City of Franklin

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

HISTORIC FRANKLIN TENNESSEE

Meeting Agenda

Budget & Finance Committee

Thursday, May 9, 2019 | **1:00 PM** | **Board Room**

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

1799

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

HISTORIC
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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
Lanaii Benne, Asst. City Recorder	Mike Lowe, Comptroller
Shauna Billingsley, City Attorney	Milissa Reierson, 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	

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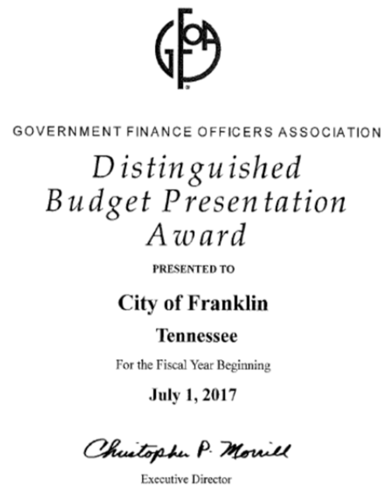
The Government Finance Officers Association of the United States and Canada (GFOA) has presented an award of Distinguished Presentation to the City of Franklin, Tennessee its annual budget for the fiscal year beginning July 1, 2017. In order to receive this award, a governmental unit must publish a budget 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. Morrill

Executive Director

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ADMINISTRATION

HISTORIC
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Dr. Ken Moore
Mayor

Eric S. Stuckey
City Administrator

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 3rd nationally), 97% rated Franklin as an excellent or good place to raise children (ranking 2nd nationally), and 98% rated Franklin as an excellent or good place to live (ranking 6th 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, **Franklin*Forward***, 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, **Franklin*Forward*,** 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

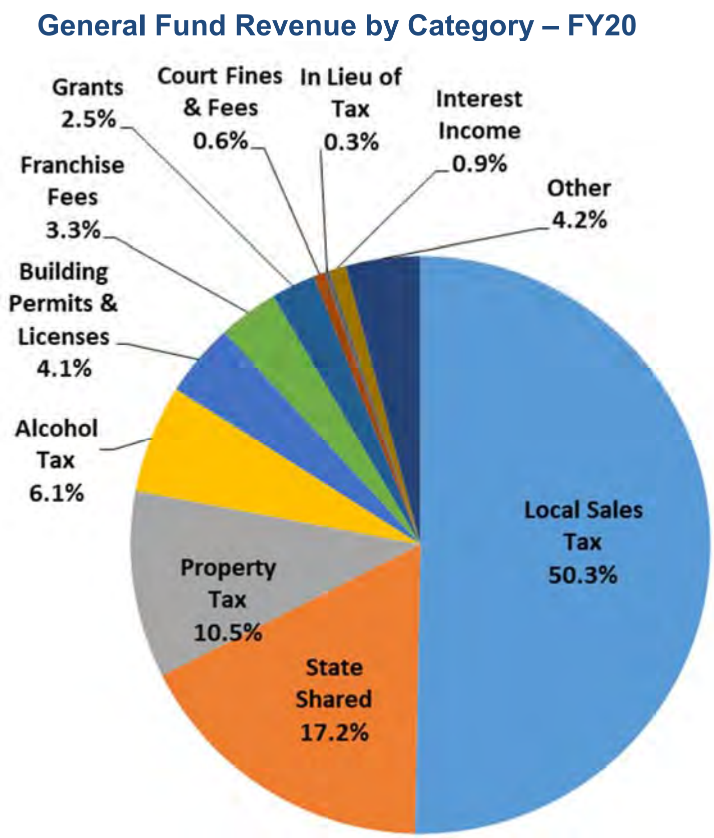
- Funding for a pilot program(s) to encourage development of attainable/workforce housing ($100,000).
- Continued funding of enhanced Franklin Transit fixed-route system with 30-minute pick-up frequency for all stops, and the 91X commuter bus service to downtown Nashville and West End.
- Additional funding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



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.

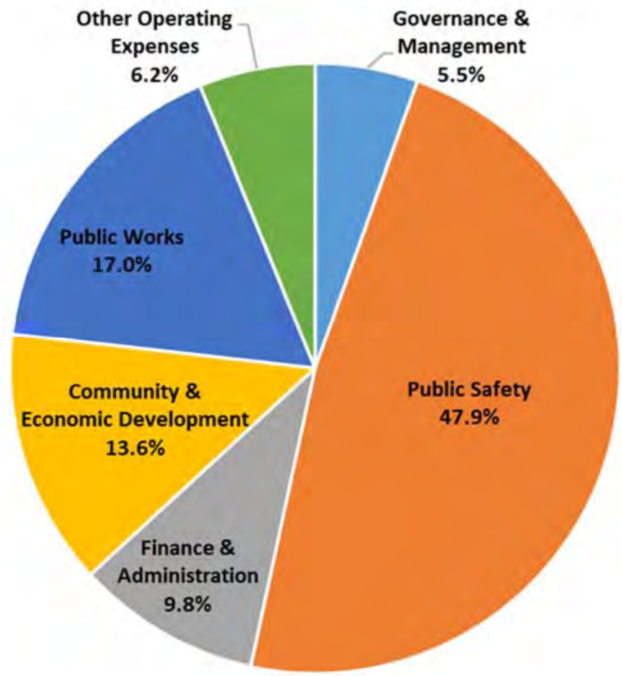
Building Permits and Licenses. While construction activity remains strong, the pace of development has slowed over the past year. The original budget for FY19 has been revised downward from $3.5 million to $3 million. The budget for building permit and license fees revenue is projected to remain at $3 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



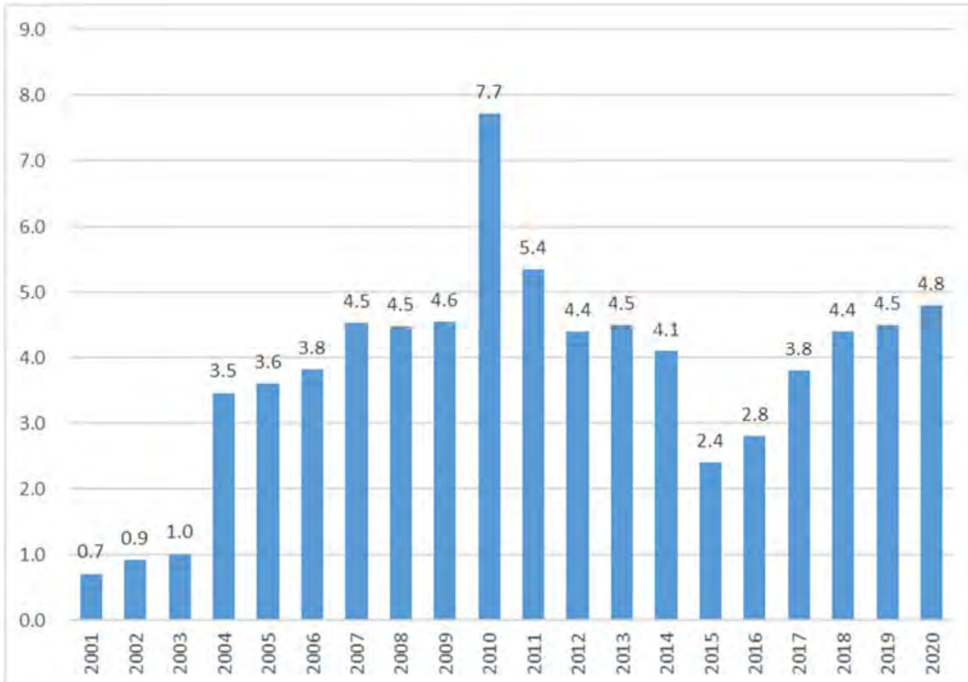
Employee Earnings and Benefits. The cost of wages and benefits for City team members (employees) accounts for 73% of the City's General Fund budget. Overall, employment-related costs are projected at $54 million, 2.8% higher than the current budget of $52.5 million.

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)

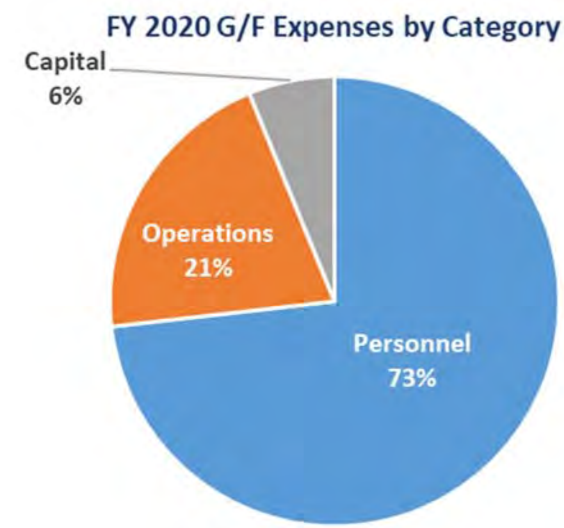


Salary Adjustment. The FY20 budget includes a total $1.6 million for annual pay adjustments. The annual pay increase for City team members will involve two components again this year: 1) approximately 60% of the pay adjustment will be allocated in an across-the-board 2.5% general pay increase or "market 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

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:

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

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:

BY: ______________________
ERIC S. STUCKEY
City Administrator

CITY OF FRANKLIN, TENNESSEE:

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: ___________

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:

By: ________________________________
Eric S. Stuckey
City Administrator/Recorder

CITY OF FRANKLIN, TENNESSEE

By: ______________________________
Dr. Ken Moore
Mayor

Approved as to Form:

By: __________________________________
Shauna R. Billingsley
City Attorney

BUDGET SUMMARY

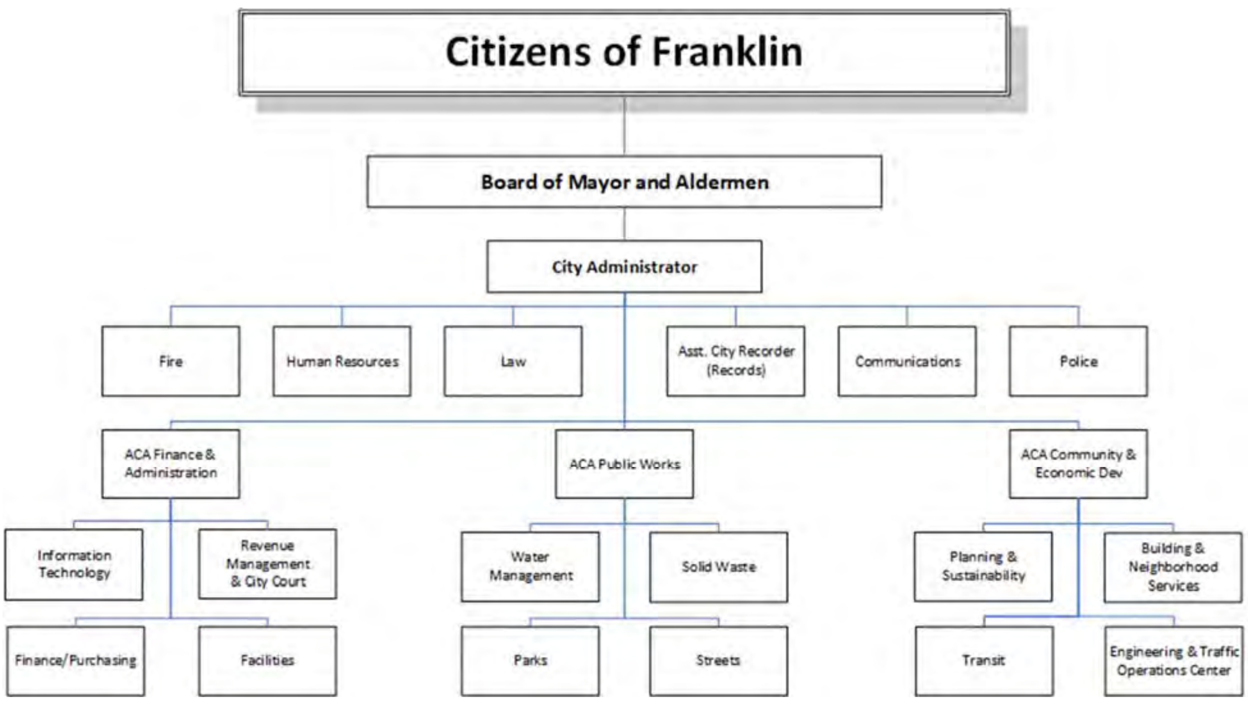
Under this section is:

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

City of Franklin 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. <u>Governance & Management / Public Safety</u>
   a. Elected Officials (General Fund)
   b. Administration Department (General Fund)
   c. Human Resources (General Fund)
   d. Law (General Fund)

City of Franklin Information & Organization

e. Communications (General Fund)
f. Police (General Fund)
g. Fire (General Fund)

2. <u>Finance & Administration</u>
   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. <u>Economic & Community Development</u>
   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. <u>Public Works</u>
   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 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.

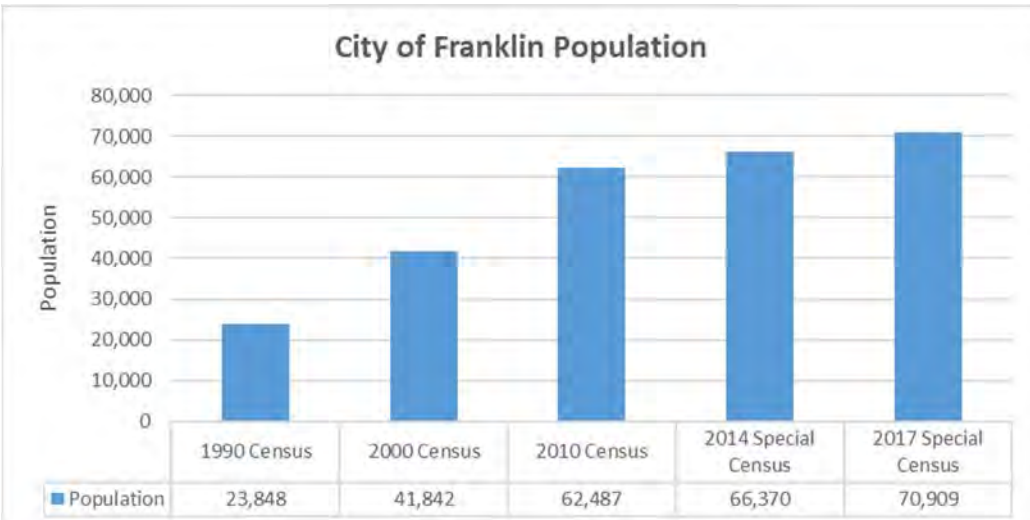
Three meetings of the full board and a public hearing are necessary for approving the budget. The appropriated budget is prepared by fund, function, and department. At any time during the year, the Mayor may make transfers of appropriations within a department. A transfer of appropriations between departments however requires three more readings by the Board and a public hearing.

City of Franklin Information & Organization

Demographics

Additional Demographic information can be found in the Appendices.

Income	**Franklin**	**Williamson County**
Median Household Income	$92,589	$103,543
Per Capita Income	$45,176	$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%
Total	54,515		153,005	

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

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)

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 – **Franklin*Forward*.** More can be found on **Franklin*Forward*** in the Appendices and online at https://performance.franklintn.gov

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.

Budget Planning

Budgetary Planning Processes

Planning Process	Planning Process Focus	Description of Focus	Impact on Operating Budgets
Strategic Planning ***(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.
Revenue Forecasting	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.
Capital Improvement Plan	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.
Vehicle/Equipment Replacement	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.
Computer/Hardware Replacement	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.
Street Condition Assessment	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.

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

- Maintain and enhance the positive fiscal position of the City by adherence to financial management principles for public funds.
- 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.
- Produce a structurally balanced budget with ongoing revenues meeting ongoing expenses.
- Pursue additional revenue sources when and where appropriate.
- Maintain reserve funds in compliance with the Board of Mayor and Aldermen's adopted policy.
- Maintain compliance with the City's adopted debt policy and capital funding program.
- Leverage local funds through the pursuit of grant opportunities.

Non-Financial Goals

- Maintain and enhance services to citizens. Focus on the delivery of high-quality services to residents, businesses, and visitors.
- Focus on the delivery of projects approved through the 2019-28 Capital Investment Program and supported by the Invest Franklin initiative
- Focus on continued maintenance and improvement to the water and wastewater infrastructure by advancing rate-funded capital projects.

Budget Planning

- 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.
- Cooperate with other agencies to generate significant economic development opportunities within Franklin and Williamson County. Enhance Franklin's competitive position.
- 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.
- 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.
- 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.
- Continue commitment to the vitality of the downtown area, historical areas, and neighborhoods throughout the city.
- Encourage Community improvement projects to maintain and enhance the appearance and functionality of the City's existing residential neighborhoods and business areas.

Specific Fiscal Year 2020 Initiatives

- Work towards the development of incentives and strategies for affordable and workforce housing in the City of Franklin.
- 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.
- Support and connect the City's operational efforts to long-term planning initiatives. These key planning efforts include the Board-adopted strategic plan Franklin*Forward* , 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.
- 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.
- Continue efforts to recruit qualified employees including efforts to diversify the workforce.

Budget Planning

	• Move forward with implementation of projects identified by the Board of Mayor and Aldermen with the Capital Investment Program and supported by the *Invest* **Franklin** initiative. Develop an updated 2019-28 Capital Investment Program.
	• Continue to identify opportunities to expand and enhance the City's engagement with the public through various strategies and mediums.
	• Promote/market the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners.
	• 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, **Franklin*Forward*** , and further development and build out of the City's Open Performance website - http://performance.franklintn.gov.
	• Support the sustainability efforts identified by staff and the City's Sustainability Commission.
	• 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.

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.

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

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.

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%.

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 squire 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

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.

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.

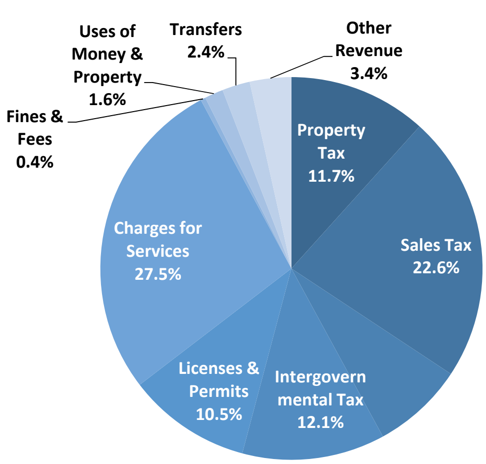
The following pages provide a summary presentation of all funds budgeted and appropriated by the City of Franklin, Tennessee.

Fund Summary: Budget Summary - All Funds

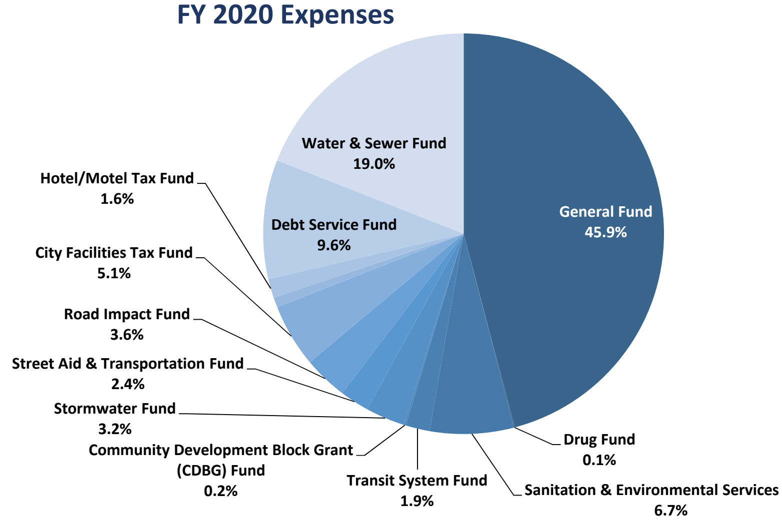
The following page presents a comprehensive picture of all 14 budgeted funds for the City of Franklin, Tennessee.

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	 G (E/C)
Revenues							
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%
Total - All Funds Revenues	**$ 143,103,110**	**$ 155,447,094**	**$ 157,332,332**	**$ 155,568,661**	**$ 164,244,591**	**$ 6,912,259**	**4.4%**
Expenses							
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%
Total - All Funds	**$ 125,101,632**	**$ 132,392,317**	**$ 159,932,658**	**$ 143,250,986**	**$ 160,838,175**	**$ 905,517**	**0.6%**
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%
Total - All Funds Expenses	**$ 125,101,632**	**$ 132,392,317**	**$ 159,932,658**	**$ 143,250,986**	**$ 160,838,175**	**$ 905,517**	**0.6%**
Surplus / (Deficit) All Funds	**$ 18,001,479**	**$ 23,054,778**	**$ (2,600,325)**	**$ 12,317,676**	**$ 3,406,416**		

FY 2020 Revenues



FY 2020 Expenses



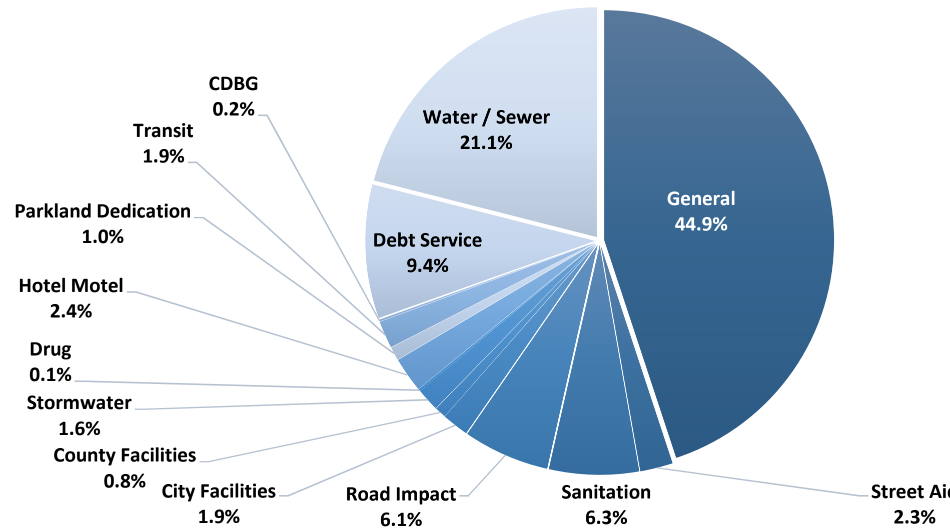
City of Franklin

Revenue Model

Summary (All Funds)

The City of Franklin funds it's 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			
	A	B	C	D	E	F	G	H	I	
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	$ 74,341,784	$ 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%**
		(B-A)	(C-B)	(D-C)	(E-D)	(F-E)	(G-F)	(H-F)	(I-F)	
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%	

Fund Summary: Other Funds - Departmental Summary

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	 G (E/C)
Public Safety							
Drug Fund							
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%**
Community & Economic Development							
Community Development Block Grant (CDBG) Fund							
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%**
Stormwater Fund							
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%**
Transit System Fund							
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%**
Public Works							
Street Aid & Transportation Fund							
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%**
Road Impact Fund							
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%**

Fund Summary: Other Funds - Departmental Summary

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference '19 vs. '20	
	A	B	C	D	E	F (E-C)	G (E/C)
Public Works							
Sanitation & Environmental Services Fund							
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%**
Water & Sewer Fund							
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%**

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

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	F (E-C)	G (E/C)
Special Funds							
City Facilities Tax Fund							
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%**
County Facilities Tax Fund							
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%**
Hotel/Motel Tax Fund							
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%**
Debt Service Fund							
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

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	G (E/C)
Parkland Dedication Fund							
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 **	Total
		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		
2018 Actual ***(Audited)***															
Beginning Fund Balance	$ 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**
+ Revenues	$ 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**
- Expenses	$ (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)**
Ending Fund Balance	**$ 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**
2019 Estimated ***(Unaudited)***															
Beginning Fund Balance	$ 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**
+ Revenues															
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**
Total	**$ 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**
- Expenditures															
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)**
Total Expenditures	**$ (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)**
Ending Fund Balance	**$ 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**
2020 Budget															
Beginning Fund Balance	$ 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**
+ Revenues															
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**
Total	**$ 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**
- Expenditures															
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)**
Total Expenditures	**$ (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)**
Ending Fund Balance	**$ 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**
***Surplus / (Deficit) All Funds**	**$ -**	**$ (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**
***Change (%) 2019 vs. 20209**	**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.

	Governmental Funds													Enterprise
		Special Revenue Funds												
Departments	General	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	Water & Sewer
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	x													
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	

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.

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$
Reserve Fund	(mandated by law)	0%		$ -	$ -	$ -
				$ -	$ -	$ -
	(ordained by BOMA)	0%		$ -	$ -	$ -
				$ -	$ -	$ -
Undesignated/Unreserved fund		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
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	$ 7,785,747	$ 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.*

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General Fund Summary

Introduction

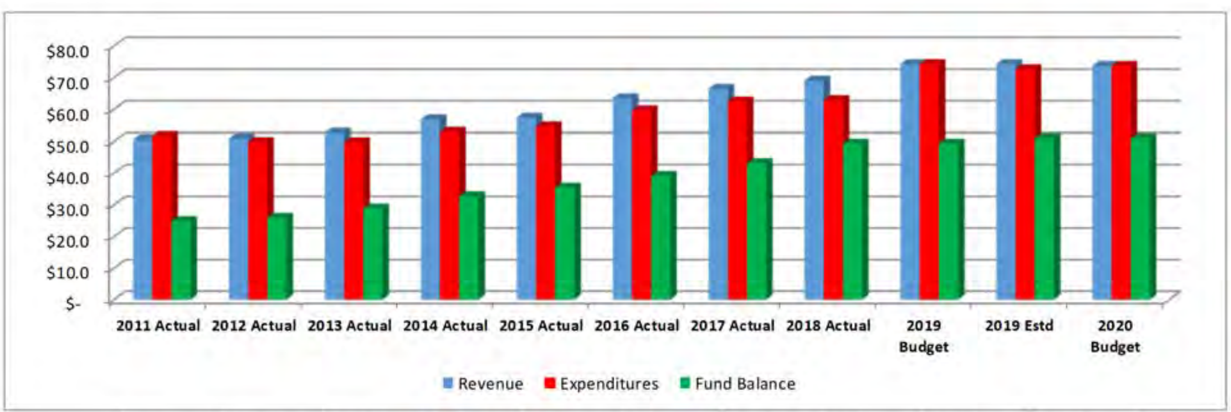
The general fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks. Although not the only 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
Beginning Fund Balance	**$ 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
Ending Fund Balance	**$ 39,249,587**	**$ 43,283,144**	**$ 49,459,973**	**$ 49,459,973**	**$ 51,010,624**	**$ 51,010,624**
***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.

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

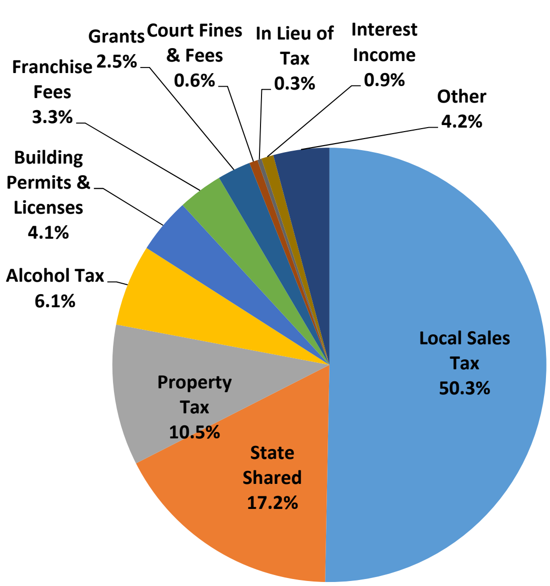
Total estimated general fund expenditures are $73,789,465. Total expenditures for fiscal year 2019-20 are also down approximately -0.7% compared to the 2018-19 budget and up 17.3% compared to 2017-18 actual results. Within the approved budget, 73.2% is dedicated to employee wages and benefits, 20.6%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

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.

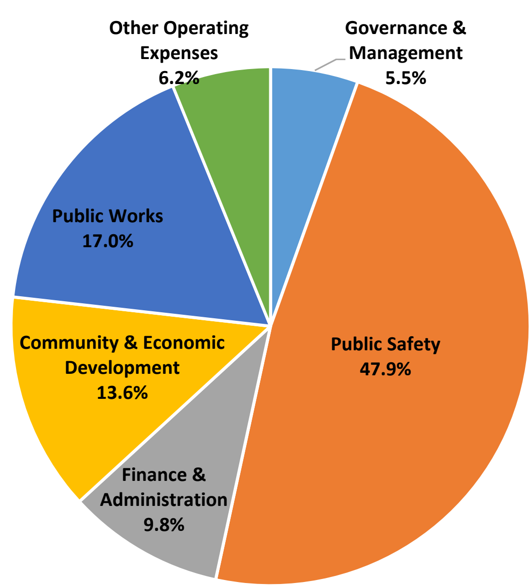
General Fund - Departmental Summary

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	G (E/C)
Revenues							
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%
Total - General Fund Revenues	**$ 66,540,349**	**$ 69,100,055**	**$ 74,341,784**	**$ 74,309,597**	**$ 73,789,465**	**$ (552,319)**	**-0.7%**
Expenses							
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%
Total - General Fund Expenses	**$ 62,506,792**	**$ 62,923,226**	**$ 74,341,784**	**$ 72,758,946**	**$ 73,789,465**	**$ (552,319)**	**-0.7%**
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%
Total - General Fund Expenses	**$ 62,506,793**	**$ 62,923,226**	**$ 74,341,784**	**$ 72,758,946**	**$ 73,789,465**	**$ (552,319)**	**-0.7%**
Surplus / (Deficit)	**$ 4,033,556**	**$ 6,176,829**	**$ 0**	**$ 1,550,651**	**$ 0**		

FY 2020 General Fund - Major Revenues



FY 2020 General Fund - Major Expenses

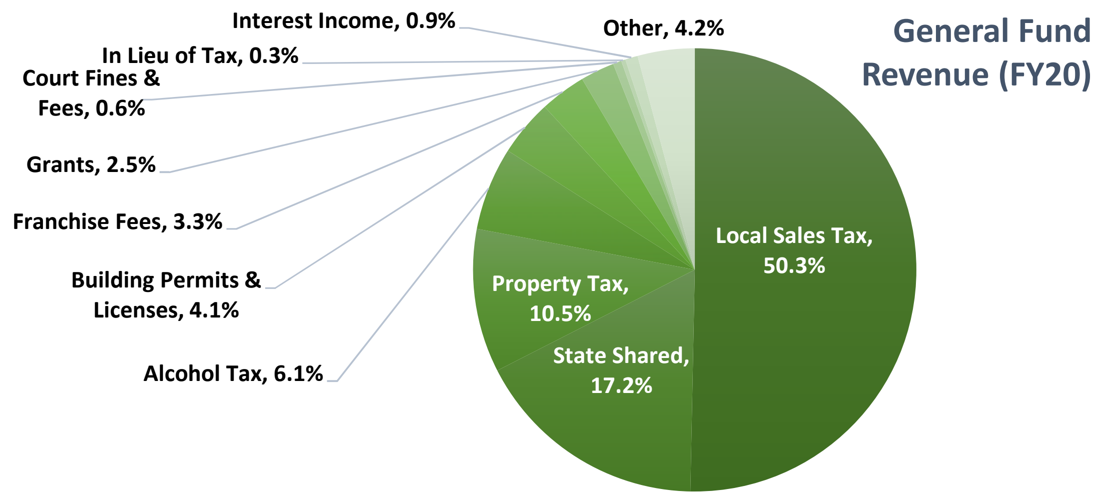


Summary (General Fund)

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		
	A	B	C	D	E	F	G	H	I
	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
Total General Fund Revenues	**$ 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**

		(B-A)	(C-B)	(D-C)	(E-D)	(F-E)	(G-F)	(H-F)	(I-F)
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

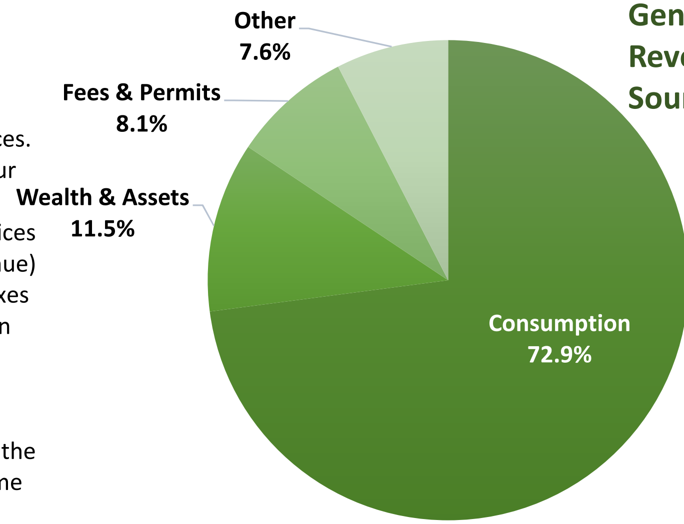
Summary (General Fund)	Percent of All Revenues	45.3%

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.

General Fund Revenue by Source (FY20)



Top Ten Revenue Categories	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020 Forecast Low	Medium	High
Consumption	**$ 39,308,908**	**$ 42,289,111**	**$ 45,726,797**	**$ 48,235,444**	**$ 50,672,408**	**$ 51,217,472**	**$ 53,144,793**	**$ 53,798,669**	**$ 54,327,293**
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**
Wealth & Assets	**$ 8,587,472**	**$ 8,954,134**	**$ 12,471,624**	**$ 11,411,454**	**$ 10,998,583**	**$ 8,619,591**	**$ 7,647,511**	**$ 8,450,645**	**$ 9,000,951**
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**
Fees & Permits	**$ 5,195,727**	**$ 5,257,943**	**$ 5,581,173**	**$ 5,683,349**	**$ 6,043,200**	**$ 5,912,900**	**$ 5,855,968**	**$ 5,967,487**	**$ 6,106,534**
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**
Other	**$ 3,826,397**	**$ 988,081**	**$ 2,438,557**	**$ 1,159,171**	**$ 1,385,865**	**$ 8,591,822**	**$ 5,455,472**	**$ 5,572,665**	**$ 5,681,334**
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**
Total General Fund Revenues	**$ 56,918,504**	**$ 57,489,269**	**$ 66,218,151**	**$ 66,489,417**	**$ 69,100,055**	**$ 74,341,784**	**$ 72,103,744**	**$ 73,789,465**	**$ 75,116,112**

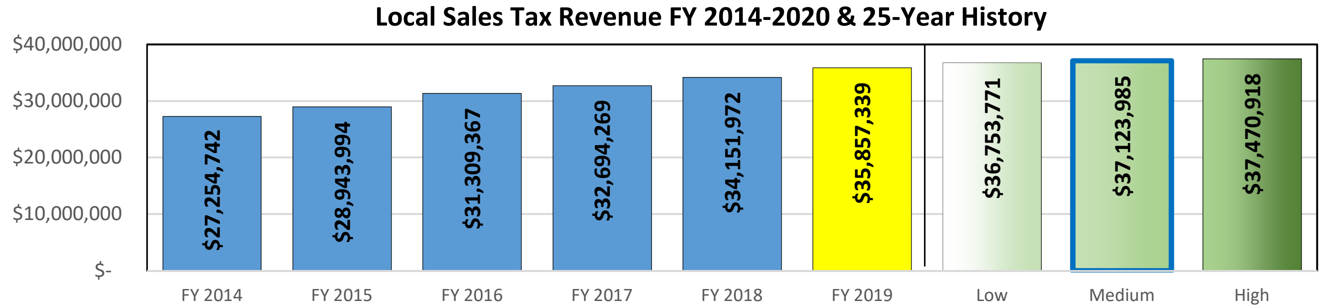
City of Franklin

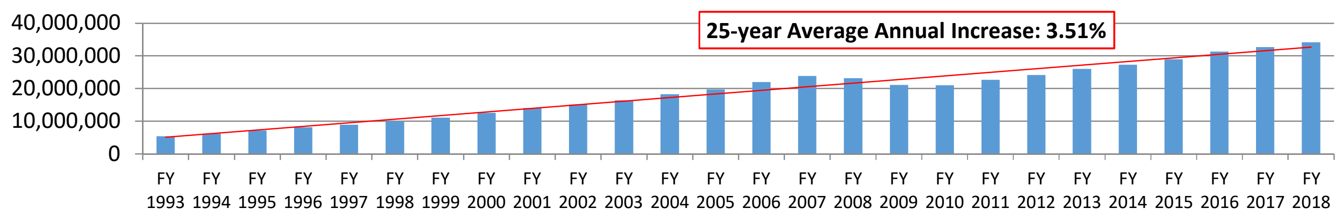
Revenue Model

Fund:	General Fund	Category:	Local Sales Tax	Percent of Total General Fund Revenues	50.3%

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.





	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%	3-yr Average
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	$ 32,718,536
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	3.2%
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	5-Yr Average
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	$ 30,870,869
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	3.2%
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	10-Yr Average
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	$ 26,939,053
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	3.3%
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	20-Yr Average
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	$ 22,291,968
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	3.0%
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	
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.

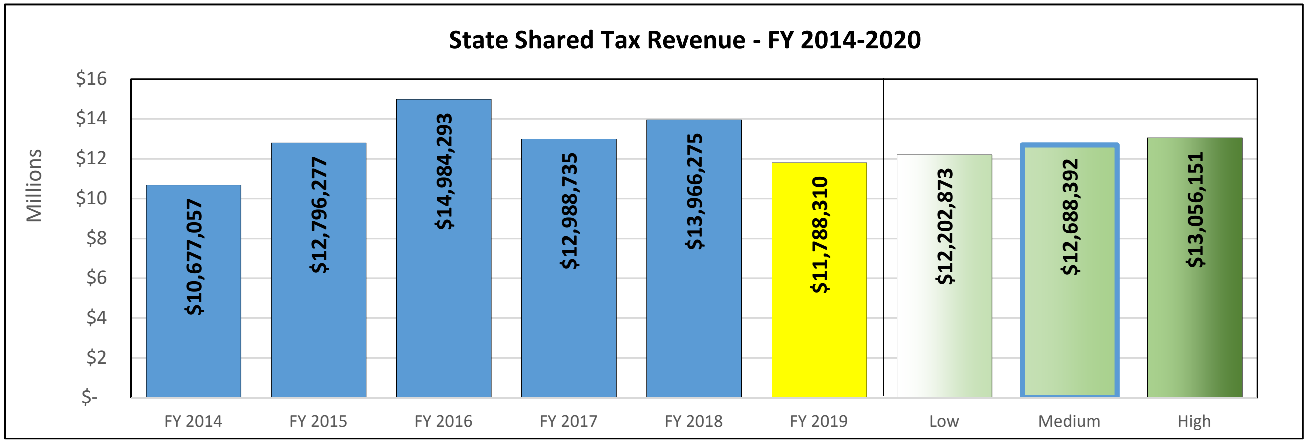
City of Franklin

Revenue Model

Fund:	General Fund	Category:	State Shared	Percent of Total General Fund Revenues	16.9%

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)		
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High
% yr/yr.	7.8%	19.8%	17.1%	-13.3%	7.5%	-15.6%	3.52%	7.64%	10.76%
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
Beer Tax (State)	29,568	31,743	32,407	32,046	33,080	37,178	37,735	38,479	38,851
State Excise Tax - BANK	94,685	115,165	152,620	230,531	213,295	248,144	251,866	256,829	259,310
In Lieu of Tax (TVA)	691,474	769,381	778,995	748,991	804,202	806,215	818,308	834,432	842,494
Business License (Local Share)	320,747	13,456	13,250	12,150	12,840	12,858	13,051	13,308	13,436
Transient/Peddlar Bus. License	-	2,448	452	180	5,952	300	300	300	300
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
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
Business Tax Record Fee - State	-	339,322	376,761	452,693	445,166	429,817	436,264	444,860	449,159
Totals	$ 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

Averages
3-yr Average
$ 13,979,768
-5.2%
5-Yr Average
$ 13,082,527
-2.0%
10-Yr Average
$ 10,298,871
1.4%
20-Yr Average
$ 7,073,863
3.3%

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

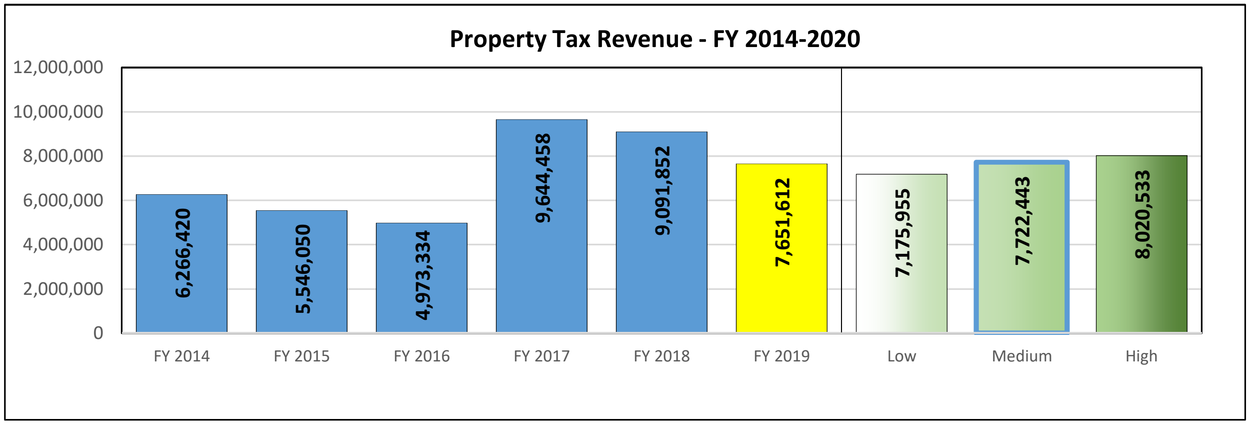
City of Franklin

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	
% yr/yr.	-3.0%	-11.5%	-10.3%	93.9%	-5.7%	-15.8%	-6.22%	0.93%	4.82%	
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: *Invest* **Franklin***	-	-	-	-	-	(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	
Totals	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	

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 initative and can be spent on any capital project.*

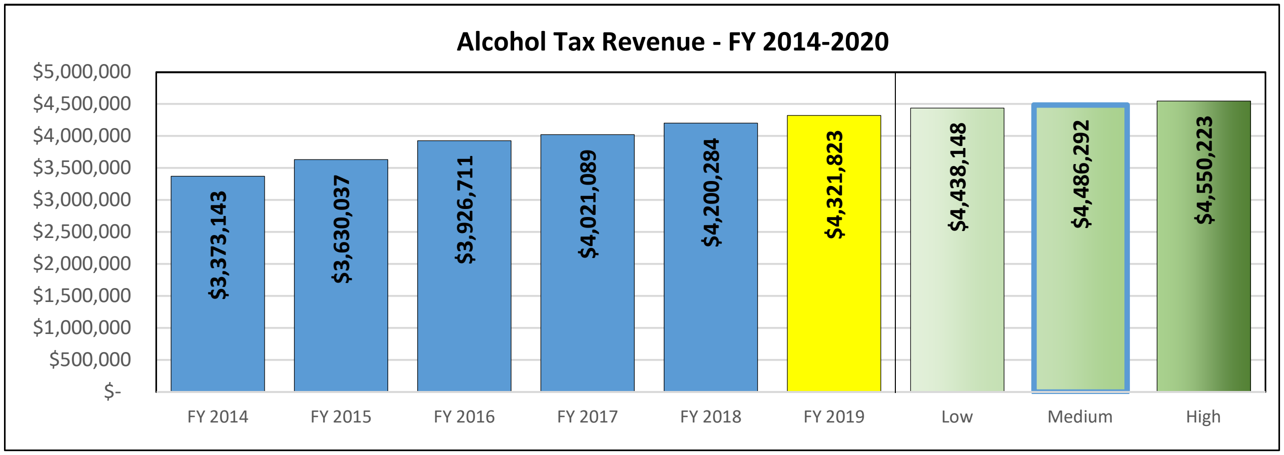
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Alcohol Tax	Percent of Total General Fund Revenues	6.1%

<u>Alcohol taxes (local)</u>: 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)		
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High
% yr/yr.	**1.5%**	**7.6%**	**8.2%**	**2.4%**	**4.5%**	**2.9%**	**2.7%**	**3.8%**	**5.3%**
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
Beer Privilege Tax (Renewal)	20,742	21,660	23,706	23,306	23,049	24,020	24,020	24,260	24,500
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
Liquor Privilege Tax	87,065	90,800	94,605	103,800	92,541	111,721	115,073	116,190	118,424
Mixed Drink Tax	662,684	782,681	846,714	894,745	992,939	985,207	1,054,172	1,068,950	1,083,728
Totals	**$ 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**

Averages
3-yr Average
$ 4,049,361
2.2%
5-Yr Average
$ 3,830,253
2.6%
10-Yr Average
$ 3,368,168
2.8%
20-Yr Average
$ 2,650,318
3.2%

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

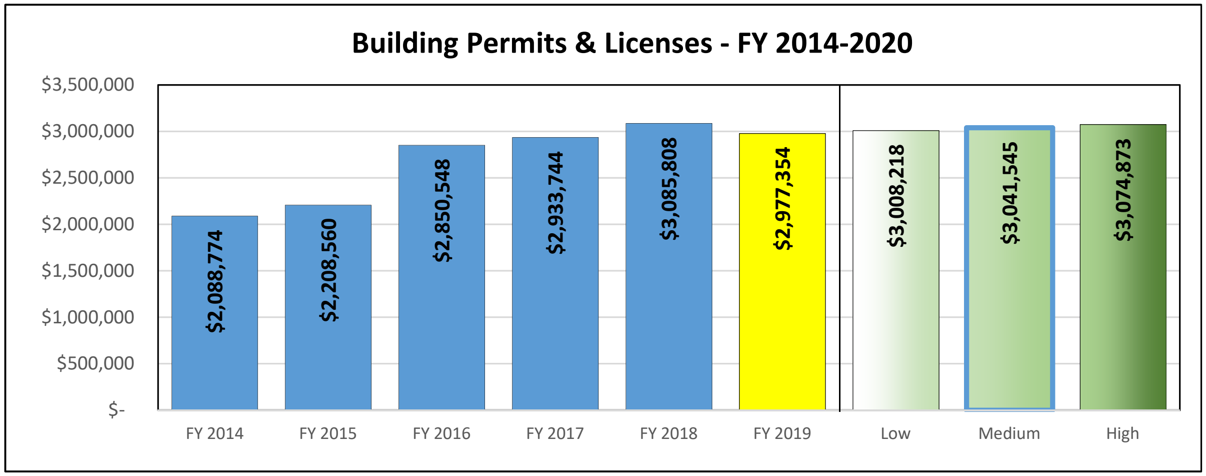
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Building Permits & Licenses	Percent of Total General Fund Revenues	4.1%

<u>Building Permits & Licenses:</u> 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	
% yr/yr.	31.1%	5.7%	29.1%	2.9%	5.2%	-3.5%	1.0%	2.2%	3.3%	
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	-	-	-	
Totals	**$ 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**	

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

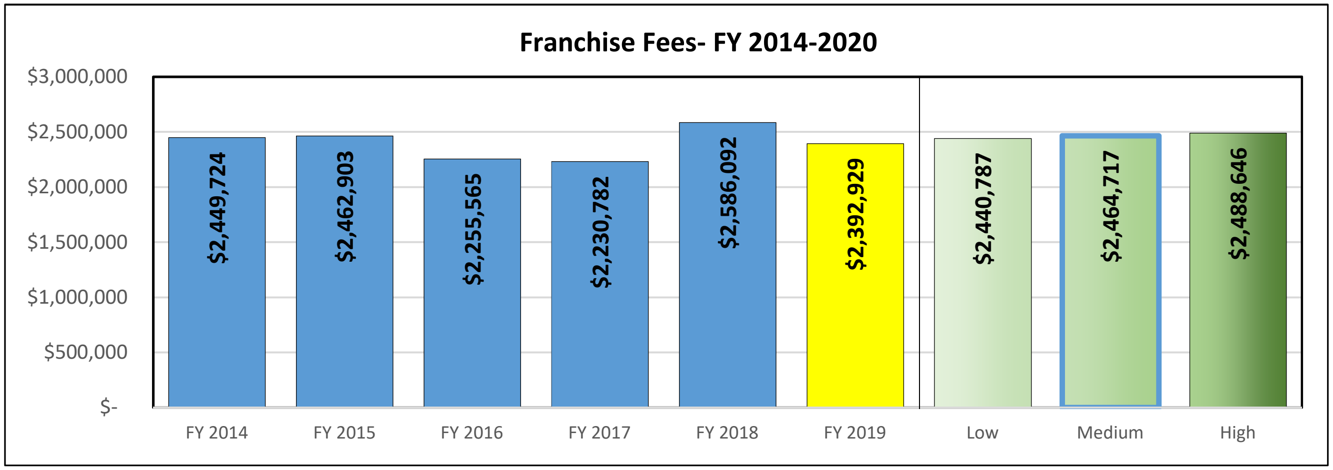
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Franchise Fees	Percent of Total General Fund Revenues	3.3%

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		
% yr/yr.	12.6%	0.5%	-8.4%	-1.1%	15.9%	-7.5%	2.0%	3.0%	4.0%		
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%
Totals	$ 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		

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

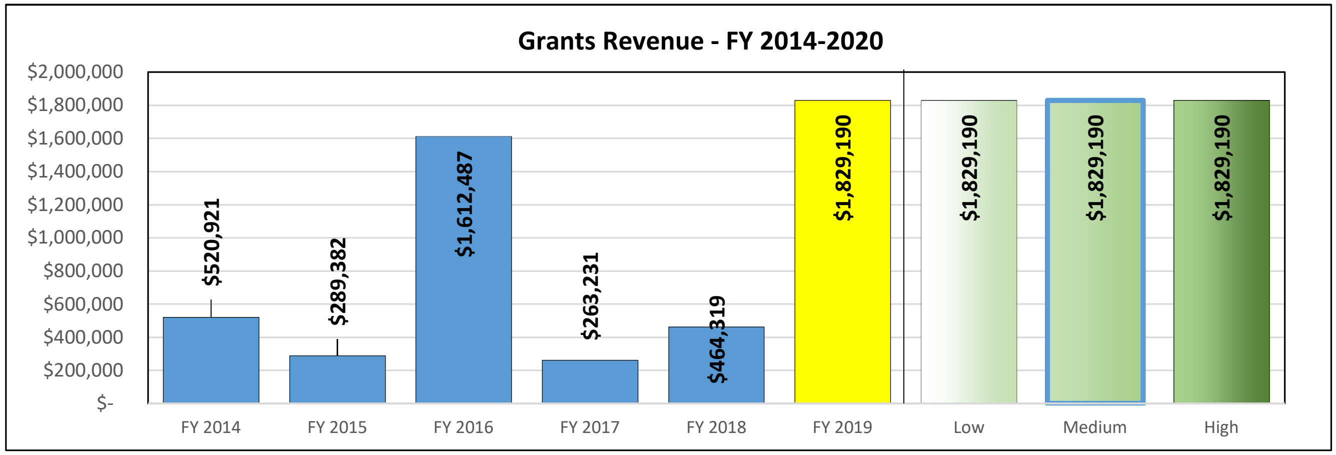
City of Franklin

Revenue Model

Fund:	General	Category:	Grants	Percent of Total General Fund Revenues	2.5%

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	
% yr/yr.	-61.5%	-44.4%	457.2%	-83.7%	76.4%	294.0%	$ -	$ -	$ -	
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	-	-	-	-				
Totals	$ 520,921	$ 289,382	$ 1,612,487	$ 263,231	$ 464,319	$ 1,829,190	$ 1,829,190	$ 1,829,190	$ 1,829,190	

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

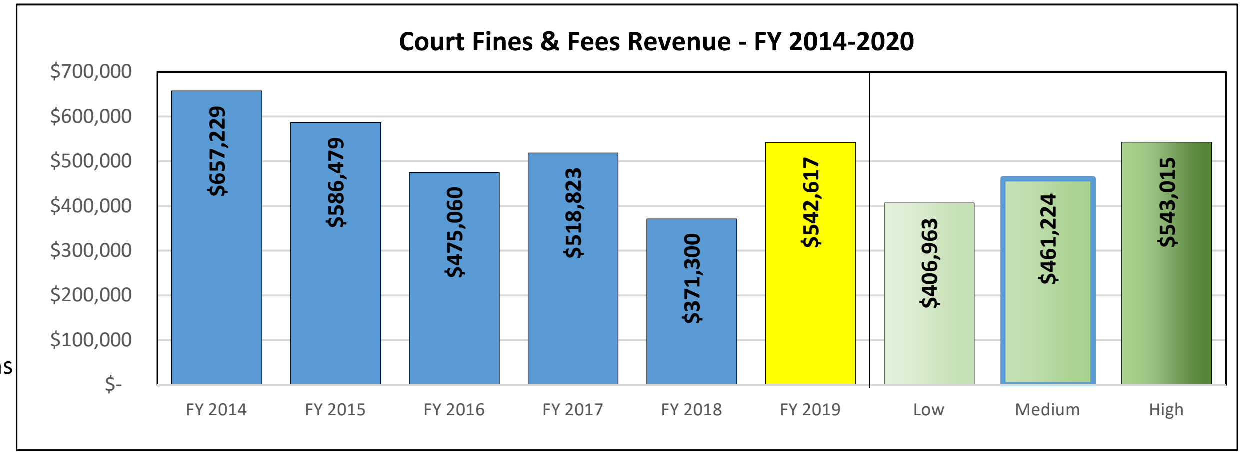
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Court Fines & Fees	Percent of Total General Fund Revenues	0.6%

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	
% yr/yr.	-11.0%	-10.8%	-19.0%	9.2%	-28.4%	46.1%	-25%	-15%	0%	
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	-	-	-	-	-	-	
Totals	**$ 657,229**	**$ 586,479**	**$ 475,060**	**$ 518,823**	**$ 371,300**	**$ 542,617**	**$ 406,963**	**$ 461,224**	**$ 543,015**	

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

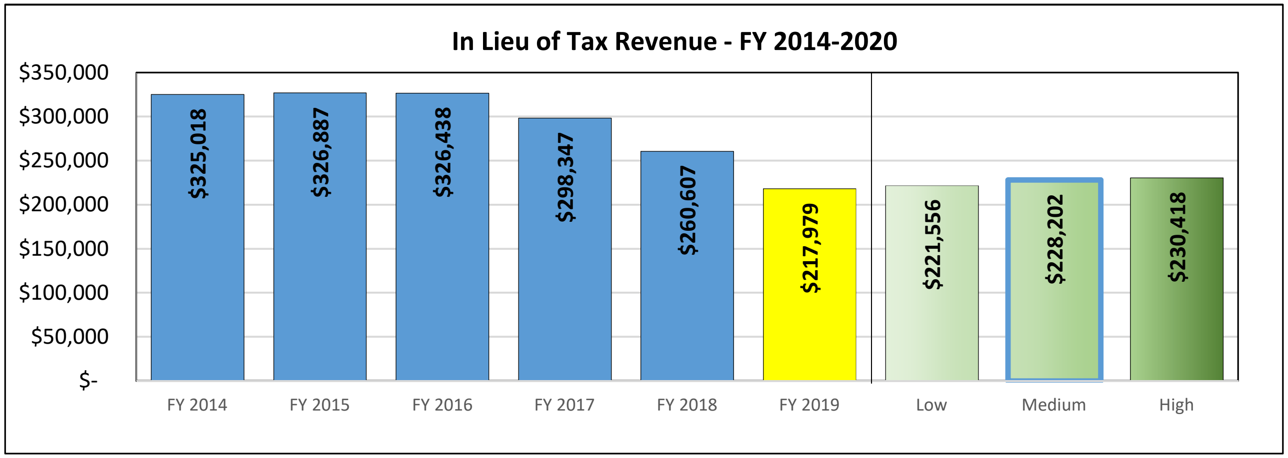
City of Franklin

Revenue Model

Fund:	General Fund	Category:	In Lieu of Tax	Percent of Total General Fund Revenues	0.3%

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)		
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High
% yr/yr.	-4.4%	0.6%	-0.1%	-8.6%	-12.6%	-16.4%	1.6%	4.7%	5.7%
Franklin Housing Authority	14,090	23,447	21,841	23,239	25,694	24,654	21,662	22,312	22,529
Nissan (TIF District)	166,572	180,957	182,114	234,912	234,913	193,325	199,894	205,890	207,889
Healthways (pilot ends 2016)	43,835	47,327	47,327	-	-	-	-	-	-
Verizon (pilot ends 2014)	30,912	-	-	-	-	-	-	-	-
Community Health Systems (CHS)	26,487	28,598	28,598	40,196	-	-	-	-	-
Jackson National Life (ends 2017)	43,122	46,558	46,558	-	-	-	-	-	-
Totals	$ 325,018	$ 326,887	$ 326,438	$ 298,347	$ 260,607	$ 217,979	$ 221,556	$ 228,202	$ 230,418

Averages	
3-yr Average	$ 295,131
	-8.7%
5-Yr Average	$ 307,459
	-5.8%
10-Yr Average	$ 311,082
	-3.0%
20-Yr Average	$ 292,043
	-1.3%

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

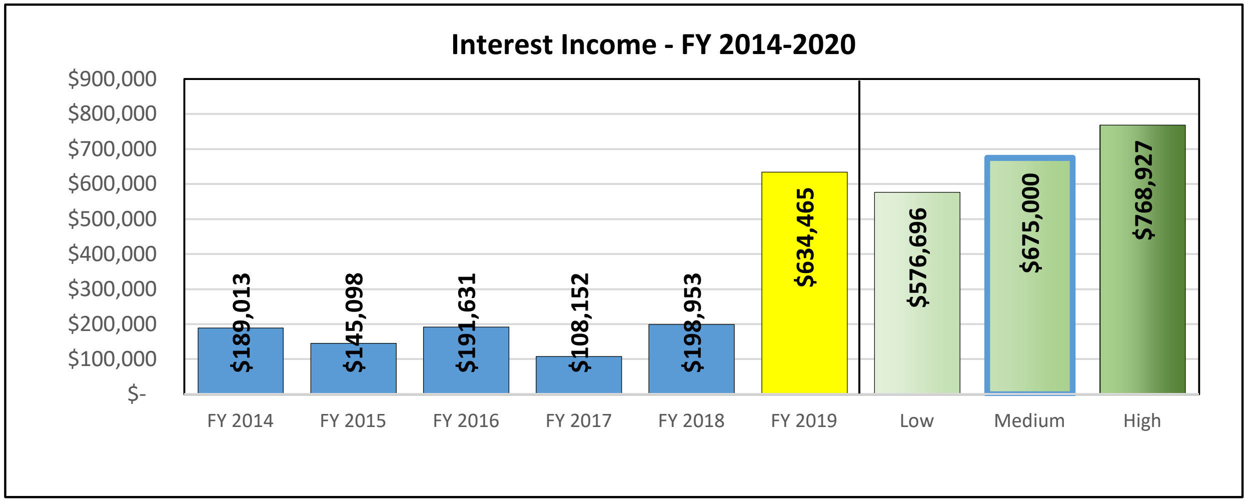
City of Franklin

Revenue Model

Fund:	**General Fund**	**Category:**	**Interest Income**	**Percent of Total General Fund Revenues**	**0.9%**

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**	
% yr/yr.	**13.4%**	**-23.2%**	**32.1%**	**-43.6%**	**84.0%**	**218.9%**	**-9.11%**	**6.39%**	**21.19%**	
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%**
Totals	**$ 189,013**	**$ 145,098**	**$ 191,631**	**$ 108,152**	**$ 198,953**	**$ 634,465**	**$ 576,696**	**$ 675,000**	**$ 768,927**	

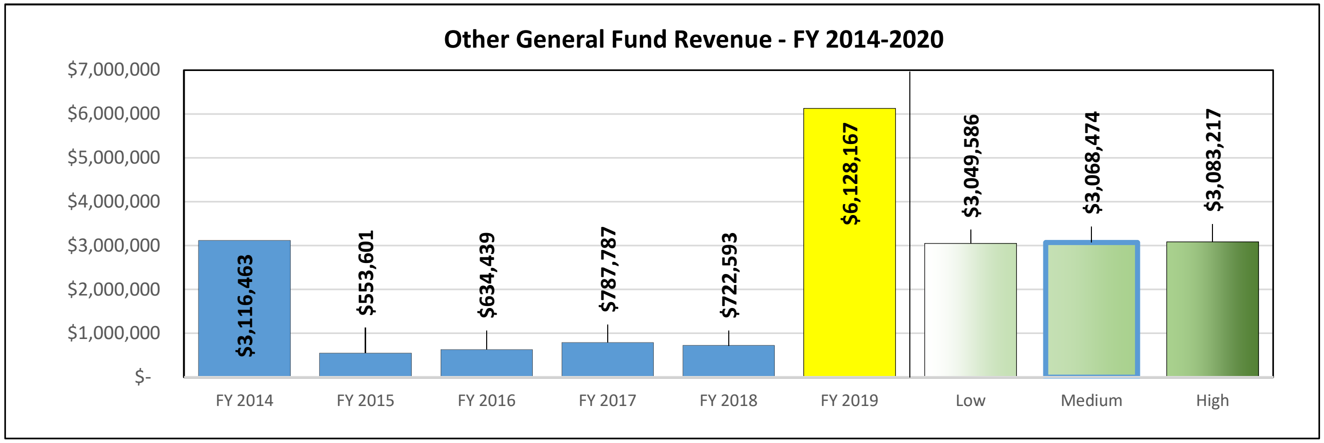
Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.

City of Franklin
Revenue Model

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	4.2%

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	
% yr/yr.	395.9%	-82.2%	14.6%	24.2%	-8.3%	748.1%	-50.2%	-49.9%	-49.7%	
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

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	4.2%

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.

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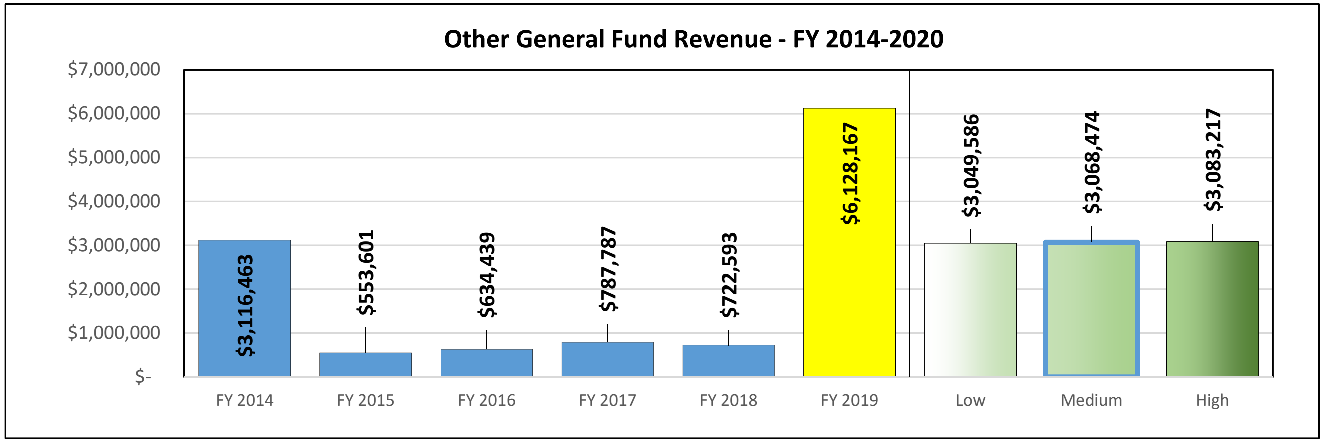


	Actual					Budget	Forecasts (FY 2020)			Averages
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High	
Sex Offender Registry	2,350	1,800	1,800	1,800	1,950	1,591	1,615	1,639	1,663	
License Seizure Fees	675	750	1,515	1,150	715	822	834	847	859	
Police Extra Duty	35,478	31,547	27,279	39,941	43,480	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	-	-	-	-	-	5,413,157	2,345,485	2,345,485	2,345,485	
Totals	**$ 3,116,463**	**$ 553,601**	**$ 634,439**	**$ 787,787**	**$ 722,593**	**$ 6,128,167**	**$ 3,049,586**	**$ 3,068,474**	**$ 3,083,217**	

General Fund Summary - Departmental Summary

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	G (E/C)
Governance & Management							
Elected Officials							
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%
Total - Elected Officials	**$ 282,124**	**$ 332,480**	**$ 317,845**	**$ 316,986**	**$ 372,756**	**$ 54,911**	**17.3%**
Administration							
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%
Total - Administration	**$ 535,330**	**$ 1,064,210**	**$ 1,097,658**	**$ 1,094,801**	**$ 1,201,357**	**$ 103,699**	**9.4%**
Human Resources							
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%
Total - Human Resources	**$ 1,165,049**	**$ 987,380**	**$ 1,247,368**	**$ 1,245,118**	**$ 1,385,508**	**$ 138,140**	**11.1%**
Law							
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%
Total - Law	**$ 498,133**	**$ 453,393**	**$ 626,604**	**$ 596,551**	**$ 626,374**	**$ (230)**	**0.0%**
Communications							
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%
Total - Communications	**$ 489,797**	**$ 362,973**	**$ 415,599**	**$ 407,154**	**$ 441,154**	**$ 25,555**	**6.1%**
Governance & Management Summary							
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%
Total Governance & Management	**$ 2,970,433**	**$ 3,200,436**	**$ 3,705,074**	**$ 3,660,610**	**$ 4,027,150**	**$ 322,076**	**8.7%**
Public Safety							
Police							
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%
Total - Police	**$ 15,383,714**	**$ 16,852,274**	**$ 16,545,409**	**$ 16,491,521**	**$ 17,408,342**	**$ 862,933**	**5.2%**
				$ -			
Fire							
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%
Total - Fire	**$ 16,878,165**	**$ 18,099,788**	**$ 18,493,435**	**$ 18,412,627**	**$ 17,961,805**	**$ (531,630)**	**-2.9%**
Public Safety							
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%
Total Public Safety	**$ 32,261,879**	**$ 34,952,062**	**$ 35,038,844**	**$ 34,904,149**	**$ 35,370,147**	**$ 331,303**	**0.9%**
Finance & Administration							
Finance							
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

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	G (E/C)
Total - Finance	**$ 940,697**	**$ 818,603**	**$ 952,456**	**$ 924,345**	**$ 904,865**	**$ (47,591)**	**-5.0%**
Purchasing							
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%
Total - Purchasing	**$ 191,513**	**$ 222,261**	**$ 238,090**	**$ 237,212**	**$ 361,954**	**$ 123,864**	**52.0%**
Information Technology							
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%
Total - Information Technology	**$ 4,048,992**	**$ 4,478,415**	**$ 4,667,315**	**$ 4,663,969**	**$ 4,116,681**	**$ (550,634)**	**-11.8%**
Revenue Management							
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%
Total - Revenue Management	**$ 261,826**	**$ 211,611**	**$ 334,140**	**$ 315,562**	**$ 211,344**	**$ (122,796)**	**-36.7%**
Municipal Court							
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%
Total - Municipal Court	**$ 351,533**	**$ 317,866**	**$ 348,100**	**$ 214,415**	**$ 355,483**	**$ 7,383**	**2.1%**
Project and Facilities Management							
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%
Total - Project and Facilities Management	**$ 1,069,859**	**$ 1,317,859**	**$ 1,290,802**	**$ 1,183,259**	**$ 1,274,961**	**$ (15,841)**	**-1.2%**
Finance & Administration Summary							
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%
Total Finance & Administration	**$ 6,864,420**	**$ 7,366,615**	**$ 7,830,903**	**$ 7,538,762**	**$ 7,225,288**	**$ (605,615)**	**-7.7%**
Community & Economic Development							
Building and Neighborhood Services							
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%
Total - Building & Neighborhood Services	**$ 2,791,368**	**$ 2,909,042**	**$ 3,330,639**	**$ 3,108,383**	**$ 3,515,971**	**$ 185,332**	**5.6%**
Planning and Sustainability							
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%
Total - Planning & Sustainability	**$ 1,560,527**	**$ 1,471,756**	**$ 1,635,050**	**$ 1,629,955**	**$ 1,621,163**	**$ (13,887)**	**-0.8%**
Engineering							
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%
Total Engineering & TOC	**$ 991,964**	**$ 1,123,694**	**$ 1,283,294**	**$ 1,278,632**	**$ 1,409,964**	**$ 126,670**	**9.9%**
Traffic Operations Center (TOC)							
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 Engineering & TOC	**$ 809,560**	**$ 1,168,203**	**$ 1,310,317**	**$ 1,119,426**	**$ 3,405,441**	**$ 2,095,124**	**159.9%**

General Fund Summary - Departmental Summary

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	G (E/C)
Economic Development							
Operations	$ 53,592	$ 67,518	$ 90,327	$ 90,327	$ 96,027	$ 5,700	6.3%
Total - Economic Development	**$ 53,592**	**$ 67,518**	**$ 90,327**	**$ 90,327**	**$ 96,027**	**$ 5,700**	**6.3%**
Community & Economic Development Summary							
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%
Total Community & Economic Developmen	**$ 6,207,011**	**$ 6,740,213**	**$ 7,649,627**	**$ 7,226,722**	**$ 10,048,567**	**$ 2,398,940**	**31.4%**
Public Works							
Streets Department - Maintenance Division							
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%
Total - Streets - Maintenance	**$ 3,826,764**	**$ 3,787,631**	**$ 4,430,990**	**$ 4,205,923**	**$ 4,357,275**	**$ (73,715)**	**-1.7%**
Streets Department - Traffic Division							
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%
Total - Streets - Traffic	**$ 1,508,872**	**$ 1,220,751**	**$ 1,545,598**	**$ 1,543,939**	**$ 1,735,471**	**$ 189,873**	**12.3%**
Streets Department - Fleet Maintenance Division							
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%
Total - Streets - Fleet Maintenance	**$ 922,877**	**$ 836,862**	**$ 1,104,960**	**$ 836,775**	**$ 880,049**	**$ (224,911)**	**-20.4%**
Parks							
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%
Total - Parks	**$ 4,222,655**	**$ 5,130,302**	**$ 5,369,929**	**$ 5,275,137**	**$ 5,604,731**	**$ 234,802**	**4.4%**
Public Works							
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%
Total Public Works	**$ 10,481,168**	**$ 10,975,546**	**$ 12,451,477**	**$ 11,861,773**	**$ 12,577,526**	**$ 126,049**	**1.0%**
Other Operating Expenditures							
General Expenses							
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%
Total - General Expenses	**$ (743,635)**	**$ (2,420,117)**	**$ 1,859,385**	**$ 1,809,935**	**$ 2,806,522**	**$ 947,137**	**50.9%**
Appropriations							
Personnel	$ -		$ -				
Operations	$ 464,936	$ 464,073	$ 516,301	$ 466,824	$ 480,894	$ (35,407)	-6.9%
Total Appropriations	**$ 464,936**	**$ 464,073**	**$ 516,301**	**$ 466,824**	**$ 480,894**	**$ (35,407)**	**-6.9%**
Interfund Transfers							
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

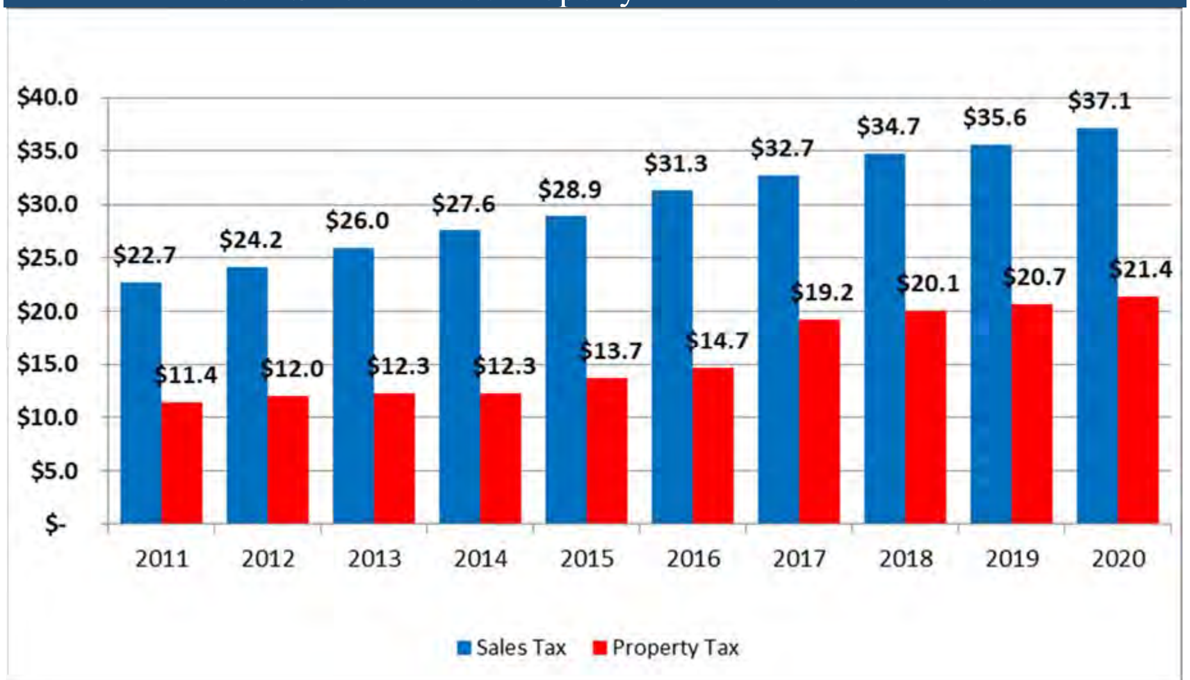
	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	G (E/C)
Total Interfund Transfers	**$ 4,000,580**	**$ 1,644,399**	**$ 5,290,171**	**$ 5,290,171**	**$ 1,253,371**	**$ (4,036,800)**	**-76.3%**
Other General Fund Operating Expenditures Summary							
Personnel	$ (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%
Total Other GF Oper. Exp.	**$ 3,721,881**	**$ (311,645)**	**$ 7,665,857**	**$ 7,566,930**	**$ 4,540,787**	**$ (3,125,070)**	**-40.8%**
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%
Total - General Fund Departments	**$ 62,506,793**	**$ 62,923,226**	**$ 74,341,784**	**$ 72,758,946**	**$ 73,789,465**	**$ (552,319)**	**-0.7%**

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 vs. Property Tax – Ten-Year Trend



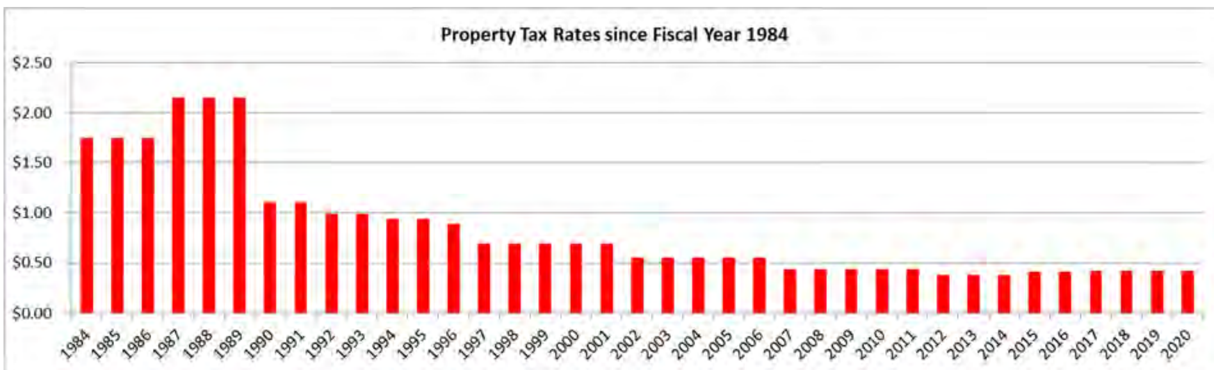
Local Sales Tax is the most significant revenue source for the City. The local sales tax rate is 2.75%. The City receives 1.125% of the total 2.75% tax amount if the sale occurs inside the City (with the County receiving the balance). Local sales tax applies only to the first $1,600 of a single article 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.

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.

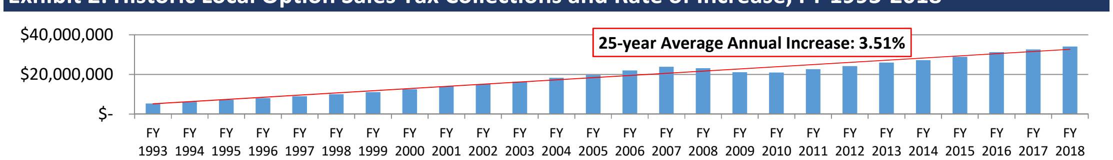
Revenues

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 %*
Revenues										
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%
Total - General Fund Revenues	**$ 73,789,465**		**$ 73,339,491**		**$ 78,998,456**		**$ 81,350,753**		**$ 84,780,536**	
Year over Year $	**$ 427,681**		**$ (449,974)**		**$ 5,658,965**		**$ 2,352,297**		**$ 3,429,783**	
Year over Year %	**0.58%**		**-0.61%**		**7.72%**		**2.98%**		**4.22%**	

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.

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



<u>Local Sales Tax</u>: 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 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.

<u>State Shared Tax</u>: 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

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.

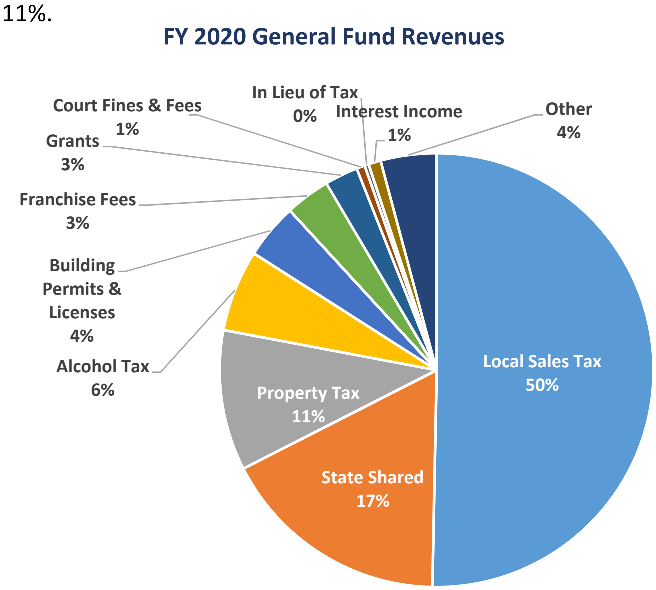
As shown on the right, the continuous and steady growth of the City has enabled the Property Tax rate to remain low and get lower over the last 35 years. The City has been fortunate to realize numerous reductions in its Property Tax rate while sustaining service delivery at a high level. The increase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

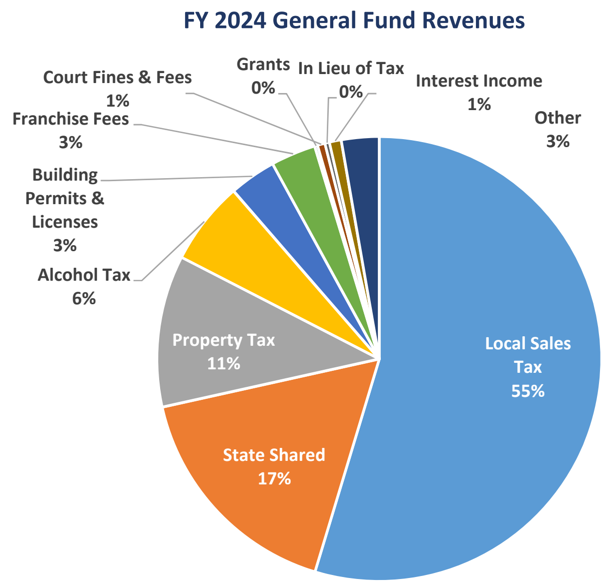
Exhibit 3: Historic Franklin Property Tax Rates, FY 1984-2019

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%.





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 %*
General Fund Expenditures (by program area)										
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%
Total - General Fund Expenses	**$ 73,789,465**	**-0.74%**	**$ 73,076,944**	**-0.97%**	**$ 78,254,302**	**7.08%**	**$ 80,906,655**	**3.39%**	**$ 84,318,394**	**4.22%**
General Fund Expenditures (by major category)										
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%
Total - General Fund Expenses	**$ 73,789,465**	**-0.74%**	**$ 73,076,944**	**-0.97%**	**$ 78,254,302**	**7.08%**	**$ 80,906,655**	**3.39%**	**$ 84,318,394**	**4.22%**
Year over Year $	$	(552,319)	$	(712,522)	$	5,177,358	$	2,652,353	$	3,411,739
Year over Year %		-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.

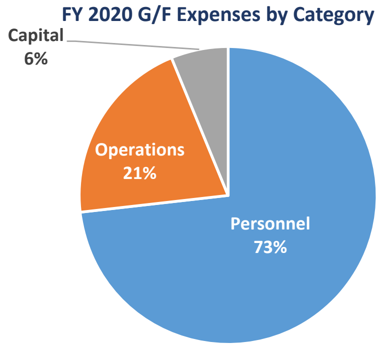
Base Capital Costs are fixed at the rate of $2.08 million annually FY 2020 through FY 2024. Additional capital expenditures are for one-time facility and infrastructure replacement in the Public Works program area of departments (Streets, Engineering and Parks).

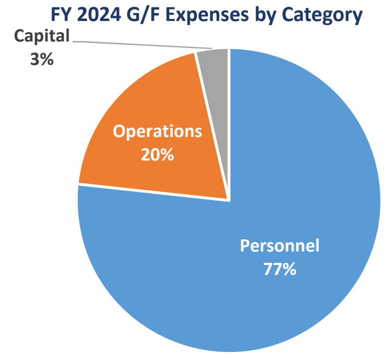
Expense increases in the long-term have also been planned with consideration to the City's Strategic Plan, Franklin Forward. All departmental requests for new expenditure - whether they be personnel, operations, equipment or capital - must be categorized as to how the fit and fulfill the City's commitment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

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

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

	Budget 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Beginning Balance*	**$ 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
Ending Balance	**$ 45,404,971**	**$ 45,667,518**	**$ 46,411,672**	**$ 46,855,770**	**$ 47,317,912**
Year-End F/B as % of Budget:	***62%***	***62%***	***59%***	***58%***	***56%***
Year over Year $	***$ 0***	***$ 262,547***	***$ 744,154***	***$ 444,098***	***$ 462,142***
Year over Year %	***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.*

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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.

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 & Facilitites 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
Total (All Funds)	**720**	**714**	**728**	**738**	**748**

Notes:

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

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 Cente	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	

Personnel Changes

DEPARTMENT	TITLE	PAY GRADE	Add/(Delete) F-T	Add/(Delete) P-T
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
Total Net Change			**27**	**-17**
Total New Positions				**10**

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.

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 or resources and the payment of debt service. A portion of the total property tax rate is allocated for debt service; however, the actual portion to be paid by property tax depends on the projects approved. Depending on the project's purpose, additional debt service payments are expected to be paid by the Hotel/Motel Tax Fund, the Road Impact Fund, the Facilities Tax Fund, and the Sanitation & Environmental Services Fund. The total General & Special Funds debt service budget for FY 2020 is $15,455,385.

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Expenses (Debt Service by Fund)							
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%
Total Expenditures	**12,896,748**	**13,640,681**	**13,758,204**	**13,758,204**	**15,455,385**	**1,697,181**	**12.3%**

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

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

Debt

Debt Service

City of Franklin, Tennessee Bonded Indebtedness - FY 2020

GOVERNMENTAL FUNDS

BOND INFORMATION					2020 DEBT SERVICE			DEBT SERVICE PAID BY							
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. for 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 several projects including public safety building, parks, and road projects	2037	$20,000,000	$20,000,000	$0	$798,000	$798,000	$454,860		$343,140					$798,000
2010 New Bonds	To be used for Hillsboro 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 Harlinsdale bonds	2024	$16,590,000	$7,085,000	$1,315,000	$254,950	$1,569,950	$989,069			$580,881				$1,569,950
2012 Refunding	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	$585,000	$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
	Government Funds Totals		**$189,365,000**	**$154,800,000**	**$9,520,000**	**$5,921,387**	**$15,441,387**	**$11,067,963**	**$348,390**	**$2,784,987**	**$1,240,047**	**$0**	**$0**	**$0**	**$15,441,387**
Plus Debt Fees							$13,998	$12,944	$0	$850	$204				$13,998
	Debt Service Fund Costs (see Other Special Funds)						**$15,455,385**	**$11,080,907**	**$348,390**	**$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 rehabiliation 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	$1,367,611	$84,156	$38,020	$122,176				$56,201		$65,975		$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**	**$7,747,346**	**$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 totalling 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

GOVERNANCE & MANAGEMENT

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

City of Franklin Recognitions and Awards:

- #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)*

Under this operating unit are:

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

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Elected Officials

Dr. Ken Moore, Mayor

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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%
Capital	0	0	0	0	0	0	0.0%
Total	**282,124**	**332,480**	**317,845**	**316,986**	**372,756**	**54,911**	**17.3%**

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme:

Elected Officials support all four themes of the Strategic Plan.

Performance Measures (con't)

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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%

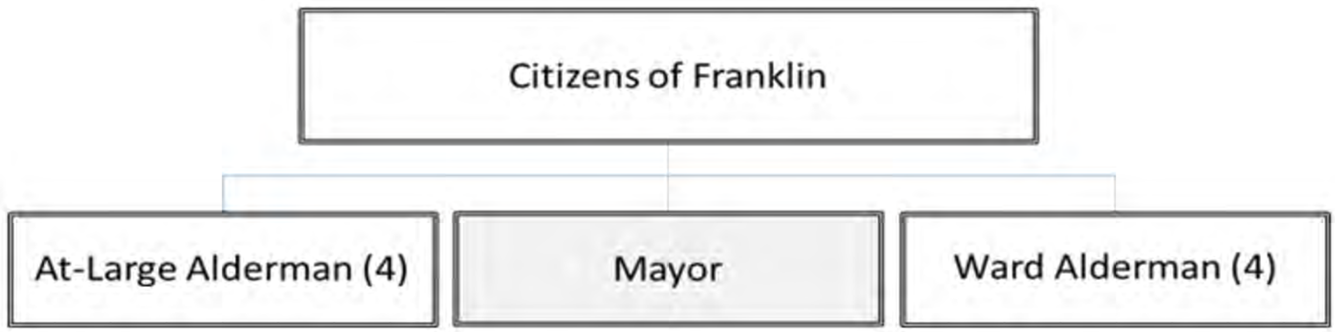
Franklin Citizens Survey

			2x/week+	**2-4x/mo**	**Once/mo.**	**Not at all**
☑	% of respondents attended a local public meeting	2016	1%	2%	20%	77%
		2019	1%	2%	23%	75%
☑	% 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/ Good	**Fair/Poor**	**Excellent/ Good**	**Fair/Poor**
☑	% rating the value of services for the taxes paid to Franklin	76%	24%	76%	24%
☑	% rating the overall direction that Franklin is taking	74%	26%	75%	25%
☑	% rating the job Franklin does at welcoming citizen involvement	71%	29%	75%	25%
☑	% rating overall confidence in Franklin government	77%	23%	74%	26%
☑	% rating the City of Franklin generally acting in the best interest of the community	74%	26%	75%	25%
☑	% rating Franklin government in being honest	74%	26%	78%	22%
☑	% rating Franklin government teats all residents fairly	72%	28%	75%	25%

**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
Mayor		1	0	1	0	1	0	1	0	1	0
Aldermen		8	0	8	0	8	0	8	0	8	0
Totals		**9**	**0**	**9**	**0**	**9**	**0**	**9**	**0**	**9**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**230,168**	**245,042**	**240,187**	**239,379**	**243,181**	2,994	1.2%
Operations							
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%
Total Operations	**51,956**	**87,438**	**77,658**	**77,607**	**129,575**	**51,917**	**66.9%**
Capital	-	-	-	-	-	-	**0%**
Total Elected Officials	**282,124**	**332,480**	**317,845**	**316,986**	**372,756**	**54,911**	**17.3%**

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Administration

Eric S. Stuckey, City Administrator

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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%
Capital	0	0	0	0	0	0	0.0%
Total	**535,330**	**1,064,210**	**1,097,658**	**1,094,801**	**1,201,357**	**103,699**	**9.4%**

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.

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

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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.

Franklin*Forward* : 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)

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 rankling the overall economic health of Franklin as either Excellent or good (Franklin Citizen's Survey)

Theme: Sustainable Grown & Economic Prosperity

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

Goal: To have 80% or better of citizens reporting satisfaction with the managed growth of the community.

Baseline: Citizen Perception reported through community survey.

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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%

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%
Target	**90%**	**90%**	**90%**	**90%**	**90%**
Meets Target?	Yes	Yes	Yes	Yes	Yes

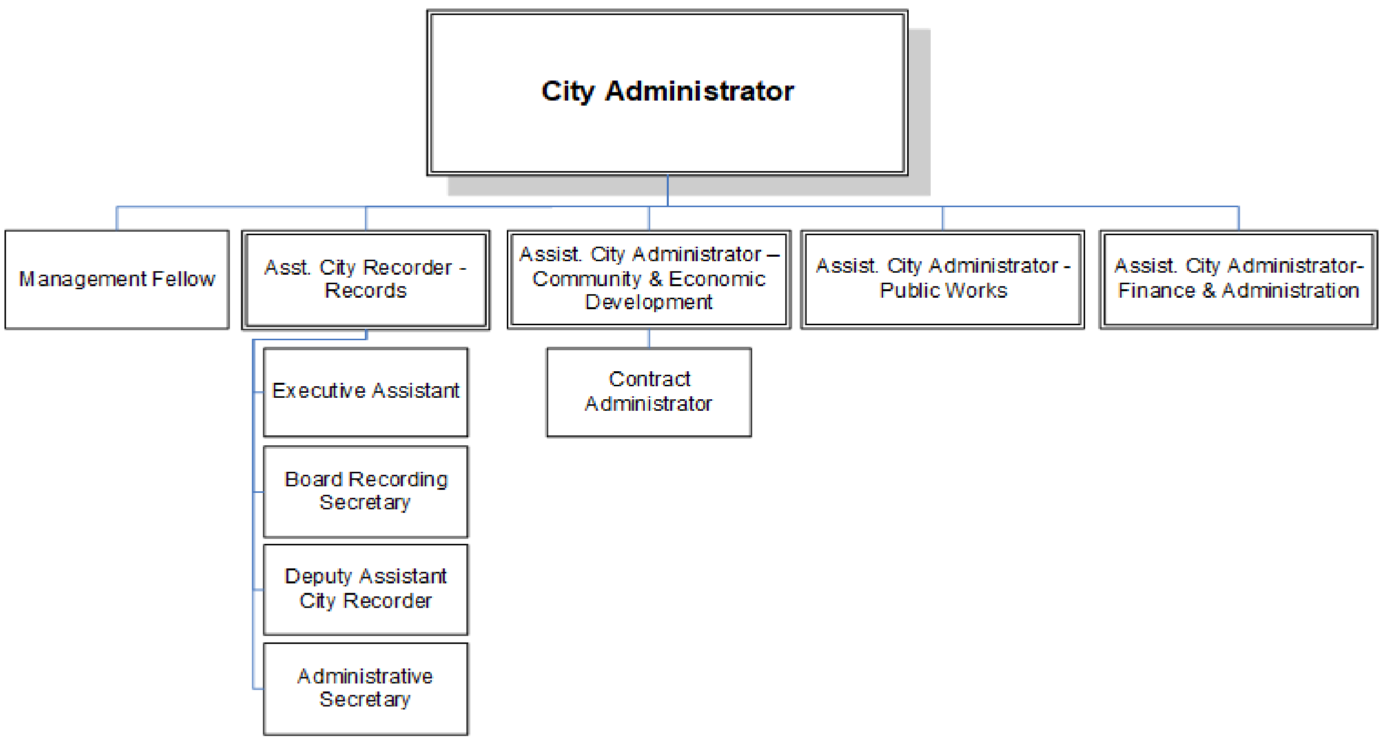
	2016	2017	2018	2019*	2020*
Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.					
Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin					
Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.					
Baseline: Complete Housing Analysis and establish goals based on data from the analysis.					
Target	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
Meets Target?	TBD	TBD	TBD	TBD	TBD
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.					
Improve ranking as one of the 100 Best Places to live in the United States.					
Franklin Ranking	42	4	6	6	TBD
Target *(Baseline 6 in 2018, Money Magazine)*	42	42	4	6	6
Meets Target?	Yes	Yes	No	Yes	TBD
90% or better of citizens ranking the overall economic health of Franklin as positive					
Franklin Ranking	**94%**	**94%**	**94%**	**91%**	**91%**
Target *(from Citizens Survey)*	**90%**	**90%**	**90%**	**90%**	**90%**
Meets Target?	Yes	Yes	Yes	Yes	Yes
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%**
Target *(from Citizens Survey)*	**80%**	**80%**	**80%**	**80%**	**80%**
Meets Target?	Yes	Yes	Yes	Yes	Yes

Performance Measures (con't)

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating Franklin as a place to raise children	97%	3%	97%	3%
☑	% rating Franklin as a place to work	91%	9%	92%	8%
☑	% rating Franklin as a place to visit	92%	8%	94%	6%
☑	% rating Franklin as a place to retire	85%	15%	84%	16%
☑	% rating the overall quality of life in Franklin	97%	3%	97%	3%
☑	% rating Overall customer service by Franklin employees	90%	10%	91%	9%
☑	% 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"

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
TOTALS		**6**	**1**	**6**	**2**	**9**	**1**	**10**	**0**	**11**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**530,330**	**1,057,174**	**1,140,895**	**1,123,038**	**1,245,662**	**104,767**	**9.2%**
Operations							
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%
Total Operations	**5,000**	**7,036**	**(43,237)**	**(28,237)**	**(44,305)**	**(1,068)**	**2.5%**
Capital	-	-	-	-	-	-	**0.0%**
Total Administration	**535,330**	**1,064,210**	**1,097,658**	**1,094,801**	**1,201,357**	**103,699**	**9.4%**

Human Resources

Kevin G. Townsel, J.D., Director

Budget Summary

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

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : 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.

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

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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%
	Tennessee Statewide Benchmarking Average	***8.96%***	***7.60%***	***10.70%***	***TBD***	***TBD***
	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*

Performance Measures

Efficiency Measures

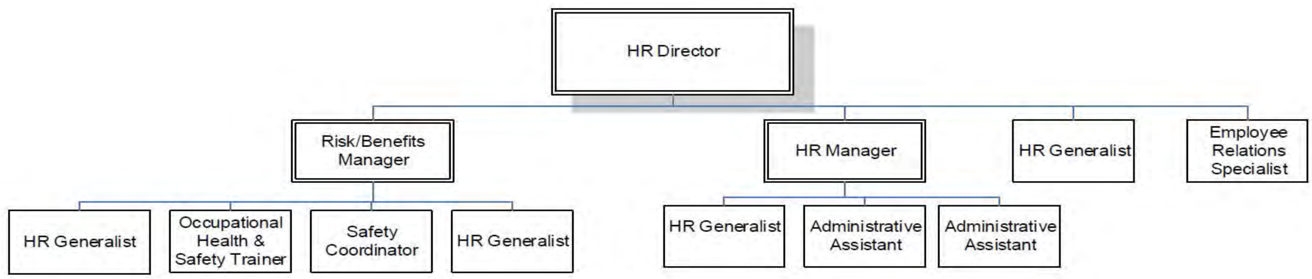
		2016	2017	2018	2019*	2020*
	Benefits to Salary Ratio (All Funds)	37.98%	38.26%	37.15%	TBD	TBD
	Tennessee Statewide Benchmarking Average	*44.78%*	*43.67%*	*43.18%*	*TBD*	*TBD*
	Personnel Costs (All Funds) per FTE	$ 69,515	$ 76,077	$ 80,252	TBD	TBD
	Tennessee Statewide Benchmarking Average	*$ 66,352*	*$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

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	TBD
	Target	**70.0%**	**70.0%**	**70.0%**	**70.0%**	**70.0%**
	Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
	Actively recruit and retain a workforce representative of the community.					
	% of Employees Female	20.0%	21.0%	19.0%	22.0%	23.0%
	% of Franklin Female	52.2%	52.2%	52.2%	52.2%	52.2%
	Meets Target?	No	No	No	**TBD**	**TBD**
	% of Employees Minority	6.0%	7.0%	7.0%	8.0%	9.0%
	% of Franklin Minority	15.6%	15.7%	15.7%	15.7%	15.7%
	Meets Target?	No	No	No	**TBD**	**TBD**
	Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.					
	A safe and healthy workplace.					
	# of employees who had accidents	60	83	58	53	50
	# Number of lost work days by employees	34	123	130	100	100
	Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
	# of credit hours reimbursed for employees	200	200	206	215	220

**2019 and 2020 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
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
TOTALS		**11**	**1**	**11**	**1**	**12**	**0**	**12**	**0**	**12**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**1,024,588**	**913,585**	**1,040,019**	**1,043,834**	**1,070,069**	**30,050**	**2.9%**
Operations							
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%
Total Operations	**140,461**	**73,795**	**207,349**	**201,285**	**315,439**	**108,090**	**52.1%**
Capital	-	-	-	-	-	-	
Total Human Resources	**1,165,049**	**987,380**	**1,247,368**	**1,245,119**	**1,385,508**	**138,140**	**11.1%**

Law

Shauna R. Billingsley, City Attorney

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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%
Capital	0	0	0	0	0	0	0.0%
Total	**498,133**	**453,393**	**626,604**	**596,551**	**626,374**	**-230**	**0.0%**

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme:

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

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

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 *(Goal : Distribute 1 every month)*	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

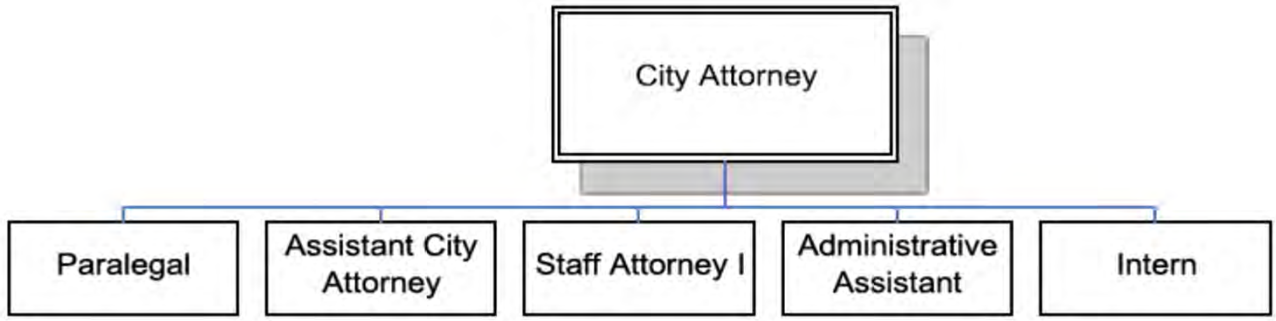
		2016	2017	2018	2019*	2020*
	TBD	TBD	TBD	TBD	TBD	TBD

Outcome (Effectiveness) Measures

		2016	2017	2018	2019*	2020*
	TBD	TBD	TBD	TBD	TBD	TBD

**2019 and 2020 estimated*

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
TOTALS		**4**	**1**	**5**	**1**	**5**	**1**	**5**	**1**	**5**	**1**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**492,368**	**501,025**	**556,168**	**526,935**	**557,151**	**983**	**0.2%**
Operations							
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 (<$25,00(	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 Reimbursemen	(123,266)	(129,761)	(139,523)	(139,523)	(153,225)	(13,702)	9.8%
Total Operations	**5,765**	**(47,632)**	**70,436**	**69,616**	**69,224**	**(1,212)**	**-1.7%**
Capital	**-**	**-**	**-**			**-**	**0.0%**
Total Law Department	**498,133**	**453,393**	**626,604**	**596,551**	**626,374**	**(230)**	**0.0%**

Communications

Milissa Reierson, Communications Manager

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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.

Follow the City of Franklin on

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 oversite 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 **Franklin*Forward* : 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.

Performance Measures (con't)

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

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

Franklin will have a dynamic social media presence to increase effective communication with the public.

Goal: To continue to increase the public's use of social media forms of communication with the City of Franklin.

Baseline: Current communication contacts with citizens through website hits-32,662; social media: Facebook followers- 7,462, Twitter followers - 4350, YouTube views - 38,664.

Theme: Quality Life Experiences

Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.

Goal: To increase participation by 10% annually at permitted arts and cultural events in Franklin.

Baseline: The total estimated attendance at City of Franklin events. Track annually the estimated number of attendees at BOMA permitted events.

Goal: Increase annually the number of events that satisfy all the criteria identified on the application for permit.

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

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	☑

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				

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

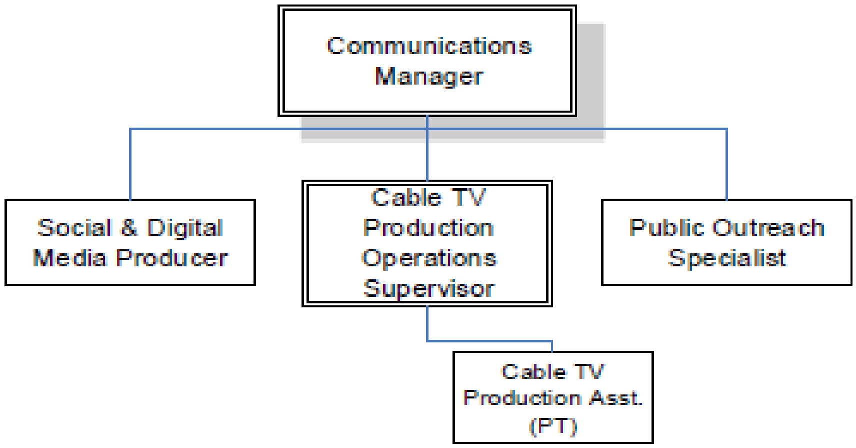
2019 and 2020 estimated.

Franklin Citizens Survey

		2x/week+	2-4x/mo	Once/mo.	Not at all
☑ % of respondents attended a City-sponsored event	**2016**	4%	10%	56%	30%
	2019	2%	7%	62%	29%

	2016 Citizens Survey		2019 Citizens Survey	
	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑ % rating the quality of Public information services	78%	22%	86%	14%
☑ % rating the quality of Cable television	54%	46%	58%	42%
☑ % rating the quality of City sponsored special events	87%	13%	85%	15%

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
TOTALS		**4**	**1**	**4**	**1**	**4**	**1**	**4**	**1**	**4**	**1**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**426,722**	**402,368**	**409,570**	**411,409**	**403,467**	**(6,103)**	**-1.5%**
Operations							
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%
Total Operations	**63,075**	**(39,395)**	**6,029**	**(4,255)**	**37,687**	**31,658**	**525.1%**
Capital							
Total Communications Departme	**489,797**	**362,973**	**415,599**	**407,154**	**441,154**	**25,555**	**6.1%**

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PUBLIC SAFETY

Public Safety comprises the Police and Fire departments.

Under this operating unit are:

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

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Police

Chief Deborah Y. Faulkner, EdD

Budget Summary - Overall

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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

Performance Measures

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Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: A Safe Clean and Livable City

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

The Franklin Police Department will establish performance standards that help surpass current levels of low crime.

Goal: The violent crime rate in Franklin will remain no more than half of the national average and decrease by 3% annually.

Benchmarks: The National Violent Crime Rate for 2011 was 386 per 100,000 residents. The Violent Crime Rate in Franklin was 166 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).

Goal: The property crime rate in Franklin will be 50% of the national rate and decrease by 3% annually.

Benchmarks: The Property Crime Rate Nationally was 2,908 per 100,000 residents. The Property Crime Rate in Franklin was 1,710 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).

Goal: Franklin Police will establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes and decrease by 3% annually.

Benchmarks: The National Clearance Rate for Violent Crimes in 2011 was 47 percent. The Violent Crime Clearance in Franklin was 76 percent (FBI, Crime in America, Uniform Crime Report).

Benchmarks: Nationally, the Property Crime Clearance rate was 18.6 percent .The Property Crime Clearance rate in Franklin was 33 percent (FBI, Crime in America, Uniform Crime Report).

Key:	
Strategic Plan: Franklin*Forward*	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	
Franklin Citizens Survey	☑

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	^	^

Performance Measures

	TIBRS Type A crimes / 1,000 Population	74	54	385	^	^
	Tennessee Statewide Benchmarking Average	*106.6*	*99.9*	*179.3*	*TBD*	*TBD*
	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	^	^
	Tennessee Statewide Benchmarking Average	*45.5*	*46.2*	*51.9*	*TBD*	*TBD*
	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
	Tennessee Statewide Benchmarking Average	*2.94*	*2.75*	*2.80*	*TBD*	*TBD*
	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
	Tennessee Statewide Benchmarking Average	*$ 254*	*$ 267*	*TBD*	*TBD*	*TBD*
	Calls per Sworn Officer	524.1	605.9	549.6	^	^
	Tennessee Statewide Benchmarking Average	*583.2*	*565.5*	*553.5*	*TBD*	*TBD*
	Public Property Accidents per FTE	16.06	15.33	14.92	^	^
	Tennessee Statewide Benchmarking Average	*15.20*	*17.09*	*18.66*	*TBD*	*TBD*
	Cost per Call for Service	$ 233.7	$ 214.8	$ 252.9	^	^
	Tennessee Statewide Benchmarking Average	*$ 185.1*	*$ 195.3*	*TBD*	*TBD*	*TBD*

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%	^	^
	Tennessee Statewide Benchmarking Average	**14.4%**	**14.0%**	**14.1%**	**TBD**	**TBD**
	**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
	Violent Crime Rate Nationally	***369.1***	***361.6***	***373.7***	***386.6***	***382.9***
	Franklin as a % of National	31.7%	27.4%	40.4%	39.8%	62.2%
	Target (50% of National) *(Source: CJIS Reports, FBI)*	**50.0%**	**50.0%**	**50.0%**	**50.0%**	**50.0%**
	Meets target?	**Yes**	**Yes**	**Yes**	**Yes**	**No**

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
Property Crime Rate Nationally	***2733.6***	***2574.1***	***2500.5***	***2451.6***	***2362.2***
Franklin as a % of National	36.1%	38.5%	42.3%	44.3%	53.6%
Target	**50.0%**	**50.0%**	**50.0%**	**50.0%**	**50.0%**
Meets target?	**Yes**	**Yes**	**Yes**	**Yes**	**No**

**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%
National Clearance Rate for Violent Crimes	***48.1%***	***47.4%***	***46.0%***	***45.6%***	***45.6%***
Target (National x 1.5)	64.2%	71.1%	68.1%	68.1%	65.1%
Meets target?	**N/A**	Yes	No	Yes	Yes
Franklin Property Crime Clearance Rate	N/A	64%	38%	30%	30%
National Property Crime Clearance Rate	***19.7%***	***20.2%***	***19.4%***	***18.3%***	***17.6%***
Target (National x 1.5)	22.5%	30.3%	27.3%	27.3%	24.3%
Meets target?	**N/A**	Yes	Yes	No	No
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.

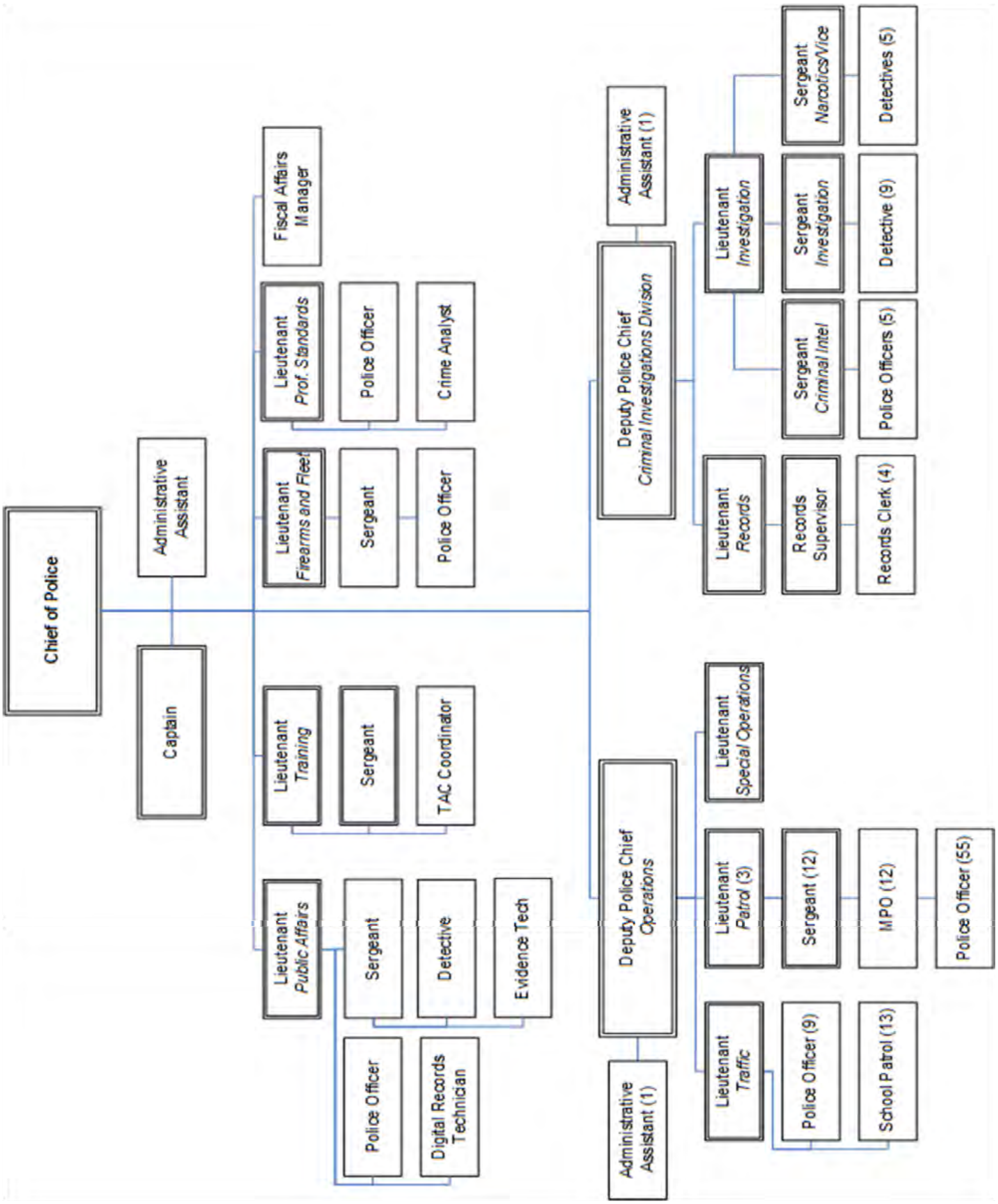
Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/Good	**Fair/Poor**	**Excellent/Good**	**Fair/Poor**
☑	% rating the overall feeling of safety in Franklin	97%	3%	96%	4%
☑	% rating the quality of Police/Sheriff services	95%	5%	93%	7%
☑	% rating the quality of Crime prevention	91%	9%	89%	11%
☑	% rating the quality of Traffic enforcement	76%	24%	75%	25%

			Essential	Very important	Somewhat important	Not at all important
☑	% 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
☑	% Household member was a victim of a crime in Franklin	2016	95%	5%
		2019	94%	6%
☑	% 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"

Staffing by Position

Position	Pay Grade	FY 2016 F-T	FY 2016 P-T	FY 2017 F-T	FY 2017 P-T	FY 2018 F-T	FY 2018 P-T	FY 2019 F-T	FY 2019 P-T	FY 2020 F-T	FY 2020 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
Total Authorized Staffing	**157**	**13**	**142**	**13**	**143**	**11**	**142**	**11**	**142**	**11**

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 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**11,381,918**	**12,125,459**	**12,752,947**	**12,719,131**	**12,888,733**	**135,786**	**1.1%**
Operations							
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%
Total 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**	**-**	**-**	**1,000,000**	**1,000,000**	**0.0%**
Total Police Department	**15,454,872**	**16,852,274**	**16,545,409**	**16,491,521**	**17,408,344**	**862,935**	**5.2%**

Notes & Objectives

Budget - Administration Division

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**1,377,410**	**1,442,628**	**1,620,901**	**1,607,608**	**1,822,693**	**201,792**	**12.4%**
Operations							
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%
Total Operations	**2,971,358**	**3,636,095**	**3,204,467**	**3,158,243**	**2,829,246**	**(375,221)**	**-11.7%**
Capital	**30,649**	**395,822**	**-**	**-**	**1,000,000**	**1,000,000**	**0.0%**
Total Administration Division	**4,379,417**	**5,474,545**	**4,825,368**	**4,765,851**	**5,651,940**	**826,572**	**17.1%**

Budget - CID Division

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**2,744,926**	**2,905,671**	**3,099,633**	**2,997,232**	**3,127,296**	**27,663**	**0.9%**
Operations							
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	-	-	-	-	-	-	
Total Operations	**655,164**	**204,711**	**197,730**	**228,341**	**212,162**	**14,432**	**7.3%**
Capital	-	-	-	-	-	-	
Total CID Division	**3,400,090**	**3,110,382**	**3,297,363**	**3,225,573**	**3,339,458**	**42,095**	**1.3%**

City of Franklin, Tennessee
FY 2020 Operating Budget

Budget - Patrol Division

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**7,259,582**	**7,777,160**	**8,032,413**	**8,114,291**	**7,938,744**	**(93,669)**	**-1.2%**
Operations							
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	-	-	-	-	-	-	
Total Operations	**415,783**	**490,187**	**390,265**	**385,806**	**478,202**	**87,937**	**22.5%**
Capital	-	-	-	-	-	-	
Total Patrol Division	**7,675,365**	**8,267,347**	**8,422,678**	**8,500,097**	**8,416,946**	**(5,732)**	**-0.1%**

Drug Fund

Chief Deborah Y. Faulkner, EdD

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Beginning Fund Balance	**515,642**	**541,205**	**508,522**	**508,522**	**368,984**		
Revenues							
DRUG FINES RECEIVED	62,808	67,571	85,209	54,316	82,538	(2,671)	-3.1%
DRUG CONTRBUTIONS 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%
Total Available Funds	**147,740**	**226,100**	**224,586**	**134,476**	**243,364**	**18,778**	**8.4%**
Expenses (Operations)							
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%
Total Expenditures	**122,177**	**258,783**	**278,500**	**274,014**	**134,900**	**(143,600)**	**-51.6%**
Ending Fund Balance	**541,205**	**508,522**	**454,608**	**368,984**	**477,448**		

City of Franklin

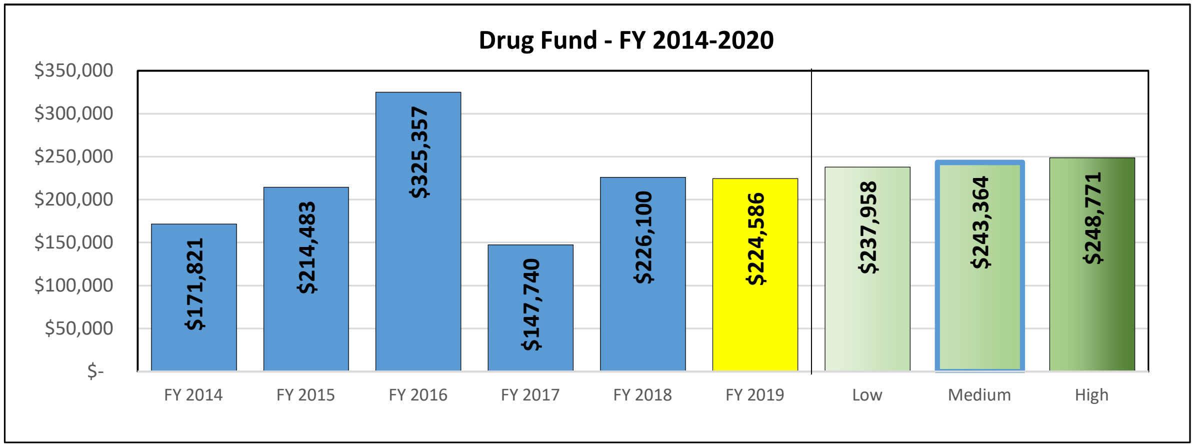
Revenue Model

Fund:	Drug Fund	Percent of All Revenues	0.1%

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

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

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



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

Averages
3-yr Average
$ 233,066
-1.2%
5-Yr Average
$ 217,100
0.7%
10-Yr Average
$ 166,984
3.4%

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

Fire

Rocky Garzarek, Fire Chief

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	0	228,000	177,000	0	(228,000)	100.0%
Total	**16,878,165**	**18,099,788**	**18,493,435**	**18,412,627**	**17,961,805**	**-531,630**	**-2.9%**

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

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: A Safe Clean and Livable City

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

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

Baseline: Average Total Response Time in 2012 was 5.49 minutes (Source: Computer Aided Dispatch Data) - (This metric captures total response time from the receipt of the call by dispatch until the first fire unit arrives on the scene for the designated period.)

Goal: The Franklin Fire Department will reduce property fire loss per $1 million of appraised value.

Baseline: Fire Loss per $1 million of Appraised Value was $87.26 in 2012. - (This measures fire loss in dollars per $1 million of appraised value of real and personal property in the covered district. The appraised value reflects tax records, which have exempt properties shown with $0 value.)

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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
	Tennessee Statewide Benchmarking Average	***118***	***115***	***113***	***TBD***	***TBD***

Performance Measures

	Structure fires / 1,000 Population	0.77	0.83	0.62	1.61	1.45
	Tennessee Statewide Benchmarking Average	***1.46***	***1.31***	***1.14***	***TBD***	***TBD***
	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
	Tennessee Statewide Benchmarking Average	***$ 185.20***	***$ 185.83***	***$ 201.18***	***TBD***	***TBD***
	Budgeted Certified Positions / 1,000 population	2.49	2.41	2.41	2.41	2.41
	Tennessee Statewide Benchmarking Average	***2.03***	***1.80***	***2.10***	***TBD***	***TBD***
	Cost per Call for Service	$ 2,274	$ 2,351	$ 2,194	$ 2,194	$ 2,194
	Tennessee Statewide Benchmarking Average	***$ 1,739***	***$ 1,702***	***$ 2,103***	***TBD***	***TBD***

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
	Tennessee Statewide Benchmarking Average	***6.08***	***5.42***	***5.15***	***TBD***	***TBD***
	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
	Meets Target? (combined - 6 min, 35 sec?)	**Yes**	**TBD**	**TBD**	**TBD**	**TBD**
	Franklin Response among top quartile of TMBP cities?					
	Meets Target?	**No**	**No**	**No**	**TBD**	**TBD**
	Reduce property fire loss per $1 million of appraised value.					
	Fire Loss per $1 million of Appraised Value	$ 99.36	$ 163.35	$ 93.91	TBD	TBD
	Meets Target?	**Yes**	**No**	**Yes**	**TBD**	**TBD**
	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 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended
	Property value dollars saved	$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 form 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.*

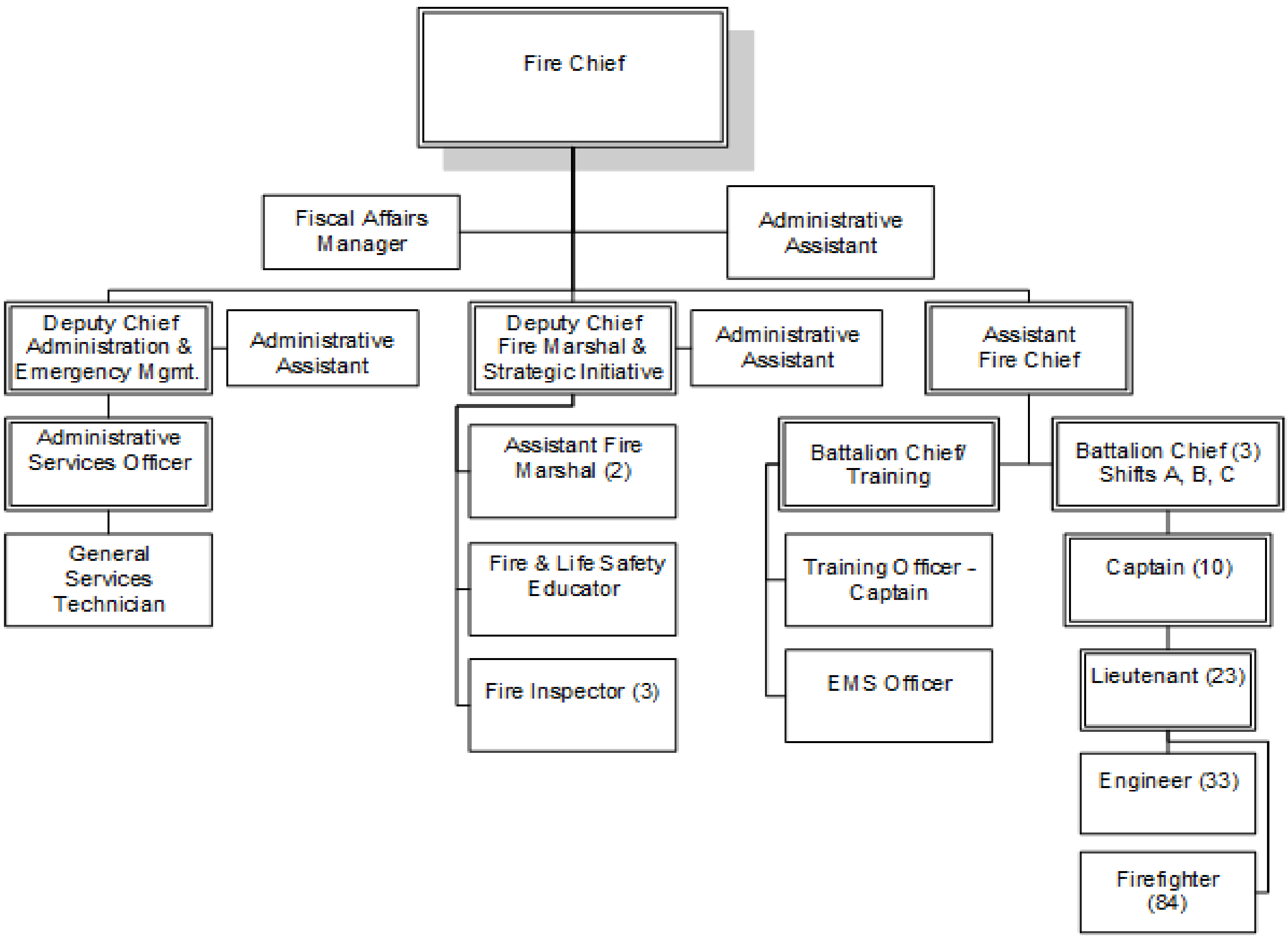
Performance Measures

**** 2019 and 2020 measures estimated.*

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating the quality of Fire services	99%	1%	97%	3%
☑	% rating the quality of Fire prevention and education	91%	9%	92%	8%
☑	% 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"

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
Totals		**171**	**0**	**171**	**0**	**172**	**0**	**172**	**0**	**172**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**14,536,117**	**15,827,329**	**16,212,785**	**16,208,956**	**15,755,513**	**(457,272)**	**-2.8%**
Operations							
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%
Total Operations	**2,325,854**	**2,272,459**	**2,052,650**	**2,026,671**	**2,206,292**	**153,642**	**7.5%**
Machinery & Equipment (>$25,000)	16,194	-	228,000	177,000	-	(228,000)	-100.0%
Capital	16,194	-	228,000	177,000	-	(228,000)	-100.0%
Total Fire Department	**16,878,165**	**18,099,788**	**18,493,435**	**18,412,627**	**17,961,804**	**(531,631)**	**-2.9%**

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FINANCE & ADMINISTRATION

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

City of Franklin Recognitions and Awards:

- Government Finance Officers Association (GFOA) award for the City's 2018 Comprehensive Annual Financial Report (28th 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 (11th year).

- Completed the 2015, 2016, 2017 & 2018 annual audits with no findings.

Under this operating unit are:

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

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Finance

Mike Lowe, Comptroller
Michael Walters Young, Budget & Strategic Innovation Manager

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	0	0	0	0	0.0%
Total	**940,697**	**818,603**	**952,456**	**924,345**	**904,865**	**-47,591**	**-5.0%**

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.

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 27th 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

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 **Franklin*Forward* : 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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Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

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

Franklin government will seek diversification and efficiencies of revenue sources to fund its aspirations.

Goal: Franklin will create a climate for necessary taxes and fees by assuring an equitable and balanced commercial, industrial, and residential tax base without an over-dependence on a single dominant revenue source.

Baseline: To determine the optimal proportion of revenue sources necessary to balance equitable payment for growth.

Goal: Franklin will achieve the lowest cost of debt financing possible by retaining bond ratings of AAA from 2 out of 3 services (Moody's, Fitch, and S&P).

Baseline: As of 2012, Moody's and Standard & Poor's have rated Franklin at AAA.

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

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

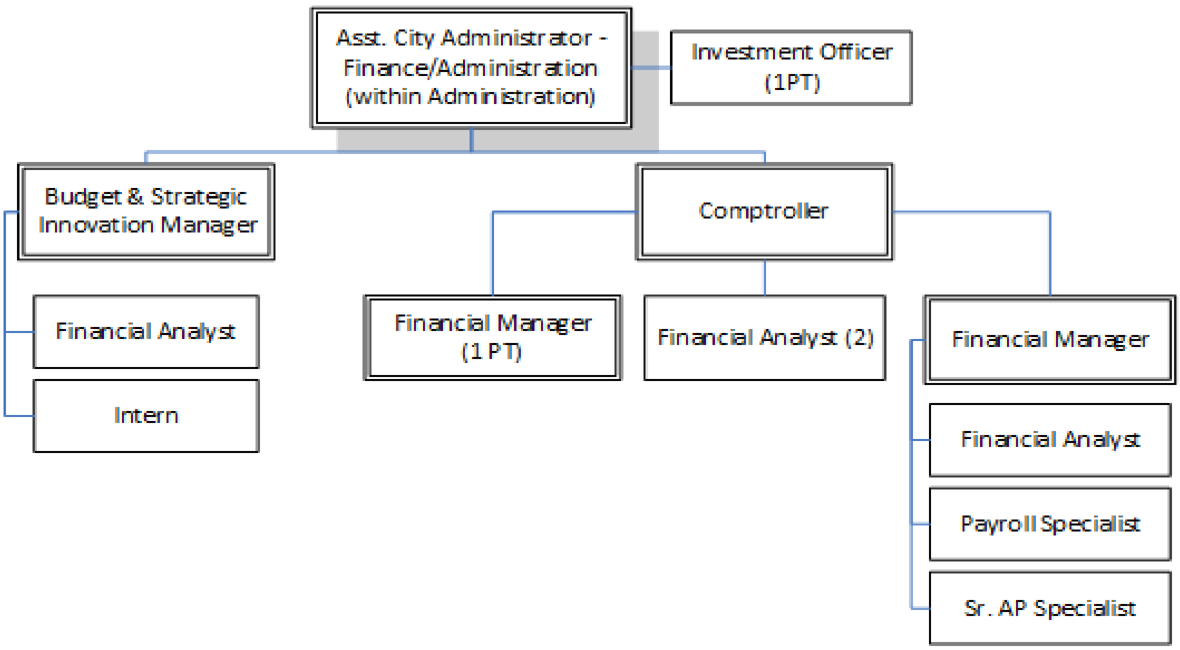
Performance Measures

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.					
Target (# of rating agencies per FY)	**2**	**2**	**2**	**2**	**2**
Meets Target?	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**
# 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.					
Target (# of rating agencies per FY)	**N/A**	**1**	**1**	**1**	**1**
Meets Target?	**N/A**	**Yes**	**Yes**	**Yes**	**Yes**
# 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)					
Fiscal Year	**2014**	**2015**	**2016**	**2017**	**2018**
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%
Meets Target?	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**

** 2019 & 2020 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
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
Totals		**10**	**2**	**10**	**3**	**9**	**3**	**9**	**3**	**9**	**3**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**1,009,073**	**896,292**	**956,808**	**956,001**	**953,487**	**(3,321)**	**-0.3%**
Operations							
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%
Total Operations	**(68,376)**	**(77,689)**	**(4,352)**	**(31,656)**	**(48,622)**	**(44,270)**	**1017.2%**
Machinery & Equipment (>$25,000)	-	-	-			-	
Capital	**-**	**-**	**-**			**-**	
Total Finance Department	**940,697**	**818,603**	**952,456**	**924,345**	**904,865**	**(47,591)**	**-5.0%**

Purchasing

Brian Wilcox, Purchasing Manager

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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%
Capital	0	0	0	0	0	-	0.0%
Total	**191,513**	**222,261**	**238,090**	**237,212**	**361,954**	**123,864**	**52.0%**

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

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

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

Workload (Output) Measures

		2016	2017	2018	2019*	2020*
	Number of formal procurement solicitations processed by the Purchasing Office [1,2]	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[3] purchases known to Purchasing	4	4	2	3	3
	# of sole-source[4] purchases known to Purchasing	10	6	9	8	8

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

	2016	2017	2018	2019*	2020*
P-Card Purchasing Dollar Volume as a % of Total Purchasing Dollar Volume	12.14%	10.36%	10.12%	9.91%	9.70%
Tennessee Statewide Benchmarking Average	*10.99%*	*2.28%*	*2.38%*	*TBD*	*TBD*

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[1,2] processed by the Purchasing Office	108	110	120	90	90
Target (90 Days)	**90**	**90**	**90**	**90**	**90**
Meets Target?	**No**	**No**	**No**	**TBD**	**TBD**

Notes

1 Involving sealed submittals (i.e., bids, proposals, and statements of qualifications) received pursuant to published legal notice.

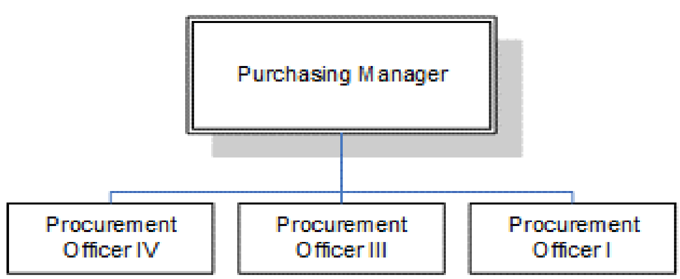
2 The City's public advertisement / sealed submittal threshold is currently $25,000, pursuant to Ordinance No. 2010-72.

3 Defined as impinging on public health, safety or welfare and valued at or greater than $10,000.

4 Defined as valued at or greater than $25,000.

5 (*) FY 2019 and FY 2020 data are estimates

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
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
Totals		**3**	**0**	**3**	**0**	**3**	**0**	**3**	**0**	**4**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**209,894**	**242,492**	**249,897**	**252,346**	**337,676**	**87,779**	**35.1%**
Operations							
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%
Total Operations	**(18,381)**	**(20,231)**	**(11,807)**	**(15,134)**	**24,277**	**36,084**	**-305.6%**
Capital	-	-	-				**0.0%**
Total Purchasing Department	**191,513**	**222,261**	**238,090**	**237,212**	**361,954**	**123,864**	**52.0%**

Information Technology

Dr. Jordon Shaw, Director

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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%
Total	**4,048,992**	**4,478,415**	**4,667,315**	**4,663,969**	**4,116,681**	**-550,634**	**-11.8%**

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.

Performance Measures

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Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

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

The citizens of Franklin will be benefactors of City services that reflect efficiency while preserving the personal touch and engagement they have come to expect in our community.

Citizens will have online access to city services.

Goal: To enhance online services for citizens.

Baseline: The City of Franklin currently has 100 services available for citizens to complete online in 2013.

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

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 (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 (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

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 (hours/minutes/seconds)	3,524:22:53 (hours/minutes/seconds)	6450:00:00 (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 (seconds)	0:00:13 (seconds)	0:00:14 (seconds)	New System, patrial data: 0:00:09 (seconds)	TBD

Efficiency Measures

		2016	2017	2018	2019*	2020*
	TBD	TBD	TBD	TBD	TBD	TBD

Outcome (Effectiveness) Measures

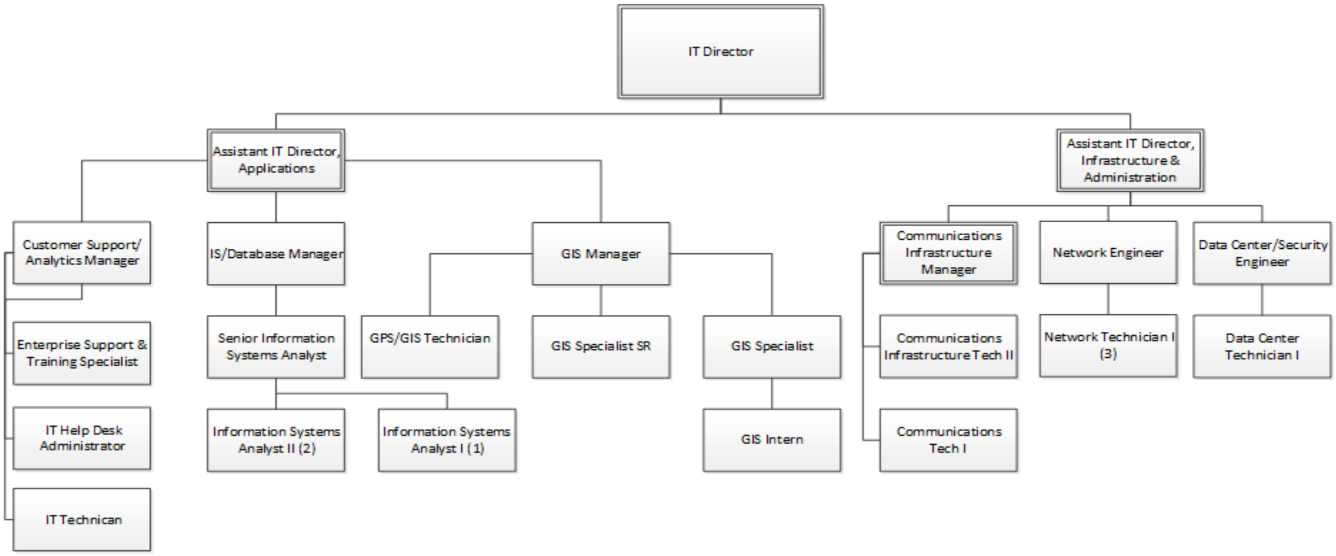
		2016	2017	2018	2019*	2020*
	Enhance online services for citizens (Baseline 100 in 2013)	TBD	TBD	TBD	TBD	TBD
	Target	>102	>103	>103	>103	>103
	Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**

** 2019 & 2020 data estimated*

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
Totals		**20**	**2**	**21**	**2**	**22**	**2**	**23**	**1**	**24**	**1**

Organizational Chart



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

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**1,834,133**	**2,114,163**	**2,240,108**	**2,236,698**	**2,300,349**	**60,241**	**2.7%**
Operations							
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)		
Total Operations	**2,242,694**	**2,203,274**	**2,367,207**	**2,367,271**	**1,741,332**	**(270,386)**	**-26.4%**
Machinery & Equipment (>$25,000)	(27,835)	160,978	60,000	60,000	75,000	15,000	25.0%
Capital	**(27,835)**	**160,978**	**60,000**	**60,000**	**75,000**	**15,000**	**25.0%**
Total Information Technology	**4,048,992**	**4,478,415**	**4,667,315**	**4,663,969**	**4,116,681**	**(550,634)**	**-11.8%**

Revenue Management

Lawrence Sullivan, Revenue & Licensing Manager

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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%
Capital	0	0	0	0	0	0	0.0%
Total	**261,826**	**211,611**	**334,140**	**315,562**	**211,344**	**-122,796**	**-36.7%**

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

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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.

Performance Measures

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: None Specific

Revenue Management provides general support of all four themes of Franklin*Forward* .

Key:	
Strategic Plan: Franklin*Forward*	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	
Franklin Citizens Survey	☑

Workload (Output) Measures

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

Efficiency Measures

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

Performance Measures

Outcome (Effectiveness) Measures

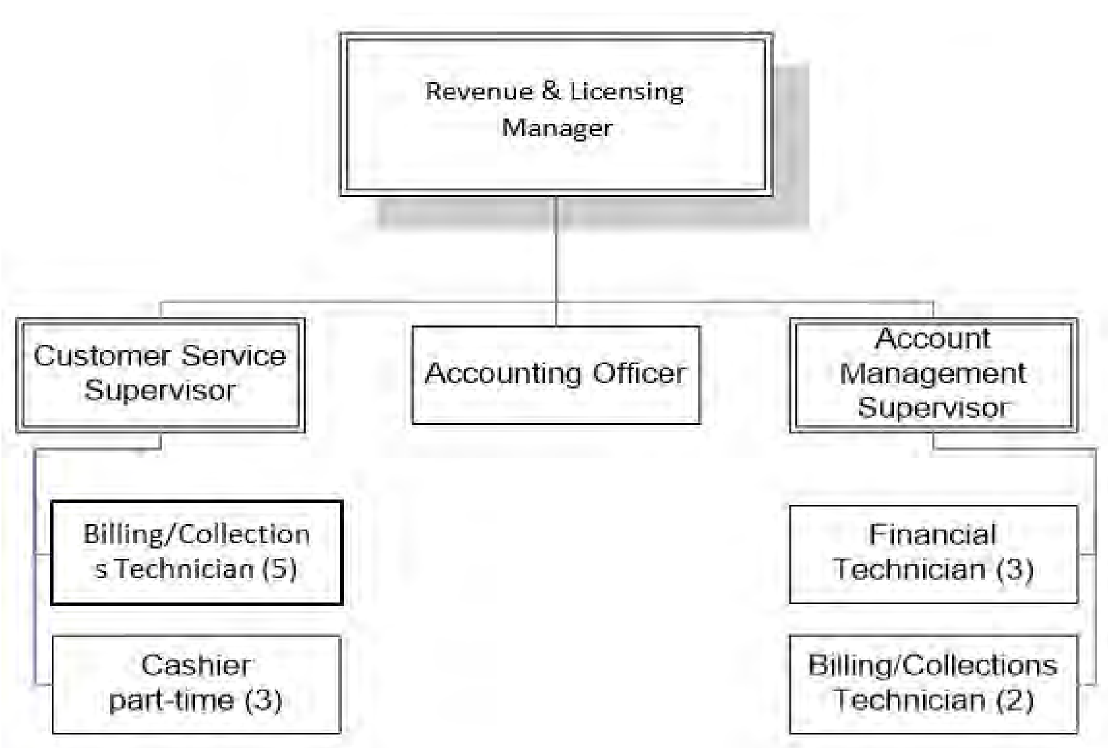
		2016	2017	2018	2019*	2020*
	Collection Rate(s)					
	Property Tax Collections as a Percentage of Property Taxes Billed (first year)	98.7%	99.4%	99.0%	99.0%	99.0%
	Tennessee Statewide Benchmarking Average	***96.5%***	***90.0%***	***97.1%***	***TBD***	***TBD***
	Utility Collections as a Percentage of Utilities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

** 2017 and 2018 data estimated.*

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
☑	% 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"

Staffing by Position

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

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
Salaries & Wages	738,773	723,087	742,906	756,089	742,766	(140)	0.0%
Employee Benefits	255,570	293,029	307,790	311,719	313,659	5,869	1.9%
Total Personnel	**994,343**	**1,016,116**	**1,050,696**	**1,067,808**	**1,056,426**	**5,730**	**0.5%**
Operations							
Transportation Services	7,435	7,527	10,000	10,000	16,000	6,000	60.0%
Operating Services	1,230	2,212	1,300	1,300	1,300	-	0.0%
Notices, Subscriptions, etc.	1,376	735	2,500	2,000	2,000	(500)	-20.0%
Utilities	2,440	2,150	2,600	2,600	2,600	-	0.0%
Contractual Services	2,324	1,358	5,900	4,650	4,650	(1,250)	-21.2%
Repair & Maintenance Services	899	746	1,200	1,200	1,200	-	0.0%
Employee programs	-	56	2,000	2,000	3,000	1,000	50.0%
Professional Development/Travel	711	540	2,540	1,600	3,000	460	18.1%
Office Supplies	18,703	16,711	20,850	20,600	20,600	(250)	-1.2%
Operating Supplies	1,471	985	2,800	2,800	2,800	-	0.0%
Machinery & Equipment (<$25,000)	7,887	6,890	13,500	13,500	13,500	-	0.0%
Property & Liability Costs	2,016	2,444	2,621	2,621	2,752	131	5.0%
Permits	20,887	15,331	24,000	24,000	24,000	-	0.0%
Financial Fees	358,392	359,381	447,750	415,000	400,000	(47,750)	-10.7%
Interfund Reimbursements	(1,158,288)	(1,221,571)	(1,256,117)	(1,256,117)	(1,342,485)	(86,368)	6.9%
Total Operations	**(732,517)**	**(804,505)**	**(716,556)**	**(752,246)**	**(845,082)**	**(128,526)**	17.9%
Capital						-	**0.0%**
Total Revenue Management	**261,826**	**211,611**	**334,140**	**315,562**	**211,344**	**(122,796)**	**-36.7%**

Municipal Court

Lawrence Sullivan, Revenue & Licensing Manager

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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%
Capital	0	0	0	0	0	-	0.0%
Total	**351,533**	**317,866**	**348,100**	**214,415**	**355,483**	**7,383**	**2.1%**

Department Mission

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

Department Vision

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

FY 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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: None Specific

Municipal Court provides general support of all four themes of Franklin*Forward* .

Key:	
Strategic Plan: Franklin*Forward*	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	

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

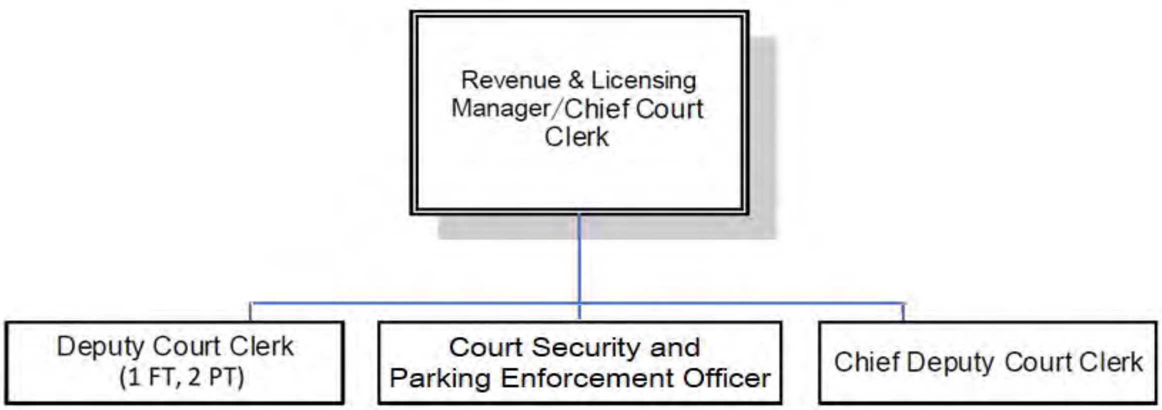
	2016	2017	2018	2019*	2020*
Municipal Court Collections as a percentage of Municipal Obligations Billed	*110.6%*	*82.0%*	*82.0%*	*90.0%*	*90.0%*
Tennessee Statewide Benchmarking Average	***77.2%***	***70.4%***	***64.9%***	***TBD***	***TBD***

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
Totals		**3**	**0**	**3**	**0**	**2**	**2**	**3**	**2**	**3**	**2**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**206,182**	**194,580**	**264,957**	**150,448**	**283,741**	**18,784**	**7.1%**
Operations							
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%
Total Operations	**145,351**	**123,286**	**83,143**	**63,967**	**71,742**	(11,401)	**-13.7%**
Capital	-	-	-			-	**0.0%**
Total Municipal Court	**351,533**	**317,866**	**348,100**	**214,415**	**355,483**	**7,383**	**2.1%**

Project & Facilities Management

Brad Wilson, Director

Budget Summary

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

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

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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.

Franklin*Forward* : 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).

Key:	
Strategic Plan: Franklin*Forward*	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	

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				

Performance Measurement

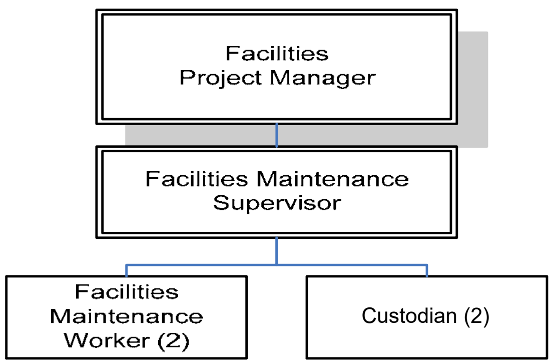
Outcome (Effectiveness) Measures

		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
	Target ***(In Kilowatt hours - Source: Finance Department)***	**16,143,563**	**15,729,625**	**15,315,688**	**15,315,688**	**14,932,795**
	Meets Target?	**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 Spvsr	Grade F	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Worker	Grade C	2	0	2	0	2	0	2	0	2	0
Custodian	Grade B	3	1	2	0	2	0	2	0	2	0
Totals		**7**	**1**	**6**	**0**	**6**	**0**	**6**	**0**	**6**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**420,044**	**427,086**	**416,514**	**437,603**	**427,290**	**10,776**	**2.6%**
Operations							
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%
Total Operations	**649,815**	**691,813**	**579,288**	**548,513**	**597,671**	**18,383**	**3.2%**
Improvements	-	198,960	295,000	150,000	250,000	(45,000)	-15.3%
Capital	-	198,960	295,000	150,000	250,000	**(45,000)**	**-15.3%**
Total Proj. & Fac. Management	**1,069,859**	**1,317,859**	**1,290,802**	**1,136,116**	**1,274,961**	**(15,841)**	**-1.2%**

COMMUNITY & ECONOMIC DEVELOPMENT

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

City of Franklin Recognitions and Awards:

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

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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**

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Building & Neighborhood Services

Tom Marsh, Interim Director

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	0	0	0	0.0%
Total	**2,791,368**	**2,909,042**	**3,330,639**	**3,108,383**	**3,515,971**	**185,332**	**5.6%**

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.

Performance Measures

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Franklin*Forward* : 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: Franklin*Forward*	
	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*

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
	Tennessee Statewide Benchmarking Average	*12,211*	*13,936*	*16106*	*TBD*	*TBD*
	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
	Tennessee Statewide Benchmarking Average	*7*	*7*	*9*	*TBD*	*TBD*
	# of permit technician/ administrative/support FTEs	9	9	9	9	9
	Total number of building code FTEs	27	26	26	26	26
	Tennessee Statewide Benchmarking Average	*9*	*10*	*12*	*TBD*	*TBD*
	Building Inspections per FTE *(Inspectors FTEs Only)*	1,345	2,158	1,513	1,400	1,735
	Tennessee Statewide Benchmarking Average	*1,432*	*1,670*	*1768*	*TBD*	*TBD*

Efficiency Measures

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

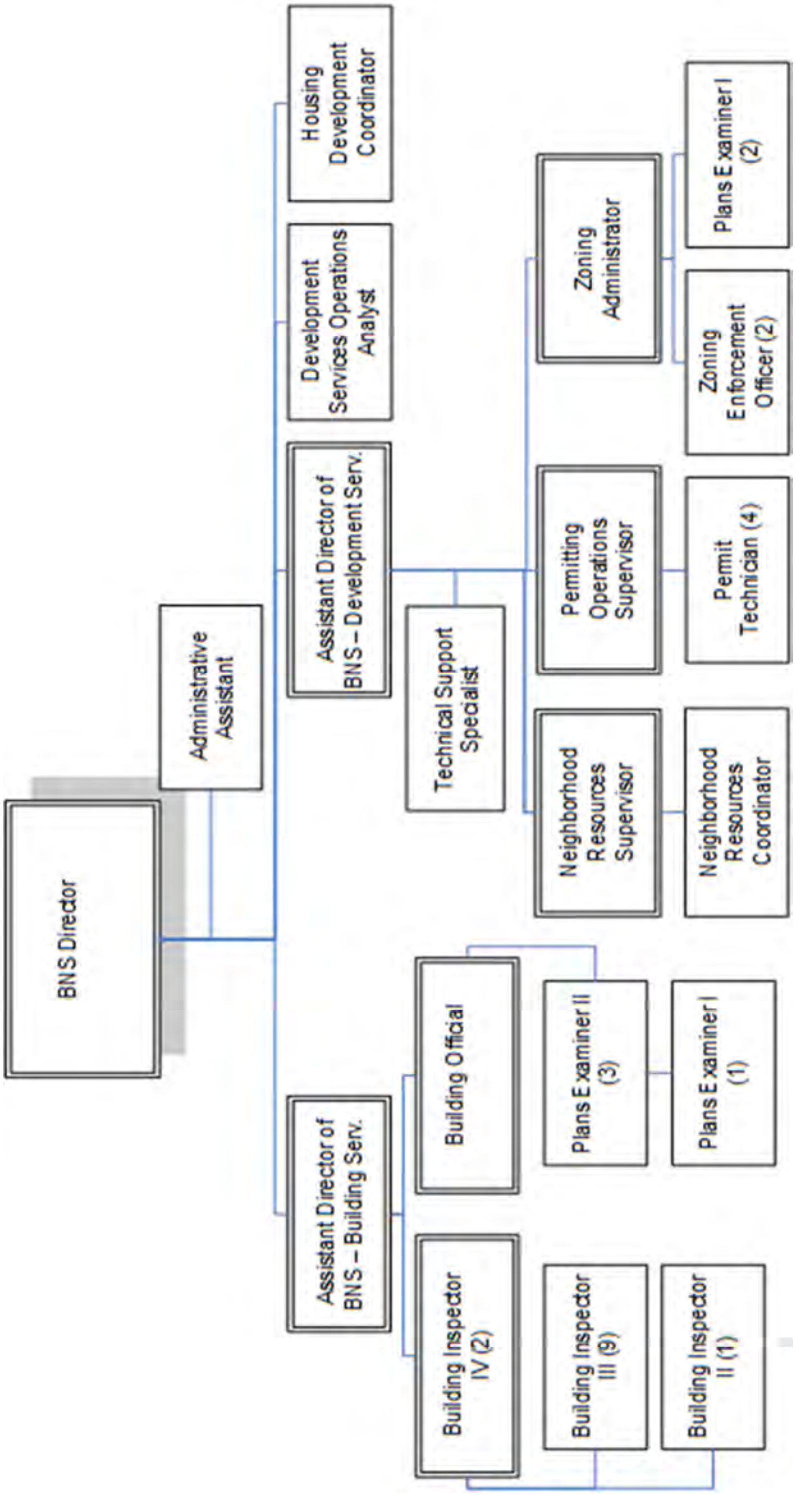
		2016	2017	2018	2019*	2020*
	Revenue per Permit Issued	$ 503.61	$ 329.65	$415.89	$332.31	$391.12
	Tennessee Statewide Benchmarking Average	*$ 235.93*	*$ 284.45*	*374.66*	*TBD*	*TBD*
	Building Code Enforcement cost per permit issued	$ 454.26	$ 294.95	$ 378.78	TBD	TBD
	Tennessee Statewide Benchmarking Average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

Outcome (Effectiveness) Measures

*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*
	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%
	Tennessee Statewide Benchmarking Average	*90.4%*	*81.3%*	*99.0%*	*TBD*	*TBD*

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2016 F-T	FY 2016 P-T	FY 2017 F-T	FY 2017 P-T	FY 2018 F-T	FY 2018 P-T	FY 2019 F-T	FY 2019 P-T	FY 2020 F-T	FY 2020 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 Coor.	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 Coor.	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
Total		**33**	**0**	**35**	**0**	**36**	**0**	**36**	**0**	**36**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**2,381,547**	**2,584,516**	**2,961,610**	**2,754,406**	**3,125,639**	**164,029**	**5.5%**
Operations							
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%
Total Operations	**346,521**	**324,526**	**369,029**	**353,977**	**390,332**	**21,303**	**5.8%**
Capital	**63,300**	**-**	**-**	**-**	**-**	**-**	
Total BNS Department	**2,791,368**	**2,909,042**	**3,330,639**	**3,108,383**	**3,515,971**	**185,332**	**5.6%**

Planning & Sustainability

Emily Hunter, Planning & Sustainability Director

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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%
Capital	0	0	0	0	0	0	0.0%
Total	**1,560,527**	**1,471,756**	**1,635,050**	**1,629,955**	**1,621,163**	**-13,887**	**-0.8%**

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 committess 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.

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 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 initatives 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 activites 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 continue to be evaluated by staff.

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 **Franklin*Forward* : 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.

Franklin*Forward* : 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).

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.

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

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

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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%
Target: *(from Franklin Citizens Survey)*	**93.0%**	**93.0%**	**93.0%**	**93.0%**	**93.0%**
Meets Target?	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
Target ***(Source: www.usgbc.org)***	**11**	**12**	**12**	**12**	**12**
Meets Target?	Yes	Yes	Yes	Yes	Yes
Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.					
The citizens of Franklin will be benefactors of City services that reflect efficiency while preserving the personal touch and engagement they have come to expect in our community.					
Franklin will develop a quality level of service expectation for its citizens.					
90% citizen satisfaction rated excellent/good for services as reported by community survey.					
Baseline: Data to be collected in next	93%	93%	93%	TBD	TBD
Meets Target?	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					
Meets Target?	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
Meets Target?	Yes	Yes	Yes	TBD	TBD
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.					
Improve ranking as one of the top 10 communities providing for historic preservation in the U.S.					
Current Ranking	4	4	4	TBD	TBD
Target	**4**	**4**	**4**	**TBD**	**TBD**
Meets Target?	Yes	Yes	Yes	TBD	TBD
Franklin will strategically manage its growth and the value of its assets.					
Update a minimum of one Land Use Plan character area with infrastructure capabilities every year.					
Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability)					

Performance Measures

Target: At least 1 updated	All Areas Updating	1 Annual	0	**TBD**	**TBD**
Meets Target?	**Yes**	**Yes**	**No**	**TBD**	**TBD**
Reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).					
Franklin Poverty Rate	7.4%	7.0%	7.0%	TBD	TBD
State Poverty Rate	17.2%	15.0%	15.0%	TBD	TBD
Target	**8.6%**	**7.5%**	**7.5%**	TBD	TBD
Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**
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
Target	$ 105,000,000	$ 111,015,650	$ 118,367,006	TBD	TBD
Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**
Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.					
Increase private investment in Franklin's Historic Area.					
# of Certificates of Appropriateness issued for construction	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
Meets Target?	Yes	Yes	Yes	**TBD**	**TBD**

**Includes Residential and Commercial site plans.*

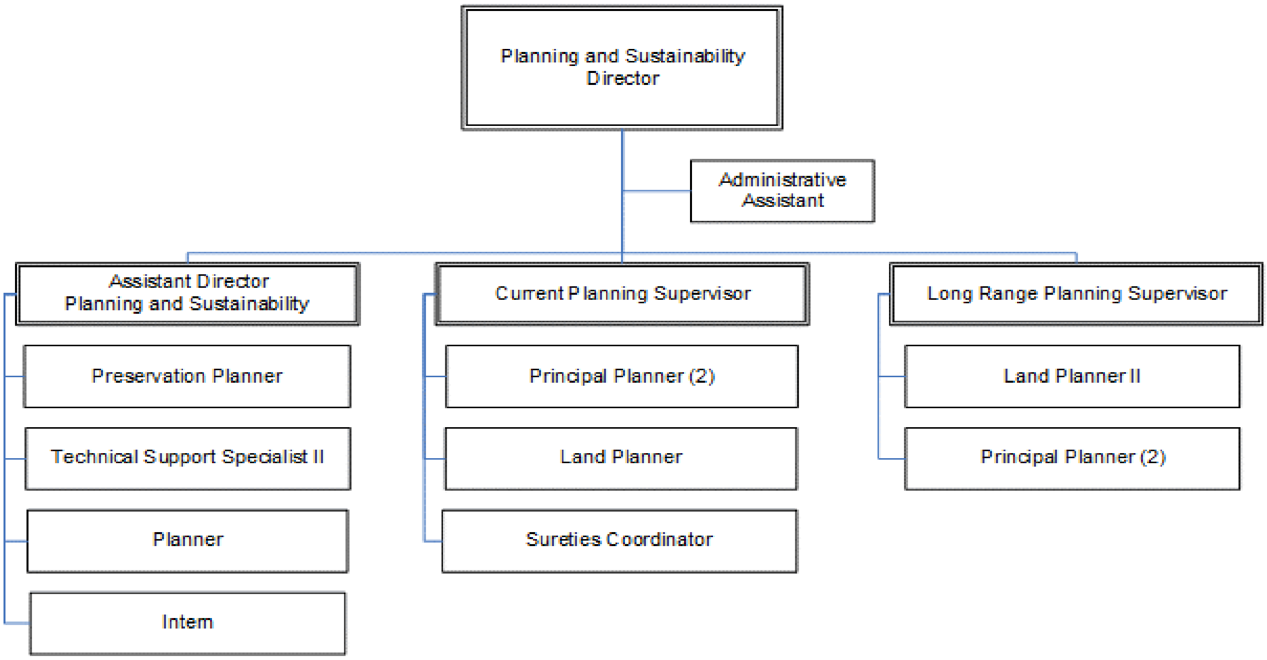
***City engineers who are involved in development plan review but are housed in the Engineering Department.*

Franklin Citizens Survey

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

			Very Satisfied	**Somewhat Satisfied**	**Somewhat Important**	**Not at all Important**
☑	% rating their level of satisfaction with the City's management of growth	2016	29%	55%	15%	1%
		2019	29%	51%	13%	7%

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
Total Authorized Staffing		**16**	**3**	**16**	**2**	**15**	**1**	**15**	**1**	**15**	**1**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**1,407,954**	**1,270,629**	**1,365,082**	**1,363,829**	**1,392,675**	**27,593**	**2.0%**
Operations							
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%
Total Operations	**152,573**	**201,127**	**269,968**	**266,126**	**228,488**	**(41,480)**	**-15.4%**
Capital	-	-	-	-	-	-	
Total Planning & Sustain.	**1,560,527**	**1,471,756**	**1,635,050**	**1,629,955**	**1,621,163**	**(13,887)**	**-0.8%**

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.

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Budget Summary

Engineering

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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.

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."

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 **Franklin*Forward* : 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.

Franklin*Forward* : 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.

Performance Measures (con't)

Franklin*Forward* : 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%

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

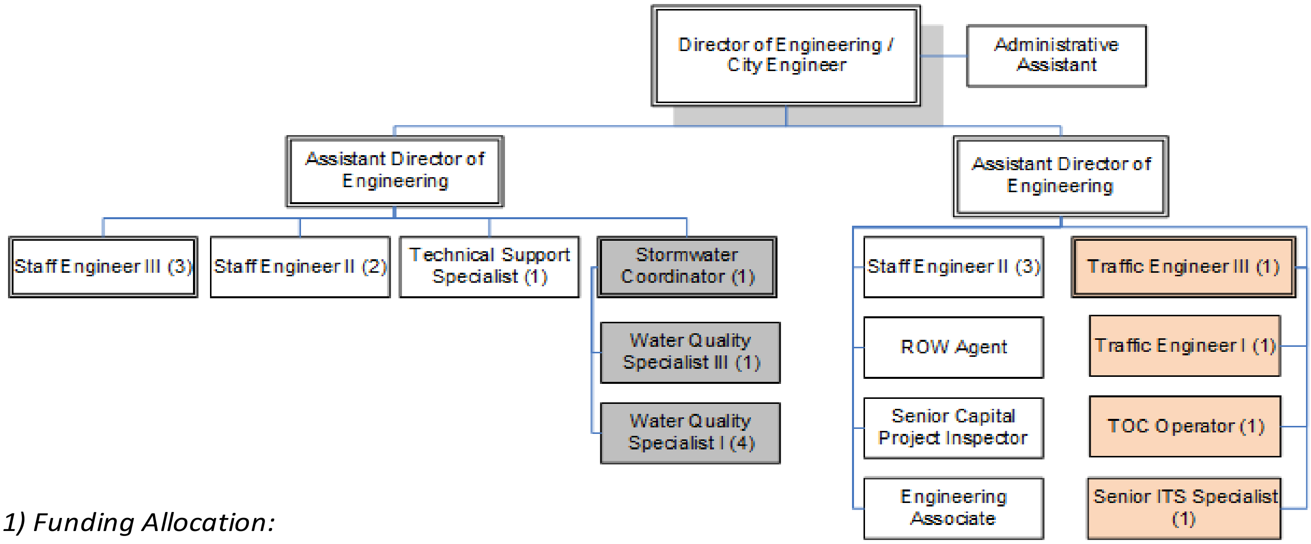
		2016	2017	2018	2019*	2020*
	Reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.	41%	41%	41%	35%	35%
	Target	**35%**	**35%**	**35%**	**35%**	**35%**
	Meets Target?	**No**	**No**	**No**	**Yes**	**Yes**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

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating traffic flow on major streets as it relates to Franklin as a whole	26%	74%	37%	63%
☑	% rating ease of public parking as it relates to Franklin as a whole	53%	47%	47%	53%
☑	% rating ease of travel by car in Franklin as it relates to Franklin as a whole	48%	52%	56%	44%
☑	% rating ease of travel by pubic transportation in Franklin as it relates to Franklin as a whole	23%	77%	29%	71%
☑	% rating ease of travel of bicycle in Franklin as it relates to Franklin as a whole	35%	65%	36%	64%
☑	% rating ease of walking in Franklin as it relates to Franklin as a whole	58%	42%	67%	33%
☑	% 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
Administative 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**

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
Administative 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**

Budget - Engineering

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**1,124,690**	**1,276,689**	**1,415,846**	**1,366,754**	**1,534,776**	**118,930**	**8.4%**
						-	
Operations						-	
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%
Total Operations	**(132,726)**	**(152,995)**	**(132,552)**	**(88,122)**	**(124,811)**	**7,741**	**-5.8%**
Capital	-	-	-	-	-	-	
Total Engineering	**991,964**	**1,123,694**	**1,283,294**	**1,278,632**	**1,409,964**	**126,670**	**9.9%**

Budget - TOC

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

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Economic Development

Eric Stuckey, City Administrator

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
Expenditures	**53,592**	**67,518**	**90,327**	**90,327**	**96,027**	5,700	6.3%
Economic Development	**53,592**	**67,518**	**90,327**	**90,327**	**96,027**	**5,700**	**6.3%**

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Quality of Life Experiences

Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.

Goal: To remain below the national Cost of Living Index of 100.

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

Goal: To improve ranking as one of the best cities for start-up businesses in the United States.

Baseline: Ranked top 50 in the nation (http://images.businessweek.com/ss/09/03/0327_smallcity_startups/43.htm).

Sustainable Growth & Economic Propserity

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).

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.

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, @ WilliamsonProspers.com)

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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
	Target	**< 100**	**< 100**	**< 100**	**< 100**	**< 100**
	Meets Target?	**Yes**	**TBD**	**TBD**	**TBD**	**TBD**
Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.						
	Opportunities for increasing tourism experiences.					
	Increase tourist visits to Franklin.					
	Overall Tourist visits to Williamson County	1,430,000	1,510,000	TBD	TBD	TBD
	Target	1,350,000	1,450,000	1,550,000	1,600,000	1,650,000
	Meets Target?	**Yes**	**Yes**	**TBD**	**TBD**	**TBD**
	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
	Target *(more than previous year)*	**$ 3,291,019**	**$ 3,557,971**	**$ 3,721,055**	**$ 4,097,695**	**$ 3,751,174**
	Meets Target?	**Yes**	**Yes**	**Yes**	**No**	**Yes**
	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%
	Meets Target?	**Yes**	**Yes**	**Yes**	**Yes**	**No**

2016	2017	2018	2019*	2020*

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
Target	-$114,223	$72,835	-$115,916	$378,397	$378,397
Meets Target?	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	
Target	37,440	39,150	41,490	39,150	41,490
Meets Target?	Yes	Yes	Yes	TBD	TBD
Decrease the unemployment rate within the city over the previous year below the county and state levels.					
Franklin's Unemployment Rate	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
Target (Franklin's U/I for preceding year)	**4.2%**	**3.5%**	**1.9%**	**2.8%**	**1.9%**
Meets Target(s)?	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
Meets Target(s)?	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%		
Target	**1.41%**	**2.07%**	**2.94%**		
Meets Target?	Yes	No	No	TBD	TBD

Franklin Citizens Survey

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

Performance Measures

☑	% 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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	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%
Total Expenditures	**53,592**	**67,518**	**90,327**	**90,327**	**96,027**	**5,700**	**6.3%**
Ending Fund Balance	**53,592**	**67,518**	**90,327**	**90,327**	**96,027**	**5,700**	**6.3%**

Notes & Objectives

Community Development Block Grant Fund

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2018 v. 2019 $	2018 v. 2019 %
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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Beginning Fund Balance	**85,185**	**86,263**	**89,691**	**89,691**	**28,205**		
Revenues							
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%
Total Available Funds	**231,452**	**261,235**	**318,300**	**318,300**	**255,306**	**(62,994)**	**-19.8%**
Expenses (Operations)							
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%
Total Expenditures	**230,374**	**257,807**	**379,786**	**379,786**	**251,000**	**(128,786)**	**-33.9%**
Ending Fund Balance	**86,263**	**89,691**	**28,205**	**28,205**	**32,511**		

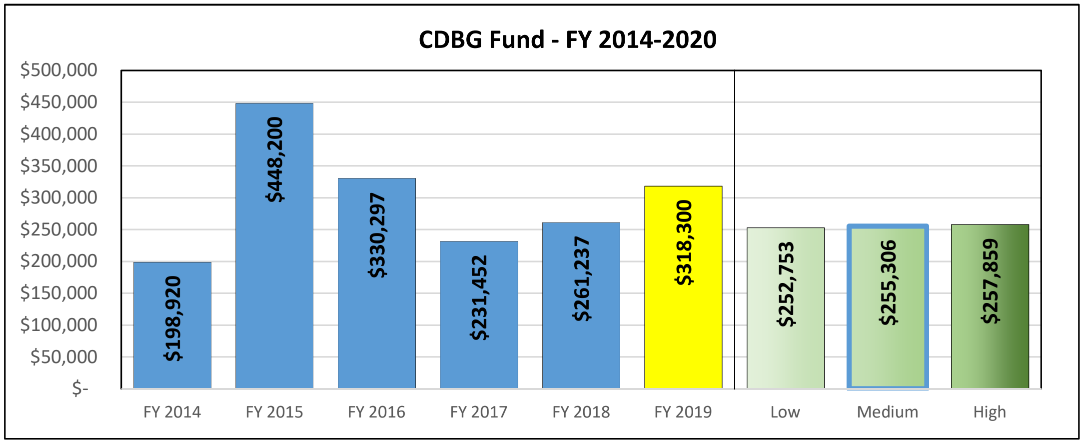
City of Franklin

Revenue Model

Fund:	Community Development Block Grant Fund	Percent of All Revenues	0.2%

CDBG Fund: The Community Development Block Grant is funded by the Department of Housing and Urban Development based on an annual formula provided by HUD. Under the formula guideline the City receives about Two-Hundred and Fifty Thousand Dollars annually ($250,000). To date the City of Franklin has received approximately Two-Million Dollars ($2,000,000) which has been used for emergency rehabilitation of about 62 homes within the City of Franklin for our elderly and low income residents, furthering Fair Housing education, new construction of single family homes within the Hard Bargain and Natchez neighborhoods and 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	
% yr/yr.	3.3%	125.3%	-26.3%	-29.9%	12.9%	21.8%	-20.6%	-19.8%	-19.0%	
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%
										5-Yr Average
										$ 294,021
										1.7%
Totals	$ 198,920	$ 448,200	$ 330,297	$ 231,452	$ 261,237	$ 318,300	$ 252,753	$ 255,306	$ 257,859	

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

Transit

Debbie Henry, Executive Director

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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:

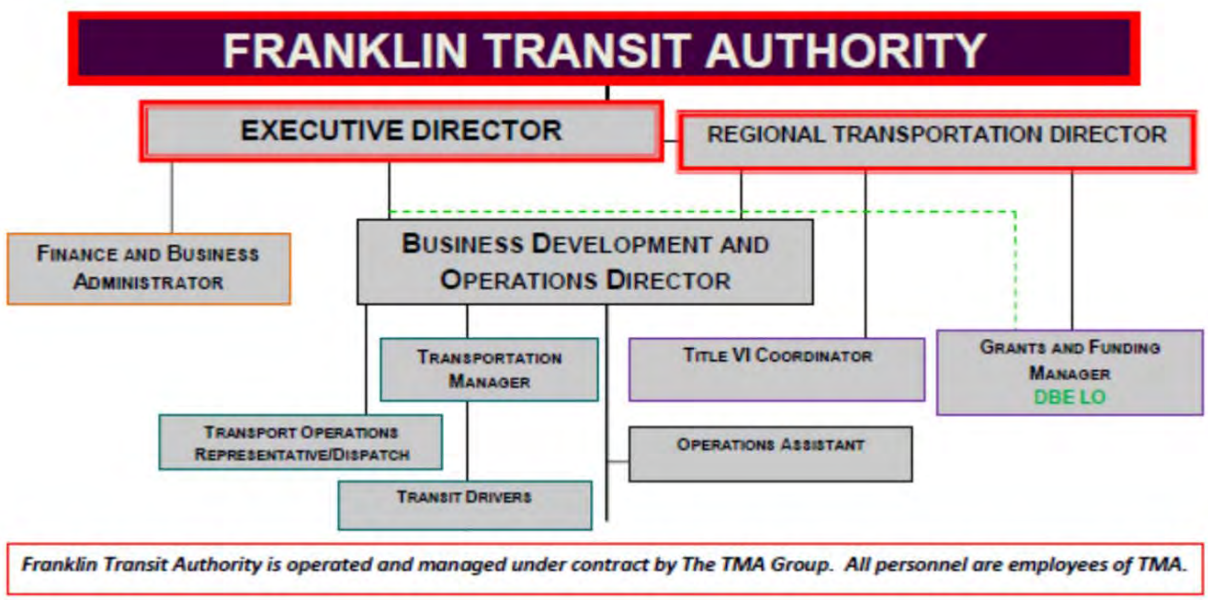
- Increased ridership, increased employer partners, and improved customer satisfaction due to expansion of fixed routes service, doubling number of stops, increased frequency, and moving of Hub to Transit Center.
- Offering free rides on the fixed routes service to our Veterans and Active Military members.
- 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.

Performance Measures (con't)

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating the quality of bus or transit service	42%	58%	54%	46%

Organizational Chart



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 **Franklin*Forward* : 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.

Franklin*Forward* : 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*
Increase the Inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.					
Transit hubs, Park& Ride sites	74	74	136	136	136
Total	**74**	**74**	**136**	**136**	**136**
Increase from Prior year?	Yes	No	54.00%	0.00%	0.00%
Meeting Goal?	Yes	Yes	Yes	TBD	TBD
Increase the number of riders using the Franklin Transit Authority.					
Ridership					
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
Total	**72,687**	**85,514**	**74,317**	**80,314**	**89,000**
Increase from Prior year?	No	Yes	No	Yes	TBD
Meeting Goal?	No	Yes	No	Yes	TBD

All numbers shown are Fiscal Year (July 1- June 30).
**2019 and 2020 are estimated*

<u>Statistics:</u>
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

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Opening Balance	**374,758**	**374,758**	**817,649**	**817,649**	**971,267**		
Revenues							
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%
Total Available Funds	**2,136,228**	**2,528,989**	**3,908,885**	**3,417,679**	**3,144,560**	**(764,325)**	**-19.6%**
Expenses (Operations)							
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%
Total Expenditures	**2,136,228**	**2,086,098**	**3,908,885**	**3,264,061**	**3,128,060**	**(780,825)**	**-20.0%**
Ending Balance	**374,758**	**817,649**	**817,649**	**971,267**	**987,767**		

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.

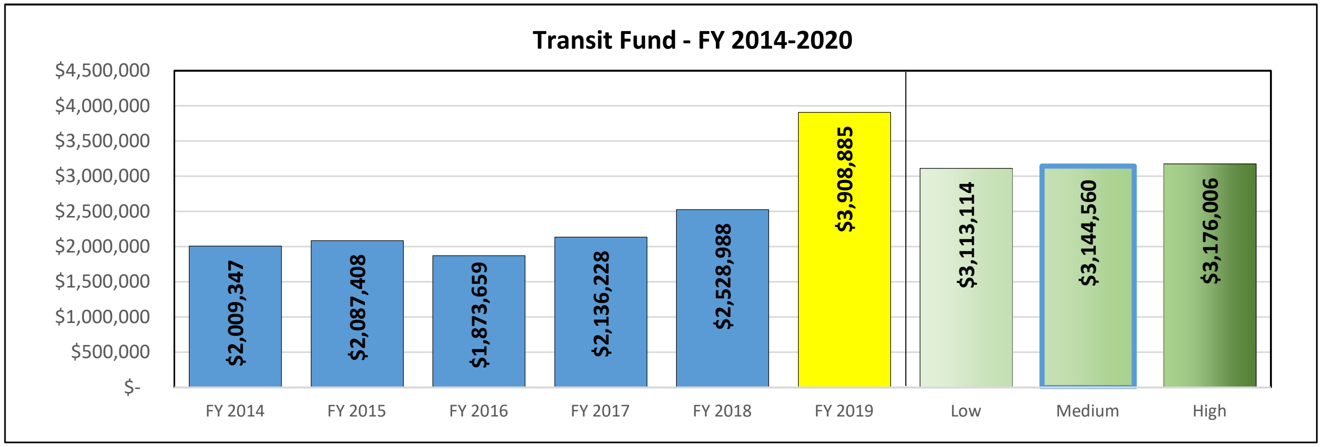
City of Franklin

Revenue Model

Fund:	Transit Fund	Percent of All Revenues	1.9%

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	
% yr/yr.	39.8%	3.9%	-10.2%	14.0%	18.4%	54.6%	-20.4%	-19.6%	-18.7%	3-yr Average
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	$ 2,179,625
TRANSIT CAPITAL GRANT (FED/STATE)	44,333	67,588	261,550	380,361	272,005	374,350	372,472	376,234	379,996	26.4%
TRANSIT FARES	94,314	94,072	88,460	104,649	112,418	143,000	147,510	149,000	150,490	5-Yr Average
INTEREST INCOME	11,820	3,573	4,391	7,610	7,465	9,700	9,603	9,700	9,797	$ 2,127,126
RENTAL INCOME	9,700	9,700	9,700	9,700	9,600	10,000	19,800	20,000	20,200	16.8%
SALE OF SURPLUS ASSETS	0	0	18,640	11,475	0	0	-	-	-	
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	
Totals	$ 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	

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

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PUBLIC WORKS

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

Under this operating unit are:

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

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Streets - Maintenance

Joe York, Director

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	0	55,144	252,000	233,754	294,000	42,000	16.7%
Total	**3,826,764**	**3,787,631**	**4,430,990**	**4,205,923**	**4,357,275**	**-73,715**	**-1.7%**

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.

Streets - Maintenance

Joe York, Director

Performance Measures

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Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme:

All themes applicable; none specified.

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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 ot 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 Vaccum Season (cubic yds)	8,920	10,351	10,615	11,500	12,500

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

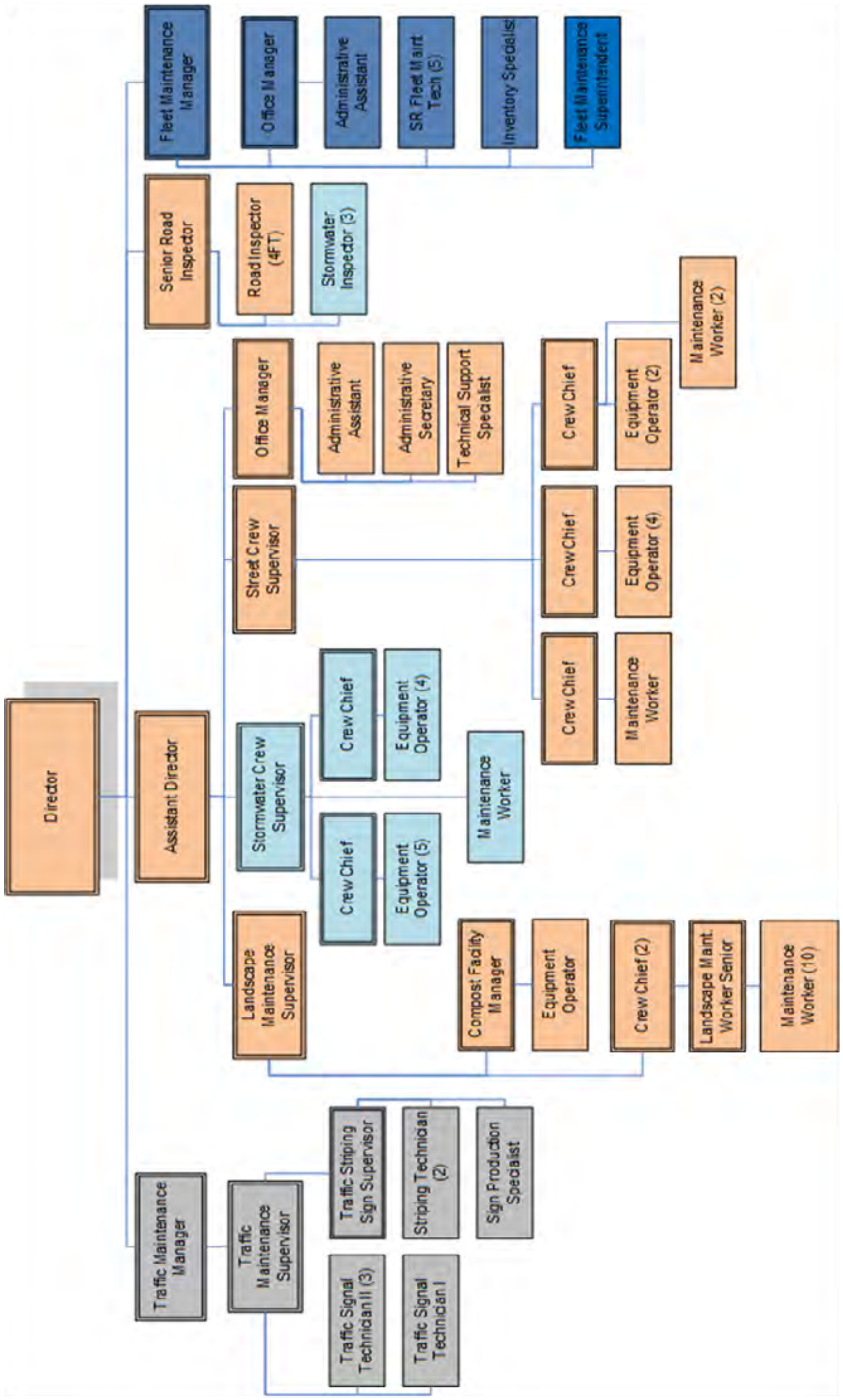
*estimated

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating the quality of Street repair	62%	38%	57%	43%
☑	% rating the quality of Street cleaning	81%	19%	78%	22%
☑	% rating the quality of Street lighting	74%	26%	75%	25%
☑	% rating the quality of Snow removal	57%	43%	71%	29%
☑	% rating the quality of Sidewalk maintenance	71%	29%	77%	23%

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"

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
Totals		**34**	**9**	**36**	**6**	**39**	**0**	**39**	**0**	**40**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**2,419,980**	**2,481,898**	**2,714,212**	**2,647,116**	**2,706,260**	**(7,952)**	**-0.3%**
Operations							
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%
Total 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%**
Total Streets - Maintenance	**3,826,764**	**3,787,631**	**4,430,990**	**4,205,923**	**4,357,274**	**(73,716)**	**-1.7%**

Streets - Traffic Division

Joe York, Director

Budget Summary

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

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme:

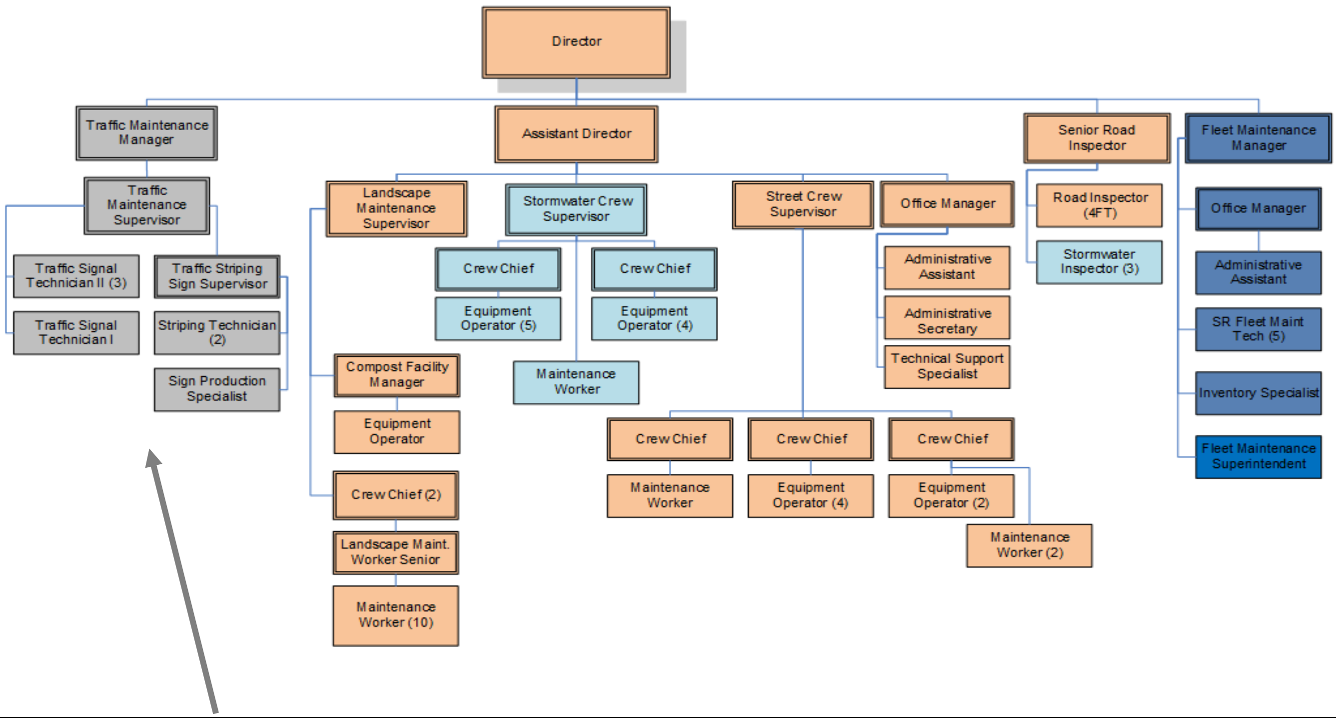
All themes applicable; none specified.

Key:	
Strategic Plan: Franklin*Forward*	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	

*estimated

		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

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
Totals		**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**779,552**	**810,363**	**827,040**	**892,677**	**876,424**	**49,384**	**6.0%**
Operations							
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%
Total Operations	**729,320**	**410,388**	**603,557**	**541,006**	**647,047**	**43,490**	**7.2%**
Capital	**-**	**-**	**115,000**	**110,256**	**212,000**	**97,000**	**0.0%**
Total Streets - Traffic	**1,508,872**	**1,220,751**	**1,545,597**	**1,543,939**	**1,735,471**	**189,874**	**12.3%**

Streets - Fleet Maintenance

Joe York, Director

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	0	0	0	0	0.0%
Total	**922,877**	**836,862**	**1,104,960**	**836,775**	**880,049**	**-224,911**	**-20.4%**

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 respectively 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.

Performance Measures

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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.

Franklin*Forward* : 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: Franklin*Forward*	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

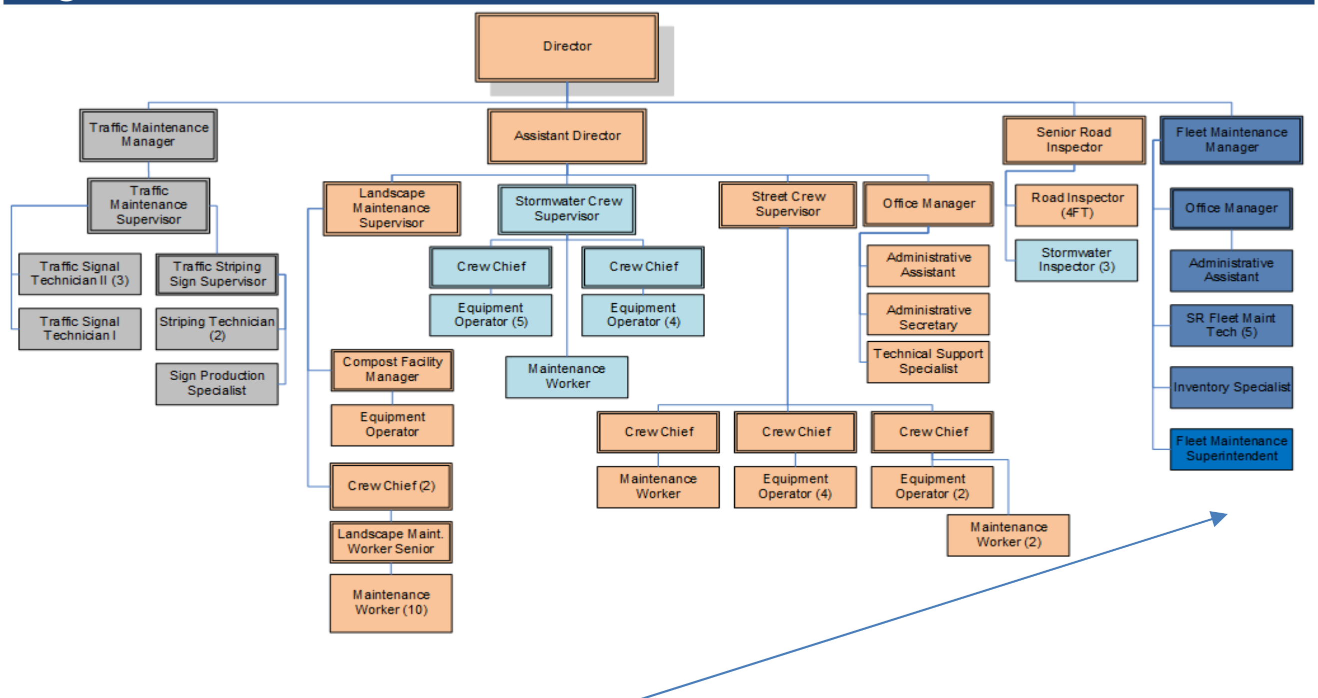
	2016	2017	2018	2019*	2020*
Percent Outsourced	13%	12%	13%	7%	10%
Percent of Service Calls	9%	6%	9%	9%	10%
Total Number of Repairs	2,590	2,620	2,710	3,386	3,545
Fleet Size					
Cars/Passenger Vehicles/SUV's	132	188	198	182	187
Light Trucks	189	152	162	129	129
Heavy Trucks	111	99	104	134	134
Cost of Repairs 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

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
Target (in gallons per vehicle / total pop.)	**4.788**	**4.536**	**4.3092**	**4.3092**	**4.0824**
Meets Target?	No	**TBD**	**TBD**	**TBD**	**TBD**

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
Totals		**9**	**1**	**9**	**1**	**9**	**1**	**10**	**0**	**10**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**697,654**	**739,679**	**801,930**	**799,813**	**800,467**	**(1,463)**	**-0.2%**
Operations							
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%
Total Operations	**225,223**	**97,183**	**303,030**	**36,962**	**79,582**	**(223,448)**	**-73.7%**
Capital	**-**	**-**	**-**	**-**	**-**	**-**	
Total Streets - Maintenance	**922,877**	**836,862**	**1,104,960**	**836,775**	**880,049**	**(224,911)**	**-20.4%**

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Stormwater

Joe York, Director
Paul Holzen, City Engineer

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
Beginning Balance	**4,873,735**	**4,687,695**	**4,171,436**	**4,171,436**	**3,545,476**		
Revenues	**2,590,187**	**2,559,489**	**2,722,281**	**2,691,268**	**2,647,500**	**-74,781**	**-2.7%**
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%
Total	**2,776,227**	**3,075,748**	**6,138,112**	**3,317,228**	**5,110,229**	**-1,027,883**	**-16.7%**
Ending Balance	**4,687,695**	**4,171,436**	**755,605**	**3,545,476**	**1,082,747**		

Division Summary

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

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.

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:

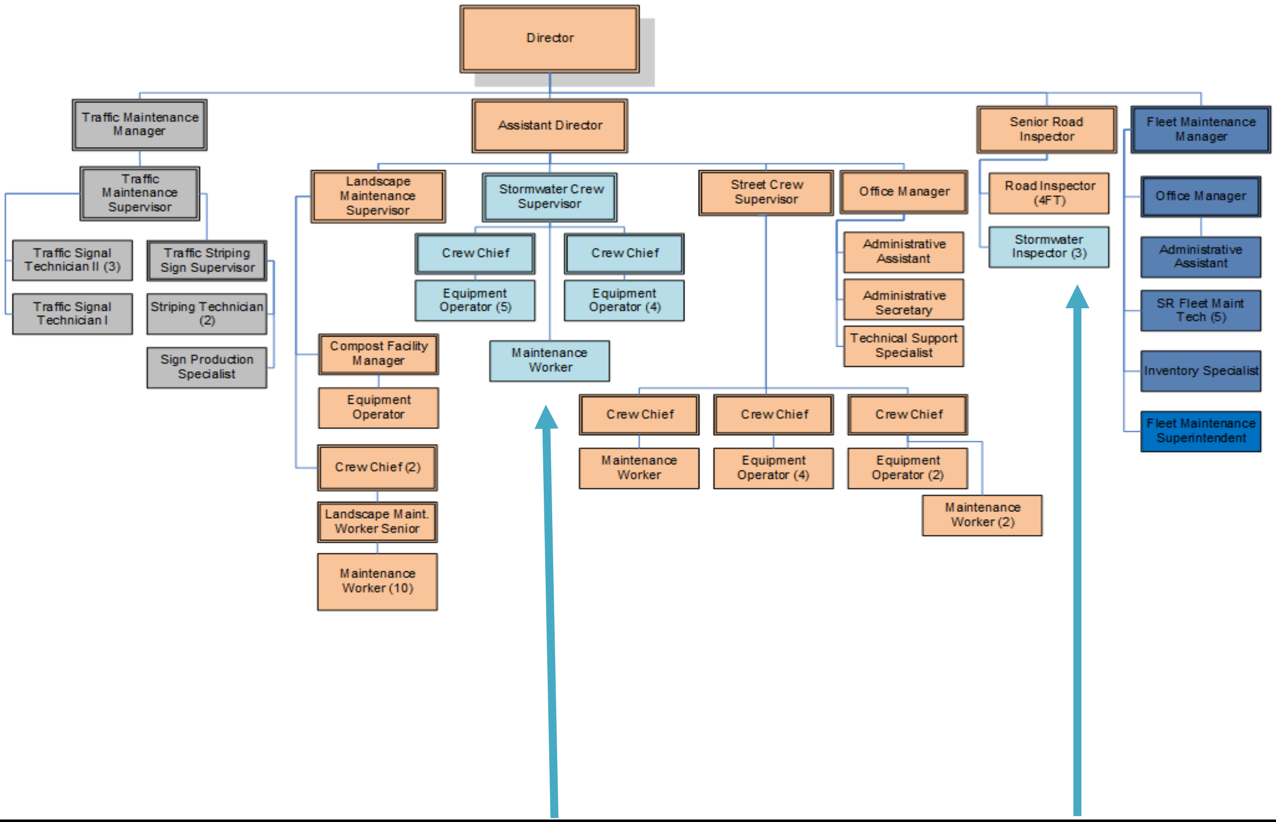
1) Macroinvertebrate Sampling
2) E.Coli Sampling
3) Visual Stream Assessments

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating the quality of Storm drainage	80%	20%	78%	22%

Organizational Chart

Streets Department

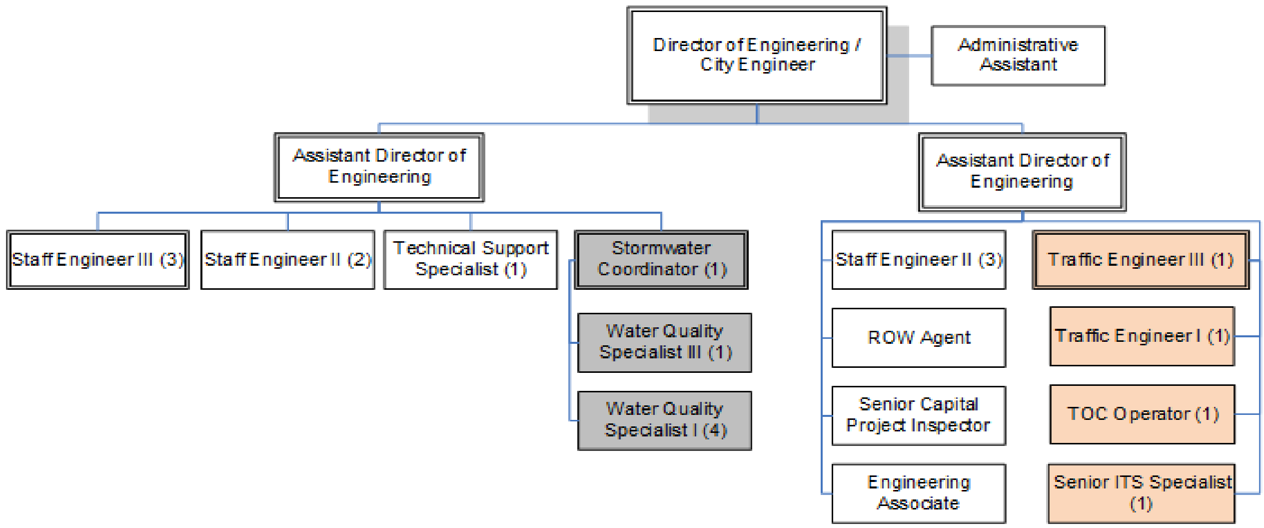


Personnel funded through the Stormwater Fund in the Streets Department are shaded in light blue.

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

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.

Staffing by Position

Position	Pay Grade	FY 2016 F-T	FY 2016 P-T	FY 2017 F-T	FY 2017 P-T	FY 2018 F-T	FY 2018 P-T	FY 2019 F-T	FY 2019 P-T	FY 2020 F-T	FY 2020 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**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**1,345,213**	**1,536,864**	**1,668,528**	**1,580,038**	**1,632,440**	**(36,088)**	**-2.2%**
Operations							
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%
Total 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%**
Total Stormwater Fund	**2,776,227**	**3,075,748**	**6,138,112**	**3,317,228**	**5,110,229**	**(1,027,883)**	**-16.7%**

-

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**1,009,225**	**1,131,608**	**1,175,014**	**1,135,785**	**1,171,857**	**(3,157)**	**-0.3%**
Operations							
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%
Total Operations	**606,238**	**684,632**	**694,618**	**678,743**	**733,256**	**38,638**	**5.6%**
Capital	**285,464**	**-**	**331,000**	**330,969**	**-**	**(331,000)**	
Total Stormwater - Streets	**1,900,927**	**1,816,240**	**2,200,632**	**2,145,497**	**1,905,113**	**(295,519)**	**-13.4%**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**335,988**	**405,256**	**493,515**	**444,254**	**460,583**	**(32,932)**	**-6.7%**
Operations							
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%
Total Operations	**413,296**	**332,581**	**268,965**	**227,478**	**194,532**	**(74,433)**	**-27.7%**
Capital	**126,016**	**521,670**	**3,175,000**	**500,000**	**2,550,000**	**(625,000)**	**-19.7%**
Total Stormwater-Engineering	**875,300**	**1,259,507**	**3,937,480**	**1,171,732**	**3,205,115**	**(732,365)**	**-18.6%**

City of Franklin

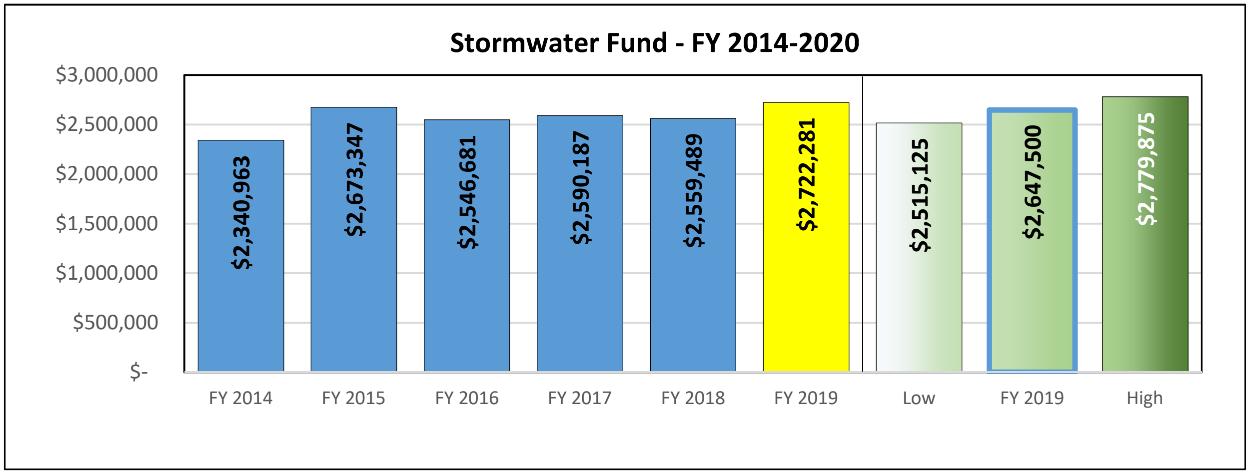
Revenue Model

Fund:	Stormwater Fund	Percent of All Revenues	1.7%

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	
% yr/yr.	-1.8%	14.2%	-4.7%	1.7%	-1.2%	6.4%	-7.6%	-2.7%	2.1%	
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	-	-	-	-	-	-	-	-	
Totals	$ 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	

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

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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

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Beginning Fund Balance	**373,415**	**502,481**	**645,435**	**645,435**	**421,145**		
Revenues							
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	-	-	-	-	-	
Total Available Funds	**2,928,796**	**3,250,164**	**3,711,985**	**3,696,310**	**3,794,206**	**82,221**	**2.2%**
Expenses (Operations)							
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	-	-	-	-	-	-	
Total Expenditures	**2,799,730**	**3,107,210**	**4,137,011**	**3,920,600**	**3,800,600**	**(336,411)**	**-8.1%**
Ending Fund Balance	**502,481**	**645,435**	**220,409**	**421,145**	**414,751**		

Notes & Objectives

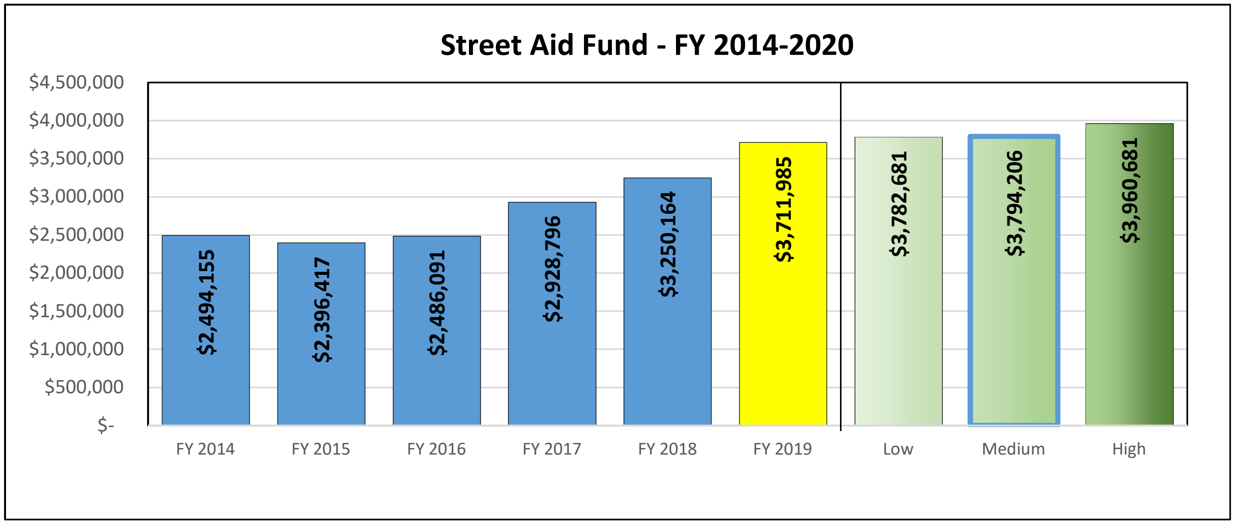
The increase in paving and repair in FY 2019 by nearly a million dollars was attributable to the one time use of accumulated fund balance and higher than anticipated receipts as a result of year two of the IMPROVE Act. Future appropriations will likely not be as high, but recurring dollars will continue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

City of Franklin

Revenue Model

Fund:	Street Aid	Percent of All Revenues	2.4%

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% increaseon 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)		
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High
% yr/yr.	8.0%	-3.9%	3.7%	17.8%	11.0%	14.2%	1.9%	2.2%	6.7%
PROPERTY TAXES COLLECTED	-	508,038	526,008	623,685	722,941	752,130	752,130	774,694	789,737
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
INCREASE IN STATE SHARED TAXES	-	-	-	-	-	-	-	-	-
INTEREST INCOME	-	697	286	1,201	6,720	2,000	5,000	7,500	10,000
TRANSFER FROM GENERAL FUND	739,965	-	-	332,840	-	250,000	250,000	250,000	250,000
Totals	$ 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

Averages
3-yr Average
$ 2,888,350
9.5%
5-Yr Average
$ 2,711,125
7.4%
10-Yr Average
$ 2,336,211
11.8%

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

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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Beginning Fund Balance	**5,019,848**	**5,889,789**	**11,339,848**	**11,339,848**	**15,913,647**		
Revenues							
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%
Total Available Funds	**7,217,613**	**11,706,536**	**8,285,694**	**7,757,009**	**10,000,438**	**1,714,744**	**20.7%**
Expenses (Operations)							
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%
Total Expenditures	**6,347,672**	**6,256,477**	**5,708,651**	**3,183,210**	**5,710,869**	**2,218**	**0.0%**
Ending Fund Balance	**5,889,789**	**11,339,848**	**13,916,891**	**15,913,647**	**20,203,216**		

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.

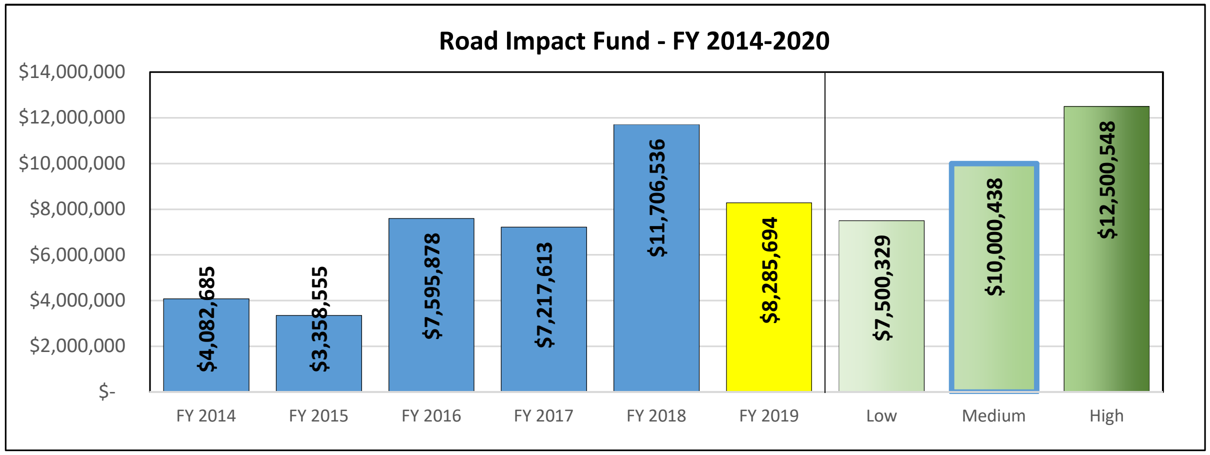
City of Franklin

Revenue Model

Fund:	Road Impact	Percent of All Revenues	6.2%

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	
% yr/yr.	24.6%	-17.7%	126.2%	-5.0%	62.2%	-29.2%	-9.5%	20.7%	50.9%	
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	-	-	-	-	-	
Totals	**$ 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**	

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

Parks

Lisa Clayton, Director

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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)	100.0%
Total	**4,222,655**	**5,130,302**	**5,369,929**	**5,275,137**	**5,604,731**	**234,802**	**4.4%**

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.

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: Quality Life Experiences

Preserving dynamic, diverse, engaged neighborhoods: Franklin will be a place that offers a high quality of life for all citizens who choose to live and work here.

Franklin citizens will perceive they have excellent/good parks, recreation, and amenities.

Goal: To increase the percent of Franklin citizens who perceive they have excellent/good parks, recreation, and amenities.

Baseline: 9% of citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.

Goal: To remain one of the top rated healthy cities in Tennessee.

Baseline: Ranked 1st. (Robert Wood Johnson Foundation, 2012)

Goal: To exceed the National Recreation and Park Association standard for park space within a community (current standard is 6 acres per 1,000 citizens of park space).

Baseline: 11.28 acres per 1,000 citizens (Parks Department).

Goal: Maintain status as a Tree City U.S.A.

Baseline: Satisfy National Standards of maintaining a tree board, tree care ordinance, a community forestry program, and observation and proclamation of Arbor Day annually (Parks Department).

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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

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

^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*

Performance Measures

Outcome (Effectiveness) Measures

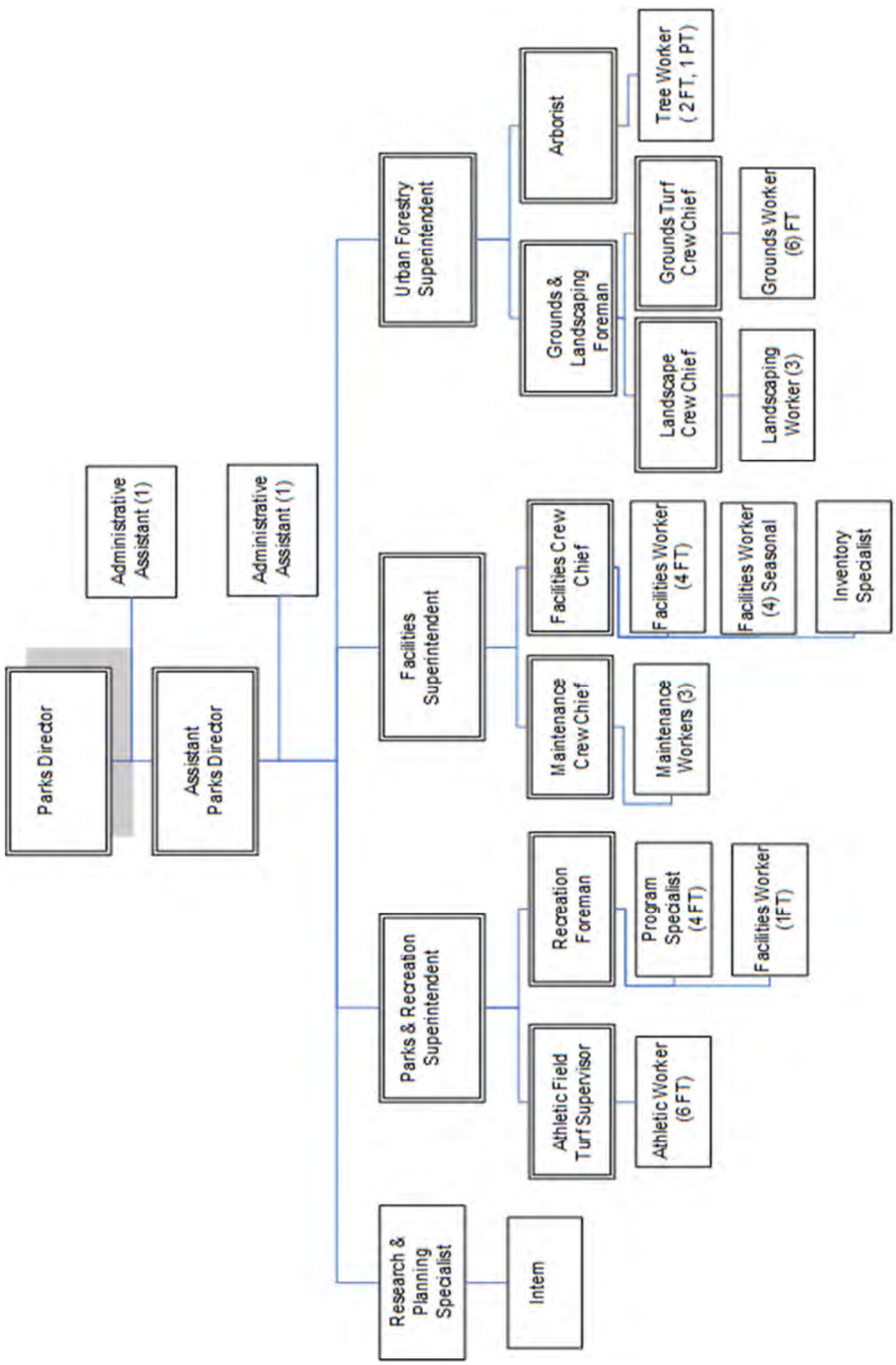
	2016	2017	2018	2019*	2020*
Increase the percent of Franklin citizens who perceive they have excellent / good parks, recreation, and amenities.					
Citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent	45%	45%	45%	48%	48%
Target *(Those rating parks as Excellent)*	**9%**	**45%**	**45%**	**45%**	**45%**
Meets Target?	Yes	Yes	Yes	Yes	Yes
Acres per 1000 residents	10.61	9.93	13.21	13.21	13.21
Tennessee Statewide Benchmarking Average	*17.16*	*16.64*	*14.1*	*TBD*	*TBD*
Target *(National Parks & Recreation Association)*	**6**	**6**	**6**	**6**	**6**
Meets Target?	Yes	Yes	Yes	TBD	TBD
Remain one of the Top Rated Healthy Cities in Tennessee					
State Rank	TBD	TBD	TBD	TBD	TBD
Target *(Robert Wood Johnson Foundation, 2012)*	**1st**	**1st**	**1st**	**1st**	**1st**
Meets Target?	TBD	TBD	TBD	TBD	TBD
Maintain Status as Tree City USA					
Number of years received	11	12	13	14	15
Target: Status Maintained? *(Arbor Day Foundation?)*	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**
Meets Target?	Yes	Yes	Yes	Yes	Yes

Franklin Citizens Survey

		2x/week+	2-4x/mo	Once/mo.	Not at all
☑ % of respondents Used Franklin recreation centers or their services	2016	15%	18%	30%	37%
	2019	15%	15%	34%	36%
☑ % 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
☑ % rating the quality of City parks	91%	9%	93%	7%
☑ % rating the quality of Recreation programs or classes	84%	16%	87%	13%
☑ % rating the quality of Recreation centers or facilities	85%	15%	87%	13%
☑ % rating the quality of Franklin open space	70%	30%	71%	29%
☑ % rating Recreational opportunities as it relates to Franklin as a whole	78%	22%	83%	17%
☑ % rating Fitness opportunities as it relates to Franklin as a whole	77%	23%	83%	17%

Organizational Chart



Note: For detailed counts and authorized positions, please see following page 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
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
TOTALS		**37**	**17**	**39**	**18**	**41**	**18**	**44**	**6**	**46**	**6**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**2,422,685**	**2,544,989**	**2,885,276**	**2,886,358**	**3,115,962**	**230,686**	**8.0%**
Operations							
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%
Total Operations	**1,725,442**	**1,689,720**	**2,038,403**	**1,911,450**	**2,190,992**	**152,589**	**7.5%**
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%
Capital	**74,528**	**895,593**	**446,250**	**477,329**	**297,777**	**(148,473)**	**-33.3%**
Total Parks Department	**4,222,655**	**5,130,302**	**5,369,929**	**5,275,137**	**5,604,731**	**234,802**	**4.4%**

Sanitation & Environmental Services

Jack Tucker, Director

Budget Summary - Overall

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
Beginning Balance	767,350	687,099	1,160,474	1,160,474	1,310,926		
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	3,334,623	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%
Expenses	8,617,489	8,388,031	9,486,209	9,062,756	10,852,262	1,366,053	14.4%
Ending Balance	687,099	1,160,474	927,376	1,310,926	806,323		

Budget Summary - By Division

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
Beginning Balance	767,350	687,099	1,160,474	1,160,474	1,310,926		
Revenues	8,537,238	8,861,406	9,253,111	9,213,208	10,347,659	1,094,548	11.8%
Expenses							
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%
Expenses	8,617,490	8,388,031	9,486,209	9,062,756	10,852,262	1,366,053	14.4%
Ending Balance	687,099	1,160,474	927,376	1,310,926	806,323		

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.

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: A Safe Clean and Livable City

Franklin will be a leader in residential recycling efforts.

Goal: To increase the percent of diversion through the "blue bag" recyclable program by 3% per year.

Baseline: Current diversion of blue bag tonnage was 16% as a percent of the total tons of household garbage collected by City of Franklin. (March, 2013).

Goal: To reach 60% participation by 2020 in the residential curbside recycling program by increasing 3% annually the household refuse stops made by the City of Franklin.

Baseline: Current household participation was 49% as a percent of the total number of household refuse stops by the City of Franklin. (March, 2013)

Goal: To reduce dangerous and polluting chemicals in our City by increasing the collections of BOPAE (batteries, oil, paint, anti-freeze, electronics) at the drop-off location by 5% annually (as measured in pounds)

Baseline: As of 2012, collections were: Batteries = 9,341 lbs.; Oil = 576 gallons; Paint = 142,684 lbs.; Anti-freeze = 651 gallons; Electronics = 216,820 lbs.

Key:	
Strategic Plan: Franklin*Forward*	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	
Franklin Citizens Survey	☑

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
Tennessee Statewide Benchmarking Average	*345*	*333*	*328*	*TBD*	*TBD*
Residential collection points	21,500	21,750	22,300	22,750	23,250

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
	Target	**11,354**	**11,922**	**12,518**	**13,144**	**13,801**
	Meets Target?	**Yes**	**Yes**	**Yes/No**	**No**	**No**
	Oil (gallons)	1,594	869	960	1,143	1,000
	Target	**700**	**735**	**772**	**810**	**851**
	Meets Target?	**Yes**	**Yes/No**	**Yes**	**Yes**	**Yes**
	Paint (lbs)	419,200	373,316	195,230	163,490	150,000
	Target	**173,433**	**182,105**	**191,210**	**200,771**	**210,809**
	Meets Target?	**Yes**	**Yes/No**	**Yes/No**	**No**	**No**
	Anti-Freeze (gallons)	846	535	460	689	750
	Target	**791**	**831**	**872**	**916**	**962**
	Meets Target?	**Yes**	**No**	**No**	**No**	**No**
	Electronics (lbs)	131,100	77,630	69,870	54,320	60,500
	Target	**263,546**	**276,723**	**290,560**	**305,088**	**320,342**
	Meets Target?	**No**	**No**	**No**	**No**	**No**

Efficiency Measures

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

Outcome (Effectiveness) Measures

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

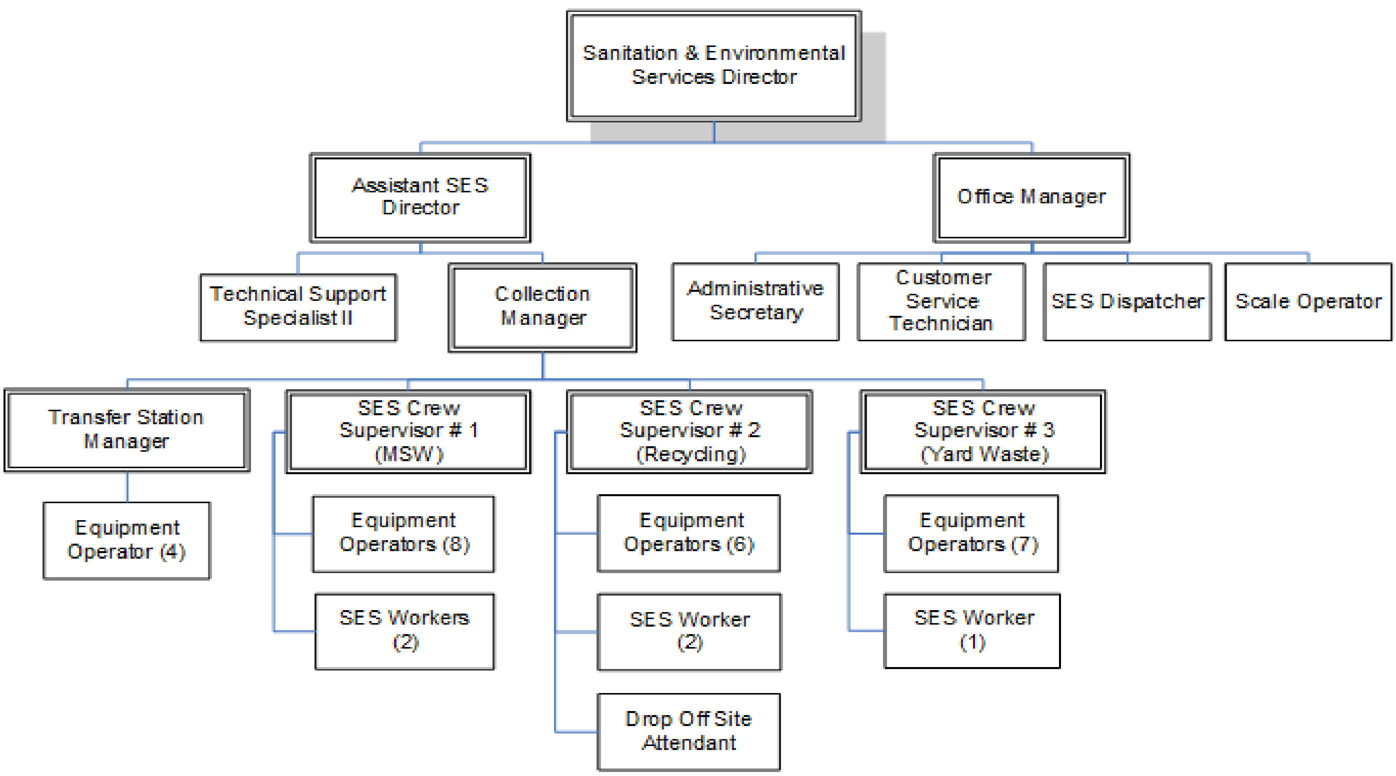
Performance Measures

	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
	Target	**55%**	**58%**	**61%**	**64%**	**TBD**
	Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating the quality of Garbage collection	91%	9%	90%	10%
☑	% rating the quality of Recycling	76%	24%	82%	18%
☑	% 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"

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**
Collection											
Collection Manager	G	1	0	1	0	1	0	1	0	1	0
SES Crew Supervisor	E	4	0	4	0	4	0	4	0	4	0
SES 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
Totals		**36**	**2**	**32**	**0**	**32**	**0**	**32**	**0**	**32**	**0**
Disposal											
Transfer Station Manager	F	1	0	1	0	1	0	1	0	1	0
Equipment Operator	D	4	0	4	0	4	0	4	0	4	0
Scale Operator	C	1	0	1	0	1	0	1	0	0	0
Totals		**6**	**0**	**6**	**0**	**6**	**0**	**6**	**0**	**5**	**0**
SES Total		**49**	**2**	**45**	**0**	**45**	**0**	**45**	**0**	**45**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Available Funds							
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%
Total Available Funds	8,537,238	8,861,406	9,253,111	9,213,208	10,347,659	1,094,548	11.8%
Personnel						-	
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%
Total Personnel	3,017,836	3,237,192	3,334,623	3,329,603	3,392,317	57,694	1.7%
Operations						-	
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%
Total 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%**
SES	**8,617,489**	**8,388,031**	**9,486,209**	**9,062,756**	**10,852,262**	**1,366,053**	**14.4%**

Budget

Administration Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**557,372**	**541,945**	**599,667**	**562,158**	**753,900**	**154,233**	**25.7%**
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%
Total Operations	**354,900**	**341,069**	**899,873**	**862,792**	**955,640**	**55,767**	**6.2%**
Buildings							
Capital	-	-	-	-	-	-	
Administration	**912,272**	**883,014**	**1,499,540**	**1,424,950**	**1,709,540**	**210,000**	**14.0%**

Budget

Collection Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**2,110,689**	**1,928,708**	**2,316,947**	**2,341,937**	**2,275,917**	**(41,030)**	**-1.8%**
						-	
Operations						-	
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%
Total Operations	**1,596,245**	**1,049,236**	**1,129,410**	**953,223**	**1,581,900**	**452,490**	**40.1%**
						-	
Machinery & Equipment (>$25,000)	164,899	156,305	435,000	415,000	1,201,020	766,020	176.1%
Capital	164,899	156,305	435,000	415,000	1,201,020	766,020	176.1%
						-	
Collection	**3,871,833**	**3,134,249**	**3,881,357**	**3,710,160**	**5,058,838**	**1,177,481**	**30.3%**

Budget

Disposal Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**349,775**	**766,539**	**418,009**	**425,508**	**362,500**	**(55,509)**	**-13.3%**
Operations							
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%
Total Operations	**3,483,610**	**3,604,229**	**3,687,303**	**3,502,138**	**3,721,384**	**34,081**	**0.9%**
Machinery & Equipment (>$25,000)	-	-	-	-	-	-	0.0%
Capital	**-**	**-**	**-**	**-**	**-**	**-**	**#DIV/0!**
Disposal	**3,833,385**	**4,370,768**	**4,105,312**	**3,927,646**	**4,083,884**	**(21,428)**	**-0.5%**

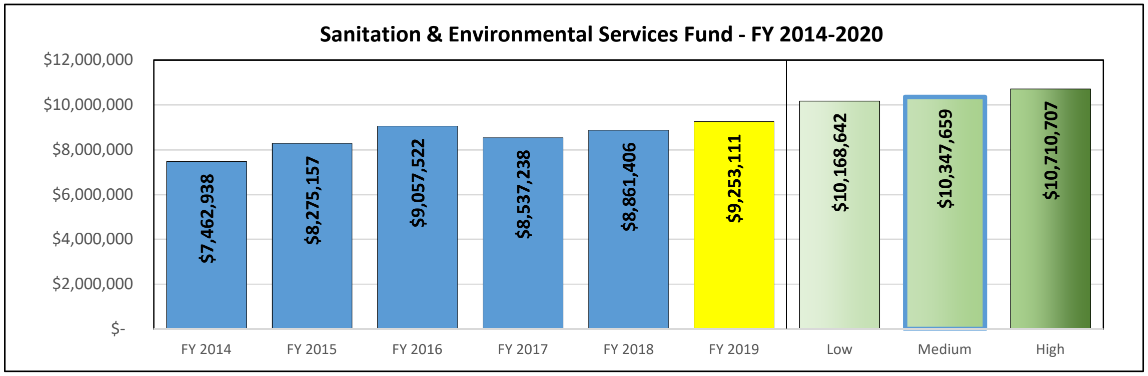
City of Franklin

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	
% yr/yr.	-2.4%	10.9%	9.5%	-5.7%	3.8%	4.4%	9.9%	11.8%	15.8%	
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	
Totals	$ 7,462,938	$ 8,275,157	$ 9,057,522	$ 8,537,238	$ 8,861,406	$ 9,253,111	$ 10,168,642	$ 10,347,659	$ 10,710,707	

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

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Water Management

Michelle Hatcher, Director

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
Beginning Balance*	18,470,570	23,340,291	25,501,060	25,501,060	31,546,739		
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	118,466	6,727,850	4,676,260	7,502,850	775,000	11.5%
Expenses	23,754,920	21,484,083	28,697,352	25,723,195	30,603,342	1,905,990	6.6%
*Use of F/B***		*$ 6,950,858*					
Ending Balance*	23,340,291	25,501,060	28,572,582	31,546,739	35,516,886		

Budget Summary - By Division

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
Beginning Balance*	18,470,570	23,340,291	25,501,060	25,501,060	31,546,739		
Revenues	28,624,641	30,595,709	31,768,874	31,768,874	34,573,488	2,804,614	8.8%
Expenses							
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%
Expenses	23,754,920	21,484,083	28,697,352	25,723,195	30,603,342	1,905,990	6.6%
*Use of F/B***		*$ 6,950,858*					
Ending Balance*	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.

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : 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]

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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

Performance Measures

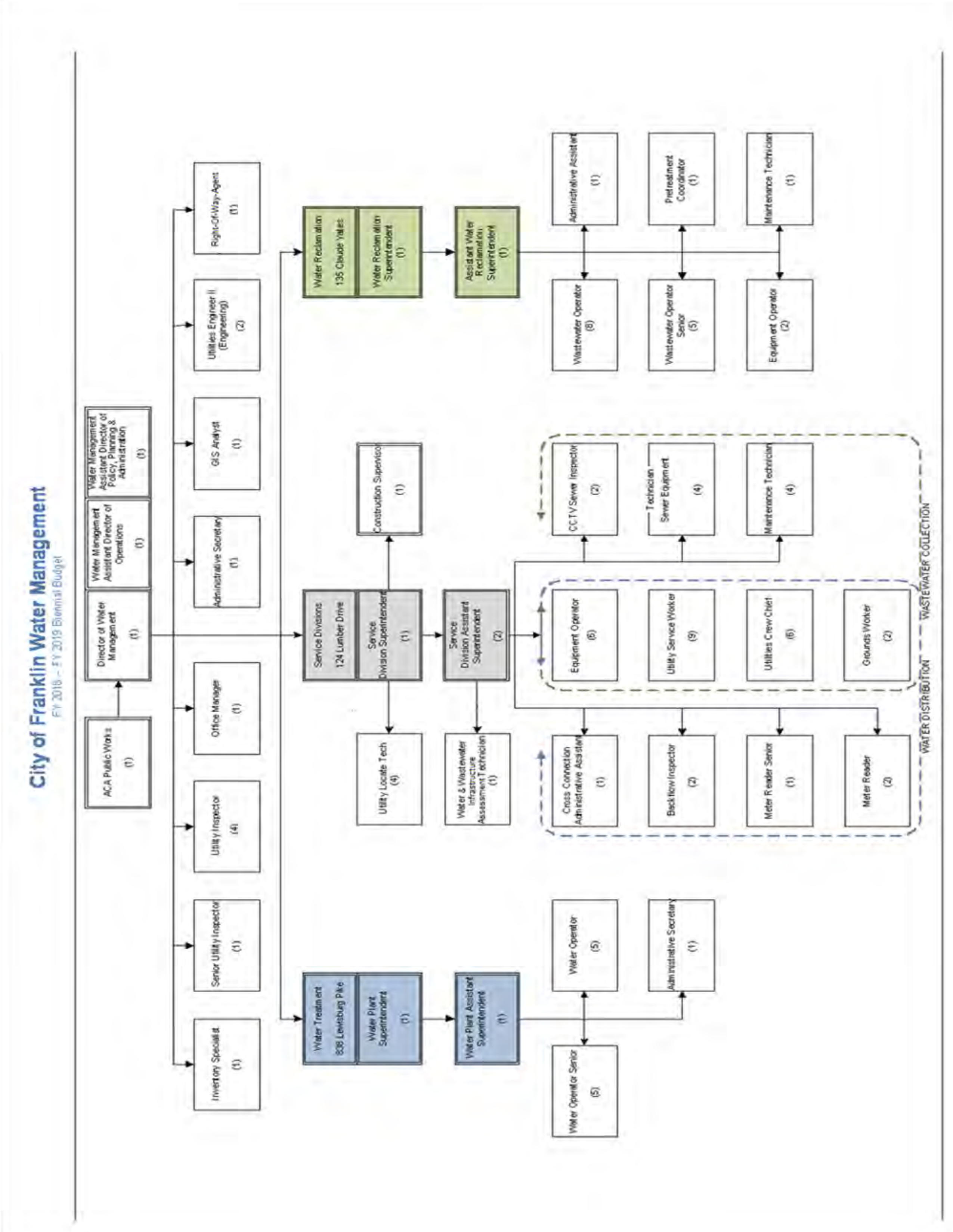
	2016	2017	2018	2019*	2020*
Franklin will establish standards for the quality of its infrastructure (i.e., water lines, sewer services)					
Goal: To have a reliable, efficient, and scalable infrastructure					
Declining or steady energy costs for water and sewage delivery	$ 1,568,533	$ 1,502,802	$ 1,650,384	$ 1,483,011	$ 1,538,225
Target *(FY2012 sum actual expenditures from water fund and wastewater fund)*	$ 1,595,352	$ 1,595,352	$ 1,595,352	$ 1,595,352	$ 1,595,352
Meets Target?	No	Yes	No	TBD	TBD
Unaccounted water within the system decreases	16%	16%	17%	16%	15%
Target *(20.8% unaccounted for in FY 2012)*	20.8%	20.8%	20.8%	20.8%	20.8%
Meets Target?	Yes	Yes	No	Yes	TBD
Sanitary score remains or improves	TBD	99	TBD	TBD	TBD
Target *(97 from FY 2012)*	97	97	97	97	97
Meets Target?	Yes	Yes	TBD	TBD	TBD
Franklin will continue to meet or exceed regulatory requirements for water quality.					
Goal: To have no violations of regulatory requirements for water quality.					
Franklin Water Quality Violations	0	0	2	0	0
Target *(TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)*	0	0	0	0	0
Meets Target?	Yes	Yes	No	TBD	TBD
Franklin will pursue completion of the recently approved Integrated Water Resource Plan (IWRP) by 2042.					
Goal: To fully complete the Franklin Integrated Water Resource Plan by 2042 in five year increments as set in the plan.					
5% completed (2012). (Franklin Integrated Water Resource Plan.)	12.0%	20.0%	25.0%	30.0%	35.0%
Target	12.0%	15.0%	15.0%	15.0%	15.0%
Meets Target?	Yes	Yes	Yes	Yes	TBD
Baseline: Adopted Strategic Schedule for each of the 5-year increments.					
Franklin Status	Adopted	Adopted	Adopted	Adopted	Adopted
Target (Adopted?)	Adopted	Adopted	Adopted	Adopted	Adopted
Meets Target?	Yes	Yes	Yes	Yes	Yes
Franklin will achieve platinum status within the TVA sustainable Communities Program.					
Franklin status	Platinum	Platinum	Platinum	Platinum	TBD
Target (Platinum)	Platinum	Platinum	Platinum	Platinum	Platinum
Meets Target?	Yes	Yes	Yes	Yes	TBD

**2019 and 2020 are estimates*

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating the quality of Drinking water	73%	27%	76%	24%
☑	% rating the quality of Sewer services	88%	12%	87%	13%

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2016 F-T	FY 2017 F-T	FY 2018 F-T	FY 2019 F-T	FY 2020 F-T
Water Section						
Utility Billing						
Meter Reader Sr	C	1	1	1	1	1
Meter Reader	B	2	2	2	2	2
TOTALS		**3**	**3**	**3**	**3**	**3**
Water Distribution						
Service Division Superintendent	I	1	1	1	1	1
Service Division Assistant Superintendent	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
TOTALS		**15**	**18**	**19**	**19**	**20**
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
TOTALS		**13**	**13**	**13**	**13**	**14**
Water Section Totals		**31**	**34**	**35**	**35**	**37**
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
TOTALS		**13**	**14**	**14**	**16**	**16**

Staffing by Position

Position	Pay Grade	FY 2016 F-T	FY 2017 F-T	FY 2018 F-T	FY 2019 F-T	FY 2020 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**

Position	Pay Grade	FY 2016 F-T	FY 2017 F-T	FY 2018 F-T	FY 2019 F-T	FY 2020 F-T
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**

Budget - All Divisions

The following table presents the Water, Wastewater and Reclaimed Water divisions of the Water & Wastewater Fund in a composite presentation.

	B	B	C	D	E	F (E-C)	G (E/C)
	Actual	Actual	Budget	Estd	Budget	Difference	
	2017	2018	2019	2019	2020	$	%
Personnel							
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%
Total Personnel	**5,755,052**	**6,352,580**	**7,009,480**	**6,539,012**	**7,301,099**	**291,619**	**4.2%**
Operations							
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%
Total Operations	**14,176,848**	**15,013,037**	**14,960,022**	**14,507,922**	**15,799,393**	**839,371**	**5.6%**
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%
Capital	**3,823,020**	**118,466**	**6,727,850**	**4,676,260**	**7,502,850**	**775,000**	**11.5%**
Total Water & Wastewater Func	**23,754,920**	**21,484,083**	**28,697,352**	**25,723,195**	**30,603,342**	**1,905,990**	**6.6%**

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.

Water Budget

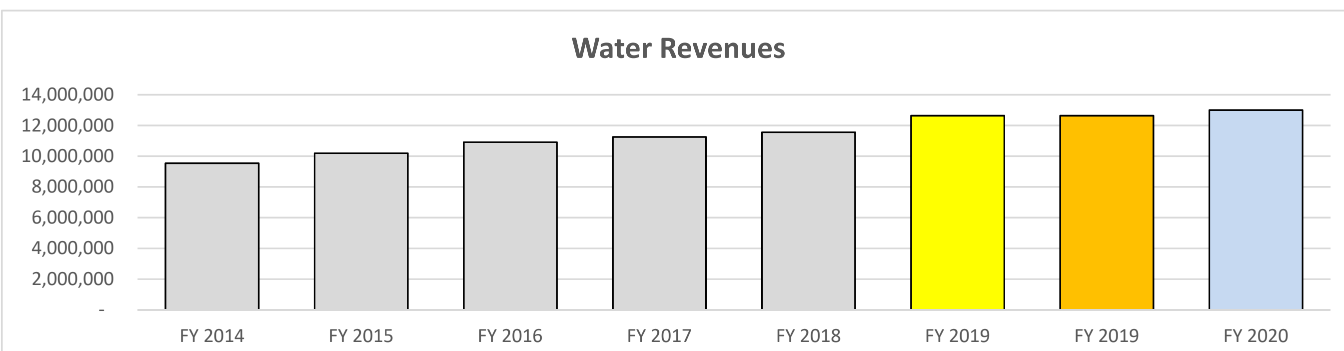
Consumption

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 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Estd	FY 2020 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	-	-	-	-				-
Total Water Revenues*	**9,538,980**	**10,190,174**	**10,908,308**	**11,245,284**	**11,556,597**	**12,635,420**	**12,635,420**	**12,996,656**

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

Budget

	A	B	C	D	E	F (E-C)	G (E/C)
	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference '19 v. '20 $	%
Divisions							
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%
Total Water	**11,381,127**	**10,470,175**	**12,801,538**	**12,045,607**	**12,959,497**	**157,959**	**1.2%**
Expense by Category							
Personnel							
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%
Total Personnel	**2,155,350**	**2,320,354**	**2,502,946**	**2,393,693**	**2,640,340**	**137,394**	**5.5%**
Operations							
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%
Total Operations	**7,802,757**	**8,149,821**	**8,243,592**	**8,338,914**	**8,558,157**	**314,565**	**3.8%**
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%
Capital	**1,423,020**	**-**	**2,055,000**	**1,313,000**	**1,761,000**	**(294,000)**	**-14.3%**
Total Water Summary	**11,381,127**	**10,470,175**	**12,801,538**	**12,045,607**	**12,959,497**	**157,959**	**1.2%**

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.

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 stive 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.

Wastewater Budget

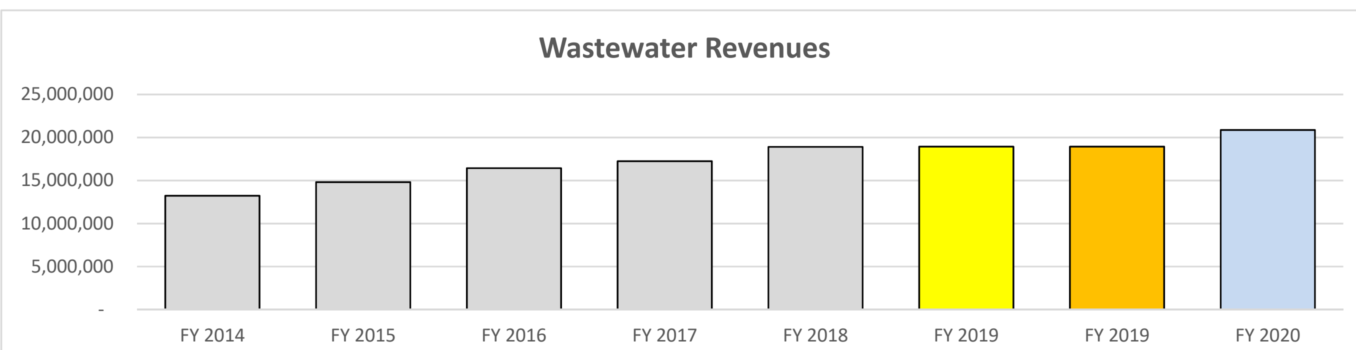
Consumption & Revenues

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 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Estd	FY 2020 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
Total Wastewater Revenues*	**13,230,601**	**14,810,660**	**16,434,757**	**17,241,810**	**18,902,717**	**18,928,604**	**18,928,604**	**20,871,982**

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

Budget

	B	B	C	D	E	F (E-C)	G (E/C)
	Actual	Actual	Budget	Estd	Budget	Difference '19 v. '20	
	2017	2018	2019	2019	2020	$	%
Divisions							
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%
Total Wastewater	**12,188,233**	**10,810,245**	**15,504,089**	**13,284,607**	**16,852,370**	**1,348,281**	**8.7%**
Expense by Category							
Personnel							
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%
Total Personnel	**3,599,702**	**4,032,226**	**4,506,534**	**4,145,319**	**4,660,759**	**154,225**	**3.4%**
Operations							
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%
Total Operations	**6,188,531**	**6,778,019**	**6,324,705**	**5,918,794**	**6,949,761**	**625,056**	**9.9%**
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%
Capital	**2,400,000**	**-**	**4,672,850**	**3,220,494**	**5,241,850**	**569,000**	**12.2%**
Total Wastewater	**12,188,233**	**10,810,245**	**15,504,089**	**13,284,607**	**16,852,370**	**1,348,281**	**8.7%**

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.

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.

Budget

	B	B	C	D	E	F (E-C)	G (E/C)
	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference '19 vs. '20 $	%
Personnel							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	**-**	**-**	**-**	**-**	**-**	**-**	**0.0%**
Operations							
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%
Total Operations	**185,560**	**85,197**	**391,725**	**250,214**	**291,475**	**(100,250)**	**-25.6%**
Capital	**-**	**118,466**	**-**	**142,766**	**500,000**	**500,000**	**-100.0%**
Total Reclaimed Water	**185,560**	**203,663**	**391,725**	**392,980**	**791,475**	**399,750**	**102.0%**

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
Wastewater Renewal										
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
Wastewater Renewal	**$ 2,317,850**	**$ 4,621,850**	**$ 4,128,850**	**$ 3,214,500**	**$ 3,805,500**	**$ 3,512,500**	**$ 4,244,040**	**$ 3,984,760**	**$ 2,800,000**	**$ 27,274,850**

Water Renewal

Project	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
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	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Renewal	**$ 1,313,000**	**$ 1,701,000**	**$ 1,987,000**	**$ 1,892,500**	**$ 2,026,000**	**$ 1,818,000**	**$ 2,198,150**	**$ 1,881,150**	**$ 2,060,000**	**$ 13,417,300**
Reclaimed Water										
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
Reclaimed Water	**$ 180,500**	**$ 500,000**	**$ 500,000**	**$ 12,500**	**$ 150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,358,000**

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)
Water Operations										
PRINCIPAL										
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**
PRINCIPAL		**$ 14,860,100**	**$ 561,665**	**$ 581,114**	**$ 600,620**	**$ 625,184**	**$ 649,810**	**$ 679,496**	**$ 9,768,269**	**$ 12,323,380**
INTEREST										
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**
INTEREST			**$ 555,962**	**$ 535,684**	**$ 514,688**	**$ 492,974**	**$ 465,836**	**$ 437,578**	**$ 2,876,423**	**$ 4,787,498**
TOTAL EXPENDITURES			**$ 1,117,628**	**$ 1,116,798**	**$ 1,115,309**	**$ 1,118,158**	**$ 1,115,646**	**$ 1,117,074**	**$ 12,644,691**	**$ 17,110,878**

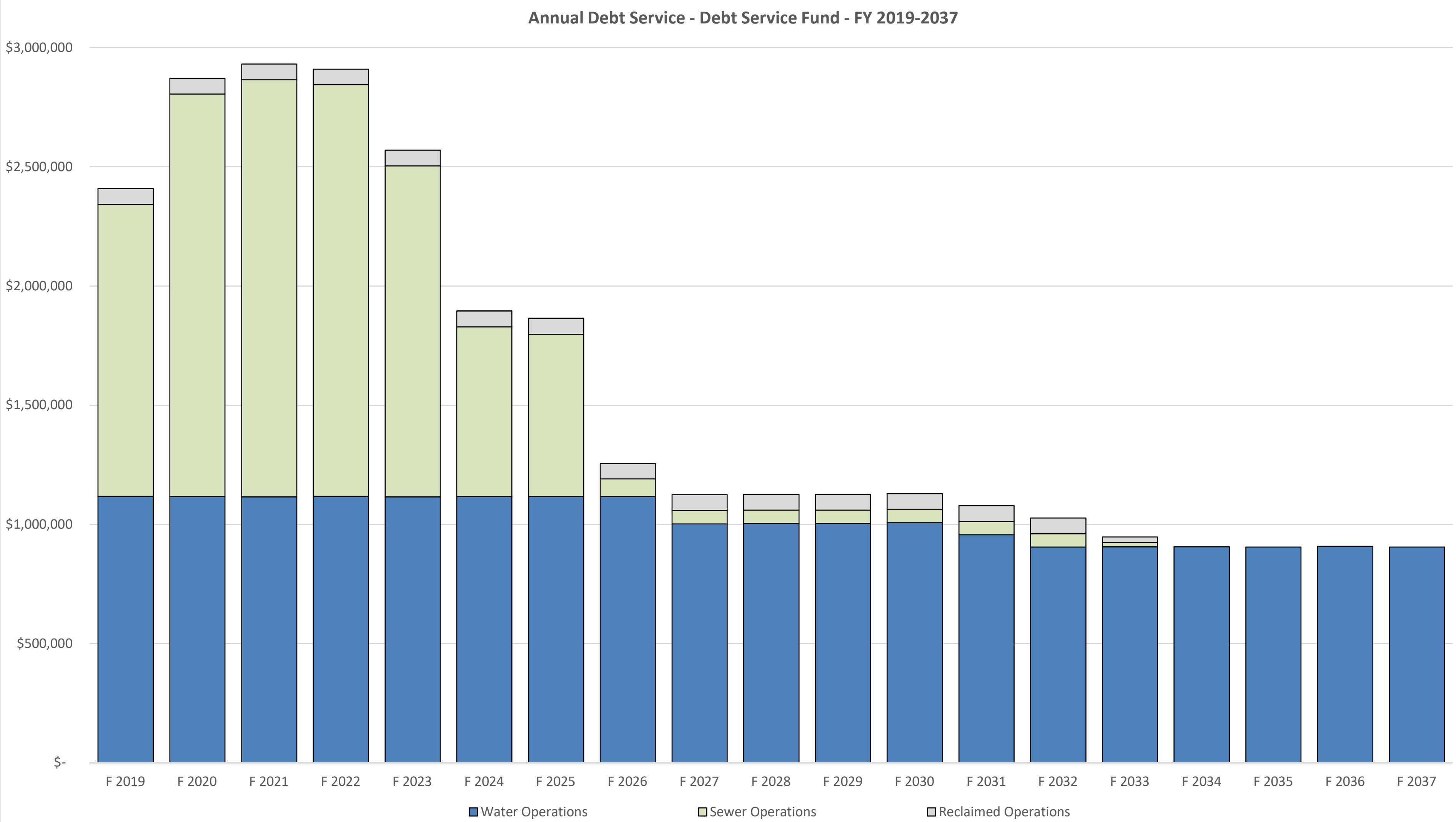
Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2019	F 2020	F 2021	F 2022	F 2023	F 2024	Balance (2025-2037)	Total Outstanding (2021-2048)
Sewer Operations										
PRINCIPAL										
Bonds 2005 $24.67M (Refund 2001 / 2002)	2001, 2002, 2005	$ 9,868,000	$ 888,000	$ 896,000	$ 902,000	$ 912,000	$ 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**
PRINCIPAL		**$ 110,930,872**	**$ 939,812**	**$ 949,216**	**$ 956,649**	**$ 968,111**	**$ 679,604**	**$ 639,128**	**$ 1,029,942**	**$ 104,273,435**
INTEREST										
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**
INTEREST			**$ 284,955**	**$ 739,175**	**$ 792,958**	**$ 757,283**	**$ 708,079**	**$ 73,283**	**$ 81,460**	**$ 2,413,063**
TOTAL EXPENDITURES			**$ 1,224,767**	**$ 1,688,391**	**$ 1,749,607**	**$ 1,725,395**	**$ 1,387,683**	**$ 712,411**	**$ 1,111,402**	**$ 6,686,498**

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)
Reclaimed Operations										
PRINCIPAL										
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**
PRINCIPAL		**$ 1,019,628**	**$ 45,444**	**$ 46,682**	**$ 47,953**	**$ 49,259**	**$ 50,600**	**$ 51,979**	**$ 492,037**	**$ 691,828**
INTEREST										
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**
INTEREST			**$ 20,531**	**$ 19,293**	**$ 18,022**	**$ 16,716**	**$ 15,374**	**$ 13,996**	**$ 57,757**	**$ 121,865**
TOTAL EXPENDITURES			**$ 65,975**	**$ 65,975**	**$ 65,975**	**$ 65,975**	**$ 65,975**	**$ 65,975**	**$ 549,794**	**$ 813,693**

**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

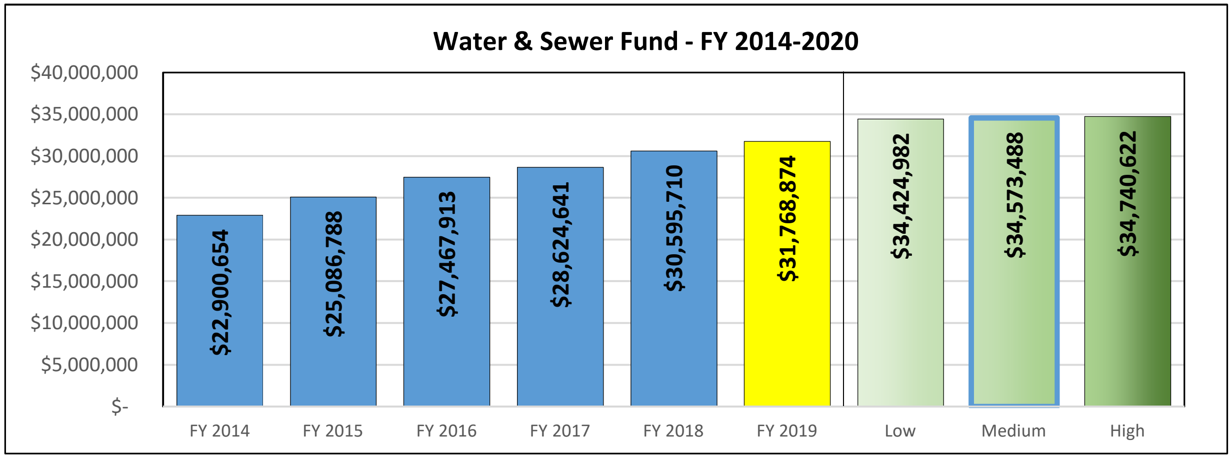
Revenue Model

Fund:	Water/Sewer Fund	Percent of All Revenues	21.1%

<u>Water & Sewer Fund</u>: 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	
% yr/yr.	**5.4%**	**9.5%**	**9.5%**	**4.2%**	**6.9%**	**3.8%**	**8.4%**	**8.8%**	**9.4%**	
Water										**3-yr Average**
Use of Money & Property	64,279	28,924	46,167	89,992	131,580	37,778	**38,684**	38,873	39,062	**$ 28,896,088**
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	**3.3%**
Wastewater										**5-Yr Average**
Use of Money & Property	22,977	86,477	110,042	95,071	183,627	87,354	**89,975**	90,411	90,848	**$ 26,935,141**
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	**3.6%**
Transfer from Co. Fac. Tax.							**1,285,000**	1,285,000	1,285,000	
Reclaimed Water										
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	
Totals	**$ 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**	

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

OTHER GENERAL FUND OPERATING EXPENDITURES

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

Under this operating unit are:

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

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General Expenses

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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	0	0	0	-	0.0%
Total	**-743,635**	**-2,420,117**	**1,859,385**	**1,809,935**	**2,806,522**	**947,137**	**50.9%**

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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**(831,130)**	**(2,487,379)**	**1,601,820**	**1,590,053**	**2,521,650**	**919,830**	**57.4%**
Operations							
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%
Total Operations	**87,495**	**67,262**	**257,565**	**219,882**	**284,872**	**27,307**	**10.6%**
Capital	-	-	-	-	-	-	
Total General Expenses	**(743,635)**	**(2,420,117)**	**1,859,385**	**1,809,935**	**2,806,522**	**947,137**	**50.9%**

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Appropriations

Budget Summary

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

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 Excellent/ Good	2016 Citizens Survey Fair/Poor	2019 Citizens Survey Excellent/ Good	2019 Citizens Survey Fair/Poor
☑	% rating the quality of services provided by Public Library Services	93%	7%	93%	7%
☑	% rating the quality of services provided by Health Services	88%	12%	88%	12%
☑	% rating the quality of services provided by Animal Control	79%	21%	84%	16%

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

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Operations							
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%
Total Contracted Services	**90,971**	**85,968**	**145,022**	**96,295**	**96,295**	**(48,727)**	**-33.6%**
Appropriations to Governments							
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!
Total Appropriations to Gov't	**196,550**	**166,575**	**219,644**	**218,894**	**227,964**	**8,320**	**3.8%**
Appropriations to Civic Org.							
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/Ombusdsman	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%
Total Appropriations to Civic Org's.	**177,415**	**113,726**	**151,635**	**151,635**	**156,635**	**5,000**	
Total Operations	**464,936**	**366,269**	**516,301**	**466,824**	**480,894**	**(35,407)**	**-6.9%**
Total Appropriations	**464,936**	**366,269**	**516,301**	**466,824**	**480,894**	**(35,407)**	**-6.9%**

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Interfund Transfers

Budget Summary

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

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
Invest **Franklin** 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
Total FY 2019 Transfers	**$ 5,290,171**

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.

Interfund Transfers

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	**-**	**-**	**-**	**-**	**-**	**-**	**0.0%**
Operations							
TRANSFER TO STREET AID & TRANSPORTATIO	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%
Total Operations	**4,000,580**	**1,644,399**	**5,290,171**	**5,290,171**	**1,253,371**	**(4,036,800)**	**-76.3%**
Capital	**-**	**-**				**-**	
Total Interfund Transfers	**4,000,580**	**1,644,399**	**5,290,171**	**5,290,171**	**1,253,371**	**(4,036,800)**	**-76.3%**

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OTHER SPECIAL FUNDS

The City of Franklin has 14 budgeted funds. Many of these are known as "Special Revenue" funds and can only be used for specific purposes. Most of these funds are earlier in the budget because they are directly relatable or tied to a specific operating unit or department. The funds shown herein are not – they are more general in nature and serve all departments and citizens.

Under this operating unit are:

- **City Facilities Tax Fund**
- **County Facilities Tax Fund**
- **Hotel/Motel Tax Fund**
- **Debt Service Fund**
- **In Lieu of Parkland Fund**

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City Facilities Tax Fund

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2018 v. 2019 $	2018 v. 2019 %
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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Beginning Fund Balance	**6,976,276**	**10,441,436**	**14,410,218**	**14,410,218**	**13,410,820**	**(999,398)**	**-6.9%**
Revenues							
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%
Total Available Funds	**3,850,553**	**4,885,177**	**2,449,305**	**2,336,872**	**3,075,000**	**625,695**	**25.5%**
						-	
Expenses							
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%
Total Expenditures	**385,393**	**916,395**	**8,572,384**	**3,336,270**	**8,215,322**	**(357,062)**	**-4.2%**
						-	
Ending Fund Balance	**10,441,436**	**14,410,218**	**8,287,139**	**13,410,820**	**8,270,498**	**(16,641)**	**-0.2%**

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).

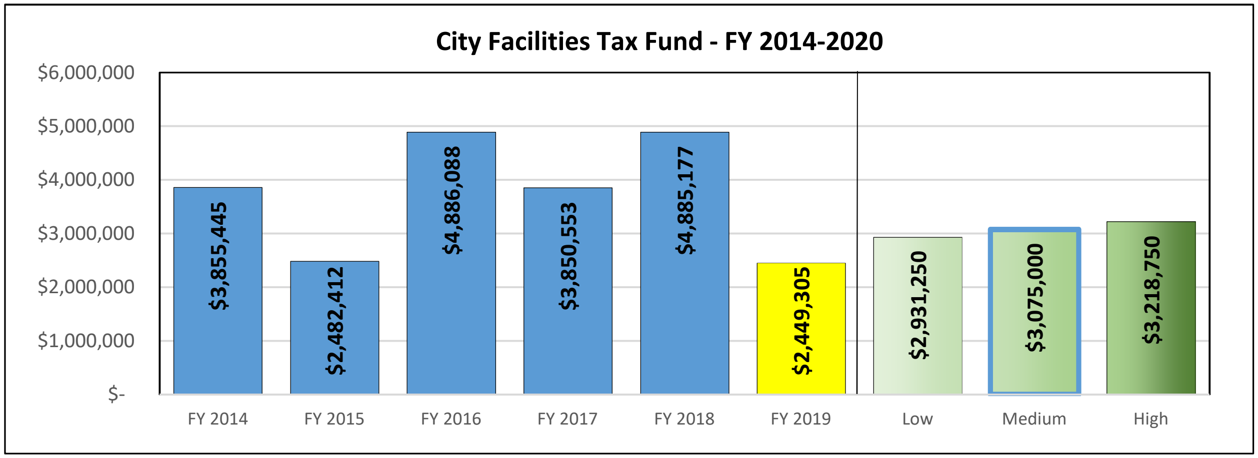
City of Franklin

Revenue Model

Fund:	City Facilities Tax Fund	Percent of All Revenues	1.9%

<u>City Facilities Tax</u>: 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 ***<u>only</u>*** 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 *<u>heavily dependent</u>* 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)		
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High
% yr/yr.	**46.9%**	**-35.6%**	**96.8%**	**-21.2%**	**26.9%**	**-49.9%**	**19.7%**	**25.5%**	**31.4%**
July	188,335	174,169	460,763	221,540	202,536	161,854	192,266	202,385	212,504
August	282,956	128,599	138,739	299,262	649,402	138,733	155,266	163,437	171,609
September	172,873	155,707	405,920	242,795	635,277	158,463	177,347	186,681	196,015
October	1,182,887	211,229	693,869	663,512	437,274	401,233	449,048	472,682	496,316
November	234,251	160,556	561,169	176,544	516,609	195,071	218,318	229,808	241,298
December	188,891	168,587	235,832	432,916	321,669	177,773	198,959	209,430	219,902
January	189,243	186,851	227,208	180,975	222,051	129,410	144,832	152,455	160,077
February	70,242	130,798	575,877	575,155	470,643	203,546	227,803	239,792	251,782
March	216,615	227,269	302,406	372,318	211,194	180,848	202,400	213,053	223,706
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
Totals	**$ 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**

Averages
3-yr Average
$ 4,540,606
-15.4%
5-Yr Average
$ 4,026,057
-7.8%
10-Yr Average
$ 2,927,254
-1.6%

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

County Facilities Tax Fund

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Beginning Fund Balance	**-**	**3,488,072**	**4,804,517**	**4,804,517**	**3,661,920**	**(1,142,597)**	**-23.8%**
Revenues							
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%
Total Available Funds	**3,488,072**	**1,616,445**	**1,250,000**	**607,403**	**1,310,000**	**60,000**	**4.8%**
						-	
Expenses						-	
CAPITAL	-	300,000	1,750,000	1,750,000	1,285,000	(465,000)	-26.6%
Total Expenditures	**-**	**300,000**	**1,750,000**	**1,750,000**	**1,285,000**	**(465,000)**	**-26.6%**
						-	
Ending Fund Balance	**3,488,072**	**4,804,517**	**4,304,517**	**3,661,920**	**3,686,920**	**(617,597)**	**-14.3%**

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.

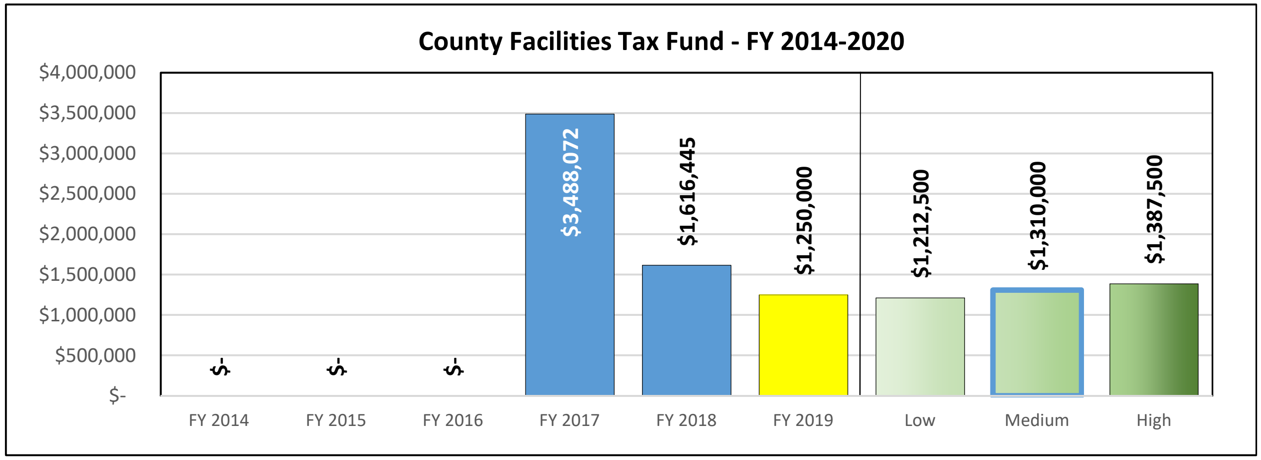
City of Franklin

Revenue Model

Fund:	County Facilities Tax Fund	Percent of All Revenues	0.8%

County Facilities Tax: The County Facilities Tax Fund is a brand new special revenue fund used to account for the City's share of the County's Adequate School Facilities Tax. 30% of the proceeds are distributed to incorporated cities within the county, and another 30% is divided pro rata among the incorporated cities based on population in the last decennial census. The City began collecting a share of the County Facilities Tax in FY 2012. Prior to now monies collected had been deposited within the Capital Projects Fund. Funds are to be used for the purpose of providing public facilities.

The forecast is *heavily dependent* upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.



	Actual					Budget	Forecasts (FY 2020)			Averages
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High	
% yr/yr.	**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**	
Totals	**$ -**	**$ -**	**$ -**	**$ 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.

Hotel/Motel Tax Fund

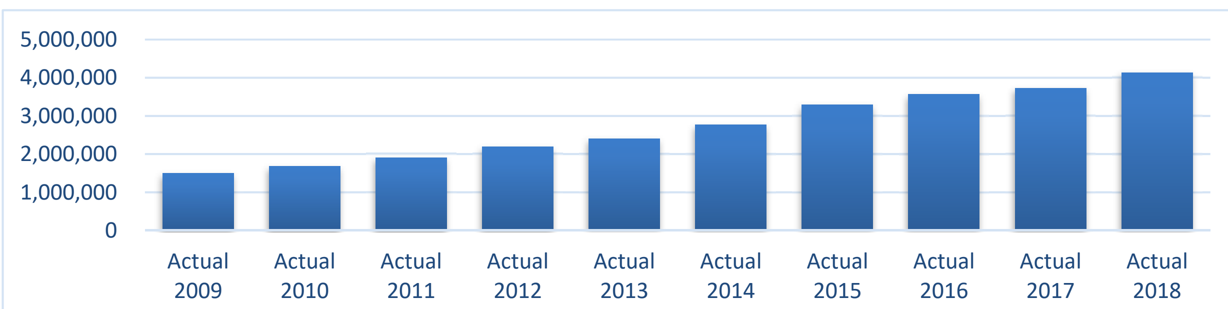
Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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.



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

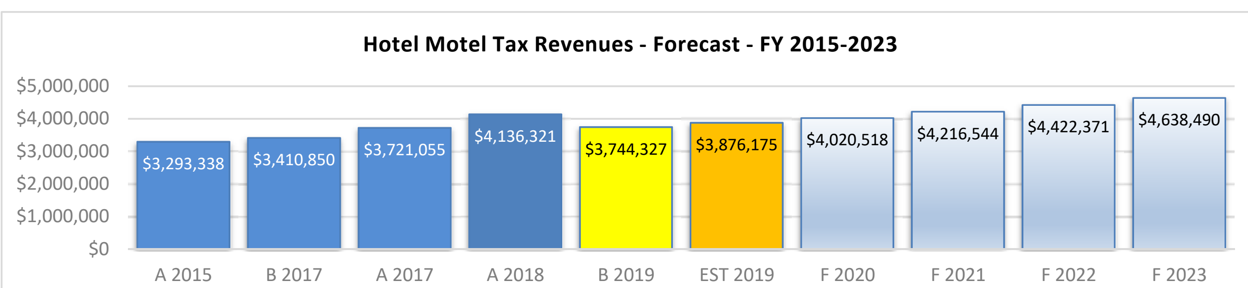
There are no staff formally associated with the Hotel/Motel Tax Fund. It is supervised by personnel in the Finance Department.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Beginning Fund Balance	**2,634,109**	**3,827,284**	**5,722,086**	**5,722,086**	**7,075,545**		
Revenues							
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	-	-	-	-	-	-	
Total Available Funds	**3,721,055**	**4,136,321**	**3,744,327**	**3,876,175**	**4,020,520**	**276,193**	**7.4%**
Expenses							
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%
Total Expenditures	**2,527,880**	**2,241,519**	**2,775,809**	**2,522,716**	**2,501,742**	**(274,067)**	**-9.9%**
Ending Fund Balance	**3,827,284**	**5,722,086**	**6,690,604**	**7,075,545**	**8,594,323**		

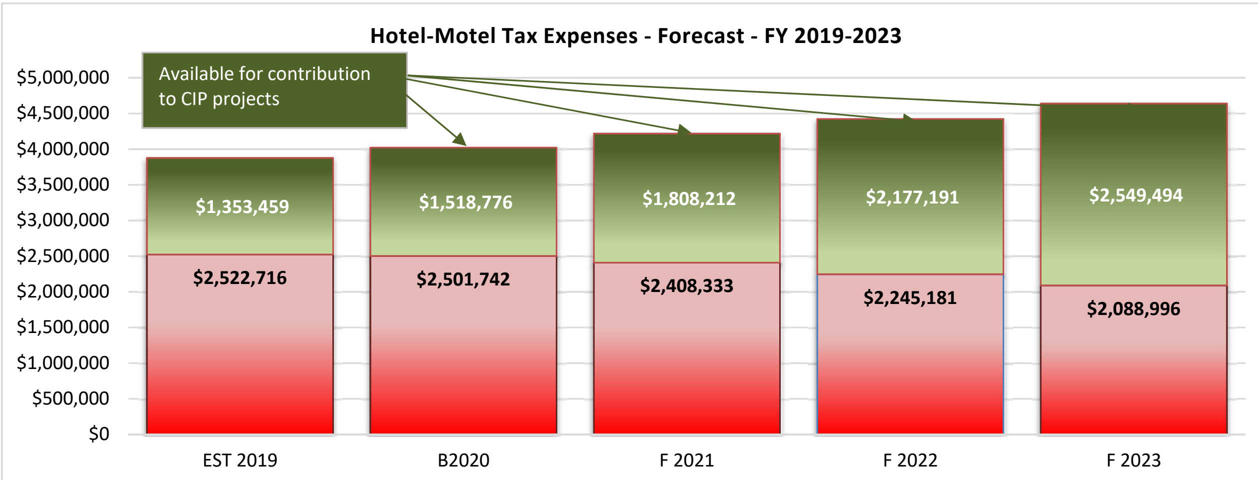
Notes & Objectives

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.

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.

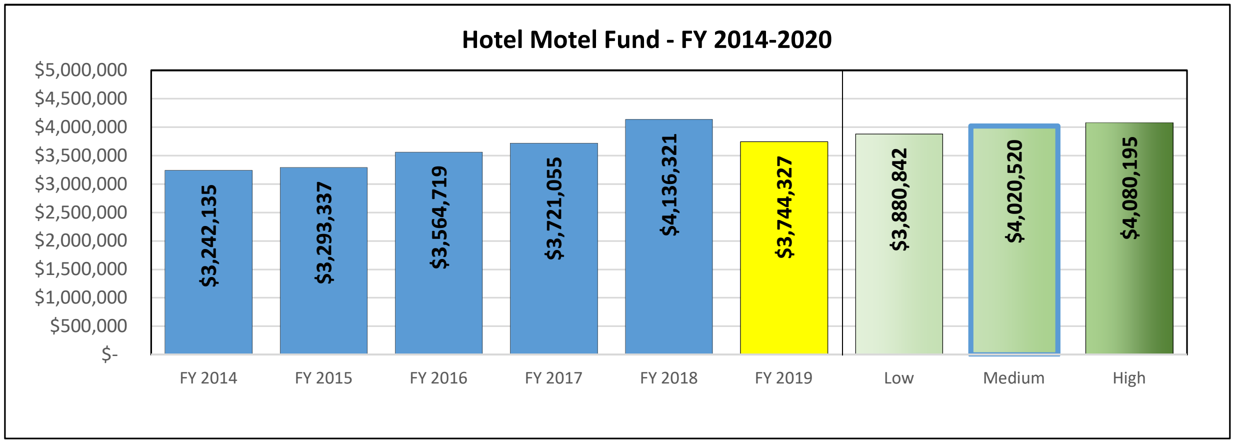
City of Franklin

Revenue Model

Fund:	Hotel Motel Fund	Percent of All Revenues	2.5%

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	
% yr/yr.	31.2%	1.6%	8.2%	4.4%	11.2%	-9.5%	3.6%	7.4%	9.0%	
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	
Totals	$ 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	

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

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Debt Service Fund

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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:

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

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

3) Total Governmental Funds Debt Service as a % of expenditures less than of 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

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.

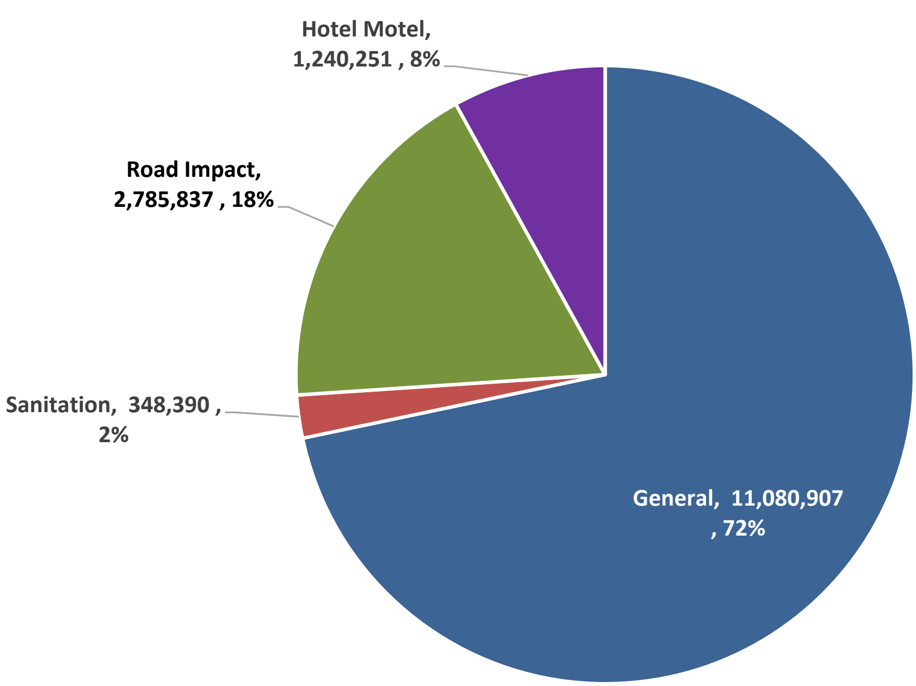
Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Beginning Fund Balance	**5,000**	**90,197**	**106,587**	**106,587**	**89,874**		
Revenues							
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%
Total Available Funds	**12,981,945**	**13,657,071**	**13,684,617**	**13,741,491**	**15,468,087**	**1,783,470**	**13.0%**
Expenses (Debt Service by Fund)							
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%
Total Expenditures	**12,896,748**	**13,640,681**	**13,758,204**	**13,758,204**	**15,455,385**	**1,697,181**	**12.3%**
Ending Fund Balance	**90,197**	**106,587**	**33,000**	**89,874**	**102,575**		

Notes & Objectives

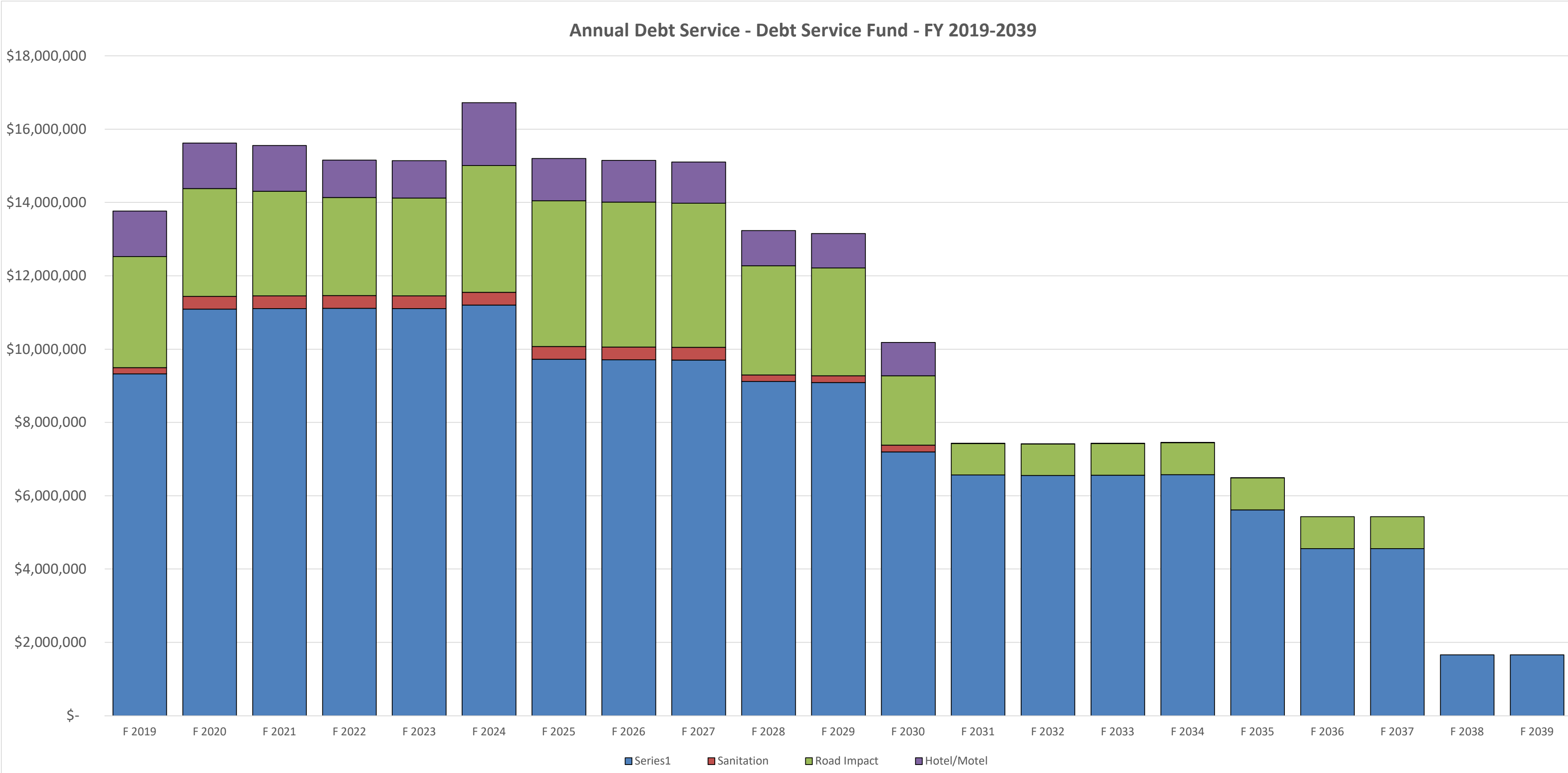
The Debt Service Fund for FY 2020 includes all currently issued G.O. Bonds, including the recently issued 2019A and 2019B Refunding Bonds.

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



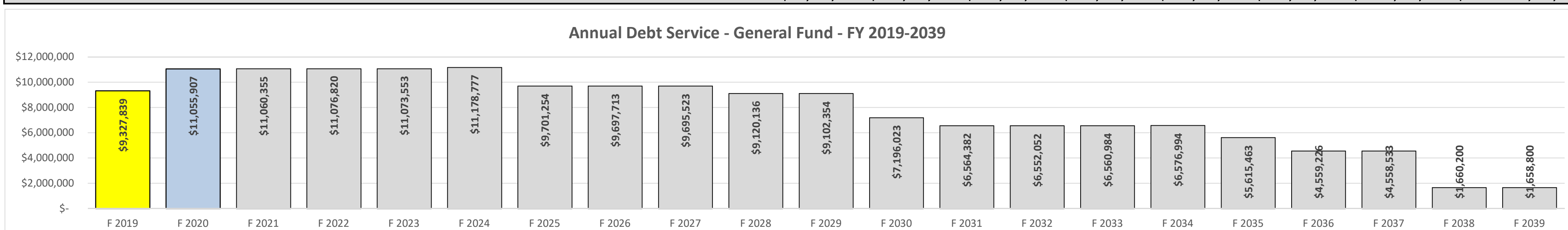
Debt Service Fund - General Obligation / Governmental Funds Debt Schedule

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.



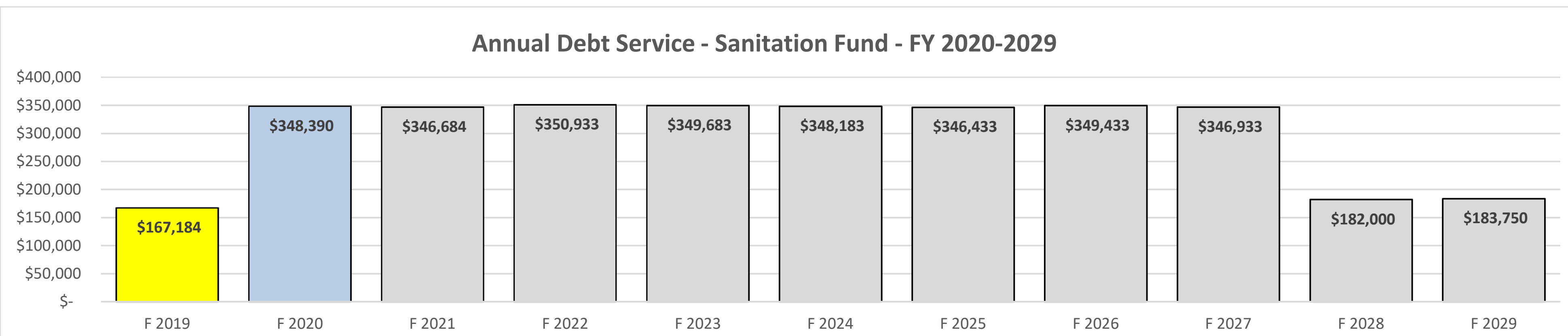
Debt Service Fund - General Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2019	F 2020	F 2021	F 2022	F 2023	F 2024	Balance (2025-2039)	Total Outstanding (2020-2039)
PRINCIPAL										
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	**$ 6,065,300**
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**
PRINCIPAL		**$ 162,282,350**	**$ 5,348,837**	**$ 6,767,341**	**$ 6,624,316**	**$ 6,915,651**	**$ 7,202,980**	**$ 7,624,463**	**$ 77,323,494**	**$ 112,458,245**
INTEREST										
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**
INTEREST			**$ 3,716,058**	**$ 4,275,622**	**$ 4,423,095**	**$ 4,148,225**	**$ 3,857,629**	**$ 3,541,370**	**$ 21,333,551**	**$ 41,579,493**
PAYING AGENT & OTHER DEBT FEES										
Various			$ 262,944	$ 12,944	$ 12,944	$ 12,944	$ 12,944	$ 12,944	$ 162,592	**$ 227,312**
PAYING AGENT & OTHER DEBT FEES			**$ 262,944**	**$ 12,944**	**$ 12,944**	**$ 12,944**	**$ 12,944**	**$ 12,944**	**$ 162,592**	**$ 227,312**
			$ 9,327,839	**$ 11,055,907**	**$ 11,060,355**	**$ 11,076,820**	**$ 11,073,553**	**$ 11,178,777**	**$ 98,819,637**	**$ 154,265,050**
TOTAL EXPENDITURES			**$ 9,327,839**	**$ 11,055,907**	**$ 11,060,355**	**$ 11,076,820**	**$ 11,073,553**	**$ 11,178,777**	**$ 98,819,637**	**$ 154,265,050**



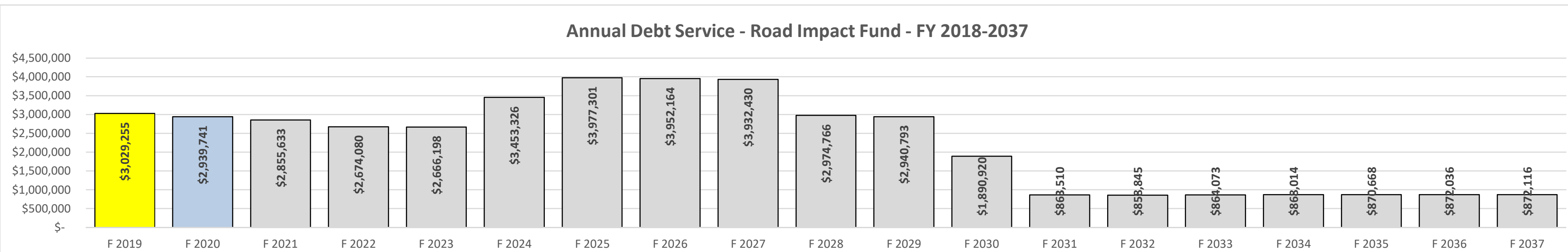
Debt Service Fund - Sanitation Fund Payment Schedule

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)
PRINCIPAL										
Bonds 2001 - $2m (Century Court 2)	2003	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	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	2019	$ 1,600,000		$ 125,000	$ 115,000	$ 125,000	$ 130,000	$ 135,000	$ 970,000	**$ 1,600,000**
Amount missing from detail									$ -	**$ -**
PRINCIPAL		**$ 4,871,600**	**$ 110,938**	**$ 241,484**	**$ 237,309**	**$ 253,424**	**$ 264,845**	**$ 276,587**	**$ 1,425,281**	**$ 2,698,930**
INTEREST										
Bonds 2001 - $2m (Century Court 2)	2003	Variable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	$ 56,246	$ 50,699	$ 44,875	$ 38,759	$ 32,338	$ 25,596	$ 46,268	**$ 238,535**
Bonds 2019 - $29.585m	2019			$ 56,207	$ 64,500	$ 58,750	$ 52,500	$ 46,000	$ 122,000	**$ 399,957**
Amount missing from detail									$ -	**$ -**
INTEREST			**$ 56,246**	**$ 106,906**	**$ 109,375**	**$ 97,509**	**$ 84,838**	**$ 71,596**	**$ 168,268**	**$ 638,492**
PAYING AGENT & OTHER DEBT FEES										
Various			$ -	$ -	$ -	$ -			$ -	**$ -**
PAYING AGENT & OTHER DEBT FEES			**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	$ -	**$ -**
TOTAL EXPENDITURES			**$ 167,184**	**$ 348,390**	**$ 346,684**	**$ 350,933**	**$ 349,683**	**$ 348,183**	**$ 1,593,549**	**$ 3,337,422**



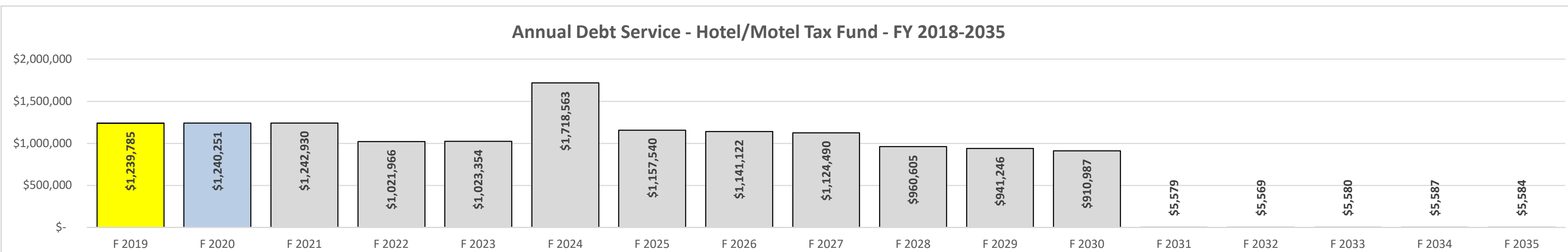
Debt Service Fund - Road Impact Payment Schedule

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 (2020-2037)
PRINCIPAL										
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**
PRINCIPAL		**$ 43,614,000**	**$ 1,685,130**	**$ 1,652,640**	**$ 1,627,980**	**$ 1,505,450**	**$ 1,556,170**	**$ 2,402,620**	**$ 21,146,480**	**$ 29,891,340**
INTEREST										
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**
INTEREST			**$ 1,343,275**	**$ 1,286,251**	**$ 1,226,803**	**$ 1,167,780**	**$ 1,109,178**	**$ 1,049,256**	**$ 4,583,626**	**$ 10,422,894**
PAYING AGENT & OTHER DEBT FEES										
Various			$ 850	$ 850	$ 850	$ 850	$ 850	$ 1,450	$ 7,530	**$ 12,380**
PAYING AGENT & OTHER DEBT FEES			**$ 850**	**$ 850**	**$ 850**	**$ 850**	**$ 850**	**$ 1,450**	**$ 7,530**	**$ 12,380**
TOTAL EXPENDITURES			**$ 3,029,255**	**$ 2,939,741**	**$ 2,855,633**	**$ 2,674,080**	**$ 2,666,198**	**$ 3,453,326**	**$ 25,737,636**	**$ 40,326,614**



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)
PRINCIPAL										
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	$ 50,820	**$ 91,760**
PRINCIPAL		**$ 16,259,810**	**$ 800,095**	**$ 823,535**	**$ 850,395**	**$ 660,475**	**$ 686,005**	**$ 1,406,330**	**$ 5,324,745**	**$ 9,751,485**
INTEREST										
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**
INTEREST			**$ 439,492**	**$ 416,512**	**$ 392,328**	**$ 361,281**	**$ 337,136**	**$ 312,017**	**$ 936,570**	**$ 2,755,845**
PAYING AGENT & OTHER DEBT FEES										
Various			$ 198	$ 204	$ 207	$ 210	$ 213	$ 216	$ 2,574	**$ 3,624**
PAYING AGENT & OTHER DEBT FEES			**$ 198**	**$ 204**	**$ 207**	**$ 210**	**$ 213**	**$ 216**	**$ 2,574**	**$ 3,624**
TOTAL EXPENDITURES			**$ 1,239,785**	**$ 1,240,251**	**$ 1,242,930**	**$ 1,021,966**	**$ 1,023,354**	**$ 1,718,563**	**$ 6,263,889**	**$ 12,510,954**

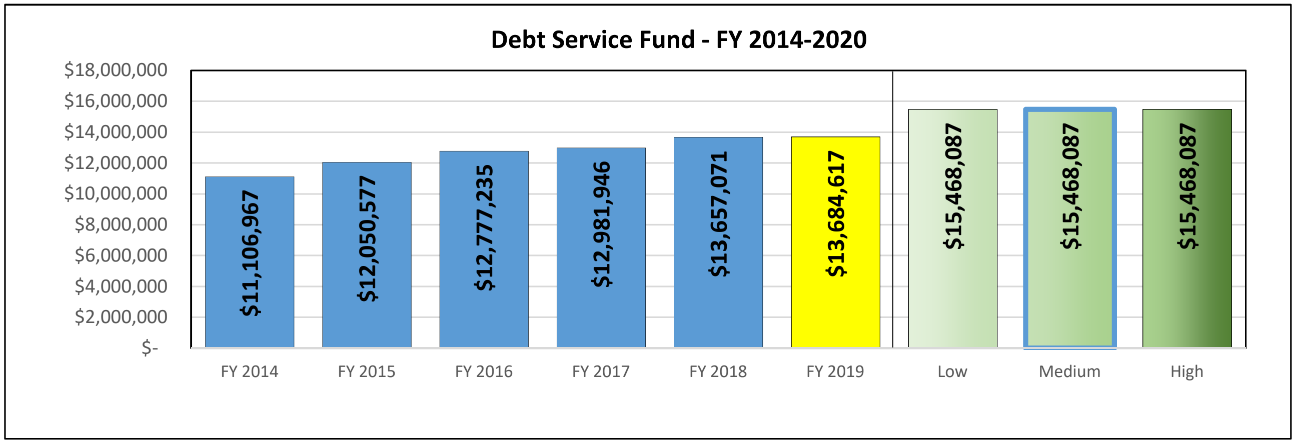


City of Franklin

Revenue Model

Fund:	Debt Service Fund	Percent of All Revenues	9.5%

Debt Service Fund: The Debt Service Fund was created in FY 2010 for the purpose of accounting for resources set aside to fund debt service (payments of long term debt principal, interest, and related costs). All funds which have debt service are accounted for within this fund - General, Road Impact, Sanitation and Hotel / Motel.



	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	
Totals	**$ 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**	

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

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Parkland Dedication Fund

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Beginning Fund Balance	**4,425,966**	**4,584,138**	**6,141,130**	**6,141,130**	**8,069,712**		
Revenues							
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			
Total Available Funds	**158,172**	**2,062,394**	**1,668,582**	**1,928,582**	**1,575,000**	**(93,582)**	**-5.6%**
Expenses (Operations)							
Land Acquisition		505,402		-	-	-	0.0%
Total Expenditures	**-**	**505,402**	**-**	**-**	**-**	**-**	**0.0%**
Ending Fund Balance	**4,584,138**	**6,141,130**	**7,809,712**	**8,069,712**	**9,644,712**		

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.

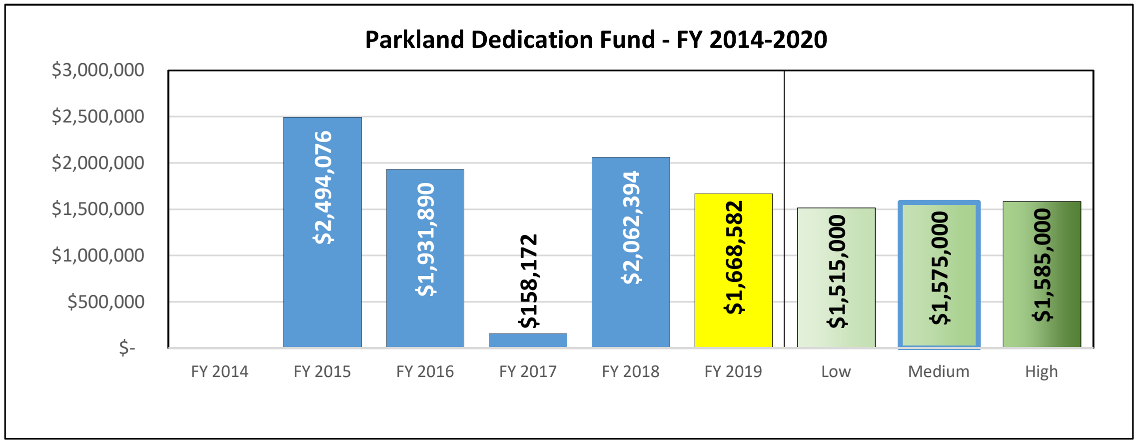
City of Franklin

Revenue Model

Fund:	Parkland Dedication Fund	Percent of All Revenues	1.0%

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	
% yr/yr.	n/a	n/a	-22.5%	-91.8%	1203.9%	-19.1%	-9.2%	-5.6%	-5.0%	
In Lieu of Parkland Receipts	-	211,848	1,923,145	137,454		1,430,000	1,470,000	1,500,000	1,530,000	3-yr Average
Quadrant 1					1,188,552					$ 1,384,152
Quadrant 2					88,008					0.0%
Quadrant 3					157,110					5-Yr Average
Quadrant 4					576,386					$ -
Interest Income	-	2,109	8,745	20,718	52,338	10,000	45,000	75,000	55,000	0.0%
Transfers from General Fund	-	2,280,119	-	-	-	228,582	-	-	-	
Totals	$ -	$ 2,494,076	$ 1,931,890	$ 158,172	$ 2,062,394	$ 1,668,582	$ 1,515,000	$ 1,575,000	$ 1,585,000	

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

APPENDICIES

The Appendices section of the budget provides supplemental information for aid and reference to citizens, elected officials and staff alike necessary to evaluate the FY 2020 Operating and Capital Budget. This section is subdivided into four areas of concentration, and includes:

Under this section is:

- **Capital**
  - **Appendix A - Capital Summary**
  - **Appendix B - Capital Projects 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**

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APPENDICIES: Capital

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**

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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 inf Appendix B. This prioritization will occur in late FY 2019/FY 2020, so budgets will be amended later next fiscal year.

Capital Expenditures

Operations

Department	Request	Amount	Bond Funded	Total
General Fund:				
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**
TOTAL		**$ 1,483,493**	**$ -**	**$ 1,483,493**
Street Aid				
Streets	Street Resurfacing	$ 3,030,000	$ -	**$ 3,030,000**
Streets	Pavement Restoration	$ 300,000	$ -	**$ 300,000**
Streets	Sidewalks	$ 470,000	$ -	**$ 470,000**
TOTAL		**$ 3,800,000**	**$ -**	**$ 3,800,000**

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

Capital

Department	Request	Amount	Bond Funded	Total
General Fund:				
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**
TOTAL		**$ 4,613,777**	**$ 1,002,000**	**$ 5,615,777**
Facilities Tax:				
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**
TOTAL		**$ 8,215,322**	**$ -**	**$ 8,215,322**

Capital

Stormwater Fund:				
Engineering	Various drainage improvements	$ 2,555,000		**$ 2,555,000**
TOTAL		**$ 2,555,000**	**$ -**	**$ 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**
TOTAL		**$ 338,036**	**$ -**	**$ 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**
TOTAL		**$ 1,201,020**	**$ -**	**$ 1,201,020**
Transit Fund				
Transit	Replacement vehicles	$ 582,000		**$ 582,000**
TOTAL		**$ 582,000**	**$ -**	**$ 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**
TOTAL		**$ 7,502,850**	**$ -**	**$ 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**

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.

City of Franklin

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.

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
Internal					
110 General					
Capital Funding Account (<45%)	$ 8,347,536	$ 8,101,435	$ 13,836,612	$ 9,462,024	Reduced for capital projects & to
1.5 Cent Capital Set-Aside	$ 508,038	$ 1,034,046	$ -	$ -	close deficit of Fund 310.
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	
Sub-Total Internal Resources	$ 26,725,871	$ 32,969,165	$ 49,723,941	$ 60,950,437	
Total All Available Resources	**$ 26,725,871**	**$ 32,969,165**	**$ 49,723,941**	**$ 60,950,437**	

City of Franklin

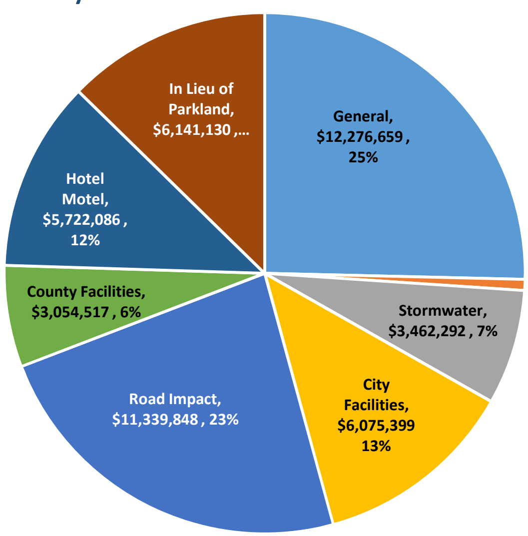
FY 2019-2028 Capital Improvement Program Financing Model

Projected Resources (Cash)

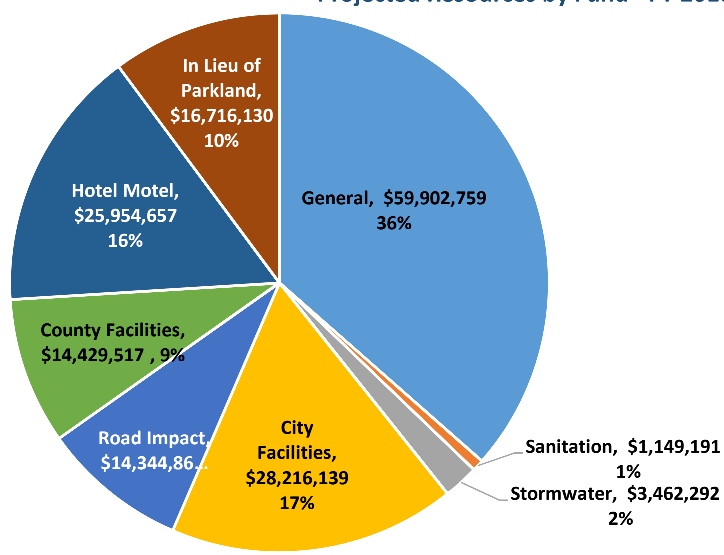
This summarizes the projected cash resources available to the City for the FY 2019-2028 Capital Improvement Program. Existing Fund Balance is shown at the far left, while annual anticipated revenue contributions are provided for the ten-year timeframe of the program. Available Debt Service, and the impact 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 Available *	Ongoing Resources										Total 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

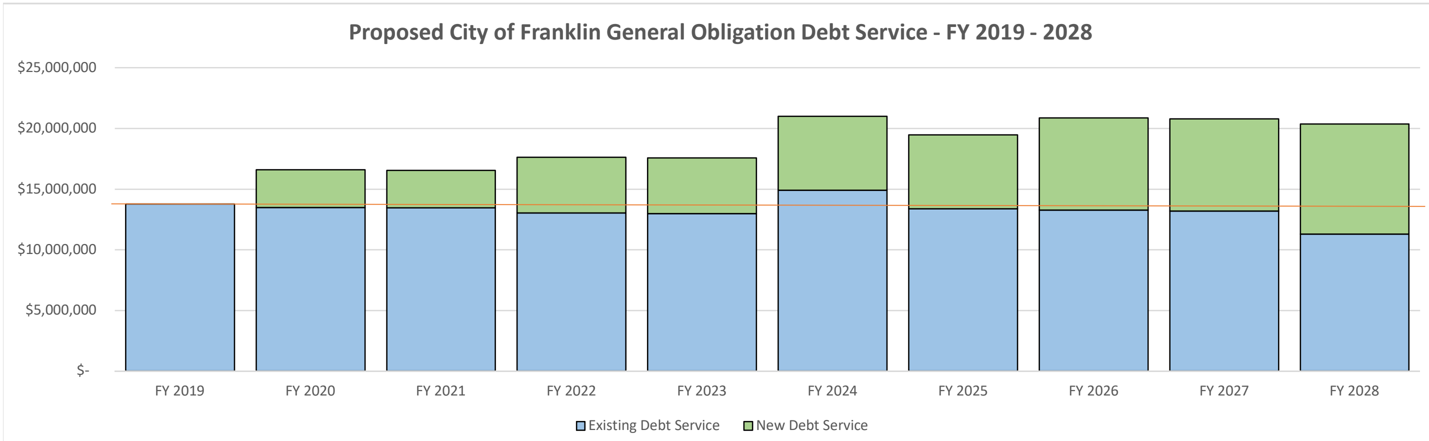
This summarizes the impact upon the City's G.O. Bonds should the City take projected cash resources to extend the available resources to fund capital projects through the issuance of additional bonds.

Proposed Debt Issuances			FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	Balance (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
A	**New Debt Service**		**$ -**	**$ 3,100,000**	**$ 3,100,000**	**$ 4,600,000**	**$ 4,600,000**	**$ 6,100,000**	**$ 6,100,000**	**$ 7,600,000**	**$ 7,600,000**	**$ 9,100,000**	**$ 130,100,000**
B	**Existing Debt Service**		**$ 13,764,063**	**$ 13,490,559**	**$ 13,454,204**	**$ 13,026,056**	**$ 12,987,492**	**$ 14,915,891**	**$ 13,366,922**	**$ 13,278,680**	**$ 13,201,317**	**$ 11,284,568**	**$ 33,665,096**
C (A + B)	**Cumulative G.O. Debt Service**		**$ 13,764,063**	**$ 16,590,559**	**$ 16,554,204**	**$ 17,626,056**	**$ 17,587,492**	**$ 21,015,891**	**$ 19,466,922**	**$ 20,878,680**	**$ 20,801,317**	**$ 20,384,568**	**$ 163,765,096**

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



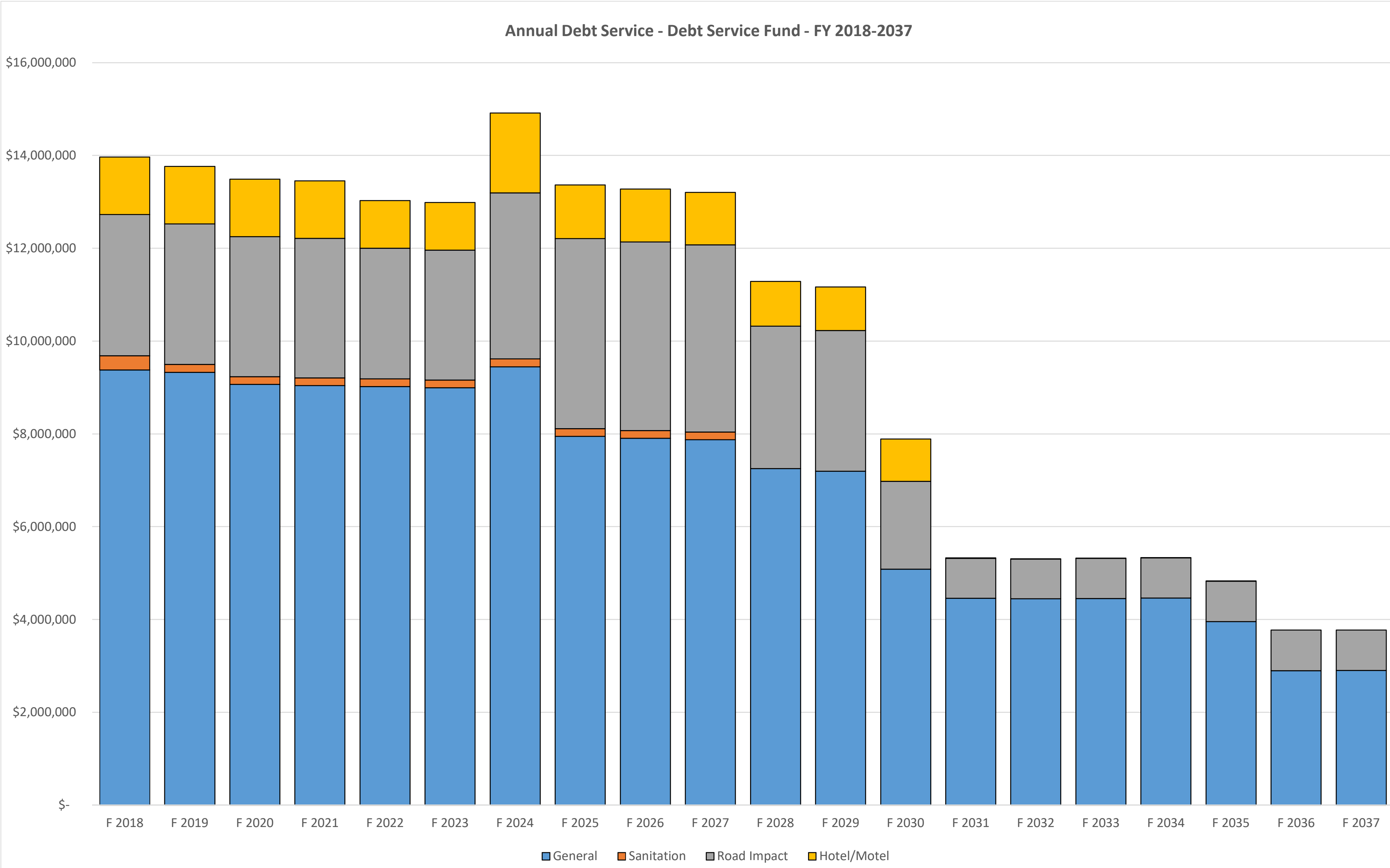
Debt Funding Analysis

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 initative raised for funding Williamson County Schools but returns to the City in FY 2022 and second from the retireing of the TIF district, which should begin to produe 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
D	**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
E	**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
F	**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
G (D-E-F)	**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
H	***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

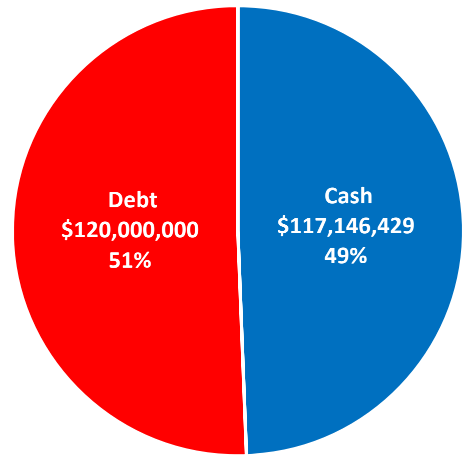
FY 2019-2028 Capital Improvement Program Financing Model

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 [1]	$	59,902,759	$	12,873,634
Debt Service [2]	$	-	$	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
Total	**$**	**164,175,554**	**$**	**237,146,429**



Notes:

[1] 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.

[2] 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* initative, the TIF District Roll-Off and the .5% Sales Tax increase from early 2018 coming back to the City.

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			
Phase I CIP - Approved under Res 2016-69		**City Balance**	**Potential Source**
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
City Projects which we have obligated to participate in		**City Balance**	
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
Total	**$**	**94,788,449**	

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:

Total FY 2019-2028 CIP Projects (134 projects)	**$**	**710,548,854**
less Water & Sewer Projects	$	(37,359,730)
Net FY 2019-2028 CIP Projects (82 Projects)	**$**	**673,189,124**
Financing		
Total Estimated FY 2019-2028 Financing (less water & sewer)	**$**	**237,146,429**
less Obligated Financing Needs	$	(94,788,449)
Net Estimated FY 2019-2028 Financing Resources	**$**	**142,357,980**

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.

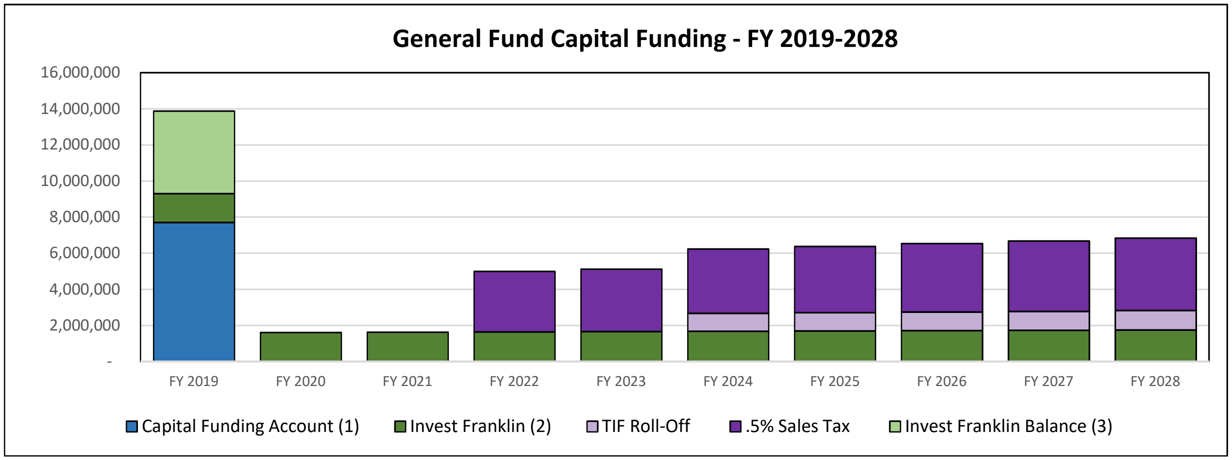
10-Year Financing Analysis

City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

Fund:	General Fund	Percent of Total CIP Revenues	36.5%

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 (1)	7,712,024	-	-	-	-	-	-	-	-	-	7,712,024
Invest *Franklin* (2)	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* (3)	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
Totals	$ 13,871,101	$ 1,610,386	$ 1,626,490	$ 5,002,755	$ 5,119,983	$ 6,239,399	$ 6,383,075	$ 6,530,527	$ 6,681,860	$ 6,837,183	$ 59,902,759

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.

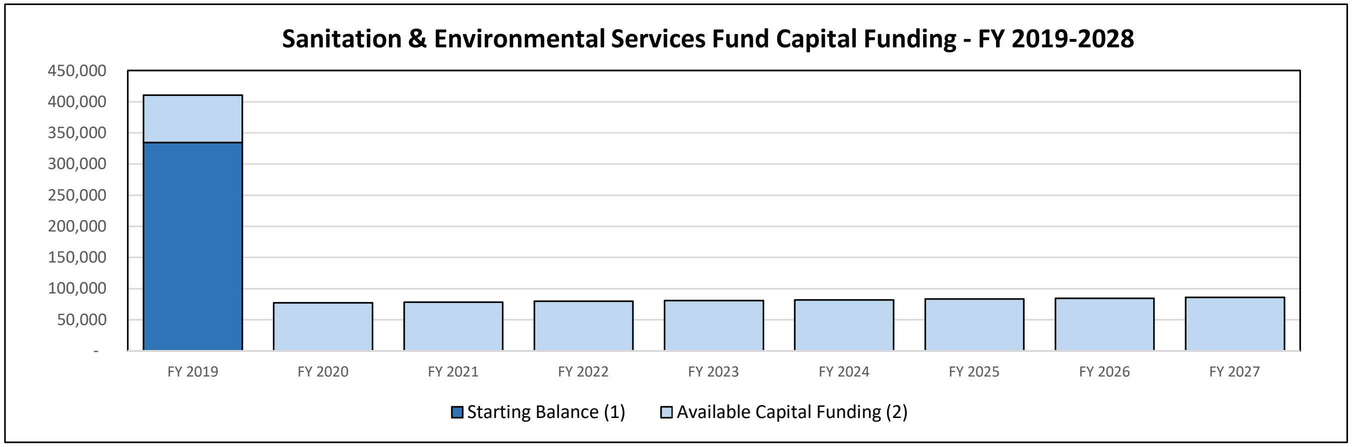
City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

Fund:	Sanitation	Percent of All Revenues	0.7%

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
Totals	**$ 410,639**	**$ 77,252**	**$ 78,421**	**$ 79,605**	**$ 80,803**	**$ 82,014**	**$ 83,240**	**$ 84,480**	**$ 85,734**	**$ 87,003**	**$ 1,149,191**

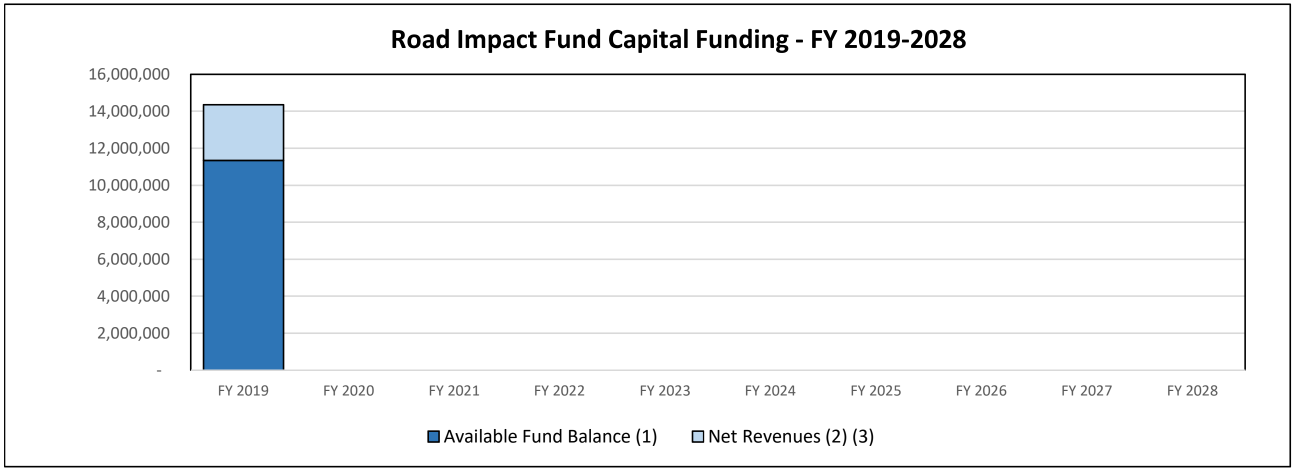
(1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.

(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
Totals	**$ 14,344,869**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 14,344,869**

(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.

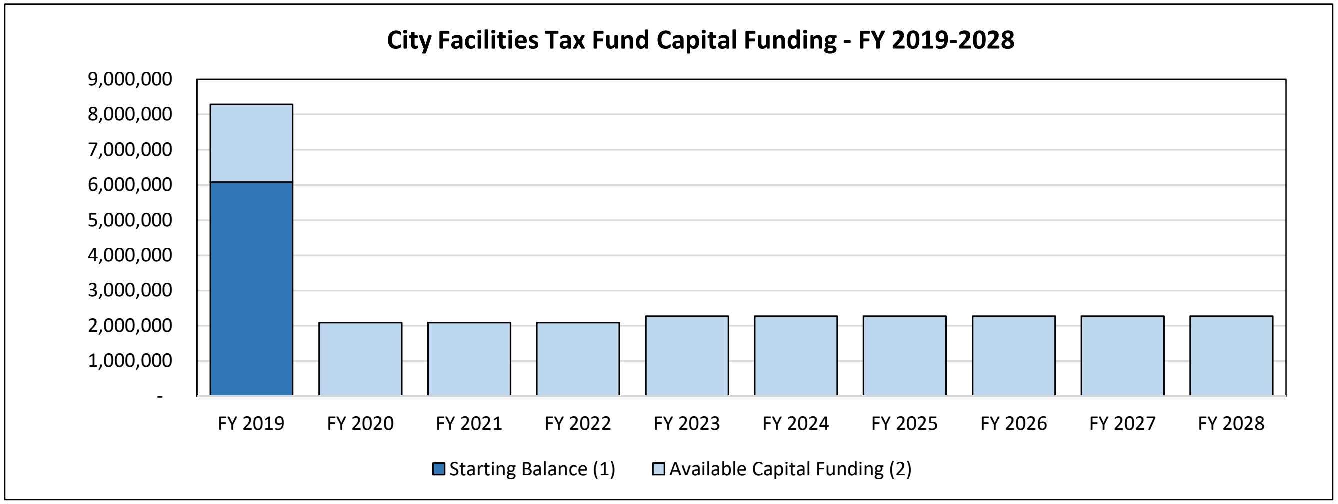
City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

Fund:	City Facilities Tax Fund	Percent of All Revenues	17.2%

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.



	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
Totals	**$ 8,287,139**	**$ 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**

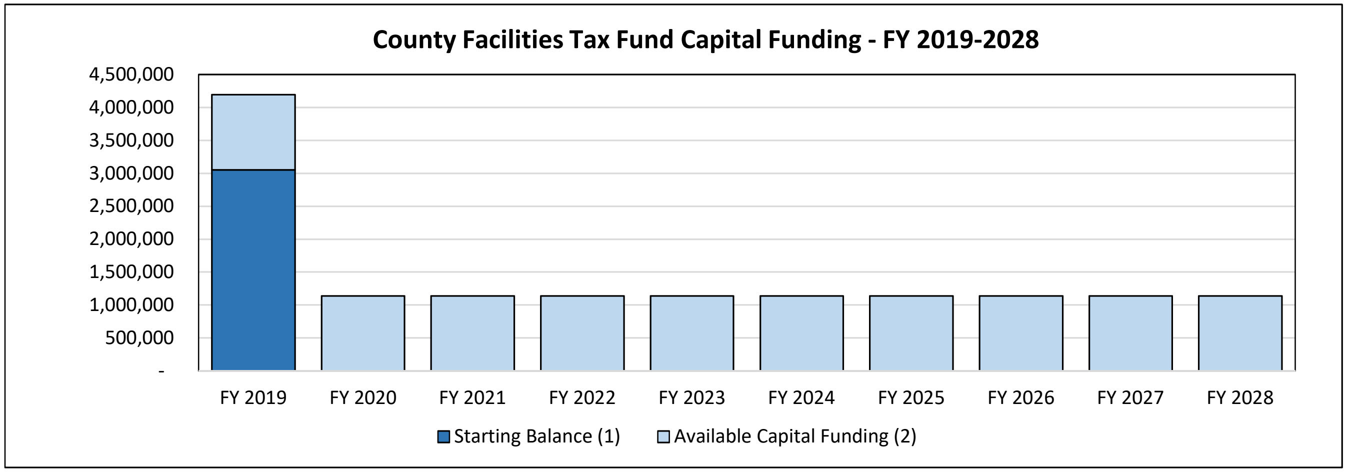
(1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.

(2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.

Fund:	County Facilities Tax Fund	Percent of All Revenues	8.8%

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
Totals	**$ 4,192,017**	**$ 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**

(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.

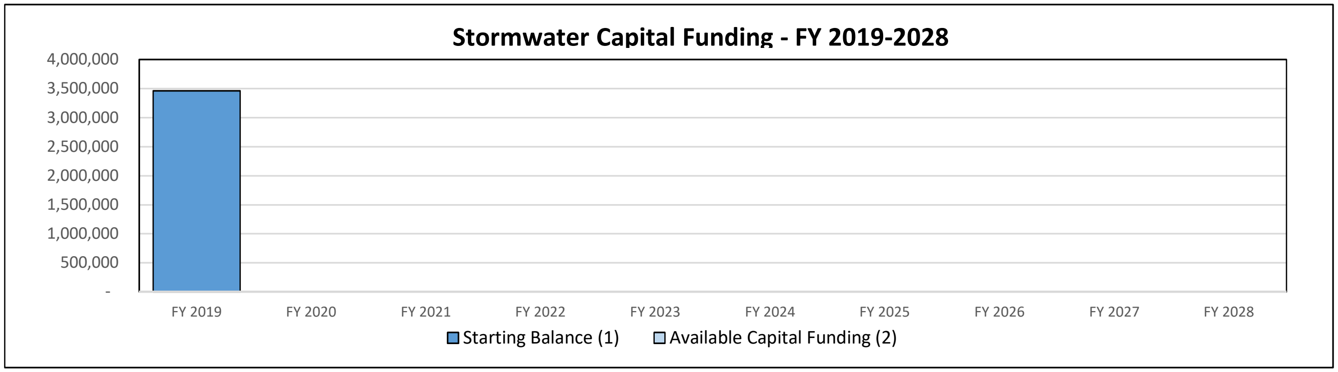
City of Franklin

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)	-	-	-	-	-	-	-	-	-	-	-
Totals	**$ 3,462,292**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,462,292**

Assumptions

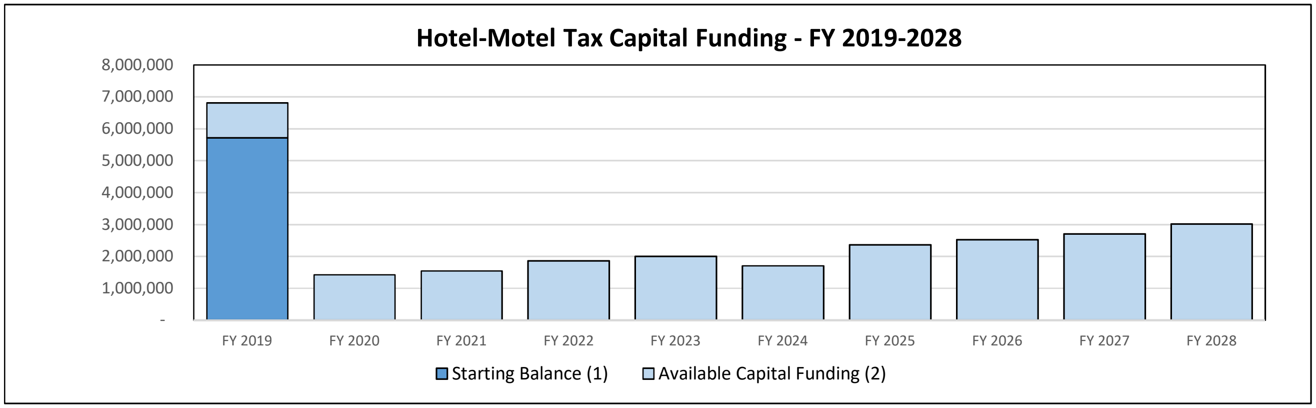
(1) Available Balance will be finalized once final FY 2018 Audited Financials are presented.

(2) Available Capital Funding is annual anticipated collections less one-month reserve for State cash/fund balance requirements.

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
Totals	**$ 6,812,055**	**$ 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**

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.

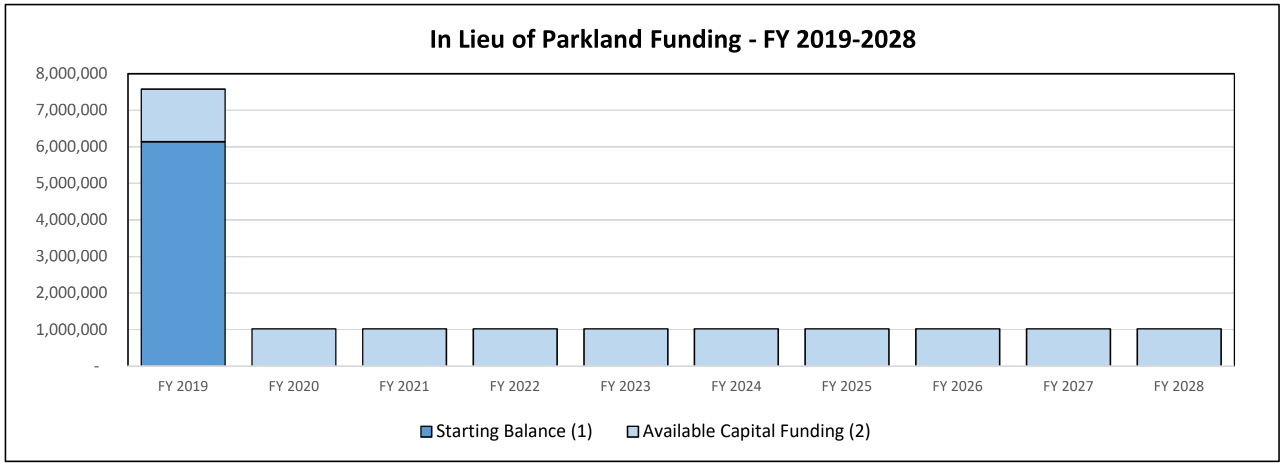
City of Franklin

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
Totals	**$ 7,581,130**	**$ 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**

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.

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.*

Appendix B: CAPITAL PROJECTS & *Invest* **Franklin**

FY 2017

Total Property Tax Levy (.4176/$100 of assessed value)	$	19,203,126
Value of one cent	$	459,845
Total 2017 value of the $.07 *Invest* Franklin Initiative	**$**	**3,218,915**
FY 2017 *Invest* Franklin Collection	**$**	**3,218,915**
Less: Sidewalk Gap Expenditure	$	(250,000)
Ending Balance *Invest* Franklin Collections FY 2017	**$**	**2,968,915**

FY 2018

Total Property Tax Levy (.4176/$100 of assessed value)	$	20,126,690
Value of one cent	$	481,961
Total 2018 value of the $.07 *Invest* Franklin Initiative	**$**	**3,373,727**
FY 2018 *Invest* Franklin Collection	**$**	**3,373,727**
Less: Debt Service on 2017 G.O. Bonds	$	(1,528,007)
Available Balance *Invest* **Franklin** Collections	$	1,845,720
Less: Sidewalk Gap Expenditure	$	(250,000)
Ending Balance *Invest* Franklin Collections FY 2018	**$**	**1,595,720**

FY 2019

Total Property Tax Levy (.4176/$100 of assessed value)	$	20,730,491
Value of one cent	$	496,420
Total 2018 value of the $.07 *Invest* Franklin Initiative	**$**	**3,474,939**
FY 2019 *Invest* Franklin Collection	**$**	**3,474,939**
Less: Debt Service on 2017 G.O. Bonds	$	(1,630,497)
Available Balance *Invest* **Franklin** Collections	$	1,844,442
Less: Sidewalk Gap Expenditure	$	(250,000)
Ending Balance *Invest* Franklin Collections FY 2019	**$**	**1,594,442**

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
Total Balance *Invest* Franklin Initiative (end of FY 2019)	**$**	**6,159,076**

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.

APPENDICIES: Policies

The City has adopted financial policies related to investments, General Fund reserves, debt management, utilization of reserve funds, and cash receipting. The investment policy, updated in December 2011, provides for the primary objectives, in order of priority, of investment activities of non-pension funds shall be safety, liquidity, and return. The reserve policy established an emergency and cash flow reserve of a minimum of 33% of budgeted General Fund expenditures (which is forecast to be $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.

Under this section is:

- **Policies**
  - **Appendix D – General Fund - Fund Balance Policy**
  - **Appendix E - Debt Management Policy**
  - **Appendix F – Disbursements Policy**

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CITY OF FRANKLIN

T E N N E S S E E

General Fund
Fund Balance Policy

Adopted by Board of Mayor & Aldermen, May 12, 2009

Addendum Adopted by Board of Mayor & Aldermen, August 28, 2012

Policy Update Adopted by Board of Mayor & Aldermen, September 23, 2014

City of Franklin
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).*

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.

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.

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

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.

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.

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 30th of the applicable fiscal year. If the actual amount of the commitment is not available by June 30th, the resolution must state the process or formula necessary to calculate the actual amount as soon as information is available.

Default Order of Use of Funds
By default, when both restricted (by outside parties) and unrestricted funds are available for expenditure, restricted funds should be spent first unless legal requirements disallow it. When **committed (by the Board)**, assigned (usually by management) and unassigned funds are available for expenditure, committed funds should be spent first, assigned funds second, and unassigned funds last.

Potential Use of Funds Resolution
The recognition of an urgent event must be established by the Board of Mayor and Aldermen or their designee (e.g. City Administrator). If established by the Board's designee, the specific urgent event must be reported to the governing body at their next meeting.

Potential urgent events are:
1. Disaster (flood, tornado, etc.) that funds must be expended prior to any potential reimbursement.
2. Health claims or other specific expenditures included within the stabilization fund exceeding a specified threshold. This would allow the stabilization funds in the General Fund to be used in cases

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

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 12th day of December, 2017.

ATTEST:

By: Eric S. Stuckey
Eric Stuckey
City Administrator

CITY OF FRANKLIN, TENNESSEE:

By: ______________________
Dr. Ken Moore
Mayor

Approved as to form:

Shauna R. Billingsley
Shauna R. Billingsley, City Attorney

Law Dept. approved 11.21.17

CITY OF FRANKLIN

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

Table of Contents

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 ≤ 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 ≤ 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) ≤ 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 <u>net</u> 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.

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

Table of Contents

Disbursements Policy

1. General Policy

This policy applies to all non-payroll disbursements of The City of Franklin. (Payroll disbursements are addressed in the City's Human Resources Manual.)

Other than the purchasing card program that is overseen by the City's Purchasing Office, the Finance Department oversees disbursements for the City. Specific payment responsibilities, as described in this policy, are delegated to departments. All who have responsibility for any aspect of the City's payment functions are to adhere to the provisions of this policy. (Exceptions, if any, will be handled as described in Section 13).

2. Payment Responsibilities

To ensure best practices, the following disbursements responsibilities are in place:

- **Procurement**. Departments should strive to separate, as much as possible, the functions of purchasing, receiving, and approving payments.
- **Payment Approval.** The authorized departmental approver must not be the recipient of the funds disbursed.
- **Vendor Maintenance.** A person in Finance who does not perform payment processing should perform vendor maintenance.
- **Payment Processing and Review.** The person processing payments in Finance should have a 2nd person in Finance review prior to disbursement.
- **Payment Recording**. A person in Finance who does not process or review disbursements should record the transactions.
- **Post-payment review.** Both the department and Finance should review budget information to ensure that all financial transactions are appropriate.

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.

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.

- 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:

<u>For Non-Construction-Related Procurement Payments</u>
Inclusion of the purchase order number (where applicable) or requisition number and contract number.

<u>For Construction-Related Procurement Payments</u>
Inclusion of the contract payment request form with project number, contract number, and contractor's payment application (or similar document) with remaining contract balance.

<u>For Employee Reimbursement Payments</u>
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.

<u>For Capital Asset Payments</u>
Inclusion of asset's description and identifying number(s).

<u>For Grant and Reimbursement Payments</u>
Inclusion of the grant or reimbursement number (where applicable).

<u>For Bond and Lease Payments</u>
Inclusion of the bond or lease number (where applicable).

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,

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.

APPENDICIES: Operating Budget

Under this section is:

- **Operating Budget - Supplemental Information**
  - **Appendix G - General Fund Expenditures By Account**
  - **Appendix H - Program Enhancement Requests**
  - **Appendix I - Pay Structure**

Appendix G: Budget by Accounts - General Fund

	A Actual 2017	B Actual 2018	C Budget 2019	D Estd 2019	E Budget 2020	F (E-C) Difference 19' vs. 20' $	G (E/C-1) %
Personnel							
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%
XWAGI TOTAL WAGES	**$ 31,726,626**	**$ 33,330,784**	**$ 36,075,269**	**$ 36,087,141**	**$ 37,717,327**	**$ 1,642,058**	**4.6%**
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%
XOFF TOTAL OFFICIALS FEES	**$ 163,907**	**$ 164,906**	**$ 171,631**	**$ 165,675**	**$ 171,875**	**$ 244**	**0.1%**
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%
XBEN TOTAL BENEFITS	**$ 12,093,033**	**$ 12,028,880**	**$ 16,259,152**	**$ 15,857,437**	**$ 16,127,458**	**$ (131,694)**	**-0.8%**
XPER TOTAL PERSONNEL	**$ 43,983,566**	**$ 45,524,570**	**$ 52,506,052**	**$ 52,110,253**	**$ 54,016,660**	**$ 1,510,608**	**2.9%**
Operations							
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%
XTRC TOTAL TRANSPORTATION CHARGES	**$ 70,171**	**$ 53,612**	**$ 93,333**	**$ 69,251**	**$ 100,149**	**$ 6,816**	**7.3%**
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%
XOPSV TOTAL OPERATING SERVICES	**$ 279,366**	**$ 280,763**	**$ 296,166**	**$ 297,245**	**$ 340,224**	**$ 44,058**	**14.9%**
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%

Account	Description	A Actual 2017	B Actual 2018	C Budget 2019	D Estd 2019	E Budget 2020	F (E-C) Difference 19' vs. 20' $	G (E/C-1) %
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%
XNSP	**TOTAL NOTICES, SUBSCRIPTIONS, PUI**	**$ 404,693**	**$ 404,357**	**$ 421,628**	**$ 381,147**	**$ 492,258**	**$ 70,630**	**16.8%**
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%
XUTIL	**TOTAL UTILITIES**	**$ 2,109,904**	**$ 2,039,516**	**$ 2,211,019**	**$ 2,089,699**	**$ 2,130,540**	**$ (80,479)**	**-3.6%**
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%
XCTS	**TOTAL CONTRACTUAL SERVICES**	**$ 2,946,850**	**$ 3,071,587**	**$ 4,425,616**	**$ 4,530,244**	**$ 4,245,515**	**$ (180,101)**	**-4.1%**
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 SEF	$ 549,798	$ 689,548	$ 504,930	$ 541,254	$ 546,709	$ 41,779	8.3%
82699	OTHER REPAIR & MAINTENANCE SERVI(	$ 12,742	$ 15,473	$ 13,535	$ 10,035	$ 13,820	$ 285	2.1%
XRMSV	**TOTAL REPAIR & MAINTENANCE SER'**	**$ 2,136,354**	**$ 2,321,465**	**$ 2,520,862**	**$ 2,258,863**	**$ 2,387,704**	**$ (133,158)**	**-5.3%**
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%
XEPG	**TOTAL EMPLOYEE PROGRAMS**	**$ 419,185**	**$ 501,384**	**$ 684,568**	**$ 669,677**	**$ 817,555**	**$ 132,987**	**19.4%**
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%

Appendix G: Budget by Accounts - General Fund

		A Actual 2017	B Actual 2018	C Budget 2019	D Estd 2019	E Budget 2020	F (E-C) Difference 19' vs. 20' $	G (E/C-1) %
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%
XPDT	**TOTAL PROFESSIONAL DEVELOPMEN**	**$ 301,436**	**$ 351,685**	**$ 446,075**	**$ 415,561**	**$ 525,839**	**$ 79,764**	**17.9%**
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%
XOFS	**TOTAL OFFICE SUPPLIES**	**$ 203,337**	**$ 189,643**	**$ 213,769**	**$ 208,214**	**$ 215,387**	**$ 1,618**	**0.8%**
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%
XOPS	**TOTAL OPERATING SUPPLIES**	**$ 706,310**	**$ 679,399**	**$ 754,989**	**$ 757,080**	**$ 896,525**	**$ 141,536**	**18.7%**
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%
XFUEL	**TOTAL FUEL & MILEAGE**	**$ 330,700**	**$ 380,852**	**$ 481,511**	**$ 464,554**	**$ 524,662**	**$ 43,151**	**9.0%**
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%
XMEU	**TOTAL MACHINERY & EQUIPMENT (<**	**$ 1,768,923**	**$ 1,863,708**	**$ 1,340,342**	**$ 1,374,925**	**$ 1,553,449**	**$ 213,107**	**15.9%**
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%
XRMS	**TOTAL REPAIR & MAINTENANCE SUP**	**$ 923,763**	**$ 416,742**	**$ 816,583**	**$ 582,771**	**$ 857,199**	**$ 40,616**	**5.0%**

Appendix G: Budget by Accounts - General Fund

		A Actual 2017	B Actual 2018	C Budget 2019	D Estd 2019	E Budget 2020	F (E-C) Difference 19' vs. 20' $	G (E/C-1) %
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%
XOPU	**TOTAL OPERATIONAL UNITS**	**$ 209,405**	**$ 145,191**	**$ 260,291**	**$ 139,764**	**$ 331,543**	**$ 71,252**	**27.4%**
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%
XPLC	**TOTAL PROPERTY & LIABILITY COSTS**	**$ 926,072**	**$ 960,004**	**$ 1,054,388**	**$ 998,632**	**$ 1,074,553**	**$ 20,165**	**1.9%**
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 (	$ 39	$ -	$ -	$ -	$ -	$ -	0.0%
85270	POST OFFICE BOX RENTAL	$ -	$ -	$ 515	$ 500	$ 500	$ (15)	-2.9%
XRENT	**TOTAL RENTALS**	**$ 37,180**	**$ 44,759**	**$ 59,420**	**$ 56,146**	**$ 59,222**	**$ (198)**	**-0.3%**
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%
XPERM	**TOTAL PERMITS**	**$ 45,430**	**$ 38,809**	**$ 50,660**	**$ 51,610**	**$ 58,000**	**$ 7,340**	**14.5%**
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%
XFLF	**TOTAL FINANCIAL FEES**	**$ 434,418**	**$ 444,009**	**$ 553,140**	**$ 523,197**	**$ 508,213**	**$ (44,927)**	**-8.1%**

Appendix G: Budget by Accounts - General Fund

Account	Description	A Actual 2017	B Actual 2018	C Budget 2019	D Estd 2019	E Budget 2020	F (E-C) Difference 19' vs. 20' $	G (E/C-1) %
85990	MISCELLANEOUS	$ 2,744	$ (2,528)	$ 7,840	$ 6,217	$ 8,145	$ 305	3.9%
XOBE	TOTAL OTHER BUSINESS EXPENSES	**$ 2,744**	**$ (2,528)**	**$ 7,840**	**$ 6,217**	**$ 8,145**	**$ 305**	**3.9%**
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%
XDSV	**TOTAL DEBT SERVICE**	**$ 2,266,276**	**$ 1,686,959**	**$ 754,418**	**$ 789,035**	**$ -**	**$ (754,418)**	**-100.0%**
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%
XAPP	**TOTAL APPROPRIATIONS**	**$ 518,528**	**$ 531,591**	**$ 606,628**	**$ 557,151**	**$ 576,921**	**$ (29,707)**	**-4.9%**
87510	REIMB OF INTERFUND SERVICES	$ (2,707,185)	$ (2,787,800)	$ (3,264,935)	$ (3,264,935)	$ (3,762,946)	$ (498,011)	15.3%
XREIMI	**TOTAL INTERFUND SERVICES REIMBU**	**$ (2,707,185)**	**$ (2,787,800)**	**$ (3,264,935)**	**$ (3,264,935)**	**$ (3,762,946)**	**$ (498,011)**	**15.3%**
88020	TRANSFER TO STREET AID & TRANSPOR	$ 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%
XTRAN	**TOTAL TRANSFERS**	**$ 4,000,580**	**$ 1,644,399**	**$ 5,290,171**	**$ 5,290,171**	**$ 1,253,371**	**$ (4,036,800)**	**-76.3%**
XOP	**TOTAL OPERATIONS**	**$ 18,334,440**	**$ 15,260,106**	**$ 20,078,482**	**$ 19,246,219**	**$ 15,194,028**	**$ (4,884,454)**	**-24.3%**
Capital		**$ -**						
89220	BUILDING DESIGN & CONSTRUCTION	$ -	$ 30,728	$ 320,000	$ 175,000	$ 300,000	$ (20,000)	-6.3%
89230	BUILDING IMPROVEMENTS	$ -	$ 290,376	$ -	$ -	$ -	$ -	0.0%
XBLDG	**TOTAL BUILDINGS**	**$ -**	**$ 321,104**	**$ 320,000**	**$ 175,000**	**$ 300,000**	**$ (20,000)**	**-6.3%**
89310	PARKS & RECREATION FACILITIES	$ -	$ -	$ 446,250	$ 446,250	$ 191,250	$ (255,000)	-57.1%
XIMPR	**TOTAL IMPROVEMENTS**	**$ -**	**$ -**	**$ 446,250**	**$ 446,250**	**$ 191,250**	**$ (255,000)**	**-57.1%**
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%
XINFR	**TOTAL INFRASTRUCTURE**	**$ 74,528**	**$ 957,863**	**$ -**	**$ 43,714**	**$ 222,000**	**$ 222,000**	**100.0%**
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%
XMEO	**TOTAL MACHINERY & EQUIPMENT (>**	**$ 114,259**	**$ 859,583**	**$ 991,000**	**$ 737,510**	**$ 3,865,527**	**$ 2,874,527**	**290.1%**
XCAP	**TOTAL CAPITAL**	**$ 188,787**	**$ 2,138,550**	**$ 1,757,250**	**$ 1,402,474**	**$ 4,578,777**	**$ 2,821,527**	**160.6%**
XTOT	**TOTAL EXPENDITURES**	**$ 62,506,793**	**$ 62,923,226**	**$ 74,341,784**	**$ 72,758,946**	**$ 73,789,465**	**$ (552,319)**	**-0.7%**

City of Franklin, Tennessee
FY 2020 Operating Budget Request

Appendix H: Overall Program Enhancement Summary — Final

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
General Fund						
Administration						
1	Contract Administrator	$ 61,000	$ 18,300	$ -	**$ 79,300**	$ 79,300
2	Public Works Internship Program	$ 20,000	$ -	$ -	**$ 20,000**	$ 20,000
Total		**$ 81,000**	**$ 18,300**	**$ -**	**$ 99,300**	**$ 99,300**
		(+1.0 FTE)				
Project & Facilities Management						
1	PD Community Room Painting	$ -	$ -	$ 6,500	**$ 6,500**	$ 6,500
2	Controlled Records Retention Room	$ -	$ -	$ 38,000	**$ 38,000**	
3	City Hall IT and Projector Upgrades	$ -	$ -	$ 9,000	**$ 9,000**	
4	Replacement Benches City Square	$ -	$ -	$ 12,000	**$ 12,000**	$ 12,000
5	PD Vestibules at Parking Deck	$ -	$ -	$ 5,900	**$ 5,900**	
6	Custodian	$ 40,000	$ 12,000	$ -	**$ 52,000**	
7	Phase 1 of VCT floor tiles Public Works Replacement to Epoxy	$ -	$ -	$ 9,500	**$ 9,500**	
8	PW FRP on Break Room Walls	$ -	$ -	$ 7,500	**$ 7,500**	
9	Updating from Metal Halide to LED Wall Packs at PW	$ -	$ -	$ 8,250	**$ 8,250**	
10	Wastewater Administrative Flooring Replacment	$ -	$ -	$ 19,500	**$ 19,500**	$ 19,500
11	PW Painting of Second Floor Space	$ -	$ -	$ 6,500	**$ 6,500**	
12	PD Carpet Replacement	$ -	$ -	$ 19,500	**$ 19,500**	$ 19,500
13	Relocation of City Hall Water Line for Domestic and Fire	$ -	$ -	$ 4,000	**$ 4,000**	$ 4,000
14	Relocation of City Fire Riser and Connection to Existing	$ -	$ -	$ 30,000	**$ 30,000**	$ 30,000
15	PD Sound Board Replacements	$ -	$ -	$ 4,500	**$ 4,500**	
16	City Hall Boardroom Paint and Carpet	$ -	$ -	$ 16,000	**$ 16,000**	
Total		**$ 40,000**	**$ 12,000**	**$ 196,650**	**$ 248,650**	**$ 91,500**
		(+1.0 FTE)				
Communications						
1	Site Improve-Digital Governance Platform	$ -	$ -	$ 2,550	**$ 2,550**	$ 2,550
2	Closed Caption Services	$ -	$ -	$ 3,000	**$ 3,000**	$ 3,000
Total		$ -	$ -	$ 5,550	**$ 5,550**	**$ 5,550**
Purchasing						
1	Procurement Officer IV	$ 67,079	$ 20,124	$ 10,045	**$ 97,248**	$ 97,248
2	Procurement Requisition Approval Workflow Software	$ -	$ -	$ 49,000	**$ 49,000**	$ 49,000
Total		$ 67,079	$ 20,124	$ 59,045	**$ 146,248**	**$ 146,248**
		(+1.0 FTE)				
Information Technology						
1a	Communication Infrastrucutre Tech Upgrade	$ 2,963	$ -	$ -	**$ 2,963**	$ 2,963
1b	Data Center Tech Upgrade	$ 2,592	$ -	$ -	**$ 2,592**	$ 2,592
1c	GPS/GIS Tech Upgrade	$ 2,312	$ -	$ -	**$ 2,312**	$ 2,312
2	IT Technician Positions (2)	$ 95,000	$ 28,500	$ -	**$ 123,500**	$ 61,750
3	Backup Internet Circuit	$ -	$ -	$ 5,000	**$ 5,000**	$ 5,000
4	VSOM additional node	$ -	$ -	$ 75,000	**$ 75,000**	$ 75,000
5	Traffic Switches Replacement	$ -	$ -	$ 55,000	**$ 55,000**	$ 20,000
6	OTDR Replacement	$ -	$ -	$ 10,000	**$ 10,000**	
7	GIS Plotter	$ -	$ -	$ 16,000	**$ 16,000**	$ 16,000
8	Communications Technicial I	$ 44,276	$ 13,283	$ -	**$ 57,559**	
9	SQL Management/Monitoring	$ -	$ -	$ 6,000	**$ 6,000**	
10	Video Security cameras Data Center and all IT data closets - ($2k per door)	$ -	$ -	$ 20,000	**$ 20,000**	
11	Exagrid Backup Appliance	$ -	$ -	$ 75,000	**$ 75,000**	
12	VEEAM Enterprise Plus Licensing	$ -	$ -	$ 10,000	**$ 10,000**	
13	VEEAM Orchestra	$ -	$ -	$ 10,000	**$ 10,000**	
14	Administrative Assistant	$ 34,983	$ 10,495	$ -	**$ 45,478**	
15	Help Desk Solution	$ -	$ -	$ 25,000	**$ 25,000**	
16	Onbase Retention Module			$ 75,000	**$ 75,000**	
Total		$ 182,126	$ 52,278	$ 382,000	**$ 616,404**	**$ 185,617**
		(+4.0 FTE)				
Law						
1	Copier	$ -	$ -	$ 9,800	**$ 9,800**	$ 9,800
Total		$ -	$ -	$ 9,800	**$ 9,800**	**$ 9,800**

Appendix H: Overall Program Enhancement Summary

Final

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
Finance						
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)				
Engineering						
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)				
Traffic Operations Center						
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**
		(+.5 FTE)				
Human Resources						
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**
Planning & Sustainability						
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**
Building & Neighborhood Services						
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**
		(+.5 FTE)				
Police						
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
Fire						
1	Add Three (3) Fire Safety Officers	$ 174,973	$ 52,492	$ 24,187	**$ 251,652**	
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**	$ 1,002,000
7	Stair Chairs	$ -	$ -	$ 9,000	**$ 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**	$ 30,000
19	Driving Pad Repairs	$ -	$ -	$ 30,000	**$ 30,000**	
Total		**$ 349,946**	**$ 104,984**	**$ 3,437,329**	**$ 3,892,259**	**$ 1,041,000**
		(+6 FTE)				
Streets - Maintenance						
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**	
6	SUV	$ -	$ -	$ 42,600	**$ 42,600**	
7	Tracked Skid Steer	$ -	$ -	$ 54,400	**$ 54,400**	
8	Road Inspector	$ 50,000	$ 15,000	$ 825	**$ 65,825**	$ 65,825
9	Windrow Turner	$ -	$ -	$ 250,000	**$ 250,000**	$ 40,000
10	Site Development - 124 Lumber Drive	$ -	$ -	$ 300,000	**$ 300,000**	$ 50,000
Total		**$ 53,000**	**$ 15,900**	**$ 997,635**	**$ 1,066,535**	**$ 372,535**
		(+1 FTE)				
Streets - Traffic						
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
Total		**$ -**	**$ -**	**$ 390,150**	**$ 390,150**	**$ 270,150**
Streets - Fleet						
1	Pickup Truck			$ 35,150	**$ 35,150**	$ -
Total		**$ -**	**$ -**	**$ 35,150**	**$ 35,150**	**$ -**
Parks						
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**	
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**	
Total		**$ 202,670**	**$ 60,801**	**$ 628,586**	**$ 892,057**	**$ 400,696**

Appendix H: Overall Program Enhancement Summary

Final

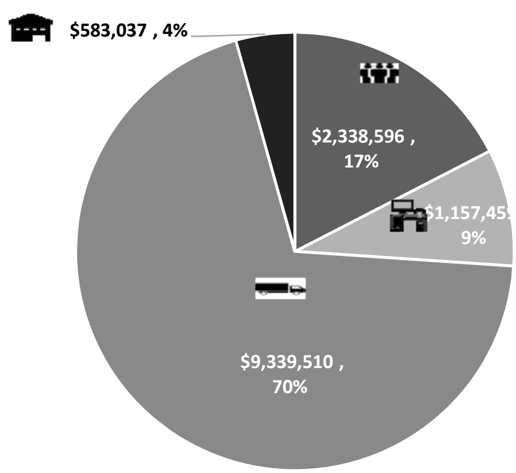
Priority	Request	Compensation	Benefits	Expenses	Total	Funded
		(+3.5 FTE)				
Economic Devlopment						
1	Williamson Inc. Economic Development	$ -	$ -	$ 10,000	**$ 10,000**	$ 5,000
Total		$ -	$ -	$ 10,000	**$ 10,000**	**$ 5,000**
Appropriations						
1	Various Additional Requests	$ -	$ -	$ 21,250	**$ 21,250**	$ 5,000
Total		$ -	$ -	$ 21,250	**$ 21,250**	$ 5,000
Total General Fund		**$ 1,597,932**	**$ 411,128**	**$ 8,689,020**	**$ 10,698,080**	**$ 4,481,298**
		(+26.75 FTE)				*(+10 FTE)*
Sanitation Fund						
Sanitation and Environmental Services						
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 - Faciities	$ -	$ -	$ 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**
Total Sanitation Fund		**$ -**	**$ -**	**$ 1,972,127**	**$ 1,972,127**	**$ 1,406,100**
Stormwater Fund						
Stormwater - Streets						
1	Self Contained Leaf/Drain Vaccum	$ -	$ -	$ 198,775	**$ 198,775**	$ -
2	Excavator	$ -	$ -	$ 86,500	**$ 86,500**	$ -
3	Pickup Truck	$ -	$ -	$ 38,200	**$ 38,200**	$ -
Total		**$ -**	**$ -**	**$ 323,475**	**$ 323,475**	**$ -**
Stormwater Fund		**$ -**	**$ -**	**$ 323,475**	**$ 323,475**	**$ -**
Water & Wastewater Funds						
Equipment						
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**
Total Water & Wastewater Funds		**$ -**	**$ -**	**$ 424,920**	**$ 424,920**	**$ 424,920**

Appendix H: Overall Program Enhancement Summary

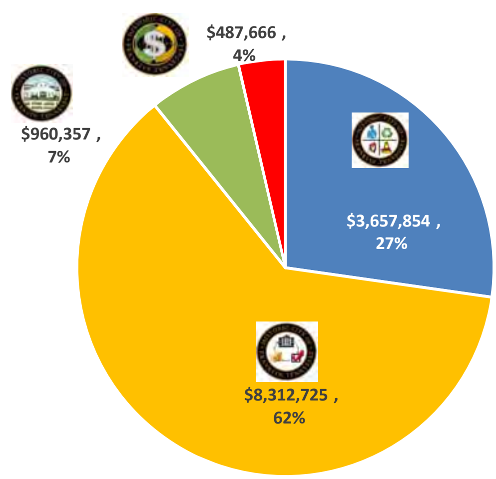
Final

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 HOURS	Pay 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

JOB TITLE	DEPT	YRLY HOURS	Pay 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

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
GROUNDS 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 HOURS	Pay 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
GROUNDS WORKER	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

APPENDICIES: Reference

Under this section is:

- **Reference Information**
  - **Appendix J - Expenditure Classifications**
  - **Appendix K - Additional Demographic & Economic Information**
  - **Appendix L - Glossary of Terms**

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.

82600 **REPAIR & MAINTENANCE SERVICES**
Expenditures for repair and Maintenance services not provided directly by City personnel.

82700 **EMPLOYEE PROGRAMS**
Primarily administered by Human Resources, these are programs established for employee development.

82800 **PROFESSIONAL DEVELOPMENT / TRAVEL**
Expenditures for transportation, meals, hotel, and other expenses associated with staff travel for the City. Payments for per diem in lieu of reimbursements for subsistence (room and board) also are charged here.

83100 **OFFICE SUPPLIES**
Costs incurred for various office supplies, décor items, benevolence items, and business meals and refreshments.

83200 **OPERATING SUPPLIES**
Amounts paid for items that are consumed or deteriorated through use or that lose their identity through fabrication or incorporation into different or more complex units or substances.

83300 **FUEL & MILEAGE (NON-TRAVEL)**
Costs of operating vehicles on duty.

83400 **SUPPLIES PURCHASED FOR RESALE**
Supplies purchased for use in providing City services.

83500 **EQUIPMENT (<$25,000)**
Equipment used with an item cost under $25,000. To distinguish from supplies, equipment usually has a power source: electrical, battery, fuel, etc.

83600 **REPAIR & MAINTENANCE PARTS & SUPPLIES**
Expenditures for supplies for repair and maintenance services provided directly by City personnel.

84000 **OPERATIONAL UNITS**
Costs incurred by departments for specific operational units or activities.

85100 **PROPERTY & LIABILITY COSTS**
Property and liability costs.

85200 **RENTALS**
Costs for renting or leasing land, buildings, equipment, and vehicles.

85300 **PERMITS & FEES**
Costs incurred by City for necessary permits and fees.

85500 **FINANCIAL FEES**
Costs incurred related to financial operations.

85900 **OTHER BUSINESS EXPENSES**
Business-related expenditures not classified elsewhere.

86000 **DEBT SERVICE**
Costs incurred by City for outstanding debt.

87000 **APPROPRIATIONS**
Includes costs for appropriations to organizations for contracted services, other governments for services and civic organizations providing social services.

87500 **REIMBURSEMENT FOR INTERFUND SERVICES**
Amounts received by the General Fund from the Sanitation, Stormwater, and Water/Sewer funds for administrative services provided to these funds. The amounts are recorded in the General Fund as reductions of expenditures in Revenue Management, Administration, Capital Investment Planning, Facilities & Project Management, Human Resources, Law, Communications, Finance, Purchasing, and Engineering.

88000 **TRANSFERS TO OTHER FUNDS**
Interfund transfers are financial outflows to other funds of the City that are not classified as interfund services provided and used, reimbursements, or loans.

The expenditure classifications budgeted under Capital are:

89100 **LAND**
This includes cost for land and easements acquired for Capital projects.

89200 **BUILDINGS**
Includes costs for buildings acquired, building design & construction and various building improvements greater than $25,000 that adds new capacity to a existing building or extends the estimated useful life of an existing building.

89300 **IMPROVEMENTS**
Expenditures for acquiring improvements not associated with buildings (such as Parks & Recreation Facilities & Distribution Systems)

89400 **INFRASTRUCTURE**

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.

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 & Willamson 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)	Local Sales Tax Received by City	Percent of General Fund Revenue
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 becamse 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 tase 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

Revenue Capacity Information - Assessed Value and Estimated Actual Value of Taxable Property

	Real Property Assessment		Personal Property Assessment		Public Utility Assessment					
FISCAL YEAR	Residential & Farm Property	Industrial & Commercial Property	Industrial & Commercial Property	Intangible Property	State Assessment	Local Assessment	Total Taxable Assessed Value	Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Estimated Actual Value	Total Direct Rate
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	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	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	30.86%	0.4065
2015	$ 1,628,904,915	$ 1,586,857,868	$ 163,708,520	$ 53,322	$ 60,066,953	$ 471,130	$ 3,440,062,708	$ 11,413,859,405	30.14%	0.4065
2014	$ 1,572,195,410	$ 1,549,098,572	$ 156,642,888	$ 69,209	$ 55,553,796	$ -	$ 3,333,559,875	$ 11,065,624,425	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	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	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	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	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	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.

Appendix K – Additional Demographic & Economic Information

City of Franklin, Tennessee

Revenue Capacity Information - Principal Property Taxpayers, Current Year and Ten Years Ago

	2009		2018	
Taxpayer	Assessed Valuation	Percent of Total Valuation	Assessed Valuation	Percent of Total Valuation
Real and Personal Property Tax				
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	$ 201,636,195	8.01%	$ 613,824,400	12.57%

* 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

Appendix K – Additional Demographic & Economic Information

City of Franklin, Tennessee

Demographic and Economic Information - Principal Employers, Current Year and Ten Years Ago

	2009			2018		
Employer	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

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.

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 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:

(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.

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. It 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

FY 2020 Proposed Operating Budget – Public Hearing

June 11, 2019
Board of Mayor and Aldermen

The Focus

Management	Community Development	Strong Financial Base
• 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	• Desired location • High Development Standards • Educated workforce • Sites ready for development • Aggressive State incentives • Work with partners at State and Williamson County • Play "offense"	• 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 ***Franklin*Forward -** 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

Effective and Fiscally Sound City Government Providing High-quality Services

Quality Life Experiences

Sustainable Growth and Economic Prosperity

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.

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.

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.

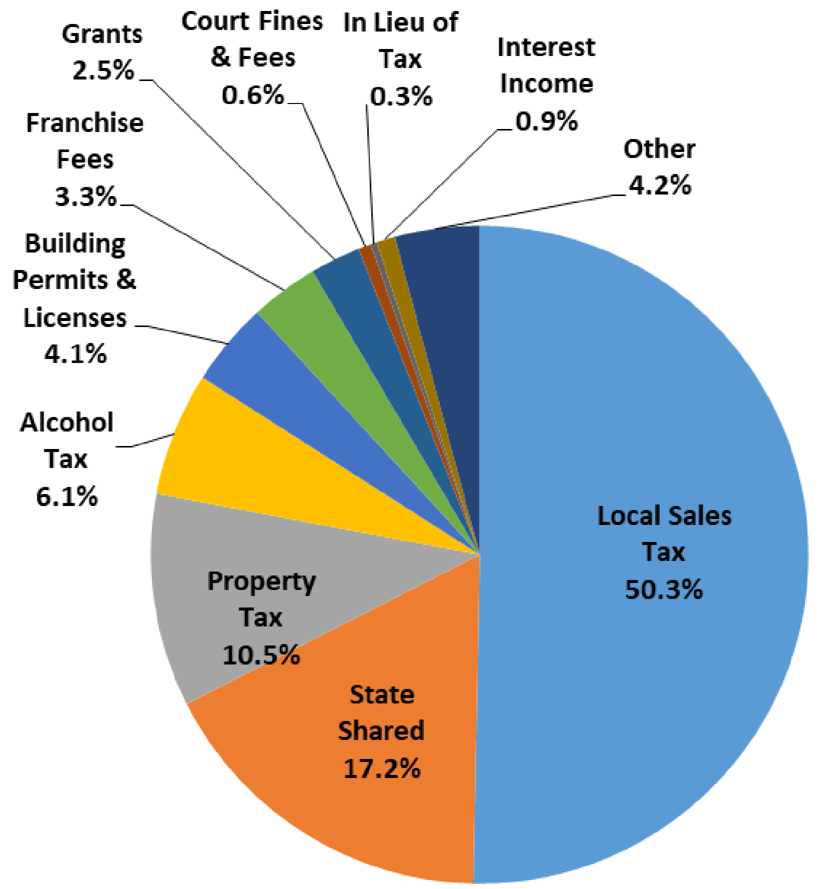
Overview: Highlights

- 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%.

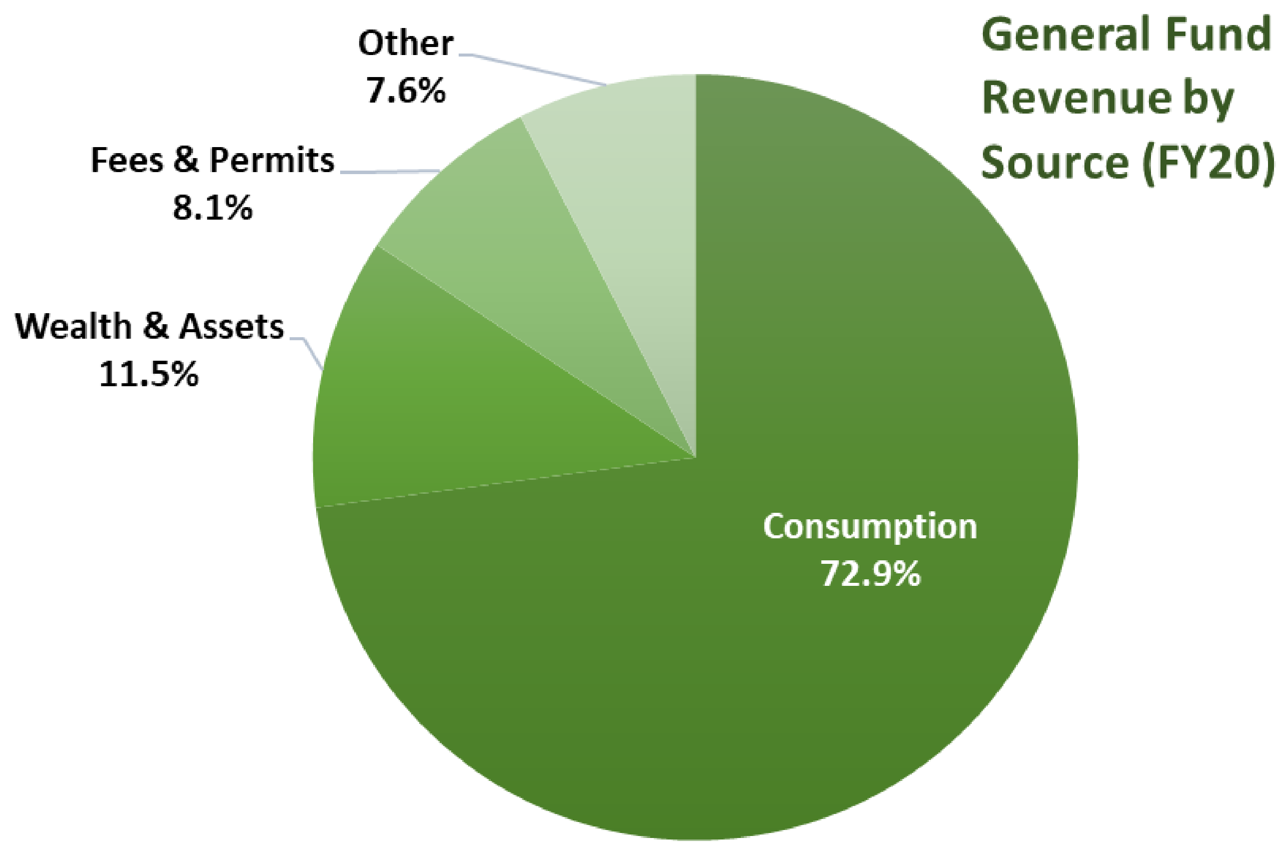
Overview: Highlights

- 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.

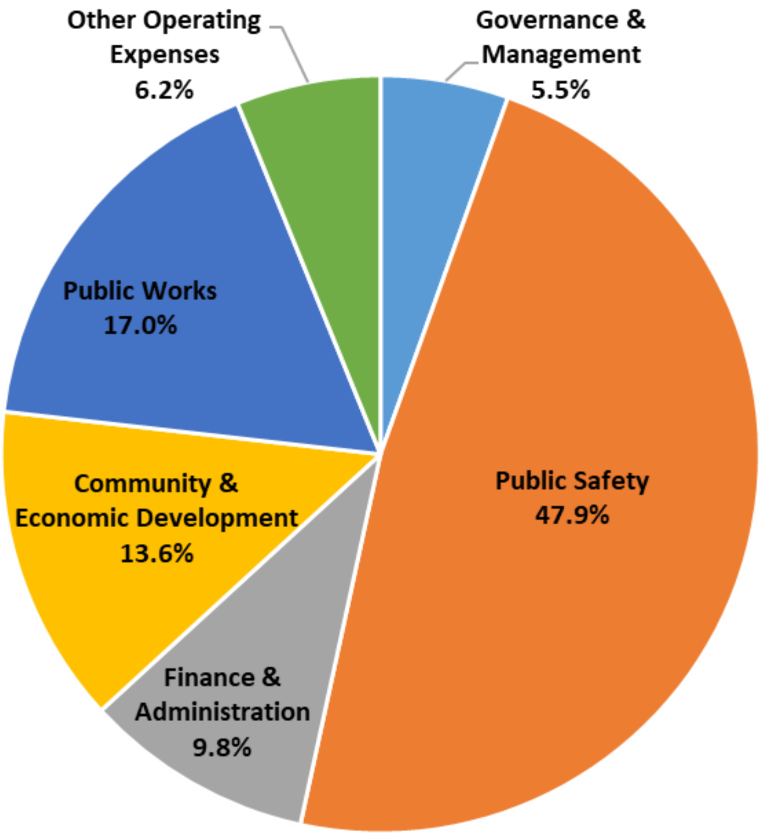
General Fund Overview: Revenues *(pg. 32)*



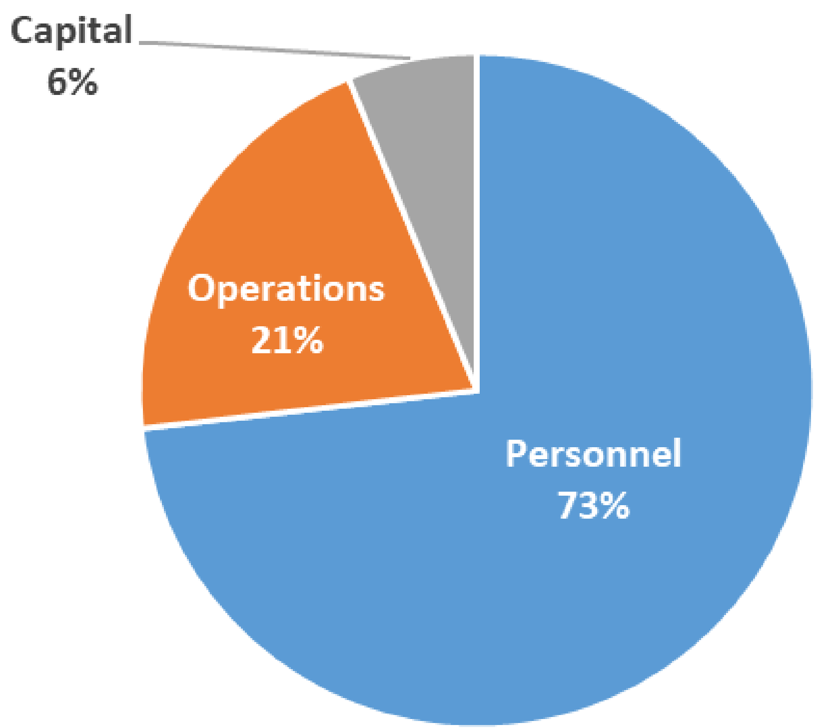
General Fund Overview: Revenues by Source *(pg. 33)*



General Fund Overview: Expenses by Major Function/Program

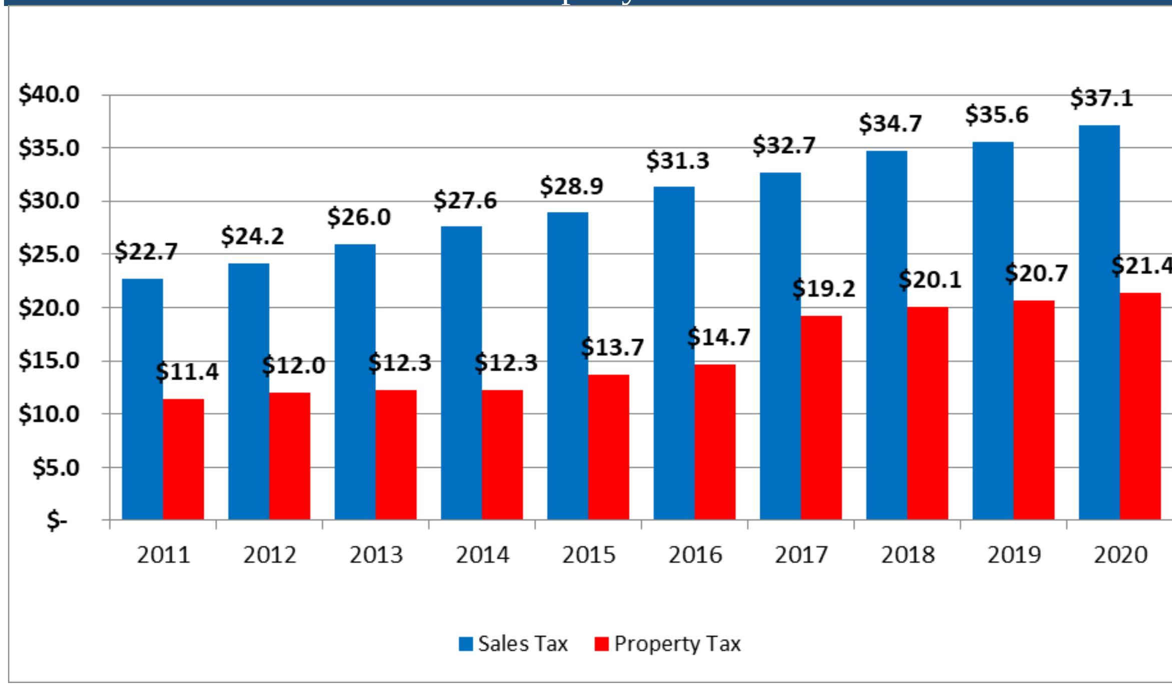


General Fund Overview: Expenses by Category



General Fund Revenues: Property vs. Sales Tax

Local Sales Tax vs. Property Tax – Ten-Year Trend



- Sales Tax continues to outpace Property Tax collections slightly less than 2:1

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%

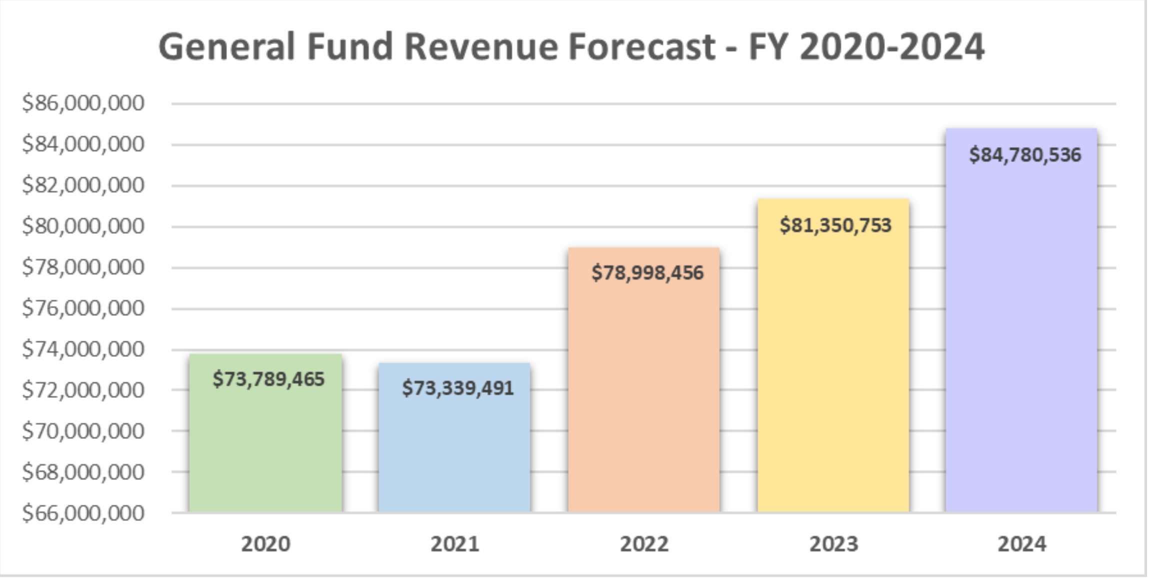
Note: Ending Fund Balance Amounts for Estimated FY 2019 and Budget FY 2020 numbers subject to change via year-end close and final FY 2019 budget amendments.

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.

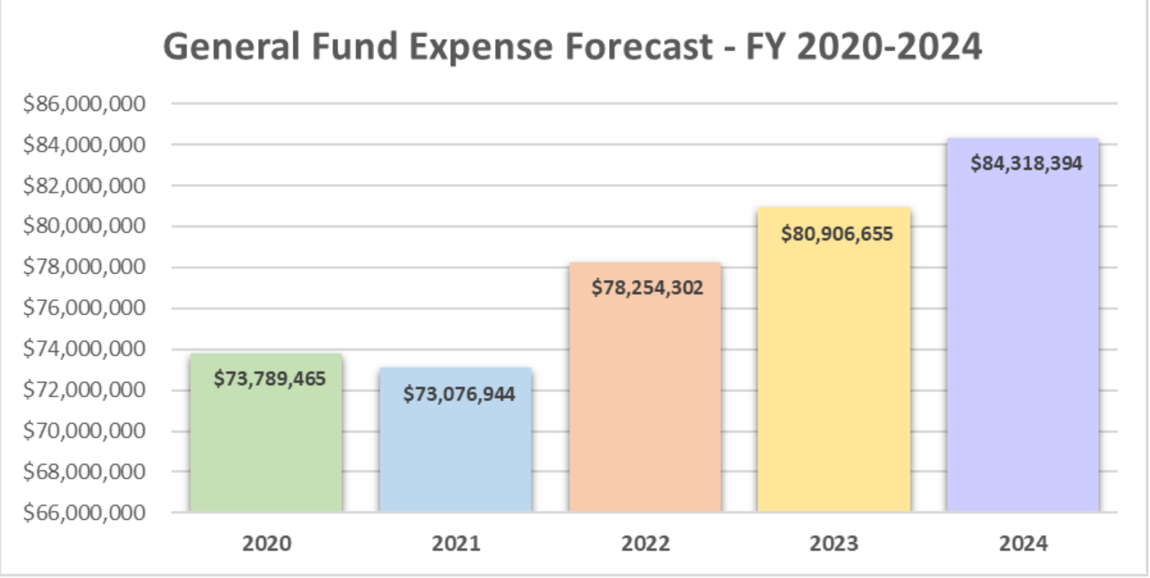
- Local Option Sales Tax increasing at 3.5% overall, with sizeable increase in FY 2022 when City's share of monies currently going to Williamson County return to the City.



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.



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
Beginning Balance*	**$ 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
Ending Balance	**$ 45,404,971**	**$ 45,667,518**	**$ 46,411,672**	**$ 46,855,770**	**$ 47,317,912**
Year-End F/B as % of Budget:	***62%***	***62%***	***59%***	***58%***	***56%***
Year over Year $	***$ 0***	***$ 262,547***	***$ 744,154***	***$ 444,098***	***$ 462,142***
Year over Year %	***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.*

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

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

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)

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

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

HISTORIC CITY OF FRANKLIN, TENNESSEE 1799

FY 2020
Proposed Budget

Excellence Innovation Teamwork Integrity Action-Oriented

HISTORIC

FRANKLIN

TENNESSEE

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

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
Lanaii Benne, Asst. City Recorder	Mike Lowe, Comptroller
Shauna Billingsley, City Attorney	Milissa Reierson, 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	

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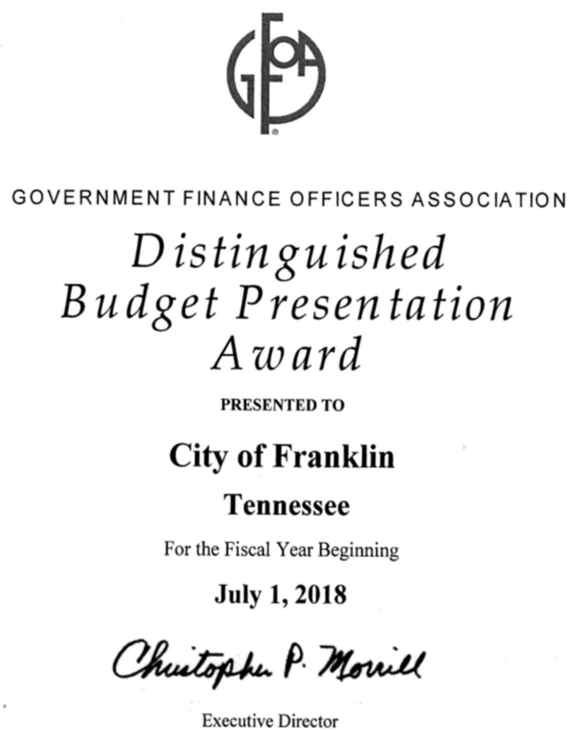
The Government Finance Officers Association of the United States and Canada (GFOA) has presented an award of Distinguished Presentation to the City of Franklin, Tennessee its annual budget for the fiscal year beginning July 1, 2018. In order to receive this award, a governmental unit must publish a budget 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. Morrill

Executive Director

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ADMINISTRATION

HISTORIC FRANKLIN TENNESSEE

Dr. Ken Moore
Mayor

Eric S. Stuckey
City Administrator

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 3rd nationally), 97% rated Franklin as an excellent or good place to raise children (ranking 2nd nationally), and 98% rated Franklin as an excellent or good place to live (ranking 6th 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, **Franklin*Forward***, 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, **Franklin*Forward,*** 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).

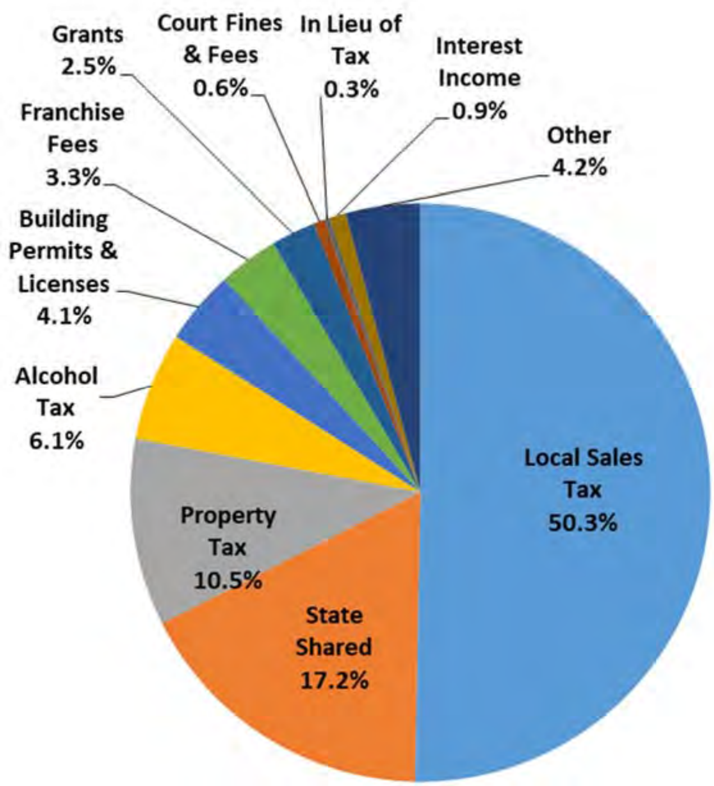
Five-Year Outlook

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.

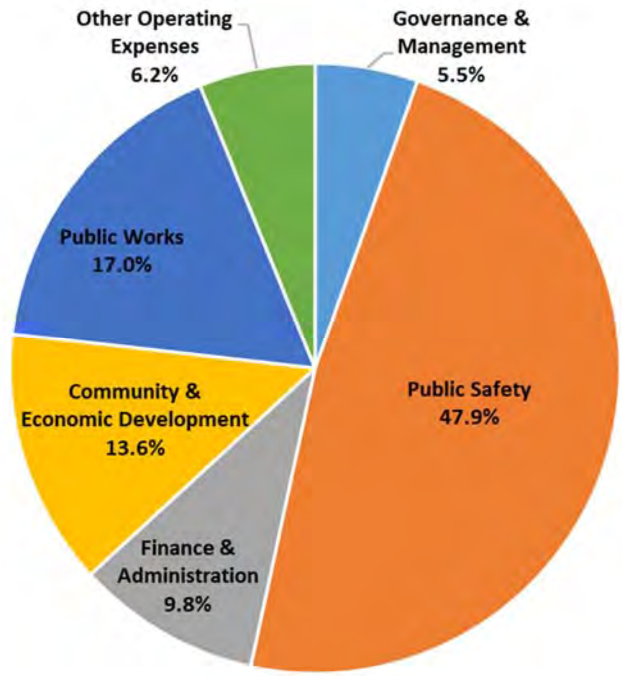
Building Permits and Licenses. While construction activity remains strong, the pace of development has slowed over the past year. The original budget for FY19 has been revised downward from $3.5 million to $3 million. The budget for building permit and license fees revenue is projected to remain at $3 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



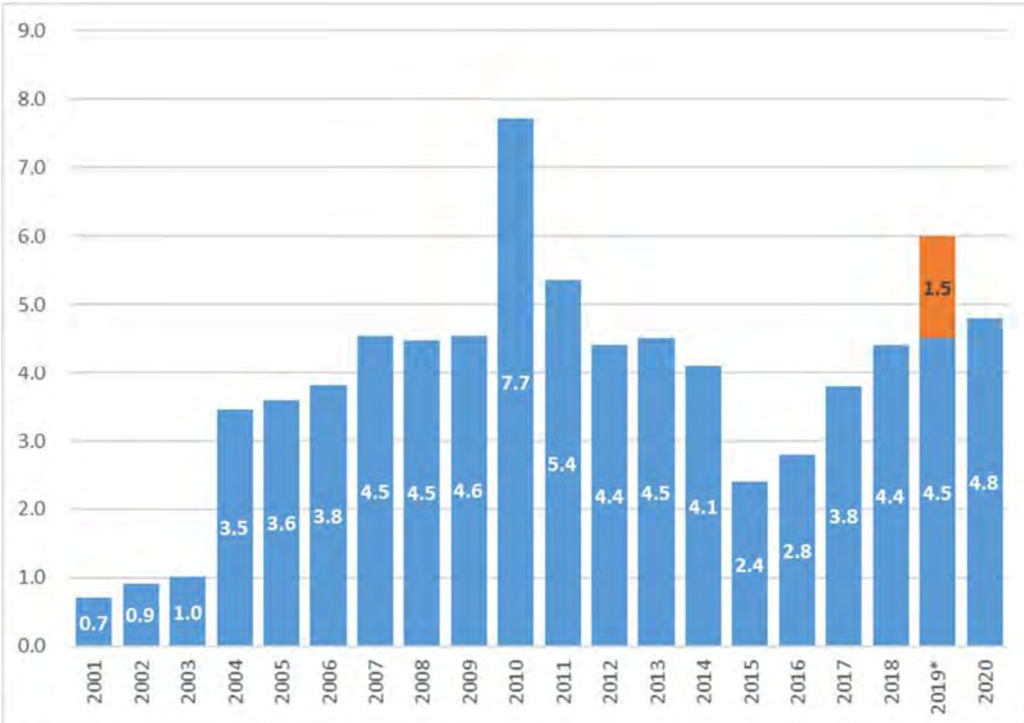
Employee Earnings and Benefits. The cost of wages and benefits for City team members (employees) accounts for 73% of the City's General Fund budget. Overall, employment-related costs are projected at $54 million, 2.8% higher than the current budget of $52.5 million.

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)



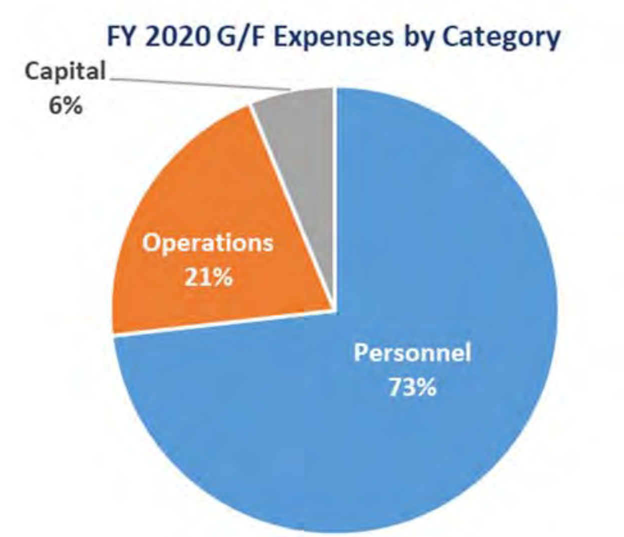
**2019 includes a $1.5 million pre-payment of FY 2020 pension obligation.*

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

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: ____________________________	**By:** _________________________
ERIC S. STUCKEY	**DR. KEN MOORE**
City Administrator	**Mayor**

Approved as to form:

____
Shauna R. Billingsley, City Attorney

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

Law Dept. approved 05.14.19

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:

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

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:

BY: ______________________

ERIC S. STUCKEY
City Administrator

CITY OF FRANKLIN, TENNESSEE:

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: ___________

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: ______________________________	By: ____________________________
Eric S. Stuckey	**Dr. Ken Moore**
City Administrator/Recorder	**Mayor**

Approved as to Form:

By: ________________________________

Shauna R. Billingsley
City Attorney

Law Dept. approved 05.21.19

BUDGET SUMMARY

Under this section is:

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

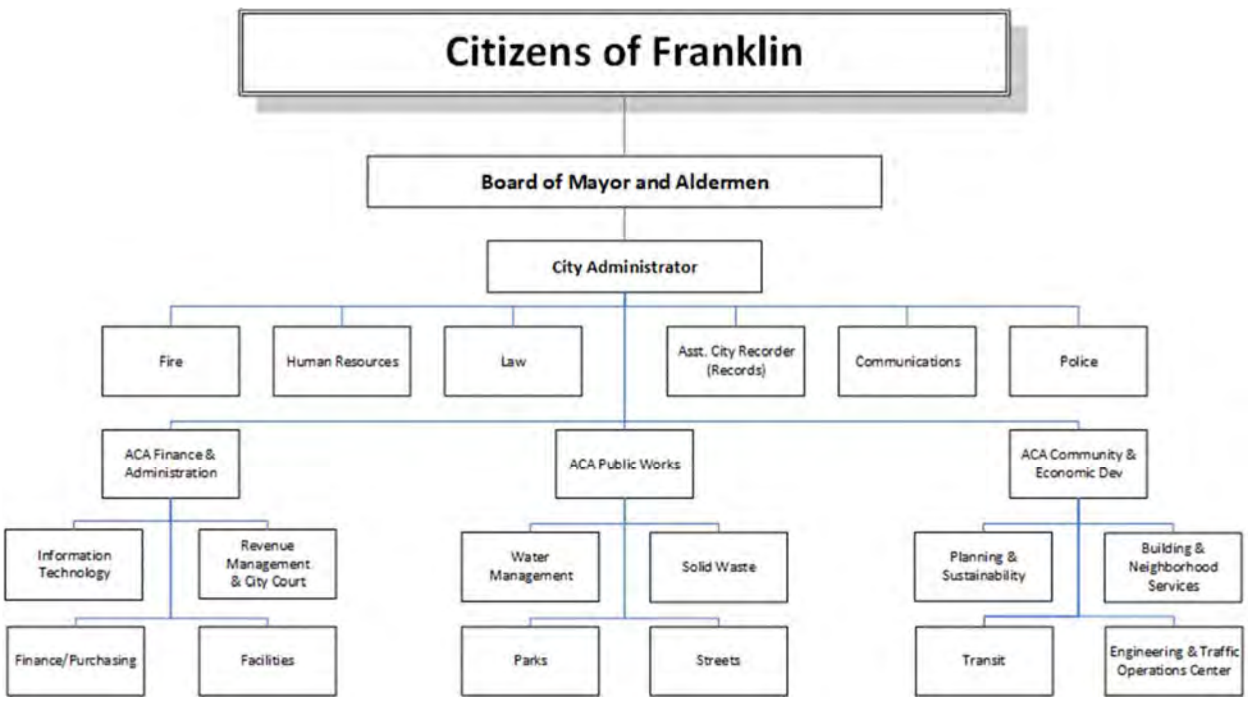
City of Franklin, Tennessee

FY 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. <u>Governance & Management / Public Safety</u>
   a. Elected Officials (General Fund)
   b. Administration Department (General Fund)
   c. Human Resources (General Fund)
   d. Law (General Fund)

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 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.

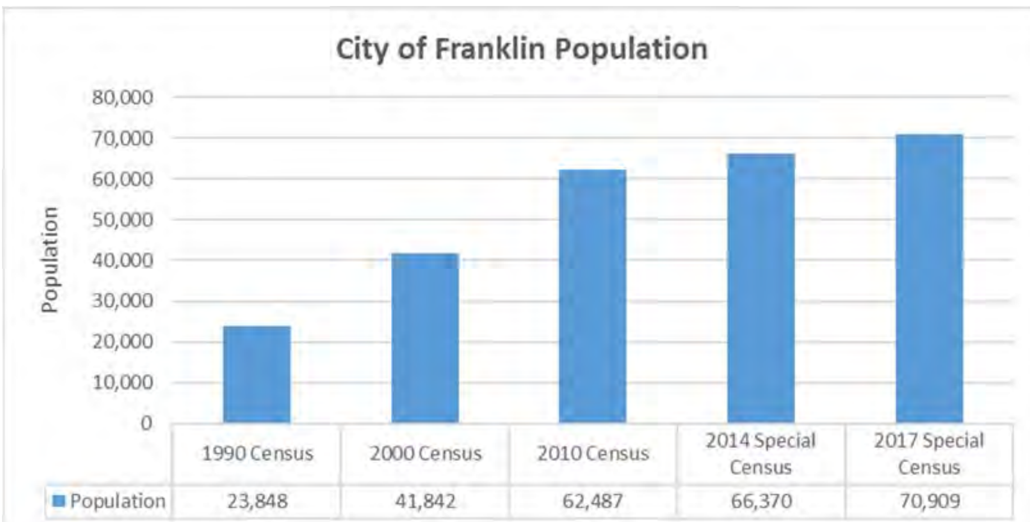
Three meetings of the full board and a public hearing are necessary for approving the budget. The appropriated budget is prepared by fund, function, and department. At any time during the year, the Mayor may make transfers of appropriations within a department. A transfer of appropriations between departments however requires three more readings by the Board and a public hearing.

City of Franklin Information & Organization

Demographics

Additional Demographic information can be found in the Appendices.

Income	**Franklin**	**Williamson County**
Median Household Income	$92,589	$103,543
Per Capita Income	$45,176	$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%
Total	54,515		153,005	

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

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)

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 – **Franklin*Forward*.** More can be found on **Franklin*Forward*** in the Appendices and online at https://performance.franklintn.gov

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.

Budget Planning

Budgetary Planning Processes

Planning Process	Planning Process Focus	Description of Focus	Impact on Operating Budgets
Strategic Planning ***(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.
Revenue Forecasting	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.
Capital Improvement Plan	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.
Vehicle/Equipment Replacement	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.
Computer/Hardware Replacement	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.
Street Condition Assessment	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.

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

	• Maintain and enhance the positive fiscal position of the City by adherence to financial management principles for public funds.
	• 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.
	• Produce a structurally balanced budget with ongoing revenues meeting ongoing expenses.
	• Pursue additional revenue sources when and where appropriate.
	• Maintain reserve funds in compliance with the Board of Mayor and Aldermen's adopted policy.
	• Maintain compliance with the City's adopted debt policy and capital funding program.
	• Leverage local funds through the pursuit of grant opportunities.

Non-Financial Goals

	• Maintain and enhance services to citizens. Focus on the delivery of high-quality services to residents, businesses, and visitors.
	• Focus on the delivery of projects approved through the 2019-28 Capital Investment Program and supported by the Invest Franklin initiative
	• Focus on continued maintenance and improvement to the water and wastewater infrastructure by advancing rate-funded capital projects.

Budget Planning

- 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.
- Cooperate with other agencies to generate significant economic development opportunities within Franklin and Williamson County. Enhance Franklin's competitive position.
- 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.
- 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.
- 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.
- Continue commitment to the vitality of the downtown area, historical areas, and neighborhoods throughout the city.
- Encourage Community improvement projects to maintain and enhance the appearance and functionality of the City’s existing residential neighborhoods and business areas.

Specific Fiscal Year 2020 Initiatives

- Work towards the development of incentives and strategies for affordable and workforce housing in the City of Franklin.
- 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.
- Support and connect the City’s operational efforts to long-term planning initiatives. These key planning efforts include the Board-adopted strategic plan Franklin*Forward* , 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.
- 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.
- Continue efforts to recruit qualified employees including efforts to diversify the workforce.

Budget Planning

	• Move forward with implementation of projects identified by the Board of Mayor and Aldermen with the Capital Investment Program and supported by the *Invest* **Franklin** initiative. Develop an updated 2019-28 Capital Investment Program.
	• Continue to identify opportunities to expand and enhance the City's engagement with the public through various strategies and mediums.
	• Promote/market the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners.
	• 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, **Franklin*Forward*** , and further development and build out of the City's Open Performance website - http://performance.franklintn.gov.
	• Support the sustainability efforts identified by staff and the City's Sustainability Commission.
	• 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.

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.

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

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.

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%.

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 squire 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

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.

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.

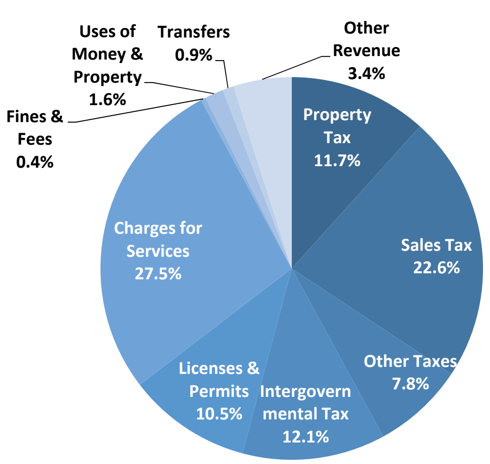
The following pages provide a summary presentation of all funds budgeted and appropriated by the City of Franklin, Tennessee.

Fund Summary: Budget Summary - All Funds

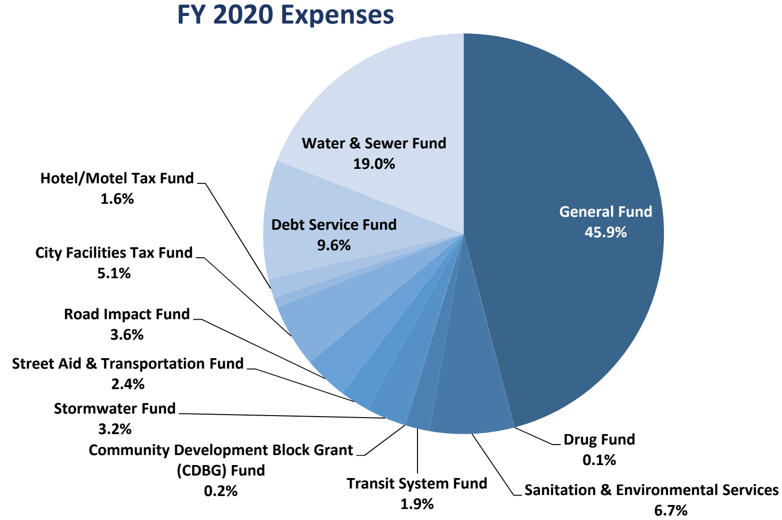
The following page presents a comprehensive picture of all 14 budgeted funds for the City of Franklin, Tennessee.

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	G (E/C)
Revenues							
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%
Total - All Funds Revenues	**$ 143,103,110**	**$ 155,447,094**	**$ 157,682,332**	**$ 155,918,661**	**$ 164,244,591**	**$ 6,562,259**	**4.2%**
Expenses							
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%
Total - All Funds	**$ 125,101,633**	**$ 132,392,317**	**$ 160,282,658**	**$ 143,600,986**	**$ 160,838,175**	**$ 555,517**	**0.3%**
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%
Total - All Funds Expenses	**$ 125,101,632**	**$ 132,392,317**	**$ 160,282,658**	**$ 143,600,986**	**$ 160,838,175**	**$ 555,517**	**0.3%**
Surplus / (Deficit) All Funds	**$ 18,001,479**	**$ 23,054,778**	**$ (2,600,325)**	**$ 12,317,676**	**$ 3,406,416**		

FY 2020 Revenues



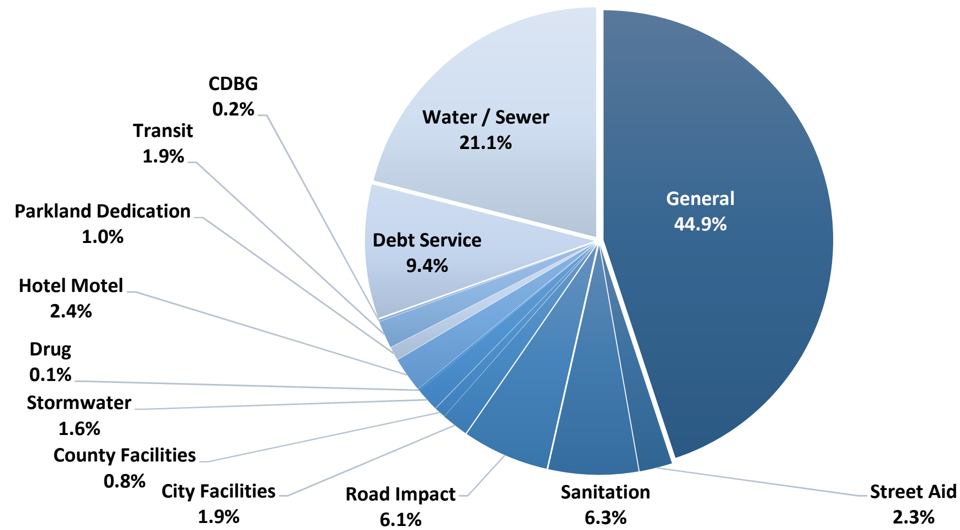
FY 2020 Expenses



Summary (All Funds)

The City of Franklin funds it's 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			
	A	B	C	D	E	F	G	H	I	
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%**
		(B-A)	(C-B)	(D-C)	(E-D)	(F-E)	(G-F)	(H-F)	(I-F)	
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%**	

Fund Summary: Other Funds - Departmental Summary

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	 G (E/C)
Public Safety							
Drug Fund							
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%**
Community & Economic Development							
Community Development Block Grant (CDBG) Fund							
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%**
Stormwater Fund							
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%**
Transit System Fund							
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%**
Public Works							
Street Aid & Transportation Fund							
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%**
Road Impact Fund							
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

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	G (E/C)
Public Works							
Sanitation & Environmental Services Fund							
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%**
Water & Sewer Fund							
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%**

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

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	G (E/C)
Special Funds							
City Facilities Tax Fund							
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%**
County Facilities Tax Fund							
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%**
Hotel/Motel Tax Fund							
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%**
Debt Service Fund							
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

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference '19 vs. '20	
	A	B	C	D	E	F (E-C)	G (E/C)
Parkland Dedication Fund							
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
		Special Revenue Funds													
	General	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	Water & Sewer **	Total
2018 Actual *(Audited)*															
Beginning Fund Balance	$ 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**
+ Revenues	$ 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**
- Expenses	$ (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)**
Ending Fund Balance	**$ 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**
2019 Estimated *(Unaudited)*															
Beginning Fund Balance	$ 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**
+ Revenues															
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**
Total	**$ 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**
- Expenditures															
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)**
Total Expenditures	**$ (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)**
Ending Fund Balance	**$ 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**
2020 Budget															
Beginning Fund Balance	$ 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**
+ Revenues															
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**
Total	**$ 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**
- Expenditures															
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)**
Total Expenditures	**$ (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)**
Ending Fund Balance	**$ 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**
***Surplus / (Deficit) All Funds**	$ -	$ (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
***Change (%) 2019 vs. 20209**	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.

	Governmental Funds													Enterprise
		Special Revenue Funds												
Departments	General	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	Water & Sewer
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	x													
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	

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.

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$
Reserve Fund	(mandated by law)	0%		$ -	$ -	$ -
				$ -	$ -	$ -
	(ordained by BOMA)	0%		$ -	$ -	$ -
				$ -	$ -	$ -
Undesignated/Unreserved fund		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.*

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General Fund Summary

Introduction

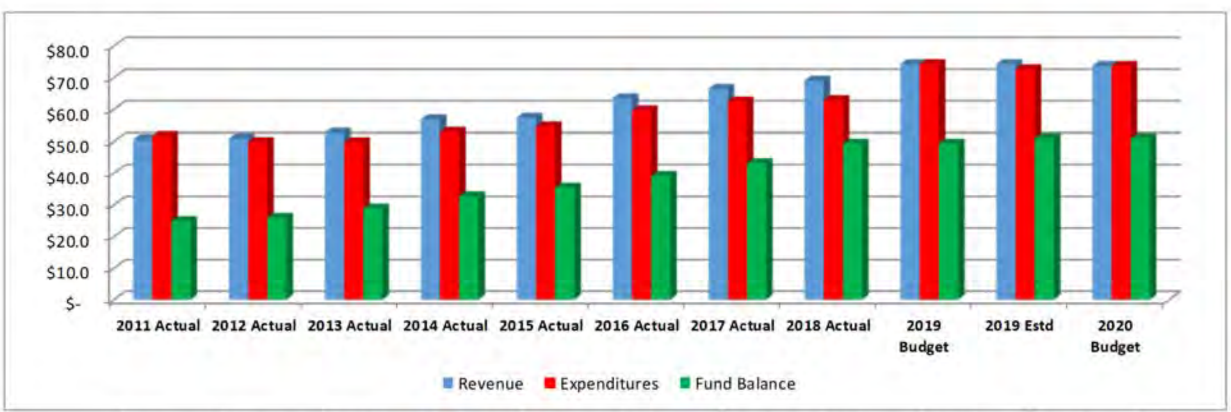
The general fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks. Although not the only 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
Beginning Fund Balance	**$ 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
Ending Fund Balance	**$ 39,249,587**	**$ 43,283,144**	**$ 49,459,973**	**$ 49,459,973**	**$ 51,010,624**	**$ 51,010,624**
***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.

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

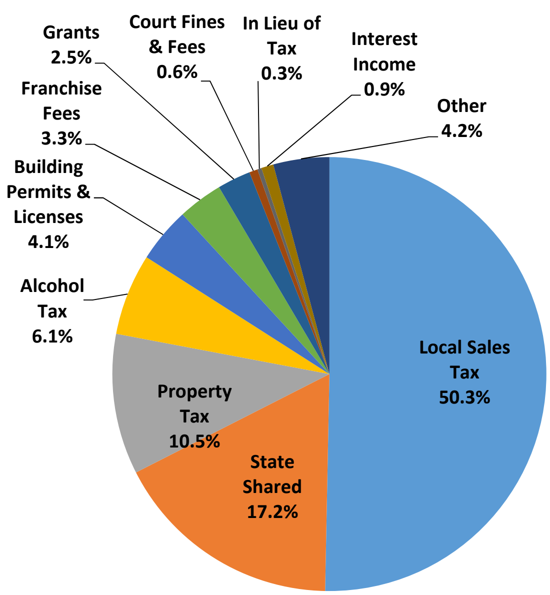
Total estimated general fund expenditures are $73,789,465. Total expenditures for fiscal year 2019-20 are also down approximately -0.7% compared to the 2018-19 budget and up 17.3% compared to 2017-18 actual results. Within the approved budget, 73.2% is dedicated to employee wages and benefits, 20.6%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

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.

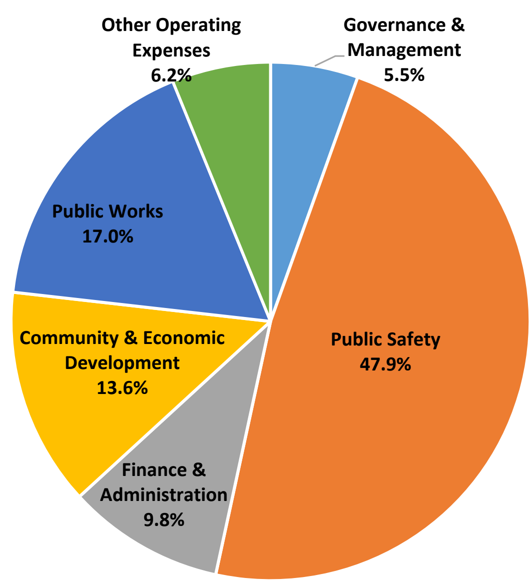
General Fund - Departmental Summary

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	G (E/C)
Revenues							
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%
Total - General Fund Revenues	**$ 66,540,349**	**$ 69,100,055**	**$ 74,691,784**	**$ 74,659,597**	**$ 73,789,465**	**$ (902,319)**	**-1.2%**
Expenses							
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%
Total - General Fund Expenses	**$ 62,506,793**	**$ 62,923,226**	**$ 74,691,784**	**$ 73,108,946**	**$ 73,789,465**	**$ (902,319)**	**-1.2%**
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%
Total - General Fund Expenses	**$ 62,506,793**	**$ 62,923,226**	**$ 74,691,784**	**$ 73,108,946**	**$ 73,789,465**	**$ (902,319)**	**-1.2%**
Surplus / (Deficit)	**$ 4,033,556**	**$ 6,176,829**	**$ 0**	**$ 1,550,651**	**$ 0**		

FY 2020 General Fund - Major Revenues



FY 2020 General Fund - Major Expenses



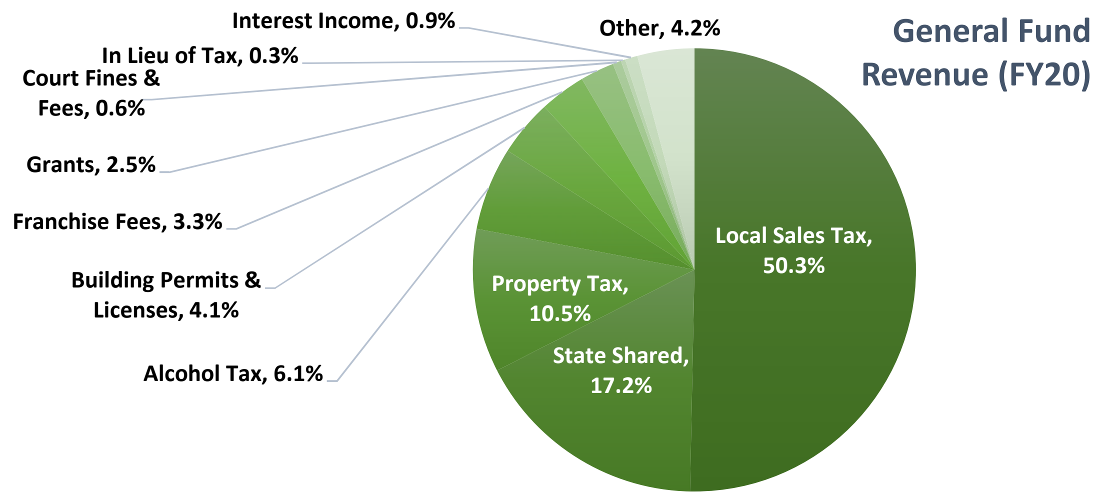
City of Franklin

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	
	A	B	C	D	E	F	G	H	I
	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
Total General Fund Revenues	**$ 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**

		(B-A)	(C-B)	(D-C)	(E-D)	(F-E)	(G-F)	(H-F)	(I-F)
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

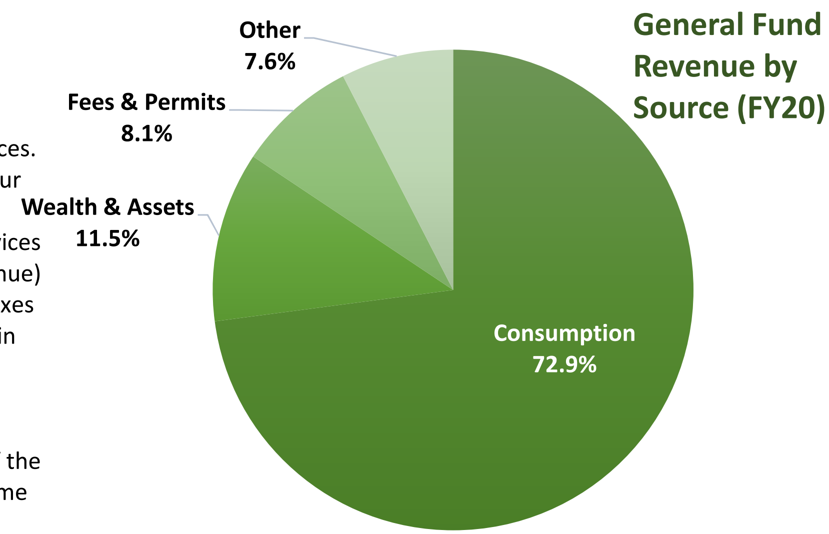
Summary (General Fund)

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	FY 2020 Forecast Medium	FY 2020 Forecast High
Consumption	**$ 39,308,908**	**$ 42,289,111**	**$ 45,726,797**	**$ 48,235,444**	**$ 50,672,408**	**$ 51,217,472**	**$ 53,144,793**	**$ 53,798,669**	**$ 54,327,293**
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**
Wealth & Assets	**$ 8,587,472**	**$ 8,954,134**	**$ 12,471,624**	**$ 11,411,454**	**$ 10,998,583**	**$ 8,619,591**	**$ 7,647,511**	**$ 8,450,645**	**$ 9,000,951**
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**
Fees & Permits	**$ 5,195,727**	**$ 5,257,943**	**$ 5,581,173**	**$ 5,683,349**	**$ 6,043,200**	**$ 5,912,900**	**$ 5,855,968**	**$ 5,967,487**	**$ 6,106,534**
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**
Other	**$ 3,826,397**	**$ 988,081**	**$ 2,438,557**	**$ 1,159,171**	**$ 1,385,865**	**$ 8,941,822**	**$ 5,455,472**	**$ 5,572,665**	**$ 5,681,334**
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**
Total General Fund Revenues	**$ 56,918,504**	**$ 57,489,269**	**$ 66,218,151**	**$ 66,489,417**	**$ 69,100,055**	**$ 74,691,784**	**$ 72,103,744**	**$ 73,789,465**	**$ 75,116,112**

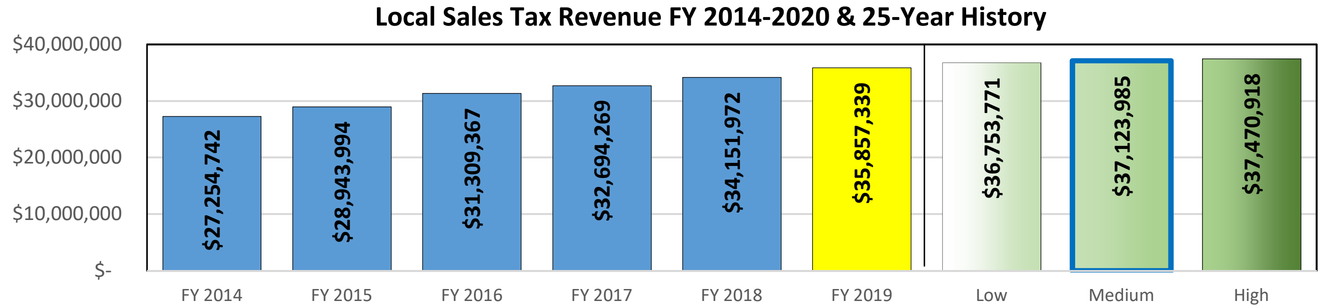
City of Franklin

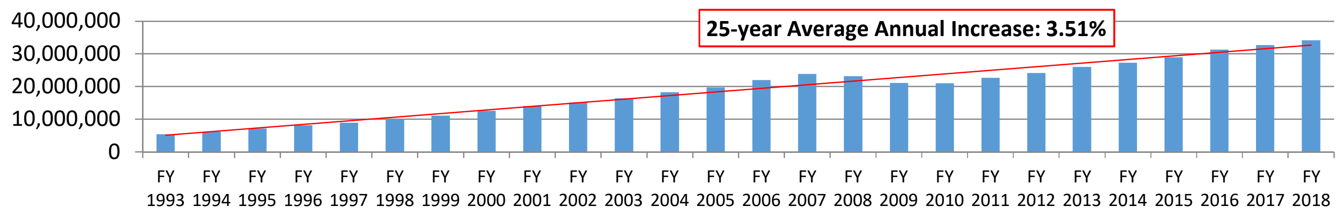
Revenue Model

Fund:	General Fund	Category:	Local Sales Tax	Percent of Total General Fund Revenues	50.3%

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.





	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%	3-yr Average
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	$ 32,718,536
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	3.2%
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	5-Yr Average
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	$ 30,870,869
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	3.2%
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	10-Yr Average
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	$ 26,939,053
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	3.3%
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	20-Yr Average
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	$ 22,291,968
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	3.0%
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	
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.

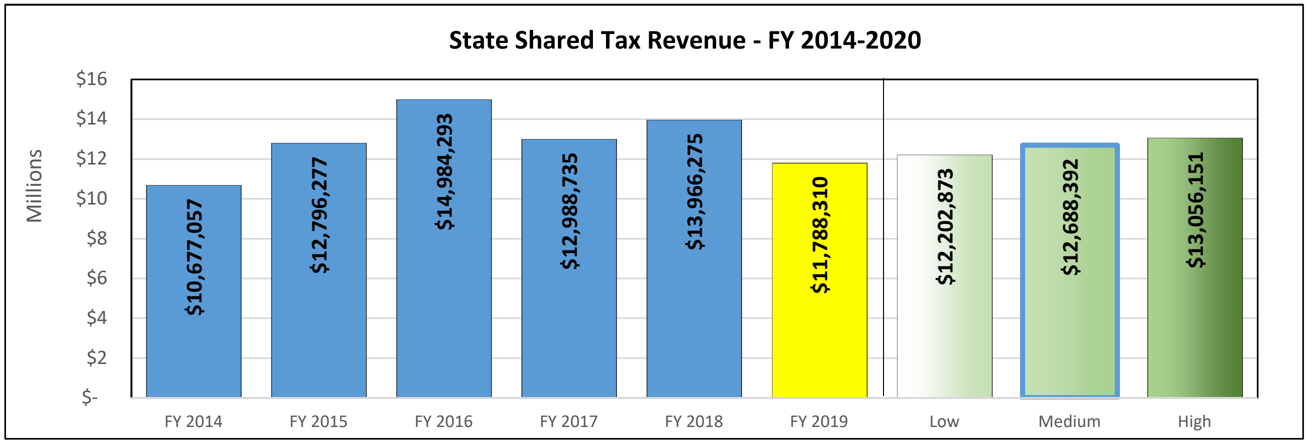
City of Franklin

Revenue Model

Fund:	General Fund	Category:	State Shared	Percent of Total General Fund Revenues	16.9%

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	
% yr/yr.	7.8%	19.8%	17.1%	-13.3%	7.5%	-15.6%	3.52%	7.64%	10.76%	
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/Peddlar 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%
										20-Yr Average
										$ 7,073,863
										3.3%
Totals	$ 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	

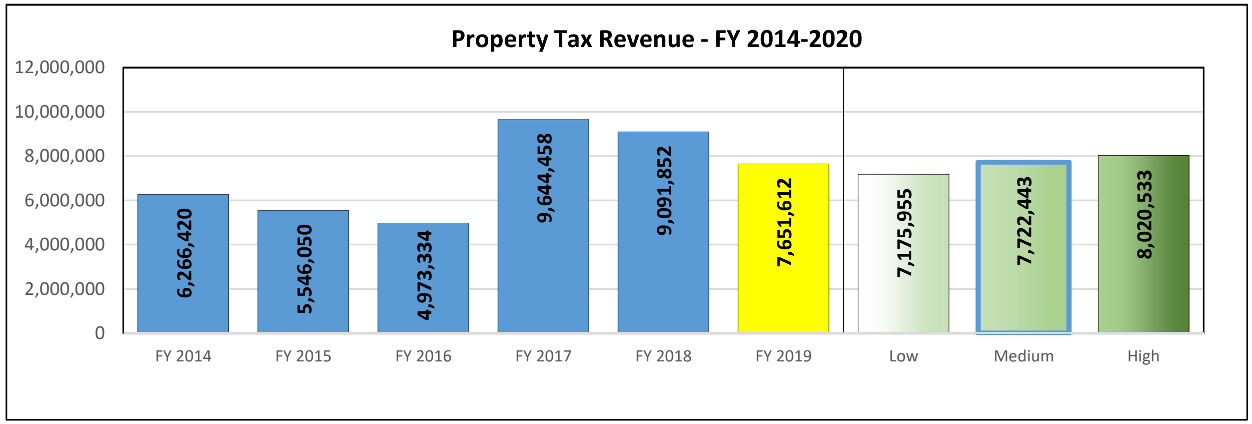
Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2018 & Estimates from Finance & Revenue Management Departments.

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	
% yr/yr.	-3.0%	-11.5%	-10.3%	93.9%	-5.7%	-15.8%	-6.22%	0.93%	4.82%	
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: *Invest* **Franklin***	-	-	-	-	-	(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	
Totals	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	

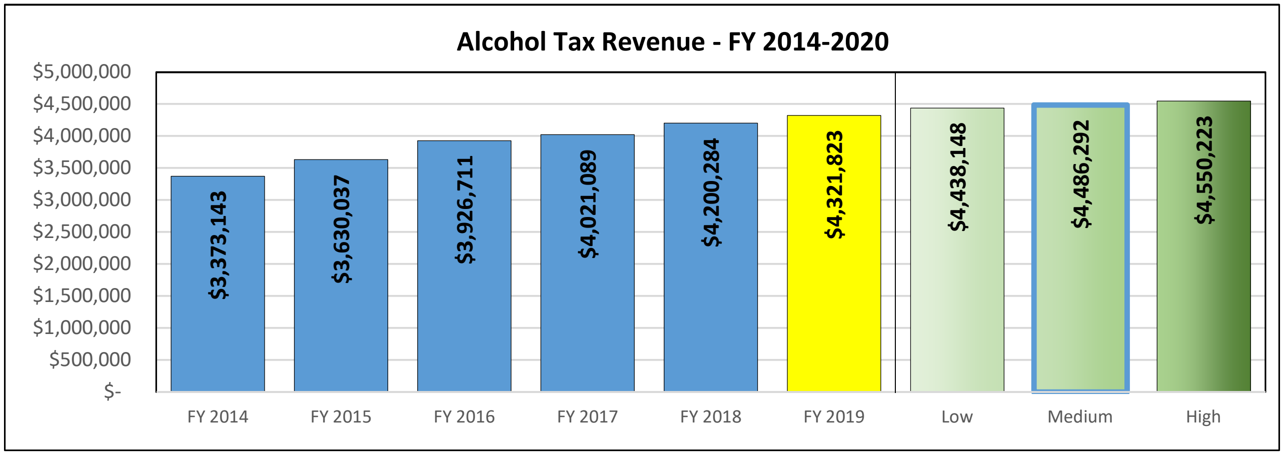
Source: City of Franklin, *Comprehensive Annual Financial Reports - 1990-2018* *& Estimates from Finance & Revenue Management Departments.*

***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 initative and can be spent on any capital project.*

Fund:	General Fund	Category:	Alcohol Tax	Percent of Total General Fund Revenues	6.1%

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)		
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High
% yr/yr.	1.5%	7.6%	8.2%	2.4%	4.5%	2.9%	2.7%	3.8%	5.3%
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
Beer Privilege Tax (Renewal)	20,742	21,660	23,706	23,306	23,049	24,020	24,020	24,260	24,500
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
Liquor Privilege Tax	87,065	90,800	94,605	103,800	92,541	111,721	115,073	116,190	118,424
Mixed Drink Tax	662,684	782,681	846,714	894,745	992,939	985,207	1,054,172	1,068,950	1,083,728
Totals	$ 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

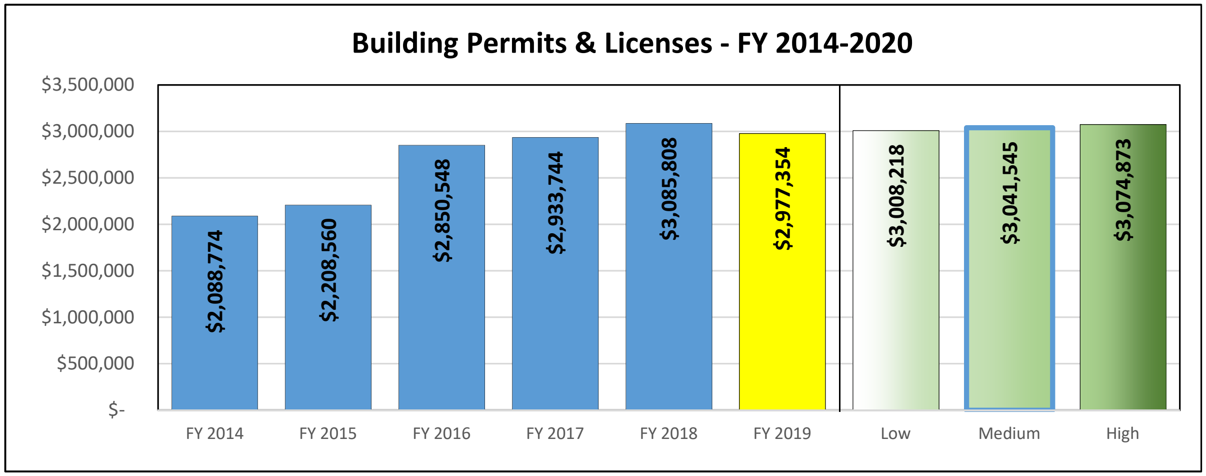
Averages
3-yr Average
$ 4,049,361
2.2%
5-Yr Average
$ 3,830,253
2.6%
10-Yr Average
$ 3,368,168
2.8%
20-Yr Average
$ 2,650,318
3.2%

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

Fund:	General Fund	Category:	Building Permits & Licenses	Percent of Total General Fund Revenues	4.1%

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	
% yr/yr.	31.1%	5.7%	29.1%	2.9%	5.2%	-3.5%	1.0%	2.2%	3.3%	
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	-	-	-	
Totals	$ 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	

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

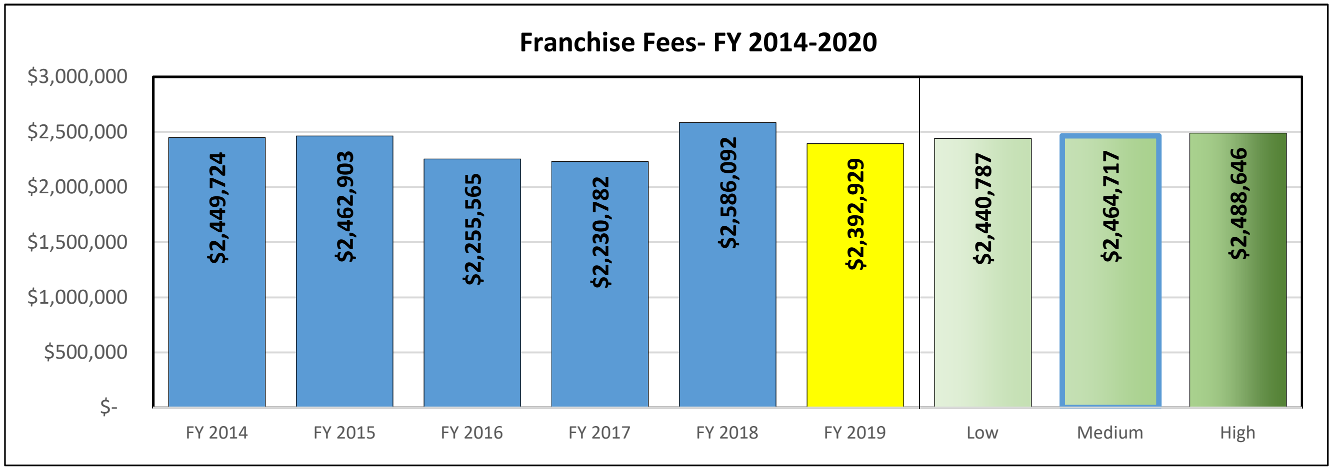
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Franchise Fees	Percent of Total General Fund Revenues	3.3%

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)		
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High
% yr/yr.	12.6%	0.5%	-8.4%	-1.1%	15.9%	-7.5%	2.0%	3.0%	4.0%
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
Comcast	875,035	886,358	926,422	952,866	976,578	982,841	1,002,498	1,012,326	1,022,155
Piedmont	60,098	24,103	114,061	42,694	48,066	121,007	123,427	124,638	125,848
AT&T	163,261	220,453	183,067	241,290	247,028	194,216	198,100	200,042	201,984
Totals	$ 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

Averages
3-yr Average
$ 2,357,479
0.5%
5-Yr Average
$ 2,397,013
0.0%
10-Yr Average
$ 2,232,918
0.7%
20-Yr Average
$ 1,560,030
2.7%

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

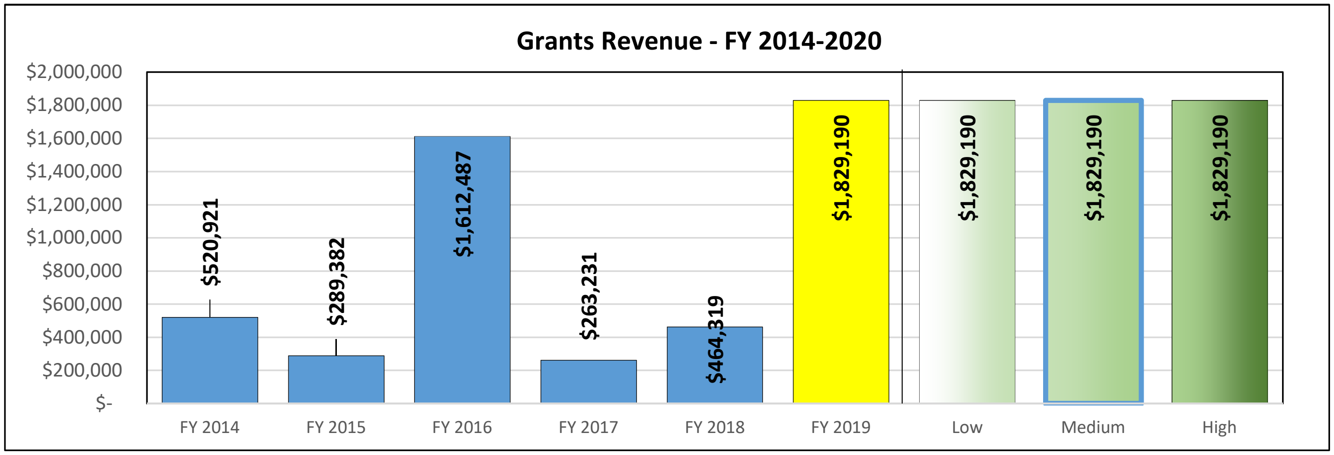
City of Franklin

Revenue Model

Fund:	General	Category:	Grants	Percent of Total General Fund Revenues	2.5%

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)		
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High
% yr/yr.	-61.5%	-44.4%	457.2%	-83.7%	76.4%	294.0%	$ -	$ -	$ -
May 2010 Flood	63,622	-	-	-	-	-	-	-	-
Emergency Shelter Grant	34,423	54,635	62,319	50,693	-	35,000	35,000	35,000	35,000
Federal Grant - Ballistic Vests	8,094	3,300	4,370	4,190	14,711	4,190	4,190	4,190	4,190
Highway Safety Grant	38,147	35,340	-	-	-	10,000	10,000	10,000	10,000
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
Homeland Security Grant	-	-	-	-	60,384				
Dept of Hous & Urban Dev (Federal)	-	-	-	-	36,280				
Dept of Finance & Admin (Federal)	-	-	-	15,000	-	-	-	-	-
Dept of Military (Federal)	-	-	-	563	-	-	-	-	-
Dept of Transportation (Federal)	-	-	-	27,913	-	-	-	-	-
Dept of Transportation (Federal)	-	-	-	25,548	-	-	-	-	-
Preservation Plan Grant (Federal)	-	-	1,434,640	-	14,354	-	-	-	-
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	-	-	-	-			
Totals	$ 520,921	$ 289,382	$ 1,612,487	$ 263,231	$ 464,319	$ 1,829,190	$ 1,829,190	$ 1,829,190	$ 1,829,190

Averages	
3-yr Average	
$	780,012
	44.8%
5-Yr Average	
$	630,068
	38.1%
10-Yr Average	
$	769,504
	13.8%
20-Yr Average	
$	710,931
	7.9%

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

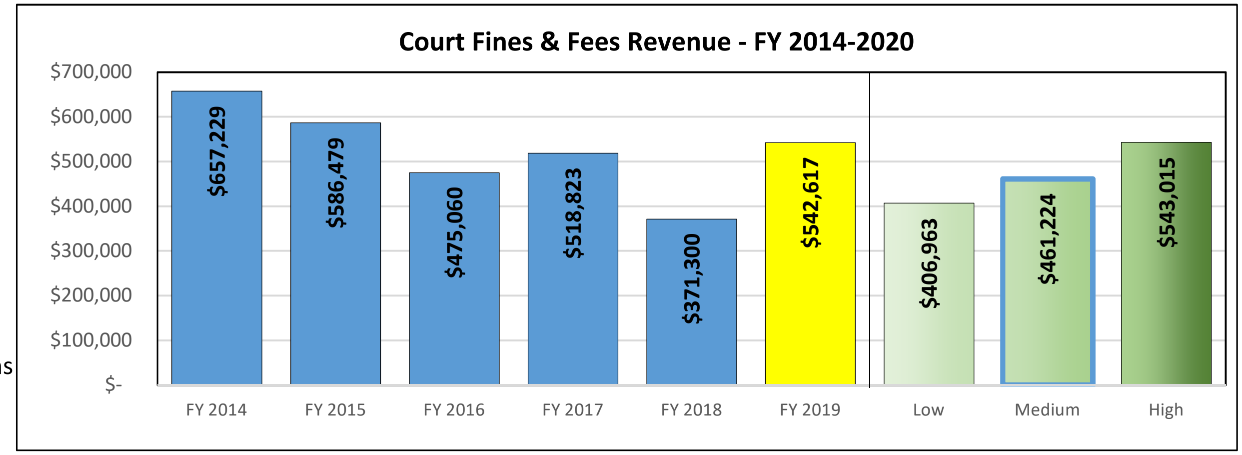
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Court Fines & Fees	Percent of Total General Fund Revenues	0.6%

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	
% yr/yr.	-11.0%	-10.8%	-19.0%	9.2%	-28.4%	46.1%	-25%	-15%	0%	
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	-	-	-	-	-	-	
Totals	**$ 657,229**	**$ 586,479**	**$ 475,060**	**$ 518,823**	**$ 371,300**	**$ 542,617**	**$ 406,963**	**$ 461,224**	**$ 543,015**	

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

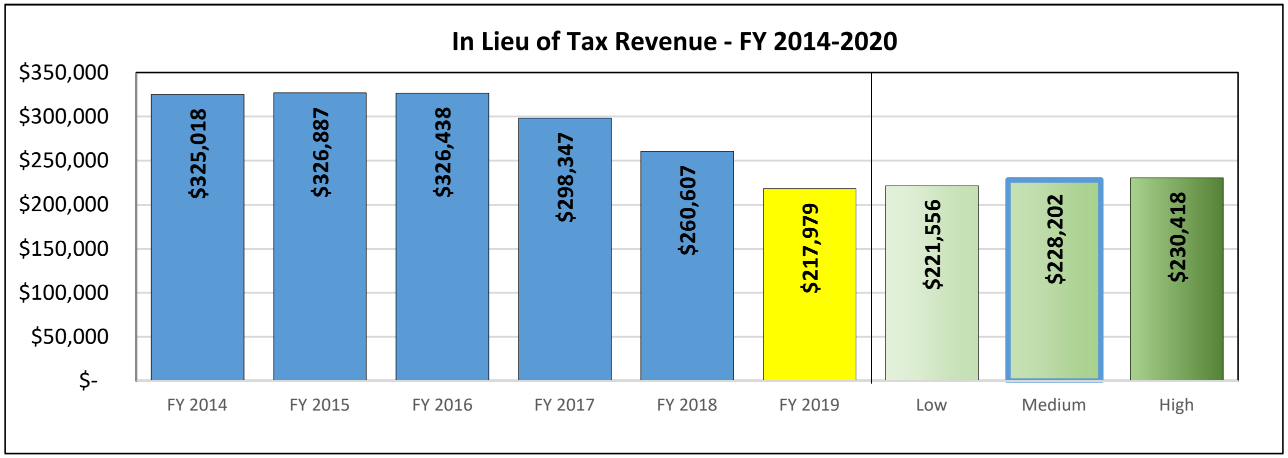
City of Franklin

Revenue Model

Fund:	General Fund	Category:	In Lieu of Tax	Percent of Total General Fund Revenues	0.3%

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)		
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High
% yr/yr.	-4.4%	0.6%	-0.1%	-8.6%	-12.6%	-16.4%	1.6%	4.7%	5.7%
Franklin Housing Authority	14,090	23,447	21,841	23,239	25,694	24,654	21,662	22,312	22,529
Nissan (TIF District)	166,572	180,957	182,114	234,912	234,913	193,325	199,894	205,890	207,889
Healthways (pilot ends 2016)	43,835	47,327	47,327	-	-	-	-	-	-
Verizon (pilot ends 2014)	30,912	-	-	-	-	-	-	-	-
Community Health Systems (CHS)	26,487	28,598	28,598	40,196	-	-	-	-	-
Jackson National Life (ends 2017)	43,122	46,558	46,558	-	-	-	-	-	-
Totals	$ 325,018	$ 326,887	$ 326,438	$ 298,347	$ 260,607	$ 217,979	$ 221,556	$ 228,202	$ 230,418

Averages	
3-yr Average	$ 295,131
	-8.7%
5-Yr Average	$ 307,459
	-5.8%
10-Yr Average	$ 311,082
	-3.0%
20-Yr Average	$ 292,043
	-1.3%

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

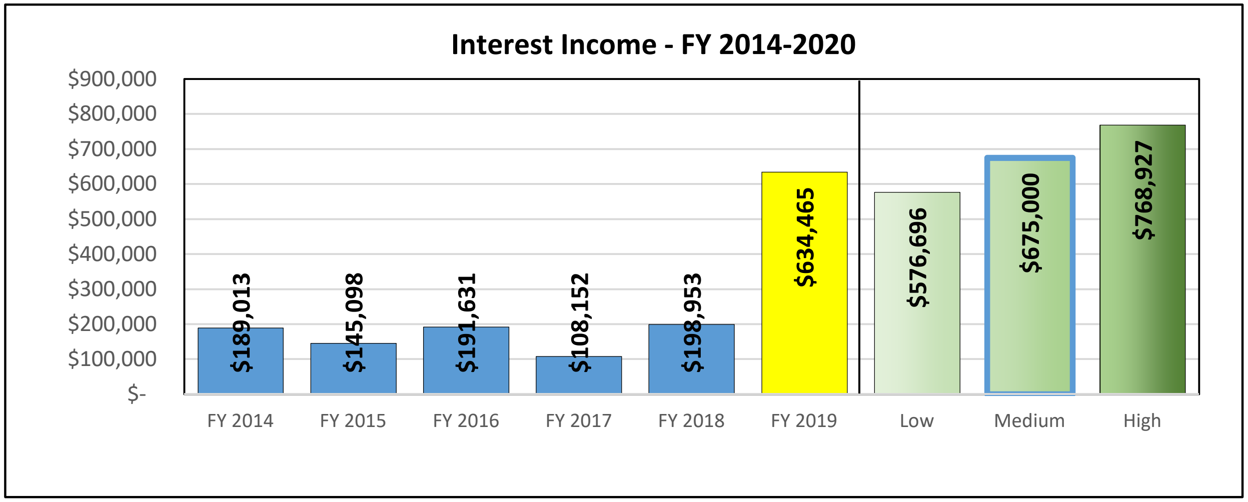
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Interest Income	Percent of Total General Fund Revenues	0.9%

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	
% yr/yr.	13.4%	-23.2%	32.1%	-43.6%	84.0%	218.9%	-9.11%	6.39%	21.19%	
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%
Totals	$ 189,013	$ 145,098	$ 191,631	$ 108,152	$ 198,953	$ 634,465	$ 576,696	$ 675,000	$ 768,927	

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

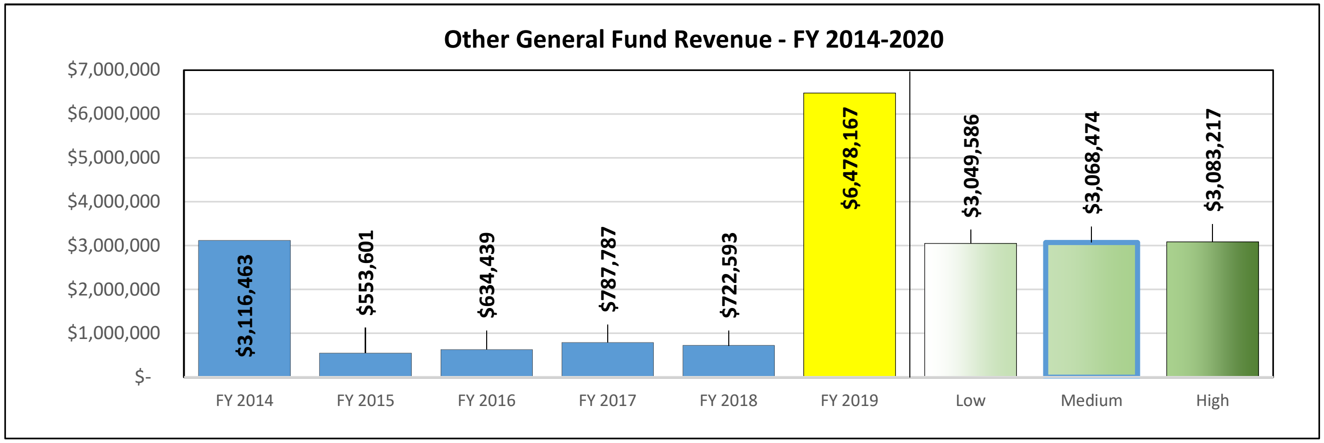
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	4.2%

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)		
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High
% yr/yr.	395.9%	-82.2%	14.6%	24.2%	-8.3%	796.5%	-52.9%	-52.6%	-52.4%
City Tax Relief	(6,517)	(8,050)	-	(8,053)	(16,177)	(8,543)	(8,672)	(8,800)	(8,928)
Prop Taxes - P&I	35,819	30,529	34,026	36,671	39,771	27,716	28,132	28,548	28,964
Business Tax	9,002	-	-	-	-	-	-	-	-
Planning Fees (Rezoning)	39,237	43,946	15,053	30,422	-	31,596	-	-	-
Planning Fees (Site Plans)	46,138	48,061	42,924	29,011	-	54,836	-	-	-
Planning Fees (Plat Submittal)	89,000	78,771	106,544	98,894	223,373	80,438	183,380	188,881	191,632
Planning Fees (Misc Planning)	7,671	7,155	7,664	2,773	262	14,065	-	-	-
Beer Permits (New Applic Fee)	13,700	13,250	14,750	13,750	16,500	14,268	14,482	14,696	14,910
Yard Sale Permits	9,295	7,605	7,395	7,010	6,220	4,116	4,177	4,239	4,301
Alarm Permits	29,130	30,320	26,540	23,990	24,190	23,854	24,211	24,569	24,927
Miscellaneous Permits	2,300	3,600	4,900	4,100	17,612	5,119	5,196	5,273	5,349
In Lieu of Parkland	2,280,119	-	-	-	-	-	-	-	-
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

Averages
3-yr Average
$ 714,940
268.7%
5-Yr Average
$ 1,162,977
91.4%
10-Yr Average
$ 1,162,977
45.7%
20-Yr Average
$ 2,447,507
8.2%

City of Franklin

Revenue Model

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	4.2%

<u>Other:</u> 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.

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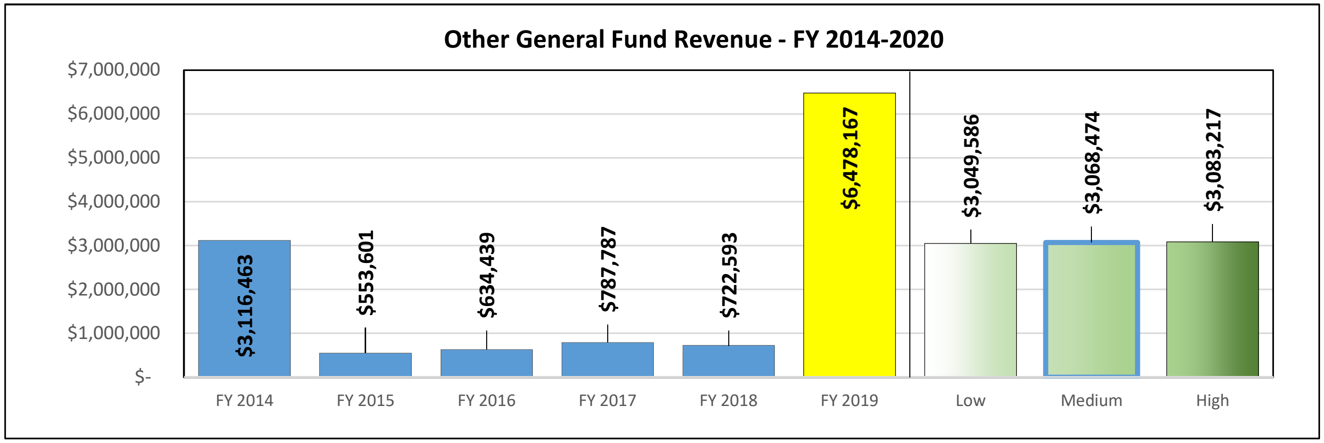


	Actual					Budget	Forecasts (FY 2020)			Averages
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High	
Sex Offender Registry	2,350	1,800	1,800	1,800	1,950	1,591	1,615	1,639	1,663	
License Seizure Fees	675	750	1,515	1,150	715	822	834	847	859	
Police Extra Duty	35,478	31,547	27,279	39,941	43,480	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	
Totals	$ 3,116,463	$ 553,601	$ 634,439	$ 787,787	$ 722,593	$ 6,478,167	$ 3,049,586	$ 3,068,474	$ 3,083,217	

General Fund Summary - Departmental Summary

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference '19 vs. '20	
	A	B	C	D	E	F (E-C)	G (E/C)
Governance & Management							
Elected Officials							
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%
Total - Elected Officials	**$ 282,124**	**$ 332,480**	**$ 317,845**	**$ 316,986**	**$ 372,756**	**$ 54,911**	**17.3%**
Administration							
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%
Total - Administration	**$ 535,330**	**$ 1,064,210**	**$ 1,097,658**	**$ 1,094,801**	**$ 1,201,357**	**$ 103,699**	**9.4%**
Human Resources							
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%
Total - Human Resources	**$ 1,165,049**	**$ 987,380**	**$ 1,247,368**	**$ 1,245,118**	**$ 1,385,508**	**$ 138,140**	**11.1%**
Law							
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%
Total - Law	**$ 498,133**	**$ 453,393**	**$ 626,604**	**$ 596,551**	**$ 626,374**	**$ (230)**	**0.0%**
Communications							
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%
Total - Communications	**$ 489,797**	**$ 362,973**	**$ 415,599**	**$ 407,154**	**$ 441,154**	**$ 25,555**	**6.1%**
Governance & Management Summary							
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%
Total Governance & Management	**$ 2,970,433**	**$ 3,200,436**	**$ 3,705,074**	**$ 3,660,610**	**$ 4,027,150**	**$ 322,076**	**8.7%**
Public Safety							
Police							
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%
Total - Police	**$ 15,383,714**	**$ 16,852,274**	**$ 16,545,409**	**$ 16,491,521**	**$ 17,408,342**	**$ 862,933**	**5.2%**
				$ -			
Fire							
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%
Total - Fire	**$ 16,878,165**	**$ 18,099,788**	**$ 18,493,435**	**$ 18,412,627**	**$ 17,961,805**	**$ (531,630)**	**-2.9%**
Public Safety							
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%
Total Public Safety	**$ 32,261,879**	**$ 34,952,062**	**$ 35,038,844**	**$ 34,904,149**	**$ 35,370,147**	**$ 331,303**	**0.9%**
Finance & Administration							
Finance							
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

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	G (E/C)
Total - Finance	**$ 940,697**	**$ 818,603**	**$ 952,456**	**$ 924,345**	**$ 904,865**	**$ (47,591)**	**-5.0%**
Purchasing							
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%
Total - Purchasing	**$ 191,513**	**$ 222,261**	**$ 238,090**	**$ 237,212**	**$ 361,954**	**$ 123,864**	**52.0%**
Information Technology							
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%
Total - Information Technology	**$ 4,048,992**	**$ 4,478,415**	**$ 4,667,315**	**$ 4,663,969**	**$ 4,116,681**	**$ (550,634)**	**-11.8%**
Revenue Management							
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%
Total - Revenue Management	**$ 261,826**	**$ 211,611**	**$ 334,140**	**$ 315,562**	**$ 211,344**	**$ (122,796)**	**-36.7%**
Municipal Court							
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%
Total - Municipal Court	**$ 351,533**	**$ 317,866**	**$ 348,100**	**$ 214,415**	**$ 355,483**	**$ 7,383**	**2.1%**
Project and Facilities Management							
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%
Total - Project and Facilities Management	**$ 1,069,859**	**$ 1,317,859**	**$ 1,290,802**	**$ 1,183,259**	**$ 1,274,961**	**$ (15,841)**	**-1.2%**
Finance & Administration Summary							
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%
Total Finance & Administration	**$ 6,864,420**	**$ 7,366,615**	**$ 7,830,903**	**$ 7,538,762**	**$ 7,225,288**	**$ (605,615)**	**-7.7%**
Community & Economic Development							
Building and Neighborhood Services							
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%
Total - Building & Neighborhood Services	**$ 2,791,368**	**$ 2,909,042**	**$ 3,330,639**	**$ 3,108,383**	**$ 3,515,971**	**$ 185,332**	**5.6%**
Planning and Sustainability							
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%
Total - Planning & Sustainability	**$ 1,560,527**	**$ 1,471,756**	**$ 1,635,050**	**$ 1,629,955**	**$ 1,621,163**	**$ (13,887)**	**-0.8%**
Engineering							
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%
Total Engineering & TOC	**$ 991,964**	**$ 1,123,694**	**$ 1,283,294**	**$ 1,278,632**	**$ 1,409,964**	**$ 126,670**	**9.9%**
Traffic Operations Center (TOC)							
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 Engineering & TOC	**$ 809,560**	**$ 1,168,203**	**$ 1,310,317**	**$ 1,119,426**	**$ 3,405,441**	**$ 2,095,124**	**159.9%**

General Fund Summary - Departmental Summary

	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	G (E/C)
Economic Development							
Operations	$ 53,592	$ 67,518	$ 90,327	$ 90,327	$ 96,027	$ 5,700	6.3%
Total - Economic Development	**$ 53,592**	**$ 67,518**	**$ 90,327**	**$ 90,327**	**$ 96,027**	**$ 5,700**	**6.3%**
Community & Economic Development Summary							
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%
Total Community & Economic Developmen	**$ 6,207,011**	**$ 6,740,213**	**$ 7,649,627**	**$ 7,226,722**	**$ 10,048,567**	**$ 2,398,940**	**31.4%**
Public Works							
Streets Department - Maintenance Division							
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%
Total - Streets - Maintenance	**$ 3,826,764**	**$ 3,787,631**	**$ 4,430,990**	**$ 4,205,923**	**$ 4,357,275**	**$ (73,715)**	**-1.7%**
Streets Department - Traffic Division							
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%
Total - Streets - Traffic	**$ 1,508,872**	**$ 1,220,751**	**$ 1,545,598**	**$ 1,543,939**	**$ 1,735,471**	**$ 189,873**	**12.3%**
Streets Department - Fleet Maintenance Division							
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%
Total - Streets - Fleet Maintenance	**$ 922,877**	**$ 836,862**	**$ 1,104,960**	**$ 836,775**	**$ 880,049**	**$ (224,911)**	**-20.4%**
Parks							
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%
Total - Parks	**$ 4,222,655**	**$ 5,130,302**	**$ 5,369,929**	**$ 5,275,137**	**$ 5,604,731**	**$ 234,802**	**4.4%**
Public Works							
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%
Total Public Works	**$ 10,481,168**	**$ 10,975,546**	**$ 12,451,477**	**$ 11,861,773**	**$ 12,577,526**	**$ 126,049**	**1.0%**
Other Operating Expenditures							
General Expenses							
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%
Total - General Expenses	**$ (743,635)**	**$ (2,420,117)**	**$ 2,209,385**	**$ 2,159,935**	**$ 2,806,522**	**$ 597,137**	**27.0%**
Appropriations							
Personnel	$ -		$ -				
Operations	$ 464,936	$ 464,073	$ 516,301	$ 466,824	$ 480,894	$ (35,407)	-6.9%
Total Appropriations	**$ 464,936**	**$ 464,073**	**$ 516,301**	**$ 466,824**	**$ 480,894**	**$ (35,407)**	**-6.9%**
Interfund Transfers							
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

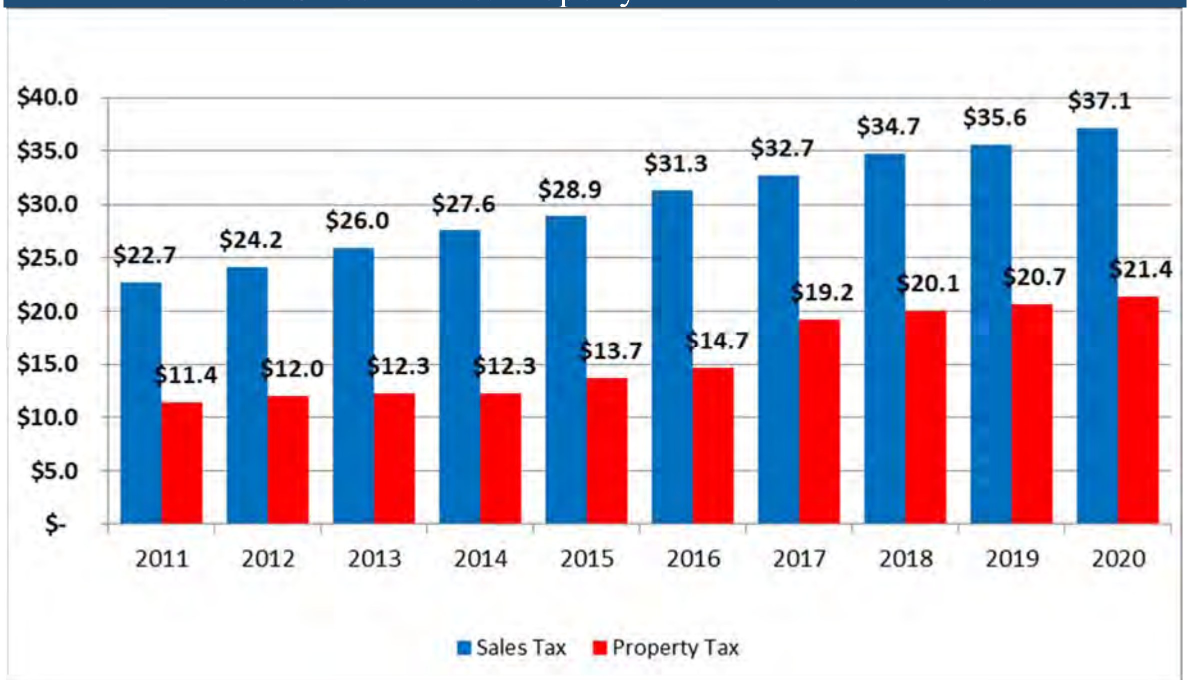
	Actual 2017 A	Actual 2018 B	Budget 2019 C	Estd 2019 D	Budget 2020 E	Difference '19 vs. '20 F (E-C)	G (E/C)
Total Interfund Transfers	**$ 4,000,580**	**$ 1,644,399**	**$ 5,290,171**	**$ 5,290,171**	**$ 1,253,371**	**$ (4,036,800)**	**-76.3%**
Other General Fund Operating Expenditures Summary							
Personnel	$ (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%
Total Other GF Oper. Exp.	**$ 3,721,881**	**$ (311,645)**	**$ 8,015,857**	**$ 7,916,930**	**$ 4,540,787**	**$ (3,475,070)**	**-43.4%**
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%
Total - General Fund Departments	**$ 62,506,793**	**$ 62,923,226**	**$ 74,691,784**	**$ 73,108,946**	**$ 73,789,465**	**$ (902,319)**	**-1.2%**

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 vs. Property Tax – Ten-Year Trend



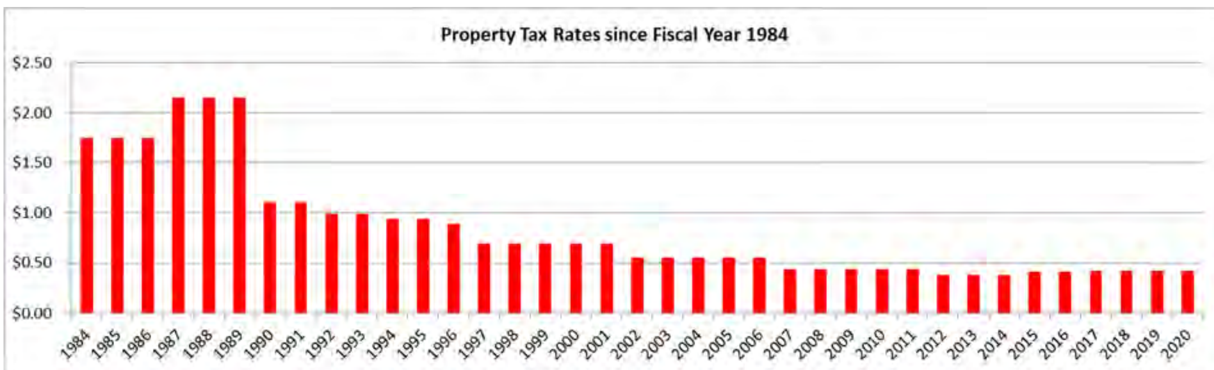
<u>Local Sales Tax</u> is the most significant revenue source for the City. The local sales tax rate is 2.75%. The City receives 1.125% of the total 2.75% tax amount if the sale occurs inside the City (with the County receiving the balance). Local sales tax applies only to the first $1,600 of a single article purchase of tangible personal property.

<u>Property Tax</u> 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.

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)
1984	$1.7500	---
1985	$1.7500	$0.0000
1986	$1.7500	$0.0000
1987	$2.1500	$0.4000
1988	$2.1500	$0.0000
1989	$2.1500	$0.0000
1990	$1.1000	($1.0500)
1991	$1.1000	$0.0000
1992	$0.9900	($0.1100)
1993	$0.9900	$0.0000
1994	$0.9400	($0.0500)
1995	$0.9400	$0.0000
1996	$0.8900	($0.0500)
1997	$0.6900	($0.2000)
1998	$0.6900	$0.0000
1999	$0.6900	$0.0000
2000	$0.6900	$0.0000
2001	$0.6900	$0.0000
2002	$0.5500	($0.1400)

Fiscal Year	Rate	Increase / (Decrease)
2003	$0.5500	$0.0000
2004	$0.5500	$0.0000
2005	$0.5500	$0.0000
2006	$0.5500	$0.0000
2007	$0.4340	($0.1160)
2008	$0.4340	$0.0000
2009	$0.4340	$0.0000
2010	$0.4340	$0.0000
2011	$0.4340	$0.0000
2012	$0.3765	($0.0575)
2013	$0.3765	$0.0000
2014	$0.3765	$0.0000
2015	$0.4065	$0.0300
2016	$0.4065	$0.0000
2017	$0.4176	$0.0111
2018	$0.4176	$0.0000
2019	$0.4176	$0.0000
2020	$0.4176	$0.0000

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.

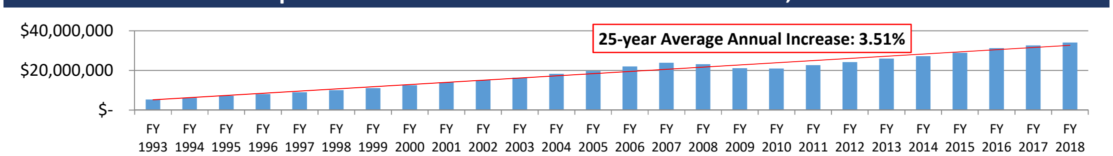
Revenues

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 %*
Revenues										
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%
Total - General Fund Revenues	**$ 73,789,465**		**$ 73,339,491**		**$ 78,998,456**		**$ 81,350,753**		**$ 84,780,536**	
Year over Year $	**$ 427,681**		**$ (449,974)**		**$ 5,658,965**		**$ 2,352,297**		**$ 3,429,783**	
Year over Year %	**0.58%**		**-0.61%**		**7.72%**		**2.98%**		**4.22%**	

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.

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



<u>Local Sales Tax</u>: 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 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.

<u>State Shared Tax</u>: 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

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.

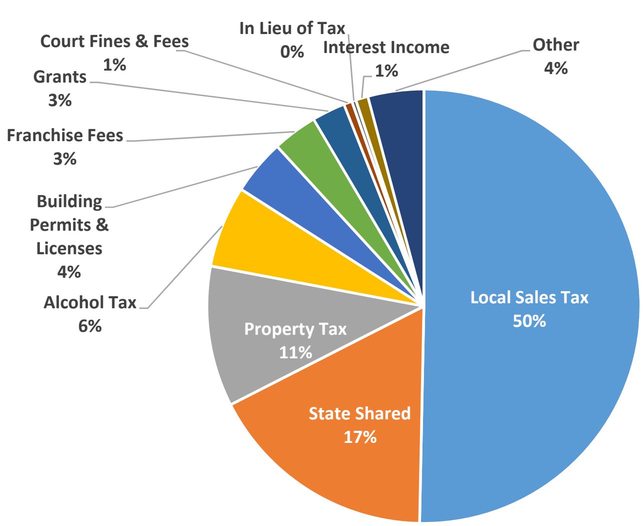
Exhibit 3: Historic Franklin Property Tax Rates, FY 1984-2019

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

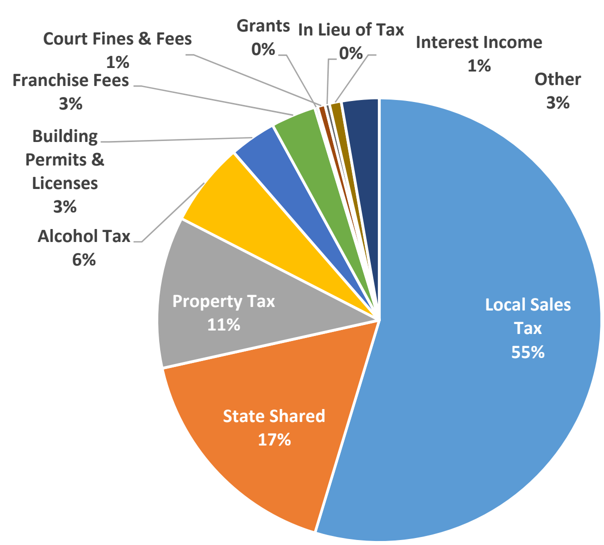
The significant increase in the FY 2024 Property Tax forecast for the general fund is the realization of additional property tax revenues currently dedicated to paying down the Tax Increment Financing district in the Cool Springs area of Franklin. This is forecast to be paid off in FY 2023, allowing 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



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 %*
General Fund Expenditures (by program area)										
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%
Total - General Fund Expenses	**$ 73,789,465**	**-0.74%**	**$ 73,076,944**	**-0.97%**	**$ 78,254,302**	**7.08%**	**$ 80,906,655**	**3.39%**	**$ 84,318,394**	**4.22%**
General Fund Expenditures (by major category)										
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%
Total - General Fund Expenses	**$ 73,789,465**	**-0.74%**	**$ 73,076,944**	**-0.97%**	**$ 78,254,302**	**7.08%**	**$ 80,906,655**	**3.39%**	**$ 84,318,394**	**4.22%**
Year over Year $	$ (552,319)		$ (712,522)		$ 5,177,358		$ 2,652,353		$ 3,411,739	
Year over Year %	-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

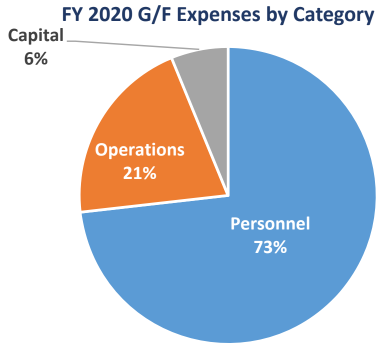
Effective and Fiscally Sound City Government Providing High-quality Services

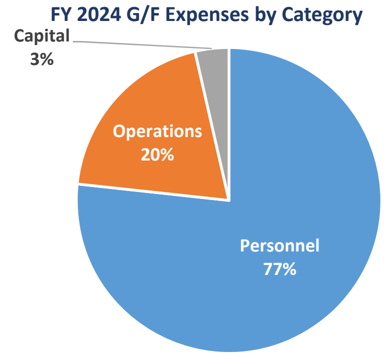
Quality Life Experiences

Sustainable Growth and Economic Prosperity

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

	Budget 2020	Forecast 2021	Forecast 2022	Forecast 2023	Forecast 2024
Beginning Balance*	**$ 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
Ending Balance	**$ 45,404,971**	**$ 45,667,518**	**$ 46,411,672**	**$ 46,855,770**	**$ 47,317,912**
Year-End F/B as % of Budget:	***62%***	***62%***	***59%***	***58%***	***56%***
Year over Year $	***$ 0***	***$ 262,547***	***$ 744,154***	***$ 444,098***	***$ 462,142***
Year over Year %	***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.*

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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.

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 & Facilitites 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
Total (All Funds)	**720**	**714**	**728**	**738**	**748**

Notes:

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

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	Add/(Delete) 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	

Personnel Changes

DEPARTMENT	TITLE	PAY GRADE	Add/(Delete)	
			F-T	P-T
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
Total Net Change			**27**	**-17**
Total New Positions				**10**

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.

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 or resources and the payment of debt service. A portion of the total property tax rate is allocated for debt service; however, the actual portion to be paid by property tax depends on the projects approved. Depending on the project's purpose, additional debt service payments are expected to be paid by the Hotel/Motel Tax Fund, the Road Impact Fund, the Facilities Tax Fund, and the Sanitation & Environmental Services Fund. The total General & Special Funds debt service budget for FY 2020 is $15,455,385.

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Expenses (Debt Service by Fund)							
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%
Total Expenditures	**12,896,748**	**13,640,681**	**13,758,204**	**13,758,204**	**15,455,385**	**1,697,181**	**12.3%**

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

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

Debt

Debt Service

City of Franklin, Tennessee Bonded Indebtedness - FY 2020

GOVERNMENTAL FUNDS

BOND INFORMATION					2020 DEBT SERVICE			DEBT SERVICE PAID BY							
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. for 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 several projects including public safety building, parks, and road projects	2037	$20,000,000	$20,000,000	$0	$798,000	$798,000	$454,860		$343,140					$798,000
2010 New Bonds	To be used for Hillsboro 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 Harlinsdale bonds	2024	$16,590,000	$7,085,000	$1,315,000	$254,950	$1,569,950	$989,069			$580,881				$1,569,950
2012 Refunding	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	$585,000	$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
	Government Funds Totals		**$189,365,000**	**$154,800,000**	**$9,520,000**	**$5,921,387**	**$15,441,387**	**$11,067,963**	**$348,390**	**$2,784,987**	**$1,240,047**	**$0**	**$0**	**$0**	**$15,441,387**
Plus Debt Fees							$13,998	$12,944	$0	$850	$204				$13,998
	Debt Service Fund Costs (see Other Special Funds)						$15,455,385	$11,080,907	$348,390	$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	$1,367,611	$84,156	$38,020	$122,176				$56,201		$65,975		$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**	**$7,747,346**	**$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 totalling 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

GOVERNANCE & MANAGEMENT

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

City of Franklin Recognitions and Awards:

- #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)*

Under this operating unit are:

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

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Elected Officials

Dr. Ken Moore, Mayor

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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%
Capital	0	0	0	0	0	0	0.0%
Total	**282,124**	**332,480**	**317,845**	**316,986**	**372,756**	**54,911**	**17.3%**

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme:

Elected Officials support all four themes of the Strategic Plan.

Performance Measures (con't)

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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%

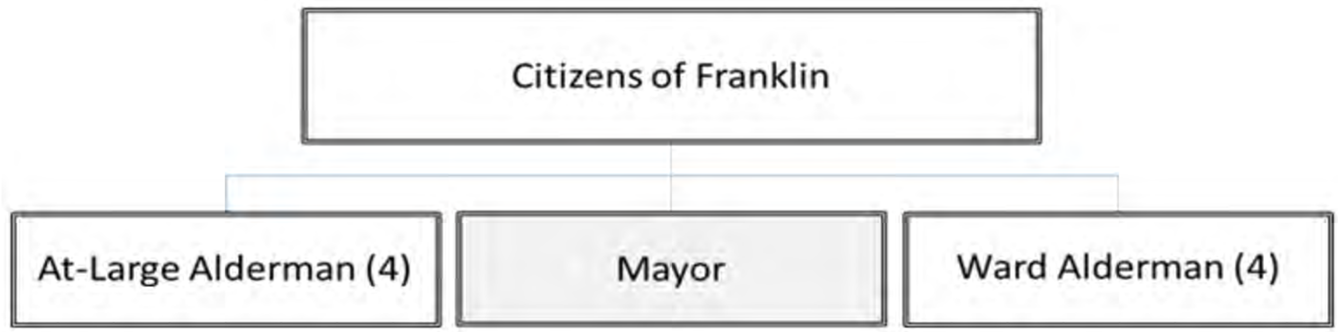
Franklin Citizens Survey

			2x/week+	**2-4x/mo**	**Once/mo.**	**Not at all**
☑	% of respondents attended a local public meeting	2016	1%	2%	20%	77%
		2019	1%	2%	23%	75%
☑	% 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/ Good	**Fair/Poor**	**Excellent/ Good**	**Fair/Poor**
☑	% rating the value of services for the taxes paid to Franklin	76%	24%	76%	24%
☑	% rating the overall direction that Franklin is taking	74%	26%	75%	25%
☑	% rating the job Franklin does at welcoming citizen involvement	71%	29%	75%	25%
☑	% rating overall confidence in Franklin government	77%	23%	74%	26%
☑	% rating the City of Franklin generally acting in the best interest of the community	74%	26%	75%	25%
☑	% rating Franklin government in being honest	74%	26%	78%	22%
☑	% rating Franklin government teats all residents fairly	72%	28%	75%	25%

**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
Mayor		1	0	1	0	1	0	1	0	1	0
Aldermen		8	0	8	0	8	0	8	0	8	0
Totals		**9**	**0**	**9**	**0**	**9**	**0**	**9**	**0**	**9**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**230,168**	**245,042**	**240,187**	**239,379**	**243,181**	2,994	1.2%
Operations							
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%
Total Operations	**51,956**	**87,438**	**77,658**	**77,607**	**129,575**	**51,917**	**66.9%**
Capital	-	-	-	-	-	-	**0%**
Total Elected Officials	**282,124**	**332,480**	**317,845**	**316,986**	**372,756**	**54,911**	**17.3%**

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Administration

Eric S. Stuckey, City Administrator

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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%
Capital	0	0	0	0	0	0	0.0%
Total	**535,330**	**1,064,210**	**1,097,658**	**1,094,801**	**1,201,357**	**103,699**	**9.4%**

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : 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)

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 rankling the overall economic health of Franklin as either Excellent or good (Franklin Citizen's Survey)

Theme: Sustainable Grown & Economic Prosperity

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

Goal: To have 80% or better of citizens reporting satisfaction with the managed growth of the community.

Baseline: Citizen Perception reported through community survey.

Key:	
	Strategic Plan: Franklin*Forward*
	Sustainable Franklin
	Tennessee Municipal Benchmarking Project
	Franklin Citizens Survey

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%

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%
Target	**90%**	**90%**	**90%**	**90%**	**90%**
Meets Target?	Yes	Yes	Yes	Yes	Yes

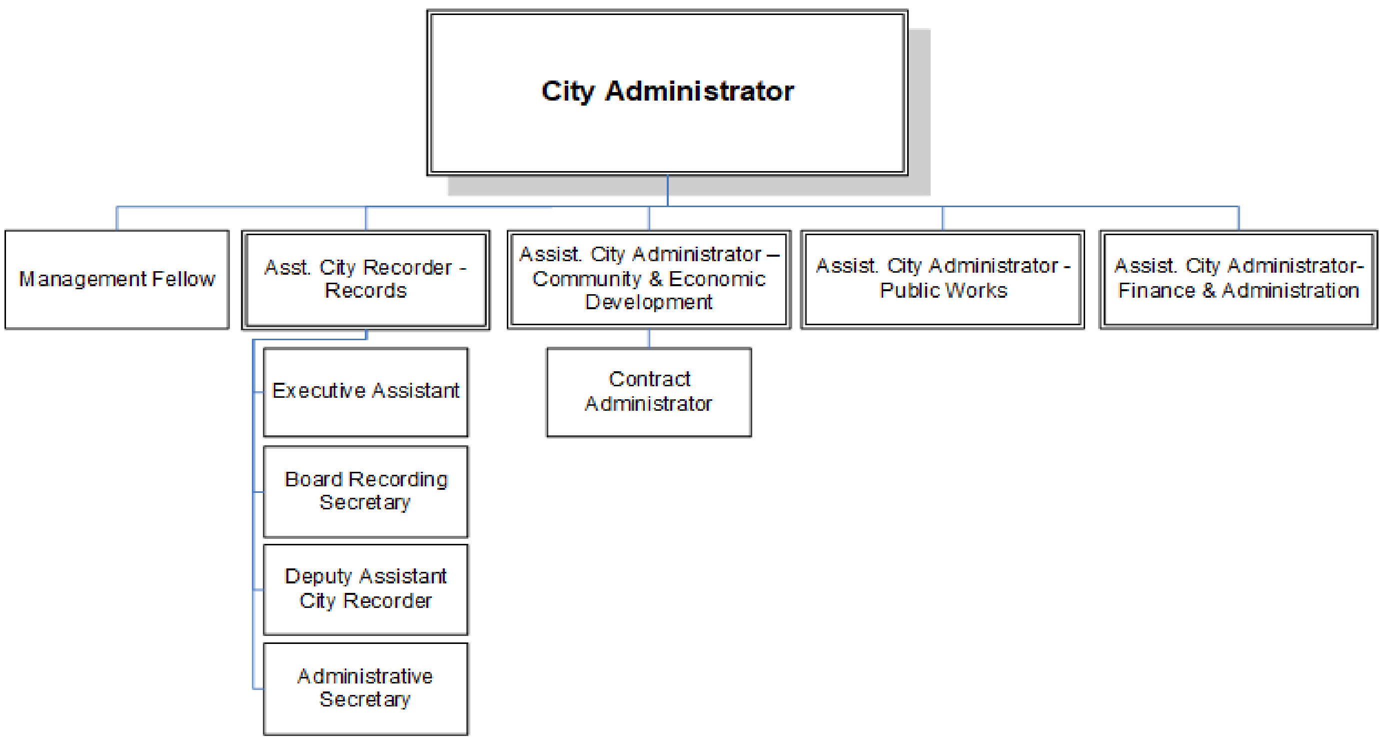
	2016	2017	2018	2019*	2020*
Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.					
Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin					
Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.					
Baseline: Complete Housing Analysis and establish goals based on data from the analysis.					
Target	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
Meets Target?	TBD	TBD	TBD	TBD	TBD
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.					
Improve ranking as one of the 100 Best Places to live in the United States.					
Franklin Ranking	42	4	6	6	TBD
Target *(Baseline 6 in 2018, Money Magazine)*	42	42	4	6	6
Meets Target?	Yes	Yes	No	Yes	TBD
90% or better of citizens ranking the overall economic health of Franklin as positive					
Franklin Ranking	**94%**	**94%**	**94%**	**91%**	**91%**
Target *(from Citizens Survey)*	**90%**	**90%**	**90%**	**90%**	**90%**
Meets Target?	Yes	Yes	Yes	Yes	Yes
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%**
Target *(from Citizens Survey)*	**80%**	**80%**	**80%**	**80%**	**80%**
Meets Target?	Yes	Yes	Yes	Yes	Yes

Performance Measures (con't)

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating Franklin as a place to raise children	97%	3%	97%	3%
☑	% rating Franklin as a place to work	91%	9%	92%	8%
☑	% rating Franklin as a place to visit	92%	8%	94%	6%
☑	% rating Franklin as a place to retire	85%	15%	84%	16%
☑	% rating the overall quality of life in Franklin	97%	3%	97%	3%
☑	% rating Overall customer service by Franklin employees	90%	10%	91%	9%
☑	% 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"

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
TOTALS		**6**	**1**	**6**	**2**	**9**	**1**	**10**	**0**	**11**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**530,330**	**1,057,174**	**1,140,895**	**1,123,038**	**1,245,662**	**104,767**	**9.2%**
Operations							
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%
Total Operations	**5,000**	**7,036**	**(43,237)**	**(28,237)**	**(44,305)**	**(1,068)**	**2.5%**
Capital	-	-	-	-	-	-	**0.0%**
Total Administration	**535,330**	**1,064,210**	**1,097,658**	**1,094,801**	**1,201,357**	**103,699**	**9.4%**

Human Resources

Kevin G. Townsel, J.D., Director

Budget Summary

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

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : 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.

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

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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%
	Tennessee Statewide Benchmarking Average	***8.96%***	***7.60%***	***10.70%***	***TBD***	***TBD***
	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*

Performance Measures

Efficiency Measures

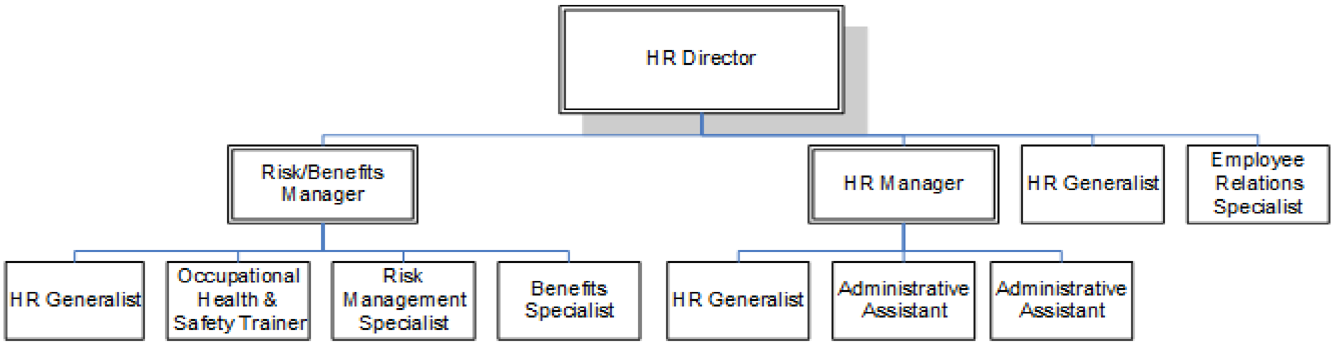
		2016	2017	2018	2019*	2020*
	Benefits to Salary Ratio (All Funds)	37.98%	38.26%	37.15%	TBD	TBD
	Tennessee Statewide Benchmarking Average	*44.78%*	*43.67%*	*43.18%*	*TBD*	*TBD*
	Personnel Costs (All Funds) per FTE	$ 69,515	$ 76,077	$ 80,252	TBD	TBD
	Tennessee Statewide Benchmarking Average	*$ 66,352*	*$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

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	TBD
	Target	**70.0%**	**70.0%**	**70.0%**	**70.0%**	**70.0%**
	Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
	Actively recruit and retain a workforce representative of the community.					
	% of Employees Female	20.0%	21.0%	19.0%	22.0%	23.0%
	% of Franklin Female	52.2%	52.2%	52.2%	52.2%	52.2%
	Meets Target?	No	No	No	**TBD**	**TBD**
	% of Employees Minority	6.0%	7.0%	7.0%	8.0%	9.0%
	% of Franklin Minority	15.6%	15.7%	15.7%	15.7%	15.7%
	Meets Target?	No	No	No	**TBD**	**TBD**
	Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.					
	A safe and healthy workplace.					
	# of employees who had accidents	60	83	58	53	50
	# Number of lost work days by employees	34	123	130	100	100
	Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
	# of credit hours reimbursed for employees	200	200	206	215	220

**2019 and 2020 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
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
TOTALS		**11**	**1**	**11**	**1**	**12**	**0**	**12**	**0**	**12**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**1,024,588**	**913,585**	**1,040,019**	**1,043,834**	**1,070,069**	**30,050**	**2.9%**
Operations							
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%
Total Operations	**140,461**	**73,795**	**207,349**	**201,285**	**315,439**	**108,090**	**52.1%**
Capital	-	-	-	-	-	-	
Total Human Resources	**1,165,049**	**987,380**	**1,247,368**	**1,245,119**	**1,385,508**	**138,140**	**11.1%**

Law

Shauna R. Billingsley, City Attorney

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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%
Capital	0	0	0	0	0	0	0.0%
Total	**498,133**	**453,393**	**626,604**	**596,551**	**626,374**	**-230**	**0.0%**

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.

Performance Measures

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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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme:

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

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

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 *(Goal : Distribute 1 every month)*	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

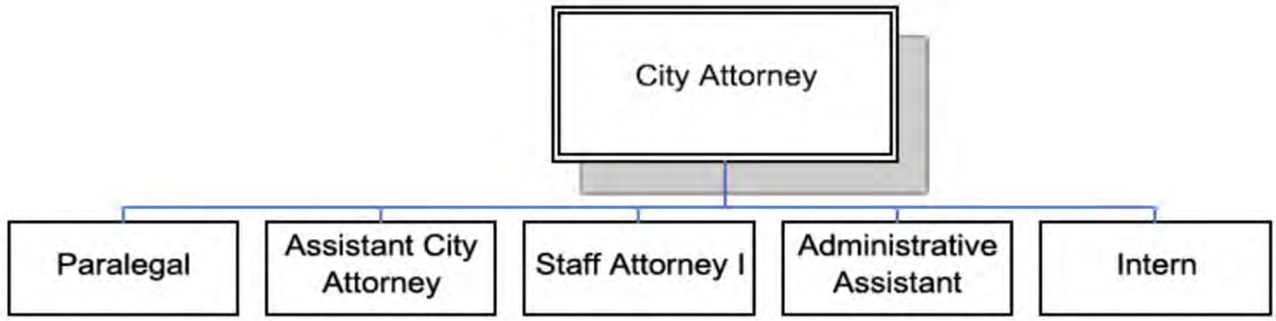
		2016	2017	2018	2019*	2020*
	TBD	TBD	TBD	TBD	TBD	TBD

Outcome (Effectiveness) Measures

		2016	2017	2018	2019*	2020*
	TBD	TBD	TBD	TBD	TBD	TBD

**2019 and 2020 estimated*

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
TOTALS		**4**	**1**	**5**	**1**	**5**	**1**	**5**	**1**	**5**	**1**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**492,368**	**501,025**	**556,168**	**526,935**	**557,151**	**983**	**0.2%**
Operations							
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 (<$25,00(	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%
Total Operations	**5,765**	**(47,632)**	**70,436**	**69,616**	**69,224**	**(1,212)**	**-1.7%**
Capital	**-**	**-**	**-**			**-**	**0.0%**
Total Law Department	**498,133**	**453,393**	**626,604**	**596,551**	**626,374**	**(230)**	**0.0%**

Communications

Milissa Reierson, Communications Manager

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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.

Follow the City of Franklin on

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 oversite 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

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Performance Measures (con't)

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

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

Franklin will have a dynamic social media presence to increase effective communication with the public.

Goal: To continue to increase the public's use of social media forms of communication with the City of Franklin.

Baseline: Current communication contacts with citizens through website hits-32,662; social media: Facebook followers- 7,462, Twitter followers - 4350, YouTube views - 38,664.

Theme: Quality Life Experiences

Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.

Goal: To increase participation by 10% annually at permitted arts and cultural events in Franklin.

Baseline: The total estimated attendance at City of Franklin events. Track annually the estimated number of attendees at BOMA permitted events.

Goal: Increase annually the number of events that satisfy all the criteria identified on the application for permit.

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

Key:	
Strategic Plan: Franklin*Forward*	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	
2016 Franklin Citizens Survey	☑

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				

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

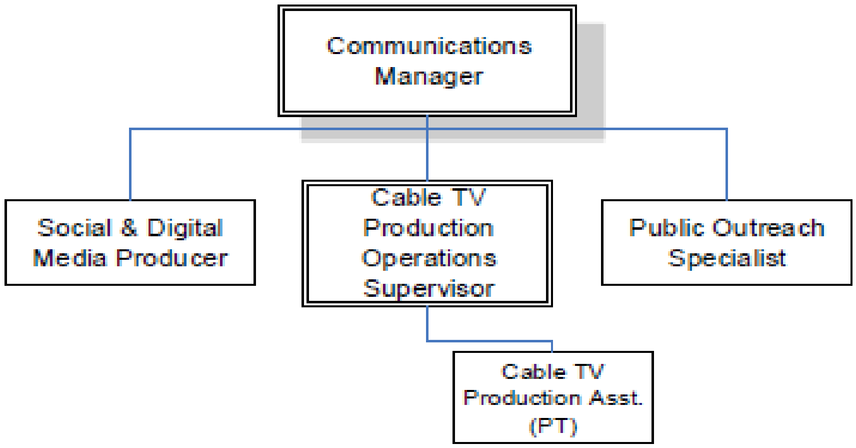
**2019 and 2020 estimated.*

Franklin Citizens Survey

		2x/week+	2-4x/mo	Once/mo.	Not at all
☑ % of respondents attended a City-sponsored event	2016	4%	10%	56%	30%
	2019	2%	7%	62%	29%

	2016 Citizens Survey		2019 Citizens Survey	
	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑ % rating the quality of Public information services	78%	22%	86%	14%
☑ % rating the quality of Cable television	54%	46%	58%	42%
☑ % rating the quality of City sponsored special events	87%	13%	85%	15%

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
TOTALS		**4**	**1**	**4**	**1**	**4**	**1**	**4**	**1**	**4**	**1**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**426,722**	**402,368**	**409,570**	**411,409**	**403,467**	**(6,103)**	**-1.5%**
Operations							
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%
Total Operations	**63,075**	**(39,395)**	**6,029**	**(4,255)**	**37,687**	**31,658**	**525.1%**
Capital							
Total Communications Departme	**489,797**	**362,973**	**415,599**	**407,154**	**441,154**	**25,555**	**6.1%**

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PUBLIC SAFETY

Public Safety comprises the Police and Fire departments.

Under this operating unit are:

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

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City of Franklin, Tennessee
FY 2020 Operating Budget

Police

Chief Deborah Y. Faulkner, EdD

Budget Summary - Overall

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: A Safe Clean and Livable City

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

The Franklin Police Department will establish performance standards that help surpass current levels of low crime.

Goal: The violent crime rate in Franklin will remain no more than half of the national average and decrease by 3% annually.

Benchmarks: The National Violent Crime Rate for 2011 was 386 per 100,000 residents. The Violent Crime Rate in Franklin was 166 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).

Goal: The property crime rate in Franklin will be 50% of the national rate and decrease by 3% annually.

Benchmarks: The Property Crime Rate Nationally was 2,908 per 100,000 residents. The Property Crime Rate in Franklin was 1,710 per 100,000 residents (FBI, Crime in America, Uniform Crime Report).

Goal: Franklin Police will establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes and decrease by 3% annually.

Benchmarks: The National Clearance Rate for Violent Crimes in 2011 was 47 percent. The Violent Crime Clearance in Franklin was 76 percent (FBI, Crime in America, Uniform Crime Report).

Benchmarks: Nationally, the Property Crime Clearance rate was 18.6 percent .The Property Crime Clearance rate in Franklin was 33 percent (FBI, Crime in America, Uniform Crime Report).

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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	^	^

Performance Measures

	TIBRS Type A crimes / 1,000 Population	74	54	385	^	^
	Tennessee Statewide Benchmarking Average	*106.6*	*99.9*	*179.3*	*TBD*	*TBD*
	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	^	^
	Tennessee Statewide Benchmarking Average	*45.5*	*46.2*	*51.9*	*TBD*	*TBD*
	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
	Tennessee Statewide Benchmarking Average	*2.94*	*2.75*	*2.80*	*TBD*	*TBD*
	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
	Tennessee Statewide Benchmarking Average	*$ 254*	*$ 267*	*TBD*	*TBD*	*TBD*
	Calls per Sworn Officer	524.1	605.9	549.6	^	^
	Tennessee Statewide Benchmarking Average	*583.2*	*565.5*	*553.5*	*TBD*	*TBD*
	Public Property Accidents per FTE	16.06	15.33	14.92	^	^
	Tennessee Statewide Benchmarking Average	*15.20*	*17.09*	*18.66*	*TBD*	*TBD*
	Cost per Call for Service	$ 233.7	$ 214.8	$ 252.9	^	^
	Tennessee Statewide Benchmarking Average	*$ 185.1*	*$ 195.3*	*TBD*	*TBD*	*TBD*

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%	^	^
	Tennessee Statewide Benchmarking Average	**14.4%**	**14.0%**	**14.1%**	**TBD**	**TBD**
	**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
	Violent Crime Rate Nationally	***369.1***	***361.6***	***373.7***	***386.6***	***382.9***
	Franklin as a % of National	31.7%	27.4%	40.4%	39.8%	62.2%
	Target (50% of National) *(Source: CJIS Reports, FBI)*	**50.0%**	**50.0%**	**50.0%**	**50.0%**	**50.0%**
	Meets target?	**Yes**	**Yes**	**Yes**	**Yes**	**No**

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
Property Crime Rate Nationally	*2733.6*	*2574.1*	*2500.5*	*2451.6*	*2362.2*
Franklin as a % of National	36.1%	38.5%	42.3%	44.3%	53.6%
Target	**50.0%**	**50.0%**	**50.0%**	**50.0%**	**50.0%**
Meets target?	Yes	Yes	Yes	Yes	No

**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%
National Clearance Rate for Violent Crimes	*48.1%*	*47.4%*	*46.0%*	*45.6%*	*45.6%*
Target (National x 1.5)	64.2%	71.1%	68.1%	68.1%	65.1%
Meets target?	**N/A**	Yes	No	Yes	Yes
Franklin Property Crime Clearance Rate	N/A	64%	38%	30%	30%
National Property Crime Clearance Rate	*19.7%*	*20.2%*	*19.4%*	*18.3%*	*17.6%*
Target (National x 1.5)	22.5%	30.3%	27.3%	27.3%	24.3%
Meets target?	**N/A**	Yes	Yes	No	No
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.

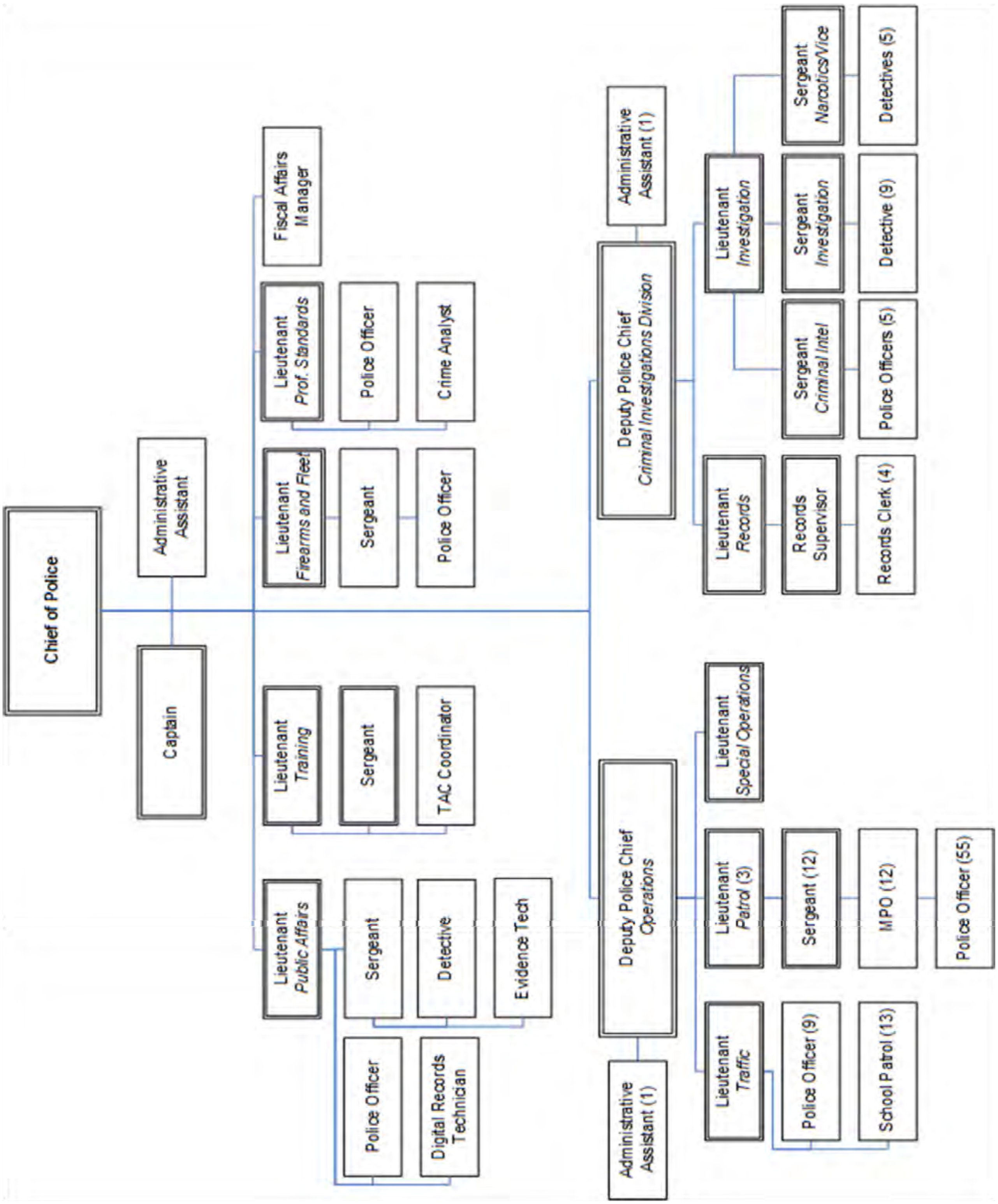
Franklin Citizens Survey

	2016 Citizens Survey		2019 Citizens Survey	
	Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
☑ % rating the overall feeling of safety in Franklin	97%	3%	96%	4%
☑ % rating the quality of Police/Sheriff services	95%	5%	93%	7%
☑ % rating the quality of Crime prevention	91%	9%	89%	11%
☑ % rating the quality of Traffic enforcement	76%	24%	75%	25%

		Essential	Very important	Somewhat important	Not at all important
☑ % 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
☑ % Household member was a victim of a crime in Franklin	2016	95%	5%
	2019	94%	6%
☑ % 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"

Staffing by Position

Position	Pay Grade	FY 2016 F-T	FY 2016 P-T	FY 2017 F-T	FY 2017 P-T	FY 2018 F-T	FY 2018 P-T	FY 2019 F-T	FY 2019 P-T	FY 2020 F-T	FY 2020 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

Division	FY 2016 F-T	FY 2016 P-T	FY 2017 F-T	FY 2017 P-T	FY 2018 F-T	FY 2018 P-T	FY 2019 F-T	FY 2019 P-T	FY 2020 F-T	FY 2020 P-T
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
Total Authorized Staffing	**157**	**13**	**142**	**13**	**143**	**11**	**142**	**11**	**142**	**11**

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

Budget - Overall

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**11,381,918**	**12,125,459**	**12,752,947**	**12,719,131**	**12,888,733**	**135,786**	**1.1%**
Operations							
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%
Total 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**	**-**	**-**	**1,000,000**	**1,000,000**	**0.0%**
Total Police Department	**15,454,872**	**16,852,274**	**16,545,409**	**16,491,521**	**17,408,344**	**862,935**	**5.2%**

Notes & Objectives

Budget - Administration Division

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**1,377,410**	**1,442,628**	**1,620,901**	**1,607,608**	**1,822,693**	**201,792**	**12.4%**
Operations							
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%
Total Operations	**2,971,358**	**3,636,095**	**3,204,467**	**3,158,243**	**2,829,246**	**(375,221)**	**-11.7%**
Capital	**30,649**	**395,822**	**-**	**-**	**1,000,000**	**1,000,000**	**0.0%**
Total Administration Division	**4,379,417**	**5,474,545**	**4,825,368**	**4,765,851**	**5,651,940**	**826,572**	**17.1%**

Budget - CID Division

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**2,744,926**	**2,905,671**	**3,099,633**	**2,997,232**	**3,127,296**	**27,663**	**0.9%**
Operations							
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	-	-	-	-	-	-	
Total Operations	**655,164**	**204,711**	**197,730**	**228,341**	**212,162**	**14,432**	**7.3%**
Capital	-	-	-	-	-	-	
Total CID Division	**3,400,090**	**3,110,382**	**3,297,363**	**3,225,573**	**3,339,458**	**42,095**	**1.3%**

Budget - Patrol Division

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**7,259,582**	**7,777,160**	**8,032,413**	**8,114,291**	**7,938,744**	**(93,669)**	**-1.2%**
Operations							
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	-	-	-	-	-	-	
Total Operations	**415,783**	**490,187**	**390,265**	**385,806**	**478,202**	**87,937**	**22.5%**
Capital	-	-	-	-	-	-	
Total Patrol Division	**7,675,365**	**8,267,347**	**8,422,678**	**8,500,097**	**8,416,946**	**(5,732)**	**-0.1%**

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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Beginning Fund Balance	**515,642**	**541,205**	**508,522**	**508,522**	**368,984**		
Revenues							
DRUG FINES RECEIVED	62,808	67,571	85,209	54,316	82,538	(2,671)	-3.1%
DRUG CONTRBUTIONS 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%
Total Available Funds	**147,740**	**226,100**	**224,586**	**134,476**	**243,364**	**18,778**	**8.4%**
Expenses (Operations)							
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%
Total Expenditures	**122,177**	**258,783**	**278,500**	**274,014**	**134,900**	**(143,600)**	**-51.6%**
Ending Fund Balance	**541,205**	**508,522**	**454,608**	**368,984**	**477,448**		

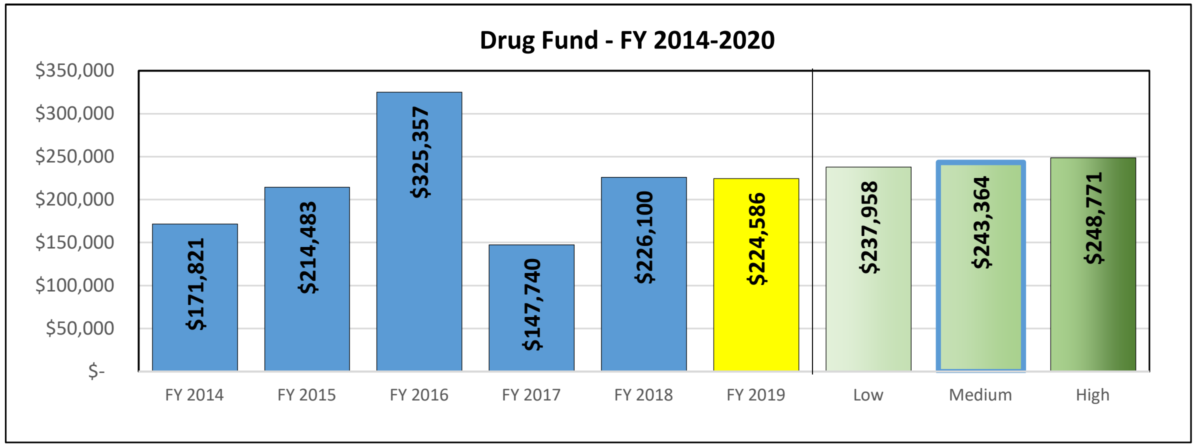
City of Franklin
Revenue Model

Fund:	Drug Fund	Percent of All Revenues	0.1%

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

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

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



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

Averages	
3-yr Average	
$	233,066
	-1.2%
5-Yr Average	
$	217,100
	0.7%
10-Yr Average	
$	166,984
	3.4%

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

Fire

Rocky Garzarek, Fire Chief

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	0	228,000	177,000	0	(228,000)	100.0%
Total	**16,878,165**	**18,099,788**	**18,493,435**	**18,412,627**	**17,961,805**	**-531,630**	**-2.9%**

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

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: A Safe Clean and Livable City

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

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

Baseline: Average Total Response Time in 2012 was 5.49 minutes (Source: Computer Aided Dispatch Data) - (This metric captures total response time from the receipt of the call by dispatch until the first fire unit arrives on the scene for the designated period.)

Goal: The Franklin Fire Department will reduce property fire loss per $1 million of appraised value.

Baseline: Fire Loss per $1 million of Appraised Value was $87.26 in 2012. - (This measures fire loss in dollars per $1 million of appraised value of real and personal property in the covered district. The appraised value reflects tax records, which have exempt properties shown with $0 value.)

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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
	Tennessee Statewide Benchmarking Average	*118*	*115*	*113*	*TBD*	*TBD*

Performance Measures

Structure fires / 1,000 Population	0.77	0.83	0.62	1.61	1.45
Tennessee Statewide Benchmarking Average	***1.46***	***1.31***	***1.14***	***TBD***	***TBD***
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
Tennessee Statewide Benchmarking Average	***$ 185.20***	***$ 185.83***	***$ 201.18***	***TBD***	***TBD***
Budgeted Certified Positions / 1,000 population	2.49	2.41	2.41	2.41	2.41
Tennessee Statewide Benchmarking Average	***2.03***	***1.80***	***2.10***	***TBD***	***TBD***
Cost per Call for Service	$ 2,274	$ 2,351	$ 2,194	$ 2,194	$ 2,194
Tennessee Statewide Benchmarking Average	***$ 1,739***	***$ 1,702***	***$ 2,103***	***TBD***	***TBD***

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
Tennessee Statewide Benchmarking Average	***6.08***	***5.42***	***5.15***	***TBD***	***TBD***
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
Meets Target? (combined - 6 min, 35 sec?)	**Yes**	**TBD**	**TBD**	**TBD**	**TBD**
Franklin Response among top quartile of TMBP cities?					
Meets Target?	**No**	**No**	**No**	**TBD**	**TBD**
Reduce property fire loss per $1 million of appraised value.					
Fire Loss per $1 million of Appraised Value	$ 99.36	$ 163.35	$ 93.91	TBD	TBD
Meets Target?	**Yes**	**No**	**Yes**	**TBD**	**TBD**
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 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended
Property value dollars saved	$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 form 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.*

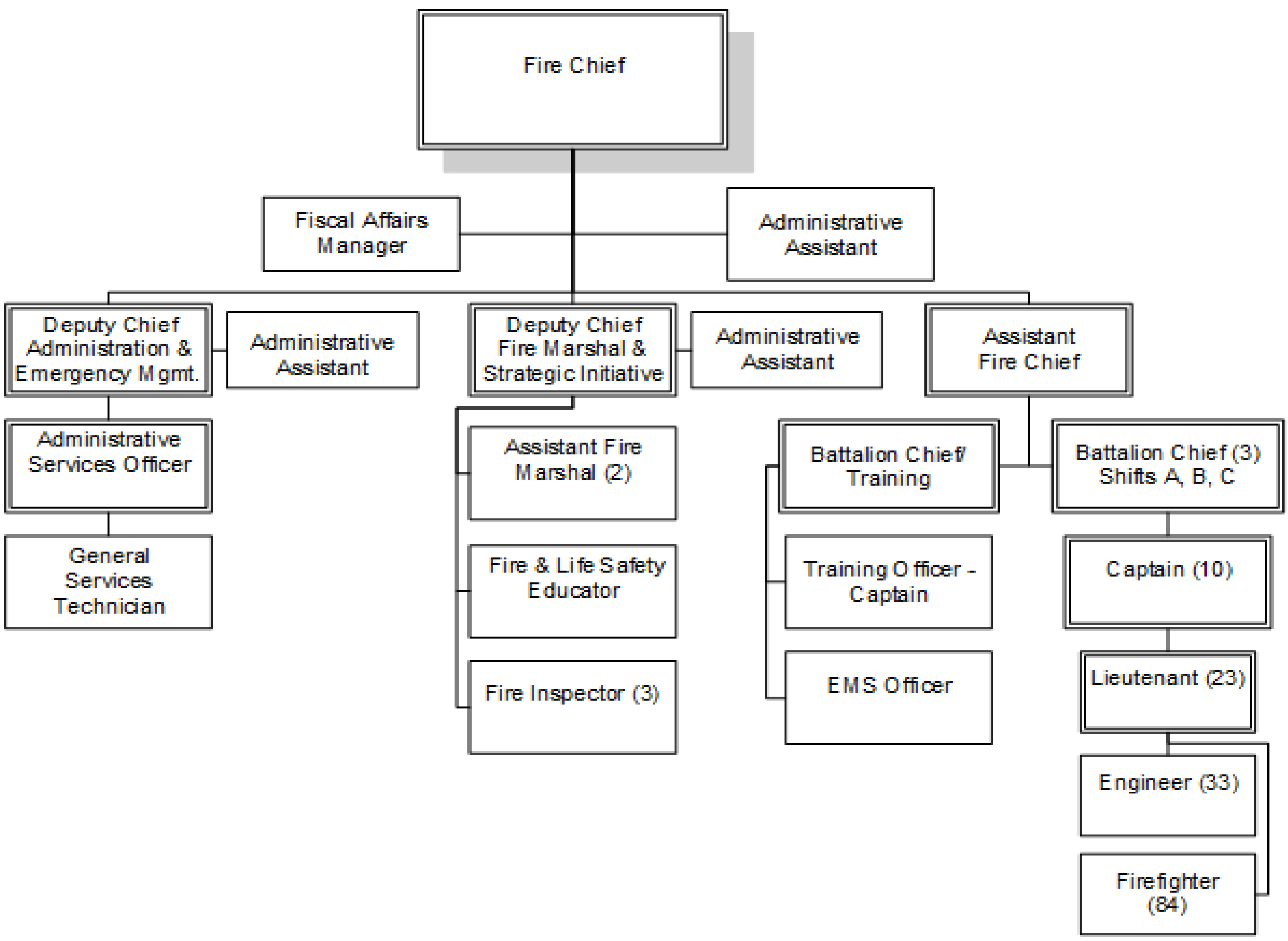
Performance Measures

**** 2019 and 2020 measures estimated.*

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating the quality of Fire services	99%	1%	97%	3%
☑	% rating the quality of Fire prevention and education	91%	9%	92%	8%
☑	% 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"

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
Totals		**171**	**0**	**171**	**0**	**172**	**0**	**172**	**0**	**172**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**14,536,117**	**15,827,329**	**16,212,785**	**16,208,956**	**15,755,513**	**(457,272)**	**-2.8%**
Operations							
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%
Total Operations	**2,325,854**	**2,272,459**	**2,052,650**	**2,026,671**	**2,206,292**	**153,642**	**7.5%**
Machinery & Equipment (>$25,000)	16,194	-	228,000	177,000	-	(228,000)	-100.0%
Capital	16,194	-	228,000	177,000	-	(228,000)	-100.0%
Total Fire Department	**16,878,165**	**18,099,788**	**18,493,435**	**18,412,627**	**17,961,804**	**(531,631)**	**-2.9%**

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FINANCE & ADMINISTRATION

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

City of Franklin Recognitions and Awards:

- Government Finance Officers Association (GFOA) award for the City's 2018 Comprehensive Annual Financial Report (28th 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 (11th year).
- Completed the 2015, 2016, 2017 & 2018 annual audits with no findings.

Under this operating unit are:

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

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Finance

Mike Lowe, Comptroller
Michael Walters Young, Budget & Strategic Innovation Manager

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	0	0	0	0	0.0%
Total	**940,697**	**818,603**	**952,456**	**924,345**	**904,865**	**-47,591**	**-5.0%**

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.

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 27th 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

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

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

Franklin government will seek diversification and efficiencies of revenue sources to fund its aspirations.

Goal: Franklin will create a climate for necessary taxes and fees by assuring an equitable and balanced commercial, industrial, and residential tax base without an over-dependence on a single dominant revenue source.

Baseline: To determine the optimal proportion of revenue sources necessary to balance equitable payment for growth.

Goal: Franklin will achieve the lowest cost of debt financing possible by retaining bond ratings of AAA from 2 out of 3 services (Moody's, Fitch, and S&P).

Baseline: As of 2012, Moody's and Standard & Poor's have rated Franklin at AAA.

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

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

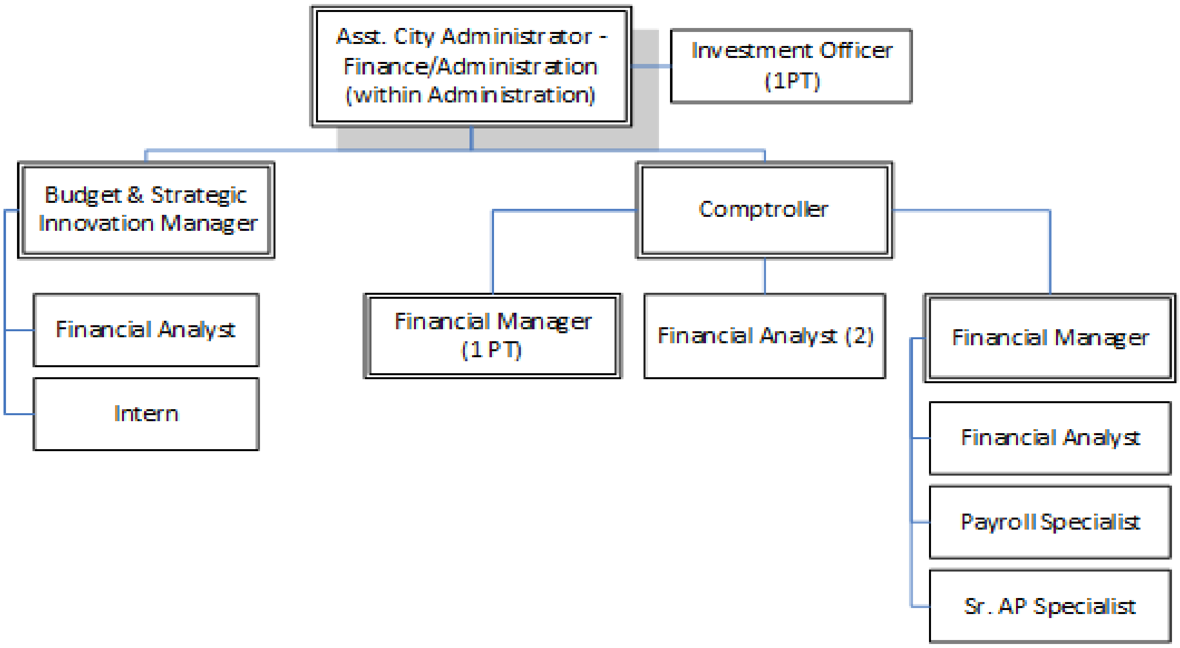
Performance Measures

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.					
Target (# of rating agencies per FY)	**2**	**2**	**2**	**2**	**2**
Meets Target?	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**
# 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.					
Target (# of rating agencies per FY)	**N/A**	**1**	**1**	**1**	**1**
Meets Target?	**N/A**	**Yes**	**Yes**	**Yes**	**Yes**
# 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)					
Fiscal Year	**2014**	**2015**	**2016**	**2017**	**2018**
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%
Meets Target?	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**

** 2019 & 2020 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
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
Totals		**10**	**2**	**10**	**3**	**9**	**3**	**9**	**3**	**9**	**3**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**1,009,073**	**896,292**	**956,808**	**956,001**	**953,487**	**(3,321)**	**-0.3%**
Operations							
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%
Total Operations	**(68,376)**	**(77,689)**	**(4,352)**	**(31,656)**	**(48,622)**	**(44,270)**	**1017.2%**
Machinery & Equipment (>$25,000)	-	-	-			-	
Capital	**-**	**-**	**-**			**-**	
Total Finance Department	**940,697**	**818,603**	**952,456**	**924,345**	**904,865**	**(47,591)**	**-5.0%**

Purchasing

Brian Wilcox, Purchasing Manager

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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%
Capital	0	0	0	0	0	-	0.0%
Total	**191,513**	**222,261**	**238,090**	**237,212**	**361,954**	**123,864**	**52.0%**

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

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

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

Workload (Output) Measures

		2016	2017	2018	2019*	2020*
	Number of formal procurement solicitations processed by the Purchasing Office [1,2]	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[3] purchases known to Purchasing	4	4	2	3	3
	# of sole-source[4] purchases known to Purchasing	10	6	9	8	8

Performance Measures

Efficiency Measures

Measure	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

Measure	2016	2017	2018	2019*	2020*
P-Card Purchasing Dollar Volume as a % of Total Purchasing Dollar Volume	12.14%	10.36%	10.12%	9.91%	9.70%
Tennessee Statewide Benchmarking Average	*10.99%*	*2.28%*	*2.38%*	*TBD*	*TBD*

Outcome (Effectiveness) Measures

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

Notes

1 Involving sealed submittals (i.e., bids, proposals, and statements of qualifications) received pursuant to published legal notice.

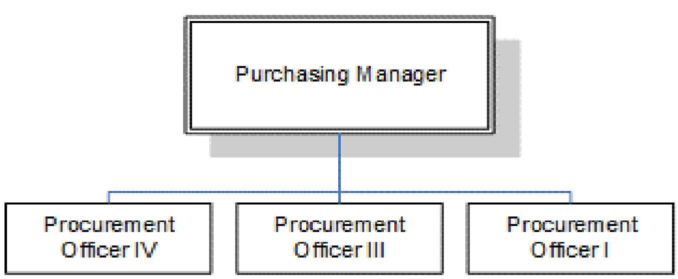
2 The City's public advertisement / sealed submittal threshold is currently $25,000, pursuant to Ordinance No. 2010-72.

3 Defined as impinging on public health, safety or welfare and valued at or greater than $10,000.

4 Defined as valued at or greater than $25,000.

5 (*) FY 2019 and FY 2020 data are estimates

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
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
Totals		**3**	**0**	**3**	**0**	**3**	**0**	**3**	**0**	**4**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**209,894**	**242,492**	**249,897**	**252,346**	**337,676**	**87,779**	**35.1%**
Operations							
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%
Total Operations	**(18,381)**	**(20,231)**	**(11,807)**	**(15,134)**	**24,277**	**36,084**	**-305.6%**
Capital	-	-	-				**0.0%**
Total Purchasing Department	**191,513**	**222,261**	**238,090**	**237,212**	**361,954**	**123,864**	**52.0%**

Information Technology

Dr. Jordon Shaw, Director

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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%
Total	**4,048,992**	**4,478,415**	**4,667,315**	**4,663,969**	**4,116,681**	**-550,634**	**-11.8%**

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

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

The citizens of Franklin will be benefactors of City services that reflect efficiency while preserving the personal touch and engagement they have come to expect in our community.

Citizens will have online access to city services.

Goal: To enhance online services for citizens.

Baseline: The City of Franklin currently has 100 services available for citizens to complete online in 2013.

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

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 (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 (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

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 (hours/minutes/seconds)	3,524:22:53 (hours/minutes/seconds)	6450:00:00 (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 (seconds)	0:00:13 (seconds)	0:00:14 (seconds)	New System, patrial data: 0:00:09 (seconds)	TBD

Efficiency Measures

		2016	2017	2018	2019*	2020*
	TBD	TBD	TBD	TBD	TBD	TBD

Outcome (Effectiveness) Measures

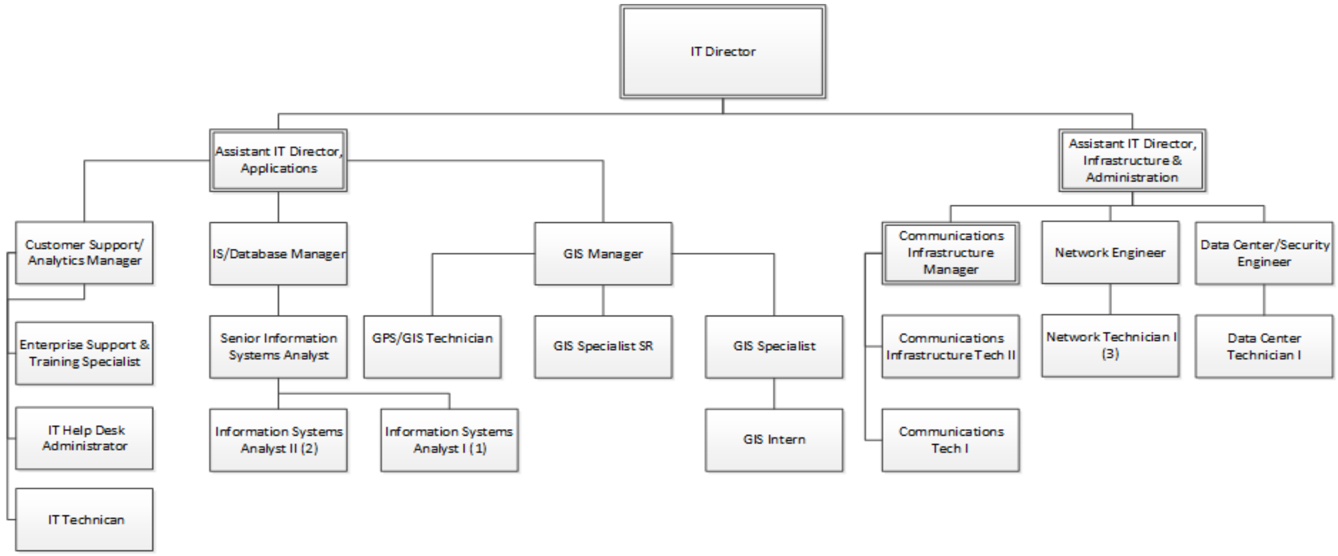
		2016	2017	2018	2019*	2020*
	Enhance online services for citizens (Baseline 100 in 2013)	TBD	TBD	TBD	TBD	TBD
	Target	>102	>103	>103	>103	>103
	Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**

** 2019 & 2020 data estimated*

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
Totals		**20**	**2**	**21**	**2**	**22**	**2**	**23**	**1**	**24**	**1**

Organizational Chart



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

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**1,834,133**	**2,114,163**	**2,240,108**	**2,236,698**	**2,300,349**	**60,241**	**2.7%**
Operations							
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)		
Total Operations	**2,242,694**	**2,203,274**	**2,367,207**	**2,367,271**	**1,741,332**	**(270,386)**	**-26.4%**
Machinery & Equipment (>$25,000)	(27,835)	160,978	60,000	60,000	75,000	15,000	25.0%
Capital	**(27,835)**	**160,978**	**60,000**	**60,000**	**75,000**	**15,000**	**25.0%**
Total Information Technology	**4,048,992**	**4,478,415**	**4,667,315**	**4,663,969**	**4,116,681**	**(550,634)**	**-11.8%**

Revenue Management

Lawrence Sullivan, Revenue & Licensing Manager

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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%
Capital	0	0	0	0	0	0	0.0%
Total	**261,826**	**211,611**	**334,140**	**315,562**	**211,344**	**-122,796**	**-36.7%**

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

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Performance Measures

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: None Specific

Revenue Management provides general support of all four themes of Franklin*Forward* .

Key:	
Strategic Plan: Franklin*Forward*	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	
Franklin Citizens Survey	☑

Workload (Output) Measures

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

Efficiency Measures

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

Performance Measures

Outcome (Effectiveness) Measures

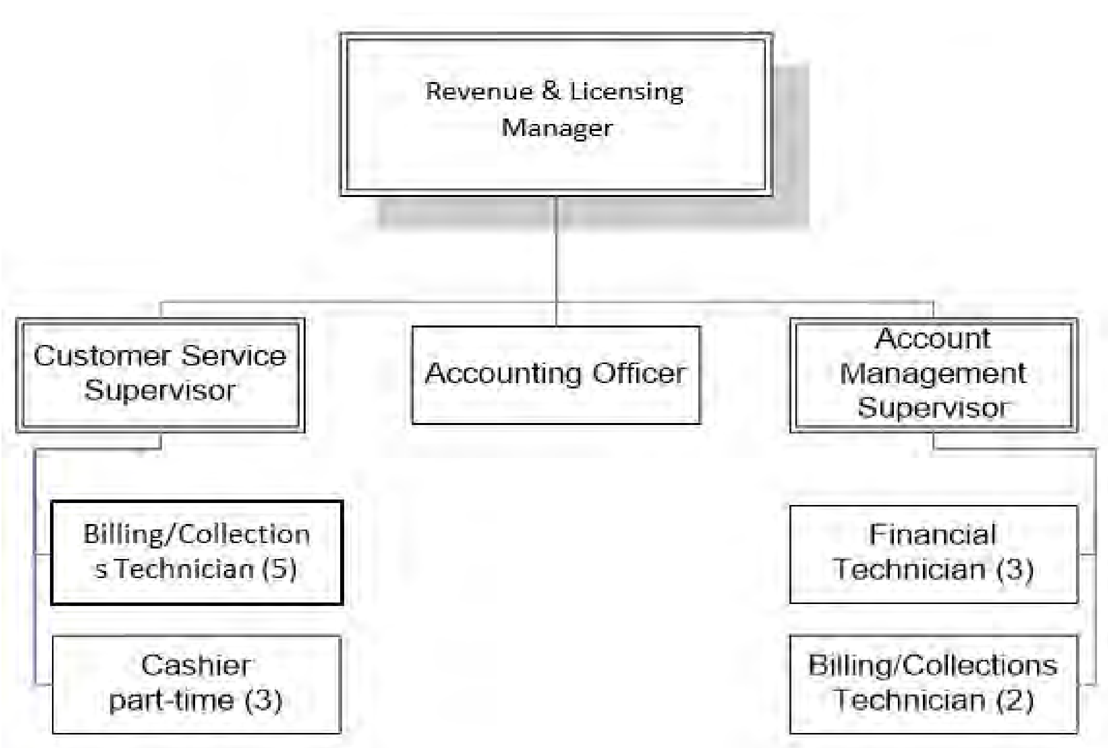
		2016	2017	2018	2019*	2020*
	Collection Rate(s)					
	Property Tax Collections as a Percentage of Property Taxes Billed (first year)	98.7%	99.4%	99.0%	99.0%	99.0%
	Tennessee Statewide Benchmarking Average	*96.5%*	*90.0%*	*97.1%*	*TBD*	*TBD*
	Utility Collections as a Percentage of Utilities Billed (first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

** 2017 and 2018 data estimated.*

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/Good	Fair/Poor	Excellent/Good	Fair/Poor
☑	% 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"

Staffing by Position

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

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
Salaries & Wages	738,773	723,087	742,906	756,089	742,766	(140)	0.0%
Employee Benefits	255,570	293,029	307,790	311,719	313,659	5,869	1.9%
Total Personnel	**994,343**	**1,016,116**	**1,050,696**	**1,067,808**	**1,056,426**	**5,730**	**0.5%**
Operations							
Transportation Services	7,435	7,527	10,000	10,000	16,000	6,000	60.0%
Operating Services	1,230	2,212	1,300	1,300	1,300	-	0.0%
Notices, Subscriptions, etc.	1,376	735	2,500	2,000	2,000	(500)	-20.0%
Utilities	2,440	2,150	2,600	2,600	2,600	-	0.0%
Contractual Services	2,324	1,358	5,900	4,650	4,650	(1,250)	-21.2%
Repair & Maintenance Services	899	746	1,200	1,200	1,200	-	0.0%
Employee programs	-	56	2,000	2,000	3,000	1,000	50.0%
Professional Development/Travel	711	540	2,540	1,600	3,000	460	18.1%
Office Supplies	18,703	16,711	20,850	20,600	20,600	(250)	-1.2%
Operating Supplies	1,471	985	2,800	2,800	2,800	-	0.0%
Machinery & Equipment (<$25,000)	7,887	6,890	13,500	13,500	13,500	-	0.0%
Property & Liability Costs	2,016	2,444	2,621	2,621	2,752	131	5.0%
Permits	20,887	15,331	24,000	24,000	24,000	-	0.0%
Financial Fees	358,392	359,381	447,750	415,000	400,000	(47,750)	-10.7%
Interfund Reimbursements	(1,158,288)	(1,221,571)	(1,256,117)	(1,256,117)	(1,342,485)	(86,368)	6.9%
Total Operations	**(732,517)**	**(804,505)**	**(716,556)**	**(752,246)**	**(845,082)**	**(128,526)**	17.9%
Capital						-	**0.0%**
Total Revenue Management	**261,826**	**211,611**	**334,140**	**315,562**	**211,344**	**(122,796)**	**-36.7%**

Municipal Court

Lawrence Sullivan, Revenue & Licensing Manager

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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%
Capital	0	0	0	0	0	-	0.0%
Total	**351,533**	**317,866**	**348,100**	**214,415**	**355,483**	**7,383**	**2.1%**

Department Mission

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

Department Vision

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

FY 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.

Performance Measures

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Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: None Specific

Municipal Court provides general support of all four themes of Franklin*Forward* .

Key:	
Strategic Plan: Franklin*Forward*	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	

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

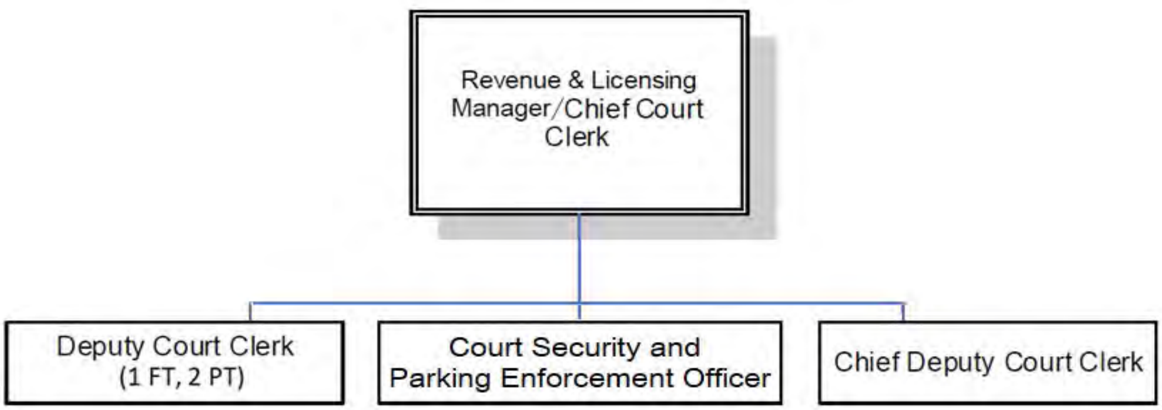
	2016	2017	2018	2019*	2020*
Municipal Court Collections as a percentage of Municipal Obligations Billed	*110.6%*	*82.0%*	*82.0%*	*90.0%*	*90.0%*
Tennessee Statewide Benchmarking Average	***77.2%***	***70.4%***	***64.9%***	***TBD***	***TBD***

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
Totals		**3**	**0**	**3**	**0**	**2**	**2**	**3**	**2**	**3**	**2**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**206,182**	**194,580**	**264,957**	**150,448**	**283,741**	**18,784**	**7.1%**
Operations							
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%
Total Operations	**145,351**	**123,286**	**83,143**	**63,967**	**71,742**	(11,401)	**-13.7%**
Capital	-	-	-			-	**0.0%**
Total Municipal Court	**351,533**	**317,866**	**348,100**	**214,415**	**355,483**	**7,383**	**2.1%**

Project & Facilities Management

Brad Wilson, Director

Budget Summary

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

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 **Franklin*Forward* : 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.

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.

Franklin*Forward* : 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).

Key:	
	Strategic Plan: Franklin*Forward*
	Sustainable Franklin
	Tennessee Municipal Benchmarking Project

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				

Performance Measurement

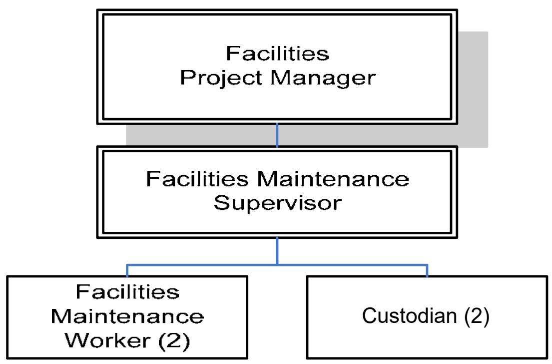
Outcome (Effectiveness) Measures

		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
	Target ***(In Kilowatt hours - Source: Finance Department)***	**16,143,563**	**15,729,625**	**15,315,688**	**15,315,688**	**14,932,795**
	Meets Target?	**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 Spvsr	Grade F	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Worker	Grade C	2	0	2	0	2	0	2	0	2	0
Custodian	Grade B	3	1	2	0	2	0	2	0	2	0
Totals		**7**	**1**	**6**	**0**	**6**	**0**	**6**	**0**	**6**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**420,044**	**427,086**	**416,514**	**437,603**	**427,290**	**10,776**	**2.6%**
Operations							
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%
Total Operations	**649,815**	**691,813**	**579,288**	**548,513**	**597,671**	**18,383**	**3.2%**
Improvements	-	198,960	295,000	150,000	250,000	(45,000)	-15.3%
Capital	-	198,960	295,000	150,000	250,000	**(45,000)**	**-15.3%**
Total Proj. & Fac. Management	**1,069,859**	**1,317,859**	**1,290,802**	**1,136,116**	**1,274,961**	**(15,841)**	**-1.2%**

COMMUNITY & ECONOMIC DEVELOPMENT

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

City of Franklin Recognitions and Awards:

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

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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**

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Building & Neighborhood Services

Tom Marsh, Interim Director

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	0	0	0	0.0%
Total	**2,791,368**	**2,909,042**	**3,330,639**	**3,108,383**	**3,515,971**	**185,332**	**5.6%**

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : 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: Franklin*Forward*	
	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*

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
	Tennessee Statewide Benchmarking Average	***12,211***	***13,936***	***16106***	***TBD***	***TBD***
	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
	Tennessee Statewide Benchmarking Average	***7***	***7***	***9***	***TBD***	***TBD***
	# of permit technician/ administrative/support FTEs	9	9	9	9	9
	Total number of building code FTEs	27	26	26	26	26
	Tennessee Statewide Benchmarking Average	***9***	***10***	***12***	***TBD***	***TBD***
	Building Inspections per FTE *(Inspectors FTEs Only)*	1,345	2,158	1,513	1,400	1,735
	Tennessee Statewide Benchmarking Average	***1,432***	***1,670***	***1768***	***TBD***	***TBD***

Efficiency Measures

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

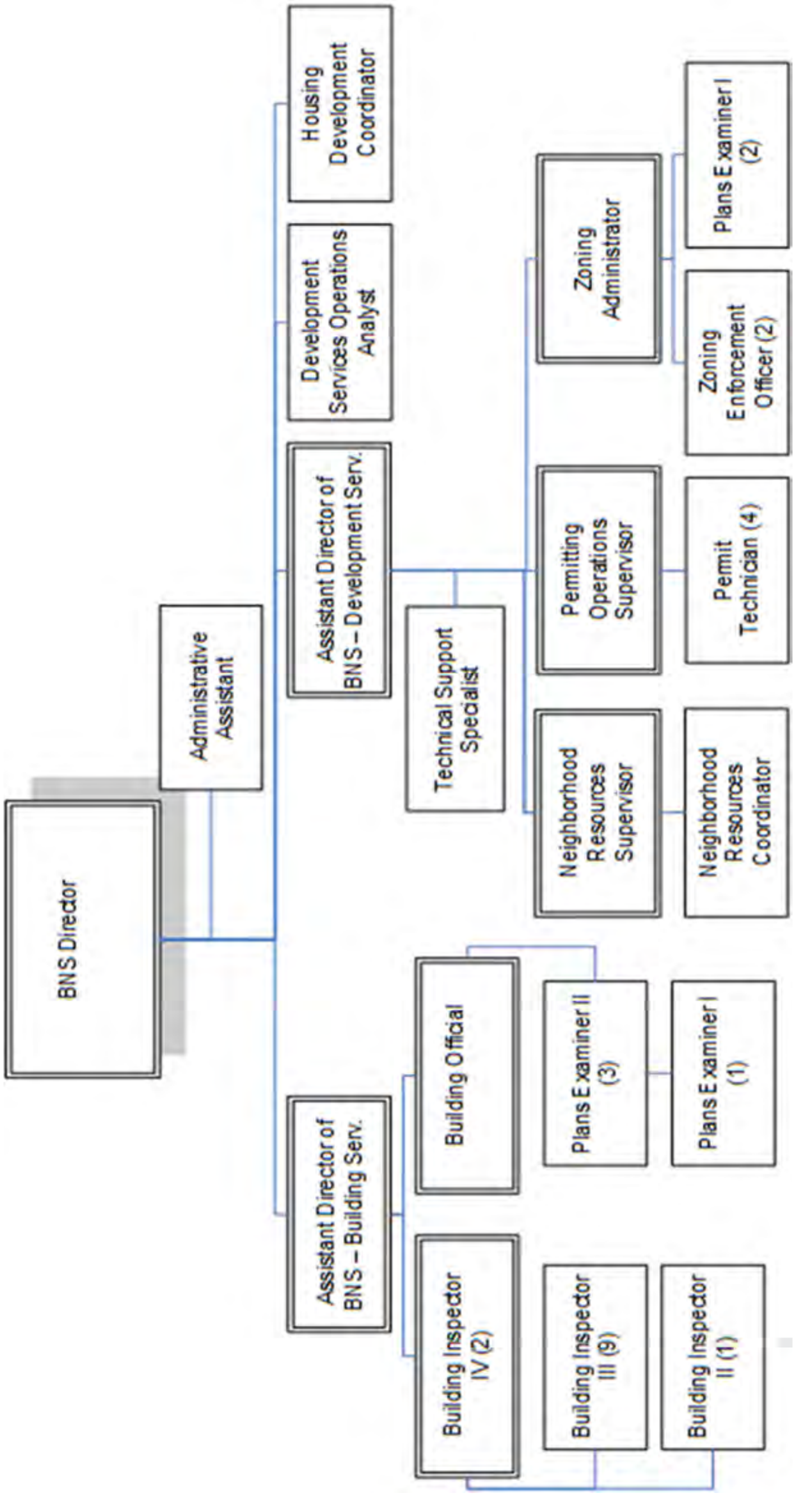
		2016	2017	2018	2019*	2020*
	Revenue per Permit Issued	$ 503.61	$ 329.65	$415.89	$332.31	$391.12
	Tennessee Statewide Benchmarking Average	***$ 235.93***	***$ 284.45***	***374.66***	***TBD***	***TBD***
	Building Code Enforcement cost per permit issued	$ 454.26	$ 294.95	$ 378.78	TBD	TBD
	Tennessee Statewide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

Outcome (Effectiveness) Measures

*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*
	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%
	Tennessee Statewide Benchmarking Average	***90.4%***	***81.3%***	***99.0%***	***TBD***	***TBD***

Organizational Chart



Note: For detailed counts and authorized positions, please see following page 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
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 Coor.	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 Coor.	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
Total		**33**	**0**	**35**	**0**	**36**	**0**	**36**	**0**	**36**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**2,381,547**	**2,584,516**	**2,961,610**	**2,754,406**	**3,125,639**	**164,029**	**5.5%**
Operations							
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%
Total Operations	**346,521**	**324,526**	**369,029**	**353,977**	**390,332**	**21,303**	**5.8%**
Capital	**63,300**	**-**	**-**	**-**	**-**	**-**	
Total BNS Department	**2,791,368**	**2,909,042**	**3,330,639**	**3,108,383**	**3,515,971**	**185,332**	**5.6%**

Planning & Sustainability

Emily Hunter, Planning & Sustainability Director

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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%
Capital	0	0	0	0	0	0	0.0%
Total	**1,560,527**	**1,471,756**	**1,635,050**	**1,629,955**	**1,621,163**	**-13,887**	**-0.8%**

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 committess 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.

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 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 initatives 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 activites 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 continue to be evaluated by staff.

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 **Franklin*Forward* : 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.

Franklin*Forward* : 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).

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.

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

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

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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%
Target: *(from Franklin Citizens Survey)*	**93.0%**	**93.0%**	**93.0%**	**93.0%**	**93.0%**
Meets Target?	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
Target ***(Source: www.usgbc.org)***	**11**	**12**	**12**	**12**	**12**
Meets Target?	Yes	Yes	Yes	Yes	Yes
Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.					
The citizens of Franklin will be benefactors of City services that reflect efficiency while preserving the personal touch and engagement they have come to expect in our community.					
Franklin will develop a quality level of service expectation for its citizens.					
90% citizen satisfaction rated excellent/good for services as reported by community survey.					
Baseline: Data to be collected in next	93%	93%	93%	TBD	TBD
Meets Target?	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					
Meets Target?	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
Meets Target?	Yes	Yes	Yes	TBD	TBD
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.					
Improve ranking as one of the top 10 communities providing for historic preservation in the U.S.					
Current Ranking	4	4	4	TBD	TBD
Target	**4**	**4**	**4**	**TBD**	**TBD**
Meets Target?	Yes	Yes	Yes	TBD	TBD
Franklin will strategically manage its growth and the value of its assets.					
Update a minimum of one Land Use Plan character area with infrastructure capabilities every year.					
Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability)					

Performance Measures

	Target: At least 1 updated	All Areas Updating	1 Annual	0	**TBD**	**TBD**
	Meets Target?	**Yes**	**Yes**	**No**	**TBD**	**TBD**
	Reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).					
	Franklin Poverty Rate	7.4%	7.0%	7.0%	TBD	TBD
	State Poverty Rate	17.2%	15.0%	15.0%	TBD	TBD
	Target	**8.6%**	**7.5%**	**7.5%**	TBD	TBD
	Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**
	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
	Target	$ 105,000,000	$ 111,015,650	$ 118,367,006	TBD	TBD
	Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**
	Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.					
	Increase private investment in Franklin's Historic Area.					
	# of Certificates of Appropriateness issued for construction	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
	Meets Target?	Yes	Yes	Yes	**TBD**	**TBD**

**Includes Residential and Commercial site plans.*

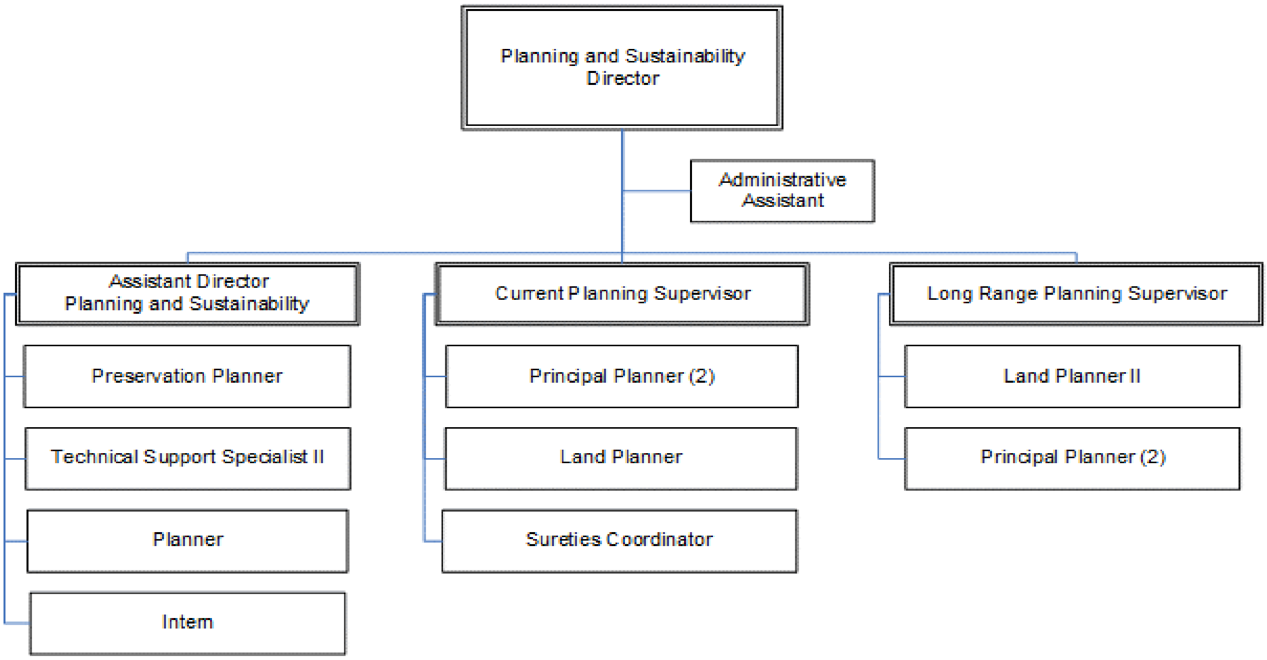
***City engineers who are involved in development plan review but are housed in the Engineering Department.*

Franklin Citizens Survey

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

			Very Satisfied	**Somewhat Satisfied**	**Somewhat Important**	**Not at all Important**
☑	% rating their level of satisfaction with the City's management of growth	2016	29%	55%	15%	1%
		2019	29%	51%	13%	7%

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
Total Authorized Staffing		**16**	**3**	**16**	**2**	**15**	**1**	**15**	**1**	**15**	**1**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**1,407,954**	**1,270,629**	**1,365,082**	**1,363,829**	**1,392,675**	**27,593**	**2.0%**
Operations							
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%
Total Operations	**152,573**	**201,127**	**269,968**	**266,126**	**228,488**	**(41,480)**	**-15.4%**
Capital	-	-	-	-	-	-	
Total Planning & Sustain.	**1,560,527**	**1,471,756**	**1,635,050**	**1,629,955**	**1,621,163**	**(13,887)**	**-0.8%**

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.

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Budget Summary

Engineering	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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.

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."

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 **Franklin*Forward* : 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.

Franklin*Forward* : 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.

Performance Measures (con't)

Franklin*Forward* : 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%

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

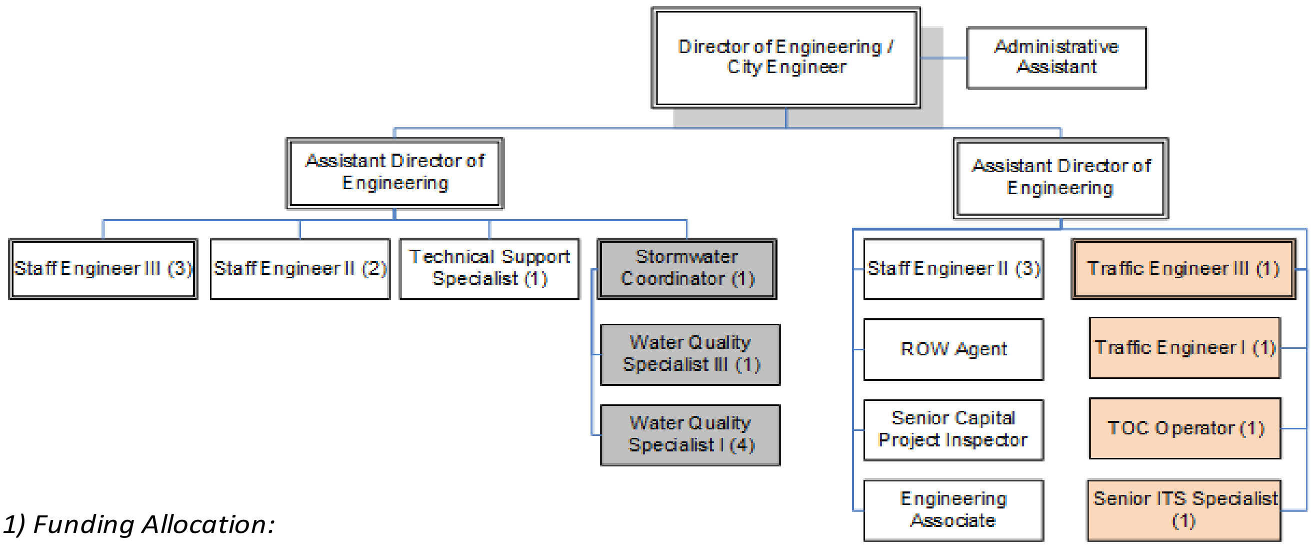
Outcome (Effectiveness) Measures

		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%
	Target	**35%**	**35%**	**35%**	**35%**	**35%**
	Meets Target?	**No**	**No**	**No**	**Yes**	**Yes**
	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
	Target	**72**	**74**	**75**	**136**	**136**
	Meets Target?	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**

Franklin Citizens Survey

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

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
Administative 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**

Staffing by Position

Position	Pay Grade	FY 2016 F-T	FY 2016 P-T	FY 2017 F-T	FY 2017 P-T	FY 2018 F-T	FY 2018 P-T	FY 2019 F-T	FY 2019 P-T	FY 2020 F-T	FY 2020 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
Administative 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 F-T	FY 2016 P-T	FY 2017 F-T	FY 2017 P-T	FY 2018 F-T	FY 2018 P-T	FY 2019 F-T	FY 2019 P-T	FY 2020 F-T	FY 2020 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**

Budget - Engineering

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**1,124,690**	**1,276,689**	**1,415,846**	**1,366,754**	**1,534,776**	**118,930**	**8.4%**
						-	
Operations						-	
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%
Total Operations	**(132,726)**	**(152,995)**	**(132,552)**	**(88,122)**	**(124,811)**	**7,741**	**-5.8%**
Capital	-	-	-	-	-	-	
Total Engineering	**991,964**	**1,123,694**	**1,283,294**	**1,278,632**	**1,409,964**	**126,670**	**9.9%**

Budget - TOC

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

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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%
Economic Development	**53,592**	**67,518**	**90,327**	**90,327**	**96,027**	**5,700**	**6.3%**

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Quality of Life Experiences

Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.

Goal: To remain below the national Cost of Living Index of 100.

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

Goal: To improve ranking as one of the best cities for start-up businesses in the United States.

Baseline: Ranked top 50 in the nation (http://images.businessweek.com/ss/09/03/0327_smallcity_startups/43.htm).

Sustainable Growth & Economic Propserity

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).

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.

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, @ WilliamsonProspers.com)

Key:	
Strategic Plan: Franklin*Forward*	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	
Franklin Citizens Survey	☑

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
Target	**< 100**	**< 100**	**< 100**	**< 100**	**< 100**
Meets Target?	**Yes**	**TBD**	**TBD**	**TBD**	**TBD**
Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.					
Opportunities for increasing tourism experiences.					
Increase tourist visits to Franklin.					
Overall Tourist visits to Williamson County	1,430,000	1,510,000	TBD	TBD	TBD
Target	1,350,000	1,450,000	1,550,000	1,600,000	1,650,000
Meets Target?	**Yes**	**Yes**	**TBD**	**TBD**	**TBD**
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
Target *(more than previous year)*	**$ 3,291,019**	**$ 3,557,971**	**$ 3,721,055**	**$ 4,097,695**	**$ 3,751,174**
Meets Target?	**Yes**	**Yes**	**Yes**	**No**	**Yes**
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%
Meets Target?	**Yes**	**Yes**	**Yes**	**Yes**	**No**

2016	**2017**	**2018**	**2019***	**2020***

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
Target	-$114,223	$72,835	-$115,916	$378,397	$378,397
Meets Target?	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	
Target	37,440	39,150	41,490	39,150	41,490
Meets Target?	Yes	Yes	Yes	TBD	TBD
Decrease the unemployment rate within the city over the previous year below the county and state levels.					
Franklin's Unemployment Rate	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
Target (Franklin's U/I for preceding year)	**4.2%**	**3.5%**	**1.9%**	**2.8%**	**1.9%**
Meets Target(s)?	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
Meets Target(s)?	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%		
Target	**1.41%**	**2.07%**	**2.94%**		
Meets Target?	Yes	No	No	TBD	TBD

Franklin Citizens Survey

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

Performance Measures

☑	% 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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	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%
Total Expenditures	**53,592**	**67,518**	**90,327**	**90,327**	**96,027**	**5,700**	**6.3%**
Ending Fund Balance	**53,592**	**67,518**	**90,327**	**90,327**	**96,027**	**5,700**	**6.3%**

Notes & Objectives

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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Beginning Fund Balance	**85,185**	**86,263**	**89,691**	**89,691**	**28,205**		
Revenues							
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%
Total Available Funds	**231,452**	**261,235**	**318,300**	**318,300**	**255,306**	**(62,994)**	**-19.8%**
Expenses (Operations)							
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%
Total Expenditures	**230,374**	**257,807**	**379,786**	**379,786**	**251,000**	**(128,786)**	**-33.9%**
Ending Fund Balance	**86,263**	**89,691**	**28,205**	**28,205**	**32,511**		

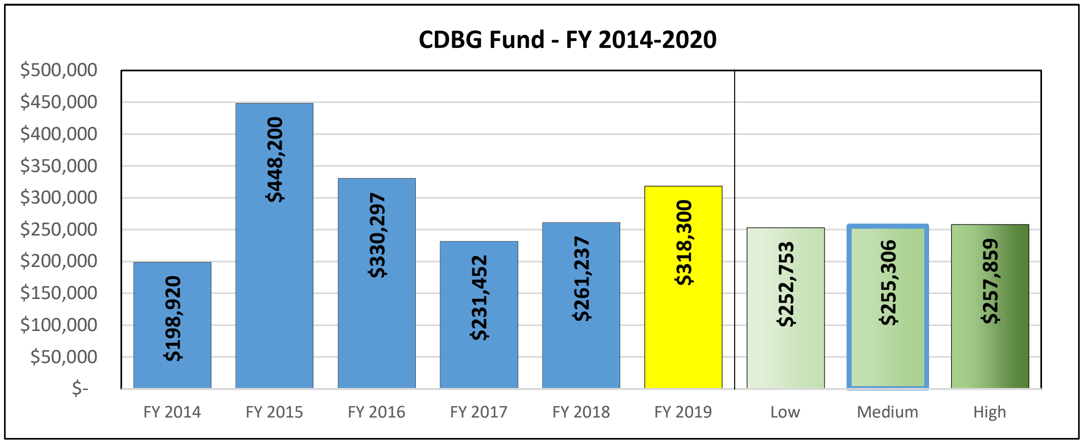
City of Franklin

Revenue Model

Fund:	Community Development Block Grant Fund	Percent of All Revenues	0.2%

CDBG Fund: The Community Development Block Grant is funded by the Department of Housing and Urban Development based on an annual formula provided by HUD. Under the formula guideline the City receives about Two-Hundred and Fifty Thousand Dollars annually ($250,000). To date the City of Franklin has received approximately Two-Million Dollars ($2,000,000) which has been used for emergency rehabilitation of about 62 homes within the City of Franklin for our elderly and low income residents, furthering Fair Housing education, new construction of single family homes within the Hard Bargain and Natchez neighborhoods and 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	
% yr/yr.	3.3%	125.3%	-26.3%	-29.9%	12.9%	21.8%	-20.6%	-19.8%	-19.0%	
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%
										5-Yr Average
										$ 294,021
										1.7%
Totals	$ 198,920	$ 448,200	$ 330,297	$ 231,452	$ 261,237	$ 318,300	$ 252,753	$ 255,306	$ 257,859	

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

Transit

Debbie Henry, Executive Director

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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:

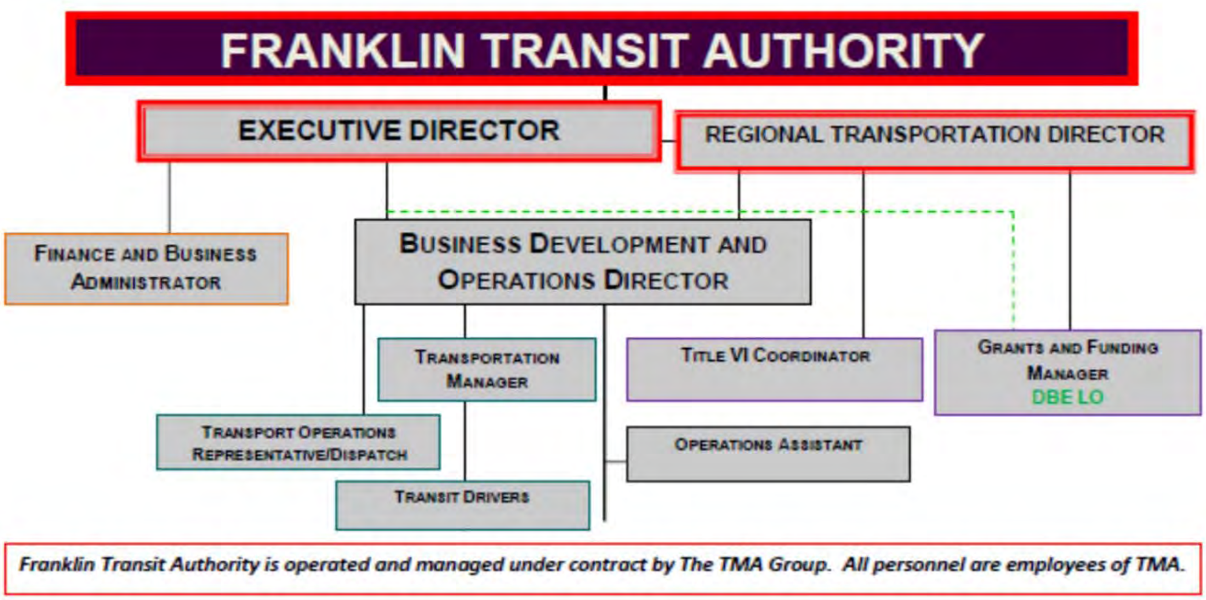
- Increased ridership, increased employer partners, and improved customer satisfaction due to expansion of fixed routes service, doubling number of stops, increased frequency, and moving of Hub to Transit Center.
- Offering free rides on the fixed routes service to our Veterans and Active Military members.
- 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.

Performance Measures (con't)

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating the quality of bus or transit service	42%	58%	54%	46%

Organizational Chart



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 **Franklin*Forward* : 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.

Franklin*Forward* : 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*
Increase the Inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.					
Transit hubs, Park& Ride sites	74	74	136	136	136
Total	**74**	**74**	**136**	**136**	**136**
Increase from Prior year?	Yes	No	54.00%	0.00%	0.00%
Meeting Goal?	Yes	Yes	Yes	TBD	TBD
Increase the number of riders using the Franklin Transit Authority.					
Ridership					
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
Total	**72,687**	**85,514**	**74,317**	**80,314**	**89,000**
Increase from Prior year?	No	Yes	No	Yes	TBD
Meeting Goal?	No	Yes	No	Yes	TBD

All numbers shown are Fiscal Year (July 1- June 30).
**2019 and 2020 are estimated*

<u>Statistics:</u>
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

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Opening Balance	**374,758**	**374,758**	**817,649**	**817,649**	**971,267**		
Revenues							
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%
Total Available Funds	**2,136,228**	**2,528,989**	**3,908,885**	**3,417,679**	**3,144,560**	**(764,325)**	**-19.6%**
Expenses (Operations)							
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%
Total Expenditures	**2,136,228**	**2,086,098**	**3,908,885**	**3,264,061**	**3,128,060**	**(780,825)**	**-20.0%**
Ending Balance	**374,758**	**817,649**	**817,649**	**971,267**	**987,767**		

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.

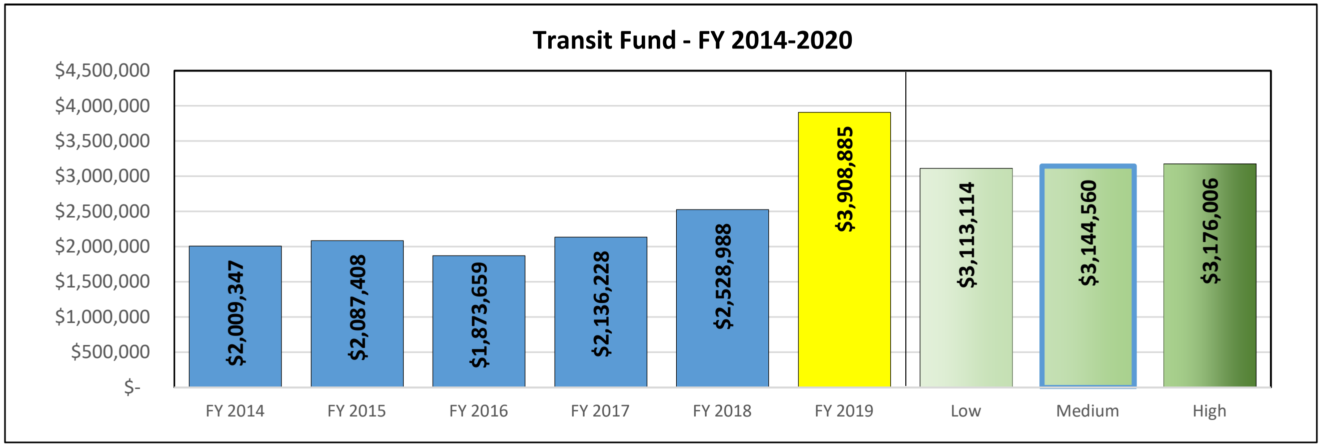
City of Franklin

Revenue Model

Fund:	Transit Fund	Percent of All Revenues	1.9%

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	
% yr/yr.	**39.8%**	**3.9%**	**-10.2%**	**14.0%**	**18.4%**	**54.6%**	**-20.4%**	-19.6%	**-18.7%**	**3-yr Average**
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	**$ 2,179,625**
TRANSIT CAPITAL GRANT (FED/STATE)	44,333	67,588	261,550	380,361	272,005	374,350	**372,472**	376,234	379,996	**26.4%**
TRANSIT FARES	94,314	94,072	88,460	104,649	112,418	143,000	**147,510**	149,000	150,490	**5-Yr Average**
INTEREST INCOME	11,820	3,573	4,391	7,610	7,465	9,700	**9,603**	9,700	9,797	**$ 2,127,126**
RENTAL INCOME	9,700	9,700	9,700	9,700	9,600	10,000	**19,800**	20,000	20,200	**16.8%**
SALE OF SURPLUS ASSETS	0	0	18,640	11,475	0	0	**-**	-	-	
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	
Totals	**$ 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**	

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

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PUBLIC WORKS

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

Under this operating unit are:

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

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Streets - Maintenance

Joe York, Director

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	0	55,144	252,000	233,754	294,000	42,000	16.7%
Total	**3,826,764**	**3,787,631**	**4,430,990**	**4,205,923**	**4,357,275**	**-73,715**	**-1.7%**

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.

Streets - Maintenance

Joe York, Director

Performance Measures

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Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme:

All themes applicable; none specified.

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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 ot 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 Vaccum Season (cubic yds)	8,920	10,351	10,615	11,500	12,500

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

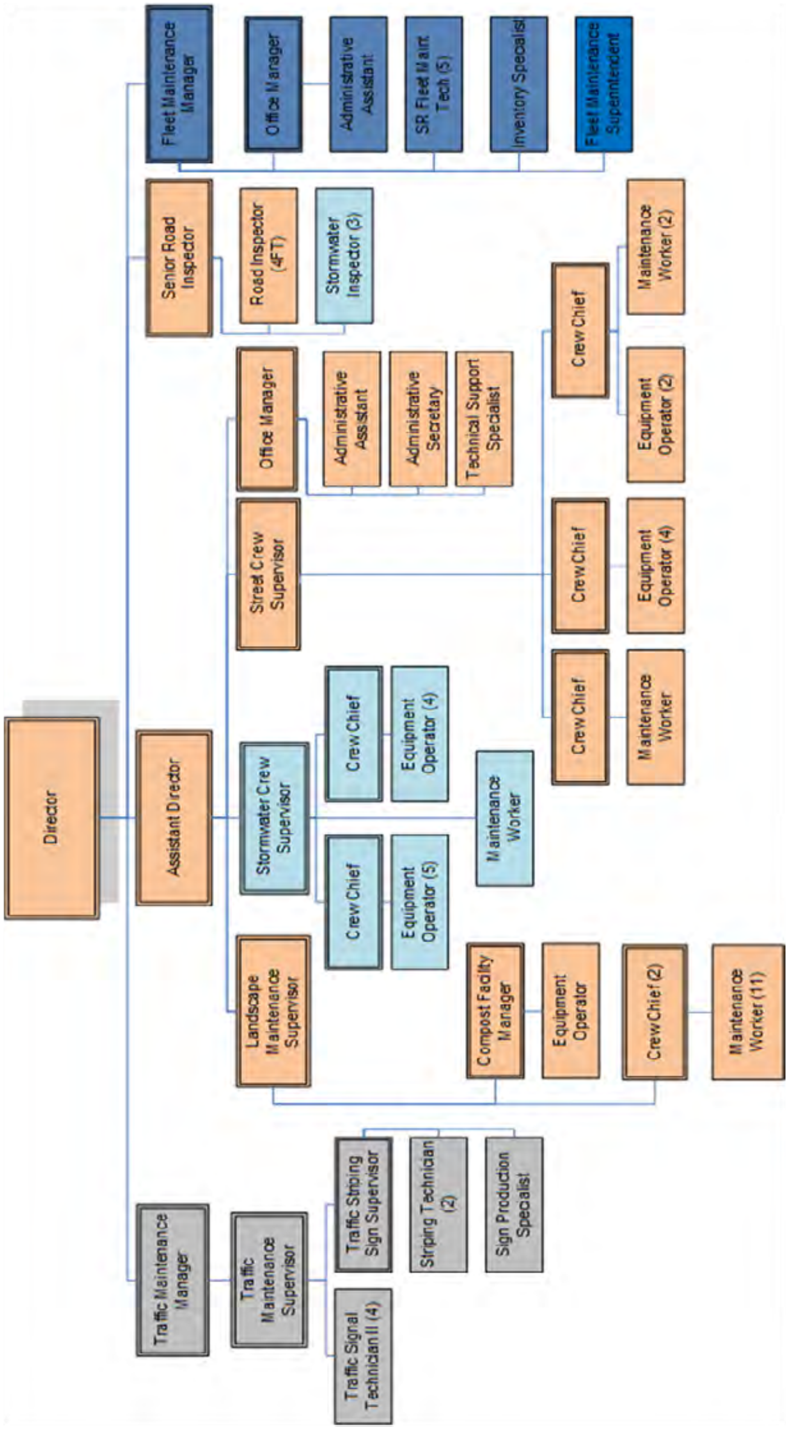
**estimated*

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating the quality of Street repair	62%	38%	57%	43%
☑	% rating the quality of Street cleaning	81%	19%	78%	22%
☑	% rating the quality of Street lighting	74%	26%	75%	25%
☑	% rating the quality of Snow removal	57%	43%	71%	29%
☑	% rating the quality of Sidewalk maintenance	71%	29%	77%	23%

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"

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
Totals		**34**	**9**	**36**	**6**	**39**	**0**	**39**	**0**	**40**	**0**

City of Franklin, Tennessee
FY 2020 Operating Budget

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**2,419,980**	**2,481,898**	**2,714,212**	**2,647,116**	**2,706,260**	**(7,952)**	**-0.3%**
Operations							
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%
Total 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%**
Total Streets - Maintenance	**3,826,764**	**3,787,631**	**4,430,990**	**4,205,923**	**4,357,274**	**(73,716)**	**-1.7%**

Streets - Traffic Division

Joe York, Director

Budget Summary

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

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme:

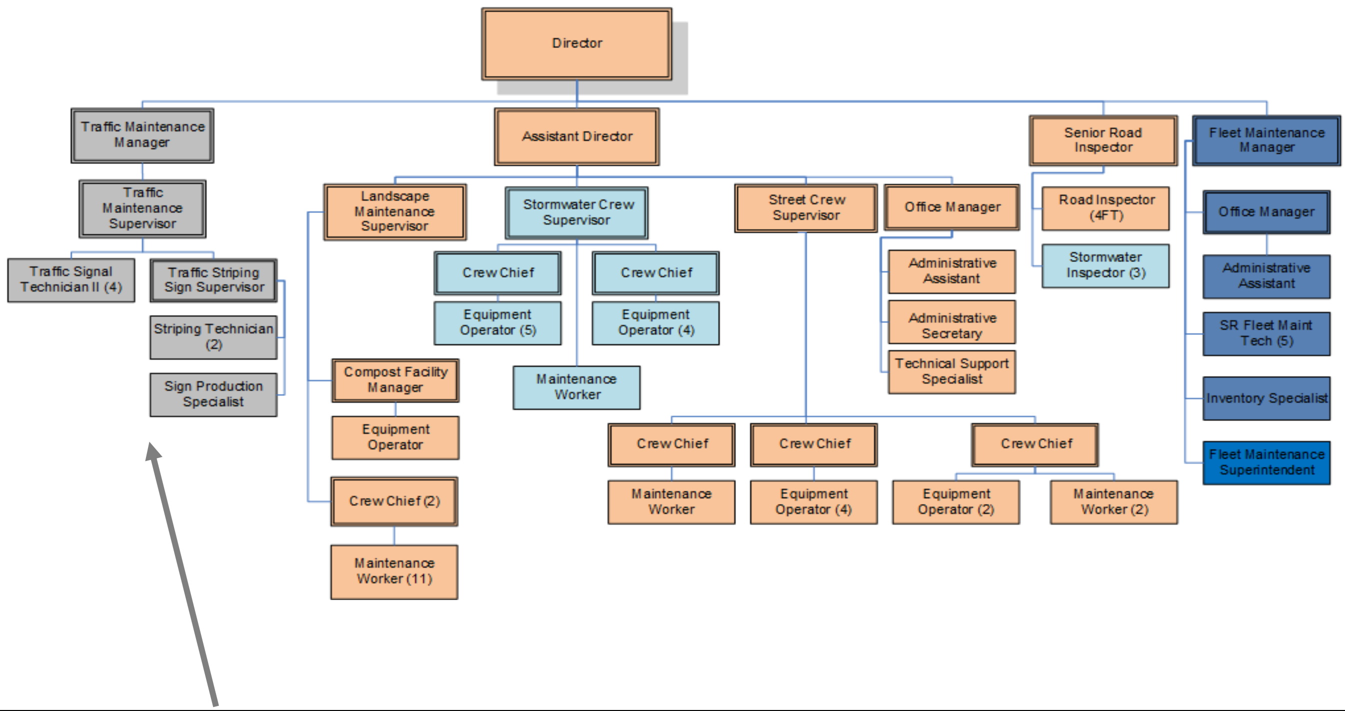
All themes applicable; none specified.

Key:	
Strategic Plan: Franklin*Forward*	
Sustainable Franklin	
Tennessee Municipal Benchmarking Project	

**estimated*

	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

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
Totals		**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**779,552**	**810,363**	**827,040**	**892,677**	**876,424**	**49,384**	**6.0%**
Operations							
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%
Total Operations	**729,320**	**410,388**	**603,557**	**541,006**	**647,047**	**43,490**	**7.2%**
Capital	**-**	**-**	**115,000**	**110,256**	**212,000**	**97,000**	**0.0%**
Total Streets - Traffic	**1,508,872**	**1,220,751**	**1,545,597**	**1,543,939**	**1,735,471**	**189,874**	**12.3%**

Streets - Fleet Maintenance

Joe York, Director

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	0	0	0	0	0.0%
Total	**922,877**	**836,862**	**1,104,960**	**836,775**	**880,049**	**-224,911**	**-20.4%**

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 respectively 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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : 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: Franklin*Forward*	
	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

Performance Measures

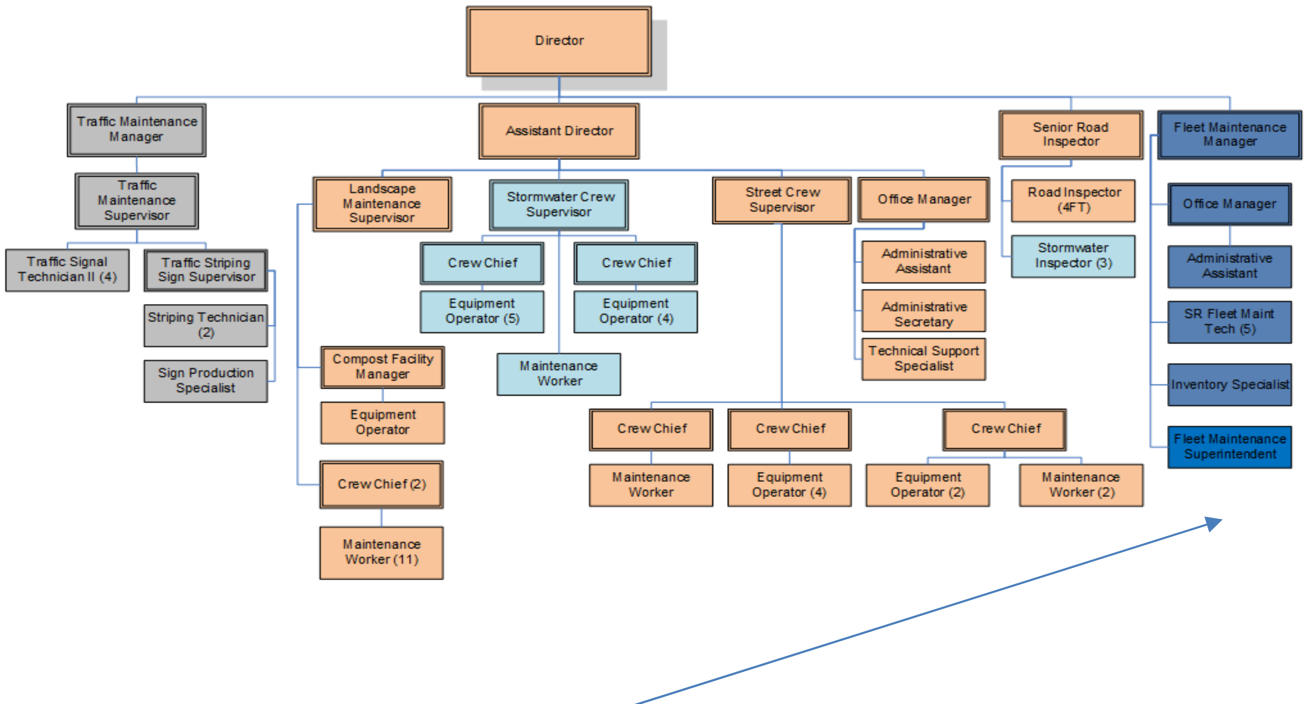
Outcome (Effectiveness) Measures

	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
Target (in gallons per vehicle / total pop.)	**4.788**	**4.536**	**4.3092**	**4.3092**	**4.0824**
Meets Target?	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
Totals		**9**	**1**	**9**	**1**	**9**	**1**	**10**	**0**	**10**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**697,654**	**739,679**	**801,930**	**799,813**	**800,467**	**(1,463)**	**-0.2%**
Operations							
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%
Total Operations	**225,223**	**97,183**	**303,030**	**36,962**	**79,582**	**(223,448)**	**-73.7%**
Capital	**-**	**-**	**-**	**-**	**-**	**-**	
Total Streets - Maintenance	**922,877**	**836,862**	**1,104,960**	**836,775**	**880,049**	**(224,911)**	**-20.4%**

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Stormwater

Joe York, Director
Paul Holzen, City Engineer

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
Beginning Balance	4,873,735	4,687,695	4,171,436	4,171,436	3,545,476		
Revenues	2,590,187	2,559,489	2,722,281	2,691,268	2,647,500	-74,781	-2.7%
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%
Total	2,776,227	3,075,748	6,138,112	3,317,228	5,110,229	-1,027,883	-16.7%
Ending Balance	4,687,695	4,171,436	755,605	3,545,476	1,082,747		

Division Summary

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

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.

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:

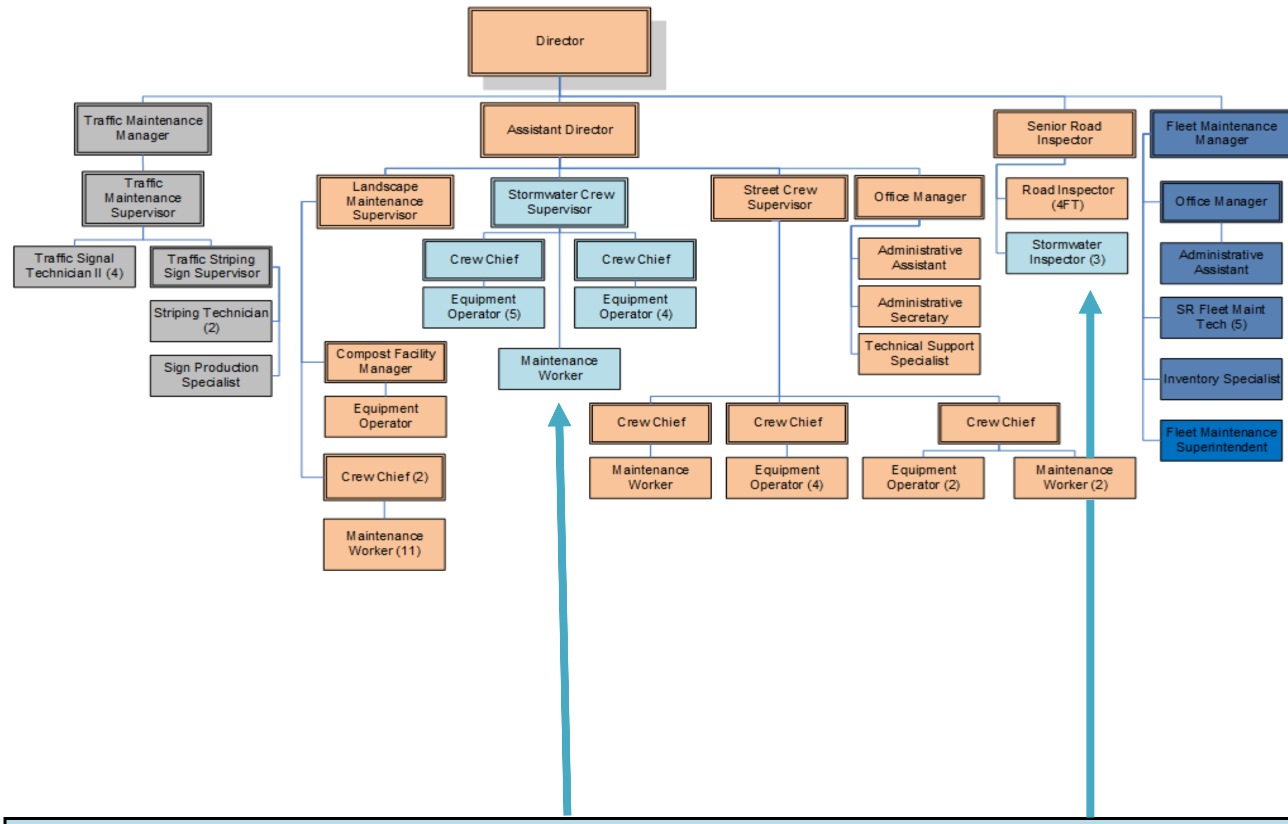
1) Macroinvertebrate Sampling
2) E.Coli Sampling
3) Visual Stream Assessments

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating the quality of Storm drainage	80%	20%	78%	22%

Organizational Chart

Streets Department

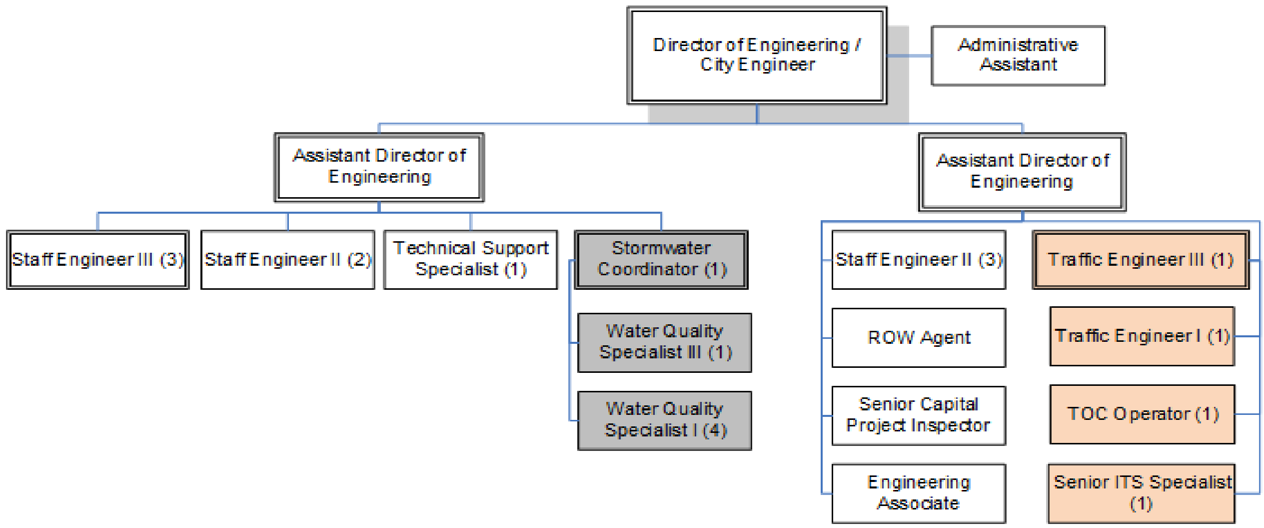


Personnel funded through the Stormwater Fund in the Streets Department are shaded in light blue.

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

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.

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**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**1,345,213**	**1,536,864**	**1,668,528**	**1,580,038**	**1,632,440**	**(36,088)**	**-2.2%**
Operations							
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%
Total 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%**
Total Stormwater Fund	**2,776,227**	**3,075,748**	**6,138,112**	**3,317,228**	**5,110,229**	**(1,027,883)**	**-16.7%**

-

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**1,009,225**	**1,131,608**	**1,175,014**	**1,135,785**	**1,171,857**	**(3,157)**	**-0.3%**
Operations							
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%
Total Operations	**606,238**	**684,632**	**694,618**	**678,743**	**733,256**	**38,638**	**5.6%**
Capital	**285,464**	**-**	**331,000**	**330,969**	**-**	**(331,000)**	
Total Stormwater - Streets	**1,900,927**	**1,816,240**	**2,200,632**	**2,145,497**	**1,905,113**	**(295,519)**	**-13.4%**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**335,988**	**405,256**	**493,515**	**444,254**	**460,583**	**(32,932)**	**-6.7%**
Operations							
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%
Total Operations	**413,296**	**332,581**	**268,965**	**227,478**	**194,532**	**(74,433)**	**-27.7%**
Capital	**126,016**	**521,670**	**3,175,000**	**500,000**	**2,550,000**	**(625,000)**	**-19.7%**
Total Stormwater-Engineering	**875,300**	**1,259,507**	**3,937,480**	**1,171,732**	**3,205,115**	**(732,365)**	**-18.6%**

City of Franklin

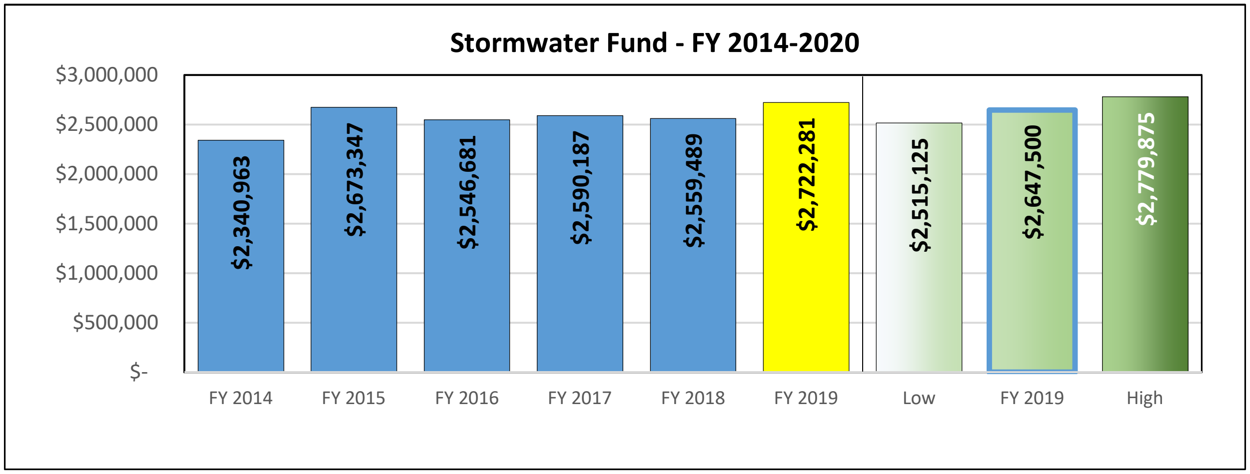
Revenue Model

Fund:	Stormwater Fund	Percent of All Revenues	1.7%

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	
% yr/yr.	-1.8%	14.2%	-4.7%	1.7%	-1.2%	6.4%	-7.6%	-2.7%	2.1%	
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	-	-	-	-	-	-	-	-	
Totals	$ 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	

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

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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

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.

Budget

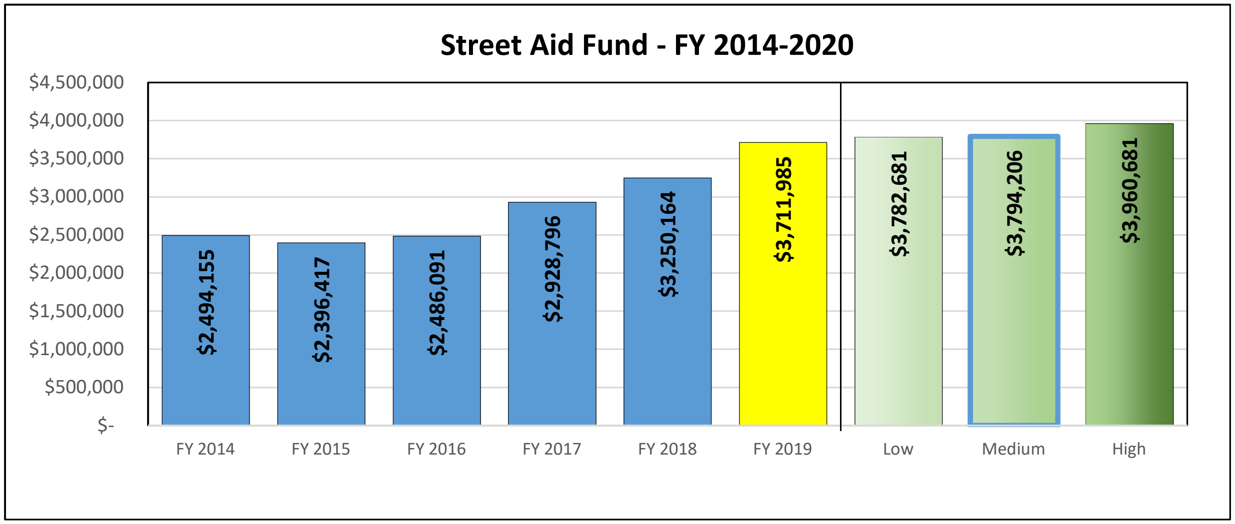
	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Beginning Fund Balance	**373,415**	**502,481**	**645,435**	**645,435**	**421,145**		
Revenues							
TOTAL LOCAL TAXES	623,685	722,941	1,002,130	1,002,130	1,024,694	22,564	2.3%
GASOLINE TAX (STATE)	1,971,070	2,520,503	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	-	-	-	-	-	
Total Available Funds	**2,928,796**	**3,250,164**	**3,711,985**	**3,696,310**	**3,794,206**	**82,221**	**2.2%**
Expenses (Operations)							
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	-	-	-	-	-	-	
Total Expenditures	**2,799,730**	**3,107,210**	**4,137,011**	**3,920,600**	**3,800,600**	**(336,411)**	**-8.1%**
Ending Fund Balance	**502,481**	**645,435**	**220,409**	**421,145**	**414,751**		

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.

Fund:	Street Aid	Percent of All Revenues	2.4%

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% increaseon 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	
% yr/yr.	8.0%	-3.9%	3.7%	17.8%	11.0%	14.2%	1.9%	2.2%	6.7%	
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%
Totals	$ 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	

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

Road Impact Fund

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Beginning Fund Balance	**5,019,848**	**5,889,789**	**11,339,848**	**11,339,848**	**15,913,647**		
Revenues							
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%
Total Available Funds	**7,217,613**	**11,706,536**	**8,285,694**	**7,757,009**	**10,000,438**	**1,714,744**	**20.7%**
Expenses (Operations)							
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%
Total Expenditures	**6,347,672**	**6,256,477**	**5,708,651**	**3,183,210**	**5,710,869**	**2,218**	**0.0%**
Ending Fund Balance	**5,889,789**	**11,339,848**	**13,916,891**	**15,913,647**	**20,203,216**		

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.

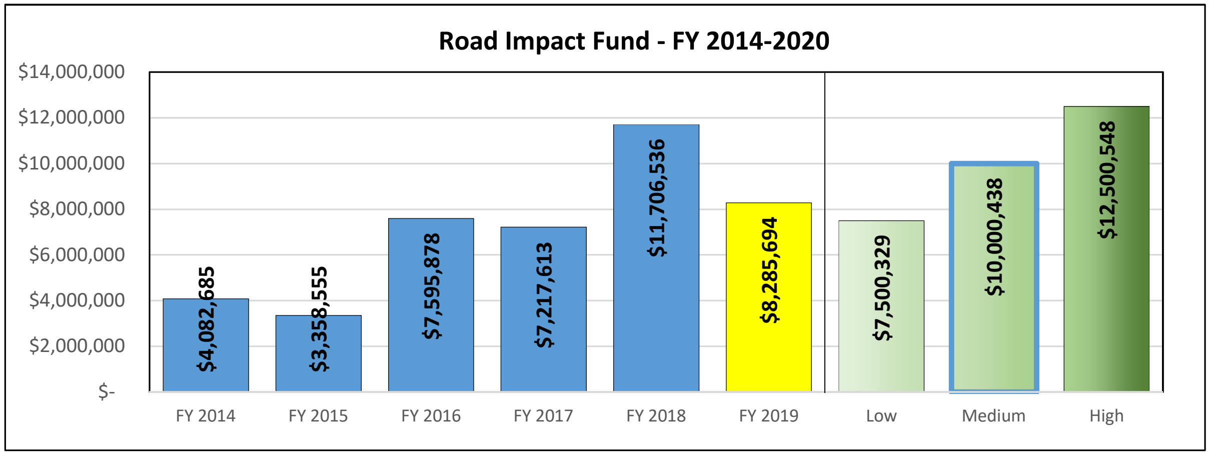
City of Franklin

Revenue Model

Fund:	Road Impact	Percent of All Revenues	6.2%

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	
% yr/yr.	24.6%	-17.7%	126.2%	-5.0%	62.2%	-29.2%	-9.5%	20.7%	50.9%	
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	-	-	-	-	-	
Totals	**$ 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**	

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

Parks

Lisa Clayton, Director

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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)	100.0%
Total	**4,222,655**	**5,130,302**	**5,369,929**	**5,275,137**	**5,604,731**	**234,802**	**4.4%**

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.

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: Quality Life Experiences

Preserving dynamic, diverse, engaged neighborhoods: Franklin will be a place that offers a high quality of life for all citizens who choose to live and work here.

Franklin citizens will perceive they have excellent/good parks, recreation, and amenities.

Goal: To increase the percent of Franklin citizens who perceive they have excellent/good parks, recreation, and amenities.

Baseline: 9% of citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.

Goal: To remain one of the top rated healthy cities in Tennessee.

Baseline: Ranked 1st. (Robert Wood Johnson Foundation, 2012)

Goal: To exceed the National Recreation and Park Association standard for park space within a community (current standard is 6 acres per 1,000 citizens of park space).

Baseline: 11.28 acres per 1,000 citizens (Parks Department).

Goal: Maintain status as a Tree City U.S.A.

Baseline: Satisfy National Standards of maintaining a tree board, tree care ordinance, a community forestry program, and observation and proclamation of Arbor Day annually (Parks Department).

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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

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

^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*

Performance Measures

Outcome (Effectiveness) Measures

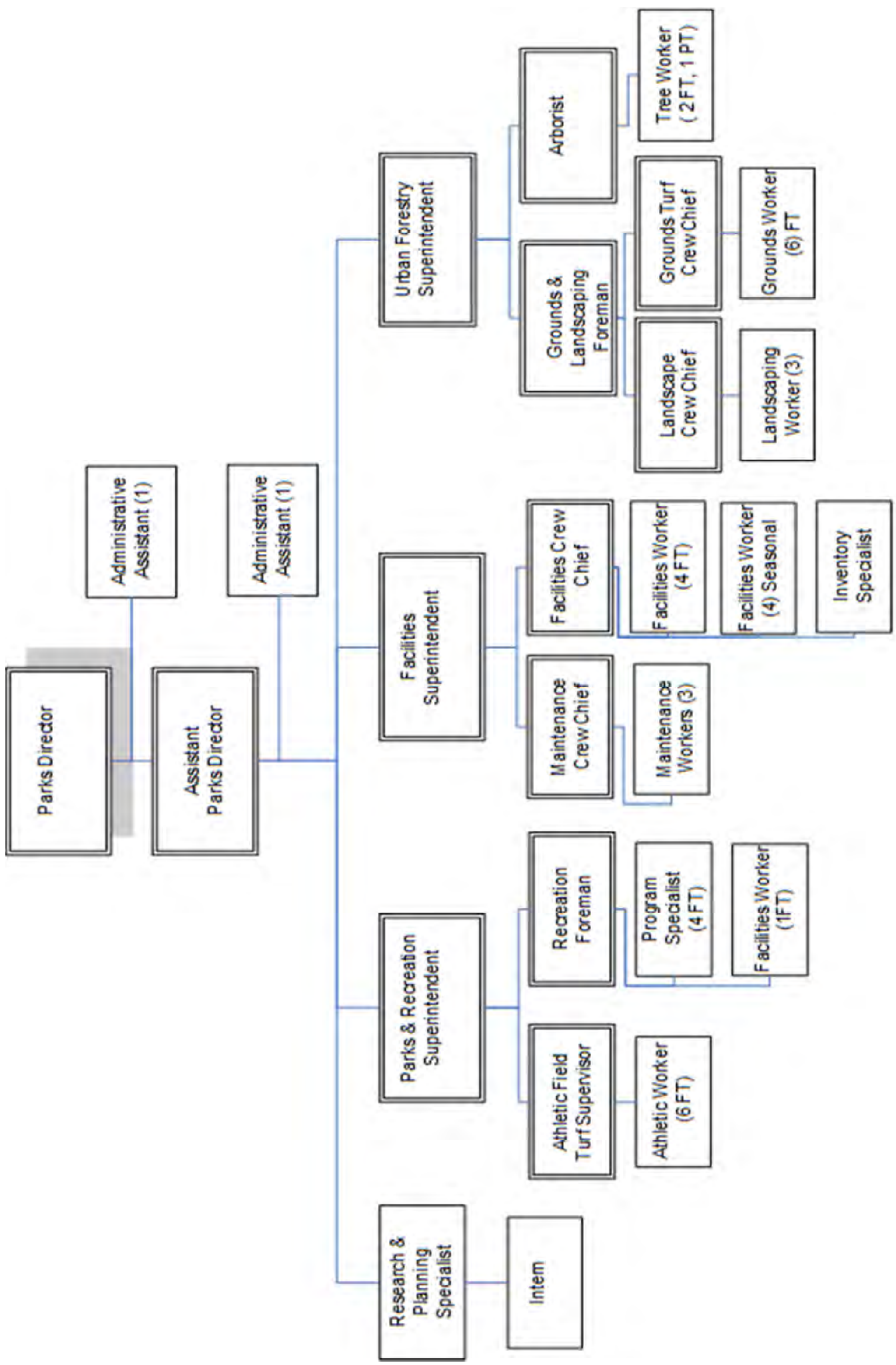
	2016	2017	2018	2019*	2020*
Increase the percent of Franklin citizens who perceive they have excellent / good parks, recreation, and amenities.					
Citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent	45%	45%	45%	48%	48%
Target *(Those rating parks as Excellent)*	**9%**	**45%**	**45%**	**45%**	**45%**
Meets Target?	Yes	Yes	Yes	Yes	Yes
Acres per 1000 residents	10.61	9.93	13.21	13.21	13.21
Tennessee Statewide Benchmarking Average	***17.16***	***16.64***	***14.1***	***TBD***	***TBD***
Target *(National Parks & Recreation Association)*	**6**	**6**	**6**	**6**	**6**
Meets Target?	Yes	Yes	Yes	TBD	TBD
Remain one of the Top Rated Healthy Cities in Tennessee					
State Rank	TBD	TBD	TBD	TBD	TBD
Target *(Robert Wood Johnson Foundation, 2012)*	**1st**	**1st**	**1st**	**1st**	**1st**
Meets Target?	TBD	TBD	TBD	TBD	TBD
Maintain Status as Tree City USA					
Number of years received	11	12	13	14	15
Target: Status Maintained? *(Arbor Day Foundation?)*	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**
Meets Target?	Yes	Yes	Yes	Yes	Yes

Franklin Citizens Survey

		2x/week+	2-4x/mo	Once/mo.	Not at all
☑ % of respondents Used Franklin recreation centers or their services	2016	15%	18%	30%	37%
	2019	15%	15%	34%	36%
☑ % 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
☑ % rating the quality of City parks	91%	9%	93%	7%
☑ % rating the quality of Recreation programs or classes	84%	16%	87%	13%
☑ % rating the quality of Recreation centers or facilities	85%	15%	87%	13%
☑ % rating the quality of Franklin open space	70%	30%	71%	29%
☑ % rating Recreational opportunities as it relates to Franklin as a whole	78%	22%	83%	17%
☑ % rating Fitness opportunities as it relates to Franklin as a whole	77%	23%	83%	17%

Organizational Chart



Note: For detailed counts and authorized positions, please see following page 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
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
TOTALS		**37**	**17**	**39**	**18**	**41**	**18**	**44**	**6**	**46**	**6**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**2,422,685**	**2,544,989**	**2,885,276**	**2,886,358**	**3,115,962**	**230,686**	**8.0%**
Operations							
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%
Total Operations	**1,725,442**	**1,689,720**	**2,038,403**	**1,911,450**	**2,190,992**	**152,589**	**7.5%**
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%
Capital	**74,528**	**895,593**	**446,250**	**477,329**	**297,777**	**(148,473)**	**-33.3%**
Total Parks Department	**4,222,655**	**5,130,302**	**5,369,929**	**5,275,137**	**5,604,731**	**234,802**	**4.4%**

Sanitation & Environmental Services

Jack Tucker, Director

Budget Summary - Overall

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
Beginning Balance	767,350	687,099	1,160,474	1,160,474	1,310,926		
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	3,334,623	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%
Expenses	8,617,489	8,388,031	9,486,209	9,062,756	10,852,262	1,366,053	14.4%
Ending Balance	687,099	1,160,474	927,376	1,310,926	806,323		

Budget Summary - By Division

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
Beginning Balance	767,350	687,099	1,160,474	1,160,474	1,310,926		
Revenues	8,537,238	8,861,406	9,253,111	9,213,208	10,347,659	1,094,548	11.8%
Expenses							
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%
Expenses	8,617,490	8,388,031	9,486,209	9,062,756	10,852,262	1,366,053	14.4%
Ending Balance	687,099	1,160,474	927,376	1,310,926	806,323		

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.

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : A Vision for 2033 | Objectives for Developing a Strategic Plan

Theme: A Safe Clean and Livable City

Franklin will be a leader in residential recycling efforts.

Goal: To increase the percent of diversion through the "blue bag" recyclable program by 3% per year.

Baseline: Current diversion of blue bag tonnage was 16% as a percent of the total tons of household garbage collected by City of Franklin. (March, 2013).

Goal: To reach 60% participation by 2020 in the residential curbside recycling program by increasing 3% annually the household refuse stops made by the City of Franklin.

Baseline: Current household participation was 49% as a percent of the total number of household refuse stops by the City of Franklin. (March, 2013)

Goal: To reduce dangerous and polluting chemicals in our City by increasing the collections of BOPAE (batteries, oil, paint, anti-freeze, electronics) at the drop-off location by 5% annually (as measured in pounds)

Baseline: As of 2012, collections were: Batteries = 9,341 lbs.; Oil = 576 gallons; Paint = 142,684 lbs.; Anti-freeze = 651 gallons; Electronics = 216,820 lbs.

Key:	
	Strategic Plan: Franklin*Forward*
	Sustainable Franklin
	Tennessee Municipal Benchmarking Project
	Franklin Citizens Survey

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
Tennessee Statewide Benchmarking Average	*345*	*333*	*328*	*TBD*	*TBD*
Residential collection points	21,500	21,750	22,300	22,750	23,250

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
Target	**11,354**	**11,922**	**12,518**	**13,144**	**13,801**
Meets Target?	**Yes**	**Yes**	**Yes/No**	**No**	**No**
Oil (gallons)	1,594	869	960	1,143	1,000
Target	**700**	**735**	**772**	**810**	**851**
Meets Target?	**Yes**	**Yes/No**	**Yes**	**Yes**	**Yes**
Paint (lbs)	419,200	373,316	195,230	163,490	150,000
Target	**173,433**	**182,105**	**191,210**	**200,771**	**210,809**
Meets Target?	**Yes**	**Yes/No**	**Yes/No**	**No**	**No**
Anti-Freeze (gallons)	846	535	460	689	750
Target	**791**	**831**	**872**	**916**	**962**
Meets Target?	**Yes**	**No**	**No**	**No**	**No**
Electronics (lbs)	131,100	77,630	69,870	54,320	60,500
Target	**263,546**	**276,723**	**290,560**	**305,088**	**320,342**
Meets Target?	**No**	**No**	**No**	**No**	**No**

Efficiency Measures

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

Outcome (Effectiveness) Measures

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

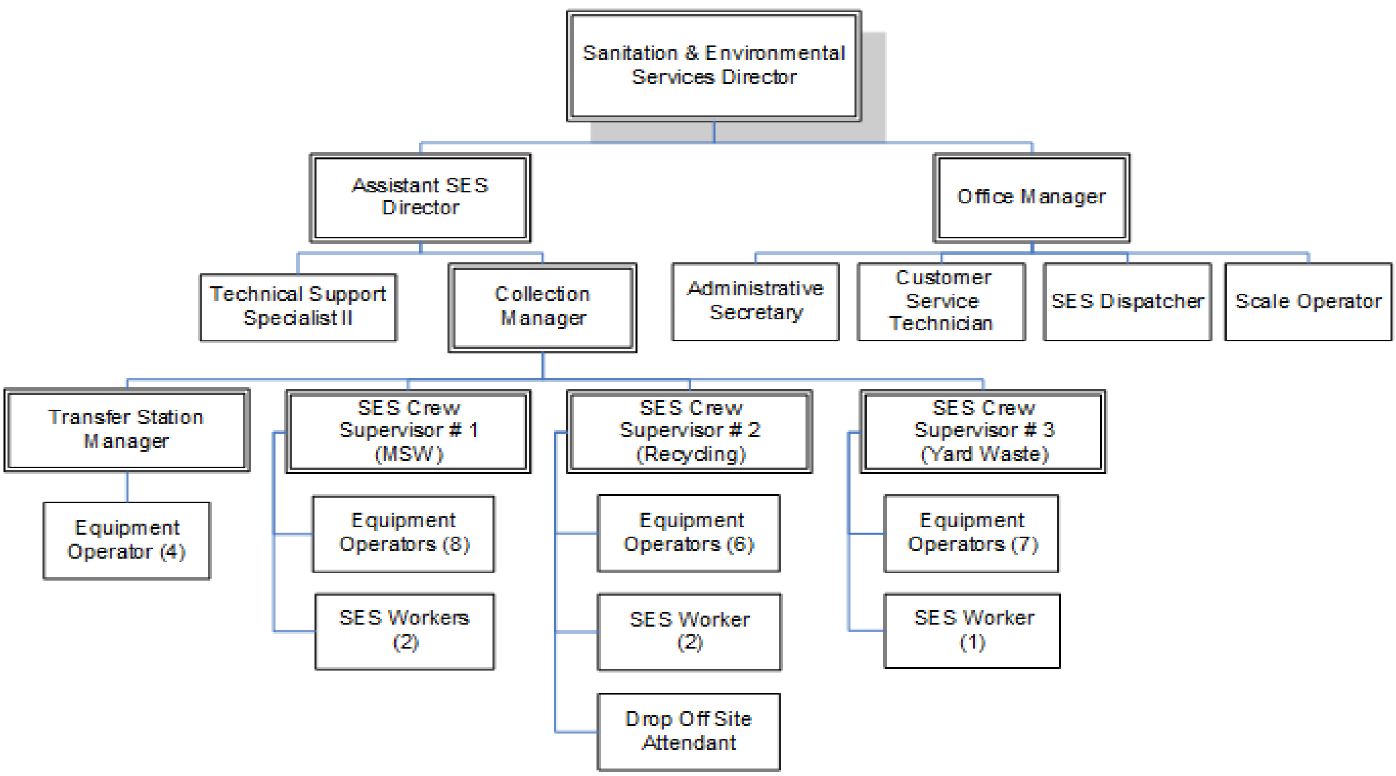
Performance Measures

	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
	Target	**55%**	**58%**	**61%**	**64%**	**TBD**
	Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**

Franklin Citizens Survey

		2016 Citizens Survey		2019 Citizens Survey	
		Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑	% rating the quality of Garbage collection	91%	9%	90%	10%
☑	% rating the quality of Recycling	76%	24%	82%	18%
☑	% 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"

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**
Collection											
Collection Manager	G	1	0	1	0	1	0	1	0	1	0
SES Crew Supervisor	E	4	0	4	0	4	0	4	0	4	0
SES 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
Totals		**36**	**2**	**32**	**0**	**32**	**0**	**32**	**0**	**32**	**0**
Disposal											
Transfer Station Manager	F	1	0	1	0	1	0	1	0	1	0
Equipment Operator	D	4	0	4	0	4	0	4	0	4	0
Scale Operator	C	1	0	1	0	1	0	1	0	0	0
Totals		**6**	**0**	**6**	**0**	**6**	**0**	**6**	**0**	**5**	**0**
SES Total		**49**	**2**	**45**	**0**	**45**	**0**	**45**	**0**	**45**	**0**

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Available Funds							
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%
Total Available Funds	8,537,238	8,861,406	9,253,111	9,213,208	10,347,659	1,094,548	11.8%
Personnel						-	
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%
Total Personnel	3,017,836	3,237,192	3,334,623	3,329,603	3,392,317	57,694	1.7%
Operations						-	
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%
Total 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%**
SES	**8,617,489**	**8,388,031**	**9,486,209**	**9,062,756**	**10,852,262**	**1,366,053**	**14.4%**

Budget

Administration Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**557,372**	**541,945**	**599,667**	**562,158**	**753,900**	**154,233**	**25.7%**
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%
Total Operations	**354,900**	**341,069**	**899,873**	**862,792**	**955,640**	**55,767**	**6.2%**
Buildings							
Capital	-	-	-	-	-	-	
Administration	**912,272**	**883,014**	**1,499,540**	**1,424,950**	**1,709,540**	**210,000**	**14.0%**

Budget

Collection Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**2,110,689**	**1,928,708**	**2,316,947**	**2,341,937**	**2,275,917**	**(41,030)**	**-1.8%**
						-	
Operations						-	
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%
Total Operations	**1,596,245**	**1,049,236**	**1,129,410**	**953,223**	**1,581,900**	**452,490**	**40.1%**
						-	
Machinery & Equipment (>$25,000)	164,899	156,305	435,000	415,000	1,201,020	766,020	176.1%
Capital	164,899	156,305	435,000	415,000	1,201,020	766,020	176.1%
						-	
Collection	**3,871,833**	**3,134,249**	**3,881,357**	**3,710,160**	**5,058,838**	**1,177,481**	**30.3%**

Budget

Disposal Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**349,775**	**766,539**	**418,009**	**425,508**	**362,500**	**(55,509)**	**-13.3%**
Operations							
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%
Total Operations	**3,483,610**	**3,604,229**	**3,687,303**	**3,502,138**	**3,721,384**	**34,081**	**0.9%**
Machinery & Equipment (>$25,000)	-	-	-	-	-	-	0.0%
Capital	**-**	**-**	**-**	**-**	**-**	**-**	**#DIV/0!**
Disposal	**3,833,385**	**4,370,768**	**4,105,312**	**3,927,646**	**4,083,884**	**(21,428)**	**-0.5%**

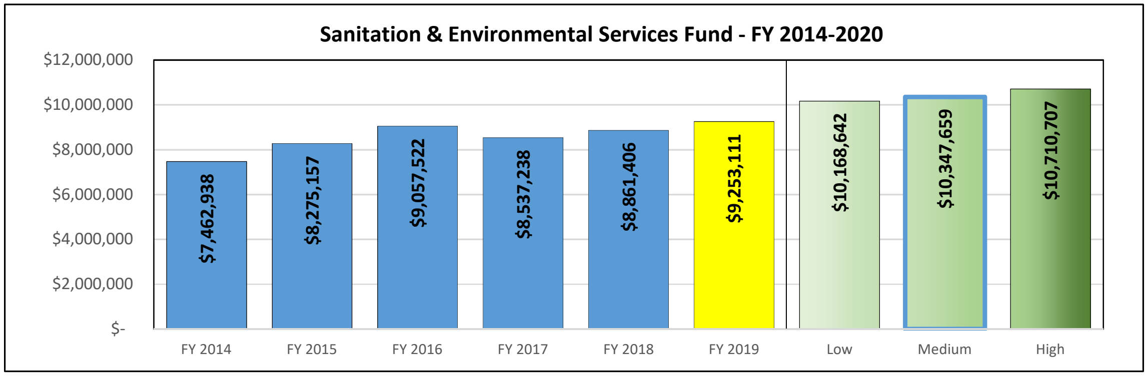
City of Franklin

Revenue Model

Fund:	Sanitation & Environmental Services Fund	Percent of All Revenues	6.3%

<u>Sanitation & Environmental Services Fund</u>: 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)		
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High
% yr/yr.	-2.4%	10.9%	9.5%	-5.7%	3.8%	4.4%	9.9%	11.8%	15.8%
FEMA/TEMA GRANTS (FED/STATE)	39,309	-	-	-	-	-	-	-	-
SOLID WASTE GRANT (STATE)	4,790	42,686	4,142	-	-	-	-	-	-
SPECIAL EVENT GRANT RECOVERIES	27,401	50,623	-	-	-	-	-	-	-
SAFETY GRANT	-	-	18,135	-	-	-	-	-	-
SPECIAL EVENT SERVICES FEE	-	4,275	3,820	10,946	370	5,279	5,384	5,437	5,595
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
NON-RESIDENTIAL DUMPSTERS	-	-	-	-	-	5,411	5,519	5,573	5,735
ADDL RESIDENTIAL ROLLOUT CONTAINERS	-	-	4,675	8,580	11,000	3,090	3,152	3,183	3,275
SANITATION SERVICES - MILCROFTON	-	-	78,069	-	-	-	-	-	-
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
CARDBOARD RECYCLING	11,250	13,715	9,862	10,075	11,477	9,848	10,045	10,143	10,439
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	-	-	-	-
RECYCLING-METAL	-	5,817	3,619	6,443	5,223	7,551	7,702	7,777	8,004
RECYCLING-WASTE OIL	-	523	82	-	-	-	-	-	-
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
Totals	$ 7,462,938	$ 8,275,157	$ 9,057,522	$ 8,537,238	$ 8,861,406	$ 9,253,111	$ 10,168,642	$ 10,347,659	$ 10,710,707

Averages
3-yr Average
$ 8,818,722
1.6%
5-Yr Average
$ 8,438,852
1.9%
10-Yr Average
$ 8,146,497
1.4%
20-Yr Average
$ 5,227,929
7.7%

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

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Water Management

Michelle Hatcher, Director

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
Beginning Balance*	**18,470,570**	**23,340,291**	**25,501,060**	**25,501,060**	**31,546,739**		
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	118,466	6,727,850	4,676,260	7,502,850	775,000	11.5%
Expenses	**23,754,920**	**21,484,083**	**28,697,352**	**25,723,195**	**30,603,342**	**1,905,990**	**6.6%**
*Use of F/B***		*$ 6,950,858*					
Ending Balance*	**23,340,291**	**25,501,060**	**28,572,582**	**31,546,739**	**35,516,886**		

Budget Summary - By Division

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
Beginning Balance*	**18,470,570**	**23,340,291**	**25,501,060**	**25,501,060**	**31,546,739**		
Revenues	**28,624,641**	**30,595,709**	**31,768,874**	**31,768,874**	**34,573,488**	**2,804,614**	**8.8%**
Expenses							
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%
Expenses	**23,754,920**	**21,484,083**	**28,697,352**	**25,723,195**	**30,603,342**	**1,905,990**	**6.6%**
*Use of F/B***		*$ 6,950,858*					
Ending Balance*	**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.

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.

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 **Franklin*Forward* : 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.

Franklin*Forward* : 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]

Key:		
	Strategic Plan: Franklin*Forward*	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	Franklin Citizens Survey	☑

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

Performance Measures

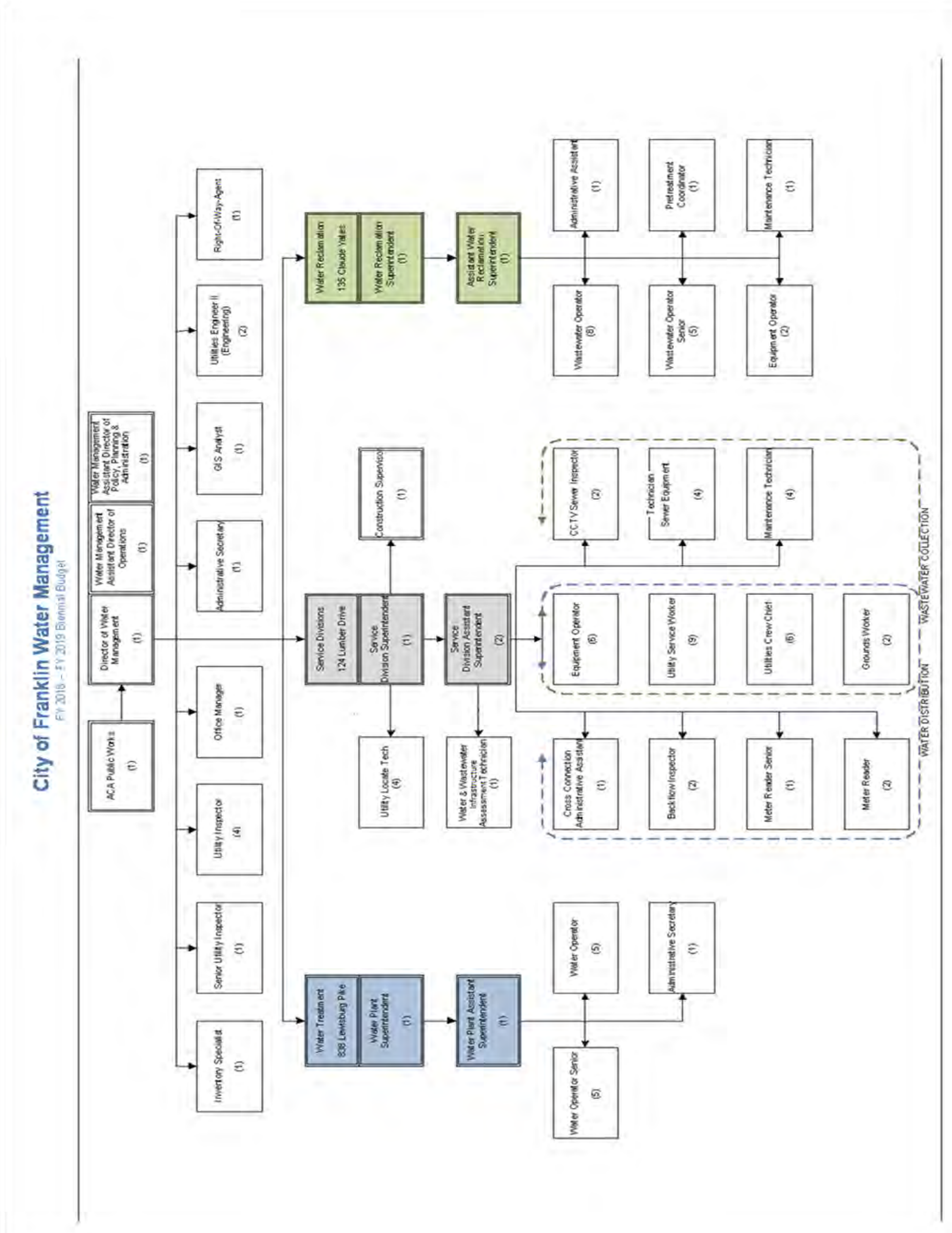
	2016	2017	2018	2019*	2020*
Franklin will establish standards for the quality of its infrastructure (i.e., water lines, sewer services)					
Goal: To have a reliable, efficient, and scalable infrastructure					
Declining or steady energy costs for water and sewage delivery	$ 1,568,533	$ 1,502,802	$ 1,650,384	$ 1,483,011	$ 1,538,225
Target *(FY2012 sum actual expenditures from water fund and wastewater fund)*	$ 1,595,352	$ 1,595,352	$ 1,595,352	$ 1,595,352	$ 1,595,352
Meets Target?	No	Yes	No	TBD	TBD
Unaccounted water within the system decreases	16%	16%	17%	16%	15%
Target *(20.8% unaccounted for in FY 2012)*	20.8%	20.8%	20.8%	20.8%	20.8%
Meets Target?	Yes	Yes	No	Yes	TBD
Sanitary score remains or improves	TBD	99	TBD	TBD	TBD
Target *(97 from FY 2012)*	97	97	97	97	97
Meets Target?	Yes	Yes	TBD	TBD	TBD
Franklin will continue to meet or exceed regulatory requirements for water quality.					
Goal: To have no violations of regulatory requirements for water quality.					
Franklin Water Quality Violations	0	0	2	0	0
Target *(TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)*	0	0	0	0	0
Meets Target?	Yes	Yes	No	TBD	TBD
Franklin will pursue completion of the recently approved Integrated Water Resource Plan (IWRP) by 2042.					
Goal: To fully complete the Franklin Integrated Water Resource Plan by 2042 in five year increments as set in the plan.					
5% completed (2012). (Franklin Integrated Water Resource Plan.)	12.0%	20.0%	25.0%	30.0%	35.0%
Target	12.0%	15.0%	15.0%	15.0%	15.0%
Meets Target?	Yes	Yes	Yes	Yes	TBD
Baseline: Adopted Strategic Schedule for each of the 5-year increments.					
Franklin Status	Adopted	Adopted	Adopted	Adopted	Adopted
Target (Adopted?)	Adopted	Adopted	Adopted	Adopted	Adopted
Meets Target?	Yes	Yes	Yes	Yes	Yes
Franklin will achieve platinum status within the TVA sustainable Communities Program.					
Franklin status	Platinum	Platinum	Platinum	Platinum	TBD
Target (Platinum)	Platinum	Platinum	Platinum	Platinum	Platinum
Meets Target?	Yes	Yes	Yes	Yes	TBD

**2019 and 2020 are estimates*

Franklin Citizens Survey

	2016 Citizens Survey		2019 Citizens Survey	
	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑ % rating the quality of Drinking water	73%	27%	76%	24%
☑ % rating the quality of Sewer services	88%	12%	87%	13%

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2016 F-T	FY 2017 F-T	FY 2018 F-T	FY 2019 F-T	FY 2020 F-T
Water Section						
Utility Billing						
Meter Reader Sr	C	1	1	1	1	1
Meter Reader	B	2	2	2	2	2
TOTALS		**3**	**3**	**3**	**3**	**3**
Water Distribution						
Service Division Superintendent	I	1	1	1	1	1
Service Division Assistant Superintendent	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
TOTALS		**15**	**18**	**19**	**19**	**20**
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
TOTALS		**13**	**13**	**13**	**13**	**14**
Water Section Totals		**31**	**34**	**35**	**35**	**37**
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
TOTALS		**13**	**14**	**14**	**16**	**16**

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**

Budget - All Divisions

The following table presents the Water, Wastewater and Reclaimed Water divisions of the Water & Wastewater Fund in a composite presentation.

	B	B	C	D	E	F (E-C)	G (E/C)
	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Personnel							
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%
Total Personnel	**5,755,052**	**6,352,580**	**7,009,480**	**6,539,012**	**7,301,099**	**291,619**	**4.2%**
Operations							
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%
Total Operations	**14,176,848**	**15,013,037**	**14,960,022**	**14,507,922**	**15,799,393**	**839,371**	**5.6%**
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%
Capital	**3,823,020**	**118,466**	**6,727,850**	**4,676,260**	**7,502,850**	**775,000**	**11.5%**
Total Water & Wastewater Func	**23,754,920**	**21,484,083**	**28,697,352**	**25,723,195**	**30,603,342**	**1,905,990**	**6.6%**

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.

Water Budget

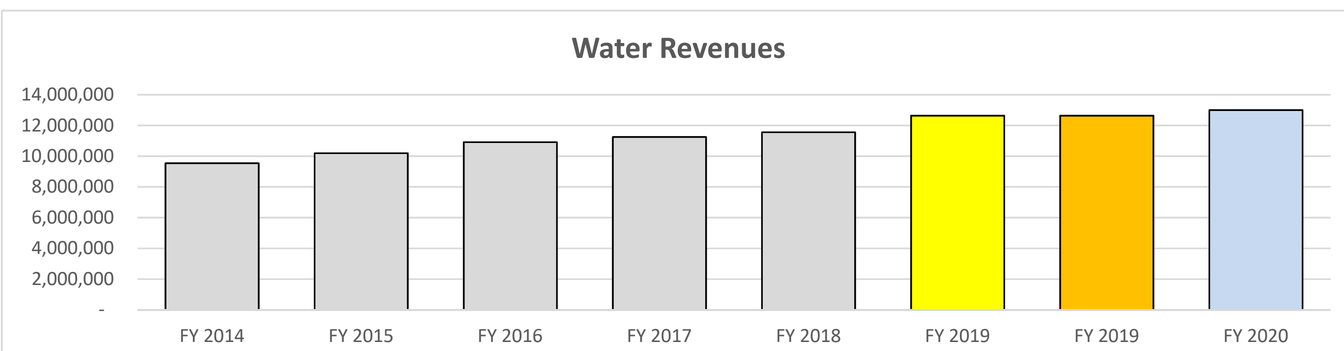
Consumption

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 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Estd	FY 2020 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	-	-	-	-				-
Total Water Revenues*	**9,538,980**	**10,190,174**	**10,908,308**	**11,245,284**	**11,556,597**	**12,635,420**	**12,635,420**	**12,996,656**

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

Budget

	A	B	C	D	E	F (E-C)	G (E/C)
	Actual	Actual	Budget	Estd	Budget	Difference '19 v. '20	
	2017	2018	2019	2019	2020	$	%
Divisions							
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%
Total Water	**11,381,127**	**10,470,175**	**12,801,538**	**12,045,607**	**12,959,497**	**157,959**	**1.2%**
Expense by Category							
Personnel							
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%
Total Personnel	**2,155,350**	**2,320,354**	**2,502,946**	**2,393,693**	**2,640,340**	**137,394**	**5.5%**
Operations							
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%
Total Operations	**7,802,757**	**8,149,821**	**8,243,592**	**8,338,914**	**8,558,157**	**314,565**	**3.8%**
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%
Capital	**1,423,020**	**-**	**2,055,000**	**1,313,000**	**1,761,000**	**(294,000)**	**-14.3%**
Total Water Summary	**11,381,127**	**10,470,175**	**12,801,538**	**12,045,607**	**12,959,497**	**157,959**	**1.2%**

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.

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 stive 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.

Wastewater Budget

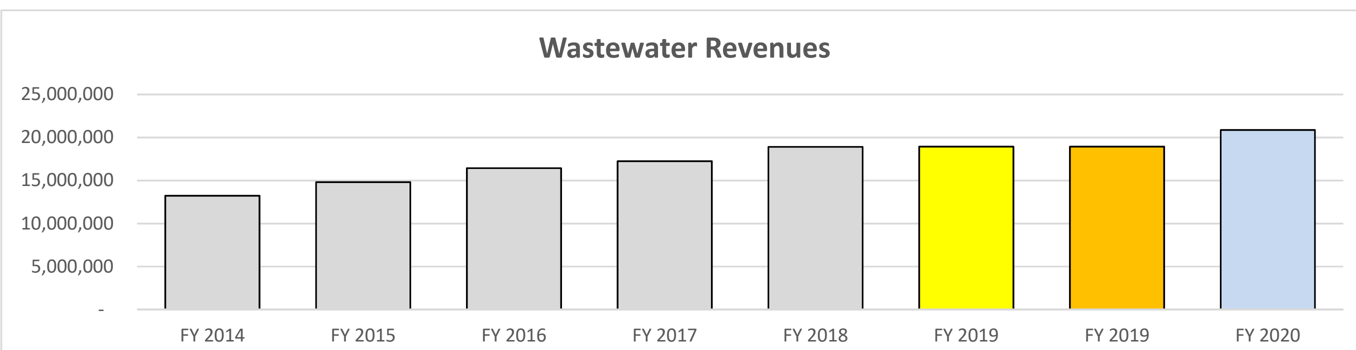
Consumption & Revenues

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 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Actual	FY 2019 Budget	FY 2019 Estd	FY 2020 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
Total Wastewater Revenues*	**13,230,601**	**14,810,660**	**16,434,757**	**17,241,810**	**18,902,717**	**18,928,604**	**18,928,604**	**20,871,982**

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

Budget

	B	B	C	D	E	F (E-C)	G (E/C)
	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference '19 v. '20 $	%
Divisions							
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%
Total Wastewater	**12,188,233**	**10,810,245**	**15,504,089**	**13,284,607**	**16,852,370**	**1,348,281**	**8.7%**
Expense by Category							
Personnel							
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%
Total Personnel	**3,599,702**	**4,032,226**	**4,506,534**	**4,145,319**	**4,660,759**	**154,225**	**3.4%**
Operations							
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%
Total Operations	**6,188,531**	**6,778,019**	**6,324,705**	**5,918,794**	**6,949,761**	**625,056**	**9.9%**
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%
Capital	**2,400,000**	**-**	**4,672,850**	**3,220,494**	**5,241,850**	**569,000**	**12.2%**
Total Wastewater	**12,188,233**	**10,810,245**	**15,504,089**	**13,284,607**	**16,852,370**	**1,348,281**	**8.7%**

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.

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.

Budget

	B	B	C	D	E	F (E-C)	G (E/C)
	Actual	Actual	Budget	Estd	Budget	Difference '19 vs. '20	
	2017	2018	2019	2019	2020	$	%
Personnel							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	**-**	**-**	**-**	**-**	**-**	**-**	**0.0%**
Operations							
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%
Total Operations	**185,560**	**85,197**	**391,725**	**250,214**	**291,475**	**(100,250)**	**-25.6%**
Capital	**-**	**118,466**	**-**	**142,766**	**500,000**	**500,000**	**-100.0%**
Total Reclaimed Water	**185,560**	**203,663**	**391,725**	**392,980**	**791,475**	**399,750**	**102.0%**

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
Wastewater Renewal										
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

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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
Wastewater Renewal	**$ 2,317,850**	**$ 4,621,850**	**$ 4,128,850**	**$ 3,214,500**	**$ 3,805,500**	**$ 3,512,500**	**$ 4,244,040**	**$ 3,984,760**	**$ 2,800,000**	**$ 27,274,850**

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

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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	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Renewal	**$ 1,313,000**	**$ 1,701,000**	**$ 1,987,000**	**$ 1,892,500**	**$ 2,026,000**	**$ 1,818,000**	**$ 2,198,150**	**$ 1,881,150**	**$ 2,060,000**	**$ 13,417,300**
Reclaimed Water										
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
Reclaimed Water	**$ 180,500**	**$ 500,000**	**$ 500,000**	**$ 12,500**	**$ 150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,358,000**

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)
Water Operations										
PRINCIPAL										
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**
PRINCIPAL		**$ 14,860,100**	**$ 561,665**	**$ 581,114**	**$ 600,620**	**$ 625,184**	**$ 649,810**	**$ 679,496**	**$ 9,768,269**	**$ 12,323,380**
INTEREST										
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**
INTEREST			**$ 555,962**	**$ 535,684**	**$ 514,688**	**$ 492,974**	**$ 465,836**	**$ 437,578**	**$ 2,876,423**	**$ 4,787,498**
TOTAL EXPENDITURES			**$ 1,117,628**	**$ 1,116,798**	**$ 1,115,309**	**$ 1,118,158**	**$ 1,115,646**	**$ 1,117,074**	**$ 12,644,691**	**$ 17,110,878**

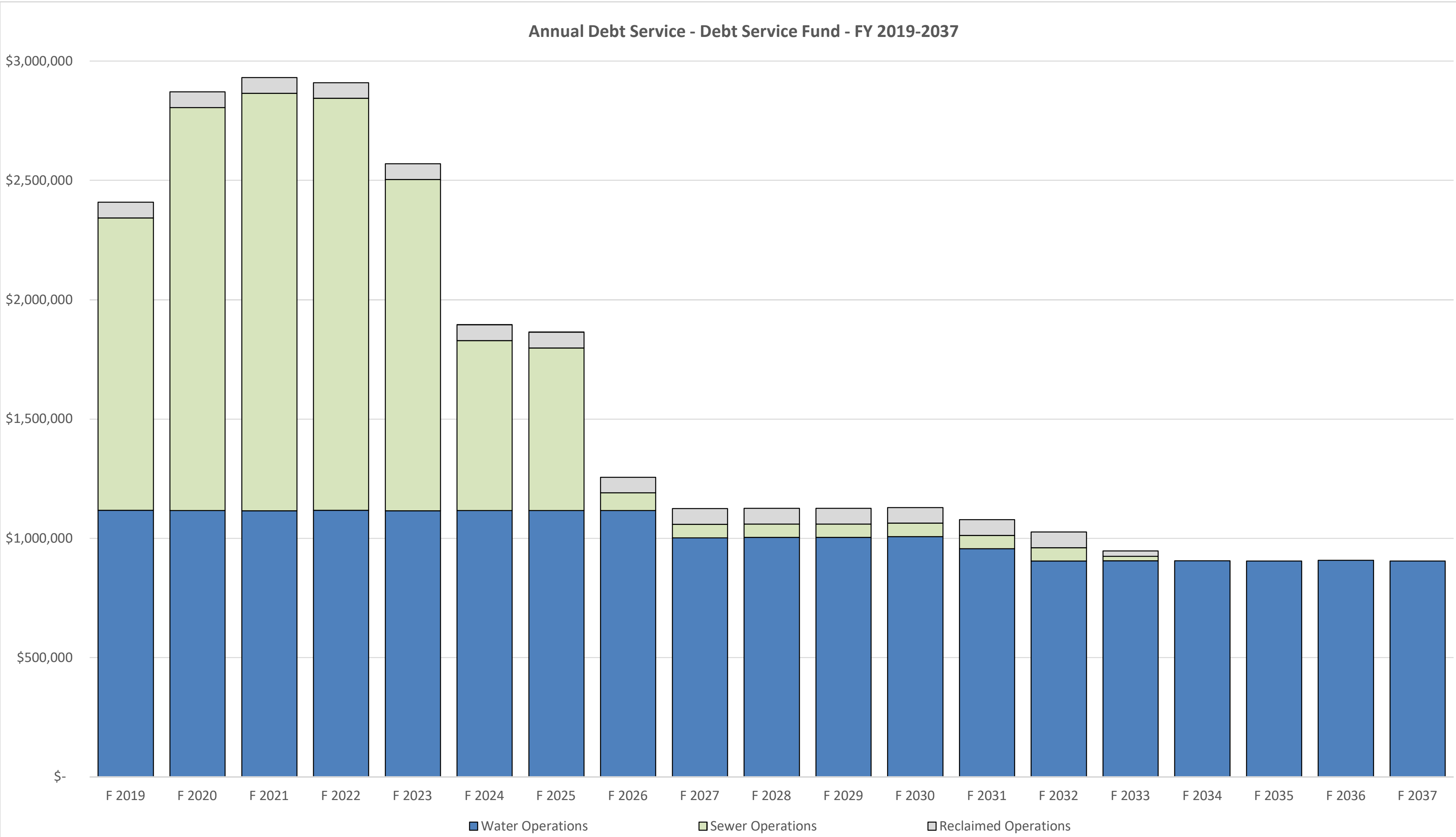
Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2019	F 2020	F 2021	F 2022	F 2023	F 2024	Balance (2025-2037)	Total Outstanding (2021-2048)
Sewer Operations										
PRINCIPAL										
Bonds 2005 $24.67M (Refund 2001 / 2002)	2001, 2002, 2005	$ 9,868,000	$ 888,000	$ 896,000	$ 902,000	$ 912,000	$ 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**
PRINCIPAL		**$ 110,930,872**	**$ 939,812**	**$ 949,216**	**$ 956,649**	**$ 968,111**	**$ 679,604**	**$ 639,128**	**$ 1,029,942**	**$ 104,273,435**
INTEREST										
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**
INTEREST			**$ 284,955**	**$ 739,175**	**$ 792,958**	**$ 757,283**	**$ 708,079**	**$ 73,283**	**$ 81,460**	**$ 2,413,063**
TOTAL EXPENDITURES			**$ 1,224,767**	**$ 1,688,391**	**$ 1,749,607**	**$ 1,725,395**	**$ 1,387,683**	**$ 712,411**	**$ 1,111,402**	**$ 6,686,498**

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)
Reclaimed Operations										
PRINCIPAL										
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**
PRINCIPAL		**$ 1,019,628**	**$ 45,444**	**$ 46,682**	**$ 47,953**	**$ 49,259**	**$ 50,600**	**$ 51,979**	**$ 492,037**	**$ 691,828**
INTEREST										
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**
INTEREST			**$ 20,531**	**$ 19,293**	**$ 18,022**	**$ 16,716**	**$ 15,374**	**$ 13,996**	**$ 57,757**	**$ 121,865**
TOTAL EXPENDITURES			**$ 65,975**	**$ 65,975**	**$ 65,975**	**$ 65,975**	**$ 65,975**	**$ 65,975**	**$ 549,794**	**$ 813,693**

**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

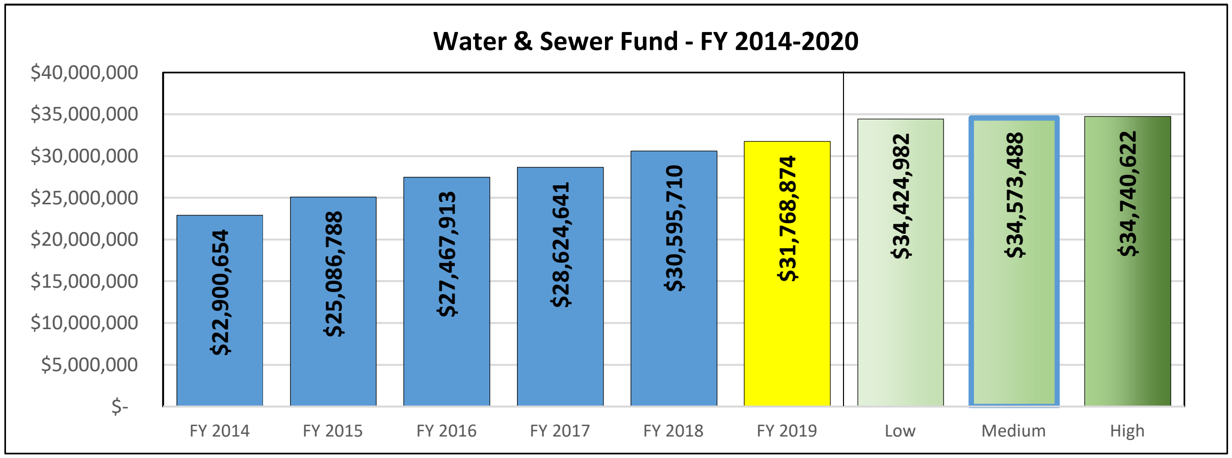
Revenue Model

Fund:	Water/Sewer Fund	Percent of All Revenues	21.1%

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	
% yr/yr.	5.4%	9.5%	9.5%	4.2%	6.9%	3.8%	8.4%	8.8%	9.4%	
Water										**3-yr Average**
Use of Money & Property	64,279	28,924	46,167	89,992	131,580	37,778	38,684	38,873	39,062	$ 28,896,088
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	3.3%
Wastewater										**5-Yr Average**
Use of Money & Property	22,977	86,477	110,042	95,071	183,627	87,354	89,975	90,411	90,848	$ 26,935,141
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	3.6%
Transfer from Co. Fac. Tax.							1,285,000	1,285,000	1,285,000	
Reclaimed Water										
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	
Totals	$ 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	

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

OTHER GENERAL FUND OPERATING EXPENDITURES

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

Under this operating unit are:

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

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General Expenses

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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	0	0	0	-	0.0%
Total	**-743,635**	**-2,420,117**	**2,209,385**	**2,159,935**	**2,806,522**	**597,137**	**27.0%**

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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
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%
Total Personnel	**(831,130)**	**(2,487,379)**	**1,951,820**	**1,940,053**	**2,521,650**	**569,830**	**29.2%**
Operations							
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%
Total Operations	**87,495**	**67,262**	**257,565**	**219,882**	**284,872**	**27,307**	**10.6%**
Capital	-	-	-	-	-	-	
Total General Expenses	**(743,635)**	**(2,420,117)**	**2,209,385**	**2,159,935**	**2,806,522**	**597,137**	**27.0%**

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Appropriations

Budget Summary

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

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 Excellent/ Good	2016 Citizens Survey Fair/Poor	2019 Citizens Survey Excellent/ Good	2019 Citizens Survey Fair/Poor
☑	% rating the quality of services provided by Public Library Services	93%	7%	93%	7%
☑	% rating the quality of services provided by Health Services	88%	12%	88%	12%
☑	% rating the quality of services provided by Animal Control	79%	21%	84%	16%

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

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Operations							
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%
Total Contracted Services	**90,971**	**85,968**	**145,022**	**96,295**	**96,295**	**(48,727)**	**-33.6%**
Appropriations to Governments							
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!
Total Appropriations to Gov't	**196,550**	**166,575**	**219,644**	**218,894**	**227,964**	**8,320**	**3.8%**
Appropriations to Civic Org.							
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/Ombusdsman	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%
Total Appropriations to Civic Org's.	**177,415**	**113,726**	**151,635**	**151,635**	**156,635**	**5,000**	
Total Operations	**464,936**	**366,269**	**516,301**	**466,824**	**480,894**	**(35,407)**	**-6.9%**
Total Appropriations	**464,936**	**366,269**	**516,301**	**466,824**	**480,894**	**(35,407)**	**-6.9%**

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Interfund Transfers

Budget Summary

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

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
Invest **Franklin** 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
Total FY 2019 Transfers	**$ 5,290,171**

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.

Interfund Transfers

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Personnel							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	**-**	**-**	**-**	**-**	**-**	**-**	**0.0%**
Operations							
TRANSFER TO STREET AID & TRANSPORTATIOI	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%
Total Operations	**4,000,580**	**1,644,399**	**5,290,171**	**5,290,171**	**1,253,371**	**(4,036,800)**	**-76.3%**
Capital	**-**	**-**				**-**	
Total Interfund Transfers	**4,000,580**	**1,644,399**	**5,290,171**	**5,290,171**	**1,253,371**	**(4,036,800)**	**-76.3%**

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OTHER SPECIAL FUNDS

The City of Franklin has 14 budgeted funds. Many of these are known as "Special Revenue" funds and can only be used for specific purposes. Most of these funds are earlier in the budget because they are directly relatable or tied to a specific operating unit or department. The funds shown herein are not – they are more general in nature and serve all departments and citizens.

Under this operating unit are:

- **City Facilities Tax Fund**
- **County Facilities Tax Fund**
- **Hotel/Motel Tax Fund**
- **Debt Service Fund**
- **In Lieu of Parkland Fund**

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City Facilities Tax Fund

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2018 v. 2019 $	2018 v. 2019 %
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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Beginning Fund Balance	**6,976,276**	**10,441,436**	**14,410,218**	**14,410,218**	**13,410,820**	**(999,398)**	**-6.9%**
Revenues							
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%
Total Available Funds	**3,850,553**	**4,885,177**	**2,449,305**	**2,336,872**	**3,075,000**	**625,695**	**25.5%**
						-	
Expenses							
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%
Total Expenditures	**385,393**	**916,395**	**8,572,384**	**3,336,270**	**8,215,322**	**(357,062)**	**-4.2%**
						-	
Ending Fund Balance	**10,441,436**	**14,410,218**	**8,287,139**	**13,410,820**	**8,270,498**	**(16,641)**	**-0.2%**

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).

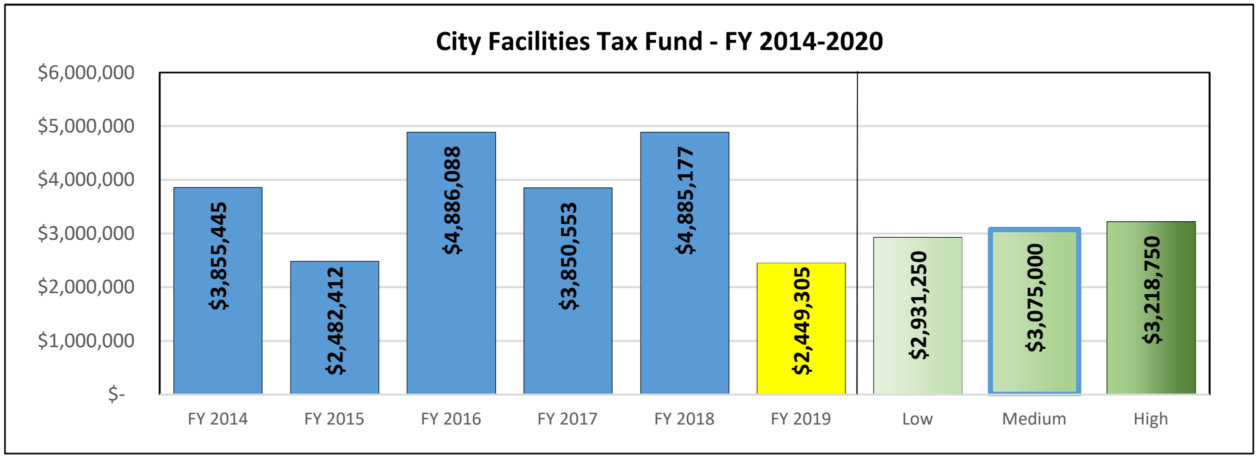
City of Franklin

Revenue Model

Fund:	City Facilities Tax Fund	Percent of All Revenues	1.9%

<u>City Facilities Tax</u>: 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 ***<u>only</u>*** 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 *<u>heavily dependent</u>* 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	
% yr/yr.	46.9%	-35.6%	96.8%	-21.2%	26.9%	-49.9%	19.7%	25.5%	31.4%	
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	
Totals	**$ 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**	

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

County Facilities Tax Fund

Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Beginning Fund Balance	**-**	**3,488,072**	**4,804,517**	**4,804,517**	**3,661,920**	**(1,142,597)**	**-23.8%**
Revenues							
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%
Total Available Funds	**3,488,072**	**1,616,445**	**1,250,000**	**607,403**	**1,310,000**	**60,000**	**4.8%**
						-	
Expenses						-	
CAPITAL	-	300,000	1,750,000	1,750,000	1,285,000	(465,000)	-26.6%
Total Expenditures	**-**	**300,000**	**1,750,000**	**1,750,000**	**1,285,000**	**(465,000)**	**-26.6%**
						-	
Ending Fund Balance	**3,488,072**	**4,804,517**	**4,304,517**	**3,661,920**	**3,686,920**	**(617,597)**	**-14.3%**

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.

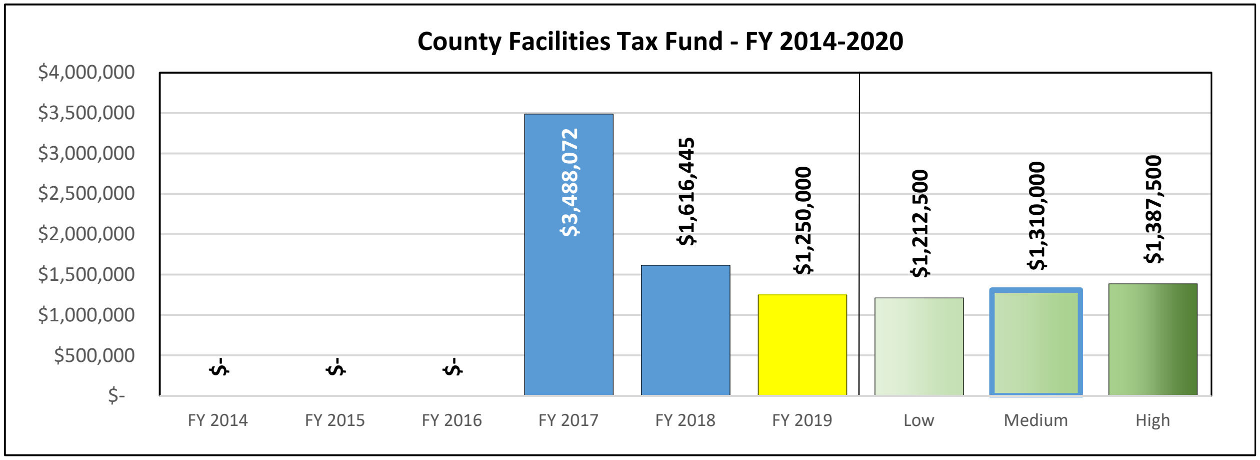
City of Franklin

Revenue Model

Fund:	County Facilities Tax Fund	Percent of All Revenues	0.8%

County Facilities Tax: The County Facilities Tax Fund is a brand new special revenue fund used to account for the City's share of the County's Adequate School Facilities Tax. 30% of the proceeds are distributed to incorporated cities within the county, and another 30% is divided pro rata among the incorporated cities based on population in the last decennial census. The City began collecting a share of the County Facilities Tax in FY 2012. Prior to now monies collected had been deposited within the Capital Projects Fund. Funds are to be used for the purpose of providing public facilities.

The forecast is *heavily dependent* upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.



	Actual					Budget	Forecasts (FY 2020)			Averages
	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	Low	Medium	High	
% yr/yr.	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	
Totals	$ -	$ -	$ -	$ 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

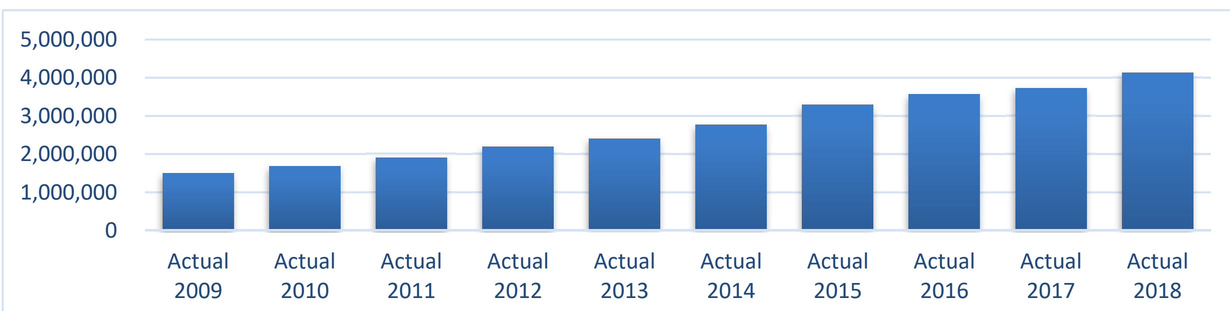
Budget Summary

	2017 Actual	2018 Actual	2019 Budget	2019 Estimated	2020 Budget	2019 v. 2020 $	2019 v. 2020 %
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.



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

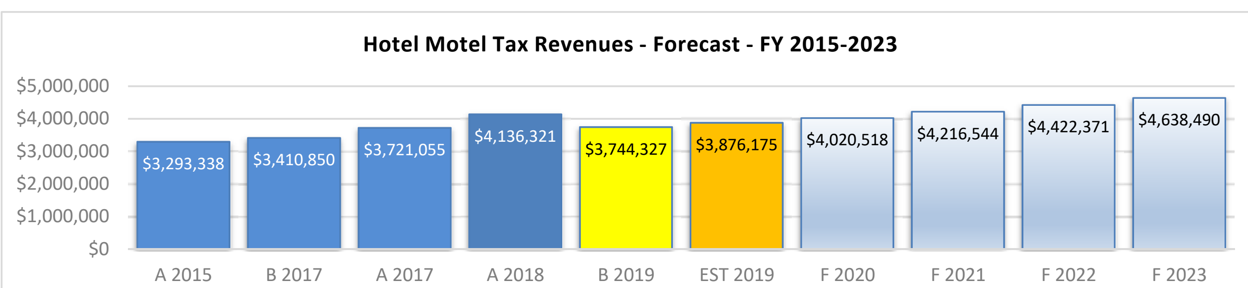
There are no staff formally associated with the Hotel/Motel Tax Fund. It is supervised by personnel in the Finance Department.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Beginning Fund Balance	**2,634,109**	**3,827,284**	**5,722,086**	**5,722,086**	**7,075,545**		
Revenues							
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	-	-	-	-	-	-	
Total Available Funds	**3,721,055**	**4,136,321**	**3,744,327**	**3,876,175**	**4,020,520**	**276,193**	**7.4%**
Expenses							
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%
Total Expenditures	**2,527,880**	**2,241,519**	**2,775,809**	**2,522,716**	**2,501,742**	**(274,067)**	**-9.9%**
Ending Fund Balance	**3,827,284**	**5,722,086**	**6,690,604**	**7,075,545**	**8,594,323**		

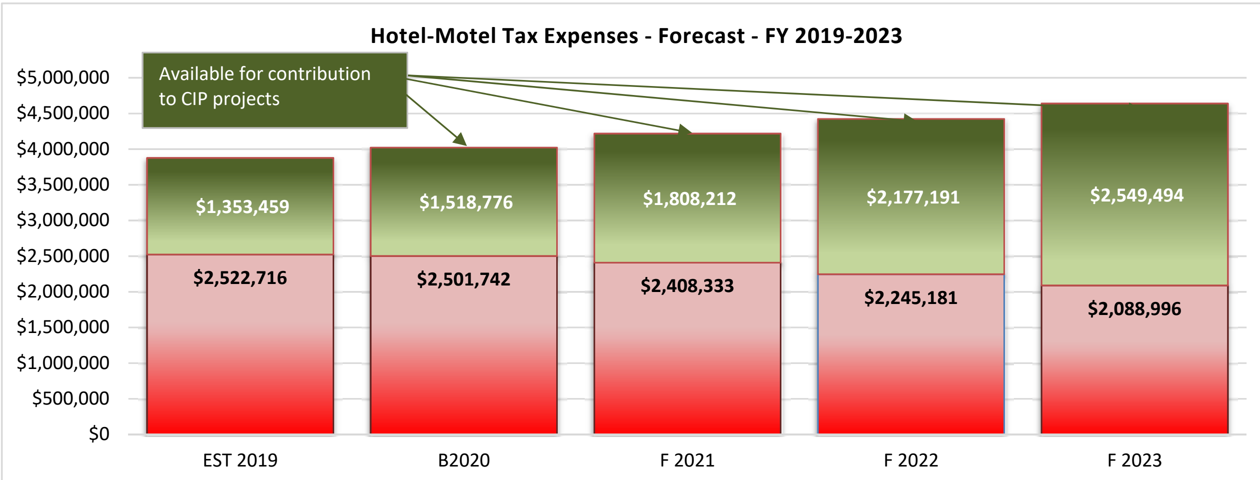
Notes & Objectives

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.

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.

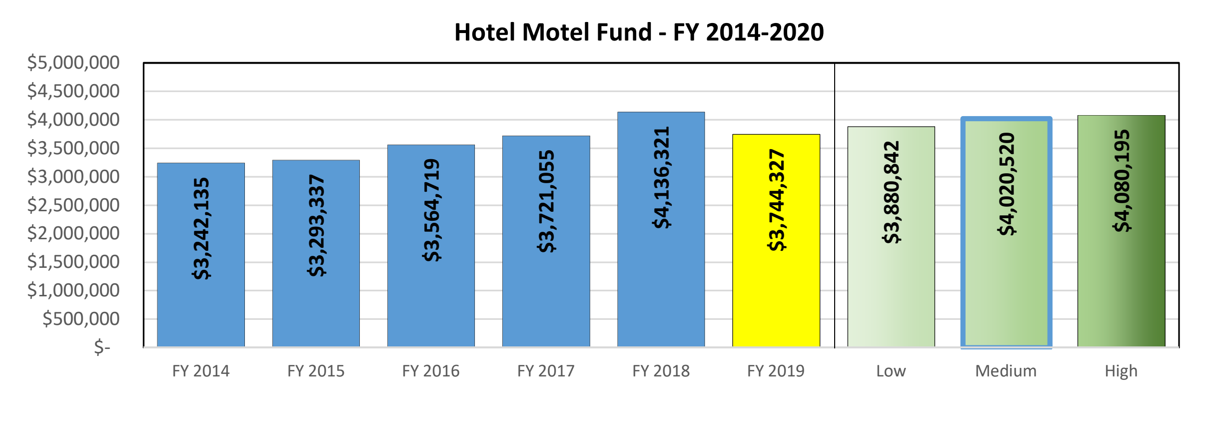
City of Franklin

Revenue Model

Fund:	Hotel Motel Fund	Percent of All Revenues	2.5%

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	
% yr/yr.	31.2%	1.6%	8.2%	4.4%	11.2%	-9.5%	3.6%	7.4%	9.0%	
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	
Totals	$ 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	

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

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Debt Service Fund

Budget Summary

	2017	2018	2019		2020	2019 v. 2020	
	Actual	Actual	Budget	Estimated	Budget	$	%
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:

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

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

3) Total Governmental Funds Debt Service as a % of expenditures less than of 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

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.

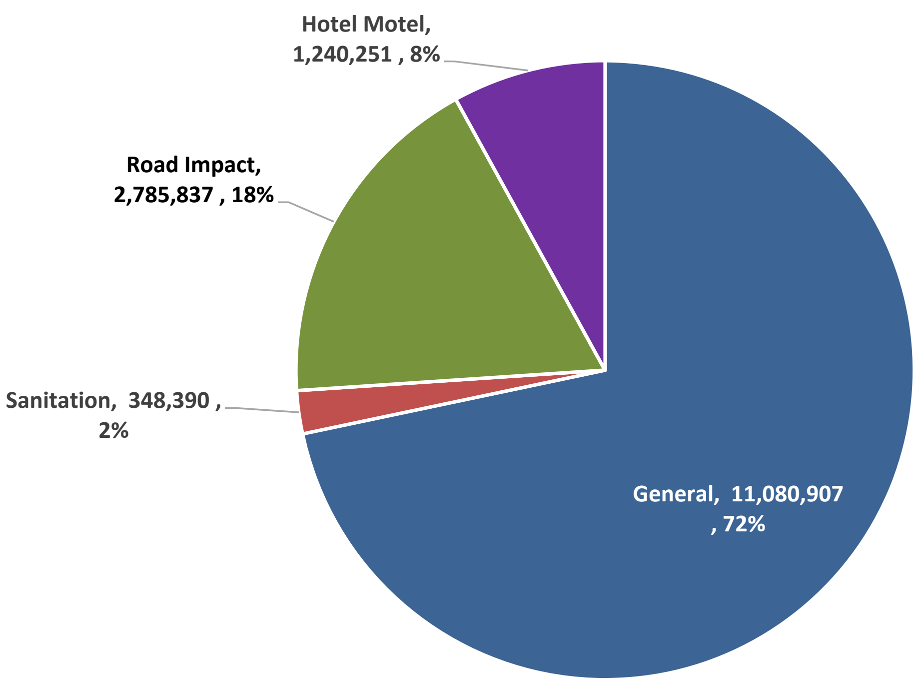
Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	Difference %
Beginning Fund Balance	**5,000**	**90,197**	**106,587**	**106,587**	**89,874**		
Revenues							
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%
Total Available Funds	**12,981,945**	**13,657,071**	**13,684,617**	**13,741,491**	**15,468,087**	**1,783,470**	**13.0%**
Expenses (Debt Service by Fund)							
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%
Total Expenditures	**12,896,748**	**13,640,681**	**13,758,204**	**13,758,204**	**15,455,385**	**1,697,181**	**12.3%**
Ending Fund Balance	**90,197**	**106,587**	**33,000**	**89,874**	**102,575**		

Notes & Objectives

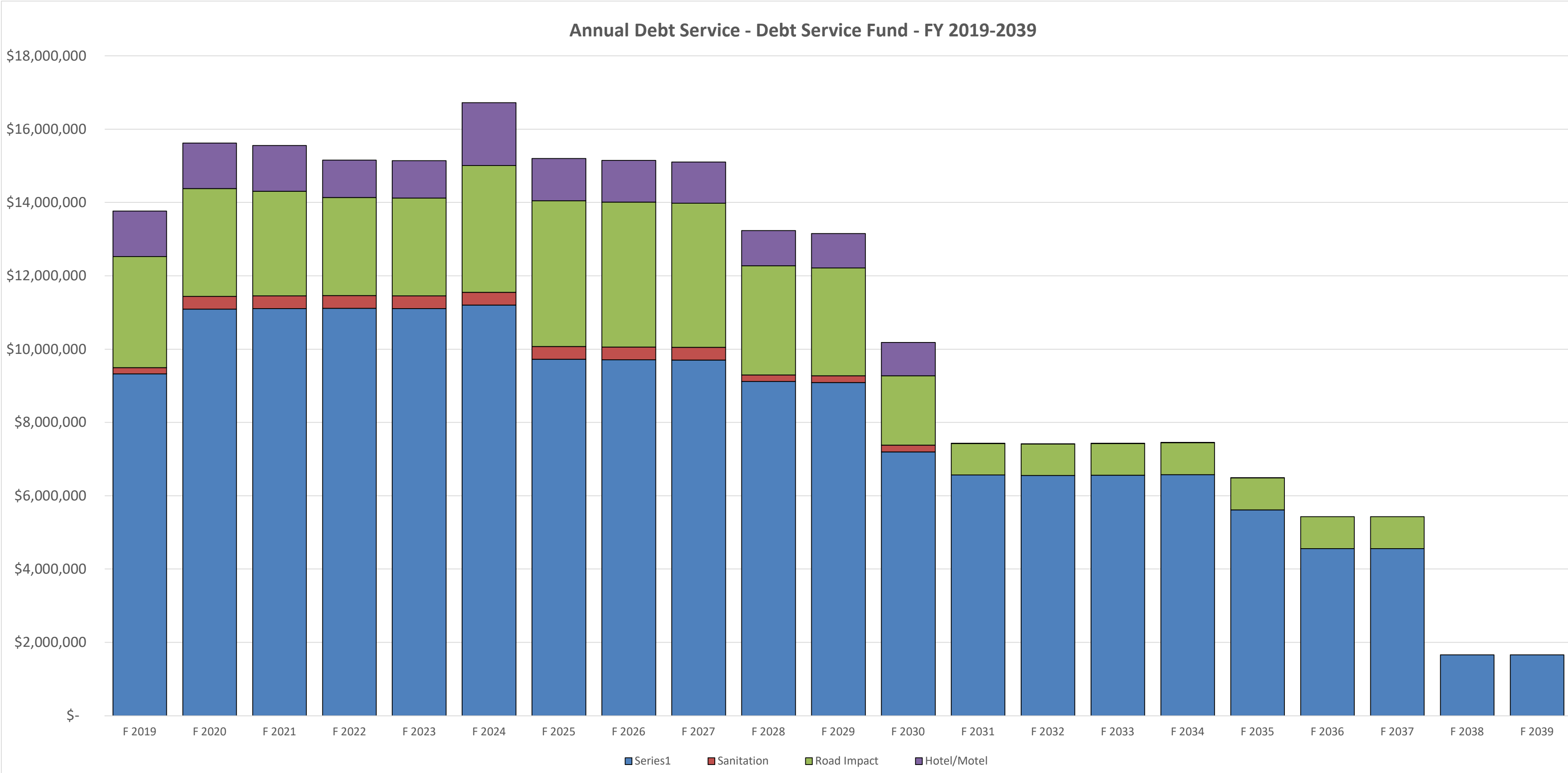
The Debt Service Fund for FY 2020 includes all currently issued G.O. Bonds, including the recently issued 2019A and 2019B Refunding Bonds.

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



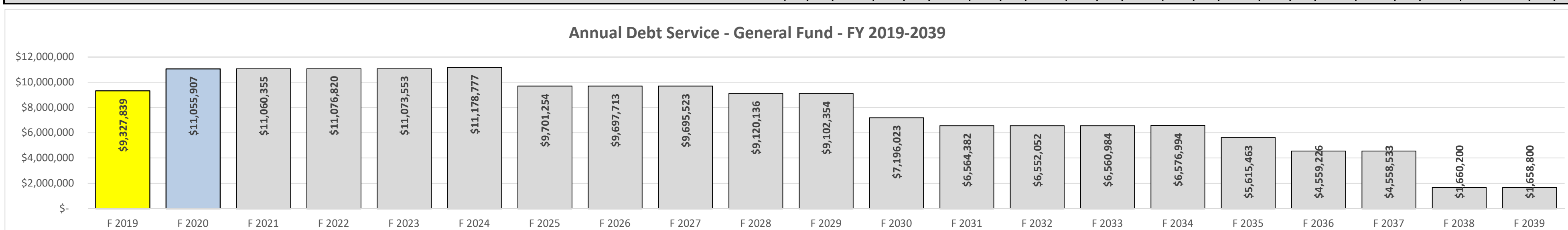
Debt Service Fund - General Obligation / Governmental Funds Debt Schedule

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.



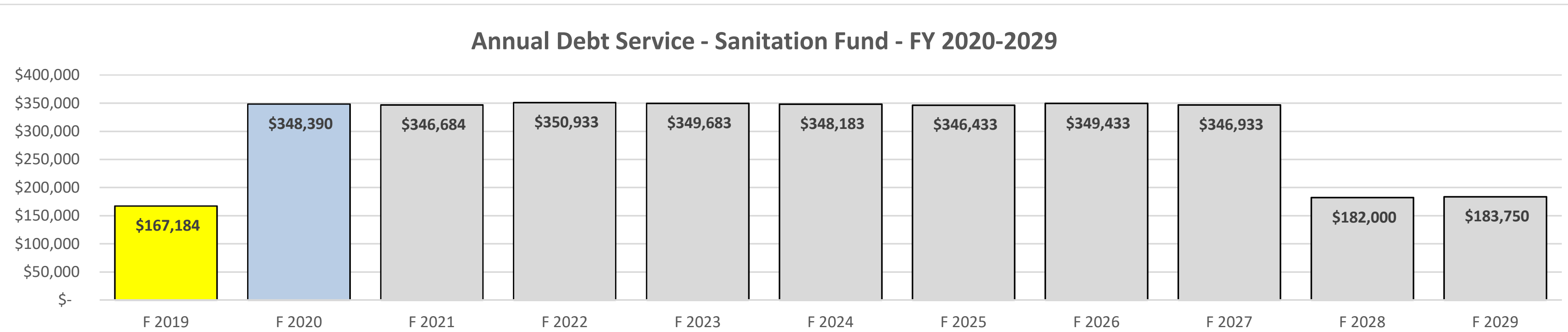
Debt Service Fund - General Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2019	F 2020	F 2021	F 2022	F 2023	F 2024	Balance (2025-2039)	Total Outstanding (2020-2039)
PRINCIPAL										
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	**$ 6,065,300**
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**
PRINCIPAL		**$ 162,282,350**	**$ 5,348,837**	**$ 6,767,341**	**$ 6,624,316**	**$ 6,915,651**	**$ 7,202,980**	**$ 7,624,463**	**$ 77,323,494**	**$ 112,458,245**
INTEREST										
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**
INTEREST			**$ 3,716,058**	**$ 4,275,622**	**$ 4,423,095**	**$ 4,148,225**	**$ 3,857,629**	**$ 3,541,370**	**$ 21,333,551**	**$ 41,579,493**
PAYING AGENT & OTHER DEBT FEES										
Various			$ 262,944	$ 12,944	$ 12,944	$ 12,944	$ 12,944	$ 12,944	$ 162,592	**$ 227,312**
PAYING AGENT & OTHER DEBT FEES			**$ 262,944**	**$ 12,944**	**$ 12,944**	**$ 12,944**	**$ 12,944**	**$ 12,944**	**$ 162,592**	**$ 227,312**
			$ 9,327,839	**$ 11,055,907**	**$ 11,060,355**	**$ 11,076,820**	**$ 11,073,553**	**$ 11,178,777**	**$ 98,819,637**	**$ 154,265,050**
TOTAL EXPENDITURES			**$ 9,327,839**	**$ 11,055,907**	**$ 11,060,355**	**$ 11,076,820**	**$ 11,073,553**	**$ 11,178,777**	**$ 98,819,637**	**$ 154,265,050**



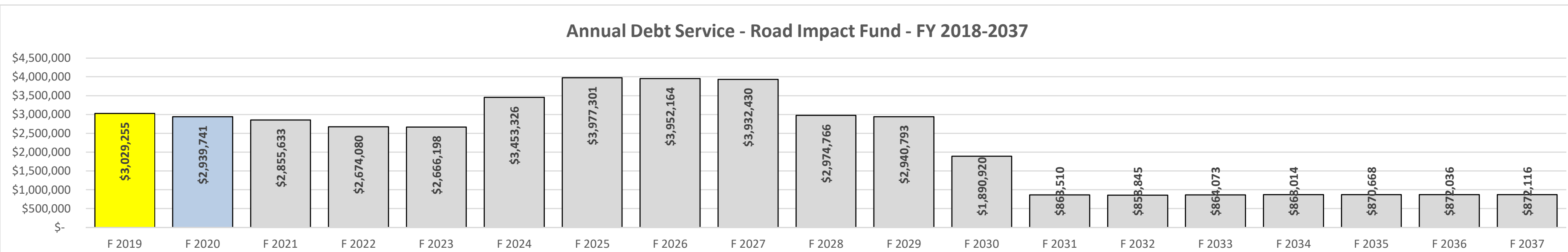
Debt Service Fund - Sanitation Fund Payment Schedule

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)
PRINCIPAL										
Bonds 2001 - $2m (Century Court 2)	2003	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	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	2019	$ 1,600,000		$ 125,000	$ 115,000	$ 125,000	$ 130,000	$ 135,000	$ 970,000	**$ 1,600,000**
Amount missing from detail									$ -	**$ -**
PRINCIPAL		**$ 4,871,600**	**$ 110,938**	**$ 241,484**	**$ 237,309**	**$ 253,424**	**$ 264,845**	**$ 276,587**	**$ 1,425,281**	**$ 2,698,930**
INTEREST										
Bonds 2001 - $2m (Century Court 2)	2003	Variable	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ -**
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	$ 56,246	$ 50,699	$ 44,875	$ 38,759	$ 32,338	$ 25,596	$ 46,268	**$ 238,535**
Bonds 2019 - $29.585m	2019			$ 56,207	$ 64,500	$ 58,750	$ 52,500	$ 46,000	$ 122,000	**$ 399,957**
Amount missing from detail									$ -	**$ -**
INTEREST			**$ 56,246**	**$ 106,906**	**$ 109,375**	**$ 97,509**	**$ 84,838**	**$ 71,596**	**$ 168,268**	**$ 638,492**
PAYING AGENT & OTHER DEBT FEES										
Various			$ -	$ -	$ -	$ -			$ -	**$ -**
PAYING AGENT & OTHER DEBT FEES			**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	$ -	**$ -**
TOTAL EXPENDITURES			**$ 167,184**	**$ 348,390**	**$ 346,684**	**$ 350,933**	**$ 349,683**	**$ 348,183**	**$ 1,593,549**	**$ 3,337,422**



Debt Service Fund - Road Impact Payment Schedule

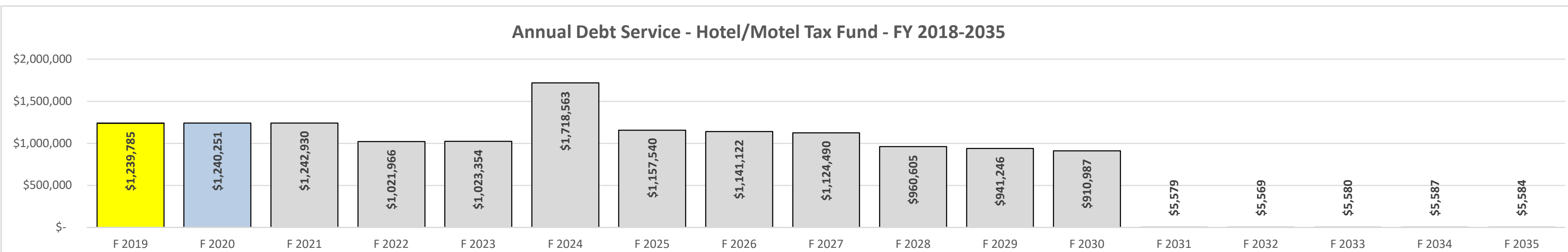
Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2019	F 2020	F 2021	F 2022	F 2023	F 2024	Balance (2025-2037)	Total Outstanding (2020-2037)
PRINCIPAL										
Bonds 2005 - $4.5m (McEwen ROW) - 45%	2005	$ 2,025,000	$ 159,750	$ 166,500	$ 173,250				$ -	**$ 339,750**
Bonds 2007 - $20m (Various) - 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**
PRINCIPAL		**$ 43,614,000**	**$ 1,685,130**	**$ 1,652,640**	**$ 1,627,980**	**$ 1,505,450**	**$ 1,556,170**	**$ 2,402,620**	**$ 21,146,480**	**$ 29,891,340**
INTEREST										
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**
INTEREST			**$ 1,343,275**	**$ 1,286,251**	**$ 1,226,803**	**$ 1,167,780**	**$ 1,109,178**	**$ 1,049,256**	**$ 4,583,626**	**$ 10,422,894**
PAYING AGENT & OTHER DEBT FEES										
Various			$ 850	$ 850	$ 850	$ 850	$ 850	$ 1,450	$ 7,530	**$ 12,380**
PAYING AGENT & OTHER DEBT FEES			**$ 850**	**$ 850**	**$ 850**	**$ 850**	**$ 850**	**$ 1,450**	**$ 7,530**	**$ 12,380**
TOTAL EXPENDITURES			**$ 3,029,255**	**$ 2,939,741**	**$ 2,855,633**	**$ 2,674,080**	**$ 2,666,198**	**$ 3,453,326**	**$ 25,737,636**	**$ 40,326,614**



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)
PRINCIPAL										
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	$ 50,820	**$ 91,760**
PRINCIPAL		**$ 16,259,810**	**$ 800,095**	**$ 823,535**	**$ 850,395**	**$ 660,475**	**$ 686,005**	**$ 1,406,330**	**$ 5,324,745**	**$ 9,751,485**
INTEREST										
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**
INTEREST			**$ 439,492**	**$ 416,512**	**$ 392,328**	**$ 361,281**	**$ 337,136**	**$ 312,017**	**$ 936,570**	**$ 2,755,845**
PAYING AGENT & OTHER DEBT FEES										
Various			$ 198	$ 204	$ 207	$ 210	$ 213	$ 216	$ 2,574	**$ 3,624**
PAYING AGENT & OTHER DEBT FEES			**$ 198**	**$ 204**	**$ 207**	**$ 210**	**$ 213**	**$ 216**	**$ 2,574**	**$ 3,624**
TOTAL EXPENDITURES			**$ 1,239,785**	**$ 1,240,251**	**$ 1,242,930**	**$ 1,021,966**	**$ 1,023,354**	**$ 1,718,563**	**$ 6,263,889**	**$ 12,510,954**

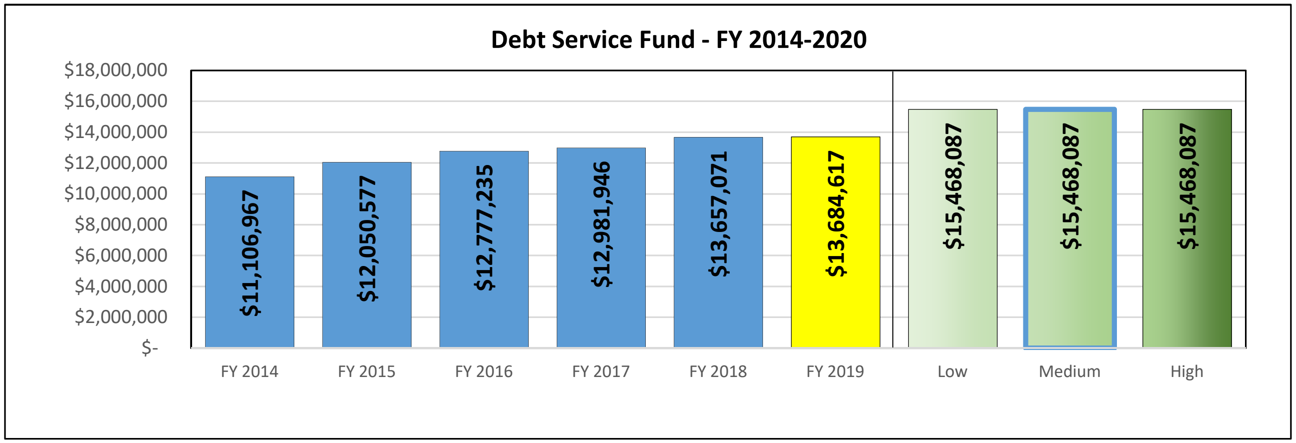


City of Franklin

Revenue Model

Fund:	**Debt Service Fund**	**Percent of All Revenues**	**9.5%**

Debt Service Fund: The Debt Service Fund was created in FY 2010 for the purpose of accounting for resources set aside to fund debt service (payments of long term debt principal, interest, and related costs). All funds which have debt service are accounted for within this fund - General, Road Impact, Sanitation and Hotel / Motel.



	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	
Totals	**$ 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**	

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

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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.

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.

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference $	%
Beginning Fund Balance	**4,425,966**	**4,584,138**	**6,141,130**	**6,141,130**	**8,069,712**		
Revenues							
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			
Total Available Funds	**158,172**	**2,062,394**	**1,668,582**	**1,928,582**	**1,575,000**	**(93,582)**	**-5.6%**
Expenses (Operations)							
Land Acquisition		505,402		-	-	-	0.0%
Total Expenditures	**-**	**505,402**	**-**	**-**	**-**	**-**	**0.0%**
Ending Fund Balance	**4,584,138**	**6,141,130**	**7,809,712**	**8,069,712**	**9,644,712**		

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.

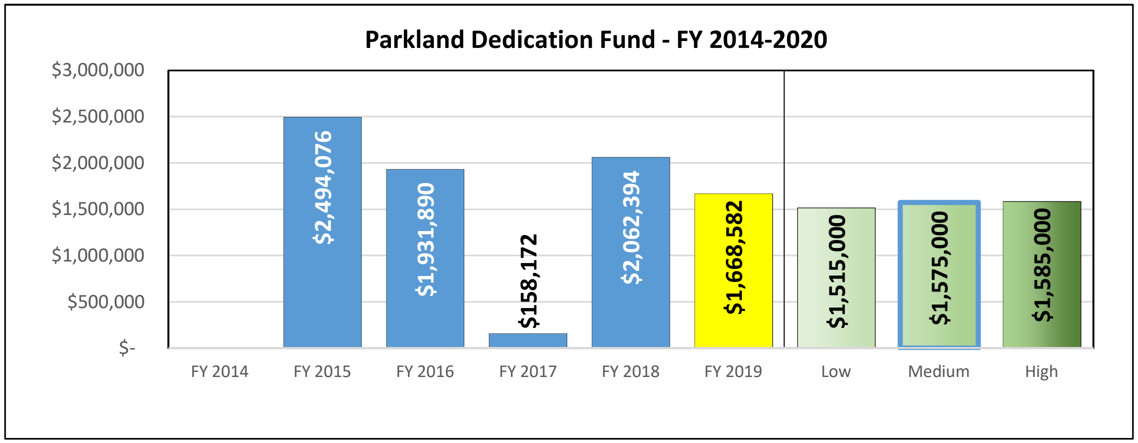
City of Franklin

Revenue Model

Fund:	Parkland Dedication Fund	Percent of All Revenues	1.0%

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	
% yr/yr.	n/a	n/a	-22.5%	-91.8%	1203.9%	-19.1%	-9.2%	-5.6%	-5.0%	
In Lieu of Parkland Receipts	-	211,848	1,923,145	137,454		1,430,000	1,470,000	1,500,000	1,530,000	**3-yr Average**
Quadrant 1					1,188,552					$ 1,384,152
Quadrant 2					88,008					0.0%
Quadrant 3					157,110					**5-Yr Average**
Quadrant 4					576,386					$ -
Interest Income	-	2,109	8,745	20,718	52,338	10,000	45,000	75,000	55,000	0.0%
Transfers from General Fund	-	2,280,119	-	-	-	228,582	-	-	-	
Totals	$ -	$ 2,494,076	$ 1,931,890	$ 158,172	$ 2,062,394	$ 1,668,582	$ 1,515,000	$ 1,575,000	$ 1,585,000	

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

APPENDICIES

The Appendices section of the budget provides supplemental information for aid and reference to citizens, elected officials and staff alike necessary to evaluate the FY 2020 Operating and Capital Budget. This section is subdivided into four areas of concentration, and includes:

Under this section is:

- **Capital**
  - **Appendix A - Capital Summary**
  - **Appendix B - Capital Projects 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**

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APPENDICIES: Capital

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**

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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 inf Appendix B. This prioritization will occur in late FY 2019/FY 2020, so budgets will be amended later next fiscal year.

Capital Expenditures

Operations

Department	Request	Amount	Bond Funded	Total
General Fund:				
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**
TOTAL		**$ 1,483,493**	**$ -**	**$ 1,483,493**
Street Aid				
Streets	Street Resurfacing	$ 3,030,000	$ -	**$ 3,030,000**
Streets	Pavement Restoration	$ 300,000	$ -	**$ 300,000**
Streets	Sidewalks	$ 470,000	$ -	**$ 470,000**
TOTAL		**$ 3,800,000**	**$ -**	**$ 3,800,000**

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

Capital

Department	Request	Amount	Bond Funded	Total
General Fund:				
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**
TOTAL		**$ 4,613,777**	**$ 1,002,000**	**$ 5,615,777**
Facilities Tax:				
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**
TOTAL		**$ 8,215,322**	**$ -**	**$ 8,215,322**

Appendices: Capital

Capital

Stormwater Fund:				
Engineering	Various drainage improvements	$ 2,555,000		**$ 2,555,000**
TOTAL		**$ 2,555,000**	**$ -**	**$ 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**
TOTAL		**$ 338,036**	**$ -**	**$ 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**
TOTAL		**$ 1,201,020**	**$ -**	**$ 1,201,020**
Transit Fund				
Transit	Replacement vehicles	$ 582,000		**$ 582,000**
TOTAL		**$ 582,000**	**$ -**	**$ 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**
TOTAL		**$ 7,502,850**	**$ -**	**$ 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**

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.

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.

FY 2019-2028 Financial Model Summaries

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
Internal					
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	
Sub-Total Internal Resources	$ 26,725,871	$ 32,969,165	$ 49,723,941	$ 60,950,437	
Total All Available Resources	**$ 26,725,871**	**$ 32,969,165**	**$ 49,723,941**	**$ 60,950,437**	

City of Franklin

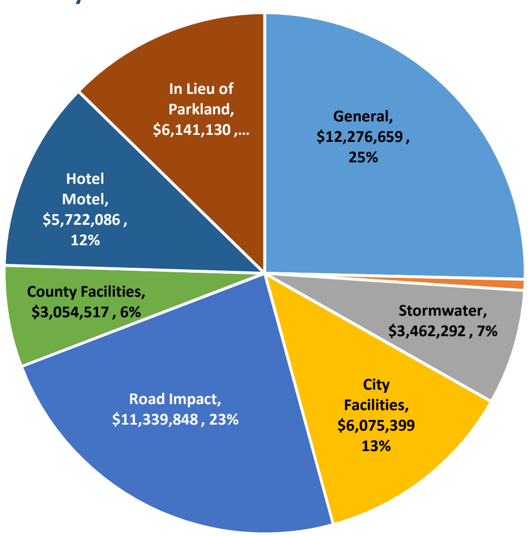
FY 2019-2028 Capital Improvement Program Financing Model

Projected Resources (Cash)

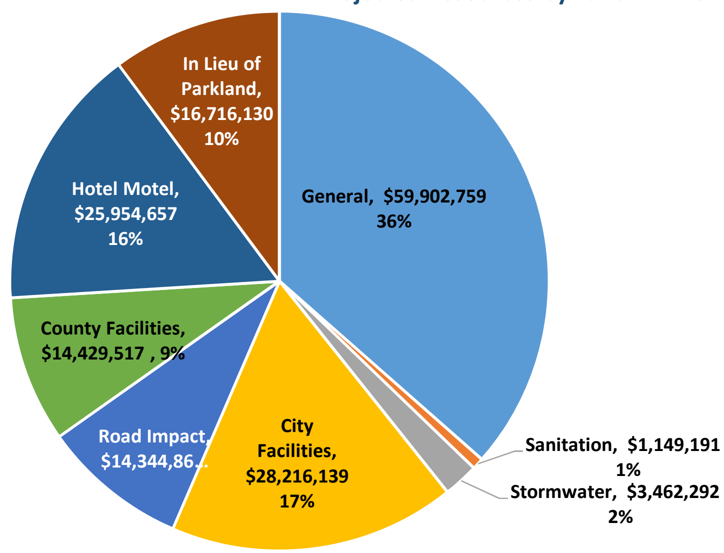
This summarizes the projected cash resources available to the City for the FY 2019-2028 Capital Improvement Program. Existing Fund Balance is shown at the far left, while annual anticipated revenue contributions are provided for the ten-year timeframe of the program. Available Debt Service, and the impact 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 Available *	Ongoing Resources										Total 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)*

City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

Debt Capacity Analysis

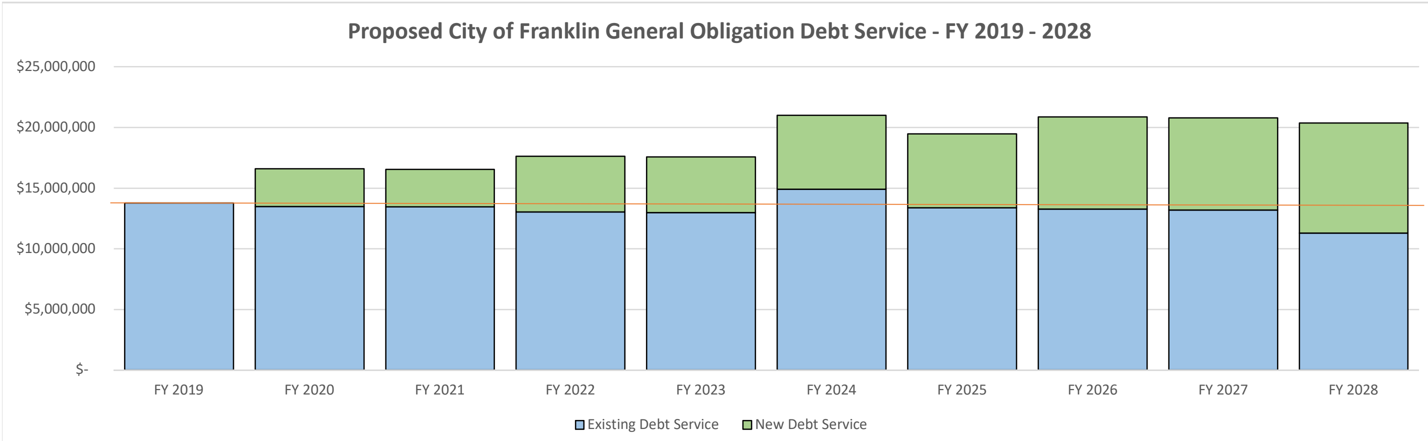
This summarizes the impact upon the City's G.O. Bonds should the City take projected cash resources to extend the available resources to fund capital projects through the issuance of additional bonds.

Proposed Debt Issuances			**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**Balance (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
A		**New Debt Service**	**$ -**	**$ 3,100,000**	**$ 3,100,000**	**$ 4,600,000**	**$ 4,600,000**	**$ 6,100,000**	**$ 6,100,000**	**$ 7,600,000**	**$ 7,600,000**	**$ 9,100,000**	**$ 130,100,000**
B		**Existing Debt Service**	**$ 13,764,063**	**$ 13,490,559**	**$ 13,454,204**	**$ 13,026,056**	**$ 12,987,492**	**$ 14,915,891**	**$ 13,366,922**	**$ 13,278,680**	**$ 13,201,317**	**$ 11,284,568**	**$ 33,665,096**
C (A + B)		**Cumulative G.O. Debt Service**	**$ 13,764,063**	**$ 16,590,559**	**$ 16,554,204**	**$ 17,626,056**	**$ 17,587,492**	**$ 21,015,891**	**$ 19,466,922**	**$ 20,878,680**	**$ 20,801,317**	**$ 20,384,568**	**$ 163,765,096**

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



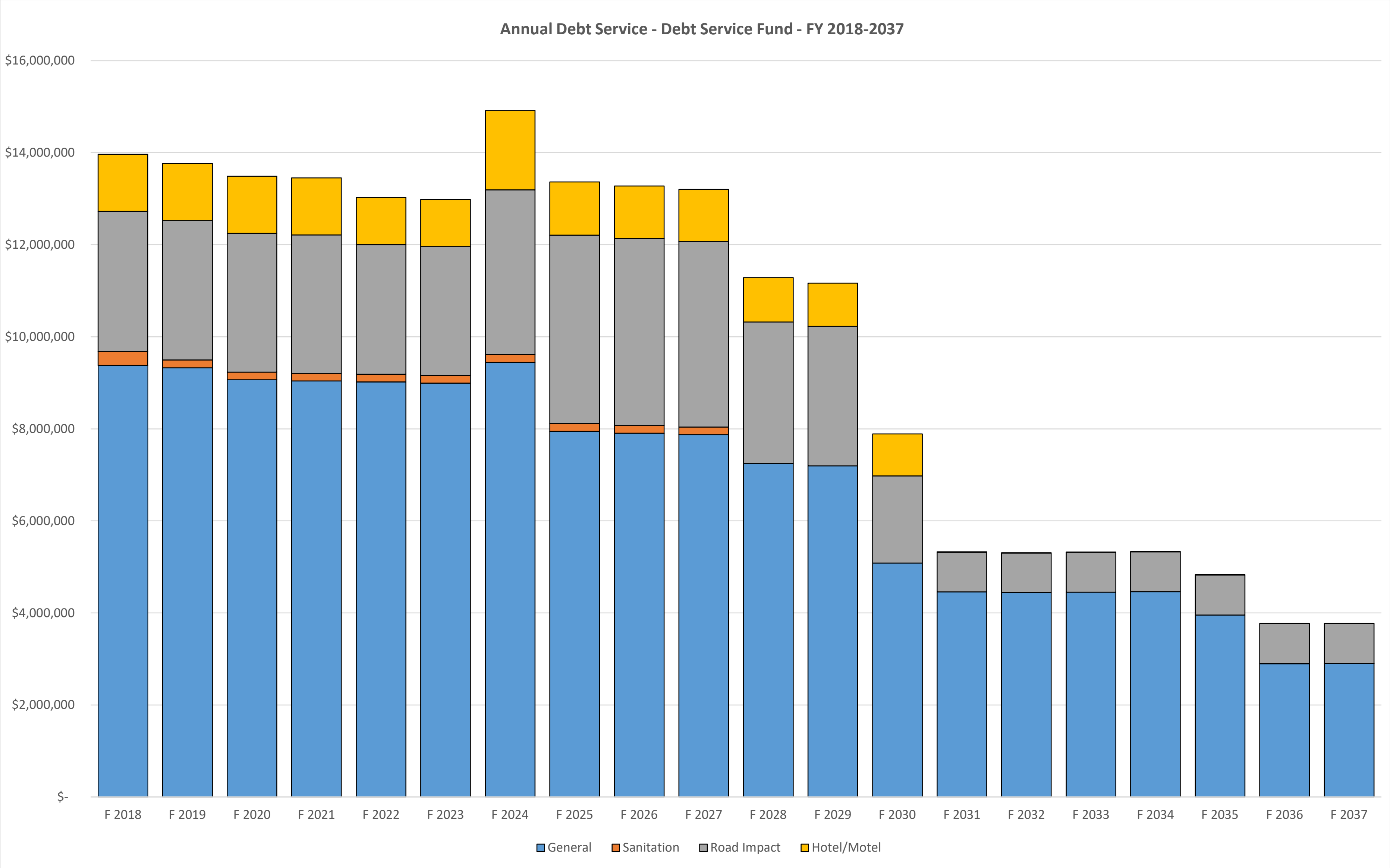
Debt Funding Analysis

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 initative raised for funding Williamson County Schools but returns to the City in FY 2022 and second from the retireing of the TIF district, which should begin to produe 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**
D	**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
E	**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
F	**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
G (D-E-F)	**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
H	***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

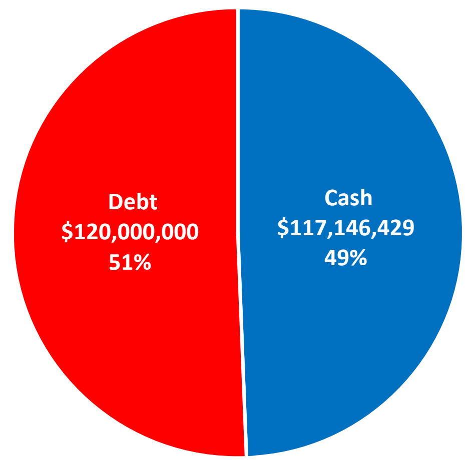
FY 2019-2028 Capital Improvement Program Financing Model

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 [1]	$ 59,902,759	$ 12,873,634
Debt Service [2]	$ -	$ 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
Total	**$ 164,175,554**	**$ 237,146,429**



Notes:

[1] 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.

[2] 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* initative, 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			
Phase I CIP - Approved under Res 2016-69		**City Balance**	**Potential Source**
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
City Projects which we have obligated to participate in		**City Balance**	
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
Total	**$**	**94,788,449**	

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.

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:

Total FY 2019-2028 CIP Projects (134 projects)	**$**	**710,548,854**
less Water & Sewer Projects	$	(37,359,730)
Net FY 2019-2028 CIP Projects (82 Projects)	**$**	**673,189,124**
Financing		
Total Estimated FY 2019-2028 Financing (less water & sewer)	**$**	**237,146,429**
less Obligated Financing Needs	$	(94,788,449)
Net Estimated FY 2019-2028 Financing Resources	**$**	**142,357,980**

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.

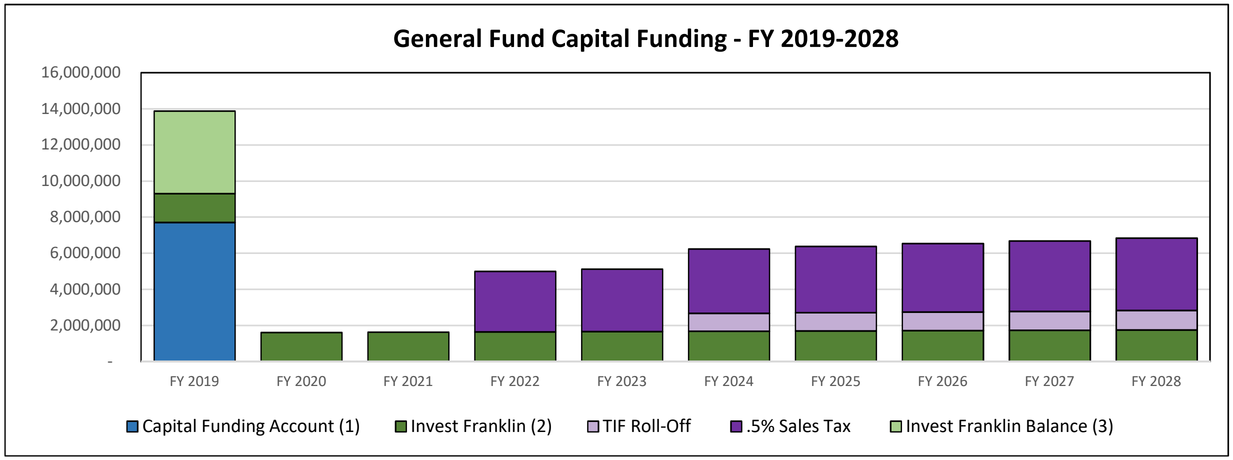
10-Year Financing Analysis

City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

Fund:	General Fund	Percent of Total CIP Revenues	36.5%

<u>General Fund:</u> 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 [(1)]	7,712,024	-	-	-	-	-	-	-	-	-	7,712,024
Invest *Franklin* [(2)]	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* [(3)]	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
Totals	**$ 13,871,101**	**$ 1,610,386**	**$ 1,626,490**	**$ 5,002,755**	**$ 5,119,983**	**$ 6,239,399**	**$ 6,383,075**	**$ 6,530,527**	**$ 6,681,860**	**$ 6,837,183**	**$ 59,902,759**

<u>Assumptions</u>

(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.

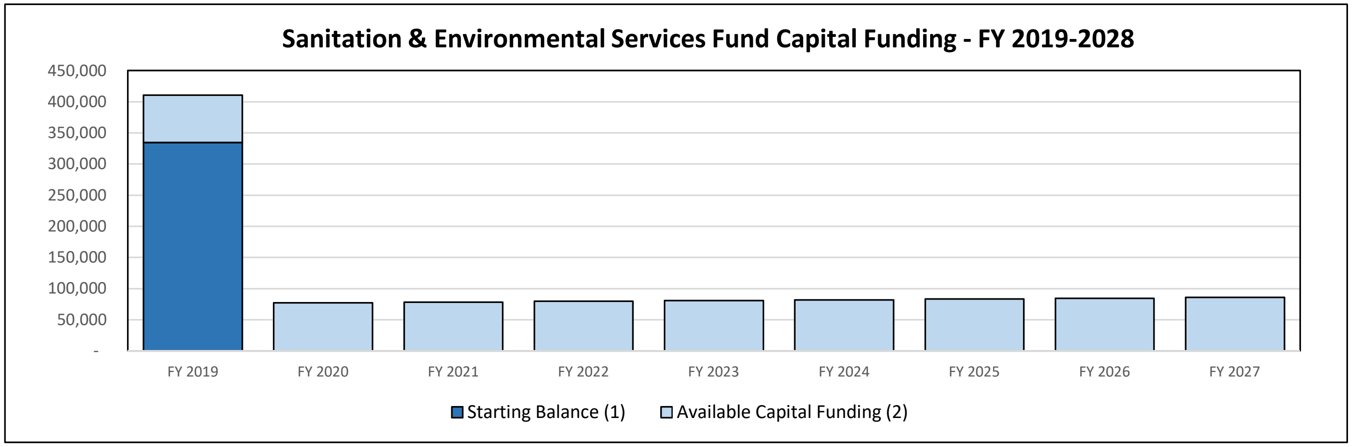
(3) Invest Franklin Balance is amount of accumulated Property Tax generated from the dedicated 7 cents from Invest Franklin for Capital projects through FY 2018.

City of Franklin
FY 2019-2028 Capital Improvement Program Financing Model

Fund:	Sanitation	Percent of All Revenues	0.7%

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
Totals	**$ 410,639**	**$ 77,252**	**$ 78,421**	**$ 79,605**	**$ 80,803**	**$ 82,014**	**$ 83,240**	**$ 84,480**	**$ 85,734**	**$ 87,003**	**$ 1,149,191**

(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.

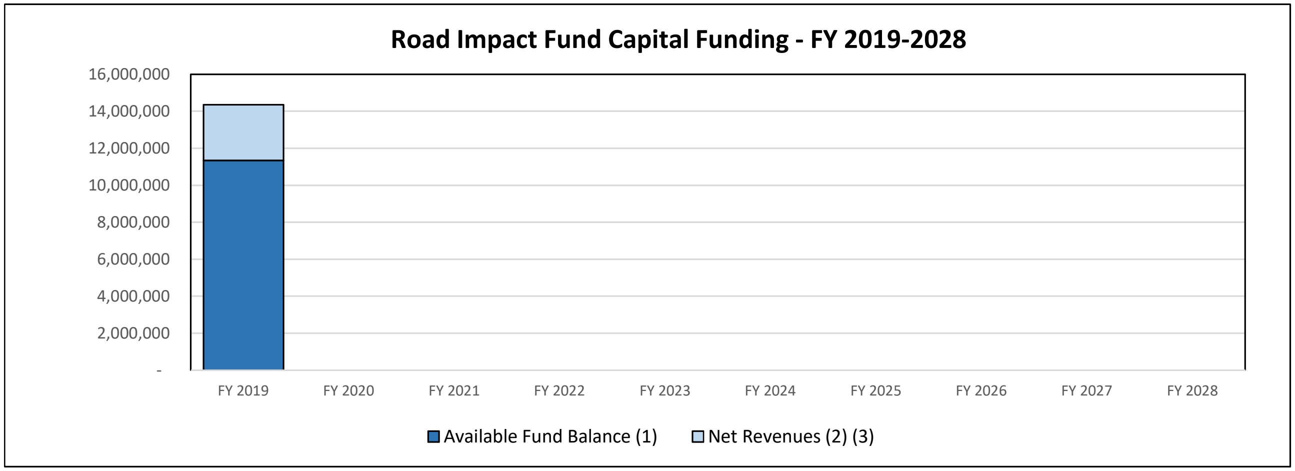
City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

Fund:	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
Totals	**$ 14,344,869**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 14,344,869**

(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.

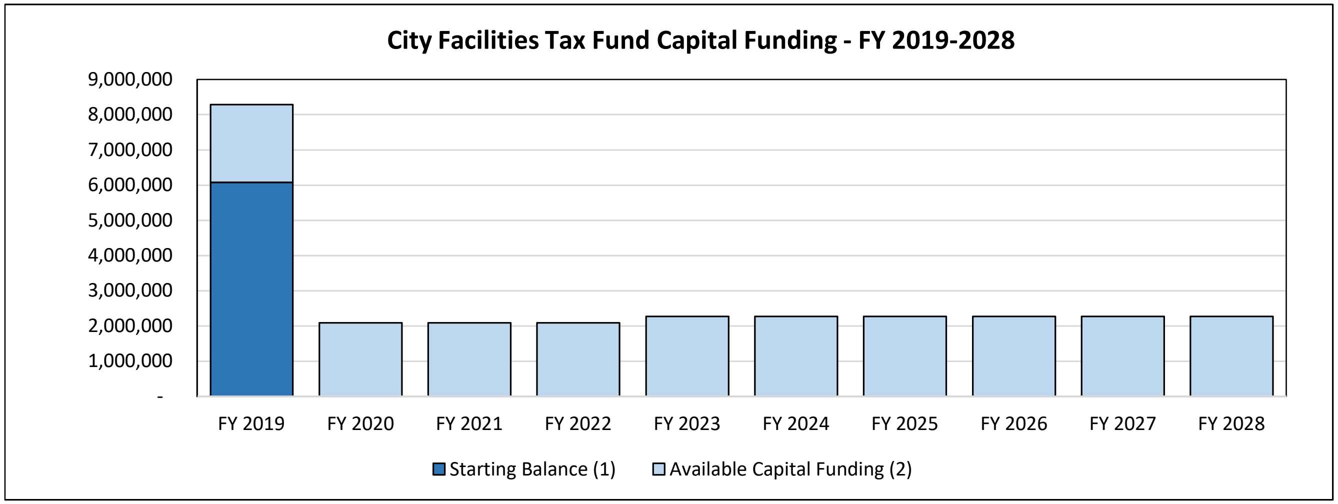
City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

Fund:	**City Facilities Tax Fund**	**Percent of All Revenues**	**17.2%**

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.



	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**
Totals	**$ 8,287,139**	**$ 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**

(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.

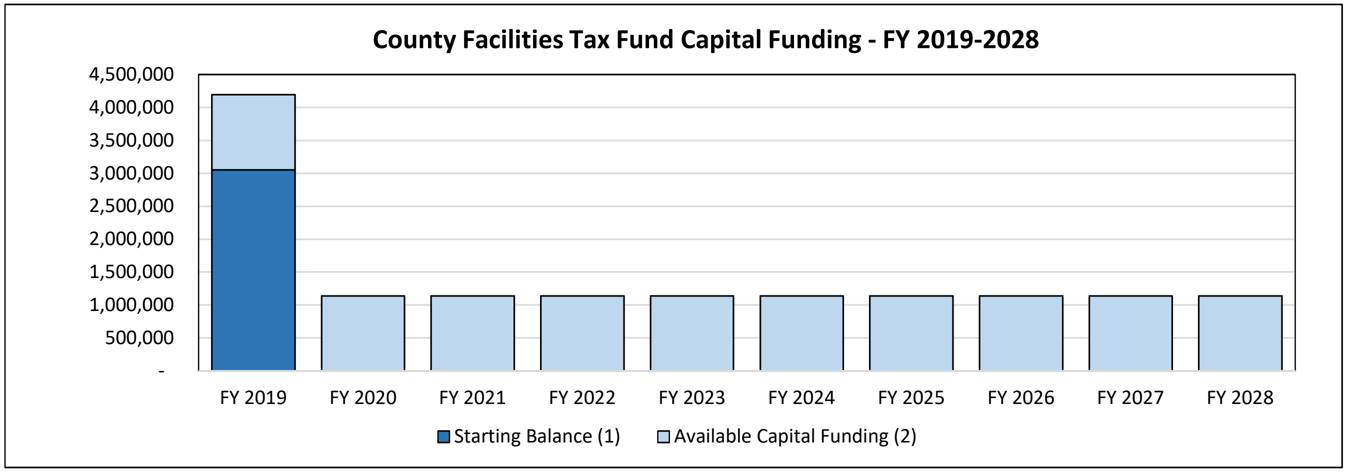
City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

Fund:	County Facilities Tax Fund	Percent of All Revenues	8.8%

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
Totals	**$ 4,192,017**	**$ 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**

(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.

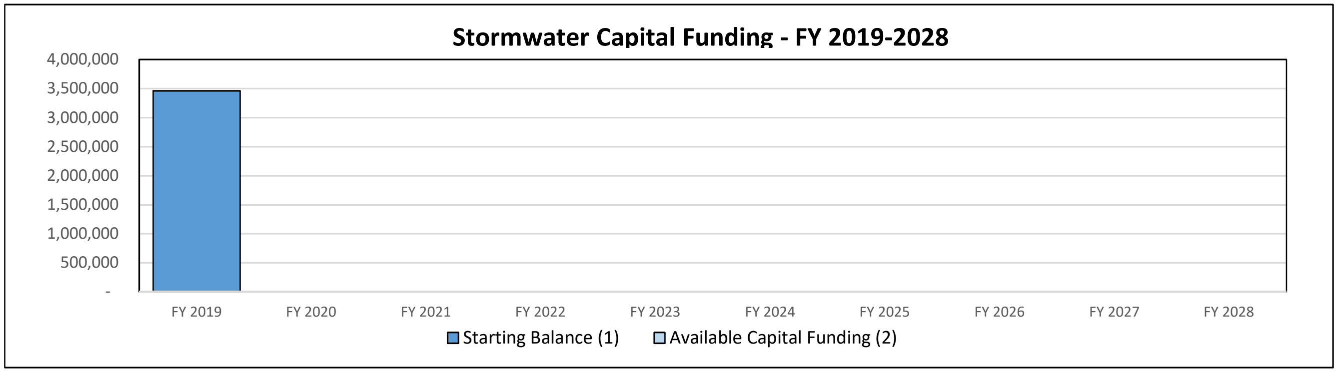
City of Franklin

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)	-	-	-	-	-	-	-	-	-	-	-
Totals	**$ 3,462,292**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,462,292**

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.

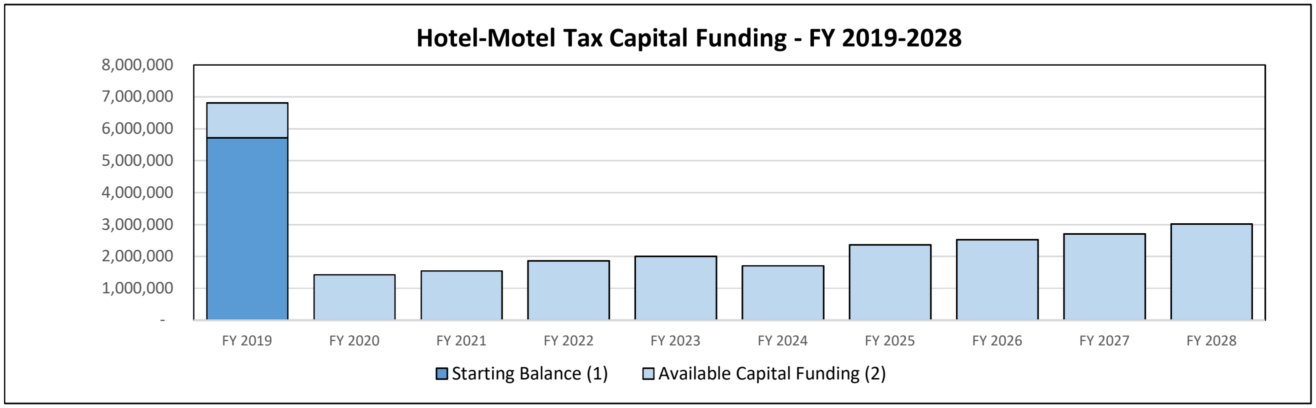
City of Franklin

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
Totals	**$ 6,812,055**	**$ 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**

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.

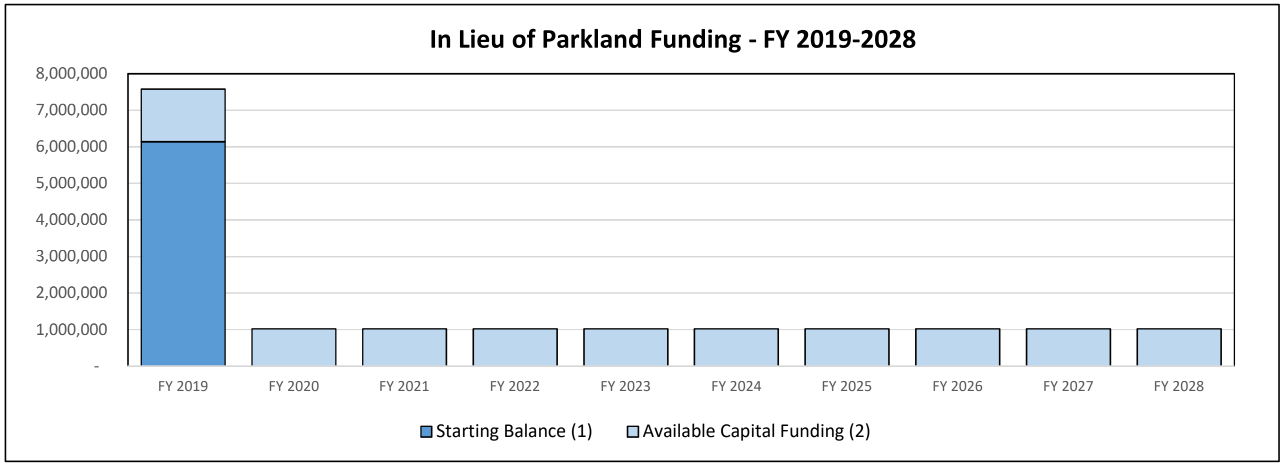
City of Franklin

FY 2019-2028 Capital Improvement Program Financing Model

Fund:	**In Lieu of Tax Parkland**	**Percent of Total CIP Revenues**	**10.2%**

<u>In Lieu of Parkland Fund</u>: 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**
Totals	**$ 7,581,130**	**$ 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**

<u>Assumptions</u>

(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.

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.*

Appendix B: CAPITAL PROJECTS & *Invest* Franklin

FY 2017		
Total Property Tax Levy (.4176/$100 of assessed value)	$	19,203,126
Value of one cent	$	459,845
Total 2017 value of the $.07 *Invest* Franklin Initiative	**$**	**3,218,915**
FY 2017 *Invest* Franklin Collection	**$**	**3,218,915**
Less: Sidewalk Gap Expenditure	$	(250,000)
Ending Balance *Invest* Franklin Collections FY 2017	**$**	**2,968,915**
FY 2018		
Total Property Tax Levy (.4176/$100 of assessed value)	$	20,126,690
Value of one cent	$	481,961
Total 2018 value of the $.07 *Invest* Franklin Initiative	**$**	**3,373,727**
FY 2018 *Invest* Franklin Collection	**$**	**3,373,727**
Less: Debt Service on 2017 G.O. Bonds	$	(1,528,007)
Available Balance *Invest* **Franklin** Collections	$	1,845,720
Less: Sidewalk Gap Expenditure	$	(250,000)
Ending Balance *Invest* Franklin Collections FY 2018	**$**	**1,595,720**
FY 2019		
Total Property Tax Levy (.4176/$100 of assessed value)	$	20,730,491
Value of one cent	$	496,420
Total 2018 value of the $.07 *Invest* Franklin Initiative	**$**	**3,474,939**
FY 2019 *Invest* Franklin Collection	**$**	**3,474,939**
Less: Debt Service on 2017 G.O. Bonds	$	(1,630,497)
Available Balance *Invest* **Franklin** Collections	$	1,844,442
Less: Sidewalk Gap Expenditure	$	(250,000)
Ending Balance *Invest* Franklin Collections FY 2019	**$**	**1,594,442**
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
Total Balance *Invest* Franklin Initiative (end of FY 2019)	**$**	**6,159,076**

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.

APPENDICIES: Policies

The City has adopted financial policies related to investments, General Fund reserves, debt management, utilization of reserve funds, and cash receipting. The investment policy, updated in December 2011, provides for the primary objectives, in order of priority, of investment activities of non-pension funds shall be safety, liquidity, and return. The reserve policy established an emergency and cash flow reserve of a minimum of 33% of budgeted General Fund expenditures (which is forecast to be $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.

Under this section is:

- **Policies**
  - **Appendix D – General Fund - Fund Balance Policy**
  - **Appendix E - Debt Management Policy**
  - **Appendix F – Disbursements Policy**

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CITY OF FRANKLIN

T E N N E S S E E

General Fund
Fund Balance Policy

Adopted by Board of Mayor & Aldermen, May 12, 2009

Addendum Adopted by Board of Mayor & Aldermen, August 28, 2012

Policy Update Adopted by Board of Mayor & Aldermen, September 23, 2014

City of Franklin
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).*

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.

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.

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

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.

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.

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 30th of the applicable fiscal year. If the actual amount of the commitment is not available by June 30th, the resolution must state the process or formula necessary to calculate the actual amount as soon as information is available.

Default Order of Use of Funds
By default, when both restricted (by outside parties) and unrestricted funds are available for expenditure, restricted funds should be spent first unless legal requirements disallow it. When **committed (by the Board)**, assigned (usually by management) and unassigned funds are available for expenditure, committed funds should be spent first, assigned funds second, and unassigned funds last.

Potential Use of Funds Resolution
The recognition of an urgent event must be established by the Board of Mayor and Aldermen or their designee (e.g. City Administrator). If established by the Board's designee, the specific urgent event must be reported to the governing body at their next meeting.

Potential urgent events are:
1. Disaster (flood, tornado, etc.) that funds must be expended prior to any potential reimbursement.
2. Health claims or other specific expenditures included within the stabilization fund exceeding a specified threshold. This would allow the stabilization funds in the General Fund to be used in cases

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

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 12th day of December, 2017.

ATTEST:

By: Eric S. Stuckey
Eric Stuckey
City Administrator

CITY OF FRANKLIN, TENNESSEE:

By: ____________________
Dr. Ken Moore
Mayor

Approved as to form:

Shauna R. Billingsley
Shauna R. Billingsley, City Attorney

Law Dept. approved 11.21.17

CITY OF FRANKLIN

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

Table of Contents

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 one-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.

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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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^{nd} 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.

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.

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.

- 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).

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,

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.

APPENDICIES: Operating Budget

Under this section is:

- **Operating Budget - Supplemental Information**
  - **Appendix G - General Fund Expenditures By Account**
  - **Appendix H - Program Enhancement Requests**
  - **Appendix I - Pay Structure**

Appendix G: Budget by Accounts - General Fund

	A Actual 2017	B Actual 2018	C Budget 2019	D Estd 2019	E Budget 2020	F (E-C) Difference 19' vs. 20' $	G (E/C-1) %
Personnel							
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%
XWAGI TOTAL WAGES	**$ 31,726,626**	**$ 33,330,784**	**$ 36,075,269**	**$ 36,087,141**	**$ 37,717,327**	**$ 1,642,058**	**4.6%**
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%
XOFF TOTAL OFFICIALS FEES	**$ 163,907**	**$ 164,906**	**$ 171,631**	**$ 165,675**	**$ 171,875**	**$ 244**	**0.1%**
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%
XBEN TOTAL BENEFITS	**$ 12,093,033**	**$ 12,028,880**	**$ 16,609,152**	**$ 16,207,437**	**$ 16,127,458**	**$ (481,694)**	**-2.9%**
XPER TOTAL PERSONNEL	**$ 43,983,566**	**$ 45,524,570**	**$ 52,856,052**	**$ 52,460,253**	**$ 54,016,660**	**$ 1,160,608**	**2.2%**
Operations							
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%
XTRC TOTAL TRANSPORTATION CHARGES	**$ 70,171**	**$ 53,612**	**$ 93,333**	**$ 69,251**	**$ 100,149**	**$ 6,816**	**7.3%**
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%
XOPSV TOTAL OPERATING SERVICES	**$ 279,366**	**$ 280,763**	**$ 296,166**	**$ 297,245**	**$ 340,224**	**$ 44,058**	**14.9%**
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%

Appendix G: Budget by Accounts - General Fund

	A Actual 2017	B Actual 2018	C Budget 2019	D Estd 2019	E Budget 2020	F (E-C) Difference 19' vs. 20' $	G (E/C-1) %
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%
XNSP TOTAL NOTICES, SUBSCRIPTIONS, PUI	**$ 404,693**	**$ 404,357**	**$ 421,628**	**$ 381,147**	**$ 492,258**	**$ 70,630**	**16.8%**
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%
XUTIL TOTAL UTILITIES	**$ 2,109,904**	**$ 2,039,516**	**$ 2,211,019**	**$ 2,089,699**	**$ 2,130,540**	**$ (80,479)**	**-3.6%**
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%
XCTS TOTAL CONTRACTUAL SERVICES	**$ 2,946,850**	**$ 3,071,587**	**$ 4,425,616**	**$ 4,530,244**	**$ 4,245,515**	**$ (180,101)**	**-4.1%**
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 SERVI(	$ 12,742	$ 15,473	$ 13,535	$ 10,035	$ 13,820	$ 285	2.1%
XRMSV TOTAL REPAIR & MAINTENANCE SER	**$ 2,136,354**	**$ 2,321,465**	**$ 2,520,862**	**$ 2,258,863**	**$ 2,387,704**	**$ (133,158)**	**-5.3%**
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%
XEPG TOTAL EMPLOYEE PROGRAMS	**$ 419,185**	**$ 501,384**	**$ 684,568**	**$ 669,677**	**$ 817,555**	**$ 132,987**	**19.4%**
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%

		A Actual 2017	B Actual 2018	C Budget 2019	D Estd 2019	E Budget 2020	F (E-C) Difference 19' vs. 20' $	G (E/C-1) %
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%
XPDT	**TOTAL PROFESSIONAL DEVELOPMEN**	**$ 301,436**	**$ 351,685**	**$ 446,075**	**$ 415,561**	**$ 525,839**	**$ 79,764**	**17.9%**
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%
XOFS	**TOTAL OFFICE SUPPLIES**	**$ 203,337**	**$ 189,643**	**$ 213,769**	**$ 208,214**	**$ 215,387**	**$ 1,618**	**0.8%**
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%
XOPS	**TOTAL OPERATING SUPPLIES**	**$ 706,310**	**$ 679,399**	**$ 754,989**	**$ 757,080**	**$ 896,525**	**$ 141,536**	**18.7%**
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%
XFUEL	**TOTAL FUEL & MILEAGE**	**$ 330,700**	**$ 380,852**	**$ 481,511**	**$ 464,554**	**$ 524,662**	**$ 43,151**	**9.0%**
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%
XMEU	**TOTAL MACHINERY & EQUIPMENT (<**	**$ 1,768,923**	**$ 1,863,708**	**$ 1,340,342**	**$ 1,374,925**	**$ 1,553,449**	**$ 213,107**	**15.9%**
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%
XRMS	**TOTAL REPAIR & MAINTENANCE SUP**	**$ 923,763**	**$ 416,742**	**$ 816,583**	**$ 582,771**	**$ 857,199**	**$ 40,616**	**5.0%**

Appendix G: Budget by Accounts - General Fund

		A Actual 2017	B Actual 2018	C Budget 2019	D Estd 2019	E Budget 2020	F (E-C) Difference 19' vs. 20' $	G (E/C-1) %
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%
XOPU	**TOTAL OPERATIONAL UNITS**	**$ 209,405**	**$ 145,191**	**$ 260,291**	**$ 139,764**	**$ 331,543**	**$ 71,252**	**27.4%**
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%
XPLC	**TOTAL PROPERTY & LIABILITY COSTS**	**$ 926,072**	**$ 960,004**	**$ 1,054,388**	**$ 998,632**	**$ 1,074,553**	**$ 20,165**	**1.9%**
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 (	$ 39	$ -	$ -	$ -	$ -	$ -	0.0%
85270	POST OFFICE BOX RENTAL	$ -	$ -	$ 515	$ 500	$ 500	$ (15)	-2.9%
XRENT	**TOTAL RENTALS**	**$ 37,180**	**$ 44,759**	**$ 59,420**	**$ 56,146**	**$ 59,222**	**$ (198)**	**-0.3%**
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%
XPERM	**TOTAL PERMITS**	**$ 45,430**	**$ 38,809**	**$ 50,660**	**$ 51,610**	**$ 58,000**	**$ 7,340**	**14.5%**
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%
XFLF	**TOTAL FINANCIAL FEES**	**$ 434,418**	**$ 444,009**	**$ 553,140**	**$ 523,197**	**$ 508,213**	**$ (44,927)**	**-8.1%**

Appendix G: Budget by Accounts - General Fund

		A Actual 2017	B Actual 2018	C Budget 2019	D Estd 2019	E Budget 2020	F (E-C) Difference 19' vs. 20' $	G (E/C-1) %
85990	MISCELLANEOUS	$ 2,744	$ (2,528)	$ 7,840	$ 6,217	$ 8,145	$ 305	3.9%
XOBE	**TOTAL OTHER BUSINESS EXPENSES**	**$ 2,744**	**$ (2,528)**	**$ 7,840**	**$ 6,217**	**$ 8,145**	**$ 305**	**3.9%**
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%
XDSV	**TOTAL DEBT SERVICE**	**$ 2,266,276**	**$ 1,686,959**	**$ 754,418**	**$ 789,035**	**$ -**	**$ (754,418)**	**-100.0%**
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%
XAPP	**TOTAL APPROPRIATIONS**	**$ 518,528**	**$ 531,591**	**$ 606,628**	**$ 557,151**	**$ 576,921**	**$ (29,707)**	**-4.9%**
87510	REIMB OF INTERFUND SERVICES	$ (2,707,185)	$ (2,787,800)	$ (3,264,935)	$ (3,264,935)	$ (3,762,946)	$ (498,011)	15.3%
XREIMI	**TOTAL INTERFUND SERVICES REIMBU**	**$ (2,707,185)**	**$ (2,787,800)**	**$ (3,264,935)**	**$ (3,264,935)**	**$ (3,762,946)**	**$ (498,011)**	**15.3%**
88020	TRANSFER TO STREET AID & TRANSPOR	$ 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%
XTRAN	**TOTAL TRANSFERS**	**$ 4,000,580**	**$ 1,644,399**	**$ 5,290,171**	**$ 5,290,171**	**$ 1,253,371**	**$ (4,036,800)**	**-76.3%**
XOP	**TOTAL OPERATIONS**	**$ 18,334,440**	**$ 15,260,106**	**$ 20,078,482**	**$ 19,246,219**	**$ 15,194,028**	**$ (4,884,454)**	**-24.3%**
Capital		**$ -**						
89220	BUILDING DESIGN & CONSTRUCTION	$ -	$ 30,728	$ 320,000	$ 175,000	$ 300,000	$ (20,000)	-6.3%
89230	BUILDING IMPROVEMENTS	$ -	$ 290,376	$ -	$ -	$ -	$ -	0.0%
XBLDG	**TOTAL BUILDINGS**	**$ -**	**$ 321,104**	**$ 320,000**	**$ 175,000**	**$ 300,000**	**$ (20,000)**	**-6.3%**
89310	PARKS & RECREATION FACILITIES	$ -	$ -	$ 446,250	$ 446,250	$ 191,250	$ (255,000)	-57.1%
XIMPR	**TOTAL IMPROVEMENTS**	**$ -**	**$ -**	**$ 446,250**	**$ 446,250**	**$ 191,250**	**$ (255,000)**	**-57.1%**
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%
XINFR	**TOTAL INFRASTRUCTURE**	**$ 74,528**	**$ 957,863**	**$ -**	**$ 43,714**	**$ 222,000**	**$ 222,000**	**100.0%**
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%
XMEO	**TOTAL MACHINERY & EQUIPMENT (>**	**$ 114,259**	**$ 859,583**	**$ 991,000**	**$ 737,510**	**$ 3,865,527**	**$ 2,874,527**	**290.1%**
XCAP	**TOTAL CAPITAL**	**$ 188,787**	**$ 2,138,550**	**$ 1,757,250**	**$ 1,402,474**	**$ 4,578,777**	**$ 2,821,527**	**160.6%**
XTOT	**TOTAL EXPENDITURES**	**$ 62,506,793**	**$ 62,923,226**	**$ 74,691,784**	**$ 73,108,946**	**$ 73,789,465**	**$ (902,319)**	**-1.2%**

City of Franklin, Tennessee
FY 2020 Operating Budget Request

Appendix H: Overall Program Enhancement Summary — Final

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
General Fund						
Administration						
1	Contract Administrator	$ 61,000	$ 18,300	$ -	**$ 79,300**	$ 79,300
2	Public Works Internship Program	$ 20,000	$ -	$ -	**$ 20,000**	$ 20,000
Total		**$ 81,000**	**$ 18,300**	**$ -**	**$ 99,300**	**$ 99,300**
		(+1.0 FTE)				
Project & Facilities Management						
1	PD Community Room Painting	$ -	$ -	$ 6,500	**$ 6,500**	$ 6,500
2	Controlled Records Retention Room	$ -	$ -	$ 38,000	**$ 38,000**	
3	City Hall IT and Projector Upgrades	$ -	$ -	$ 9,000	**$ 9,000**	
4	Replacement Benches City Square	$ -	$ -	$ 12,000	**$ 12,000**	$ 12,000
5	PD Vestibules at Parking Deck	$ -	$ -	$ 5,900	**$ 5,900**	
6	Custodian	$ 40,000	$ 12,000	$ -	**$ 52,000**	
7	Phase 1 of VCT floor tiles Public Works Replacement to Epoxy	$ -	$ -	$ 9,500	**$ 9,500**	
8	PW FRP on Break Room Walls	$ -	$ -	$ 7,500	**$ 7,500**	
9	Updating from Metal Halide to LED Wall Packs at PW	$ -	$ -	$ 8,250	**$ 8,250**	
10	Wastewater Administrative Flooring Replacment	$ -	$ -	$ 19,500	**$ 19,500**	$ 19,500
11	PW Painting of Second Floor Space	$ -	$ -	$ 6,500	**$ 6,500**	
12	PD Carpet Replacement	$ -	$ -	$ 19,500	**$ 19,500**	$ 19,500
13	Relocation of City Hall Water Line for Domestic and Fire	$ -	$ -	$ 4,000	**$ 4,000**	$ 4,000
14	Relocation of City Fire Riser and Connection to Existing	$ -	$ -	$ 30,000	**$ 30,000**	$ 30,000
15	PD Sound Board Replacements	$ -	$ -	$ 4,500	**$ 4,500**	
16	City Hall Boardroom Paint and Carpet	$ -	$ -	$ 16,000	**$ 16,000**	
Total		**$ 40,000**	**$ 12,000**	**$ 196,650**	**$ 248,650**	**$ 91,500**
		(+1.0 FTE)				
Communications						
1	Site Improve-Digital Governance Platform	$ -	$ -	$ 2,550	**$ 2,550**	$ 2,550
2	Closed Caption Services	$ -	$ -	$ 3,000	**$ 3,000**	$ 3,000
Total		$ -	$ -	$ 5,550	**$ 5,550**	**$ 5,550**
Purchasing						
1	Procurement Officer IV	$ 67,079	$ 20,124	$ 10,045	**$ 97,248**	$ 97,248
2	Procurement Requisition Approval Workflow Software	$ -	$ -	$ 49,000	**$ 49,000**	$ 49,000
Total		$ 67,079	$ 20,124	$ 59,045	**$ 146,248**	**$ 146,248**
		(+1.0 FTE)				
Information Technology						
1a	Communication Infrastrucutre Tech Upgrade	$ 2,963	$ -	$ -	**$ 2,963**	$ 2,963
1b	Data Center Tech Upgrade	$ 2,592	$ -	$ -	**$ 2,592**	$ 2,592
1c	GPS/GIS Tech Upgrade	$ 2,312	$ -	$ -	**$ 2,312**	$ 2,312
2	IT Technician Positions (2)	$ 95,000	$ 28,500	$ -	**$ 123,500**	$ 61,750
3	Backup Internet Circuit	$ -	$ -	$ 5,000	**$ 5,000**	$ 5,000
4	VSOM additional node	$ -	$ -	$ 75,000	**$ 75,000**	$ 75,000
5	Traffic Switches Replacement	$ -	$ -	$ 55,000	**$ 55,000**	$ 20,000
6	OTDR Replacement	$ -	$ -	$ 10,000	**$ 10,000**	
7	GIS Plotter	$ -	$ -	$ 16,000	**$ 16,000**	$ 16,000
8	Communications Technicial I	$ 44,276	$ 13,283	$ -	**$ 57,559**	
9	SQL Management/Monitoring	$ -	$ -	$ 6,000	**$ 6,000**	
10	Video Security cameras Data Center and all IT data closets - ($2k per door)	$ -	$ -	$ 20,000	**$ 20,000**	
11	Exagrid Backup Appliance	$ -	$ -	$ 75,000	**$ 75,000**	
12	VEEAM Enterprise Plus Licensing	$ -	$ -	$ 10,000	**$ 10,000**	
13	VEEAM Orchestra	$ -	$ -	$ 10,000	**$ 10,000**	
14	Administrative Assistant	$ 34,983	$ 10,495	$ -	**$ 45,478**	
15	Help Desk Solution	$ -	$ -	$ 25,000	**$ 25,000**	
16	Onbase Retention Module			$ 75,000	**$ 75,000**	
Total		$ 182,126	$ 52,278	$ 382,000	**$ 616,404**	**$ 185,617**
		(+4.0 FTE)				
Law						
1	Copier	$ -	$ -	$ 9,800	**$ 9,800**	$ 9,800
Total		$ -	$ -	$ 9,800	**$ 9,800**	**$ 9,800**

Appendix H: Overall Program Enhancement Summary

Final

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
Finance						
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)				
Engineering						
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)				
Traffic Operations Center						
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**
		(+.5 FTE)				
Human Resources						
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**
Planning & Sustainability						
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**
Building & Neighborhood Services						
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**
		(+.5 FTE)				
Police						
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)				

Appendix H: Overall Program Enhancement Summary

Final

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
Fire						
1	Add Three (3) Fire Safety Officers	$ 174,973	$ 52,492	$ 24,187	**$ 251,652**	
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**	$ 1,002,000
7	Stair Chairs	$ -	$ -	$ 9,000	**$ 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**	$ 30,000
19	Driving Pad Repairs	$ -	$ -	$ 30,000	**$ 30,000**	
Total		**$ 349,946**	**$ 104,984**	**$ 3,437,329**	**$ 3,892,259**	**$ 1,041,000**
		(+6 FTE)				
Streets - Maintenance						
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**	
6	SUV	$ -	$ -	$ 42,600	**$ 42,600**	
7	Tracked Skid Steer	$ -	$ -	$ 54,400	**$ 54,400**	
8	Road Inspector	$ 50,000	$ 15,000	$ 825	**$ 65,825**	$ 65,825
9	Windrow Turner	$ -	$ -	$ 250,000	**$ 250,000**	$ 40,000
10	Site Development - 124 Lumber Drive	$ -	$ -	$ 300,000	**$ 300,000**	$ 50,000
Total		**$ 53,000**	**$ 15,900**	**$ 997,635**	**$ 1,066,535**	**$ 372,535**
		(+1 FTE)				
Streets - Traffic						
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
Total		**$ -**	**$ -**	**$ 390,150**	**$ 390,150**	**$ 270,150**
Streets - Fleet						
1	Pickup Truck			$ 35,150	**$ 35,150**	$ -
Total		**$ -**	**$ -**	**$ 35,150**	**$ 35,150**	**$ -**
Parks						
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**	
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**	
Total		**$ 202,670**	**$ 60,801**	**$ 628,586**	**$ 892,057**	**$ 400,696**

Appendix H: Overall Program Enhancement Summary

Final

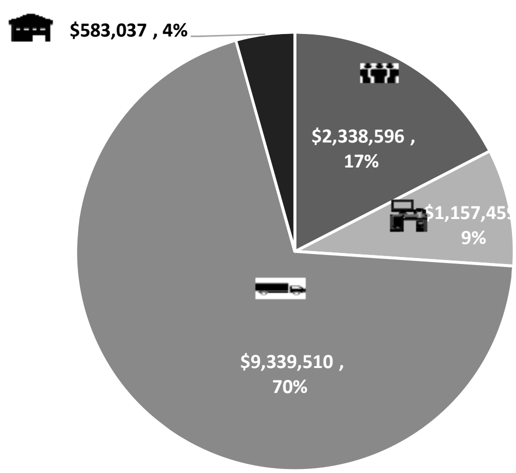
Priority	Request	Compensation	Benefits	Expenses	Total	Funded
		(+3.5 FTE)				
Economic Devlopment						
1	Williamson Inc. Economic Development	$ -	$ -	$ 10,000	**$ 10,000**	$ 5,000
Total		$ -	$ -	$ 10,000	**$ 10,000**	**$ 5,000**
Appropriations						
1	Various Additional Requests	$ -	$ -	$ 21,250	**$ 21,250**	$ 5,000
Total		$ -	$ -	$ 21,250	**$ 21,250**	$ 5,000
Total General Fund		**$ 1,597,932**	**$ 411,128**	**$ 8,689,020**	**$ 10,698,080**	**$ 4,481,298**
		(+26.75 FTE)				*(+10 FTE)*
Sanitation Fund						
Sanitation and Environmental Services						
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 - Faciities	$ -	$ -	$ 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**
Total Sanitation Fund		**$ -**	**$ -**	**$ 1,972,127**	**$ 1,972,127**	**$ 1,406,100**
Stormwater Fund						
Stormwater - Streets						
1	Self Contained Leaf/Drain Vaccum	$ -	$ -	$ 198,775	**$ 198,775**	$ -
2	Excavator	$ -	$ -	$ 86,500	**$ 86,500**	$ -
3	Pickup Truck	$ -	$ -	$ 38,200	**$ 38,200**	$ -
Total		**$ -**	**$ -**	**$ 323,475**	**$ 323,475**	**$ -**
Stormwater Fund		**$ -**	**$ -**	**$ 323,475**	**$ 323,475**	**$ -**
Water & Wastewater Funds						
Equipment						
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**
Total Water & Wastewater Funds		**$ -**	**$ -**	**$ 424,920**	**$ 424,920**	**$ 424,920**

Appendix H: Overall Program Enhancement Summary

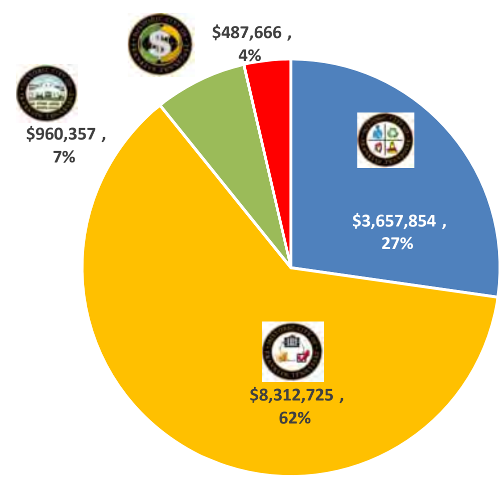
Final

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 HOURS	Pay 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 HOURS	Pay 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

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
GROUNDS 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

JOB TITLE	DEPT	YRLY HOURS	Pay 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
GROUNDS WORKER	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

APPENDICIES: Reference

Under this section is:

- **Reference Information**
    - **Appendix J - Expenditure Classifications**
    - **Appendix K - Additional Demographic & Economic Information**
    - **Appendix L - Glossary of Terms**

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.

82600 **REPAIR & MAINTENANCE SERVICES**
Expenditures for repair and Maintenance services not provided directly by City personnel.

82700 **EMPLOYEE PROGRAMS**
Primarily administered by Human Resources, these are programs established for employee development.

82800 **PROFESSIONAL DEVELOPMENT / TRAVEL**
Expenditures for transportation, meals, hotel, and other expenses associated with staff travel for the City. Payments for per diem in lieu of reimbursements for subsistence (room and board) also are charged here.

83100 **OFFICE SUPPLIES**
Costs incurred for various office supplies, décor items, benevolence items, and business meals and refreshments.

83200 **OPERATING SUPPLIES**
Amounts paid for items that are consumed or deteriorated through use or that lose their identity through fabrication or incorporation into different or more complex units or substances.

83300 **FUEL & MILEAGE (NON-TRAVEL)**
Costs of operating vehicles on duty.

83400 **SUPPLIES PURCHASED FOR RESALE**
Supplies purchased for use in providing City services.

83500 **EQUIPMENT (<$25,000)**
Equipment used with an item cost under $25,000. To distinguish from supplies, equipment usually has a power source: electrical, battery, fuel, etc.

83600 **REPAIR & MAINTENANCE PARTS & SUPPLIES**
Expenditures for supplies for repair and maintenance services provided directly by City personnel.

84000 **OPERATIONAL UNITS**
Costs incurred by departments for specific operational units or activities.

85100 **PROPERTY & LIABILITY COSTS**
Property and liability costs.

85200 **RENTALS**
Costs for renting or leasing land, buildings, equipment, and vehicles.

85300 **PERMITS & FEES**
Costs incurred by City for necessary permits and fees.

85500 **FINANCIAL FEES**
Costs incurred related to financial operations.

85900 **OTHER BUSINESS EXPENSES**
Business-related expenditures not classified elsewhere.

86000 **DEBT SERVICE**
Costs incurred by City for outstanding debt.

87000 **APPROPRIATIONS**
Includes costs for appropriations to organizations for contracted services, other governments for services and civic organizations providing social services.

87500 **REIMBURSEMENT FOR INTERFUND SERVICES**
Amounts received by the General Fund from the Sanitation, Stormwater, and Water/Sewer funds for administrative services provided to these funds. The amounts are recorded in the General Fund as reductions of expenditures in Revenue Management, Administration, Capital Investment Planning, Facilities & Project Management, Human Resources, Law, Communications, Finance, Purchasing, and Engineering.

88000 **TRANSFERS TO OTHER FUNDS**
Interfund transfers are financial outflows to other funds of the City that are not classified as interfund services provided and used, reimbursements, or loans.

The expenditure classifications budgeted under Capital are:

89100 **LAND**
This includes cost for land and easements acquired for Capital projects.

89200 **BUILDINGS**
Includes costs for buildings acquired, building design & construction and various building improvements greater than $25,000 that adds new capacity to a existing building or extends the estimated useful life of an existing building.

89300 **IMPROVEMENTS**
Expenditures for acquiring improvements not associated with buildings (such as Parks & Recreation Facilities & Distribution Systems)

89400 **INFRASTRUCTURE**

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.

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 & Willamson 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)	Local Sales Tax Received by City	Percent of General Fund Revenue
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 becamse 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 tase 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

Revenue Capacity Information - Assessed Value and Estimated Actual Value of Taxable Property

FISCAL YEAR	Real Property Assessment: Residential & Farm Property	Real Property Assessment: Industrial & Commercial Property	Personal Property Assessment: Industrial & Commercial Property	Personal Property Assessment: Intangible Property	Public Utility Assessment: State Assessment	Public Utility Assessment: Local Assessment	Total Taxable Assessed Value	Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Estimated Actual Value	Total Direct Rate
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	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	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	30.86%	0.4065
2015	$ 1,628,904,915	$ 1,586,857,868	$ 163,708,520	$ 53,322	$ 60,066,953	$ 471,130	$ 3,440,062,708	$ 11,413,859,405	30.14%	0.4065
2014	$ 1,572,195,410	$ 1,549,098,572	$ 156,642,888	$ 69,209	$ 55,553,796	$ -	$ 3,333,559,875	$ 11,065,624,425	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	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	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	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	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	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

Revenue Capacity Information - Principal Property Taxpayers, Current Year and Ten Years Ago

	2009		2018	
Taxpayer	Assessed Valuation	Percent of Total Valuation	Assessed Valuation	Percent of Total Valuation
Real and Personal Property Tax				
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	$ 201,636,195	8.01%	$ 613,824,400	12.57%

* 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

Appendix K – Additional Demographic & Economic Information

City of Franklin, Tennessee

Demographic and Economic Information - Principal Employers, Current Year and Ten Years Ago

	2009			2018		
Employer	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

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.

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 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:

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.

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. It 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	[Amendments 1 & 3]		
REVENUE			
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
Net Increase (Decrease) to Total General Fund Balance		**$**	**-**

STATE STREET AID FUND	[Amendment 1]		
REVENUE			
Transfer from General Fund	Increase	$	250,000
Property Tax Collections	Decrease	$	(250,000)

Law Dept. approved (2) 05.17.19

EXPENDITURES			
Reduction of Paving Budget	Decrease	$	(150,000)

Net Increase (Decrease) to State Street Aid Fund Fund Balance		**$**	**150,000**

ROAD IMPACT FUND	[Amendment 1]		
REVENUE			
Franklin Housing Authority Fee Reimbursement Increase (Chickasaw)		$	251,418
EXPENDITURES			

Net Increase (Decrease) to Road Impact Fund Fund Balance		**$**	**251,418**

HOTEL / MOTEL TAX FUND	[Amendment 1]		
REVENUE			
EXPENDITURES			
Jim Warren Tennis Courts	Increase	$	23,750

Net Increase (Decrease) to Hotel/Motel Tax Fund Fund Balance		**$**	**(23,750)**

PARKLAND DEDICATION FUND	[Amendment 1]		
REVENUE			
Franklin Housing Authority Fee Reimbursement Increase (Chickasaw)		$	228,582
EXPENDITURES			

Net Increase (Decrease) to Parkland Dedication Fund Balance		**$**	**228,582**

COMMUNITY DEVELOPMENT BLOCK GRANT FUND	[Amendment 1]		
REVENUE			
Federal Grant Award	Increase	$	68,000
EXPENDITURES			
Services & Repair	Increase	$	68,000

Net Increase (Decrease) to Road Impact Fund Balance		**$**	**-**

DRUG FUND [Amendment 1]
REVENUE

EXPENDITURES

Expenses	Increase	$ 126,000

Net Increase (Decrease) to Drug Fund Balance		**$ (126,000)**

TRANSIT FUND [Amendment 2]
REVENUE

Transfer from General Fund	not to exceed	$ 1,000,000

EXPENDITURES

Operations	not to exceed	$ 1,000,000

Net Increase (Decrease) to Transit Fund Balance		**$ -0-**

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: ______________________________	**By: __________________________**
ERIC S. STUCKEY	**DR. KEN MOORE**
City Administrator	**Mayor**

Approved as to form:

By: _______________________________
Shauna R. Billingsley
City Attorney

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

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

	A 2019 Budget	B 2019 Amended	C(B-A) Difference $	D (B/A) %
Beginning Fund Balance	**$ 49,459,971**	**$ 49,459,971**	**$ -**	**0.00%**
Revenues	**$ 73,361,784**	**$ 74,691,784**	**$ 1,330,000**	**1.81%**
Expenses				
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%
Expenses	**$ 73,361,784**	**$ 74,691,784**	**$ 1,330,000**	**1.81%**
Ending Balance	**$ 49,459,971**	**$ 49,459,971**	**$ -**	**0.00%**

Fund 121 - State Street Aid Fund

	A 2019 Budget	B 2019 Amended	C(B-A) Difference $	D (B/A) %
Beginning Fund Balance	**$ 645,435**	**$ 645,435**	**$ -**	**0.00%**
Revenues	**$ 3,711,985**	**$ 3,711,985**	**$ -**	**0.00%**
Expenses				
Personnel	$ -	$ -	$ -	0.00%
Operations	$ 4,137,011	$ 3,987,011	$ (150,000)	-3.63%
Capital	$ -	$ -	$ -	0.00%
Expenses	**$ 4,137,011**	**$ 3,987,011**	**$ (150,000)**	**-3.63%**
Ending Balance	**$ 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

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
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

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
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

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
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%**

Impact of Ordinance 2019-16 on Budgets

Fund 155 - Parkland Dedication Fund

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
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

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
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

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
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%

HISTORIC FRANKLIN TENNESSEE

MEMORANDUM

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, 4th 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.

<u>State Street Aid Fund:</u>
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 30th.

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 30th 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.

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

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
Beginning Fund Balance	**$ 49,459,971**	**$ 49,459,971**	**$ -**	**0.00%**
Revenues	**$ 73,361,784**	**$ 74,341,784**	**$ 980,000**	**1.34%**
Expenses				
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%
Expenses	**$ 73,361,784**	**$ 74,341,784**	**$ 980,000**	**1.34%**
Ending Balance	**$ 49,459,971**	**$ 49,459,971**	**$ -**	**0.00%**

Fund 121 - State Street Aid Fund

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
Beginning Fund Balance	**$ 645,435**	**$ 645,435**	**$ -**	**0.00%**
Revenues	**$ 3,711,985**	**$ 3,711,985**	**$ -**	**0.00%**
Expenses				
Personnel	$ -	$ -	$ -	0.00%
Operations	$ 4,137,011	$ 3,987,011	$ (150,000)	-3.63%
Capital	$ -	$ -	$ -	0.00%
Expenses	**$ 4,137,011**	**$ 3,987,011**	**$ (150,000)**	**-3.63%**
Ending Balance	**$ 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

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
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

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
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

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
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%

Impact of Ordinance 2019-16 on Budgets

Fund 155 - Parkland Dedication Fund

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
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

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
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

	A	B	C(B-A)	D (B/A)
	2019 Budget	2019 Amended	Difference $	%
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.

(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 9th at the Budget & Finance Committee meeting. The Official Statement was released on April 23, 2019, and we are preparing for closing on May 15th.

City of Franklin, Tennessee

Tabulation of Submittals*

Purchasing Office Solicitation No.:	**2019-015 (custody services for non-pension investments)**
Notice to proposers published in the *Williamson Herald* on:	**2/28/19**
Number of potential proposers that were notified of / that submitted a proposal in response to this request for proposals:	**18 / 5**
Date and time proposal due and publicly opened:	**4/2/19 2:00 PM**
Present at opening of proposals:	**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**
Target meeting of BOMA at which recommendation is scheduled to be considered:	**5/28/19**

Proposals received from:	Does the proposal include all required documents?	Does the proposal take any exceptions to the City's procurement solicitation?	Average points allocated by proposal evaluation team (out of a possible 100, utilizing evaluation criteria as listed in RFP):	Estimated total annual fee:	Payment terms:	Proposal is valid and may be accepted through:
Branch Banking & Trust (BB&T) Attn: Thomas O'Connor 700 12th Ave S., Suite 303 Nashville, TN 37203 Thomas O'Connor SVP- Corporate Banking 615-873-2113 to'connor@bbandt.com	Yes (and provided Deposit Program terms and conditions)	No	89.23	$10,400.00	net 30 days	10/4/2019
Comerica Bank 411 West Lafayette Street Mail Code 3462 Detroit, Michigan 48226 Felecia Ryans Vice Presiden / Senior Relationship Manager fryans@comerica.com 313-222-9814	No (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 201 North Tryon Street, Ste, 1800 Charlotte, NC 28202 David W. Culpepper, CRSP Vice President and Senior Relationship Manager 704-688-1148 david.culpepper@53.com	Yes (and provided Custody Services Agreement)	No	92.75	$9,439.00	net 30 days	6/30/2019
Regions Institutional Services 150 4th Avenue North - 15th Floor TNNA11505N Nashville, TN 37219 Benjamin Dziengel Vice President, Relationshiop Consultant 615-748-2026 Benjamin.Dziengel@Regions.com	Yes (and provided Sample Custodian Agreement)	No	61.38	$46,795.00	net 30 days	7/1/2019
U.S. Bank 800 Nicollet Mall Minneapolis, MN 55402 Kameron Geroge Vice President, Relationship Manager kameron.george@usbank.com 205-802-5509	Yes	No	88.78	$11,906.00	net 30 days	7/31/2019

*Staff recommends all proposals be rejected

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 Capital Assets Policy Preview			
	Topic	**Current Practice**	**Purpose of Policy**
1	Definitions for capital assets	Defined in City's chart of accounts (general ledger).	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.	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.	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).	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.	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.	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.	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.	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.	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.	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	+	$0	+	$0	$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	+	$0	+	$0	$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	+	$0	+	$0	$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	+	$0	+	$0	$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	+	$0	+	$0	$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	+	$95,508	+	$0	$205,394
2	Expansion of the City of Franklin's current ITS infrastructure network capabilities into areas with entensive 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	+	$13,342	+	$0	$590,027
3	Expansion of the City of Franklin's current ITS infrastructure network capabilities into areas with entensive 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	+	$53,539	+	$0	$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	+	$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	+	$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	+	$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	+	$0	+	$24,170	$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	+	$11,763	+	$1,104,349	$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	+	$138,425	+	$0	$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	+	$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	+	$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	+	$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	+	$5,448	+	$0	$1,077
14	Acquistion of Spivey Tract		Parks	Alyssa Dillon	TBD	TBD	$637,500	$0	$637,500	$0	=	$0	+	$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	+	$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	+	$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	+	$0	+	$0	$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	+	$0	+	$0	$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	+	$719	+	$0	$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	+	$0	+	$0	$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	+	$0	+	$6,115	$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	+	$0	+	$0	$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	+	$0	+	$0	$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	+	$335	+	$0	$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	+	$0	+	$0	$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	+	$0	$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 $66,622,004.00

HISTORIC
FRANKLIN
TENNESSEE

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

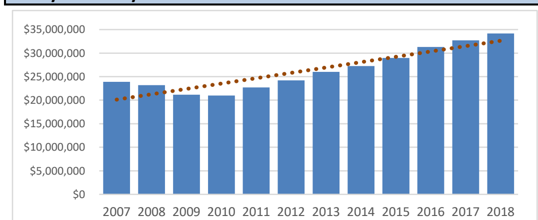
Schedule 1:	Local Sales Tax	Fund	General	Account:	110-31300-00000

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.

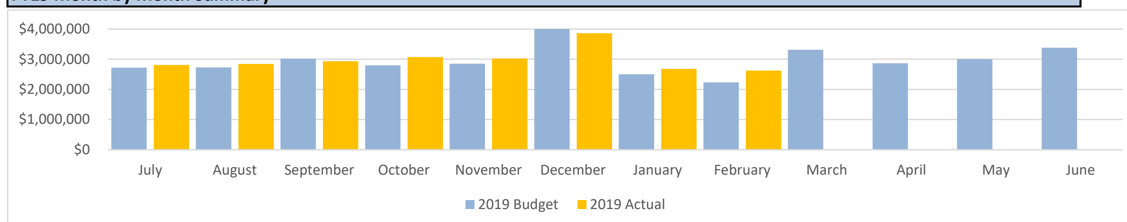
The additional local option sales tax rate of 0.50%, for a total local rate of 2.75%, became effective April 1, 2018. The City of Franklin has pledged its 2nd half share of this additional tax to School Debt Service for a period of 3 years. For February 2019, the funds foregone by the City and contributed 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.) from Prior Year	% Inc./ (Dec.) from Prior Year	Contribution to County School Debt .5% Apr 2018-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.) from 2018 Actual	% Inc./(Dec.) from 2018 Actual	$ Inc./(Dec.) from 2018 Budget	% Inc./(Dec.) from 2018 Budget	Contribution to County School Debt .5% Apr 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	**$35,557,339**	**$23,859,424**	**$159,899**	**5.7%**	**$107,735**	**3.7%**	**$4,606,937**
	Total	*Total*	*Total*	*Average*	*Average*	*Average*	*Average*	*Total*
				$1,279,189		**$861,882**		
				Total		*Total*		

City of Franklin

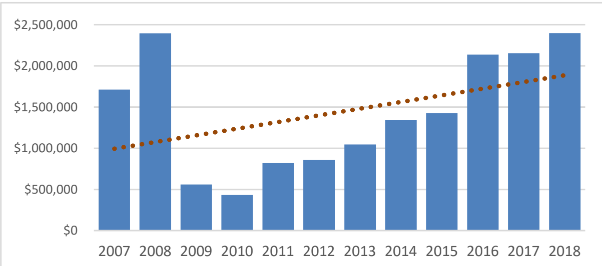
Finance Department - Monthly Reports

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.

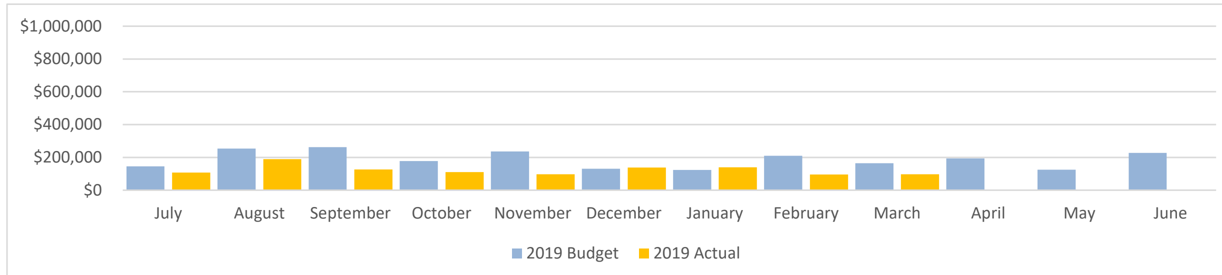
Monthly Report for May 2019: 2019 year-to-date is less than 2018 by 37.7%, and compared to 2019 budget is less by 35.3%.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) 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%

FY19 Month by Month Summary



Month	2018 Actual	2019 Budget	2019 Actual	$ Inc./(Dec.) from 2018 Actual	% Inc./(Dec.) from 2018 Actual	$ Inc./(Dec.) from 2019 Budget	% Inc./(Dec.) from 2019 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 *Total*	**$2,251,388** *Total*	**$1,102,604** *Total*	**($73,994)** *Average* **($665,944)** *Total*	**-37.7%** *Average*	**($66,911)** *Average* **($602,203)** *Total*	**-35.3%** *Average*

City of Franklin

Finance Department - Monthly Reports

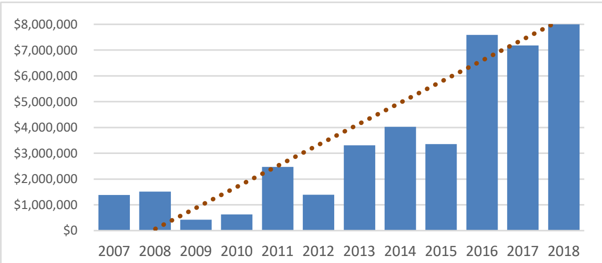
Schedule 3:	Road Impact Fees	Fund	Road Impact	Account:	128-(32800-32804)-00000

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%.

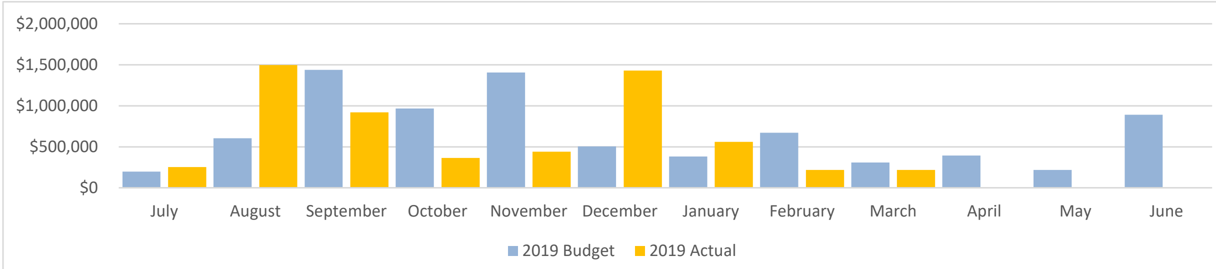
Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) 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%

FY19 Month by Month Summary



Month	2018 Actual	2019 Budget	2019 Actual	$ Inc./(Dec.) from 2018 Actual	% Inc./(Dec.) from 2018 Actual	$ Inc./(Dec.) from 2019 Budget	% Inc./(Dec.) from 2019 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 *Total*	**$7,984,276** *Total*	**$5,899,258** *Total*	**($389,447)** *Average* **($3,505,019)** *Total*	**-37.3%** *Average*	**($64,645)** *Average* **($581,804)** *Total*	**-9.0%** *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.

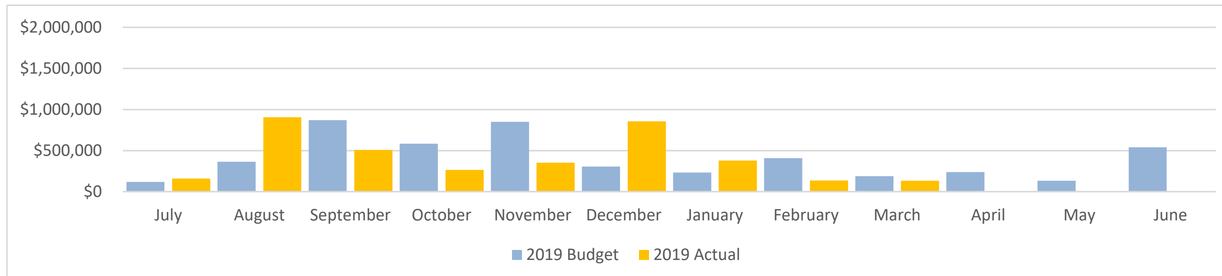
Monthly Report for May 2019: 2019 year-to-date compared to 2018 is 60.7% less, and compared to 2019 budget is less by 5.8%.

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

Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) 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)		$ -	

FY19 Month by Month Summary



Month	2018 Actual	2019 Budget	2019 Actual	$ Inc./(Dec.) from 2018 Actual	% Inc./(Dec.) from 2018 Actual	$ Inc./(Dec.) from 2019 Budget	% Inc./(Dec.) from 2019 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					
	$11,585,500	**$4,829,297**	**$3,692,875**	**($634,600)**	**-60.7%**	**($25,245)**	**-5.8%**
	Total	*Total*	*Total*	*Average*	*Average*	*Average*	*Average*
				($5,711,402)		**($227,201)**	
				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.

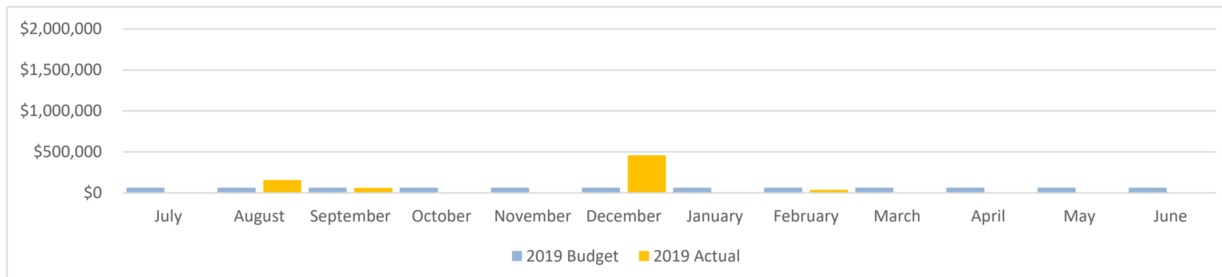
Monthly Report for May 2019: 2019 year-to-date compared to 2019 budget is more by 26.5%.

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

Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) from Prior Year
2007			
2008			
2009			
2010			
2011			
2012	Breakdown between Quadrants began in FY 2019.		
2013			
2014			
2015			
2016			
2017			
2018		$0	
Average Increase (Decrease)	**$**	**-**	

FY19 Month by Month Summary



Month	2018 Actual	2019 Budget	2019 Actual	$ Inc./(Dec.) from 2018 Actual	% Inc./(Dec.) from 2018 Actual	$ Inc./(Dec.) from 2019 Budget	% Inc./(Dec.) from 2019 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					
	$0	**$788,745**	**$748,043**	**$83,116**		**$17,387**	**26.5%**
	Total	*Total*	*Total*	*Average*	*Average*	*Average*	*Average*
				$748,043		**$156,482**	
				Total		*Total*	

City of Franklin

Finance Department - Monthly Reports

Schedule 3C:	Coll Area 2	Fund	Road Impact	Account:	128-32802-00000

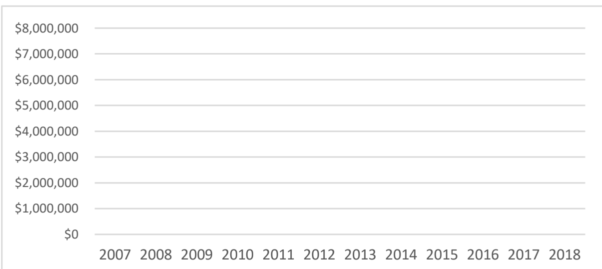
Summary: The Road Impact Fund is a special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds 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%.

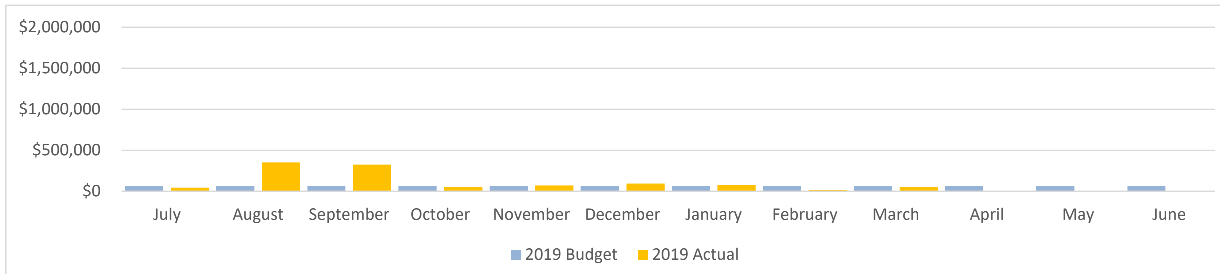
Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) from Prior Year
2007	Breakdown between Quadrants began in FY 2019.		
2008			
2009			
2010			
2011			
2012			
2013			
2014			
2015			
2016			
2017			
2018		$0	
Average Increase (Decrease)	**$ -**		

FY19 Month by Month Summary



Month	2018 Actual	2019 Budget	2019 Actual	$ Inc./(Dec.) from 2018 Actual	% Inc./(Dec.) from 2018 Actual	$ Inc./(Dec.) from 2019 Budget	% Inc./(Dec.) from 2019 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	**$788,745**	**$1,084,177**	**$120,464**		**$54,735**	**83.3%**
	Total	*Total*	*Total*	*Average*	*Average*	*Average*	*Average*
				$1,084,177		**$492,616**	
				Total		*Total*	

City of Franklin

Finance Department - Monthly Reports

Schedule 3D:	Coll Area 3	Fund	Road Impact	Account:	128-32803-00000

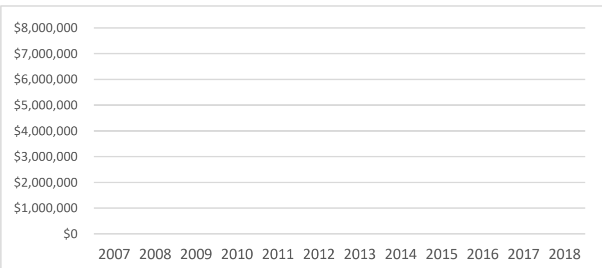
Summary: The Road Impact Fund is a special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds 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 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%.

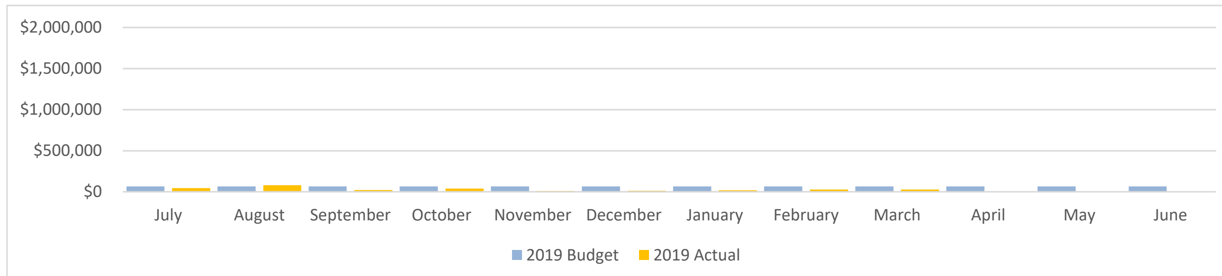
Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) from Prior Year
2007	Breakdown between Quadrants began in FY 2019.		
2008			
2009			
2010			
2011			
2012			
2013			
2014			
2015			
2016			
2017			
2018		$0	
Average Increase (Decrease)	**$ -**		

FY19 Month by Month Summary



Month	2018 Actual	2019 Budget	2019 Actual	$ Inc./(Dec.) from 2018 Actual	% Inc./(Dec.) from 2018 Actual	$ Inc./(Dec.) from 2019 Budget	% Inc./(Dec.) from 2019 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					
	$0	**$788,745**	**$281,726**	**$31,303**		**($34,426)**	**-52.4%**
	Total	*Total*	*Total*	*Average*	*Average*	*Average*	*Average*
				$281,726		**($309,835)**	
				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.

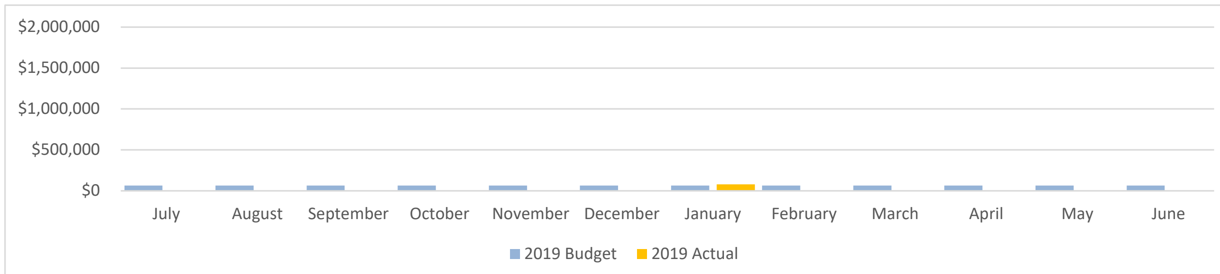
Monthly Report for May 2019: 2019 year-to-date compared to 2019 budget is less by 84.4%.

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

Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) 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)		$ -	

FY19 Month by Month Summary



Month	2018 Actual	2019 Budget	2019 Actual	$ Inc./(Dec.) from 2018 Actual	% Inc./(Dec.) from 2018 Actual	$ Inc./(Dec.) from 2019 Budget	% Inc./(Dec.) from 2019 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

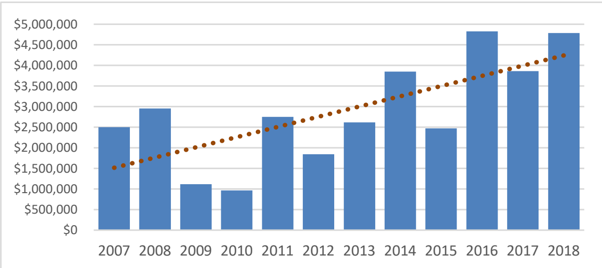
Schedule 4:	Facilities Tax (City)	Fund	Facilities Tax	Account:	130-31600-00000

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%.

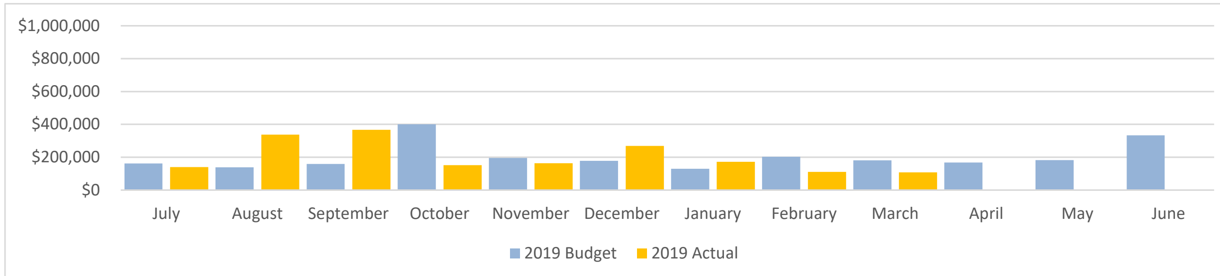
Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) 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%

FY19 Month by Month Summary



Month	2018 Actual	2019 Budget	2019 Actual	$ Inc./(Dec.) from 2018 Actual	% Inc./(Dec.) from 2018 Actual	$ Inc./(Dec.) from 2019 Budget	% Inc./(Dec.) from 2019 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

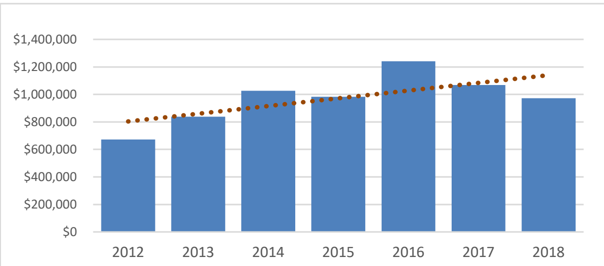
Summary: City's share of Williamson county's Adequate School Facilities Tax. 30% of the proceeds are distributed to the incorporated cities within the county, and an additional 30% is divided pro rata among the incorporated cities based on population in the last decennia census. All funds are to be used 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.

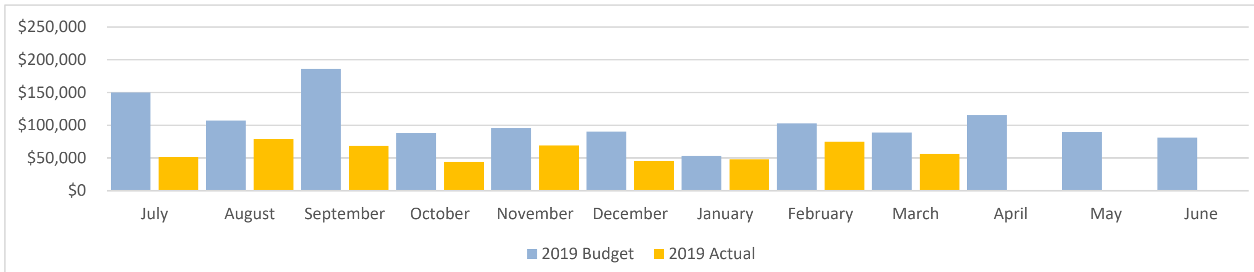
Note: Recorded in Capital Projects Fund beginning in FY 2011 (as per Resolution 2010-69). In June 2017, the County Facilities Tax Fund was created. Funds remaining in the Capital Projects Fund were transferred to the new fund.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) 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.) from 2018 Actual	% Inc./(Dec.) from 2018 Actual	$ Inc./(Dec.) from 2019 Budget	% Inc./(Dec.) from 2019 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	**$1,250,000**	**$536,529**	**($23,620)**	**-28.4%**	**($47,446)**	**-44.3%**
	Total	*Total*	*Total*	*Average*	*Average*	*Average*	*Average*
				($212,582)		**($427,018)**	
				Total		*Total*	

City of Franklin

Finance Department - Monthly Reports

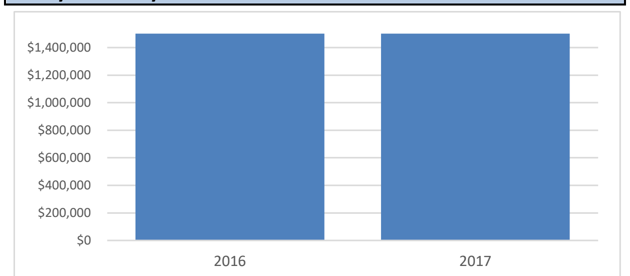
Schedule 6:	Gasoline Tax	Fund	Street Aid	Account:	121-33220-00000

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%.

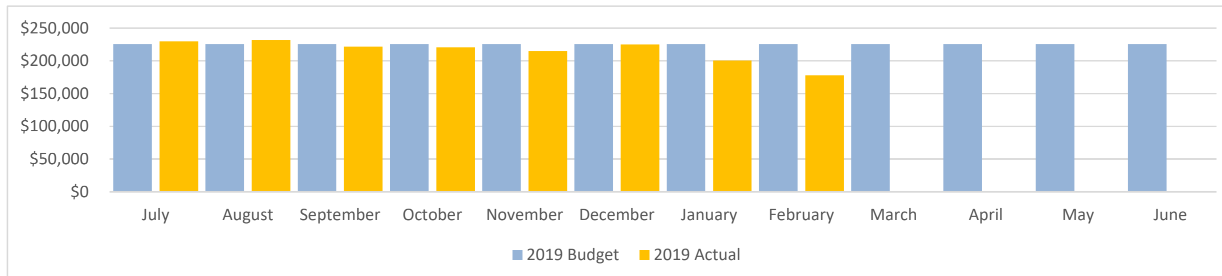
For budget comparisons, the City anticipated collections of $225,655 for February 2019, a difference of $47,997 less, or 21.3%.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) 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.) from 2017 Actual	% Inc./(Dec.) from 2018 Actual	$ Inc./(Dec.) from 2019 Budget	% Inc./(Dec.) from 2019 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					
	$2,520,503	**$2,707,855**	**$1,722,840**	**$8,598**	**4.2%**	**($10,300)**	**-4.6%**
	Total	*Total*	*Total*	*Average*	*Average*	*Average*	*Average*

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)**			