2080          | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| FISCAL MANAGER                                  | FIRE                   | 2080          | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| INFORMATION SYSTEMS ANALYST II                  | IT                     | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| CONTRACTS ADMINISTRATOR                         | ADMIN                  | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| LAND PLANNER II                                 | PLANNING               | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| OCCUPATIONAL HEALTH & SAFETY TRAINER            | HR                     | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| PARKS & RECREATION SUPERINTENDENT               | PARKS                  | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| PLANS EXAMINER III                              | BNS                    | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| PRINCIPAL PLANNER                               | PLANNING               | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| REVENUE AND LICENSING MANAGER                   | REV-MGT                | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| RIGHT OF WAY AGENT                              | ENG                    | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| SAFETY COORDINATOR                              | HR                     | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| SERGEANT/PIO                                    | POLICE                 | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| SERVICE DIVISION ASST. SUPERINTENDENT           | WATER-SC               | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| TRAFFIC MAINTENANCE CREW SUPERVISOR             | STREET-TRAFFIC         | 2080          | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| TRAFFIC/TRANSPORTATION ENG II                   | ENG-TOC                | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| URBAN FORESTRY SUPERINTENDENT                   | PARKS                  | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| WATER INFORMATION SYSTEMS APPLICATIONS MGR      | WATER                  | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| WATER QUALITY SPECIALIST III                    | ENG - STMWTR           | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| WATER RECLAMATION ASSISTANT SUP'T.              | WATER-SP               | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| WATER TREATMENT ASSISTANT SUP'T.                | WATER-WP               | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| ZONING ADMINISTRATOR                            | BNS                    | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| ASSISTANT CITY RECORDER - RECORDS               | ADM                    | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| ATHLETICS TURF AND FIELD SUPERVISOR             | PARKS                  | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| BUILDING INSPECTOR III                          | BNS                    | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| CABLE TV PRODUCTION OPERATIONS SUPERVISOR       | ADM-COMM               | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| COLLECTION MANAGER                              | SANITATION & ENV SERV. | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| COMMUNICATION INFRASTRUCTURE TECH II            | IT                     | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| DATA CENTER TECH II                             | IT                     | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| DEVELOPMENT SERVICES OPERATIONS ANALYST         | BNS                    | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| EMPLOYEE RELATIONS SPECIALIST                   | HR                     | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| ENTERPRISE SUPPORT & TRAINING SPEC              | IT                     | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| FACILITIES FOREMAN                              | PARKS                  | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| FIRE AND LIFE SAFETY EDUCATOR                   | FIRE                   | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| FIRE INSPECTOR                                  | FIRE                   | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| FIRE LIEUTENANT                                 | FIRE                   | 2808          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| HOUSING DEVELOPMENT COORDINATOR                 | BNS                    | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| HUMAN RESOURCES GENERALIST                      | HR                     | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| GIS SPECIALIST SR.                              | IT                     | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| INFORMATION SYSTEMS ANALYST I                   | IT                     | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| LAND PLANNER (Reg Landscape Architect optional) | PLANNING               | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| LANDSCAPING & GROUNDS FOREMAN                   | PARKS                  | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| NEIGHBORHOOD RESOURCES SUPERVISOR               | BNS                    | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| NETWORK TECHNICIAN II                           | IT                     | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| PERMITTING OPERATIONS SUPERVISOR                | BNS                    | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| PLANS EXAMINER II                               | BNS                    | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| POLICE SERGEANT                                 | POLICE                 | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| PUBLIC OUTREACH SPECIALIST                      | ADM-COMM               | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| RECREATION FOREMAN                              | PARKS                  | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| ROUTING/OPERATIONS ANALYST                      | SANITATION & ENV SERV. | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| SENIOR ROAD INSPECTOR                           | STREET                 | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |

## Appendix I: Pay Scale - All Positions

effective 7/1/2019

| JOB TITLE                                       | DEPT                   | YRLY HOURS | Pay GRADE | 2018/2019 PAY RANGE |           |           |
|-------------------------------------------------|------------------------|------------|-----------|---------------------|-----------|-----------|
|                                                 |                        |            |           | Min                 | Mid       | Max       |
| LEAD SENIOR FLEET MAINTENANCE TECH              | STREET                 | 2080       | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| SENIOR UTILITY INSPECTOR                        | WATER                  | EX         | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| Sr. ITS SPECIALIST                              | ENG-TOC                | 2080       | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| STAFF ENGINEER I                                | ENG                    | EX         | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| SURETY COORDINATOR                              | PLANNING               | EX         | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| TRAFFIC/TRANSPORTATION ENG I                    | ENG-TOC                | EX         | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| WATER QUALITY SPECIALIST II                     | ENG - STMWTR           | 2080       | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| ACCOUNT MANAGEMENT SUPERVISOR                   | REV-MGT                | EX         | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| ACCOUNTING OFFICER                              | REV-MGT                | EX         | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| ARBORIST                                        | PARKS                  | EX         | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| BUILDING ASSOCIATE                              | BNS                    | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| BUILDING INSPECTOR II                           | BNS                    | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| CHIEF DEPUTY COURT CLERK                        | COURT                  | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| COMMUNICATION INFRASTRUCTURE TECHNICIAN         | IT                     | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| CRIME ANALYST                                   | POLICE                 | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| CUSTOMER SERVICE SUPERVISOR                     | REV-MGT                | EX         | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| DATA CENTER TECH I                              | IT                     | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| DIGITAL RECORDS TECHNICIAN                      | POLICE                 | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| FACILITIES MAINTENANCE SUPERVISOR               | ADM-FACILITIES         | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| FIRE ENGINEER                                   | FIRE                   | 2808       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| GIS SPECIALIST                                  | IT                     | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| INDUSTRIAL PRETREATMENT COORDINATOR             | WATER-SP               | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| ITS SPECIALIST                                  | ENG-TOC                | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| LANDSCAPE MAINTENANCE SUPERVISOR                | STREET                 | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| LEAD FLEET MAINTENANCE TECHNICIAN               | STREET-FM              | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| MASTER PATROL OFFICER/DETECTIVE                 | POLICE                 | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| NETWORK TECHNICIAN I                            | IT                     | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| OFFICE MANAGER                                  | VARIOUS                | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| PARALEGAL                                       | LEGAL                  | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| PAYROLL SPECIALIST                              | FINANCE                | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| PLANNER                                         | PLANNING               | EX         | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| PLANS EXAMINER I                                | BNS                    | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| PURCHASING ANALYST                              | PURCHASING             | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| RESEARCH & PLANNING SPECIALIST                  | PARKS                  | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| ROAD INSPECTOR                                  | STREET                 | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| SENIOR FLEET MAINTENANCE TECHNICIAN             | STREET-FM              | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| SOCIAL & DIGITAL MEDIA PRODUCER                 | ADM-COMM               | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| SR. A/P SPECIALIST                              | FINANCE                | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| STORM WATER INSPECTOR                           | STMWTR - ST            | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| STORM WATER SUPERVISOR                          | STMWTR - ST            | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| STREET SUPERVISOR                               | STMWTR - ST            | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| TECHNICAL SUPPORT SPECIALIST II                 | ENG                    | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| TECHNICAL SUPPORT SPECIALIST II                 | PLANNING               | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| TRAFFIC SIGNAL TECH II                          | STREET-TRAFFIC         | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| TRAFFIC SIGNALIZATION & MAINTENANCE ELECTRICIAN | STREET-TRAFFIC         | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| TRAFFIC STRIPING & SIGN SUPERVISOR              | STREET-TRAFFIC         | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| TRANSFER STATION MANAGER                        | SANITATION & ENV SERV. | EX         | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| UTILITIES CREW CHIEF                            | WATER-WD               | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| UTILITY INSPECTOR                               | WATER-WA               | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| WATER QUALITY SPECIALIST I                      | ENG - STMWTR           | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| WATER/WASTEWATER CONST. SUPERVISOR              | WATER-WD               | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| A/P SPECIALIST                                  | FINANCE                | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| ATHLETIC CREW CHIEF                             | PARKS                  | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| BACKFLOW INSPECTOR                              | WATER-WD               | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| BENEFITS SPECIALIST                             | HR                     | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| BUILDING INSPECTOR I                            | BNS                    | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| COMPOST FACILITY MANAGER                        | STREET                 | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| DEPUTY ASSISTANT CITY RECORDER                  | ADM                    | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| ENGINEERING ASSOCIATE I                         | ENG                    | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| EXECUTIVE ASSISTANT                             | ADM                    | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| FACILITIES CREW CHIEF                           | PARKS                  | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| FIREFIGHTER                                     | FIRE                   | 2808       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| GPS/GIS TECHNICIAN                              | IT                     | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| GROUND TURF CREW CHIEF                          | PARKS                  | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |



## Appendix I: Pay Scale - All Positions

effective 7/1/2019

| JOB TITLE                                               | DEPT                   | YRLY HOURS | Pay GRADE | 2018/2019 PAY RANGE                                |           |           |
|---------------------------------------------------------|------------------------|------------|-----------|----------------------------------------------------|-----------|-----------|
|                                                         |                        |            |           | Min                                                | Mid       | Max       |
| INFRARED SYSTEM TECHNICIAN                              | STREET                 | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| IT HELP DESK ADMINISTRATOR                              | IT                     | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| LANDSCAPE MAINTENANCE CREW CHIEF                        | STREET                 | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| LEGAL ASSISTANT                                         | LEGAL                  | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| MAINTENANCE CREW CHIEF                                  | PARKS                  | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| MAINTENANCE TECHNICIAN                                  | WATER-SP               | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| MANAGEMENT FELLOW                                       | ADM                    | EX         | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| MECHANIC                                                | STREET-FM              | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| NEIGHBORHOOD RESOURCES COORDINATOR                      | BNS                    | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| POLICE OFFICER                                          | POLICE                 | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| RECORDS SUPERVISOR                                      | POLICE                 | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| SAN & ENV SERV CREW SUPERVISOR                          | SANITATION & ENV SERV. | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| SIGN PRODUCTION SPEC                                    | STREET-TRAFFIC         | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| SR. COMMUNICATIONS OFFICER                              | POLICE                 | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| STREET CREW CHIEF (General)                             | STREET                 | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| TECHNICAL SUPPORT SPECIALIST I                          | VARIOUS                | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| TOC OPERATOR                                            | ENG-TOC                | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| TRAFFIC SIGNAL TECH I                                   | STREET-TRAFFIC         | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| TV TRUCK SEWER INSPECTOR                                | WATER-SC               | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| WASTEWATER OPERATOR SENIOR                              | WATER-SP               | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| WATER OPERATOR SR                                       | WATER-WP               | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| WATER & WASTEWATER INFRASTRUCTURE ASSESSMENT TECHNICIAN | WATER-WC               | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| ZONING ENFORCEMENT OFFICER                              | BNS                    | 2080       | E         | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| ADMINISTRATIVE ASSISTANT                                | POLICE                 | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| ADMINISTRATIVE ASSISTANT                                | VARIOUS                | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| ATHLETIC WORKER II                                      | PARKS                  | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| BILLING/COLLECTIONS TECH                                | REV-MGT                | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| COMMUNICATIONS OFFICER                                  | POLICE                 | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| COMMUNICATIONS SUPPORT COORDINATOR                      | POLICE                 | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| CUSTOMER SERVICE TECHNICIAN                             | SANITATION & ENV SERV. | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| DEPUTY COURT CLERK II                                   | COURT                  | 1950       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| DIGITAL MEDIA SPECIALIST PART-TIME                      | ADM-COMM               | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| EQUIPMENT OPERATOR                                      | VARIOUS                | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| EVIDENCE AND PROPERTY TECHNICIAN                        | POLICE                 | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| FINANCIAL TECHNICIAN I                                  | REV-MGT                | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| FIRE CADET                                              | FIRE                   | 2808       | D         | \$19.25 at hire, then to \$42,016 after probation. |           |           |
| GENERAL SERVICES TECHNICIAN                             | FIRE                   | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| INVENTORY SPECIALIST                                    | PARKS                  | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| INVENTORY SPECIALIST                                    | VARIOUS                | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| LANDSCAPE MAINTENANCE WORKER SR                         | STREET                 | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| PARKS MAINTENANCE WORKER                                | PARKS                  | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| PERMIT TECHNICIAN                                       | BNS/PLANNING           | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| POLICE OFFICER TRAINEE                                  | POLICE                 | 2080       | D         | \$19.25 at hire, then to \$42,016 after probation. |           |           |
| PROGRAM SPECIALIST                                      | PARKS                  | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| PURCHASING TECHNICIAN                                   | PURCHASING             | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| SAN & ENV SERV DRIVER/EQUIP OPERATOR                    | SANITATION & ENV SERV. | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| SEWER EQUIPMENT TECH                                    | WATER-SC               | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| STRIPING TECHNICIAN                                     | STREET-TRAFFIC         | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| UTILITIES LOCATOR                                       | WATER-WD               | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| WASTEWATER OPERATOR                                     | WATER-SP               | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| WATER OPERATOR                                          | WATER-WP               | 2080       | D         | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| ATHLETIC WORKER I                                       | PARKS                  | 2080       | C         | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| DEPUTY COURT CLERK I                                    | COURT                  | 1950       | C         | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| FACILITIES MAINTENANCE WORKER                           | ADM-FACILITIES/SW      | 2080       | C         | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| HHW DROP OFF SITE ATTENDANT                             | SANITATION & ENV SERV. | 2080       | C         | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| MAINTENANCE WORKER SR.                                  | STREET                 | 2080       | C         | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| METER READER SENIOR                                     | WATER-WB               | 2080       | C         | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| RECORDING SECRETARY-BOMA                                | ADM                    | 2080       | C         | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| SAN & ENV SERVICES DISPATCHER                           | SANITATION & ENV SERV. | 2080       | C         | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| SCALE OPERATOR                                          | SANITATION & ENV SERV. | 2080       | C         | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| COURT SECURITY/PARKING ENFORCEMENT OFFICER              | REV-MGMT               | 2080       | C         | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| TREE WORKER                                             | PARKS                  | 2080       | C         | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| UTILITY SERVICE WORKER                                  | WATER-WD               | 2080       | C         | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| VIDEO PRODUCTION ASSISTANT (PT)                         | ADM-COMM               | 2080       | C         | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |



Appendix I: Pay Scale - All Positions

effective 7/1/2019

| JOB TITLE                    | DEPT                   | YRLY<br>HOURS | Pay<br>GRADE | 2018/2019 PAY RANGE |           |           |
|------------------------------|------------------------|---------------|--------------|---------------------|-----------|-----------|
|                              |                        |               |              | Min                 | Mid       | Max       |
| ADMINISTRATIVE SECRETARY     | VARIOUS                | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| CASHIER (PT)                 | REV-MGT                | Varies        | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| CUSTODIAN                    | ADM-FACILITIES         | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| DROP OFF SITE ATTENDANT      | SANITATION & ENV SERV. | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| FACILITIES OPERATIONS WORKER | PARKS                  | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| FACILITIES WORKER            | PARKS                  | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| GROUNDWORKER                 | PARKS                  | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| LANDSCAPING WORKER           | PARKS                  | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| MAINTENANCE WORKER (General) | STREET                 | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| METER READER                 | WATER-WB               | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| PARKING ENFORCEMENT OFFICER  | POLICE                 | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| RECORDS CLERK                | POLICE                 | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| SAN & ENV SERVICES WORKER    | SANITATION & ENV SERV. | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| SCHOOL PATROL                | POLICE                 | Varies        | A            | \$ 27,027           | \$ 31,796 | \$ 38,155 |





# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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# **APPENDICIES: Reference**

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Under this section is:

- **Reference Information**
  - **Appendix J - Expenditure Classifications**
  - **Appendix K - Additional Demographic & Economic Information**
  - **Appendix L - Glossary of Terms**



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **Appendix J – 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.



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **Appendix J – Chart of Account Definitions**

|              |                                                                                                                                                                                                                                                                  |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>82600</b> | <b>REPAIR &amp; MAINTENANCE SERVICES</b><br>Expenditures for repair and Maintenance services not provided directly by City personnel.                                                                                                                            |
| <b>82700</b> | <b>EMPLOYEE PROGRAMS</b><br>Primarily administered by Human Resources, these are programs established for employee development.                                                                                                                                  |
| <b>82800</b> | <b>PROFESSIONAL DEVELOPMENT / TRAVEL</b><br>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. |
| <b>83100</b> | <b>OFFICE SUPPLIES</b><br>Costs incurred for various office supplies, décor items, benevolence items, and business meals and refreshments.                                                                                                                       |
| <b>83200</b> | <b>OPERATING SUPPLIES</b><br>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.                                           |
| <b>83300</b> | <b>FUEL &amp; MILEAGE (NON-TRAVEL)</b><br>Costs of operating vehicles on duty.                                                                                                                                                                                   |
| <b>83400</b> | <b>SUPPLIES PURCHASED FOR RESALE</b><br>Supplies purchased for use in providing City services.                                                                                                                                                                   |
| <b>83500</b> | <b>EQUIPMENT (&lt;\$25,000)</b><br>Equipment used with an item cost under \$25,000. To distinguish from supplies, equipment usually has a power source: electrical, battery, fuel, etc.                                                                          |
| <b>83600</b> | <b>REPAIR &amp; MAINTENANCE PARTS &amp; SUPPLIES</b><br>Expenditures for supplies for repair and maintenance services provided directly by City personnel.                                                                                                       |
| <b>84000</b> | <b>OPERATIONAL UNITS</b><br>Costs incurred by departments for specific operational units or activities.                                                                                                                                                          |
| <b>85100</b> | <b>PROPERTY &amp; LIABILITY COSTS</b><br>Property and liability costs.                                                                                                                                                                                           |
| <b>85200</b> | <b>RENTALS</b><br>Costs for renting or leasing land, buildings, equipment, and vehicles.                                                                                                                                                                         |



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **Appendix J – Chart of Account Definitions**

|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>85300</b> | <b>PERMITS &amp; FEES</b><br>Costs incurred by City for necessary permits and fees.                                                                                                                                                                                                                                                                                                                                                                         |
| <b>85500</b> | <b>FINANCIAL FEES</b><br>Costs incurred related to financial operations.                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>85900</b> | <b>OTHER BUSINESS EXPENSES</b><br>Business-related expenditures not classified elsewhere.                                                                                                                                                                                                                                                                                                                                                                   |
| <b>86000</b> | <b>DEBT SERVICE</b><br>Costs incurred by City for outstanding debt.                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>87000</b> | <b>APPROPRIATIONS</b><br>Includes costs for appropriations to organizations for contracted services, other governments for services and civic organizations providing social services.                                                                                                                                                                                                                                                                      |
| <b>87500</b> | <b>REIMBURSEMENT FOR INTERFUND SERVICES</b><br>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. |
| <b>88000</b> | <b>TRANSFERS TO OTHER FUNDS</b><br>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:**

|              |                                                                                                                                                                                                                                                               |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>89100</b> | <b>LAND</b><br>This includes cost for land and easements acquired for Capital projects.                                                                                                                                                                       |
| <b>89200</b> | <b>BUILDINGS</b><br>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. |
| <b>89300</b> | <b>IMPROVEMENTS</b><br>Expenditures for acquiring improvements not associated with buildings (such as Parks & Recreation Facilities & Distribution Systems)                                                                                                   |
| <b>89400</b> | <b>INFRASTRUCTURE</b>                                                                                                                                                                                                                                         |



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **Appendix J – 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 2020 Operating Budget

### Appendix K – 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 2018 Comprehensive Annual Financial Report (CAFR).

City of Franklin, Tennessee

Revenue Capacity Information - Local Sales Tax Collections

| FISCAL YEAR | Estimate of Taxable Sales to Local Sales Tax | Local Sales Tax                 |  |  | Total Local Sales Tax Collected | Less: County Portion (1/2 of tax) |              | 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) |  |  |                                 |                                   |              |                                                  |  |                                  |                                 |
| 2018        | \$ 3,066,394,800                             | 2.75%                           |  |  | \$ 68,993,883                   | \$ (34,496,941)                   | \$ (344,969) | \$ 34,151,972                                    |  |                                  | 49.4%                           |
| 2017        | \$ 2,935,512,368                             | 2.25%                           |  |  | \$ 66,049,028                   | \$ (33,024,514)                   | \$ (330,245) | \$ 32,694,269                                    |  |                                  | 49.1%                           |
| 2016        | \$ 2,811,166,510                             | 2.25%                           |  |  | \$ 63,251,246                   | \$ (31,625,623)                   | \$ (316,256) | \$ 31,309,367                                    |  |                                  | 49.3%                           |
| 2015        | \$ 2,598,787,340                             | 2.25%                           |  |  | \$ 58,472,715                   | \$ (29,236,358)                   | \$ (292,364) | \$ 28,943,994                                    |  |                                  | 50.3%                           |
| 2014        | \$ 2,447,114,882                             | 2.25%                           |  |  | \$ 55,060,085                   | \$ (27,530,042)                   | \$ (275,300) | \$ 27,254,742                                    |  |                                  | 47.9%                           |
| 2013        | \$ 2,334,072,548                             | 2.25%                           |  |  | \$ 52,516,632                   | \$ (26,258,316)                   | \$ (262,583) | \$ 25,995,733                                    |  |                                  | 49.4%                           |
| 2012        | \$ 2,172,607,228                             | 2.25%                           |  |  | \$ 48,883,663                   | \$ (24,441,831)                   | \$ (244,418) | \$ 24,197,413                                    |  |                                  | 47.5%                           |
| 2011        | \$ 2,040,014,905                             | 2.25%                           |  |  | \$ 45,900,335                   | \$ (22,950,168)                   | \$ (229,502) | \$ 22,720,666                                    |  |                                  | 44.8%                           |
| 2010        | \$ 1,882,812,211                             | 2.25%                           |  |  | \$ 42,363,275                   | \$ (21,181,637)                   | \$ (211,816) | \$ 20,969,821                                    |  |                                  | 45.4%                           |
| 2009        | \$ 1,899,219,214                             | 2.25%                           |  |  | \$ 42,732,432                   | \$ (21,366,216)                   | \$ (213,662) | \$ 21,152,554                                    |  |                                  | 42.3%                           |

Tennessee Code Annotated Section 67-6-702 authorizes the levy of a local option sales tax. The tax is applied only to the first \$1,600 of any single article of personal property. In February 2018, the voters of Williamson County approved by referendum an increase in the local option sales tax rate from 2.25% to 2.75%, which is the maximum rate authorized in state law. The new rate became effective, April 1, 2018. The City of Franklin entered into an intergovernmental agreement with Williamson County through which the City's additional revenues, generate under the new tax rate (0.50%) will remain with the County for the purposes of funding County School debt service for a period of 3 years beginning April 1, 2018.

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. 2017 Comprehensive Annual Financial Report. Page 103.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendix K – Additional Demographic & Economic Information

| City of Franklin, Tennessee                                                                  |                             |                                  |                                  |                     |                              |                  |                              |                                |                                |                   |                                                                  |                 |              |
|----------------------------------------------------------------------------------------------|-----------------------------|----------------------------------|----------------------------------|---------------------|------------------------------|------------------|------------------------------|--------------------------------|--------------------------------|-------------------|------------------------------------------------------------------|-----------------|--------------|
| Revenue Capacity Information - Assessed Value and Estimated Actual Value of Taxable Property |                             |                                  |                                  |                     |                              |                  |                              |                                |                                |                   |                                                                  |                 |              |
| FISCAL<br>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 | Total Taxable Assessed Value | Estimated Actual Taxable Value | Estimated Actual Taxable Value | Total Direct Rate | Actual Value                                                     | Estimated Value | Actual Value |
| 2018                                                                                         | \$2,225,948,965             | \$2,394,850,296                  | \$196,029,038                    | \$127,836           | \$66,131,091                 | \$-              | \$4,883,087,226              | \$15,696,174,389               | \$15,696,174,389               | 0.4176            | 31.11%                                                           | 31.11%          | 0.4176       |
| 2017                                                                                         | \$2,124,725,620             | \$2,290,475,081                  | \$164,777,885                    | \$115,036           | \$68,350,538                 | \$-              | \$4,648,444,160              | \$14,931,225,106               | \$14,931,225,106               | 0.4176            | 31.13%                                                           | 31.13%          | 0.4176       |
| 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               | 0.4065            | 30.86%                                                           | 30.86%          | 0.4065       |
| 2015                                                                                         | \$1,628,904,915             | \$1,586,857,868                  | \$163,708,520                    | \$53,322            | \$60,666,953                 | \$471,130        | \$3,440,062,708              | \$11,413,859,405               | \$11,413,859,405               | 0.4065            | 30.14%                                                           | 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               | 0.3765            | 30.13%                                                           | 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               | 0.3765            | 30.81%                                                           | 30.81%          | 0.3765       |
| 2012                                                                                         | \$1,492,455,650             | \$1,477,904,852                  | \$152,009,171                    | \$915,060           | \$54,282,799                 | \$471,130        | \$3,178,038,662              | \$10,298,785,436               | \$10,298,785,436               | 0.3765            | 30.86%                                                           | 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                | 0.4340            | 27.79%                                                           | 27.79%          | 0.4340       |
| 2010                                                                                         | \$1,371,758,898             | \$1,140,259,084                  | \$129,518,412                    | \$572,304           | \$47,032,940                 | \$192,390        | \$2,689,334,028              | \$10,225,661,696               | \$10,225,661,696               | 0.4340            | 26.30%                                                           | 26.30%          | 0.4340       |
| 2009                                                                                         | \$1,322,570,226             | \$1,029,940,678                  | \$121,389,801                    | \$-                 | \$42,896,113                 | \$192,390        | \$2,516,989,208              | \$9,637,668,952                | \$9,637,668,952                | 0.4340            | 26.12%                                                           | 26.12%          | 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, 2018 Comprehensive Annual Financial Report, Page 104.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendix K – Additional Demographic & Economic Information

#### City of Franklin, Tennessee

#### Revenue Capacity Information - Principal Property Taxpayers, Current Year and Ten Years Ago

| Taxpayer                              | 2009                 |                            | 2018                  |                            |
|---------------------------------------|----------------------|----------------------------|-----------------------|----------------------------|
|                                       | Assessed Valuation   | Percent of Total Valuation | Assessed Valuation    | Percent of Total Valuation |
| <u>Real and Personal Property Tax</u> |                      |                            |                       |                            |
| Highwoods Properties                  |                      |                            | \$ 101,188,600        | 2.07%                      |
| Galleria Associates (CBL Assoc.)      | \$ 47,035,400        | 1.87%                      | 94,136,300            | 1.93%                      |
| Spectrum                              |                      |                            | 75,490,700            | 1.55%                      |
| Boyle Investments                     |                      |                            | 66,016,400            | 1.35%                      |
| Stock Bridge Capital                  |                      |                            | 61,800,600            | 1.27%                      |
| Middle Tennessee Electric             |                      |                            | 54,043,100            | 1.11%                      |
| Crow Holdings                         |                      |                            | 50,787,300            | 1.04%                      |
| LCFRE Carothers                       |                      |                            | 40,618,700            | 0.83%                      |
| SVT                                   |                      |                            | 35,194,300            | 0.72%                      |
| Mid-America Apts. LP                  |                      |                            | 34,548,400            | 0.71%                      |
| Carothers Office                      | 26,064,120           | 1.04%                      |                       |                            |
| Williams W. Fred Trust                | 18,519,400           | 0.74%                      |                       |                            |
| Landings F C LP                       | 19,022,465           | 0.76%                      |                       |                            |
| Wyndchase at Aspen Grove              | 20,000,000           | 0.79%                      |                       |                            |
| Williamson Farms Corp                 | 16,843,295           | 0.67%                      |                       |                            |
| Franklin Cool Springs Corp            | 13,689,435           | 0.54%                      |                       |                            |
| Alara Franklin Corp                   | 13,862,320           | 0.55%                      |                       |                            |
| Crescent Resources                    | 13,607,440           | 0.54%                      |                       |                            |
| Lightman Cool Springs                 | 12,992,320           | 0.52%                      |                       |                            |
| Totals                                | <u>\$201,636,195</u> | <u>8.01%</u>               | <u>\$ 613,824,400</u> | <u>12.57%</u>              |

\* Total assessed valuation in 2009 (tax year 2008) was \$2,516,989,208.

\*\* Total assessed valuation in 2018 (tax year 2017) is \$4,883,087,226.

Source: City of Franklin, Tennessee. 2018 Comprehensive Annual Financial Report. Page 106





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendix K – Additional Demographic & Economic Information

#### City of Franklin, Tennessee

#### Demographic and Economic Information - Principal Employers, Current Year and Ten Years Ago

| Employer                             | 2009        |      |                                       | 2018         |      |                                     |
|--------------------------------------|-------------|------|---------------------------------------|--------------|------|-------------------------------------|
|                                      | Employees * | Rank | Percentage of Total County Employment | Employees ** | Rank | Percentage of Total City Employment |
| Community Health Systems             | 801         | 7    | 1.51%                                 | 2,652        | 1    | 6.18%                               |
| Nissan North America                 | 1,300       | 3    | 2.45%                                 | 1,700        | 2    | 3.96%                               |
| Optum                                |             |      |                                       | 1,600        | 3    | 3.73%                               |
| Williamson Medical Center            | 1,300       | 2    | 2.45%                                 | 1,201        | 4    | 2.80%                               |
| Mars Petcare                         |             |      |                                       | 1,000        | 5    | 2.33%                               |
| Lee Company                          | 520         | 9    | 0.98%                                 | 877          | 6    | 2.04%                               |
| Ford Motor Credit                    |             |      |                                       | 860          | 7    | 2.00%                               |
| Schneider Electric                   |             |      |                                       | 850          | 8    | 1.98%                               |
| eviCore Healthcare                   |             |      |                                       | 653          | 9    | 1.52%                               |
| Jackson National Life Insurance Co.  |             |      |                                       | 518          | 10   | 1.21%                               |
| Verizon Wireless                     | 1,300       | 4    | 2.45%                                 |              |      |                                     |
| Vanderbilt University Medical Center | 500         | 10   | 0.94%                                 |              |      |                                     |
| Cool Spring Galleria                 | 3,500       | 1    | 6.59%                                 |              |      |                                     |
| Healthways                           | 1,000       | 5    | 1.88%                                 |              |      |                                     |
| AIM Healthcare                       | 815         | 6    | 1.53%                                 |              |      |                                     |
| Civil Constructors, Inc.             | 500         | 10   | 0.94%                                 |              |      |                                     |
| Progeny Marketing Innovations        | 550         | 8    | 1.04%                                 |              |      |                                     |
| Total                                | 12,086      |      | 22.75%                                | 11,911       |      | 27.76%                              |

\* City's 2009 Comprehensive Annual Financial Report. Prior to 2013, the CAFR represented Franklin employers by county statis

\*\* Williamson County Office of Economic Development, Williamson, Inc. 2018 Trends Report

Source: City of Franklin, Tennessee. 2018 Comprehensive Annual Financial Report. Page 114



## City of Franklin, Tennessee FY 2020 Operating Budget

### Appendix L – 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.



## City of Franklin, Tennessee FY 2020 Operating Budget

### Appendix L – Glossary

**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.

**CITY 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.

**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



## City of Franklin, Tennessee FY 2020 Operating Budget

### Appendix L – Glossary

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.

**EXPENDITURE:** The outlay of or obligation to pay cash; a decrease in net financial resources.

**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.

**LOCAL SALES TAX:** This is the City's most significant revenue source. The local sales tax rate is 2.75%. The City receives 1.125% 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 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:



## City of Franklin, Tennessee FY 2020 Operating Budget

### Appendix L – Glossary

- (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.

**PARKLAND DEDICATION 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.

**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.



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **Appendix L – Glossary**

**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.





# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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# FY 2020 Proposed Operating Budget – Public Hearing

June 11, 2019

Board of Mayor and Aldermen



# *City of Franklin, Tennessee*

## FY 2020 Operating Budget

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### The Focus

#### Management

- Policy development and implementation
- Budget process
- High quality service levels
- Department level key performance measurers
- Benchmarking program
- Capital Investment project oversight and delivery
- Telling “Franklin’s story” locally and beyond

#### Community Development

- Desired location
- High Development Standards
- Educated workforce
- Sites ready for development
- Aggressive State incentives
- Work with partners at State and Williamson County
- Play “offense”

#### Strong Financial Base

- Long-Term financial planning (revenue diversification)
- Capital Investment plan process
- Multi-year financial planning
- Healthy reserve levels
- Triple-A Bond rating from both Moody’s and S&P.
- Support changing service needs



## Process

- Departmental Budgets also maintain full integration of **FranklinForward** - the City's Strategic Plan and Performance Measures. These measures are organized in either Workload, Efficiency or Outcome Measures and are marked (where applicable) to the four themes of the strategic plan:



A Safe, Clean, and Livable City



Quality Life Experiences



Effective and Fiscally Sound  
City Government Providing  
High-quality Services



Sustainable Growth and  
Economic Prosperity



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

---

### **General Fund Overview: Opportunities**

- Maintain high quality services.
- Invest in our future.
- Enhance our community's competitive position.
- Focus on possibilities, not just current challenges.
- Maintain Franklin's unique character.



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

---

### **Budget Overview:**

- The budget is balanced, with revenues meeting expenditures. The proposed 2019-20 (FY20) general fund budget is \$73,789,465, which represents an decrease of 1.2% compared to the current \$74.7 million budget for 2018-19 (FY19).
- The proposed FY20 budget for all funds is \$160,838,175 which represents an increase of 0.6% compared to FY19. Increased budgeted expenditures across funds include increases in the General, Sanitation and Environmental Services, Road Impact, Debt Service, and Water Management Funds.



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

---

### **Overview: Highlights**

- 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.



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

---

### **Overview: Highlights**

- Overall, the budget has a net increase of 10 positions in the General Fund. These new positions are targeted in the areas of Engineering, Streets, Purchasing, Administration, Information Technologies, Parks, and Police, all of which have been impacted by growth and the City's need to manage a larger group of infrastructure and facilities projects.
- The general pay increase for City team members will be effective the soon after the start of the new Fiscal Year in July 2019. 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%.



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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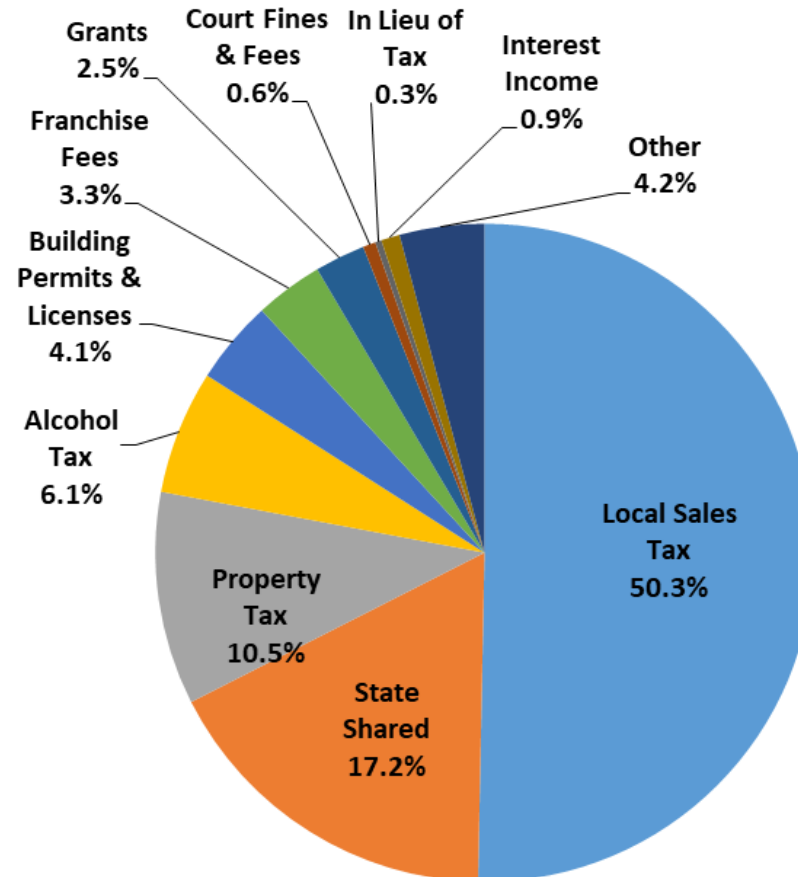
### **Overview: Highlights**

- Health Insurance premiums for our City team members includes a 2.5% increase in premiums for the “traditional plan,” the first increase in two years. There is no increase in premiums for the City’s “high deductible” plan paired with a health savings account, an option that was initiated last year.
- Funding is provided for important investments in equipment replacements (\$2.67 million), technology enhancements, and facility improvements.
- The 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.

# City of Franklin, Tennessee

## FY 2020 Operating Budget

### General Fund Overview: Revenues (pg. 32)



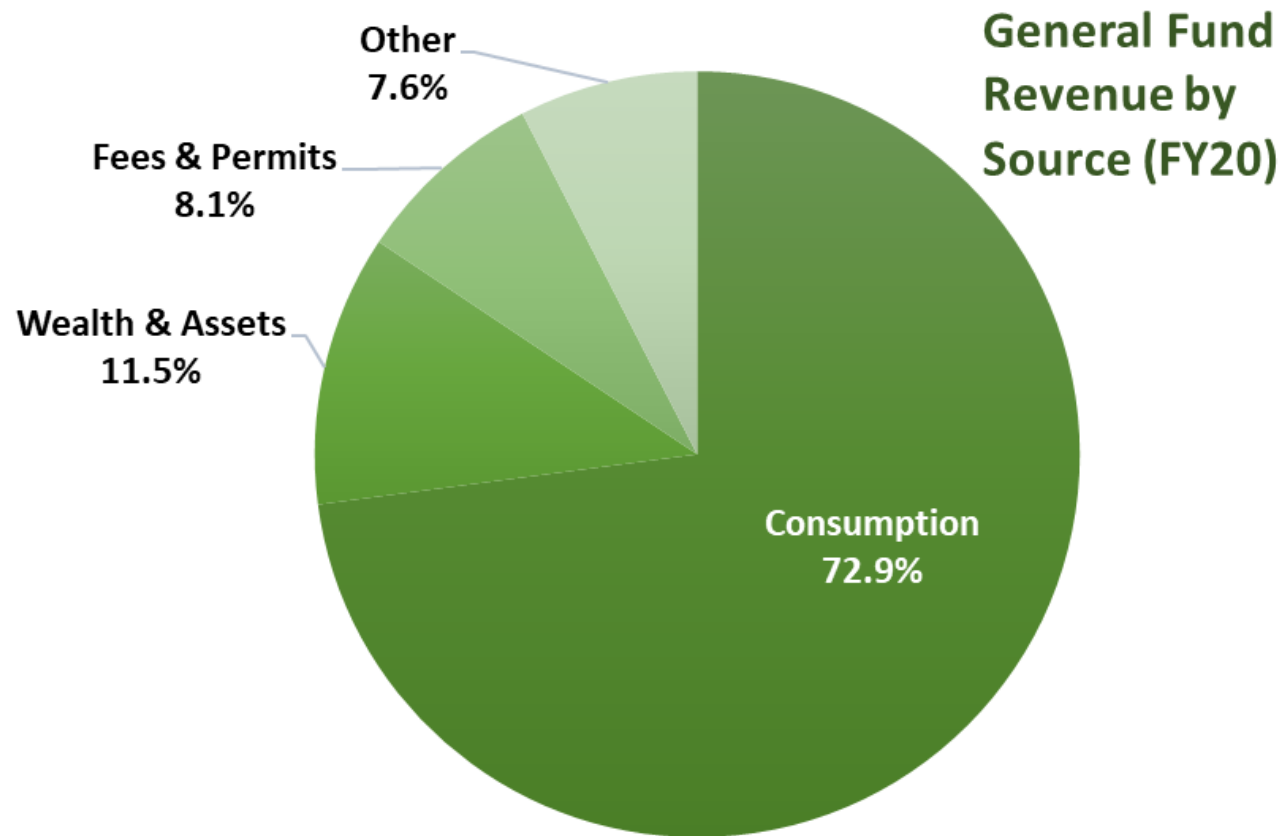


# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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### **General Fund Overview: Revenues by Source (pg. 33)**





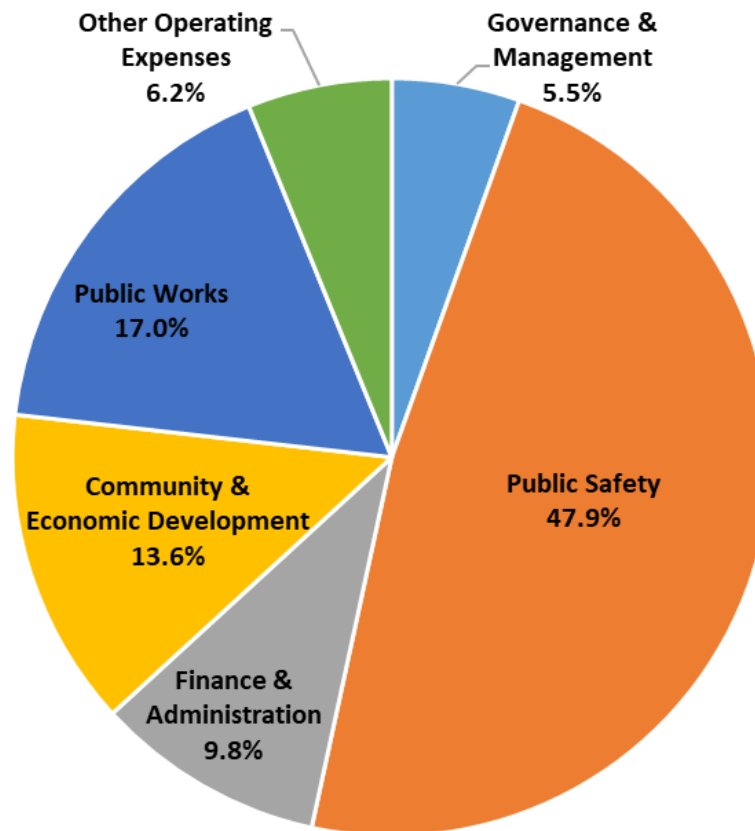


# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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### **General Fund Overview: Expenses by Major Function/Program**



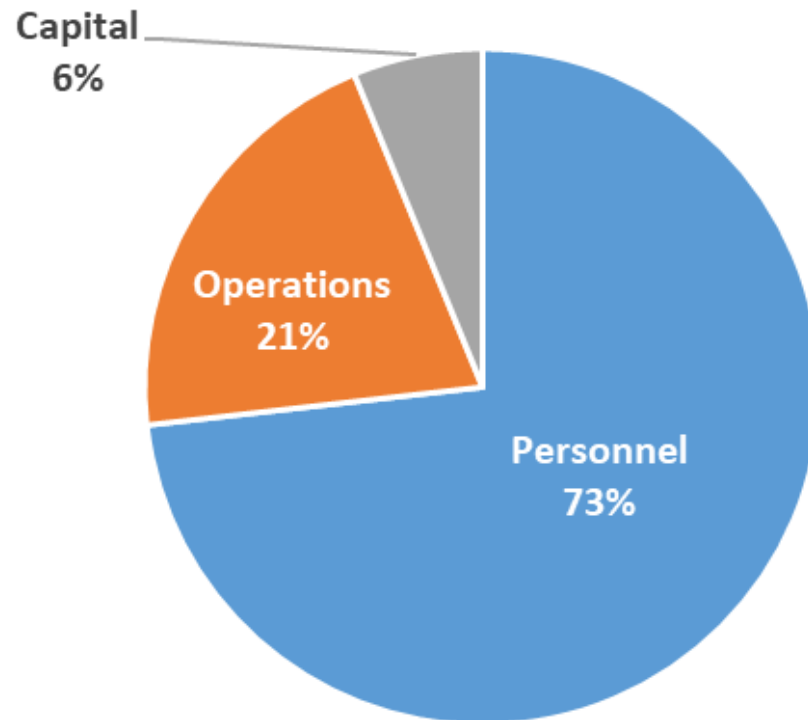


# *City of Franklin, Tennessee*

## FY 2020 Operating Budget

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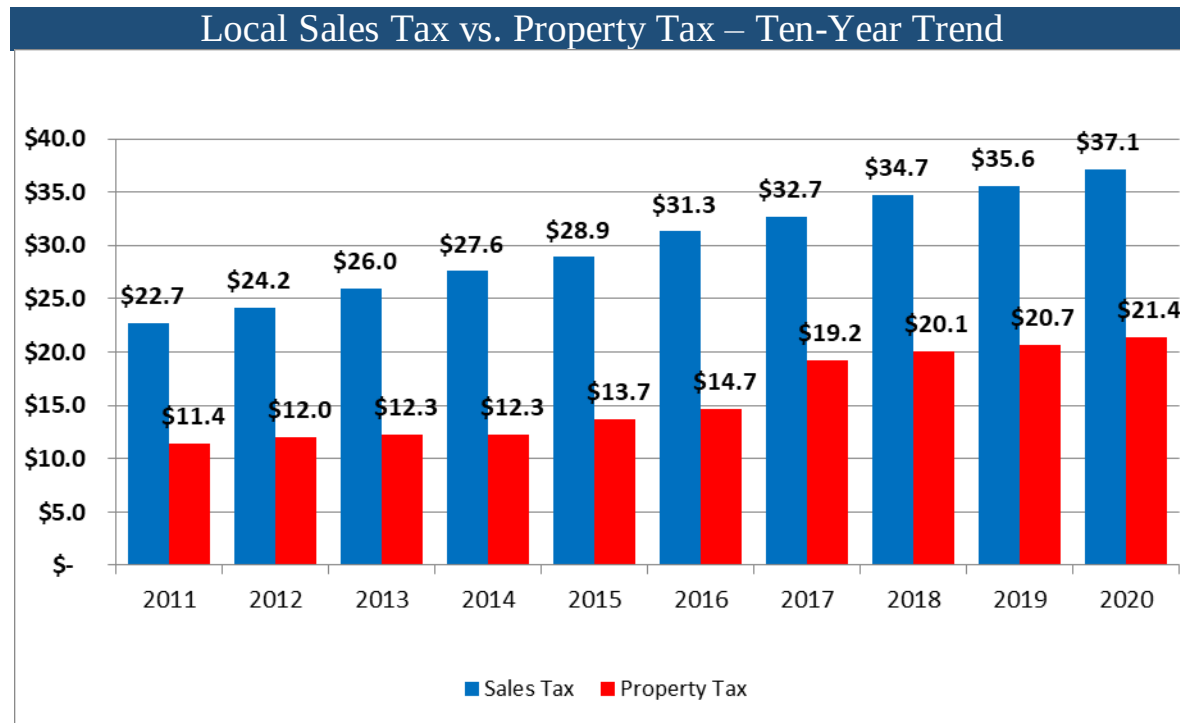
### General Fund Overview: Expenses by Category



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### General Fund Revenues: Property vs. Sales Tax



- Sales Tax continues to outpace Property Tax collections slightly less than 2:1



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### General Fund: Fund Balance Summary

| General Fund Performance - FY 2016-2020 |               |               |               |               |                |               |
|-----------------------------------------|---------------|---------------|---------------|---------------|----------------|---------------|
|                                         | Actual 2016   | Actual 2017   | Actual 2018   | Budget 2019   | Estimated 2019 | Budget 2020   |
| Beginning Fund Balance                  | \$ 35,469,449 | \$ 39,249,587 | \$ 43,283,143 | \$ 49,459,972 | \$ 49,459,972  | \$ 51,010,621 |
| + Total GF Revenue                      | \$ 63,539,872 | \$ 66,540,349 | \$ 69,100,055 | \$ 74,691,784 | \$ 74,659,597  | \$ 73,789,465 |
| - Total GF Expenditures                 | \$ 59,759,734 | \$ 62,506,793 | \$ 62,923,226 | \$ 74,691,784 | \$ 73,108,946  | \$ 73,789,465 |
| Ending Fund Balance                     | \$ 39,249,587 | \$ 43,283,143 | \$ 49,459,972 | \$ 49,459,972 | \$ 51,010,621  | \$ 51,010,621 |
| ***Percent of Total Annual Revenues     | 61.8%         | 65.0%         | 71.6%         | 66.2%         | 68.3%          | 69.1%         |
| ***Percent of Total Annual Expenditures | 65.7%         | 69.2%         | 78.6%         | 66.2%         | 69.8%          | 69.1%         |

*Note: Ending Fund Balance Amounts for Estimated FY 2019 and Budget FY 2020 numbers subject to change via year-end close and final FY 2019 budget amendments.*



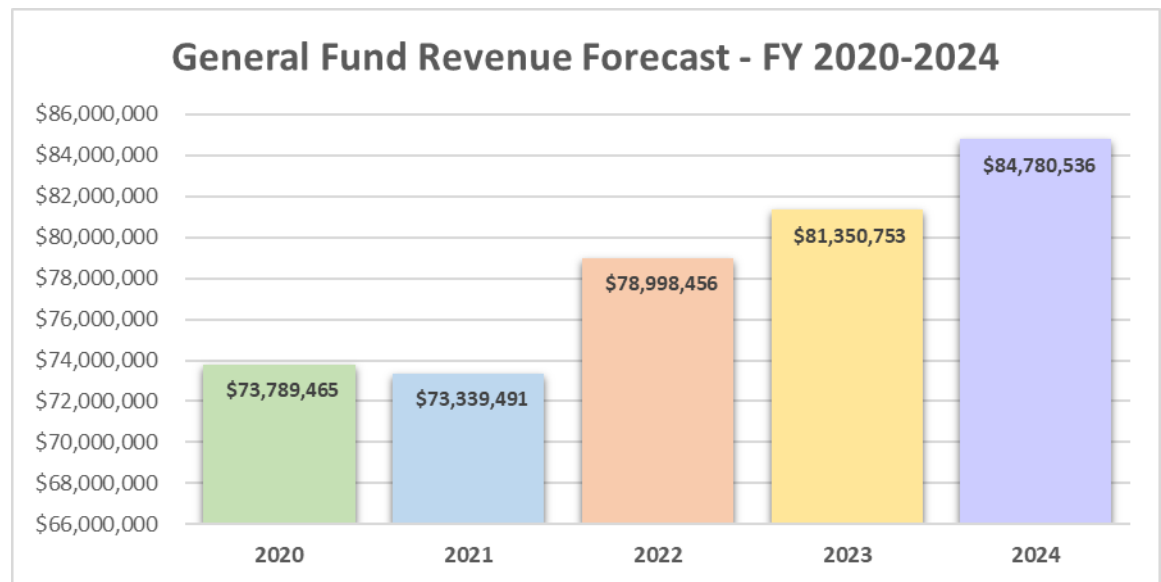
# City of Franklin, Tennessee

## FY 2020 Operating Budget

### General Fund: Long-Range Plan

**Revenues:** Revenues are forecast to grow by nearly 15% from FY 2020 to 2024, or an average of just less than 3% annually. This is a conservative forecast, using historical averages for the last 5 to in some cases 30 years dependent upon revenue category.

- Average growth of less than 3% annually.
- Local Option Sales Tax increasing at 3.5% overall, with sizeable increase in FY 2022 when City's share of monies currently going to Williamson County return to the City.





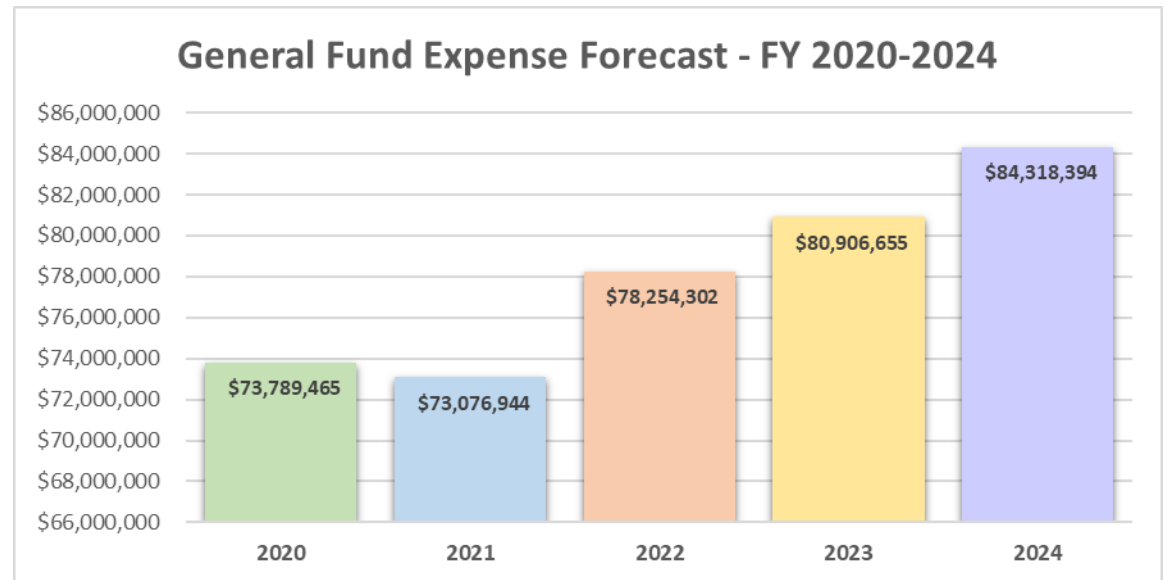
# City of Franklin, Tennessee

## FY 2020 Operating Budget

### General Fund: Long-Range Plan

**Expenses:** As the City grows, so too the demands on City Services. To account for this growth, and to properly plan for the increase in Revenues forecast above, the City plans to add additional personnel once significant additional Sales Tax revenues come online in FY 2022.

- From FY 2020-2024, the City plans on adding 27 full-time equivalent personnel in Police, Fire, Public Works and Support Services.
- The bulk of remaining available funds annually will be dedicated as appropriate to equipment renewal and replacement.





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### General Fund: Long-Range Plan

**Summary:** The Long-Range Operational forecast for the City of Franklin's General Fund proposes break-even budgets FY 2020-2024, resulting in the reduction as a percentage of overall annual budgets the City's General Fund balance from its forecast level of 62% in FY 2020 to 56% in FY 2024. This is still far in excess of the City's minimum fund balance policy requirements.

#### Overall General Fund Change in Fund Balance : FY 2020-2024

|                                     | Budget 2020   | Forecast 2021 | Forecast 2022 | Forecast 2023 | Forecast 2024 |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>Beginning Balance*</b>           | \$ 45,404,971 | \$ 45,404,971 | \$ 45,667,518 | \$ 46,411,672 | \$ 46,855,770 |
| + Revenues                          | \$ 73,789,465 | \$ 73,339,491 | \$ 78,998,456 | \$ 81,350,753 | \$ 84,780,536 |
| - Expenses                          | \$ 73,789,465 | \$ 73,076,944 | \$ 78,254,302 | \$ 80,906,655 | \$ 84,318,394 |
| <b>Ending Balance</b>               | \$ 45,404,971 | \$ 45,667,518 | \$ 46,411,672 | \$ 46,855,770 | \$ 47,317,912 |
| <b>Year-End F/B as % of Budget:</b> | <b>62%</b>    | <b>62%</b>    | <b>59%</b>    | <b>58%</b>    | <b>56%</b>    |
| <b>Year over Year \$</b>            | \$ 0          | \$ 262,547    | \$ 744,154    | \$ 444,098    | \$ 462,142    |
| <b>Year over Year %</b>             | 0.00%         | 0.58%         | 1.63%         | 0.96%         | 0.99%         |

\*Beginning Fund Balance for the General Fund for FY 2020 assumes full use of projected fund balance in FY 2019 for capital projects and operations of \$4.46 million. Starting audited fund balance for the City of Franklin in FY 2019 is \$49,459,971.



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

---

### **Other Funds of Note:**

#### **Stormwater**

- Over \$2.55M for capital projects. After this allotment, no further capital is planned out of the Stormwater Fund until fees are re-evaluated later in 2020.

#### **Sanitation**

- No Fee Increase & No Tax Levy Subsidy Budgeted
- Essential equipment replacement over \$1.2M included
- New equipment to implement curbside recycling containers





# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

---

### **Other Funds of Note:**

#### **Hotel/Motel**

- Solid Revenue growth (7.4%), even accounting for additional competition from new stock in Nashville & surrounding areas
- Investment in over \$2.37 million of projects for Parks (Eastern Flank, Bicentennial Pavilion, Carter's Hill/Battle of Franklin Park, East/Southeast Park), continued support for CVB



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

---

### **Other Funds of Note:**

#### **Development Funds** (City Facilities, County Facilities, Parkland Dedication, Road Impact)

- Continued Investment of Phase I CIP Project for Fire Station 7
- New equipment for Fire, Parks and Sanitation
- Projected to retain and further grow healthy fund balances at year end for future use for 2019-2028 CIP projects - (nearly \$20M in Road Impact, \$13M in City Facilities, \$5M in County Facilities and almost 9.5M in Parkland)



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

---

### **Other Funds of Note:**

#### **Water & Wastewater Fund**

- Nearly \$425K for equipment replacement
- Maintains rate structure of previous years; 2.9% increase in Water, 3.5% increase in Wastewater rates (already approved by BOMA) - Furthers City's commitment to the IWRP



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

---

### **Summary**

- The budget includes continued support of the *Invest Franklin* initiatives that funding capacity for key infrastructure investment and support operations for our growing community.
- Meeting budget goals and objectives with an enhanced emphasis on performance measures and the strategic plan.
- The budget features targeted program enhancements related to public safety and growth-related services.
- Reserves at year-end well above policy level.



# CITY OF FRANKLIN, TENNESSEE



## FY 2020

# Proposed Budget

Excellence Innovation Teamwork Integrity Action-Oriented



HISTORIC  
**FRANKLIN**  
TENNESSEE



# City of Franklin, Tennessee

**Annual Operating &  
Capital Equipment Budget  
July 1, 2019 - June 30, 2020**



# 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.

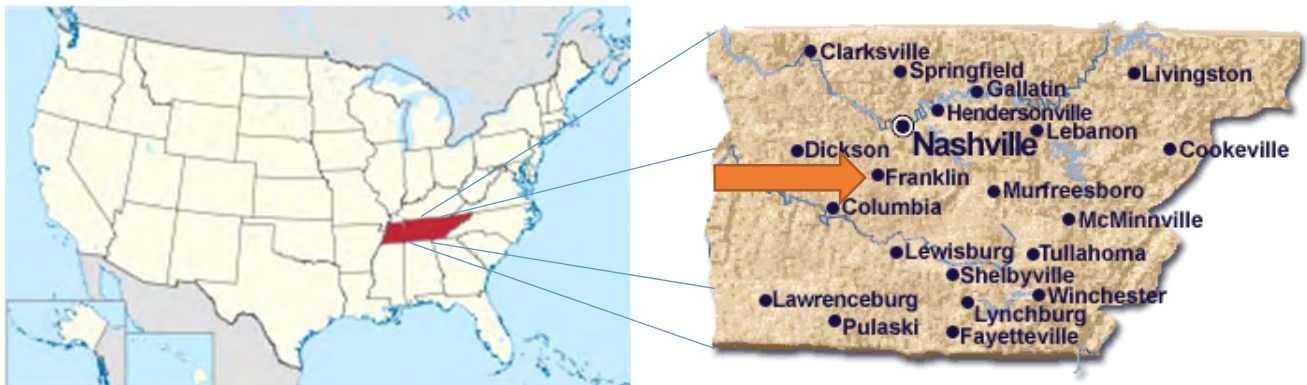
Franklin was the site of one of the bloodiest battles of the Civil War on November 30, 1864, when 20,000 Confederate soldiers made a series of charges over two miles of open ground. More than 8,000 northern and southern soldiers fell in little more than five hours.



The City of Franklin covers approximately an area of 42 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 19<sup>th</sup> 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.







HISTORIC  
FRANKLIN  
TENNESSEE

## Board of Mayor & Aldermen

Dr. Ken Moore, Mayor

**Clyde Barnhill**

**Brandy Blanton**

**Pearl Bransford**

**Beverly Burger**

**Margaret Martin**

**Dana McLendon**

**Ann Petersen**

**Scott Speedy**

**Eric Stuckey, City Administrator**

**Vernon Gerth, Assistant City Administrator of Community Development**

**Mark Hilty, Assistant City Administrator of Public Works**

**Kristine Brock, Assistant City Administrator of Finance and Administration**

Jordon Shaw, Information Technology Director

Emily Hunter, Planning & Sustainability Director

Lanaai Benne, Asst. City Recorder

Mike Lowe, Comptroller

Shauna Billingsley, City Attorney

Milissa Reiersen, Communications Manager

Tom Marsh, Bldg & Neighborhood Services Director

Lawrence Sullivan, Revenue & Licensing Manager/City Court Clerk

Jack Tucker, 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, Water Management Director

Joe York, Streets Director

Paul Holzen, Engineering Director/City Engineer



**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

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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, 2018. 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.*



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
 Budget Presentation  
 Award*

PRESENTED TO

**City of Franklin  
 Tennessee**

For the Fiscal Year Beginning

**July 1, 2018**

*Christopher P. Morrell*

Executive Director

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**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

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HISTORIC  
FRANKLIN  
TENNESSEE

May 3, 2019

Mayor Moore, Aldermen, and Citizens of Franklin,

Franklin continues to be a community on the rise! Franklin's unique blend of rich history and dynamic investment truly set it apart as one of America's most desirable cities. For the second consecutive year, *Money* magazine ranked Franklin in its top 10 best places to live list and number one in the State of Tennessee. Investment and job growth also reflect Franklin's remarkable vibrancy. Over the past four years, Franklin has experienced \$2.8 billion in permitted investment. The most recent report showed Williamson County's unemployment rate at 2.2%, the lowest in Tennessee and among the lowest in the United States. These statistics and rankings are reflective of both the strength of our local economy and Franklin's excellent quality of life. Our city is honored to be the community so many are choosing as the place to invest, build a business, raise a family, spend a vacation, and most of all, the place they proudly call "home."

Beyond these statistics and ratings, our City team values the opinions and perceptions of citizens. Earlier this year, the City surveyed a wide range of Franklin citizens through a national survey used by more than 500 communities across the United States. The City used this same survey instrument two years ago. Our goal in conducting the survey was to ask Franklin citizens the simple but important question "How are we doing?" The results were very encouraging, with 97% of survey respondents rating Franklin's quality of life as excellent or good (ranking 3<sup>rd</sup> nationally), 97% rated Franklin as an excellent or good place to raise children (ranking 2<sup>nd</sup> nationally), and 98% rated Franklin as an excellent or good place to live (ranking 6<sup>th</sup> nationally). The quality of City of Franklin services were rated excellent or good by 93% of respondents. 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.

While Franklin's growth and unprecedented level of investment in our community is certainly positive, it does place undeniable challenges before us. Community infrastructure and services can be strained because of growth. The City has responded with extensive long-term planning and significant investment in infrastructure to meet our growing community's needs. Over the past five years, more than \$170 million of infrastructure projects have been completed in Franklin, with nearly 85% being transportation-related improvements. Over the past year, the City of Franklin has completed major projects including the upgraded Water Treatment Plant, Hillsboro Road improvements, and activation of the countywide public safety radio system in partnership with Williamson County and the City of Brentwood.

The pace of investment in community infrastructure will continue to grow in coming years thanks to initiatives at the state and local levels. Three years ago, 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 the increasing demands for core city services (\$0.03). The Board identified a “first tier” of Invest Franklin projects that are now moving forward, totaling approximately \$99 million in investment in roadway/transportation improvements (McEwen Phase 4, Franklin Road, sidewalk gaps, major street resurfacing), public safety needs (Fire Station 7 and countywide radio system upgrade), transit improvements (reducing wait times to 30 minutes for all Franklin Transit stops), and parks (development of a large community park in southeast Franklin). The Board is in the process of identifying and prioritizing a “second tier” of Invest Franklin projects to further meet community needs. The \$133 million water reclamation/wastewater treatment plant expansion and upgrade project is under construction. As the City works in partnership with the State, important transportation projects totaling more than \$100 million are now moving forward, including Mack Hatcher Northwest Extension (which broke ground in December 2018), along with improvements to Columbia Avenue, State Route 96 (Murfreesboro Road) on the City’s eastern border, and bridge improvements on Murfreesboro Road and Franklin Road. Aggressively advancing investments in key infrastructure is essential to maintaining and enhancing 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 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 team and the community assess 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 2019-20 (FY20) general fund budget is \$73,789,465, which represents a decrease of 1.2% compared to the current \$74.7 million budget for 2018-19 (FY19). The FY20 budget for all funds is \$160,838,175 which represents an increase 0.6% compared to FY19.

## **Highlights of the 2019-20 Budget**

- The budget is balanced, with current revenues equaling expenditures.
- The budget fully complies 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 budget has a net increase of 10 positions in the General Fund. These new positions are targeted in the areas of Engineering, Streets, Purchasing, Administration, Information Technologies, Parks, and Police, all of which have been impacted by growth and the City’s need to manage a larger group of infrastructure and facilities projects.
- A general pay increase for City team members will be effective the first pay period of July 2019. The budget includes a general pay increase of 2.5% plus an additional performance-based pay increase of up to an additional 2.5%.
- Health Insurance premiums for our City team members includes a 2.5% increase in premiums for the “traditional plan,” the first increase in two years. There is no increase in premiums for the City’s “high deductible” plan paired with a health savings account, an option that was initiated last year.
- Funding is provided for important investments in equipment replacements (\$2.67 million), technology enhancements, and facility improvements.
- The 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 FY20 budget process, 144 program enhancement requests—totaling \$10.7 million—were submitted. While all of the initiatives have merit, the budget includes enhancement items that best match community needs and continue the momentum of the City in several 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**

- The addition of three Police Officers in the patrol division, moving the Police Department's authorized strength from 129 to 132 sworn officers.
- Replacement of 16 police vehicles, each registering more than 100,000 miles on them (\$1 million).
- Construction of Fire Station 7 (southeast Franklin), included in the City Facilities Tax Fund.
- Replacement of Fire Tower #3 (\$1 million).
- Replacement of Police tasers (\$59,000).
- Additional outdoor warning siren installation (\$30,000 from Facilities Tax funds).



## **Effective and Fiscally Sound City Government Providing High-Quality Services**

- Additional and replacement vehicles/equipment in Sanitation, Streets, Water Management, and Building and Neighborhood Services.
- Continued additional General Fund support of \$1 million to the Street Aid Fund for neighborhood street resurfacing, street sealing, and sidewalk repair/construction.
- Capital Investment Project management enhancements through added staff positions including Contract Administrator, Senior Capital Projects Inspector, and Road Inspector.
- Implementation of the enhanced residential recycling program with roll-out containers effective January 2020.
- New software to streamline the procurement process (\$49,000) and new Procurement Officer position.



## **Quality Life Experiences**

- Replacement of tennis courts at Jim Warren Park.
- Assistant Parks Director position with an emphasis on project oversight and implementation.
- Additional Landscape Crew Chief in Parks.
- Additional Federal Line markers related to the Battle of Franklin preservation efforts.



## **Sustainable Growth and Economic Prosperity**

- Funding for a pilot program(s) to encourage development of attainable/workforce housing (\$100,000).
- Continued funding of enhanced Franklin Transit fixed-route system with 30-minute pick-up frequency for all stops, and the 91X commuter bus service to downtown Nashville and West End.
- Additional funding (\$5,000) for economic development initiatives of Williamson Inc. (Chamber of Commerce).



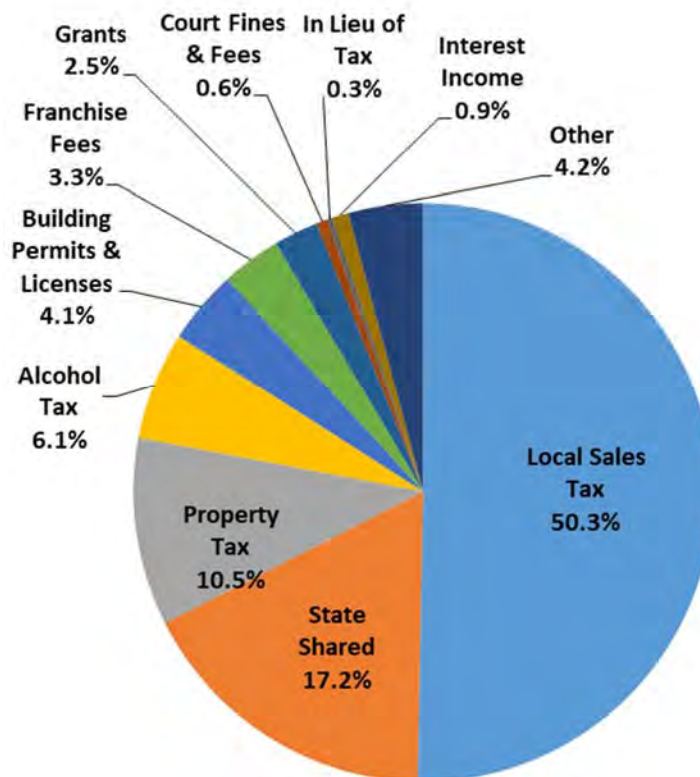
## Five-Year Outlook

In the budget process, additional emphasis was placed on providing the Board of Mayor and Aldermen and the community with a five-year outlook regarding revenue trends and expenditure needs based on service demands impacted by growth. As departments submitted their budget requests during the FY20 process, each was asked to reflect on service needs (staffing and operational costs) anticipated over the next three to five years. This information along with revenue projections formed the basis for the five-year General Fund outlook provided on page 52.

## General Fund Overview and Issues

**Revenues.** In total, General Fund revenues for FY20 are projected at \$73.8 million, down slightly (1.2%) from the FY19 budget of \$74.7 million. When looking only at recurring revenue, however, General Fund revenue is projected to increase from \$70 million in FY19 to \$73.8 million in FY20, an increase of 5.49%. The following is a summary of revenue by category.

**General Fund Revenue by Category – FY20**



Sales Tax. The City's largest single revenue source continues to be sales tax. Local sales tax collections are projected to account for 50.3% of total General Fund revenue. The FY20 sales tax budget of \$37.1 million represents a growth of 3.5%, or \$1.3 million, compared to the FY19 estimate of \$35.9 million. The State of Tennessee Funding Board identified a range of 3.1% to 4.2% for statewide growth.

Intergovernmental Revenue. The second-largest category of revenue, intergovernmental revenue (also referred to as state-shared revenue), accounts for 17.2% of total General Fund revenue and is projected to be \$12.7 million, an increase of 7.6% compared to the FY19 budget of \$11.8 million. This increase is comprised of general growth in state sales tax receipts and growth in business taxes collected by the State of Tennessee.

Property Tax. The third-largest revenue source for the City's General Fund is property tax, which accounts for 10.5% of General Fund resources. The amount of property tax revenue going to General Fund operations for FY20 is \$7.7 million, compared to \$7.6 million budgeted in FY19. The General Fund portion of property tax revenue is the result of the total property tax of \$21.5 million minus \$2.4 million due to the City's Industrial Development Board, less \$10.7 million transferred to the Debt Service Fund for general obligation debt service, and a transfer of \$1 million to the Street Aid and Transportation Fund. The City's property tax rate remains at \$0.4176 per \$100 of assessed valuation, which is one of the lowest property tax rates among cities across the State of Tennessee and across the country.

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 FY20 budget year, these various alcohol taxes are projected to generate \$4.5 million, accounting for 6.1% of General Fund revenue. The projected FY20 revenue is an increase of 3.8% above the FY19 budget of \$4.3 million.

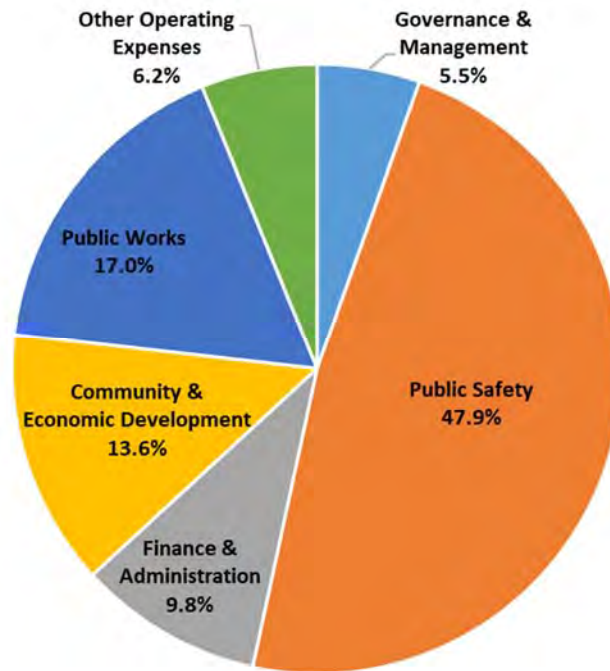
Building Permits and Licenses. While construction activity remains strong, the pace of development has slowed over the past year. The original budget for FY19 has been revised downward from \$3.5 million to \$3 million. The budget for building permit and license fees revenue is projected to remain at \$3 million for FY20. These fees allow the City to recover the costs associated with providing construction-related services. Building permit and license revenue accounts for 4.1% of the General Fund revenue.

Franchise Fees. The collection of franchise fees from cable and gas utility providers accounts for 3.3% of General Fund revenue. For FY20, \$2.5 million is projected in franchise fees, a 3% increase compared to FY19.

Other Revenues. Other revenue categories of note include grants, municipal court fines/fees, and interest income. Grant revenue is projected at \$1.8 million in FY20, which includes grant funding for traffic signal optimization through the City's Traffic Operations Center. Court fines/fees are projected down in FY20 compared to the prior year. Interest income is projected to reach \$675,000 in FY20, an increase of 6.4% compared to FY19. This is the highest revenue for interest earning in the past five years. All other revenues in these categories are projected to be relatively stable compared to prior years.

**Expenditures.** As described above, the total available resources within the General Fund is \$73.8 million for FY20. 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 (47.9%) of the total General Fund budget.

### General Fund Expenditures by Major Service Area – FY20



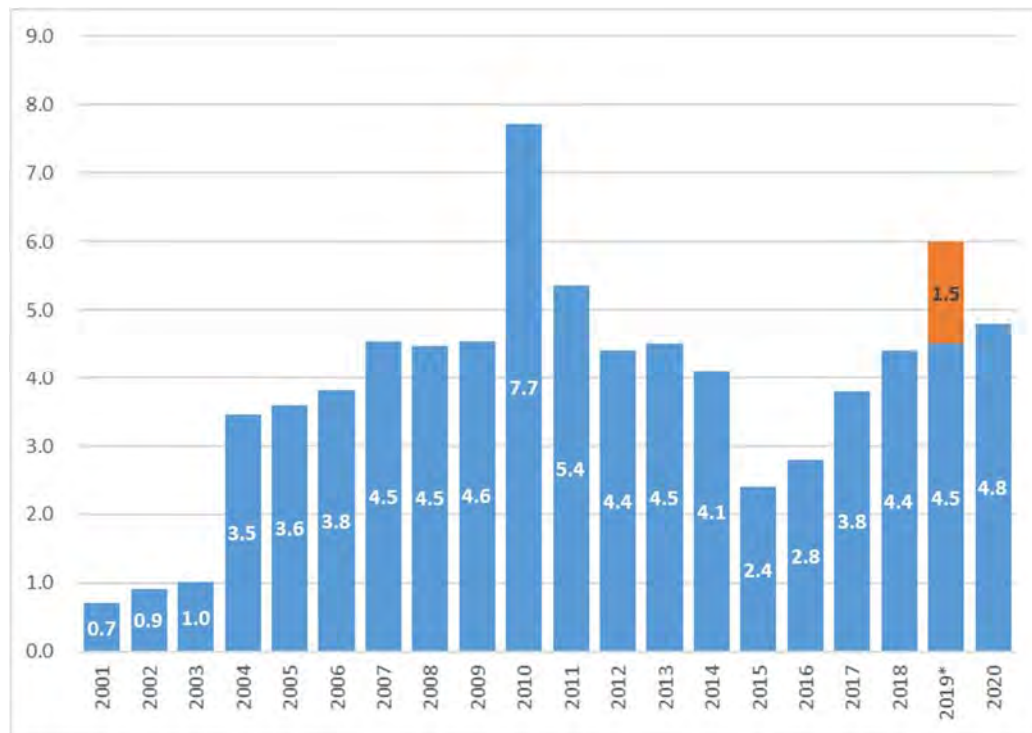
Employee Earnings and Benefits. The cost of wages and benefits for City team members (employees) accounts for 73% of the City’s General Fund budget. Overall, employment-related costs are projected at \$54 million, 2.8% higher than the current budget of \$52.5 million.

Position Vacancies. Again this year, the 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, the City can apply budget dollars to other non-personnel components of the budget. The City’s actual vacancy experience over the past several years has been approximately 6%. While conservative compared to recent experience, the 3.5% turnover factor employed in the budget will continue to be monitored closely.

Pension Expense. As of January 1, 2017, 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 administers and manages the “closed” City pension program, the City is still responsible for its oversight and for determining the appropriate annual contribution based on the advice of its actuary. City employees hired after December 31, 2016, enter into the TCRS system upon hire and are full participants in the system. The City contribution to TCRS for enrollees is 5.9% of salary. Based on projections, a 7.3% increase in the City’s pension contribution is included in the FY20 budget. Overall, pension expenses for FY20 are projected at approximately 10.7% 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 over last 20 Fiscal Years - (Amounts in millions)**



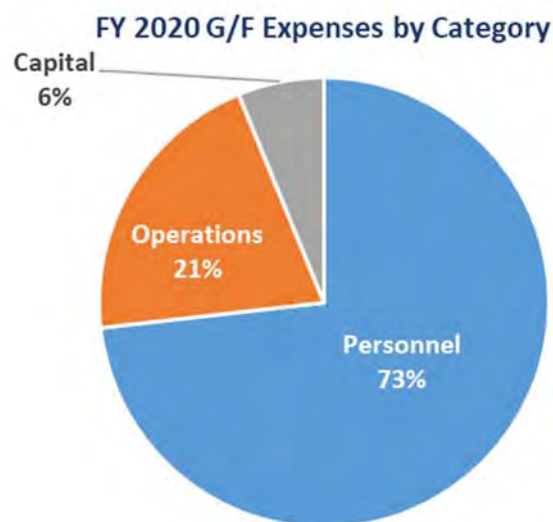
\*2019 includes a \$1.5 million pre-payment of FY 2020 pension obligation.

**Salary Adjustment.** The FY20 budget includes a total \$1.6 million for annual pay adjustments. The annual pay increase for City team members will involve two components again this year: 1) approximately 60% of the pay adjustment will be allocated in an across-the-board 2.5% general pay increase or “market adjustment” and 2) an additional pay increase ranging from 0.5% to 2.5% will be provided to City team members based on their 2018 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 full pay period in July 2019. A similar pay adjustment approach was implemented in both FY18 and FY19. During FY19, the City implemented a comprehensive update to its compensation plan. The Board of Mayor and Aldermen approved updates to the plan including an increase of 10% to all pay grades and adjustments for individual team members where needed to ensure an appropriate level of progress through the pay range.

**Employee Benefits.** For the past several 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. Overall, the City’s health insurance costs are projected to grow modestly in FY20. Premiums in the City’s traditional plan will increase 2.5%, while premiums for vision and dental insurance will remain flat in FY20. In FY19, the City began offering team members the option to use a high-deductible health insurance plan paired with a health savings account. Premiums for the high-deductible plan will remain flat in FY20.

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 21% of General Fund expenditures. The FY20 budget amount for operational expenses is \$14.9 million.

Transfers to Other Funds. There is a transfer of \$250,000 from the General Fund to the Street Aid and Transportation Fund in FY20. This transfer funds the “sidewalk gap” projects approved as a part of the Invest Franklin initiative. The FY20 transfer to the Transit Fund is \$1 million, an increase of \$18,200 or 1.8% compared to FY19. There is no budgeted subsidy planned for the Sanitation and Environmental Services Fund. The subsidy to this fund has moved from a \$4.5 million General Fund subsidy in FY2008 to no budgeted transfer in FY19 and FY20.



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 of more than \$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 FY20 General Fund budget, capital expenditures are projected at \$4.6 million. The majority of FY20 expenditures are for replacement equipment. To assist in funding these capital equipment replacements, the FY20 budget will utilize the \$0.015 of the property tax rate previously identified for capital investment funding. This funding represents approximately \$774,000.

Outside Agency Funding. The City funds various government, human service, nonprofit, and community service organizations through its budget each year. In total, the FY20 budget funds these organizations at \$480,894, a decrease of \$35,407 compared to the FY19 budget. This decrease is driven by a reduction in the level of contribution by the City to the 91X commuter bus service thanks to a grant received for this service. The City will contribute \$56,185 for its share of the regional commuter bus service. While no new agencies were added to City funding, there are a few increases, including an increase of \$8,320 to Williamson County Animal Control based on the contract for services, an

increase of \$5,000 to the Gentry Foundation for youth educational services, and \$5,000 to Williamson Inc. (Chamber of Commerce) for economic development initiatives.

**Cash Reserves and Bond Rating.** Two key measures of a city's financial health are its reserves and its bond rating. The City of Franklin has adopted a reserve policy that identifies a minimum 33% General Fund reserve as an important benchmark. The City of Franklin is projected to end the current fiscal year (FY19) with a General Fund reserve of \$51 million. With no draw from General Fund reserves planned, this same fund balance is projected for FY20. The reserve level of \$51 million represents 69.1% of annual revenue and expenditures at the end of FY20. 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 \$14.2 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. Recently, the City went to the bond market to fund capital investment and to refinance existing debt to achieve savings. Through this process, the City's Triple-A ratings from both rating agencies were re-affirmed. Bond ratings generally reflect the overall financial strength of the governmental entity, the strength of overall management of the organization, 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 FY20 budget for this fund is \$3.8 million, which is slightly less than FY19. Included in this budget is approximately \$774,000 from the City's property tax revenue to fund additional neighborhood street resurfacing. The IMPROVE Act (state transportation funding plan) passed in 2017 provided increased funding from the statewide gas tax to local government that was phased in FY18 and FY19. Also included in the budget is approximately \$175,000 for sidewalk repair and construction. Funding of \$250,000 per year is provided for "sidewalk gap" construction as a part of the Invest Franklin program. Sidewalk projects funded through this initiative are designed to better connect neighborhoods throughout the community. FY20 marks the third year of the five-year commitment made by the Board in the Invest Franklin program.

**Sanitation and Environmental Services Fund.** The FY20 budget for the City's Sanitation and Environmental Services Fund is \$10.85 million. During FY19, the Sanitation and Environmental Service (SES) team reviewed its services and made two recommendations for modifications: 1) move residential recycling from blue bags to roll-out containers effective January 2020, and 2) eliminate commercial dumpster service effective July 2019. The FY20 budget incorporates these changes that better focus SES on its core residential services approved by the Board of Mayor and Aldermen. Both FY19 and FY20 budgets do not include a General Fund subsidy for the Sanitation Fund, with a contribution to the fund's reserves projected in FY19.

**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 \$10 million for FY20. The FY20 budget includes \$5.7 million in expenditures. The budget anticipates \$5.7 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 due to 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 developers who have provided right-of-way and/or have built elements of the City's arterial road network. In 2017, the Board of Mayor and Aldermen expanded the road impact fee to include collector roads. The FY20 budget includes \$5.7 million in expenditures.

**City 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 FY20 budget includes \$8.2 million for new Sanitation and Fire equipment and Fire facilities 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. The facilities tax rates have not been updated since 2007.

**County Facilities Tax Fund.** This fund was created in FY18 to account for facilities taxes collected by Williamson County on behalf of cities. Prior to the creation of the County Facilities Tax Fund, these funds were incorporated in the City's Capital Projects Fund. The Board has targeted these funds to address infrastructure needs associated with schools and other public facilities. In 2017, funding from the County Facilities Tax were used to support the Enrichment Center (\$500,000). In 2018, the County Facilities Fund supported \$100,000 to redesign the Long Lane/Goose Creek Interchange (improving access to the Williamson County Ag Center), \$300,000 for design and easement acquisition for the Henpeck Lane Sewer Extension (providing sanitary sewer service to Oak View Elementary and a new middle school), and \$500,000 within the Hillsboro Road Phase II project (providing enhanced pedestrian access and traffic management to/from Franklin High School). The City's remaining portion of the construction of the Henpeck sewer extension (\$1.285 million) will be expended in FY20.

**Stormwater Fund.** Residents and businesses pay fees to support the City's efforts to manage stormwater quality and quantity programs and initiatives. The budget is \$5.1 million for FY20. The budget includes \$2.5 million for capital improvement projects that will be finalized as part of the Board's Capital Investment prioritization process. The rates for these services remain unchanged in the budget and have not been reassessed in 15 years. During FY20, staff will bring to the Board further analysis of the stormwater fee structure and work with the Board to evaluate the service level and project funding expectations for this utility. In 2017, the City obtained Qualified Local Program status, which allows the City to act on behalf of the State in making regulatory determinations. This capability has enhanced the City's responsiveness and efficiency in working with development.

**Drug Fund.** The Drug Fund is used to collect drug-related fines and confiscations received through the City's enforcement efforts. These funds are also used to support drug investigations and related law enforcement initiatives. The FY20 budget includes expenditures of \$134,900, a decrease of \$140,000 compared to FY19. The FY19 budget included a significant equipment purchase (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 FY20 budget provides for \$2.5 million in expenditures, which is a decrease of almost \$275,000 compared to the FY19 budget. 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 meet the needs of new neighborhoods. Currently, the Parkland Dedication Fund includes a fund balance of \$6.1 million. Over the past two years, the Board of Mayor and Aldermen has made amendments to the Parkland Dedication Ordinance with goals to create incentives for developers of residential property to incorporate amenities within their developments and to better align the fee-in-lieu-of structure with the true cost of purchasing and developing new parks. Capacity within the Hotel/Motel Tax Fund will be available to fund priority initiatives identified in the Invest Franklin Capital Investment Program.

**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 \$1 million, an increase of \$18,200. In total, the Transit Fund budget is \$3.1 million. This growth is due to increases in grants and fares resulting from 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. This past year, the Franklin Transit System experienced a 7.5% increase in ridership.

**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 FY20, funding is recommended to be \$251,000, which is down compared to the FY19 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 FY20 budget for the Debt Service Fund is \$15.5 million, an increase of \$1.7 million compared to the FY19 budget. This increase is due to the City's recent sale of \$29.5 million in new general obligation debt. As a part of this transaction, the City also refinanced \$27 million in existing debt that is expected to produce savings of more than \$2 million in debt service over the next 10 years. The debt service obligations of the General Fund are handled by designation of property tax directly to the Debt Service Fund. The FY20 budget includes \$10.7 million of property tax for payment of general obligation debt service. The Debt Service Fund also 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 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 FY20 budget consists of \$12.9 million for water, \$15.6 million for water reclamation, and \$791,475 for reclaimed water. In total, the combined FY20 Water Management budget is \$29.3 million.

Since 2009, the City has adopted five-year rate plans based on projected costs of operation. The FY20 budget includes the Board-approved rate adjustments of 2.9% for water and 3.5% for wastewater, which will go into effect on January 1, 2020. These rate changes are consistent with the second year of the five-year plan that was updated in 2018. Through an independent cost-of-service study, the City projects the costs necessary to operate the utilities and allocates costs into the rate structure, serving as the foundation of the five-year rate structure.

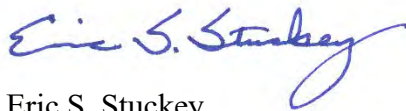
### **Summary**

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 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 Brock, Vernon Gerth, and Mark Hilty; Budget and Strategic Innovation Manager Michael Walters Young; HR director Kevin Townsel and Human Resources team members Ally White and Natasha Parker; financial analyst Lori Pope; comptroller Mike Lowe; our leadership team (department directors and other key staff); and the Administration and Finance department staff teams, whose support and leadership have been instrumental to the budget process.

Finally, I am grateful 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. 2019-17**

**AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE, ADOPTING A BUDGET  
FOR THE FISCAL YEAR 2018-2019; 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, 2019, 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 2019-2020 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, 2019 – June 30, 2020”

**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 the City Administrator is authorized to execute the non-profit funding agreements in accordance to the funding approved as part of this budget.

**SECTION V:** That this Ordinance shall take effect on July 1, 2019, 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**

**Approved as to form:**

\_\_\_\_\_  
**Shauna R. Billingsley, City Attorney**

PASSED FIRST READING: \_\_\_\_\_  
PUBLIC HEARING: \_\_\_\_\_  
PASSED SECOND READING: \_\_\_\_\_  
PASSED THIRD READING: \_\_\_\_\_

**ORDINANCE NO. 2019-18**

**AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE, ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2019-2020; 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 2019-2020 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:

|                          |                                                                                                                                                                  |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>General Fund</b>      | <b>19.16 cents (\$.1916) or percentage approximate to 46% based on the certified tax rate. (Inclusive of proceeds from the tax increment financing district)</b> |
| <b>Debt Service Fund</b> | <b>21.10 cents (\$.2110) or percentage approximate to 51% based on the certified tax rate.</b>                                                                   |
| <b>Street Aid Fund</b>   | <b>1.50 cents (\$.0150) for street maintenance.</b>                                                                                                              |

**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:** \_\_\_\_\_  
**ERIC S. STUCKEY**  
**City Administrator**

**BY:** \_\_\_\_\_  
**DR. KEN MOORE**  
**Mayor**

**Approved as to Form:**

\_\_\_\_\_  
**Shauna R. Billingsley, City Attorney**

|                              |       |
|------------------------------|-------|
| <b>PASSED FIRST READING</b>  | _____ |
| <b>PUBLIC HEARING:</b>       | _____ |
| <b>PASSED SECOND READING</b> | _____ |
| <b>PASSED THIRD READING:</b> | _____ |

**RESOLUTION NO. 2019-45**

**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 2019-2020; 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 2019-2020, as set forth more fully in the document entitled "City of Franklin, Tennessee, Annual Operating & Capital Equipment Budget, July 1, 2019 – June 30, 2020" which is found on pages 243-268 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 \_\_\_\_\_ 2019.**

**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**



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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# **BUDGET SUMMARY**

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Under this section is:

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

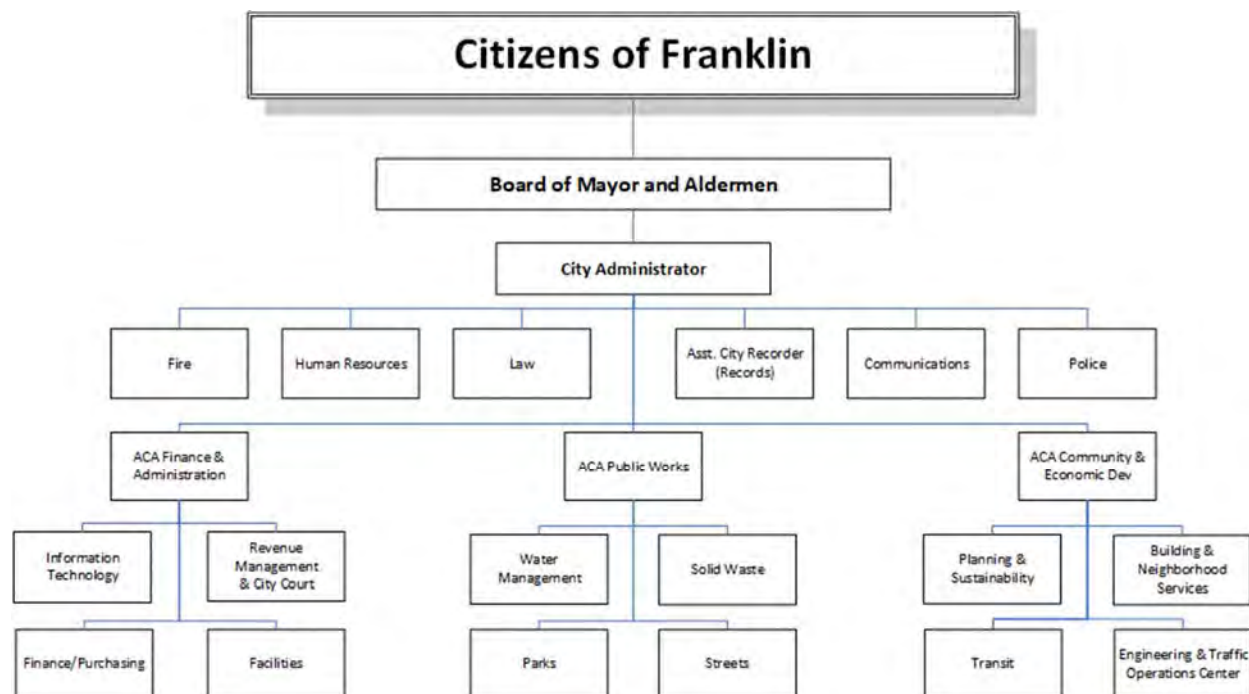


## City of Franklin, Tennessee FY 2020 Operating Budget

### 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)
  - c. Human Resources (General Fund)
  - d. Law (General Fund)



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **City of Franklin Information & Organization**

- 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 2020 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, 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.





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### City of Franklin Information & Organization

### Demographics

Additional Demographic information can be found in the Appendices.

#### Income

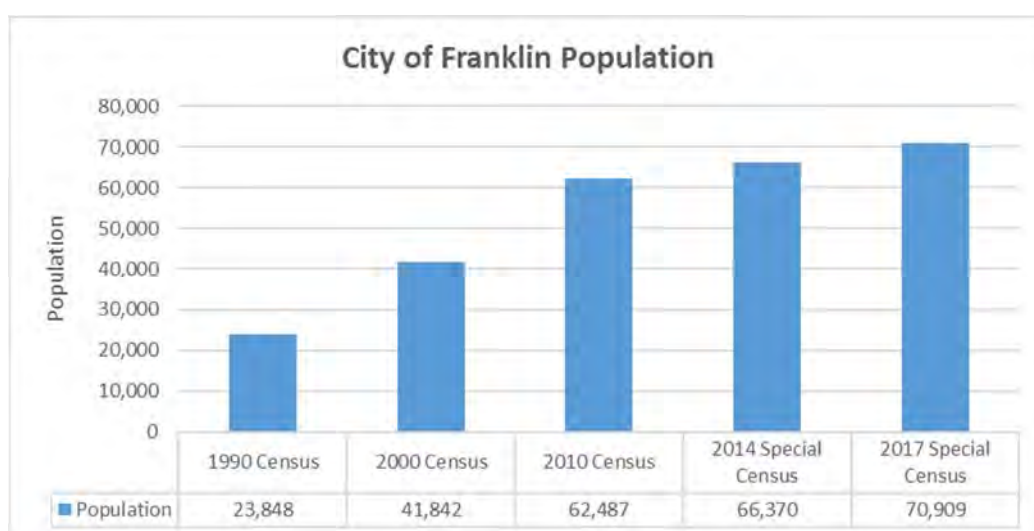
Median Household Income  
Per Capita Income

#### Franklin

\$92,589  
\$45,176

#### Williamson County

\$103,543  
\$48,482



### Education Attainment for Adults Age 25 Years and Older

|                    | Franklin      |         | Williamson County |         |
|--------------------|---------------|---------|-------------------|---------|
|                    | Number        | Percent | Number            | Percent |
| <High School       | 3,398         | 6%      | 8,761             | 6%      |
| High School        | 8,153         | 15%     | 24,266            | 16%     |
| Associate's Degree | 12,529        | 23%     | 37,285            | 24%     |
| Bachelor's Degree  | 19,277        | 35%     | 53,356            | 35%     |
| Graduate Degree    | 11,158        | 21%     | 29,337            | 19%     |
| <b>Total</b>       | <b>54,515</b> |         | <b>153,005</b>    |         |

Source: United States Census Bureau, American Community Survey 5-year Estimates – 2013-2017.



## City of Franklin, Tennessee FY 2020 Operating Budget

### City of Franklin Information & Organization

### Awards & Recognitions

**#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**



**Top 100 Places to Live**  
*Relocate America*

**#4 Best Places to  
Live in 2017**  
*Money Magazine*

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

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

**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 2020 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 2018-19 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 2020 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 2020 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 for G.O. Bonds; Aa3 Bond Rating by Moody’s Investor Services for Water Bonds
- GFOA Award for Excellence and Financial Reporting (28th year)
- GFOA Distinguished Budget Presentation Award (11th year)
- Tennessee 3-Star Award for Community Economic Preparedness (15th year)
- Tree City USA (15th 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 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 2020 Operating and Capital Budget.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget Planning

| Budgetary Planning Processes                                              |                                                                                                                                                               |                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Planning Process                                                          | Planning Process Focus                                                                                                                                        | Description of Focus                                                                                                                                                                                                                     | Impact on Operating Budgets                                                                                                                                                                                                                                        |
| <b>Strategic Planning</b><br><i>(see Appendix L for more information)</i> | FranklinForward: The City's Strategic Plan has a long-range planning focus of 20 years. Financial and non Financial objectives for budget year are considered | Departmental plans are developed with assistance from Administration and from Finance. Goals and objectives are included within departmental operating budgets and qualified within performance measures.                                | Allows for departmental goals to be aligned with BOMA and Administration goals and objectives. Also, allows for the operating budget to be proposed initially to include potentially new services developed from this process.                                     |
| <b>Revenue Forecasting</b>                                                | Short-Term planning from 1-5 years, built upon a Revenue model with 5-25 year historical averages                                                             | Revenue modeling focuses in particular 1-3 years in the future, but systems are being developed to extend out 10 years.                                                                                                                  | 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.                                                                   |
| <b>Capital Improvement Plan</b>                                           | Mid-term planning from 1 to 10 years.                                                                                                                         | With input from the Capital Investment Committee and staff, the ten-year CIP is matched to a mid-range financing model and the entire BOMA makes decisions 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 modified dependent upon opportunity, available resources, or community need.                                                    |
| <b>Vehicle/Equipment Replacement</b>                                      | Short to mid-term planning from 3 to 10 years.                                                                                                                | Acquisition of capital equipment is planned based on life cycle.                                                                                                                                                                         | Department heads are encouraged to work with the City's Fleet Division to identify recurring replacement needs. Also, transfer or disposal of capital is considered in developing the budget.                                                                      |
| <b>Computer/Hardware Replacement</b>                                      | Short to mid-term planning from 3 to 10 years.                                                                                                                | Whereas servers may last beyond 5 years, 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. | Department heads are encouraged to work with the City's Information Technology Department which maintains a five-year replacement cycle for all personal interface devices. Also, transfer or disposal of computer capital is considered in developing the budget. |
| <b>Street Condition Assessment</b>                                        | Long-term planning from 12 to 20 years.                                                                                                                       | Street maintenance cost have been developed to maintain streets at desired condition.                                                                                                                                                    | Street maintenance is a major item within the operating budget and has a dedicated fund - the Street Aid and Transportation Fund - as a result.                                                                                                                    |



## City of Franklin, Tennessee FY 2020 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. These FY 2020 Budget goals, adopted by the Board of Mayor and Alderman via Resolution 2018-104, 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"><li>• Maintain and enhance the positive fiscal position of the City by adherence to financial management principles for public funds.</li></ul>                                                                                                                                          |
|    | <ul style="list-style-type: none"><li>• 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.</li></ul> |
|    | <ul style="list-style-type: none"><li>• Produce a structurally balanced budget with ongoing revenues meeting ongoing expenses.</li></ul>                                                                                                                                                                                   |
|  | <ul style="list-style-type: none"><li>• Pursue additional revenue sources when and where appropriate.</li></ul>                                                                                                                                                                                                            |
|  | <ul style="list-style-type: none"><li>• Maintain reserve funds in compliance with the Board of Mayor and Aldermen's adopted policy.</li></ul>                                                                                                                                                                              |
|  | <ul style="list-style-type: none"><li>• Maintain compliance with the City's adopted debt policy and capital funding program.</li></ul>                                                                                                                                                                                     |
|  | <ul style="list-style-type: none"><li>• Leverage local funds through the pursuit of grant opportunities.</li></ul>                                                                                                                                                                                                         |

#### Non-Financial Goals

|                                                                                     |                                                                                                                                                                                             |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"><li>• Maintain and enhance services to citizens. Focus on the delivery of high-quality services to residents, businesses, and visitors.</li></ul>         |
|  | <ul style="list-style-type: none"><li>• Focus on the delivery of projects approved through the 2019-28 Capital Investment Program and supported by the Invest Franklin initiative</li></ul> |
|  | <ul style="list-style-type: none"><li>• Focus on continued maintenance and improvement to the water and wastewater infrastructure by advancing rate-funded capital projects.</li></ul>      |





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget Planning

|                                                                                     |                                                                                                                                                                                                                                                                                                   |
|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | <ul style="list-style-type: none"> <li>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.</li> </ul>                                                         |
|    | <ul style="list-style-type: none"> <li>Cooperate with other agencies to generate significant economic development opportunities within Franklin and Williamson County. Enhance Franklin's competitive position.</li> </ul>                                                                        |
|    | <ul style="list-style-type: none"> <li>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.</li> </ul>                                                              |
|    | <ul style="list-style-type: none"> <li>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.</li> </ul> |
|    | <ul style="list-style-type: none"> <li>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.</li> </ul>                                     |
|   | <ul style="list-style-type: none"> <li>Continue commitment to the vitality of the downtown area, historical areas, and neighborhoods throughout the city.</li> </ul>                                                                                                                              |
|  | <ul style="list-style-type: none"> <li>Encourage Community improvement projects to maintain and enhance the appearance and functionality of the City's existing residential neighborhoods and business areas.</li> </ul>                                                                          |

### Specific Fiscal Year 2020 Initiatives

|                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <ul style="list-style-type: none"> <li>Work towards the development of incentives and strategies for affordable and workforce housing in the City of Franklin.</li> </ul>                                                                                                                                                                                                                                                    |
|  | <ul style="list-style-type: none"> <li>Continue the emphasis that will maintain and enhance existing service levels to the citizens of Franklin focusing upon our core values of excellence, innovation, teamwork, integrity and an action-orientation.</li> </ul>                                                                                                                                                           |
|  | <ul style="list-style-type: none"> <li>Support and connect the City's operational efforts to long-term planning initiatives. 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.</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Continue work on the City's growth management strategies focusing on targeted infrastructure enhancements. Support dialog with key stakeholders including Williamson County on growth patterns, infrastructure planning, and long term land use strategies.</li> </ul>                                                                                                                |
|  | <ul style="list-style-type: none"> <li>Continue efforts to recruit qualified employees including efforts to diversify the workforce.</li> </ul>                                                                                                                                                                                                                                                                              |



## City of Franklin, Tennessee FY 2020 Operating Budget

### Budget Planning

|                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                           |
|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|   | <ul style="list-style-type: none"><li>Move forward with implementation of projects identified by the Board of Mayor and Aldermen with the Capital Investment Program and supported by the <i>Invest Franklin</i> initiative. Develop an updated 2019-28 Capital Investment Program.</li></ul>                                                                                                                             |
|   | <ul style="list-style-type: none"><li>Continue to identify opportunities to expand and enhance the City's engagement with the public through various strategies and mediums.</li></ul>                                                                                                                                                                                                                                    |
|   | <ul style="list-style-type: none"><li>Promote/market the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners.</li></ul>                                                                                                                                                                                                                    |
|   | <ul style="list-style-type: none"><li>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, <b>FranklinForward</b>, and further development and build out of the City's Open Performance website - <a href="http://performance.franklintn.gov">http://performance.franklintn.gov</a>.</li></ul> |
|   | <ul style="list-style-type: none"><li>Support the sustainability efforts identified by staff and the City's Sustainability Commission.</li></ul>                                                                                                                                                                                                                                                                          |
|  | <ul style="list-style-type: none"><li>Continue work toward additional long-term funding strategies for multi-modal and vehicular transportation needs in Franklin, Williamson County, and throughout the Middle Tennessee region.</li></ul>                                                                                                                                                                               |





## **City of Franklin, Tennessee**

### **FY 2020 Operating Budget**

#### **Budget Planning**

##### **Basis of Budgeting & Accounting**

The City of Franklin budgets and accounts all funds on a basis consistent with U.S. Generally Accepted Accounting Principles (GAAP). For the governmental funds (namely the General Fund, the Debt Service Fund and the Special Revenue Funds). These governmental funds are reported using the *current financial resources measurement focus* and the *modified accrual basis of accounting*. The proprietary fund (namely the Water & Wastewater Fund) is reported using the *economic resources measurement focus* and the *accrual basis of accounting*.

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. All appropriations lapse at the end of the fiscal year.

##### **Budget Calendar**

The following calendar demonstrates key dates used to develop, review, present and finally adopt the FY 2020 budget.

|                                                                                                               |                                                                              |
|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| <b>Budget Materials Distributed</b>                                                                           | <b>December 7, 2018</b>                                                      |
| <b>Department Requests Due</b>                                                                                | <b>January 18, 2019</b>                                                      |
| <b>Initial Meetings with Finance</b>                                                                          | <b>3 weeks before budget presentation</b>                                    |
| <b>Initial Meetings with City Administrator</b>                                                               | <b>2 weeks before budget presentation</b>                                    |
| <b>Proposed Department Budgets Distributed to Committee and Board for Budget Presentations</b>                | <b>1 week before budget presentation</b>                                     |
| <b>Budget Presentations to Finance Committee</b>                                                              | <b>Each Finance Committee meeting in January, February, March, and April</b> |
| <b>Proposed Budget Distributed to Board of Mayor and Aldermen</b>                                             | <b>Friday, May 3, 2019</b>                                                   |
| <b>Budget Hearings (as needed)</b>                                                                            | <b>Thursday, May 9, 2019</b>                                                 |
| <b>Budget Notice</b>                                                                                          | <b>No later than 10 days before 2<sup>nd</sup> Reading</b>                   |
| <b>First Reading of Budget &amp; Tax Rate Ordinances (Solid Waste + Water Rates Ordinances, if necessary)</b> | <b>Tuesday, May 28, 2019</b>                                                 |
| <b>Second Reading (Public Hearing)</b>                                                                        | <b>Tuesday, June 11, 2019</b>                                                |
| <b>Third &amp; Final Reading</b>                                                                              | <b>Tuesday, June 25, 2019</b>                                                |
| <b>New Fiscal Year</b>                                                                                        | <b>Monday, July 1, 2019</b>                                                  |



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **Budget Planning**

#### **Economic Outlook**

U.S. real gross domestic product (“GDP”) in 2018 increased 2.9% compared with an increase of 2.2% in the prior year. According to the US Bureau of Labor Statistics, “The increase in real GDP in 2018 primarily reflected positive contributions from personal consumption, nonresidential fixed investment, exports, federal government spending, private inventory investment, and state and local government spending that were slightly offset by a small negative contribution from residential fixed investment.” Many observers, including the St. Louis Federal Reserve Bank, have predicted that 2019 growth will continue but may moderate somewhat due to factors including reductions in the number of single family building permits and rising inventories.

In his annual Economic Report to the Governor of the State of Tennessee, University of Tennessee economist Dr. Matthew Murray projects “inflation-adjusted (State of Tennessee) GDP to grow 2.2 percent in 2019 from 2.1 percent in 2018, slightly slower than the pace of output for the nation.” One explanation for the slightly lower rate of growth is the state’s tight labor market. Dr. Murray describes that Tennessee experiences a labor force that is less healthy and has lower educational attainment levels than other states with higher percentages of work force participation.

Current unemployment data from the State of Tennessee Bureau of Labor Statistics report that Williamson County, at 2.4 percent, had the lowest unemployment rate among all Tennessee counties in January 2019, followed by Davidson County at 2.6 percent. Of the six Tennessee counties with unemployment rates beneath 3.0%, all are located within metro Nashville.

Williamson County continues to be recognized as the “healthiest” county in the State and by maintaining demographics that are positive in educational, age, and financial metrics. Williamson County (\$103,543) has a median household income significantly greater than the national average of \$59,039 and the Tennessee state average of \$48,708. Williamson County maintains a 95% high school graduation rate, and 58% of the adult population has a bachelor’s degree. Moreover, the 2018 Robert Wood Johnson Foundation’s annual health rankings cited Williamson County as the healthiest county in the State of Tennessee in both ranking categories of health outcomes and health factors.



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Budget Planning

| INDICATOR                        | Jan-18  | Jan-19  | % Year Over Year |
|----------------------------------|---------|---------|------------------|
| Labor Force-Williamson Co        | 118,210 | 124,690 | 5.5%             |
| Employment-Williamson Co         | 115,200 | 121,650 | 5.5%             |
| Unemployment-Williamson Co       | 3,010   | 3,040   | 0.1%             |
| Unemployment %-Williamson Co     | 2.7%    | 2.4%    | (0.3%)           |
| Unemployment Rate-Franklin       | 2.6%    | 2.4%    | (0.2%)           |
| Unemployment Rate- United States | 4.5%    | 4.4%    | (0.1%)           |
| Unemployment Rate- Tennessee     | 4.0%    | 3.7%    | (0.3%)           |
| Employment-Franklin              | 41,640  | 44,580  | 7.1%             |
| Population - Franklin            | 74,794  | 78,321  | 4.7%             |

*Source: Bureau of Labor Statistics, TN Dept. of Employment Security, US Census Bureau, 2017 Special Census performed by City of Franklin and population estimates disseminated by the TN State Data Center/UT-Knoxville Haslam College of Business*

Williamson County and the City of Franklin have demonstrated considerable job growth in the last 10 years, both in the number of jobs and in per capita income. The largest employer both in 2009 and 2018 is Community Health Systems, reporting a growth from 801 employees a decade ago and 2,652 in the last year. The second largest employer in 2018, Nissan North America with 1,700 employees, was the same ranking in 2009 with 1,300 employees. The top ten employers represented 12,086 jobs in 2009. In 2018, the same list accounted for 11,911 jobs, which demonstrates that the community is not significantly dependent upon one or a few employers to employ its residents. Per capita income has increased by 52% between 2009 and 2018, from \$59,696 to \$90,979.

The Greater Nashville Association of Realtors reports that home sales in March 2019 were down 6% from March of last year (3,446 in 2018 versus 3,237 in 2019). In addition to home sales, median prices for single family residential properties were up 2.4%, from \$297,915 in 2018 to \$305,000 in 2019.

In Franklin, residential permits in fiscal year 2018 were 493 for valuation of \$183,676,822 for average value per unit of \$372,570. In fiscal year 2019 for the months of July through February, residential permits were 218 for valuation of \$88,773,527 for average value per unit of \$407,218. While the number of residential permits has decreased the last two years, the average value per unit as increased significantly, or 19%.



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **Budget Planning**

Significant private investment in downtown Franklin is nearing completion or well underway at the start of the new fiscal year. The former First Tennessee Bank Building on the square has been rebuilt and renamed 231 Public Square. Initial tenants, including a First Tennessee Bank branch, opened in early 2019. Ruby Sunshine restaurant, a popular Louisiana based restaurant open for breakfast and lunch, opened in spring 2019 with offices upstairs. There is also space for a rooftop restaurant. The \$100 million Harpeth Square development on the east side of the square started construction in late 2017 with the new 120 room Curio Hotel (Hilton brand) and 500 space parking garage on pace to open in fall 2019, followed by the completion of apartments and retail space. Chartwell Hospitality is developing the site of the former Dotson Restaurant on the east side of the square into an office/retail/restaurant use. Construction started in the second half of 2018.

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 with another \$270 million of development underway near McEwen Drive and Mallory which 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.

In addition to office and residential development, Franklin and Williamson County continues to experience growth in the tourism sector. In 2017, a record 1.51 million tourists visited the County, which ranks as the sixth highest county tourist market in the State of Tennessee. The Battle of Franklin Trust, a nonprofit that operates the historic Civil War sites of the Carter House and Carnton House, will break ground in summer 2019 on a new \$3.2 million visitor center at the Carter House in downtown Franklin. The center will be funded in part by a grant from the State of Tennessee and will include a museum, gift shop, offices and a multipurpose room. In February 2019, the Heritage Foundation of Williamson County purchased the former campus of O'More College of Design located in downtown Franklin. The Heritage Foundation plans to restore the Victorian mansion as well as preserve the 7 acre site located within the historic district. Future uses will include private event space, gardens and collections available for public viewing and educational space for economic development initiatives of the local chamber (Williamson Inc.). In September 2019, the fifth annual Pilgrimage Music & Cultural Festival will bring headlining entertainment to the City's Harlinsdale Park, attracting crowds of over 20,000 persons a day. Previous acts have included Justin Timberlake and Dave Mathews and the announced 2019 lineup includes Foo Fighters and Keith Urban.

*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; Williamson County Tourism statistics*



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **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.



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **Fund Summary**

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)

Parkland Dedication 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.

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





# City of Franklin, Tennessee

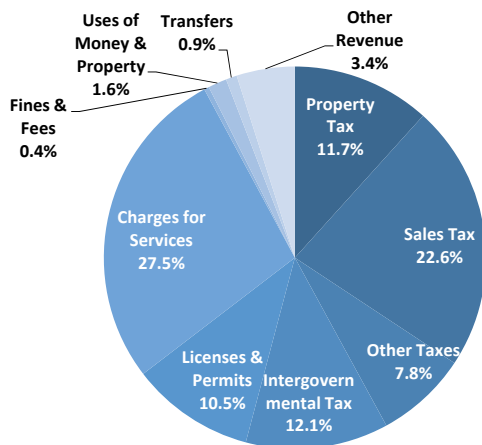
## FY 2020 Operating Budget

### Fund Summary: Budget Summary - All Funds

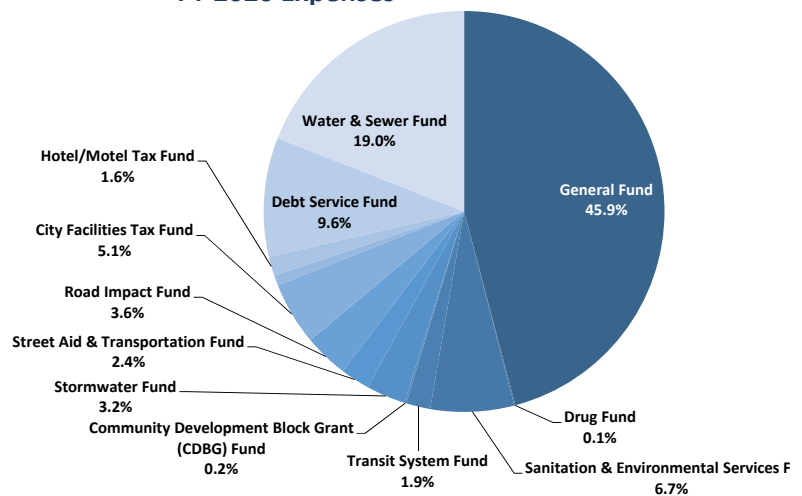
The following page presents a comprehensive picture of all 14 budgeted funds for the City of Franklin, Tennessee.

|                                          | Actual 2017<br>A      | Actual 2018<br>B      | Budget 2019<br>C      | Estd 2019<br>D        | Budget 2020<br>E      | Difference '19 vs. '20<br>F (E-C) | G (E/C)     |
|------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------------------|-------------|
| <b>Revenues</b>                          |                       |                       |                       |                       |                       |                                   |             |
| Property Tax                             | \$ 17,021,877         | \$ 18,304,565         | \$ 17,273,844         | \$ 18,684,295         | \$ 19,201,227         | \$ 1,927,383                      | 11.2%       |
| Sales Tax                                | \$ 32,694,269         | \$ 34,151,972         | \$ 35,557,339         | \$ 35,868,585         | \$ 37,123,985         | \$ 1,566,646                      | 4.4%        |
| Other Taxes                              | \$ 11,931,150         | \$ 14,358,214         | \$ 11,954,113         | \$ 11,124,432         | \$ 12,760,015         | \$ 805,902                        | 6.7%        |
| Intergovernmental Tax                    | \$ 17,831,478         | \$ 19,288,249         | \$ 19,203,925         | \$ 17,783,302         | \$ 19,841,610         | \$ 637,685                        | 3.3%        |
| Licenses & Permits                       | \$ 17,109,761         | \$ 19,574,405         | \$ 15,568,976         | \$ 14,413,572         | \$ 17,181,900         | \$ 1,612,924                      | 10.4%       |
| Charges for Services                     | \$ 39,607,799         | \$ 41,389,171         | \$ 43,345,267         | \$ 43,081,048         | \$ 45,217,997         | \$ 1,872,730                      | 4.3%        |
| Fines & Fees                             | \$ 753,497            | \$ 583,048            | \$ 850,361            | \$ 565,485            | \$ 689,821            | \$ (160,540)                      | -18.9%      |
| Uses of Money & Property                 | \$ 1,013,978          | \$ 1,412,171          | \$ 992,221            | \$ 2,248,048          | \$ 2,583,999          | \$ 1,591,778                      | 160.4%      |
| Transfers                                | \$ 5,117,914          | \$ 6,349,318          | \$ 4,093,136          | \$ 250,000            | \$ 1,535,000          | \$ (2,558,136)                    | -62.5%      |
| Other Revenue                            | \$ 21,387             | \$ 35,981             | \$ 8,843,150          | \$ 11,899,895         | \$ 8,109,039          | \$ (734,111)                      | -8.3%       |
| <b>Total - All Funds Revenues</b>        | <b>\$ 143,103,110</b> | <b>\$ 155,447,094</b> | <b>\$ 157,682,332</b> | <b>\$ 155,918,661</b> | <b>\$ 164,244,591</b> | <b>\$ 6,562,259</b>               | <b>4.2%</b> |
| <b>Expenses</b>                          |                       |                       |                       |                       |                       |                                   |             |
| General Fund                             | \$ 62,506,793         | \$ 62,923,226         | \$ 74,691,784         | \$ 73,108,946         | \$ 73,789,465         | \$ (902,319)                      | -1.2%       |
| Drug Fund                                | \$ 122,177            | \$ 258,783            | \$ 278,500            | \$ 274,014            | \$ 134,900            | \$ (143,600)                      | -51.6%      |
| Sanitation & Environmental Services Fund | \$ 8,617,489          | \$ 8,388,031          | \$ 9,486,210          | \$ 9,062,756          | \$ 10,852,262         | \$ 1,366,052                      | 14.4%       |
| Transit System Fund                      | \$ 2,136,228          | \$ 2,086,098          | \$ 3,908,885          | \$ 3,264,061          | \$ 3,128,060          | \$ (780,825)                      | -20.0%      |
| Community Development Block Grant (CDBG) | \$ 230,374            | \$ 257,807            | \$ 379,786            | \$ 379,786            | \$ 251,000            | \$ (128,786)                      | -33.9%      |
| Stormwater Fund                          | \$ 2,776,227          | \$ 3,075,748          | \$ 6,138,112          | \$ 3,317,228          | \$ 5,110,229          | \$ (1,027,883)                    | -16.7%      |
| Street Aid & Transportation Fund         | \$ 2,799,730          | \$ 3,107,210          | \$ 4,137,011          | \$ 3,920,600          | \$ 3,800,600          | \$ (336,411)                      | -8.1%       |
| Road Impact Fund                         | \$ 6,347,672          | \$ 6,256,477          | \$ 5,708,651          | \$ 3,183,210          | \$ 5,710,869          | \$ 2,218                          | 0.0%        |
| City Facilities Tax Fund                 | \$ 385,393            | \$ 916,395            | \$ 8,572,354          | \$ 3,336,270          | \$ 8,215,322          | \$ (357,032)                      | -4.2%       |
| County Facilities Tax Fund               | \$ -                  | \$ 300,000            | \$ 1,750,000          | \$ 1,750,000          | \$ 1,285,000          | \$ (465,000)                      | -26.6%      |
| Hotel/Motel Tax Fund                     | \$ 2,527,880          | \$ 2,241,519          | \$ 2,775,809          | \$ 2,522,716          | \$ 2,501,742          | \$ (274,067)                      | -9.9%       |
| Debt Service Fund                        | \$ 12,896,749         | \$ 13,640,681         | \$ 13,758,204         | \$ 13,758,204         | \$ 15,455,385         | \$ 1,697,181                      | 12.3%       |
| Parkland Dedication Fund                 | \$ -                  | \$ 505,402            | \$ -                  | \$ -                  | \$ -                  | \$ -                              | 0.0%        |
| Water & Sewer Fund                       | \$ 23,754,920         | \$ 28,434,940         | \$ 28,697,352         | \$ 25,723,195         | \$ 30,603,342         | \$ 1,905,990                      | 6.6%        |
| <b>Total - All Funds</b>                 | <b>\$ 125,101,633</b> | <b>\$ 132,392,317</b> | <b>\$ 160,282,658</b> | <b>\$ 143,600,986</b> | <b>\$ 160,838,175</b> | <b>\$ 555,517</b>                 | <b>0.3%</b> |
| Personnel                                | \$ 54,101,667         | \$ 56,651,206         | \$ 64,868,682         | \$ 63,908,907         | \$ 66,342,517         | \$ 1,473,835                      | 2.27%       |
| Operations                               | \$ 63,599,732         | \$ 61,090,009         | \$ 71,995,078         | \$ 66,726,013         | \$ 68,496,245         | \$ (3,498,833)                    | -4.86%      |
| Capital                                  | \$ 7,400,233          | \$ 14,651,102         | \$ 23,418,898         | \$ 12,966,066         | \$ 25,999,413         | \$ 2,580,515                      | 11.02%      |
| <b>Total - All Funds Expenses</b>        | <b>\$ 125,101,632</b> | <b>\$ 132,392,317</b> | <b>\$ 160,282,658</b> | <b>\$ 143,600,986</b> | <b>\$ 160,838,175</b> | <b>\$ 555,517</b>                 | <b>0.3%</b> |
| <b>Surplus / (Deficit) All Funds</b>     | <b>\$ 18,001,479</b>  | <b>\$ 23,054,778</b>  | <b>\$ (2,600,325)</b> | <b>\$ 12,317,676</b>  | <b>\$ 3,406,416</b>   |                                   |             |

**FY 2020 Revenues**



**FY 2020 Expenses**





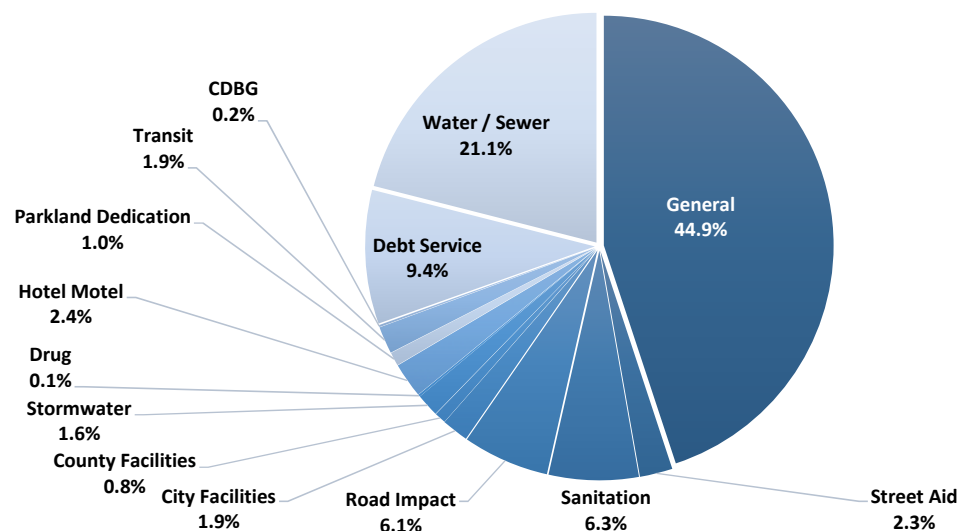
# City of Franklin

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 2020.

Overall we are projecting all funds revenues of \$164.2 Million, \$6.9 Million (4.4%) more than the FY 2019 Budget. The largest fund, the General Fund, is forecast to decrease by \$552,319 (20.7%) less than the FY 2019 Budget as a result of one-time transfers of fund balance not being repeated.



|                       | Actual          |                |                |                |                | Budget         | FY 2020 Forecast |                |                |         |
|-----------------------|-----------------|----------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|---------|
|                       | <u>A</u>        | <u>B</u>       | <u>C</u>       | <u>D</u>       | <u>E</u>       | <u>F</u>       | <u>G</u>         | <u>H</u>       | <u>I</u>       |         |
| Fund                  | FY 2014         | FY 2015        | FY 2016        | FY 2017        | FY 2018        | FY 2019        | Low              | Medium         | High           | FY 2020 |
| General               | \$ 56,918,504   | \$ 57,489,269  | \$ 63,539,872  | \$ 66,489,417  | \$ 69,100,055  | \$ 74,691,784  | \$ 72,103,744    | \$ 73,789,465  | \$ 75,116,112  | 44.9%   |
| Street Aid            | \$ 2,494,155    | \$ 2,396,417   | \$ 2,486,091   | \$ 2,928,796   | \$ 3,250,164   | \$ 3,711,985   | \$ 3,782,681     | \$ 3,794,206   | \$ 3,960,681   | 2.3%    |
| Sanitation            | \$ 7,462,938    | \$ 8,275,157   | \$ 9,057,522   | \$ 8,537,238   | \$ 8,861,406   | \$ 9,253,111   | \$ 10,244,182    | \$ 10,347,659  | \$ 10,451,135  | 6.3%    |
| Road Impact           | \$ 4,082,685    | \$ 3,358,555   | \$ 7,595,878   | \$ 7,217,613   | \$ 11,706,536  | \$ 8,285,694   | \$ 7,500,329     | \$ 10,000,438  | \$ 12,500,548  | 6.1%    |
| City Facilities       | \$ 3,855,445    | \$ 2,482,412   | \$ 4,886,088   | \$ 3,850,553   | \$ 4,885,177   | \$ 2,449,305   | \$ 2,931,250     | \$ 3,075,000   | \$ 3,218,750   | 1.9%    |
| County Facilities     | \$ -            | \$ -           | \$ -           | \$ 3,488,072   | \$ 1,616,445   | \$ 1,250,000   | \$ 1,212,500     | \$ 1,310,000   | \$ 1,387,500   | 0.8%    |
| Stormwater            | \$ 2,340,963    | \$ 2,673,347   | \$ 2,546,681   | \$ 2,590,187   | \$ 2,559,489   | \$ 2,722,281   | \$ 2,515,125     | \$ 2,647,500   | \$ 2,779,875   | 1.6%    |
| Drug                  | \$ 171,821      | \$ 214,483     | \$ 325,357     | \$ 147,740     | \$ 226,100     | \$ 224,586     | \$ 237,958       | \$ 243,364     | \$ 248,771     | 0.1%    |
| Hotel Motel           | \$ 3,242,135    | \$ 3,293,337   | \$ 3,564,719   | \$ 3,721,055   | \$ 4,136,321   | \$ 3,744,327   | \$ 3,880,842     | \$ 4,020,520   | \$ 4,080,195   | 2.4%    |
| Parkland Dedication   | \$ -            | \$ 2,494,076   | \$ 1,931,890   | \$ 158,172     | \$ 2,062,394   | \$ 1,668,582   | \$ 1,515,000     | \$ 1,575,000   | \$ 1,585,000   | 1.0%    |
| Transit               | \$ 2,009,347    | \$ 2,087,408   | \$ 1,873,659   | \$ 2,136,228   | \$ 2,528,988   | \$ 3,908,885   | \$ 3,113,114     | \$ 3,144,560   | \$ 3,176,006   | 1.9%    |
| CDBG                  | \$ 198,920      | \$ 448,200     | \$ 330,297     | \$ 231,452     | \$ 261,237     | \$ 318,300     | \$ 252,753       | \$ 255,306     | \$ 257,859     | 0.2%    |
| Debt Service          | \$ 11,106,967   | \$ 12,050,577  | \$ 12,777,235  | \$ 12,981,946  | \$ 13,657,071  | \$ 13,684,617  | \$ 15,468,087    | \$ 15,468,087  | \$ 15,468,087  | 9.4%    |
| Water / Sewer         | \$ 22,900,654   | \$ 25,086,788  | \$ 27,467,913  | \$ 28,624,641  | \$ 30,595,710  | \$ 31,768,874  | \$ 34,424,982    | \$ 34,573,488  | \$ 34,740,622  | 21.1%   |
| All Revenues          | \$ 116,784,534  | \$ 122,350,027 | \$ 138,383,204 | \$ 143,103,110 | \$ 155,447,094 | \$ 157,682,332 | \$ 159,182,546   | \$ 164,244,591 | \$ 168,971,141 | 100.0%  |
|                       |                 | <u>(B-A)</u>   | <u>(C-B)</u>   | <u>(D-C)</u>   | <u>(E-D)</u>   | <u>(F-E)</u>   | <u>(G-F)</u>     | <u>(H-F)</u>   | <u>(I-F)</u>   |         |
| Change Year-over-Year | \$ (13,258,934) | \$ 5,565,493   | \$ 16,033,177  | \$ 4,719,907   | \$ 12,343,984  | \$ 14,579,221  | \$ 1,500,215     | \$ 6,562,259   | \$ 11,288,809  |         |
|                       | -10.2%          | 4.8%           | 13.1%          | 3.4%           | 8.6%           | 10.2%          | 1.0%             | 4.2%           | 7.2%           |         |





**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

**Fund Summary: Other Funds - Departmental Summary**

|                                                      | <u>Actual 2017</u> | <u>Actual 2018</u> | <u>Budget 2019</u> | <u>Estd 2019</u> | <u>Budget 2020</u> | <u>Difference '19 vs. '20</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> |
| <b>Public Safety</b>                                 |                    |                    |                    |                  |                    |                               |                |
| <b>Drug Fund</b>                                     |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                      | \$ 515,642         | \$ 541,205         | \$ 508,522         | \$ 508,522       | \$ 368,984         | \$ (139,538)                  | -27.4%         |
| Revenues                                             | \$ 147,740         | \$ 226,100         | \$ 224,586         | \$ 134,476       | \$ 243,364         | \$ 18,778                     | 8.4%           |
| Expenses                                             |                    |                    |                    |                  |                    |                               |                |
| Personnel                                            | \$ -               |                    |                    |                  |                    | \$ -                          | 0.0%           |
| Operations                                           | \$ 122,177         | \$ 99,660          | \$ 192,500         | \$ 189,600       | \$ 74,900          | \$ (117,600)                  | -61.1%         |
| Capital                                              | \$ -               | \$ 159,123         | \$ 86,000          | \$ 84,414        | \$ 60,000          | \$ (26,000)                   | -30.2%         |
| Ending Balance                                       | \$ 541,205         | \$ 508,522         | \$ 454,608         | \$ 368,984       | \$ 477,448         | \$ 22,840                     | 5.0%           |
| <b>Community &amp; Economic Development</b>          |                    |                    |                    |                  |                    |                               |                |
| <b>Community Development Block Grant (CDBG) Fund</b> |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                      | \$ 85,185          | \$ 86,263          | \$ 89,691          | \$ 89,691        | \$ 28,205          | \$ (61,486)                   | -68.6%         |
| Revenues                                             | \$ 231,452         | \$ 261,235         | \$ 318,300         | \$ 318,300       | \$ 255,306         | \$ (62,994)                   | -19.8%         |
| Expenses                                             |                    |                    |                    |                  |                    |                               |                |
| Personnel                                            | \$ -               |                    | \$ -               |                  |                    | \$ -                          | 0.0%           |
| Operations                                           | \$ 230,374         | \$ 257,807         | \$ 379,786         | \$ 379,786       | \$ 251,000         | \$ (128,786)                  | -33.9%         |
| Capital                                              | \$ -               |                    | \$ -               |                  |                    | \$ -                          | 0.0%           |
| Ending Balance                                       | \$ 86,263          | \$ 89,691          | \$ 28,205          | \$ 28,205        | \$ 32,511          | \$ 4,306                      | 15.3%          |
| <b>Stormwater Fund</b>                               |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                      | \$ 4,873,735       | \$ 4,687,695       | \$ 4,171,436       | \$ 4,171,436     | \$ 3,545,476       | \$ (625,960)                  | -15.0%         |
| Revenues                                             | \$ 2,590,187       | \$ 2,559,489       | \$ 2,722,281       | \$ 2,691,268     | \$ 2,647,500       | \$ (74,781)                   | -2.7%          |
| Expenses                                             |                    |                    |                    |                  |                    |                               |                |
| Personnel                                            | \$ 1,345,213       | \$ 1,536,864       | \$ 1,668,528       | \$ 1,580,038     | \$ 1,632,440       | \$ (36,088)                   | -2.2%          |
| Operations                                           | \$ 1,019,534       | \$ 1,017,214       | \$ 963,584         | \$ 906,221       | \$ 927,788         | \$ (35,796)                   | -3.7%          |
| Capital                                              | \$ 411,480         | \$ 521,670         | \$ 3,506,000       | \$ 830,969       | \$ 2,550,000       | \$ (956,000)                  | -27.3%         |
| Ending Balance                                       | \$ 4,687,695       | \$ 4,171,436       | \$ 755,605         | \$ 3,545,476     | \$ 1,082,747       | \$ 327,142                    | 43.3%          |
| <b>Transit System Fund</b>                           |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                      | \$ 374,758         | \$ 374,758         | \$ 817,649         | \$ 817,649       | \$ 971,267         | \$ 153,618                    | 18.8%          |
| Revenues                                             | \$ 2,136,228       | \$ 2,528,989       | \$ 3,908,885       | \$ 3,417,679     | \$ 3,144,560       | \$ (764,325)                  | -19.6%         |
| Expenses                                             |                    |                    |                    |                  |                    |                               |                |
| Personnel                                            | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Operations                                           | \$ 1,890,367       | \$ 2,086,098       | \$ 3,508,885       | \$ 3,252,025     | \$ 2,546,060       | \$ (962,825)                  | -27.4%         |
| Capital                                              | \$ 245,861         | \$ -               | \$ 400,000         | \$ 12,036        | \$ 582,000         | \$ 182,000                    | 45.5%          |
| Ending Balance                                       | \$ 374,758         | \$ 817,649         | \$ 817,649         | \$ 971,267       | \$ 987,767         | \$ 170,118                    | 20.8%          |
| <b>Public Works</b>                                  |                    |                    |                    |                  |                    |                               |                |
| <b>Street Aid &amp; Transportation Fund</b>          |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                      | \$ 373,415         | \$ 502,481         | \$ 645,435         | \$ 645,435       | \$ 421,145         | \$ (224,290)                  | -34.8%         |
| Revenues                                             | \$ 2,928,796       | \$ 3,250,164       | \$ 3,711,985       | \$ 3,696,310     | \$ 3,794,206       | \$ 82,221                     | 2.2%           |
| Expenses                                             |                    |                    |                    |                  |                    |                               |                |
| Personnel                                            | \$ -               |                    | \$ -               |                  |                    | \$ -                          | 0.0%           |
| Operations                                           | \$ 2,799,730       | \$ 3,107,210       | \$ 4,137,011       | \$ 3,920,600     | \$ 3,800,600       | \$ (336,411)                  | -8.1%          |
| Capital                                              | \$ -               |                    | \$ -               |                  |                    | \$ -                          | 0.0%           |
| Ending Balance                                       | \$ 502,481         | \$ 645,435         | \$ 220,409         | \$ 421,145       | \$ 414,751         | \$ 194,342                    | 88.2%          |
| <b>Road Impact Fund</b>                              |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                      | \$ 5,019,848       | \$ 5,889,789       | \$ 11,339,848      | \$ 11,339,848    | \$ 15,913,647      | \$ 4,573,799                  | 40.3%          |
| Revenues                                             | \$ 7,217,613       | \$ 11,706,536      | \$ 8,285,694       | \$ 7,757,009     | \$ 10,000,438      | \$ 1,714,744                  | 20.7%          |
| Expenses                                             |                    |                    |                    |                  |                    |                               |                |
| Personnel                                            | \$ -               |                    | \$ -               |                  |                    | \$ -                          | 0.0%           |
| Operations                                           | \$ 4,320,672       | \$ 3,256,477       | \$ 5,708,651       | \$ 3,183,210     | \$ 5,710,869       | \$ 2,218                      | 0.0%           |
| Capital                                              | \$ 2,027,000       | \$ 3,000,000       | \$ -               |                  |                    | \$ -                          | 0.0%           |
| Ending Balance                                       | \$ 5,889,789       | \$ 11,339,848      | \$ 13,916,891      | \$ 15,913,647    | \$ 20,203,216      | \$ 6,286,325                  | 45.2%          |



**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

**Fund Summary: Other Funds - Departmental Summary**

|                                                                                                                                         | <u>Actual 2017</u> | <u>Actual 2018</u> | <u>Budget 2019</u> | <u>Estd 2019</u> | <u>Budget 2020</u> | <u>Difference '19 vs. '20</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> |
| <b>Public Works</b>                                                                                                                     |                    |                    |                    |                  |                    |                               |                |
| <b>Sanitation &amp; Environmental Services Fund</b>                                                                                     |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                                                                                                         | \$ 767,350         | \$ 687,099         | \$ 1,160,474       | \$ 1,160,474     | \$ 1,310,926       | \$ 150,452                    | 13.0%          |
| Revenues                                                                                                                                | \$ 8,537,238       | \$ 8,861,406       | \$ 9,253,111       | \$ 9,213,208     | \$ 10,347,659      | \$ 1,094,548                  | 11.8%          |
| Expenses                                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Personnel                                                                                                                               | \$ 3,017,836       | \$ 3,237,192       | \$ 3,334,622       | \$ 3,329,603     | \$ 3,392,317       | \$ 57,695                     | 1.7%           |
| Operations                                                                                                                              | \$ 5,434,754       | \$ 4,994,534       | \$ 5,716,588       | \$ 5,318,153     | \$ 6,258,925       | \$ 542,337                    | 9.5%           |
| Capital                                                                                                                                 | \$ 164,899         | \$ 156,305         | \$ 435,000         | \$ 415,000       | \$ 1,201,020       | \$ 766,020                    | 176.1%         |
| Ending Balance                                                                                                                          | \$ 687,099         | \$ 1,160,474       | \$ 927,375         | \$ 1,310,926     | \$ 806,323         | \$ (121,052)                  | -13.1%         |
| <b>Water &amp; Sewer Fund</b>                                                                                                           |                    |                    |                    |                  |                    |                               |                |
| Opening Balance*                                                                                                                        | \$ 18,470,570      | \$ 23,340,291      | \$ 25,501,060      | \$ 25,501,060    | \$ 31,546,739      | \$ 6,045,679                  | 23.7%          |
| Revenues                                                                                                                                | \$ 28,624,641      | \$ 30,595,709      | \$ 31,768,874      | \$ 31,768,874    | \$ 34,573,488      | \$ 2,804,614                  | 8.8%           |
| Expenses                                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Personnel                                                                                                                               | \$ 5,755,052       | \$ 6,352,580       | \$ 7,009,480       | \$ 6,539,012     | \$ 7,301,099       | \$ 291,619                    | 4.2%           |
| Operations                                                                                                                              | \$ 14,176,848      | \$ 15,013,037      | \$ 14,960,022      | \$ 14,507,922    | \$ 15,799,393      | \$ 839,371                    | 5.6%           |
| Capital                                                                                                                                 | \$ 3,823,020       | \$ 7,069,323       | \$ 6,727,850       | \$ 4,676,260     | \$ 7,502,850       | \$ 775,000                    | 11.5%          |
| Ending Balance                                                                                                                          | \$ 23,340,291      | \$ 25,501,060      | \$ 28,572,582      | \$ 31,546,739    | \$ 35,516,886      | \$ 6,944,304                  | 24.3%          |
| <i>*Beginning and Ending Balance representative of the cash basis of the Enterprise Fund. Does not include accrual of fixed assets.</i> |                    |                    |                    |                  |                    |                               |                |
| <b>Special Funds</b>                                                                                                                    |                    |                    |                    |                  |                    |                               |                |
| <b>City Facilities Tax Fund</b>                                                                                                         |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                                                                                                         | \$ 6,976,276       | \$ 10,441,436      | \$ 14,410,218      | \$ 14,410,218    | \$ 13,410,820      | \$ (999,398)                  | -6.9%          |
| Revenues                                                                                                                                | \$ 3,850,553       | \$ 4,885,177       | \$ 2,449,305       | \$ 2,336,872     | \$ 3,075,000       | \$ 625,695                    | 25.5%          |
| Expenses                                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Personnel                                                                                                                               | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Operations                                                                                                                              | \$ 167,132         | \$ 441,205         | \$ 278,592         | \$ 4,393         | \$ 313,592         | \$ 35,000                     | 12.6%          |
| Capital                                                                                                                                 | \$ 218,261         | \$ 475,190         | \$ 8,293,762       | \$ 3,331,877     | \$ 7,901,730       | \$ (392,032)                  | -4.7%          |
| Ending Balance                                                                                                                          | \$ 10,441,436      | \$ 14,410,218      | \$ 8,287,169       | \$ 13,410,820    | \$ 8,270,498       | \$ (16,671)                   | -0.2%          |
| <b>County Facilities Tax Fund</b>                                                                                                       |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                                                                                                         | \$ -               | \$ 3,488,072       | \$ 4,804,517       | \$ 4,804,517     | \$ 3,661,920       | \$ (1,142,597)                | -23.8%         |
| Revenues                                                                                                                                | \$ 3,488,072       | \$ 1,616,445       | \$ 1,250,000       | \$ 607,403       | \$ 1,310,000       | \$ 60,000                     | 4.8%           |
| Expenses                                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Personnel                                                                                                                               | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Operations                                                                                                                              | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Capital                                                                                                                                 | \$ -               | \$ 300,000         | \$ 1,750,000       | \$ 1,750,000     | \$ 1,285,000       | \$ (465,000)                  | -26.6%         |
| Ending Balance                                                                                                                          | \$ 3,488,072       | \$ 4,804,517       | \$ 4,304,517       | \$ 3,661,920     | \$ 3,686,920       | \$ (617,597)                  | -14.3%         |
| <b>Hotel/Motel Tax Fund</b>                                                                                                             |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                                                                                                         | \$ 2,634,109       | \$ 3,827,284       | \$ 5,722,086       | \$ 5,722,086     | \$ 7,075,545       | \$ 1,353,459                  | 23.7%          |
| Revenues                                                                                                                                | \$ 3,721,055       | \$ 4,136,321       | \$ 3,744,327       | \$ 3,876,175     | \$ 4,020,520       | \$ 276,193                    | 7.4%           |
| Expenses                                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Personnel                                                                                                                               | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Operations                                                                                                                              | \$ 2,206,955       | \$ 1,915,980       | \$ 2,312,773       | \$ 2,059,680     | \$ 2,163,706       | \$ (149,067)                  | -6.4%          |
| Capital                                                                                                                                 | \$ 320,925         | \$ 325,539         | \$ 463,036         | \$ 463,036       | \$ 338,036         | \$ (125,000)                  | -27.0%         |
| Ending Balance                                                                                                                          | \$ 3,827,284       | \$ 5,722,086       | \$ 6,690,604       | \$ 7,075,545     | \$ 8,594,323       | \$ 1,903,719                  | 28.5%          |
| <b>Debt Service Fund</b>                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Opening Balance                                                                                                                         | \$ 5,000           | \$ 90,197          | \$ 106,587         | \$ 106,587       | \$ 89,873          | \$ (16,713)                   | -15.7%         |
| Revenues                                                                                                                                | \$ 12,981,946      | \$ 13,657,071      | \$ 13,684,617      | \$ 13,741,491    | \$ 15,468,087      | \$ 1,783,470                  | 13.0%          |
| Expenses                                                                                                                                |                    |                    |                    |                  |                    |                               |                |
| Personnel                                                                                                                               | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Operations                                                                                                                              | \$ 12,896,749      | \$ 13,640,681      | \$ 13,758,204      | \$ 13,758,204    | \$ 15,455,385      | \$ 1,697,181                  | 12.3%          |
| Capital                                                                                                                                 | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                          | 0.0%           |
| Ending Balance                                                                                                                          | \$ 90,197          | \$ 106,587         | \$ 33,000          | \$ 89,873        | \$ 102,575         | \$ 69,576                     | 210.8%         |



**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

**Fund Summary: Other Funds - Departmental Summary**

|                                 | <u>Actual 2017</u> | <u>Actual 2018</u> | <u>Budget 2019</u> | <u>Estd 2019</u> | <u>Budget 2020</u> | Difference '19 vs. '20 |                |
|---------------------------------|--------------------|--------------------|--------------------|------------------|--------------------|------------------------|----------------|
|                                 | <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> |
| <b>Parkland Dedication Fund</b> |                    |                    |                    |                  |                    |                        |                |
| Opening Balance                 | \$ 4,425,966       | \$ 4,584,138       | \$ 6,141,130       | \$ 6,141,130     | \$ 8,069,712       | \$ 1,928,582           | 31.4%          |
| Revenues                        | \$ 158,172         | \$ 2,062,394       | \$ 1,668,582       | \$ 1,928,582     | \$ 1,575,000       | \$ (93,582)            | -5.6%          |
| Expenses                        |                    |                    |                    |                  |                    |                        |                |
| Personnel                       | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                   | 0.0%           |
| Operations                      | \$ -               | \$ -               | \$ -               | \$ -             | \$ -               | \$ -                   | 0.0%           |
| Capital                         | \$ -               | \$ 505,402         | \$ -               | \$ -             | \$ -               | \$ -                   | 0.0%           |
| Ending Balance                  | \$ 4,584,138       | \$ 6,141,130       | \$ 7,809,712       | \$ 8,069,712     | \$ 9,644,712       | \$ 1,835,000           | 23.5%          |

## Fund Summary

The schedule below shows changes in fund balance for all 14 funds actively budgeted for by the City of Franklin from FY 2018 through FY 2020.

|                                       | Governmental Funds |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        | Enterprise          | All Funds        |
|---------------------------------------|--------------------|------------------------|----------------------------|----------------|------------------------|--------------------------|----------------|--------------|----------------|----------------|--------------|-----------------|------------------------|---------------------|------------------|
|                                       | General            | Special Revenue Funds  |                            |                |                        |                          |                |              |                |                |              |                 |                        | Water & Sewer<br>** | Total            |
|                                       |                    | Street Aid &<br>Trans. | Sanitation &<br>Env. Serv. | Road Impact    | City Facilities<br>Tax | County<br>Facilities Tax | Storm Water    | Drug         | Hotel/ Motel   | Transit        | CDBG         | Debt Service    | Parkland<br>Dedication |                     |                  |
| <b>2018 Actual (Audited)</b>          |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| <b>Beginning Fund Balance</b>         | \$ 43,283,141      | \$ 502,481             | \$ 687,099                 | \$ 5,889,789   | \$ 10,441,436          | \$ 3,488,072             | \$ 4,687,695   | \$ 541,205   | \$ 3,827,284   | \$ 374,758     | \$ 86,263    | \$ 90,197       | \$ 4,584,138           | \$ 23,340,291       | \$ 101,823,849   |
| <b>+ Revenues</b>                     | \$ 69,100,055      | \$ 3,250,164           | \$ 8,861,406               | \$ 11,706,536  | \$ 4,885,177           | \$ 1,616,445             | \$ 2,559,489   | \$ 226,100   | \$ 4,136,321   | \$ 2,528,989   | \$ 261,235   | \$ 13,657,071   | \$ 2,062,394           | \$ 30,595,709       | \$ 155,447,091   |
| <b>- Expenses</b>                     | \$ (62,923,226)    | \$ (3,107,210)         | \$ (8,388,031)             | \$ (6,256,477) | \$ (916,395)           | \$ (300,000)             | \$ (3,075,748) | \$ (258,783) | \$ (2,241,519) | \$ (2,086,098) | \$ (257,807) | \$ (13,640,681) | \$ (505,402)           | \$ (28,434,940)     | \$ (132,392,317) |
| <b>Ending Fund Balance</b>            | \$ 49,459,970      | \$ 645,435             | \$ 1,160,474               | \$ 11,339,848  | \$ 14,410,218          | \$ 4,804,517             | \$ 4,171,436   | \$ 508,522   | \$ 5,722,086   | \$ 817,649     | \$ 89,691    | \$ 106,587      | \$ 6,141,130           | \$ 25,501,060       | \$ 124,878,623   |
| <b>2019 Estimated (Unaudited)</b>     |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| <b>Beginning Fund Balance</b>         | \$ 49,459,970      | \$ 645,435             | \$ 1,160,474               | \$ 11,339,848  | \$ 14,410,218          | \$ 4,804,517             | \$ 4,171,436   | \$ 508,522   | \$ 5,722,086   | \$ 817,649     | \$ 89,691    | \$ 106,587      | \$ 6,141,130           | \$ 25,501,060       | \$ 124,878,623   |
| <b>+ Revenues</b>                     |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| Property Tax                          | \$ 9,249,964       | \$ 752,130             |                            |                |                        |                          |                |              |                |                |              | \$ 8,682,201    |                        |                     | \$ 18,684,295    |
| Sales Tax                             | \$ 35,868,585      |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     | \$ 35,868,585    |
| Other Taxes                           | \$ 4,696,141       |                        |                            |                | \$ 2,136,872           | \$ 540,244               |                |              | \$ 3,751,175   |                |              |                 |                        |                     | \$ 11,124,432    |
| Intergovernmental Tax                 | \$ 12,578,184      | \$ 2,686,680           |                            |                |                        |                          |                |              |                | \$ 1,316,790   | \$ 318,000   | \$ 883,648      |                        |                     | \$ 17,783,302    |
| Licenses & Permits                    | \$ 5,177,639       |                        |                            | \$ 7,535,908   |                        |                          | \$ 125,025     |              |                |                |              |                 | \$ 1,575,000           |                     | \$ 14,413,572    |
| Charges for Services                  | \$ 64,886          |                        | \$ 9,063,858               |                |                        |                          | \$ 2,453,743   |              |                | \$ 139,064     |              |                 |                        | \$ 31,359,497       | \$ 43,081,048    |
| Fines & Fees                          | \$ 405,869         |                        |                            |                |                        |                          | \$ 37,500      | \$ 122,116   |                |                |              |                 |                        |                     | \$ 565,485       |
| Uses of Money & Property              | \$ 1,011,165       | \$ 7,500               | \$ 149,350                 | \$ 221,101     | \$ 200,000             | \$ 67,159                | \$ 75,000      | \$ 12,360    | \$ 125,000     | \$ 27,889      | \$ 300       | \$ 86,847       | \$ 125,000             | \$ 139,377          | \$ 2,248,048     |
| Transfers                             |                    | \$ 250,000             |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     | \$ 250,000       |
| Other Revenue                         | \$ 5,607,164       |                        |                            |                |                        |                          |                |              |                | \$ 1,933,936   |              | \$ 4,088,795    |                        | \$ 270,000          | \$ 11,899,895    |
| <b>Total</b>                          | \$ 74,659,597      | \$ 3,696,310           | \$ 9,213,208               | \$ 7,757,009   | \$ 2,336,872           | \$ 607,403               | \$ 2,691,268   | \$ 134,476   | \$ 3,876,175   | \$ 3,417,679   | \$ 318,300   | \$ 13,741,491   | \$ 1,700,000           | \$ 31,768,874       | \$ 155,918,661   |
| <b>- Expenditures</b>                 |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| Personnel                             | \$ (52,460,253)    | \$ -                   | \$ (3,329,603)             | \$ -           | \$ -                   | \$ -                     | \$ (1,580,038) | \$ -         | \$ -           | \$ -           | \$ -         | \$ -            | \$ -                   | \$ (6,539,012)      | \$ (63,908,907)  |
| Operations                            | \$ (19,246,219)    | \$ (3,920,600)         | \$ (5,318,153)             | \$ (3,183,210) | \$ (4,393)             | \$ -                     | \$ (906,221)   | \$ (189,600) | \$ (2,059,680) | \$ (3,252,025) | \$ (379,786) | \$ (13,758,204) | \$ -                   | \$ (14,507,922)     | \$ (66,726,013)  |
| Capital                               | \$ (1,402,474)     | \$ -                   | \$ (415,000)               | \$ -           | \$ (3,331,877)         | \$ (1,750,000)           | \$ (830,969)   | \$ (84,414)  | \$ (463,036)   | \$ (12,036)    | \$ -         | \$ -            | \$ -                   | \$ (4,676,260)      | \$ (12,966,066)  |
| <b>Total Expenditures</b>             | \$ (73,108,946)    | \$ (3,920,600)         | \$ (9,062,756)             | \$ (3,183,210) | \$ (3,336,270)         | \$ (1,750,000)           | \$ (3,317,228) | \$ (274,014) | \$ (2,522,716) | \$ (3,264,061) | \$ (379,786) | \$ (13,758,204) | \$ -                   | \$ (25,723,195)     | \$ (143,600,986) |
| <b>Ending Fund Balance</b>            | \$ 51,010,621      | \$ 421,145             | \$ 1,310,926               | \$ 15,913,647  | \$ 13,410,820          | \$ 3,661,920             | \$ 3,545,476   | \$ 368,984   | \$ 7,075,545   | \$ 971,267     | \$ 28,205    | \$ 89,873       | \$ 7,841,130           | \$ 31,546,739       | \$ 137,196,298   |
| <b>2020 Budget</b>                    |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| <b>Beginning Fund Balance</b>         | \$ 51,010,621      | \$ 421,145             | \$ 1,310,926               | \$ 15,913,647  | \$ 13,410,820          | \$ 3,661,920             | \$ 3,545,476   | \$ 368,984   | \$ 7,075,545   | \$ 971,267     | \$ 28,205    | \$ 89,873       | \$ 7,841,130           | \$ 31,546,739       | \$ 137,196,298   |
| <b>+ Revenues</b>                     |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| Property Tax                          | \$ 7,722,443       | \$ 774,694             |                            |                |                        |                          |                |              |                |                |              | \$ 10,704,090   |                        |                     | \$ 19,201,227    |
| Sales Tax                             | \$ 37,123,985      |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     | \$ 37,123,985    |
| Other Taxes                           | \$ 4,714,495       |                        |                            |                | \$ 2,875,000           | \$ 1,250,000             |                |              | \$ 3,920,520   |                |              |                 |                        |                     | \$ 12,760,015    |
| Intergovernmental Tax                 | \$ 14,504,031      | \$ 2,762,012           |                            |                |                        |                          |                |              |                | \$ 1,962,489   | \$ 255,000   | \$ 358,078      |                        |                     | \$ 19,841,610    |
| Licenses & Permits                    | \$ 5,756,462       |                        |                            | \$ 9,800,438   |                        |                          | \$ 125,000     |              |                |                |              |                 | \$ 1,500,000           |                     | \$ 17,181,900    |
| Charges for Services                  | \$ 77,789          |                        | \$ 9,647,852               |                |                        |                          | \$ 2,450,000   |              |                | \$ 149,000     |              |                 |                        | \$ 32,893,356       | \$ 45,217,997    |
| Fines & Fees                          | \$ 441,773         |                        |                            |                |                        |                          | \$ 35,000      | \$ 213,048   |                |                |              |                 |                        |                     | \$ 689,821       |
| Uses of Money & Property              | \$ 937,054         | \$ 7,500               | \$ 699,807                 | \$ 200,000     | \$ 200,000             | \$ 60,000                | \$ 37,500      | \$ 12,000    | \$ 100,000     | \$ 29,700      | \$ 306       | \$ 100,000      | \$ 75,000              | \$ 125,132          | \$ 2,583,999     |
| Transfers                             |                    | \$ 250,000             |                            |                |                        |                          |                |              |                |                |              |                 |                        | \$ 1,285,000        | \$ 1,535,000     |
| Other Revenue                         | \$ 2,511,432       |                        |                            |                |                        |                          |                | \$ 18,316    |                | \$ 1,003,371   |              | \$ 4,305,919    |                        | \$ 270,000          | \$ 8,109,039     |
| <b>Total</b>                          | \$ 73,789,465      | \$ 3,794,206           | \$ 10,347,659              | \$ 10,000,438  | \$ 3,075,000           | \$ 1,310,000             | \$ 2,647,500   | \$ 243,364   | \$ 4,020,520   | \$ 3,144,560   | \$ 255,306   | \$ 15,468,087   | \$ 1,575,000           | \$ 34,573,488       | \$ 164,244,591   |
| <b>- Expenditures</b>                 |                    |                        |                            |                |                        |                          |                |              |                |                |              |                 |                        |                     |                  |
| Personnel                             | \$ (54,016,660)    | \$ -                   | \$ (3,392,317)             | \$ -           | \$ -                   | \$ -                     | \$ (1,632,440) | \$ -         | \$ -           | \$ -           | \$ -         | \$ -            | \$ -                   | \$ (7,301,099)      | \$ (66,342,517)  |
| Operations                            | \$ (15,194,028)    | \$ (3,800,600)         | \$ (6,258,925)             | \$ (5,710,869) | \$ (313,592)           | \$ -                     | \$ (927,788)   | \$ (74,900)  | \$ (2,163,706) | \$ (2,546,060) | \$ (251,000) | \$ (15,455,385) | \$ -                   | \$ (15,799,393)     | \$ (68,496,245)  |
| Capital                               | \$ (4,578,777)     | \$ -                   | \$ (1,201,020)             | \$ -           | \$ (7,901,730)         | \$ (1,285,000)           | \$ (2,550,000) | \$ (60,000)  | \$ (338,036)   | \$ (582,000)   | \$ -         | \$ -            | \$ -                   | \$ (7,502,850)      | \$ (25,999,413)  |
| <b>Total Expenditures</b>             | \$ (73,789,465)    | \$ (3,800,600)         | \$ (10,852,262)            | \$ (5,710,869) | \$ (8,215,322)         | \$ (1,285,000)           | \$ (5,110,229) | \$ (134,900) | \$ (2,501,742) | \$ (3,128,060) | \$ (251,000) | \$ (15,455,385) | \$ -                   | \$ (30,603,342)     | \$ (160,838,175) |
| <b>Ending Fund Balance</b>            | \$ 51,010,621      | \$ 414,751             | \$ 806,322                 | \$ 20,203,216  | \$ 8,270,498           | \$ 3,686,920             | \$ 1,082,747   | \$ 477,448   | \$ 8,594,323   | \$ 987,767     | \$ 32,511    | \$ 102,575      | \$ 9,416,130           | \$ 35,516,886       | \$ 140,602,714   |
| <b>*Surplus / (Deficit) All Funds</b> | \$ -               | \$ (6,394)             | \$ (504,604)               | \$ 4,289,569   | \$ (5,140,322)         | \$ 25,000                | \$ (2,462,729) | \$ 108,464   | \$ 1,518,778   | \$ 16,500      | \$ 4,306     | \$ 12,702       | \$ 1,575,000           | \$ 3,970,146        | \$ 3,406,416     |
| <b>*Change (%) 2019 vs. 2020</b>      | 0.0%               | -1.5%                  | -38.5%                     | 27.0%          | -38.3%                 | 0.7%                     | -69.5%         | 29.4%        | 21.5%          | 1.7%           | 15.3%        | 14.1%           | 20.1%                  | 12.6%               | 2.5%             |

\*Note: Changes in fund balances reflect 2020 budget to 2019 estimated; changes shown on the "Other Funds Dept. Summary" on the previous pages reflect 2020 budget vs. 2019 budget.



## Fund Matrix

The City of Franklin organizes its finances through the use of funds. While most departments are contained within one fund (the General Fund), many other departments are not. The table below shows the relationship of the City's Departments respective of the funds they are a part of or assigned to.

| Departments                                     | Governmental Funds |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | Enterprise    |
|-------------------------------------------------|--------------------|-----------------------|-------------------------|-------------|---------------------|-----------------------|-------------|------|--------------|---------|------|--------------|---------------------|---------------|
|                                                 | General            | Special Revenue Funds |                         |             |                     |                       |             |      |              |         |      |              |                     | Water & Sewer |
|                                                 |                    | Street Aid & Trans.   | Sanitation & Env. Serv. | Road Impact | City Facilities Tax | County Facilities Tax | Storm Water | Drug | Hotel/ Motel | Transit | CDBG | Debt Service | Parkland Dedication |               |
| Governance & Management                         |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Elected Officials                               | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Administration                                  | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Human Resources                                 | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Law                                             | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Communications                                  | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Capital Investment Planning                     | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Project and Facilities Management               | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Revenue Management                              | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Public Safety                                   |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Police                                          | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Drug                                            |                    |                       |                         |             |                     |                       |             | x    |              |         |      |              |                     |               |
| Fire                                            | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Finance & Administration                        |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Finance                                         | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Information Technology                          | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Purchasing                                      | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Municipal Court                                 | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Sanitation & Environmental Services             |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| SES Administration                              |                    |                       | x                       |             |                     |                       |             |      |              |         |      |              |                     |               |
| SES Collection                                  |                    |                       | x                       |             |                     |                       |             |      |              |         |      |              |                     |               |
| SES Disposal                                    |                    |                       | x                       |             |                     |                       |             |      |              |         |      |              |                     |               |
| Transit System                                  |                    |                       |                         |             |                     |                       |             |      |              | x       |      |              |                     |               |
| Water & Sewer                                   |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Utility Billing                                 |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Water Distribution                              |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Water Plant                                     |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Water General                                   |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Utility Administration                          |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Wastewater Collection                           |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Wastewater Plant                                |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Wastewater General                              |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Reclaimed                                       |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     | x             |
| Community & Economic Development                |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Building and Neighborhood Services              | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Planning and Sustainability                     | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Parks                                           | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Engineering                                     | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Traffic Operations Center (TOC)                 | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Economic Development                            | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Community Development Block Grant (CDBG)        |                    |                       |                         |             |                     |                       |             |      |              |         | x    |              |                     |               |
| Public Works                                    |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Streets Department - Maintenance Division       | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Streets Department - Traffic Division           |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Streets Department - Fleet Maintenance Division | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Stormwater Fund                                 |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Stormwater - Engineering                        |                    |                       |                         |             |                     |                       | x           |      |              |         |      |              |                     |               |
| Stormwater - Streets                            |                    |                       |                         |             |                     |                       | x           |      |              |         |      |              |                     |               |
| Street Aid & Transportation                     |                    | x                     |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Road Impact                                     |                    |                       |                         | x           |                     |                       |             |      |              |         |      |              |                     |               |
| Other General Fund Expenditures                 |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| General Expenses                                | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Appropriations                                  | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Interfund Transfers                             | x                  |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Other Special Funds                             |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Facilities Tax Fund                             |                    |                       |                         |             | x                   |                       |             |      |              |         |      |              |                     |               |
| County Facilities Tax Fund                      |                    |                       |                         |             |                     | x                     |             |      |              |         |      |              |                     |               |
| Hotel/Motel Tax Fund                            |                    |                       |                         |             |                     |                       |             |      |              |         |      |              |                     |               |
| Debt Service Fund                               |                    |                       |                         |             |                     |                       |             |      |              |         |      | x            |                     |               |
| Parkland Dedication Fund                        |                    |                       |                         |             |                     |                       |             |      |              |         |      |              | x                   |               |



## ***City of Franklin, Tennessee*** **FY 2020 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 2019-20, this reserve would be \$24,350,524, based on budgeted expenditures of \$73,789,465.

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 2020 Operating Budget

### Fund Summary

### Fund Balance Levels and Reserves

The chart below shows the reserve breakdown for the General Fund for actual FY 2018 results, the amended FY 2019 budget, and the proposed FY 2020 budget.\*

| Reserve Breakdown - General Fund - Fund Balance |                     |          |               |               |               |
|-------------------------------------------------|---------------------|----------|---------------|---------------|---------------|
| Fund Name                                       | Required Percentage | Target % | Actual FY18\$ | Budget FY19\$ | Budget FY20\$ |
| <b>Reserve Fund</b> (mandated by law)           | 0%                  |          | \$ -          | \$ -          | \$ -          |
|                                                 |                     |          | \$ -          | \$ -          | \$ -          |
| (ordained by BOMA)                              | 0%                  |          | \$ -          | \$ -          | \$ -          |
|                                                 |                     |          | \$ -          | \$ -          | \$ -          |
| <b>Undesignated/Unreserved fund</b>             | 0%                  |          | \$ -          | \$ -          | \$ -          |
| Financial Stabilization Account                 | 33%                 |          | \$ 22,434,940 | \$ 24,648,289 | \$ 24,350,524 |
| Contingency Subaccount                          |                     | 5%       | \$ 3,399,233  | \$ 3,734,589  | \$ 3,689,473  |
| Emergency Subaccount                            |                     | 5%       | \$ 3,399,233  | \$ 3,734,589  | \$ 3,689,473  |
| Cash Flow Stabilization Subaccount              |                     | 14%      | \$ 9,517,853  | \$ 10,456,850 | \$ 10,330,525 |
| Debt Service Subaccount                         |                     | 3%       | \$ 2,039,540  | \$ 2,240,754  | \$ 2,213,684  |
| Insurance Reserve Subaccount                    |                     | 4%       | \$ 2,719,387  | \$ 2,987,671  | \$ 2,951,579  |
| OPEB* Subaccount                                |                     | 2%       | \$ 1,359,693  | \$ 1,493,836  | \$ 1,475,789  |
| Supplemental Reserve Account                    |                     |          |               |               |               |
| variance between 33% & 45% =                    | 12%                 |          | \$ 8,158,160  | \$ 8,963,014  | \$ 8,854,736  |
| Capital Funding Account                         | >45%                |          | \$ 16,805,527 | \$ 13,787,324 | \$ 14,193,368 |
| Invest Franklin Cash Balance 2017               |                     |          | \$ 2,968,915  | \$ 2,968,915  | \$ 2,968,915  |
| Invest Franklin Cash Balance 2018               |                     |          | \$ 1,595,720  | \$ 1,595,720  | \$ 1,595,720  |
| Invest Franklin Cash Balance 2019               |                     |          | \$ -          | \$ 1,594,442  | \$ 1,594,442  |
| Total Invest Franklin Cash Balance              |                     |          | \$ 4,564,635  | \$ 6,159,077  | \$ 6,159,077  |
| General Capital Funding Account                 |                     |          | \$ 13,836,612 | \$ 7,628,247  | \$ 8,034,291  |
| General Fund Budget Amount =                    |                     |          | \$ 67,984,667 | \$ 74,691,784 | \$ 73,789,465 |
| Net Fund Balance Amount =                       |                     |          | \$ 47,398,627 | \$ 47,398,627 | \$ 47,398,627 |

| Actual Calculation for Net Fund Balance Amount: |                                        | FY 2018        |
|-------------------------------------------------|----------------------------------------|----------------|
|                                                 | Gross:                                 | \$ 49,459,971  |
| Less:                                           | Non-spendable (inventory and prepaids) | \$ (2,061,344) |
|                                                 |                                        | \$ 47,398,627  |

\*Note: Capital Funding Account balance and Fund Balance Amounts for Budget FY 2019 and Budget FY 2020 numbers are inclusive of full amount of year-end close and final FY 2019 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 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### General Fund Summary

#### Introduction

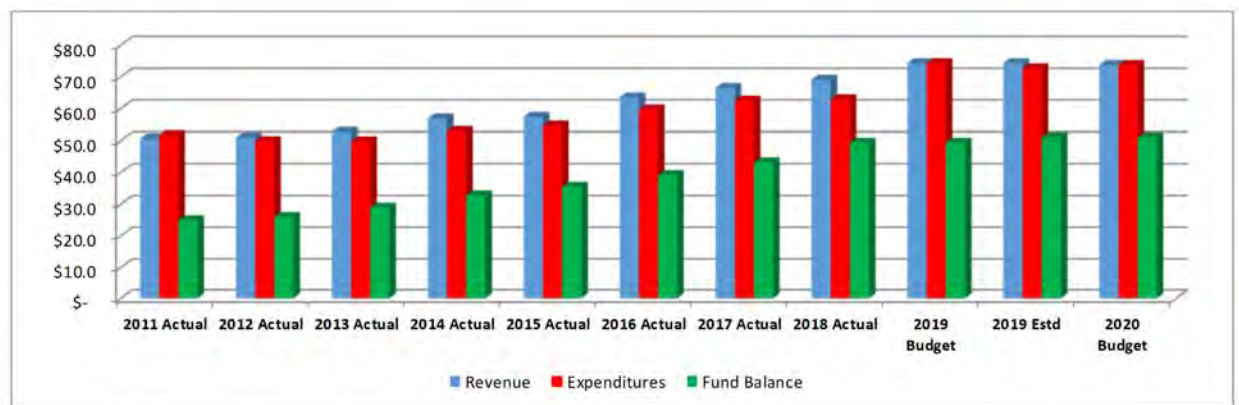
The general fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks. Although not the only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

As proposed, fund balance equal to approximately 69.1% of annual expenditures is maintained at fiscal year-end 2019-20. This is in compliance with the Board's adopted reserve policy, which establishes a minimum benchmark of 33%.

#### General Fund Performance - FY 2016-2020

|                                         | Actual 2016          | Actual 2017          | Actual 2018          | Budget 2019          | Estimated 2019       | Budget 2020          |
|-----------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Beginning Fund Balance</b>           | \$ 35,469,449        | \$ 39,249,587        | \$ 43,283,144        | \$ 49,459,973        | \$ 49,459,973        | \$ 51,010,624        |
| + Total GF Revenue                      | \$ 63,539,872        | \$ 66,540,349        | \$ 69,100,055        | \$ 74,341,784        | \$ 74,309,597        | \$ 73,789,465        |
| - Total GF Expenditures                 | \$ 59,759,734        | \$ 62,506,792        | \$ 62,923,226        | \$ 74,341,784        | \$ 72,758,946        | \$ 73,789,465        |
| <b>Ending Fund Balance</b>              | <b>\$ 39,249,587</b> | <b>\$ 43,283,144</b> | <b>\$ 49,459,973</b> | <b>\$ 49,459,973</b> | <b>\$ 51,010,624</b> | <b>\$ 51,010,624</b> |
| ***Percent of Total Annual Revenues     | 61.8%                | 65.0%                | 71.6%                | 66.5%                | 68.6%                | 69.1%                |
| ***Percent of Total Annual Expenditures | 65.7%                | 69.2%                | 78.6%                | 66.5%                | 70.1%                | 69.1%                |

#### General Fund Performance – Ten Year Trend



|              | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual | 2015 Actual | 2016 Actual | 2017 Actual | 2018 Actual | 2019 Budget | 2019 Estd | 2020 Budget |
|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------|-------------|
| Revenue      | \$ 50.7     | \$ 50.9     | \$ 52.7     | \$ 56.9     | \$ 57.4     | \$ 63.5     | \$ 66.5     | \$ 69.1     | \$ 74.3     | \$ 74.3   | \$ 73.7     |
| Expenditures | \$ 51.7     | \$ 49.9     | \$ 49.8     | \$ 53.0     | \$ 54.7     | \$ 59.7     | \$ 62.5     | \$ 62.9     | \$ 74.3     | \$ 72.7   | \$ 73.7     |
| Fund Balance | \$ 25.0     | \$ 26.0     | \$ 28.9     | \$ 32.8     | \$ 35.5     | \$ 39.2     | \$ 43.2     | \$ 49.4     | \$ 49.4     | \$ 51.0   | \$ 51.0     |

Note: Amounts above are in millions of dollars.



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **General Fund Summary**

#### **Introduction**

The 2019-2020 general fund budget has total estimated revenue available of \$73,789,465. In comparison to 2018-19 budget, estimated annual revenues for fiscal year 2019-20 are down -0.7%, and up 6.8% overall compared to the actual revenue for the fiscal year 2017-18. The local option sales tax continues to be the single largest source of revenue for the City, at 50.3% of the general fund total. For FY 2020, we project a growth rate above estimated FY 2019 collections of 3.5% for this major revenue stream, lower than in years past.

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 17.2% of estimated general fund revenues. This percentage will continue to fall as time goes on as a result of the decision of the legislature to eliminate the Hall Income Tax over the next several fiscal years.

Property tax is the next largest source of revenue representing 10.5% of the general fund total. No change in the property 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 will continue to be an issue for consideration by the Board as it plans beyond the immediate budget year.

#### **Expenditures**

Total estimated general fund expenditures are \$73,789,465. Total expenditures for fiscal year 2019-20 are also down approximately -0.7% compared to the 2018-19 budget and up 17.3% compared to 2017-18 actual results. Within the approved budget, 73.2% is dedicated to employee wages and benefits, 20.6% to operational costs and 6.2% to capital equipment.

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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.



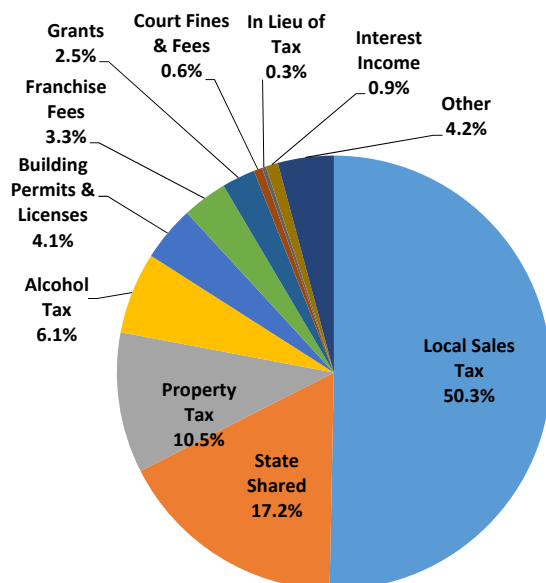
# City of Franklin, Tennessee

## FY 2020 Operating Budget

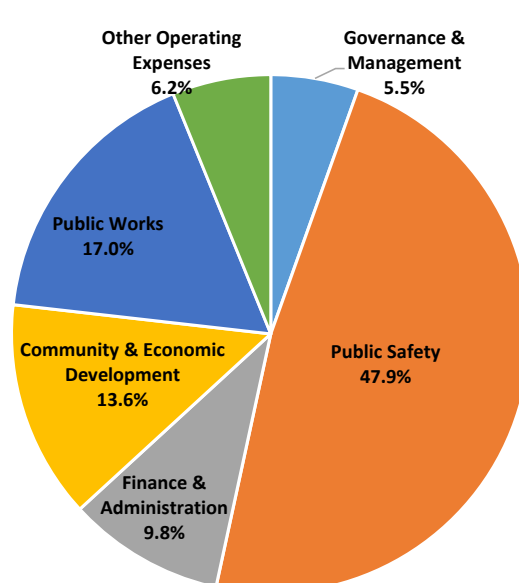
### General Fund - Departmental Summary

|                                                      | <u>Actual 2017</u>   | <u>Actual 2018</u>   | <u>Budget 2019</u>   | <u>Estd 2019</u>     | <u>Budget 2020</u>   | <u>Difference '19 vs. '20</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> |
| <b>Revenues</b>                                      |                      |                      |                      |                      |                      |                               |                |
| Local Sales Tax                                      | \$ 32,694,269        | \$ 34,151,972        | \$ 35,857,339        | \$ 35,868,585        | \$ 37,123,985        | \$ 1,266,646                  | 3.5%           |
| State Shared                                         | \$ 12,988,735        | \$ 13,966,275        | \$ 11,788,310        | \$ 12,102,666        | \$ 12,688,392        | \$ 900,082                    | 7.6%           |
| Property Tax                                         | \$ 9,695,390         | \$ 9,091,852         | \$ 7,651,612         | \$ 9,249,964         | \$ 7,722,443         | \$ 70,831                     | 0.9%           |
| Alcohol Tax                                          | \$ 4,021,089         | \$ 4,200,284         | \$ 4,321,823         | \$ 4,436,747         | \$ 4,486,292         | \$ 164,469                    | 3.8%           |
| Building Permits & Licenses                          | \$ 2,933,744         | \$ 3,085,808         | \$ 2,977,354         | \$ 2,572,048         | \$ 3,041,545         | \$ 64,191                     | 2.2%           |
| Franchise Fees                                       | \$ 2,230,782         | \$ 2,586,092         | \$ 2,392,929         | \$ 2,392,929         | \$ 2,464,717         | \$ 71,788                     | 3.0%           |
| Grants                                               | \$ 263,231           | \$ 464,319           | \$ 1,829,190         | \$ 485,649           | \$ 1,829,190         | \$ -                          | 0.0%           |
| Court Fines & Fees                                   | \$ 518,823           | \$ 371,300           | \$ 542,617           | \$ 382,964           | \$ 461,224           | \$ (81,393)                   | -15.0%         |
| In Lieu of Tax                                       | \$ 298,347           | \$ 260,607           | \$ 217,979           | \$ 259,394           | \$ 228,202           | \$ 10,223                     | 4.7%           |
| Interest Income                                      | \$ 108,152           | \$ 198,953           | \$ 634,465           | \$ 634,465           | \$ 675,000           | \$ 40,535                     | 6.4%           |
| Other                                                | \$ 787,787           | \$ 722,593           | \$ 6,478,167         | \$ 6,274,186         | \$ 3,068,474         | \$ (3,409,693)                | -52.6%         |
| <b>Total - General Fund Revenues</b>                 | <b>\$ 66,540,349</b> | <b>\$ 69,100,055</b> | <b>\$ 74,691,784</b> | <b>\$ 74,659,597</b> | <b>\$ 73,789,465</b> | <b>\$ (902,319)</b>           | <b>-1.2%</b>   |
| <b>Expenses</b>                                      |                      |                      |                      |                      |                      |                               |                |
| Governance & Management                              | \$ 2,970,433         | \$ 3,200,436         | \$ 3,705,074         | \$ 3,660,610         | \$ 4,027,150         | \$ 322,076                    | 8.7%           |
| Public Safety                                        | \$ 32,261,879        | \$ 34,952,062        | \$ 35,038,844        | \$ 34,904,149        | \$ 35,370,147        | \$ 331,303                    | 0.9%           |
| Finance & Administration                             | \$ 6,864,420         | \$ 7,366,615         | \$ 7,830,903         | \$ 7,538,762         | \$ 7,225,288         | \$ (605,615)                  | -7.7%          |
| Community & Economic Development                     | \$ 6,207,011         | \$ 6,740,213         | \$ 7,649,627         | \$ 7,226,722         | \$ 10,048,567        | \$ 2,398,940                  | 31.4%          |
| Public Works                                         | \$ 10,481,168        | \$ 10,975,546        | \$ 12,451,477        | \$ 11,861,773        | \$ 12,577,526        | \$ 126,049                    | 1.0%           |
| Other Operating Expenses                             | \$ 3,721,881         | \$ (311,645)         | \$ 8,015,857         | \$ 7,916,930         | \$ 4,540,787         | \$ (3,475,070)                | -43.4%         |
| <b>Total - General Fund Expenses</b>                 | <b>\$ 62,506,793</b> | <b>\$ 62,923,226</b> | <b>\$ 74,691,784</b> | <b>\$ 73,108,946</b> | <b>\$ 73,789,465</b> | <b>\$ (902,319)</b>           | <b>-1.2%</b>   |
| <b>General Fund Expenditures (by major category)</b> |                      |                      |                      |                      |                      |                               |                |
| Personnel                                            | \$ 43,983,566        | \$ 45,524,570        | \$ 52,856,052        | \$ 52,460,253        | \$ 54,016,660        | \$ 1,160,608                  | 2.2%           |
| Operations                                           | \$ 18,334,440        | \$ 15,260,106        | \$ 20,078,482        | \$ 19,246,219        | \$ 15,194,028        | \$ (4,884,454)                | -24.3%         |
| Capital                                              | \$ 188,787           | \$ 2,138,550         | \$ 1,757,250         | \$ 1,402,474         | \$ 4,578,777         | \$ 2,821,527                  | 160.6%         |
| <b>Total - General Fund Expenses</b>                 | <b>\$ 62,506,793</b> | <b>\$ 62,923,226</b> | <b>\$ 74,691,784</b> | <b>\$ 73,108,946</b> | <b>\$ 73,789,465</b> | <b>\$ (902,319)</b>           | <b>-1.2%</b>   |
| <b>Surplus / (Deficit)</b>                           | <b>\$ 4,033,556</b>  | <b>\$ 6,176,829</b>  | <b>\$ 0</b>          | <b>\$ 1,550,651</b>  | <b>\$ 0</b>          |                               |                |

FY 2020 General Fund - Major Revenues



FY 2020 General Fund - Major Expenses





# City of Franklin

Revenue Model

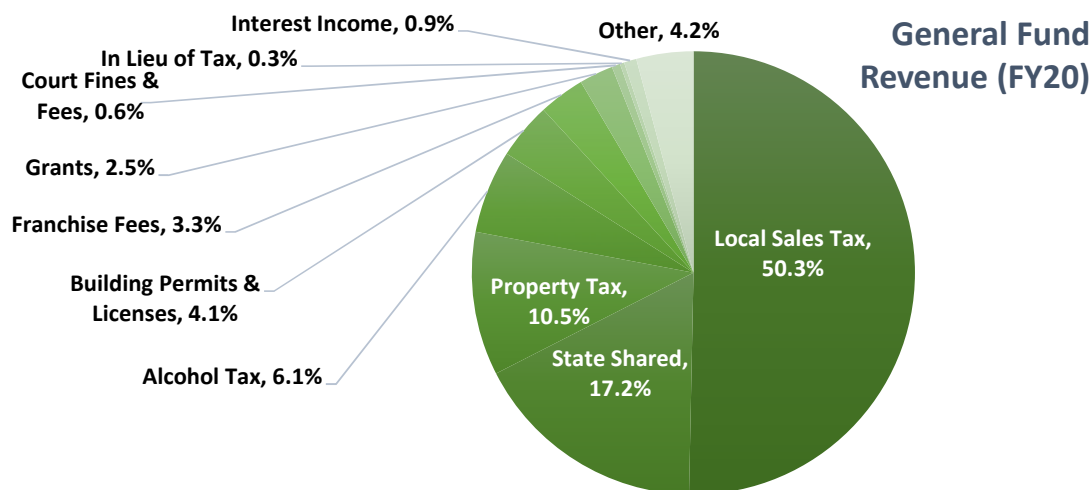
## Summary (General Fund)

Percent of All Revenues

44.9%

The General Fund for the City of Franklin is the largest and most important of the City's 14 funds used for financing City services. Although it comprises nearly 50 individual revenue sources, this analysis focuses on the Top 10 revenue sources, which comprise nearly 99% of the total as of FY 2019.

For FY 2020, we are projecting a net decrease of 0.7% under the FY 2019 budget. This decrease is principally due to one-time resources appropriated for Capital Projects not repeating in FY 2020. Without one-time draws included, the General Fund is actually increasing by \$3.5 million or 5%.



## Top Ten Revenue Categories

|                                    | Actual               |                      |                      |                      |                      | Budget               | FY 2020 Forecast     |                      |                      |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                    | <u>A</u>             | <u>B</u>             | <u>C</u>             | <u>D</u>             | <u>E</u>             | <u>F</u>             | <u>G</u>             | <u>H</u>             | <u>I</u>             |
|                                    | FY 2014              | FY 2015              | FY 2016              | FY 2017              | FY 2018              | FY 2019              | Low                  | Medium               | High                 |
| Local Sales Tax                    | \$ 27,254,742        | \$ 28,943,994        | \$ 31,309,367        | \$ 32,694,269        | \$ 34,151,972        | \$ 35,857,339        | \$ 36,753,771        | \$ 37,123,985        | \$ 37,470,918        |
| State Shared                       | \$ 10,677,057        | \$ 12,796,277        | \$ 14,984,293        | \$ 12,988,735        | \$ 13,966,275        | \$ 11,788,310        | \$ 12,202,873        | \$ 12,688,392        | \$ 13,056,151        |
| Property Tax                       | \$ 6,266,420         | \$ 5,546,050         | \$ 4,973,334         | \$ 9,644,458         | \$ 9,091,852         | \$ 7,651,612         | \$ 7,175,955         | \$ 7,722,443         | \$ 8,020,533         |
| Alcohol Tax                        | \$ 3,373,143         | \$ 3,630,037         | \$ 3,926,711         | \$ 4,021,089         | \$ 4,200,284         | \$ 4,321,823         | \$ 4,438,148         | \$ 4,486,292         | \$ 4,550,223         |
| Building Permits & Licenses        | \$ 2,088,774         | \$ 2,208,560         | \$ 2,850,548         | \$ 2,933,744         | \$ 3,085,808         | \$ 2,977,354         | \$ 3,008,218         | \$ 3,041,545         | \$ 3,074,873         |
| Franchise Fees                     | \$ 2,449,724         | \$ 2,462,903         | \$ 2,255,565         | \$ 2,230,782         | \$ 2,586,092         | \$ 2,392,929         | \$ 2,440,787         | \$ 2,464,717         | \$ 2,488,646         |
| Grants                             | \$ 520,921           | \$ 289,382           | \$ 1,612,487         | \$ 263,231           | \$ 464,319           | \$ 1,829,190         | \$ 1,829,190         | \$ 1,829,190         | \$ 1,829,190         |
| Court Fines & Fees                 | \$ 657,229           | \$ 586,479           | \$ 475,060           | \$ 518,823           | \$ 371,300           | \$ 542,617           | \$ 406,963           | \$ 461,224           | \$ 543,015           |
| In Lieu of Tax                     | \$ 325,018           | \$ 326,887           | \$ 326,438           | \$ 298,347           | \$ 260,607           | \$ 217,979           | \$ 221,556           | \$ 228,202           | \$ 230,418           |
| Interest Income                    | \$ 189,013           | \$ 145,098           | \$ 191,631           | \$ 108,152           | \$ 198,953           | \$ 634,465           | \$ 576,696           | \$ 675,000           | \$ 768,927           |
| Top Ten Revenue Sources            | \$ 53,802,041        | \$ 56,935,668        | \$ 62,905,433        | \$ 65,701,630        | \$ 68,377,461        | \$ 68,213,619        | \$ 69,054,158        | \$ 70,720,991        | \$ 72,032,895        |
| Other                              | \$ 3,116,463         | \$ 553,601           | \$ 634,439           | \$ 787,787           | \$ 722,593           | \$ 6,478,167         | \$ 3,049,586         | \$ 3,068,474         | \$ 3,083,217         |
| <b>Total General Fund Revenues</b> | <b>\$ 56,918,504</b> | <b>\$ 57,489,269</b> | <b>\$ 63,539,872</b> | <b>\$ 66,489,417</b> | <b>\$ 69,100,055</b> | <b>\$ 74,691,784</b> | <b>\$ 72,103,744</b> | <b>\$ 73,789,465</b> | <b>\$ 75,116,112</b> |

|                       |              | <u>(B-A)</u> | <u>(C-B)</u> | <u>(D-C)</u> | <u>(E-D)</u> | <u>(F-E)</u>  | <u>(G-F)</u>   | <u>(H-F)</u> | <u>(I-F)</u> |
|-----------------------|--------------|--------------|--------------|--------------|--------------|---------------|----------------|--------------|--------------|
| Change Year-over-Year | \$ 4,241,135 | \$ 570,765   | \$ 6,050,603 | \$ 2,949,545 | \$ 2,610,638 | \$ 11,151,912 | \$ (2,588,040) | \$ (902,319) | \$ 424,328   |
|                       | 8.1%         | 1.0%         | 10.5%        | 4.6%         | 3.9%         | 17.6%         | -3.5%          | -1.2%        | 0.6%         |



# City of Franklin

Revenue Model

## Summary (General Fund)

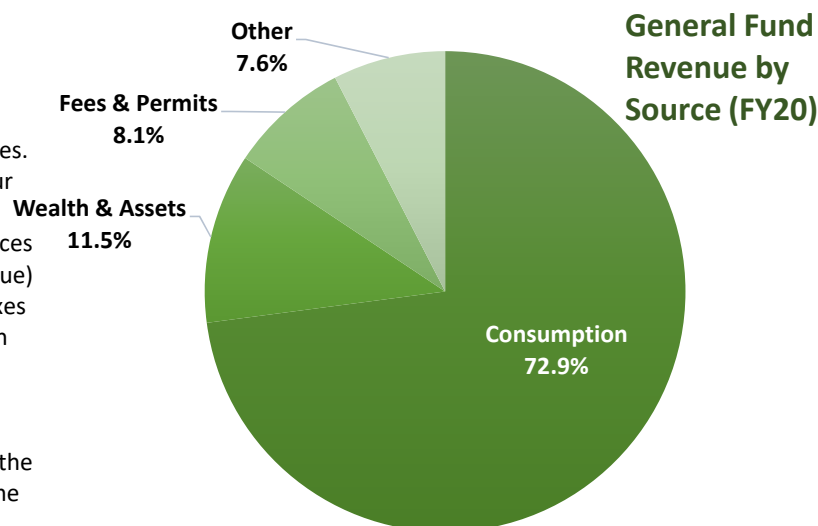
Percent of All Revenues

44.9%

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 FY2021.

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

|                                    | FY 2014              | FY 2015              | FY 2016              | FY 2017              | FY 2018              | FY 2019              | FY 2020 Forecast     |                      |                      |
|------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                    |                      |                      |                      |                      |                      |                      | Low                  | Medium               | High                 |
| <b>Consumption</b>                 | <b>\$ 39,308,908</b> | <b>\$ 42,289,111</b> | <b>\$ 45,726,797</b> | <b>\$ 48,235,444</b> | <b>\$ 50,672,408</b> | <b>\$ 51,217,472</b> | <b>\$ 53,144,793</b> | <b>\$ 53,798,669</b> | <b>\$ 54,327,293</b> |
| Local Sales Tax                    | \$ 27,254,742        | \$ 28,943,994        | \$ 31,309,367        | \$ 32,694,269        | \$ 34,151,972        | \$ 35,857,339        | \$ 36,753,771        | \$ 37,123,985        | \$ 37,470,918        |
| State Shared                       | \$ 8,681,023         | \$ 9,715,080         | \$ 10,490,719        | \$ 11,520,085        | \$ 12,320,152        | \$ 11,038,310        | \$ 11,952,873        | \$ 12,188,392        | \$ 12,306,151        |
| Alcohol Tax                        | \$ 3,373,143         | \$ 3,630,037         | \$ 3,926,711         | \$ 4,021,089         | \$ 4,200,284         | \$ 4,321,823         | \$ 4,438,148         | \$ 4,486,292         | \$ 4,550,223         |
| <b>Wealth &amp; Assets</b>         | <b>\$ 8,587,472</b>  | <b>\$ 8,954,134</b>  | <b>\$ 12,471,624</b> | <b>\$ 11,411,454</b> | <b>\$ 10,998,583</b> | <b>\$ 8,619,591</b>  | <b>\$ 7,647,511</b>  | <b>\$ 8,450,645</b>  | <b>\$ 9,000,951</b>  |
| Property Tax                       | \$ 6,266,420         | \$ 5,546,050         | \$ 7,651,612         | \$ 9,644,458         | \$ 9,091,852         | \$ 7,651,612         | \$ 7,175,955         | \$ 7,722,443         | \$ 8,020,533         |
| Hall Income Tax                    | \$ 1,996,034         | \$ 3,081,197         | \$ 4,493,574         | \$ 1,468,649         | \$ 1,646,124         | \$ 750,000           | \$ 250,000           | \$ 500,000           | \$ 750,000           |
| In Lieu of Tax                     | \$ 325,018           | \$ 326,887           | \$ 326,438           | \$ 298,347           | \$ 260,607           | \$ 217,979           | \$ 221,556           | \$ 228,202           | \$ 230,418           |
| <b>Fees &amp; Permits</b>          | <b>\$ 5,195,727</b>  | <b>\$ 5,257,943</b>  | <b>\$ 5,581,173</b>  | <b>\$ 5,683,349</b>  | <b>\$ 6,043,200</b>  | <b>\$ 5,912,900</b>  | <b>\$ 5,855,968</b>  | <b>\$ 5,967,487</b>  | <b>\$ 6,106,534</b>  |
| Franchise Fees                     | \$ 2,449,724         | \$ 2,462,903         | \$ 2,255,565         | \$ 2,230,782         | \$ 2,586,092         | \$ 2,392,929         | \$ 2,440,787         | \$ 2,464,717         | \$ 2,488,646         |
| Building Permits & Licenses        | \$ 2,088,774         | \$ 2,208,560         | \$ 2,850,548         | \$ 2,933,744         | \$ 3,085,808         | \$ 2,977,354         | \$ 3,008,218         | \$ 3,041,545         | \$ 3,074,873         |
| Court Fines & Fees                 | \$ 657,229           | \$ 586,479           | \$ 475,060           | \$ 518,823           | \$ 371,300           | \$ 542,617           | \$ 406,963           | \$ 461,224           | \$ 543,015           |
| <b>Other</b>                       | <b>\$ 3,826,397</b>  | <b>\$ 988,081</b>    | <b>\$ 2,438,557</b>  | <b>\$ 1,159,171</b>  | <b>\$ 1,385,865</b>  | <b>\$ 8,941,822</b>  | <b>\$ 5,455,472</b>  | <b>\$ 5,572,665</b>  | <b>\$ 5,681,334</b>  |
| Grants                             | \$ 520,921           | \$ 289,382           | \$ 1,612,487         | \$ 263,231           | \$ 464,319           | \$ 1,829,190         | \$ 1,829,190         | \$ 1,829,190         | \$ 1,829,190         |
| Interest Income                    | \$ 189,013           | \$ 145,098           | \$ 191,631           | \$ 108,152           | \$ 198,953           | \$ 634,465           | \$ 576,696           | \$ 675,000           | \$ 768,927           |
| Other                              | \$ 3,116,463         | \$ 553,601           | \$ 634,439           | \$ 787,787           | \$ 722,593           | \$ 6,478,167         | \$ 3,049,586         | \$ 3,068,474         | \$ 3,083,217         |
| <b>Total General Fund Revenues</b> | <b>\$ 56,918,504</b> | <b>\$ 57,489,269</b> | <b>\$ 66,218,151</b> | <b>\$ 66,489,417</b> | <b>\$ 69,100,055</b> | <b>\$ 74,691,784</b> | <b>\$ 72,103,744</b> | <b>\$ 73,789,465</b> | <b>\$ 75,116,112</b> |





# City of Franklin

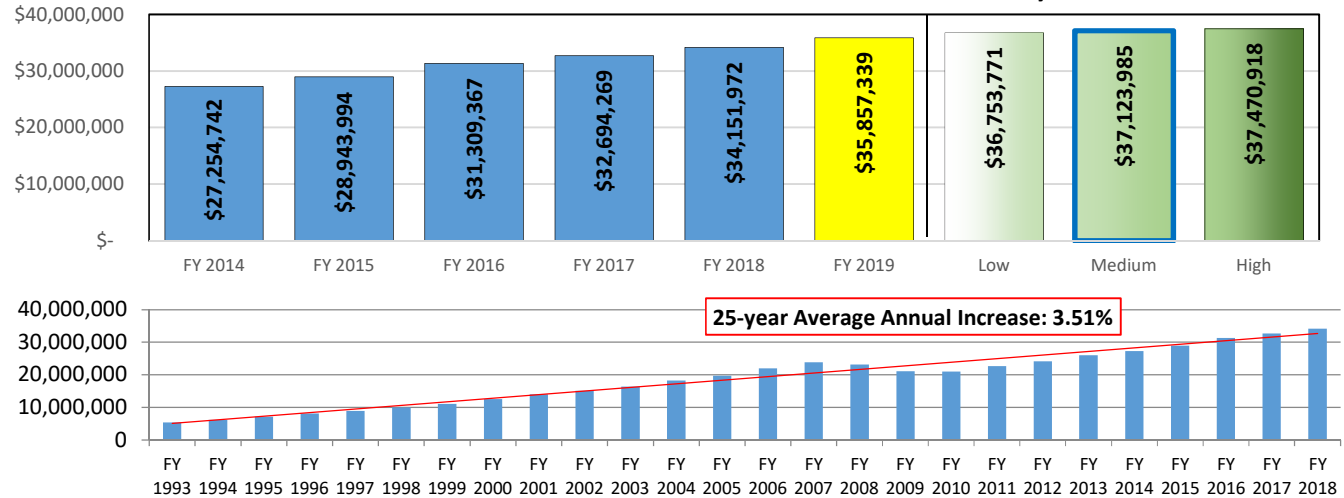
## Revenue Model

|              |                     |                  |                        |                                               |              |
|--------------|---------------------|------------------|------------------------|-----------------------------------------------|--------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Local Sales Tax</b> | <b>Percent of Total General Fund Revenues</b> | <b>50.3%</b> |
|--------------|---------------------|------------------|------------------------|-----------------------------------------------|--------------|

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 2.75% local sales tax, which is at the maximum 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.

Although sales tax collections have increased every year since the end of the Great recession, we believe the rate of growth will slow. This will be experienced by both the State of Tennessee and the City. As a result this slowing, we are recommending a growth rate of only 3.5% this year for FY 2020.

**Local Sales Tax Revenue FY 2014-2020 & 25-Year History**



|                  | Actual               |                      |                      |                      |                      | Budget               | Forecasts (FY 2020)  |                      |                      | Averages             |
|------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                  | FY 2014              | FY 2015              | FY 2016              | FY 2017              | FY 2018              | FY 2019              | Low                  | Medium               | High                 |                      |
| <b>% yr/yr.</b>  | <b>4.8%</b>          | <b>6.2%</b>          | <b>8.2%</b>          | <b>4.4%</b>          | <b>4.5%</b>          | <b>5.0%</b>          | <b>2.50%</b>         | <b>3.50%</b>         | <b>4.50%</b>         |                      |
| <b>July</b>      | 2,113,374            | 2,288,457            | 2,477,647            | 2,546,087            | 2,735,435            | 2,844,849            | 2,915,970            | 2,944,419            | 2,972,867            | <b>3-yr Average</b>  |
| <b>August</b>    | 2,115,836            | 2,296,081            | 2,420,111            | 2,547,776            | 2,739,864            | 2,914,300            | 2,987,158            | 3,016,301            | 3,045,444            | <b>\$ 32,718,536</b> |
| <b>September</b> | 2,178,174            | 2,374,572            | 2,571,550            | 2,817,429            | 2,748,694            | 2,858,537            | 2,930,000            | 2,958,481            | 2,987,171            | <b>3.2%</b>          |
| <b>October</b>   | 2,117,978            | 2,327,026            | 2,485,463            | 2,616,784            | 2,699,861            | 2,807,855            | 2,878,052            | 2,906,130            | 2,934,209            | <b>5-Yr Average</b>  |
| <b>November</b>  | 2,419,578            | 2,399,941            | 2,579,786            | 2,666,949            | 2,934,718            | 3,052,107            | 3,128,409            | 3,158,930            | 3,189,452            | <b>\$ 30,870,869</b> |
| <b>December</b>  | 3,097,595            | 3,345,840            | 3,752,983            | 3,870,492            | 3,902,304            | 4,058,396            | 4,159,856            | 4,200,440            | 4,241,024            | <b>3.2%</b>          |
| <b>January</b>   | 1,926,687            | 2,079,072            | 2,151,378            | 2,338,924            | 2,503,594            | 2,603,738            | 2,668,831            | 2,694,869            | 2,720,906            | <b>10-Yr Average</b> |
| <b>February</b>  | 1,973,541            | 1,900,628            | 2,181,227            | 2,186,682            | 2,315,764            | 2,408,395            | 2,468,605            | 2,492,689            | 2,516,773            | <b>\$ 26,939,053</b> |
| <b>March</b>     | 2,421,918            | 2,479,918            | 2,689,471            | 2,812,649            | 2,938,636            | 3,117,161            | 3,195,090            | 3,226,262            | 3,257,433            | <b>3.3%</b>          |
| <b>April</b>     | 2,201,566            | 2,410,499            | 2,611,014            | 2,798,951            | 2,804,121            | 3,102,345            | 3,179,904            | 3,210,927            | 3,241,951            | <b>20-Yr Average</b> |
| <b>May</b>       | 2,323,975            | 2,489,724            | 2,559,116            | 2,651,184            | 2,864,887            | 2,942,520            | 3,016,083            | 3,045,508            | 3,074,933            | <b>\$ 22,291,968</b> |
| <b>June</b>      | 2,364,520            | 2,552,236            | 2,829,621            | 2,840,361            | 2,964,094            | 3,147,135            | 3,225,813            | 3,269,030            | 3,288,756            | <b>3.0%</b>          |
| <b>Totals</b>    | <b>\$ 27,254,742</b> | <b>\$ 28,943,994</b> | <b>\$ 31,309,367</b> | <b>\$ 32,694,269</b> | <b>\$ 34,151,972</b> | <b>\$ 35,857,339</b> | <b>\$ 36,753,771</b> | <b>\$ 37,123,985</b> | <b>\$ 37,470,918</b> |                      |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



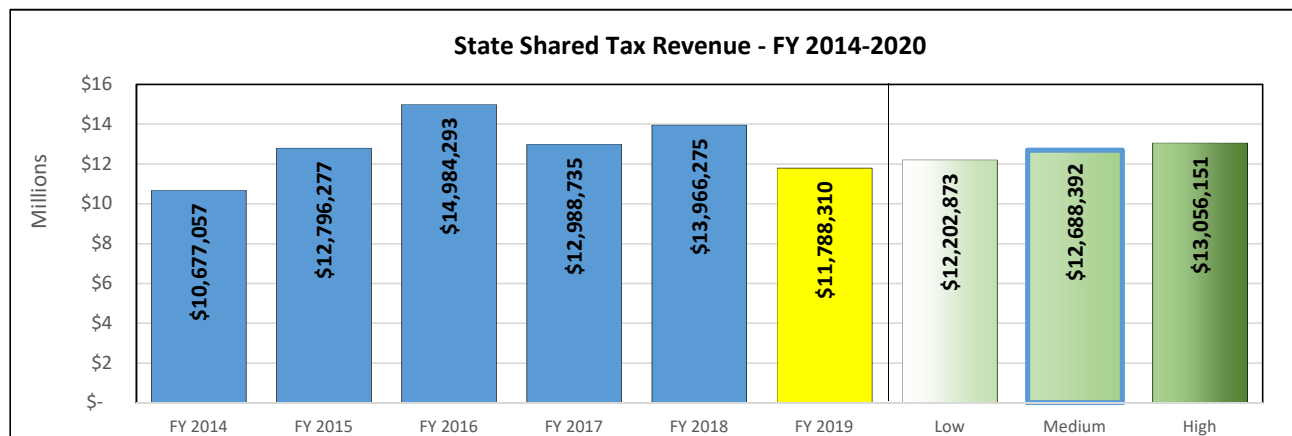
# City of Franklin

## Revenue Model

|              |                     |                  |                     |                                               |              |
|--------------|---------------------|------------------|---------------------|-----------------------------------------------|--------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>State Shared</b> | <b>Percent of Total General Fund Revenues</b> | <b>16.9%</b> |
|--------------|---------------------|------------------|---------------------|-----------------------------------------------|--------------|

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 2020 assumes a 3.5% increase over the FY 2019 estimates for all but two categories, as based on composite projections from state economists and the Department of Revenue. The exceptions is the continued reduction in the Hall Income Tax and a sizeable increase in the Business Tax reflective of the last three years of collections.



|                                 | Actual               |                      |                      |                      |                      | Budget               | Forecasts (FY 2020)  |                      |                      | Averages             |
|---------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                 | FY 2014              | FY 2015              | FY 2016              | FY 2017              | FY 2018              | FY 2019              | Low                  | Medium               | High                 |                      |
| <b>% yr/yr.</b>                 | <b>7.8%</b>          | <b>19.8%</b>         | <b>17.1%</b>         | <b>-13.3%</b>        | <b>7.5%</b>          | <b>-15.6%</b>        | <b>3.52%</b>         | <b>7.64%</b>         | <b>10.76%</b>        |                      |
| Sales Tax (State)               | 4,496,081            | 5,033,141            | 5,373,890            | 5,505,573            | 6,066,018            | 5,895,101            | 5,983,528            | 6,101,430            | 6,160,381            | 3-yr Average         |
| Beer Tax (State)                | 29,568               | 31,743               | 32,407               | 32,046               | 33,080               | 37,178               | 37,735               | 38,479               | 38,851               | \$ 13,979,768        |
| State Excise Tax - BANK         | 94,685               | 115,165              | 152,620              | 230,531              | 213,295              | 248,144              | 251,866              | 256,829              | 259,310              | -5.2%                |
| In Lieu of Tax (TVA)            | 691,474              | 769,381              | 778,995              | 748,991              | 804,202              | 806,215              | 818,308              | 834,432              | 842,494              | 5-Yr Average         |
| Business License (Local Share)  | 320,747              | 13,456               | 13,250               | 12,150               | 12,840               | 12,858               | 13,051               | 13,308               | 13,436               | \$ 13,082,527        |
| Transient/Peddler Bus. License  | -                    | 2,448                | 452                  | 180                  | 5,952                | 300                  | 300                  | 300                  | 300                  | -2.0%                |
| Business Tax (State)            | 3,048,468            | 3,410,424            | 3,762,344            | 4,537,922            | 4,739,599            | 3,608,697            | 4,411,821            | 4,498,753            | 4,542,220            | 10-Yr Average        |
| Income Tax (State)              | 1,996,034            | 3,081,197            | 4,493,574            | 1,468,649            | 1,646,124            | 750,000              | 250,000              | 500,000              | 750,000              | \$ 10,298,871        |
| Business Tax Record Fee - State | -                    | 339,322              | 376,761              | 452,693              | 445,166              | 429,817              | 436,264              | 444,860              | 449,159              | 1.4%                 |
| <b>Totals</b>                   | <b>\$ 10,677,057</b> | <b>\$ 12,796,277</b> | <b>\$ 14,984,293</b> | <b>\$ 12,988,735</b> | <b>\$ 13,966,275</b> | <b>\$ 11,788,310</b> | <b>\$ 12,202,873</b> | <b>\$ 12,688,392</b> | <b>\$ 13,056,151</b> | <b>20-Yr Average</b> |
|                                 |                      |                      |                      |                      |                      |                      |                      |                      |                      | <b>\$ 7,073,863</b>  |
|                                 |                      |                      |                      |                      |                      |                      |                      |                      |                      | <b>3.3%</b>          |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



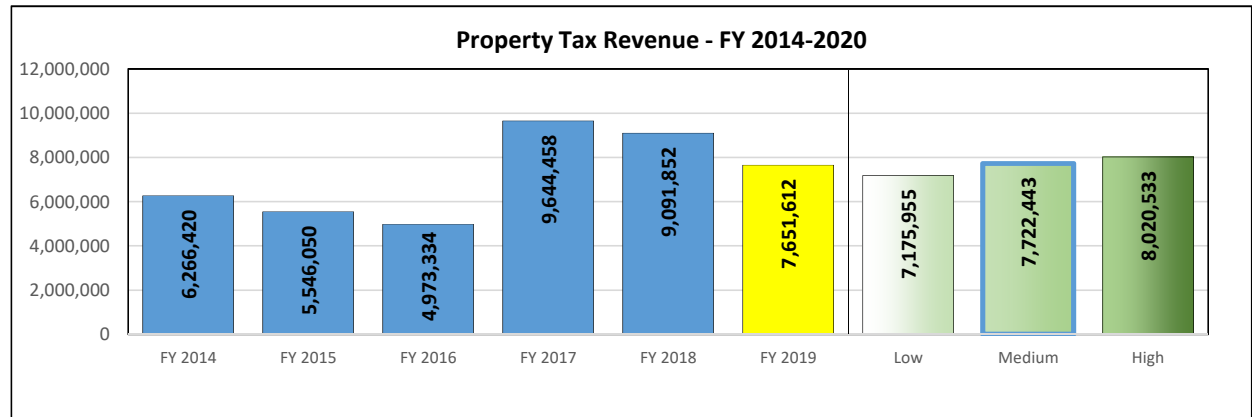
# City of Franklin

## Revenue Model

| Fund: | General Fund | Category: | Property Tax | Percent of Total General Fund Revenues | 10.5% |
|-------|--------------|-----------|--------------|----------------------------------------|-------|
|-------|--------------|-----------|--------------|----------------------------------------|-------|

**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 collects property tax for the City.

The FY 2020 Forecast assumes healthy growth over 2019 due to higher than anticipated growth in the 2018 assessed tax rolls. The remaining balance of Invest Franklin funds are segregated out in this forecast though will be moved to the Debt Service Fund once the exact amount of FY 2020 debt payments are known after issuance of G.O. bonds in late Spring 2019.



|                                                     | Actual           |                  |                  |                  |                  | Budget           | Forecasts (FY 2020) |                  |                  | Averages     |
|-----------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|------------------|------------------|--------------|
|                                                     | FY 2014          | FY 2015          | FY 2016          | FY 2017          | FY 2018          | FY 2019          | Low                 | Medium           | High             |              |
| <b>% yr/yr.</b>                                     | <b>-3.0%</b>     | <b>-11.5%</b>    | <b>-10.3%</b>    | <b>93.9%</b>     | <b>-5.7%</b>     | <b>-15.8%</b>    | <b>-6.22%</b>       | <b>0.93%</b>     | <b>4.82%</b>     |              |
| Property Taxes                                      | 12,342,702       | 13,742,347       | 14,582,590       | 19,203,126       | 20,126,690       | 20,730,491       | 20,834,771          | 21,459,822       | 21,876,510       | 3-yr Average |
| Less: Due to IDB                                    | (944,274)        | (1,041,403)      | (1,195,813)      | (1,634,784)      | (2,003,609)      | (2,003,609)      | (2,350,000)         | (2,400,000)      | (2,500,000)      | \$ 7,903,215 |
| Less: Debt Service Fund                             | (5,357,261)      | (6,350,472)      | (7,338,632)      | (6,710,855)      | (8,505,949)      | (8,620,102)      | (10,704,090)        | (10,704,090)     | (10,704,090)     | -1.1%        |
| Less: Unavailable Revenue (uncollected at year-end) | (143,000)        | (153,193)        | (272,814)        | (190,059)        | (231,247)        | (206,000)        | (200,000)           | (206,000)        | (216,300)        | 5-Yr Average |
| Less: Capital Projects Set-Aside                    | -                | (508,038)        | (526,008)        | (623,685)        | -                | -                | -                   | -                | -                | \$ 7,104,423 |
| Less: Street Aid Set-Aside                          | -                | (508,038)        | (526,008)        | (623,685)        | (722,941)        | (752,130)        | (752,130)           | (774,694)        | (789,737)        | 1.5%         |
| Less: <i>Invest Franklin</i> *                      | -                | -                | -                | -                | -                | (1,844,442)      | -                   | -                | -                |              |
| Pickups (primarily RR and Public Utility)           | 285,573          | 265,202          | 132,392          | 224,400          | 428,908          | 255,642          | 255,642             | 255,642          | 260,605          |              |
| Plus: Prior Year Collections                        | 82,680           | 99,645           | 117,627          |                  |                  | 91,763           | 91,763              | 91,763           | 93,545           |              |
| <b>Totals</b>                                       | <b>6,266,420</b> | <b>5,546,050</b> | <b>4,973,334</b> | <b>9,644,458</b> | <b>9,091,852</b> | <b>7,651,612</b> | <b>7,175,955</b>    | <b>7,722,443</b> | <b>8,020,533</b> |              |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



**\*Invest Franklin Update:** Of \$9,091,852 total collected in the General Fund for Property Taxes in FY 2018, \$3,373,727 was collected as the 7 cents dedicated to the Invest Franklin Initiative passed in FY 2017. Of this \$3,373,727, \$250,000 was spent on year two of the Sidewalk Gap project and \$1,528,007 was used to service debt, leaving \$1,595,720 available in the future for other capital projects. Through FY 2018, \$4,564,635 is available in cash fund balance from the Invest Franklin initiative and can be spent on any capital project.





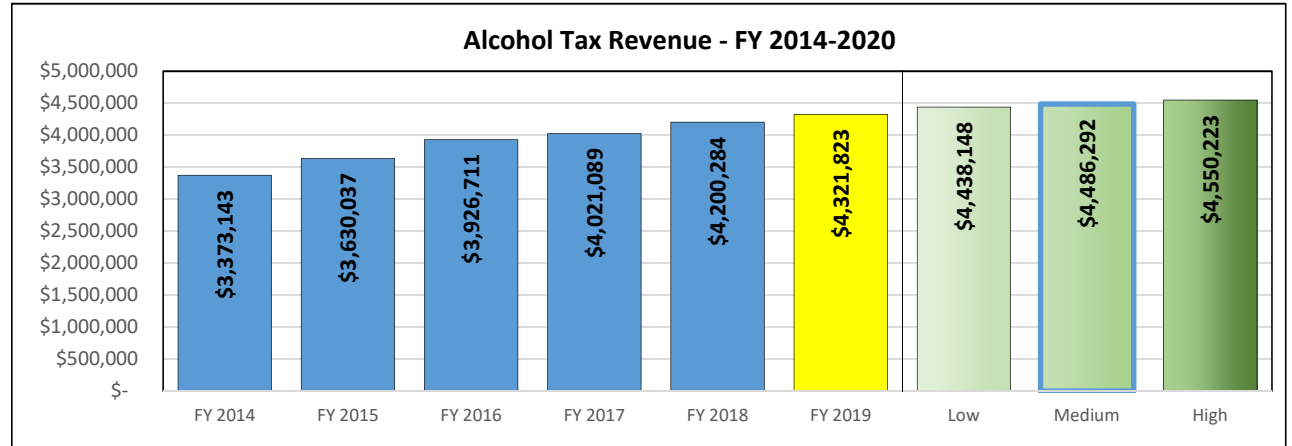
# City of Franklin

## Revenue Model

|              |                     |                  |                    |                                               |             |
|--------------|---------------------|------------------|--------------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Alcohol Tax</b> | <b>Percent of Total General Fund Revenues</b> | <b>6.1%</b> |
|--------------|---------------------|------------------|--------------------|-----------------------------------------------|-------------|

**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 2020, while other Alcohol and Mixed Drink taxes are projected to increase a healthy 4% and 8.5%, respectively.



|                              | Actual              |                     |                     |                     |                     | Budget              | Forecasts (FY 2020) |                     |                     | Averages      |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                              | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b>              | <b>1.5%</b>         | <b>7.6%</b>         | <b>8.2%</b>         | <b>2.4%</b>         | <b>4.5%</b>         | <b>2.9%</b>         | <b>2.7%</b>         | <b>3.8%</b>         | <b>5.3%</b>         |               |
| Beer Tax - Wholesale         | 1,507,185           | 1,544,139           | 1,612,550           | 1,655,448           | 1,691,204           | 1,733,905           | 1,733,905           | 1,751,244           | 1,768,583           | 3-yr Average  |
| Beer Privilege Tax (Renewal) | 20,742              | 21,660              | 23,706              | 23,306              | 23,049              | 24,020              | 24,020              | 24,260              | 24,500              | \$ 4,049,361  |
| Liquor Tax - Wholesale       | 1,095,467           | 1,190,758           | 1,349,136           | 1,343,791           | 1,400,552           | 1,466,970           | 1,510,979           | 1,525,649           | 1,554,988           | 2.2%          |
| Liquor Privilege Tax         | 87,065              | 90,800              | 94,605              | 103,800             | 92,541              | 111,721             | 115,073             | 116,190             | 118,424             | 5-Yr Average  |
| Mixed Drink Tax              | 662,684             | 782,681             | 846,714             | 894,745             | 992,939             | 985,207             | 1,054,172           | 1,068,950           | 1,083,728           | \$ 3,830,253  |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | 2.6%          |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | 10-Yr Average |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | \$ 3,368,168  |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | 2.8%          |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | 20-Yr Average |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | \$ 2,650,318  |
|                              |                     |                     |                     |                     |                     |                     |                     |                     |                     | 3.2%          |
| <b>Totals</b>                | <b>\$ 3,373,143</b> | <b>\$ 3,630,037</b> | <b>\$ 3,926,711</b> | <b>\$ 4,021,089</b> | <b>\$ 4,200,284</b> | <b>\$ 4,321,823</b> | <b>\$ 4,438,148</b> | <b>\$ 4,486,292</b> | <b>\$ 4,550,223</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



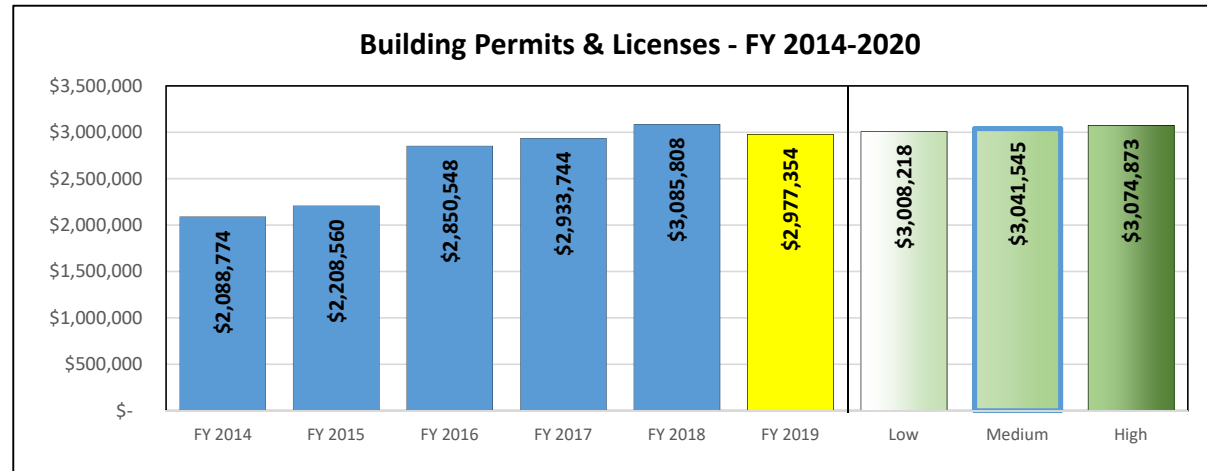
# City of Franklin

## Revenue Model

|              |                     |                  |                                        |                                               |             |
|--------------|---------------------|------------------|----------------------------------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Building Permits &amp; Licenses</b> | <b>Percent of Total General Fund Revenues</b> | <b>4.1%</b> |
|--------------|---------------------|------------------|----------------------------------------|-----------------------------------------------|-------------|

**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 overall forecast is set to increase by 3%, less the elimination of Traffic Impact Study Fees which are accounted for elsewhere in the General Fund.



|                              | Actual              |                     |                     |                     |                     | Budget              | Forecasts (FY 2020) |                     |                     | Averages      |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                              | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b>              | <b>31.1%</b>        | <b>5.7%</b>         | <b>29.1%</b>        | <b>2.9%</b>         | <b>5.2%</b>         | <b>-3.5%</b>        | <b>1.0%</b>         | <b>2.2%</b>         | <b>3.3%</b>         |               |
| Mechanical License           | 3,500               | 3,877               | 6,939               | 2,931               | 5,400               | 3,187               | 3,250               | 3,282               | 3,314               | 3-yr Average  |
| Mechanical Permits           | 183,383             | 138,384             | 94,346              | 87,549              | 112,051             | 123,943             | 126,422             | 127,661             | 128,900             | \$ 2,956,700  |
| Building Permits             | 1,343,978           | 1,426,188           | 2,136,322           | 2,153,262           | 2,339,364           | 1,701,388           | 1,854,237           | 1,876,250           | 1,898,264           | 0.2%          |
| Technology Fee               | -                   | 44,129              | 88,690              | 80,630              | 69,230              | 83,168              | 84,831              | 85,663              | 86,494              | 5-Yr Average  |
| Plumbing License             | 3,224               | 3,025               | 2,875               | 3,359               | 475                 | 3,290               | 3,355               | 3,388               | 3,421               | \$ 2,633,487  |
| Plumbing Permits             | 145,525             | 94,177              | 69,760              | 58,624              | 73,884              | 110,757             | 112,973             | 114,080             | 115,188             | 2.6%          |
| Electrical Inspections       | 281,106             | 237,101             | 279,828             | 239,084             | 276,013             | 276,722             | 282,256             | 285,023             | 287,790             | 10-Yr Average |
| Planning Fees (Plans Review) | 17,732              | 43,335              | 33,595              | 33,049              | 38,323              | 52,795              | 53,851              | 54,379              | 54,907              | \$ 1,954,257  |
| Consultant Fees              | 1,000               | 2,100               | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 5.2%          |
| Reinspection Fees            | 16,872              | 13,400              | 12,850              | 16,963              | 14,300              | 16,423              | 16,751              | 16,916              | 17,080              | 20-Yr Average |
| Sign Permits                 | 9,895               | 10,946              | 10,420              | 8,966               | 9,759               | 9,527               | 9,718               | 9,813               | 9,908               | \$ 1,703,691  |
| Café Fees                    | 8,590               | -                   | 75                  | 450                 | -                   | 1,142               | 1,165               | 1,176               | 1,188               | 3.7%          |
| Tree Cutting Permits         | -                   | -                   | 75                  | 50                  | 120                 | 114                 | 116                 | 118                 | 119                 |               |
| Grading Permits              | 3,000               | -                   | 82,066              | 95,668              | 114,327             | 355,460             | 362,569             | 366,123             | 369,678             |               |
| ROW Permit/Inspect           |                     |                     |                     | 40,374              | -                   | -                   | -                   | -                   | -                   |               |
| Roadway Inspections          | 70,969              | 191,898             | 32,707              | 112,786             | 32,562              | 94,828              | 96,724              | 97,673              | 98,621              |               |
| Traffic Impact Study Fees    | -                   | -                   | -                   | -                   | -                   | 144,612             | -                   | -                   | -                   |               |
| <b>Totals</b>                | <b>\$ 2,088,774</b> | <b>\$ 2,208,560</b> | <b>\$ 2,850,548</b> | <b>\$ 2,933,744</b> | <b>\$ 3,085,808</b> | <b>\$ 2,977,354</b> | <b>\$ 3,008,218</b> | <b>\$ 3,041,545</b> | <b>\$ 3,074,873</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1991-2018 & Estimates from Finance & Revenue Management Departments.



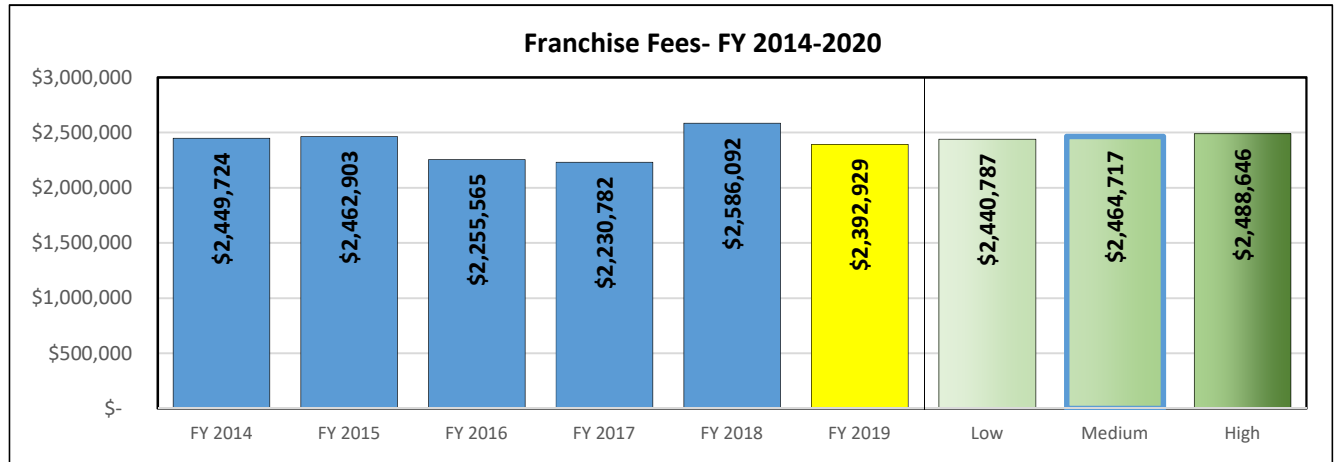
# City of Franklin

## Revenue Model

|              |                     |                  |                       |                                               |             |
|--------------|---------------------|------------------|-----------------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Franchise Fees</b> | <b>Percent of Total General Fund Revenues</b> | <b>3.3%</b> |
|--------------|---------------------|------------------|-----------------------|-----------------------------------------------|-------------|

**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.

A 3% increase is forecast for FY 2020.



|                 | Actual              |                     |                     |                     |                     | Budget              | Forecasts (FY 2020) |                     |                     | Averages      |
|-----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                 | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b> | <b>12.6%</b>        | <b>0.5%</b>         | <b>-8.4%</b>        | <b>-1.1%</b>        | <b>15.9%</b>        | <b>-7.5%</b>        | <b>2.0%</b>         | <b>3.0%</b>         | <b>4.0%</b>         |               |
| ATMOS           | 1,351,330           | 1,331,989           | 1,032,015           | 993,932             | 1,314,420           | 1,094,865           | 1,116,762           | 1,127,711           | 1,138,659           | 3-yr Average  |
| Comcast         | 875,035             | 886,358             | 926,422             | 952,866             | 976,578             | 982,841             | 1,002,498           | 1,012,326           | 1,022,155           | \$ 2,357,479  |
| Piedmont        | 60,098              | 24,103              | 114,061             | 42,694              | 48,066              | 121,007             | 123,427             | 124,638             | 125,848             | 0.5%          |
| AT&T            | 163,261             | 220,453             | 183,067             | 241,290             | 247,028             | 194,216             | 198,100             | 200,042             | 201,984             | 5-Yr Average  |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | \$ 2,397,013  |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | 0.0%          |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | 10-Yr Average |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | \$ 2,232,918  |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | 0.7%          |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | 20-Yr Average |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | \$ 1,560,030  |
|                 |                     |                     |                     |                     |                     |                     |                     |                     |                     | 2.7%          |
| <b>Totals</b>   | <b>\$ 2,449,724</b> | <b>\$ 2,462,903</b> | <b>\$ 2,255,565</b> | <b>\$ 2,230,782</b> | <b>\$ 2,586,092</b> | <b>\$ 2,392,929</b> | <b>\$ 2,440,787</b> | <b>\$ 2,464,717</b> | <b>\$ 2,488,646</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



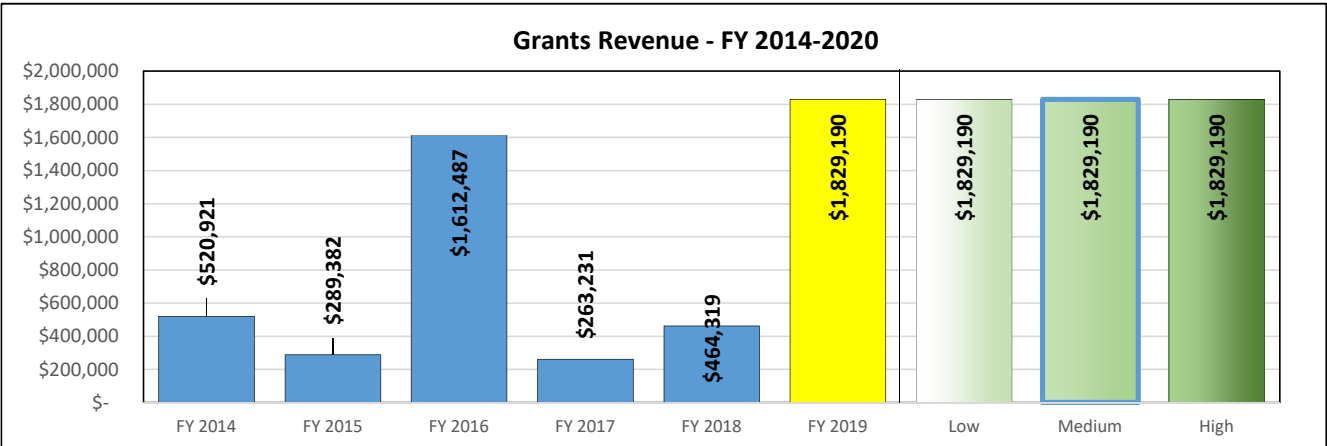
# City of Franklin

## Revenue Model

|              |                |                  |               |                                               |             |
|--------------|----------------|------------------|---------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General</b> | <b>Category:</b> | <b>Grants</b> | <b>Percent of Total General Fund Revenues</b> | <b>2.5%</b> |
|--------------|----------------|------------------|---------------|-----------------------------------------------|-------------|

**Grants (Federal/State):** In 2019, these grants consisted primarily of the Traffic Operations Center (\$1,680,000), Parks match grants (\$100,000) and various Public Safety grants (\$49,190).

There is no change assumed in these recurring grants for FY 2020, but these estimates are subject to change.



|                                    | Actual            |                   |                     |                   |                   | Budget              | Forecasts (FY 2020) |                     |                     | Averages      |
|------------------------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                                    | FY 2014           | FY 2015           | FY 2016             | FY 2017           | FY 2018           | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b>                    | <b>-61.5%</b>     | <b>-44.4%</b>     | <b>457.2%</b>       | <b>-83.7%</b>     | <b>76.4%</b>      | <b>294.0%</b>       | \$ -                | \$ -                | \$ -                |               |
| May 2010 Flood                     | 63,622            | -                 | -                   | -                 | -                 | -                   | -                   | -                   | -                   | 3-yr Average  |
| Emergency Shelter Grant            | 34,423            | 54,635            | 62,319              | 50,693            | -                 | 35,000              | 35,000              | 35,000              | 35,000              | \$ 780,012    |
| Federal Grant - Ballistic Vests    | 8,094             | 3,300             | 4,370               | 4,190             | 14,711            | 4,190               | 4,190               | 4,190               | 4,190               | 44.8%         |
| Highway Safety Grant               | 38,147            | 35,340            | -                   | -                 | -                 | 10,000              | 10,000              | 10,000              | 10,000              | 5-Yr Average  |
| Federal Grant - TOC                | 190,800           | 79,382            | 96,088              | 67,685            | 295,768           | 1,680,000           | 1,680,000           | 1,680,000           | 1,680,000           | \$ 630,068    |
| Homeland Security Grant            | -                 | -                 | -                   | -                 | 60,384            | -                   | -                   | -                   | -                   | 38.1%         |
| Dept of Hous & Urban Dev (Federal) | -                 | -                 | -                   | -                 | 36,280            | -                   | -                   | -                   | -                   | 10-Yr Average |
| Dept of Finance & Admin (Federal)  | -                 | -                 | -                   | 15,000            | -                 | -                   | -                   | -                   | -                   | \$ 769,504    |
| Dept of Military (Federal)         | -                 | -                 | -                   | 563               | -                 | -                   | -                   | -                   | -                   | 13.8%         |
| Dept of Transportation (Federal)   | -                 | -                 | -                   | 27,913            | -                 | -                   | -                   | -                   | -                   | 20-Yr Average |
| Dept of Transportation (Federal)   | -                 | -                 | -                   | 25,548            | -                 | -                   | -                   | -                   | -                   | \$ 710,931    |
| Preservation Plan Grant (Federal)  | -                 | -                 | 1,434,640           | -                 | 14,354            | -                   | -                   | -                   | -                   | 7.9%          |
| Parks Grants                       | 22,708            | 9,896             | 15,070              | 71,640            | 42,822            | 100,000             | 100,000             | 100,000             | 100,000             |               |
| Miscellaneous Grants               | 44                | -                 | -                   | -                 | -                 | -                   | -                   | -                   | -                   |               |
| HGMP-1909-0049                     | 156,020           | -                 | -                   | -                 | -                 | -                   | -                   | -                   | -                   |               |
| HGMP-1909-0061                     | 7,063             | 106,829           | -                   | -                 | -                 | -                   | -                   | -                   | -                   |               |
| <b>Totals</b>                      | <b>\$ 520,921</b> | <b>\$ 289,382</b> | <b>\$ 1,612,487</b> | <b>\$ 263,231</b> | <b>\$ 464,319</b> | <b>\$ 1,829,190</b> | <b>\$ 1,829,190</b> | <b>\$ 1,829,190</b> | <b>\$ 1,829,190</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



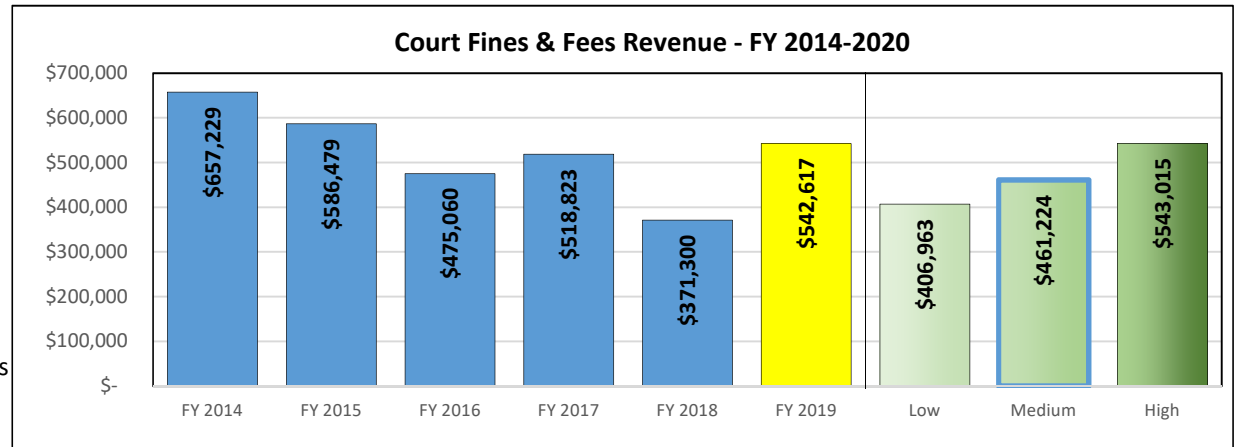
# City of Franklin

## Revenue Model

|              |                     |                  |                               |                                               |             |
|--------------|---------------------|------------------|-------------------------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Court Fines &amp; Fees</b> | <b>Percent of Total General Fund Revenues</b> | <b>0.6%</b> |
|--------------|---------------------|------------------|-------------------------------|-----------------------------------------------|-------------|

**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 forecast lower in FY 2020 than FY 2019, continuing a process in order to correct for overestimations in previous budget years. The forecast of just over \$460K should be more in line with actuals from FY 2016-2018.



|                                                | Actual            |                   |                   |                   |                   | Budget            | Forecasts (FY 2020) |                   |                   | Averages      |
|------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------|
|                                                | FY 2014           | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019           | Low                 | Medium            | High              |               |
| <b>% yr/yr.</b>                                | <b>-11.0%</b>     | <b>-10.8%</b>     | <b>-19.0%</b>     | <b>9.2%</b>       | <b>-28.4%</b>     | <b>46.1%</b>      | <b>-25%</b>         | <b>-15%</b>       | <b>0%</b>         |               |
| Court Costs                                    | 1,160             | 190               | -                 | -                 | -                 | -                 | -                   | -                 | -                 | 3-yr Average  |
| Fines/Fees - Mun Court                         | 297,088           | 153,472           | 127,038           | 140,152           | 83,340            | 159,811           | 119,858             | 135,839           | 151,820           | \$ 455,061    |
| Court-Local Litigation Tax                     | 11,027            | 8,096             | 4,661             | 4,964             | 3,726             | 4,525             | 3,393               | 3,846             | 4,298             | 6.4%          |
| Court-Bad Check                                | 525               | 181               | -                 | 20                | 276               | 18                | 14                  | 16                | 18                | 5-Yr Average  |
| Court Collection Fee                           | -                 | 963               | (228)             | (677)             | (170)             | 450               | 338                 | 383               | 428               | \$ 521,778    |
| Delinquent Court Fees & Fines                  | 35,261            | 24,816            | 13,828            | 14,214            | 10,403            | 11,545            | 8,658               | 9,813             | 10,967            | 0.8%          |
| Court-Driving School                           | 108,442           | 71,345            | 64,422            | 78,915            | 30,569            | 69,013            | 51,759              | 58,661            | 65,562            | 10-Yr Average |
| Court-Admin Fee                                | 2,739             | 1,844             | 1,463             | 1,777             | 1,066             | 1,336             | 1,002               | 1,135             | 1,269             | \$ 720,141    |
| Fines - Gen Sessions                           | 71,762            | 128,355           | 93,148            | 81,849            | 92,490            | 68,212            | 51,159              | 57,980            | 64,801            | -2.5%         |
| Officer Costs - General Sessions/Circuit Court | -                 | 104,411           | 95,227            | 102,261           | 107,366           | 80,921            | 60,690              | 68,782            | 76,874            | 20-Yr Average |
| Parking Fines - Mun Court                      | 12,070            | 10,427            | 10,707            | 24,689            | 4,328             | 27,881            | 20,911              | 23,699            | 26,487            | \$ 726,619    |
| Fines - Traffic Offenses                       | 113,242           | 78,843            | 62,318            | 68,369            | 36,396            | 60,786            | 45,589              | 51,668            | 57,747            | -1.3%         |
| Failure To Appear - Fine                       | 3,913             | 3,536             | 2,275             | 2,292             | 1,510             | 1,940             | 1,455               | 1,649             | 1,843             |               |
| Technology Fee                                 | -                 | -                 | -                 | -                 | -                 | 56,180            | 42,135              | 47,753            | 80,900            |               |
| Confiscated Goods (Federal)                    | -                 | -                 | 201               | -                 | -                 | -                 | -                   | -                 | -                 |               |
| <b>Totals</b>                                  | <b>\$ 657,229</b> | <b>\$ 586,479</b> | <b>\$ 475,060</b> | <b>\$ 518,823</b> | <b>\$ 371,300</b> | <b>\$ 542,617</b> | <b>\$ 406,963</b>   | <b>\$ 461,224</b> | <b>\$ 543,015</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



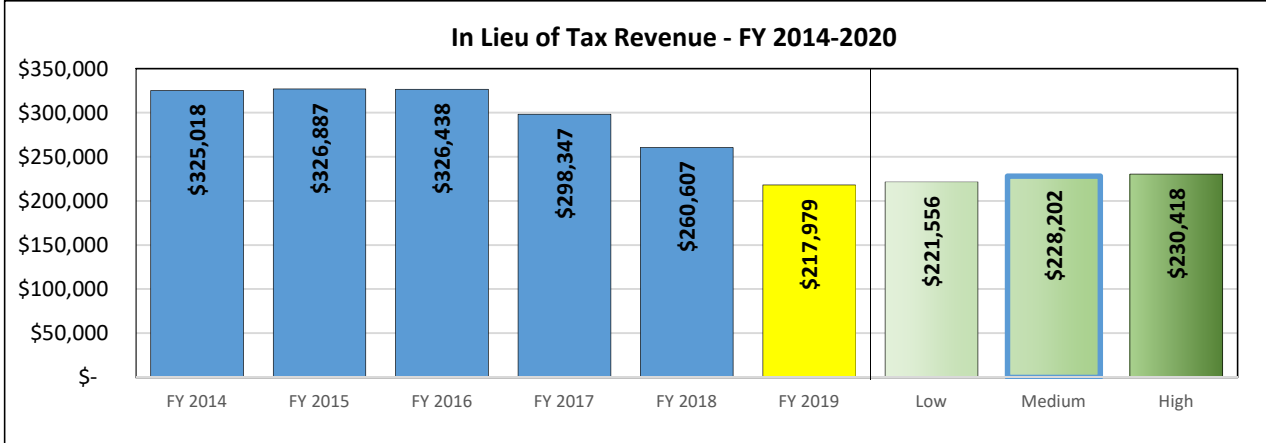
# City of Franklin

## Revenue Model

|              |                     |                  |                       |                                               |             |
|--------------|---------------------|------------------|-----------------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>In Lieu of Tax</b> | <b>Percent of Total General Fund Revenues</b> | <b>0.3%</b> |
|--------------|---------------------|------------------|-----------------------|-----------------------------------------------|-------------|

**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. Three payments have ended - Verizon (last year FY 2014), Healthways (last year FY 2016) and Jackson National Life (FY 2017).

In Lieu of Tax Revenue is projected to increase a modest 3.0% over the five year averages of the remaining agreements in FY 2020.



|                                   | Actual            |                   |                   |                   |                   | Budget            | Forecasts (FY 2020) |                   |                   | Averages      |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------|
|                                   | FY 2014           | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019           | Low                 | Medium            | High              |               |
| <b>% yr/yr.</b>                   | <b>-4.4%</b>      | <b>0.6%</b>       | <b>-0.1%</b>      | <b>-8.6%</b>      | <b>-12.6%</b>     | <b>-16.4%</b>     | <b>1.6%</b>         | <b>4.7%</b>       | <b>5.7%</b>       |               |
| Franklin Housing Authority        | 14,090            | 23,447            | 21,841            | 23,239            | 25,694            | 24,654            | 21,662              | 22,312            | 22,529            | 3-yr Average  |
| Nissan (TIF District)             | 166,572           | 180,957           | 182,114           | 234,912           | 234,913           | 193,325           | 199,894             | 205,890           | 207,889           | \$ 295,131    |
| Healthways (pilot ends 2016)      | 43,835            | 47,327            | 47,327            | -                 | -                 | -                 | -                   | -                 | -                 | -8.7%         |
| Verizon (pilot ends 2014)         | 30,912            | -                 | -                 | -                 | -                 | -                 | -                   | -                 | -                 | 5-Yr Average  |
| Community Health Systems (CHS)    | 26,487            | 28,598            | 28,598            | 40,196            | -                 | -                 | -                   | -                 | -                 | \$ 307,459    |
| Jackson National Life (ends 2017) | 43,122            | 46,558            | 46,558            | -                 | -                 | -                 | -                   | -                 | -                 | -5.8%         |
|                                   |                   |                   |                   |                   |                   |                   |                     |                   |                   | 10-Yr Average |
|                                   |                   |                   |                   |                   |                   |                   |                     |                   |                   | \$ 311,082    |
|                                   |                   |                   |                   |                   |                   |                   |                     |                   |                   | -3.0%         |
|                                   |                   |                   |                   |                   |                   |                   |                     |                   |                   | 20-Yr Average |
|                                   |                   |                   |                   |                   |                   |                   |                     |                   |                   | \$ 292,043    |
|                                   |                   |                   |                   |                   |                   |                   |                     |                   |                   | -1.3%         |
| <b>Totals</b>                     | <b>\$ 325,018</b> | <b>\$ 326,887</b> | <b>\$ 326,438</b> | <b>\$ 298,347</b> | <b>\$ 260,607</b> | <b>\$ 217,979</b> | <b>\$ 221,556</b>   | <b>\$ 228,202</b> | <b>\$ 230,418</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



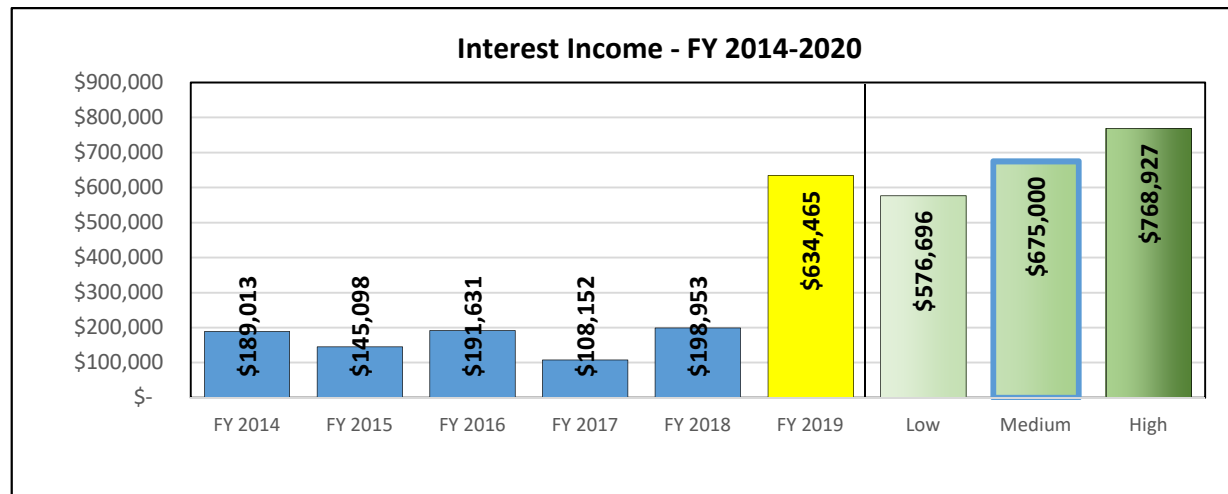
# City of Franklin

## Revenue Model

|              |                     |                  |                        |                                               |             |
|--------------|---------------------|------------------|------------------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Interest Income</b> | <b>Percent of Total General Fund Revenues</b> | <b>0.9%</b> |
|--------------|---------------------|------------------|------------------------|-----------------------------------------------|-------------|

**Interest Income:** This revenue source is bank interest and investment earnings on temporarily idle funds. This revenue has been adversely affected significantly over the last decade due to the low interest rate environment.

The good news moving forward is most of our long-term low-interest bearing arrangements have been replaced with more mark-to-market investment mechanisms, and most accounts are now earning close to 2%. With the large fund balances the City maintains, this should finally return as a meaningful source of revenue for the General Fund.



|                 | Actual            |                   |                   |                   |                   | Budget            | Forecasts (FY 2020) |                   |                   | Averages      |
|-----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------|
|                 | FY 2014           | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019           | Low                 | Medium            | High              |               |
| <b>% yr/yr.</b> | <b>13.4%</b>      | <b>-23.2%</b>     | <b>32.1%</b>      | <b>-43.6%</b>     | <b>84.0%</b>      | <b>218.9%</b>     | <b>-9.11%</b>       | <b>6.39%</b>      | <b>21.19%</b>     |               |
| July            | 12,902            | 7,242             | 13,577            | 9,142             | 52,004            | 15,748            | 23,622              | 27,649            | 31,496            | 3-yr Average  |
| August          | 10,925            | 6,914             | 2,666             | (3,771)           | 48,602            | (6,566)           | (9,848)             | (11,527)          | (13,131)          | \$ 166,245    |
| September       | 20,011            | (5,204)           | 32,171            | 25,061            | (975)             | 43,580            | 65,370              | 76,513            | 87,160            | 93.9%         |
| October         | 11,983            | 5,942             | 4,069             | 5,411             | 6,494             | 9,306             | 13,958              | 16,338            | 18,611            | 5-Yr Average  |
| November        | 11,477            | 5,550             | (35,195)          | (50,994)          | (6,867)           | (88,227)          | (132,340)           | (154,899)         | (176,453)         | \$ 166,569    |
| December        | (11,547)          | 10,791            | (2,479)           | 8,215             | 22,065            | 14,404            | 21,607              | 25,290            | 28,809            | 56.2%         |
| January         | 14,444            | 6,098             | 69,251            | 16,437            | 14,872            | 28,731            | 43,097              | 50,443            | 57,463            | 10-Yr Average |
| February        | 14,059            | 18,087            | 13,568            | 24,463            | (154,674)         | (12,157)          | (18,235)            | (21,343)          | (24,313)          | \$ 307,382    |
| March           | 13,110            | 13,148            | 36,310            | (2,952)           | 56,927            | 33,362            | 50,043              | 58,573            | 66,724            | 10.6%         |
| April           | 16,422            | 58,058            | 8,671             | 37,133            | (19,591)          | 49,099            | 73,649              | 86,203            | 98,199            | 20-Yr Average |
| May             | 16,316            | 8,123             | 504               | 36,846            | 116,492           | 37,385            | 56,077              | 65,636            | 74,769            | \$ 595,627    |
| June            | 58,911            | 10,349            | 48,518            | 3,161             | 63,604            | 509,797           | 389,696             | 456,124           | 519,594           | -5.0%         |
| <b>Totals</b>   | <b>\$ 189,013</b> | <b>\$ 145,098</b> | <b>\$ 191,631</b> | <b>\$ 108,152</b> | <b>\$ 198,953</b> | <b>\$ 634,465</b> | <b>\$ 576,696</b>   | <b>\$ 675,000</b> | <b>\$ 768,927</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.





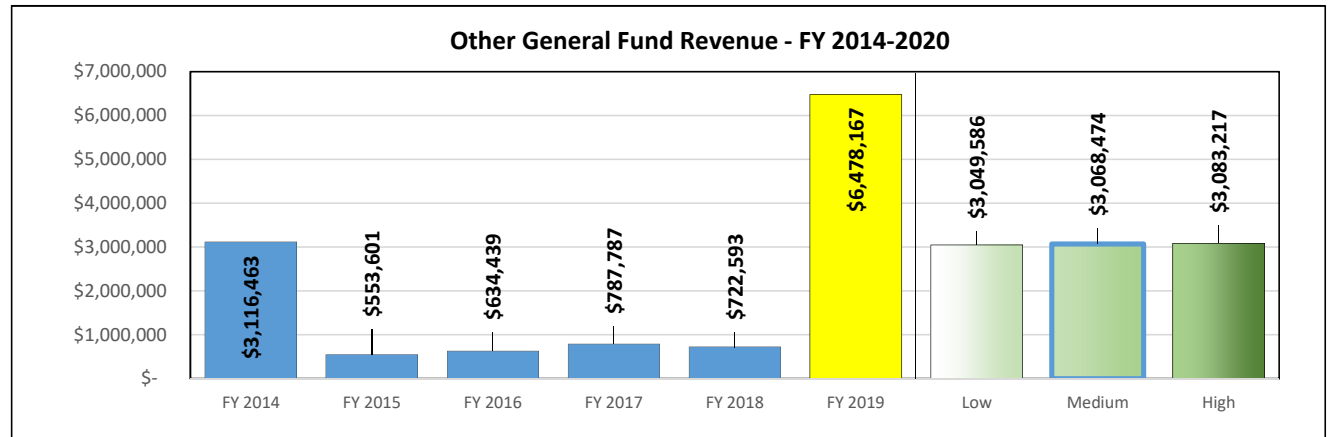
# City of Franklin

## Revenue Model

|              |                     |                  |              |                                               |             |
|--------------|---------------------|------------------|--------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Other</b> | <b>Percent of Total General Fund Revenues</b> | <b>4.2%</b> |
|--------------|---------------------|------------------|--------------|-----------------------------------------------|-------------|

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 forecasted is the elimination of one-time allocations from Fund Balance included in FY 2019, with the exception of continued one-time planning monies for a New City Hall. This will be modified as the budget process progresses.



|                                    | Actual        |               |              |              |              | Budget        | Forecasts (FY 2020) |               |               | Averages      |
|------------------------------------|---------------|---------------|--------------|--------------|--------------|---------------|---------------------|---------------|---------------|---------------|
|                                    | FY 2014       | FY 2015       | FY 2016      | FY 2017      | FY 2018      | FY 2019       | Low                 | Medium        | High          |               |
| <b>% yr/yr.</b>                    | <b>395.9%</b> | <b>-82.2%</b> | <b>14.6%</b> | <b>24.2%</b> | <b>-8.3%</b> | <b>796.5%</b> | <b>-52.9%</b>       | <b>-52.6%</b> | <b>-52.4%</b> |               |
| City Tax Relief                    | (6,517)       | (8,050)       | -            | (8,053)      | (16,177)     | (8,543)       | (8,672)             | (8,800)       | (8,928)       | 3-yr Average  |
| Prop Taxes - P&I                   | 35,819        | 30,529        | 34,026       | 36,671       | 39,771       | 27,716        | 28,132              | 28,548        | 28,964        | \$ 714,940    |
| Business Tax                       | 9,002         | -             | -            | -            | -            | -             | -                   | -             | -             | 268.7%        |
| Planning Fees (Rezoning)           | 39,237        | 43,946        | 15,053       | 30,422       | -            | 31,596        | -                   | -             | -             | 5-Yr Average  |
| Planning Fees (Site Plans)         | 46,138        | 48,061        | 42,924       | 29,011       | -            | 54,836        | -                   | -             | -             | \$ 1,162,977  |
| Planning Fees (Plat Submittal)     | 89,000        | 78,771        | 106,544      | 98,894       | 223,373      | 80,438        | 183,380             | 188,881       | 191,632       | 91.4%         |
| Planning Fees (Misc Planning)      | 7,671         | 7,155         | 7,664        | 2,773        | 262          | 14,065        | -                   | -             | -             | 10-Yr Average |
| Beer Permits (New Applic Fee)      | 13,700        | 13,250        | 14,750       | 13,750       | 16,500       | 14,268        | 14,482              | 14,696        | 14,910        | \$ 1,162,977  |
| Yard Sale Permits                  | 9,295         | 7,605         | 7,395        | 7,010        | 6,220        | 4,116         | 4,177               | 4,239         | 4,301         | 45.7%         |
| Alarm Permits                      | 29,130        | 30,320        | 26,540       | 23,990       | 24,190       | 23,854        | 24,211              | 24,569        | 24,927        | 20-Yr Average |
| Miscellaneous Permits              | 2,300         | 3,600         | 4,900        | 4,100        | 17,612       | 5,119         | 5,196               | 5,273         | 5,349         | \$ 2,447,507  |
| In Lieu of Parkland                | 2,280,119     | -             | -            | -            | -            | -             | -                   | -             | -             | 8.2%          |
| City Sponsored Training            | -             | -             | -            | -            | 3,505        | -             | -                   | -             | -             |               |
| Regional Fire Training             | 3,000         | -             | 1,500        | -            | 2,500        | -             | -                   | -             | -             |               |
| Maps Sold                          | 1,476         | 2,952         | 2,752        | 3,682        | 1,234        | 2,754         | 2,796               | 2,837         | 2,878         |               |
| Plans Sold                         | 700           | 2,628         | 50           | 1,650        | 1,500        | 2,732         | 2,773               | 2,814         | 2,855         |               |
| Records Sold                       | 1,130         | 26            | -            | 49           | 52           | 1,344         | 1,364               | 1,384         | 1,405         |               |
| Special Event Services Fee         |               | 1,200         | 3,600        | 2,500        | 2,900        | 1,697         | 1,723               | 1,748         | 1,774         |               |
| Traffic Impact Analysis Review Fee |               |               | (1,507)      | 65,548       | 35,000       | 53,855        | 50,274              | 51,782        | 52,536        |               |
| Accident Reports                   | 199           | 633           | 77           | 1,514        | 743          | 1,599         | 1,623               | 1,647         | 1,670         |               |





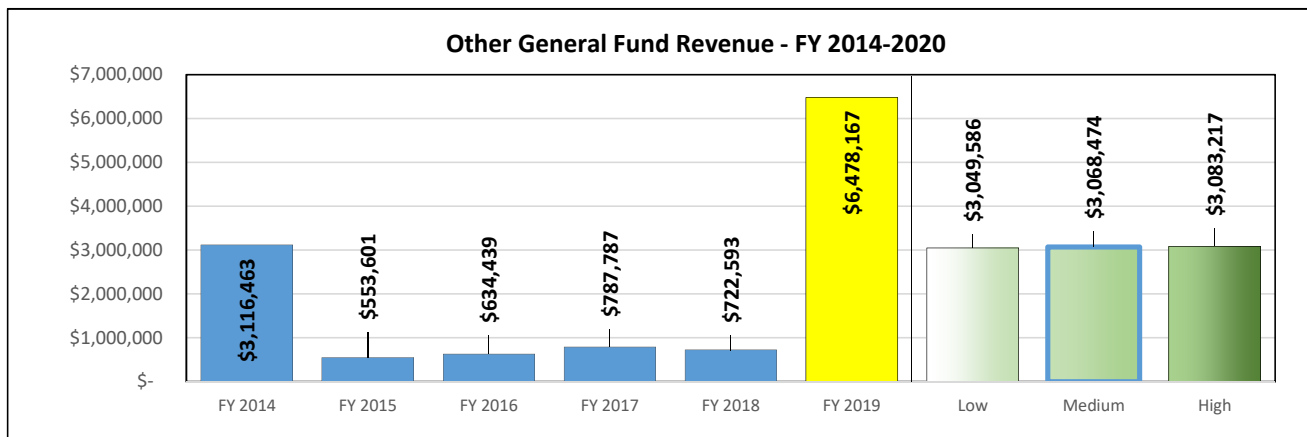
# City of Franklin

## Revenue Model

|              |                     |                  |              |                                               |             |
|--------------|---------------------|------------------|--------------|-----------------------------------------------|-------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Category:</b> | <b>Other</b> | <b>Percent of Total General Fund Revenues</b> | <b>4.2%</b> |
|--------------|---------------------|------------------|--------------|-----------------------------------------------|-------------|

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|                                       | Actual              |                   |                   |                   |                   | Budget              | Forecasts (FY 2020) |                     |                     | Averages |
|---------------------------------------|---------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|---------------------|---------------------|----------|
|                                       | FY 2014             | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019             | Low                 | Medium              | High                |          |
| Sex Offender Registry                 | 2,350               | 1,800             | 1,800             | 1,800             | 1,950             | 1,591               | 1,615               | 1,639               | 1,663               |          |
| License Seizure Fees                  | 675                 | 750               | 1,515             | 1,150             | 715               | 822                 | 834                 | 847                 | 859                 |          |
| Police Extra Duty                     | 35,478              | 31,547            | 27,279            | 39,941            | 43,480            | 46,756              | 47,457              | 48,158              | 48,860              |          |
| Compost Voucher (Non-Refundable)      | 7,400               | 10,780            | 18,040            | 21,200            | 23,720            | 13,473              | 16,228              | 16,715              | 16,958              |          |
| Beer Board Violations                 | 3,000               | 1,500             | -                 | -                 | -                 | 1,000               | 1,000               | 1,000               | 1,000               |          |
| Bldg & Street Stds Appeals Fees       | -                   | -                 | -                 | -                 | -                 | 1,000               | 1,000               | 1,000               | 1,000               |          |
| Transient Vendor Recording Fees       | 1,893               | 1,163             | 3,486             | 4,364             | 556               | 4,524               | 4,592               | 4,660               | 4,727               |          |
| Tree Bank Fees                        | -                   | -                 | 53,841            | 12,767            | 12,906            | 59,629              | 26,505              | 27,300              | 27,697              |          |
| Sidewalk Reserve Fees                 | -                   | -                 | -                 | 82,840            | -                 | -                   | -                   | -                   | -                   |          |
| Rebates on Purchases                  | 60,280              | 61,349            | 64,639            | 64,081            | 68,125            | 67,166              | 68,174              | 69,181              | 70,189              |          |
| Rent - Mall & Other                   | 1                   | 1                 | 8,001             | 12,001            | 15,001            | 12,001              | 12,001              | 12,001              | 12,001              |          |
| Park Concessions                      | 46,731              | 41,329            | 67,880            | 77,543            | 97,480            | 79,923              | 81,122              | 82,321              | 83,519              |          |
| Harlinsdale Rentals                   |                     |                   | 900               | 506               | 3,472             | 1,008               | 1,023               | 1,038               | 1,053               |          |
| Christmas Tree Lighting               |                     |                   |                   |                   |                   |                     | 15,000              | 20,000              | 25,000              |          |
| Sale of Surplus Assets                | 79,364              | 137,454           | 118,278           | 134,694           | 60,019            | 94,672              | 96,093              | 97,513              | 98,933              |          |
| Electrical Charging Stations          | 819                 | -                 | -                 | -                 | -                 | -                   | -                   | -                   | -                   |          |
| Called Performance Bonds              | 195,000             | -                 | -                 | -                 | -                 | -                   | -                   | -                   | -                   |          |
| Miscellaneous Other Revenue           | 122,073             | 3,301             | 2,512             | 21,387            | 35,984            | 20,000              | 20,000              | 20,000              | 20,000              |          |
| Capital Application from Fund Balance | -                   | -                 | -                 | -                 | -                 | 5,763,157           | 2,345,485           | 2,345,485           | 2,345,485           |          |
| <b>Totals</b>                         | <b>\$ 3,116,463</b> | <b>\$ 553,601</b> | <b>\$ 634,439</b> | <b>\$ 787,787</b> | <b>\$ 722,593</b> | <b>\$ 6,478,167</b> | <b>\$ 3,049,586</b> | <b>\$ 3,068,474</b> | <b>\$ 3,083,217</b> |          |

## General Fund Summary - Departmental Summary

|                                            | <u>Actual 2017</u>   | <u>Actual 2018</u>   | <u>Budget 2019</u>   | <u>Estd 2019</u>     | <u>Budget 2020</u>   | <u>Difference '19 vs. '20</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> |
| <b>Governance &amp; Management</b>         |                      |                      |                      |                      |                      |                               |                |
| <b>Elected Officials</b>                   |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 230,168           | \$ 245,042           | \$ 240,187           | \$ 239,379           | \$ 243,181           | \$ 2,994                      | 1.2%           |
| Operations                                 | \$ 51,956            | \$ 87,438            | \$ 77,658            | \$ 77,607            | \$ 129,575           | \$ 51,917                     | 66.9%          |
| <b>Total - Elected Officials</b>           | <b>\$ 282,124</b>    | <b>\$ 332,480</b>    | <b>\$ 317,845</b>    | <b>\$ 316,986</b>    | <b>\$ 372,756</b>    | <b>\$ 54,911</b>              | <b>17.3%</b>   |
| <b>Administration</b>                      |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 530,330           | \$ 1,057,174         | \$ 1,140,895         | \$ 1,123,038         | \$ 1,245,662         | \$ 104,767                    | 9.2%           |
| Operations                                 | \$ 5,000             | \$ 7,036             | \$ (43,237)          | \$ (28,237)          | \$ (44,305)          | \$ (1,068)                    | 2.5%           |
| <b>Total - Administration</b>              | <b>\$ 535,330</b>    | <b>\$ 1,064,210</b>  | <b>\$ 1,097,658</b>  | <b>\$ 1,094,801</b>  | <b>\$ 1,201,357</b>  | <b>\$ 103,699</b>             | <b>9.4%</b>    |
| <b>Human Resources</b>                     |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 1,024,588         | \$ 913,585           | \$ 1,040,019         | \$ 1,043,833         | \$ 1,070,069         | \$ 30,050                     | 2.9%           |
| Operations                                 | \$ 140,461           | \$ 73,795            | \$ 207,349           | \$ 201,285           | \$ 315,439           | \$ 108,090                    | 52.1%          |
| <b>Total - Human Resources</b>             | <b>\$ 1,165,049</b>  | <b>\$ 987,380</b>    | <b>\$ 1,247,368</b>  | <b>\$ 1,245,118</b>  | <b>\$ 1,385,508</b>  | <b>\$ 138,140</b>             | <b>11.1%</b>   |
| <b>Law</b>                                 |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 492,368           | \$ 501,025           | \$ 556,168           | \$ 526,935           | \$ 557,151           | \$ 983                        | 0.2%           |
| Operations                                 | \$ 5,765             | \$ (47,632)          | \$ 70,436            | \$ 69,616            | \$ 69,224            | \$ (1,212)                    | -1.7%          |
| <b>Total - Law</b>                         | <b>\$ 498,133</b>    | <b>\$ 453,393</b>    | <b>\$ 626,604</b>    | <b>\$ 596,551</b>    | <b>\$ 626,374</b>    | <b>\$ (230)</b>               | <b>0.0%</b>    |
| <b>Communications</b>                      |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 426,722           | \$ 402,368           | \$ 409,570           | \$ 411,409           | \$ 403,467           | \$ (6,103)                    | -1.5%          |
| Operations                                 | \$ 63,075            | \$ (39,395)          | \$ 6,029             | \$ (4,255)           | \$ 37,687            | \$ 31,658                     | 525.1%         |
| <b>Total - Communications</b>              | <b>\$ 489,797</b>    | <b>\$ 362,973</b>    | <b>\$ 415,599</b>    | <b>\$ 407,154</b>    | <b>\$ 441,154</b>    | <b>\$ 25,555</b>              | <b>6.1%</b>    |
| <b>Governance &amp; Management Summary</b> |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 2,704,176         | \$ 3,119,194         | \$ 3,386,839         | \$ 3,344,594         | \$ 3,519,529         | \$ 132,690                    | 3.9%           |
| Operations                                 | \$ 266,257           | \$ 81,242            | \$ 318,235           | \$ 316,016           | \$ 507,620           | \$ 189,385                    | 59.5%          |
| Capital                                    | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                          | 0.0%           |
| <b>Total Governance &amp; Management</b>   | <b>\$ 2,970,433</b>  | <b>\$ 3,200,436</b>  | <b>\$ 3,705,074</b>  | <b>\$ 3,660,610</b>  | <b>\$ 4,027,150</b>  | <b>\$ 322,076</b>             | <b>8.7%</b>    |
| <b>Public Safety</b>                       |                      |                      |                      |                      |                      |                               |                |
| <b>Police</b>                              |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 11,381,916        | \$ 12,125,459        | \$ 12,752,947        | \$ 12,719,131        | \$ 12,888,733        | \$ 135,786                    | 1.1%           |
| Operations                                 | \$ 3,971,149         | \$ 4,330,993         | \$ 3,792,462         | \$ 3,772,390         | \$ 3,519,609         | \$ (272,853)                  | -7.2%          |
| Capital                                    | \$ 30,649            | \$ 395,822           | \$ -                 | \$ -                 | \$ 1,000,000         | \$ 1,000,000                  | 0.0%           |
| <b>Total - Police</b>                      | <b>\$ 15,383,714</b> | <b>\$ 16,852,274</b> | <b>\$ 16,545,409</b> | <b>\$ 16,491,521</b> | <b>\$ 17,408,342</b> | <b>\$ 862,933</b>             | <b>5.2%</b>    |
|                                            |                      |                      |                      | \$ -                 |                      |                               |                |
| <b>Fire</b>                                |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 14,536,117        | \$ 15,827,329        | \$ 16,212,785        | \$ 16,208,956        | \$ 15,755,513        | \$ (457,272)                  | -2.8%          |
| Operations                                 | \$ 2,325,854         | \$ 2,272,459         | \$ 2,052,650         | \$ 2,026,671         | \$ 2,206,292         | \$ 153,642                    | 7.5%           |
| Capital                                    | \$ 16,194            | \$ -                 | \$ 228,000           | \$ 177,000           | \$ -                 | \$ (228,000)                  | -100.0%        |
| <b>Total - Fire</b>                        | <b>\$ 16,878,165</b> | <b>\$ 18,099,788</b> | <b>\$ 18,493,435</b> | <b>\$ 18,412,627</b> | <b>\$ 17,961,805</b> | <b>\$ (531,630)</b>           | <b>-2.9%</b>   |
| <b>Public Safety Summary</b>               |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 25,918,033        | \$ 27,952,788        | \$ 28,965,732        | \$ 28,928,088        | \$ 28,644,246        | \$ (321,486)                  | -1.1%          |
| Operations                                 | \$ 6,297,003         | \$ 6,603,452         | \$ 5,845,112         | \$ 5,799,061         | \$ 5,725,901         | \$ (119,211)                  | -2.0%          |
| Capital                                    | \$ 46,843            | \$ 395,822           | \$ 228,000           | \$ 177,000           | \$ 1,000,000         | \$ 772,000                    | 338.6%         |
| <b>Total Public Safety</b>                 | <b>\$ 32,261,879</b> | <b>\$ 34,952,062</b> | <b>\$ 35,038,844</b> | <b>\$ 34,904,149</b> | <b>\$ 35,370,147</b> | <b>\$ 331,303</b>             | <b>0.9%</b>    |
| <b>Finance &amp; Administration</b>        |                      |                      |                      |                      |                      |                               |                |
| <b>Finance</b>                             |                      |                      |                      |                      |                      |                               |                |
| Personnel                                  | \$ 1,009,073         | \$ 896,292           | \$ 956,808           | \$ 956,001           | \$ 953,487           | \$ (3,321)                    | -0.3%          |
| Operations                                 | \$ (68,376)          | \$ (77,689)          | \$ (4,352)           | \$ (31,656)          | \$ (48,622)          | \$ (44,270)                   | 1017.2%        |
| Capital                                    | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                          | 0.0%           |

## General Fund Summary - Departmental Summary

|                                                     | <u>Actual 2017</u> | <u>Actual 2018</u> | <u>Budget 2019</u> | <u>Estd 2019</u> | <u>Budget 2020</u> | <u>Difference '19 vs. '20</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> |
| <b>Total - Finance</b>                              | \$ 940,697         | \$ 818,603         | \$ 952,456         | \$ 924,345       | \$ 904,865         | \$ (47,591)                   | -5.0%          |
| <b>Purchasing</b>                                   |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 209,894         | \$ 242,492         | \$ 249,897         | \$ 252,346       | \$ 337,676         | \$ 87,779                     | 35.1%          |
| Operations                                          | \$ (18,381)        | \$ (20,231)        | \$ (11,807)        | \$ (15,134)      | \$ 24,277          | \$ 36,084                     | -305.6%        |
| <b>Total - Purchasing</b>                           | \$ 191,513         | \$ 222,261         | \$ 238,090         | \$ 237,212       | \$ 361,954         | \$ 123,864                    | 52.0%          |
| <b>Information Technology</b>                       |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | 1,834,133          | 2,114,163          | \$ 2,240,108       | \$ 2,236,698     | \$ 2,300,349       | \$ 60,241                     | 2.7%           |
| Operations                                          | 2,242,694          | 2,203,274          | \$ 2,367,207       | \$ 2,367,271     | \$ 1,741,332       | \$ (625,875)                  | -26.4%         |
| Capital                                             | (27,835)           | 160,978            | \$ 60,000          | \$ 60,000        | \$ 75,000          | \$ 15,000                     | 25.0%          |
| <b>Total - Information Technology</b>               | \$ 4,048,992       | \$ 4,478,415       | \$ 4,667,315       | \$ 4,663,969     | \$ 4,116,681       | \$ (550,634)                  | -11.8%         |
| <b>Revenue Management</b>                           |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 994,343         | \$ 1,016,116       | \$ 1,050,696       | \$ 1,067,808     | \$ 1,056,426       | \$ 5,730                      | 0.5%           |
| Operations                                          | \$ (732,517)       | \$ (804,505)       | \$ (716,556)       | \$ (752,246)     | \$ (845,082)       | \$ (128,526)                  | 17.9%          |
| <b>Total - Revenue Management</b>                   | \$ 261,826         | \$ 211,611         | \$ 334,140         | \$ 315,562       | \$ 211,344         | \$ (122,796)                  | -36.7%         |
| <b>Municipal Court</b>                              |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 206,182         | \$ 194,580         | \$ 264,957         | \$ 150,448       | \$ 283,741         | \$ 18,784                     | 7.1%           |
| Operations                                          | \$ 145,351         | \$ 123,286         | \$ 83,143          | \$ 63,967        | \$ 71,742          | \$ (11,401)                   | -13.7%         |
| <b>Total - Municipal Court</b>                      | \$ 351,533         | \$ 317,866         | \$ 348,100         | \$ 214,415       | \$ 355,483         | \$ 7,383                      | 2.1%           |
| <b>Project and Facilities Management</b>            |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 420,044         | \$ 427,086         | \$ 416,514         | \$ 437,603       | \$ 427,290         | \$ 10,776                     | 2.6%           |
| Operations                                          | \$ 649,815         | \$ 691,813         | \$ 579,288         | \$ 595,656       | \$ 597,671         | \$ 18,383                     | 3.2%           |
| Capital                                             | \$ -               | \$ 198,960         | \$ 295,000         | \$ 150,000       | \$ 250,000         | \$ (45,000)                   | -15.3%         |
| <b>Total - Project and Facilities Management</b>    | \$ 1,069,859       | \$ 1,317,859       | \$ 1,290,802       | \$ 1,183,259     | \$ 1,274,961       | \$ (15,841)                   | -1.2%          |
| <b>Finance &amp; Administration Summary</b>         |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 4,673,669       | \$ 4,890,729       | \$ 5,178,980       | \$ 5,100,904     | \$ 5,358,970       | \$ 179,990                    | 3.5%           |
| Operations                                          | \$ 2,218,586       | \$ 2,115,948       | \$ 2,296,923       | \$ 2,227,858     | \$ 1,541,318       | \$ (755,605)                  | -32.9%         |
| Capital                                             | \$ (27,835)        | \$ 359,938         | \$ 355,000         | \$ 210,000       | \$ 325,000         | \$ (30,000)                   | -8.5%          |
| <b>Total Finance &amp; Administration</b>           | \$ 6,864,420       | \$ 7,366,615       | \$ 7,830,903       | \$ 7,538,762     | \$ 7,225,288       | \$ (605,615)                  | -7.7%          |
| <b>Community &amp; Economic Development</b>         |                    |                    |                    |                  |                    |                               |                |
| <b>Building and Neighborhood Services</b>           |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 2,381,547       | \$ 2,584,516       | \$ 2,961,610       | \$ 2,754,406     | \$ 3,125,639       | \$ 164,029                    | 5.5%           |
| Operations                                          | \$ 346,521         | \$ 324,526         | \$ 369,029         | \$ 353,977       | \$ 390,332         | \$ 21,303                     | 5.8%           |
| Capital                                             | \$ 63,300          |                    | \$ -               |                  |                    | \$ -                          | 0.0%           |
| <b>Total - Building &amp; Neighborhood Services</b> | \$ 2,791,368       | \$ 2,909,042       | \$ 3,330,639       | \$ 3,108,383     | \$ 3,515,971       | \$ 185,332                    | 5.6%           |
| <b>Planning and Sustainability</b>                  |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 1,407,954       | \$ 1,270,629       | \$ 1,365,082       | \$ 1,363,829     | \$ 1,392,675       | \$ 27,593                     | 2.0%           |
| Operations                                          | \$ 152,573         | \$ 201,127         | \$ 269,968         | \$ 266,126       | \$ 228,488         | \$ (41,480)                   | -15.4%         |
| <b>Total - Planning &amp; Sustainability</b>        | \$ 1,560,527       | \$ 1,471,756       | \$ 1,635,050       | \$ 1,629,955     | \$ 1,621,163       | \$ (13,887)                   | -0.8%          |
| <b>Engineering</b>                                  |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 1,124,690       | \$ 1,276,689       | \$ 1,415,846       | \$ 1,366,754     | \$ 1,534,776       | \$ 118,930                    | 8.4%           |
| Operations                                          | \$ (132,726)       | \$ (152,995)       | \$ (132,552)       | \$ (88,122)      | \$ (124,811)       | \$ 7,741                      | -5.8%          |
| <b>Total Engineering &amp; TOC</b>                  | \$ 991,964         | \$ 1,123,694       | \$ 1,283,294       | \$ 1,278,632     | \$ 1,409,964       | \$ 126,670                    | 9.9%           |
| <b>Traffic Operations Center (TOC)</b>              |                    |                    |                    |                  |                    |                               |                |
| Personnel                                           | \$ 284,756         | \$ 340,475         | \$ 401,685         | \$ 435,663       | \$ 420,063         | \$ 18,378                     | 4.6%           |
| Operations                                          | \$ 492,853         | \$ 395,675         | \$ 547,632         | \$ 489,628       | \$ 535,378         | \$ (12,254)                   | -2.2%          |
| Capital                                             | \$ 31,951          | \$ 432,053         | \$ 361,000         | \$ 194,135       | \$ 2,450,000       | \$ 2,089,000                  | 578.7%         |
| <b>Total Engineering &amp; TOC</b>                  | \$ 809,560         | \$ 1,168,203       | \$ 1,310,317       | \$ 1,119,426     | \$ 3,405,441       | \$ 2,095,124                  | 159.9%         |

## General Fund Summary - Departmental Summary

|                                                        | <u>Actual 2017</u>   | <u>Actual 2018</u>    | <u>Budget 2019</u>   | <u>Estd 2019</u>     | <u>Budget 2020</u>   | <u>Difference '19 vs. '20</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> |
| <b>Economic Development</b>                            |                      |                       |                      |                      |                      |                               |                |
| Operations                                             | \$ 53,592            | \$ 67,518             | \$ 90,327            | \$ 90,327            | \$ 96,027            | \$ 5,700                      | 6.3%           |
| <b>Total - Economic Development</b>                    | <b>\$ 53,592</b>     | <b>\$ 67,518</b>      | <b>\$ 90,327</b>     | <b>\$ 90,327</b>     | <b>\$ 96,027</b>     | <b>\$ 5,700</b>               | <b>6.3%</b>    |
| <b>Community &amp; Economic Development Summary</b>    |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ 5,198,947         | \$ 5,472,309          | \$ 6,144,223         | \$ 5,920,651         | \$ 6,473,152         | \$ 328,929                    | 5.4%           |
| Operations                                             | \$ 912,813           | \$ 835,851            | \$ 1,144,404         | \$ 1,111,936         | \$ 1,125,414         | \$ (18,990)                   | -1.7%          |
| Capital                                                | \$ 95,251            | \$ 432,053            | \$ 361,000           | \$ 194,135           | \$ 2,450,000         | \$ 2,089,000                  | 578.7%         |
| <b>Total Community &amp; Economic Developmen</b>       | <b>\$ 6,207,011</b>  | <b>\$ 6,740,213</b>   | <b>\$ 7,649,627</b>  | <b>\$ 7,226,722</b>  | <b>\$ 10,048,567</b> | <b>\$ 2,398,940</b>           | <b>31.4%</b>   |
| <b>Public Works</b>                                    |                      |                       |                      |                      |                      |                               |                |
| <b>Streets Department - Maintenance Division</b>       |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ 2,419,980         | \$ 2,481,898          | \$ 2,714,212         | \$ 2,647,116         | \$ 2,706,260         | \$ (7,952)                    | -0.3%          |
| Operations                                             | \$ 1,406,784         | \$ 1,250,589          | \$ 1,464,778         | \$ 1,325,053         | \$ 1,357,015         | \$ (107,763)                  | -7.4%          |
| Capital                                                | \$ -                 | \$ 55,144             | \$ 252,000           | \$ 233,754           | \$ 294,000           | \$ 42,000                     | 16.7%          |
| <b>Total - Streets - Maintenance</b>                   | <b>\$ 3,826,764</b>  | <b>\$ 3,787,631</b>   | <b>\$ 4,430,990</b>  | <b>\$ 4,205,923</b>  | <b>\$ 4,357,275</b>  | <b>\$ (73,715)</b>            | <b>-1.7%</b>   |
| <b>Streets Department - Traffic Division</b>           |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ 779,552           | \$ 810,363            | \$ 827,040           | \$ 892,677           | \$ 876,424           | \$ 49,384                     | 6.0%           |
| Operations                                             | \$ 729,320           | \$ 410,388            | \$ 603,558           | \$ 541,006           | \$ 647,047           | \$ 43,489                     | 7.2%           |
| Capital                                                | \$ -                 | \$ -                  | \$ 115,000           | \$ 110,256           | \$ 212,000           | \$ 97,000                     | 0.0%           |
| <b>Total - Streets - Traffic</b>                       | <b>\$ 1,508,872</b>  | <b>\$ 1,220,751</b>   | <b>\$ 1,545,598</b>  | <b>\$ 1,543,939</b>  | <b>\$ 1,735,471</b>  | <b>\$ 189,873</b>             | <b>12.3%</b>   |
| <b>Streets Department - Fleet Maintenance Division</b> |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ 697,654           | \$ 739,679            | \$ 801,930           | \$ 799,813           | \$ 800,467           | \$ (1,463)                    | -0.2%          |
| Operations                                             | \$ 225,223           | \$ 97,183             | \$ 303,030           | \$ 36,962            | \$ 79,582            | \$ (223,448)                  | -73.7%         |
| Capital                                                | \$ -                 | \$ -                  | \$ -                 | \$ -                 | \$ -                 | \$ -                          | 0.0%           |
| <b>Total - Streets - Fleet Maintenance</b>             | <b>\$ 922,877</b>    | <b>\$ 836,862</b>     | <b>\$ 1,104,960</b>  | <b>\$ 836,775</b>    | <b>\$ 880,049</b>    | <b>\$ (224,911)</b>           | <b>-20.4%</b>  |
| <b>Parks</b>                                           |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ 2,422,685         | \$ 2,544,989          | \$ 2,885,276         | \$ 2,886,358         | \$ 3,115,962         | \$ 230,686                    | 8.0%           |
| Operations                                             | \$ 1,725,442         | \$ 1,689,720          | \$ 2,038,403         | \$ 1,911,450         | \$ 2,190,992         | \$ 152,589                    | 7.5%           |
| Capital                                                | \$ 74,528            | \$ 895,593            | \$ 446,250           | \$ 477,329           | \$ 297,777           | \$ (148,473)                  | -33.3%         |
| <b>Total - Parks</b>                                   | <b>\$ 4,222,655</b>  | <b>\$ 5,130,302</b>   | <b>\$ 5,369,929</b>  | <b>\$ 5,275,137</b>  | <b>\$ 5,604,731</b>  | <b>\$ 234,802</b>             | <b>4.4%</b>    |
| <b>Public Works</b>                                    |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ 6,319,871         | \$ 6,576,929          | \$ 7,228,458         | \$ 7,225,963         | \$ 7,499,113         | \$ 270,655                    | 3.7%           |
| Operations                                             | \$ 4,086,769         | \$ 3,447,880          | \$ 4,409,769         | \$ 3,814,471         | \$ 4,274,636         | \$ (135,133)                  | -3.1%          |
| Capital                                                | \$ 74,528            | \$ 950,737            | \$ 813,250           | \$ 821,339           | \$ 803,777           | \$ (9,473)                    | -1.2%          |
| <b>Total Public Works</b>                              | <b>\$ 10,481,168</b> | <b>\$ 10,975,546</b>  | <b>\$ 12,451,477</b> | <b>\$ 11,861,773</b> | <b>\$ 12,577,526</b> | <b>\$ 126,049</b>             | <b>1.0%</b>    |
| <b>Other Operating Expenditures</b>                    |                      |                       |                      |                      |                      |                               |                |
| <b>General Expenses</b>                                |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ (831,130)         | \$ (2,487,379)        | \$ 1,951,820         | \$ 1,940,053         | \$ 2,521,650         | \$ 569,830                    | 29.2%          |
| Operations                                             | \$ 87,495            | \$ 67,262             | \$ 257,565           | \$ 219,882           | \$ 284,872           | \$ 27,307                     | 10.6%          |
| Capital                                                | \$ -                 | \$ -                  | \$ -                 | \$ -                 | \$ -                 | \$ -                          | 0.0%           |
| <b>Total - General Expenses</b>                        | <b>\$ (743,635)</b>  | <b>\$ (2,420,117)</b> | <b>\$ 2,209,385</b>  | <b>\$ 2,159,935</b>  | <b>\$ 2,806,522</b>  | <b>\$ 597,137</b>             | <b>27.0%</b>   |
| <b>Appropriations</b>                                  |                      |                       |                      |                      |                      |                               |                |
| Personnel                                              | \$ -                 | \$ -                  | \$ -                 | \$ -                 | \$ -                 | \$ -                          | -              |
| Operations                                             | \$ 464,936           | \$ 464,073            | \$ 516,301           | \$ 466,824           | \$ 480,894           | \$ (35,407)                   | -6.9%          |
| <b>Total Appropriations</b>                            | <b>\$ 464,936</b>    | <b>\$ 464,073</b>     | <b>\$ 516,301</b>    | <b>\$ 466,824</b>    | <b>\$ 480,894</b>    | <b>\$ (35,407)</b>            | <b>-6.9%</b>   |
| <b>Interfund Transfers</b>                             |                      |                       |                      |                      |                      |                               |                |
| Operations                                             | \$ 4,000,580         | \$ 1,644,399          | \$ 5,290,171         | \$ 5,290,171         | \$ 1,253,371         | \$ (4,036,800)                | -76.3%         |

## General Fund Summary - Departmental Summary

|                           | <u>Actual 2017</u> | <u>Actual 2018</u> | <u>Budget 2019</u> | <u>Estd 2019</u> | <u>Budget 2020</u> | <u>Difference '19 vs. '20</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> |
| Total Interfund Transfers | \$ 4,000,580       | \$ 1,644,399       | \$ 5,290,171       | \$ 5,290,171     | \$ 1,253,371       | \$ (4,036,800)                | -76.3%         |

### Other General Fund Operating Expenditures Summary

|                                  |                     |                     |                     |                     |                     |                       |               |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------|
| Personnel                        | \$ (831,130)        | \$ (2,487,379)      | \$ 1,951,820        | \$ 1,940,053        | \$ 2,521,650        | \$ 569,830            | 29.2%         |
| Operations                       | \$ 4,553,011        | \$ 2,175,734        | \$ 6,064,037        | \$ 5,976,877        | \$ 2,019,137        | \$ (4,044,900)        | -66.7%        |
| Capital                          | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                  | 0.0%          |
| <b>Total Other GF Oper. Exp.</b> | <b>\$ 3,721,881</b> | <b>\$ (311,645)</b> | <b>\$ 8,015,857</b> | <b>\$ 7,916,930</b> | <b>\$ 4,540,787</b> | <b>\$ (3,475,070)</b> | <b>-43.4%</b> |

### General Fund Expenditures (by major category)

|                                         |                      |                      |                      |                      |                      |                     |              |
|-----------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|--------------|
| Personnel                               | \$ 43,983,566        | \$ 45,524,570        | \$ 52,856,052        | \$ 52,460,253        | \$ 54,016,660        | \$ 1,160,608        | 2.2%         |
| Operations                              | \$ 18,334,440        | \$ 15,260,106        | \$ 20,078,482        | \$ 19,246,219        | \$ 15,194,028        | \$ (4,884,454)      | -24.3%       |
| Capital                                 | \$ 188,787           | \$ 2,138,550         | \$ 1,757,250         | \$ 1,402,474         | \$ 4,578,777         | \$ 2,821,527        | 160.6%       |
| <b>Total - General Fund Departments</b> | <b>\$ 62,506,793</b> | <b>\$ 62,923,226</b> | <b>\$ 74,691,784</b> | <b>\$ 73,108,946</b> | <b>\$ 73,789,465</b> | <b>\$ (902,319)</b> | <b>-1.2%</b> |

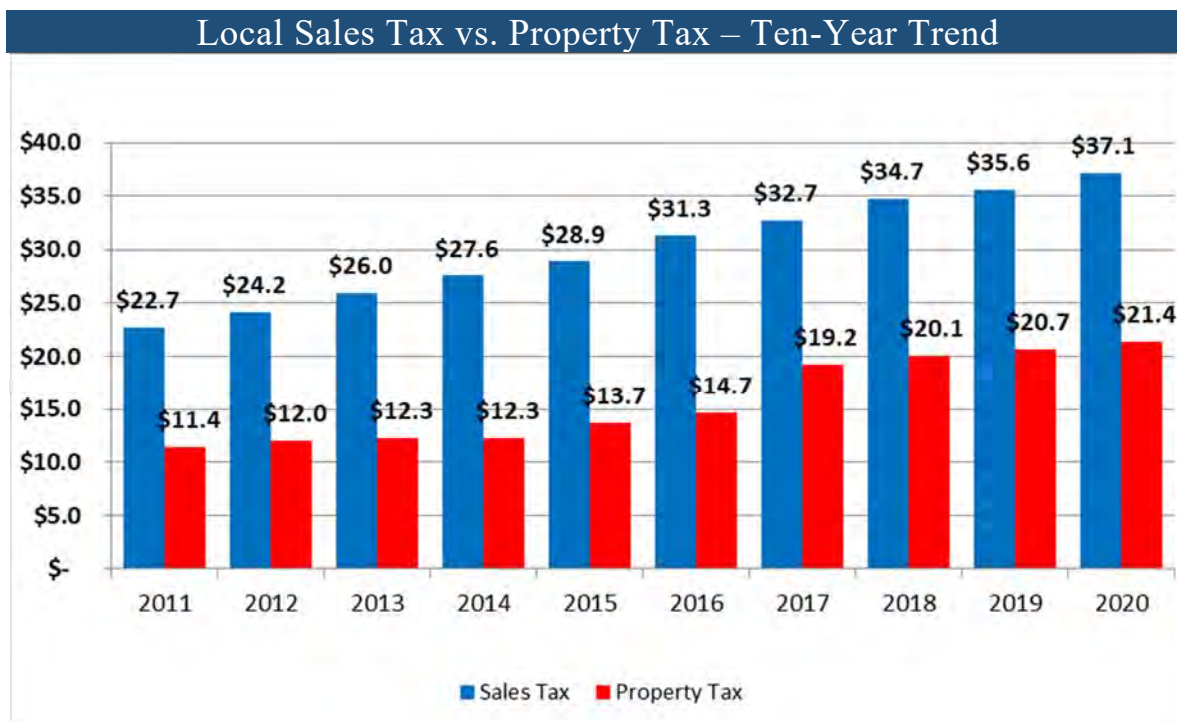


## City of Franklin, Tennessee FY 2020 Operating Budget

### 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 FY 2020, the \$21.4 million is split \$7.6 million in the General Fund, \$10.7 million in the Debt Service Fund, \$2.4 million due to the Industrial Development Board, and \$774,000 to the Street Aid Fund.)



**Local Sales Tax** is the most significant revenue source for the City. The local sales tax rate is 2.75%. The City receives 1.125% of the total 2.75% tax amount if the sale occurs inside the City (with the County receiving the balance). 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.





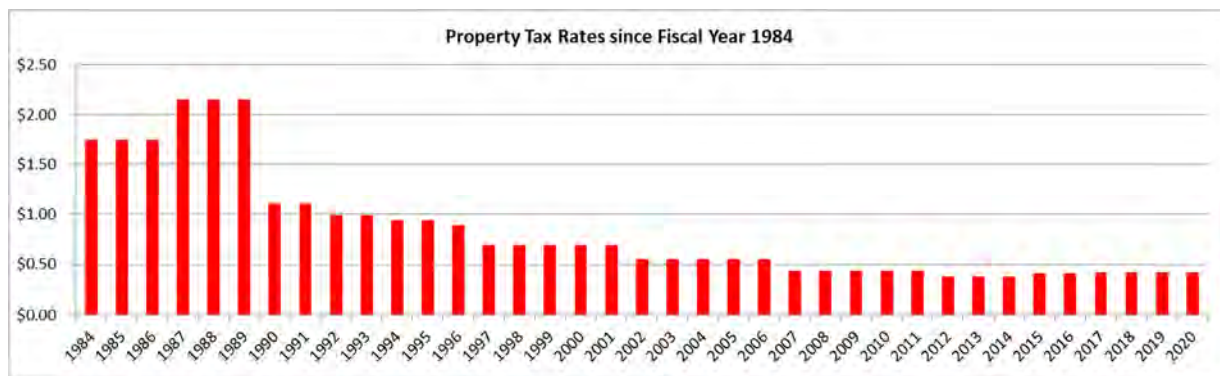
# City of Franklin, Tennessee

## FY 2020 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 three years ago (2017 for Fiscal Year 2018). As of FY 2020, 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 | ---                   | 2003        | \$0.5500 | \$0.0000              |
| 1985        | \$1.7500 | \$0.0000              | 2004        | \$0.5500 | \$0.0000              |
| 1986        | \$1.7500 | \$0.0000              | 2005        | \$0.5500 | \$0.0000              |
| 1987        | \$2.1500 | \$0.4000              | 2006        | \$0.5500 | \$0.0000              |
| 1988        | \$2.1500 | \$0.0000              | 2007        | \$0.4340 | (\$0.1160)            |
| 1989        | \$2.1500 | \$0.0000              | 2008        | \$0.4340 | \$0.0000              |
| 1990        | \$1.1000 | (\$1.0500)            | 2009        | \$0.4340 | \$0.0000              |
| 1991        | \$1.1000 | \$0.0000              | 2010        | \$0.4340 | \$0.0000              |
| 1992        | \$0.9900 | (\$0.1100)            | 2011        | \$0.4340 | \$0.0000              |
| 1993        | \$0.9900 | \$0.0000              | 2012        | \$0.3765 | (\$0.0575)            |
| 1994        | \$0.9400 | (\$0.0500)            | 2013        | \$0.3765 | \$0.0000              |
| 1995        | \$0.9400 | \$0.0000              | 2014        | \$0.3765 | \$0.0000              |
| 1996        | \$0.8900 | (\$0.0500)            | 2015        | \$0.4065 | \$0.0300              |
| 1997        | \$0.6900 | (\$0.2000)            | 2016        | \$0.4065 | \$0.0000              |
| 1998        | \$0.6900 | \$0.0000              | 2017        | \$0.4176 | \$0.0111              |
| 1999        | \$0.6900 | \$0.0000              | 2018        | \$0.4176 | \$0.0000              |
| 2000        | \$0.6900 | \$0.0000              | 2019        | \$0.4176 | \$0.0000              |
| 2001        | \$0.6900 | \$0.0000              | 2020        | \$0.4176 | \$0.0000              |
| 2002        | \$0.5500 | (\$0.1400)            |             |          |                       |

## Long-Range Financial Model - Summary - 2020-2024

**Summary:** This is a summary of anticipated General Fund Revenues and General Fund Expenses for the next five years, FY 2020-2024. 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.

Projections are rife with difficulty; assumptions about rates of expenditure increase, commodity increase, inflation 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 60 months, beginning July 1, 2019 and ending June 30, 2024. Staff, with reasonable assurance, can project out likely trends in revenues and expenditures.

Before examining how expenses are forecast to unfold, it is important to know what resources will be available in five years.

## Revenues

### Exhibit 1: Overall General Fund Revenues: FY 2020-2024

|                                      | Budget 2020          |           | Forecast 2021        |           | Forecast 2022        |           | Forecast 2023        |           | Forecast 2024        |           |
|--------------------------------------|----------------------|-----------|----------------------|-----------|----------------------|-----------|----------------------|-----------|----------------------|-----------|
|                                      | Total \$             | Yr / Yr % | Total \$             | Yr / Yr % | Total \$             | Yr / Yr % | Total \$             | Yr / Yr % | Total \$             | Yr / Yr % |
| <b>Revenues</b>                      |                      |           |                      |           |                      |           |                      |           |                      |           |
| Local Sales Tax                      | \$ 37,123,985        | 4.41%     | \$ 38,423,325        | 3.50%     | \$ 43,268,141        | 12.61%    | \$ 44,782,526        | 3.50%     | \$ 46,349,915        | 3.50%     |
| State Shared                         | \$ 12,688,392        | 7.64%     | \$ 13,072,811        | 3.03%     | \$ 13,464,996        | 3.00%     | \$ 13,868,946        | 3.00%     | \$ 14,285,014        | 3.00%     |
| Property Tax                         | \$ 7,722,443         | 0.93%     | \$ 7,876,892         | 2.00%     | \$ 8,034,430         | 2.00%     | \$ 8,195,118         | 2.00%     | \$ 9,359,021         | 14.20%    |
| Alcohol Tax                          | \$ 4,486,292         | 3.81%     | \$ 4,643,313         | 3.50%     | \$ 4,805,828         | 3.50%     | \$ 4,974,032         | 3.50%     | \$ 5,148,124         | 3.50%     |
| Building Permits & Licenses          | \$ 3,041,545         | -13.77%   | \$ 2,889,468         | -5.00%    | \$ 2,889,468         | 0.00%     | \$ 2,889,468         | 0.00%     | \$ 2,889,468         | 0.00%     |
| Franchise Fees                       | \$ 2,464,717         | 3.00%     | \$ 2,538,658         | 3.00%     | \$ 2,614,818         | 3.00%     | \$ 2,693,263         | 3.00%     | \$ 2,774,060         | 3.00%     |
| Grants                               | \$ 1,829,190         | 0.00%     | \$ 180,000           | -90.16%   | \$ 180,000           | 0.00%     | \$ 180,000           | 0.00%     | \$ 180,000           | 0.00%     |
| Court Fines & Fees                   | \$ 461,224           | -15.00%   | \$ 461,224           | 0.00%     | \$ 461,224           | 0.00%     | \$ 461,224           | 0.00%     | \$ 461,224           | 0.00%     |
| In Lieu of Tax                       | \$ 228,202           | 4.69%     | \$ 239,613           | 5.00%     | \$ 251,593           | 5.00%     | \$ 264,173           | 5.00%     | \$ 277,382           | 5.00%     |
| Interest Income                      | \$ 675,000           | 75.57%    | \$ 688,500           | 2.00%     | \$ 702,270           | 2.00%     | \$ 716,315           | 2.00%     | \$ 730,642           | 2.00%     |
| Other                                | \$ 3,068,474         | -40.40%   | \$ 2,325,687         | -24.21%   | \$ 2,325,687         | 0.00%     | \$ 2,325,687         | 0.00%     | \$ 2,325,687         | 0.00%     |
| <b>Total - General Fund Revenues</b> | <b>\$ 73,789,465</b> |           | <b>\$ 73,339,491</b> |           | <b>\$ 78,998,456</b> |           | <b>\$ 81,350,753</b> |           | <b>\$ 84,780,536</b> |           |
| <b>Year over Year \$</b>             | <b>\$ 427,681</b>    |           | <b>\$ (449,974)</b>  |           | <b>\$ 5,658,965</b>  |           | <b>\$ 2,352,297</b>  |           | <b>\$ 3,429,783</b>  |           |
| <b>Year over Year %</b>              | <b>0.58%</b>         |           | <b>-0.61%</b>        |           | <b>7.72%</b>         |           | <b>2.98%</b>         |           | <b>4.22%</b>         |           |

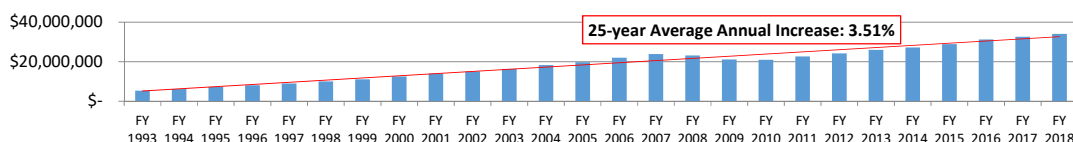
**Revenues:** Revenues are forecast to grow by nearly 15% from FY 2020 to 2024, or an average of just less than 3% annually. This is a conservative forecast, using historical averages for the last 5 to in some cases 30 years dependent upon revenue category. There are several significant sub-categories of General Fund Revenues which require deeper examination.

#### Local Sales Tax: 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 2.75% local sales tax, which is at the maximum 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.

#### Exhibit 2: Historic Local Option Sales Tax Collections and Rate of Increase, FY 1993-2018



Although sales tax collections have increased every year since the end of the Great Recession, we believe the rate of growth will slow to our historic average of 3.5% in FY 2020 and beyond. The major increase forecast in FY 2022 is due to the ending of the additional sales tax contribution voted on by the Citizens of Franklin in 2018 which is currently going to Williamson County. Once the City's share (currently .50% of the 2.75% total local City/County option) comes back to Franklin, we forecast around \$7 million in additional revenues annually coming to the City. This forecast assumes 50% of that distribution (or \$3.5 million) dedicated to General Fund operations while the balance will be dedicated to capital projects.

**State Shared Tax:** 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





## Long-Range Financial Model - Summary - 2020-2024

### Revenues (con't)

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 2020 and beyond assumes a 3.0% increase year over year on average, with the exception being FY 2020. In the short-term, significant increases in the Business Tax in recent years are being realized in the 2020 budget while partially offsetting that growth is the continued reduction in the Hall Income Tax. Tennessee will be without an Income Tax effective the start of FY 2022. Franklin has been phasing out its reliance on the Hall Income Tax for the last several years, and is only forecasting a meager \$500,000 in FY 2020 and \$250,000 in FY 2021.

**Property Tax:** The third largest revenue source of the General Fund is the local Property Tax. Citizens in Franklin pay property tax to two entities - the City of Franklin and Williamson County. Franklin residents living within the Franklin Special School District also pay property taxes to this self taxing district. The FY 2020 Forecast assumes healthy growth over 2019 due to higher than anticipated growth in the 2018 assessed tax rolls, of slightly more than 5.5%. The base growth rate assumed in FY 2021-Beyond is 2% annually. There is no assumption at this time of an increase in the rate in the forecast horizon.

As shown on the right, the continuous and steady growth of the City has enabled the Property Tax rate to remain low and get lower over the last 35 years. The City has been fortunate to realize numerous reductions in its Property Tax rate while sustaining service delivery at a high level. The increase in the rate in FY 2017 was dedicated to fund capital improvements (through the *Invest Franklin* initiative) and support operations.

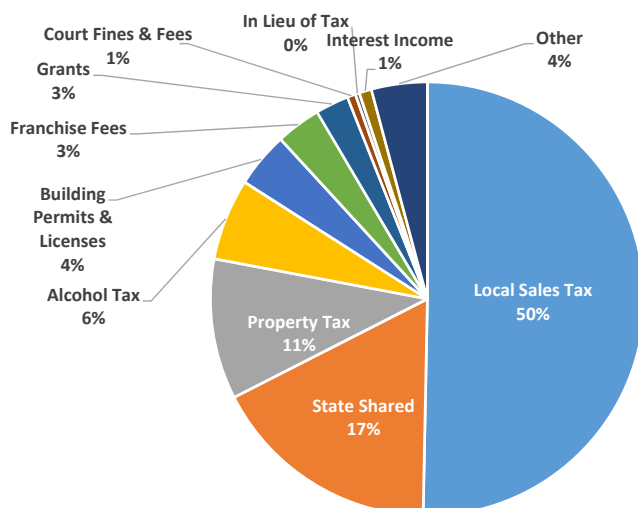
**Exhibit 3: Historic Franklin Property Tax Rates, FY 1984-2019**

| 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              | 2019        | \$0.4176 | \$0.0000              |

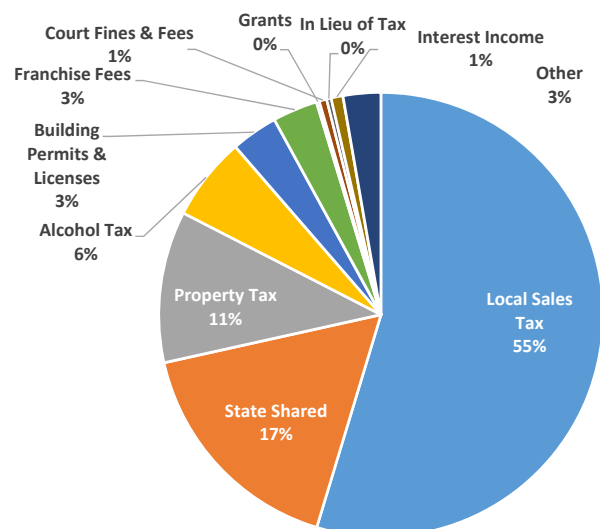
The significant increase in the FY 2024 Property Tax forecast for the general fund is the realization of additional property tax revenues currently dedicated to paying down the Tax Increment Financing district in the Cool Springs area of Franklin. This is forecast to be paid off in FY 2023, allowing property tax dollars to flow to operational and capital needs beginning in FY 2024. Conservatively, this additional growth has been divided 50% for operational needs and 50% for capital projects. The additional amount for General Fund operations in this forecast in FY 2024 is \$1,000,000.

**Revenue Summary:** The City of Franklin is heavily reliant on consumption taxes for the ongoing funding of its General Fund operations, and this forecast does not change that. In fact the pie charts below demonstrate that the city will become even more reliant on local option sales by FY 2024 than it is today. By 2024, nearly 78% of all revenues supporting the general fund will come from sales (either local or state shared) and alcohol taxes, whereas the Property Tax will support essentially the same level of operations as it does today - 11%.

**FY 2020 General Fund Revenues**



**FY 2024 General Fund Revenues**



**Long-Range Financial Model - Summary - 2020-2024**

**Expenses**

Expenses: The City of Franklin is blessed to have a growing and prosperous economy and increasing population. But with that ever increasing population come increasing demands for high-quality City services. Franklin, like all governments and corporations, also faces continual pressure to limit health care, pension and personnel costs while implementing innovative solutions which increase efficiency while providing the best level of service delivery at an affordable rate to our taxpayers.

To account for this growth, and to properly plan for the increase in Revenues forecast above, the City plans to add additional personnel once significant additional Sales Tax revenues come online in FY 2022. From FY 2022-2024, the City plans on adding 27 full-time equivalent personnel in areas of Police, Fire, and Public Works, with targeted additional personnel possible in Support Service departments. The bulk of remaining available funds annually will be dedicated as appropriate to equipment renewal and replacement, including a commitment to turn-over the City's fleet in a more timely manner in the past to take advantage of warranties and reduce repair and maintenance costs.

**Exhibit 4: Overall General Fund Expenses: FY 2020-2024**

|                                                      | <b>Budget 2020</b>   |                  | <b>Forecast 2021</b> |                  | <b>Forecast 2022</b> |                  | <b>Forecast 2023</b> |                  | <b>Forecast 2024</b> |                  |
|------------------------------------------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|----------------------|------------------|
|                                                      | <i>Total \$</i>      | <i>Yr / Yr %</i> | <i>Total \$</i>      | <i>Yr / Yr %</i> | <i>Total \$</i>      | <i>Yr / Yr %</i> | <i>Total \$</i>      | <i>Yr / Yr %</i> | <i>Total \$</i>      | <i>Yr / Yr %</i> |
| <b>General Fund Expenditures (by program area)</b>   |                      |                  |                      |                  |                      |                  |                      |                  |                      |                  |
| Governance & Management                              | \$ 4,027,149         | 8.69%            | \$ 4,105,861         | 1.95%            | \$ 4,312,185         | 5.03%            | \$ 4,474,563         | 3.77%            | \$ 4,695,234         | 4.93%            |
| Public Safety                                        | \$ 35,370,147        | 0.95%            | \$ 36,571,435        | 3.40%            | \$ 38,477,664        | 5.21%            | \$ 40,383,829        | 4.95%            | \$ 42,129,883        | 4.32%            |
| Finance & Administration                             | \$ 7,225,288         | -7.73%           | \$ 7,312,473         | 1.21%            | \$ 7,565,190         | 3.46%            | \$ 7,827,419         | 3.47%            | \$ 8,099,529         | 3.48%            |
| Community & Economic Development                     | \$ 10,048,567        | 31.36%           | \$ 8,176,442         | -18.63%          | \$ 8,468,103         | 3.57%            | \$ 8,771,035         | 3.58%            | \$ 9,085,681         | 3.59%            |
| Public Works                                         | \$ 12,577,526        | 1.01%            | \$ 12,172,246        | -3.22%           | \$ 14,485,993        | 19.01%           | \$ 14,288,553        | -1.36%           | \$ 14,920,878        | 4.43%            |
| Other Operating Expenses                             | \$ 4,540,787         | -40.77%          | \$ 4,738,486         | 4.35%            | \$ 4,945,168         | 4.36%            | \$ 5,161,255         | 4.37%            | \$ 5,387,188         | 4.38%            |
| <b>Total - General Fund Expenses</b>                 | <b>\$ 73,789,465</b> | <b>-0.74%</b>    | <b>\$ 73,076,944</b> | <b>-0.97%</b>    | <b>\$ 78,254,302</b> | <b>7.08%</b>     | <b>\$ 80,906,655</b> | <b>3.39%</b>     | <b>\$ 84,318,394</b> | <b>4.22%</b>     |
| <b>General Fund Expenditures (by major category)</b> |                      |                  |                      |                  |                      |                  |                      |                  |                      |                  |
| Personnel                                            | \$ 54,016,660        | 2.88%            | \$ 56,202,543        | 4.05%            | \$ 59,131,122        | 5.21%            | \$ 62,108,168        | 5.03%            | \$ 64,681,686        | 4.14%            |
| Operations                                           | \$ 15,194,028        | -24.33%          | \$ 14,790,400        | -2.66%           | \$ 15,599,180        | 5.47%            | \$ 16,074,486        | 3.05%            | \$ 16,612,708        | 3.35%            |
| Capital                                              | \$ 4,578,777         | 160.56%          | \$ 2,084,000         | -54.49%          | \$ 3,524,000         | 69.10%           | \$ 2,724,000         | -22.70%          | \$ 3,024,000         | 11.01%           |
| <b>Total - General Fund Expenses</b>                 | <b>\$ 73,789,465</b> | <b>-0.74%</b>    | <b>\$ 73,076,944</b> | <b>-0.97%</b>    | <b>\$ 78,254,302</b> | <b>7.08%</b>     | <b>\$ 80,906,655</b> | <b>3.39%</b>     | <b>\$ 84,318,394</b> | <b>4.22%</b>     |
| <i>Year over Year \$</i>                             | \$ (552,319)         |                  | \$ (712,522)         |                  | \$ 5,177,358         |                  | \$ 2,652,353         |                  | \$ 3,411,739         |                  |
| <i>Year over Year %</i>                              | -0.74%               |                  | -0.97%               |                  | 7.08%                |                  | 3.39%                |                  | 4.22%                |                  |

For the next five years, baseline personnel expenses are expected to increase about 4.25% annually, very much in line with the 10-year historic average of a 3.9% increase year-over-year. Within this amount, there are anticipated wage increases of 4-5% annually for all employees, health care increases of 5-10% annually and pension increases of 5% annually. Mitigating these increases, however, is the continued shift of personnel to cheaper health care plans (featuring HSAs).

Base operational costs are forecast to increase by 2% annually year-over-year, primarily as the result of inflation. Increases larger than 2% shown above are attributable the planned purchase of new equipment for additional personnel in FY 2022-2024. Utility costs and Property & Liability Costs are expected to run about 5% higher annually year-over-year, while many Contractual Services (professional services, engineering support, consultants) are expected to be level-funded in the long-term horizon.

Base Capital Costs are fixed at the rate of \$2.08 million annually FY 2020 through FY 2024. Additional capital expenditures are for one-time facility and infrastructure replacement in the Public Works program area of departments (Streets, Engineering and Parks).

Expense increases in the long-term have also been planned with consideration to the City's Strategic Plan, Franklin Forward. All departmental requests for new expenditure - whether they be personnel, operations, equipment or capital - must be categorized as to how the fit and fulfill the City's commitment to four main themes of the plan. They are:



**A Safe, Clean, and Livable City**



**Quality Life Experiences**



**Effective and Fiscally Sound  
City Government Providing  
High-quality Services**



**Sustainable Growth and  
Economic Prosperity**

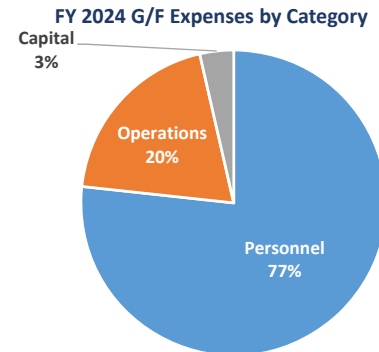
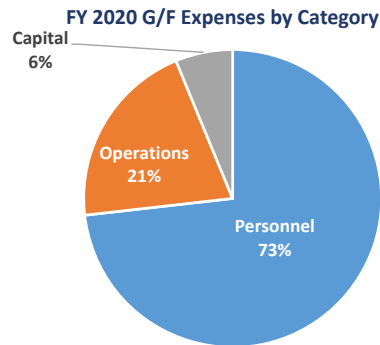


## City of Franklin, Tennessee FY 2020 Operating Budget

### Long-Range Financial Model - Summary - 2020-2024

#### Expenses (con't)

**Expense Summary:** Overall, Personnel costs are forecast to increase from 74% of the total General Fund budget to 77% in FY 2024, while Operations and Capital components will drop from 21% to 20% and 5% to 3% of total expenditures, respectively.



This projection is a work in progress. The amount of available

revenues forecast annually do not begin to meet the annual departmental expense enhancement requests, which have averaged between \$8-10 million annually over the last five years. We pride ourselves on providing the highest-quality local government services in the State of Tennessee in the most efficient and cost effective manner we can, but this grows more difficult by the year as expectations grow but revenues do not keep pace with demands.

#### Summary

The Long-Range Operational forecast for the City of Franklin's General Fund proposes break-even budgets FY 2020-2024. Nominal annual increases to fund balance are forecast year over year. This will result in the reduction as a percentage of overall annual budgets the City's General Fund balance from its forecast level of 62% in FY 2020 to 56% in FY 2024. This, however, is still far in excess of the City's minimum fund balance policy requirements which mandate a minimum of 33% of General Fund annual budgets be held in reserve at year end.

#### Exhibit 5: Overall General Fund Change in Fund Balance : FY 2020-2024

|                                     | <u>Budget 2020</u> | <u>Forecast 2021</u> | <u>Forecast 2022</u> | <u>Forecast 2023</u> | <u>Forecast 2024</u> |
|-------------------------------------|--------------------|----------------------|----------------------|----------------------|----------------------|
| <b>Beginning Balance*</b>           | \$ 45,404,971      | \$ 45,404,971        | \$ 45,667,518        | \$ 46,411,672        | \$ 46,855,770        |
| + Revenues                          | \$ 73,789,465      | \$ 73,339,491        | \$ 78,998,456        | \$ 81,350,753        | \$ 84,780,536        |
| - Expenses                          | \$ 73,789,465      | \$ 73,076,944        | \$ 78,254,302        | \$ 80,906,655        | \$ 84,318,394        |
| <b>Ending Balance</b>               | \$ 45,404,971      | \$ 45,667,518        | \$ 46,411,672        | \$ 46,855,770        | \$ 47,317,912        |
| <b>Year-End F/B as % of Budget:</b> | <b>62%</b>         | <b>62%</b>           | <b>59%</b>           | <b>58%</b>           | <b>56%</b>           |
| <b>Year over Year \$</b>            | \$ 0               | \$ 262,547           | \$ 744,154           | \$ 444,098           | \$ 462,142           |
| <b>Year over Year %</b>             | 0.00%              | 0.58%                | 1.63%                | 0.96%                | 0.99%                |

\*Beginning Fund Balance for the General Fund for FY 2020 assumes full use of projected fund balance in FY 2019 for capital projects and operations of \$4.46 million. Starting audited fund balance for the City of Franklin in FY 2019 is \$49,459,971.



*City of Franklin, Tennessee*  
**FY 2020 Operating Budget**

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## ***City of Franklin, Tennessee*** **FY 2020 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.

This system has been reviewed and comprehensively modified twice since 2013. In 2015, the City of Franklin completed implementation of a new, market-based classification and compensation plan. The review found the need to increase all pay grades by 10% to keep up with market conditions in the exceedingly tight labor market of middle Tennessee and Williamson County in particular. It also found the need to implement a progression adjustment component to avoid compression within pay grades between established and newer employees. The new plan focused on making the City highly competitive in terms of attracting and retaining talented staff to serve the community. And as part of the FY18 and FY 19 budgets, a full update of the compensation plan was implemented. This update included 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.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Personnel Changes

Proposed for July 1, 2019, total authorized employment for the municipal government's General, Special and Enterprise Funds is 748 full-time employees. Of the 10 new Full-Time positions shown, all ten (10) are new positions to the organization.

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

| Function / Program                  | 2016       | 2017       | 2018       | 2019       | 2020       |
|-------------------------------------|------------|------------|------------|------------|------------|
| Administration                      | 6          | 6          | 9          | 10         | 11         |
| Building & Neighborhood Services    | 33         | 35         | 36         | 36         | 36         |
| Capital Investment Planning         | 2          | 0          | 0          | 0          | 0          |
| Communications                      | 4          | 4          | 4          | 4          | 4          |
| Court                               | 3          | 3          | 2          | 3          | 3          |
| Engineering                         | 13         | 14         | 13         | 14         | 15         |
| Finance                             | 10         | 10         | 9          | 9          | 9          |
| Fire                                | 171        | 171        | 172        | 172        | 172        |
| HR                                  | 11         | 11         | 12         | 12         | 12         |
| IT                                  | 20         | 21         | 22         | 23         | 24         |
| Law                                 | 4          | 5          | 5          | 5          | 5          |
| Parks                               | 37         | 39         | 41         | 44         | 46         |
| Planning & Sustainability           | 16         | 16         | 15         | 15         | 15         |
| Police                              | 157        | 142        | 143        | 142        | 145        |
| Project & Facilities Management     | 7          | 6          | 6          | 6          | 6          |
| Purchasing                          | 3          | 3          | 3          | 3          | 4          |
| Revenue Management                  | 13         | 13         | 14         | 14         | 14         |
| Sanitation & Environmental Services | 49         | 45         | 45         | 45         | 45         |
| Stormwater                          | 19         | 20         | 21         | 22         | 22         |
| Streets                             | 53         | 55         | 58         | 59         | 60         |
| Traffic Operations Center           | 3          | 3          | 4          | 4          | 4          |
| Water & Wastewater                  | 86         | 92         | 94         | 96         | 96         |
| <b>Total (All Funds)</b>            | <b>720</b> | <b>714</b> | <b>728</b> | <b>738</b> | <b>748</b> |

#### Notes:

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



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Personnel Changes

### Change in Authorized Personnel Positions

The proposed budget provides for an overall **net** increase of 10 authorized full-time positions in the new fiscal year.

| DEPARTMENT                       | TITLE                                            | PAY GRADE | Add/(Delete) |     |
|----------------------------------|--------------------------------------------------|-----------|--------------|-----|
|                                  |                                                  |           | F-T          | P-T |
| Governance & Management          |                                                  |           |              |     |
| Administration                   | Create Contract Adminisrator                     | H         | 1            |     |
|                                  | Create Deputy Assistant City Recorder            | E         | 1            |     |
|                                  | Eliminate Administrative Assistant               | D         |              | -1  |
| Public Safety                    |                                                  |           |              |     |
| Police                           | Add Police Officers                              | E         | 3            |     |
| Finance & Administration         |                                                  |           |              |     |
| Purchasing                       | Create Procurement Officer IV                    | H         | 1            |     |
|                                  | Create Procurement Officer III                   | G         | 1            |     |
|                                  | Eliminate Purchasing Analyst                     | F         |              | -1  |
|                                  | Create Procurement Officer I                     | E         | 1            |     |
|                                  | Eliminate Purchasing Technican                   | D         |              | -1  |
| Information Technology           | Create IT Technican                              | E to F    | 1            |     |
| Community & Economic Development |                                                  |           |              |     |
| Building & Neighborhood Services | Create Asst. Director of BNS - Building Services | K         | 1            |     |
|                                  | Eliminate Building Inspector III                 | G         |              | -1  |
| Engineering                      | Add Staff Engineer III                           | J         | 1            |     |
|                                  | Eliminate Staff Engineer II                      | I         |              | -1  |
|                                  | Create Senior Capital Project Inspector          | H         | 1            |     |
| Traffic Operations Center        | Eliminate Traffic Engineer II                    | H         |              | -1  |
|                                  | Add Traffic Engineer I                           | G         | 1            |     |
| Public Works                     |                                                  |           |              |     |
| Streets                          | Add Road Inspector                               | F         | 1            |     |
|                                  | Add Crew Chief                                   | E         | 3            |     |
|                                  | Eliminate Infrared System Technican              | E         |              | -1  |
|                                  | Eliminate Landscape Mainteance Crew Chief        | E         |              | -1  |
|                                  | Eliminate Landscape Maintenance Worker Senior    | D         |              | -1  |
|                                  | Add Mainteance Worker                            | B         | 3            |     |
|                                  | Eliminate Crew Worker                            | B         |              | -3  |
| Parks                            | Add Assistant Parks Director                     | J         | 1            |     |
|                                  | Add Athletic Field Turf Supervisor               | G         | 1            |     |
|                                  | Eliminate Athletics Crew Chief                   | E         |              | -1  |
|                                  | Add Landscaping Crew Chief                       | E         | 1            |     |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Personnel Changes

| <u>DEPARTMENT</u>          | <u>TITLE</u>                                           | <u>PAY GRADE</u> | <u>Add/(Delete)</u> |            |
|----------------------------|--------------------------------------------------------|------------------|---------------------|------------|
|                            |                                                        |                  | <u>F-T</u>          | <u>P-T</u> |
| Water Treatment Plant      | Add Administrative Secretary                           | B                | 1                   |            |
| Water Distribution         | Add Water & Wastewater Infrastructure Assessment Tech. | E                | 1                   |            |
| Water Distribution         | Add Utility Locate Technician                          | E                | 1                   |            |
| WW Collection              | Eliminate Equipment Operator                           | D                |                     | -1         |
| WW Collection              | Eliminate Utility Locate Technician                    | D                |                     | -1         |
| Utility Administration     | Add Water Information Systems Manager                  | H                | 1                   |            |
| Utility Administration     | Eliminate GIS Analyst                                  | F                |                     | -1         |
| Utility Administration     | Eliminate Administrative Assistant                     | D                |                     | -1         |
| <b>Total Net Change</b>    |                                                        |                  | <b>27</b>           | <b>-17</b> |
| <b>Total New Positions</b> |                                                        |                  |                     | <b>10</b>  |

*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 2020 Operating Budget

## Debt

### Debt Capacity & Debt Service Levels

The City of Franklin's General Obligation 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 seven Tennessee cities with the triple A rating (Bartlett, Brentwood, Chattanooga, Collierville, Germantown and Knoxville) from various rating services. The City's Water and Wastewater Revenue Bond rating from Moody's Investors Services is Aa3.

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 2017, 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 of 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 2020 is \$15,455,385.

|                                        | Actual<br>2017    | Actual<br>2018    | Budget<br>2019    | Estd<br>2019      | Budget<br>2020    | Difference<br>\$ | %            |
|----------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| <b>Expenses (Debt Service by Fund)</b> |                   |                   |                   |                   |                   |                  |              |
| General                                | 8,029,359         | 9,120,354         | 9,327,839         | 9,327,839         | 11,080,907        | 1,753,068        | 18.8%        |
| Sanitation                             | 628,454           | 273,390           | 167,184           | 167,184           | 348,390           | 181,206          | 108.4%       |
| Road Impact                            | 3,000,344         | 3,009,364         | 3,029,255         | 3,029,255         | 2,785,837         | (243,418)        | -8.0%        |
| Hotel Motel                            | 1,238,592         | 1,237,574         | 1,233,926         | 1,233,926         | 1,240,251         | 6,325            | 0.5%         |
| <b>Total Expenditures</b>              | <b>12,896,748</b> | <b>13,640,681</b> | <b>13,758,204</b> | <b>13,758,204</b> | <b>15,455,385</b> | <b>1,697,181</b> | <b>12.3%</b> |

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 details are still being developed at this time.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Debt

### Debt Service

#### City of Franklin, Tennessee Bonded Indebtedness - FY 2020

##### GOVERNMENTAL FUNDS

| BOND INFORMATION                 |                                                                                                                      |          | 2020 DEBT SERVICE    |                                         |                    |                    | DEBT SERVICE PAID BY            |                     |                  |                    |                      | Total               |
|----------------------------------|----------------------------------------------------------------------------------------------------------------------|----------|----------------------|-----------------------------------------|--------------------|--------------------|---------------------------------|---------------------|------------------|--------------------|----------------------|---------------------|
| Bond Issue                       | Description                                                                                                          | Maturing | Original Amount      | Amount Outstanding - Beg of Fiscal Year | 2020 Principal     | 2020 Interest      | Total 2020 Principal + Interest | General Fund        | Sanitation Fund  | Road Impact Fund   | Hotel/Motel Tax Fund |                     |
| 2005 Lawrenceburg PBA            | Used for 1/2 of purchase price of Battlefield Park property (\$2.5m) and c.o.w. to McEwen (\$2m)                     | 2021     | \$4,500,000          | \$755,000                               | \$370,000          | \$27,558           | \$397,558                       |                     |                  | \$178,901          | \$218,657            | \$397,558           |
| 2007 Franklin Building Authority | Used for sewer and water projects including public playground, parks, and road projects                              | 2037     | \$20,000,000         | \$20,000,000                            | \$0                | \$798,000          | \$798,000                       | \$454,860           |                  | \$343,140          |                      | \$798,000           |
| 2010 New Bonds                   | To be used for Hillboro Rd (arterial), 3rd Ave N Ext (collector), and Columbia Ave Streetscape (hotel/motel portion) | 2030     | \$15,725,000         | \$15,725,000                            | \$0                | \$795,729          | \$795,729                       | \$198,932           |                  | \$318,292          | \$278,505            | \$795,729           |
| 2010 New Bonds                   | Used to refund 2005 TN Loans and Martinsdale bonds                                                                   | 2024     | \$16,590,000         | \$7,085,000                             | \$1,315,000        | \$254,950          | \$1,569,950                     | \$989,089           |                  |                    | \$580,861            | \$1,569,950         |
| 2012 Refunding Bonds             | Used to refund 2009 TMBF Bonds                                                                                       | 2027     | \$22,500,000         | \$13,185,000                            | \$1,530,000        | \$280,841          | \$1,810,841                     | \$742,445           |                  | \$923,529          | \$144,867            | \$1,810,841         |
| 2013A Public Improvement         | To finance the Public Works Facility and other street projects                                                       | 2034     | \$7,405,000          | \$5,910,000                             | \$325,000          | \$179,918          | \$504,918                       | \$504,918           |                  |                    |                      | \$504,918           |
| 2013B Pension Obligation         | Used to fund the unfunded portion of the pension obligations                                                         | 2024     | \$10,000,000         | \$5,305,000                             | \$1,000,000        | \$164,410          | \$1,164,410                     | \$1,164,410         |                  |                    |                      | \$1,164,410         |
| 2015 G.O. Bonds                  | Used to fund roads and public facilities                                                                             | 2034     | \$15,000,000         | \$12,895,000                            | \$595,000          | \$481,340          | \$1,066,340                     | \$1,061,008         |                  |                    | \$5,332              | \$1,066,340         |
| 2017 G.O. Bonds                  | Used to fund Roads, Communications, Sanitation & Equipment                                                           | 2037     | \$23,120,000         | \$21,415,000                            | \$790,000          | \$938,150          | \$1,728,150                     | \$1,560,987         | \$167,163        |                    |                      | \$1,728,150         |
| 2019A G.O. Bonds                 | Used to fund Invest Franklin projects (Roads, Public Safety Equipment, Sanitation)                                   | 2039     | \$29,585,000         | \$29,585,000                            | \$1,565,000        | \$1,089,263        | \$2,654,263                     | \$2,473,056         | \$181,207        |                    |                      | \$2,654,263         |
| 2019B G.O. Bonds                 | Refinanced 2009 Build America Bonds                                                                                  | 2029     | \$22,940,000         | \$22,940,000                            | \$2,040,000        | \$911,228          | \$2,951,228                     | \$1,918,298         |                  | \$1,021,125        | \$11,805             | \$2,951,228         |
| <b>Government Funds Totals</b>   |                                                                                                                      |          | <b>\$189,365,000</b> | <b>\$154,800,000</b>                    | <b>\$9,520,000</b> | <b>\$5,921,387</b> | <b>\$15,441,387</b>             | <b>\$11,067,963</b> | <b>\$348,390</b> | <b>\$2,784,987</b> | <b>\$1,240,047</b>   | <b>\$15,441,387</b> |

Plus Debt Fees

|          |          |     |       |       |             |             |              |
|----------|----------|-----|-------|-------|-------------|-------------|--------------|
| \$13,998 | \$12,944 | \$0 | \$850 | \$204 | \$2,785,837 | \$1,240,251 | \$15,455,385 |
|----------|----------|-----|-------|-------|-------------|-------------|--------------|

##### WATER AND WASTEWATER FUND

| BOND INFORMATION                                            |                                                                      |          |                 |                    |                |               |                                 |                  |              |              |                       |                   |                  |                | 2020 DEBT SERVICE |             |              |  |  | DEBT SERVICE PAID BY |  |  |  |  |
|-------------------------------------------------------------|----------------------------------------------------------------------|----------|-----------------|--------------------|----------------|---------------|---------------------------------|------------------|--------------|--------------|-----------------------|-------------------|------------------|----------------|-------------------|-------------|--------------|--|--|----------------------|--|--|--|--|
| Bond Issue                                                  | Description                                                          | Maturing | Original Amount | Amount Outstanding | 2020 Principal | 2020 Interest | Total 2020 Principal + Interest | Water Operations | Water Access | Water Taps   | Wastewater Operations | Wastewater Access | Reclaimed Access | Reclaimed Taps | Total             |             |              |  |  |                      |  |  |  |  |
| 2005 Refunding                                              | Used to refund bonds issued in 2001 and large portion of 2002B issue | 2025     | \$24,670,000    | \$11,230,000       | \$2,240,000    | \$520,625     | \$2,760,625                     |                  |              |              | \$1,116,250           | \$1,644,375       |                  |                | \$2,760,625       |             |              |  |  |                      |  |  |  |  |
| 2011 Refunding                                              | Used to refund 2008 issue                                            | 2026     | \$19,430,000    | \$10,155,000       | \$1,345,000    | \$249,064     | \$1,594,064                     | \$111,584        | \$207,228    | \$47,822     | \$15,941              | \$1,115,845       | \$79,703         | \$15,941       | \$1,594,064       |             |              |  |  |                      |  |  |  |  |
| ARRA Loan - Drinking Water                                  | Used for rehabilitation of reservoir                                 | 2030     | \$1,500,000     | \$963,644          | \$71,964       | \$26,250      | \$98,214                        | \$98,214         |              |              |                       |                   |                  |                | \$98,214          |             |              |  |  |                      |  |  |  |  |
| ARRA Loan - Clean Water                                     | Used for sewer and reclaimed water projects                          | 2031     | \$1,888,200     | \$1,387,611        | \$84,156       | \$38,020      | \$122,176                       |                  |              |              | \$56,201              |                   |                  |                | \$122,176         |             |              |  |  |                      |  |  |  |  |
| 2017 Water Bonds                                            | Used for renovation of Water Treatment Plant                         | 2037     | \$12,000,000    | \$11,230,000       | \$415,000      | \$492,000     | \$907,000                       | \$907,000        |              |              |                       |                   |                  |                | \$907,000         |             |              |  |  |                      |  |  |  |  |
| 2018 SRF Loan                                               | Used for renovation of Water Reclamation Plant                       | 2048     | TBD             | TBD                | TBD            | \$500,000     | \$500,000                       |                  |              |              | \$500,000             |                   |                  |                | \$500,000         |             |              |  |  |                      |  |  |  |  |
| Water & Wastewater Totals (detail found in separate budget) |                                                                      |          |                 |                    | \$59,488,200   | \$34,946,255  | \$4,156,120                     | \$1,825,959      | \$1,116,798  | \$207,228    | \$47,822              | \$1,688,392       | \$2,760,220      | \$145,678      | \$15,941          | \$5,982,079 |              |  |  |                      |  |  |  |  |
| Combined Totals                                             |                                                                      |          |                 |                    | \$248,853,200  | \$189,746,255 | \$13,676,120                    | \$17,747,346     | \$21,423,468 | \$12,184,761 | \$555,618             | \$2,832,809       | \$2,928,439      | \$2,760,220    | \$145,678         | \$15,941    | \$21,423,466 |  |  |                      |  |  |  |  |

\*Water & Wastewater Totals EXCLUDE SRF Loans totaling at least \$100,000,000 for construction of new Water Reclamation Facility as they have not been executed at this time.

Sources: 2018 CAFR & FY 2020 Operating Budget, City of Franklin, Finance Department

FY 2020 Operating Budget



## *City of Franklin, Tennessee*

### **FY 2020 Operating Budget**

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# **GOVERNANCE & MANAGEMENT**

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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:**

- #6 Best Place to Live in America – 2018 (*Money Magazine*)
- #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*)
- Most Beautiful Town Finalist by Rand McNally/USA Today
- Greatest Southern Town (*Garden & Gun Magazine*)



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Under this operating unit are:

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



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Elected Officials

*Dr. Ken Moore, Mayor*

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020  |              |
|-------------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
|                   |                |                | Budget         | Estimated      |                | \$            | %            |
| <b>Personnel</b>  | 230,168        | 245,042        | 240,187        | 239,379        | 243,181        | 2,994         | 1.2%         |
| <b>Operations</b> | 51,956         | 87,438         | 77,658         | 77,607         | 129,575        | 51,917        | 66.9%        |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | 0             | 0.0%         |
| <b>Total</b>      | <b>282,124</b> | <b>332,480</b> | <b>317,845</b> | <b>316,986</b> | <b>372,756</b> | <b>54,911</b> | <b>17.3%</b> |

#### 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 2020 Outlook

The City will hold a municipal election October 22, 2019 for the offices of Mayor and Aldermen at Large. The following City election for the offices of Ward Aldermen will be in October of 2021.

#### 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 2020 Operating Budget

### Performance Measures (con't)

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

### Workload (Output) Measures

Note: All counts shown herein are on Calendar Year basis

|                              | 2016 | 2017 | 2018 | 2019* | 2020* |
|------------------------------|------|------|------|-------|-------|
| Number of Resolutions Passed | 75   | 82   | 70   | 75    | 75    |
| Number of Ordinances Passed  | 59   | 52   | 51   | 50    | 50    |
| Meetings Held                |      |      |      |       |       |
| - Work Sessions              | 22   | 24   | 22   | 25    | 25    |
| - Regular Meetings           | 12   | 12   | 12   | 12    | 12    |
| - Special Meetings           | 14   | 8    | 16   | 10    | 10    |

### Outcome (Effectiveness) Measures

Note: All counts shown herein are on Calendar Year basis

|                                                                            | 2016 | 2017 | 2018 | 2019* | 2020* |
|----------------------------------------------------------------------------|------|------|------|-------|-------|
| Percent of BOMA Meetings with Perfect attendance (9 of 9)                  | 61%  | 52%  | 64%  | 80%   | 80%   |
| Percent of BOMA Meetings with eight of nine members in attendance (8 of 9) | 97%  | 76%  | 95%  | 85%   | 85%   |

### Franklin Citizens Survey

|                                     |                                                     | 2x/week+ | 2-4x/mo | Once/mo. | Not at all |     |
|-------------------------------------|-----------------------------------------------------|----------|---------|----------|------------|-----|
| <input checked="" type="checkbox"/> | % of respondents attended a local public meeting    | 2016     | 1%      | 2%       | 20%        | 77% |
|                                     |                                                     | 2019     | 1%      | 2%       | 23%        | 75% |
| <input checked="" type="checkbox"/> | % of respondents who watched a local public meeting | 2016     | 1%      | 4%       | 18%        | 77% |
|                                     |                                                     | 2019     | 2%      | 2%       | 16%        | 79% |

|                                     |                                                                                      | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|--------------------------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                                      | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the value of services for the taxes paid to Franklin                        | 76%                  | 24%       | 76%                  | 24%       |
| <input checked="" type="checkbox"/> | % rating the overall direction that Franklin is taking                               | 74%                  | 26%       | 75%                  | 25%       |
| <input checked="" type="checkbox"/> | % rating the job Franklin does at welcoming citizen involvement                      | 71%                  | 29%       | 75%                  | 25%       |
| <input checked="" type="checkbox"/> | % rating overall confidence in Franklin government                                   | 77%                  | 23%       | 74%                  | 26%       |
| <input checked="" type="checkbox"/> | % rating the City of Franklin generally acting in the best interest of the community | 74%                  | 26%       | 75%                  | 25%       |
| <input checked="" type="checkbox"/> | % rating Franklin government in being honest                                         | 74%                  | 26%       | 78%                  | 22%       |
| <input checked="" type="checkbox"/> | % rating Franklin government treats all residents fairly                             | 72%                  | 28%       | 75%                  | 25%       |

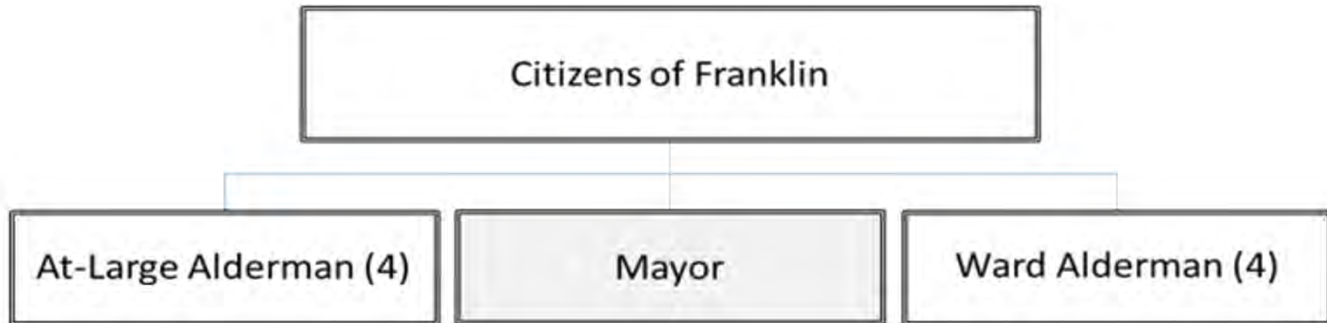
\*2019 and 2020 data estimated.



# City of Franklin, Tennessee

## FY 2020 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 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      |
| Mayor         |           | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Aldermen      |           | 8        | 0        | 8        | 0        | 8        | 0        | 8        | 0        | 8        | 0        |
| <b>Totals</b> |           | <b>9</b> | <b>0</b> | <b>9</b> | <b>0</b> | <b>9</b> | <b>0</b> | <b>9</b> | <b>0</b> | <b>9</b> | <b>0</b> |

### Budget

|                                   | Actual<br>2017 | Actual<br>2018 | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference    |              |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|---------------|--------------|
|                                   |                |                |                |                |                | \$            | %            |
| <b>Personnel</b>                  |                |                |                |                |                |               |              |
| Officials Fees                    | 128,607        | 129,255        | 129,267        | 129,267        | 129,267        | -             | 0.0%         |
| Employee Benefits                 | 101,561        | 115,787        | 110,920        | 110,112        | 113,914        | 2,994         | 2.7%         |
| <b>Total Personnel</b>            | <b>230,168</b> | <b>245,042</b> | <b>240,187</b> | <b>239,379</b> | <b>243,181</b> | <b>2,994</b>  | <b>1.2%</b>  |
| <b>Operations</b>                 |                |                |                |                |                |               |              |
| Transportation Services           | 28             | 58             | 200            | 200            | 200            | -             | 0.0%         |
| Operating Services                | -              | -              | 660            | 660            | 660            | -             | 0.0%         |
| Notices, Subscriptions, etc.      | 23,501         | 69,520         | 36,950         | 36,950         | 87,150         | 50,200        | 135.9%       |
| Utilities                         | 1,720          | 1,612          | 1,800          | 1,800          | 1,850          | 50            | 2.8%         |
| Contractual Services              | 3,550          | -              | -              | -              | -              | -             | 0.0%         |
| Professional Development/Travel   | 9,553          | 8,942          | 22,000         | 22,000         | 25,000         | 3,000         | 13.6%        |
| Office Supplies                   | 11,356         | 5,825          | 8,600          | 8,600          | 8,800          | 200           | 2.3%         |
| Operating Supplies                | -              | 297            | 650            | 650            | 650            | -             | 0.0%         |
| Fuel & Mileage                    | 74             | -              | 1,000          | 1,000          | 1,000          | -             | 0.0%         |
| Machinery & Equipment (<\$25,000) | 728            | -              | 3,415          | 3,400          | 1,800          | (1,615)       | -47.3%       |
| Property & Liability Costs        | 1,446          | 1,184          | 2,383          | 2,347          | 2,465          | 82            | 3.5%         |
| <b>Total Operations</b>           | <b>51,956</b>  | <b>87,438</b>  | <b>77,658</b>  | <b>77,607</b>  | <b>129,575</b> | <b>51,917</b> | <b>66.9%</b> |
| <b>Capital</b>                    | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>       | <b>-</b>      | <b>0%</b>    |
| <b>Total Elected Officials</b>    | <b>282,124</b> | <b>332,480</b> | <b>317,845</b> | <b>316,986</b> | <b>372,756</b> | <b>54,911</b> | <b>17.3%</b> |



*City of Franklin, Tennessee*  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Administration

*Eric S. Stuckey, City Administrator*

##### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020   |             |
|-------------------|----------------|------------------|------------------|------------------|------------------|----------------|-------------|
|                   |                |                  | Budget           | Estimated        |                  | \$             | %           |
| <b>Personnel</b>  | 530,330        | 1,057,174        | 1,140,895        | 1,123,038        | 1,245,662        | 104,767        | 9.2%        |
| <b>Operations</b> | 5,000          | 7,036            | -43,237          | -28,237          | -44,305          | -1,068         | 2.5%        |
| <b>Capital</b>    | 0              | 0                | 0                | 0                | 0                | 0              | 0.0%        |
| <b>Total</b>      | <b>535,330</b> | <b>1,064,210</b> | <b>1,097,658</b> | <b>1,094,801</b> | <b>1,201,357</b> | <b>103,699</b> | <b>9.4%</b> |

##### 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. In FY 2019, the Board approved a new agenda program, Board Docs. Upon completion of training this spring, this web based program will replace the Granicus program currently in place. 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 Administration Department continues to codify the Municipal Code on the City's website. It is updated on a constant basis through 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. Annual "shred day" for all departments has expanded to twice a year; once in the spring and again in the fall. This continuing practice has eliminated a number of file cabinets, thereby saving departments valuable storage space.

During the remodel of 2017, the Administration Department 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 for historical records. However, permanent records continue to be generated through normal course of business that are required to be kept in fire proof cabinets. Working with Facilities Maintenance, we continue to look at options for permanent, long term storage options.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Administration

*Eric S. Stuckey, City Administrator*

#### FY 2020 Outlook

The Administration Department will continue to process the Board's agendas using an agenda management system, converting from iLegislate/Granicus to Board Docs in spring of 2019. This will include a technology change, moving from the use of the Apple iPad to the Microsoft Surface tablet. Staff believes this will be a better product with additional software for the tablet user which includes Microsoft Office 365 products including Word, Excel, Outlook, and PowerPoint.

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.

The City implemented a public records policy effective July 1, 2017, in accordance with State requirement. Staff is implementing a software program (JustFOIA) 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 2020 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 6th (CNN Money Magazine, 2018).

Goal: To increase percentage of citizens positively ranking the overall economic health of Franklin.

Baseline: 90% of citizens ranking the overall economic health of Franklin as either Excellent or good (Franklin Citizen's Survey)

#### 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.

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

#### Workload (Output) Measures

|  |                                          | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|------------------------------------------|------|------|------|-------|-------|
|  | Number of Agenda Packets reviewed        | 57   | 46   | 49   | 45    | 45    |
|  | Number of Sets of Minutes Produced       | 57   | 46   | 49   | 45    | 45    |
|  | Number of documents scanned into OnBase: |      |      |      |       |       |
|  | Resolutions                              | 70   | 82   | 70   | 100   | 100   |
|  | Ordinances                               | 54   | 52   | 51   | 50    | 50    |
|  | Sets of Minutes                          | 57   | 44   | 45   | 50    | 50    |

#### Efficiency Measures

|  |                                                                                                 | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|-------------------------------------------------------------------------------------------------|------|------|------|-------|-------|
|  | Distribute Agenda Packets to Board of Mayor and Aldermen on Thursday prior to the meeting date. |      |      |      |       |       |
|  | Percentage of time target met                                                                   | 90%  | 90%  | 90%  | 90%   | 90%   |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures (con't)

#### Outcome (Effectiveness) Measures

|                                                                                                                                                                    |                                                                                                              | 2016       | 2017       | 2018       | 2019*      | 2020*      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
| 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                                                                 | 97%        | 97%        | 97%        | 97%        | 97%        |
|                                                                                                                                                                    | <b>Target</b>                                                                                                | <b>90%</b> | <b>90%</b> | <b>90%</b> | <b>90%</b> | <b>90%</b> |
|                                                                                                                                                                    | <b>Meets Target?</b>                                                                                         | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> |
| 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.                     |            |            |            |            |            |
|                                                                                                                                                                    | <b>Target</b>                                                                                                | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> |
|                                                                                                                                                                    | <b>Meets Target?</b>                                                                                         | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> |
| 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         | 4          | 6          | 6          | TBD        |
|                                                                                                                                                                    | <b>Target (Baseline 6 in 2018, Money Magazine)</b>                                                           | 42         | 42         | 4          | 6          | 6          |
|                                                                                                                                                                    | <b>Meets Target?</b>                                                                                         | <b>Yes</b> | <b>Yes</b> | <b>No</b>  | <b>Yes</b> | <b>TBD</b> |
|                                                                                                                                                                    | 90% or better of citizens ranking the overall economic health of Franklin as positive                        |            |            |            |            |            |
|                                                                                                                                                                    | Franklin Ranking                                                                                             | 94%        | 94%        | 94%        | 91%        | 91%        |
|                                                                                                                                                                    | <b>Target (from Citizens Survey)</b>                                                                         | <b>90%</b> | <b>90%</b> | <b>90%</b> | <b>90%</b> | <b>90%</b> |
|                                                                                                                                                                    | <b>Meets Target?</b>                                                                                         | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> |
|                                                                                                                                                                    | 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 Citizens Survey.                                      |            |            |            |            |            |
|                                                                                                                                                                    | Satisfaction response rate                                                                                   | 84%        | 84%        | 84%        | 80%        | 80%        |
|                                                                                                                                                                    | <b>Target (from Citizens Survey)</b>                                                                         | <b>80%</b> | <b>80%</b> | <b>80%</b> | <b>80%</b> | <b>80%</b> |
|                                                                                                                                                                    | <b>Meets Target?</b>                                                                                         | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> |



# City of Franklin, Tennessee

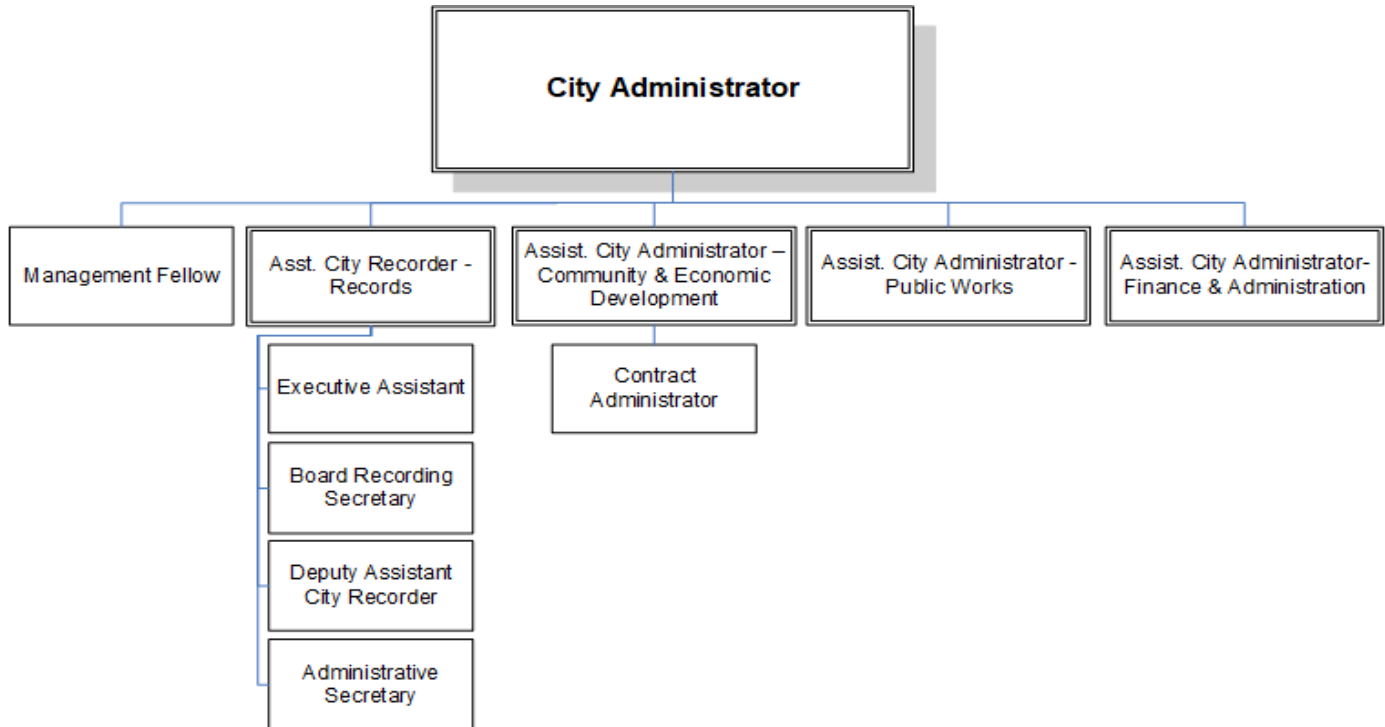
## FY 2020 Operating Budget

### Performance Measures (con't)

#### Franklin Citizens Survey

|                                     |                                                                   | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|-------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                   | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating Franklin as a place to raise children                    | 97%                  | 3%        | 97%                  | 3%        |
| <input checked="" type="checkbox"/> | % rating Franklin as a place to work                              | 91%                  | 9%        | 92%                  | 8%        |
| <input checked="" type="checkbox"/> | % rating Franklin as a place to visit                             | 92%                  | 8%        | 94%                  | 6%        |
| <input checked="" type="checkbox"/> | % rating Franklin as a place to retire                            | 85%                  | 15%       | 84%                  | 16%       |
| <input checked="" type="checkbox"/> | % rating the overall quality of life in Franklin                  | 97%                  | 3%        | 97%                  | 3%        |
| <input checked="" type="checkbox"/> | % rating Overall customer service by Franklin employees           | 90%                  | 10%       | 91%                  | 9%        |
| <input checked="" type="checkbox"/> | % rating the quality of services provided by the City of Franklin | 93%                  | 7%        | 93%                  | 7%        |

### Organizational Chart



Note: For detailed counts and authorized positions, please see table on following page 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      |
| 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        | 1        | 0        | 1         | 0        | 1         | 0        |
| Asst. City Admin-Finance/Admin         | Grade N   | 0        | 0        | 0        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Asst. City Admin-Public Works          | Grade N   | 0        | 0        | 1        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Contract Administrator                 | Grade H   | 0        | 0        | 0        | 0        | 0        | 0        | 0         | 0        | 1         | 0        |
| Asst City Recorder - Admin             | Grade G   | 1        | 0        | 1        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Management Fellow                      | Grade E   | 1        | 0        | 0        | 1        | 0        | 1        | 1         | 0        | 1         | 0        |
| Executive Assistant                    | Grade E   | 1        | 0        | 1        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Deputy Assistant City Recorder         | Grade E   | 0        | 0        | 0        | 0        | 0        | 0        | 0         | 0        | 1         | 0        |
| Administrative Assistant               | Grade D   | 0        | 0        | 0        | 0        | 1        | 0        | 1         | 0        | 0         | 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        | 0        | 1         | 0        | 1         | 0        |
| <b>TOTALS</b>                          |           | <b>6</b> | <b>1</b> | <b>6</b> | <b>2</b> | <b>9</b> | <b>1</b> | <b>10</b> | <b>0</b> | <b>11</b> | <b>0</b> |

### Budget

|                                   | Actual<br>2017 | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference     |             |
|-----------------------------------|----------------|------------------|------------------|------------------|------------------|----------------|-------------|
|                                   |                |                  |                  |                  |                  | \$             | %           |
| <b>Personnel</b>                  |                |                  |                  |                  |                  |                |             |
| Salaries & Wages                  | 404,916        | 844,394          | 898,944          | 896,649          | 976,404          | 77,460         | 8.6%        |
| Employee Benefits                 | 125,414        | 212,780          | 241,951          | 226,389          | 269,258          | 27,307         | 11.3%       |
| <b>Total Personnel</b>            | <b>530,330</b> | <b>1,057,174</b> | <b>1,140,895</b> | <b>1,123,038</b> | <b>1,245,662</b> | <b>104,767</b> | <b>9.2%</b> |
| <b>Operations</b>                 |                |                  |                  |                  |                  |                |             |
| Transportation Services           | 83             | 192              | 870              | 870              | 970              | 100            | 11.5%       |
| Operating Services                | 7,124          | 14,273           | 19,900           | 21,000           | 20,900           | 1,000          | 5.0%        |
| Notices, Subscriptions, etc.      | 28,514         | 20,486           | 7,535            | 21,885           | 24,370           | 16,835         | 223.4%      |
| Utilities                         | 12,469         | 15,531           | 16,575           | 16,575           | 16,625           | 50             | 0.3%        |
| Contractual Services              | -              | 16,560           | 9,550            | 9,550            | 9,800            | 250            | 2.6%        |
| Repair & Maintenance Services     | 15,332         | 7,255            | 5,850            | 6,250            | 7,350            | 1,500          | 25.6%       |
| Employee programs                 | 4,899          | 8,205            | 26,300           | 26,300           | 26,400           | 100            | 0.4%        |
| Professional Development/Travel   | 17,668         | 24,957           | 20,610           | 20,260           | 28,660           | 8,050          | 39.1%       |
| Office Supplies                   | 20,716         | 15,174           | 17,525           | 17,525           | 16,650           | (875)          | -5.0%       |
| Operating Supplies                | 1,014          | 621              | 2,710            | 2,710            | 3,010            | 300            | 11.1%       |
| Fuel & Mileage                    | 465            | 447              | 650              | 650              | 700              | 50             | 7.7%        |
| Machinery & Equipment (<\$25,000) | 33,040         | 29,249           | 57,345           | 57,345           | 47,930           | (9,415)        | -16.4%      |
| Repair & Maintenance Supplies     | 49             | -                | -                | 180              | 180              | 180            | 100.0%      |
| Property & Liability Costs        | 10,241         | 9,535            | 11,853           | 11,173           | 11,728           | (125)          | -1.1%       |
| Permits                           | -              | -                | 1,320            | 1,320            | 1,320            | -              | 0.0%        |
| Other Business Expenses           | 10             | -                | -                | -                | -                | -              | 0.0%        |
| Debt Service                      | (7,641)        | -                | -                | -                | -                | -              | 0.0%        |
| Interfund Reimbursements          | (138,983)      | (155,449)        | (241,830)        | (241,830)        | (260,898)        | (19,068)       | 7.9%        |
| <b>Total Operations</b>           | <b>5,000</b>   | <b>7,036</b>     | <b>(43,237)</b>  | <b>(28,237)</b>  | <b>(44,305)</b>  | <b>(1,068)</b> | <b>2.5%</b> |
| <b>Capital</b>                    | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>       | <b>0.0%</b> |
| <b>Total Administration</b>       | <b>535,330</b> | <b>1,064,210</b> | <b>1,097,658</b> | <b>1,094,801</b> | <b>1,201,357</b> | <b>103,699</b> | <b>9.4%</b> |
| Administration                    |                |                  |                  |                  |                  |                |             |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Human Resources

Kevin G. Townsel, J.D., Director

##### Budget Summary

|                   | 2017<br>Actual   | 2018<br>Actual | 2019             |                  | 2020<br>Budget   | 2019 v. 2020   |              |
|-------------------|------------------|----------------|------------------|------------------|------------------|----------------|--------------|
|                   |                  |                | Budget           | Estimated        |                  | \$             | %            |
| <b>Personnel</b>  | 1,024,588        | 913,585        | 1,040,019        | 1,043,834        | 1,070,069        | 30,050         | 2.9%         |
| <b>Operations</b> | 140,461          | 73,795         | 207,349          | 201,285          | 315,439          | 108,090        | 52.1%        |
| <b>Capital</b>    | 0                | 0              | 0                | 0                | 0                | 0              | 0.0%         |
| <b>Total</b>      | <b>1,165,049</b> | <b>987,380</b> | <b>1,247,368</b> | <b>1,245,119</b> | <b>1,385,508</b> | <b>138,140</b> | <b>11.1%</b> |

##### 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 continues to utilize Kronos Talent Acquisition to assist in job requisitions and applicant tracking. It has helped HR in reducing (by 50%) 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 \$706,305.76 in pharmacy rebates in the past 12 months which will directly reduce the total medical plan expenditures.
- We have received our experience modification rate from NCCI for the FY2018 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 FY2019.





## City of Franklin, Tennessee

### FY 2020 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.
- The City of Franklin continues to use Kronos self-service. This software eliminates entering data into numerous spreadsheets increasing efficiency and improving accuracy. City of Franklin employees continue to use 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 third annual evaluation cycle through Trakstar. All employee evaluations have been completed in Trakstar which is a totally paperless system. 660 employees completed a self-appraisal this evaluation cycle, which engages the employee in the appraisal process. Trakstar enables 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 continues to utilize an employee perks program called AccessPerks. It allows employees to log on via a created username and password to have access to discounted products

#### 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 2020 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 FY2013.

Baseline: Number of lost work days by employees in

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

Baseline: Number of credit hours reimbursed

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

### Workload (Output) Measures

|                                       |                                                                    | 2016         | 2017         | 2018          | 2019*      | 2020*      |
|---------------------------------------|--------------------------------------------------------------------|--------------|--------------|---------------|------------|------------|
| Organization-Wide                     |                                                                    |              |              |               |            |            |
|                                       | Number of Budgeted Positions Full-Time                             | 717          | 708          | 736           | 736        | 736        |
|                                       | Number of Budgeted Positions Part-Time                             | 61           | 58           | 31            | 31         | 31         |
|                                       | Total FTEs (entire organization)                                   | 664          | 711          | 707           | 707        | 707        |
|                                       | Number of exempt FTEs                                              | 112          | 122          | 133           | 133        | 133        |
|                                       | Number of non-exempt FTEs                                          | 552          | 589          | 574           | 574        | 574        |
|                                       | Employee Turnover for Full-Time Positions (Not Including Retirees) | 11.2%        | 7.9%         | 9%            | 7%         | 5%         |
|                                       | <b>Tennessee Statewide Benchmarking Average</b>                    | <b>8.96%</b> | <b>7.60%</b> | <b>10.70%</b> | <b>TBD</b> | <b>TBD</b> |
|                                       | Number of Vacancies Advertised Externally **                       | 43           | 94           | 108           | 108        | 108        |
|                                       | Number of External Applications Processed                          | 2,037        | 3,197        | 4,200         | 5,000      | 5,000      |
|                                       | Average Number of Applications per Advertised External Vacancy     | 32           | 52           | 80            | 80         | 80         |
|                                       | Average Number of Days to Fill a Position Advertised Externally    | 79           | 75           | 45            | 40         | 35         |
|                                       | Number of new employees hired                                      | 53           | 84           | 93            | 93         | 100        |
|                                       | Number of new hires that were from within ranks (promoted)         | 0            | 53           | 49            | 55         | 55         |
|                                       | OSHA 300 log recordable injuries or illnesses                      | 21           | 32           | 20            | 17         | 17         |
|                                       | Workers' compensation claims                                       | 62           | 64           | 50            | 47         | 45         |
| Human Resources Department Statistics |                                                                    |              |              |               |            |            |
|                                       | Total number of FTEs                                               | 11.00        | 11.00        | 12.00         | 12.00      | 12.00      |
|                                       | Human Resources Staff per 100 Employees                            | 1.66         | 1.55         | 1.64          | 1.64       | 1.60       |
|                                       | Applications processed Internal & External                         | 2,037        | 3,197        | 4,500         | 4,500      | 6,000      |
|                                       | Requisitions approved Internal & External                          | 52           | 128          | 132           | 132        | 125        |

\*\*includes postings with multiple vacancies



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

#### Efficiency Measures

|                                                                    | 2016             | 2017             | 2018             | 2019*      | 2020*      |
|--------------------------------------------------------------------|------------------|------------------|------------------|------------|------------|
| Benefits to Salary Ratio (All Funds)                               | 37.98%           | 38.26%           | 37.15%           | TBD        | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>                    | <b>44.78%</b>    | <b>43.67%</b>    | <b>43.18%</b>    | <b>TBD</b> | <b>TBD</b> |
| Personnel Costs (All Funds) per FTE                                | \$ 69,515        | \$ 76,077        | \$ 80,252        | TBD        | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>                    | <b>\$ 66,352</b> | <b>\$ 62,308</b> | <b>\$ 74,357</b> | <b>TBD</b> | <b>TBD</b> |
| Human Resources Cost per Total FTE (City -Wide)                    | \$ 2,029         | \$ 2,325         | \$ 2,003         | TBD        | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>                    | <b>\$ 850</b>    | <b>\$ 923</b>    | <b>\$ 1,019</b>  | <b>TBD</b> | <b>TBD</b> |
| Workers Compensation Cost per Claim                                | \$ 4,497         | \$ 6,584         | \$ 9,592         | TBD        | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>                    | <b>\$ 7,133</b>  | <b>\$ 5,399</b>  | <b>\$ 6,247</b>  | <b>TBD</b> | <b>TBD</b> |
| Annual Wellness Cost per FTE                                       | \$ 36.00         | \$ 38.00         | \$ 38.00         | TBD        | TBD        |
| Benefits as a percentage of All Funds personnel costs <sup>^</sup> | 27.5%            | 28.2%            | 27.6%            | TBD        | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>                    | <b>31.3%</b>     | <b>31.3%</b>     | <b>31.2%</b>     | <b>TBD</b> | <b>TBD</b> |

#### Outcome (Effectiveness) Measures

|                                                                                                               | 2016                                                                                                                                                                                             | 2017         | 2018         | 2019*        | 2020*        |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|
| 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          |
|                                                                                                               | <b>Target</b>                                                                                                                                                                                    | <b>70.0%</b> | <b>70.0%</b> | <b>70.0%</b> | <b>70.0%</b> |
|                                                                                                               | <b>Meets Target?</b>                                                                                                                                                                             | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>   |
|                                                                                                               | Actively recruit and retain a workforce representative of the community.                                                                                                                         |              |              |              |              |
|                                                                                                               | % of Employees Female                                                                                                                                                                            | 20.0%        | 21.0%        | 19.0%        | 22.0%        |
|                                                                                                               | % of Franklin Female                                                                                                                                                                             | 52.2%        | 52.2%        | 52.2%        | 52.2%        |
|                                                                                                               | <b>Meets Target?</b>                                                                                                                                                                             | <b>No</b>    | <b>No</b>    | <b>No</b>    | <b>TBD</b>   |
|                                                                                                               | % of Employees Minority                                                                                                                                                                          | 6.0%         | 7.0%         | 7.0%         | 8.0%         |
|                                                                                                               | % of Franklin Minority                                                                                                                                                                           | 15.6%        | 15.7%        | 15.7%        | 15.7%        |
|                                                                                                               | <b>Meets Target?</b>                                                                                                                                                                             | <b>No</b>    | <b>No</b>    | <b>No</b>    | <b>TBD</b>   |
|                                                                                                               | 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                                                                                                                                                                 | 60           | 83           | 58           | 53           |
|                                                                                                               | # Number of lost work days by employees                                                                                                                                                          | 34           | 123          | 130          | 100          |
|                                                                                                               | <b>Meets Target?</b>                                                                                                                                                                             | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>   |
|                                                                                                               | # of credit hours reimbursed for employees                                                                                                                                                       | 200          | 200          | 206          | 215          |

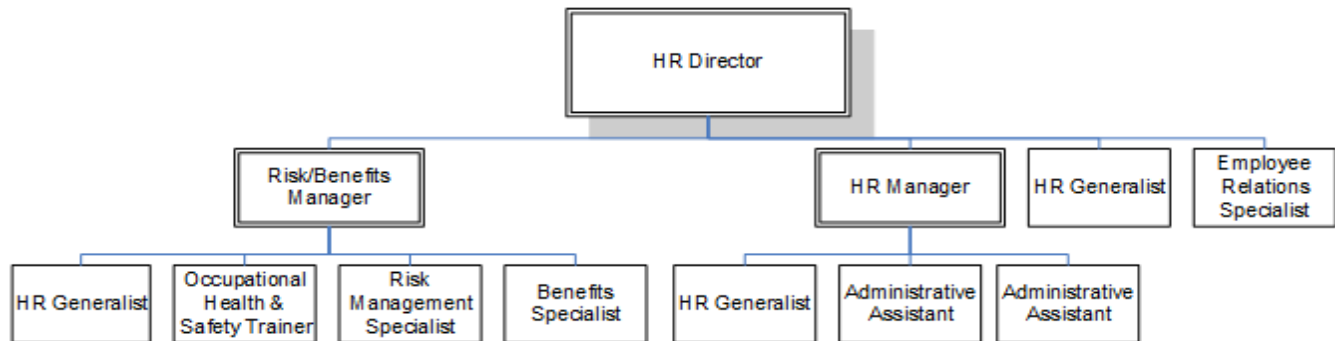
\*2019 and 2020 estimated.



# City of Franklin, Tennessee

## FY 2020 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 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      |
| Human Resources Director             | Grade M   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Assistant HR Director                | Grade K   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Risk/Benefits Manager                | Grade K   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| HR Manager                           | Grade J   | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Benefits Specialist                  | Grade I   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        | 1         | 0        |
| Risk Management Specialist           | Grade I   | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        | 1         | 0        |
| Occupational Health & Safety Trainer | Grade H   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Safety Coordinator                   | Grade H   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 0        |
| Employee Relations Specialist        | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Human Resources Generalist           | Grade G   | 2         | 0        | 2         | 0        | 4         | 0        | 4         | 0        | 3         | 0        |
| Human Resources Technician           | Grade D   | 2         | 0        | 2         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Administrative Assistant             | Grade D   | 0         | 1        | 0         | 1        | 2         | 0        | 2         | 0        | 2         | 0        |
| <b>TOTALS</b>                        |           | <b>11</b> | <b>1</b> | <b>11</b> | <b>1</b> | <b>12</b> | <b>0</b> | <b>12</b> | <b>0</b> | <b>12</b> | <b>0</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018 | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %            |
|-----------------------------------|------------------|----------------|------------------|------------------|------------------|------------------|--------------|
| <b>Personnel</b>                  |                  |                |                  |                  |                  |                  |              |
| Salaries & Wages                  | 781,684          | 668,003        | 785,190          | 800,281          | 786,063          | 873              | 0.1%         |
| Employee Benefits                 | 242,904          | 245,582        | 254,829          | 243,553          | 284,005          | 29,176           | 11.4%        |
| <b>Total Personnel</b>            | <b>1,024,588</b> | <b>913,585</b> | <b>1,040,019</b> | <b>1,043,834</b> | <b>1,070,069</b> | <b>30,050</b>    | <b>2.9%</b>  |
| <b>Operations</b>                 |                  |                |                  |                  |                  |                  |              |
| Transportation Services           | 3,912            | 2,993          | 5,000            | 2,600            | 4,600            | (400)            | -8.0%        |
| Operating Services                | 1,982            | 1,966          | 3,120            | 3,120            | 4,100            | 980              | 31.4%        |
| Notices, Subscriptions, etc.      | 10,338           | 17,646         | 17,500           | 12,000           | 19,300           | 1,800            | 10.3%        |
| Utilities                         | 7,318            | 7,059          | 7,250            | 7,250            | 7,725            | 475              | 6.6%         |
| Contractual Services              | 165,882          | 82,813         | 91,968           | 90,468           | 119,303          | 27,335           | 29.7%        |
| Repair & Maintenance Services     | 2,552            | 4,964          | 4,500            | 4,500            | 5,250            | 750              | 16.7%        |
| Employee Programs                 | 160,036          | 218,063        | 271,000          | 265,750          | 323,250          | 52,250           | 19.3%        |
| Professional Development/Travel   | 27,235           | 26,418         | 39,500           | 39,500           | 40,850           | 1,350            | 3.4%         |
| Office Supplies                   | 9,183            | 12,140         | 10,000           | 14,750           | 15,250           | 5,250            | 52.5%        |
| Operating Supplies                | 1,660            | -              | 3,050            | 3,050            | 3,550            | 500              | 16.4%        |
| Fuel & Mileage                    | 1,069            | 2,017          | 1,250            | 2,050            | 2,100            | 850              | 68.0%        |
| Machinery & Equipment (<\$25,000) | 53,739           | 8,262          | 35,085           | 39,000           | 51,171           | 16,086           | 45.8%        |
| Repair & Maintenance Supplies     | 44               | -              | 560              | -                | 570              | 10               | 1.8%         |
| Property & Liability Costs        | 9,787            | 11,311         | 18,525           | 18,206           | 19,369           | 844              | 4.6%         |
| Other Business Expenses           | -                | -              | 550              | 550              | 560              | 10               | 1.8%         |
| Debt Service and Lease Payments   | 19,659           | 2,493          | -                | -                | -                | -                | 0.0%         |
| Interfund Reimbursements          | (333,935)        | (324,350)      | (301,509)        | (301,509)        | (301,509)        | -                | 0.0%         |
| <b>Total Operations</b>           | <b>140,461</b>   | <b>73,795</b>  | <b>207,349</b>   | <b>201,285</b>   | <b>315,439</b>   | <b>108,090</b>   | <b>52.1%</b> |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |              |
| <b>Total Human Resources</b>      | <b>1,165,049</b> | <b>987,380</b> | <b>1,247,368</b> | <b>1,245,119</b> | <b>1,385,508</b> | <b>138,140</b>   | <b>11.1%</b> |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Law

Shauna R. Billingsley, City Attorney

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020 |             |
|-------------------|----------------|----------------|----------------|----------------|----------------|--------------|-------------|
|                   |                |                | Budget         | Estimated      |                | \$           | %           |
| <b>Personnel</b>  | 492,368        | 501,025        | 556,168        | 526,935        | 557,151        | 983          | 0.2%        |
| <b>Operations</b> | 5,765          | -47,632        | 70,436         | 69,616         | 69,224         | -1,212       | -1.7%       |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | 0            | 0.0%        |
| <b>Total</b>      | <b>498,133</b> | <b>453,393</b> | <b>626,604</b> | <b>596,551</b> | <b>626,374</b> | <b>-230</b>  | <b>0.0%</b> |

#### 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 2020 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.

|             |                                                 |                                                                                   |
|-------------|-------------------------------------------------|-----------------------------------------------------------------------------------|
| <b>Key:</b> | <b>Strategic Plan: FranklinForward</b>          |  |
|             | <b>Sustainable Franklin</b>                     |  |
|             | <b>Tennessee Municipal Benchmarking Project</b> |  |

### Workload (Output) Measures

|  |                                                                       | 2016      | 2017      | 2018      | 2019*             | 2020*             |
|--|-----------------------------------------------------------------------|-----------|-----------|-----------|-------------------|-------------------|
|  | Number of Ordinances Drafted/Reviewed                                 | 45        | 53        | 73        | all               | all               |
|  | Number of Resolutions Drafted/Reviewed                                | 85        | 80        | 102       | all               | all               |
|  | Number of Contracts Drafted/Reviewed                                  | 299       | 360       | 275       | all               | all               |
|  | Legal Opinions Distributed ( <i>Goal : Distribute 1 every month</i> ) | 12        | 9         | 1         | 12                | 12                |
|  | Total Number of Litigation Cases Opened/Closed                        | 109/87    | 123/88    | 140/84    | as many as needed | as many as needed |
|  | Number of Other Tasks Created/Completed                               | 1075/1037 | 1282/1127 | 1356/1257 | as many as needed | as many as needed |

### Efficiency Measures

|  |     | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|-----|------|------|------|-------|-------|
|  | TBD | TBD  | TBD  | TBD  | TBD   | TBD   |

### Outcome (Effectiveness) Measures

|  |     | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|-----|------|------|------|-------|-------|
|  | TBD | TBD  | TBD  | TBD  | TBD   | TBD   |

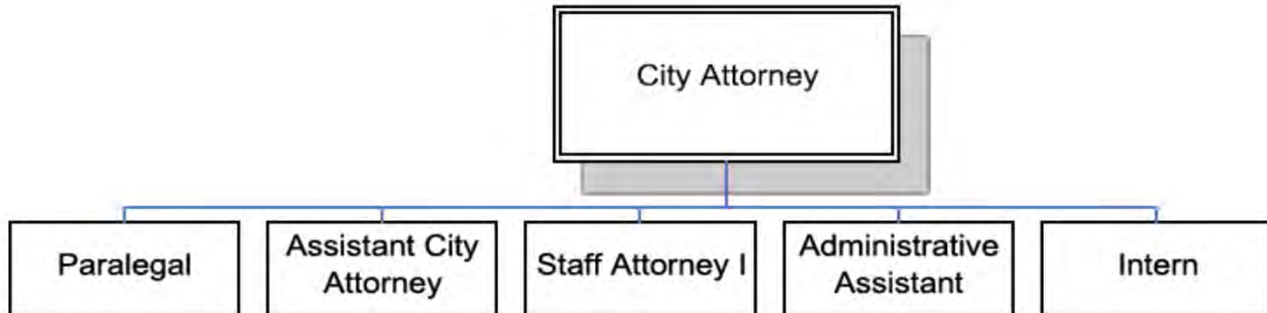
\*2019 and 2020 estimated



## City of Franklin, Tennessee

### FY 2020 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 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      |
| City Attorney           | Grade N   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Assistant City Attorney | Grade K   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Staff Attorney I        | Grade J   | 0        | 0        | 0        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Paralegal               | Grade G   | 1        | 0        | 2        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Legal Assistant         | Grade E   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Intern                  | ---       | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        |
| <b>TOTALS</b>           |           | <b>4</b> | <b>1</b> | <b>5</b> | <b>1</b> | <b>5</b> | <b>1</b> | <b>5</b> | <b>1</b> | <b>5</b> | <b>1</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017 | Actual<br>2018  | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference     |              |
|-----------------------------------|----------------|-----------------|----------------|----------------|----------------|----------------|--------------|
|                                   |                |                 |                |                |                | \$             | %            |
| <b>Personnel</b>                  |                |                 |                |                |                |                |              |
| Salaries & Wages                  | 379,901        | 387,901         | 428,292        | 405,613        | 430,193        | 1,901          | 0.4%         |
| Officials Fees                    | -              | 201             | 56             | 300            | 300            | 244            | 435.7%       |
| Employee Benefits                 | 112,467        | 112,923         | 127,820        | 121,022        | 126,658        | (1,162)        | -0.9%        |
| <b>Total Personnel</b>            | <b>492,368</b> | <b>501,025</b>  | <b>556,168</b> | <b>526,935</b> | <b>557,151</b> | <b>983</b>     | <b>0.2%</b>  |
| <b>Operations</b>                 |                |                 |                |                |                |                |              |
| Transportation Services           | 587            | 987             | 1,400          | 1,400          | 1,400          | -              | 0.0%         |
| Operating Services                | 3,803          | 8,340           | 12,750         | 12,837         | 12,845         | 95             | 0.7%         |
| Notices, Subscriptions, etc.      | 17,413         | 14,930          | 23,250         | 23,250         | 23,250         | -              | 0.0%         |
| Utilities                         | 3,862          | 3,296           | 4,770          | 3,870          | 3,870          | (900)          | -18.9%       |
| Contractual Services              | 55,468         | 21,389          | 111,940        | 111,940        | 111,940        | -              | 0.0%         |
| Repair & Maintenance Services     | -              | -               | -              | -              | 1,800          | 1,800          | 100.0%       |
| Employee programs                 | 2,386          | 185             | 4,450          | 4,450          | 4,450          | -              | 0.0%         |
| Professional Development/Travel   | 13,055         | 17,031          | 19,500         | 19,500         | 21,500         | 2,000          | 10.3%        |
| Office Supplies                   | 2,678          | 2,993           | 4,810          | 4,810          | 4,850          | 40             | 0.8%         |
| Operating Supplies                | -              | 549             | 800            | 800            | 800            | -              | 0.0%         |
| Fuel & Mileage                    | -              | -               | 420            | 420            | 500            | 80             | 19.0%        |
| Machinery & Equipment (<\$25,000) | 23,973         | 8,108           | 14,300         | 14,300         | 23,500         | 9,200          | 64.3%        |
| Repair & Maintenance Supplies     | -              | -               | 150            | 150            | 150            | -              | 0.0%         |
| Property & Liability Costs        | 2,841          | 2,770           | 4,119          | 4,112          | 4,293          | 174            | 4.2%         |
| Financial Fees                    | 529            | 685             | 750            | 750            | 750            | -              | 0.0%         |
| Permits                           | 2,436          | 2,430           | 6,550          | 6,550          | 6,550          | -              | 0.0%         |
| Miscellaneous                     | -              | (1,564)         | -              | -              | -              | -              | 0.0%         |
| Interfund Services Reimbursement  | (123,266)      | (129,761)       | (139,523)      | (139,523)      | (153,225)      | (13,702)       | 9.8%         |
| <b>Total Operations</b>           | <b>5,765</b>   | <b>(47,632)</b> | <b>70,436</b>  | <b>69,616</b>  | <b>69,224</b>  | <b>(1,212)</b> | <b>-1.7%</b> |
| <b>Capital</b>                    | <b>-</b>       | <b>-</b>        | <b>-</b>       |                |                | <b>-</b>       | <b>0.0%</b>  |
| <b>Total Law Department</b>       | <b>498,133</b> | <b>453,393</b>  | <b>626,604</b> | <b>596,551</b> | <b>626,374</b> | <b>(230)</b>   | <b>0.0%</b>  |





## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Communications

Milissa Reiersen, Communications Manager

#### Budget Summary

|            | 2017<br>Actual | 2018<br>Actual | 2019    |           | 2020<br>Budget | 2019 v. 2020 |        |
|------------|----------------|----------------|---------|-----------|----------------|--------------|--------|
|            |                |                | Budget  | Estimated |                | \$           | %      |
| Personnel  | 426,722        | 402,368        | 409,570 | 411,409   | 403,467        | -6,103       | -1.5%  |
| Operations | 63,075         | -39,395        | 6,029   | -4,255    | 37,687         | 31,658       | 525.1% |
| Capital    | 0              | 0              | 0       | 0         | 0              | 0            | 0.0%   |
| Total      | 489,797        | 362,973        | 415,599 | 407,154   | 441,154        | 25,555       | 6.1%   |

#### 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 2020 Outlook

The Communications Division continues to work to promote the City of Franklin services, events and achievements through the traditional media, social media, and Franklin TV. We recently updated our City website and received 1.5 million page views in 2018! We will continue to work to provide easy-to-understand information to our citizens through the web, social media, Franklin TV and through the news media. In 2020 we hope to put more emphasis on our ADA compliance with web oversight and closed captioning to provide ongoing maintenance of our overall communications mission. The Communications division works with all City departments to help them achieve their communications goals.

#### 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 (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).

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

#### Workload (Output) Measures

|  |                                                                                 | 2016    | 2017    | 2018 | 2019* | 2020* |
|--|---------------------------------------------------------------------------------|---------|---------|------|-------|-------|
|  | Average Page views to City website                                              | 176,538 | 190,000 | TBD  | TBD   | TBD   |
|  | Special Events Processed by City                                                | 47      | 55      | 48   | 55    | 55    |
|  | Film Permits Processed by the City                                              | 12      | 22      | 15   | 22    | 22    |
|  | Goal: Provide proactive and timely information                                  |         |         |      |       |       |
|  | Number of Press Releases (excluding Police & Fire)                              | 28      | 30      | 39   | 30    | 30    |
|  | Goal: Produce informative programming for Franklin TV                           |         |         |      |       |       |
|  | Local programming produced for Franklin TV (not including meetings)             | 33      | 40      | 114  | 40    | 40    |
|  | Produced programming for YouTube (Social Media Program titled Franklin Insider) | 72      | 75      | 186  | 80    | 80    |

#### Efficiency Measures

|  |                                 | 2016                      | 2017 | 2018 | 2019* | 2020* |
|--|---------------------------------|---------------------------|------|------|-------|-------|
|  | Social Media interaction/capita | Measure under development |      |      |       |       |
|  | Social Media interaction/week   | Measure under development |      |      |       |       |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures (con't)

#### Outcome (Effectiveness) Measures

|                                                                                                                                                 |                                                                                                                                                                    | 2016                              | 2017           | 2018           | 2019*          | 2020*          |
|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------|----------------|----------------|----------------|
|                                                                                                                                                 | 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                                                                                                                                   | 176,538                           | 190,000        | TBD            | TBD            | TBD            |
|                                                                                                                                                 | <b>Target</b>                                                                                                                                                      | <b>175,000</b>                    | <b>192,500</b> | <b>211,750</b> | <b>232,925</b> | <b>256,218</b> |
|                                                                                                                                                 | <b>Meets Target?</b>                                                                                                                                               | <b>Yes</b>                        | <b>TBD</b>     | <b>TBD</b>     | <b>TBD</b>     | <b>TBD</b>     |
|                                                                                                                                                 | Facebook (number of followers)                                                                                                                                     | 27,661                            | 34,073         | 35,779         | 43,000         | 43,000         |
|                                                                                                                                                 | <b>Target</b>                                                                                                                                                      | <b>17,211</b>                     | <b>30,427</b>  | <b>37,480</b>  | <b>37,480</b>  | <b>39,357</b>  |
|                                                                                                                                                 | <b>Meets Target?</b>                                                                                                                                               | <b>Yes</b>                        | <b>Yes</b>     | <b>No</b>      | <b>TBD</b>     | <b>TBD</b>     |
|                                                                                                                                                 | Twitter (number of followers)                                                                                                                                      | 22,100                            | 26,200         | 27,400         | 35,000         | 35,000         |
|                                                                                                                                                 | <b>Target</b>                                                                                                                                                      | <b>12,500</b>                     | <b>24,310</b>  | <b>28,820</b>  | <b>28,820</b>  | <b>30,140</b>  |
|                                                                                                                                                 | <b>Meets Target?</b>                                                                                                                                               | <b>Yes</b>                        | <b>Yes</b>     | <b>No</b>      | <b>TBD</b>     | <b>TBD</b>     |
|                                                                                                                                                 | YouTube (upload views)                                                                                                                                             | 259,420                           | 524,078        | 587,534        | 700,000        | 700,000        |
|                                                                                                                                                 | <b>Target</b>                                                                                                                                                      | <b>240,000</b>                    | <b>265,000</b> | <b>576,486</b> | <b>576,486</b> | <b>646,287</b> |
|                                                                                                                                                 | <b>Meets Target?</b>                                                                                                                                               | <b>Yes</b>                        | <b>Yes</b>     | <b>Yes</b>     | <b>TBD</b>     | <b>TBD</b>     |
| Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community. |                                                                                                                                                                    |                                   |                |                |                |                |
|                                                                                                                                                 | 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> |                |                |                |                |
|                                                                                                                                                 | <b>Meets Target?</b>                                                                                                                                               | <b>TBD</b>                        | <b>TBD</b>     | <b>TBD</b>     | <b>TBD</b>     | <b>TBD</b>     |

\*2019 and 2020 estimated.

#### Franklin Citizens Survey

|                                     |                                                  |             | 2x/week+ | 2-4x/mo | Once/mo. | Not at all |
|-------------------------------------|--------------------------------------------------|-------------|----------|---------|----------|------------|
| <input checked="" type="checkbox"/> | % of respondents attended a City-sponsored event | <b>2016</b> | 4%       | 10%     | 56%      | 30%        |
|                                     |                                                  | <b>2019</b> | 2%       | 7%      | 62%      | 29%        |

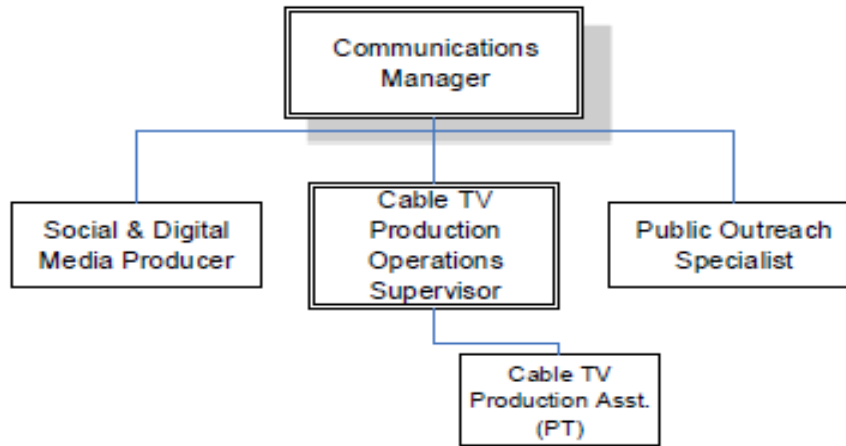
|                                     |                                                       | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|-------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                       | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Public information services   | 78%                  | 22%       | 86%                  | 14%       |
| <input checked="" type="checkbox"/> | % rating the quality of Cable television              | 54%                  | 46%       | 58%                  | 42%       |
| <input checked="" type="checkbox"/> | % rating the quality of City sponsored special events | 87%                  | 13%       | 85%                  | 15%       |



# City of Franklin, Tennessee

## FY 2020 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 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      |
| Communications Manager                    | Grade J   | 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   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Video/Production Assistant                | Grade C   | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        |
| Intern                                    | ---       | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| <b>TOTALS</b>                             |           | <b>4</b> | <b>1</b> | <b>4</b> | <b>1</b> | <b>4</b> | <b>1</b> | <b>4</b> | <b>1</b> | <b>4</b> | <b>1</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                        | Actual<br>2017 | Actual<br>2018  | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference     |               |
|----------------------------------------|----------------|-----------------|----------------|----------------|----------------|----------------|---------------|
|                                        |                |                 |                |                |                | \$             | %             |
| <b>Personnel</b>                       |                |                 |                |                |                |                |               |
| Salaries & Wages                       | 323,741        | 295,938         | 314,119        | 315,066        | 303,190        | (10,929)       | -3.5%         |
| Employee Benefits                      | 102,981        | 106,430         | 95,451         | 96,343         | 100,277        | 4,826          | 5.1%          |
| <b>Total Personnel</b>                 | <b>426,722</b> | <b>402,368</b>  | <b>409,570</b> | <b>411,409</b> | <b>403,467</b> | <b>(6,103)</b> | <b>-1.5%</b>  |
| <b>Operations</b>                      |                |                 |                |                |                |                |               |
| Transportation Services                | 90             | 307             | 680            | 580            | 695            | 15             | 2.2%          |
| Operating Services                     | 169            | -               | 480            | 567            | 485            | 5              | 1.0%          |
| Notices, Subscriptions, etc.           | 21,322         | 18,983          | 24,625         | 20,850         | 47,410         | 22,785         | 92.5%         |
| Utilities                              | 4,226          | 3,209           | 3,865          | 2,042          | 3,965          | 100            | 2.6%          |
| Contractual Services                   | 11,027         | 18,174          | 16,800         | 16,000         | 22,770         | 5,970          | 35.5%         |
| Repair & Maintenance Services          | 2,864          | 362             | 3,400          | 3,000          | 3,500          | 100            | 2.9%          |
| Employee programs                      | 3,410          | -               | 500            | 500            | 500            | -              | 0.0%          |
| Professional Development/Travel        | 7,081          | 8,974           | 11,240         | 9,522          | 11,580         | 340            | 3.0%          |
| Office Supplies                        | 3,888          | 2,081           | 3,480          | 2,800          | 3,550          | 70             | 2.0%          |
| Operating Supplies                     | 11,160         | 383             | 11,615         | 11,045         | 11,945         | 330            | 2.8%          |
| Fuel & Mileage                         | 120            | 157             | 460            | 400            | 470            | 10             | 2.2%          |
| Machinery & Equipment (<\$25,000)      | 104,940        | 10,733          | 21,100         | 18,700         | 21,670         | 570            | 2.7%          |
| Repair & Maintenance Supplies          | 3,868          | 10,581          | 710            | 500            | 515            | (195)          | -27.5%        |
| Operational Units                      | 2,895          | 3,082           | 4,500          | 4,500          | 4,600          | 100            | 2.2%          |
| Property & Liability Costs             | 4,964          | 5,179           | 3,134          | 5,300          | 5,565          | 2,431          | 77.6%         |
| Interfund Service Reimbursements       | (118,949)      | (121,600)       | (100,561)      | (100,561)      | (101,532)      | (971)          | 1.0%          |
| <b>Total Operations</b>                | <b>63,075</b>  | <b>(39,395)</b> | <b>6,029</b>   | <b>(4,255)</b> | <b>37,687</b>  | <b>31,658</b>  | <b>525.1%</b> |
| <b>Capital</b>                         |                |                 |                |                |                |                |               |
| <b>Total Communications Department</b> | <b>489,797</b> | <b>362,973</b>  | <b>415,599</b> | <b>407,154</b> | <b>441,154</b> | <b>25,555</b>  | <b>6.1%</b>   |



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## *City of Franklin, Tennessee* FY 2020 Operating Budget

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### **PUBLIC SAFETY**

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Public Safety comprises the Police and Fire departments.



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Under this operating unit are:

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



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Police

Chief Deborah Y. Faulkner, EdD

#### Budget Summary - Overall

|            | 2017<br>Actual | 2018<br>Actual | 2019       |            | 2020<br>Budget | 2019 v. 2020 |       |
|------------|----------------|----------------|------------|------------|----------------|--------------|-------|
|            |                |                | Budget     | Estimated  |                | \$           | %     |
| Personnel  | 11,381,918     | 12,125,459     | 12,752,947 | 12,719,131 | 12,888,733     | 135,786      | 1.1%  |
| Operations | 4,042,305      | 4,330,993      | 3,792,462  | 3,772,390  | 3,519,611      | (272,851)    | -7.2% |
| Capital    | 30,649         | 395,822        | 0          | 0          | 1,000,000      | 1,000,000    | 0.0%  |
| Total      | 15,454,872     | 16,852,274     | 16,545,409 | 16,491,521 | 17,408,344     | 862,935      | 5.2%  |

#### Budget Summary - By Division

|                | 2017<br>Actual | 2018<br>Actual | 2019       |            | 2020<br>Budget | 2019 v. 2020 |       |
|----------------|----------------|----------------|------------|------------|----------------|--------------|-------|
|                |                |                | Budget     | Estimated  |                | \$           | %     |
| Administration | 4,379,417      | 5,474,545      | 4,825,368  | 4,765,851  | 5,651,940      | 826,572      | 17.1% |
| CID            | 3,400,090      | 3,110,382      | 3,297,363  | 3,225,573  | 3,339,458      | 42,095       | 1.3%  |
| Operations     | 7,675,365      | 8,267,347      | 8,422,678  | 8,500,097  | 8,416,946      | (5,732)      | -0.1% |
| Total          | 15,454,872     | 16,852,274     | 16,545,409 | 16,491,521 | 17,408,344     | 862,935      | 5.2%  |

#### 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 FY 2020

- 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



# City of Franklin, Tennessee

## FY 2020 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).

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

### Workload (Output) Measures

|  |                                   | 2016   | 2017   | 2018   | 2019* | 2020* |
|--|-----------------------------------|--------|--------|--------|-------|-------|
|  | Calls for service                 | 67,085 | 78,167 | 70,902 | ^     | ^     |
|  | Number of Alarm Calls             | 3,626  | 3,938  | 3,955  | ^     | ^     |
|  | Number of Offenses                | 4,322  | 4,793  | 4,620  | ^     | ^     |
|  | Number of Arrest                  | 2,536  | 2,790  | 2,784  | ^     | ^     |
|  | Group A Crimes / 1,000 Population | 47.085 | 46.144 | 41.956 | ^     | ^     |
|  | TIBRS Type A crimes               | 3,125  | 3,272  | 2,975  | ^     | ^     |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|  |                                                            |                 |             |              |            |            |
|--|------------------------------------------------------------|-----------------|-------------|--------------|------------|------------|
|  | TIBRS Type A crimes / 1,000 Population                     | 74              | 54          | 385          | ^          | ^          |
|  | <b>Tennessee Statewide Benchmarking Average</b>            | <b>106.6</b>    | <b>99.9</b> | <b>179.3</b> | <b>TBD</b> | <b>TBD</b> |
|  | TIBRS Type B crimes                                        | 1,767           | 494         | 515          | ^          | ^          |
|  | Total traffic accidents                                    | 2,651           | 2,563       | 2,516        | ^          | ^          |
|  | Public property accidents                                  | 2,312           | 2,207       | 2,193        | ^          | ^          |
|  | Public property accidents / 1,000 population               | 34.8            | 31.1        | 30.9         | ^          | ^          |
|  | <b>Tennessee Statewide Benchmarking Average</b>            | <b>45.5</b>     | <b>46.2</b> | <b>51.9</b>  | <b>TBD</b> | <b>TBD</b> |
|  | Number of FTEs                                             | 143             | 144         | 147          | 147        | 147        |
|  | Number of budgeted, full-time, sworn officers              | 128             | 129         | 129          | 129        | 129        |
|  | Number of support personnel (excludes jail and dispatch)   | 14              | 11          | 13           | 13         | 13         |
|  | Number of volunteers                                       | 14              | 15          | 15           | 15         | 15         |
|  | Number of reserve officers                                 | N/A             | N/A         | N/A          | N/A        | N/A        |
|  | Police FTE per 1,000 Population                            | 2.17            | 2.03        | 2.07         | 2.07       | 2.07       |
|  | <b>Tennessee Statewide Benchmarking Average</b>            | <b>2.94</b>     | <b>2.75</b> | <b>2.80</b>  | <b>TBD</b> | <b>TBD</b> |
|  | Average training hours taken by individual sworn employees | 50              | 50          | 40           | 40         | 40         |
|  | Number of Police Vehicles                                  | 155             | 146         | 150          | 150        | 150        |
|  | Reported peak service population                           | 100,000-150,000 | 105,000     | 110,000      | 110,000    | 110,000    |

### Efficiency Measures

|  |                                                 | 2016            | 2017            | 2018         | 2019*      | 2020*      |
|--|-------------------------------------------------|-----------------|-----------------|--------------|------------|------------|
|  | Total per Capita Costs                          | \$ 236          | \$ 237          | \$ 253       | \$ 233     | \$ 246     |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>\$ 254</b>   | <b>\$ 267</b>   | <b>TBD</b>   | <b>TBD</b> | <b>TBD</b> |
|  | Calls per Sworn Officer                         | 524.1           | 605.9           | 549.6        | ^          | ^          |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>583.2</b>    | <b>565.5</b>    | <b>553.5</b> | <b>TBD</b> | <b>TBD</b> |
|  | Public Property Accidents per FTE               | 16.06           | 15.33           | 14.92        | ^          | ^          |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>15.20</b>    | <b>17.09</b>    | <b>18.66</b> | <b>TBD</b> | <b>TBD</b> |
|  | Cost per Call for Service                       | \$ 233.7        | \$ 214.8        | \$ 252.9     | ^          | ^          |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>\$ 185.1</b> | <b>\$ 195.3</b> | <b>TBD</b>   | <b>TBD</b> | <b>TBD</b> |

### Outcome (Effectiveness) Measures

|                                                                                                   |                                                                          | 2016         | 2017         | 2018         | 2019*        | 2020*        |
|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
|                                                                                                   | Traffic Accidents with Injury as a Percentage of Total Traffic Accidents | 12.8%        | 13.7%        | 12.8%        | ^            | ^            |
|                                                                                                   | <b>Tennessee Statewide Benchmarking Average</b>                          | <b>14.4%</b> | <b>14.0%</b> | <b>14.1%</b> | <b>TBD</b>   | <b>TBD</b>   |
| **Maintain violent crime rate in Franklin below 50% of the national average. (# per 100,000 pop.) |                                                                          |              |              |              |              |              |
|                                                                                                   |                                                                          | 2013         | 2014         | 2015         | 2016         | 2017         |
|                                                                                                   | Violent Crime Rate in Franklin                                           | 117          | 99           | 151          | 154          | 238          |
|                                                                                                   | <b>Violent Crime Rate Nationally</b>                                     | <b>369.1</b> | <b>361.6</b> | <b>373.7</b> | <b>386.6</b> | <b>382.9</b> |
|                                                                                                   | Franklin as a % of National                                              | 31.7%        | 27.4%        | 40.4%        | 39.8%        | 62.2%        |
|                                                                                                   | <b>Target (50% of National) (Source: CJIS Reports, FBI)</b>              | <b>50.0%</b> | <b>50.0%</b> | <b>50.0%</b> | <b>50.0%</b> | <b>50.0%</b> |
|                                                                                                   | <b>Meets target?</b>                                                     | <b>Yes</b>   | <b>Yes</b>   | <b>Yes</b>   | <b>Yes</b>   | <b>No</b>    |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|                                                                                                                  |               |               |               |               |               |
|------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| **Maintain property crime rate in Franklin will be 50% of the national rate.                                     |               |               |               |               |               |
|                                                                                                                  | 2013          | 2014          | 2015          | 2016          | 2017          |
| Property Crime Rate in Franklin                                                                                  | 988           | 990           | 1058          | 1085          | 1265          |
| <i>Property Crime Rate Nationally</i>                                                                            | <i>2733.6</i> | <i>2574.1</i> | <i>2500.5</i> | <i>2451.6</i> | <i>2362.2</i> |
| Franklin as a % of National                                                                                      | 36.1%         | 38.5%         | 42.3%         | 44.3%         | 53.6%         |
| <b>Target</b>                                                                                                    | <b>50.0%</b>  | <b>50.0%</b>  | <b>50.0%</b>  | <b>50.0%</b>  | <b>50.0%</b>  |
| <b>Meets target?</b>                                                                                             | <b>Yes</b>    | <b>Yes</b>    | <b>Yes</b>    | <b>Yes</b>    | <b>No</b>     |
| **Establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes. |               |               |               |               |               |
|                                                                                                                  | 2013          | 2014          | 2015          | 2016          | 2017          |
| Violent Crime Clearance in Franklin                                                                              | N/A           | 78.0%         | 65.0%         | 43%           | 42%           |
| <i>National Clearance Rate for Violent Crimes</i>                                                                | <i>48.1%</i>  | <i>47.4%</i>  | <i>46.0%</i>  | <i>45.6%</i>  | <i>45.6%</i>  |
| <b>Target (National x 1.5)</b>                                                                                   | 64.2%         | 71.1%         | 68.1%         | 68.1%         | 65.1%         |
| <b>Meets target?</b>                                                                                             | <b>N/A</b>    | <b>Yes</b>    | <b>No</b>     | <b>Yes</b>    | <b>Yes</b>    |
| Franklin Property Crime Clearance Rate                                                                           | N/A           | 64%           | 38%           | 30%           | 30%           |
| <i>National Property Crime Clearance Rate</i>                                                                    | <i>19.7%</i>  | <i>20.2%</i>  | <i>19.4%</i>  | <i>18.3%</i>  | <i>17.6%</i>  |
| <b>Target (National x 1.5)</b>                                                                                   | 22.5%         | 30.3%         | 27.3%         | 27.3%         | 24.3%         |
| <b>Meets target?</b>                                                                                             | <b>N/A</b>    | <b>Yes</b>    | <b>Yes</b>    | <b>No</b>     | <b>No</b>     |
| Overall Clearance Rate                                                                                           | 49.4%         | 57.0%         | 54.0%         | 40.0%         | 40.0%         |

\*FY 2018 & 2019 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.

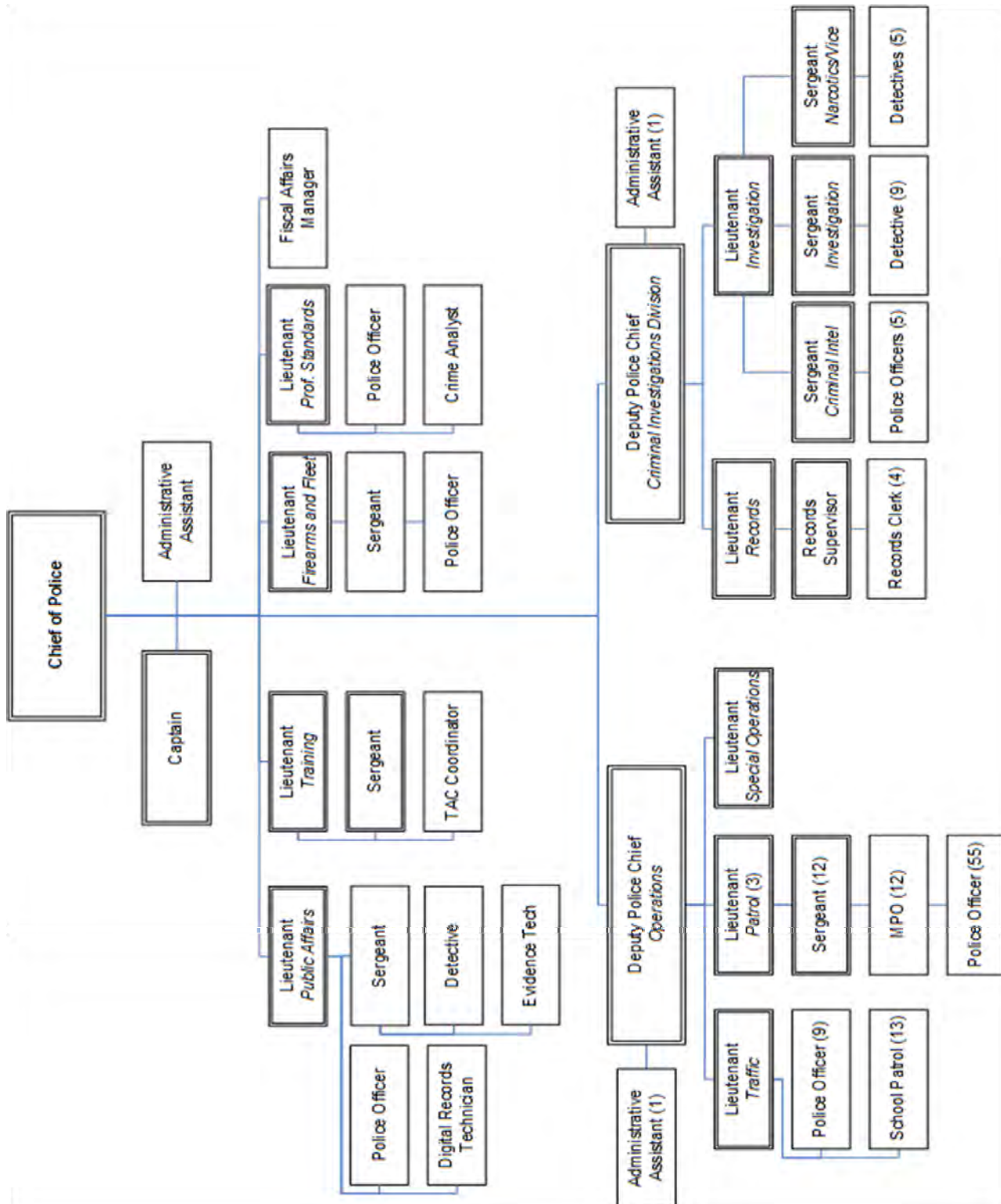
### Franklin Citizens Survey

|                                     |                                                    | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|----------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                    | Excellent/Good       | Fair/Poor | Excellent/Good       | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the overall feeling of safety in Franklin | 97%                  | 3%        | 96%                  | 4%        |
| <input checked="" type="checkbox"/> | % rating the quality of Police/Sheriff services    | 95%                  | 5%        | 93%                  | 7%        |
| <input checked="" type="checkbox"/> | % rating the quality of Crime prevention           | 91%                  | 9%        | 89%                  | 11%       |
| <input checked="" type="checkbox"/> | % rating the quality of Traffic enforcement        | 76%                  | 24%       | 75%                  | 25%       |

|                                     |                                                                                                                                                   |      | 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 | 2016 | 63%       | 28%            | 8%                 | 1%                   |
|                                     |                                                                                                                                                   | 2019 | 67%       | 27%            | 6%                 | 0%                   |

|                                     |                                                        | No   | Yes |     |
|-------------------------------------|--------------------------------------------------------|------|-----|-----|
| <input checked="" type="checkbox"/> | % Household member was a victim of a crime in Franklin | 2016 | 95% | 5%  |
|                                     |                                                        | 2019 | 94% | 6%  |
| <input checked="" type="checkbox"/> | % Reported a crime to the Police in Franklin           | 2016 | 87% | 13% |

### Organizational Chart



Note: For detailed counts and authorized positions, please see following page 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 |
| Sworn Officers              |           |         |     |         |     |         |     |         |     |         |     |
| Police Chief                | Grade M   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Police Deputy Chief         | Grade K   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   |
| Field Operations Captain    | Grade J   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Police Lieutenants          | Grade I   | 10      | 0   | 10      | 0   | 10      | 0   | 10      | 0   | 10      | 0   |
| Police Sergeant             | Grade G   | 18      | 0   | 18      | 0   | 18      | 0   | 18      | 0   | 18      | 0   |
| Detective/Master Patrol     | Grade F   | 27      | 0   | 27      | 0   | 27      | 0   | 27      | 0   | 27      | 0   |
| Police Officers             | Grade E   | 68      | 0   | 70      | 0   | 70      | 0   | 70      | 0   | 73      | 0   |
| Police Officer (R&D)        | Grade E   | 1       | 0   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   |
| Non-Sworn Personnel         |           |         |     |         |     |         |     |         |     |         |     |
| Fiscal Affairs Manager      | Grade H   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Crime Analyst               | Grade F   | 0       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Digital Records Technician  | Grade F   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Asst. Comm. Super.*         | Grade E   | 1       | 0   | 0       | 0   | 0       | 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   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   |
| Admin. Asst.                | Grade D   | 4       | 0   | 3       | 0   | 3       | 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   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   |
| Administrative Secretary    | Grade B   | 0       | 2   | 0       | 2   | 0       | 0   | 0       | 0   | 0       | 0   |
| Records Clerk               | Grade B   | 3       | 0   | 3       | 0   | 4       | 0   | 4       | 0   | 4       | 0   |
| Parking Enforcement Officer | Grade B   | 1       | 0   | 1       | 0   | 1       | 0   | 0       | 0   | 0       | 0   |
| School Patrol (Part-time)   | Grade A   | 0       | 11  | 0       | 11  | 0       | 11  | 0       | 11  | 0       | 11  |
| Total Authorized Staffing   |           | 157     | 13  | 142     | 13  | 143     | 11  | 142     | 11  | 145     | 11  |

### Positions by Division

|                                  |            |           |            |           |            |           |            |           |            |           |
|----------------------------------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|------------|-----------|
| Administration                   | 9          | 0         | 15         | 0         | 17         | 0         | 17         | 0         | 18         | 0         |
| Patrol                           | 88         | 11        | 97         | 11        | 96         | 11        | 95         | 11        | 90         | 11        |
| CID                              | 60         | 2         | 30         | 2         | 30         | 0         | 30         | 0         | 34         | 0         |
| <b>Total Authorized Staffing</b> | <b>157</b> | <b>13</b> | <b>142</b> | <b>13</b> | <b>143</b> | <b>11</b> | <b>142</b> | <b>11</b> | <b>142</b> | <b>11</b> |

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 2020 Operating Budget

#### Budget - Overall

|                                   | Actual<br>2017    | Actual<br>2018    | Budget<br>2019    | Estd<br>2019      | Budget<br>2020    | Difference<br>\$ | %            |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| <b>Personnel</b>                  |                   |                   |                   |                   |                   |                  |              |
| Salaries & Wages                  | 8,027,937         | 8,289,023         | 8,929,460         | 8,970,241         | 8,778,167         | (151,293)        | -1.7%        |
| Officials Fees                    | -                 | -                 | 3,200             | -                 | 3,200             | -                | 0.0%         |
| Employee Benefits                 | 3,353,981         | 3,836,436         | 3,820,287         | 3,748,891         | 4,107,366         | 287,079          | 7.5%         |
| <b>Total Personnel</b>            | <b>11,381,918</b> | <b>12,125,459</b> | <b>12,752,947</b> | <b>12,719,131</b> | <b>12,888,733</b> | <b>135,786</b>   | <b>1.1%</b>  |
| <b>Operations</b>                 |                   |                   |                   |                   |                   |                  |              |
| Transportation Services           | 17,308            | 13,749            | 30,647            | 10,832            | 31,566            | 919              | 3.0%         |
| Operating Services                | 119,964           | 85,648            | 80,311            | 89,613            | 88,121            | 7,810            | 9.7%         |
| Notices, Subscriptions, etc.      | 48,810            | 39,371            | 28,845            | 28,888            | 30,011            | 1,166            | 4.0%         |
| Utilities                         | 445,780           | 399,915           | 413,150           | 428,557           | 441,985           | 28,835           | 7.0%         |
| Contractual Services              | 522,773           | 811,481           | 824,408           | 859,126           | 840,601           | 16,193           | 0.0%         |
| Repair & Maintenance Services     | 438,665           | 323,317           | 312,652           | 249,369           | 328,031           | 15,379           | 4.9%         |
| Employee programs                 | 157,658           | 172,963           | 183,825           | 189,765           | 204,340           | 20,515           | 11.2%        |
| Professional Development/Travel   | 3,799             | 2,260             | -                 | 706               | -                 | -                | 0.0%         |
| Office Supplies                   | 25,774            | 27,515            | 24,063            | 25,744            | 25,085            | 1,022            | 4.2%         |
| Operating Supplies                | 290,451           | 265,115           | 292,375           | 300,134           | 379,246           | 86,871           | 29.7%        |
| Fuel & Mileage                    | 208,360           | 234,670           | 248,655           | 268,915           | 282,982           | 34,327           | 13.8%        |
| Machinery & Equipment (<\$25,000) | 460,143           | 629,112           | 204,492           | 185,672           | 289,535           | 85,043           | 41.6%        |
| Repair & Maintenance Supplies     | 15,731            | 4,737             | 6,806             | 3,250             | 7,010             | 204              | 3.0%         |
| Operational Units                 | 102,165           | 88,069            | 80,041            | 80,041            | 82,442            | 2,401            | 3.0%         |
| Property & Liability Costs        | 482,855           | 481,503           | 470,819           | 460,197           | 483,209           | 12,390           | 2.6%         |
| Rentals                           | 4,295             | 3,078             | 2,400             | 2,400             | 2,472             | 72               | 3.0%         |
| Permits                           | 18                | 43                | -                 | -                 | -                 | -                | 0.0%         |
| Other Business Expenses           | 115               | 796               | 2,680             | 2,888             | 2,975             | 295              | 11.0%        |
| Debt Service and Lease Payments   | 697,641           | 747,651           | 586,293           | 586,293           | -                 | (586,293)        | -100.0%      |
| <b>Total Operations</b>           | <b>4,042,305</b>  | <b>4,330,993</b>  | <b>3,792,462</b>  | <b>3,772,390</b>  | <b>3,519,611</b>  | <b>(272,851)</b> | <b>-7.2%</b> |
| <b>Capital</b>                    | <b>30,649</b>     | <b>395,822</b>    | <b>-</b>          | <b>-</b>          | <b>1,000,000</b>  | <b>1,000,000</b> | <b>0.0%</b>  |
| <b>Total Police Department</b>    | <b>15,454,872</b> | <b>16,852,274</b> | <b>16,545,409</b> | <b>16,491,521</b> | <b>17,408,344</b> | <b>862,935</b>   | <b>5.2%</b>  |

#### Notes & Objectives



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Budget - Administration Division

|                                      | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %             |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Personnel</b>                     |                  |                  |                  |                  |                  |                  |               |
| Salaries & Wages                     | 947,573          | 1,001,129        | 1,120,402        | 1,073,484        | 1,217,414        | 97,012           | 8.7%          |
| Officials Fees                       | -                | -                | 3,200            | -                | 3,200            | -                | 0.0%          |
| Employee Benefits                    | 429,837          | 441,499          | 497,299          | 534,125          | 602,079          | 104,780          | 21.1%         |
| <b>Total Personnel</b>               | <b>1,377,410</b> | <b>1,442,628</b> | <b>1,620,901</b> | <b>1,607,608</b> | <b>1,822,693</b> | <b>201,792</b>   | <b>12.4%</b>  |
| <b>Operations</b>                    |                  |                  |                  |                  |                  |                  |               |
| Transportation Services              | 14,933           | 11,469           | 30,647           | 10,800           | 31,566           | 919              | 3.0%          |
| Operating Services                   | 116,745          | 83,520           | 72,508           | 79,650           | 75,584           | 3,076            | 4.2%          |
| Notices, Subscriptions, etc.         | 43,204           | 31,883           | 25,785           | 25,110           | 26,558           | 773              | 3.0%          |
| Utilities                            | 445,780          | 399,915          | 413,150          | 428,557          | 441,985          | 28,835           | 7.0%          |
| Contractual Services                 | 3,555            | 791,569          | 796,308          | 824,126          | 803,601          | 7,293            | 0.9%          |
| Repair & Maintenance Services        | 435,373          | 323,317          | 312,652          | 249,369          | 328,031          | 15,379           | 4.9%          |
| Employee programs                    | 44,012           | 27,654           | 78,862           | 84,718           | 81,228           | 2,366            | 3.0%          |
| Professional Development/Travel      | 1,493            | 1,550            | -                | 620              | -                | -                |               |
| Office Supplies                      | 25,570           | 25,648           | 24,063           | 24,600           | 25,085           | 1,022            | 4.2%          |
| Operating Supplies                   | 217,544          | 216,534          | 208,194          | 235,134          | 280,840          | 72,646           | 34.9%         |
| Fuel & Mileage                       | 208,264          | 234,627          | 248,655          | 268,915          | 282,982          | 34,327           | 13.8%         |
| Machinery & Equipment (<\$25,000)    | 444,144          | 616,545          | 204,492          | 140,841          | 239,213          | 34,721           | 17.0%         |
| Repair & Maintenance Supplies        | 11,665           | 1,782            | 6,806            | 3,250            | 7,010            | 204              | 3.0%          |
| Operational Units                    | 36,204           | 16,505           | 20,218           | 20,218           | 20,825           | 607              | 3.0%          |
| Property & Liability Costs           | 220,803          | 102,009          | 170,754          | 170,754          | 179,293          | 8,539            | 5.0%          |
| Rentals                              | 4,295            | 3,078            | 2,400            | 2,400            | 2,472            | 72               | 3.0%          |
| Permits                              | 18               | 43               | -                | -                | -                | -                |               |
| Other Business Expenses              | 115              | 796              | 2,680            | 2,888            | 2,975            | 295              | 11.0%         |
| Debt Service and Lease Payments      | 697,641          | 747,651          | 586,293          | 586,293          | -                | (586,293)        | -100.0%       |
| <b>Total Operations</b>              | <b>2,971,358</b> | <b>3,636,095</b> | <b>3,204,467</b> | <b>3,158,243</b> | <b>2,829,246</b> | <b>(375,221)</b> | <b>-11.7%</b> |
| <b>Capital</b>                       | <b>30,649</b>    | <b>395,822</b>   | <b>-</b>         | <b>-</b>         | <b>1,000,000</b> | <b>1,000,000</b> | <b>0.0%</b>   |
| <b>Total Administration Division</b> | <b>4,379,417</b> | <b>5,474,545</b> | <b>4,825,368</b> | <b>4,765,851</b> | <b>5,651,940</b> | <b>826,572</b>   | <b>17.1%</b>  |





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget - CID Division

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %           |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |             |
| Salaries & Wages                  | 1,900,017        | 2,075,232        | 2,206,079        | 2,202,937        | 2,152,755        | (53,324)         | -2.4%       |
| Officials Fees                    | -                | -                | -                | -                | -                | -                |             |
| Employee Benefits                 | 844,909          | 830,439          | 893,554          | 794,295          | 974,541          | 80,987           | 9.1%        |
| <b>Total Personnel</b>            | <b>2,744,926</b> | <b>2,905,671</b> | <b>3,099,633</b> | <b>2,997,232</b> | <b>3,127,296</b> | <b>27,663</b>    | <b>0.9%</b> |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |             |
| Transportation Services           | 612              | 393              | -                | 32               | -                | -                |             |
| Operating Services                | 601              | 359              | 7,803            | 7,963            | 8,037            | 234              | 3.0%        |
| Notices, Subscriptions, etc.      | 2,147            | 1,521            | 1,020            | 1,020            | 1,052            | 32               | 3.1%        |
| Utilities                         | -                | -                | -                | -                | -                | -                |             |
| Contractual Services              | 519,218          | 19,912           | 28,100           | 35,000           | 37,000           | 8,900            | 31.7%       |
| Repair & Maintenance Services     | -                | -                | -                | -                | -                | -                |             |
| Employee programs                 | 29,910           | 37,699           | 42,000           | 42,028           | 43,260           | 1,260            | 3.0%        |
| Professional Development/Travel   | 210              | 244              | -                | -                | -                | -                |             |
| Office Supplies                   | -                | 1,164            | -                | 144              | -                | -                |             |
| Operating Supplies                | 914              | 2,677            | -                | -                | -                | -                |             |
| Fuel & Mileage                    | -                | 43               | -                | -                | -                | -                |             |
| Machinery & Equipment (<\$25,000) | 3,233            | 5,511            | -                | 24,831           | -                | -                |             |
| Repair & Maintenance Supplies     | 496              | 253              | -                | -                | -                | -                |             |
| Operational Units                 | 8,669            | 14,127           | 18,790           | 18,790           | 19,354           | 564              | 3.0%        |
| Property & Liability Costs        | 89,154           | 120,808          | 100,017          | 98,533           | 103,460          | 3,443            | 3.4%        |
| Rentals                           | -                | -                | -                | -                | -                | -                |             |
| Permits                           | -                | -                | -                | -                | -                | -                |             |
| Other Business Expenses           | -                | -                | -                | -                | -                | -                |             |
| Debt Service and Lease Payments   | -                | -                | -                | -                | -                | -                |             |
| <b>Total Operations</b>           | <b>655,164</b>   | <b>204,711</b>   | <b>197,730</b>   | <b>228,341</b>   | <b>212,162</b>   | <b>14,432</b>    | <b>7.3%</b> |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |             |
| <b>Total CID Division</b>         | <b>3,400,090</b> | <b>3,110,382</b> | <b>3,297,363</b> | <b>3,225,573</b> | <b>3,339,458</b> | <b>42,095</b>    | <b>1.3%</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget - Patrol Division

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %            |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |              |
| Salaries & Wages                  | 5,180,347        | 5,212,662        | 5,602,979        | 5,693,820        | 5,407,998        | (194,981)        | -3.5%        |
| Officials Fees                    | -                | -                | -                | -                | -                | -                |              |
| Employee Benefits                 | 2,079,235        | 2,564,498        | 2,429,434        | 2,420,470        | 2,530,746        | 101,312          | 4.2%         |
| <b>Total Personnel</b>            | <b>7,259,582</b> | <b>7,777,160</b> | <b>8,032,413</b> | <b>8,114,291</b> | <b>7,938,744</b> | <b>(93,669)</b>  | <b>-1.2%</b> |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |              |
| Transportation Services           | 1,763            | 1,887            | -                | -                | -                | -                |              |
| Operating Services                | 2,618            | 1,769            | -                | 2,000            | 4,500            | 4,500            |              |
| Notices, Subscriptions, etc.      | 3,459            | 5,967            | 2,040            | 2,758            | 2,401            | 361              | 17.7%        |
| Utilities                         | -                | -                | -                | -                | -                | -                |              |
| Contractual Services              | -                | -                | -                | -                | -                | -                |              |
| Repair & Maintenance Services     | 3,292            | -                | -                | -                | -                | -                |              |
| Employee programs                 | 83,736           | 107,610          | 62,963           | 63,019           | 79,852           | 16,889           | 26.8%        |
| Professional Development/Travel   | 2,096            | 466              | -                | 86               | -                | -                |              |
| Office Supplies                   | 204              | 703              | -                | 1,000            | -                | -                |              |
| Operating Supplies                | 71,993           | 45,904           | 84,181           | 65,000           | 98,406           | 14,225           | 16.9%        |
| Fuel & Mileage                    | 96               | -                | -                | -                | -                | -                |              |
| Machinery & Equipment (<\$25,000) | 12,766           | 7,056            | -                | 20,000           | 50,322           | 50,322           |              |
| Repair & Maintenance Supplies     | 3,570            | 2,702            | -                | -                | -                | -                |              |
| Operational Units                 | 57,292           | 57,437           | 41,033           | 41,033           | 42,264           | 1,231            | 3.0%         |
| Property & Liability Costs        | 172,898          | 258,686          | 200,048          | 190,910          | 200,457          | 409              | 0.2%         |
| Rentals                           | -                | -                | -                | -                | -                | -                |              |
| Permits                           | -                | -                | -                | -                | -                | -                |              |
| Other Business Expenses           | -                | -                | -                | -                | -                | -                |              |
| Debt Service and Lease Payments   | -                | -                | -                | -                | -                | -                |              |
| <b>Total Operations</b>           | <b>415,783</b>   | <b>490,187</b>   | <b>390,265</b>   | <b>385,806</b>   | <b>478,202</b>   | <b>87,937</b>    | <b>22.5%</b> |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |              |
| <b>Total Patrol Division</b>      | <b>7,675,365</b> | <b>8,267,347</b> | <b>8,422,678</b> | <b>8,500,097</b> | <b>8,416,946</b> | <b>(5,732)</b>   | <b>-0.1%</b> |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Drug Fund

Chief Deborah Y. Faulkner, EdD

#### Budget Summary

|                        | 2017    | 2018    | 2019    |           | 2020    | 2019 v. 2020 |         |
|------------------------|---------|---------|---------|-----------|---------|--------------|---------|
|                        | Actual  | Actual  | Budget  | Estimated | Budget  | \$           | %       |
| Beginning Fund Balance | 515,642 | 541,205 | 508,522 | 508,522   | 368,984 |              |         |
| Revenues               | 147,740 | 226,100 | 224,586 | 134,476   | 243,364 | 18,778       | 8.36%   |
| Expenditures           | 122,177 | 258,783 | 278,500 | 274,014   | 134,900 | (143,600)    | -51.56% |
| Ending Balance         | 541,205 | 508,522 | 454,608 | 368,984   | 477,448 |              |         |

#### Fund Summary

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.

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 chargers, 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 2020 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 2020 Operating Budget

### Budget

|                                  | Actual<br>2017 | Actual<br>2018 | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference       |               |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|---------------|
|                                  |                |                |                |                |                | \$               | %             |
| <b>Beginning Fund Balance</b>    | <b>515,642</b> | <b>541,205</b> | <b>508,522</b> | <b>508,522</b> | <b>368,984</b> |                  |               |
| <b>Revenues</b>                  |                |                |                |                |                |                  |               |
| DRUG FINES RECEIVED              | 62,808         | 67,571         | 85,209         | 54,316         | 82,538         | (2,671)          | -3.1%         |
| DRUG CONTRIBUTIONS TO FPD        | 26,825         | 36,900         | 31,745         | 37,800         | 33,495         | 1,750            | 5.5%          |
| CONFISCATED GOODS (FEDERAL)      | 21,230         | 49,204         | 68,248         | 15,000         | 73,654         | 5,406            | 7.9%          |
| CONFISCATED GOODS (STATE)        | 23,841         | 44,611         | 14,670         | 15,000         | 23,361         | 8,691            | 59.2%         |
| INTEREST INCOME                  | 3,406          | 8,317          | 2,176          | 12,360         | 12,000         | 9,824            | 451.5%        |
| SALE OF SURPLUS ASSETS           | 9,630          | 19,496         | 22,538         | -              | 18,316         | (4,222)          | -18.7%        |
| <b>Total Available Funds</b>     | <b>147,740</b> | <b>226,100</b> | <b>224,586</b> | <b>134,476</b> | <b>243,364</b> | <b>18,778</b>    | <b>8.4%</b>   |
| <b>Expenses (Operations)</b>     |                |                |                |                |                |                  |               |
| MACHINERY & EQUIPMENT (<\$25,000 | 96,700         | 59,386         | 120,000        | 114,700        | -              | (120,000)        | -100.0%       |
| OPERATIONAL UNITS                | 23,066         | 38,039         | 72,500         | 72,500         | 72,500         | -                | 0.0%          |
| OTHER BUSINESS EXPENSES          | 2,411          | 2,235          | -              | 2,400          | 2,400          | 2,400            | 0.0%          |
| Capital                          | -              | 159,123        | 86,000         | 84,414         | 60,000         | (26,000)         | -30.2%        |
| <b>Total Expenditures</b>        | <b>122,177</b> | <b>258,783</b> | <b>278,500</b> | <b>274,014</b> | <b>134,900</b> | <b>(143,600)</b> | <b>-51.6%</b> |
| <b>Ending Fund Balance</b>       | <b>541,205</b> | <b>508,522</b> | <b>454,608</b> | <b>368,984</b> | <b>477,448</b> |                  |               |



# City of Franklin

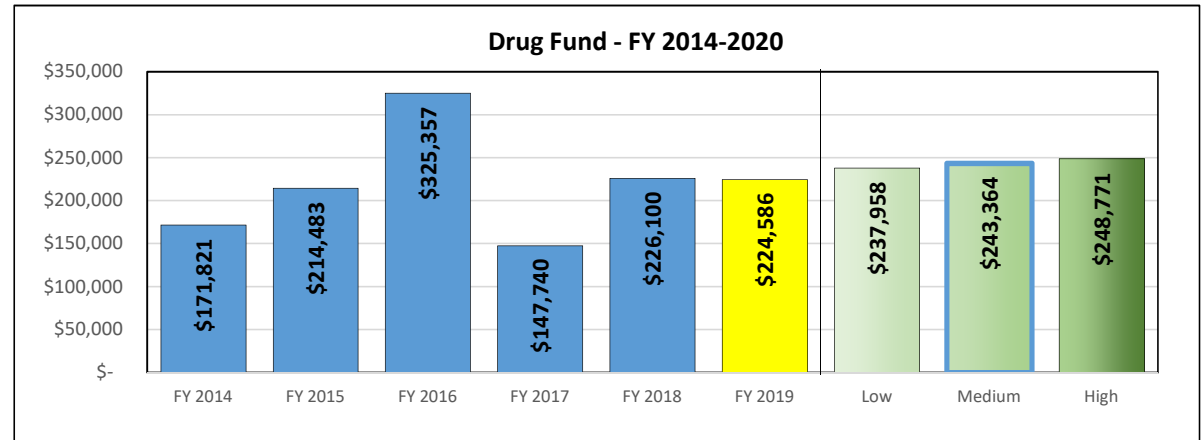
## Revenue Model

|              |                  |                                |             |
|--------------|------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Drug Fund</b> | <b>Percent of All Revenues</b> | <b>0.1%</b> |
|--------------|------------------|--------------------------------|-------------|

**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 2020 Forecast is a 5% increase based on 5 year historical averages.



|                                        | Actual            |                   |                   |                   |                   | Budget            | Forecasts (FY 2020) |                   |                   | Averages      |
|----------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|-------------------|---------------|
|                                        | FY 2014           | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019           | Low                 | Medium            | High              |               |
| <b>% yr/yr.</b>                        | <b>99.0%</b>      | <b>24.8%</b>      | <b>51.7%</b>      | <b>-54.6%</b>     | <b>53.0%</b>      | <b>-0.7%</b>      | <b>6.0%</b>         | <b>8.4%</b>       | <b>10.8%</b>      |               |
| DRUG FINES RECEIVED                    | 82,013            | 42,740            | 137,906           | 62,808            | 67,571            | 85,209            | 80,966              | 82,538            | 84,110            | 3-yr Average  |
| DRUG CONTRIBUTIONS PAID TO POLICE DEPT |                   | 16,050            | 47,824            | 26,825            | 36,900            | 31,745            | 32,857              | 33,495            | 34,133            | \$ 233,066    |
| CONFISCATED GOODS (FEDERAL)            | 68,264            | 95,226            | 116,811           | 21,230            | 49,204            | 68,248            | 72,251              | 73,654            | 75,057            | -1.2%         |
| CONFISCATED GOODS (STATE)              | 17,087            | 15,211            | 10,495            | 23,840            | 44,611            | 14,670            | 22,916              | 23,361            | 23,806            | 5-Yr Average  |
| INTEREST INCOME                        | 1,127             | 937               | 1,874             | 3,407             | 8,318             | 2,176             | 11,000              | 12,000            | 13,000            | \$ 217,100    |
| SALE OF SURPLUS ASSETS                 | 3,330             | 44,319            | 10,446            | 9,630             | 19,496            | 22,538            | 17,968              | 18,316            | 18,665            | 0.7%          |
|                                        |                   |                   |                   |                   |                   |                   |                     |                   |                   | 10-Yr Average |
|                                        |                   |                   |                   |                   |                   |                   |                     |                   |                   | \$ 166,984    |
|                                        |                   |                   |                   |                   |                   |                   |                     |                   |                   | 3.4%          |
| <b>Totals</b>                          | <b>\$ 171,821</b> | <b>\$ 214,483</b> | <b>\$ 325,357</b> | <b>\$ 147,740</b> | <b>\$ 226,100</b> | <b>\$ 224,586</b> | <b>\$ 237,958</b>   | <b>\$ 243,364</b> | <b>\$ 248,771</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Fire

Rocky Garzarek, Fire Chief

#### Budget Summary

|                   | 2017<br>Actual    | 2018<br>Actual    | 2019              |                   | 2020<br>Budget    | 2019 v. 2020    |              |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-----------------|--------------|
|                   |                   |                   | Budget            | Estimated         |                   | \$              | %            |
| <b>Personnel</b>  | 14,536,117        | 15,827,329        | 16,212,785        | 16,208,956        | 15,755,513        | -457,272        | -2.8%        |
| <b>Operations</b> | 2,325,854         | 2,272,459         | 2,052,650         | 2,026,671         | 2,206,292         | 153,642         | 7.5%         |
| <b>Capital</b>    | 16,194            | 0                 | 228,000           | 177,000           | 0                 | (228,000)       | 100.0%       |
| <b>Total</b>      | <b>16,878,165</b> | <b>18,099,788</b> | <b>18,493,435</b> | <b>18,412,627</b> | <b>17,961,805</b> | <b>-531,630</b> | <b>-2.9%</b> |

#### 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 9,058 incidents in 2018, experiencing a 15.3 percent increase in call volume over the previous year. Our average response time after receiving the dispatch is four minutes and forty nine seconds (4:49).

Having completed our five-year strategic plan, we are focusing our efforts to create a Standards of Response Coverage document. This effort will define those adopted, written policies and procedures that determines the distribution, concentration and reliability of fixed and mobile response forces for fire, emergency medical services, hazardous materials and other forces of technical response. We will endeavor to analyze all areas of resource allocation for emergency response using nationally recognized best practices to assess where we are today and to set the direction for our future.

The construction bid for Fire Station 7 was awarded to Southland Constructors Inc. with an estimated start date of February 2019. This station will primarily serve the Goose Creek area located in south Franklin. This station will be a joint venture between the City and Williamson County allowing for the provision of an ambulance and living quarters for EMS staff. It will replace the existing temporary fire station erected in early 2015.

On September 12, 2018, the city deployed fifteen personnel and equipment to South Carolina in response to Hurricane Florence. Our personnel which included ten members of the fire department, four members of the police department and one member of our IT department, along with one hundred and six other TN responders, assisted with boat evacuations of residents who were stranded by flood waters over a fifteen-day deployment. Shortly thereafter two of our personnel were deployed for seven days to Gold Beach Oregon and joined with an incident management team out of California to help manage the personnel involved with fighting the 98,000 acre wildland fire. These deployments are invaluable learning opportunities that help educate us to respond effectively to disasters that may affect our area and which would require significant outside assistance.

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



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Fire

*Rocky Garzarek, Fire Chief*

#### Departmental Summary (con't)

fire apparatuses are custom built, purchasing and equipping a new truck takes approximately 18 months. At a cost between \$400,000 and \$1.3 million depending upon the vehicle, and a 15 plus year service life; the significant cost and time involved in procuring 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. FY20 requests includes the replacement of a shift commander SUV, two rescue trucks, an Engine, a Ladder Truck and two staff vehicles.

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 has requested the addition of three (3) FTEs to help rectify this situation. These personnel would be assigned to a 24-hour shift but detailed to the training division for 8 of these hours on their weekdays.

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 continues to request the addition of three (3) Fire Safety Officers. These personnel would be assigned to a 24-hour shift but detailed to the prevention division for 8 of these hours on their weekdays. Our fire prevention efforts continue to provide for a safer and more educated community. In 2018, the department reviewed 406 planning projects and 265 fire protection projects, conducted 1,377 building inspections and 598 fire case Inspections, installed 365 car seats, conducted 21 fire drills involving 10,610 people, presented a new program "Great Escapes" to 970 fifth grade students, taught 115 people CPR, and conducted 114 station tours that reached more than 12,000 citizens.

We thank the Board of Mayor and Alderman for allowing us to present a few of our needs for funding consideration and will continue to be good stewards of the appropriations given to us.

#### Departmental Goals

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





# City of Franklin, Tennessee

## FY 2020 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.)

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

### Workload (Output) Measures

|  |                                                 | 2016       | 2017       | 2018       | 2019***    | 2020***    |
|--|-------------------------------------------------|------------|------------|------------|------------|------------|
|  | Calls for service                               | 7038       | 7856       | 9058       | 10444      | 12042      |
|  | - Medical                                       | 4833       | 5260       | 6030       | 6912       | 7923       |
|  | - Fire                                          | 153        | 148        | 133        | 119        | 107        |
|  | - Structure Fire                                | 51         | 59         | 44         | 50         | 50         |
|  | - Overpressure                                  | 25         | 16         | 15         | 20         | 20         |
|  | - Hazardous Conditions                          | 168        | 235        | 207        | 182        | 160        |
|  | - Service Call                                  | 599        | 634        | 825        | 1072       | 1393       |
|  | - Good Intention Call                           | 417        | 497        | 710        | 1008       | 1431       |
|  | - False Alarm                                   | 835        | 1046       | 1129       | 1218       | 1314       |
|  | - Severe Weather/Natural Disaster               | 5          | 13         | 5          | 5          | 5          |
|  | - Other                                         | 3          | 7          | 4          | 4          | 4          |
|  | Total Calls for Service / 1,000 Population      | 106        | 111        | 128        | 142        | 163        |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>118</b> | <b>115</b> | <b>113</b> | <b>TBD</b> | <b>TBD</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|  |                                                 |             |             |             |            |            |
|--|-------------------------------------------------|-------------|-------------|-------------|------------|------------|
|  | Structure fires / 1,000 Population              | 0.77        | 0.83        | 0.62        | 1.61       | 1.45       |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>1.46</b> | <b>1.31</b> | <b>1.14</b> | <b>TBD</b> | <b>TBD</b> |
|  | Fire inspections                                | 1139        | 1509        | 912         | TBD        | TBD        |
|  | Number of budgeted certified positions          | 171         | 171         | 172         | 172        | 172        |
|  | ISO rating                                      | 1           | 1           | 1           | 1          | 1          |
|  | Number of fire stations                         | 7           | 8           | 8           | 8          | 8          |
|  | Total fire apparatus                            | 16          | 16          | 16          | 17         | 17         |

### Efficiency Measures

|  |                                                 | 2016             | 2017             | 2018             | 2019***    | 2020***    |
|--|-------------------------------------------------|------------------|------------------|------------------|------------|------------|
|  | Total Fire Costs per Capita                     | \$ 241.14        | \$ 260.43        | \$ 280.32        | \$ 280.32  | \$ 280.32  |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>\$ 185.20</b> | <b>\$ 185.83</b> | <b>\$ 201.18</b> | <b>TBD</b> | <b>TBD</b> |
|  | Budgeted Certified Positions / 1,000 population | 2.49             | 2.41             | 2.41             | 2.41       | 2.41       |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>2.03</b>      | <b>1.80</b>      | <b>2.10</b>      | <b>TBD</b> | <b>TBD</b> |
|  | Cost per Call for Service                       | \$ 2,274         | \$ 2,351         | \$ 2,194         | \$ 2,194   | \$ 2,194   |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>\$ 1,739</b>  | <b>\$ 1,702</b>  | <b>\$ 2,103</b>  | <b>TBD</b> | <b>TBD</b> |

### Outcome (Effectiveness) Measures

|  |                                                                                                                                                                               | 2016                                       | 2017                                       | 2018                                       | 2019***                                    | 2020***                                    |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|--------------------------------------------|
|  | Provide a response time among the top quartile of Tennessee Benchmark                                                                                                         |                                            |                                            |                                            |                                            |                                            |
|  | Average Franklin total response time (dispatch and department)*                                                                                                               | 6.26                                       | 6.28                                       | 5:36                                       | 5:36                                       | 5:36                                       |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                                                                                                               | <b>6.08</b>                                | <b>5.42</b>                                | <b>5.15</b>                                | <b>TBD</b>                                 | <b>TBD</b>                                 |
|  | Percent met total target response time (6 min, 35 sec)                                                                                                                        |                                            |                                            |                                            |                                            |                                            |
|  | Percent met - Call Processing (60 seconds)                                                                                                                                    | 37%                                        | TBD                                        | TBD                                        | TBD                                        | TBD                                        |
|  | Percent met - Travel Time (240 seconds)                                                                                                                                       | 62%                                        | TBD                                        | TBD                                        | TBD                                        | TBD                                        |
|  | <b>Meets Target? (combined - 6 min, 35 sec?)</b>                                                                                                                              | <b>Yes</b>                                 | <b>TBD</b>                                 | <b>TBD</b>                                 | <b>TBD</b>                                 | <b>TBD</b>                                 |
|  | Franklin Response among top quartile of TMBP cities?                                                                                                                          |                                            |                                            |                                            |                                            |                                            |
|  | <b>Meets Target?</b>                                                                                                                                                          | <b>No</b>                                  | <b>No</b>                                  | <b>No</b>                                  | <b>TBD</b>                                 | <b>TBD</b>                                 |
|  | Reduce property fire loss per \$1 million of appraised value.                                                                                                                 |                                            |                                            |                                            |                                            |                                            |
|  | Fire Loss per \$1 million of Appraised Value                                                                                                                                  | \$ 99.36                                   | \$ 163.35                                  | \$ 93.91                                   | TBD                                        | TBD                                        |
|  | <b>Meets Target?</b>                                                                                                                                                          | <b>Yes</b>                                 | <b>No</b>                                  | <b>Yes</b>                                 | <b>TBD</b>                                 | <b>TBD</b>                                 |
|  | Confine the fire to the room of origin for 90% of all interior structure fire incidents                                                                                       | 96%                                        | 94%                                        | 100%                                       | 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<br>100% Personnel<br>Attended | 100% offered<br>100% Personnel<br>Attended | 100% offered<br>100% Personnel<br>Attended | 100% offered<br>100% Personnel<br>Attended | 100% offered<br>100% Personnel<br>Attended |
|  | Property value dollars saved                                                                                                                                                  | \$46,630,579                               | \$32,237,871                               | \$40,906,240                               | TBD                                        | TBD                                        |
|  | Percent of fire code violations cleared in 90 days                                                                                                                            | N/A                                        | N/A                                        | 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.

\*\*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.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

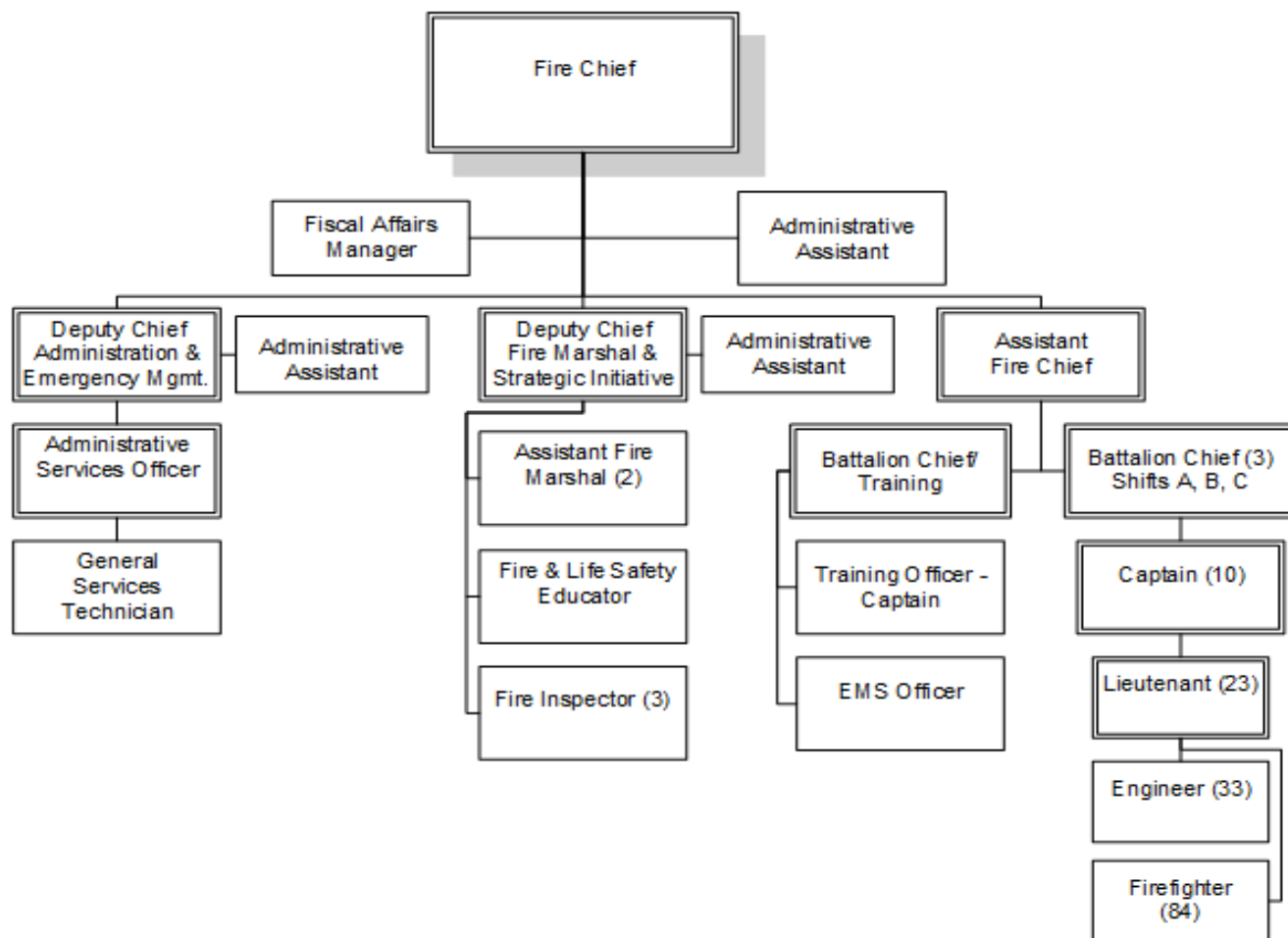
### Performance Measures

\*\*\* 2019 and 2020 measures estimated.

#### Franklin Citizens Survey

|                                     |                                                                                                                                          | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                                                                                          | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Fire services                                                                                                    | 99%                  | 1%        | 97%                  | 3%        |
| <input checked="" type="checkbox"/> | % rating the quality of Fire prevention and education                                                                                    | 91%                  | 9%        | 92%                  | 8%        |
| <input checked="" type="checkbox"/> | % rating the quality of Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) | 77%                  | 23%       | 80%                  | 20%       |

### Organizational Chart



Note: For detailed counts and authorized positions, please see following page 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      |
| Fire Chief                         | Grade M   | 1          | 0        | 1          | 0        | 1          | 0        | 1          | 0        | 1          | 0        |
| Assistant Fire Chief               | Grade L   | 0          | 0        | 0          | 0        | 0          | 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        | 0          | 0        | 0          | 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        | 11         | 0        | 10         | 0        | 10         | 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        | 2          | 0        | 2          | 0        |
| Fiscal Affairs Manager             | Grade H   | 0          | 0        | 1          | 0        | 1          | 0        | 1          | 0        | 1          | 0        |
| Fire Inspector Supervisor          | Grade H   | 0          | 0        | 0          | 0        | 1          | 0        | 0          | 0        | 0          | 0        |
| Fire & Life Safety Educator        | Grade G   | 1          | 0        | 1          | 0        | 1          | 0        | 1          | 0        | 1          | 0        |
| Fire Lieutenant                    | Grade G   | 16         | 0        | 22         | 0        | 23         | 0        | 23         | 0        | 23         | 0        |
| Fire Inspector                     | Grade G   | 3          | 0        | 3          | 0        | 3          | 0        | 3          | 0        | 3          | 0        |
| Fire Engineer                      | Grade F   | 30         | 0        | 33         | 0        | 33         | 0        | 33         | 0        | 33         | 0        |
| Firefighter                        | Grade E   | 91         | 0        | 84         | 0        | 84         | 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        |
| <b>Totals</b>                      |           | <b>171</b> | <b>0</b> | <b>171</b> | <b>0</b> | <b>172</b> | <b>0</b> | <b>172</b> | <b>0</b> | <b>172</b> | <b>0</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017    | Actual<br>2018    | Budget<br>2019    | Estd<br>2019      | Budget<br>2020    | Difference<br>\$ | %              |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|----------------|
| <b>Personnel</b>                  |                   |                   |                   |                   |                   |                  |                |
| Salaries & Wages                  | 10,082,165        | 10,865,322        | 11,372,581        | 11,462,530        | 10,808,131        | (564,450)        | -5.0%          |
| Employee Benefits                 | 4,453,952         | 4,962,007         | 4,840,204         | 4,746,426         | 4,947,381         | 107,177          | 2.2%           |
| <b>Total Personnel</b>            | <b>14,536,117</b> | <b>15,827,329</b> | <b>16,212,785</b> | <b>16,208,956</b> | <b>15,755,513</b> | <b>(457,272)</b> | <b>-2.8%</b>   |
| <b>Operations</b>                 |                   |                   |                   |                   |                   |                  |                |
| Transportation Services           | 2,255             | 1,146             | 2,900             | 1,455             | 2,900             | -                | 0.0%           |
| Operating Services                | 99,370            | 130,781           | 125,770           | 118,500           | 158,750           | 32,980           | 26.2%          |
| Notices, Subscriptions, etc.      | 34,696            | 43,412            | 51,125            | 48,338            | 59,197            | 8,072            | 15.8%          |
| Utilities                         | 235,246           | 249,833           | 262,000           | 260,000           | 263,500           | 1,500            | 0.6%           |
| Contractual Services              | 49,085            | 73,198            | 94,880            | 86,495            | 114,550           | 19,670           | 20.7%          |
| Repair & Maintenance Services     | 354,674           | 456,983           | 449,400           | 443,000           | 438,000           | (11,400)         | -2.5%          |
| Employee programs                 | 43,742            | 61,995            | 92,095            | 88,200            | 146,815           | 54,720           | 59.4%          |
| Professional Development/Travel   | 67,805            | 69,194            | 96,075            | 82,000            | 108,562           | 12,487           | 13.0%          |
| Office Supplies                   | 25,734            | 22,197            | 29,000            | 24,900            | 29,000            | -                | 0.0%           |
| Operating Supplies                | 196,410           | 236,441           | 218,400           | 220,300           | 265,150           | 46,750           | 21.4%          |
| Fuel & Mileage                    | 62,666            | 74,955            | 75,500            | 75,000            | 80,500            | 5,000            | 6.6%           |
| Machinery & Equipment (<\$25,000) | 437,129           | 269,552           | 252,900           | 279,900           | 284,900           | 32,000           | 12.7%          |
| Repair & Maintenance Supplies     | 84,167            | 81,604            | 98,500            | 99,650            | 102,500           | 4,000            | 4.1%           |
| Operational Units                 | 4,224             | 1,211             | 6,000             | 2,500             | 6,000             | -                | 0.0%           |
| Property & Liability Costs        | 130,529           | 114,225           | 129,242           | 128,542           | 134,970           | 5,728            | 4.4%           |
| Rentals                           | 1,147             | 264               | 1,015             | 800               | 1,000             | (15)             | -1.5%          |
| Permits                           | 7,748             | 6,783             | 7,800             | 7,800             | 10,000            | 2,200            | 28.2%          |
| Other Business Expenses           | 1                 | (1,911)           | 0                 | (757)             | -                 | -                | 0.0%           |
| Debt Service and Lease Payments   | 489,227           | 380,596           | 60,048            | 60,048            | -                 | (60,048)         | -100.0%        |
| <b>Total Operations</b>           | <b>2,325,854</b>  | <b>2,272,459</b>  | <b>2,052,650</b>  | <b>2,026,671</b>  | <b>2,206,292</b>  | <b>153,642</b>   | <b>7.5%</b>    |
| Machinery & Equipment (>\$25,000) | 16,194            | -                 | 228,000           | 177,000           | -                 | (228,000)        | -100.0%        |
| <b>Capital</b>                    | <b>16,194</b>     | <b>-</b>          | <b>228,000</b>    | <b>177,000</b>    | <b>-</b>          | <b>(228,000)</b> | <b>-100.0%</b> |
| <b>Total Fire Department</b>      | <b>16,878,165</b> | <b>18,099,788</b> | <b>18,493,435</b> | <b>18,412,627</b> | <b>17,961,804</b> | <b>(531,631)</b> | <b>-2.9%</b>   |



*City of Franklin, Tennessee*  
**FY 2020 Operating Budget**

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## *City of Franklin, Tennessee*

### **FY 2020 Operating Budget**

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## **FINANCE & ADMINISTRATION**

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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 2018 Comprehensive Annual Financial Report (28<sup>th</sup> 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 2018 budget document (11<sup>th</sup> year).
- Completed the 2015, 2016, 2017 & 2018 annual audits with no findings.



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Under this operating unit are:

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



*City of Franklin, Tennessee*  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Finance

Mike Lowe, Comptroller

Michael Walters Young, Budget & Strategic Innovation Manager

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020   |              |
|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
|                   |                |                | Budget         | Estimated      |                | \$             | %            |
| <b>Personnel</b>  | 1,009,073      | 896,292        | 956,808        | 956,001        | 953,487        | -3,321         | -0.3%        |
| <b>Operations</b> | -68,376        | -77,689        | -4,352         | -31,656        | -48,622        | -44,270        | 1017.2%      |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | 0              | 0.0%         |
| <b>Total</b>      | <b>940,697</b> | <b>818,603</b> | <b>952,456</b> | <b>924,345</b> | <b>904,865</b> | <b>-47,591</b> | <b>-5.0%</b> |

#### 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 2020 Outlook

In 2019, the City received no audit findings from the 2018 audit. The Board approved the department's updates of the City's travel policy, disbursements policy, the HR Manual for payroll, and internal controls manual. The department implemented investment allocation among funds to permit more funds to benefit from investment income. Finance assisted Administration and HR in transition to new actuary for pension and OPEB plans. Finance implemented new requirements for OPEB (other post-employment benefits) reporting in 2018 annual report. (OPEB consists of retiree health insurance.) and the first year of TCRS pension reporting in 2018 annual report. With Engineering and IT, implemented a project number checkout system.

Completed and presented first comprehensive review of the Stormwater Fund. Completed and presented FY 2019-2028 Capital Investment Program Financing Model. Assisted in overall management of FY 2019-2028 Capital Investment Program process and review with Board of Mayor and Aldermen. Spearheaded and successfully developed FY 2019 Annual Operating Budget. Spearheaded with Human Resources comprehensive review of all employees rates of pay and implemented large restructuring of employee compensation as part of the FY 2019 budget. With IT, represented and presented progress of City's Data Analytics with progress at the Nashville Analytics Summit. Assisted Law and Administration departments in developing Public Meeting Code of Conduct.



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **Finance**

*Mike Lowe, Comptroller*

*Michael Walters Young, Budget & Strategic Innovation Manager*

#### **Departmental Summary (Con't)**

Received 10th consecutive Distinguished Budget Presentation Award from the Government Finance Officers Association. Received 27<sup>th</sup> consecutive Certificate of Achievement in Excellence for Financial Reporting.

For 2020, the department is focusing on three financial best practices:

- The Budget and Analytics section is streamlining and organizing of the City's capital project accounting systems,
- The Processing (including Payroll and AP) section is focusing on the pension transition to the Tennessee Consolidated Retirement System (TCRS), and
- The Accounting and Reporting section will continue to work with departments on financial policies



# City of Franklin, Tennessee

## FY 2020 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.

|             |                                                 |  |
|-------------|-------------------------------------------------|--|
| <b>Key:</b> | <b>Strategic Plan: FranklinForward</b>          |  |
|             | <b>Sustainable Franklin</b>                     |  |
|             | <b>Tennessee Municipal Benchmarking Project</b> |  |

#### Workload (Output) Measures

|  |                                                                       | 2016  | 2017  | 2018* | 2019* | 2020* |
|--|-----------------------------------------------------------------------|-------|-------|-------|-------|-------|
|  | 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) | 100%  | 100%  | 100%  | 100%  | 100%  |
|  | Increase use of electronic payments for AP (percent paid by ACH/EFT)  | 40%   | 50%   | 60%   | 60%   | 60%   |
|  | Vendor payments issued                                                | 4,017 | 3,826 | 4,000 | 4,000 | 4,000 |
|  | Invoices processed                                                    | 7,070 | 6,163 | 6,000 | 6,000 | 6,000 |
|  | Checks issued (non-payroll)                                           | 2,197 | 1,984 | 1,700 | 1,700 | 1,700 |

#### Efficiency Measures

|  |                                                        | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|--------------------------------------------------------|------|------|------|-------|-------|
|  | Number of days to close fiscal year does not exceed 60 | 60   | 60   | 60   | 60    | 60    |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

#### Outcome (Effectiveness) Measures

|                                                                                    |                                                                                                                                                                                                                          | 2016                           | 2017                           | 2018                            | 2019*                               | 2020*                              |
|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|--------------------------------|---------------------------------|-------------------------------------|------------------------------------|
|                                                                                    | Exceed the return on investments compared to benchmark (BAML - Bank of America/Merrill Lynch)                                                                                                                            | .90% average to BAML's .13%    | 1.00% average to BAML's .44%   | 1.30% estimated to BAML's .64%  | 1.50% goal to estimated BAML's .84% | 1.50% goal to estimated BAML's TBD |
|                                                                                    |  Achieve the GFOA Annual Report award for financial reporting annually                                                                  | 25th consecutive (for FY 2015) | 26th consecutive (for FY 2016) | 27th consecutive (for FY 2017)  | 28th consecutive (for FY 2018)      | 29th consecutive (for FY 2018)     |
|                                                                                    |  Achieve the GFOA Budget Report award annually                                                                                          | 8th award (for FY 2016 budget) | 9th award (for FY 2017 budget) | 10th award (for FY 2018 budget) | 11th award (for FY 2019 budget)     | 12th award (for FY 2020*)          |
|  | 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.                                                                                                                                          |                                |                                |                                 |                                     |                                    |
|                                                                                    | <b>Target (# of rating agencies per FY)</b>                                                                                                                                                                              | <b>2</b>                       | <b>2</b>                       | <b>2</b>                        | <b>2</b>                            | <b>2</b>                           |
|                                                                                    | <b>Meets Target?</b>                                                                                                                                                                                                     | <b>Yes</b>                     | <b>Yes</b>                     | <b>Yes</b>                      | <b>Yes</b>                          | <b>Yes</b>                         |
|                                                                                    | # of months retaining the City's Triple AAA rating (earned December 1998)                                                                                                                                                | 210                            | 222                            | 234                             | 246                                 | 258                                |
|                                                                                    | Baseline: As of 2017, Moody's rated Water & Sewer Bonds at Aa3.                                                                                                                                                          |                                |                                |                                 |                                     |                                    |
|                                                                                    | <b>Target (# of rating agencies per FY)</b>                                                                                                                                                                              | <b>N/A</b>                     | <b>1</b>                       | <b>1</b>                        | <b>1</b>                            | <b>1</b>                           |
|                                                                                    | <b>Meets Target?</b>                                                                                                                                                                                                     | <b>N/A</b>                     | <b>Yes</b>                     | <b>Yes</b>                      | <b>Yes</b>                          | <b>Yes</b>                         |
|  | # of months retaining the City's Revenue Aa3 rating (earned January 2017)                                                                                                                                                | N/A                            | 6                              | 18                              | 30                                  | 42                                 |
|                                                                                    | 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 maintain a diversified tax base thru a balance of real property values where no category is more than 10% higher than the other. (Source: Tax Aggregate Report of Tennessee)                                |                                |                                |                                 |                                     |                                    |
|                                                                                    | <b>Fiscal Year</b>                                                                                                                                                                                                       | <b>2014</b>                    | <b>2015</b>                    | <b>2016</b>                     | <b>2017</b>                         | <b>2018</b>                        |
|                                                                                    | Residential & Farm Property (in millions)                                                                                                                                                                                | \$ 1,572                       | \$ 1,629                       | \$ 1,686                        | \$ 2,125                            | \$ 2,226                           |
|                                                                                    | Industrial & Commercial Property (in millions)                                                                                                                                                                           | \$ 1,549                       | \$ 1,587                       | \$ 1,675                        | \$ 2,290                            | \$ 2,395                           |
|                                                                                    | % Residential & Farm                                                                                                                                                                                                     | 50.4%                          | 50.7%                          | 50.2%                           | 48.1%                               | 48.2%                              |
|                                                                                    | % Industrial & Commercial                                                                                                                                                                                                | 49.6%                          | 49.3%                          | 49.8%                           | 51.9%                               | 51.8%                              |
|                                                                                    | <b>Meets Target?</b>                                                                                                                                                                                                     | <b>Yes</b>                     | <b>Yes</b>                     | <b>Yes</b>                      | <b>Yes</b>                          | <b>Yes</b>                         |

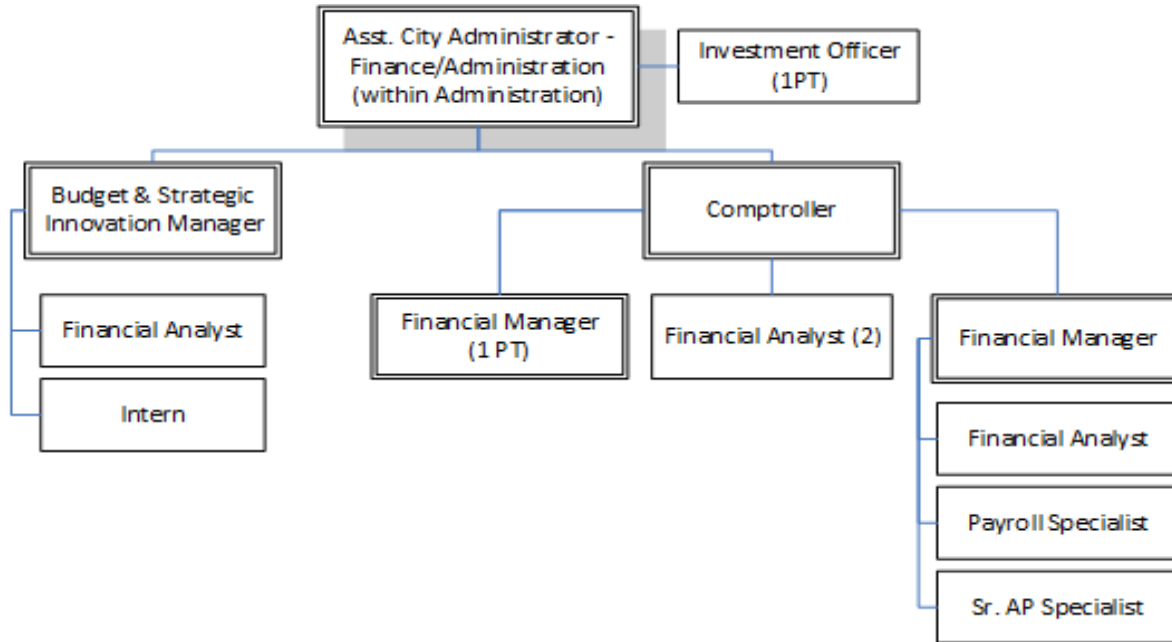
\* 2019 & 2020 estimated



# City of Franklin, Tennessee

## FY 2020 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 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      |
| Asst. City Admin-Fin./Adm. | Grade N   | 1         | 0        | 1         | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Investment Officer         | Grade M   | 0         | 0        | 0         | 1        | 0        | 1        | 0        | 1        | 0        | 1        |
| Comptroller                | Grade K   | 1         | 0        | 1         | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Budget & Strat. Inn. Mgr.  | Grade K   | 1         | 0        | 1         | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Business Process Imp. Mgr. | Grade I   | 0         | 0        | 0         | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Financial Manager          | Grade I   | 1         | 1        | 1         | 1        | 1        | 1        | 1        | 1        | 1        | 1        |
| Financial Analyst          | Grade H   | 3         | 0        | 3         | 0        | 4        | 0        | 4        | 0        | 4        | 0        |
| Payroll Specialist         | Grade F   | 0         | 0        | 0         | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Sr. AP Specialist          | Grade F   | 1         | 0        | 1         | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Financial Technician 1     | Grade E   | 1         | 0        | 1         | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Administrative Assistant   | Grade D   | 1         | 0        | 1         | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Intern                     | Intern    | 0         | 1        | 0         | 1        | 0        | 1        | 0        | 1        | 0        | 1        |
| <b>Totals</b>              |           | <b>10</b> | <b>2</b> | <b>10</b> | <b>3</b> | <b>9</b> | <b>3</b> | <b>9</b> | <b>3</b> | <b>9</b> | <b>3</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018  | Budget<br>2019 | Estd<br>2019    | Budget<br>2020  | Difference      |                |
|-----------------------------------|------------------|-----------------|----------------|-----------------|-----------------|-----------------|----------------|
|                                   |                  |                 |                |                 |                 | \$              | %              |
| <b>Personnel</b>                  |                  |                 |                |                 |                 |                 |                |
| Salaries & Wages                  | 766,730          | 654,825         | 706,081        | 710,524         | 708,579         | 2,498           | 0.4%           |
| Employee Benefits                 | 242,343          | 241,467         | 250,727        | 245,477         | 244,908         | (5,819)         | -2.3%          |
| <b>Total Personnel</b>            | <b>1,009,073</b> | <b>896,292</b>  | <b>956,808</b> | <b>956,001</b>  | <b>953,487</b>  | <b>(3,321)</b>  | <b>-0.3%</b>   |
| <b>Operations</b>                 |                  |                 |                |                 |                 |                 |                |
| Transportation Services           | 1,730            | 1,068           | 2,300          | 2,000           | 2,000           | (300)           | -13.0%         |
| Operating Services                | 1,269            | 1,491           | 2,300          | 1,130           | 1,100           | (1,200)         | -52.2%         |
| Notices, Subscriptions, etc.      | 6,495            | 6,062           | 8,675          | 6,725           | 6,945           | (1,730)         | -19.9%         |
| Utilities                         | 5,190            | 3,916           | 4,950          | 4,300           | 4,300           | (650)           | -13.1%         |
| Contractual Services              | 9,488            | 9,580           | 15,000         | 15,000          | 15,000          | -               | 0.0%           |
| Repair & Maintenance Services     | 4,036            | 2,661           | 5,000          | 3,000           | 3,000           | (2,000)         | -40.0%         |
| Employee programs                 | 807              | 578             | -              | -               | -               | -               | 0.0%           |
| Professional Development/Travel   | 15,939           | 11,843          | 16,520         | 14,020          | 14,620          | (1,900)         | -11.5%         |
| Office Supplies                   | 6,987            | 5,353           | 5,900          | 6,100           | 6,300           | 400             | 6.8%           |
| Operating Supplies                | 16               | -               | -              | 650             | 650             | 650             | 0.0%           |
| Fuel & Mileage                    | -                | 51              | -              | -               | -               | -               | 0.0%           |
| Machinery & Equipment (<\$25,000) | 16,047           | 13,970          | 11,450         | 10,000          | 22,700          | 11,250          | 98.3%          |
| Repair & Maintenance Supplies     | 1,285            | 309             | 700            | 700             | 700             | -               | 0.0%           |
| Property & Liability Costs        | 4,394            | 3,990           | 24,472         | 4,838           | 5,130           | (19,342)        | -79.0%         |
| Permits                           | 800              | 809             | 800            | 800             | 800             | -               | 0.0%           |
| Financial Fees                    | 68,050           | 77,645          | 97,000         | 98,500          | 98,500          | 1,500           | 1.5%           |
| Miscellaneous                     | 1                | (2)             | 10             | 10              | 10              | -               | 0.0%           |
| Interfund Reimbursements          | (210,910)        | (217,013)       | (199,429)      | (199,429)       | (230,377)       | (30,948)        | 15.5%          |
| <b>Total Operations</b>           | <b>(68,376)</b>  | <b>(77,689)</b> | <b>(4,352)</b> | <b>(31,656)</b> | <b>(48,622)</b> | <b>(44,270)</b> | <b>1017.2%</b> |
| Machinery & Equipment (>\$25,000) | -                | -               | -              | -               | -               | -               |                |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>        | <b>-</b>       | <b>-</b>        | <b>-</b>        | <b>-</b>        |                |
| <b>Total Finance Department</b>   | <b>940,697</b>   | <b>818,603</b>  | <b>952,456</b> | <b>924,345</b>  | <b>904,865</b>  | <b>(47,591)</b> | <b>-5.0%</b>   |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Purchasing

Brian Wilcox, Purchasing Manager

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020   |              |
|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
|                   |                |                | Budget         | Estimated      |                | \$             | %            |
| <b>Personnel</b>  | 209,894        | 242,492        | 249,897        | 252,346        | 337,676        | 87,779         | 35.1%        |
| <b>Operations</b> | -18,381        | -20,231        | -11,807        | -15,134        | 24,277         | 36,084         | -305.6%      |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | -              | 0.0%         |
| <b>Total</b>      | <b>191,513</b> | <b>222,261</b> | <b>238,090</b> | <b>237,212</b> | <b>361,954</b> | <b>123,864</b> | <b>52.0%</b> |

#### 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 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 authorized 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 2020 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 2020 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**

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

### Workload (Output) Measures

|  |                                                                                                                          | 2016          | 2017          | 2018          | 2019*         | 2020*         |
|--|--------------------------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
|  | Number of formal procurement solicitations processed by the Purchasing Office <sup>1,2</sup>                             | 24            | 12            | 10            | 10            | 12            |
|  | Number of City purchase orders prepared                                                                                  | 50            | 65            | 76            | 86            | 96            |
|  | Number of purchasing card transactions processed                                                                         | 20,374        | 20,877        | 21,363        | 21,750        | 22,250        |
|  | Value of purchasing card transactions processed                                                                          | \$ 7,235,337  | \$ 8,196,464  | \$ 8,313,466  | \$ 8,420,000  | \$ 8,540,000  |
|  | Total organization purchasing dollar volume                                                                              | \$ 59,596,341 | \$ 79,142,015 | \$ 82,160,081 | \$ 85,000,000 | \$ 88,000,000 |
|  | Value of City's rebate earned for total spend, net of credits (by calendar year)                                         | \$ 64,639     | \$ 62,940     | \$ 68,125     | \$ 69,600     | \$ 70,500     |
|  | Number electronic auctions of surplus property                                                                           | 65            | 73            | 132           | 75            | 75            |
|  | Value of proceeds from electronic auctions of surplus property (before fee paid by City for electronic auction services) | \$ 333,247    | \$ 345,512    | \$ 114,417    | \$ 150,000    | \$ 200,000    |
|  | Fee paid by City for electronic auction services                                                                         | \$ 24,996     | \$ 25,920     | \$ 8,611      | \$ 11,264     | \$ 15,018     |
|  | Number of formal protests received                                                                                       | 0             | 0             | 0             | 0             | 0             |
|  | Number of vendor outreach events attended                                                                                | 1             | 0             | 1             | 1             | 1             |
|  | # of emergency <sup>3</sup> purchases known to Purchasing                                                                | 4             | 4             | 2             | 3             | 3             |
|  | # of sole-source <sup>4</sup> purchases known to Purchasing                                                              | 10            | 6             | 9             | 8             | 8             |





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

#### Efficiency Measures

|  |                                                                                                    | 2016          | 2017         | 2018         | 2019*      | 2020*      |
|--|----------------------------------------------------------------------------------------------------|---------------|--------------|--------------|------------|------------|
|  | Average number of calendar days (from receipt of card request to receipt of delivered card) for... |               |              |              |            |            |
|  | ... purchasing card                                                                                | 4             | 4            | 7            | 7          | 7          |
|  | ... fleet fuel driver number                                                                       | 1             | 1            | 1            | 1          | 1          |
|  | ... fleet fuel vehicle card                                                                        | 7             | 7            | 8            | 8          | 8          |
|  | P-Card Purchasing Dollar Volume as a % of Total Purchasing Dollar Volume                           | 12.14%        | 10.36%       | 10.12%       | 9.91%      | 9.70%      |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                                    | <b>10.99%</b> | <b>2.28%</b> | <b>2.38%</b> | <b>TBD</b> | <b>TBD</b> |

#### Outcome (Effectiveness) Measures

|  |                                                                                                                                                                         | 2016      | 2017      | 2018      | 2019*      | 2020*      |
|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|-----------|------------|------------|
|  | Average number of calendar days from date of requisition to award of procurement for formal procurement solicitations <sup>1,2</sup> processed by the Purchasing Office | 108       | 110       | 120       | 90         | 90         |
|  | <b>Target (90 Days)</b>                                                                                                                                                 | <b>90</b> | <b>90</b> | <b>90</b> | <b>90</b>  | <b>90</b>  |
|  | <b>Meets Target?</b>                                                                                                                                                    | <b>No</b> | <b>No</b> | <b>No</b> | <b>TBD</b> | <b>TBD</b> |

#### 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 2019 and FY 2020 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 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      |
| Purchasing Manager      | Grade I   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Procurement Officer IV  | Grade H   | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 1        | 0        |
| Procurement Officer III | Grade G   | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 1        | 0        |
| Purchasing Analyst      | Grade F   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 0        | 0        |
| Procurement Officer I   | Grade E   | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 0        | 1        | 0        |
| Purchasing Technician   | Grade D   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 0        | 0        |
| <b>Totals</b>           |           | <b>3</b> | <b>0</b> | <b>3</b> | <b>0</b> | <b>3</b> | <b>0</b> | <b>3</b> | <b>0</b> | <b>4</b> | <b>0</b> |

### Budget

|                                    | Actual<br>2017  | Actual<br>2018  | Budget<br>2019  | Estd<br>2019    | Budget<br>2020 | Difference     |                |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|----------------|
|                                    |                 |                 |                 |                 |                | \$             | %              |
| <b>Personnel</b>                   |                 |                 |                 |                 |                |                |                |
| Salaries & Wages                   | 156,218         | 165,036         | 170,099         | 166,567         | 249,694        | 79,595         | 46.8%          |
| Employee Benefits                  | 53,676          | 77,456          | 79,798          | 85,779          | 87,982         | 8,184          | 10.3%          |
| <b>Total Personnel</b>             | <b>209,894</b>  | <b>242,492</b>  | <b>249,897</b>  | <b>252,346</b>  | <b>337,676</b> | <b>87,779</b>  | <b>35.1%</b>   |
| <b>Operations</b>                  |                 |                 |                 |                 |                |                |                |
| Transportation Services            | 9               | 2               | 50              | 2,314           | 50             | -              | 0.0%           |
| Operating Services                 | 53              | 85              | 400             | 427             | 550            | 150            | 37.5%          |
| Notices, Subscriptions, etc.       | 2,249           | 1,972           | 3,684           | 2,894           | 3,894          | 210            | 5.7%           |
| Utilities                          | 774             | 728             | 1,140           | 900             | 1,285          | 145            | 12.7%          |
| Contractual Services               | 13,621          | 13,621          | 20,595          | 20,600          | 44,445         | 23,850         | 115.8%         |
| Repair & Maintenance Services      | -               | 653             | 1,000           | 750             | 1,000          | -              | 0.0%           |
| Employee Programs                  | -               | 49              | 100             | 50              | 100            | -              | 0.0%           |
| Professional Development/Travel    | 2,622           | 5,666           | 10,380          | 8,378           | 20,745         | 10,365         | 99.9%          |
| Office Supplies                    | 1,714           | 966             | 1,525           | 1,000           | 1,530          | 5              | 0.3%           |
| Operating Supplies                 | -               | -               | 100             | -               | 100            | -              | 0.0%           |
| Fuel & Mileage                     | 12              | -               | 300             | -               | 300            | -              | 0.0%           |
| Machinery & Equipment (<\$25,000)  | 9,401           | 6,167           | 3,500           | 2,140           | 7,000          | 3,500          | 100.0%         |
| Property & Liability Costs         | 1,772           | 1,693           | 2,139           | 2,133           | 2,240          | 101            | 4.7%           |
| Financial Fees                     | 3               | -               | -               | -               | -              | -              | -              |
| Reimbursement of Interfund Trans.  | (50,611)        | (51,833)        | (56,720)        | (56,720)        | (58,962)       | (2,242)        | 4.0%           |
| <b>Total Operations</b>            | <b>(18,381)</b> | <b>(20,231)</b> | <b>(11,807)</b> | <b>(15,134)</b> | <b>24,277</b>  | <b>36,084</b>  | <b>-305.6%</b> |
| <b>Capital</b>                     | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>        | <b>-</b>       | <b>-</b>       | <b>0.0%</b>    |
| <b>Total Purchasing Department</b> | <b>191,513</b>  | <b>222,261</b>  | <b>238,090</b>  | <b>237,212</b>  | <b>361,954</b> | <b>123,864</b> | <b>52.0%</b>   |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Information Technology

*Dr. Jordon Shaw, Director*

#### Budget Summary

|                   | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020    |               |
|-------------------|------------------|------------------|------------------|------------------|------------------|-----------------|---------------|
|                   |                  |                  | Budget           | Estimated        |                  | \$              | %             |
| <b>Personnel</b>  | 1,834,133        | 2,114,163        | 2,240,108        | 2,236,698        | 2,300,349        | 60,241          | 2.7%          |
| <b>Operations</b> | 2,242,694        | 2,203,274        | 2,367,207        | 2,367,271        | 1,741,332        | -625,875        | -26.4%        |
| <b>Capital</b>    | -27,835          | 160,978          | 60,000           | 60,000           | 75,000           | 15,000          | 25.0%         |
| <b>Total</b>      | <b>4,048,992</b> | <b>4,478,415</b> | <b>4,667,315</b> | <b>4,663,969</b> | <b>4,116,681</b> | <b>-550,634</b> | <b>-11.8%</b> |

#### 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 2020 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.

|             |                                                 |  |
|-------------|-------------------------------------------------|--|
| <b>Key:</b> | <b>Strategic Plan: FranklinForward</b>          |  |
|             | <b>Sustainable Franklin</b>                     |  |
|             | <b>Tennessee Municipal Benchmarking Project</b> |  |

### Workload (Output) Measures

|  |                                                                   | 2016    | 2017    | 2018   | 2019*             | 2020* |
|--|-------------------------------------------------------------------|---------|---------|--------|-------------------|-------|
|  | Number of ArcMap Licenses -GIS                                    | 80      | 109     | 79     | 81                | TBD   |
|  | Number of 800 MHz Radios (Motorola)                               | 952     | 1280    | 1010   | 1600<br>(COF 450) | TBD   |
|  | Number of Cell Phones (Verizon Wireless)                          | 297     | 285     | 317    | 332               | TBD   |
|  | Number of Cell Phones Recycled                                    | 139     | 97      | 113    | 98                | TBD   |
|  | Number of Wireless Lines (Verizon Wireless)                       | 565     | 540     | 588    | 753               | TBD   |
|  | Number of Active User Extensions -Phone System<br>(Cisco Systems) | 763     | 772     | 800    | 800               | TBD   |
|  | Number of Desktop Computers                                       | 374     | 400     | 420    | 400               | TBD   |
|  | Number of Laptops                                                 | 389     | 440     | 440    | 450               | TBD   |
|  | Number of Servers                                                 | 13(108) | 16(111) | 16(99) | 16(100)           | TBD   |
|  | Number of Servers Virtualized                                     | 108     | 111     | 99     | 100               | TBD   |
|  | Help Desk / HelpStar Requests by Category:                        |         |         |        |                   |       |
|  | 800 MHz Radios                                                    | 109     | 112     | 24     | 132               | TBD   |
|  | Financial Applications                                            | 437     | 107     | 115    | 128               | TBD   |
|  | FIRE -Computer Technology                                         | 168     | 113     | 129    | 188               | TBD   |
|  | GIS                                                               | 1394    | 108     | 34     | 63                | TBD   |
|  | Hardware                                                          | 313     | 294     | 405    | 462               | TBD   |
|  | Phones                                                            | 309     | 295     | 112    | 361               | TBD   |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|  |                              |                                    |                                     |                                    |                                            |     |
|--|------------------------------|------------------------------------|-------------------------------------|------------------------------------|--------------------------------------------|-----|
|  | Police - Computer Technology | 419                                | 318                                 | 481                                | 456                                        | TBD |
|  | Printers                     | 99                                 | 132                                 | 104                                | 104                                        | TBD |
|  | Software                     | 1204                               | 1911                                | 1156                               | 1155                                       | TBD |
|  | TriTech                      | 3                                  | 0                                   | 0                                  | 11                                         | TBD |
|  | Web Related                  | 94                                 | 63                                  | 20                                 | 90                                         | TBD |
|  | Total Active Calls:          | 1,477,750                          | 954,821                             | 1,900,000                          | New System, patrol data: 52,868            | TBD |
|  | Duration:                    | 5826:38:18 (hours/minutes/seconds) | 3,524:22:53 (hours/minutes/seconds) | 6450:00:00 (hours/minutes/seconds) | New System, patrol data: 138:30:53         | TBD |
|  | Total Push to Talks:         | 3,221,358                          | 1,983,457                           | 4,500,000                          | New System, patrol data: 47,724            | TBD |
|  | Average Voice Call Duration: | 0:00:14 (seconds)                  | 0:00:13 (seconds)                   | 0:00:14 (seconds)                  | New System, patrol data: 0:00:09 (seconds) | TBD |

### Efficiency Measures

|     | 2016 | 2017 | 2018 | 2019* | 2020* |
|-----|------|------|------|-------|-------|
| TBD | TBD  | TBD  | TBD  | TBD   | TBD   |

### Outcome (Effectiveness) Measures

|                                                             | 2016       | 2017       | 2018       | 2019*      | 2020*      |
|-------------------------------------------------------------|------------|------------|------------|------------|------------|
| Enhance online services for citizens (Baseline 100 in 2013) | TBD        | TBD        | TBD        | TBD        | TBD        |
| <b>Target</b>                                               | >102       | >103       | >103       | >103       | >103       |
| <b>Meets Target?</b>                                        | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> |

\* 2019 & 2020 data estimated



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Staffing by Position

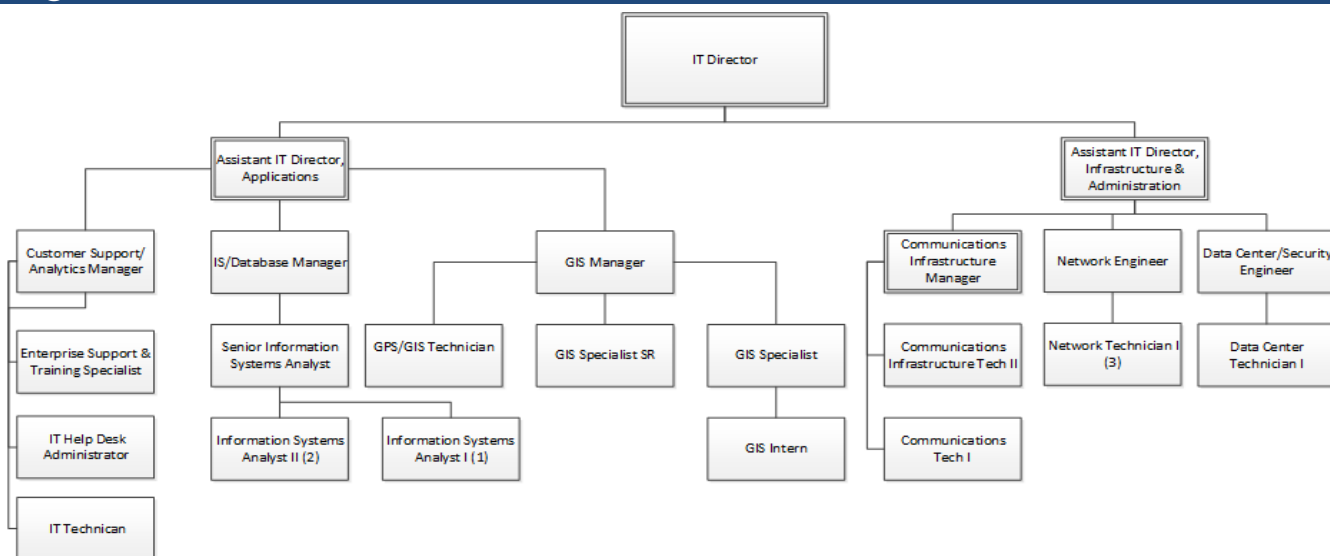
| Position                                       | Pay Grade | FY 2016   |          | FY 2017   |          | FY 2018   |          | FY 2019   |          | FY 2020   |          |
|------------------------------------------------|-----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
|                                                |           | F-T       | P-T      | F-T       | P-T      | F-T       | P-T      | F-T       | P-T      | F-T       | P-T      |
| Info Technology Director                       | Grade M   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Assistant IT Director - Infrastructure & Admin | Grade L   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Assistant IT Director - Applications           | Grade L   | 0         | 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        |
| Information Systems/Database Manager           | Grade J   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Communications Infrastructure 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        |
| Network Operations Manager                     | Grade J   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Network Engineer                               | Grade I   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| DataCenter/Security Engineer                   | Grade I   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Senior Information Systems Analyst             | Grade I   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Information Systems Analyst II                 | Grade H   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        |
| GIS Specialist Sr                              | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Enterprise Support & Training Specialist       | Grade G   | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Information Systems Analyst I                  | Grade G   | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Information Imaging Specialist /Trainer        | Grade G   | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Communications Infrastructure Tech II          | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| DataCenter Tech I                              | Grade F   | 2         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Communications Technician I                    | Grade F   | 0         | 0        | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        |
| Network Technician I                           | Grade F   | 1         | 1        | 2         | 1        | 2         | 1        | 2         | 0        | 2         | 0        |
| GIS Specialist I                               | Grade F   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| GPS/GIS Technician                             | Grade E   | 0         | 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        |
| IT Technician                                  | Grade E   | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        | 1         | 0        |
| Intern                                         | Intern    | 0         | 1        | 0         | 1        | 0         | 1        | 0         | 1        | 0         | 1        |
| <b>Totals</b>                                  |           | <b>20</b> | <b>2</b> | <b>21</b> | <b>2</b> | <b>22</b> | <b>2</b> | <b>23</b> | <b>1</b> | <b>24</b> | <b>1</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Organizational Chart



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



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                     | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference       |               |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
|                                     |                  |                  |                  |                  |                  | \$               | %             |
| <b>Personnel</b>                    |                  |                  |                  |                  |                  |                  |               |
| Salaries & Wages                    | 1,431,504        | 1,642,726        | 1,744,225        | 1,746,709        | 1,740,338        | (3,887)          | -0.2%         |
| Employee Benefits                   | 402,629          | 471,437          | 495,883          | 489,989          | 560,011          | 64,128           | 12.9%         |
| <b>Total Personnel</b>              | <b>1,834,133</b> | <b>2,114,163</b> | <b>2,240,108</b> | <b>2,236,698</b> | <b>2,300,349</b> | <b>60,241</b>    | <b>2.7%</b>   |
| <b>Operations</b>                   |                  |                  |                  |                  |                  |                  |               |
| Transportation Services             | 277              | 770              | 850              | 850              | 850              | -                | 0.0%          |
| Operating Services                  | 1,207            | 761              | 400              | 87               | 460              | 60               | 15.0%         |
| Notices, Subscriptions, etc.        | 2,183            | 1,552            | 2,350            | 1,925            | 2,350            | -                | 0.0%          |
| Utilities                           | 63,648           | 64,555           | 65,600           | 78,413           | 68,600           | 3,000            | 4.6%          |
| Contractual Services                | 1,282,859        | 1,504,619        | 2,044,291        | 2,079,126        | 1,801,000        | (243,291)        | -11.9%        |
| Repair & Maintenance Services       | 5,762            | 8,820            | 11,700           | 8,200            | 11,700           | -                | 0.0%          |
| Employee programs                   | 23,830           | 11,960           | 23,075           | 15,000           | 20,000           | (3,075)          | -13.3%        |
| Professional Development/Travel     | 22,176           | 34,693           | 31,700           | 28,700           | 31,700           | -                | 0.0%          |
| Office Supplies                     | 6,006            | 6,853            | 8,600            | 9,700            | 9,700            | 1,100            | 12.8%         |
| Operating Supplies                  | 86               | 1,245            | 2,700            | 3,025            | 3,700            | 1,000            | 37.0%         |
| Fuel & Mileage                      | 1,758            | 2,147            | 3,200            | 3,000            | 3,200            | -                | 0.0%          |
| Machinery & Equipment (<\$25,000)   | 121,137          | 233,980          | 209,500          | 287,973          | 201,000          | (8,500)          | -4.1%         |
| Repair & Maintenance Supplies       | 201,942          | 115,548          | 211,300          | 83,754           | 211,300          | -                | 0.0%          |
| Property & Liability Costs          | 37,503           | 34,731           | 38,360           | 37,629           | 39,510           | 1,150            | 3.0%          |
| Rentals                             | 955              | 587              | -                | 715              | 1,000            | 1,000            |               |
| Other Business Expenses             | 2,109            | 511              | 3,000            | 2,000            | 3,000            | -                | 0.0%          |
| Debt Service and Lease Payments     | 469,256          | 179,942          | 22,830           | 39,424           | -                | (22,830)         | -100.0%       |
| Interfund Reimbursements            | -                | -                | (312,249)        | (312,249)        | (667,739)        |                  |               |
| <b>Total Operations</b>             | <b>2,242,694</b> | <b>2,203,274</b> | <b>2,367,207</b> | <b>2,367,271</b> | <b>1,741,332</b> | <b>(270,386)</b> | <b>-26.4%</b> |
| Machinery & Equipment (>\$25,000)   | (27,835)         | 160,978          | 60,000           | 60,000           | 75,000           | 15,000           | 25.0%         |
| <b>Capital</b>                      | <b>(27,835)</b>  | <b>160,978</b>   | <b>60,000</b>    | <b>60,000</b>    | <b>75,000</b>    | <b>15,000</b>    | <b>25.0%</b>  |
| <b>Total Information Technology</b> | <b>4,048,992</b> | <b>4,478,415</b> | <b>4,667,315</b> | <b>4,663,969</b> | <b>4,116,681</b> | <b>(550,634)</b> | <b>-11.8%</b> |





## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Revenue Management

Lawrence Sullivan, Revenue & Licensing Manager

##### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020    |               |
|-------------------|----------------|----------------|----------------|----------------|----------------|-----------------|---------------|
|                   |                |                | Budget         | Estimated      |                | \$              | %             |
| <b>Personnel</b>  | 994,343        | 1,016,116      | 1,050,696      | 1,067,808      | 1,056,426      | 5,730           | 0.5%          |
| <b>Operations</b> | -732,517       | -804,505       | -716,556       | -752,246       | -845,082       | -128,526        | 17.9%         |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | 0               | 0.0%          |
| <b>Total</b>      | <b>261,826</b> | <b>211,611</b> | <b>334,140</b> | <b>315,562</b> | <b>211,344</b> | <b>-122,796</b> | <b>-36.7%</b> |

##### 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.

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# 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 .

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

### Workload (Output) Measures

|  |                                      | 2016      | 2017      | 2018      | 2019*     | 2020*     |
|--|--------------------------------------|-----------|-----------|-----------|-----------|-----------|
|  | <b>Bills</b>                         |           |           |           |           |           |
|  | 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     |
|  | <b>Electronic</b>                    |           |           |           |           |           |
|  | 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    |
|  | <b>Paper</b>                         |           |           |           |           |           |
|  | 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* |
|--|-------------------------------------------------------------------------------------|------|------|------|-------|-------|
|  | <b>Cost of processing bills (mailing and printing)</b>                              |      |      |      |       |       |
|  | Maintain utility billing error rate at or below 5.3 errors per 10,000 billed items. | 4.50 | 4.50 | 4.50 | 4.50  | 4.50  |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

#### Outcome (Effectiveness) Measures

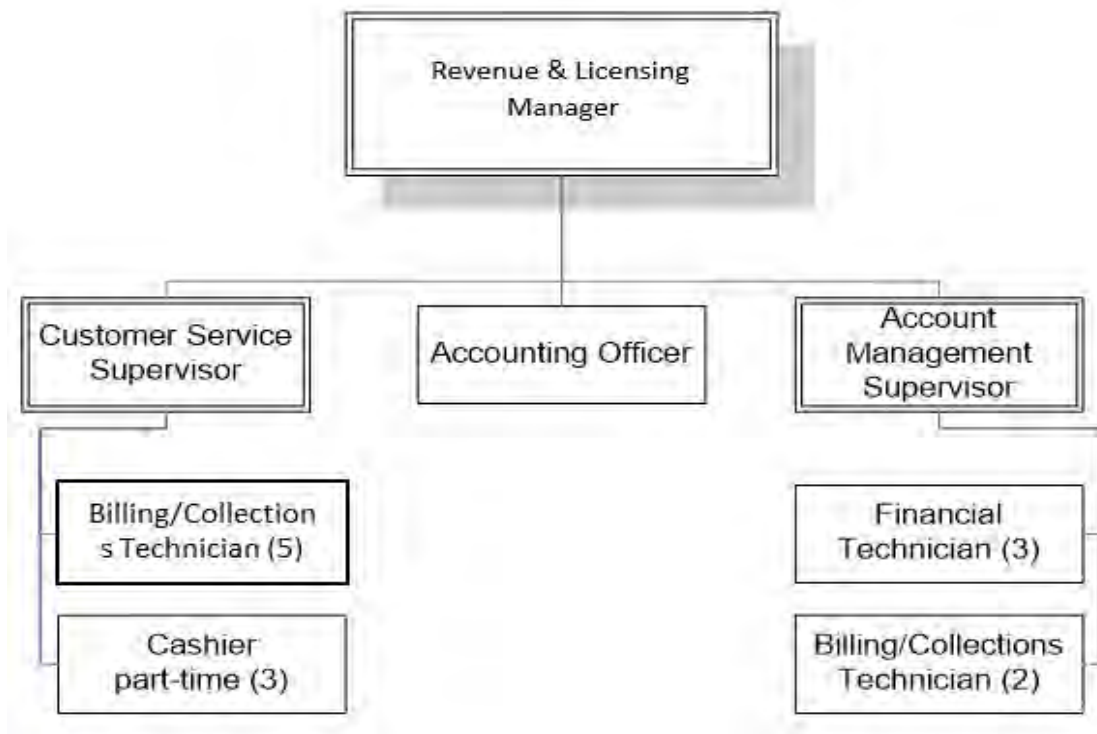
|  |                                                                                | 2016         | 2017         | 2018         | 2019*      | 2020*      |
|--|--------------------------------------------------------------------------------|--------------|--------------|--------------|------------|------------|
|  | 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%      |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                | <b>96.5%</b> | <b>90.0%</b> | <b>97.1%</b> | <b>TBD</b> | <b>TBD</b> |
|  | Utility Collections as a Percentage of Utilities Billed (first year)           | 96.7%        | 99.2%        | 96.0%        | 99.2%      | 99.2%      |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                | <b>97.0%</b> | <b>97.1%</b> | <b>97.5%</b> | <b>TBD</b> | <b>TBD</b> |
|  | 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

|                                                                                      | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|--------------------------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                                                                      | Excellent/Good       | Fair/Poor | Excellent/Good       | Fair/Poor |
| <input checked="" type="checkbox"/> % rating the quality of Utility billing services | 79%                  | 21%       | 80%                  | 20%       |

### 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        |
| <b>TOTALS</b>                           |           | <b>13</b> | <b>6</b> | <b>13</b> | <b>6</b> | <b>14</b> | <b>3</b> | <b>14</b> | <b>3</b> | <b>14</b> | <b>3</b> |

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference       |               |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
|                                   |                  |                  |                  |                  |                  | \$               | %             |
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |               |
| 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          | 313,659          | 5,869            | 1.9%          |
| <b>Total Personnel</b>            | <b>994,343</b>   | <b>1,016,116</b> | <b>1,050,696</b> | <b>1,067,808</b> | <b>1,056,426</b> | <b>5,730</b>     | <b>0.5%</b>   |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |               |
| 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)      | (1,342,485)      | (86,368)         | 6.9%          |
| <b>Total Operations</b>           | <b>(732,517)</b> | <b>(804,505)</b> | <b>(716,556)</b> | <b>(752,246)</b> | <b>(845,082)</b> | <b>(128,526)</b> | <b>17.9%</b>  |
| <b>Capital</b>                    |                  |                  |                  |                  |                  | -                | <b>0.0%</b>   |
| <b>Total Revenue Management</b>   | <b>261,826</b>   | <b>211,611</b>   | <b>334,140</b>   | <b>315,562</b>   | <b>211,344</b>   | <b>(122,796)</b> | <b>-36.7%</b> |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Municipal Court

Lawrence Sullivan, Revenue & Licensing Manager

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020 |             |
|-------------------|----------------|----------------|----------------|----------------|----------------|--------------|-------------|
|                   |                |                | Budget         | Estimated      |                | \$           | %           |
| <b>Personnel</b>  | 206,182        | 194,580        | 264,957        | 150,448        | 283,741        | 18,784       | 7.1%        |
| <b>Operations</b> | 145,351        | 123,286        | 83,143         | 63,967         | 71,742         | -11,401      | -13.7%      |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | -            | 0.0%        |
| <b>Total</b>      | <b>351,533</b> | <b>317,866</b> | <b>348,100</b> | <b>214,415</b> | <b>355,483</b> | <b>7,383</b> | <b>2.1%</b> |

#### 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 2020 Outlook

For FY 2020, we plan to continue with our flexible staffing model with part-time positions. We will also 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 2020 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: None Specific

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

|             |                                                 |                                                                                   |
|-------------|-------------------------------------------------|-----------------------------------------------------------------------------------|
| <b>Key:</b> | <b>Strategic Plan: FranklinForward</b>          |  |
|             | <b>Sustainable Franklin</b>                     |  |
|             | <b>Tennessee Municipal Benchmarking Project</b> |  |

#### Workload (Output) Measures

|  |                                | 2016  | 2017  | 2018  | 2019* | 2020* |
|--|--------------------------------|-------|-------|-------|-------|-------|
|  | Total Cases Filed              | 7,955 | 6,427 | 2,238 | 4,946 | 4,973 |
|  | Types of Cases                 |       |       |       |       |       |
|  | - Moving Violations            | 1,985 | 2,237 | 1,158 | 1,650 | 1,650 |
|  | - Financial Responsibility     | 715   | 743   | 250   | 325   | 325   |
|  | - License and Registration     | 734   | 927   | 571   | 600   | 600   |
|  | - Codes Enforcement            | 263   | 238   | 47    | 120   | 120   |
|  | - Failure to Appear            | 249   | 281   | 108   | 281   | 108   |
|  | - Seat Belt                    | 179   | 162   | 33    | 20    | 20    |
|  | - Parking Violations - Cited   | 765   | 1,712 | 71    | 1,800 | 2,000 |
|  | - Parking Violations - Warning | 3,065 | 127   | -     | 150   | 150   |

#### Efficiency Measures

|  |                                                                                | 2016  | 2017  | 2018  | 2019* | 2020* |
|--|--------------------------------------------------------------------------------|-------|-------|-------|-------|-------|
|  | Average # of days from issuance of Citation to Resolution (Non Traffic School) | 32.36 | 34.10 | 35.00 | 40.00 | 40.00 |

#### Outcome (Effectiveness) Measures

|                                                                                    |                                                                             | 2016         | 2017         | 2018         | 2019*      | 2020*      |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------|--------------|--------------|------------|------------|
|                                                                                    | Municipal Court Collections as a percentage of Municipal Obligations Billed | 110.6%       | 82.0%        | 82.0%        | 90.0%      | 90.0%      |
|  | <b>Tennessee Statewide Benchmarking Average</b>                             | <b>77.2%</b> | <b>70.4%</b> | <b>64.9%</b> | <b>TBD</b> | <b>TBD</b> |



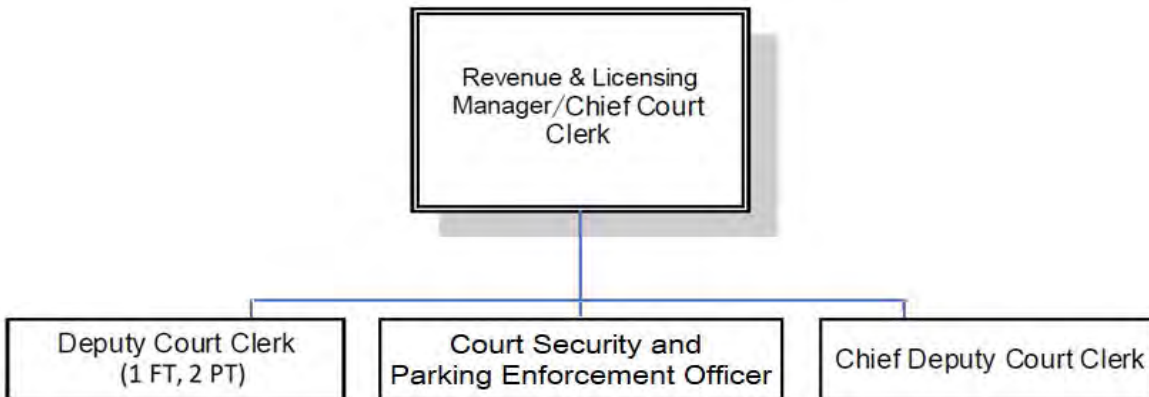
# City of Franklin, Tennessee FY 2020 Operating Budget

## Performance Measures

|                                                                                                                                            |                                                                                                                   |        |        |        |        |        |
|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------|--------|--------|--------|--------|
| Goal: Deliver customer oriented quality service                                                                                            |                                                                                                                   |        |        |        |        |        |
|                                                                                                                                            | Deploy tool for online payments                                                                                   | YES    | YES    | YES    | YES    | YES    |
|                                                                                                                                            | Customer feedback tool deployed and responding within 2 business days 100% of the time to those needing responses | 100.0% | 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%  |

\* 2019 and 2020 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 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      |
| Chief Deputy Court Clerk                       | Grade F   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Deputy Court Clerk                             | Grade C   | 2        | 0        | 2        | 0        | 1        | 2        | 1        | 2        | 1        | 2        |
| Court Security and Parking Enforcement Officer | Grade C   | 0        | 0        | 0        | 0        | 0        | 0        | 1        | 0        | 1        | 0        |
| <b>Totals</b>                                  |           | <b>3</b> | <b>0</b> | <b>3</b> | <b>0</b> | <b>2</b> | <b>2</b> | <b>3</b> | <b>2</b> | <b>3</b> | <b>2</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017 | Actual<br>2018 | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference      |               |
|-----------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|---------------|
|                                   |                |                |                |                |                | \$              | %             |
| <b>Personnel</b>                  |                |                |                |                |                |                 |               |
| Salaries & Wages                  | 120,357        | 115,465        | 194,560        | 100,845        | 196,302        | 1,742           | 0.9%          |
| Officials Fees                    | 25,000         | 25,000         | 25,108         | 25,108         | 25,108         | -               | 0.0%          |
| Employee Benefits                 | 60,825         | 54,115         | 45,289         | 24,495         | 62,331         | 17,042          | 37.6%         |
| <b>Total Personnel</b>            | <b>206,182</b> | <b>194,580</b> | <b>264,957</b> | <b>150,448</b> | <b>283,741</b> | <b>18,784</b>   | <b>7.1%</b>   |
| <b>Operations</b>                 |                |                |                |                |                |                 |               |
| Transportation Services           | 5,710          | 2,947          | 8,000          | 8,000          | 8,000          | -               | 0.0%          |
| Operating Services                | 2,165          | 473            | 2,450          | 2,450          | 2,450          | -               | 0.0%          |
| Notices, Subscriptions, etc.      | 359            | 295            | 1,045          | 750            | 750            | (295)           | -28.2%        |
| Utilities                         | 760            | 660            | 1,025          | 1,025          | 1,025          | -               | 0.0%          |
| Contractual Services              | 54,285         | 34,875         | 15,200         | 36,385         | 41,000         | 25,800          | 169.7%        |
| Repair & Maintenance Services     | 1,660          | 49             | 1,500          | 1,500          | 1,500          | -               | 0.0%          |
| Professional Development/Travel   | 585            | 608            | 3,000          | 2,400          | 2,700          | (300)           | -10.0%        |
| Office Supplies                   | 1,813          | 1,522          | 3,250          | 2,700          | 2,700          | (550)           | -16.9%        |
| Operating Supplies                | 178            | 141            | 300            | 1,070          | 300            | -               | 0.0%          |
| Fuel & Mileage                    | -              | -              | 100            | 100            | 100            | -               | 0.0%          |
| Machinery & Equipment (<\$25,000) | 1,727          | 1,757          | 1,500          | 1,500          | 5,000          | 3,500           | 0.0%          |
| Repair & Maintenance Supplies     | -              | -              | 625            | 500            | 500            | (125)           | -20.0%        |
| Property & Liability Costs        | 2,481          | 2,273          | 2,600          | 2,587          | 2,716          | 116             | 4.5%          |
| Financial Fees                    | 3,317          | 1,582          | 4,500          | 3,000          | 3,000          | (1,500)         | -33.3%        |
| Debt Service and Lease Payments   | 70,311         | 76,105         | 38,047         | -              | -              | (38,047)        | -100.0%       |
| <b>Total Operations</b>           | <b>145,351</b> | <b>123,286</b> | <b>83,143</b>  | <b>63,967</b>  | <b>71,742</b>  | <b>(11,401)</b> | <b>-13.7%</b> |
| <b>Capital</b>                    | <b>-</b>       | <b>-</b>       | <b>-</b>       |                |                | <b>-</b>        | <b>0.0%</b>   |
| <b>Total Municipal Court</b>      | <b>351,533</b> | <b>317,866</b> | <b>348,100</b> | <b>214,415</b> | <b>355,483</b> | <b>7,383</b>    | <b>2.1%</b>   |





## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Project & Facilities Management

Brad Wilson, Director

##### Budget Summary

|                   | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020    |              |
|-------------------|------------------|------------------|------------------|------------------|------------------|-----------------|--------------|
|                   |                  |                  | Budget           | Estimated        |                  | \$              | %            |
| <b>Personnel</b>  | 420,044          | 427,086          | 416,514          | 437,603          | 427,290          | 10,776          | 2.6%         |
| <b>Operations</b> | 649,815          | 691,813          | 579,288          | 548,513          | 597,671          | 18,383          | 3.2%         |
| <b>Capital</b>    | 0                | 198,960          | 295,000          | 150,000          | 250,000          | (45,000)        | -15.3%       |
| <b>Total</b>      | <b>1,069,859</b> | <b>1,317,859</b> | <b>1,290,802</b> | <b>1,136,116</b> | <b>1,274,961</b> | <b>(15,841)</b> | <b>-1.2%</b> |

##### Department Goals

Facilities is responsible for the facilitation, design, planning, scheduling, maintenance, implementation of measures and management of City facilities and projects, along with maintaining work and repair requests for all managed structures. These projects cover a wide spectrum ranging from major new construction and 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, and Sanitation and Environmental Services, while assisting with Parks when requested.

##### FY 2020 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 working environment.

###### *Projects*

Continuing projects in fiscal year 2019 will include construction in regards to COF Station 7 off Long Lane and within the Berry Farms corridor. Repairs to a few of the municipal buildings to keep them maintained along with work regarding some of the City of Franklin Fire Halls along with the continued maintenance, restructuring along with reconfiguring of staffing layouts at existing facilities.

Proposed projects within City Hall include the aesthetic changes to the HR department along with some work within the Board Room.

Momentum regarding a developmental plan for the existing City Hall site will also continue with in-house discussions and architectural assistance 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 2020 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

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).

|             |                                                 |                                                                                    |
|-------------|-------------------------------------------------|------------------------------------------------------------------------------------|
| <b>Key:</b> | <b>Strategic Plan: FranklinForward</b>          |   |
|             | <b>Sustainable Franklin</b>                     |   |
|             | <b>Tennessee Municipal Benchmarking Project</b> |  |

#### Workload (Output) Measures

|  |                                                         | 2016       | 2017       | 2018       | 2019*                | 2020* |
|--|---------------------------------------------------------|------------|------------|------------|----------------------|-------|
|  | Number of Buildings** Maintained                        | 168        | 168        | 168        | TBD                  | TBD   |
|  | Gross Square Footage of Municipal Buildings (Gen. Fund) | 575,366    | 575,366    | 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)                                          | 68,767     | 77,892     | 98,177     | TBD                  | TBD   |
|  | - Electricity (kW)                                      | 27,921,913 | 26,790,143 | 23,861,360 | TBD                  | TBD   |

#### Efficiency Measures

|  |                                            | 2016 | 2017 | 2018 | 2019*                | 2020* |
|--|--------------------------------------------|------|------|------|----------------------|-------|
|  | 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 2020 Operating Budget

### Performance Measurement

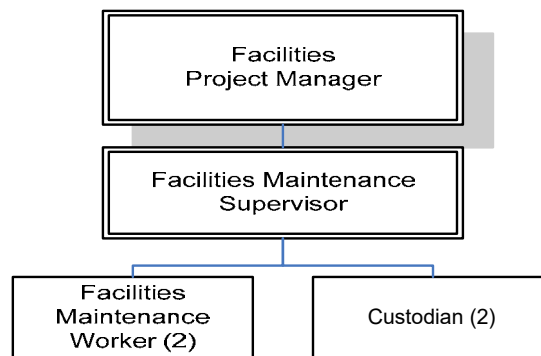
#### Outcome (Effectiveness) Measures

|                                                                                                                                                                        |                                                                | 2016                 | 2017       | 2018       | 2019*      | 2020*      |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------|------------|------------|------------|------------|
|                                                                                                                                                                        | Percentage of routine requests completed in 2-3 days           | Data being collected |            |            |            |            |
| <br> | Reduce government agency use of electricity by 20% by 2020.    |                      |            |            |            |            |
|                                                                                                                                                                        | City of Franklin Electric Use (Annually)                       | 27,921,913           | 26,790,143 | 23,861,360 | TBD        | TBD        |
|                                                                                                                                                                        | <b>Target (In Kilowatt hours - Source: Finance Department)</b> | 16,143,563           | 15,729,625 | 15,315,688 | 15,315,688 | 14,932,795 |
|                                                                                                                                                                        | <b>Meets Target?</b>                                           | No                   | No         | No         | TBD        | TBD        |

\* 2019 and 2020 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 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      |
| Facilities Project Manager    | Grade I   | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        | 1        | 0        |
| Facilities Maintenance Spvrs  | 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        | 2        | 0        | 2        | 0        | 2        | 0        | 2        | 0        |
| <b>Totals</b>                 |           | <b>7</b> | <b>1</b> | <b>6</b> | <b>0</b> | <b>6</b> | <b>0</b> | <b>6</b> | <b>0</b> | <b>6</b> | <b>0</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                          | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference      |               |
|------------------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|---------------|
|                                          |                  |                  |                  |                  |                  | \$              | %             |
| <b>Personnel</b>                         |                  |                  |                  |                  |                  |                 |               |
| Salaries & Wages                         | 294,826          | 291,208          | 297,052          | 313,381          | 296,863          | (189)           | -0.1%         |
| Employee Benefits                        | 125,218          | 135,878          | 119,462          | 124,222          | 130,427          | 10,965          | 9.2%          |
| <b>Total Personnel</b>                   | <b>420,044</b>   | <b>427,086</b>   | <b>416,514</b>   | <b>437,603</b>   | <b>427,290</b>   | <b>10,776</b>   | <b>2.6%</b>   |
| <b>Operations</b>                        |                  |                  |                  |                  |                  |                 |               |
| Transportation Services                  | 42               | 39               | 252              | 120              | 120              | (132)           | -52.4%        |
| Operating Services                       | 5,020            | 5,469            | 4,690            | 3,858            | 4,450            | (240)           | -5.1%         |
| Notices, Subscriptions, etc.             | 45               | 80               | 45               | 60               | 60               | 15              | 33.3%         |
| Utilities                                | 193,106          | 200,404          | 206,170          | 169,370          | 163,770          | (42,400)        | -20.6%        |
| Contractual Services                     | 120,900          | 121,517          | 137,925          | 162,925          | 168,025          | 30,100          | 21.8%         |
| Repair & Maintenance Services            | 523,232          | 540,111          | 478,280          | 485,100          | 477,700          | (580)           | -0.1%         |
| Office Supplies                          | 4,074            | 4,292            | 2,550            | 800              | 1,250            | (1,300)         | -51.0%        |
| Operating Supplies                       | 4,715            | 5,832            | 3,100            | 750              | 3,100            | -               | 0.0%          |
| Fuel & Mileage                           | 1,451            | 1,408            | 5,000            | 4,500            | 5,000            | -               | 0.0%          |
| Machinery & Equipment (<\$25,000)        | 29,542           | 16,548           | 32,850           | 15,400           | 32,850           | -               | 0.0%          |
| Repair & Maintenance Supplies            | 64,963           | 74,608           | 47,450           | 45,700           | 46,150           | (1,300)         | -2.7%         |
| Property & Liability Costs               | 19,913           | 20,821           | 23,233           | 23,237           | 24,399           | 1,166           | 5.0%          |
| Rentals                                  | -                | -                | 1,000            | -                | 1,000            | -               | 0.0%          |
| Permits                                  | 1,095            | 940              | 950              | 900              | 800              | (150)           | -15.8%        |
| Interfund Reimbursements                 | (318,284)        | (300,257)        | (364,207)        | (364,207)        | (331,002)        | 33,205          | -9.1%         |
| <b>Total Operations</b>                  | <b>649,815</b>   | <b>691,813</b>   | <b>579,288</b>   | <b>548,513</b>   | <b>597,671</b>   | <b>18,383</b>   | <b>3.2%</b>   |
| Improvements                             | -                | 198,960          | 295,000          | 150,000          | 250,000          | (45,000)        | -15.3%        |
| <b>Capital</b>                           | <b>-</b>         | <b>198,960</b>   | <b>295,000</b>   | <b>150,000</b>   | <b>250,000</b>   | <b>(45,000)</b> | <b>-15.3%</b> |
| <b>Total Proj. &amp; Fac. Management</b> | <b>1,069,859</b> | <b>1,317,859</b> | <b>1,290,802</b> | <b>1,136,116</b> | <b>1,274,961</b> | <b>(15,841)</b> | <b>-1.2%</b>  |



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

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# **COMMUNITY & ECONOMIC DEVELOPMENT**

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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

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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 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Building & Neighborhood Services

*Tom Marsh, Interim Director*

##### Budget Summary

|                   | 2017             | 2018             | 2019             |                  | 2020             | 2019 v. 2020   |             |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------|
|                   | Actual           | Actual           | Budget           | Estimated        | Budget           | \$             | %           |
| <b>Personnel</b>  | 2,381,547        | 2,584,516        | 2,961,610        | 2,754,406        | 3,125,639        | 164,029        | 5.5%        |
| <b>Operations</b> | 346,521          | 324,526          | 369,029          | 353,977          | 390,332          | 21,303         | 5.8%        |
| <b>Capital</b>    | 63,300           | 0                | 0                | 0                | 0                | 0              | 0.0%        |
| <b>Total</b>      | <b>2,791,368</b> | <b>2,909,042</b> | <b>3,330,639</b> | <b>3,108,383</b> | <b>3,515,971</b> | <b>185,332</b> | <b>5.6%</b> |

##### 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, signs, driveway, and short term vacation rental), 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 dropped slightly in FY19, but is expected to be stable in the coming year. Several large multi-family and commercial buildings have obtained building permits and large office buildings and hotels will be a primary focus of attention for our team. BNS will continue to focus on technological improvements in service delivery to improve staff efficiency and applicant experience. BNS will also continue work with the Housing Commission and other stakeholders to provide housing options at various price points in the community.

##### 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. Our team of highly skilled and technical employees will continue to train, gain certifications, and focus our team on professional development to better serve our citizens.



# City of Franklin, Tennessee

## FY 2020 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 number of days to 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            |  |

\*2016 - 2018 are FY actual. FY 2019 is YTD through 12/31/18 times 2 & FY 2020 data is estimated.

2016 2017 2018 2019 2020

#### Workload (Output) Measures

|                                          |                |                |                |                |                |
|------------------------------------------|----------------|----------------|----------------|----------------|----------------|
| Total value of building and development  | \$ 494,367,542 | \$ 603,568,595 | \$ 910,843,677 | \$ 752,067,240 | \$ 646,069,677 |
| Total revenue                            | \$ 2,378,046   | \$ 2,710,053   | \$ 2,847,991   | \$ 2,037,700   | \$ 2,542,251   |
| Total permits                            | 4,722          | 8,221          | 6,848          | 6,132          | 6,500          |
| Tennessee Statewide Benchmarking Average | 3,278          | 3,913          | 4220           | TBD            | TBD            |
| Total construction plans reviewed        | 3,820          | 1,695          | 1,319          | 1,219          | 1,200          |
| Tennessee Statewide Benchmarking Average | 868            | 753            | 879            | TBD            | TBD            |





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|  |                                                              |               |               |              |            |            |
|--|--------------------------------------------------------------|---------------|---------------|--------------|------------|------------|
|  | Total certificates of occupancy issued                       | 1,304         | 1,297         | 1,122        | 1,132      | 1,200      |
|  | Building inspections performed                               | 24,202        | 36,678        | 25,715       | 23,798     | 25,000     |
|  | <b>Tennessee Statewide Benchmarking Average</b>              | <b>12,211</b> | <b>13,936</b> | <b>16106</b> | <b>TBD</b> | <b>TBD</b> |
|  | Building code violations                                     | 5,127         | 9,549         | 5,848        | 5,100      | 5,100      |
|  | Property Maintenance code inspections                        | 655           | 1,310         | 1,267        | 1,544      | 1,300      |
|  | Total property maintenance code violations                   | 486           | 1,310         | 1,267        | 1,544      | 1,300      |
|  | Inoperable auto violations                                   | 68            | 63            | 55           | 96         | 90         |
|  | Overgrown lot violations                                     | 103           | 186           | 112          | 112        | 110        |
|  | Dilapidated structure violations                             | N/A           | 13            | 21           | 24         | 25         |
|  | Property Parcels                                             | 23,522        | 24,303        | 25,076       | 25,076     | 25,076     |
|  | # of building inspector/certified plan reviewer FTEs         | 18            | 17            | 17           | 17         | 17         |
|  | <b>Tennessee Statewide Benchmarking Average</b>              | <b>7</b>      | <b>7</b>      | <b>9</b>     | <b>TBD</b> | <b>TBD</b> |
|  | # of permit technician/ administrative/support FTEs          | 9             | 9             | 9            | 9          | 9          |
|  | Total number of building code FTEs                           | 27            | 26            | 26           | 26         | 26         |
|  | <b>Tennessee Statewide Benchmarking Average</b>              | <b>9</b>      | <b>10</b>     | <b>12</b>    | <b>TBD</b> | <b>TBD</b> |
|  | Building Inspections per FTE ( <i>Inspectors FTEs Only</i> ) | 1,345         | 2,158         | 1,513        | 1,400      | 1,735      |
|  | <b>Tennessee Statewide Benchmarking Average</b>              | <b>1,432</b>  | <b>1,670</b>  | <b>1768</b>  | <b>TBD</b> | <b>TBD</b> |

### Efficiency Measures

\*2016 - 2018 are FY actual. FY 2019 is YTD through 12/31/18 times 2 & FY 2020 data is estimated.

| FY 2020 data is estimated. |                                                              | 2016             | 2017             | 2018          | 2019*      | 2020*      |
|----------------------------|--------------------------------------------------------------|------------------|------------------|---------------|------------|------------|
|                            | Revenue per Permit Issued                                    | \$ 503.61        | \$ 329.65        | \$415.89      | \$332.31   | \$391.12   |
|                            | <b>Tennessee Statewide Benchmarking Average</b>              | <b>\$ 235.93</b> | <b>\$ 284.45</b> | <b>374.66</b> | <b>TBD</b> | <b>TBD</b> |
|                            | Building Code Enforcement cost per permit issued             | \$ 454.26        | \$ 294.95        | \$ 378.78     | TBD        | TBD        |
|                            | <b>Tennessee Statewide Benchmarking Average</b>              | <b>\$ 302.90</b> | <b>\$ 270.49</b> | <b>311.4</b>  | <b>TBD</b> | <b>TBD</b> |
|                            | Total building code enforcement cost per building inspection | \$ 88.63         | \$ 66.11         | \$ 100.87     | \$ 71.19   | \$ 71.19   |
|                            | <b>Tennessee Statewide Benchmarking Average</b>              | <b>\$ 150.66</b> | <b>N/A</b>       | <b>88.29</b>  | <b>TBD</b> | <b>TBD</b> |

### Outcome (Effectiveness) Measures

\*2016 - 2018 are FY actual. FY 2019 is YTD through 12/31/18 times 2 & FY 2020 data is estimated.

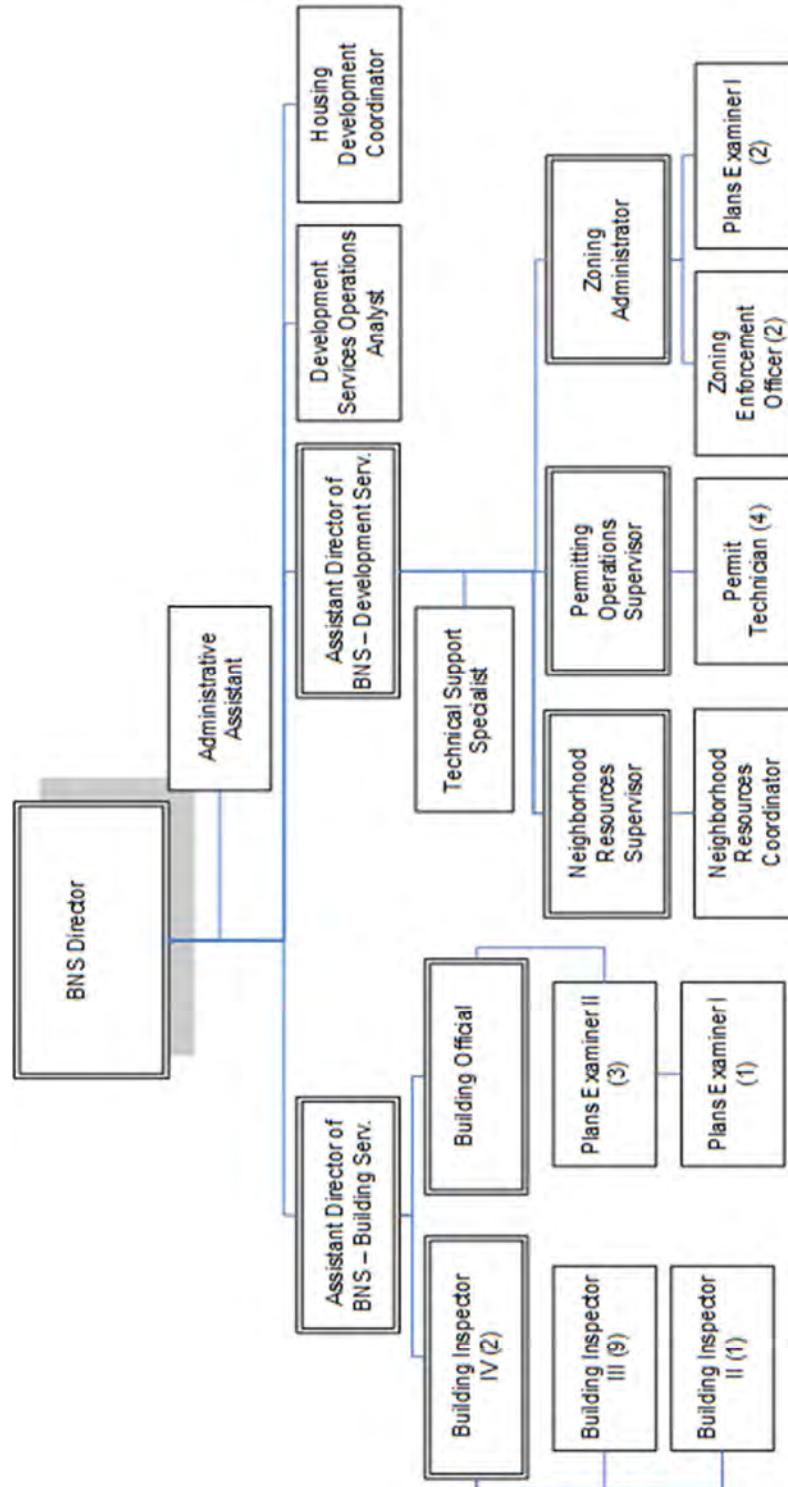
| FY 2020 data is estimated.                                                         |                                                                                                     | 2016         | 2017         | 2018         | 2019*      | 2020*      |
|------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------|--------------|--------------|------------|------------|
|  | Reduce the number of cases and days it takes to resolve identified property maintenance violations. |              |              |              |            |            |
|                                                                                    | # of cases reported for property maintenance violations                                             | 655          | 1,310        | 1,267        | 1,544      | 1,300      |
|                                                                                    | Average number of days from complaint to first inspection                                           | 1            | 1            | 1            | 1          | 1          |
|                                                                                    | Average number of days to resolve violation                                                         | 17           | 10           | 13           | 8          | 10         |
|                                                                                    | Cases brought into compliance                                                                       | 131          | 1,375        | 1,267        | 1,544      | 1,300      |
|                                                                                    | % of all Property Maintenance Violations Brought into Compliance                                    | 141%         | 105%         | 104%         | 100%       | 100%       |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                                     | <b>90.4%</b> | <b>81.3%</b> | <b>99.0%</b> | <b>TBD</b> | <b>TBD</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Organizational Chart



Note: For detailed counts and authorized positions, please see following page 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      |
| Building & Neigh. Svcs. Director            | Grade L   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Asst. BNS Director - Development Services   | Grade K   | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Asst. BNS Director - Building Services      | Grade K   | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        | 1         | 0        |
| Building Official / Plans Review Supervisor | Grade I   | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        | 1         | 0        |
| Building Official                           | Grade I   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 0        |
| Development Services Coordinator            | Grade H   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Building Inspector IV                       | Grade H   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        |
| Zoning Administrator                        | Grade H   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Plans Examiner II                           | Grade G   | 3         | 0        | 3         | 0        | 3         | 0        | 3         | 0        | 3         | 0        |
| Dev. Serv. Oper. Analyst                    | Grade G   | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Neighborhood Resources Super.               | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Housing Development Coord.                  | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Permitting Operations Supervisor            | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Building Inspector III                      | Grade G   | 6         | 0        | 8         | 0        | 8         | 0        | 10        | 0        | 9         | 0        |
| Plans Examiner I                            | Grade F   | 3         | 0        | 3         | 0        | 3         | 0        | 3         | 0        | 3         | 0        |
| Building Inspector II                       | Grade F   | 2         | 0        | 2         | 0        | 2         | 0        | 1         | 0        | 1         | 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        |
| Neighborhood Resources Coord.               | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Building Inspector I (obs.)                 | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        |
| Permit Technician                           | Grade D   | 4         | 0        | 4         | 0        | 4         | 0        | 4         | 0        | 4         | 0        |
| Administrative Assistant                    | Grade D   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| <b>Total</b>                                |           | <b>33</b> | <b>0</b> | <b>35</b> | <b>0</b> | <b>36</b> | <b>0</b> | <b>36</b> | <b>0</b> | <b>36</b> | <b>0</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference     |             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------|
|                                   |                  |                  |                  |                  |                  | \$             | %           |
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                |             |
| Salaries & Wages                  | 1,662,863        | 1,806,726        | 2,145,788        | 1,936,566        | 2,169,281        | 23,493         | 1.1%        |
| Employee Benefits                 | 718,684          | 777,790          | 815,822          | 817,840          | 956,358          | 140,536        | 17.2%       |
| <b>Total Personnel</b>            | <b>2,381,547</b> | <b>2,584,516</b> | <b>2,961,610</b> | <b>2,754,406</b> | <b>3,125,639</b> | <b>164,029</b> | <b>5.5%</b> |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                |             |
| Transportation Services           | 2,152            | 1,140            | 2,350            | 2,350            | 2,350            | -              | 0.0%        |
| Operating Services                | 3,180            | 5,824            | 5,100            | 5,091            | 6,150            | 1,050          | 20.6%       |
| Notices, Subscriptions, etc.      | 28,444           | 48,064           | 35,375           | 32,985           | 31,175           | (4,200)        | -11.9%      |
| Utilities                         | 23,861           | 27,211           | 26,300           | 25,100           | 25,410           | (890)          | -3.4%       |
| Contractual Services              | 78,975           | 35,751           | 100,400          | 94,400           | 78,900           | (21,500)       | -21.4%      |
| Repair & Maintenance Services     | 14,476           | 21,703           | 15,200           | 16,449           | 15,700           | 500            | 3.3%        |
| Employee programs                 | 3,135            | 5,889            | 29,100           | 28,700           | 31,450           | 2,350          | 8.1%        |
| Professional Development/Travel   | 11,570           | 32,750           | 30,745           | 28,975           | 33,825           | 3,080          | 10.0%       |
| Office Supplies                   | 18,917           | 20,517           | 19,100           | 18,100           | 19,150           | 50             | 0.3%        |
| Operating Supplies                | 15,872           | 13,535           | 7,832            | 6,500            | 8,500            | 668            | 8.5%        |
| Fuel & Mileage                    | 10,052           | 10,995           | 13,000           | 10,000           | 11,000           | (2,000)        | -15.4%      |
| Machinery & Equipment (<\$25,000) | 38,256           | 61,251           | 50,100           | 46,000           | 89,500           | 39,400         | 78.6%       |
| Repair & Maintenance Supplies     | 825              | 732              | 725              | 91               | -                | (725)          | -100.0%     |
| Operational Units                 | 51,443           | -                | -                | -                | -                | -              | 0.0%        |
| Property & Liability Costs        | 23,034           | 27,652           | 29,130           | 31,168           | 34,822           | 5,692          | 19.5%       |
| Permits                           | -                | 48               | 250              | -                | -                | (250)          | -100.0%     |
| Financial Fees                    | 2,946            | 3,868            | 2,300            | 2,400            | 2,400            | 100            | 4.3%        |
| Debt Service and Lease Payments   | 19,384           | 7,596            | 2,022            | 5,668            | -                | (2,022)        | -100.0%     |
| <b>Total Operations</b>           | <b>346,521</b>   | <b>324,526</b>   | <b>369,029</b>   | <b>353,977</b>   | <b>390,332</b>   | <b>21,303</b>  | <b>5.8%</b> |
| <b>Capital</b>                    | <b>63,300</b>    | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>       |             |
| <b>Total BNS Department</b>       | <b>2,791,368</b> | <b>2,909,042</b> | <b>3,330,639</b> | <b>3,108,383</b> | <b>3,515,971</b> | <b>185,332</b> | <b>5.6%</b> |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Planning & Sustainability

Emily Hunter, Planning & Sustainability Director

#### Budget Summary

|                   | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020   |              |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
|                   |                  |                  | Budget           | Estimated        |                  | \$             | %            |
| <b>Personnel</b>  | 1,407,954        | 1,270,629        | 1,365,082        | 1,363,829        | 1,392,675        | 27,593         | 2.0%         |
| <b>Operations</b> | 152,573          | 201,127          | 269,968          | 266,126          | 228,488          | -41,480        | -15.4%       |
| <b>Capital</b>    | 0                | 0                | 0                | 0                | 0                | 0              | 0.0%         |
| <b>Total</b>      | <b>1,560,527</b> | <b>1,471,756</b> | <b>1,635,050</b> | <b>1,629,955</b> | <b>1,621,163</b> | <b>-13,887</b> | <b>-0.8%</b> |

#### 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.
- Administration and Maintenance of Envision Franklin (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.
- A leadership role in sustainability efforts for the City and the region.
- 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.
- Serves boards and committees related to regional and local transportation, including the MPO Board, the Technical Coordinating Committee to the MPO, and the RTA Board, and the TMA Board.
- 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 2020 Operating Budget

#### Planning & Sustainability

*Emily Hunter, Planning & Sustainability Director*

##### **FY 2020 Outlook**

Drafting, discussion, public outreach, and final approval of the new Zoning Map and Ordinance will continue and remain the department's top priority for FY2020. Regular meetings will be held to present and discuss the new Zoning Ordinance. An update to the Subdivision Regulations will be presented, as well.

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

Long-range planning efforts continue to be a priority in the P&SD, but capacity to do such studies will be limited on a temporary basis until the new Zoning Ordinance is adopted since staff resources will be primarily focused on the zoning revamp.

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. The P&SD will also work closely with RTA and TMA/Franklin Transit to identify potential long-term park and ride lots or transit hub locations.

Sustainability initiatives continue to be a primary focus. Through the LEED for Cities designation process in FY19, the City was able to gauge what areas need more attention in the coming years. The Sustainability Commission looks to reevaluate their Action Plan to focus on these areas.

Following the heels of updates to the Downtown National Register Listing in FY2018 and the Hincheyville National Register Listing in FY19, future updates to the remaining three districts are planned for FY2021-23. Preservation activities planned for FY20 include a survey of HPO residents and an update to the Preservation Plan, which dates back to 2001.

There will be a continued emphasis on continuing professional education in order to develop urban design skills and observe best planning practices for the City staff, Planning Commissioners, Board members, and design professionals. A trip focusing on utilities in an urban environment is proposed for member of the Departmental Review Team (DRT).

The P&SD anticipates another year of increasing development demand and annexation requests. Non-contiguous annexation and its opportunities and challenges will be continued to be evaluated by staff.



## City of Franklin, Tennessee

### FY 2020 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.

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#### 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: 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](http://www.usgbc.org/LEED)).

##### Theme: Quality Life Experiences



Meeting transportation needs: Franklin will have a diverse transportation network that promotes,

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://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

To reduce energy costs, road congestion and improve air quality by better use of alternative transportation

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

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

Goal: To increase the assessed valuation per square mile for land in City of Franklin





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

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

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

### Workload (Output) Measures

|                                                     | 2016       | 2017       | 2018       | 2019*      | 2020*      |
|-----------------------------------------------------|------------|------------|------------|------------|------------|
| Net Acreage Changes                                 | 218        | 50         | 0          | TBD        | TBD        |
| Base Zoning Changes                                 |            |            |            |            |            |
| Acreage Zoned Due to Annexation                     | 218        | 50         | 0          | TBD        | TBD        |
| Acreage Rezoned                                     | 351        | 319        | 303        | TBD        | TBD        |
| Development Process Approval Measures               |            |            |            |            |            |
| Concept Plans                                       | N/A        | N/A        | N/A        | N/A        | N/A        |
| Regulating Plans                                    | N/A        | N/A        | N/A        | N/A        | N/A        |
| Plats                                               | 67         | 60         | 67         | 64         | 64         |
| Residential Approvals                               |            |            |            |            |            |
| Total Units                                         | 1028       | 861        | 305        | 731        | 731        |
| Cases heard by BOZA                                 | 23         | 17         | 17         | 22         | 22         |
| Residential site plans reviewed                     | 86         | 87         | 54         | 75         | 75         |
| Preliminary plats reviewed                          | 6          | 3          | 2          | 3          | 3          |
| Final plats reviewed                                | 58         | 86         | 79         | 74         | 74         |
| Municipal planner FTEs                              | 8          | 8          | 8          | 8          | 8          |
| Planning and zoning administrative and support FTEs | 5          | 3          | 3          | 3          | 3          |
| Engineering FTEs                                    | 3          | 4          | 4          | 4          | 4          |
| Total planning and zoning revenues                  | \$ 172,184 | \$ 130,464 | \$ 168,458 | \$ 157,035 | \$ 157,035 |

### Efficiency Measures

|                                                    | 2016 | 2017 | 2018 | 2019* | 2020* |
|----------------------------------------------------|------|------|------|-------|-------|
| Average number of days for preliminary plat review | 73   | 48   | 35   | 52    | 52    |

### Outcome (Effectiveness) Measures

|                                                                            | 2016 | 2017 | 2018 | 2019* | 2020* |
|----------------------------------------------------------------------------|------|------|------|-------|-------|
| Franklin will be a model for environmental quality and a sustainable city. |      |      |      |       |       |



## Performance Measures

|  |                                                                                                                                                                                                                              |              |              |              |              |              |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
|  | 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.                                                                                                                           |              |              |              |              |              |
|  | % rating neighborhoods excellent/good?                                                                                                                                                                                       | 93.0%        | 93.0%        | 93.0%        | 92.0%        | 92.0%        |
|  | <b>Target: (from Franklin Citizens Survey)</b>                                                                                                                                                                               | <b>93.0%</b> | <b>93.0%</b> | <b>93.0%</b> | <b>93.0%</b> | <b>93.0%</b> |
|  | <b>Meets Target?</b>                                                                                                                                                                                                         | Yes          | Yes          | Yes          | No           | No           |
|  | Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.                                                                                                             |              |              |              |              |              |
|  | # of LEED Certified buildings in Franklin                                                                                                                                                                                    | 18           | 22           | 27           | 27           | 27           |
|  | <b>Target (Source: www.usgbc.org)</b>                                                                                                                                                                                        | <b>11</b>    | <b>12</b>    | <b>12</b>    | <b>12</b>    | <b>12</b>    |
|  | <b>Meets Target?</b>                                                                                                                                                                                                         | 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                                                                                                                                                                                       | 93%          | 93%          | 93%          | TBD          | TBD          |
|  | <b>Meets Target?</b>                                                                                                                                                                                                         | Yes          | Yes          | Yes          | TBD          | 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. |              |              |              |              |              |
|  | To be a community that promotes walking, jogging, and cycling.                                                                                                                                                               |              |              |              |              |              |
|  | Become a more bicycle friendly community.                                                                                                                                                                                    |              |              |              |              |              |
|  | Baseline: To become a bicycle-friendly designated community through                                                                                                                                                          |              |              |              |              |              |
|  | <b>Meets Target?</b>                                                                                                                                                                                                         | N/A          | No           | No           | 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          |
|  | <b>Meets Target?</b>                                                                                                                                                                                                         | 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          |
|  | <b>Target</b>                                                                                                                                                                                                                | <b>4</b>     | <b>4</b>     | <b>4</b>     | <b>TBD</b>   | <b>TBD</b>   |
|  | <b>Meets Target?</b>                                                                                                                                                                                                         | 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)                                                                      |              |              |              |              |              |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|  |                                                                                                                                    |                    |                  |                  |              |              |
|--|------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------|------------------|--------------|--------------|
|  | Target: At least 1 updated                                                                                                         | All Areas Updating | 1 Annual         | 0                | TBD          | TBD          |
|  | <b>Meets Target?</b>                                                                                                               | <b>Yes</b>         | <b>Yes</b>       | <b>No</b>        | <b>TBD</b>   | <b>TBD</b>   |
|  | 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                                                                                                              | 7.4%               | 7.0%             | 7.0%             | TBD          | TBD          |
|  | State Poverty Rate                                                                                                                 | 17.2%              | 15.0%            | 15.0%            | TBD          | TBD          |
|  | <b>Target</b>                                                                                                                      | <b>8.6%</b>        | <b>7.5%</b>      | <b>7.5%</b>      | TBD          | TBD          |
|  | <b>Meets Target?</b>                                                                                                               | <b>Yes</b>         | <b>Yes</b>       | <b>Yes</b>       | <b>TBD</b>   | <b>TBD</b>   |
|  | Increase the assessed valuation per square mile for land in City of Franklin                                                       |                    |                  |                  |              |              |
|  | Current Assessed Value                                                                                                             | \$ 4,638,233,867   | \$ 4,819,676,437 | \$ 4,989,169,301 | TBD          | TBD          |
|  | Square Miles                                                                                                                       | 41.78              | 42.15            | 42.15            | TBD          | TBD          |
|  | <b>Target</b>                                                                                                                      | \$ 105,000,000     | \$ 111,015,650   | \$ 118,367,006   | TBD          | TBD          |
|  | <b>Meets Target?</b>                                                                                                               | <b>Yes</b>         | <b>Yes</b>       | <b>Yes</b>       | <b>TBD</b>   | <b>TBD</b>   |
|  | 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                                                                       | 106                | 73               | 36               | 70           | 70           |
|  | Value of investment dollars from COA's                                                                                             | \$ 20,688,515      | \$ 81,085,071    | \$ 25,932,803    | \$ 7,000,000 | \$ 7,000,000 |
|  | <b>Meets Target?</b>                                                                                                               | <b>Yes</b>         | <b>Yes</b>       | <b>Yes</b>       | <b>TBD</b>   | <b>TBD</b>   |

\*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

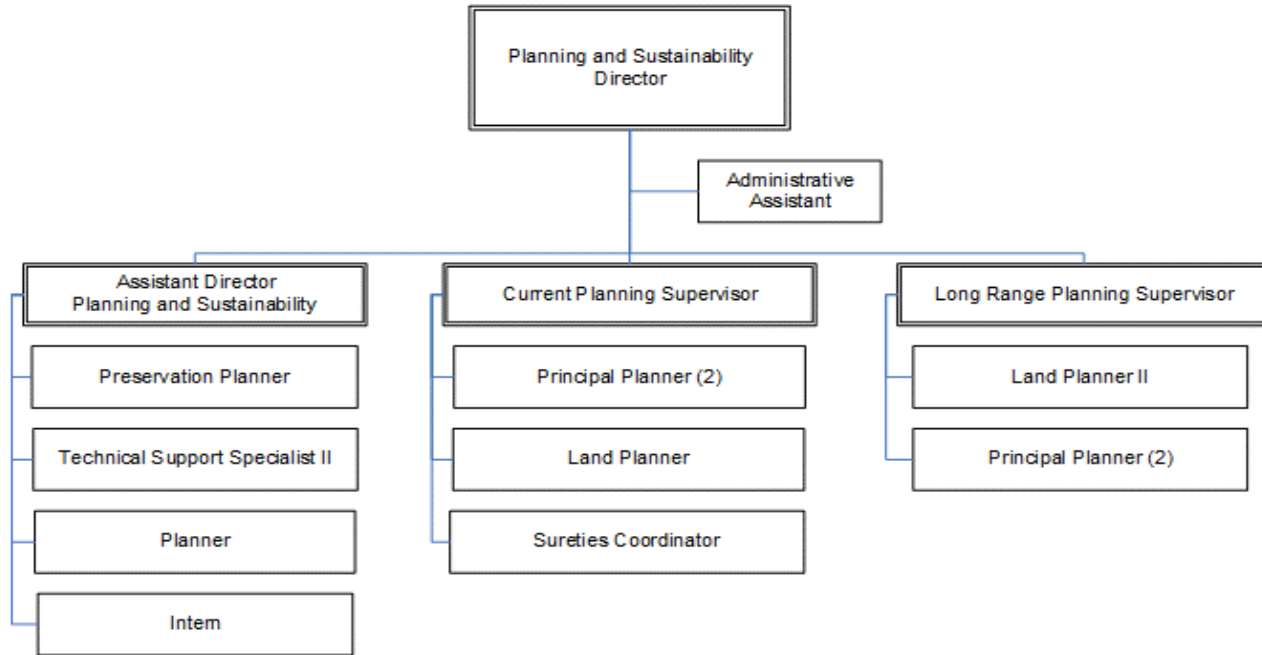
|                                     |                                                                                                                                                   |      | 2016 Citizens Survey |                    | 2019 Citizens Survey |                      |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|------|----------------------|--------------------|----------------------|----------------------|
|                                     |                                                                                                                                                   |      | Excellent/<br>Good   | Fair/Poor          | Excellent/<br>Good   | Fair/Poor            |
| <input checked="" type="checkbox"/> | % rating the value of Land use, planning and zoning                                                                                               |      | 59%                  | 41%                | 61%                  | 39%                  |
| <input checked="" type="checkbox"/> | % rating Your neighborhood as a place to live                                                                                                     |      | 92%                  | 8%                 | 95%                  | 5%                   |
| <input checked="" type="checkbox"/> | % rating Franklin as a place to live                                                                                                              |      | 97%                  | 3%                 | 98%                  | 2%                   |
| <input checked="" type="checkbox"/> | % rating the Quality of the overall natural environment in                                                                                        |      | 87%                  | 13%                | 87%                  | 13%                  |
| <input checked="" type="checkbox"/> | % rating the Overall "built environment" of Franklin (including                                                                                   |      | 77%                  | 23%                | 79%                  | 21%                  |
| <input checked="" type="checkbox"/> | % rating the Sense of community in Franklin as it relates to Franklin as a whole                                                                  |      | 82%                  | 18%                | 83%                  | 17%                  |
| <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 |      | 87%                  | 13%                | 87%                  | 13%                  |
| <input checked="" type="checkbox"/> | % rating how important the Overall "built environment" of Franklin (including overall design, buildings, parks and                                |      | 83%                  | 17%                | 85%                  | 15%                  |
|                                     |                                                                                                                                                   |      | 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                                                                         | 2016 | 29%                  | 55%                | 15%                  | 1%                   |
|                                     |                                                                                                                                                   | 2019 | 29%                  | 51%                | 13%                  | 7%                   |



# City of Franklin, Tennessee

## FY 2020 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 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      |
| ACA Community Development        | Grade N   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 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        | 1         | 0        | 1         | 0        | 1         | 0        |
| Planning Supervisor              | Grade I   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        |
| Principal Planner                | Grade H   | 2         | 1        | 3         | 1        | 3         | 0        | 4         | 0        | 4         | 0        |
| Preservation Planner             | Grade H   | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Land Planner II                  | Grade H   | 0         | 0        | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        |
| Planning Senior                  | Grade G   | 2         | 0        | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        |
| Dev. Serv. Oper. Analyst         | Grade G   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Land Planner                     | Grade G   | 2         | 0        | 2         | 0        | 2         | 0        | 1         | 0        | 1         | 0        |
| Sureties Coordinator             | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Technical Support Specialist     | Grade F   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Planner                          | Grade F   | 0         | 0        | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        |
| Technical Support Specialist     | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        |
| Planning Assistant               | Grade E   | 1         | 0        | 0         | 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         | 1        | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Intern                           | ---       | 0         | 1        | 0         | 1        | 0         | 1        | 0         | 1        | 0         | 1        |
| <b>Total Authorized Staffing</b> |           | <b>16</b> | <b>3</b> | <b>16</b> | <b>2</b> | <b>15</b> | <b>1</b> | <b>15</b> | <b>1</b> | <b>15</b> | <b>1</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                      | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %             |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Personnel</b>                     |                  |                  |                  |                  |                  |                  |               |
| Salaries & Wages                     | 1,082,254        | 933,093          | 1,034,061        | 1,011,180        | 1,007,089        | (26,972)         | -2.6%         |
| Officials Fees                       | 10,300           | 10,450           | 14,000           | 11,000           | 14,000           | -                | 0.0%          |
| Employee Benefits                    | 315,400          | 327,086          | 317,021          | 341,649          | 371,585          | 54,564           | 17.2%         |
| <b>Total Personnel</b>               | <b>1,407,954</b> | <b>1,270,629</b> | <b>1,365,082</b> | <b>1,363,829</b> | <b>1,392,675</b> | <b>27,593</b>    | <b>2.0%</b>   |
| <b>Operations</b>                    |                  |                  |                  |                  |                  |                  |               |
| Transportation Services              | 2,044            | 3,091            | 3,000            | 1,000            | 3,000            | -                | 0.0%          |
| Operating Services                   | 1,750            | 3,241            | 6,000            | 5,650            | 6,000            | -                | 0.0%          |
| Notices, Subscriptions, etc.         | 23,487           | 26,165           | 32,650           | 19,750           | 25,250           | (7,400)          | -22.7%        |
| Utilities                            | 7,437            | 6,032            | 7,500            | 7,500            | 8,000            | 500              | 6.7%          |
| Contractual Services                 | 11,970           | 27,750           | 117,000          | 136,680          | 52,000           | (65,000)         | -55.6%        |
| Repair & Maintenance Services        | 3,718            | 5,361            | 5,500            | 3,750            | 4,500            | (1,000)          | -18.2%        |
| Employee programs                    | 621              | 793              | 6,500            | 2,800            | 4,500            | (2,000)          | -30.8%        |
| Professional Development/Travel      | 45,790           | 34,457           | 47,400           | 47,500           | 77,000           | 29,600           | 62.4%         |
| Office Supplies                      | 12,895           | 14,035           | 15,300           | 14,400           | 14,300           | (1,000)          | -6.5%         |
| Operating Supplies                   | 2,054            | 244              | 500              | 1,200            | 500              | -                | 0.0%          |
| Fuel & Mileage                       | 340              | 284              | 1,100            | 550              | 1,100            | -                | 0.0%          |
| Machinery & Equipment (<\$25,000)    | 10,058           | 62,920           | 14,500           | 13,500           | 23,500           | 9,000            | 62.1%         |
| Repair & Maintenance Supplies        | 22,030           | -                | -                | -                | -                | -                | -             |
| Operational Units                    | -                | 9,823            | 4,000            | 4,000            | -                | (4,000)          | -100.0%       |
| Property & Liability Costs           | 8,367            | 6,931            | 8,518            | 7,846            | 8,338            | (180)            | -2.1%         |
| Permits                              | 12               | -                | 400              | -                | 400              | -                | 0.0%          |
| Other Business Expenses              | -                | -                | 100              | -                | 100              | -                | 0.0%          |
| <b>Total Operations</b>              | <b>152,573</b>   | <b>201,127</b>   | <b>269,968</b>   | <b>266,126</b>   | <b>228,488</b>   | <b>(41,480)</b>  | <b>-15.4%</b> |
| <b>Capital</b>                       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>      |
| <b>Total Planning &amp; Sustain.</b> | <b>1,560,527</b> | <b>1,471,756</b> | <b>1,635,050</b> | <b>1,629,955</b> | <b>1,621,163</b> | <b>(13,887)</b>  | <b>-0.8%</b>  |

### Notes & Objectives

- Complete the new Zoning Ordinance to implement Envision Franklin, with input from the FMPC and BOMA.
- Complete a new set of Subdivision Regulations (current set adopted in 1966).
- Conduct extensive education/discussion sessions with the BOMA and FMPC for a variety of topics addressed in the new Zoning Ordinance.
- Focus on Historic Preservation and Sustainability efforts, through updates to the Preservation Plan and the Sustainability Commission Action Plan.
- Conduct the annual review and update of Envision Franklin (December 2019).
- Incorporate education opportunities for members of the Planning Commission and BOMA.
- Concentrate on continuing education for City officials and staff regarding urban design and best planning practices.
- Continued improvement of workspace and technology in the P&SD.



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Engineering & Traffic Operations Center

Paul P. Holzen, Director

#### Budget Summary

| Engineering |                |                |           |           |                |              |       |
|-------------|----------------|----------------|-----------|-----------|----------------|--------------|-------|
|             | 2017<br>Actual | 2018<br>Actual | 2019      |           | 2020<br>Budget | 2019 v. 2020 |       |
|             |                |                | Budget    | Estimated |                | \$           | %     |
| Personnel   | 1,124,690      | 1,276,689      | 1,415,846 | 1,366,754 | 1,534,776      | 118,930      | 8.4%  |
| Operations  | -132,726       | -152,995       | -132,552  | -88,122   | -124,811       | 7,741        | -5.8% |
| Capital     | 0              | 0              | 0         | 0         | 0              | 0            | 0.0%  |
| Total       | 991,964        | 1,123,694      | 1,283,294 | 1,278,632 | 1,409,964      | 126,670      | 9.9%  |

| Traffic Operations Center (TOC) |                |                |           |           |                |              |        |
|---------------------------------|----------------|----------------|-----------|-----------|----------------|--------------|--------|
|                                 | 2017<br>Actual | 2018<br>Actual | 2019      |           | 2020<br>Budget | 2019 v. 2020 |        |
|                                 |                |                | Budget    | Estimated |                | \$           | %      |
| Personnel                       | 284,756        | 340,475        | 401,685   | 435,663   | 420,063        | 18,378       | 4.6%   |
| Operations                      | 492,853        | 395,675        | 547,632   | 489,628   | 535,378        | -12,254      | -2.2%  |
| Capital                         | 31,951         | 432,053        | 361,000   | 194,135   | 2,450,000      | 2,089,000    | 578.7% |
| Total                           | 809,560        | 1,168,203      | 1,310,317 | 1,119,426 | 3,405,441      | 2,095,124    | 159.9% |

#### Department 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 - 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 2020 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 three years, especially in developing areas and/or areas with sustained growth, will maintain a high quality of traffic operations."



## City of Franklin, Tennessee

### FY 2020 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 2020 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 coordinating 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      | 2017 |
| 2) SR 96 E                | 2015 |
| 3) Downtown Franklin      | 2017 |
| 4) Hillsboro Road         | 2018 |
| 5) Columbia Ave           | 2017 |

#### 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

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 City's 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

|  |                                                                                    | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|------------------------------------------------------------------------------------|------|------|------|-------|-------|
|  | Number of public education and outreach events completed.                          | 2    | 9    | 43   | TBD   | TBD   |
|  | Number of public involvement and participation events completed.                   | 2    | 2    | 6    | TBD   | TBD   |
|  | Percentage of Watershed completed for illicit discharge detection and elimination. | 0%   | 10%  | 20%  | TBD   | TBD   |
|  | Percentage of active construction sites                                            | 100% | 100% | 100% | 100%  | 100%  |





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures (con't)

|  |                                                                     |              |              |          |          |          |
|--|---------------------------------------------------------------------|--------------|--------------|----------|----------|----------|
|  | Percentage of permanent stormwater management facilities inspected. | 0%           | 0%           | 0%       | TBD      | TBD      |
|  | Annual Ambient monitoring (Achieved or Not Achieved)                |              |              |          |          |          |
|  | Macroinvertebrate Sampling                                          | Achieved     | Achieved     | Achieved | Achieved | Achieved |
|  | E.Coli Sampling                                                     | Achieved     | Achieved     | Achieved | Achieved | Achieved |
|  | Visual Stream Assessment                                            | Not Achieved | Not Achieved | Achieved | Achieved | Achieved |

### Outcome (Effectiveness) Measures

|                                                                                     |                                                                                                                                                                         | 2016       | 2017       | 2018       | 2019*      | 2020*      |
|-------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
|    | Reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.                | 41%        | 41%        | 41%        | 35%        | 35%        |
|                                                                                     | <b>Target</b>                                                                                                                                                           | <b>35%</b> | <b>35%</b> | <b>35%</b> | <b>35%</b> | <b>35%</b> |
|                                                                                     | <b>Meets Target?</b>                                                                                                                                                    | <b>No</b>  | <b>No</b>  | <b>No</b>  | <b>Yes</b> | <b>Yes</b> |
|                                                                                     | 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) | 74         | 74         | 136        | 136        | 136        |
|                                                                                     | <b>Target</b>                                                                                                                                                           | <b>72</b>  | <b>74</b>  | <b>75</b>  | <b>136</b> | <b>136</b> |
|                                                                                     | <b>Meets Target?</b>                                                                                                                                                    | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> |

### Franklin Citizens Survey

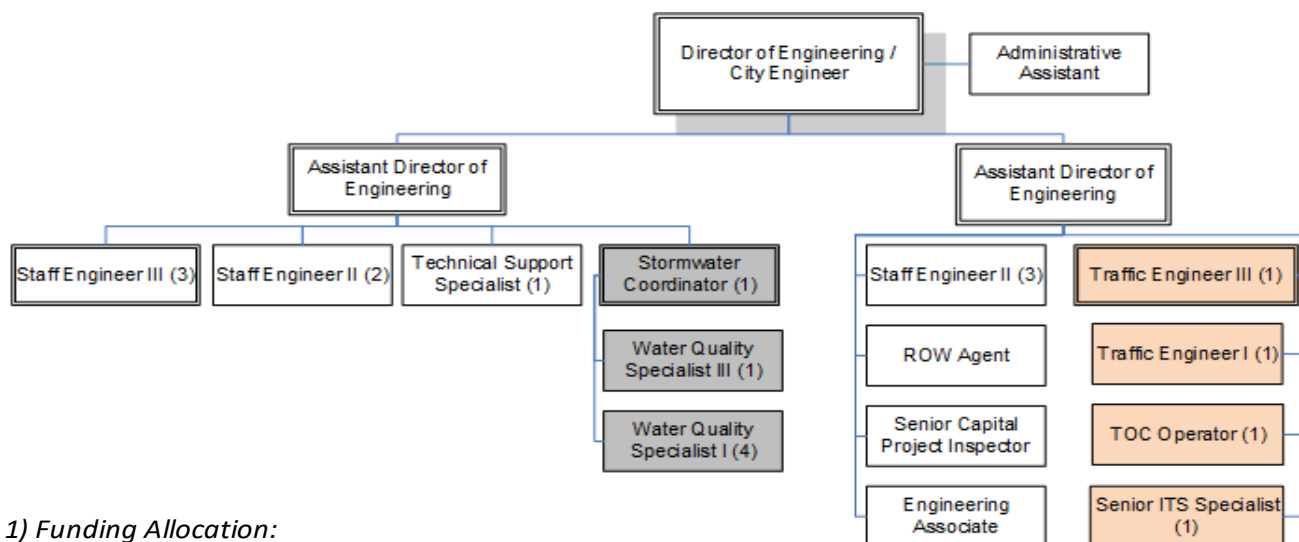
|                                     |                                                                                                   | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|---------------------------------------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                                                   | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating traffic flow on major streets as it relates to Franklin as a whole                       | 26%                  | 74%       | 37%                  | 63%       |
| <input checked="" type="checkbox"/> | % rating ease of public parking as it relates to Franklin as a whole                              | 53%                  | 47%       | 47%                  | 53%       |
| <input checked="" type="checkbox"/> | % rating ease of travel by car in Franklin as it relates to Franklin as a whole                   | 48%                  | 52%       | 56%                  | 44%       |
| <input checked="" type="checkbox"/> | % rating ease of travel by public transportation in Franklin as it relates to Franklin as a whole | 23%                  | 77%       | 29%                  | 71%       |
| <input checked="" type="checkbox"/> | % rating ease of travel of bicycle in Franklin as it relates to Franklin as a whole               | 35%                  | 65%       | 36%                  | 64%       |
| <input checked="" type="checkbox"/> | % rating ease of walking in Franklin as it relates to Franklin as a whole                         | 58%                  | 42%       | 67%                  | 33%       |
| <input checked="" type="checkbox"/> | % rating the quality of Traffic signal timing                                                     | 50%                  | 50%       | 56%                  | 44%       |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Organizational Chart



#### 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 I 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 below

### 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 |
| Engineering                     |           |         |     |         |     |         |     |         |     |         |     |
| Director of Engineering         | Grade M   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Asst. Dir. Of Engineering       | Grade K   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   |
| Staff Engineer III              | Grade J   | 2       | 0   | 2       | 0   | 2       | 0   | 3       | 0   | 4       | 0   |
| Staff Engineer II               | Grade I   | 3       | 0   | 4       | 0   | 4       | 0   | 4       | 0   | 3       | 0   |
| Sr. Capital Project Inspector   | Grade H   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   | 1       | 0   |
| Right of Way Agent              | Grade H   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Technical Support Specialist II | Grade F   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Technical Support Specialist    | Grade E   | 1       | 0   | 1       | 0   | 0       | 0   | 0       | 0   | 0       | 0   |
| Engineering Associate           | 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   |
| Total - Engineering             |           | 13      | 0   | 14      | 0   | 13      | 0   | 14      | 0   | 15      | 0   |

| 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 |
| Traffic Operations Center |           |         |     |         |     |         |     |         |     |         |     |
| Traffic Engineer III      | Grade J   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Traffic Engineer II       | Grade H   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 0       | 0   |
| Traffic Engineer I        | Grade G   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   | 1       | 0   |
| ITS Specialist Senior     | Grade G   | 0       | 0   | 0       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| TOC Operator              | Grade E   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Total - TOC               |           | 3       | 0   | 3       | 0   | 4       | 0   | 4       | 0   | 4       | 0   |



# 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 |
| Engineering                     |           |         |     |         |     |         |     |         |     |         |     |
| Director of Engineering         | Grade M   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Asst. Dir. Of Engineering       | Grade K   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   |
| Staff Engineer III              | Grade J   | 2       | 0   | 2       | 0   | 2       | 0   | 3       | 0   | 4       | 0   |
| Staff Engineer II               | Grade I   | 3       | 0   | 4       | 0   | 4       | 0   | 4       | 0   | 3       | 0   |
| Sr. Capital Project Inspector   | Grade H   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   | 1       | 0   |
| Right of Way Agent              | Grade H   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Technical Support Specialist II | Grade F   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Technical Support Specialist    | Grade E   | 1       | 0   | 1       | 0   | 0       | 0   | 0       | 0   | 0       | 0   |
| Engineering Associate           | 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   |
| Total - Engineering             |           | 13      | 0   | 14      | 0   | 13      | 0   | 14      | 0   | 15      | 0   |
| 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 |
| Traffic Operations Center       |           |         |     |         |     |         |     |         |     |         |     |
| Traffic Engineer III            | Grade J   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Traffic Engineer II             | Grade H   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 0       | 0   |
| Traffic Engineer I              | Grade G   | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 0   | 1       | 0   |
| ITS Specialist Senior           | Grade G   | 0       | 0   | 0       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| TOC Operator                    | Grade E   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Total - TOC                     |           | 3       | 0   | 3       | 0   | 4       | 0   | 4       | 0   | 4       | 0   |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget - Engineering

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference     |              |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
|                                   |                  |                  |                  |                  |                  | \$             | %            |
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                |              |
| Salaries & Wages                  | 836,178          | 923,225          | 1,051,967        | 1,022,949        | 1,139,481        | 87,514         | 8.3%         |
| Employee Benefits                 | 288,512          | 353,464          | 363,879          | 343,805          | 395,295          | 31,416         | 8.6%         |
| <b>Total Personnel</b>            | <b>1,124,690</b> | <b>1,276,689</b> | <b>1,415,846</b> | <b>1,366,754</b> | <b>1,534,776</b> | <b>118,930</b> | <b>8.4%</b>  |
|                                   |                  |                  |                  |                  |                  | -              |              |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                |              |
| Transportation Services           | 849              | 667              | 805              | 1,400            | 1,400            | 595            | 73.9%        |
| Operating Services                | 5,169            | 1,790            | 2,650            | 3,025            | 3,025            | 375            | 14.2%        |
| Notices, Subscriptions, etc.      | 1,432            | 1,468            | 4,775            | 7,775            | 7,775            | 3,000          | 62.8%        |
| Utilities                         | 4,600            | 4,475            | 4,180            | 3,820            | 4,805            | 625            | 15.0%        |
| Contractual Services              | 57,285           | 45,690           | 92,500           | 107,500          | 95,000           | 2,500          | 2.7%         |
| Repair & Maintenance Services     | 1,493            | 1,027            | 2,155            | 2,155            | 2,213            | 58             | 2.7%         |
| Employee programs                 | 453              | 93               | 1,000            | 1,050            | 2,050            | 1,050          | 105.0%       |
| Professional Development/Travel   | 5,819            | 16,117           | 15,750           | 15,750           | 15,750           | -              | 0.0%         |
| Office Supplies                   | 5,801            | 3,639            | 6,700            | 6,800            | 6,980            | 280            | 4.2%         |
| Operating Supplies                | 966              | 1,241            | 4,600            | 3,950            | 4,073            | (527)          | -11.5%       |
| Fuel & Mileage                    | 617              | 885              | 2,100            | 2,100            | 2,205            | 105            | 5.0%         |
| Machinery & Equipment (<\$25,000) | 12,216           | 20,232           | 14,500           | 35,000           | 31,000           | 16,500         | 113.8%       |
| Repair & Maintenance Supplies     | -                | 907              | -                | 300              | -                | -              | 0.0%         |
| Property & Liability Costs        | 9,734            | 8,186            | 8,523            | 8,643            | 9,070            | 547            | 6.4%         |
| Permits                           | 9,264            | 6,447            | -                | 5,200            | 4,860            | 4,860          | 100.0%       |
| Financial Fees                    | -                | -                | -                | 200              | 200              | 200            | 100.0%       |
| Other Business Expenses           | 122              | 107              | -                | -                | -                | -              | 0.0%         |
| Debt Service and Lease Payments   | 5,413            | -                | -                | -                | -                | -              | 0.0%         |
| Interfund Reimbursement           | (253,959)        | (265,966)        | (292,790)        | (292,790)        | (315,217)        | (22,427)       | 7.7%         |
| <b>Total Operations</b>           | <b>(132,726)</b> | <b>(152,995)</b> | <b>(132,552)</b> | <b>(88,122)</b>  | <b>(124,811)</b> | <b>7,741</b>   | <b>-5.8%</b> |
|                                   |                  |                  |                  |                  |                  |                |              |
| <b>Capital</b>                    | -                | -                | -                | -                | -                | -              |              |
|                                   |                  |                  |                  |                  |                  |                |              |
| <b>Total Engineering</b>          | <b>991,964</b>   | <b>1,123,694</b> | <b>1,283,294</b> | <b>1,278,632</b> | <b>1,409,964</b> | <b>126,670</b> | <b>9.9%</b>  |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget - TOC

|                                   | Actual<br>2017 | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference       |               |
|-----------------------------------|----------------|------------------|------------------|------------------|------------------|------------------|---------------|
|                                   |                |                  |                  |                  |                  | \$               | %             |
| <b>Personnel</b>                  |                |                  |                  |                  |                  |                  |               |
| Salaries & Wages                  | 206,010        | 249,991          | 282,308          | 354,283          | 306,657          | 24,349           | 8.6%          |
| Employee Benefits                 | 78,746         | 90,484           | 119,377          | 81,380           | 113,406          | (5,971)          | -5.0%         |
| <b>Total Personnel</b>            | <b>284,756</b> | <b>340,475</b>   | <b>401,685</b>   | <b>435,663</b>   | <b>420,063</b>   | <b>18,378</b>    | <b>4.6%</b>   |
| <b>Operations</b>                 |                |                  |                  |                  |                  |                  |               |
| Transportation Services           | 197            | 387              | 225              | 225              | 233              | 8                | 3.6%          |
| Operating Services                | 47             | 179              | 250              | 250              | 263              | 13               | 5.2%          |
| Notices, Subscriptions, etc.      | 3,990          | 1,770            | 6,720            | 6,720            | 8,000            | 1,280            | 19.0%         |
| Utilities                         | 2,162          | 7,918            | 3,323            | 3,683            | 3,759            | 436              | 13.1%         |
| Contractual Services              | 385,106        | 112,253          | 398,000          | 345,000          | 390,000          | (8,000)          | -2.0%         |
| Repair & Maintenance Services     | 3,474          | 24,924           | 25,850           | 15,850           | 10,350           | (15,500)         | -60.0%        |
| Employee programs                 | -              | 38               | 5,416            | 6,416            | 6,420            | 1,004            | 18.5%         |
| Professional Development/Travel   | 4,951          | 8,423            | 10,650           | 10,650           | 13,500           | 2,850            | 26.8%         |
| Office Supplies                   | 493            | 1,069            | 1,200            | 1,450            | 1,523            | 323              | 26.9%         |
| Operating Supplies                | 499            | 7,258            | 2,050            | 2,300            | 2,403            | 353              | 17.2%         |
| Fuel & Mileage                    | 208            | 423              | 500              | 500              | 525              | 25               | 5.0%          |
| Machinery & Equipment (<\$25,000) | 58,125         | 184,099          | 61,025           | 64,275           | 65,000           | 3,975            | 6.5%          |
| Repair & Maintenance Supplies     | 18,997         | 3,862            | 15,000           | 16,000           | 15,750           | 750              | 5.0%          |
| Property & Liability Costs        | 13,777         | 41,973           | 16,333           | 15,219           | 15,980           | (353)            | -2.2%         |
| Permits                           | 800            | 1,080            | 1,040            | 1,040            | 1,620            | 580              | 55.8%         |
| Other Business Expenses           | 27             | 19               | 50               | 50               | 53               | 3                | 100.0%        |
| <b>Total Operations</b>           | <b>492,853</b> | <b>395,675</b>   | <b>547,632</b>   | <b>489,628</b>   | <b>535,378</b>   | <b>(12,254)</b>  | <b>-2.2%</b>  |
| Infrastructure                    | -              | 416,211          | -                | 12,635           | 150,000          | 150,000          | 0.0%          |
| Machinery & Equipment (>\$25,000) | 31,951         | 15,842           | 361,000          | 181,500          | 2,300,000        | 1,939,000        | 537.1%        |
| <b>Capital</b>                    | <b>31,951</b>  | <b>432,053</b>   | <b>361,000</b>   | <b>194,135</b>   | <b>2,450,000</b> | <b>2,089,000</b> | <b>578.7%</b> |
| <b>Total TOC</b>                  | <b>809,560</b> | <b>1,168,203</b> | <b>1,310,317</b> | <b>1,119,426</b> | <b>3,405,441</b> | <b>2,095,124</b> | <b>159.9%</b> |



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Economic Development

*Eric Stuckey, City Administrator*

##### Budget Summary

|                             | 2017          | 2018          | 2019          |               | 2020          | 2019 v. 2020 |             |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|--------------|-------------|
|                             | Actual        | Actual        | Budget        | Estimated     | Budget        | \$           | %           |
| Expenditures                | 53,592        | 67,518        | 90,327        | 90,327        | 96,027        | 5,700        | 6.3%        |
| <b>Economic Development</b> | <b>53,592</b> | <b>67,518</b> | <b>90,327</b> | <b>90,327</b> | <b>96,027</b> | <b>5,700</b> | <b>6.3%</b> |

##### Department Summary

This department is used to identify payments specifically related to economic development. An allocation is made for economic development of \$30,000 plus an additional amount for the Greater Nashville Regional Council of \$24,027. Membership to the Nashville Area Chamber of Commerce is \$3,000 and the Metropolitan Planning Organization is budgeted at \$9,000. \$30,000 is included for continued funding of the business retention program being conducted by Williamson, Inc.

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



## City of Franklin, Tennessee FY 2020 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

#### 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](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](http://www.carnton.org)).

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].

Goal: To decrease the unemployment rate within the city over the previous year below the county and state levels.





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

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

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 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)

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

### Outcome (Effectiveness) Measures

|                                                                                                                                           |                                                                                        | 2016                | 2017                | 2018*               | 2019*               | 2020*               |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 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                                                                         | 95.7                | TBD                 | TBD                 | TBD                 | TBD                 |
|                                                                                                                                           | <b>Target</b>                                                                          | <b>&lt; 100</b>     | <b>&lt; 100</b>     | <b>&lt; 100</b>     | <b>&lt; 100</b>     | <b>&lt; 100</b>     |
|                                                                                                                                           | <b>Meets Target?</b>                                                                   | <b>Yes</b>          | <b>TBD</b>          | <b>TBD</b>          | <b>TBD</b>          | <b>TBD</b>          |
| 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                                            | 1,430,000           | 1,510,000           | TBD                 | TBD                 | TBD                 |
|                                                                                                                                           | <b>Target</b>                                                                          | 1,350,000           | 1,450,000           | 1,550,000           | 1,600,000           | 1,650,000           |
|                                                                                                                                           | <b>Meets Target?</b>                                                                   | <b>Yes</b>          | <b>Yes</b>          | <b>TBD</b>          | <b>TBD</b>          | <b>TBD</b>          |
|                                                                                                                                           | Opportunities for revenue enhancements through tourism and sales revenues.             |                     |                     |                     |                     |                     |
|                                                                                                                                           | Increase the revenue generated from Hotel/Motel taxes.                                 | \$ 3,557,971        | \$ 3,721,055        | \$ 4,097,695        | \$ 3,751,174        | \$ 3,920,520        |
|                                                                                                                                           | <b>Target (more than previous year)</b>                                                | <b>\$ 3,291,019</b> | <b>\$ 3,557,971</b> | <b>\$ 3,721,055</b> | <b>\$ 4,097,695</b> | <b>\$ 3,751,174</b> |
|                                                                                                                                           | <b>Meets Target?</b>                                                                   | <b>Yes</b>          | <b>Yes</b>          | <b>Yes</b>          | <b>No</b>           | <b>Yes</b>          |
|                                                                                                                                           | Increase local sales tax revenue growth rate compared to state sales tax growth rate." |                     |                     |                     |                     |                     |
|                                                                                                                                           | Franklin Collections (in \$ millions)                                                  | \$31.309            | \$32.694            | \$34.151            | \$35.87             | \$37.15             |
|                                                                                                                                           | Franklin Collection Increase                                                           | 8.2%                | 4.4%                | 4.5%                | 5.0%                | 3.5%                |
|                                                                                                                                           | State Collections (in \$ billions)                                                     | \$8.269             | \$8.56              | \$8.939             | \$9.297             | \$9.668             |
|                                                                                                                                           | State Collection Increase                                                              | 7.7%                | 3.5%                | 4.5%                | 4.0%                | 4.0%                |
|                                                                                                                                           | <b>Meets Target?</b>                                                                   | <b>Yes</b>          | <b>Yes</b>          | <b>Yes</b>          | <b>Yes</b>          | <b>No</b>           |

2016 2017 2018 2019\* 2020\*



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|                                                                                                            |                                                                                                          |            |            |            |                      |           |
|------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------|------------|------------|----------------------|-----------|
|                                                                                                            | 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                                                                  | \$72,835   | -\$115,916 | \$378,397  | \$150,000            | \$150,000 |
|                                                                                                            | <b>Target</b>                                                                                            | -\$114,223 | \$72,835   | -\$115,916 | \$378,397            | \$378,397 |
|                                                                                                            | <b>Meets Target?</b>                                                                                     | Yes        | No         | 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.                                          | 39,150     | 41,490     | 44,200     | Data to be collected |           |
|                                                                                                            | <b>Target</b>                                                                                            | 37,440     | 39,150     | 41,490     | 39,150               | 41,490    |
|                                                                                                            | <b>Meets Target?</b>                                                                                     | 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                                                                             | 3.5%       | 1.9%       | 2.8%       | TBD                  | TBD       |
|                                                                                                            | Williamson County Unemployment Rate                                                                      | 3.8%       | 3.1%       | 2.9%       | TBD                  | TBD       |
|                                                                                                            | Tennessee's Unemployment Rate                                                                            | 5.0%       | 4.2%       | 3.5%       | TBD                  | TBD       |
|                                                                                                            | <b>Target (Franklin's U/I for preceding year)</b>                                                        | 4.2%       | 3.5%       | 1.9%       | 2.8%                 | 1.9%      |
|                                                                                                            | <b>Meets Target(s)?</b>                                                                                  | Yes        | Yes        | Yes/No     | 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                                                                                    | 493        | 464        | TBD        | TBD                  | TBD       |
|                                                                                                            | Total Active business licenses                                                                           | 6617       | 7041       | TBD        | TBD                  | TBD       |
|                                                                                                            | <b>Meets Target(s)?</b>                                                                                  | Yes        | Yes        | TBD        | TBD                  | TBD       |
|                                                                                                            | Maintain retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.     |            |            |            |                      |           |
|                                                                                                            | Franklin Retail & Commercial Vacancy Rate                                                                | 0.90%      | 5.00%      | 11.50%     | Data to be collected |           |
|                                                                                                            | Nashville MSA Retail & Commercial Vacancy Rates                                                          | 4.70%      | 6.90%      | 9.80%      |                      |           |
|                                                                                                            | <b>Target</b>                                                                                            | 1.41%      | 2.07%      | 2.94%      |                      |           |
|                                                                                                            | <b>Meets Target?</b>                                                                                     | Yes        | No         | No         | TBD                  | TBD       |

### Franklin Citizens Survey

|                                     |                                                                                                                         | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                                                                         | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Economic Development services                                                                   | 82%                  | 18%       | 84%                  | 16%       |
| <input checked="" type="checkbox"/> | % rating Employment opportunities as it relates to Franklin as a whole.                                                 | 75%                  | 25%       | 83%                  | 17%       |
| <input checked="" type="checkbox"/> | % rating Shopping opportunities as it relates to Franklin as a whole.                                                   | 92%                  | 8%        | 93%                  | 7%        |
| <input checked="" type="checkbox"/> | % rating Cost of living in Franklin as it relates to Franklin as a whole.                                               | 41%                  | 59%       | 39%                  | 61%       |
| <input checked="" type="checkbox"/> | % rating the Overall quality of businesses and service establishments in Franklin as it relates to Franklin as a whole. | 88%                  | 12%       | 92%                  | 8%        |
| <input checked="" type="checkbox"/> | % rating a Vibrant downtown/commercial areas it relates to Franklin as a whole.                                         | 89%                  | 11%       | 92%                  | 8%        |



## City of Franklin, Tennessee FY 2020 Operating Budget

### Performance Measures

|                                     |                                                                                                   |     |     |     |     |
|-------------------------------------|---------------------------------------------------------------------------------------------------|-----|-----|-----|-----|
| <input checked="" type="checkbox"/> | % rating the Overall quality of new development in Franklin as it relates to Franklin as a whole. | 78% | 22% | 78% | 22% |
|-------------------------------------|---------------------------------------------------------------------------------------------------|-----|-----|-----|-----|

### 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 2020 Operating Budget

### Budget

|                                                       | Actual<br>2017 | Actual<br>2018 | Budget<br>2019 | Estd<br>2019  | Budget<br>2020 | Difference   |             |
|-------------------------------------------------------|----------------|----------------|----------------|---------------|----------------|--------------|-------------|
|                                                       |                |                |                |               |                | \$           | %           |
| Economic Development / Chamber Support                | 25,000         | 25,000         | 25,000         | 25,000        | 30,000         | 5,000        | 20.0%       |
| Greater Nashville Regional Council                    | -              | 22,518         | 23,327         | 23,327        | 24,027         | 700          | 3.0%        |
| Nashville Area Chamber of Commerce                    | -              | -              | 3,000          | 3,000         | 3,000          | -            | 0.0%        |
| Nashville Area MPO                                    | 8,592          | -              | 9,000          | 9,000         | 9,000          | -            | 0.0%        |
| Williamson Chamber - Business Retention / Development | 20,000         | 20,000         | 30,000         | 30,000        | 30,000         | -            | 0.0%        |
| <b>Total Expenditures</b>                             | <b>53,592</b>  | <b>67,518</b>  | <b>90,327</b>  | <b>90,327</b> | <b>96,027</b>  | <b>5,700</b> | <b>6.3%</b> |
| <b>Ending Fund Balance</b>                            | <b>53,592</b>  | <b>67,518</b>  | <b>90,327</b>  | <b>90,327</b> | <b>96,027</b>  | <b>5,700</b> | <b>6.3%</b> |

### Notes & Objectives



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Community Development Block Grant Fund

#### Budget Summary

|                               | 2017           | 2018           | 2019           |                | 2020           | 2018 v. 2019    |                |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|----------------|
|                               | Actual         | Actual         | Budget         | Estimated      | Budget         | \$              | %              |
| <b>Beginning Fund Balance</b> | <b>85,185</b>  | <b>86,263</b>  | <b>89,691</b>  | <b>89,691</b>  | <b>28,205</b>  |                 |                |
| <b>Revenues</b>               | <b>231,452</b> | <b>261,235</b> | <b>318,300</b> | <b>318,300</b> | <b>255,306</b> | <b>-62,994</b>  | <b>-19.79%</b> |
| <b>Expenditures</b>           | <b>230,374</b> | <b>257,807</b> | <b>379,786</b> | <b>379,786</b> | <b>251,000</b> | <b>-128,786</b> | <b>-33.91%</b> |
| <b>Ending Balance</b>         | <b>86,263</b>  | <b>89,691</b>  | <b>28,205</b>  | <b>28,205</b>  | <b>32,511</b>  |                 |                |

#### Fund Summary

The Community Development Block Grant is funded annually by the Department of Housing and Urban Development. The City of Franklin has received approximately Two-Million Dollars (\$2,000,000) which has been used for various programs throughout the City. These include the rehabilitation of homes for our low to moderate income residents, fair housing outreach and education and the construction of new single family homes within our pocket communities. These communities have been identified by the US Census as Tract 508 subtracts 1, 2 and 3 and Tract 509.01 subtract 4 as the subtracts in Franklin; these tracts have incomes from \$31,250 to \$39,999 which constitutes less than 80% of the Nashville MSA medians.

Envision Franklin endorses the concept of vibrant neighborhoods being essential to the overall health of the community and should include a range of housing options.

#### Fund Goals

Acting within the HUD guidelines the City prepares and Annual Action Plan that outlines the City's goals for the coming year and a Consolidate Annual Performance Evaluation Report that shares our successes of the previous year. Additionally, the City prepares a five-year Consolidated Plan that serves as the guiding document for the City of Franklin's Community Development Block Grant (CDBG) Program. The City will prepare a new five-year plan for the years 2020-2025.

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.

The City anticipates receiving \$250,000.00 for the 2019-2020 program year. The City will continue to identify needs and determine the best way to leverage the funds to assist with meeting our goals and priorities that support our partners and non-profits to assist our low to moderate income residents.



## ***City of Franklin, Tennessee*** **FY 2020 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 2020 Operating Budget

### Budget

|                                         | Actual<br>2017 | Actual<br>2018 | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference       |               |
|-----------------------------------------|----------------|----------------|----------------|----------------|----------------|------------------|---------------|
|                                         |                |                |                |                |                | \$               | %             |
| <b>Beginning Fund Balance</b>           | <b>85,185</b>  | <b>86,263</b>  | <b>89,691</b>  | <b>89,691</b>  | <b>28,205</b>  |                  |               |
| <b>Revenues</b>                         |                |                |                |                |                |                  |               |
| DEPT OF HOUSING AND URBAN DEV(FEDERAL)  | 230,374        | 257,808        | 318,000        | 318,000        | 255,000        | (63,000)         | -19.8%        |
| INTEREST INCOME                         | 1,078          | 3,427          | 300            | 300            | 306            | 6                | 2.0%          |
| OTHER REVENUES                          | -              | -              | -              | -              | -              | -                | 0.0%          |
| CONTRIBUTIONS - OTHERS                  | -              | -              | -              | -              | -              | -                | 0.0%          |
| <b>Total Available Funds</b>            | <b>231,452</b> | <b>261,235</b> | <b>318,300</b> | <b>318,300</b> | <b>255,306</b> | <b>(62,994)</b>  | <b>-19.8%</b> |
| <b>Expenses (Operations)</b>            |                |                |                |                |                |                  |               |
| MAILING & OUTBOUND SHIPPING SERVICES    | -              | -              | -              | -              | -              | -                | 0.0%          |
| PRINTING & COPYING SERVICES, OUTSOURCED | -              | -              | -              | -              | -              | -                | 0.0%          |
| LEGAL NOTICES                           | 171            | -              | 1,000          | 1,000          | 1,000          | -                | 100.0%        |
| CONSULTANT SERVICES                     | 17,794         | 10,585         | 15,000         | 15,000         | 15,000         | -                | 0.0%          |
| OTHER CONTRACTUAL SERVICES              | 47,510         | 77,222         | 145,000        | 145,000        | 115,000        | (30,000)         | -20.7%        |
| BUILDING REPAIR & MAINTENANCE SERVICES  | 115,000        | 170,000        | 158,000        | 158,000        | 120,000        | (38,000)         | -24.1%        |
| TRAINING, OUTSIDE                       | -              | -              | -              | -              | -              | -                | #DIV/0!       |
| IN LIEU OF AFFORDABLE HOUSING COSTS     | 49,899         | -              | -              | -              | -              | -                | 0.0%          |
| GRANT PROGRAMS                          | -              | -              | -              | -              | -              | -                | 0.0%          |
| TRANSFER TO GENERAL FUND                |                |                | 60,786         | 60,786         | -              | (60,786)         | -100.0%       |
| <b>Total Expenditures</b>               | <b>230,374</b> | <b>257,807</b> | <b>379,786</b> | <b>379,786</b> | <b>251,000</b> | <b>(128,786)</b> | <b>-33.9%</b> |
| <b>Ending Fund Balance</b>              | <b>86,263</b>  | <b>89,691</b>  | <b>28,205</b>  | <b>28,205</b>  | <b>32,511</b>  |                  |               |



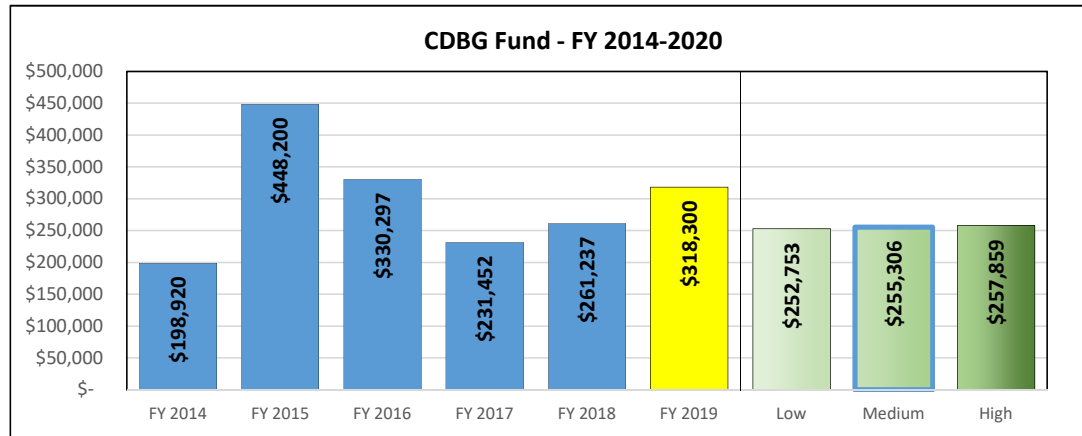
# City of Franklin

Revenue Model

|              |                                               |                                |             |
|--------------|-----------------------------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Community Development Block Grant Fund</b> | <b>Percent of All Revenues</b> | <b>0.2%</b> |
|--------------|-----------------------------------------------|--------------------------------|-------------|

**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 administrating homeless assistance on an as-needed basis.

A nominal 2% increase over the normal allocation is forecast in this fund.



|                                    | Actual            |                   |                   |                   |                   | Budget            | Forecast (FY 2020) |                   |                   | Averages     |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|-------------------|-------------------|--------------|
|                                    | FY 2014           | FY 2015           | FY 2016           | FY 2017           | FY 2018           | FY 2019           | Low                | Medium            | High              |              |
| <b>% yr/yr.</b>                    | <b>3.3%</b>       | <b>125.3%</b>     | <b>-26.3%</b>     | <b>-29.9%</b>     | <b>12.9%</b>      | <b>21.8%</b>      | <b>-20.6%</b>      | <b>-19.8%</b>     | <b>-19.0%</b>     |              |
| CDBG GRANT (FEDERAL)               | 198,747           | 223,787           | 329,866           | 230,374           | 257,808           | 318,000           | 252,450            | 255,000           | 257,550           | 3-yr Average |
| IN LIEU OF AFFORDABLE HOUSING FEES |                   | 224,162           | 0                 | 0                 | 0                 | 0                 | -                  | -                 | -                 | \$ 274,329   |
| INTEREST INCOME                    | 173               | 251               | 431               | 1,078             | 3,427             | 300               | 303                | 306               | 309               | 5.3%         |
| <b>Totals</b>                      | <b>\$ 198,920</b> | <b>\$ 448,200</b> | <b>\$ 330,297</b> | <b>\$ 231,452</b> | <b>\$ 261,237</b> | <b>\$ 318,300</b> | <b>\$ 252,753</b>  | <b>\$ 255,306</b> | <b>\$ 257,859</b> | 5-Yr Average |
|                                    |                   |                   |                   |                   |                   |                   |                    |                   |                   | \$ 294,021   |
|                                    |                   |                   |                   |                   |                   |                   |                    |                   |                   | 1.7%         |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Transit

Debbie Henry, Executive Director

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019         |              | 2020<br>Budget | 2019 v. 2020 |         |
|-------------------|----------------|----------------|--------------|--------------|----------------|--------------|---------|
|                   |                |                | Budget       | Estimated    |                | \$           | %       |
| Beginning Balance | \$ 374,758     | \$ 374,758     | \$ 817,649   | \$ 817,649   | \$ 971,267     |              |         |
| Revenues          | \$2,136,228    | \$2,528,989    | \$ 3,908,885 | \$ 3,417,679 | \$ 3,144,560   | \$ (764,325) | -19.55% |
| Expenditures      | \$2,136,228    | \$2,086,098    | \$ 3,908,885 | \$ 3,264,061 | \$ 3,128,060   | \$ (780,825) | -19.98% |
| Ending Balance    | \$ 374,758     | \$ 817,649     | \$ 817,649   | \$ 971,267   | \$ 987,767     |              |         |

#### 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, service us comprised of: fixed routes service, as well as Transit On Demand (TODD) a pre-arranged curb-to-curb service, within the City of Franklin including Cool Springs.
- The TMA Group is the contractor of record for the operations and management of the transit system on behalf of the Franklin Transit Authority. The TMA Group is a regional leader in customizing innovative, environmentally friendly, multi-modal transportation solutions.



#### Department Accomplishments:

- **Increased ridership, increased employer partners, and improved customer satisfaction due to expansion of fixed routes service, doubling number of stops, increased frequency, and moving of Hub to Transit Center.**
- **Offering free rides on the fixed routes service to our Veterans and Active Military members.**
- **Transit partnership with CSCC-WC campus has been beneficial to both; installed 2 new shelters on campus**
- **Transit technology, i.e.. mobile app, transit software, as well as working in concert with COF in the signalization of Franklin Transit vehicles (where available) will lay foundation for a Transit Technology Corridor in Franklin.**
- **TMA secured a \$2M Regional Park & Ride grant that will benefit our area, Franklin Transit, and Southern Corridor.**





# City of Franklin, Tennessee

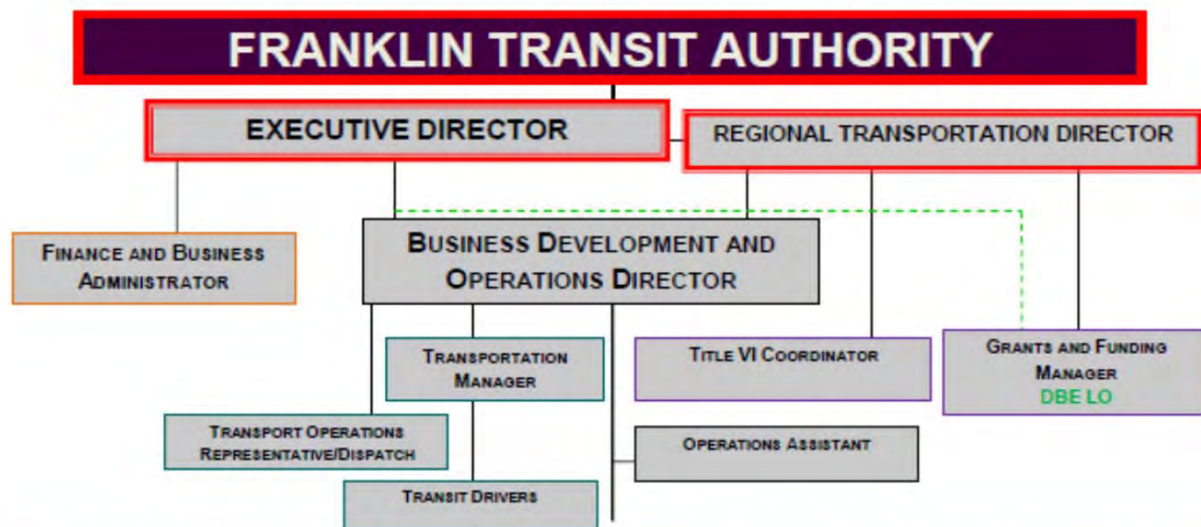
## FY 2020 Operating Budget

### Performance Measures (con't)

#### Franklin Citizens Survey

|                                     |                                                | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of bus or transit service | 42%                  | 58%       | 54%                  | 46%       |

### Organizational Chart



*Franklin Transit Authority is operated and managed under contract by The TMA Group. All personnel are employees of TMA.*



## City of Franklin, Tennessee FY 2020 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 lots, 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

|                                                                                                           | 2016          | 2017          | 2018          | 2019*         | 2020*         |
|-----------------------------------------------------------------------------------------------------------|---------------|---------------|---------------|---------------|---------------|
| <b>Increase the Inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.</b> |               |               |               |               |               |
| Transit hubs, Park& Ride sites                                                                            | 74            | 74            | 136           | 136           | 136           |
| <b>Total</b>                                                                                              | <b>74</b>     | <b>74</b>     | <b>136</b>    | <b>136</b>    | <b>136</b>    |
| <i>Increase from Prior year?</i>                                                                          | Yes           | No            | 54.00%        | 0.00%         | 0.00%         |
| <i>Meeting Goal?</i>                                                                                      | Yes           | Yes           | Yes           | TBD           | TBD           |
| <b>Increase the number of riders using the Franklin Transit Authority.</b>                                |               |               |               |               |               |
| <b>Ridership</b>                                                                                          |               |               |               |               |               |
| Franklin Transit Fixed Route                                                                              | 46,468        | 52,363        | 46,037        | 53,127        | 60,000        |
| Transit On DemanD (TODD)                                                                                  | 26,219        | 33,151        | 28,280        | 27,187        | 29,000        |
| <b>Total</b>                                                                                              | <b>72,687</b> | <b>85,514</b> | <b>74,317</b> | <b>80,314</b> | <b>89,000</b> |
| <i>Increase from Prior year?</i>                                                                          | No            | Yes           | No            | Yes           | TBD           |
| <i>Meeting Goal?</i>                                                                                      | No            | Yes           | No            | Yes           | TBD           |

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

\*2019 and 2020 are estimated

#### Statistics:

**80,314 passenger trips (approx.) +7.5% increase in trips**

**55% are employment trips**

**20% are student trips**

**10% are medical appointments**

**10% are for City events**

**5% trips are for shopping and social activities**



## City of Franklin, Tennessee FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Opening Balance</b>            | <b>374,758</b>   | <b>374,758</b>   | <b>817,649</b>   | <b>817,649</b>   | <b>971,267</b>   |                  |               |
| <b>Revenues</b>                   |                  |                  |                  |                  |                  |                  |               |
| DEPT OF TRANSPORTATION (FEDERAL)  | 1,163,679        | 983,102          | 1,386,664        | 976,776          | 1,586,255        | 199,591          | 14.4%         |
| TDOT (STATE)                      | 380,361          | 272,005          | 374,350          | 340,014          | 376,234          | 1,884            | 0.5%          |
| TRANSIT FARES                     | 104,648          | 112,418          | 143,000          | 139,064          | 149,000          | 6,000            | 4.3%          |
| INTEREST INCOME                   | 7,610            | 7,465            | -                | 18,189           | 20,000           | 20,000           | 100.0%        |
| RENTAL INCOME                     | 9,700            | 9,600            | 9,700            | 9,700            | 9,700            | -                | 0.0%          |
| SALE OF SURPLUS ASSETS            | 11,475           | -                | 10,000           | -                | -                | (10,000)         | -100.0%       |
| TRANSFER FROM GENERAL FUND*       | 458,755          | 1,144,399        | 1,985,171        | 1,933,936        | 1,003,371        | (981,800)        | -49.5%        |
| <b>Total Available Funds</b>      | <b>2,136,228</b> | <b>2,528,989</b> | <b>3,908,885</b> | <b>3,417,679</b> | <b>3,144,560</b> | <b>(764,325)</b> | <b>-19.6%</b> |
| <b>Expenses (Operations)</b>      |                  |                  |                  |                  |                  |                  |               |
| VEHICLE LICENSES & TITLES         | -                | 162              | -                | -                | -                | -                | 0.0%          |
| TRANSIT OPERATIONS                | 1,730,130        | 2,085,936        | 3,371,385        | 3,238,921        | 2,408,560        | (962,825)        | -28.6%        |
| TRANSIT PLANNING                  | 160,237          | -                | 137,500          | 13,104           | 137,500          | -                | 0.0%          |
| MACHINERY & EQUIPMENT (>\$25,000) | 245,861          | -                | 400,000          | 12,036           | 582,000          | 182,000          | 45.5%         |
| <b>Total Expenditures</b>         | <b>2,136,228</b> | <b>2,086,098</b> | <b>3,908,885</b> | <b>3,264,061</b> | <b>3,128,060</b> | <b>(780,825)</b> | <b>-20.0%</b> |
| <b>Ending Balance</b>             | <b>374,758</b>   | <b>817,649</b>   | <b>817,649</b>   | <b>971,267</b>   | <b>987,767</b>   |                  |               |

### Notes & Objectives

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.



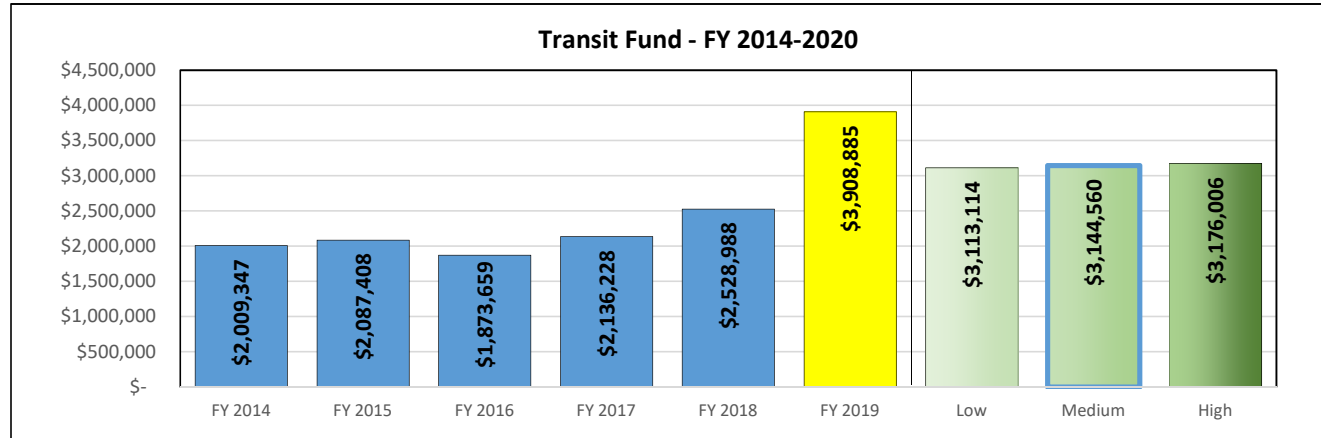
# City of Franklin

## Revenue Model

|              |                     |                                |             |
|--------------|---------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Transit Fund</b> | <b>Percent of All Revenues</b> | <b>1.9%</b> |
|--------------|---------------------|--------------------------------|-------------|

**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.

Despite the decrease in total revenues shown, (a result of an if necessary transfer to meet State requirements), the forecast for FY 2020 is for healthy growth in grant revenues. The City's subsidy is only forecast to increase by a nominal 1.8%.



|                                    | Actual              |                     |                     |                     |                     | Budget              | Forecast (FY 2020)  |                     |                     | Averages     |
|------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------|
|                                    | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |              |
| <b>% yr/yr.</b>                    | <b>39.8%</b>        | <b>3.9%</b>         | <b>-10.2%</b>       | <b>14.0%</b>        | <b>18.4%</b>        | <b>54.6%</b>        | <b>-20.4%</b>       | <b>-19.6%</b>       | <b>-18.7%</b>       |              |
| TRANSIT OPERATIONS GRANT (FEDERAL) | 1,005,998           | 1,229,365           | 989,505             | 1,163,679           | 983,103             | 1,386,664           | 1,570,392           | 1,586,255           | 1,602,118           | 3-yr Average |
| TRANSIT CAPITAL GRANT (FED/STATE)  | 44,333              | 67,588              | 261,550             | 380,361             | 272,005             | 374,350             | 372,472             | 376,234             | 379,996             | \$ 2,179,625 |
| TRANSIT FARES                      | 94,314              | 94,072              | 88,460              | 104,649             | 112,418             | 143,000             | 147,510             | 149,000             | 150,490             | 26.4%        |
| INTEREST INCOME                    | 11,820              | 3,573               | 4,391               | 7,610               | 7,465               | 9,700               | 9,603               | 9,700               | 9,797               | 5-Yr Average |
| RENTAL INCOME                      | 9,700               | 9,700               | 9,700               | 9,700               | 9,600               | 10,000              | 19,800              | 20,000              | 20,200              | \$ 2,127,126 |
| SALE OF SURPLUS ASSETS             | 0                   | 0                   | 18,640              | 11,475              | 0                   | 0                   | -                   | -                   | -                   | 16.8%        |
| TRANSFER FROM GENERAL FUND         | 843,182             | 683,110             | 501,413             | 458,755             | 1,144,399           | 1,985,171           | 993,337             | 1,003,371           | 1,013,405           |              |
| <b>Totals</b>                      | <b>\$ 2,009,347</b> | <b>\$ 2,087,408</b> | <b>\$ 1,873,659</b> | <b>\$ 2,136,228</b> | <b>\$ 2,528,988</b> | <b>\$ 3,908,885</b> | <b>\$ 3,113,114</b> | <b>\$ 3,144,560</b> | <b>\$ 3,176,006</b> |              |

Source: City of Franklin, Comprehensive Annual Financial Reports - 2009-2018 & Estimates from Finance & Revenue Management Departments.



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## *City of Franklin, Tennessee*

### **FY 2020 Operating Budget**

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## **PUBLIC WORKS**

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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.

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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 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Streets - Maintenance

Joe York, Director

##### Budget Summary

|                   | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020   |              |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
|                   |                  |                  | Budget           | Estimated        |                  | \$             | %            |
| <b>Personnel</b>  | 2,419,980        | 2,481,898        | 2,714,212        | 2,647,116        | 2,706,260        | -7,952         | -0.3%        |
| <b>Operations</b> | 1,406,784        | 1,250,589        | 1,464,778        | 1,325,053        | 1,357,015        | -107,763       | -7.4%        |
| <b>Capital</b>    | 0                | 55,144           | 252,000          | 233,754          | 294,000          | 42,000         | 16.7%        |
| <b>Total</b>      | <b>3,826,764</b> | <b>3,787,631</b> | <b>4,430,990</b> | <b>4,205,923</b> | <b>4,357,275</b> | <b>-73,715</b> | <b>-1.7%</b> |

##### Departmental Summary

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

The Street Maintenance Division currently maintains 337 miles of roadway and a portion of designated medians including, Downtown Franklin, Streetscape, Public Works Facility and landscaping along the Mack Hatcher Pkwy right-of-way from Murfreesboro Road to Franklin Road. We currently have a team that performs repair and replacement activities on failing or unsafe sidewalks.

##### 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, park projects, etc.. The City realizes a savings by diverting Landfill tipping fees.

##### Infrared Patch Truck

The Street Department began using infrared technology to perform routine patching practices in 2012. We utilize the truck to permanently repair potholes, utility cuts and longitudinal joints.

##### Road Salt and Salt Brine

We currently house 2,400 tons of road salt and 1,800 gallons of salt brine solution at 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 2020 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.

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

#### Workload (Output) Measures

|                                                 | 2016         | 2017         | 2018         | 2019*        | 2020*        |
|-------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Accepted Roadways Maintained (Centerline Miles) | 323          | 327          | 337          | 340          | 343          |
| Total Miles of Sidewalks Maintained             | 303          | 310          | 348          | 348          | 348          |
| Catch Basins/Storm Drains                       | N/A          | N/A          | 6,392        | 6,450        | 6,550        |
| Stormwater Channels Maintained (Linear ft.)     | 183,091      | 183,091      | 183,091      | 183,091      | 183,091      |
| Gravity Mains Maintained                        | 12,384       | 12,384       | 12,384       | 12,384       | 12,384       |
| Crosswalks Painted                              | 2,305        | 1,158        | 3,450        | 3,000        | 3,500        |
| Centerlines Painted                             | 59,466       | 56,958       | 40,600       | 50,000       | 50,000       |
| Number of Streets Repaired                      | 21           | 40           | 38           | 40           | 40           |
| Number of Potholes Repaired                     | 503          | 435          | 364          | 400          | 400          |
| Number of Citizen Concerns Received             | 692          | 929          | 983          | 800          | 800          |
| Major Weather Events                            |              |              |              |              |              |
| Amount of Salt Used (ton)                       | 374          | 500          | 265          | 500          | 500          |
| Amount of Brine Used (gallon)                   | 48,125       | 16,000       | 18,000       | 20,000       | 40,000       |
| Cost to pave streets                            | \$ 2,137,609 | \$ 2,250,000 | \$ 2,663,695 | \$ 3,724,000 | \$ 4,300,000 |
| Cost to repair sidewalks                        | \$ 261,576   | \$ 512,440   | \$ 442,532   | \$ 470,000   | \$ 495,000   |
| Cost of Curb & Gutter                           | \$ 15,000    | \$ 10,900    | \$ 13,988    | \$ 15,300    | \$ 15,600    |
| Leaf Vacuum Season (cubic yds)                  | 8,920        | 10,351       | 10,615       | 11,500       | 12,500       |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Streets - Maintenance

Joe York, Director

#### Performance Measures

##### Efficiency Measures

|  |                                          | 2016     | 2017     | 2018     | 2019*    | 2020*    |
|--|------------------------------------------|----------|----------|----------|----------|----------|
|  | Avg. Cost to Repair Streets (Sq. Yd.)    | \$ 79.00 | \$ 79.00 | \$ 87.00 | \$ 87.00 | \$ 87.00 |
|  | Avg. Cost to Repair Sidewalks (Sq. Ft.)  | \$ 8.50  | \$ 8.50  | \$ 9.75  | \$ 9.75  | \$ 10.00 |
|  | Avg. Cost to Repair Catch Basins/Gutters | N/A      | N/A      | \$ 45.00 | \$ 45.00 | \$ 45.00 |

##### Outcome (Effectiveness) Measures

|  |                                                 | 2016   | 2017   | 2018  | 2019* | 2020* |
|--|-------------------------------------------------|--------|--------|-------|-------|-------|
|  | Response Time                                   |        |        |       |       |       |
|  | - From Receipt to Investigation to Notification | 24 hrs | 24 hrs | 48hrs | 48hrs | 48hrs |
|  | - From Notification to Resolution               | 72 hrs | 72 hrs | N/A   | N/A   | N/A   |

\*estimated

##### Franklin Citizens Survey

|                                     |                                              | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|----------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                              | Excellent/Good       | Fair/Poor | Excellent/Good       | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Street repair        | 62%                  | 38%       | 57%                  | 43%       |
| <input checked="" type="checkbox"/> | % rating the quality of Street cleaning      | 81%                  | 19%       | 78%                  | 22%       |
| <input checked="" type="checkbox"/> | % rating the quality of Street lighting      | 74%                  | 26%       | 75%                  | 25%       |
| <input checked="" type="checkbox"/> | % rating the quality of Snow removal         | 57%                  | 43%       | 71%                  | 29%       |
| <input checked="" type="checkbox"/> | % rating the quality of Sidewalk maintenance | 71%                  | 29%       | 77%                  | 23%       |

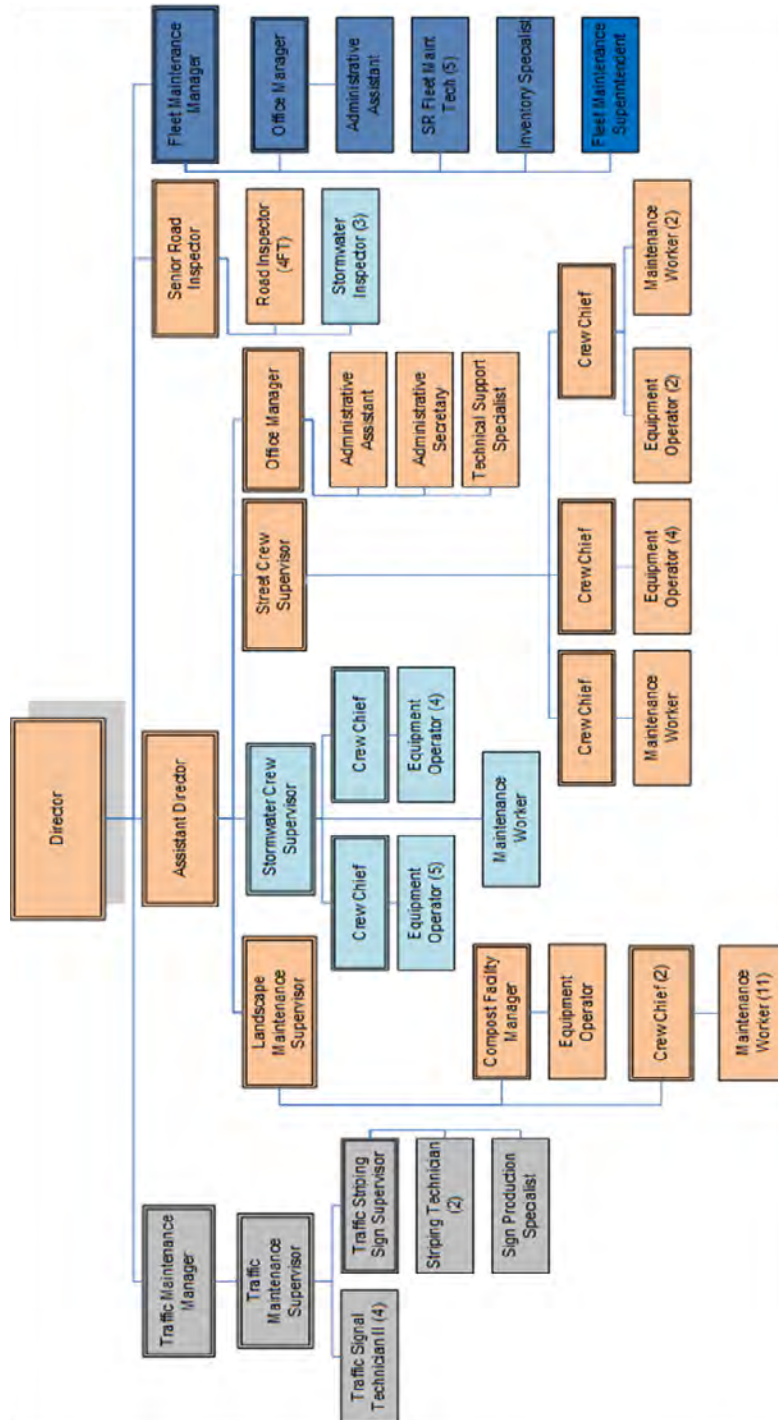


# City of Franklin, Tennessee

## FY 2020 Operating Budget

### 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 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      |
| 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         | 1        | 3         | 0        | 3         | 0        | 4         | 0        |
| Office Manager               | Grade F   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Street Crew Supervisor       | Grade F   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 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        |
| Crew Chief                   | Grade E   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 5         | 0        |
| Infrared System Technician   | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 0        |
| Landscape Maint. Crew Chief  | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 0        |
| Administrative Assistant     | Grade D   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Equipment Operator           | Grade D   | 6         | 0        | 6         | 0        | 7         | 0        | 7         | 0        | 7         | 0        |
| Landscape Maint. Worker Sr.  | Grade D   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 0         | 0        |
| Administrative Secretary     | Grade B   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Maintenance Worker           | Grade B   | 7         | 9        | 9         | 5        | 10        | 0        | 10        | 0        | 14        | 0        |
| Crew Worker                  | Grade B   | 3         | 0        | 3         | 0        | 3         | 0        | 3         | 0        | 0         | 0        |
| <b>Totals</b>                |           | <b>34</b> | <b>9</b> | <b>36</b> | <b>6</b> | <b>39</b> | <b>0</b> | <b>39</b> | <b>0</b> | <b>40</b> | <b>0</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                    | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Est'd<br>2019    | Budget<br>2020   | Difference<br>\$ | %            |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| <b>Personnel</b>                   |                  |                  |                  |                  |                  |                  |              |
| Salaries & Wages                   | 1,646,530        | 1,652,112        | 1,835,205        | 1,817,785        | 1,826,379        | (8,826)          | -0.5%        |
| Employee Benefits                  | 773,450          | 829,786          | 879,007          | 829,331          | 879,880          | 873              | 0.1%         |
| <b>Total Personnel</b>             | <b>2,419,980</b> | <b>2,481,898</b> | <b>2,714,212</b> | <b>2,647,116</b> | <b>2,706,260</b> | <b>(7,952)</b>   | <b>-0.3%</b> |
| <b>Operations</b>                  |                  |                  |                  |                  |                  |                  |              |
| Transportation Services            | 538              | 506              | 514              | 605              | 550              | 36               | 7.0%         |
| Operating Services                 | 5,522            | 2,961            | 5,780            | 4,430            | 5,060            | (720)            | -12.5%       |
| Notices, Subscriptions, etc.       | 3,508            | 1,770            | 5,000            | 4,870            | 5,110            | 110              | 2.2%         |
| Utilities                          | 694,132          | 636,226          | 794,918          | 689,755          | 712,115          | (82,803)         | -10.4%       |
| Contractual Services               | 3,500            | 4,598            | 17,400           | 17,400           | 5,540            | (11,860)         | -68.2%       |
| Repair & Maintenance Services      | 85,912           | 66,298           | 107,680          | 99,500           | 107,085          | (595)            | -0.6%        |
| Employee programs                  | 6,249            | 9,908            | 9,602            | 10,771           | 10,650           | 1,048            | 10.9%        |
| Professional Development/Travel    | 1,567            | 7,815            | 14,200           | 11,600           | 10,810           | (3,390)          | -23.9%       |
| Office Supplies                    | 4,468            | 4,675            | 9,000            | 5,650            | 5,600            | (3,400)          | -37.8%       |
| Operating Supplies                 | 35,807           | 35,265           | 40,865           | 43,865           | 44,805           | 3,940            | 9.6%         |
| Fuel & Mileage                     | 39,333           | 49,989           | 65,350           | 57,000           | 69,750           | 4,400            | 6.7%         |
| Machinery & Equipment (<\$25,000)  | 74,951           | 40,299           | 84,270           | 81,810           | 80,470           | (3,800)          | -4.5%        |
| Repair & Maintenance Supplies      | 164,069          | 139,562          | 155,245          | 110,015          | 164,760          | 9,515            | 6.1%         |
| Operational Units                  | 106              | -                | 750              | 200              | -                | (750)            | -100.0%      |
| Property & Liability Costs         | 92,775           | 85,284           | 118,394          | 110,664          | 125,145          | 6,751            | 5.7%         |
| Rentals                            | 3,062            | 5,289            | 6,810            | 6,810            | 5,815            | (995)            | -14.6%       |
| Permits                            | -                | 3,500            | 3,750            | 350              | 3,750            | -                | 0.0%         |
| Other Business Expenses            | -                | 1                | -                | -                | -                | -                | 0.0%         |
| Debt Service and Lease Payments    | 191,285          | 156,643          | 25,251           | 69,758           | -                | (25,251)         | -100.0%      |
| <b>Total Operations</b>            | <b>1,406,784</b> | <b>1,250,589</b> | <b>1,464,778</b> | <b>1,325,053</b> | <b>1,357,015</b> | <b>(107,763)</b> | <b>-7.4%</b> |
| <b>Capital</b>                     | <b>-</b>         | <b>55,144</b>    | <b>252,000</b>   | <b>233,754</b>   | <b>294,000</b>   | <b>42,000</b>    | <b>16.7%</b> |
| <b>Total Streets - Maintenance</b> | <b>3,826,764</b> | <b>3,787,631</b> | <b>4,430,990</b> | <b>4,205,923</b> | <b>4,357,274</b> | <b>(73,716)</b>  | <b>-1.7%</b> |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Streets - Traffic Division

Joe York, Director

#### Budget Summary

|                   | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020   |              |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|--------------|
|                   |                  |                  | Budget           | Estimated        |                  | \$             | %            |
| <b>Personnel</b>  | 779,552          | 810,363          | 827,040          | 892,677          | 876,424          | 49,384         | 6.0%         |
| <b>Operations</b> | 729,320          | 410,388          | 603,557          | 541,006          | 647,047          | 43,490         | 7.2%         |
| <b>Capital</b>    | 0                | 0                | 115,000          | 110,256          | 212,000          | 97,000         | 100.0%       |
| <b>Total</b>      | <b>1,508,872</b> | <b>1,220,751</b> | <b>1,545,597</b> | <b>1,543,939</b> | <b>1,735,471</b> | <b>189,874</b> | <b>12.3%</b> |

#### Department Summary

The Street Department - Traffic Division currently maintains 121 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 Department. Seasonal downtown decorative banners are produced bi-annually.

#### Department Outlook

We replaced all 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. Since the High Mast Interstate lighting swap to LED was such a success we plan to convert another section of 44 Interstate lights, if approved, in FY2020. The Interstate lighting LED conversion in the median from Cool Springs Blvd to Moores Lane will add to our savings on power and maintenance costs in the near future.

Reflectivity activities continue to be performed on City wide signage, including street names, advanced warning, directional, stop, yield etc. For asset management purposes, all signal data is gathered and entered into the Hansen data base system. As a major resurfacing project takes place, the Traffic division will be upgrading all signage along the course as well as vehicle detection. The upgrade to Wavetronix vehicle detection will be a key process to a relief in maintenance cost and traffic flow interruptions.



# City of Franklin, Tennessee

## FY 2020 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.

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

2016 2017 2018 2019\* 2020\*

#### Workload (Output) Measures

|                       |     |       |       |       |       |
|-----------------------|-----|-------|-------|-------|-------|
| Street Signs Created  | 333 | 1,162 | 1,467 | 1,400 | 1,400 |
| Street Signs Replaced | 333 | 1,162 | 1,467 | 1,400 | 1,400 |
| Type of Sign Created  |     |       |       |       |       |
| Stop Signs            | 51  | 87    | 93    | 95    | 95    |
| Speed Limit Signs     | 62  | 41    | 80    | 80    | 80    |
| Street Name Signs     | 49  | 74    | 83    | 83    | 83    |
| Parking Signs         | 14  | 51    | 112   | 100   | 100   |
| Yield Signs           | 2   | 11    | 14    | 15    | 15    |
| Warning Signs         | 123 | 142   | 119   | 125   | 125   |
| Road Construction     | 22  | 17    | 36    | 40    | 40    |
| All Way Stop Placards | 10  | N/A   | 26    | 25    | 25    |
| Signs for Other Depts | 311 | 524   | 616   | 600   | 600   |
| Downtown Banners      | 140 | 215   | 139   | 150   | 150   |

#### 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 |
| Signs for Other Depts | \$ 23 | \$ 23 | \$ 23 | \$ 23 | \$ 23 |
| Downtown Banners      | \$ 18 | \$ 18 | \$ 18 | \$ 18 | \$ 18 |

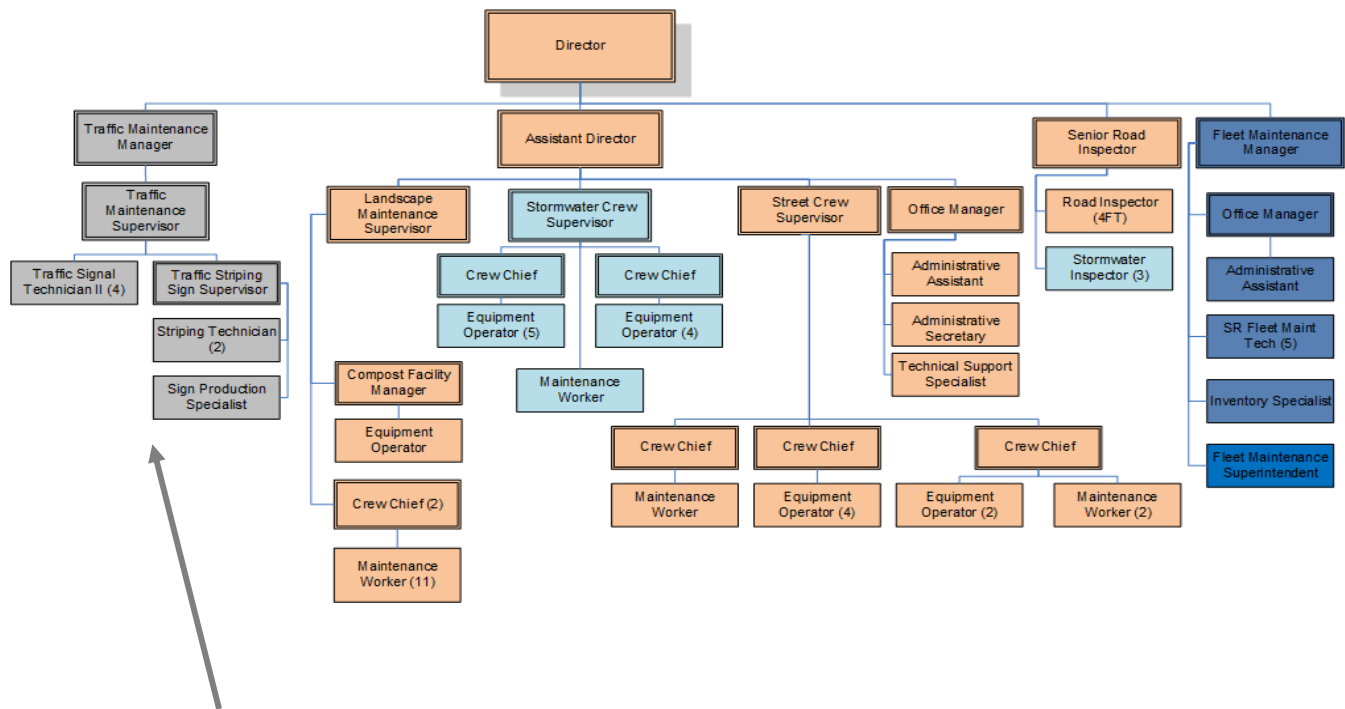




# City of Franklin, Tennessee

## FY 2020 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 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      |
| Traffic Maint. Manager            | Grade I   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Traffic Maint. Supervisor         | Grade H   | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Traffic Sign/Maint. Electrician   | Grade F   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 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        | 2         | 0        | 2         | 0        | 4         | 0        |
| Traffic Signal Technician I       | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 0         | 0        |
| Sign Production Specialist        | Grade E   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Striping Technician               | Grade D   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        |
| Asst. Striping Technician         | ---       | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| <b>Totals</b>                     |           | <b>10</b> | <b>0</b> | <b>10</b> | <b>0</b> | <b>10</b> | <b>0</b> | <b>10</b> | <b>0</b> | <b>10</b> | <b>0</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %            |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |              |
| Salaries & Wages                  | 541,130          | 538,280          | 549,378          | 591,431          | 565,424          | 16,046           | 2.9%         |
| Employee Benefits                 | 238,422          | 272,083          | 277,662          | 301,246          | 311,000          | 33,338           | 12.0%        |
| <b>Total Personnel</b>            | <b>779,552</b>   | <b>810,363</b>   | <b>827,040</b>   | <b>892,677</b>   | <b>876,424</b>   | <b>49,384</b>    | <b>6.0%</b>  |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |              |
| Transportation Services           | 54               | 668              | 1,000            | 970              | 1,255            | 255              | 25.5%        |
| Operating Services                | 384              | 422              | 425              | 425              | 450              | 25               | 5.9%         |
| Notices, Subscriptions, etc.      | -                | -                | 1,150            | 1,220            | 1,650            | 500              | 43.5%        |
| Utilities                         | 82,979           | 81,583           | 95,503           | 94,750           | 98,366           | 2,863            | 3.0%         |
| Contractual Services              |                  |                  |                  | 2,089            |                  | -                | 0.0%         |
| Repair & Maintenance Services     | 29,569           | 57,465           | 34,440           | 25,000           | 61,090           | 26,650           | 77.4%        |
| Employee programs                 | 1,855            | 640              | 5,050            | 4,050            | 5,150            | 100              | 2.0%         |
| Professional Development/Travel   | 5,460            | 6,167            | 11,130           | 6,080            | 15,000           | 3,870            | 34.8%        |
| Office Supplies                   | 2,821            | 1,716            | 2,000            | 2,000            | 2,000            | -                | 0.0%         |
| Operating Supplies                | 8,902            | 7,387            | 14,550           | 12,500           | 14,700           | 150              | 1.0%         |
| Fuel & Mileage                    | 12,799           | 13,367           | 13,500           | 13,500           | 16,750           | 3,250            | 24.1%        |
| Machinery & Equipment (<\$25,000) | 93,898           | 34,235           | 80,998           | 64,998           | 77,998           | (3,000)          | -3.7%        |
| Repair & Maintenance Supplies     | 371,200          | 152,795          | 261,800          | 252,800          | 288,100          | 26,300           | 10.0%        |
| Property & Liability Costs        | 69,198           | 39,069           | 78,395           | 51,955           | 63,788           | (14,607)         | -18.6%       |
| Rentals                           | -                | -                | 600              | 600              | 600              | -                | 0.0%         |
| Permits                           | -                | -                | 150              | -                | 150              | -                | 0.0%         |
| Debt Service and Lease Payments   | 50,201           | 14,874           | 2,866            | 8,069            | -                | (2,866)          | -100.0%      |
| <b>Total Operations</b>           | <b>729,320</b>   | <b>410,388</b>   | <b>603,557</b>   | <b>541,006</b>   | <b>647,047</b>   | <b>43,490</b>    | <b>7.2%</b>  |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>         | <b>115,000</b>   | <b>110,256</b>   | <b>212,000</b>   | <b>97,000</b>    | <b>0.0%</b>  |
| <b>Total Streets - Traffic</b>    | <b>1,508,872</b> | <b>1,220,751</b> | <b>1,545,597</b> | <b>1,543,939</b> | <b>1,735,471</b> | <b>189,874</b>   | <b>12.3%</b> |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Streets - Fleet Maintenance

Joe York, Director

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019             |                | 2020<br>Budget | 2019 v. 2020    |               |
|-------------------|----------------|----------------|------------------|----------------|----------------|-----------------|---------------|
|                   |                |                | Budget           | Estimated      |                | \$              | %             |
| <b>Personnel</b>  | 697,654        | 739,679        | 801,930          | 799,813        | 800,467        | -1,463          | -0.2%         |
| <b>Operations</b> | 225,223        | 97,183         | 303,030          | 36,962         | 79,582         | -223,448        | -73.7%        |
| <b>Capital</b>    | 0              | 0              | 0                | 0              | 0              | 0               | 0.0%          |
| <b>Total</b>      | <b>922,877</b> | <b>836,862</b> | <b>1,104,960</b> | <b>836,775</b> | <b>880,049</b> | <b>-224,911</b> | <b>-20.4%</b> |

#### Departmental Summary

The Fleet Maintenance Division consists of ten full-time employees. This division provides mechanical services, and road service calls for the COF entire fleet of vehicles and equipment. The large variety of vehicles and equipment in the COF 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 at PM's. The 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 normal driven vehicles. Mechanical services provided include: a preventive maintenance program, tire changes, replacement of defective/failed parts, engine diagnostic, and other miscellaneous services. The purchase of 45 new PD cars in 2019 budget year will dramatically reduce PD's maintenance expense in FY2020. Also the two new Tower's and Engine will help defer maintenance cost for FY2020 for the Fire Department. Water, Parks and SES's lack of replacements for aged vehicles and equipment will still incur major expense for FY2020. We must continue to replace these units that are "PAST" their life-cycle, to continue to serve our residents with the great service that is provided them here in Franklin.

#### Department Outlook

I respectfully request the addition of a new Fleet software program that will support both the customer and our data needs for Fleet and Staff. This will provide a better data source for informed decision making, for the right sizing, life-cycle, and future purchases for the COF.

Fleet must continue to life-cycle vehicles and equipment across all departments based on data and cost at the designated time. This will improve repair times and decrease costs. This will allow Fleet to stay in the current facility a few more years, until growth says otherwise.

Continual improvement of work flow and processes, 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, life-cycle analysis, vehicle improvements, equipment turnover and residual value.

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

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



# City of Franklin, Tennessee

## FY 2020 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

|                                     | 2016         | 2017         | 2018         | 2019*        | 2020*        |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|
| Percent Outsourced                  | 13%          | 12%          | 13%          | 7%           | 10%          |
| Percent of Service Calls            | 9%           | 6%           | 9%           | 9%           | 10%          |
| Total Number of Repairs             | 2,590        | 2,620        | 2,710        | 3,386        | 3,545        |
| Fleet Size                          |              |              |              |              |              |
| Cars/Passenger Vehicles/SUV's       | 132          | 188          | 198          | 182          | 187          |
| Light Trucks                        | 189          | 152          | 162          | 129          | 129          |
| Heavy Trucks                        | 111          | 99           | 104          | 134          | 134          |
| Cost of Repairs Performed by Fleet  |              |              |              |              |              |
| Administration                      | \$ 198       | \$ 500       | \$ 600       | \$ 513       | \$ 513       |
| City Hall Maintenance               | \$ 1,377     | \$ 600       | \$ 600       | \$ 662       | \$ 662       |
| Building & Neighborhood Services    | \$ 12,094    | \$ 6,500     | \$ 6,500     | \$ 6,500     | \$ 6,500     |
| Engineering                         | \$ 2,653     | \$ 800       | \$ 800       | \$ 1,625     | \$ 1,625     |
| Fire                                | \$ 259,190   | \$ 349,665   | \$ 375,000   | \$ 350,000   | \$ 325,000   |
| Human Resources                     | \$ 556       | \$ 1,000     | \$ 1,000     | \$ 1,200     | \$ 1,200     |
| IT                                  | \$ 95        | \$ 2,500     | \$ 9,000     | \$ 2,500     | \$ 2,500     |
| Parks                               | \$ 34,331    | \$ 23,232    | \$ 25,000    | \$ 25,000    | \$ 25,000    |
| Planning                            | \$ 272       | \$ 870       | \$ 870       | \$ 200       | \$ 200       |
| Police                              | \$ 154,862   | \$ 284,672   | \$ 245,000   | \$ 125,000   | \$ 100,000   |
| Sanitation & Environmental Services | \$ 390,802   | \$ 334,428   | \$ 355,000   | \$ 385,000   | \$ 360,000   |
| Street Department                   | \$ 180,978   | \$ 121,034   | \$ 125,000   | \$ 175,000   | \$ 160,000   |
| Water                               | \$ 91,647    | \$ 73,180    | \$ 71,500    | \$ 95,000    | \$ 95,000    |
| Total                               | \$ 1,129,055 | \$ 1,198,981 | \$ 1,215,870 | \$ 1,168,200 | \$ 1,078,200 |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

#### Outcome (Effectiveness) Measures

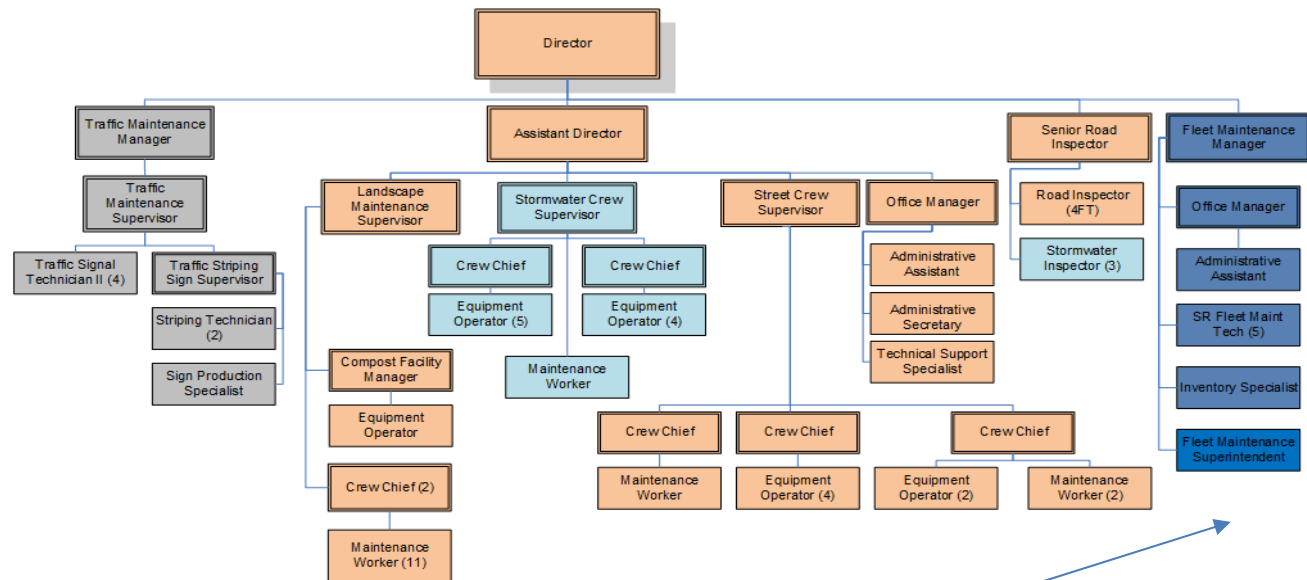
|                                                                                  |                                                                                                                                                                                                                              | 2016         | 2017         | 2018          | 2019*         | 2020*         |
|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|---------------|---------------|---------------|
|  | 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. 385,589 gallons for 66,172 residents. Purchasing Department) ) | 5.87         | TBD          | TBD           | TBD           | TBD           |
|                                                                                  | <b>Target (in gallons per vehicle / total pop.)</b>                                                                                                                                                                          | <b>4.788</b> | <b>4.536</b> | <b>4.3092</b> | <b>4.3092</b> | <b>4.0824</b> |
|                                                                                  | <b>Meets Target?</b>                                                                                                                                                                                                         | No           | TBD          | TBD           | TBD           | TBD           |



# City of Franklin, Tennessee

## FY 2020 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 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      |
| Fleet Maintenance Manager | Grade I   | 1        | 0        | 1        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Lead Sr. Maintenance Tech | Grade G   | 0        | 0        | 0        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Sr. Fleet Maint. Tech.    | Grade F   | 5        | 0        | 5        | 0        | 5        | 0        | 5         | 0        | 5         | 0        |
| Office Manager            | Grade F   | 1        | 0        | 1        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| Mechanic                  | Grade E   | 1        | 0        | 1        | 0        | 0        | 0        | 0         | 0        | 0         | 0        |
| Administrative Assistant  | Grade D   | 0        | 1        | 0        | 1        | 0        | 1        | 1         | 0        | 1         | 0        |
| Inventory Specialist      | Grade D   | 1        | 0        | 1        | 0        | 1        | 0        | 1         | 0        | 1         | 0        |
| <b>Totals</b>             |           | <b>9</b> | <b>1</b> | <b>9</b> | <b>1</b> | <b>9</b> | <b>1</b> | <b>10</b> | <b>0</b> | <b>10</b> | <b>0</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                    | Actual<br>2017 | Actual<br>2018 | Budget<br>2019   | Estd<br>2019   | Budget<br>2020 | Difference<br>\$ | %             |
|------------------------------------|----------------|----------------|------------------|----------------|----------------|------------------|---------------|
| <b>Personnel</b>                   |                |                |                  |                |                |                  |               |
| Salaries & Wages                   | 498,675        | 527,717        | 565,666          | 582,485        | 565,525        | (141)            | 0.0%          |
| Employee Benefits                  | 198,979        | 211,962        | 236,264          | 217,328        | 234,942        | (1,322)          | -0.6%         |
| <b>Total Personnel</b>             | <b>697,654</b> | <b>739,679</b> | <b>801,930</b>   | <b>799,813</b> | <b>800,467</b> | <b>(1,463)</b>   | <b>-0.2%</b>  |
| <b>Operations</b>                  |                |                |                  |                |                |                  |               |
| Transportation Services            | 7,537          | 7,811          | 6,515            | 6,000          | 6,025          | (490)            | -7.5%         |
| Operating Services                 | 4,357          | 4,213          | 5,465            | 4,750          | 4,865          | (600)            | -11.0%        |
| Notices, Subscriptions, etc.       | 1,308          | 815            | 1,502            | 1,500          | 1,500          | (2)              | -0.1%         |
| Utilities                          | 14,744         | 12,987         | 19,251           | 15,770         | 16,075         | (3,176)          | -16.5%        |
| Contractual Services               | -              | 807            | 5,500            | 1,000          | 1,250          | (4,250)          | -77.3%        |
| Repair & Maintenance Services      | 375,813        | 362,722        | 505,000          | 340,500        | 335,000        | (170,000)        | -33.7%        |
| Employee programs                  | 1,547          | 1,035          | 5,000            | 2,500          | 2,500          | (2,500)          | -50.0%        |
| Professional Development/Travel    | 7,384          | 6,103          | 11,030           | 8,495          | 10,395         | (635)            | -5.8%         |
| Office Supplies                    | 4,330          | 4,105          | 5,481            | 4,950          | 4,950          | (531)            | -9.7%         |
| Operating Supplies                 | 14,418         | 15,904         | 20,786           | 13,950         | 16,350         | (4,436)          | -21.3%        |
| Fuel & Mileage                     | 2,893          | 4,558          | 10,126           | 5,569          | 6,000          | (4,126)          | -40.7%        |
| Machinery & Equipment (<\$25,000)  | (15,585)       | 42,119         | 29,804           | 20,304         | 18,500         | (11,304)         | -37.9%        |
| Repair & Maintenance Supplies      | (289,425)      | (380,131)      | (329,841)        | (395,625)      | (357,500)      | (27,659)         | 8.4%          |
| Property & Liability Costs         | 7,797          | 6,891          | 6,911            | 6,793          | 12,472         | 5,561            | 80.5%         |
| Rentals                            | 982            | 1,611          | 500              | 506            | 1,200          | 700              | 140.0%        |
| Debt Service and Lease Payments    | 87,122         | 5,632          | -                | -              | -              | -                | 0.0%          |
| <b>Total Operations</b>            | <b>225,223</b> | <b>97,183</b>  | <b>303,030</b>   | <b>36,962</b>  | <b>79,582</b>  | <b>(223,448)</b> | <b>-73.7%</b> |
| <b>Capital</b>                     | <b>-</b>       | <b>-</b>       | <b>-</b>         | <b>-</b>       | <b>-</b>       | <b>-</b>         |               |
| <b>Total Streets - Maintenance</b> | <b>922,877</b> | <b>836,862</b> | <b>1,104,960</b> | <b>836,775</b> | <b>880,049</b> | <b>(224,911)</b> | <b>-20.4%</b> |



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Stormwater

Joe York, Director

Paul Holzen, City Engineer

#### Budget Summary

|                          | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020      |               |
|--------------------------|------------------|------------------|------------------|------------------|------------------|-------------------|---------------|
|                          |                  |                  | Budget           | Estimated        |                  | \$                | %             |
| <b>Beginning Balance</b> | <b>4,873,735</b> | <b>4,687,695</b> | <b>4,171,436</b> | <b>4,171,436</b> | <b>3,545,476</b> |                   |               |
| <b>Revenues</b>          | <b>2,590,187</b> | <b>2,559,489</b> | <b>2,722,281</b> | <b>2,691,268</b> | <b>2,647,500</b> | <b>-74,781</b>    | <b>-2.7%</b>  |
| <b>Personnel</b>         | 1,345,213        | 1,536,864        | 1,668,528        | 1,580,038        | 1,632,440        | -36,088           | -2.2%         |
| <b>Operations</b>        | 1,019,534        | 1,017,214        | 963,584          | 906,221          | 927,788          | -35,796           | -3.7%         |
| <b>Capital</b>           | 411,480          | 521,670          | 3,506,000        | 830,969          | 2,550,000        | -956,000          | -27.3%        |
| <b>Total</b>             | <b>2,776,227</b> | <b>3,075,748</b> | <b>6,138,112</b> | <b>3,317,228</b> | <b>5,110,229</b> | <b>-1,027,883</b> | <b>-16.7%</b> |
| <b>Ending Balance</b>    | <b>4,687,695</b> | <b>4,171,436</b> | <b>755,605</b>   | <b>3,545,476</b> | <b>1,082,747</b> |                   |               |

#### Division Summary

|                    | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020      |               |
|--------------------|------------------|------------------|------------------|------------------|------------------|-------------------|---------------|
|                    |                  |                  | Budget           | Estimated        |                  | \$                | %             |
| <b>Streets</b>     | 1,900,927        | 1,816,240        | 2,200,632        | 2,145,497        | 1,905,113        | -295,519          | -13.4%        |
| <b>Engineering</b> | 825,300          | 1,259,507        | 3,887,480        | 1,121,732        | 3,205,115        | -682,365          | -17.6%        |
| <b>Transfers</b>   | 50,000           | -                | 50,000           | 50,000           | -                | -                 | 0.0%          |
| <b>Total</b>       | <b>2,776,227</b> | <b>3,075,747</b> | <b>6,138,112</b> | <b>3,317,228</b> | <b>5,110,229</b> | <b>-1,027,883</b> | <b>-16.7%</b> |

#### Department Summary

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

#### Streets

The Stormwater Division consists of 20 employees: one coordinator; five water quality specialists, three stormwater inspectors; one compliance inspector; one supervisor; & 10 maintenance personnel.

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 \$85,000 annually performing routine maintenance throughout local neighborhoods.

We currently operate three (3) Street Sweepers throughout the City daily.

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



## City of Franklin, Tennessee

### FY 2020 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
- 3) Visual Stream Assessments

#### Franklin Citizens Survey

|                                     |                                        | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|----------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                        | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Storm drainage | 80%                  | 20%       | 78%                  | 22%       |

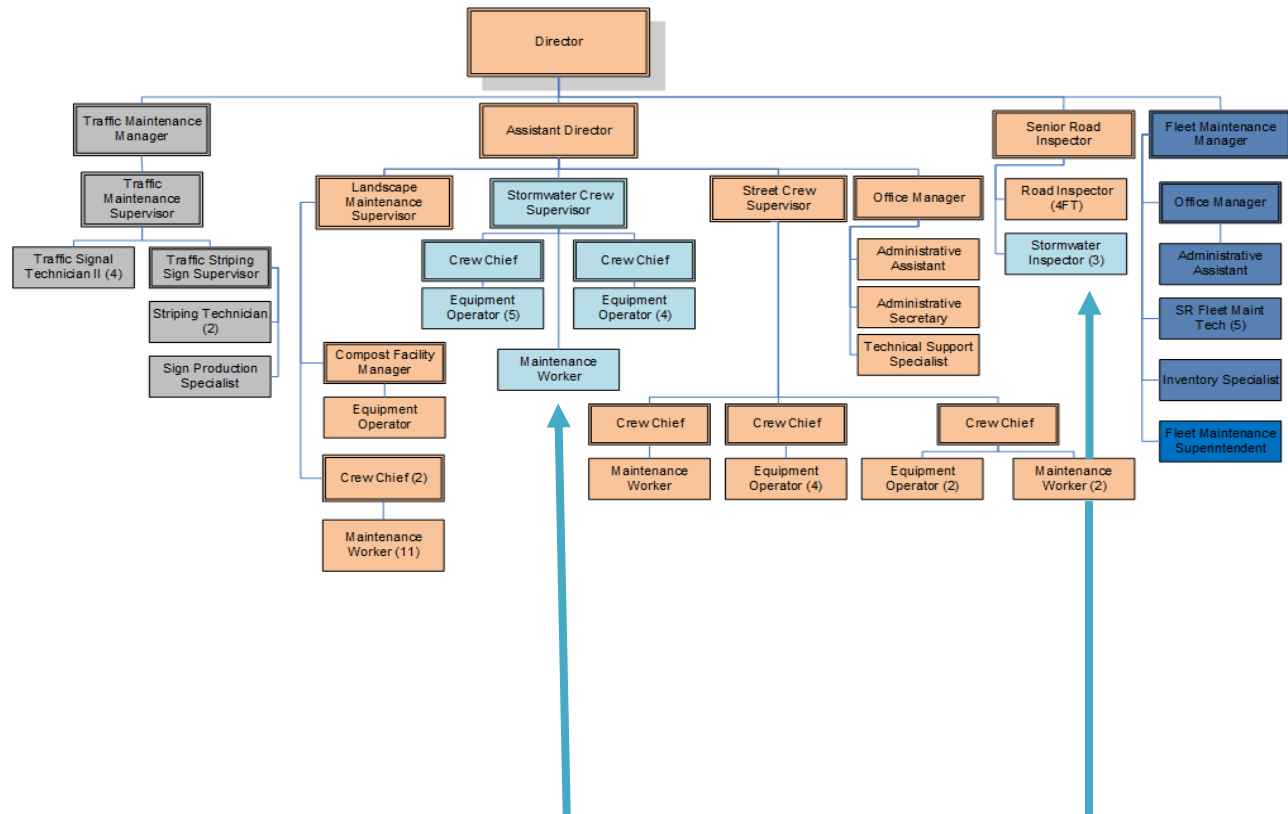


# City of Franklin, Tennessee

## FY 2020 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"

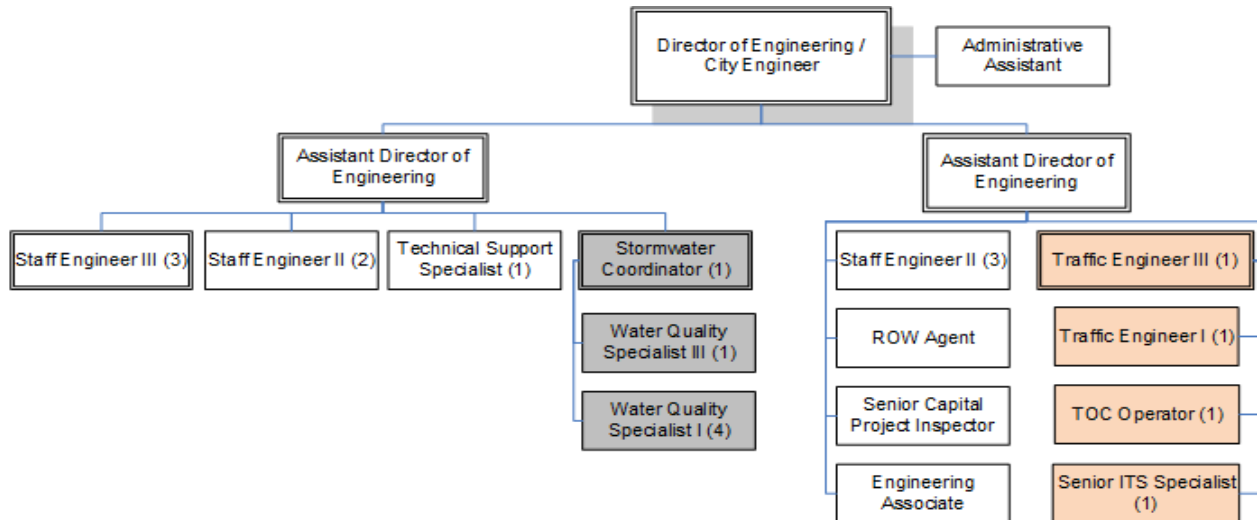


# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Organizational Chart

#### Engineering Department



#### 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 I 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 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 |
| Stormwater - Engineering     |           |         |     |         |     |         |     |         |     |         |     |
| Stormwater Man. Coordinator  | Grade I   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Water Quality Specialist III | Grade H   | 0       | 0   | 0       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Water Quality Specialist II  | Grade G   | 3       | 0   | 3       | 0   | 2       | 0   | 0       | 0   | 0       | 0   |
| Water Quality Specialist I   | Grade F   | 1       | 0   | 1       | 0   | 2       | 0   | 4       | 0   | 4       | 0   |
| Stormwater - Streets         |           |         |     |         |     |         |     |         |     |         |     |
| Stormwater Inspector         | Grade F   | 2       | 0   | 3       | 0   | 3       | 0   | 3       | 0   | 3       | 0   |
| Stormwater Supervisor        | Grade F   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Crew Chief                   | Grade E   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   | 2       | 0   |
| Equipment Operator           | Grade D   | 8       | 0   | 8       | 0   | 8       | 0   | 9       | 0   | 9       | 0   |
| Maintenance Worker           | Grade B   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Totals                       |           | 19      | 0   | 20      | 0   | 21      | 0   | 22      | 0   | 22      | 0   |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$   | %             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|---------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                    |               |
| Salaries & Wages                  | 927,969          | 1,053,129        | 1,141,535        | 1,100,835        | 1,113,780        | (27,755)           | -2.4%         |
| Employee Benefits                 | 417,244          | 483,735          | 526,993          | 479,203          | 518,661          | (8,332)            | -1.6%         |
| <b>Total Personnel</b>            | <b>1,345,213</b> | <b>1,536,864</b> | <b>1,668,528</b> | <b>1,580,038</b> | <b>1,632,440</b> | <b>(36,088)</b>    | <b>-2.2%</b>  |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                    |               |
| Transportation Services           | 988              | 571              | 1,002            | 952              | 1,016            | 14                 | 1.4%          |
| Operating Services                | 895              | 1,634            | 2,795            | 2,445            | 2,460            | (335)              | -12.0%        |
| Notices, Subscriptions, etc.      | 14,174           | 6,521            | 13,300           | 15,300           | 13,300           | -                  | 0.0%          |
| Utilities                         | 41,760           | 35,040           | 50,775           | 36,928           | 40,117           | (10,658)           | -21.0%        |
| Contractual Services              | 199,330          | 257,041          | 168,560          | 117,160          | 117,268          | (51,292)           | -30.4%        |
| Repair & Maintenance Services     | 143,397          | 146,569          | 142,851          | 152,851          | 149,629          | 6,778              | 4.7%          |
| Employee programs                 | 4,502            | 3,165            | 3,803            | 3,803            | 4,068            | 265                | 7.0%          |
| Professional Development/Travel   | 6,550            | 4,251            | 23,160           | 18,060           | 23,380           | 220                | 0.9%          |
| Office Supplies                   | 1,754            | 2,130            | 1,910            | 2,235            | 2,310            | 400                | 20.9%         |
| Operating Supplies                | 17,387           | 11,211           | 17,525           | 16,698           | 16,975           | (550)              | -3.1%         |
| Fuel & Mileage                    | 38,561           | 45,078           | 48,222           | 48,222           | 50,143           | 1,921              | 4.0%          |
| Machinery & Equipment (<\$25,000) | 20,768           | 15,664           | 25,050           | 24,050           | 44,810           | 19,760             | 78.9%         |
| Repair & Maintenance Supplies     | 67,761           | 93,763           | 100,300          | 93,350           | 94,700           | (5,600)            | -5.6%         |
| Operational Units                 | 189,676          | 195,146          | 261,197          | 261,195          | 301,014          | 39,817             | 15.2%         |
| Property & Liability Costs        | 56,725           | 35,231           | 38,036           | 52,102           | 54,688           | 16,652             | 43.8%         |
| Rentals                           | -                | 530              | 1,300            | 1,300            | 1,400            | 100                | 7.7%          |
| Permits                           | 10,210           | 3,382            | 4,513            | 4,460            | 5,400            | 887                | 19.7%         |
| Financial Fees                    | 4,270            | 790              | 9,285            | 5,110            | 5,110            | (4,175)            | -45.0%        |
| Transfers to Other Funds          | 50,000           | -                | 50,000           | 50,000           | -                | (50,000)           | 0.0%          |
| Debt Service and Lease Payments   | 150,826          | 159,497          | -                | -                | -                | -                  | 0.0%          |
| <b>Total Operations</b>           | <b>1,019,534</b> | <b>1,017,214</b> | <b>963,584</b>   | <b>906,221</b>   | <b>927,788</b>   | <b>(35,796)</b>    | <b>-3.7%</b>  |
| <b>Capital</b>                    | <b>411,480</b>   | <b>521,670</b>   | <b>3,506,000</b> | <b>830,969</b>   | <b>2,550,000</b> | <b>(956,000)</b>   | <b>-27.3%</b> |
| <b>Total Stormwater Fund</b>      | <b>2,776,227</b> | <b>3,075,748</b> | <b>6,138,112</b> | <b>3,317,228</b> | <b>5,110,229</b> | <b>(1,027,883)</b> | <b>-16.7%</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference       |               |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
|                                   |                  |                  |                  |                  |                  | \$               | %             |
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |               |
| Salaries & Wages                  | 664,191          | 743,229          | 771,802          | 767,351          | 770,634          | (1,168)          | -0.2%         |
| Employee Benefits                 | 345,034          | 388,379          | 403,212          | 368,434          | 401,223          | (1,989)          | -0.5%         |
| <b>Total Personnel</b>            | <b>1,009,225</b> | <b>1,131,608</b> | <b>1,175,014</b> | <b>1,135,785</b> | <b>1,171,857</b> | <b>(3,157)</b>   | <b>-0.3%</b>  |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |               |
| Transportation Services           | 94               | 119              | 320              | 270              | 300              | (20)             | -6.3%         |
| Operating Services                | 658              | 1,453            | 1,795            | 1,545            | 1,545            | (250)            | -13.9%        |
| Notices, Subscriptions, etc.      | 110              | 398              | 1,050            | 1,050            | 1,050            | -                | 0.0%          |
| Utilities                         | 37,301           | 30,276           | 45,735           | 31,455           | 34,370           | (11,365)         | -24.8%        |
| Contractual Services              | (96,298)         | 750              | 15,000           | 15,000           | 15,000           | -                | 0.0%          |
| Repair & Maintenance Services     | 139,442          | 136,921          | 139,300          | 149,300          | 146,050          | 6,750            | 4.8%          |
| Employee programs                 | 4,464            | 2,967            | 3,500            | 3,500            | 3,750            | 250              | 7.1%          |
| Professional Development/Travel   | 668              | 158              | 11,160           | 6,060            | 11,280           | 120              | 1.1%          |
| Office Supplies                   | 1,425            | 1,184            | 925              | 1,250            | 1,275            | 350              | 37.8%         |
| Operating Supplies                | 16,844           | 9,810            | 14,525           | 13,150           | 13,250           | (1,275)          | -8.8%         |
| Fuel & Mileage                    | 37,028           | 43,598           | 46,800           | 46,800           | 47,600           | 800              | 1.7%          |
| Machinery & Equipment (<\$25,000) | 15,720           | 7,618            | 17,050           | 16,050           | 20,810           | 3,760            | 22.1%         |
| Repair & Maintenance Supplies     | 67,533           | 92,673           | 99,300           | 92,350           | 93,650           | (5,650)          | -5.7%         |
| Operational Units                 | 189,676          | 195,145          | 261,197          | 261,195          | 301,014          | 39,817           | 15.2%         |
| Property & Liability Costs        | 41,337           | 15,841           | 25,482           | 33,268           | 34,912           | 9,430            | 37.0%         |
| Rentals                           | -                | 530              | 1,300            | 1,300            | 1,400            | 100              | 7.7%          |
| Permits                           | -                | -                | 1,000            | 200              | 1,000            | -                | 0.0%          |
| Financial Fees                    | 4,270            | 765              | 9,180            | 5,000            | 5,000            | (4,180)          | -45.5%        |
| Debt Service and Lease Payments   | 145,966          | 144,426          | -                | -                | -                | -                | 0.0%          |
| <b>Total Operations</b>           | <b>606,238</b>   | <b>684,632</b>   | <b>694,618</b>   | <b>678,743</b>   | <b>733,256</b>   | <b>38,638</b>    | <b>5.6%</b>   |
| <b>Capital</b>                    | <b>285,464</b>   | <b>-</b>         | <b>331,000</b>   | <b>330,969</b>   | <b>-</b>         | <b>(331,000)</b> |               |
| <b>Total Stormwater - Streets</b> | <b>1,900,927</b> | <b>1,816,240</b> | <b>2,200,632</b> | <b>2,145,497</b> | <b>1,905,113</b> | <b>(295,519)</b> | <b>-13.4%</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                     | Actual<br>2017 | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %             |
|-------------------------------------|----------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Personnel</b>                    |                |                  |                  |                  |                  |                  |               |
| Salaries & Wages                    | 263,778        | 309,900          | 369,733          | 333,484          | 343,146          | (26,587)         | -7.2%         |
| Employee Benefits                   | 72,210         | 95,356           | 123,782          | 110,770          | 117,438          | (6,344)          | -5.1%         |
| <b>Total Personnel</b>              | <b>335,988</b> | <b>405,256</b>   | <b>493,515</b>   | <b>444,254</b>   | <b>460,583</b>   | <b>(32,932)</b>  | <b>-6.7%</b>  |
| <b>Operations</b>                   |                |                  |                  |                  |                  |                  |               |
| Transportation Services             | 894            | 452              | 682              | 682              | 716              | 34               | 5.0%          |
| Operating Services                  | 237            | 181              | 1,000            | 900              | 915              | (85)             | -8.5%         |
| Notices, Subscriptions, etc.        | 14,064         | 6,123            | 12,250           | 14,250           | 12,250           | -                | 0.0%          |
| Utilities                           | 4,459          | 4,764            | 5,040            | 5,473            | 5,747            | 707              | 14.0%         |
| Contractual Services                | 295,628        | 256,291          | 153,560          | 102,160          | 102,268          | (51,292)         | -33.4%        |
| Repair & Maintenance Services       | 3,955          | 9,648            | 3,551            | 3,551            | 3,579            | 28               | 0.8%          |
| Employee programs                   | 38             | 198              | 303              | 303              | 318              | 15               | 5.0%          |
| Professional Development/Travel     | 5,882          | 4,093            | 12,000           | 12,000           | 12,100           | 100              | 0.8%          |
| Office Supplies                     | 329            | 946              | 985              | 985              | 1,035            | 50               | 5.1%          |
| Operating Supplies                  | 543            | 1,401            | 3,000            | 3,548            | 3,725            | 725              | 24.2%         |
| Fuel & Mileage                      | 1,533          | 1,480            | 1,422            | 1,422            | 2,543            | 1,121            | 78.8%         |
| Machinery & Equipment (<\$25,000)   | 5,048          | 8,046            | 8,000            | 8,000            | 24,000           | 16,000           | 200.0%        |
| Property & Liability Costs          | 15,388         | 19,390           | 12,554           | 18,834           | 19,776           | 7,222            | 57.5%         |
| Repair & Maintenance Supplies       | 228            | 1,090            | 1,000            | 1,000            | 1,050            | 50               | 5.0%          |
| Permits                             | 10,210         | 3,382            | 3,513            | 4,260            | 4,400            | 887              | 25.2%         |
| Transfers to Other Funds            | 50,000         | -                | 50,000           | 50,000           | -                | (50,000)         | 0.0%          |
| Financial Fees                      |                | 25               | 105              | 110              | 110              | 5                | 100.0%        |
| Debt Service                        | 4,860          | 15,071           | -                | -                | -                | -                | 0.0%          |
| <b>Total Operations</b>             | <b>413,296</b> | <b>332,581</b>   | <b>268,965</b>   | <b>227,478</b>   | <b>194,532</b>   | <b>(74,433)</b>  | <b>-27.7%</b> |
| <b>Capital</b>                      | <b>126,016</b> | <b>521,670</b>   | <b>3,175,000</b> | <b>500,000</b>   | <b>2,550,000</b> | <b>(625,000)</b> | <b>-19.7%</b> |
| <b>Total Stormwater-Engineering</b> | <b>875,300</b> | <b>1,259,507</b> | <b>3,937,480</b> | <b>1,171,732</b> | <b>3,205,115</b> | <b>(732,365)</b> | <b>-18.6%</b> |





# City of Franklin

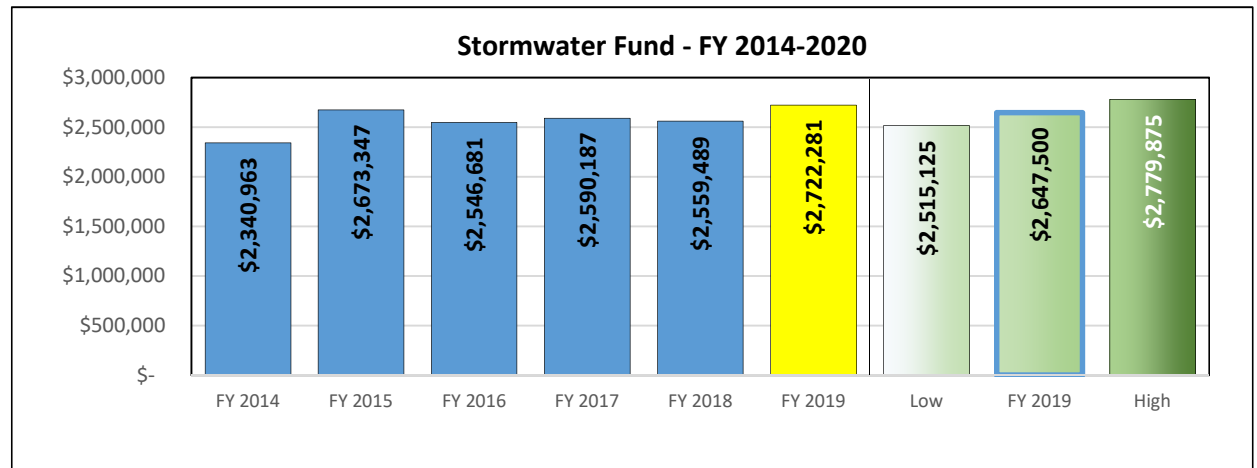
## Revenue Model

|              |                        |                                |             |
|--------------|------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Stormwater Fund</b> | <b>Percent of All Revenues</b> | <b>1.7%</b> |
|--------------|------------------------|--------------------------------|-------------|

**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.

This is another fund dependent upon development. Should development increase faster than projected, revenues will be positively affected.

Revenues should drop 2-3% in FY 2020 compares to budget. Staff is researching the fee structure and may recommend changes to ensure adequate ongoing funding as staff discussed with the BOMA in November 2018.



|                               | Actual             |                    |                    |                    |                    | Budget             | Forecasts (FY 2020) |                    |                    | Averages      |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|---------------|
|                               | FY 2014            | FY 2015            | FY 2016            | FY 2017            | FY 2018            | FY 2019            | Low                 | FY 2019            | High               |               |
| <b>% yr/yr.</b>               | <b>-1.8%</b>       | <b>14.2%</b>       | <b>-4.7%</b>       | <b>1.7%</b>        | <b>-1.2%</b>       | <b>6.4%</b>        | <b>-7.6%</b>        | <b>-2.7%</b>       | <b>2.1%</b>        |               |
| PLANS REVIEW FEE              | 9,908              | 24,500             | 15,100             | 26,400             | 15,000             | 24,990             | 23,750              | 25,000             | 26,250             | 3-yr Average  |
| DRAINAGE INSPECTIONS          | 5,477              | 68,947             | 25,303             | 102,519            | 50,176             | 59,976             | 57,000              | 60,000             | 63,000             | \$ 2,565,452  |
| STORMWATER PERMIT FEE         | 12,482             | 10,789             | 8,225              | 15,075             | 8,913              | 40,059             | 38,000              | 40,000             | 42,000             | 2.0%          |
| FEMA/TEMA GRANTS (FED/STATE)  | 3,691              | -                  | -                  | -                  | -                  | -                  | -                   | -                  | -                  | 5-Yr Average  |
| STORMWATER FEES               | 2,277,908          | 2,521,597          | 2,381,431          | 2,402,680          | 2,379,597          | 2,546,377          | 2,327,500           | 2,450,000          | 2,572,500          | \$ 2,542,133  |
| STORMWATER FINES              | -                  | 9,675              | 14,125             | -                  | 43,486             | 9,996              | 14,250              | 15,000             | 15,750             | 1.4%          |
| STORMWATER LATE PAY PENALTIES | 20,754             | 23,398             | 21,640             | 18,869             | 23,279             | 30,888             | 19,000              | 20,000             | 21,000             | 10-Yr Average |
| INTEREST INCOME               | 8,930              | 14,441             | 83,971             | (8,864)            | 39,038             | 9,996              | 35,625              | 37,500             | 39,375             | \$ 2,620,389  |
| SALE OF SURPLUS ASSETS        | -                  | -                  | -                  | 33,508             | 0                  | -                  | -                   | -                  | -                  | 0.4%          |
| CUSTOMER SERVICE              | (4,776)            | -                  | (3,307)            | -                  | -                  | -                  | -                   | -                  | -                  |               |
| MISCELLANEOUS REVENUE         | -                  | -                  | 193                | -                  | -                  | -                  | -                   | -                  | -                  |               |
| CONTRIBUTIONS - OTHERS        | 6,589              | -                  | -                  | -                  | -                  | -                  | -                   | -                  | -                  |               |
| <b>Totals</b>                 | <b>\$2,340,963</b> | <b>\$2,673,347</b> | <b>\$2,546,681</b> | <b>\$2,590,187</b> | <b>\$2,559,489</b> | <b>\$2,722,281</b> | <b>\$2,515,125</b>  | <b>\$2,647,500</b> | <b>\$2,779,875</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Street Aid Fund

#### Budget Summary

|                        | 2017<br>Actual | 2018<br>Actual | 2019      |           | 2020<br>Budget | 2019 v. 2020 |       |
|------------------------|----------------|----------------|-----------|-----------|----------------|--------------|-------|
|                        |                |                | Budget    | Estimated |                | \$           | %     |
| Beginning Fund Balance | 373,415        | 502,481        | 645,435   | 645,435   | 421,145        |              |       |
| Revenues               | 2,928,796      | 3,250,164      | 3,711,985 | 3,696,310 | 3,794,206      | 82,221       | 2.2%  |
| Expenditures           | 2,799,730      | 3,107,210      | 4,137,011 | 3,920,600 | 3,800,600      | -336,411     | -8.1% |
| Ending Balance         | 502,481        | 645,435        | 220,409   | 421,145   | 414,751        |              |       |

#### 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/1](http://trace.tennessee.edu/utk_mtastech/1)



## ***City of Franklin, Tennessee*** **FY 2020 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 2020 Operating Budget

#### Budget

|                               | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference       |              |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------|
|                               |                  |                  |                  |                  |                  | \$               | %            |
| <b>Beginning Fund Balance</b> | <b>373,415</b>   | <b>502,481</b>   | <b>645,435</b>   | <b>645,435</b>   | <b>421,145</b>   |                  |              |
| <b>Revenues</b>               |                  |                  |                  |                  |                  |                  |              |
| TOTAL LOCAL TAXES             | 623,685          | 722,941          | 1,002,130        | 1,002,130        | 1,024,694        | 22,564           | 2.3%         |
| GASOLINE TAX (STATE)          | 1,971,070        | 2,520,503        | 2,707,855        | 2,686,680        | 2,762,012        | 54,157           | 2.0%         |
| INTEREST INCOME               | 1,201            | 6,720            | 2,000            | 7,500            | 7,500            | 5,500            | 275.0%       |
| TRANSFER FROM GENERAL FUND    | 332,840          | -                | -                | -                | -                | -                |              |
| <b>Total Available Funds</b>  | <b>2,928,796</b> | <b>3,250,164</b> | <b>3,711,985</b> | <b>3,696,310</b> | <b>3,794,206</b> | <b>82,221</b>    | <b>2.2%</b>  |
| <b>Expenses (Operations)</b>  |                  |                  |                  |                  |                  |                  |              |
| LEGAL SERVICES                | -                | -                | -                | -                | -                | -                |              |
| PAVING & REPAIR SERVICES      | 2,298,544        | 2,663,695        | 3,666,411        | 3,450,000        | 3,330,000        | (336,411)        | -9.2%        |
| SIDEWALK REPAIR               | 500,548          | 442,532          | 470,000          | 470,000          | 470,000          | -                | 0.0%         |
| OTHER OPERATING SUPPLIES      | 638              | 983              | 600              | 600              | 600              | -                | 0.0%         |
| TOTAL INFRASTRUCTURE          | -                | -                | -                | -                | -                | -                |              |
| <b>Total Expenditures</b>     | <b>2,799,730</b> | <b>3,107,210</b> | <b>4,137,011</b> | <b>3,920,600</b> | <b>3,800,600</b> | <b>(336,411)</b> | <b>-8.1%</b> |
| <b>Ending Fund Balance</b>    | <b>502,481</b>   | <b>645,435</b>   | <b>220,409</b>   | <b>421,145</b>   | <b>414,751</b>   |                  |              |

#### Notes & Objectives

The increase in paving and repair in FY 2019 by nearly a million dollars was attributable to the one time use of accumulated fund balance and higher than anticipated receipts as a result of year two of the IMPROVE Act. Future appropriations will likely not be as high, but recurring dollars will continue to rise as the IMPROVE Act is fully implemented.

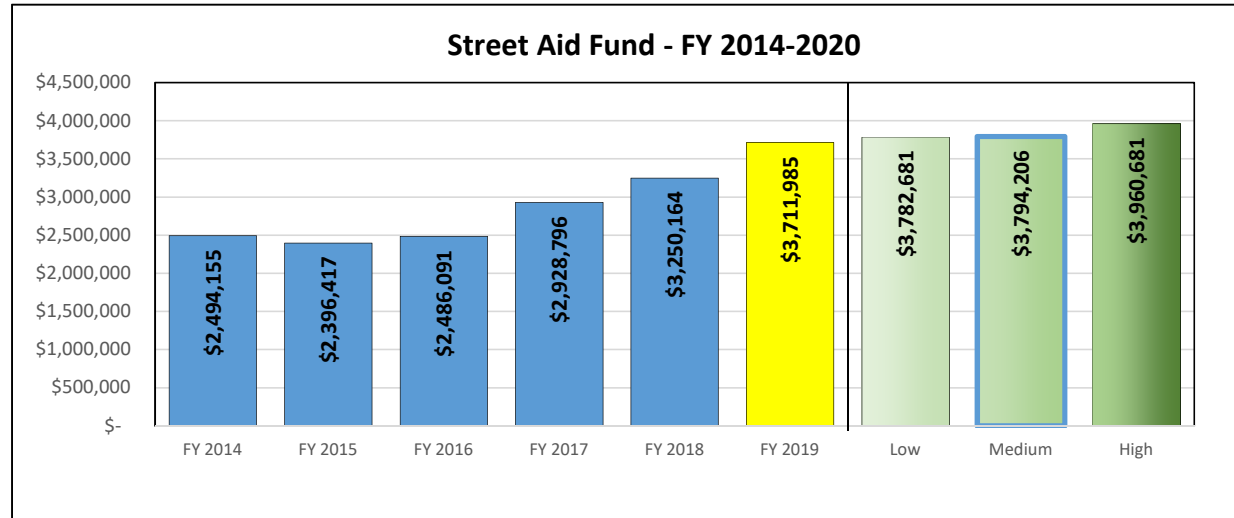


# City of Franklin

## Revenue Model

|              |                   |                                |             |
|--------------|-------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Street Aid</b> | <b>Percent of All Revenues</b> | <b>2.4%</b> |
|--------------|-------------------|--------------------------------|-------------|

**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-



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 5% increase on the Gasoline Tax is being budgeted, though the expectation by the time of full implementation is closer to a 25% increase in aid from the state. State composite revenue projections are for a 4.94% increase in Gasoline Tax collections statewide. This includes an 1 cent increase per gallon on all Unleaded Gasoline and Diesel effective July 1, 2019.

|                                | Actual              |                     |                     |                     |                     | Budget              | Forecasts (FY 2020) |                     |                     | Averages      |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                                | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b>                | <b>8.0%</b>         | <b>-3.9%</b>        | <b>3.7%</b>         | <b>17.8%</b>        | <b>11.0%</b>        | <b>14.2%</b>        | <b>1.9%</b>         | <b>2.2%</b>         | <b>6.7%</b>         |               |
| PROPERTY TAXES COLLECTED       | -                   | 508,038             | 526,008             | 623,685             | 722,941             | 752,130             | 752,130             | 774,694             | 789,737             | 3-yr Average  |
| GASOLINE TAX (STATE)           | 1,754,190           | 1,887,683           | 1,959,797           | 1,971,070           | 2,520,503           | 2,707,855           | 2,775,551           | 2,762,012           | 2,910,944           | \$ 2,888,350  |
| INCREASE IN STATE SHARED TAXES | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 9.5%          |
| INTEREST INCOME                | -                   | 697                 | 286                 | 1,201               | 6,720               | 2,000               | 5,000               | 7,500               | 10,000              | 5-Yr Average  |
| TRANSFER FROM GENERAL FUND     | 739,965             | -                   | -                   | 332,840             | -                   | 250,000             | 250,000             | 250,000             | 250,000             | \$ 2,711,125  |
|                                |                     |                     |                     |                     |                     |                     |                     |                     |                     | 7.4%          |
|                                |                     |                     |                     |                     |                     |                     |                     |                     |                     | 10-Yr Average |
|                                |                     |                     |                     |                     |                     |                     |                     |                     |                     | \$ 2,336,211  |
|                                |                     |                     |                     |                     |                     |                     |                     |                     |                     | 11.8%         |
| <b>Totals</b>                  | <b>\$ 2,494,155</b> | <b>\$ 2,396,417</b> | <b>\$ 2,486,091</b> | <b>\$ 2,928,796</b> | <b>\$ 3,250,164</b> | <b>\$ 3,711,985</b> | <b>\$ 3,782,681</b> | <b>\$ 3,794,206</b> | <b>\$ 3,960,681</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Road Impact Fund

##### Budget Summary

|                        | 2017      | 2018       | 2019       |            | 2020       | 2019 v. 2020 |       |
|------------------------|-----------|------------|------------|------------|------------|--------------|-------|
|                        | Actual    | Actual     | Budget     | Estimated  | Budget     | \$           | %     |
| Beginning Fund Balance | 5,019,848 | 5,889,789  | 11,339,848 | 11,339,848 | 15,913,647 |              |       |
| Revenues               | 7,217,613 | 11,706,536 | 8,285,694  | 7,757,009  | 10,000,438 | 1,714,744    | 20.7% |
| Expenditures           | 6,347,672 | 6,256,477  | 5,708,651  | 3,183,210  | 5,710,869  | 2,218        | 0.0%  |
| Ending Balance         | 5,889,789 | 11,339,848 | 13,916,891 | 15,913,647 | 20,203,216 |              |       |

##### 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 \$5.7 million in expenditures, part in the form of a transfer to the debt service fund and part in the form of Road Impact Offset agreement payments. Additional funds may be transferred to Fund 310 to close out remaining road project capital deficits, but that decision will be made during FY 2019.



## *City of Franklin, Tennessee* **FY 2020 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 2020 Operating Budget

#### Budget

|                               | Actual<br>2017   | Actual<br>2018    | Budget<br>2019    | Estd<br>2019      | Budget<br>2020    | Difference       |              |
|-------------------------------|------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
|                               |                  |                   |                   |                   |                   | \$               | %            |
| <b>Beginning Fund Balance</b> | <b>5,019,848</b> | <b>5,889,789</b>  | <b>11,339,848</b> | <b>11,339,848</b> | <b>15,913,647</b> |                  |              |
| <b>Revenues</b>               |                  |                   |                   |                   |                   |                  |              |
| ROAD IMPACT FEES - ARTERIAL   | 7,180,150        | 11,585,500        | 4,829,296         | 4,564,757         | 5,845,201         | 1,015,905        | 21.0%        |
| ROAD IMPACT FEES - COLLECTOR  | -                | -                 | 3,154,980         | 2,719,732         | 3,955,237         | 800,257          | 100.0%       |
| INTEREST INCOME               | 27,363           | 121,036           | 50,000            | 221,101           | 200,000           | 150,000          | 300.0%       |
| TRANSFER FROM GENERAL FUND    | 10,100           | -                 | 251,418           | 251,418           | -                 | (251,418)        | -100.0%      |
| OTHER                         |                  |                   | -                 | -                 | -                 | -                | 0.0%         |
| <b>Total Available Funds</b>  | <b>7,217,613</b> | <b>11,706,536</b> | <b>8,285,694</b>  | <b>7,757,009</b>  | <b>10,000,438</b> | <b>1,714,744</b> | <b>20.7%</b> |
| <b>Expenses (Operations)</b>  |                  |                   |                   |                   |                   |                  |              |
| TRANSFER TO DEBT SERVICE FUND | 2,689,493        | 2,699,646         | 2,708,651         | 2,708,651         | 2,710,869         | 2,218            | 0.1%         |
| TRANSFER TO CAPITAL FUND      | 2,000,000        | 3,000,000         | -                 | -                 | -                 | -                | 0.0%         |
| CAPITAL PROJECTS              | 27,000           |                   | -                 | -                 | -                 | -                | 0.0%         |
| ROAD IMPACT OFFSET AGREEMENTS | 1,631,179        | 556,831           | 3,000,000         | 474,559           | 3,000,000         | -                | 0.0%         |
| <b>Total Expenditures</b>     | <b>6,347,672</b> | <b>6,256,477</b>  | <b>5,708,651</b>  | <b>3,183,210</b>  | <b>5,710,869</b>  | <b>2,218</b>     | <b>0.0%</b>  |
| <b>Ending Fund Balance</b>    | <b>5,889,789</b> | <b>11,339,848</b> | <b>13,916,891</b> | <b>15,913,647</b> | <b>20,203,216</b> |                  |              |

#### Notes & Objectives

The revenue forecast for FY 2020 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.

Expenses are both highly predictable and unpredictable. On the one hand, the transfer to the Debt Service Fund is set annually. But payments back to developers who have met the conditions of Road Impact Offset Agreements depend greatly on the speed of development and if the offset is necessary.



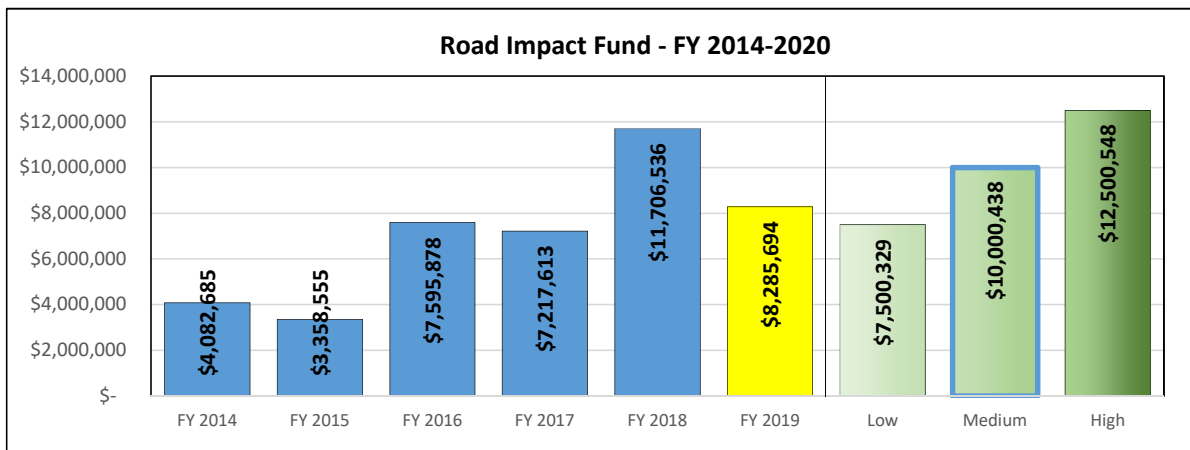
# City of Franklin

## Revenue Model

|              |                    |                                |             |
|--------------|--------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Road Impact</b> | <b>Percent of All Revenues</b> | <b>6.2%</b> |
|--------------|--------------------|--------------------------------|-------------|

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 and revised in 2017.

The forecast for FY 2020 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              | Forecasts (FY 2020) |                      |                      | Averages      |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------------|---------------------|----------------------|----------------------|---------------|
|                               | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018              | FY 2019             | Low                 | Medium               | High                 |               |
| <b>% yr/yr.</b>               | <b>24.6%</b>        | <b>-17.7%</b>       | <b>126.2%</b>       | <b>-5.0%</b>        | <b>62.2%</b>         | <b>-29.2%</b>       | <b>-9.5%</b>        | <b>20.7%</b>         | <b>50.9%</b>         |               |
| Road Impact Fees              |                     |                     |                     |                     |                      |                     |                     |                      |                      | 3-yr Average  |
| Arterials                     | 4,725,902           | 3,611,954           | 7,854,118           | 7,180,150           | 11,084,375           | 4,829,296           | 4,383,901           | 5,845,201            | 7,306,501            | \$ 8,840,009  |
| Collector Area 1              |                     |                     |                     |                     | 59,923               | 788,745             | 741,607             | 988,809              | 1,236,012            | -2.1%         |
| Collector Area 2              |                     |                     |                     |                     | 251,474              | 788,745             | 741,607             | 988,809              | 1,236,012            | 5-Yr Average  |
| Collector Area 3              |                     |                     |                     |                     | 189,728              | 788,745             | 741,607             | 988,809              | 1,236,012            | \$ 6,792,253  |
| Collector Area 4              |                     |                     |                     |                     | -                    | 788,745             | 741,607             | 988,809              | 1,236,012            | 4.4%          |
| Road Impact Credits           | (704,150)           | (253,523)           | (267,394)           | -                   | -                    | -                   | -                   | -                    | -                    | 10-Yr Average |
| Interest Income               | -                   | 124                 | 9,154               | 27,363              | 121,036              | 50,000              | 150,000             | 200,000              | 250,000              | \$ 4,602,806  |
| Contributions from Developers | -                   | -                   | -                   | -                   | -                    | -                   | -                   | -                    | -                    | 16.0%         |
| Transfer from General Fund    | 60,933              | -                   | -                   | -                   | -                    | 251,418             | -                   | -                    | -                    |               |
| Miscellaneous Income          | -                   | -                   | -                   | 10,100              | -                    | -                   | -                   | -                    | -                    |               |
| <b>Totals</b>                 | <b>\$ 4,082,685</b> | <b>\$ 3,358,555</b> | <b>\$ 7,595,878</b> | <b>\$ 7,217,613</b> | <b>\$ 11,706,536</b> | <b>\$ 8,285,694</b> | <b>\$ 7,500,329</b> | <b>\$ 10,000,438</b> | <b>\$ 12,500,548</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 2001-2018 & Estimates from Finance & Revenue Management Departments.



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Parks

Lisa Clayton, Director

#### Budget Summary

|                   | 2017             | 2018             | 2019             |                  | 2020             | 2019 v. 2020   |             |
|-------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------|
|                   | Actual           | Actual           | Budget           | Estimated        | Budget           | \$             | %           |
| <b>Personnel</b>  | 2,422,685        | 2,544,989        | 2,885,276        | 2,886,358        | 3,115,962        | 230,686        | 8.0%        |
| <b>Operations</b> | 1,725,442        | 1,689,720        | 2,038,403        | 1,911,450        | 2,190,992        | 152,589        | 7.5%        |
| <b>Capital</b>    | 74,528           | 895,593          | 446,250          | 477,329          | 297,777          | (148,473)      | 100.0%      |
| <b>Total</b>      | <b>4,222,655</b> | <b>5,130,302</b> | <b>5,369,929</b> | <b>5,275,137</b> | <b>5,604,731</b> | <b>234,802</b> | <b>4.4%</b> |

#### Department Goals

The City of Franklin Parks Department is an essential service established to improve the quality of life for all City residents by proactively responding to changing demographics and emerging trends, while maximizing all available resources to enhance each resident's health, and 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 2019-20 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 Complex; implementation of the Capital Investment Plan's park projects and the implementation of the new Parkland Impact Fee ordinance approved construction projects. 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 2020 Operating Budget**

#### **Parks**

*Lisa Clayton, Director*

#### **Department Summary (continued)**

##### **REVENUES:**

Parks General Fund in the 2018 calendar year ended with \$100,952 of revenue and on target. For FY2020, revenues are projected to be an increase of three percent. The majority of Parks revenue comes from special events, athletic rentals, parkland impact fees and lease agreements.

##### **EXPENDITURES:**

Parks General Fund operational expenditures are budgeted at \$2.1 million for FY2020. This is approximately at six and half percent increase due to the impact of park usage for special and athletic events. Parks budgeted personnel in FY2020 for a total of (48) forty-eight full-time personnel within seven department divisions. As growth has taken place, so is the need to share administrative responsibilities to oversee the vast array of programs, construction projects and day-to-day operations. The newest addition to the budget will be the Assistant Parks Director.

##### **CAPITAL:**

The department developed a Capital Improvement Plan (CIP) and implementation policies, along with other CIP projects with the City as a whole. The 10-year CIP 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 \$93 million dollars worth of projects. The top projects for FY2020 will be the design approval for the new Southeast Municipal Complex, bidding Bicentennial Park and design for the Main Barn at the Park at Harlinsdale Farm.

##### **SUMMARY:**

The City of Franklin Parks Department's FY2020 budget is a product of considerable effort by many individuals, beginning with the input and analysis of staff members at all levels of the organization, continuing through the final decisions of BOMA that values strategic planning and a commitment to our community's quality of life and efficient stewardship of public funds.



## City of Franklin, Tennessee

### FY 2020 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).

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

#### Workload (Output) Measures

|                             | 2016   | 2017   | 2018   | 2019*  | 2020*  |
|-----------------------------|--------|--------|--------|--------|--------|
| Participation               |        |        |        |        |        |
| Children - All              | 16,941 | 19,000 | 17,973 | 19,570 | 18,512 |
| Children - Franklin         | 16,572 | 17,050 | 17,562 | 17,562 | 18,088 |
| Total participation – youth | 33,513 | 36,050 | 37,132 | 37,132 | 38,245 |
| Adults - All                | 29,260 | 31,260 | 31,042 | 32,198 | 31,973 |
| Adults - Franklin Residents | 28,659 | 29,250 | 30,128 | 30,128 | 31,031 |
| Seniors - All               | 683    | 800    | 725    | 824    | 747    |
| Registered Athletics        | 8,670  | 8,845  | 9,110  | 9,110  | 9,384  |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|                                              |           |           |            |            |            |
|----------------------------------------------|-----------|-----------|------------|------------|------------|
| City Sponsored Events                        | 9,248     | 17,966    | 18,505     | 18,505     | 19,060     |
| Non-City Sponsored Events                    | 36,230    | 23,378    | 24,079     | 24,079     | 24,802     |
| Park Attendance by Scheduled Users           |           |           |            |            |            |
| Schools                                      | 9,200     | 9,350     | 9,631      | 9,631      | 9,919      |
| Athletics                                    | 9,350     | 9,520     | 9,806      | 9,806      | 10,100     |
| City Sponsored Special Events                | 15,160    | 17,966    | 18,505     | 19,811     | 19,060     |
| Outside Sponsored Special Events             | 47,750    | 41,344    | 42,584     | 42,584     | 43,862     |
| Parks and Recreation Acres Maintained        | 704       | 704       | 937        | 937        | 965        |
| Passive Parks                                | 514       | 514       | 747        | 747        | 769        |
| Active Parks                                 | 190       | 190       | 190        | 190        | 196        |
| Greenway miles                               | 15        | 15        | 16         | 16         | 16         |
| Permit applications received                 | 247       | 345       | 314        | 314        | 323        |
| Parks and Recreation Units Managed           | 16        | 16        | 18         | 18         | 19         |
| Estimated annual hours of operation of units | 70,080    | 70,080    | 72,182     | 72,182     | 74,348     |
| Revenues from user fees                      | \$ 89,377 | \$ 77,541 | \$ 100,952 | \$ 151,961 | \$ 156,520 |
| Number of volunteer hours worked             | 18,602    | 19,160    | 19,735     | 19,735     | 20,327     |
| Total number of training hours               | 764       | 1,470     | 1,514      | 1,514      | 1,560      |
| Grant proceeds awarded                       | \$ 86,936 | \$ 89,544 | \$ 92,230  | \$ 92,230  | \$ 94,997  |
| Urban Forestry & Recycling                   |           |           |            |            |            |
| Trees Planted                                | 167       | 187       | 193        | 192        | 198        |
| Tree Farm Trees                              | 25        | 75        | 77         | 3          | 80         |
| Trees Planted by Donation/Grants             | 4         | 5         | 5          | 30         | 5          |
| Trees Purchased From Tree Bank               | 146       | 141       | 145        | 159        | 150        |
| Lecture Series Attendance                    | 0         | 0         | 5          | 14         | 5          |
| Blue Bag Recycling                           | 703       | 692       | 713        | 977        | TBD        |

<sup>a</sup>City-Sponsored Special Events were calculated differently for 2018 based on procedures of the Tennessee Municipal Benchmarking Project; The acres maintained in 2018 include the Southeast Municipal Complex and Lockwood properties, and they were counted in passive acres since they have not yet been developed but are being maintained by the Parks Department

|                                                                           | 2016     | 2017     | 2018     | 2019*    | 2020*    |
|---------------------------------------------------------------------------|----------|----------|----------|----------|----------|
| Cost per Franklin Resident to Support Parks*                              | \$ 18.87 | \$ 22.06 | \$ 21.00 | \$ 25.83 | \$ 27.61 |
| Parks and Recreation Cost Per Capita                                      | \$ 73.74 | \$ 80.25 | \$ 83.02 | \$ 83.02 | \$ 83.02 |
| Tennessee Statewide Benchmarking Average                                  | \$ 94.21 | \$ 89.54 | \$ 91.01 | TBD      | TBD      |
| Percentage of Costs Supported by Parks and Recreation User Fees Collected | 1.83%    | 1.36%    | 2.58%    | 2.58%    | 2.58%    |
| Tennessee Statewide Benchmarking Average                                  | 13.7%    | 13.9%    | 13.0%    | TBD      | TBD      |
| Total Costs per Total Parks and Recreation Areas Maintained               | \$ 6,952 | \$ 8,083 | \$ 6,283 | \$ 7,000 | \$ 7,000 |
| Tennessee Statewide Benchmarking Average                                  | \$ 7,370 | \$ 8,168 | \$ 7,889 | TBD      | TBD      |

\*Formula is Operations Expenses / Population



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

#### Outcome (Effectiveness) Measures

|  |                                                                                                                     | 2016         | 2017         | 2018        | 2019*      | 2020*      |
|--|---------------------------------------------------------------------------------------------------------------------|--------------|--------------|-------------|------------|------------|
|  | 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       | 45%          | 45%          | 45%         | 48%        | 48%        |
|  | <b>Target</b> (Those rating parks as Excellent)                                                                     | <b>9%</b>    | <b>45%</b>   | <b>45%</b>  | <b>45%</b> | <b>45%</b> |
|  | <b>Meets Target?</b>                                                                                                | <b>Yes</b>   | <b>Yes</b>   | <b>Yes</b>  | <b>Yes</b> | <b>Yes</b> |
|  | Acres per 1000 residents                                                                                            | 10.61        | 9.93         | 13.21       | 13.21      | 13.21      |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                                                     | <b>17.16</b> | <b>16.64</b> | <b>14.1</b> | <b>TBD</b> | <b>TBD</b> |
|  | <b>Target</b> (National Parks & Recreation Association)                                                             | <b>6</b>     | <b>6</b>     | <b>6</b>    | <b>6</b>   | <b>6</b>   |
|  | <b>Meets Target?</b>                                                                                                | <b>Yes</b>   | <b>Yes</b>   | <b>Yes</b>  | <b>TBD</b> | <b>TBD</b> |
|  | Remain one of the Top Rated Healthy Cities in Tennessee                                                             |              |              |             |            |            |
|  | State Rank                                                                                                          | TBD          | TBD          | TBD         | TBD        | TBD        |
|  | <b>Target</b> (Robert Wood Johnson Foundation, 2012)                                                                | <b>1st</b>   | <b>1st</b>   | <b>1st</b>  | <b>1st</b> | <b>1st</b> |
|  | <b>Meets Target?</b>                                                                                                | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>  | <b>TBD</b> | <b>TBD</b> |
|  | Maintain Status as Tree City USA                                                                                    |              |              |             |            |            |
|  | Number of years received                                                                                            | 11           | 12           | 13          | 14         | 15         |
|  | <b>Target: Status Maintained?</b> (Arbor Day Foundation?)                                                           | <b>Yes</b>   | <b>Yes</b>   | <b>Yes</b>  | <b>Yes</b> | <b>Yes</b> |
|  | <b>Meets Target?</b>                                                                                                | <b>Yes</b>   | <b>Yes</b>   | <b>Yes</b>  | <b>Yes</b> | <b>Yes</b> |

#### Franklin Citizens Survey

|                                     |                                                                     |      | 2x/week+ | 2-4x/mo | Once/mo. | Not at all |
|-------------------------------------|---------------------------------------------------------------------|------|----------|---------|----------|------------|
| <input checked="" type="checkbox"/> | % of respondents Used Franklin recreation centers or their services | 2016 | 15%      | 18%     | 30%      | 37%        |
|                                     |                                                                     | 2019 | 15%      | 15%     | 34%      | 36%        |
| <input checked="" type="checkbox"/> | % of respondents Visited a neighborhood park or City park           | 2016 | 20%      | 32%     | 37%      | 11%        |
|                                     |                                                                     | 2019 | 17%      | 29%     | 41%      | 13%        |

|                                     |                                                                          | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|--------------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                          | Excellent/Good       | Fair/Poor | Excellent/Good       | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of City parks                                       | 91%                  | 9%        | 93%                  | 7%        |
| <input checked="" type="checkbox"/> | % rating the quality of Recreation programs or classes                   | 84%                  | 16%       | 87%                  | 13%       |
| <input checked="" type="checkbox"/> | % rating the quality of Recreation centers or facilities                 | 85%                  | 15%       | 87%                  | 13%       |
| <input checked="" type="checkbox"/> | % rating the quality of Franklin open space                              | 70%                  | 30%       | 71%                  | 29%       |
| <input checked="" type="checkbox"/> | % rating Recreational opportunities as it relates to Franklin as a whole | 78%                  | 22%       | 83%                  | 17%       |
| <input checked="" type="checkbox"/> | % rating Fitness opportunities as it relates to Franklin as a whole      | 77%                  | 23%       | 83%                  | 17%       |

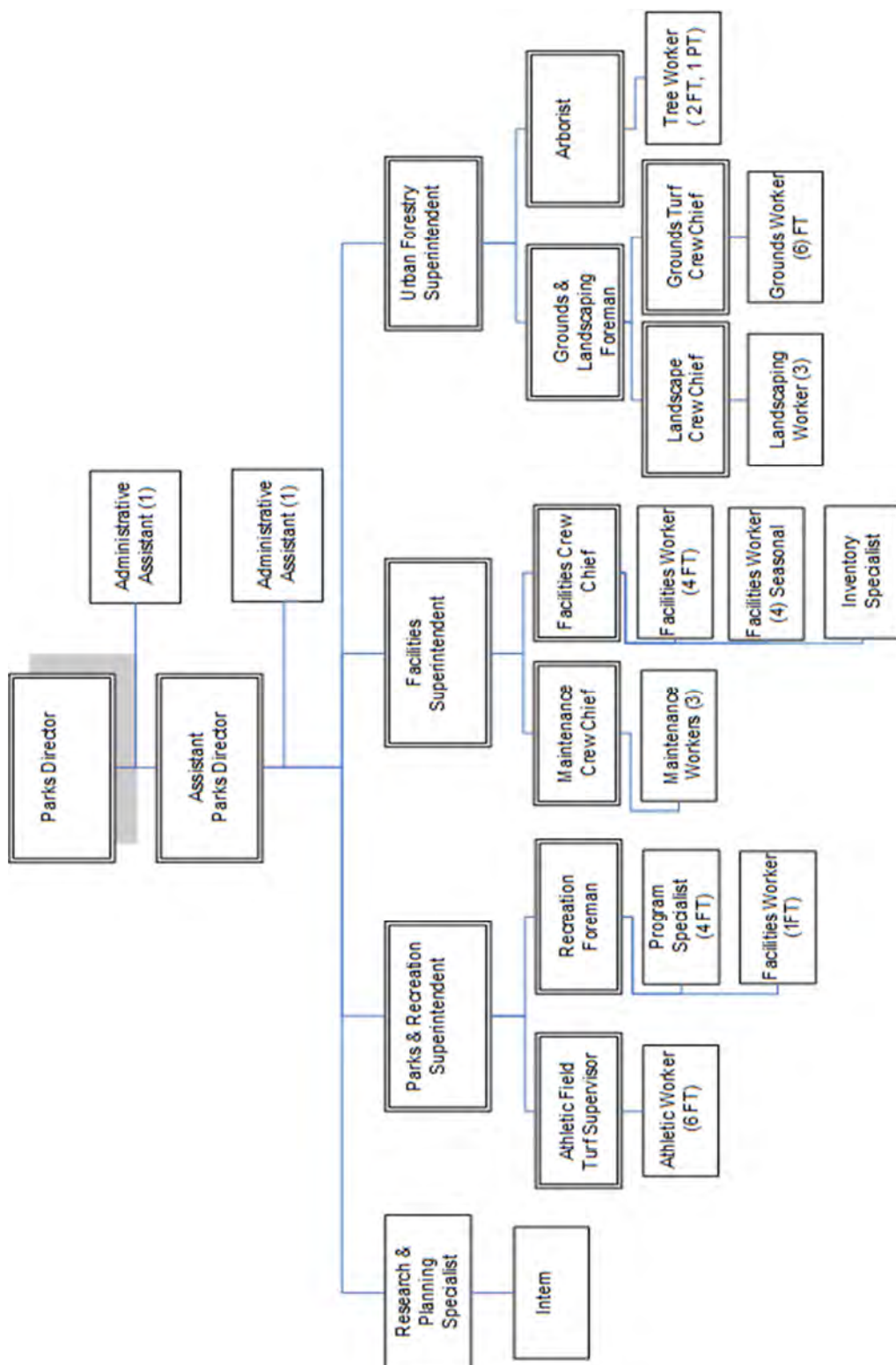




# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Organizational Chart



Note: For detailed counts and authorized positions, please see following page 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      |
| Parks Director                    | L         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Assistant Parks Director          | J         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 1         | 0        |
| Facilities Superintendent         | H         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Parks & Recreation Superintendent | H         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Urban Forestry Superintendent     | H         | 0         | 0         | 0         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Athletic Field Turf Supervisor    | G         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 1         | 0        |
| Grounds & Landscape Foreman       | G         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Facilities Foreman                | G         | 1         | 0         | 1         | 0         | 1         | 0         | 0         | 0        | 0         | 0        |
| Recreation Foreman                | G         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Arborist                          | F         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Program Coordinator               | E         | 0         | 0         | 0         | 1         | 0         | 1         | 0         | 0        | 0         | 0        |
| Research & Planning Specialist    | E         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Facilities Crew Chief             | E         | 0         | 0         | 0         | 0         | 0         | 0         | 1         | 0        | 1         | 0        |
| Athletics Crew Chief              | E         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 0         | 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        | 1         | 0        |
| Maintenance Crew Chief            | E         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Program Specialist                | D         | 1         | 1         | 2         | 1         | 3         | 1         | 4         | 0        | 4         | 0        |
| Admin Assistant                   | D         | 1         | 0         | 2         | 0         | 2         | 0         | 2         | 0        | 2         | 0        |
| Inventory Specialist              | D         | 1         | 0         | 1         | 0         | 1         | 0         | 1         | 0        | 1         | 0        |
| Athletic Field Worker II          | D         | 0         | 0         | 0         | 0         | 0         | 0         | 0         | 0        | 0         | 0        |
| Maintenance Worker                | D         | 3         | 0         | 3         | 0         | 3         | 0         | 3         | 0        | 3         | 0        |
| Athletic Worker                   | C         | 5         | 2         | 5         | 2         | 5         | 2         | 6         | 0        | 6         | 0        |
| Tree Worker                       | B         | 2         | 1         | 2         | 1         | 2         | 1         | 2         | 1        | 2         | 1        |
| Facilities Worker                 | B         | 4         | 5         | 4         | 5         | 4         | 5         | 5         | 4        | 5         | 4        |
| Grounds Worker                    | B         | 6         | 7         | 6         | 7         | 6         | 7         | 6         | 0        | 6         | 0        |
| Landscaping Worker                | B         | 3         | 0         | 3         | 0         | 3         | 0         | 3         | 0        | 3         | 0        |
| Intern                            | ---       | 0         | 1         | 0         | 1         | 0         | 1         | 0         | 1        | 0         | 1        |
| <b>TOTALS</b>                     |           | <b>37</b> | <b>17</b> | <b>39</b> | <b>18</b> | <b>41</b> | <b>18</b> | <b>44</b> | <b>6</b> | <b>46</b> | <b>6</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference       |               |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
|                                   |                  |                  |                  |                  |                  | \$               | %             |
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |               |
| Salaries & Wages                  | 1,715,555        | 1,739,224        | 2,027,390        | 2,017,689        | 2,185,801        | 158,411          | 7.8%          |
| Employee Benefits                 | 707,130          | 805,765          | 857,886          | 868,669          | 930,161          | 72,275           | 8.4%          |
| <b>Total Personnel</b>            | <b>2,422,685</b> | <b>2,544,989</b> | <b>2,885,276</b> | <b>2,886,358</b> | <b>3,115,962</b> | <b>230,686</b>   | <b>8.0%</b>   |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |               |
| Transportation Services           | 17,334           | 7,557            | 15,775           | 15,480           | 15,985           | 210              | 1.3%          |
| Operating Services                | 15,601           | 10,634           | 15,965           | 18,075           | 18,240           | 2,275            | 14.2%         |
| Notices, Subscriptions, etc.      | 59,526           | 52,723           | 76,762           | 52,145           | 55,990           | (20,772)         | -27.1%        |
| Utilities                         | 302,628          | 309,525          | 268,599          | 272,069          | 280,360          | 11,761           | 4.4%          |
| Contractual Services              | 63,151           | 45,463           | 103,855          | 104,300          | 101,990          | (1,865)          | -1.8%         |
| Repair & Maintenance Services     | 272,225          | 438,311          | 549,555          | 549,790          | 570,735          | 21,180           | 3.9%          |
| Employee programs                 | 8,557            | 8,934            | 19,555           | 20,675           | 24,980           | 5,425            | 27.7%         |
| Professional Development/Travel   | 30,536           | 28,727           | 32,105           | 38,625           | 41,642           | 9,537            | 29.7%         |
| Office Supplies                   | 14,986           | 16,265           | 14,835           | 14,835           | 15,620           | 785              | 5.3%          |
| Operating Supplies                | 120,632          | 86,956           | 125,206          | 125,831          | 130,193          | 4,987            | 4.0%          |
| Fuel & Mileage                    | 46,678           | 46,178           | 39,300           | 39,300           | 40,480           | 1,180            | 3.0%          |
| Machinery & Equipment (<\$25,000) | 197,571          | 184,265          | 142,208          | 118,208          | 162,925          | 20,717           | 14.6%         |
| Repair & Maintenance Supplies     | 264,015          | 211,628          | 346,853          | 364,806          | 376,514          | 29,661           | 8.6%          |
| Operational Units                 | 48,572           | 43,006           | 165,000          | 48,523           | 238,500          | 73,500           | 44.5%         |
| Property & Liability Costs        | 61,803           | 52,359           | 54,684           | 63,422           | 66,593           | 11,909           | 21.8%         |
| Rentals                           | 26,739           | 33,653           | 46,995           | 44,215           | 46,035           | (960)            | -2.0%         |
| Permits                           | 2,306            | 1,441            | 3,300            | 3,300            | 3,400            | 100              | 3.0%          |
| Other Business Expenses           | 893              | 307              | 790              | 790              | 810              | 20               | 2.5%          |
| Debt Service and Lease Payments   | 171,689          | 111,788          | 17,061           | 17,061           | -                | (17,061)         | -100.0%       |
| <b>Total Operations</b>           | <b>1,725,442</b> | <b>1,689,720</b> | <b>2,038,403</b> | <b>1,911,450</b> | <b>2,190,992</b> | <b>152,589</b>   | <b>7.5%</b>   |
| Improvements                      | -                | -                | 446,250          | 446,250          | 191,250          | (255,000)        | -57.1%        |
| Infrastructure                    | 74,528           | 608,652          | -                | 31,079           | -                | -                | 0.0%          |
| Machinery & Equipment (>\$25,000) | -                | 286,941          | -                | -                | 106,527          | 106,527          | 100.0%        |
| <b>Capital</b>                    | <b>74,528</b>    | <b>895,593</b>   | <b>446,250</b>   | <b>477,329</b>   | <b>297,777</b>   | <b>(148,473)</b> | <b>-33.3%</b> |
| <b>Total Parks Department</b>     | <b>4,222,655</b> | <b>5,130,302</b> | <b>5,369,929</b> | <b>5,275,137</b> | <b>5,604,731</b> | <b>234,802</b>   | <b>4.4%</b>   |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Sanitation & Environmental Services

Jack Tucker, Director

#### Budget Summary - Overall

|                          | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget    | 2019 v. 2020     |              |
|--------------------------|------------------|------------------|------------------|------------------|-------------------|------------------|--------------|
|                          |                  |                  | Budget           | Estimated        |                   | \$               | %            |
| <b>Beginning Balance</b> | <b>767,350</b>   | <b>687,099</b>   | <b>1,160,474</b> | <b>1,160,474</b> | <b>1,310,926</b>  |                  |              |
| <b>Revenues</b>          | <b>8,537,238</b> | <b>8,861,406</b> | <b>9,253,111</b> | <b>9,213,208</b> | <b>10,347,659</b> | <b>1,094,548</b> | <b>11.8%</b> |
| <b>Expenses</b>          |                  |                  |                  |                  |                   |                  |              |
| Personnel                | 3,017,836        | 3,237,192        | 3,334,623        | 3,329,603        | 3,392,317         | 57,694           | 1.7%         |
| Operations               | 5,434,754        | 4,994,534        | 5,716,586        | 5,318,153        | 6,258,925         | 542,339          | 9.5%         |
| Capital                  | 164,899          | 156,305          | 435,000          | 415,000          | 1,201,020         | 766,020          | 176.1%       |
| <b>Expenses</b>          | <b>8,617,489</b> | <b>8,388,031</b> | <b>9,486,209</b> | <b>9,062,756</b> | <b>10,852,262</b> | <b>1,366,053</b> | <b>14.4%</b> |
| <b>Ending Balance</b>    | <b>687,099</b>   | <b>1,160,474</b> | <b>927,376</b>   | <b>1,310,926</b> | <b>806,323</b>    |                  |              |

#### Budget Summary - By Division

|                          | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget    | 2019 v. 2020     |              |
|--------------------------|------------------|------------------|------------------|------------------|-------------------|------------------|--------------|
|                          |                  |                  | Budget           | Estimated        |                   | \$               | %            |
| <b>Beginning Balance</b> | <b>767,350</b>   | <b>687,099</b>   | <b>1,160,474</b> | <b>1,160,474</b> | <b>1,310,926</b>  |                  |              |
| <b>Revenues</b>          | <b>8,537,238</b> | <b>8,861,406</b> | <b>9,253,111</b> | <b>9,213,208</b> | <b>10,347,659</b> | <b>1,094,548</b> | <b>11.8%</b> |
| <b>Expenses</b>          |                  |                  |                  |                  |                   |                  |              |
| Administration           | 912,272          | 883,014          | 1,499,540        | 1,424,950        | 1,709,540         | 210,000          | 14.0%        |
| Collection               | 3,871,833        | 3,134,249        | 3,881,357        | 3,710,160        | 5,058,838         | 1,177,481        | 30.3%        |
| Disposal                 | 3,833,385        | 4,370,768        | 4,105,312        | 3,927,646        | 4,083,884         | (21,428)         | -0.5%        |
| <b>Expenses</b>          | <b>8,617,490</b> | <b>8,388,031</b> | <b>9,486,209</b> | <b>9,062,756</b> | <b>10,852,262</b> | <b>1,366,053</b> | <b>14.4%</b> |
| <b>Ending Balance</b>    | <b>687,099</b>   | <b>1,160,474</b> | <b>927,376</b>   | <b>1,310,926</b> | <b>806,323</b>    |                  |              |

#### 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. Our SES collection team collected MSW waste from over 2,000,000 service points in FY2018.

During the past ten years, we have enforced our biodegradable yard bag requirement for collection of small yard waste, added the Batteries, Oil, Paint, Anti-freeze, Electronics (BOPAE) drop-off services for Williamson County residents, started and continue to provide curbside blue bag recycling services to our residents, streamlined our hauling and landfilling functions through a long-term agreement with Bi-County Solid Waste, established a long-term agreement with Marshall County for accepting and processing the recyclables collected through our curbside service, and 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 2020 Operating Budget

#### Sanitation & Environmental Services

*Jack Tucker, Director*

##### **Departmental Summary (con't)**

At the end of FY2018, our blue bag, curbside, residential recycling service collected **3,227** tons and achieved an average, weekly participation rate of 60% with the average diversion at 16%. Our team 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 FY2018, included loading 3,632 tractor trailer totaling 87,590 tons .

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 while continuing to provide services for non-residential customers who sign up for our services.

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.

Due to the tremendous success of our blue bag recycling program and new recycling standards in the US market, our staff is recommending implementing a roll-out cart recycling service in the coming months. We anticipate the roll-out cart service would initially utilize a combination of fully automated and semi-automated collection trucks to help reduce the initial capital cost of implementation. The limited market availability of labor to collect blue bags, reducing injuries on the job, and plastic bags now being considered a contaminate will drive our need to automate recycling collection.

We will continue analysis of the cost of each service provided and expect to make additional recommendations based on our findings.



# City of Franklin, Tennessee

## FY 2020 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.

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

#### Workload (Output) Measures

|  |                                                 | 2016       | 2017       | 2018       | 2019*      | 2020*      |
|--|-------------------------------------------------|------------|------------|------------|------------|------------|
|  | Total tons of residential refuse collected      | 18,424     | 19,530     | 20,000     | 20,500     | 20,500     |
|  | Commercial Trash Collected (tons)               | 7,886      | 7,683      | 8,000      | 8,500      | 8,500      |
|  | Total tons diverted from class 1 landfill       | 7,904      | 8,048      | 8,500      | 8,575      | 8,575      |
|  | Total tons of recycling collected               | 3,464      | 3,173      | 3,400      | 3,500      | 3,500      |
|  | Total tons of yard waste diverted               | 4,660      | 6,384      | 5,250      | 5,500      | 5,500      |
|  | Trash from private haulers (tons)               | 69,083     | 48,929     | 50,000     | 52,000     | 52,000     |
|  | Tons collected per 1000 population (tons)       | 276        | 275        | 289        | 298        | 298        |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>345</b> | <b>333</b> | <b>328</b> | <b>TBD</b> | <b>TBD</b> |
|  | Residential collection points                   | 21,500     | 21,750     | 22,300     | 22,750     | 23,250     |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|  |                                                                                                                                                                                                               |                |                |                |                |                |
|--|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|----------------|----------------|----------------|
|  | Accidents / Incidents                                                                                                                                                                                         | 23             | 18             | 13             | 15             | 15             |
|  | Total annual collection fees                                                                                                                                                                                  | \$ 5,146,586   | \$ 5,574,832   | \$ 6,230,597   | \$ 6,355,209   | \$ 6,355,209   |
|  | Total annual recycling revenue                                                                                                                                                                                | \$ 20,743      | \$ 33,764      | \$ 19,990      | \$ 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)                                                                                                                                                                                               | 18,937         | 22,887         | 14,592         | 10,680         | 10,000         |
|  | <b>Target</b>                                                                                                                                                                                                 | <b>11,354</b>  | <b>11,922</b>  | <b>12,518</b>  | <b>13,144</b>  | <b>13,801</b>  |
|  | <b>Meets Target?</b>                                                                                                                                                                                          | <b>Yes</b>     | <b>Yes</b>     | <b>Yes/No</b>  | <b>No</b>      | <b>No</b>      |
|  | Oil (gallons)                                                                                                                                                                                                 | 1,594          | 869            | 960            | 1,143          | 1,000          |
|  | <b>Target</b>                                                                                                                                                                                                 | <b>700</b>     | <b>735</b>     | <b>772</b>     | <b>810</b>     | <b>851</b>     |
|  | <b>Meets Target?</b>                                                                                                                                                                                          | <b>Yes</b>     | <b>Yes/No</b>  | <b>Yes</b>     | <b>Yes</b>     | <b>Yes</b>     |
|  | Paint (lbs)                                                                                                                                                                                                   | 419,200        | 373,316        | 195,230        | 163,490        | 150,000        |
|  | <b>Target</b>                                                                                                                                                                                                 | <b>173,433</b> | <b>182,105</b> | <b>191,210</b> | <b>200,771</b> | <b>210,809</b> |
|  | <b>Meets Target?</b>                                                                                                                                                                                          | <b>Yes</b>     | <b>Yes/No</b>  | <b>Yes/No</b>  | <b>No</b>      | <b>No</b>      |
|  | Anti-Freeze (gallons)                                                                                                                                                                                         | 846            | 535            | 460            | 689            | 750            |
|  | <b>Target</b>                                                                                                                                                                                                 | <b>791</b>     | <b>831</b>     | <b>872</b>     | <b>916</b>     | <b>962</b>     |
|  | <b>Meets Target?</b>                                                                                                                                                                                          | <b>Yes</b>     | <b>No</b>      | <b>No</b>      | <b>No</b>      | <b>No</b>      |
|  | Electronics (lbs)                                                                                                                                                                                             | 131,100        | 77,630         | 69,870         | 54,320         | 60,500         |
|  | <b>Target</b>                                                                                                                                                                                                 | <b>263,546</b> | <b>276,723</b> | <b>290,560</b> | <b>305,088</b> | <b>320,342</b> |
|  | <b>Meets Target?</b>                                                                                                                                                                                          | <b>No</b>      | <b>No</b>      | <b>No</b>      | <b>No</b>      | <b>No</b>      |

### Efficiency Measures

|  |                                                 | 2016            | 2017            | 2018            | 2019*      | 2020*      |
|--|-------------------------------------------------|-----------------|-----------------|-----------------|------------|------------|
|  | Landfill fee per ton                            | \$ 33.09        | \$ 33.09        | \$ 35.02        | \$ 35.02   | \$ 35.02   |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>\$ 28.05</b> | <b>\$ 30.19</b> | <b>\$ 28.35</b> | <b>TBD</b> | <b>TBD</b> |
|  | Tons Collected per FTE                          |                 |                 |                 |            |            |
|  | Residential Refuse                              | 1316.0          | 1395.0          | 1461.2          | 1490.4     | 1520.2     |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>3738.8</b>   | <b>3473.2</b>   | <b>1816.3</b>   | <b>TBD</b> | <b>TBD</b> |
|  | Recycling                                       | 577.3           | 528.8           | 553.3           | 564.4      | 575.7      |
|  | <b>Tennessee Statewide Benchmarking Average</b> | <b>1155.6</b>   | <b>841.7</b>    | <b>563.6</b>    | <b>TBD</b> | <b>TBD</b> |

### Outcome (Effectiveness) Measures

|  |                                                                                             | 2016         | 2017         | 2018         | 2019*        | 2020*      |
|--|---------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|------------|
|  | Tons Diverted / 1,000 Population                                                            | 119          | 113          | 111          | 111          | 111        |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                             | <b>341.5</b> | <b>393.2</b> | <b>367.5</b> | <b>TBD</b>   | <b>TBD</b> |
|  | Accidents / 1,000 Collection Points                                                         | 1.07         | 0.84         | 0.53         | 0.53         | 0.53       |
|  | <b>Tennessee Statewide Benchmarking Average</b>                                             | <b>0.64</b>  | <b>0.54</b>  | <b>0.39</b>  | <b>TBD</b>   | <b>TBD</b> |
|  | Increase the percent of diversion through the "blue bag" recyclable program by 3% per year. | 17.0%        | 18.0%        | 18.0%        | 18.0%        | TBD        |
|  | <b>Target</b>                                                                               | <b>25.9%</b> | <b>28.9%</b> | <b>31.9%</b> | <b>31.9%</b> | <b>TBD</b> |
|  | <b>Meets Target?</b>                                                                        | <b>No</b>    | <b>No</b>    | <b>No</b>    | <b>No</b>    | <b>TBD</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

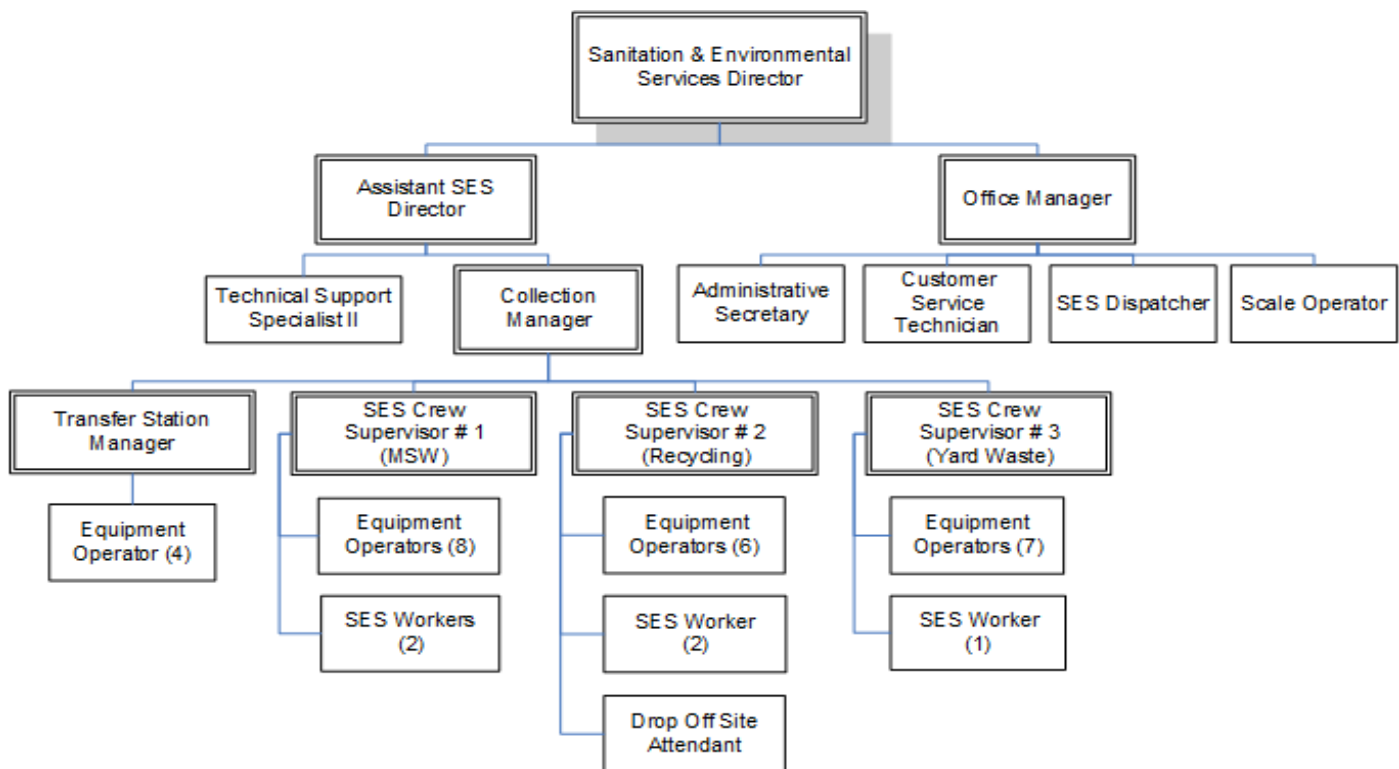
### Performance Measures

|  |                                                                                                                                                                  |            |            |            |            |            |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|------------|------------|------------|
|  | 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. | 59%        | 60%        | 62%        | 62%        | TBD        |
|  | <b>Target</b>                                                                                                                                                    | <b>55%</b> | <b>58%</b> | <b>61%</b> | <b>64%</b> | <b>TBD</b> |
|  | <b>Meets Target?</b>                                                                                                                                             | <b>Yes</b> | <b>Yes</b> | <b>Yes</b> | <b>TBD</b> | <b>TBD</b> |

### Franklin Citizens Survey

|                                     |                                            | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|--------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                            | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Garbage collection | 91%                  | 9%        | 90%                  | 10%       |
| <input checked="" type="checkbox"/> | % rating the quality of Recycling          | 76%                  | 24%       | 82%                  | 18%       |
| <input checked="" type="checkbox"/> | % rating the quality of Yard waste pick-up | 85%                  | 15%       | 87%                  | 13%       |

### Organizational Chart



*Note: For detailed counts and authorized positions, please see following page 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 |
| 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 II | F         | 0       | 0   | 0       | 0   | 0       | 0   | 1       | 0   | 1       | 0   |
| Technical Support Specialist I  | E         | 1       | 0   | 1       | 0   | 1       | 0   | 0       | 0   | 0       | 0   |
| Customer Services Technician    | D         | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| HHW Drop Off Site Attendant     | C         | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   | 1       | 0   |
| Scale Operator                  | C         | 0       | 0   | 0       | 0   | 0       | 0   | 0       | 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                          |           | 7       | 0   | 7       | 0   | 7       | 0   | 7       | 0   | 8       | 0   |

|                             |   |           |          |           |          |           |          |           |          |           |          |
|-----------------------------|---|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| <b>Collection</b>           |   |           |          |           |          |           |          |           |          |           |          |
| 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 Equipment Operator      | D | 21        | 0        | 21        | 0        | 21        | 0        | 21        | 0        | 21        | 0        |
| HHW Drop Off Site Attendant | C | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| SES Dispatcher              | C | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| SES Worker                  | B | 9         | 2        | 5         | 0        | 5         | 0        | 5         | 0        | 5         | 0        |
| <b>Totals</b>               |   | <b>36</b> | <b>2</b> | <b>32</b> | <b>0</b> | <b>32</b> | <b>0</b> | <b>32</b> | <b>0</b> | <b>32</b> | <b>0</b> |

|                          |   |          |          |          |          |          |          |          |          |          |          |
|--------------------------|---|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| <b>Disposal</b>          |   |          |          |          |          |          |          |          |          |          |          |
| 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        | 0        | 0        |
| <b>Totals</b>            |   | <b>6</b> | <b>0</b> | <b>6</b> | <b>0</b> | <b>6</b> | <b>0</b> | <b>6</b> | <b>0</b> | <b>5</b> | <b>0</b> |

|                  |  |           |          |           |          |           |          |           |          |           |          |
|------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
| <b>SES Total</b> |  | <b>49</b> | <b>2</b> | <b>45</b> | <b>0</b> | <b>45</b> | <b>0</b> | <b>45</b> | <b>0</b> | <b>45</b> | <b>0</b> |
|------------------|--|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020    | Difference<br>\$ | %             |
|-----------------------------------|------------------|------------------|------------------|------------------|-------------------|------------------|---------------|
| <b>Available Funds</b>            |                  |                  |                  |                  |                   |                  |               |
| Charges for Services              | 7,646,775        | 8,308,341        | 9,103,761        | 9,063,858        | 9,647,852         | 544,091          | 6.0%          |
| Use of Money and Property         | 140,251          | 53,065           | 149,350          | 149,350          | 699,807           | 550,457          | 368.6%        |
| Other Revenue                     | 750,212          | 500,000          | -                | -                | -                 | -                | 0.0%          |
| <b>Total Available Funds</b>      | <b>8,537,238</b> | <b>8,861,406</b> | <b>9,253,111</b> | <b>9,213,208</b> | <b>10,347,659</b> | <b>1,094,548</b> | <b>11.8%</b>  |
| <b>Personnel</b>                  |                  |                  |                  |                  |                   |                  |               |
| Salaries & Wages                  | 2,034,833        | 2,054,608        | 2,283,395        | 2,231,865        | 2,317,348         | 33,953           | 1.5%          |
| Employee Benefits                 | 983,003          | 1,182,584        | 1,051,228        | 1,097,738        | 1,074,970         | 23,742           | 2.3%          |
| <b>Total Personnel</b>            | <b>3,017,836</b> | <b>3,237,192</b> | <b>3,334,623</b> | <b>3,329,603</b> | <b>3,392,317</b>  | <b>57,694</b>    | <b>1.7%</b>   |
| <b>Operations</b>                 |                  |                  |                  |                  |                   |                  |               |
| Transportation Services           | 750              | 629              | 2,175            | 2,175            | 2,341             | 166              | 7.6%          |
| Operating Services                | 2,673,314        | 3,072,204        | 3,113,475        | 2,939,552        | 2,999,274         | (114,201)        | -3.7%         |
| Notices, Subscriptions, etc.      | 14,569           | 22,287           | 31,750           | 30,750           | 32,385            | 635              | 2.0%          |
| Utilities                         | 81,603           | 78,067           | 97,695           | 80,322           | 100,988           | 3,293            | 3.4%          |
| Contractual Services              | 11,473           | 35,344           | 134,300          | 116,200          | 60,486            | (73,814)         | -55.0%        |
| Repair & Maintenance Services     | 594,500          | 435,483          | 719,805          | 553,648          | 745,901           | 26,096           | 3.6%          |
| Employee programs                 | 7,809            | 4,153            | 19,900           | 6,200            | 11,854            | (8,046)          | -40.4%        |
| Professional Development/Travel   | 3,183            | 4,029            | 17,505           | 13,755           | 15,775            | (1,730)          | -9.9%         |
| Office Supplies                   | 8,235            | 9,762            | 13,173           | 10,796           | 13,391            | 218              | 1.7%          |
| Operating Supplies                | 109,801          | 103,655          | 151,593          | 132,470          | 149,086           | (2,507)          | -1.7%         |
| Fuel & Mileage                    | 179,847          | 222,280          | 245,152          | 268,004          | 269,046           | 23,894           | 9.7%          |
| Machinery & Equipment (<\$25,000) | 34,453           | 58,281           | 194,573          | 193,850          | 570,066           | 375,493          | 193.0%        |
| Repair & Maintenance Supplies     | 58,617           | 45,100           | 73,924           | 55,454           | 68,850            | (5,074)          | -6.9%         |
| Operational Units                 | 218,414          | 223,024          | 457,091          | 457,091          | 752,528           | 295,437          | 64.6%         |
| Property & Liability Costs        | 103,155          | 80,996           | 104,804          | 104,491          | 108,663           | 3,859            | 3.7%          |
| Rentals                           | 282              | 17,000           | -                | 402              | 410               | 410              | 100.0%        |
| Permits                           | 1,655            | 1,675            | 2,000            | 1,651            | 1,684             | (316)            | -15.8%        |
| Financial Fees                    | 6,209            | 3,279            | 7,650            | 7,650            | 7,803             | 153              | 2.0%          |
| Other Business Expenses           | 9                | 87               | -                | 8                | -                 | -                | 0.0%          |
| Debt Service and Lease Payments   | 708,822          | 303,808          | 162,837          | 162,837          | -                 | (162,837)        | -100.0%       |
| Transfers to Other Funds          | 618,054          | 273,390          | 167,184          | 180,847          | 348,390           | 181,206          | 108.4%        |
| <b>Total Operations</b>           | <b>5,434,754</b> | <b>4,994,534</b> | <b>5,716,586</b> | <b>5,318,153</b> | <b>6,258,925</b>  | <b>542,339</b>   | <b>9.5%</b>   |
| <b>Capital</b>                    |                  |                  |                  |                  |                   |                  |               |
| <b>Capital</b>                    | <b>164,899</b>   | <b>156,305</b>   | <b>435,000</b>   | <b>415,000</b>   | <b>1,201,020</b>  | <b>766,020</b>   | <b>176.1%</b> |
| <b>SES</b>                        | <b>8,617,489</b> | <b>8,388,031</b> | <b>9,486,209</b> | <b>9,062,756</b> | <b>10,852,262</b> | <b>1,366,053</b> | <b>14.4%</b>  |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

#### Administration Budget

|                                   | Actual<br>2017 | Actual<br>2018 | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %            |
|-----------------------------------|----------------|----------------|------------------|------------------|------------------|------------------|--------------|
| <b>Personnel</b>                  |                |                |                  |                  |                  |                  |              |
| Salaries & Wages                  | 366,754        | 337,096        | 444,556          | 366,865          | 551,736          | 107,180          | 24.1%        |
| Employee Benefits                 | 190,618        | 204,849        | 155,111          | 195,293          | 202,165          | 47,054           | 30.3%        |
| <b>Total Personnel</b>            | <b>557,372</b> | <b>541,945</b> | <b>599,667</b>   | <b>562,158</b>   | <b>753,900</b>   | <b>154,233</b>   | <b>25.7%</b> |
| <b>Operations</b>                 |                |                |                  |                  |                  |                  |              |
| Transportation Services           | 34             | 27             | -                | -                | -                | -                | 0.0%         |
| Operating Services                | 650            | 909            | 1,075            | 1,162            | 1,097            | 22               | 2.0%         |
| Notices, Subscriptions, etc.      | 2,347          | 302            | 4,750            | 3,750            | 4,845            | 95               | 2.0%         |
| Utilities                         | 60,877         | 58,123         | 75,345           | 58,572           | 78,191           | 2,846            | 3.8%         |
| Contractual Services              | -              | -              | 75,000           | 75,000           | -                | (75,000)         | -100.0%      |
| Repair & Maintenance Services     | 33,348         | 29,897         | 60,545           | 51,148           | 60,956           | 411              | 0.7%         |
| Employee programs                 | 3,654          | 3,500          | 9,600            | 2,000            | 4,000            | (5,600)          | -58.3%       |
| Professional Development/Travel   | 2,447          | 3,731          | 6,130            | 6,255            | 7,717            | 1,587            | 25.9%        |
| Office Supplies                   | 1,498          | 2,269          | 4,250            | 2,446            | 4,335            | 85               | 2.0%         |
| Operating Supplies                | 899            | 400            | 3,955            | 3,750            | 4,034            | 79               | 2.0%         |
| Fuel & Mileage                    | 1,305          | 3,319          | 2,652            | 2,540            | 2,705            | 53               | 2.0%         |
| Machinery & Equipment (<\$25,000) | 19,826         | 8,650          | 181,550          | 181,068          | 16,750           | (164,800)        | -90.8%       |
| Repair & Maintenance Supplies     | 3,940          | 1,434          | 10,500           | 10,602           | 10,710           | 210              | 2.0%         |
| Operational Units                 | 218,414        | 223,024        | 457,091          | 457,091          | 752,528          | 295,437          | 64.6%        |
| Property & Liability Costs        | 5,671          | 5,396          | 7,430            | 7,400            | 7,770            | 340              | 4.6%         |
| Permits                           | (20)           | -              | -                | -                | -                | -                | 0.0%         |
| Other Business Expenses           | 9              | 87             | -                | 8                | -                | -                | 0.0%         |
| <b>Total Operations</b>           | <b>354,900</b> | <b>341,069</b> | <b>899,873</b>   | <b>862,792</b>   | <b>955,640</b>   | <b>55,767</b>    | <b>6.2%</b>  |
| <b>Buildings</b>                  |                |                |                  |                  |                  |                  |              |
| <b>Capital</b>                    | <b>-</b>       | <b>-</b>       | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |              |
| <b>Administration</b>             | <b>912,272</b> | <b>883,014</b> | <b>1,499,540</b> | <b>1,424,950</b> | <b>1,709,540</b> | <b>210,000</b>   | <b>14.0%</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

#### Collection Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |               |
| Salaries & Wages                  | 1,437,405        | 1,179,334        | 1,561,798        | 1,580,000        | 1,526,677        | (35,121)         | -2.2%         |
| Employee Benefits                 | 673,284          | 749,374          | 755,149          | 761,937          | 749,240          | (5,909)          | -0.8%         |
| <b>Total Personnel</b>            | <b>2,110,689</b> | <b>1,928,708</b> | <b>2,316,947</b> | <b>2,341,937</b> | <b>2,275,917</b> | <b>(41,030)</b>  | <b>-1.8%</b>  |
|                                   |                  |                  |                  |                  |                  | -                |               |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |               |
| Transportation Services           | 89               | 45               | 1,175            | 1,175            | 1,321            | 146              | 12.4%         |
| Operating Services                | 8,084            | 7,847            | 10,900           | 9,900            | 11,118           | 218              | 2.0%          |
| Notices, Subscriptions, etc.      | 12,222           | 21,985           | 26,000           | 26,000           | 26,520           | 520              | 2.0%          |
| Utilities                         | 20,289           | 19,045           | 21,600           | 21,000           | 22,032           | 432              | 2.0%          |
| Contractual Services              | 11,473           | 33,385           | 57,800           | 39,700           | 58,956           | 1,156            | 2.0%          |
| Repair & Maintenance Services     | 325,431          | 239,006          | 409,260          | 252,500          | 429,945          | 20,685           | 5.1%          |
| Employee programs                 | 2,328            | 653              | 6,000            | 2,500            | 6,120            | 120              | 2.0%          |
| Professional Development/Travel   | 736              | 298              | 4,900            | 4,500            | 4,998            | 98               | 2.0%          |
| Office Supplies                   | 5,197            | 4,882            | 5,778            | 5,250            | 5,894            | 116              | 2.0%          |
| Operating Supplies                | 103,880          | 95,656           | 135,258          | 121,770          | 137,963          | 2,705            | 2.0%          |
| Fuel & Mileage                    | 146,572          | 174,721          | 192,500          | 209,100          | 208,850          | 16,350           | 8.5%          |
| Machinery & Equipment (<\$25,000) | 12,551           | 253              | 10,773           | 10,500           | 550,988          | 540,215          | 5014.5%       |
| Repair & Maintenance Supplies     | 36,754           | 31,617           | 43,500           | 31,352           | 44,370           | 870              | 2.0%          |
| Property & Liability Costs        | 49,102           | 41,704           | 61,726           | 62,073           | 65,175           | 3,449            | 5.6%          |
| Rentals                           | 57               | 17,000           | -                | -                | -                | -                | 0.0%          |
| Financial Fees                    | 6,145            | 3,199            | 7,500            | 7,500            | 7,650            | 150              | 2.0%          |
| Debt Service and Lease Payments   | 546,308          | 221,245          | 134,740          | 134,740          | -                | (134,740)        | -100.0%       |
| Transfers to Other Funds          | 309,027          | 136,695          | -                | 13,663           | -                | -                | 0.0%          |
| <b>Total Operations</b>           | <b>1,596,245</b> | <b>1,049,236</b> | <b>1,129,410</b> | <b>953,223</b>   | <b>1,581,900</b> | <b>452,490</b>   | <b>40.1%</b>  |
|                                   |                  |                  |                  |                  |                  | -                |               |
| Machinery & Equipment (>\$25,000) | 164,899          | 156,305          | 435,000          | 415,000          | 1,201,020        | 766,020          | 176.1%        |
| <b>Capital</b>                    | <b>164,899</b>   | <b>156,305</b>   | <b>435,000</b>   | <b>415,000</b>   | <b>1,201,020</b> | <b>766,020</b>   | <b>176.1%</b> |
|                                   |                  |                  |                  |                  |                  | -                |               |
| <b>Collection</b>                 | <b>3,871,833</b> | <b>3,134,249</b> | <b>3,881,357</b> | <b>3,710,160</b> | <b>5,058,838</b> | <b>1,177,481</b> | <b>30.3%</b>  |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

#### Disposal Budget

|                                   | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %              |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |                |
| Salaries & Wages                  | 230,674          | 538,178          | 277,041          | 285,000          | 238,935          | (38,106)         | -13.8%         |
| Employee Benefits                 | 119,101          | 228,361          | 140,968          | 140,508          | 123,565          | (17,403)         | -12.3%         |
| <b>Total Personnel</b>            | <b>349,775</b>   | <b>766,539</b>   | <b>418,009</b>   | <b>425,508</b>   | <b>362,500</b>   | <b>(55,509)</b>  | <b>-13.3%</b>  |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |                |
| Transportation Services           | 627              | 557              | 1,000            | 1,000            | 1,020            | 20               | 2.0%           |
| Operating Services                | 2,664,580        | 3,063,448        | 3,101,500        | 2,928,490        | 2,987,060        | (114,440)        | -3.7%          |
| Notices, Subscriptions, etc.      | -                | -                | 1,000            | 1,000            | 1,020            | 20               | 2.0%           |
| Utilities                         | 437              | 899              | 750              | 750              | 765              | 15               | 2.0%           |
| Contractual Services              | -                | 1,959            | 1,500            | 1,500            | 1,530            | 30               | 2.0%           |
| Repair & Maintenance Services     | 235,721          | 166,580          | 250,000          | 250,000          | 255,000          | 5,000            | 2.0%           |
| Employee programs                 | 1,827            | -                | 4,300            | 1,700            | 1,734            | (2,566)          | -59.7%         |
| Professional Development/Travel   | -                | -                | 6,475            | 3,000            | 3,060            | (3,415)          | -52.7%         |
| Office Supplies                   | 1,540            | 2,611            | 3,145            | 3,100            | 3,162            | 17               | 0.5%           |
| Operating Supplies                | 5,022            | 7,599            | 12,380           | 6,950            | 7,089            | (5,291)          | -42.7%         |
| Fuel & Mileage                    | 31,970           | 44,240           | 50,000           | 56,364           | 57,491           | 7,491            | 15.0%          |
| Machinery & Equipment (<\$25,000) | 2,076            | 49,378           | 2,250            | 2,282            | 2,328            | 78               | 3.5%           |
| Repair & Maintenance Supplies     | 17,923           | 12,049           | 19,924           | 13,500           | 13,770           | (6,154)          | -30.9%         |
| Property & Liability Costs        | 48,382           | 33,896           | 35,648           | 35,018           | 35,718           | 70               | 0.2%           |
| Rentals                           | 225              | -                | -                | 402              | 410              | 410              | 100.0%         |
| Permits                           | 1,675            | 1,675            | 2,000            | 1,651            | 1,684            | (316)            | -15.8%         |
| Financial Fees                    | 64               | 80               | 150              | 150              | 153              | 3                | 2.0%           |
| Debt Service and Lease Payments   | 162,514          | 82,563           | 28,097           | 28,097           | -                | (28,097)         | -100.0%        |
| Transfers to Other Funds          | 309,027          | 136,695          | 167,184          | 167,184          | 348,390          | 181,206          | 108.4%         |
| <b>Total Operations</b>           | <b>3,483,610</b> | <b>3,604,229</b> | <b>3,687,303</b> | <b>3,502,138</b> | <b>3,721,384</b> | <b>34,081</b>    | <b>0.9%</b>    |
| Machinery & Equipment (>\$25,000) | -                | -                | -                | -                | -                | -                | 0.0%           |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>#DIV/0!</b> |
| <b>Disposal</b>                   | <b>3,833,385</b> | <b>4,370,768</b> | <b>4,105,312</b> | <b>3,927,646</b> | <b>4,083,884</b> | <b>(21,428)</b>  | <b>-0.5%</b>   |



# City of Franklin

## Revenue Model

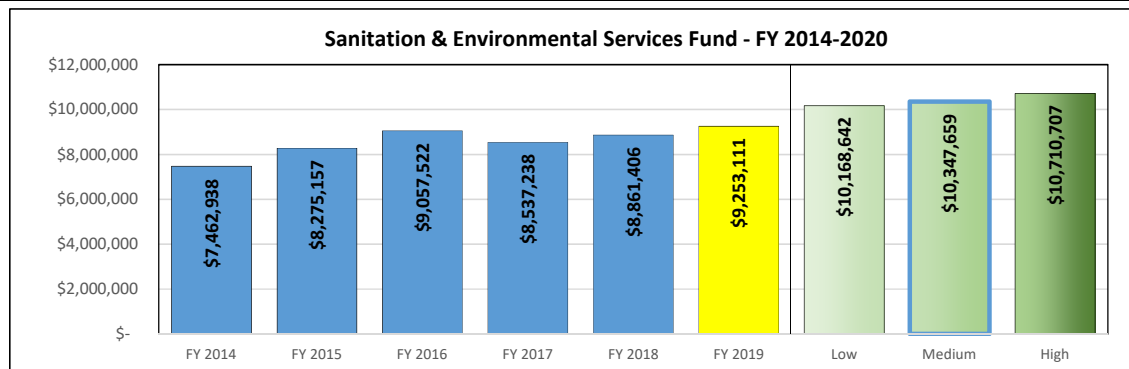
**Fund:** Sanitation & Environmental Services Fund

**Percent of All Revenues**

**6.3%**

**Sanitation & Environmental Services Fund:** This Special Revenue fund accounts for the fees collected in the collection and disposal of residential and commercial garbage. The primary component within the fund are those fees charged for disposal of refuse. In recent years, the City has worked to reduce the subsidy from the General Fund for sanitation and recycling operations.

This revenue forecast assumes 3.0% growth in the system and the significant sale of surplus assets which will offset the cost of acquiring replacement equipment.



|                                     | Actual              |                     |                     |                     |                     | Budget              | Forecasts (FY 2020)  |                      |                      | Averages      |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|---------------|
|                                     | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                  | Medium               | High                 |               |
| <b>% yr/yr.</b>                     | <b>-2.4%</b>        | <b>10.9%</b>        | <b>9.5%</b>         | <b>-5.7%</b>        | <b>3.8%</b>         | <b>4.4%</b>         | <b>9.9%</b>          | <b>11.8%</b>         | <b>15.8%</b>         |               |
| FEMA/TEMA GRANTS (FED/STATE)        | 39,309              | -                   | -                   | -                   | -                   | -                   | -                    | -                    | -                    | 3-yr Average  |
| SOLID WASTE GRANT (STATE)           | 4,790               | 42,686              | 4,142               | -                   | -                   | -                   | -                    | -                    | -                    | \$ 8,818,722  |
| SPECIAL EVENT GRANT RECOVERIES      | 27,401              | 50,623              | -                   | -                   | -                   | -                   | -                    | -                    | -                    | 1.6%          |
| SAFETY GRANT                        | -                   | -                   | 18,135              | -                   | -                   | -                   | -                    | -                    | -                    |               |
| SPECIAL EVENT SERVICES FEE          | -                   | 4,275               | 3,820               | 10,946              | 370                 | 5,279               | 5,384                | 5,437                | 5,595                | 5-Yr Average  |
| COLLECTION REVENUES                 | 4,460,658           | 4,946,611           | 5,063,842           | 5,285,753           | 5,567,066           | 6,229,072           | 6,353,653            | 6,415,944            | 6,602,816            | \$ 8,438,852  |
| NON-RESIDENTIAL DUMPSTERS           | -                   | -                   | -                   | -                   | -                   | 5,411               | 5,519                | 5,573                | 5,735                | 1.9%          |
| ADDL RESIDENTIAL ROLLOUT CONTAINERS | -                   | -                   | 4,675               | 8,580               | 11,000              | 3,090               | 3,152                | 3,183                | 3,275                |               |
| SANITATION SERVICES - MILCROFTON    | -                   | -                   | 78,069              | -                   | -                   | -                   | -                    | -                    | -                    | 10-Yr Average |
| TIPPING FEES                        | 1,487,082           | 2,293,823           | 3,064,284           | 2,300,739           | 2,681,623           | 2,831,540           | 2,888,171            | 2,916,486            | 3,001,432            | \$ 8,146,497  |
| CARDBOARD RECYCLING                 | 11,250              | 13,715              | 9,862               | 10,075              | 11,477              | 9,848               | 10,045               | 10,143               | 10,439               | 1.4%          |
| RECYCLING-BATTERIES                 | -                   | 4,266               | 3,855               | 4,183               | 5,047               | 6,634               | 6,767                | 6,833                | 7,032                |               |
| RECYCLING-ELECTRONICS               | -                   | -                   | 428                 | 13,063              | 14,067              | -                   | -                    | -                    | -                    | 20-Yr Average |
| RECYCLING-METAL                     | -                   | 5,817               | 3,619               | 6,443               | 5,223               | 7,551               | 7,702                | 7,777                | 8,004                | \$ 5,227,929  |
| RECYCLING-WASTE OIL                 | -                   | 523                 | 82                  | -                   | -                   | -                   | -                    | -                    | -                    | 7.7%          |
| BUCK A BAG PROGRAM                  | -                   | 2,988               | 2,897               | 2,993               | 3,093               | 3,867               | 3,944                | 3,983                | 4,099                |               |
| RESIDENTIAL BRUSH                   | -                   | 900                 | 800                 | 500                 | 5,375               | 845                 | 861                  | 870                  | 895                  |               |
| RESIDENTIAL BULKY GOODS             | -                   | 600                 | 900                 | 2,500               | 2,625               | 211                 | 215                  | 217                  | 224                  |               |
| NON-RESIDENTIAL BRUSH               | -                   | 100                 | 100                 | 500                 | 375                 | 211                 | 215                  | 217                  | 224                  |               |
| NON-RESIDENTIAL BULKY GOODS         | -                   | 600                 | -                   | 500                 | 1,000               | 202                 | 206                  | 208                  | 214                  |               |
| INTEREST INCOME                     | -                   | -                   | 22                  | 113                 | 2,215               | -                   | -                    | -                    | -                    |               |
| SALE OF WASTE CONTAINERS            | 63,802              | 77,595              | 73,068              | 62,111              | 50,850              | 61,800              | 63,036               | 63,654               | 65,508               |               |
| LEASE OF WASTE CONTAINERS           | 34,065              | 37,260              | 35,910              | -                   | -                   | 36,050              | 36,771               | 37,132               | 38,213               |               |
| SALE OF SURPLUS ASSETS              | 101,640             | 292,774             | 189,011             | 78,027              | -                   | 51,500              | 540,000              | 600,000              | 660,000              |               |
| TRANSFER FROM GENERAL FUND          | 1,208,148           | 500,000             | 500,000             | 750,000             | 500,000             | -                   | -                    | -                    | -                    |               |
| MISCELLANEOUS OTHER REVENUE         | 24,793              | -                   | -                   | 212                 | -                   | -                   | -                    | -                    | -                    |               |
| RECYCLING CONTAINER SETUP FEE       | -                   | -                   | -                   | -                   | -                   | -                   | 243,000              | 270,000              | 297,000              |               |
| <b>Totals</b>                       | <b>\$ 7,462,938</b> | <b>\$ 8,275,157</b> | <b>\$ 9,057,522</b> | <b>\$ 8,537,238</b> | <b>\$ 8,861,406</b> | <b>\$ 9,253,111</b> | <b>\$ 10,168,642</b> | <b>\$ 10,347,659</b> | <b>\$ 10,710,707</b> |               |



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Water Management

Michelle Hatcher, Director

|                           | 2017<br>Actual    | 2018<br>Actual    | 2019              |                   | 2020<br>Budget    | 2019 v. 2020     |             |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------|
|                           |                   |                   | Budget            | Estimated         |                   | \$               | %           |
| <b>Beginning Balance*</b> | 18,470,570        | 23,340,291        | 25,501,060        | 25,501,060        | 31,546,739        |                  |             |
| <b>Revenues</b>           | 28,624,641        | 30,595,709        | 31,768,874        | 31,768,874        | 34,573,488        | 2,804,614        | 8.8%        |
| <b>Expenses</b>           |                   |                   |                   |                   |                   |                  |             |
| Personnel                 | 5,755,052         | 6,352,580         | 7,009,480         | 6,539,012         | 7,301,099         | 291,619          | 4.2%        |
| Operations                | 14,176,848        | 15,013,037        | 14,960,022        | 14,507,922        | 15,799,393        | 839,371          | 5.6%        |
| Capital                   | 3,823,020         | 118,466           | 6,727,850         | 4,676,260         | 7,502,850         | 775,000          | 11.5%       |
| <b>Expenses</b>           | <b>23,754,920</b> | <b>21,484,083</b> | <b>28,697,352</b> | <b>25,723,195</b> | <b>30,603,342</b> | <b>1,905,990</b> | <b>6.6%</b> |
| <i>Use of F/B**</i>       |                   | \$ 6,950,858      |                   |                   |                   |                  |             |
| <b>Ending Balance*</b>    | 23,340,291        | 25,501,060        | 28,572,582        | 31,546,739        | 35,516,886        |                  |             |

### Budget Summary - By Division

|                           | 2017<br>Actual    | 2018<br>Actual    | 2019              |                   | 2020<br>Budget    | 2019 v. 2020     |             |
|---------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------|
|                           |                   |                   | Budget            | Estimated         |                   | \$               | %           |
| <b>Beginning Balance*</b> | 18,470,570        | 23,340,291        | 25,501,060        | 25,501,060        | 31,546,739        |                  |             |
| <b>Revenues</b>           | 28,624,641        | 30,595,709        | 31,768,874        | 31,768,874        | 34,573,488        | 2,804,614        | 8.8%        |
| <b>Expenses</b>           |                   |                   |                   |                   |                   |                  |             |
| Water                     | 11,381,127        | 10,470,175        | 12,801,538        | 12,045,607        | 12,959,497        | 157,959          | 1.2%        |
| Wastewater                | 12,188,233        | 10,810,245        | 15,504,089        | 13,284,607        | 16,852,370        | 1,348,281        | 8.7%        |
| Reclaimed                 | 185,560           | 203,663           | 391,725           | 392,980           | 791,475           | 399,750          | 102.0%      |
| <b>Expenses</b>           | <b>23,754,920</b> | <b>21,484,083</b> | <b>28,697,352</b> | <b>25,723,195</b> | <b>30,603,342</b> | <b>1,905,990</b> | <b>6.6%</b> |
| <i>Use of F/B**</i>       |                   | \$ 6,950,858      |                   |                   |                   |                  |             |
| <b>Ending Balance*</b>    | 23,340,291        | 25,501,060        | 28,572,582        | 31,546,739        | 35,516,886        |                  |             |

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

\*\*Use of F/B includes monies raised by operations spent on capital projects for the Water Management Fund expensed outside of the operational funds. This includes monies dedicated to emergency repairs to the 54" wastewater line.

Remaining Ending Balance will be used to subsidize larger capital projects, namely as a cash contribution for the Water Reclamation Facility.



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Water Management

*Michelle Hatcher, Director*

##### 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.

This 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.





# City of Franklin, Tennessee

## FY 2020 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

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

[Baseline: Achieved Goal status, 2013]

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

### Workload (Output) Measures

|  |                                     | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|-------------------------------------|------|------|------|-------|-------|
|  | Water Production (in MGD) - Average | 1.21 | 0.68 | 1.40 | 1.40  | 1.40  |
|  | Water Production (in MGD) - Maximum | 2.35 | 1.90 | 2.50 | 2.50  | 2.50  |

### Efficiency Measures

|  |     | 2016 | 2017 | 2018 | 2019* | 2020* |
|--|-----|------|------|------|-------|-------|
|  | TBD |      |      |      |       |       |

### Outcome (Effectiveness) Measures



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Performance Measures

|    |                                                                                                                         | 2016         | 2017         | 2018         | 2019*        | 2020*        |
|----|-------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--------------|
| 15 | 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                                                          | \$ 1,568,533 | \$ 1,502,802 | \$ 1,650,384 | \$ 1,483,011 | \$ 1,538,225 |
|    | <b>Target</b> (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 |
|    | <b>Meets Target?</b>                                                                                                    | No           | Yes          | No           | TBD          | TBD          |
|    | Unaccounted water within the system decreases                                                                           | 16%          | 16%          | 17%          | 16%          | 15%          |
|    | <b>Target</b> (20.8% unaccounted for in FY 2012)                                                                        | 20.8%        | 20.8%        | 20.8%        | 20.8%        | 20.8%        |
|    | <b>Meets Target?</b>                                                                                                    | Yes          | Yes          | No           | Yes          | TBD          |
|    | Sanitary score remains or improves                                                                                      | TBD          | 99           | TBD          | TBD          | TBD          |
|    | <b>Target</b> (97 from FY 2012)                                                                                         | 97           | 97           | 97           | 97           | 97           |
|    | <b>Meets Target?</b>                                                                                                    | Yes          | Yes          | TBD          | TBD          | TBD          |
| 16 | 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            | 2            | 0            | 0            |
|    | <b>Target</b> (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)                | 0            | 0            | 0            | 0            | 0            |
|    | <b>Meets Target?</b>                                                                                                    | Yes          | Yes          | No           | TBD          | TBD          |
| 17 | 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.)                                                         | 12.0%        | 20.0%        | 25.0%        | 30.0%        | 35.0%        |
|    | <b>Target</b>                                                                                                           | 12.0%        | 15.0%        | 15.0%        | 15.0%        | 15.0%        |
|    | <b>Meets Target?</b>                                                                                                    | Yes          | Yes          | Yes          | Yes          | TBD          |
|    | Baseline: Adopted Strategic Schedule for each of the 5-year increments.                                                 |              |              |              |              |              |
|    | Franklin Status                                                                                                         | Adopted      | Adopted      | Adopted      | Adopted      | Adopted      |
|    | <b>Target (Adopted?)</b>                                                                                                | Adopted      | Adopted      | Adopted      | Adopted      | Adopted      |
|    | <b>Meets Target?</b>                                                                                                    | Yes          | Yes          | Yes          | Yes          | Yes          |
| 18 | Franklin will achieve platinum status within the TVA sustainable Communities Program.                                   |              |              |              |              |              |
|    | Franklin status                                                                                                         | Platinum     | Platinum     | Platinum     | Platinum     | TBD          |
|    | <b>Target (Platinum)</b>                                                                                                | Platinum     | Platinum     | Platinum     | Platinum     | Platinum     |
|    | <b>Meets Target?</b>                                                                                                    | Yes          | Yes          | Yes          | Yes          | TBD          |

\*2019 and 2020 are estimates

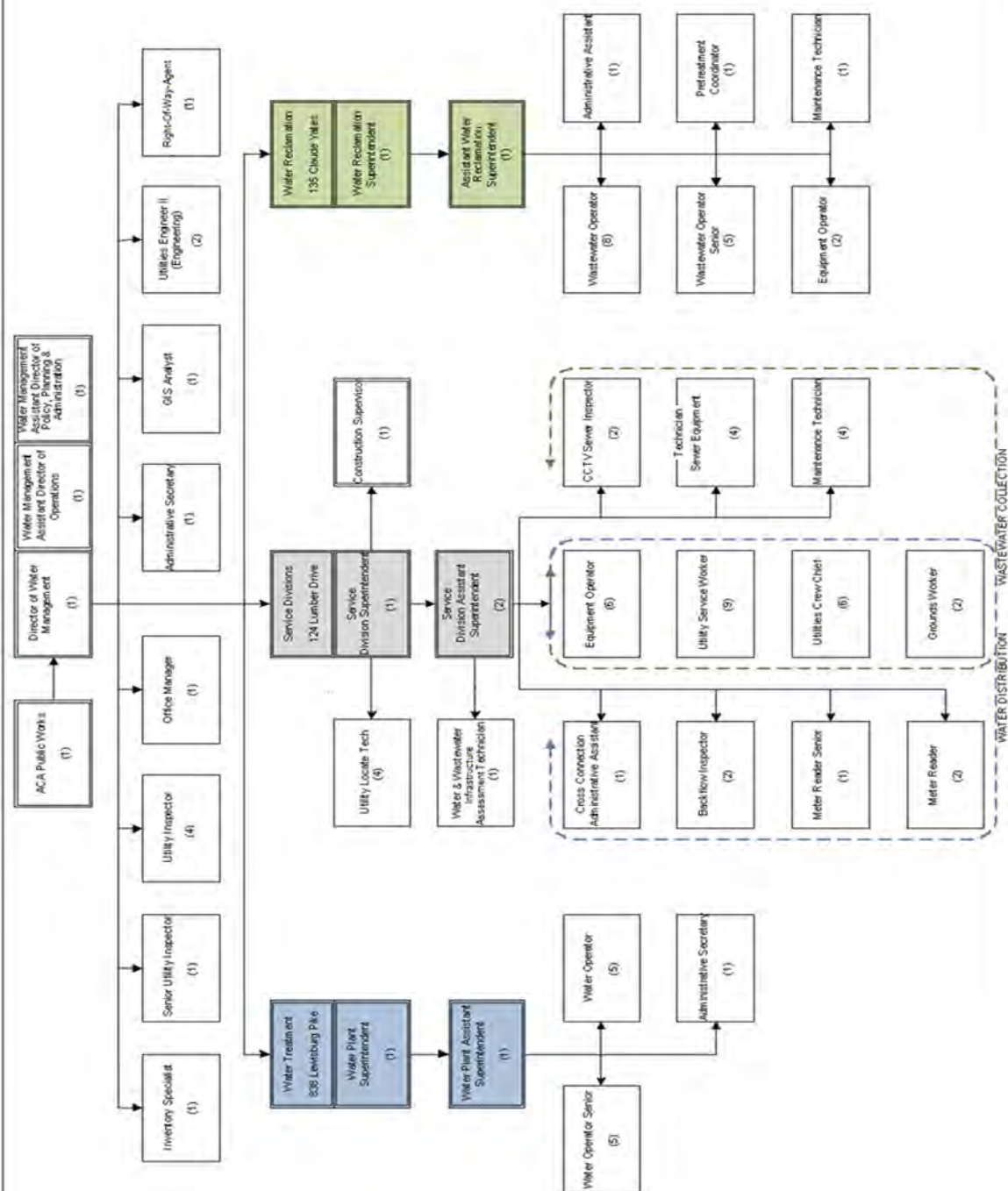
### Franklin Citizens Survey

|                                     |                                        | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|----------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                        | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of Drinking water | 73%                  | 27%       | 76%                  | 24%       |
| <input checked="" type="checkbox"/> | % rating the quality of Sewer services | 88%                  | 12%       | 87%                  | 13%       |

### 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 2020 Operating Budget

### Staffing by Position

| Position | Pay Grade | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 |
|----------|-----------|---------|---------|---------|---------|---------|
|          |           | 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        |
| <b>TOTALS</b>   |   | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> | <b>3</b> |

| Water Distribution                                      |   |           |           |           |           |           |
|---------------------------------------------------------|---|-----------|-----------|-----------|-----------|-----------|
| Service Division Superintendent                         | I | 1         | 1         | 1         | 1         | 1         |
| Service Division Assistant Superintendent               | H | 0         | 0         | 1         | 1         | 1         |
| Water Distribution Assistant Superintendent             | H | 1         | 1         | 0         | 0         | 0         |
| Utilities Crew Chief                                    | F | 3         | 3         | 3         | 3         | 3         |
| Backflow Inspector                                      | E | 2         | 2         | 2         | 2         | 2         |
| Water & Wastewater Infrastructure Assessment Technician | E | 0         | 0         | 0         | 0         | 1         |
| Administrative Assistant                                | D | 1         | 1         | 1         | 1         | 1         |
| Inventory Specialist                                    | D | 1         | 1         | 1         | 1         | 1         |
| Equipment Operator                                      | D | 2         | 3         | 3         | 3         | 3         |
| Utility Locate Technician                               | D | 0         | 2         | 2         | 2         | 3         |
| Utility Service Worker                                  | C | 4         | 4         | 4         | 4         | 4         |
| Administrative Secretary                                | B | 0         | 0         | 1         | 1         | 0         |
| <b>TOTALS</b>                                           |   | <b>15</b> | <b>18</b> | <b>19</b> | <b>19</b> | <b>20</b> |

| Water Treatment Plant                    |     |           |           |           |           |           |
|------------------------------------------|-----|-----------|-----------|-----------|-----------|-----------|
| Water Treatment Superintendent           | I   | 1         | 1         | 1         | 1         | 1         |
| Water Treatment Assistant Superintendent | H   | 1         | 1         | 1         | 1         | 1         |
| Water Operator Sr                        | E   | 5         | 5         | 5         | 5         | 5         |
| Water Operator 2                         | --- | 2         | 0         | 0         | 0         | 0         |
| Administrative Assistant                 | D   | 1         | 1         | 1         | 1         | 1         |
| Water Operator                           | D   | 3         | 5         | 5         | 5         | 5         |
| Administrative Secretary                 | B   | 0         | 0         | 0         | 0         | 1         |
| <b>TOTALS</b>                            |     | <b>13</b> | <b>13</b> | <b>13</b> | <b>13</b> | <b>14</b> |

|                             |           |           |           |           |           |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|
| <b>Water Section Totals</b> | <b>31</b> | <b>34</b> | <b>35</b> | <b>35</b> | <b>37</b> |
|-----------------------------|-----------|-----------|-----------|-----------|-----------|

#### 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         |
| Utilities Engineer II                           | I | 1         | 2         | 2         | 2         | 2         |
| Right of Way Inspector                          | H | 0         | 0         | 0         | 1         | 1         |
| Water Information Systems Mgr                   | H | 0         | 0         | 0         | 0         | 1         |
| Senior Utility Inspector                        | G | 1         | 1         | 1         | 1         | 1         |
| GIS Analyst                                     | F | 1         | 1         | 1         | 1         | 0         |
| Utility Inspector                               | F | 3         | 3         | 3         | 4         | 4         |
| Office Manager                                  | F | 1         | 1         | 1         | 1         | 1         |
| Administrative Assistant                        | D | 0         | 1         | 1         | 1         | 0         |
| Administrative Secretary                        | B | 1         | 0         | 0         | 0         | 1         |
| Grounds Worker                                  | B | 2         | 2         | 2         | 2         | 2         |
| <b>TOTALS</b>                                   |   | <b>13</b> | <b>14</b> | <b>14</b> | <b>16</b> | <b>16</b> |



# 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     | F-T     | F-T     | F-T     | F-T     |
| Wastewater Collection                          |           |         |         |         |         |         |
| Service Division Assistant Superintendent      | H         | 0       | 0       | 1       | 1       | 1       |
| Wastewater Collection Assistant Superintendent | G         | 1       | 1       | 0       | 0       | 0       |
| Construction Supervisor                        | F         | 1       | 1       | 1       | 1       | 1       |
| Utilities Crew Chief                           | F         | 3       | 3       | 3       | 3       | 3       |
| TV Truck Sewer Inspector                       | E         | 2       | 2       | 2       | 2       | 2       |
| Maintenance Technician                         | E         | 4       | 4       | 4       | 4       | 4       |
| Equipment Operator                             | D         | 3       | 3       | 4       | 4       | 3       |
| Sewer Equipment Technician                     | D         | 4       | 4       | 4       | 4       | 4       |
| Utility Locate Technician                      | D         | 0       | 2       | 2       | 2       | 1       |
| Utility Service Worker                         | C         | 5       | 5       | 5       | 5       | 5       |
| TOTALS                                         |           | 23      | 25      | 26      | 26      | 24      |
| Water Reclamation                              |           |         |         |         |         |         |
| Water Reclamation Superintendent               | I         | 1       | 1       | 1       | 1       | 1       |
| Assistant Water Reclamation Superintendent     | H         | 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                      |           | 55      | 58      | 59      | 61      | 59      |
| Total All Employees, Water & Wastewater        |           | 86      | 92      | 94      | 96      | 96      |



# City of Franklin, Tennessee

## FY 2020 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>B</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       |                |
|                                          | 2017              | 2018              | 2019              | 2019              | 2020              | \$               | %              |
| <b>Personnel</b>                         |                   |                   |                   |                   |                   |                  |                |
| Salaries & Wages                         | 3,995,029         | 4,298,696         | 4,906,785         | 4,486,528         | 4,999,133         | 92,348           | 1.9%           |
| Employee Benefits                        | 1,760,023         | 2,053,884         | 2,102,695         | 2,052,485         | 2,301,966         | 199,271          | 9.5%           |
| <b>Total Personnel</b>                   | <b>5,755,052</b>  | <b>6,352,580</b>  | <b>7,009,480</b>  | <b>6,539,012</b>  | <b>7,301,099</b>  | <b>291,619</b>   | <b>4.2%</b>    |
| <b>Operations</b>                        |                   |                   |                   |                   |                   |                  |                |
| Transportation Services                  | 8,360             | 9,507             | 8,525             | 7,389             | 7,300             | (1,225)          | -14.4%         |
| Operating Services                       | 488,692           | 540,174           | 510,150           | 463,279           | 458,500           | (51,650)         | -10.1%         |
| Notices, Subscriptions, etc.             | 14,221            | 6,540             | 26,850            | 15,250            | 23,400            | (3,450)          | -12.8%         |
| Utilities                                | 1,502,802         | 1,650,384         | 1,627,962         | 1,483,011         | 1,538,225         | (89,737)         | -5.5%          |
| Contractual Services                     | 568,945           | 1,893,510         | 1,097,425         | 886,250           | 1,649,323         | 551,898          | 50.3%          |
| Repair & Maintenance Services            | 313,590           | 626,940           | 394,460           | 401,374           | 381,908           | (12,552)         | -3.2%          |
| Employee programs                        | 8,682             | 10,860            | 11,300            | 5,712             | 12,650            | 1,350            | 11.9%          |
| Professional Development/Travel          | 15,744            | 19,745            | 27,950            | 12,992            | 27,250            | (700)            | -2.5%          |
| Office Supplies                          | 11,094            | 13,315            | 10,950            | 9,750             | 11,950            | 1,000            | 9.1%           |
| Operating Supplies                       | 692,551           | 542,393           | 727,825           | 664,550           | 698,275           | (29,550)         | -4.1%          |
| Fuel & Mileage                           | 86,645            | 107,904           | 130,576           | 102,300           | 130,890           | 314              | 0.2%           |
| Supplies for Resale                      | 4,696,834         | 4,756,024         | 4,375,000         | 3,878,522         | 4,000,000         | (375,000)        | -8.6%          |
| Machinery & Equipment (<\$25,000)        | 263,168           | 205,923           | 227,250           | 160,319           | 293,915           | 66,665           | 29.3%          |
| Repair & Maintenance Supplies            | 1,131,593         | 868,943           | 444,000           | 811,611           | 612,250           | 168,250          | 37.9%          |
| Operational Units                        | 2,313,762         | 2,369,630         | 2,382,613         | 2,382,613         | 2,709,104         | 326,491          | 13.7%          |
| Property & Liability Costs               | 331,886           | 402,734           | 319,855           | 430,196           | 339,710           | 19,855           | 6.2%           |
| Rentals                                  | 6,069             | 14,947            | 5,500             | 23,547            | 8,650             | 3,150            | 57.3%          |
| Financial Fees                           | 35,031            | (6,038)           | 44,050            | 156               | 44,150            | 100              | 0.2%           |
| Permits                                  | 32,927            | 55,408            | 54,500            | 53,080            | 53,500            | (1,000)          | -1.8%          |
| Debt Service and Lease Payments          | 1,654,252         | 924,194           | 2,533,281         | 2,716,021         | 2,798,444         | 265,163          | 10.5%          |
| <b>Total Operations</b>                  | <b>14,176,848</b> | <b>15,013,037</b> | <b>14,960,022</b> | <b>14,507,922</b> | <b>15,799,393</b> | <b>839,371</b>   | <b>5.6%</b>    |
| Land                                     | -                 | -                 | -                 | 266,600           | -                 | -                | -100.0%        |
| Buildings                                | 600,000           | 118,466           | -                 | 142,766           | 500,000           | 500,000          | 0.0%           |
| Improvements                             | 2,790,304         | -                 | 5,427,850         | 3,684,594         | 6,322,850         | 895,000          | 16.5%          |
| Machinery & Equipment (>\$25,000)        | 432,716           | -                 | 1,300,000         | 582,300           | 680,000           | (620,000)        | -47.7%         |
| <b>Capital</b>                           | <b>3,823,020</b>  | <b>118,466</b>    | <b>6,727,850</b>  | <b>4,676,260</b>  | <b>7,502,850</b>  | <b>775,000</b>   | <b>11.5%</b>   |
| <b>Total Water &amp; Wastewater Fund</b> | <b>23,754,920</b> | <b>21,484,083</b> | <b>28,697,352</b> | <b>25,723,195</b> | <b>30,603,342</b> | <b>1,905,990</b> | <b>6.6%</b>    |



## **City of Franklin, Tennessee**

### **FY 2020 Operating Budget**

#### **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 April 2018.

The upgrade to the facility included 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 equipment has been purchased and the addition of the staff person to perform leak detection at various times throughout the year will be helpful in assessing the system.





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Water Budget

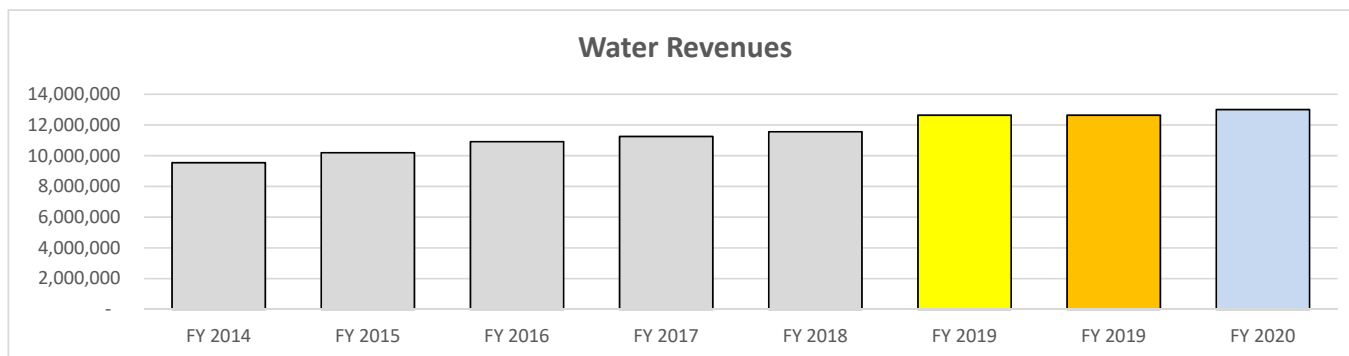
#### Consumption

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 2017. 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                                                  |
| FY 17 | 1,505                          | 7,160                                                  |
| FY 18 | 1,875                          | 7,160                                                  |

#### Revenues

Rate based revenues for FY 2020 are projected to be at approximately 102.9% of the 2019 estimated receipts. The tables below present historic revenue by category FY 2014-FY 2018, estimated for the budgeted and projected revenues for FY 2019 and the projected revenues for FY 2020.



|                              | FY 2014<br>Actual | FY 2015<br>Actual | FY 2016<br>Actual | FY 2017<br>Actual | FY 2018<br>Actual | FY 2019<br>Budget | FY 2019<br>Estd   | FY 2020<br>Budget |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Intergovernmental            | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| Interest Income              | 7,002             | 4,924             | 10,735            | 11,032            | 69,046            | 13,778            | 13,778            | 14,178            |
| Rental Income                | 24,000            | 24,000            | 24,000            | 24,000            | 21,075            | 24,000            | 24,000            | 24,000            |
| Sale of Surplus Assets       | 33,277            | -                 | 11,432            | 54,960            | 41,046            | -                 | -                 | -                 |
| Customer Service (Rates)     | 9,293,143         | 9,987,026         | 10,716,426        | 11,006,147        | 11,021,468        | 12,442,642        | 12,442,642        | 12,803,479        |
| Inspection Fees              | 72,422            | 83,765            | 61,100            | 78,595            | 76,951            | 60,000            | 60,000            | 60,000            |
| Other Service Revenue        | 109,136           | 90,459            | 84,615            | 70,550            | 327,010           | 95,000            | 95,000            | 95,000            |
| Fund Balance                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| <b>Total Water Revenues*</b> | <b>9,538,980</b>  | <b>10,190,174</b> | <b>10,908,308</b> | <b>11,245,284</b> | <b>11,556,597</b> | <b>12,635,420</b> | <b>12,635,420</b> | <b>12,996,656</b> |

\*Total revenues less those received for Capital Contributions and accounted for elsewhere within the Water & Wastewater Fund.





# City of Franklin, Tennessee

## FY 2020 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 '19 v. '20 |                |
|                                   | 2017              | 2018              | 2019              | 2019              | 2020              | \$                    | %              |
| <b>Divisions</b>                  |                   |                   |                   |                   |                   |                       |                |
| Water Distribution                | 2,225,605         | 2,419,664         | 2,189,467         | 2,356,638         | 2,370,913         | 181,446               | 8.3%           |
| Water Treatment/Plant             | 6,177,219         | 6,108,364         | 6,008,051         | 5,516,279         | 5,768,158         | (239,893)             | -4.0%          |
| Utility Billing                   | 186,884           | 135,602           | 184,723           | 151,450           | 205,329           | 20,606                | 11.2%          |
| Water General                     | 2,791,419         | 1,806,545         | 4,419,297         | 4,021,240         | 4,615,097         | 195,800               | 4.4%           |
| <b>Total Water</b>                | <b>11,381,127</b> | <b>10,470,175</b> | <b>12,801,538</b> | <b>12,045,607</b> | <b>12,959,497</b> | <b>157,959</b>        | <b>1.2%</b>    |
| <b>Expense by Category</b>        |                   |                   |                   |                   |                   |                       |                |
| <b>Personnel</b>                  |                   |                   |                   |                   |                   |                       |                |
| Salaries & Wages                  | 1,455,559         | 1,547,549         | 1,715,212         | 1,632,888         | 1,799,545         | 84,333                | 4.9%           |
| Employee Benefits                 | 699,791           | 772,805           | 787,734           | 760,805           | 840,795           | 53,061                | 6.7%           |
| <b>Total Personnel</b>            | <b>2,155,350</b>  | <b>2,320,354</b>  | <b>2,502,946</b>  | <b>2,393,693</b>  | <b>2,640,340</b>  | <b>137,394</b>        | <b>5.5%</b>    |
| <b>Operations</b>                 |                   |                   |                   |                   |                   |                       |                |
| Transportation Services           | 3,309             | 2,027             | 3,100             | 3,739             | 3,725             | 625                   | 20.2%          |
| Operating Services                | 33,711            | 36,243            | 28,400            | 65,906            | 65,300            | 36,900                | 129.9%         |
| Notices, Subscriptions, etc.      | 3,708             | 1,290             | 13,450            | 4,400             | 11,250            | (2,200)               | -16.4%         |
| Utilities                         | 222,476           | 269,394           | 223,025           | 349,880           | 369,632           | 146,607               | 65.7%          |
| Contractual Services              | 38,166            | 30,253            | 167,125           | 177,450           | 362,875           | 195,750               | 117.1%         |
| Repair & Maintenance Services     | 64,887            | 66,857            | 82,310            | 83,374            | 90,438            | 8,128                 | 9.9%           |
| Employee programs                 | 3,725             | 3,895             | 7,200             | 2,462             | 7,500             | 300                   | 4.2%           |
| Professional Development/Travel   | 3,069             | 5,635             | 8,250             | 2,980             | 7,100             | (1,150)               | -13.9%         |
| Office Supplies                   | 3,800             | 5,111             | 4,100             | 3,700             | 4,300             | 200                   | 4.9%           |
| Operating Supplies                | 346,771           | 217,122           | 318,600           | 336,100           | 336,950           | 18,350                | 5.8%           |
| Fuel & Mileage                    | 25,263            | 34,447            | 42,076            | 32,300            | 39,490            | (2,586)               | -6.1%          |
| Supplies for Resale               | 4,696,834         | 4,756,024         | 4,375,000         | 3,878,522         | 4,000,000         | (375,000)             | -8.6%          |
| Machinery & Equipment (<\$25,000) | 118,141           | 145,314           | 93,100            | 100,219           | 123,542           | 30,442                | 32.7%          |
| Repair & Maintenance Supplies     | 575,915           | 581,444           | 253,500           | 606,061           | 406,850           | 153,350               | 60.5%          |
| Operational Units                 | 1,231,835         | 1,254,510         | 1,261,384         | 1,261,384         | 1,354,552         | 93,168                | 7.4%           |
| Property & Liability Costs        | 129,142           | 221,831           | 91,623            | 112,981           | 102,155           | 10,532                | 11.5%          |
| Rentals                           | 583               | 9,668             | 2,000             | 18,347            | 3,500             | 1,500                 | 75.0%          |
| Financial Fees                    | 15,002            | (13,196)          | 15,050            | 100               | 15,100            | 50                    | 0.3%           |
| Permits                           | 32,313            | 37,096            | 37,500            | 36,125            | 36,500            | (1,000)               | -2.7%          |
| Debt Service and Lease Payments   | 254,107           | 484,856           | 1,216,799         | 1,262,884         | 1,217,398         | 599                   | 0.0%           |
| <b>Total Operations</b>           | <b>7,802,757</b>  | <b>8,149,821</b>  | <b>8,243,592</b>  | <b>8,338,914</b>  | <b>8,558,157</b>  | <b>314,565</b>        | <b>3.8%</b>    |
| Buildings                         | -                 | -                 | -                 | -                 | -                 | -                     | -              |
| Improvements                      | 1,290,304         | -                 | 1,815,000         | 1,313,000         | 1,701,000         | (114,000)             | -6.3%          |
| Machinery & Equipment (>\$25,000) | 132,716           | -                 | 240,000           | -                 | 60,000            | (180,000)             | -75.0%         |
| <b>Capital</b>                    | <b>1,423,020</b>  | <b>-</b>          | <b>2,055,000</b>  | <b>1,313,000</b>  | <b>1,761,000</b>  | <b>(294,000)</b>      | <b>-14.3%</b>  |
| <b>Total Water Summary</b>        | <b>11,381,127</b> | <b>10,470,175</b> | <b>12,801,538</b> | <b>12,045,607</b> | <b>12,959,497</b> | <b>157,959</b>        | <b>1.2%</b>    |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Water Budget

##### Budget Summary

**Personnel** – The Water Management Department is not requesting any additional water treatment or water distribution division staff this fiscal year

**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, construction, and water resource conservation efforts. Since the construction has been complete, the facilities water production rate has increased and the quality of water has significantly increased.

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 \$300,000 for FY 2019. 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 raw water pumps were replaced during the upgrade project at the Water Treatment Plant, in addition to several other energy reducing technologies to reduce our overall consumption.

**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 of 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 term costs are captured. Enhancement requests have been provided and are largely related to replacement of existing equipment.

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 at Bobby Drive in the Grassland community, increasing the level of service along the new Long Lane alignment, 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 provides necessary data and remote operations capabilities to the Department. The system was brought online Spring 2018 and has been critical to maintaining operations during various events.



## **City of Franklin, Tennessee**

### **FY 2020 Operating Budget**

#### **Wastewater Budget**

##### **Section Summary**

The Wastewater Section includes the Wastewater Collection, Water Reclamation, Maintenance, and Utility Administration Divisions.

The City of Franklin operates a water reclamation facility utilizing activated sludge treatment at 135 Claude Yates Drive. The facility is currently operating under a new National Pollutant Discharge Elimination System Permit (NPDES) for treatment and discharge of twelve (12) million gallons per day (MGD) of treated effluent, with provisions to increase discharge to sixteen (16) MGD. The City of Franklin to operates a reclaimed water network, reducing irrigation demand on potable water. The WRF 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 Wastewater Collection Division is responsible for the operation and maintenance of the wastewater collection system including gravity sewer lines, force main lines and wastewater pump 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. This water produced will strive to meet or exceed 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 in 2017, the division has used a sanitary sewer rapid assessment tool to provide for more efficient inspections and maintenance activities, and guide resources more efficiently by prioritizing needs. In 2017, staff performed assessments of over 89,000 linear feet (16.9 miles) of the gravity collection system, approximately 5% of the system. This number will continue to increase as staff is dedicated to performing in this function.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Wastewater Budget

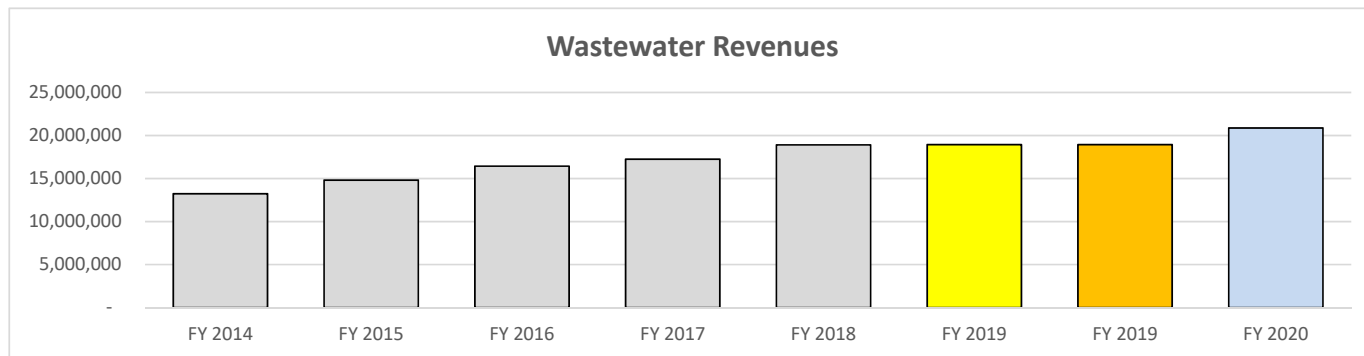
#### Consumption & Revenues

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                                                  |
| FY 17 | 3,209                          | 11,350                                                 |
| FY 18 | 4,814                          | 17,041                                                 |

#### Revenues

Rate based revenues for FY 2020 are projected to be at approximately 103.2% of the estimated collections for FY 2019. The tables below present historic revenue by category FY 2014-FY 2018, estimated for the budgeted and estimated revenues for FY 2019 and the projected revenues for FY 2020.



|                                   | FY 2014<br>Actual | FY 2015<br>Actual | FY 2016<br>Actual | FY 2017<br>Actual | FY 2018<br>Actual | FY 2019<br>Budget | FY 2019<br>Estd   | FY 2020<br>Budget |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Intergovernmental                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 | -                 |
| Interest Income                   | 20,277            | 69,963            | 107,242           | 94,807            | 181,367           | 84,554            | 84,554            | 87,513            |
| Rental Income                     | 2,700             | 2,635             | 2,800             | -                 | 2,210             | 2,800             | 2,800             | 2,800             |
| Sale of Surplus Assets            | -                 | 13,714            | -                 | 264               | -                 | -                 | -                 | -                 |
| Customer Service (Rates)          | 13,072,915        | 14,568,762        | 16,236,044        | 17,036,817        | 18,652,030        | 18,726,250        | 18,726,250        | 19,381,669        |
| Inspection Fees                   | 90,563            | 133,940           | 70,968            | 94,503            | 51,488            | 75,000            | 75,000            | 75,000            |
| Other Service Revenue             | 44,146            | 21,646            | 17,703            | 15,419            | 15,622            | 40,000            | 40,000            | 40,000            |
| Transfer from Co. Fac. Tax        |                   |                   |                   |                   |                   |                   |                   | 1,285,000         |
| <b>Total Wastewater Revenues*</b> | <b>13,230,601</b> | <b>14,810,660</b> | <b>16,434,757</b> | <b>17,241,810</b> | <b>18,902,717</b> | <b>18,928,604</b> | <b>18,928,604</b> | <b>20,871,982</b> |

\*Total revenues less those received for Capital Contributions and accounted for elsewhere within the Water & Wastewater Fund.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | <u>B</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 '19 v. '20 |                |
|                                   | 2017              | 2018              | 2019              | 2019              | 2020              | \$                    | %              |
| <b>Divisions</b>                  |                   |                   |                   |                   |                   |                       |                |
| Wastewater Collection             | 2,470,827         | 2,936,055         | 3,079,412         | 3,306,488         | 3,529,408         | 449,996               | 14.6%          |
| Wastewater Plant                  | 4,312,825         | 3,876,165         | 4,386,840         | 3,695,262         | 3,934,938         | (451,902)             | -10.3%         |
| Utility Administration            | 1,089,442         | 1,224,886         | 1,412,182         | 1,309,057         | 1,490,955         | 78,773                | 5.6%           |
| Wastewater General                | 4,315,139         | 2,773,139         | 6,625,655         | 4,973,801         | 7,897,069         | 1,271,414             | 19.2%          |
| <b>Total Wastewater</b>           | <b>12,188,233</b> | <b>10,810,245</b> | <b>15,504,089</b> | <b>13,284,607</b> | <b>16,852,370</b> | <b>1,348,281</b>      | <b>8.7%</b>    |
| <b>Expense by Category</b>        |                   |                   |                   |                   |                   |                       |                |
| <b>Personnel</b>                  |                   |                   |                   |                   |                   |                       |                |
| Salaries & Wages                  | 2,539,470         | 2,751,147         | 3,191,573         | 2,853,640         | 3,199,588         | 8,015                 | 0.3%           |
| Employee Benefits                 | 1,060,232         | 1,281,079         | 1,314,961         | 1,291,680         | 1,461,171         | 146,210               | 11.1%          |
| <b>Total Personnel</b>            | <b>3,599,702</b>  | <b>4,032,226</b>  | <b>4,506,534</b>  | <b>4,145,319</b>  | <b>4,660,759</b>  | <b>154,225</b>        | <b>3.4%</b>    |
| <b>Operations</b>                 |                   |                   |                   |                   |                   |                       |                |
| Transportation Services           | 5,051             | 7,480             | 5,225             | 3,650             | 3,475             | (1,750)               | -33.5%         |
| Operating Services                | 454,981           | 503,931           | 481,750           | 397,373           | 393,200           | (88,550)              | -18.4%         |
| Notices, Subscriptions, etc.      | 10,513            | 5,250             | 13,300            | 10,850            | 12,150            | (1,150)               | -8.6%          |
| Utilities                         | 1,280,276         | 1,380,990         | 1,404,887         | 1,133,131         | 1,168,593         | (236,294)             | -16.8%         |
| Contractual Services              | 530,779           | 1,861,165         | 749,800           | 628,800           | 1,175,948         | 426,148               | 56.8%          |
| Repair & Maintenance Services     | 236,703           | 542,910           | 295,150           | 306,000           | 274,470           | (20,680)              | -7.0%          |
| Employee programs                 | 4,957             | 6,965             | 4,100             | 3,250             | 5,150             | 1,050                 | 25.6%          |
| Professional Development/Travel   | 12,675            | 14,110            | 19,700            | 10,012            | 20,150            | 450                   | 2.3%           |
| Office Supplies                   | 7,294             | 8,204             | 6,850             | 6,050             | 7,650             | 800                   | 11.7%          |
| Operating Supplies                | 280,280           | 287,471           | 298,825           | 253,050           | 280,925           | (17,900)              | -6.0%          |
| Fuel & Mileage                    | 61,382            | 73,457            | 88,500            | 70,000            | 91,400            | 2,900                 | 3.3%           |
| Supplies for Resale               | -                 | -                 | -                 | -                 | -                 | -                     |                |
| Machinery & Equipment (<\$25,000) | 145,027           | 60,609            | 132,150           | 58,100            | 168,372           | 36,222                | 27.4%          |
| Repair & Maintenance Supplies     | 513,643           | 279,493           | 175,000           | 194,550           | 189,900           | 14,900                | 8.5%           |
| Operational Units                 | 1,081,927         | 1,115,120         | 1,121,229         | 1,121,229         | 1,354,552         | 233,323               | 20.8%          |
| Property & Liability Costs        | 202,744           | 180,903           | 228,232           | 317,215           | 237,555           | 9,323                 | 4.1%           |
| Rentals                           | 5,486             | 5,279             | 3,500             | 5,200             | 5,150             | 1,650                 | 47.1%          |
| Financial Fees                    | 20,029            | 7,158             | 29,000            | 56                | 29,050            | 50                    | 0.2%           |
| Permits                           | 614               | 18,312            | 17,000            | 16,955            | 17,000            | -                     | 0.0%           |
| Debt Service and Lease Payments   | 1,334,170         | 419,212           | 1,250,507         | 1,383,323         | 1,515,071         | 264,564               | 21.2%          |
| <b>Total Operations</b>           | <b>6,188,531</b>  | <b>6,778,019</b>  | <b>6,324,705</b>  | <b>5,918,794</b>  | <b>6,949,761</b>  | <b>625,056</b>        | <b>9.9%</b>    |
| Land                              | -                 | -                 | -                 | 266,600           | -                 | -                     | 0.0%           |
| Buildings                         | 600,000           | -                 | -                 | -                 | -                 | -                     | 0.0%           |
| Improvements                      | 1,500,000         | -                 | 3,612,850         | 2,371,594         | 4,621,850         | 1,009,000             | 27.9%          |
| Machinery & Equipment (>\$25,000) | 300,000           | -                 | 1,060,000         | 582,300           | 620,000           | (440,000)             | -41.5%         |
| <b>Capital</b>                    | <b>2,400,000</b>  | <b>-</b>          | <b>4,672,850</b>  | <b>3,220,494</b>  | <b>5,241,850</b>  | <b>569,000</b>        | <b>12.2%</b>   |
| <b>Total Wastewater</b>           | <b>12,188,233</b> | <b>10,810,245</b> | <b>15,504,089</b> | <b>13,284,607</b> | <b>16,852,370</b> | <b>1,348,281</b>      | <b>8.7%</b>    |



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Wastewater Budget

##### Budget Summary

**Personnel** – The Water Management Department is requesting no change to the personnel within the Wastewater Section.

**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 were approximately \$1,024,200 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 also started implementation of a sanitary sewer rapid assessment tool. 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 89,000 LF of pipe during 2017.

The Wastewater Collection Division responded to nine overflows and nine releases in 2017. Of these nine overflows, only three reached receiving streams and six occurred because of wet weather. Staff responded to 10 releases in the system (wastewater not entering a receiving stream), however a number of these were due to Contractor error on construction projects.

**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.

**Wastewater Plant:** This Division is requesting the replacement purchase of a bio solids dump truck vactor truck that is used for transporting bio solids to the landfill for disposal.

**Wastewater Collection:** This Division is requesting the replacement of one of the utility service trucks. The existing truck is 10-years old and becoming increasingly harder to find tools and maintenance supplies.

**Wastewater Collection:** This Division is requesting the replacement of a tandem-axle dump truck. This truck is over 20 years old and can help in the repair, maintenance replacement of City's sewer.

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 been completed and the project has bid, however bids came back higher than anticipated and the project is currently under redesign and will be rebid next month.

The Department is also working on various collection system projects that include the 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 2020 Operating Budget**

### **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 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 the future to provide for demands in the southern area of the City. Additional storage facilities are being considered using existing department property.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Budget

|                                   | <u>B</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 '19 vs. '20 |                |
|                                   | 2017           | 2018           | 2019           | 2019           | 2020           | \$                     | %              |
| <b>Personnel</b>                  |                |                |                |                |                |                        |                |
| Salaries & Wages                  | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Employee Benefits                 | -              | -              | -              | -              | -              | -                      | 0.0%           |
| <b>Total Personnel</b>            | -              | -              | -              | -              | -              | -                      | <b>0.0%</b>    |
| <b>Operations</b>                 |                |                |                |                |                |                        |                |
| Transportation Services           | -              | -              | 200            | -              | 100            | (100)                  | -50.0%         |
| Operating Services                | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Notices, Subscriptions, etc.      | -              | -              | 100            | -              | -              | (100)                  | -100.0%        |
| Utilities                         | 50             | -              | 50             | -              | -              | (50)                   | -100.0%        |
| Contractual Services              | -              | 2,092          | 180,500        | 80,000         | 110,500        | (70,000)               | 0.0%           |
| Repair & Maintenance Services     | 12,000         | 17,173         | 17,000         | 12,000         | 17,000         | -                      | 0.0%           |
| Employee programs                 | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Professional Development/Travel   | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Office Supplies                   | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Operating Supplies                | 65,500         | 37,800         | 110,400        | 75,400         | 80,400         | (30,000)               | -27.2%         |
| Fuel & Mileage                    | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Supplies for Resale               | -              | -              | -              | -              | -              | -                      | 0.0%           |
| Machinery & Equipment (<\$25,000) | -              | -              | 2,000          | 2,000          | 2,000          | -                      | 0.0%           |
| Repair & Maintenance Supplies     | 42,035         | 8,006          | 15,500         | 11,000         | 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   | 65,975         | 20,126         | 65,975         | 69,814         | 65,975         | (0)                    | 0.0%           |
| <b>Total Operations</b>           | <b>185,560</b> | <b>85,197</b>  | <b>391,725</b> | <b>250,214</b> | <b>291,475</b> | <b>(100,250)</b>       | <b>-25.6%</b>  |
| <b>Capital</b>                    | -              | <b>118,466</b> | -              | <b>142,766</b> | <b>500,000</b> | <b>500,000</b>         | <b>-100.0%</b> |
| <b>Total Reclaimed Water</b>      | <b>185,560</b> | <b>203,663</b> | <b>391,725</b> | <b>392,980</b> | <b>791,475</b> | <b>399,750</b>         | <b>102.0%</b>  |



## Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

| Project                                                    | FY 19        | FY 20        | FY 21      | FY 22      | FY 23      | FY 24      | FY 25      | FY 26      | FY 27      | TOTAL        |
|------------------------------------------------------------|--------------|--------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| <b>Wastewater Renewal</b>                                  |              |              |            |            |            |            |            |            |            |              |
| Spencer Creek Sanitary Sewer Replacement                   | \$ 1,480,000 | \$ -         | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 1,480,000 |
| Henpeck Lane Sanitary Sewer Extension                      | \$ -         | \$ 1,285,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 1,285,000 |
| Sewer Interceptor Point Repair Projects (Contractor)       | \$ 100,000   | \$ 400,000   | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 350,000 | \$ 2,950,000 |
| Sewer Lateral CIPP Rehab                                   | \$ 25,000    | \$ 100,000   | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 50,000  | \$ 475,000   |
| Sewer Rehab On-Call Services (mains)                       | \$ 30,000    | \$ 450,000   | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 400,000 | \$ 2,880,000 |
| Sewer Rehab On-Call Services (MH)                          | \$ 50,000    | \$ 100,000   | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 750,000   |
| Southeast Municipal Complex                                | \$ 500,000   | \$ -         | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 500,000   |
| Mack Hatcher Alignment Sewer Design                        | \$ 7,850     | \$ -         | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 7,850     |
| Frazier Drive Sanitary Sewer Rehabilitation (P.F. Changes) | \$ 50,000    | \$ -         | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 50,000    |
| Adams Street Infrastructure Improvements                   | \$ -         | \$ -         | \$ -       | \$ 60,000  | \$ 750,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 810,000   |
| Holiday Court Lift Station Rehabilitation                  | \$ 50,000    | \$ 500,000   | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 550,000   |
| Church Street Infrastructure Improvements                  | \$ 25,000    | \$ 210,000   | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 235,000   |
| Evans Street Sewer Improvements                            | \$ -         | \$ -         | \$ -       | \$ 32,000  | \$ 420,500 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 452,500   |
| New Hope Academy Sewer Line Replacement                    | \$ -         | \$ -         | \$ -       | \$ 50,000  | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 50,000    |
| East McEwen Drive Improvements - Phase 4                   | \$ -         | \$ 179,850   | \$ 179,850 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 359,700   |
| Forrest Street Infrastructure                              | \$ -         | \$ -         | \$ -       | \$ 217,500 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 217,500   |
| Franklin Road Improvements & Streetscape                   | \$ -         | \$ 270,000   | \$ 270,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 540,000   |

## Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

| Project                                            | FY 19 | FY 20        | FY 21        | FY 22        | FY 23        | FY 24        | FY 25        | FY 26      | FY 27      | TOTAL        |
|----------------------------------------------------|-------|--------------|--------------|--------------|--------------|--------------|--------------|------------|------------|--------------|
| Advanced Metering Infrastructure (AMI)             | \$ -  | \$ 1,007,000 | \$ 1,007,000 | \$ 1,007,000 | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 3,021,000 |
| Gist Street Infrastructure Improvements            | \$ -  |              | \$ 25,000    | \$ 250,000   | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 275,000   |
| Natchez Street Sewer Replacement                   | \$ -  | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ 360,000 | \$ 360,000 | \$ 720,000   |
| Battle Avenue Infrastructure Replacement           | \$ -  | \$ -         | \$ -         | \$ 120,000   | \$ 1,165,000 | \$ -         | \$ -         | \$ -       |            | \$ 1,285,000 |
| Jordan Road Improvements                           | \$ -  | \$ -         | \$ 36,000    | \$ 36,000    | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 72,000    |
| Mallory/N Royal Oaks & Liberty Intersection Imp.   | \$ -  | \$ 90,000    | \$ 90,000    | \$ -         | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 180,000   |
| S. Margin Infrastructure Upgrades (1st - Columbia) | \$ -  | \$ -         | \$ 216,000   | \$ 216,000   | \$ -         | \$ -         | \$ -         | \$ -       |            | \$ 432,000   |
| Eastview Circle Infrastructure Improvements        | \$ -  |              | \$ -         | \$ -         | \$ 20,000    | \$ 212,500   | \$ -         | \$ -       | \$ -       | \$ 232,500   |
| Buckworth Infrastructure Improvements              | \$ -  | \$ -         | \$ -         | \$ 20,000    | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 20,000    |
| Maple Street Sewer Improvements                    | \$ -  | \$ -         | \$ -         | \$ 306,000   | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 306,000   |
| Carolyn Avenue Infrastructure Improvements         | \$ -  | \$ -         | \$ -         | \$ -         | \$ 270,000   | \$ -         | \$ -         | \$ -       | \$ -       | \$ 270,000   |
| West Main Infrastructure Improvements              | \$ -  | \$ -         |              | \$ -         | \$ 250,000   | \$ 2,200,000 | \$ 2,200,000 | \$ -       | \$ -       | \$ 4,650,000 |
| Lewisburg Avenue Sewer Improvements                | \$ -  | \$ -         | \$ -         | \$ -         | \$ 30,000    | \$ 200,000   | \$ -         | \$ -       | \$ -       | \$ 230,000   |
| Confederate Drive Sewer Improvements               | \$ -  | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ 340,000 | \$ -       | \$ 340,000   |
| N Royal Oaks Blvd (Alexander Plaza to Liberty Pk)  | \$ -  | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ 179,280   | \$ -       | \$ -       | \$ 179,280   |
| Carothers Parkway Widening (Falcon Creek to SR-96) | \$ -  | \$ -         | \$ -         | \$ -         | \$ -         | \$ -         | \$ 734,760   | \$ 734,760 | \$ -       | \$ 1,469,520 |
| Beta Drive Extension                               | \$ -  | \$ -         | \$ 180,000   | \$ -         | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 180,000   |
| South Prong Sanitary Sewer Upgrade                 | \$ -  | \$ 30,000    | \$ 1,225,000 | \$ -         | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 1,255,000 |

## Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

| Project                                             | FY 19               | FY 20               | FY 21               | FY 22               | FY 23               | FY 24               | FY 25               | FY 26               | FY 27               | TOTAL                |
|-----------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Bishop Branch Interceptor                           | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 230,000          | \$ 500,000          | \$ 1,540,000        | \$ 2,270,000         |
| Unidentified Wastewater Infrastructure Improvements | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 1,150,000        | \$ -                | \$ 1,150,000         |
| <b>Wastewater Renewal</b>                           | <b>\$ 2,317,850</b> | <b>\$ 4,621,850</b> | <b>\$ 4,128,850</b> | <b>\$ 3,214,500</b> | <b>\$ 3,805,500</b> | <b>\$ 3,512,500</b> | <b>\$ 4,244,040</b> | <b>\$ 3,984,760</b> | <b>\$ 2,800,000</b> | <b>\$ 27,274,850</b> |

### Water Renewal

|                                                          |            |            |            |            |            |            |            |            |            |              |
|----------------------------------------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| Bobby Drive Water Line Replacement                       | \$ 430,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 430,000   |
| Hillsboro Rd to Claude Yates WWTP water line replacement | \$ 600,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 600,000   |
| 16" Water Line Long Lane Connector                       | \$ -       | \$ -       | \$ -       | \$ 75,000  | \$ 75,000  | \$ -       | \$ -       | \$ -       | \$ -       | \$ 150,000   |
| Adams Street Infrastructure Improvements                 | \$ -       | \$ -       | \$ -       | \$ 45,000  | \$ 465,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 510,000   |
| Franklin Road Improvements & Streetscape                 | \$ -       | \$ 450,000 | \$ 450,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 900,000   |
| New Highway 96 Water Line Replacement                    | \$ 258,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 258,000   |
| Church Street Infrastructure Improvements                | \$ 25,000  | \$ 136,500 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 161,500   |
| Old Carters Creek Pike Water Line                        | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 480,000 | \$ -       | \$ -       | \$ -       | \$ 480,000   |
| S. Margin Infrastructure Upgrades (1st - Columbia)       | \$ -       | \$ -       | \$ 225,000 | \$ 225,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 450,000   |
| Mallory/N Royal Oaks & Liberty Intersection Improvements | \$ -       | \$ 97,500  | \$ 97,500  | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 195,000   |
| Forrest Street Infrastructure                            | \$ -       | \$ -       | \$ -       | \$ 130,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 130,000   |
| Walnut Drive Water Improvements                          | \$ -       | \$ -       | \$ -       | \$ -       | \$ 180,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 180,000   |
| Oakwood Transmission Main Improvements                   | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 200,000 | \$ 960,000 | \$ 285,000 | \$ 450,000 | \$ 1,445,000 |

## Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

| Project                                                     | FY 19 | FY 20        | FY 21        | FY 22        | FY 23      | FY 24      | FY 25      | FY 26      | FY 27      | TOTAL        |
|-------------------------------------------------------------|-------|--------------|--------------|--------------|------------|------------|------------|------------|------------|--------------|
| West End Circle Infrastructure Improvements                 | \$ -  | \$ -         | \$ -         | \$ -         | \$ 117,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 117,000   |
| Advanced Metering Infrastructure (AMI)                      | \$ -  | \$ 1,007,000 | \$ 1,007,000 | \$ 1,007,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 3,021,000 |
| Long Lane/Old Peytonsville Rd Connector at I-65 - Reclaimed | \$ -  | \$ -         | \$ 7,500     | \$ 12,500    | \$ 150,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 170,000   |
| Gist Street Infrastructure Improvements                     | \$ -  | \$ -         | \$ 15,000    | \$ 135,000   | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 150,000   |
| Alicia Drive Water Line Replacement                         | \$ -  | \$ -         | \$ -         | \$ -         | \$ 61,500  | \$ -       | \$ -       | \$ -       | \$ -       | \$ 61,500    |
| Battle Avenue Infrastructure Replacement                    | \$ -  | \$ -         | \$ -         | \$ 80,000    | \$ 582,500 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 662,500   |
| Cummins Street Water Improvements                           | \$ -  | \$ -         | \$ -         | \$ -         | \$ 75,000  | \$ -       | \$ -       | \$ -       | \$ -       | \$ 75,000    |
| Water Line from Fourth Ave S to Berry Circle                | \$ -  | \$ -         | \$ -         | \$ 93,000    | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 93,000    |
| Old Hillsboro Rd Water Line                                 | \$ -  | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ -       | \$ 80,000  | \$ 295,000 | \$ 375,000   |
| Murfreesboro Rd Water line Replacement                      | \$ -  | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ 90,000  | \$ 900,000 | \$ -       | \$ 990,000   |
| Eastview Circle Infrastructure Improvements                 | \$ -  | \$ -         | \$ -         | \$ -         | \$ 30,000  | \$ 303,000 | \$ -       | \$ -       | \$ -       | \$ 333,000   |
| Lewisburg Pike Water Line Replacement                       | \$ -  | \$ -         | \$ -         | \$ -         | \$ -       | \$ 120,000 | \$ -       | \$ -       | \$ -       | \$ 120,000   |
| Bonsal Way Water Line Replacement                           | \$ -  | \$ 10,000    | \$ 110,000   | \$ -         | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 120,000   |
| Buckworth Infrastructure Improvements                       | \$ -  | \$ -         | \$ -         | \$ 90,000    | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 90,000    |
| West Main Infrastructure Improvements                       |       | \$ -         | \$ -         |              | \$ 150,000 | \$ 700,000 | \$ 700,000 | \$ -       | \$ -       | \$ 1,550,000 |
| Beta Drive Extension                                        | \$ -  | \$ -         | \$ 75,000    | \$ -         | \$ -       | \$ -       | \$ -       | \$ -       | \$ -       | \$ 75,000    |
| Liberty Pike water line replacement                         | \$ -  | \$ -         | \$ -         | \$ -         | \$ -       | \$ -       | \$ -       | \$ 25,000  | \$ 330,000 | \$ 355,000   |
| Carolyn Avenue Infrastructure Improvements                  | \$ -  | \$ -         | \$ -         | \$ -         | \$ 140,000 | \$ -       | \$ -       | \$ -       | \$ -       | \$ 140,000   |

## Water & Sewer Forecasts (Operating & Capital) - FY 2019-2027

The lists below detail the proposed rate funded capital projects for the Water & Wastewater Fund. These projects, and the order they are proposed in, stem from the City's Integrated Water Resource Plan and are based on operational need for renewal. Projects identified herein are subject to change as infrastructure demands, needs or change. Additional Capital investment, namely process improvements for the respective Water & Wastewater treatment plants, is not shown on these lists and should be considered in addition to the cost totals shown below.

| Project                                                          | FY 19               | FY 20               | FY 21               | FY 22               | FY 23               | FY 24               | FY 25               | FY 26               | FY 27               | TOTAL                |
|------------------------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Manley Lane Dead End Removal                                     | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 50,000           | \$ 100,000          | \$ 345,000          | \$ 495,000           |
| Lee Drive Water Line Replacement                                 | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 15,000           | \$ 72,000           | \$ -                | \$ -                | \$ 87,000            |
| Glass Lane Water Line Replacement                                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 20,000           | \$ 20,000            |
| Westview Apt Water Line Replacement (510 96W)                    | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 10,000           | \$ 100,000          | \$ 110,000           |
| Carothers Parkway Widening (Falcon Creek to SR-96)               | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 306,150          | \$ 306,150          | \$ -                | \$ 612,300           |
| Cothran Drive Water Improvements                                 | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 120,000          | \$ 120,000           |
| Green Acres Drive                                                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 120,000          | \$ 120,000           |
| Grassland Tank Demolition                                        | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 270,000          | \$ 270,000           |
| Scruggs Avenue Water Line Replacement                            | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 20,000           | \$ 175,000          | \$ -                | \$ 195,000           |
| Morning Side Drive                                               | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 10,000           | \$ 10,000            |
| Unidentified Water Infrastructure Improvement Projects           | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                 |
| <b>Water Renewal</b>                                             | <b>\$ 1,313,000</b> | <b>\$ 1,701,000</b> | <b>\$ 1,987,000</b> | <b>\$ 1,892,500</b> | <b>\$ 2,026,000</b> | <b>\$ 1,818,000</b> | <b>\$ 2,198,150</b> | <b>\$ 1,881,150</b> | <b>\$ 2,060,000</b> | <b>\$ 13,417,300</b> |
| <b>Reclaimed Water</b>                                           |                     |                     |                     |                     |                     |                     |                     |                     |                     |                      |
| Reclaimed Water Masterplan Update                                | \$ 180,500          | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 195,500           |
| Long Lane/Old Peytonsville Rd Connector at I-65 - Reclaimed      | \$ -                | \$ -                | \$ 7,500            | \$ 12,500           | \$ 150,000          | \$ -                | \$ -                | \$ -                | \$ -                | \$ 170,000           |
| Unidentified Reclaimed Water Infrastructure Improvement Projects | \$ -                | \$ 500,000          | \$ 492,500          | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                | \$ 992,500           |
| <b>Reclaimed Water</b>                                           | <b>\$ 180,500</b>   | <b>\$ 500,000</b>   | <b>\$ 500,000</b>   | <b>\$ 12,500</b>    | <b>\$ 150,000</b>   | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 1,358,000</b>  |



**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

**Debt Service - Water, Wastewater & Reclaimed Funds Schedule**

| Purpose                                            | Issue Year         | Orig. Amt. Issued / Interest Rate | F 2019              | F 2020              | F 2021              | F 2022              | F 2023              | F 2024              | Balance (2025-2037)  | Total Outstanding (2021-2037) |
|----------------------------------------------------|--------------------|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-------------------------------|
| <b>Water Operations</b>                            |                    |                                   |                     |                     |                     |                     |                     |                     |                      |                               |
| <b>PRINCIPAL</b>                                   |                    |                                   |                     |                     |                     |                     |                     |                     |                      |                               |
| Bonds 2011A \$19.43M (Refund 2008 TMBF)            | 2008 (2011 Refund) | \$ 1,360,100                      | \$ 91,700           | \$ 94,150           | \$ 96,600           | \$ 99,050           | \$ 101,500          | \$ 103,950          | \$ 215,600           | \$ 616,700                    |
| ARRA Loan 2011 \$1.5M - (Reservoir Rehabilitation) | 2011               | \$ 1,500,000                      | \$ 69,965           | \$ 71,964           | \$ 74,020           | \$ 76,134           | \$ 78,310           | \$ 80,546           | \$ 582,669           | \$ 891,680                    |
| Bonds 2017 - \$12m (Water Plant)                   | 2017               | \$ 12,000,000                     | \$ 400,000          | \$ 415,000          | \$ 430,000          | \$ 450,000          | \$ 470,000          | \$ 495,000          | \$ 8,970,000         | \$ 10,815,000                 |
| <b>PRINCIPAL</b>                                   |                    | <b>\$ 14,860,100</b>              | <b>\$ 561,665</b>   | <b>\$ 581,114</b>   | <b>\$ 600,620</b>   | <b>\$ 625,184</b>   | <b>\$ 649,810</b>   | <b>\$ 679,496</b>   | <b>\$ 9,768,269</b>  | <b>\$ 12,323,380</b>          |
| <b>INTEREST</b>                                    |                    |                                   |                     |                     |                     |                     |                     |                     |                      |                               |
| Bonds 2011A \$19.43M (Refund 2008 TMBF)            | 2008 (2011 Refund) | 2.48%                             | \$ 19,714           | \$ 17,434           | \$ 15,095           | \$ 12,694           | \$ 10,232           | \$ 7,710            | \$ 7,609             | \$ 53,340                     |
| ARRA Loan 2011 \$1.5M - (Reservoir Rehabilitation) | 2011               | 2.82%                             | \$ 28,249           | \$ 26,250           | \$ 24,194           | \$ 22,080           | \$ 19,904           | \$ 17,668           | \$ 55,713            | \$ 139,558                    |
| Bonds 2017 - \$12m (Water Plant)                   | 2017               | 3.29%                             | \$ 508,000          | \$ 492,000          | \$ 475,400          | \$ 458,200          | \$ 435,700          | \$ 412,200          | \$ 2,813,100         | \$ 4,594,600                  |
| <b>INTEREST</b>                                    |                    |                                   | <b>\$ 555,962</b>   | <b>\$ 535,684</b>   | <b>\$ 514,688</b>   | <b>\$ 492,974</b>   | <b>\$ 465,836</b>   | <b>\$ 437,578</b>   | <b>\$ 2,876,423</b>  | <b>\$ 4,787,498</b>           |
| <b>TOTAL EXPENDITURES</b>                          |                    |                                   | <b>\$ 1,117,628</b> | <b>\$ 1,116,798</b> | <b>\$ 1,115,309</b> | <b>\$ 1,118,158</b> | <b>\$ 1,115,646</b> | <b>\$ 1,117,074</b> | <b>\$ 12,644,691</b> | <b>\$ 17,110,878</b>          |

| Purpose                                               | Issue Year         | Orig. Amt. Issued / Interest Rate | F 2019              | F 2020              | F 2021              | F 2022              | F 2023              | F 2024            | Balance (2025-2037) | Total Outstanding (2021-2048) |
|-------------------------------------------------------|--------------------|-----------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|---------------------|-------------------------------|
| <b>Sewer Operations</b>                               |                    |                                   |                     |                     |                     |                     |                     |                   |                     |                               |
| <b>PRINCIPAL</b>                                      |                    |                                   |                     |                     |                     |                     |                     |                   |                     |                               |
| Bonds 2005 \$24.67M (Refund 2001 / 2002)              | 2001, 2002, 2005   | \$ 9,868,000                      | \$ 888,000          | \$ 896,000          | \$ 902,000          | \$ 912,000          | \$ 622,000          | \$ 580,000        | \$ 580,000          | \$ 3,596,000                  |
| Bonds 2011A \$19.43M (Refund 2008 TMBF)               | 2008 (2011 Refund) | \$ 194,300                        | \$ 13,100           | \$ 13,450           | \$ 13,800           | \$ 14,150           | \$ 14,500           | \$ 14,850         | \$ 30,800           | \$ 88,100                     |
| ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects) | 2012               | \$ 868,572                        | \$ 38,712           | \$ 39,766           | \$ 40,849           | \$ 41,961           | \$ 43,104           | \$ 44,278         | \$ 419,142          | \$ 589,335                    |
| SRF Loan 2017 & Beyond                                | 2017               | \$ 100,000,000                    | n/a                 | n/a                 | n/a                 | n/a                 | n/a                 | n/a               |                     | \$ 100,000,000                |
| <b>PRINCIPAL</b>                                      |                    | <b>\$ 110,930,872</b>             | <b>\$ 939,812</b>   | <b>\$ 949,216</b>   | <b>\$ 956,649</b>   | <b>\$ 968,111</b>   | <b>\$ 679,604</b>   | <b>\$ 639,128</b> | <b>\$ 1,029,942</b> | <b>\$ 104,273,435</b>         |
| <b>INTEREST</b>                                       |                    |                                   |                     |                     |                     |                     |                     |                   |                     |                               |
| Bonds 2005 \$24.67M (Refund 2001 / 2002)              | 2001, 2002, 2005   | 3.00%-5.00%                       | \$ 264,650          | \$ 220,250          | \$ 175,450          | \$ 130,350          | \$ 84,750           | \$ 53,650         | \$ 24,650           | \$ 468,850                    |
| Bonds 2011A \$19.43M (Refund 2008 TMBF)               | 2008 (2011 Refund) | 2.48%                             | \$ 2,816            | \$ 2,491            | \$ 2,156            | \$ 12,694           | \$ 10,232           | \$ 7,710          | \$ 7,609            | \$ 40,402                     |
| ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects) | 2012               | 2.69%                             | \$ 17,489           | \$ 16,435           | \$ 15,352           | \$ 14,239           | \$ 13,097           | \$ 11,923         | \$ 49,200           | \$ 103,811                    |
| SRF Loan 2017 & Beyond                                | 2017               | 1.47%                             | n/a                 | \$ 500,000          | \$ 600,000          | \$ 600,000          | \$ 600,000          |                   |                     | \$ 1,800,000                  |
| <b>INTEREST</b>                                       |                    |                                   | <b>\$ 284,955</b>   | <b>\$ 739,175</b>   | <b>\$ 792,958</b>   | <b>\$ 757,283</b>   | <b>\$ 708,079</b>   | <b>\$ 73,283</b>  | <b>\$ 81,460</b>    | <b>\$ 2,413,063</b>           |
| <b>TOTAL EXPENDITURES</b>                             |                    |                                   | <b>\$ 1,224,767</b> | <b>\$ 1,688,391</b> | <b>\$ 1,749,607</b> | <b>\$ 1,725,395</b> | <b>\$ 1,387,683</b> | <b>\$ 712,411</b> | <b>\$ 1,111,402</b> | <b>\$ 6,686,498</b>           |

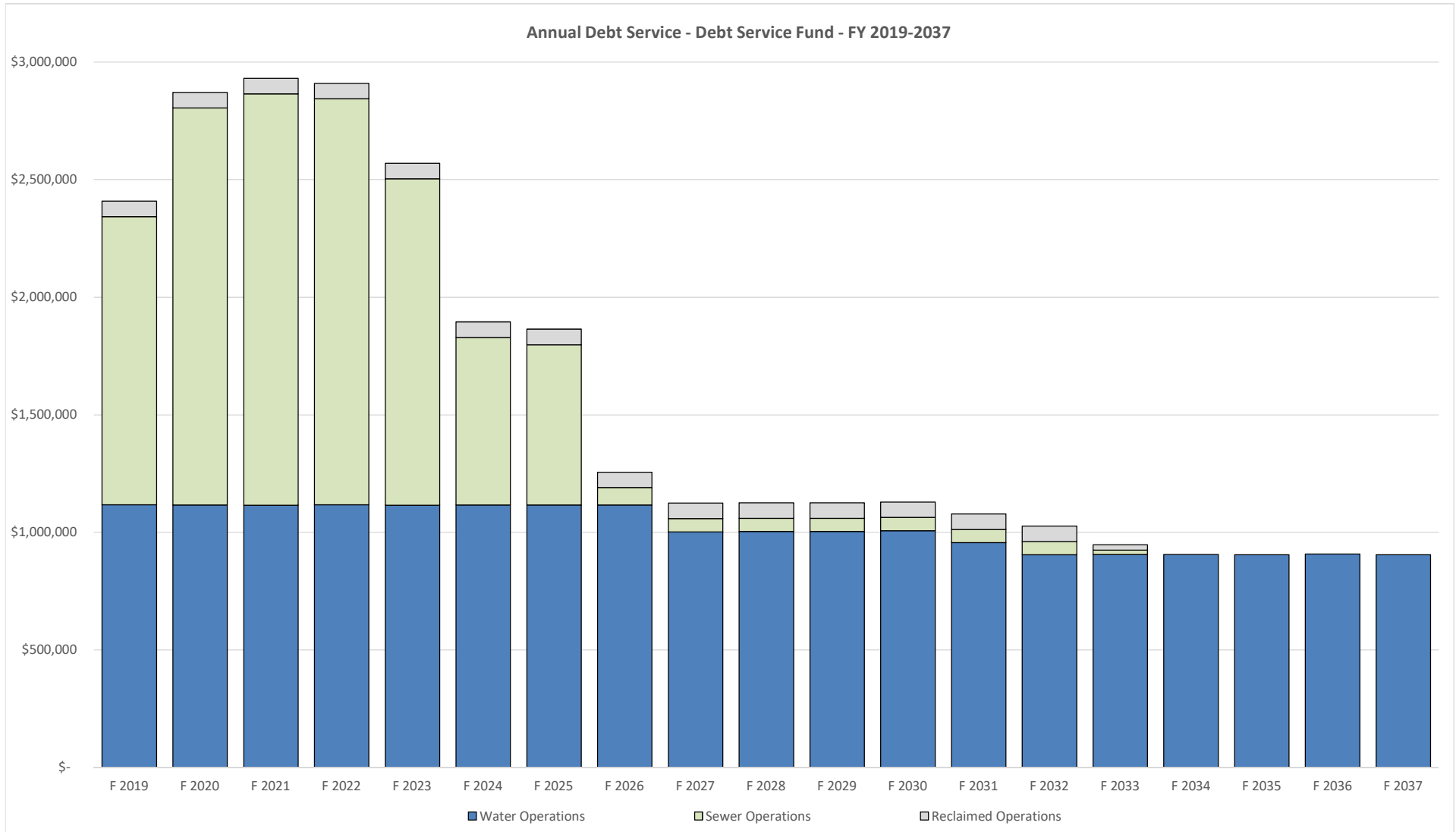
| Purpose                                               | Issue Year | Orig. Amt. Issued / Interest Rate | F 2019           | F 2020           | F 2021           | F 2022           | F 2023           | F 2024           | Balance (2025-2037) | Total Outstanding (2021-2037) |
|-------------------------------------------------------|------------|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|-------------------------------|
| <b>Reclaimed Operations</b>                           |            |                                   |                  |                  |                  |                  |                  |                  |                     |                               |
| <b>PRINCIPAL</b>                                      |            |                                   |                  |                  |                  |                  |                  |                  |                     |                               |
| ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects) | 2012       | \$ 1,019,628                      | \$ 45,444        | \$ 46,682        | \$ 47,953        | \$ 49,259        | \$ 50,600        | \$ 51,979        | \$ 492,037          | \$ 691,828                    |
| <b>PRINCIPAL</b>                                      |            | <b>\$ 1,019,628</b>               | <b>\$ 45,444</b> | <b>\$ 46,682</b> | <b>\$ 47,953</b> | <b>\$ 49,259</b> | <b>\$ 50,600</b> | <b>\$ 51,979</b> | <b>\$ 492,037</b>   | <b>\$ 691,828</b>             |
| <b>INTEREST</b>                                       |            |                                   |                  |                  |                  |                  |                  |                  |                     |                               |
| ARRA Loan 2013 \$1.89M - (Sewer & Reclaimed Projects) | 2012       | 2.69%                             | \$ 20,531        | \$ 19,293        | \$ 18,022        | \$ 16,716        | \$ 15,374        | \$ 13,996        | \$ 57,757           | \$ 121,865                    |
| <b>INTEREST</b>                                       |            |                                   | <b>\$ 20,531</b> | <b>\$ 19,293</b> | <b>\$ 18,022</b> | <b>\$ 16,716</b> | <b>\$ 15,374</b> | <b>\$ 13,996</b> | <b>\$ 57,757</b>    | <b>\$ 121,865</b>             |
| <b>TOTAL EXPENDITURES</b>                             |            |                                   | <b>\$ 65,975</b> | <b>\$ 65,975</b> | <b>\$ 65,975</b> | <b>\$ 65,975</b> | <b>\$ 65,975</b> | <b>\$ 65,975</b> | <b>\$ 549,794</b>   | <b>\$ 813,693</b>             |

\*Debt Service shown above for Proprietary Funds only shows budgeted debt service within operational accounts. Additional debt service is paid out of development accounts (Access & Taps) for all three funds - Water, Wastewater & Reclaimed. For FY 2020, those amounts are \$207,228 for Water Access, \$47,822 for Water Taps, \$2,760,220 for Sewer Access, \$79,703 for Reclaimed Access and \$15,941 for Reclaimed Taps.



Debt Service - Water, Wastewater & Reclaimed Funds Schedule

The chart below shows annual debt service for the Proprietary Funds (Water, Wastewater & Reclaimed Water) for all bonds issued from FY 2019-2037. General Obligation Bond Debt Service for the City of Franklin is budgeted within the Debt Service Fund.



\*Debt Service shown above for Proprietary Funds only shows budgeted debt service within operational accounts. Additional debt service is paid out of development accounts (Access & Taps) for all three funds - Water, Wastewater & Reclaimed. For FY 2020, those amounts are \$207,228 for Water Access, \$47,822 for Water Taps, \$2,760,220 for Sewer Access, \$79,703 for Reclaimed Access and \$15,941 for Reclaimed Taps.



# City of Franklin

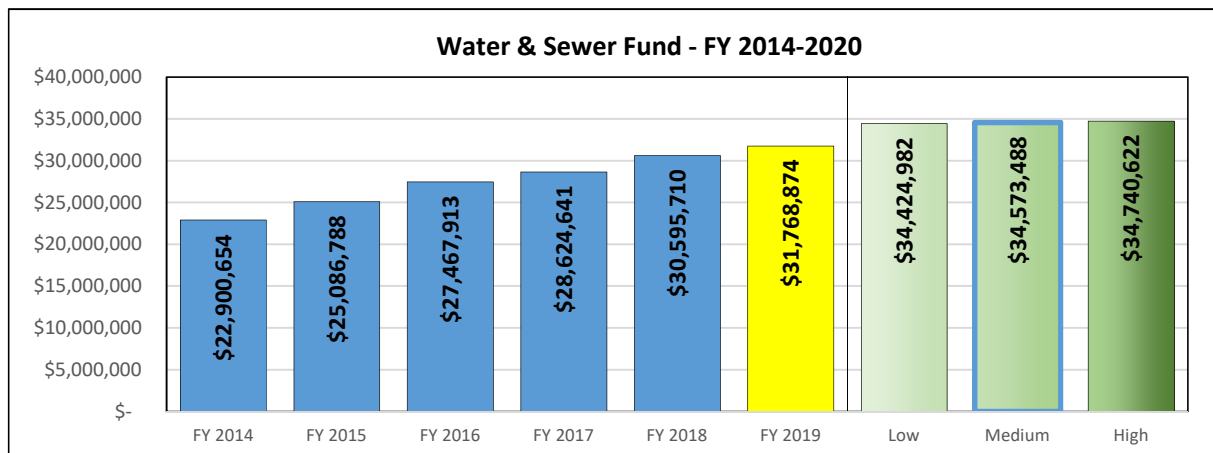
## Revenue Model

|              |                         |                                |              |
|--------------|-------------------------|--------------------------------|--------------|
| <b>Fund:</b> | <b>Water/Sewer Fund</b> | <b>Percent of All Revenues</b> | <b>21.1%</b> |
|--------------|-------------------------|--------------------------------|--------------|

**Water & Sewer Fund:** 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, paying the General Fund monies to cover the costs of services such as payroll, human resources and other support activities.

Rates are approved to increase by 2.9% for Water and 3.5% for Sewer for CY 2019 and again in CY 2020 as per BOMA vote on October 23, 2018. These increases are consistent with the latest five-year rate plan.

\*Note: Revenues shown below are for operational & customer service only. Capital Contributions are not included within this total, and will not necessarily tie to audited financial information.



|                                  | Actual               |                      |                      |                      |                      | Budget               | Forecast (FY 2020)   |                      |                      | Averages             |
|----------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
|                                  | FY 2014              | FY 2015              | FY 2016              | FY 2017              | FY 2018              | FY 2019              | Low                  | Medium               | High                 |                      |
| <b>% yr/yr.</b>                  | <b>5.4%</b>          | <b>9.5%</b>          | <b>9.5%</b>          | <b>4.2%</b>          | <b>6.9%</b>          | <b>3.8%</b>          | <b>8.4%</b>          | <b>8.8%</b>          | <b>9.4%</b>          |                      |
| <b>Water</b>                     |                      |                      |                      |                      |                      |                      |                      |                      |                      | <b>3-yr Average</b>  |
| Use of Money & Property          | 64,279               | 28,924               | 46,167               | 89,992               | 131,580              | 37,778               | 38,684               | 38,873               | 39,062               | <b>\$ 28,896,088</b> |
| Rates & Related Customer Service | 9,474,701            | 10,161,250           | 10,862,141           | 11,155,292           | 11,425,017           | 12,597,642           | 12,899,985           | 12,957,783           | 13,025,962           | <b>3.3%</b>          |
| <b>Wastewater</b>                |                      |                      |                      |                      |                      |                      |                      |                      |                      | <b>5-Yr Average</b>  |
| Use of Money & Property          | 22,977               | 86,477               | 110,042              | 95,071               | 183,627              | 87,354               | 89,975               | 90,411               | 90,848               | <b>\$ 26,935,141</b> |
| Rates & Related Customer Service | 13,207,624           | 14,724,348           | 16,324,715           | 17,146,739           | 18,719,089           | 18,841,250           | 19,406,488           | 19,496,571           | 19,594,900           | <b>3.6%</b>          |
| Transfer from Co. Fac. Tax.      |                      |                      |                      |                      |                      |                      | 1,285,000            | 1,285,000            | 1,285,000            |                      |
| <b>Reclaimed Water</b>           |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |
| Use of Money & Property          | 170                  | 14                   | 38                   | 196                  | 691                  | 100                  | 100                  | 100                  | 100                  |                      |
| Rates & Related Customer Service | 130,903              | 85,775               | 124,810              | 137,351              | 135,705              | 204,750              | 204,750              | 204,750              | 204,750              |                      |
| Use of F/B                       |                      |                      |                      |                      |                      |                      | 500,000              | 500,000              | 500,000              |                      |
| <b>Totals</b>                    | <b>\$ 22,900,654</b> | <b>\$ 25,086,788</b> | <b>\$ 27,467,913</b> | <b>\$ 28,624,641</b> | <b>\$ 30,595,710</b> | <b>\$ 31,768,874</b> | <b>\$ 34,424,982</b> | <b>\$ 34,573,488</b> | <b>\$ 34,740,622</b> |                      |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.





## *City of Franklin, Tennessee*

### **FY 2020 Operating Budget**

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# **OTHER GENERAL FUND OPERATING EXPENDITURES**

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The City of Franklin has several General Fund budgets which do not fit or belong to any particular department. These budgets are included herein.

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Under this operating unit are:

- **General Expenses**
- **Appropriations (to outside agencies)**
- **Interfund Transfers**



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### General Expenses

##### Budget Summary

|                   | 2017<br>Actual  | 2018<br>Actual    | 2019             |                  | 2020<br>Budget   | 2019 v. 2020   |              |
|-------------------|-----------------|-------------------|------------------|------------------|------------------|----------------|--------------|
|                   |                 |                   | Budget           | Estimated        |                  | \$             | %            |
| <b>Personnel</b>  | -831,130        | -2,487,379        | 1,951,820        | 1,940,053        | 2,521,650        | 569,830        | 29.2%        |
| <b>Operations</b> | 87,495          | 67,262            | 257,565          | 219,882          | 284,872          | 27,307         | 10.6%        |
| <b>Capital</b>    | 0               | 0                 | 0                | 0                | 0                | -              | 0.0%         |
| <b>Total</b>      | <b>-743,635</b> | <b>-2,420,117</b> | <b>2,209,385</b> | <b>2,159,935</b> | <b>2,806,522</b> | <b>597,137</b> | <b>27.0%</b> |

##### 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, the Citizen's Survey and other "shared" software services - such as Socrata and the Tennessee Municipal Benchmarking Project.

\$100,000 set aside for City support of Housing Initiatives in FY 2019 has been maintained for FY 2020.



## ***City of Franklin, Tennessee*** **FY 2020 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 2020 Operating Budget

### Budget

|                                   | Actual<br>2017   | Actual<br>2018     | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %            |
|-----------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|--------------|
| <b>Personnel</b>                  |                  |                    |                  |                  |                  |                  |              |
| Salaries & Wages                  | -                | -                  | -                | -                | 1,935,000        | 1,935,000        | #DIV/0!      |
| Employee Benefits                 | (831,130)        | (2,487,379)        | 1,951,820        | 1,940,053        | 586,650          | (1,365,170)      | -69.9%       |
| <b>Total Personnel</b>            | <b>(831,130)</b> | <b>(2,487,379)</b> | <b>1,951,820</b> | <b>1,940,053</b> | <b>2,521,650</b> | <b>569,830</b>   | <b>29.2%</b> |
| <b>Operations</b>                 |                  |                    |                  |                  |                  |                  |              |
| Notices, Subscriptions, etc.      | 85,697           | 36,538             | 49,565           | 47,667           | 49,122           | (443)            | -0.9%        |
| Utilities                         | 821              | 691                | 550              | 550              | 550              | -                | 0.0%         |
| Contractual Services              | 55,721           | 87,822             | 202,500          | 182,500          | 227,750          | 25,250           | 12.5%        |
| Repair & Maintenance Services     | -                | -                  | 1,000            | -                | 1,000            | -                | 0.0%         |
| Fuel & Mileage                    | (58,195)         | (61,719)           | -                | (20,000)         | -                | -                | 0.0%         |
| Machinery & Equipment (<\$25,000) | -                | -                  | 2,000            | 2,000            | 2,000            | -                | 0.0%         |
| Professional Development/Travel   | 130              | -                  | -                | -                | -                | -                | 0.0%         |
| Rentals                           | -                | 277                | 100              | 100              | 100              | -                | 0.0%         |
| Permits                           | 82               | -                  | 350              | 350              | 350              | -                | 0.0%         |
| Financial Fees                    | 2                | 14                 | -                | 2,500            | 2,500            | 2,500            | 100.0%       |
| Other Business Expenses           | 508              | -                  | 1,500            | 1,500            | 1,500            | -                | 0.0%         |
| Debt Service and Lease Payments   | 2,729            | 3,639              | -                | 2,715            | -                | -                | 0.0%         |
| <b>Total Operations</b>           | <b>87,495</b>    | <b>67,262</b>      | <b>257,565</b>   | <b>219,882</b>   | <b>284,872</b>   | <b>27,307</b>    | <b>10.6%</b> |
| <b>Capital</b>                    | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         |              |
| <b>Total General Expenses</b>     | <b>(743,635)</b> | <b>(2,420,117)</b> | <b>2,209,385</b> | <b>2,159,935</b> | <b>2,806,522</b> | <b>597,137</b>   | <b>27.0%</b> |



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appropriations

#### Budget Summary

|                   | 2017<br>Actual | 2018<br>Actual | 2019           |                | 2020<br>Budget | 2019 v. 2020   |              |
|-------------------|----------------|----------------|----------------|----------------|----------------|----------------|--------------|
|                   |                |                | Budget         | Estimated      |                | \$             | %            |
| <b>Personnel</b>  | 0              | 0              | 0              | 0              | 0              | 0              | 0.0%         |
| <b>Operations</b> | 464,936        | 366,269        | 516,301        | 466,824        | 480,894        | -35,407        | -6.9%        |
| <b>Capital</b>    | 0              | 0              | 0              | 0              | 0              | -              | 0.0%         |
| <b>Total</b>      | <b>464,936</b> | <b>366,269</b> | <b>516,301</b> | <b>466,824</b> | <b>480,894</b> | <b>-35,407</b> | <b>-6.9%</b> |

#### 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.

#### Franklin Citizens Survey

|                                     |                                                                      | 2016 Citizens Survey |           | 2019 Citizens Survey |           |
|-------------------------------------|----------------------------------------------------------------------|----------------------|-----------|----------------------|-----------|
|                                     |                                                                      | Excellent/<br>Good   | Fair/Poor | Excellent/<br>Good   | Fair/Poor |
| <input checked="" type="checkbox"/> | % rating the quality of services provided by Public Library Services | 93%                  | 7%        | 93%                  | 7%        |
| <input checked="" type="checkbox"/> | % rating the quality of services provided by Health Services         | 88%                  | 12%       | 88%                  | 12%       |
| <input checked="" type="checkbox"/> | % rating the quality of services provided by Animal Control          | 79%                  | 21%       | 84%                  | 16%       |



## City of Franklin, Tennessee FY 2020 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 2020 Operating Budget

### Budget

|                                             | Actual<br>2017 | Actual<br>2018 | Budget<br>2019 | Estd<br>2019   | Budget<br>2020 | Difference<br>\$ % |               |
|---------------------------------------------|----------------|----------------|----------------|----------------|----------------|--------------------|---------------|
| <b>Operations</b>                           |                |                |                |                |                |                    |               |
| Contracted Services                         |                |                |                |                |                |                    |               |
| Regional Transit Authority - 91X Bus        | 56,285         | 56,185         | 104,912        | 56,185         | 56,185         | (48,727)           | -46.4%        |
| Franklin Tomorrow                           | 29,610         | 25,958         | 34,610         | 34,610         | 34,610         | -                  | 0.0%          |
| Sister City Program                         | 5,076          | 3,825          | 5,500          | 5,500          | 5,500          | -                  | 0.0%          |
| <b>Total Contracted Services</b>            | <b>90,971</b>  | <b>85,968</b>  | <b>145,022</b> | <b>96,295</b>  | <b>96,295</b>  | <b>(48,727)</b>    | <b>-33.6%</b> |
| <b>Appropriations to Governments</b>        |                |                |                |                |                |                    |               |
| Health Department                           | 21,150         | 15,863         | 21,150         | 21,150         | 21,150         | -                  | 0.0%          |
| Animal Control                              | 93,685         | 68,502         | 110,354        | 110,354        | 118,674        | 8,320              | 7.5%          |
| Library - Books                             | 59,220         | 48,165         | 64,220         | 64,220         | 64,220         | -                  | 0.0%          |
| TN Reha @ Franklin                          | 22,495         | 17,378         | 23,170         | 23,170         | 23,170         | -                  | 0.0%          |
| Franklin Housing Authority                  | -              | -              | -              | -              | -              | -                  | 100.0%        |
| IDB & Health/Education Board                | -              | -              | 750            | -              | 750            | -                  | 0.0%          |
| I-65 Corridor Study                         | -              | 16,667         | -              | -              | -              | -                  | #DIV/0!       |
| <b>Total Appropriations to Gov't</b>        | <b>196,550</b> | <b>166,575</b> | <b>219,644</b> | <b>218,894</b> | <b>227,964</b> | <b>8,320</b>       | <b>3.8%</b>   |
| <b>Appropriations to Civic Org.</b>         |                |                |                |                |                |                    |               |
| ARC                                         | 4,230          | 3,172          | 4,230          | 4,230          | 4,230          | -                  | 0.0%          |
| Boys & Girls Club                           | 15,228         | 13,500         | 18,000         | 18,000         | 18,000         | -                  | 0.0%          |
| Bridges                                     | 15,040         | 11,280         | 15,040         | 15,040         | 15,040         | -                  | 0.0%          |
| Community Child Care                        | 29,140         | 21,855         | 29,140         | 29,140         | 29,140         | -                  | 0.0%          |
| Community Housing Partnership               | 8,460          | 6,345          | 8,460          | 8,460          | 8,460          | -                  | 0.0%          |
| J.L. Clay Center/Senior Citizens            | 20,827         | -              | -              | -              | -              | -                  | 0.0%          |
| Mid Cum Hum Res/Homemaker                   | 4,700          | 3,525          | 4,700          | 4,700          | 4,700          | -                  | 0.0%          |
| Mid-Cum Hum Res/Ombudsman                   | 2,061          | 1,875          | 2,500          | 2,500          | 2,500          | -                  | 0.0%          |
| Mid-Cum Meals on Wheels                     | 10,152         | 7,614          | 10,152         | 10,152         | 10,152         | -                  | 0.0%          |
| Second Harvest/Nashville's Table            | 1,269          | 1,125          | 1,500          | 1,500          | 1,500          | -                  | 0.0%          |
| Waves                                       | 22,913         | 17,185         | 22,913         | 22,913         | 22,913         | -                  | 0.0%          |
| Wmson Co Emergency Relief/Graceworks        | 13,395         | 11,250         | 15,000         | 15,000         | 15,000         | -                  | 0.0%          |
| Gentry's Education Center                   | 10,000         | 11,250         | 15,000         | 15,000         | 20,000         | 5,000              | 33.3%         |
| Transit Alliance                            | 5,000          | 3,750          | 5,000          | 5,000          | 5,000          | -                  | 0.0%          |
| Masonic Hall Historic Study                 | 15,000         | -              | -              | -              | -              | -                  | 0.0%          |
| <b>Total Appropriations to Civic Org's.</b> | <b>177,415</b> | <b>113,726</b> | <b>151,635</b> | <b>151,635</b> | <b>156,635</b> | <b>5,000</b>       |               |
| <b>Total Operations</b>                     | <b>464,936</b> | <b>366,269</b> | <b>516,301</b> | <b>466,824</b> | <b>480,894</b> | <b>(35,407)</b>    | <b>-6.9%</b>  |
| <b>Total Appropriations</b>                 | <b>464,936</b> | <b>366,269</b> | <b>516,301</b> | <b>466,824</b> | <b>480,894</b> | <b>(35,407)</b>    | <b>-6.9%</b>  |



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Interfund Transfers

##### Budget Summary

|                   | 2017<br>Actual   | 2018<br>Actual   | 2019             |                  | 2020<br>Budget   | 2019 v. 2020      |               |
|-------------------|------------------|------------------|------------------|------------------|------------------|-------------------|---------------|
|                   |                  |                  | Budget           | Estimated        |                  | \$                | %             |
| <b>Personnel</b>  | 0                | 0                | 0                | 0                | 0                | 0                 | 0.0%          |
| <b>Operations</b> | 4,000,580        | 1,644,399        | 5,290,171        | 5,290,171        | 1,253,371        | -4,036,800        | -76.3%        |
| <b>Capital</b>    | 0                | 0                | 0                | 0                | 0                | -                 | 0.0%          |
| <b>Total</b>      | <b>4,000,580</b> | <b>1,644,399</b> | <b>5,290,171</b> | <b>5,290,171</b> | <b>1,253,371</b> | <b>-4,036,800</b> | <b>-76.3%</b> |

##### 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 2020, the only transfers planned are to the State Street Aid Fund and the Transit Fund.

The significant decline in transfers from FY 2019 to FY 2020 are the result of one-time transfers not recurring. For FY 2019, the transfers are as follows:

##### Recurring Transfers:

|                                              |            |
|----------------------------------------------|------------|
| Regular Transit Funding:                     | \$ 985,171 |
| <i>Invest Franklin</i> Sidewalk Gap Funding: | \$ 250,000 |

##### Non-Recurring Transfers:

|                                       |                     |
|---------------------------------------|---------------------|
| 96W Trail:                            | \$ 1,750,000        |
| Communications Project Overage:       | \$ 825,000          |
| Chickasaw Fees Reimbursement:         | \$ 480,000          |
| Transit Year-End Cash (If Necessary): | \$ 1,000,000        |
| <b>Total FY 2019 Transfers</b>        | <b>\$ 5,290,171</b> |



## ***City of Franklin, Tennessee*** **FY 2020 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 2020 Operating Budget

### Interfund Transfers

|                                         | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference         |               |
|-----------------------------------------|------------------|------------------|------------------|------------------|------------------|--------------------|---------------|
|                                         |                  |                  |                  |                  |                  | \$                 | %             |
| <b>Personnel</b>                        |                  |                  |                  |                  |                  |                    |               |
| Salaries & Wages                        | -                | -                | -                | -                | -                | -                  | 0.0%          |
| Employee Benefits                       | -                | -                | -                | -                | -                | -                  | 0.0%          |
| <b>Total Personnel</b>                  | -                | -                | -                | -                | -                | -                  | <b>0.0%</b>   |
| <b>Operations</b>                       |                  |                  |                  |                  |                  |                    |               |
| TRANSFER TO STREET AID & TRANSPORTATION | 332,840          | -                | 250,000          | 250,000          | 250,000          | -                  | 0.0%          |
| TRANSFER TO SANITATION                  | 750,000          | 500,000          | -                | -                | -                | -                  | 0.0%          |
| TRANSFER TO ROAD IMPACT                 | -                | -                | 251,418          | 251,418          | -                | (251,418)          | 0.0%          |
| TRANSFER TO IN LIEU OF PARKLAND FUND    | -                | -                | 228,582          | 228,582          | -                | (228,582)          | 0.0%          |
| TRANSFER TO TRANSIT FUND                | 458,755          | 1,144,399        | 1,985,171        | 1,985,171        | 1,003,371        | (981,800)          | -49.5%        |
| TRANSFER TO DEBT SERVICE FUND           | 792,914          | -                | -                | -                | -                | -                  | 0.0%          |
| TRANSFER TO CAPITAL IMPROVEMENT BOND    | 1,666,071        | -                | 2,575,000        | 2,575,000        | -                | (2,575,000)        | -100.0%       |
| <b>Total Operations</b>                 | <b>4,000,580</b> | <b>1,644,399</b> | <b>5,290,171</b> | <b>5,290,171</b> | <b>1,253,371</b> | <b>(4,036,800)</b> | <b>-76.3%</b> |
| <b>Capital</b>                          | -                | -                |                  |                  |                  | -                  |               |
| <b>Total Interfund Transfers</b>        | <b>4,000,580</b> | <b>1,644,399</b> | <b>5,290,171</b> | <b>5,290,171</b> | <b>1,253,371</b> | <b>(4,036,800)</b> | <b>-76.3%</b> |



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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## *City of Franklin, Tennessee*

### **FY 2020 Operating Budget**

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## **OTHER SPECIAL FUNDS**

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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.

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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 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### City Facilities Tax Fund

#### Budget Summary

|                        | 2017<br>Actual | 2018<br>Actual | 2019       |            | 2020<br>Budget | 2018 v. 2019 |       |
|------------------------|----------------|----------------|------------|------------|----------------|--------------|-------|
|                        |                |                | Budget     | Estimated  |                | \$           | %     |
| Beginning Fund Balance | 6,976,276      | 10,441,436     | 14,410,218 | 14,410,218 | 13,410,821     |              |       |
| Revenues               | 3,850,553      | 4,885,177      | 2,449,305  | 2,336,872  | 3,075,000      | 625,695      | 25.5% |
| Expenditures           | 385,393        | 916,395        | 8,572,384  | 3,336,270  | 8,215,322      | -357,062     | -4.2% |
| Ending Balance         | 10,441,436     | 14,410,218     | 8,287,139  | 13,410,821 | 8,270,498      |              |       |

#### 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 2020 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 2020 Operating Budget

#### Budget

|                               | Actual<br>2017    | Actual<br>2018    | Budget<br>2019    | Estd<br>2019      | Budget<br>2020    | Difference<br>\$ | %            |
|-------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| <b>Beginning Fund Balance</b> | <b>6,976,276</b>  | <b>10,441,436</b> | <b>14,410,218</b> | <b>14,410,218</b> | <b>13,410,820</b> | <b>(999,398)</b> | <b>-6.9%</b> |
| <b>Revenues</b>               |                   |                   |                   |                   |                   |                  |              |
| FACILITIES TAXES              | 3,864,453         | 4,788,042         | 2,430,484         | 2,136,872         | 2,875,000         | 444,516          | 18.3%        |
| INTEREST INCOME               | (13,900)          | 97,135            | 18,821            | 200,000           | 200,000           | 181,179          | 962.6%       |
| <b>Total Available Funds</b>  | <b>3,850,553</b>  | <b>4,885,177</b>  | <b>2,449,305</b>  | <b>2,336,872</b>  | <b>3,075,000</b>  | <b>625,695</b>   | <b>25.5%</b> |
| <b>Expenses</b>               |                   |                   |                   |                   |                   |                  |              |
| Total Police                  | -                 | 287,656           | -                 | -                 | -                 | -                | 0.0%         |
| Total Fire                    | 214,121           | 165,704           | 8,217,884         | 3,004,992         | 7,949,802         | (268,082)        | -3.3%        |
| Total Parks                   | 44,579            | 463,035           | -                 | -                 | 75,500            | 75,500           | 0.0%         |
| Total SW Collection           | -                 | -                 | 354,500           | 331,278           | 190,020           | (164,480)        | -100.0%      |
| Total SW Disposal             | 126,693           | -                 | -                 | -                 | -                 | -                | 0.0%         |
| <b>Total Expenditures</b>     | <b>385,393</b>    | <b>916,395</b>    | <b>8,572,384</b>  | <b>3,336,270</b>  | <b>8,215,322</b>  | <b>(357,062)</b> | <b>-4.2%</b> |
| <b>Ending Fund Balance</b>    | <b>10,441,436</b> | <b>14,410,218</b> | <b>8,287,139</b>  | <b>13,410,820</b> | <b>8,270,498</b>  | <b>(16,641)</b>  | <b>-0.2%</b> |

#### Notes & Objectives

The forecast for FY 2020 revenues is an estimate based upon historic averages and a careful, conservative analysis of anticipated new building projects both within the City's Development Services pipeline or anticipated to be within the upcoming 12 month period. 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.

Regardless of the level of building activity, there is ample fund balance to fund the completion of Fire Station 7 (the majority of cost is now being programmed into FY 2020).



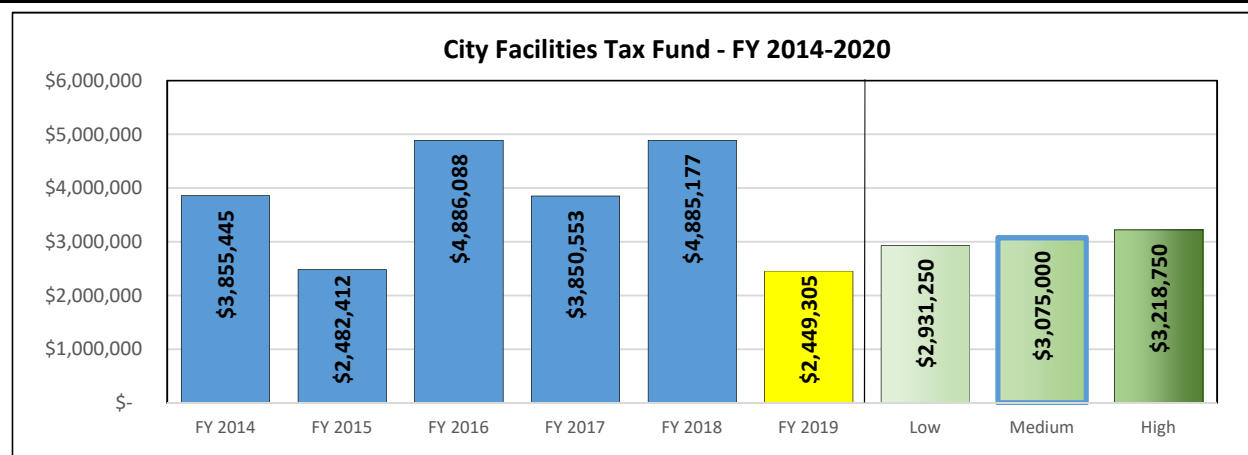
# City of Franklin

## Revenue Model

|              |                                 |                                |             |
|--------------|---------------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>City Facilities Tax Fund</b> | <b>Percent of All Revenues</b> | <b>1.9%</b> |
|--------------|---------------------------------|--------------------------------|-------------|

**City 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 2020 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              | Forecasts (FY 2020) |                     |                     | Averages      |
|-----------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                 | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b> | <b>46.9%</b>        | <b>-35.6%</b>       | <b>96.8%</b>        | <b>-21.2%</b>       | <b>26.9%</b>        | <b>-49.9%</b>       | <b>19.7%</b>        | <b>25.5%</b>        | <b>31.4%</b>        |               |
| July            | 188,335             | 174,169             | 460,763             | 221,540             | 202,536             | 161,854             | 192,266             | 202,385             | 212,504             | 3-yr Average  |
| August          | 282,956             | 128,599             | 138,739             | 299,262             | 649,402             | 138,733             | 155,266             | 163,437             | 171,609             | \$ 4,540,606  |
| September       | 172,873             | 155,707             | 405,920             | 242,795             | 635,277             | 158,463             | 177,347             | 186,681             | 196,015             | -15.4%        |
| October         | 1,182,887           | 211,229             | 693,869             | 663,512             | 437,274             | 401,233             | 449,048             | 472,682             | 496,316             | 5-Yr Average  |
| November        | 234,251             | 160,556             | 561,169             | 176,544             | 516,609             | 195,071             | 218,318             | 229,808             | 241,298             | \$ 4,026,057  |
| December        | 188,891             | 168,587             | 235,832             | 432,916             | 321,669             | 177,773             | 198,959             | 209,430             | 219,902             | -7.8%         |
| January         | 189,243             | 186,851             | 227,208             | 180,975             | 222,051             | 129,410             | 144,832             | 152,455             | 160,077             | 10-Yr Average |
| February        | 70,242              | 130,798             | 575,877             | 575,155             | 470,643             | 203,546             | 227,803             | 239,792             | 251,782             | \$ 2,927,254  |
| March           | 216,615             | 227,269             | 302,406             | 372,318             | 211,194             | 180,848             | 202,400             | 213,053             | 223,706             | -1.6%         |
| April           | 160,708             | 383,594             | 336,678             | 140,530             | 282,850             | 167,370             | 187,316             | 197,174             | 207,033             |               |
| May             | 309,052             | 256,477             | 325,313             | 119,466             | 163,847             | 182,572             | 204,330             | 215,084             | 225,838             |               |
| June            | 652,730             | 284,637             | 564,194             | 439,440             | 674,690             | 333,611             | 373,368             | 393,019             | 412,669             |               |
| Interest Income | 6,662               | 13,939              | 58,120              | (13,900)            | 97,135              | 18,821              | 200,000             | 200,000             | 200,000             |               |
| <b>Totals</b>   | <b>\$ 3,855,445</b> | <b>\$ 2,482,412</b> | <b>\$ 4,886,088</b> | <b>\$ 3,850,553</b> | <b>\$ 4,885,177</b> | <b>\$ 2,449,305</b> | <b>\$ 2,931,250</b> | <b>\$ 3,075,000</b> | <b>\$ 3,218,750</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### County Facilities Tax Fund

#### Budget Summary

|                        | 2017<br>Actual | 2018<br>Actual | 2019      |           | 2020<br>Budget | 2019 v. 2020 |        |
|------------------------|----------------|----------------|-----------|-----------|----------------|--------------|--------|
|                        |                |                | Budget    | Estimated |                | \$           | %      |
| Beginning Fund Balance | -              | 3,488,072      | 4,804,517 | 4,804,517 | 3,661,920      |              |        |
| Revenues               | 3,488,072      | 1,616,445      | 1,250,000 | 607,403   | 1,310,000      | 60,000       | 100.0% |
| Expenditures           | -              | 300,000        | 1,750,000 | 1,750,000 | 1,285,000      | -465,000     | 100.0% |
| Ending Balance         | 3,488,072      | 4,804,517      | 4,304,517 | 3,661,920 | 3,686,920      |              |        |

#### Fund Summary

The County Facilities Tax Fund is a 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 FY 2017, 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 2020 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 2020 Operating Budget

#### Budget

|                               | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference<br>\$ | %             |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Beginning Fund Balance</b> | -                | 3,488,072        | 4,804,517        | 4,804,517        | 3,661,920        | (1,142,597)      | -23.8%        |
| <b>Revenues</b>               |                  |                  |                  |                  |                  |                  |               |
| COUNTY FACILITY TAX           | -                | 971,814          | 1,250,000        | 540,244          | 1,250,000        | -                | 0.0%          |
| TRANSFER FROM CAPITAL PROJ    | 3,487,056        | 635,074          | -                | -                | -                | -                | 0.0%          |
| INTEREST INCOME               | 1,016            | 9,557            | -                | 67,159           | 60,000           | 60,000           | 0.0%          |
| <b>Total Available Funds</b>  | <b>3,488,072</b> | <b>1,616,445</b> | <b>1,250,000</b> | <b>607,403</b>   | <b>1,310,000</b> | <b>60,000</b>    | <b>4.8%</b>   |
| <b>Expenses</b>               |                  |                  |                  |                  |                  |                  |               |
| CAPITAL                       | -                | 300,000          | 1,750,000        | 1,750,000        | 1,285,000        | (465,000)        | -26.6%        |
| <b>Total Expenditures</b>     | <b>-</b>         | <b>300,000</b>   | <b>1,750,000</b> | <b>1,750,000</b> | <b>1,285,000</b> | <b>(465,000)</b> | <b>-26.6%</b> |
| <b>Ending Fund Balance</b>    | <b>3,488,072</b> | <b>4,804,517</b> | <b>4,304,517</b> | <b>3,661,920</b> | <b>3,686,920</b> | <b>(617,597)</b> | <b>-14.3%</b> |

#### Notes & Objectives

The County Facilities Tax Fund has been used to support capital projects within the City of Franklin which are related to or assist in the completion of County-owned facilities. In FY 2019, the \$1,750,000 appropriated from the fund went to support the 96W Trail project.

\$1,285,000 is proposed for expenses at this time. This is a transfer to the Water Management Fund for the completion of the Henpeck lane Sanitary Sewer Extension. Additional funding may be added further into Fy 2020 once the next set of capital projects are prioritized and financing determined.



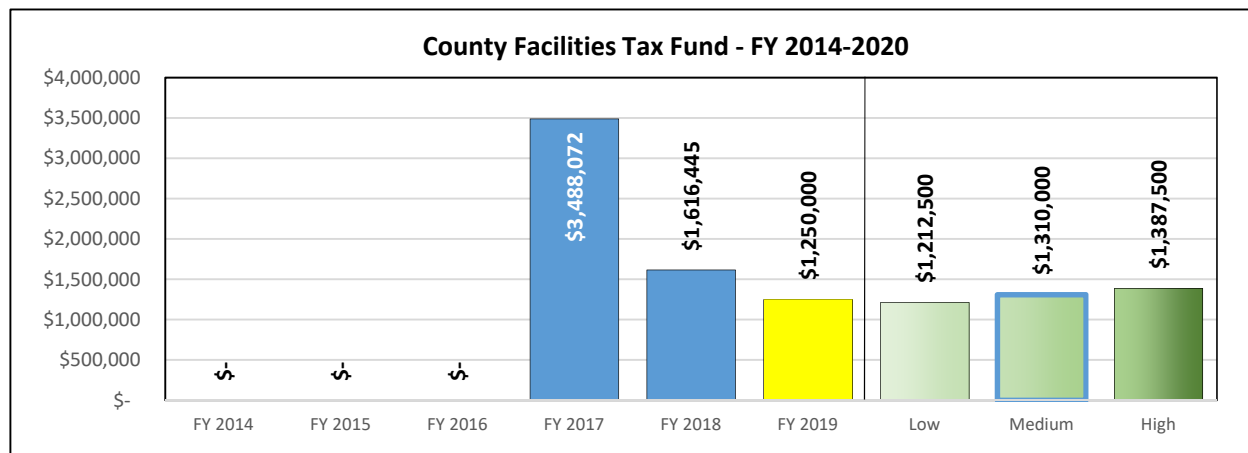
# City of Franklin

## Revenue Model

|              |                                   |                                |             |
|--------------|-----------------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>County Facilities Tax Fund</b> | <b>Percent of All Revenues</b> | <b>0.8%</b> |
|--------------|-----------------------------------|--------------------------------|-------------|

**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       | Forecasts (FY 2020) |              |              | Averages |
|----------------------------|---------|---------|---------|--------------|--------------|--------------|---------------------|--------------|--------------|----------|
|                            | FY 2014 | FY 2015 | FY 2016 | FY 2017      | FY 2018      | FY 2019      | Low                 | Medium       | High         |          |
| <b>% yr/yr.</b>            | n/a     | n/a     | n/a     | n/a          | -53.7%       | -22.7%       | -3.0%               | 4.8%         | 11.0%        |          |
| Tax Collections            | -       | -       | -       | -            | 971,814      | 1,250,000    | 1,187,500           | 1,250,000    | 1,312,500    | n/a      |
| Transfer from Capital Fund | -       | -       | -       | 3,487,056    | 635,074      |              |                     |              |              |          |
| Interest Income            | -       | -       | -       | 1,016        | 9,557        | -            | 25,000              | 60,000       | 75,000       |          |
| <b>Totals</b>              | \$ -    | \$ -    | \$ -    | \$ 3,488,072 | \$ 1,616,445 | \$ 1,250,000 | \$ 1,212,500        | \$ 1,310,000 | \$ 1,387,500 |          |

Source: City of Franklin, Comprehensive Annual Financial Report - 2017-2018 & Estimates from Finance & Revenue Management Departments.





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Hotel/Motel Tax Fund

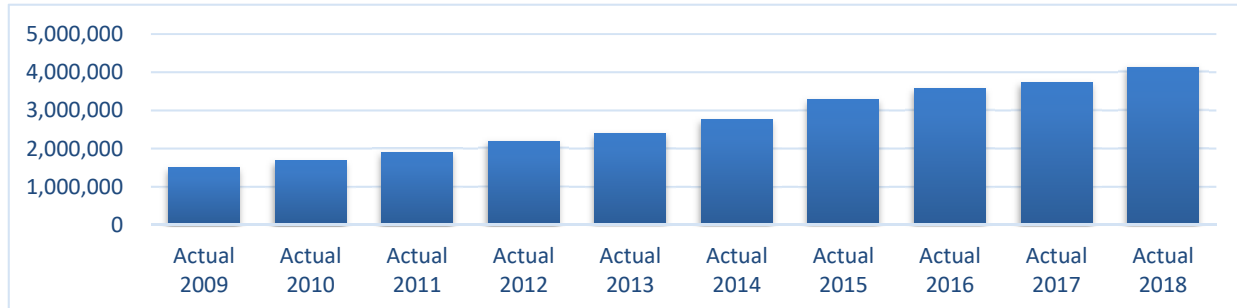
#### Budget Summary

|                        | 2017<br>Actual | 2018<br>Actual | 2019      |           | 2020<br>Budget | 2019 v. 2020 |       |
|------------------------|----------------|----------------|-----------|-----------|----------------|--------------|-------|
|                        |                |                | Budget    | Estimated |                | \$           | %     |
| Beginning Fund Balance | 2,634,109      | 3,827,284      | 5,722,086 | 5,722,086 | 7,075,545      |              |       |
| Revenues               | 3,721,055      | 4,136,321      | 3,744,327 | 3,876,175 | 4,020,520      | 276,193      | 7.4%  |
| Expenditures           | 2,527,880      | 2,241,519      | 2,775,809 | 2,522,716 | 2,501,742      | -274,067     | -9.9% |
| Ending Balance         | 3,827,284      | 5,722,086      | 6,690,604 | 7,075,545 | 8,594,323      |              |       |

#### 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 2018) to support the Williamson County Convention and Visitors Bureau.

Receipts in the hotel/motel fund largely met expectations as the chart below demonstrates.





## ***City of Franklin, Tennessee*** **FY 2020 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.



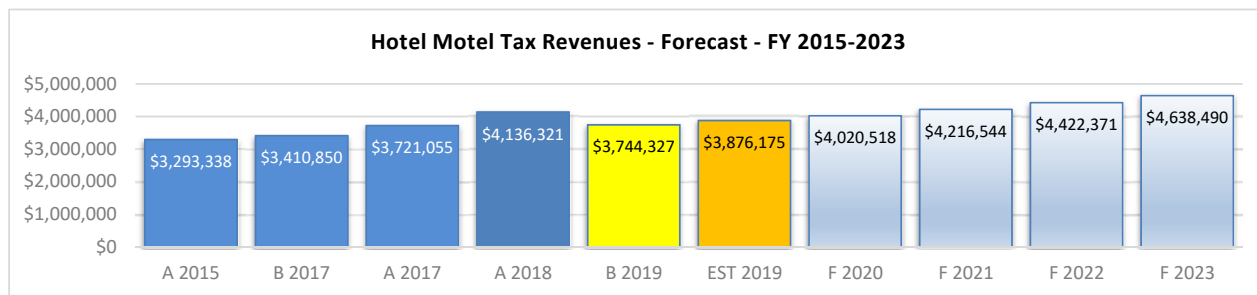
## City of Franklin, Tennessee FY 2020 Operating Budget

### Budget

|                               | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference       |              |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------|
|                               |                  |                  |                  |                  |                  | \$               | %            |
| <b>Beginning Fund Balance</b> | <b>2,634,109</b> | <b>3,827,284</b> | <b>5,722,086</b> | <b>5,722,086</b> | <b>7,075,545</b> |                  |              |
| <b>Revenues</b>               |                  |                  |                  |                  |                  |                  |              |
| HOTEL/MOTEL TAXES             | 3,710,589        | 4,097,695        | 3,733,827        | 3,751,175        | 3,920,520        | 186,693          | 5.0%         |
| INTEREST INCOME               | 10,466           | 38,626           | 10,500           | 125,000          | 100,000          | 89,500           | 852.4%       |
| CONTRIBUTIONS-OTHERS          | -                | -                | -                | -                | -                | -                |              |
| <b>Total Available Funds</b>  | <b>3,721,055</b> | <b>4,136,321</b> | <b>3,744,327</b> | <b>3,876,175</b> | <b>4,020,520</b> | <b>276,193</b>   | <b>7.4%</b>  |
| <b>Expenses</b>               |                  |                  |                  |                  |                  |                  |              |
| CONTRACTUAL SERVICES          | 40,994           | 29,290           | 25,000           | -                | -                | (25,000)         | -100.0%      |
| REPAIR & MAINT. SERVICES      | 1,551            | 7,920            | -                | -                | -                | -                | 0.0%         |
| OPERATING SUPPLIES            | 93,015           | 55,360           | -                | -                | 23,500           | 23,500           | 0.0%         |
| COOL SPRINGS CONF. CENT.      | (92,792)         | (221,860)        | -                | (228,092)        | -                | -                | 0.0%         |
| CONTRACTED SERVICES           | 849,271          | 926,602          | 979,813          | 979,813          | 1,028,804        | 48,991           | 5.0%         |
| TRANSFER TO DEBT SERV. FUND   | 1,119,916        | 1,118,668        | 1,112,960        | 1,112,960        | 1,111,402        | (1,558)          | -0.1%        |
| TRANSFER TO CAPITAL PROJECTS  | 195,000          | -                | 195,000          | 195,000          | -                | (195,000)        | 0.0%         |
| LAND ACQUISITION              | 214,285          | 214,286          | 214,286          | 214,286          | 214,286          | -                | 0.0%         |
| PARKS & RECREATION FACILITIES | 106,640          | 111,253          | 248,750          | 248,750          | 63,750           | (185,000)        | -74.4%       |
| MACHINERY & EQUIPMENT         |                  | 108,318          | -                | -                | 60,000           | -                | 0.0%         |
| <b>Total Expenditures</b>     | <b>2,527,880</b> | <b>2,241,519</b> | <b>2,775,809</b> | <b>2,522,716</b> | <b>2,501,742</b> | <b>(274,067)</b> | <b>-9.9%</b> |
| <b>Ending Fund Balance</b>    | <b>3,827,284</b> | <b>5,722,086</b> | <b>6,690,604</b> | <b>7,075,545</b> | <b>8,594,323</b> |                  |              |

### 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 2015-FY 2023.

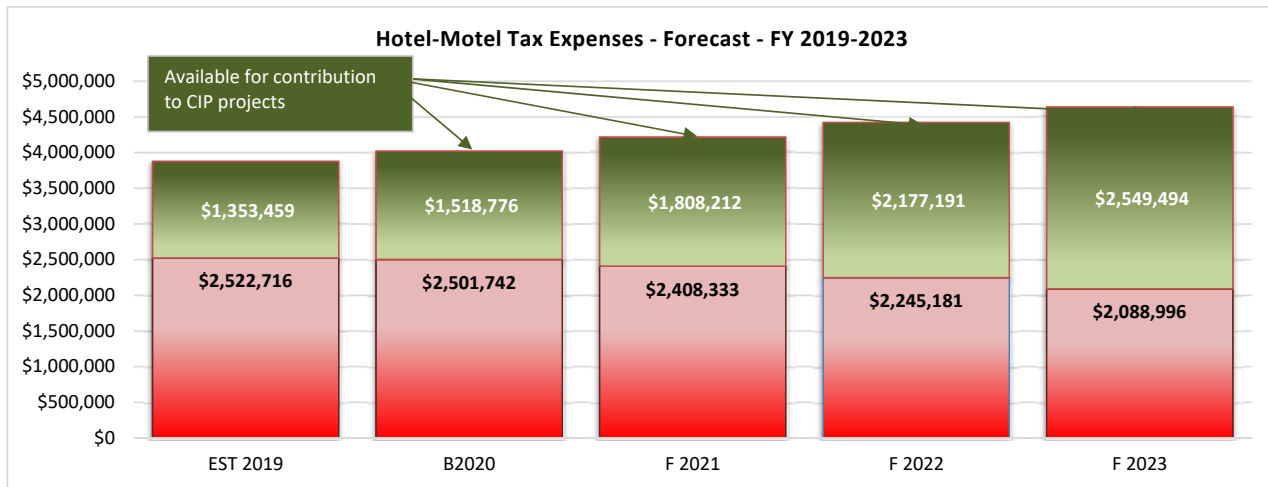


On the expense side, known (fixed cost) expenses in the next five years include debt service and the 1% contribution to the Williamson County Convention & Visitor's Bureau.



## City of Franklin, Tennessee FY 2020 Operating Budget

### Budget



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.



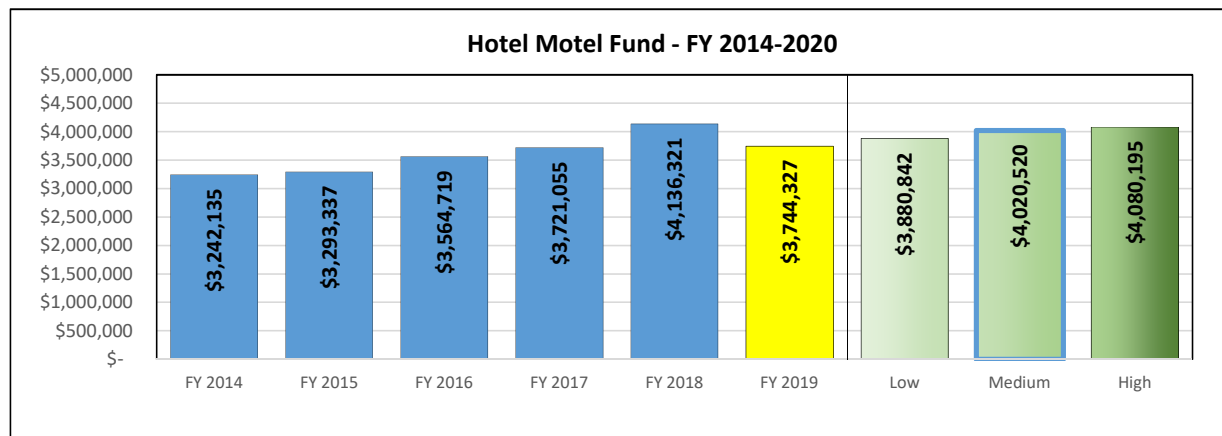
# City of Franklin

## Revenue Model

|              |                         |                                |             |
|--------------|-------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Hotel Motel Fund</b> | <b>Percent of All Revenues</b> | <b>2.5%</b> |
|--------------|-------------------------|--------------------------------|-------------|

**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 Battlefield parks. Also, the funds can be used to support projects and operations related to tourism.

Rev/PAR, Occupancy Rates and the Average Daily Rate continue to be exceedingly strong in Franklin and greater Nashville. The FY 2020 Forecast is an increase of 5% in receipts over FY 2019 Budget.



|                          | Actual              |                     |                     |                     |                     | Budget              | Forecasts (FY 2020) |                     |                     | Averages      |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------|
|                          | FY 2014             | FY 2015             | FY 2016             | FY 2017             | FY 2018             | FY 2019             | Low                 | Medium              | High                |               |
| <b>% yr/yr.</b>          | <b>31.2%</b>        | <b>1.6%</b>         | <b>8.2%</b>         | <b>4.4%</b>         | <b>11.2%</b>        | <b>-9.5%</b>        | <b>3.6%</b>         | <b>7.4%</b>         | <b>9.0%</b>         |               |
| July                     | 220,564             | 262,528             | 321,484             | 359,016             | 553,391             | 380,200             | 391,606             | 399,210             | 406,814             | 3-yr Average  |
| August                   | 202,941             | 273,788             | 255,448             | 299,477             | 338,006             | 320,688             | 330,308             | 336,722             | 343,136             | \$ 3,807,365  |
| September                | 219,382             | 310,183             | 306,676             | 335,101             | 375,008             | 357,511             | 368,237             | 375,387             | 382,537             | -0.6%         |
| October                  | 242,061             | 294,166             | 323,020             | 357,048             | 387,305             | 384,706             | 396,248             | 403,942             | 411,636             | 5-Yr Average  |
| November                 | 223,360             | 228,683             | 247,283             | 276,090             | 324,040             | 300,986             | 310,015             | 316,035             | 322,055             | \$ 3,591,514  |
| December                 | 175,183             | 207,948             | 205,388             | 214,176             | 248,608             | 233,279             | 240,277             | 244,942             | 249,608             | 0.9%          |
| January                  | 184,875             | 213,640             | 235,170             | 222,664             | 225,619             | 230,238             | 237,145             | 241,750             | 246,354             | 10-Yr Average |
| February                 | 214,823             | 231,263             | 266,011             | 255,252             | 279,126             | 253,994             | 261,614             | 266,694             | 271,774             | \$ 2,783,083  |
| March                    | 274,024             | 321,936             | 348,031             | 341,392             | 376,573             | 325,797             | 335,571             | 342,087             | 348,603             | 3.5%          |
| April                    | 260,989             | 311,958             | 350,962             | 331,685             | 362,495             | 304,355             | 313,486             | 319,573             | 325,660             | 20-Yr Average |
| May                      | 249,496             | 288,118             | 340,943             | 353,139             | 372,611             | 299,497             | 308,482             | 314,472             | 320,462             | \$ 1,774,754  |
| June                     | 297,104             | 346,808             | 357,555             | 365,549             | 254,913             | 342,577             | 312,855             | 359,706             | 326,558             | 5.5%          |
| EASTERN FLANK LOOP GRANT | 476,000             | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   |               |
| INTEREST INCOME          | 1,333               | 2,318               | 6,750               | 10,466              | 38,626              | 10,500              | 75,000              | 100,000             | 125,000             |               |
| <b>Totals</b>            | <b>\$ 3,242,135</b> | <b>\$ 3,293,337</b> | <b>\$ 3,564,719</b> | <b>\$ 3,721,055</b> | <b>\$ 4,136,321</b> | <b>\$ 3,744,327</b> | <b>\$ 3,880,842</b> | <b>\$ 4,020,520</b> | <b>\$ 4,080,195</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Debt Service Fund

#### Budget Summary

|                        | 2017<br>Actual | 2018<br>Actual | 2019       |            | 2020<br>Budget | 2019 v. 2020 |        |
|------------------------|----------------|----------------|------------|------------|----------------|--------------|--------|
|                        |                |                | Budget     | Estimated  |                | \$           | %      |
| Beginning Fund Balance | 5,000          | 90,197         | 106,587    | 106,587    | 89,874         |              |        |
| Revenues               | 12,981,945     | 13,657,071     | 13,684,617 | 13,741,491 | 15,468,087     | 1,783,470    | 13.03% |
| Expenditures           | 12,896,748     | 13,640,681     | 13,758,204 | 13,758,204 | 15,455,385     | 1,697,181    | 12.34% |
| Ending Balance         | 90,197         | 106,587        | 33,000     | 89,874     | 102,575        |              |        |

#### 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.

#### Debt Management Policy Ratios

Appendix E of this document provides the City's adopted Debt Management Policy. The City of Franklin has had an adopted debt management policy since June 2009. Over the ensuing decade, this policy has been revised and amended to keep pace with changing economic and fiscal conditions. The policy was last reviewed and revised by the Board of Mayor and Alderman in December 2017.

Section V of this policy covers Debt Affordability. There are three ratios the City strives to balance in its overall execution and management of debt:

#### 2) Direct Debt of Operating Revenues of less than or equal to 3x

FY 2019 Operating Revenues (All Funds):  
 \$ 151,997,610  
 3x FY 2019 Operating Revenues  
 \$ 455,992,830  
 Current Bonded Debt (all funds)  
 \$ 175,530,375  
 Direct Debt as x of Operating Revenues  
 1.2

Measure: Favorable

#### 1) Direct Debt as a % of Full Value less than or equal to 1.75 %

Full Value of Franklin: (FY 2018)  
 \$ 15,550,483,075  
 1.75% of Full Value:  
 \$ 272,133,454  
 Current Bonded Debt (all funds)  
 \$ 175,530,375  
 As % of Full Value: 1.13%

Measure: Favorable

#### 3) Total Governmental Funds Debt Service as a % of expenditures less than or equal to 25%

Total Governmental Funds Debt Service:  
 \$ 13,764,063  
 Total Governmental Funds Expenditures (All Funds Expenditures LESS Water & Wastewater Funds)  
 \$ 123,843,799  
 Gov. Funds Debt Service as % of Gov. Funds Expenditures  
 11.1%

Measure: Favorable



## ***City of Franklin, Tennessee*** **FY 2020 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 2020 Operating Budget

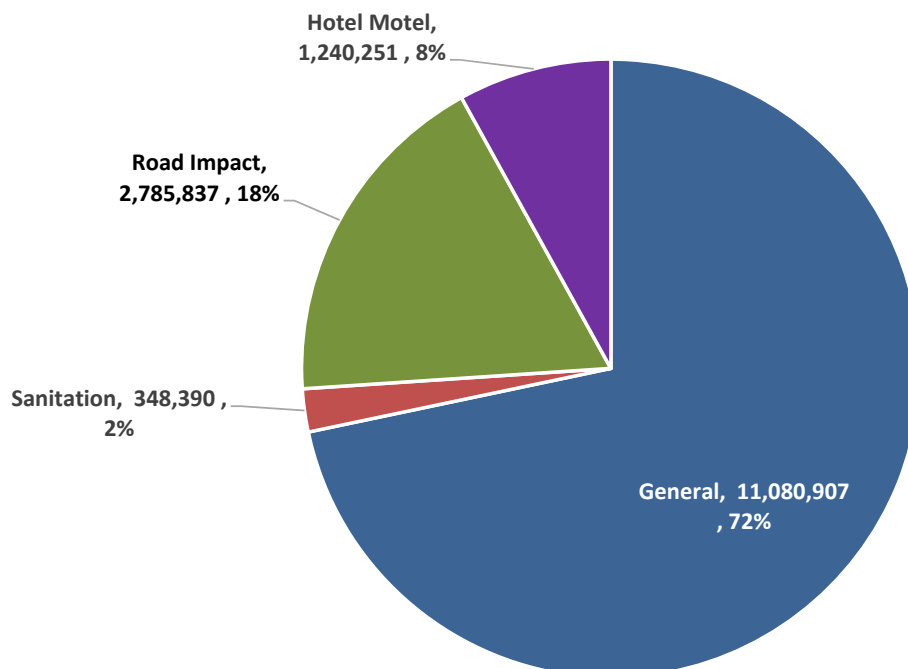
### Budget

|                                        | Actual<br>2017    | Actual<br>2018    | Budget<br>2019    | Estd<br>2019      | Budget<br>2020    | Difference<br>\$ | %            |
|----------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------|
| <b>Beginning Fund Balance</b>          | <b>5,000</b>      | <b>90,197</b>     | <b>106,587</b>    | <b>106,587</b>    | <b>89,874</b>     |                  |              |
| <b>Revenues</b>                        |                   |                   |                   |                   |                   |                  |              |
| TOTAL LOCAL TAXES                      | 7,503,769         | 8,505,949         | 8,620,102         | 8,582,201         | 10,704,090        | 2,083,988        | 24.2%        |
| TOTAL INTERGOVERNMENTAL                | 846,359           | 843,028           | 870,720           | 883,648           | 358,077           | (512,643)        | -58.9%       |
| TOTAL USE OF MONEY & PROPE             | 4,354             | 16,390            | 5,000             | 86,847            | 100,000           | 95,000           | 1900.0%      |
| TOTAL OTHER REVENUE                    | 4,627,463         | 4,291,704         | 4,188,795         | 4,188,795         | 4,305,920         | 117,125          | 2.8%         |
| <b>Total Available Funds</b>           | <b>12,981,945</b> | <b>13,657,071</b> | <b>13,684,617</b> | <b>13,741,491</b> | <b>15,468,087</b> | <b>1,783,470</b> | <b>13.0%</b> |
| <b>Expenses (Debt Service by Fund)</b> |                   |                   |                   |                   |                   |                  |              |
| General                                | 8,029,359         | 9,120,354         | 9,327,839         | 9,327,839         | 11,080,907        | 1,753,068        | 18.8%        |
| Sanitation                             | 628,454           | 273,390           | 167,184           | 167,184           | 348,390           | 181,206          | 108.4%       |
| Road Impact                            | 3,000,344         | 3,009,364         | 3,029,255         | 3,029,255         | 2,785,837         | (243,418)        | -8.0%        |
| Hotel Motel                            | 1,238,592         | 1,237,574         | 1,233,926         | 1,233,926         | 1,240,251         | 6,325            | 0.5%         |
| <b>Total Expenditures</b>              | <b>12,896,748</b> | <b>13,640,681</b> | <b>13,758,204</b> | <b>13,758,204</b> | <b>15,455,385</b> | <b>1,697,181</b> | <b>12.3%</b> |
| <b>Ending Fund Balance</b>             | <b>90,197</b>     | <b>106,587</b>    | <b>33,000</b>     | <b>89,874</b>     | <b>102,575</b>    |                  |              |

### Notes & Objectives

The Debt Service Fund for FY 2020 includes all currently issued G.O. Bonds, including the recently issued 2019A and 2019B Refunding Bonds.

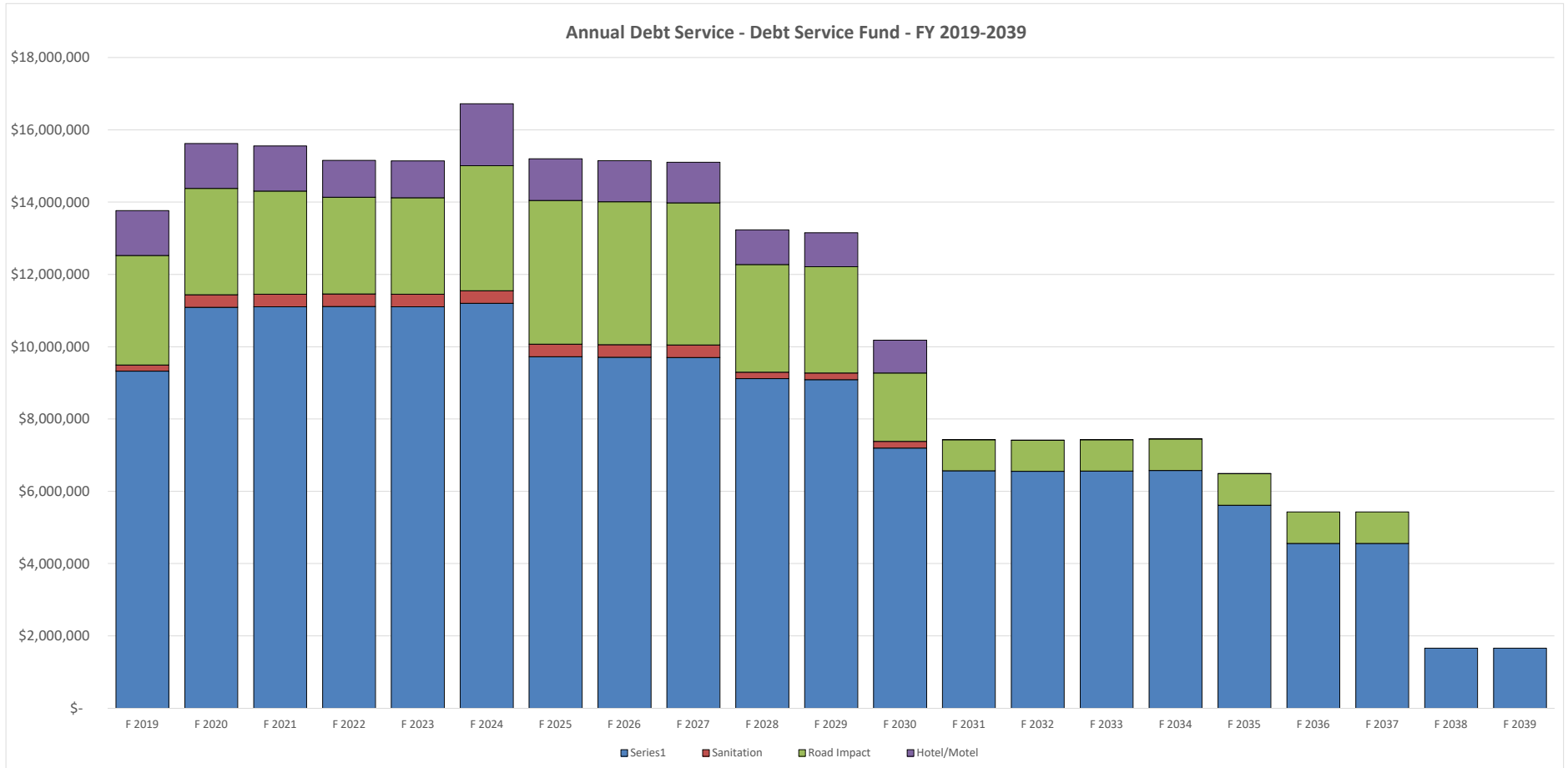
Below is FY 2020 G.O. Debt Service by fund. Water & Wastewater Debt is budgeted separately under the Water Management Department budget.





Debt Service Fund - General Obligation / Governmental Funds Debt Schedule

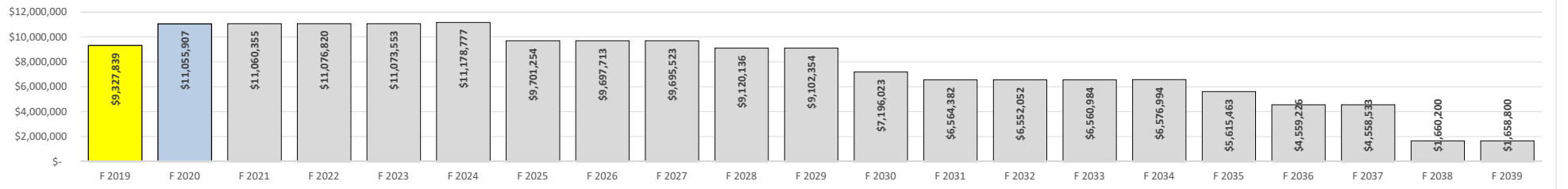
The chart below shows annual debt service for General Obligation Bonds for the City of Franklin, FY 2019-2039. Four funds - General, Sanitation, Road Impact and Hotel/Motel provide funding to service debt. Water & Wastewater Debt service is budgeted within the Water & Wastewater Fund.



**Debt Service Fund - General Fund Payment Schedule**

| Purpose                                                         | Issue Year           | Orig. Amt. Issued<br>/ Interest Rate | F 2019              | F 2020               | F 2021               | F 2022               | F 2023               | F 2024               | Balance<br>(2025-2039) | Total Outstanding<br>(2020-2039) |
|-----------------------------------------------------------------|----------------------|--------------------------------------|---------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------|----------------------------------|
| <b>PRINCIPAL</b>                                                |                      |                                      |                     |                      |                      |                      |                      |                      |                        |                                  |
| Bonds 2007 - \$20m (Various)                                    | 2007                 | \$ 11,400,000                        | \$ -                | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 11,400,000          | \$ 11,400,000                    |
| Bonds 2009 - \$44m (Various, including Police HQ)               | 2009A / 2009B        | \$ 28,600,000                        | \$ 1,433,250        | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                   | \$ -                             |
| Bonds 2010 - \$16.59 (Refund 2004 Bonds & Harlinsdale)          | 2010                 | \$ 10,451,700                        | \$ 806,400          | \$ 828,450           | \$ 856,800           | \$ 888,300           | \$ 926,100           | \$ 963,900           | \$ 3,435,000           | \$ 7,898,550                     |
| Bonds 2010 - \$15.725 (Hillsboro, 3rd Ave Ext, Columbia Stscpe) | 2010                 | \$ 3,931,250                         | \$ -                | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 496,250             | \$ 5,569,050                     |
| Bonds 2012 - \$22.5m (Various - Refunding)                      | 2009 / 2012 (Refund) | \$ 9,225,000                         | \$ 612,950          | \$ 627,300           | \$ 639,600           | \$ 653,950           | \$ 668,300           | \$ 682,650           | \$ 2,134,050           | \$ 5,405,850                     |
| Bonds 2013 - \$10m (Pension Bonds)                              | 2013                 | \$ 10,000,000                        | \$ 970,000          | \$ 1,000,000         | \$ 1,030,000         | \$ 1,060,000         | \$ 1,090,000         | \$ 1,125,000         | \$ 4,210,000           | \$ 9,515,000                     |
| Bonds 2013 - \$7.405m (Public Works Bldg, Carlisle)             | 2013                 | \$ 7,405,000                         | \$ 320,000          | \$ 325,000           | \$ 330,000           | \$ 340,000           | \$ 350,000           | \$ 355,000           | \$ 13,866,475          | \$ 15,566,475                    |
| Bonds 2015 - \$15m (Various)                                    | 2015                 | \$ 14,925,000                        | \$ 562,175          | \$ 582,075           | \$ 601,975           | \$ 631,825           | \$ 661,675           | \$ 696,500           | \$ 26,246,194          | \$ 29,420,244                    |
| Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)  | 2017                 | \$ 21,848,400                        | \$ 644,062          | \$ 673,516           | \$ 707,691           | \$ 746,576           | \$ 780,155           | \$ 818,413           | \$ 38,229,719          | \$ 41,956,070                    |
| Bonds 2019A - \$29.585 m Roads/Equipment                        | 2019                 | \$ 29,585,000                        | \$ -                | \$ 1,405,000         | \$ 1,220,000         | \$ 1,295,000         | \$ 1,365,000         | \$ 1,060,000         | \$ 29,898,250          | \$ 36,243,250                    |
| Bonds 2019B - Refunding 2009 \$44M BAB                          | 2019                 | \$ 14,911,000                        | \$ -                | \$ 1,326,000         | \$ 1,238,250         | \$ 1,300,000         | \$ 1,361,750         | \$ 1,426,750         | \$ 8,258,250           | \$ 14,911,000                    |
| <b>PRINCIPAL</b>                                                |                      | <b>\$ 162,282,350</b>                | <b>\$ 5,348,837</b> | <b>\$ 6,767,341</b>  | <b>\$ 6,624,316</b>  | <b>\$ 6,915,651</b>  | <b>\$ 7,202,980</b>  | <b>\$ 7,624,463</b>  | <b>\$ 77,323,494</b>   | <b>\$ 112,458,245</b>            |
| <b>INTEREST</b>                                                 |                      |                                      |                     |                      |                      |                      |                      |                      |                        |                                  |
| Bonds 2007 - \$20m (Various)                                    | 2007                 | Variable                             | \$ 454,860          | \$ 454,860           | \$ 454,860           | \$ 454,860           | \$ 454,860           | \$ 454,860           | \$ 3,449,156           | \$ 5,723,456                     |
| Bonds 2009 - \$44m (Various, including Police HQ)               | 2009A / 2009B        | 2009 A - 2.5% / 2009 B 4.45% - 5.7%  | \$ 952,052          | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                   | \$ -                             |
| Bonds 2010 - \$16.59 (Refund 2004 Bonds & Harlinsdale)          | 2010                 | 2.0% - 4.0%                          | \$ 184,811          | \$ 160,619           | \$ 135,765           | \$ 101,493           | \$ 65,961            | \$ 28,917            | \$ 643,390             | \$ 1,136,145                     |
| Bonds 2010 - \$15.725 (Hillsboro, 3rd Ave Ext, Columbia Stscpe) | 2010                 | 4.625% - 5.375%                      | \$ 198,932          | \$ 198,932           | \$ 198,932           | \$ 198,932           | \$ 198,932           | \$ 198,932           | \$ 734,911             | \$ 1,729,572                     |
| Bonds 2012 - \$22.5m (Various - Refunding)                      | 2009 / 2012 (Refund) | 2.13%                                | \$ 128,200          | \$ 115,145           | \$ 101,783           | \$ 88,159            | \$ 74,231            | \$ 59,996            | \$ 91,521              | \$ 530,835                       |
| Bonds 2013 - \$10m (Pension Bonds)                              | 2013                 | 1.0% - 3.5%                          | \$ 183,510          | \$ 164,410           | \$ 134,410           | \$ 106,600           | \$ 74,800            | \$ 39,375            | \$ 846,486             | \$ 1,366,081                     |
| Bonds 2013 - \$7.405m (Public Works Bldg, Carlisle)             | 2013                 | 2.0% - 4.0%                          | \$ 192,619          | \$ 192,620           | \$ 179,918           | \$ 173,418           | \$ 166,818           | \$ 149,568           | \$ 2,856,780           | \$ 3,719,122                     |
| Bonds 2015 - \$15m (Various)                                    | 2015                 | 3.0% - 5.0%                          | \$ 501,420          | \$ 478,933           | \$ 461,471           | \$ 431,372           | \$ 399,781           | \$ 366,697           | \$ 7,394,925           | \$ 9,533,179                     |
| Bonds 2017 - \$23.12m (Hillsboro/Roads /Communications/Sanit.)  | 2017                 | 2.73%                                | \$ 919,654          | \$ 887,451           | \$ 853,775           | \$ 818,391           | \$ 781,062           | \$ 742,054           | \$ 13,014,804          | \$ 17,097,538                    |
| Bonds 2019A - \$29.585 m Roads/Equipment                        | 2019                 | 2.72%                                | \$ -                | \$ 1,030,354         | \$ 1,222,931         | \$ 1,157,662         | \$ 1,088,847         | \$ 1,016,721         | \$ 8,908,073           | \$ 14,424,587                    |
| Bonds 2019B - Refunding 2009 \$44M BAB                          | 2019                 | 1.90%                                | \$ -                | \$ 592,298           | \$ 679,250           | \$ 617,338           | \$ 552,338           | \$ 484,250           | \$ 1,277,900           | \$ 4,203,373                     |
| <b>INTEREST</b>                                                 |                      |                                      | <b>\$ 3,716,058</b> | <b>\$ 4,275,622</b>  | <b>\$ 4,423,095</b>  | <b>\$ 4,148,225</b>  | <b>\$ 3,857,629</b>  | <b>\$ 3,541,370</b>  | <b>\$ 21,333,551</b>   | <b>\$ 41,579,493</b>             |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>                       |                      |                                      |                     |                      |                      |                      |                      |                      |                        |                                  |
| Various                                                         |                      |                                      | \$ 262,944          | \$ 12,944            | \$ 12,944            | \$ 12,944            | \$ 12,944            | \$ 12,944            | \$ 162,592             | \$ 227,312                       |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>                       |                      |                                      | <b>\$ 262,944</b>   | <b>\$ 12,944</b>     | <b>\$ 12,944</b>     | <b>\$ 12,944</b>     | <b>\$ 12,944</b>     | <b>\$ 12,944</b>     | <b>\$ 162,592</b>      | <b>\$ 227,312</b>                |
|                                                                 |                      |                                      | <b>\$ 9,327,839</b> | <b>\$ 11,055,907</b> | <b>\$ 11,060,355</b> | <b>\$ 11,076,820</b> | <b>\$ 11,073,553</b> | <b>\$ 11,178,777</b> | <b>\$ 98,819,637</b>   | <b>\$ 154,265,050</b>            |
| <b>TOTAL EXPENDITURES</b>                                       |                      |                                      | <b>\$ 9,327,839</b> | <b>\$ 11,055,907</b> | <b>\$ 11,060,355</b> | <b>\$ 11,076,820</b> | <b>\$ 11,073,553</b> | <b>\$ 11,178,777</b> | <b>\$ 98,819,637</b>   | <b>\$ 154,265,050</b>            |

**Annual Debt Service - General Fund - FY 2019-2039**





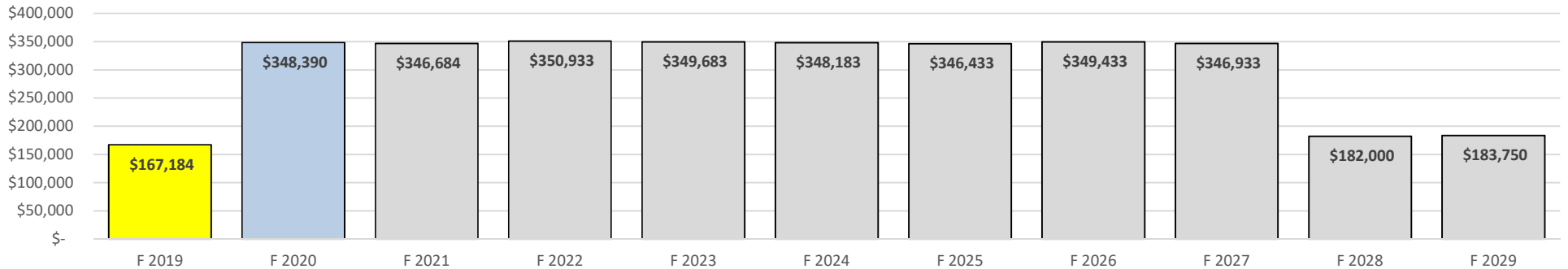
# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Debt Service Fund - Sanitation Fund Payment Schedule

| Purpose                                       | Issue Year | Orig. Amt. Issued / Interest Rate | F 2019            | F 2020            | F 2021            | F 2022            | F 2023            | F 2024            | Balance (2025-2029) | Total Outstanding (2020-2029) |
|-----------------------------------------------|------------|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------------------|
| <b>PRINCIPAL</b>                              |            |                                   |                   |                   |                   |                   |                   |                   |                     |                               |
| Bonds 2001 - \$2m (Century Court 2)           | 2003       | \$ 2,000,000                      | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -                | \$ -                          |
| Bonds 2017 - \$23.121M (Hillsboro/Roads)      | 2017       | \$ 1,271,600                      | \$ 110,938        | \$ 116,484        | \$ 122,309        | \$ 128,424        | \$ 134,845        | \$ 141,587        | \$ 455,281          | \$ 1,098,930                  |
| Bonds 2019 - \$29.585m (Communications/Sanit) | 2019       | \$ 1,600,000                      |                   | \$ 125,000        | \$ 115,000        | \$ 125,000        | \$ 130,000        | \$ 135,000        | \$ 970,000          | \$ 1,600,000                  |
| Amount missing from detail                    |            |                                   |                   |                   |                   |                   |                   |                   | \$ -                | \$ -                          |
| <b>PRINCIPAL</b>                              |            | <b>\$ 4,871,600</b>               | <b>\$ 110,938</b> | <b>\$ 241,484</b> | <b>\$ 237,309</b> | <b>\$ 253,424</b> | <b>\$ 264,845</b> | <b>\$ 276,587</b> | <b>\$ 1,425,281</b> | <b>\$ 2,698,930</b>           |
| <b>INTEREST</b>                               |            |                                   |                   |                   |                   |                   |                   |                   |                     |                               |
| Bonds 2001 - \$2m (Century Court 2)           | 2003       | Variable                          | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -                | \$ -                          |
| Bonds 2017 - \$23.121M (Hillsboro/Roads)      | 2017       | 2.73%                             | \$ 56,246         | \$ 50,699         | \$ 44,875         | \$ 38,759         | \$ 32,338         | \$ 25,596         | \$ 46,268           | \$ 238,535                    |
| Bonds 2019 - \$29.585m (Communications/Sanit) | 2019       |                                   |                   | \$ 56,207         | \$ 64,500         | \$ 58,750         | \$ 52,500         | \$ 46,000         | \$ 122,000          | \$ 399,957                    |
| Amount missing from detail                    |            |                                   |                   |                   |                   |                   |                   |                   | \$ -                | \$ -                          |
| <b>INTEREST</b>                               |            |                                   | <b>\$ 56,246</b>  | <b>\$ 106,906</b> | <b>\$ 109,375</b> | <b>\$ 97,509</b>  | <b>\$ 84,838</b>  | <b>\$ 71,596</b>  | <b>\$ 168,268</b>   | <b>\$ 638,492</b>             |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>     |            |                                   |                   |                   |                   |                   |                   |                   |                     |                               |
| Various                                       |            |                                   | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -              | \$ -                | \$ -                          |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>     |            |                                   | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>       | <b>\$ -</b>         | <b>\$ -</b>                   |
| <b>TOTAL EXPENDITURES</b>                     |            |                                   | <b>\$ 167,184</b> | <b>\$ 348,390</b> | <b>\$ 346,684</b> | <b>\$ 350,933</b> | <b>\$ 349,683</b> | <b>\$ 348,183</b> | <b>\$ 1,593,549</b> | <b>\$ 3,337,422</b>           |

Annual Debt Service - Sanitation Fund - FY 2020-2029



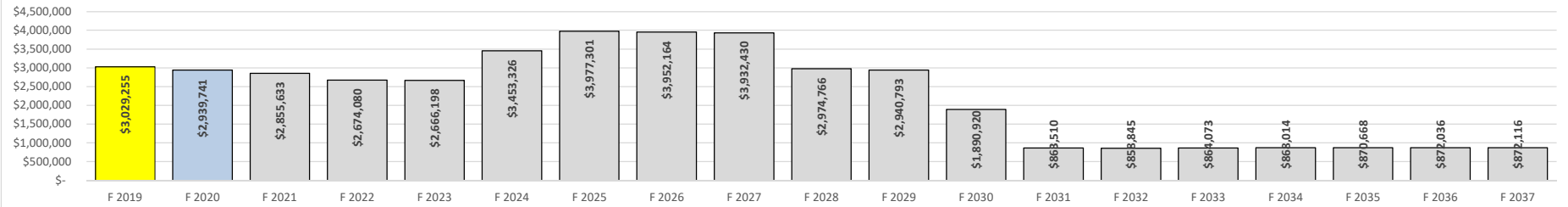


**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

**Debt Service Fund - Road Impact Payment Schedule**

| Purpose                                           | Issue Year           | Orig. Amt. Issued<br>/ Interest Rate | F 2019              | F 2020              | F 2021              | F 2022              | F 2023              | F 2024              | Balance<br>(2025-2037) | Total Outstanding<br>(2020-2037) |
|---------------------------------------------------|----------------------|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|------------------------|----------------------------------|
| <b>PRINCIPAL</b>                                  |                      |                                      |                     |                     |                     |                     |                     |                     |                        |                                  |
| Bonds 2005 - \$4.5m (McEwen ROW) - 45%            | 2005                 | \$ 2,025,000                         | \$ 159,750          | \$ 166,500          | \$ 173,250          |                     |                     |                     | \$ -                   | \$ 339,750                       |
| Bonds 2007 - \$20m (Various) - 43%                | 2007                 | \$ 8,600,000                         |                     |                     |                     |                     |                     |                     | \$ 8,600,000           | \$ 8,600,000                     |
| Bonds 2009 - \$44m (Various) - 34.6%              | 2009A / 2009B        | \$ 15,224,000                        | \$ 762,930          |                     |                     |                     |                     |                     | \$ -                   | \$ -                             |
| Bonds 2010 - \$15.725m (3rd Ave, Hillsboro) - 50% | 2010                 | \$ 6,290,000                         |                     |                     |                     |                     |                     | \$ 794,000          | \$ 5,496,000           | \$ 6,290,000                     |
| Bonds 2012 - \$22.5m (Various - Refunding)        | 2009 / 2012 (Refund) | \$ 11,475,000                        | \$ 762,450          | \$ 780,300          | \$ 795,600          | \$ 813,450          | \$ 831,300          | \$ 849,150          | \$ 2,654,550           | \$ 6,724,350                     |
| Bonds 2019B - Refunding 2009 \$44M BAB            | 2019                 | \$ 7,937,240                         |                     | \$ 705,840          | \$ 659,130          | \$ 692,000          | \$ 724,870          | \$ 759,470          | \$ 4,395,930           | \$ 7,937,240                     |
| <b>PRINCIPAL</b>                                  |                      | <b>\$ 43,614,000</b>                 | <b>\$ 1,685,130</b> | <b>\$ 1,652,640</b> | <b>\$ 1,627,980</b> | <b>\$ 1,505,450</b> | <b>\$ 1,556,170</b> | <b>\$ 2,402,620</b> | <b>\$ 21,146,480</b>   | <b>\$ 29,891,340</b>             |
| <b>INTEREST</b>                                   |                      |                                      |                     |                     |                     |                     |                     |                     |                        |                                  |
| Bonds 2005 - \$4.5m (McEwen ROW) - 45%            | 2005                 | Variable                             | \$ 15,590           | \$ 9,519            | \$ 3,214            |                     |                     |                     | \$ -                   | \$ 12,733                        |
| Bonds 2007 - \$20m (Various) - 43%                | 2007                 | Variable                             | \$ 343,140          | \$ 343,140          | \$ 343,140          | \$ 343,140          | \$ 343,140          | \$ 343,140          | \$ 2,601,859           | \$ 4,317,559                     |
| Bonds 2009 - \$44m (Various) - 34.6%              | 2009A / 2009B        | 2009 A - 2.5% / 2009 B 4.45% - 5.7%  | \$ 506,784          |                     |                     |                     |                     |                     | \$ -                   | \$ -                             |
| Bonds 2010 - \$15.725m (3rd Ave, Hillsboro) - 50% | 2010                 | 4.625% - 5.375%                      | \$ 318,292          | \$ 318,292          | \$ 318,292          | \$ 318,292          | \$ 318,292          | \$ 318,292          | \$ 1,029,426           | \$ 2,620,886                     |
| Bonds 2012 - \$22.5m (Various - Refunding)        | 2009 / 2012 (Refund) | 2.13%                                | \$ 159,469          | \$ 143,229          | \$ 126,608          | \$ 109,662          | \$ 92,336           | \$ 74,629           | \$ 113,845             | \$ 660,309                       |
| Bonds 2019B - Refunding 2009 \$44M BAB            | 2019                 | 1.90%                                |                     | \$ 472,071          | \$ 435,549          | \$ 396,686          | \$ 355,410          | \$ 313,195          | \$ 838,496             | \$ 2,811,407                     |
| <b>INTEREST</b>                                   |                      |                                      | <b>\$ 1,343,275</b> | <b>\$ 1,286,251</b> | <b>\$ 1,226,803</b> | <b>\$ 1,167,780</b> | <b>\$ 1,109,178</b> | <b>\$ 1,049,256</b> | <b>\$ 4,583,626</b>    | <b>\$ 10,422,894</b>             |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>         |                      |                                      |                     |                     |                     |                     |                     |                     |                        |                                  |
| Various                                           |                      |                                      | \$ 850              | \$ 850              | \$ 850              | \$ 850              | \$ 850              | \$ 1,450            | \$ 7,530               | \$ 12,380                        |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>         |                      |                                      | <b>\$ 850</b>       | <b>\$ 850</b>       | <b>\$ 850</b>       | <b>\$ 850</b>       | <b>\$ 850</b>       | <b>\$ 1,450</b>     | <b>\$ 7,530</b>        | <b>\$ 12,380</b>                 |
| <b>TOTAL EXPENDITURES</b>                         |                      |                                      | <b>\$ 3,029,255</b> | <b>\$ 2,939,741</b> | <b>\$ 2,855,633</b> | <b>\$ 2,674,080</b> | <b>\$ 2,666,198</b> | <b>\$ 3,453,326</b> | <b>\$ 25,737,636</b>   | <b>\$ 40,326,614</b>             |

**Annual Debt Service - Road Impact Fund - FY 2018-2037**



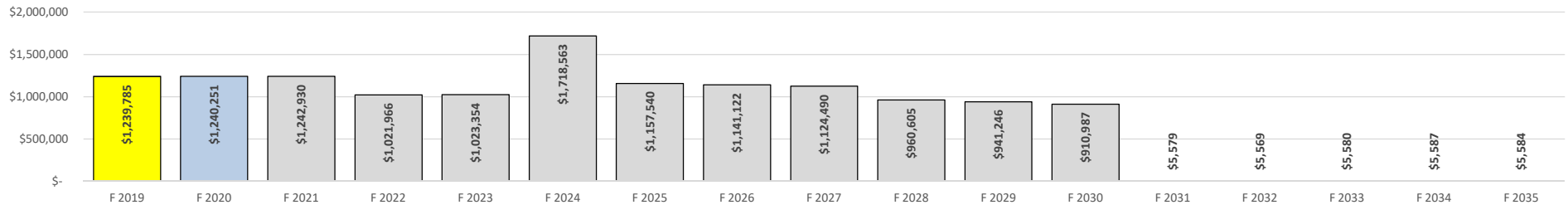


**City of Franklin, Tennessee**  
**FY 2020 Operating Budget**

**Debt Service Fund - Hotel / Motel Payment Schedule**

| Purpose                                             | Issue Year           | Orig. Amt. Issued / Interest Rate   | F 2019              | F 2020              | F 2021              | F 2022              | F 2023              | F 2024              | Balance (2025-2035) | Total Outstanding (2020-2035) |
|-----------------------------------------------------|----------------------|-------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------------|
| <b>PRINCIPAL</b>                                    |                      |                                     |                     |                     |                     |                     |                     |                     |                     |                               |
| Bonds 2005 - \$4.5m (Country Club) - 55%            | 2005                 | \$ 2,475,000                        | \$ 195,250          | \$ 203,500          | \$ 211,750          |                     |                     |                     | \$ -                | \$ 415,250                    |
| Bonds 2009 - \$44m (Harlinsdale, Battlefield) - .4% | 2009A / 2009B        | \$ 176,000                          | \$ 8,820            |                     |                     |                     |                     |                     | \$ -                | \$ -                          |
| Bonds 2010 - \$15.725m (Streetscape) - 50%          | 2010                 | \$ 5,503,750                        |                     |                     |                     |                     |                     | \$ 694,750          | \$ 4,809,000        | \$ 5,503,750                  |
| Bonds 2010 - \$16.59m (Refund Harlinsdale) - 37.0%  | 2010 (Refund)        | \$ 6,138,300                        | \$ 473,600          | \$ 486,550          | \$ 503,200          | \$ 521,700          | \$ 543,900          | \$ 566,100          | \$ -                | \$ 2,621,450                  |
| Bonds 2012 - \$22.5m Refunding                      | 2009 / 2012 (Refund) | \$ 1,800,000                        | \$ 119,600          | \$ 122,400          | \$ 124,800          | \$ 127,600          | \$ 130,400          | \$ 133,200          | \$ 416,400          | \$ 1,054,800                  |
| Bonds 2015 - \$15m (Hillsboro & 3rd Ave Only)       | 2015                 | \$ 75,000                           | \$ 2,825            | \$ 2,925            | \$ 3,025            | \$ 3,175            | \$ 3,325            | \$ 3,500            | \$ 48,525           | \$ 64,475                     |
| Bonds 2019B - Refunding 2009 \$44M BAB              | 2019                 | \$ 91,760                           | \$ 8,160            | \$ 7,620            | \$ 8,000            | \$ 8,380            | \$ 8,780            | \$ 9,160            | \$ 50,820           | \$ 91,760                     |
| <b>PRINCIPAL</b>                                    |                      | <b>\$ 16,259,810</b>                | <b>\$ 800,095</b>   | <b>\$ 823,535</b>   | <b>\$ 850,395</b>   | <b>\$ 660,475</b>   | <b>\$ 686,005</b>   | <b>\$ 1,406,330</b> | <b>\$ 5,324,745</b> | <b>\$ 9,751,485</b>           |
| <b>INTEREST</b>                                     |                      |                                     |                     |                     |                     |                     |                     |                     |                     |                               |
| Bonds 2005 - \$4.5m (Country Club) - 55%            | 2005                 | Variable                            | \$ 19,054           | \$ 15,157           | \$ 7,729            |                     |                     |                     | \$ -                | \$ 22,886                     |
| Bonds 2009 - \$44m (Harlinsdale, Battlefield) - .4% | 2009A / 2009B        | 2009 A - 2.5% / 2009 B 4.45% - 5.7% | \$ 5,859            |                     |                     |                     |                     |                     | \$ -                | \$ -                          |
| Bonds 2010 - \$15.725m (Streetscape) - 50%          | 2010                 | 4.625% - 5.375%                     | \$ 278,505          | \$ 278,505          | \$ 278,505          | \$ 278,505          | \$ 278,505          | \$ 278,505          | \$ 900,746          | \$ 2,293,271                  |
| Bonds 2010 - \$16.59m (Refund Harlinsdale) - 37.0%  | 2010 (Refund)        | 2.0% - 4.0%                         | \$ 108,540          | \$ 94,332           | \$ 79,735           | \$ 59,607           | \$ 38,739           | \$ 16,983           | \$ -                | \$ 289,396                    |
| Bonds 2012 - \$22.5m Refunding                      | 2009 / 2012 (Refund) | 2.13%                               | \$ 25,015           | \$ 22,467           | \$ 19,860           | \$ 17,202           | \$ 14,484           | \$ 11,706           | \$ 17,858           | \$ 103,578                    |
| Bonds 2015 - \$15m (Hillsboro & 3rd Ave Only)       | 2015                 | 3.0% - 5.0%                         | \$ 2,520            | \$ 2,407            | \$ 2,319            | \$ 2,168            | \$ 2,009            | \$ 1,843            | \$ 10,102           | \$ 20,847                     |
| Bonds 2019B - Refunding 2009 \$44M BAB              | 2019                 | 1.90%                               |                     | \$ 3,645            | \$ 4,180            | \$ 3,799            | \$ 3,399            | \$ 2,980            | \$ 7,864            | \$ 25,867                     |
| <b>INTEREST</b>                                     |                      |                                     | <b>\$ 439,492</b>   | <b>\$ 416,512</b>   | <b>\$ 392,328</b>   | <b>\$ 361,281</b>   | <b>\$ 337,136</b>   | <b>\$ 312,017</b>   | <b>\$ 936,570</b>   | <b>\$ 2,755,845</b>           |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>           |                      |                                     |                     |                     |                     |                     |                     |                     |                     |                               |
| Various                                             |                      |                                     | \$ 198              | \$ 204              | \$ 207              | \$ 210              | \$ 213              | \$ 216              | \$ 2,574            | \$ 3,624                      |
| <b>PAYING AGENT &amp; OTHER DEBT FEES</b>           |                      |                                     | <b>\$ 198</b>       | <b>\$ 204</b>       | <b>\$ 207</b>       | <b>\$ 210</b>       | <b>\$ 213</b>       | <b>\$ 216</b>       | <b>\$ 2,574</b>     | <b>\$ 3,624</b>               |
| <b>TOTAL EXPENDITURES</b>                           |                      |                                     | <b>\$ 1,239,785</b> | <b>\$ 1,240,251</b> | <b>\$ 1,242,930</b> | <b>\$ 1,021,966</b> | <b>\$ 1,023,354</b> | <b>\$ 1,718,563</b> | <b>\$ 6,263,889</b> | <b>\$ 12,510,954</b>          |

**Annual Debt Service - Hotel/Motel Tax Fund - FY 2018-2035**



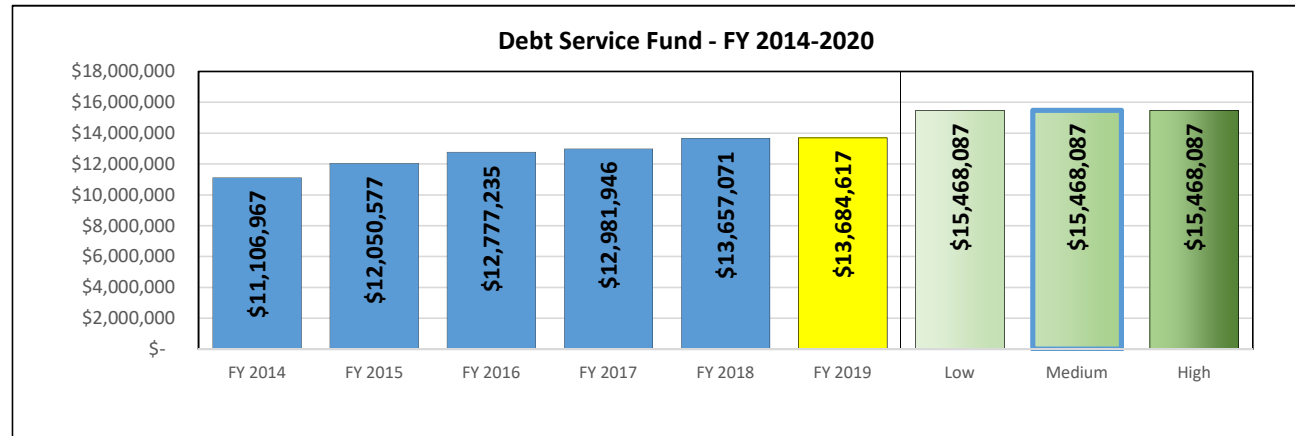


# City of Franklin

Revenue Model

|              |                          |                                |             |
|--------------|--------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Debt Service Fund</b> | <b>Percent of All Revenues</b> | <b>9.5%</b> |
|--------------|--------------------------|--------------------------------|-------------|

**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.



|                            | Actual               |                      |                      |                      |                      | Budget               | Forecast (FY 2020)   |                      |                      | Averages      |
|----------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------|
|                            | FY 2014              | FY 2015              | FY 2016              | FY 2017              | FY 2018              | FY 2019              | Low                  | Medium               | High                 |               |
| PROPERTY TAXES COLLECTED   | 5,357,261            | 6,350,472            | 7,338,632            | 6,710,855            | 8,505,949            | 8,620,102            | 10,704,090           | 10,704,090           | 10,704,090           | 3-yr Average  |
| REBATE ON BAB / RZEDB      | 832,179              | 838,508              | 840,316              | 846,359              | 843,028              | 870,720              | 358,077              | 358,077              | 358,077              | \$ 13,138,751 |
| INTEREST INCOME            | 2,205                | 1,514                | 3,296                | 4,355                | 16,390               | 5,000                | 100,000              | 100,000              | 100,000              | 1.4%          |
| BOND PROCEEDS              | 0                    | 0                    | 0                    | 0                    | 0                    | 0                    | -                    | -                    | -                    | 5-Yr Average  |
| TRANSFER FROM GENERAL FUND | 0                    | 0                    | 0                    | 792,914              | 0                    | 0                    | -                    | -                    | -                    | \$ 12,514,759 |
| TRANSFER FROM WATER        | 0                    | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 1.9%          |
| TRANSFER FROM SEWER        | 0                    | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              | 100,000              |               |
| TRANSFER FROM SOLID WASTE  | 570,537              | 584,509              | 599,772              | 618,054              | 273,390              | 167,184              | 348,390              | 348,390              | 348,390              |               |
| TRANSFER FROM ROAD IMPACT  | 3,227,856            | 2,960,579            | 2,674,006            | 2,689,493            | 2,699,646            | 2,708,651            | 2,642,606            | 2,642,606            | 2,642,606            |               |
| TRANSFER FROM HOTEL/MOTEL  | 1,116,929            | 1,114,995            | 1,121,213            | 1,119,916            | 1,118,668            | 1,112,960            | 1,114,924            | 1,114,924            | 1,114,924            |               |
| <b>Totals</b>              | <b>\$ 11,106,967</b> | <b>\$ 12,050,577</b> | <b>\$ 12,777,235</b> | <b>\$ 12,981,946</b> | <b>\$ 13,657,071</b> | <b>\$ 13,684,617</b> | <b>\$ 15,468,087</b> | <b>\$ 15,468,087</b> | <b>\$ 15,468,087</b> |               |

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.



***City of Franklin, Tennessee***  
**FY 2020 Operating Budget**

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# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Parkland Dedication Fund

#### Budget Summary

|                        | 2017<br>Actual | 2018<br>Actual | 2019      |           | 2020<br>Budget | 2019 v. 2020 |       |
|------------------------|----------------|----------------|-----------|-----------|----------------|--------------|-------|
|                        |                |                | Budget    | Estimated |                | \$           | %     |
| Beginning Fund Balance | 4,425,966      | 4,584,138      | 6,141,130 | 6,141,130 | 8,069,712      |              |       |
| Revenues               | 158,172        | 2,062,394      | 1,668,582 | 1,928,582 | 1,575,000      | -93,582      | -5.6% |
| Expenditures           |                | 505,402        | -         | -         | -              | 0            | 0.0%  |
| Ending Balance         | 4,584,138      | 6,141,130      | 7,809,712 | 8,069,712 | 9,644,712      |              |       |

#### Fund Summary

The Parkland Dedication 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 2020 Operating Budget**

### **Organizational Chart**

There is no organization chart associated with the Parkland Dedication Fund. It is supervised by personnel in the Parks and Finance Departments.

### **Staffing by Position**

There are no staff formally associated with the Parkland Dedication Fund. It is supervised by personnel in the Parks and Finance Departments.



## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Budget

|                               | Actual<br>2017   | Actual<br>2018   | Budget<br>2019   | Estd<br>2019     | Budget<br>2020   | Difference      |              |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|-----------------|--------------|
|                               |                  |                  |                  |                  |                  | \$              | %            |
| <b>Beginning Fund Balance</b> | <b>4,425,966</b> | <b>4,584,138</b> | <b>6,141,130</b> | <b>6,141,130</b> | <b>8,069,712</b> |                 |              |
| <b>Revenues</b>               |                  |                  |                  |                  |                  |                 |              |
| In Lieu of Parkland Receipts  | 137,454          | 2,010,056        | 1,430,000        | 1,575,000        | 1,500,000        | 70,000          | 4.9%         |
| Interest Income               | 20,718           | 52,338           | 10,000           | 125,000          | 75,000           | 65,000          | 650.0%       |
| Transfer From General Fund    |                  |                  | 228,582          | 228,582          |                  |                 |              |
| <b>Total Available Funds</b>  | <b>158,172</b>   | <b>2,062,394</b> | <b>1,668,582</b> | <b>1,928,582</b> | <b>1,575,000</b> | <b>(93,582)</b> | <b>-5.6%</b> |
| <b>Expenses (Operations)</b>  |                  |                  |                  |                  |                  |                 |              |
| Land Acquisition              |                  | 505,402          |                  | -                | -                | -               | 0.0%         |
| <b>Total Expenditures</b>     | <b>-</b>         | <b>505,402</b>   | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>        | <b>0.0%</b>  |
| <b>Ending Fund Balance</b>    | <b>4,584,138</b> | <b>6,141,130</b> | <b>7,809,712</b> | <b>8,069,712</b> | <b>9,644,712</b> |                 |              |

#### 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 Parkland Impact Fees.

This fund is available for capital projects pertaining to public parks, greenways/blue ways and open space. Funds have been reserved for future use and will be recommended as a funding source for parks projects contained within the BOMA FY 2019-2028 Capital Improvements Project prioritizations.

The \$505,402 shown above in expenditures in 2018 was used for Land Acquisition at the new Southeast Park/Complex.



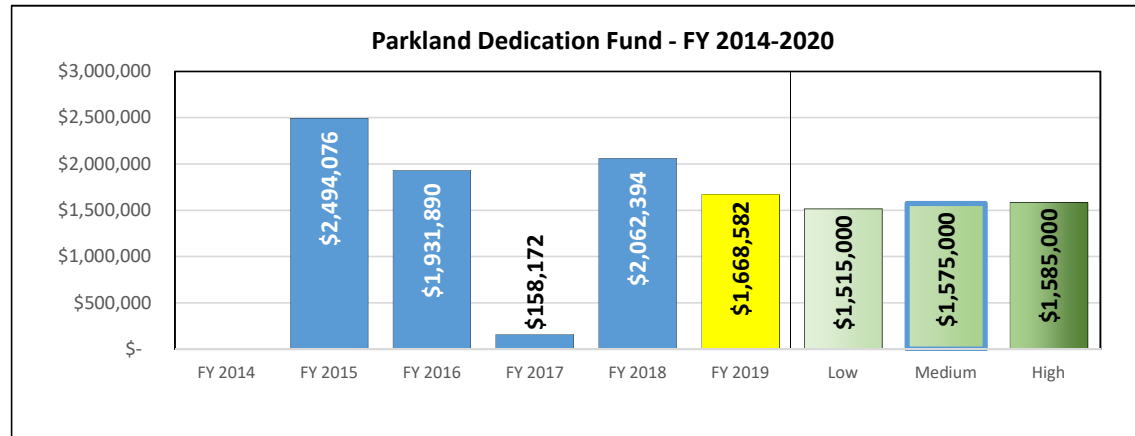
# City of Franklin

## Revenue Model

|              |                                 |                                |             |
|--------------|---------------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Parkland Dedication Fund</b> | <b>Percent of All Revenues</b> | <b>1.0%</b> |
|--------------|---------------------------------|--------------------------------|-------------|

**Parkland Dedication Fund:** The Parkland Dedication 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 2020 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              | Forecast (FY 2020)  |                     |                     | Averages            |
|------------------------------|-------------|---------------------|---------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
|                              | FY 2014     | FY 2015             | FY 2016             | FY 2017           | FY 2018             | FY 2019             | Low                 | Medium              | High                |                     |
| <b>% yr/yr.</b>              | <b>n/a</b>  | <b>n/a</b>          | <b>-22.5%</b>       | <b>-91.8%</b>     | <b>1203.9%</b>      | <b>-19.1%</b>       | <b>-9.2%</b>        | <b>-5.6%</b>        | <b>-5.0%</b>        |                     |
| In Lieu of Parkland Receipts | -           | 211,848             | 1,923,145           | 137,454           |                     | 1,430,000           | 1,470,000           | 1,500,000           | 1,530,000           | <b>3-yr Average</b> |
| Quadrant 1                   |             |                     |                     |                   | 1,188,552           |                     |                     |                     |                     | <b>\$ 1,384,152</b> |
| Quadrant 2                   |             |                     |                     |                   | 88,008              |                     |                     |                     |                     | <b>0.0%</b>         |
| Quadrant 3                   |             |                     |                     |                   | 157,110             |                     |                     |                     |                     | <b>5-Yr Average</b> |
| Quadrant 4                   |             |                     |                     |                   | 576,386             |                     |                     |                     |                     | <b>\$ -</b>         |
| Interest Income              | -           | 2,109               | 8,745               | 20,718            | 52,338              | 10,000              | 45,000              | 75,000              | 55,000              | <b>0.0%</b>         |
| Transfers from General Fund  | -           | 2,280,119           | -                   | -                 | -                   | 228,582             | -                   | -                   | -                   |                     |
| <b>Totals</b>                | <b>\$ -</b> | <b>\$ 2,494,076</b> | <b>\$ 1,931,890</b> | <b>\$ 158,172</b> | <b>\$ 2,062,394</b> | <b>\$ 1,668,582</b> | <b>\$ 1,515,000</b> | <b>\$ 1,575,000</b> | <b>\$ 1,585,000</b> |                     |

Source: City of Franklin, Comprehensive Annual Financial Reports - 2015-2018 & Estimates from Finance & Revenue Management Departments.



# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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### **APPENDICIES**

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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 2020 Operating and Capital Budget. This section is subdivided into four areas of concentration, and includes:

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Under this section is:

- **Capital**
  - **Appendix A - Capital Summary**
  - **Appendix B - Capital Projects Financing FY 2019-2028 & *Invest Franklin***
  - **Appendix C – Impacts of Capital Improvements on FY 2020 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 - Pay Structure**
- **Reference Information**
  - **Appendix J - Expenditure Classifications**
  - **Appendix K - Additional Demographic & Economic Information**
  - **Appendix L - Glossary of Terms**



*City of Franklin, Tennessee*  
**FY 2020 Operating Budget**

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# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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# **APPENDICIES: Capital**

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Under this section is:

- **Capital**
  - **Appendix A - Capital Summary**
  - **Appendix B - Capital Projects Financing & Invest Franklin**
  - **Appendix C – Impacts of Capital Improvements on FY 2020 Budget**



*City of Franklin, Tennessee*  
**FY 2020 Operating Budget**

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## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Appendices: Capital

#### Appendix A: Capital

Although major capital investment projects are not included, 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 plans to initially spend more than \$31.3 million in capital expenditures this year (not including debt service. For debt service, please see the Debt Service Fund). Approximately \$5.3 million is assigned to Operations and \$26 million to Capital.

Of the \$5.3 million assigned to Operations:

1. \$1.5 million in the General Fund is assigned for various equipment and improvement needs including routine machinery & equipment, computer hardware, fiber optic purchases, vehicles for BNS and replacement benches on the City Square.
2. \$3.8 million in the Street Aid & Transportation Fund is assigned for annual repaving & resurfacing of roads and sidewalks.

Of the \$26 million assigned to Capital:

1. \$5.6 million in the General Fund, \$4.6 million to be directly appropriated within the General Fund and \$1.02 million to be funded via the 2019 G.O. Bond Sale. The vast majority appropriated within the General Fund is assigned for various traffic control projects (budgeted in the Traffic Operations Center budget, offset 80% by grants), equipment for the Parks, Police and Streets departments, replacement of the Tennis Courts at Jim Warren Park, technology infrastructure, securing our traffic signals.
2. \$8.2 million in the City Facilities Tax Fund, primarily for Fire Station 7, Fire and Parks equipment and a new Knuckle Boom in Sanitation.
3. \$2.5 million in the Stormwater Fund for various draining improvements and equipment.
4. \$338,036 in the Hotel/Motel Fund for the annual commitment for the acquisition of the Carter's Hill properties, architectural services for Harlinsdale Farm and replacement of the Tennis Courts at Jim Warren Park.
5. \$1,201,020 in the Sanitation and Environmental Services Fund for three replacement Side Loaders and a replacement Knuckle Boom.
6. \$582,000 in the Transit Fund for replacement vehicles.
7. \$7.5 million in the Water /Sewer Fund for various improvements and equipment.

This list is preliminary because the BOMA has not finalized prioritization of the next phase of projects included within the FY 2019-2028 Capital Improvement Program. Information about financing this plan is to be found in Appendix B. This prioritization will occur in late FY 2019/FY 2020, so budgets will be amended later next fiscal year.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendices: Capital

#### Capital Expenditures

| Department           | Request                         | Amount              | Bond Funded | Total               |
|----------------------|---------------------------------|---------------------|-------------|---------------------|
| <b>Operations</b>    |                                 |                     |             |                     |
| <b>General Fund:</b> |                                 |                     |             |                     |
| Police               | Tasers                          | \$ 59,000           | \$ -        | \$ 59,000           |
| Facilities           | Replace Benches on City Square  | \$ 12,000           | \$ -        | \$ 12,000           |
| BNS                  | Vehicle (s)                     | \$ 45,000           | \$ -        | \$ 45,000           |
| City-Wide            | Fiber Optic Projects & Supplies | \$ 214,750          | \$ -        | \$ 214,750          |
| City-Wide            | Computer Hardware               | \$ 644,130          | \$ -        | \$ 644,130          |
| City-Wide            | Machinery & Equipment           | \$ 567,613          | \$ -        | \$ 567,613          |
| <b>TOTAL</b>         |                                 | <b>\$ 1,483,493</b> | <b>\$ -</b> | <b>\$ 1,483,493</b> |

|                   |                      |                     |             |                     |
|-------------------|----------------------|---------------------|-------------|---------------------|
| <b>Street Aid</b> |                      |                     |             |                     |
| Streets           | Street Resurfacing   | \$ 3,030,000        | \$ -        | \$ 3,030,000        |
| Streets           | Pavement Restoration | \$ 300,000          | \$ -        | \$ 300,000          |
| Streets           | Sidewalks            | \$ 470,000          | \$ -        | \$ 470,000          |
| <b>TOTAL</b>      |                      | <b>\$ 3,800,000</b> | <b>\$ -</b> | <b>\$ 3,800,000</b> |

**Total all Capital Expenditures budgeted in Operations: \$ 5,283,493**

#### Capital

|                      |                                                             |                     |                     |                     |
|----------------------|-------------------------------------------------------------|---------------------|---------------------|---------------------|
| <b>General Fund:</b> |                                                             |                     |                     |                     |
| Police               | Crusiers                                                    | \$ 1,000,000        |                     | \$ 1,000,000        |
| Fire                 | Ladder #3 Replacement                                       | \$ -                | \$ 1,002,000        | \$ 1,002,000        |
| IT                   | VSOM additional node                                        | \$ 60,000           |                     | \$ 60,000           |
| Facilities           | City Hall Architectural, Design & Water Relocation Services | \$ 250,000          |                     | \$ 250,000          |
| TOC                  | Various traffic flow/control improvements                   | \$ 2,450,000        |                     | \$ 2,450,000        |
| TOC                  | Secure Access Control for Traffic Signals & ITS             | \$ 50,000           |                     | \$ 50,000           |
| Streets              | Compost Facility Windrow Turner                             | \$ 40,000           |                     | \$ 40,000           |
| Streets              | Landscape Unit                                              | \$ 49,000           |                     | \$ 49,000           |
| Streets              | Asphalt Hot Box                                             | \$ 32,000           |                     | \$ 32,000           |
| Streets              | Single Axle Dump Truck                                      | \$ 123,000          |                     | \$ 123,000          |
| Streets              | I-65 Light Improvement                                      | \$ 72,000           |                     | \$ 72,000           |
| Streets              | Elevated Platform Truck                                     | \$ 140,000          |                     | \$ 140,000          |
| Streets              | Site Development & Design - 124 Lumber Drive                | \$ 50,000           |                     | \$ 50,000           |
| Parks                | Wide Area Mower                                             | \$ 106,527          |                     | \$ 106,527          |
| Parks                | Jim Warren Tennis Court Replacement                         | \$ 191,250          |                     | \$ 191,250          |
| <b>TOTAL</b>         |                                                             | <b>\$ 4,613,777</b> | <b>\$ 1,002,000</b> | <b>\$ 5,615,777</b> |

|                        |                               |                     |             |                     |
|------------------------|-------------------------------|---------------------|-------------|---------------------|
| <b>Facilities Tax:</b> |                               |                     |             |                     |
| Fire                   | Fire Station 7 - Construction | \$ 5,000,000        |             | \$ 5,000,000        |
| Fire                   | Fire Station 7 - Furnishings  | \$ 356,292          |             | \$ 356,292          |
| Fire                   | Fire Equipment                | \$ 2,563,510        |             | \$ 2,563,510        |
| Fire                   | Outdoor Warning Siren         | \$ 30,000           |             | \$ 30,000           |
| Parks                  | Vehicles for new Personnel    | \$ 75,500           |             | \$ 75,500           |
| SES                    | New Knucleboom                | \$ 190,020          |             | \$ 190,020          |
| <b>TOTAL</b>           |                               | <b>\$ 8,215,322</b> | <b>\$ -</b> | <b>\$ 8,215,322</b> |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendices: Capital

#### Capital

| Stormwater Fund: |                               |    |                  |                   |
|------------------|-------------------------------|----|------------------|-------------------|
| Engineering      | Various drainage improvements | \$ | 2,555,000        | \$ 2,555,000      |
| <b>TOTAL</b>     |                               | \$ | <b>2,555,000</b> | \$ - \$ 2,555,000 |

| Hotel/Motel  |                                                         |    |                |                 |
|--------------|---------------------------------------------------------|----|----------------|-----------------|
| Parks        | Carter's Hill Park Acquisition (3 of 7 year commitment) | \$ | 214,286        | \$ 214,286      |
| Parks        | Jim Warren Tennis Court Replacement                     | \$ | 63,750         | \$ 63,750       |
| Police       | Potable Security Tower                                  | \$ | 60,000         | \$ 60,000       |
| <b>TOTAL</b> |                                                         | \$ | <b>338,036</b> | \$ - \$ 338,036 |

| Sanitation Fund: |                                                         |    |                  |                   |
|------------------|---------------------------------------------------------|----|------------------|-------------------|
| SES Collection   | Replace Side Loader # 106.SL with Automated Side Loader | \$ | 337,000          | \$ 337,000        |
| SES Collection   | Replace Side Loader # 106.SL with Automated Side Loader | \$ | 337,000          | \$ 337,000        |
| SES Collection   | Replace Side Loader # 106.SL with Automated Side Loader | \$ | 337,000          | \$ 337,000        |
| SES Collection   | Replace Knuckleboom #131.KB with New Knuckleboom        | \$ | 190,020          | \$ 190,020        |
| <b>TOTAL</b>     |                                                         | \$ | <b>1,201,020</b> | \$ - \$ 1,201,020 |

| Transit Fund |                      |    |                |                 |
|--------------|----------------------|----|----------------|-----------------|
| Transit      | Replacement vehicles | \$ | 582,000        | \$ 582,000      |
| <b>TOTAL</b> |                      | \$ | <b>582,000</b> | \$ - \$ 582,000 |

| Water & Sewer Fund |                              |    |                  |                   |
|--------------------|------------------------------|----|------------------|-------------------|
| Water              | Various capital equipment    | \$ | 60,000           | \$ 60,000         |
| Water              | Various capital improvements | \$ | 1,701,000        | \$ 1,701,000      |
| Wastewater         | Various capital equipment    | \$ | 620,000          | \$ 620,000        |
| Wastewater         | Various capital improvements | \$ | 4,621,850        | \$ 4,621,850      |
| Reclaimed          | Various capital improvements | \$ | 500,000          | \$ 500,000        |
| <b>TOTAL</b>       |                              | \$ | <b>7,502,850</b> | \$ - \$ 7,502,850 |

**Total all Capital Expenditures budgeted in Capital: \$ 25,008,005 \$ 26,010,005**

**Total All Capital proposed FY 2020 \$ 31,293,498**



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **Appendices: Capital**

#### **Appendix B: CAPITAL PROJECTS FINANCING & *Invest Franklin***

The City of Franklin regularly engages in updating its ten-year Capital Improvement Plan or CIP. The 2019-2028 Capital Improvement Program was presented in Fall 2018 and the BOMA considered over \$700 million in projects for the next 10 years. Staff presented a financing plan illustrating capacity of only \$150 million for the next ten years with which to fund projects. The following pages detail that plan.

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***City of Franklin***

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## **FY 2019-2028 Capital Improvement Program Financing Model**

**Presentation to the Board of Mayor and Alderman  
November 27, 2018**



## ***City of Franklin***

### **FY 2019-2028 Capital Improvement Program Financing Model**

#### **Capital Financing Model - November 2018**

##### **Executive Summary**

This financing model has been built to determine answers to the following questions:

- What is the amount of available resources from all funds which can be spent on Capital Projects over the next ten years?
- What will be the impact on the City's debt capacity and overall debt service?

This model has two main sections:

- This Executive Summary with summaries of current, future and remaining resources, a revised Debt Capacity Analysis, a list of unfunded capital obligations and a summary of unobligated resources for the ten-year horizon.
- 10-year Financing Analysis with detailed forecasts for most major internal funds of the City of Franklin.

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 community resources, the passage of the Invest Franklin initiative and the receipt of new taxes on the horizon, the City can afford to take on a sizeable portion of the the FY 2019-2028 Capital Improvement Program.

There is one major difference of note: The FY 2019-2028 CIP presented to date has included Water & Sewer capital projects thus far. Those projects are not included within this financing model. A reconciliaiton is provided on the "Closing Summary" page of this model.



***City of Franklin***

FY 2019-2028 Capital Improvement Program Financing Model

## **FY 2019-2028 Financial Model Summaries**



## City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

### 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 2015 Actual       | FY 2016 Actual       | FY 2017 Actual       | FY 2018 Actual       | Notes                                                        |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|--------------------------------------------------------------|
| <b>Internal</b>                      |                      |                      |                      |                      |                                                              |
| 110 General                          |                      |                      |                      |                      |                                                              |
| Capital Funding Account (<45%)       | \$ 8,347,536         | \$ 8,101,435         | \$ 13,836,612        | \$ 9,462,024         | Reduced for capital projects & to close deficit of Fund 310. |
| 1.5 Cent Capital Set-Aside           | \$ 508,038           | \$ 1,034,046         | \$ -                 | \$ -                 |                                                              |
| Invest Franklin                      | \$ -                 | \$ -                 | \$ 2,968,915         | \$ 4,564,635         |                                                              |
| 124 Sanitation Fund                  | \$ -                 | \$ -                 | \$ -                 | \$ 334,543           |                                                              |
| 128 Road Impact Fund                 | \$ 397,796           | \$ 5,014,098         | \$ 5,889,789         | \$ 11,339,848        |                                                              |
| 130 City Facilities Tax              | \$ 6,717,764         | \$ 6,976,276         | \$ 10,441,436        | \$ 14,410,218        |                                                              |
| 132 County Facilities Tax            | \$ -                 | \$ -                 | \$ 3,488,072         | \$ 4,804,517         |                                                              |
| 135 Stormwater                       | \$ 5,511,065         | \$ 4,783,235         | \$ 4,687,695         | \$ 4,171,436         |                                                              |
| 150 Hotel Motel                      | \$ 2,749,596         | \$ 2,634,109         | \$ 3,827,284         | \$ 5,722,086         |                                                              |
| 155 In Lieu of Parkland              | \$ 2,494,076         | \$ 4,425,966         | \$ 4,584,138         | \$ 6,141,130         |                                                              |
| <b>Sub-Total Internal Resources</b>  | <b>\$ 26,725,871</b> | <b>\$ 32,969,165</b> | <b>\$ 49,723,941</b> | <b>\$ 60,950,437</b> |                                                              |
| <b>Total All Available Resources</b> | <b>\$ 26,725,871</b> | <b>\$ 32,969,165</b> | <b>\$ 49,723,941</b> | <b>\$ 60,950,437</b> |                                                              |





# City of Franklin

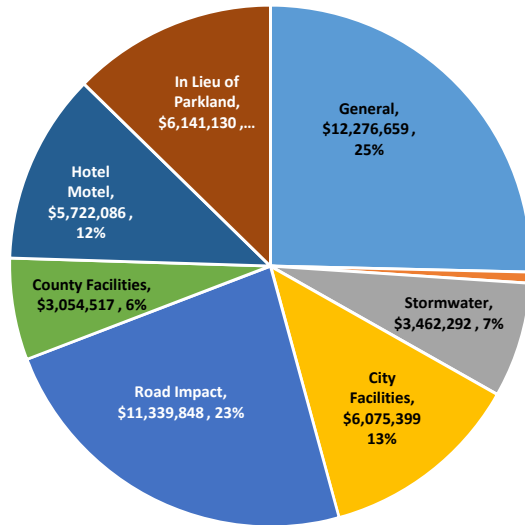
FY 2019-2028 Capital Improvement Program Financing Model

## Projected Resources (Cash)

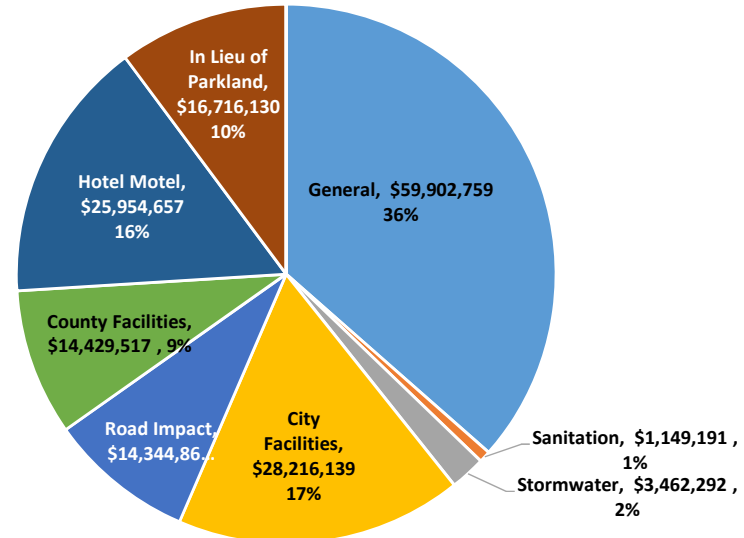
This summarizes the projected cash resources available to the City for the FY 2019-2028 Capital Improvement Program. Existing Fund Balance is shown at the far left, while annual anticipated revenue contributions are provided for the ten-year timeframe of the program. Available Debt Service, and the impact on available cash resources, are shown in the page entitled "Debt Capacity Analysis" on another summary. Detailed funding sheets for most internal funds are provided in the section entitled "10-year Financing Analysis" at the end of this packet.

|                           | Fund Balance<br>Available * | Ongoing Resources |              |              |               |               |               |               |               |               |               | Total<br>Available |
|---------------------------|-----------------------------|-------------------|--------------|--------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------------|
|                           |                             | FY 2019           | FY 2020      | FY 2021      | FY 2022       | FY 2023       | FY 2024       | FY 2025       | FY 2026       | FY 2027       | FY 2028       |                    |
| Internal                  |                             |                   |              |              |               |               |               |               |               |               |               |                    |
| General                   |                             |                   |              |              |               |               |               |               |               |               |               |                    |
| Capital Funding Account   | \$ 7,712,024                | \$ -              | \$ -         | \$ -         | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ 7,712,024       |
| Invest Franklin           | \$ 4,564,635                | \$ 1,594,442      | \$ 1,610,386 | \$ 1,626,490 | \$ 1,642,755  | \$ 1,659,183  | \$ 1,675,775  | \$ 1,692,532  | \$ 1,709,458  | \$ 1,726,552  | \$ 1,743,818  | \$ 21,246,026      |
| TIF Roll-Off (eff. 2024)  | \$ -                        | \$ -              | \$ -         | \$ -         | \$ -          | \$ -          | \$ 999,000    | \$ 1,018,980  | \$ 1,039,360  | \$ 1,060,147  | \$ 1,081,350  | \$ 5,198,836       |
| .5% Sales Tax (eff. 2022) | \$ -                        | \$ -              | \$ -         | \$ -         | \$ 3,360,000  | \$ 3,460,800  | \$ 3,564,624  | \$ 3,671,563  | \$ 3,781,710  | \$ 3,895,161  | \$ 4,012,016  | \$ 25,745,873      |
| Sanitation Fund           | \$ 334,543                  | \$ 76,096         | \$ 77,252    | \$ 78,421    | \$ 79,605     | \$ 80,803     | \$ 82,014     | \$ 83,240     | \$ 84,480     | \$ 85,734     | \$ 87,003     | \$ 1,149,191       |
| Road Impact Fund          | \$ 11,339,848               | \$ 3,005,021      | \$ -         | \$ -         | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ 14,344,869      |
| City Facilities Tax       | \$ 6,075,399                | \$ 2,211,740      | \$ 2,093,000 | \$ 2,093,000 | \$ 2,093,000  | \$ 2,275,000  | \$ 2,275,000  | \$ 2,275,000  | \$ 2,275,000  | \$ 2,275,000  | \$ 2,275,000  | \$ 28,216,139      |
| County Facilities Tax     | \$ 3,054,517                | \$ 1,137,500      | \$ 1,137,500 | \$ 1,137,500 | \$ 1,137,500  | \$ 1,137,500  | \$ 1,137,500  | \$ 1,137,500  | \$ 1,137,500  | \$ 1,137,500  | \$ 1,137,500  | \$ 14,429,517      |
| Stormwater                | \$ 3,462,292                | \$ -              | \$ -         | \$ -         | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ -          | \$ 3,462,292       |
| Hotel Motel               | \$ 5,722,086                | \$ 1,089,969      | \$ 1,424,067 | \$ 1,538,581 | \$ 1,865,214  | \$ 1,998,734  | \$ 1,701,966  | \$ 2,359,706  | \$ 2,528,480  | \$ 2,704,366  | \$ 3,021,489  | \$ 25,954,657      |
| In Lieu of Parkland       | \$ 6,141,130                | \$ 1,440,000      | \$ 1,015,000 | \$ 1,015,000 | \$ 1,015,000  | \$ 1,015,000  | \$ 1,015,000  | \$ 1,015,000  | \$ 1,015,000  | \$ 1,015,000  | \$ 1,015,000  | \$ 16,716,130      |
| Total                     | \$ 48,406,473               | \$ 10,554,768     | \$ 7,357,205 | \$ 7,488,993 | \$ 11,193,074 | \$ 11,627,019 | \$ 12,450,878 | \$ 13,253,521 | \$ 13,570,987 | \$ 13,899,460 | \$ 14,373,176 | \$ 164,175,554     |

Existing Resources by Fund - FY 2018



Projected Resources by Fund - FY 2018-2029



\* Fund Balance Available differs from Existing Resources due to amounts appropriated in FY 2019 for Capital projects (96W Sidewalk Project, Fire Station #7)

### Debt Capacity Analysis

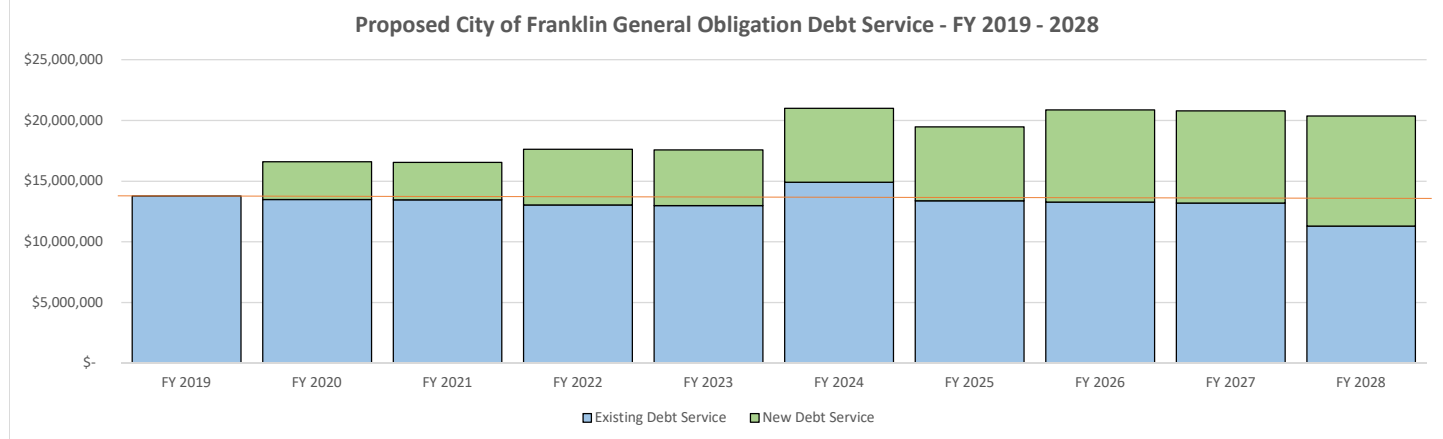
This summarizes the impact upon the City's G.O. Bonds should the City take projected cash resources to extend the available resources to fund capital projects through the issuance of additional bonds.

| Proposed Debt Issuances |                                     |               | FY 2019              | FY 2020              | FY 2021              | FY 2022              | FY 2023              | FY 2024              | FY 2025              | FY 2026              | FY 2027              | FY 2028              | Balance<br>(FY 2028-FY 2043) |
|-------------------------|-------------------------------------|---------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|------------------------------|
| FY                      | Interest Rate                       | Issuance Amt. |                      |                      |                      |                      |                      |                      |                      |                      |                      |                      |                              |
| 2019                    | 4.50%                               | \$ 40,000,000 | \$ -                 | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 3,100,000         | \$ 34,100,000                |
| 2021                    | 4.50%                               | \$ 20,000,000 | \$ -                 | \$ -                 | \$ -                 | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 19,500,000                |
| 2023                    | 4.50%                               | \$ 20,000,000 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 22,500,000                |
| 2025                    | 4.50%                               | \$ 20,000,000 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 1,500,000         | \$ 1,500,000         | \$ 1,500,000         | \$ 25,500,000                |
| 2027                    | 4.50%                               | \$ 20,000,000 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ 1,500,000         | \$ 28,500,000                |
| <b>A</b>                | <b>New Debt Service</b>             |               | <b>\$ -</b>          | <b>\$ 3,100,000</b>  | <b>\$ 3,100,000</b>  | <b>\$ 4,600,000</b>  | <b>\$ 4,600,000</b>  | <b>\$ 6,100,000</b>  | <b>\$ 6,100,000</b>  | <b>\$ 7,600,000</b>  | <b>\$ 7,600,000</b>  | <b>\$ 9,100,000</b>  | <b>\$ 130,100,000</b>        |
| <b>B</b>                | <b>Existing Debt Service</b>        |               | <b>\$ 13,764,063</b> | <b>\$ 13,490,559</b> | <b>\$ 13,454,204</b> | <b>\$ 13,026,056</b> | <b>\$ 12,987,492</b> | <b>\$ 14,915,891</b> | <b>\$ 13,366,922</b> | <b>\$ 13,278,680</b> | <b>\$ 13,201,317</b> | <b>\$ 11,284,568</b> | <b>\$ 33,665,096</b>         |
| <b>C (A + B)</b>        | <b>Cumulative G.O. Debt Service</b> |               | <b>\$ 13,764,063</b> | <b>\$ 16,590,559</b> | <b>\$ 16,554,204</b> | <b>\$ 17,626,056</b> | <b>\$ 17,587,492</b> | <b>\$ 21,015,891</b> | <b>\$ 19,466,922</b> | <b>\$ 20,878,680</b> | <b>\$ 20,801,317</b> | <b>\$ 20,384,568</b> | <b>\$ 163,765,096</b>        |

#### Summary:

A key financing component to the FY 2018-2027 Capital Improvement Plan is the issuance of debt. In order to finance Phase I of the CIP, staff is recommending the issuance of \$120,000,000 worth of General Obligation (G.O.) bonds in three separate issuances for a duration of 20 years. The assumed interest rate is 4.5%.

Five more issuances - (after the \$23.1M issuance in FY 2017) - starting in FY 2019, and occurring every two years will fund existing commitments (East McEwen Phase 4, Franklin Road, the East/Southeast Park) and new projects. The impacts on the overall debt service are shown above and to the



### Debt Funding Analysis

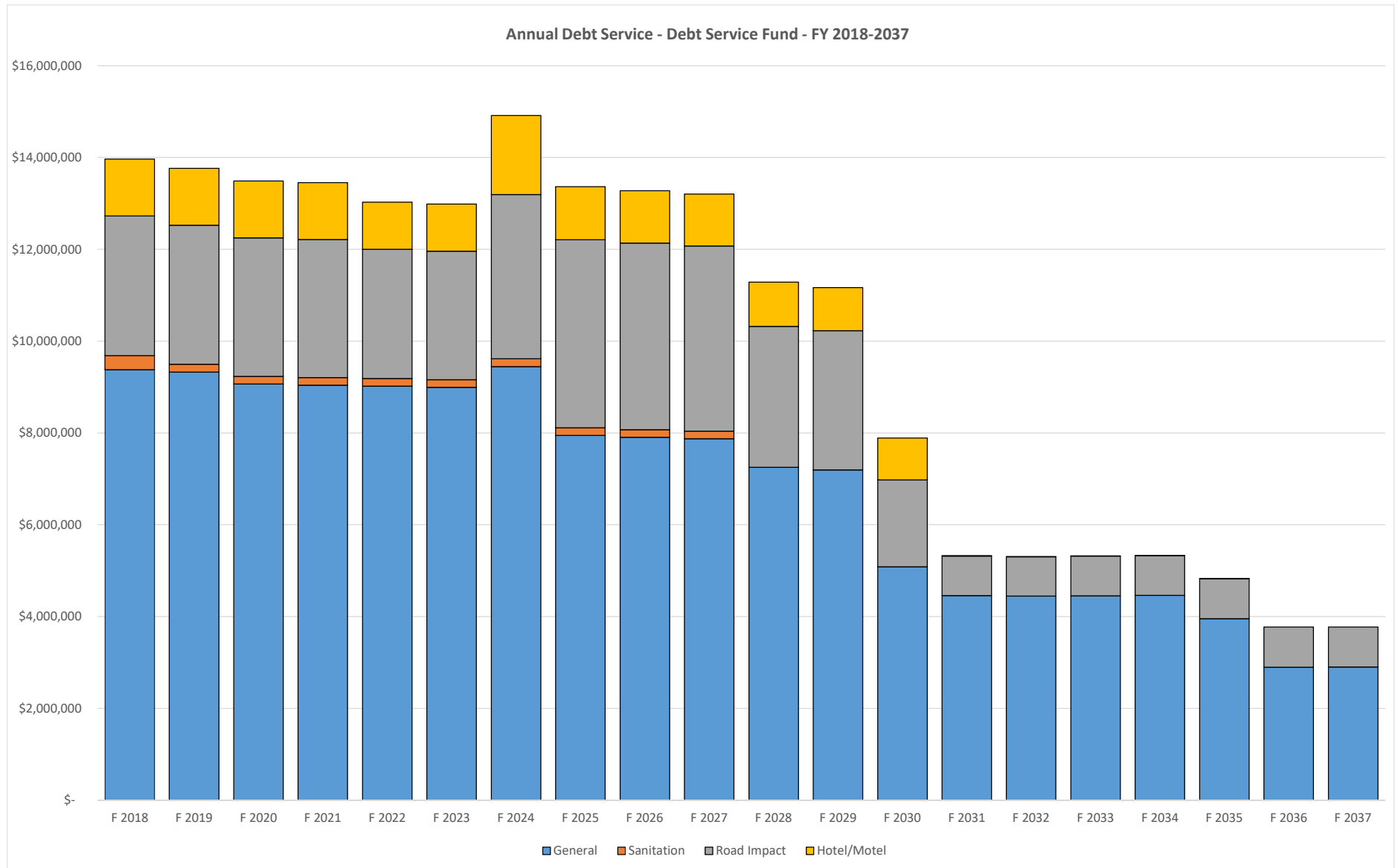
How the debt is issued is dependent upon many factors; but none more important than the ability to pay. The chart below shows the annual increase in debt service necessary to service the proposed \$120,000,000 in new bonds (Row D). Row E shows the available resources to be generated from the annual \$0.07 Invest Franklin initiative approved in FY 2017 (this amount is the balance - the first amount has been dedicated to payoff the 2017 G.O. Bonds). Row F is anticipated new tax revenue coming first from the .5% Sales Tax initiative raised for funding Williamson County Schools but returns to the City in FY 2022 and second from the retiring of the TIF district, which should begin to produce tax revenues in FY 2024 for the General Fund. Row G is the difference on an annual basis which will be required to be funded from accumulated capital cash reserves. Finally, Row H shows the ongoing balance of the G/F Capital Funding Account through 2028 if \$120,000,000 in additional bonds are issued.

|                                                                               | FY 2019       | FY 2020        | FY 2021        | FY 2022       | FY 2023       | FY 2024        | FY 2025       | FY 2026       | FY 2027       | FY 2028       |
|-------------------------------------------------------------------------------|---------------|----------------|----------------|---------------|---------------|----------------|---------------|---------------|---------------|---------------|
| <b>D</b> Net Increase Debt Service Over Current Annual Debt Service (FY 2019) | \$ -          | \$ 2,826,497   | \$ 2,790,142   | \$ 3,861,993  | \$ 3,823,429  | \$ 7,251,828   | \$ 5,702,859  | \$ 7,114,617  | \$ 7,037,255  | \$ 6,620,506  |
| <b>E</b> Invest Franklin                                                      | \$ 1,594,442  | \$ 1,610,386   | \$ 1,626,490   | \$ 1,642,755  | \$ 1,659,183  | \$ 1,675,775   | \$ 1,692,532  | \$ 1,709,458  | \$ 1,726,552  | \$ 1,743,818  |
| <b>F</b> Capital Commitments from new Taxes (TIF Roll-off, .5% Sales Tax)     | \$ -          | \$ -           | \$ -           | \$ 3,360,000  | \$ 3,460,800  | \$ 4,563,624   | \$ 4,690,543  | \$ 4,821,069  | \$ 4,955,308  | \$ 5,093,365  |
| <b>G (D-E-F)</b> Amount needed from G/F Cash                                  | \$ 1,594,442  | \$ (1,216,110) | \$ (1,163,651) | \$ 1,140,762  | \$ 1,296,554  | \$ (1,012,430) | \$ 680,216    | \$ (584,090)  | \$ (355,395)  | \$ 216,678    |
| <b>H</b> Balance of G/F Capital Cash                                          | \$ 13,871,101 | \$ 12,654,991  | \$ 11,491,340  | \$ 12,632,102 | \$ 13,928,655 | \$ 12,916,225  | \$ 13,596,442 | \$ 13,012,351 | \$ 12,656,956 | \$ 12,873,634 |



Debt Service Fund - General Obligation / Governmental Funds Debt Schedule

The chart below shows annual debt service for General Obligation Bonds for the City of Franklin, FY 2018-2037. Four funds - General, Sanitation, Road Impact and Hotel/Motel provide funding to service debt. Water & Wastewater Debt service is budgeted within the Water & Wastewater Fund and is not shown here.





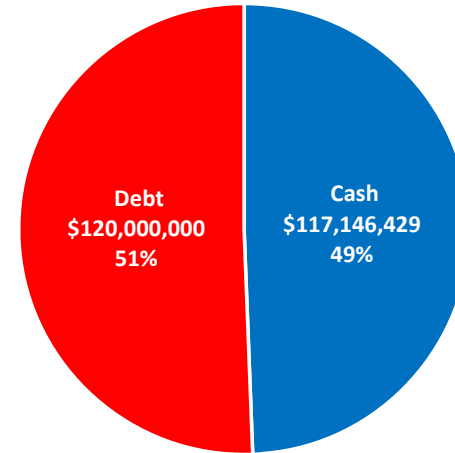
## City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

### Resources Cash v. Debt

The following shows the anticipated balances in available funding at the end of the ten-year CIP horizon in both cash only and a combination of cash and G.O. debt.

| FY 2019-2028 Projected Resources |                       |                       |  |
|----------------------------------|-----------------------|-----------------------|--|
| Internal                         | Cash Only             | Cash & Debt           |  |
| 110 General                      |                       |                       |  |
| Pay-as-you-go Cash <sup>1</sup>  | \$ 59,902,759         | \$ 12,873,634         |  |
| Debt Service <sup>2</sup>        | \$ -                  | \$ 120,000,000        |  |
| 124 Sanitation Fund              | \$ 1,149,191          | \$ 1,149,191          |  |
| 128 Road Impact Fund             | \$ 14,344,869         | \$ 14,344,869         |  |
| 130 Facilities Tax               | \$ 28,216,139         | \$ 28,216,139         |  |
| 132 County Facilities Tax        | \$ 14,429,517         | \$ 14,429,517         |  |
| 135 Stormwater                   | \$ 3,462,292          | \$ 3,462,292          |  |
| 150 Hotel Motel                  | \$ 25,954,657         | \$ 25,954,657         |  |
| 155 In Lieu of Parkland          | \$ 16,716,130         | \$ 16,716,130         |  |
| <b>Total</b>                     | <b>\$ 164,175,554</b> | <b>\$ 237,146,429</b> |  |



#### Notes:

<sup>1</sup> Pay as you go cash includes the balance of the Capital Funding Account (over 45% of fund balance in the General Fund), Invest Franklin, and 50% of the assumed annual contributions from the TIF Roll-Off and the .5% Sales Tax increase.

<sup>2</sup> Debt Service resource is an estimated amount of \$120,000,000 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, the TIF District Roll-Off and the .5% Sales Tax increase from early 2018 coming back to the City.



## City of Franklin

### FY 2019-2028 Capital Improvement Program Financing Model

#### Obligated Financing Needs

While the availability of close to a quarter of a billion in available resources in the next ten years to fund capital projects is positive, the City has already made commitments to projects which need to be funded. The chart below shows those projects already committed to funding by the City and the outstanding balances necessary to complete them.

| Project Needs                                                         |                            |                                        |
|-----------------------------------------------------------------------|----------------------------|----------------------------------------|
| <b><u>Phase I CIP - Approved under Res 2016-69</u></b>                | <b><u>City Balance</u></b> | <b><u>Potential Source</u></b>         |
| East McEwen Phase IV                                                  | \$ 23,837,992              | General, Road Impact                   |
| SE Municipal Complex Phase I                                          | \$ 19,653,110              | General/Parkland/Sewer                 |
| Franklin Road                                                         | \$ 14,528,952              | General                                |
| Mallory Station/Royal Oaks/Liberty Pike                               | \$ 2,499,235               | Road Impact, County Facilities         |
| Municipal Services (Century Court)                                    | \$ 1,755,000               | Sanitation/General                     |
| <b><u>City Projects which we have obligated to participate in</u></b> | <b><u>City Balance</u></b> |                                        |
| East McEwen Phase V                                                   | \$ 9,192,400               | General, Road Impact                   |
| Harlinsdale Trail                                                     | \$ 1,032,960               | Parkland, Private Partnership, General |
| Long Lane & Old Peytonsville Rd. Connector                            | \$ 22,288,800              | General, Road Impact                   |
| <b>Total</b>                                                          | <b>\$ 94,788,449</b>       |                                        |

Not all of these projects have established timeframes - East McEwen Phase V and Long Lane are two which are likely to be built within the 10-year horizon of the plan, but are not active projects. Still, resources must be allocated for them when the time comes.



## City of Franklin

### FY 2019-2028 Capital Improvement Program Financing Model

#### Closing Summary

The City of Franklin is fortunate to have a diversity of revenue streams which can be used to invest in necessary capital projects. This financing model has identified just short of \$240 million dollars of anticipated revenue which can be dedicated to general obligation capital projects (non-water & sewer) over the course of the next ten years. But some of these resources have already been committed. The net amount, over \$140,000,000 is detailed below:

|                                                                        |                        |
|------------------------------------------------------------------------|------------------------|
| <b>Total FY 2019-2028 CIP Projects (134 projects)</b>                  | <b>\$ 710,548,854</b>  |
| <u>less Water &amp; Sewer Projects</u>                                 | <u>\$ (37,359,730)</u> |
| <b>Net FY 2019-2028 CIP Projects (82 Projects)</b>                     | <b>\$ 673,189,124</b>  |
| <b>Financing</b>                                                       |                        |
| <b>Total Estimated FY 2019-2028 Financing (less water &amp; sewer)</b> | <b>\$ 237,146,429</b>  |
| <u>less Obligated Financing Needs</u>                                  | <u>\$ (94,788,449)</u> |
| <b>Net Estimated FY 2019-2028 Financing Resources</b>                  | <b>\$ 142,357,980</b>  |

In other words, staff estimates that \$142 million of resources are available over the next ten years to fund capital projects from the list totaling near \$675 million in requests.

This model is inherently conservative. It assumes the City take on additional debt, but the city has the ability to pay all of the recommended debt with ongoing revenue streams and could afford to take on more should the board wish to do more projects. Even with the addition of \$120,000,000 of new debt over the course of the next ten years, the overall annual balance of General Fund cash capital is nearly \$12,000,000 a year - meaning that the City would be able to remain in its favored position of having cash resources available to take advantage of opportunities and grant matching should those opportunities arise in the future (as they have in the past). It also only assumes that of the new revenue streams forecast to come online - the .5% Sales Tax currently going to Williamson County Schools until nearly FY 2022 and the roll-off of the TIF district in FY 2024 - only 50% of that total would be dedicated to capital needs (the rest held in reserve for operational growth). It is highly likely that these streams could produce more capacity for capital projects.



## **10-Year Financing Analysis**

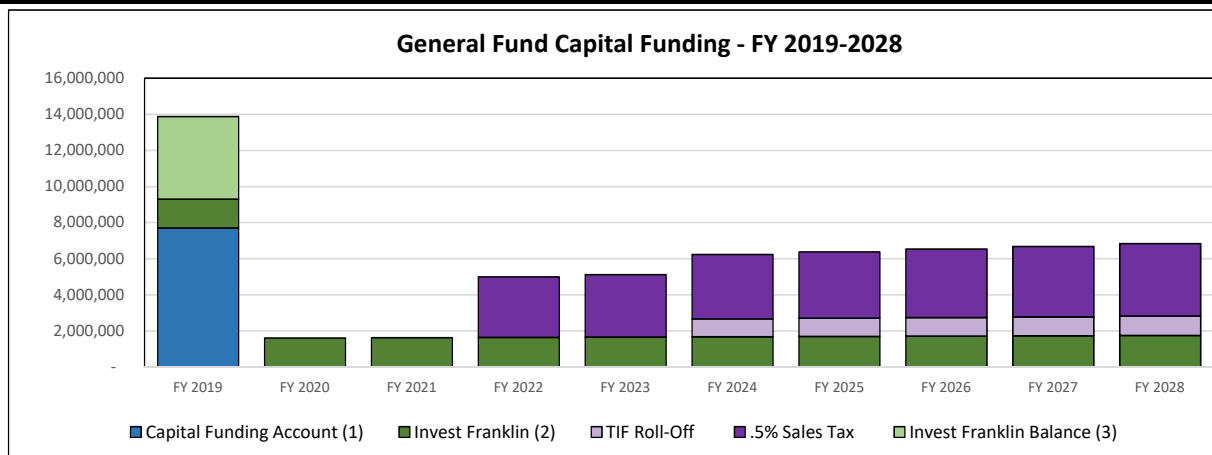


## City of Franklin

### FY 2019-2028 Capital Improvement Program Financing Model

|              |                     |                                      |              |
|--------------|---------------------|--------------------------------------|--------------|
| <b>Fund:</b> | <b>General Fund</b> | <b>Percent of Total CIP Revenues</b> | <b>36.5%</b> |
|--------------|---------------------|--------------------------------------|--------------|

**General Fund:** The largest funding source for Capital Projects is the General Fund. The property tax contributes the most to capital resources within the General Fund (In the form of the Invest Franklin initiative, the .5% Sales Tax currently going to Williamson County Schools until FY 2022 and money currently going to payoff TIF district bonds in FY 2025. It is anticipated that annual tax revenue will flow to the general fund for either operations and/or increased debt capacity. The amount of debt capacity is under review by the City's financial advisers and City staff.)



|                                        | Projections          |                     |                     |                     |                     |                     |                     |                     |                     |                     | Totals               |
|----------------------------------------|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                                        | FY 2019              | FY 2020             | FY 2021             | FY 2022             | FY 2023             | FY 2024             | FY 2025             | FY 2026             | FY 2027             | FY 2028             |                      |
| Capital Funding Account <sup>(1)</sup> | 7,712,024            | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 7,712,024            |
| Invest Franklin <sup>(2)</sup>         | 1,594,442            | 1,610,386           | 1,626,490           | 1,642,755           | 1,659,183           | 1,675,775           | 1,692,532           | 1,709,458           | 1,726,552           | 1,743,818           | 16,681,391           |
| Invest Franklin Balance <sup>(3)</sup> | 4,564,635            | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 4,564,635            |
| TIF Roll-Off                           | -                    | -                   | -                   | -                   | -                   | 999,000             | 1,018,980           | 1,039,360           | 1,060,147           | 1,081,350           | 5,198,836            |
| .5% Sales Tax                          | -                    | -                   | -                   | 3,360,000           | 3,460,800           | 3,564,624           | 3,671,563           | 3,781,710           | 3,895,161           | 4,012,016           | 25,745,873           |
| <b>Totals</b>                          | <b>\$ 13,871,101</b> | <b>\$ 1,610,386</b> | <b>\$ 1,626,490</b> | <b>\$ 5,002,755</b> | <b>\$ 5,119,983</b> | <b>\$ 6,239,399</b> | <b>\$ 6,383,075</b> | <b>\$ 6,530,527</b> | <b>\$ 6,681,860</b> | <b>\$ 6,837,183</b> | <b>\$ 59,902,759</b> |

#### Assumptions

- (1) Balance of Capital Funding Account (that portion of G.F. Reserves over 45% of fund balance) varies annually. Amount reduced to take into account FY 2019 Budget Amendment #3 (96W Sidewalk Project).
- (2) The Invest Franklin receipts assume a 2% growth year-over-year for the 10-year CIP horizon. Further increases may occur in FY 2022 at the time of the next revaluation of property, dependent upon what future BOMA's decide to do. For this analysis, no change in the rate is assumed.
- (3) Invest Franklin Balance is amount of accumulated Property Tax generated from the dedicated 7 cents from Invest Franklin for Capital projects through FY 2018.

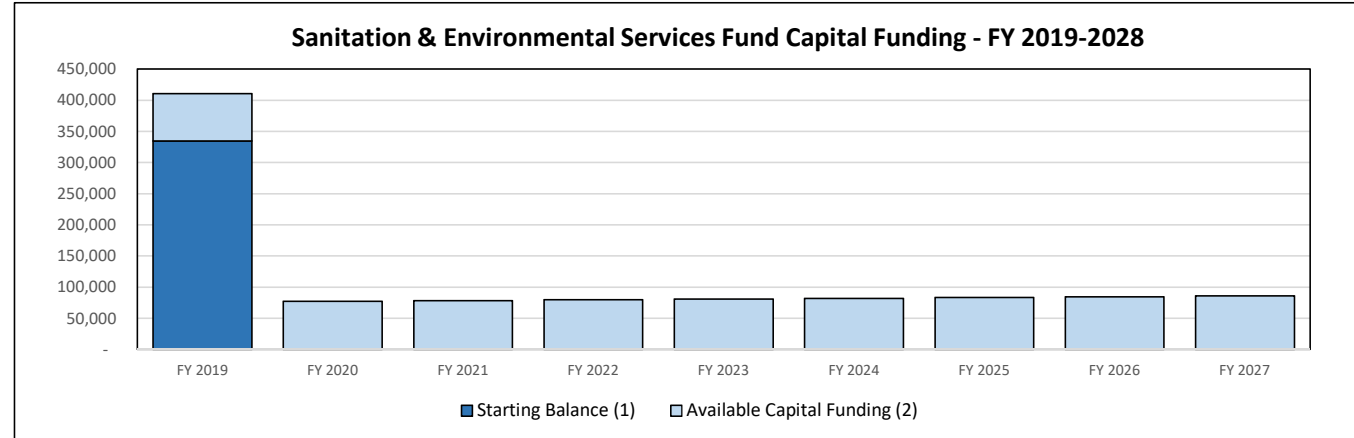




|              |                   |                                |             |
|--------------|-------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>Sanitation</b> | <b>Percent of All Revenues</b> | <b>0.7%</b> |
|--------------|-------------------|--------------------------------|-------------|

Sanitation & Environmental Services Fund: This Special Revenue fund accounts for the fees collected in the collection and disposal of residential and commercial garbage. The primary component within the fund are those fees charged for disposal of refuse. In recent years, the City has worked to reduce the subsidy from the General Fund for sanitation and recycling operations.

Beginning in FY 2019, the fund should be able to sustain without transfers from the General Fund, and will be able to be self-sustaining by FY 2020. This surplus should be reserved (at least in part) for Capital Renewal and Replacement. Given the growth of the community, another transfer station may be a real possibility.



|                               | Projections       |                  |                  |                  |                  |                  |                  |                  |                  |                  | Totals              |
|-------------------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------------|
|                               | FY 2019           | FY 2020          | FY 2021          | FY 2022          | FY 2023          | FY 2024          | FY 2025          | FY 2026          | FY 2027          | FY 2028          | 10-year             |
| Starting Balance (1)          | 334,543           | -                | -                | -                | -                | -                | -                | -                | -                | -                | 334,543             |
| Available Capital Funding (2) | 76,096            | 77,252           | 78,421           | 79,605           | 80,803           | 82,014           | 83,240           | 84,480           | 85,734           | 87,003           | 814,648             |
| <b>Totals</b>                 | <b>\$ 410,639</b> | <b>\$ 77,252</b> | <b>\$ 78,421</b> | <b>\$ 79,605</b> | <b>\$ 80,803</b> | <b>\$ 82,014</b> | <b>\$ 83,240</b> | <b>\$ 84,480</b> | <b>\$ 85,734</b> | <b>\$ 87,003</b> | <b>\$ 1,149,191</b> |

(1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.

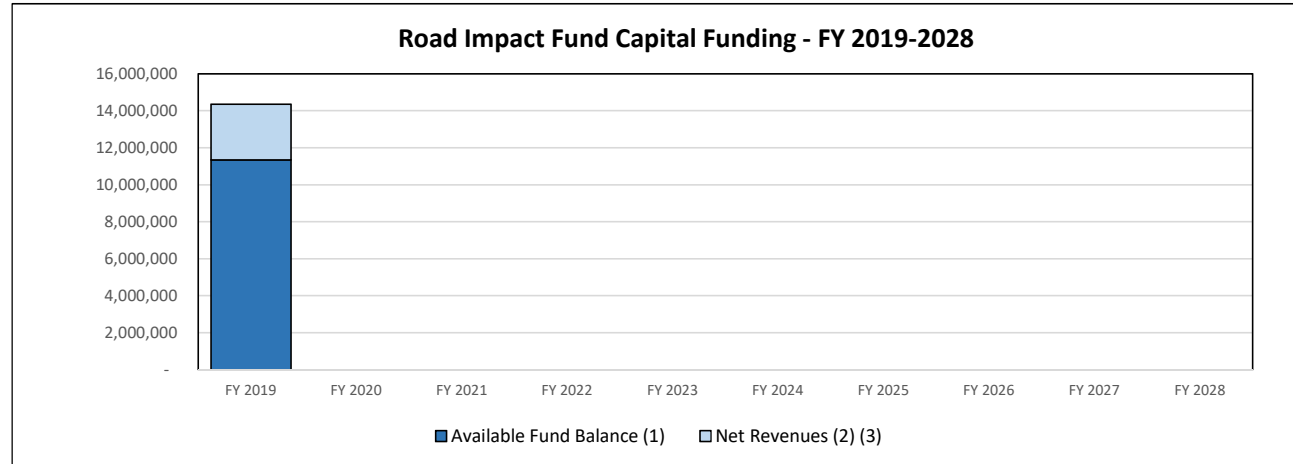
(2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.



| Fund: | Road Impact | Percent of All Revenues | 8.7% |
|-------|-------------|-------------------------|------|
|-------|-------------|-------------------------|------|

**Road Impact Fund:** 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. 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 fund primarily is dedicated to servicing debt on already constructed arterial roadways. During the FY 2019-2028 CIP horizon, the debt service obligation assigned the Road Impact Fund is over \$38 million. (And nearly \$50 million total outstanding) Assuming the current balance is maintained as a sinking fund and reasonable collections remain to come into the fund, this obligation should be able to be met. But few - if any - new obligations should be planned at this time.



|                            | Projections          |             |             |             |             |             |             |             |             |             | Totals               |
|----------------------------|----------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|----------------------|
|                            | FY 2019              | FY 2020     | FY 2021     | FY 2022     | FY 2023     | FY 2024     | FY 2025     | FY 2026     | FY 2027     | FY 2028     | 10-year              |
| Available Fund Balance (1) | 11,339,848           | -           | -           | -           | -           | -           | -           | -           | -           | -           | 11,339,848           |
| Net Revenues (2) (3)       | 3,005,021            | -           | -           | -           | -           | -           | -           | -           | -           | -           | 3,005,021            |
| <b>Totals</b>              | <b>\$ 14,344,869</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 14,344,869</b> |

(1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.

(2) Net Revenues less Debt Service and possible offsets.

(3) Assumes average of \$4,250,000 collected annually from FY 2019-FY 2028.



# City of Franklin

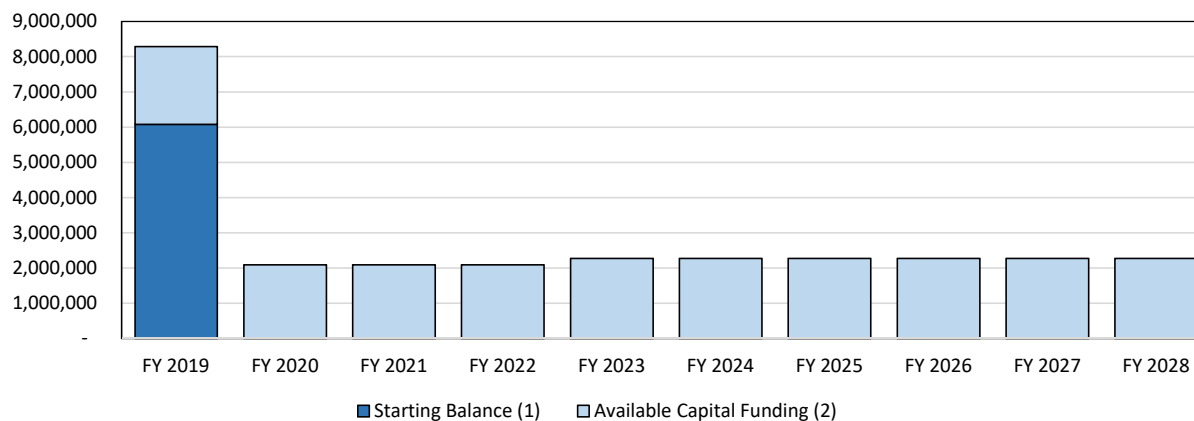
FY 2019-2028 Capital Improvement Program Financing Model

|              |                                 |                                |              |
|--------------|---------------------------------|--------------------------------|--------------|
| <b>Fund:</b> | <b>City Facilities Tax Fund</b> | <b>Percent of All Revenues</b> | <b>17.2%</b> |
|--------------|---------------------------------|--------------------------------|--------------|

**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.

With the only known funding request against the fund the costs of Fire Station 7, (approx. \$5.25 M), ample resources are available to spend from the Facilities Tax on eligible capital projects during the 10-year CIP horizon.

**City Facilities Tax Fund Capital Funding - FY 2019-2028**



|                               | Projections         |                     |                     |                     |                     |                     |                     |                     |                     |                     | Totals               |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                               | FY 2019             | FY 2020             | FY 2021             | FY 2022             | FY 2023             | FY 2024             | FY 2025             | FY 2026             | FY 2027             | FY 2028             | 10-Year              |
| Starting Balance (1)          | 6,075,399           | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 6,075,399            |
| Available Capital Funding (2) | 2,211,740           | 2,093,000           | 2,093,000           | 2,093,000           | 2,275,000           | 2,275,000           | 2,275,000           | 2,275,000           | 2,275,000           | 2,275,000           | 22,140,740           |
| <b>Totals</b>                 | <b>\$ 8,287,139</b> | <b>\$ 2,093,000</b> | <b>\$ 2,093,000</b> | <b>\$ 2,093,000</b> | <b>\$ 2,275,000</b> | <b>\$ 2,275,000</b> | <b>\$ 2,275,000</b> | <b>\$ 2,275,000</b> | <b>\$ 2,275,000</b> | <b>\$ 2,275,000</b> | <b>\$ 28,216,139</b> |

(1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.

(2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.



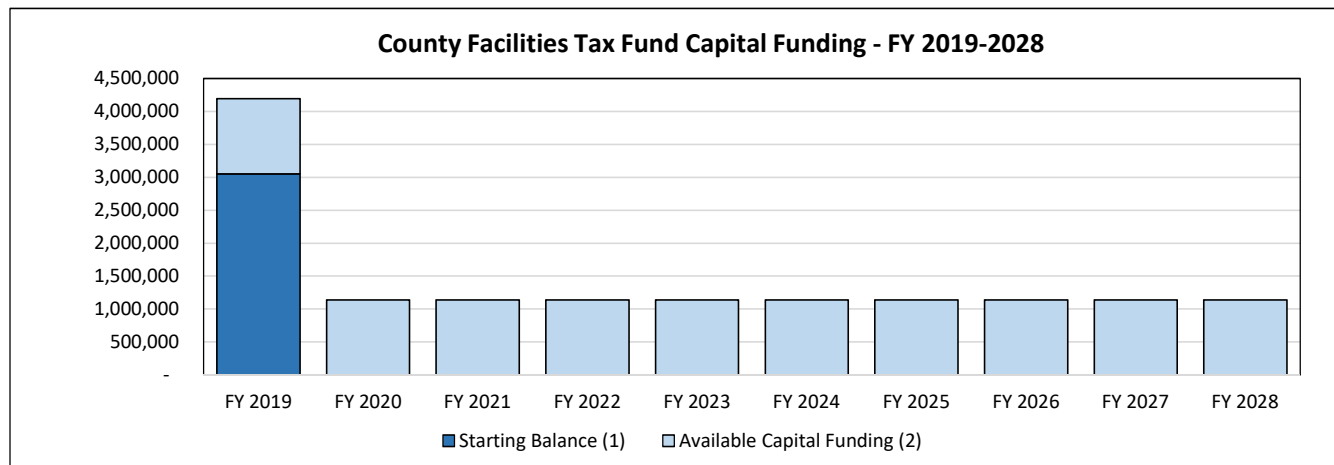
# City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

|              |                                   |                                |             |
|--------------|-----------------------------------|--------------------------------|-------------|
| <b>Fund:</b> | <b>County Facilities Tax Fund</b> | <b>Percent of All Revenues</b> | <b>8.8%</b> |
|--------------|-----------------------------------|--------------------------------|-------------|

**Facilities Tax Fund:** The County Facilities Tax Fund is a 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 FY 2017, monies collected had been deposited within the Capital Projects Fund. Funds are to be used for the purpose of providing public facilities.



|                               | Projections         |                     |                     |                     |                     |                     |                     |                     |                     |                     | Totals               |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                               | FY 2019             | FY 2020             | FY 2021             | FY 2022             | FY 2023             | FY 2024             | FY 2025             | FY 2026             | FY 2027             | FY 2028             | 10-Year              |
| Starting Balance (1)          | 3,054,517           | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 3,054,517            |
| Available Capital Funding (2) | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 1,137,500           | 11,375,000           |
| <b>Totals</b>                 | <b>\$ 4,192,017</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 1,137,500</b> | <b>\$ 14,429,517</b> |

(1) Available Balance will be finalized once final FY 2018 Audited Financials are presented. Amount reduced to take into account FY 2019 Budget Amendment #3 (96W Sidewalk Project).

(2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.



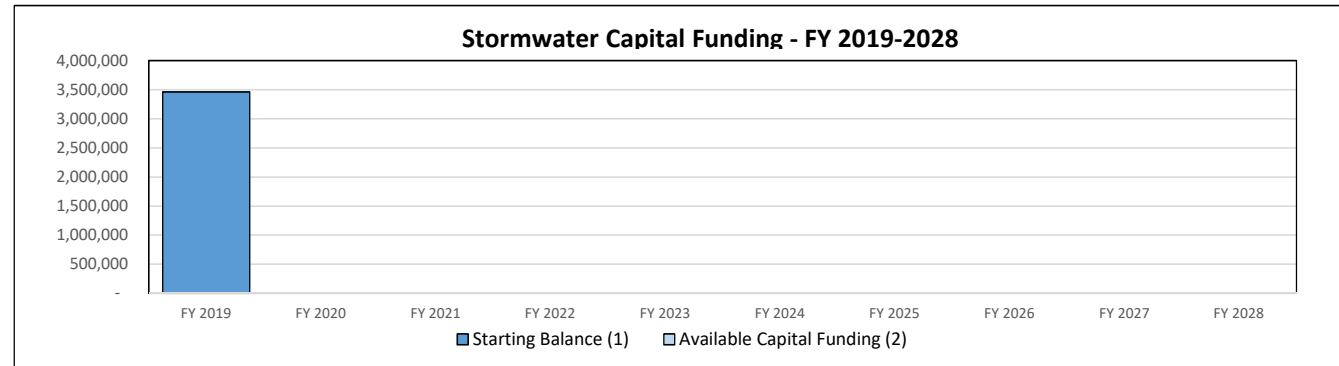
## City of Franklin

### FY 2019-2028 Capital Improvement Program Financing Model

| Fund: | Stormwater | Percent of Total CIP Revenues | 2.1% |
|-------|------------|-------------------------------|------|
|-------|------------|-------------------------------|------|

**Stormwater Fund:** A special revenue fund used to account for the City's Stormwater drainage projects and operations that prevent water issues. Revenues are primarily from charges to residential and commercial customers based on roofs and paved areas.

This is another fund dependent upon development. Should development increase faster than projected, or fees are increased, more money maybe come available for capital needs/requests. As it is, little annual surplus is forecast after operational concerns are met.



|                               | Projections         |             |             |             |             |             |             |             |             |             | Totals              |
|-------------------------------|---------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---------------------|
|                               | FY 2019             | FY 2020     | FY 2021     | FY 2022     | FY 2023     | FY 2024     | FY 2025     | FY 2026     | FY 2027     | FY 2028     |                     |
| Starting Balance (1)          | 3,462,292           | -           | -           | -           | -           | -           | -           | -           | -           | -           | 3,462,292           |
| Available Capital Funding (2) | -                   | -           | -           | -           | -           | -           | -           | -           | -           | -           | -                   |
| <b>Totals</b>                 | <b>\$ 3,462,292</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ -</b> | <b>\$ 3,462,292</b> |

#### Assumptions

- (1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.
- (2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.



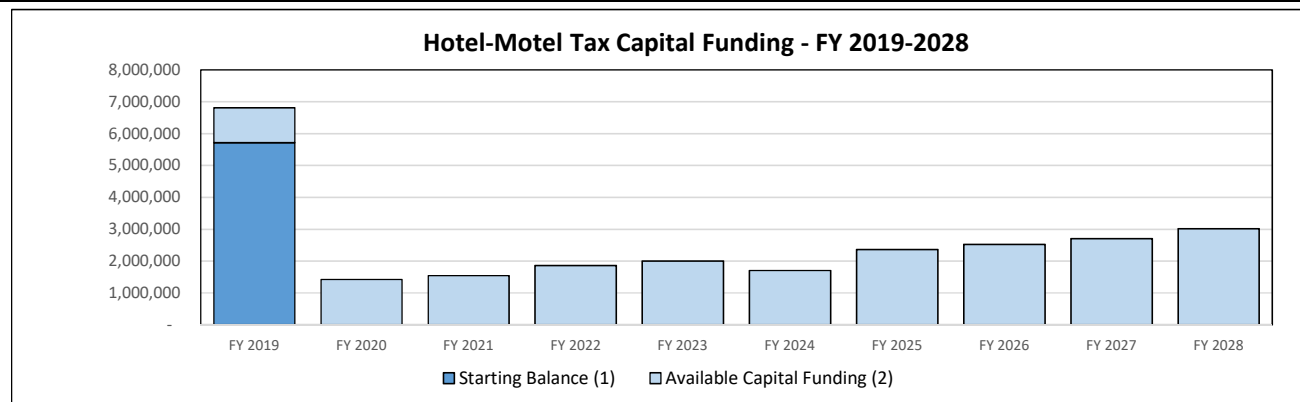
## City of Franklin

### FY 2019-2028 Capital Improvement Program Financing Model

| Fund: | Hotel Motel Tax | Percent of Total CIP Revenues | 15.8% |
|-------|-----------------|-------------------------------|-------|
|-------|-----------------|-------------------------------|-------|

**Hotel Motel Tax:** The Hotel/Motel Tax has been used in the past for those types of infrastructure projects which promote recreation and tourism. Specifically, these monies have been used for servicing debt related to the acquisition of the Carter's Hill Battlefield, Eastern Flank Battlefield and the Park at Harlinsdale Farm.

Future growth assumes 4.5% growth in revenues from hotel stays annually, less all known costs (existing debt service and the City's contribution to the Williamson County Convention & Visitors Bureau).



|                               | Projections         |                     |                     |                     |                     |                     |                     |                     |                     |                     | Totals               |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                               | FY 2019             | FY 2020             | FY 2021             | FY 2022             | FY 2023             | FY 2024             | FY 2025             | FY 2026             | FY 2027             | FY 2028             |                      |
| Starting Balance (1)          | 5,722,086           | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 5,722,086            |
| Available Capital Funding (2) | 1,089,969           | 1,424,067           | 1,538,581           | 1,865,214           | 1,998,734           | 1,701,966           | 2,359,706           | 2,528,480           | 2,704,366           | 3,021,489           | 20,232,571           |
| <b>Totals</b>                 | <b>\$ 6,812,055</b> | <b>\$ 1,424,067</b> | <b>\$ 1,538,581</b> | <b>\$ 1,865,214</b> | <b>\$ 1,998,734</b> | <b>\$ 1,701,966</b> | <b>\$ 2,359,706</b> | <b>\$ 2,528,480</b> | <b>\$ 2,704,366</b> | <b>\$ 3,021,489</b> | <b>\$ 25,954,657</b> |

#### Assumptions

- (1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.
- (2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.



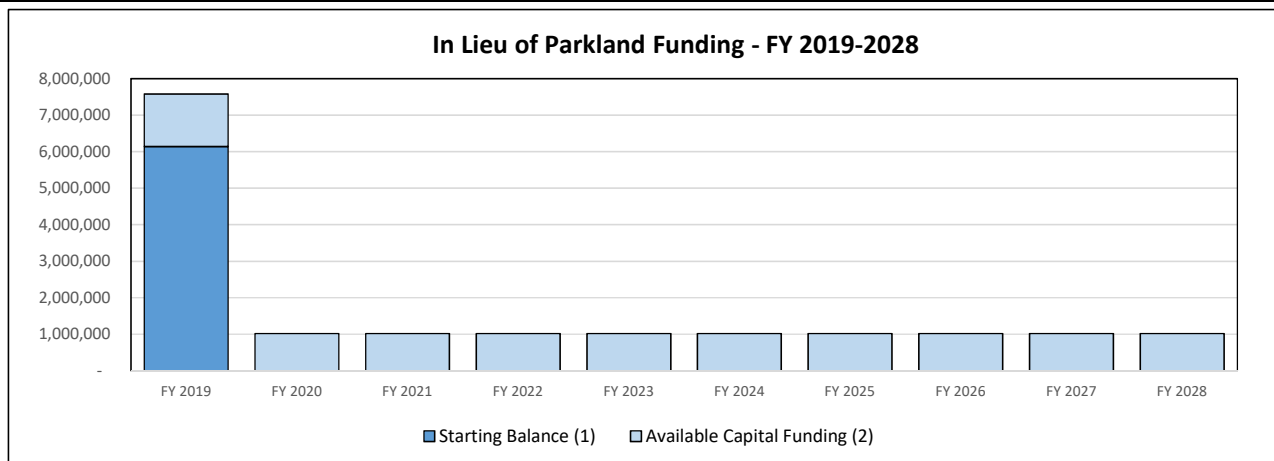
# City of Franklin

## FY 2019-2028 Capital Improvement Program Financing Model

| Fund: | In Lieu of Tax Parkland | Percent of Total CIP Revenues | 10.2% |
|-------|-------------------------|-------------------------------|-------|
|-------|-------------------------|-------------------------------|-------|

**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 green space 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 important issue of concern with these funds is the nexus issue: funds can only be spent in the quadrant of the community in which they are collected. Although funds are likely to be generated annually in excess of a million dollars, they cannot be spent City-wide. This limits how much can be spent on a particular project.



|                               | Projections         |                     |                     |                     |                     |                     |                     |                     |                     |                     | Totals               |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|                               | FY 2019             | FY 2020             | FY 2021             | FY 2022             | FY 2023             | FY 2024             | FY 2025             | FY 2026             | FY 2027             | FY 2028             |                      |
| Starting Balance (1)          | 6,141,130           | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | -                   | 6,141,130            |
| Available Capital Funding (2) | 1,440,000           | 1,015,000           | 1,015,000           | 1,015,000           | 1,015,000           | 1,015,000           | 1,015,000           | 1,015,000           | 1,015,000           | 1,015,000           | 10,575,000           |
| <b>Totals</b>                 | <b>\$ 7,581,130</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 1,015,000</b> | <b>\$ 16,716,130</b> |

### Assumptions

- (1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.
- (2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.



## City of Franklin, Tennessee FY 2020 Operating Budget

### Appendices: Capital

#### Appendix B: CAPITAL PROJECTS FINANCING & *Invest Franklin*

**Invest Franklin Summary\*:** In June 2016, the BOMA approved the Invest Franklin initiative as part of approving the FY 2017 budget and setting the property tax rate. The initiative dedicates \$.07 of the total property tax rate (currently \$.4176/\$100 of assessed value) for capital projects (primarily infrastructure & transportation related). The tables on the next page show how much revenue has been generated through this initiative.

*\*Please note, there will be no further cash generated by the Invest Franklin initiative after FY 2019, as the 7 cents annually will be dedicated to service debt issued to pay for Invest Franklin prioritized projects.*







## City of Franklin, Tennessee

### FY 2020 Operating Budget

#### Appendices: Capital

#### Appendix B: CAPITAL PROJECTS & *Invest Franklin*

##### FY 2017

|                                                                        |                     |
|------------------------------------------------------------------------|---------------------|
| Total Property Tax Levy (.4176/\$100 of assessed value)                | \$ 19,203,126       |
| <u>Value of one cent</u>                                               | <u>\$ 459,845</u>   |
| <b>Total 2017 value of the \$.07 <i>Invest Franklin</i> Initiative</b> | <b>\$ 3,218,915</b> |
| <b>FY 2017 <i>Invest Franklin</i> Collection</b>                       | <b>\$ 3,218,915</b> |
| <u>Less: Sidewalk Gap Expenditure</u>                                  | <u>\$ (250,000)</u> |
| <b>Ending Balance <i>Invest Franklin</i> Collections FY 2017</b>       | <b>\$ 2,968,915</b> |

##### FY 2018

|                                                                        |                       |
|------------------------------------------------------------------------|-----------------------|
| Total Property Tax Levy (.4176/\$100 of assessed value)                | \$ 20,126,690         |
| <u>Value of one cent</u>                                               | <u>\$ 481,961</u>     |
| <b>Total 2018 value of the \$.07 <i>Invest Franklin</i> Initiative</b> | <b>\$ 3,373,727</b>   |
| <b>FY 2018 <i>Invest Franklin</i> Collection</b>                       | <b>\$ 3,373,727</b>   |
| <u>Less: Debt Service on 2017 G.O. Bonds</u>                           | <u>\$ (1,528,007)</u> |
| Available Balance <i>Invest Franklin</i> Collections                   | \$ 1,845,720          |
| <u>Less: Sidewalk Gap Expenditure</u>                                  | <u>\$ (250,000)</u>   |
| <b>Ending Balance <i>Invest Franklin</i> Collections FY 2018</b>       | <b>\$ 1,595,720</b>   |

##### FY 2019

|                                                                        |                       |
|------------------------------------------------------------------------|-----------------------|
| Total Property Tax Levy (.4176/\$100 of assessed value)                | \$ 20,730,491         |
| <u>Value of one cent</u>                                               | <u>\$ 496,420</u>     |
| <b>Total 2018 value of the \$.07 <i>Invest Franklin</i> Initiative</b> | <b>\$ 3,474,939</b>   |
| <b>FY 2019 <i>Invest Franklin</i> Collection</b>                       | <b>\$ 3,474,939</b>   |
| <u>Less: Debt Service on 2017 G.O. Bonds</u>                           | <u>\$ (1,630,497)</u> |
| Available Balance <i>Invest Franklin</i> Collections                   | \$ 1,844,442          |
| <u>Less: Sidewalk Gap Expenditure</u>                                  | <u>\$ (250,000)</u>   |
| <b>Ending Balance <i>Invest Franklin</i> Collections FY 2019</b>       | <b>\$ 1,594,442</b>   |

##### **Cumulative Balance *Invest Franklin* Initiative**

|                                                                         |                     |
|-------------------------------------------------------------------------|---------------------|
| Ending Balance Invest Franklin Collections FY 2017                      | \$ 2,968,915        |
| Ending Balance Invest Franklin Collections FY 2018                      | \$ 1,595,720        |
| Ending Balance Invest Franklin Collections FY 2019                      | \$ 1,594,442        |
| <b>Total Balance <i>Invest Franklin</i> Initiative (end of FY 2019)</b> | <b>\$ 6,159,076</b> |



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **Appendices: Capital**

#### **Appendix C: Impact of Capital Improvements on the 2019 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 continue to happen. Details of potential financing strategies utilizing debt can be found in Appendix B. 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 no longer utilizes leasing as a means of acquiring capital equipment. Final lease payments will be made in FY 2019.

##### 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 2020 Operating Budget**

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## **APPENDICIES: Policies**

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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 \$24.35 million in FY 2020). 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 over \$14 million in FY 2020). 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.

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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 2020 Operating Budget**

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*City of Franklin, Tennessee*  
**FY 2020 Operating Budget**

**Appendix D – Policies: General Fund - Fund Balance**

# CITY OF FRANKLIN

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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 2020 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 2020 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 2020 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***

### **FY 2020 Operating Budget**

#### **Appendix D – Policies: General Fund - Fund Balance**

##### **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 2020 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.



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **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 2020 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 2020 the City of Franklin projects to have \$24,350,524 in its stabilization account as follows:

| Urgent Event                   | Percent of Total 33% | Amount       |
|--------------------------------|----------------------|--------------|
| Contingency                    | 5%                   | \$ 3,689,473 |
| Emergency                      | 5%                   | \$ 3,689,473 |
| Cash Flow Stabilization        | 14%                  | \$10,330,525 |
| Debt Service                   | 3%                   | \$ 2,213,684 |
| Property/Liability/Health      | 4%                   | \$ 2,951,579 |
| Other Post Employment Benefits | 2%                   | \$ 1,475,789 |
|                                | 33%                  | \$24,350,524 |

#### 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 30<sup>th</sup> of the applicable fiscal year. If the actual amount of the commitment is not available by June 30<sup>th</sup>, 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



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **Appendix D – Policies: General Fund - Fund Balance**

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 2019*



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **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 December 2017.

**RESOLUTION 2017-81**

**TO BE ENTITLED: "A RESOLUTION OF THE BOARD OF MAYOR AND ALDERMEN FOR ADOPTION OF A DEBT MANAGEMENT POLICY"**

**WHEREAS**, the City of Franklin, by action of the Board of Mayor and Aldermen in 2009, adopted a debt management policy to guide the City of Franklin in its undertaking of financial obligations, maintain a sustainable financial position, and assist in analyzing the use of debt for capital project; and

**WHEREAS**, by action of the Board of Mayor and Aldermen in 2016, the debt management policy was modified; and

**WHEREAS**, the debt management policy will need to be modified and updated from time to time to conform to state requirements, market conditions, rating implications, and to otherwise best serve the needs of the City.

**NOW, THEREFORE, BE IT RESOLVED**, by the Board of Mayor and Aldermen for the City of Franklin as follows:

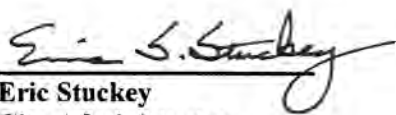
**Section 1.** That the Debt Management Policy, as amended, is hereby adopted.

**Section 2.** That this Resolution shall be effective upon adoption.

**IT IS SO RESOLVED AND DONE** on this 12<sup>th</sup> day of December, 2017.

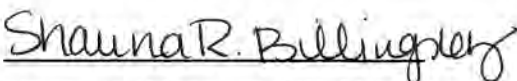
**ATTEST:**

**CITY OF FRANKLIN, TENNESSEE:**

By:   
Eric Stuckey  
City Administrator

By:   
Dr. Ken Moore  
Mayor

**Approved as to form:**

  
Shauna R. Billingsley, City Attorney

# CITY OF FRANKLIN

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T E N N E S S E E

## Debt Management Policy

Prepared by  
Public Financial Management, Inc.  
Originally Adopted on June 23, 2009  
Revised and Adopted by Finance Committee, March 10, 2016  
Revised and Adopted by Board of Mayor & Aldermen, April 12, 2016  
Revised and Proposed by Staff, November 30, 2017



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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 Indebtedness**

The City may issue general obligation indebtedness supported by the full faith and credit of the City. General Obligation indebtedness 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 or other tax-revenue pledge to support other revenue-supported debt, if such support improves the economics of the revenue-supported debt issue (including pledges required to participate in a debt program) and is used in accordance with these guidelines. (For example, the City may borrow from the State of Tennessee Revolving Loan Fund Program ("SRF Program") for funding of capital improvements for the Water & Wastewater Utility. The SRF Program often requires the City's full faith and credit pledge and a supporting pledge of the City's state shared revenues in addition to a revenue pledge.)

**2. Revenue Indebtedness**

The City may issue revenue indebtedness, where repayment of the debt service obligations of said indebtedness will be made through revenues generated from specifically designated sources. Revenue indebtedness 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.
- 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 2020 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 2018. It will be reviewed again in June 2020.

# CITY OF FRANKLIN

## Disbursements Policy

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# CITY OF FRANKLIN

## 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 2<sup>nd</sup> 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.

## 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. Finance provides guidance for the approved fee limits and/or for approval to accept payment fees beyond the fee limits.

### 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 of \$100,000 or more 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 itemized 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) or requisition number and contract number.

#### **For Construction-Related Procurement Payments**

Inclusion of the contract payment request form with project number, 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). The time period for submittal is shown in the travel policy.

#### **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 or if moving the payment to an AP date closer to net 30 would make the invoice payment late.

### 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 2020 Operating Budget**

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**APPENDICIES: Operating Budget**

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Under this section is:

- **Operating Budget - Supplemental Information**
  - **Appendix G - General Fund Expenditures By Account**
  - **Appendix H - Program Enhancement Requests**
  - **Appendix I - Pay Structure**



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendix G: Budget by Accounts - General Fund

|                                               | <u>A</u>             | <u>B</u>             | <u>C</u>             | <u>D</u>             | <u>E</u>             | <u>F (E-C)</u>                | <u>G (E/C-1)</u> |
|-----------------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|-------------------------------|------------------|
|                                               | <u>Actual 2017</u>   | <u>Actual 2018</u>   | <u>Budget 2019</u>   | <u>Estd 2019</u>     | <u>Budget 2020</u>   | <u>Difference 19' vs. 20'</u> |                  |
|                                               |                      |                      |                      |                      |                      | \$                            | %                |
| <b>Personnel</b>                              |                      |                      |                      |                      |                      |                               |                  |
| 81110 REGULAR PAY                             | \$ 29,982,157        | \$ 31,249,376        | \$ 35,106,909        | \$ 33,847,008        | \$ 36,816,596        | \$ 1,709,687                  | 4.9%             |
| 81120 OVERTIME PAY                            | \$ 1,578,666         | \$ 1,979,200         | \$ 1,942,674         | \$ 2,102,287         | \$ 1,935,694         | \$ (6,980)                    | -0.4%            |
| 81130 COURT OVERTIME PAY                      | \$ 72,760            | \$ 69,244            | \$ 127,120           | \$ 97,316            | \$ 127,120           | \$ -                          | 0.0%             |
| 81150 TEMPORARY WORK BY NON-CITY EMPL         | \$ 59,408            | \$ 32,964            | \$ 55,060            | \$ 40,530            | \$ 55,060            | \$ -                          | 0.0%             |
| 81160 CENSUS WORKERS                          | \$ 33,635            | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                          | 0.0%             |
| 81199 VACANCY ADJUSTMENT                      | \$ -                 | \$ -                 | \$ (1,156,494)       | \$ -                 | \$ (1,217,143)       | \$ (60,649)                   | 5.2%             |
| <b>XWAGI TOTAL WAGES</b>                      | <b>\$ 31,726,626</b> | <b>\$ 33,330,784</b> | <b>\$ 36,075,269</b> | <b>\$ 36,087,141</b> | <b>\$ 37,717,327</b> | <b>\$ 1,642,058</b>           | <b>4.6%</b>      |
| 81210 MAYOR & ALDERMEN                        | \$ 128,607           | \$ 129,255           | \$ 129,267           | \$ 129,267           | \$ 129,267           | \$ -                          | 0.0%             |
| 81220 CITY JUDGE                              | \$ 25,000            | \$ 25,000            | \$ 25,108            | \$ 25,108            | \$ 25,108            | \$ -                          | 0.0%             |
| 81230 PLANNING COMMISSION & BOZA              | \$ 10,300            | \$ 10,450            | \$ 14,000            | \$ 11,000            | \$ 14,000            | \$ -                          | 0.0%             |
| 81250 JUDICIAL COMMISSION-WARRANTS            |                      | \$ 201               | \$ 3,256             | \$ 300               | \$ 3,500             | \$ 244                        | 7.5%             |
| <b>XOFF TOTAL OFFICIALS FEES</b>              | <b>\$ 163,907</b>    | <b>\$ 164,906</b>    | <b>\$ 171,631</b>    | <b>\$ 165,675</b>    | <b>\$ 171,875</b>    | <b>\$ 244</b>                 | <b>0.1%</b>      |
| 81410 FICA (EMPLOYER'S SHARE)                 | \$ 2,308,068         | \$ 2,422,716         | \$ 2,528,182         | \$ 2,575,603         | \$ 2,671,896         | \$ 143,714                    | 5.7%             |
| 81420 MEDICAL PREMIUMS                        | \$ 6,911,956         | \$ 6,223,194         | \$ 9,377,989         | \$ 8,884,262         | \$ 9,542,381         | \$ 164,392                    | 1.8%             |
| 81425 VISION PREMIUMS                         | \$ -                 | \$ -                 | \$ -                 | \$ 13,561            | \$ 4,700             | \$ 4,700                      | 100.0%           |
| 81430 GROUP INSURANCE PREMIUMS                | \$ 617,457           | \$ 573,367           | \$ 682,787           | \$ 526,891           | \$ 699,324           | \$ 16,537                     | 2.4%             |
| 81440 EMPLOYEE INSURANCE CONTRIBUTION         | \$ (1,881,779)       | \$ (2,011,258)       | \$ (2,024,116)       | \$ (1,963,107)       | \$ (2,018,024)       | \$ 6,092                      | -0.3%            |
| 81441 CONTRIBUTIONS TO HEALTH SAVINGS ACCOUNT |                      | \$ 51,600            | \$ -                 | \$ 31,100            | \$ 131,100           | \$ 131,100                    | 100.0%           |
| 81450 RETIREMENT CONTRIBUTIONS                | \$ 3,085,900         | \$ 3,521,640         | \$ 5,107,324         | \$ 4,998,903         | \$ 3,848,795         | \$ (1,258,529)                | -24.6%           |
| 81455 DEFERRED COMP MATCH                     | \$ 308,321           | \$ 430,031           | \$ 395,254           | \$ 574,981           | \$ 604,234           | \$ 208,980                    | 52.9%            |
| 81460 UNEMPLOYMENT CLAIMS                     | \$ 8,153             | \$ 8,828             | \$ 17,009            | \$ 17,009            | \$ 17,309            | \$ 300                        | 1.8%             |
| 81470 WORKERS COMPENSATION PREMIUMS           | \$ 361,055           | \$ 342,659           | \$ 442,645           | \$ 461,046           | \$ 541,710           | \$ 99,065                     | 22.4%            |
| 81475 WORKERS COMPENSATION CLAIMS             | \$ 333,414           | \$ 425,322           | \$ 35,978            | \$ 39,588            | \$ 36,433            | \$ 455                        | 1.3%             |
| 81480 TOOL ALLOWANCE                          | \$ 5,999             | \$ 5,991             | \$ 7,000             | \$ 6,000             | \$ 6,000             | \$ (1,000)                    | -14.3%           |
| 81481 CLOTHING ALLOWANCE                      | \$ 15,797            | \$ 16,204            | \$ 22,400            | \$ 22,400            | \$ 22,400            | \$ -                          | 0.0%             |
| 81482 CAR ALLOWANCE                           | \$ 15,692            | \$ 18,586            | \$ 16,700            | \$ 19,200            | \$ 19,200            | \$ 2,500                      | 15.0%            |
| 81490 MOVING EXPENSES                         | \$ 3,000             | \$ -                 | \$ -                 | \$ -                 | \$ -                 | \$ -                          | 0.0%             |
| <b>XBEN TOTAL BENEFITS</b>                    | <b>\$ 12,093,033</b> | <b>\$ 12,028,880</b> | <b>\$ 16,609,152</b> | <b>\$ 16,207,437</b> | <b>\$ 16,127,458</b> | <b>\$ (481,694)</b>           | <b>-2.9%</b>     |
| <b>XPER TOTAL PERSONNEL</b>                   | <b>\$ 43,983,566</b> | <b>\$ 45,524,570</b> | <b>\$ 52,856,052</b> | <b>\$ 52,460,253</b> | <b>\$ 54,016,660</b> | <b>\$ 1,160,608</b>           | <b>2.2%</b>      |
| <b>Operations</b>                             |                      |                      |                      |                      |                      |                               |                  |
| 82110 MAILING & OUTBOUND SHIPPING SERV        | \$ 33,968            | \$ 31,660            | \$ 42,624            | \$ 40,264            | \$ 49,182            | \$ 6,558                      | 15.4%            |
| 82120 FREIGHT FOR INBOUND PURCHASED ITE       | \$ 15,580            | \$ 8,213             | \$ 33,664            | \$ 16,805            | \$ 34,452            | \$ 788                        | 2.3%             |
| 82130 VEHICLE LICENSES & TITLES               | \$ 3,734             | \$ 3,679             | \$ 3,535             | \$ 2,582             | \$ 3,483             | \$ (52)                       | -1.5%            |
| 82140 VEHICLE TOW-IN SERVICES                 | \$ 16,889            | \$ 10,060            | \$ 13,510            | \$ 9,600             | \$ 13,032            | \$ (478)                      | -3.5%            |
| <b>XTRC TOTAL TRANSPORTATION CHARGES</b>      | <b>\$ 70,171</b>     | <b>\$ 53,612</b>     | <b>\$ 93,333</b>     | <b>\$ 69,251</b>     | <b>\$ 100,149</b>    | <b>\$ 6,816</b>               | <b>7.3%</b>      |
| 82210 PRINTING & COPYING SERVICES, OUTSC      | \$ 26,319            | \$ 18,563            | \$ 32,450            | \$ 39,650            | \$ 37,759            | \$ 5,309                      | 16.4%            |
| 82230 ARCHIVING/RECORDS MANAGEMENT S          | \$ 12,442            | \$ 20,117            | \$ 23,250            | \$ 22,000            | \$ 23,000            | \$ (250)                      | -1.1%            |
| 82240 TRANSCRIPTION FEES                      | \$ 2,337             | \$ 7,544             | \$ 20,003            | \$ 18,494            | \$ 19,137            | \$ (866)                      | -4.3%            |
| 82245 FINGERPRINTING FEES                     | \$ -                 | \$ 33                | \$ 60                | \$ 33                | \$ 120               | \$ 60                         | 100.0%           |
| 82250 TESTING & PHYSICALS                     | \$ 183,584           | \$ 173,001           | \$ 154,269           | \$ 155,182           | \$ 191,422           | \$ 37,153                     | 24.1%            |
| 82255 INVESTIGATIVE POLYGRAPHS                | \$ 1,200             | \$ 2,400             | \$ 1,000             | \$ 1,950             | \$ 1,000             | \$ -                          | 0.0%             |
| 82260 UNIFORM RENTAL & SERVICES               | \$ 41,291            | \$ 46,639            | \$ 43,258            | \$ 49,535            | \$ 45,608            | \$ 2,350                      | 5.4%             |
| 82270 LANDFILL & BIOSOLIDS MANAGEMENT         | \$ 1,516             | \$ 1,164             | \$ 2,800             | \$ 2,140             | \$ 2,885             | \$ 85                         | 3.0%             |
| 82280 LAB FEES                                | \$ -                 | \$ -                 | \$ 500               | \$ -                 | \$ 500               | \$ -                          | 0.0%             |
| 82299 OTHER OPERATING SERVICES                | \$ 10,677            | \$ 11,302            | \$ 18,576            | \$ 8,261             | \$ 18,793            | \$ 217                        | 1.2%             |
| <b>XOPSV TOTAL OPERATING SERVICES</b>         | <b>\$ 279,366</b>    | <b>\$ 280,763</b>    | <b>\$ 296,166</b>    | <b>\$ 297,245</b>    | <b>\$ 340,224</b>    | <b>\$ 44,058</b>              | <b>14.9%</b>     |
| 82310 LEGAL NOTICES                           | \$ 50,721            | \$ 33,435            | \$ 54,852            | \$ 47,575            | \$ 48,664            | \$ (6,188)                    | -11.3%           |
| 82320 CITY ELECTIONS                          | \$ -                 | \$ 47,862            | \$ -                 | \$ -                 | \$ 50,000            | \$ 50,000                     | 100.0%           |
| 82330 CITIZENS ACADEMIES                      | \$ 16,106            | \$ 15,273            | \$ 18,500            | \$ 14,258            | \$ 18,916            | \$ 416                        | 2.2%             |
| 82340 LEADERSHIP RETREATS                     | \$ 2,500             | \$ -                 | \$ 9,150             | \$ 9,150             | \$ 9,150             | \$ -                          | 0.0%             |
| 82350 DUES FOR MEMBERSHIPS                    | \$ 100,224           | \$ 107,282           | \$ 112,652           | \$ 123,606           | \$ 139,625           | \$ 26,973                     | 23.9%            |
| 82355 PROFESSIONAL STANDARDS / ACCREDIT       | \$ 34,169            | \$ 32,881            | \$ 26,886            | \$ 26,185            | \$ 27,851            | \$ 965                        | 3.6%             |
| 82360 PUBLIC RELATIONS & EDUCATION (CITY      | \$ 79,203            | \$ 77,269            | \$ 124,011           | \$ 95,075            | \$ 123,178           | \$ (833)                      | -0.7%            |
| 82370 PROMOTIONS & SPECIAL EVENTS (NOT        | \$ 34,841            | \$ 33,882            | \$ 18,852            | \$ 15,305            | \$ 21,049            | \$ 2,197                      | 11.7%            |





# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendix G: Budget by Accounts - General Fund

|                                                 | <u>A</u>            | <u>B</u>            | <u>C</u>            | <u>D</u>            | <u>E</u>            | <u>F (E-C)</u>                | <u>G (E/C-1)</u> |
|-------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------------|------------------|
|                                                 | <u>Actual 2017</u>  | <u>Actual 2018</u>  | <u>Budget 2019</u>  | <u>Estd 2019</u>    | <u>Budget 2020</u>  | <u>Difference 19' vs. 20'</u> |                  |
|                                                 |                     |                     |                     |                     |                     | \$                            | %                |
| 82371 EMERGENCY RELIEF                          | \$ 608              | \$ 2,154            | \$ 1,000            | \$ 3,473            | \$ 1,000            | \$ -                          | 0.0%             |
| 82372 UNITED WAY CAMPAIGN                       | \$ -                | \$ -                | \$ 650              | \$ 650              | \$ 650              | \$ -                          | 0.0%             |
| 82373 RECRUITMENT                               | \$ 7,835            | \$ 8,523            | \$ 9,025            | \$ 5,025            | \$ 10,025           | \$ 1,000                      | 11.1%            |
| 82385 SPECIAL CENSUS                            | \$ 43,448           | \$ -                | \$ -                | \$ -                | \$ -                | \$ -                          | 0.0%             |
| 82390 PUBLICATIONS, NON-TRAINING                | \$ 35,038           | \$ 45,796           | \$ 46,050           | \$ 40,845           | \$ 42,150           | \$ (3,900)                    | -8.5%            |
| <b>XNSP TOTAL NOTICES, SUBSCRIPTIONS, PUI</b>   | <b>\$ 404,693</b>   | <b>\$ 404,357</b>   | <b>\$ 421,628</b>   | <b>\$ 381,147</b>   | <b>\$ 492,258</b>   | <b>\$ 70,630</b>              | <b>16.8%</b>     |
| 82410 ELECTRIC SERVICE                          | \$ 1,237,816        | \$ 1,177,727        | \$ 1,363,683        | \$ 1,263,928        | \$ 1,287,676        | \$ (76,007)                   | -5.6%            |
| 82420 WATER & SEWER SERVICE                     | \$ 218,384          | \$ 218,362          | \$ 228,509          | \$ 205,422          | \$ 207,675          | \$ (20,834)                   | -9.1%            |
| 82430 STORMWATER SERVICE                        | \$ 26,212           | \$ 26,216           | \$ 26,030           | \$ 22,653           | \$ 23,402           | \$ (2,628)                    | -10.1%           |
| 82435 SOLID WASTE SERVICE                       | \$ 91,170           | \$ 88,067           | \$ 99,498           | \$ 85,358           | \$ 88,075           | \$ (11,423)                   | -11.5%           |
| 82440 NATURAL GAS SERVICE                       | \$ 51,765           | \$ 77,796           | \$ 45,670           | \$ 61,882           | \$ 57,473           | \$ 11,803                     | 25.8%            |
| 82450 TELEPHONE SERVICE                         | \$ 43,749           | \$ 49,101           | \$ 50,897           | \$ 45,978           | \$ 48,002           | \$ (2,895)                    | -5.7%            |
| 82451 800 MHZ ACCESS LINE SERVICE               | \$ 43,041           | \$ 46,679           | \$ 47,385           | \$ 53,337           | \$ 57,300           | \$ 9,915                      | 20.9%            |
| 82455 CELLULAR TELEPHONE SERVICE                | \$ 184,747          | \$ 203,857          | \$ 195,310          | \$ 191,352          | \$ 201,039          | \$ 5,729                      | 2.9%             |
| 82470 INTERNET & RELATED SERVICES               | \$ 55,988           | \$ 44,564           | \$ 48,637           | \$ 52,542           | \$ 49,348           | \$ 711                        | 1.5%             |
| 82480 9-1-1 CHARGES                             | \$ 56,214           | \$ (1,980)          | \$ -                | \$ -                | \$ -                | \$ -                          | 0.0%             |
| 82481 CDPD CHARGES                              | \$ 98,632           | \$ 107,214          | \$ 105,000          | \$ 105,247          | \$ 108,150          | \$ 3,150                      | 3.0%             |
| 82483 CONNECTION CHARGES                        | \$ 2,186            | \$ 1,913            | \$ 400              | \$ 2,000            | \$ 2,400            | \$ 2,000                      | 500.0%           |
| <b>XUTIL TOTAL UTILITIES</b>                    | <b>\$ 2,109,904</b> | <b>\$ 2,039,516</b> | <b>\$ 2,211,019</b> | <b>\$ 2,089,699</b> | <b>\$ 2,130,540</b> | <b>\$ (80,479)</b>            | <b>-3.6%</b>     |
| 82510 COMPUTER SERVICES                         | \$ 1,642,319        | \$ 1,576,633        | \$ 2,132,473        | \$ 2,188,793        | \$ 2,032,123        | \$ (100,350)                  | -4.7%            |
| 82520 LEGAL SERVICES                            | \$ 36,211           | \$ 28,476           | \$ 67,950           | \$ 99,535           | \$ 91,750           | \$ 23,800                     | 35.0%            |
| 82530 AUDIT SERVICES                            | \$ 24,000           | \$ 24,250           | \$ 24,500           | \$ 24,500           | \$ 24,750           | \$ 250                        | 1.0%             |
| 82540 ENGINEERING SERVICES                      | \$ 374,959          | \$ 135,462          | \$ 365,500          | \$ 406,695          | \$ 395,600          | \$ 30,100                     | 8.2%             |
| 82550 AERIAL PHOTOGRAPHY / MAPPING SER          | \$ -                | \$ 33,287           | \$ 86,401           | \$ 86,400           | \$ -                | \$ (86,401)                   | -100.0%          |
| 82560 CONSULTANT SERVICES                       | \$ 190,886          | \$ 290,670          | \$ 644,754          | \$ 628,866          | \$ 542,271          | \$ (102,483)                  | -15.9%           |
| 82599 OTHER CONTRACTUAL SERVICES                | \$ 678,475          | \$ 982,809          | \$ 1,104,038        | \$ 1,095,455        | \$ 1,159,021        | \$ 54,983                     | 5.0%             |
| <b>XCTS TOTAL CONTRACTUAL SERVICES</b>          | <b>\$ 2,946,850</b> | <b>\$ 3,071,587</b> | <b>\$ 4,425,616</b> | <b>\$ 4,530,244</b> | <b>\$ 4,245,515</b> | <b>\$ (180,101)</b>           | <b>-4.1%</b>     |
| 82610 VEHICLE REPAIR & MAINTENANCE SERV         | \$ 725,417          | \$ 751,570          | \$ 909,117          | \$ 672,379          | \$ 736,142          | \$ (172,975)                  | -19.0%           |
| 82620 EQUIPMENT REPAIR & MAINTENANCE S          | \$ 666,112          | \$ 499,255          | \$ 490,250          | \$ 526,355          | \$ 594,253          | \$ 104,003                    | 21.2%            |
| 82640 PAVING & REPAIR SERVICES                  | \$ 38,629           | \$ 43,841           | \$ 137,240          | \$ 47,240           | \$ 47,975           | \$ (89,265)                   | -65.0%           |
| 82641 TRAFFIC SIGNAL REPAIR & MAINTENAN         | \$ 6,856            | \$ 14,993           | \$ 16,000           | \$ 10,000           | \$ 16,480           | \$ 480                        | 3.0%             |
| 82642 STREETLIGHT REPAIR & MAINTENANCE          | \$ 5,040            | \$ 19,438           | \$ 6,500            | \$ 6,500            | \$ 7,000            | \$ 500                        | 7.7%             |
| 82643 SIGN MAINTENANCE SERVICES                 | \$ 13,019           | \$ 824              | \$ 10,060           | \$ 9,810            | \$ 10,165           | \$ 105                        | 1.0%             |
| 82647 SIDEWALK REPAIR                           | \$ -                | \$ 4,989            | \$ -                | \$ -                | \$ -                | \$ -                          | 0.0%             |
| 82649 FIBER OPTIC SERVICE                       | \$ 333              | \$ -                | \$ 10,000           | \$ -                | \$ -                | \$ (10,000)                   | -100.0%          |
| 82650 PARK & FIELD MAINTENANCE SERVICES         | \$ 13,801           | \$ 35,025           | \$ 68,530           | \$ 68,530           | \$ 58,200           | \$ (10,330)                   | -15.1%           |
| 82651 PARK & FIELD ELECTRICAL MAINTENAN         | \$ 45,249           | \$ 38,974           | \$ 20,995           | \$ 20,995           | \$ 21,660           | \$ 665                        | 3.2%             |
| 82652 LANDSCAPING SERVICES                      | \$ 34,066           | \$ 57,478           | \$ 48,930           | \$ 55,930           | \$ 48,230           | \$ (700)                      | -1.4%            |
| 82653 IRRIGATION SERVICES                       | \$ 12,107           | \$ 23,179           | \$ 13,555           | \$ 13,805           | \$ 14,155           | \$ 600                        | 4.4%             |
| 82654 GROUNDS MAINTENANCE SERVICES              | \$ 13,185           | \$ 126,878          | \$ 265,255          | \$ 265,330          | \$ 259,915          | \$ (5,340)                    | -2.0%            |
| 82655 TREE SERVICES                             | \$ -                | \$ -                | \$ 5,965            | \$ 10,700           | \$ 13,000           | \$ 7,035                      | 117.9%           |
| 82660 BUILDING REPAIR & MAINTENANCE SER         | \$ 549,798          | \$ 689,548          | \$ 504,930          | \$ 541,254          | \$ 546,709          | \$ 41,779                     | 8.3%             |
| 82699 OTHER REPAIR & MAINTENANCE SERVIC         | \$ 12,742           | \$ 15,473           | \$ 13,535           | \$ 10,035           | \$ 13,820           | \$ 285                        | 2.1%             |
| <b>XRMSV TOTAL REPAIR &amp; MAINTENANCE SER</b> | <b>\$ 2,136,354</b> | <b>\$ 2,321,465</b> | <b>\$ 2,520,862</b> | <b>\$ 2,258,863</b> | <b>\$ 2,387,704</b> | <b>\$ (133,158)</b>           | <b>-5.3%</b>     |
| 82720 TUITION ASSISTANCE PROGRAM                | \$ 64,228           | \$ 83,606           | \$ 92,500           | \$ 92,500           | \$ 92,500           | \$ -                          | 0.0%             |
| 82730 EMPLOYEE ASSISTANCE PROGRAM               | \$ 16,386           | \$ 16,736           | \$ 18,000           | \$ 18,000           | \$ 19,000           | \$ 1,000                      | 5.6%             |
| 82740 EMPLOYEE WELLNESS PROGRAM                 | \$ 20,760           | \$ 37,447           | \$ 34,850           | \$ 38,350           | \$ 38,350           | \$ 3,500                      | 10.0%            |
| 82750 EMPLOYEE RECOGNITION/RECEPTIONS           | \$ 33,340           | \$ 36,082           | \$ 43,002           | \$ 47,226           | \$ 47,488           | \$ 4,486                      | 10.4%            |
| 82760 SAFETY PROGRAMS                           | \$ 38,311           | \$ 39,944           | \$ 52,160           | \$ 52,160           | \$ 53,200           | \$ 1,040                      | 2.0%             |
| 82780 TRAINING, OUTSIDE                         | \$ 226,675          | \$ 242,093          | \$ 355,528          | \$ 340,243          | \$ 415,802          | \$ 60,274                     | 17.0%            |
| 82790 TRAINING, IN-HOUSE                        | \$ 19,485           | \$ 45,476           | \$ 88,528           | \$ 81,198           | \$ 151,215          | \$ 62,687                     | 70.8%            |
| <b>XEPG TOTAL EMPLOYEE PROGRAMS</b>             | <b>\$ 419,185</b>   | <b>\$ 501,384</b>   | <b>\$ 684,568</b>   | <b>\$ 669,677</b>   | <b>\$ 817,555</b>   | <b>\$ 132,987</b>             | <b>19.4%</b>     |
| 82810 REGISTRATIONS                             | \$ 126,196          | \$ 132,274          | \$ 171,525          | \$ 167,695          | \$ 188,750          | \$ 17,225                     | 10.0%            |
| 82820 GROUND TRANSPORTATION (OUTSIDE V          | \$ 21,615           | \$ 22,790           | \$ 28,165           | \$ 24,443           | \$ 32,717           | \$ 4,552                      | 16.2%            |
| 82830 AIR TRAVEL                                | \$ 29,844           | \$ 62,107           | \$ 67,950           | \$ 58,735           | \$ 87,172           | \$ 19,222                     | 28.3%            |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendix G: Budget by Accounts - General Fund

|                                                   | <u>A</u>            | <u>B</u>            | <u>C</u>            | <u>D</u>            | <u>E</u>            | <u>F (E-C)</u>                | <u>G (E/C-1)</u> |
|---------------------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------------|------------------|
|                                                   | <u>Actual 2017</u>  | <u>Actual 2018</u>  | <u>Budget 2019</u>  | <u>Estd 2019</u>    | <u>Budget 2020</u>  | <u>Difference 19' vs. 20'</u> |                  |
|                                                   |                     |                     |                     |                     |                     | \$                            | %                |
| 82840 LODGING                                     | \$ 99,981           | \$ 112,177          | \$ 130,790          | \$ 129,305          | \$ 157,988          | \$ 27,198                     | 20.8%            |
| 82850 MEALS (OUTSIDE WILLIAMSON COUNTY)           | \$ 23,510           | \$ 24,146           | \$ 45,185           | \$ 33,356           | \$ 56,487           | \$ 11,302                     | 25.0%            |
| 82890 OTHER TRAVEL EXPENSES                       | \$ 290              | \$ (1,809)          | \$ 2,460            | \$ 2,027            | \$ 2,725            | \$ 265                        | 10.8%            |
| <b>XPDT TOTAL PROFESSIONAL DEVELOPMENT</b>        | <b>\$ 301,436</b>   | <b>\$ 351,685</b>   | <b>\$ 446,075</b>   | <b>\$ 415,561</b>   | <b>\$ 525,839</b>   | <b>\$ 79,764</b>              | <b>17.9%</b>     |
| 83110 OFFICE SUPPLIES                             | \$ 109,796          | \$ 101,899          | \$ 117,738          | \$ 113,710          | \$ 117,869          | \$ 131                        | 0.1%             |
| 83120 OFFICE DÉCOR ITEMS (OTHER THAN FUI          | \$ 6,346            | \$ 8,221            | \$ 10,300           | \$ 9,550            | \$ 9,190            | \$ (1,110)                    | -10.8%           |
| 83130 EMPLOYEE BENEVOLENCE ITEMS                  | \$ 6,320            | \$ 4,491            | \$ 5,734            | \$ 6,280            | \$ 5,621            | \$ (113)                      | -2.0%            |
| 83140 MEALS & FOOD (INSIDE WILLIAMSON C           | \$ 80,875           | \$ 75,032           | \$ 79,997           | \$ 78,674           | \$ 82,707           | \$ 2,710                      | 3.4%             |
| <b>XOFS TOTAL OFFICE SUPPLIES</b>                 | <b>\$ 203,337</b>   | <b>\$ 189,643</b>   | <b>\$ 213,769</b>   | <b>\$ 208,214</b>   | <b>\$ 215,387</b>   | <b>\$ 1,618</b>               | <b>0.8%</b>      |
| 83210 TRAINING SUPPLIES                           | \$ 13,203           | \$ 51,392           | \$ 35,842           | \$ 32,834           | \$ 46,070           | \$ 10,228                     | 28.5%            |
| 83220 CHEMICALS & LAB SUPPLIES                    | \$ 100              | \$ -                | \$ 1,000            | \$ 300              | \$ 1,000            | \$ -                          | 0.0%             |
| 83230 PARKS SUPPLIES                              | \$ 16,181           | \$ 461              | \$ -                | \$ -                | \$ -                | \$ -                          | 0.0%             |
| 83240 MEDICAL SUPPLIES                            | \$ 38,562           | \$ 45,353           | \$ 36,860           | \$ 36,515           | \$ 49,530           | \$ 12,670                     | 34.4%            |
| 83250 SAFETY SUPPLIES                             | \$ 34,199           | \$ 33,497           | \$ 40,134           | \$ 34,045           | \$ 38,832           | \$ (1,302)                    | -3.2%            |
| 83260 UNIFORMS PURCHASED                          | \$ 200,971          | \$ 161,145          | \$ 229,799          | \$ 210,953          | \$ 247,640          | \$ 17,841                     | 7.8%             |
| 83265 UNIFORMS, SPECIALIZED                       | \$ 218,930          | \$ 159,967          | \$ 136,266          | \$ 165,800          | \$ 163,960          | \$ 27,694                     | 20.3%            |
| 83270 CONSUMABLE TOOLS                            | \$ 25,040           | \$ 28,315           | \$ 23,845           | \$ 22,030           | \$ 23,980           | \$ 135                        | 0.6%             |
| 83280 FIREARMS & RELATED SUPPLIES                 | \$ 43,561           | \$ 63,761           | \$ 42,874           | \$ 42,874           | \$ 109,060          | \$ 66,186                     | 154.4%           |
| 83281 AMMUNITION                                  | \$ 3,074            | \$ 42,747           | \$ 80,389           | \$ 80,389           | \$ 84,301           | \$ 3,912                      | 4.9%             |
| 83282 EVIDENCE SUPPLIES                           | \$ 4,280            | \$ 3,848            | \$ 4,544            | \$ 3,744            | \$ 4,650            | \$ 106                        | 2.3%             |
| 83290 SOLID WASTE CONTAINERS                      | \$ -                | \$ -                | \$ 1,900            | \$ 1,900            | \$ 1,900            | \$ -                          | 0.0%             |
| 83299 OTHER OPERATING SUPPLIES                    | \$ 108,209          | \$ 88,913           | \$ 121,536          | \$ 125,696          | \$ 125,602          | \$ 4,066                      | 3.3%             |
| <b>XOPS TOTAL OPERATING SUPPLIES</b>              | <b>\$ 706,310</b>   | <b>\$ 679,399</b>   | <b>\$ 754,989</b>   | <b>\$ 757,080</b>   | <b>\$ 896,525</b>   | <b>\$ 141,536</b>             | <b>18.7%</b>     |
| 83310 GASOLINE & DIESEL FOR FLEET (INSIDE 1       | \$ 388,575          | \$ 441,878          | \$ 478,841          | \$ 482,684          | \$ 521,912          | \$ 43,071                     | 9.0%             |
| 83315 FUEL HEDGING COSTS                          | \$ (58,195)         | \$ (61,719)         | \$ -                | \$ (20,000)         | \$ -                | \$ -                          | 0.0%             |
| 83320 MILEAGE (INSIDE WILLIAMSON COUNTY)          | \$ 320              | \$ 693              | \$ 2,670            | \$ 1,870            | \$ 2,750            | \$ 80                         | 3.0%             |
| <b>XFUEL TOTAL FUEL &amp; MILEAGE</b>             | <b>\$ 330,700</b>   | <b>\$ 380,852</b>   | <b>\$ 481,511</b>   | <b>\$ 464,554</b>   | <b>\$ 524,662</b>   | <b>\$ 43,151</b>              | <b>9.0%</b>      |
| 83510 FURNITURE, FIXTURES (<\$25,000)             | \$ 166,268          | \$ 92,476           | \$ 155,060          | \$ 175,192          | \$ 143,655          | \$ (11,405)                   | -7.4%            |
| 83520 VEHICLES (<\$25,000)                        | \$ 9,966            | \$ 347,328          | \$ 17,930           | \$ 17,930           | \$ 63,470           | \$ 45,540                     | 254.0%           |
| 83530 MACHINERY & EQUIPMENT (<\$25,000)           | \$ 841,166          | \$ 613,123          | \$ 486,100          | \$ 399,067          | \$ 567,613          | \$ 81,513                     | 16.8%            |
| 83540 COMPUTER HARDWARE (<\$25,000)               | \$ 584,268          | \$ 805,539          | \$ 567,240          | \$ 641,717          | \$ 644,130          | \$ 76,890                     | 13.6%            |
| 83550 COMPUTER SOFTWARE (<\$25,000)               | \$ 167,255          | \$ 5,242            | \$ 114,012          | \$ 141,019          | \$ 134,581          | \$ 20,569                     | 18.0%            |
| <b>XMEU TOTAL MACHINERY &amp; EQUIPMENT (&lt;</b> | <b>\$ 1,768,923</b> | <b>\$ 1,863,708</b> | <b>\$ 1,340,342</b> | <b>\$ 1,374,925</b> | <b>\$ 1,553,449</b> | <b>\$ 213,107</b>             | <b>15.9%</b>     |
| 83610 VEHICLE PARTS & SUPPLIES                    | \$ 448,675          | \$ 402,678          | \$ 485,473          | \$ 362,250          | \$ 354,350          | \$ (131,123)                  | -27.0%           |
| 83611 REIMBURSEMENT FOR FLEET MAINT               | \$ (1,095,018)      | \$ (1,065,833)      | \$ (1,175,000)      | \$ (1,010,000)      | \$ (950,000)        | \$ 225,000                    | -19.1%           |
| 83620 EQUIPMENT PARTS & SUPPLIES                  | \$ 439,586          | \$ 374,170          | \$ 444,744          | \$ 360,781          | \$ 341,821          | \$ (102,923)                  | -23.1%           |
| 83630 FIRE HYDRANT SUPPLIES                       | \$ 5,970            | \$ 665              | \$ 5,000            | \$ 5,000            | \$ 5,000            | \$ -                          | 0.0%             |
| 83640 PAVING & REPAIR SUPPLIES                    | \$ 93,383           | \$ 63,939           | \$ 115,060          | \$ 75,500           | \$ 122,950          | \$ 7,890                      | 6.9%             |
| 83641 TRAFFIC SIGNAL PARTS & SUPPLIES             | \$ 134,990          | \$ 94,481           | \$ 131,900          | \$ 132,400          | \$ 125,000          | \$ (6,900)                    | -5.2%            |
| 83642 STREETLIGHT PARTS & SUPPLIES                | \$ 197,134          | \$ 13,540           | \$ 49,225           | \$ 40,925           | \$ 48,455           | \$ (770)                      | -1.6%            |
| 83643 SIGN SUPPLIES                               | \$ 33,607           | \$ 44,276           | \$ 52,395           | \$ 51,395           | \$ 54,675           | \$ 2,280                      | 4.4%             |
| 83647 SIDEWALK REPAIR SUPPLIES                    | \$ 11,415           | \$ 17,962           | \$ 25,500           | \$ 25,500           | \$ 26,000           | \$ 500                        | 2.0%             |
| 83649 FIBER OPTIC SUPPLIES                        | \$ 200,840          | \$ 114,404          | \$ 213,000          | \$ 94,285           | \$ 214,750          | \$ 1,750                      | 0.8%             |
| 83650 PARK & FIELD MAINTENANCE SUPPLIES           | \$ 76,869           | \$ 99,284           | \$ 87,085           | \$ 87,085           | \$ 101,695          | \$ 14,610                     | 16.8%            |
| 83651 PARK & FIELD ELECTRICAL SUPPLIES            | \$ 12,810           | \$ 2,130            | \$ 15,985           | \$ 15,985           | \$ 16,460           | \$ 475                        | 3.0%             |
| 83652 LANDSCAPING SUPPLIES                        | \$ 110,420          | \$ 79,982           | \$ 121,630          | \$ 118,170          | \$ 130,380          | \$ 8,750                      | 7.2%             |
| 83653 IRRIGATION SUPPLIES                         | \$ 15,927           | \$ 5,421            | \$ 24,715           | \$ 24,735           | \$ 25,080           | \$ 365                        | 1.5%             |
| 83654 GROUNDS MAINTENANCE SUPPLIES                | \$ 13,843           | \$ 12,872           | \$ 11,694           | \$ 15,835           | \$ 11,800           | \$ 106                        | 0.9%             |
| 83655 TREE SUPPLIES                               | \$ 6,692            | \$ 560              | \$ 9,100            | \$ 9,100            | \$ 9,375            | \$ 275                        | 3.0%             |
| 83656 GRAFFITI REMOVAL SUPPLIES                   |                     |                     | \$ 200              | \$ 200              | \$ 220              | \$ 20                         | 10.0%            |
| 83660 BUILDING MAINTENANCE SUPPLIES               | \$ 204,640          | \$ 141,902          | \$ 180,492          | \$ 160,220          | \$ 170,643          | \$ (9,849)                    | -5.5%            |
| 83690 DOG PARK SUPPLIES                           | \$ 8,201            | \$ 8,863            | \$ 7,425            | \$ 7,425            | \$ 7,650            | \$ 225                        | 3.0%             |
| 83699 OTHER REPAIR & MAINTENANCE PARTS            | \$ 3,779            | \$ 5,446            | \$ 10,960           | \$ 5,980            | \$ 10,895           | \$ (65)                       | -0.6%            |
| <b>XRMS TOTAL REPAIR &amp; MAINTENANCE SUP</b>    | <b>\$ 923,763</b>   | <b>\$ 416,742</b>   | <b>\$ 816,583</b>   | <b>\$ 582,771</b>   | <b>\$ 857,199</b>   | <b>\$ 40,616</b>              | <b>5.0%</b>      |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendix G: Budget by Accounts - General Fund

|                                                  | <u>A</u>           | <u>B</u>           | <u>C</u>            | <u>D</u>          | <u>E</u>            | <u>F (E-C)</u>                | <u>G (E/C-1)</u> |
|--------------------------------------------------|--------------------|--------------------|---------------------|-------------------|---------------------|-------------------------------|------------------|
|                                                  | <u>Actual 2017</u> | <u>Actual 2018</u> | <u>Budget 2019</u>  | <u>Estd 2019</u>  | <u>Budget 2020</u>  | <u>Difference 19' vs. 20'</u> |                  |
|                                                  |                    |                    |                     |                   |                     | \$                            | %                |
| 84110 K-9 OPERATIONS                             | \$ 8,917           | \$ 1,634           |                     | \$ -              | \$ -                | \$ -                          | 0.0%             |
| 84111 CID OPERATIONS                             | \$ 9,647           | \$ 11,356          | \$ 16,790           | \$ 16,790         | \$ 17,294           | \$ 504                        | 3.0%             |
| 84112 CID VICE OPERATIONS                        | \$ -               | \$ 479             | \$ -                | \$ -              | \$ -                | \$ -                          | 0.0%             |
| 84113 SRT OPERATIONS                             | \$ 19,429          | \$ 10,857          | \$ 18,398           | \$ 18,398         | \$ 18,950           | \$ 552                        | 3.0%             |
| 84117 INCIDENT COMMAND UNIT                      | \$ 694             | \$ 4,653           | \$ 2,101            | \$ 2,101          | \$ 2,164            | \$ 63                         | 3.0%             |
| 84118 SEX OFFENDER REGISTRY COSTS                | \$ 550             | \$ 200             | \$ 428              | \$ 428            | \$ 441              | \$ 13                         | 3.0%             |
| 84121 CENTURY COURT FIRING RANGE OPERA           | \$ 10,308          | \$ 16,505          | \$ 20,218           | \$ 20,218         | \$ 20,825           | \$ 607                        | 3.0%             |
| 84122 CIRT OPERATIONS                            | \$ 17,818          | \$ 18,061          | \$ 18,390           | \$ 18,390         | \$ 18,942           | \$ 552                        | 3.0%             |
| 84123 DIVE TEAM OPERATIONS                       | \$ 1,892           | \$ 11,547          | \$ 2,144            | \$ 2,144          | \$ 2,208            | \$ 64                         | 3.0%             |
| 84124 EXTRADITION EXPENSES                       | \$ 5,172           | \$ 1,843           | \$ 1,572            | \$ 1,572          | \$ 1,619            | \$ 47                         | 3.0%             |
| 84210 CENTURY COURT TRAINING CENTER OP           | \$ 4,224           | \$ 1,211           | \$ 6,000            | \$ 2,500          | \$ 6,000            | \$ -                          | 0.0%             |
| 84550 STUDIO PRODUCTION                          | \$ 2,895           | \$ 3,082           | \$ 4,500            | \$ 4,500          | \$ 4,600            | \$ 100                        | 2.2%             |
| 84620 TREE BANK COSTS                            | \$ 12,767          | \$ 12,906          | \$ 10,000           | \$ 7,000          | \$ 10,000           | \$ -                          | 0.0%             |
| 84920 2ND AVE PARKING GARAGE OPERATION           | \$ 106             | \$ -               | \$ 250              | \$ 100            | \$ -                | \$ (250)                      | -100.0%          |
| 84930 4TH AVE PARKING GARAGE OPERATION           | \$ -               | \$ -               | \$ 500              | \$ 100            | \$ -                | \$ (500)                      | -100.0%          |
| 84950 GRANT PROGRAMS                             | \$ 114,986         | \$ 50,857          | \$ 159,000          | \$ 45,523         | \$ 228,500          | \$ 69,500                     | 43.7%            |
| <b>XOPU TOTAL OPERATIONAL UNITS</b>              | <b>\$ 209,405</b>  | <b>\$ 145,191</b>  | <b>\$ 260,291</b>   | <b>\$ 139,764</b> | <b>\$ 331,543</b>   | <b>\$ 71,252</b>              | <b>27.4%</b>     |
| 85110 PROPERTY INSURANCE                         | \$ 120,317         | \$ 125,727         | \$ 130,842          | \$ 136,790        | \$ 143,490          | \$ 12,648                     | 9.7%             |
| 85111 FRAUD INSURANCE                            | \$ -               | \$ 12,796          | \$ 48,265           | \$ 48,427         | \$ 50,101           | \$ 1,836                      | 3.8%             |
| 85112 INLAND MARINE INSURANCE                    | \$ 74,880          | \$ 73,679          | \$ 81,302           | \$ 83,550         | \$ 87,706           | \$ 6,404                      | 7.9%             |
| 85113 AUTO PHYSICAL DAMAGE                       | \$ 23,001          | \$ 27,101          | \$ 25,166           | \$ 25,166         | \$ 26,515           | \$ 1,349                      | 5.4%             |
| 85115 LIABILITY INSURANCE                        | \$ 357,756         | \$ 117,051         | \$ 114,841          | \$ 118,807        | \$ 129,382          | \$ 14,541                     | 12.7%            |
| 85116 E&O LIABILITY INSURANCE                    | \$ -               | \$ 108,521         | \$ 114,044          | \$ 113,998        | \$ 119,402          | \$ 5,358                      | 4.7%             |
| 85117 VEHICLE LIABILITY INSURANCE                | \$ 174,130         | \$ 183,652         | \$ 194,954          | \$ 175,287        | \$ 186,667          | \$ (8,287)                    | -4.3%            |
| 85118 LAW ENFORCEMENT LIABILITY INSURAN          | \$ -               | \$ 168,195         | \$ 163,098          | \$ 163,098        | \$ 171,252          | \$ 8,154                      | 5.0%             |
| 85119 UMBRELLA LIABILITY                         | \$ 37,969          | \$ 42,039          | \$ 44,820           | \$ 44,774         | \$ 46,991           | \$ 2,171                      | 4.8%             |
| 85120 PROPERTY DAMAGE COSTS                      | \$ 48,653          | \$ (5,205)         | \$ 53,663           | \$ 16,945         | \$ 35,803           | \$ (17,860)                   | -33.3%           |
| 85123 PHYSICAL DAMAGE CLAIMS/DEDUCTIBL           | \$ (10,218)        | \$ (44,037)        | \$ 2,940            | \$ 763            | \$ 3,150            | \$ 210                        | 7.1%             |
| 85125 LIABILITY CLAIMS/DEDUCTIBLES               | \$ 3,963           | \$ 625             | \$ -                | \$ 4,708          | \$ 4,943            | \$ 4,943                      | 100.0%           |
| 85126 PUBLIC LIABILITY CLAIMS/DEDUCTIBLES        | \$ 12,651          | \$ -               | \$ -                | \$ -              | \$ -                | \$ -                          | 0.0%             |
| 85127 VEHICLE LIABILITY CLAIMS/DEDUCTIBLE        | \$ 39,502          | \$ 64,038          | \$ 22,008           | \$ 35,279         | \$ 36,343           | \$ 14,335                     | 65.1%            |
| 85128 LAW ENFORCEMENT LIABILITY CLAIMS/          | \$ 43,116          | \$ 85,337          | \$ 57,595           | \$ 30,340         | \$ 31,858           | \$ (25,737)                   | -44.7%           |
| 85140 SURETY/NOTARY BONDS                        | \$ 352             | \$ 485             | \$ 850              | \$ 700            | \$ 950              | \$ 100                        | 11.8%            |
| <b>XPLC TOTAL PROPERTY &amp; LIABILITY COSTS</b> | <b>\$ 926,072</b>  | <b>\$ 960,004</b>  | <b>\$ 1,054,388</b> | <b>\$ 998,632</b> | <b>\$ 1,074,553</b> | <b>\$ 20,165</b>              | <b>1.9%</b>      |
| 85220 PROPERTY TAX-RENTAL PROPERTY               | \$ 119             | \$ 277             | \$ 490              | \$ 490            | \$ 500              | \$ 10                         | 2.0%             |
| 85240 EQUIPMENT RENTAL & LEASES                  | \$ 31,886          | \$ 41,519          | \$ 56,015           | \$ 52,756         | \$ 55,750           | \$ (265)                      | -0.5%            |
| 85250 STORAGE RENTAL                             | \$ 5,136           | \$ 2,963           | \$ 2,400            | \$ 2,400          | \$ 2,472            | \$ 72                         | 3.0%             |
| 85260 VEHICLE RENTAL (INSIDE WILLIAMSON C        | \$ 39              | \$ -               | \$ -                | \$ -              | \$ -                | \$ -                          | 0.0%             |
| 85270 POST OFFICE BOX RENTAL                     | \$ -               | \$ -               | \$ 515              | \$ 500            | \$ 500              | \$ (15)                       | -2.9%            |
| <b>XRENT TOTAL RENTALS</b>                       | <b>\$ 37,180</b>   | <b>\$ 44,759</b>   | <b>\$ 59,420</b>    | <b>\$ 56,146</b>  | <b>\$ 59,222</b>    | <b>\$ (198)</b>               | <b>-0.3%</b>     |
| 85310 PERMITS                                    | \$ 2,605           | \$ 5,306           | \$ 7,850            | \$ 4,550          | \$ 7,950            | \$ 100                        | 1.3%             |
| 85320 STATE FEES                                 | \$ 16,793          | \$ 14,588          | \$ 13,240           | \$ 16,890         | \$ 20,480           | \$ 7,240                      | 54.7%            |
| 85325 FEDERAL FEES                               | \$ 21              | \$ 265             | \$ 250              | \$ 250            | \$ 250              | \$ -                          | 0.0%             |
| 85330 UTILITY DISTRICT FEES                      | \$ 20,887          | \$ 15,331          | \$ 24,000           | \$ 24,000         | \$ 24,000           | \$ -                          | 0.0%             |
| 85340 RECORDING & FILING FEES                    | \$ 5,124           | \$ 3,319           | \$ 5,320            | \$ 5,920          | \$ 5,320            | \$ -                          | 0.0%             |
| <b>XPERM TOTAL PERMITS</b>                       | <b>\$ 45,430</b>   | <b>\$ 38,809</b>   | <b>\$ 50,660</b>    | <b>\$ 51,610</b>  | <b>\$ 58,000</b>    | <b>\$ 7,340</b>               | <b>14.5%</b>     |
| 85510 BANKING FEES                               | \$ 34,628          | \$ 31,305          | \$ 40,000           | \$ 42,000         | \$ 42,000           | \$ 2,000                      | 5.0%             |
| 85520 INVESTMENT FEES                            | \$ 33,974          | \$ 46,003          | \$ 51,000           | \$ 50,500         | \$ 50,500           | \$ (500)                      | -1.0%            |
| 85525 FINANCIAL ADVISOR FEES                     | \$ 16,694          | \$ 16,000          | \$ 26,000           | \$ 26,000         | \$ 26,000           | \$ -                          | 0.0%             |
| 85530 E-COMMERCE FEES                            | \$ 7,495           | \$ 6,478           | \$ 7,890            | \$ 6,697          | \$ 6,713            | \$ (1,177)                    | -14.9%           |
| 85540 BILLING SERVICES                           | \$ 215,333         | \$ 216,502         | \$ 270,000          | \$ 250,000        | \$ 240,000          | \$ (30,000)                   | -11.1%           |
| 85555 PROPERTY TAX BILLING SERVICES              | \$ 121,464         | \$ 125,148         | \$ 150,000          | \$ 140,000        | \$ 135,000          | \$ (15,000)                   | -10.0%           |
| 85570 BAD DEBT EXPENSE (NET OF RECOVERIE         | \$ 4,330           | \$ 2,001           | \$ 7,750            | \$ 5,000          | \$ 5,000            | \$ (2,750)                    | -35.5%           |
| 85590 BOND COMPLIANCE                            | \$ 500             | \$ 500             | \$ 500              | \$ 3,000          | \$ 3,000            | \$ 2,500                      | 500.0%           |
| <b>XFLF TOTAL FINANCIAL FEES</b>                 | <b>\$ 434,418</b>  | <b>\$ 444,009</b>  | <b>\$ 553,140</b>   | <b>\$ 523,197</b> | <b>\$ 508,213</b>   | <b>\$ (44,927)</b>            | <b>-8.1%</b>     |



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendix G: Budget by Accounts - General Fund

|                                                   | <u>A</u>              | <u>B</u>              | <u>C</u>              | <u>D</u>              | <u>E</u>              | <u>F (E-C)</u>                | <u>G (E/C-1)</u> |
|---------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------------------------|------------------|
|                                                   | <u>Actual 2017</u>    | <u>Actual 2018</u>    | <u>Budget 2019</u>    | <u>Estd 2019</u>      | <u>Budget 2020</u>    | <u>Difference 19' vs. 20'</u> |                  |
|                                                   |                       |                       |                       |                       |                       | \$                            | %                |
| 85990 MISCELLANEOUS                               | \$ 2,744              | \$ (2,528)            | \$ 7,840              | \$ 6,217              | \$ 8,145              | \$ 305                        | 3.9%             |
| <b>XOBE TOTAL OTHER BUSINESS EXPENSES</b>         | <b>\$ 2,744</b>       | <b>\$ (2,528)</b>     | <b>\$ 7,840</b>       | <b>\$ 6,217</b>       | <b>\$ 8,145</b>       | <b>\$ 305</b>                 | <b>3.9%</b>      |
| 86600 LEASE/LOAN PRINCIPAL                        | \$ 2,271,063          | \$ 1,668,944          | \$ 747,971            | \$ 782,032            | \$ -                  | \$ (747,971)                  | -100.0%          |
| 86700 LEASE/LOAN INTEREST                         | \$ (4,787)            | \$ 18,015             | \$ 6,447              | \$ 7,003              | \$ -                  | \$ (6,447)                    | -100.0%          |
| <b>XDSV TOTAL DEBT SERVICE</b>                    | <b>\$ 2,266,276</b>   | <b>\$ 1,686,959</b>   | <b>\$ 754,418</b>     | <b>\$ 789,035</b>     | <b>\$ -</b>           | <b>\$ (754,418)</b>           | <b>-100.0%</b>   |
| 87110 CONTRACTED SERVICES                         | \$ 144,563            | \$ 163,413            | \$ 235,349            | \$ 186,622            | \$ 192,322            | \$ (43,027)                   | -18.3%           |
| 87120 APPROPRIATIONS TO GOVERNMENTS               | \$ 196,550            | \$ 216,543            | \$ 219,644            | \$ 218,894            | \$ 227,964            | \$ 8,320                      | 3.8%             |
| 87130 APPROPRIATIONS TO CIVIC ORGANIZAT           | \$ 177,415            | \$ 151,635            | \$ 151,635            | \$ 151,635            | \$ 156,635            | \$ 5,000                      | 3.3%             |
| <b>XAPP TOTAL APPROPRIATIONS</b>                  | <b>\$ 518,528</b>     | <b>\$ 531,591</b>     | <b>\$ 606,628</b>     | <b>\$ 557,151</b>     | <b>\$ 576,921</b>     | <b>\$ (29,707)</b>            | <b>-4.9%</b>     |
| 87510 REIMB OF INTERFUND SERVICES                 | \$ (2,707,185)        | \$ (2,787,800)        | \$ (3,264,935)        | \$ (3,264,935)        | \$ (3,762,946)        | \$ (498,011)                  | 15.3%            |
| <b>XREIM TOTAL INTERFUND SERVICES REIMBU</b>      | <b>\$ (2,707,185)</b> | <b>\$ (2,787,800)</b> | <b>\$ (3,264,935)</b> | <b>\$ (3,264,935)</b> | <b>\$ (3,762,946)</b> | <b>\$ (498,011)</b>           | <b>15.3%</b>     |
| 88020 TRANSFER TO STREET AID & TRANSPORT          | \$ 332,840            | \$ -                  | \$ 250,000            | \$ 250,000            | \$ 250,000            | \$ -                          | 0.0%             |
| 88030 TRANSFER TO SANITATION                      | \$ 750,000            | \$ 500,000            | \$ -                  | \$ -                  | \$ -                  | \$ -                          | 0.0%             |
| 88040 TRANSFER TO ROAD IMPACT                     | \$ -                  | \$ -                  | \$ 251,418            | \$ 251,418            | \$ -                  | \$ (251,418)                  | -100.0%          |
| 88085 TRANSFER TO IN LIEU OF PARKLAND FU          | \$ -                  | \$ -                  | \$ 228,582            | \$ 228,582            | \$ -                  | \$ (228,582)                  | -100.0%          |
| 88090 TRANSFER TO TRANSIT FUND                    | \$ 458,755            | \$ 1,144,399          | \$ 1,985,171          | \$ 1,985,171          | \$ 1,003,371          | \$ (981,800)                  | -49.5%           |
| 88095 TRANSFER TO HOTEL MOTEL FUND                | \$ 792,914            | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ -                          | 0.0%             |
| 88100 TRANSFER TO CAPITAL PROJECT FUND            | \$ 1,666,071          | \$ -                  | \$ 2,575,000          | \$ 2,575,000          | \$ -                  | \$ (2,575,000)                | -100.0%          |
| <b>XTRAN TOTAL TRANSFERS</b>                      | <b>\$ 4,000,580</b>   | <b>\$ 1,644,399</b>   | <b>\$ 5,290,171</b>   | <b>\$ 5,290,171</b>   | <b>\$ 1,253,371</b>   | <b>\$ (4,036,800)</b>         | <b>-76.3%</b>    |
| <b>XOP TOTAL OPERATIONS</b>                       | <b>\$ 18,334,440</b>  | <b>\$ 15,260,106</b>  | <b>\$ 20,078,482</b>  | <b>\$ 19,246,219</b>  | <b>\$ 15,194,028</b>  | <b>\$ (4,884,454)</b>         | <b>-24.3%</b>    |
| <b>Capital</b>                                    | <b>\$ -</b>           |                       |                       |                       |                       |                               |                  |
| 89220 BUILDING DESIGN & CONSTRUCTION              | \$ -                  | \$ 30,728             | \$ 320,000            | \$ 175,000            | \$ 300,000            | \$ (20,000)                   | -6.3%            |
| 89230 BUILDING IMPROVEMENTS                       | \$ -                  | \$ 290,376            | \$ -                  | \$ -                  | \$ -                  | \$ -                          | 0.0%             |
| <b>XBLDG TOTAL BUILDINGS</b>                      | <b>\$ -</b>           | <b>\$ 321,104</b>     | <b>\$ 320,000</b>     | <b>\$ 175,000</b>     | <b>\$ 300,000</b>     | <b>\$ (20,000)</b>            | <b>-6.3%</b>     |
| 89310 PARKS & RECREATION FACILITIES               | \$ -                  | \$ -                  | \$ 446,250            | \$ 446,250            | \$ 191,250            | \$ (255,000)                  | -57.1%           |
| <b>XIMPR TOTAL IMPROVEMENTS</b>                   | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ 446,250</b>     | <b>\$ 446,250</b>     | <b>\$ 191,250</b>     | <b>\$ (255,000)</b>           | <b>-57.1%</b>    |
| 89420 STREETS                                     | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ -                          | 0.0%             |
| 89460 SIDEWALKS                                   | \$ 74,528             | \$ 651,944            | \$ -                  | \$ 31,079             | \$ -                  | \$ -                          | 0.0%             |
| 89470 TRAFFIC SIGNALS                             | \$ -                  | \$ 305,919            | \$ -                  | \$ 12,635             | \$ 150,000            | \$ 150,000                    | 100.0%           |
| 89480 STREETLIGHTS                                | \$ -                  | \$ -                  | \$ -                  | \$ -                  | \$ 72,000             | \$ 72,000                     | 100.0%           |
| <b>XINFR TOTAL INFRASTRUCTURE</b>                 | <b>\$ 74,528</b>      | <b>\$ 957,863</b>     | <b>\$ -</b>           | <b>\$ 43,714</b>      | <b>\$ 222,000</b>     | <b>\$ 222,000</b>             | <b>100.0%</b>    |
| 89520 VEHICLES (>\$25,000)                        | \$ 93,949             | \$ 583,686            | \$ 349,000            | \$ 289,733            | \$ 1,312,000          | \$ 963,000                    | 275.9%           |
| 89530 MACHINERY & EQUIPMENT (>\$25,000)           | \$ 48,145             | \$ 114,919            | \$ 506,000            | \$ 306,277            | \$ 2,478,527          | \$ 1,972,527                  | 389.8%           |
| 89540 COMPUTER HARDWARE (>\$25,000)               | \$ -                  | \$ 160,978            | \$ 60,000             | \$ 60,000             | \$ 75,000             | \$ 15,000                     | 25.0%            |
| 89550 COMPUTER SOFTWARE (>\$25,000)               | \$ (27,835)           | \$ -                  | \$ 76,000             | \$ 81,500             | \$ -                  | \$ (76,000)                   | -100.0%          |
| <b>XMEO TOTAL MACHINERY &amp; EQUIPMENT (&gt;</b> | <b>\$ 114,259</b>     | <b>\$ 859,583</b>     | <b>\$ 991,000</b>     | <b>\$ 737,510</b>     | <b>\$ 3,865,527</b>   | <b>\$ 2,874,527</b>           | <b>290.1%</b>    |
| <b>XCAP TOTAL CAPITAL</b>                         | <b>\$ 188,787</b>     | <b>\$ 2,138,550</b>   | <b>\$ 1,757,250</b>   | <b>\$ 1,402,474</b>   | <b>\$ 4,578,777</b>   | <b>\$ 2,821,527</b>           | <b>160.6%</b>    |
| <b>XTOT TOTAL EXPENDITURES</b>                    | <b>\$ 62,506,793</b>  | <b>\$ 62,923,226</b>  | <b>\$ 74,691,784</b>  | <b>\$ 73,108,946</b>  | <b>\$ 73,789,465</b>  | <b>\$ (902,319)</b>           | <b>-1.2%</b>     |



## Final

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**City of Franklin, Tennessee**  
**FY 2020 Operating Budget Request**

**Appendix H: Overall Program Enhancement Summary**

|                                             |                                                    |              |           |              |              |              | Final       |
|---------------------------------------------|----------------------------------------------------|--------------|-----------|--------------|--------------|--------------|-------------|
| Priority                                    | Request                                            | Compensation | Benefits  | Expenses     | Total        | Funded       |             |
| <b>Finance</b>                              |                                                    |              |           |              |              |              |             |
| 1                                           | CAFR Preparation Software                          | \$ -         | \$ -      | \$ 24,000    | \$ 24,000    | \$ 15,000    |             |
| 2                                           | Temporary Assistance                               | \$ 10,000    | \$ 3,000  | \$ -         | \$ 13,000    |              |             |
| 3                                           | Financial Analyst (Data/Analytics)                 | \$ 61,640    | \$ 18,492 | \$ 2,200     | \$ 82,332    |              |             |
| Total                                       |                                                    | \$ 71,640    | \$ 21,492 | \$ 26,200    | \$ 119,332   | \$ 15,000    |             |
|                                             |                                                    |              |           |              |              |              | (+1.25 FTE) |
| <b>Engineering</b>                          |                                                    |              |           |              |              |              |             |
| 1                                           | Reclassification of Eng. II to Eng. III/Supervisor | \$ 12,016    | \$ -      | \$ -         | \$ 12,016    | \$ 12,016    |             |
| 2                                           | Senior Capital Project Inspector                   | \$ 67,000    | \$ 20,100 | \$ 1,000     | \$ 88,100    | \$ 88,100    |             |
| Total                                       |                                                    | \$ 79,016    | \$ 20,100 | \$ 1,000     | \$ 100,116   | \$ 100,116   |             |
|                                             |                                                    |              |           |              |              |              | (+1.0 FTE)  |
| <b>Traffic Operations Center</b>            |                                                    |              |           |              |              |              |             |
| 1                                           | Secure Access Control for Traffic Signals & ITS    | \$ -         | \$ -      | \$ 50,000    | \$ 50,000    | \$ 50,000    |             |
| 2                                           | Temporary Part-Time Traffic Engineer               | \$ 46,000    | \$ 3,519  | \$ -         | \$ 49,519    | \$ 25,000    |             |
| Total                                       |                                                    | \$ 46,000    | \$ 3,519  | \$ 50,000    | \$ 99,519    | \$ 75,000    |             |
|                                             |                                                    |              |           |              |              |              | (+1.5 FTE)  |
| <b>Human Resources</b>                      |                                                    |              |           |              |              |              |             |
| 1                                           | Supervisor Training                                | \$ -         | \$ -      | \$ 50,000    | \$ 50,000    | \$ 50,000    |             |
| 2                                           | Online Training Program                            | \$ -         | \$ -      | \$ 8,835     | \$ 8,835     | \$ 8,835     |             |
| 3                                           | New Copier                                         | \$ -         | \$ -      | \$ 11,421    | \$ 11,421    | \$ 11,421    |             |
| 4                                           | Office Remodel                                     | \$ -         | \$ -      | \$ 25,000    | \$ 25,000    |              |             |
| 5                                           | Office Furniture                                   | \$ -         | \$ -      | \$ 10,000    | \$ 10,000    |              |             |
| 6                                           | New Vehicle                                        | \$ -         | \$ -      | \$ 36,000    | \$ 36,000    |              |             |
| Total                                       |                                                    | \$ -         | \$ -      | \$ 141,256   | \$ 141,256   | \$ 70,256    |             |
| <b>Planning &amp; Sustainability</b>        |                                                    |              |           |              |              |              |             |
| 1                                           | Historic Preservation Plan                         | \$ -         | \$ -      | \$ 30,000    | \$ 30,000    |              |             |
| 2                                           | Cont. Ed.-DRT Peer City Travel                     | \$ -         | \$ -      | \$ 25,000    | \$ 25,000    | \$ 25,000    |             |
| Total                                       |                                                    | \$ -         | \$ -      | \$ 55,000    | \$ 55,000    | \$ 25,000    |             |
| <b>Building &amp; Neighborhood Services</b> |                                                    |              |           |              |              |              |             |
| 1                                           | Routine Vehicle Replacement (Mid-sized SUV)        | \$ -         | \$ -      | \$ 90,000    | \$ 90,000    | \$ 45,000    |             |
| 2                                           | Position Reclassification                          | \$ 4,003     | \$ -      | \$ -         | \$ 4,003     | \$ 4,003     |             |
| 3                                           | Part Time Inspector II Position Requisition        | \$ 24,352    | \$ -      | \$ -         | \$ 24,352    | \$ 24,352    |             |
| Total                                       |                                                    | \$ 28,355    | \$ -      | \$ 90,000    | \$ 118,355   | \$ 73,355    |             |
|                                             |                                                    |              |           |              |              |              | (+1.5 FTE)  |
| <b>Police</b>                               |                                                    |              |           |              |              |              |             |
| 1                                           | Police Officers                                    | \$ 272,100   | \$ 81,630 | \$ 238,620   | \$ 592,350   | \$ 296,175   |             |
| 2                                           | Vehicles                                           | \$ -         | \$ -      | \$ 1,460,000 | \$ 1,460,000 | \$ 1,000,000 |             |
| 3                                           | Tasers                                             | \$ -         | \$ -      | \$ 59,000    | \$ 59,000    | \$ 59,000    |             |
| 5                                           | Increase Overtime                                  | \$ 125,000   | \$ -      | \$ -         | \$ 125,000   | \$ 75,000    |             |
| 6                                           | Portable Security Tower                            | \$ -         | \$ -      | \$ 60,000    | \$ 60,000    | \$ 60,000    |             |
| 7                                           | Dignitary Protection Training                      | \$ -         | \$ -      | \$ 13,970    | \$ 13,970    |              |             |
| 8                                           | Community Room Technology                          | \$ -         | \$ -      | \$ 62,000    | \$ 62,000    |              |             |
| 9                                           | License Plate Reader                               | \$ -         | \$ -      | \$ 50,000    | \$ 50,000    |              |             |
| 10                                          | Treadmills                                         | \$ -         | \$ -      | \$ 10,000    | \$ 10,000    |              |             |
| 11                                          | Storage Containers                                 | \$ -         | \$ -      | \$ 8,829     | \$ 8,829     |              |             |
| 12                                          | Century Court Range Updates                        | \$ -         | \$ -      | \$ 190,000   | \$ 190,000   |              |             |
| Total                                       |                                                    | \$ 397,100   | \$ 81,630 | \$ 2,152,419 | \$ 2,631,149 | \$ 1,490,175 |             |
|                                             |                                                    |              |           |              |              |              | (+6 FTE)    |



# City of Franklin, Tennessee

## FY 2020 Operating Budget Request

### Appendix H: Overall Program Enhancement Summary

| Priority                     | Request                                               | Compensation | Benefits   | Expenses     | Total        | Final Funded                        |
|------------------------------|-------------------------------------------------------|--------------|------------|--------------|--------------|-------------------------------------|
| <b>Fire</b>                  |                                                       |              |            |              |              |                                     |
| 1                            | Add Three (3) Fire Safety Officers                    | \$ 174,973   | \$ 52,492  | \$ 24,187    | \$ 251,652   | \$ 1,002,000<br>\$ 9,000            |
| 2                            | Rapid Response Unit with Transport Capabilities       | \$ -         | \$ -       | \$ 443,120   | \$ 443,120   |                                     |
| 3                            | Add Three (3) Training Instructors                    | \$ 174,973   | \$ 52,492  | \$ 24,187    | \$ 251,652   |                                     |
| 4                            | Telestaff (City Facilities Tax)                       | \$ -         | \$ -       | \$ 57,500    | \$ 57,500    |                                     |
| 5                            | Replace Battalion Chief Vehicle and Equipment         | \$ -         | \$ -       | \$ 68,560    | \$ 68,560    |                                     |
| 6                            | Replace Ladder 3                                      | \$ -         | \$ -       | \$ 1,002,000 | \$ 1,002,000 |                                     |
| 7                            | Stair Chairs                                          | \$ -         | \$ -       | \$ 9,000     | \$ 9,000     |                                     |
| 8                            | Replace Two Staff Vehicles and Equipment              | \$ -         | \$ -       | \$ 84,400    | \$ 84,400    |                                     |
| 9                            | Tower Upgrades to ALS                                 | \$ -         | \$ -       | \$ 115,500   | \$ 115,500   |                                     |
| 10                           | Operative IQ Software                                 | \$ -         | \$ -       | \$ 31,600    | \$ 31,600    |                                     |
| 11                           | Apparatus Vehicle Camera System                       | \$ -         | \$ -       | \$ 6,425     | \$ 6,425     |                                     |
| 12                           | Ozone Sterilization Unit                              | \$ -         | \$ -       | \$ 8,000     | \$ 8,000     |                                     |
| 13                           | Video Laryngoscopes                                   | \$ -         | \$ -       | \$ 9,850     | \$ 9,850     |                                     |
| 14                           | Used Fuel Truck                                       | \$ -         | \$ -       | \$ 205,000   | \$ 205,000   |                                     |
| 15                           | Replace Engine 2                                      | \$ -         | \$ -       | \$ 734,000   | \$ 734,000   |                                     |
| 16                           | Air/Light Response Vehicle (City Facilities Tax)      | \$ -         | \$ -       | \$ 532,000   | \$ 532,000   |                                     |
| 17                           | Extractor & Dryer for Fire Training Center            | \$ -         | \$ -       | \$ 22,000    | \$ 22,000    |                                     |
| 18                           | Outdoor Warning Siren (City Facilities Tax)           | \$ -         | \$ -       | \$ 30,000    | \$ 30,000    |                                     |
| 19                           | Driving Pad Repairs                                   | \$ -         | \$ -       | \$ 30,000    | \$ 30,000    |                                     |
| <b>Total</b>                 |                                                       | \$ 349,946   | \$ 104,984 | \$ 3,437,329 | \$ 3,892,259 | \$ 1,041,000                        |
| <b>(+6 FTE)</b>              |                                                       |              |            |              |              |                                     |
| <b>Streets - Maintenance</b> |                                                       |              |            |              |              |                                     |
| 1                            | Re-Classification - Crew Chief                        | \$ 3,000     | \$ 900     | \$ -         | \$ 3,900     | \$ 3,900                            |
| 2                            | Single Axle Dump Truck                                | \$ -         | \$ -       | \$ 127,610   | \$ 127,610   | \$ 127,610                          |
| 3                            | Landscape Unit                                        | \$ -         | \$ -       | \$ 52,450    | \$ 52,450    | \$ 52,450                           |
| 4                            | Asphalt Hot Box                                       | \$ -         | \$ -       | \$ 32,750    | \$ 32,750    | \$ 32,750                           |
| 5                            | Tractor & Brush-Hog                                   | \$ -         | \$ -       | \$ 137,000   | \$ 137,000   | \$ 65,825<br>\$ 40,000<br>\$ 50,000 |
| 6                            | SUV                                                   | \$ -         | \$ -       | \$ 42,600    | \$ 42,600    |                                     |
| 7                            | Tracked Skid Steer                                    | \$ -         | \$ -       | \$ 54,400    | \$ 54,400    |                                     |
| 8                            | Road Inspector                                        | \$ 50,000    | \$ 15,000  | \$ 825       | \$ 65,825    |                                     |
| 9                            | Windrow Turner                                        | \$ -         | \$ -       | \$ 250,000   | \$ 250,000   |                                     |
| 10                           | Site Development - 124 Lumber Drive                   | \$ -         | \$ -       | \$ 300,000   | \$ 300,000   |                                     |
| <b>Total</b>                 |                                                       | \$ 53,000    | \$ 15,900  | \$ 997,635   | \$ 1,066,535 | \$ 372,535                          |
| <b>(+1 FTE)</b>              |                                                       |              |            |              |              |                                     |
| <b>Streets - Traffic</b>     |                                                       |              |            |              |              |                                     |
| 1                            | I-65 Light Improvement                                | \$ -         | \$ -       | \$ 72,000    | \$ 72,000    | \$ 72,000                           |
| 2                            | Elevated Platform Truck                               | \$ -         | \$ -       | \$ 143,650   | \$ 143,650   | \$ 143,650                          |
| 3                            | Coolsprings Roadway Striping                          | \$ -         | \$ -       | \$ 24,500    | \$ 24,500    | \$ 24,500                           |
| 4                            | Annual Traffic Calming Budget                         |              |            | \$ 150,000   | \$ 150,000   | \$ 30,000                           |
| <b>Total</b>                 |                                                       | \$ -         | \$ -       | \$ 390,150   | \$ 390,150   | \$ 270,150                          |
| <b>Streets - Fleet</b>       |                                                       |              |            |              |              |                                     |
| 1                            | Pickup Truck                                          |              |            | \$ 35,150    | \$ 35,150    | \$ -                                |
| <b>Total</b>                 |                                                       | \$ -         | \$ -       | \$ 35,150    | \$ 35,150    | \$ -                                |
| <b>Parks</b>                 |                                                       |              |            |              |              |                                     |
| 1                            | Federal Line Markers Project                          | \$ -         | \$ -       | \$ 11,500    | \$ 11,500    | \$ 11,500                           |
| 2                            | New: Assistant Parks Director                         | \$ 84,897    | \$ 25,469  | \$ 36,493    | \$ 146,859   | \$ 146,859                          |
| 3                            | Reclassification: Athletics Turf and Field Supervisor | \$ 7,373     | \$ 2,212   | \$ -         | \$ 9,585     | \$ 9,585                            |
| 4                            | NEW: Landscape Crew Chief- Full Time                  | \$ 47,689    | \$ 14,307  | \$ 64,229    | \$ 126,225   | \$ 126,225                          |
| 5                            | REPLACEMENT: Wide Area Mower                          | \$ -         | \$ -       | \$ 106,527   | \$ 106,527   | \$ 106,527                          |
| 6                            | NEW: Trimming Rotary Motor                            | \$ -         | \$ -       | \$ 28,100    | \$ 28,100    | \$ 400,696                          |
| 7                            | REPLACEMENT: Siding of Eastern Flank Event Facility   | \$ -         | \$ -       | \$ 154,887   | \$ 154,887   |                                     |
| 8                            | New: Workman & Topdresser                             | \$ -         | \$ -       | \$ 34,300    | \$ 34,300    |                                     |
| 9                            | Replacement: Compact Utility Tractor                  | \$ -         | \$ -       | \$ 36,800    | \$ 36,800    |                                     |
| 10                           | NEW: Maintenance Worker-Trails                        | \$ 38,953    | \$ 11,686  | \$ 1,575     | \$ 52,214    |                                     |
| 11                           | Replacement: Vacuum                                   | \$ -         | \$ -       | \$ 37,900    | \$ 37,900    |                                     |
| 12                           | NEW: Landscape Worker - Part Time                     | \$ 23,758    | \$ 7,127   | \$ 1,675     | \$ 32,560    |                                     |
| 13                           | New: Heavy Duty Field TopMaker                        | \$ -         | \$ -       | \$ 36,100    | \$ 36,100    |                                     |
| 14                           | Replacement: Utility Turf Tractor                     | \$ -         | \$ -       | \$ 42,500    | \$ 42,500    |                                     |
| 15                           | Replacement: Pickup Truck                             | \$ -         | \$ -       | \$ 36,000    | \$ 36,000    |                                     |
| <b>Total</b>                 |                                                       | \$ 202,670   | \$ 60,801  | \$ 628,586   | \$ 892,057   | \$ 400,696                          |



## Final

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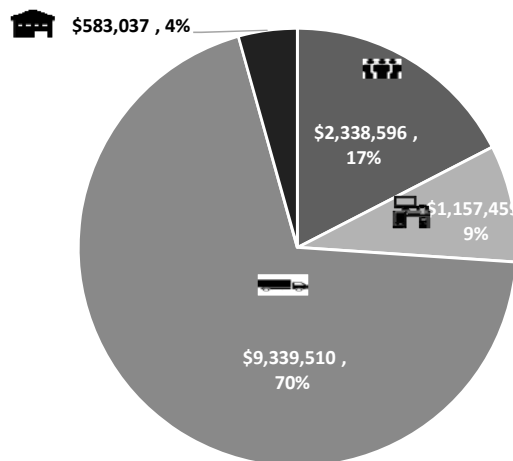
# City of Franklin, Tennessee

## FY 2020 Operating Budget Request

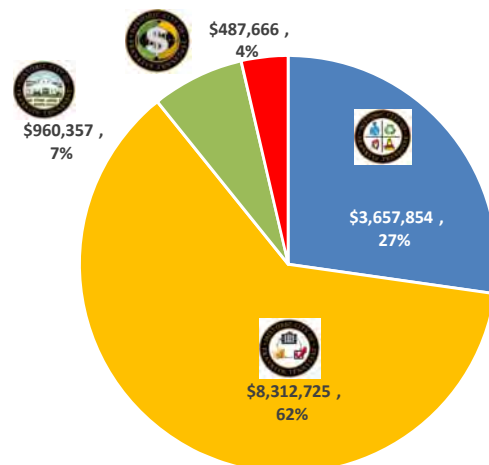
### Appendix H: Overall Program Enhancement Summary

| Priority                              | Request | Compensation | Benefits   | Expenses      | Total         | Funded       |
|---------------------------------------|---------|--------------|------------|---------------|---------------|--------------|
| Allocations by Fund                   |         |              |            |               |               |              |
| General                               |         | \$ 1,597,932 | \$ 411,128 | \$ 8,689,020  | \$ 10,698,080 | \$ 4,481,298 |
| Sanitation                            |         | \$ -         | \$ -       | \$ 1,972,127  | \$ 1,972,127  | \$ 1,406,100 |
| Stormwater                            |         | \$ -         | \$ -       | \$ 323,475    | \$ 323,475    | \$ -         |
| Water & Sewer                         |         | \$ -         | \$ -       | \$ 424,920    | \$ 424,920    | \$ 424,920   |
| Total Program Enhancements            |         | \$ 1,597,932 | \$ 411,128 | \$ 11,409,542 | \$ 13,418,602 | \$ 6,312,318 |
|                                       |         | (+26.75 FTE) |            | (+10 FTE)     |               |              |
| Possible Funding Allocations          |         |              |            |               |               |              |
| General                               |         |              |            |               | \$ 4,862,463  | \$ 1,867,511 |
| G/F Fund Balance (Capital - One-Time) |         |              |            |               | \$ 4,055,117  | \$ 1,422,787 |
| Vehicles (All vehicles requested)     |         |              |            |               | \$ 1,852,710  | \$ 1,045,000 |
| Buildings/Facilities                  |         |              |            |               | \$ 190,000    | \$ -         |
| Equipment (Equipment over \$100,000)  |         |              |            |               | \$ 2,012,407  | \$ 377,787   |
| G/F Savings (Budget Reductions)       |         |              |            |               | \$ -          | \$ -         |
| Facilities                            |         |              |            |               | \$ 885,020    | \$ 295,520   |
| Bond Proceeds                         |         |              |            |               | \$ 1,002,000  | \$ 1,002,000 |
| Hotel/Motel                           |         |              |            |               | \$ 83,500     | \$ 83,500    |
| Sanitation                            |         |              |            |               | \$ 1,782,107  | \$ 1,216,080 |
| Stormwater                            |         |              |            |               | \$ 323,475    | \$ -         |
| Water                                 |         |              |            |               | \$ 424,920    | \$ 424,920   |
| Total Program Enhancements            |         |              |            |               | \$ 13,418,602 | \$ 6,312,318 |

#### Traditional Allocations



#### Franklin Forward Allocations



## Appendix I: Pay Scale - All Positions

effective 7/1/2019

| JOB TITLE                                | DEPT                   | YRLY<br>HOURS | Pay<br>GRADE | 2018/2019 PAY RANGE |           |           |
|------------------------------------------|------------------------|---------------|--------------|---------------------|-----------|-----------|
|                                          |                        |               |              | Min                 | Mid       | Max       |
| CITY ADMINISTRATOR                       | ADM                    | EX            |              |                     |           |           |
| CITY ATTORNEY                            | LEGAL                  | EX            | N            | \$ 124,963          | \$147,015 | \$176,418 |
| ASSIST CITY ADMIN-PUBLIC WORKS           | ADMIN                  | EX            | N            | \$ 124,963          | \$147,015 | \$176,418 |
| ASSIST CITY ADMIN-FINANCE/ADMINISTRATION | ADMIN                  | EX            | N            | \$ 124,963          | \$147,015 | \$176,418 |
| ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT  | ADMIN                  | EX            | N            | \$ 124,963          | \$147,015 | \$176,418 |
| CHIEF OF POLICE                          | POLICE                 | EX            | M            | \$ 111,078          | \$130,680 | \$156,816 |
| DIRECTOR OF ENGINEERING                  | ENG                    | EX            | M            | \$ 111,078          | \$130,680 | \$156,816 |
| FIRE CHIEF                               | FIRE                   | EX            | M            | \$ 111,078          | \$130,680 | \$156,816 |
| HUMAN RESOURCES DIRECTOR                 | HR                     | EX            | M            | \$ 111,078          | \$130,680 | \$156,816 |
| INFORMATION TECHNOLOGY DIR.              | IT                     | EX            | M            | \$ 111,078          | \$130,680 | \$156,816 |
| ASST. FIRE CHIEF                         | FIRE                   | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| ASST. IT DIR. (Applications Group)       | IT                     | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| ASST. IT DIR. (Infrastructure Group)     | IT                     | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| BLDG AND NEIGHBORHOOD SERVICES DIR.      | BNS                    | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| DIRECTOR OF WATER MANAGEMENT             | WATER-WA               | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| PARKS DIRECTOR                           | PARKS                  | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| PLANNING & SUSTAINABILITY DIRECTOR       | PLANNING               | EX            | L            | \$ 98,736           | \$116,160 | \$139,392 |
| ASSISTANT CITY ATTORNEY                  | LEGAL                  | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| ASSISTANT DIRECTOR OF ENGINEERING        | ENG                    | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| ASST DIR BNS IS AND DEVELOPMENT SERVICES | BNS                    | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| ASST. HUMAN RESOURCES DIRECTOR           | HR                     | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| BUDGET & STRATEGIC INNOVATION DIRECTOR   | FINANCE                | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| COMPTROLLER                              | FINANCE                | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| FIRE DEPUTY CHIEF                        | FIRE                   | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| POLICE DEPUTY CHIEF                      | POLICE                 | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| RISK AND BENEFITS MANAGER                | HR                     | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| SANITATION & ENV SERVICES DIRECTOR       | SANITATION & ENV SERV. | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| STAFF ATTORNEY II                        | LEGAL                  | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| STREET DIRECTOR                          | STREET                 | EX            | K            | \$ 87,766           | \$103,254 | \$123,905 |
| ASSISTANT DIRECTOR OF WATER MANAGEMENT   | WATER-WA               | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| ASSISTANT STREET DIRECTOR                | STREET                 | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| ASSISTANT PARKS DIRECTOR                 | PARKS                  | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| ASST DIR PLANNING & SUSTAINABILITY       | PLANNING               | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| BENEFITS MANAGER                         | HR                     | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| COMMUNICATION INFRASTRUCTURE MANAGER     | IT                     | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| COMMUNICATIONS MANAGER                   | ADM-COMM               | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| CUSTOMER SUPPORT ANALYTICS MANAGER       | IT                     | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| DATABASE/SYSTEMS MANAGER                 | IT                     | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| FIRE BATTALION CHIEF                     | FIRE                   | 2808          | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| FIRE BATTALION CHIEF - TRAINING          | FIRE                   | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| GIS MANAGER                              | IT                     | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| HUMAN RESOURCES MANAGER                  | HR                     | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| POLICE CAPTAIN                           | POLICE                 | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| STAFF ATTORNEY I                         | LEGAL                  | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| STAFF ENGINEER III                       | ENG                    | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| TRAFFIC/TRANSPORTATION ENG III           | ENG-TOC                | EX            | J            | \$ 78,014           | \$ 91,781 | \$110,137 |
| ADMINISTRATIVE SERVICES OFFICER          | FIRE                   | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| ASST DIR, SANITATION & ENV SERVICES      | SANITATION & ENV SERV. | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| BUILDING OFFICIAL                        | BNS                    | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| CURRENT PLANNING SUPERVISOR              | PLANNING               | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| DATA CENTER/SECURITY ENGINEER            | IT                     | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| EMS OFFICER                              | FIRE                   | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| FACILITIES PROJECT MANAGER               | ADM-FACILITIES         | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| FINANCIAL MANAGER                        | FINANCE                | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| FIRE CAPTAIN                             | FIRE                   | 2808          | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| FIRE CAPTAIN/TRAINING OFFICER            | FIRE                   | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| FLEET MAINTENANCE MANAGER                | STREET-FM              | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| LONG RANGE PLANNING SUPERVISOR           | PLANNING               | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| NETWORK ENGINEER                         | IT                     | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| POLICE LIEUTENANT                        | POLICE                 | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| PURCHASING MANAGER                       | PURCHASING             | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |

**Appendix I: Pay Scale - All Positions**
**effective 7/1/2019**

| JOB TITLE                                       | DEPT                   | YRLY<br>HOURS | Pay<br>GRADE | 2018/2019 PAY RANGE |           |           |
|-------------------------------------------------|------------------------|---------------|--------------|---------------------|-----------|-----------|
|                                                 |                        |               |              | Min                 | Mid       | Max       |
| SERVICE DIVISION SUPERINTENDENT                 | WATER-WD               | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| SR. INFORMATION SYSTEMS ANALYST                 | IT                     | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| STAFF ENGINEER II                               | ENG                    | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| STORM WATER MANAGEMENT COORDINATOR              | ENG - STMWTR           | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| TRAFFIC MAINTENANCE MANAGER                     | STREET-TRAFFIC         | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| UTILITIES ENGINEER II                           | ENG / WATER - ADM      | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| WATER RECLAMATION SUPERINTENDENT                | WATER-SP               | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| WATER TREATMENT SUPERINTENDENT                  | WATER-WP               | EX            | I            | \$ 69,346           | \$ 81,583 | \$ 97,900 |
| ASSISTANT FIRE MARSHAL                          | FIRE                   | 2080          | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| BUILDING INSPECTOR IV                           | BNS                    | 2080          | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| FACILITIES SUPERINTENDENT                       | PARKS                  | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| FINANCIAL ANALYST                               | FINANCE                | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| FIRE INSPECTOR SUPERVISOR                       | FIRE                   | 2080          | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| FISCAL AFFAIRS MANAGER                          | POLICE                 | 2080          | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| FISCAL MANAGER                                  | FIRE                   | 2080          | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| INFORMATION SYSTEMS ANALYST II                  | IT                     | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| CONTRACTS ADMINISTRATOR                         | ADMIN                  | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| LAND PLANNER II                                 | PLANNING               | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| OCCUPATIONAL HEALTH & SAFETY TRAINER            | HR                     | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| PARKS & RECREATION SUPERINTENDENT               | PARKS                  | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| PLANS EXAMINER III                              | BNS                    | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| PRINCIPAL PLANNER                               | PLANNING               | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| REVENUE AND LICENSING MANAGER                   | REV-MGT                | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| RIGHT OF WAY AGENT                              | ENG                    | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| SAFETY COORDINATOR                              | HR                     | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| SERGEANT/PIO                                    | POLICE                 | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| SERVICE DIVISION ASST. SUPERINTENDENT           | WATER-SC               | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| TRAFFIC MAINTENANCE CREW SUPERVISOR             | STREET-TRAFFIC         | 2080          | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| TRAFFIC/TRANSPORTATION ENG II                   | ENG-TOC                | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| URBAN FORESTRY SUPERINTENDENT                   | PARKS                  | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| WATER INFORMATION SYSTEMS APPLICATIONS MGR      | WATER                  | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| WATER QUALITY SPECIALIST III                    | ENG - STMWTR           | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| WATER RECLAMATION ASSISTANT SUP'T.              | WATER-SP               | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| WATER TREATMENT ASSISTANT SUP'T.                | WATER-WP               | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| ZONING ADMINISTRATOR                            | BNS                    | EX            | H            | \$ 61,640           | \$ 72,518 | \$ 87,022 |
| ASSISTANT CITY RECORDER - RECORDS               | ADM                    | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| ATHLETICS TURF AND FIELD SUPERVISOR             | PARKS                  | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| BUILDING INSPECTOR III                          | BNS                    | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| CABLE TV PRODUCTION OPERATIONS SUPERVISOR       | ADM-COMM               | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| COLLECTION MANAGER                              | SANITATION & ENV SERV. | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| COMMUNICATION INFRASTRUCTURE TECH II            | IT                     | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| DATA CENTER TECH II                             | IT                     | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| DEVELOPMENT SERVICES OPERATIONS ANALYST         | BNS                    | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| EMPLOYEE RELATIONS SPECIALIST                   | HR                     | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| ENTERPRISE SUPPORT & TRAINING SPEC              | IT                     | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| FACILITIES FOREMAN                              | PARKS                  | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| FIRE AND LIFE SAFETY EDUCATOR                   | FIRE                   | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| FIRE INSPECTOR                                  | FIRE                   | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| FIRE LIEUTENANT                                 | FIRE                   | 2808          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| HOUSING DEVELOPMENT COORDINATOR                 | BNS                    | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| HUMAN RESOURCES GENERALIST                      | HR                     | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| GIS SPECIALIST SR.                              | IT                     | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| INFORMATION SYSTEMS ANALYST I                   | IT                     | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| LAND PLANNER (Reg Landscape Architect optional) | PLANNING               | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| LANDSCAPING & GROUNDS FOREMAN                   | PARKS                  | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| NEIGHBORHOOD RESOURCES SUPERVISOR               | BNS                    | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| NETWORK TECHNICIAN II                           | IT                     | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| PERMITTING OPERATIONS SUPERVISOR                | BNS                    | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| PLANS EXAMINER II                               | BNS                    | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| POLICE SERGEANT                                 | POLICE                 | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| PUBLIC OUTREACH SPECIALIST                      | ADM-COMM               | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| RECREATION FOREMAN                              | PARKS                  | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| ROUTING/OPERATIONS ANALYST                      | SANITATION & ENV SERV. | 2080          | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| SENIOR ROAD INSPECTOR                           | STREET                 | EX            | G            | \$ 54,791           | \$ 64,460 | \$ 77,352 |

## Appendix I: Pay Scale - All Positions

effective 7/1/2019

| JOB TITLE                                       | DEPT                   | YRLY HOURS | Pay GRADE | 2018/2019 PAY RANGE |           |           |
|-------------------------------------------------|------------------------|------------|-----------|---------------------|-----------|-----------|
|                                                 |                        |            |           | Min                 | Mid       | Max       |
| LEAD SENIOR FLEET MAINTENANCE TECH              | STREET                 | 2080       | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| SENIOR UTILITY INSPECTOR                        | WATER                  | EX         | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| Sr. ITS SPECIALIST                              | ENG-TOC                | 2080       | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| STAFF ENGINEER I                                | ENG                    | EX         | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| SURETY COORDINATOR                              | PLANNING               | EX         | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| TRAFFIC/TRANSPORTATION ENG I                    | ENG-TOC                | EX         | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| WATER QUALITY SPECIALIST II                     | ENG - STMWTR           | 2080       | G         | \$ 54,791           | \$ 64,460 | \$ 77,352 |
| ACCOUNT MANAGEMENT SUPERVISOR                   | REV-MGT                | EX         | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| ACCOUNTING OFFICER                              | REV-MGT                | EX         | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| ARBORIST                                        | PARKS                  | EX         | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| BUILDING ASSOCIATE                              | BNS                    | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| BUILDING INSPECTOR II                           | BNS                    | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| CHIEF DEPUTY COURT CLERK                        | COURT                  | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| COMMUNICATION INFRASTRUCTURE TECHNICIAN         | IT                     | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| CRIME ANALYST                                   | POLICE                 | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| CUSTOMER SERVICE SUPERVISOR                     | REV-MGT                | EX         | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| DATA CENTER TECH I                              | IT                     | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| DIGITAL RECORDS TECHNICIAN                      | POLICE                 | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| FACILITIES MAINTENANCE SUPERVISOR               | ADM-FACILITIES         | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| FIRE ENGINEER                                   | FIRE                   | 2808       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| GIS SPECIALIST                                  | IT                     | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| INDUSTRIAL PRETREATMENT COORDINATOR             | WATER-SP               | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| ITS SPECIALIST                                  | ENG-TOC                | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| LANDSCAPE MAINTENANCE SUPERVISOR                | STREET                 | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| LEAD FLEET MAINTENANCE TECHNICIAN               | STREET-FM              | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| MASTER PATROL OFFICER/DETECTIVE                 | POLICE                 | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| NETWORK TECHNICIAN I                            | IT                     | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| OFFICE MANAGER                                  | VARIOUS                | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| PARALEGAL                                       | LEGAL                  | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| PAYROLL SPECIALIST                              | FINANCE                | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| PLANNER                                         | PLANNING               | EX         | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| PLANS EXAMINER I                                | BNS                    | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| PURCHASING ANALYST                              | PURCHASING             | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| RESEARCH & PLANNING SPECIALIST                  | PARKS                  | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| ROAD INSPECTOR                                  | STREET                 | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| SENIOR FLEET MAINTENANCE TECHNICIAN             | STREET-FM              | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| SOCIAL & DIGITAL MEDIA PRODUCER                 | ADM-COMM               | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| SR. A/P SPECIALIST                              | FINANCE                | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| STORM WATER INSPECTOR                           | STMWTR - ST            | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| STORM WATER SUPERVISOR                          | STMWTR - ST            | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| STREET SUPERVISOR                               | STMWTR - ST            | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| TECHNICAL SUPPORT SPECIALIST II                 | ENG                    | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| TECHNICAL SUPPORT SPECIALIST II                 | PLANNING               | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| TRAFFIC SIGNAL TECH II                          | STREET-TRAFFIC         | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| TRAFFIC SIGNALIZATION & MAINTENANCE ELECTRICIAN | STREET-TRAFFIC         | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| TRAFFIC STRIPING & SIGN SUPERVISOR              | STREET-TRAFFIC         | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| TRANSFER STATION MANAGER                        | SANITATION & ENV SERV. | EX         | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| UTILITIES CREW CHIEF                            | WATER-WD               | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| UTILITY INSPECTOR                               | WATER-WA               | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| WATER QUALITY SPECIALIST I                      | ENG - STMWTR           | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| WATER/WASTEWATER CONST. SUPERVISOR              | WATER-WD               | 2080       | F         | \$ 48,703           | \$ 57,298 | \$ 68,758 |
| A/P SPECIALIST                                  | FINANCE                | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| ATHLETIC CREW CHIEF                             | PARKS                  | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| BACKFLOW INSPECTOR                              | WATER-WD               | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| BENEFITS SPECIALIST                             | HR                     | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| BUILDING INSPECTOR I                            | BNS                    | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| COMPOST FACILITY MANAGER                        | STREET                 | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| DEPUTY ASSISTANT CITY RECORDER                  | ADM                    | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| ENGINEERING ASSOCIATE I                         | ENG                    | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| EXECUTIVE ASSISTANT                             | ADM                    | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| FACILITIES CREW CHIEF                           | PARKS                  | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| FIREFIGHTER                                     | FIRE                   | 2808       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| GPS/GIS TECHNICIAN                              | IT                     | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |
| GROUND TURF CREW CHIEF                          | PARKS                  | 2080       | E         | \$ 43,291           | \$ 50,931 | \$ 61,117 |

## Appendix I: Pay Scale - All Positions

effective 7/1/2019

| JOB TITLE                                               | DEPT                   | YRLY<br>HOURS | Pay<br>GRADE | 2018/2019 PAY RANGE                                |           |           |
|---------------------------------------------------------|------------------------|---------------|--------------|----------------------------------------------------|-----------|-----------|
|                                                         |                        |               |              | Min                                                | Mid       | Max       |
| INFRARED SYSTEM TECHNICIAN                              | STREET                 | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| IT HELP DESK ADMINISTRATOR                              | IT                     | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| LANDSCAPE MAINTENANCE CREW CHIEF                        | STREET                 | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| LEGAL ASSISTANT                                         | LEGAL                  | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| MAINTENANCE CREW CHIEF                                  | PARKS                  | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| MAINTENANCE TECHNICIAN                                  | WATER-SP               | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| MANAGEMENT FELLOW                                       | ADM                    | EX            | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| MECHANIC                                                | STREET-FM              | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| NEIGHBORHOOD RESOURCES COORDINATOR                      | BNS                    | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| POLICE OFFICER                                          | POLICE                 | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| RECORDS SUPERVISOR                                      | POLICE                 | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| SAN & ENV SERV CREW SUPERVISOR                          | SANITATION & ENV SERV. | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| SIGN PRODUCTION SPEC                                    | STREET-TRAFFIC         | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| SR. COMMUNICATIONS OFFICER                              | POLICE                 | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| STREET CREW CHIEF (General)                             | STREET                 | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| TECHNICAL SUPPORT SPECIALIST I                          | VARIOUS                | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| TOC OPERATOR                                            | ENG-TOC                | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| TRAFFIC SIGNAL TECH I                                   | STREET-TRAFFIC         | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| TV TRUCK SEWER INSPECTOR                                | WATER-SC               | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| WASTEWATER OPERATOR SENIOR                              | WATER-SP               | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| WATER OPERATOR SR                                       | WATER-WP               | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| WATER & WASTEWATER INFRASTRUCTURE ASSESSMENT TECHNICIAN | WATER-WC               | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| ZONING ENFORCEMENT OFFICER                              | BNS                    | 2080          | E            | \$ 43,291                                          | \$ 50,931 | \$ 61,117 |
| ADMINISTRATIVE ASSISTANT                                | POLICE                 | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| ADMINISTRATIVE ASSISTANT                                | VARIOUS                | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| ATHLETIC WORKER II                                      | PARKS                  | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| BILLING/COLLECTIONS TECH                                | REV-MGT                | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| COMMUNICATIONS OFFICER                                  | POLICE                 | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| COMMUNICATIONS SUPPORT COORDINATOR                      | POLICE                 | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| CUSTOMER SERVICE TECHNICIAN                             | SANITATION & ENV SERV. | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| DEPUTY COURT CLERK II                                   | COURT                  | 1950          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| DIGITAL MEDIA SPECIALIST PART-TIME                      | ADM-COMM               | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| EQUIPMENT OPERATOR                                      | VARIOUS                | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| EVIDENCE AND PROPERTY TECHNICIAN                        | POLICE                 | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| FINANCIAL TECHNICIAN I                                  | REV-MGT                | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| FIRE CADET                                              | FIRE                   | 2808          | D            | \$19.25 at hire, then to \$42,016 after probation. |           |           |
| GENERAL SERVICES TECHNICIAN                             | FIRE                   | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| INVENTORY SPECIALIST                                    | PARKS                  | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| INVENTORY SPECIALIST                                    | VARIOUS                | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| LANDSCAPE MAINTENANCE WORKER SR                         | STREET                 | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| PARKS MAINTENANCE WORKER                                | PARKS                  | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| PERMIT TECHNICIAN                                       | BNS/PLANNING           | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| POLICE OFFICER TRAINEE                                  | POLICE                 | 2080          | D            | \$19.25 at hire, then to \$42,016 after probation. |           |           |
| PROGRAM SPECIALIST                                      | PARKS                  | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| PURCHASING TECHNICIAN                                   | PURCHASING             | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| SAN & ENV SERV DRIVER/EQUIP OPERATOR                    | SANITATION & ENV SERV. | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| SEWER EQUIPMENT TECH                                    | WATER-SC               | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| STRIPING TECHNICIAN                                     | STREET-TRAFFIC         | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| UTILITIES LOCATOR                                       | WATER-WD               | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| WASTEWATER OPERATOR                                     | WATER-SP               | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| WATER OPERATOR                                          | WATER-WP               | 2080          | D            | \$ 38,481                                          | \$ 45,272 | \$ 54,326 |
| ATHLETIC WORKER I                                       | PARKS                  | 2080          | C            | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| DEPUTY COURT CLERK I                                    | COURT                  | 1950          | C            | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| FACILITIES MAINTENANCE WORKER                           | ADM-FACILITIES/SW      | 2080          | C            | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| HHW DROP OFF SITE ATTENDANT                             | SANITATION & ENV SERV. | 2080          | C            | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| MAINTENANCE WORKER SR.                                  | STREET                 | 2080          | C            | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| METER READER SENIOR                                     | WATER-WB               | 2080          | C            | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| RECORDING SECRETARY-BOMA                                | ADM                    | 2080          | C            | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| SAN & ENV SERVICES DISPATCHER                           | SANITATION & ENV SERV. | 2080          | C            | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| SCALE OPERATOR                                          | SANITATION & ENV SERV. | 2080          | C            | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| COURT SECURITY/PARKING ENFORCEMENT OFFICER              | REV-MGMT               | 2080          | C            | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| TREE WORKER                                             | PARKS                  | 2080          | C            | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| UTILITY SERVICE WORKER                                  | WATER-WD               | 2080          | C            | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |
| VIDEO PRODUCTION ASSISTANT (PT)                         | ADM-COMM               | 2080          | C            | \$ 34,205                                          | \$ 40,241 | \$ 48,289 |



Appendix I: Pay Scale - All Positions

effective 7/1/2019

| JOB TITLE                    | DEPT                   | YRLY<br>HOURS | Pay<br>GRADE | 2018/2019 PAY RANGE |           |           |
|------------------------------|------------------------|---------------|--------------|---------------------|-----------|-----------|
|                              |                        |               |              | Min                 | Mid       | Max       |
| ADMINISTRATIVE SECRETARY     | VARIOUS                | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| CASHIER (PT)                 | REV-MGT                | Varies        | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| CUSTODIAN                    | ADM-FACILITIES         | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| DROP OFF SITE ATTENDANT      | SANITATION & ENV SERV. | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| FACILITIES OPERATIONS WORKER | PARKS                  | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| FACILITIES WORKER            | PARKS                  | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| GROUNDWORKER                 | PARKS                  | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| LANDSCAPING WORKER           | PARKS                  | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| MAINTENANCE WORKER (General) | STREET                 | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| METER READER                 | WATER-WB               | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| PARKING ENFORCEMENT OFFICER  | POLICE                 | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| RECORDS CLERK                | POLICE                 | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| SAN & ENV SERVICES WORKER    | SANITATION & ENV SERV. | 2080          | B            | \$ 30,405           | \$ 35,770 | \$ 42,924 |
| SCHOOL PATROL                | POLICE                 | Varies        | A            | \$ 27,027           | \$ 31,796 | \$ 38,155 |





# *City of Franklin, Tennessee*

## **FY 2020 Operating Budget**

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## **APPENDICIES: Reference**

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Under this section is:

- **Reference Information**
  - **Appendix J - Expenditure Classifications**
  - **Appendix K - Additional Demographic & Economic Information**
  - **Appendix L - Glossary of Terms**



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **Appendix J – 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.





## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **Appendix J – Chart of Account Definitions**

|              |                                                                                                                                                                                                                                                                  |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>82600</b> | <b>REPAIR &amp; MAINTENANCE SERVICES</b><br>Expenditures for repair and Maintenance services not provided directly by City personnel.                                                                                                                            |
| <b>82700</b> | <b>EMPLOYEE PROGRAMS</b><br>Primarily administered by Human Resources, these are programs established for employee development.                                                                                                                                  |
| <b>82800</b> | <b>PROFESSIONAL DEVELOPMENT / TRAVEL</b><br>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. |
| <b>83100</b> | <b>OFFICE SUPPLIES</b><br>Costs incurred for various office supplies, décor items, benevolence items, and business meals and refreshments.                                                                                                                       |
| <b>83200</b> | <b>OPERATING SUPPLIES</b><br>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.                                           |
| <b>83300</b> | <b>FUEL &amp; MILEAGE (NON-TRAVEL)</b><br>Costs of operating vehicles on duty.                                                                                                                                                                                   |
| <b>83400</b> | <b>SUPPLIES PURCHASED FOR RESALE</b><br>Supplies purchased for use in providing City services.                                                                                                                                                                   |
| <b>83500</b> | <b>EQUIPMENT (&lt;\$25,000)</b><br>Equipment used with an item cost under \$25,000. To distinguish from supplies, equipment usually has a power source: electrical, battery, fuel, etc.                                                                          |
| <b>83600</b> | <b>REPAIR &amp; MAINTENANCE PARTS &amp; SUPPLIES</b><br>Expenditures for supplies for repair and maintenance services provided directly by City personnel.                                                                                                       |
| <b>84000</b> | <b>OPERATIONAL UNITS</b><br>Costs incurred by departments for specific operational units or activities.                                                                                                                                                          |
| <b>85100</b> | <b>PROPERTY &amp; LIABILITY COSTS</b><br>Property and liability costs.                                                                                                                                                                                           |
| <b>85200</b> | <b>RENTALS</b><br>Costs for renting or leasing land, buildings, equipment, and vehicles.                                                                                                                                                                         |



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **Appendix J – Chart of Account Definitions**

|              |                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>85300</b> | <b>PERMITS &amp; FEES</b><br>Costs incurred by City for necessary permits and fees.                                                                                                                                                                                                                                                                                                                                                                         |
| <b>85500</b> | <b>FINANCIAL FEES</b><br>Costs incurred related to financial operations.                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>85900</b> | <b>OTHER BUSINESS EXPENSES</b><br>Business-related expenditures not classified elsewhere.                                                                                                                                                                                                                                                                                                                                                                   |
| <b>86000</b> | <b>DEBT SERVICE</b><br>Costs incurred by City for outstanding debt.                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>87000</b> | <b>APPROPRIATIONS</b><br>Includes costs for appropriations to organizations for contracted services, other governments for services and civic organizations providing social services.                                                                                                                                                                                                                                                                      |
| <b>87500</b> | <b>REIMBURSEMENT FOR INTERFUND SERVICES</b><br>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. |
| <b>88000</b> | <b>TRANSFERS TO OTHER FUNDS</b><br>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:**

|              |                                                                                                                                                                                                                                                               |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>89100</b> | <b>LAND</b><br>This includes cost for land and easements acquired for Capital projects.                                                                                                                                                                       |
| <b>89200</b> | <b>BUILDINGS</b><br>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. |
| <b>89300</b> | <b>IMPROVEMENTS</b><br>Expenditures for acquiring improvements not associated with buildings (such as Parks & Recreation Facilities & Distribution Systems)                                                                                                   |
| <b>89400</b> | <b>INFRASTRUCTURE</b>                                                                                                                                                                                                                                         |



## ***City of Franklin, Tennessee***

### **FY 2020 Operating Budget**

#### **Appendix J – 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 2020 Operating Budget

### Appendix K – 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 2018 Comprehensive Annual Financial Report (CAFR).

| 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 Portion (1/2 of tax) |               | Less: County Admin Fee (1% of City's 1/2 of tax) |                  | Percent of General Fund Revenue |
|                                                            | Local Sales Tax                              |  |                                                 | County |                                 |                 |                                   |               |                                                  | Received by City |                                 |
| 2018                                                       | \$ 3,066,394,800                             |  | 2.75%                                           |        | \$ 68,993,883                   | \$ (34,496,941) | \$ (344,969)                      | \$ 34,151,972 |                                                  |                  | 49.4%                           |
| 2017                                                       | \$ 2,935,512,368                             |  | 2.25%                                           |        | \$ 66,049,028                   | \$ (33,024,514) | \$ (330,245)                      | \$ 32,694,269 |                                                  |                  | 49.1%                           |
| 2016                                                       | \$ 2,811,166,510                             |  | 2.25%                                           |        | \$ 63,251,246                   | \$ (31,625,623) | \$ (316,256)                      | \$ 31,309,367 |                                                  |                  | 49.3%                           |
| 2015                                                       | \$ 2,598,787,340                             |  | 2.25%                                           |        | \$ 58,472,715                   | \$ (29,236,358) | \$ (292,364)                      | \$ 28,943,994 |                                                  |                  | 50.3%                           |
| 2014                                                       | \$ 2,447,114,882                             |  | 2.25%                                           |        | \$ 55,060,085                   | \$ (27,530,042) | \$ (275,300)                      | \$ 27,254,742 |                                                  |                  | 47.9%                           |
| 2013                                                       | \$ 2,334,072,548                             |  | 2.25%                                           |        | \$ 52,516,632                   | \$ (26,258,316) | \$ (262,583)                      | \$ 25,995,733 |                                                  |                  | 49.4%                           |
| 2012                                                       | \$ 2,172,607,228                             |  | 2.25%                                           |        | \$ 48,883,663                   | \$ (24,441,831) | \$ (244,418)                      | \$ 24,197,413 |                                                  |                  | 47.5%                           |
| 2011                                                       | \$ 2,040,014,905                             |  | 2.25%                                           |        | \$ 45,900,335                   | \$ (22,950,168) | \$ (229,502)                      | \$ 22,720,666 |                                                  |                  | 44.8%                           |
| 2010                                                       | \$ 1,882,812,211                             |  | 2.25%                                           |        | \$ 42,363,275                   | \$ (21,181,637) | \$ (211,816)                      | \$ 20,969,821 |                                                  |                  | 45.4%                           |
| 2009                                                       | \$ 1,899,219,214                             |  | 2.25%                                           |        | \$ 42,732,432                   | \$ (21,366,216) | \$ (213,662)                      | \$ 21,152,554 |                                                  |                  | 42.3%                           |

Tennessee Code Annotated Section 67-6-702 authorizes the levy of a local option sales tax. The tax is applied only to the first \$1,600 of any single article of personal property. In February 2018, the voters of Williamson County approved by referendum an increase in the local option sales tax rate from 2.25% to 2.75%, which is the maximum rate authorized in state law. The new rate became effective, April 1, 2018. The City of Franklin entered into an intergovernmental agreement with Williamson County through which the City's additional revenues, generate under the new tax rate (0.50%) will remain with the County for the purposes of funding County School debt service for a period of 3 years beginning April 1, 2018.

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. 2017 Comprehensive Annual Financial Report. Page 103.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendix K – Additional Demographic & Economic Information

| City of Franklin, Tennessee                                                                  |                             |                                  |                                  |                     |                              |                  |                              |                                |                                |                   |                                                                  |                 |              |
|----------------------------------------------------------------------------------------------|-----------------------------|----------------------------------|----------------------------------|---------------------|------------------------------|------------------|------------------------------|--------------------------------|--------------------------------|-------------------|------------------------------------------------------------------|-----------------|--------------|
| Revenue Capacity Information - Assessed Value and Estimated Actual Value of Taxable Property |                             |                                  |                                  |                     |                              |                  |                              |                                |                                |                   |                                                                  |                 |              |
| FISCAL<br>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 | Total Taxable Assessed Value | Estimated Actual Taxable Value | Estimated Actual Taxable Value | Total Direct Rate | Actual Value                                                     | Estimated Value | Actual Value |
| 2018                                                                                         | \$2,225,948,965             | \$2,394,850,296                  | \$196,029,038                    | \$127,836           | \$66,131,091                 | \$-              | \$4,883,087,226              | \$15,696,174,389               | \$15,696,174,389               | 0.4176            | 31.11%                                                           | 31.11%          | 0.4176       |
| 2017                                                                                         | \$2,124,725,620             | \$2,290,475,081                  | \$164,777,885                    | \$115,036           | \$68,350,538                 | \$-              | \$4,648,444,160              | \$14,931,225,106               | \$14,931,225,106               | 0.4176            | 31.13%                                                           | 31.13%          | 0.4176       |
| 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               | 0.4065            | 30.86%                                                           | 30.86%          | 0.4065       |
| 2015                                                                                         | \$1,628,904,915             | \$1,586,857,868                  | \$163,708,520                    | \$53,322            | \$60,666,953                 | \$471,130        | \$3,440,062,708              | \$11,413,859,405               | \$11,413,859,405               | 0.4065            | 30.14%                                                           | 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               | 0.3765            | 30.13%                                                           | 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               | 0.3765            | 30.81%                                                           | 30.81%          | 0.3765       |
| 2012                                                                                         | \$1,492,455,650             | \$1,477,904,852                  | \$152,009,171                    | \$915,060           | \$54,282,799                 | \$471,130        | \$3,178,038,662              | \$10,298,785,436               | \$10,298,785,436               | 0.3765            | 30.86%                                                           | 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                | 0.4340            | 27.79%                                                           | 27.79%          | 0.4340       |
| 2010                                                                                         | \$1,371,758,898             | \$1,140,259,084                  | \$129,518,412                    | \$572,304           | \$47,032,940                 | \$192,390        | \$2,689,334,028              | \$10,225,661,696               | \$10,225,661,696               | 0.4340            | 26.30%                                                           | 26.30%          | 0.4340       |
| 2009                                                                                         | \$1,322,570,226             | \$1,029,940,678                  | \$121,389,801                    | \$-                 | \$42,896,113                 | \$192,390        | \$2,516,989,208              | \$9,637,668,952                | \$9,637,668,952                | 0.4340            | 26.12%                                                           | 26.12%          | 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, 2018 Comprehensive Annual Financial Report, Page 104.



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendix K – Additional Demographic & Economic Information

#### City of Franklin, Tennessee

#### Revenue Capacity Information - Principal Property Taxpayers, Current Year and Ten Years Ago

| Taxpayer                              | 2009                 |                            | 2018                  |                            |
|---------------------------------------|----------------------|----------------------------|-----------------------|----------------------------|
|                                       | Assessed Valuation   | Percent of Total Valuation | Assessed Valuation    | Percent of Total Valuation |
| <u>Real and Personal Property Tax</u> |                      |                            |                       |                            |
| Highwoods Properties                  |                      |                            | \$ 101,188,600        | 2.07%                      |
| Galleria Associates (CBL Assoc.)      | \$ 47,035,400        | 1.87%                      | 94,136,300            | 1.93%                      |
| Spectrum                              |                      |                            | 75,490,700            | 1.55%                      |
| Boyle Investments                     |                      |                            | 66,016,400            | 1.35%                      |
| Stock Bridge Capital                  |                      |                            | 61,800,600            | 1.27%                      |
| Middle Tennessee Electric             |                      |                            | 54,043,100            | 1.11%                      |
| Crow Holdings                         |                      |                            | 50,787,300            | 1.04%                      |
| LCFRE Carothers                       |                      |                            | 40,618,700            | 0.83%                      |
| SVT                                   |                      |                            | 35,194,300            | 0.72%                      |
| Mid-America Apts. LP                  |                      |                            | 34,548,400            | 0.71%                      |
| Carothers Office                      | 26,064,120           | 1.04%                      |                       |                            |
| Williams W. Fred Trust                | 18,519,400           | 0.74%                      |                       |                            |
| Landings F C LP                       | 19,022,465           | 0.76%                      |                       |                            |
| Wyndchase at Aspen Grove              | 20,000,000           | 0.79%                      |                       |                            |
| Williamson Farms Corp                 | 16,843,295           | 0.67%                      |                       |                            |
| Franklin Cool Springs Corp            | 13,689,435           | 0.54%                      |                       |                            |
| Alara Franklin Corp                   | 13,862,320           | 0.55%                      |                       |                            |
| Crescent Resources                    | 13,607,440           | 0.54%                      |                       |                            |
| Lightman Cool Springs                 | 12,992,320           | 0.52%                      |                       |                            |
| Totals                                | <u>\$201,636,195</u> | <u>8.01%</u>               | <u>\$ 613,824,400</u> | <u>12.57%</u>              |

\* Total assessed valuation in 2009 (tax year 2008) was \$2,516,989,208.

\*\* Total assessed valuation in 2018 (tax year 2017) is \$4,883,087,226.

Source: City of Franklin, Tennessee. 2018 Comprehensive Annual Financial Report. Page 106



# City of Franklin, Tennessee

## FY 2020 Operating Budget

### Appendix K – Additional Demographic & Economic Information

#### City of Franklin, Tennessee

#### Demographic and Economic Information - Principal Employers, Current Year and Ten Years Ago

| Employer                             | 2009        |      |                                       | 2018         |      |                                     |
|--------------------------------------|-------------|------|---------------------------------------|--------------|------|-------------------------------------|
|                                      | Employees * | Rank | Percentage of Total County Employment | Employees ** | Rank | Percentage of Total City Employment |
| Community Health Systems             | 801         | 7    | 1.51%                                 | 2,652        | 1    | 6.18%                               |
| Nissan North America                 | 1,300       | 3    | 2.45%                                 | 1,700        | 2    | 3.96%                               |
| Optum                                |             |      |                                       | 1,600        | 3    | 3.73%                               |
| Williamson Medical Center            | 1,300       | 2    | 2.45%                                 | 1,201        | 4    | 2.80%                               |
| Mars Petcare                         |             |      |                                       | 1,000        | 5    | 2.33%                               |
| Lee Company                          | 520         | 9    | 0.98%                                 | 877          | 6    | 2.04%                               |
| Ford Motor Credit                    |             |      |                                       | 860          | 7    | 2.00%                               |
| Schneider Electric                   |             |      |                                       | 850          | 8    | 1.98%                               |
| eviCore Healthcare                   |             |      |                                       | 653          | 9    | 1.52%                               |
| Jackson National Life Insurance Co.  |             |      |                                       | 518          | 10   | 1.21%                               |
| Verizon Wireless                     | 1,300       | 4    | 2.45%                                 |              |      |                                     |
| Vanderbilt University Medical Center | 500         | 10   | 0.94%                                 |              |      |                                     |
| Cool Spring Galleria                 | 3,500       | 1    | 6.59%                                 |              |      |                                     |
| Healthways                           | 1,000       | 5    | 1.88%                                 |              |      |                                     |
| AIM Healthcare                       | 815         | 6    | 1.53%                                 |              |      |                                     |
| Civil Constructors, Inc.             | 500         | 10   | 0.94%                                 |              |      |                                     |
| Progeny Marketing Innovations        | 550         | 8    | 1.04%                                 |              |      |                                     |
| Total                                | 12,086      |      | 22.75%                                | 11,911       |      | 27.76%                              |

\* City's 2009 Comprehensive Annual Financial Report. Prior to 2013, the CAFR represented Franklin employers by county statis

\*\* Williamson County Office of Economic Development, Williamson, Inc. 2018 Trends Report

Source: City of Franklin, Tennessee. 2018 Comprehensive Annual Financial Report. Page 114



## City of Franklin, Tennessee FY 2020 Operating Budget

### Appendix L – 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.





## City of Franklin, Tennessee FY 2020 Operating Budget

### Appendix L – Glossary

**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.

**CITY 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.

**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



## City of Franklin, Tennessee FY 2020 Operating Budget

### Appendix L – Glossary

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.

**EXPENDITURE:** The outlay of or obligation to pay cash; a decrease in net financial resources.

**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.

**LOCAL SALES TAX:** This is the City's most significant revenue source. The local sales tax rate is 2.75%. The City receives 1.125% 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 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:



## City of Franklin, Tennessee FY 2020 Operating Budget

### Appendix L – Glossary

- (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.

**PARKLAND DEDICATION 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.

**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.



## ***City of Franklin, Tennessee*** **FY 2020 Operating Budget**

### **Appendix L – Glossary**

**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.

**ORDINANCE NO. 2019-16**

**AN ORDINANCE TO AMEND THE BUDGET OF THE CITY OF FRANKLIN FOR  
FISCAL YEAR 2018-2019**

**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, 2018 has been completed in accordance with state law and local ordinances; and

**WHEREAS**, the Board of Mayor and Aldermen find it is in the best interests of the citizens of the City of Franklin to modify the annual budget from time to time.

**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 2018-2019 shall be amended and does allocate and appropriate additional funding as follows:

**GENERAL FUND**  
**REVENUE**

[Amendments 1 & 3]

|                              |          |              |
|------------------------------|----------|--------------|
| Local Sales Tax              | Increase | \$ 300,000   |
| Building Permits             | Decrease | \$ (550,000) |
| Investment Income            | Increase | \$ 200,000   |
| Allocation from Fund Balance | Increase | \$ 1,380,000 |

**EXPENDITURES**

|                                      |          |                |
|--------------------------------------|----------|----------------|
| Administration                       | Increase | \$ 20,000      |
| Communications                       | Increase | \$ 10,000      |
| Police – CID                         | Increase | \$ 250,000     |
| Fire                                 | Increase | \$ 400,000     |
| Information Technology               | Increase | \$ 210,000     |
| Traffic Operations Center            | Decrease | \$ (2,350,000) |
| Planning & Sustainability            | Increase | \$ 25,000      |
| Streets – Traffic                    | Increase | \$ 115,000     |
| Parks                                | Increase | \$ 146,250     |
| General Expenses                     | Increase | \$ 773,750     |
| Transfer to Street Aid Fund          | Increase | \$ 250,000     |
| Transfer to Road Impact Fund         | Increase | \$ 251,418     |
| Transfer to Parkland Dedication Fund | Increase | \$ 228,582     |
| Transfer to Transit Fund             | Increase | \$ 1,000,000   |

|                                                              |             |
|--------------------------------------------------------------|-------------|
| <b>Net Increase (Decrease) to Total General Fund Balance</b> | <b>\$ -</b> |
|--------------------------------------------------------------|-------------|

**STATE STREET AID FUND**  
**REVENUE**

[Amendment 1]

|                            |          |              |
|----------------------------|----------|--------------|
| Transfer from General Fund | Increase | \$ 250,000   |
| Property Tax Collections   | Decrease | \$ (250,000) |

**EXPENDITURES**

|                                                                      |          |                   |
|----------------------------------------------------------------------|----------|-------------------|
| Reduction of Paving Budget                                           | Decrease | \$ (150,000)      |
| <b>Net Increase (Decrease) to State Street Aid Fund Fund Balance</b> |          | <b>\$ 150,000</b> |

**ROAD IMPACT FUND**

[Amendment 1]

**REVENUE**

|                                                                      |  |            |
|----------------------------------------------------------------------|--|------------|
| Franklin Housing Authority Fee Reimbursement Increase<br>(Chickasaw) |  | \$ 251,418 |
|----------------------------------------------------------------------|--|------------|

**EXPENDITURES**

|                                                                 |                   |
|-----------------------------------------------------------------|-------------------|
| <b>Net Increase (Decrease) to Road Impact Fund Fund Balance</b> | <b>\$ 251,418</b> |
|-----------------------------------------------------------------|-------------------|

**HOTEL / MOTEL TAX FUND**

[Amendment 1]

**REVENUE****EXPENDITURES**

|                          |          |           |
|--------------------------|----------|-----------|
| Jim Warren Tennis Courts | Increase | \$ 23,750 |
|--------------------------|----------|-----------|

|                                                                     |                    |
|---------------------------------------------------------------------|--------------------|
| <b>Net Increase (Decrease) to Hotel/Motel Tax Fund Fund Balance</b> | <b>\$ (23,750)</b> |
|---------------------------------------------------------------------|--------------------|

**PARKLAND DEDICATION FUND**

[Amendment 1]

**REVENUE**

|                                                                      |  |            |
|----------------------------------------------------------------------|--|------------|
| Franklin Housing Authority Fee Reimbursement Increase<br>(Chickasaw) |  | \$ 228,582 |
|----------------------------------------------------------------------|--|------------|

**EXPENDITURES**

|                                                                    |                   |
|--------------------------------------------------------------------|-------------------|
| <b>Net Increase (Decrease) to Parkland Dedication Fund Balance</b> | <b>\$ 228,582</b> |
|--------------------------------------------------------------------|-------------------|

**COMMUNITY DEVELOPMENT****BLOCK GRANT FUND**

[Amendment 1]

**REVENUE**

|                     |          |           |
|---------------------|----------|-----------|
| Federal Grant Award | Increase | \$ 68,000 |
|---------------------|----------|-----------|

**EXPENDITURES**

|                   |          |           |
|-------------------|----------|-----------|
| Services & Repair | Increase | \$ 68,000 |
|-------------------|----------|-----------|

|                                                            |             |
|------------------------------------------------------------|-------------|
| <b>Net Increase (Decrease) to Road Impact Fund Balance</b> | <b>\$ -</b> |
|------------------------------------------------------------|-------------|

**DRUG FUND**  
**REVENUE**

[Amendment 1]

**EXPENDITURES**

|                                                     |          |                     |
|-----------------------------------------------------|----------|---------------------|
| Expenses                                            | Increase | \$ 126,000          |
|                                                     |          | -----               |
| <b>Net Increase (Decrease) to Drug Fund Balance</b> |          | <b>\$ (126,000)</b> |

**TRANSIT FUND**  
**REVENUE**

[Amendment 2]

|                            |               |              |
|----------------------------|---------------|--------------|
| Transfer from General Fund | not to exceed | \$ 1,000,000 |
|----------------------------|---------------|--------------|

**EXPENDITURES**

|                                                        |               |               |
|--------------------------------------------------------|---------------|---------------|
| Operations                                             | not to exceed | \$ 1,000,000  |
|                                                        |               | -----         |
| <b>Net Increase (Decrease) to Transit Fund Balance</b> |               | <b>\$ -0-</b> |

**SECTION II:** That each department 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 this Ordinance shall take effect on after the passage of the 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

**Approved as to form:**

By: \_\_\_\_\_  
Shauna R. Billingsley  
City Attorney

**PASSED FIRST READING:**

**PUBLIC HEARING:**

**PASSED SECOND READING:**

**PASSED THIRD READING:**



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Impact of Ordinance 2019-16 on Budgets

The following demonstrates the impact of Ordinance 2019-16 on eight separate funds: the General Fund, The State Street Aid Fund, the Road Impact Fund, The Drug Fund, The Hotel/Motel Tax Fund, The Parkland Dedication Fund, The Transit Fund and The Community Development Block Grant Fund. It is important to note:

- a) The General Fund budget has no impact on the bottom line by these transfers as a result of this amendment. Overall, the Fund Balance will decrease by \$1,330,000.
- b) The State Street Aid Fund balance will increase by \$150,000 on the bottom line.
- c) The Road Impact Fund balance will increase by \$251,418 on the bottom line.
- d) The Drug Fund balance will decrease by \$128,000 on the bottom line.
- e) The Hotel/Motel Tax Fund balance will decrease by \$23,750 on the bottom line.
- f) The Parkland Dedication Fund Balance will increase by \$228,582 on the bottom line.
- g) The Transit Fund balance will not change on the bottom line.
- h) The CDBG Fund balance will not change on the bottom line.

#### Fund 110 - General Fund

|                               | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|-------------------------------|----------------|-----------------|------------------|----------------|
|                               | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| <b>Beginning Fund Balance</b> | \$ 49,459,971  | \$ 49,459,971   | \$ -             | 0.00%          |
| <b>Revenues</b>               | \$ 73,361,784  | \$ 74,691,784   | \$ 1,330,000     | 1.81%          |
| <b>Expenses</b>               |                |                 |                  |                |
| Personnel                     | \$ 52,506,052  | \$ 52,506,052   | \$ -             | 0.00%          |
| Operations                    | \$ 19,098,482  | \$ 20,428,482   | \$ 1,330,000     | 6.96%          |
| Capital                       | \$ 1,757,250   | \$ 1,757,250    | \$ -             | 0.00%          |
| <b>Expenses</b>               | \$ 73,361,784  | \$ 74,691,784   | \$ 1,330,000     | 1.81%          |
| <b>Ending Balance</b>         | \$ 49,459,971  | \$ 49,459,971   | \$ -             | 0.00%          |

#### Fund 121 - State Street Aid Fund

|                               | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|-------------------------------|----------------|-----------------|------------------|----------------|
|                               | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| <b>Beginning Fund Balance</b> | \$ 645,435     | \$ 645,435      | \$ -             | 0.00%          |
| <b>Revenues</b>               | \$ 3,711,985   | \$ 3,711,985    | \$ -             | 0.00%          |
| <b>Expenses</b>               |                |                 |                  |                |
| Personnel                     | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations                    | \$ 4,137,011   | \$ 3,987,011    | \$ (150,000)     | -3.63%         |
| Capital                       | \$ -           | \$ -            | \$ -             | 0.00%          |
| <b>Expenses</b>               | \$ 4,137,011   | \$ 3,987,011    | \$ (150,000)     | -3.63%         |
| <b>Ending Balance</b>         | \$ 220,409     | \$ 370,409      | \$ 150,000       | 68.06%         |





# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Impact of Ordinance 2019-16 on Budgets

#### Fund 128 - Road Impact Fund

|                        | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|------------------------|----------------|-----------------|------------------|----------------|
|                        | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| Beginning Fund Balance | \$ 11,339,848  | \$ 11,339,848   | \$ -             | 0.00%          |
| Revenues               | \$ 8,034,276   | \$ 8,285,694    | \$ 251,418       | 3.13%          |
| Expenses               |                |                 |                  |                |
| Personnel              | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations             | \$ 5,708,651   | \$ 5,708,651    | \$ -             | 0.00%          |
| Capital                | \$ -           | \$ -            | \$ -             | 0.00%          |
| Expenses               | \$ 5,708,651   | \$ 5,708,651    | \$ -             | 0.00%          |
| Ending Balance         | \$ 13,665,473  | \$ 13,916,891   | \$ 251,418       | 1.84%          |

#### Fund 140 - Drug Fund

|                        | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|------------------------|----------------|-----------------|------------------|----------------|
|                        | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| Beginning Fund Balance | \$ 508,522     | \$ 508,522      | \$ -             | 0.00%          |
| Revenues               | \$ 224,586     | \$ 224,586      | \$ -             | 0.00%          |
| Expenses               |                |                 |                  |                |
| Personnel              | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations             | \$ 64,500      | \$ 192,500      | \$ 128,000       | 198.45%        |
| Capital                | \$ 86,000      | \$ 86,000       | \$ -             | 0.00%          |
| Expenses               | \$ 150,500     | \$ 278,500      | \$ 128,000       | 85.05%         |
| Ending Balance         | \$ 582,608     | \$ 454,608      | \$ (128,000)     | -21.97%        |

#### Fund 150 - Hotel Motel Tax Fund

|                        | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|------------------------|----------------|-----------------|------------------|----------------|
|                        | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| Beginning Fund Balance | \$ 5,722,086   | \$ 5,722,086    | \$ -             | 0.00%          |
| Revenues               | \$ 3,744,327   | \$ 3,744,327    | \$ -             | 0.00%          |
| Expenses               |                |                 |                  |                |
| Personnel              | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations             | \$ 2,312,773   | \$ 2,312,773    | \$ -             | 0.00%          |
| Capital                | \$ 439,286     | \$ 463,036      | \$ 23,750        | 0.00%          |
| Expenses               | \$ 2,752,059   | \$ 2,775,809    | \$ 23,750        | 0.86%          |
| Ending Balance         | \$ 6,714,354   | \$ 6,690,604    | \$ (23,750)      | -0.35%         |



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Impact of Ordinance 2019-16 on Budgets

#### Fund 155 - Parkland Dedication Fund

|                        | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|------------------------|----------------|-----------------|------------------|----------------|
|                        | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| Beginning Fund Balance | \$ 6,141,130   | \$ 6,141,130    | \$ -             | 0.00%          |
| Revenues               | \$ 1,440,000   | \$ 1,668,582    | \$ 228,582       | 15.87%         |
| Expenses               |                |                 |                  |                |
| Personnel              | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations             | \$ -           | \$ -            | \$ -             | 0.00%          |
| Capital                | \$ -           | \$ -            | \$ -             | 0.00%          |
| Expenses               | \$ -           | \$ -            | \$ -             | 0.00%          |
| Ending Balance         | \$ 7,581,130   | \$ 7,809,712    | \$ 228,582       | 3.02%          |

#### Fund 160 - Transit Fund

|                        | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|------------------------|----------------|-----------------|------------------|----------------|
|                        | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| Beginning Fund Balance | \$ 817,649     | \$ 817,649      | \$ -             | 0.00%          |
| Revenues               | \$ 2,908,885   | \$ 3,908,885    | \$ 1,000,000     | 0.00%          |
| Expenses               |                |                 |                  |                |
| Personnel              | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations             | \$ 2,508,885   | \$ 3,508,885    | \$ 1,000,000     | 100.00%        |
| Capital                | \$ 400,000     | \$ 400,000      | \$ -             | 0.00%          |
| Expenses               | \$ 2,908,885   | \$ 3,908,885    | \$ 1,000,000     | 0.00%          |
| Ending Balance         | \$ 817,649     | \$ 817,649      | \$ -             | 0.00%          |

#### Fund 170 - Community Development Block Grant (CDBG) Fund

|                        | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|------------------------|----------------|-----------------|------------------|----------------|
|                        | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| Beginning Fund Balance | \$ 89,691      | \$ 89,691       | \$ -             | 0.00%          |
| Revenues               | \$ 250,300     | \$ 318,300      | \$ 68,000        | 27.17%         |
| Expenses               |                |                 |                  |                |
| Personnel              | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations             | \$ 311,786     | \$ 379,786      | \$ 68,000        | 0.00%          |
| Capital                | \$ -           | \$ -            | \$ -             | 100.00%        |
| Expenses               | \$ 311,786     | \$ 379,786      | \$ 68,000        | 100.00%        |
| Ending Balance         | \$ 28,205      | \$ 28,205       | \$ -             | 0.00%          |

May 3, 2019

TO: Members of the Board of Mayor and Aldermen  
Members of Budget and Finance Committee

FROM: Eric Stuckey, City Administrator  
Kristine Tallent, Assistant City Administrator/Chief Financial Officer  
Michael Walters Young, Budget & Strategic Innovation Manager

RE: Consideration of Ordinance 2019-16, 4<sup>th</sup> Quarter 2019 Budget Amendments

### **Purpose**

The purpose of this memo is to provide information to the Franklin Board of Mayor and Aldermen (BOMA) concerning amending the Fiscal Year 2019 Budget for compliance with State budgeting guidance regarding:

1. Deficit Fund Balances (fund's net accumulated revenues and expenditures),
2. Deficit Cash Balances (for funds with year-end receivables not collected by June 30), and
3. Ensuring authorizations in place to balance each fund's budget on a cash basis on June 30, 2019.

### **Background**

The State Comptroller has provided guidance that budget amendments are to be on the cash basis and must occur prior to fiscal year end (June 30) to ensure no fund has a deficit fund balance or deficit cash balance at June 30.

To stay ahead of this responsibility, staff is proposing three budget amendments.

The amendments are as follows:

1. Year-end Clean-ups: This is a "catch-all" amendment with many components. Fundamentally, however, its purpose is to achieve one thing: balanced budgets at the cost centers within each department and fund across the City. This is why in the Ordinance most of the notations are for Amendment #1.  
In detail, the amendments to individual departments and funds are as follows:

#### **General Fund:**

##### **Revenues:**

- Local Sales Tax: Increase by \$300,000. Thru 8 months of the fiscal year, year-over-year collections are up 5.7%, and even if collections drop to the level we anticipated when budgeting for FY 2019 over the last 4 months of the fiscal year, we believe that increasing the estimated collections for FY 2019 is prudent and makes budgeting for FY 2020 easier. (For FY 2020, we are budgeting a 3.5% increase over this revised collection estimate.)
- Building Permits: Decrease by \$550,000. Building permits are not keeping up with revenue forecasts for FY 2019, though this is not surprising given that a) the City has

- witnessed a slow down in new building starts and b) these estimates were coming off of record high permit receipt years. Lowering the estimate by \$550,000 is more accurate, and just like Local Sales Tax estimates, provides a better revenue baseline for FY 2020.
- Investment (Interest) Income: Increase by \$200,000. The City has worked hard to establish new, higher yielding investments now that base Federal Reserve interest rates have gone above 2% after a prolonged period where we earned very little. This increase is 50% higher than we budgeted for FY 2019, and still will be 6% lower than our forecast for FY 2020.
  - Allocation from Fund Balance: Increase by \$1,030,000. This money will go to support amendment 3, a one-time contribution to our Pension fund. See amendment #3 for more information.

#### Expenditures:

- Vacancy adjustment transfers. Increase by \$665,000 across multiple departments. The City has long utilized a 3.5% decrement within budgets to balance departmental budgets annually. This is the average amount of vacancy over time the City has witnessed when departures occur. Some departments, however, do not have vacancies during the year, and as a result do not produce the anticipated savings. Administration (\$20,000), Communications (\$10,000), Police - CID (\$160,000), Fire (\$400,000), Information Technology (\$50,000) and Planning & Sustainability (\$25,000) are those such departments in FY 2019.
- Overtime. Increase by \$90,000 in Police-CID. The overtime budget across the Police Department has been inadequate for years. We are adding an additional \$75,000 to the base budget for FY 2020.
- Expense Overages: Increase by \$421,250 Across multiple departments. The departments include: Information Technology - \$160,000; Parks - \$146,250 (to account for higher than anticipated costs of Jim Warren Tennis Court Repairs); Streets - Traffic - \$115,000.
- Expense "Underages": Decrease by \$3,076,250 across multiple departments. The departments include: Traffic Operations Center: (\$2,350,000 - reduction based on project funding for ITS projects which will not be finished in FY 2019) and General Expenses: (\$726,250 - reduction based on need to balance the budget and surplus wage and medical contingency reserves not needed in FY 2019.)
- Transfers: Increase by \$1,730,000 to multiple funds. These transfers are itemized further below in individual funds.

#### State Street Aid Fund:

##### Revenues:

- Increase Transfer from General Fund by \$250,000 and decrease Property Tax by \$250,000 for net impact of \$0. This is necessary to ensure that the "Sidewalk Gap" monies raised through Invest Franklin end in the fund by June 30 as intended by the BOMA.

##### Expenditures:

- Reduce Paving by \$150,000. The FY 2019 budget was built on the assumption that year-end fund balance in the State Street Aid fund would be enough to invest more money into road paving based upon the increased collections of the IMPROVE Act.

Unfortunately, the fund ended FY 2018 lower than anticipated, and this reduction in authorized expense is necessary to ensure the fund ends with an appropriate Fund Balance level as set forth by the State Comptroller's Office.

Road Impact Fund:

Revenues:

- Increase by \$251,418 via Transfer from the General Fund for the subsidizing of the Franklin Housing Authority Fees for the Chickasaw Senior Housing Development as per Resolution 2019-36.

Hotel Motel Tax Fund:

Expenditures:

- Increase by \$23,750 for higher than anticipated costs pertaining to the Jim Warren Tennis Court repair/replacement project. Additional funds have been provided for in the FY 2020 budget as well since this project will not be completed by June 30<sup>th</sup>.

Parkland Dedication Fund:

Revenues:

- Increase by \$228,582 via Transfer from the General Fund for the subsidizing of the Franklin Housing Authority Fees for the Chickasaw Senior Housing Development as per Resolution 2019-36.

Community Development Block Grant Fund:

Revenues and Expenditures:

- Increase both by \$68,000. Although the City conservatively budgets a recurring grant award of \$250,000 annually in CDBG funds, this year we received notice that our total award was \$318,000. This will allow more projects to be funded through CDBG dollars.

Drug Fund:

Expenditures:

- Increase by \$126,000 for several vehicle, radio and equipment purchases. Enough fund balance exists within the fund to accommodate these purchases.

2. Year-end Contingencies:

Just like last year, the Transit fund needs additional revenues and expenditures. Since the City must operate the Transit Fund in accordance with rules promulgated by the State Comptroller stating that no fund has a deficit fund balance or deficit cash balance at June 30, staff is recommending that a transfer not to exceed transfer amount of \$1,000,000 from the General Fund to the Transit Fund to cover operational needs.

Again, this is not an issue of the Transit operations needing more money – it is an issue of timing of grant reimbursements which both the Franklin Transit Authority and the City of Franklin's Transit Fund budgeted for in FY 2019. Steps have been taken within the Franklin Transit Authority to mitigate this for FY 2020. Any grant funds received within the 60-day accrual period after June 30<sup>th</sup> will be credited to the Transit Fund, and the General Fund

transfer will be reduced or unnecessary. Last year, less than \$150,000 of the \$1,000,000 transfer was necessary.

3. Pensions: Increase General Expenses in the General Fund by \$1,150,000. The City's new actuary has only very recently conferred to staff the recommended funding levels for next year's pension contribution. Although we budgeted \$4.83 million across all funds in the FY 2020 budget, the actuary recommends a total contribution of nearly \$6 million. Most of this increase over what we budgeted is the result of timing – the fourth quarter of last calendar year was not kind to stocks and investment portfolios, and our pension fund was no exception. However, we are required by the State of Tennessee to put forward the contribution recommended by our actuary. This “pre-funding” will achieve this goal without requiring significant modifications to the FY 2020 budget, as proposed under Ordinance 2019-17.

This is the fourth and final budget amendment during this Fiscal Year to the budget.

### **Financial Impact**

The amendments, as proposed, would result in:

1. General Fund: Decrease of Fund Balance of \$980,000. Budgetarily, this will be a net zero as fund balance will be recognized as a revenue.
2. State Street Aid Fund: Increase of Fund Balance of \$150,000.
3. Road Impact Fund: Increase of Fund Balance of \$251,418.
4. Drug Fund: Decrease of Fund Balance of \$128,000.
5. Hotel/Motel Tax Fund: Decrease of Fund Balance of \$23,750.
6. Parkland Dedication: Increase of Fund Balance of \$228,582.
7. Transit Fund: No change in Fund Balance.
8. CDBG Fund: No change in Fund Balance.

### **Options**

1. Approve amendment(s) as proposed and forward to BOMA.
2. Make changes to the amendment(s) where desired and forward to BOMA.

### **Recommendation**

Staff recommends approval of the amendments.



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Impact of Ordinance 2019-16 on Budgets

The following demonstrates the impact of Ordinance 2019-16 on eight separate funds: the General Fund, The State Street Aid Fund, the Road Impact Fund, The Drug Fund, The Hotel/Motel Tax Fund, The Parkland Dedication Fund, The Transit Fund and The Community Development Block Grant Fund. It is important to note:

- a) The General Fund budget has no impact on the bottom line by these transfers as a result of this amendment. Overall, the Fund Balance will decrease by \$980,000.
- b) The State Street Aid Fund balance will increase by \$150,000 on the bottom line.
- c) The Road Impact Fund balance will increase by \$251,418 on the bottom line.
- d) The Drug Fund balance will decrease by \$128,000 on the bottom line.
- e) The Hotel/Motel Tax Fund balance will decrease by \$23,750 on the bottom line.
- f) The Parkland Dedication Fund Balance will increase by \$228,582 on the bottom line.
- g) The Transit Fund balance will not change on the bottom line.
- h) The CDBG Fund balance will not change on the bottom line.

#### Fund 110 - General Fund

|                               | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|-------------------------------|----------------|-----------------|------------------|----------------|
|                               | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| <b>Beginning Fund Balance</b> | \$ 49,459,971  | \$ 49,459,971   | \$ -             | 0.00%          |
| <b>Revenues</b>               | \$ 73,361,784  | \$ 74,341,784   | \$ 980,000       | 1.34%          |
| <b>Expenses</b>               |                |                 |                  |                |
| Personnel                     | \$ 52,506,052  | \$ 52,506,052   | \$ -             | 0.00%          |
| Operations                    | \$ 19,098,482  | \$ 20,078,482   | \$ 980,000       | 5.13%          |
| Capital                       | \$ 1,757,250   | \$ 1,757,250    | \$ -             | 0.00%          |
| <b>Expenses</b>               | \$ 73,361,784  | \$ 74,341,784   | \$ 980,000       | 1.34%          |
| <b>Ending Balance</b>         | \$ 49,459,971  | \$ 49,459,971   | \$ -             | 0.00%          |

#### Fund 121 - State Street Aid Fund

|                               | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|-------------------------------|----------------|-----------------|------------------|----------------|
|                               | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| <b>Beginning Fund Balance</b> | \$ 645,435     | \$ 645,435      | \$ -             | 0.00%          |
| <b>Revenues</b>               | \$ 3,711,985   | \$ 3,711,985    | \$ -             | 0.00%          |
| <b>Expenses</b>               |                |                 |                  |                |
| Personnel                     | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations                    | \$ 4,137,011   | \$ 3,987,011    | \$ (150,000)     | -3.63%         |
| Capital                       | \$ -           | \$ -            | \$ -             | 0.00%          |
| <b>Expenses</b>               | \$ 4,137,011   | \$ 3,987,011    | \$ (150,000)     | -3.63%         |
| <b>Ending Balance</b>         | \$ 220,409     | \$ 370,409      | \$ 150,000       | 68.06%         |



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Impact of Ordinance 2019-16 on Budgets

#### Fund 128 - Road Impact Fund

|                        | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|------------------------|----------------|-----------------|------------------|----------------|
|                        | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| Beginning Fund Balance | \$ 11,339,848  | \$ 11,339,848   | \$ -             | 0.00%          |
| Revenues               | \$ 8,034,276   | \$ 8,285,694    | \$ 251,418       | 3.13%          |
| Expenses               |                |                 |                  |                |
| Personnel              | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations             | \$ 5,708,651   | \$ 5,708,651    | \$ -             | 0.00%          |
| Capital                | \$ -           | \$ -            | \$ -             | 0.00%          |
| Expenses               | \$ 5,708,651   | \$ 5,708,651    | \$ -             | 0.00%          |
| Ending Balance         | \$ 13,665,473  | \$ 13,916,891   | \$ 251,418       | 1.84%          |

#### Fund 140 - Drug Fund

|                        | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|------------------------|----------------|-----------------|------------------|----------------|
|                        | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| Beginning Fund Balance | \$ 508,522     | \$ 508,522      | \$ -             | 0.00%          |
| Revenues               | \$ 224,586     | \$ 224,586      | \$ -             | 0.00%          |
| Expenses               |                |                 |                  |                |
| Personnel              | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations             | \$ 64,500      | \$ 192,500      | \$ 128,000       | 198.45%        |
| Capital                | \$ 86,000      | \$ 86,000       | \$ -             | 0.00%          |
| Expenses               | \$ 150,500     | \$ 278,500      | \$ 128,000       | 85.05%         |
| Ending Balance         | \$ 582,608     | \$ 454,608      | \$ (128,000)     | -21.97%        |

#### Fund 150 - Hotel Motel Tax Fund

|                        | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|------------------------|----------------|-----------------|------------------|----------------|
|                        | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| Beginning Fund Balance | \$ 5,722,086   | \$ 5,722,086    | \$ -             | 0.00%          |
| Revenues               | \$ 3,744,327   | \$ 3,744,327    | \$ -             | 0.00%          |
| Expenses               |                |                 |                  |                |
| Personnel              | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations             | \$ 2,312,773   | \$ 2,312,773    | \$ -             | 0.00%          |
| Capital                | \$ 439,286     | \$ 463,036      | \$ 23,750        | 0.00%          |
| Expenses               | \$ 2,752,059   | \$ 2,775,809    | \$ 23,750        | 0.86%          |
| Ending Balance         | \$ 6,714,354   | \$ 6,690,604    | \$ (23,750)      | -0.35%         |





# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Impact of Ordinance 2019-16 on Budgets

#### Fund 155 - Parkland Dedication Fund

|                        | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|------------------------|----------------|-----------------|------------------|----------------|
|                        | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| Beginning Fund Balance | \$ 6,141,130   | \$ 6,141,130    | \$ -             | 0.00%          |
| Revenues               | \$ 1,440,000   | \$ 1,668,582    | \$ 228,582       | 15.87%         |
| Expenses               |                |                 |                  |                |
| Personnel              | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations             | \$ -           | \$ -            | \$ -             | 0.00%          |
| Capital                | \$ -           | \$ -            | \$ -             | 0.00%          |
| Expenses               | \$ -           | \$ -            | \$ -             | 0.00%          |
| Ending Balance         | \$ 7,581,130   | \$ 7,809,712    | \$ 228,582       | 3.02%          |

#### Fund 160 - Transit Fund

|                        | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|------------------------|----------------|-----------------|------------------|----------------|
|                        | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| Beginning Fund Balance | \$ 817,649     | \$ 817,649      | \$ -             | 0.00%          |
| Revenues               | \$ 2,908,885   | \$ 3,908,885    | \$ 1,000,000     | 0.00%          |
| Expenses               |                |                 |                  |                |
| Personnel              | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations             | \$ 2,508,885   | \$ 3,508,885    | \$ 1,000,000     | 100.00%        |
| Capital                | \$ 400,000     | \$ 400,000      | \$ -             | 0.00%          |
| Expenses               | \$ 2,908,885   | \$ 3,908,885    | \$ 1,000,000     | 0.00%          |
| Ending Balance         | \$ 817,649     | \$ 817,649      | \$ -             | 0.00%          |

#### Fund 170 - Community Development Block Grant (CDBG) Fund

|                        | <u>A</u>       | <u>B</u>        | <u>C(B-A)</u>    | <u>D (B/A)</u> |
|------------------------|----------------|-----------------|------------------|----------------|
|                        | 2019<br>Budget | 2019<br>Amended | Difference<br>\$ | %              |
| Beginning Fund Balance | \$ 89,691      | \$ 89,691       | \$ -             | 0.00%          |
| Revenues               | \$ 250,300     | \$ 318,300      | \$ 68,000        | 27.17%         |
| Expenses               |                |                 |                  |                |
| Personnel              | \$ -           | \$ -            | \$ -             | 0.00%          |
| Operations             | \$ 311,786     | \$ 379,786      | \$ 68,000        | 0.00%          |
| Capital                | \$ -           | \$ -            | \$ -             | 100.00%        |
| Expenses               | \$ 311,786     | \$ 379,786      | \$ 68,000        | 100.00%        |
| Ending Balance         | \$ 28,205      | \$ 28,205       | \$ -             | 0.00%          |

## ADMINISTRATION

### Kristine Tallent

Assistant City Administrator/CFO  
Finance & Administration



**Dr. Ken Moore**  
Mayor

**Eric S. Stuckey**  
City Administrator

## HISTORIC FRANKLIN TENNESSEE

DATE: April 24, 2019

TO: Members of the Budget & Finance Committee

FROM: Eric Stuckey, City Administrator  
Kristine Tallent, Assistant City Administrator/CFO

RE: Update on the Issuance of the Series 2019 A&B Bonds

On March 12, 2019, BOMA adopted Resolutions 2019-12 and 2019-13 authorizing the issuance of the Series 2019 A&B General Obligation Bonds for the purposes of funding new capital projects in the amount of \$34,015,000 and refunding the City's outstanding Series 2009B Build America Bonds in the amount of \$26,280,000. Prior to the Board's action, the State of Tennessee Comptroller's Office approved the Plan of Refunding on February 12, 2019, as proposed by city staff. Following the approval of the bond resolutions, staff applied for bond ratings. Both Moody's and Standard & Poor's assigned their highest rating of Aaa and AAA, respectively, to the 2019 Bonds and affirmed the same ratings on the City's outstanding general obligation debt.

At 9am CT on Wednesday, April 17, 2019, the City accepted competitive bids for the award of the Series 2019 A&B New Money and Refunding Bonds. The Bonds were awarded to the firm that offered the lowest true interest cost, which is a calculation inclusive of both interest expense and underwriter's fees. We received 12 qualifying bids with Citigroup offering the lowest true interest cost of 2.415753% as calculated for the combination of both series of bonds. Staff is extremely pleased with the significant interest from almost all of the major underwriting firms of tax exempt debt as well as the tight nature of the bids, which ranged from 2.415753% to a high bid of 2.480658%. This spread of approximately 6.5 basis points is close and reflects the high level of interest from investors in purchasing the City's first public offering since 2017.

For the Series 2019A, which will fund new capital projects including Franklin Road and part of McEwen Phase 4, we will issue bonds of \$29,585,000 and receive proceeds to fund projects of \$34,015,000. (The difference between the par amount of the bonds and the proceeds is due to original issue premium of just under \$4.6 million.) The true interest cost of the Series A Bonds is 2.683868% with an average life of the issue of 10.486 years. First principal payment occurs 3/1/2020 and for each year thereafter until final maturity on 3/1/2039.

For the Series 2019B, which will refund the City's Build America Bonds Series 2009B Bonds, we will issue bonds of \$22,940,000 and receive proceeds to satisfy the refunding requirements in the amount of \$26,670,360.70. (The difference between the par amount and the proceeds is due to original issue premium of just under \$3.9 million.) There is no penalty or premium due from the City for calling the 2009B Bonds prior to maturity. The true interest cost of the Series B Bonds is 1.830811% with an average life of the issue of 5.638 years. First principal payment occurs 3/1/2020 and for each year thereafter until final maturity on 3/1/2029. On a gross basis, the interest savings over the 10 year period is \$2,342,519, or \$2,097,985 on a present value basis. The percentage of savings of the refunded bonds is 7.994749%, which is considered to be significant.



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(When we were able to advance refund tax exempt bonds, the % savings guidance was to move forward with a refunding once a 3% threshold was met.)

Upon recommendation of staff and the City's municipal advisor, PFM, Mayor Moore approved the award of the 2019 Bonds to the low bidder, Citigroup. Final debt service numbers have been incorporated into the City Administrator's Proposed Budget for presentation on May 9<sup>th</sup> at the Budget & Finance Committee meeting. The Official Statement was released on April 23, 2019, and we are preparing for closing on May 15<sup>th</sup>.

**Tabulation of Submittals \***

| <b>Purchasing Office Solicitation No.:</b> 2019-015 (custody services for non-pension investments)                                                                                                                        |                                                                                                           |                                                                                      |                                                                                                                                      |                                    |                       |                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------|-------------------------------------------------------|
| <b>Notice to proposers published in the Williamson Herald on:</b> 2/28/19                                                                                                                                                 |                                                                                                           |                                                                                      |                                                                                                                                      |                                    |                       |                                                       |
| <b>Number of potential proposers that were notified of / that submitted a proposal in response to this request for proposals:</b> 18 / 5                                                                                  |                                                                                                           |                                                                                      |                                                                                                                                      |                                    |                       |                                                       |
| <b>Date and time proposal due and publicly opened:</b> 4/2/19 2:00 PM                                                                                                                                                     |                                                                                                           |                                                                                      |                                                                                                                                      |                                    |                       |                                                       |
| <b>Present at opening of proposals:</b> Lori Pope and Mike Lowe of the City of Franklin Finance Department; and Leslie Pewitt, Suzanne Ward and Brian Wilcox of the City of Franklin Purchasing Office                    |                                                                                                           |                                                                                      |                                                                                                                                      |                                    |                       |                                                       |
| <b>Target meeting of BOMA at which recommendation is scheduled to be considered:</b> 5/28/19                                                                                                                              |                                                                                                           |                                                                                      |                                                                                                                                      |                                    |                       |                                                       |
| <b>Proposals received from:</b>                                                                                                                                                                                           | <b>Does the proposal include all required documents?</b>                                                  | <b>Does the proposal take any exceptions to the City's procurement solicitation?</b> | <b>Average points allocated by proposal evaluation team (out of a possible 100, utilizing evaluation criteria as listed in RFP):</b> | <b>Estimated total annual fee:</b> | <b>Payment terms:</b> | <b>Proposal is valid and may be accepted through:</b> |
| Branch Banking & Trust (BB&T)<br>Attn: Thomas O'Connor<br>700 12th Ave S., Suite 303<br>Nashville, TN 37203<br>Thomas O'Connor<br>SVP- Corporate Banking<br>615-873-2113<br>to'connor@bbandt.com                          | Yes<br>(and provided Deposit Program terms and conditions)                                                | No                                                                                   | 89.23                                                                                                                                | \$10,400.00                        | net 30 days           | 10/4/2019                                             |
| Comerica Bank<br>411 West Lafayette Street<br>Mail Code 3462<br>Detroit, Michigan 48226<br>Felecia Ryans<br>Vice Presiden / Senior Relationship Manager<br>fryans@comerica.com<br>313-222-9814                            | No<br>(missing City's Standard Terms and Conditions with service provider's contact information inserted) | No                                                                                   | 65.44                                                                                                                                | \$31,100.00                        | net 30 days           | 6/30/2019                                             |
| Fifth Third Bank<br>201 North Tryon Street, Ste, 1800<br>Charlotte, NC 28202<br>David W. Culpepper, CRSP<br>Vice President and Senior Relationship Manager<br>704-688-1148<br>david.culpepper@53.com                      | Yes<br>(and provided Custody Services Agreement)                                                          | No                                                                                   | 92.75                                                                                                                                | \$9,439.00                         | net 30 days           | 6/30/2019                                             |
| Regions Institutional Services<br>150 4th Avenue North - 15th Floor<br>TNNA11505N<br>Nashville, TN 37219<br>Benjamin Dziengel<br>Vice President, Relationship Consultant<br>615-748-2026<br>Benjamin.Dziengel@Regions.com | Yes<br>(and provided Sample Custodian Agreement)                                                          | No                                                                                   | 61.38                                                                                                                                | \$46,795.00                        | net 30 days           | 7/1/2019                                              |
| U.S. Bank<br>800 Nicollet Mall<br>Minneapolis, MN 55402<br>Kameron George<br>Vice President, Relationship Manager<br>kameron.george@usbank.com<br>205-802-5509                                                            | Yes                                                                                                       | No                                                                                   | 88.78                                                                                                                                | \$11,906.00                        | net 30 days           | 7/31/2019                                             |

**City of Franklin**  
**Payroll Policy Preview**

| Recommendation |                                                                                | Current Practice                                                                                    | Purpose of Policy                                                                                                                                                                    |
|----------------|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1              | Separate payroll policies from the Human Resources Manual (personnel policies) | Both personnel and payroll policies has been within the oversight of the Human Resources Department | Oversight of payroll policies would be within the Finance Department. (Note: The payroll policy, if approved, would supercede HR Manual payroll references pending HR Manual update) |
| 2              | The policy would cover payroll processing                                      | Currently in HR Manual                                                                              | Move to policy (payroll manual)                                                                                                                                                      |
| 3              | The policy would cover pay codes                                               | Several included in HR Manual                                                                       | Include all pay codes in policy (payroll manual)                                                                                                                                     |
| 4              | The policy would cover tax withholding                                         | Not a current HR Manual topic                                                                       | Include in policy (payroll manual)                                                                                                                                                   |
| 5              | The policy would cover employee benefits (having a payroll impact)             | Most included in HR Manual                                                                          | Include all benefits (having a payroll impact) in policy (payroll manual)                                                                                                            |
| 6              | The policy would cover employee deductions                                     | Most included in HR Manual                                                                          | Include all deductions in policy (payroll manual)                                                                                                                                    |
| 7              | The policy would cover wage adjustments                                        | Currently in HR Manual                                                                              | Move to policy (payroll manual)                                                                                                                                                      |
| 8              | The policy would cover employee self-service portal (for payroll changes)      | Not a current HR Manual topic                                                                       | Include in policy (payroll manual)                                                                                                                                                   |
| 9              | The policy would cover tax reporting including W-2's                           | Not a current HR Manual topic                                                                       | Include in policy (payroll manual)                                                                                                                                                   |
| 10             | The policy would cover payroll records and reports                             | Currently in HR Manual                                                                              | Move to policy (payroll manual)                                                                                                                                                      |
| 11             | The policy would cover travel time (having a payroll impact)                   | Not a current HR Manual topic                                                                       | Include in policy (payroll manual)                                                                                                                                                   |
| 12             | The policy would cover inclement weather (having a payroll impact)             | Currently in HR Manual                                                                              | Move to policy (payroll manual)                                                                                                                                                      |
| 13             | The policy would cover payroll definitions currently in HR Manual              | Currently in HR Manual                                                                              | Move to policy (payroll manual)                                                                                                                                                      |

| City of Franklin<br>Capital Assets Policy Preview |                                                                                               |                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Topic                                             |                                                                                               | Purpose of Policy                                                                                                                                                                                                                                                                             |
| 1                                                 | Definitions for capital assets                                                                | Defined in City's chart of accounts (general ledger).<br><br>Formally define in new policy. Capital assets include land, buildings, improvements, equipment, infrastructure, and intangible assets.                                                                                           |
| 2                                                 | Thresholds for capital assets                                                                 | Defined as assets of \$25,000 or greater in annual budget document.<br><br>Formally define in new policy. Would be able to adopt separate thresholds for each type of asset.                                                                                                                  |
| 3                                                 | Costs to include in capital assets                                                            | Usually determined during procurement process.<br><br>Formally define in new policy. Would be able to specify which costs are to be included in the asset value.                                                                                                                              |
| 4                                                 | Recording of capital assets                                                                   | Codes included within City's chart of accounts (general ledger).<br><br>Formally define in new policy. Which codes should be used for which type of asset. Provide new codes where needed.                                                                                                    |
| 5                                                 | Capital asset numbering                                                                       | Recommended best practice.<br><br>Formally implement. Asset numbers, i.e. identifiers, are needed for each capital asset. Identifiers are needed to track capital assets over their life.                                                                                                     |
| 6                                                 | Depreciation of capital assets                                                                | Adopted by BOMA on 5/14/2002.<br><br>Formally note the Board's decision in the policy. The City depreciates infrastructure in its financial reporting. The other option was to use condition analysis.                                                                                        |
| 7                                                 | Donated capital assets                                                                        | Implemented as accounting requirement.<br><br>Formally implement. What is needed for a donated asset.                                                                                                                                                                                         |
| 8                                                 | Transfer of capital assets between a governmental and proprietary fund (water and wastewater) | Implemented as accounting requirement.<br><br>Formally implement. When assets transfer between governmental and proprietary funds, a financial transaction is needed to record the transfer. (One is fund is disposing of the asset, the other is procuring the asset.)                       |
| 9                                                 | Annual reporting of capital assets to Finance                                                 | Recommended best practice.<br><br>Departments are to report its capital assets to Finance within 30 days of fiscal year end. (The list of capital assets provided to risk management for insurance purposes may be used.) Maintaining capital assets in the City's asset system is preferred. |
| 10                                                | Annual testing for audit                                                                      | Recommended best practice.<br><br>Finance will perform annual testing of capital assets on a sampling basis.                                                                                                                                                                                  |

City of Franklin Grants  
for March 31, 2019  
as of May 2, 2019

|    | Grant Name                                                                                                                                                                                                   | Grant ID          | Department         | Department Contact | Start Date | Ending Date            | Estimated Cost | Local        | Grant Total  | Reimbursable Amount Spent | Amount Reimbursed | Amount Requested | Amount Spent Not Yet Requested | Bal Remaining (Grant Total - Reimb Amt Spent) |              |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|--------------------|--------------------|------------|------------------------|----------------|--------------|--------------|---------------------------|-------------------|------------------|--------------------------------|-----------------------------------------------|--------------|
| 1a | CBDG                                                                                                                                                                                                         | B-13-MC-47-0014   | BNS                | Kathleen Sauseda   | Prior Year | Prior Year             | \$246,747      | \$0          | \$246,747    | \$239,257                 | =                 | \$239,257        | +                              | \$7,490                                       |              |
| 1b | CBDG                                                                                                                                                                                                         | B-14-MC-47-0014   | BNS                | Kathleen Sauseda   | Prior Year | Prior Year             | \$264,629      | \$0          | \$264,629    | \$177,942                 | =                 | \$177,942        | +                              | \$86,687                                      |              |
| 1c | CBDG                                                                                                                                                                                                         | B-15-MC-47-0014   | BNS                | Kathleen Sauseda   | Prior Year | Prior Year             | \$274,706      | \$0          | \$274,706    | \$268,220                 | =                 | \$268,220        | +                              | \$6,486                                       |              |
| 1d | CBDG                                                                                                                                                                                                         | B-16-MC-47-0014   | BNS                | Kathleen Sauseda   | Prior Year | Prior Year             | \$280,410      | \$0          | \$280,410    | \$277,410                 | =                 | \$277,410        | +                              | \$3,000                                       |              |
| 1e | CBDG                                                                                                                                                                                                         | B-17-MC-47-0014   | BNS                | Kathleen Sauseda   | Prior Year | Prior Year             | \$263,690      | \$0          | \$263,690    | \$253,690                 | =                 | \$253,690        | +                              | \$10,000                                      |              |
| 1f | CBDG                                                                                                                                                                                                         | B-18-MC-47-0014   | BNS                | Kathleen Sauseda   | 7/1/2018   | 6/30/2019              | \$318,360      | \$0          | \$318,360    | \$112,966                 | =                 | \$17,458         | +                              | \$205,394                                     |              |
| 2  | Expansion of the City of Franklin's current ITS infrastructure network capabilities into areas with extensive congestion to include CCTV,DMS,Weather Communication and connect to TDOT and Brentwood systems | 116144.00         | Engineering        | Adam Moser         | 9/30/2011  | 6/30/2020              | \$900,000      | \$180,000    | \$720,000    | \$129,973                 | =                 | \$116,632        | +                              | \$590,027                                     |              |
| 3  | Expansion of the City of Franklin's current ITS infrastructure network capabilities into areas with extensive congestion to include CCTV,DMS,Weather Communication and connect to TDOT and Brentwood systems | 116144.01         | Engineering        | Adam Moser         | 9/30/2011  | 6/30/2020              | \$1,600,000    | \$320,000    | \$1,280,000  | \$199,811                 | =                 | \$146,272        | +                              | \$1,080,189                                   |              |
| 4  | SR-96 (Murfreesboro Rd) Traffic Signal Improvements                                                                                                                                                          | 127913.00         | Engineering        | Adam Moser         | TBD        | TBD                    | \$1,586,600    | \$0          | \$1,586,600  | \$0                       | =                 | \$0              | +                              | \$1,586,600                                   |              |
| 5  | SR-96 Multi-Use Trail                                                                                                                                                                                        | 123098.00         | Engineering        | David Hodnett      | 10/3/2016  | 7/1/2021               | \$2,250,000    | \$450,000    | \$1,800,000  | \$0                       | =                 | \$0              | +                              | \$1,800,000                                   |              |
| 6  | McEwen Drive from Cool Springs Boulevard/Oxford Drive to SR-252 Franklin, Williamson County                                                                                                                  | 125418.00         | Engineering        | David Hodnett      | 4/7/2017   | 1/31/2022              | \$27,078,800   | \$17,078,800 | \$10,000,000 | \$0                       | =                 | \$0              | +                              | \$10,000,000                                  |              |
| 7  | Safe Routes to School Project, Hunters Bend Elementary (SRTS)                                                                                                                                                | 118151.00         | Engineering (SRTS) | Jonathan Marston   | 5/13/2013  | 5/12/2019              | \$680,609      | \$84,288     | \$596,322    | \$559,823                 | =                 | \$535,653        | +                              | \$36,499                                      |              |
| 8  | Mack Hatcher Parkway West, From S-96 West of Franklin to SR-106 (US-431) North of Franklin, Williamson County                                                                                                | 101454.01         | Engineering        | Paul Holzen        | 7/5/2007   | TBD                    | \$19,172,004   | \$5,000,000  | \$14,172,004 | \$11,602,756              | =                 | \$10,486,643     | +                              | \$2,569,248                                   |              |
| 9  | SR-6 (Columbia Ave) from SR-397 (Mack Hatcher Pkwy) to Downs Blvd                                                                                                                                            | 121454.00         | Engineering        | William Banks      | 8/19/2015  | 10/30/2020             | \$21,000,000   | \$0          | \$21,000,000 | \$1,137,332               | =                 | \$998,907        | +                              | \$19,862,668                                  |              |
| 10 | Gatlinburg Aid (Fire)                                                                                                                                                                                        | FEMA-DR-4293-TN   | Fire               | Joanne Finn        | 11/1/2016  | 12/31/2016             | \$31,161       | \$0          | \$31,161     | \$31,161                  | =                 | \$0              | +                              | \$0                                           |              |
| 11 | Florence Aid (Flood)                                                                                                                                                                                         | TEMA-1501-RR-8056 | Fire               | Joanne Finn        | 9/11/2018  | 9/25/2018              | \$89,497       | \$0          | \$89,497     | \$89,497                  | =                 | \$0              | +                              | \$0                                           |              |
| 12 | Florence Aid (Flood)                                                                                                                                                                                         | TEMA-1501-RR-8292 | Fire               | Joanne Finn        | 9/23/2018  | 10/9/2018              | \$2,924        | \$0          | \$2,924      | \$2,924                   | =                 | \$0              | +                              | \$0                                           |              |
| 13 | TAEP Community Tree Planting                                                                                                                                                                                 | 32510-02319       | Parks              | Alyssa Dillon      | 11/1/2018  | 4/30/2019              | \$13,050       | \$6,525      | \$6,525      | \$5,448                   | =                 | \$0              | +                              | \$1,077                                       |              |
| 14 | Acquistion of Spivey Tract                                                                                                                                                                                   |                   | Parks              | Alyssa Dillon      | TBD        | TBD                    | \$637,500      | \$0          | \$637,500    | \$0                       | =                 | \$0              | +                              | \$637,500                                     |              |
| 15 | Hayes House Window Restoration                                                                                                                                                                               | 32701-03546       | Planning           | Amanda Rose        | 10/1/2018  | 9/30/2019              | \$37,000       | \$14,800     | \$22,200     | \$0                       | =                 | \$0              | +                              | \$22,200                                      |              |
| 16 | Hincheyville Historic District                                                                                                                                                                               | P18AF00033        | Planning           | Amanda Rose        | 12/1/2018  | 9/30/2019              | \$10,000       | \$4,000      | \$6,000      | \$0                       | =                 | \$0              | +                              | \$6,000                                       |              |
| 17 | Governor's Highway Safety Office-Franklin Fight Against Impaired Driving                                                                                                                                     | 154AL-18-018      | Police             | Rachel Gober       | 10/1/2017  | Closed as of 9/30/2018 | \$25,000       | \$0          | \$25,000     | \$6,615                   | =                 | \$6,615          | +                              | \$18,385                                      |              |
| 18 | Governor's Highway Safety Office-Network Coordinator                                                                                                                                                         | PT-18-23/402      | Police             | Rachel Gober       | 10/1/2017  | Closed as of 9/30/2018 | \$20,000       | \$0          | \$20,000     | \$11,753                  | =                 | \$11,753         | +                              | \$8,247                                       |              |
| 19 | Governor's Highway Safety Office-Network Coordinator                                                                                                                                                         | PT-19-25/402      | Police             | Rachel Gober       | 10/1/2018  | 9/30/2019              | \$20,000       | \$0          | \$20,000     | \$1,197                   | =                 | \$478            | +                              | \$18,803                                      |              |
| 20 | Replacement Vehicle - PM- Planning & Equipment                                                                                                                                                               | TN-90-X328-00     | Transit            | Kelly Bair         | 10/1/2010  | Closed as of 9/30/2018 | \$794,044      | \$79,404     | \$714,640    | \$677,021                 | =                 | \$677,021        | +                              | \$37,618                                      |              |
| 21 | Allocation for 5307 FY2012                                                                                                                                                                                   | TN-90-X352-00     | Transit            | Kelly Bair         | 10/1/2011  | When spent             | \$2,142,668    | \$226,673    | \$1,915,995  | \$1,323,438               | =                 | \$1,317,323      | +                              | \$592,557                                     |              |
| 22 | FY 14 5307 Allocation                                                                                                                                                                                        | TN-90-X384-00     | Transit            | Kelly Bair         | 7/1/2015   | When spent             | \$1,905,681    | \$190,568    | \$1,715,113  | \$663,043                 | =                 | \$663,043        | +                              | \$1,052,070                                   |              |
| 23 | FY 16 5307 Allocation                                                                                                                                                                                        | TN-2017-020-00    | Transit            | Kelly Bair         | 7/1/2016   | When spent             | \$1,641,088    | \$645,853    | \$995,235    | \$678,118                 | =                 | \$678,118        | +                              | \$317,117                                     |              |
| 24 | FY 2015 5339 - Capital Cost of Leasing                                                                                                                                                                       | TN-2017-059-00    | Transit            | Kelly Bair         | 11/3/2017  | 9/30/2020              | \$125,000      | \$12,500     | \$112,500    | \$57,365                  | =                 | \$57,029         | +                              | \$55,135                                      |              |
| 25 | 5307 FY Application                                                                                                                                                                                          | TN-2018-026-00    | Transit            | Kelly Bair         | 7/27/2018  | 3/29/2021              | \$1,633,236    | \$664,118    | \$969,118    | \$924,366                 | =                 | \$924,366        | +                              | \$44,752                                      |              |
| 26 | FY 2019 Urban Operating Assistance Program                                                                                                                                                                   | Z-19-UROP06-00    | Transit            | Kelly Bair         | 7/1/2018   | When spent             | \$266,900      | \$0          | \$266,900    | \$266,900                 | =                 | \$266,900        | +                              | \$0                                           |              |
|    | TOTALS                                                                                                                                                                                                       |                   |                    |                    |            |                        | \$85,311,304   | \$24,957,529 | \$60,353,775 | \$19,698,025              |                   | \$18,120,729     | \$442,662                      | \$1,134,634                                   | \$40,655,750 |

\* Totals may not foot due to rounding

\* For Harlinsdale Farm Trail and Bridge Project - Paul (Engineering) is still working on the grant agreement - as of 4/15/19

\* For Mack Hatcher: The estimated cost above excludes \$46,200,000.00 to be paid 100% by the state for construction and \$1,250,000.00 will be paid by Westhaven. The total estimated cost is \$66,622,000.00



***City of Franklin***  
**Monthly Reports for May 2019**  
**EXECUTIVE SUMMARY**

**Schedule 1: Local Sales Tax**

The local sales tax remittance from the State of Tennessee for February 2019 sales (received by the City in April 2019) was \$2,622,735 compared to \$2,315,764 for the same month in 2018, a monthly year over year increase of \$306,971 or 13.2%. In comparison, sales tax collections for the State of Tennessee were up 5.8%.

April receipts (February sales) are the eighth month of the FY 2019 fiscal year for both the City of Franklin and the State of Tennessee.

**Schedule 2: Building Permits**

2019 year-to-date is less than 2018 by 37.7%, and compared to 2019 budget is less by 35.3%.

**Schedule 3: Road Impact Fees \***

Combined 2019 year-to-date compared to 2018 is 37.3% less, and compared to 2019 budget is less by 9.0%. By quadrant, Arterial Road Impact 2019 year-to-date compared to 2018 is 60.7% less, and compared to 2019 budget is less by 5.8%. Coll Area 1 2019 year-to-date compared to 2019 budget is 26.5% more; Coll Area 2 2019 year-to-date compared to 2019 budget is 83.3% more; Coll Area 3 2019 year-to-date compared to 2019 budget is 52.4% less; Coll Area 4 2019 year-to-date compared to 2019 budget is 84.4% less.

**Schedule 4: Facilities Tax (City) \***

2019 year-to-date compared to 2018 is 50.3% less, and compared to 2019 budget is more by 4.3%.

**Schedule 5: Facilities Tax (County) \***

2019 year-to-date compared to 2018 is 28.4% less, and compared to 2019 budget is 44.3% less.

**Schedule 6: Gasoline Taxes (State Street Aid Fund)**

The gasoline tax remittance from the State of Tennessee for February 2019 sales (received by the City in April 2019) was \$177,657 compared to \$180,219 for the same month in 2018, a decrease of \$2,562 or 1.4%.

For budget comparisons, the City anticipated collections of \$225,655 for February 2019, a difference of \$47,997 less, or 21.3%.

**Schedule 7: Conference Center**

The City's ½ share of the loss for March 2019 was \$48,696. In March 2018, the City's ½ share of the profit was \$38,448.

**\* Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.**





# City of Franklin

Finance Department - Monthly Reports

## Schedule 1:

## Local Sales Tax

## Fund

## General

## Account:

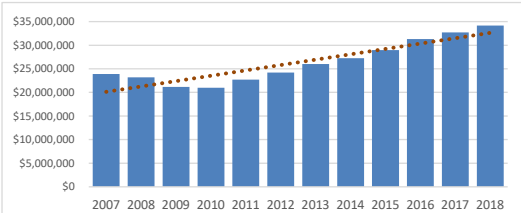
110-31300-00000

**Summary:** Tennessee Code Annotated 67-6-702 authorizes the levy of a local sales tax. The maximum rate authorized is 2.75%. The current rate increased from 2.25% to the maximum of 2.75% effective April 1, 2018. The tax is applied only to the first \$1,600 of any single article of personal property. The City receives 1/2 of the 2.75% 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. Beginning with April 2018 taxes, the City contributes its share of the .5% increase to the County's School Debt Service. The County withholds the contribution for school debt service from the amount remitted to the City. Finance will track the 36 month contribution period, to end with March 2021 sales (to be received in May 2021).

**Monthly Report for May 2019:** The local sales tax remittance from the State of Tennessee for February 2019 sales (received by the City in April 2019) was \$2,622,735 compared to \$2,315,764 for the same month in 2018, a monthly year over year increase \$306,971, or 13.2% more. In comparison, sales tax collections for the State of Tennessee were up 5.78%. April receipts (February sales) are the eighth month of the FY 2019 fiscal year for both the City of Franklin and the State of Tennessee.

The additional local option sales tax rate of 0.50%, for a total local rate of 2.75%, became effective April 1, 2018. The City of Franklin has pledged its 2nd half share of this additional tax to School Debt Service for a period of 3 years. For February 2019, the funds foregone by the City and contributed to Schools is \$515,950. Total contribution to date to Schools from the City's portion is \$6,299,246.

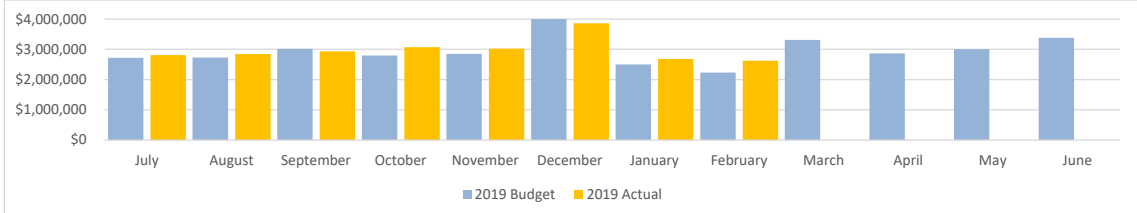
## Yearly Summary



| Fiscal Year | Amount       | \$ Inc./ (Dec.)<br>from Prior Year | % Inc./ (Dec.)<br>from Prior Year | Contribution<br>to County<br>School Debt<br>.5% Apr 2018-<br>Mar 2021 |
|-------------|--------------|------------------------------------|-----------------------------------|-----------------------------------------------------------------------|
| 2007        | \$23,885,264 | \$1,879,561                        | 8.5%                              |                                                                       |
| 2008        | \$23,185,434 | (\$699,830)                        | -2.9%                             |                                                                       |
| 2009        | \$21,152,554 | (\$2,032,880)                      | -8.8%                             |                                                                       |
| 2010        | \$20,969,821 | (\$182,733)                        | -0.9%                             |                                                                       |
| 2011        | \$22,720,666 | \$1,750,845                        | 8.3%                              |                                                                       |
| 2012        | \$24,197,413 | \$1,476,747                        | 6.5%                              |                                                                       |
| 2013        | \$25,995,733 | \$1,798,320                        | 7.4%                              |                                                                       |
| 2014        | \$27,254,742 | \$1,259,009                        | 4.8%                              |                                                                       |
| 2015        | \$28,943,994 | \$1,689,252                        | 6.2%                              |                                                                       |
| 2016        | \$31,309,366 | \$2,365,372                        | 8.2%                              |                                                                       |
| 2017        | \$32,694,268 | \$1,384,902                        | 4.4%                              |                                                                       |
| 2018        | \$34,151,972 | \$1,457,704                        | 4.5%                              | \$1,692,308                                                           |

Average Increase (Decrease) \$ 1,012,189 3.9% \$ 1,692,308

## FY19 Month by Month Summary



| Month     | 2018 Actual           | 2019 Budget           | 2019 Actual           | \$ Inc./ (Dec.)<br>from 2018<br>Actual       | % Inc./ (Dec.)<br>from 2018<br>Actual | \$ Inc./ (Dec.)<br>from 2018<br>Budget     | % Inc./ (Dec.)<br>from 2018<br>Budget | Contribution to<br>County School<br>Debt .5% Apr<br>2018-Mar 2021 |
|-----------|-----------------------|-----------------------|-----------------------|----------------------------------------------|---------------------------------------|--------------------------------------------|---------------------------------------|-------------------------------------------------------------------|
| July      | \$2,735,435           | \$2,724,633           | \$2,811,663           | \$76,228                                     | 2.8%                                  | \$87,030                                   | 3.2%                                  | \$556,794                                                         |
| August    | \$2,739,864           | \$2,726,441           | \$2,848,326           | \$108,462                                    | 4.0%                                  | \$121,885                                  | 4.5%                                  | \$559,579                                                         |
| September | \$2,748,694           | \$3,014,896           | \$2,933,410           | \$184,716                                    | 6.7%                                  | (\$81,486)                                 | -2.7%                                 | \$571,226                                                         |
| October   | \$2,699,862           | \$2,800,288           | \$3,068,712           | \$368,850                                    | 13.7%                                 | \$268,424                                  | 9.6%                                  | \$568,736                                                         |
| November  | \$2,934,718           | \$2,853,971           | \$3,026,420           | \$91,702                                     | 3.1%                                  | \$172,449                                  | 6.0%                                  | \$587,805                                                         |
| December  | \$3,902,304           | \$4,141,913           | \$3,865,896           | (\$36,408)                                   | -0.9%                                 | (\$276,017)                                | -6.7%                                 | \$731,667                                                         |
| January   | \$2,503,594           | \$2,502,943           | \$2,682,262           | \$178,668                                    | 7.1%                                  | \$179,319                                  | 7.2%                                  | \$515,180                                                         |
| February  | \$2,315,764           | \$2,232,457           | \$2,622,735           | \$306,971                                    | 13.3%                                 | \$390,278                                  | 17.5%                                 | \$515,950                                                         |
| March     | \$2,938,636           | \$3,310,026           |                       |                                              |                                       |                                            |                                       |                                                                   |
| April     | \$2,804,120           | \$2,866,454           |                       |                                              |                                       |                                            |                                       |                                                                   |
| May       | \$2,864,887           | \$3,005,021           |                       |                                              |                                       |                                            |                                       |                                                                   |
| June      | \$2,964,094           | \$3,378,296           |                       |                                              |                                       |                                            |                                       |                                                                   |
|           | \$34,151,972<br>Total | \$35,557,339<br>Total | \$23,859,424<br>Total | \$159,899<br>Average<br>\$1,279,189<br>Total | 5.7%<br>Average                       | \$107,735<br>Average<br>\$861,882<br>Total | 3.7%<br>Average                       | \$4,606,937<br>Total                                              |



# City of Franklin

Finance Department - Monthly Reports

## Schedule 2:

## Building Permits

## Fund

## General Fund

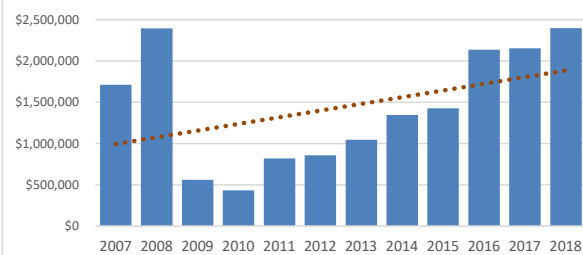
## Account:

110-32120-00000

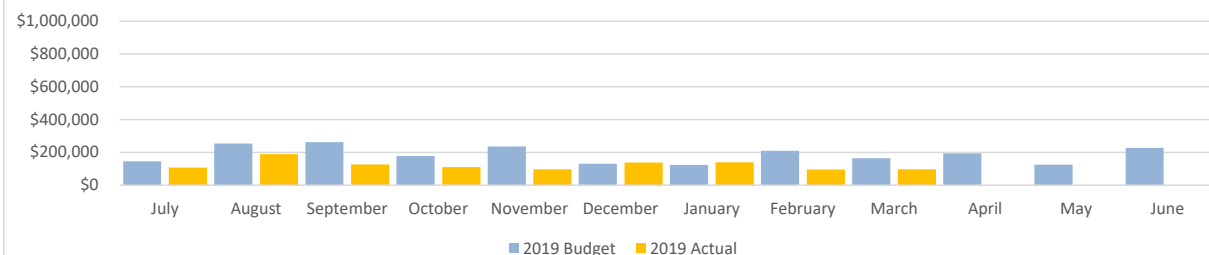
**Summary:** A part of General Fund Revenues, these fees are paid to the City to offset and pay for the staffing costs borne by the City to extend services due to construction growth. There has been growth in both residential and commercial sides of development. This revenue has been difficult to predict by month because permits are often obtained and fees paid in advance of construction.

**Monthly Report for May 2019:** 2019 year-to-date is less than 2018 by 37.7%, and compared to 2019 budget is less by 35.3%.

### Yearly Summary



### FY19 Month by Month Summary



| Fiscal Year | Amount      | \$ Inc./ (Dec.)<br>from Prior Year | % Inc./ (Dec.)<br>from Prior Year |
|-------------|-------------|------------------------------------|-----------------------------------|
| 2007        | \$1,710,865 | \$482,656                          | 39.3%                             |
| 2008        | \$2,395,129 | \$684,264                          | 40.0%                             |
| 2009        | \$559,112   | (\$1,836,017)                      | -76.7%                            |
| 2010        | \$430,901   | (\$128,211)                        | -22.9%                            |
| 2011        | \$820,111   | \$389,210                          | 90.3%                             |
| 2012        | \$855,409   | \$35,298                           | 4.3%                              |
| 2013        | \$1,046,947 | \$191,538                          | 22.4%                             |
| 2014        | \$1,343,978 | \$297,031                          | 28.4%                             |
| 2015        | \$1,426,188 | \$82,210                           | 6.1%                              |
| 2016        | \$2,136,322 | \$710,134                          | 49.8%                             |
| 2017        | \$2,153,262 | \$16,940                           | 0.8%                              |
| 2018        | \$2,399,364 | \$246,102                          | 11.4%                             |

Average Increase (Decrease) \$ 97,596 16.1%

| Month     | 2018 Actual | 2019 Budget | 2019 Actual | \$ Inc./ (Dec.)<br>from 2018<br>Actual | % Inc./ (Dec.)<br>from 2018<br>Actual | \$ Inc./ (Dec.)<br>from 2019<br>Budget | % Inc./ (Dec.)<br>from 2019<br>Budget |
|-----------|-------------|-------------|-------------|----------------------------------------|---------------------------------------|----------------------------------------|---------------------------------------|
| July      | \$151,308   | \$145,855   | \$107,435   | (\$43,873)                             | -29.0%                                | (\$38,420)                             | -26.3%                                |
| August    | \$263,053   | \$253,572   | \$189,940   | (\$73,113)                             | -27.8%                                | (\$63,632)                             | -25.1%                                |
| September | \$272,790   | \$262,958   | \$127,084   | (\$145,706)                            | -53.4%                                | (\$135,874)                            | -51.7%                                |
| October   | \$184,369   | \$177,724   | \$110,782   | (\$73,587)                             | -39.9%                                | (\$66,942)                             | -37.7%                                |
| November  | \$245,485   | \$236,637   | \$97,666    | (\$147,819)                            | -60.2%                                | (\$138,971)                            | -58.7%                                |
| December  | \$135,762   | \$130,869   | \$137,807   | \$2,045                                | 1.5%                                  | \$6,938                                | 5.3%                                  |
| January   | \$127,933   | \$123,322   | \$139,163   | \$11,230                               | 8.8%                                  | \$15,841                               | 12.8%                                 |
| February  | \$217,391   | \$209,556   | \$95,465    | (\$121,926)                            | -56.1%                                | (\$114,091)                            | -54.4%                                |
| March     | \$170,457   | \$164,314   | \$97,262    | (\$73,195)                             | -42.9%                                | (\$67,052)                             | -40.8%                                |
| April     | \$200,312   | \$193,093   |             |                                        |                                       |                                        |                                       |
| May       | \$130,209   | \$125,516   |             |                                        |                                       |                                        |                                       |
| June      | \$240,295   | \$227,972   |             |                                        |                                       |                                        |                                       |

|             |             |             |             |         |             |         |
|-------------|-------------|-------------|-------------|---------|-------------|---------|
| \$2,339,364 | \$2,251,388 | \$1,102,604 | (\$73,994)  | -37.7%  | (\$66,911)  | -35.3%  |
| Total       | Total       | Total       | Average     | Average | Average     | Average |
|             |             |             | (\$665,944) |         | (\$602,203) |         |
|             |             |             | Total       |         | Total       |         |



# City of Franklin

Finance Department - Monthly Reports

## Schedule 3:

## Road Impact Fees

## Fund

## Road Impact

## Account:

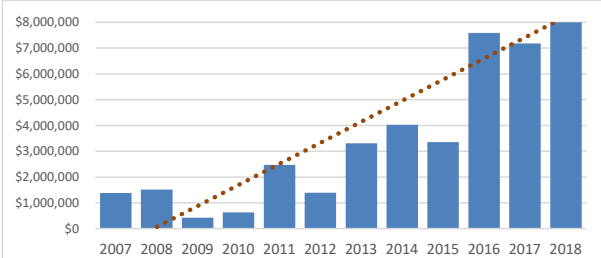
128-(32800-32804)-00000

**Summary:** 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. Effective 7/1/2017, collections pertaining to collector roads within the 4 quadrants of Franklin may begin. This report will be updated to show those collections when they occur.

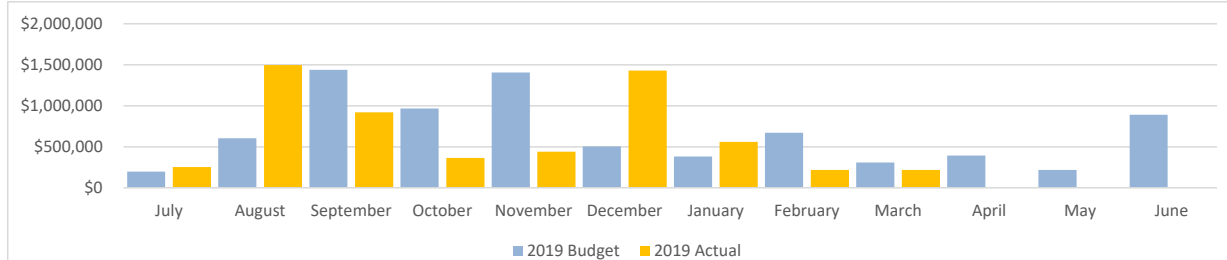
**Monthly Report for May 2019:** 2019 year-to-date compared to 2018 is 37.3% less, and compared to 2019 budget is less by 9.0%.

*Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.*

### Yearly Summary



### FY19 Month by Month Summary



| Fiscal Year | Amount       | \$ Inc./ (Dec.)<br>from Prior Year | % Inc./ (Dec.)<br>from Prior Year |
|-------------|--------------|------------------------------------|-----------------------------------|
| 2007        | \$1,381,660  | \$72,116                           | 5.5%                              |
| 2008        | \$1,509,963  | \$128,303                          | 9.3%                              |
| 2009        | \$426,916    | (\$1,083,047)                      | -71.7%                            |
| 2010        | \$629,194    | \$202,278                          | 47.4%                             |
| 2011        | \$2,466,846  | \$1,837,652                        | 292.1%                            |
| 2012        | \$1,391,645  | (\$1,075,201)                      | -43.6%                            |
| 2013        | \$3,306,075  | \$1,914,430                        | 137.6%                            |
| 2014        | \$4,021,752  | \$715,677                          | 21.6%                             |
| 2015        | \$3,358,431  | (\$663,321)                        | -16.5%                            |
| 2016        | \$7,586,724  | \$4,228,293                        | 125.9%                            |
| 2017        | \$7,180,150  | (\$406,574)                        | -5.4%                             |
| 2018        | \$11,585,500 | \$4,405,350                        | 61.4%                             |

Average Increase (Decrease) \$ 856,330 47.0%

| Month     | 2018 Actual           | 2019 Budget          | 2019 Actual          | \$ Inc./ (Dec.)<br>from 2018<br>Actual           | % Inc./ (Dec.)<br>from 2018<br>Actual | \$ Inc./ (Dec.)<br>from 2019<br>Budget        | % Inc./ (Dec.)<br>from 2019<br>Budget |
|-----------|-----------------------|----------------------|----------------------|--------------------------------------------------|---------------------------------------|-----------------------------------------------|---------------------------------------|
| July      | \$286,769             | \$197,630            | \$252,693            | (\$34,076)                                       | -11.9%                                | \$55,063                                      | 27.9%                                 |
| August    | \$875,735             | \$603,523            | \$1,496,451          | \$620,716                                        | 70.9%                                 | \$892,928                                     | 148.0%                                |
| September | \$2,088,489           | \$1,439,305          | \$918,650            | (\$1,169,839)                                    | -56.0%                                | (\$520,655)                                   | -36.2%                                |
| October   | \$1,402,083           | \$966,261            | \$365,085            | (\$1,036,998)                                    | -74.0%                                | (\$601,176)                                   | -62.2%                                |
| November  | \$2,038,926           | \$1,405,148          | \$440,428            | (\$1,598,498)                                    | -78.4%                                | (\$964,720)                                   | -68.7%                                |
| December  | \$733,067             | \$505,201            | \$1,429,104          | \$696,037                                        | 94.9%                                 | \$923,903                                     | 182.9%                                |
| January   | \$554,671             | \$382,258            | \$560,956            | \$6,285                                          | 1.1%                                  | \$178,698                                     | 46.7%                                 |
| February  | \$975,568             | \$672,324            | \$218,728            | (\$756,840)                                      | -77.6%                                | (\$453,596)                                   | -67.5%                                |
| March     | \$448,969             | \$309,412            | \$217,163            | (\$231,806)                                      | -51.6%                                | (\$92,249)                                    | -29.8%                                |
| April     | \$571,231             | \$393,670            |                      |                                                  |                                       |                                               |                                       |
| May       | \$315,984             | \$217,764            |                      |                                                  |                                       |                                               |                                       |
| June      | \$1,294,008           | \$891,780            |                      |                                                  |                                       |                                               |                                       |
|           | \$11,585,500<br>Total | \$7,984,276<br>Total | \$5,899,258<br>Total | (\$389,447)<br>Average<br>(\$3,505,019)<br>Total | -37.3%<br>Average                     | (\$64,645)<br>Average<br>(\$581,804)<br>Total | -9.0%<br>Average                      |



# City of Franklin

Finance Department - Monthly Reports

## Schedule 3A:

## Road Impact Fees

## Fund

## Road Impact

## Account:

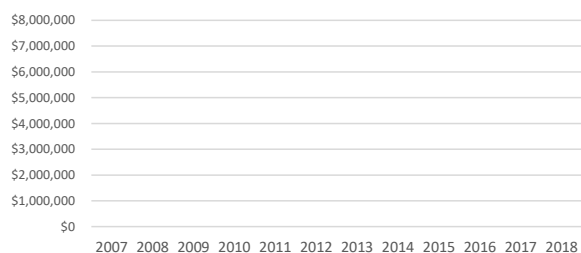
128-32800-00000

**Summary:** 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. Effective 7/1/2017, collections pertaining to collector roads within the 4 quadrants of Franklin may begin. This report will be updated to show those collections when they occur.

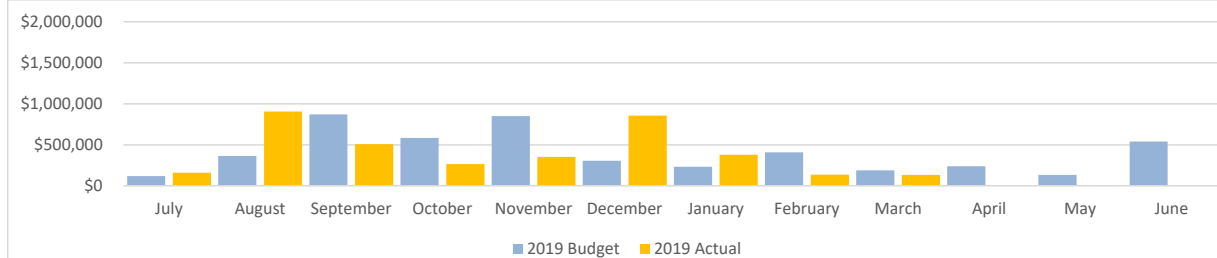
**Monthly Report for May 2019:** 2019 year-to-date compared to 2018 is 60.7% less, and compared to 2019 budget is less by 5.8%.

*Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.*

## Yearly Summary



## FY19 Month by Month Summary



| Fiscal Year | Amount                                        | \$ Inc./ (Dec.)<br>from Prior Year | % Inc./ (Dec.)<br>from Prior Year |
|-------------|-----------------------------------------------|------------------------------------|-----------------------------------|
| 2007        | Breakdown between Quadrants began in FY 2019. |                                    |                                   |
| 2008        |                                               |                                    |                                   |
| 2009        |                                               |                                    |                                   |
| 2010        |                                               |                                    |                                   |
| 2011        |                                               |                                    |                                   |
| 2012        |                                               |                                    |                                   |
| 2013        |                                               |                                    |                                   |
| 2014        |                                               |                                    |                                   |
| 2015        |                                               |                                    |                                   |
| 2016        |                                               |                                    |                                   |
| 2017        |                                               |                                    |                                   |
| 2018        |                                               | \$0                                |                                   |

Average Increase (Decrease) \$ -

| Month     | 2018 Actual         | 2019 Budget        | 2019 Actual        | \$ Inc./ (Dec.)<br>from 2018<br>Actual | % Inc./ (Dec.)<br>from 2018<br>Actual | \$ Inc./ (Dec.)<br>from 2019<br>Budget | % Inc./ (Dec.)<br>from 2019<br>Budget |
|-----------|---------------------|--------------------|--------------------|----------------------------------------|---------------------------------------|----------------------------------------|---------------------------------------|
| July      | \$286,769           | \$119,537          | \$158,320          | (\$128,449)                            | -44.8%                                | \$38,783                               | 32.4%                                 |
| August    | \$875,735           | \$365,041          | \$905,319          | \$29,584                               | 3.4%                                  | \$540,278                              | 148.0%                                |
| September | \$2,088,489         | \$870,565          | \$507,202          | (\$1,581,287)                          | -75.7%                                | (\$363,363)                            | -41.7%                                |
| October   | \$1,402,083         | \$584,444          | \$265,677          | (\$1,136,406)                          | -81.1%                                | (\$318,767)                            | -54.5%                                |
| November  | \$2,038,926         | \$849,905          | \$353,686          | (\$1,685,240)                          | -82.7%                                | (\$496,219)                            | -58.4%                                |
| December  | \$733,067           | \$305,571          | \$855,136          | \$122,069                              | 16.7%                                 | \$549,565                              | 179.8%                                |
| January   | \$554,671           | \$231,209          | \$378,228          | (\$176,443)                            | -31.8%                                | \$147,019                              | 63.6%                                 |
| February  | \$975,568           | \$406,656          | \$136,113          | (\$839,455)                            | -86.0%                                | (\$270,543)                            | -66.5%                                |
| March     | \$448,969           | \$187,148          | \$133,194          | (\$315,775)                            | -70.3%                                | (\$53,954)                             | -28.8%                                |
| April     | \$571,231           | \$238,112          |                    |                                        |                                       |                                        |                                       |
| May       | \$315,984           | \$131,715          |                    |                                        |                                       |                                        |                                       |
| June      | \$1,294,008         | \$539,394          |                    |                                        |                                       |                                        |                                       |
|           | <b>\$11,585,500</b> | <b>\$4,829,297</b> | <b>\$3,692,875</b> | <b>(\$634,600)</b>                     | <b>-60.7%</b>                         | <b>(\$25,245)</b>                      | <b>-5.8%</b>                          |
|           | Total               | Total              | Total              | Average                                | Average                               | Average                                | Average                               |
|           |                     |                    |                    | <b>(\$5,711,402)</b>                   |                                       | <b>(\$227,201)</b>                     |                                       |
|           |                     |                    |                    | Total                                  |                                       | Total                                  |                                       |



# City of Franklin

Finance Department - Monthly Reports

Schedule 3B:

Coll Area 1

Fund

Road Impact

Account:

128-32801-00000

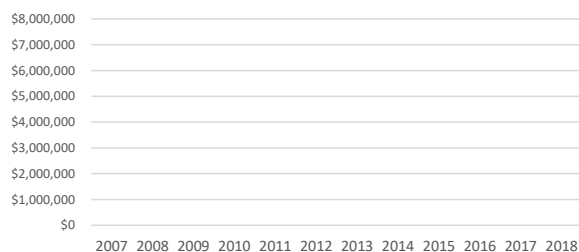
**Summary:** The Road Impact Fund is a special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds 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. Effective 7/1/2017, collections pertaining to collector roads within the 4 quadrants of Franklin may begin. This report will be updated to show those collections when they occur.

Coll Area 1 - Area north of Murfreesboro Road/3rd Avenue South and east of East Main Street/Franklin Road and within the corporate boundaries of the city.

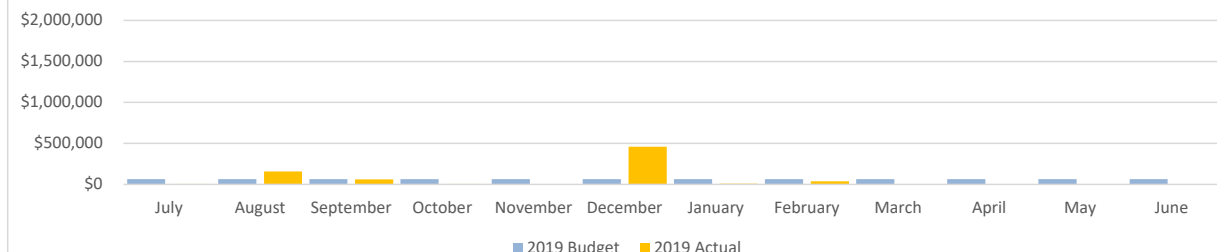
**Monthly Report for May 2019:** 2019 year-to-date compared to 2019 budget is more by 26.5%.

*Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.*

## Yearly Summary



## FY19 Month by Month Summary



| Fiscal Year | Amount                                        | \$ Inc./ (Dec.)<br>from Prior Year | % Inc./ (Dec.)<br>from Prior Year |
|-------------|-----------------------------------------------|------------------------------------|-----------------------------------|
| 2007        | Breakdown between Quadrants began in FY 2019. | \$0                                |                                   |
| 2008        |                                               |                                    |                                   |
| 2009        |                                               |                                    |                                   |
| 2010        |                                               |                                    |                                   |
| 2011        |                                               |                                    |                                   |
| 2012        |                                               |                                    |                                   |
| 2013        |                                               |                                    |                                   |
| 2014        |                                               |                                    |                                   |
| 2015        |                                               |                                    |                                   |
| 2016        |                                               |                                    |                                   |
| 2017        |                                               |                                    |                                   |
| 2018        |                                               |                                    |                                   |

| Month     | 2018 Actual | 2019 Budget | 2019 Actual | \$ Inc./ (Dec.)<br>from 2018<br>Actual | % Inc./ (Dec.)<br>from 2018<br>Actual | \$ Inc./ (Dec.)<br>from 2019<br>Budget | % Inc./ (Dec.)<br>from 2019<br>Budget |
|-----------|-------------|-------------|-------------|----------------------------------------|---------------------------------------|----------------------------------------|---------------------------------------|
| July      | \$0         | \$65,729    | \$6,680     | \$6,680                                |                                       | (\$59,049)                             | -89.8%                                |
| August    | \$0         | \$65,729    | \$159,505   | \$159,505                              |                                       | \$93,776                               | 142.7%                                |
| September | \$0         | \$65,729    | \$62,651    | \$62,651                               |                                       | (\$3,078)                              | -4.7%                                 |
| October   | \$0         | \$65,729    | \$5,352     | \$5,352                                |                                       | (\$60,377)                             | -91.9%                                |
| November  | \$0         | \$65,729    | \$3,340     | \$3,340                                |                                       | (\$62,389)                             | -94.9%                                |
| December  | \$0         | \$65,729    | \$459,764   | \$459,764                              |                                       | \$394,035                              | 599.5%                                |
| January   | \$0         | \$65,729    | \$10,020    | \$10,020                               |                                       | (\$55,709)                             | -84.8%                                |
| February  | \$0         | \$65,729    | \$37,391    | \$37,391                               |                                       | (\$28,338)                             | -43.1%                                |
| March     | \$0         | \$65,729    | \$3,340     | \$3,340                                |                                       | (\$62,389)                             | -94.9%                                |
| April     | \$0         | \$65,728    |             |                                        |                                       |                                        |                                       |
| May       | \$0         | \$65,728    |             |                                        |                                       |                                        |                                       |
| June      | \$0         | \$65,728    |             |                                        |                                       |                                        |                                       |

Average Increase (Decrease)

\$

-

Total

Total

Total

Average  
Total

Average

Average  
Total

Average



# City of Franklin

Finance Department - Monthly Reports

Schedule 3C:

Coll Area 2

Fund

Road Impact

Account:

128-32802-00000

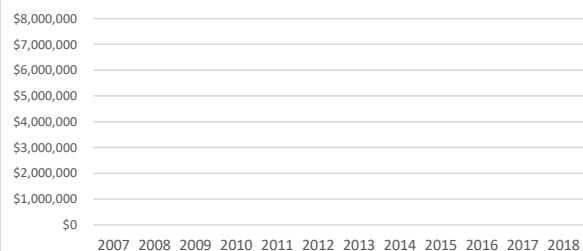
**Summary:** The Road Impact Fund is a special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds 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. Effective 7/1/2017, collections pertaining to collector roads within the 4 quadrants of Franklin may begin. This report will be updated to show those collections when they occur.

Coll Area 2 - Area south of Murfreesboro Road/3rd Avenue South and east of Columbia Avenue/Columbia Pike and within the corporate boundaries of the city.

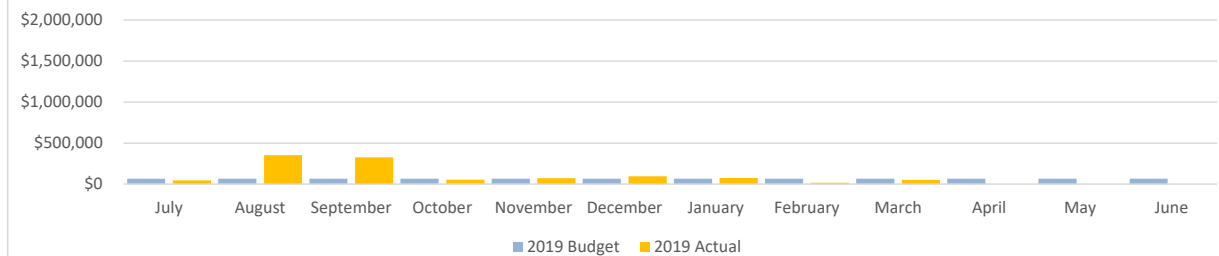
**Monthly Report for May 2019:** 2019 year-to-date compared to 2019 budget is more by 83.3%.

*Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.*

## Yearly Summary



## FY19 Month by Month Summary



| Fiscal Year | Amount                                        | \$ Inc./ (Dec.)<br>from Prior Year | % Inc./ (Dec.)<br>from Prior Year |
|-------------|-----------------------------------------------|------------------------------------|-----------------------------------|
| 2007        | Breakdown between Quadrants began in FY 2019. |                                    |                                   |
| 2008        |                                               |                                    |                                   |
| 2009        |                                               |                                    |                                   |
| 2010        |                                               |                                    |                                   |
| 2011        |                                               |                                    |                                   |
| 2012        |                                               |                                    |                                   |
| 2013        |                                               |                                    |                                   |
| 2014        |                                               |                                    |                                   |
| 2015        |                                               |                                    |                                   |
| 2016        |                                               |                                    |                                   |
| 2017        |                                               |                                    |                                   |
| 2018        |                                               | \$0                                |                                   |

Average Increase (Decrease) \$ -

| Month     | 2018 Actual  | 2019 Budget        | 2019 Actual          | \$ Inc./ (Dec.)<br>from 2018<br>Actual | % Inc./ (Dec.)<br>from 2018<br>Actual | \$ Inc./ (Dec.)<br>from 2019<br>Budget | % Inc./ (Dec.)<br>from 2019<br>Budget |
|-----------|--------------|--------------------|----------------------|----------------------------------------|---------------------------------------|----------------------------------------|---------------------------------------|
| July      | \$0          | \$65,729           | \$44,005             | \$44,005                               |                                       | (\$21,724)                             | -33.1%                                |
| August    | \$0          | \$65,729           | \$352,909            | \$352,909                              |                                       | \$287,180                              | 436.9%                                |
| September | \$0          | \$65,729           | \$326,636            | \$326,636                              |                                       | \$260,907                              | 396.9%                                |
| October   | \$0          | \$65,729           | \$55,244             | \$55,244                               |                                       | (\$10,485)                             | -16.0%                                |
| November  | \$0          | \$65,729           | \$70,042             | \$70,042                               |                                       | \$4,313                                | 6.6%                                  |
| December  | \$0          | \$65,729           | \$94,164             | \$94,164                               |                                       | \$28,435                               | 43.3%                                 |
| January   | \$0          | \$65,729           | \$74,426             | \$74,426                               |                                       | \$8,697                                | 13.2%                                 |
| February  | \$0          | \$65,729           | \$15,164             | \$15,164                               |                                       | (\$50,565)                             | -76.9%                                |
| March     | \$0          | \$65,729           | \$51,587             | \$51,587                               |                                       | (\$14,142)                             | -21.5%                                |
| April     | \$0          | \$65,728           |                      |                                        |                                       |                                        |                                       |
| May       | \$0          | \$65,728           |                      |                                        |                                       |                                        |                                       |
| June      | \$0          | \$65,728           |                      |                                        |                                       |                                        |                                       |
|           | \$0<br>Total | \$788,745<br>Total | \$1,084,177<br>Total | \$120,464<br>Average                   | Average                               | \$54,735<br>Average                    | 83.3%<br>Average                      |
|           |              |                    |                      | \$1,084,177<br>Total                   |                                       | \$492,616<br>Total                     |                                       |



# City of Franklin

Finance Department - Monthly Reports

|                     |                    |             |                    |                 |                        |
|---------------------|--------------------|-------------|--------------------|-----------------|------------------------|
| <b>Schedule 3D:</b> | <b>Coll Area 3</b> | <b>Fund</b> | <b>Road Impact</b> | <b>Account:</b> | <b>128-32803-00000</b> |
|---------------------|--------------------|-------------|--------------------|-----------------|------------------------|

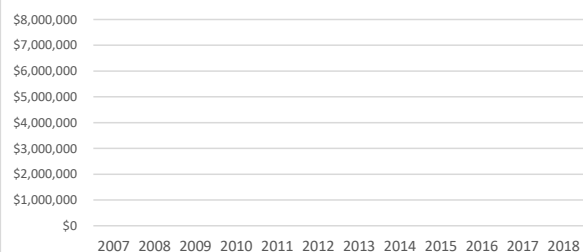
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Coll Area 3 - Area south of New Highway 96W and west of 5th Avenue South and Columbia Avenue/Columbia Pike and within the corporate boundaries of the city.

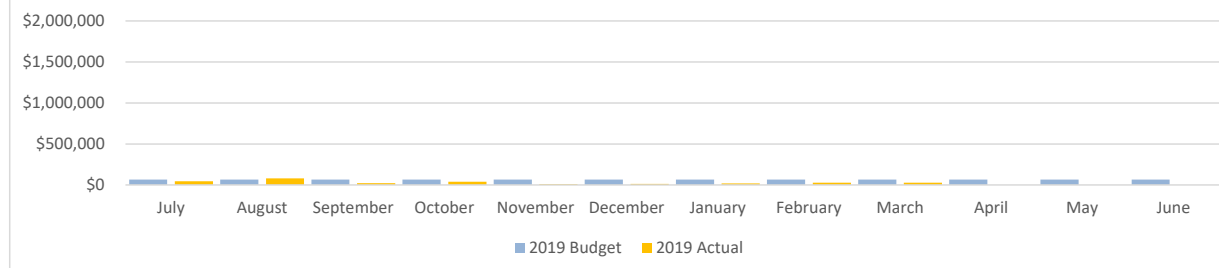
**Monthly Report for May 2019:** 2019 year-to-date compared to 2019 budget is less by 52.4%.

*Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.*

## Yearly Summary



## FY19 Month by Month Summary



| Fiscal Year | Amount                                        | \$ Inc./ (Dec.)<br>from Prior Year | % Inc./ (Dec.)<br>from Prior Year |
|-------------|-----------------------------------------------|------------------------------------|-----------------------------------|
| 2007        | Breakdown between Quadrants began in FY 2019. |                                    |                                   |
| 2008        |                                               |                                    |                                   |
| 2009        |                                               |                                    |                                   |
| 2010        |                                               |                                    |                                   |
| 2011        |                                               |                                    |                                   |
| 2012        |                                               |                                    |                                   |
| 2013        |                                               |                                    |                                   |
| 2014        |                                               |                                    |                                   |
| 2015        |                                               |                                    |                                   |
| 2016        |                                               |                                    |                                   |
| 2017        |                                               |                                    |                                   |
| 2018        |                                               | \$0                                |                                   |

| Month     | 2018 Actual | 2019 Budget | 2019 Actual | \$ Inc./ (Dec.)<br>from 2018<br>Actual | % Inc./ (Dec.)<br>from 2018<br>Actual | \$ Inc./ (Dec.)<br>from 2019<br>Budget | % Inc./ (Dec.)<br>from 2019<br>Budget |
|-----------|-------------|-------------|-------------|----------------------------------------|---------------------------------------|----------------------------------------|---------------------------------------|
| July      | \$0         | \$65,729    | \$43,688    | \$43,688                               |                                       | (\$22,041)                             | -33.5%                                |
| August    | \$0         | \$65,729    | \$78,718    | \$78,718                               |                                       | \$12,989                               | 19.8%                                 |
| September | \$0         | \$65,729    | \$22,161    | \$22,161                               |                                       | (\$43,568)                             | -66.3%                                |
| October   | \$0         | \$65,729    | \$38,812    | \$38,812                               |                                       | (\$26,917)                             | -41.0%                                |
| November  | \$0         | \$65,729    | \$10,020    | \$10,020                               |                                       | (\$55,709)                             | -84.8%                                |
| December  | \$0         | \$65,729    | \$13,360    | \$13,360                               |                                       | (\$52,369)                             | -79.7%                                |
| January   | \$0         | \$65,729    | \$20,040    | \$20,040                               |                                       | (\$45,689)                             | -69.5%                                |
| February  | \$0         | \$65,729    | \$26,720    | \$26,720                               |                                       | (\$39,009)                             | -59.3%                                |
| March     | \$0         | \$65,729    | \$28,207    | \$28,207                               |                                       | (\$37,522)                             | -57.1%                                |
| April     | \$0         | \$65,728    |             |                                        |                                       |                                        |                                       |
| May       | \$0         | \$65,728    |             |                                        |                                       |                                        |                                       |
| June      | \$0         | \$65,728    |             |                                        |                                       |                                        |                                       |

**Average Increase (Decrease)**      \$      -

|            |                  |                  |                  |         |                    |               |
|------------|------------------|------------------|------------------|---------|--------------------|---------------|
| <b>\$0</b> | <b>\$788,745</b> | <b>\$281,726</b> | <b>\$31,303</b>  |         | <b>(\$34,426)</b>  | <b>-52.4%</b> |
| Total      | Total            | Total            | Average          | Average | Average            | Average       |
|            |                  |                  | <b>\$281,726</b> |         | <b>(\$309,835)</b> |               |
|            |                  |                  | Total            |         | Total              |               |



# City of Franklin

Finance Department - Monthly Reports

Schedule 3E:

Coll Area 4

Fund

Road Impact

Account:

128-32804-00000

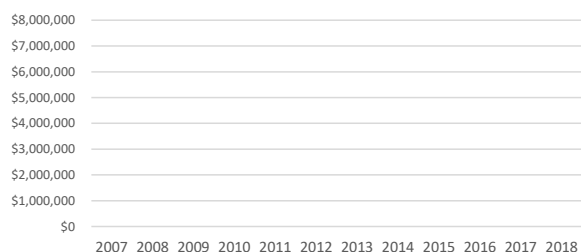
**Summary:** The Road Impact Fund is a special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds 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. Effective 7/1/2017, collections pertaining to collector roads within the 4 quadrants of Franklin may begin. This report will be updated to show those collections when they occur.

Coll Area 4 - Area north of New Highway 96W, 5th Avenue North, Main Street and west of East Main Street and Franklin Road and within the corporate boundaries of the city.

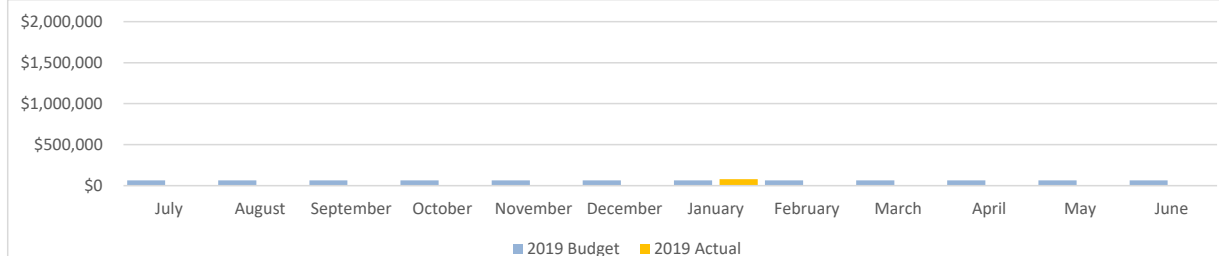
**Monthly Report for May 2019:** 2019 year-to-date compared to 2019 budget is less by 84.4%.

*Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.*

## Yearly Summary



## FY19 Month by Month Summary



| Fiscal Year | Amount                                        | \$ Inc./ (Dec.)<br>from Prior Year | % Inc./ (Dec.)<br>from Prior Year |
|-------------|-----------------------------------------------|------------------------------------|-----------------------------------|
| 2007        | Breakdown between Quadrants began in FY 2019. |                                    |                                   |
| 2008        |                                               |                                    |                                   |
| 2009        |                                               |                                    |                                   |
| 2010        |                                               |                                    |                                   |
| 2011        |                                               |                                    |                                   |
| 2012        |                                               |                                    |                                   |
| 2013        |                                               |                                    |                                   |
| 2014        |                                               |                                    |                                   |
| 2015        |                                               |                                    |                                   |
| 2016        |                                               |                                    |                                   |
| 2017        |                                               |                                    |                                   |
| 2018        |                                               | \$0                                |                                   |

Average Increase (Decrease) \$ -

| Month     | 2018 Actual | 2019 Budget | 2019 Actual | \$ Inc./ (Dec.)<br>from 2018<br>Actual | % Inc./ (Dec.)<br>from 2018<br>Actual | \$ Inc./ (Dec.)<br>from 2019<br>Budget | % Inc./ (Dec.)<br>from 2019<br>Budget |
|-----------|-------------|-------------|-------------|----------------------------------------|---------------------------------------|----------------------------------------|---------------------------------------|
| July      | \$0         | \$65,729    | \$0         | \$0                                    |                                       | (\$65,729)                             | -100.0%                               |
| August    | \$0         | \$65,729    | \$0         | \$0                                    |                                       | (\$65,729)                             | -100.0%                               |
| September | \$0         | \$65,729    | \$0         | \$0                                    |                                       | (\$65,729)                             | -100.0%                               |
| October   | \$0         | \$65,729    | \$0         | \$0                                    |                                       | (\$65,729)                             | -100.0%                               |
| November  | \$0         | \$65,729    | \$3,340     | \$3,340                                |                                       | (\$62,389)                             | -94.9%                                |
| December  | \$0         | \$65,729    | \$6,680     | \$6,680                                |                                       | (\$59,049)                             | -89.8%                                |
| January   | \$0         | \$65,729    | \$78,242    | \$78,242                               |                                       | \$12,513                               | 19.0%                                 |
| February  | \$0         | \$65,729    | \$3,340     | \$3,340                                |                                       | (\$62,389)                             | -94.9%                                |
| March     | \$0         | \$65,729    | \$835       | \$835                                  |                                       | (\$64,894)                             | -98.7%                                |
| April     | \$0         | \$65,728    |             |                                        |                                       |                                        |                                       |
| May       | \$0         | \$65,728    |             |                                        |                                       |                                        |                                       |
| June      | \$0         | \$65,728    |             |                                        |                                       |                                        |                                       |

|       |           |          |          |         |             |         |
|-------|-----------|----------|----------|---------|-------------|---------|
| \$0   | \$788,745 | \$92,437 | \$10,271 |         | (\$55,458)  | -84.4%  |
| Total | Total     | Total    | Average  | Average | Average     | Average |
|       |           |          | \$92,437 |         | (\$499,124) |         |
|       |           |          | Total    |         | Total       |         |





# City of Franklin

Finance Department - Monthly Reports

## Schedule 4:

## Facilities Tax (City)

## Fund

## Facilities Tax

## Account:

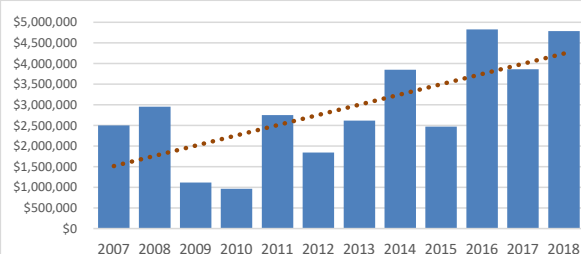
130-31600-00000

**Summary:** 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.

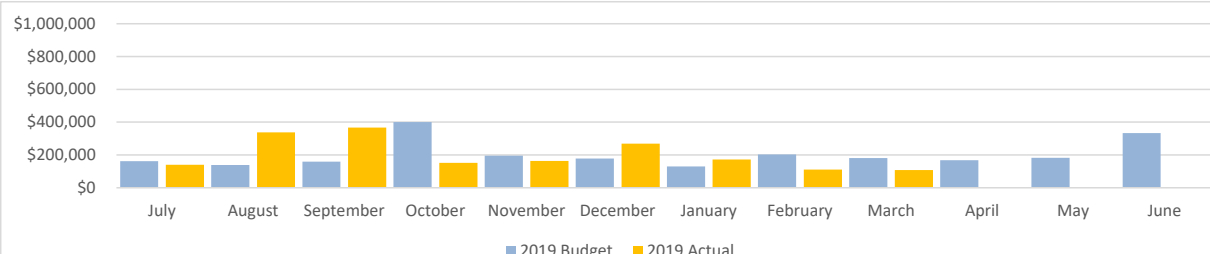
**Monthly Report for May 2019:** 2019 year-to-date compared to 2018 is 50.3% less, and compared to 2019 budget is more by 4.3%.

*Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.*

### Yearly Summary



### FY19 Month by Month Summary



| Fiscal Year | Amount      | \$ Inc./ (Dec.)<br>from Prior Year | % Inc./ (Dec.)<br>from Prior Year |
|-------------|-------------|------------------------------------|-----------------------------------|
| 2007        | \$2,500,000 | \$500,000                          | 25.0%                             |
| 2008        | \$2,956,284 | \$456,284                          | 18.3%                             |
| 2009        | \$1,115,914 | (\$1,840,370)                      | -62.3%                            |
| 2010        | \$963,748   | (\$152,166)                        | -13.6%                            |
| 2011        | \$2,748,927 | \$1,785,179                        | 185.2%                            |
| 2012        | \$1,845,690 | (\$903,237)                        | -32.9%                            |
| 2013        | \$2,617,339 | \$771,649                          | 41.8%                             |
| 2014        | \$3,848,783 | \$1,231,444                        | 47.0%                             |
| 2015        | \$2,468,473 | (\$1,380,310)                      | -35.9%                            |
| 2016        | \$4,827,968 | \$2,359,495                        | 95.6%                             |
| 2017        | \$3,864,453 | (\$963,515)                        | -20.0%                            |
| 2018        | \$4,788,042 | \$923,589                          | 23.9%                             |

Average Increase (Decrease)

\$232,337

22.7%

| Month     | 2018 Actual | 2019 Budget | 2019 Actual | \$ Inc./ (Dec.)<br>from 2018<br>Actual | % Inc./ (Dec.)<br>from 2018<br>Actual | \$ Inc./ (Dec.)<br>from 2019<br>Budget | % Inc./ (Dec.)<br>from 2019<br>Budget |
|-----------|-------------|-------------|-------------|----------------------------------------|---------------------------------------|----------------------------------------|---------------------------------------|
| July      | \$202,536   | \$161,854   | \$140,513   | (\$62,023)                             | -30.6%                                | (\$21,341)                             | -13.2%                                |
| August    | \$649,402   | \$138,733   | \$337,384   | (\$312,018)                            | -48.0%                                | \$198,651                              | 143.2%                                |
| September | \$635,277   | \$158,463   | \$367,428   | (\$267,849)                            | -42.2%                                | \$208,965                              | 131.9%                                |
| October   | \$437,274   | \$401,233   | \$152,305   | (\$284,969)                            | -65.2%                                | (\$248,928)                            | -62.0%                                |
| November  | \$516,609   | \$195,071   | \$163,543   | (\$353,066)                            | -68.3%                                | (\$31,528)                             | -16.2%                                |
| December  | \$321,669   | \$177,773   | \$269,292   | (\$52,377)                             | -16.3%                                | \$91,519                               | 51.5%                                 |
| January   | \$222,051   | \$129,410   | \$172,649   | (\$49,402)                             | -22.2%                                | \$43,239                               | 33.4%                                 |
| February  | \$470,643   | \$203,546   | \$110,709   | (\$359,934)                            | -76.5%                                | (\$92,837)                             | -45.6%                                |
| March     | \$211,194   | \$180,848   | \$108,211   | (\$102,983)                            | -48.8%                                | (\$72,637)                             | -40.2%                                |
| April     | \$282,850   | \$167,370   |             |                                        |                                       |                                        |                                       |
| May       | \$163,847   | \$182,572   |             |                                        |                                       |                                        |                                       |
| June      | \$674,690   | \$333,611   |             |                                        |                                       |                                        |                                       |

\$4,788,042

Total

\$2,430,484

Total

\$1,822,034

Total

(\$204,958)  
Average  
(\$1,844,621)  
Total

-50.3%  
Average

\$8,345  
Average  
\$75,103  
Total

4.3%  
Average



# City of Franklin

Finance Department - Monthly Reports

## Schedule 5:

## Facilities Tax (County)

## Fund

## Facilities Tax (County)

## Account:

132-31600-00000

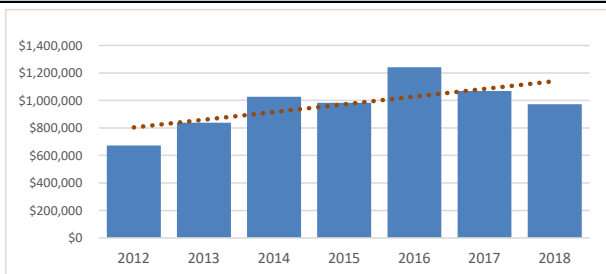
**Summary:** City's share of Williamson county's Adequate School Facilities Tax. 30% of the proceeds are distributed to the incorporated cities within the county, and an additional 30% is divided pro rata among the incorporated cities based on population in the last decennia census. All funds are to be used for the purpose of providing public facilities, the need for which is reasonably related to new development. The County uses 100% of its amount for public school purposes.

**Monthly Report for May 2019:** 2019 year-to-date compared to 2018 is 28.4% less, and compared to 2019 budget is 44.3% less.

*Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.*

*Note: Recorded in Capital Projects Fund beginning in FY 2011 (as per Resolution 2010-69). In June 2017, the County Facilities Tax Fund was created. Funds remaining in the Capital Projects Fund were transferred to the new fund.*

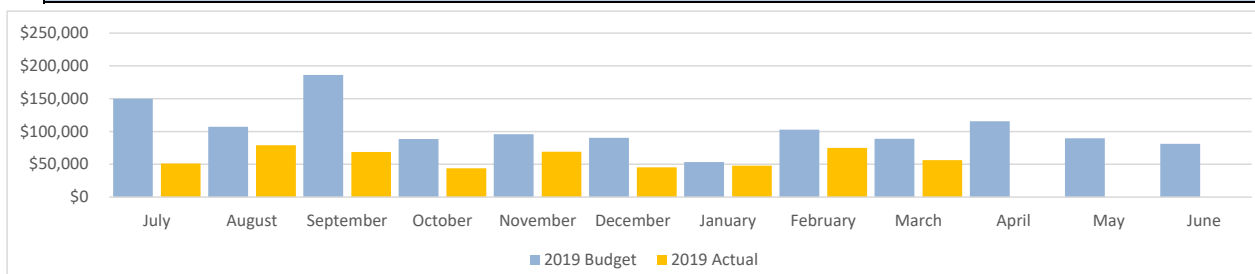
### Yearly Summary



| Fiscal Year | Amount                                           | \$ Inc./ (Dec.)<br>from Prior Year | % Inc./ (Dec.)<br>from Prior Year |
|-------------|--------------------------------------------------|------------------------------------|-----------------------------------|
| 2007        | County Facilities Tax receipts began in FY 2012. |                                    |                                   |
| 2008        |                                                  |                                    |                                   |
| 2009        |                                                  |                                    |                                   |
| 2010        |                                                  |                                    |                                   |
| 2011        |                                                  |                                    |                                   |
| 2012        | \$672,961                                        | \$672,961                          | 100.0%                            |
| 2013        | \$838,523                                        | \$165,562                          | 24.6%                             |
| 2014        | \$1,026,933                                      | \$188,410                          | 22.5%                             |
| 2015        | \$982,605                                        | (\$44,328)                         | -4.3%                             |
| 2016        | \$1,241,241                                      | \$258,636                          | 26.3%                             |
| 2017        | \$1,068,030                                      | (\$173,211)                        | -14.0%                            |
| 2018        | \$971,814                                        | (\$96,216)                         | -9.0%                             |

Average Increase (Decrease) \$ 138,831 20.9%

### FY19 Month by Month Summary



| Month     | 2018 Actual        | 2019 Budget          | 2019 Actual        | \$ Inc./ (Dec.)<br>from 2018<br>Actual | % Inc./ (Dec.)<br>from 2018<br>Actual | \$ Inc./ (Dec.)<br>from 2019<br>Budget | % Inc./ (Dec.)<br>from 2019<br>Budget |
|-----------|--------------------|----------------------|--------------------|----------------------------------------|---------------------------------------|----------------------------------------|---------------------------------------|
| July      | \$116,590          | \$149,964            | \$51,187           | (\$65,403)                             | -56.1%                                | (\$98,777)                             | -65.9%                                |
| August    | \$83,476           | \$107,371            | \$79,084           | (\$4,392)                              | -5.3%                                 | (\$28,287)                             | -26.3%                                |
| September | \$144,825          | \$186,282            | \$68,790           | (\$76,035)                             | -52.5%                                | (\$117,492)                            | -63.1%                                |
| October   | \$68,704           | \$88,371             | \$43,831           | (\$24,873)                             | -36.2%                                | (\$44,540)                             | -50.4%                                |
| November  | \$74,568           | \$95,913             | \$69,138           | (\$5,430)                              | -7.3%                                 | (\$26,775)                             | -27.9%                                |
| December  | \$70,293           | \$90,415             | \$45,344           | (\$24,949)                             | -35.5%                                | (\$45,071)                             | -49.8%                                |
| January   | \$41,526           | \$53,413             | \$47,808           | \$6,282                                | 15.1%                                 | (\$5,605)                              | -10.5%                                |
| February  | \$80,051           | \$102,966            | \$74,888           | (\$5,163)                              | -6.4%                                 | (\$28,078)                             | -27.3%                                |
| March     | \$69,078           | \$88,852             | \$56,458           | (\$12,620)                             | -18.3%                                | (\$32,394)                             | -36.5%                                |
| April     | \$89,893           | \$115,625            |                    |                                        |                                       |                                        |                                       |
| May       | \$69,604           | \$89,528             |                    |                                        |                                       |                                        |                                       |
| June      | \$63,206           | \$81,300             |                    |                                        |                                       |                                        |                                       |
|           | \$971,814<br>Total | \$1,250,000<br>Total | \$536,529<br>Total | (\$23,620)<br>Average                  | -28.4%<br>Average                     | (\$47,446)<br>Average                  | -44.3%<br>Average                     |
|           |                    |                      |                    | (\$212,582)<br>Total                   |                                       | (\$427,018)<br>Total                   |                                       |



# City of Franklin

Finance Department - Monthly Reports

Schedule 6:

Gasoline Tax

Fund

Street Aid

Account:

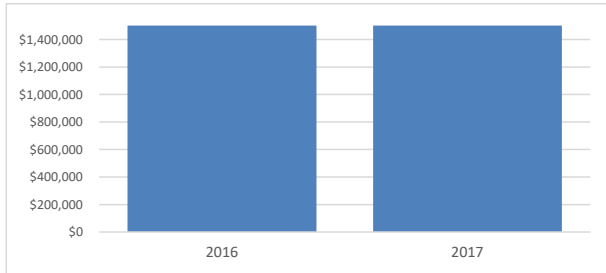
121-33220-00000

**Summary:** As part of Street Aid Fund Revenues, the City receives a share of the state shared gasoline tax. Gas taxes increased effective July 1, 2017 as part of the IMPROVE Act to help fund state road projects. The tax increased by 4 cents on July 1, and will increase by 1 cent for each of the next two years. The tax on diesel will increase a total of 10 cents over the next 3 years.

**Monthly Report for May 2019:** The gasoline tax remittance from the State of Tennessee for February 2019 sales (received by the City in April 2019) was \$177,657 compared to \$180,219 for the same month in 2018, a decrease of \$2,562 or 1.4%.

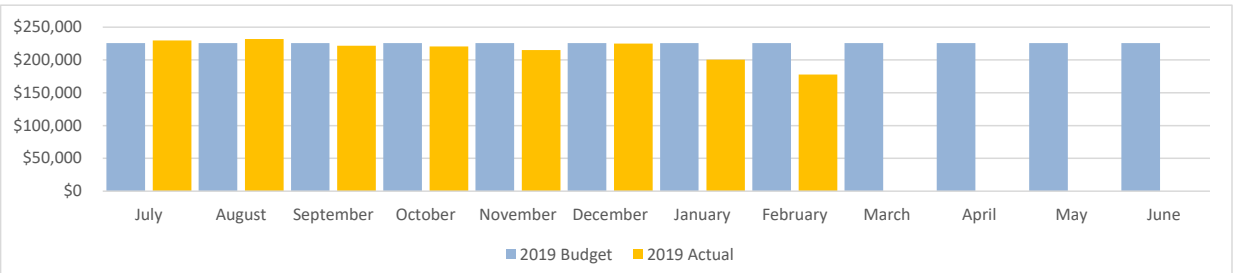
For budget comparisons, the City anticipated collections of \$225,655 for February 2019, a difference of \$47,997 less, or 21.3%.

## Yearly Summary



| Fiscal Year | Amount                               | \$ Inc./ (Dec.)<br>from Prior Year | % Inc./ (Dec.)<br>from Prior Year |
|-------------|--------------------------------------|------------------------------------|-----------------------------------|
|             | Increase in Gas Tax began July 2017. |                                    |                                   |
|             |                                      |                                    |                                   |
|             |                                      |                                    |                                   |
|             |                                      |                                    |                                   |
|             |                                      |                                    |                                   |
| 2016        | \$1,959,796                          |                                    |                                   |
| 2017        | \$1,971,070                          | \$11,274                           | 0.6%                              |
| 2018        | \$2,520,503                          | \$549,433                          | 27.9%                             |
|             |                                      |                                    |                                   |
|             |                                      |                                    |                                   |
|             |                                      |                                    |                                   |

## FY19 Month by Month Summary



| Month     | 2018 Actual        | 2019 Budget        | 2019 Actual        | \$ Inc./ (Dec.)<br>from 2017<br>Actual | % Inc./ (Dec.)<br>from 2018<br>Actual | \$ Inc./ (Dec.)<br>from 2019<br>Budget | % Inc./ (Dec.)<br>from 2019<br>Budget |
|-----------|--------------------|--------------------|--------------------|----------------------------------------|---------------------------------------|----------------------------------------|---------------------------------------|
| July      | \$214,667          | \$225,655          | \$229,765          | \$15,098                               | 7.0%                                  | \$4,110                                | 1.8%                                  |
| August    | \$229,773          | \$225,655          | \$232,096          | \$2,323                                | 1.0%                                  | \$6,441                                | 2.9%                                  |
| September | \$224,891          | \$225,655          | \$221,623          | (\$3,268)                              | -1.5%                                 | (\$4,031)                              | -1.8%                                 |
| October   | \$209,165          | \$225,655          | \$220,706          | \$11,541                               | 5.5%                                  | (\$4,948)                              | -2.2%                                 |
| November  | \$204,013          | \$225,655          | \$215,260          | \$11,247                               | 5.5%                                  | (\$10,394)                             | -4.6%                                 |
| December  | \$207,853          | \$225,655          | \$225,152          | \$17,299                               | 8.3%                                  | (\$502)                                | -0.2%                                 |
| January   | \$183,474          | \$225,655          | \$200,580          | \$17,106                               | 9.3%                                  | (\$25,074)                             | -11.1%                                |
| February  | \$180,219          | \$225,655          | \$177,657          | (\$2,562)                              | -1.4%                                 | (\$47,997)                             | -21.3%                                |
| March     | \$214,223          | \$225,655          |                    |                                        |                                       |                                        |                                       |
| April     | \$210,942          | \$225,655          |                    |                                        |                                       |                                        |                                       |
| May       | \$226,246          | \$225,655          |                    |                                        |                                       |                                        |                                       |
| June      | \$215,037          | \$225,655          |                    |                                        |                                       |                                        |                                       |
|           | <b>\$2,520,503</b> | <b>\$2,707,855</b> | <b>\$1,722,840</b> | <b>\$8,598</b>                         | <b>4.2%</b>                           | <b>(\$10,300)</b>                      | <b>-4.6%</b>                          |
|           | <i>Total</i>       | <i>Total</i>       | <i>Total</i>       | <i>Average</i>                         | <i>Average</i>                        | <i>Average</i>                         | <i>Average</i>                        |



# City of Franklin

Finance Department - Monthly Reports

## Schedule 7:

Conference Center Profit/(Loss)

Fund

Hotel/Motel

Account:

150-84910-47100

**Summary:** As part of Hotel/Motel, the City receives half of the profit/(loss) from the Conference Center.

**Monthly Report for April 2019:** The profit for February 2019 was \$60,530 compared to a profit of \$88,228 for the same month in 2018, a decrease of \$27,698.

### MONTHLY - Conference Center Financials Jul 18-Dec 18

|                       | Jul 18   | Aug 18  | Sep 18   | Oct 18    | Nov 18  | Dec 18  | Jan 19  | Feb 19  | Mar 19   | Apr 19 | May 19 | Jun 19 | Total     |
|-----------------------|----------|---------|----------|-----------|---------|---------|---------|---------|----------|--------|--------|--------|-----------|
| Gross Revenue         | 492,195  | 612,483 | 723,636  | 1,041,368 | 751,123 | 619,487 | 623,067 | 795,028 | 399,232  |        |        |        | 6,057,619 |
| House Profit          | (55,739) | 59,945  | 107,894  | 403,784   | 231,952 | 115,227 | 129,014 | 229,252 | (12,067) |        |        |        | 1,209,262 |
| Less: Fixed Expenses  | 19,479   | 20,515  | (11,327) | 64,745    | 66,791  | 66,190  | 64,417  | 68,441  | 65,362   |        |        |        | 424,613   |
| Net Income            | (75,218) | 39,433  | 117,014  | 339,039   | 165,161 | 49,037  | 64,597  | 160,811 | (77,429) |        |        |        | 782,445   |
| Less: FF&E Reserve 5% | 24,610   | 30,530  | 36,276   | 52,068    | 37,581  | 30,663  | 31,153  | 39,751  | 19,962   |        |        |        | 302,594   |
| Net Cash Flow         | (99,828) | 8,903   | 80,738   | 286,971   | 127,580 | 18,374  | 33,444  | 121,060 | (97,391) |        |        |        | 479,851   |
| City 1/2              | (49,914) | 4,452   | 40,369   | 143,486   | 63,790  | 9,187   | 16,722  | 60,530  | (48,696) | -      | -      | -      | 239,926   |

### MONTHLY - Conference Center Financials Jul 17-Jun 18

|                       | Jul 17   | Aug 17  | Sep 17  | Oct 17  | Nov 17  | Dec 17   | Jan 18   | Feb 18  | Mar 18  | Apr 18  | May 18  | Jun 18  | Total     |
|-----------------------|----------|---------|---------|---------|---------|----------|----------|---------|---------|---------|---------|---------|-----------|
| Gross Revenue         | 465,874  | 579,342 | 543,784 | 776,464 | 684,854 | 523,683  | 428,613  | 829,338 | 723,466 | 685,533 | 567,984 | 661,919 | 7,470,854 |
| House Profit          | (17,108) | 74,417  | 41,308  | 219,747 | 143,037 | (41,850) | (23,214) | 234,043 | 138,041 | 106,491 | 57,100  | 126,900 | 1,058,912 |
| Less: Fixed Expenses  | 19,120   | 19,121  | 19,121  | 28,855  | 20,094  | 19,121   | 20,094   | 16,121  | 24,971  | 16,159  | 19,394  | 19,479  | 241,650   |
| Net Income            | (36,228) | 55,296  | 22,187  | 190,892 | 122,943 | (60,971) | (43,308) | 217,922 | 113,070 | 90,332  | 37,706  | 107,421 | 817,262   |
| Less: FF&E Reserve 5% | 23,294   | 28,967  | 27,189  | 38,823  | 34,243  | 26,184   | 21,431   | 41,467  | 36,174  | 34,276  | 28,399  | 33,096  | 373,543   |
| Net Cash Flow         | (59,522) | 26,329  | (5,002) | 152,069 | 88,700  | (87,155) | (64,739) | 176,455 | 76,896  | 56,056  | 9,307   | 74,325  | 443,719   |
| City 1/2              | (29,761) | 13,165  | (2,501) | 76,035  | 44,350  | (43,578) | (32,370) | 88,228  | 38,448  | 28,028  | 4,654   | 37,163  | 221,860   |

### MONTHLY Differences - Conference Center Financials

|                     | Jul      | Aug     | Sep    | Oct    | Nov    | Dec    | Jan    | Feb      | Mar      | Apr | May | Jun |
|---------------------|----------|---------|--------|--------|--------|--------|--------|----------|----------|-----|-----|-----|
| City 1/2 Difference | (20,153) | (8,713) | 42,870 | 67,451 | 19,440 | 52,765 | 49,092 | (27,698) | (87,144) |     |     |     |