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

City of Franklin

Meeting Agenda

Budget & Finance Committee

Thursday, May 9, 2024 | **3:00 PM** | **Board Room**

CALL TO ORDER

SETTING OF THE AGENDA

1. Consideration Of Changes In Agenda And Setting The Agenda
   i. Discussion Of Removal Of Items From Consent/Changes Not Requiring A Vote
   ii. Proposed Changes To The Agenda
   iii. Approval Of Agenda As Submitted Or Changed

CITIZEN COMMENTS (Open for citizens to be heard on any issue or concern, including those related to items on the agenda. Please submit a Speaker Card at the beginning of the meeting if you would like to address the Board/Commission. If you would like to speak on an agenda item, the Chair will hold your comment until the public comment period associated with the item. As provided by law, Boards/Commissions shall make no decisions or consideration of action of citizen comments for items not on the agenda, except to refer the matter to the City Administrator/Staff for administrative consideration, or to a schedule the matter for consideration at a later date. Those addressing the Board/Commission are requested to come to the microphone and identify themselves by name and address for the official record. The Chair may restrict the period for public comment, including the length of the public comment period, the number of individuals who can speak and the length of time each individual may speak. When time allows, the standard individual public comment time is two minutes.)

Comments on agenda items may be made in person at City Hall or by emailing recorder@franklintn.gov before noon on the day of the meeting. Comments will be submitted for the record.

APPROVAL OF MINUTES

2. Consideration Of Approval Of Minutes
   April 11, 2024 Budget & Finance Committee Meeting

NEW BUSINESS

3. Consideration Of DRAFT Ordinance 2024-16, An Ordinance To Amend The Budget Of The City Of Franklin For Fiscal Year 2023-2024

   Sponsors: Kristine Brock, Michael Walters Young

4. Consideration Of DRAFT Ordinance 2024-17, An Ordinance Of The City Of Franklin, Tennessee Adopting A Budget For The Fiscal Year 2024-2025; Providing An Effective Date

   Sponsors: Kristine Brock, Michael Walters Young

5. Consideration Of DRAFT Ordinance 2024-18, An Ordinance Of The City Of Franklin, Tennessee Establishing The Municipal Property Tax Levy For The Fiscal Year 2024-2025; Providing An Effective Date

   Sponsors: Eric Stuckey, Kristine Brock, Michael Walters Young

6. Consideration Of DRAFT Ordinance 2024-19, An Ordinance Of The City Of Franklin, Tennessee To Amend Appendix A - Comprehensive Fees And Penalties, Chapter 17 Refuse And Trash Disposal, Of The Franklin Municipal Code To Increase The Fees For Collection Of Garbage And Refuse

   Sponsors: Eric Stuckey, Mark Hilty, Jack Tucker, Michael Walters Young

7. Consideration Of DRAFT Resolution 2024-32, 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 2024-2025; Providing An Effective Date

   Sponsors:

8. Consideration Of Resolution 2024-36, A Resolution Adopting A Revised Purchasing Policy For City Of Franklin, Tennessee, Procurements Not Pertaining To The Design And/Or Construction Of New Infrastructure And Facilities

   Sponsors: Kristine Brock, Brian Wilcox

9. Consideration Of Resolution 2024-37, A Resolution Adopting A Revised Vendor Protest Procedure For City Of Franklin Procurements Not Pertaining To New Construction

   Sponsors: Kristine Brock, Brian Wilcox

10. Report On Property Taxes Collected For Fiscal Year 2024 (Tax Year 2023)

    Sponsors: Kristine Brock, Jessica Davey

11. Monthly Reports For May 2024

    Sponsors: Mike Lowe, Margaret Wilson

OTHER BUSINESS

ADJOURN

Anyone needing accommodations due to disabilities please contact the ADA Coordinator at 615-791-3277 at least 24 hours prior to the meeting.

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

City of Franklin

Meeting Minutes

Budget & Finance Committee

Thursday, April 11, 2024 | **3:00 PM** | **Board Room**

CALL TO ORDER
Chair Clyde Barnhill called the meeting to order at 03:00 PM

Board Members Present: Clyde Barnhill, Ann Petersen, Jason Potts, Patrick Baggett
Alderman Beverly Burger and Alderman Greg Caesar were also in attendance.

Board Members Absent:

Staff Present: Eric Stuckey, Kristine Brock, Michael Walters Young, Angie Skarp

SETTING OF THE AGENDA

1. **Consideration Of Changes In Agenda And Setting The Agenda**
   - **i. Discussion Of Changes Not Requiring A Vote**
   - **ii. Proposed Changes To The Agenda**
   - **iii. Approval Of Agenda As Submitted Or Changed**

   Sponsors:

   A motion was made by Alderman Patrick Baggett, seconded by Vice Chair Jason Potts to Approve the Agenda as submitted. The motion passed 4-0.

CITIZEN COMMENTS (Open for citizens to be heard on any issue or concern, including those related to items on the agenda. Please submit a Speaker Card at the beginning of the meeting if you would like to address the Board/Commission. If you would like to speak on an agenda item, the Chair will hold your comment until the public comment period associated with the item. As provided by law, Boards/Commissions shall make no decisions or consideration of action of citizen comments for items not on the agenda, except to refer the matter to the City Administrator/Staff for administrative consideration, or to a schedule the matter for consideration at a later date. Those addressing the Board/Commission are requested to come to the microphone and identify themselves by name and address for the official record. The Chair may restrict the period for public comment, including the length of the public comment period, the number of individuals who can speak and the length of time each individual may speak. When time allows, the standard individual public comment time is two minutes.)

Comments on agenda items may be made in person at City Hall or by emailing recorder@franklintn.gov before noon on the day of the meeting. Comments will be submitted for the record.

APPROVAL OF MINUTES

2. **Consideration Of Approval Of Minutes**
   March 7, 2024 Budget & Finance Meeting
   March 21, 2024 Budget & Finance Meeting

   Sponsors:

   A motion was made by Vice Chair Jason Potts, seconded by Alderman Ann Petersen to Approve the March 7, 2024 Budget & Finance Committee Minutes. The motion Passed 4-0.e

A motion was made by Vice Chair Jason Potts, seconded by Alderman Ann Petersen to Approve the March 21, 2024 Budget & Finance Committee Minutes. The motion Passed 4-0.

NEW BUSINESS

3. **Discussion Of FY 2025 Budget Enhancements & Priorities**

Sponsors: Eric Stuckey

The item was acknowledged.

4. **Budget Presentation - Transit**

Sponsors: Vernon Gerth, Michael Walters Young

The item was acknowledged.

5. **Budget Presentation - Water Management**

Sponsors: Mark Hilty, Michelle Hatcher, Michael Walters Young

The item was acknowledged.

6. **Monthly Reports For April 2024**

Sponsors: Mike Lowe, Margaret Wilson

The item was acknowledged.

OTHER BUSINESS

ADJOURN

A motion was made by Vice Chair Jason Potts, seconded by Alderman Ann Petersen to Adjourn the Meeting. The motion passed 4-0.

Meeting Adjourned @ 4:54 PM

_____

Clyde Barnhill, Chair

Minutes Prepared by Sarah Schilling, Assistant Deputy City Recorder, City Administrator's Office - 5/2/2024, 3:23 PM

HISTORIC FRANKLIN TENNESSEE

City of Franklin

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

File #: 21-0119

DATE: April 29, 2024

TO: Budget & Finance Committee

FROM: Kristine Brock, Asst. City Administrator/CFO
Michael Walters Young, Budget and Analytics Manager

SUBJECT:

Consideration Of DRAFT Ordinance 2024-16, An Ordinance To Amend The Budget Of The City Of Franklin For Fiscal Year 2023-2024

PURPOSE:

The purpose of this memorandum is to provide information to the Franklin Board of Mayor and Aldermen (BOMA) concerning amending the Fiscal Year 2024 Budget.

BACKGROUND/STAFF COMMENTS:
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 year end.

In order to stay ahead of this responsibility, staff is proposing three budget amendments. They are split across various funds, but include:

1. Year-end Revenue Modifications
2. Addition of 27th Payroll
3. Year-end Expense Modifications
4. Administrative Service Fund (Indirect) Modifications
5. Cash Balance Requirements

By Fund the impacts of these amendments are:

General Fund:

1. Revenues: Increase of $8,336,342. This increase is attributable the following items:
    1. Property Tax Revenue: $500,000. This increase is a result of lowering the property tax contribution to the Debt Service Fund. There is sufficient balance within the Debt Service Fund there is not a need for the original transfer.

2. Local Sales Tax: $2,250,000. The FY 2024 Local Sales Tax assumption was inherently conservative, and ended being $1,000,000 lower than the final actual FY 2023 collection. This amount captures tax receipts through 8 months received and projected ending balances in FY 2024.
3. Sports Wagering Privilege Tax: ($120,000). This new revenue stream from the State of Tennessee is being moved directly into the Street Aid & Transportation Fund as the receipts can only be spent on transportation and paving.
4. Traffic Operations Center Grant: ($400,000). This grant is reduced in FY 2024 due to the fact the intersection improvements will not be completed by the end of FY 2024, but is appropriated again in FY 2025. There is a reduction in the expenses.
5. License Plate Reader Grant: $233,172. The City has received a grant for License Plate Readers from the State of Tennessee. An expense increase is shown in the Police Department.
6. American Rescue Plan Act (ARPA) Grant: $1,000,000. This amount of grant funds is for the Franklin Housing Authority and goes to defray costs of the Cherokee development.
7. Investment Interest: $3,100,000. One of the positive outcomes of a sustained high interest environment is the ability of the City to earn money off of investments and pooled cash. These rates are guaranteed for FY 2024 and 2025.
8. Use of Fund Balance: $1,773,170. This is the amount necessary cover additional one-time repair needs and cash balance needs.

2. Expenses: Increase of $8,336,642. That increase is attributable to each of the five amendments as follows:

2. 27th Payroll: $2,373,260. Once every 7-10 years, the alignment of a bi-weekly pay structure and 365 ¼ days per year add up so that there are 27 bi-weekly pays instead of the standard budgeted 26 bi-weekly pays. FY 2024 is that year.
3. Year-end Expense Modifications: There are many year-end clean-ups in the General Fund.

- Personnel: $1,780,000. There are several categories of personnel expenses which net to an increase of $1,780,000. Increases of $2,430,000 include: $30,000 in Elected Officials (higher medical costs), $100,000 in Facilities (retirement payouts and vacancy adjustment), $15,000 in Communications (vacancy adjustment), $105,000 in Human resources (vacancy adjustment), $680,000 in Police (overtime costs/new police wages approved at the end of April 2024), $1,500,000 in Fire (vacancy adjustments/overfills) and $250,000 in General Expenses (to fund needs of the Closed Pension Plan). Offsetting these increases is a reduction in the remaining balance of General Expenses wage and medical costs by ($900,000).
- Operations: $2,185,000. Increases (and decreases) in operations costs include: $10,000 in Elected Officials (higher than budgeted costs for the 2023 Municipal Election), $400,000 in Facilities (higher repair and maintenance costs of City facilities, namely City Hall), $125,000 in Information Technology (costs incurred as a result of the cyber attack in 2023), $1,150,000 in General Expenses ($1,000,000 for the Franklin Housing Authority Cherokee redevelopment funded by ARPA dollars and $150,000 in additional general expenses), and $500,000 in Transfers to Other Funds (transfer of Emergency Management Vehicle budgeted in Police to Fleet Replacement Fund).
- Capital: ($316,767). Increases (and decreases) in Capital include: Decrease of (741,500) in Traffic Operations Center (TOC) ($106,000 increase for emergency repairs to Baker's Bridge and ($847,500) decreases in intersection improvement projects funded through grants), $9,793 in Police (Decrease of $500,000 for the movement of costs related to the Emergency Management Vehicle moved to Fleet Replacement and $509,793 increase for the costs of installing license Plate Readers – partially offset via grant), $25,000 in Fire (increase for

additional costs of a replacement Air Compressor for Fire Station #2), and $389,940 in streets (increase for the purchase of two dump trucks).

4. Administrative Service Fund (Indirect) Modifications: Increase of $1,314,849. Staff has been actively working over the course of the last 8-10 months to refine the indirect cost allocation model used to charge operational funds outside of the General Fund (Stormwater, Sanitation and Water Management) to be more accurate for the time each General Fund Department spends serving them. As a result of this study, staff has found it necessary to increase the cost to the General Fund and reduce the charges against the operational funds accordingly. This will take effect now in FY 2024 and continue onwards into FY 2025 and be re-examined every one to two years moving forward.
5. Cash Balance Requirements: Increase of $1,000,000. The Sanitation and Environmental Services Fund needs additional funding to meet year-end State Cash and Fund balance requirements. This is a normal transfer at this time of year, but one that hopefully will be less needed with proposed rate increases in future budget years.

Street Aid & Transportation Fund: 1. Year-end Revenue Modifications Increase of $120,000. This is the transfer of Sports Wagering monies budgeted in the General Fund.

Sanitation & Environmental Services Fund:

1. Year-end Revenue Modifications: Increase of $1,000,000. This is the transfer of $1,000,000 from the General Fund to accommodate for sufficient cash and fund balance in the SES Fund.
2. Addition of 27th Payroll: Increase of $121,014. Once every 7-10 years, the alignment of a bi-weekly pay structure and 365 ¼ days per year add up so that there are 27 bi-weekly pays instead of the standard budgeted 26 bi-weekly pays. FY 2024 is that year.
3. Year-end Expense Modifications: Decrease of $24,423. Debt Service payments necessary in FY 2024 are actually lower than originally budgeted.
4. Administrative Service Fund (Indirect) Modifications: Decrease of $195,187. Staff has been actively working over the course of the last 8-10 months to refine the indirect cost allocation model used to charge operational funds outside of the General Fund (Stormwater, Sanitation and Water Management) to be more accurate for the time each General Fund Department spends serving them. As a result of this study, staff has found it necessary to increase the cost to the General Fund and reduce the charges against the operational funds accordingly. This will take effect now in FY 2024 and continue onwards into FY 2025 and be re-examined every one to two years moving forward.

Stormwater Fund:

2. Addition of 27th Payroll: Increase of $67,182. Once every 7-10 years, the alignment of a bi-weekly pay structure and 365 ¼ days per year add up so that there are 27 bi-weekly pays instead of the standard budgeted 26 bi-weekly pays. FY 2024 is that year.
3. Year-end Expense Modifications: Increase of $100,000. The increase is necessary for the purchase of two replacement fleet vehicles.
4. Administrative Service Fund (Indirect) Modifications: Decrease of $204,592. Staff has been actively working over the course of the last 8-10 months to refine the indirect cost allocation model used to charge operational funds outside of the General Fund (Stormwater, Sanitation and Water Management) to be more accurate for the time each General Fund Department spends serving them. As a result of this study, staff has found it necessary to increase the cost to the General Fund and reduce the charges against the operational funds accordingly. This will take effect now in FY 2024 and continue onwards into FY 2025 and be re-examined every one to two years moving forward.

Drug Fund:
3. Year-end Expense Modifications: Increase of $17,500. Additional costs for outside training and K-9 operations.

Hotel Motel Fund:
3. Year-end Expense Modifications: Increase of $2,815,738. This is in two parts: a) Increase of $10,000 in Debt Service. Debt Service payments necessary in FY 2024 are actually lower than originally budgeted. b). Creekside Land Preservation: Increase of $2,805,738. At the direction of the Board of Mayor and Aldermen at the BOMA Work Session of August 22nd, this amount is intended as the final payment for the acquisition of 76 acres of parkland adjacent to Harlinsdale Park and the southeast corner of Mack Hatcher and Franklin Road.

Transit Fund:
3. Year-end Expense Modifications: Increase of $45,000. Transfer of costs related to Transit Inspector previously budgeted in Police.

Community Development Block Grant (CDBG) Fund:
1. Year-end Revenue Modifications: Increase of $375,000. (Draw from annual federal fund allocation).
3. Year-end Expense Modifications: Increase of $375,000. (Increase for contracts executed to reimburse Franklin Housing Authority for projects).

Debt Service Fund:

1. Year-end Revenue Modifications: Decrease of $500,000. Decrease a result of lower General Fund (Property Tax) transfer into the fund. (Fund balance remains at acceptable level.)

Fleet Replacement Fund:
1. Year-end Revenue Modifications: Increase of $500,000. (Transfer from General Fund)
3. Year-end Expense Modifications: Increase of $500,000. (Transfer from Police Budget to Fleet Replacement for purchase of the Emergency Management Vehicle).

Water Management Fund:
2. Addition of 27th Payroll: Increase of $272,299. Once every 7-10 years, the alignment of a bi-weekly pay structure and 365 ¼ days per year add up so that there are 27 bi-weekly pays instead of the standard budgeted 26 bi-weekly pays. FY 2024 is that year.
4. Administrative Service Fund (Indirect) Modifications: Decrease of $961,348. Staff has been actively working over the course of the last 8-10 months to refine the indirect cost allocation model used to charge operational funds outside of the General Fund (Stormwater, Sanitation and Water Management) to be more accurate for the time each General Fund Department spends serving them. As a result of this study, staff has found it necessary to increase the cost to the General Fund and reduce the charges against the operational funds accordingly. This will take effect now in FY 2024 and continue onwards into FY 2025 and be re-examined every one to two years moving forward.

This is the final budget amendment during this Fiscal Year to the budget

FINANCIAL IMPACT:

The amendments, as proposed, would result in:

1. General Fund: No Change.

2. Street Aid & Transportation Fund: Increase of Fund Balance of $120,000.
3. Sanitation & Environmental Services Fund: Increase of Fund Balance of $1,098,596.
4. Stormwater Fund: Increase of Fund Balance of $37,410.
5. Drug Fund: Decrease of Fund Balance of $17,500.
6. Hotel/Motel Fund: Decrease of Fund Balance of $2,815,738.
7. Transit Fund: Decrease of Fund Balance of $45,000.
8. CDBG Fund: No Change.
9. Debt Service Fund: Decrease of Fund Balance of $500,000.
10. Fleet Replacement Fund: No Change.
11. Water Management Funds: Increase of Fund Balance of $689,049.

RECOMMENDATION:

Staff recommends that Ordinance 2024-16 be recommended for approval by the Board of Mayor and Aldermen.

ORDINANCE NO. 2024-16

TO BE ENTITLED: "AN ORDINANCE TO AMEND THE BUDGET OF THE CITY OF FRANKLIN FOR FISCAL YEAR 2023-2024"

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, 2023 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 2023-2024 shall be amended and does allocate and appropriate additional funding as follows:

GENERAL FUND	[Amendments 1, 2, 3 & 4]	
REVENUE		
Property Tax Revenue	Increase	$ 500,000
Local Sales Tax	Increase	$ 2,250,000
Sports Wagering Privilege Tax	Decrease	$ (120,000)
Traffic Operations Center Grant	Decrease	$ (400,000)
License Plate Reader Grant	Increase	$ 233,172
American Rescue Plan Act Grant	Increase	$ 1,000,000
Investment Interest	Increase	$ 3,100,000
Use of Fund Balance	Increase	$ 1,773,170
EXPENDITURES		
Elected Officials Personnel	Increase	$ 30,000
Elected Officials Expenses	Increase	$ 10,000
Court Personnel	Increase	$ 8,772
Administration Personnel	Increase	$ 62,800
Administration Expenses	Increase	$ 67,448
Revenue Management Personnel	Increase	$ 49,204
Revenue Management Expenses	Increase	$ 397,324
Facilities Personnel	Increase	$ 122,546
Facilities Expenses	Increase	$ 455,650
Communications Personnel	Increase	$ 19,868
Communications Expenses	Increase	$ 91,220
Purchasing Personnel	Increase	$ 15,275
Purchasing Expenses	Increase	$ 2,531
Information Technology Personnel	Increase	$ 113,734
Information Technology Expenses	Increase	$ 343,277
Emergency Management Personnel	Increase	$ 8,211
Law Personnel	Increase	$ 29,130
Law Expenses	Increase	$ 116,297
Finance Personnel	Increase	$ 47,059
Finance Expenses	Increase	$ 79,350
Engineering Expenses	Increase	$ 238,903
Traffic Operations Center Personnel	Increase	$ 18,529
Traffic Operations Center Expenses	Decrease	$ (741,500)
Human Resources Personnel	Increase	$ 163,151
Human Resources Expenses	Increase	$ (37,151)

Building & Neighborhood Services Personnel	Increase	$ 62,914
Police - Admin Personnel	Increase	$ 257,964
Police - Admin Capital	Increase	$ 9,793
Police - CID Personnel	Increase	$ 177,544
Police - Patrol Personnel	Increase	$ 979,430
Fire Personnel	Increase	$ 2,346,996
Fire Capital	Increase	$ 25,000
Streets - Maintenance Personnel	Increase	$ 142,536
Streets - Maintenance Capital	Increase	$ 389,940
Streets – Traffic Personnel	Increase	$ 41,454
Streets - Fleet Personnel	Increase	$ 37,924
Parks Personnel	Increase	$ 153,219
General Expenses Personnel	Decrease	$ (650,000)
General Expenses Expenses	Increase	$ 1,150,000
Transfers To Other Funds	Increase	$ 1,500,000

Net Increase (Decrease) to Total General Fund Balance		**$ -**

STREET AID & TRANSPORTATION FUND	[Amendments 1]	
REVENUE		
Sports Wagering Privilege Tax	Increase	$ 120,000
EXPENDITURES		

Net Increase (Decrease) to Street Aid & Transportation Fund Balance		**$ 120,000**

SANITATION & ENVIRONMENTAL SERVICES FUND	[Amendment 2, 3, 4, & 5]	
REVENUE		
Transfer from General Fund	Increase	$1,000,000
EXPENDITURES		
SES Administration Personnel	Increase	$ 33,268
SES Administration Expenses	Decrease	$ (195,187)
SES Collection Personnel	Increase	$ 74,632
SES Collection Expenses	Increase	$ (4,915)
SES Disposal Personnel	Increase	$ 13,114
SES Disposal Expenses	Increase	$ (19,508)

Net Increase (Decrease) to Sanitation & Environmental Services Fund Balance		**$1,098,596**

STORMWATER FUND	[Amendments 2, 4]	
REVENUE		
EXPENDITURES		
Stormwater - Streets Personnel	Increase	$ 42,529
Stormwater - Streets Expenses	Decrease	$ (104,592)
Stormwater - Engineering Personnel	Increase	$ 24,653

Net Increase (Decrease) to Stormwater Fund Balance		**$ 37,410**

DRUG FUND	[Amendments 3]	
REVENUE		
EXPENDITURES		
Drug Fund Expenses	Increase	$ 17,500
Net Increase (Decrease) to Drug Fund Fund Balance		**$ (17,500)**
HOTEL/MOTEL FUND	[Amendments 3]	
REVENUE		
EXPENDITURES		
Transfer to Debt Service	Increase	$ 10,000
Creekside Land Purchase	Increase	$ 2,805,738
Net Increase (Decrease) to Hotel/Motel Tax Fund Balance		**$(2,815,738)**
TRANSIT FUND	[Amendments 3]	
REVENUE		
EXPENDITURES		
Transit Fund Personnel	Increase	$ 45,000
Net Increase (Decrease) to Transit Fund Balance		**$ (45,000)**
COMMUNITY DEVELOPMENT BLOCK GRANT FUND	[Amendments 1,3]	
REVENUE		
Annual Federal Award	Increase	$ 375,000
EXPENDITURES		
Contractual Services	Increase	$ 375,000
Net Increase (Decrease) to CDBG Fund Balance		**$ -**
DEBT SERVICE FUND	[Amendments 1]	
REVENUE		
Transfer from General Fund	Decrease	$ (500,000)
EXPENDITURES		
Net Increase (Decrease) to Debt Service Fund Balance		**$ (500,000)**
FLEET REPLACEMENT FUND	[Amendments 3]	
REVENUE		
Transfer from General Fund	Increase	$ 500,000

EXPENDITURES		
Emergency Management Vehicle	Increase	$ 500,000
Net Increase (Decrease) to Fleet Replacement Fund Balance		**$ -**

WATER & WASTEWATER FUND REVENUE	[Amendment 1, 2, 3, & 4]	
EXPENDITURES		
Utility Billing Personnel	Increase	$ 6,292
Water Distribution Personnel	Decrease	$ 45,812
Water Plant Personnel	Increase	$ 37,851
Water General Expenses	Decrease	$ (466,519)
Utility Administration Personnel	Increase	$ 60,023
Wastewater Collector Personnel	Increase	$ 60,732
Wastewater Plant Personnel	Increase	$ 61,589
Wastewater General Expenses	Decrease	$ (494,829)
Net Increase (Decrease) to Total Water & Sewer Fund Balance		**$ 680,049**

SECTION II: That the organizational charts and staffing tables for each department of the City which have modified positions are hereby amended and attached as Exhibit A herein.

SECTION III: 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 IV: 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
City Administrator

DR. KEN MOORE
Mayor

Approved as to form:

_____
Shauna R. Billingsley, City Attorney

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

HISTORIC FRANKLIN TENNESSEE

MEMORANDUM

May 3, 2024

TO: Board of Mayor and Aldermen

FROM: Eric Stuckey, City Administrator
Kristine Brock, Assistant City Administrator/Chief Financial Officer
Michael Walters Young, Budget & Strategic Innovation Manager

RE: Consideration of Ordinance 2024-16, 4th Quarter 2024 Budget Amendments

Purpose

The purpose of this item is to amend the Fiscal Year 2024 Budget for compliance with State budgeting guidance regarding:

1. Ensuring authorizations in place to balance each fund's budget on a cash basis on June 30, 2024.

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 year end.

In order to stay ahead of this responsibility, staff is proposing three budget amendments. They are split across various funds, but include:

1) Year-end Revenue Modifications
2) Addition of 27th Payroll
3) Year-end Expense Modifications
4) Administrative Service Fund (Indirect) Modifications
5) Cash Balance Requirements

By Fund the impacts of these amendments are:

A. General Fund:
    i. Revenues: Increase of $8,336,342. This increase is attributable the following items:
        1. Property Tax Revenue: $500,000. This increase is a result of lowering the property tax contribution to the Debt Service Fund. There is sufficient balance within the Debt Service Fund there is not a need for the original transfer.
        2. Local Sales Tax: $2,250,000. The FY 2024 Local Sales Tax assumption was inherently conservative, and ended being $1,000,000 lower than the final actual FY 2023 collection. This amount captures tax receipts through 8 months received and projected ending balances in FY 2024.

3. Sports Wagering Privilege Tax: ($120,000). This new revenue stream from the State of Tennessee is being moved directly into the Street Aid & Transportation Fund as the receipts can only be spent on transportation and paving.
4. Traffic Operations Center Grant: ($400,000). This grant is reduced in FY 2024 due to the fact the intersection improvements will not be completed by the end of FY 2024, but is appropriated again in FY 2025. There is a reduction in the expenses.
5. License Plate Reader Grant: $233,172. The City has received a grant for License Plate Readers from the State of Tennessee. An expense increase is shown in the Police Department.
6. American Rescue Plan Act (ARPA) Grant: $1,000,000. This amount of grant funds is for the Franklin Housing Authority and goes to defray costs of the Cherokee development.
7. Investment Interest: $3,100,000. One of the positive outcomes of a sustained high interest environment is the ability of the City to earn money off of investments and pooled cash. These rates are guaranteed for FY 2024 and 2025.
8. Use of Fund Balance: $1,773,170. This is the amount necessary cover additional one-time repair needs and cash balance needs.

ii. Expenses: Increase of $8,336,642. That increase is attributable to each of the five amendments as follows:

2. 27th Payroll: $2,373,260. Once every 7-10 years, the alignment of a bi-weekly pay structure and 365 ¼ days per year add up so that there are 27 bi-weekly pays instead of the standard budgeted 26 bi-weekly pays. FY 2024 is that year.
3. Year-end Expense Modifications: There are many year-end clean-ups in the General Fund.
   - Personnel: $1,780,000. There are several categories of personnel expenses which net to an increase of $1,780,000. Increases of $2,430,000 include: $30,000 in Elected Officials (higher medical costs), $100,000 in Facilities (retirement payouts and vacancy adjustment), $15,000 in Communications (vacancy adjustment), $105,000 in Human resources (vacancy adjustment), $680,000 in Police (overtime costs/new police wages approved at the end of April 2024), $1,500,000 in Fire (vacancy adjustments/overfills) and $250,000 in General Expenses (to fund needs of the Closed Pension Plan). Offsetting these increases is a reduction in the remaining balance of General Expenses wage and medical costs by ($900,000).
   - Operations: $2,185,000. Increases (and decreases) in operations costs include: $10,000 in Elected Officials (higher than budgeted costs for the 2023 Municipal Election), $400,000 in Facilities (higher repair and maintenance costs of City facilities, namely City Hall), $125,000 in Information Technology (costs incurred as a result of the cyber attack in 2023), $1,150,000 in General Expenses ($1,000,000 for the Franklin

Housing Authority Cherokee redevelopment funded by ARPA dollars and $150,000 in additional general expenses), and $500,000 in Transfers to Other Funds (transfer of Emergency Management Vehicle budgeted in Police to Fleet Replacement Fund).

- Capital: ($316,767). Increases (and decreases) in Capital include: Decrease of (741,500) in Traffic Operations Center (TOC) ($106,000 increase for emergency repairs to Baker's Bridge and ($847,500) decreases in intersection improvement projects funded through grants), $9,793 in Police (Decrease of $500,000 for the movement of costs related to the Emergency Management Vehicle moved to Fleet Replacement and $509,793 increase for the costs of installing license Plate Readers – partially offset via grant), $25,000 in Fire (increase for additional costs of a replacement Air Compressor for Fire Station #2), and $389,940 in streets (increase for the purchase of two dump trucks).

4. Administrative Service Fund (Indirect) Modifications: Increase of $1,314,849. Staff has been actively working over the course of the last 8-10 months to refine the indirect cost allocation model used to charge operational funds outside of the General Fund (Stormwater, Sanitation and Water Management) to be more accurate for the time each General Fund Department spends serving them. As a result of this study, staff has found it necessary to increase the cost to the General Fund and reduce the charges against the operational funds accordingly. This will take effect now in FY 2024 and continue onwards into FY 2025 and be re-examined every one to two years moving forward.
5. Cash Balance Requirements: Increase of $1,000,000. The Sanitation and Environmental Services Fund needs additional funding to meet year-end State Cash and Fund balance requirements. This is a normal transfer at this time of year, but one that hopefully will be less needed with proposed rate increases in future budget years.

B. Street Aid & Transportation Fund:
   1. Year-end Revenue Modifications Increase of $120,000. This is the transfer of Sports Wagering monies budgeted in the General Fund.

C. Sanitation & Environmental Services Fund:
   1. Year-end Revenue Modifications: Increase of $1,000,000. This is the transfer of $1,000,000 from the General Fund to accommodate for sufficient cash and fund balance in the SES Fund.
   2. Addition of 27th Payroll: Increase of $121,014. Once every 7-10 years, the alignment of a bi-weekly pay structure and 365 ¼ days per year add up so that there are 27 bi-weekly pays instead of the standard budgeted 26 bi-weekly pays. FY 2024 is that year.
   3. Year-end Expense Modifications: Decrease of $24,423. Debt Service payments necessary in FY 2024 are actually lower than originally budgeted.

4. Administrative Service Fund (Indirect) Modifications: Decrease of $195,187. Staff has been actively working over the course of the last 8-10 months to refine the indirect cost allocation model used to charge operational funds outside of the General Fund (Stormwater, Sanitation and Water Management) to be more accurate for the time each General Fund Department spends serving them. As a result of this study, staff has found it necessary to increase the cost to the General Fund and reduce the charges against the operational funds accordingly. This will take effect now in FY 2024 and continue onwards into FY 2025 and be re-examined every one to two years moving forward.

D. Stormwater Fund:
   2. Addition of 27th Payroll: Increase of $67,182. Once every 7-10 years, the alignment of a bi-weekly pay structure and 365 ¼ days per year add up so that there are 27 bi-weekly pays instead of the standard budgeted 26 bi-weekly pays. FY 2024 is that year.
   3. Year-end Expense Modifications: Increase of $100,000. The increase is necessary for the purchase of two replacement fleet vehicles.
   4. Administrative Service Fund (Indirect) Modifications: Decrease of $204,592. Staff has been actively working over the course of the last 8-10 months to refine the indirect cost allocation model used to charge operational funds outside of the General Fund (Stormwater, Sanitation and Water Management) to be more accurate for the time each General Fund Department spends serving them. As a result of this study, staff has found it necessary to increase the cost to the General Fund and reduce the charges against the operational funds accordingly. This will take effect now in FY 2024 and continue onwards into FY 2025 and be re-examined every one to two years moving forward.

E. Drug Fund:
   3. Year-end Expense Modifications: Increase of $17,500. Additional costs for outside training and K-9 operations.

F. Hotel Motel Fund:
   3. Year-end Expense Modifications: Increase of $2,815,738. This is in two parts: a) Increase of $10,000 in Debt Service. Debt Service payments necessary in FY 2024 are actually lower than originally budgeted. b). Creekside Land Preservation: Increase of $2,805,738. At the direction of the Board of Mayor and Aldermen at the BOMA Work Session of August 22nd, this amount is intended as the final payment for the acquisition of 76 acres of parkland adjacent to Harlinsdale Park and the southeast corner of Mack Hatcher and Franklin Road.

G. Transit Fund:
   3. Year-end Expense Modifications: Increase of $45,000. Transfer of costs related to Transit Inspector previously budgeted in Police.

H. Community Development Block Grant (CDBG) Fund:
   1. Year-end Revenue Modifications: Increase of $375,000. (Draw from annual federal fund allocation).

3. Year-end Expense Modifications: Increase of $375,000. (Increase for contracts executed to reimburse Franklin Housing Authority for projects).

I. Debt Service Fund:
   1. Year-end Revenue Modifications: Decrease of $500,000. Decrease a result of lower General Fund (Property Tax) transfer into the fund. (Fund balance remains at acceptable level.)

J. Fleet Replacement Fund:
   1. Year-end Revenue Modifications: Increase of $500,000. (Transfer from General Fund)
   3. Year-end Expense Modifications: Increase of $500,000. (Transfer from Police Budget to Fleet Replacement for purchase of the Emergency Management Vehicle).

K. Water Management Fund:
   2. Addition of 27th Payroll: Increase of $272,299. Once every 7-10 years, the alignment of a bi-weekly pay structure and 365 ¼ days per year add up so that there are 27 bi-weekly pays instead of the standard budgeted 26 bi-weekly pays. FY 2024 is that year.
   4. Administrative Service Fund (Indirect) Modifications: Decrease of $961,348. Staff has been actively working over the course of the last 8-10 months to refine the indirect cost allocation model used to charge operational funds outside of the General Fund (Stormwater, Sanitation and Water Management) to be more accurate for the time each General Fund Department spends serving them. As a result of this study, staff has found it necessary to increase the cost to the General Fund and reduce the charges against the operational funds accordingly. This will take effect now in FY 2024 and continue onwards into FY 2025 and be re-examined every one to two years moving forward.

This is the final budget amendment during this Fiscal Year to the budget.

Financial Impact

The amendments, as proposed, would result in:

1. General Fund: No Change.

2. Street Aid & Transportation Fund: Increase of Fund Balance of $120,000.

3. Sanitation & Environmental Services Fund: Increase of Fund Balance of $1,098,596.

4. Stormwater Fund: Increase of Fund Balance of $37,410.

5. Drug Fund: Decrease of Fund Balance of $17,500.

6. Hotel/Motel Fund: Decrease of Fund Balance of $2,815,738.

7. Transit Fund: Decrease of Fund Balance of $45,000.

8. CDBG Fund: No Change.

9. Debt Service Fund: Decrease of Fund Balance of $500,000.

10. Fleet Replacement Fund: No Change.

11. Water Management Funds: Increase of Fund Balance of $689,049.

Options

1. Approve amendment(s) as proposed.

2. Make changes to the amendment(s) where desired.

Recommendation

Staff recommends approval of the amendments.

City of Franklin

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

File #: 21-0120

DATE: April 29, 2024

TO: Budget & Finance Committee

FROM: Kristine Brock, Asst. City Administrator/CFO
Michael Walters Young, Budget and Analytics Manager

SUBJECT:

Consideration Of DRAFT Ordinance 2024-17, An Ordinance Of The City Of Franklin, Tennessee Adopting A Budget For The Fiscal Year 2024-2025; Providing An Effective Date

PURPOSE:

The purpose of this memorandum is to provide information to the Franklin Board of Mayor and Aldermen (BOMA) concerning Consideration of DRAFT Ordinance 2024-17, An Ordinance of the City of Franklin, Tennessee Adopting a Budget for the Fiscal Year 2024-2025; Providing an Effective Date.

BACKGROUND/STAFF COMMENTS:

Recently, as a part of their ongoing strategic planning work, the Franklin Board of Mayor and Aldermen drafted a vision statement for our community:

America's finest Hometown, driven by excellence, balancing preservation and progress.

This vision captures who Franklin is and aspires to be. As we build the budget each year, our goal is to meet community needs and support work that achieves the community's aspirations to be best place in America to raise a family and build a business. Top ratings by publications such as Money magazine, Southern Living, USA Today, and Livability consistently place Franklin among the best places to live in America. Strong investment and job growth also reflect Franklin's remarkable economic vitality and competitive position. Our All-America 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, proudly call "home."

Significant infrastructure investment designed to meet the demands of growth and to build upon the community's quality of life continues through the City's 10-year Capital Investment Plan (CIP) supported by the Invest Franklin initiative launched eight years ago. Recent highlights include the completion of the Water Reclamation Facility upgrade and expansion, Franklin Road improvements, and the beautifully restored Hayes Home at the Park at Harlinsdale Farm. Other important projects are moving forward including the development of a new City Hall (currently in final design), Bicentennial Park (under construction), development of the Southeast Park/Robinson Lake (bidding),

and McEwen Drive improvements from Cool Springs to Wilson Pike (bidding later this year). These projects promise to have significant impact on our community as they add significantly to our quality of life. The Board is currently working diligently to update the 10-year CIP to best meet community needs now and in the future.

Despite our success, significant challenges remain. The City of Franklin continues to be bolstered by strong long-term financial plans and policies that provide vital financial capacity to meet both challenges and opportunities. Our best efforts will be required to meet the demands that lie ahead. The City must continue to deliver high-quality services, enhance existing infrastructure, and prepare for growth in terms of services, infrastructure, and community impact. The City of Franklin will craft a budget and action plan that is both fiscally prudent and consistent in maintaining our commitment to high-quality community service.

A presentation from the City Administrator will be loaded before the meeting.

FINANCIAL IMPACT:

The 2024-25 (FY25) General Fund budget is $112,252,391, which represents a decrease of 1.6% compared to the current $114,112,767 budget for 2023-24 (FY24). The FY25 budget for all funds is $226,904,237, which represents a decrease of 5.2% compared to FY24.

RECOMMENDATION:

Staff recommends that Ordiance 2024-17 be recommended for approval by the Board of Mayor and Aldermen.

ORDINANCE NO. 2024-17

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ADOPTING A BUDGET FOR THE FISCAL YEAR 2024-2025; 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, 2024, 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 2024-2025 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, 2024 – June 30, 2025"

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, 2024, 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**

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

NOT_Law_Approved

FY2025 PROPOSED BUDGET

Excellence Innovation Teamwork
Integrity Action-Oriented

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HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

Annual Operating & Capital Equipment Budget July 1, 2024 - June 30, 2025

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 83,454 according to the 2020 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.

The City has won numerous awards, but none more recent and impactful as being named an All-American City in 2020 by the National Civic League. Other honors include: the National Main Street Award from the National Trust of Historic Preservation, "Number One Small Town in Tennessee", designated a Preserve America Community by former First Lady Laura Bush, one of "America's Distinctive Destinations" by the National Trust for Historic Preservation, *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 and Money magazine has continuously ranked Franklin in its "Top 10 Best Places to Live" for the last five years. 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.

HISTORIC
FRANKLIN
TENNESSEE

Board of Mayor & Aldermen

Dr. Ken Moore, Mayor

Patrick Baggett
Clyde Barnhill
Brandy Blanton
Matt Brown
Beverly Burger
Greg Caesar
Ann Petersen
Jason Potts

Eric Stuckey, City Administrator

Kristine Brock, Assistant City Administrator of Finance and Administration

Vernon Gerth, Assistant City Administrator of Community Development

Mark Hilty, Assistant City Administrator of Public Works

Angie Skarp, City Recorder

Shauna Billingsley, City Attorney

Lisa Clayton, Parks Director

Jessica Davey, Billing & Licensing Director/City Court Clerk

Deborah Faulkner, Police Chief

Glenn Johnson, Fire Chief

Steve Grubb, Streets Director

Aahil Rajpari, Management Fellow

Michelle Hatcher, Water Management Director

Paul Holzen, Engineering Director/City Engineer

Mike Lowe, Comptroller

Tom Marsh, Building & Neighborhood Services Director

Jason Potts, Information Technology Director

Milissa Reierson, Chief Communications Officer

Kevin Townsel, Human Resources Director

Jack Tucker, Sanitation & Environmental Services Director

Michael Walters Young, Chief Budget & Performance Officer

Brian Wilcox, Purchasing Manager

Scott Williar, Emergency Management Coordinator

Margaret Wilson, Comptroller

Brad Wilson, Project & Facilities Manager

Emily Wright, Planning & Sustainability Director

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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, 2022. 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.

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May 3, 2024

Mayor Moore, Aldermen, and Citizens of Franklin,

Recently, as a part of their ongoing strategic planning work, the Franklin Board of Mayor and Aldermen drafted a vision statement for our community:

America's finest Hometown, driven by excellence, balancing preservation and progress.

This vision captures who Franklin is and aspires to be. As we build the budget each year, our goal is to meet community needs and support work that achieves the community's aspirations to be best place in America to raise a family and build a business. Top ratings by publications such as *Money* magazine, *Southern Living*, *USA Today*, and *Livability* consistently place Franklin among the best places to live in America. Strong investment and job growth also reflect Franklin's remarkable economic vitality and competitive position. Our *All-America 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, proudly call "home."

Significant infrastructure investment designed to meet the demands of growth and to build upon the community's quality of life continues through the City's 10-year Capital Investment Plan (CIP) supported by the Invest Franklin initiative launched eight years ago. Recent highlights include the completion of the Water Reclamation Facility upgrade and expansion, Franklin Road improvements, and the beautifully restored Hayes Home at the Park at Harlinsdale Farm. Other important projects are moving forward including the development of a new City Hall (currently in final design), Bicentennial Park (under construction), development of the Southeast Park/Robinson Lake (bidding), and McEwen Drive improvements from Cool Springs to Wilson Pike (bidding later this year). These projects promise to have significant impact on our community as they add significantly to our quality of life. The Board is currently working diligently to update the 10-year CIP to best meet community needs now and in the future.

Despite our success, significant challenges remain. The City of Franklin continues to be bolstered by strong long-term financial plans and policies that provide vital financial capacity to meet both challenges and opportunities. Our best efforts will be required to meet the demands that lie ahead. The City must continue to deliver high-quality services, enhance existing infrastructure, and prepare for growth in terms of services, infrastructure, and community impact. The City of Franklin will craft a budget and action plan that is both fiscally prudent and consistent in maintaining our commitment to high-quality community service.

Budget Overview

The 2024-25 (FY25) General Fund budget is $112,252,391, which represents a decrease of 1.6% compared to the current $114,112,767 budget for 2023-24 (FY24). The FY25 budget for all funds is $226,904,237, which represents a decrease of 5.2% compared to FY24.

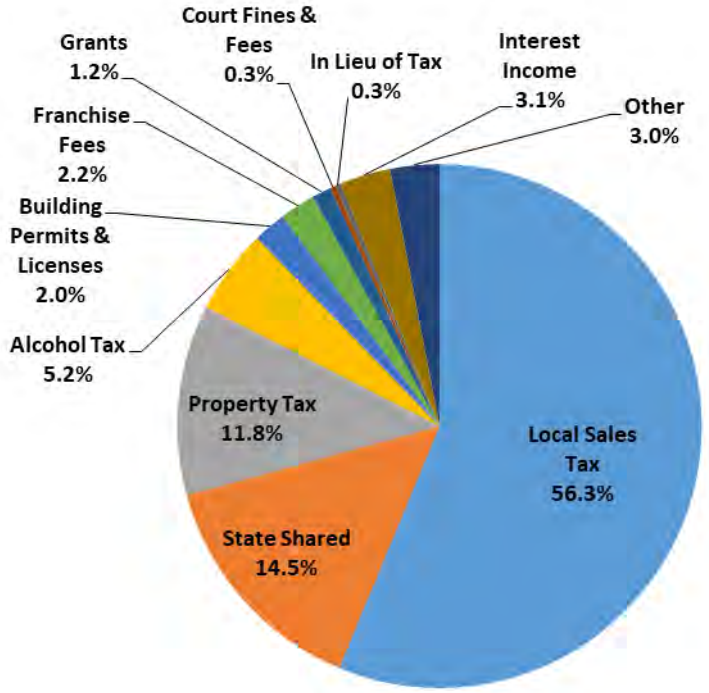
Highlights of the 2024-25 Budget

- The budget is balanced and fully complies with the Board of Mayor and Aldermen's debt and fund reserve policies.
- The Invest Franklin dedicated funding for infrastructure/transportation investment and support of City operations remains in place. The City property tax rate remains unchanged at $0.3261 per $100 of assessed valuation. The City of Franklin has the lowest property tax rate of any city in Tennessee with a population over 50,000, and its rate is among the lowest of comparable cities nationally.
- A pay increase for City team members will be effective the first pay period of July 2024. The approved budget includes a general pay increase of 3% plus an additional performance-based pay increase of up to an additional 2.5%.
- An updated longevity pay program will be implemented in FY25 providing employees with an annual payment based on their service time with the City of Franklin. These payments will be made to all employees in November of each year.
- Significant pay adjustments to be implemented in late FY24 for Police and Fire are fully incorporated in the FY25 budget as the City reaches its target of being at or above the 90th percentile of pay in the market.
- Health insurance premiums for City team members are unchanged for FY25.
- The budget includes several new positions in the General Fund including a new internship program in Fire Department, a Flex Team Sergeant in Police, and a new Mobility Coordinator position in Engineering. An Information Technology Assistant Director position is restored in the budget. Three new Parks positions will be added in spring 2025 to support new/upgraded facilities. Several position reclassifications are implemented across the organization including in Streets, Parks, City Court, Water Management, and Building and Neighborhood Services.
- An organizational realignment is included in the budget with the movement of the Human Resources Department into the Finance and Administration team and the Emergency Management Office into the Public Works team. A new Office of Budget and Performance will be established with existing staff. The Office of Revenue Management/City Court will also be formally established as a City department: the Billing and Licensing Department.
- The FY25 budget includes an increase for residential trash and recycling collection (from $23/month to $31/month) making this operation fully self-sufficient (with no general fund subsidy). Consistent with our five-year utility rate plan, Water and Sewer rates will increase 3% and 2.5% respectively beginning January 1, 2025.
- 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.

General Fund Overview

Revenues. In total, General Fund revenues for FY25 are projected at $112.3 million, a slight decrease of 1.% compared the current FY24 budget of $114.1 million. The following is a summary of revenue by category.

General Fund Revenue by Category – FY25



Sales Tax. The City's largest single revenue source continues to be sales tax. Local sales tax collections are projected to account for 56.3% of total General Fund revenue. The FY25 sales tax budget of $63.2 million represents a projected increase of 2.2% compared to the FY24 budget. Over the past two years, there has been substantial growth overall in the sales tax due to inflationary pressures, economic growth in the community overall, and strong on-line sales tax collection by the state of Tennessee. While we are still projecting growth, the rate of growth appears to be slowing. Overall, the City is assuming a modest growth in sales tax in FY25. This conservative assumption is an added protection against an economic downturn.

State Shared Revenue. The second-largest category of revenue, state shared revenue, accounts for 14.5% of total General Fund revenue and is projected to be $16.25 million, which is flat compared to the FY24 budget. The FY25 budget includes $100,000 to support a local special census during the fall of 2024. Conducting a special census across the community will enable the City to capture its fair share of State Shared revenue, which is provided to cities based on their population. Recent estimates show that Franklin's population has grown to over 90,000 people compared to the 2020 Federal Census population of 83,454.

Property Tax. The third-largest revenue source for the City's General Fund is property tax, which accounts for 11.8% of General Fund resources. The amount of property tax revenue going to General Fund operations for FY25 is $13.2 million, compared to $12.1 million budgeted in FY24. The General Fund portion of property tax revenue ($13.2

million) is the result of the total property tax of $24.9 million minus $10.55 million in transfer to the Debt Service Fund for General Fund debt obligations and $1.15 million transferred to the Street Aid Fund.

In the FY25 budget, The City property tax rate remains unchanged at $0.3261 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 has the lowest property tax rate of any city in Tennessee with a population over 50,000, and its rate is among the lowest of comparable cities nationally. The Williamson County Property Assessor will conduct a county-wide property re-appraisal during FY25, which will impact the City's property tax rate in FY26.

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 FY25 budget year, these various alcohol taxes are projected to generate $5.9 million, accounting for 5.2% of General Fund revenue. The projected FY25 revenue is an increase of 6.0% compared to the FY24 budget.

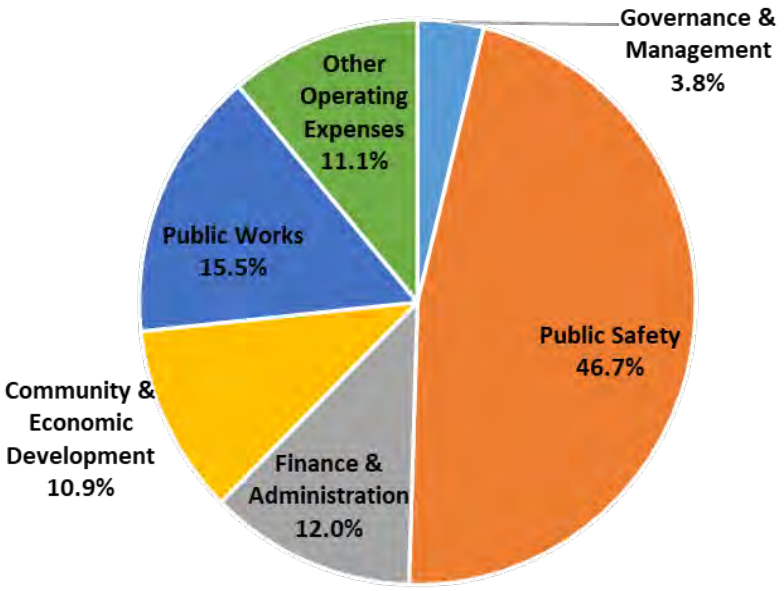
Franchise Fees. The collection of franchise fees from cable and gas utility providers accounts for 2.2% of General Fund revenue. For FY25, $2.45 million is projected in franchise fees, a decrease of 3.7% ($95,552) compared to FY24.

Building Permits and Licenses. The budget incorporates an assumption that the pace of development will remain relatively steady with a slight decrease in activity in the coming year. The budget for building permit and license fees revenue is projected at $2.3 million for FY25, a modest increase of 1.0% compared to FY24. These fees allow the City to recover the costs associated with providing construction-related services. Building permit and license revenue accounts for 2.2% of the General Fund revenue.

Other Revenues. Other revenue categories of note include grants, municipal court fines/fees, and interest income. Grant revenue is projected at $1.3 million in FY25. Court fines/fees are projected at $378,384 in FY25. Interest income is projected to grow to $3.5 million in the FY25 budget, an increase of $300,000 compared to FY24. 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 $112.3 million for FY25. The following chart displays a summary of expenditure activities within the proposed budget by service area. Public safety remains the largest expenditure in the City's General Fund, representing 46.7% of the total budget.

General Fund Expenditures by Major Service Area – FY25

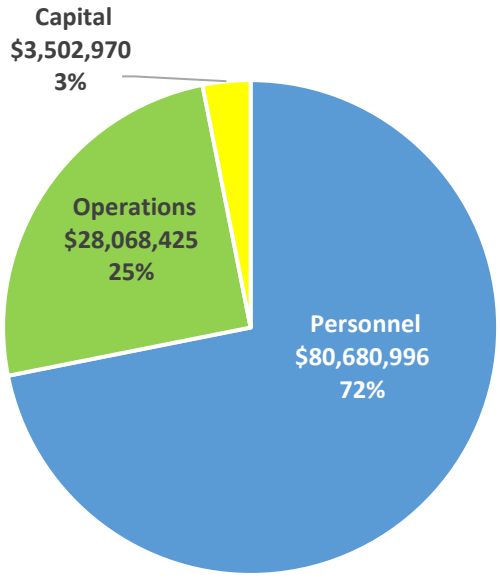


Employee Earnings and Benefits. The cost of wages and benefits for City team members (employees) accounts for 72% of the City's General Fund budget. Overall, employment-related costs are projected at $80.7 million, a 3.5% increase compared to the current budget of $78 million. A pay increase for City team members will be effective the first pay period of July 2024. The approved budget includes a general pay increase of 3% plus an additional performance-based pay increase of up to an additional 2.5%. An updated longevity pay program will be implemented in FY25 providing employees with an annual payment based on their service time with the City of Franklin. These payments will be made to all employees in November of each year.

Significant pay adjustments to be implemented in late FY24 for Police and Fire are fully incorporated in the FY25 budget as the City reaches its target of being at or above the 90th percentile of pay in the market. The City anticipates incorporating this revised pay target in a full compensation plan review that will take place in 2025 for the FY26 budget.

The FY25 budget contains an organizational realignment which includes the movement of the Human Resources Department into the Finance and Administration team and the Emergency Management Office into the Public Works team. A new Office of Budget and Performance will be established with existing staff and will report directly to the City Administrator. The Office of Revenue

General Fund Expenditures by Major Category – FY25

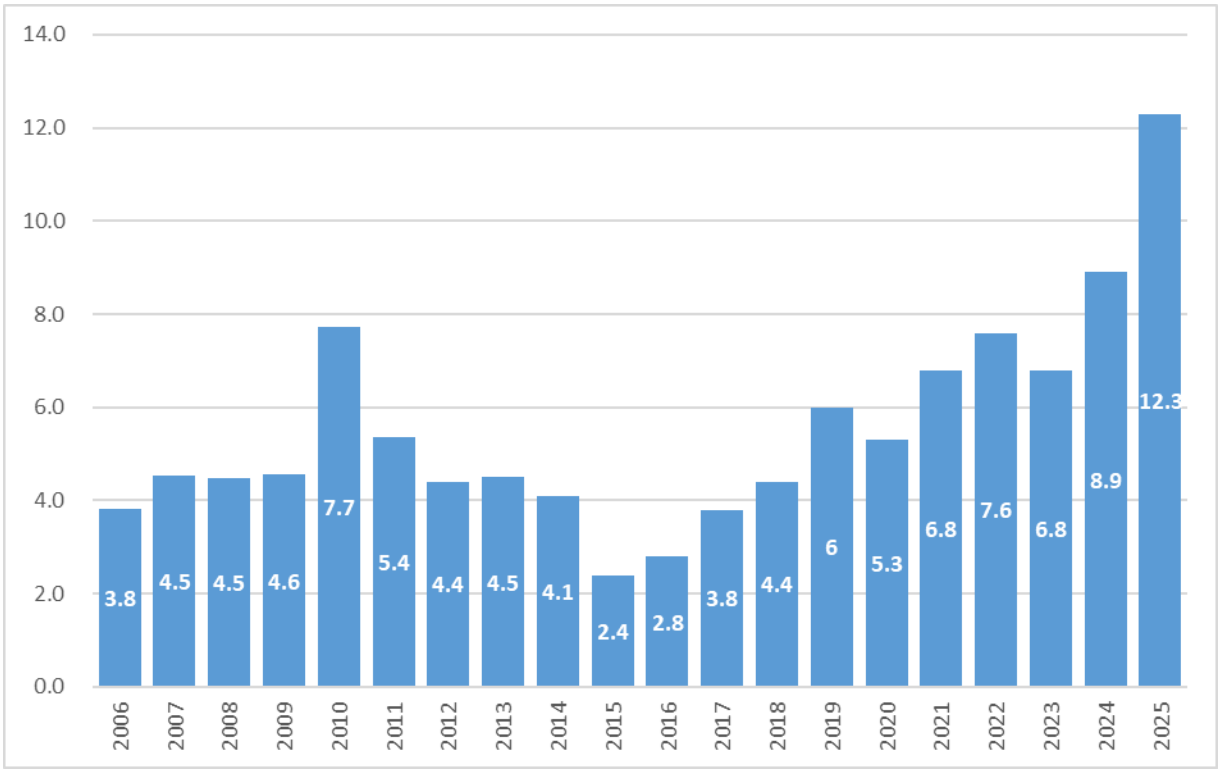


Management/City Court will also be formally established as a City department: the Billing and Licensing Department.

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 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. The City's single employer Defined Benefit Pension Plan (the "Closed Plan") was closed to new participants effective December 31, 2016. Beginning January 1, 2017, and thereafter, new hires are members of the Tennessee Consolidated Retirement System ("TCRS") Legacy Defined Benefit Pension Plan (the "Open Plan"), a multi-employer pension plan administered by the State of Tennessee Department of Treasury. While TCRS has agreed to manage certain aspects of the Closed Plan, primarily investment of assets and payroll services, the City continues to oversee the remaining functions in accordance with terms of the plan and the State of Tennessee Public Employee Defined Benefit Financial Security Act of 2014. For FY25, the City will appropriate the actuarially-required contribution of $10.2 to the Closed Plan, an increase of $3 million. City contribution to the Open Plan for FY25 is 7.62% of payroll.

Pension and Retirement Contributions – FY 2006-2025



Employee Benefits. For 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.

The City's premiums for health, vision, and dental insurance are projected to remain flat for FY25. Beginning in FY19, the City began offering team members the option to use a high-deductible health insurance plan paired with a health savings account. Health insurance premiums for City team members are projected to remain unchanged for FY25.

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 25.1% of General Fund expenditures. The FY25 budget amount for operational expenses (inclusive of interfund transfers) is $28.1 million, a decrease of $3.1 million compared to the FY24 projection.

Transfers to Other Funds. The General Fund budget includes transfers from the General Fund to other funds to support operations and capital projects. The FY25 budget includes $7.4 million of transfers to other funds, a decrease of $2.5 million compared to FY24. Transfers fall into two categories. The first are ongoing transfers - $500,000 from the General Fund to the Street Aid and Transportation Fund in FY24 which funds the "sidewalk gap" projects approved as a part of the Invest Franklin initiative and a new asset paving initiative for City owned trails, parking lots, driveway aprons, etc., $1,003,617 from the General Fund to the Transit Fund (flat funding compared to FY22), and $863,490 for the new Capital Vehicle and Equipment Replacement Fund for the annual replacement of Police vehicles. The second category of transfers include $5.039 million from the General Fund to the Capital Projects Fund for approved CIP projects. There is no budgeted subsidy planned for the Sanitation and Environmental Services Fund, as a recent cost of service study recommended an increase in the fee to make this operation truly ratepayer funded.

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 $50,000. 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 FY25 General Fund budget, capital expenditures are projected at $3.5 million, an increase of 39.0%. The FY25 capital expenditures include high-priority equipment replacement, such as police cruisers (various replacements were deferred as a part of previous budgets and/or were impacted by manufacturing delays) along with software upgrades for information system security and capital project management.

Outside Agency Funding. The City funds various government, human service, nonprofit, and community service organizations through its budget each year. In total, the FY25 budget funds these organizations at $703,302, an increase of $34,500 compared to the FY24 budget. The City's contract with Williamson County Animal Center is increasing by $9,493 (from $189,869 in FY24 to $199,362 for FY25) for city-wide animal control services. This increase of 5% is determined through an agreed upon cost sharing of expenses between the County and participating cities. Hard Bargain Association has been added as a funded organization at $5,000 for FY25 supporting their work on attainable housing. The FY25 budget provides a 3% increase to all agencies as a recognition of the inflationary pressures being experienced by all agencies.

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 (FY24) with a General Fund reserve of $88.6 million. With no draw from General Fund reserves planned, this same fund balance is projected for FY25. The reserve level of $86.2 million represents 76.8% of annual revenue and expenditures at the end of FY25. In 2014, the Board of Mayor and Aldermen 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 $33.6 million from reserves could be available for funding capital projects.

Despite the challenges and uncertainty of recent years, the City is maintaining significant reserves to comply with BOMA policy and to protect against future economic downturns. The BOMA-adopted debt policy and fund reserve policy provide a needed framework for maintaining the City's Triple-A bond rating by both Moody's Investors Services and Standard & Poor's. In recent years, the City's Triple-A ratings from both rating agencies have been reaffirmed. 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 FY25 budget for this fund is $6.2 million, a decrease of 5.8% compared to FY24. Included in this budget is approximately $1.15 million from the City's property tax revenue to fund additional neighborhood street resurfacing. In recent years, the City has implemented a more comprehensive pavement preservation program that utilizes various techniques such as pavement rejuvenation and additional sealing along with resurfacing to ensure Franklin's local street network is well maintained. In FY25, the Street Aid Fund will support $4.2 million in local road resurfacing, $1.2 million for sidewalk gap projects and repairs, nearly $400,000 for pavement preservation, and $340,000 for pavement maintenance in City facilities (parks trails and parking lots).

Sanitation and Environmental Services Fund. The FY25 budget for the City's Sanitation and Environmental Services (SES) Fund is $13.7 million, a decrease of 12.2% compared to FY24. The FY24 budget included significant equipment replacement purchases which had been impacted by production delays. The FY25 budget includes an $8 increase in the monthly customer fee from $23 per month to $31 per month. This increase is based on a detailed cost of service study recently completed by the City and will make the Sanitation and Environmental Services Fund fully supported by ratepayer revenue and commercial disposal fees generated at the City's transfer station. This would mean there would no longer be General Fund tax dollars supporting SES operations.

Road Impact Fund. Revenue collections within the Road Impact Fund continue to be solid in recent years thanks to strong development activity. Revenue in this fund is projected at $6.7

million for FY25, a decrease of 7.8% compared to FY24. The budget anticipates $3.9 million in expenditures as a transfer to the Debt Service Fund. This transfer pays the principal and interest on arterial road projects 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. A review and update of the City's Road Impact Fee structure is currently being considered by the Board.

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 FY25 budget includes $405,673 for purchase of new vehicles in the Police Department and the Parks Department. This new equipment will support expanded services to new homes built in Franklin in recent years and to support expanded Parks operations. It should be noted that 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. The FY22 and FY23 budgets included support for a portion of the recently completed 96 West multi-use trail project that connects the Freedom Middle School-Poplar Grove School campus with the Freedom Intermediate-Johnson Elementary School campus. The FY23 budget included $600,000 of funding for the trail project. $200,000 is included in this budget for intersection improvement work adjacent to the new Franklin Special School District headquarters building.

Stormwater Fund. Residents and businesses pay fees to support the City's efforts to manage stormwater quality and quantity programs and initiatives. The Stormwater Fund budget is $4.5 million for FY25, an increase of 12.1% compared to FY24. The FY25 budget includes the replacement of the Stormwater Vacuum Truck at an estimated cost of $498,536. The FY22 budget included a 5% increase in Stormwater fees, the first rate increase since the fee was created in 2004. A financial analysis on the fund shows that this modest rate increase would sustain this fund through the next five years of operation. A review of the stormwater fee will be conducted in FY25 with a recommendation for the FY26 budget. 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 FY25 budget includes expenditures of $206,415, an increase of 21.8% compared to FY24.

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 investments to parks; and certain streetscape elements of road improvements that beautify the City and encourage tourism. The City also dedicates one-fourth (or 1%) of the 4% tax to support the Williamson County Convention and Visitors Bureau. The FY25 Hotel/Motel Tax Fund budget is $4.0 million. These expenditures include support for the Convention and Visitors Bureau ($1.425 million), debt service for tourism related projects ($812,000, a reduction of approximately $300,000 compared to FY24), and direct funding for tourism-related projects including funding of an updated Preservation Plan (50% match coming from the City's General Fund), updated sports field lighting (50% match coming from the City's General Fund), and a one-time grant to the African American Heritage Society for the restoration of the historic Merrill-Williams home.

Also, in FY25, the City of Franklin in partnership with Williamson County and the City of Brentwood is funding a Hotel/Motel audit. The City will contribute $35,000 to this joint effort. The City of Franklin and Williamson County have each committed $1.2 million from their American Rescue Plan Act (ARPA) to fund needed renovation work at the Cool Springs Conference Center, which is jointly owned by the City and County.

Parkland Dedication Fund. Several years ago, the City created a system through which residential development would contribute to 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 $4.5 million. In recent 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 Parkland Dedication Fund has been identified to fund priority initiatives within the Invest Franklin Capital Investment Program. The Parkland Fund does not have specific project funding identified in the FY25 budget, although work will be moving forward on significant projects such as the Southeast Park (Phase 1) and Robinson Lake.

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 General Fund transfer to the Transit Fund for FY25 is $1,003,617, an increase in funding from the FY24 budget of 30.1%. In total, the Transit Fund budget for FY25 is $4.35 million, a decrease of 0.8% compared to FY24.

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 FY25, funding is recommended to be $368,352, a decrease of 29.8% compared to the FY24 budget. This reduction is a result of drawdowns in multiple years CDBG federal allocations for projects in FY 2024. 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 FY10 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 FY25 budget for the Debt Service Fund is $15.7 million, which is a decrease of 3.7% compared to FY24. Overall, the debt service obligations of the General Fund are handled by designation of property tax directly to the Debt Service Fund. The FY25 budget includes $10.55 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. The City expects to issue general obligation debt for the first time in over five years during FY25. This bond issue will support construction of the Southeast Park, major street repaving, and fire apparatus purchase.

Capital Vehicle and Equipment Replacement Fund. In FY23 budget, the City created a Capital Vehicle Replacement Fund. Annually, the City's operating funds contribute to this fund, which supports the systematic replacement of capital equipment and vehicles. The expenditure budget from the Capital Vehicle and Equipment Replacement Fund for FY25 is $2.8 million, a decrease of 24.2% compared to FY24.

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 ratepayer revenue. The FY25 budget consists of $15.8 million for water, $38.8 million for water reclamation (sanitary sewer), and $370,124 for reclaimed water. In total, the combined FY25 Water Management budget is $55.1 million, an increase of 16.7% compared to FY24. The FY25 budget includes the addition of two new positions (Biosolids Operators) and the reclassification of seven positions (the Biosolids Manager and six Biosolids Operators).

Since 2009, the City has adopted five-year rate plans based on projected costs of operation. Consistent with the five-year rate plan, the FY25 budget includes rate adjustments of 3% for water and 2.5% for wastewater, which will go into effect on January 1, 2025. The City's Water and Sewer Utility has a long-term bond rating of Aa2 from Moody's Investors Service. Moody's upgraded the rating from Aa3 to Aa2 on August 17, 2021. The City's utility debt is separate from the City's general obligation debt and is fully supported by ratepayer revenue.

Summary

Despite the challenges and uncertainty facing communities across the country, the City of Franklin is in excellent financial condition. Our reserves are at strong levels, our debt obligations are relatively low and manageable, and our tax rates are among the lowest in America. Continued strong financial management and strategic investment will position the City of Franklin to succeed and thrive in the future as we strive to meet the Board's vision of Franklin as:

America's finest Hometown, driven by excellence, balancing preservation and progress.

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; Chief Budget and Performance Officer Michael Walters Young (the leader of our budget process); Financial Analyst Norma Lockney; Public Works Analyst Chris Franklin, Development Services Analyst Katherine Harrelson, Management Fellow Aahil Rajpari, Comptroller Mike Lowe (who will retire at the end of 2024), Comptroller

Margaret Wilson; Human Resources Director Kevin Townsel and Human Resources Manager Delaney McCann; 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 guidance, stewardship, and support. Through their leadership and the efforts of our great team, the City of Franklin continues to chart a course for a promising future.

Respectfully submitted,

Eric S. Stuckey
City Administrator

ORDINANCE NO. 2024-17

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ADOPTING A BUDGET FOR THE FISCAL YEAR 2024-2025; 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, 2024, 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 2024-2025 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, 2024 – June 30, 2025"

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, 2024, 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**

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

ORDINANCE NO. 2024-18

AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2024-2025; 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 2024-2025 pay a tax of 32.61 Cents ($.3261) 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 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:	**_____**

ORDINANCE 2024-19

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE TO AMEND APPENDIX A – COMPREHENSIVE FEES AND PENALTIES, CHAPTER 17 REFUSE AND TRASH DISPOSAL, OF THE FRANKLIN MUNICIPAL CODE TO INCREASE THE FEES FOR COLLECTION OF GARBAGE AND REFUSE."

WHEREAS, the City Charter, Article VIII, provides for adoption of an annual budget for all 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, 2024 has been completed in accordance with state law and local ordinances,

NOW, THEREFORE, BE IT ORDAINED, by the Board of Mayor and Aldermen of the City of Franklin, Tennessee:

SECTION I: BE IT ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, Tennessee, that Appendix A, Chapter 17 of the Franklin Municipal Code, subsection entitled "Collection Service Fees" be deleted in its entirety and replaced with the following:

CHAPTER 17. – MUNICIPAL SOLID WASTE DISPOSAL

Collection Service Fees	
Residential	
First MSW rollout container	$31.00 per month (one pick-up/week)
Second and subsequent MSW rollout containers	$7.50 per month/per container

SECTION II. BE IT FINALLY ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF Franklin, Tennessee, that this Ordinance shall take effect for billing cycles beginning July 1, 2024, from and after its passage on second and final reading, the health, safety and welfare of the citizens requiring it.

ATTEST:

By: _____
Eric Stuckey
City Administrator

CITY OF FRANKLIN, TENNESSEE:

By: _____
Dr. Ken Moore
Mayor

Approved as to form by:

_____
Shauna R. Billingsley
City Attorney

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

RESOLUTION NO. 2024-32

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 WASTEWATER UTILITY FUND FOR FISCAL YEAR 2024-2025; 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 2024-2025, as set forth more fully in the document entitled "City of Franklin, Tennessee, Annual Operating & Capital Equipment Budget, July 1, 2024 – June 30, 2025" which is found on pages 243-258 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 _____ 2024.

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

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Budget Summary

City of Franklin Information & Organization

Under this section is:

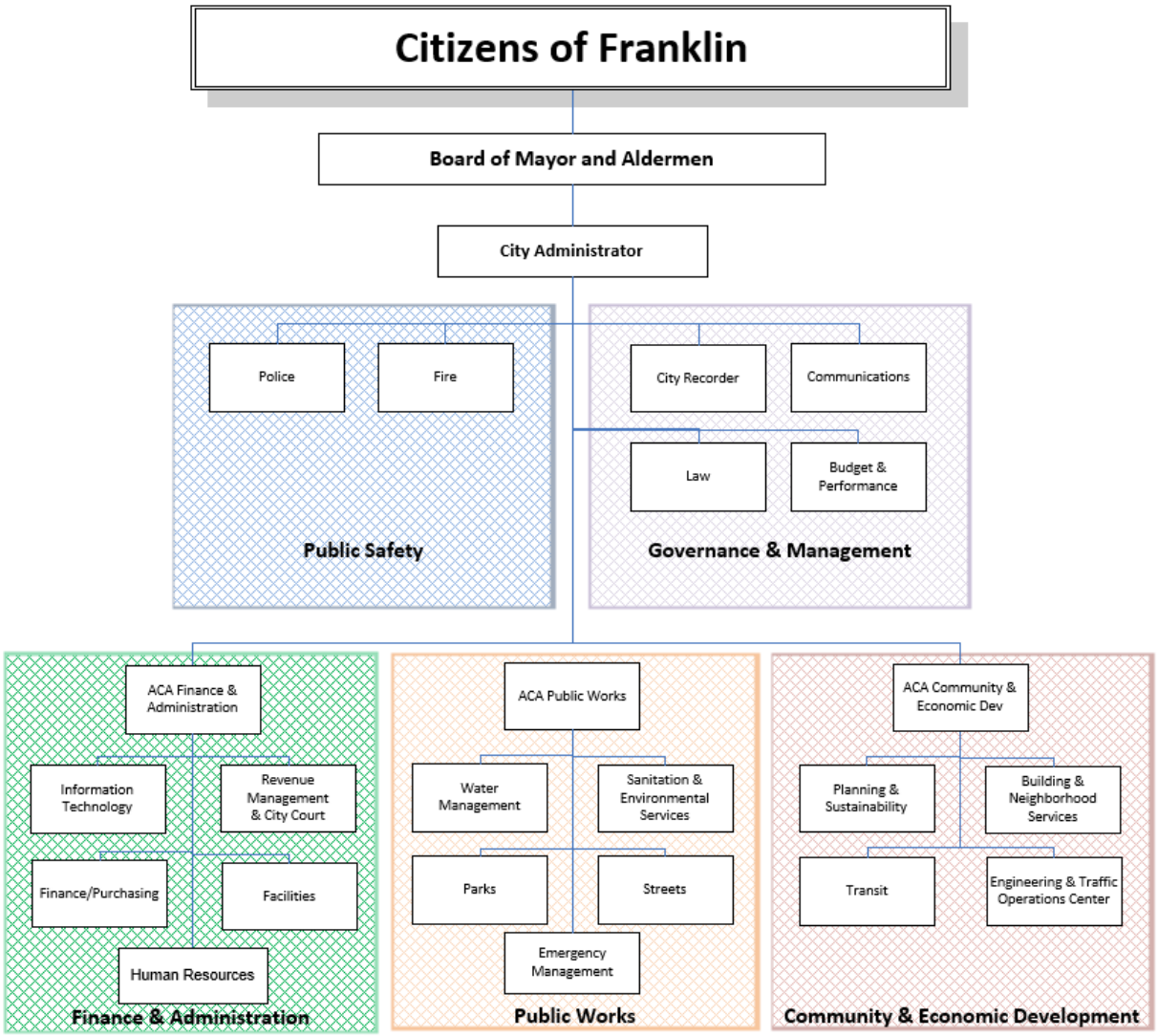
- **Organization Chart (City-wide)**
- **Structure of Government**
- **Profile of City**

City of Franklin Information & Organization

Our Vision: *America's finest Hometown, driven by excellence, balancing preservation and progress.*

Organizational Chart

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.



City of Franklin Information & Organization

Structure of City Government

The City government is organized under five primary program areas. Each program area is presented in this budget with its various departments, divisions, and funds.

1. **Governance & Management**
   a. Elected Officials (General Fund)
   b. Administration Department (General Fund)
   c. Budget & Performance (General Fund)
   d. Law (General Fund)
   e. Communications (General Fund)

2. **Public Safety**
   a. Police (General Fund/Drug Fund)
   b. Fire (General Fund)

3. **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)
   g. Human Resources (General Fund)

4. **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)

5. **Public Works**
   a. Streets (General, Stormwater, Capital Vehicle and Street Aid Funds)
   b. Parks (General Fund)
   c. Sanitation & Environmental Services (Sanitation & Environmental Services Fund)
   d. Water Management (Water/Wastewater/Reclaimed Fund)
   e. Emergency Management (General Fund)

City of Franklin Information & Organization

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 45 square miles and serves a population of 83,454 according to the 2020 Census. The City of Franklin was one of the fastest growing municipalities in the State of Tennessee, with the population doubling between 2000 and 2020.

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.

Statute of USCT Soldier Outside of Williamson County Courthouse, Downtown Franklin

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.

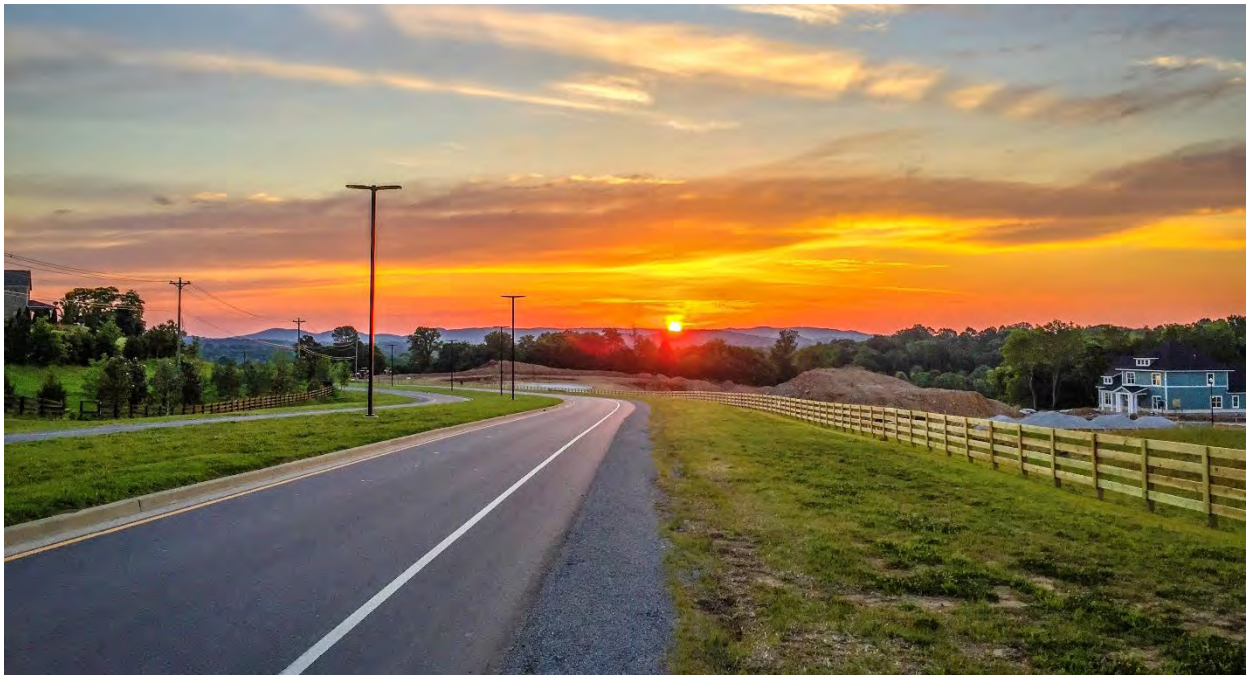
The City of Franklin provides a full range of services, including police and fire protection and emergency services; the construction and maintenance of highways, streets, and other infrastructures; sanitation pickup and disposal; operation of a city court; implementation of storm water regulations and 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.

City of Franklin Information & Organization

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.

Raising of U.S. Flag in advance of Veteran's Day Parade Downtown Franklin

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.



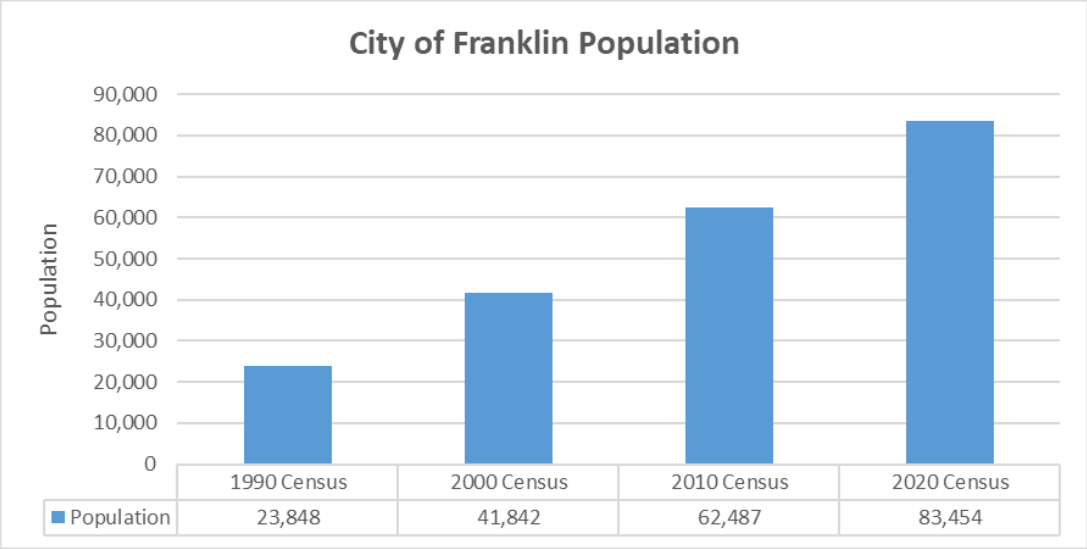
Sunset along Carothers Parkway, Franklin.

City of Franklin Information & Organization

Demographics

Additional Demographic information can be found in the Appendices.

Income	Franklin	Williamson County
Median Household Income	$104,515	$117,927
Per Capita Income	$ 41,806	$ 43,676



Education Attainment for Adults Age 25 Years and Older

	Franklin		Williamson County	
	Number	Percent	Number	Percent
<High School	2,416	4.5%	6,688	4.2%
High School	13,599	24.8%	43,146	27.3%
Associate's Degree	3,537	6.4%	10,432	6.6%
Bachelor's Degree	21,577	39.3%	60,968	38.5%
Graduate Degree	13,712	25.0%	37,128	23.4%
Total	54,841		158,362	

Source: United States Census Bureau, American Community Survey 1-year Estimates – 2021.

City of Franklin Information & Organization

Awards & Recognitions

#1 Best Town in Tennessee – 2015, 2016 - Niche Rankings

Control Authority Pretreatment Excellence Award – Water Reclamation Facility
Kentucky/Tennessee American Water Works Association and Water Environment Federation

Most Beautiful Town Top 5 Finalist
Rand McNally/USA Today Poll

Top 5 Most Romantic Main Streets
National Trust for Historic Preservation

Municipal Field of the Year – Parks Department
Tennessee Turf Grass Association

Best Cities for Home Ownership (#11)
NerdWallet

Best place in Tennessee (#11)
Movoto Real Estate

Best Southern Town
Garden and Gun Magazine

Top 100 Places to Live
Relocate America

Cities on the Rise
NerdWallet

#3 Best Places to Live in 2021
Money Magazine

Best Towns for Families (#3)
Family Circle Magazine

Most Business Friendly Cities in TN (#2)
The Beacon Center

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

#10 Best Town to Retire in USA
USA Today/Bankrate 2015

#1 in Land Trust Preservation in Tennessee
Land Trust for Tennessee

National Savvy Award – Communications Division
National City/County Communicators & Marketers Association (3CMA)

…Just to name a few!!!

Top 50 Cities to start a business
BusinessWeek

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Budget Summary

Budget Planning

Under this section is:

- **Budget Preparation & Philosophy**
- **Budget Planning Processes**
- **2024-2025 Budget Goals**
- **Basis of budgeting & Accounting**
- **Budget Calendar**
- **Economic Outlook**

FY 2025 Operating Budget

Budget Summary

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 are conducted by the Budget and Finance Committee with departments. Normally budget goals are discussed with the Board's Budget and Finance Committee and departmental staff.

After reviewing the current fiscal year 2023-24 budget, requests for the new fiscal year budgets are submitted by the various departments to the City Administrator and Assistant City Administrators. Departments are asked to present two budgets. The first, a base or 'level-service' budget, demonstrates how much it will cost the City to provide the same level of service in FY 2025 that it does in the current fiscal year. The second budget identifies program enhancements which can be any new or additional staff, major expenses or small capital equipment, or new programs. For each enhancement, departments fill out a one-page form which documents the basic information of program enhancements, both in a numeric and narrative format, in priority order. The goal of this method of budgeting is to easily demonstrate: a) the ongoing costs of operations, and b) additional needs of departments. Program enhancements are added to the budgets and incorporated 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 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 in 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. 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.

Departments within the City participate in peer group studies and continue to review and adopt "best practices" that are recommended by the International City/County Management Association, the Government Finance Officers Association, American Public Works Association, American Planning Association, and other national and international organizations.

The annual budget reflects the quality of life, developmental 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.

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FY 2025 Operating Budget

Budget Summary

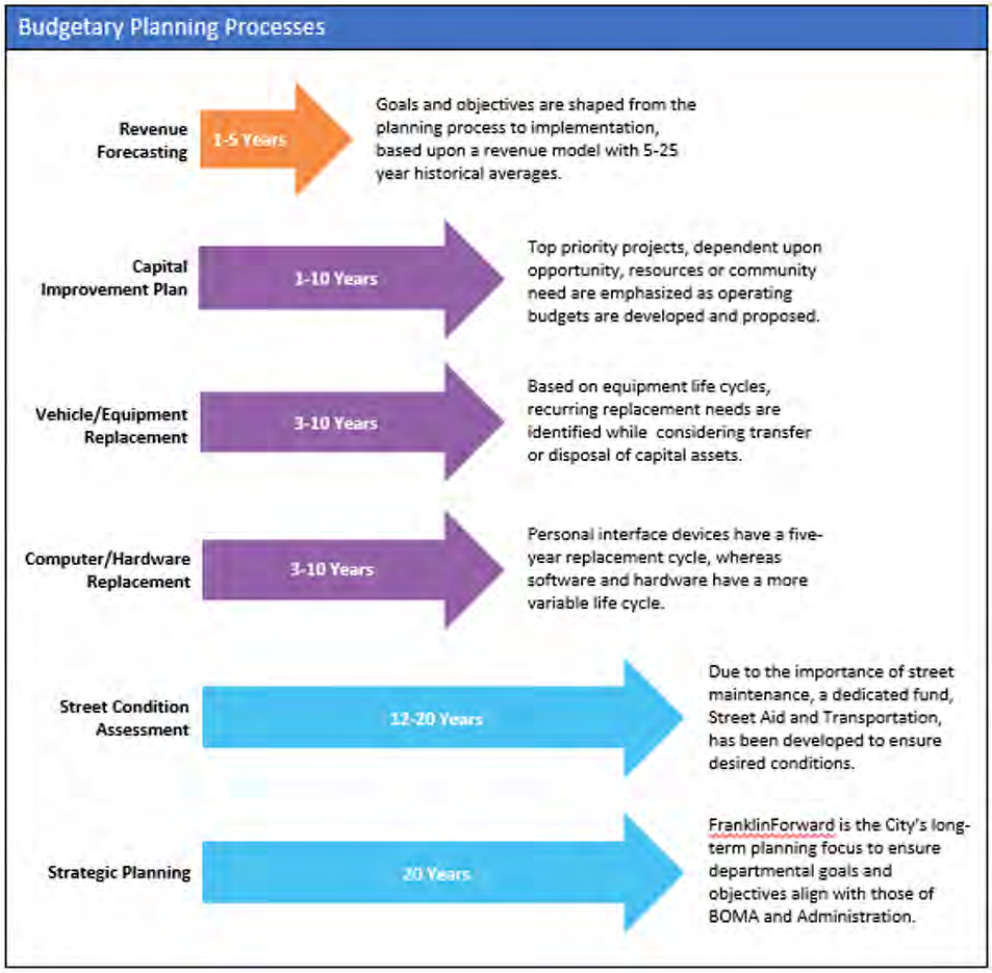
Budget Planning

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. As a result multiple plans exist and guide daily operations and long-term strategic thinking. These include but are not limited to:

- Franklin Forward - The City's Strategic Plan (see Appendix K for more Information)
- Envision Franklin - The City's Land Use Plan
- Integrated Water Resource Plan - The City's Water & Wastewater Management Plan
- Capital Investment Program – The City's Ten-Year plan for large-scale capital investment (See Appendices A-C for more information)

The chart on the following page summarizes those plans which have a direct and an indirect impact upon the Fiscal Year 2025 Operating and Capital Budget.



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HISTORIC FRANKLIN TENNESSEE

FY 2025 Operating Budget

Budget Summary

Budget Planning

Budget Goals

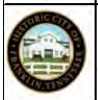
On the next several pages are budget goals for the FY 2025 Operating and Capital Budget for the City of Franklin, Tennessee, as adopted by the Board of Mayor and Alderman via resolution 2023-78 on December 12, 2023.

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 effetive manner possible. These FY 2025 Budget goals 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 and compliance with Board-approved finacial policies.
	• 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 an updated 10-year 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.
	• 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.
	• Promote the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners. Promote economic prosperity and 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.
	• Continue to build and enhance employee engagement across the City of Franklin Team
	• 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.
	• 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 Envision Franklin land use plan.
	• Support the sustainability efforts identified by staff and the City's Sustainability Commission.

Specific Fiscal Year 2025 Initiatives

	• Update the City's Strategic Plan, Franklin Forward, with a focus on 10-year planning horizon with specific goals/deliverables identified for the next 1-3 years.
	· Develop and evaluate options for growth-related infrastructure investment funding/financing for Board consideration.
	• Work towards the development of incentives and strategies for affordable and workforce housing in the City of Franklin.
	· 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. Actively engage in the update of the Countywide Growth Plan working with Williamson County and the other municipalities within the county.
	· Update the City of Franklin's land use plan, Envision Franklin, to reflect community aspirations, lessons learned through the first five years of plan implementation, and effective stewardship of the community's built and natural environment.
	· Continue efforts to recruit qualified employees including efforts to diversify the workforce. Review the City's compensation plan to maintain the City's position as a highly competitive employer in the region.
	• 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 work toward additional long-term funding strategies for multi-modal and vehicular transportation needs in Franklin, Williamson County, and throughout the Middle Tennessee region.

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FY 2025 Operating Budget

Budget Summary

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), reporting is based 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.

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HISTORIC
FRANKLIN
TENNESSEE

FY 2025 Operating Budget

Budget Summary

Budget Planning

Budget Calendar

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), reporting is based 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 Materials Distributed	**Late Fall 2023**
Department Requests Due	**January 24, 2024**
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	**1 week before budget presentation**
Department Budget Presentations to Finance Committee	**Finance Committee meetings in January, February, March, and April**
Proposed Budget Distributed to Board of Mayor and Aldermen	**Friday, May 5, 2024**
Budget Presentations to Finance Committee	**Thursday, May 3, 2024**
Budget Notice	**No later than 10 days before 2nd Reading**
First Reading of Budget & Tax Rate Ordinances (Water Rates Ordinances, if necessary)	**Tuesday, May 28, 2024**
Second Reading (Public Hearing)	**Tuesday, June 11, 2024**
Third & Final Reading	**Tuesday, June 25, 2024**
New Fiscal Year	**Monday, July 1, 2024**

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FY 2025 Operating Budget

Budget Summary

Budget Planning

Economic Outlook

National Economy in 2024

The national headline and popular topic for discussion in spring 2024 is well summarized by the minutes from the March 20, 2024, meeting of the Federal Reserve Open Market Committee (FOMC):

"Recent indicators suggest that economic activity has been expanding at a solid pace. Job gains have remained strong, and the unemployment rate has remained low. Inflation has eased over the past year but remains elevated. The Committee seeks to achieve maximum employment and inflation at the rate of 2 percent over the longer run. The Committee judges that the risks to achieving its employment and inflation goals are moving into better balance. The economic outlook is uncertain, and the Committee remains highly attentive to inflation risks."
Source: https://www.federalreserve.gov/monetarypolicy/files/monetary20240320a1.pdf

In the same statement, the FOMC maintained the federal funds rate at 5.25%-5.50%, using monetary policy to lower the rate of inflation. The next FOMC meeting is scheduled for April 30/May 1st, although most forecasters do not anticipate a rate reduction at this meeting. When rate cuts will occur and at what pace of decline is unknown and will depend upon the inflation data versus their target of 2%.

The current rate of over 5% is the highest the federal funds rate has been since 2001. In correlation, for the week ending April 25, 2024, the average 30-year fixed mortgage rate is 7.17%, according to Freddie Mac, an agency chartered by Congress to support the US housing financial system. The current rate is over double the average 30 year rate in April 2021 of 3.375%.

The national unemployment rate (not seasonally adjusted) in March 2024 was 3.9%, an increase from 3.6% in March 2023. (Source: TN Department of Labor & Workforce Development).

Tennessee Economy in 2024

In their January 2023 Economic Report to the Governor of the State of Tennessee, the University of Tennessee's Boyd Center for Business and Economic Research of the Haslam College of Business projected

a real 2023 Tennessee real Gross Domestic Product (GDP) growth of 3.3%. Their 2024 prediction is statewide GDP growth of 1.8% as slower consumer spending reflects the impact of monetary policy. The Boyd Center report anticipates an increase in Tennessee jobs in 2024 of 1.0% versus 0.7% for the United States as the state continues to attract employers and expansion of existing businesses. Examples of new manufacturing in Tennessee include the Ford Motor Company's Blue Oval City in West Tennessee (groundbreaking in September 2022 and opening in 2025), Thermo Fisher's biopharmaceutical plant in Wilson County (opened August 2022) and Smith and Wesson's move from Massachusetts to Maryville (opened October 2023).

Personal income in Tennessee grew by 6.3% in 2023 versus 5.2% in the nation. The Boyd Center predicts Tennessee personal income will grow by 5.1% in 2024, slightly ahead of national income growth of 4.9%.

The state's unemployment rate (not seasonally adjusted) in March 2024 was 3.0%, a decrease from 3.2% in March 2023. (Source: TN Department of Labor & Workforce Development).

Local Economy in 2024

The City of Franklin continues to experience a high level of population growth, from 46,949 residents in 2000 to 90,092 in 2023, an increase of 89.7%. (Source: City of Franklin Development Services).

The City's unemployment rate (not seasonally adjusted) in March 2024 was 2.1%, a decrease from 2.4% in March 2023. Williamson County experienced a March 2024 unemployment rate of 2.2%. Both the City of Franklin and Williamson County experienced the lowest rate of any other respective city and county within the State in March 2024 (Source: TN Department of Labor & Workforce Development).

According to the U.S. Census Bureau's 2022 estimates, Williamson County has the highest median household income in the State of Tennessee at $133,486. This amount compares to the Tennessee median household income of $65,231 and also higher than the national average of $74,755. (Source: Tennessee Labor Market Report for February 2024)

The tourism and hospitality sector in Franklin and Williamson County is rebounding after a pandemic induced decline that started abruptly in 2020, when the economic impact data indicated a 31% reduction from 2019's record year of $1.12 billion. Number of visitors also decreased from 1.81 million in 2019 to 1.23 million in 2020. In 2022, Williamson County saw 1.9 million visitors, an all time record, spending $1.195 billion. (Source: Visit Franklin). Tourism is a significant component of Franklin's economy. In 2022, Williamson County ranked 6 of 95 Tennessee counties in visitor spending. On an average day in 2022, visitors to Williamson County spent $3.28 million. (State of TN Department of Tourist Development)

The City's largest General Fund revenue is local option sales tax. The local rate of 2.75%, approved by voter referendum and assessed at the highest level allowed by state law, is collected by businesses from their customers and remitted to the state. Half of the revenues collected from businesses located within the city, and from city residents who order good online, are dedicated to funding public schools. The remaining half of revenues are remitted to the City. The local sales tax remittance for February 2024 sales (received by the City in April 2024) was $4,686,365 compared to $4,465,280 for the same month in 2023, an increase year over year of $221,085 or 4.95%. The State of Tennessee has reported an increase of 6.30% for the same month year over year. February sales are the 8th month of the 2024 fiscal year for both the City of Franklin and the State of Tennessee. For the City, total sales tax collections fiscal year to date have increased by $1,466,063 or 3.58%. The City's FY 2024 collections year to date are $41,021,376 versus $39,555,312 for FY 2023. In comparison, sales tax collections for the State of Tennessee have increased 1.56% for the same period. (Source: City of Franklin).

Franklin continues to benefit from the announcement of new corporate headquarters and growth of existing employers. In January 2023, In-N-Out Burger corporation announced their plan to invest $125.5 million in Franklin to establish an Eastern US territory office. The company will create 277 new jobs in Williamson County.

Groundbreaking is planned for later 2024 with completion in 2026. Educational Media Foundation, the parent company of Christian radio networks K-Love and Air1, announced in late 2021 their plans to relocate their headquarters to the Berry Farms development. Construction of their new facility is anticipated for summer 2024.

Conclusion

Predicting the future of the national, state and local economies is best left to the experts. However, staff tracks the national and state news and closely monitors the local economy to identify trends and potential impacts to the City of Franklin's budget and financial condition. Staff also recommends conservative revenue projections for both the current year budget and future year forecasts due to the imperfection of information and the overarching desire to be good stewards of public funds.

Predictions at this same time in 2023 contained fears of a near term recession that did not come to fruition. However, the national, state and local economies continue to be impacted by the dramatic course of action by the Federal Reserve to keep borrowing rates high in their fight against inflation. Franklin, in particular, is well positioned to continue as a location of choice for employers and residents with its high quality of life, safe neighborhoods and low taxes.

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Budget Summary

All Funds Summary

Under this section is:

- **Budgeted Funds**
- **All Funds Budget Summary**
- **All Funds Revenue Summary**
- **All Funds Expense Summary**
- **Fund Balance Changes**
- **Fund Matrix**
- **Fund Balance Levels & Reserves**

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 Sanitation & Environmental Services Fund, the Stormwater Fund, and the Water Management Fund, 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 was established with the FY 2018 Budget.

Fund Summary

Drug Fund – Special Revenue fund for the accounting of drug fines collected for the purpose of furthering drug investigations.

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.

Fleet Replacement Fund – Used to account for the purchase and replacement of commercial fleet vehicles (passenger trucks, sedans, SUVs) used in General Fund departments.

Water Management 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.

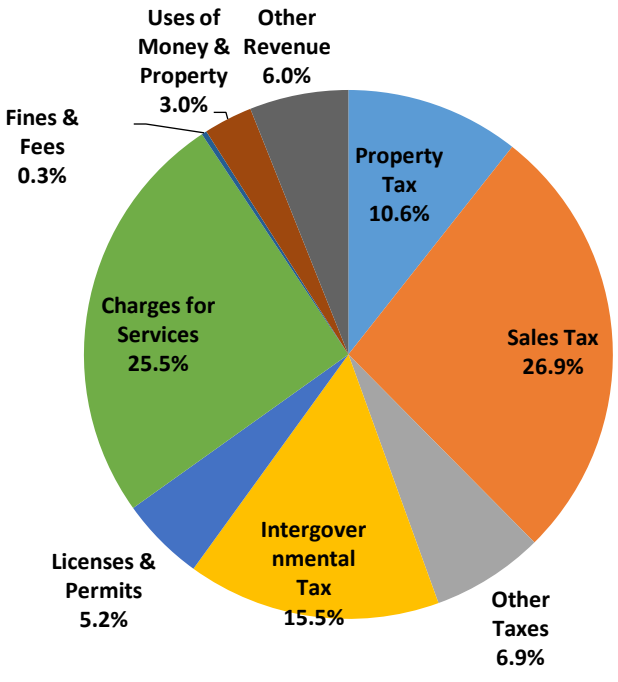
The following pages provide a summary presentation of all funds budgeted and appropriated by the City of Franklin, Tennessee.

Fund Summary: Budget Summary - All Funds

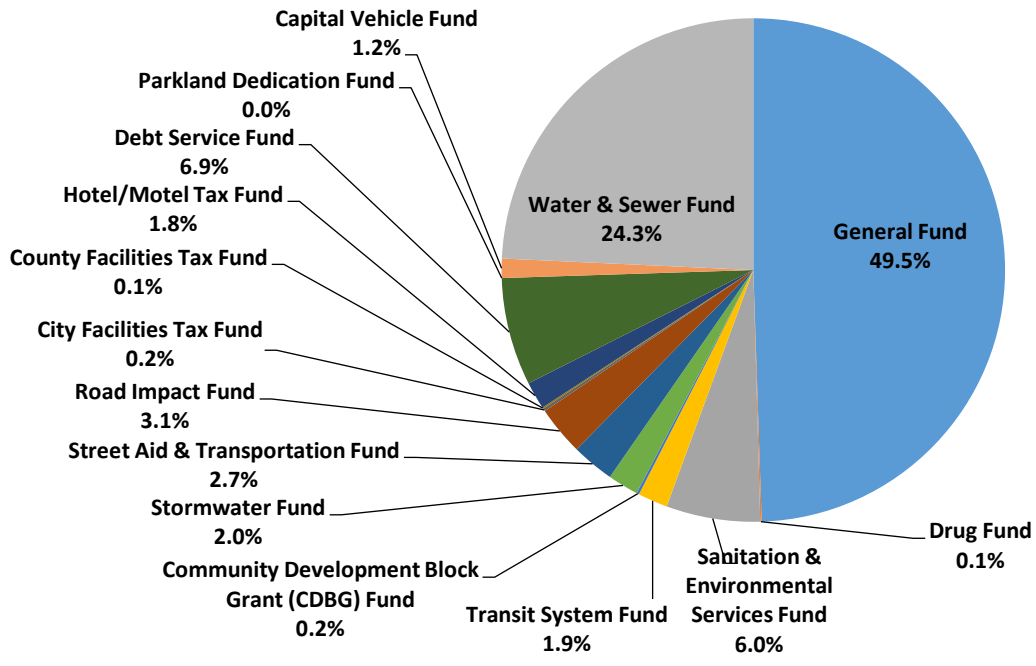
The following page presents a comprehensive picture of all 15 budgeted funds for the City of Franklin, Tennessee.

	Actual 2022 *A*	Actual 2023 *B*	Budget 2024 *C*	Estd 2024 *D*	Budget 2025 *E*	Difference '24 vs. '25 *F (E-C)*	*G (E/C)*
Revenues							
Property Tax	$ 20,774,844	$ 23,816,013	$ 24,206,433	$ 24,206,382	$ 24,922,125	$ 715,692	3.0%
Sales Tax	$ 57,745,532	$ 60,556,943	$ 61,797,556	$ 62,233,023	$ 63,163,748	$ 1,366,192	2.2%
Other Taxes	$ 14,998,764	$ 13,670,408	$ 12,791,999	$ 15,240,213	$ 16,140,557	$ 3,348,558	26.2%
Intergovernmental Tax	$ 24,966,759	$ 25,143,410	$ 29,434,490	$ 26,751,160	$ 36,328,193	$ 6,893,703	23.4%
Licenses & Permits	$ 17,026,469	$ 11,534,719	$ 13,248,555	$ 14,880,418	$ 12,128,603	$ (1,119,952)	-8.5%
Charges for Services	$ 52,030,762	$ 54,122,547	$ 52,966,240	$ 55,596,323	$ 59,807,473	$ 6,841,233	12.9%
Fines & Fees	$ 4,164,828	$ 864,137	$ 773,987	$ 673,107	$ 740,370	$ (33,617)	-4.3%
Uses of Money & Property	$ (1,697,993)	$ (2,549,237)	$ 4,952,569	$ 10,785,499	$ 6,993,890	$ 2,041,321	41.2%
Other Revenue	$ 10,392,815	$ 17,079,838	$ 21,177,134	$ 15,120,107	$ 14,169,991	$ (7,007,143)	-33.1%
Total - All Funds Revenues	**$ 200,402,778**	**$ 204,238,776**	**$ 221,348,963**	**$ 225,486,232**	**$ 234,394,952**	**$ 13,045,989**	**5.9%**
Expenses							
General Fund	$ 86,945,235	$ 94,906,278	$ 114,112,767	$ 110,401,420	$ 112,252,391	$ (1,860,376)	-1.6%
Drug Fund	$ 234,283	$ 150,078	$ 169,504	$ 169,504	$ 206,415	$ 36,911	21.8%
Sanitation & Environmental Services Fund	$ 11,633,066	$ 10,471,841	$ 15,558,892	$ 14,556,226	$ 13,680,920	$ (1,877,972)	-12.1%
Transit System Fund	$ 2,781,702	$ 3,443,348	$ 4,436,067	$ 4,433,600	$ 4,350,253	$ (85,814)	-1.9%
Community Development Block Grant (CDB(	$ 307,304	$ 468,782	$ 900,000	$ 863,732	$ 368,352	$ (531,648)	-59.1%
Stormwater Fund	$ 2,737,654	$ 2,930,561	$ 4,002,949	$ 3,918,852	$ 4,485,880	$ 482,931	12.1%
Street Aid & Transportation Fund	$ 3,261,157	$ 5,022,229	$ 6,601,742	$ 5,390,000	$ 6,220,212	$ (381,530)	-5.8%
Road Impact Fund	$ 3,285,816	$ 12,200,418	$ 7,961,455	$ 7,493,933	$ 7,139,603	$ (821,852)	-10.3%
City Facilities Tax Fund	$ 403,300	$ 62,611	$ 3,764,683	$ 3,764,683	$ 405,673	$ (3,359,010)	-89.2%
County Facilities Tax Fund	$ 1,000,000	$ 600,000	$ -	$ -	$ 200,000	$ 200,000	0.0%
Hotel/Motel Tax Fund	$ 3,624,973	$ 4,912,113	$ 10,792,126	$ 10,457,550	$ 4,017,746	$ (6,774,380)	-62.8%
Debt Service Fund	$ 15,737,448	$ 15,709,381	$ 16,308,626	$ 16,308,627	$ 15,698,603	$ (610,023)	-3.7%
Parkland Dedication Fund	$ 375,000	$ 4,500,000	$ 3,757,800	$ 3,757,800	$ -	$ (3,757,800)	-100.0%
Capital Vehicle Fund	$ -	$ 1,198,772	$ 3,703,489	$ 2,430,706	$ 2,807,000	$ (896,489)	-24.2%
Water & Sewer Fund	$ 31,620,002	$ 38,939,951	$ 47,199,468	$ 42,682,567	$ 55,071,190	$ 7,871,722	16.7%
Total - All Funds	**$ 163,946,940**	**$ 195,516,363**	**$ 239,269,567**	**$ 226,629,201**	**$ 226,904,237**	**$ (12,365,330)**	**-5.2%**
Personnel	$ 73,197,184	$ 82,508,736	$ 95,632,279	$ 93,570,134	$ 99,613,921	$ 3,981,643	4.16%
Operations	$ 87,353,844	$ 105,737,553	$ 117,633,775	$ 114,110,035	$ 102,906,467	$ (14,727,308)	-12.52%
Capital	$ 3,395,911	$ 7,270,074	$ 26,003,512	$ 18,949,031	$ 24,383,848	$ (1,619,664)	-6.23%
Total - All Funds Expenses	**$ 163,946,939**	**$ 195,516,363**	**$ 239,269,567**	**$ 226,629,201**	**$ 226,904,237**	**$ (12,365,330)**	**-5.2%**
Surplus / (Deficit) All Funds	**$ 36,455,839**	**$ 8,722,413**	**$ (17,920,604)**	**$ (1,142,969)**	**$ 7,490,715**		

FY 2025 Revenues



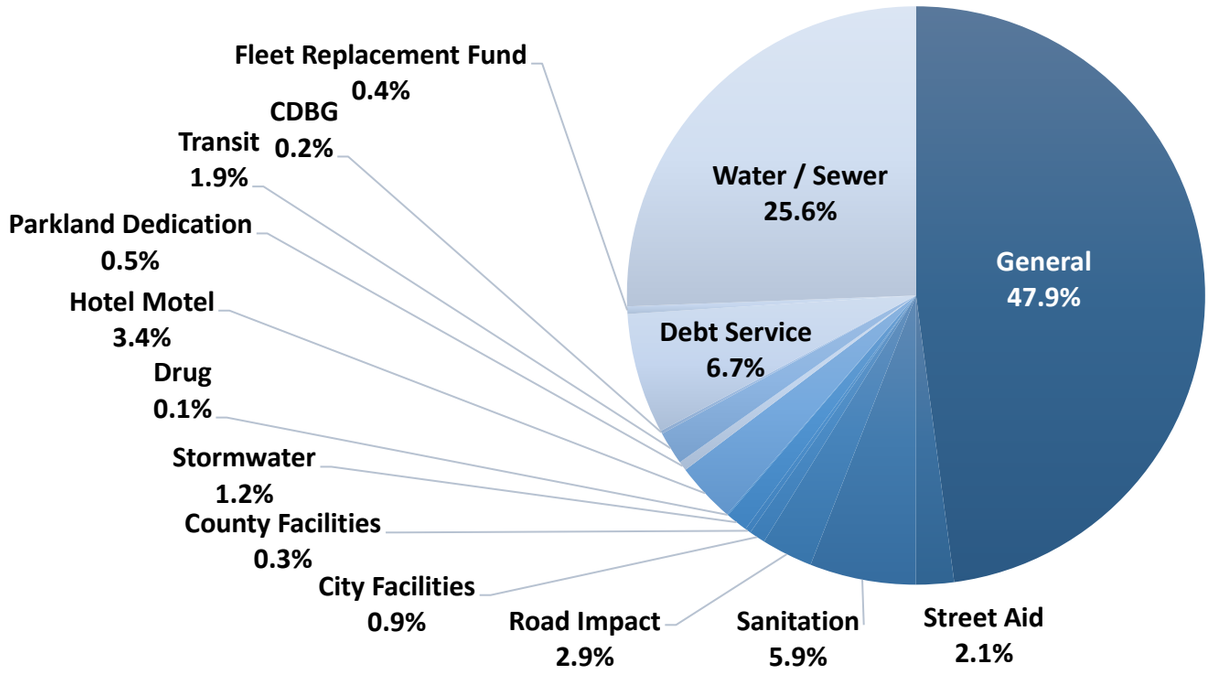
FY 2025 Expenses



Summary (All Funds)

The City of Franklin funds its operations through a variety of taxes, fees for service, fines and grants. This page shows the total amount of revenues - regardless of fund - proposed to support operations for the City of Franklin in Fiscal Year 2025.

Overall we are projecting **all funds revenues of $234.4 million, 5.9% higher than the FY 2024 Budget.** Revenues for the largest fund**, the General Fund, are forecast to decrease by $1.86 Million (-1.6%)** more than the FY 2024 Budget.



	Actual					Budget	FY 2025 Forecast			
	A	*B*	*C*	*D*	*E*	*F*	*G*	*H*	*I*	
Fund	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**Low**	**Medium**	**High**	**FY 2025**
General	$ 72,704,419	$ 69,956,580	$ 80,560,453	$ 95,587,973	$ 105,114,293	$ 114,112,767	$ 109,434,804	$ 112,252,391	$ 115,117,523	47.9%
Street Aid	$ 3,637,421	$ 3,739,948	$ 3,767,280	$ 5,359,934	$ 5,399,470	$ 4,734,204	$ 4,918,778	$ 4,963,412	$ 5,008,046	2.1%
Sanitation	$ 9,357,230	$ 9,732,925	$ 11,197,465	$ 11,610,523	$ 11,508,153	$ 13,808,062	$ 13,771,118	$ 13,910,220	$ 14,049,323	5.9%
Road Impact	$ 8,411,765	$ 12,953,558	$ 7,061,745	$ 9,746,863	$ 4,651,737	$ 7,286,689	$ 6,586,372	$ 6,720,788	$ 6,855,204	2.9%
City Facilities	$ 3,123,798	$ 3,485,487	$ 3,358,803	$ 2,551,918	$ 1,516,051	$ 2,419,711	$ 1,912,455	$ 2,124,950	$ 2,337,446	0.9%
County Facilities	$ 904,441	$ 1,000,026	$ 949,847	$ 878,300	$ 736,620	$ 699,017	$ 712,178	$ 749,662	$ 787,144	0.3%
Stormwater	$ 2,710,760	$ 2,661,807	$ 2,736,221	$ 2,738,385	$ 2,832,236	$ 2,813,758	$ 2,744,708	$ 2,889,166	$ 3,021,744	1.2%
Drug	$ 129,156	$ 181,384	$ 173,266	$ 170,648	$ 146,020	$ 155,470	$ 136,594	$ 143,783	$ 150,972	0.1%
Hotel Motel	$ 4,317,949	$ 3,390,805	$ 2,728,865	$ 5,704,248	$ 6,486,559	$ 4,357,759	$ 7,229,173	$ 7,899,081	$ 8,568,989	3.4%
Parkland Dedication	$ 1,864,748	$ 1,757,183	$ 825,958	$ 1,275,410	$ 2,330,659	$ 1,071,656	$ 906,506	$ 1,208,674	$ 1,510,843	0.5%
Transit	$ 2,407,337	$ 2,611,686	$ 2,888,155	$ 2,781,701	$ 3,443,350	$ 4,374,918	$ 4,223,528	$ 4,354,152	$ 4,484,777	1.9%
CDBG	$ 384,606	$ 282,395	$ 332,085	$ 311,036	$ 539,667	$ 905,000	$ 356,420	$ 396,022	$ 435,624	0.2%
Debt Service	$ 40,568,211	$ 56,701,953	$ 15,452,370	$ 15,962,257	$ 15,353,901	$ 15,908,626	$ 15,794,873	$ 15,794,873	$ 15,794,873	6.7%
Fleet Replacement Fund	$ -	$ -	$ -	$ 3,253,022	$ 3,044,940	$ 812,810	$ 979,075	$ 979,075	$ 979,075	0.4%
Water / Sewer	$ 34,975,928	$ 37,483,277	$ 38,697,557	$ 42,511,291	$ 42,659,238	$ 47,888,516	$ 57,532,082	$ 60,008,701	$ 59,373,315	25.6%
All Revenues	**$ 185,497,770**	**$ 205,939,014**	**$ 170,730,072**	**$ 200,443,508**	**$ 205,762,892**	**$ 221,348,963**	**$ 227,238,665**	**$ 234,394,951**	**$ 238,474,898**	**100.0%**
	(A-FY2018)	*(B-A)*	*(C-B)*	*(D-C)*	*(E-D)*	*(F-E)*	*(G-F)*	*(H-F)*	*(I-F)*	
Change Year-over-Year	**$ 29,350,754**	**$ 20,441,244**	**$ (35,208,942)**	**$ 29,713,436**	**$ 5,319,384**	**$ 15,586,071**	**$ 5,889,702**	**$ 13,045,988**	**$ 17,125,935**	
	29.6%	**31.9%**	**-8.0%**	**17.4%**	**2.7%**	**7.6%**	**3%**	**5.89%**	**8%**	

All Funds Expense Summary

	Actual 2022 *A*	Actual 2023 *B*	Budget 2024 *C*	Estd 2024 *D*	Budget 2025 *E*	Difference '24 s. '25 *F (E-C)*	*G (E/C)*
Public Safety							
Drug Fund							
Opening Balance	$ 602,402	$ 538,767	$ 534,710	$ 534,710	$ 478,737	$ (55,973)	-10.5%
Revenues	$ 170,648	$ 146,021	$ 155,470	$ 113,531	$ 143,783	$ (11,687)	-7.5%
Expenses							
Operations	$ 234,283	$ 150,078	$ 169,504	$ 169,504	$ 206,415	$ 36,911	21.8%
Ending Balance	**$ 538,767**	**$ 534,710**	**$ 520,676**	**$ 478,737**	**$ 416,105**	**$ (104,571)**	**-20.1%**
Community & Economic Development							
Community Development Block Grant (CDBG) Fund							
Opening Balance	$ 114,745	$ 118,477	$ 189,362	$ 189,362	$ 246,006	$ 56,644	29.9%
Revenues	$ 311,036	$ 539,667	$ 905,000	$ 920,376	$ 396,022	$ (508,978)	-56.2%
Expenses							
Operations	$ 307,304	$ 468,782	$ 900,000	$ 863,732	$ 368,352	$ (531,648)	-59.1%
Ending Balance	**$ 118,477**	**$ 189,362**	**$ 194,362**	**$ 246,006**	**$ 273,676**	**$ 79,314**	**40.8%**
Transit System Fund							
Opening Balance	$ 807,254	$ 807,253	$ 807,254	$ 807,254	$ 534,248	$ (273,006)	-33.8%
Revenues	$ 2,781,701	$ 3,443,349	$ 4,374,918	$ 4,160,594	$ 4,354,152	$ (20,766)	-0.5%
Expenses							
Personnel	$ -	$ 9,271	$ 61,148	$ 58,681	$ 129,643	$ 68,495	112.0%
Operations	$ 2,781,702	$ 3,434,077	$ 3,904,919	$ 3,904,919	$ 3,870,610	$ (34,309)	-0.9%
Capital	$ -	$ -	$ 470,000	$ 470,000	$ 350,000	$ (120,000)	-25.5%
Ending Balance	**$ 807,253**	**$ 807,254**	**$ 746,105**	**$ 534,248**	**$ 538,147**	**$ (207,958)**	**-27.9%**
Public Works							
Stormwater Fund							
Opening Balance	$ 2,951,003	$ 2,914,022	$ 2,815,697	$ 2,815,697	$ 1,799,158	$ (1,016,539)	-36.1%
Revenues	$ 2,700,672	$ 2,832,236	$ 2,813,758	$ 2,902,312	$ 2,889,166	$ 75,408	2.7%
Expenses							
Personnel	$ 1,915,288	$ 2,068,699	$ 2,509,324	$ 2,414,081	$ 2,457,448	$ (51,876)	-2.1%
Operations	$ 822,365	$ 861,862	$ 1,348,572	$ 1,359,719	$ 1,129,895	$ (218,677)	-16.2%
Capital	$ -	$ -	$ 145,052	$ 145,052	$ 898,536	$ 753,484	519.5%
Ending Balance	**$ 2,914,022**	**$ 2,815,697**	**$ 1,626,506**	**$ 1,799,158**	**$ 202,444**	**$ (1,424,062)**	**-87.6%**
Street Aid & Transportation Fund							
Opening Balance	$ 771,402	$ 2,870,168	$ 3,247,409	$ 3,247,409	$ 2,776,615	$ (470,794)	-14.5%
Revenues	$ 5,359,923	$ 5,399,470	$ 4,734,204	$ 4,919,206	$ 4,963,414	$ 229,210	4.8%
Expenses							
Operations	$ 3,261,157	$ 5,022,229	$ 6,601,742	$ 5,390,000	$ 6,220,212	$ (381,530)	-5.8%
Ending Balance	**$ 2,870,168**	**$ 3,247,409**	**$ 1,379,871**	**$ 2,776,615**	**$ 1,519,817**	**$ 139,946**	**10.1%**
Road Impact Fund							
Opening Balance	$ 25,741,274	$ 32,202,321	$ 24,653,640	$ 24,653,640	$ 26,387,727	$ 1,734,087	7.0%
Revenues	$ 9,746,863	$ 4,651,737	$ 7,286,689	$ 9,228,020	$ 6,720,788	$ (565,901)	-7.8%
Expenses							
Operations	$ 3,285,816	$ 12,200,418	$ 7,961,455	$ 7,493,933	$ 7,139,603	$ (821,852)	-10.3%
Ending Balance	**$ 32,202,321**	**$ 24,653,640**	**$ 23,978,874**	**$ 26,387,727**	**$ 25,968,912**	**$ 1,990,038**	**8.3%**
Public Works							
Fleet Replacement Fund							
Opening Balance	$ -	$ 3,250,000	$ 4,957,895	$ 4,957,895	$ 3,571,368	$ (1,386,527)	-28.0%
Revenues	$ 3,250,000	$ 2,906,667	$ 812,810	$ 1,044,179	$ 979,075	$ 166,265	20.5%
Expenses							
Operations	$ -	$ 1,198,772	$ 3,703,489	$ 2,430,706	$ 2,807,000	$ (896,489)	-24.2%
Ending Balance	**$ 3,250,000**	**$ 4,957,895**	**$ 2,067,216**	**$ 3,571,368**	**$ 1,743,443**	**$ (323,773)**	**-15.7%**

All Funds Expense Summary

	Actual 2022 *A*	Actual 2023 *B*	Budget 2024 *C*	Estd 2024 *D*	Budget 2025 *E*	Difference '24 s. '25 *F (E-C)*	*G (E/C)*
Sanitation & Environmental Services Fund							
Opening Balance	$ 2,051,128	$ 2,028,589	$ 3,064,901	$ 3,064,901	$ 1,075,698	$ (1,989,203)	-64.9%
Revenues	$ 11,610,527	$ 11,508,153	$ 13,808,062	$ 12,567,023	$ 13,910,220	$ 102,158	0.7%
Expenses							
Personnel	$ 3,570,257	$ 4,357,618	$ 4,891,162	$ 4,806,983	$ 4,949,152	$ 57,990	1.2%
Operations	$ 6,652,702	$ 5,988,814	$ 7,928,703	$ 7,099,243	$ 7,458,355	$ (470,348)	-5.9%
Capital	$ 1,410,107	$ 125,409	$ 2,739,027	$ 2,650,000	$ 1,273,413	$ (1,465,614)	-53.5%
Ending Balance	**$ 2,028,589**	**$ 3,064,901**	**$ 1,314,071**	**$ 1,075,698**	**$ 1,304,998**	**$ (9,073)**	**-0.7%**
Water & Sewer Fund							
Opening Balance*	N/A	N/A	N/A	N/A	N/A		
Revenues	$ 34,896,041	$ 41,359,008	$ 47,888,516	$ 49,202,761	$ 60,008,701	$ 12,120,185	25.3%
Use of F/B	$ -	$ -	$ -	$ -	$ -		
Expenses							
Personnel	$ 7,845,136	$ 8,458,445	$ 10,211,352	$ 10,336,441	$ 11,396,683	$ 1,185,331	11.6%
Operations	$ 23,774,866	$ 24,536,881	$ 24,081,916	$ 26,077,454	$ 26,114,578	$ 2,032,662	8.4%
Capital	$ -	$ 5,944,625	$ 12,906,200	$ 6,268,672	$ 17,559,929	$ 4,653,729	36.1%
Surplus/Deficit	**$ 3,276,039**	**$ 2,419,057**	**$ 689,049**	**$ 6,520,194**	**$ 4,937,512**		

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

Special Funds

City Facilities Tax Fund							
Opening Balance	$ 11,022,953	$ 13,171,571	$ 14,625,012	$ 14,625,012	$ 13,811,599	$ (813,413)	-5.6%
Revenues	$ 2,551,918	$ 1,516,052	$ 2,419,711	$ 2,951,270	$ 2,124,950	$ (294,761)	-12.2%
Expenses							
Operations	$ 403,300	$ 62,611	$ 3,764,683	$ 3,764,683	$ 51,673	$ (3,713,010)	-98.6%
Capital	$ -	$ -	$ -	$ -	$ 354,000	$ 354,000	100.0%
Ending Balance	**$ 13,171,571**	**$ 14,625,012**	**$ 13,280,040**	**$ 13,811,599**	**$ 15,530,876**	**$ 2,250,836**	**16.9%**
County Facilities Tax Fund							
Opening Balance	$ 4,498,831	$ 4,377,131	$ 4,513,751	$ 4,513,751	$ 5,547,969	$ 1,034,218	22.9%
Revenues	$ 878,300	$ 736,620	$ 699,017	$ 1,034,218	$ 749,662	$ 50,645	7.2%
Expenses							
Operations	$ 1,000,000	$ 600,000	$ -	$ -	$ 200,000	$ 200,000	100.0%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	100.0%
Ending Balance	**$ 4,377,131**	**$ 4,513,751**	**$ 5,212,768**	**$ 5,547,969**	**$ 6,097,631**	**$ 884,863**	**17.0%**
Hotel/Motel Tax Fund							
Opening Balance	$ 5,927,371	$ 8,006,647	$ 9,581,092	$ 9,581,092	$ 5,693,181	$ (3,887,911)	-40.6%
Revenues	$ 5,704,248	$ 6,486,558	$ 4,357,759	$ 6,569,639	$ 7,899,081	$ 3,541,322	81.3%
Expenses							
Operations	$ 2,952,629	$ 4,417,517	$ 3,569,876	$ 3,289,300	$ 3,572,746	$ 2,870	0.1%
Capital	$ 672,344	$ 494,596	$ 7,222,250	$ 7,168,250	$ 445,000	$ (6,777,250)	-93.8%
Ending Balance	**$ 8,006,647**	**$ 9,581,092**	**$ 3,146,725**	**$ 5,693,181**	**$ 9,574,516**	**$ 6,427,791**	**204.3%**
Debt Service Fund							
Opening Balance	$ 937,169	$ 1,161,978	$ 806,499	$ 806,499	$ 510,280	$ (296,219)	-36.7%
Revenues	$ 15,962,257	$ 15,353,902	$ 15,908,626	$ 16,012,408	$ 15,794,873	$ (113,753)	-0.7%
Expenses							
Operations	$ 15,737,448	$ 15,709,381	$ 16,308,626	$ 16,308,627	$ 15,698,603	$ (610,023)	-3.7%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Ending Balance	**$ 1,161,978**	**$ 806,499**	**$ 406,499**	**$ 510,280**	**$ 606,550**	**$ 200,051**	**49.2%**
Parkland Dedication Fund							
Opening Balance	$ 7,550,661	$ 8,451,071	$ 6,281,730	$ 6,281,730	$ 4,457,356	$ (1,824,374)	-29.0%
Revenues	$ 1,275,410	$ 2,330,659	$ 1,071,656	$ 1,933,426	$ 1,208,674	$ 137,018	12.8%
Expenses							
Operations	$ 375,000	$ 4,500,000	$ 3,757,800	$ 3,757,800	$ -	$ (3,757,800)	-100.0%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Ending Balance	**$ 8,451,071**	**$ 6,281,730**	**$ 3,595,586**	**$ 4,457,356**	**$ 5,666,030**	**$ 2,070,444**	**57.6%**

Fund Balance Changes

The schedule below shows changes in fund balance for all 15 funds actively budgeted for by the City of Franklin from FY 2023 through FY 2025.

	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	Parkland Dedication	Transit	CDBG	Debt Service	Fleet Replacement	Water & Sewer **	Total
2023 Actual (Audited)																
Beginning Fund Balance	$ 74,433,206	$ 2,870,168	$ 2,028,589	$ 32,202,321	$ 13,171,571	$ 4,377,131	$ 2,914,022	$ 538,767	$ 8,006,647	$ 8,451,071	$ 807,253	$ 118,477	$ 1,161,978	$ 3,250,000	N/A	**$ 154,331,201**
+ Revenues	**$ 105,028,680**	**$ 5,399,470**	**$ 11,508,153**	**$ 4,651,737**	**$ 1,516,052**	**$ 736,620**	**$ 2,832,236**	**$ 146,021**	**$ 6,486,558**	**$ 2,330,659**	**$ 3,443,349**	**$ 539,667**	**$ 15,353,902**	**$ 2,906,667**	**$ 41,359,006**	**$ 204,238,776**
- Expenditures	**$ (94,820,660)**	**$ (5,022,229)**	**$ (10,471,841)**	**$ (12,200,418)**	**$ (62,611)**	**$ (600,000)**	**$ (2,930,562)**	**$ (150,078)**	**$ (4,912,113)**	**$ (4,500,000)**	**$ (3,443,348)**	**$ (468,782)**	**$ (15,709,381)**	**$ (1,198,772)**	**$ (38,939,951)**	**$ (195,430,745)**
Ending Fund Balance	**$ 84,641,226**	**$ 3,247,409**	**$ 3,064,901**	**$ 24,653,640**	**$ 14,625,012**	**$ 4,513,751**	**$ 2,815,697**	**$ 534,710**	**$ 9,581,092**	**$ 6,281,730**	**$ 807,254**	**$ 189,362**	**$ 806,499**	**$ 4,957,895**	**$ 2,419,055**	**$ 163,139,232**
2024 Estimated																
Beginning Fund Balance	$ 84,641,226	$ 3,247,409	$ 3,064,901	$ 24,653,640	$ 14,625,012	$ 4,513,751	$ 2,815,697	$ 534,710	$ 9,581,092	$ 6,281,730	$ 807,254	$ 189,362	$ 806,499	$ 4,957,895	N/A	**$ 160,720,178**
+ Revenues																
Property Tax	$ 12,132,435	$ 1,116,441											$ 10,957,506			**$ 24,206,382**
Sales Tax	$ 62,233,023															**$ 62,233,023**
Other Taxes	$ 6,121,701				$ 2,394,483	$ 809,649			$ 5,914,380							**$ 15,240,213**
Intergovernmental Tax	$ 19,037,559	$ 3,136,978					$ -		$ 276,966		$ 3,336,771	$ 900,000	$ -		$ 62,886	**$ 26,751,160**
Licenses & Permits	$ 4,947,058			$ 8,029,761			$ 113,135			$ 1,790,464	$ -					**$ 14,880,418**
Charges for Services	$ 1,354,789		$ 10,467,505				$ 2,641,179				$ 83,807				$ 41,049,043	**$ 55,596,323**
Fines & Fees	$ 413,896		$ 168,601				$ 44,723	$ 45,887								**$ 673,107**
Uses of Money & Property	$ 3,402,990	$ 165,787	$ 180,917	$ 1,198,259	$ 556,787	$ 224,569	$ 103,275	$ 67,644	$ 378,293	$ 142,962	$ 33,395	$ 20,376	$ 219,036		$ 4,091,209	**$ 10,785,499**
Other Revenue	$ 2,283,817	$ 500,000	$ 1,750,000					$ -			$ 706,621		$ 4,835,866	$ 1,044,179	$ 3,999,623	**$ 15,120,107**
Total	**$ 111,927,268**	**$ 4,919,206**	**$ 12,567,023**	**$ 9,228,020**	**$ 2,951,270**	**$ 1,034,218**	**$ 2,902,312**	**$ 113,531**	**$ 6,569,639**	**$ 1,933,426**	**$ 4,160,594**	**$ 920,376**	**$ 16,012,408**	**$ 1,044,179**	**$ 49,202,761**	**$ 225,486,231**
- Expenditures																
Personnel	$ (75,953,949)	$ -	$ (4,806,983)	$ -	$ -	$ -	$ (2,414,081)	$ -	$ -	$ -	$ (58,681)	$ -	$ -		$ (10,336,441)	**$ (93,570,135)**
Operations	$ (32,200,415)	$ (5,390,000)	$ (7,099,243)	$ (7,493,933)	$ (3,764,683)	$ -	$ (1,359,719)	$ (169,504)	$ (3,289,300)	$ (3,757,800)	$ (3,904,919)	$ (863,732)	$ (16,308,626)	$ (2,430,706)	$ (26,077,454)	**$ (114,110,035)**
Capital	$ (2,247,057)	$ -	$ (2,650,000)	$ -	$ -	$ -	$ (145,052)	$ -	$ (7,168,250)	$ -	$ (470,000)	$ -	$ -		$ (6,268,672)	**$ (18,949,031)**
Total Expenditures	**$ (110,401,420)**	**$ (5,390,000)**	**$ (14,556,226)**	**$ (7,493,933)**	**$ (3,764,683)**	**$ -**	**$ (3,918,852)**	**$ (169,504)**	**$ (10,457,550)**	**$ (3,757,800)**	**$ (4,433,600)**	**$ (863,732)**	**$ (16,308,626)**	**$ (2,430,706)**	**$ (42,682,566)**	**$ (226,629,201)**
Ending Fund Balance	**$ 86,167,073**	**$ 2,776,615**	**$ 1,075,698**	**$ 26,387,727**	**$ 13,811,599**	**$ 5,547,969**	**$ 1,799,156**	**$ 478,737**	**$ 5,693,181**	**$ 4,457,356**	**$ 534,248**	**$ 246,006**	**$ 510,281**	**$ 3,571,368**	**$ 6,520,195**	**$ 159,577,208**
2025 Budget																
Beginning Fund Balance	$ 86,167,073	$ 2,776,615	$ 1,075,698	$ 26,387,727	$ 13,811,599	$ 5,547,969	$ 1,799,156	$ 478,737	$ 5,693,181	$ 4,457,356	$ 534,248	$ 246,006	$ 510,281	$ 3,571,368	N/A	**$ 153,057,014**
+ Revenues																
Property Tax	$ 13,217,427	$ 1,149,934											$ 10,554,764			**$ 24,922,125**
Sales Tax	$ 63,163,748															**$ 63,163,748**
Other Taxes	$ 6,246,189				$ 1,846,797	$ 637,474			$ 7,410,097							**$ 16,140,557**
Intergovernmental Tax	$ 17,587,560	$ 3,239,792					$ -		$ 300,000		$ 3,188,134	$ 386,965	$ -		$ 11,625,742	**$ 36,328,193**
Licenses & Permits	$ 4,740,122			$ 6,122,176			$ 129,051			$ 1,137,254	$ -					**$ 12,128,603**
Charges for Services	$ 1,250,412		$ 13,393,737				$ 2,673,523				$ 134,000				$ 42,355,801	**$ 59,807,473**
Fines & Fees	$ 378,384		$ 223,288				$ 35,000	$ 103,698								**$ 740,370**
Uses of Money & Property	$ 3,515,397	$ 73,686	$ 293,195	$ 598,612	$ 278,153	$ 112,188	$ 51,592	$ 40,085	$ 188,984	$ 71,420	$ 28,401	$ 9,057	$ 97,354	$ 115,585	$ 1,520,180	**$ 6,993,890**
Other Revenue	$ 2,153,153	$ 500,000	$ -					$ -			$ 1,003,617		$ 5,142,755	$ 863,490	$ 4,506,975	**$ 14,169,991**
Total	**$ 112,252,391**	**$ 4,963,412**	**$ 13,910,220**	**$ 6,720,788**	**$ 2,124,950**	**$ 749,662**	**$ 2,889,166**	**$ 143,783**	**$ 7,899,081**	**$ 1,208,674**	**$ 4,354,152**	**$ 396,022**	**$ 15,794,873**	**$ 979,075**	**$ 60,008,698**	**$ 234,394,952**
- Expenditures																
Personnel	$ (80,680,996)	$ -	$ (4,949,152)	$ (7,139,603)	$ -	$ -	$ (2,457,448)	$ -	$ -	$ -	$ (129,643)	$ -	$ -		$ (11,396,683)	**$ (106,753,525)**
Operations	$ (28,068,425)	$ (6,220,212)	$ (7,458,355)	$ -	$ (51,673)	$ (200,000)	$ (1,129,895)	$ (206,415)	$ (3,572,746)	$ -	$ (3,870,610)	$ (368,352)	$ (15,698,603)	$ (2,807,000)	$ (26,114,578)	**$ (95,766,864)**
Capital	$ (3,502,970)	$ -	$ (1,273,413)	$ -	$ (354,000)	$ -	$ (898,536)	$ -	$ (445,000)	$ -	$ (350,000)	$ -	$ -		$ (17,559,929)	**$ (24,383,848)**
Total Expenditures	**$ (112,252,391)**	**$ (6,220,212)**	**$ (13,680,920)**	**$ (7,139,603)**	**$ (405,673)**	**$ (200,000)**	**$ (4,485,880)**	**$ (206,415)**	**$ (4,017,746)**	**$ -**	**$ (4,350,253)**	**$ (368,352)**	**$ (15,698,603)**	**$ (2,807,000)**	**$ (55,071,189)**	**$ (226,904,237)**
Ending Fund Balance	**$ 86,167,073**	**$ 1,519,815**	**$ 1,304,998**	**$ 25,968,912**	**$ 15,530,876**	**$ 6,097,631**	**$ 202,441**	**$ 416,105**	**$ 9,574,516**	**$ 5,666,030**	**$ 538,147**	**$ 273,676**	**$ 606,551**	**$ 1,743,443**	**$ 4,937,509**	**$ 160,547,729**
***Surplus / (Deficit) All Funds**	**$ 0**	**$ (1,256,800)**	**$ 229,300**	**$ (418,815)**	**$ 1,719,277**	**$ 549,662**	**$ (1,596,715)**	**$ (62,632)**	**$ 3,881,335**	**$ 1,208,674**	**$ 3,899**	**$ 27,670**	**$ 96,270**	**$ (1,827,925)**	**$ (1,582,686)**	**$ 970,521**
***Change (%) 2022 vs. 2023**	**0.0%**	**-45.3%**	**21.3%**	**-1.6%**	**12.4%**	**9.9%**	**-88.7%**	**-13.1%**	**68.2%**	**27.1%**	**0.7%**	**11.2%**	**18.9%**	**-51.2%**	**-24.3%**	**0.6%**

**Note: Changes in fund balances reflect 2023 budget to 2022 estimated; changes shown on the "Other Funds Dept. Summary" on the previous pages reflect 2023 budget vs. 2022 budget.*

***Water & Sewer Fund is a proprietary fund and has no beginning balance on the modified accrual basis of accounting. Ending Fund Balance is simply result of operations for that Fiscal Year.*

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	Fleet Replacement	Water & Sewer
Governance & Management															
Elected Officials	x														
Administration	x														
Budget & Performance	x														
Law	x														
Communications	x														
Public Safety															
Police	x														
Drug Fund								x							
Emergency Management	x														
Fire	x														
Finance & Administration															
Finance	x														
Information Technology	x														
Purchasing	x														
Revenue Management	x														
Municipal Court	x														
Project and Facilities Management	x														
Human Resources	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				
Transit System										x					
Public Works															
Streets Department - Maintenance Division	x														
Streets Department - Traffic Division	x														
Streets Department - Fleet Maintenance Division	x														
Fleet Replacement Fund														x	
Stormwater Fund															
Stormwater - Engineering							x								
Stormwater - Streets							x								
Street Aid & Transportation		x													
Road Impact				x											
Sanitation & Environmental Services															
SES Administration			x												
SES Collection			x												
SES Disposal			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
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 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 2023-2024, this reserve would be $37,043,289 based on budgeted expenditures of $112,252,391.

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, an ever-larger number 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 the amended FY 2024 budget, and the proposed FY 2025 budget.*

Reserve Breakdown - General Fund - Fund Balance

Fund Name	Required Percentage	Target %	Actual FY 22$	Actual FY 23$	Budget FY24$	Estimated FY 24$	Budget FY25$
Reserve Fl(mandated by law)	0%		$ -	$ -	$ -	$ -	$ -
Undesignated/Unreserved fund	0%		$ -	$ -	$ -	$ -	$ -
Financial Stabilization Account	33%		$ 31,544,035	$ 34,659,464	$ 37,657,213	$ 37,521,150	$ 37,043,289
Contingency Subaccount		5%	$ 4,779,399	$ 5,251,434	$ 5,705,638	$ 5,685,023	$ 5,612,620
Emergency Subaccount		5%	$ 4,779,399	$ 5,251,434	$ 5,705,638	$ 5,685,023	$ 5,612,620
Cash Flow Stabilization Subaccount		14%	$ 13,382,318	$ 14,704,015	$ 15,975,787	$ 15,918,064	$ 15,715,335
Debt Service Subaccount		3%	$ 2,867,640	$ 3,150,860	$ 3,423,383	$ 3,411,014	$ 3,367,572
Insurance Reserve Subaccount		4%	$ 3,823,519	$ 4,201,147	$ 4,564,511	$ 4,548,018	$ 4,490,096
OPEB* Subaccount		2%	$ 1,911,760	$ 2,100,574	$ 2,282,255	$ 2,274,009	$ 2,245,048
Supplemental Reserve Account							
variance between 33% & 45% =	12%		$ 11,470,558	$ 12,603,442	$ 13,693,532	$ 13,644,055	$ 13,470,287
Capital Funding Account	>45%		$ 31,572,765	$ 35,350,793	$ 31,262,954	$ 33,001,868	$ 33,653,497
Invest Franklin Cash Balance 2017			$ 2,968,915	$ 2,968,915	$ 2,968,915	$ 2,968,915	$ 2,968,915
Invest Franklin Cash Balance 2018			$ 1,595,720	$ 1,595,720	$ 1,595,720	$ 1,595,720	$ 1,595,720
Invest Franklin Cash Balance 2019			$ 1,594,442	$ 1,594,442	$ 1,594,442	$ 1,594,442	$ 1,594,442
Total Invest Franklin Cash Balance			$ 6,159,077	$ 6,159,077	$ 6,159,077	$ 6,159,077	$ 6,159,077
General Capital Funding Account			$ 25,413,688	$ 29,191,716	$ 25,103,877	$ 26,842,792	$ 27,494,421
General Fund Budget Amount =			*$ 95,587,985*	*$ 105,028,680*	*$ 114,112,767*	*$ 113,700,455*	*$ 112,252,391*
Net Fund Balance Amount to start year=			*$ 74,587,358*	*$ 82,613,699*	*$ 82,613,699*	*$ 84,167,073*	*$ 84,167,073*

Actual Calculation for Net Fund Balance Amount:	FY 2022	FY 2023	FY 2024*
Gross:	***$ 75,885,131***	***$ 84,641,226***	***$ 86,167,073***
Less: Non-spendable (inventory and prepaids) [1]	*$ (1,297,773)*	*$ (2,027,527)*	*$ (2,000,000)*
	$ 74,587,358	*$ 82,613,699*	*$ 84,167,073*

**estimated*

[1] *Comes from ACFR - Governmental Funds Balance Sheet - Non-Spendable F.B.*

**Note: Capital Funding Account balance and Fund Balance Amounts for Estimated FY 2024 and Budget FY 2025 numbers are inclusive of full amount of year-end close. Ending fund balance will likely change from this forecast.*

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Budget Summary

General Fund Summary

Under this section is:

- **Introduction to the General Fund**
- **General Fund Budget Summary**
- **General Fund Revenue Summary & Model**
- **General Fund Expense Summary (By Department)**
- **Local Sales Tax/Property Tax Trends by Fiscal Year**
- **Property Tax Rate Summary**
- **Long-Range Forecast - General Fund**

General Fund Summary

Introduction

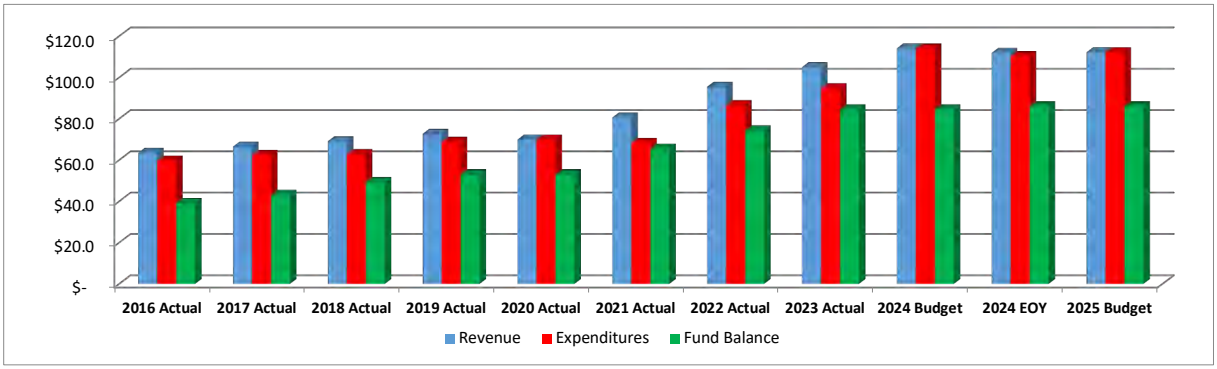
The General Fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the General Fund including Police and Fire, Administration, Engineering and Streets, and Parks. Although not the only fund (as demonstrated in the preceding pages), it is the largest and most important.

As proposed, fund balance equal to approximately 76.8% of annual expenditures is maintained at fiscal year-end 2024-25. This is in compliance with the Board's adopted reserve policy, which establishes a minimum benchmark of 33%.

General Fund Performance - FY 2021-2025

	Actual 2021	Actual 2022	Actual 2023	Budget 2024	EOY 2024	Budget 2025
Beginning Fund Balance	**$ 53,216,286**	**$ 65,481,510**	**$ 74,433,206**	**$ 84,641,226**	**$ 84,641,226**	**$ 86,167,073**
+ Total GF Revenue	$ 80,560,453	$ 95,587,985	$ 105,028,680	$ 114,112,767	$ 111,927,268	$ 112,252,391
- Total GF Expenditures	$ 68,295,229	$ 86,636,289	$ 94,820,660	$ 114,112,767	$ 110,401,420	$ 112,252,391
Ending Fund Balance	**$ 65,481,510**	**$ 74,433,206**	**$ 84,641,226**	**$ 84,641,226**	**$ 86,167,073**	**$ 86,167,073**
***Percent of Total Annual Revenues	81.3%	77.9%	80.6%	74.2%	77.0%	76.8%
***Percent of Total Annual Expenditures	95.9%	85.9%	89.3%	74.2%	78.0%	76.8%

General Fund Performance – Ten Year Trend



	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 EOY	2025 Budget
Revenue	$ 63.5	$ 66.5	$ 69.1	$ 72.7	$ 69.9	$ 80.6	$ 95.5	$ 105.0	$ 114.1	$ 111.9	$ 112.2
Expenditures	$ 59.7	$ 62.5	$ 62.9	$ 68.9	$ 69.9	$ 68.3	$ 86.6	$ 94.8	$ 114.1	$ 110.4	$ 112.2
Fund Balance	$ 39.2	$ 43.2	$ 49.4	$ 53.2	$ 53.2	$ 65.5	$ 74.4	$ 84.6	$ 84.6	$ 86.1	$ 86.1

Note: Amounts above are in millions of dollars.

General Fund Summary

Introduction

The 2024-2025 General Fund budget has total estimated revenue available of $112,252,391. In comparison to 2023-24 budget, estimated annual revenues for fiscal year 2024-25 are down 1.6%. The local option sales tax continues to be the single largest source of revenue for the City, at 56.3% of the General Fund total. For FY 2025 we project a modest increase of 2.2% for this major revenue stream, lower than in years past but built on a base which has grown 18.5%, 31.4% and on pace to be 5% respectively in FY 2021 (over FY 2020), FY 2022 (over FY 2021) and FY 2023 (over FY 2022) but calmed to a forecast 2.7% growth in FY 2024 (over FY 2023).

The local share of state taxes represents allocations of state sales and other taxes on a per capita basis, which is shared on a point of collection basis. These state shared taxes represent 14.5% of estimated General Fund revenues. This consumption based tax is also forecast to increase a modest 0.8% for the year due to economic uncertainty and conditions.

Property tax is the next largest source of revenue representing 11.8% of the General Fund total. No change in the property tax rate is being proposed in this budget. This source has grown over the last year as a result of fully retiring debt for the TIF district in Cool Springs, resulting in all Property Tax generated in the former district coming to the General Fund.

Expenditures

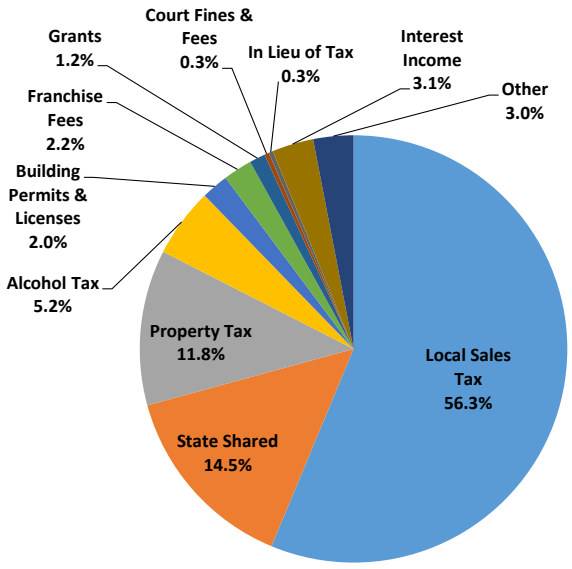
Total estimated General Fund expenditures are $112,252,391. Total expenditures for fiscal year 2024-25 are also decreasing 1.6% compared to the 2023-24 budget. Within the approved budget, 72% is dedicated to employee wages and benefits, 25% to operational costs and 3% to capital equipment.

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.

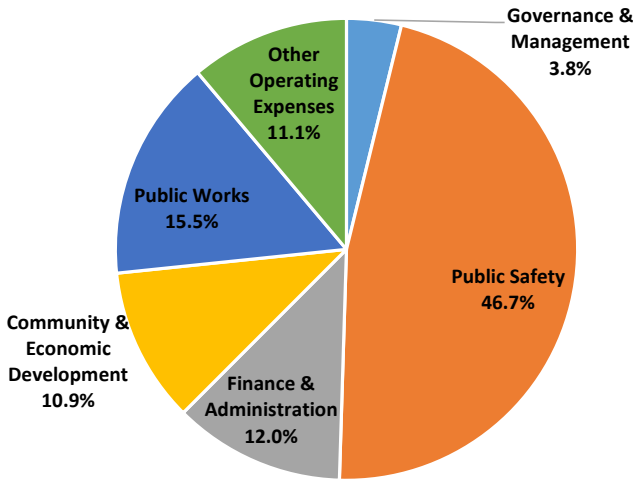
General Fund - Departmental Summary

	Actual 2022 *A*	Actual 2023 *B*	Budget 2024 *C*	EOY 2024 *D*	Budget 2025 *E*	Difference '24 vs. '25 *F (E-C)*	*G (E/C)*
Revenues							
Local Sales Tax	$ 57,745,532	$ 60,556,943	$ 61,797,556	$ 62,233,023	$ 63,163,748	$ 1,366,192	2.2%
State Shared	$ 16,245,091	$ 17,496,680	$ 16,221,388	$ 16,113,149	$ 16,245,560	$ 24,172	0.1%
Property Tax	$ 8,085,664	$ 10,805,467	$ 12,132,485	$ 12,132,435	$ 13,217,427	$ 1,084,942	8.9%
Alcohol Tax	$ 5,844,876	$ 5,646,949	$ 5,535,512	$ 5,737,747	$ 5,869,516	$ 334,004	6.0%
Building Permits & Licenses	$ 2,363,110	$ 2,223,293	$ 2,260,609	$ 2,563,250	$ 2,284,323	$ 23,713	1.0%
Franchise Fees	$ 2,506,169	$ 2,441,864	$ 2,551,351	$ 2,383,808	$ 2,455,799	$ (95,552)	-3.7%
Grants	$ 2,262,151	$ 121,123	$ 4,110,722	$ 2,924,410	$ 1,342,000	$ (2,768,722)	-67.4%
Court Fines & Fees	$ 398,877	$ 446,165	$ 381,678	$ 413,896	$ 378,384	$ (3,294)	-0.9%
In Lieu of Tax	$ 282,068	$ 376,479	$ 369,251	$ 383,954	$ 376,673	$ 7,422	2.0%
Interest Income	$ (1,096,123)	$ 1,167,782	$ 3,216,604	$ 3,402,990	$ 3,515,397	$ 298,793	9.3%
Other	$ 950,569	$ 3,745,935	$ 5,535,611	$ 3,638,606	$ 3,403,565	$ (2,132,046)	-38.5%
Total - General Fund Revenues	**$ 95,587,985**	**$ 105,028,680**	**$ 114,112,767**	**$ 111,927,268**	**$ 112,252,391**	**$ (1,860,376)**	**-1.6%**
Expenses							
Governance & Management	$ 3,085,987	$ 3,514,799	$ 4,084,168	$ 3,816,668	$ 4,299,425	$ 215,257	5.3%
Public Safety	$ 41,186,972	$ 47,364,833	$ 53,671,848	$ 52,186,792	$ 52,374,889	$ (1,296,959)	-2.4%
Finance & Administration	$ 9,636,858	$ 12,572,647	$ 14,051,700	$ 13,467,646	$ 13,468,444	$ (583,256)	-4.2%
Community & Economic Development	$ 7,482,075	$ 8,124,173	$ 10,668,091	$ 10,270,045	$ 12,195,913	$ 1,527,822	14.3%
Public Works	$ 11,718,336	$ 14,967,615	$ 17,226,452	$ 16,283,469	$ 17,417,454	$ 191,002	1.1%
Other Operating Expenses	$ 13,835,008	$ 8,362,213	$ 14,410,507	$ 14,376,802	$ 12,496,265	$ (1,914,242)	-13.3%
Total - General Fund Expenses	**$ 86,945,235**	**$ 94,906,278**	**$ 114,112,767**	**$ 110,401,420**	**$ 112,252,391**	**$ (1,860,376)**	**-1.6%**
General Fund Expenditures (by major category)							
Personnel	$ 59,866,503	$ 67,614,704	$ 77,959,294	$ 75,953,949	$ 80,680,996	$ 2,721,703	3.5%
Operations	$ 25,765,272	$ 26,586,131	$ 33,632,490	$ 32,200,415	$ 28,068,425	$ (5,564,065)	-16.5%
Capital	$ 1,313,460	$ 705,444	$ 2,520,983	$ 2,247,057	$ 3,502,970	$ 981,987	39.0%
Total - General Fund Expenses	**$ 86,945,234**	**$ 94,906,278**	**$ 114,112,767**	**$ 110,401,420**	**$ 112,252,391**	**$ (1,860,376)**	**-1.6%**
Misc. Other Financing Sources	$ (308,945)	$ (85,618)					
Surplus / (Deficit)	**$ 8,951,696**	**$ 10,208,020**	**$ 0**	**$ 1,525,848**	**$ 0**		

FY 2025 General Fund - Major Revenues



FY 2025 General Fund - Major Expenses



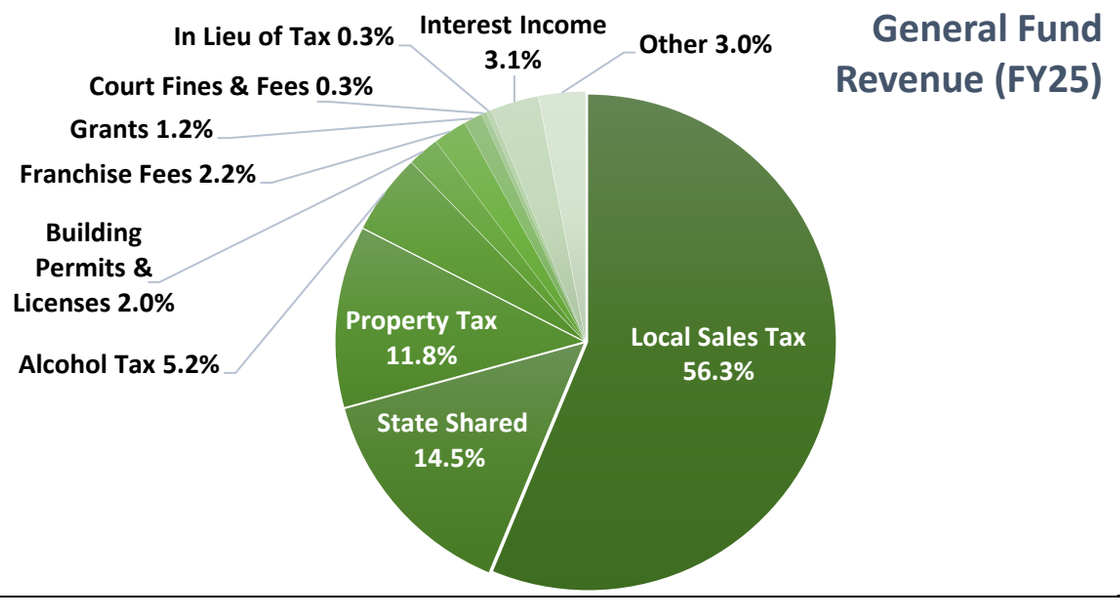
City of Franklin

Revenue Model

Summary (General Fund) — **Percent of All Revenues: 47.9%**

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 more than 97% of the total as of FY 2024.

For FY 2025, General Fund revenue is forecast to decrease by 1.64% over the FY 2024 budget.



Top Ten Revenue Categories			Actual			Budget	FY 2025 Forecast		
	A	*B*	*C*	*D*	*E*	*F*	*G*	*H*	*I*
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Low	Medium	High
Local Sales Tax	$ 36,168,175	$ 35,453,379	$ 41,999,727	$ 57,745,532	$ 60,556,943	$ 61,797,555	$ 61,900,473	$ 63,163,748	$ 64,427,023
State Shared	$ 14,648,230	$ 13,497,987	$ 14,505,232	$ 16,245,091	$ 17,496,680	$ 16,221,385	$ 15,979,891	$ 16,245,560	$ 16,532,069
Property Tax	$ 9,318,972	$ 7,901,599	$ 8,499,957	$ 8,085,664	$ 10,805,467	$ 12,132,485	$ 12,820,904	$ 13,217,427	$ 13,613,950
Alcohol Tax	$ 4,390,575	$ 4,599,511	$ 5,262,169	$ 5,844,876	$ 5,646,949	$ 5,535,512	$ 5,810,821	$ 5,869,516	$ 5,928,211
Building Permits & Licenses	$ 2,279,334	$ 2,405,139	$ 2,495,634	$ 2,363,110	$ 2,223,293	$ 2,260,609	$ 2,238,636	$ 2,284,323	$ 2,307,166
Franchise Fees	$ 2,566,246	$ 2,489,287	$ 2,497,407	$ 2,506,169	$ 2,441,864	$ 2,551,351	$ 2,431,722	$ 2,455,799	$ 2,529,473
Grants	$ 387,640	$ 836,319	$ 3,659,217	$ 2,262,139	$ 121,123	$ 4,110,722	$ 1,342,000	$ 1,342,000	$ 1,342,000
Court Fines & Fees	$ 370,159	$ 388,668	$ 304,139	$ 398,877	$ 446,165	$ 381,678	$ 359,465	$ 378,384	$ 397,303
In Lieu of Tax	$ 259,875	$ 398,936	$ 353,969	$ 282,068	$ 376,479	$ 369,251	$ 372,943	$ 376,673	$ 380,402
Interest Income	$ 1,229,262	$ 1,208,681	$ 93,916	$ (1,096,123)	$ 1,167,782	$ 3,216,604	$ 2,812,318	$ 3,515,397	$ 4,218,477
Top Ten Revenue Sources	$ 71,618,469	$ 69,179,505	$ 79,671,367	$ 94,637,403	$ 101,282,745	$ 108,577,151	$ 106,069,174	$ 108,848,827	$ 111,676,073
Other	$ 1,085,952	$ 777,075	$ 889,086	$ 950,569	$ 3,831,548	$ 5,535,614	$ 3,365,631	$ 3,403,565	$ 3,441,449
Total General Fund Revenues	**$ 72,704,419**	**$ 69,956,580**	**$ 80,560,453**	**$ 95,587,973**	**$ 105,114,293**	**$ 114,112,767**	**$ 109,434,804**	**$ 112,252,391**	**$ 115,117,523**

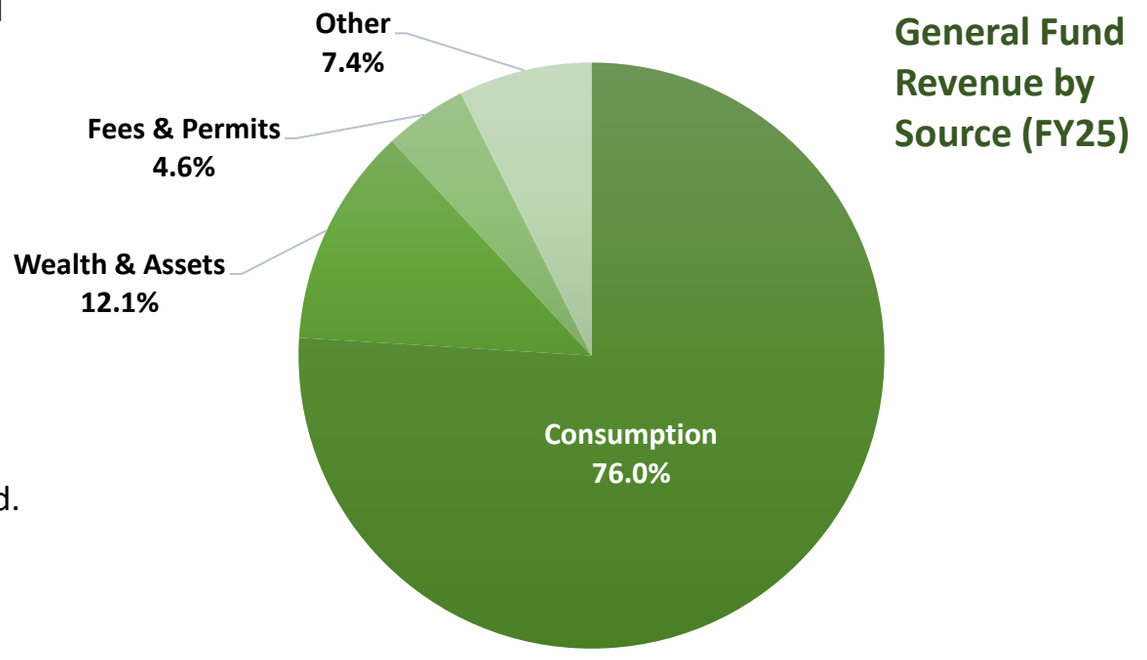
	(A-FY 2018)	*(B-A)*	*(C-B)*	*(D-C)*	*(E-D)*	*(F-E)*	*(G-F)*	*(H-F)*	*(I-F)*
Change Year-over-Year	$ 3,604,364	$ (2,747,839)	$ 10,603,873	$ 15,027,519	$ 9,526,320	$ 8,998,474	$ (4,677,962)	$ (1,860,374)	$ 1,004,756
	5.2%	-3.8%	15.2%	18.7%	10.0%	8.6%	-4.1%	-1.63%	0.9%

Summary (General Fund) — **Percent of All Revenues** **47.9%**

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 are revenues derived from the consumption of goods and services. This source - taxes on retail sales and alcohol consumption - comprises more than 3 of every 4 dollars the City receives for the General Fund. All other sources - wealth & assets (property 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 slightly less than 1 of every 4 dollars received.

Heavy dependency on consumption taxes places the City in a vulnerable position during downturns in the business cycle and economic retrenchments.



General Fund Revenue by Source (FY25)

Top Ten Revenue Categories

	Actual					Budget	FY 2025 Forecast		
	FY 2019	FY 2020	FY 2021	FY 2022	FY2023	2024	Low	Medium	High
Consumption	**$ 53,001,293**	**$ 52,914,589**	**$ 61,023,282**	**$ 79,758,291**	**$ 83,665,850**	**$ 83,554,451**	**$ 83,691,185**	**$ 85,278,824**	**$ 86,887,303**
Local Sales Tax	$ 36,168,175	$ 35,453,379	$ 41,999,727	$ 57,745,532	$ 60,556,943	$ 61,797,555	**$ 61,900,473**	**$ 63,163,748**	**$ 64,427,023**
State Shared	$ 12,442,543	$ 12,861,699	$ 13,761,386	$ 16,167,883	$ 17,461,957	$ 16,221,385	**$ 15,979,891**	**$ 16,245,560**	**$ 16,532,069**
Alcohol Tax	$ 4,390,575	$ 4,599,511	$ 5,262,169	$ 5,844,876	$ 5,646,949	$ 5,535,512	**$ 5,810,821**	**$ 5,869,516**	**$ 5,928,211**
Wealth & Assets	**$ 11,784,534**	**$ 8,936,823**	**$ 9,597,772**	**$ 8,444,940**	**$ 11,216,669**	**$ 12,501,736**	**$ 13,193,847**	**$ 13,594,100**	**$ 13,994,352**
Property Tax	$ 9,318,972	$ 7,901,599	$ 8,499,957	$ 8,085,664	$ 10,805,467	$ 12,132,485	**$ 12,820,904**	**$ 13,217,427**	**$ 13,613,950**
Hall Income Tax	$ 2,205,687	$ 636,288	$ 743,846	$ 77,208	$ 34,723	$ -	**$ -**	**$ -**	**$ -**
In Lieu of Taxes	$ 259,875	$ 398,936	$ 353,969	$ 282,068	$ 376,479	$ 369,251	**$ 372,943**	**$ 376,673**	**$ 380,402**
Fees & Permits	**$ 5,215,739**	**$ 5,283,094**	**$ 5,297,180**	**$ 5,268,156**	**$ 5,111,321**	**$ 5,193,638**	**$ 5,029,823**	**$ 5,118,506**	**$ 5,233,942**
Franchise Fees	$ 2,566,246	$ 2,489,287	$ 2,497,407	$ 2,506,169	$ 2,441,864	$ 2,551,351	**$ 2,431,722**	**$ 2,455,799**	**$ 2,529,473**
Building Permits & Licenses	$ 2,279,334	$ 2,405,139	$ 2,495,634	$ 2,363,110	$ 2,223,293	$ 2,260,609	**$ 2,238,636**	**$ 2,284,323**	**$ 2,307,166**
Court Fines & Fees	$ 370,159	$ 388,668	$ 304,139	$ 398,877	$ 446,165	$ 381,678	**$ 359,465**	**$ 378,384**	**$ 397,303**
Other	**$ 2,702,854**	**$ 2,822,075**	**$ 4,642,219**	**$ 2,116,585**	**$ 5,120,453**	**$ 13,262,940**	**$ 7,519,948**	**$ 8,260,962**	**$ 9,001,926**
Grants	$ 387,640	$ 836,319	$ 3,659,217	$ 2,262,139	$ 121,123	$ 4,510,722	**$ 1,342,000**	**$ 1,342,000**	**$ 1,342,000**
Interest Income	$ 1,229,262	$ 1,208,681	$ 93,916	$ (1,096,123)	$ 1,167,782	$ 3,216,604	**$ 2,812,318**	**$ 3,515,397**	**$ 4,218,477**
Other	$ 1,085,952	$ 777,075	$ 889,086	$ 950,569	$ 3,831,548	$ 5,535,614	**$ 3,365,631**	**$ 3,403,565**	**$ 3,441,449**
Total General Fund Revenues	**$ 72,704,419**	**$ 69,956,580**	**$ 80,560,453**	**$ 95,587,973**	**$ 105,114,293**	**$ 114,512,767**	**$ 109,434,804**	**$ 112,252,391**	**$ 115,117,523**

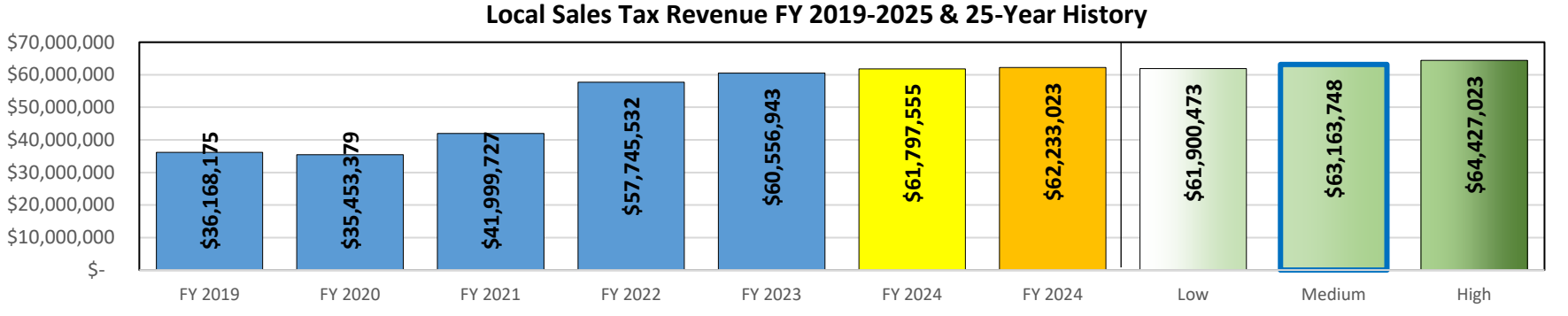
City of Franklin

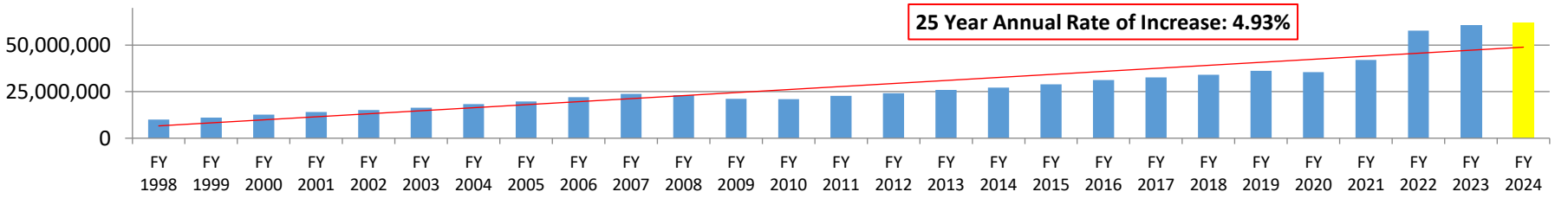
Revenue Model

Fund:	General Fund	Category:	Local Sales Tax	Percent of Total General Fund Revenues	56.3%

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.

At this time, we are forecasting a base increase of 2% higher than estimated FY 2024. This is designed to be prudently conservative given ongoing concerns in the global economy.





	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	5.9%	-2.0%	18.5%	37.5%	4.9%	2.05%	2.77%	-0.53%	1.50%	3.53%	3-yr Average
July	2,811,663	3,011,846	3,000,773	4,616,865	4,940,855	5,039,671	5,017,174	4,888,845	4,988,617	5,088,390	$ 53,434,067
August	2,848,326	2,938,112	2,915,576	4,357,269	4,650,081	4,743,083	4,694,185	4,789,906	4,887,659	4,985,412	4.4%
September	2,933,410	2,947,162	3,022,499	4,794,161	5,022,821	5,123,277	4,990,343	5,023,678	5,126,202	5,228,726	5-Yr Average
October	3,068,712	3,002,662	3,186,150	4,655,427	4,761,957	4,857,196	5,088,909	4,939,598	5,040,406	5,141,214	$ 46,384,751
November	3,026,420	3,109,876	3,085,542	4,829,484	4,984,513	5,084,202	5,327,485	5,135,582	5,240,390	5,345,197	6.1%
December	3,865,896	4,115,721	4,372,682	5,790,986	6,139,766	6,262,561	6,601,493	6,831,440	6,970,857	7,110,274	10-Yr Average
January	2,682,263	2,822,778	3,007,164	4,188,974	4,590,039	4,681,839	4,615,421	4,532,934	4,625,443	4,717,952	$ 38,627,810
February	2,622,735	2,605,704	2,550,960	4,267,860	4,465,281	4,554,586	4,686,365	4,347,661	4,436,389	4,525,117	5.7%
March	3,060,153	2,744,230	3,595,329	5,012,805	5,201,808	4,685,658	5,253,826	5,305,969	5,414,254	5,522,539	20-Yr Average
April	3,034,501	2,257,522	4,323,776	4,993,938	5,117,533	4,693,927	5,168,708	5,193,392	5,299,380	5,405,368	$ 30,423,680
May	3,064,704	2,781,549	4,446,675	5,121,518	5,343,633	4,949,928	5,397,069	5,353,200	5,462,449	5,571,698	5.0%
June	3,149,391	3,116,217	4,492,601	5,116,245	5,338,658	4,871,627	5,392,045	5,558,268	5,671,702	5,785,136	
Totals	$ 36,168,175	$ 35,453,379	$ 41,999,727	$ 57,745,532	$ 60,556,943	$ 61,797,555	$ 62,233,023	$ 61,900,473	$ 63,163,748	$ 64,427,023	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

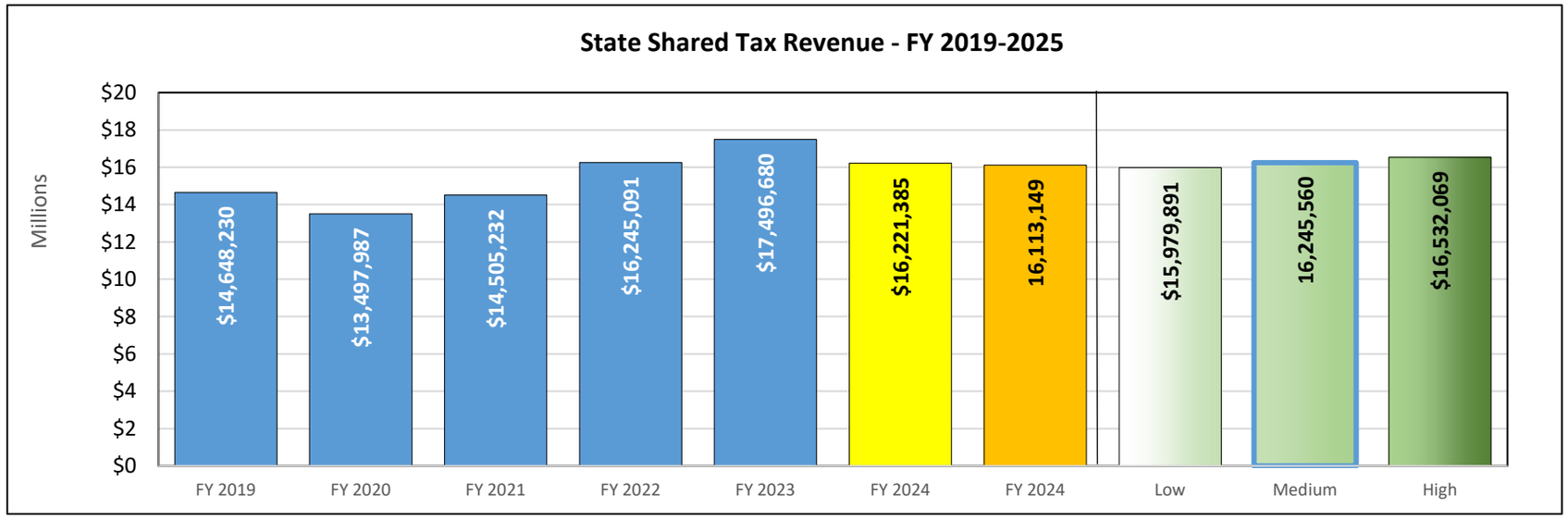
City of Franklin

Revenue Model

Fund:	General Fund	Category:	State Shared	Percent of Total General Fund Revenues	14.6%

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, and TVA in Lieu Of 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 2025 assumes a 4.53% increase over *estimated* FY 2024. Most categories will increase - (based on composite projections from state economists and the Department of Revenue) - between 1% and 3% *over budget*, but vary according by specific category.



	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	4.9%	-7.9%	7.5%	12.0%	7.7%	-7.3%	-7.9%	-0.83%	0.82%	2.60%	
Sales Tax (State)	6,308,464	6,480,703	7,553,994	9,427,976	9,949,094	9,854,610	9,813,919	9,850,668	10,051,702	10,252,736	3-yr Average
Beer Tax (State)	47,859	33,215	18,536	38,120	38,106	38,525	37,675	37,666	38,240	39,196	$ 16,082,334
State Excise Tax - BANK - January	254,236	281,061	316,397	247,314	396,896	245,495	417,503	240,586	245,495	250,405	2.9%
In Lieu of Tax (TVA)	839,835	872,269	810,661	866,622	1,003,531	1,003,528	1,022,877	1,012,649	1,022,877	1,053,564	5-Yr Average
Business License (Local Share)	11,585	11,685	9,805	9,135	9,605	9,932	10,278	9,972	10,072	10,173	$ 15,278,644
Transient/Peddlar Bus. License	7,242	4,478	5,399	3,492	5,549	5,000	867	4,900	5,000	5,100	2.9%
Business Tax (State)	4,515,866	4,703,004	4,536,119	4,983,975	5,390,052	4,660,775	4,299,410	4,298,980	4,342,404	4,385,828	10-Yr Average
Income Tax (State)	2,205,687	636,288	743,846	77,208	34,723	-	-	-	-	-	$ 14,180,586
Business Tax Record Fee - State	457,457	475,283	467,994	506,044	549,517	403,520	510,620	524,471	529,769	535,066	2.3%
Sports Gaming Revenues			41,063	83,921	115,626	-	-	-	-	-	20-Yr Average
Cemetary Excise Tax			1,418	1,285	3,981						$ 10,120,558
											3.6%
Totals	$ 14,648,230	$ 13,497,987	$ 14,505,232	$ 16,245,091	$ 17,496,680	$ 16,221,385	16,113,149	$ 15,979,891	16,245,560	$ 16,532,069	#

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

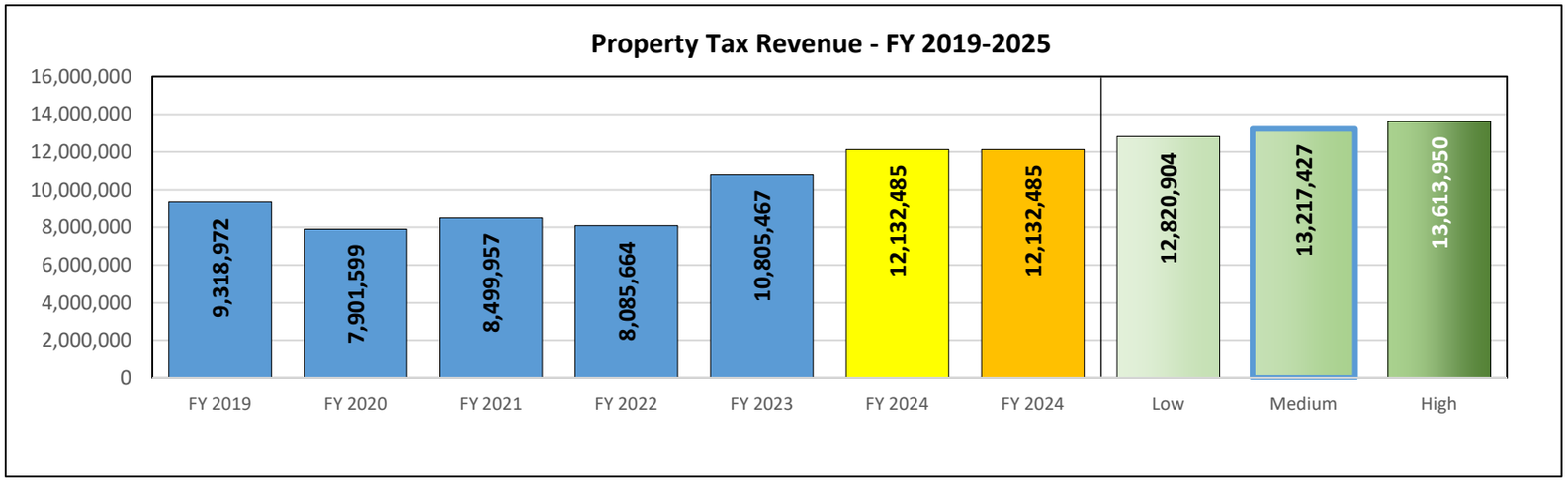
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Property Tax	Percent of Total General Fund Revenues	11.8%

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 2025 Forecast assumes a healthy 18.78% growth in ***net*** property tax available to the general fund for two main reasons - 1) a modest (3%) growth in the levy over 2023, and 2) lower debt service payments which result in higher property tax revenues available for operations.



	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	**2.5%**	**-15.2%**	**7.6%**	**-4.9%**	**33.6%**	**12.3%**	**12.3%**	**5.67%**	**8.94%**	**12.21%**	
Property Taxes	20,834,771	21,688,376	22,527,250	23,026,943	23,536,380	24,263,430	24,263,430	24,241,593	24,991,333	25,741,073	**3-yr Average**
Less: Due to IDB/City Loan for IDB**	(2,111,720)	(2,320,380)	(2,521,183)	(2,498,769)	(1,209,143)	-	-	-	-	-	**$ 9,130,363**
Less: Debt Service Fund	(8,661,198)	(10,958,447)	(10,918,504)	(11,629,983)	(10,658,665)	(10,957,506)	(10,957,506)	(10,238,121)	(10,554,764)	(10,871,407)	**6.1%**
Less: Unavailable Revenue (uncollected at year-end)	(249,928)	(160,821)	(198,781)	(208,754)	(208,452)	(406,998)	(406,998)	(406,632)	(419,208)	(431,784)	
Less: Street Aid Set-Aside	(748,375)	(779,036)	(809,178)	(1,059,197)	(1,094,550)	(1,116,441)	(1,116,441)	(1,115,436)	(1,149,934)	(1,184,432)	**5-Yr Average**
Pickups (primarily RR and Public Utility)	255,422	272,251	196,102	281,998	259,908	250,000	250,000	242,500	250,000	257,500	**$ 8,922,332**
Plus: Prior Year Collections		159,656	224,251	173,426	179,989	100,000	100,000	97,000	100,000	103,000	**4.2%**
											10-Yr Average
											$ 8,013,377
											7.0%
Totals	**9,318,972**	**7,901,599**	**8,499,957**	**8,085,664**	**10,805,467**	**12,132,485**	**12,132,485**	**12,820,904**	**13,217,427**	**13,613,950**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

** ***Note on amount due IDB/City:*** As of October 2022, *the IDB Loan was paid in full and the property taxes fully accrue to general fund operations. In FY 2025, all available taxes shown on this line will be available for general purposes - whether that be operating or capital.*

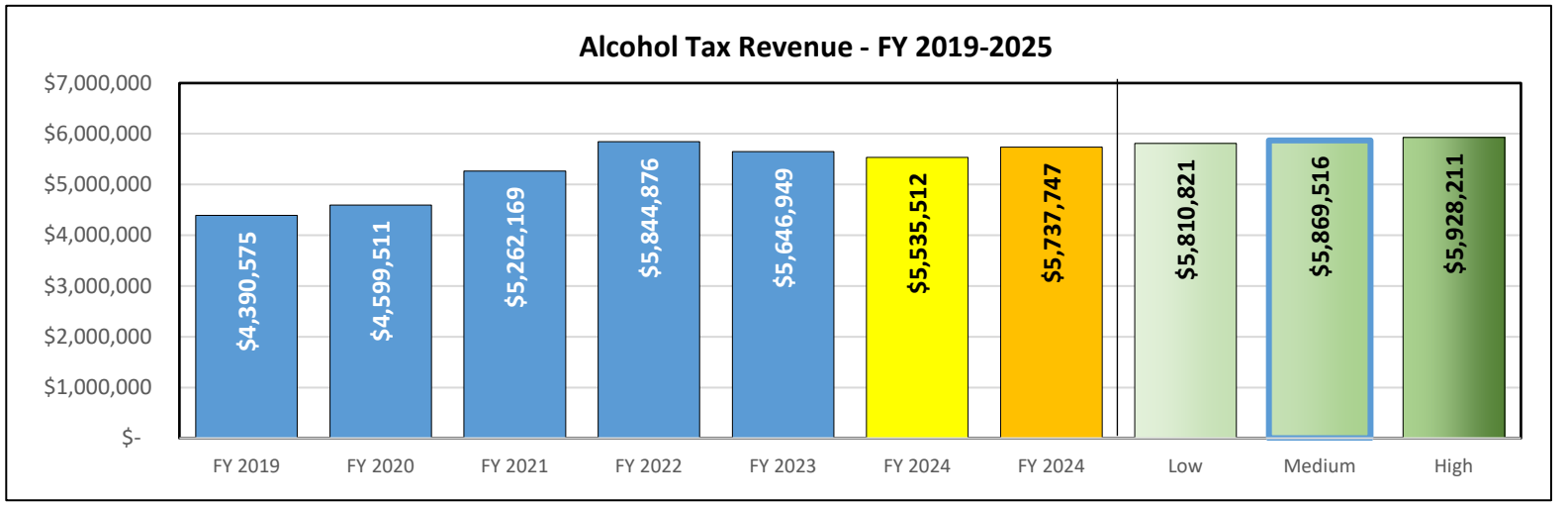
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Alcohol Tax	Percent of Total General Fund Revenues	5.2%

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.

Alcohol taxes are projected to increase, on average, by 5.6% over FY 2024 budgeted estimates. Wholesale taxes are set to increase by 0.5% for beer and 5% for wine, respectively. Privilege taxes are set to decrease by 1% for both beer and liquor while Mixed Drink Taxes are set to increase 3%. All increases are based on composite averages presented from the State Finance Board (11/2023).



	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	4.5%	4.8%	14.4%	11.1%	-3.4%	-2.0%		5.0%	6.0%	7.1%	
Beer Tax - Wholesale	1,556,121	1,905,377	1,956,504	2,046,920	1,819,226	1,784,124	1,746,757	**1,737,935**	1,755,490	1,773,045	3-yr Average
Beer Privilege Tax (Renewal)	107,282	21,740	21,394	27,675	26,749	27,813	29,827	**26,217**	26,482	26,746	$ 5,584,665
Liquor Tax - Wholesale	1,487,062	1,761,915	1,868,262	1,953,827	1,858,357	2,047,697	2,003,015	**2,082,134**	2,103,166	2,124,198	0.4%
Liquor Privilege Tax	91,759	84,371	84,107	139,140	145,715	142,619	171,623	**142,815**	144,257	145,700	5-Yr Average
Mixed Drink Tax	1,148,352	826,109	1,331,902	1,677,314	1,796,903	1,533,259	1,786,525	**1,821,720**	1,840,121	1,858,522	$ 5,148,816
											1.9%
											10-Yr Average
											$ 4,489,535
											2.6%
											20-Yr Average
											$ 3,546,760
											3.0%
Totals	**$ 4,390,575**	**$ 4,599,511**	**$ 5,262,169**	**$ 5,844,876**	**$ 5,646,949**	**$ 5,535,512**	**$ 5,737,747**	**$ 5,810,821**	**$ 5,869,516**	**$ 5,928,211**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

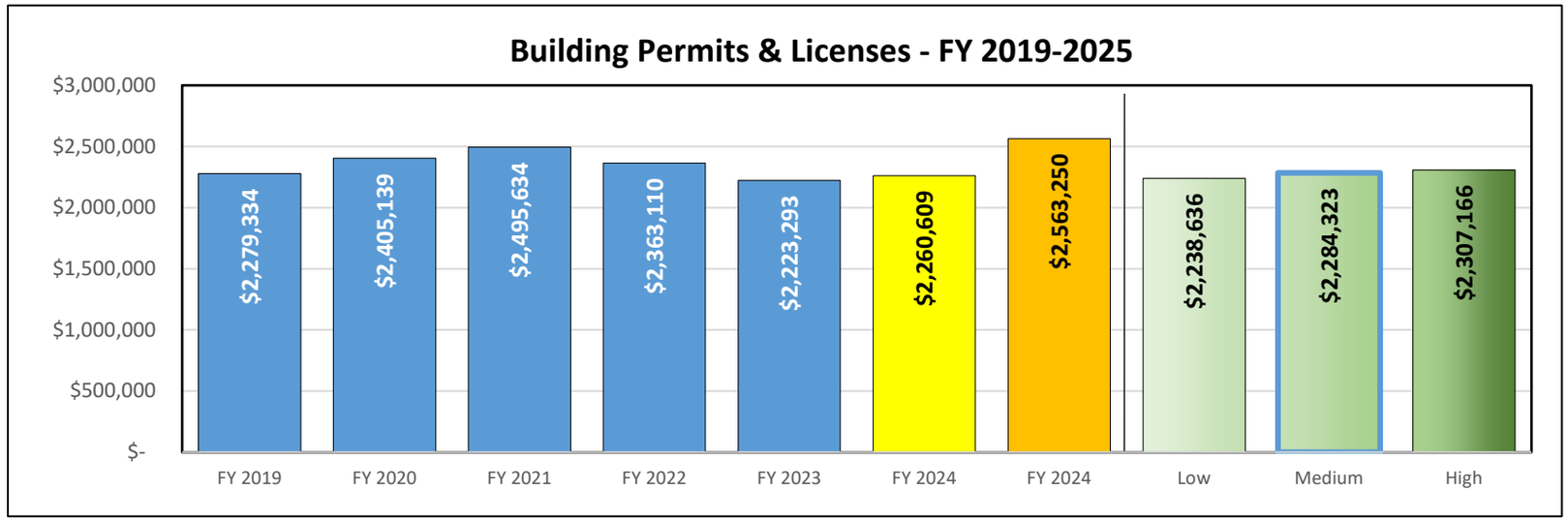
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Building Permits & Licenses	Percent of Total General Fund Revenues	2.0%

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.

This forecast projects a decrease of 4.1% in licenses & permits off of FY 2024 budgeted amounts.



	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-26.1%	5.5%	3.8%	-5.3%	-5.9%	-4.3%		-1.0%	1.0%	2.1%	
Mechanical License	6,087	4,475	5,075	3,300	2,975	2,967	3,244	2,974	3,035	3,065	3-yr Average
Mechanical Permits	122,624	107,589	113,732	105,740	142,968	143,041	128,043	142,911	145,827	147,286	$ 2,360,679
Building Permits	1,548,109	1,714,700	1,796,730	1,661,426	1,435,153	1,516,538	1,790,136	1,434,579	1,463,856	1,478,495	-1.9%
Demo Permit							2,100	2,058	2,100	2,121	
Pool Permit							37,571	29,400	30,000	30,300	5-Yr Average
Technology Fee	63,510	61,730	65,714	61,900	57,685	61,800	68,070	55,401	56,531	57,097	$ 2,353,302
Appeal Admin				1,000							-1.1%
Plumbing Permits	87,336	76,747	74,574	80,303	90,508	78,427	76,249	90,472	92,318	93,241	
Electrical Inspections	249,847	232,907	247,267	263,042	288,297	270,933	241,989	288,182	294,063	297,004	10-Yr Average
Planning Fees (Plans Review)	78,136	138,499	76,540	83,453	97,687	86,446	116,685	97,648	99,641	100,637	$ 2,493,394
Reinspection Fees	17,200	17,625	17,900	12,300	9,150	12,669	11,078	9,146	9,333	9,426	-1.1%
Sign Permits	11,246	11,442	13,419	9,986	14,328	9,941	9,643	14,322	14,615	14,761	
Mobile Food Vendor Permit Fee		1,800	5,010	5,655	6,360	546	5,400	6,357	6,487	6,552	20-Yr Average
Video, Film, Photo Permit Fee		100	4,400	5,050	4,250	2,186	-	4,248	4,335	4,378	$ 2,083,396
Short-Term Rental Permit Fee					-	-	3,900	-	-	-	0.3%
Tree Cutting Permits	25	110	-	-	50	-	50	49	50	51	
Grading Permits	-	-	-	100	100	-	-	-	-	-	
ROW Permit/Inspect	420		-	-	-	-	-	-	-	-	
Roadway Inspections	94,794	37,414	74,671	69,555	73,782	75,115	68,792	60,889	62,132	62,753	
Small Cell ROW Application			600	300	-	-	300	-	-	-	
Totals	**$ 2,279,334**	**$ 2,405,139**	**$ 2,495,634**	**$ 2,363,110**	**$ 2,223,293**	**$ 2,260,609**	**$ 2,563,250**	**$ 2,238,636**	**$ 2,284,323**	**$ 2,307,166**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

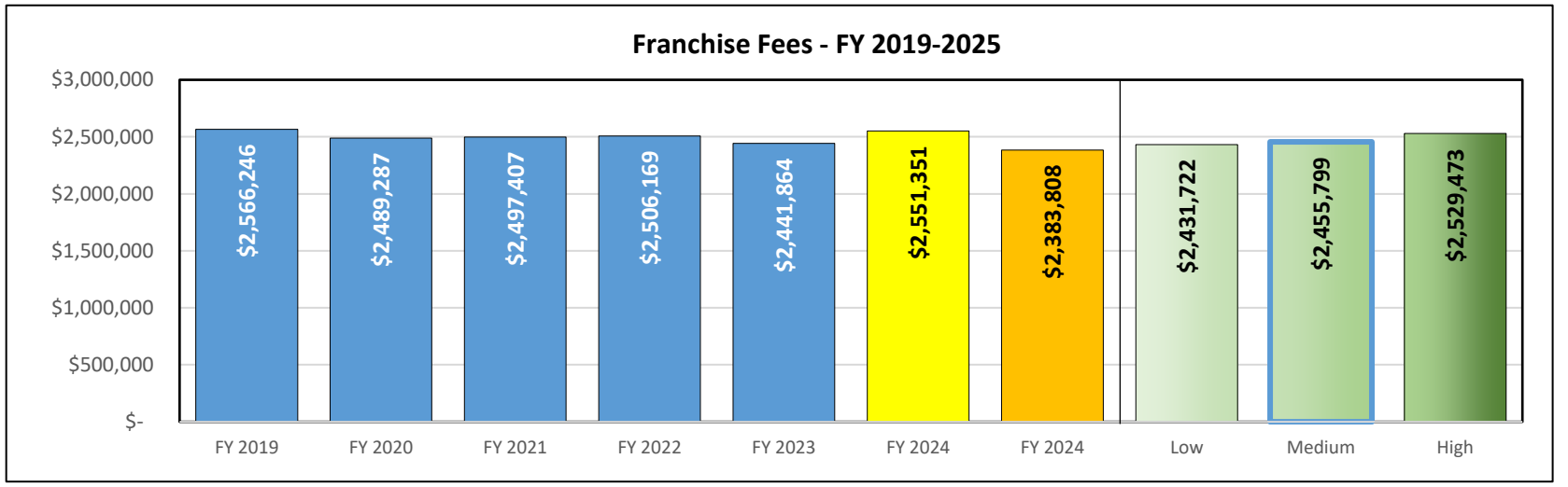
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Franchise Fees			Percent of Total General Fund Revenues	2.2%

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 1% increase over budget is forecast for FY 2024.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-0.8%	-3.0%	0.3%	0.4%	-3%	4%	-2%	-5%	-4%	-1%	
ATMOS	1,323,578	1,282,993	1,367,141	1,332,994	1,317,273	1,167,349	1,300,761	1,326,906	1,340,044	1,380,245	3-yr Average
Comcast	938,466	920,276	883,330	728,941	886,667	1,047,909	825,825	842,424	850,765	876,288	$ 2,481,813
Piedmont	52,619	48,125	48,665	158,622	108,578	129,019	97,362	99,319	100,302	103,311	-0.5%
AT&T	251,583	237,893	198,271	285,612	129,346	207,073	159,861	163,074	164,688	169,629	5-Yr Average
											$ 2,500,195
											-0.5%
											10-Yr Average
											$ 2,448,604
											0.0%
											20-Yr Average
											$ 2,035,914
											1.0%
Totals	$ 2,566,246	$ 2,489,287	$ 2,497,407	$ 2,506,169	$ 2,441,864	$ 2,551,351	$ 2,383,808	$ 2,431,722	$ 2,455,799	$ 2,529,473	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

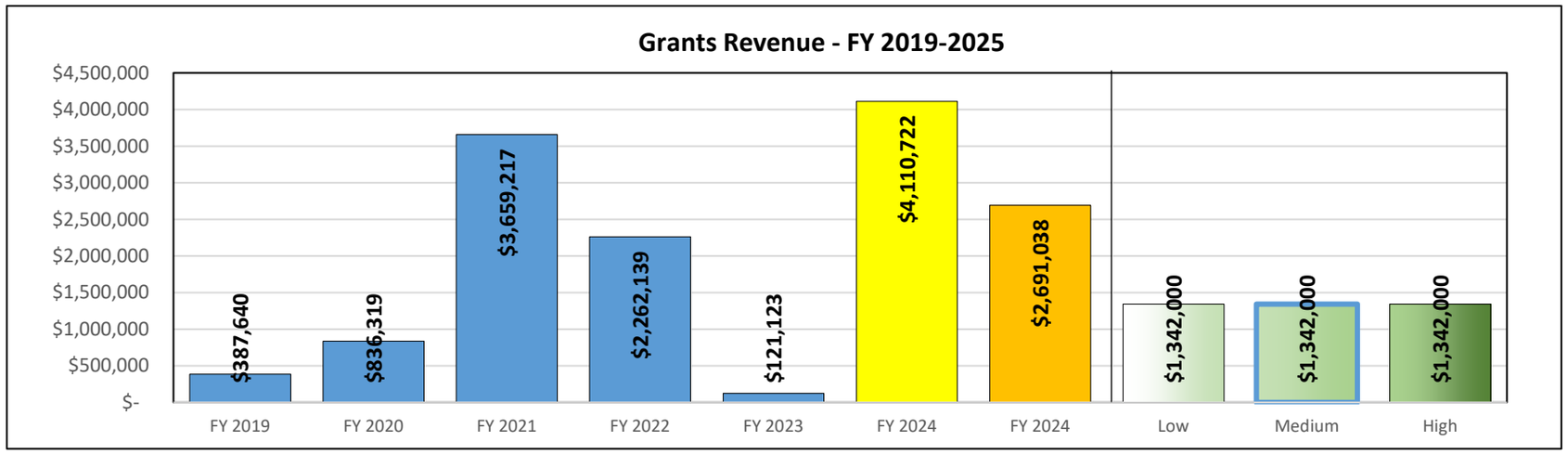
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Grants	Percent of Total General Fund Revenues	1.2%

Grants (Federal/State): In FY 2021, standard grants consisted primarily of federal transportation grants for the Traffic Operations Center function ($1,680,000), a nominal amount for Parks ($100,000) and Public Safety ($50,000). The City also received sizeable one-time grants from the State of Tennessee ($1,815,648) and federal aid (over $1.2 million) due to the COVID-19 pandemic. The latter grants did not renew in FY 2023. Traffic Operations (Interior) grants should be completed in FY 2024 for intersection controllers.

FY 2025 assumes base grants for Public



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-16.5%	115.7%	337.5%	-38.2%	-94.6%	3293.8%	-34.5%	-50.1%	-50.1%	-50.1%	
Homeland Security Grant	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-	3-yr Average
Various	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-	$ 2,252,558
Federal Grant - TOC	$ -	$ -	$ -	$ -	$ -	600,000	600,000	1,292,000	1,292,000	1,292,000	0.1%
Homeland Security Grant (42123)	$ -	$ -	$ -	$ 8,053	$ 1,649	-	-	-	-	-	
Homeland Security Grant (42200)	$ 52,473	$ 13,802	$ 9,710	$ 61,922	$ 42,047	50,000	-	50,000	50,000	50,000	5-Yr Average
Homeland Security Grant (43110)	$ -	$ -	$ -	$ 25,739	$ 3,889	-	-	-	-	-	$ 1,521,927
Homeland Security Grant (44700)	$ -	$ -	$ -	$ 44,565	$ 8,913	-	-	-	-	-	9.7%
Dept of House & Urban Dev (Federal)	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-	
Dept of Justice (Federal)	$ -	$ 3,518	$ 4,308	$ 20,642	$ 8,768	233,172	13,438	-	-	-	10-Yr Average
Dept of Finance & Admin (Federal)	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-	$ 1,173,227
Dept of Interior (Federal)	$ -	$ 656,550	$ -	$ 14,700	$ 5,400	1,980,050	1,980,050	-	-	-	9.3%
Dept of Transportation (Federal)	$ 329,719	$ 143,565	$ 704,040	$ 509,925	$ 5,394	-	65,096	-	-	-	
Dept of Transportation (Federal)	$ -	$ -	$ -	$ -	$ -	-	32,455	-	-	-	20-Yr Average
Dept of Treasury (Federal)	$ -	$ -	$ 1,131,180	$ -	$ -	-	-	-	-	-	$ 846,463
Dept of Transportation (Federal)	$ -	$ -	$ -	$ 639,321	$ 52,938	1,000,000	-	-	-	-	8.4%
Governor's Local Gov't Support Grant	$ -	$ -	$ 1,815,648	$ 924,150	$ -	-	-	-	-	-	
TN EMA (State)	$ -	$ -	$ -	$ 13,122	$ (7,875)	-	-	-	-	-	
Advanced Transportation Controller	$ -	$ -	$ -	$ -	$ -	247,500	-	-	-	-	
TN Dept of Agriculture	$ 5,448	$ 18,884	$ 2,453	$ -	$ -	-	-	-	-	-	
In-Kind Contributions	$ -	$ -	$ (8,121)	$ -	$ -	-	-	-	-	-	
Totals	**$ 387,640**	**$ 836,319**	**$ 3,659,217**	**$ 2,262,139**	**$ 121,123**	**$ 4,110,722**	**$ 2,691,038**	**$ 1,342,000**	**$ 1,342,000**	**$ 1,342,000**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

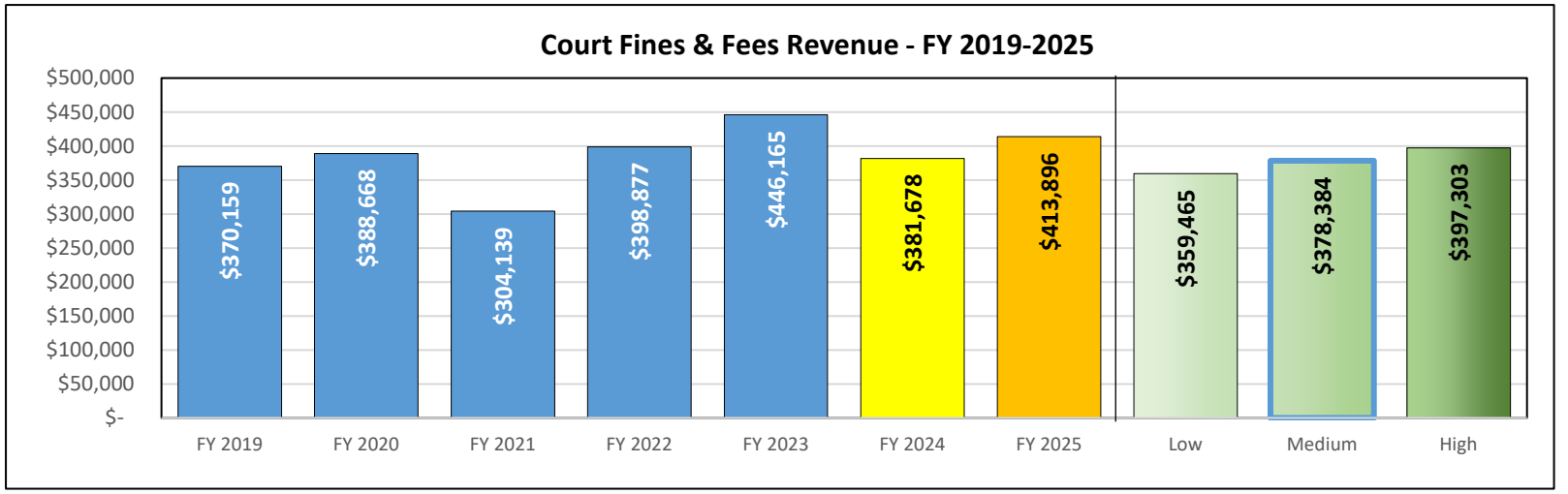
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Court Fines & Fees	Percent of Total General Fund Revenues	0.3%

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 to decrease approximately 1% compared to the FY 2024 budget.



	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Low	Medium	High	
% yr/yr.	-0.3%	5.0%	-21.7%	31.1%	12%	-14%		-6%	-1%	4%	
Fines/Fees - Mun Court	86,258	90,082	53,533	94,890	99,209	90,298	91,628	**90,529**	95,294	100,058	3-yr Average
Court-Local Litigation Tax	3,286	3,286	2,236	2,832	2,912	2,073	3,054	**2,632**	2,771	2,910	$ 383,060
Court-Bad Check	96	382	160	-	-	148	1,110	**141**	148	155	5.5%
Court Collection Fee	-	-	-	-	-	-	-	**-**	-	-	5-Yr Average
Delinquent Court Fees & Fines	9,472	9,797	6,556	9,813	9,739	9,567	9,016	**8,298**	8,735	9,171	$ 381,601
Court-Driving School	41,959	57,033	33,631	49,393	49,689	48,456	50,270	**42,338**	44,567	46,795	3.4%
Court-Admin Fee	1,372	1,404	720	1,586	1,908	1,499	1,671	**1,489**	1,568	1,646	10-Yr Average
Fines - Gen Sessions	60,237	61,586	59,763	80,425	89,169	71,187	79,753	**62,290**	65,569	68,847	$ 451,690
Officer Costs - General Sessions/Circuit Court	112,322	99,008	95,693	104,055	103,810	100,226	94,793	**89,603**	94,319	99,035	-0.1%
Parking Fines - Mun Court	7,848	16,859	8,361	16,710	38,680	15,856	33,077	**24,061**	25,328	26,594	20-Yr Average
Fines - Traffic Offenses	45,809	47,581	27,427	36,741	49,452	40,992	48,247	**36,932**	38,876	40,820	$ 644,561
Failure To Appear - Fine	1,500	1,650	980	1,550	1,360	1,376	1,277	**1,151**	1,211	1,272	-1.5%
Confiscated Goods (State)	-		15,079	882	238	-	-	**-**	-	-	
Totals	**$ 370,159**	**$ 388,668**	**$ 304,139**	**$ 398,877**	**$ 446,165**	**$ 381,678**	**$ 413,896**	**$ 359,465**	**$ 378,384**	**$ 397,303**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

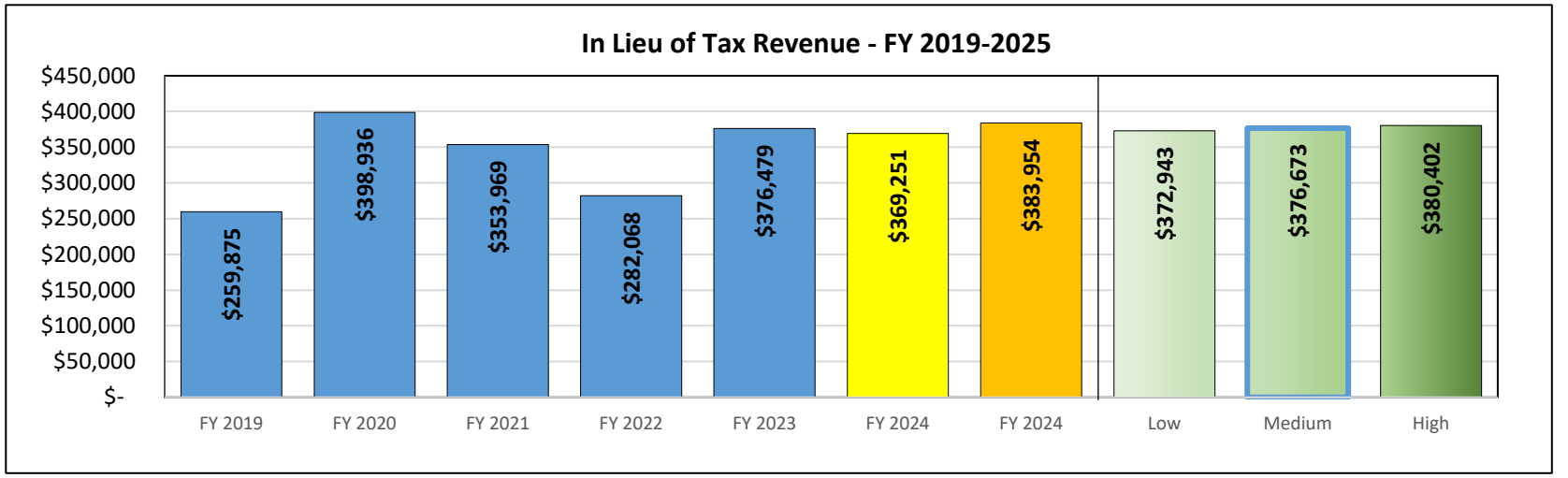
City of Franklin

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 and Nissan that have leases through a local government Industrial Board. The local payments are made annually. Three payments have ended - Verizon (FY 2014), Healthways (FY 2016) and Jackson National Life (FY 2017). Two new PILOT's - another for the Franklin Housing Authority and one for Ramsey Solutions - have been added.

The base amount of In Lieu of Tax Revenue is projected to increase a nominal 3% over FY 2024 budgeted estimates.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-0.3%	53.5%	-11.3%	-20.3%	33%	-2%	4%	-3%	-2%	-1%	3-yr Average
Franklin Housing Authority	24,963	20,394	17,958	11,769		22,141	17,556	22,363	22,586	22,810	$ 337,505
Nissan (TIF District)	234,912	172,388	197,962	211,602	198,060	204,311	190,210	206,354	208,417	210,481	3.8%
Community Health Systems (CHS)		(1,000)						-	-	-	5-Yr Average
FHA - Reddick Street		171,651	83,087	8,404	84,129	85,605	85,605	86,461	87,325	88,190	$ 334,265
Ramsey Solutions		35,503	54,962	50,293	94,290	57,194	90,583	57,766	58,344	58,922	2.5%
											10-Yr Average
											$ 320,862
											1.7%
											20-Yr Average
											$ 287,311
											1.6%
Totals	**$ 259,875**	**$ 398,936**	**$ 353,969**	**$ 282,068**	**$ 376,479**	**$ 369,251**	**$ 383,954**	**$ 372,943**	**$ 376,673**	**$ 380,402**	

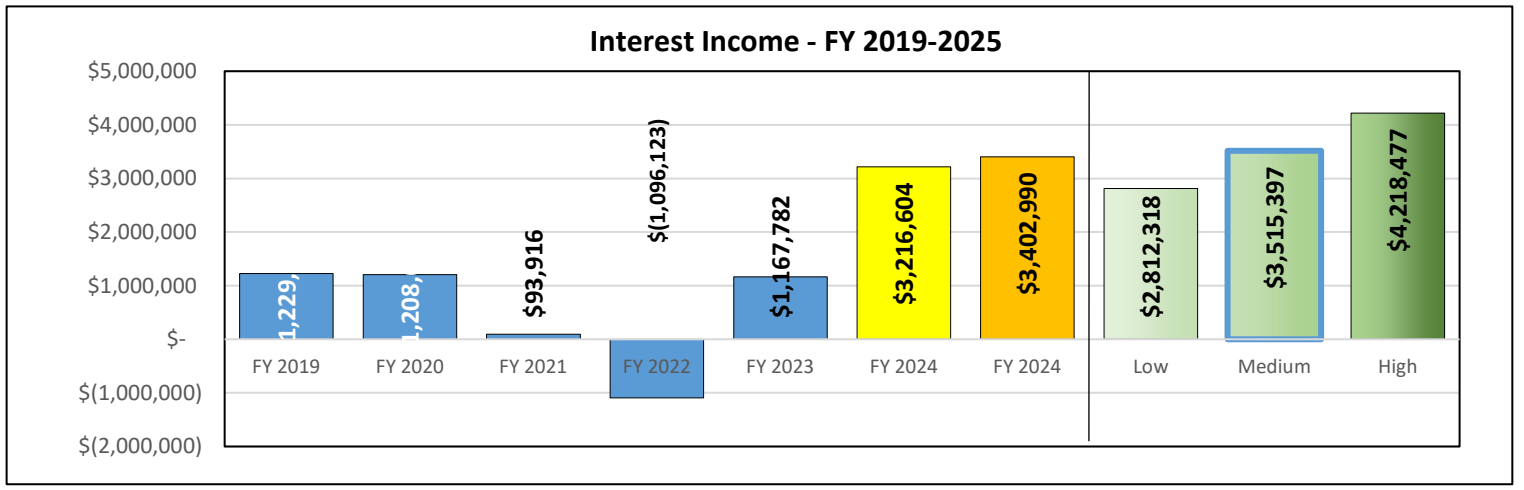
Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

City of Franklin

Revenue Model

Fund:	General Fund	Category:	Interest Income	Percent of Total General Fund Revenues	3.1%

Interest Income: This revenue source is bank interest and investment earnings on temporarily idle funds. This revenue category was adversely affected significantly over the 2010s due to the low interest rate environment. That changed in FY 2019, when the City was able to end long-term low-interest bearing arrangements and replace them with more mark-to-market investment mechanisms. Optimism gave way to pandemic realities, however and the Federal Funds Rate declined from the 2%+ levels which the City took advantage of in FY 2019 to effectively 0%. As interest rates were increased at a record pace in 2022-2023, however, the City has once again been able to lock in higher rates and expects healthier returns for FY 2024 and 2025.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	517.9%	-1.7%	-92.2%	-1267.1%	207%	-175%	-191%	-17%	3%	24%	
July	57,040	51,469	13,748	4,326	2,819	6,324	27,962	17,866	22,333	26,799	3-yr Average
August	85,372	222,070	13,329	2,049	5,993	(3,409)	23,969	31,850	39,813	47,775	$ 55,192
September	19,188	29,714	2,873	3,066	12,529	(747)	22,149	13,207	16,509	19,811	672.0%
October	59,942	85,246	4,214	2,590	1,002	3,243	2,974	14,046	17,558	21,070	5-Yr Average
November	65,066	19,408	13,589	10,964	5,559	14,027	4,286	(1,243)	(1,553)	(1,864)	$ 520,704
December	126,133	44,948	7,866	9,519	3,544	17,640	2,012	12,932	16,165	19,398	24.9%
January	67,431	90,127	6,903	6,913	5,100	19,239	13,640	23,914	29,893	35,871	10-Yr Average
February	82,012	196,704	(6,559)	5,751	26,971	12,826	18,827	14,889	18,611	22,333	$ 343,637
March	157,863	347,021	11,574	8,768	59,064	12,826	20,497	53,967	67,459	80,951	24.0%
April	108,721	43,598	9,751	10,490	54,702	12,826	23,956	23,556	29,445	35,335	20-Yr Average
May	235,172	52,531	11,012	15,586	69,548	12,826	21,220	33,293	41,616	49,939	$ 523,024
June	165,322	25,846	5,616	7,328	38,690	8,983	21,220	24,477	30,596	36,716	6.2%
LGIP Interest				17,378	76,002	-	45,389	24,636	30,795	36,954	
Lease Interest Revenue				4,787	11,357	-	6,528	-	-	-	
Investment Interest				(1,205,638)	794,903	3,100,000	3,148,362	2,524,926	3,156,158	3,787,389	
Totals	$ 1,229,262	$ 1,208,681	$ 93,916	$ (1,096,123)	$ 1,167,782	$ 3,216,604	$ 3,402,990	$ 2,812,318	$ 3,515,397	$ 4,218,477	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

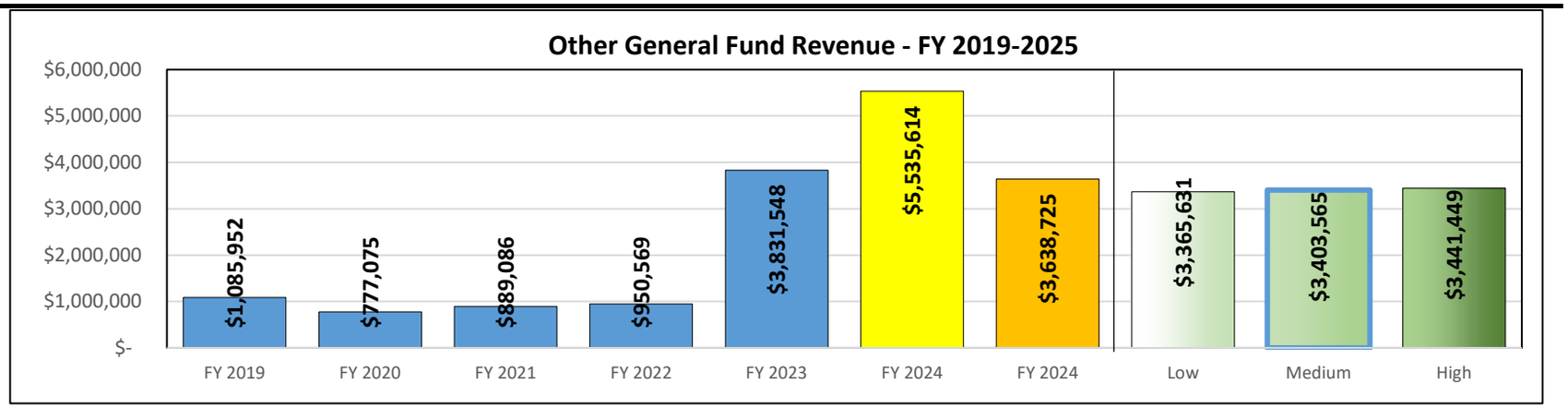
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	3.0%

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 increase in Other Revenue is attributable to a change in billing and collection practices for Police Extra Duty pay. An offsetting expense will be shown elsewhere in the budget.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	50.3%	-28.4%	14.4%	6.9%	303%	44%	-34%	-8%	-6%	-5%	3-yr Average
City Tax Relief	-	(12,893)	(11,769)	(12,290)	(13,645)	-	-	-	-	-	$ 1,890,401
Prop Taxes - P&I	43,857	58,580	54,878	45,040	44,811	42,000	25,117	43,922	44,818	45,714	34.2%
Planning Fees (Rezoning)	-	5,910	10,000	8,000	8,800	8,000	7,840	7,948	8,110	8,272	5-Yr Average
Planning Fees (Site Plans)	16,500	106,766	47,291	67,513	112,054	65,000	78,245	80,726	82,374	84,021	$ 1,506,846
Planning Fees (Plat Submittal)	180,691	41,972	46,875	44,552	52,650	44,552	47,881	46,398	47,345	48,291	30.9%
Planning Fees (Misc Planning)	-	35,966	-	-	220	-	-	-	-	-	10-Yr Average
Annexation Fees	-	-	8,200	2,950	2,800	2,950	250	4,557	4,650	4,743	$ 1,334,911
Plan Amendment Fees	-	-	3,000	-	1,800	-	1,000	1,568	1,600	1,632	18.7%
Development Plan Fee	-	-	88,204	36,513	25,455	36,513	29,025	49,056	50,057	51,059	20-Yr Average
Board of Zoning Appeals	-	-	5,250	7,450	6,450	7,450	4,389	6,256	6,383	6,511	$ 1,844,163
Joint Conceptual Workshop	-	-	2,200	1,600	1,600	1,600	1,596	1,764	1,800	1,836	-10.0%
Beer Permits (New Applic Fee)	14,750	12,660	11,050	9,750	10,750	12,095	12,863	9,823	10,023	10,224	
Yard Sale Permits	6,125	3,750	5,030	4,620	4,210	4,839	4,442	3,954	4,035	4,116	
Alarm Permits	23,380	26,140	26,385	26,760	26,895	26,121	23,226	25,521	26,042	26,562	
Miscellaneous Permits	27,045	18,280	20,950	30,250	20,450	24,109	14,218	19,488	19,886	20,283	
City Sponsored Training	390	-	-	-	-	-	-	-	-	-	
Regional Fire Training	1,500	3,810	695	3,455	750	1,591	-	-	-	-	
Maps Sold	4,020	3,560	1,620	7,422	1,870	3,520	452	3,430	3,500	3,570	
Plans Sold	1,850	3,700	4,700	150	3,700	2,483	931	2,450	2,500	2,550	
Records Sold	8	915	1,766	2,295	4,350	1,331	1,478	2,744	2,800	2,856	
Special Event Services Fee	2,000	2,696	2,500	3,400	2,500	2,349	2,800	2,567	2,619	2,671	
Accident Reports	3	755	581	1,427	5,509	711	1,335	1,622	1,655	1,688	
Sex Offender Registry	2,850	2,100	2,100	1,950	2,250	1,833	798	1,985	2,025	2,066	

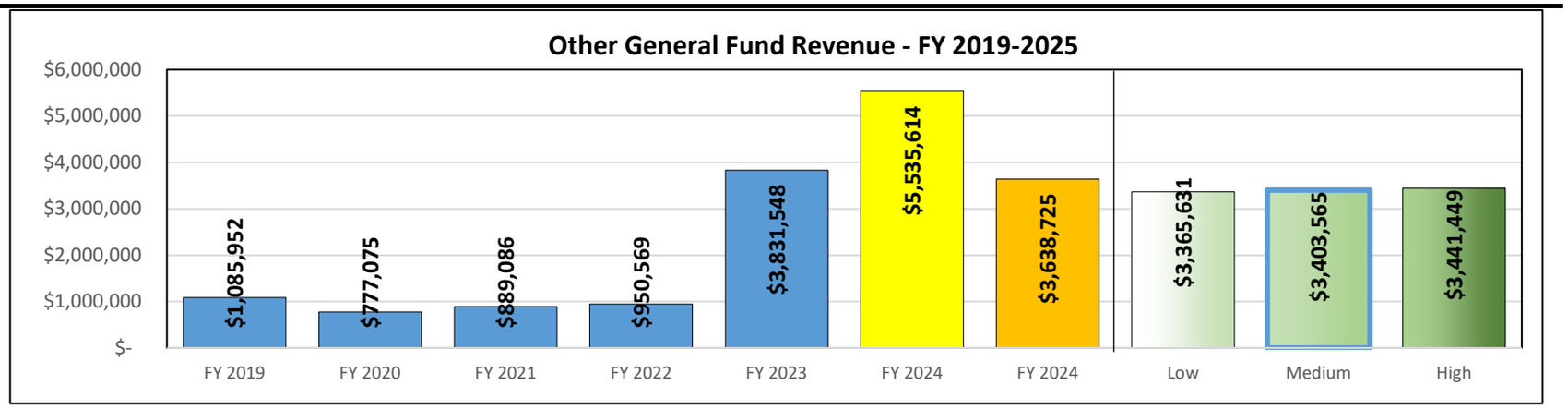
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	3.0%

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 increase in Other Revenue is attributable to a change in billing and collection practices for Police Extra Duty pay. An offsetting expense will be shown elsewhere in the budget.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
License Seizure Fees	470	905	595	810	1,090	597	1,084	759	774	789	
Citizen's Police Academy							175	-	-	-	
Police Extra Duty	43,618	35,535	45,402	190,056	849,265	754,232	937,051	964,225	983,903	1,003,582	
Compost Voucher (Non-Refundable)	17,555	18,800	21,280	21,640	33,740	21,300	19,270	25,726	26,252	26,777	
Beer Board Violations	3,000		4,000	-	250	1,030	250.00	1,009	1,030	1,051	
Bldg & Street Stds Appeals Fees	3,276	-	-	-	250	1,030	250.00	1,009	1,030	1,051	
Transient Vendor Recording Fees	-	-	-	-	-	4,929	-	-	-	-	
Tree Bank Fees	19,904	-	-	-	-	35,853	-	-	-	-	
Rebates on Purchases	115,951	91,858	82,168	96,531	128,634	85,860	146,771	100,968	103,028	105,089	
Rent - Mall & Other	12,001	9,001	18,001	20,615	14,901	12,361	14,401	13,145	13,413	13,682	
Park Concessions	200,475	84,806	72,108	146,186	153,103	120,211	169,801	147,236	150,241	153,246	
Harlinsdale Rentals	1,938	(2,441)	13,719	-	200	1,098	-	1,076	1,098	1,120	
Sale of Surplus Assets	296,337	128,067	21,392	95,926	192,229	141,921	236,924	172,625	176,148	179,671	
Electrical Charging Stations	-	456	402	2,183	2,277	1,000	3,374	980	1,000	1,020	
Insurance Reimbursements	-	-	-	21,829	1,525,131	-	-	-	-	-	
Called Performance Bonds	-	-	-	-	309,991	-	55,950	-	-	-	
Miscellaneous Other Revenue	25,458	77,423	90,014	51,986	148,338	33,975	27,749	78,716	80,347	81,928	
Christmas Tree Lighting		18,000	15,000	10,000	39,150	20,000	26,000	34,300	35,000	35,700	
Capital Application from Fund Balance	-	-	-	-	-	4,011,170	1,738,000	1,508,078	1,508,078	1,508,078	
Lease Proceeds					85,618	-	-				
Settlement Proceeds					62	-	-				
Opioid Settlement					21,091	-	3,661				
Reimbursement of PY Exp							128				
Totals	**$ 1,085,952**	**$ 777,075**	**$ 889,086**	**$ 950,569**	**$ 3,831,548**	**$ 5,535,614**	**$ 3,638,725**	**$ 3,365,631**	**$ 3,403,565**	**$ 3,441,449**	

General Fund Summary - Departmental Summary

	Actual 2022 A	Actual 2023 B	Budget 2024 C	Estd 2024 D	Budget 2025 E	Difference '24 vs. '25 F (E-C)	G (E/C)
Governance & Management							
Elected Officials							
Personnel	$ 204,445	$ 254,666	$ 294,047	$ 289,420	$ 264,756	$ (29,291)	-10.0%
Operations	$ 136,752	$ 53,017	$ 174,151	$ 176,590	$ 94,795	$ (79,356)	-45.6%
Total - Elected Officials	**$ 341,197**	**$ 307,683**	**$ 468,198**	**$ 466,010**	**$ 359,551**	**$ (108,647)**	**-23.2%**
Administration							
Personnel	$ 1,652,994	$ 1,796,337	$ 1,871,715	$ 1,704,792	$ 1,646,242	$ (225,473)	-12.0%
Operations	$ (60,962)	$ 8,389	$ (63,830)	$ (39,547)	$ (70,556)	$ (6,726)	10.5%
Total - Administration	**$ 1,592,032**	**$ 1,804,726**	**$ 1,807,885**	**$ 1,665,245**	**$ 1,575,686**	**$ (232,199)**	**-12.8%**
Budget & Performance							
Personnel	$ -	$ -	$ -	$ -	$ 529,284	$ 529,284	100.0%
Operations	$ -	$ -	$ -	$ -	$ 49,802	$ 49,802	100.0%
Total - Budget & Performance	**$ -**	**$ -**	**$ -**	**$ -**	**$ 579,086**	**$ 579,086**	**100.0%**
Law							
Personnel	$ 712,228	$ 794,211	$ 868,204	$ 863,741	$ 859,449	$ (8,755)	-1.0%
Operations	$ (50,330)	$ 38,273	$ 214,434	$ 97,995	$ 208,994	$ (5,440)	-2.5%
Capital	$ 50,050	$ -	$ -	$ -	$ -	$ -	0.0%
Total - Law	**$ 711,948**	**$ 832,484**	**$ 1,082,638**	**$ 961,736**	**$ 1,068,443**	**$ (14,195)**	**-1.3%**
Communications							
Personnel	$ 466,582	$ 517,866	$ 607,142	$ 606,623	$ 597,540	$ (9,602)	-1.6%
Operations	$ (25,772)	$ 52,040	$ 118,305	$ 117,054	$ 119,119	$ 814	0.7%
Total - Communications	**$ 440,811**	**$ 569,906**	**$ 725,447**	**$ 723,677**	**$ 716,659**	**$ (8,788)**	**-1.2%**
Governance & Management Summary							
Personnel	$ 3,036,249	$ 3,363,080	$ 3,641,108	$ 3,464,576	$ 3,897,271	$ 256,164	7.0%
Operations	$ (313)	$ 151,719	$ 443,060	$ 352,092	$ 402,154	$ (40,906)	-9.2%
Capital	$ 50,050	$ -	$ -	$ -	$ -	$ -	0.0%
Total Governance & Management	**$ 3,085,987**	**$ 3,514,799**	**$ 4,084,168**	**$ 3,816,668**	**$ 4,299,425**	**$ 215,257**	**5.3%**
Public Safety							
Police							
Personnel	$ 15,106,731	$ 17,961,462	$ 19,575,052	$ 18,324,538	$ 19,180,616	$ (394,436)	-2.0%
Operations	$ 4,049,189	$ 4,281,796	$ 5,013,538	$ 4,920,687	$ 5,181,686	$ 168,148	3.4%
Capital	$ -	$ 61,448	$ 584,793	$ 584,793	$ -	$ (584,793)	-100.0%
Total - Police	**$ 19,155,920**	**$ 22,304,706**	**$ 25,173,383**	**$ 23,830,018**	**$ 24,362,302**	**$ (811,081)**	**-3.2%**
Fire							
Personnel	$ 19,463,899	$ 22,522,487	$ 25,244,081	$ 25,110,441	$ 24,804,353	$ (439,728)	-1.7%
Operations	$ 2,302,166	$ 2,537,640	$ 3,154,384	$ 3,157,760	$ 3,208,234	$ 53,850	1.7%
Capital	$ 264,987	$ -	$ 100,000	$ 88,573	$ -	$ (100,000)	-100.0%
Total - Fire	**$ 22,031,052**	**$ 25,060,127**	**$ 28,498,465**	**$ 28,356,774**	**$ 28,012,587**	**$ (485,878)**	**-1.7%**
Public Safety							
Personnel	$ 34,570,630	$ 40,483,949	$ 44,819,133	$ 43,434,979	$ 43,984,969	$ (834,164)	-1.9%
Operations	$ 6,351,355	$ 6,819,436	$ 8,167,922	$ 8,078,447	$ 8,389,920	$ 221,998	2.7%
Capital	$ 264,987	$ 61,448	$ 684,793	$ 673,366	$ -	$ (684,793)	-100.0%
Total Public Safety	**$ 41,186,972**	**$ 47,364,833**	**$ 53,671,848**	**$ 52,186,792**	**$ 52,374,889**	**$ (1,296,959)**	**-2.4%**

General Fund Summary - Departmental Summary

	Actual 2022 A	Actual 2023 B	Budget 2024 C	Estd 2024 D	Budget 2025 E	Difference '24 vs. '25 F (E-C)	G (E/C)
Finance & Administration							
Finance							
Personnel	$ 1,095,518	$ 1,175,385	$ 1,402,555	$ 1,332,906	$ 1,108,382	$ (294,173)	-21.0%
Operations	$ 35,507	$ 58,639	$ 71,997	$ 85,953	$ 6,754	$ (65,243)	-90.6%
Capital	$ 258,895	$ -	$ -	$ -	$ -	$ -	0.0%
Total - Finance	**$ 1,389,920**	**$ 1,234,024**	**$ 1,474,552**	**$ 1,418,859**	**$ 1,115,136**	**$ (359,416)**	**-24.4%**
Purchasing							
Personnel	$ 349,960	$ 432,095	$ 455,272	$ 453,355	$ 442,526	$ (12,746)	-2.8%
Operations	$ (32,643)	$ (5,554)	$ (25,657)	$ (42,220)	$ (35,842)	$ (10,185)	39.7%
Capital	$ -	$ 85,618	$ -	$ -	$ -	$ -	0.0%
Total - Purchasing	**$ 317,318**	**$ 512,159**	**$ 429,615**	**$ 411,135**	**$ 406,684**	**$ (22,931)**	**-5.3%**
Information Technology							
Personnel	$ 2,448,545	$ 3,053,753	$ 3,389,763	$ 3,519,023	$ 3,541,926	$ 152,163	4.5%
Operations	$ 1,600,440	$ 2,113,368	$ 2,534,764	$ 2,443,769	$ 2,903,140	$ 368,376	14.5%
Capital	$ 403,891	$ 224,518	$ 405,000	$ 277,114	$ 325,000	$ (80,000)	-19.8%
Total - Information Technology	**$ 4,452,876**	**$ 5,391,639**	**$ 6,329,527**	**$ 6,239,906**	**$ 6,770,066**	**$ 440,539**	**7.0%**
Billing & Licensing							
Personnel	$ 1,117,778	$ 1,321,134	$ 1,466,488	$ 1,479,517	$ 1,433,779	$ (32,709)	-2.2%
Operations	$ (931,016)	$ (411,067)	$ (499,808)	$ (522,344)	$ (513,106)	$ (13,298)	2.7%
Total - Billing & Licensing	**$ 186,763**	**$ 910,067**	**$ 966,680**	**$ 957,173**	**$ 920,673**	**$ (46,007)**	**-4.8%**
Municipal Court							
Personnel	$ 209,999	$ 236,268	$ 261,445	$ 268,849	$ 272,006	$ 10,561	4.0%
Operations	$ 39,765	$ 32,376	$ 334,212	$ 318,018	$ 44,164	$ (290,048)	-86.8%
Total - Municipal Court	**$ 249,763**	**$ 268,644**	**$ 595,657**	**$ 586,867**	**$ 316,170**	**$ (279,487)**	**-46.9%**
Project and Facilities Management							
Personnel	$ 496,048	$ 531,801	$ 671,972	$ 657,756	$ 620,661	$ (51,311)	-7.6%
Operations	$ 1,110,688	$ 1,943,626	$ 1,536,998	$ 1,230,192	$ 1,274,375	$ (262,623)	-17.1%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Total - Project and Facilities Management	**$ 1,606,736**	**$ 2,475,427**	**$ 2,208,970**	**$ 1,887,948**	**$ 1,895,036**	**$ (313,934)**	**-14.2%**
Human Resources							
Personnel	$ 1,284,332	$ 1,510,792	$ 1,733,158	$ 1,705,614	$ 1,724,709	$ (8,449)	-0.5%
Operations	$ 149,150	$ 269,895	$ 313,541	$ 260,144	$ 319,970	$ 6,429	2.1%
Total - Human Resources	**$ 1,433,482**	**$ 1,780,687**	**$ 2,046,699**	**$ 1,965,758**	**$ 2,044,679**	**$ (2,020)**	**-0.1%**
Finance & Administration Summary							
Personnel	$ 7,002,180	$ 8,261,228	$ 9,380,653	$ 9,417,020	$ 9,143,989	$ (236,664)	-2.5%
Operations	$ 1,971,892	$ 4,001,283	$ 4,266,047	$ 3,773,512	$ 3,999,455	$ (266,592)	-6.2%
Capital	$ 662,786	$ 310,136	$ 405,000	$ 277,114	$ 325,000	$ (80,000)	-19.8%
Total Finance & Administration	**$ 9,636,858**	**$ 12,572,647**	**$ 14,051,700**	**$ 13,467,646**	**$ 13,468,444**	**$ (583,256)**	**-4.2%**
Community & Economic Development							
Building and Neighborhood Services							
Personnel	$ 2,872,815	$ 3,380,461	$ 3,814,982	$ 3,596,884	$ 3,593,773	$ (221,209)	-5.8%
Operations	$ 256,422	$ 259,730	$ 400,246	$ 390,580	$ 309,357	$ (90,889)	-22.7%
Total - Building & Neighborhood Services	**$ 3,129,237**	**$ 3,640,191**	**$ 4,215,228**	**$ 3,987,464**	**$ 3,903,130**	**$ (312,098)**	**-7.4%**
Planning and Sustainability							

General Fund Summary - Departmental Summary

	Actual 2022 A	Actual 2023 B	Budget 2024 C	Estd 2024 D	Budget 2025 E	Difference '24 vs. '25 F (E-C)	G (E/C)
Personnel	$ 1,504,826	$ 1,652,584	$ 1,812,198	$ 1,821,916	$ 1,824,881	$ 12,683	0.7%
Operations	$ 266,179	$ 304,134	$ 393,769	$ 377,521	$ 326,672	$ (67,097)	-17.0%
Total - Planning & Sustainability	**$ 1,771,006**	**$ 1,956,718**	**$ 2,205,967**	**$ 2,199,437**	**$ 2,151,553**	**$ (54,414)**	**-2.5%**
Engineering							
Personnel	$ 1,831,581	$ 1,982,202	$ 2,145,841	$ 2,017,346	$ 2,131,612	$ (14,229)	-0.7%
Operations	$ (181,763)	$ (101,936)	$ (39,284)	$ (27,848)	$ (43,549)	$ (4,265)	10.9%
Capital	$ -	$ -	$ -	$ -	$ 74,000	$ 74,000	100.0%
Total Engineering & TOC	**$ 1,649,818**	**$ 1,880,266**	**$ 2,106,557**	**$ 1,989,498**	**$ 2,162,063**	**$ 55,506**	**2.6%**
Traffic Operations Center (TOC)							
Personnel	$ 426,682	$ 371,519	$ 552,251	$ 524,991	$ 615,185	$ 62,934	11.4%
Operations	$ 222,793	$ 171,280	$ 760,269	$ 740,836	$ 810,629	$ 50,360	6.6%
Capital	$ 193,684	$ 11,990	$ 731,000	$ 731,000	$ 2,455,000	$ 1,724,000	235.8%
Total Engineering & TOC	**$ 843,159**	**$ 554,789**	**$ 2,043,520**	**$ 1,996,827**	**$ 3,880,814**	**$ 1,837,294**	**89.9%**
Economic Development							
Operations	$ 88,855	$ 92,209	$ 96,819	$ 96,819	$ 98,353	$ 1,534	1.6%
Total - Economic Development	**$ 88,855**	**$ 92,209**	**$ 96,819**	**$ 96,819**	**$ 98,353**	**$ 1,534**	**1.6%**
		$ -					
Community & Economic Development Summary							
Personnel	$ 6,635,905	$ 7,386,766	$ 8,325,272	$ 7,961,137	$ 8,165,451	$ (159,821)	-1.9%
Operations	$ 652,487	$ 725,417	$ 1,611,819	$ 1,577,908	$ 1,501,462	$ (110,357)	-6.8%
Capital	$ 193,684	$ 11,990	$ 731,000	$ 731,000	$ 2,529,000	$ 1,798,000	246.0%
Total Community & Economic Developmen	**$ 7,482,075**	**$ 8,124,173**	**$ 10,668,091**	**$ 10,270,045**	**$ 12,195,913**	**$ 1,527,822**	**14.3%**
Public Works							
Streets Department - Maintenance Division							
Personnel	$ 3,136,832	$ 3,856,193	$ 4,248,180	$ 4,353,198	$ 4,291,067	$ 42,887	1.0%
Operations	$ 1,299,350	$ 1,302,157	$ 1,538,269	$ 1,478,200	$ 1,523,388	$ (14,881)	-1.0%
Capital	$ 95,423	$ 321,870	$ 389,940	$ 389,940	$ 165,000	$ (224,940)	-57.7%
Total - Streets - Maintenance	**$ 4,531,605**	**$ 5,480,220**	**$ 6,176,389**	**$ 6,221,338**	**$ 5,979,455**	**$ (196,934)**	**-3.2%**
Streets Department - Traffic Division							
Personnel	$ 952,888	$ 1,074,118	$ 1,235,511	$ 1,255,997	$ 1,220,283	$ (15,228)	-1.2%
Operations	$ 536,766	$ 628,083	$ 692,162	$ 635,499	$ 653,464	$ (38,698)	-5.6%
Capital	$ -	$ -	$ 152,000	$ 40,000	$ 183,970	$ 31,970	21.0%
Total - Streets - Traffic	**$ 1,489,654**	**$ 1,702,201**	**$ 2,079,673**	**$ 1,931,496**	**$ 2,057,717**	**$ (21,956)**	**-1.1%**
Streets Department - Fleet Maintenance Division							
Personnel	$ 871,442	$ 1,025,023	$ 1,130,307	$ 1,053,840	$ 1,094,779	$ (35,528)	-3.1%
Operations	$ (23,422)	$ 190,238	$ 227,427	$ (353,077)	$ 273,116	$ 45,689	20.1%
Capital	$ -	$ -	$ 113,000	$ 90,387	$ -	$ (113,000)	-100.0%
Total - Streets - Fleet Maintenance	**$ 848,020**	**$ 1,215,261**	**$ 1,470,734**	**$ 791,150**	**$ 1,367,895**	**$ (102,839)**	**-7.0%**
Parks							
Personnel	$ 2,970,754	$ 3,935,976	$ 4,566,571	$ 4,497,354	$ 4,652,189	$ 85,618	1.9%
Operations	$ 1,831,773	$ 2,381,446	$ 2,553,590	$ 2,501,237	$ 2,702,957	$ 149,367	5.8%
Capital	$ 46,530	$ -	$ 45,250	$ 45,250	$ 300,000	$ 254,750	563.0%
Total - Parks	**$ 4,849,057**	**$ 6,317,422**	**$ 7,165,411**	**$ 7,043,841**	**$ 7,655,146**	**$ 489,735**	**6.8%**
Emergency Management							
Personnel	$ -	$ 174,024	$ 244,720	$ 258,427	$ 254,616	$ 9,896	4.0%

General Fund Summary - Departmental Summary

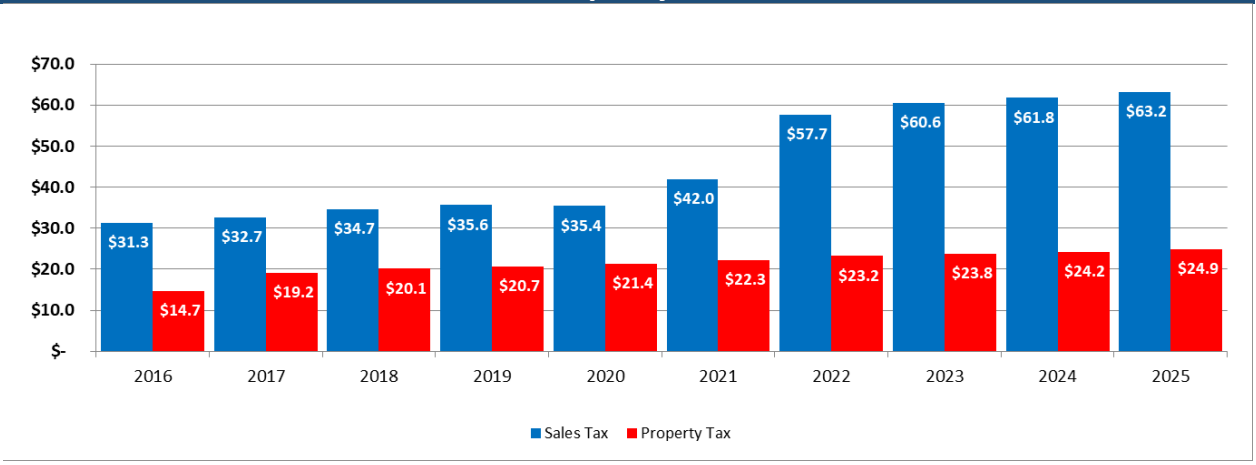
	Actual 2022 A	Actual 2023 B	Budget 2024 C	Estd 2024 D	Budget 2025 E	Difference '24 vs. '25 F (E-C)	G (E/C)
Operations	$ -	$ 78,487	$ 89,525	$ 37,217	$ 102,625	$ 13,100	14.6%
Total - Emergency Management	**$ -**	**$ 252,511**	**$ 334,245**	**$ 295,644**	**$ 357,241**	**$ 22,996**	**6.9%**
Public Works							
Personnel	$ 7,931,916	$ 10,065,334	$ 11,425,289	$ 11,418,816	$ 11,512,934	$ 87,645	0.8%
Operations	$ 3,644,467	$ 4,580,411	$ 5,100,973	$ 4,299,076	$ 5,255,550	$ 154,577	3.0%
Capital	$ 141,953	$ 321,870	$ 700,190	$ 565,577	$ 648,970	$ (51,220)	-7.3%
Total Public Works	**$ 11,718,336**	**$ 14,967,615**	**$ 17,226,452**	**$ 16,283,469**	**$ 17,417,454**	**$ 191,002**	**1.1%**
Other Operating Expenditures							
General Expenses							
Personnel	$ 689,624	$ (1,945,652)	$ 367,839	$ 257,422	$ 3,976,382	$ 3,608,543	981.0%
Operations	$ (274,547)	$ 142,897	$ 3,439,584	$ 3,516,295	$ 409,534	$ (3,030,050)	-88.1%
Capital						$ -	0.0%
Total - General Expenses	**$ 415,077**	**$ (1,802,755)**	**$ 3,807,423**	**$ 3,773,717**	**$ 4,385,916**	**$ 578,493**	**15.2%**
Appropriations							
Operations	$ 509,339	$ 661,032	$ 668,802	$ 668,802	$ 703,302	$ 34,500	5.2%
Total Appropriations	**$ 509,339**	**$ 661,032**	**$ 668,802**	**$ 668,802**	**$ 703,302**	**$ 34,500**	**5.2%**
Interfund Transfers							
Operations	$ 12,910,592	$ 9,503,936	$ 9,934,283	$ 9,934,283	$ 7,407,048	$ (2,527,235)	-25.4%
Total Interfund Transfers	**$ 12,910,592**	**$ 9,503,936**	**$ 9,934,283**	**$ 9,934,283**	**$ 7,407,048**	**$ (2,527,235)**	**-25.4%**
Other General Fund Operating Expenditures Summary							
Personnel	$ 689,624	$ (1,945,652)	$ 367,839	$ 257,422	$ 3,976,382	$ 3,608,543	981.0%
Operations	$ 13,145,384	$ 10,307,865	$ 14,042,669	$ 14,119,380	$ 8,519,884	$ (5,522,785)	-39.3%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Total Other GF Oper. Exp.	**$ 13,835,008**	**$ 8,362,213**	**$ 14,410,507**	**$ 14,376,802**	**$ 12,496,265**	**$ (1,914,242)**	**-13.3%**
General Fund Expenditures (by major category)							
Personnel	$ 59,866,503	$ 67,614,704	$ 77,959,294	$ 75,953,949	$ 80,680,996	$ 2,721,703	3.5%
Operations	$ 25,765,272	$ 26,586,131	$ 33,632,490	$ 32,200,415	$ 28,068,425	$ (5,564,065)	-16.5%
Capital	$ 1,313,460	$ 705,444	$ 2,520,983	$ 2,247,057	$ 3,502,970	$ 981,987	39.0%
Misc. Other Financing Sources	**-308945**	**-85618**					
Total - General Fund Departments	**$ 86,636,289**	**$ 94,820,661**	**$ 114,112,767**	**$110,401,421**	**$ 112,252,391**	**$ (1,860,376)**	**-1.6%**

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 2025, the anticipated collection of $24.9 million is split $13.2 million in the General Fund, $10.5 million in the Debt Service Fund, and $1.2 million to the Street Aid Fund.)

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



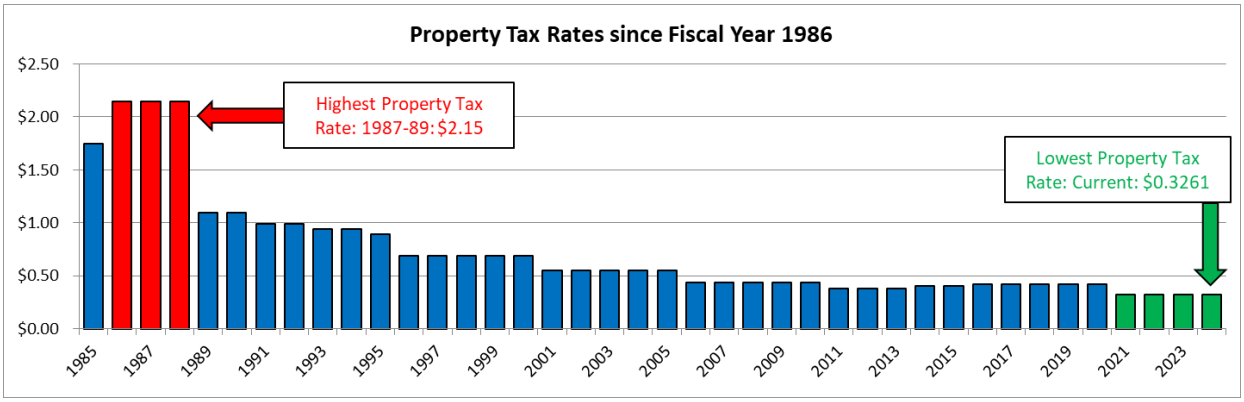
Local Sales Tax is the most significant revenue source for the City. The local sales tax rate is 2.75%. The City receives 1.125% of the total 2.75% tax amount if the sale occurs inside the City (with the County receiving the balance). Local sales tax applies only to the first $1,600 of a single article 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 four years, with the next reassessment set to occur in FY 2025 (for FY 2026).

General Fund Summary

Property Tax Rate Summary

As required every five (5) years, Williamson County completed a reappraisal of property tax values this year. 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 occurred during this budget cycle (2021 for Fiscal Year 2022). Effective FY 2022, the certified tax rate is 32.61 cents per $100 of assessed value (the lowest rate for Tennessee municipalities with a population of 50,000 or greater). The history of Property Tax Rates for the City of Franklin for the last 40 years (since 1986) is shown below:



Fiscal Year	Rate	Increase / (Decrease)
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)
2003	$0.5500	$0.0000
2004	$0.5500	$0.0000
2005	$0.5500	$0.0000

Fiscal Year	Rate	Increase / (Decrease)
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
2016	$0.4065	$0.0000
2017	$0.4176	$0.0111
2019	$0.4176	$0.0000
2020	$0.4176	$0.0000
2021	$0.4176	$0.0000
2022	$0.3261	($0.0915)
2023	$0.3261	$0.0000
2024	$0.3261	$0.0000
2025	$0.3261	$0.0000

Long-Range Financial Model - Summary - 2025-2029

Summary: This is a summary of anticipated General Fund revenues and General Fund expenses for the next five years, FY 2025-2029. 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, 2024 and ending June 30, 2029. 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

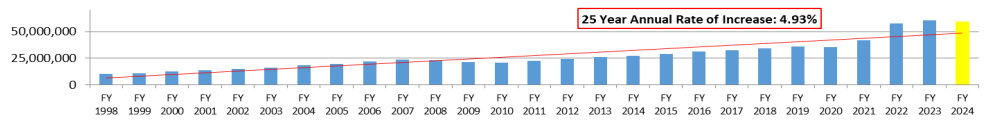
Exhibit 1: Overall General Fund Revenues: FY 2025-2029

	Forecast 2025		Forecast 2026		Forecast 2027		Forecast 2028		Forecast 2029	
	Total $	*Yr / Yr %*	*Total $*	*Yr / Yr %*	*Total $*	*Yr / Yr %*	*Total $*	*Yr / Yr %*	*Total $*	*Yr / Yr %*
Revenues										
Local Sales Tax	$ 63,163,748	2.21%	$ 65,058,660	3.00%	$ 67,010,420	3.00%	$ 69,020,733	3.00%	$ 71,091,355	3.00%
State Shared	$ 16,245,560	0.15%	$ 16,732,927	3.00%	$ 17,234,915	3.00%	$ 17,751,962	3.00%	$ 18,284,521	3.00%
Property Tax	$ 13,217,427	8.94%	$ 13,613,950	3.00%	$ 14,022,368	3.00%	$ 14,443,039	3.00%	$ 14,876,330	3.00%
Alcohol Tax	$ 5,869,516	6.03%	$ 6,074,949	3.50%	$ 6,287,572	3.50%	$ 6,507,637	3.50%	$ 6,735,405	3.50%
Building Permits & Licenses	$ 2,284,323	1.05%	$ 2,284,323	0.00%	$ 2,284,323	0.00%	$ 2,284,323	0.00%	$ 2,284,323	0.00%
Franchise Fees	$ 2,455,799	-3.75%	$ 2,529,473	3.00%	$ 2,605,357	3.00%	$ 2,683,518	3.00%	$ 2,764,023	3.00%
Grants	$ 1,342,000	-67.35%	$ 1,342,000	0.00%	$ 1,342,000	0.00%	$ 1,342,000	0.00%	$ 1,342,000	0.00%
Court Fines & Fees	$ 378,384	-0.86%	$ 378,384	0.00%	$ 378,384	0.00%	$ 378,384	0.00%	$ 378,384	0.00%
In Lieu of Tax	$ 376,673	2.01%	$ 395,506	5.00%	$ 415,282	5.00%	$ 436,046	5.00%	$ 457,848	5.00%
Interest Income	$ 3,515,397	9.29%	$ 3,585,705	2.00%	$ 3,657,419	2.00%	$ 3,730,568	2.00%	$ 3,805,179	2.00%
Other	$ 3,403,565	-38.52%	$ 3,403,565	0.00%	$ 3,403,565	0.00%	$ 3,403,565	0.00%	$ 3,403,565	0.00%
Total - General Fund Revenue	**$ 112,252,391**		**$ 115,399,442**		**$ 118,641,605**		**$ 121,981,774**		**$ 125,422,933**	
Year over Year $	$ (1,860,376)		$ 3,147,051		$ 3,242,163		$ 3,340,169		$ 3,441,159	
Year over Year %	-1.63%		2.80%		2.81%		2.82%		2.82%	

Revenues: Revenues are forecast to grow by 10.22% from FY 2025 to 2029, or an average of just more than 2% annually. This is a conservative forecast, using historical averages for the last five to, in some cases, 30 years dependent upon revenue category. There are several significant sub-categories of General Fund Revenues which require deeper examination.

Local Sales Tax: Local Sales Tax is the City's primary revenue source. Roughly half of our General Fund revenue comes from this source. In addition to the State-imposed 7% sales tax, the City has a 2.75% local sales tax, which is at the maximum allowed by State law. Local sales tax revenue is shared equally with education, which is provided by Williamson County Schools and the Franklin Special School District.

Exhibit 2: Local Option Sales Tax - 25 Year Historic Average - FY 1998-2023



The last 42 months have witnessed amazing revenue growth in this particular category. The rate increase from April of 2018 (which came back to the City in April of 2021) of an additional .50% of the 2.75% total local City/County option) was expected to add about 15% more per month to collections. However, for 8 months of the fiscal year has been nearly 5% increases year over year after nearly 25% the year before. The FY 2025 forecast maintains this tremendous growth in the sales tax base, but only assumes a 2.2% increase in that base for FY 2025. The world economic outlook is too uncertain to be optimistic. We will continue to monitor conditions as warranted.

This forecast assumes 50% of that distribution (or $4.5 million) dedicated to General Fund operations, while the balance will be dedicated to capital projects. This allocation will be reviewed annually as operational and capital needs warrant.

Long-Range Financial Model - Summary - 2025-2029

Revenues (con't)

State Shared Tax: We receive significant revenue from the State in the form of shared taxes with distribution based primarily on population. The major sources are from the Sales Tax, Business Tax, TVA PILOT payments, Beer Tax, Mixed Drink Taxes and the Bank Excise Tax. These are sent to us monthly or quarterly, except for the Excise Tax which is a semi-annual remittances.

The forecast for FY 2025 also assumes nearly a level amount of State Shared Taxes. Fiscal Years (2025-2028) assume a 3.0% increase year over year on average. The major change in the last several years for the City in state shared revenue has been the loss of millions of dollars from the elimination of the Hall Income Tax.

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 2025 Forecast assumes healthy growth over 2024 of 8.9% - base growth rate of 3% in the levy and lower debt service needs. This assumption is carried throughout the forecast model. There is no assumption at this time of a rate increase in the rate in the forecast horizon.

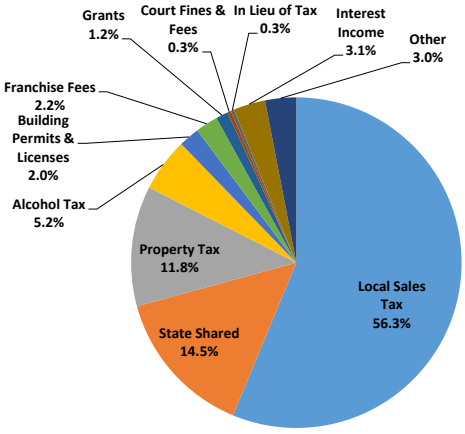
As shown on the right, the continuous and steady growth of the City has enabled the Property Tax rate to remain low and even decrease over the last 40 years. The City has been fortunate to realize numerous reductions in its Property Tax rate while sustaining service delivery at a high level. The rate increase in FY 2017 was dedicated to fund capital improvements (through the Invest Franklin initiative) and to support operations. 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 $1,250,000.

Exhibit 3: Property Tax Rates - FY 1986-2025

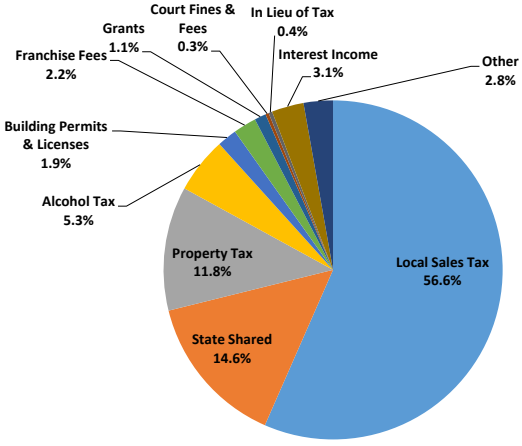
Fiscal Year	Rate	Increase / (Decrease)	Fiscal Year	Rate	Increase / (Decrease)
1986	$1.7500	$0.0000	2006	$0.5500	$0.0000
1987	$2.1500	$0.4000	2007	$0.4340	($0.1160)
1988	$2.1500	$0.0000	2008	$0.4340	$0.0000
1989	$2.1500	$0.0000	2009	$0.4340	$0.0000
1990	$1.1000	($1.0500)	2010	$0.4340	$0.0000
1991	$1.1000	$0.0000	2011	$0.4340	$0.0000
1992	$0.9900	($0.1100)	2012	$0.3765	($0.0575)
1993	$0.9900	$0.0000	2013	$0.3765	$0.0000
1994	$0.9400	($0.0500)	2014	$0.3765	$0.0000
1995	$0.9400	$0.0000	2015	$0.4065	$0.0300
1996	$0.8900	($0.0500)	2016	$0.4065	$0.0000
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	2019	$0.4176	$0.0000
2000	$0.6900	$0.0000	2020	$0.4176	$0.0000
2001	$0.6900	$0.0000	2021	$0.4176	$0.0000
2002	$0.5500	($0.1400)	2022	$0.3261	($0.0915)
2003	$0.5500	$0.0000	2023	$0.3261	$0.0000
2004	$0.5500	$0.0000	2024	$0.3261	$0.0000
2005	$0.5500	$0.0000	2025	$0.3261	$0.0000

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. By 2028, nearly 80% of all General Fund revenues will come from sales (either local or state shared) and alcohol taxes, slightly higher than today.

FY 2025 General Fund Revenues



FY 2029 General Fund Revenues



Long-Range Financial Model - Summary - 2025-2029

Expenses

Expenses: The City of Franklin is blessed to have a growing and prosperous economy and increasing population, but with that comes an increasing demand 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, 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 some numbers of personnel. From FY 2025-2029, the City plans on adding 17 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 than in the past to take advantage of warranties and reduce repair and maintenance costs.

Exhibit 4: Overall General Fund Expenses: FY 2025-2029

	Forecast 2025		Forecast 2026		Forecast 2027		Forecast 2028		Forecast 2029	
	Total $	*Yr / Yr %*	*Total $*	*Yr / Yr %*	*Total $*	*Yr / Yr %*	*Total $*	*Yr / Yr %*	*Total $*	*Yr / Yr %*
General Fund Expenditures (by program area)										
Governance & Management	$ 4,299,425	5.27%	$ 3,880,426	-9.75%	$ 3,992,724	2.89%	$ 4,173,889	4.54%	$ 4,359,804	4.45%
Public Safety	$ 52,374,889	-2.42%	$ 54,462,236	3.99%	$ 56,461,526	3.67%	$ 58,350,083	3.34%	$ 60,284,551	3.32%
Finance & Administration	$ 13,468,444	-4.15%	$ 11,719,933	-12.98%	$ 12,024,250	2.60%	$ 12,336,946	2.60%	$ 12,658,258	2.60%
Community & Economic Devel	$ 12,195,913	14.32%	$ 12,398,381	1.66%	$ 12,682,881	2.29%	$ 12,975,646	2.31%	$ 13,276,921	2.32%
Public Works	$ 17,417,454	1.11%	$ 17,689,021	1.56%	$ 18,394,383	3.99%	$ 19,435,798	5.66%	$ 20,502,880	5.49%
Other Operating Expenses	$ 12,496,266	-13.28%	$ 12,966,795	3.77%	$ 13,456,192	3.77%	$ 13,965,258	3.78%	$ 14,494,833	3.79%
Total - General Fund Expenses	**$ 112,252,391**	**-1.63%**	**$ 113,116,793**	**0.77%**	**$ 117,011,957**	**3.44%**	**$ 121,237,622**	**3.61%**	**$ 125,577,247**	**3.58%**
General Fund Expenditures (by major category)										
Personnel	$ 80,680,996	3.49%	$ 83,540,954	3.54%	$ 86,410,686	3.44%	$ 89,216,265	3.25%	$ 92,110,395	3.24%
Operations	$ 28,068,425	-16.54%	$ 28,912,581	3.01%	$ 29,725,166	2.81%	$ 30,934,923	4.07%	$ 32,172,681	4.00%
Capital	$ 3,502,970	38.95%	$ 3,728,970	6.45%	$ 4,028,970	8.05%	$ 4,328,970	7.45%	$ 4,628,970	6.93%
Total - General Fund Expenses	**$ 112,252,391**	**0.27%**	**$ 116,182,505**	**3.50%**	**$ 120,164,822**	**3.43%**	**$ 124,480,158**	**3.59%**	**$ 128,912,047**	**3.56%**
Year over Year $	$ 299,326		$ 3,930,114		$ 3,982,317		$ 4,315,336		$ 4,431,889	
Year over Year %	0.27%		3.50%		3.43%		3.59%		3.56%	

For the next five years, baseline personnel expenses are expected to increase an average of about 3% annually, very much in line with the 10-year historic average of a 3.9% increase year-over-year (and after a significant increase in FY 2023). Within this amount, there are anticipated wage increases of 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).

Although the five-year forecast shows nearly level operational expenses, base operational costs are forecast to increase by 3.5% annually year-over-year, primarily as the result of inflation. 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. The fluctuations are attributable to transfers to other funds which are largely dependent upon one-time funding from state and federal governments. Base capital costs are forecast to increase by 7-9% annually FY 2026 through FY 2029. Additional capital expenditures are for larger equipment replacements and one-time facility and infrastructure replacements 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 expenditures - whether they be personnel, operations, equipment or capital - must be categorized as to how they fit and fulfill the City's commitment to four main themes of the plan. They are:

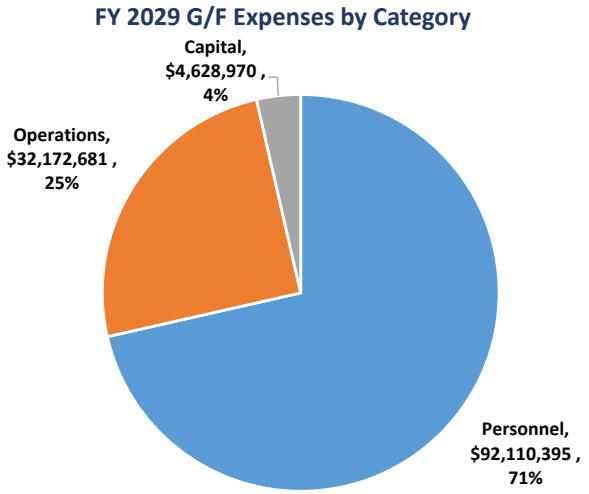
- A Safe, Clean, and Livable City
- Effective and Fiscally Sound City Government Providing High-quality Services
- Quality Life Experiences
- Sustainable Growth and Economic Prosperity

Long-Range Financial Model - Summary - 2025-2029

Expenses (con't)

Expense Summary: Overall, personnel costs are forecast to decrease by 1% (from 72% today to 71% in FY 2029) of the total General Fund budget, while operations will rise from 25% to 26% and capital will remain at 3% of the total operating budget.

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 $12-16 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. However, 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 slight deficits moving forward throughout the forecast window, but never more than 1-3% of the annual budget. This will result in the reduction as a percentage of overall annual budgets the City's General Fund balance from its forecast level of 77% in FY 2025 to 62% in FY 2029. 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.

The challenge ahead for the City is remaining compeditive in a tight and inflationary driven labor market while needing to find ways to add staff to maintain service levels to an ever-growing community, and, at the same, time set aside enough money annually for efficient asset renewal and replacement. This is a challenge that will continue to getting harder.

Exhibit 5: Overall General Fund Change in Fund Balance : FY 2025-2029

	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Beginning Balance*	**$ 86,167,073**	**$ 86,167,073**	**$ 85,384,010**	**$ 83,860,793**	**$ 81,362,410**
+ Revenues	$ 112,252,391	$ 115,399,442	$ 118,641,605	$ 121,981,774	$ 125,422,933
- Expenses	$ 112,252,391	$ 116,182,505	$ 120,164,822	$ 124,480,158	$ 128,912,047
Ending Balance	**$ 86,167,073**	**$ 85,384,010**	**$ 83,860,793**	**$ 81,362,410**	**$ 77,873,296**
ar-End F/B as % of Budget:	***77%***	***74%***	***71%***	***67%***	***62%***
Year over Year $	***$ 0***	***$ (783,063)***	***$ (1,523,217)***	***$ (2,498,383)***	***$ (3,489,114)***
Year over Year %	***0.00%***	***-0.91%***	***-1.78%***	***-2.98%***	***-4.29%***

**Forecast at year-end, FY 2024.*

Budget Summary

Personnel Changes

Under this section is:

- **Pay and Classification Plan**
- **Authorized Ful-Time Employees**
- **Change in Authorized Personnel Positions**

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.

The unique challenges of the COVID-19 pandemic and the resulting economic turmoil forced the City to forgo planned raises or modifications to the compensation plan in FY 2021. In addition, to begin the fiscal year, 27 full-time and 11 part-time positions were frozen and unbudgeted. As economic conditions improved during FY 2021, the City was able to restore 10 of those 27 unbudgeted, and another 10 were restored in FY 2022.

Personnel Changes

Coming out of the pandemic, in 2022 a full study of the current compensation plan was undertaken. That study culminated in a full 10% increase in pay grades, a series of grade changes though most of the employees of the City, and a significant market adjustment for all employees effective July 1, 2023.

Proposed for July 1, 2024, total authorized employment for the municipal government's General, Special and Enterprise Funds is 794 full-time employees. However, only 787 of these authorized positions are supported within the FY 2025 budget. This represents a 5.86% increase of budgeted staff from FY 2021.

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

Function / Program	2021	2022	2023	2024			2025		
	Total	Total	Total	Budgeted	Not-Budgeted	Total	Budgeted	Not-Budgeted	Total
Administration	11	13	12	11	0	11	9	0	9
Budget & Performance	0	0	0	0	0	0	5	0	5
Building & Neighborhood Services	36	37	37	38	0	38	37	0	37
Communications	4	4	4	5	0	5	5	0	5
Court	3	2	2	2	0	2	2	0	2
Engineering	16	16	17	16	0	16	16	0	16
Emergency Management	0	0	2	2	0	2	2	0	2
Finance	9	9	9	9	0	9	8	0	8
Fire	172	172	173	176	0	176	176	0	176
Human Resources	12	12	14	14	0	14	14	0	14
Information Technology	25	25	26	26	0	26	27	0	27
Law	5	5	6	7	0	7	6	1	7
Parks	46	51	53	50	3	53	54	3	57
Planning & Sustainability	15	15	16	16	0	16	16	0	16
Police	145	146	150	150	1	151	151	1	152
Project & Facilitites Management	6	6	6	6	0	6	6	0	6
Purchasing	4	4	4	4	0	4	4	0	4
Revenue Management	14	14	14	14	0	14	14	0	14
Sanitation & Environmental Services	45	46	48	48	0	48	48	0	48
Stormwater	22	22	22	22	0	22	22	0	22
Streets	60	61	61	61	0	61	61	0	61
Traffic Operations Center	4	4	4	4	0	4	5	0	5
Water & Wastewater	96	100	98	97	2	99	99	2	101
Total (All Funds)	**750**	**764**	**778**	**778**	**6**	**784**	**787**	**7**	**794**

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

Personnel Changes

New Positions added in FY 2025

Dept	Position Title	Grade	Full Time	Part Time
General Fund				
POLICE	Flex Intelligence Sergeant	I	1	
FIRE	Firefighter Interns	D	0	6
FINANCE	Lead Financial Analyst*	I	1	
IT	Asst. IT Director: Infrastructure & Admin.	L	1	
TOC	Mobility Programs Coordinator	K	1	
TOC	Intern	Intern		1
PARKS	Program Specialist	E	1	
PARKS	Facilities Worker**	D	2	
PARKS	Landscape Worker	D	1	
Water Management				
WRF	BioSolids Operator	H	2	
Total New Budgeted Positions City-Wide			**10**	**7**

**Lead Financial Analyst is upgrade from Part-Time Financial Manager*
***One Facilities Worker is upgrade from Part-Time to Full-Time*

Authorized, Unbudgeted Positions in FY 2025

Dept	Position Title	Grade	Full Time	Part Time
General Fund				
LAW	Contracts Administrator	H	1	
LAW	Intern	Intern		1
FINANC	Intern	Intern		1
POLADM	Crime Analyst	F	1	
PLAN	Intern	Intern		1
PARKS	Grounds Worker	D	3	
Water Management				
DIST	Grounds Worker	D	1	
COLL	Construction Supervisor	G	1	
Total Unbudgeted Positions City-Wide			**7**	**3**

Debt

Under this section is:

- **Debt Capacity & Debt Service Levels**
- **Debt Service for FY 2025**
- **Statement of Bonded Indebtedness for FY 2025**

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. (2019) 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 Aa2. (2021)

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 2025 is $15,698,603.

Expenses (Debt Service by Fund)							
General	11,616,609	11,598,829	11,657,506	11,657,506	10,753,330	(904,177)	-7.8%
Sanitation	209,512	209,206	193,132	193,132	192,925	(207)	-0.1%
Road Impact	2,892,466	2,884,139	3,293,445	3,293,445	3,939,602	646,157	19.6%
Hotel Motel	1,018,861	1,017,206	1,164,543	1,164,543	812,746	(351,798)	-30.2%
Total Expenditures	**15,737,448**	**15,709,381**	**16,308,628**	**16,308,628**	**15,698,603**	**(610,025)**	**-3.7%**

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. Another G.O. issuance is planned in FY 2025 – details will be forthcoming later in 2024.

Debt

Debt Service

City of Franklin, Tennessee Bonded Indebtedness - FY 2025

GOVERNMENTAL FUNDS

BOND INFORMATION					2025 DEBT SERVICE			DEBT SERVICE PAID BY					
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding - Beg of Fiscal Year	2025 Principal	2025 Interest	Total 2025 (Principal + Interest)	General Fund	Sanitation Fund	Road Impact Fund	Hotel/Motel Tax Fund		Total
2012 Refunding	Used to refund 2009 TMBF bonds)	2027	$22,500,000	$5,205,000	$1,700,000	$110,867	$1,810,867	$742,455		$923,542	$144,869		$1,810,867
2013A Public Improvement	To finance the Public Works Facility and other street projects	2034	$7,405,000	$4,210,000	$365,000	$140,693	$505,693	$505,693					$505,693
2015 G.O. Bonds	Used to fund roads and public facilities	2034	$15,000,000	$9,705,000	$730,000	$333,540	$1,063,540	$1,058,222			$5,318		$1,063,540
2017 G.O. Bonds	Used to fund Roads, Communications, Sanitation & Equipment	2037	$23,120,000	$17,045,000	$980,000	$748,450	$1,728,450	$1,631,657	$96,793				$1,728,450
2019A G.O. Bonds	Used to fund invest Franklin projects (Roads, Public Safety Equipment, Sanitation)	2039	$29,585,000	$22,440,000	$1,275,000	$1,013,850	$2,288,850	$2,192,718	$96,132				$2,288,850
2019B G.O. Bonds	Refinanced 2009 Build America Bonds	2029	$22,940,000	$12,705,000	$2,305,000	$635,250	$2,940,250	$1,911,163		$1,017,327	$11,761		$2,940,250
2019C G.O. Bonds	Refinanced 2009 Build America Bonds	2032	$29,245,000	$26,970,000	$3,040,000	$1,298,651	$4,338,651	$1,865,620		$1,822,233	$650,798		$4,338,651
2019D G.O. Bonds	Refinanced 2009 Build America Bonds	2027	$2,305,000	$1,185,000	$385,000	$24,302	$409,302	$233,302		$176,000	$0		$409,302
2025 G.O. Bonds	Proposed G.O. Bonds	TBD	TBD	TBD		$600,000	$600,000	$600,000					$600,000
	Government Funds Totals		**$154,100,000**	**$99,465,000**	**$10,780,000**	**$4,905,601**	**$15,685,603**	**$10,740,829**	**$192,925**	**$3,939,102**	**$812,746**	**$0**	**$15,685,603**
	Plus Debt Fees					*$13,000*	*$13,000*	*$12,500*	*$0*	*$500*	*$0*		*$13,000*
	Debt Service Fund Costs (see Other Special Funds)						**$15,698,603**	**$10,753,329**	**$192,925**	**$3,939,602**	**$812,746**		**$15,698,603**

WATER AND WASTEWATER FUND

BOND INFORMATION					2025 DEBT SERVICE			DEBT SERVICE PAID BY							
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding	2025 Principal	2025 Interest	Total 2025 (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	$1,450,000	$1,450,000	$61,625	$1,511,625				$604,650	$906,975			$1,511,625
2011 Refunding	Used to refund 2008 Issue)	2026	$19,430,000	$3,080,000	$1,520,000	$73,243	$1,593,243	$111,527	$254,919	$0	$15,932	$1,115,270	$79,662	$15,932	$1,593,243
ARRA Loan - Drinking Water	Used for rehabilitation of reservoir	2030	$2,500,000	$582,666	$82,848	$15,366	$98,214	$98,214							$98,214
ARRA Loan - Clean Water	Used for sewer and reclaimed water projects	2031	$3,147,000	$911,179	$98,878	$23,298	$122,176				$61,088		$61,088		$122,176
2016 SRF Loan	Used for SCADA System	2033	$2,265,727	$1,321,328	$141,648	$11,184	$152,832	$50,435			$102,397				$152,832
2017 Water Bonds	Used for renovation of Water Treatment Plant	2037	$12,000,000	$8,970,000	$520,000	$387,450	$907,450	$635,740	$271,710						$907,450
2017 SRF Loan	Used for renovation of Water Reclamation Plant	2049	$1,275,000	$1,105,580	$36,576	$16,008	$52,584				$52,584				$52,584
2018 SRF Loan	Used for renovation of Water Reclamation Plant	2051	$78,500,000	$71,750,364	$2,197,524	$1,039,968	$3,237,492				$3,237,492				$3,237,492
2020 SRF Loan	Used for renovation of Water Reclamation Plant	2051	$20,000,000	$18,511,202	$556,464	$268,380	$824,844				$824,844				$824,844
2021 Sewer Bonds	Used for renovation of Water Reclamation Plant	2042	$10,660,000	$9,980,000	$365,000	$434,150	$799,150				$799,150				$799,150
2021 SRF Loan	Used for renovation of Water Reclamation Plant	2052	$19,500,000	$18,692,436	$547,044	$236,064	$783,108				$783,108				$783,108
Water & Wastewater Totals (detail found in separate budget)			**$193,947,727**	**$136,354,755**	**$7,515,982**	**$2,566,736**	**$10,082,717**	**$895,916**	**$526,629**	**$0**	**$6,481,246**	**$2,022,245**	**$140,750**	**$15,932**	**$10,082,717**
Combined Totals			**$348,047,727**	**$235,819,755**	**$18,295,982**	**$7,472,337**	**$25,768,318**	**$11,636,745**	**$719,554**	**$3,939,102**	**$7,293,991**	**$2,022,245**	**$140,750**	**$15,932**	**$25,768,318**

Source: 2023 Annual Comprehensive Financial Report & FY 2025 Operating Budget; City of Franklin, Finance Department.

FY 2025 Operating Budget

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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:

- All-American City – 2020 – National Civic League
- #3 Best Place to Live in America – 2023 (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 program area are the following departments:

- **Elected Officials**
- **Administration**
- **Budget & Performance**
- **Law**
- **Communications**

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FY 2025 Operating Budget

Elected Officials

Dr. Ken Moore, Mayor

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 2025 Outlook

Continued work on plans for a new City Hall, an updated Capital Improvements Plan, an updated Strategic Plan and other various projects will afford opportunities for working together with a Board comprised of one new Aldermen as of the 2023 election. The next election will be held October 28, 2025 (FY2026), a Ward Aldermen election.

Performance Measures

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.

Related Theme: All Four Themes

Elected Officials support all four themes of the Strategic Plan.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance

measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

Elected Officials have two of these categories - General Performance Measures (Non-Financial) and Citizen Survey data.

General Performance Measures

BOMA Non-Financial Perf. Measures

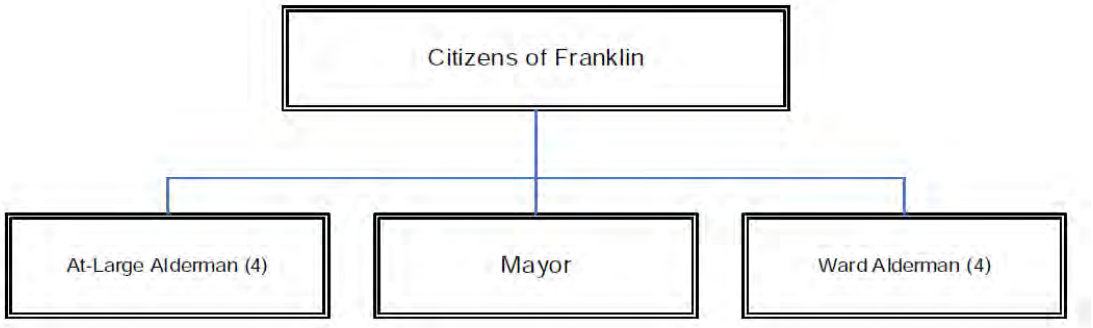
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of regular meetings.	12	12	21	21	21
Percent of BOMA meetings with perfect attendance (9 of 9).	70	80	80	80	0.667
Percent of BOMA meetings with either of nine members in attendance (8 of 9).	100	85	85	85	0.238
Number of ordinances passed.	56	32	50	34	40
Number of resolutions passed.	125	148	125	87	75
Number of work sessions.	20	21	25	30	21
Number of special meetings.	13	10	2	2	3
AMOUNT	**396**	**388**	**388**	**339**	**160.905**

Citizens Survey

BOMA Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent of respondents who attended a local public meeting in the last twelve (12) months	23	25	30
Percent of respondents who watched a local public meeting in the last twelve (12) months	23	21	34
Percent rating Franklin government for treating all residents fairly as excellent/good	72	75	65
Percent rating Franklin government for treating all residents fairly as fair/poor	28	25	35
Percent rating Franklin government in being honest as excellent/good	74	78	71
Percent rating Franklin government in being honest as fair/poor	26	22	29
Percent rating the City of Franklin generally acting in the best interest of the community as excellent/good	74	75	68
Percent rating the City of Franklin generally acting in the best interest of the community as fair/poor	26	25	32
Percent rating the job Franklin does at welcoming citizen involvement as excellent/good	71	75	65
Percent rating the job Franklin does at welcoming citizen involvement as fair/poor	29	25	35
Percent rating the overall confidence in Franklin government as excellent/good	77	74	68
Percent rating the overall confidence in Franklin government as fair/poor	23	26	32
Percent rating the overall direction that Franklin is taking as excellent/good	74	75	66
Percent rating the overall direction that Franklin is taking as fair/poor	26	25	34
Percent rating the value of services for the taxes paid to Franklin as excellent/good	76	76	72
Percent rating the value of services for the taxes paid to Franklin as fair/poor	24	24	28
AMOUNT	**746**	**746**	**764**

Organizational Chart



Staffing by Position

Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		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 Summary

Elected Officials

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$204,445	$254,666	$294,047	$289,420	$264,756	($29,291)	(10.0%)
PERSONNEL TOTAL	**$204,445**	**$254,666**	**$294,047**	**$289,420**	**$264,756**	**($29,291)**	**(10.0%)**
OPERATIONS							
SERVICES (82000)	$108,084	$40,755	$153,025	$154,000	$73,875	($79,150)	(51.7%)
SUPPLIES (83000)	$25,545	$10,367	$19,135	$18,985	$17,135	($2,000)	(10.5%)
BUSINESS EXPENSES (85000)	$3,122	$1,896	$1,991	$3,605	$3,785	$1,794	90.1%
OPERATIONS TOTAL	**$136,751**	**$53,017**	**$174,151**	**$176,590**	**$94,795**	**($79,356)**	**(45.6%)**
110 - GENERAL FUND TOTAL	**$341,196**	**$307,683**	**$468,198**	**$466,010**	**$359,551**	**($108,647)**	**(23.2%)**
EXPENSES TOTAL	**$341,196**	**$307,683**	**$468,198**	**$466,010**	**$359,551**	**($108,647)**	**(23.2%)**

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FY 2025 Operating Budget

Administration

Eric S. Stuckey, City Administrator

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, Civic Clerk. This agenda software program allows Board members, staff, and citizens to access current and past meeting agendas, supporting documents, videos of meetings, and minutes through the software's online interaction application. Civic Clerk also has a voting portal where board members can vote LIVE in a meeting with their votes automatically tallied for the Recorder. Agendas remain on the City's website after the meeting, and the video clip is linked to the respective item on the agenda. The use of CivicClerk now includes most other City Boards and Commissions, with a goal of 100% usage by the end of 2024.

JustFOIA, the software program to process public records requests, is performing well. Tennessee citizens may request records through the city's website and online portal. This helps staff streamline requests and monitor responses, thereby reducing time spent by staff on these retrieval tasks.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. Citizens may receive automatic email notifications when new Ordinances are approved and included in the code. 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.

FY 2025 Outlook

Work continues on the planning of a new City Hall. Information will continue to be provided at Work Sessions of the Board of Mayor and Aldermen with additional opportunities for public input. In FY2025, we will be performing general housekeeping revisions and additions to the City's Record program. Staff intends to conduct a thorough review and target missing policies for inclusion.

Performance Measures

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.

Related 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.

- Baseline: Data to be collected in next community survey.

Related 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)

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: 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 8th. (Money Magazine, 2020)

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

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

Related Theme: Sustainable Growth and 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.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Administration Department has three of these categories - Strategic Plan measures (Non-Financial), General performance measures (Non-Financial), and Citizens Survey data.

Admin. FranklinForward Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
City of Franklin ranking in Money's Top 10. Goal: Maintain status as one of the 100 Best Places to Live in the United States.	6	8	8	21	3
Percentage of citizens who consider Franklin's overall economic health of Franklin as positive. Goal: Exceed 90%.	91	91	91	88	88
Percentage of citizens who consider Franklin's quality of life to be excellent/good. Goal: Exceed 90%.	97	97	97	97	97
Percentage of citizens who report satisfaction with the managed growth of the community. Goal: Meet or exceed 80%/	80	80	80	76	76
AMOUNT	**274**	**276**	**276**	**282**	**264**

General Performance Measures

Admin. Non-Financial Perf. Measures

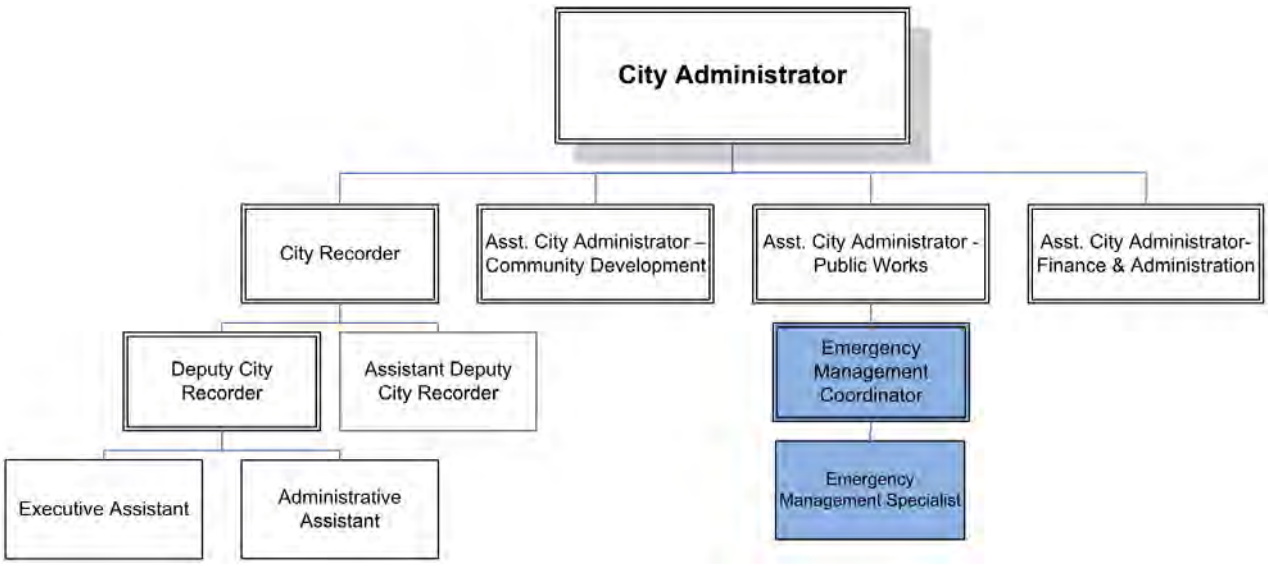
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of sets of minutes prepared & reviewed.	50	43	45	53	88
Number of agenda packets prepared & reviewed.	50	43	45	53	45
Percentage of time agenda packets were distributed to Board of Mayor and Aldermen on Thursday prior to a meeting date.	95	94	95	95	93
Number of ordinances prepared & reviewed.	59	37	52	49	44
Number of resolutions prepared & reviewed.	135	299	188	91	81
AMOUNT	**389**	**516**	**425**	**341**	**351**

Citizens Survey

Administration Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating Franklin as a place to raise children as excellent/good	97	97	96
Percent rating Franklin as a place to raise children as fair/poor	3	3	4
Percent rating Franklin as a place to retire as excellent/good	85	84	84
Percent rating Franklin as a place to retire as fair/poor	15	16	16
Percent rating Franklin as a place to visit as excellent/good	92	94	90
Percent rating Franklin as a place to visit as fair/poor	8	6	10
Percent rating Franklin as a place to work as excellent/good	91	92	88
Percent rating Franklin as a place to work as fair/poor	9	8	12
Percent rating the overall customer service by Franklin employees as excellent/good	90	91	89
Percent rating the overall customer service by Franklin employees as fair/poor	10	9	11
Percent rating the overall quality of life in Franklin as excellent/good	97	97	97
Percent rating the overall quality of life in Franklin as fair/poor	3	3	3
Percent rating the overall quality of services provided by the City of Franklin as excellent/good	93	93	82
Percent rating the overall quality of services provided by the City of Franlklin as fair/poor	7	7	18
AMOUNT	**700**	**700**	**700**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Administrator	P	1	0	1	0	1	0	1	0	1	0
Assistant City Administrator: Community & Economic Development	O	1	0	1	0	1	0	1	0	1	0
Assistant City Administrator: Finance & Administration	O	1	0	1	0	1	0	1	0	1	0
Assistant City Administrator: Public Works	O	1	0	1	0	1	0	1	0	1	0
Emergency Management Coordinator	I	0	0	1	0	0	0	0	0	0	0
Contract Administrator	H	1	0	1	0	1	0	0	0	0	0
City Recorder	H	0	0	1	0	1	0	1	0	1	0
Public Works Analyst	G	0	0	0	0	1	0	1	0	0	0
Assistant City Recorder - Records	---	1	0	0	0	0	0	0	0	0	0
Emergency Management Specialist	G	0	0	1	0	0	0	0	0	0	0
Deputy City Recorder	G	0	0	1	0	1	0	1	0	1	0
Executive Assistant	F	1	0	1	0	1	0	1	0	1	0
Assistant Deputy City Recorder	F	1	0	0	0	1	0	1	0	1	0
Management Fellow	E	0	0	1	0	1	0	1	0	0	0
Administrative Assistant	E	0	0	1	0	1	0	1	0	1	0
Records Technician	D	0	0	1	0	0	0	0	0	0	0
Board Recording Secretary - BOMA	---	1	0	0	0	0	0	0	0	0	0
Administrative Secretary	---	1	0	0	0	0	0	0	0	0	0
Sub-Total - Budgeted Positions		**10**	**0**	**13**	**0**	**12**	**0**	**11**	**0**	**9**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Management Fellow	E	1	0	0	0	0	0	0	0	0	0
Sub-Total - Unbudgeted Positions		**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Total Authorized Positions	**10**	**0**	**13**	**0**	**12**	**0**	**11**	**0**	**9**	**0**

Budget Summary

Administration

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,652,994	$1,796,337	$1,871,715	$1,704,792	$1,646,242	($225,473)	(12.0%)
PERSONNEL TOTAL	**$1,652,994**	**$1,796,337**	**$1,871,715**	**$1,704,792**	**$1,646,242**	**($225,473)**	**(12.0%)**
OPERATIONS							
SERVICES (82000)	$126,909	$128,255	$181,239	$204,111	$193,897	$12,658	7.0%
SUPPLIES (83000)	$70,709	$88,315	$74,437	$74,588	$52,838	($21,599)	(29.0%)
OPERATIONAL UNITS (84000)	–	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$12,858	$23,931	$19,242	$20,502	$21,457	$2,215	11.5%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($271,438)	($232,112)	($338,748)	($338,748)	($338,748)	$0	0.0%
OPERATIONS TOTAL	**($60,962)**	**$8,389**	**($63,830)**	**($39,547)**	**($70,556)**	**($6,726)**	**10.5%**
CAPITAL							
CAPITAL ASSETS (89000)	–	–	$0	$0	$0	$0	–
CAPITAL TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
110 - GENERAL FUND TOTAL	**$1,592,032**	**$1,804,727**	**$1,807,885**	**$1,665,245**	**$1,575,686**	**($232,199)**	**(12.8%)**
EXPENSES TOTAL	**$1,592,032**	**$1,804,727**	**$1,807,885**	**$1,665,245**	**$1,575,686**	**($232,199)**	**(12.8%)**

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FY 2025 Operating Budget

Budget and Performance

Michael Walters Young, Chief Budget & Performance Officer

Departmental Summary

The Office of Budget and Performance serves to lead the city's ongoing budgeting, innovation and operational performance efforts. The primary functions are: 1) to supervise all aspects of the City's Annual Operating and Capital Budgeting processes, 2) provide ongoing support and analysis for the City's long-range Capital Investment Plan along with the Engineering Department, 3) spearhead benchmarking and operational performance measurement efforts for the City of Franklin, 4) oversee and shepherd the City's Strategic Plan, FranklinForward, 5) conduct regular Citizen's Surveys of the City's population, 6) identify process improvement opportunities in City functions, and 7) with the Finance Department, provide long-range financial planning and modeling.

FY 2025 Outlook

Being newly created for FY 2025, the Office of Budget & Performance will:
- Implement and monitor the FY 2025 Annual Operating Budget and provide primary support for the FY 2026 Annual Operating budget process,
- With Administration, complete the update to the City's Strategic plan and develop measurable elements of 1-3 year action plans which then will be incorporated into both annual budgets and daily operations,
- Work to develop internal and external dashboards to monitor the City's financial and operational effectiveness,
- With the Board of Mayor and Aldermen and Administration, continue to refine and approve a new ten-year Capital Investment Plan,
- Conduct the City's fourth Citizen's Survey, and
- Solicit communities in Tennessee to provide standardized performance measurements of city services in order to benchmark against one another.

Performance Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizens Survey data. The Finance Department has two of these categories - Strategic Plan measures (Financial) and General performance measures (Non-Financial).

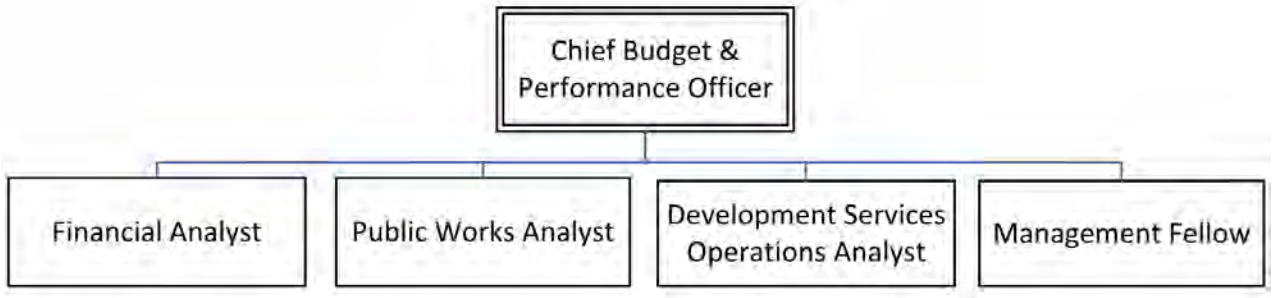
Strategic Plan Measures

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.

Related Theme: All four themes

Organizational Chart



Staffing by Position

Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Chief Budget & Performance Officer	M	0	0	0	0	0	0	0	0	1	0
Financial Analyst	I	0	0	0	0	0	0	0	0	1	0
Development Services Operations Analyst	I	0	0	0	0	0	0	0	0	1	0
Public Works Analyst	I	0	0	0	0	0	0	0	0	1	0
Management Fellow	E	0	0	0	0	0	0	0	0	1	0
Totals		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**5**	**0**

Budget Summary

Budgeting & Performance

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	–	–	–	$0	$529,284	$529,284	–
PERSONNEL TOTAL	**–**	**–**	**–**	**$0**	**$529,284**	**$529,284**	**–**
OPERATIONS							
SERVICES (82000)	–	–	–	$0	$38,552	$38,552	–
SUPPLIES (83000)	–	–	–	$0	$6,250	$6,250	–
BUSINESS EXPENSES (85000)	–	–	–	$0	$5,000	$5,000	–
DEBT SERVICE (86000)	–	–	–	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	–	–	–	$0	$0	$0	–
OPERATIONS TOTAL	**–**	**–**	**–**	**$0**	**$49,802**	**$49,802**	**–**
CAPITAL							
CAPITAL ASSETS (89000)	–	–	–	$0	$0	$0	–
CAPITAL TOTAL	**–**	**–**	**–**	**$0**	**$0**	**$0**	**–**
110 - GENERAL FUND TOTAL	**–**	**–**	**–**	**$0**	**$579,086**	**$579,086**	**–**
EXPENSES TOTAL	**–**	**–**	**–**	**$0**	**$579,086**	**$579,086**	**–**

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FY 2025 Operating Budget

Law

Shauna R. Billingsley, City Attorney

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, forms, 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

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.

Related Theme: All Four Themes

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

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

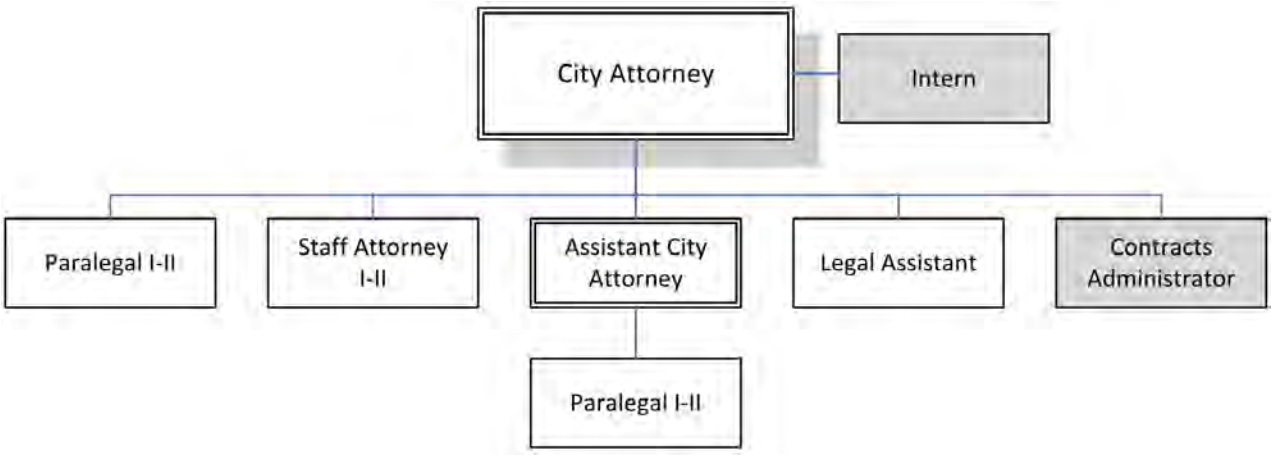
The Law Department has one of these categories - General performance measures (Non-Financial).

General Performance Measures

Legal Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of tasks completed.	708	665	603	436	4,006
Number of tasks created.	726	734	647	405	4,388
Total number of litigation cases closed.	66	93	125	95	156
Total number of litigation cases opened.	130	105	133	98	171
Number of contracts drafted/reviewed.	275	360	387	371	401
Number of ordinances drafted/reviewed.	73	40	52	51	56
Number of resolutions drafted/reviewed.	102	270	190	114	97
AMOUNT	**2,080**	**2,267**	**2,137**	**1,570**	**9,275**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Attorney	O	1	0	1	0	1	0	1	0	1	0
Assistant City Attorney	M	1	0	1	0	1	0	1	0	1	0
Staff Attorney I-II	J-L	1	0	1	0	1	0	1	0	1	0
Contracts Administrator	H	0	0	0	0	0	0	1	0	0	0
Paralegal	G	1	0	1	0	2	0	2	0	2	0
Legal Assistant	F	1	0	1	0	1	0	1	0	1	0
Intern	INTERN	0	0	0	0	0	0	0	0	0	0
Sub-Total - Budgeted Positions		**5**	**0**	**5**	**0**	**6**	**0**	**7**	**0**	**6**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Contracts Administrator	H	0	0	0	0	0	0	0	0	1	0
Intern	INTERN	0	1	0	1	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**1**	**1**

Total Authorized Positions	**5**	**1**	**5**	**1**	**6**	**1**	**7**	**1**	**7**	**1**

Budget Summary

Law

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$712,229	$794,211	$868,204	$863,741	$859,449	($8,755)	(1.0%)
PERSONNEL TOTAL	**$712,229**	**$794,211**	**$868,204**	**$863,741**	**$859,449**	**($8,755)**	**(1.0%)**
OPERATIONS							
SERVICES (82000)	$89,427	$111,125	$253,888	$253,888	$250,741	($3,147)	(1.2%)
SUPPLIES (83000)	$12,092	$20,260	$26,470	$26,470	$23,769	($2,701)	(10.2%)
BUSINESS EXPENSES (85000)	$7,565	$8,339	$14,734	$14,592	$15,142	$408	2.8%
DEBT SERVICE (86000)	–	$11,096	–	$0	$0	$0	–
APPROPRIATIONS (87000)	–	–	$0	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($159,415)	($112,546)	($80,658)	($196,955)	($80,658)	$0	0.0%
OPERATIONS TOTAL	**($50,330)**	**$38,273**	**$214,434**	**$97,995**	**$208,994**	**($5,440)**	**(2.5%)**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$661,899**	**$832,484**	**$1,082,638**	**$961,736**	**$1,068,443**	**($14,195)**	**(1.3%)**
EXPENSES TOTAL	**$661,899**	**$832,484**	**$1,082,638**	**$961,736**	**$1,068,443**	**($14,195)**	**(1.3%)**

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HISTORIC
FRANKLIN
TENNESSEE

FY 2025 Operating Budget

Milissa Reierson, Communications Manager

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, Website and all Social Media channels. We have worked continuously to promote the City, disseminate information to citizens and maintain standards for professional excellence.

FY 2025 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 look forward to working with the Mayor and newly elected and re-elected board. The Communications Division works with all City departments to help them achieve their communications goals.

Performance Measures

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.

Related 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 - 32,332; social media: Facebook followers - 7,462, Twitter followers - 4,350, YouTube views - 38,664.

Related 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: To 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)

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial), and Citizen Survey data.

The Communications Division has three of these categories - Strategic Plan measures (Non-Financial), General performance measures (Non-Financial), and Citizen Survey data.

Comm. FranlinForward Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number people who saw any of your posts at least once (reach) on Instagram. Goal: Increase the public's use of social media forms of communication.	1,029,943	1,922,919	1,322,472	10,000,000	1,469,852
Number of interactions people have with your content, likes, comments, shares or reposts on Facebook. Goal: Increase the public's use of social media forms of communication.	314,297	461,839	492,865	176,000	137,254
Number of impressions (total number of times your content is displayed) on Twitter. Goal: Increase the public's use of social media forms of communication.	2,147,600	2,554,000	5,452,624	3,400,000	3,466,593
Number of impressions (total number of times your content is displayed) on Instagram. Goal: Increase the public's use of social media forms of communication.	1,389,190	2,217,431	2,121,435	4,100,000	0
Number of YouTube upload views. Goal: Increase the public's use of social media forms of communication.	0	33,366	96,244	154,043	225,066
Number of impressions (total number of times your content is displayed) on Facebook. Goal: Increase the public's use of social media forms of communication.	6,694,773	7,109,594	5,499,685	7,600,000	0
Number of Twitter followers. Goal: Increase the public's use of social media forms of communication.	28,400	28,900	29,996	30,700	31,700
Number of Instagram followers. Goal: Increase the public's use of social media forms of communication.	15,924	21,000	24,646	29,429	42,800
Number of interactions people have with your content, likes, comments, shares or reposts on Twitter. Goal: Increase the public's use of social media forms of communication.	28,400	99,330	651,229	0	0
Number people who saw any of your posts at least once (reach) on Facebook. Goal: Increase the public's use of social media forms of communication.	5,061,265	6,330,869	3,113,638	5,000,000	1,826,629
Number of Facebook followers. Goal: Increase the public's use of social media forms of communication.	37,480	41,117	45,010	48,433	49,000
AMOUNT	**16,747,272**	**20,820,365**	**18,849,844**	**30,538,605**	**7,248,894**

General Performance Measures

Communications Non-Financial Performance Measures

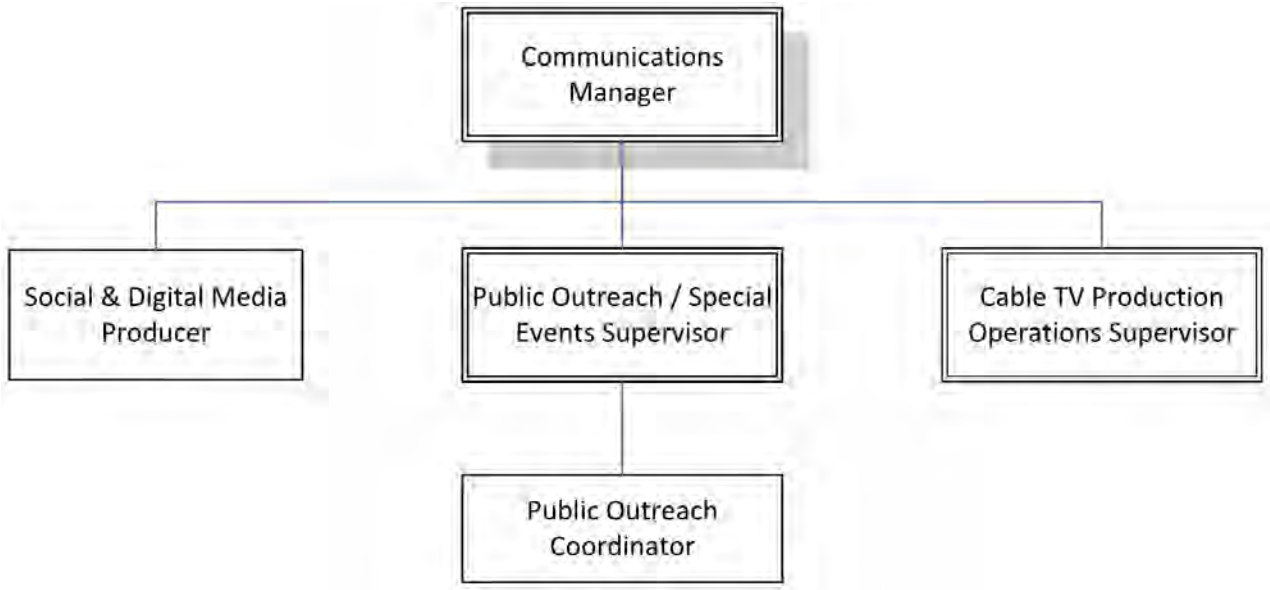
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of local programs produced for Franklin TV (not including meetings).	40	183	174	43	23
Number of special events processed by the City.	55	23	33	33	32
Number of press releases (excluding Police & Fire).	30	45	30	18	30
Number of programs produced for social media.	80	0	380	0	0
Number of film permits processed by the City.	22	9	21	21	6
AMOUNT	**227**	**260**	**638**	**115**	**91**

Citizens Survey

Communication Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating Opportunities cultural/arts/music activities as excellent/good	79	83	79
Percent rating Opportunities cultural/arts/music activities as fair/good	21	17	21
Percent rating Opportunities to attend special events and festivals as excellent/good	87	85	87
Percent rating Opportunities to attend special events and festivals as fair/poor	13	15	13
Percent rating the quality of public information services as excellent/good	78	86	71
Percent rating the quality of public information services as fair/poor	22	14	29
AMOUNT	**300**	**300**	**300**

Organizational Chart



Staffing by Position

Position	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Chief Communications Officer	J	1	0	1	0	1	0	1	0	1	0
Public Outreach / Special Events Supervisor	I	0	0	0	0	1	0	1	0	1	0
Cable TV Production Operations Specialist	G	1	0	1	0	1	0	1	0	1	0
Public Outreach Coordinator	G	0	0	0	0	0	0	1	0	1	0
Public Outreach Specialist	---	1	0	1	0	0	0	0	0	0	0
Social & Digital Media Producer	F	1	0	1	0	1	0	1	0	1	0
Video Production Assistant	D	0	1	0	1	0	1	0	0	0	0
Totals		**4**	**1**	**4**	**1**	**4**	**1**	**5**	**0**	**5**	**0**

Budget Summary

Communications

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$466,581	$517,866	$607,142	$606,623	$597,540	($9,602)	(1.6%)
PERSONNEL TOTAL	**$466,581**	**$517,866**	**$607,142**	**$606,623**	**$597,540**	**($9,602)**	**(1.6%)**
OPERATIONS							
SERVICES (82000)	$46,734	$87,821	$112,905	$115,094	$126,553	$13,648	12.1%
SUPPLIES (83000)	$24,760	$22,291	$39,115	$36,881	$26,911	($12,204)	(31.2%)
OPERATIONAL UNITS (84000)	$1,881	$4,904	$5,260	$1,964	$2,062	($3,198)	(60.8%)
BUSINESS EXPENSES (85000)	$6,487	$7,122	$7,477	$9,567	$10,045	$2,568	34.3%
REIMBURSEMENT OF EXPENDITURES (87500)	($105,634)	($70,098)	($46,452)	($46,452)	($46,452)	$0	0.0%
OPERATIONS TOTAL	**($25,772)**	**$52,040**	**$118,305**	**$117,054**	**$119,119**	**$814**	**0.7%**
CAPITAL							
CAPITAL ASSETS (89000)	–	–	$0	$0	$0	$0	–
CAPITAL TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
110 - GENERAL FUND TOTAL	**$440,809**	**$569,906**	**$725,447**	**$723,677**	**$716,659**	**($8,788)**	**(1.2%)**
EXPENSES TOTAL	**$440,809**	**$569,906**	**$725,447**	**$723,677**	**$716,659**	**($8,788)**	**(1.2%)**

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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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FY 2025 Operating Budget

Police

Chief Deborah Y. Faulkner, EdD

Departmental Summary

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 2025

- Maintain a low crime rate
- Continue to keep the case clearance rate above the national average
- Continue building community partnerships

Performance Measures

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.

Related Theme: A Safe, Clean, and Livable City

Franklin will have safe neighborhoods supported by high-quality police, fire, and emergency services as well as 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 be below 50% of the national violent crime rate.

- 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 below 50% of the national property crime rate.

- 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 violent crimes and property crimes.

- 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).
- 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).

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Police Department has three of these categories - Strategic Plan measures (Non-Financial) and General performance measures (Financial and Non-Financial).

Police FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total property crime clearance in Franklin. Goal: Establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes (Target: National x 1.5).	31	32	30.8	21	22.2
National property crime rate.	2,451.6	2,362.2	2,199.5	1,933.4	1,954.4
Total violent crime rate in Franklin.	232	206	168	173.7	195.6
National clearance rate for property crimes.	18.3	17.6	17.6	10.7	12.1
National clearance rate for violent crimes	45.6	45.6	45.5	32.5	36.7
National violent crime rate.	386.6	382.9	368.9	395.7	380.7
Total violent crime clearance in Franklin. Goal: Establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes (Target: National x 1.5).	57	47	54.5	58	57.6
Franklin as a percent of the National Property Crime Rate. Goal: Maintain a property crime rate below 50% of the national average (# per 100,000 pop).	66.7	62.6	62.9	45.6	52.9
Franklin as a percent of the National Violent Crime Rate. Goal: Maintain a violent crime rate below 50% of the national average (# per 100,000 pop).	60	53.8	45.5	43.9	51.4
Total property crime rate in Franklin.	1,635	1,478	1,384	880.7	1,034.6
AMOUNT	**4,983.8**	**4,687.7**	**4,377.2**	**3,595.2**	**3,798.2**

General Performance Measures

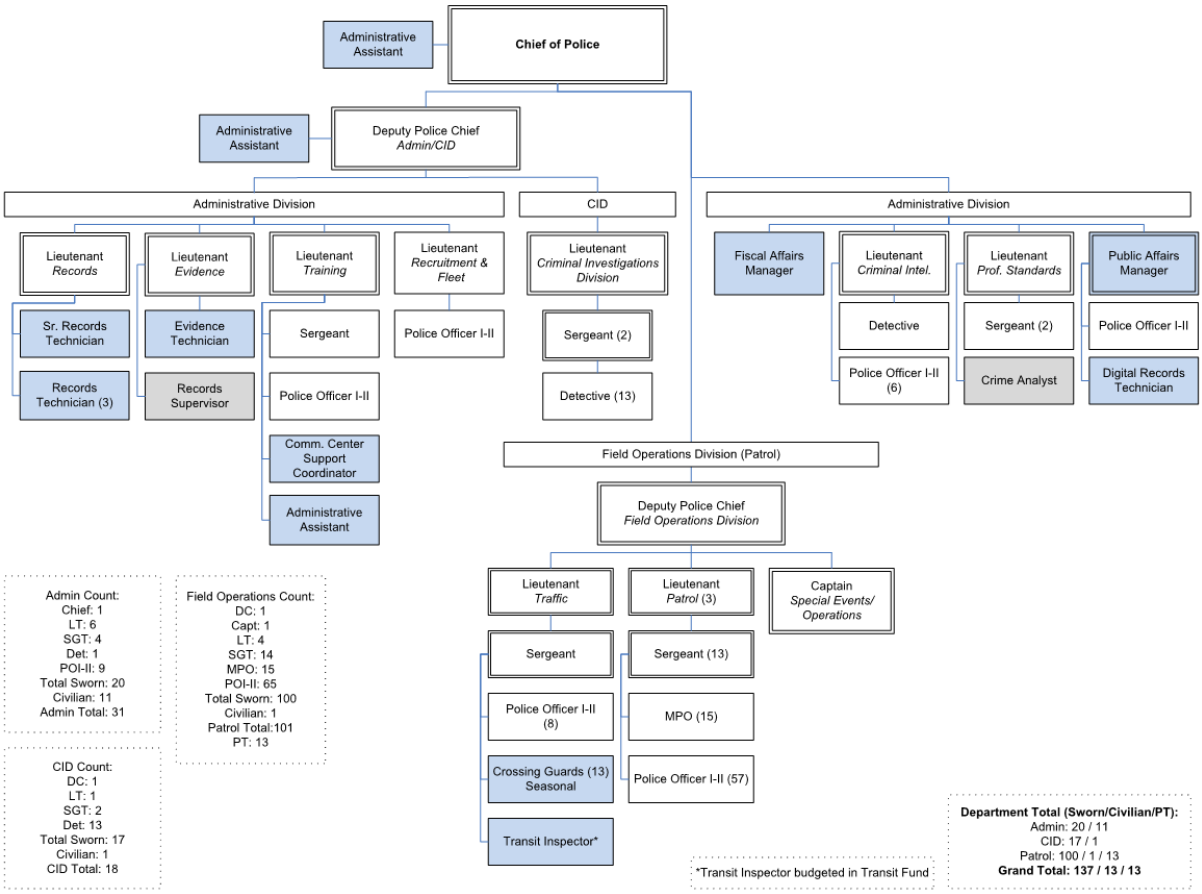
Police Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total cost per call for service.	$273	$281	$330	$269	$325
Total Police Department expenditures.	$16,589,729	$16,741,596	$17,528,750	$19,480,148	$23,233,178
Total per capita costs.	$232	$234	$247	$230	$257
AMOUNT	**$16,590,234**	**$16,742,111**	**$17,529,327**	**$19,480,647**	**$23,233,759**

Police Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Reported peak service population.	110,000	110,000	110,000	110,000	86,895
Number of calls for service (does not include calls in the City, but handled by other agencies).	60,201	59,138	53,075	71,086	68,666
Number of budgeted, full-time, sworn Officers.	129	132	131	134	136
Total public property accidents per FTE.	15.99	10.99	11.67	14.03	13.44
Police FTE per 1,000 population.	2	1.74	1.74	1.75	0.579
Total traffic accidents.	2,450	1,747	1,849	2,234	2,203
Number of high priority calls.	3,320	2,197	2,372	2,283	2,124
Traffic accidents with injury as a percentage of total traffic accidents.	13.8	13.7	12.98	12	13.3
Number of support personnel .	13	13	14	12	14
Average training hours taken by individual sworn employees.	40	40	40	0	60
Number of offenses.	4,972	4,444	4,036	3,796	0
Number of volunteers.	15	15	15	13	13
Number of arrest.	2,787	1,425	1,296	1,368	1,621
Number of Police vehicles.	150	150	150	178	169
Public property accidents/1,000 population.	32	22.5	19.74	24.54	23.2
Average response time (shown as min.seconds).	8.04	7.51	6.21	6.44	6.11
Number of alarm calls.	3,390	3,047	2,783	3,320	3,214
TIBRS Type A crimes.	3,106	2,717	2,472	2,576	2,918
TIBRS Type B crimes.	1,429	1,476	1,261	1,220	0
Total calls per sworn Officer.	466.7	448	405.2	530.493	504.897
TIBRS Type A crimes/1,000 population.	43.8	31.69	29.18	30.87	33.6
Public property accidents.	2,270	1,593	1,692	2,048	2,016
Total number of FTEs in Police Department.	142	145	145	146	150
AMOUNT	**194,996.33**	**188,815.13**	**181,817.72**	**201,034.123**	**170,794.126**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Sworn Officers											
Police Chief	N	1	0	1	0	1	0	1	0	1	0
Police Deputy Chief	M	2	0	2	0	2	0	2	0	2	0
Police Captain	K	1	0	1	0	1	0	1	0	1	0
Police Lieutenant	J	11	0	11	0	11	0	11	0	11	0
Police Sergeant	I	18	0	18	0	18	0	18	0	19	0
Detective/Master Patrol	H	27	0	27	0	26	0	29	0	29	0
Police Officer I-II	F-G	72	0	72	0	77	0	74	0	74	0
Non-Sworn Personnel											
Fiscal Affairs Manager	I	1	0	1	0	1	0	1	0	1	0
Public Affairs Manager	I	0	0	0	0	0	0	1	0	1	0
Records Supervisor	G	1	0	1	0	1	0	1	0	0	0
Digital Records Technician	F	1	0	1	0	1	0	1	0	1	0
Evidence Technician	F	1	0	1	0	1	0	1	0	1	0
Admin Assistant	E	3	0	3	0	3	0	3	0	3	0
Communication Center Support Coordinator	E	1	0	1	0	1	0	1	0	1	0
Senior Records Technician	E	1	0	1	0	1	0	1	0	1	0
Records Technician	D	3	0	3	0	3	0	3	0	3	0
*Transit Inspector**	D	0	0	1	0	1	0	1	0	1	0
Crossing Guards	SHPA	0	13	0	13	0	13	0	13	0	13
Sub-Total - Budgeted Positions		**144**	**13**	**145**	**13**	**149**	**13**	**150**	**13**	**150**	**13**

**Transit Inspector Reports to Traffic Sergeant, Is budgeted in the Transit Fund*

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Crime Analyst	G	1	0	1	0	1	0	1	0	1	0
Records Supervisor	G	0	0	0	0	0	0	0	0	1	0
Sub-Total - Unbudgeted Positions		**1**	**0**	**1**	**0**	**1**	**0**	**1**	**0**	**2**	**0**

Total Authorized Staffing		**145**	**13**	**146**	**13**	**150**	**13**	**151**	**13**	**152**	**13**

Positions by Division										
Administration	24	0	30	0	31	0	32	0	33	0
Patrol	95	13	99	13	101	13	101	13	101	13
CID	26	0	17	0	18	0	18	0	18	0
Total Authorized Staffing	**145**	**13**	**146**	**13**	**150**	**13**	**151**	**13**	**152**	**13**

Budget Summary

Police

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$15,107,001	$17,961,462	$19,575,052	$18,324,538	$19,180,616	($394,436)	(2.0%)
PERSONNEL TOTAL	**$15,107,001**	**$17,961,462**	**$19,575,052**	**$18,324,538**	**$19,180,616**	**($394,436)**	**(2.0%)**
OPERATIONS							
SERVICES (82000)	$2,095,612	$2,269,075	$2,924,465	$2,861,715	$2,811,144	($113,321)	(3.9%)
SUPPLIES (83000)	$1,299,761	$1,319,840	$1,398,301	$1,360,867	$1,552,768	$154,467	11.0%
OPERATIONAL UNITS (84000)	$123,594	$100,243	$104,756	$99,795	$174,138	$69,382	66.2%
BUSINESS EXPENSES (85000)	$530,221	$592,639	$586,016	$598,310	$643,636	$57,620	9.8%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$4,049,188**	**$4,281,796**	**$5,013,538**	**$4,920,687**	**$5,181,686**	**$168,148**	**3.4%**
CAPITAL	–	$61,448	$584,793	$584,793	$0	($584,793)	(100.0%)
110 - GENERAL FUND TOTAL	**$19,156,190**	**$22,304,706**	**$25,173,383**	**$23,830,018**	**$24,362,302**	**($811,081)**	**(3.2%)**
EXPENSES TOTAL	**$19,156,190**	**$22,304,706**	**$25,173,383**	**$23,830,018**	**$24,362,302**	**($811,081)**	**(3.2%)**

Police - Administration

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$3,050,520	$3,306,761	$3,993,349	$3,372,445	$3,713,405	($279,944)	(7.0%)
PERSONNEL TOTAL	**$3,050,520**	**$3,306,761**	**$3,993,349**	**$3,372,445**	**$3,713,405**	**($279,944)**	**(7.0%)**
OPERATIONS							
SERVICES (82000)	$1,949,983	$2,041,411	$2,711,059	$2,647,840	$2,559,735	($151,324)	(5.6%)
SUPPLIES (83000)	$1,143,667	$1,103,469	$1,298,775	$1,261,251	$1,337,818	$39,043	3.0%
OPERATIONAL UNITS (84000)	$22,116	$15,855	$23,772	$23,772	$37,900	$14,128	59.4%
BUSINESS EXPENSES (85000)	$195,827	$190,119	$187,601	$120,048	$126,715	($60,886)	(32.5%)
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$3,311,593**	**$3,350,855**	**$4,221,207**	**$4,052,911**	**$4,062,168**	**($159,039)**	**(3.8%)**
CAPITAL	–	$61,448	$584,793	$584,793	$0	($584,793)	(100.0%)
110 - GENERAL FUND TOTAL	**$6,362,112**	**$6,719,064**	**$8,799,349**	**$8,010,149**	**$7,775,573**	**($1,023,776)**	**(11.6%)**
EXPENSES TOTAL	**$6,362,112**	**$6,719,064**	**$8,799,349**	**$8,010,149**	**$7,775,573**	**($1,023,776)**	**(11.6%)**

Police - CID Division

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,890,369	$2,291,615	$2,556,259	$2,635,225	$2,746,861	$190,602	7.5%
PERSONNEL TOTAL	**$1,890,369**	**$2,291,615**	**$2,556,259**	**$2,635,225**	**$2,746,861**	**$190,602**	**7.5%**
OPERATIONS							
SERVICES (82000)	$60,415	$101,451	$140,805	$141,106	$124,109	($16,696)	(11.9%)
SUPPLIES (83000)	$10,553	$84,307	$0	$0	$33,550	$33,550	–
OPERATIONAL UNITS (84000)	$10,631	$18,834	$22,092	$22,095	$22,985	$893	4.0%
BUSINESS EXPENSES (85000)	$60,954	$76,212	$80,160	$130,491	$151,760	$71,600	89.3%
OPERATIONS TOTAL	**$142,553**	**$280,804**	**$243,057**	**$293,692**	**$332,404**	**$89,347**	**36.8%**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$2,032,923**	**$2,572,419**	**$2,799,316**	**$2,928,917**	**$3,079,265**	**$279,949**	**10.0%**
EXPENSES TOTAL	**$2,032,923**	**$2,572,419**	**$2,799,316**	**$2,928,917**	**$3,079,265**	**$279,949**	**10.0%**

Police - Patrol Division

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$10,166,112	$12,363,087	$13,025,444	$12,316,868	$12,720,350	($305,094)	(2.3%)
PERSONNEL TOTAL	**$10,166,112**	**$12,363,087**	**$13,025,444**	**$12,316,868**	**$12,720,350**	**($305,094)**	**(2.3%)**
OPERATIONS							
SERVICES (82000)	$85,214	$126,212	$72,601	$72,769	$127,300	$54,699	75.3%
SUPPLIES (83000)	$145,541	$132,064	$99,526	$99,616	$181,400	$81,874	82.3%
OPERATIONAL UNITS (84000)	$90,847	$65,553	$58,892	$53,928	$113,253	$54,361	92.3%
BUSINESS EXPENSES (85000)	$273,441	$326,308	$318,255	$347,771	$365,161	$46,906	14.7%
OPERATIONS TOTAL	**$595,042**	**$650,137**	**$549,274**	**$574,084**	**$787,114**	**$237,840**	**43.3%**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$10,761,155**	**$13,013,224**	**$13,574,718**	**$12,890,952**	**$13,507,464**	**($67,254)**	**(0.5%)**
EXPENSES TOTAL	**$10,761,155**	**$13,013,224**	**$13,574,718**	**$12,890,952**	**$13,507,464**	**($67,254)**	**(0.5%)**

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HISTORIC FRANKLIN TENNESSEE

FY 2025 Operating Budget

Drug Fund

Chief Deborah Y. Faulkner, EdD

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 drug offense fines, any cash that is forfeited to the City or County, and proceeds resulting from the sale of any forfeited property (usually vehicles) and donations.

Legitimate expenditures for the fund include:

- Local drug treatment and education programs
- Drug enforcement (both general drug enforcement and cash transactions relating to undercover operations)
- General drug enforcement not directly related to undercover operations (including automobiles for drug investigators, maintenance and operational needs for a drug officer's automobile)
- Office supplies and 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)
- 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.

Performance Measures

There are no performance measures associated with the Drug Fund. It is supervised by personnel in the Police Department.

Strategic Plan Measures

There are no strategic plan measures associated with the Drug Fund. It is supervised by personnel in the Police Department.

Budget Summary

Drug Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
FINES & FEES (35000)	$112,498	$122,655	$146,470	$45,887	$103,698	($42,772)	(29.2%)
USE OF MONEY & PROPERTY (36000)	$57,994	$23,365	$9,000	$67,644	$40,085	$31,085	345.4%
OTHER REVENUE (37000)	$156	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$170,649**	**$146,020**	**$155,470**	**$113,531**	**$143,783**	**($11,687)**	**(7.5%)**
REVENUES TOTAL	**$170,649**	**$146,020**	**$155,470**	**$113,531**	**$143,783**	**($11,687)**	**(7.5%)**
Expenses							
140 - DRUG FUND							
PERSONNEL	–	–	–	$0	$0	$0	–
OPERATIONS							
SERVICES (82000)	$27,924	–	$5,000	$5,000	$5,150	$150	3.0%
SUPPLIES (83000)	–	$123,360	$109,504	$109,504	$150,990	$41,486	37.9%
OPERATIONAL UNITS (84000)	$17,660	$25,269	$52,500	$52,500	$47,700	($4,800)	(9.1%)
BUSINESS EXPENSES (85000)	$3,404	$1,450	$2,500	$2,500	$2,575	$75	3.0%
OPERATIONS TOTAL	**$48,989**	**$150,078**	**$169,504**	**$169,504**	**$206,415**	**$36,911**	**21.8%**
CAPITAL	$185,295	–	$0	$0	$0	$0	–
140 - DRUG FUND TOTAL	**$234,284**	**$150,078**	**$169,504**	**$169,504**	**$206,415**	**$36,911**	**21.8%**
EXPENSES TOTAL	**$234,284**	**$150,078**	**$169,504**	**$169,504**	**$206,415**	**$36,911**	**21.8%**

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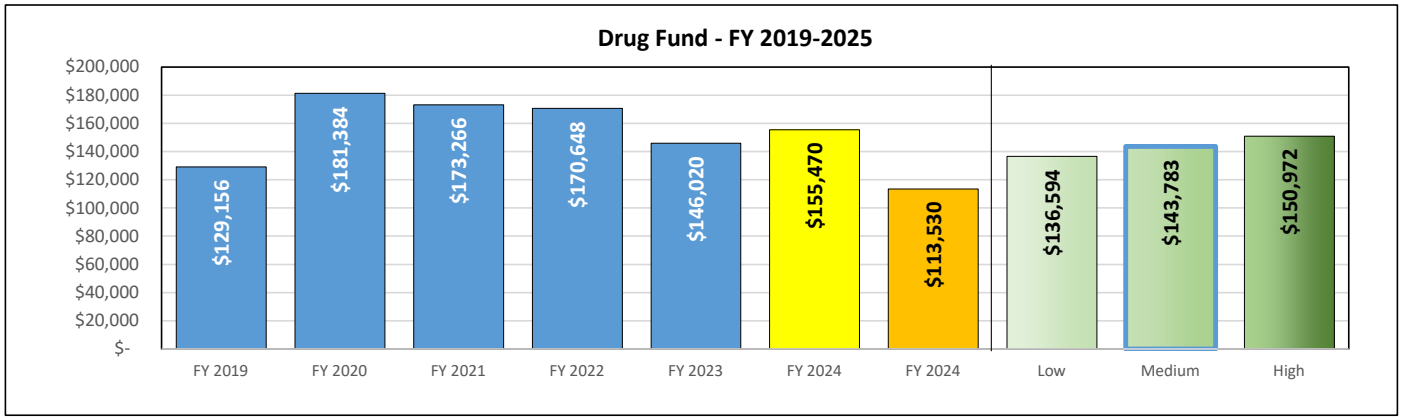
City of Franklin

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 drug offense fines, any cash that is forfeited to the city or county, and proceeds from the sale of any forfeited property (usually vehicles) and donations.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-42.9%	40.4%	-4.5%	-1.5%	-14%	6%	-27%	20%	27%	33%	
DRUG FINES RECEIVED	59,413	40,367	53,202	53,198	42,735	54,750	24,086	44,929	47,294	49,659	3-yr Average
DRUG CONTRIBUTIONS PAID TO POLICE DEPT	29,850	36,320	26,675	38,475	19,700	33,644	21,800	28,694	30,204	31,714	$ 163,311
CONFISCATED GOODS (FEDERAL)	7,820	13,327	3,655	-	-	14,801	-	5,890	6,200	6,510	-3.5%
CONFISCATED GOODS (STATE)	18,444	82,097	50,398	20,825	60,221	43,275	-	19,000	20,000	21,000	5-Yr Average
INTEREST INCOME	13,629	8,825	4,923	7,255	19,876	6,000	19,922	16,922	17,813	18,703	$ 160,095
SALE OF SURPLUS ASSETS	-	448	34,413	50,738	3,489	3,000	47,722	21,159	22,272	23,386	-1.8%
MISC INCOME				156	-	-	-				10-Yr Average
					-	-	-				$ 188,597
											-2.3%
Totals	**$ 129,156**	**$ 181,384**	**$ 173,266**	**$ 170,648**	**$ 146,020**	**$ 155,470**	**$ 113,530**	**$ 136,594**	**$ 143,783**	**$ 150,972**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Fire

Glenn Johnson, Fire Chief

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 11,266 incidents in 2023, experiencing a 4.1% increase in call volume over the previous year.

Repair and regular maintenance of Fire apparatus is an ongoing necessity. To eliminate negative service impacts to the community during repairs, the Fire Department maintains three reserve apparatus. Fire apparatus are custom built, costing between $1.1 million and $1.7 million with a 15-plus-year service life, and take approximately 36-42 months to equip and complete. Reserve apparatus availability ensures all apparatus are in a state of readiness and parts are available to service the fleet. FY25 requests include the replacement of a Brush Truck, Two Engines, a Ladder along with the refurbishing of two existing engines and a tower. Out of the FY25 Facilities Fund, we are requesting an Air Light Response Vehicle and Tower for Station 7.

In the past ten years, the department has increased staffing by 13% while the number of fire apparatus to staff has increased by 22%. The number of stations has increased by 33%, and call volume has increased by 72% in that same time. Overtime is used to cover gaps in minimum staffing. Each shift allows slots for vacation which leaves a buffer to allow slots for unexpected use of sick time before overtime must be used to fulfill minimum staffing requirements. Increasing shift staffing on each shift while leaving minimum staffing numbers the same would allow for an additional buffer to reduce the need for overtime. We are seeking the addition of six firefighters, 2 to each shift to ensure all apparatus are staffed adequately for emergency response to all areas of the city.

FY25 requests also include an FFD Internship Program which is designed to appeal to motivated individuals who are dedicated to learning the skills necessary for a career in the fire service. By providing an internship program in a region with low unemployment and a limited number of other training options, the Department benefits by being able to attract, identify, and train a diverse group of promising candidates for future employment. With the implementation of this program our hope is for those six interns to transition seamlessly into the Franklin Fire Department.

In 2023, the Franklin Fire Department reviewed plans for 2,502 projects, and conducted 1,845 total inspections. The Family Safety House visited 13 schools and helped educate 1,111 1st grade students. 1,762 3rd and 5th graders participated in the Great Escapes Program. The department participated in 411 community events including CPR & AED Awareness Day at the Cool Springs Galleria, Fire & Rescue and Williamson Health EMS on June 3, 2023, and an Open House and 9/11 tribute at Station 7 on September 9, 2023.

We thank the Board of Mayor and Aldermen 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.

FY 2025 Departmental Goals:

- Conduct Lateral Firefighter Process and fill vacancies.
- Have EVP (Emergency Vehicle Preemption) in place and operational city wide.
- Develop new officer orientation and on boarding program.
- Maintain a Class 1 Public Protection rating from the Insurance Services Office.
- Provide training to administrative and other key officer level staff on the current use of Operative IQ for medical supply inventory.

Performance Measures

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.

Related Theme: A Safe, Clean, and Livable City

Franklin will have safe neighborhoods supported by high-quality police, fire, and emergency services as well as code enforcement. 0

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.)

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Fire Department has five of these categories - Strategic Plan measures (Non-Financial and Financial), General performance measures (Financial and Non-Financial), and Citizens Survey data.

To the right shows the Fire Department's Financial Performance Measures per **Franklin*Forward***. The graph highlights the department's goal to reduce property fire loss per $1 million of appraised value.

The tables below show important non-financial measures from **Franklin*Forward*** and general financial and non-financial performance measures included in the Fire Department. This also includes Citizen Survey data.

Fire FranklinForward Financial Performance Measures

$0.00

Output Measure in FY2023

Fire FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Average Franklin total response time (dispatch and department - shown as min.sec). Goal: Provide a response time among the top quartile of TN Benchmark Cities.	5.6	5.25	5.2	5.26	5.33
Dispatch and department benchmark time for response (shown as min.sec).	6.47	5.25	5.2	5.26	5
AMOUNT	**12.07**	**10.5**	**10.4**	**10.52**	**10.33**

General Performance Measures

Fire Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total cost per call for service.	$2,044	$2,172	$1,895	$2,145	$2,224
Total Fire cost per capita.	$256	$266	$271	$264	$300
Total Fire cost.	$18,199,637	$18,907,043	$19,196,439	$22,096,490	$25,102,887
AMOUNT	**$18,201,937**	**$18,909,482**	**$19,198,604**	**$22,098,899**	**$25,105,412**

General Performance Measures

Fire Non-Financial Performance Measures

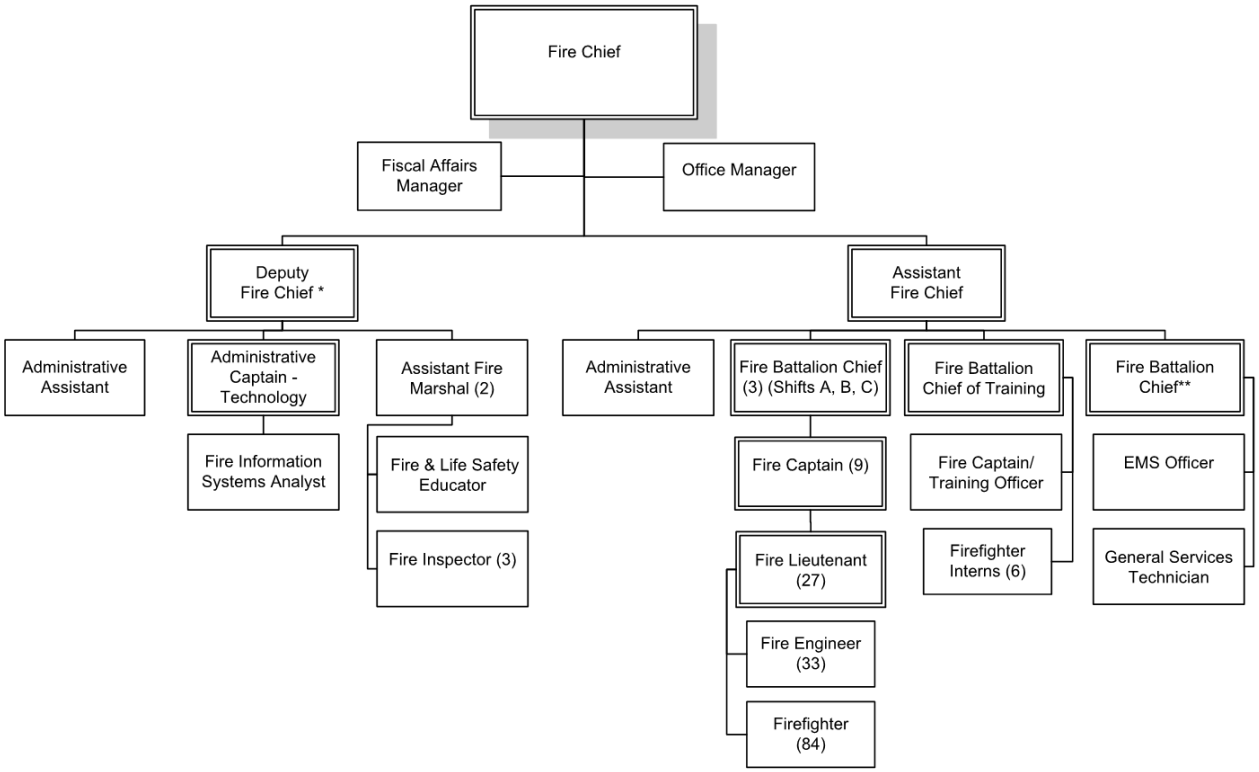
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of structure fire calls.	39	22	45	26	64
Achieve 100% attendance for in-house continuing ed credit training to all personnel needing to meet medical recertification requirements.	100	100	100	100	100
Total number of fire apparatus.	17	17	17	28	30
Number of fire inspections.	647	0	2,410	1,841	1,845
Number of severe weather/natural disaster calls.	4	10	7	4	8
Number of calls for service.	8,879	8,695	10,125	10,272	11,266
Number of overpressure calls.	14	16	5	14	17
Percentage of fires confined to the room of origin. Goal: 90% of all interior structure fire incidents will be confined to the room of origin.	95	68	95	65	65
Number of fire calls.	119	140	134	160	198
Achieve 100% attendance for in-house fire suppression training to met the TN Commission on Firefighting's 40-hour In-Service Training Program.	100	100	100	100	100
Number of hazardous condition calls.	174	189	195	216	236
Number of service calls.	835	1,045	909	902	1,142
ISO rating.	1	1	1	1	1
Number of false alarm calls.	1,029	1,051	1,144	1,138	1,307
Number of Fire Stations.	8	8	8	8	8
Number of "other" calls.	2	3	13	11	18
Number of medical calls.	5,896	5,423	6,618	6,813	7,342
Total structure fires/1,000 population.	0.55	0.31	0.63	0.31	0.903
Total calls for service/1,000 population.	125	123	143	123	158.882
Number of good intention calls.	803	812	1,100	1,014	998
AMOUNT	**18,887.55**	**17,823.31**	**23,169.63**	**22,836.31**	**24,904.785**

Citizens Survey

Fire Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of Fire prevention and education as excellent/good	91	92	92
Percent rating the quality of Fire prevention and education as fair/poor	9	8	8
Percent rating the quality of Fire services as excellent/good	99	97	97
Percent rating the quality of Fire services as fair/poor	1	3	3
AMOUNT	**200**	**200**	**200**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fire Chief	N	1	0	1	0	1	0	1	0	1	0
Assistant Fire Chief	M	1	0	1	0	1	0	1	0	1	0
Deputy Fire Chief[1]	L	1	0	1	0	1	0	1	0	1	0
Fire Battalion Chief[2]	K	4	0	4	0	4	0	4	0	4	0
Battalion Chief of Training	K	1	0	1	0	1	0	1	0	1	0
EMS Officer	J	1	0	1	0	1	0	1	0	1	0
Fire Captain	J	9	0	9	0	9	0	9	0	9	0
Fire Captain/Training Officer	J	1	0	1	0	1	0	1	0	1	0
Administrative Captain - Technology	J	1	0	1	0	1	0	1	0	1	0
Assistant Fire Marshal	J	2	0	2	0	2	0	2	0	2	0
Fiscal Affairs Manager	I	1	0	1	0	1	0	1	0	1	0
Fire Information Systems Analyst	H	0	0	0	0	1	0	1	0	1	0
Fire & Life Safety Educator	H	1	0	1	0	1	0	1	0	1	0
Fire Lieutenant	H	24	0	24	0	24	0	27	0	27	0
Fire Inspector	H	3	0	3	0	3	0	3	0	3	0
Fire Engineer	G	33	0	33	0	33	0	33	0	33	0
Office Manager	G	0	0	0	0	0	0	1	0	1	0
Firefighter[3]	F	84	0	84	0	84	0	84	0	84	0
Administrative Assistant	E	3	0	3	0	3	0	2	0	2	0
General Services Technician	E	1	0	1	0	1	0	1	0	1	0
Intern	D	0	0	0	0	0	0	0	0	0	6
Sub-Total - Budgeted Positions		**172**	**0**	**172**	**0**	**173**	**0**	**176**	**0**	**176**	**6**

Total Authorized Positions		**172**	**0**	**172**	**0**	**173**	**0**	**176**	**0**	**176**	**6**

[1] Deputy Fire Chief serves as Fire Marshal & directs Strategic Initiatives.

[2] One Fire Battalion Chief directs Administrative Services for the Fire Department.

[3] In addition to authorized positions shown, up tot 5 temporary overfills are budgeted herein. Cadets are hired at Grade E.

Budget Summary

Fire

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$19,463,900	$22,522,489	$25,244,081	$25,110,441	$24,804,353	($439,728)	(1.7%)
PERSONNEL TOTAL	**$19,463,900**	**$22,522,489**	**$25,244,081**	**$25,110,441**	**$24,804,353**	**($439,728)**	**(1.7%)**
OPERATIONS							
SERVICES (82000)	$1,211,648	$1,288,996	$1,643,803	$1,619,336	$1,693,358	$49,555	3.0%
SUPPLIES (83000)	$965,041	$1,047,736	$1,291,385	$1,304,250	$1,271,079	($20,306)	(1.6%)
OPERATIONAL UNITS (84000)	$778	$4,670	$4,000	$2,500	$2,000	($2,000)	(50.0%)
BUSINESS EXPENSES (85000)	$124,696	$196,238	$215,196	$231,674	$241,797	$26,601	12.4%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$2,302,163**	**$2,537,640**	**$3,154,384**	**$3,157,760**	**$3,208,234**	**$53,850**	**1.7%**
CAPITAL	$264,987	$0	$100,000	$88,573	$0	($100,000)	(100.0%)
110 - GENERAL FUND TOTAL	**$22,031,049**	**$25,060,129**	**$28,498,465**	**$28,356,774**	**$28,012,587**	**($485,878)**	**(1.7%)**
EXPENSES TOTAL	**$22,031,049**	**$25,060,129**	**$28,498,465**	**$28,356,774**	**$28,012,587**	**($485,878)**	**(1.7%)**

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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 FY 2022 Annual Comprehensive Financial Report (32nd consecutive 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 FY 2022 budget document (14th year).

- Completed the eighth consecutive annual audit (FY 2022) with no findings.

Under this operating unit are:

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

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FY 2025 Operating Budget

Finance

Mike Lowe, Comptroller
Margaret Wilson, Comptroller

Departmental Summary

The Finance Department oversees the security and management of the City's financial interests. 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) investment of temporarily idle funds, (3) maintaining and reconciling City bank accounts, (4) issuing employee payroll, (5) issuing vendor payments, (6) internal audits, and (7) ensuring that the annual external financial audit is conducted.

FY 2024 Accomplishments & FY 2025 Outlook

- Received no audit finding from the FY 2023 audit.
- With Administration, responded to federal transit review to clarify grant roles of City/Franklin Transit and transit services contractor, The TMA Group.
- Implemented required software as a service lease accounting and reporting for the 2023 annual report.
- With HR, updated internal controls for reviewing insurance coverage and budgeting and focused on documentation of financial processes to ensure the documentation of financial processes to ensure the documentation was in place and current.
- Received the Certificate for Achievement of Excellence in Financial Reporting for the 32nd consecutive year and received the Distinguished Budget Presentation Award for the 14th year from the Government Finance Officers Association (GFOA).
- Continued to spearhead new Statewide performance measurement initiative - the Benchmarking Alliance of Tennessee.
- With the City Administrator, hosted and mentored the City's third Management Fellow.
- Spearheaded and successfully developed FY 2024 Annual Operating Budget.
- Updated City's ten-year Capital Investment Program Financial Model and provided staff support for ongoing City Hall Project.
- Focused on Capital Asset inventory in accordance to updated Capital Asset Policy approved August 2022.

Department Summary (con't)

For 2025, the department is focusing on the following financial best practices:

- The Processing (including Payroll and AP) section is focusing on improving payment and scanning processes, and
- The Accounting and Reporting section will continue to work with departments on financial policies development and updates.

Performance Measures

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.

Related 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.

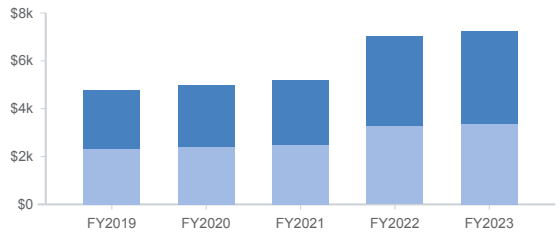
Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Finance Department has three of these categories - Strategic Plan measures (Financial and Non-Financial) and General performance measures (Non-Financial)

To the right is shown one of the key financial indicators of **Franklin*Forward***, to create and maintain 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. Over the years, while the City funds most of its General Fund operations from the Local Option Sales Taxes and comparatively little from Property Taxes, the balance of valued property in the community between commercial/industrial and residential sources has remained relatively steady. This stability is good for the community and for financial planning.

Finance FranklinForward Financial Performance Measures



$7,274.21
Output Measure in FY2023

The tables below show important non-financial measures from **Franklin*Forward*** and general non-financial performance measures included in the Finance Department.two credit rating agencies for over 23 years.

Finance FranklinForward Non-Financial Perf. Measures

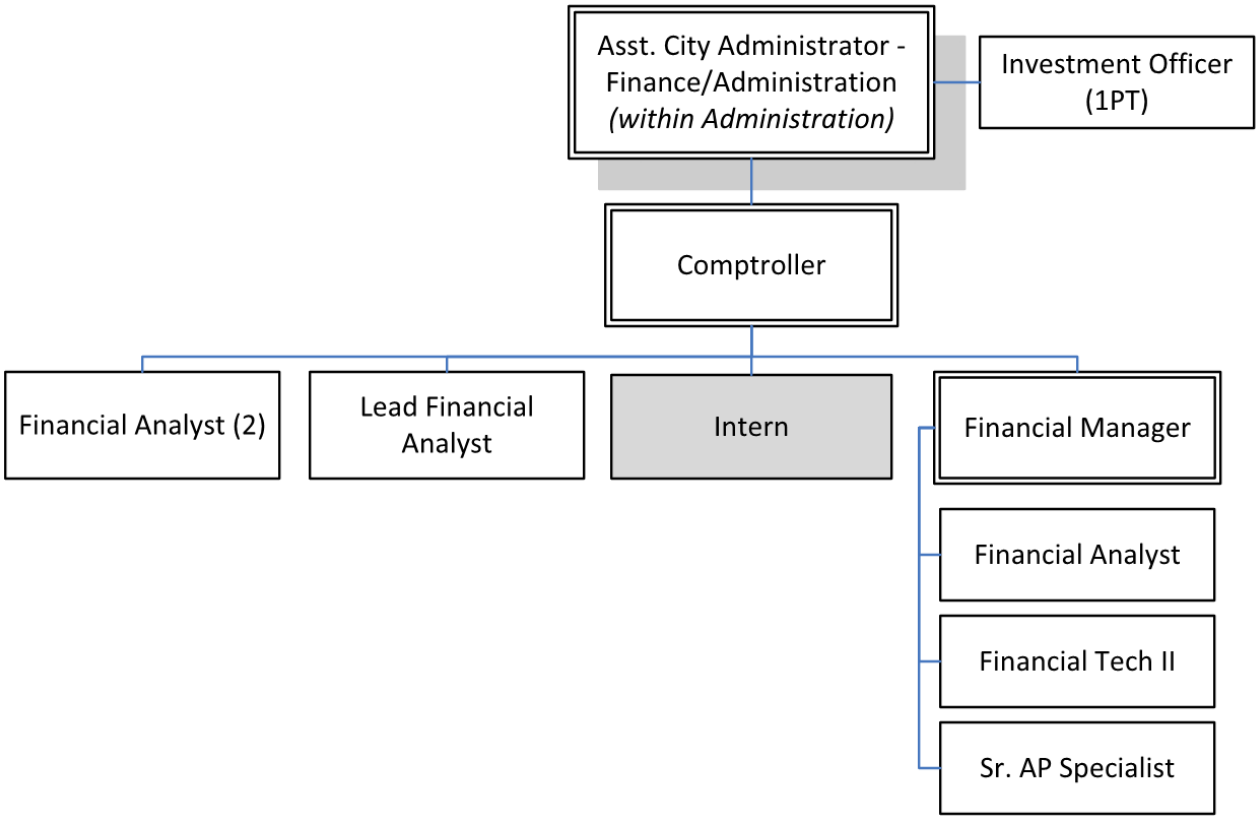
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Percent of tax base that is industrial & commercial. Goal: equitable and balanced commercial, industrial, and residential tax base without an over-dependence on a single dominant.	51.9	52.3	52.5	53.7	53.9
Cumulative number of months that the City has retained the AAA rating that was earned in December 1998.	246	258	270	282	294
Percent of tax base that is residential and farm. Goal: Equitable and balanced commercial, industrial, and residential tax base without an over-dependence on a single dominant.	48.1	47.7	47.5	46.3	46.1
Number of agencies that have affirmed the City's rating (maximum 3).	2	2	2	2	2
Number of agencies that have rated Franklin with AAA. Goal: 2 of 3 (Moody's, Fitch, and S&P).	2	2	2	2	2
AMOUNT	**350**	**362**	**374**	**386**	**398**

General Performance Measures

Finance Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of Payments issued.	3,184	3,323	2,932	2,574	2,853
Percent of payroll paid by ACH. Sustainable Franklin measure. Goal: Increase use to 100%.	100	100	100	100	1
Number of AP transactions processed.	5,748	6,391	6,328	3,737	3,339
Achieve the GFOA Budget Report Award annually (shown as number of times awarded).	11	12	12	13	13
Achieve GFOA Annual Report Award for Financial Reporting annually (shown as number of consecutive years awarded).	28	29	30	31	32
Number of days to close fiscal year; not to exceed 60.	60	60	60	60	60
Exceed return on investments compared to BAML benchmark.	3.44	3.43	0.14	1.24	0.48
Percent of AP paid by ACH. Sustainable Franklin measure. Goal: Increase year over year.	55	61	64	67	66
Number of Non-Payroll checks issued.	1,429	1,283	1,051	836	993
Bank of America/Merrill Lynch return on investment benchmark.	3.53	3.48	0.1	1.2	1.18
AMOUNT	**10,621.97**	**11,265.91**	**10,577.24**	**7,420.44**	**7,358.66**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Investment Officer	M	0	1	0	1	0	1	0	1	0	1
Comptroller*	L	1	0	1	0	1	0	1	0	1	0
Budget & Strategic Innovation Manager	L	1	0	1	0	1	0	1	0	0	0
Financial Manager	J	1	1	1	1	1	1	1	1	1	0
Lead Financial Analyst	I	0	0	0	0	0	0	0	0	1	0
Financial Analyst	I	4	0	4	0	4	0	4	0	3	0
Payroll Specialist	G	1	0	1	0	1	0	1	0	1	0
Senior AP Specialist	F	1	0	1	0	1	0	1	0	1	0
Sub-Total - Budgeted Positions		**9**	**2**	**9**	**2**	**9**	**2**	**9**	**2**	**8**	**1**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Intern	INTERN	0	1	0	1	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**

Total Authorized Positions	**9**	**3**	**9**	**3**	**9**	**3**	**9**	**3**	**8**	**2**

** Authorized overfill beginning January 2024*

Budget Summary

Finance

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,095,516	$1,175,384	$1,402,555	$1,332,906	$1,108,382	($294,173)	(21.0%)
PERSONNEL TOTAL	**$1,095,516**	**$1,175,384**	**$1,402,555**	**$1,332,906**	**$1,108,382**	**($294,173)**	**(21.0%)**
OPERATIONS							
SERVICES (82000)	$141,433	$119,242	$100,385	$120,435	$53,140	($47,245)	(47.1%)
SUPPLIES (83000)	$36,900	$12,853	$66,500	$60,300	$43,500	($23,000)	(34.6%)
BUSINESS EXPENSES (85000)	$96,860	$95,467	$121,374	$121,480	$126,376	$5,002	4.1%
DEBT SERVICE (86000)	–	–	–	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($239,685)	($168,921)	($216,262)	($216,262)	($216,262)	$0	0.0%
OPERATIONS TOTAL	**$35,509**	**$58,641**	**$71,997**	**$85,953**	**$6,754**	**($65,243)**	**(90.6%)**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$1,131,025**	**$1,234,025**	**$1,474,552**	**$1,418,859**	**$1,115,136**	**($359,416)**	**(24.4%)**
EXPENSES TOTAL	**$1,131,025**	**$1,234,025**	**$1,474,552**	**$1,418,859**	**$1,115,136**	**($359,416)**	**(24.4%)**

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FY 2025 Operating Budget

Purchasing

Brian Wilcox, Purchasing Manager

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 $50,000, 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 named 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, Police and Parks, 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 2025 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

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.

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

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial), and Citizen Survey data.

The Purchasing Office two of these categories - General performance measures (Financial and Non-Financial).

General Performance Measures

Purchasing Financial Performance Measures

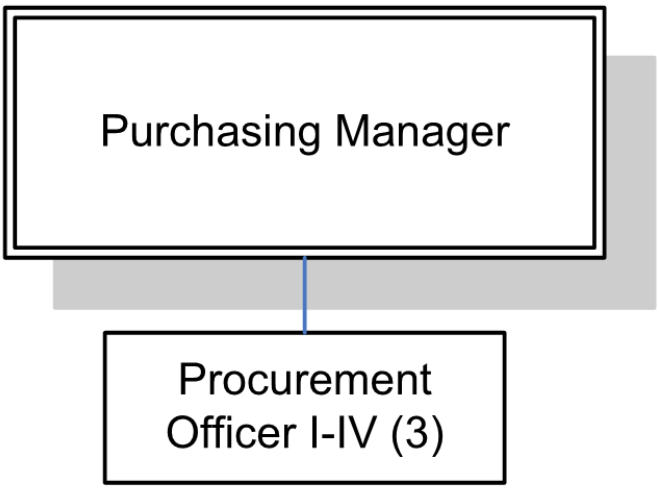
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total organization purchasing dollar volume.	$74,131,240	$118,607,334	$126,049,000	$105,544,142	$90,373,493
Value of purchasing card transactions processed.	$7,718,273	$7,747,624	$6,739,793	$7,969,331	$7,109,698
Value of City's rebate received for total spend, net of credits (by calendar year).	$97,557	$80,889	$87,412	$92,460	$156,635
Value of proceeds from electronic auctions of surplus property (before fee paid by City for electronic auction services).	$323,377	$391,642	$186,087	$584,884	$263,368
Value of rolling stock items ordered in fiscal year.	$0	$4,160,075	$752,093	$2,704,210	$4,998,905
Fee paid by the City for electronic auction services.	$24,281	$29,300	$13,962	$43,872	$19,757
AMOUNT	**$82,294,729**	**$131,016,864**	**$133,828,347**	**$116,938,899**	**$102,921,857**

Purchasing Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of rolling stock items ordered in fiscal year.	0	36	3	25	66
Number of formal protests received.	1	0	0	1	0
Number of procurement requisitions submitted during calendar year.	250	200	303	293	242
Number of vendor outreach events attended.	1	0	0	0	0
Number of active vehicle cards at calendar-year-end	0	0	0	0	728
Number of emergency purchases reported to BOMA.	1	1	6	3	2
Number of active purchasing cards at calendar-year-end (as of 12/27/2023)	456	469	473	485	507
Number of sole-source purchases reported to BOMA.	10	12	4	8	5
Number of purchasing card transactions processed.	20,385	20,363	17,526	20,232	18,260

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Number of City purchase orders prepared.	88	81	93	110	126
Number of active driver IDs (a.k.a. PINs) at calendar-year-end	0	0	0	0	716
Number of formal procurement solicitations processed by the Purchasing office.	12	18	6	16	14
Number electronic auctions of surplus property.	161	73	49	61	88
AMOUNT	**21,365**	**21,253**	**18,463**	**21,234**	**20,754**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Purchasing Manager	J	1	0	1	0	1	0	1	0	1	0
Procurement Officer I-IV	E-I	2	0	3	0	3	0	3	0	3	0
Sub-Total - Budgeted Positions		**3**	**0**	**4**	**0**	**4**	**0**	**4**	**0**	**4**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Procurement Officer I-IV	E-I	1	0	0	0	0	0	0	0	0	0
Sub-Total - Unbudgeted Positions		**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Total Authorized Positions	**4**	**0**	**4**	**0**	**4**	**0**	**4**	**0**	**4**	**0**

Budget Summary

Purchasing

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$349,960	$432,093	$455,272	$453,355	$442,526	($12,746)	(2.8%)
PERSONNEL TOTAL	**$349,960**	**$432,093**	**$455,272**	**$453,355**	**$442,526**	**($12,746)**	**(2.8%)**
OPERATIONS							
SERVICES (82000)	$22,731	$25,439	$54,400	$37,300	$47,140	($7,260)	(13.3%)
SUPPLIES (83000)	$4,487	$3,613	$10,235	$13,392	$7,225	($3,010)	(29.4%)
BUSINESS EXPENSES (85000)	$2,693	$3,410	$3,580	$3,491	$3,665	$85	2.4%
DEBT SERVICE (86000)	–	$17,070	–	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($62,553)	($55,087)	($93,872)	($96,403)	($93,872)	$0	0.0%
OPERATIONS TOTAL	**($32,643)**	**($5,556)**	**($25,657)**	**($42,220)**	**($35,842)**	**($10,185)**	**39.7%**
CAPITAL	–	$85,618	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$317,318**	**$512,156**	**$429,615**	**$411,135**	**$406,684**	**($22,931)**	**(5.3%)**
EXPENSES TOTAL	**$317,318**	**$512,156**	**$429,615**	**$411,135**	**$406,684**	**($22,931)**	**(5.3%)**

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FY 2025 Operating Budget

Information Technology

Jason Potts, Director

Departmental Summary

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.

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.

Related 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: Total Citizen interactions through online portal / fiscal year.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial), and Citizen Survey data.

The Information Technology Department has one of these categories - General performance measures (Non-Financial).

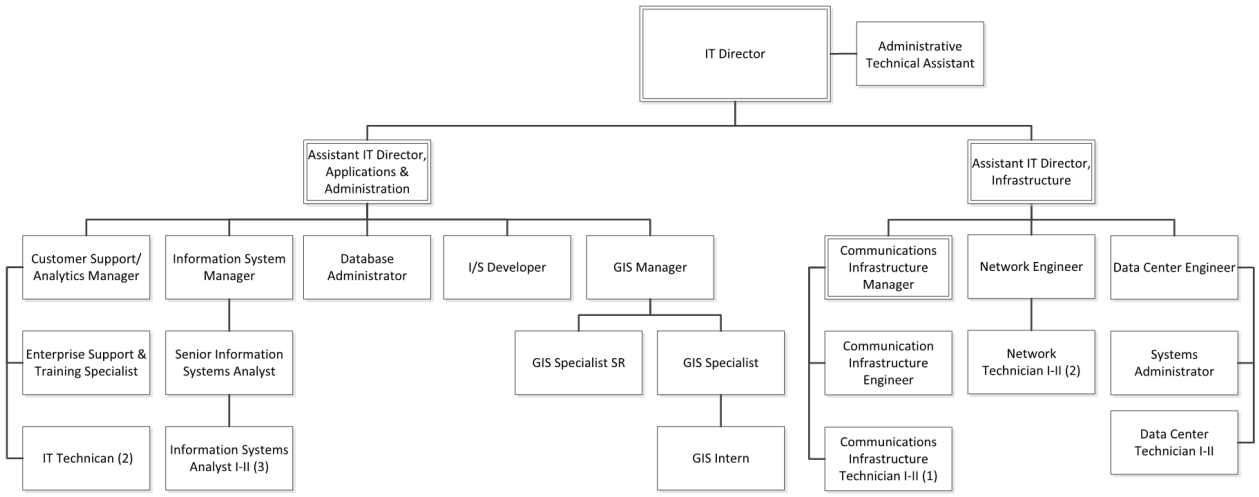
General Performance Measures

IT Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of supported technology devices & applications: virtual servers.*	0	0	0	0	175
Number of supported technology devices & applications: desktops.	0	0	0	337	0
Number of supported network devices: radios.*	0	0	0	0	707
Number of supported network devices: wireless radios.	0	0	0	790	0
Number of supported network devices: wireless access points.	0	0	0	60	0
Number of supported network devices: door access.*	0	0	0	0	232
Number of supported network devices: door access.	0	0	0	200	0
Number of supported network devices: wireless access points.*	0	0	0	0	78
Number of supported technology devices & applications: virtual servers.	0	0	0	150	0
Number of supported network devices: wireless radios.*	0	0	0	0	707
Number of supported technology devices & applications: desktops.*	0	0	0	0	459
Number of supported network devices: radios.	0	0	0	790	0
Number of supported technology devices & applications: laptops.	0	0	0	425	0
Number of supported infrastructure: fiber (# of miles).*	0	0	0	0	82
Number of supported network devices: network switches.	0	0	0	125	0
Number of supported technology devices & applications: mobile data terminals (MDT's).*	0	0	0	0	237
Number of supported network devices: phones.*	0	0	0	0	1,220
Number of supported network devices: cellphones.*	0	0	0	0	422
Number of budgeted full time positions.	23	24	25	25	26
Number of supported technology devices & applications: physical servers.	0	0	0	21	0
Number of supported infrastructure: intersections.	0	0	0	130	0
Number of supported infrastructure: radio towers.	0	0	0	3	0
Number of supported infrastructure: City facilities (buildings).	0	0	0	35	0
Number of supported technology devices & applications: cameras.*	0	0	0	0	253
Number of supported technology devices & applications: applications.	0	0	0	110	0
Number of supported technology devices & applications: applications.*	0	0	0	0	119
Number of supported technology devices & applications: cameras.	0	0	0	575	0
Number of supported infrastructure: City facilities (buildings).*	0	0	0	0	37

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Number of supported infrastructure: radio towers.*	0	0	0	0	3
Number of supported network devices: network switches/routers.*	0	0	0	0	363
Number of supported technology devices & applications: physical servers.*	0	0	0	0	17
Number of supported infrastructure: intersections.*	0	0	0	0	124
Number of supported network devices: cellphones.	0	0	0	387	0
Number of supported network devices: phones.	0	0	0	1,215	0
Number of technology service requests.	3,572	4,177	4,022	4,705	6,745
Number of supported technology devices & applications: mobile data terminals (MDT's).	0	0	0	170	0
Number of supported infrastructure: fiber (# of miles).	0	0	0	80	0
Number of supported technology devices & applications: laptops.*	0	0	0	0	578
AMOUNT	**3,595**	**4,201**	**4,047**	**10,333**	**12,584**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Information Technology Director	N	1	0	1	0	1	0	1	0	1	0
Assistant IT Director: Applications & Administration	L	1	0	1	0	1	0	1	0	1	0
Assistant IT Director: Infrastructure & Administration	L	0	0	0	0	0	0	0	0	1	0
Database Administrator	K	1	0	1	0	1	0	1	0	1	0
Information Systems Manager	K	1	0	1	0	1	0	1	0	1	0
Information Systems Developer	K	0	0	1	0	1	0	1	0	1	0
Communications Infrastructure Manager	K	1	0	1	0	1	0	1	0	1	0
Network Engineer	K	1	0	1	0	1	0	1	0	1	0
Data Center Engineer	K	1	0	1	0	1	0	1	0	1	0
Customer Support/Analytics Manager	J	1	0	1	0	1	0	1	0	1	0
GIS Manager	J	1	0	1	0	1	0	1	0	1	0
Systems Administrator	J	0	0	0	0	0	0	1	0	1	0
Senior Informations Systems Analyst	I	1	0	1	0	1	0	1	0	1	0
Communication Infrastructure Engineer	I	1	0	1	0	1	0	1	0	1	0
Enterprise Support & Training Specialist	H	1	0	1	0	1	0	1	0	1	0
Information Systems Analyst I-II	G-H	3	0	3	0	3	0	3	0	3	0
Communications Infrastructure Tech I-II	G-H	1	0	1	0	1	0	1	0	1	0
Data Center Technician I-II	G-H	2	0	2	0	2	0	1	0	1	0
Network Technician I-II	G-H	2	0	2	0	2	0	2	0	2	0
GIS Specialist Senior	G	1	0	1	0	1	0	1	0	1	0
GIS Specialist	F	2	0	1	0	1	0	1	0	1	0
Administrative Technical Assistant	F	1	0	1	0	1	0	1	0	1	0
IT Technician	E	1	0	1	0	2	0	2	0	2	0
GIS Intern	INTERN	0	1	0	1	0	1	0	1	0	1
Sub-Total - Budgeted Positions		**25**	**1**	**25**	**1**	**26**	**1**	**26**	**1**	**27**	**1**

Total Authorized Positions	**25**	**1**	**25**	**1**	**26**	**1**	**26**	**1**	**27**	**1**

Budget Summary

Information Technology

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$2,448,542	$3,053,754	$3,389,763	$3,519,023	$3,541,926	$152,163	4.5%
PERSONNEL TOTAL	**$2,448,542**	**$3,053,754**	**$3,389,763**	**$3,519,023**	**$3,541,926**	**$152,163**	**4.5%**
OPERATIONS							
SERVICES (82000)	$2,382,928	$2,373,067	$2,884,922	$2,803,922	$3,413,293	$528,371	18.3%
SUPPLIES (83000)	$151,903	$253,349	$387,900	$377,901	$352,901	($34,999)	(9.0%)
BUSINESS EXPENSES (85000)	$41,631	$86,895	$177,720	$177,724	$52,724	($124,996)	(70.3%)
DEBT SERVICE (86000)	–	$48,089	$0	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($976,022)	($648,031)	($915,778)	($915,778)	($915,778)	$0	0.0%
OPERATIONS TOTAL	**$1,600,440**	**$2,113,370**	**$2,534,764**	**$2,443,769**	**$2,903,140**	**$368,376**	**14.5%**
CAPITAL	$403,891	$224,518	$405,000	$277,114	$325,000	($80,000)	(19.8%)
110 - GENERAL FUND TOTAL	**$4,452,874**	**$5,391,642**	**$6,329,527**	**$6,239,906**	**$6,770,066**	**$440,539**	**7.0%**
EXPENSES TOTAL	**$4,452,874**	**$5,391,642**	**$6,329,527**	**$6,239,906**	**$6,770,066**	**$440,539**	**7.0%**

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FY 2025 Operating Budget

Billing & Licensing

Jessica Davey, Director

Departmental Summary

The Department of Billing & Licensing performs billing services, collection services, and provides custom service for the City of Franklin Utility Department (water and wastewater), Stormwater Division, and the Sanitation & Environmental Services Department. The department collects and processes business taxes, alcohol taxes, state shared taxes, and hotel/motel taxes. In addition, Billing & Licensing processes numerous permits for our citizens.

Performance Measures

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.

Related Theme: All Four Themes

Billing & Licensing provides general support of all four themes of Franklin*Forward*.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Department of Billing & Licensing has three of these categories - General performance measures (Financial and Non-Financial) and Citizen Survey data.

General Performance Measures

Revenue Management Financial Performance Measures

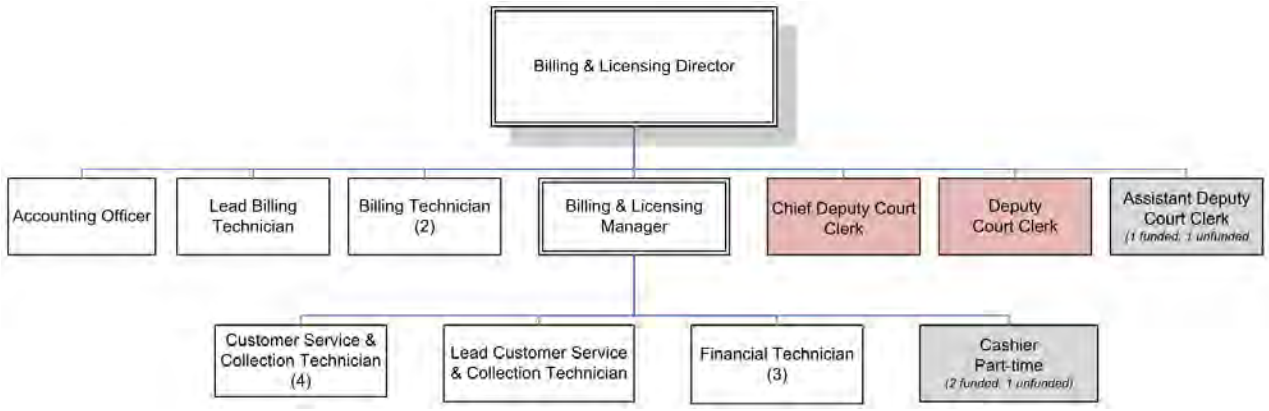
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Average monthly irrigation bill.	$250	$222	$213	$193	$287
Average monthly water bill.	$51	$50	$52	$55	$61
Average monthly sewer bill.	$59	$66	$68	$71	$77
AMOUNT	**$359**	**$338**	**$333**	**$318**	**$425**

Citizens Survey

Revenue Management Department Citizen Survey Results

Measure	FY2016	FY2019
Amount		
Percent rating the quality of utility billing services as excellent/good	79	80
Percent rating the quality of utility billing services as fair/poor	21	20
AMOUNT	**100**	**100**

Organizational Chart



Billing & Licensing Department shaded in **White**.
Municipal Court shaded in **Salmon**.
Unfunded positions shaded in **Gray**.

Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Billing & Licensing Director	J	1	0	1	0	1	0	1	0	1	0
Billing & Licensing Manager	H	1	0	1	0	1	0	1	0	1	0
Accounting Officer	G	1	0	1	0	1	0	1	0	1	0
Lead Billing/Collections Technician	---	1	0	1	0	0	0	0	0	0	0
Lead Customer Service & Collections Technician	F	0	0	0	0	1	0	1	0	1	0
Lead Billing Technician	F	0	0	0	0	1	0	1	0	1	0
Financial Technician I	E	2	0	3	0	3	0	3	0	3	0
Billing Technician	E	0	0	0	0	2	0	2	0	2	0
Customer Service & Collection Technician	E	0	0	0	0	4	0	4	0	4	0
Billing/Collections Technician	---	7	0	7	0	0	0	0	0	0	0
Cashier Part-Time	D	0	2	0	2	0	2	0	2	0	2
Sub-Total - Budgeted Positions		**13**	**2**	**14**	**2**	**14**	**2**	**14**	**2**	**14**	**2**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Financial Technician	E	1	0	0	0	0	0	0	0	0	0
Cashier Part-Time	D	0	1	0	1	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		**1**	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**

Total Authorized Positions	**14**	**3**	**14**	**3**	**14**	**3**	**14**	**3**	**14**	**3**

Budget Summary

Billing & Licensing

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,117,777	$1,321,113	$1,466,488	$1,479,517	$1,433,779	($32,709)	(2.2%)
PERSONNEL TOTAL	**$1,117,777**	**$1,321,113**	**$1,466,488**	**$1,479,517**	**$1,433,779**	**($32,709)**	**(2.2%)**
OPERATIONS							
SERVICES (82000)	$54,755	$23,864	$36,050	$21,257	$32,690	($3,360)	(9.3%)
SUPPLIES (83000)	$21,291	$36,479	$53,675	$43,475	$49,425	($4,250)	(7.9%)
BUSINESS EXPENSES (85000)	$389,659	$392,988	$479,700	$482,157	$474,012	($5,688)	(1.2%)
REIMBURSEMENT OF EXPENDITURES (87500)	($1,396,721)	($864,398)	($1,069,233)	($1,069,233)	($1,069,233)	$0	0.0%
OPERATIONS TOTAL	**($931,017)**	**($411,067)**	**($499,808)**	**($522,344)**	**($513,106)**	**($13,298)**	**2.7%**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$186,760**	**$910,046**	**$966,680**	**$957,173**	**$920,673**	**($46,007)**	**(4.8%)**
EXPENSES TOTAL	**$186,760**	**$910,046**	**$966,680**	**$957,173**	**$920,673**	**($46,007)**	**(4.8%)**

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FY 2025 Operating Budget

Municipal Court

Jessica Davey, Revenue & Licensing Manager

Departmental Summary

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 to promote 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. We achieve our vision with competent, professional employees, continuing advancements in technology, and process improvement measures.

Performance Measures

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Related Theme: All Four Themes

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

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

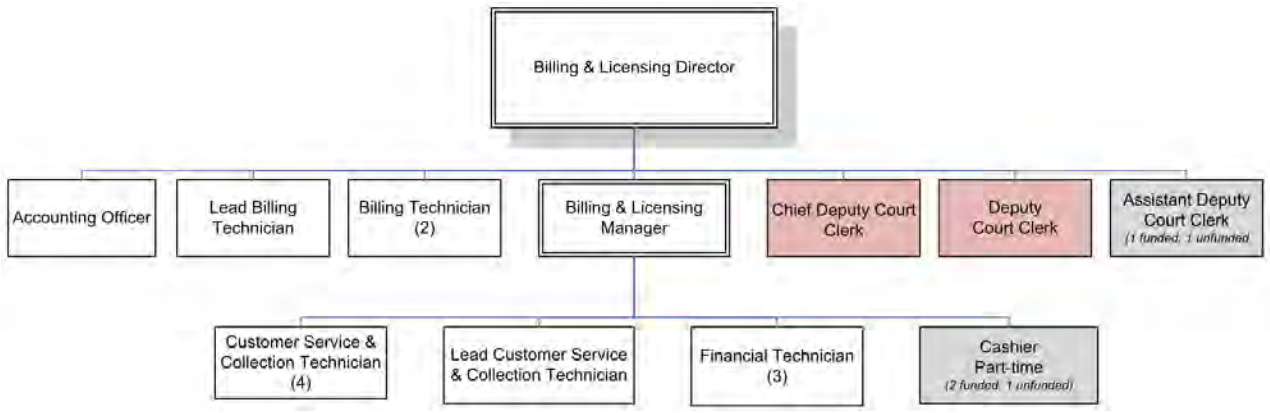
The Municipal Court has one of these categories - General Performance Measures (Non-Financial).

General Performance Measures

Court Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Average number of days from issuance of a citation to resolution (non-traffic school).	39	43	41	40	40
Number of moving violation cases.	4,650	1,524	1,650	1,514	3,406
Sustainable Franklin Metric: Percentage of customer inquiries responded to within 2 business days.	100	100	100	100	100
Number of parking violations - cited cases.	1,800	3,863	1,930	1,009	2,053
Municipal Court collections as a percentage of municipal obligations billed.	90	89	88	90	90
Number of financial responsibility cases.	325	290	297	277	254
Number of seat belt cases.	20	39	28	46	42
Number of codes enforcement cases.	120	57	86	41	85
Number of license and registration cases.	600	511	570	578	716
Number of failure to appear cases.	281	256	188	133	169
Number of parking violations - warning cases.	633	547	392	750	3,161
Total cases filed.	5,429	7,087	5,141	3,886	5,543
AMOUNT	**14,087**	**14,406**	**10,511**	**8,464**	**15,659**

Organizational Chart



Billing & Licensing Department shaded in **White**.
Municipal Court shaded in **Salmon**.
Unfunded positions shaded in **Gray**.

Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Chief Deputy Court Clerk	H	1	0	1	0	1	0	1	0	1	0
Deputy Court Clerk	F	1	0	1	0	1	0	1	0	1	0
Deputy Court Clerk/Cashier	---	0	1	0	0	0	0	0	0	0	0
Assistant Deputy Court Clerk	D	0	0	0	1	0	1	0	1	0	1
Court Secuirty and Parking Enforcement Officer	---	1	0	0	0	0	0	0	0	0	0
Sub-Total - Budgeted Positions		**3**	**1**	**2**	**1**	**2**	**1**	**2**	**1**	**2**	**1**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Deputy Court Clerk	E	0	1	0	0	0	0	0	0	0	0
Assistant Deputy Court Clerk	D	0	1	0	1	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		**0**	**2**	**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**

Total Authorized Positions	**3**	**3**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**

Budget Summary

Court

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$210,000	$236,268	$261,445	$268,849	$272,006	$10,561	4.0%
PERSONNEL TOTAL	**$210,000**	**$236,268**	**$261,445**	**$268,849**	**$272,006**	**$10,561**	**4.0%**
OPERATIONS							
SERVICES (82000)	$15,535	$12,154	$313,362	$299,338	$16,584	($296,778)	(94.7%)
SUPPLIES (83000)	$16,006	$9,574	$14,850	$8,175	$16,850	$2,000	13.5%
BUSINESS EXPENSES (85000)	$8,224	$10,650	$6,000	$10,505	$10,730	$4,730	78.8%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$39,766**	**$32,378**	**$334,212**	**$318,018**	**$44,164**	**($290,048)**	**(86.8%)**
110 - GENERAL FUND TOTAL	**$249,765**	**$268,646**	**$595,657**	**$586,867**	**$316,170**	**($279,487)**	**(46.9%)**
EXPENSES TOTAL	**$249,765**	**$268,646**	**$595,657**	**$586,867**	**$316,170**	**($279,487)**	**(46.9%)**

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FY 2025 Operating Budget

Project & Facilities Management

Brad Wilson, Director

Departmental Summary

Department Goals

The Facilities Department's mission is to manage all City facilities in a sustainable and economical environment wherever possible. The Department strives for a safe and healthy environment for all team and community members that use the facilities we manage. We continue to support other City departments such as Fire, Parks, Police, Public Works, Sanitation and Environmental Services, and Water Management when requested in keeping their facilities safe and functioning so that they can meet the needs of our citizens.

FY 2025 Outlook

In the coming fiscal year, our goal will remain to maintain a safe and healthy environment for City of Franklin staff and the community. Facility accessibility will continue to be a priority. Problems will continue to be a high priority to resolve and to get a department or area back up and running as quickly as possible.

Projects

Team meetings will continue on the development of a new City Hall located Downtown on the site of the current facility. The Facilities Department will continue to react daily to any and all assistance that is requested from outlying offices. Facilities is working with Engineering and Parks for the new park to be located off Carothers in regards to pavilions and structures.

Performance Measures

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.

Related Theme: 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 2020.

- 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).

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Facilities Department has three of these categories - Strategic Plan measures (Non-Financial) and General performance measures (Financial and Non-Financial).

Fac. & Maint. FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Government Agency use of electricity. Goal: Reduce use by 20% by 2020	25,041,728	24,705,955	24,307,916	24,537,753	0
AMOUNT	**25,041,728**	**24,705,955**	**24,307,916**	**24,537,753**	**0**

General Performance Measures

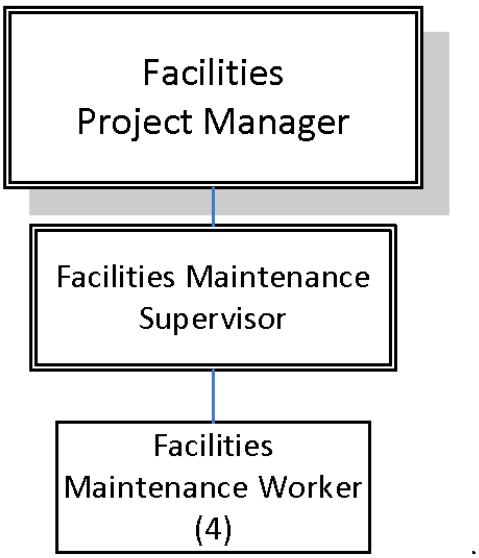
Facilities and Maintenance Financial Performance Measures

Output Measure	Empty Values
Amount	
AMOUNT	**$0**

Fac. & Maint. Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Amount of G.S.F./average daily # of people.	0	0	0	0	65,600
Average daytime number of people in buildings.	390	390	390	350	656
Number of buildings/structures maintained.	18	18	18	31	33
Number of employee hours served.	10,700	10,700	10,700	10,700	0
Gross square footage of municipal buildings (general fund).	720,077	720,077	720,077	744,466	772,723
Amount of gas used.	94,819	95,958	98,421	99,253	1,056
Average time to complete a routine request.	4	4	4	6	6
Amount of people served to Facilities staff FTE.	0	0	0	0	0
Number of contractor hours served.	24	24	24	24	0
Number of requests taken.	557	557	557	557	948
Sustainable Franklin Measurement: Government agency use of electricity. Goal: Reduce use by 20% by 2020.	25,041,728	24,705,955	24,307,916	14,167,011	0
Amount of electricity (kW) used.	25,041,728	24,705,955	24,307,916	24,537,753	0
AMOUNT	**50,910,045**	**50,239,638**	**49,446,023**	**39,560,151**	**841,022**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Facilities Project Manager	J	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Supervisor	G	1	0	1	0	1	0	1	0	1	0
Lead Facilities Maintenance Worker	E	0	0	0	0	1	0	0	0	0	0
Facilities Maintenance Worker	D	3	0	3	0	2	0	4	0	4	0
Custodian	D	2	0	1	0	1	0	0	0	0	0
Totals		**7**	**0**	**6**	**0**	**6**	**0**	**6**	**0**	**6**	**0**

Budget Summary

Project & Facilities Management

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$496,050	$531,800	$671,972	$657,756	$620,661	($51,311)	(7.6%)
PERSONNEL TOTAL	**$496,050**	**$531,800**	**$671,972**	**$657,756**	**$620,661**	**($51,311)**	**(7.6%)**
OPERATIONS							
SERVICES (82000)	$1,319,985	$1,995,566	$1,627,056	$1,306,484	$1,371,983	($255,073)	(15.7%)
SUPPLIES (83000)	$104,834	$117,420	$84,000	$100,297	$77,397	($6,603)	(7.9%)
OPERATIONAL UNITS (84000)	–	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$30,242	$39,149	$35,181	$32,650	$34,234	($947)	(2.7%)
REIMBURSEMENT OF EXPENDITURES (87500)	($344,374)	($208,508)	($209,239)	($209,239)	($209,239)	$0	0.0%
OPERATIONS TOTAL	**$1,110,687**	**$1,943,628**	**$1,536,998**	**$1,230,192**	**$1,274,375**	**($262,623)**	**(17.1%)**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$1,606,737**	**$2,475,428**	**$2,208,970**	**$1,887,948**	**$1,895,036**	**($313,934)**	**(14.2%)**
EXPENSES TOTAL	**$1,606,737**	**$2,475,428**	**$2,208,970**	**$1,887,948**	**$1,895,036**	**($313,934)**	**(14.2%)**

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FY 2025 Operating Budget

Human Resources

Kevin G. Townsel, J.D., Director

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:

- City’s recruitment, hiring and onboarding processes
- Administering the City’s Pension, Defined Benefit, Defined Contribution Plan and TCRS plans
- Creating and implementing the HR Manual rules and regulations
- Managing the training of all City employees in OSHA regulations, Civil Treatment and other topics as required/needed
- Procuring and administering all Property and Casualty insurance, including the City’s self-insured WC program
- Managing Safety Program for all City employees
- Managing employee benefits
- Conducting workplace investigations
- Classification and compensation administration
- Employee and supervisory training, and
- Procurement and administration of all lines of risk insurance.

Strategic support 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.

FY2024 Accomplishments

- The Risk Management division created a new Risk Incident Form for employees and supervisors to use. Employees can scan a QR code in the field to report accidents.
- Revamped the City's Wellness Committee and had numerous events throughout the year.
- Excluding the Police and Fire Departments, over 4,268 online training courses were completed in TargetSolutions, the City's online training portal.
- Completed our first professionally administered employee survey, and responded in meaningful ways to the feedback received.
    - We achieved 92% participation and Top Workplace status, the only local government in the state to do so.

FY2024 Accomplishments (con't)

- Completed comprehensive HR Manual update, including adding new programs like Paid Family Leave, Vacation Buyback, and Sick Conversion as well as increasing vacation accruals for all employees.
- First set of all-staff meetings with Team Talks. We held 19 meetings in 7 days to communicate important information about the City, and also give staff an opportunity to provide feedback to City leaders.
- Implemented new Interview Training program for all supervisors and above.
- Created and implemented internal certificate of insurance program for departments to utilize during requisition/RFP processes.

Performance Measures

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.

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

The City of Franklin will have talented, diverse, and engaged workforce.

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.

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.

- 69 Franklin employees had accidents in FY2013.
- Number of lost work days by employees in FY2013 was 158.

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

- Number of credit hours reimbursed for employees in FY2013 was 345.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial), and Citizen Survey data.

The Human Resources Department has three of these categories - Strategic Plan measures (Non-Financial) and General performance measures (Financial and Non-Financial).

HR FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Percent of the City of Franklin population that are female.	22	20.7	21.5	52.6	52.64
Number of employees who had accidents. Goal: 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.	128	74	70	89	74
Percent of City of Franklin Employees that are female. Goal: Actively recruit and retain a workforce representative of the community.	52.2	52.6	52.6	21.6	20.4
Number of lost work days by employees. Goal: 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.	40	283	150	70	209
Percent of the City of Franklin employees that are part of a minority classification. Goal: Actively recruit and retain a workforce representative of the community.	15.7	22.7	22.7	7.8	9.6
Number of credit hours reimbursed for employees. Goal: 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.	214	185	230	127	198
City for Franklin's percentile of the equivalent job expectations as reflected in the marketplace. Goal: Be in the 70th percentile	0	0	0	75	75
Percent of the City of Franklin population that are a minority.	8	7.9	8.5	22.7	20.67
AMOUNT	**479.9**	**645.9**	**555.3**	**465.7**	**659.31**

General Performance Measures

HR Financial Performance Measures

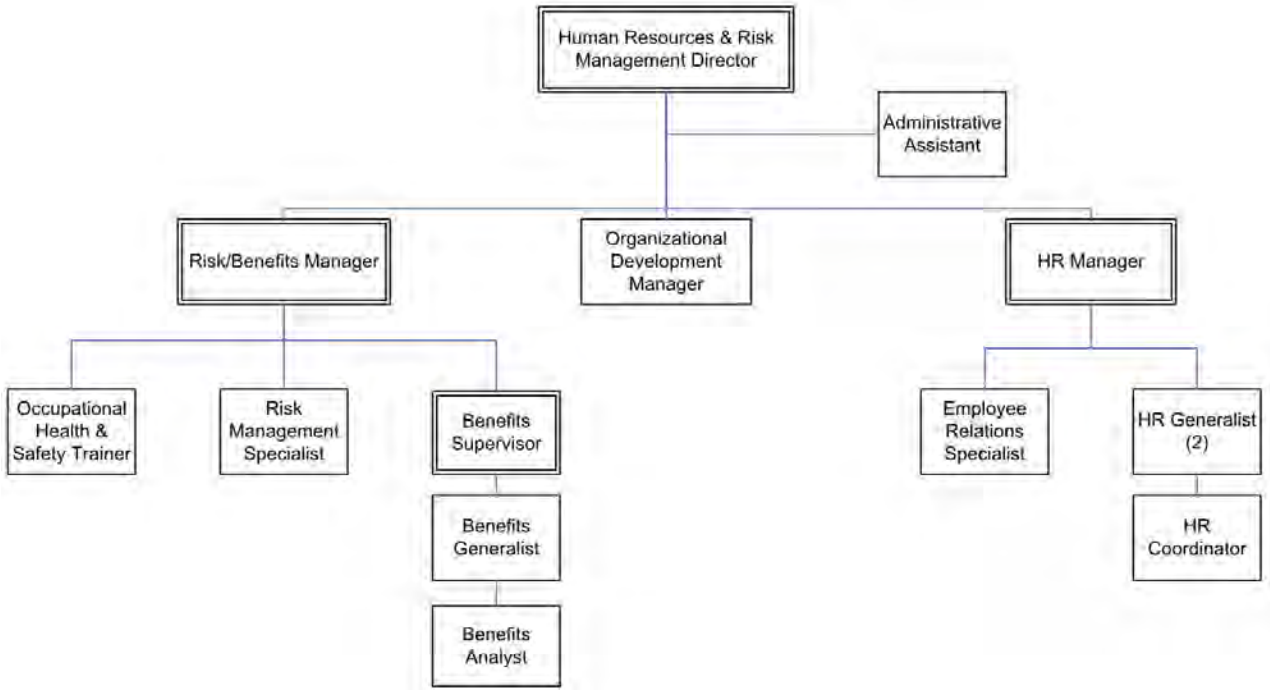
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Human Resources cost per total FTE (city-wide).	$1,497	$1,629	$1,519	$1,843	$1,835
Worker's compensation paid per policy year.	$0	$0	$23,763	$301,917	$447,962
Total HR Department expenditures.	$1,151,251	$1,270,498	$1,148,280	$1,433,482	$1,431,668
AMOUNT	**$1,152,748**	**$1,272,127**	**$1,173,562**	**$1,737,242**	**$1,881,465**

General Performance Measures

HR Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of externally advertised vacancies.	108	44	75	82	75
Number of budgeted full-time positions.	738	749	733	778	780
Number of requisitions approved (internal and external).	128	54	68	141	84
Number of budgeted part-time positions.	31	31	23	16	24
Total number of HR FTEs.	12	12	12	11	14
Number of new employees hired.	93	40	70	122	95
Number of new hires that were from within ranks (promotions).	55	23	50	68	41
Number of OSHA 300 log recordable injuries or illnesses.	25	19	20	23	46
Average number of applications per advertised position.	80	57.36	53.33	44.03	43.6
Number of applications processed (internal and external).	4,500	2,692	4,200	3,611	3,270
Percentage of employee turnover for full-time positions (does not include retirees).	7	6.5	7	10.6	7.8
Number of Worker's Compensation claims.	54	53	53	50	74
Average number of days to fill a position.	40	68	60	75	72
Number of processed external applications.	4,200	2,524	4,000	3,495	3,106
Number of HR Staff per 100 employees.	1.56	1.54	1.59	1.39	1.8
AMOUNT	**10,072.56**	**6,374.4**	**9,425.92**	**8,528.02**	**7,734.2**

Organizational Chart



Staffing by Position

Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
HR & Risk Management Director	N	1	0	1	0	1	0	1	0	1	0
Risk/Benefits Manager	K	1	0	1	0	1	0	1	0	1	0
Organizational Development Manager	J	0	0	0	0	1	0	1	0	1	0
HR Manager	J	1	0	1	0	1	0	1	0	1	0
Benefits Supervisor	J	0	0	0	0	1	0	1	0	1	0
Benefits Specialist	---	1	0	1	0	0	0	0	0	0	0
Risk Management Specialist	I	1	0	1	0	1	0	1	0	1	0
Occupational Health & Safety Trainer	H	1	0	1	0	1	0	1	0	1	0
Employee Relations Specialist	H	1	0	1	0	1	0	1	0	1	0
Risk/Benefits Analyst	H	0	0	0	0	1	0	1	0	1	0
Benefits Generalist	G	0	0	0	0	1	0	1	0	1	0
HR Generalist	G	3	0	3	0	2	0	2	0	2	0
HR Coordinator	F	0	0	0	0	0	0	1	0	1	0
Administrative Assistant	E	2	0	2	0	2	0	1	0	1	0
Totals		**12**	**0**	**12**	**0**	**14**	**0**	**14**	**0**	**14**	**0**

Budget Summary

Human Resources

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,284,331	$1,510,790	$1,733,158	$1,705,614	$1,724,709	($8,449)	(0.5%)
PERSONNEL TOTAL	**$1,284,331**	**$1,510,790**	**$1,733,158**	**$1,705,614**	**$1,724,709**	**($8,449)**	**(0.5%)**
OPERATIONS							
SERVICES (82000)	$409,522	$422,713	$642,625	$604,520	$666,250	$23,625	3.7%
SUPPLIES (83000)	$33,197	$54,202	$86,200	$71,200	$68,700	($17,500)	(20.3%)
OPERATIONAL UNITS (84000)	–	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$20,119	$22,610	$23,722	$23,430	$24,026	$304	1.3%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($313,690)	($229,631)	($439,006)	($439,006)	($439,006)	$0	0.0%
OPERATIONS TOTAL	**$149,147**	**$269,894**	**$313,541**	**$260,144**	**$319,970**	**$6,429**	**2.1%**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$1,433,479**	**$1,780,684**	**$2,046,699**	**$1,965,758**	**$2,044,679**	**($2,020)**	**(0.1%)**
EXPENSES TOTAL	**$1,433,479**	**$1,780,684**	**$2,046,699**	**$1,965,758**	**$2,044,679**	**($2,020)**	**(0.1%)**

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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.

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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FY 2025 Operating Budget

Building & Neighborhood Services

Tom Marsh, Director

Departmental Summary

The Building and Neighborhood Services Department supports the safety and quality of life for residents and visitors of the City of Franklin. The department has multiple responsibilities including: review of construction documents, issuing permits (building, signs, driveway, and short term vacation rental), construction inspections, and enforcement of standards and regulations found in the Zoning Ordinance, International Property Maintenance Code, and the City of Franklin Municipal Code. There are four divisions within the department: 1) Building Codes Review and Inspections, 2) Development Services and Permitting, 3) Zoning and Floodplain Administration 4) Neighborhood Resources and Housing.

The workload generated by construction activity fluctuates from year to year, but generally remains strong. Multiple large scale developments and thousands of small scale projects will keep the workload of the Department at a high level for plan review, permitting, and inspections. BNS will continue to focus on technological and operational improvements in service delivery to improve efficiency and applicant experience. With the proposed budget, the Department will be able to meet the level of service commitments and maintain a high level of customer service to expected demand.

Accomplishments

- BNS staff achieved 17 new International Code Council (ICC) Certifications. New certifications included several employees who went beyond the minimum required certifications for their positions.
- Issued 5,671 permits with a total construction valuation of $604 million.
- The building inspection group of 11 individuals averaged 350 inspections per week for a total of 18,194 for the year.
- The BNS Department had 5 employees participate in the City's Mentorship Program and 1 employee participate and complete the University of Tennessee Municipal Technical Advisory Service (MTAS) Leadership Development Program.

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

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.

Related Theme: A Safe, Clean, and Livable City

Franklin will have safe neighborhoods supported by high-quality police, fire, and emergency services as well as 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)
  - The number of days to resolve citizen requests regarding property maintenance for service in 2012 was 21 (Neighborhood Resources & Property Maintenance)
  - 70.4% of property maintenance cases were cleared within 10 days in 2012 (126 cases cleared out of 179 total) (Neighborhood Resources & Property Maintenance).

Related Theme: Quality Life Experiences

The workload generated by construction activity fluctuates from year to year, but generally remains strong. Multiple large scale developments and thousands of small scale projects will keep the workload of the Department at a high level for plan review, 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 2014 Housing Analysis.

- Baseline: Complete Housing Analysis and establish goals based on data from the analysis.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Building and Neighborhood Services Department has four of these categories - Strategic Plan measures (Non-Financial), General performance measures (Financial and Non-Financial), and Citizens Survey data.

BNS FranklinForward Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of cases reported for property maintenance violations. Goal: Reduce the number of cases and days it takes to resolve identified property maintenance violations.	1,544	1,694	1,865	1,773	948

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Average number of days from complaint to first inspection. Goal: Reduce the number of cases and days it takes to resolve identified property maintenance violations.	1	2	2	2	2
Percent of all property maintenance violations brought into compliance. Goal: Reduce the number of cases and days it takes to resolve identified property maintenance violations.	99	99	99	99	97.89
Average number of days to resolve a violation. Goal: Reduce the number of cases and days it takes to resolve identified property maintenance violations.	8	14	10	21	12
Number of cases brought into compliance. Goal: Reduce the number of cases and days it takes to resolve identified property maintenance violations.	1,524	1,674	1,850	1,751	928
AMOUNT	**3,176**	**3,483**	**3,826**	**3,646**	**1,987.89**

General Performance Measures

BNS Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total revenue per permit issued.	$367	$328	$378	$387	$403
Total building code enforcement cost per building inspection.	$71	$71	$84	$110	$119
Total value of building and development.	$752,067,240	$654,980,000	$556,854,988	$668,844,973	$755,860,842
Total gross buildings/codes enforcement cost/year.	$2,982,913	$3,145,299	$2,840,548	$3,129,237	$3,711,794
Total revenue.	$2,272,346	$2,238,080	$2,194,379	$2,191,873	$2,164,167
AMOUNT	**$757,322,937**	**$660,363,778**	**$561,890,377**	**$674,166,580**	**$761,737,326**

BNS Non-Financial Perf. Measures

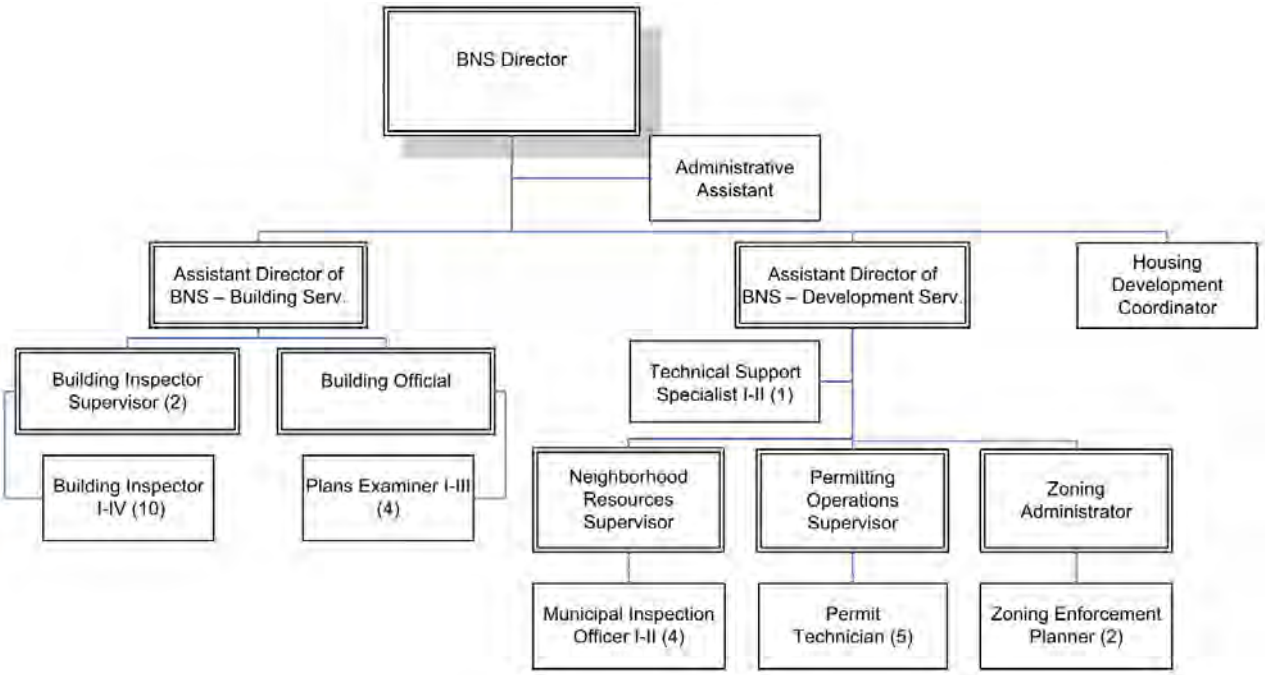
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Inoperable auto violations.	96	111	76	85	52
Number of Building Inspector/Certified Plan Reviewer FTEs.	17	17	17	17	17
Total property maintenance code violations.	1,544	1,694	1,865	1,773	948
Property maintenance code inspections.	1,544	1,694	1,865	1,773	948
Total construction plans reviewed.	1,219	1,250	1,424	1,380	1,284
Property parcels.	25,076	25,076	29,115	26,704	27,432
Total Certificates of Occupancy issued.	1,132	1,150	1,659	761	890
Dilapidated structure violations.	24	25	21	15	10
Number of Permit Technician/Administrative/Support FTEs.	9	9	9	9	9
Overgrown lot violations.	112	125	150	103	245
Building code violations.	5,100	6,682	6,533	3,825	2,654
Building inspections performed.	23,798	22,762	23,172	19,847	18,194
Total number of Building Code FTEs.	26	26	26	26	26
Building Inspections per FTE (Inspector FTEs Only).	1,400	1,338	1,363	1,654	1,516.167
Total permits issued.	6,197	6,283	5,810	5,670	5,366
AMOUNT	**67,294**	**68,242**	**73,105**	**63,642**	**59,591.167**

Citizens Survey

BNS Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of code enforcement (weeds, abandoned buildings, etc.) as excellent/good	73	73	73
Percent rating the quality of code enforcement (weeds, abandoned buildings, etc.) as fair/poor	27	27	27
AMOUNT	**100**	**100**	**100**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Building & Neighborhood Services Director	L	1	0	1	0	1	0	1	0	1	0
Assistant Director of BNS	K	2	0	2	0	2	0	2	0	2	0
Building Official/Plans Review Supervisor	J	1	0	1	0	1	0	1	0	1	0
Building Inspection Supervisor	I	2	0	2	0	2	0	2	0	2	0
Zoning Administrator	I	1	0	1	0	1	0	1	0	1	0
Neighborhood Resources Supervisor	H	1	0	1	0	1	0	1	0	1	0
Permitting Operations Supervisor	H	1	0	1	0	1	0	1	0	1	0
Development Services Operations Analyst	G	1	0	1	0	1	0	1	0	0	0
Housing Development Coordinator	G	1	0	1	0	1	0	1	0	1	0
Plans Examiner I-III	G-I	5	0	4	0	4	0	4	0	4	0
Zoning Enforcement Planner	F-G	0	0	2	0	2	0	2	0	2	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Building Inspector I-IV	E-H	9	0	9	0	10	0	10	0	10	0
Municipal Inspection Officer I-II	E-F	0	0	4	0	4	0	4	0	4	0
Permit Technician	E	4	0	4	0	4	0	5	0	5	0
Administrative Assistant	E	1	0	1	0	1	0	1	0	1	0
Zoning Enforcement Officer	---	2	0	0	0	0	0	0	0	0	0
Neighborhood Resources Coordinator	---	1	0	0	0	0	0	0	0	0	0
Sub-Total - Budgeted Positions		**34**	**0**	**36**	**0**	**37**	**0**	**38**	**0**	**37**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Building Inspector I-IV	E-H	1	0	1	0	0	0	0	0	0	0
Plans Examiner I-II	G-I	1	0	0	0	0	0	0	0	0	0
Sub-Total - Unbudgeted Positions		**2**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Total Authorized Positions	**36**	**0**	**37**	**0**	**37**	**3**	**38**	**0**	**37**	**0**

Budget Summary

Building & Neighborhood Services

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$2,872,817	$3,380,461	$3,814,982	$3,596,884	$3,593,773	($221,209)	(5.8%)
PERSONNEL TOTAL	**$2,872,817**	**$3,380,461**	**$3,814,982**	**$3,596,884**	**$3,593,773**	**($221,209)**	**(5.8%)**
OPERATIONS							
SERVICES (82000)	$109,232	$101,356	$240,775	$221,925	$156,100	($84,675)	(35.2%)
SUPPLIES (83000)	$91,846	$79,835	$86,450	$88,950	$73,550	($12,900)	(14.9%)
OPERATIONAL UNITS (84000)	–	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$55,342	$78,539	$73,021	$79,705	$79,707	$6,686	9.2%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
APPROPRIATIONS (87000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$256,419**	**$259,730**	**$400,246**	**$390,580**	**$309,357**	**($90,889)**	**(22.7%)**
CAPITAL							
CAPITAL ASSETS (89000)	–	–	$0	$0	$0	$0	–
CAPITAL TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
110 - GENERAL FUND TOTAL	**$3,129,237**	**$3,640,192**	**$4,215,228**	**$3,987,464**	**$3,903,130**	**($312,098)**	**(7.4%)**
EXPENSES TOTAL	**$3,129,237**	**$3,640,192**	**$4,215,228**	**$3,987,464**	**$3,903,130**	**($312,098)**	**(7.4%)**

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FY 2025 Operating Budget

Planning & Sustainability

Emily Wright, Director

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 Civil War Historical 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 committee's 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.

FY 2025 Outlook

For the first time in several years, the Planning & Sustainability Department is fully staffed to handle the ever-growing workload associated with growth and development in Franklin.

Departmental Summary (con't)

FY 2025 Outlook (con't)

The top priority for FY25 is commencing the Preservation Plan Update. It is anticipated that half of the project, inclusive of public outreach, be completed in FY25, with the remaining half of the project being completed in FY26 and the approval process being completed in FY26.

Another outstanding priority for FY25 is completing the Zoning Ordinance Update. Once the comprehensive update to Envision Franklin is approved by the Planning Commission, staff will begin to prepare a comprehensive update to the Zoning Ordinance to reflect the recent revisions to Envision Franklin.

Reviewing and recommending plans and rezoning requests, based on Envision Franklin and the Zoning Ordinance, to the Planning Commission and the Board of Mayor and Aldermen is an ongoing responsibility of the P&SD. In keeping development standards up to date and in keeping with new trends, continuing education remains a priority so that staff can continue to learn about topics related to growth management and infill, aging infrastructure, stormwater management, placemaking, and regional transportation planning.

Consistent 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, transit routes and new stops, transit hub locations, and future inclusion of a Cool Springs Circulator, as funding permits.

Sustainability initiatives continue to be a primary focus. Through the LEED for Cities designation process in FY19, the City was able to gauge what areas need more attention in the coming years. The Sustainability Commission will continue to work on policy guides for these topics.

The P&SD anticipates another year of increasing development demand and annexation requests. Additionally, the P&SD will provide ample support for the new City Hall planning efforts and outreach.

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.

Related 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.

Performance Measures (con't)

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).

Related 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.

To be a community that promotes walking, jogging, and cycling.

Goal: To increase the Walkability Index Score for Franklin.

- Baseline: Current walkability Index Score is 32. Achieved an Honorable Mention in walkfriendly.org. http://www.walkfriendly.org/communities/community.cfm?ID=70 and http://www.walkscore.com/TN/Franklin

Goal: To become a more bicycle friendly community.

- Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.

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

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 the best in the nation.

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.

Related 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 components of Land Use updates. (Planning and Sustainability)

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

- 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 associated with the permits that have been pulled as of this date and not projects without application for building permits. Planning and Sustainability)

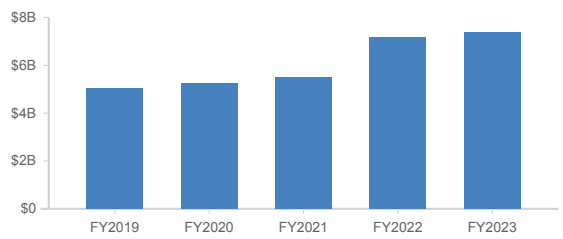
Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizens Survey data.

The Planning & Sustainability Department has all five of these categories.

The graph to the right depicts the financial performance measure of the sustainable growth and economic prosperity theme in **Franklin*Forward.*** The Planning & Sustainability Department's goal to increase the assessed valuation per square mile for land in the City of Franklin is being met.

Planning FranklinForward Financial Performance Measures



$7,374,153,123.00

Output Measure in FY2023

Planning FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of days of non-attainment. Goal: Reduce the number of days of non-attainment. Base line is 0.	0	0	0	0	0
Percent of Citizen's rating neighborhoods excellent/good. Goal: Increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey.	94	94	94	93	93
Ranking for providing historic preservation in the United States. Goal: Rank in the top 10.	4	0	0	0	0
Franklin poverty percentage. Goal: Reduce the poverty for citizens of Franklin to a rate at least 50% below the state average.	7	6.6	0	5.1	5.1
Number of square miles for land in City of Franklin.	42.15	43	44.23	44.23	44.85
State poverty percentage.	15	13.9	0	14.3	14.4
Number of certificates of appropriateness issued for construction. Goal: Increase private investment in Historic Area.	70	92	57	25	49
Percentage of citizen satisfaction survey results rating the City as excellent/good for services. Goal: 90%	93	93	93	93	89
Number of Land Use plan character areas with infrastructure capabilities that have been updated. Goal: At least 1 updated.	1	1	2	1	1
AMOUNT	**326.15**	**343.5**	**290.23**	**275.63**	**296.35**

General Performance Measures

Planning Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Amount of private investment in a historic or downtown core.	$6,811,741	$10,494,774	$17,765,527	$21,310,287	$45,934,412
Total Planning and Zoning revenues.	$206,689	$198,258	$198,082	$177,245	$185,661
AMOUNT	**$7,018,430**	**$10,693,032**	**$17,963,609**	**$21,487,532**	**$46,120,073**

General Performance Measures (con't)

Planning Non-Financial Performance Measures

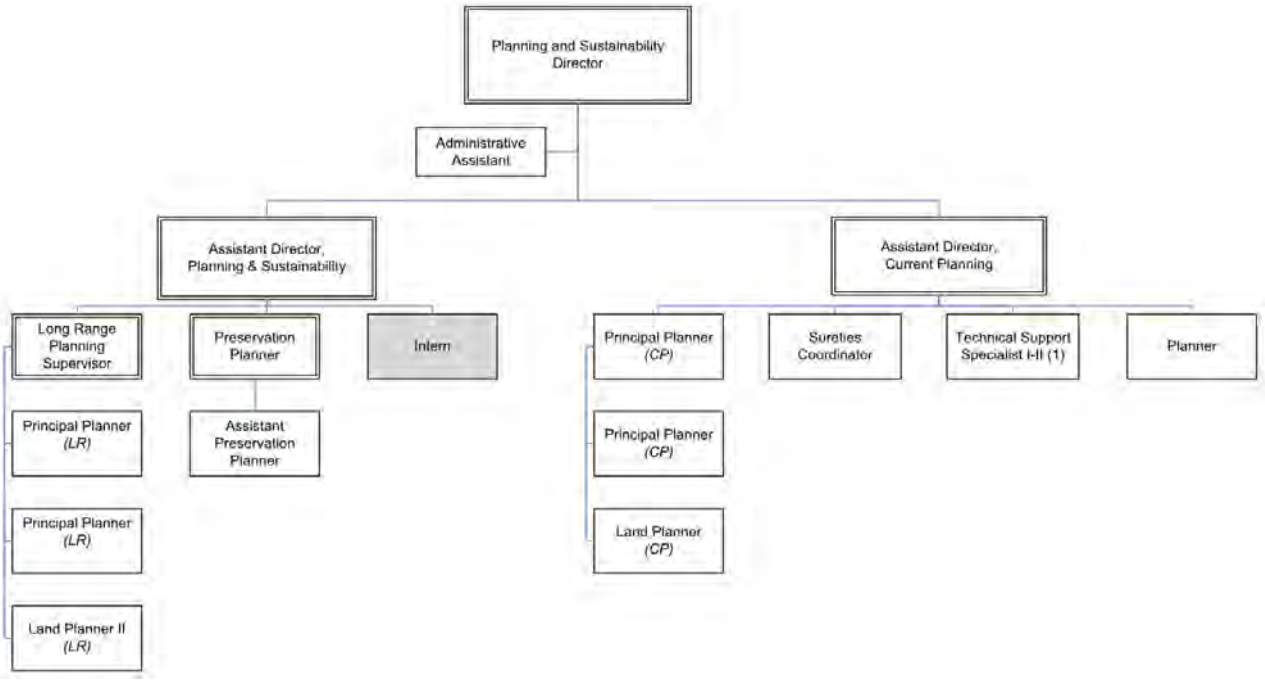
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total residential site plans reviewed.	43	19	35	23	21
Total residential unit approvals.	1,978	3,075	3,790	2,498	695
Total staff hours spent completing a long range plan or a special project in a given year.	120	200	500	2,000	200
Net acreage changes.	540	477	666	370	509.74
Total staff hours evaluating zoning ordinance and subdivision regulation in given year.	2,763	500	500	432	80
Development plans.	19	12	21	15	15
Plats.	51	63	66	55	73
Average number of days for preliminary plat.	0	0	42	52	52
Acreage zoned due to annexation.	540	477	666	370	16.76
Total cases heard by BOZA.	21	12	23	27	26
Total final plats reviewed.	73	71	62	60	70
Total preliminary plats reviewed.	0	0	2	4	3
Total Planning and Zoning Administrative support FTEs.	3	3	3	3	3
Total Municipal Planner FTEs.	8	7	8	11	11
Total staff hours spent on comprehensive plan in given year.	80	640	750	200	3,000
Site plans.	40	66	134	55	68
Acreage rezoned.	441	1,746	499	386	492.98
AMOUNT	**6,720**	**7,368**	**7,767**	**6,561**	**5,336.48**

Citizens Survey

Planning Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating Franklin as a place to live as excellent/good	97	98	95
Percent rating Franklin as a place to live as fair/poor	3	2	5
Percent rating how important the overall "built environment" of Franklin (including overall design, buildings, parks and transportation systems) is for the Franklin community to focus on in the next two years as excellent/good	83	85	89
Percent rating how important the overall "built environment" of Franklin (including overall design, buildings, parks and transportation systems) is for the Franklin community to focus on in the next two years as fair/poor	17	15	11
Percent 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 as excellent/good	87	87	88
Percent 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 as fair/poor	13	13	12
Percent rating the overall "built environment" of Franklin (including overall design, buildings, parks and transportation systems) as it relates to Franklin as a whole as excellent/good	77	79	75
Percent rating the overall "built environment" of Franklin (including overall design, buildings, parks and transportation systems) as it relates to Franklin as a whole as fair/poor	23	21	25
Percent rating the quality of the overall natural environment in Franklin as it related to Franklin as a whole as excellent/good	87	87	83
Percent rating the quality of the overall natural environment in Franklin as it related to Franklin as a whole as fair/poor	13	13	17
Percent rating the value of land use, planning and zoning as excellent/good	59	61	51
Percent rating the value of land use, planning and zoning as fair/poor	41	39	49
Percent rating their level of satisfaction with the City's management of growth as: 1) very satisfied	29	29	26
Percent rating their level of satisfaction with the City's management of growth as: 2) somewhat satisfied	55	51	50
Percent rating their level of satisfaction with the City's management of growth as: 3) somewhat important	15	13	17
Percent rating their level of satisfaction with the City's management of growth as: 4) not at all important	1	7	7
Percent rating your neighborhood as a place to live as excellent/good	92	95	93
Percent rating your neighborhood as a place to live as fair/poor	8	5	7
AMOUNT	**800**	**800**	**800**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Director of Planning & Sustainability	L	1	0	1	0	1	0	1	0	1	0
Assistant Director: Planning & Sustainability	K	1	0	1	0	1	0	1	0	1	0
Assistant Director: Current Planning	K	0	0	0	0	1	0	1	0	1	0
Current Planning Supervisor	---	1	0	1	0	0	0	0	0	0	0
Long Range Planning Supervisor	J	1	0	1	0	1	0	1	0	1	0
Principal Planner	H	3	0	4	0	4	0	4	0	4	0
Preservation Planner	H	1	0	1	0	1	0	1	0	1	0
Land Planner II	H	1	0	1	0	1	0	1	0	1	0
Land Planner	G	1	0	1	0	1	0	1	0	1	0
Surety Coordinator	G	1	0	1	0	1	0	1	0	1	0
Assistant Preservation Planner	F	0	0	0	0	1	0	1	0	1	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Planner	F	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	E	1	0	1	0	1	0	1	0	1	0
Sub-Total - Budgeted Positions		**14**	**0**	**15**	**0**	**16**	**0**	**16**	**0**	**16**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Principal Planner	H	1	0	0	0	0	0	0	0	0	0
Intern	INTERN	0	1	0	1	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		**1**	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**

Total Authorized Positions	**15**	**1**	**15**	**1**	**16**	**1**	**16**	**1**	**16**	**1**

Budget Summary

Planning & Sustainability

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,504,828	$1,652,583	$1,812,198	$1,821,916	$1,824,881	$12,683	0.7%
PERSONNEL TOTAL	**$1,504,828**	**$1,652,583**	**$1,812,198**	**$1,821,916**	**$1,824,881**	**$12,683**	**0.7%**
OPERATIONS							
SERVICES (82000)	$224,021	$241,090	$297,600	$278,050	$241,000	($56,600)	(19.0%)
SUPPLIES (83000)	$24,226	$44,583	$75,250	$82,550	$64,250	($11,000)	(14.6%)
OPERATIONAL UNITS (84000)	$5,000	$4,000	$5,000	$5,000	$5,000	$0	0.0%
BUSINESS EXPENSES (85000)	$12,932	$14,458	$15,919	$11,921	$16,422	$503	3.2%
OPERATIONS TOTAL	**$266,179**	**$304,131**	**$393,769**	**$377,521**	**$326,672**	**($67,097)**	**(17.0%)**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$1,771,007**	**$1,956,714**	**$2,205,967**	**$2,199,437**	**$2,151,553**	**($54,414)**	**(2.5%)**
EXPENSES TOTAL	**$1,771,007**	**$1,956,714**	**$2,205,967**	**$2,199,437**	**$2,151,553**	**($54,414)**	**(2.5%)**

Notes & Objectives

- Finalize Urban Growth Boundary and Williamson County Growth Plan process.
- Conduct the 5-Year Comprehensive Update to Envision Franklin.
- Reorganize departmental structure, including the addition of 2 new positions.
- Complete the National Historic Resources Inventory Update for the Lewisburg Historic District.
- Finish the Goose Creek Small Area Plan in conjunction with other City departments and a consultant team, for the properties annexed in the Goose Creek drainage basin in 2019 and 2020 (as well as forecasting future growth of the City in that basin).
- Concentrate on continuing education for City officials and staff regarding annexation and growth, urban design, and best planning practices.
- Provide ample support for the new City Hall planning efforts and public outreach, assisting the consultants.

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FY 2025 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Departmental 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.
TRAFFIC OPERATIONS CENTER (TOC)
A primary 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. Much of these systems have been further whittled down to specific corridors, including the adaptive signal corridors. Traffic counts and turning movement counts are typically obtained at all signalized intersections within a three year window. These counts are then used to perform signal system timing optimizations on these various corridors.

The Traffic Operations Center (TOC) provides traffic management services to the City of Franklin. The center currently manages 127 traffic signals and 35 Closed Circuit Television (CCTV) cameras. In past years, the TOC has worked towards providing better traffic flow throughout the City through various federal congestion mitigation grants. These grants have allowed the TOC to expand communications to traffic signals and have improved signal operations through software and hardware added to the intersections. Though these tools help move traffic more efficiently, this technology has increased TOC traffic operations and maintenance responsibilities.

The TOC will be addressing new challenges as we move into the future, namely what improvements need to be made to move traffic. The Cool Springs Transportation Study and Goose Creek Coordinated Study are just two of the major planning documents that outline transportation improvements that are necessary for our growing city. This includes traffic operational improvements as congestion becomes more prevalent with increased development. Various other Traffic Impact Studies from development outline further traffic operations needs, such as signal retiming and expansion of the traffic signal system.

Departmental Summary (con't)

Congestion Management:
Traffic counts and 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. This program was designed to perform “turning movement counts” for each peak hour at each of our signalized intersections every three years.

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
3) Visual Stream Assessments

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.

Related 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.

Goal: To reduce percent of citizens reporting improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin.

- Baseline: 37% of citizens report improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizens Survey data.

Engineering & Traffic Operations Center has three of these categories - Strategic Plan measures (Non-Financial), General performance measures (Non-Financial) and Citizens Survey data.

TOC FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Count of transit hubs, park-and-ride sites and alternative services in Franklin. Goal: increase inventory in all three classifications.	136	136	0	142	0
Percent of citizens reporting improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin. Goal: Reduce the percentage of citizens reporting this issue.	35	35	0	37	0
AMOUNT	**171**	**171**	**0**	**179**	**0**

General Performance Measures

TOC Non-Financial Performance Measures

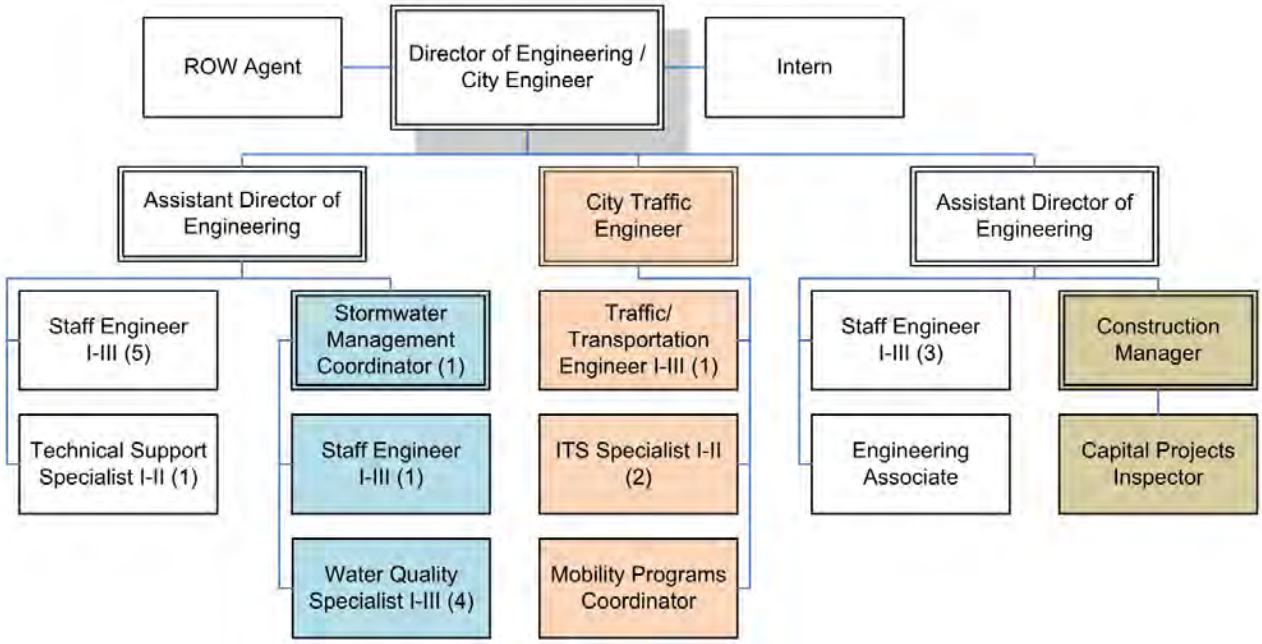
Output Measure	FY2021	FY2022	FY2023
Amount			
Last signal timing update for Hillsboro Road.	2,019	2,019	2,019
Last signal timing update for Downtown Franklin.	2,018	2,018	2,023
Last Signal Timing Update SR-96 West (New 96)	0	0	2,022
Last signal timing update for Murfreesboro Road (SR-96).	2,020	2,020	2,020
Last signal timing update for Goose Creek Bypass.	2,019	2,019	2,020
Last signal timing update for Cool Springs area.	2,021	2,021	2,021
Last signal timing update for Columbia Ave.	2,018	2,018	2,018
AMOUNT	**12,115**	**12,115**	**14,143**

Citizens Survey

Engineering/TOC Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating ease of public parking as it relates to Franklin as a whole as excellent/good	53	47	54
Percent rating ease of public parking as it relates to Franklin as a whole as fair/poor	47	53	46
Percent rating ease of travel by car in Franklin as it relates to Franklin as a whole as excellent/good	48	56	63
Percent rating ease of travel by car in Franklin as it relates to Franklin as a whole as fair/poor	52	44	37
Percent rating ease of travel by public transportation in Franklin as it relates to Franklin as a whole as excellent/good	23	29	26
Percent rating ease of travel by public transportation in Franklin as it relates to Franklin as a whole as fair/poor	77	71	74
Percent rating ease of travel of bicycle in Franklin as it relates to Franklin as a whole as excellent/good	35	36	38
Percent rating ease of travel of bicycle in Franklin as it relates to Franklin as a whole as fair/poor	65	64	62
Percent rating ease of walking in Franklin as it relates to Franklin as a whole as excellent/good	58	67	63
Percent rating ease of walking in Franklin as it relates to Franklin as a whole as fair/poor	42	33	37
Percent rating the quality of Traffic signal timing as excellent/good	50	56	55
Percent rating the quality of Traffic signal timing as fair/poor	50	44	45
Percent rating trafflic flow on major streets as as it relates to Franklin as a whole fair/poor	0	0	62
Percent rating trafflic flow on major streets as it relates to Franklin as a whole as excellent/good	26	37	38
Percent rating trafflic flow on major streets as it relates to Franklin as a whole as fair/poor	74	63	0
AMOUNT	**700**	**700**	**700**

Organizational Chart



Staffing by Position

Position	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Engineering											
Director of Engineering	N	1	0	1	0	1	0	1	0	1	0
Assistant Director of Engineering	L	2	0	2	0	2	0	2	0	2	0
Staff Engineer I-III	I-K	8	0	8	0	8	0	8	0	8	0
Right of Way Agent	I	1	0	1	0	1	0	1	0	1	0
Construction Manager	J	0	0	0	0	1	0	1	0	1	0
Capital Projects Inspector	G	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Engineering Associate	F	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	E	1	0	1	0	1	0	0	0	0	0
Intern		0	0	0	0	0	0	0	0	0	1
Sub-Total - Budgeted Positions		**16**	**0**	**16**	**0**	**17**	**0**	**16**	**0**	**16**	**1**

Total Authorized Positions		**16**	**0**	**16**	**0**	**17**	**0**	**16**	**0**	**16**	**1**

Position	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Operations Center											
City Traffic Engineer	L	2	0	2	0	1	0	1	0	1	0
Mobility Programs Coordinator	K	0	0	0	0	0	0	0	0	1	0
Traffic/Transportation Engineer I-III	I-K	0	0	0	0	1	0	1	0	0	0
ITS Project Manager	H	0	0	1	0	1	0	0	0	1	0
Senior ITS Specialist	---	1	0	0	0	0	0	0	0	0	0
ITS Specialist I-II	F-G	0	0	1	0	1	0	2	0	2	0
TOC Operator	---	1	0	0	0	0	0	0	0	0	0
Sub-Total - Budgeted Positions		**4**	**0**	**4**	**0**	**4**	**0**	**4**	**0**	**5**	**0**

Total Authorized Positions		**4**	**0**	**4**	**0**	**4**	**0**	**4**	**0**	**5**	**0**

Budget Summary - Engineering

Engineering

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,831,582	$1,982,202	$2,145,841	$2,017,346	$2,131,612	($14,229)	(0.7%)
PERSONNEL TOTAL	**$1,831,582**	**$1,982,202**	**$2,145,841**	**$2,017,346**	**$2,131,612**	**($14,229)**	**(0.7%)**
OPERATIONS							
SERVICES (82000)	$84,472	$76,670	$115,531	$112,149	$67,660	($47,871)	(41.4%)
SUPPLIES (83000)	$49,158	$52,829	$21,596	$32,886	$60,803	$39,207	181.5%
OPERATIONAL UNITS (84000)	–	–	–	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$12,561	$15,748	$17,257	$20,785	$21,656	$4,399	25.5%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($327,952)	($247,183)	($193,668)	($193,668)	($193,668)	$0	0.0%
OPERATIONS TOTAL	**($181,762)**	**($101,936)**	**($39,284)**	**($27,848)**	**($43,549)**	**($4,265)**	**10.9%**
CAPITAL	–	–	$0	$0	$74,000	$74,000	–
110 - GENERAL FUND TOTAL	**$1,649,820**	**$1,880,267**	**$2,106,557**	**$1,989,498**	**$2,162,063**	**$55,506**	**2.6%**
EXPENSES TOTAL	**$1,649,820**	**$1,880,267**	**$2,106,557**	**$1,989,498**	**$2,162,063**	**$55,506**	**2.6%**

Budget Summary - Traffic Operations Center

Traffic Operations Center (TOC)

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$426,683	$371,519	$552,251	$524,991	$615,185	$62,934	11.4%
PERSONNEL TOTAL	**$426,683**	**$371,519**	**$552,251**	**$524,991**	**$615,185**	**$62,934**	**11.4%**
OPERATIONS							
SERVICES (82000)	$120,438	$107,620	$532,306	$512,250	$609,157	$76,851	14.4%
SUPPLIES (83000)	$79,606	$46,748	$209,938	$203,118	$179,484	($30,454)	(14.5%)
OPERATIONAL UNITS (84000)	–	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$22,748	$16,913	$18,025	$25,468	$21,988	$3,963	22.0%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$222,791**	**$171,281**	**$760,269**	**$740,836**	**$810,629**	**$50,360**	**6.6%**
CAPITAL	$193,684	$11,990	$731,000	$731,000	$2,455,000	$1,724,000	235.8%
110 - GENERAL FUND TOTAL	**$843,159**	**$554,790**	**$2,043,520**	**$1,996,827**	**$3,880,814**	**$1,837,294**	**89.9%**
EXPENSES TOTAL	**$843,159**	**$554,790**	**$2,043,520**	**$1,996,827**	**$3,880,814**	**$1,837,294**	**89.9%**

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FY 2025 Operating Budget

Economic Development

Eric Stuckey, City Administrator

Departmental Summary

This department is used to identify payments specifically related to economic development via civic organization and government appropriations. An allocation is made to the Williamson Chamber of Commerce (Williamson, Inc.) for the Tourism division (supporting growth of new and existing businesses) in the amount of $33,075, for the Williamson, Inc. Economic Development division (supporting the strategic plan in areas of career growth, outreach, and workforce development) in the amount of $33,075, and to the Greater Nashville Regional Council in the amount of $30,669.

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

Related Theme: Quality 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

Performance Measures (con't)

Related Theme: Sustainable Growth & Economic Prosperity

Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.

Opportunities for increasing tourism experiences.

Goal: To increase tourist visits to Franklin.

- Baseline: Carnton Plantation, Carter House and Lotz House had 80,000 visitors in 2012 (www.carnton.org).

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.

- Baseline: Franklin's unemployment rate for 2013 was 5.5%. County rate for same period was 5.8% and state rate was 8.5% (both of which included Franklin rate) (Source: Civilian Labor Force Summary, Labor Monthly Report, July 2013).

Encourage expansion and retention of business opportunities in the City of Franklin.

Goal: To increase the net number of business licenses within the city over the previous year.

- Baseline: Franklin issued 427 new business licenses in FY2012 (Revenue Management).
- Baseline: Franklin has 5,302 total active business licenses in 2012 (2012 Development Report).

Goal: To 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)

Strategic Plan Measures

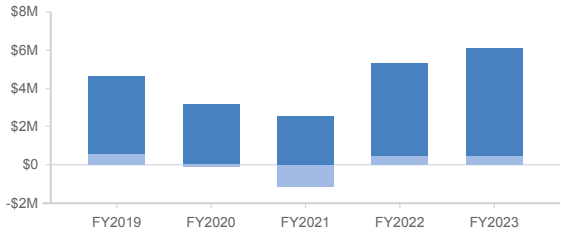
The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizens Survey data.

Economic Development has three of these categories - Strategic Plan measures (Financial and Non-Financial) and Citizens Survey data.

The graph to the right depicts the financial performance measure of the sustainable growth and economic prosperity theme in **Franklin*Forward.*** The Economic Development goal to increase revenue from Hotel/Motel taxes and the Conference Center was greatly affected by COVID-19 precautions, but is continuing to recover.

The tables below show important non-financial measures from **Franklin*Forward*** included in Economic Development.

Econ. Dev. FranklinForward Financial Perf. Measures



$6,075,119.47

Output Measure in FY2023

Econ. Dev. FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Williamson County's unemployment rate (percent).	3.2	6.4	2.7	2.6	2.7
Tennessee's unemployment rate (percent).	4.3	10.1	4.7	4	3.6
Percent of total increase of State of Tennessee sales tax revenue.	5.3	2.7	14.1	17	0
Percent of total increase of Franklin sales tax revenue. Measure: Increase local sales tax revenue growth rate compared to state sales tax growth rate.	5.9	-2.1	18.3	31.4	0
Current Cost of Living Index. Measure: Create desirable life experiences. Franklin will continue to be a destination to live and work that ranks amount he best in the nation. Goal: to be below the National cost of Living index of 100.	91.7	0	135	0	0
Total number of jobs in the City. Measure: Franklin will expand and retain business and job opportunities within the community as well as the county. Goal: Increase the number of jobs in the city over the previous year.	47,307	41,070	46,631	49,999	0
Franklin's unemployment rate (percent). Measure: Franklin will expand and retain business and job opportunities within the community as well as the county. Goal: Decrease the unemployment rate within the city over the previous year below the county and state levels.	3	6.6	2.6	2.5	2.6
Total overall tourist visits to Williamson County. Measure: Franklin will pursue growth and development that embraces its historic context and encourages revenue generation. Goal: Increase tourist visits to Franklin.	1,810,000	1,230,000	0	1,800,000	0
AMOUNT	**1,857,420.4**	**1,271,093.7**	**46,808.4**	**1,850,056.5**	**8.9**

Citizens Survey

Economic Development Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating a vibrant downtown/commerical areas as it relates to Franklin as a whole as excellent/good	89	92	91
Percent rating a vibrant downtown/commerical areas as it relates to Franklin as a whole as fair/poor	11	8	9
Percent rating cost of living in Franklin as it relates to Franklin as a whole as excellent/good	41	39	30
Percent rating cost of living in Franklin as it relates to Franklin as a whole as fair/poor	59	61	70
Percent rating shopping opportunities as it relates to Franklin as a whole as excellent/good	92	93	90
Percent rating shopping opportunities as it relates to Franklin as a whole as fair/poor	8	7	10
Percent rating the employment opportunities as it relates to Franklin as a whole as excellent/good	75	83	79
Percent rating the employment opportunities as it relates to Franklin as a whole as fair/poor	25	17	21
Percent rating the overall quality of businesses and service establishments in Franklin as it relates to Franklin as a whole as excellent/good	88	92	91
Percent rating the overall quality of businesses and service establishments in Franklin as it relates to Franklin as a whole as fair/poor	12	8	9
Percent rating the quality of economic development services as excellent/good	82	84	76
Percent rating the quality of economic development services as fair/poor	18	16	24
AMOUNT	**600**	**600**	**600**

Organizational Chart

There is no organizational 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 Summary

Economic Development

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
OPERATIONS							
APPROPRIATIONS (87000)	$88,855	$92,209	$96,819	$96,819	$98,353	$1,534	1.6%
OPERATIONS TOTAL	**$88,855**	**$92,209**	**$96,819**	**$96,819**	**$98,353**	**$1,534**	**1.6%**
110 - GENERAL FUND TOTAL	**$88,855**	**$92,209**	**$96,819**	**$96,819**	**$98,353**	**$1,534**	**1.6%**
EXPENSES TOTAL	**$88,855**	**$92,209**	**$96,819**	**$96,819**	**$98,353**	**$1,534**	**1.6%**

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FY 2025 Operating Budget

Community Development Block Grant Fund

Fund Summary

The Community Development Block Grant is funded annually by the Department of Housing and Urban Development (HUD). The City of Franklin has received approximately $2,300,000, 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.

COVID-19 Response & Impact

In the initial round of funding from the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) the City of Franklin received $213,789. With BOMA's approval, we awarded these funds to various nonprofits within our community to prevent, prepare for, and respond to the coronavirus. The awards were made on a reimbursement basis as recognizing the importance of the support these local agencies were providing to our residents.

The City received requests from fourteen agencies for various amounts which totaled the $213,789. The requests included funding for PPE, meals for children and home bound residents, rental assistance, and assistance for those displaced due to the coronavirus. Another $500,000 of COVID-19 related funds were received in Spring 2021. These funds have been partially distributed to eligible agencies in both FY 2021 and FY 2022. A portion of this award has been used to assist with new job training programs in areas affected by the pandemic to revitalize the affected labor force and business sectors or to help workers re-train for expanding sectors. The City has until December 31, 2024 to fully disperse these funds. Approximately $8,800 remains of the CDBG-CV funds.

Fund Goals

Acting within the HUD guidelines, the City prepares a Consolidated Plan that serves as the guiding document for how the City will expend its annual Community Development Block Grant (CDBG) funds. This plan was submitted and approved by HUD for years 2020-2025.

Fund Summary (con't)

Fund Goals (con't)

From that plan, the City prepares an Annual Action Plan that outlines the City's goals for the coming year and reflects our projections for the next year's spending which is linked to the approved Consolidated Plan.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 Aldermen.
The City anticipates receiving approximately $375,000 for the 2024-2025 program year. The City will continue to identify needs and determine the best way to leverage the funds to assist with meeting goals and priorities that support our partners and non-profits to assist low to moderate income residents.

Performance Measures

There are no performance measures associated with the Community Development Block Grant Fund. It is supervised by personnel in the Building & Neighborhood Services Department.

Strategic Plan Measures

There are no strategic plan measures 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 associated with the Community Development Block Grant Fund. It is supervised by personnel in the Building & Neighborhood Services Department.

Budget Summary

Community Development Block Grant (CDBG)

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
INTERGOVERNMENTAL (33000)	$307,306	$523,184	$900,000	$900,000	$386,966	($513,034)	(57.0%)
FINES & FEES (35000)	–	–	$0	$0	$0	$0	–
USE OF MONEY & PROPERTY (36000)	$3,730	$16,483	$5,000	$20,376	$9,056	$4,056	81.1%
OTHER REVENUE (37000)	–	–	$0	$0	$0	$0	–
CAPITAL CONTRIBUTIONS (39000)	–	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$311,036**	**$539,667**	**$905,000**	**$920,376**	**$396,022**	**($508,978)**	**(56.2%)**
REVENUES TOTAL	**$311,036**	**$539,667**	**$905,000**	**$920,376**	**$396,022**	**($508,978)**	**(56.2%)**
Expenses							
170 - COMMUNITY DEVELOPMENT BLOCK GRANT							
OPERATIONS							
SERVICES (82000)	$67,015	$318,201	$900,000	$789,000	$368,352	($531,648)	(59.1%)
OPERATIONAL UNITS (84000)	$240,290	$150,580	$0	$74,732	$0	$0	–
BUSINESS EXPENSES (85000)	–	–	–	$0	$0	$0	–
OPERATIONS TOTAL	**$307,306**	**$468,781**	**$900,000**	**$863,732**	**$368,352**	**($531,648)**	**(59.1%)**
170 - COMMUNITY DEVELOPMENT BLOCK GRANT TOTAL	**$307,306**	**$468,781**	**$900,000**	**$863,732**	**$368,352**	**($531,648)**	**(59.1%)**
EXPENSES TOTAL	**$307,306**	**$468,781**	**$900,000**	**$863,732**	**$368,352**	**($531,648)**	**(59.1%)**

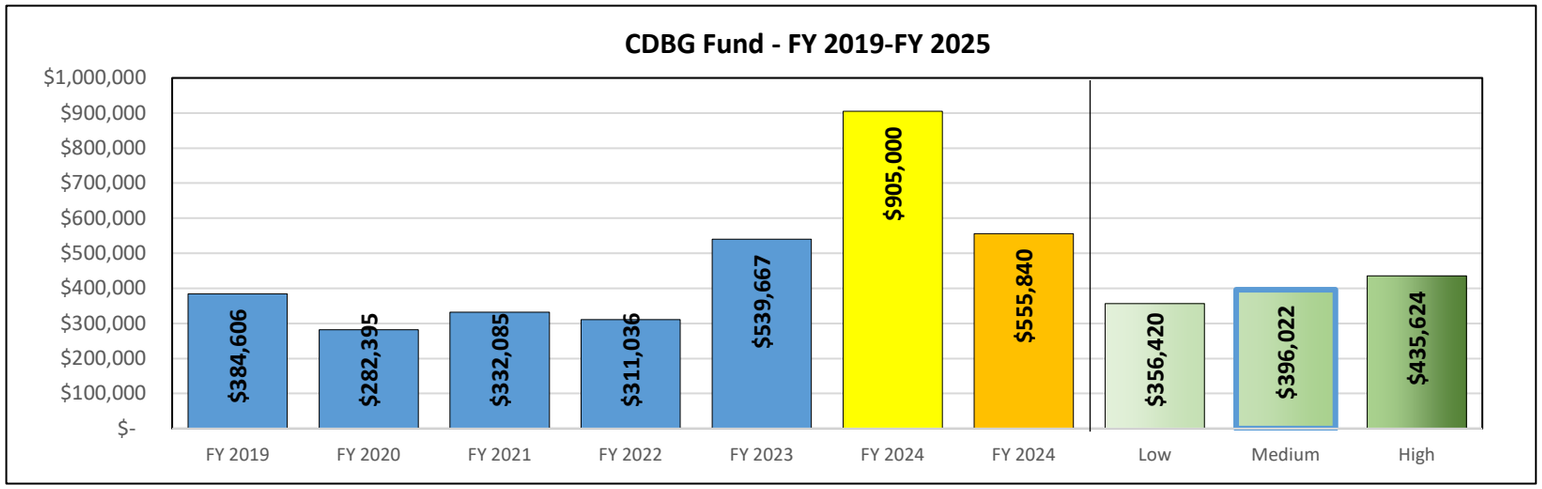
City of Franklin

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 guidelines, the City receives about $330,000 annually. To date, the City of Franklin has received approximately $2 million 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 sizeable decrease is shown, though that is attributable to the fact that the FY 2023 budget was severely increased due to direct federal aid through the CDBG program for COVID-19 relief efforts. This projection assumes a base of $375,000. This will be refined later in the budget process.



	Actual					Budget	Estimated	Forecast (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	47.2%	-26.6%	17.6%	-6.3%	74%	68%	-39%	-36%	-29%	-22%	
CDBG GRANT (FEDERAL)	373,845	269,780	330,407	307,306	523,184	900,000	900,000	348,269	386,966	425,662	3-yr Average
COVID-19 Relief			0	0	0		0	-	-	-	$ 394,263
INTEREST INCOME	10,761	12,615	1,679	3,730	16,483	5,000	20,376	8,150	9,056	9,962	12.3%
											5-Yr Average
											$ 369,958
											9.2%
Totals	$ 384,606	$ 282,395	$ 332,085	$ 311,036	$ 539,667	$ 905,000	$ 920,376	$ 356,420	$ 396,022	$ 435,624	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Transit

Debbie Henry, Executive Director

Departmental Summary

Department Mission

The Franklin Transit Authority connects people and places by providing efficient, effective, and affordable transportation services.

Department Objectives

- Planning, operations and management of the small system public transit system.
- Operating six days a week, service is comprised of fixed routes service and 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, and multi-modal transportation solutions for employers and communities. All employees are TMA Group employees.

Department Accomplishments

- The TMA Group is excited to report that Franklin Transit ridership is trending up and we are estimating a 13% increase in ridership system-wide from the previous year (86,500 passenger trips). The largest increase has been in our Demand Response TODD service. TMA Group has increased the capacity and coverage of the TODD service as we had reached capacity and were turning down customers during peak hours.
- TMA Group has procured 4 new vehicles in the past 6 months for Franklin Transit Service. This comes after a 3-year void in replacement equipment due to the pandemic and supply chain issues.
- In partnership with their marketing firm, Brand Wise, TMA group has expanded a creative social media campaign designed to create ridership. The campaign uses geofence technology to reach customers within walking distance of transit fixed routes. Ads were developed to visualize what was available to them in the City of Franklin through the use of transit. Activities such as grocery shopping, school, jobs, medical appointments, shopping or just a day to get out where highlighted in the digital ads. Giving people a reason to ride sometimes is necessary, and we believe the campaign has done well.
- The Transit shelters on Carothers Blvd continues, and the majority of the approved locations have been surveyed and approved. We will be working with property owners on ROW and/or construction.
- The micro-transit for Cool Springs was delayed due to labor shortages for drivers this past year. The market has loosened up in the last 90 days. We are moving forward with implementing the program in 2024-2025.

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.

Related 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).

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizens Survey data.

The Transit Department has two of these categories - Strategic Plan measures (Non-Financial) and Citizens Survey data.

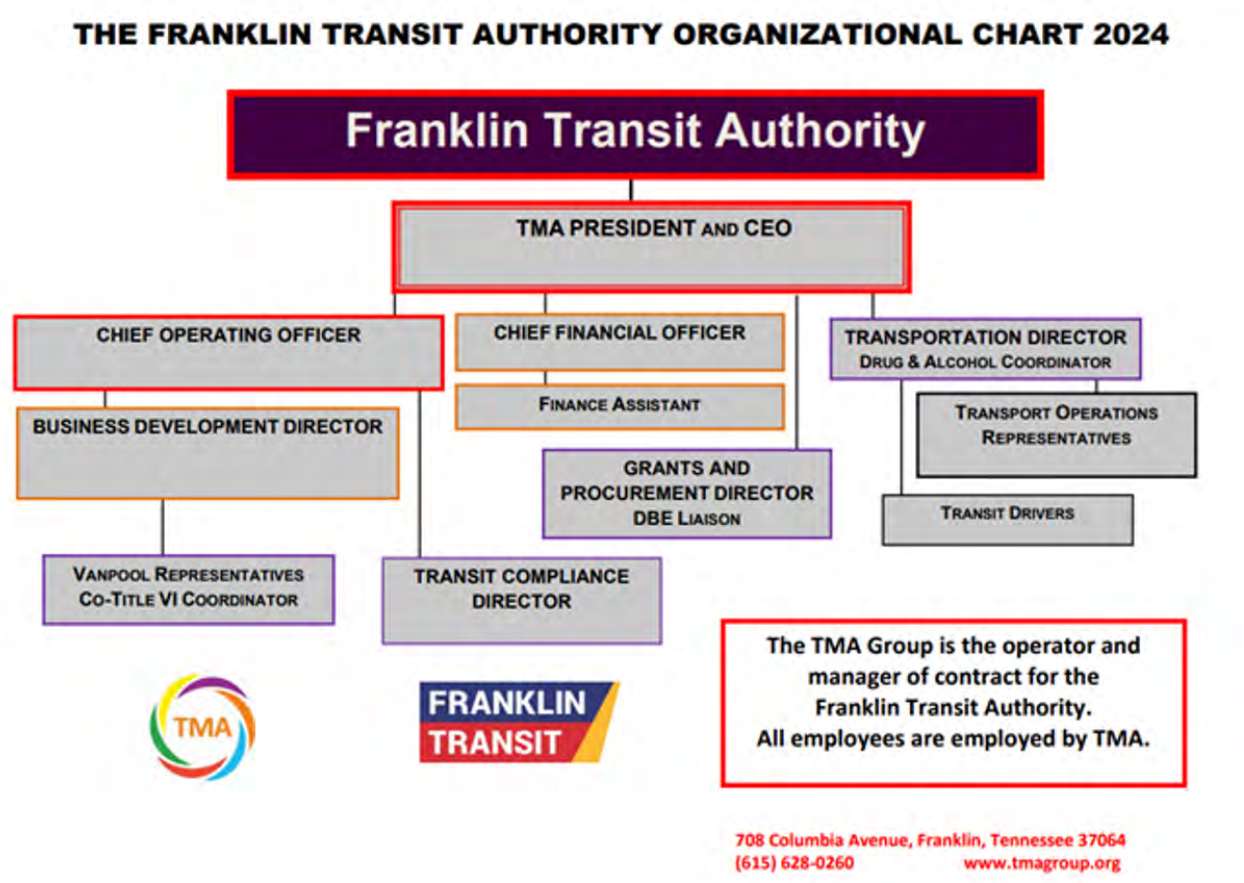
Strategic Plan Measures (Non-Financial)

	2019	2020	2021	2022	2023
Increase the Inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.					
Added Transit hubs, Park& Ride sites	-	-	3	3	-
Total	**136**	**136**	**139**	**142**	**142**
Increase from Prior year?	**0.00%**	**0.00%**	**3.00%**	**3.00%**	**0.00%**
Meeting Goal?	**Yes**	**Yes**	**Yes**	**Yes**	**yes**
Increase the number of riders using the Franklin Transit Authority.					
Ridership					
Franklin Transit Fixed Route	53,127	45,000	26,000	53,500	55,500
Transit On DemanD (TODD)	27,187	21,000	14,100	21,000	30,000
Microtransit Cool Springs					
Total	**80,314**	**66,000**	**40,100**	**74,500**	**85,500**
Increase from Prior year?	**Yes**	**-17.82%**	**-39.24%**	**44.00%**	**13.00%**
Meeting Goal?	**Yes**	**No**	**No**	**Yes**	**Yes**

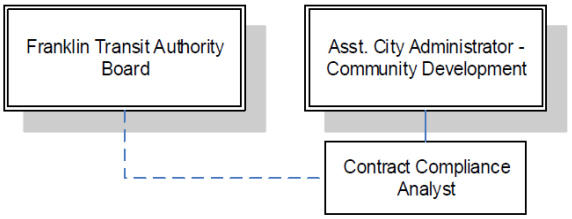
Citizen Survey

Franklin Citizens Survey						
	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑ % rating the quality of bus or transit service	42%	58%	54%	46%	40%	60%

Organizational Chart - Franklin Transit Authority (TMA Group Employees)



Organizational Chart - City of Franklin Employees*



**Transit Inspector also budgeted in Transit Fund, but reports to Traffic Sergeant and shown on Police Department Organizational Chart.*

Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Contract Compliance Analyst	H	0	0	0	0	0	1	0	1	0	1
Total Authorized Positions		**0**	**0**	**0**	**0**	**0**	**1**	**0**	**1**	**1**	**1**

**Transit Inspector also budgeted in Transit Fund, but reports to Traffic Sergeant and shown authorized position within the Police Department budget.*

Budget Summary

Transit

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LOCAL TAXES (31000)	–	–	$0	$0	$0	$0	–
INTERGOVERNMENTAL (33000)	$2,253,270	$2,627,537	$3,445,745	$3,336,771	$3,188,134	($257,611)	(7.5%)
CHARGES FOR SERVICES (34000)	$68,173	$84,431	$148,000	$83,807	$134,000	($14,000)	(9.4%)
USE OF MONEY & PROPERTY (36000)	$15,346	$44,033	$9,700	$33,395	$28,401	$18,701	192.8%
OTHER REVENUE (37000)	$444,912	$687,348	$771,473	$706,621	$1,003,617	$232,144	30.1%
REVENUES TOTAL	**$2,781,702**	**$3,443,349**	**$4,374,918**	**$4,160,594**	**$4,354,152**	**($20,766)**	**(0.5%)**
REVENUES TOTAL	**$2,781,702**	**$3,443,349**	**$4,374,918**	**$4,160,594**	**$4,354,152**	**($20,766)**	**(0.5%)**
Expenses							
160 - TRANSIT							
PERSONNEL							
PERSONNEL (81000)	–	$9,272	$61,148	$58,681	$129,643	$68,495	112.0%
PERSONNEL TOTAL	**–**	**$9,272**	**$61,148**	**$58,681**	**$129,643**	**$68,495**	**112.0%**
OPERATIONS							
SERVICES (82000)	–	–	$0	$0	$0	$0	–
SUPPLIES (83000)	–	$0	$200,000	$200,000	$60,000	($140,000)	(70.0%)
OPERATIONAL UNITS (84000)	$2,781,702	$3,434,077	$3,704,919	$3,704,919	$3,810,610	$105,691	2.9%
BUSINESS EXPENSES (85000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$2,781,702**	**$3,434,077**	**$3,904,919**	**$3,904,919**	**$3,870,610**	**($34,309)**	**(0.9%)**
CAPITAL							
CAPITAL ASSETS (89000)	–	–	$470,000	$470,000	$350,000	($120,000)	(25.5%)
CAPITAL TOTAL	**–**	**–**	**$470,000**	**$470,000**	**$350,000**	**($120,000)**	**(25.5%)**
160 - TRANSIT TOTAL	**$2,781,702**	**$3,443,349**	**$4,436,067**	**$4,433,600**	**$4,350,253**	**($85,814)**	**(1.9%)**
EXPENSES TOTAL	**$2,781,702**	**$3,443,349**	**$4,436,067**	**$4,433,600**	**$4,350,253**	**($85,814)**	**(1.9%)**

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; and
- Planning Expenses: 80% federal, 10% state, and 10% local.

Powered by OpenGov

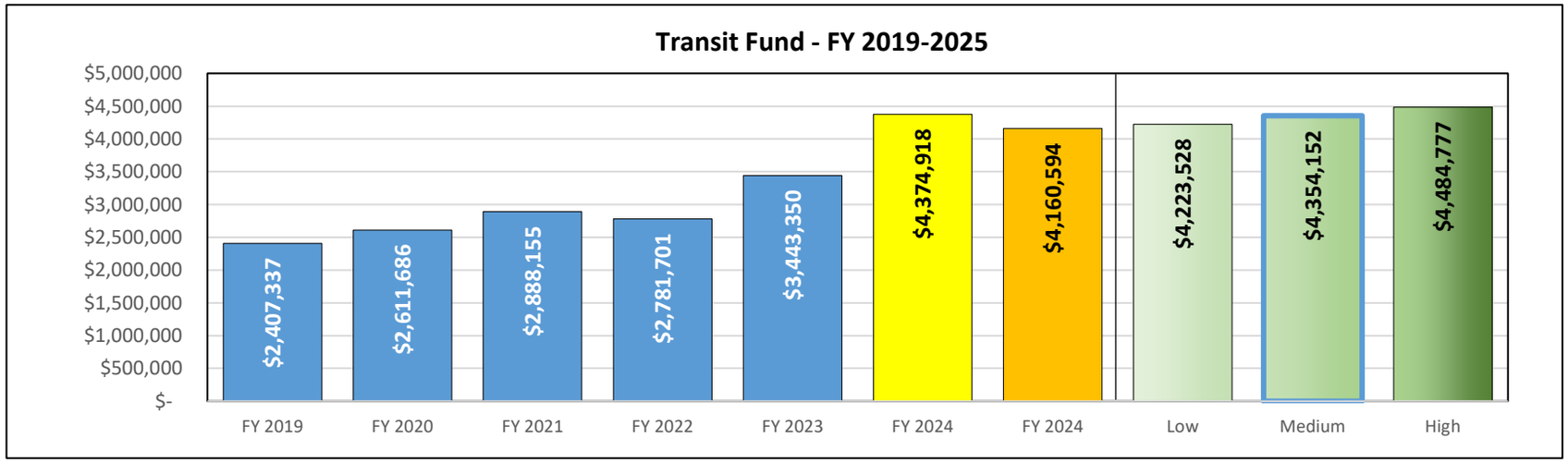
City of Franklin

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.

The forecast for FY 2025 is less than in FY 2024, but with a great deal of uncertainty regarding the size and applicability of ongoing federal and state grants. Initial forecasts reflect historic averages. This will be revised once the Franklin Transit Authority submits their budget request for FY 2024.



	Actual					Budget	Estimated	Forecast (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-4.8%	8.5%	10.6%	-3.7%	24%	27%	-5%	2%	5%	8%	3-yr Average
TRANSIT OPERATIONS GRANT (FEDERAL)	1,163,055	1,788,185	1,750,103	1,942,980	2,271,145	2,699,464	2,619,157	**2,382,747**	2,456,440	2,530,133	$ 3,037,735
TRANSIT CAPITAL GRANT (FED/STATE)	326,527	344,134	315,608	310,289	356,392	746,281	717,614	**709,743**	731,694	753,645	4.5%
TRANSIT FARES	84,945	63,427	33,080	68,173	84,431	148,000	83,807	**129,980**	134,000	138,020	5-Yr Average
INTEREST INCOME	27,227	33,788	3,122	5,646	34,333	0	26,194	**18,140**	18,701	19,262	$ 2,826,446
RENTAL INCOME	9,700	10,500	8,900	9,700	9,700	9,700	7,200	**9,409**	9,700	9,991	4.4%
SALE OF SURPLUS ASSETS	0	0	0	0	0	0	-	**-**	-	-	
TRANSFER FROM GENERAL FUND	795,884	371,653	777,341	444,912	687,348	771,473	706,621	**973,508**	1,003,617	1,033,726	
Totals	**$ 2,407,337**	**$ 2,611,686**	**$ 2,888,155**	**$ 2,781,701**	**$ 3,443,350**	**$ 4,374,918**	**$ 4,160,594**	**$ 4,223,528**	**$ 4,354,152**	**$ 4,484,777**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 2009-2023 & 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**
- **Capital Vehicle Fund**
- **Stormwater Fund - Streets & Engineering Departments**
- **Street Aid & Transportation Fund**
- **Road Impact Fund**
- **Parks**
- **Sanitation & Environmental Services Fund**
- **Water & Wastewater Enterprise Fund**
- **Emergency Management**

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HISTORIC FRANKLIN TENNESSEE

FY 2025 Operating Budget

Streets Maintenance

Steve Grubb, Director

Departmental Summary

The Streets Department - Maintenance Division consists of the following; Street Maintenance (asphalt, concrete, tractors), Landscape Maintenance, Inspection Team, and Administrative staff members.

The Maintenance Division currently maintains 348 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 Highway 96 West. 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 compost material from the landfill, thereby decreasing tipping fees.

Infrared Patch Truck
The Streets 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 approximately $7.50 per lane mile. Pre-event calculated costs for salt brine method are approximately $1.70 per lane mile. Post-event calculations could double the amount for both methods.

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.

Related Theme: All

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizens Survey data.

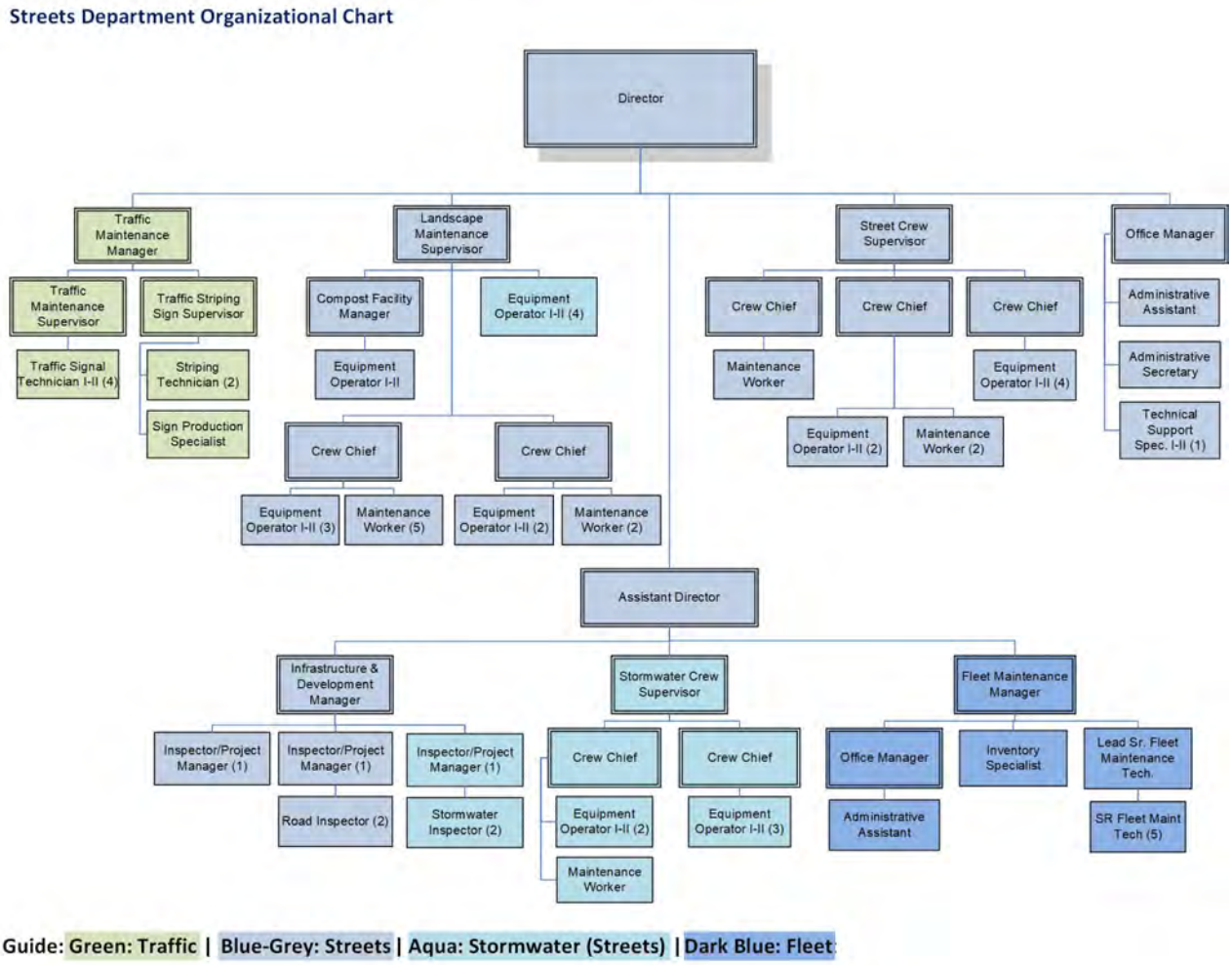
The Streets Department, Maintenance Division does not have any of these categories.

General Performance Measures

Street Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of Sidewalk maintenance as excellent/good	71	77	71
Percent rating the quality of Sidewalk maintenance as fair/poor	29	23	29
Percent rating the quality of Snow removal as excellent/good	57	71	57
Percent rating the quality of Snow removal as fair/poor	43	29	43
Percent rating the quality of Street cleaning as excellent/good	81	78	80
Percent rating the quality of Street cleaning as fair/poor	19	22	20
Percent rating the quality of Street lighting as excellent/good	74	75	73
Percent rating the quality of Street lighting as fair/poor	26	25	27
Percent rating the quality of Street repair as excellent/good	62	57	60
Percent rating the quality of Street repair as fair/poor	38	43	40
AMOUNT	**500**	**500**	**500**

Streets Department Organizational Chart



Guide: Green: Traffic | Blue-Grey: Streets | Aqua: Stormwater (Streets) | Dark Blue: Fleet

Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Director of Streets	M	1	0	1	0	1	0	1	0	1	0
Assistant Director	K	0	0	1	0	1	0	1	0	1	0
Infrastructure & Development Manager	I	0	0	0	0	0	0	1	0	1	0
Inspector/Project Manager	H	0	0	0	0	0	0	2	0	2	0
Senior Road Inspector	H	1	0	1	0	1	0	0	0	0	0
Landscape Maintenance Supervisor	H	1	0	1	0	1	0	1	0	1	0
Road Inspector	G	4	0	4	0	4	0	2	0	2	0
Office Manager	G	1	0	1	0	1	0	1	0	1	0
Crew Chief	G	5	0	5	0	5	0	5	0	5	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Street Crew Supervisor	F	1	0	1	0	1	0	1	0	1	0
Compost Facility Manager	F	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	E	1	0	1	0	1	0	1	0	1	0
Equipment Operator I-II	D-E	7	0	7	0	7	0	7	0	12	0
Administrative Secretary	D	1	0	1	0	1	0	1	0	1	0
Maintenance Worker	D	14	0	15	0	15	0	15	0	10	0
Sub-Total - Budgeted Positions		**39**	**0**	**41**	**0**	**41**	**0**	**41**	**0**	**41**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Assistant Director	J	1	0	0	0	0	0	0	0	0	0
Sub-Total - Unbudgeted Positions		**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Total Authorized Positions		**40**	**0**	**41**	**0**	**41**	**0**	**41**	**0**	**41**	**0**

Budget Summary

Streets - Maintenance

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$3,136,831	$3,856,194	$4,248,180	$4,353,198	$4,291,067	$42,887	1.0%
PERSONNEL TOTAL	**$3,136,831**	**$3,856,194**	**$4,248,180**	**$4,353,198**	**$4,291,067**	**$42,887**	**1.0%**
OPERATIONS							
SERVICES (82000)	$800,963	$914,069	$880,285	$943,905	$942,220	$61,935	7.0%
SUPPLIES (83000)	$407,307	$252,283	$496,905	$451,275	$493,480	($3,425)	(0.7%)
OPERATIONAL UNITS (84000)	–	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$91,079	$135,800	$161,079	$83,020	$87,688	($73,391)	(45.6%)
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$1,299,349**	**$1,302,153**	**$1,538,269**	**$1,478,200**	**$1,523,388**	**($14,881)**	**(1.0%)**
CAPITAL	$95,423	$321,870	$389,940	$389,940	$165,000	($224,940)	(57.7%)
110 - GENERAL FUND TOTAL	**$4,531,602**	**$5,480,218**	**$6,176,389**	**$6,221,338**	**$5,979,455**	**($196,934)**	**(3.2%)**
EXPENSES TOTAL	**$4,531,602**	**$5,480,218**	**$6,176,389**	**$6,221,338**	**$5,979,455**	**($196,934)**	**(3.2%)**

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HISTORIC
FRANKLIN
TENNESSEE

FY 2025 Operating Budget

Streets Traffic

Steve Grubb, Director

Departmental Summary

The Streets Department - Traffic Division currently maintains 125 signalized intersections within the City of Franklin, with electronic pedestrian crosswalks at a majority of these intersections.

Traffic Division personnel are responsible for maintenance of all downtown decorative street lights, school flashers within the City limits, high mast interstate lighting located within the City limits along I-65 from Goose Creek to Moore's Lane, McEwen interchange, McEwen Drive from Carothers to Cool springs Blvd., Carothers Parkway walking trail, Boyd Mill Ave., Liberty Park, Carothers Parkway to Long Lane and parking garages on 2nd and 4th Ave.
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 a 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, Sanitation, Fire, Planning and Police Department. Seasonal downtown decorative banners are produced bi-annually.

Department Outlook

We continue to install LED lighting in areas of city maintenance that previously used High Pressure Sodium or Metal Halide incandescent lighting. Currently, the Traffic Division has converted 100% of Downtown, Carothers, Carothers walking trail, and Liberty Park street lights to LED lighting. Since the High Mast Interstate lighting swap to LED was such a success, we converted the remaining 161 interstate lights along the median wall and road edges from 96 East to Cool Springs Blvd. Additionally, we have acquired 48 more High Mast LED's from TDOT at the Goose Creek interchange to maintain.

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 database system. As a major resurfacing project takes place, the Traffic Division will be upgrading all signage and vehicle detection systems along the route. The upgrade to Wavetronix vehicle detection will be a key process in relieving maintenance costs and traffic flow interruptions.

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.

Related Theme: All

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizens Survey data.

The Streets Department, Traffic Division has two of these categories - General performance measures (Non-Financial and Financial).

General Performance Measures

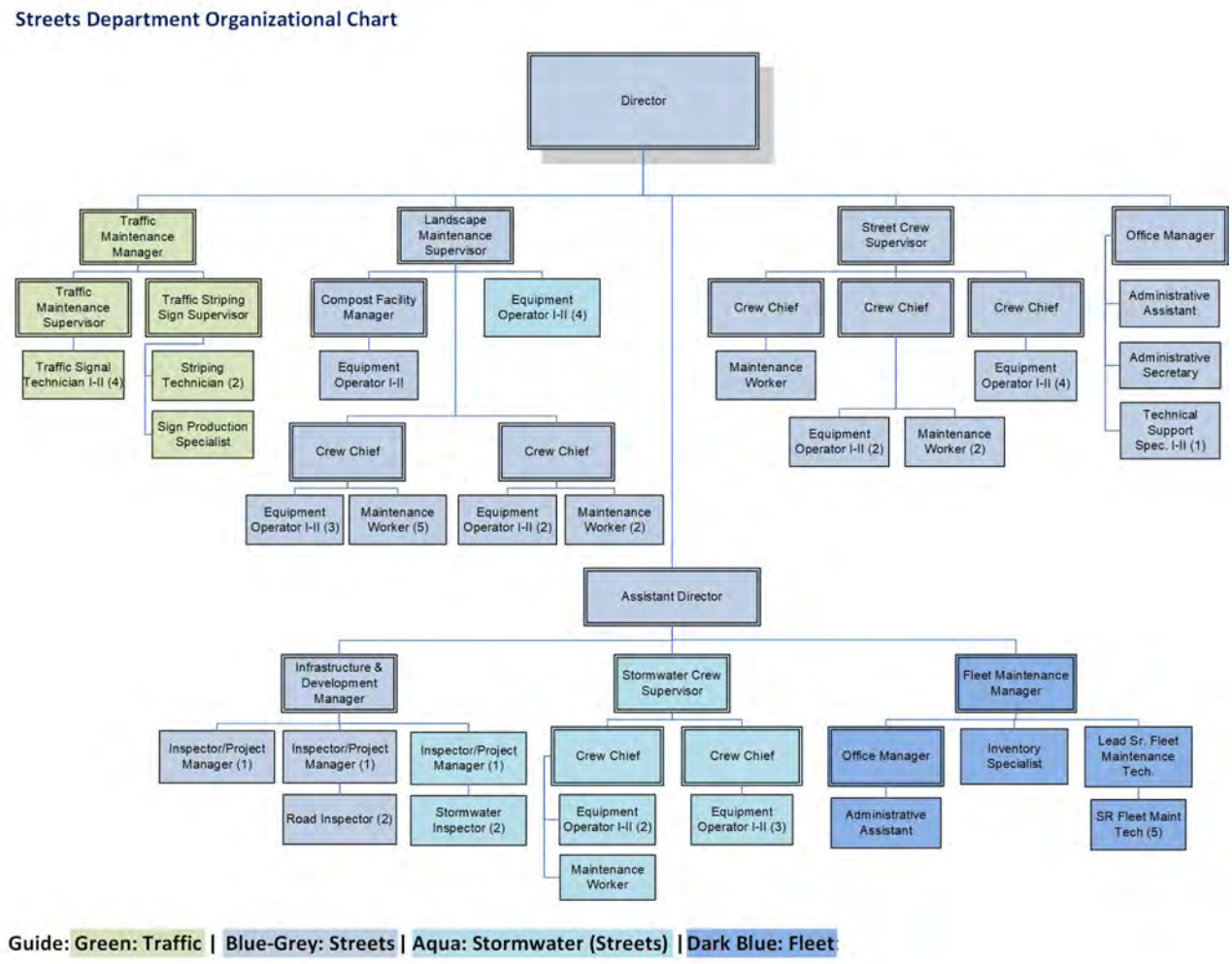
Traffic Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of speed limit signs created.	58	80	52	47	43
Number of signs created.	1,400	1,400	1,632	1,498	863
Number of warning signs created.	112	125	64	144	139
Number of signs for other departments created.	784	600	783	1,027	533
Number of street signs replaced.	1,400	1,400	849	461	380
Number of parking signs created.	145	100	22	35	44
Number of all way stop placards created.	25	25	17	21	9
Number of road construction signs created.	14	40	8	23	18
Number of yield signs created.	22	15	47	9	14
Number of downtown banners created.	139	150	101	97	15
Number of street name signs created.	54	83	94	107	43
Number of stop signs created.	81	95	99	75	29
AMOUNT	**4,234**	**4,113**	**3,768**	**3,544**	**2,130**

Traffic Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total cost per street name signs created.	$22	$22	$17	$14	$23
Total cost per stop sign created.	$43	$43	$46	$28	$41
Total cost per speed limit signs created.	$27	$27	$29	$25	$36
Total cost per warning signs created.	$29	$29	$31	$29	$54
Total cost per signs for other departments created.	$23	$23	$17	$12	$15
Total cost per downtown banners created.	$18	$18	$21	$32	$42
Total cost per parking signs created.	$10	$10	$13	$17	$20
Total cost per road construction signs created.	$35	$35	$36	$25	$31
Total cost per yield signs created.	$41	$41	$37	$26	$28
AMOUNT	**$248**	**$248**	**$247**	**$208**	**$290**

Streets Traffic Organizational Chart



Staffing by Position

Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Maintenance Manager	J	1	0	1	0	1	0	1	0	1	0
Traffic Maintenance Supervisor	H	1	0	1	0	1	0	1	0	1	0
Traffic Striping & Sign Production Supervisor	H	1	0	1	0	1	0	1	0	1	0
Traffic Signal Technician I-II	E-F	4	0	4	0	4	0	4	0	4	0
Sign Production Specialist	E	1	0	1	0	1	0	1	0	1	0
Striping Technician	E	2	0	2	0	2	0	2	0	2	0
Totals		**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**

Budget Summary

Streets - Traffic

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$952,887	$1,074,119	$1,235,511	$1,255,997	$1,220,283	($15,228)	(1.2%)
PERSONNEL TOTAL	**$952,887**	**$1,074,119**	**$1,235,511**	**$1,255,997**	**$1,220,283**	**($15,228)**	**(1.2%)**
OPERATIONS							
SERVICES (82000)	$138,625	$220,150	$215,820	$201,170	$181,900	($33,920)	(15.7%)
SUPPLIES (83000)	$317,769	$329,348	$387,835	$371,634	$381,135	($6,700)	(1.7%)
BUSINESS EXPENSES (85000)	$80,370	$78,585	$88,507	$62,695	$90,429	$1,922	2.2%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$536,764**	**$628,083**	**$692,162**	**$635,499**	**$653,464**	**($38,698)**	**(5.6%)**
CAPITAL	–	–	$152,000	$40,000	$183,970	$31,970	21.0%
110 - GENERAL FUND TOTAL	**$1,489,651**	**$1,702,202**	**$2,079,673**	**$1,931,496**	**$2,057,717**	**($21,956)**	**(1.1%)**
EXPENSES TOTAL	**$1,489,651**	**$1,702,202**	**$2,079,673**	**$1,931,496**	**$2,057,717**	**($21,956)**	**(1.1%)**

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FY 2025 Operating Budget

Streets Fleet

Steve Grubb, Director

Departmental Summary

The Streets Department - Fleet Maintenance Division consists of ten full-time employees. This division provides mechanical services and road service calls for the 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 have become more complex requiring additional service during Preventive Maintenance (PM). The continual stop and go, and little to no interstate driving provides more needed shop time and service. City vehicles experience more wear and tear than a normally driven vehicle. Mechanical services provided include: a preventive maintenance program, tire changes, replacement of defective/failed parts, engine diagnostic, and other miscellaneous services.

Department Outlook

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.

The division continues to improve work flow and processes, providing excellent service for all City of Franklin vehicles and equipment.

History of expenditures for service and repairs of City of Franklin's fleet, life-cycle analysis, vehicle improvements, equipment turnover and residual value are kept accurately.

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.

Related 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)

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Streets Department, Fleet Division has two of these categories - General performance measures (Non-Financial and Financial).

General Performance Measures

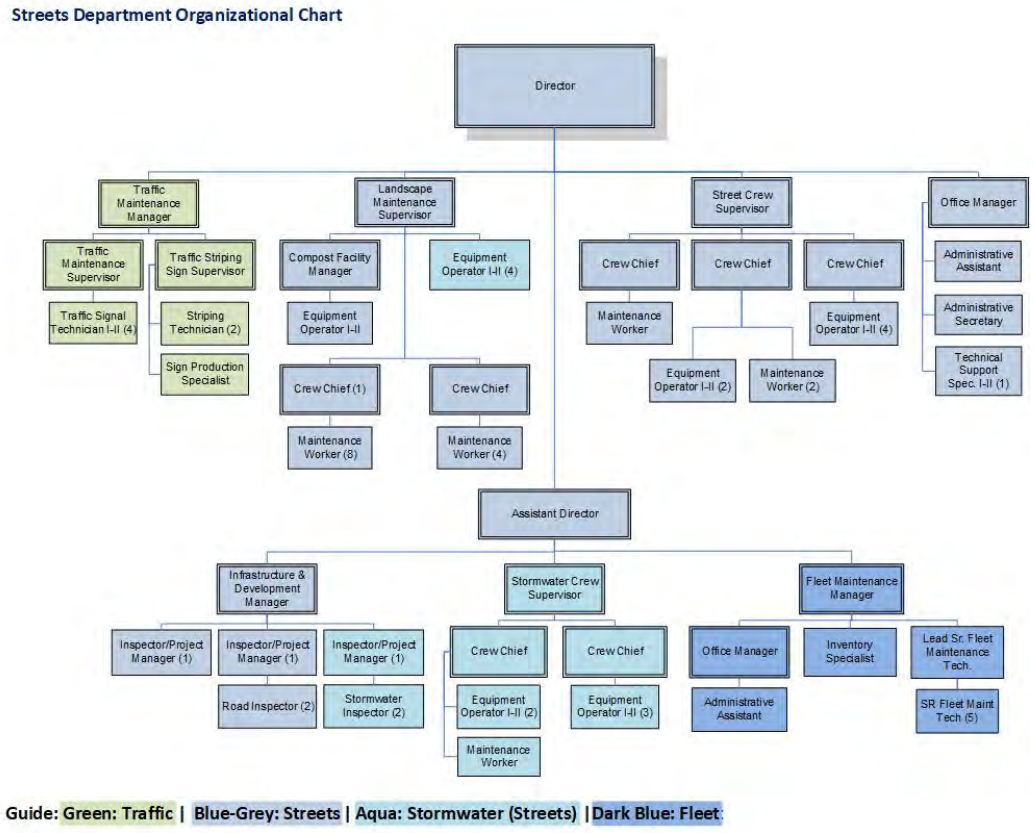
Fleet Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total number of light trucks.	147	151	152	109	112
Total number of cars/passenger vehicles/SUVs.	216	220	237	235	239
Percent of service calls.	7.8	6.64	7.8	6.81	3.63
Total number of heavy trucks.	98	107	109	145	144
Total number of repairs.	2,991	2,951	2,696	3,784	3,965
Percent outsourced.	6.61	6.33	7.3	6.81	7.28
AMOUNT	**3,466.41**	**3,441.97**	**3,209.1**	**4,286.62**	**4,470.91**

Fleet Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total cost of repairs performed by Fleet for Engineering.	$7,259	$750	$4,809	$1,597	$5,103
Total cost of repairs performed by Fleet for Human Resources.	$2,798	$4,230	$1,460	$2,727	$1,761
Total cost of repairs performed by Fleet for Communications	$0	$0	$0	$0	$0
Total cost of repairs performed by Fleet for Street Department.	$122,712	$125,948	$113,785	$229,724	$326,633
Total cost of repairs performed by Fleet for Administration.	$374	$477	$823	$515	$7,028
Total cost of repairs performed by Fleet for Police.	$118,306	$106,001	$109,723	$128,509	$131,608
Total cost of repairs performed by Fleet for Parks.	$18,499	$19,139	$27,457	$42,922	$68,250
Total cost of repairs performed by Fleet for Planning.	$197	$0	$55	$25	$29
Total cost of repairs performed by Fleet for City Wide.	$865,419	$813,074	$915,885	$1,418,226	$1,460,205
Total cost of repairs performed by Fleet for Fire.	$185,389	$152,627	$196,982	$230,548	$281,187
Total cost of repairs performed by Fleet for City Hall Maintenance.	$677	$430	$413	$4,016	$4,568
Total cost of repairs performed by Fleet for Sanitation and Environmental Services.	$316,198	$305,544	$360,704	$656,700	$490,430
Total cost of repairs performed by Fleet for Emergency Management	$0	$0	$0	$0	$0
Total cost of repairs performed by Fleet for IT.	$1,511	$1,601	$2,603	$1,435	$1,032
Total cost of repairs performed by Fleet for Water.	$83,528	$86,071	$91,460	$110,730	$126,972
Total cost of repairs performed by Fleet for Building & Neighborhood Services.	$7,971	$10,256	$5,611	$8,782	$15,604
AMOUNT	**$1,730,838**	**$1,626,148**	**$1,831,770**	**$2,836,458**	**$2,920,410**

Streets Fleet Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fleet Maintenance Manager	J	1	0	1	0	1	0	1	0	1	0
Lead Senior Maintenance Tech	H	1	0	1	0	1	0	1	0	1	0
Senior Fleet Maintenance Tech	G	5	0	5	0	5	0	5	0	5	0
Office Manager	G	0	0	1	0	1	0	1	0	1	0
Administrative Assistant	E	1	0	1	0	1	0	1	0	1	0
Inventory Specialist	F	1	0	1	0	1	0	1	0	1	0
Sub-Total - Budgeted Positions		**9**	**0**	**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Office Manager	F	1	0	0	0	0	0	0	0	0	0
Sub-Total - Unbudgeted Positions		**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Total Authorized Positions	**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**

Budget Summary

Streets - Fleet Maintenance

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$871,442	$1,025,023	$1,130,307	$1,053,840	$1,094,779	($35,528)	(3.1%)
PERSONNEL TOTAL	**$871,442**	**$1,025,023**	**$1,130,307**	**$1,053,840**	**$1,094,779**	**($35,528)**	**(3.1%)**
OPERATIONS							
SERVICES (82000)	$476,769	$447,812	$438,608	$469,914	$462,648	$24,040	5.5%
SUPPLIES (83000)	($509,561)	($269,708)	($222,278)	($841,648)	($208,401)	$13,877	(6.2%)
BUSINESS EXPENSES (85000)	$9,369	$12,134	$11,097	$18,657	$18,869	$7,772	70.0%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**($23,423)**	**$190,238**	**$227,427**	**($353,077)**	**$273,116**	**$45,689**	**20.1%**
CAPITAL	–	–	$113,000	$90,387	$0	($113,000)	(100.0%)
110 - GENERAL FUND TOTAL	**$848,019**	**$1,215,262**	**$1,470,734**	**$791,150**	**$1,367,895**	**($102,839)**	**(7.0%)**
EXPENSES TOTAL	**$848,019**	**$1,215,262**	**$1,470,734**	**$791,150**	**$1,367,895**	**($102,839)**	**(7.0%)**

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FY 2025 Operating Budget

Fleet Replacement Fund

Fund Summary

The Capital Vehicle Fund was a new fund for FY 2023. Its purpose is to provide a more sustainable and transparent mechanism for the regular replacement of commercial fleet vehicles necessary for General Fund departments to operate. Funding for FY 2023 was provided through FY 2022 transfers which "pre-seeded" the fund. The City will use that strategy again in FY 2023, transferring $1,500,000 for FY 2024 needs. A smaller transfer of $312,810 was budgeted in FY 2024. The FY 2025 amount is still to be determined.

Notes & Objectives

The FY 2025 appropriations is as follows: 11 Fire Vehicles totaling $574,000, 21 Police Vehicles totaling $1,491,000, 5 Street Vehicles totaling $240,000, 8 Parks Vehicles totaling $352,000, 2 Building Maintenance Vehicles totaling $88,000, and 1 Admin/Communications Vehicle totaling $62,000. The FY 2024 appropriation was as follows: Forty-three (43) vehicles totaling $1,858,000 FY24 Proposed: eleven (11) Police units totaling $481,250 Total $2,208,000 Fleet Management is also receiving various vehicles for FY 2023. It is expected that these vehicles will be expensed in FY 2024 for a total of $864,239, which is reflected in the FY 2024 expenses.

Organizational Chart

There is no organizational chart associated with the Capital Vehicle Fund. It is supported by personnel within the Streets Department.

Staffing by Position

There are no staff formally associated with the Capital Vehicle Fund. It is supported by personnel within the Streets Department.

Budget Summary

Capital Vehicle Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Revenues							
REVENUES							
USE OF MONEY & PROPERTY (36000)	$3,022	$138,273	–	$231,369	$115,585	$115,585	–
OTHER REVENUE (37000)	$3,250,000	$2,906,667	$812,810	$812,810	$863,490	$50,680	6.2%
REVENUES TOTAL	**$3,253,022**	**$3,044,940**	**$812,810**	**$1,044,179**	**$979,075**	**$166,265**	**20.5%**
REVENUES TOTAL	**$3,253,022**	**$3,044,940**	**$812,810**	**$1,044,179**	**$979,075**	**$166,265**	**20.5%**
Expenses							
350 - FLEET REPLACEMENT FUND	–	$1,130,321	$3,703,489	$2,430,706	$2,807,000	($896,489)	(24.2%)
EXPENSES TOTAL	**–**	**$1,130,321**	**$3,703,489**	**$2,430,706**	**$2,807,000**	**($896,489)**	**(24.2%)**

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FY 2025 Operating Budget

Stormwater

Steve Grubb,Streets Director
Paul Holzen, City Engineer

Departmental Summary

The Stormwater Fund has two divisions contained within it - Streets and Engineering. It consists of 22 employees: 1 coordinator, 1 staff engineer, 4 water quality specialists, 3 inspectors, 1 supervisor, 2 crew chiefs, 1 stormwater supervisor, 9 equipment operators and 1 maintenance worker.

Streets

The Streets 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.

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 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

Departmental Summary (con't)

Engineering

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

Performance Measures

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The Stormwater Department has one of these categories - General performance measures (Non-Financial).

General Performance Measures

Stormwater Non-Financial Performance Measures

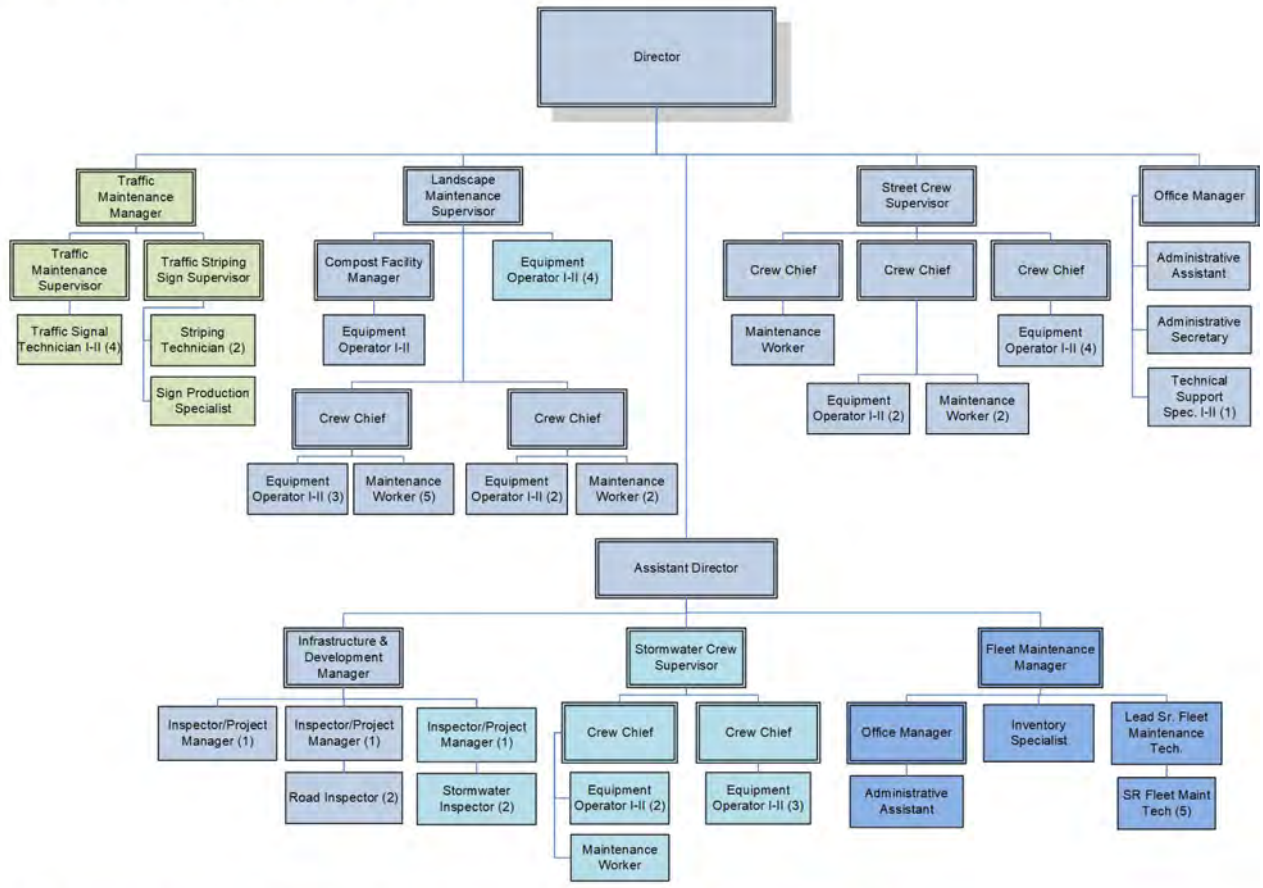
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Percentage of watershed completed for illicit discharge detection and elimination.	0.2	0.2	0.2	20	100
E.Coli Sampling, Annual Ambient Monitoring (100%=Achieved, 0%=Not Achieved)	100	100	100	100	100
Number of illicit discharge detections as a percentage of watershed.	0.2	0.2	0.2	0	0
Number of visual stream assessments completed.	0.2	0.2	0.2	20	0
Percentage of visual stream assessments completed as required (20% of watershed annually)	100	100	100	0	100
Total number of active construction sites	159	1.65	1.77	165	184
Number of illicit discharge eliminations achieved.	0.2	0.2	0.2	0	14
Visual Stream Assessment, Annual Ambient Monitoring (100%=Achieved, 0%=Not Achieved)	100	100	100	100	0
Number of public communication/education/outreach events completed.	13	0.1	0.19	19	35
Macroinvertebrate sampling, Annual Ambient Monitoring (100%=Achieved, 0%=Not Achieved)	100	100	100	100	100
Number of public involvement and participation events completed.	8	0.05	0.02	9	18
Percentage of illicit discharge detections completed as required (20% of watershed annually)	0	0	0	0	100
Percentage of permanent stormwater management facilities inspected.	0.02	0.05	0.1	9	0
Percentage of active construction sites inspected monthly.	100	100	100	100	100
Total number of active construction sites inspected	159	1.65	1.77	165	184
Percentage of SCM's inspections completed as required (20% of watershed annually)	0	0	0	0	100
AMOUNT	**839.82**	**504.3**	**504.65**	**807**	**1,135**

Stormwater Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of storm drainage as excellent/good	80	78	79
Percent rating the quality of storm drainage as fair/poor	20	22	21
AMOUNT	**100**	**100**	**100**

Organizational Chart(s)

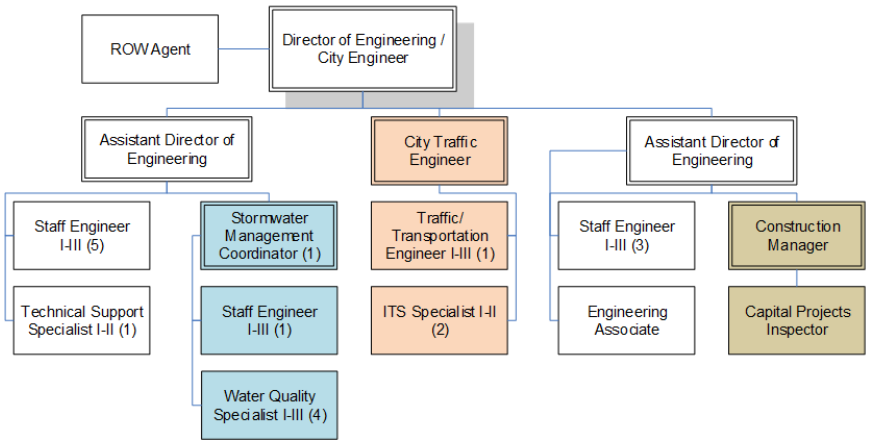
Streets Department Organizational Chart



Guide: Green: Traffic | Blue-Grey: Streets | Aqua: Stormwater (Streets) | Dark Blue: Fleet

Organizational Chart - Stormwater-Engineering

Engineering Department



Notes:

Personnel funded through the Stormwater Fund in the Engineering Dept. are shaded in Aqua.

Staffing by Position

Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Stormwater - Engineering											
Stormwater Management Coordinator	I	1	0	1	0	1	0	1	0	1	0
Staff Engineer I-III	I-K	0	0	1	0	1	0	1	0	1	0
Water Quality Specialist I-III	F-H	5	0	4	0	4	0	4	0	4	0
Stormwater - Streets											
Stormwater Crew Supervisor	H	1	0	1	0	1	0	1	0	1	0
Inspector/Project Manager	H	0	0	0	0	0	0	1	0	1	0
Stormwater Inspector	G	3	0	3	0	3	0	2	0	2	0
Crew Chief	G	2	0	2	0	2	0	2	0	2	0
Equipment Operator I-II	D-E	9	0	9	0	9	0	9	0	9	0
Maintenance Worker	D	1	0	1	0	1	0	1	0	1	0
Totals		**22**	**0**	**22**	**0**	**22**	**0**	**22**	**0**	**22**	**0**

Budget Summary

Stormwater

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Revenues							
REVENUES							
LICENSES & PERMITS (32000)	$97,496	$119,369	$138,250	$113,135	$129,051	($9,199)	(6.7%)
INTERGOVERNMENTAL (33000)	$7,452	–	$1,307	$0	$0	($1,307)	(100.0%)
CHARGES FOR SERVICES (34000)	$2,560,385	$2,595,654	$2,554,462	$2,641,179	$2,673,523	$119,061	4.7%
FINES & FEES (35000)	$72,772	$75,906	$36,000	$44,723	$35,000	($1,000)	(2.8%)
USE OF MONEY & PROPERTY (36000)	($37,433)	$41,307	$83,739	$103,275	$51,592	($32,147)	(38.4%)
OTHER REVENUE (37000)	$0	–	$0	$0	$0	$0	–
CUSTOMER SERVICE (38000)	$0	$0	$0	$0	$0	$0	–
CAPITAL CONTRIBUTIONS (39000)	–	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$2,700,672**	**$2,832,236**	**$2,813,758**	**$2,902,312**	**$2,889,166**	**$75,408**	**2.7%**
REVENUES TOTAL	**$2,700,672**	**$2,832,236**	**$2,813,758**	**$2,902,312**	**$2,889,166**	**$75,408**	**2.7%**
Expenses							
135 - STORMWATER							
PERSONNEL							
PERSONNEL (81000)							
SALARIES & WAGES (81100)	$1,224,619	$1,453,312	$1,791,873	$1,688,769	$1,661,214	($130,659)	(7.3%)
EMPLOYEE BENEFITS (81400)	$690,667	$615,385	$717,451	$725,312	$796,234	$78,783	11.0%
PERSONNEL (81000) TOTAL	**$1,915,286**	**$2,068,697**	**$2,509,324**	**$2,414,081**	**$2,457,448**	**($51,876)**	**(2.1%)**
PERSONNEL TOTAL	**$1,915,286**	**$2,068,697**	**$2,509,324**	**$2,414,081**	**$2,457,448**	**($51,876)**	**(2.1%)**
OPERATIONS							
SERVICES (82000)	$214,857	$258,607	$336,410	$359,831	$396,724	$60,314	17.9%
SUPPLIES (83000)	$222,929	$330,288	$400,243	$393,142	$484,017	$83,774	20.9%
OPERATIONAL UNITS (84000)	$335,799	$226,922	$192,592	$192,522	$192,522	($70)	(0.0%)
BUSINESS EXPENSES (85000)	$48,782	$46,048	$69,327	$64,224	$56,632	($12,695)	(18.3%)
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)	–	–	$350,000	$350,000	$0	($350,000)	(100.0%)
OPERATIONS TOTAL	**$822,367**	**$861,865**	**$1,348,572**	**$1,359,719**	**$1,129,895**	**($218,677)**	**(16.2%)**
CAPITAL							
CAPITAL ASSETS (89000)	–	$0	$145,052	$145,052	$898,536	$753,484	519.5%
CAPITAL TOTAL	**–**	**$0**	**$145,052**	**$145,052**	**$898,536**	**$753,484**	**519.5%**
135 - STORMWATER TOTAL	**$2,737,652**	**$2,930,562**	**$4,002,948**	**$3,918,852**	**$4,485,879**	**$482,931**	**12.1%**
EXPENSES TOTAL	**$2,737,652**	**$2,930,562**	**$4,002,948**	**$3,918,852**	**$4,485,879**	**$482,931**	**12.1%**

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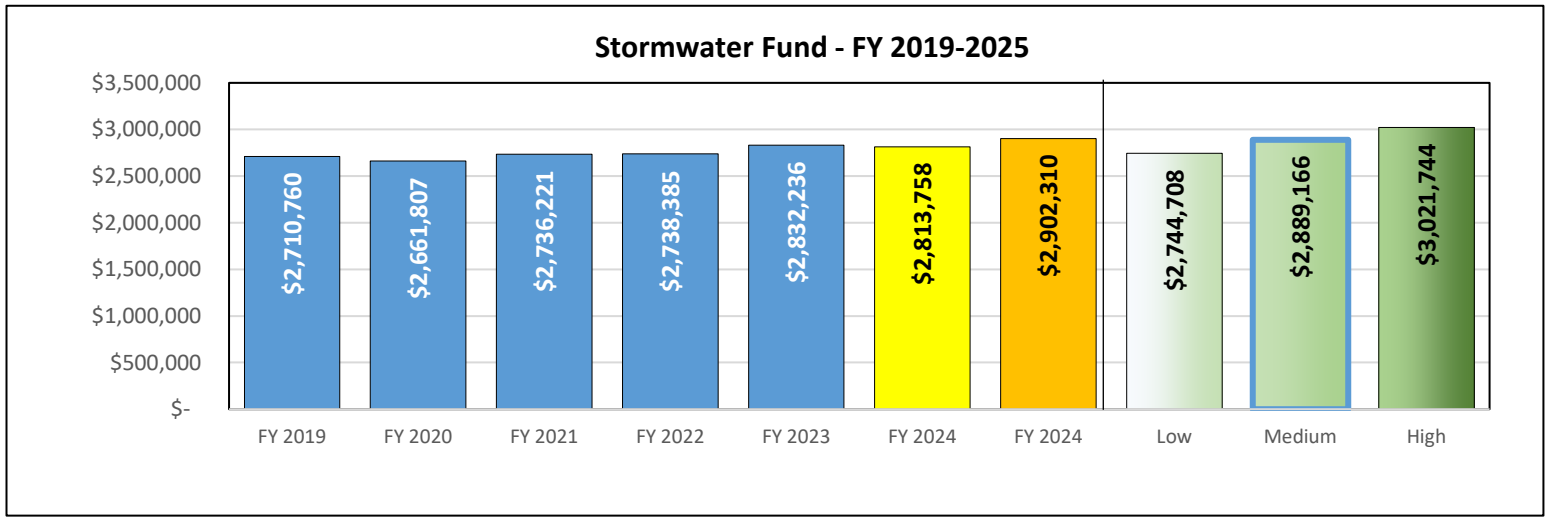
City of Franklin

Revenue Model

Fund:	Stormwater Fund	Percent of All Revenues	1.2%

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.

The fee was raised by 5% in FY 2022. This was the first increase in the fee since the inception of the fund in FY 2004, 19 years ago. No fee increase is planned in FY 2025.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	5.9%	-1.8%	2.8%	0.1%	3%	-1%	3%	-5%	0%	4%	
PLANS REVIEW FEE	25,900	22,300	33,200	17,400	19,800	36,250	16,903	22,534	23,720	24,906	3-yr Average
DRAINAGE INSPECTIONS	103,484	75,887	105,495	72,846	96,369	60,000	93,131	86,275	90,816	95,357	$ 2,768,947
STORMWATER PERMIT FEE	4,200	4,850	53,075	7,250	3,200	42,000	3,100	13,789	14,515	3,360	0.8%
FEMA/TEMA GRANTS (FED/STATE)	-	-	1,307	-	-	1,307		-	-	-	5-Yr Average
STORMWATER FEES- RESIDENTIAL	2,403,616	2,414,161	2,424,175	2,560,384	2,595,654	2,554,462	2,641,179	2,539,847	2,673,523	2,807,199	$ 2,735,882
STORMWATER APPEALS BOARD			5,750	0	0	0	-	-			0.7%
STORMWATER FINES	19,404	18,088	14,930	29,817	23,636	15,000	8,125	14,250	15,000	15,750	10-Yr Average
STORMWATER LATE PAY PENALTIES	21,721	15,596	22,067	27,879	28,370	21,000	16,598	19,000	20,000	21,000	$ 2,639,008
STORMWATER QUALIFIED PROGRAM	12,000	21,750	34,200	15,075	23,900	0	17,700				0.7%
INTEREST INCOME	120,436	89,204	8,282	7,734	41,307	50,000	103,274	49,013	51,592	54,172	15-Yr Average
SALE OF SURPLUS ASSETS	-	(29)	33,739	-	-	33,739	-	-	-	-	$ 2,658,886
ELECTRONIC RECORDING FEE							2,300				
CUSTOMER SERVICE	-	-	-	-	-	-	-	-	-	-	0.4%
Totals	$ 2,710,760	$ 2,661,807	$ 2,736,221	$ 2,738,385	$ 2,832,236	$ 2,813,758	$ 2,902,310	$ 2,744,708	$ 2,889,166	$ 3,021,744	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Street Aid Fund

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

Budget Summary

Street Aid Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LOCAL TAXES (31000)	$1,059,197	$1,094,550	$1,116,441	$1,116,441	$1,149,935	$33,494	3.0%
INTERGOVERNMENTAL (33000)	$3,035,484	$3,085,193	$3,115,263	$3,136,978	$3,239,792	$124,529	4.0%
USE OF MONEY & PROPERTY (36000)	$15,243	$135,806	$2,500	$165,787	$73,687	$71,187	2,847.5%
OTHER REVENUE (37000)	$1,250,000	$1,083,921	$500,000	$500,000	$500,000	$0	0.0%
CAPITAL CONTRIBUTIONS (39000)	–	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$5,359,924**	**$5,399,470**	**$4,734,204**	**$4,919,206**	**$4,963,414**	**$229,210**	**4.8%**
REVENUES TOTAL	**$5,359,924**	**$5,399,470**	**$4,734,204**	**$4,919,206**	**$4,963,414**	**$229,210**	**4.8%**
Expenses							
121 - STREET AID							
PERSONNEL							
PERSONNEL (81000)	–	–	$0	$0	$0	$0	–
PERSONNEL TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
OPERATIONS							
SERVICES (82000)	$3,261,157	$5,022,230	$6,601,742	$5,390,000	$6,220,212	($381,530)	(5.8%)
SUPPLIES (83000)	$0	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$3,261,157**	**$5,022,230**	**$6,601,742**	**$5,390,000**	**$6,220,212**	**($381,530)**	**(5.8%)**
CAPITAL							
CAPITAL ASSETS (89000)	$0	$0	$0	$0	$0	$0	–
CAPITAL TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**–**
121 - STREET AID TOTAL	**$3,261,157**	**$5,022,230**	**$6,601,742**	**$5,390,000**	**$6,220,212**	**($381,530)**	**(5.8%)**
EXPENSES TOTAL	**$3,261,157**	**$5,022,230**	**$6,601,742**	**$5,390,000**	**$6,220,212**	**($381,530)**	**(5.8%)**

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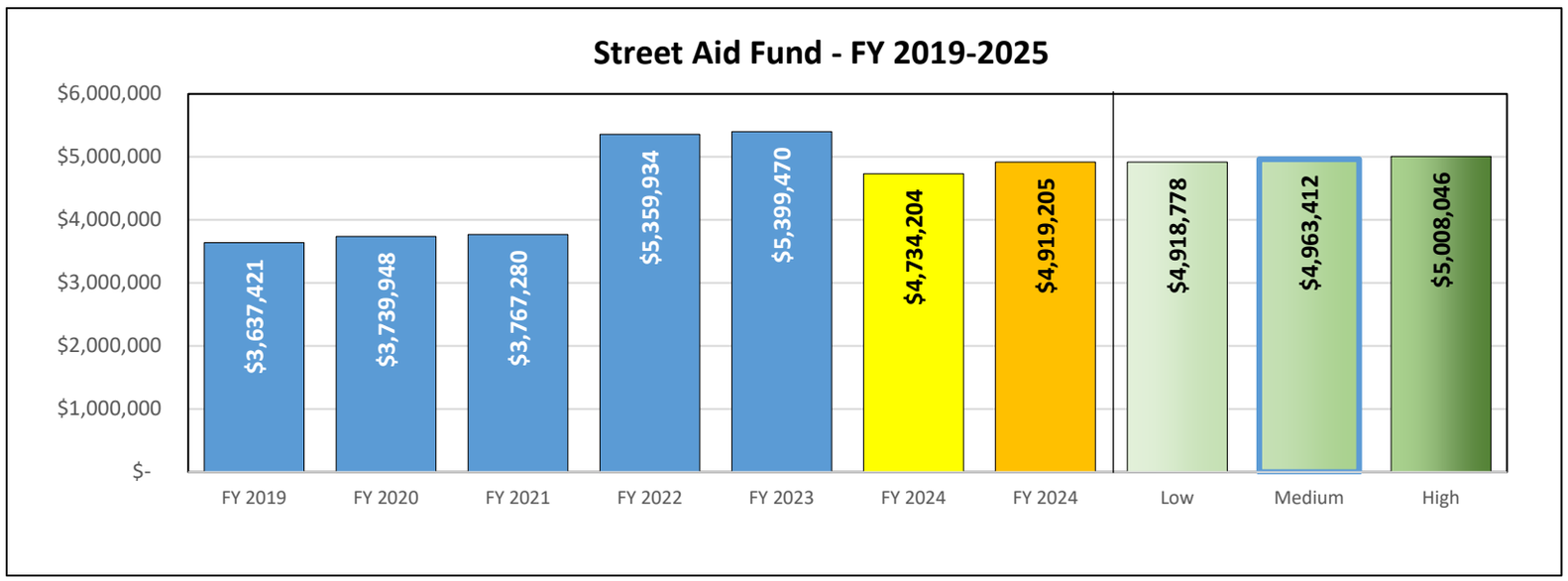
City of Franklin

Revenue Model

Fund:	Street Aid	Percent of All Revenues	2.1%

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. § 67-3-905; T.C.A. § 67-3-1108; T.C.A. § 54-4-103; and T.C.A. § 54-4-204; Op. Tenn. Atty.



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.

Overall, the City is forecasting a 1% increase over *estimated* FY 2024 at this time.

	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	11.9%	2.8%	0.7%	42.3%	0.7%	-12.3%	3.9%	-0.01%	0.90%	1.81%	
PROPERTY TAXES COLLECTED	748,375	779,036	809,178	1,059,197	1,094,550	1,116,441	1,116,441	**1,138,435**	1,149,934	1,161,434	3-yr Average
GASOLINE TAX (STATE)	2,630,997	2,660,745	2,706,895	3,035,485	3,052,033	2,995,263	3,059,200	**3,058,894**	3,089,792	3,120,690	$ 4,842,228
INTEREST INCOME	8,049	50,168	1,207	15,252	135,806	2,500	165,787	**72,949**	73,686	74,423	3.8%
TRANSFER FROM GENERAL FUND	250,000	250,000	250,000	1,250,000	1,083,921	500,000	500,000	**500,000**	500,000	500,000	5-Yr Average
Sports Wagering Privilege Tax (Rd & Bld)					33,160	120,000	77,777	**148,500**	150,000	151,500	$ 4,380,810
											4.7%
											10-Yr Average
											$ 3,662,836
											9.5%
Totals	**$ 3,637,421**	**$ 3,739,948**	**$ 3,767,280**	**$ 5,359,934**	**$ 5,399,470**	**$ 4,734,204**	**$ 4,919,205**	**$ 4,918,778**	**$ 4,963,412**	**$ 5,008,046**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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HISTORIC
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TENNESSEE

FY 2025 Operating Budget

Road Impact Fund

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.

Performance Measures

There are no performance measures associated with the Road Impact Fund.

Strategic Plan Measures

There are no strategic plan measures associated with the City Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the City Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Budget Summary

Road Impact Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LICENSES & PERMITS (32000)	$10,641,106	$4,235,737	$7,236,689	$8,029,761	$6,122,176	($1,114,513)	(15.4%)
USE OF MONEY & PROPERTY (36000)	($894,242)	$416,000	$50,000	$1,198,259	$598,612	$548,612	1,097.2%
OTHER REVENUE (37000)	$0	–	$0	$0	$0	$0	–
CAPITAL CONTRIBUTIONS (39000)	–	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$9,746,864**	**$4,651,737**	**$7,286,689**	**$9,228,020**	**$6,720,788**	**($565,901)**	**(7.8%)**
REVENUES TOTAL	**$9,746,864**	**$4,651,737**	**$7,286,689**	**$9,228,020**	**$6,720,788**	**($565,901)**	**(7.8%)**
Expenses							
128 - ROAD IMPACT FEES							
OPERATIONS							
SERVICES (82000)	–	$1,243,568	$3,000,000	$3,200,488	$3,200,001	$200,001	6.7%
BUSINESS EXPENSES (85000)	–	–	$0	$0	$0	$0	–
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)	$3,285,816	$10,956,852	$4,961,455	$4,293,445	$3,939,602	($1,021,853)	(20.6%)
OPERATIONS TOTAL	**$3,285,816**	**$12,200,419**	**$7,961,455**	**$7,493,933**	**$7,139,603**	**($821,852)**	**(10.3%)**
CAPITAL							
CAPITAL ASSETS (89000)	–	$0	$0	$0	$0	$0	–
CAPITAL TOTAL	**–**	**$0**	**$0**	**$0**	**$0**	**$0**	**–**
128 - ROAD IMPACT FEES TOTAL	**$3,285,816**	**$12,200,419**	**$7,961,455**	**$7,493,933**	**$7,139,603**	**($821,852)**	**(10.3%)**
EXPENSES TOTAL	**$3,285,816**	**$12,200,419**	**$7,961,455**	**$7,493,933**	**$7,139,603**	**($821,852)**	**(10.3%)**

Notes & Objectives

The revenue forecast for FY 2025 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.

In FY 2023 (and in addition to standard payments of debt service and offset agreements), $50,000 was set aside for a study to review current road impact fees and partial funding for three projects on the FY 2022-2031 Capital Investment Plan: 1) $3,000,000 - East McEwen Phase 4, 2) $1,375,000 - Jordan Road (SA1), and 3) $392,500 - Church Street (50% SA1, 50% SA2). In FY 2024, (in addition to standard payments of debt service and offset agreements), partial funding for East McEwen Phase 5 totaling $1,000,000 is proposed to continue that CIP approved project.

The FY 2025 Road Impact Fund appropriations will be modified throughout Spring 2024 as the Board of Mayor and Alderman revisit prioritizations of the Capital Investment Plan. An amended appropriation proposal based upon that revisitation will be included in the City Administrator's Recommended Budget in May.

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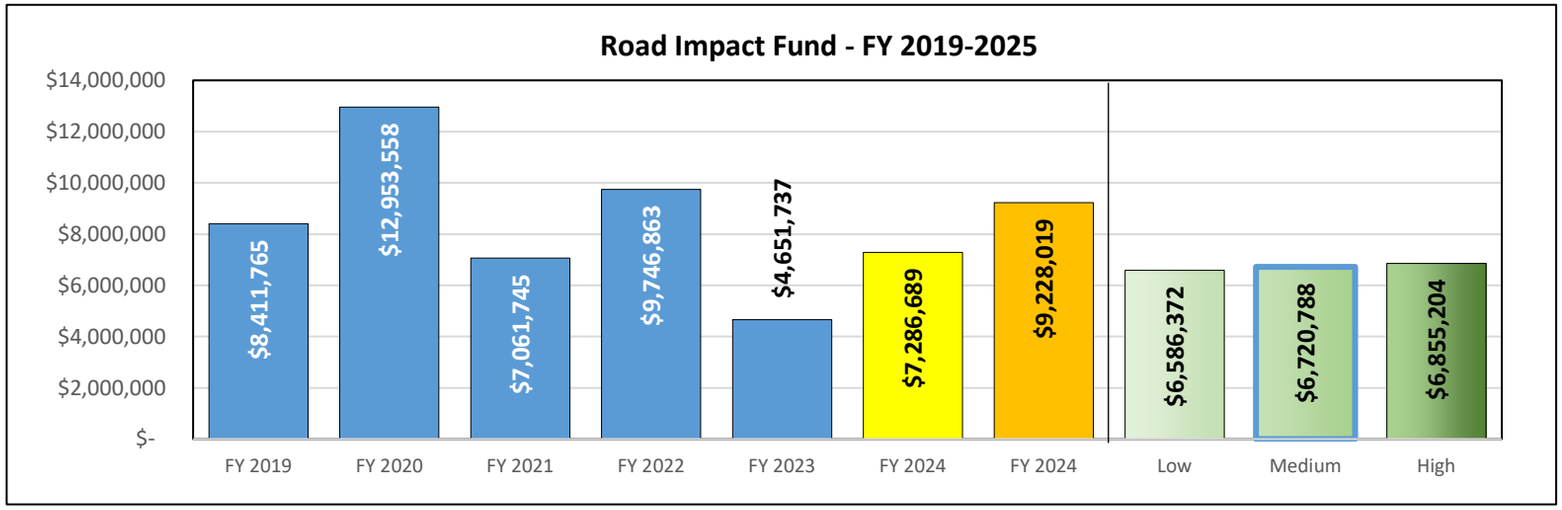
City of Franklin

Revenue Model

Fund:	Road Impact	Percent of All Revenues	2.9%

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 2025 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	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-28.1%	54.0%	-45.5%	38.0%	-52.3%	56.6%	26.6%	-29%	-27%	-26%	3-yr Average
Road Impact Fees											$ 7,153,448
Arterials	4,800,171	7,359,093	4,061,173	6,371,224	2,530,625	5,051,405	4,960,565	3,692,976	3,768,343	3,843,710	-11.7%
Collector Area 1	1,057,313	1,200,036	8,484	1,957,665	173,287	642,513	2,091,914	646,327	659,518	672,708	5-Yr Average
Collector Area 2	1,286,317	3,118,014	1,326,079	1,374,601	1,199,356	1,103,473	498,810	1,220,742	1,245,655	1,270,568	$ 8,565,134
Collector Area 3	400,237	472,760	573,304	891,008	320,779	379,056	427,040	390,739	398,713	406,687	-9.1%
Collector Area 4	115,817	101,249	57,615	46,608	11,690	60,242	51,432	48,948	49,947	50,946	10-Yr Average
Interest Income	500,492	702,406	86,592	(894,243)	416,000	50,000	1,198,258	586,640	598,612	610,584	$ 7,678,694
Contributions from Developers	-							-	-	-	
Transfer from General Fund	251,418	-	-	-				-	-	-	-7.9%
Miscellaneous Income	-		948,498					-	-	-	
Totals	**$ 8,411,765**	**$ 12,953,558**	**$ 7,061,745**	**$ 9,746,863**	**$ 4,651,737**	**$ 7,286,689**	**$ 9,228,019**	**$ 6,586,372**	**$ 6,720,788**	**$ 6,855,204**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 2001-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Parks

Lisa Clayton, Parks Director

Departmental Summary

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.

The primary challenge in development of the Parks budget for Fiscal Year 2025 will be planning and implementing new CIP projects and day-to-day services while balancing existing responsibilities at a high service level. Capital Projects will be the areas of concentration in the fiscal year. Three capital park projects saw openings in the fourth quarter of fiscal year 2024: Thompson Alley Neighborhood Park, the pedestrian bridge and trail extension along with the Historic Hayes Home at the Park at Harlinsdale Farm. The department will finalize design, bid or commence construction with the following park projects: Bicentennial Park, the Main Barn at the Park at Harlinsdale Farm, Huffine's Ridge and the historic Carothers's Home, Southeast Municipal Complex, Robinson Lake, Liberty Park and initiating master planning design for the property knowns as Creekside Property with an emphasis on Roper's Knob historic park. 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.

The Parks system will see a significant increase in growth with Capital Projects identified in the Parks Master plan in 2015. Over the next four years, the department span of responsibility will grow with the following Capital Projects finally coming online for the citizens of Franklin to enjoy and engage. In fiscal year 2024 and by the end of 2025, the following projects will be completed: Thompson Alley Neighborhood Park, the pedestrian bridge and trail extension at the park at Harlinsdale Farm, Historic Hayes Home and Event Grounds, Bicentennial Park, the Main Barn at the Park at Harlinsdale, Roper's Knob Trail Extension and Huffines Ridge Park which includes a mountain bike trail system and the restored Historic Carothers's Home. With each of these projects comes the day-to-day responsibility of maintaining each site and property. Increasing personnel and purchasing the right equipment for each site is imperative to maintaining a high service level.

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.

Related 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 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.

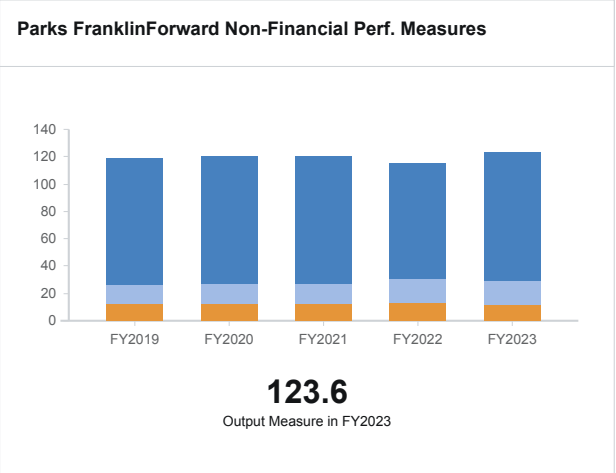
- Baseline: Satisfy National Standards of maintaining a tree board, tree care ordinance, a community forestry program, and observation and proclamation of Arbor Day annually (Parks Department).

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Parks Department has three of these categories - Strategic Plan measures (Non-Financial), General performance measures (Non-Financial) and (Financial).

To the right is shown the progress the Parks Department has made toward achieving the goals set forth as a part of ***FranklinForward ,*** the City's strategic plan. These goals aim at helping the Parks Department complete its theme of providing quality life experiences for the citizens in the community. The indicators in the graph show the percentage of citizens who feel the parks, recreation, and amenities offered in Franklin are at an excellent/great level, the number of years the the City has been awarded Tree City USA status, and the number of acres of recreation space available per resident.



General Performance Measures

Parks Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Park attendance by scheduled users - athletics.	10,100	4,500	10,200	10,100	38,595
Total number of training hours provided.	1,560	450	450	405	120
Park event participation - total youth.	38,245	0	39,393	12,585	12,600
Total number of trees planted by donation and/or grants.	282	29	28	16	0
Park event participation - adults all.	31,973	0	32,932	38,647	39,000
Parks and Recreation acres maintained - active parks.	747	747	747	193	372.45
Total number of volunteer hours worked.	20,327	275	2,929	130	669
Total Parks and Recreation units (parks) managed.	18	7	19	19	19
Park event participation - registered athletics.	9,384	0	9,665	9,650	2,573
Total attendees for the lecture series.	29	0	0	0	0
Park attendance by scheduled users - outside sponsored events.	43,862	3,800	44,224	40,180	63,981
Park event participation - children all	18,512	0	19,068	12,585	12,600
Total number of tree farm trees.	26	27	77	0	0
Total percentage of urban tree canopy.	29.61	30.5	30.5	29.61	30.37
Park attendance by scheduled users - schools.	9,919	400	10,000	940	1,125
Total number of greenway miles.	16	16	16	17	17
Total number of permits received.	247	104	254	286	319
Parks and Recreation acres maintained - passive parks.	937	937	937	807	655.85
Park event participation - seniors all.	747	0	0	640	1,200
Park attendance by scheduled users - City sponsored special events.	19,060	17,500	19,250	18,557	18,000
Park event participation - children of Franklin.	18,088	0	18,631	10,450	10,300
Total miles of trails (greenway & non-paved).	20	20	20	20	20
Participation count - City sponsored events.	19,060	17,500	19,000	18,557	18,000
Participation count - non-City sponsored events.	24,802	2,500	25,000	56,481	63,981
Total number of trees planted.	314	323	108	104	476
Park event participation - Franklin residents.	31,031	0	31,962	35,625	36,850
Total number of trees purchased from the tree bank.	282	290	0	92	85
Total participation in programs.	104,478	20,000	195,651	75,038	81,981
Total Parks and Recreation acres maintained (passive + active).	190	190	190	1,000	1,028.3
AMOUNT	**404,285.61**	**69,645.5**	**480,781.5**	**343,153.61**	**404,597.97**

Park's Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total Parks and Recreation cost per capita (total operations, personnel, and capital/population).	$70	$82	$64	$67	$78
Total grant proceeds awarded.	$133,630	$10,905	$29,152	$14,700	$24,000
Total Parks and Recreation cost.	$4,957,482	$5,797,545	$4,512,614	$5,742,116	$6,893,932
Total revenues from user fees.	$139,541	$27,960	$140,215	$152,077	$124,483
Total Parkland Impact Fees.	$1,623,354	$1,464,200	$2,196,116	$1,516,084	$1,007,056
Estimated annual operation of Park's units.	$1,824,743	$2,310,913	$1,739,739	$1,831,771	$2,381,444
Total cost per Franklin resident to support Parks (operations expenses/population).	$26	$33	$25	$28	$29
AMOUNT	**$8,678,846**	**$9,611,638**	**$8,617,924**	**$9,256,843**	**$10,431,022**

Parks Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating Fitness opportunities as it relates to Franklin as a whole as excellent/good	77	83	80
Percent rating Fitness opportunities as it relates to Franklin as a whole as fair/poor	23	17	20
Percent rating recreational opportunities as it relates to Franklin as a whole as excellent/good	78	83	79
Percent rating recreational opportunities as it relates to Franklin as a whole as fair/poor	22	17	21
Percent rating the quality of City parks as excellent/good	91	93	85
Percent rating the quality of City parks as fair/poor	9	7	15
Percent rating the quality of Franklin open space as excellent/good	70	71	70
Percent rating the quality of Franklin open space as fair/poor	30	29	30
Percent rating the quality of recreation centers or facilities as excellent/good	85	87	80
Percent rating the quality of recreation centers or facilities as fair/poor	15	13	20
Percent rating the quality of recreation programs or classes as excellent/good	84	87	79
Percent rating the quality of recreation programs or classes as fair/poor	16	13	21
AMOUNT	**600**	**600**	**600**

Staffing by Position

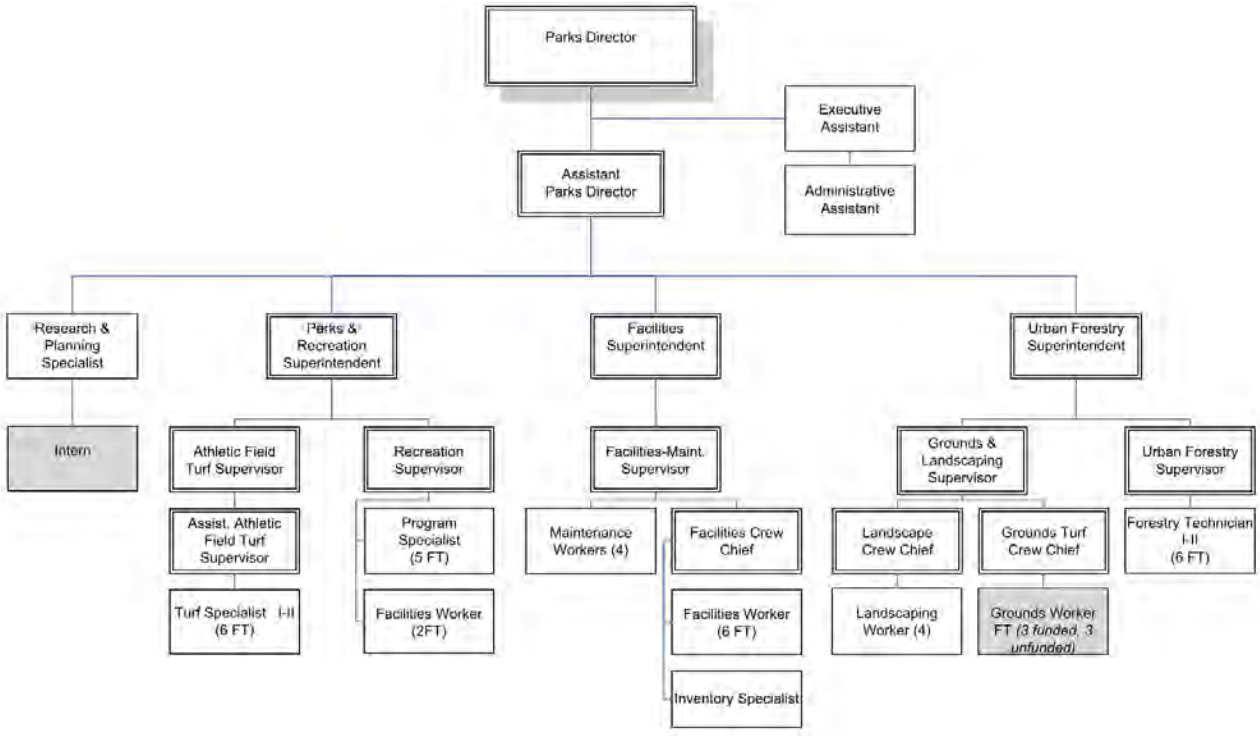
Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Parks Director	L	1	0	1	0	1	0	1	0	1	0
Assistant Parks Director	K	1	0	1	0	1	0	1	0	1	0
Facilities Superintendent	J	1	0	1	0	1	0	1	0	1	0
Parks & Recreation Superintendent	J	0	0	1	0	1	0	1	0	1	0
Urban Forestry Superintendent	J	1	0	1	0	1	0	1	0	1	0
Athletic Field Turf Supervisor	H	1	0	1	0	1	0	1	0	1	0
Grounds & Landscape Supervisor	H	1	0	1	0	1	0	1	0	1	0
Facilities & Maintenance Supervisor	H	0	0	0	0	1	0	1	0	1	0
Recreation Supervisor	H	1	0	1	0	1	0	1	0	1	0
Urban Forestry Supervisor	H	0	0	1	0	1	0	1	0	1	0
Assistant Athletic Field Turf Supervisor	G	0	0	0	0	1	0	1	0	1	0
Research & Planning Specialist	G	1	0	1	0	1	0	1	0	1	0
Facilities Crew Chief	G	1	0	1	0	1	0	1	0	1	0
Grounds Turf Crew Chief	G	1	0	1	0	1	0	1	0	1	0
Landscaping Crew Chief	G	1	0	1	0	1	0	1	0	1	0
Executive Assistant	F	0	0	0	0	0	0	1	0	1	0
Turf Specialist I-II	E-F	6	0	6	0	6	0	6	0	6	0

Arborist	---	1	0	0	0	0	0	0	0	0	0
Forestry Technician I-II	D-E	0	0	6	0	6	0	6	0	6	0
Maintenance Crew Chief	---	1	0	1	0	0	0	0	0	0	0
Program Specialist	E	4	0	4	0	4	0	4	0	5	0
Admin Assistant	E	2	0	2	0	2	0	1	0	1	0
Inventory Specialist	E	1	0	1	0	1	0	1	0	1	0
Maintenance Worker	E	3	0	4	0	4	0	4	0	4	0
Facilities Worker	D	5	3	5	3	6	1	6	1	8	0
Grounds Worker	D	6	0	6	0	3	0	3	0	3	0
Landscaping Worker	D	3	0	3	0	3	0	3	0	4	0
Tree Worker I-II	---	2	0	0	0	0	0	0	0	0	0
Sub-Total - Budgeted Positions		**45**	**3**	**51**	**3**	**50**	**1**	**50**	**1**	**54**	**0**

Authorized, Unbudgeted Positions	**Pay Grade**	**FY 2021**		**FY 2022**		**FY 2023**		**FY 2024**		**FY 2025**	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Parks & Recreation Superintendent	---	1	0	0	0	0	0	0	0	0	0
Grounds Worker	D	0	0	0	0	3	0	3	0	3	0
Tree Worker, PT	---	0	1	0	0	0	0	0	0	0	0
Intern	INTERN	0	1	0	1	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		**1**	**3**	**0**	**2**	**3**	**2**	**3**	**2**	**3**	**1**

Total Authorized Positions	**46**	**6**	**51**	**5**	**53**	**3**	**53**	**3**	**57**	**1**

Organizational Chart



Budget Summary

Parks

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$2,970,752	$3,935,974	$4,566,571	$4,497,354	$4,652,189	$85,618	1.9%
PERSONNEL TOTAL	**$2,970,752**	**$3,935,974**	**$4,566,571**	**$4,497,354**	**$4,652,189**	**$85,618**	**1.9%**
OPERATIONS							
SERVICES (82000)	$1,007,365	$1,246,006	$1,481,771	$1,415,397	$1,537,095	$55,324	3.7%
SUPPLIES (83000)	$739,223	$992,833	$881,459	$885,845	$941,896	$60,437	6.9%
OPERATIONAL UNITS (84000)	$24,500	$13,134	$49,250	$49,250	$40,000	($9,250)	(18.8%)
BUSINESS EXPENSES (85000)	$60,682	$129,471	$141,110	$150,745	$183,966	$42,856	30.4%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$1,831,771**	**$2,381,444**	**$2,553,590**	**$2,501,237**	**$2,702,957**	**$149,367**	**5.8%**
CAPITAL							
CAPITAL ASSETS (89000)	$46,530	–	$45,250	$45,250	$300,000	$254,750	563.0%
CAPITAL TOTAL	**$46,530**	**–**	**$45,250**	**$45,250**	**$300,000**	**$254,750**	**563.0%**
110 - GENERAL FUND TOTAL	**$4,849,053**	**$6,317,419**	**$7,165,411**	**$7,043,841**	**$7,655,146**	**$489,735**	**6.8%**
EXPENSES TOTAL	**$4,849,053**	**$6,317,419**	**$7,165,411**	**$7,043,841**	**$7,655,146**	**$489,735**	**6.8%**

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HISTORIC FRANKLIN TENNESSEE

FY 2025 Operating Budget

Sanitation & Environmental Services

Jack Tucker, Director

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 Municipal Solid Waste (MSW) from over 2,200,000 service points in FY2023. 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 a curbside blue bag recycling services program, which has been to converted to Blue Bins for our residents, streamlined our hauling and landfill functions through a long term agreement with Bi County Solid Waste and MBI waste hauling contract, established a long term agreement with Marshall County for accepting and processing the recyclables collected through our curbside service, incorporated an air curtain incinerator for brush processing while working to add an additional incinerator, incorporated route smart technology and tablets into collection vehicles to maintain efficiency and cost effective services, 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.

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 waste generated from residents and downtown businesses. SES continues providing residential solid waste collection to include household garbage, bulky wastes, white goods, Blue Bins for recyclables, and yard waste which includes brush and brown bags.
- Disposal Division team members operate the City owned transfer station for City and private refuse haulers, process yard waste, separate metal recyclables from refuse, and transfer curbside recycling accepted through the facility.

Department Goals

The primary goal for the Sanitation and Environmental Services Department is to provide the citizens of Franklin outstanding solid waste service in an environmentally responsible manner while recognizing economic realities. The Sanitation and Environmental Services Department team is responsible for collection and disposal of residential and non-residential solid waste, residential recycling, yard waste, 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 and the residents of Franklin.

Continuous improvement for the long term development of our department remains a top priority. We set a goal to annually review and assess all resources and manage them in the most efficient, effective way possible. We will continue analysis of the cost of each service provided and expect to make additional recommendations based on our findings.

In order to maintain our current level of service and anticipate future improvements, SES has prepared a five year cost of service analysis. This analysis outlines revenues and expenditures, current and future fleet expansion, equipment lifecycle/replacement needs, additional personnel requests, facility expansion needs, and future landfill and bio-solid management. During the 2025 fiscal year, SES is requesting to replace our current HVAC unit, upgrade our Route-Smart tablets, add a materials handler for our burn operation, replace one eleven yard mini packer with a mini automated side loader to increase route efficiencies, add a yard truck to our Transfer Station operation, add Administrative staff and additional office space/upgrades. Additionally, SES is requesting the following enhancements for FY2026 due to the 18-24 month lead time on equipment manufacturing. SES anticipates to replace one walking floor transfer trailer, forklift, replace one automated side loader, add automated side loader MSW, add automated side loader recycling, and replace one ton dump bed pickup truck for FY2027.

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.

Related 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.

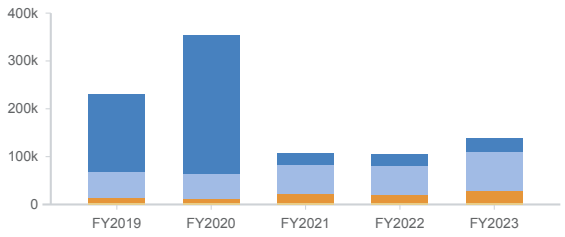
Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Sanitation & Environmental Services Department has two of these categories - Strategic Plan measures (Non-Financial) and General performance measures (Non-Financial)

To the right is shown the SES Departments progress toward ensuring that Franklin is a safe clean and livable city per **Franklin*Forward.*** The chart tracks the progress toward achieving the goal of reducing dangerous and polluting chemicals in our City by increasing the collection of BOPAE.

SES FranklinForward Non-Financial Perf. Measures



138,893.55

Output Measure in FY2023

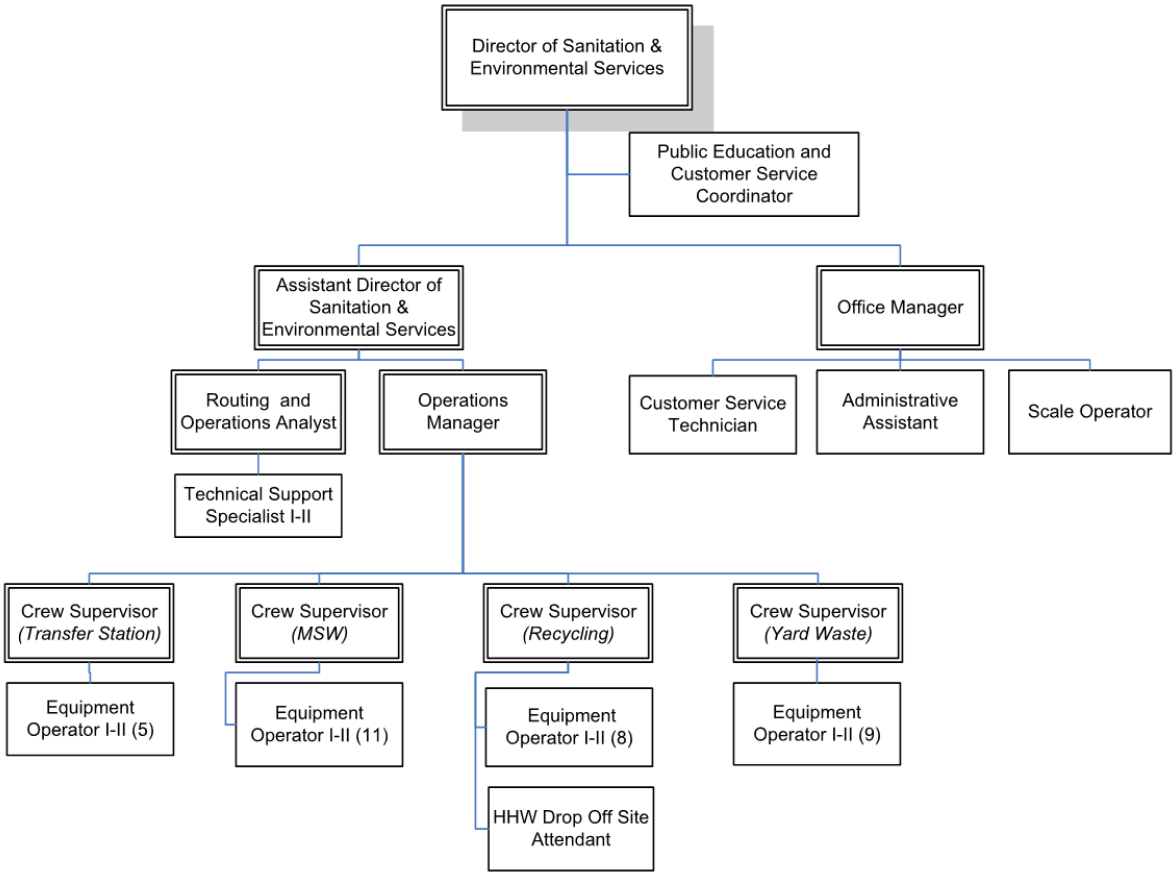
SES Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Landfill fee per ton.	$35	$35	$37	$37	$18
Total annual collection fees.	$6,024,431	$5,398,050	$5,534,270	$6,066,325	$6,568,117
AMOUNT	**$6,024,466**	**$5,398,085**	**$5,534,307**	**$6,066,362**	**$6,568,135**

Sanitation & Environmental Services Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of garbage collection as excellent/good	91	90	88
Percent rating the quality of garbage collection as fair/poor	9	10	12
Percent rating the quality of recycling as excellent/good	76	82	60
Percent rating the quality of recycling as fair/poor	24	18	40
Percent rating the quality of yard waste pick-up as excellent/poor	85	87	80
Percent rating the quality of yard waste pick-up as fair/poor	15	13	20
AMOUNT	**300**	**300**	**300**

Organizational Chart



Information in italics provided for information only.

Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Administration											
Director of Sanitation & Environmental Services	L	1	0	1	0	1	0	1	0	1	0
Assistant Director of Sanitation & Environmental Services	J	1	0	1	0	1	0	1	0	1	0
Routing and Operations Analyst	G	1	0	1	0	1	0	1	0	1	0
Office Manager	G	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Public Education and Customer Service Coordinator	F	0	0	1	0	1	0	1	0	1	0
Customer Services Technician	E	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	E	1	0	1	0	1	0	1	0	1	0
HHW Drop Off Site Attendant	D	1	0	1	0	1	0	1	0	1	0
Scale Operator	D	1	0	1	0	1	0	1	0	1	0
Totals		**9**	**0**	**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**
Collection											
Operations Manager	G	0	0	0	0	1	0	1	0	1	0
Collection Manager	---	1	0	1	0	0	0	0	0	0	0
SES Crew Supervisor	F	3	0	3	0	3	0	3	0	3	0
SES Equipment Operator I-II	D-E	21	0	23	0	24	0	28	0	28	0
SES Worker	D	4	0	4	0	4	0	0	0	0	0
SES Dispatcher	---	1	0	0	0	0	0	0	0	0	0
Totals		**30**	**0**	**31**	**0**	**32**	**0**	**32**	**0**	**32**	**0**
Disposal											
Transfer Station Manager	---	1	0	1	0	0	0	0	0	0	0
SES Crew Supervisor	F	0	0	0	0	1	0	1	0	1	0
Equipment Operator I-II	D-E	4	0	4	0	5	0	5	0	5	0
Totals		**5**	**0**	**5**	**0**	**6**	**0**	**6**	**0**	**6**	**0**
Sub-Total - Budgeted Positions		**44**	**0**	**46**	**0**	**48**	**0**	**48**	**0**	**48**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
SES Worker	D	1	0	0	0	0	0	0	0	0	0
Sub-Total - Unbudgeted Positions		**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total Authorized Positions		**45**	**0**	**46**	**0**	**48**	**0**	**48**	**0**	**48**	**0**

Budget Summary

Sanitation & Environmental Services

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
INTERGOVERNMENTAL (33000)	$64,093	–	$0	$0	$0	$0	–
CHARGES FOR SERVICES (34000)	$10,491,415	$10,695,503	$11,602,490	$10,467,505	$13,393,738	$1,791,248	15.4%
FINES & FEES (35000)	$163,724	$218,908	$166,997	$168,601	$223,287	$56,290	33.7%
USE OF MONEY & PROPERTY (36000)	$375,613	$93,742	$288,575	$180,917	$293,195	$4,620	1.6%
OTHER REVENUE (37000)	$515,680	$500,000	$1,750,000	$1,750,000	$0	($1,750,000)	(100.0%)
CUSTOMER SERVICE (38000)	–	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$11,610,525**	**$11,508,153**	**$13,808,062**	**$12,567,023**	**$13,910,220**	**$102,158**	**0.7%**
REVENUES TOTAL	**$11,610,525**	**$11,508,153**	**$13,808,062**	**$12,567,023**	**$13,910,220**	**$102,158**	**0.7%**
Expenses							
124 - SANITATION & ENVIRONMENTAL SERVICES							
PERSONNEL							
PERSONNEL (81000)	$3,570,258	$4,357,612	$4,891,162	$4,806,983	$4,949,152	$57,990	1.2%
PERSONNEL TOTAL	**$3,570,258**	**$4,357,612**	**$4,891,162**	**$4,806,983**	**$4,949,152**	**$57,990**	**1.2%**
OPERATIONS							
SERVICES (82000)	$4,842,131	$4,376,787	$6,045,253	$5,151,783	$5,395,330	($649,923)	(10.8%)
SUPPLIES (83000)	$671,016	$689,872	$760,458	$800,856	$878,400	$117,942	15.5%
OPERATIONAL UNITS (84000)	$839,497	$567,300	$797,593	$797,592	$797,593	$0	0.0%
BUSINESS EXPENSES (85000)	$90,502	$145,658	$132,267	$155,880	$162,950	$30,683	23.2%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)	$209,551	$209,206	$193,132	$193,132	$224,082	$30,950	16.0%
OPERATIONS TOTAL	**$6,652,698**	**$5,988,822**	**$7,928,703**	**$7,099,243**	**$7,458,355**	**($470,348)**	**(5.9%)**
CAPITAL							
CAPITAL ASSETS (89000)	$1,410,107	$125,409	$2,739,027	$2,650,000	$1,273,413	($1,465,614)	(53.5%)
CAPITAL TOTAL	**$1,410,107**	**$125,409**	**$2,739,027**	**$2,650,000**	**$1,273,413**	**($1,465,614)**	**(53.5%)**
124 - SANITATION & ENVIRONMENTAL SERVICES TOTAL	**$11,633,063**	**$10,471,844**	**$15,558,892**	**$14,556,226**	**$13,680,920**	**($1,877,972)**	**(12.1%)**
EXPENSES TOTAL	**$11,633,063**	**$10,471,844**	**$15,558,892**	**$14,556,226**	**$13,680,920**	**($1,877,972)**	**(12.1%)**

Sanitation & Environmental Services - Administration

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
124 - SANITATION & ENVIRONMENTAL SERVICES							
PERSONNEL							
PERSONNEL (81000)	$965,771	$1,052,736	$1,273,477	$1,105,647	$1,104,017	($169,459)	(13.3%)
PERSONNEL TOTAL	**$965,771**	**$1,052,736**	**$1,273,477**	**$1,105,647**	**$1,104,017**	**($169,459)**	**(13.3%)**
OPERATIONS							
SERVICES (82000)	$118,828	$135,243	$196,451	$204,761	$208,150	$11,699	5.9%
SUPPLIES (83000)	$53,007	$76,475	$91,273	$97,894	$154,635	$63,362	69.4%
OPERATIONAL UNITS (84000)	$839,497	$567,300	$797,593	$797,592	$0	($797,593)	(100.0%)
BUSINESS EXPENSES (85000)	$10,292	$15,353	$16,186	$15,099	$15,412	($774)	(4.8%)
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$1,021,624**	**$794,371**	**$1,101,503**	**$1,115,346**	**$378,197**	**($723,306)**	**(65.7%)**
CAPITAL							
CAPITAL ASSETS (89000)	$0	–	$0	$0	$70,000	$70,000	–
CAPITAL TOTAL	**$0**	**–**	**$0**	**$0**	**$70,000**	**$70,000**	**–**
124 - SANITATION & ENVIRONMENTAL SERVICES TOTAL	**$1,987,395**	**$1,847,107**	**$2,374,980**	**$2,220,993**	**$1,552,214**	**($822,765)**	**(34.6%)**
EXPENSES TOTAL	**$1,987,395**	**$1,847,107**	**$2,374,980**	**$2,220,993**	**$1,552,214**	**($822,765)**	**(34.6%)**

Sanitation & Environmental Services - Collection

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
124 - SANITATION & ENVIRONMENTAL SERVICES							
PERSONNEL							
PERSONNEL (81000)	$2,374,911	$2,888,280	$3,126,817	$3,017,106	$3,093,270	($33,547)	(1.1%)
PERSONNEL TOTAL	**$2,374,911**	**$2,888,280**	**$3,126,817**	**$3,017,106**	**$3,093,270**	**($33,547)**	**(1.1%)**
OPERATIONS							
SERVICES (82000)	$651,504	$465,039	$468,394	$465,622	$480,173	$11,779	2.5%
SUPPLIES (83000)	$486,869	$514,974	$592,524	$621,362	$640,005	$47,481	8.0%
OPERATIONAL UNITS (84000)	–	–	–	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$48,715	$88,756	$71,819	$94,626	$97,465	$25,646	35.7%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)	$104,776	$10,838	$9,773	$9,773	$15,129	$5,356	54.8%
OPERATIONS TOTAL	**$1,291,864**	**$1,079,607**	**$1,142,510**	**$1,191,383**	**$1,232,772**	**$90,262**	**7.9%**
CAPITAL							
CAPITAL ASSETS (89000)	$699,851	$125,409	$2,739,027	$2,650,000	$1,203,413	($1,535,614)	(56.1%)
CAPITAL TOTAL	**$699,851**	**$125,409**	**$2,739,027**	**$2,650,000**	**$1,203,413**	**($1,535,614)**	**(56.1%)**
124 - SANITATION & ENVIRONMENTAL SERVICES TOTAL	**$4,366,626**	**$4,093,296**	**$7,008,354**	**$6,858,489**	**$5,529,455**	**($1,478,899)**	**(21.1%)**
EXPENSES TOTAL	**$4,366,626**	**$4,093,296**	**$7,008,354**	**$6,858,489**	**$5,529,455**	**($1,478,899)**	**(21.1%)**

Sanitation & Environmental Services - Disposal

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
124 - SANITATION & ENVIRONMENTAL SERVICES							
PERSONNEL							
PERSONNEL (81000)	$229,576	$416,595	$490,868	$684,230	$541,865	$50,997	10.4%
PERSONNEL TOTAL	**$229,576**	**$416,595**	**$490,868**	**$684,230**	**$541,865**	**$50,997**	**10.4%**
OPERATIONS							
SERVICES (82000)	$4,071,799	$3,776,505	$5,380,408	$4,481,400	$4,707,007	($673,401)	(12.5%)
SUPPLIES (83000)	$131,140	$98,423	$76,661	$81,600	$83,760	$7,099	9.3%
OPERATIONAL UNITS (84000)	–	–	–	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$31,495	$41,548	$44,262	$46,155	$50,073	$5,811	13.1%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)	$104,776	$198,368	$183,359	$183,359	$208,953	$25,594	14.0%
OPERATIONS TOTAL	**$4,339,210**	**$4,114,844**	**$5,684,690**	**$4,792,514**	**$5,049,793**	**($634,897)**	**(11.2%)**
CAPITAL							
CAPITAL ASSETS (89000)	$710,257	–	$0	$0	$0	$0	–
CAPITAL TOTAL	**$710,257**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
124 - SANITATION & ENVIRONMENTAL SERVICES TOTAL	**$5,279,043**	**$4,531,440**	**$6,175,558**	**$5,476,744**	**$5,591,658**	**($583,900)**	**(9.4%)**
EXPENSES TOTAL	**$5,279,043**	**$4,531,440**	**$6,175,558**	**$5,476,744**	**$5,591,658**	**($583,900)**	**(9.4%)**

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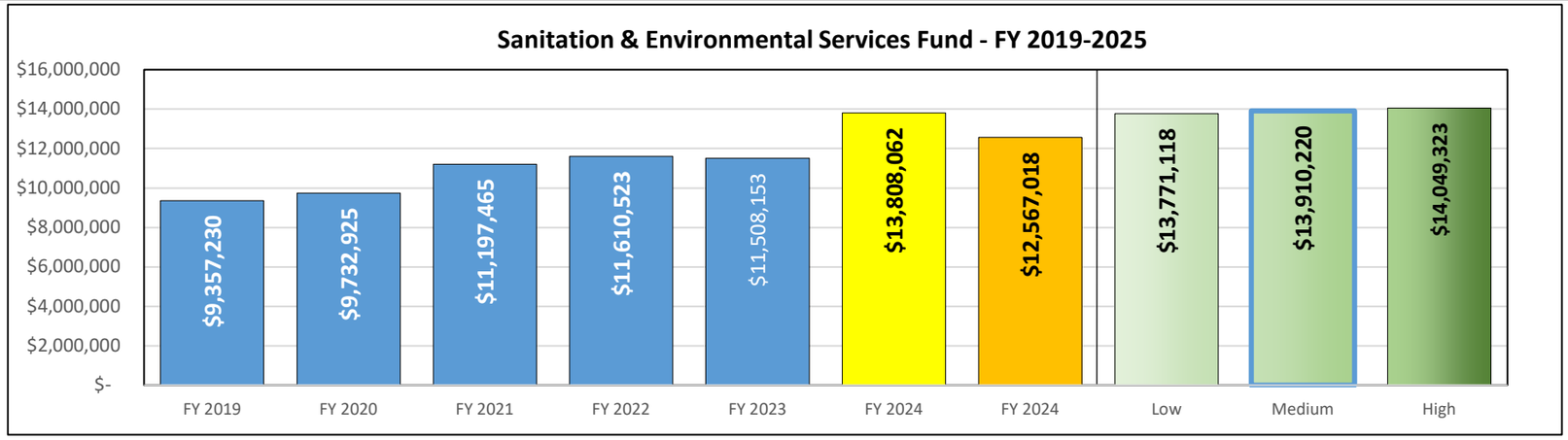
City of Franklin

Revenue Model

Fund: **Sanitation & Environmental Services Fund** **Percent of All Revenues** **5.9%**

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.

The forecast increase of 2% at this time is reflective of actual collections from residential customers in FY 2023 and growth in the system. A cost of service study is underway and a fee increase will likely be brought forward for consideration in Spring 2024.



	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	5.6%	4.0%	15.0%	3.7%	-0.9%	20.0%	-9.0%	10%	11%	12%	
FEMA/TEMA GRANTS (FED/STATE)	-		-	64,092	-	-	-	-	-	-	3-yr Average
SOLID WASTE GRANT (STATE)	-	-	14,327	-	-	-	-	-	-	-	$ 11,438,714
SPECIAL EVENT SERVICES FEE	2,230	-	606	-	2,352	5,770	1,563	2,375	2,399	2,423	0.2%
COLLECTION REVENUES	6,024,431	5,398,050	5,534,270	6,066,325	6,568,117	6,898,737	6,992,505	9,306,008	9,400,008	9,494,008	5-Yr Average
ADDL RESIDENTIAL ROLLOUT CONTAINERS	11,410	12,305	5,595	4,290	3,850	4,376	4,253	3,888	3,927	3,966	$ 10,681,259
ADDL RESIDENTIAL ROLLOUT CONTAINERS				-	635	-	-	641	648	654	1.5%
BLUE BIN SETUP FEE		208,150	393,658	76,535	30,808	78,066	14,833	14,979	15,130	15,281	10-Yr Average
TIPPING FEES	3,017,568	3,691,891	4,149,853	4,335,568	4,079,676	4,606,673	3,442,042	3,921,746	3,961,360	4,000,974	$ 9,560,056
CARDBOARD RECYCLING	14,641	121	-	-	-	-	-	-	-	-	2.0%
RECYCLING-BATTERIES	2,870	3,974	-	1,097	2,598	1,119	2,369	2,624	2,650	2,677	20-Yr Average
RECYCLING-ELECTRONICS	17,454	101	3,643	1,980	2,860	2,020	2,232	2,888	2,917	2,946	$ 7,728,781
RECYCLING-METAL	4,291	2,668	178	31	347	32	-	351	354	358	4.9%
RECYCLING-WASTE OIL	213	-	-	-		-	-	-	-	-	25-Yr Average
BUCK A BAG PROGRAM	2,678	1,994	1,998	2,046	1,760	2,087	1,855	1,777	1,795	1,813	$ 6,318,595
RESIDENTIAL DUMPSTER	330										8.2%
RESIDENTIAL BRUSH	17,110	11,750	2,625	3,250	2,500	3,315	5,833	2,525	2,550	2,576	
RESIDENTIAL BULKY GOODS	2,888	-	-	-	-	-	15	-	-	-	
NON-RESIDENTIAL BRUSH	750	95	125	289	-	295	-	-	-	-	
INTEREST INCOME	15,916	10,608	751	7,849	34,555	8,006	29,306	12,895	13,026	13,156	
SALE OF WASTE CONTAINERS	49,728	50,298	13,350	25,068	24,675	25,569	23,775	24,918	25,170	25,421	
SALE OF SURPLUS ASSETS	-	243,145	84,151	342,700	34,512	255,000	127,835	252,450	255,000	257,550	
TRANSFER FROM GENERAL FUND	-	-	900,000	515,680	500,000	1,750,000	1,750,000	-	-	-	
MISCELLANEOUS OTHER REVENUE	-	-	44,473	-				-	-	-	
LATE PAY FEES	172,723	97,776	47,863	163,723	218,908	166,997	168,600	221,055	223,288	225,520	
Totals	**$ 9,357,230**	**$ 9,732,925**	**$ 11,197,465**	**$ 11,610,523**	**$ 11,508,153**	**$ 13,808,062**	**$ 12,567,018**	**$ 13,771,118**	**$ 13,910,220**	**$ 14,049,323**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Water Management Department

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 while providing clean water 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 legal. Reclaimed water, while presented as its own section, is a beneficial reuse of treated wastewater. The use of reclaimed water increases the discharge capacity of the wastewater treatment plant to the Harpeth River (primarily during summer months) and provides a cost effective source of 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, 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.

Related 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 energy costs for water and sewage delivery is $1,595,352 (FY 2012 sum actual expenditures from water fund and wastewater fund).

- Baseline of unaccounted water within the system is 20.8% (FY 2012). 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 (IWRP) by 2042.
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) 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 Program.

- Baseline: Achieved Goal status, 2013

Strategic Plan Measures

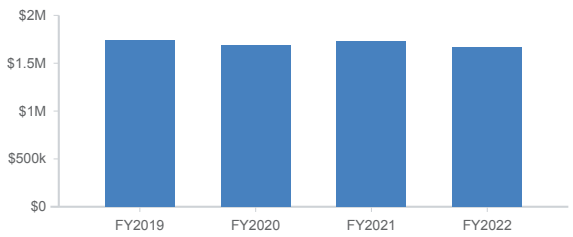
The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Water Management Department has three of these categories - Strategic Plan measures (Financial) and General performance measures (Non-Financial) and (Financial).

To the right is shown the Water Management Departments progress toward the FY 19 goal of working toward stabilizing or decreasing energy costs year over year which is part of **Franklin*Forward***

Below are shown important non financial measures from **Franklin*Forward*** included in the Water Management Department.

Water Mgt. FranklinForward Financial Performance Measures



$1,659,718.00

Output Measure in FY2022

Water Mgt. FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Sanitary Score. Measure: Franklin will establish standards for the quality of its infrastructure; to be reliable, efficient, and scalable. Goal: Remains at or improves from the 2012 score of 97.	0	97	0	0	0
Adopted a Strategic Schedule for each of the 5-year increments (100%=Adopted, 0%=Not Adopted)	100	100	100	100	0
Count of Franklin Water Quality Violations. Measure: Franklin will continue to meet or exceed regulatory requirements for water quality. Goal: To have no violations or regulatory requirements for water quality.	4	4	0	0	0
Status within TVA sustainable communities program (1=Platinum, 2=Gold). Measure: Franklin will achieve platinum status within the TVA sustainable communities program.	1	2	2	1	0
Percentage of Integrated Water Resource Plan completed. Measure: Franklin will pursue completing the Integrated Water Resource Plan (IWRP) by 2042. Goal: To fully complete the IWRP by 2042 in five year increments as set in the plan. Base 2012: 5% completed.	30	35	45	55	0
Percentage of unaccounted water. Measure: Franklin will establish standards for the quality of its infrastructure; to be reliable, efficient, and scalable. Goal: To decrease year over year.	18	17	16	19	0
AMOUNT	**153**	**255**	**163**	**175**	**0**

General Performance Measures

Water Mgt. Non-Financial Performance Measures

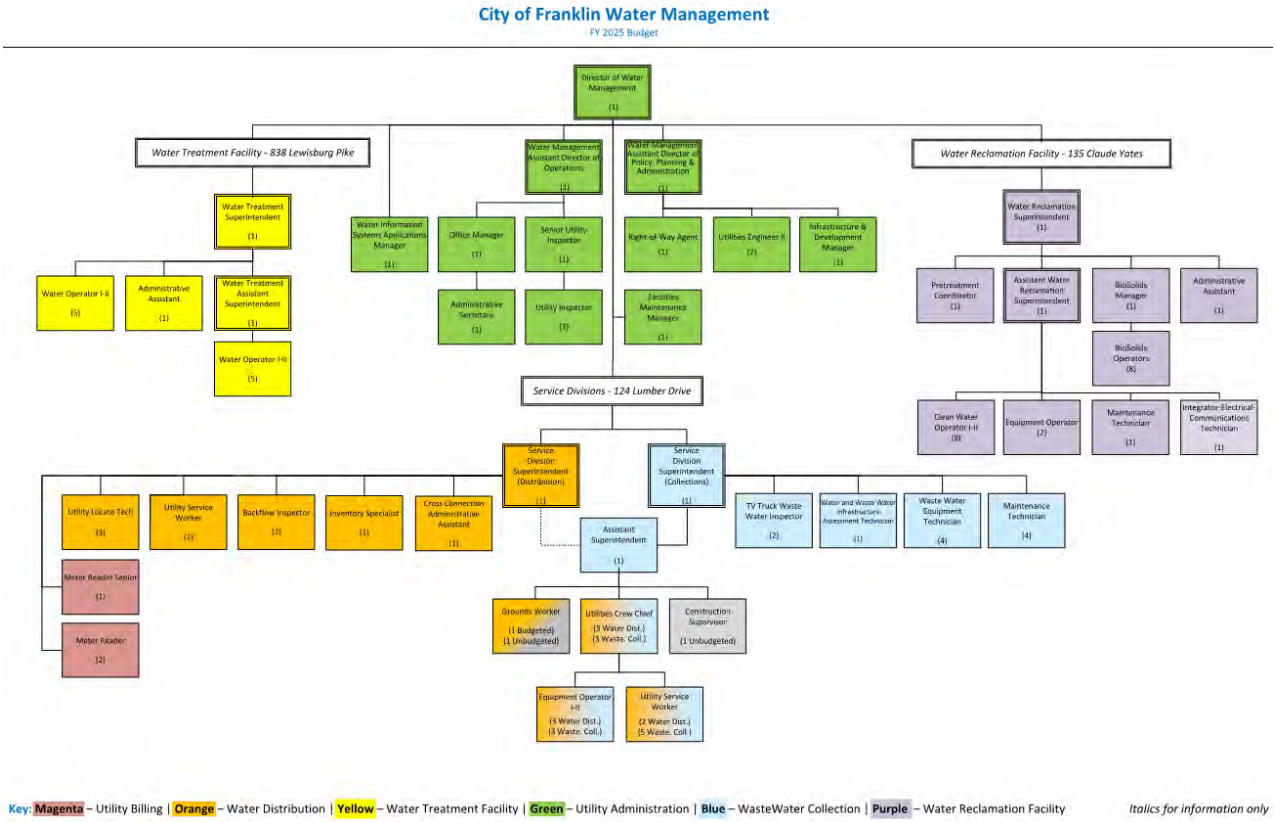
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Water production (in MGD) - average.	2.46	2.5	2.5	2.82	0
Water production (in MGD) - maximum.	4.17	4.25	4.25	4.52	0
AMOUNT	**6.63**	**6.75**	**6.75**	**7.34**	**0**

Citizen Survey

Water Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of drinking water as excellent/good	73	76	80
Percent rating the quality of drinking water as fair/poor	27	24	20
Percent rating the quality of sewer services as excellent/good	88	87	89
Percent rating the quality of sewer services as fair/poor	12	13	11
AMOUNT	**200**	**200**	**200**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
		F-T	F-T	F-T	F-T	F-T
Water Section						
Utility Billing						
Meter Reader Senior	E	1	1	1	1	1
Meter Reader	D	2	2	2	2	2
Totals		**3**	**3**	**3**	**3**	**3**
Water Distribution						
Service Division Superintendent	K	1	1	1	1	1
Service Division Assistant Superintendent	H	1	1	1	0	0
Utilities Crew Chief	G	3	3	3	3	3
Backflow Inspector	F	2	2	2	2	2
Administrative Assistant	E	1	1	1	1	1
Inventory Specialist	E	1	1	1	1	1
Equipment Operator I-II	D-E	2	2	3	3	3

Utility Locate Technician	F	3	3	3	3	3
Utility Service Worker	D	4	4	4	4	4
Grounds Worker	D	1	1	1	1	1
Totals		**19**	**19**	**20**	**19**	**19**

Water Treatment Plant						
Water Treatment Superintendent	K	1	1	1	1	1
Water Treatment Assistant Superintendent	I	1	1	1	1	1
Water Operator (I-II)	F-G	9	10	10	10	10
Administrative Assistant	E	0	0	0	1	1
Administrative Secretary	D	1	1	1	0	0
Totals		**12**	**13**	**13**	**13**	**13**

Water Section Totals	**34**	**35**	**36**	**35**	**35**

Budgeted Positions	**Pay Grade**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**
		F-T	F-T	F-T	F-T	F-T

Wastewater Section

Utility Administration						
Director of Water Management	N	1	1	1	1	1
Water Management Assistant Director of Operations	L	1	1	1	1	1
Utilities Engineer II	J	2	2	2	2	2
Facilities Maintenance Manager	I	0	1	1	1	1
Infrastructure & Development Manager	I	0	1	1	1	1
Water Information Systems Applications Manager	H	1	1	1	1	1
Senior Utility Inspector	G	1	1	1	1	1
Utility Inspector	G	3	3	3	3	3
Office Manager	G	1	1	1	1	1
Administrative Secretary	D	1	1	1	1	1
Totals		**13**	**15**	**15**	**15**	**15**

Wastewater Collection						
Service Division Superintendent	K	0	0	0	1	1
Service Division Assistant Superintendent	H	1	1	1	1	1
Utilities Crew Chief	G	3	3	3	3	3
Water & Wastewater Infrastructure Assessment Technician	F	1	1	1	1	1
TV Truck Wastewater Inspector	E	2	2	2	2	2
Maintenance Technician	F	4	4	4	4	4
Equipment Operator I-II	D-E	3	3	3	3	3
Wastewater Equipment Technician	E	4	4	4	4	4
Utility Service Worker	D	4	4	5	5	5
Totals		**22**	**22**	**23**	**24**	**24**

Water Reclamation						
Water Reclamation Superintendent	K	1	1	1	1	1
Assistant Water Reclamation Superintendent	I	1	1	1	1	1
Integrator-Electrical-Communications Technician	I	0	0	0	1	1

BioSolids Manager	I	0	0	0	0	1
BioSolids Operators	H	0	0	0	0	8
Pretreatment Coordinator	G	1	1	1	1	1
Maintenance Technician	F	1	1	1	1	1
Clean Water Operator (I-II)	F-G	12	15	15	15	8
Administrative Assistant	E	1	1	1	1	1
Equipment Operator I-II	D-E	2	2	2	2	2
Totals		**19**	**22**	**22**	**23**	**25**

Wastewater Section Totals	**54**	**59**	**60**	**62**	**64**

Authorized, Unbudgeted Positions	**Pay Grade**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**
		F-T	F-T	F-T	F-T	F-T
Water Distribution						
Equipment Operator I-II	D-E	1	1	0	0	0
Grounds Worker	D	1	1	1	1	1
Water Treatment Plant						
Water Operator (I-II)	F-G	1	0	0	0	0
Utility Administration						
Utility Inspector	G	1	1	0	0	0
Wastewater Collection						
Construction Supervisor	G	0	0	0	1	1
Utility Locate Technician	---	1	1	0	0	0
Utility Service Worker	D	1	1	0	0	0
Water Reclamation						
Wastewater Operator (I-II)	F-G	1	0	0	0	0
Sub-Total - Unbudgeted Positions		**7**	**5**	**1**	**2**	**2**

Total All Authorized Positions, Water & Wastewater	**95**	**99**	**97**	**99**	**101**

Budget Summary

Water and Sewer

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Revenues							
REVENUES	$43,187,798	$41,359,007	$47,888,516	$49,202,761	$60,008,701	$12,120,185	25.3%
REVENUES TOTAL	**$43,187,798**	**$41,359,007**	**$47,888,516**	**$49,202,761**	**$60,008,701**	**$12,120,185**	**25.3%**
Expenses							
PERSONNEL							
PERSONNEL (81000)	$7,845,138	$10,225,505	$10,211,352	$10,336,441	$11,396,683	$1,185,331	11.6%
PERSONNEL TOTAL	**$7,845,138**	**$10,225,505**	**$10,211,352**	**$10,336,441**	**$11,396,683**	**$1,185,331**	**11.6%**
OPERATIONS							
SERVICES (82000)	$3,987,147	$4,442,951	$4,924,764	$5,975,770	$5,652,504	$727,740	14.8%
SUPPLIES (83000)	$5,950,120	$6,993,456	$7,559,255	$8,220,191	$9,219,413	$1,660,158	22.0%
OPERATIONAL UNITS (84000)	$3,022,188	$2,042,292	$2,612,801	$2,612,801	$2,612,801	$0	0.0%
BUSINESS EXPENSES (85000)	$8,393,284	$9,266,146	$899,511	$931,790	$896,635	($2,876)	(0.3%)
DEBT SERVICE (86000)	$2,218,256	$2,415,422	$7,885,585	$8,136,902	$7,533,225	($352,360)	(4.5%)
TRANSFER TO OTHER FUNDS (88000)	$200,000	$200,000	$200,000	$200,000	$200,000	$0	0.0%
OPERATIONS TOTAL	**$23,770,995**	**$25,360,267**	**$24,081,916**	**$26,077,454**	**$26,114,578**	**$2,032,662**	**8.4%**
CAPITAL							
CAPITAL ASSETS (89000)	$0	$0	$12,906,200	$6,268,672	$17,559,929	$4,653,729	36.1%
CAPITAL TOTAL	**$0**	**$0**	**$12,906,200**	**$6,268,672**	**$17,559,929**	**$4,653,729**	**36.1%**
EXPENSES TOTAL	**$31,616,133**	**$35,585,772**	**$47,199,468**	**$42,682,567**	**$55,071,190**	**$7,871,722**	**16.7%**

Water Budget Summaries

Water Budget by Division

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
UTILITY BILLING	$185,397	$244,732	$261,367	$215,130	$247,299	($14,068)	(5.4%)
WATER DISTRIBUTION	$2,027,352	$3,055,145	$5,121,971	$5,125,549	$4,431,926	($690,045)	(13.5%)
WATER PLANT	$6,630,590	$6,361,332	$8,701,572	$8,009,945	$8,011,283	($690,289)	(7.9%)
WATER - GENERAL	$4,587,493	$4,898,486	$2,490,819	$2,380,250	$3,130,390	$639,571	25.7%
EXPENSES TOTAL	**$13,430,833**	**$14,559,695**	**$16,575,729**	**$15,730,874**	**$15,820,898**	**($754,831)**	**(4.6%)**

Water Budget by Category

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
PERSONNEL							
PERSONNEL (81000)	$2,686,891	$3,571,840	$3,448,334	$3,188,517	$3,537,920	$89,586	2.6%
PERSONNEL TOTAL	**$2,686,891**	**$3,571,840**	**$3,448,334**	**$3,188,517**	**$3,537,920**	**$89,586**	**2.6%**
OPERATIONS							
SERVICES (82000)	$1,099,879	$1,253,025	$1,456,609	$1,400,955	$1,435,388	($21,221)	(1.5%)
SUPPLIES (83000)	$5,070,718	$5,400,041	$6,011,312	$6,454,435	$6,932,033	$920,721	15.3%
OPERATIONAL UNITS (84000)	$1,511,094	$1,021,146	$1,320,488	$1,320,488	$1,320,488	$0	0.0%
BUSINESS EXPENSES (85000)	$2,674,082	$2,921,191	$329,005	$297,722	$349,645	$20,640	6.3%
DEBT SERVICE (86000)	$288,170	$292,451	$895,781	$445,376	$895,824	$43	0.0%
TRANSFER TO OTHER FUNDS (88000)	$100,000	$100,000	$100,000	$100,000	$100,000	$0	0.0%
OPERATIONS TOTAL	**$10,743,943**	**$10,987,855**	**$10,113,195**	**$10,018,976**	**$11,033,378**	**$920,183**	**9.1%**
CAPITAL							
CAPITAL ASSETS (89000)	$0	$0	$3,014,200	$2,523,381	$1,249,600	($1,764,600)	(58.5%)
CAPITAL TOTAL	**$0**	**$0**	**$3,014,200**	**$2,523,381**	**$1,249,600**	**($1,764,600)**	**(58.5%)**
EXPENSES TOTAL	**$13,430,833**	**$14,559,695**	**$16,575,729**	**$15,730,874**	**$15,820,898**	**($754,831)**	**(4.6%)**

Wastewater Budget Summaries

Wastewater Budget by Division

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
UTILITY ADMINISTRATION	$1,572,839	$1,822,842	$2,699,032	$2,048,074	$2,182,410	($516,622)	(19.1%)
SEWER COLLECTION	$2,919,725	$3,158,174	$7,721,722	$5,439,710	$5,837,585	($1,884,137)	(24.4%)
SEWER PLANT	$4,168,749	$4,961,291	$5,370,291	$8,120,354	$12,421,489	$7,051,198	131.3%
SEWER - GENERAL	$9,294,986	$10,835,062	$14,462,570	$11,013,468	$18,310,471	$3,847,901	26.6%
EXPENSES TOTAL	**$17,956,299**	**$20,777,368**	**$30,253,615**	**$26,621,606**	**$38,751,955**	**$8,498,340**	**28.1%**

Wastewater Budget by Category

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
PERSONNEL							
PERSONNEL (81000)	$5,158,248	$6,653,665	$6,763,018	$7,147,924	$7,858,763	$1,095,745	16.2%
PERSONNEL TOTAL	**$5,158,248**	**$6,653,665**	**$6,763,018**	**$7,147,924**	**$7,858,763**	**$1,095,745**	**16.2%**
OPERATIONS							
SERVICES (82000)	$2,879,502	$3,296,149	$3,448,655	$4,555,315	$4,099,866	$651,211	18.9%
SUPPLIES (83000)	$803,107	$1,386,233	$1,309,943	$1,516,256	$1,967,380	$657,437	50.2%
OPERATIONAL UNITS (84000)	$1,511,094	$1,021,146	$1,292,313	$1,292,313	$1,292,313	$0	0.0%
BUSINESS EXPENSES (85000)	$5,589,740	$6,211,439	$570,506	$634,068	$546,990	($23,516)	(4.1%)
DEBT SERVICE (86000)	$1,914,609	$2,108,736	$6,922,180	$7,630,439	$6,576,314	($345,866)	(5.0%)
TRANSFER TO OTHER FUNDS (88000)	$100,000	$100,000	$100,000	$100,000	$100,000	$0	0.0%
OPERATIONS TOTAL	**$12,798,051**	**$14,123,703**	**$13,643,597**	**$15,728,391**	**$14,582,863**	**$939,266**	**6.9%**
CAPITAL							
CAPITAL ASSETS (89000)	$0	$0	$9,847,000	$3,745,291	$16,310,329	$6,463,329	65.6%
CAPITAL TOTAL	**$0**	**$0**	**$9,847,000**	**$3,745,291**	**$16,310,329**	**$6,463,329**	**65.6%**
EXPENSES TOTAL	**$17,956,299**	**$20,777,368**	**$30,253,615**	**$26,621,606**	**$38,751,955**	**$8,498,340**	**28.1%**

Reclaimed Budget Summaries

Reclaimed Budget by Category

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
OPERATIONS							
SERVICES (82000)	$7,766	($106,224)	$19,500	$19,500	$117,250	$97,750	501.3%
SUPPLIES (83000)	$76,295	$207,182	$238,000	$249,500	$320,000	$82,000	34.5%
OPERATIONAL UNITS (84000)	–	–	–	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$129,463	$133,515	$0	$0	$0	$0	–
DEBT SERVICE (86000)	$15,478	$14,236	$67,624	$61,087	$61,087	($6,537)	(9.7%)
OPERATIONS TOTAL	**$229,001**	**$248,709**	**$325,124**	**$330,087**	**$498,337**	**$173,213**	**53.3%**
CAPITAL							
CAPITAL ASSETS (89000)	$0	$0	$45,000	$0	$0	($45,000)	(100.0%)
CAPITAL TOTAL	**$0**	**$0**	**$45,000**	**$0**	**$0**	**($45,000)**	**(100.0%)**
EXPENSES TOTAL	**$229,001**	**$248,709**	**$370,124**	**$330,087**	**$498,337**	**$128,213**	**34.6%**

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FY 2025 Water Management Fund Budget

State of Tennessee Presentation

Water and Wastewater Fund
Fiscal Year 2025 Budget

	FY 2022 Audited	FY 2023 Actual	FY 2024 Budget	FY 2024 EOY	FY 2025 Budget
Operating Revenues (by source)					
Water sales	$ 13,043,130	$ 14,707,819	$ 13,749,519	$ 15,316,314	$ 15,775,804
Wastewater sales	$ 22,617,694	$ 24,185,294	$ 22,234,248	$ 25,744,185	$ 26,387,790
Reclaimed sales	$ 151,669	$ 183,393	$ 122,000	$ 214,649	$ 192,208
Other Operating Revenue	$ 1,137,516	$ 949,000	$ 4,742,750	$ -	
Total Operating Revenues	$ 36,950,009	$ 40,025,506	$ 40,848,516	$ 41,275,148	$ 42,355,802
Operating Expenses (by type)					
Water and wastewater billing	$ 185,400	$ 244,731	$ 267,659	$ 221,422	$ 247,299
Water distribution	$ 2,027,351	$ 3,030,726	$ 3,565,622	$ 3,537,699	$ 3,782,326
Water plant	$ 6,630,592	$ 6,361,333	$ 7,327,384	$ 7,555,757	$ 7,911,283
Water administration	$ 1,851,331	$ 1,959,369	$ 1,155,187	$ 1,195,670	$ 1,210,305
Wastewater administration	$ 4,267,594	$ 3,072,890	$ 1,579,283	$ 2,902,007	$ 958,850
General administration	$ 1,572,844	$ 1,822,842	$ 2,699,032	$ 2,048,074	$ 2,182,410
Wastewater collection	$ 2,919,728	$ 3,134,773	$ 3,944,722	$ 4,686,310	$ 4,957,585
Wastewater plant	$ 4,168,738	$ 4,961,291	$ 5,120,291	$ 6,165,854	$ 6,458,460
Reclaimed water	$ 99,539	$ 108,832	$ 257,500	$ 269,000	$ 437,250
Depreciation	$ 7,671,008	$ 8,363,734	$ 11,897,330	$ 11,897,330	$ 11,897,330
Total Operating Expenses	$ 31,394,125	$ 33,060,521	$ 37,814,010	$ 40,479,122	$ 40,528,949
Operating Income (Loss)	$ 5,555,884	$ 6,964,985	$ 3,034,506	$ 796,026	$ 1,826,853
Debt Service					
Principal *	$ (6,988,147)	$ (7,093,414)	$ (7,387,172)	$ (7,387,176)	$ (7,515,982)
Interest	$ (1,141,982)	$ (2,688,633)	$ (2,772,195)	$ (2,773,437)	$ (2,566,736)
Total Debt Service	$ (8,130,129)	$ (9,782,047)	$ (10,159,368)	$ (10,160,613)	$ (10,082,718)
Nonoperating Revenues(Expenses)					
Investment income (loss)	$ (1,136,760)	$ 771,679	$ 100,000	$ 3,634,833	$ 1,520,180
Gain (loss) on sale of assets	$ 47,091	$ (6,550,319)	$ 25,000	$ -	$ -
Capital purchases *	$ (31,565,118)	$ (6,166,591)	$ (12,906,200)	$ (8,952,883)	$ (17,554,929)
Total Nonoperating Revenues(Expenses)	$ (32,654,787)	$ (11,945,231)	$ (12,781,200)	$ (5,318,050)	$ (16,034,749)
Capital Contributions					
Grants	$ 218,077	$ 604,455	$ 3,000,000	$ 31,443	$ 11,625,742
Impact fees	$ 3,991,231	$ 1,918,948	$ 3,915,000	$ 4,261,326	$ 4,506,975
Capital contributions	$ 1,581,224	$ 4,560	$ -	$ -	$ -
Developer contributions	$ 1,562,626	$ 4,610,033	$ -	$ (727,518)	$ 172,571
Transfer to debt service fund	$ (200,000)	$ (200,000)	$ (200,000)	$ (200,000)	$ (200,000)
	$ 7,153,158	$ 6,937,996	$ 6,715,000	$ 3,365,251	$ 16,105,288
Change in Net Position	**$ 10,477,391**	**$ 5,435,708**	**$ 7,102,311**	**$ 5,022,673**	**$ 16,885,585**
Beginning Net Position	**$ 230,955,323**	**$ 241,432,714**	**$ 246,868,422**	**$ 246,868,422**	**$ 251,891,095**
Ending Net Position	**$ 241,432,714**	**$ 246,868,422**	**$ 253,970,733**	**$ 251,891,095**	**$ 268,776,680**

** not included in ending net position*

Debt Service Coverage

Debt Service Coverage	2022 Actual*	2023 Actual**	2024 Budget	2024 Estimated	2025 Budget
Water Management Fund Revenues					
Total Operating Revenues	$ 36,950,009	$ 40,025,506	$ 40,848,516	$ 41,275,148	$ 42,355,802
add Investment Income	$ (1,136,760)	$ 771,679	$ 100,000	$ 3,634,833	$ 1,520,180
add gain (loss) on sale of Assets	$ 47,091	$ -	$ 25,000	$ -	$ -
Total Water Management Fund Revenues	**$ 35,860,340**	**$ 40,797,185**	**$ 40,973,516**	**$ 44,909,981**	**$ 43,875,982**
Water Management Fund Expenses					
Direct Operating expenses	$ 31,394,125	$ 33,060,521	$ 37,814,010	$ 40,479,122	$ 40,213,949
less Depreciation	$ (7,671,008)	$ (8,363,734)	$ (11,897,330)	$ (11,897,330)	$ (11,897,330)
add transfers out for Debt Service	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Total Water Management Fund Expenses	**$ 23,923,117**	**$ 24,896,787**	**$ 26,116,680**	**$ 28,781,792**	**$ 28,516,619**
Net Revenue Available for Debt Service	**$ 11,937,223**	**$ 15,900,398**	**$ 14,856,836**	**$ 16,128,189**	**$ 15,359,363**
Net Revenue Available for Debt Service	$ 11,937,223	$ 15,900,398	$ 14,856,836	$ 16,128,189	$ 15,359,363
divided by Debt Service (Prin. & Int.) Due	$ 8,130,129	$ 10,004,012	$ 10,159,368	$ 10,160,613	$ 10,082,718
Debt Coverage Ratio	**1.47**	**1.59**	**1.46**	**1.59**	**1.52**
(must exceed 1.25x)					
Is there sufficient Debt Service Coverage?	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**

**Ties to pages 40 & 133, 2022 ACFR*

***Ties out to pages 46 & 136, 2023 ACFR*

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	Balance (2030-2037)	Total Outstanding (2025-2037)
Water Operations										
PRINCIPAL										
Bonds 2011A $19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	$ 1,360,100	$ 103,950	$ 106,400	$ 109,200				$ -	$ 215,600
ARRA Loan 2011 $1.5M - (Reservoir Rehabilitation)	2011	$ 1,500,000	$ 80,546	$ 82,848	$ 85,215	$ 87,648	$ 90,153	$ 92,729	$ 144,076	$ 582,669
SRF SCADA	2016	$ 747,690	$ 46,726	$ 47,145	$ 47,568	$ 47,992	$ 48,423	$ 48,850	$ 199,802	$ 439,780
Bonds 2017 - $12m (Water Plant)	2017	$ 12,000,000	$ 346,500	$ 364,000	$ 381,500	$ 399,000	$ 420,000	$ 441,000	$ 4,273,500	$ 6,279,000
PRINCIPAL		**$ 15,607,790**	**$ 577,722**	**$ 600,393**	**$ 623,483**	**$ 534,640**	**$ 558,576**	**$ 582,579**	**$ 4,617,378**	**$ 7,517,049**
INTEREST										
Bonds 2011A $19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	2.48%	$ 7,710	$ 5,127	$ 2,482				$ -	$ 7,609
ARRA Loan 2011 $1.5M - (Reservoir Rehabilitation)	2011	2.82%	$ 17,668	$ 15,366	$ 12,999	$ 10,566	$ 8,061	$ 5,485	$ 3,236	$ 55,713
SRF SCADA	2016		$ 4,142	$ 3,722	$ 3,299	$ 2,876	$ 2,444	$ 2,017	$ 3,652	$ 18,010
Bonds 2017 - $12m (Water Plant)	2017	3.29%	$ 288,540	$ 271,215	$ 253,015	$ 233,940	$ 213,990	$ 192,990	$ 804,020	$ 1,969,170
INTEREST			**$ 318,059**	**$ 295,431**	**$ 271,796**	**$ 247,381**	**$ 224,496**	**$ 200,492**	**$ 810,907**	**$ 2,050,502**
TOTAL EXPENDITURES			**$ 895,781**	**$ 895,823**	**$ 895,279**	**$ 782,021**	**$ 783,071**	**$ 783,071**	**$ 5,428,285**	**$ 9,567,551**

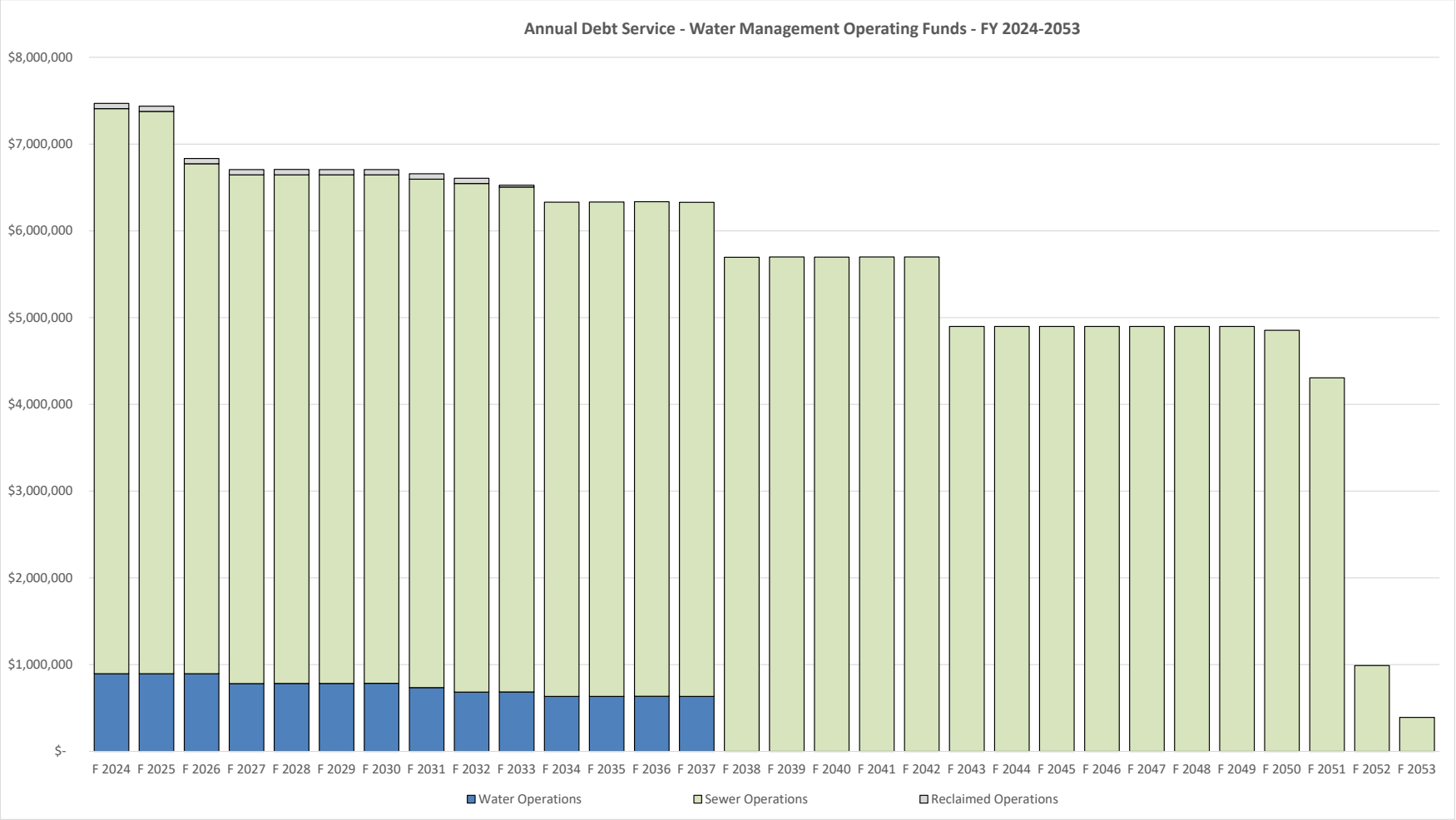
Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	Balance (2030-2053)	Total Outstanding (2025-2053)
Sewer Operations										
PRINCIPAL										
Bonds 2005 $24.67M (Refund 2001 / 2002)	2001, 2002, 2005	$ 9,868,000	$ 580,000	$ 580,000					$ -	$ 580,000
Bonds 2011A $19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	$ 194,300	$ 14,850	$ 15,200	$ 15,600				$ -	$ 30,800
ARRA Loan 2013 $1.89M - (Sewer & Reclaimed Projects)	2012	$ 868,572	$ 48,128	$ 49,439	$ 50,785	$ 52,169	$ 53,589	$ 55,049	$ 194,559	$ 455,590
SRF SCADA	2016	$ 1,518,037	$ 93,662	$ 94,503	$ 95,352	$ 96,200	$ 97,065	$ 97,921	$ 400,506	$ 881,546
SRF Loan 2017	2017	$ 1,275,000	$ 36,048	$ 36,576	$ 37,116	$ 37,668	$ 38,220	$ 38,796	$ 917,204	$ 1,105,580
SRF Loan 2018	2018	$ 78,500,000	$ 2,165,484	$ 2,197,524	$ 2,230,044	$ 2,263,056	$ 2,296,548	$ 2,330,532	$ 60,432,660	$ 71,750,364
SRF Loan	2020	$ 20,000,000	$ 548,352	$ 556,464	$ 564,696	$ 573,060	$ 581,544	$ 590,148	$ 15,645,290	$ 18,511,202
WRF Bonds	2021	$ 10,660,000	$ 350,000	$ 365,000	$ 385,000	$ 405,000	$ 425,000	$ 445,000	$ 7,955,000	$ 9,980,000
SRF Loan	2021	$ 19,500,000	$ 540,096	$ 547,044	$ 554,088	$ 561,228	$ 568,452	$ 575,772	$ 15,885,852	$ 18,692,436
PRINCIPAL		**$ 142,383,909**	**$ 4,376,621**	**$ 4,441,750**	**$ 3,932,681**	**$ 3,988,381**	**$ 4,060,418**	**$ 4,133,217**	**$ 101,431,071**	**$ 121,987,518**
INTEREST										
Bonds 2005 $24.67M (Refund 2001 / 2002)	2001, 2002, 2005	3.00%-5.00%	$ 53,650	$ 24,650					$ -	$ 24,650
Bonds 2011A $19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	2.48%	$ 1,101	$ 732	$ 355				$ -	$ 1,087
ARRA Loan 2013 $1.89M - (Sewer & Reclaimed Projects)	2012	2.69%	$ 12,959	$ 11,649	$ 10,303	$ 8,919	$ 7,499	$ 6,039	$ 9,070	$ 53,479
SRF SCADA	2016		$ 8,302	$ 7,462	$ 6,613	$ 5,764	$ 4,900	$ 4,043	$ 7,319	$ 36,101
SRF Loan 2017	2017		$ 16,536	$ 16,008	$ 15,468	$ 14,916	$ 14,364	$ 13,788	$ 143,236	$ 217,780
SRF Loan 2018	2018	1.47%	$ 1,072,008	$ 1,039,968	$ 1,007,448	$ 974,436	$ 940,944	$ 906,960	$ 10,252,491	$ 15,122,247
SRF Loan	2020		$ 276,492	$ 268,380	$ 260,148	$ 251,784	$ 243,300	$ 234,696	$ 2,707,296	$ 3,965,604
WRF Bonds	2021		$ 451,650	$ 434,150	$ 415,900	$ 396,650	$ 376,400	$ 355,150	$ 2,438,500	$ 4,416,750
SRF Loan	2021		$ 243,012	$ 236,064	$ 229,020	$ 221,880	$ 214,656	$ 207,336	$ 2,517,260	$ 3,626,216
INTEREST			**$ 2,135,711**	**$ 2,039,063**	**$ 1,945,254**	**$ 1,874,349**	**$ 1,802,062**	**$ 1,728,012**	**$ 18,075,173**	**$ 27,463,914**
TOTAL EXPENDITURES			**$ 6,512,332**	**$ 6,480,813**	**$ 5,877,935**	**$ 5,862,730**	**$ 5,862,480**	**$ 5,861,229**	**$ 119,506,244**	**$ 149,451,432**

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	Balance (2030-2037)	Total Outstanding (2025-2037)
Reclaimed Operations										
PRINCIPAL										
ARRA Loan 2013 $1.89M - (Sewer & Reclaimed Projects)	2012	$ 1,019,628	$ 48,128	$ 49,439	$ 50,785	$ 52,169	$ 53,589	$ 55,049	$ 194,559	$ 455,590
PRINCIPAL		**$ 1,019,628**	**$ 48,128**	**$ 49,439**	**$ 50,785**	**$ 52,169**	**$ 53,589**	**$ 55,049**	**$ 194,559**	**$ 455,590**
INTEREST										
ARRA Loan 2013 $1.89M - (Sewer & Reclaimed Projects)	2012	2.69%	$ 12,959	$ 11,649	$ 10,303	$ 8,919	$ 7,499	$ 6,039	$ 9,070	$ 53,479
INTEREST			**$ 12,959**	**$ 11,649**	**$ 10,303**	**$ 8,919**	**$ 7,499**	**$ 6,039**	**$ 9,070**	**$ 53,479**
TOTAL EXPENDITURES			**$ 61,088**	**$ 61,088**	**$ 61,088**	**$ 61,088**	**$ 61,088**	**$ 61,088**	**$ 203,629**	**$ 509,068**

**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.*

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

The chart below shows annual debt service for the operating Proprietary Funds (Water, Wastewater & Reclaimed Water) for all bonds issued from FY 2024-2053. 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.*

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

Total Debt Service - Water Management Fund

Break out of Debt Total by Fund			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Balance (2030-2053)	Total Outstanding (2025-2053)
Sewer Ops (431)	***shown on previous pages***		$ 6,512,332	$ 6,480,813	$ 5,877,935	$ 5,862,730	$ 5,862,480	$ 5,861,230	$ 119,506,244	**$ 149,451,433**
Water Ops (421)	***shown on previous pages***		$ 895,781	$ 895,823	$ 895,279	$ 782,021	$ 783,071	$ 783,071	$ 5,428,279	**$ 9,680,255**
Reclaim Ops (441)	***shown on previous pages***		$ 61,088	$ 61,088	$ 61,088	$ 61,088	$ 61,088	$ 61,088	$ 203,629	**$ 509,068**
Sewer Impact (432)			$ 2,067,075	$ 2,022,245	$ 1,116,825	$ -	$ -	$ -	$ -	**$ 5,206,145**
Water Impact (422)			$ 527,383	$ 527,154	$ 527,209	$ 271,260	$ 271,710	$ 271,710	$ 2,176,080	**$ 4,300,796**
Reclaim Access (442)			$ 79,757	$ 79,662	$ 79,773	$ -	$ -	$ -	$ -	**$ 239,192**
Reclaim Taps (443)			$ 15,951	$ 15,932	$ 15,955	$ -	$ -	$ -	$ -	**$ 47,838**
Total Debt Service			**$ 10,159,368**	**$ 10,082,717**	**$ 8,574,064**	**$ 6,977,100**	**$ 6,978,350**	**$ 6,977,100**	**$ 127,314,232**	**$ 170,085,829**
Principal			$ 7,387,172	$ 7,515,982	$ 6,205,650	$ 4,746,191	$ 4,852,584	$ 4,959,846	$ 108,074,499	**$ 138,782,077**
Interest			$ 2,772,195	$ 2,566,736	$ 2,368,414	$ 2,230,909	$ 2,125,767	$ 2,017,253	$ 19,239,733	**$ 31,303,753**
Total Debt Service			**$ 10,159,368**	**$ 10,082,717**	**$ 8,574,064**	**$ 6,977,100**	**$ 6,978,350**	**$ 6,977,100**	**$ 127,314,232**	**$ 170,085,829**

City of Franklin

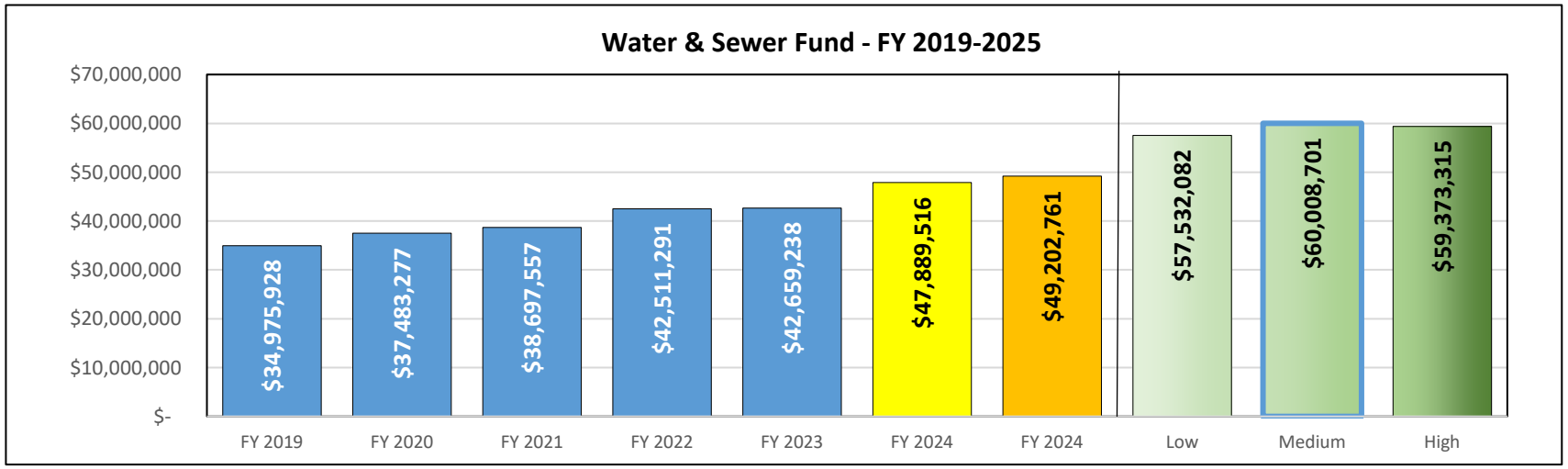
Revenue Model

Fund:	Water/Sewer Fund	Percent of All Revenues	25.6%

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 forecast at 3% for Water and 2% for Sewer as established by BOMA as of January 1, 2024.

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



	Actual					Budget	Estimated	Forecast (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	11.8%	7.2%	3.2%	9.9%	0%	12%	3%	17%	22%	21%	
Water											3-yr Average
Use of Money & Property	127,636	147,561	52,539	78,032	125,000	125,000	405,918	**183,829**	344,105	191,332	$ 41,289,362
Rates & Related Customer Service	11,868,631	11,841,481	13,217,446	13,534,877	12,729,946	14,449,518	15,316,314	**15,334,917**	15,775,804	15,960,832	1.1%
Impact Fees	440,067	601,326	768,642	586,512	321,905	600,000	514,700	**603,926**	603,926	603,926	5-Yr Average
Wastewater											$ 39,265,458
Grants	-		250,000	90,122	-	3,000,000	31,443	**11,625,742**	11,625,742	11,625,742	1.7%
Use of Money & Property	793,210	849,274	68,880	300,897	600,000	600,000	3,185,070	**652,463**	1,176,075	679,094	
Rates & Related Customer Service	19,314,087	19,932,839	21,467,294	24,769,484	22,899,425	25,671,515	25,744,197	**25,114,009**	26,387,792	26,139,071	
Impact Fees	2,299,645	2,712,493	2,713,171	2,990,270	1,855,033	3,315,000	3,746,626	**3,824,988**	3,903,049	3,981,110	
Transfer from G/F (ARP Funds)					-						
Transfer from Co. Fac. Tax.		1,285,000			-						
Reclaimed Water											
Use of Money & Property	1,958	600	1,000	-	1,000	1,000	43,845	-	-	-	
Rates & Related Customer Service	130,694	112,703	158,585	161,097	131,750	127,483	214,649	**192,208**	192,208	192,208	
Use of F/B			-	-	3,995,179						
Totals	**$ 34,975,928**	**$ 37,483,277**	**$ 38,697,557**	**$ 42,511,291**	**$ 42,659,238**	**$ 47,889,516**	**$ 49,202,761**	**$ 57,532,082**	**$ 60,008,701**	**$ 59,373,315**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

FY 2025 Operating Budget

Emergency Management

Scott Williar, Emergency Management Coordinator

Departmental Summary

The Emergency Management Division was created in 2022 to provide overall direction and support for the City's Emergency Management function, Special Events & Continuity of Operations Plan. This is a two-man, 24 hour operation (on call, office, deployed) that supports City Residents, local stakeholders and County/State Emergency Personnel.

Accomplishments

- Completed the City's internal ASHER plan draft and began the outreach to all surrounding jurisdictions.
- Requested and successfully received two trailers from Williamson County for City use during emergencies, disasters, and field operations.
- Worked as a part of the TEMA AHIMT logistics planning group, to set up the state team logistical program.
- Completed the calendar year 2023/2024 special events EAP documentation.
- Completed the City's Debris Management plan as well as the final draft for the RFP documents.
- Built all Incident Action Plan's (IAP) for the calendar year’s special events
- Maintained membership of the Middle TN Incident Management Team (IMT) and the All Hazards Incident Management Team (AHIMT), providing a statewide network of EM-relevant support.

Performance Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial), and Citizen Survey data. The Emergency Management Division has one of these categories - Citizen Survey data.

Strategic Plan Measures

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.

Related Theme: All Four Themes

Emergency Management supports all four themes of the Strategic Plan.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial), and Citizen Survey data.

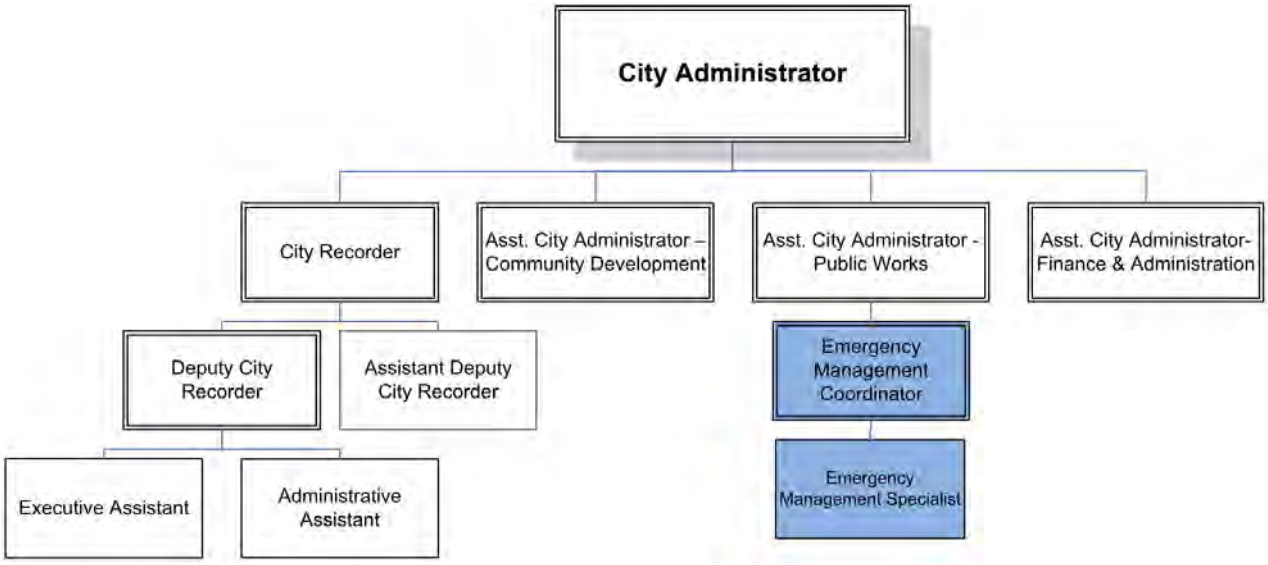
The Emergency Management Division has one of these categories - Citizen Survey data. There are no performance measures at this moment - they are under development.

Citizen Survey

Emergency Management Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) as excellent/good	77	80	75
Percent rating the quality of Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) as fair/poor	23	20	25
AMOUNT	**100**	**100**	**100**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Emergency Management Coordinator	I	0	0	0	0	1	0	1	0	1	0
Emergency Management Specialist	G	0	0	0	0	1	0	1	0	1	0
Sub-Total - Budgeted Positions		**0**	**0**	**0**	**0**	**2**	**0**	**2**	**0**	**2**	**0**

Total Authorized Positions	**0**	**0**	**0**	**0**	**2**	**0**	**2**	**0**	**2**	**0**

Budget Summary

Emergency Management

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	–	$174,024	$244,720	$258,427	$254,616	$9,896	4.0%
PERSONNEL TOTAL	**–**	**$174,024**	**$244,720**	**$258,427**	**$254,616**	**$9,896**	**4.0%**
OPERATIONS							
SERVICES (82000)	–	$36,272	$67,400	$22,756	$79,850	$12,450	18.5%
SUPPLIES (83000)	–	$42,216	$20,100	$14,461	$20,750	$650	3.2%
BUSINESS EXPENSES (85000)	–	–	$2,025	$0	$2,025	$0	0.0%
OPERATIONS TOTAL	**–**	**$78,488**	**$89,525**	**$37,217**	**$102,625**	**$13,100**	**14.6%**
CAPITAL	–	$0	–	–	–	$0	–
110 - GENERAL FUND TOTAL	**–**	**$252,512**	**$334,245**	**$295,644**	**$357,241**	**$22,996**	**6.9%**
EXPENSES TOTAL	**–**	**$252,512**	**$334,245**	**$295,644**	**$357,241**	**$22,996**	**6.9%**

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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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FY 2025 Operating Budget

General Expenses

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, one-time contributions to the City's closed pension plan, the City's appropriations for Medical and Dental expenses, the City's dues for the Tennessee Municipal League, the annual audit, fuel hedging, and other "shared" software services - such as for the City's Strategic Plan website. $100,000 is new for FY 2025 to conduct a Special Census.

Performance Measures

There are no performance measures associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.

Strategic Plan Measures

There are no strategic plan measures associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.

Budget Summary

General Expenses

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)							
SALARIES & WAGES (81100)	–	–	$0	$0	$3,801,718	$3,801,718	–
EMPLOYEE BENEFITS (81400)	$689,351	($1,945,637)	$367,839	$257,422	$174,664	($193,175)	(52.5%)
PERSONNEL (81000) TOTAL	**$689,351**	**($1,945,637)**	**$367,839**	**$257,422**	**$3,976,382**	**$3,608,543**	**981.0%**
PERSONNEL TOTAL	**$689,351**	**($1,945,637)**	**$367,839**	**$257,422**	**$3,976,382**	**$3,608,543**	**981.0%**
OPERATIONS							

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
SERVICES (82000)							
TRANSPORTATION CHARGES (82100)	–	–	$0	$0	$0	$0	–
OPERATING SERVICES (82200)	–	–	$0	$0	$0	$0	–
NOTICES, SUBSCRIPTIONS, PUBLICITY (82300)	$53,612	$37,462	$73,534	$73,534	$173,534	$100,000	136.0%
UTILITIES (82400)	$714	$712	$550	$550	$550	$0	0.0%
CONTRACTUAL SERVICES (82500)	$111,996	$111,291	$228,000	$228,000	$228,000	$0	0.0%
REPAIR & MAINT SERVICES (82600)	$3,397	$3,260	$1,000	$1,000	$1,000	$0	0.0%
EMPLOYEE PROGRAMS (82700)	–	–	$0	$0	$0	$0	–
PROFESSIONAL DEVELOPMENT/TRAVEL (82800)	–	–	$0	$0	$0	$0	–
SERVICES (82000) TOTAL	**$169,719**	**$152,725**	**$303,084**	**$303,084**	**$403,084**	**$100,000**	**33.0%**
SUPPLIES (83000)							
OFFICE SUPPLIES (83100)	–	–	$0	$0	$0	$0	–
OPERATING SUPPLIES (83200)	–	–	$0	$0	$0	$0	–
FUEL & MILEAGE (INSIDE WILLIAMSON COUNTY) 83300	($446,762)	($22,325)	$0	$0	$0	$0	–
EQUIPMENT (<$50,000) (83500)	–	–	$2,000	$2,000	$2,000	$0	0.0%
REPAIR & MAINT. SUPPLIES (83600)	–	–	$0	$0	$0	$0	–
SUPPLIES (83000) TOTAL	**($446,762)**	**($22,325)**	**$2,000**	**$2,000**	**$2,000**	**$0**	**0.0%**
OPERATIONAL UNITS (84000)							
OPERATIONAL UNITS (84000)	–	–	$2,980,050	$2,980,050	$0	($2,980,050)	(100.0%)
OPERATIONAL UNITS (84000) TOTAL	**–**	**–**	**$2,980,050**	**$2,980,050**	**$0**	**($2,980,050)**	**(100.0%)**
BUSINESS EXPENSES (85000)							
PROP & LIABILITY COSTS (85100)	–	–	$0	$225,000	$0	$0	–
RENTALS (85200)	$8	–	$100	$1,451	$100	$0	0.0%
PERMITS & FEES (85300)	–	–	$350	$350	$350	$0	0.0%
FINANCIAL FEES (85500)	$2,500	$2,500	$2,500	$2,860	$2,500	$0	0.0%
OTHER BUSINESS EXPENSES (85900)	–	$10,000	$151,500	$1,500	$1,500	($150,000)	(99.0%)
BUSINESS EXPENSES (85000) TOTAL	**$2,508**	**$12,500**	**$154,450**	**$231,161**	**$4,450**	**($150,000)**	**(97.1%)**
DEBT SERVICE (86000)							
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
DEBT SERVICE (86000) TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
APPROPRIATIONS (87000)							
APPROPRIATIONS (87000)	–	–	$0	$0	$0	$0	–
APPROPRIATIONS (87000) TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
TRANSFER TO OTHER FUNDS (88000)							
TRANSFER TO OTHER FUNDS (88000)	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000) TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
OPERATIONS TOTAL	**($274,535)**	**$142,901**	**$3,439,584**	**$3,516,295**	**$409,534**	**($3,030,050)**	**(88.1%)**
CAPITAL							
CAPITAL ASSETS (89000)	–	–	$0	$0	$0	$0	–
CAPITAL TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
110 - GENERAL FUND TOTAL	**$414,816**	**($1,802,737)**	**$3,807,423**	**$3,773,717**	**$4,385,916**	**$578,493**	**15.2%**
EXPENSES TOTAL	**$414,816**	**($1,802,737)**	**$3,807,423**	**$3,773,717**	**$4,385,916**	**$578,493**	**15.2%**

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FY 2025 Operating Budget

Appropriations

Department Summary

The Appropriations budget provides for the allotment of City of Franklin funds to various outside agencies, functions and programs that are under IRS classifications 501c3, 501c4, 501c6, and government entities.

Performance Measures

There are no performance measures associated with Appropriations. It is supervised by personnel in the Administration and the Finance Departments.

Strategic Plan Measures

There are no strategic plan measures associated with Appropriations. It is supervised by personnel in the Administration and the Finance Departments.

Citizens Survey

Government Entity Appropriations Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of services provided by Animal Control as excellent/good	79	84	85
Percent rating the quality of services provided by Animal Control as fair/poor	21	16	15
Percent rating the quality of services provided by Health services as excellent/good	88	88	85
Percent rating the quality of services provided by Health services as fair/poor	12	12	15
Percent rating the quality of services provided by Public Library services as excellent/good	93	93	94
Percent rating the quality of services provided by Public Library services as fair/poor	7	7	6
AMOUNT	**300**	**300**	**300**

Ten-Year History of Appropriations to Outside Agencies

Budget Summary

	Actual	Actual	Budget	EOY	Budget	Difference	
	2022	2023	2024	2024	2025	$	%
Operations							
Appropriations to Governments							
Health Department	19,035	21,150	22,208	22,208	21,150	(1,058)	-4.8%
Animal Control	121,976	180,828	189,869	189,869	199,362	9,493	5.0%
Library - Books	64,220	67,431	70,803	70,803	72,927	2,124	3.0%
Regional Transit Authority - 91X Bus	56,185	56,185	56,185	56,185	56,185	-	0.0%
TN Rehab @ Franklin	20,273	21,896	22,991	22,991	22,991	-	0.0%
Total Appropriations to Government	**281,689**	**347,490**	**362,055**	**362,055**	**372,614**	**10,560**	**2.9%**

	Actual	Actual	Budget	EOY	Budget	Difference	
	2022	2023	2024	2024	2025	$	%
Operations							
Appropriations to Charitable Organizations							
ARC	5,000	5,250	-	-	5,000	5,000	100.0%
Boys & Girls Club	21,500	22,575	23,704	23,704	24,415	711	3.0%
Bridges	18,050	20,000	21,000	21,000	24,000	3,000	14.3%
Community Child Care	30,000	31,500	33,075	33,075	34,067	992	3.0%
Community Housing Partnership	8,460	8,883	9,327	9,327	9,607	280	3.0%
Davis House	15,000	20,000	21,000	21,000	24,000	3,000	14.3%
Franklin Tomorrow	34,610	36,341	38,158	38,158	39,303	1,145	3.0%
Gentry's Education Center	22,500	23,625	24,806	24,806	25,550	744	3.0%
Gilda's Club	3,500	3,675	3,859	3,859	3,975	116	3.0%
Hard Bargain Association					5,000	5,000	100.0%
Mid-Cumberland Human Resources/Homemaker	4,230	4,442	4,664	4,664	4,804	140	3.0%
Mid-Cumberland Human Resources/Ombudsman	2,250	2,363	2,481	2,481	2,556	74	3.0%
Mid-Cumberland Meals on Wheels	9,137	9,594	10,074	10,074	10,376	302	3.0%
One Generation Away	-	5,000	5,250	5,250	5,408	158	3.0%
Second Harvest/Nashville's Table	-	5,000	5,250	5,250	5,408	158	3.0%
Sister City Program	5,500	32,581	18,875	18,875	19,441	566	3.0%
Toussaint L'Ouverture Cemetary	-	32,400	32,400	32,400	33,372	972	3.0%
Transit Alliance	5,000	5,250	5,513	5,513	5,678	165	3.0%
Waves	22,913	24,059	25,262	25,262	26,020	758	3.0%
Williamson County Emergency Relief/Graceworks	20,000	21,000	22,050	22,050	22,712	662	3.0%
Total Appropriations to Charitable Organizations	**227,650**	**313,542**	**306,747**	**306,747**	**330,690**	**23,942**	**7.8%**

Total Operations	**509,339**	**661,032**	**668,802**	**668,802**	**703,304**	**34,502**	**5.2%**

Total Appropriations	**509,339**	**661,032**	**668,802**	**668,802**	**703,304**	**34,502**	**5.2%**

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FY 2025 Operating Budget

Interfund Transfers

Department Summary

Interfund Transfers reflect those funds transferred from the General Fund to be accounted for in other funds of the City. Ongoing transfers appropriated here include:

- $500,000 for State Street Aid & Transportation Aid Fund
  - $250,000 for funding Sidewalks Gaps as provided through the Invest Franklin initiative (2017)
  - $250,000 to begin funding an Asset Management & Paving Program of City facilities
- $1,003,617 for the Transit Fund for ongoing support of the Franklin Transit Authority's operations
- $863,490 for the new Capital Vehicle Fund for annual replacement of fleet vehicles and Police cruisers
- $5,039,041 is being appropriated here for the Capital Projects Fund to support approved CIP related projects, (mainly costs related to the New City Hall project in FY 2025)

Performance Measures

There are no performance measures associated with Interfund Transfers. It is supervised by personnel in the Finance Department.

Budget Summary

Interfund Transfers

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
OPERATIONS							
TRANSFER TO OTHER FUNDS (88000)							
TRANSFER TO OTHER FUNDS (88000)							
88020 - TRANSFER TO STREET AID & TRANSPORTATION	$1,250,000	$1,083,921	$500,000	$500,000	$500,000	$0	0.0%
88030 - TRANSFER TO SANITATION & ENVIR SERVICES	$515,680	$500,000	$1,750,000	$1,750,000	$0	($1,750,000)	(100.0%)
88040 - TRANSFER TO ROAD IMPACT	–	–	$0	$0	$0	$0	–
88070 - Transfer To Drug Fund	–	–	–	$0	$0	$0	–
88080 - TRANSFER TO HOTEL/MOTEL FUND	–	–	$0	$0	$0	$0	–
88085 - TRANSFER TO PARKLAND DEDICATION	–	–	$0	$0	$0	$0	–
88090 - TRANSFER TO TRANSIT	$444,912	$687,348	$771,473	$771,473	$1,003,617	$232,144	30.1%
88092 - TRANSFER TO CDBG	–	–	–	$0	$0	$0	–
88095 - TRANSFER TO DEBT SERVICE	–	–	$0	$0	$0	$0	–
88100 - TRANSFER TO CAPITAL PROJECTS	$7,450,000	$4,326,000	$6,100,000	$6,100,000	$5,039,941	($1,060,059)	(17.4%)
88105 - TRANSFER TO CAPITAL VEHICLE FUND	$3,250,000	$2,906,667	$812,810	$812,810	$863,490	$50,680	6.2%
88150 - TRANSFER TO WATER OPERATING	–	–	$0	$0	$0	$0	–
88180 - TRANSFER TO SEWER OPERATING	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000) TOTAL	**$12,910,592**	**$9,503,936**	**$9,934,283**	**$9,934,283**	**$7,407,048**	**($2,527,235)**	**(25.4%)**
TRANSFER TO OTHER FUNDS (88000) TOTAL	**$12,910,592**	**$9,503,936**	**$9,934,283**	**$9,934,283**	**$7,407,048**	**($2,527,235)**	**(25.4%)**
OPERATIONS TOTAL	**$12,910,592**	**$9,503,936**	**$9,934,283**	**$9,934,283**	**$7,407,048**	**($2,527,235)**	**(25.4%)**
110 - GENERAL FUND TOTAL	**$12,910,592**	**$9,503,936**	**$9,934,283**	**$9,934,283**	**$7,407,048**	**($2,527,235)**	**(25.4%)**
EXPENSES TOTAL	**$12,910,592**	**$9,503,936**	**$9,934,283**	**$9,934,283**	**$7,407,048**	**($2,527,235)**	**(25.4%)**

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OTHER SPECIAL FUNDS

The City of Franklin has 15 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**
- **Parkland Dedication Fund**

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FY 2025 Operating Budget

City Facilities Tax Fund

Fund Summary

The City 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, parks, and recreation expenditures. These expenses can only be spent on public expenditures related to growth; thus, new equipment and infrastructure can be funded out of the City Facilities Tax fund, but replacement of existing equipment cannot.

Performance Measures

There are no performance measures associated with the City Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Strategic Plan Measures

There are no strategic plan measures associated with the City Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the City Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Budget Summary

City Facilities Tax Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LOCAL TAXES (31000)	$2,666,214	$1,301,950	$2,369,711	$2,394,483	$1,846,797	($522,914)	(22.1%)
USE OF MONEY & PROPERTY (36000)	($340,740)	$212,857	$50,000	$556,787	$278,153	$228,153	456.3%
OTHER REVENUE (37000)	$0	$1,245	–	$0	$0	$0	–
CAPITAL CONTRIBUTIONS (39000)	$226,444	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$2,551,918**	**$1,516,051**	**$2,419,711**	**$2,951,270**	**$2,124,950**	**($294,761)**	**(12.2%)**
REVENUES TOTAL	**$2,551,918**	**$1,516,051**	**$2,419,711**	**$2,951,270**	**$2,124,950**	**($294,761)**	**(12.2%)**
Expenses							
130 - CITY FACILITIES TAX							
OPERATIONS							
SERVICES (82000)	$6,500	$10,239	$656	$656	$0	($656)	(100.0%)
SUPPLIES (83000)	$0	$0	$264,027	$264,027	$51,673	($212,354)	(80.4%)
BUSINESS EXPENSES (85000)	$10,195	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)	–	–	$3,500,000	$3,500,000	$0	($3,500,000)	(100.0%)
OPERATIONS TOTAL	**$16,695**	**$10,239**	**$3,764,683**	**$3,764,683**	**$51,673**	**($3,713,010)**	**(98.6%)**
CAPITAL							
CAPITAL ASSETS (89000)	$386,605	$52,372	$0	$0	$354,000	$354,000	–
CAPITAL TOTAL	**$386,605**	**$52,372**	**$0**	**$0**	**$354,000**	**$354,000**	**–**
130 - CITY FACILITIES TAX TOTAL	**$403,300**	**$62,611**	**$3,764,683**	**$3,764,683**	**$405,673**	**($3,359,010)**	**(89.2%)**
EXPENSES TOTAL	**$403,300**	**$62,611**	**$3,764,683**	**$3,764,683**	**$405,673**	**($3,359,010)**	**(89.2%)**

Notes & Objectives

The forecast for FY 2025 revenues is an estimate based upon anticipated economic conditions. 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. This will be significantly revised once we fully determine the impact of the current economic downturn.

The FY 2023 City Facilities Tax Fund appropriations included funding for: 2 Parks related capital projects totaling $4,000,000 (1. Bicentennial Park - $2,000,000 and 2. Robinson Lake Dam & Park Project - $2,000,000), a new Mini-Excavator costing $52,415 for the Parks department, and two new Side Loading Refuse Packers for Sanitation costing $705,560. The FY 2024 City Facilities Tax Fund appropriations included $2,500,000 for Southeast Park and $1,000,000 for Bicentennial Park as well as several new pieces of equipment for the Parks and SES Departments.

The FY 2025 City Facilities Tax Fund appropriations will be modified throughout Spring 2024 as the Board of Mayor and Alderman revisit prioritizations of the Capital Investment Plan. An amended appropriation proposal based upon that revisitation will be included in the City Administrator's Recommended Budget in May. The $405,673 in appropriations include $354,000 for a new Special Operations Vehcile for the Police Department and $51,673 for a vehicle for a new position in Parks.

Regardless of the level of building activity, there is ample fund balance to fund additional capital projects or new equipment for our growing community.

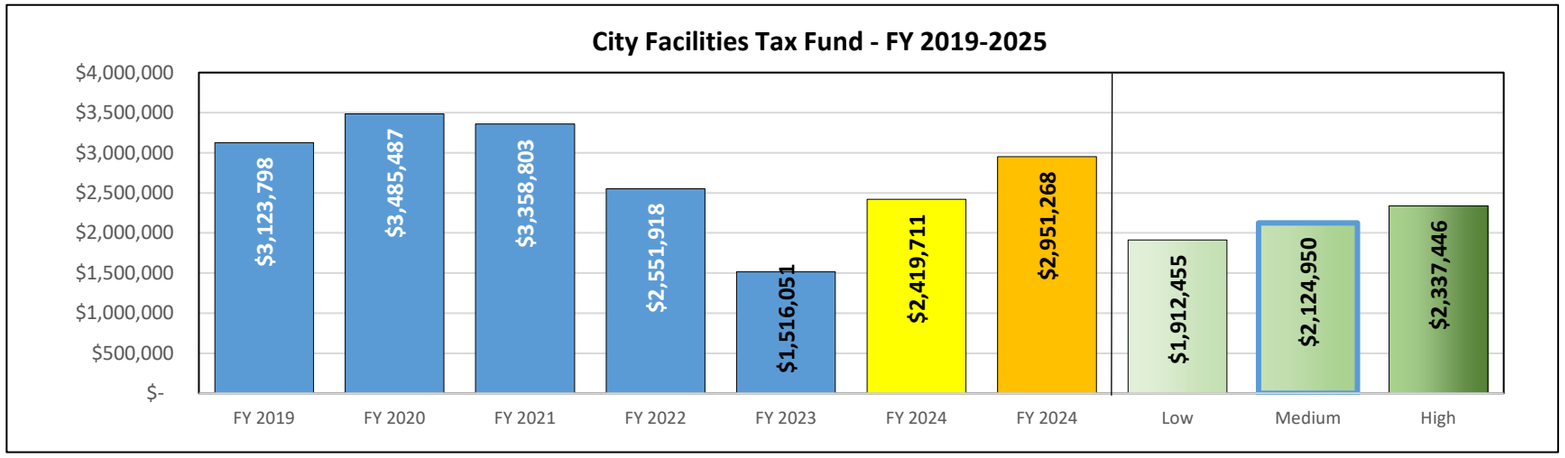
City of Franklin

Revenue Model

Fund:	City Facilities Tax Fund	Percent of All Revenues	0.9%

City Facilities Tax: A special revenue fund used to account for the proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to levy and collect a privilege tax on new development to provide that new development contribute its fair share of providing new public facilities made necessary by growth. Such taxes may be expended ***only*** on police, fire, sanitation, and parks and recreation.

The forecast for FY 2025 is an estimate based upon the historic average of the last five-years **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	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-36.1%	11.6%	-3.6%	-24.0%	-41%	60%	22%	-35%	-28%	-21%	
July	140,513	166,390	137,965	267,491	76,800	137,234	75,415	106,536	118,374	130,211	3-yr Average
August	337,384	165,263	567,347	608,156	93,870	349,133	93,649	239,223	265,803	292,383	$ 2,475,591
September	367,428	131,262	106,988	78,518	332,217	197,921	87,535	137,216	152,462	167,708	-12.9%
October	152,305	685,211	192,828	116,774	88,127	237,659	284,510	166,758	185,287	203,815	5-Yr Average
November	163,543	514,554	226,319	348,525	37,787	265,433	454,540	174,248	193,609	212,970	$ 2,807,212
December	269,292	151,610	392,660	315,251	98,377	217,572	127,456	165,671	184,079	202,486	-9.2%
January	172,649	97,669	284,889	110,770	72,064	133,204	398,040	99,636	110,706	121,777	10-Yr Average
February	110,709	169,431	98,466	134,799	127,036	147,607	211,600	86,460	96,066	105,673	$ 3,399,573
March	108,211	232,369	153,528	134,437	74,588	125,961	131,650	94,923	105,470	116,017	-5.5%
April	201,792	260,000	192,471	163,610	80,552	165,108	156,853	121,287	134,764	148,240	20-Yr Average
May	418,449	104,027	168,569	106,107	102,354	144,150	136,942	121,433	134,926	148,418	$ 2,697,552
June	168,036	373,324	160,365	281,776	118,178	248,729	236,292	148,727	165,252	181,777	-4.4%
Interest Income	513,487	434,377	36,408	(340,740)	214,101	50,000	556,785	250,338	278,153	305,969	
Contributions from Others			640,000	226,444	-	-	-				
Totals	**$ 3,123,798**	**$ 3,485,487**	**$ 3,358,803**	**$ 2,551,918**	**$ 1,516,051**	**$ 2,419,711**	**$ 2,951,268**	**$ 1,912,455**	**$ 2,124,950**	**$ 2,337,446**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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HISTORIC FRANKLIN TENNESSEE

FY 2025 Operating Budget

County Facilities Tax Fund

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.

Performance Measures

There are no performance measures associated with the Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Strategic Plan Measures

There are no strategic plan measures 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 Summary

County Facilities Tax Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LOCAL TAXES (31000)	$1,003,415	$661,526	$684,017	$809,649	$637,474	($46,543)	(6.8%)
USE OF MONEY & PROPERTY (36000)	($125,114)	$75,094	$15,000	$224,569	$112,188	$97,188	647.9%
OTHER REVENUE (37000)	$0	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$878,301**	**$736,620**	**$699,017**	**$1,034,218**	**$749,662**	**$50,645**	**7.2%**
REVENUES TOTAL	**$878,301**	**$736,620**	**$699,017**	**$1,034,218**	**$749,662**	**$50,645**	**7.2%**
Expenses							
132 - COUNTY FACILITIES TAX							
OPERATIONS	$1,000,000	$600,000	$0	$0	$200,000	$200,000	–
CAPITAL	–	–	$0	$0	$0	$0	–
132 - COUNTY FACILITIES TAX TOTAL	**$1,000,000**	**$600,000**	**$0**	**$0**	**$200,000**	**$200,000**	**–**
EXPENSES TOTAL	**$1,000,000**	**$600,000**	**$0**	**$0**	**$200,000**	**$200,000**	**–**

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 96 West Trail project. In FY 2020, $1,285,000 was appropriated as a transfer to the Water Management Fund for the completion of the Henpeck Lane Sanitary Sewer Extension. $125,000 was budgeted in FY 2021 to continue joint work on a sidewalk with F.S.S.D and the City of Franklin. In FY 2022, $1,000,000 was allocated for the City's joint efforts to build baseball & softball fields with the Franklin Special School District at Franklin Intermediate School & Popular Grove Elementary School.

FY 2023 funding appropriations included: $600,000 for the City's portion of the finalization of the joint City/F.S.S.D. Ballfield Project at Freedom Intermediate/Popular Grove. There were no appropriations in FY 2024.

The FY 2025 County Facilities Tax Fund appropriations will be modified throughout Spring 2024 as the Board of Mayor and Alderman revisit prioritizations of the Capital Investment Plan. An amended appropriation proposal based upon that revisitation will be included in the City Administrator's Recommended Budget in May. There is a $200,000 appropriation for intersection improvements adjacent to the new Franklin Special School District headquarters.

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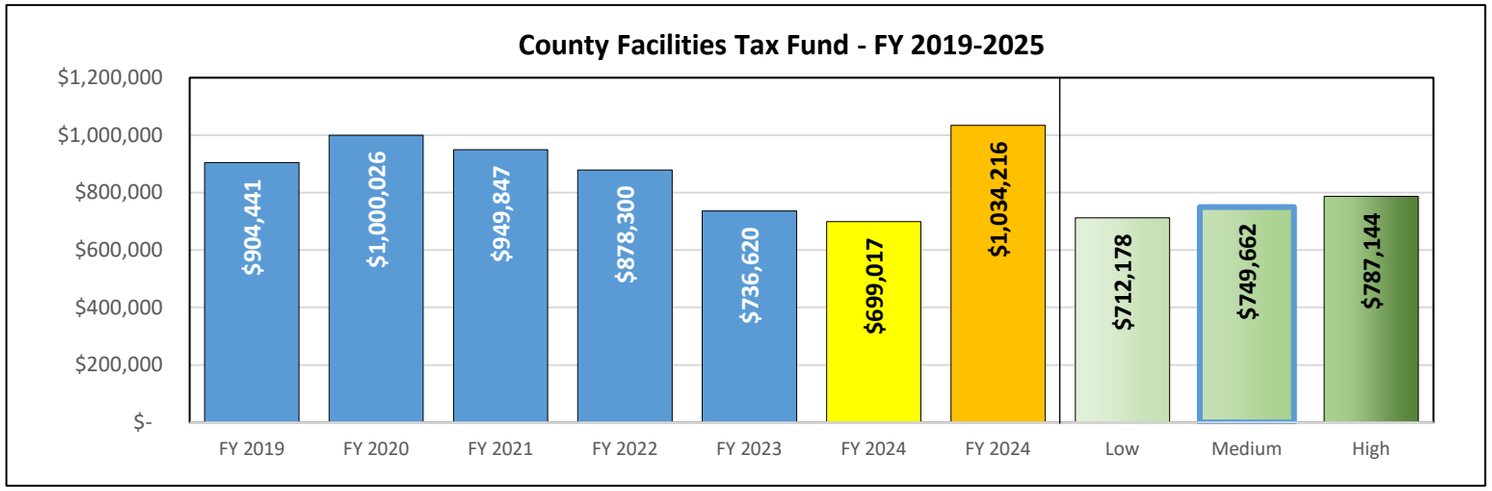
City of Franklin

Revenue Model

Fund:	County Facilities Tax Fund	Percent of All Revenues	0.3%

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 for FY 2025 is an estimate based upon the historic average of the last five-years **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	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-44.0%	10.6%	-5.0%	-7.5%	-16%	-5%	48%	-31%	-28%	-24%	3-yr Average
Tax Collections	759,874	889,427	935,555	1,003,415	661,526	684,017	809,648	605,600	637,475	669,347	$ 854,922
Transfer from Capital Fund	-		-	-	-	-	-	-	-	-	-4.6%
Interest Income	144,567	110,599	14,292	(125,115)	75,094	15,000	224,568	106,578	112,187	117,796	5-yr Average
											$ 893,847
											-5.9%
Totals	$ 904,441	$ 1,000,026	$ 949,847	$ 878,300	$ 736,620	$ 699,017	$ 1,034,216	$ 712,178	$ 749,662	$ 787,144	

Source: City of Franklin, Annual Comprehensive Financial Report - 2017-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Hotel/Motel Tax Fund

Fund Summary

The Hotel/Motel Tax Fund is a special revenue fund used to account for the locally administered 4% tax levied on the occupancy of hotel and motel rooms which is in addition to state and local sales tax. The fund is used to pay debt service (previously on the Cool Springs Conference Center, and now the Harlinsdale and Battlefield parks) and expenditures related to tourism. In this budget, 1% of the 4% Hotel/Motel tax (traditionally based on collections in the previous full calendar year) is allocated to support the Williamson County Convention and Visitors Bureau.

The Hotel/Motel Tax Fund budget was impacted more than any other fund city-wide by COVID-19 due to the economic downturn. Revenues dropped in FY 2020, bottomed out in FY 2021 and rebounded to record highs in the last 2 years, FY 2022 & FY 2023. Revenues for the last 10 years are shown below.

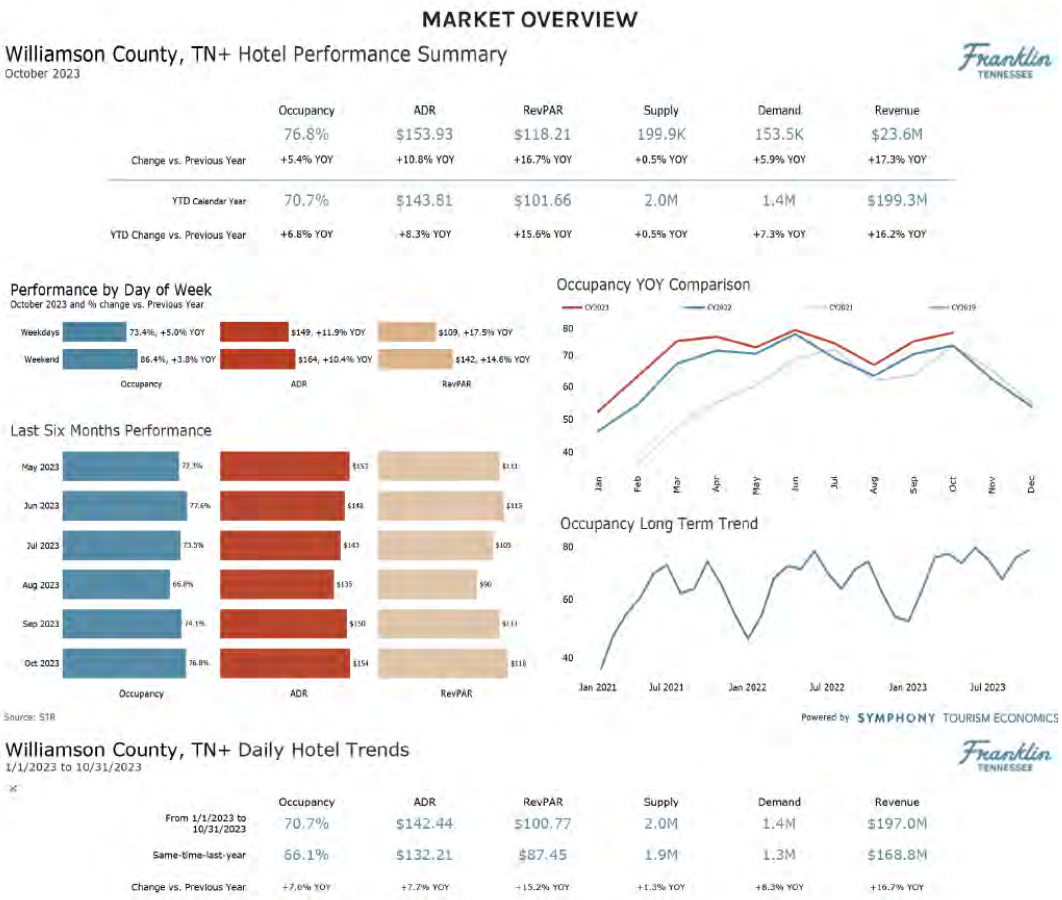
Performance Measures

The Convention & Visitor's Bureau for Franklin & Williamson County monitors the monthly performance of hotels. Leading measures monitored include:

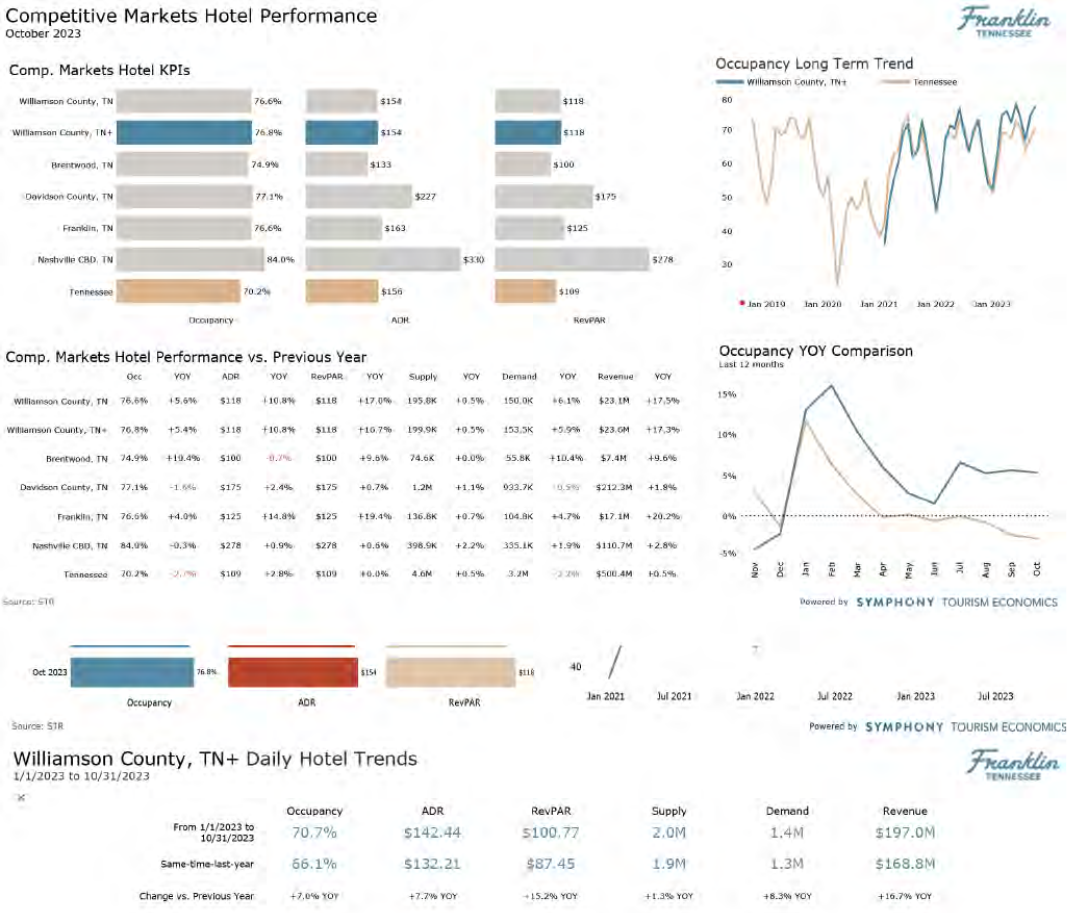
- Occupancy Rate (calculated by dividing the total number of rooms occupied by the total number of rooms available and multiplying by 100)
- ADR (Annual Daily Rate - calculated by dividing the room revenue by the rooms sold)
- RevPAR (Revenue per Available Room calculated by dividing total room revenue by the number of available rooms)
- Total Supply of Rooms
- Total Demand for Rooms

- Total Revenue generated

The graphic below provides hotel occupancy, rate, and revenue per available room for the month of October 2023.



The graphic below provides some comparative information relative other market data. It also depicts how Franklin hotels are leading the way in terms occupancy, rate, and overall performance compared to the rest of Williamson County.



Strategic Plan Measures

There are no strategic plan measures 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 Hotel Motel Tax Fund. It is supervised by personnel in the Finance & Revenue Management Departments.

Budget Summary

Hotel/Motel Tax Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LOCAL TAXES (31000)	$4,875,687	$5,638,692	$4,202,759	$5,914,380	$6,210,098	$2,007,339	47.8%
INTERGOVERNMENTAL (33000)	$1,007,470	$700,392	$150,000	$276,966	$1,500,000	$1,350,000	900.0%
USE OF MONEY & PROPERTY (36000)	($182,308)	$147,475	$5,000	$378,293	$188,983	$183,983	3,679.7%
OTHER REVENUE (37000)	$3,400	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$5,704,249**	**$6,486,559**	**$4,357,759**	**$6,569,639**	**$7,899,081**	**$3,541,322**	**81.3%**
REVENUES TOTAL	**$5,704,249**	**$6,486,559**	**$4,357,759**	**$6,569,639**	**$7,899,081**	**$3,541,322**	**81.3%**
Expenses							
150 - HOTEL/MOTEL TAX							
OPERATIONS							
SERVICES (82000)	$18,172	$103,124	$0	$0	$135,000	$135,000	–
SUPPLIES (83000)	$0	$7,211	$0	$20,544	$0	$0	–
OPERATIONAL UNITS (84000)	($414,857)	($382,133)	$0	($206,012)	$0	$0	–
BUSINESS EXPENSES (85000)	–	–	$0	$0	$0	$0	–
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
APPROPRIATIONS (87000)	$1,080,243	$934,609	$1,308,025	$1,308,025	$1,425,000	$116,975	8.9%
TRANSFER TO OTHER FUNDS (88000)	$2,269,071	$3,754,706	$2,261,851	$2,166,743	$812,746	($1,449,105)	(64.1%)
OPERATIONS TOTAL	**$2,952,629**	**$4,417,516**	**$3,569,876**	**$3,289,300**	**$2,372,746**	**($1,197,130)**	**(33.5%)**
CAPITAL							
CAPITAL ASSETS (89000)	$672,344	$494,596	$7,222,250	$7,168,250	$1,645,000	($5,577,250)	(77.2%)
CAPITAL TOTAL	**$672,344**	**$494,596**	**$7,222,250**	**$7,168,250**	**$1,645,000**	**($5,577,250)**	**(77.2%)**
150 - HOTEL/MOTEL TAX TOTAL	**$3,624,973**	**$4,912,112**	**$10,792,126**	**$10,457,550**	**$4,017,746**	**($6,774,380)**	**(62.8%)**
EXPENSES TOTAL	**$3,624,973**	**$4,912,112**	**$10,792,126**	**$10,457,550**	**$4,017,746**	**($6,774,380)**	**(62.8%)**

Notes & Objectives

Aside from obligations the City has made to service debt, pay for land acquisitions, and provide funding for the CVB, the Hotel/Motel Tax Fund has historically been used to purchase supplies and materials for special events and tourism, and sustain ongoing capital project commitments.

In FY 2023, two projects comprised the contribution to the Capital Projects Fund: $537,500 for the joint ballfield project with Franklin Special School District, and $2,200,000 for renovations to the Main Barn at Harlinsdale Park. In addition, FY 2023 also included $100,000 for a vehicle management system to be deployed to manage traffic on city streets during major events, $403,845 for the renovation of Eastern Flank Event Center, and improvements to City garages totaling $168,500. The latter two projects were paid through American Rescue Plan Act monies.

In FY 2024, in addition to regular expenses of debt service and CVB funding, two additional approved CIP projects totaling $1,002,200 were funded: $500,000 for Southeast Park, and $502,200 for design for a Greenway from Pinkerton Park to Franklin Road. Two enhancements being funded are additional vehicle barriers ($65,000) and phase 1 of a two year commitment to fund U.S. Line Markers for the Battle of Franklin Battlefield ($103,250 year 1, $92,500 year 2). An additional $7,000,000 in appropriated expense was added during FY 2024 for the purchase of 76 acres of parkland adjacent to Harlinsdale Farm and the SW and SE corners of Franklin Road (U.S. 31) and Mack Hatcher Memorial Parkway (U.S. 431/TN-396)

The FY 2025 Hotel Motel Tax Fund appropriations will be modified throughout Spring 2024 as the Board of Mayor and Alderman revisit prioritizations of the Capital Investment Plan. An amended appropriation proposal based upon that revisitation will be included in the City Administrator's Recommended Budget in May. The requested FY 2025 budget only has ongoing commitments proposed - the 1% of the prior calendar year Hotel/Motel collections for the funding of the Convention and Vistor's Bureau, annual debt service and the second year of funding U.S. Line Markers for the Battle of Franklin Battlefield. In addition, Program Enhancement Requests funded through the Hotel/Motel Fund include $300,000 for 1/2 the costs of replacing lighting at Jim Warren Park, $100,000 for 1/2 the costs of funding an update to the city's Preservation Plan, $50,000 for efforts by the African American Heritage Society's renovations of the Merrill-Williams House, and $30,000 for joint funding of an occupancy tax audit of hotels with Brentwood and Williamson County.

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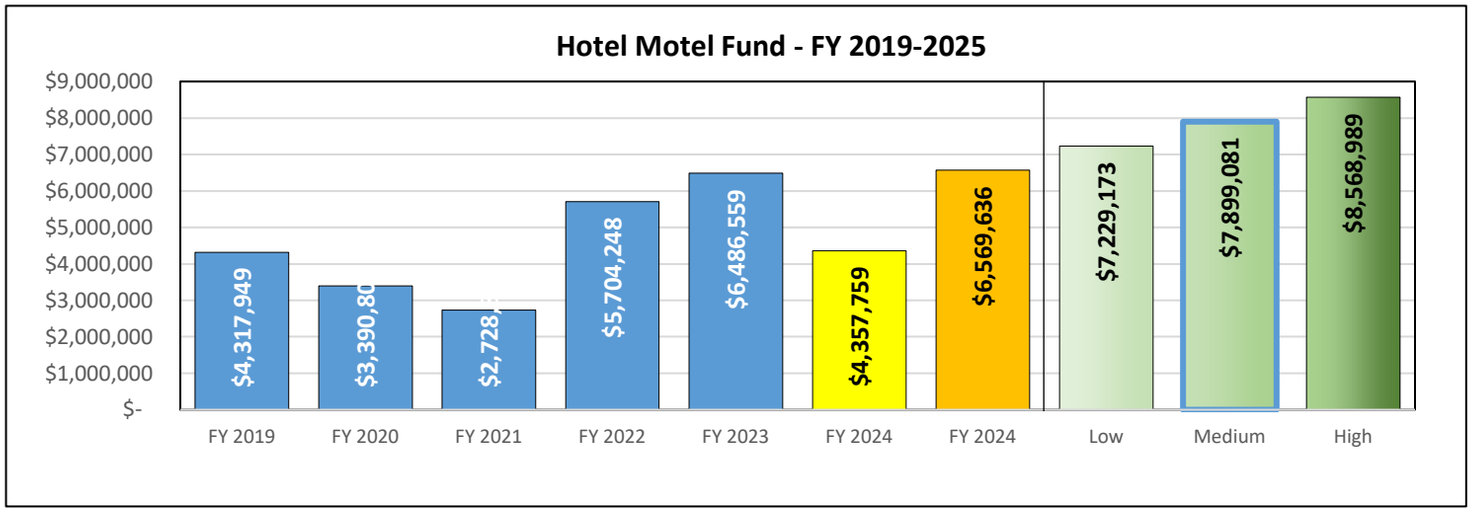
City of Franklin

Revenue Model

Fund: **Hotel/Motel Tax Fund** **Percent of All Revenues** **3.4%**

Hotel/Motel Tax Fund: The Hotel/Motel Tax 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.

After a decade of solid growth, the COVID-19 pandemic was devastating but not fatal to Franklin's hospitality and tourism industry. Revenues are recovered quicker than anticipated and have exceeded pre-pandemic levels to record highs.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	4.4%	-21.5%	-19.5%	109.0%	14%	-33%	51%	10%	20%	30%	
July	403,079	358,441	269,777	431,907	467,695	443,017	527,155	498,161	553,513	608,864	3-yr Average
August	321,258	335,061	138,563	362,601	409,407	346,150	428,541	404,972	449,968	494,965	$ 4,973,224
September	367,331	379,962	165,973	380,972	500,906	391,864	541,656	511,865	568,738	625,612	10.1%
October	406,690	420,494	209,657	456,288	534,393	428,345	578,650	546,824	607,583	668,341	5-Yr Average
November	294,609	318,100	138,935	348,856	409,466	330,612	452,503	427,616	475,128	522,641	$ 4,525,685
December	236,852	261,294	139,075	307,469	357,111	272,843	367,141	346,948	385,498	424,048	5.2%
January	259,796	276,512	136,507	271,886	339,608	263,915	346,225	327,183	363,537	399,890	10-Yr Average
February	270,769	319,269	145,247	298,796	393,726	298,804	401,600	379,512	421,680	463,848	$ 4,058,599
March	393,635	201,971	228,613	456,235	541,262	357,633	552,087	521,722	579,691	637,660	4.1%
April	393,281	37,682	270,729	505,452	555,358	357,729	566,465	535,309	594,788	654,267	20-Yr Average
May	372,591	75,021	335,339	509,705	553,282	361,769	564,348	533,309	592,565	651,822	$ 2,804,881
June	383,344	155,008	397,414	545,519	576,478	350,079	588,008	555,667	617,408	679,149	6.6%
US TREASURY ARPA				680,966	366,137	-	98,515	1,200,000	1,200,000	1,200,000	
Short Term Rental Tax			133,521	326,504	334,255	150,000	178,449	270,000	300,000	330,000	
Interest Income	214,714	251,991	19,514	(182,308)	52,234	5,000	44,901	16,032	17,813	19,594	
Investment Interest					95,240	-	333,391	154,053	171,170	188,287	
Misc. Income				3,400	-	-	-	-	-	-	
Totals	**$ 4,317,949**	**$ 3,390,805**	**$ 2,728,865**	**$ 5,704,248**	**$ 6,486,559**	**$ 4,357,759**	**$ 6,569,636**	**$ 7,229,173**	**$ 7,899,081**	**$ 8,568,989**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

Debt Service Fund

Budget Summary

	2022 Actual	2023 Actual	2024 Budget	2024 EOY	2025 Budget	2024 v. 2025 $	2024 v. 2025 %
Beginning Fund Balance	937,169	1,161,978	806,499	806,499	510,280		
Revenues	15,962,257	15,353,902	15,908,628	16,012,408	15,794,873	-113,754	-0.72%
Expenditures	15,737,448	15,709,381	16,308,628	16,308,628	15,698,603	-610,025	-3.74%
Ending Balance	1,161,978	806,499	406,499	510,280	606,550		

Fund Summary

In the FY 2010 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 the 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.

The City had planned to issue additional debt to support the City's Capital Investment Program in FY 2024. Due to a variety of factors, however, the timing of the issuance will likely be in the later half of 2024. As a result, the budget shown herein is not reflective of any issuance or servicing costs. The budget will be amended once the issuance is made and debt payments are known.

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 Aldermen 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 2023)
$23,669,423,873
1.75% of Full Value:
$ 414,214,918
Current Bonded Debt (all funds)
$ 254,761,923
As % of Full Value 1.08%

Measure: Favorable

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

FY 2023 Operating Revenues (All Funds):
$ 210,697,185
3x FY 2023 Operating Revenues
$ 632,091,555
Current Bonded Debt (all funds)
$ 254,761,923
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:
$ 16,308,628
Total Governmental Funds Expenditures (All Funds Expenditures LESS Water & Wastewater Funds)
$ 143,397,009
Gov. Funds Debt Service as % of Gov. Funds Expenditures
11.4%

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.

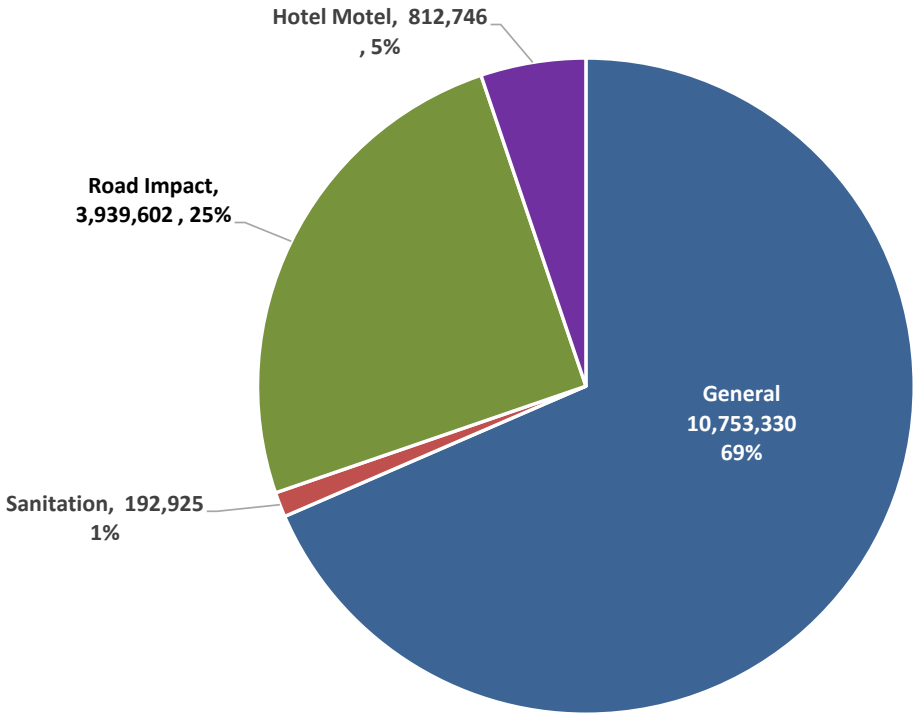
Budget

	Actual 2022	Actual 2023	Budget 2024	EOY 2024	Budget 2025	Difference $	Difference %
Beginning Fund Balance	**937,169**	**1,161,978**	**806,499**	**806,499**	**510,280**		
Revenues							
TOTAL LOCAL TAXES	11,629,983	10,845,720	10,957,506	10,957,506	10,554,764	(402,742)	-3.7%
TOTAL USE OF MONEY & PROPE	10,336	197,631	100,000	219,036	97,354	(2,646)	-2.6%
TOTAL OTHER REVENUE	4,321,938	4,310,551	4,851,121	4,835,866	5,142,755	291,634	6.0%
Total Available Funds	**15,962,257**	**15,353,902**	**15,908,628**	**16,012,408**	**15,794,873**	**(113,754)**	**-0.7%**
Expenses (Debt Service by Fund)							
General	11,616,609	11,598,829	11,657,506	11,657,506	10,753,330	(904,177)	-7.8%
Sanitation	209,512	209,206	193,132	193,132	192,925	(207)	-0.1%
Road Impact	2,892,466	2,884,139	3,293,445	3,293,445	3,939,602	646,157	19.6%
Hotel Motel	1,018,861	1,017,206	1,164,543	1,164,543	812,746	(351,798)	-30.2%
Total Expenditures	**15,737,448**	**15,709,381**	**16,308,628**	**16,308,628**	**15,698,603**	**(610,025)**	**-3.7%**
Ending Fund Balance	**1,161,978**	**806,499**	**406,499**	**510,280**	**606,550**		

Notes & Objectives

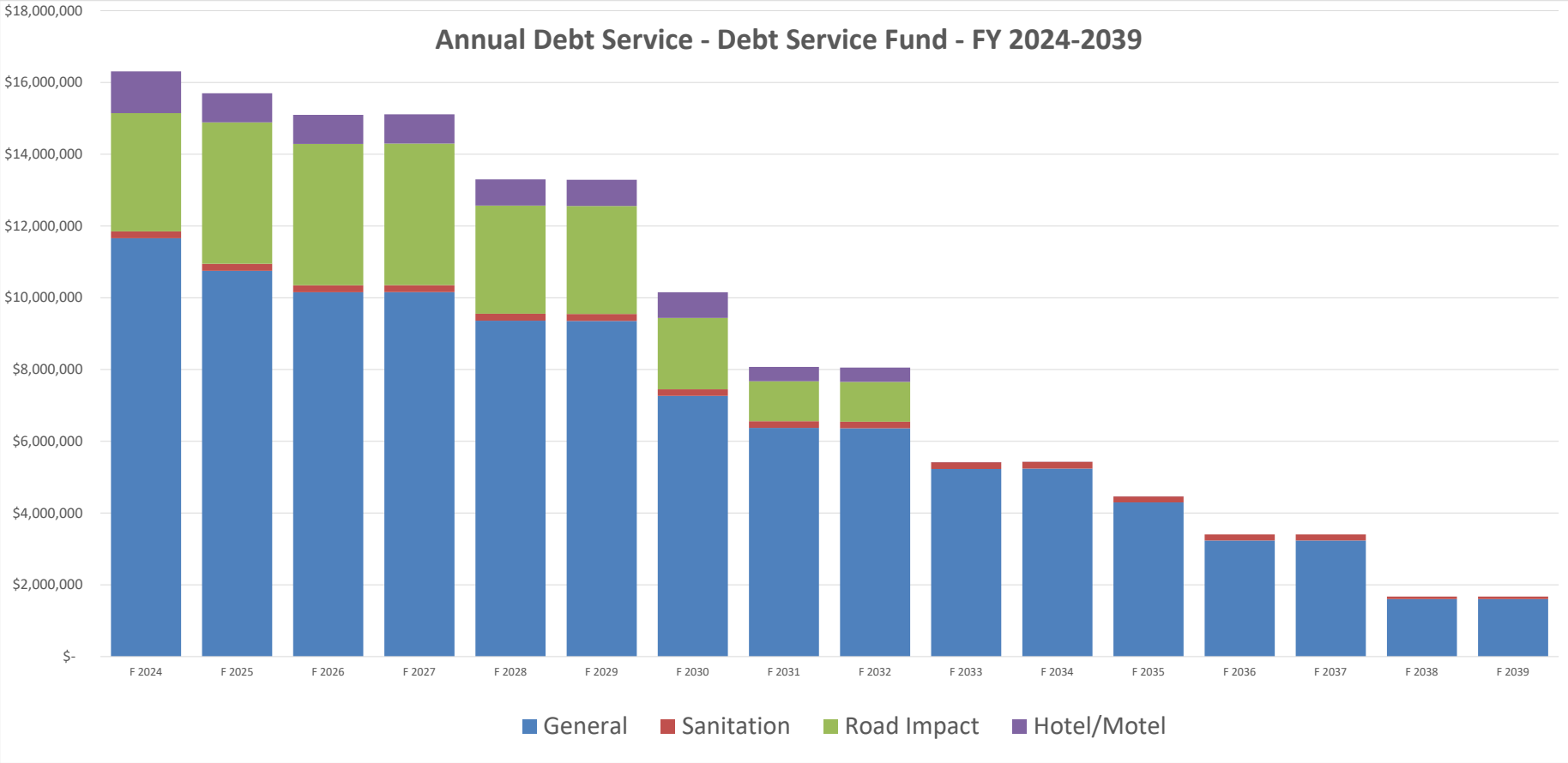
The Debt Service Fund for FY 2025 includes all currently issued G.O. Bonds, including the most recent issue 2019A-B and 2019C-E Refunding Bonds.

Below is FY 2025 G.O. Debt Service by fund. Water & Wastewater Debt is budgeted separately under the Water Management Department budget.



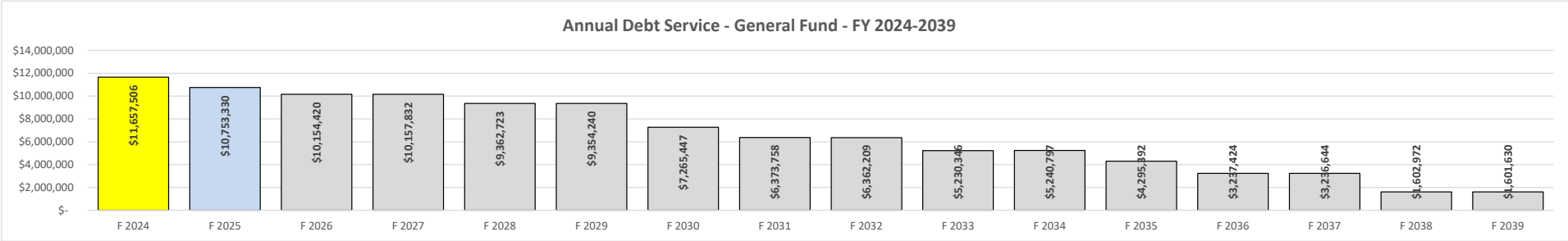
Debt Service Fund - General Obligation / Governmental Funds Debt Schedule

The chart below shows annual debt service for General Obligation Bonds for the City of Franklin, FY 2024-2039. 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.



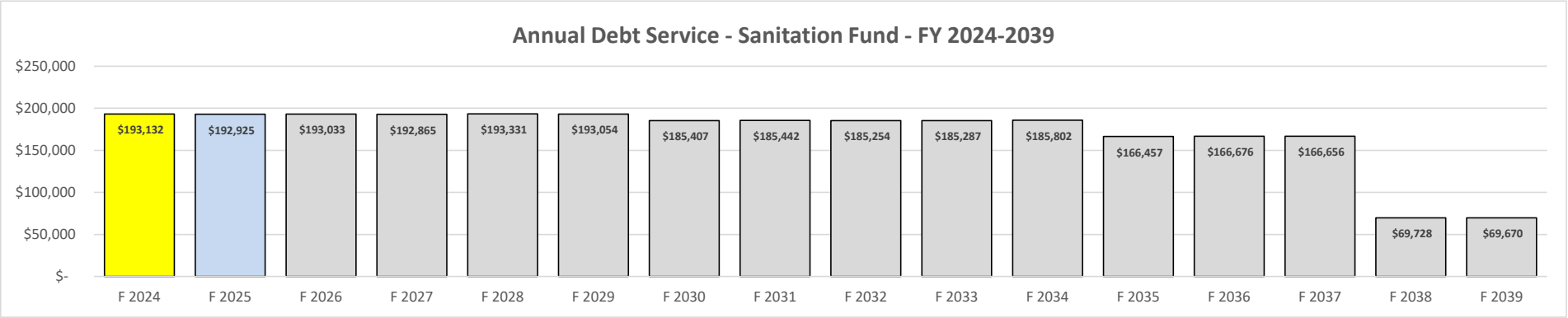
Debt Service Fund - General Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	F 2030	Balance (2031-2039)	Total Outstanding (2025-2039)
PRINCIPAL											
Bonds 2010 - $16.59 (Refund 2004 Bonds & Harlinsdale)	2010	$ 10,451,700	$ 963,900	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bonds 2012 - $22.5m (Various - Refunding)	2009 / 2012 (Refund)	$ 9,225,000	$ 682,650	$ 697,000	$ 711,350	$ 725,700	$ -	$ -	$ -	$ -	$ 2,134,050
Bonds 2013 - $10m (Pension Bonds)	2013	$ 10,000,000	$ 1,125,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bonds 2013 - $7.405m (Public Works Bldg, Carlisle)	2013	$ 7,405,000	$ 355,000	$ 365,000	$ 375,000	$ 385,000	$ 400,000	$ 410,000	$ 425,000	$ 1,850,000	$ 4,210,000
Bonds 2015 - $15m (Various)	2015	$ 14,925,000	$ 696,500	$ 726,350	$ 756,200	$ 786,050	$ 810,925	$ 845,750	$ 875,600	$ 4,855,600	$ 9,656,475
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	$ 21,848,400	$ 906,240	$ 925,120	$ 972,320	$ 1,019,520	$ 1,071,440	$ 1,123,360	$ 1,180,000	$ 9,798,720	$ 16,090,480
Bonds 2019A - $29.585 m Roads/Equipment	2019	$ 29,585,000	$ 1,168,760	$ 1,221,450	$ 1,283,720	$ 1,345,990	$ 1,422,630	$ 1,489,690	$ 1,389,100	$ 13,344,940	$ 21,497,520
Bonds 2019B - Refunding 2009 $44M BAB	2019	$ 14,911,000	$ 1,426,750	$ 1,498,250	$ 1,573,000	$ 1,647,750	$ 1,725,750	$ 1,813,500	$ -	$ -	$ 8,258,250
Bonds 2019C - Refunding Bonds $29.245M	2019	$ 29,245,000	$ 612,750	$ 1,307,200	$ 1,369,550	$ 1,449,100	$ 1,694,200	$ 1,775,900	$ 1,857,600	$ 2,143,550	$ 11,597,100
Bonds 2019D - Taxable Refunding Bonds	2019	$ 2,305,000	$ 216,600	$ 219,450	$ 225,150	$ 230,850	$ -	$ -	$ -	$ -	$ 675,450
PRINCIPAL		**$ 149,901,100**	**$ 8,154,150**	**$ 6,959,820**	**$ 7,266,290**	**$ 7,589,960**	**$ 7,124,945**	**$ 7,458,200**	**$ 5,727,300**	**$ 31,992,810**	**$ 74,119,325**
INTEREST											
Bonds 2010 - $16.59 (Refund 2004 Bonds & Harlinsdale)	2010	2.0% - 4.0%	$ 28,917	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bonds 2012 - $22.5m (Various - Refunding)	2009 / 2012 (Refund)	2.13%	$ 59,996	$ 45,455	$ 30,609	$ 15,457	$ -	$ -	$ -	$ -	$ 91,521
Bonds 2013 - $10m (Pension Bonds)	2013	1.0% - 3.5%	$ 39,375	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bonds 2013 - $7.405m (Public Works Bldg, Carlisle)	2013	2.0% - 4.0%	$ 149,568	$ 140,693	$ 131,203	$ 120,890	$ 107,800	$ 94,200	$ 80,260	$ 171,440	$ 846,486
Bonds 2015 - $15m (Various)	2015	3.0% - 5.0%	$ 366,697	$ 331,872	$ 302,818	$ 272,570	$ 248,989	$ 216,552	$ 182,722	$ 454,811	$ 2,010,334
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	$ 724,662	$ 706,537	$ 660,281	$ 611,665	$ 560,689	$ 507,117	$ 450,949	$ 1,629,533	$ 5,126,770
Bonds 2019A - $29.585 m Roads/Equipment	2019	2.72%	$ 1,029,706	$ 971,268	$ 910,196	$ 846,010	$ 778,710	$ 707,579	$ 633,094	$ 2,690,735	$ 7,537,592
Bonds 2019B - Refunding 2009 $44M BAB	2019	1.90%	$ 484,250	$ 412,913	$ 338,000	$ 259,350	$ 176,963	$ 90,675	$ -	$ -	$ 1,277,900
Bonds 2019C - Refunding Bonds $29.245M	2019		$ 589,057	$ 558,420	$ 493,060	$ 424,582	$ 352,127	$ 267,417	$ 178,622	$ 129,344	$ 2,403,571
Bonds 2019D - Taxable Refunding Bonds	2019		$ 18,184	$ 13,852	$ 9,463	$ 4,848	$ -	$ -	$ -	$ -	$ 28,164
Bonds 2025 - To be issued	*2024*	*TBD*		*$ 600,000*						$ -	$ 600,000
Amount missing from detail											$ -
INTEREST			**$ 3,490,412**	**$ 3,781,010**	**$ 2,875,630**	**$ 2,555,372**	**$ 2,225,278**	**$ 1,883,540**	**$ 1,525,647**	**$ 5,075,862**	**$ 19,922,337**
PAYING AGENT & OTHER DEBT FEES											
Various			$ 12,944	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ 112,500	$ 187,500
PAYING AGENT & OTHER DEBT FEES			**$ 12,944**	**$ 12,500**	**$ 12,500**	**$ 12,500**	**$ 12,500**	**$ 12,500**	**$ 12,500**	**$ 112,500**	**$ 187,500**
TOTAL EXPENDITURES			**$ 11,657,506**	**$ 10,753,330**	**$ 10,154,420**	**$ 10,157,832**	**$ 9,362,723**	**$ 9,354,240**	**$ 7,265,447**	**$ 37,181,172**	**$ 94,229,162**



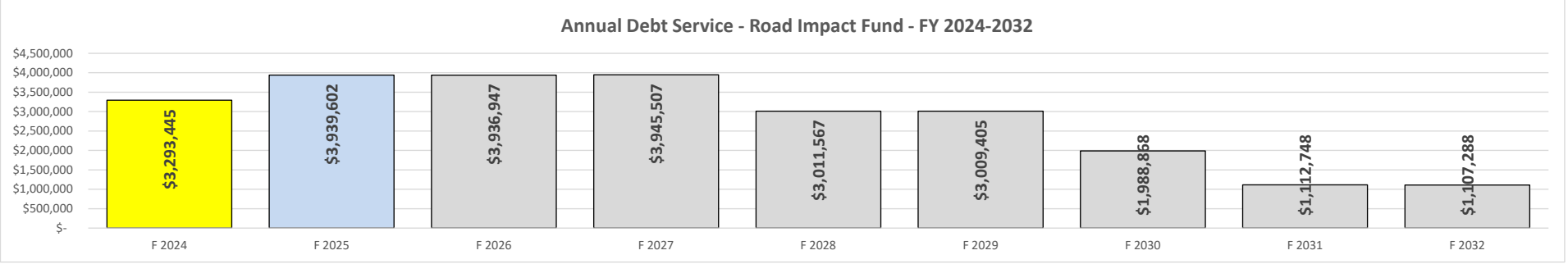
Debt Service Fund - Sanitation Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	F 2030	Balance (2031-2039)	Total Outstanding (2025-2039)
PRINCIPAL											
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	$ 1,271,600	$ 53,760	$ 54,880	$ 57,680	$ 60,480	$ 63,560	$ 66,640	$ 70,000	$ 581,280	**$ 954,520**
Bonds 2019A - $29.585m	2019	$ 1,600,000	$ 51,240	$ 53,550	$ 56,280	$ 59,010	$ 62,370	$ 65,310	$ 60,900	$ 585,060	**$ 932,820**
PRINCIPAL		**$ 4,871,600**	**$ 105,000**	**$ 108,430**	**$ 113,960**	**$ 119,490**	**$ 125,930**	**$ 131,950**	**$ 130,900**	**$ 1,166,340**	**$ 1,871,100**
INTEREST											
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	$ 42,988	$ 41,913	$ 39,169	$ 36,285	$ 33,261	$ 30,083	$ 26,751	$ 96,667	**$ 320,368**
Bonds 2019 - $29.585m	2019		$ 45,144	$ 42,582	$ 39,904	$ 37,090	$ 34,140	$ 31,021	$ 27,756	$ 117,965	**$ 347,846**
INTEREST			**$ 88,132**	**$ 84,495**	**$ 79,073**	**$ 73,375**	**$ 67,401**	**$ 61,104**	**$ 54,507**	**$ 214,633**	**$ 668,214**
TOTAL EXPENDITURES			**$ 193,132**	**$ 192,925**	**$ 193,033**	**$ 192,865**	**$ 193,331**	**$ 193,054**	**$ 185,407**	**$ 1,380,973**	**$ 2,539,314**



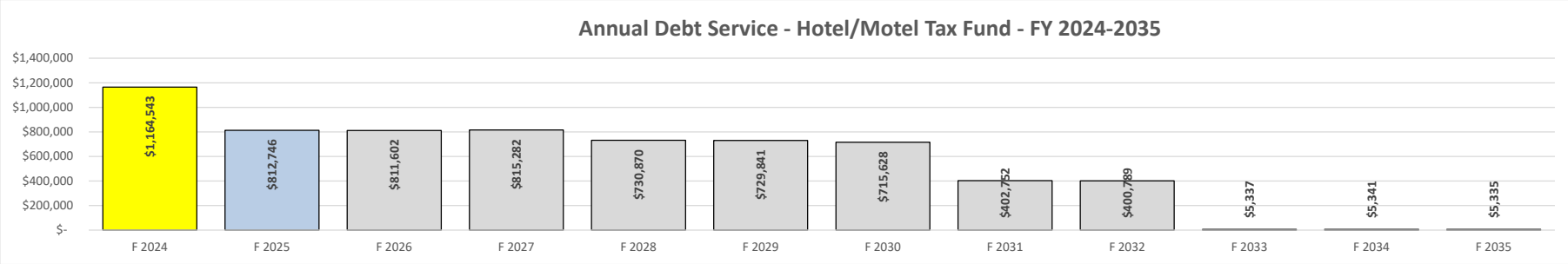
Debt Service Fund - Road Impact Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	F 2030	Balance (2031-2032)	Total Outstanding (2025-2032)
PRINCIPAL											
Bonds 2012 - $22.5m (Various - Refunding)	2009 / 2012 (Refund)	$ 11,475,000	$ 849,150	$ 867,000	$ 884,850	$ 902,700	$ -	$ -	$ -	$ -	**$ 2,654,550**
Bonds 2019B - Refunding 2009 $44M BAB	2019	$ 7,937,240	$ 759,470	$ 797,530	$ 837,320	$ 877,110	$ 918,630	$ 965,340	$ -	$ -	**$ 4,395,930**
Bonds 2019C - Refunding Bonds $29.245M	2019	$ 29,245,000	$ 598,500	$ 1,276,800	$ 1,337,700	$ 1,415,400	$ 1,654,800	$ 1,734,600	$ 1,814,400	$ 2,093,700	**$ 11,327,400**
Bonds 2019D - Taxable Refunding Bonds	2019	$ 2,305,000	$ 163,400	$ 165,550	$ 169,850	$ 174,150	$ -	$ -	$ -	$ -	**$ 509,550**
PRINCIPAL		**$ 28,724,000**	**$ 2,370,520**	**$ 3,106,880**	**$ 3,229,720**	**$ 3,369,360**	**$ 2,573,430**	**$ 2,699,940**	**$ 1,814,400**	**$ 2,093,700**	**$ 18,887,430**
INTEREST											
Bonds 2012 - $22.5m (Various - Refunding)	2009 / 2012 (Refund)	2.13%	$ 74,629	$ 56,542	$ 38,075	$ 19,228	$ -	$ -	$ -	$ -	**$ 113,845**
Bonds 2019B - Refunding 2009 $44M BAB	2019	1.90%	$ 257,770	$ 219,797	$ 179,920	$ 138,054	$ 94,199	$ 48,267	$ -	$ -	**$ 680,236**
Bonds 2019C - Refunding Bonds $29.245M	2019		$ 575,358	$ 545,433	$ 481,593	$ 414,708	$ 343,938	$ 261,198	$ 174,468	$ 126,336	**$ 2,347,674**
Bonds 2019D - Taxable Refunding Bonds	2019		$ 13,718	$ 10,450	$ 7,139	$ 3,657	$ -	$ -	$ -	$ -	**$ 21,246**
INTEREST			**$ 921,475**	**$ 832,222**	**$ 706,727**	**$ 575,647**	**$ 438,137**	**$ 309,465**	**$ 174,468**	**$ 126,336**	**$ 3,163,001**
PAYING AGENT & OTHER DEBT FEES											
Various			$ 1,450	$ 500	$ 500	$ 500	$ -	$ -	$ -	$ -	**$ 1,500**
PAYING AGENT & OTHER DEBT FEES			**$ 1,450**	**$ 500**	**$ 500**	**$ 500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,500**
TOTAL EXPENDITURES			**$ 3,293,445**	**$ 3,939,602**	**$ 3,936,947**	**$ 3,945,507**	**$ 3,011,567**	**$ 3,009,405**	**$ 1,988,868**	**$ 2,220,036**	**$ 22,051,931**



Debt Service Fund - Hotel / Motel Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	F 2030	Balance (2031-2035)	Total Outstanding (2025-2035)
PRINCIPAL											
Bonds 2010 - $16.59m (Refund Harlinsdale) - 37.0%	2010 (Refund)	$ 6,138,300	$ 566,100	$ -						$ -	$ -
Bonds 2012 - $22.5m Refunding	2009 / 2012 (Refund)	$ 1,800,000	$ 133,200	$ 136,000	$ 138,800	$ 141,600				$ -	$ 416,400
Bonds 2015 - $15m (Hillsboro & 3rd Ave Only)	2015	$ 75,000	$ 3,500	$ 3,650	$ 3,800	$ 3,950	$ 4,075	$ 4,250	$ 4,400	$ 24,400	$ 48,525
Bonds 2019B - Refunding 2009 $44M BAB	2019	$ 91,760	$ 8,780	$ 9,220	$ 9,680	$ 10,140	$ 10,620	$ 11,160		$ -	$ 50,820
Bonds 2019C - Refunding Bonds $29.245M	2019		$ 213,750	$ 456,000	$ 477,750	$ 505,500	$ 591,000	$ 619,500	$ 648,000	$ 747,750	$ 4,045,500
PRINCIPAL		**$ 8,105,060**	**$ 925,330**	**$ 604,870**	**$ 630,030**	**$ 661,190**	**$ 605,695**	**$ 634,910**	**$ 652,400**	**$ 772,150**	**$ 4,561,245**
INTEREST											
Bonds 2010 - $16.59m (Refund Harlinsdale) - 37.0%	2010 (Refund)	2.0% - 4.0%	$ 16,983	$ -						$ -	$ -
Bonds 2012 - $22.5m Refunding	2009 / 2012 (Refund)	2.13%	$ 11,706	$ 8,869	$ 5,973	$ 3,016				$ -	$ 17,858
Bonds 2015 - $15m (Hillsboro & 3rd Ave Only)	2015	3.0% - 5.0%	$ 1,843	$ 1,668	$ 1,522	$ 1,370	$ 1,251	$ 1,088	$ 918	$ 2,285	$ 10,102
Bonds 2019B - Refunding 2009 $44M BAB	2019	1.90%	$ 2,980	$ 2,541	$ 2,080	$ 1,596	$ 1,089	$ 558		$ -	$ 7,864
Bonds 2019C - Refunding Bonds $29.245M	2019		$ 205,485	$ 194,798	$ 171,998	$ 148,110	$ 122,835	$ 93,285	$ 62,310	$ 45,120	$ 838,455
Amount missing from detail										$ -	$ -
INTEREST			**$ 238,997**	**$ 207,876**	**$ 181,572**	**$ 154,092**	**$ 125,175**	**$ 94,931**	**$ 63,228**	**$ 47,405**	**$ 874,279**
PAYING AGENT & OTHER DEBT FEES											
Various			$ 216	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PAYING AGENT & OTHER DEBT FEES			**$ 216**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL EXPENDITURES			**$ 1,164,543**	**$ 812,746**	**$ 811,602**	**$ 815,282**	**$ 730,870**	**$ 729,841**	**$ 715,628**	**$ 819,555**	**$ 5,435,524**

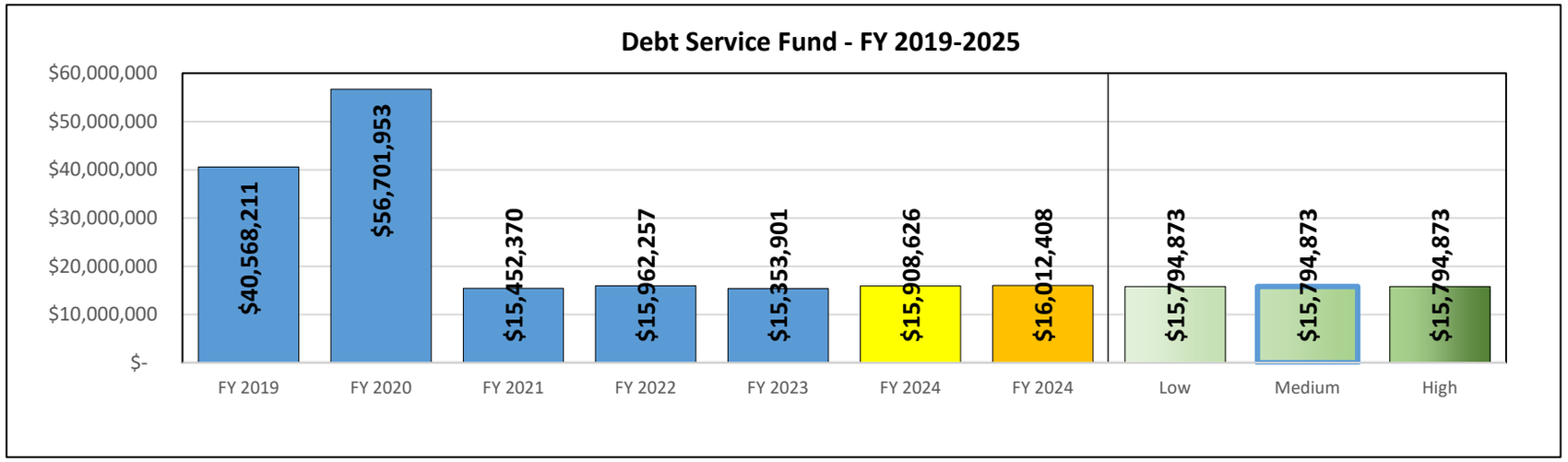


City of Franklin

Revenue Model

Fund: **Debt Service Fund** **Percent of All Revenues** **6.7%**

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	Estimated	Forecast (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
PROPERTY TAXES COLLECTED	8,661,198	10,958,447	10,918,504	11,629,983	10,845,720	10,957,506	10,957,506	**10,554,764**	10,554,764	10,554,764	**3-yr Average**
REBATE ON BAB / RZEDB	818,444	333,953	0	0	0	0	-	-	-	-	**$ 29,372,193**
INTEREST INCOME	108,247	142,438	17,914	10,336	197,631	100,000	219,035	**97,354**	97,354	97,354	**-15.2%**
BOND PROCEEDS	22,940,000	31,550,000	0	0	0	0	-	-	-	-	**5-Yr Average**
PREMIUMS ON BONDS	3,870,894	7,080,224	0	0	0	0	-	-	-	-	**$ 28,468,372**
TRANSFER FROM GENERAL FUND	0	2,500,000	94,896	0	0	0	-	-	-	-	**-8.8%**
TRANSFER FROM WATER	100,000	100,000	100,000	100,000	200,000	100,000	100,000	**100,000**	100,000	100,000	**10-Yr Average**
TRANSFER FROM SEWER	100,000	100,000	100,000	100,000	0	100,000	100,000	**100,000**	100,000	100,000	**$ 22,447,096**
TRANSFER FROM SOLID WASTE	96,930	208,317	209,081	209,551	209,206	193,132	177,878	**193,033**	193,033	193,033	**-5.8%**
TRANSFER FROM ROAD IMPACT	2,755,143	2,636,421	2,730,454	2,893,316	2,884,139	3,293,445	3,293,445	**3,937,897**	3,937,897	3,937,897	
TRANSFER FROM HOTEL/MOTEL	1,117,355	1,092,153	1,281,521	1,019,071	1,017,206	1,164,543	1,164,543	**811,825**	811,825	811,825	
Totals	**$ 40,568,211**	**$ 56,701,953**	**$ 15,452,370**	**$ 15,962,257**	**$ 15,353,901**	**$ 15,908,626**	**$ 16,012,408**	**$ 15,794,873**	**$ 15,794,873**	**$ 15,794,873**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Parkland Dedication

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.

Performance Measures

There are no performance measures associated with the Parkland Dedication Fund.

Strategic Plan Measures

There are no strategic plan measures associated with the City Facilities Tax Fund.

Staffing History

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

Budget Summary

Parkland Dedication Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LICENSES & PERMITS (32000)	$1,516,084	$2,225,168	$1,061,656	$1,790,464	$1,137,254	$75,598	7.1%
USE OF MONEY & PROPERTY (36000)	($240,674)	$105,491	$10,000	$142,962	$71,420	$61,420	614.2%
OTHER REVENUE (37000)	$0	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$1,275,410**	**$2,330,659**	**$1,071,656**	**$1,933,426**	**$1,208,674**	**$137,018**	**12.8%**
REVENUES TOTAL	**$1,275,410**	**$2,330,659**	**$1,071,656**	**$1,933,426**	**$1,208,674**	**$137,018**	**12.8%**
Expenses							
155 - PARKLAND							
OPERATIONS							
SERVICES (82000)	–	–	–	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)							
TRANSFER TO OTHER FUNDS (88000)							
88100 - TRANSFER TO CAPITAL PROJECTS	$375,000	$4,500,000	$3,757,800	$3,757,800	$0	($3,757,800)	(100.0%)
TRANSFER TO OTHER FUNDS (88000) TOTAL	**$375,000**	**$4,500,000**	**$3,757,800**	**$3,757,800**	**$0**	**($3,757,800)**	**(100.0%)**
TRANSFER TO OTHER FUNDS (88000) TOTAL	**$375,000**	**$4,500,000**	**$3,757,800**	**$3,757,800**	**$0**	**($3,757,800)**	**(100.0%)**
OPERATIONS TOTAL	**$375,000**	**$4,500,000**	**$3,757,800**	**$3,757,800**	**$0**	**($3,757,800)**	**(100.0%)**
CAPITAL	–	–	$0	$0	$0	$0	–
155 - PARKLAND TOTAL	**$375,000**	**$4,500,000**	**$3,757,800**	**$3,757,800**	**$0**	**($3,757,800)**	**(100.0%)**
EXPENSES TOTAL	**$375,000**	**$4,500,000**	**$3,757,800**	**$3,757,800**	**$0**	**($3,757,800)**	**(100.0%)**

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 prioritized and contained within the BOMA FY 2024-2033 Capital Investment Plan.

The $1,511,850 shown in FY 2021 was for a transfer to continue to the joint project for F.S.S.D, City of Franklin athletic field improvements and a greenway near Harlinsdale Farm. FY 2022 expenses were for Liberty Park Improvements. For FY 2023, the appropriation of $4,500,000 was for three Parks projects already approved in the FY 2022-2031 Capital Investment Program: 1) $3,500,000 for Liberty Park Improvements, 2) $200,000 for Thompson Alley Park, and 3) $800,000 for Bicentennial Park. The budget for FY 2024 of $3,757,800 includes an appropriation for three approved CIP projects: From Quadrant 1, $1,147,800 for continued work on Liberty Park Improvements and $110,000 for design work of a Greenway from Pinkerton Park to Franklin Road, and from Quadrant 3, $2,500,000 for continued work on the Southeast Municipal Complex/Park.

The FY 2025 City Facilities Tax Fund appropriations will be modified throughout Spring 2024 as the Board of Mayor and Alderman revisit prioritizations of the Capital Investment Plan. An amended appropriation proposal based upon that revisitation will be included in the City Administrator's Recommended Budget in May.

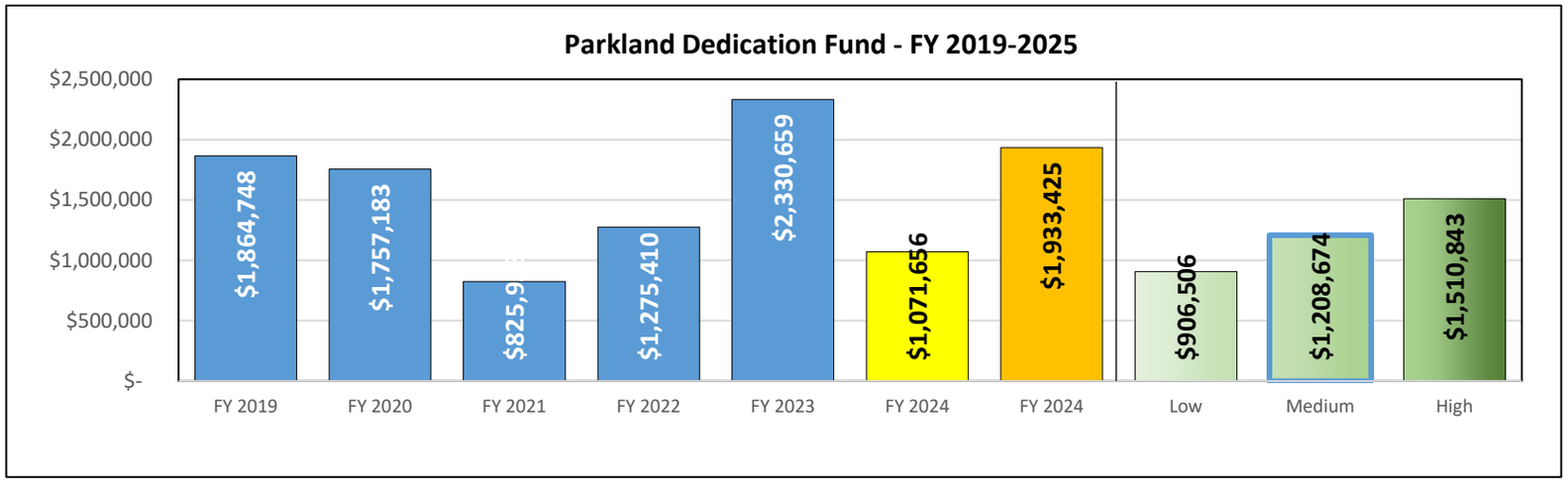
City of Franklin

Revenue Model

Fund: **Parkland Dedication Fund** **Percent of All Revenues** **0.5%**

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 2025 is an estimate based upon historic averages and year-to-date activity. It is *heavily dependent* upon the timing of new development. This forecast also makes no assumption for amount of ***available*** revenue as a result of changes made last year in the Parkland Dedication Ordinance, but rather gross annual receipts. Specific spendable balances will be addressed through the CIP process.



	Actual					Budget	Estimated	Forecast (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	**-9.6%**	**-5.8%**	**-53.0%**	**54.4%**	**83%**	**-54%**	**80%**	**-53%**	**-37%**	**-22%**	
In Lieu of Parkland Receipts						1,061,656	1,790,464	**852,941**	**1,137,254**	**1,421,568**	**3-yr Average**
Quadrant 1	713,244	1,411,712	383,056	-	2,018,576	531,134	1,502,096				**$ 1,477,342**
Quadrant 2	178,218	-	292,672	1,516,084	163,552	298,140	228,112				**19.3%**
Quadrant 3	448,230	-	4,304	-	-	116,794	-				**5-Yr Average**
Quadrant 4	55,080	52,488	120,512	-	43,040	115,588	60,256				**$ 1,610,791**
Interest Income	241,394	292,983	25,414	(240,674)	105,491	10,000	142,961	**53,565**	**71,420**	**89,275**	**-20.0%**
Transfers from General Fund	228,582		-	-	-	-	-	-	-	-	
Totals	**$ 1,864,748**	**$ 1,757,183**	**$ 825,958**	**$ 1,275,410**	**$ 2,330,659**	**$ 1,071,656**	**$ 1,933,425**	**$ 906,506**	**$ 1,208,674**	**$ 1,510,843**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 2015-2023 & Estimates from Finance & Revenue Management Departments.

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APPENDICES

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 2025 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 2022-2031 & *Invest* Franklin
  - Appendix C - Impacts of Capital Improvements on FY 2025 Budget

- **Policies**
  - Appendix D - General Fund - Fund Balance Policy
  - Appendix E - Debt Management Policy
  - Appendix F - Capital Assets Policy
  - Appendix G - Investments Policy

- **Operating Budget - Supplemental Information**
  - Appendix H - Program Enhancement Requests – Recommended for Funding
  - Appendix I - Program Enhancement Requests – BOMA Prioritization
  - Appendix J - Pay Structure
  - Appendix K - **Franklin *Forward***: Strategic Plan

- **Reference Information**
  - Appendix L - Expenditure Classifications
  - Appendix M - Additional Demographic & Economic Information
  - Appendix N - Glossary of Terms

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APPENDICES: 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 2025 Budget**

HISTORIC FRANKLIN TENNESSEE

Appendices: Capital

Appendix A: Capital Summary

Although major capital investment projects are accounted for within multi-year Capital Project Funds, 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 $37.9 million in capital expenditures this year (not including debt service. For debt service, please see the Debt Service Fund). Approximately $13.6 million is assigned to Operations and $24.3 million to Capital.

Of the $13.6 million assigned to Operations:

1. $5.91 million in the General Fund is assigned as follows: a) Approximately $850,000 two intersection improvements ($650,000 for Donelson Creek Parkway/Lewisburg Pike Signal Project and $200,000 for South Margin/Lewisburg/5th Avenue Signal Project Design, b) and $5.061 million transfer to Capital Projects Fund to fund a variety of ongoing appropriations (the majority being costs related to the New City Hall project).
2. $6.2 million in the Street Aid & Transportation Fund is assigned for annual repaving & resurfacing of roads, sidewalks and City-owned impervious surfaces (trails, parking lots, etc.
3. $200,000 in the County Facilities Tax for intersection improvements near the new Franklin Special School District headquarters.
4. $1,250,000 in the Hotel Motel Tax Fund for Cool Springs Conference Center improvements (funded through American Rescue Plan Act monies and matched by Williamson County) and $50,000 to support restorations efforts of the Merrill-Williams House (project of the African American Heritage Association)

Of the $24.3 million assigned to Capital:

1. $3,502,970 million in the General Fund. 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), and equipment for the Information Technology, Parks, and Streets departments.
2. $354,000 in the City Facilities Tax.
3. $898,536 in the Stormwater Fund for project support and equipment replacement.
4. $1,273,413 in the Sanitation and Environmental Services Fund for equipment (some delayed from FY 2024 due to manufacturing and supply chain delays)
5. $445,000 in the Hotel/Motel Fund.
6. $350,000 in the Transit Fund for replacement vehicles.
7. $17,559,929 million in the Water /Sewer Fund for various improvements and equipment.

A debt issuance planned for sometime in FY 2025 (late 2024) will provide additional funding for approved CIP projects. Additional cash allocations will likely also be made as projects progress in bidding and construction.

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Appendices: Capital

Appendix B: Capital Projects Financing & *Invest Franklin*

The City of Franklin regularly engages in updating its ten-year Capital Investment Plan or CIP. An update to the ten-year CIP was presented to the Board of Mayor and Aldermen in Winter 2024. The detail project sheets and financing plan for FY 2024-2033 are included herein.

City of Franklin

FY 2024-2033 Capital Improvement Program Financing Model

w/ Detailed Project Sheets

January 26, 2024

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Capital Financing Model - January 2024

Executive Summary

This financing model has been updated 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?
- How much will the FY 2024-2033 Capital Improvement Program cost? And,
- What will be the impact on the City's debt capacity and overall debt service?

This model has three main sections:

1) This Executive Summary with summaries of current and future resources, annual and cumulative cost estimates for all Phase I CIP projects and a revised Debt Capacity Analysis given the revised cost of projects.

2) 10-year Financing Analysis with detailed forecasts for most major internal funds of the City of Franklin.

3) Project Detail Sheets, which itemize the annual and cumulative funding needs by source by project.

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 unaudited balances in most funds as of June 30th, less amounts reserved either through state law or BOMA policy.

This model has been updated since last presented in December 2023 to include applicable Water/Sewer funding of certain transportation projects, additional grant funding for McEwen Phase and a revised debt issuance structure which maximizes available cash funding. As a result, the Cash/Debt Ratio of funding for approved CIP projects now stands at 54% Cash/46% Debt.

10-Year Financing Analysis

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.

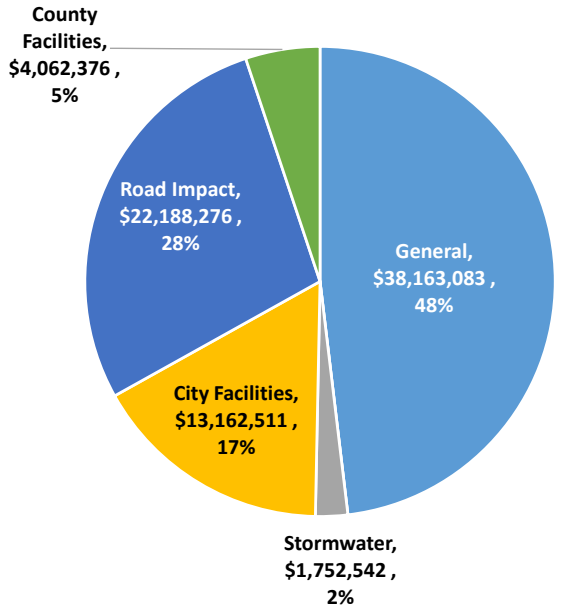
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Internal							
110 General							
Capital Funding Account (<45%)	$ 8,347,536	$ 8,101,435	$ 13,836,612	$ 8,034,291	$ 11,712,027	$ 9,649,454	$ 29,364,325
1.5 Cent Capital Set-Aside	$ 508,038	$ 1,034,046	$ -	$ -			
Invest Franklin	$ -	$ -	$ 2,968,915	$ 4,564,635	$ 6,159,077	$ 6,159,077	$ 6,159,077
124 Sanitation Fund	$ -	$ -	$ -	$ 334,543			$ -
128 Road Impact Fund	$ 397,796	$ 5,014,098	$ 4,160,044	$ 9,998,301	$ 15,913,647	$ 22,442,977	$ 23,167,147
130 City Facilities Tax	$ 6,717,764	$ 6,976,276	$ 9,260,411	$ 15,091,276	$ 14,031,618	$ 10,034,987	$ 9,920,658
132 County Facilities Tax	$ -	$ -	$ 3,488,072	$ 4,404,141	$ 5,095,626	$ 4,438,423	$ 4,048,948
135 Stormwater	$ 5,511,065	$ 4,783,235	$ 4,687,695	$ 4,171,436	$ 3,800,010	$ 2,383,343	$ 1,860,803
150 Hotel Motel	$ 2,749,596	$ 2,634,109	$ 3,827,284	$ 5,722,086	$ 5,722,086	$ 7,031,803	$ 5,334,634
155 Parkland	$ 2,494,076	$ 4,425,966	$ 4,584,138	$ 6,141,130	$ 6,141,130	$ 6,281,730	$ 6,795,595
Sub-Total Internal Resources	$ 26,725,871	$ 32,969,165	$ 46,813,171	$ 58,461,838	$ 68,575,221	$ 68,421,795	$ 86,651,186
Total All Available Resources	**$ 26,725,871**	**$ 32,969,165**	**$ 46,813,171**	**$ 58,461,838**	**$ 68,575,221**	**$ 68,421,795**	**$ 86,651,186**

Projected Resources (Cash)

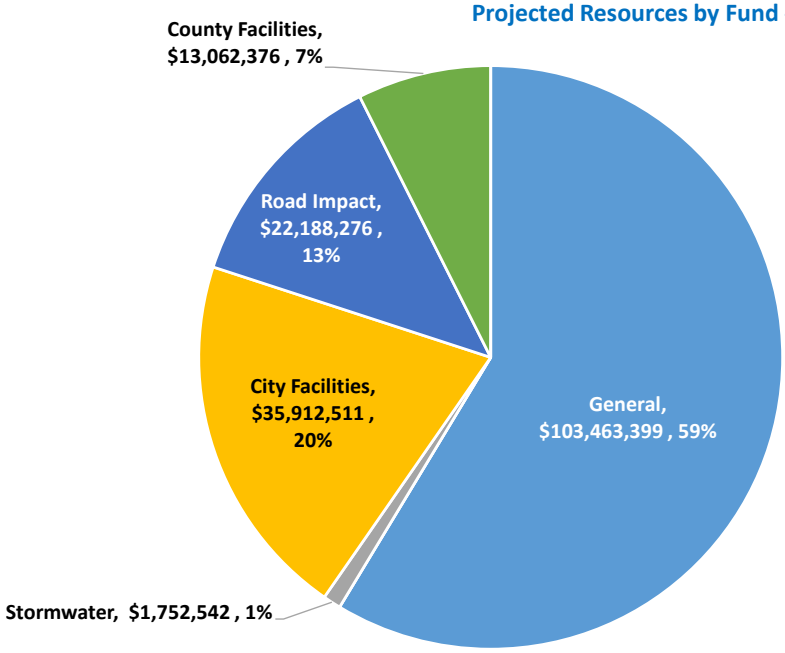
This summarizes the projected cash resources available to the City for the FY 2024-2033 Capital Improvement Program. Existing Fund Balance is shown at the far left, while annual anticipated revenue contributions are provided for the ten-year timeframe of the program.

	Fund Balance Available	Ongoing Resources										Total Available
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	
Internal												
General												
Capital Funding Account	$ 38,163,083	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 38,163,083
Invest Franklin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TIF Roll-Off (eff. 2024)	$ -	$ 1,200,000	$ 1,224,000	$ 1,248,480	$ 1,273,450	$ 1,298,919	$ 1,324,897	$ 1,351,395	$ 1,378,423	$ 1,405,991	$ 1,434,111	$ 13,139,665
.5% Sales Tax (eff. 2022)	$ -	$ 4,550,000	$ 4,686,500	$ 4,827,095	$ 4,971,908	$ 5,121,065	$ 5,274,697	$ 5,432,938	$ 5,595,926	$ 5,763,804	$ 5,936,718	$ 52,160,651
Road Impact Fund	$ 22,188,276	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,188,276
City Facilities Tax	$ 13,162,511	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 35,912,511
County Facilities Tax	$ 4,062,376	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 13,062,376
Stormwater	$ 1,752,542	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,752,542
Hotel Motel	$ 8,622,983	$ (4,070,884)	$ 2,526,655	$ 2,875,097	$ 3,034,035	$ 3,279,466	$ 3,457,662	$ 3,655,607	$ 4,130,681	$ 4,334,640	$ 4,901,819	$ 36,747,760
Parkland Dedication	$ 6,281,730	$ (2,681,143)	$ 1,076,657	$ 1,076,657	$ 1,076,657	$ 1,076,657	$ 1,076,657	$ 1,076,657	$ 1,076,657	$ 1,076,658	$ 1,076,659	$ 13,290,503
Total	**$ 94,233,500**	**$ 2,172,973**	**$ 12,688,812**	**$ 13,202,329**	**$ 13,531,049**	**$ 13,951,107**	**$ 14,308,913**	**$ 14,691,597**	**$ 15,356,687**	**$ 15,756,094**	**$ 16,524,309**	**$ 282,617,941**

Existing Resources by Fund - FY 2023



Projected Resources by Fund - FY 2023-2033



Debt Capacity Analysis

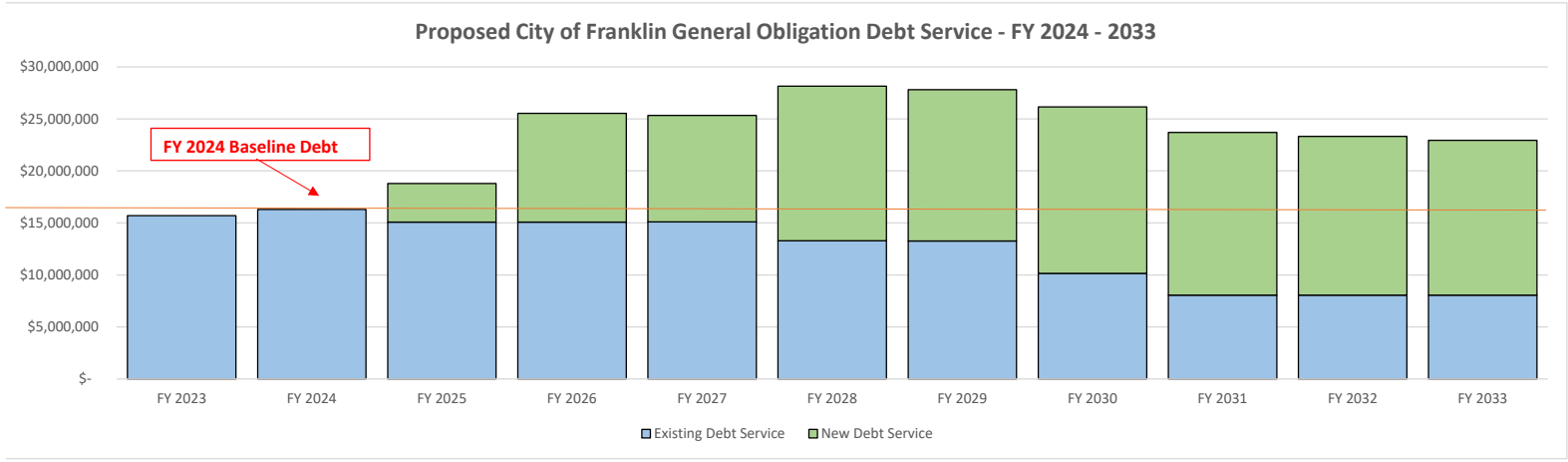
This summarizes the impact upon the City's G.O. Bonds should the City take projected cash resources to extend the available resources to fund capital projects through the issuance of additional bonds.

Proposed Debt Issuances			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Balance (FY 2034-FY 2055)
FY	Interest Rate	Issuance Amt.												
2025	5.00%	$ 37,000,000	$ -	$ -	$ 3,700,000	$ 3,607,500	$ 3,515,000	$ 3,422,500	$ 3,330,000	$ 3,237,500	$ 3,145,000	$ 3,052,500	$ 2,960,000	$ 23,587,500
2026	4.50%	$ 87,000,000	$ -	$ -	$ -	$ 6,848,333	$ 6,723,833	$ 6,599,333	$ 6,474,833	$ 6,350,333	$ 6,225,833	$ 6,101,333	$ 5,976,833	$ 61,097,833
2028	4.50%	$ 51,000,000	$ -	$ -	$ -	$ -		$ 4,845,000	$ 4,730,250	$ 4,615,500	$ 4,500,750	$ 4,386,000	$ 4,271,250	$ 43,592,250
2030	4.00%	$ 20,000,000	$ -	$ -	$ -	$ -	$ -	$ -		$ 1,800,000	$ 1,760,000	$ 1,720,000	$ 1,680,000	$ 19,800,000
A		New Debt Service	$ -	$ -	$ 3,700,000	$ 10,455,833	$ 10,238,833	$ 14,866,833	$ 14,535,083	$ 16,003,335	$ 15,631,585	$ 15,259,836	$ 14,888,087	$ 148,077,583
B		Existing Debt Service	$ 15,705,460	$ 16,294,016	$ 15,085,602	$ 15,083,002	$ 15,098,486	$ 13,285,990	$ 13,274,040	$ 10,142,850	$ 8,062,200	$ 8,062,201	$ 8,062,202	$ 33,427,035
C (A + B)		Cumulative G.O. Debt Service	$ 15,705,460	$ 16,294,016	$ 18,785,602	$ 25,538,835	$ 25,337,319	$ 28,152,823	$ 27,809,123	$ 26,146,185	$ 23,693,785	$ 23,322,037	$ 22,950,289	$ 181,504,618

Summary:

A key financing component to the FY 2024-2033 Capital Improvement Plan is the issuance of debt. Staff is recommending the additional issuance of $195,000,000 worth of General Obligation (G.O.) bonds in four separate issuances for a duration of 20 years (except for $80,000,000 being issued for 30 years for a New City Hall in 2026).

The impacts on the overall debt service are shown above and to the right.



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 roughly $195,000,000 in new bonds (Row A). Row B shows the available resources to be generated in tax revenue coming first from the City's portion of the .5% Sales Tax initative originally raised for funding Williamson County Schools but has now returned to the City and is split 1/2 to capital and 1/2 to operations. The second portion of Row B is from the retiring of the TIF district, which began to produce property tax revenues in FY 2023 for the General Fund. Row C is the difference on an annual basis which will be required to be funded from accumulated capital cash reserves. Finally, Row D shows the ongoing balance of the G/F Capital Funding Account through 2033 if $195,000,000 in additional bonds are issued.

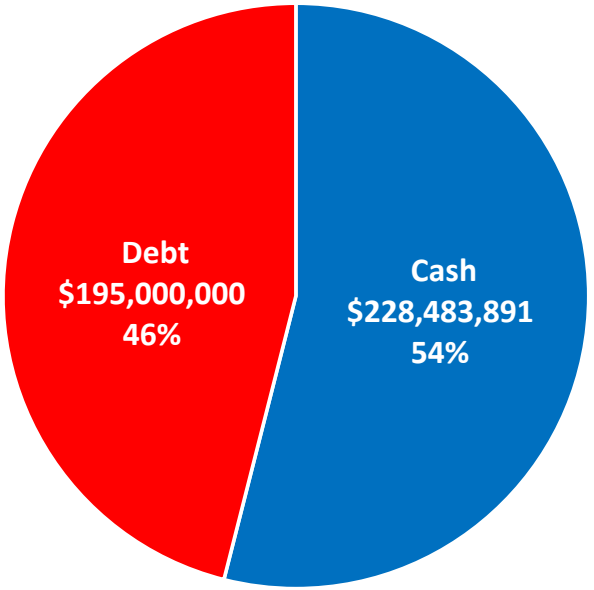
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
A	Additional Net Debt Service from FY 2024 Levels	$ -	$ -	$ 2,491,586	$ 9,244,819	$ 9,043,303	$ 11,858,807	$ 11,515,107	$ 9,852,169	$ 7,399,769	$ 7,028,021	$ 6,656,273
B	Capital Commitments from new Taxes *(TIF Roll-off, .5% Sales Tax)*	$ -	$ 5,750,000	$ 5,910,500	$ 6,075,575	$ 6,245,357	$ 6,419,984	$ 6,599,594	$ 6,784,333	$ 6,974,349	$ 7,169,795	$ 7,370,829
C (A-B)	Amount needed from G/F Cash	$ -	$ 5,750,000	$ 3,418,914	$ (3,169,244)	$ (2,797,946)	$ (5,438,824)	$ (4,915,513)	$ (3,067,836)	$ (425,420)	$ 141,774	$ 714,556
D	*Balance of G/F Capital Cash*	*$ 38,163,083*	*$ 43,913,083*	*$ 47,331,997*	*$ 44,162,753*	*$ 41,364,807*	*$ 35,925,983*	*$ 31,010,470*	*$ 27,942,633*	*$ 27,517,213*	*$ 27,658,987*	*$ 28,373,542*

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 and debt financing.

FY 2024-2033 Projected Resources

Internal		Cash & Debt
110 General		
Pay-as-you-go Cash [1]	$	28,373,542
Additional Debt [2]	$	195,000,000
124 Sanitation Fund	$	-
128 Road Impact Fund	$	22,188,276
130 City Facilities Tax	$	35,912,511
132 County Facilities Tax	$	13,062,376
135 Stormwater	$	1,752,542
150 Hotel Motel	$	36,747,760
155 Parkland Dedication	$	13,290,503
421 Water	$	4,572,467
431 Sewer	$	4,539,858
External		
Federal	$	39,225,000
State	$	9,800,000
Local	$	16,782,458
Utilities	$	664,522
Private	$	1,572,076
Total	**$**	**423,483,891**



Notes:

[1] Pay as you go cash includes the balance of the Capital Funding Account (over 45% of fund balance in the General Fund) and the accumulated total of the 1.5 Cent property tax allocation for capital projects.

[2] Debt Service resource is an estimated amount of $195,000,000 based upon the amount of capacity gained from the amount of existing debt service to be retired.

City of Franklin

FY 2024-2033 Capital Improvement Program Financing Model

Change over time in CIP Financing

The following shows the difference between what we planned, what we have budgeted, what we have appropriated and what is left.

Total Change in Revenues & Expenditures, 2019 to Today

A	Original 2019-2028 CIP Financing	$	301,899,016
	Revised CIP Financing 2024-2033		
	+ Existing Resources (Cash-in-hand)	$	94,233,500
	+ Future Funding (Cash & Debt)	$	423,483,891
B	Revised CIP Financing 2024-2033	$	517,717,391
C (B-A)	Increase in CIP Funding ($)	$	**215,818,375**
D (A/B-1)	Increase in CIP Funding (%)		**71.5%**
E	Original 2019-2028 CIP Project Total Cost	$	281,510,872
F	Revised CIP Project Cost 2024-2033	$	482,413,781
G (E-F)	Increase in Project Costs ($)	$	**200,902,909**
H (E/F-1)	Increase in Project Costs (%)		**71.4%**
I (C-G)	Difference Revised Funding to Costs	$	**14,915,466**

Change in Overall Revenues & Expenses

B	New Projected Financing - 2024-2033	$	517,717,391
F	Estimated Remaining CIP Project Costs	$	482,413,781
J (B-F)	Difference remaining Funding vs. Costs (New)	$	**35,303,610**

Year-By-Need Overall Analysis

The following shows the annual financial need for capital projects by funding source. Detailed funding sheets by project are available later in this packet.

	Actual	Projected										Total
Year by Year Need	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Spent & Requested**
Internal												
General												
Cash	$ 2,600,592	$ 7,984,209	$ 12,173,448	$ 13,123,745	$ 9,186,188	$ 4,449,629	$ 1,000,000	$ 512,635	$ -	$ -	$ -	$ 51,030,446
Debt	$ 41,167,067	$ -	$ 37,000,000	$ 87,000,000	$ -	$ 51,000,000	$ -	$ 20,000,000	$ -	$ -	$ -	$ 236,167,067
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ 9,138,128	$ 1,000,000	$ 3,125,571	$ 1,400,000	$ 7,150,000	$ 7,150,000	$ 500,000	$ 500,000	$ -	$ -	$ -	$ 29,963,699
Stormwater	$ 1,516,643	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,516,643
City Facilities Tax	$ 12,829,851	$ 3,500,000	$ 14,179,990	$ -	$ -	$ -	$ 2,247,800	$ 2,500,000	$ 150,000	$ 650,000	$ 4,000,000	$ 40,057,641
County Facilities Tax	$ 3,350,000	$ -	$ -	$ -	$ -	$ 9,025,000	$ -	$ -	$ -	$ -	$ -	$ 12,375,000
Hotel Motel	$ 5,071,873	$ 2,656,662	$ 3,182,134	$ 2,502,200	$ -	$ 150,000	$ 539,479	$ -	$ 389,479	$ 500,000	$ -	$ 14,991,827
Parkland Dedication	$ 7,463,358	$ 284,995	$ 3,354,000	$ 3,276,708	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,379,061
Water Funding	$ 2,672,467	$ -	$ -	$ 300,000	$ 350,000	$ 1,250,000	$ -	$ -	$ -	$ -	$ -	$ 4,572,467
Sewer Funding	$ 1,339,858	$ -	$ 333,333	$ 633,333	$ 1,033,334	$ 1,200,000	$ -	$ -	$ -	$ -	$ -	$ 4,539,858
External												
Federal Funding	$ 721,739	$ 1,706,250	$ 1,706,250	$ 1,706,250	$ 1,706,250	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,546,739
State Funding	$ 3,900,000	$ 4,500,000	$ 7,500,000	$ 7,500,000	$ 10,740,000	$ -	$ 3,500,000	$ -	$ -	$ 4,500,000	$ -	$ 42,140,000
County Funding	$ 815,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 815,000
Other Municipalities	$ -	$ 1,000,000	$ 1,000,000	$ 2,000,000	$ 500,000	$ 500,000	$ 3,000,000	$ 3,050,259	$ -	$ -	$ -	$ 11,050,259
FSSD	$ 3,458,757	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,458,757
Utility Reimbursements	$ 664,522	$ -	$ 727,205	$ -	$ -	$ 1,013,700	$ -	$ -	$ -	$ -	$ -	$ 2,405,427
Private Fundraising	$ 716,585	$ 1,309,180	$ 2,459,375	$ 459,375	$ 459,375	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,403,890
Total	**$ 97,426,440**	**$ 23,941,296**	**$ 86,741,306**	**$ 119,901,611**	**$ 31,125,147**	**$ 75,738,329**	**$ 10,787,279**	**$ 26,562,894**	**$ 539,479**	**$ 5,650,000**	**$ 4,000,000**	**$ 482,413,781**

City of Franklin

FY 2024-2033 Capital Improvement Program Financing Model

Summary

The following shows the difference between what we planned, what we have budgeted, what we have appropriated and what is left.

Proposed vs. Approved CIP Projects

A	Total Proposed CIP	$ 1,071,370,964
B	Total Approved CIP (Existing)	$ 482,413,781
C (A-B)	**Total Additional Projects for Consideration**	**$ 588,957,183**

Funding Reconciliation

Approved CIP Projects

D	Internal (Local Source - COF)	$ 414,369,725
E	External (Grants, Private, Utility)	$ 68,044,056
F (D+F)	**Total Funding**	**$ 482,413,781**

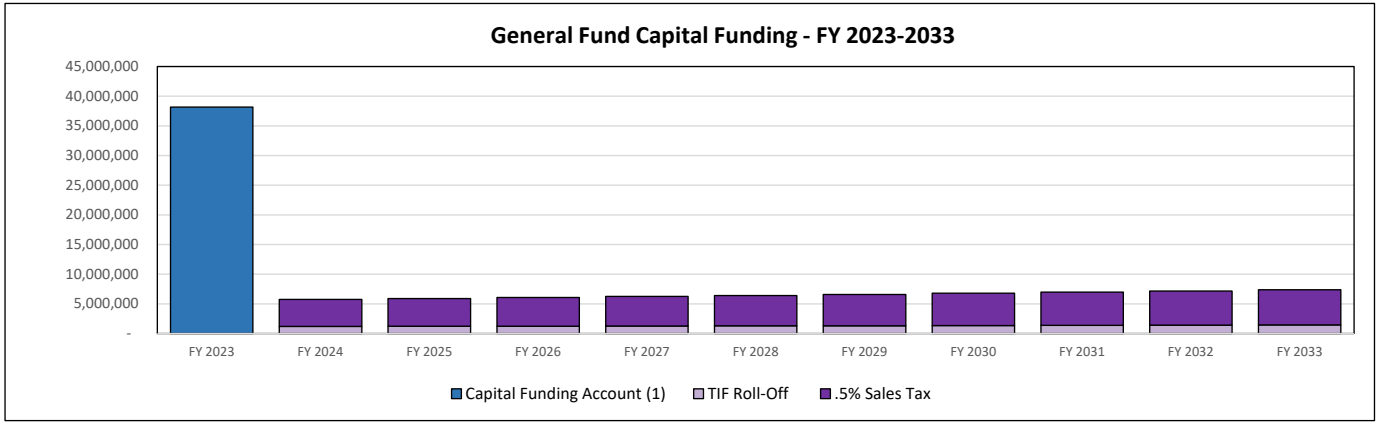
Proposed CIP Projects

G	Internal (Local Source - COF)	$ 35,303,610
H	External (Grants, Private, Utility)	$ 208,500,187
I (G+H)	**Total Funding**	**$ 243,803,797**
A	**Total All Projects Proposed - FY 2024-2033 CIP (73 Projects)**	**$ 1,071,370,964**
J (F+I)	**Total All Available and Proposed Funding**	**$ 726,217,578**
K (J-A)	**Funding Surplus/(Deficit)**	**$ (345,153,386)**

Financial Model Summaries

Fund:	General Fund	Percent of Total CIP Revenues	36.6%

General Fund: The largest funding source for Capital Projects is the General Fund. The property tax and sales tax contribute to capital resources within the General Fund. Over the last ten-years, the City has dedicated increased recurring resources from the property tax to capital expenditure - in the form of the *Invest* **Franklin** initiative, 1/2 of the .5% Sales Tax increase (which went to Williamson County Schools until FY 2022) and 1/2 of the money which annually serviced debt on the now finished TIF district.



	Actual	Projections										Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	
Capital Funding Account [1]	38,163,083	-	-	-	-	-	-	-	-			**38,163,083**
TIF Roll-Off	-	1,200,000	1,224,000	1,248,480	1,273,450	1,298,919	1,324,897	1,351,395	1,378,423	1,405,991	1,434,111	**13,139,665**
.5% Sales Tax	-	4,550,000	4,686,500	4,827,095	4,971,908	5,121,065	5,274,697	5,432,938	5,595,926	5,763,804	5,936,718	**52,160,651**
Totals	**$ 38,163,083**	**$ 5,750,000**	**$ 5,910,500**	**$ 6,075,575**	**$ 6,245,357**	**$ 6,419,984**	**$ 6,599,594**	**$ 6,784,333**	**$ 6,974,349**	**$ 7,169,795**	**$ 7,370,829**	**$ 103,463,399**

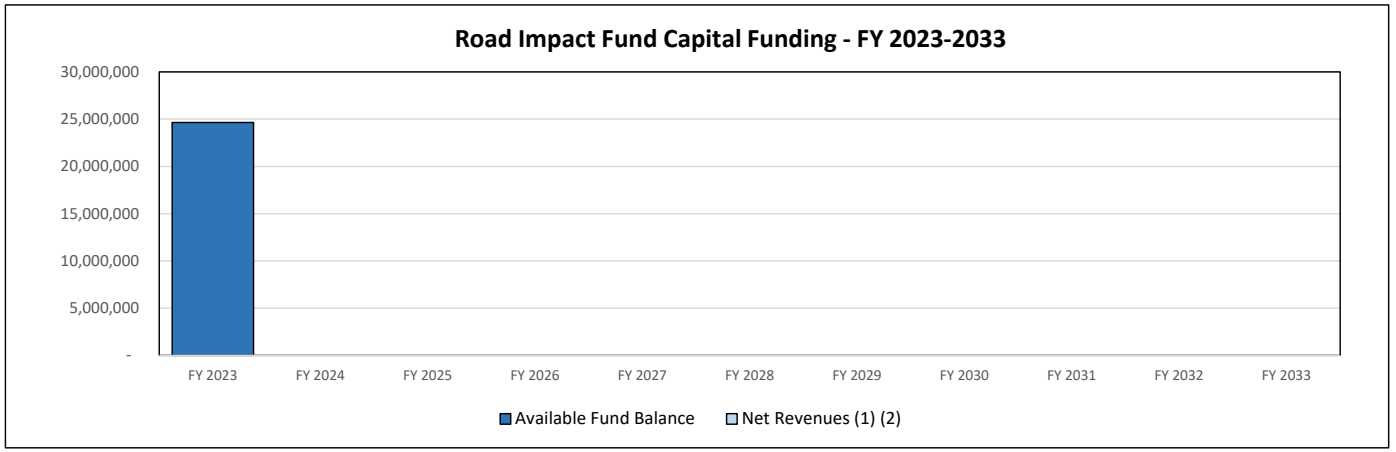
Assumptions

(1) Balance of Capital Funding Account (that portion of G.F. Reserves over 45% of fund balance) varies annually.

Fund:	Road Impact	Percent of All Revenues	7.9%

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.

During the FY 2024-2033 CIP horizon, the debt service obligation assigned the Road Impact Fund is over $25 million. (Bonds are set to be retired in 2023 in this fund). 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 beyond 2024. No change in the fees are assumed in this projection.



	Actual	Projections										Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	10-year
Available Fund Balance	24,653,640	-	-	-	-	-	-	-	-	-	-	24,653,640
Arterial (1)	11,901,404											11,901,404
Collector Area 1 (1)	3,429,992											3,429,992
Collector Area 2 (1)	7,908,528											7,908,528
Collector Area 3 (1)	320,779											320,779
Collector Area 4 (1)	332,979											332,979
Misc./Interest Income/Transfers	759,958											759,958
Less one month reserve (1)	(2,465,364)											(2,465,364)
Net Revenues (1) (2)	-	-	-	-	-	-	-	-	-	-	-	-
Totals	**$ 22,188,276**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 22,188,276**

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

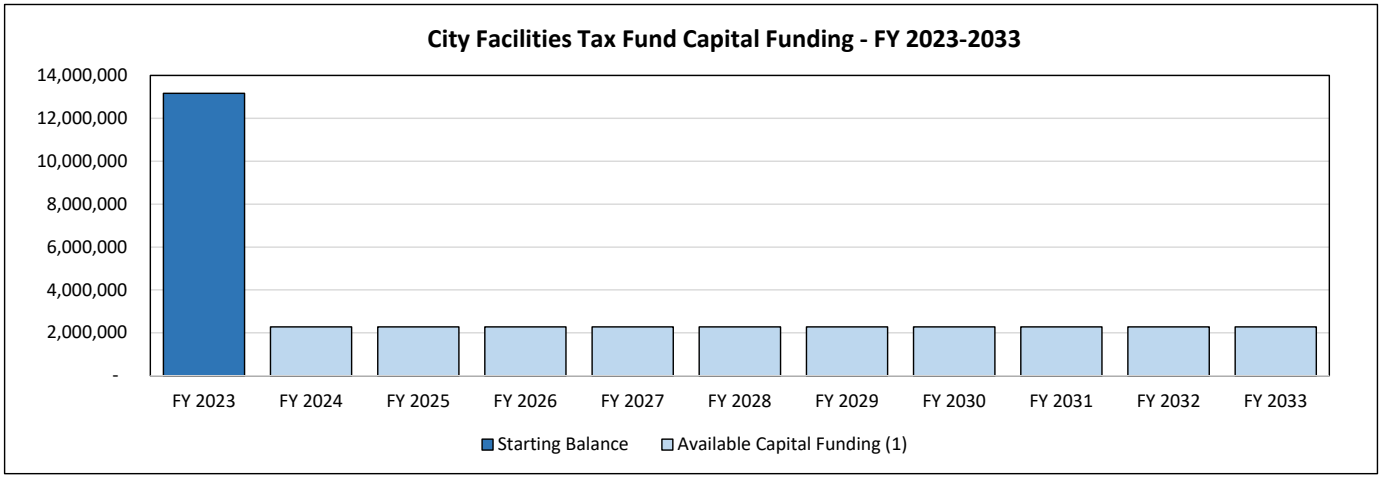
(2) Net Revenues less Debt Service and possible offsets.

(3) Assumes average of $4,500,000 collected annually from FY 2024-FY 2033.

Fund:	City Facilities Tax Fund	Percent of All Revenues	12.7%

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 Fire Station 7 complete, ample resources are available to spend from the Facilities Tax on eligible capital projects during the 10-year CIP horizon.



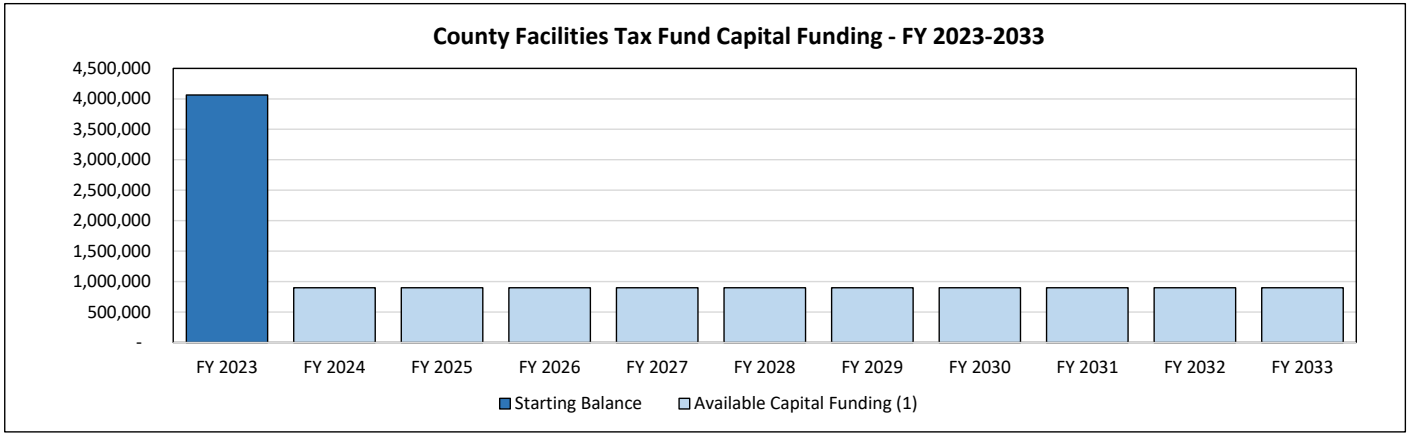
	Actual	Projections										Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	10-Year
Starting Balance	13,162,511	-	-	-	-	-	-	-	-	-	-	13,162,511
Available Capital Funding (1)	-	2,275,000	2,275,000	2,275,000	2,275,000	2,275,000	2,275,000	2,275,000	2,275,000	2,275,000	2,275,000	22,750,000
Totals	**$ 13,162,511**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 35,912,511**

(1) 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	4.6%

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.



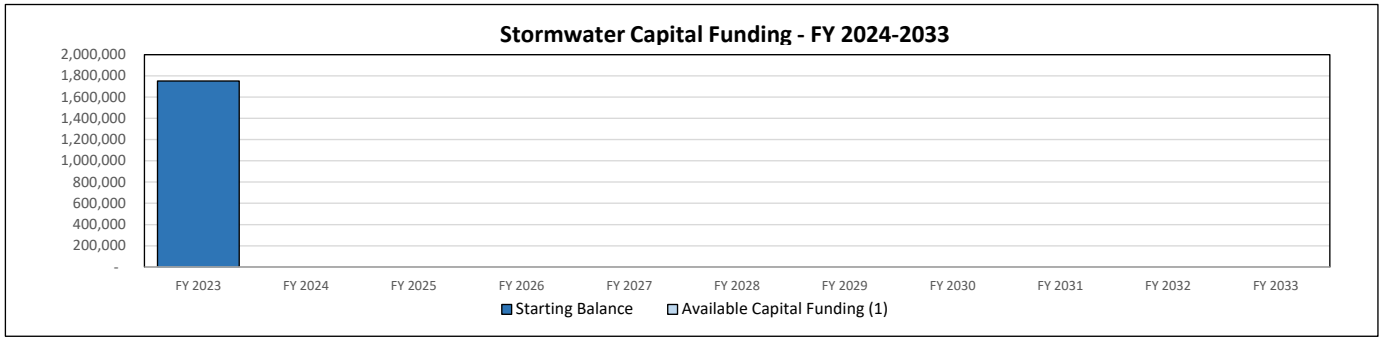
	Actual	Projections										Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	10-Year
Starting Balance	4,062,376	-	-	-	-	-	-	-	-	-	-	**4,062,376**
Available Capital Funding (1)	-	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	**9,000,000**
Totals	**$ 4,062,376**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 13,062,376**

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

Fund:	Stormwater	Percent of Total CIP Revenues	0.6%

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.



	Actual	Projections										Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	
Starting Balance	1,752,542	-	-	-	-	-	-	-	-	-	-	1,752,542
Available Capital Funding (1)	-	-	-	-	-	-	-	-	-	-	-	-
Totals	**$ 1,752,542**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**			**$ 1,752,542**

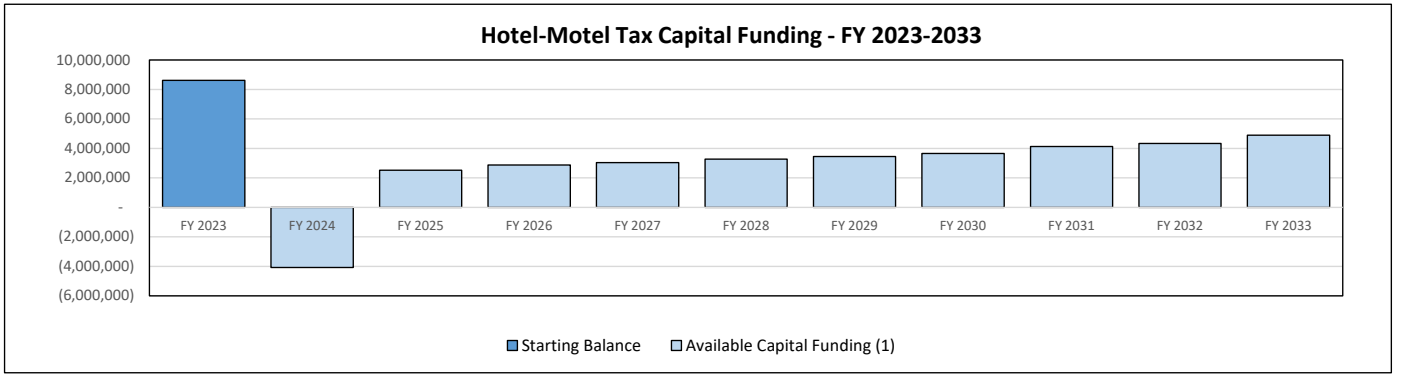
Assumptions

(1) Available Capital Funding is annual anticipated collections less two-month reserve for State cash/fund balance requirements, allowance for operations AND $500,000 set aside for emergencies.

Fund:	Hotel Motel Tax	Percent of Total CIP Revenues	13.0%

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 continued growth from hotel & short-term rental stays annually, less all known costs (existing debt service and the City's contribution to the Williamson County Convention & Visitors Bureau). Debt significantly drops in FY 2033.



	Actual	Projections										Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	
Starting Balance	8,622,983	-	-	-	-	-	-	-	-	-	-	**8,622,983**
Available Capital Funding (1)	-	(4,070,884)	2,526,655	2,875,097	3,034,035	3,279,466	3,457,662	3,655,607	4,130,681	4,334,640	4,901,819	**28,124,777**
Totals	**$ 8,622,983**	**$ (4,070,884)**	**$ 2,526,655**	**$ 2,875,097**	**$ 3,034,035**	**$ 3,279,466**	**$ 3,457,662**	**$ 3,655,607**	**$ 4,130,681**	**$ 4,334,640**	**$ 4,901,819**	**$ 40,051,917**

Assumptions

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

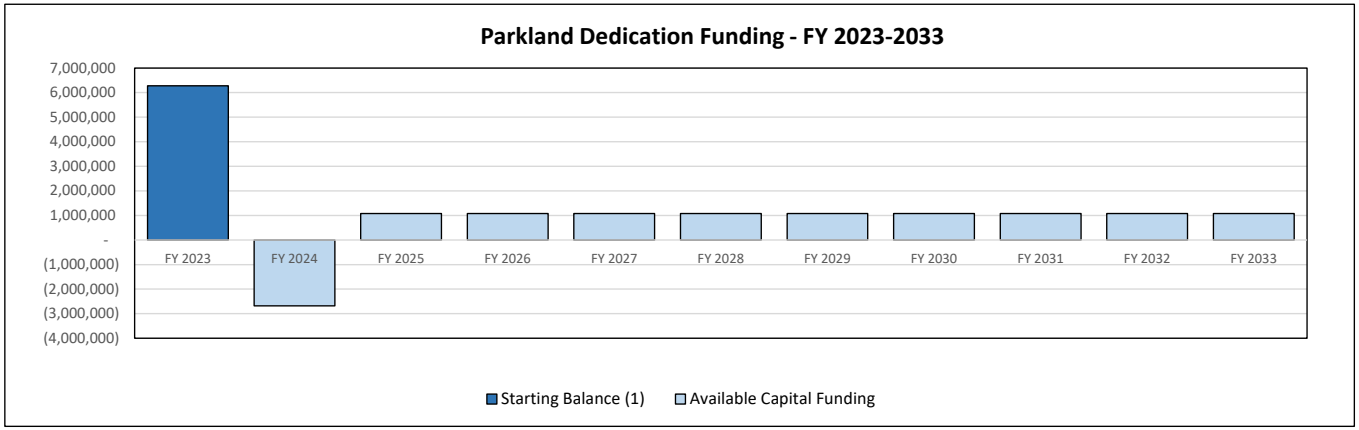
City of Franklin

FY 2024-2033 Capital Improvement Program Financing Model

Fund:	Parkland Dedication	Percent of Total CIP Revenues	4.7%

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.



	Actual	Projections									Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	
Starting Balance (1)	6,281,730	(2,681,143)	-	-	-	-	-	-	-	-	-	**3,600,587**
Quadrant 1 (2)	5,054,257	(827,137)										4,227,120
Quadrant 2 (2)	1,950,788	(1,854,006)										96,782
Quadrant 3 (2)	473,540											473,540
Quadrant 4 (2)	473,106											473,106
Misc./Interest Income/Transfers	(971,991)											(971,991)
Less one month reserve (1)	(697,970)											(697,970)
Available Capital Funding	-	-	1,076,657	1,076,657	1,076,657	1,076,657	1,076,657	1,076,657	1,076,657	1,076,658	1,076,659	**9,689,916**
Totals	**$ 6,281,730**	**$ (2,681,143)**	**$ 1,076,657**	**$ 1,076,657**	**$ 1,076,657**	**$ 1,076,657**	**$ 1,076,657**	**$ 1,076,657**	**$ 1,076,657**	**$ 1,076,658**	**$ 1,076,659**	**$ 13,290,503**

Assumptions

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

(2) Available balances in quadrants at end of FY 2024 inclusive of monies collected less those transferred to Capital Project Fund for various projects.

Detailed Project Sheets

Projects by Category

Completed

Project		Total Cost
Franklin Road	$	14,499,509
Major Road Resurfacing	$	8,425,000
Fire Station 7	$	8,160,909
FSSD (Freedom Middle/Poplar Grove)	$	6,605,349
SR96W Trail	$	5,890,103
Sanitation Facility	$	3,422,366
100 Block Battle Avenue Drainage	$	1,516,643
McEwen Drive Interchange Modficiations	$	807,792
Maplewood Stormwater Project	$	469,114
5th Avenue Parking Lot	$	211,946
Eastern Flank Circle (Loop Road) Repair	$	191,503
Total Spent - Completed Projects	**$**	**50,200,234**

Project #: ST16009 | **Franklin Road Improvements & Streetscape**

Board Priority: ☆☆☆☆☆
CIP: FY 2017-2026

Improvement of Franklin Road, from the bridge at the Harpeth River to Hooper Lane. The project shall be constructed as a three (3) facility. Project shall include: curb & gutter, street lights, ITS Infrastructure, sidewalks, and typical streetscape elements. Approximate project length of 3,500 LF.

Expenditure Summary

Original Project Cost Estimate	$	18,178,952
Current Project Cost Estimate	$	15,000,000
Dollars Spent as of July 2023	$	14,499,509

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected										Total
Franklin Road	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ 317,061	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 317,061
General - Bond Proceeds	$ 11,780,825	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,780,825
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ 1,065,081	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,065,081
Sewer Funding	$ 788,045	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 788,045
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ 548,497	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 548,497
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 14,499,509**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,499,509

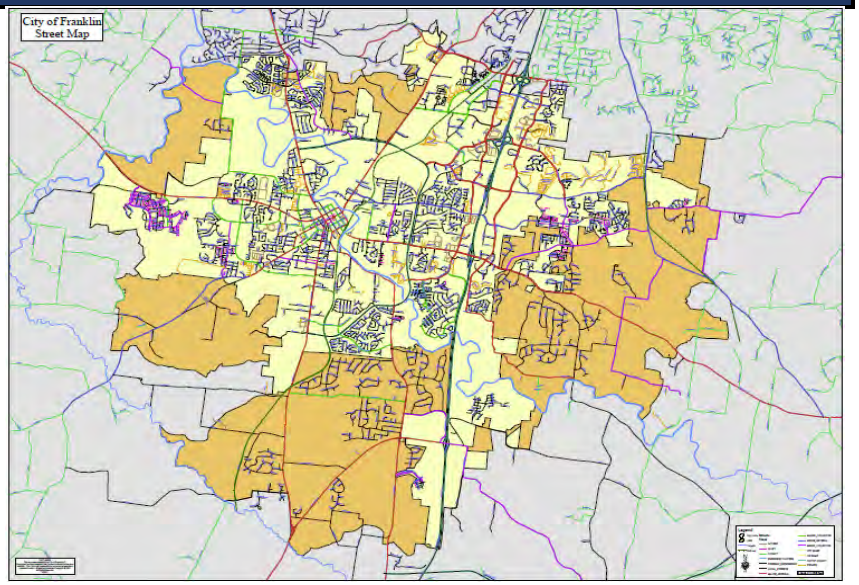
Final Cost: $ 14,499,509
Remaining Funding Needed: $ -

Project #: ST16009 | **Major Road Resurfacing/Paving**

Board Priority: ☆☆☆☆☆
CIP: FY 2017-2026

The resurfacing (e.g. paving) of major roadways within the City are proposed to be included in the Capital Investment Plan (CIP) as follows:

2017 - Cool Springs Blvd, from Mack Hatcher Pkwy to East McEwen Dr.
2019 - Royal Oaks Blvd/Mallory Ln, from Mack Hatcher Pkwy to Cool Springs Blvd.
2021 - Mallory Ln, from Cool Springs Blvd to Moores Ln.



Expenditure Summary

Original Project Cost Estimate	$	8,425,000
Current Project Cost Estimate	$	8,425,000
Dollars Spent as of August 2021	$	8,425,000

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
Major Road Resurfacing	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ 8,425,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,425,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
In Lieu of Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 8,425,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 8,425,000**

Final Cost: $ 8,425,000
Remaining Funding Needed: $ -

Project #: FD16001 | **Fire Station 7**

Board Priority: ☆☆☆☆☆
CIP: FY 2017-2026

New Fire Station at the Williamson County AG Complex

Expenditure Summary

Original Project Cost Estimate	$	7,062,500
Final Cost	$	8,160,909
Dollars Spent as of December 2023	$	8,160,909

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
Fire Station 7	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ 7,345,909	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,345,909
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
In Lieu of Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County	$ 815,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 815,000
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 8,160,909**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**			**$ 8,160,909**

Project #: PK19001 | **FSSD (Freedom Middle/Poplar Grove)**

Board Priority:
CIP: **FY 2017-2026**

In 2017, the Board of Mayor and Alderman and the Franklin Special School District Board approved a concept master plan. The first phase will be a major renovation project to the existing baseball field, softball field, adding a batting cage to be shared by both boys and girls along with a concession stand/restroom facility that is much needed for the property. A Memorandum of Understanding for each phase will be completed to divide cost and maintenance/shared use responsibilities for each party.
Located in Parkland Dedication Quadrant 4.

Expenditure Summary

Original Project Cost Estimate	$	5,150,000
Current Project Cost Estimate	$	7,051,300
Dollars Spent as of July 2023	$	6,605,349

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
FSSD (Freedom Middle/Poplar Grove)	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ (1,740,908)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (1,740,908)
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ 1,600,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,600,000
Hotel Motel	$ 1,787,500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,787,500
Parkland Dedication (Q4)	$ 1,500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,500,000
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FSSD	$ 3,458,757	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,458,757
Total	$ 6,605,349	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			$ 6,605,349

Final Cost $ 6,605,349
Remaining Funding Needed: $ (0)

Project #: ST16020 — SR96W Multiuse Trail (Vera Valley Dr-5th Ave N)

Board Priority:
CIP: FY 2017-2026

Extend ten (10) foot multi-use trail from Vera Valley Drive to 9th Avenue in Downtown Franklin. Approximate project length is 5,800 LF.

Expenditure Summary

Original Project Cost Estimate	$	5,300,000
Final Cost	$	5,890,103
Dollars Spent as of July 2023	$	5,890,103

Project Status

Current Phase: **Completed**

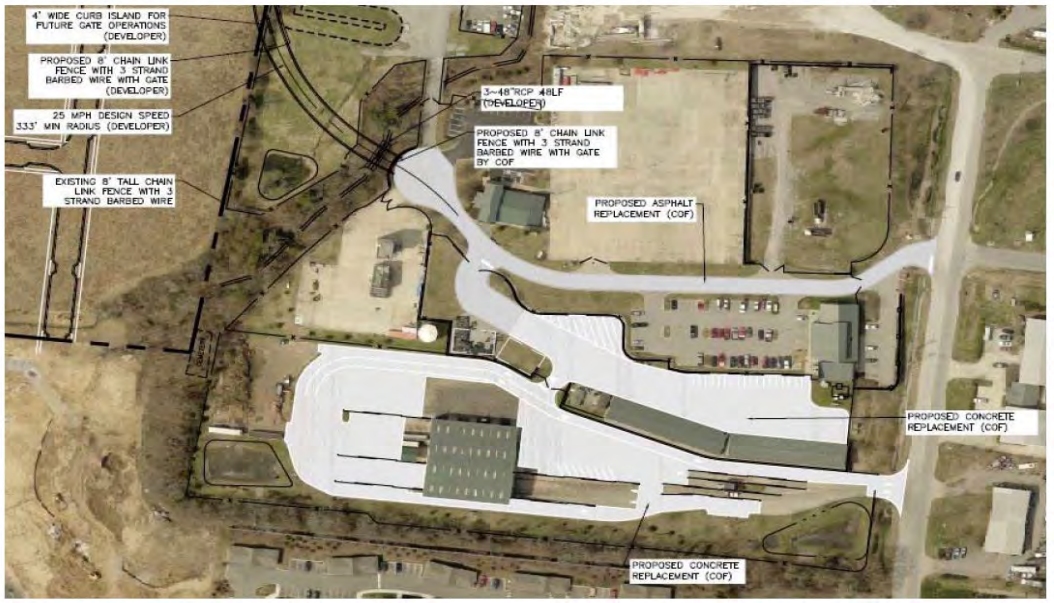
Financing Summary

	Actual	Projected									Total
SR96W Trail	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ (1,579,572)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (1,579,572)
General - Bond Proceeds	$ 3,212,058	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,212,058
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ 1,750,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,750,000
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ 591,592	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 591,592
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ 1,800,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,800,000
Utility Reimbursements	$ 116,025	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 116,025
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 5,890,103**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,890,103**

Project #: FM19003 | **Sanitation Facility Improvements**

Board Priority:
CIP: FY 2019-2028

The pavement at the Municipal Services Complex continues to fail and needs full depth pavement restoration. In addition, we need to make some modifications to the drainage system of the transfer station.



Expenditure Summary

Original Project Cost Estimate	$	3,150,000
Current Project Cost Estimate	$	3,422,366
Dollars Spent as of August 2021	$	3,422,366

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
Sanitation Facility	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ 3,422,366	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,422,366
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
In Lieu of Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 3,422,366**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**			**$ 3,422,366**

Project #: SW16003 | **100 Block Battle Avenue Drainage Improvements**

Board Priority:
CIP: FY 2019-2028

This project includes the construction of a regional detention pond located between 107 Battle Avenue and 101 Fairground Street. This project will include a design for a 100-year storm event and a new stormwater pump station.

Expenditure Summary

Original Project Cost Estimate	$	2,500,000
Current Project Cost Estimate	$	1,850,000
Dollars Spent as of August 2021	$	1,516,643

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
100 Block Battle Avenue Drainage	thru 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ 1,516,643	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,516,643
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 1,516,643**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,516,643**

Project #: ST19004 | **McEwen Drive Interchange Modficiations**

Board Priority:
CIP: FY 2019-2028

Add an additional turn west to southbound turn lane to improve the capacity of the McEwen Interchange.

Expenditure Summary

Original Project Cost Estimate	$	1,000,000
Current Project Cost Estimate	$	1,002,749
Dollars Spent as of July 2023	$	807,792

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
McEwen Drive Interchange Modficia	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ (192,208)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (192,208)
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (Art.)	$ 1,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,000,000
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 807,792**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			**$ 807,792**

Project #: SW16007 | **Maplewood Stormwater Project**

Board Priority:
CIP:

Replace failing 72" CMP within the Maplewood Subdivision.

Expenditure Summary

Original Project Cost Estimate	$	530,000
Current Project Cost Estimate	$	469,114
Dollars Spent as of July 2023	$	469,114

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
Maplewood Stormwater Project	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ 469,114	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 469,114
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
In Lieu of Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 469,114**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 469,114

Project #: FM19001 | **5th Avenue Parking Lot**

Board Priority:
CIP:

This project includes the construction of a regional detention pond located between 107 Battle Avenue and 101 Fairground Street. This project will include a design for a 100-year storm event and a new stormwater pump station.

Expenditure Summary

Original Project Cost Estimate	$	500,000
Final Cost	$	211,946
Dollars Spent as of July 2023	$	211,946

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected										Total
5th Avenue Parking Lot	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ (38,054)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (38,054)
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ 250,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 250,000
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 211,946**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 211,946**

Project #: PK16018 | **Eastern Flank Circle (Loop Road) Repair**

Board Priority:
CIP: FY 2019-2028

Cover existing DBST with West TN Mix.

Expenditure Summary

Original Project Cost Estimate	$	175,000
Current Project Cost Estimate	$	192,000
Dollars Spent as of July 2023	$	191,503

Project Status

Current Phase: **Completed**

Financing Summary

Eastern Flank Circle (Loop Road) Rep	Actual thru FY 2023	Projected FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ 191,503	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 191,503
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 191,503**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 191,503**

Projects by Category

Under Construction

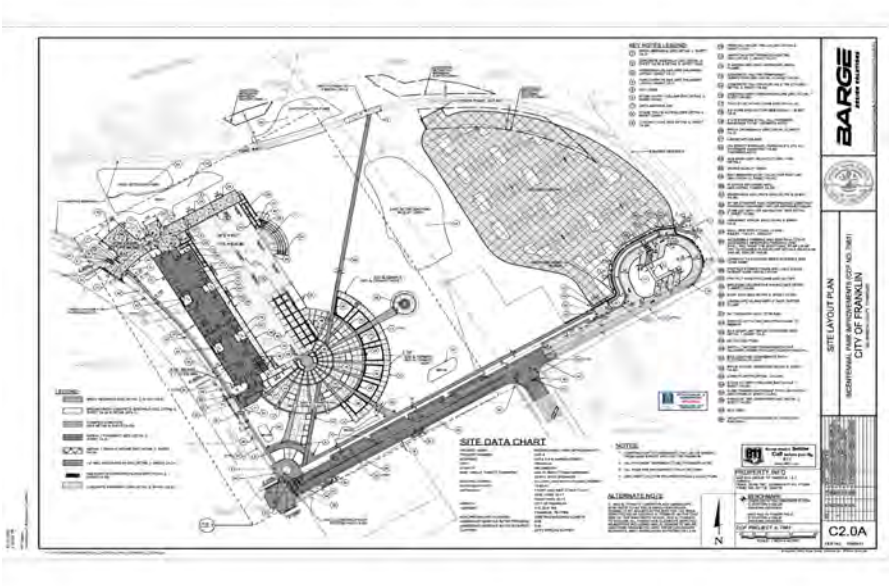
Project		Total Cost
Bicentennial Park	$	11,715,112
USACE - Home Raising Project	$	11,610,367
Greenway & Bridge	$	4,481,388
Bundled Bridges Construction & Rehabilitation Contract	$	3,863,035
Hayes Home Restoration (Harlinsdale)	$	1,672,350
Thompson Alley Neighborhood Park	$	504,995
Total Budgeted - Under Construction Projects	**$**	**33,847,247**

Project #: PK16020 | **Bicentennial Park**

Board Priority:

CIP: **FY 2019-2028**

The Bicentennial Park Improvements project is located in the City of Franklin between 3rd Avenue North, North Margin Street, and the Harpeth River. It consists of approximately 10 acres. The project includes the construction of an open-air pavilion, development of the park, restroom facilities, and general upgrades to establish a new event space for the City. The intent and purpose of this park is to serve multiple uses by the City of Franklin Parks Department, including as an event venue for community performances or movies in the park. Located in Parkland Dedication Quadrant 4.



Expenditure Summary

Original Project Cost Estimate	$	4,220,000
Current Project Cost Estimate	$	11,715,112
Dollars Spent as of July 2023	$	715,112

Project Status

Current Phase: **Under Construction**

Financing Summary

	Actual	Projected										Total
Bicentennial Park	**Thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ 3,067,095	$ 1,019,939	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,087,034
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ 2,000,000	$ 1,000,000	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,000,000
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication (#4)	$ 1,500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,500,000
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ 128,078	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 128,078
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 3,628,078**	**$ 4,067,095**	**$ 4,019,939**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 11,715,112**

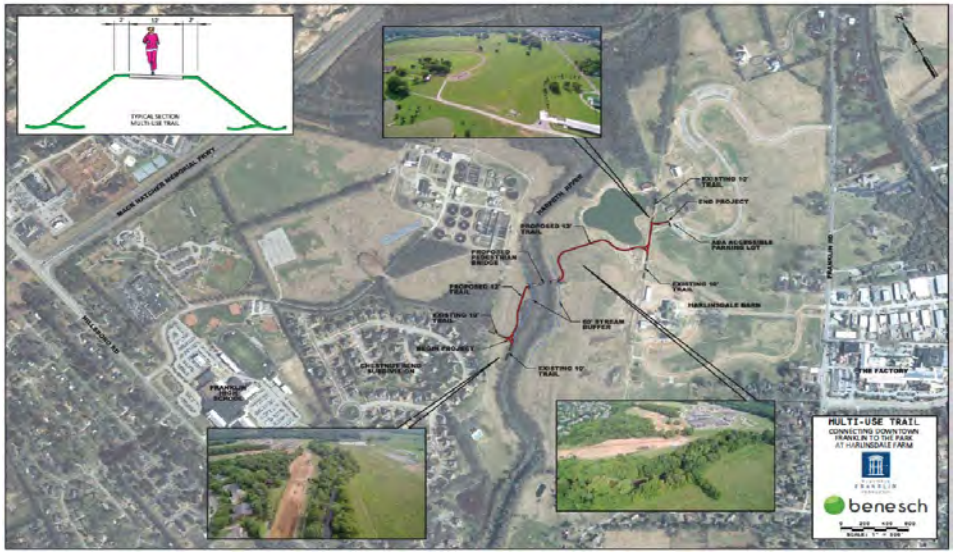
Project #: PK16013 **Greenway & Bridge (Harlinsdale to Chestnut Bend)**

Board Priority:

CIP: FY 2019-2028

This trail segment connects large sections of existing trails located in the Chestnut Bend HOA through open space along the Harpeth to The park at Harlinsdale Farms. A bridge to connect the internal trails at the Park at Harlinsdale to the existing Chestnut Bend trails.

Park16013 – Greenway & Bridge (Harlinsdale to Chestnut Bend)



Expenditure Summary

Original Project Cost Estimate	$	3,032,960
Current Project Cost Estimate	$	4,481,388
Dollars Spent as of July 2023	$	2,030,815

Project Status

Current Phase: **Under Construction**

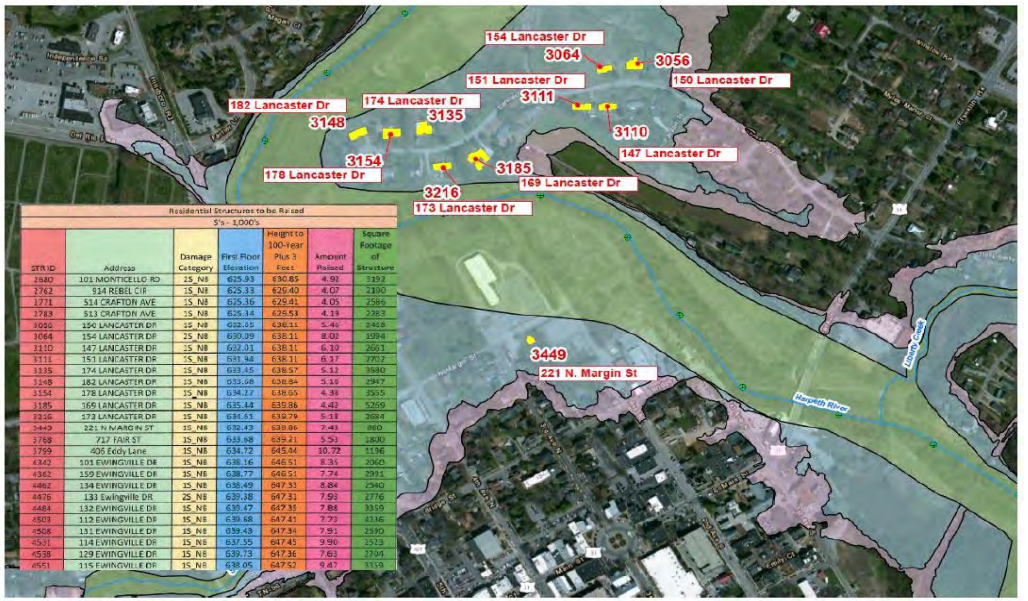
Financing Summary

	Actual	Projected										Total
Greenway & Bridge	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (Arterial)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ 425,000	$ 2,056,388	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,481,388
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000,000
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 2,425,000**	**$ 2,056,388**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,481,388**

Project #: SW16003 | **USACE - Home Raising Project**

Board Priority:
CIP: FY 2019-2028

Voluntary Program for 35 home raising as identified by the USACE. The project is 65% funded by the USACE and 35% funded by either the City or the Homeowner.



Residential Structures to be Raised

$'s - 1,000's

STR ID	Address	Damage Category	First Floor Elevation	Height to 100-Year Plus 3 Feet	Amount Raised	Square Footage of Structure
2680	101 MONTICELLO RD	2S_N8	625.93	630.85	4.92	3192
3762	934 REBEL CIR	1S_N8	625.33	629.40	4.07	2390
1771	514 CRAFTON AVE	1S_N8	625.36	629.41	4.05	2586
1783	513 CRAFTON AVE	1S_N8	625.14	629.53	4.39	2283
3056	150 LANCASTER DR	1S_N8	632.05	638.11	5.46	3408
3064	154 LANCASTER DR	2S_N8	630.09	638.11	8.02	3984
3110	147 LANCASTER DR	2S_N8	632.01	638.11	6.10	2661
3111	151 LANCASTER DR	1S_N8	631.94	638.11	6.17	2702
3135	174 LANCASTER DR	1S_N8	633.15	638.57	5.42	3980
3148	182 LANCASTER DR	1S_N8	633.08	638.84	5.76	2947
3154	178 LANCASTER DR	1S_N8	634.27	638.65	4.38	3555
3185	169 LANCASTER DR	1S_N8	635.44	639.86	4.42	5269
3216	173 LANCASTER DR	1S_N8	634.63	639.79	5.18	2684
3449	221 N MARGIN ST	1S_N8	632.43	639.86	7.43	869
3769	717 FAIR ST	1S_N8	633.68	639.21	5.53	1820
1799	406 Eddy Lane	1S_N8	634.72	645.44	10.72	1136
4342	101 EWINGVILLE DR	1S_N8	638.16	646.51	8.35	2060
4362	159 EWINGVILLE DR	1S_N8	638.77	646.51	7.74	2991
4462	134 EWINGVILLE DR	1S_N8	638.49	647.33	8.84	2540
4476	133 Ewingville DR	2S_N8	639.38	647.31	7.93	2776
4484	132 EWINGVILLE DR	1S_N8	639.47	647.35	7.88	3359
4503	112 EWINGVILLE DR	1S_N8	639.68	647.41	7.73	4136
4508	131 EWINGVILLE DR	1S_N8	639.43	647.34	7.91	2390
4531	114 EWINGVILLE DR	1S_N8	637.55	647.45	9.90	2523
4538	129 EWINGVILLE DR	1S_N8	639.73	647.36	7.63	2704
4551	115 EWINGVILLE DR	1S_N8	638.05	647.52	9.47	3319

Expenditure Summary

Original Project Cost Estimate	$	4,000,000
Current Project Cost Estimate	$	11,610,367
Dollars Spent as of July 2023	$	1,110,368

Project Status

Current Phase: **Under Construction**

Financing Summary

USACE - Home Raising Project	Actual thru FY 2023	Projected FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total Available
Internal												
General - Cash	$ 700,000	$ 332,953	$ 332,953	$ 332,954	$ 332,954	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,031,814
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ 721,739	$ 1,706,250	$ 1,706,250	$ 1,706,250	$ 1,706,250	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,546,739
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ 194,314	$ 459,375	$ 459,375	$ 459,375	$ 459,375	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,031,814
Total	**$ 1,616,053**	**$ 2,498,578**	**$ 2,498,578**	**$ 2,498,579**	**$ 2,498,579**	**$ -**	**$ -**	**$ -**	**$ -**			**$ 11,610,367**

Project #: ST16005B | **Bundled Bridges Construction & Rehabilitation Contract**

Board Priority:
CIP:

This project includes repairs, widening, and/or replacement of 5 (five) separate bridges across the City: 1) West Main Street (SR-246) Bridge Widening, 2) Pratt Lane Bridge Demolition and Reconstruction, 3) Spencer Creek Road Pipe Removal and Box Culvert Construction, 4) Bakers Bridge Avenue Repairs and 5) Mallory Lane Bridge Repairs.

Expenditure Summary

Original Project Cost Estimate	$	2,700,000
Current Project Cost Estimate	$	3,863,035
Dollars Spent as of July 2023	$	395,639

Project Status

Current Phase: **Under Construction**

Financing Summary

	Actual	Projected										Total
Bundled Bridges Construction & Reh	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ 278,874	$ 3,584,161	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,863,035
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (SA2)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 278,874**	**$ 3,584,161**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,863,035**

Project #: PK16001 | **Hayes Home Restoration (Harlinsdale)**

Board Priority:
CIP:

Restoration started on the exterior of the home in 2012 through receiving grants and utilizing funding from the Hotel/Motel fund for the stabilization of the foundation and specific features which included the porches, foundation, chimney, and gutter systems. The City of Franklin is partnering with the Friends of Franklin group to renovate the Hayes House located at the Park at Harlinsdale Farm. The house will be used for educational purposes (history of the farm), to host special events, and as offices to support The Park at Harlinsdale Farm.

Expenditure Summary

Original Project Cost Estimate	$	482,870
Current Project Cost Estimate	$	1,672,350
Dollars Spent as of July 2023	$	222,271

Project Status

Current Phase: **Under Construction**

Financing Summary

	Actual	Projected										Total
Hayes Home Restoration (Harlinsdale)	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ 100,274	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 100,274
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ 222,271	$ 849,805	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,572,076
Total	**$ 222,271**	**$ 950,079**	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,672,350**

Project #: PK19010 — Thompson Alley Neighborhood Park

Board Priority:

CIP: FY 2019-2028

Obtained post-flood 2010, the Parks Department maintains the vacant land on a weekly mowing basis. The Parks Master Plan identified the need in the study to identify and construct more neighborhood parks. Due to being a FEMA property, the Parks Department identified the existing seven FEMA properties as potential neighborhood parks. The purpose of this project is to create a small, neighborhood park on a small, city-owned property on Thompson Alley. The park will include amenities such as: a pergola-covered picnic area, outdoor foosball table, outdoor ping-pong table, outdoor chess table, and a grill.

Located in Parkland Dedication Quadrant 3.

Expenditure Summary

Original Project Cost Estimate	$	220,000
Current Project Cost Estimate	$	504,995
Dollars Spent as of July 2023	$	5,000

Project Status

Current Phase: **Under Construction**

Financing Summary

	Actual	Projected									Total
Thompson Alley Neighborhood Park	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication (Q3)	$ 220,000	$ 284,995	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 504,995
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ 220,000	$ 284,995	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 504,995

Projects by Category

Right-of-Way/Acquisition/Bidding

Project		Total Cost
Southeast Municipal Complex - Ph.1	$	48,198,382
East McEwen Drive - Phase 4	$	47,000,706
Lockwood Glen Park	$	14,287,873
Lewisburg Sidewalk - to Collins Farm	$	4,156,145
Jordan Road	$	3,541,764
Total Budgeted - Right-of-Way/Acquisition/Bidding Projects	**$**	**117,184,870**

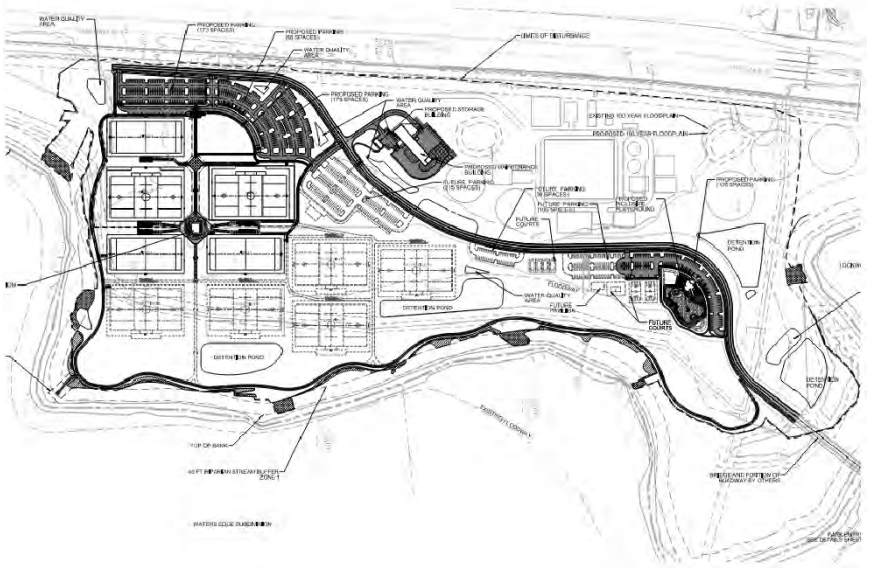
Project #: PK16014 | **Southeast Municipal Complex Phase I**

Board Priority:
CIP: FY 2019-2028

This new park would be built on the City-owned parcel 180 acres in size located between I-65 and the Harpeth River just south of Robinson Lake. The parcel is planned to be used as the site of a future City wastewater treatment plant. The park master plan has been adopted by the Board of Mayor and Aldermen.

Located in Parkland Dedication Quadrant 2.

PK16014 - Southeast Park 2023



Expenditure Summary

Original Project Cost Estimate	$	31,200,000
Current Project Cost Estimate	$	48,198,382
Dollars Spent as of July 2023	$	12,048,382

Project Status

Current Phase - Bridge	Construction
Current Phase - Main Park	ROW/Bidding

Financing Summary

	Actual	Projected										Total
Southeast Municipal Complex - Ph.1	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000,000
General - Bond Proceeds	$ 9,464,436	$ -	$ 20,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 29,464,436
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ 881,642	$ 2,500,000	$ 9,494,417	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,876,059
Hotel Motel	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 500,000
Parkland Dedication (Q2+Misc.)	$ 418,358	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 418,358
Water Funding	$ 1,015,794	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,015,794
Sewer Funding	$ 423,735	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 423,735
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ 1,500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,500,000
Total	**$ 12,203,965**	**$ 3,000,000**	**$ 32,994,417**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 48,198,382**

Project #: ST16007 | **East McEwen Drive - Phase 4**

Board Priority:

CIP: FY 2017-2026

Improvement of East McEwen Drive, from 800 feet east of the roundabout at Cool Springs Boulevard/Oxford Glen Drive to Wilson Pike (SR-252). The project shall be constructed as a four (4) lane, median divided facility with turn lanes as required. Project shall include: access management (as allowable), curb & gutter, street lights, ITS Infrastructure, and accommodations for pedestrians and bicycles. Approximate project length of 8,200 LF.

Expenditure Summary

Original Project Cost Estimate	$	34,057,000
Current Project Cost Estimate	$	47,000,706
Dollars Spent as of July 2023	$	4,750,741

Project Status

Current Phase: **ROW/Bidding**

Financing Summary

East McEwen Drive - Phase 4	Actual thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total Available
Internal												
General - Cash	$ -	$ -	$ -	$ 1,000,000	$ 1,257,856	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,257,856
General - Bond Proceeds	$ 4,291,838	$ -	$ 5,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,291,838
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ 3,000,000	$ -	$ 483,807	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,483,807
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ 333,333	$ 333,333	$ 333,334	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,000,000
External												
MPO/TDOT	$ -	$ 4,500,000	$ 7,500,000	$ 7,500,000	$ 10,740,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,240,000
Utility Reimbursements	$ -	$ -	$ 727,205	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 727,205
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 7,291,838**	**$ 4,500,000**	**$ 14,044,345**	**$ 8,833,333**	**$ 12,331,190**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 47,000,706**

Project #: PK16016 | **Lockwood Glen (Robinson Lake) Dam & Park Project**

Board Priority:
CIP: **FY 2019-2028**

In 2015, the City entered into a Professional Service Agreement with Edge Planning Landscape Architecture & Urban Design to provide design services for the approximately 80 acre Lockwood Glen Park. Edge will be providing a final master plan for the park as the City of Franklin and Crescent Communities assume responsibility in for the total cost of the master plan. The goal is to develop a working plan that can be considered a passive public park in the near future. Located adjacent to the Carothers's South Parkway. Part of the plan will include programming the 12-acre lake, public parking areas, public restrooms and walking trails around the Harpeth and the property.

Expenditure Summary

Original Project Cost Estimate	$	5,530,000
Current Project Cost Estimate	$	14,287,873
Dollars Spent as of July 2023	$	1,187,873

Project Status

Current Phase: **ROW/Bidding**

Financing Summary

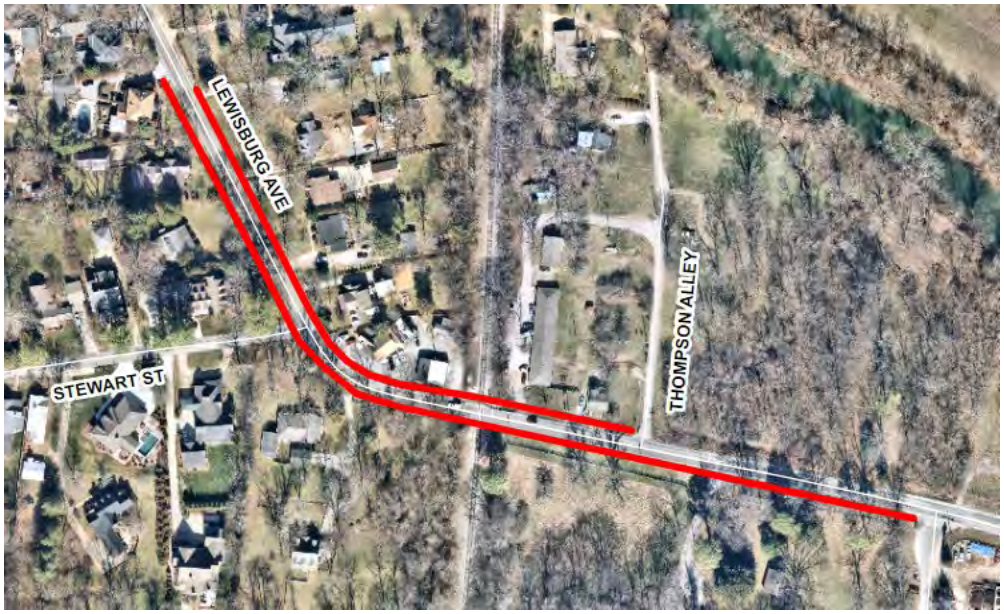
	Actual	Projected										Total
Lockwood Glen Park	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ 10,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (Arterial)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ 2,602,300	$ -	$ 1,685,573	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,287,873
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication (Q2)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 2,602,300**	**$ -**	**$ 11,685,573**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 14,287,873**

Project #: ST16030 | **Lewisburg Ave Sidewalk to Collins Farm**

Board Priority:
CIP:

The purpose of this project is to improve pedestrian access within our historic downtown. The project includes sidewalks and trails from Collins Farm to West of Stewart St.

The project will include: roadway construction, utility upgrades/relocations, curb & gutter, and accommodations for pedestrians and bicycles. Approximate project length of 1,379 LF.



Expenditure Summary

Original Project Cost Estimate	$	1,162,160
Current Project Cost Estimate	$	4,156,145
Dollars Spent as of July 2023	$	89,479

Project Status

Current Phase: **ROW/Bidding**

Financing Summary

	Actual	Projected									Total
Lewisburg Sidewalk	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ 426,380	$ -	$ 879,765	$ 2,250,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,556,145
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund Arterial	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ 300,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 300,000
Sewer Funding	$ -	$ -	$ -	$ 300,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 300,000
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 426,380**	**$ -**	**$ 879,765**	**$ 2,850,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,156,145**

Project #: ST160006 | **Jordan Road (Aspen Grove Dr-Mallory Ln)**

Board Priority:
CIP: FY 2019-2028

Improvement of Jordan Road, from Aspen Grove Road to Mallory Lane. Reconstruction of Jordan Road to City standard two (2) lane facility with turn lanes as required. Project shall include: curb & gutter, ITS Infrastructure, and accommodations for pedestrians and bicycles. Approximate project length of 1,700 LF.

Expenditure Summary

Original Project Cost Estimate	$	4,670,480
Current Project Cost Estimate	$	3,541,764
Dollars Spent as of July 2023	$	429,764

Project Status

Current Phase: **ROW/Bidding**

Financing Summary

	Actual	Projected									Total
Jordan Road	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (CA1)	$ 300,000	$ -	$ 1,241,764	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,541,764
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 300,000**	**$ -**	**$ 3,241,764**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,541,764**

Projects by Category

Design - Committed

Project		Total Cost
New City Hall	$	99,690,597
Long Lane & Old Peytonsville	$	45,735,967
McEwen Phase 5	$	19,800,687
Liberty Park Improvements	$	11,672,355
Main Barn Restoration (Harlinsdale)	$	4,000,004
Total Budgeted - Committed	**$**	**180,899,610**

Project #: FM16001 | **New City Hall Plaza**

Board Priority:
CIP: FY 2019-2028

New City Hall Plaza. Redevelopment of existing site, including new City Hall, 200 space underground parking, streetscape along 3rd Avenue, limited expansion of retail space along 3rd Avenue and 1 ac. Park at corner of 3rd and Church.

Expenditure Summary

Original Project Cost Estimate	$	24,500,000
Current Project Cost Estimate	$	99,690,597
Dollars Spent as of July 2023	$	740,597

Project Status

Current Phase: **Design-Committed**

Financing Summary

	Actual	Projected										Total
New City Hall	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ 636,010	$ 1,000,000	$ 4,000,000	$ 5,000,000	$ 4,054,587	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,690,597
General - Bond Proceeds	$ -	$ -	$ -	$ 85,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 85,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 636,010**	**$ 1,000,000**	**$ 4,000,000**	**$ 90,000,000**	**$ 4,054,587**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 99,690,597**

Project #: ST16017 | **Long Ln and Old Peytonsville Rd Connector**

Board Priority:

CIP: FY 2019-2028

Included in the update to the Major Thoroughfare Plan are 2 crossings of I-65. This project is one of those crossings as is intended to connect Old Peytonsville Road with Long Lane. The main advantage of this crossing is to allow for traffic interconnectivity across I-65 without having to use Goose Creek By-Pass or Highway 96. Limits of construction are from Five Mile Creek Bridge to 500 feet east of Baskin Property. Approximately 2,500 LF.

Project located in Collector Service Area 2.

Expenditure Summary

Original Project Cost Estimate	$	22,288,800
Current Project Cost Estimate	$	45,735,967
Dollars Spent as of July 2023	$	5,202,633

Project Status

Current Phase: **Design-Committed**

Financing Summary

	Actual	Projected									Total
Long Lane & Old Peytonsville	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ 2,500,000	$ -	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,967,054	$ -	$ -	$ -	$ -	$ -	$ 8,967,054
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ 32,000,000	$ -	$ -	$ -	$ -	$ -	$ 32,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (Coll.SA 2)	$ 3,755,213	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,755,213
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
In Lieu of Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ 1,013,700	$ -	$ -	$ -	$ -	$ -	$ 1,013,700
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 6,255,213**	**$ -**	**$ 1,500,000**	**$ 1,500,000**	**$ 1,500,000**	**$ 34,980,754**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 45,735,967**

Project #: ST16022 | **E McEwen Dr. Ext. (Wilson Pike to City Limits)**

Board Priority:
CIP: FY 2019-2028

Extension of East McEwen Drive from Wilson Pike (SR-252) to the Franklin/Brentwood City Limits. This project shall be constructed as a two (2) lane facility with earthwork to support a future expansion to a four (4) lane, median divided facility. This project shall include: access management (as possible), curb & gutter, ITS Infrastructure, and accommodations for pedestrians and bicycles.

Expenditure Summary

Original Project Cost Estimate	$	19,634,800
Current Project Cost Estimate	$	19,800,687
Dollars Spent as of August 2021	$	1,120,687

Project Status

Current Phase: **Design-Committed**

Financing Summary

McEwen Phase 5	Actual thru FY 2023	Projected FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total Available
Internal												
General - Cash	$ 250,000	$ -	$ 500,000	$ 500,000	$ 750,000	$ 1,167,249	$ 1,000,000	$ 512,635	$ -	$ -	$ -	$ 4,679,884
General - Bond Proceeds	$ 570,544	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 570,544
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ 1,000,000	$ 500,000	$ 500,000	$ 250,000	$ 250,000	$ 500,000	$ 500,000	$ -	$ -	$ -	$ 3,500,000
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
In Lieu of Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ 1,000,000	$ 1,000,000	$ 2,000,000	$ 500,000	$ 500,000	$ 3,000,000	$ 3,050,259	$ -	$ -	$ -	$ 11,050,259
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 820,544**	**$ 2,000,000**	**$ 2,000,000**	**$ 3,000,000**	**$ 1,500,000**	**$ 1,917,249**	**$ 4,500,000**	**$ 4,062,894**	**$ -**	**$ -**	**$ -**	**$ 19,800,687**

Project #: PK16009 | **Liberty Park Improvements**

Board Priority:
CIP: FY 2019-2028

Liberty Park Improvements: The first phase of Liberty Park was completed in 2003 with the second phase completed in 2008. The proposed project would complete the park by adding two parking areas, tennis courts or pickle ball, basketball courts, a lighted multipurpose field, mountain biking trails and a restroom/pavilion combination facility.

Expenditure Summary

Original Project Cost Estimate	$	5,400,000
Current Project Cost Estimate	$	11,672,355
Dollars Spent as of July 2023	$	322,355

Project Status

Current Phase: **Design-Committed**

Financing Summary

	Actual	Projected									Total
Liberty Park Improvements	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ 2,000,000	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,000,000
Parkland Dedication (Q1)	$ 3,750,000	$ -	$ 2,000,000	$ 1,922,355	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,672,355
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 3,750,000**	**$ -**	**$ 4,000,000**	**$ 3,922,355**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 11,672,355**

Project #: PK16002 — Main Barn Restoration (Harlinsdale)

Board Priority:
CIP:

In 2005, a master plan was completed by Archimania, but was more of an overview of the site. The objective of the updated master plan is to evaluate specific structures and develop concepts that broaden their usefulness. In FY19, the Parks Department has budgeted for a master plan update for architectural services to include the Main Barn. The master plan will identify the history/current use; proposed programming/use, HVAC/Sprinkler (dry system) and existing conditions which will result in concept drawings. The consultant will provide a conceptual opinion of probable cost for the total restoration project.

Expenditure Summary

Original Project Cost Estimate	$	1,809,070
Current Project Cost Estimate	$	4,000,004
Dollars Spent as of July 2023	$	400,004

Project Status

Current Phase: **Design-Committed**

Financing Summary

	Actual	Projected									Total
Main Barn Restoration (Harlinsdale)	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ 2,417,870	$ -	$ 1,182,134	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,600,004
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ 100,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 100,000
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ 300,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 300,000
Total	**$ 2,817,870**	**$ -**	**$ 1,182,134**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,000,004**

Projects by Category

Design - Uncommitted

Project		Total Cost
Mallory/N Royal Oaks/Liberty	$	21,723,895
Carlisle Ln (SR96W-Future Mack Hatcher Pkwy)	$	20,000,000
Church Street	$	16,532,450
Peytonsville Rd & Pratt Ln Int. Improvements	$	14,100,000
Lewisburg Sidewalk - Collins Farm to Carriage Park Drive	$	5,389,479
Greenway (Aspen Grove to Mack Hatcher)	$	5,283,353
Greenway (Pinkerton Park to Franklin Road Bridge)	$	5,250,000
Mack Hatcher Multiuse Trail (Franklin-Hillsboro)	$	4,800,000
Lewisburg Sidewalk - Carriage Park Drive to Mack Hatcher	$	4,189,479
Main St Sidewalk Repair Project	$	3,013,164
Total Budgeted - Uncommitted	**$**	**100,281,820**

Project #: ST16014 | **Mallory/N Royal Oaks & Liberty Int. Imp.**

Board Priority:

CIP:

This project includes Improvements to Mallory Ln, North Royal Oaks Boulevard and Liberty Pike . This section of roadway is projected to be at a failure level in the next 3-4 years based on the proposed development along Mallory Lane and Carothers Parkway. If this project is not completed, there will be significant delays along these sections of roadway.

The project will include roadway construction, access management (as allowed), utility upgrades/relocations, curb & gutter, bridge construction, and accommodations for pedestrians and bicycles. Approximate project length of 4,652 LF.

Expenditure Summary

Original Project Cost Estimate	$	15,000,000
Current Project Cost Estimate	$	21,723,895
Dollars Spent as of July 2023	$	723,895

Project Status

Current Phase: **Design - Uncommitted**

Financing Summary

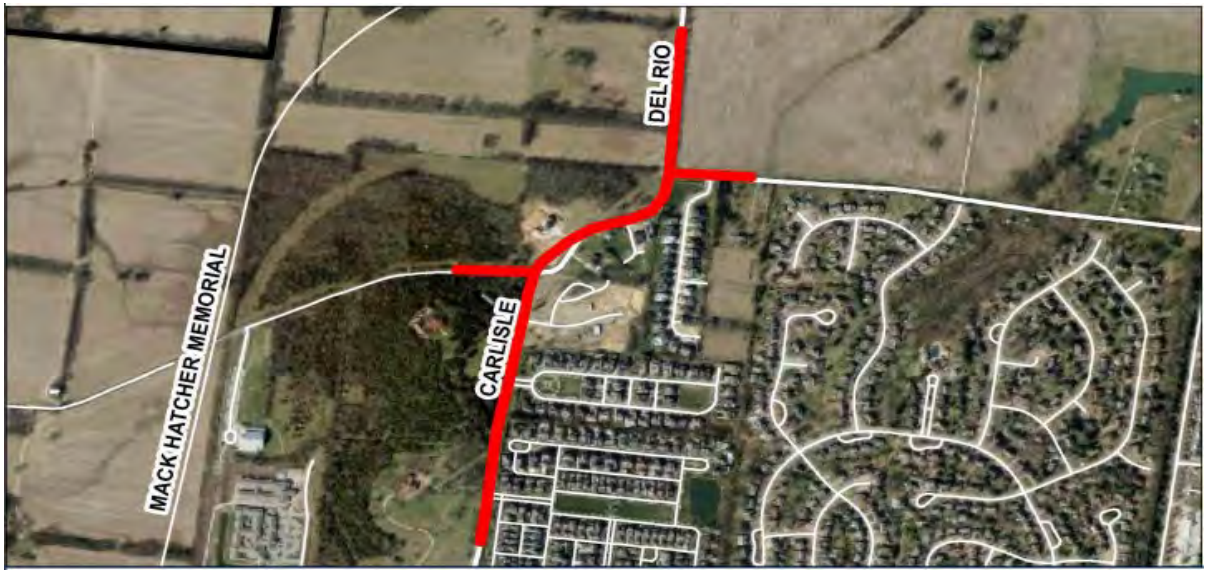
	Actual	Projected										Total
Mallory/N Royal Oaks/Liberty	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ 323,895	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 323,895
General - Bond Proceeds	$ -	$ -	$ -	$ 2,000,000	$ -	$ 9,000,000	$ -	$ -	$ -	$ -	$ -	$ 11,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ 475,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 475,000
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax - City	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax - County	$ -	$ -	$ -	$ -	$ -	$ 9,025,000	$ -	$ -	$ -	$ -	$ -	$ 9,025,000
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ 400,000	$ -	$ -	$ -	$ -	$ -	$ 400,000
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ 500,000
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 798,895**	**$ -**	**$ -**	**$ 2,000,000**	**$ -**	**$ 18,925,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 21,723,895**

Project #: ST16001 **Carlisle Ln (SR96W-Future Mack Hatcher Pkwy)**

Board Priority:
CIP: FY 2019-2028

Carlisle Lane include improvements from Highway 96 West (SR-96) to the future Mack Hatcher improvements. The typical section will include two (2) lanes with turn lanes; bike lanes; sidewalks, curb/gutter and drainage improvements. Approximate project length of 4,830 LF

Project located in Collector Service Area 4



Expenditure Summary

Original Project Cost Estimate	$	8,490,720
Current Project Cost Estimate	$	20,000,000
Dollars Spent as of July 2023	$	-

Project Status

Current Phase **Design - Uncommitted**

Financing Summary

	Actual	Projected									Total
Carlisle Ln (SR96W-Future Mack Hat	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,000,000	$ -	$ -	$ -	$ 20,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (SA4)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,000,000	$ -	$ -	$ -	$ 20,000,000

Project #: ST19006 | **Church Street**

Board Priority:
CIP: FY 2019-2028

This project is to upgrade Sanitary Sewer, Water and Stormwater infrastructure in our historic downtown area. We are having issues with all utilities along this corridor and they are in need of upgrades and replacement.

The existing stormwater system needs to be upgraded to provide service to the Parkview area. This area has been a problem since the early 80's with no improvements made. The roadways lack drainage infrastructure. This infrastructure is needed to help protect localized flooding during heavy rain events. This project would also include the install of a water quality feature at the Harpeth River. The goal is to extend infrastructure into the Parkview Area to address localized flooding.

Original Project Cost Estimate	$	11,231,644
Current Project Cost Estimate	$	16,532,450
Dollars Spent as of July 2023	$	390,784

Project Status
Current Phase: **Design - Uncommitted**

Financing Summary

	Actual	Projected									Total
Church Street	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ 600,000	$ 600,000	$ 624,535	$ -	$ -	$ -	$ -	$ -	$ 1,824,535
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (SA1)	$ 303,957	$ -	$ -	$ -	$ 3,000,000	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	$ 6,303,957
Road Impact Fund (SA2)	$ 303,958	$ -	$ -	$ -	$ 3,000,000	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	$ 6,303,958
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ 350,000	$ 350,000	$ -	$ -	$ -	$ -	$ -	$ 700,000
Sewer Funding	$ -	$ -	$ -	$ -	$ 700,000	$ 700,000	$ -	$ -	$ -	$ -	$ -	$ 1,400,000
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ 607,915	$ -	$ -	$ 600,000	$ 7,650,000	$ 7,674,535	$ -	$ -	$ -	$ -	$ -	$ 16,532,450

Project #: ST16005A | **Peytonsville Rd & Pratt Ln Int. Improvements**

Board Priority:
CIP: FY 2019-2028

Reconstruction of the intersection of Peytonsville Road and Pratt lane to a conventional T-intersection. The included section Old Peytonsville Road shall be reconstruction as a four (4) lane, median divided facility, while the included section of Pratt Lane shall be reconstructed as a two (2) lane facility. Both streets shall have turn lanes as required. Project shall include: access management (as allowable), curb & gutter, ITS Infrastructure, and accommodations for pedestrians and bicycles. Approximate project length of 2,300 LF. Project located in Collector Service Area 3.

Expenditure Summary

Original Project Cost Estimate	$	9,913,416
Current Project Cost Estimate	$	14,100,000
Dollars Spent as of July 2023	$	-

Project Status

Current Phase: **Design - Uncommitted**

Financing Summary

Peytonsville Rd & Pratt Ln Int. Impro	Actual thru FY 2023	Projected FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ 10,000,000	$ -	$ -	$ -	$ -	$ -	$ 10,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (SA2)	$ -	$ -	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ -	$ -	$ -	$ -	$ -	$ 3,600,000
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ 500,000
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ 900,000	$ 900,000	$ 900,000	$ 11,400,000	$ -	$ -	$ -	$ -	$ -	$ 14,100,000

Project #: ST16030 **Lewisburg Ave Trail Carriage Park Dr. to Mack Hatcher (SR-397)**

Board Priority:
CIP:

This project includes the construction of multi purpose trail along the south side of Lewisburg Pike. Staff is working on the design and will try to obtain future federal funding to help move this project forward.

The project will include utility upgrades/relocations, curb & gutter, bridge construction/rehabilitation, and accommodations for pedestrians and bicycles. Approximate project length of 4,266 LF

Expenditure Summary

Original Project Cost Estimate	$	1,162,160
Current Project Cost Estimate	$	5,389,479
Dollars Spent as of July 2023	$	89,479

Project Status

Current Phase **Design - Uncommitted**

Financing Summary

	Actual	Projected									Total
Lewisburg Sidewalk	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund Arterial	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 389,479	$ 500,000	$ -	$ 889,479
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,500,000	$ -	$ 4,500,000
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 389,479**	**$ 5,000,000**	**$ -**	**$ 5,389,479**

Project #: PK16011 — Greenway (Aspen Grove to Mack Hatcher)

Board Priority:

CIP: FY 2019-2028

Aspen Grove Trail Connection is identified in the Parks Master Plan as 1/2-mile trail~greenway connection that will link pedestrians from the Cool Springs area to the Mack Hatcher trailhead and multipurpose pathway located on Mack Hatcher Parkway. The existing multipurpose pathway is connected to Harlinsdale Farm and ultimately to the historic downtown. Land acquisition and construction will be part of constructing the missing link.

Expenditure Summary

Original Project Cost Estimate	$	1,555,000
Current Project Cost Estimate	$	5,283,353
Dollars Spent as of July 2023	$	83,353

Project Status

Current Phase: **Design - Uncommitted**

Financing Summary

	Actual	Projected									Total
Greenway (Aspen Grove to Mack Ha	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ 1,250,000	$ 1,250,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,500,000
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ 75,000	$ -	$ 1,354,000	$ 1,354,353	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,783,353
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 75,000**	**$ -**	**$ 2,604,000**	**$ 2,604,353**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,283,353**

Project #: PK19007 | **Greenway (Pinkerton Park to Franklin Road Bridge)**

Board Priority:
CIP: FY 2019-2028

From the existing trail inside Pinkerton Park, the greenway would head north and west along the banks of the Harpeth, this time hugging a small shelf below Fort Granger as the trail approaches Downtown Franklin and would connect under the Franklin Road Bridge leading to the new sidewalk toward the Park at Harlinsdale Farm or south into downtown Franklin.
Dependent upon the bridge on franklin Road.

Expenditure Summary

Original Project Cost Estimate	$	5,328,400
Current Project Cost Estimate	$	5,250,000
Dollars Spent as of July 2023	$	-

Project Status

Current Phase: **Design - Uncommitted**

Financing Summary

	Actual	Projected										Total
Greenway (Pinkerton Park to Franklin	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,247,800	$ 2,500,000	$ -	$ -	$ -	$ 4,747,800
Hotel Motel	$ -	$ -	$ -	$ 502,200	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 502,200
Parkland Dedication (1)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ 502,200	$ -	$ -	$ 2,247,800	$ 2,500,000	$ -	$ -	$ -	$ 5,250,000

Project #: ST16024 **Mack Hatcher Multiuse Trail (Franklin-Hillsboro)**

Board Priority:
CIP: FY 2019-2028

The Mack Hatcher Parkway (SR-397) has been designed with a multi-use path on the south side of the road. A 12' multi-use path exists from Franklin Road to Daniel McMahon Lane.

Expenditure Summary

Original Project Cost Estimate	$	3,600,000
Current Project Cost Estimate	$	4,800,000
Dollars Spent as of July 2023	$	-

Project Status

Current Phase: **Design - Uncommitted**

Financing Summary

	Actual	Projected									Total
Mack Hatcher Multiuse Trail (Frankli	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 150,000	$ 650,000	$ 4,000,000	$ 4,800,000
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 150,000	$ 650,000	$ 4,000,000	$ 4,800,000

Project #: ST16030 | **Lewisburg Ave Trail Collins to Carriage Park Dr.**

Board Priority:
CIP:

This project includes the construction of multi purpose trail along the south side of Lewisburg Pike. Staff is working on the design and will try to obtain future federal funding to help move this project forward.

The project will include utility upgrades/relocations, curb & gutter, bridge construction/rehabilitation, and accommodations for pedestrians and bicycles. Approximate project length of 4,000 LF

Expenditure Summary

Original Project Cost Estimate	$	1,162,160
Current Project Cost Estimate	$	4,189,479
Dollars Spent as of July 2023	$	89,479

Project Status

Current Phase: **Design - Uncommitted**

Financing Summary

	Actual	Projected									Total
Lewisburg Sidewalk	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund Arterial	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ 150,000	$ 539,479	$ -	$ -	$ -	$ -	$ 689,479
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,500,000	$ -	$ -	$ -	$ -	$ 3,500,000
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,000**	**$ 4,039,479**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,189,479**

Project #: ST19001 | **Main St Sidewalk Repair Project**

Board Priority:
CIP: FY 2019-2028

Main Streets Streetscape project was completed in the early 90's. The existing brick pavers are faded and uneven creating numerous ADA issues along our main street. In addition, the tree grates need to be replaced. Staff is proposing to replace all the brick pavers and crosswalks to bring

Expenditure Summary

Original Project Cost Estimate	$	2,200,000
Current Project Cost Estimate	$	3,013,164
Dollars Spent as of July 2023	$	13,164

Project Status

Current Phase: **Design - Uncommitted**

Financing Summary

Main St Sidewalk Repair Project	Thru FY 2023	Projected FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total Available
Internal												
General - Cash	$ 250,000	$ -	$ 690,791	$ 690,791	$ 690,791	$ 690,791	$ -	$ -	$ -	$ -	$ -	$ 3,013,164
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ 250,000	$ -	$ 690,791	$ 690,791	$ 690,791	$ 690,791	$ -	$ -	$ -	$ -	$ -	$ 3,013,164

Current Project Cost Estimate: $ 3,013,164
Remaining Funding Needed: $ -

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 dedicated $0.07 of the total property tax rate (at the time $0.07 on $0.4165/$100 of assessed value, currently $0.3261/$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 Financing & *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**

HISTORIC FRANKLIN TENNESSEE

Appendices: Capital

Appendix C: Impact of Capital Improvements on the 2025 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. Appendix A illustrates the increasing, nominal and decreasing annual operating budget impacts for approved capital projects in the FY 2025 budget. Although just and estimate, it is hoped that this "stop-light" approach to categorizing operating impacts sis a good start and will assist policy and decision makers, staff and taxpayers understand how investments today continue to make financial impacts well into the future.

In addition, the City of Franklin monitors operating impacts of certain financing sources for capital improvements:

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. 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 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.

Capital Expenditures

The following is a detailed list of Capital Expenditures Appropriated in the FY 2025 Operating Budget. A key is provided describing the estimated operational impact of each expenditure: ⇧ (Increase in cost), = (nominal change), ⇩ (decrease in cost) and an estimate- of that change. *(Estimate is an asusmption of cost savings through EITHER replacement of vehicles and related repair savings, deferral of assets through renewal efforts or cost increases due to adds to overall fleet and assets).

Department	Request	Amount	Bond Funded	Total	Impact on Operations	
					Impact Indicator	Annual Amount of increase/decrease
Operations						
General Fund:						
TOC	Donelson Creek Parkway/Lewisburg Pike Signal	$ 650,000	$ -	$ 650,000	=	$ -
TOC	South Margin/Lewisburg/5th Ave. Design	$ 200,000	$ -	$ 200,000	=	$ -
City-Wide	Transfer to Capital Projects Fund	$ 5,061,000	$ -	$ 5,061,000	=	$ -
TOTAL		**$ 5,911,000**	**$ -**	**$ 5,911,000**		**$ -**
Street Aid						
Streets	Street Resurfacing	$ 4,216,410	$ -	$ 4,216,410	=	$ -
Streets	Pavement Restoration	$ 372,802	$ -	$ 372,802	⇩	$ (75,000)
Streets	Sidewalks	$ 1,216,000		$ 1,216,000	=	$ -
Streets	Sidewalks	$ 415,000	$ -	$ 415,000	=	$ -
TOTAL		**$ 6,220,212**	**$ -**	**$ 6,220,212**		**$ (75,000)**
County Facilities Fund						
City-Wide	Intersection Improvements at new F.S.S.D. HQ	$ 200,000		$ 200,000	=	$ -
TOTAL		**$ 200,000**	**$ -**	**$ 200,000**		**$ -**
Hotel/Motel Fund						
City-Wide	Contribution to the Merrill-Williams House	$ 50,000		$ 50,000		
City-Wide	Cool Springs Conference Center Infrastructure	$ 1,200,000		$ 1,200,000	⇩	$ (40,000)
TOTAL		**$ 1,250,000**	**$ -**	**$ 1,250,000**		**$ (40,000)**
Total all Capital Expenditures budgeted in Operations:				**$ 13,581,212**		**$ (115,000)**

Capital Expenditures

The following is a detailed list of Capital Expenditures Appropriated in the FY 2025 Operating Budget. A key is provided describing the estimated operational impact of each expenditure: ⇧ (Increase in cost), = (nominal change), ⇩ (decrease in cost) and an estimate- of that change. *(Estimate is an asusmption of cost savings through EITHER replacement of vehicles and related repair savings, deferral of assets through renewal efforts or cost increases due to adds to overall fleet and assets).

Department	Request	Amount	Bond Funded	Total	Impact on Operations	
					Impact Indicator	Annual Amount of increase/decrease
Capital						
General Fund:						
TOC	Various traffic flow/control improvements	$ 2,455,000		$ 2,455,000	↑	$ 25,000
Streets	Brine Making Equipment	$ 165,000	$ -	$ 165,000	↓	$ 5,000
Streets	Platform Ladder Truck	$ 183,970		$ 183,970	↓	$ 5,000
IT	Various Equipment	$ 325,000		$ 325,000	=	$ -
Engineeering	Capital Project Management Software	$ 74,000		$ 74,000	↓	$ (100,000)
Parks	LED Lighting @ Jim Warren Park	$ 300,000		$ 300,000	↓	$ 25,000
TOTAL		**$ 3,502,970**	**$ -**	**$ 3,502,970**		**$ (40,000)**
Sanitation Fund:						
SES Collection	Replacement of Side Loaders & Knucklebooms	$ 1,273,413		$ 1,273,413	↓	$ (85,000)
TOTAL		**$ 1,273,413**	**$ -**	**$ 1,273,413**		**$ (85,000)**
City Facilities Tax						
Police	Special Operations - Armored Vehicle	$ 354,000		$ 354,000	↑	$ 15,000
TOTAL		**$ 354,000**	**$ -**	**$ 354,000**		**$ 15,000**
Stormwater						
Stormwater	Vaccum Truck	$ 498,536		$ 498,536	=	$ -
Stormwater	Stream Restoration Projects	$ 400,000		$ 400,000	=	$ -
TOTAL		**$ 898,536**	**$ -**	**$ 898,536**		**$ -**
Hotel/Motel Fund						
Planning	Preservation Plan	$ 100,000		$ 100,000	=	$ -
City-wide	Hotel Occupancy tax Audit	$ 45,000		$ 45,000		
Parks	LED Lighting @ Jim Warren Park	$ 300,000		$ 300,000	↓	$ (25,000)
TOTAL		**$ 445,000**	**$ -**	**$ 445,000**		**$ (25,000)**
Transit Fund						
Transit	Replacement Vehicles	$ 350,000		$ 350,000	=	$ -
TOTAL		**$ 350,000**	**$ -**	**$ 350,000**		**$ -**
Water & Sewer Fund						
Water	Various capital improvements	$ 1,249,600		$ 1,249,600	↓	$ (35,000)
Wastewater	Various capital improvements	$ 16,310,329		$ 16,310,329	↓	$ (200,000)
TOTAL		**$ 17,559,929**	**$ -**	**$ 17,559,929**		**$ (235,000)**
Total all Capital Expenditures budgeted in Capital:		**$ 24,383,848**	**$ -**	**$ 24,383,848**	**$ -**	**$ (370,000)**
Total All Capital proposed FY 2025				**$ 37,965,060**		**$ (485,000)**

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APPENDICES: 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 April 2021, 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 $36.9 million in FY 2024). 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 $32.3 million in FY 2025). 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 these 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 - Capital Assets Policy**
  - **Appendix G - Investments Policy**

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

Appendix D – Policies: General Fund - Fund Balance

City of Franklin
General Fund
Fund Balance Policy

Objectives for Establishing the Fund Balance Policy

The Fund Balance Policy is intended to provide guidelines during the preparation of and deliberations on the annual budget to ensure that sufficient reserves are maintained for unanticipated expenditures or revenue shortfalls and to preserve flexibility throughout the fiscal year to make adjustments in funding for programs approved in connection with the annual budget. The Fund Balance Policy should be established based upon a long-term perspective recognizing that stated thresholds are considered minimum balances. The objective of establishing and maintaining a Fund Balance Policy is for the City to be in a strong fiscal position that will be better able to weather negative economic trends. Factors for maintaining sufficient Fund Balance include the ability to:

- Maintain covenants of third party agreements;
- Provide funds for enacted Ordinances and Resolutions of the Board of Mayor and Aldermen;
- Mitigate State budget actions that may reduce City revenue;
- Absorb liability settlements;
- Mitigate economic downturns that the City may face in the future;
- Front-fund or completely fund, if necessary, disaster costs or costs associated with emergencies.
- Fund the City's expenditures and debt service payments during the first few months of the year before traditional revenues are realized;
- Fund non-recurring expenses identified as necessary by the Board of Mayor and Alderman
- Fund one-time capital expenses identified as necessary by the Board of Mayor and Alderman

The Fund Balance will consist of three funds: the Reserve Fund, the Designated Fund, and the Undesignated/Unreserved Fund:

- **The Reserve Fund** consists of funds that are mandated by a third party through laws, regulations, and other legal requirements to be used for a specific purpose. There is no minimum percentage requirement for this account. *(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, all non-spendable and restricted components of fund balance are included within the Reserve Fund).*

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.

Appendix D – Policies: General Fund - Fund Balance

General Fund
Fund Balance Policy Addendum
Order of Use of Funds

Stabilization Funds
Maintaining a Financial Stabilization Account is a necessity for sound financial management and fiscal accountability. The City's governing body has the authority to establish a Financial Stabilization Account that will be a **Committed Fund Balance**.

A Financial Stabilization Account is established for the purpose of providing funds for an urgent event that affects the safety of the general public (e.g. flood, tornado, etc.) or financial stability.

For FY 2025 the City of Franklin projects to have $37,043,289 in its stabilization account as follows:

Urgent Event	Percent of Total 33%	Amount
Contingency	5%	$ 5,612,620
Emergency	5%	$ 5,612,620
Cash Flow Stabilization	14%	$15,715,335
Debt Service	3%	$ 3,367,572
Property/Liability/Health Insurance	4%	$ 4,490,096
Other Post Employment Benefits	2%	$ 2,245,048
	33%	$37,043,289

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

Appendix D – Policies: General Fund - Fund Balance

when the specific expenditures exceed 10% of budgeted amount, or a specific amount such as $100,000.

If due to an urgent event, funds are needed from the stabilization fund in excess of funds currently budgeted:

1. Anticipated funds in excess of budgeted funds will be temporarily deducted from the Stabilization fund.
2. After actual expenditures used are determined, a budget amendment will be submitted to the City's governing body to amend the budget for the excess funds used if unassigned funds are available.
3. In the event that unassigned funds are not available, the Board will replenish the Financial Stabilization Account balance to the established minimum level within four years in equal increments unless otherwise provided.

Date last reviewed: September 23, 2014
Updated numbers: May 2024

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.

Appendix E – Debt Management Policy

CITY OF FRANKLIN

TENNESSEE

Debt Management Policy

Prepared by
Public Financial Management, Inc.
Originally Adopted on June 23, 2009
Revised and Adopted by Finance Committee, March 10, 2016
Revised and Adopted by Board of Mayor & Aldermen, April 12, 2016
Revised and Proposed by Staff, November 30, 2017

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Introduction

Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.

Since the guidelines contained in the Policy require regular updating in order to maintain relevance and to respond to the changes inherent in the capital markets, the City plans to revisit the Policy from time to time.

City of Franklin
Debt Management Policy

I. Policy Statement

In managing its debt, it is the City's policy to:

- Achieve the lowest cost of capital
- Ensure high credit quality
- Assure access to the capital credit markets
- Preserve financial flexibility
- Manage interest rate risk exposure

II. Goals & Objectives

Debt policies and procedures are tools that ensure that financial resources are adequate to meet the City's long-term planning objectives. In addition, the Debt Management Policy ("Policy") helps to ensure that financings undertaken by the City satisfy certain clear objective standards which allow the City to protect its financial resources in order to meet its long-term capital needs. The adoption of clear and comprehensive financial policies enhances the internal financial management of the City.

The Policy formally establishes parameters for issuing debt and managing a debt portfolio which considers the City's specific capital improvement needs; ability to repay financial obligations; the existing legal, economic, and financial and debt market conditions. Specifically, the policies outlined in this document are intended to assist in the following:

- To guide the City and its managers in policy and debt issuance decisions
- To maintain appropriate capital assets for present and future needs
- To promote sound financial management
- To protect the City's credit rating
- To ensure the legal use of City's debt issuance authority
- To promote cooperation and coordination with other stakeholders in the financing and delivery of services
- To evaluate debt issuance options

III. Issuance Process

The City charter, which was approved by private Act of the Tennessee Legislature as Chapter 126 in 1967, as amended, authorizes the City to issue general obligation bonds subject to the adoption of a bond resolution by the Board of Mayor and Aldermen. Other sections of the Tennessee Code Annotated and the Federal Tax Code may govern the issuance or structure of the City's bonds.

These provisions serve as a basis for the City's affordability guidelines described later in this policy.

IV. Credit Quality and Credit Enhancement

The City's debt management activities will be conducted to receive the highest credit ratings possible, consistent with the City's financing objectives. The Finance Director will be responsible for maintaining relationships and communicating with the rating agencies that assign ratings to the City's debt. The Finance Director will provide the rating agencies with periodic updates of the general financial condition of the City. Full disclosure of operations and open lines of communication shall be maintained with the rating agencies. The City, together with the Financial Advisor, shall prepare presentations to the rating agencies to assist credit analysts in making an informed decision. The Finance Director shall be responsible for determining whether or not a rating shall be requested on a particular financing, and which of the major rating agencies will be asked to provide such rating.

The City will make an annual credit presentation to the Board of Mayor and Aldermen, explaining the City's current rating, rating agency views on the City's performance and current items which may positively or adversely affect the City's General Obligation credit rating.

The City will consider the use of credit enhancements on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when clearly demonstrable savings can be shown shall an enhancement be considered. The City will consider each of the following enhancements as alternatives by evaluating the cost and benefit of such enhancements:

1. Bond Insurance

The City may purchase bond insurance when such purchase is deemed prudent and advantageous for negotiated sales. The predominant determination shall be based on such insurance being less costly than the present value of the difference in the interest on insured bonds versus uninsured bonds. For competitive sales, the purchaser of the bonds will determine whether bond insurance will be used.

The City will solicit quotes for bond insurance from interested providers, or in the case of a competitive sale, allow bidders to request bond insurance. In a negotiated sale, the City will select a provider whose bid is most cost effective and whose terms and conditions governing the guarantee are satisfactory to the City. The winning bidder in a competitive sale will determine the provider of bond insurance.

2. Letters of Credit

The City may enter into a letter-of-credit (LOC) agreement when such an agreement is deemed prudent and advantageous. The City will prepare and distribute a request for qualifications to qualified banks or other qualified financial institutions which includes terms and conditions that are acceptable to the City.

V. Debt Affordability

The ratios and standards identified below are intended to provide guidelines which permit and facilitate long-term access to capital while ensuring that financial leveraging decisions do not negatively impact the City's annual operations. The City shall consider the ability to repay debt as it relates to the total budget resources and the property tax base:

Total Budget Resources

- Net Direct Debt divided by Operating Revenues ≤ 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 net variable rate debt outstanding (excluding (1) debt which has been converted to synthetic fixed rate debt and (2) an amount of debt considered to be naturally hedged to short-term assets in the Unreserved Fund Balance) shall not exceed 20% of the City's total outstanding debt and will take into consideration the amount and investment strategy of the City's operating cash.

1. The following circumstances may result in the consideration of issuing variable rate debt:

a) *Asset-Liability Matching*

b) *Construction Period Funding*

c) *High Interest Rates.* Interest rates are above historic averages.

d) *Variable Revenue Stream.* The revenue stream for repayment is variable, and is anticipated to move in the same direction as market-generated variable interest rates, or the dedication of revenues allows capacity for variability.

e) *Adequate Safeguards Against Risk.* Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts; such structures could include, but are not limited to, interest rate caps and short-term cash investments in the City's General Fund.

f) *Financial Advisor Analysis*. An analysis from the City's Financial Advisor evaluating and quantifying the risks and returns involved in the variable rate financing and recommending variable rate as the lowest cost option.

g) *As a Component to Synthetic Fixed Rate Debt.* Variable rate bonds may be used in conjunction with a financial strategy, which results in synthetic fixed rate debt. Prior to using synthetic fixed rate debt, the City shall certify that present value savings of at least 3% results from issuing synthetic fixed rate debt relative to traditional fixed rate debt.

VIII. Use of Synthetic Debt

The Finance Director will determine whether the use of synthetic debt is appropriate and will comply with the state statutes regulating the use of synthetic debt.

Swaps are appropriate to use when they achieve a specific objective consistent with overall financial policy. Swaps may be used, for example, to lock-in a current market fixed rate or create additional variable rate exposure. Swaps may be used to produce interest rate savings, alter the pattern of debt service payments, or for asset/liability matching purposes. Swaps may be used to cap, limit or hedge variable rate payments.

Options granting the right to commence or cancel an underlying swap may be used to the extent the swap itself is otherwise consistent with these guidelines; however, the Finance Director must determine if the use of any such option is appropriate and warranted given the potential benefit, risks, and objectives of the City.

IX. Refinancing Outstanding Debt

The Finance Director with assistance from the City's Financial Advisor shall have the responsibility to analyze outstanding bond issues for refunding opportunities. The Finance Director will consider the following issues when analyzing possible refunding opportunities:

1. Debt Service Savings

Absent other compelling considerations such as the opportunity to eliminate onerous or restrictive covenants contained in existing debt documents, the Finance Director establishes a minimum present value savings threshold of 3.0% of the advanced refunded bond principal amount. The present value savings will be net of all costs related to the refinancing. If present value savings is less than 3.0%, the Finance Director may consider the option value captured as a percent of total savings. If the option value exceeds 70% and present value savings is less than 3.0%, the Finance Director may opt to complete a refunding. If the present value savings per maturity is at least 3.0% but less than 70% of the option value, the Finance Director may opt to complete a refunding. The decision to take savings on an upfront or deferred basis must be explicitly approved by the Board of Mayor and Alderman. Current refunding opportunities will be considered by the Finance Director if the refunding generates positive present value savings.

2. Restructuring for economic purposes

The City will refund debt when it is in the best financial interest of the City to do so. Such refunding will be limited to restructuring to meet unanticipated revenue expectations, achieve cost savings, mitigate irregular debt service payments, release reserve funds or remove unduly restrictive bond covenants.

3. Term of Refunding Issues

The City will refund bonds within the term of the originally issued debt. However, the Finance Director may consider maturity extension, when necessary to achieve a desired outcome, provided that such extension is legally permissible. The Finance Director may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of inter-generational equity should guide this decision.

4. Escrow Structuring

The City shall utilize the least costly securities available in structuring refunding escrows. In the case of open market securities, a certificate will be provided by a third party agent, who is not a broker-dealer stating that the securities were procured through an arms-length, competitive bid process, that such securities were more cost effective than State and Local Government Obligations (SLGS), and that the price paid for the securities was reasonable within Federal guidelines. Under no circumstances shall an underwriter, agent or financial advisor sell escrow securities to the City from its own account.

5. Arbitrage

The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refunding subject to the City's investment policies. Any positive arbitrage will be rebated as necessary according to Federal guidelines.

X. Methods of Issuance

The City or its designee will determine the method of issuance on a case-by-case basis.

1. **Competitive Sale**
   In a competitive sale, the City's bonds shall be awarded to the bidder providing the lowest true interest cost as long as the bid adheres to the requirements set forth in the official notice of sale.

   The City's Financial Advisor shall not be permitted to bid on the City's competitive bond sale.

2. **Negotiated Sale**
   While the City prefers the use of a competitive process, the City recognizes that some securities are best sold through negotiation. In its consideration of a negotiated sale, the City shall assess the following circumstances:

   a. State prohibitions against negotiated sales,

   b. A structure which may require a strong pre-marketing effort such as a complex transaction or a "story" bond,

   c. Size of the issue which may limit the number of potential bidders,

   d. Market volatility is such that the City would be better served by flexibility in timing a sale,

   e. Whether the Bonds are issued as variable rate demand obligations,

   f. Whether an idea or financing structure is a proprietary product of a single firm.

   The City's Financial Advisor shall not be permitted to serve as the underwriter on the City's negotiated bond sale.

3. **Private Placement**
   From time to time the City may elect to privately place its debt. Such placement shall only be considered if this method is demonstrated to result in a cost savings to the City relative to other methods of debt issuance.

   The City's Financial Advisor shall not be permitted to purchase the City's debt through a private placement.

XI. Underwriter Selection (Negotiated Transaction)

Senior Manager Selection

The Board of Mayor and Alderman or its designee shall select the senior manager for a proposed negotiated sale. The selection criteria shall include but not be limited to the following:

- The firm's ability and experience in managing complex transactions
- Prior knowledge and experience with the City
- The firm's willingness to risk capital and demonstration of such risk
- Quality and experience of personnel assigned to the City's engagement
- Financing ideas presented
- Underwriting fees

Co-Manager Selection

Co-managers will be selected on the same basis as the senior manager. In addition to their qualifications, co-managers appointed to specific transactions will be a function of transaction size and the necessity to ensure maximum distribution of the City's bonds.

Selling Groups
The City may use selling groups in certain transactions. To the extent that selling groups are used, the Finance Director at his or her discretion may make appointments to selling groups as the transaction dictates.

Underwriter's Counsel
In any negotiated sale of City debt in which legal counsel is required to represent the underwriter, the appointment will be made by the Senior Manager with input from the City.

Underwriter's Discount
The Finance Director will evaluate the proposed underwriter's discount against comparable issues in the market. If there are multiple underwriters in the transaction, the Finance Director will determine the allocation of fees with respect to the management fee, if any. The determination will be based upon participation in the structuring phase of the transaction.

All fees and allocation of the management fee will be determined prior to the sale date; a cap on management fee, expenses and underwriter's counsel will be established and communicated to all parties by the Finance Director. The senior manager shall submit an itemized list of expenses charged to members of the underwriting group. Any additional expenses must be substantiated.

Evaluation of Underwriter Performance
The Finance Director with assistance of an independent Financial Advisor will evaluate each bond sale after completion to assess the following: costs of issuance including underwriters' compensation, pricing of the bonds in terms of the overall interest cost and on a maturity-by-maturity basis, and the distribution of bonds and sales credits.

Following each sale, the Finance Director shall provide a report to the Board of Mayor and Aldermen on the results of the sale.

Syndicate Policies
For each negotiated transaction, the Finance Director will prepare syndicate policies that will describe the designation policies governing the upcoming sale. The Finance Director shall ensure receipt of each member's acknowledgement of the syndicate policies for the upcoming sale prior to the sale date.

Designation Policies
To encourage the pre-marketing efforts of each member of the underwriting team, orders for the City's bonds will be net designated, unless otherwise expressly stated. The City shall require the senior manager to:

- Equitably allocate bonds to other managers and the selling group
- Comply with Municipal Securities Rulemaking Board (MSRB) regulations governing the priority of orders and allocations
- Within 10 working days after the sale date, submit to the Finance Director a detail of orders, allocations and other relevant information pertaining to the City's sale

XII. Consultants

Financial Advisor

The City shall select a financial advisor (or advisors) to assist in its debt issuance and debt administration processes. Selection of the City's financial advisor(s) shall be based on, but not limited to, the following criteria:

- Overall quality of the firm's proposal as an indicator of its probability for success.
- Relevant Financial Advisor experience with municipal government issuers and the public sector.
- Indication that the firm has a broadly based background and is therefore capable of balancing the City's overall needs for continuity and innovation in capital planning and debt financing.
- Experience and demonstrated success as indicated by its listing of current major clients.
- The firm's professional reputation for integrity and compliance with state and federal law.
- Independence from municipal bond underwriting, trading, or other clients, activities, or events which could result in a conflict of interest.
- Professional qualifications and experience of principal employees who will work for the City.
- Commitment to fair and equitable employment practices.
- Consideration will be given to the proposed fee structure and estimated costs, but price will not be the sole determining factor.

Financial Advisory Services

Financial advisory services provided to the City shall include, but shall not be limited to the following:

- Advise the City on financial matters relating to proposed capital financing projects.
- Analyze the current debt profile and recommend appropriate changes to ensure correct mix of fixed rate debt, variable rate debt and structured products to accomplish the City's immediate and long-term fiscal objectives.
- Working with the City staff and their legal advisors, prepare Preliminary Official Statement, Official Statement, Notice of Bond Sale and other related documents.
- Advise and assist in presentations to rating agencies.
- Assist the City in obtaining competitive bids from bond underwriters, trustees, paying agents/registrars, printers and escrow verification agents, as necessary.
- In the event the City undertakes negotiated underwritings, the Financial Advisor shall represent the City's interests in all aspects of the negotiated transaction, including underwriter selection, revenue and transaction structuring, credit enhancement and pricing scales.
- Arrange for electronic disclosure and bidding services.
- Develop five and ten year debt strategies that incorporate the City's capital financing plans and revenue constraints. Discuss funding alternatives and cost benefits of proposed

strategies. Determine the City's debt or bonding capacity and the revenue impact of capital projects.

- Assist the City in identifying and obtaining new sources of funding for capital needs such as new revenues, asset sales, state and/or federal grants or incentive programs.
- Assess use of swaps and other structured products, and propose strategies, to meet the City's financing objectives.
- Develop a formal written debt policy, which incorporates the City's financial and operational objectives.
- Perform annual credit/scorecard calculations using the applicable local government criteria as provided by Moody's and Standard & Poor's.
- Perform bi-annual review of the City's credit/scorecard calculations in comparison to peer cities.
- Conduct necessary analysis and feasibility studies relating to financing of City projects, including cash flows, sources and uses, and sensitivity analysis of variables in a financing, such as interest rate, maturities, and rate of principal redemption.
- Propose innovative financing techniques, which may assist the City in minimizing costs, simplifying debt financing or achieving the City's objectives.
- Provide consultation and research on tax issues faced by the City relative to the financing of public infrastructure.
- Advise the City in complying with and preparing continuing disclosure information pursuant to Security and Exchange Commission rules.
- Cooperate and confer with the City's Bond Counsel and other advisors retained by the City.
- Review all financing documents and advise the City's Finance Director accordingly.
- Undertake such additional actions as will lead to the prompt and successful delivery of the proceeds and the production and availability of bonds.
- Make recommendations on legislation, as requested, which may significantly affect the bond's cost of financing.

Conflict of Interest

The City requires that its consultants and advisors provide objective advice and analysis, maintain the confidentiality of City financial plans, and be free from any conflicts of interest. Specifically, underwriters shall clearly identify itself in writing as an underwriter and not a financial advisor from the earliest stages of its relationship with the City. The underwriter must clarify its primary role as a purchaser of securities in an arms-length commercial transaction and that it has financial and other interests that differ from those of the City.

Bond Counsel

The City shall enter into an engagement letter agreement with the legal counsel representing the City in a debt transaction. City debt will include a written opinion by legal counsel affirming that the City is authorized to issue the proposed debt, that the City has met all legal requirements necessary for issuance, and a determination of the proposed debt's federal income tax status.

The approving opinion and other documents relating to the issuance of debt will be prepared by counsel with extensive experience in public finance and tax issues.

Disclosure by Financing Team Members

All financing team members, and their associated costs to perform such services, either on an on-time or continued basis, will be required to provide full and complete disclosure to the City and its governing body. Any and all Financing Team Members shall also disclose agreements with other financing team members and outside parties. The extent of disclosure may vary depending on the nature of the transaction. However, in general terms, no agreements shall be permitted which could compromise the firm's ability to provide independent advice which is solely in the City's best interests or which could reasonably be perceived as a conflict of interest.

XIII. Disclosure

The City will provide annual financial and economic information to the Electronic Municipal Market Access facility of the Municipal Securities Rulemaking Board. The City will also notify the MSRB of any of the following material events:

- Principal and interest payment delinquencies
- Nonpayment-related defaults
- Unscheduled draws on bond-related reserves
- Unscheduled draws on credit enhancements
- Substitution of credit or liquidity providers or the failure of performance on the part of a liquidity provider
- Adverse tax opinions or events affecting the tax-exempt status of any bonds
- Modifications to rights of bond holders
- Bond calls
- Defeasances
- Matters affecting collateral
- Rating changes

The City will also maintain a system of record keeping and reporting which complies with the arbitrage rebate compliance requirements of the federal tax code.

XIV. Debt Policy Review

The debt policy guidelines outlined herein are only intended to provide general direction regarding the future use and execution of debt, interest rate swaps and options. The City maintains the right to modify these guidelines and may make exceptions to any of them at any time to the extent that the execution of such debt, swap or option achieves City goals.

This policy will be reviewed no less frequently than annually. At that time the Finance Director will consider any recommendations for any amendments, deletions, additions, improvements or clarification.

Appendix F – Capital Assets Policy

The City of Franklin has recently adopted a capital assets policy. The policy attached on the ensuing pages was reviewed and approved by the Board of Mayor and Alderman in June 2019. It will be reviewed again in June 2023.

Appendix F – Capital Assets Policy

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CAPITAL ASSETS POLICY

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1. General Policy

The purpose of this policy is to provide guidance regarding capital assets:

(1) tracking from acquisition to disposal, and

(2) reporting in the financial statements in accordance with standards established by the Governmental Accounting Standards Board (GASB). Capital assets represent the most significant amounts on the balance sheet in the City's Comprehensive Annual Finance Report (CAFR).

2. Capital Assets Tracking from Acquisition to Disposal

2A. Capital Assets Defined

The City has various assets. To be a capital asset, three (3) criteria must be met:

(1) Either a tangible asset owned by the City or an intangible asset in which the City has rights but not ownership. (For examples of intangible assets, please see page 12)

(2) An asset with an initial, individual cost of more than the capital asset threshold (see Capital Asset Thresholds) for the asset type, and

(3) An asset with an estimated useful life of three (3) or more years.

2B. Assets Other Than Capital Assets Defined

All assets are not capital assets. The City has two (2) other asset classifications not included in capital assets:

(1) **Departmental Non-Capital Assets.** These are items in use (equipment, furniture, fire hydrants, etc.) that individually do not meet the capital asset criteria. At the discretion of the City's Comptroller, if an asset inventory purchase total exceeds the Capital Asset Threshold the purchase will be reviewed as necessary for potential depreciation as a capital asset.

(2) **Financial Inventory.** These are items held in inventory (stored parts or supplies) that comprise $25,000 or more in total within a department. Generally, these departments have included Water/Wastewater, Streets-Traffic, Streets-Fleet, Police (ammunition), and SES (waste containers). Departments perform a minimum of an annual count of financial inventory. Finance performs a spot check review of financial inventory usually after the department count. Other spot checks may be done more than annually.

2C. Non-City Assets Defined

If another government owns a capital asset, the other government reports the capital asset even if the City is responsible for its maintenance. Maintenance responsibility should be used only when ownership is unclear.

2D. Capital Asset Thresholds

Assets purchased, constructed, or received through capital lease or donation must be uniformly grouped into capital asset types. The following table summarizes the capitalization thresholds for the city's capital asset types. Amounts are capitalized when the cost or value equals or exceeds the applicable threshold amount. Projects will remain open for twelve (12) months after construction is complete to capture any late occurring costs. The threshold normally is applied to individual items in a group of similar items, rather than to the group as a whole. (Ex. fire hydrants, etc.)

Type	**Threshold Amount**
Land	Purchase Price
Buildings	$100,000
Improvements	$100,000
Infrastructure	$100,000
Equipment	$25,000

For assets funded with federal grants, the federal thresholds will be used in place of the above amounts to determine capitalization.

2E. Capital Assets Responsibilities

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

a. **Capital Investment Planning.** Departments should include estimates by asset type (street portion, streetscape portion, traffic signal portion, etc.) of capital investment projects.

b. **Budgeting**. Departments should strive to itemize capital asset acquisitions in their budgets by asset type (land, building, equipment, etc.).

c. **Tracking.** Departments should maintain a list of its capital assets from acquisition to disposal. The preferred method of tracking is within a computer database. This list should include:
   (a) Asset description
   (b) Asset identifier (address, VIN, Serial ID, tag number if applicable, etc.)
   (c) Date of acquisition
   (d) Asset cost or value when acquired
   (e) Estimated useful life
   (f) Date of disposal (in the fiscal year the asset is disposed. The asset would be removed from the list in the following fiscal year.)

d. **Acquisitions.** Acquisitions should strive to be shown by each asset (if 10 vehicles meeting the capital asset criteria are purchased, there should be 10 transactions with each having an asset identifier).

e. **Disposals.** Report any assets deemed to be surplus and unneeded by the department so that proper transfer or disposal can proceed. Theft or loss of property should be reported immediately. A police report should be obtained on all losses suspected of being stolen.

f. **Reporting.** At least annually, departments shall provide their lists to Risk Management (HR) and Finance. All departments are required to prepare and maintain an annual inventory of all assets assigned to their respective department. A second inventory listing of only assets with cost basis that are over the capitalization threshold for financial reporting should be prepared and submitted to Finance. Department directors are responsible for the inventories of their respective department.

g. **Review.** At least annually, Finance will spot check capital assets. Depending on the capital asset, Finance may recommend tagging capital assets to enhance tracking.

2F. Capital Asset Categories

The City reports five (5) categories of capital assets: Land, Buildings, Improvements, Infrastructure, and Equipment. Each category is further identified by type.

Land. Land is the surface or crust of the earth, which may be used to support structures. Land improvements consist of betterments, site preparation and site improvements (other than buildings) of a permanent nature that ready the land for its intended use. The costs associated with improvements to land are added to the cost of the land. Land and land improvements are inexhaustible assets and do not depreciate over time. For financial reporting, infrastructure right-of-way (ROW) or easements are reported in the land classification

The City reports two (2) types of capital assets as land:

(1) **Land Acquired (including right of way).** Expenditures for the purchase of land, including right-of-way. This includes land the City has ownership.

(2) **Easements Acquired.** Expenditures for the purchase of easements. This includes property the City has rights but not ownership. Temporary easements are at the discretion of the City's Comptroller, since it depends on length of the temporary acquisition.

Buildings. A building is a structure that is permanently attached to the land and is not intended to be transportable or moveable. Building improvements are capital events that materially extend the useful life of a building, increase the value of a building or both. A building improvement should be capitalized and recorded as an increase to the value of the existing building if the cost of the improvement meets or exceeds the capitalization threshold and increases the estimated useful life.

The City reports three (3) types of capital assets as buildings:

(1) **Buildings Acquired.** Expenditures for acquiring existing buildings.

(2) **Building Design and Construction.** Expenditures for design and construction of new buildings. This includes parking garages.

(3) **Building Improvements.** Expenditures for improvements made to existing buildings. Improvements means any expenditure greater than the asset type threshold that adds new capacity to an existing building or extends the estimated useful life of an existing building. This includes an addition, a new roof, or a new HVAC system.

Improvements. Improvements other than buildings include depreciable improvements and betterments made to land of a permanent nature, other than buildings that add value to land, but do not have an indefinite useful life.

The City reports two (2) types of capital asset as improvements:

(1) **Parks and Recreation Facilities.** Cost of acquisition and improvements to City parks.

(2) **Distribution and Collection Systems.** Cost of acquisition and improvements to City's water, sewer, and reclaimed distribution systems.

Infrastructure. Infrastructure assets are capitalized. The city has elected to apply depreciation expense for these assets. Costs for both maintenance and preservation of these assets are expensed in the period incurred.

Additions and improvements to existing infrastructure assets that increase capacity or efficiency are capitalized. Examples of additions and improvements that increase capacity or efficiency include adding a new lane or widening the lanes of an existing road, or alignment improvements.

For purposes of infrastructure accounting and reporting, the city has determined that roads will consist of lane miles of roadways and dissimilar assets such as drainage systems, lighting, and signalization are recorded separately.

Infrastructure is overseen by Engineering, Street Department, IT, or the Water Management Department.

The City reports eight (8) types of capital assets as infrastructure:

(1) **Drainage.** Cost of improving drainage.

(2) **Streets.** Cost of adding or improving streets.

(3) **Curb and Gutter.** Cost of adding or improving curb and gutter.

(4) **Gateway Enhancement and Streetscape.** Cost designated for adding or improving gateway enhancement and streetscape.

(5) **Bridges and Tunnels.** Cost of adding or improving bridges and tunnels.

(6) **Sidewalks.** Cost of adding or improving sidewalks.

(7) **Traffic Signals.** Cost of acquiring and installing traffic signals.

(8) **Streetlights.** Cost of installing or improving streetlights.

Equipment. Machinery and equipment is an apparatus, tool, or conglomeration of pieces to form a tool, or purchased equipment, used in operations. These items can be fixed or movable tangible assets. They will stand alone and not become a part of a basic structure or building.

The City reports fives (5) types of capital assets as equipment:

(1) **Furniture and Fixtures.** Expenditures for furniture and fixtures, including office furniture and building fixtures, with a unit cost more than the capital asset type threshold. Normally, such items would be indoors and would not require power to operate. Examples include chairs, tables, bookcases, and office cubicles.

(2) **Vehicles.** Expenditures for on-road rolling stock with a unit cost in excess of the capital asset type threshold each, used to transport persons or objects. May include expenditures for permanent improvements to new vehicles prior to placing the vehicle in service for the first time, regardless of cost (e.g., permanent attachments, pickup truck bed covers and bed liners, patrol car light bars, window tinting, etc.). Examples of vehicles include trailers, motorcycles, automobiles (e.g., sedans, pick-up trucks, SUVs) and on-road trucks to which the City affixes a license plate. Does NOT include off-road rolling stock to which the City does NOT affix a license plate.

(3) **Machinery and Equipment.** Expenditures for machinery and equipment with a unit cost in excess of the capital asset type threshold each, usually composed of a complex combination of parts. Examples include copiers, electronics, power tools, self-contained breathing apparatus, off-road rolling stock to which the City does NOT affix a license plate, traffic controllers and monitors, and radio equipment. Does NOT include computer hardware and vehicles to which the City affixes a license plate.

(4) **Computer Hardware.** Computer hardware with a unit cost over the capital asset type threshold.

(5) **Computer Software.** Non-recurring cost of computer software with a unit cost over the capital asset type threshold. For internally generated computer software, only costs incurred during the application development stage are considered capital assets.

2G. Capital Asset Costs

Capital assets are stated at historical cost or, in some instances, estimated historical cost. Donated capital assets, donated works of art and similar items, and any capital assets received in service concession arrangements are reported at acquisition value. Major outlays for capital assets and improvements are capitalized as projects are constructed. The cost of normal maintenance and repairs that do not add to the value of an asset or materially extend the asset's life is not capitalized.

Capital assets, except for land, land improvements and intangible assets with an indefinite useful life are depreciated over their estimated useful lives.

Land

Costs to include as land include:

- Original purchase price or estimated acquisition value at time of donation
- Professional fees (closing fees, title searches, architect, legal, engineering, appraisal, surveying, environmental assessments, etc.)
- Land excavation, fill, grading, drainage, and clearing

- Demolition of existing buildings and improvements (less salvage)
- Removal, relocation, or reconstruction of property of others (railroad, telephone and power lines)
- Water wells (including the initial cost for drilling, the pump and its casing)
- Accrued and unpaid taxes at date of acquisition

Buildings Acquired

Costs to include for buildings acquired include:

- Original purchase price
- Expenses for remodeling, reconditioning or altering the structure of a purchased building to make it ready to use for the purpose for which it was acquired (including internal payroll and payroll-related costs of employees directly involved in the activity)
- Environmental compliance costs (i.e., asbestos abatement)
- Professional fees (legal, architect, inspections, title searches, etc.)
- Payment of unpaid or accrued taxes on the building to date of purchase
- Cancellation or buyout costs of existing leases
- Other costs required to place the asset into operation

Buildings Designed and Constructed

Costs to be capitalized for buildings designed and constructed include:

- Completed structure costs
- Expenses incurred for the preparation of plans, specifications, blueprints, etc.
- Cost of building permits
- Professional fees (architectural, engineering, legal, management fees for design and supervision, etc.)
- Cost of permanently attached fixtures or machinery that cannot be removed without impairing the use of the building

Building Improvements

Costs to be capitalized for building improvements include:

- Similar costs included above in constructed buildings but rather associated with additions to buildings (expansions, extensions, or enlargements)
- Conversion of areas including attics, basements, etc., to usable space
- Structures attached to the building such as covered patios, sunrooms, garages, carports, enclosed stairwells, etc.
- Installation or upgrade of heating and cooling systems
- Installation/upgrade of wall or ceiling covering such as carpeting, tiles, paneling, or parquet
- Structural changes such as reinforcement of floors or walls, installation or replacement of beams, rafters, joists, steel grids, or other interior framing
- Installation or upgrade of window or door frames, upgrading of windows or doors, built-in closet and cabinets

- Interior renovation associated with casings, baseboards, light fixtures, ceiling trim, etc.
- Installation or upgrade of plumbing and electrical wiring
- Installation or upgrade of phone or closed-circuit television systems, networks, fiber optic cable or wiring required in the installation of equipment (that will remain in the building)

Improvements

Costs to be capitalized as improvements include:

- Park buildings
- Park fencing and gates, parking lots, driveways, parking barriers (would not include restriping or resurfacing of existing lots and driveways)
- Outside sprinkler systems
- Recreation areas and athletic fields (including bleachers)
- Paths and trails
- Water and wastewater lines
- Lift Stations, Booster Stations, Water Tanks, Treatment Facilities
- Swimming pools, tennis courts, basketball courts
- Fountains

Equipment

Costs to be included as equipment include:

- Acquisition cost, which is the net invoice price of the equipment including the cost of modifications, site preparation, assembly, attachments accessories, or auxiliary apparatus necessary to make the equipment operable.
- Separately invoiced associated charges such as the cost of installation transportation, or protective in-transit insurance, must also be included in determining the acquisition cost
- If a group of smaller items is acquired, and all items are needed to make the equipment operational for its intended purpose, all must be included when determining whether the purchase is classified as a capital asset or not
- A reduction for any trade-in value of a prior owned asset

2H. Non-Capital Assets Costs

The costs of normal maintenance and repairs that do not add to the value or materially extend the useful life of the asset are not capitalized. Repairs or replacements that are merely costs to retain an asset in its normal capacity are not to be capitalized. Repairs or replacements that have an effect on a capital asset's functionality (effectiveness or efficiency) or materially extends a capital asset's expected useful life should be capitalized.

Costs that are not included in capital assets:

- Assets the City does not own or have rights
- Assets not meeting the asset type threshold amount
- Assets not having an estimated useful life of three (3) years or more
- Adding, removing and/or moving walls in conjunction with renovation projects that are not considered major rehabilitation projects and that do not increase the value of

- the building
- Improvement projects of minimal or no added life expectancy and/or value to the building
- Plumbing or electrical repairs
- Cleaning, pest extermination, or other periodic maintenance
- Interior decoration, such as draperies, blinds, curtain rods, wallpaper
- Exterior decoration, such as detachable awnings, uncovered porches, decorative fences, etc.
- Maintenance-type interior renovation, such as repainting, touch-up plastering, replacement of carpet, tile, or panel sections, sink and fixture refinishing, etc.
- Maintenance-type exterior renovation such as repainting, replacement of deteriorated siding, roof, or masonry sections
- Replacement of a part or component of a building with a new part of the same type and performance capabilities, such as replacement of an old boiler with a new one of the same type and performance capabilities
- Any other maintenance-related expenditure which does not increase the value or useful life of the building
- Repairs and maintenance–retain value rather than provide additional value to an asset. The cost of normal maintenance and repairs that do not add to the value of an asset or materially extend the asset's life is not capitalized
- Replacement machinery and equipment–must be evaluated as a stand- alone purchase using the capital asset criteria
- Modifications and upgrades of existing machinery and equipment– should be evaluated on a case-by-case basis. Equipment modification and upgrade costs will be capitalized when they materially extend the useful life, increase the capacity, or improve the efficiency of the original asset and meet, or exceed the city's capitalization threshold. The expenditures are capitalized and reported as a child asset of the existing machinery and equipment. The asset value and useful life of the original piece of equipment are not modified.
- Costs of extended warranties and/or maintenance agreements, which can be separately identified from the cost of the equipment, should not be capitalized.
- Training costs, which can be separately identified from the cost of the equipment, should not be capitalized.
- Items acquired for resale
- Feasibility studies
- Capitalized Interest, which is interest incurred on debt during the construction period of a capital asset

2I. Capital Asset Coding

Like other costs, capital asset costs are expensed in all funds. (However, at fiscal year-end, in proprietary funds (water and wastewater), the expense is changed to capital assets and depreciated in the general ledger.)

The fund and department that owns or has rights to the asset should also be used with the expenditure codes below.

The following expenditure codes should be used for capital and non-capital asset acquisitions:

Asset Type	Capital Asset	Non-Capital Asset
LAND		
Land Acquired	89110	n/a
Easements Acquired	89120	85170
BUILDINGS		
Buildings Acquired	89210	85180
Building Design & Construction	89220	85182
Building Improvements	89230	85184
IMPROVEMENTS		
Parks & Recreation Facilities	89310	83710
Distribution Systems	89320	83720
INFRASTRUCTURE		
Drainage	89410	83810
Streets	89420	83820
Curb & Gutter	89430	83830
Gateway Enhancement & Streetscape	89440	83840
Bridges & Tunnels	89450	83850
Sidewalks	89460	83860
Traffic Signals	89470	83870
Streetlights	89480	83880
EQUIPMENT		
Furniture, Fixtures	89510	83510
Vehicles	89520	83520
Machinery & Equipment	89530	83530
Computer Hardware	89540	83540
Computer Software	89550	83560

If capital assets are sold, proceeds from the sale should be recorded to the revenue account (36800). The fund used would be the one with ownership of the asset.

3. Capital Assets Reporting in the Financial Statements

3A. Depreciation

Although capital assets are expensed for budget purposes, they are shown as capital assets in the government-wide balance sheet of the financial statements. They are reclassified to capital assets through fiscal year-end worksheet adjustments. Depreciation of these assets are also done by worksheet adjustments. However, in proprietary funds (water and wastewater), the expenses are changed at fiscal year-end to capital assets accounts and depreciated.

Depreciation is the systematic and rational allocation of net cost (cost less estimated residual value) over the depreciable asset's estimated useful life. The City calculates depreciation on a straight-line basis over the estimated useful life. The City begins depreciation in the first month of use for a full month, or if the starting month is not known, depreciation is assumed for ½ of the fiscal year of implementation.

Residual value is the estimate of what an asset may be sold for at the end of its service life. The City utilizes capital assets until they are deemed worthless, so a residual value of zero (0) is assigned to all capital assets.

For infrastructure, the city elected to depreciate infrastructure costs in lieu of using the modified approach. Under the modified approach, depreciation expense would not have been recorded for infrastructure capital assets that met certain condition requirements.

Land acquired, easements acquired, and drainage are not depreciated.

3B. Estimated Life of Capital Assets

The City uses straight-line depreciation over the estimated useful life of the capital asset. Estimated life may vary between asset type. Unless material, the City does not adjust depreciation where actual life differs from estimated life.

The City uses the following estimated life schedule for its capital assets:

Capital Asset Type	Estimated Life (years)
LAND	
Land Acquired	Not depreciated
Easements Acquired	Not depreciated
BUILDINGS	
Buildings Acquired	50 less years since built
Building Design & Construction	50
Building Improvements	25
IMPROVEMENTS	
Parks & Recreation Facilities	10-50
Distribution Systems	10-50
INFRASTRUCTURE	
Drainage	Not depreciated
Streets	50
Curb & Gutter	40
Gateway Enhancement & Streetscape	20
Bridges & Tunnels (road bridges)	40
Bridges & Tunnels (pedestrian bridges)	30
Sidewalks	30
Traffic Signals	20
Streetlights	20
EQUIPMENT	
Furniture, Fixtures	3-10
Vehicles *	5-10 yrs (based on warranty)
Machinery & Equipment	3-10 yrs (based on warranty)
Computer Hardware	3-10
Computer Software	3-10

*Fire Apparatus Expected Life is up to 15 years

3C. Other Capital Asset Considerations

Intangible Assets

An asset that possesses lack of physical substance, nonfinancial nature, and initial useful life extending beyond three (3) or more reporting periods. Computer software is the most commonly known type of intangible. Other items could include easements, land use rights, patents, trademarks, etc. For example, the City may receive rights to use land that another government has ownership.

Trade-Ins

When the purchase of a new capital asset includes the trade-in of a similar old asset, the expenditure is the amount paid. For CAFR reporting, the book value of the old asset is added to the amount paid to reflect the acquisition cost of the new asset. No gain or loss is recorded. (For example, if a copier costs $25,000 with a $3,000 trade-in allowance for an old copier that has a book value of $8,000, the asset cost of the new copier is $30,000. This is the book value of the old asset $8,000 + the cost paid for the new copier $22,000.)

Installment Purchases

Some capital assets are acquired and owned by the City but the full acquisition price may not be immediately paid in full. The payments may occur over multiple years. For these types of purchases, each payment will be expensed. Then, for financial reporting, the capital asset will be reported at its total value along with a deferred outflow for the outstanding payments due.

Construction in Progress

Construction in Progress (CIP) is an asset account that represents the temporary accumulation of costs, such as labor, materials, equipment, and any ancillary charges directly attributable to the construction of the project. The accumulation of costs continues in the CIP account until the project is complete. Once the asset is complete and placed into service, the costs are transferred from CIP to the appropriate capital asset category. This concept would be the same for buildings, infrastructure, or internally generated assets.

Impairments

A capital asset is impaired when its service utility has permanently declined significantly and unexpectedly. Events or changes in circumstances that may be indicative of impairment include evidence of physical damage, changes in legal or environmental factors, technological changes or evidence of obsolescence, changes in the manner or duration of use of a capital asset, and construction stoppage.

Generally, an asset would be considered impaired if both:

- The expenses associated with the potentially impaired asset (i.e., continued operation and maintenance, including depreciation, or cost associated with restoration) are significant compared to its useable capacity.
- The event or change in circumstances was outside the normal life cycle of the asset.

When a department learns of a capital asset impairment, or other type of loss (other than from sales) it should contact HR Risk Management and the Finance Department.

In the event a capital asset is impaired, there are two options for reporting the impairment:

- If the asset will no longer be used then the book value of the asset should be written down to the lower of carrying value or fair market value
- If the asset will continue to be used then the book value of the asset should be adjusted by the net of the impairment loss and restoration costs.

Estimated impairment losses will be evaluated and recorded based on the above considerations. Losses should be recorded as a direct expense to the business function that owned the asset.

3D. Capital Asset Reductions

Capital Assets no longer owned or in possession of the City shall be removed from the capital asset records.

1. Sold and/or Retired – These assets will be removed from the capital asset records upon formal notification from the responsible party of such disposition. City policy regarding the sale/disposal of surplus equipment will be followed.

2. Transferred Assets – Assets that are transferred to proprietary (business-type) funds will be accounted for separately from the governmental activities of the City and will be removed from the capital asset records (in relation to governmental activities) upon transfer to a proprietary fund (i.e. the asset will be accounted for in the proprietary fund).

3. Missing – Assets not seen for two consecutive annual periods will be classified as missing and will be removed from the capital asset records upon formal notification to inventory control. These assets no longer will be searched for in regular annual inventories. However, if an asset is located at some time in the future, it will be reactivated in the system.

4. Procedures

The Finance Department will implement procedures that are in accordance with this policy. Each department is responsible for reviewing their business practices and processes for capital assets and determine where risks exist and where and how controls can be established to mitigate these risks.

5. Exceptions to Policy/Reporting of Exceptions

If a capital assets situation arises that is not covered within this policy, the City Administrator may authorize the method of handling. The capital assets exception will be reported at the next available Board of Mayor and Aldermen (BOMA) meeting as an action on behalf of the Board by the City Administrator.

Appendix G – Investments Policy

The City of Franklin has adopted an investments policy. The policy attached on the ensuing pages was reviewed, updated and approved by the Board of Mayor and Alderman in April 2021. It will be reviewed again in June 2025 or as needed.

Appendix G – Investments Policy

HISTORIC
FRANKLIN
TENNESSEE

Investment Policy

3/26/2021

Policy Statement

It is the policy of the City of Franklin to invest its funds in a manner which will provide for the safety of principal with a market rate investment return, while meeting daily cash flow requirements, and conforming to all state statutes governing the investment of funds under control of the City.

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1.0 Introduction

This Investment Policy defines the parameters to which funds are to be invested by the City of Franklin (City). These guidelines are intended to be broad enough to allow designated investment staff to function properly within the parameters of responsibility and authority, yet specific enough to safeguard the investment assets adequately.This policy applies to all activities related to the prudent investing of its financial assets.

2.0 Governing Authority

The City of Franklin's investment program shall be operated in conformance with federal, state, and other legal requirements, including TCA 6-56-106, titled Suitable and Authorized Investments, which governs the investment of public funds by cities and towns.

3.0 Scope

This policy applies to the investment of all funds of the City of Franklin, excluding the retirement funds. Retirement funds and proceeds from certain bond issues, as well as separate foundation or endowment assets, are covered by separate policies.

- **Pooling of funds:** Except for cash in certain restricted and special finds, the City will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

- **Special Funds:** Those funds that are considered restricted and special funds are: City of Franklin Employee retirement Fund, Adequate Facilities Tax Fund, Road Impact Fund, Stormwater Fund, and retainage accounts.

4.0 Objectives

All the City's investment activity will be conducted in a manner that emphasizes attainment of the following four (4) controlling objectives:

- **Safety:** Safety of principal is the most foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

    - *Credit Risk:* The City will minimize credit risk, which is the risk of loss due to the failure of the security issuer or backer, by:

        Limiting investments to the types of securities listed in this Investment Policy;

        Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the City will do business;

        Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

- *Interest Rate Risk:* The City will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:

  Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity;

  Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy.

- **Liquidity:** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). Alternatively, a portion of the portfolio may be placed in money market mutual funds, bank repurchase agreements, or local government investment pools, which offer same-day liquidity for short-term funds.

- **Return:** The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:

  - A security with declining credit may be sold early to minimize loss of principal;
  - A security swap would improve the quality, yield, or target duration in the portfolio; Liquidity needs of the portfolio require that the security be sold.

- **Local Considerations:** The City of Franklin seeks to promote local economic development through various programs and activities. Included is a program of rewarding local financial institutions that increase their commitments to private economic growth and local housing investment.

  The City may accept a proposal from an eligible institution that provides for a reduced rate of interest provided that such institution documents the use of deposited funds for community development projects.

  The Board of Mayor and Aldermen recognizes that a Linked Deposit Program might diminish short-term investment yields by up to 10 basis points in exchange for potential expansion of the tax base.

5.0 Standards of Care

- **Delegation of Authority:**

  Governing Body: The Board of Mayor and Aldermen will retain ultimate fiduciary responsibility for the portfolios and have the authority to direct the management of the investment program.

  Chief Financial Officer: Authority to manage the investment program is granted to the Chief Financial officer, hereinafter referred to as Investment Officer. The investment officer shall establish written procedures for the operation of the investment program, consistent with this

investment policy. The investment officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate all activities of the program.

Investment Adviser: The City may engage the services of an external non-discretionary investment adviser to assist with the management of the City's investment portfolio in a manner that is consistent with the City's objectives and this policy. Such advisers shall provide recommendation and advices regarding the City's investment program including but not limited to advice related to the purchase and sale of investments in accordance with this Investment Policy.

The investment adviser's responsibilities include the following:

- Determine the targeted risk profile and allocation among allowable investments
- Determine the number, type and structure of investments within the confines set forth by and reflected in this Investment Policy.

- **Prudence:**

The standard of prudence to be used in the context of managing the overall portfolio is the prudent person rule which states:

> *Investments will be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs not in regard to speculation but in regard to the permanent disposition of the funds considering the probable income as well as the probable safety of the capital.*

- **Ethics and Conflict of Interest:**

City of Franklin employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution and management of the investment program or which could impair their ability to make impartial investment decisions. They shall disclose any material financial interests and any large personal financial / investment positions that could be related to the performance of the City's portfolio.

6.0 Authorized Counterparty Institutions

- **Broker/Dealers:** The Investment Officer shall maintain and review annually a list of all authorized broker/dealers that are approved to transact with the City for investment purposes.

The Investment Officer or designee may utilize the investment advisor's approved broker/dealer list in lieu of the City's own approved list. The advisor must submit the approved list to the City annually and provide updates throughout the year as they occur. The advisor must maintain documentation of appropriate license, professional credentials and financial statements of broker/dealers on the list.

Annual review must include the following documentation:

- Proof of FINRA Registration
- Proof of State Registration
- Financial Review
- Broker Check for Violations

- **Financial Institution Depositories:** All financial institutions who desire to become depositories must meet the statute requirements to maintain deposits in the State of Tennessee and must provide the following:

- Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines
- Proof of state registration
- Evidence of adequate insurance coverage

- **Investment Advisers:** The City may engage the services of an external investment adviser, with the approval of the Board of Mayor & Aldermen, to assist with the management of its investment portfolio in a manner that is consistent with the City's controlling objectives. Such advisers may be granted the authority to purchase and sell investments in accordance with this Investment Policy, and the adviser may only provide non-discretionary management services, which requires prior authorization from the City on all transactions.

  Such Advisers must be registered under the Investment Advisers Act of 1940, with the Securities and Exchange Commission, and their performance will be periodically reviewed by City management. Investment advisory services will be acquired through a competitive bidding process.

- **Minority and Community Financial Institutions:** From time to time, the investment officer may choose to invest in instruments offered by minority and community financial institutions. All terms and relationships will be fully disclosed prior to purchase, will be reported to the Budget and Finance Committee on a regular basis, and should be consistent with state or local law.

7.0 Safekeeping, Custody, and Controls

- **Delivery vs. Payment:**

  All trades of marketable securities will be executed (cleared and settled) on a delivery vs. payment (DVP) basis to ensure that securities are deposited in the City's safekeeping institution prior to the release of funds.

- **Third Party Safekeeping:**

  The investment officer shall designate all safekeeping arrangements and an agreement of the terms shall be executed in writing. The third-party custodian shall be required to provide a statement to the City listing, at a minimum, each specific security, book yield, description, maturity date, market value, par value, purchase date, and CUSIP number. All securities pledged to the City for certificates of deposit or demand deposits shall be held in a segregated account at the issuing financial institution.

- **Internal Controls:**

  Management will establish and maintain internal controls designed to provide reasonable assurance that the assets of the City are protected from loss, theft or misuse. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived.

8.0 Suitable and Authorized Investments

All investments of the City are limited by the Tennessee Code Annotated 6-56-106 Statute.

This policy recognizes S&P, Moody's and Fitch as the major Nationally Recognized Statistical Ratings Organizations (NRSRO).

In the case of split ratings, where the major NRSROs issue different ratings, at least two must have the AA- or its equivalent.

Minimum credit ratings and percentage limitations apply to the time of purchase.

Idle Funds of the City:

1) **U. S. Treasury Obligations:** Bonds, notes or treasury bills of the United States;

2) **GSE – Primary Agency Obligations:** Government Sponsored Enterprises (GSEs) – Non-convertible debt securities of the following federal government: Federal Home Loan Banks (FHLB); Federal National Mortgage Association (FNMA), the Federal Farm Credit Bureau (FFCB). and the Federal Home Loan Mortgage Corporation (FHLMC),

3) **GSE – Secondary Agency Obligations:** Any other obligations not listed as primary agency, that are guaranteed as to principal and interest by the United States or any of its agencies. They include but are not limited to: Private Export Funding Corporation (PEFCO), Tennessee Valley Authority (TVA), Financing Corporation (FICO) and Federal Agricultural Mortgage Corporation, (Farmer Mac). Securities must be rated.

4) **Certificates of deposit and other evidences of deposit at state and federally chartered banks and savings and loan associations:** Certificates of deposit, including negotiable and non-negotiable at state and federally chartered banks and savings and loan associations. Notwithstanding any other public or private act to the contrary, all investments made shall be secured by collateral in the same manner under the same conditions as state deposits, or as provided in a collateral pool created.

5) **Bank Deposits** at state and federally chartered banks and savings and loan associations. Notwithstanding any other public or private act to the contrary, all investments made shall be secured by collateral in the same manner under the same conditions as state deposits, or as provided in a collateral pool created.

6) **Repurchase Agreements:** Obligations of the United States or its agencies under a repurchase agreement for a shorter time than the maturity date of the security itself if the market value of the security itself is more than the amount of funds invested; provided, that municipalities may invest in repurchase agreements only if the comptroller of the treasury or the comptroller's designee approves repurchase agreements as an authorized investment, and if such investments are made in accordance with procedures established by the state funding board;

7) **Local Government Investment Pool:** Part of the State Pooled Investment Fund administered by the Tennessee Department of Treasury.

8) **Bankers' Acceptances:** prime bankers' acceptances that are eligible for purchase by the federal reserve. Required A1+

9) **Money Market Mutual Funds:** Institutional share class of money market mutual funds investing ONLY in government obligations and rated AAAm or equivalent by at least one nationally recognized rating agency (NSRSO).

10) **Commercial Paper:** Prime commercial paper that is rated at least A1+ or equivalent by at least two (2) nationally recognized rating services;

11) **Municipal Debt Obligations of the City:** The City's own bonds or notes issued in accordance with title 9, chapter 21.

12) **Investment in the instruments or any type of investment authorized pursuant to a municipality's charter that is of a type that is not included in this part shall require the following:**

    a. The municipality's legislative body must authorize the investment by ordinance; and
    b. The legislative body must adopt a written enforceable investment policy by ordinance to govern the use of investments, with the policies being no less restrictive than those established by the state funding board to govern state investments in these types of instruments.

Investment in instruments allowable in the section are prohibited until the legislative body has adopted written policies to govern the use of the investments or an ordinance has been passed to authorize the investment.

Bond Proceeds Only:

Proceeds of bonds, notes and other obligations issued by municipalities, reserves held in connection therewith and the investment income therefrom, may be invested in obligations that:

1) **Ratings:** Are rated in either of the two (2) highest rated categories by a nationally recognized rating agency of such obligation (AA- S&P, Aa3, Moody's or AA- by Moody's.

2) **US Treasury or Agency Bonds** that are direct general obligations of a state of the United States,

3) **Municipal Bonds:** a political subdivision or instrumentality thereof, having general taxing powers; and

4) **Maturity:** Have a final maturity on the date of investment of not to exceed forty-eight (48) months or that may be tendered by the holder to the issuer thereof, or an agent of the issuer, at not less than forty-eight-month interval.

Collateralization:

In accordance with State law (TCA 9-4-105) full collateralization will be required on all demand deposit accounts, including checking accounts, negotiable certificates of deposit, and non-negotiable certificates of deposit, except when the institution issuing the certificate of deposit belongs to the Tennessee Bank Collateral Pool.

9.0 Investing Parameters

Diversification:

The City will diversify the investment of all funds in accordance with the following table:

Table of Constraints on the Portfolio

Issue Type	Maximum % Holdings	Maximum % per Issuer	Collateral Required	Ratings S&P	Ratings Moody's
US Treasury Obligations	100%	None	N/A	N/A	N/A
US Agency Primary Securities FHLB, FNMA, FHLMC, FFCB	100%	35%	N/A	N/A	N/A
US Agency Secondary Securities FICO, FARMER MAC etc.	10%	5%	N/A	AA-	Aa3
Certificates of Deposit and other evidences of deposits, CDARS and ICS Funds	25%	10%	Fully Collateralized or other evidences of deposit under section 6-56-106 (a)(4)	N/A	N/A
Bank Deposits	50%	None	Fully Collateralized or other evidences of deposit under section 6-56-106 (a)(4)	N/A	N/A
Repurchase Agreements	10%	None	Fully Collateralized US Treasury or Agency Securities	N/A	N/A
Local Government Investment pool	30%	None	Participant	N/A	N/A
Money Market Funds - Govt Only	10%	N/A	N/A	AAAm	AAA
Bankers Acceptance	10%	5%	N/A	A1+	P1
Commercial Paper (Must be rated by two rating agencies and under 90 days)	20%	5%	N/A	A1+	P1
City of Franklin Notes or Bonds	10%	N/A	N/A	N/A	N/A

10.0 Maturity Constraint

Total Portfolio Maturity Constraints:

Maturity Constraints	Minimum % of Total Portfolio
Under 30 days	10%
Under 2 year	50%
Under 4 years	100%

Maturity Constraints	Maximum in Years
Weighted Average Maturity	2

Security Structure Constraint	Maximum % of Total Portfolio
Callable Agency Securities	25%

11.0 Reporting and Performance Measurement

- **Reporting:**

The Investment Officer shall prepare an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and the individual transactions executed over the last quarter. This management summary will be prepared in a manner which will allow the City to ascertain whether investment activities during the reporting period have confirmed to the investment policy. The report should be provided to the City Administrator and to the Finance Committee. The report will include the following:

a. An asset listing of individual securities showing par value, cost and accurate and complete market value of each security, type of investment, issuer, and interest rate
b. Average maturity of the portfolio and modified duration of the portfolio
c. Maturity distribution of the portfolio
d. Average portfolio credit quality
e. Time-weighted total rate of return for the portfolio for the prior one month, three months, twelve months, year-to-date, and since inception compared to the Benchmark Index returns for the same periods
f. Average weighted yield to maturity of the portfolio on investments as compared to applicable benchmarks
g. Distribution by type of investment
h. Compliance report

- **Performance Reporting:**

  The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return over interest rate cycles. A market benchmark shall be established for the investment component of the portfolio and a comparison of the benchmark risk and return characteristics will be made to the investment portfolio.

  The City's cash management portfolio shall be designed with the objective of regularly meeting or exceeding a performance benchmark such as a U.S. Treasury Indices. The selected benchmark will be used for low risk investment transactions and therefore comprise a minimum standard for the cash portfolio's rate of return. The investment program shall seek to augment returns above this threshold, consistent with the risk limitations identified herein and prudent investment principles.

12.0 Policy Adoption

This Investment Policy is formally approved and adopted by the Board of Mayor & Aldermen.

_____ _____

Executive Board Chairperson Date

GLOSSARY OF TERMS

- **Agency Securities:** Government sponsored enterprises of the US Government**.**
- **Bond:** An interest-bearing security issued by a corporation, government, governmental agency, or other body. It is a form of debt with an interest rate, maturity, and face value, and specific assets sometimes secure it. Most bonds have a maturity of greater than one year and generally pay interest semiannually. *See* Debenture.
- **Broker:** An intermediary who brings buyers and sellers together and handles their orders, generally charging a commission for this service. In contrast to a principal or a dealer, the broker does not own or take a position in securities.
- **Collateral:** Securities or other property that a borrower pledges as security for the repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.
- **Commercial Paper:** Short-term, unsecured, negotiable promissory notes issued by corporations.
- **Current Maturity:** The amount of time left until an obligation matures. For example, a one- year bill issued nine months ago has a current maturity of three months.
- **CUSIP:** A CUSIP number identifies securities. CUSIP stands for Committee on Uniform Security Identification Procedures, which was established to develop a uniform method of identifying municipal, U.S. government, and corporate securities.
- **Dealer:** An individual or firm that ordinarily acts as a principal in security transactions. Typically, dealers buy for their own account and sell to a customer from their inventory.
- **Delivery:** Either of two methods of delivering securities: delivery vs. payment and delivery vs. receipt (also called "free"). Delivery vs. payment is delivery of securities with an exchange of money for the securities.
- **Duration:** A measure used to calculate the price sensitivity of a bond or portfolio of bonds to changes in interest rates. This equals the sum of the present value of future cash flows.
- **General Obligation Bonds (GOs):** Bonds secured by the pledge of the municipal issuer's full faith and credit, which usually includes unlimited taxing power.
- **Government Bonds:** Securities issued by the federal government; they are obligations of the U.S. Treasury; also known as "governments."
- **Investment Securities:** Securities purchased for an investment portfolio, as opposed to those purchased for resale to customers.
- **Liquidity:** The ease at which a security can be bought or sold (converted to cash) in the market. A large number of buyers and sellers and a high volume of trading activity are important components of liquidity.
- **Mark to Market**: Adjustment of an account or portfolio to reflect actual market price rather than book price, purchase price or some other valuation.
- **Prudent Person Rule:** A long-standing common-law rule that requires a trustee who is investing for another to behave in the same way as a prudent individual of reasonable discretion and intelligence who is seeking a reasonable income and preservation of capital.
- **Treasury Bill (T-Bill):** An obligation of the U.S. government with a maturity of one year or less. T-bills bear no interest but are sold at a discount.
- **Treasury Bonds and Notes:** Obligations of the U.S. government that bear interest. Notes have maturities of one to ten years; bonds have longer maturities.
- **Yield:** The annual rate of return on an investment, expressed as a percentage of the investment.
- **Yield to Maturity:** The average annual yield on a security, assuming it is held to maturity; equals to the rate at which all principal and interest payments would be discounted to produce a present value equal to the purchase price of the bond.

APPENDICES: Operating Budget

Under this section is:

- **Operating Budget - Supplemental Information**
  - **Appendix H - Program Enhancement Requests – Recommended for Funding**
  - **Appendix I - Program Enhancement Requests – BOMA Prioritization**
  - **Appendix J - Pay Structure**
  - **Appendix K - Franklin*Forward* – Strategic Plan**

Indicates selection was BOMA Top 15 PER Selection - | # | $ |

Program Enhancement Summary

Priority	Request	Compensation	Benefits	Operating	Capital	Total	★	Funded
Police								
1	Special Ops - Armored Vehicle	$ -	$ -	$ -	$ 354,000	$ 354,000	10	$ 354,000
2	Dive/Swiftwater Team Equipment	$ -	$ -	$ 19,244	$ -	$ 19,244		$ 19,244
3	RMR Pistols	$ -	$ -	$ 100,300	$ -	$ 100,300	4	$ 100,300
4	FLEX Intelligence Sergeant	$ 89,945	$ 31,053	$ 32,542	$ -	$ 153,540		$ 153,540
5	Training Division Sergeant	$ 89,945	$ 31,053	$ 32,542	$ -	$ 153,540		
6	FLEX Intelligence Analyst	$ 64,938	$ 27,179	$ 5,830	$ -	$ 97,946		
7	Traffic - 2 Motorcycles	$ -	$ -	$ 40,000	$ -	$ 40,000		$ 40,000
8	Extend EAP Hours	$ -	$ -	$ 18,000	$ -	$ 18,000		
9	Records Division Receptionist (Front Desk)	$ 49,912	$ 24,851	$ 5,830	$ -	$ 80,593		
10	Evidence Tech	$ 63,171	$ 26,905	$ 5,830	$ -	$ 95,906		
11	CID - Victim Advocate/Court Liaison	$ 49,912	$ 24,851	$ 5,830	$ -	$ 80,593		
12	Training - AI Simulator	$ -	$ -	$ 40,000	$ -	$ 40,000		
13	Senior Records Tech	$ 56,151	$ 25,817	$ 5,830	$ -	$ 87,798		
14	Fleet - ATV	$ -	$ -	$ 13,000	$ -	$ 13,000		
15	SWAT/Special Ops - ATV	$ -	$ -	$ 28,000	$ -	$ 28,000		
16	Fleet - Storage Building	$ -	$ -	$ 35,000	$ -	$ 35,000		
Total		**$ 463,974**	**$ 191,708**	**$ 387,778**	**$ 354,000**	$ 1,397,459		$ 667,084
	FTE Add	*7*						*1*
Human Resources								
1	New HRS Analyst Position	$ 73,955	$ 28,576	$ -	$ -	$ 102,531		
Total		**$ 73,955**	**$ 28,576**	**$ -**	**$ -**	$ 102,531		$ -
	FTE Add	*1*						*0*
Fire								
1	Firefighter Internship Program - 6 Interns	$ 133,642	$ 113,341	$ 46,500	$ -	$ 293,483	1	$ 180,142
2	Add Six (6) Shift Personnel Firefighters	$ 338,279	$ 155,117	$ 55,500	$ -	$ 548,895	6	
3	Add Administrative Captain	$ 90,311	$ 31,109	$ 11,750	$ -	$ 133,170		
4	Add One (1) Training Instructor/Coordinator (FAC)	$ 87,359	$ 30,652	$ 11,750	$ -	$ 129,761		
5	Continue one (1) Fire Inspector	$ 71,356	$ 28,080	$ -	$ -	$ 99,436		
6	Hazmat Level A Suit Replacement & Tester	$ -	$ -	$ 58,000	$ -	$ 58,000		
7	Personal Emergency Bail Out System	$ -	$ -	$ 76,800	$ -	$ 76,800		$ 76,800
8	Replace 30 SCBA Cylinders	$ -	$ -	$ 40,500	$ -	$ 40,500		$ 40,500
9	Air Compressor Station 5	$ -	$ -	$ -	$ 110,000	$ 110,000		
10	Replacement and Addition of New AED's	$ -	$ -	$ 42,000	$ -	$ 42,000		
11	Burn Building Repairs	$ -	$ -	$ -	$ 126,500	$ 126,500		
12	Lexipol Software for SOG's	$ -	$ -	$ 16,193	$ -	$ 16,193		
13	Air/Light Response Vehicle (FAC)	$ -	$ -	$ -	$ 1,300,000	$ 1,300,000		
14	Replacement of Brush Truck	$ -	$ -	$ -	$ 230,550	$ 230,550		
15	Replace Ladder 4, Ladder 5 and Ladder 8	$ -	$ -	$ -	$ 4,300,000	$ 4,300,000		
18	Refurb E1, E2, and T2	$ -	$ -	$ -	$ 2,000,000	$ 2,000,000		
19	Station 2 Kitchen Remodel	$ -	$ -	$ 70,000	$ -	$ 70,000		
20	Station 5 Kitchen Remodel	$ -	$ -	$ 70,000	$ -	$ 70,000		
21	Station 5 Bathroom Remodel	$ -	$ -	$ 50,000	$ -	$ 50,000		
Total		**$ 720,946**	**$ 358,299**	**$ 548,993**	**$ 8,067,050**	$ 9,695,288		$ 297,442
	FTE Add	*15*						*6*
Emergency Management								
1	Vehicle Barrier System	$ -	$ -	$ -	$ 95,702	$ 95,702		
2	GENMAZ Inverter/Generator	$ -	$ -	$ -	$ 8,700	$ 8,700		
Total		**$ -**	**$ -**	**$ -**	**$ 104,402**	$ 104,402		$ -
	FTE Add	*0*						*0*
Finance								
1	Lead Financial Analyst	$ 93,599	$ 31,598	$ 855	$ -	$ 126,052	13	$ 70,905
Total		**$ 93,599**	**$ 31,598**	**$ 855**	**$ -**	$ 126,052		$ 70,905
	FTE Add	*1*						*1*
Information Technology								
1	Restore Assistant Director of Infrastructure *(9 mo.)*	$ 141,080	$ 38,791	$ -	$ -	$ 179,871	5	$ 134,903
2	IS Developer I Position	$ 60,407	$ 26,398	$ -	$ -	$ 86,805		
3	Security SIEM (Security Information and Event Management)	$ -	$ -	$ 75,000	$ -	$ 75,000	14	$ 75,000
4	Contracts Management Solution	$ -	$ -	$ -	$ 50,000	$ 50,000		
5	EDGE Intelligence for Traffic Operations and Preemption	$ -	$ -	$ 160,000	$ -	$ 160,000		
6	Electronic Access-Control Devices for the City's Stationary (remote dropship) fuel sites)	$ -	$ -	$ 23,500	$ -	$ 23,500		

City of Franklin, Tennessee

FY 2025 Operating Budget Request

Indicates selection was BOMA Top 15 PER Selection - | # | $ |

Program Enhancement Summary

Priority	Request	Compensation	Benefits	Operating	Capital	Total	★	Funded
Total		**$ 201,487**	**$ 65,189**	**$ 258,500**	**$ 50,000**	**$ 575,176**		**$ 209,903**
	FTE Add	*2*						*1*
Project & Facilities								
1	Painting of Exterior of Five Points Post Office	$ -	$ -	$ 14,000	$ -	**$ 14,000**		
2	Replacement of Interior Lights PD at the Grand Staircase where existing lights have reached end of life	$ -	$ -	$ 14,000	$ -	**$ 14,000**		**$ 14,000**
3	Replacement of Bay Doors Station 4	$ -	$ -	$ 178,000	$ -	**$ 178,000**		
4	Replacement of Exterior Windows Station 4 due to Rot	$ -	$ -	$ 18,500	$ -	**$ 18,500**		
5	Station 5 Men's and Women's Locker Room Renovations	$ -	$ -	$ 70,000	$ -	**$ 70,000**		
6	Replacement of COF Fire Station 6 Roof	$ -	$ -	$ 300,000	$ -	**$ 300,000**		
7	Rework of Locker/Showers Waste Water Treatment Plant	$ -	$ -	$ 70,000	$ -	**$ 70,000**		
Total		**$ -**	**$ -**	**$ 664,500**	**$ -**	**$ 664,500**		**$ 14,000**
	FTE Add	*0*						*0*
Revenue Management								
1	Hotel/Motel Occupancy Tax Audit	$ -	$ -	$ 35,000	$ -	**$ 35,000**	**11**	**$ 35,000**
Total		**$ -**	**$ -**	**$ 35,000**	**$ -**	**$ 35,000**		**$ 35,000**
	FTE Add	*0*						*0*
City Court								
1	Reclass Chief Deputy Court Clerk	$ 8,218	$ 1,273	$ -	$ -	**$ 9,491**		**$ 9,491**
Total		**$ 8,218**	**$ 1,273**	**$ -**	**$ -**	**$ 9,491**		**$ 9,491**
	FTE Add	*0*						*0*
Planning & Sustainability								
1	Preservation Plan Update *(funded 50% from Hotel/Motel)*	$ -	$ -	$ 200,000	$ -	$ 200,000	**7**	**$ 200,000**
Total		**$ -**	**$ -**	**$ 200,000**	**$ -**	**$ 200,000**		**$ 200,000**
	FTE Add	*0*						*0*
Engineering								
1	Project Management Platform for Capital Projects (Citywide)	$ -	$ -	$ -	$ 74,000	$ 74,000	**12**	**$ 74,000**
2	Training for OpenRoads ConceptStation	$ -	$ -	$ 10,000	$ -	$ 10,000		
Total		**$ -**	**$ -**	**$ 10,000**	**$ 74,000**	**$ 84,000**		**$ 74,000**
	FTE Add	*0*						*0*
Building and Neighborhood Services								
1	Reclassify Plans Examiner Positions I, II, III (F-G / G-H / H-I)	$ 35,000	$ 5,422	$ -	$ -	**$ 40,422**		**$ 40,422**
3	New Position (1) - Development Services Navigator	$ 60,407	$ 26,477	$ -	$ -	**$ 86,884**		
Total		**$ 95,407**	**$ 31,899**	**$ -**	**$ -**	**$ 127,306**		*0*
	FTE Add	*1*						
Traffic Operations Center								
1	Mobility Programs Coordinator	$ 96,762	$ 32,109	$ -	$ -	**$ 128,871**		**$ 96,653**
2	Donselson Creek Pkwy/Lewisburg Pike Signal Project	$ -	$ -	$ -	$ 650,000	**$ 650,000**	**2**	**$ 650,000**
3	South Margin/Lewisburg/5th Ave Signal Project	$ -	$ -	$ -	$ 200,000	**$ 200,000**	**3**	**$ 200,000**
Total		**$ 96,762**	**$ 32,109**	**$ -**	**$ 850,000**	**$ 978,871**		**$ 946,653**
	FTE Add	*1*						*0*
Streets - Maintenance								
2	Brine Making Equipment	$ -	$ -	$ -	$ 165,000	**$ 165,000**		**$ 165,000**
3	Equipment Operator II (Reclassification)	$ 11,542	$ 1,788	$ -	$ -	**$ 13,330**		**$ 7,000**
4	Tracked Skid Steer	$ -	$ -	$ -	$ 64,000	**$ 64,000**		
7	Addition to Fleet - 3/4 Ton Pick-Up Truck	$ -	$ -	$ -	$ 54,000	**$ 54,000**		
Total		**$ 11,542**	**$ 1,788**	**$ -**	**$ 283,000**	**$ 296,330**		**$ 172,000**
	FTE Add	*0*						*0*
Streets - Traffic								
1	Platform Truck	$ -	$ -	$ -	$ 183,970	**$ 183,970**	**8**	**$ 183,970**
5	Street Bollard, Streetlight, and Signal Pole Painting	$ -	$ -	$ 190,000	$ -	**$ 190,000**		
Total		**$ -**	**$ -**	**$ 190,000**	**$ 183,970**	**$ 373,970**		**$ 183,970**
	FTE Add	*0*						*0*
Streets - Fleet								
6	Mobile Lifts	$ -	$ -	$ -	$ 120,000	**$ 120,000**		

City of Franklin, Tennessee

FY 2025 Operating Budget Request

Indicates selection was BOMA Top 15 PER Selection - | # | $ |

Program Enhancement Summary

Priority	Request	Compensation	Benefits	Operating	Capital	Total	★	Funded
Total		**$ -**	**$ -**	**$ -**	**$ 120,000**	**$ 120,000**		**$ -**
	FTE Add	*0*						*0*
Parks								
1	Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Worker	$ 18,000	$ 2,788	$ 2,330	$ -	**$ 23,118**		**$ 23,118**
2	Parks Programming Specialist Full-Time *(4 mo.)*	$ 51,940	$ 20,074	$ 1,850	$ -	**$ 73,864**		**$ 24,375**
3	New Position: Facilities Worker - Under Parks & Recreation Division	$ 46,169	$ 20,046	$ 2,330	$ 51,673	**$ 120,218**		$ 74,293
4	New: Full Time Landscape Worker	$ 46,169	$ 24,271	$ 1,280	$ -	**$ 71,720**		$ 23,668
5	Replacement: Retrofit Existing Sports Field Lighting to LED *(50% from Hotel/Motel, 50% from fund balance)*	$ -	$ -	$ 600,000	$ -	**$ 600,000**		**$ 600,000**
6	Replacement: Wide-Area Mower	$ -	$ -	$ 47,174	$ -	**$ 47,174**		
7	Replacement: Skid Steer	$ -	$ -	$ 98,500	$ -	**$ 98,500**		
8	Replacement: Utility Tractor	$ -	$ -	$ 57,763	$ -	**$ 57,763**		
9	Replacement: Reel Mower	$ -	$ -	$ 49,000	$ -	**$ 49,000**		
10	New: Mini Skid Steer	$ -	$ -	$ 5,014	$ 49,453	**$ 54,467**		
Total		**$ 162,278**	**$ 67,179**	**$ 865,241**	**$ 101,126**	**$ 1,195,825**		**$ 745,454**
	FTE Add	*3*						*1*
General Expenses								
1	Longevity Modernization	$ 256,718	$ -	$ -	$ -	**$ 256,718**	15	**$ 256,718**
Total		**$ 256,718**	**$ -**	**$ -**	**$ -**	**$ 256,718**		**$ 256,718**
Appropriations								
1	Additional Funding Requests	$ -	$ -	$ 88,930	$ -	**$ 88,930**		**$ 34,502**
1	Restoration of the Merrill-Williams Home	$ -	$ -	$ 100,000	$ -	**$ 100,000**		**$ 50,000**
Total		**$ -**	**$ -**	**$ 188,930**	**$ -**	**$ 188,930**		**$ 50,000**
Restorations								
Total Restorations								**$ -**
	FTE Add							

General Fund Summary - Program Enhancement Requests

	Compensation	Benefits	Operating	Capital	Total	
Total G/F Requests	**$ 2,184,886**	**$ 809,617**	**$ 3,349,797**	**$ 10,187,548**	**$ 16,531,848**	**$ 3,932,619**
FTE Add Total	*31.0*					*10.0*
FTE Add Total						
FTE Reclass	*3.0*					*3.0*

Funding Sources

- General Fund (FY 2025)	**$ 1,891,946**
- Hotel/Motel Fund	**$ 485,000**
- Fund Balance	**$ 1,150,000**
- City Facilities	**$ 405,673**
Total Funding Sources	**$ 3,932,619**

Franklin*Forward* Allocations - General Fund Requests

A Safe, Clean, Livable City	**$ 1,741,025**
An Effective and Fiscally Sound City Government Providing High Quality Service	**$ 12,217,198**
Quality Life Experiences	**$ 1,384,755**
Sustainable Growth & Economic Prosperity	**$ 1,188,871**
Totals	**$ 16,531,848**

Traditional Allocations - GF Requests

Personnel	**$ 2,994,503**
Operations	**$ 3,349,797**
Equipment	
Capital	**$ 10,187,548**
Total	**$ 16,531,848**

Indicates selection was BOMA Top 15 PER Selection - | # | $ |

Program Enhancement Summary

Priority	Request	Compensation	Benefits	Operating	Capital	Total	★	Funded
Other Funds								
Sanitation & Environmental Services								
1	Replace HVAC & Thermostats in Main Offices	$ -	$ -	$ -	$ 70,000	**$ 70,000**	9	**$ 70,000**
2	Add Materials Handler	$ -	$ -	$ 1,200	$ 500,000	**$ 501,200**		
3	Replace 11yd Mini Packer with New Automated Mini Sideloader	$ -	$ -	$ 2,525	$ 265,400	**$ 267,925**		
4	Add Yard Truck	$ -	$ -	$ 1,200	$ 146,000	**$ 147,200**		
5	Replace Road Tractor Unit 146 with New Road Tractor	$ -	$ -	$ 2,525	$ 165,130	**$ 167,655**		
6	Add Administrative Assistant	$ 47,729	$ 24,513	$ 250	$ -	**$ 72,492**		
7	Additional Office Space	$ -	$ -	$ -	$ 60,000	**$ 60,000**		
Total		**$ 47,729**	**$ 24,513**	**$ 7,700**	**$ 1,206,530**	**$ 1,286,472**		**$ 70,000**
	FTE Add	*1*						*0*
Total Sanitation Fund Requests		**$ 47,729**	**$ 24,513**	**$ 7,700**	**$ 1,206,530**	**$ 1,286,472**		$ 70,000

Sanitation Funding Sources

- Sanitation Fund	**$ 70,000**
Total	**$ 70,000**

Stormwater - Streets Division								
1	Stormwater Vacuum Truck	$ -	$ -	$ -	$ 498,536	**$ 498,536**		**$ 498,536**
Total		**$ -**	**$ -**	**$ -**	**$ 498,536**	**$ 498,536**		**$ 498,536**
Stormwater - Engineering Division								
1	Water Quality Specialist II	$ 6,712	$ 1,040	$ -	$ -	**$ 7,752**		**$ 7,752**
Total		**$ 6,712**	**$ 1,040**	**$ -**	**$ -**	**$ 7,752**		**$ 7,752**
Total Stormwater Requests		**$ 6,712**	**$ 1,040**	**$ -**	**$ 498,536**	**$ 506,288**		**$ 506,288**
Water Management								
1	NEW VEHICLE Utility Inspector	$ -	$ -	$ -	$ 42,000	**$ 45,000**		**$ 45,000**
2	Implementation of Asset Performance Management	$ -	$ -	$ 707,570	$ -	**$ 707,570**		
3	Reclassification to BioSolids Manager	$ 18,878	$ 2,924	$ -	$ -	**$ 21,802**		**$ 21,802**
4	Reclassification to BioSolids Operators (x6)	$ 100,680	$ 15,597	$ -	$ -	**$ 116,277**		**$ 58,138**
5	NEW VEHICLE PreTreatment Coordinator - BioSolids Manager	$ -	$ -	$ -	$ 40,000	**$ 40,000**		**$ 40,000**
6	WRF Admin Building, Shower, Locker Room, Operator's Area Remodeling	$ -	$ -	$ -	$ 102,000	**$ 102,000**		**$ 102,000**
7	NEW BioSolids Operators (x3)	$ 239,853	$ 88,513	$ -	$ -	**$ 328,366**		**$ 218,910**
8	NEW VEHICLE Maintenance Technician	$ -	$ -	$ -	$ 40,000	**$ 43,000**		
9	OLD Solids Building DEMO / Rehab	$ -	$ -	$ -	$ 100,000	**$ 100,000**		
10	REPLACEMENT Rubber-Tracked Skid Steer	$ -	$ -	$ -	$ 105,000	**$ 105,000**		
11	NEW Mini-Excavator (Kubota 57)	$ -	$ -	$ -	$ 105,000	**$ 105,000**		
12	NEW Dump Truck Service Division	$ -	$ -	$ -	$ 180,000	**$ 180,000**		
13	NEW Equipment CCTV Mobile Camera	$ -	$ -	$ -	$ 150,000	**$ 150,000**		
14	REPLACEMENT 6-Inch Bypass Pump	$ -	$ -	$ -	$ 60,000	**$ 60,000**		
Total		$ 359,411	$ 107,034	$ 707,570	$ 924,000	**$ 2,104,015**		**$ 485,851**
	FTE Add	*3*						*2*
Total Water Management Requests		**$ 359,411**	**$ 107,034**	**$ 707,570**	**$ 924,000**	**$ 2,104,015**		**$ 485,851**

City of Franklin, Tennessee

FY 2025 Operating Budget Request

Indicates selection was BOMA Top 15 PER Selection - | # | $ |

Program Enhancement Summary

Priority	Request	Compensation	Benefits	Operating	Capital	Total	★	Funded

Overall Summary - FY 2025 Program Enhancement Requests

Dollar Requests	Compensation	Benefits	Operating	Capital	Total	Funded
General Fund	$ 2,184,886	$ 809,617	$ 3,349,797	$ 10,187,548	$ 16,531,848	$ 3,932,619
Sanitation Fund	$ 47,729	$ 24,513	$ 7,700	$ 1,206,530	$ 1,286,472	$ 70,000
Stormwater Fund	$ 6,712	$ 1,040	$ -	$ 498,536	$ 506,288	$ 506,288
Water Management Fund	$ 359,411	$ 107,034	$ 707,570	$ 924,000	$ 2,098,015	$ 485,851
Total - All Funds Dollars	$ 2,598,738	$ 942,204	$ 4,065,067	$ 12,816,614	$ 20,422,623	$ 4,994,758

Personnel Requests	FTE Adds	Reclasses
General Fund	31.0	3.0
Sanitation Fund	1.0	0.0
Stormwater Fund	0.0	1.0
Water Management Fund	3.0	8.0
Total - All Funds Personnel		

Franklin*Forward* Allocations - All Funds Requests

A Safe, Clean, Livable City	$ 2,532,561
An Effective and Fiscally Sound City Government Providing High Quality Service	$ 13,580,039
Quality Life Experiences	$ 2,101,398
Sustainable Growth & Economic Prosperity	$ 2,214,625
Totals	$ 20,422,623

Traditional Allocations - All Requests

Personnel	$ 3,540,942
Operations	$ 4,065,067
Equipment	$ -
Capital	$ 12,816,614
Total	$ 20,422,623

Program Enhancement Summary

Sheet 1 : BOMA Top 10 Summaries

Moore

1	Firefighter Internship Program - 6 Interns	Fire	$	293,483
2	Lead Financial Analyst	Finance	$	126,052
3	Security SIEM (Security Information and Event Management)	Info. Tech.	$	75,000
4	Restore Assistant Director of Infrastructure	Info. Tech.	$	179,871
5	Hotel/Motel Occupancy Tax Audit	Hotel/Motel	$	35,000
6	Rework of Locker/Showers Waste Water Treatment Plant	Water	$	70,000
7	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
8	Preservation Plan Update	Planning	$	200,000
9	RMR Pistols	Police	$	100,300
10	Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Worker	Parks	$	23,118
			$	**1,752,824**

Baggett

1	Preservation Plan Update	Planning	$	200,000
2	RMR Pistols	Police	$	100,300
3	Firefighter Internship Program - 6 Interns	Fire	$	293,483
4	Vehicle Barrier System	Emer. Man.	$	95,702
5	Security SIEM (Security Information and Event Management)	Info. Tech.	$	75,000
6	EDGE Intelligence for Traffic Operations and Preemption	Info. Tech.	$	160,000
7	Hotel/Motel Occupancy Tax Audit	Hotel/Motel	$	35,000
8	Project Management Platform for Capital Projects (Citywide)	Engineering	$	74,000
9	Parks Programming Specialist Full-Time	Parks	$	73,864
10	Restoration of the Merrill-Williams Home	Appropriations	$	100,000
10	South Margin/Lewisburg/5th Ave Signal Project	TOC	$	200,000
			$	**1,407,349**

Barnhill

1	Burn Building Repairs	Fire	$	126,500
2	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
3	Restore Assistant Director of Infrastructure	Info. Tech.	$	179,871
4	Replacement: Retrofit Existing Sports Field Lighting to LED	Parks	$	600,000
5	RMR Pistols	Police	$	100,300
6	South Margin/Lewisburg/5th Ave Signal Project	TOC	$	200,000
7	Replacement of COF Fire Station 6 Roof	Fire	$	300,000
8	Equipment Operator II (Reclassification)	Streets	$	13,330
9	IS Developer I Position	Info. Tech.	$	86,805
10	Special Ops - Armored Vehicle	Police	$	354,000
			$	**2,610,806**

Program Enhancement Summary

Sheet 1 : BOMA Top 10 Summaries

Burger

1	RMR Pistols	Police	$	100,300
2	Traffic - 2 Motorcycles	Police	$	40,000
3	Hazmat Level A Suit Replacement & Tester	Fire	$	58,000
4	Lead Financial Analyst	Finance	$	126,052
5	Restore Assistant Director of Infrastructure	Info. Tech.	$	179,871
6	Painting of Exterior of Five Points Post Office	Facilities	$	14,000
7	Replacement of Interior Lights PD at the Grand Staircase where existing lights have	Facilities	$	14,000
8	Hotel/Motel Occupancy Tax Audit	Hotel/Motel	$	35,000
9	Replace HVAC & Thermostats in Main Offices	SES	$	70,000
10	Project Management Platform for Capital Projects (Citywide)	Engineering	$	74,000
			$	**711,223**

Blanton

1	Add Six (6) Shift Personnel Firefighters	Fire	$	548,895
2	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
3	Platform Truck	Streets	$	183,970
4	Parks Programming Specialist Full-Time	Parks	$	73,864
5	Records Division Receptionist (Front Desk)	Police	$	80,593
6	Painting of Exterior of Five Points Post Office	Facilities	$	14,000
7	Traffic - 2 Motorcycles	Police	$	40,000
8	Firefighter Internship Program - 6 Interns	Fire	$	293,483
9	Restore Assistant Director of Infrastructure	Info. Tech.	$	179,871
10	Replace HVAC & Thermostats in Main Offices	SES	$	70,000
			$	**2,134,676**

Brown

1	FLEX Intelligence Analyst	Police	$	97,946
2	Training Division Sergeant	Police	$	153,540
3	Add Six (6) Shift Personnel Firefighters	Fire	$	548,895
4	RMR Pistols	Police	$	100,300
5	Firefighter Internship Program - 6 Interns	Fire	$	293,483
6	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
7	South Margin/Lewisburg/5th Ave Signal Project	TOC	$	200,000
8	Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Worker	Parks	$	23,118
9	Preservation Plan Update	Planning	$	200,000
10	Restoration of the Merrill-Williams Home	Appropriations	$	100,000
			$	**2,367,282**

Program Enhancement Summary

Sheet 1 : BOMA Top 10 Summaries

Caesar

1	Firefighter Internship Program - 6 Interns	Fire	$	293,483
2	SWAT/Special Ops - ATV	Police	$	28,000
3	Longevity Modernization	General Exp.	$	256,718
4	EDGE Intelligence for Traffic Operations and Preemption	Info. Tech.	$	160,000
5	South Margin/Lewisburg/5th Ave Signal Project	TOC	$	200,000
6	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
7	Platform Truck	Streets	$	183,970
8	Replacement: Retrofit Existing Sports Field Lighting to LED	Parks	$	600,000
9	Replace HVAC & Thermostats in Main Offices	SES	$	70,000
10	Reclassification to BioSolids Operators (x6)	Water Man.	$	116,277
			$	**2,558,448**

Petersen

1	Special Ops - Armored Vehicle	Police	$	354,000
2	Dive/Swiftwater Team Equipment	Police	$	19,244
3	Add Six (6) Shift Personnel Firefighters	Fire	$	548,895
4	Firefighter Internship Program - 6 Interns	Fire	$	293,483
5	South Margin/Lewisburg/5th Ave Signal Project	TOC	$	200,000
6	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
7	Platform Truck	Streets	$	183,970
8	Stormwater Vaccum Truck	Stormwater	$	498,536
9	NEW Vehicle Utility Inspector	Water	$	42,000
10	Replace HVAC & Thermostats in Main Offices	SES	$	70,000
			$	**2,860,128**

Potts

1	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
2	South Margin/Lewisburg/5th Ave Signal Project	TOC	$	200,000
3	Special Ops - Armored Vehicle	Police	$	354,000
4	Firefighter Internship Program - 6 Interns	Fire	$	293,483
5	Add Six (6) Shift Personnel Firefighters	Fire	$	548,895
6	Longevity Modernization	General Exp.	$	256,718
7	Preservation Plan Update	Planning	$	200,000
8	Project Management Platform for Capital Projects (Citywide)	Engineering	$	74,000
9	Restore Assistant Director of Infrastructure	Info. Tech.	$	179,871
10	Platform Truck	Streets	$	183,970
			$	**2,940,937**

Program Enhancement Summary

Sheet 2: BOMA Top 10 Summaries - Single Count Rankings

Program Enhancement	Department	Moore	Baggett	Barnhill	Blanton	Brown	Burger	Caesar	Petersen	Potts	Count
Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	x		x	x	x		x	x	x	7
Firefighter Internship Program - 6 Interns	Fire	x	x		x	x		x	x	x	7
South Margin/Lewisburg/5th Ave Signal Project	TOC		x	x		x		x	x	x	6
RMR Pistols	Police	x	x	x		x	x				5
Restore Assistant Director of Infrastructure	Info. Tech.	x		x	x		x			x	5
Replace HVAC & Thermostats in Main Offices	SES				x		x	x	x		4
Platform Truck	Streets				x			x	x	x	4
Preservation Plan Update	Planning	x	x			x				x	4
Add Six (6) Shift Personnel Firefighters	Fire				x	x			x	x	4
Hotel/Motel Occupancy Tax Audit	Hotel/Motel	x	x				x				3
Project Management Platform for Capital Projects (Citywide)	Engineering		x				x			x	3
Special Ops - Armored Vehicle	Police			x					x	x	3
EDGE Intelligence for Traffic Operations and Preemption	Info. Tech.		x					x			2
Lead Financial Analyst	Finance	x					x				2
Replacement: Retrofit Existing Sports Field Lighting to LED	Parks			x				x			2
Security SIEM (Security Information and Event Management)	Info. Tech.	x	x								2
Painting of Exterior of Five Points Post Office	Facilities				x		x				2
Parks Programming Specialist Full-Time	Parks		x		x						2
Traffic - 2 Motorcycles	Police				x		x				2
Longevity Modernization	General Exp.							x		x	2
Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Worker	Parks	x				x					2
Restoration of the Merrill-Williams Home	Appropriations		x			x					2
Burn Building Repairs	Fire			x							1
Dive/Swiftwater Team Equipment	Police								x		1
Equipment Operator II (Reclassification)	Streets			x							1
Hazmat Level A Suit Replacement & Tester	Fire						x				1
IS Developer I Position	Info. Tech.			x							1
NEW Vehicle Utility Inspector	Water								x		1
Reclassification to BioSolids Operators (x6)	Water Man.							x			1
Replacement of COF Fire Station 6 Roof	Fire			x							1
Replacement of Interior Lights PD at the Grand Staircase where existing lights ha	Facilities						x				1
Rework of Locker/Showers Waste Water Treatment Plant	Water	x									1
Stormwater Vaccum Truck	Stormwater								x		1
SWAT/Special Ops - ATV	Police							x			1
Vehicle Barrier System	Emer. Man.		x								1
Records Division Receptionist (Front Desk)	Police				x						1
FLEX Intelligence Analyst	Police					x					1
Training Division Sergeant	Police					x					1
Total Count		**10**	**11**	**10**	**10**	**10**	**10**	**10**	**10**	**10**	

Program Enhancement Summary

Sheet 3: BOMA Top 10 Summaries - Averaged Rankings

Scale: 1 = Top Priority, 10 = Lowest Priority. Lowest Point total is thus the highest rated priority overall

Program Enhancement	Department	Moore	Baggett	Barnhill	Blanton	Brown	Burger	Caesar	Petersen	Potts	Average
Burn Building Repairs	Fire			1							1.00
FLEX Intelligence Analyst	Police					1					1.00
Dive/Swiftwater Team Equipment	Police								2		2.00
SWAT/Special Ops - ATV	Police							2			2.00
Training Division Sergeant	Police					2					2.00
Add Six (6) Shift Personnel Firefighters	Fire				1	3			3	5	3.00
Hazmat Level A Suit Replacement & Tester	Fire						3				3.00
Lead Financial Analyst	Finance	2					4				3.00
Firefighter Internship Program - 6 Interns	Fire	1	3		8	5		1	4	4	3.71
Security SIEM (Security Information and Event Management)	Info. Tech.	3	5								4.00
Vehicle Barrier System	Emer. Man.		4								4.00
RMR Pistols	Police	9	2	5		4	1				4.20
Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	7		2	2	6		6	6	1	4.29
Longevity Modernization	General Exp.							3		6	4.50
Traffic - 2 Motorcycles	Police				7		2				4.50
Special Ops - Armored Vehicle	Police			10					1	3	4.67
EDGE Intelligence for Traffic Operations and Preemption	Info. Tech.		6					4			5.00
Records Division Receptionist (Front Desk)	Police				5						5.00
South Margin/Lewisburg/5th Ave Signal Project	TOC		10	6		7		5	5	2	5.83
Restore Assistant Director of Infrastructure	Info. Tech.	4		3	9		5			9	6.00
Painting of Exterior of Five Points Post Office	Facilities				6		6				6.00
Replacement: Retrofit Existing Sports Field Lighting to LED	Parks			4				8			6.00
Rework of Locker/Showers Waste Water Treatment Plant	Water	6									6.00
Preservation Plan Update	Planning	8	1			9				7	6.25
Parks Programming Specialist Full-Time	Parks		9		4						6.50
Hotel/Motel Occupancy Tax Audit	Hotel/Motel	5	7				8				6.67
Platform Truck	Streets				3			7	7	10	6.75
Replacement of COF Fire Station 6 Roof	Fire			7							7.00
Replacement of Interior Lights PD at the Grand Staircase where existing lights ha	Facilities						7				7.00
Equipment Operator II (Reclassification)	Streets			8							8.00
Stormwater Vaccum Truck	Stormwater								8		8.00
Project Management Platform for Capital Projects (Citywide)	Engineering		8				10			8	8.67
IS Developer I Position	Info. Tech.			9							9.00
NEW Vehicle Utility Inspector	Water								9		9.00
Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Worker	Parks	10				8					9.00
Replace HVAC & Thermostats in Main Offices	SES				10		9	9	10		9.50
Reclassification to BioSolids Operators (x6)	Water Man.							10			10.00
Restoration of the Merrill-Williams Home	Appropriations		10			10					10.00
		55	**65**	**55**	**55**	**55**	**55**	**55**	**55**	**55**	

Program Enhancement Summary

Sheet 4: BOMA Top 10 Summaries - Weighed Rankings

Weighed Rankings = Average Ranking 1-10 / Number of times (Single Count Ranking) Enhancement was selected = Weighted Ranking. Lower number = Top Priority

												A Sheet 2	B Sheet 3	C (B/A)					
Program Enhancement	Department	Moore	Baggett	Barnhill	Blanton	Brown	Burger	Casear	Petersen	Potts	Count	Average	Weighed Ranking	Adjusted Rank	Cost	Running Cost		
Firefighter Internship Program - 6 Interns	Fire	1	3		8	5		1	4	4	7	3.7	0.53	1	$ 293,483	$ 293,483	1	
Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	7		2	2	6		6	6	1	7	4.3	0.61	2	$ 650,000	$ 943,483	2	
Add Six (6) Shift Personnel Firefighters	Fire				1	3			3	5	4	3.0	0.75	3	$ 548,895	$ 1,492,378	3	
RMR Pistols	Police	9	2	5		4	1				5	4.2	0.84	4	$ 100,300	$ 1,592,678	4	
South Margin/Lewisburg/5th Ave Signal Project	TOC		10	6		7		5	5	2	6	5.8	0.97	5	$ 200,000	$ 1,792,678	5	
Burn Building Repairs	Fire			1							1	1.0	1.00	6	$ 126,500	$ 1,919,178	6	
FLEX Intelligence Analyst	Police					1					1	1.0	1.00	7	$ 97,946	$ 2,017,124	7	
Restore Assistant Director of Infrastructure	Info. Tech.	4		3	9		5			9	5	6.0	1.20	8	$ 179,871	$ 2,196,995	8	
Lead Financial Analyst	Finance	2					4				2	3.0	1.50	9	$ 126,052	$ 2,323,047	9	
Special Ops - Armored Vehicle	Police			10					1	3	3	4.7	1.56	10	$ 354,000	$ 2,677,047	10	<<<Top 10
Preservation Plan Update	Planning	8	1			9				7	4	6.3	1.56	11	$ 200,000	$ 2,877,047	11	
Platform Truck	Streets				3			7	7	10	4	6.8	1.69	12	$ 183,970	$ 3,061,017	12	
Security SIEM (Security Information and Event Management)	Info. Tech.	3	5								2	4.0	2.00	13	$ 75,000	$ 3,136,017	13	
Dive/Swiftwater Team Equipment	Police								2		1	2.0	2.00	14	$ 19,244	$ 3,155,261	14	
SWAT/Special Ops - ATV	Police							2			1	2.0	2.00	15	$ 28,000	$ 3,183,261	15	
Training Division Sergeant	Police					2					1	2.0	2.00	16	$ 153,540	$ 3,336,801	16	
Hotel/Motel Occupancy Tax Audit	Hotel/Motel	5	7				8				3	6.7	2.22	17	$ 35,000	$ 3,371,801	17	
Longevity Modernization	General Exp.							3		6	2	4.5	2.25	18	$ 256,718	$ 3,628,519	18	
Traffic - 2 Motorcycles	Police				7		2				2	4.5	2.25	19	$ 40,000	$ 3,668,519	19	
Replace HVAC & Thermostats in Main Offices	SES				10		9	9	10		4	9.5	2.38	20	$ 70,000	$ 3,738,519	20	
EDGE Intelligence for Traffic Operations and Preemption	Info. Tech.		6					4			2	5.0	2.50	21	$ 160,000	$ 3,898,519	21	
Project Management Platform for Capital Projects (Citywide)	Engineering		8				10			8	3	8.7	2.89	22	$ 74,000	$ 3,972,519	22	
Painting of Exterior of Five Points Post Office	Facilities				6		6				2	6.0	3.00	23	$ 14,000	$ 3,986,519	23	
Replacement: Retrofit Existing Sports Field Lighting to LED	Parks			4				8			2	6.0	3.00	24	$ 600,000	$ 4,586,519	24	
Hazmat Level A Suit Replacement & Tester	Fire						3				1	3.0	3.00	25	$ 58,000	$ 4,644,519	25	
Parks Programming Specialist Full-Time	Parks		9		4						2	6.5	3.25	26	$ 73,864	$ 4,718,383	26	
Vehicle Barrier System	Emer. Man.		4								1	4.0	4.00	27	$ 95,702	$ 4,814,085	27	
Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Worker	Parks	10				8					2	9.0	4.50	28	$ 23,118	$ 4,837,203	28	
Restoration of the Merrill-Williams Home	Appropriations		10			10					2	10.0	5.00	29	$ 100,000	$ 4,937,203	29	
Records Division Receptionist (Front Desk)	Police				5						1	5.0	5.00	30	$ 80,593	$ 5,017,796	30	
Rework of Locker/Showers Waste Water Treatment Plant	Water	6									1	6.0	6.00	31	$ 70,000	$ 5,087,796	31	
Replacement of COF Fire Station 6 Roof	Fire			7							1	7.0	7.00	32	$ 300,000	$ 5,387,796	32	
Replacement of Interior Lights PD at the Grand Staircase where existing lights hav	Facilities						7				1	7.0	7.00	33	$ 14,000	$ 5,401,796	33	
Equipment Operator II (Reclassification)	Streets			8							1	8.0	8.00	34	$ 13,330	$ 5,415,126	34	
Stormwater Vaccum Truck	Stormwater								8		1	8.0	8.00	35	$ 498,536	$ 5,913,662	35	
IS Developer I Position	Info. Tech.			9							1	9.0	9.00	36	$ 86,805	$ 6,000,467	36	
NEW Vehicle Utility Inspector	Water								9		1	9.0	9.00	37	$ 42,000	$ 6,042,467	37	
Reclassification to BioSolids Operators (x6)	Water Man.							10			1	10.0	10.00	38	$ 116,277	$ 6,158,744	38	

Program Enhancement Summary

Sheet 5: BOMA Top 10 Summaries - Modified Weighed Rankings

Modified Weighed Rankings = Average Ranking 1-10 / Number of times (Single Count Ranking) Enhancement was selected = Weighted Ranking. Lower number = Top Priority. Difference between weighed rankings and modified weighed rankings is those only getting 1 vote were not included in top ten. At least 3 votes are required for

		A Sheet 2	***B*** Sheet 3	***C (B/A)***				
Program Enhancement	**Department**	**Count**	**Average**	**Weighed Ranking**	**Adjusted Rank**	**Cost**	**Running Cost**	
Firefighter Internship Program - 6 Interns	Fire	7	3.7	0.53	1	$ 293,483	$ 293,483	1
Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	7	4.3	0.61	2	$ 650,000	$ 943,483	2
South Margin/Lewisburg/5th Ave Signal Project	TOC	6	5.8	0.97	3	$ 200,000	$ 1,143,483	3
RMR Pistols	Police	5	4.2	0.84	4	$ 100,300	$ 1,243,783	4
Restore Assistant Director of Infrastructure	Info. Tech.	5	6.0	1.20	5	$ 179,871	$ 1,423,654	5
Add Six (6) Shift Personnel Firefighters	Fire	4	3.0	0.75	6	$ 548,895	$ 1,972,549	6
Preservation Plan Update	Planning	4	6.3	1.56	7	$ 200,000	$ 2,172,549	7
Platform Truck	Streets	4	6.8	1.69	8	$ 183,970	$ 2,356,519	8
Replace HVAC & Thermostats in Main Offices	SES	4	9.5	2.38	9	$ 70,000	$ 2,426,519	9
Special Ops - Armored Vehicle	Police	3	4.7	1.56	10	$ 354,000	$ 2,780,519	10 <<<Top 10 receving at least 3 votes
Hotel/Motel Occupancy Tax Audit	Hotel/Motel	3	6.7	2.22	11	$ 35,000	$ 2,815,519	11
Project Management Platform for Capital Projects (Citywide)	Engineering	3	8.7	2.89	12	$ 74,000	$ 2,889,519	12 <<<Receving at least 3 votes
Lead Financial Analyst	Finance	2	3.0	1.50	13	$ 126,052	$ 3,015,571	13
Security SIEM (Security Information and Event Management)	Info. Tech.	2	4.0	2.00	14	$ 75,000	$ 3,090,571	14
Longevity Modernization	General Exp.	2	4.5	2.25	15	$ 256,718	$ 3,347,289	15
Traffic - 2 Motorcycles	Police	2	4.5	2.25	16	$ 40,000	$ 3,387,289	16
EDGE Intelligence for Traffic Operations and Preemption	Info. Tech.	2	5.0	2.50	17	$ 160,000	$ 3,547,289	17
Painting of Exterior of Five Points Post Office	Facilities	2	6.0	3.00	18	$ 14,000	$ 3,561,289	18
Replacement: Retrofit Existing Sports Field Lighting to LED	Parks	2	6.0	3.00	19	$ 600,000	$ 4,161,289	19
Parks Programming Specialist Full-Time	Parks	2	6.5	3.25	20	$ 73,864	$ 4,235,153	20
Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Wor	Parks	2	9.0	4.50	21	$ 23,118	$ 4,258,271	21
Restoration of the Merrill-Williams Home	Appropriations	2	10.0	5.00	22	$ 100,000	$ 4,358,271	22
Burn Building Repairs	Fire	1	1.0	1.00	23	$ 126,500	$ 4,484,771	23
FLEX Intelligence Analyst	Police	1	1.0	1.00	24	$ 97,946	$ 4,582,717	24
Dive/Swiftwater Team Equipment	Police	1	2.0	2.00	25	$ 19,244	$ 4,601,961	25
SWAT/Special Ops - ATV	Police	1	2.0	2.00	26	$ 28,000	$ 4,629,961	26
Training Division Sergeant	Police	1	2.0	2.00	27	$ 153,540	$ 4,783,501	27
Hazmat Level A Suit Replacement & Tester	Fire	1	3.0	3.00	28	$ 58,000	$ 4,841,501	28
Vehicle Barrier System	Emer. Man.	1	4.0	4.00	29	$ 95,702	$ 4,937,203	29
Records Division Receptionist (Front Desk)	Police	1	5.0	5.00	30	$ 80,593	$ 5,017,796	30
Rework of Locker/Showers Waste Water Treatment Plant	Water	1	6.0	6.00	31	$ 70,000	$ 5,087,796	31
Replacement of COF Fire Station 6 Roof	Fire	1	7.0	7.00	32	$ 300,000	$ 5,387,796	32
Replacement of Interior Lights PD at the Grand Staircase where exist	Facilities	1	7.0	7.00	33	$ 14,000	$ 5,401,796	33
Equipment Operator II (Reclassification)	Streets	1	8.0	8.00	34	$ 13,330	$ 5,415,126	34
Stormwater Vaccum Truck	Stormwater	1	8.0	8.00	35	$ 498,536	$ 5,913,662	35
IS Developer I Position	Info. Tech.	1	9.0	9.00	36	$ 86,805	$ 6,000,467	36
NEW Vehicle Utility Inspector	Water	1	9.0	9.00	37	$ 42,000	$ 6,042,467	37
Reclassification to BioSolids Operators (x6)	Water Man.	1	10.0	10.00	38	$ 116,277	$ 6,158,744	38

Appendix J – Pay Scales

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.

Created in 2013, the Classification and Compensation Study (a joint project between the City of Franklin and Burris, Thompson and Associates) reviews every position throughout the organization and compared to market data in both public sector (including specific pay information from 20+ other cities) and private sector (where applicable). This project reviews all of the positions and makes recommendations for any necessary changes to pay grades. This study has been revised three times since 2013: 2015, 2018 and 2022.

The result of this study is a pay scale herein attached.

JOB CODE	JOB TITLE	DEPT	YRLY HOURS	NEW Upgrade 2022 GRADE	JULY 2022 PAY RANGE Min	1st Qtle	Mid	3rd Qtle	Max
1045	ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT	ADMIN	EX	O	$ 154,993	$ 168,669	$ 182,345	$ 200,579	$ 218,813
1037	ASSIST CITY ADMIN-FINANCE/ADMINISTRATION	ADMIN	EX	O	$ 154,993	$ 168,669	$ 182,345	$ 200,579	$ 218,813
1050	ASSIST CITY ADMIN-PUBLIC WORKS	ADMIN	EX	O	$ 154,993	$ 168,669	$ 182,345	$ 200,579	$ 218,813
1033	CITY ATTORNEY	LEGAL	EX	O	$ 154,993	$ 168,669	$ 182,345	$ 200,579	$ 218,813
1812	CHIEF OF POLICE	POLICE	EX	N	$ 137,771	$ 149,928	$ 162,084	$ 178,292	$ 194,501
1201	DIRECTOR OF ENGINEERING	ENG	EX	N	$ 137,771	$ 149,928	$ 162,084	$ 178,292	$ 194,501
2307	DIRECTOR OF WATER MANAGEMENT	WATER-WA	EX	N	$ 137,771	$ 149,928	$ 162,084	$ 178,292	$ 194,501
1406	FIRE CHIEF	FIRE	EX	N	$ 137,771	$ 149,928	$ 162,084	$ 178,292	$ 194,501
1602	HUMAN RESOURCES & RISK MANAGEMENT DIRECTOR	HR	EX	N	$ 137,771	$ 149,928	$ 162,084	$ 178,292	$ 194,501
1025	INFORMATION TECHNOLOGY DIRECTOR	IT	EX	N	$ 137,771	$ 149,928	$ 162,084	$ 178,292	$ 194,501
1034	ASSISTANT CITY ATTORNEY	LEGAL	EX	M	$ 122,463	$ 133,269	$ 144,075	$ 158,482	$ 172,890
1426	ASSISTANT FIRE CHIEF	FIRE	EX	M	$ 122,463	$ 133,269	$ 144,075	$ 158,482	$ 172,890
1816	POLICE DEPUTY CHIEF	POLICE	EX	M	$ 122,463	$ 133,269	$ 144,075	$ 158,482	$ 172,890
2008	STREET DIRECTOR	STREET	EX	M	$ 122,463	$ 133,269	$ 144,075	$ 158,482	$ 172,890
2412	ASST. IT DIR. (Applications Group)	IT	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1203	ASSISTANT DIRECTOR OF ENGINEERING	ENG	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
2315	ASSISTANT DIRECTOR OF WATER MANAGEMENT	WATER-WA	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
2400	ASST. IT DIR. (Infrastructure Group)	IT	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1315	BUDGET & STRATEGIC INNOVATION MANAGER	FINANCE	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1227	CITY TRAFFIC ENGINEER	ENG	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1313	COMPTROLLER	FINANCE	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1106	DIRECTOR, BLDG AND NEIGHBORHOOD SERVS.	BNS	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1415	FIRE DEPUTY CHIEF - FIRE MARSHALL	FIRE	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1504	PARKS DIRECTOR	PARKS	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1701	PLANNING & SUSTAINABILITY DIRECTOR	PLANNING	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1909	SANITATION & ENV SERVICES DIRECTOR	SANITATION & ENV SERV.	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1049	STAFF ATTORNEY II	LEGAL	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1401	FIRE BATTALION CHIEF	FIRE	2808	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1606	ASSISTANT HR DIRECTOR	HR	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1503	ASSISTANT PARKS DIRECTOR	PARKS	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2001	ASSISTANT STREET DIRECTOR	STREET	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1105	ASST DIR BNS BLDG. & DEVELOPMENT SERVICES	BNS	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605

JOB CODE	JOB TITLE	DEPT	YRLY HOURS	NEW Upgrade 2022 GRADE	JULY 2022 PAY RANGE Min	1st Qtle	Mid	3rd Qtle	Max
1702	ASST DIR PLANNING & SUSTAINABILITY	PLANNING	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1712	ASST DIR PLANNING (DEVELOPMENT)	PLANNING	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2428	COMMUNICATION INFRASTRUCTURE MANAGER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2434	DATA CENTER/SECURITY ENGINEER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
	DATA CENTER/SECURITY MANAGER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2439	DATABASE ADMINISTRATOR	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1401TRA	FIRE BATTALION CHIEF - TRAINING	FIRE	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2441	INFORMATION SYSTEMS DEVELOPER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2440	INFORMATION SYSTEMS MANAGER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2427	NETWORK ENGINEER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2417	NETWORK MANAGER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1817	POLICE CAPTAIN	POLICE	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1604	RISK AND BENEFITS MANAGER	HR	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2323	SERVICE DIVISION SUPERINTENDENT	WATER-WD	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1212	STAFF ENGINEER III	ENG	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1209	STORM WATER MANAGEMENT COORDINATOR	ENG - STMWTR	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1207	TRAFFIC/TRANSPORTATION ENG III	ENG-TOC	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2103	WATER RECLAMATION SUPERINTENDENT	WATER-SP	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2202	WATER TREATMENT SUPERINTENDENT	WATER-WP	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1036	STAFF ATTORNEY I	LEGAL	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1417	ADMINISTRATIVE CAPTAIN TECHNOLOGY	FIRE	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1412	ASSISTANT FIRE MARSHAL (NEW)	FIRE	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1913	ASST DIR, SANITATION & ENV SERVICES	SANITATION & ENV SERV.	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1118	BUILDING OFFICIAL	BNS	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1226	CAPITAL PROJECTS CONSTRUCTION MANAGER	ENG	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1041	COMMUNICATIONS MANAGER	ADM-COMM	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1711	CURRENT PLANNING SUPERVISOR	PLANNING	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
2433	CUSTOMER SUPPORT ANALYTICS MANAGER	IT	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1042	CIP ENGINEER	WATER- SP	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1419	EMS OFFICER	FIRE	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1040	FACILITIES PROJECT MANAGER	ADM-FACILITIES	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1516	FACILITIES SUPERINTENDENT	PARKS	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1311P	FINANCIAL MANAGER	FINANCE	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1404	FIRE CAPTAIN	FIRE	2808	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1411	FIRE CAPTAIN/TRAINING OFFICER	FIRE	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1912	FLEET MAINTENANCE MANAGER	STREET-FM	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426

JOB CODE	JOB TITLE	DEPT	YRLY HOURS	NEW Upgrade 2022 GRADE	JULY 2022 PAY RANGE Min	1st Qtle	Mid	3rd Qtle	Max
2406	GIS MANAGER	IT	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1603	HUMAN RESOURCES MANAGER	HR	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1717	LONG RANGE PLANNING SUPERVISOR	PLANNING	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1617	ORGANIZATIONAL DEVELOPMENT MANAGER	HR	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1522	PARKS & RECREATION SUPERINTENDENT	PARKS	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1872	POLICE LIEUTENANT	POLICE	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1028	PURCHASING MANAGER	PURCHASING	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1012	REVENUE AND LICENSING MANAGER	REV-MGT	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1202	STAFF ENGINEER II	ENG	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
2010	TRAFFIC MAINTENANCE MANAGER	STREET-TRAFFIC	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1204	TRAFFIC/TRANSPORTATION ENG II	ENG-TOC	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1515	URBAN FORESTRY SUPERINTENDENT	PARKS	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
2322	UTILITIES ENGINEER II	WATER	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1615	BENEFITS SPECIALIST	HR	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1607	BENEFITS SUPERVISOR	HR	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1112	BUILDING INSPECTOR SUPERVISOR	BNS	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2437	COMMUNICATION INFRASTRUCTURE ENGINEER	IT	2080	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1014	EMERGENCY MANAGEMENT COORDINATOR	ADMIN	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2325	FACILITIES MAINTENANCE MANAGER	WATER	2080	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1312	FINANCIAL ANALYST	FINANCE	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1813	FISCAL AFFAIRS MANAGER	POLICE	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1414	FISCAL MANAGER	FIRE	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1873	POLICE SERGEANT	POLICE	2080	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1020	PROCUREMENT OFFICER IV	PURCHASING	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1022	PUBLIC OUTREACH & SPEC EVENTS SUPERVISOR	ADM-COMM	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1214	RIGHT OF WAY AGENT	ENG	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1214WA	RIGHT OF WAY AGENT	WATER	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1616	RISK MANAGEMENT SPECIALIST	HR	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1874	POLICE SERGEANT/PIO	POLICE	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2430	SR. INFORMATION SYSTEMS ANALYST	IT	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1208	STAFF ENGINEER I	ENG	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2024	STREET DEPT INFRASTRUCTURE & DEVELOPMENT MGR	STREET	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1210	TRAFFIC/TRANSPORTATION ENG I	ENG-TOC	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2312	WATER DEPARTMENT INFRASTRUCTURE AND DEV. MGR	WATER-SC	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2104	WATER RECLAMATION ASSISTANT SUP'T.	WATER-SP	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2201	WATER TREATMENT ASSISTANT SUP'T.	WATER-WP	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934

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1114	ZONING ADMINISTRATOR	BNS	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2416	INFORMATION SYSTEMS ANALYST II	IT	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1527	ATHLETICS TURF AND FIELD SUPERVISOR	PARKS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1111	BUILDING INSPECTOR IV	BNS	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1008	CITY RECORDER	ADMIN	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
	COMMUNICATION INFRASTRUCTURE TECHNICIAN II	IT	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1124	CONTRACTS ADMINISTRATOR	ADMIN	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1925P	CONTRACT COMPLIANCE ANALYST	ADMIN	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1032	CUSTOMER SERVICE SUPERVISOR	REV-MGT	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2431	DATA CENTER TECH II	IT	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2414	ENTERPRISE SUPPORT & TRAINING SPEC	IT	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1540	FACILTIES MAINTENANCE SUPEVISOR	PARKS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1421	FIRE AND LIFE SAFETY EDUCATOR	FIRE	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1420	FIRE INFORMATION SYSTEMS ANALYST	FIRE	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1418	FIRE INSPECTOR	FIRE	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1409	FIRE LIEUTENANT	FIRE	2808	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2012	INSPECTOR/PROJECT MANAGER	STREET	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1220	ITS PROJECT MANAGER	ENG-TOC	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
	LAND PLANNER II	PLANNING	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2017	LANDSCAPE MAINTENANCE SUPERVISOR	STREET	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2422	LANDSCAPING & GROUNDS SUPERVISOR	PARKS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
0058	LEAD SENIOR FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1840	MASTER PATROL OFFICER/DETECTIVE	POLICE	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1842	POLICE DETECTIVE	POLICE	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1123	NEIGHBORHOOD RESOURCES SUPERVISOR	BNS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2426	NETWORK TECHNICIAN II	IT	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1609	OCCUPATIONAL HEALTH & SAFETY TRAINER	HR	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1101	PERMITTING OPERATIONS SUPERVISOR	BNS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1120	PLANS EXAMINER III	BNS	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
	POLICE CRISIS COUNSELOR	POLICE	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1705	PRESERVATION PLANNER	PLANNING	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1706	PRINCIPAL PLANNER	PLANNING	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
	SENIOR PLANNER	PLANNING	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1017	PROCUREMENT OFFICER III	PURCHASING	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1022	PUBLIC OUTREACH SPECIALIST	ADM-COMM	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1508	RECREATION SUPERVISOR	PARKS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941

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2013	SENIOR ROAD INSPECTOR	STREET	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2326SC	SERVICE DIVISION ASST. SUPERINTENDENT	WATER-SC	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1206	SR. ITS SPECIALIST	ENG-TOC	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2310	SR. UTILITY INSPECTOR	WATER	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2011	STREET/STORM WATER CREW SUPERVISOR	STMWTR - ST	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2023	TRAFFIC MAINTENANCE CREW SUPERVISOR	STREET-TRAFFIC	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1532	URBAN FORESTRY SUPERVISOR	PARKS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2415	WATER IS APPLICATIONS MANAGER	WATER-WA	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1219	WATER QUALITY SPECIALIST III	ENG - STMWTR	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1405	FIRE ENGINEER	FIRE	2808	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2423	ACCOUNTING OFFICER	REV-MGT	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1539	ASST. ATHLETICS TURF AND FIELD SUPERVISOR	PARKS	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1618	BENEFITS ANALYST	HR	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1610	BENEFITS GENERALIST	HR	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1108	BUILDING INSPECTOR III	BNS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1026	CABLE TV PRODUCTION OPERATIONS SUPERVISOR	ADM-COMM	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1216	CAPITAL PROJECTS INSPECTOR	ENG	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1039	CHIEF DEPUTY COURT CLERK	COURT	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2435	COMMUNICATION INFRASTRUCTURE TECH I	IT	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1841	CRIME ANALYST	POLICE	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2432	DATA CENTER TECH I	IT	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1009	DEPUTY CITY RECORDER	ADMIN	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1716	DEVELOPMENT SERVICES OPERATIONS ANALYST	BNS	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1013	EMERGENCY MANAGEMENT SPECIALIST	ADMIN	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1614	EMPLOYEE RELATIONS SPECIALIST	HR	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1526	FACILITIES CREW CHIEF	PARKS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1005	FACILITIES MAINTENANCE SUPERVISOR	ADM-FACILITIES	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1519	GROUNDS TURF CREW CHIEF	PARKS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1122	HOUSING DEVELOPMENT COORDINATOR	BNS	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1601	HUMAN RESOURCES GENERALIST	HR	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2109	INDUSTRIAL PRETREATMENT COORDINATOR	WATER-SP	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2424	INFORMATION SYSTEMS ANALYST I	IT	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1709	LAND PLANNER I	PLANNING	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1518PARKS	LANDSCAPE MAINTENENACE CREW CHIEF	PARKS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
0055	LEAD FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2402	NETWORK TECHNICIAN I	IT	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281

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0018	OFFICE MANAGER	VARIOUS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1915	OPERATIONS MANAGER	SANITATION & ENV SERV.	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1035LAW	PARALEGAL	LEGAL	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1308	PAYROLL SPECIALIST (Fin Tech II)	FINANCE	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1119	PLANS EXAMINER II	BNS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1871	POLICE OFFICER II	POLICE	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1015	PROCUREMENT OFFICER II	PURCHASING	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1821	PUBLIC OUTREACH COORDINATOR	ADM-COMM	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
9987	PUBLIC WORKS OPERATIONS ANALYST	ADMIN	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1881	RECORDS SUPERVISOR	POLICE	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1525	RESEARCH & PLANNING SPECIALIST	PARKS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2009	ROAD INSPECTOR	STREET	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1907	ROUTING/OPERATIONS ANALYST	SANITATION & ENV SERV.	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
0057	SENIOR FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2405	SR. GIS SPECIALIST	IT	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2020	STORM WATER INSPECTOR	STMWTR - ST	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2011	STORMWATER CREW CHIEF	STMWTR - ST	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2007	STREET CREW CHIEF (General)	STREET	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1715	SURETY COORDINATOR	PLANNING	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2003	TECHNICAL SUPPORT SPECIALIST II	VARIOUS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2419	TRAFFIC STRIPING & SIGN SUPERVISOR	STREET-TRAFFIC	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2320	UTILITIES CREW CHIEF	WATER-WD	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2309	UTILITY INSPECTOR	WATER-WA	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2105	W/WW CONSTRUCTION SUPERVISOR	WATER-WD	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2206	WASTEWATER OPERATOR II	WATER-SP	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2205	WATER OPERATOR II	WATER-WP	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1218	WATER QUALITY SPECIALIST II	ENG - STMWTR	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1031	EXECUTIVE ASSISTANT	ADMIN	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2438	ADMINISTRATIVE TECHNICAL ASSISTANT	IT	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1703	ASST. PRESERVATION PLANNER	PLANNING	EX	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1019	ASSISTANT DEPUTY CITY RECORDER	ADMIN	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2321	BACKFLOW INSPECTOR	WATER-WD	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1107	BUILDING INSPECTOR II	BNS	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2021	COMPOST FACILITY MANAGER	STREET	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1225	CONSTRUCTION INSPECTOR	ENG-TOC	EX	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1884	DIGITAL RECORDS TECHNICIAN	POLICE	Ex	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805

JOB CODE	JOB TITLE	DEPT	YRLY HOURS	NEW Upgrade 2022 GRADE	JULY 2022 PAY RANGE Min	1st Qtle	Mid	3rd Qtle	Max
1211	ENGINEERING ASSOCIATE I	ENG	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1882	EVIDENCE AND PROPERTY TECHNICIAN	POLICE	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1407	FIREFIGHTER	FIRE	2808	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
0060	FLEET INVENTORY SPECIALIST	STREET	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2404	GIS SPECIALIST	IT	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1625	HUMAN RESOURCES COORDINATOR	HR	EX	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2327	INFRASTRUCTURE ASSESSMENT TECHNICIAN	WATER-WD	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1221	ITS SPECIALIST	ENG-TOC	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
0024	LEAD BILLING TECHNICIAN	REV-MGT	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
0025	LEAD CUSTOMER SERVICE/COLLECTIONS TECHNICIAN	REV-MGT	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
0017	LEGAL ASSISTANT	LEGAL	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2107	MAINTENANCE TECHNICIAN	WATER-SP	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1109	MUNICIPAL INSPECTION OFFICER II	BNS	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1704	PLANNER	PLANNING	EX	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1113	PLANS EXAMINER I	BNS	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1870	POLICE OFFICER I	POLICE	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1919	PUBLIC EDU & CUSTOMER SERV COORDINATOR	SANITATION & ENV SERV.	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1918	SAN & ENV SERV OPERATIONS CREW SUPERVISOR	SANITATION & ENV SERV.	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1023	SOCIAL AND DIGITAL MEDIA PRODUCER	ADM-COMM	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1305	SR. A/P SPECIALIST	FINANCE	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2006	TECHNICAL SUPPORT SPECIALIST I	VARIOUS	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2022	TRAFFIC SIGNAL TECH II	STREET-TRAFFIC	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1529	TURF SPECIALIST II	PARKS	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2304	UTILITIES LOCATOR	WATER-WD	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2204	WASTEWATER OPERATOR I	WATER-SP	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2203	WATER OPERATOR I	WATER-WP	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2421	WATER QUALITY SPECIALIST I	ENG - STMWTR	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1116	ZONING ENFORCEMENT PLANNER	BNS	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1010	MANAGEMENT FELLOW	ADMIN	EX	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
	A/P SPECIALIST	FINANCE	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
0016	ADMINISTRATIVE ASSISTANT	VARIOUS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
0022	BILLING TECHNICIAN	REV-MGT	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1102	BUILDING INSPECTOR I	BNS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1886	COMMUNICATIONS SUPPORT COORDINATOR	POLICE	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
0021	CUSTOMER SERVICE COLLECTIONS TECH	REV-MGT	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1904	CUSTOMER SERVICE TECHNICIAN	SANITATION & ENV SERV.	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382

JOB CODE	JOB TITLE	DEPT	YRLY HOURS	NEW Upgrade 2022 GRADE	JULY 2022 PAY RANGE Min	1st Qtle	Mid	3rd Qtle	Max
1011	DEPUTY COURT CLERK	COURT	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
0051	EQUIPMENT OPERATOR II	VARIOUS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1310	FINANCIAL TECHNICIAN I	REV-MGT	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1407T	FIRE CADET	FIRE	2808	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
0056	FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1531	FORESTRY TECHNICIAN II	PARKS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1416	GENERAL SERVICES TECHNICIAN	FIRE	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2319	INVENTORY SPECIALIST	VARIOUS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2436	IT TECHNICIAN	IT	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1046	LEAD FACILITIES MAINTENANCE WORKER	ADM-FACILITIES/SW	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2316	METER READER SENIOR	WATER-WB	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1103	MUNICIPAL INSPECTION OFFICER I	BNS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1502	PARKS MAINTENANCE WORKER	PARKS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
0015	PERMIT TECHNICIAN	BNS/PLANNING	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1870T	POLICE OFFICER TRAINEE	POLICE	2080	E	$ 50,000	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1016	PROCUREMENT OFFICER I	PURCHASING	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1510	PROGRAM SPECIALIST	PARKS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2314	SEWER EQUIPMENT TECH	WATER-SC	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2018	SIGN PRODUCTION SPEC	STREET-TRAFFIC	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1879	SR. RECORDS TECHNICIAN	POLICE	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2019	STRIPING TECHNICIAN	STREET-TRAFFIC	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1205	TOC OPERATOR	ENG-TOC	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2014	TRAFFIC SIGNAL TECH I	STREET-TRAFFIC	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1528	TURF SPECIALIST I	PARKS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2318	TV TRUCK SEWER INSPECTOR	WATER-SC	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1021	DIGITAL MEDIA SPECIALIST PART-TIME	ADM-COMM	1500	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
0014	ADMINISTRATIVE SECRETARY	VARIOUS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
0026P	ASSISTANT DEPUTY COURT CLERK	COURT	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
0020	CASHIER - COURT/REV MGMT.	REV-MGT/COURT	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
0023P	CASHIER (PT)	REV-MGT	1500	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1018	CUSTODIAN	ADM-FACILITIES	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1901	DROP OFF SITE ATTENDANT	SANITATION & ENV SERV.	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
0052	EQUIPMENT OPERATOR I	VARIOUS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1512	FACILITIES WORKER	PARKS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1004	FACILITIES MAINTENANCE WORKER	ADM-FACILITIES/SW	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1530	FORESTRY TECHNICIAN I	PARKS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895

JOB CODE	JOB TITLE	DEPT	YRLY HOURS	NEW Upgrade 2022 GRADE	JULY 2022 PAY RANGE Min	1st Qtle	Mid	3rd Qtle	Max
2004	GENERAL MAINTENANCE WORKER	VARIOUS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1520	GROUNDS WORKER	PARKS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1520	GROUNDS WORKER	WATER	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1905	HHW DROP OFF SITE ATTENDANT	SANITATION & ENV SERV.	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1517	LANDSCAPING WORKER	PARKS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
2004	MAINTENANCE WORKER (General)	STREET	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
2303	METER READER	WATER-WB	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1877	PARKING AMBASSADOR	POLICE	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1880	RECORDS TECHNICIAN	POLICE	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1880	RECORDS TECHNICIAN	ADMIN	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1902	SAN & ENV SERVICES WORKER	SANITATION & ENV SERV.	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1914	SCALE OPERATOR	SANITATION & ENV SERV.	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
2313	UTILITY SERVICE WORKER	WATER-WD	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1043P	VIDEO PRODUCTION ASSISTANT (PT)	ADM-COMM	1500	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
0003	SCHOOL PATROL	POLICE	Varies		$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895

Appendix K – FranklinForward: Strategic Plan

***Note: A new Strategic Plan is being developed with the BOMA and CP2 Consulting as of the date and time of this publication. The measures included herein are for historical purposes only and have been modified over time.**

FranklinForward

Vision for 2033

Objectives for Developing a Strategic Plan

https://performance.franklintn.gov

FUNDAMENTALS

- A plan that supports the City's Mission:
  "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."
- A plan that supports traditions important to our citizens: We strive to determine our own destiny. We pursue bold but attainable growth. We collaborate with others to shape our future.
- A plan that reflects public service values: Transparency in stewardship of public resources. Accountability and integrity. Emphasis on results that improve the community.

THEMES

A Safe Clean and Livable City

Having a safe, clean, and livable city is a primary requisite for our citizens and they are supportive of the means necessary to assure the idyllic yet progressive character of Franklin. Residents want to live healthier, sustainable lives and will support services that deliver high standards. Franklin takes pride in the professionalism and quality of our police, fire, and emergency response teams. We understand the importance of code enforcement as a means of precluding declining and unsafe neighborhoods and business districts. The City recognizes its role as a steward of the environment as we deliver essential services while preserving the natural beauty of the community.

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 at least 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).

– Goal: The Franklin Fire Department will provide a response time among the top quartile of Tennessee Benchmark cities (TEMBP).
    - Baseline: Average Total Response Time in 2012 was 5.49 minutes (Source: Computer Aided Dispatch Data) – (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.)

– 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.)

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.

– 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 current number of days to respond and 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).

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 (IWRP) by 2042.
  – 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).

Appendix K – *FranklinForward*: Strategic Plan

Franklin will be a model for environmental quality and a sustainable city.

- Goal: Franklin will achieve platinum status within the TVA sustainable Communities Program.
    - [Baseline: Achieved Goal status, 2013]
- Goal: Franklin will be named as a "Smarter City" by the Natural Resources Defense Council for sustainability (the first in Tennessee).
    - Baseline: To review the criteria for becoming a "Smarter City" and apply for recognition. See: http://smartercities.nrdc.org/rankings/scoring-criteria
- 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)
- Goal: Franklin will reduce government agency use of electricity by 20% by 2020.
    - 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).
- 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).

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 =

Appendix K – FranklinForward: Strategic Plan

142,684 lbs.; Anti-freeze = 651 gallons; Electronics = 216,820 lbs.

An Effective and Fiscally Sound City Government Providing High Quality Service

Franklin citizens have high expectations for their government. As the city continues to grow, it must remain vigilant in the prudent management of taxpayer funds by continuously working to improve the quality, efficiency, and cost effectiveness of services demanded by its citizens. The pace of technological change and innovation in our world is accelerating, and the City depends on the expertise and creativity of its employees to integrate new ideas and tools that will improve service delivery and operational efficiency while maintaining the sense of personal touch our citizens have come to expect.

The City of Franklin understands that in this era of rapid change, the need for knowledgeable, active, and engaged employees is greater than ever. Building and retaining a skilled, adaptable, and diverse workforce requires the City to recruit qualified employees and provide competitive salaries and benefits along with opportunities for ongoing training and professional development in order to meet future needs. Employees will be encouraged to become adaptable, take initiative and keep their skills current through organization-wide initiatives and individual development. They will also need to continue to build their ability to serve our increasingly diverse community.

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.
- 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.
- 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.

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 a 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.

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.
- 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: 21 Franklin employees had accidents in FY 2013.
    - Baseline: Number of lost work days by employees in FY2013. [Need data.]
  - Goal: To have effective training and development objectives within every employee's work plan
    - Baseline: Number of certificates earned or renewed by employees in 2012. [Need data]
    - Baseline: Number of credit hours reimbursed for employees in 2012-13 was 345.
    - Baseline: Percent of employees with a training and development objectives in their work plan. [Need data]

Appendix K – *FranklinForward*: Strategic Plan

Franklin citizens are proud of their community. They it to remain among the best places to live in the United States–a place envied for its engaging quality of life. People are invested in their neighborhoods as well as in the city. They willingly volunteer, participate, and support the many activities, recreational pursuits, and special events that bring them together as a community.
Franklin's rapidly growing and increasingly diverse population, both in age and ethnicity, is both a strength as well as a challenge to the vision of our city. Our citizens understand the importance of ensuring that everyone who works within our community is able to live within our community.

A critical part of sustaining our unique sense of inclusiveness is ensuring that a range of housing options is available for varying income and demographic groups. As our boundaries expand, the efficient and effective varieties of land uses–residential, commercial, open space, and institutional–are critical components for sustaining our vibrant community. Our citizens are concerned that traffic congestion is increasing everywhere–on major streets and in neighborhoods. They would like a functional transportation system, more bicycle and pedestrian connections between residential neighborhoods and shopping districts or employment centers, and better transit options, not only within the city but connecting the greater metropolitan region.

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)
- 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).

- 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)

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.

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 reduce citizen perception of traffic congestion in Franklin
  - Goal: To reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.
    - Baseline: 37% of citizens report improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)
- To be a community that promotes walking, jogging, and cycling.
  - Goal: To increase the Walkability Index Score for Franklin.
    - Baseline: Current walkability Index Score is 32. Achieved an Honorable Mention in walkfriendly.org. http://www.walkfriendly.org/communities/community.cfm?ID=70 and http://www.walkscore.com/TN/Franklin
  - Goal: To become a more bicycle friendly community.
    - Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.

Appendix K – FranklinForward: Strategic Plan

- 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 slots, 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).
  - 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 the best in the nation.

- Goal: To improve ranking as one of the 100 Best Places to live in the United States.
  - Baseline: Ranked of 52 (CNN Money Magazine, 2012).
- 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)
- Goal: To improve ranking as one of the top business-friendly cities in Tennessee.
  - Baseline: Ranked as 2nd in Tennessee (Beacon Center for Tennessee, 2012).
- 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: To remain below the national Cost of Living Index of 100.
  - Baseline: 89 on index of 100 (Williamson County Chamber of Commerce).
- 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).

– 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).
– Goal: To achieve the American Association of Retirement Communities Seal of approval as one of the top places for retirees in the United States.
  - Baseline: City of Franklin has not yet received this recognition. (American Association of Retirement Communities)
– Goal: To reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).
  - Baseline: The 2010 census shows 7.4% of citizens live in poverty in Franklin (2010 Census).

Sustainable Growth and Economic Prosperity

Franklin has a heritage of economic stability, defying many of the struggles faced in other communities and the nation. This heritage is a result of a dedication to sustainable growth through thoughtful public policy decisions and well-managed developments. The community values the diversity of high-quality and high-worth places–the mix of suburban and downtown shopping districts that serve the community's needs and are magnets for out-of-town visitors; a vibrant corporate and office environment that is the home to industry-leading businesses of all sizes; well-designed and maintained parks and recreational gathering places that also focus on historical, cultural, or natural attributes; and opportunities to pursue a wide range of activities without leaving the community.

City leaders also understand the importance of having a self-sustaining economic engine that through collaboration and partnership with both private and public entities supports efforts that attract, retain, and create quality jobs to ensure a diverse economic base, a resilient and growing tax base, and thriving neighborhoods.

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.
– Goal: 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)

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

- Opportunities for increasing tourism experiences.
  - Goal: To increase tourist visits to Franklin.
    - Baseline: Carnton Plantation, Carter House and Lotz House had 80,000 visitors in 2012 (www.carnton.org).
  - Goal: To increase private investment in Franklin's Historic Area.
    - Baseline: Franklin issued 116 Certificates of Appropriateness for construction in 2012 (Planning and Sustainability).
    - Baseline: The value of investment dollars from COA's for 2012 was $7,565,260 (This number only reflects the valuations associated with the permits that been pulled as of this date and not projects without application for building permits. Planning and Sustainability)
  - Goal: To increase the number of participants in conventions, conferences, and meetings in the Conference Center
    - Baseline: [Need 2012 fiscal year data on number of participants or equivalent proxy]
- Opportunities for revenue enhancements through tourism and sales revenues.
  - Goal: To increase the revenue generated from Hotel/Motel taxes.
    - Baseline: Franklin received $2,193,109.16 in Hotel/Motel Tax for the 2012 Fiscal Year (Department of Finance)
  - Goal: To increase sales tax revenue money greater than the annual state-wide sales tax growth.
    - Baseline: $24.197 million in sales tax revenues were collected by the City of Franklin in 2012. (Financial Reports from City Finance Department)
  - Goal: Franklin will increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center
    - Baseline: [Review Conference Center data for appropriate metrics]

Franklin will expand and retain business and job opportunities within the community as well as the county.

- Encourage job growth and retention within the city.
  - Goal: To increase the number of jobs in the city over the previous year.

- Baseline: Franklin reported 33,750 total employment in June 2013. [Civilian Labor Force Summary, Labor Monthly Report, July 2013].

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

- Baseline: Franklin's unemployment rate for 2013 was 5.5%. County rate for same period was 5.8% and state rate was 8.5% (both of which included Franklin rate) (Source: Civilian Labor Force Summary, Labor Monthly Report, July 2013).

• Encourage expansion and retention of business opportunities in the City of Franklin.

– Goal: To increase the net number of business licenses within the city over the previous year.

- Baseline: Franklin issued 427 new business licenses in FY2012 (Revenue Management)
- Baseline: Franklin has 5,302 total active business licenses in 2012 (2012 Development Report).

– Goal: To increase the number of small businesses over the previous year.

- Baseline: Franklin has X number of small businesses. Williamson County has 5,910 businesses with <100 employees. (2010 Census for Williamson County)

– Goal: To increase the number of businesses with more than 100 employees over the previous year.

- Baseline: Franklin has 50 businesses with more than 100 employees (Williamson County Chamber of Commerce).

– Goal: To increase the success of Fortune 1000 companies located in Franklin over the previous year.

- Baseline: The number of local people employed by Fortune 1000 companies in Franklin was 11,971 (2012).

– Goal: To reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.

- Baseline: Franklin retail and commercial vacancy rate for 3rd Q 2013 was 3.8%. Nashville MSA rate was 9.4%. Target of 30% of Nashville rate is 6.58% (Source: Cassidy Turley Office Market Snapshot, @ WilliamsonProspers.com)

Appendix K – Franklin*Forward*: Strategic Plan

APPENDICES: Reference

Under this section is:

- **Reference Information**
  - **Appendix L - Expenditure Classifications**
  - **Appendix M - Additional Demographic & Economic Information**
  - **Appendix N - Glossary of Terms**

Appendix L – 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.

Appendix L – Chart of Account Definitions

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

Appendix L – Chart of Account Definitions

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.

Appendix L – Chart of Account Definitions

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.

HISTORIC FRANKLIN TENNESSEE

Appendices: Reference

Appendix M - 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 2023 Annual Comprehensive Financial Report (ACFR), which can be found **here**. The list of tables can be found below along with the corresponding page number in the 2023 ACFR.

Revenue Capacity Information: Local Sales Tax Collections - Page 127

Revenue Capacity Information: Assessed Value and Estimated Actual Value of Taxable Property - Page 128

Revenue Capacity Information: Principal Property Taxpayers, Current Year and Ten Years Ago - Page 130

Demographic and Economic Information: Principal Employers - Page 138

Debt Capacity Information: Ratios of General Bonded Debt Outstanding - Page 133

Debt Capacity: Legal Debt Margin Information - Page 135

Debt Capacity: Water & Sewer Fund Pledged-Revenue Coverage - Page 136

Schedule of Utility Major Customers - Page 118

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ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR): 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 ACFR 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).

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

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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.

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 $50,000 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 $50,000 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.

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

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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.

FLEET REPLACEMENT FUND: Used to account for the purchase and replacement of commercial fleet vehicles (passenger trucks, sedans, SUVs) used in General Fund departments.

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%.

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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 1.375% 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 $50,000 (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,

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(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 $0.3261 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.

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

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gasoline taxes. State law requires these gasoline taxes to be used to maintain streets.

TAX BASE: The total assessed value of real property within the City.

TAX LEVY: The total amount to be raised by general property taxes for purposes specified in the Property Tax Ordinance.

TRANSFER: An appropriation to or from another fund. A transfer is the movement of money from one fund to another to wholly or partially support the functions of the receiving fund.

TRANSIT SYSTEM FUND: A special revenue fund used to account for the City's transit operations. Its primary sources of revenue are an operating subsidy from the general fund and transit fares. The City has created the Franklin Transit Authority to oversee transit operations. Daily operations of the transit system are managed by a contractor.

USER CHARGES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

City of Franklin

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

File #: 21-0121

DATE: April 29, 2024

TO: Budget & Finance Committee

FROM: Eric Stuckey, City Administrator
Kristine Brock, Asst. City Administrator/CFO
Michael Walters Young, Budget and Analytics Manager

SUBJECT:

Consideration Of DRAFT Ordinance 2024-18, An Ordinance Of The City Of Franklin, Tennessee Establishing The Municipal Property Tax Levy For The Fiscal Year 2024-2025; Providing An Effective Date

PURPOSE:

The purpose of this memorandum is to provide information to the Franklin Board of Mayor and Aldermen (BOMA) concerning Consideration of DRAFT Ordinance 2024-18, An Ordinance of the City of Franklin, Tennessee Establishing the Municipal Property Tax Levy for the Fiscal Year 2024-2025; Providing an Effective Date.

BACKGROUND/STAFF COMMENTS:

Annually, the Board of Mayor and Aldermen are required to approve a Property Tax Rate to support spending proposed in the annual operating budget. This ordinance is the mechanism with which to do that.

There is no proposed increase in the Property Tax rate for FY 2025. It remains at $0.3216 per $100 of assessed valuation. The City's property tax rate remains one of the lowest property tax rates among cities across Tennessee and the nation.

FINANCIAL IMPACT:

The third-largest revenue source for the City's General Fund is property tax, which accounts for 11.8% of General Fund resources. The amount of property tax revenue going to General Fund operations for FY25 is $13.2 million, compared to $12.1 million budgeted in FY24. The General Fund portion of property tax revenue ($13.2 million) is the result of the total property tax of $24.9 million minus $10.5 million in the Debt Service Fund, and $1.15 million transferred to the Street Aid Fund.

RECOMMENDATION:

Staff recommends that Ordinance 2024-18 be recommended to the Board of Mayor and Aldermen for approval.

ORDINANCE NO. 2024-18

AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2024-2025; 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 2024-2025 pay a tax of 32.61 Cents ($.3261) 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 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:	**_____**

HISTORIC FRANKLIN TENNESSEE

City of Franklin

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

File #: 21-0122

DATE: April 29, 2024

TO: Budget & Finance Committee

FROM: Eric Stuckey, City Administrator
Mark Hilty, Asst. City Administrator Public Works
Jack Tucker, Sanitation and Environmental Services Director
Michael Walters Young, Budget and Analytics Manager

SUBJECT:

Consideration Of DRAFT Ordinance 2024-19, An Ordinance Of The City Of Franklin, Tennessee To Amend Appendix A - Comprehensive Fees And Penalties, Chapter 17 Refuse And Trash Disposal, Of The Franklin Municipal Code To Increase The Fees For Collection Of Garbage And Refuse

PURPOSE:

The purpose of this memorandum is to provide information to the Franklin Board of Mayor and Aldermen (BOMA) concerning Consideration of DRAFT Ordinance 2024-19, An Ordinance of the City of Franklin, Tennessee to Amend Appendix A - Comprehensive Fees and Penalties, Chapter 17 Refuse and Trash Disposal, of the Franklin Municipal Code to Increase the Fees for Collection of Garbage and Refuse.

BACKGROUND/STAFF COMMENTS:

The Sanitation and Environmental Services Fund has continuously worked to become increasingly self-sustaining over the last decade plus. From a $4.4 million tax levy subsidy in 2009 to three consecutive budgets with no planned tax levy subsidy, the fund has achieved this if operations and collection points would remain static. However, with the continual growth in the community, and significantly higher fixed costs (disposal/tipping contract, personnel increases), it no longer can maintain operations, handle additional residential and recycling burdens and replace vital equipment on the current rate of $23.00/month.

FINANCIAL IMPACT:

The $8.00/month increase from $23.00/month to $31.00/month should generate approximately $2,400,000 more for the fund annually. This would be the largest increase to set the path on the way to true self-sustainability.

RECOMMENDATION:

Staff recommends that Ordinance 2024-19 be recommended to the Board of Mayor and Aldermen for approval.

ORDINANCE 2024-19

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE TO AMEND APPENDIX A – COMPREHENSIVE FEES AND PENALTIES, CHAPTER 17 REFUSE AND TRASH DISPOSAL, OF THE FRANKLIN MUNICIPAL CODE TO INCREASE THE FEES FOR COLLECTION OF GARBAGE AND REFUSE."

WHEREAS, the City Charter, Article VIII, provides for adoption of an annual budget for all 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, 2024 has been completed in accordance with state law and local ordinances,

NOW, THEREFORE, BE IT ORDAINED, by the Board of Mayor and Aldermen of the City of Franklin, Tennessee:

SECTION I: BE IT ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, Tennessee, that Appendix A, Chapter 17 of the Franklin Municipal Code, subsection entitled "Collection Service Fees" be deleted in its entirety and replaced with the following:

CHAPTER 17. – MUNICIPAL SOLID WASTE DISPOSAL

Collection Service Fees	
Residential	
First MSW rollout container	$31.00 per month (one pick-up/week)
Second and subsequent MSW rollout containers	$7.50 per month/per container

SECTION II. BE IT FINALLY ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF Franklin, Tennessee, that this Ordinance shall take effect for billing cycles beginning July 1, 2024, from and after its passage on second and final reading, the health, safety and welfare of the citizens requiring it.

ATTEST:

By: _____
Eric Stuckey
City Administrator

CITY OF FRANKLIN, TENNESSEE:

By: _____
Dr. Ken Moore
Mayor

Approved as to form by:

_____
Shauna R. Billingsley
City Attorney

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

HISTORIC FRANKLIN TENNESSEE

City of Franklin

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

File #: 21-0123

DATE: April 29, 2024

TO: Budget & Finance Committee

FROM:

SUBJECT:

Consideration Of DRAFT Resolution 2024-32, 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 2024-2025; Providing An Effective Date

PURPOSE:

The purpose of this memorandum is to provide information to the Franklin Board of Mayor and Aldermen (BOMA) concerning Consideration of DRAFT Resolution 2024-32, 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 2024-2025; Providing An Effective Date.

BACKGROUND/STAFF COMMENTS:

This is the last step in approving a budget for FY 2025. This resolution provides sufficient legal support to satisfy state approval of the Water Management Fund. This fund requires a separate resolution because of its unique nature as a self-sufficient (Enterprise or Proprietary) fund. This resolution ensures that between it and the Budget Ordinance (Ord. 2024-17), the Board of Mayor and Aldermen serving as their role as the utility board for this operation has received and affirmed sufficient revenues will be raised to support the proposed spending plan for the next fiscal year.

The budget is attached separately and will be added to this resolution as Exhibit A once formal Law approval is finished.

FINANCIAL IMPACT:

The Water Management Fund budget for FY 2025 anticipates total revenues and expenditures of $55.07 million.

RECOMMENDATION:

Staff recommends that Resolution 2024-32 be recommended for approval by the Board of Mayor and Aldermen.

RESOLUTION NO. 2024-32

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 WASTEWATER UTILITY FUND FOR FISCAL YEAR 2024-2025; 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 2024-2025, as set forth more fully in the document entitled "City of Franklin, Tennessee, Annual Operating & Capital Equipment Budget, July 1, 2024 – June 30, 2025" which is found on pages 243-258 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 _____ 2024.

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

FY2025 PROPOSED BUDGET

Excellence Innovation Teamwork
Integrity Action-Oriented

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HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

Annual Operating & Capital Equipment Budget July 1, 2024 - June 30, 2025

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 83,454 according to the 2020 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.

The City has won numerous awards, but none more recent and impactful as being named an All-American City in 2020 by the National Civic League. Other honors include: the National Main Street Award from the National Trust of Historic Preservation, "Number One Small Town in Tennessee", designated a Preserve America Community by former First Lady Laura Bush, one of "America's Distinctive Destinations" by the National Trust for Historic Preservation, *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 and Money magazine has continuously ranked Franklin in its "Top 10 Best Places to Live" for the last five years. 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.

HISTORIC
FRANKLIN
TENNESSEE

Board of Mayor & Aldermen

Dr. Ken Moore, Mayor

Patrick Baggett
Clyde Barnhill
Brandy Blanton
Matt Brown
Beverly Burger
Greg Caesar
Ann Petersen
Jason Potts

Eric Stuckey, City Administrator

Kristine Brock, Assistant City Administrator of Finance and Administration

Vernon Gerth, Assistant City Administrator of Community Development

Mark Hilty, Assistant City Administrator of Public Works

Angie Skarp, City Recorder

Shauna Billingsley, City Attorney

Lisa Clayton, Parks Director

Jessica Davey, Billing & Licensing Director/City Court Clerk

Deborah Faulkner, Police Chief

Glenn Johnson, Fire Chief

Steve Grubb, Streets Director

Aahil Rajpari, Management Fellow

Michelle Hatcher, Water Management Director

Paul Holzen, Engineering Director/City Engineer

Mike Lowe, Comptroller

Tom Marsh, Building & Neighborhood Services Director

Jason Potts, Information Technology Director

Milissa Reierson, Chief Communications Officer

Kevin Townsel, Human Resources Director

Jack Tucker, Sanitation & Environmental Services Director

Michael Walters Young, Chief Budget & Performance Officer

Brian Wilcox, Purchasing Manager

Scott Williar, Emergency Management Coordinator

Margaret Wilson, Comptroller

Brad Wilson, Project & Facilities Manager

Emily Wright, Planning & Sustainability Director

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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, 2022. 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.

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May 3, 2024

Mayor Moore, Aldermen, and Citizens of Franklin,

Recently, as a part of their ongoing strategic planning work, the Franklin Board of Mayor and Aldermen drafted a vision statement for our community:

America's finest Hometown, driven by excellence, balancing preservation and progress.

This vision captures who Franklin is and aspires to be. As we build the budget each year, our goal is to meet community needs and support work that achieves the community's aspirations to be best place in America to raise a family and build a business. Top ratings by publications such as *Money* magazine, *Southern Living*, *USA Today*, and *Livability* consistently place Franklin among the best places to live in America. Strong investment and job growth also reflect Franklin's remarkable economic vitality and competitive position. Our *All-America 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, proudly call "home."

Significant infrastructure investment designed to meet the demands of growth and to build upon the community's quality of life continues through the City's 10-year Capital Investment Plan (CIP) supported by the Invest Franklin initiative launched eight years ago. Recent highlights include the completion of the Water Reclamation Facility upgrade and expansion, Franklin Road improvements, and the beautifully restored Hayes Home at the Park at Harlinsdale Farm. Other important projects are moving forward including the development of a new City Hall (currently in final design), Bicentennial Park (under construction), development of the Southeast Park/Robinson Lake (bidding), and McEwen Drive improvements from Cool Springs to Wilson Pike (bidding later this year). These projects promise to have significant impact on our community as they add significantly to our quality of life. The Board is currently working diligently to update the 10-year CIP to best meet community needs now and in the future.

Despite our success, significant challenges remain. The City of Franklin continues to be bolstered by strong long-term financial plans and policies that provide vital financial capacity to meet both challenges and opportunities. Our best efforts will be required to meet the demands that lie ahead. The City must continue to deliver high-quality services, enhance existing infrastructure, and prepare for growth in terms of services, infrastructure, and community impact. The City of Franklin will craft a budget and action plan that is both fiscally prudent and consistent in maintaining our commitment to high-quality community service.

Budget Overview

The 2024-25 (FY25) General Fund budget is $112,252,391, which represents a decrease of 1.6% compared to the current $114,112,767 budget for 2023-24 (FY24). The FY25 budget for all funds is $226,904,237, which represents a decrease of 5.2% compared to FY24.

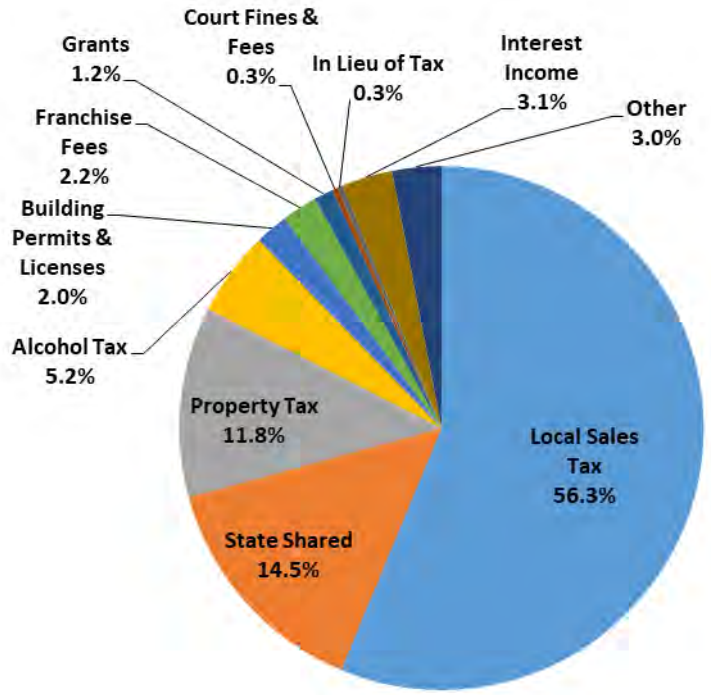
Highlights of the 2024-25 Budget

- The budget is balanced and fully complies with the Board of Mayor and Aldermen's debt and fund reserve policies.
- The Invest Franklin dedicated funding for infrastructure/transportation investment and support of City operations remains in place. The City property tax rate remains unchanged at $0.3261 per $100 of assessed valuation. The City of Franklin has the lowest property tax rate of any city in Tennessee with a population over 50,000, and its rate is among the lowest of comparable cities nationally.
- A pay increase for City team members will be effective the first pay period of July 2024. The approved budget includes a general pay increase of 3% plus an additional performance-based pay increase of up to an additional 2.5%.
- An updated longevity pay program will be implemented in FY25 providing employees with an annual payment based on their service time with the City of Franklin. These payments will be made to all employees in November of each year.
- Significant pay adjustments to be implemented in late FY24 for Police and Fire are fully incorporated in the FY25 budget as the City reaches its target of being at or above the 90th percentile of pay in the market.
- Health insurance premiums for City team members are unchanged for FY25.
- The budget includes several new positions in the General Fund including a new internship program in Fire Department, a Flex Team Sergeant in Police, and a new Mobility Coordinator position in Engineering. An Information Technology Assistant Director position is restored in the budget. Three new Parks positions will be added in spring 2025 to support new/upgraded facilities. Several position reclassifications are implemented across the organization including in Streets, Parks, City Court, Water Management, and Building and Neighborhood Services.
- An organizational realignment is included in the budget with the movement of the Human Resources Department into the Finance and Administration team and the Emergency Management Office into the Public Works team. A new Office of Budget and Performance will be established with existing staff. The Office of Revenue Management/City Court will also be formally established as a City department: the Billing and Licensing Department.
- The FY25 budget includes an increase for residential trash and recycling collection (from $23/month to $31/month) making this operation fully self-sufficient (with no general fund subsidy). Consistent with our five-year utility rate plan, Water and Sewer rates will increase 3% and 2.5% respectively beginning January 1, 2025.
- 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.

General Fund Overview

Revenues. In total, General Fund revenues for FY25 are projected at $112.3 million, a slight decrease of 1.% compared the current FY24 budget of $114.1 million. The following is a summary of revenue by category.

General Fund Revenue by Category – FY25



Sales Tax. The City's largest single revenue source continues to be sales tax. Local sales tax collections are projected to account for 56.3% of total General Fund revenue. The FY25 sales tax budget of $63.2 million represents a projected increase of 2.2% compared to the FY24 budget. Over the past two years, there has been substantial growth overall in the sales tax due to inflationary pressures, economic growth in the community overall, and strong on-line sales tax collection by the state of Tennessee. While we are still projecting growth, the rate of growth appears to be slowing. Overall, the City is assuming a modest growth in sales tax in FY25. This conservative assumption is an added protection against an economic downturn.

State Shared Revenue. The second-largest category of revenue, state shared revenue, accounts for 14.5% of total General Fund revenue and is projected to be $16.25 million, which is flat compared to the FY24 budget. The FY25 budget includes $100,000 to support a local special census during the fall of 2024. Conducting a special census across the community will enable the City to capture its fair share of State Shared revenue, which is provided to cities based on their population. Recent estimates show that Franklin's population has grown to over 90,000 people compared to the 2020 Federal Census population of 83,454.

Property Tax. The third-largest revenue source for the City's General Fund is property tax, which accounts for 11.8% of General Fund resources. The amount of property tax revenue going to General Fund operations for FY25 is $13.2 million, compared to $12.1 million budgeted in FY24. The General Fund portion of property tax revenue ($13.2

million) is the result of the total property tax of $24.9 million minus $10.55 million in transfer to the Debt Service Fund for General Fund debt obligations and $1.15 million transferred to the Street Aid Fund.

In the FY25 budget, The City property tax rate remains unchanged at $0.3261 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 has the lowest property tax rate of any city in Tennessee with a population over 50,000, and its rate is among the lowest of comparable cities nationally. The Williamson County Property Assessor will conduct a county-wide property re-appraisal during FY25, which will impact the City's property tax rate in FY26.

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 FY25 budget year, these various alcohol taxes are projected to generate $5.9 million, accounting for 5.2% of General Fund revenue. The projected FY25 revenue is an increase of 6.0% compared to the FY24 budget.

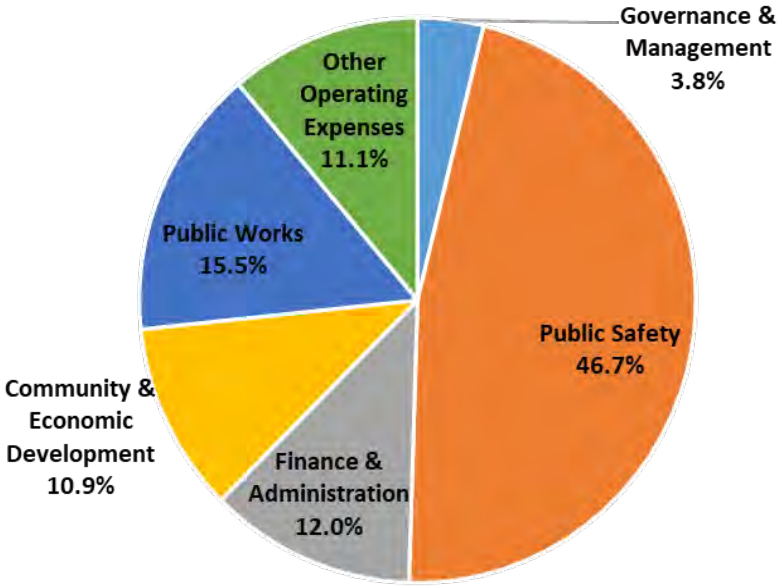
Franchise Fees. The collection of franchise fees from cable and gas utility providers accounts for 2.2% of General Fund revenue. For FY25, $2.45 million is projected in franchise fees, a decrease of 3.7% ($95,552) compared to FY24.

Building Permits and Licenses. The budget incorporates an assumption that the pace of development will remain relatively steady with a slight decrease in activity in the coming year. The budget for building permit and license fees revenue is projected at $2.3 million for FY25, a modest increase of 1.0% compared to FY24. These fees allow the City to recover the costs associated with providing construction-related services. Building permit and license revenue accounts for 2.2% of the General Fund revenue.

Other Revenues. Other revenue categories of note include grants, municipal court fines/fees, and interest income. Grant revenue is projected at $1.3 million in FY25. Court fines/fees are projected at $378,384 in FY25. Interest income is projected to grow to $3.5 million in the FY25 budget, an increase of $300,000 compared to FY24. 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 $112.3 million for FY25. The following chart displays a summary of expenditure activities within the proposed budget by service area. Public safety remains the largest expenditure in the City's General Fund, representing 46.7% of the total budget.

General Fund Expenditures by Major Service Area – FY25

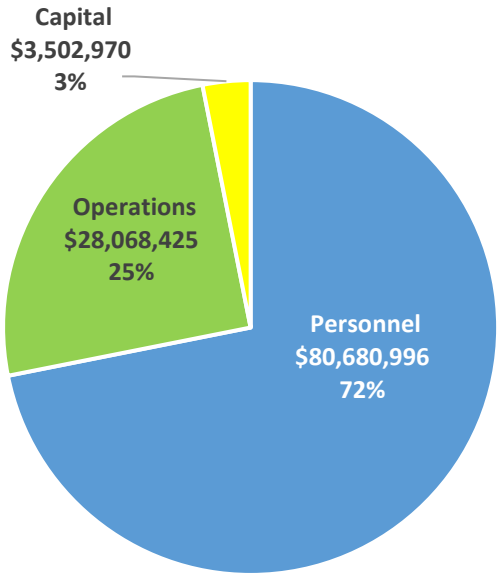


Employee Earnings and Benefits. The cost of wages and benefits for City team members (employees) accounts for 72% of the City's General Fund budget. Overall, employment-related costs are projected at $80.7 million, a 3.5% increase compared to the current budget of $78 million. A pay increase for City team members will be effective the first pay period of July 2024. The approved budget includes a general pay increase of 3% plus an additional performance-based pay increase of up to an additional 2.5%. An updated longevity pay program will be implemented in FY25 providing employees with an annual payment based on their service time with the City of Franklin. These payments will be made to all employees in November of each year.

Significant pay adjustments to be implemented in late FY24 for Police and Fire are fully incorporated in the FY25 budget as the City reaches its target of being at or above the 90th percentile of pay in the market. The City anticipates incorporating this revised pay target in a full compensation plan review that will take place in 2025 for the FY26 budget.

The FY25 budget contains an organizational realignment which includes the movement of the Human Resources Department into the Finance and Administration team and the Emergency Management Office into the Public Works team. A new Office of Budget and Performance will be established with existing staff and will report directly to the City Administrator. The Office of Revenue

General Fund Expenditures by Major Category – FY25

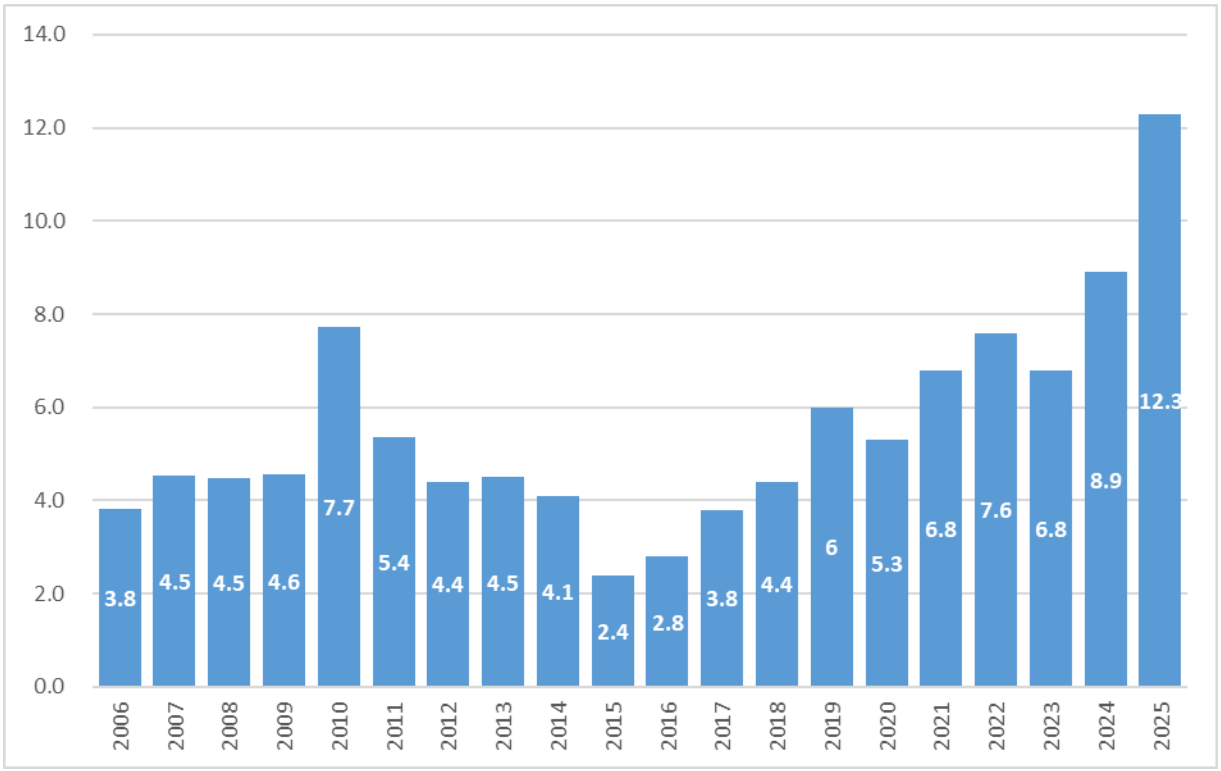


Management/City Court will also be formally established as a City department: the Billing and Licensing Department.

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 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. The City's single employer Defined Benefit Pension Plan (the "Closed Plan") was closed to new participants effective December 31, 2016. Beginning January 1, 2017, and thereafter, new hires are members of the Tennessee Consolidated Retirement System ("TCRS") Legacy Defined Benefit Pension Plan (the "Open Plan"), a multi-employer pension plan administered by the State of Tennessee Department of Treasury. While TCRS has agreed to manage certain aspects of the Closed Plan, primarily investment of assets and payroll services, the City continues to oversee the remaining functions in accordance with terms of the plan and the State of Tennessee Public Employee Defined Benefit Financial Security Act of 2014. For FY25, the City will appropriate the actuarially-required contribution of $10.2 to the Closed Plan, an increase of $3 million. City contribution to the Open Plan for FY25 is 7.62% of payroll.

Pension and Retirement Contributions – FY 2006-2025



Employee Benefits. For 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.

The City's premiums for health, vision, and dental insurance are projected to remain flat for FY25. Beginning in FY19, the City began offering team members the option to use a high-deductible health insurance plan paired with a health savings account. Health insurance premiums for City team members are projected to remain unchanged for FY25.

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 25.1% of General Fund expenditures. The FY25 budget amount for operational expenses (inclusive of interfund transfers) is $28.1 million, a decrease of $3.1 million compared to the FY24 projection.

Transfers to Other Funds. The General Fund budget includes transfers from the General Fund to other funds to support operations and capital projects. The FY25 budget includes $7.4 million of transfers to other funds, a decrease of $2.5 million compared to FY24. Transfers fall into two categories. The first are ongoing transfers - $500,000 from the General Fund to the Street Aid and Transportation Fund in FY24 which funds the "sidewalk gap" projects approved as a part of the Invest Franklin initiative and a new asset paving initiative for City owned trails, parking lots, driveway aprons, etc., $1,003,617 from the General Fund to the Transit Fund (flat funding compared to FY22), and $863,490 for the new Capital Vehicle and Equipment Replacement Fund for the annual replacement of Police vehicles. The second category of transfers include $5.039 million from the General Fund to the Capital Projects Fund for approved CIP projects. There is no budgeted subsidy planned for the Sanitation and Environmental Services Fund, as a recent cost of service study recommended an increase in the fee to make this operation truly ratepayer funded.

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 $50,000. 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 FY25 General Fund budget, capital expenditures are projected at $3.5 million, an increase of 39.0%. The FY25 capital expenditures include high-priority equipment replacement, such as police cruisers (various replacements were deferred as a part of previous budgets and/or were impacted by manufacturing delays) along with software upgrades for information system security and capital project management.

Outside Agency Funding. The City funds various government, human service, nonprofit, and community service organizations through its budget each year. In total, the FY25 budget funds these organizations at $703,302, an increase of $34,500 compared to the FY24 budget. The City's contract with Williamson County Animal Center is increasing by $9,493 (from $189,869 in FY24 to $199,362 for FY25) for city-wide animal control services. This increase of 5% is determined through an agreed upon cost sharing of expenses between the County and participating cities. Hard Bargain Association has been added as a funded organization at $5,000 for FY25 supporting their work on attainable housing. The FY25 budget provides a 3% increase to all agencies as a recognition of the inflationary pressures being experienced by all agencies.

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 (FY24) with a General Fund reserve of $88.6 million. With no draw from General Fund reserves planned, this same fund balance is projected for FY25. The reserve level of $86.2 million represents 76.8% of annual revenue and expenditures at the end of FY25. In 2014, the Board of Mayor and Aldermen 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 $33.6 million from reserves could be available for funding capital projects.

Despite the challenges and uncertainty of recent years, the City is maintaining significant reserves to comply with BOMA policy and to protect against future economic downturns. The BOMA-adopted debt policy and fund reserve policy provide a needed framework for maintaining the City's Triple-A bond rating by both Moody's Investors Services and Standard & Poor's. In recent years, the City's Triple-A ratings from both rating agencies have been reaffirmed. 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 FY25 budget for this fund is $6.2 million, a decrease of 5.8% compared to FY24. Included in this budget is approximately $1.15 million from the City's property tax revenue to fund additional neighborhood street resurfacing. In recent years, the City has implemented a more comprehensive pavement preservation program that utilizes various techniques such as pavement rejuvenation and additional sealing along with resurfacing to ensure Franklin's local street network is well maintained. In FY25, the Street Aid Fund will support $4.2 million in local road resurfacing, $1.2 million for sidewalk gap projects and repairs, nearly $400,000 for pavement preservation, and $340,000 for pavement maintenance in City facilities (parks trails and parking lots).

Sanitation and Environmental Services Fund. The FY25 budget for the City's Sanitation and Environmental Services (SES) Fund is $13.7 million, a decrease of 12.2% compared to FY24. The FY24 budget included significant equipment replacement purchases which had been impacted by production delays. The FY25 budget includes an $8 increase in the monthly customer fee from $23 per month to $31 per month. This increase is based on a detailed cost of service study recently completed by the City and will make the Sanitation and Environmental Services Fund fully supported by ratepayer revenue and commercial disposal fees generated at the City's transfer station. This would mean there would no longer be General Fund tax dollars supporting SES operations.

Road Impact Fund. Revenue collections within the Road Impact Fund continue to be solid in recent years thanks to strong development activity. Revenue in this fund is projected at $6.7

million for FY25, a decrease of 7.8% compared to FY24. The budget anticipates $3.9 million in expenditures as a transfer to the Debt Service Fund. This transfer pays the principal and interest on arterial road projects 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. A review and update of the City's Road Impact Fee structure is currently being considered by the Board.

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 FY25 budget includes $405,673 for purchase of new vehicles in the Police Department and the Parks Department. This new equipment will support expanded services to new homes built in Franklin in recent years and to support expanded Parks operations. It should be noted that 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. The FY22 and FY23 budgets included support for a portion of the recently completed 96 West multi-use trail project that connects the Freedom Middle School-Poplar Grove School campus with the Freedom Intermediate-Johnson Elementary School campus. The FY23 budget included $600,000 of funding for the trail project. $200,000 is included in this budget for intersection improvement work adjacent to the new Franklin Special School District headquarters building.

Stormwater Fund. Residents and businesses pay fees to support the City's efforts to manage stormwater quality and quantity programs and initiatives. The Stormwater Fund budget is $4.5 million for FY25, an increase of 12.1% compared to FY24. The FY25 budget includes the replacement of the Stormwater Vacuum Truck at an estimated cost of $498,536. The FY22 budget included a 5% increase in Stormwater fees, the first rate increase since the fee was created in 2004. A financial analysis on the fund shows that this modest rate increase would sustain this fund through the next five years of operation. A review of the stormwater fee will be conducted in FY25 with a recommendation for the FY26 budget. 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 FY25 budget includes expenditures of $206,415, an increase of 21.8% compared to FY24.

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 investments to parks; and certain streetscape elements of road improvements that beautify the City and encourage tourism. The City also dedicates one-fourth (or 1%) of the 4% tax to support the Williamson County Convention and Visitors Bureau. The FY25 Hotel/Motel Tax Fund budget is $4.0 million. These expenditures include support for the Convention and Visitors Bureau ($1.425 million), debt service for tourism related projects ($812,000, a reduction of approximately $300,000 compared to FY24), and direct funding for tourism-related projects including funding of an updated Preservation Plan (50% match coming from the City's General Fund), updated sports field lighting (50% match coming from the City's General Fund), and a one-time grant to the African American Heritage Society for the restoration of the historic Merrill-Williams home.

Also, in FY25, the City of Franklin in partnership with Williamson County and the City of Brentwood is funding a Hotel/Motel audit. The City will contribute $35,000 to this joint effort. The City of Franklin and Williamson County have each committed $1.2 million from their American Rescue Plan Act (ARPA) to fund needed renovation work at the Cool Springs Conference Center, which is jointly owned by the City and County.

Parkland Dedication Fund. Several years ago, the City created a system through which residential development would contribute to 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 $4.5 million. In recent 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 Parkland Dedication Fund has been identified to fund priority initiatives within the Invest Franklin Capital Investment Program. The Parkland Fund does not have specific project funding identified in the FY25 budget, although work will be moving forward on significant projects such as the Southeast Park (Phase 1) and Robinson Lake.

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 General Fund transfer to the Transit Fund for FY25 is $1,003,617, an increase in funding from the FY24 budget of 30.1%. In total, the Transit Fund budget for FY25 is $4.35 million, a decrease of 0.8% compared to FY24.

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 FY25, funding is recommended to be $368,352, a decrease of 29.8% compared to the FY24 budget. This reduction is a result of drawdowns in multiple years CDBG federal allocations for projects in FY 2024. 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 FY10 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 FY25 budget for the Debt Service Fund is $15.7 million, which is a decrease of 3.7% compared to FY24. Overall, the debt service obligations of the General Fund are handled by designation of property tax directly to the Debt Service Fund. The FY25 budget includes $10.55 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. The City expects to issue general obligation debt for the first time in over five years during FY25. This bond issue will support construction of the Southeast Park, major street repaving, and fire apparatus purchase.

Capital Vehicle and Equipment Replacement Fund. In FY23 budget, the City created a Capital Vehicle Replacement Fund. Annually, the City's operating funds contribute to this fund, which supports the systematic replacement of capital equipment and vehicles. The expenditure budget from the Capital Vehicle and Equipment Replacement Fund for FY25 is $2.8 million, a decrease of 24.2% compared to FY24.

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 ratepayer revenue. The FY25 budget consists of $15.8 million for water, $38.8 million for water reclamation (sanitary sewer), and $370,124 for reclaimed water. In total, the combined FY25 Water Management budget is $55.1 million, an increase of 16.7% compared to FY24. The FY25 budget includes the addition of two new positions (Biosolids Operators) and the reclassification of seven positions (the Biosolids Manager and six Biosolids Operators).

Since 2009, the City has adopted five-year rate plans based on projected costs of operation. Consistent with the five-year rate plan, the FY25 budget includes rate adjustments of 3% for water and 2.5% for wastewater, which will go into effect on January 1, 2025. The City's Water and Sewer Utility has a long-term bond rating of Aa2 from Moody's Investors Service. Moody's upgraded the rating from Aa3 to Aa2 on August 17, 2021. The City's utility debt is separate from the City's general obligation debt and is fully supported by ratepayer revenue.

Summary

Despite the challenges and uncertainty facing communities across the country, the City of Franklin is in excellent financial condition. Our reserves are at strong levels, our debt obligations are relatively low and manageable, and our tax rates are among the lowest in America. Continued strong financial management and strategic investment will position the City of Franklin to succeed and thrive in the future as we strive to meet the Board's vision of Franklin as:

America's finest Hometown, driven by excellence, balancing preservation and progress.

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; Chief Budget and Performance Officer Michael Walters Young (the leader of our budget process); Financial Analyst Norma Lockney; Public Works Analyst Chris Franklin, Development Services Analyst Katherine Harrelson, Management Fellow Aahil Rajpari, Comptroller Mike Lowe (who will retire at the end of 2024), Comptroller

Margaret Wilson; Human Resources Director Kevin Townsel and Human Resources Manager Delaney McCann; 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 guidance, stewardship, and support. Through their leadership and the efforts of our great team, the City of Franklin continues to chart a course for a promising future.

Respectfully submitted,

Eric S. Stuckey
City Administrator

ORDINANCE NO. 2024-17

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ADOPTING A BUDGET FOR THE FISCAL YEAR 2024-2025; 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, 2024, 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 2024-2025 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, 2024 – June 30, 2025"

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, 2024, 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**

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

ORDINANCE NO. 2024-18

AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2024-2025; 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 2024-2025 pay a tax of 32.61 Cents ($.3261) 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 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:	**_____**

ORDINANCE 2024-19

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE TO AMEND APPENDIX A – COMPREHENSIVE FEES AND PENALTIES, CHAPTER 17 REFUSE AND TRASH DISPOSAL, OF THE FRANKLIN MUNICIPAL CODE TO INCREASE THE FEES FOR COLLECTION OF GARBAGE AND REFUSE."

WHEREAS, the City Charter, Article VIII, provides for adoption of an annual budget for all 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, 2024 has been completed in accordance with state law and local ordinances,

NOW, THEREFORE, BE IT ORDAINED, by the Board of Mayor and Aldermen of the City of Franklin, Tennessee:

SECTION I: BE IT ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, Tennessee, that Appendix A, Chapter 17 of the Franklin Municipal Code, subsection entitled "Collection Service Fees" be deleted in its entirety and replaced with the following:

CHAPTER 17. – MUNICIPAL SOLID WASTE DISPOSAL

Collection Service Fees	
Residential	
First MSW rollout container	$31.00 per month (one pick-up/week)
Second and subsequent MSW rollout containers	$7.50 per month/per container

SECTION II. BE IT FINALLY ORDAINED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF Franklin, Tennessee, that this Ordinance shall take effect for billing cycles beginning July 1, 2024, from and after its passage on second and final reading, the health, safety and welfare of the citizens requiring it.

ATTEST:

By: _____
Eric Stuckey
City Administrator

CITY OF FRANKLIN, TENNESSEE:

By: _____
Dr. Ken Moore
Mayor

Approved as to form by:

_____
Shauna R. Billingsley
City Attorney

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

RESOLUTION NO. 2024-32

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 WASTEWATER UTILITY FUND FOR FISCAL YEAR 2024-2025; 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 2024-2025, as set forth more fully in the document entitled "City of Franklin, Tennessee, Annual Operating & Capital Equipment Budget, July 1, 2024 – June 30, 2025" which is found on pages 243-258 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 _____ 2024.

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

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Budget Summary

City of Franklin Information & Organization

Under this section is:

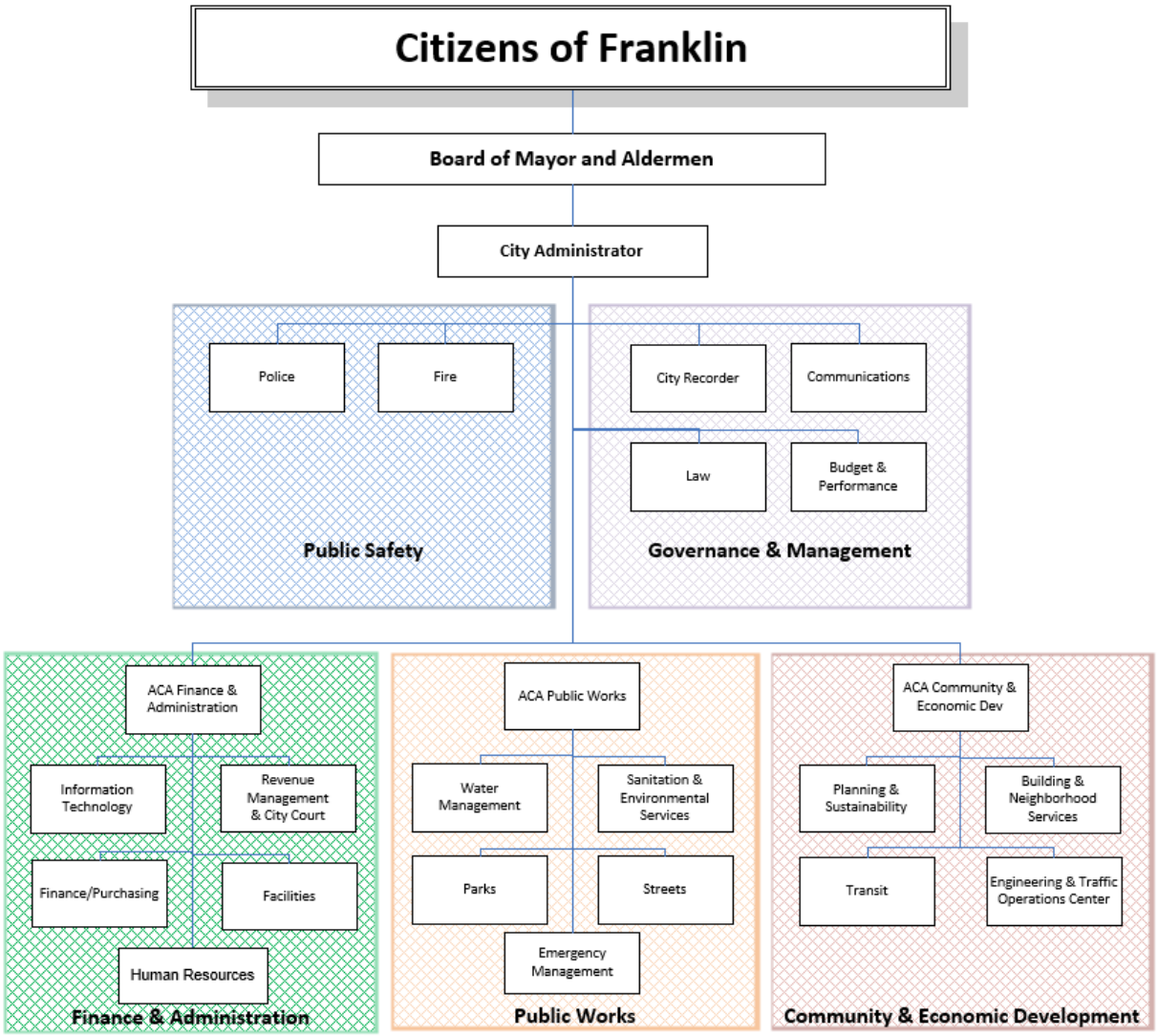
- **Organization Chart (City-wide)**
- **Structure of Government**
- **Profile of City**

City of Franklin Information & Organization

Our Vision: *America's finest Hometown, driven by excellence, balancing preservation and progress.*

Organizational Chart

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.



City of Franklin Information & Organization

Structure of City Government

The City government is organized under five primary program areas. Each program area is presented in this budget with its various departments, divisions, and funds.

1. **Governance & Management**
   a. Elected Officials (General Fund)
   b. Administration Department (General Fund)
   c. Budget & Performance (General Fund)
   d. Law (General Fund)
   e. Communications (General Fund)

2. **Public Safety**
   a. Police (General Fund/Drug Fund)
   b. Fire (General Fund)

3. **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)
   g. Human Resources (General Fund)

4. **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)

5. **Public Works**
   a. Streets (General, Stormwater, Capital Vehicle and Street Aid Funds)
   b. Parks (General Fund)
   c. Sanitation & Environmental Services (Sanitation & Environmental Services Fund)
   d. Water Management (Water/Wastewater/Reclaimed Fund)
   e. Emergency Management (General Fund)

City of Franklin Information & Organization

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 45 square miles and serves a population of 83,454 according to the 2020 Census. The City of Franklin was one of the fastest growing municipalities in the State of Tennessee, with the population doubling between 2000 and 2020.

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.

Statute of USCT Soldier Outside of Williamson County Courthouse, Downtown Franklin

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.

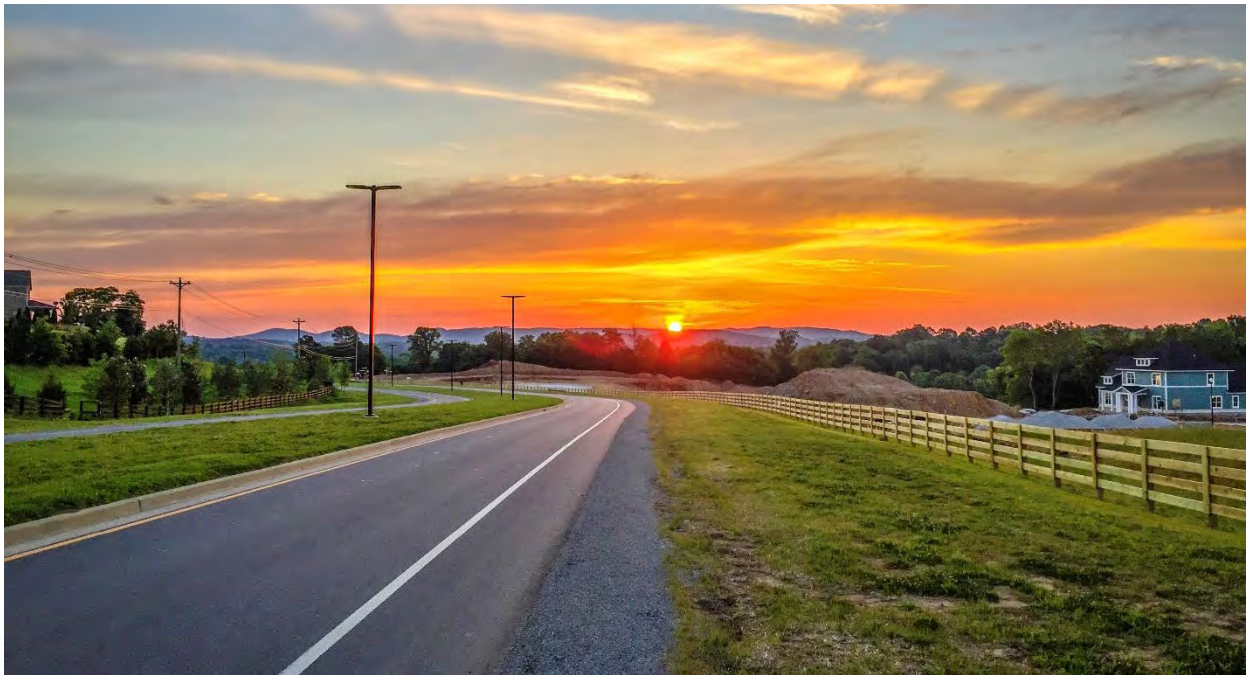
The City of Franklin provides a full range of services, including police and fire protection and emergency services; the construction and maintenance of highways, streets, and other infrastructures; sanitation pickup and disposal; operation of a city court; implementation of storm water regulations and 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.

City of Franklin Information & Organization

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.

Raising of U.S. Flag in advance of Veteran's Day Parade Downtown Franklin

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.



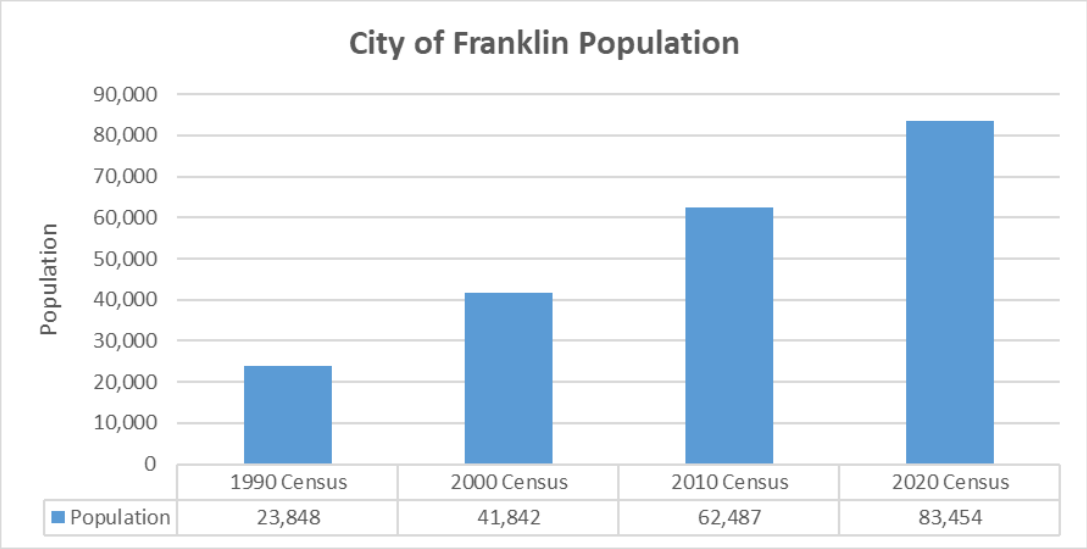
Sunset along Carothers Parkway, Franklin.

City of Franklin Information & Organization

Demographics

Additional Demographic information can be found in the Appendices.

Income	Franklin	Williamson County
Median Household Income	$104,515	$117,927
Per Capita Income	$ 41,806	$ 43,676



Education Attainment for Adults Age 25 Years and Older

	Franklin		Williamson County	
	Number	Percent	Number	Percent
<High School	2,416	4.5%	6,688	4.2%
High School	13,599	24.8%	43,146	27.3%
Associate's Degree	3,537	6.4%	10,432	6.6%
Bachelor's Degree	21,577	39.3%	60,968	38.5%
Graduate Degree	13,712	25.0%	37,128	23.4%
Total	54,841		158,362	

Source: United States Census Bureau, American Community Survey 1-year Estimates – 2021.

City of Franklin Information & Organization

Awards & Recognitions

#1 Best Town in Tennessee – 2015, 2016 - Niche Rankings

Control Authority Pretreatment Excellence Award – Water Reclamation Facility
Kentucky/Tennessee American Water Works Association and Water Environment Federation

Most Beautiful Town Top 5 Finalist
Rand McNally/USA Today Poll

Top 5 Most Romantic Main Streets
National Trust for Historic Preservation

Municipal Field of the Year – Parks Department
Tennessee Turf Grass Association

Best Cities for Home Ownership (#11)
NerdWallet

Best place in Tennessee (#11)
Movoto Real Estate

Best Southern Town
Garden and Gun Magazine

Top 100 Places to Live
Relocate America

Cities on the Rise
NerdWallet

#3 Best Places to Live in 2021
Money Magazine

Best Towns for Families (#3)
Family Circle Magazine

Most Business Friendly Cities in TN (#2)
The Beacon Center

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

#10 Best Town to Retire in USA
USA Today/Bankrate 2015

#1 in Land Trust Preservation in Tennessee
Land Trust for Tennessee

National Savvy Award – Communications Division
National City/County Communicators & Marketers Association (3CMA)

…Just to name a few!!!

Top 50 Cities to start a business
BusinessWeek

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Budget Summary

Budget Planning

Under this section is:

- **Budget Preparation & Philosophy**
- **Budget Planning Processes**
- **2024-2025 Budget Goals**
- **Basis of budgeting & Accounting**
- **Budget Calendar**
- **Economic Outlook**

FY 2025 Operating Budget

Budget Summary

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 are conducted by the Budget and Finance Committee with departments. Normally budget goals are discussed with the Board's Budget and Finance Committee and departmental staff.

After reviewing the current fiscal year 2023-24 budget, requests for the new fiscal year budgets are submitted by the various departments to the City Administrator and Assistant City Administrators. Departments are asked to present two budgets. The first, a base or 'level-service' budget, demonstrates how much it will cost the City to provide the same level of service in FY 2025 that it does in the current fiscal year. The second budget identifies program enhancements which can be any new or additional staff, major expenses or small capital equipment, or new programs. For each enhancement, departments fill out a one-page form which documents the basic information of program enhancements, both in a numeric and narrative format, in priority order. The goal of this method of budgeting is to easily demonstrate: a) the ongoing costs of operations, and b) additional needs of departments. Program enhancements are added to the budgets and incorporated 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 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 in 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. 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.

Departments within the City participate in peer group studies and continue to review and adopt "best practices" that are recommended by the International City/County Management Association, the Government Finance Officers Association, American Public Works Association, American Planning Association, and other national and international organizations.

The annual budget reflects the quality of life, developmental 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.

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FY 2025 Operating Budget

Budget Summary

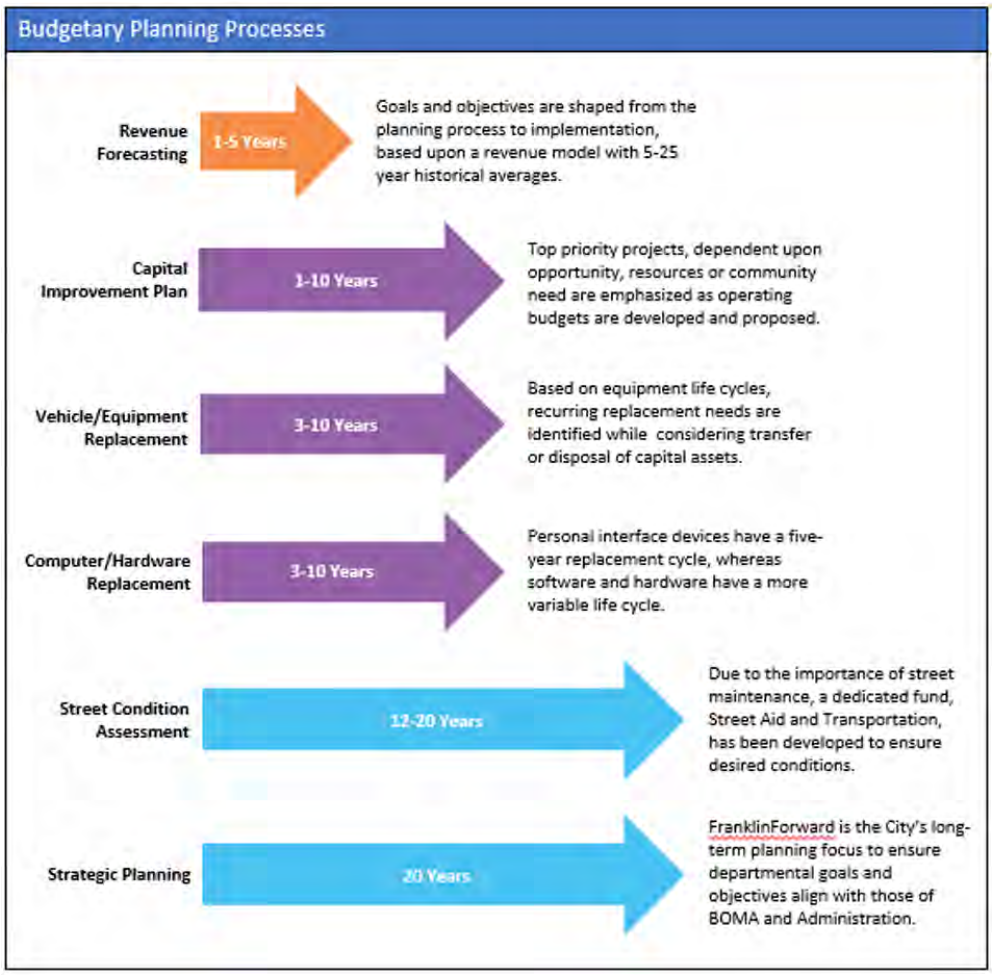
Budget Planning

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. As a result multiple plans exist and guide daily operations and long-term strategic thinking. These include but are not limited to:

- Franklin Forward - The City's Strategic Plan (see Appendix K for more Information)
- Envision Franklin - The City's Land Use Plan
- Integrated Water Resource Plan - The City's Water & Wastewater Management Plan
- Capital Investment Program – The City's Ten-Year plan for large-scale capital investment (See Appendices A-C for more information)

The chart on the following page summarizes those plans which have a direct and an indirect impact upon the Fiscal Year 2025 Operating and Capital Budget.



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HISTORIC
FRANKLIN
TENNESSEE

FY 2025 Operating Budget

Budget Summary

Budget Planning

Budget Goals

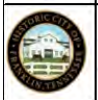
On the next several pages are budget goals for the FY 2025 Operating and Capital Budget for the City of Franklin, Tennessee, as adopted by the Board of Mayor and Alderman via resolution 2023-78 on December 12, 2023.

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 effetive manner possible. These FY 2025 Budget goals 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 and compliance with Board-approved finacial policies.
	• 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 an updated 10-year 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.
	• 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.
	• Promote the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners. Promote economic prosperity and 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.
	• Continue to build and enhance employee engagement across the City of Franklin Team
	• 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.
	• 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 Envision Franklin land use plan.
	• Support the sustainability efforts identified by staff and the City's Sustainability Commission.

Specific Fiscal Year 2025 Initiatives

	• Update the City's Strategic Plan, Franklin Forward, with a focus on 10-year planning horizon with specific goals/deliverables identified for the next 1-3 years.
	· Develop and evaluate options for growth-related infrastructure investment funding/financing for Board consideration.
	• Work towards the development of incentives and strategies for affordable and workforce housing in the City of Franklin.
	· 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. Actively engage in the update of the Countywide Growth Plan working with Williamson County and the other municipalities within the county.
	· Update the City of Franklin's land use plan, Envision Franklin, to reflect community aspirations, lessons learned through the first five years of plan implementation, and effective stewardship of the community's built and natural environment.
	· Continue efforts to recruit qualified employees including efforts to diversify the workforce. Review the City's compensation plan to maintain the City's position as a highly competitive employer in the region.
	• 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 work toward additional long-term funding strategies for multi-modal and vehicular transportation needs in Franklin, Williamson County, and throughout the Middle Tennessee region.

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FY 2025 Operating Budget

Budget Summary

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), reporting is based 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.

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FY 2025 Operating Budget

Budget Summary

Budget Planning

Budget Calendar

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), reporting is based 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 Materials Distributed	**Late Fall 2023**
Department Requests Due	**January 24, 2024**
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	**1 week before budget presentation**
Department Budget Presentations to Finance Committee	**Finance Committee meetings in January, February, March, and April**
Proposed Budget Distributed to Board of Mayor and Aldermen	**Friday, May 5, 2024**
Budget Presentations to Finance Committee	**Thursday, May 3, 2024**
Budget Notice	**No later than 10 days before 2nd Reading**
First Reading of Budget & Tax Rate Ordinances (Water Rates Ordinances, if necessary)	**Tuesday, May 28, 2024**
Second Reading (Public Hearing)	**Tuesday, June 11, 2024**
Third & Final Reading	**Tuesday, June 25, 2024**
New Fiscal Year	**Monday, July 1, 2024**

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FY 2025 Operating Budget

Budget Summary

Budget Planning

Economic Outlook

National Economy in 2024

The national headline and popular topic for discussion in spring 2024 is well summarized by the minutes from the March 20, 2024, meeting of the Federal Reserve Open Market Committee (FOMC):

"Recent indicators suggest that economic activity has been expanding at a solid pace. Job gains have remained strong, and the unemployment rate has remained low. Inflation has eased over the past year but remains elevated. The Committee seeks to achieve maximum employment and inflation at the rate of 2 percent over the longer run. The Committee judges that the risks to achieving its employment and inflation goals are moving into better balance. The economic outlook is uncertain, and the Committee remains highly attentive to inflation risks."
Source: https://www.federalreserve.gov/monetarypolicy/files/monetary20240320a1.pdf

In the same statement, the FOMC maintained the federal funds rate at 5.25%-5.50%, using monetary policy to lower the rate of inflation. The next FOMC meeting is scheduled for April 30/May 1st, although most forecasters do not anticipate a rate reduction at this meeting. When rate cuts will occur and at what pace of decline is unknown and will depend upon the inflation data versus their target of 2%.

The current rate of over 5% is the highest the federal funds rate has been since 2001. In correlation, for the week ending April 25, 2024, the average 30-year fixed mortgage rate is 7.17%, according to Freddie Mac, an agency chartered by Congress to support the US housing financial system. The current rate is over double the average 30 year rate in April 2021 of 3.375%.

The national unemployment rate (not seasonally adjusted) in March 2024 was 3.9%, an increase from 3.6% in March 2023. (Source: TN Department of Labor & Workforce Development).

Tennessee Economy in 2024

In their January 2023 Economic Report to the Governor of the State of Tennessee, the University of Tennessee's Boyd Center for Business and Economic Research of the Haslam College of Business projected

a real 2023 Tennessee real Gross Domestic Product (GDP) growth of 3.3%. Their 2024 prediction is statewide GDP growth of 1.8% as slower consumer spending reflects the impact of monetary policy. The Boyd Center report anticipates an increase in Tennessee jobs in 2024 of 1.0% versus 0.7% for the United States as the state continues to attract employers and expansion of existing businesses. Examples of new manufacturing in Tennessee include the Ford Motor Company's Blue Oval City in West Tennessee (groundbreaking in September 2022 and opening in 2025), Thermo Fisher's biopharmaceutical plant in Wilson County (opened August 2022) and Smith and Wesson's move from Massachusetts to Maryville (opened October 2023).

Personal income in Tennessee grew by 6.3% in 2023 versus 5.2% in the nation. The Boyd Center predicts Tennessee personal income will grow by 5.1% in 2024, slightly ahead of national income growth of 4.9%.

The state's unemployment rate (not seasonally adjusted) in March 2024 was 3.0%, a decrease from 3.2% in March 2023. (Source: TN Department of Labor & Workforce Development).

Local Economy in 2024

The City of Franklin continues to experience a high level of population growth, from 46,949 residents in 2000 to 90,092 in 2023, an increase of 89.7%. (Source: City of Franklin Development Services).

The City's unemployment rate (not seasonally adjusted) in March 2024 was 2.1%, a decrease from 2.4% in March 2023. Williamson County experienced a March 2024 unemployment rate of 2.2%. Both the City of Franklin and Williamson County experienced the lowest rate of any other respective city and county within the State in March 2024 (Source: TN Department of Labor & Workforce Development).

According to the U.S. Census Bureau's 2022 estimates, Williamson County has the highest median household income in the State of Tennessee at $133,486. This amount compares to the Tennessee median household income of $65,231 and also higher than the national average of $74,755. (Source: Tennessee Labor Market Report for February 2024)

The tourism and hospitality sector in Franklin and Williamson County is rebounding after a pandemic induced decline that started abruptly in 2020, when the economic impact data indicated a 31% reduction from 2019's record year of $1.12 billion. Number of visitors also decreased from 1.81 million in 2019 to 1.23 million in 2020. In 2022, Williamson County saw 1.9 million visitors, an all time record, spending $1.195 billion. (Source: Visit Franklin). Tourism is a significant component of Franklin's economy. In 2022, Williamson County ranked 6 of 95 Tennessee counties in visitor spending. On an average day in 2022, visitors to Williamson County spent $3.28 million. (State of TN Department of Tourist Development)

The City's largest General Fund revenue is local option sales tax. The local rate of 2.75%, approved by voter referendum and assessed at the highest level allowed by state law, is collected by businesses from their customers and remitted to the state. Half of the revenues collected from businesses located within the city, and from city residents who order good online, are dedicated to funding public schools. The remaining half of revenues are remitted to the City. The local sales tax remittance for February 2024 sales (received by the City in April 2024) was $4,686,365 compared to $4,465,280 for the same month in 2023, an increase year over year of $221,085 or 4.95%. The State of Tennessee has reported an increase of 6.30% for the same month year over year. February sales are the 8th month of the 2024 fiscal year for both the City of Franklin and the State of Tennessee. For the City, total sales tax collections fiscal year to date have increased by $1,466,063 or 3.58%. The City's FY 2024 collections year to date are $41,021,376 versus $39,555,312 for FY 2023. In comparison, sales tax collections for the State of Tennessee have increased 1.56% for the same period. (Source: City of Franklin).

Franklin continues to benefit from the announcement of new corporate headquarters and growth of existing employers. In January 2023, In-N-Out Burger corporation announced their plan to invest $125.5 million in Franklin to establish an Eastern US territory office. The company will create 277 new jobs in Williamson County.

Groundbreaking is planned for later 2024 with completion in 2026. Educational Media Foundation, the parent company of Christian radio networks K-Love and Air1, announced in late 2021 their plans to relocate their headquarters to the Berry Farms development. Construction of their new facility is anticipated for summer 2024.

Conclusion

Predicting the future of the national, state and local economies is best left to the experts. However, staff tracks the national and state news and closely monitors the local economy to identify trends and potential impacts to the City of Franklin's budget and financial condition. Staff also recommends conservative revenue projections for both the current year budget and future year forecasts due to the imperfection of information and the overarching desire to be good stewards of public funds.

Predictions at this same time in 2023 contained fears of a near term recession that did not come to fruition. However, the national, state and local economies continue to be impacted by the dramatic course of action by the Federal Reserve to keep borrowing rates high in their fight against inflation. Franklin, in particular, is well positioned to continue as a location of choice for employers and residents with its high quality of life, safe neighborhoods and low taxes.

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Budget Summary

All Funds Summary

Under this section is:

- **Budgeted Funds**
- **All Funds Budget Summary**
- **All Funds Revenue Summary**
- **All Funds Expense Summary**
- **Fund Balance Changes**
- **Fund Matrix**
- **Fund Balance Levels & Reserves**

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 Sanitation & Environmental Services Fund, the Stormwater Fund, and the Water Management Fund, 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 was established with the FY 2018 Budget.

Fund Summary

Drug Fund – Special Revenue fund for the accounting of drug fines collected for the purpose of furthering drug investigations.

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.

Fleet Replacement Fund – Used to account for the purchase and replacement of commercial fleet vehicles (passenger trucks, sedans, SUVs) used in General Fund departments.

Water Management 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.

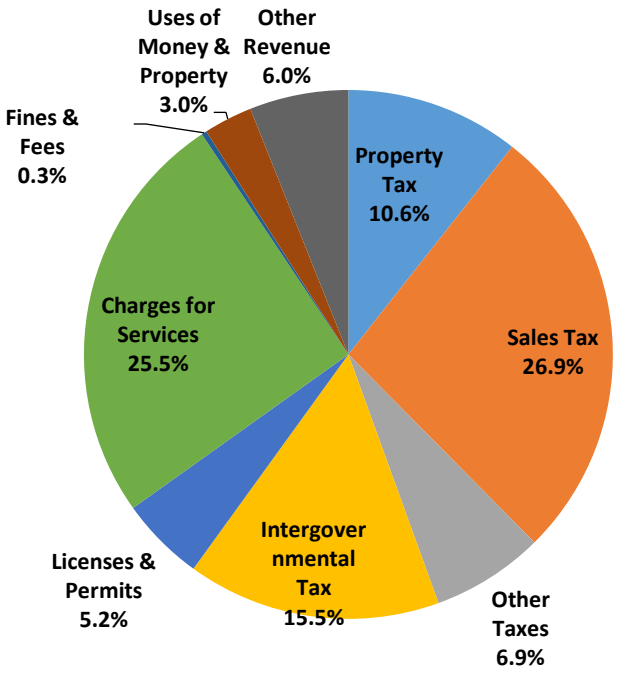
The following pages provide a summary presentation of all funds budgeted and appropriated by the City of Franklin, Tennessee.

Fund Summary: Budget Summary - All Funds

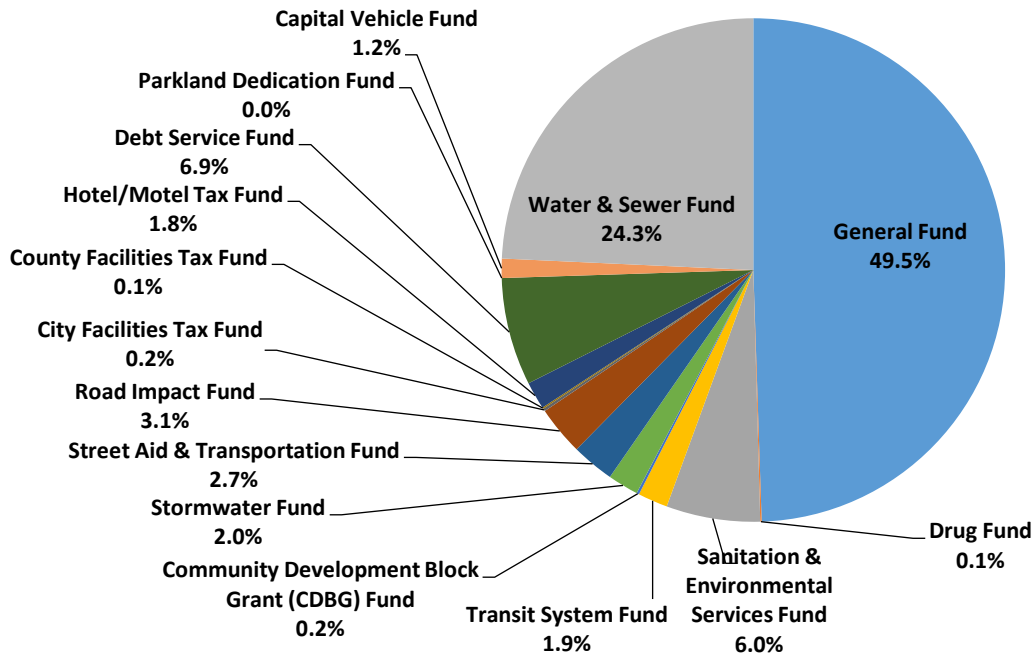
The following page presents a comprehensive picture of all 15 budgeted funds for the City of Franklin, Tennessee.

	Actual 2022 *A*	Actual 2023 *B*	Budget 2024 *C*	Estd 2024 *D*	Budget 2025 *E*	Difference '24 vs. '25 *F (E-C)*	*G (E/C)*
Revenues							
Property Tax	$ 20,774,844	$ 23,816,013	$ 24,206,433	$ 24,206,382	$ 24,922,125	$ 715,692	3.0%
Sales Tax	$ 57,745,532	$ 60,556,943	$ 61,797,556	$ 62,233,023	$ 63,163,748	$ 1,366,192	2.2%
Other Taxes	$ 14,998,764	$ 13,670,408	$ 12,791,999	$ 15,240,213	$ 16,140,557	$ 3,348,558	26.2%
Intergovernmental Tax	$ 24,966,759	$ 25,143,410	$ 29,434,490	$ 26,751,160	$ 36,328,193	$ 6,893,703	23.4%
Licenses & Permits	$ 17,026,469	$ 11,534,719	$ 13,248,555	$ 14,880,418	$ 12,128,603	$ (1,119,952)	-8.5%
Charges for Services	$ 52,030,762	$ 54,122,547	$ 52,966,240	$ 55,596,323	$ 59,807,473	$ 6,841,233	12.9%
Fines & Fees	$ 4,164,828	$ 864,137	$ 773,987	$ 673,107	$ 740,370	$ (33,617)	-4.3%
Uses of Money & Property	$ (1,697,993)	$ (2,549,237)	$ 4,952,569	$ 10,785,499	$ 6,993,890	$ 2,041,321	41.2%
Other Revenue	$ 10,392,815	$ 17,079,838	$ 21,177,134	$ 15,120,107	$ 14,169,991	$ (7,007,143)	-33.1%
Total - All Funds Revenues	**$ 200,402,778**	**$ 204,238,776**	**$ 221,348,963**	**$ 225,486,232**	**$ 234,394,952**	**$ 13,045,989**	**5.9%**
Expenses							
General Fund	$ 86,945,235	$ 94,906,278	$ 114,112,767	$ 110,401,420	$ 112,252,391	$ (1,860,376)	-1.6%
Drug Fund	$ 234,283	$ 150,078	$ 169,504	$ 169,504	$ 206,415	$ 36,911	21.8%
Sanitation & Environmental Services Fund	$ 11,633,066	$ 10,471,841	$ 15,558,892	$ 14,556,226	$ 13,680,920	$ (1,877,972)	-12.1%
Transit System Fund	$ 2,781,702	$ 3,443,348	$ 4,436,067	$ 4,433,600	$ 4,350,253	$ (85,814)	-1.9%
Community Development Block Grant (CDB(	$ 307,304	$ 468,782	$ 900,000	$ 863,732	$ 368,352	$ (531,648)	-59.1%
Stormwater Fund	$ 2,737,654	$ 2,930,561	$ 4,002,949	$ 3,918,852	$ 4,485,880	$ 482,931	12.1%
Street Aid & Transportation Fund	$ 3,261,157	$ 5,022,229	$ 6,601,742	$ 5,390,000	$ 6,220,212	$ (381,530)	-5.8%
Road Impact Fund	$ 3,285,816	$ 12,200,418	$ 7,961,455	$ 7,493,933	$ 7,139,603	$ (821,852)	-10.3%
City Facilities Tax Fund	$ 403,300	$ 62,611	$ 3,764,683	$ 3,764,683	$ 405,673	$ (3,359,010)	-89.2%
County Facilities Tax Fund	$ 1,000,000	$ 600,000	$ -	$ -	$ 200,000	$ 200,000	0.0%
Hotel/Motel Tax Fund	$ 3,624,973	$ 4,912,113	$ 10,792,126	$ 10,457,550	$ 4,017,746	$ (6,774,380)	-62.8%
Debt Service Fund	$ 15,737,448	$ 15,709,381	$ 16,308,626	$ 16,308,627	$ 15,698,603	$ (610,023)	-3.7%
Parkland Dedication Fund	$ 375,000	$ 4,500,000	$ 3,757,800	$ 3,757,800	$ -	$ (3,757,800)	-100.0%
Capital Vehicle Fund	$ -	$ 1,198,772	$ 3,703,489	$ 2,430,706	$ 2,807,000	$ (896,489)	-24.2%
Water & Sewer Fund	$ 31,620,002	$ 38,939,951	$ 47,199,468	$ 42,682,567	$ 55,071,190	$ 7,871,722	16.7%
Total - All Funds	**$ 163,946,940**	**$ 195,516,363**	**$ 239,269,567**	**$ 226,629,201**	**$ 226,904,237**	**$ (12,365,330)**	**-5.2%**
Personnel	$ 73,197,184	$ 82,508,736	$ 95,632,279	$ 93,570,134	$ 99,613,921	$ 3,981,643	4.16%
Operations	$ 87,353,844	$ 105,737,553	$ 117,633,775	$ 114,110,035	$ 102,906,467	$ (14,727,308)	-12.52%
Capital	$ 3,395,911	$ 7,270,074	$ 26,003,512	$ 18,949,031	$ 24,383,848	$ (1,619,664)	-6.23%
Total - All Funds Expenses	**$ 163,946,939**	**$ 195,516,363**	**$ 239,269,567**	**$ 226,629,201**	**$ 226,904,237**	**$ (12,365,330)**	**-5.2%**
Surplus / (Deficit) All Funds	**$ 36,455,839**	**$ 8,722,413**	**$ (17,920,604)**	**$ (1,142,969)**	**$ 7,490,715**		

FY 2025 Revenues



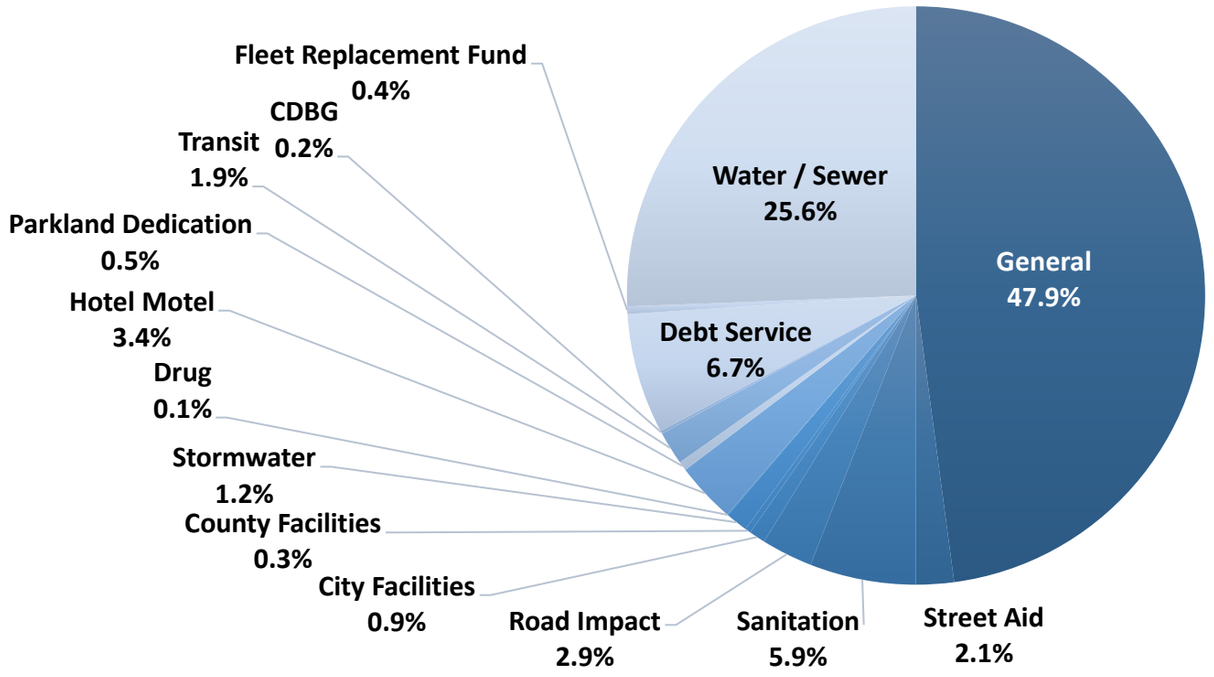
FY 2025 Expenses



Summary (All Funds)

The City of Franklin funds its operations through a variety of taxes, fees for service, fines and grants. This page shows the total amount of revenues - regardless of fund - proposed to support operations for the City of Franklin in Fiscal Year 2025.

Overall we are projecting **all funds revenues of $234.4 million, 5.9% higher than the FY 2024 Budget.** Revenues for the largest fund**, the General Fund, are forecast to decrease by $1.86 Million (-1.6%)** more than the FY 2024 Budget.



	Actual					Budget	FY 2025 Forecast			
	A	*B*	*C*	*D*	*E*	*F*	*G*	*H*	*I*	
Fund	**FY 2019**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**Low**	**Medium**	**High**	**FY 2025**
General	$ 72,704,419	$ 69,956,580	$ 80,560,453	$ 95,587,973	$ 105,114,293	$ 114,112,767	$ 109,434,804	$ 112,252,391	$ 115,117,523	47.9%
Street Aid	$ 3,637,421	$ 3,739,948	$ 3,767,280	$ 5,359,934	$ 5,399,470	$ 4,734,204	$ 4,918,778	$ 4,963,412	$ 5,008,046	2.1%
Sanitation	$ 9,357,230	$ 9,732,925	$ 11,197,465	$ 11,610,523	$ 11,508,153	$ 13,808,062	$ 13,771,118	$ 13,910,220	$ 14,049,323	5.9%
Road Impact	$ 8,411,765	$ 12,953,558	$ 7,061,745	$ 9,746,863	$ 4,651,737	$ 7,286,689	$ 6,586,372	$ 6,720,788	$ 6,855,204	2.9%
City Facilities	$ 3,123,798	$ 3,485,487	$ 3,358,803	$ 2,551,918	$ 1,516,051	$ 2,419,711	$ 1,912,455	$ 2,124,950	$ 2,337,446	0.9%
County Facilities	$ 904,441	$ 1,000,026	$ 949,847	$ 878,300	$ 736,620	$ 699,017	$ 712,178	$ 749,662	$ 787,144	0.3%
Stormwater	$ 2,710,760	$ 2,661,807	$ 2,736,221	$ 2,738,385	$ 2,832,236	$ 2,813,758	$ 2,744,708	$ 2,889,166	$ 3,021,744	1.2%
Drug	$ 129,156	$ 181,384	$ 173,266	$ 170,648	$ 146,020	$ 155,470	$ 136,594	$ 143,783	$ 150,972	0.1%
Hotel Motel	$ 4,317,949	$ 3,390,805	$ 2,728,865	$ 5,704,248	$ 6,486,559	$ 4,357,759	$ 7,229,173	$ 7,899,081	$ 8,568,989	3.4%
Parkland Dedication	$ 1,864,748	$ 1,757,183	$ 825,958	$ 1,275,410	$ 2,330,659	$ 1,071,656	$ 906,506	$ 1,208,674	$ 1,510,843	0.5%
Transit	$ 2,407,337	$ 2,611,686	$ 2,888,155	$ 2,781,701	$ 3,443,350	$ 4,374,918	$ 4,223,528	$ 4,354,152	$ 4,484,777	1.9%
CDBG	$ 384,606	$ 282,395	$ 332,085	$ 311,036	$ 539,667	$ 905,000	$ 356,420	$ 396,022	$ 435,624	0.2%
Debt Service	$ 40,568,211	$ 56,701,953	$ 15,452,370	$ 15,962,257	$ 15,353,901	$ 15,908,626	$ 15,794,873	$ 15,794,873	$ 15,794,873	6.7%
Fleet Replacement Fund	$ -	$ -	$ -	$ 3,253,022	$ 3,044,940	$ 812,810	$ 979,075	$ 979,075	$ 979,075	0.4%
Water / Sewer	$ 34,975,928	$ 37,483,277	$ 38,697,557	$ 42,511,291	$ 42,659,238	$ 47,888,516	$ 57,532,082	$ 60,008,701	$ 59,373,315	25.6%
All Revenues	**$ 185,497,770**	**$ 205,939,014**	**$ 170,730,072**	**$ 200,443,508**	**$ 205,762,892**	**$ 221,348,963**	**$ 227,238,665**	**$ 234,394,951**	**$ 238,474,898**	**100.0%**

	(A-FY2018)	*(B-A)*	*(C-B)*	*(D-C)*	*(E-D)*	*(F-E)*	*(G-F)*	*(H-F)*	*(I-F)*
Change Year-over-Year	**$ 29,350,754**	**$ 20,441,244**	**$ (35,208,942)**	**$ 29,713,436**	**$ 5,319,384**	**$ 15,586,071**	**$ 5,889,702**	**$ 13,045,988**	**$ 17,125,935**
	29.6%	**31.9%**	**-8.0%**	**17.4%**	**2.7%**	**7.6%**	**3%**	**5.89%**	**8%**

All Funds Expense Summary

	Actual 2022 *A*	Actual 2023 *B*	Budget 2024 *C*	Estd 2024 *D*	Budget 2025 *E*	Difference '24 s. '25 *F (E-C)*	*G (E/C)*
Public Safety							
Drug Fund							
Opening Balance	$ 602,402	$ 538,767	$ 534,710	$ 534,710	$ 478,737	$ (55,973)	-10.5%
Revenues	$ 170,648	$ 146,021	$ 155,470	$ 113,531	$ 143,783	$ (11,687)	-7.5%
Expenses							
Operations	$ 234,283	$ 150,078	$ 169,504	$ 169,504	$ 206,415	$ 36,911	21.8%
Ending Balance	**$ 538,767**	**$ 534,710**	**$ 520,676**	**$ 478,737**	**$ 416,105**	**$ (104,571)**	**-20.1%**
Community & Economic Development							
Community Development Block Grant (CDBG) Fund							
Opening Balance	$ 114,745	$ 118,477	$ 189,362	$ 189,362	$ 246,006	$ 56,644	29.9%
Revenues	$ 311,036	$ 539,667	$ 905,000	$ 920,376	$ 396,022	$ (508,978)	-56.2%
Expenses							
Operations	$ 307,304	$ 468,782	$ 900,000	$ 863,732	$ 368,352	$ (531,648)	-59.1%
Ending Balance	**$ 118,477**	**$ 189,362**	**$ 194,362**	**$ 246,006**	**$ 273,676**	**$ 79,314**	**40.8%**
Transit System Fund							
Opening Balance	$ 807,254	$ 807,253	$ 807,254	$ 807,254	$ 534,248	$ (273,006)	-33.8%
Revenues	$ 2,781,701	$ 3,443,349	$ 4,374,918	$ 4,160,594	$ 4,354,152	$ (20,766)	-0.5%
Expenses							
Personnel	$ -	$ 9,271	$ 61,148	$ 58,681	$ 129,643	$ 68,495	112.0%
Operations	$ 2,781,702	$ 3,434,077	$ 3,904,919	$ 3,904,919	$ 3,870,610	$ (34,309)	-0.9%
Capital	$ -	$ -	$ 470,000	$ 470,000	$ 350,000	$ (120,000)	-25.5%
Ending Balance	**$ 807,253**	**$ 807,254**	**$ 746,105**	**$ 534,248**	**$ 538,147**	**$ (207,958)**	**-27.9%**
Public Works							
Stormwater Fund							
Opening Balance	$ 2,951,003	$ 2,914,022	$ 2,815,697	$ 2,815,697	$ 1,799,158	$ (1,016,539)	-36.1%
Revenues	$ 2,700,672	$ 2,832,236	$ 2,813,758	$ 2,902,312	$ 2,889,166	$ 75,408	2.7%
Expenses							
Personnel	$ 1,915,288	$ 2,068,699	$ 2,509,324	$ 2,414,081	$ 2,457,448	$ (51,876)	-2.1%
Operations	$ 822,365	$ 861,862	$ 1,348,572	$ 1,359,719	$ 1,129,895	$ (218,677)	-16.2%
Capital	$ -	$ -	$ 145,052	$ 145,052	$ 898,536	$ 753,484	519.5%
Ending Balance	**$ 2,914,022**	**$ 2,815,697**	**$ 1,626,506**	**$ 1,799,158**	**$ 202,444**	**$ (1,424,062)**	**-87.6%**
Street Aid & Transportation Fund							
Opening Balance	$ 771,402	$ 2,870,168	$ 3,247,409	$ 3,247,409	$ 2,776,615	$ (470,794)	-14.5%
Revenues	$ 5,359,923	$ 5,399,470	$ 4,734,204	$ 4,919,206	$ 4,963,414	$ 229,210	4.8%
Expenses							
Operations	$ 3,261,157	$ 5,022,229	$ 6,601,742	$ 5,390,000	$ 6,220,212	$ (381,530)	-5.8%
Ending Balance	**$ 2,870,168**	**$ 3,247,409**	**$ 1,379,871**	**$ 2,776,615**	**$ 1,519,817**	**$ 139,946**	**10.1%**
Road Impact Fund							
Opening Balance	$ 25,741,274	$ 32,202,321	$ 24,653,640	$ 24,653,640	$ 26,387,727	$ 1,734,087	7.0%
Revenues	$ 9,746,863	$ 4,651,737	$ 7,286,689	$ 9,228,020	$ 6,720,788	$ (565,901)	-7.8%
Expenses							
Operations	$ 3,285,816	$ 12,200,418	$ 7,961,455	$ 7,493,933	$ 7,139,603	$ (821,852)	-10.3%
Ending Balance	**$ 32,202,321**	**$ 24,653,640**	**$ 23,978,874**	**$ 26,387,727**	**$ 25,968,912**	**$ 1,990,038**	**8.3%**
Public Works							
Fleet Replacement Fund							
Opening Balance	$ -	$ 3,250,000	$ 4,957,895	$ 4,957,895	$ 3,571,368	$ (1,386,527)	-28.0%
Revenues	$ 3,250,000	$ 2,906,667	$ 812,810	$ 1,044,179	$ 979,075	$ 166,265	20.5%
Expenses							
Operations	$ -	$ 1,198,772	$ 3,703,489	$ 2,430,706	$ 2,807,000	$ (896,489)	-24.2%
Ending Balance	**$ 3,250,000**	**$ 4,957,895**	**$ 2,067,216**	**$ 3,571,368**	**$ 1,743,443**	**$ (323,773)**	**-15.7%**

All Funds Expense Summary

	Actual 2022 *A*	Actual 2023 *B*	Budget 2024 *C*	Estd 2024 *D*	Budget 2025 *E*	Difference '24 s. '25 *F (E-C)*	*G (E/C)*
Sanitation & Environmental Services Fund							
Opening Balance	$ 2,051,128	$ 2,028,589	$ 3,064,901	$ 3,064,901	$ 1,075,698	$ (1,989,203)	-64.9%
Revenues	$ 11,610,527	$ 11,508,153	$ 13,808,062	$ 12,567,023	$ 13,910,220	$ 102,158	0.7%
Expenses							
Personnel	$ 3,570,257	$ 4,357,618	$ 4,891,162	$ 4,806,983	$ 4,949,152	$ 57,990	1.2%
Operations	$ 6,652,702	$ 5,988,814	$ 7,928,703	$ 7,099,243	$ 7,458,355	$ (470,348)	-5.9%
Capital	$ 1,410,107	$ 125,409	$ 2,739,027	$ 2,650,000	$ 1,273,413	$ (1,465,614)	-53.5%
Ending Balance	**$ 2,028,589**	**$ 3,064,901**	**$ 1,314,071**	**$ 1,075,698**	**$ 1,304,998**	**$ (9,073)**	**-0.7%**
Water & Sewer Fund							
Opening Balance*	N/A	N/A	N/A	N/A	N/A		
Revenues	$ 34,896,041	$ 41,359,008	$ 47,888,516	$ 49,202,761	$ 60,008,701	$ 12,120,185	25.3%
Use of F/B	$ -	$ -	$ -	$ -	$ -		
Expenses							
Personnel	$ 7,845,136	$ 8,458,445	$ 10,211,352	$ 10,336,441	$ 11,396,683	$ 1,185,331	11.6%
Operations	$ 23,774,866	$ 24,536,881	$ 24,081,916	$ 26,077,454	$ 26,114,578	$ 2,032,662	8.4%
Capital	$ -	$ 5,944,625	$ 12,906,200	$ 6,268,672	$ 17,559,929	$ 4,653,729	36.1%
Surplus/Deficit	**$ 3,276,039**	**$ 2,419,057**	**$ 689,049**	**$ 6,520,194**	**$ 4,937,512**		

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

Special Funds

City Facilities Tax Fund							
Opening Balance	$ 11,022,953	$ 13,171,571	$ 14,625,012	$ 14,625,012	$ 13,811,599	$ (813,413)	-5.6%
Revenues	$ 2,551,918	$ 1,516,052	$ 2,419,711	$ 2,951,270	$ 2,124,950	$ (294,761)	-12.2%
Expenses							
Operations	$ 403,300	$ 62,611	$ 3,764,683	$ 3,764,683	$ 51,673	$ (3,713,010)	-98.6%
Capital	$ -	$ -	$ -	$ -	$ 354,000	$ 354,000	100.0%
Ending Balance	**$ 13,171,571**	**$ 14,625,012**	**$ 13,280,040**	**$ 13,811,599**	**$ 15,530,876**	**$ 2,250,836**	**16.9%**
County Facilities Tax Fund							
Opening Balance	$ 4,498,831	$ 4,377,131	$ 4,513,751	$ 4,513,751	$ 5,547,969	$ 1,034,218	22.9%
Revenues	$ 878,300	$ 736,620	$ 699,017	$ 1,034,218	$ 749,662	$ 50,645	7.2%
Expenses							
Operations	$ 1,000,000	$ 600,000	$ -	$ -	$ 200,000	$ 200,000	100.0%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	100.0%
Ending Balance	**$ 4,377,131**	**$ 4,513,751**	**$ 5,212,768**	**$ 5,547,969**	**$ 6,097,631**	**$ 884,863**	**17.0%**
Hotel/Motel Tax Fund							
Opening Balance	$ 5,927,371	$ 8,006,647	$ 9,581,092	$ 9,581,092	$ 5,693,181	$ (3,887,911)	-40.6%
Revenues	$ 5,704,248	$ 6,486,558	$ 4,357,759	$ 6,569,639	$ 7,899,081	$ 3,541,322	81.3%
Expenses							
Operations	$ 2,952,629	$ 4,417,517	$ 3,569,876	$ 3,289,300	$ 3,572,746	$ 2,870	0.1%
Capital	$ 672,344	$ 494,596	$ 7,222,250	$ 7,168,250	$ 445,000	$ (6,777,250)	-93.8%
Ending Balance	**$ 8,006,647**	**$ 9,581,092**	**$ 3,146,725**	**$ 5,693,181**	**$ 9,574,516**	**$ 6,427,791**	**204.3%**
Debt Service Fund							
Opening Balance	$ 937,169	$ 1,161,978	$ 806,499	$ 806,499	$ 510,280	$ (296,219)	-36.7%
Revenues	$ 15,962,257	$ 15,353,902	$ 15,908,626	$ 16,012,408	$ 15,794,873	$ (113,753)	-0.7%
Expenses							
Operations	$ 15,737,448	$ 15,709,381	$ 16,308,626	$ 16,308,627	$ 15,698,603	$ (610,023)	-3.7%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Ending Balance	**$ 1,161,978**	**$ 806,499**	**$ 406,499**	**$ 510,280**	**$ 606,550**	**$ 200,051**	**49.2%**
Parkland Dedication Fund							
Opening Balance	$ 7,550,661	$ 8,451,071	$ 6,281,730	$ 6,281,730	$ 4,457,356	$ (1,824,374)	-29.0%
Revenues	$ 1,275,410	$ 2,330,659	$ 1,071,656	$ 1,933,426	$ 1,208,674	$ 137,018	12.8%
Expenses							
Operations	$ 375,000	$ 4,500,000	$ 3,757,800	$ 3,757,800	$ -	$ (3,757,800)	-100.0%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Ending Balance	**$ 8,451,071**	**$ 6,281,730**	**$ 3,595,586**	**$ 4,457,356**	**$ 5,666,030**	**$ 2,070,444**	**57.6%**

Fund Balance Changes

The schedule below shows changes in fund balance for all 15 funds actively budgeted for by the City of Franklin from FY 2023 through FY 2025.

	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	Parkland Dedication	Transit	CDBG	Debt Service	Fleet Replacement	Water & Sewer **	Total
2023 Actual (Audited)																
Beginning Fund Balance	$ 74,433,206	$ 2,870,168	$ 2,028,589	$ 32,202,321	$ 13,171,571	$ 4,377,131	$ 2,914,022	$ 538,767	$ 8,006,647	$ 8,451,071	$ 807,253	$ 118,477	$ 1,161,978	$ 3,250,000	N/A	**$ 154,331,201**
+ Revenues	**$ 105,028,680**	**$ 5,399,470**	**$ 11,508,153**	**$ 4,651,737**	**$ 1,516,052**	**$ 736,620**	**$ 2,832,236**	**$ 146,021**	**$ 6,486,558**	**$ 2,330,659**	**$ 3,443,349**	**$ 539,667**	**$ 15,353,902**	**$ 2,906,667**	**$ 41,359,006**	**$ 204,238,776**
- Expenditures	**$ (94,820,660)**	**$ (5,022,229)**	**$ (10,471,841)**	**$ (12,200,418)**	**$ (62,611)**	**$ (600,000)**	**$ (2,930,562)**	**$ (150,078)**	**$ (4,912,113)**	**$ (4,500,000)**	**$ (3,443,348)**	**$ (468,782)**	**$ (15,709,381)**	**$ (1,198,772)**	**$ (38,939,951)**	**$ (195,430,745)**
Ending Fund Balance	**$ 84,641,226**	**$ 3,247,409**	**$ 3,064,901**	**$ 24,653,640**	**$ 14,625,012**	**$ 4,513,751**	**$ 2,815,697**	**$ 534,710**	**$ 9,581,092**	**$ 6,281,730**	**$ 807,254**	**$ 189,362**	**$ 806,499**	**$ 4,957,895**	**$ 2,419,055**	**$ 163,139,232**
2024 Estimated																
Beginning Fund Balance	$ 84,641,226	$ 3,247,409	$ 3,064,901	$ 24,653,640	$ 14,625,012	$ 4,513,751	$ 2,815,697	$ 534,710	$ 9,581,092	$ 6,281,730	$ 807,254	$ 189,362	$ 806,499	$ 4,957,895	N/A	**$ 160,720,178**
+ Revenues																
Property Tax	$ 12,132,435	$ 1,116,441											$ 10,957,506			**$ 24,206,382**
Sales Tax	$ 62,233,023															**$ 62,233,023**
Other Taxes	$ 6,121,701				$ 2,394,483	$ 809,649			$ 5,914,380							**$ 15,240,213**
Intergovernmental Tax	$ 19,037,559	$ 3,136,978					$ -		$ 276,966		$ 3,336,771	$ 900,000	$ -		$ 62,886	**$ 26,751,160**
Licenses & Permits	$ 4,947,058			$ 8,029,761			$ 113,135			$ 1,790,464	$ -					**$ 14,880,418**
Charges for Services	$ 1,354,789		$ 10,467,505				$ 2,641,179				$ 83,807				$ 41,049,043	**$ 55,596,323**
Fines & Fees	$ 413,896		$ 168,601				$ 44,723	$ 45,887								**$ 673,107**
Uses of Money & Property	$ 3,402,990	$ 165,787	$ 180,917	$ 1,198,259	$ 556,787	$ 224,569	$ 103,275	$ 67,644	$ 378,293	$ 142,962	$ 33,395	$ 20,376	$ 219,036		$ 4,091,209	**$ 10,785,499**
Other Revenue	$ 2,283,817	$ 500,000	$ 1,750,000					$ -			$ 706,621		$ 4,835,866	$ 1,044,179	$ 3,999,623	**$ 15,120,107**
Total	**$ 111,927,268**	**$ 4,919,206**	**$ 12,567,023**	**$ 9,228,020**	**$ 2,951,270**	**$ 1,034,218**	**$ 2,902,312**	**$ 113,531**	**$ 6,569,639**	**$ 1,933,426**	**$ 4,160,594**	**$ 920,376**	**$ 16,012,408**	**$ 1,044,179**	**$ 49,202,761**	**$ 225,486,231**
- Expenditures																
Personnel	$ (75,953,949)	$ -	$ (4,806,983)	$ -	$ -	$ -	$ (2,414,081)	$ -	$ -	$ -	$ (58,681)	$ -	$ -		$ (10,336,441)	**$ (93,570,135)**
Operations	$ (32,200,415)	$ (5,390,000)	$ (7,099,243)	$ (7,493,933)	$ (3,764,683)	$ -	$ (1,359,719)	$ (169,504)	$ (3,289,300)	$ (3,757,800)	$ (3,904,919)	$ (863,732)	$ (16,308,626)	$ (2,430,706)	$ (26,077,454)	**$ (114,110,035)**
Capital	$ (2,247,057)	$ -	$ (2,650,000)	$ -	$ -	$ -	$ (145,052)	$ -	$ (7,168,250)	$ -	$ (470,000)	$ -	$ -		$ (6,268,672)	**$ (18,949,031)**
Total Expenditures	**$ (110,401,420)**	**$ (5,390,000)**	**$ (14,556,226)**	**$ (7,493,933)**	**$ (3,764,683)**	**$ -**	**$ (3,918,852)**	**$ (169,504)**	**$ (10,457,550)**	**$ (3,757,800)**	**$ (4,433,600)**	**$ (863,732)**	**$ (16,308,626)**	**$ (2,430,706)**	**$ (42,682,566)**	**$ (226,629,201)**
Ending Fund Balance	**$ 86,167,073**	**$ 2,776,615**	**$ 1,075,698**	**$ 26,387,727**	**$ 13,811,599**	**$ 5,547,969**	**$ 1,799,156**	**$ 478,737**	**$ 5,693,181**	**$ 4,457,356**	**$ 534,248**	**$ 246,006**	**$ 510,281**	**$ 3,571,368**	**$ 6,520,195**	**$ 159,577,208**
2025 Budget																
Beginning Fund Balance	$ 86,167,073	$ 2,776,615	$ 1,075,698	$ 26,387,727	$ 13,811,599	$ 5,547,969	$ 1,799,156	$ 478,737	$ 5,693,181	$ 4,457,356	$ 534,248	$ 246,006	$ 510,281	$ 3,571,368	N/A	**$ 153,057,014**
+ Revenues																
Property Tax	$ 13,217,427	$ 1,149,934											$ 10,554,764			**$ 24,922,125**
Sales Tax	$ 63,163,748															**$ 63,163,748**
Other Taxes	$ 6,246,189				$ 1,846,797	$ 637,474			$ 7,410,097							**$ 16,140,557**
Intergovernmental Tax	$ 17,587,560	$ 3,239,792					$ -		$ 300,000		$ 3,188,134	$ 386,965	$ -		$ 11,625,742	**$ 36,328,193**
Licenses & Permits	$ 4,740,122			$ 6,122,176			$ 129,051			$ 1,137,254	$ -					**$ 12,128,603**
Charges for Services	$ 1,250,412		$ 13,393,737				$ 2,673,523				$ 134,000				$ 42,355,801	**$ 59,807,473**
Fines & Fees	$ 378,384		$ 223,288				$ 35,000	$ 103,698								**$ 740,370**
Uses of Money & Property	$ 3,515,397	$ 73,686	$ 293,195	$ 598,612	$ 278,153	$ 112,188	$ 51,592	$ 40,085	$ 188,984	$ 71,420	$ 28,401	$ 9,057	$ 97,354	$ 115,585	$ 1,520,180	**$ 6,993,890**
Other Revenue	$ 2,153,153	$ 500,000	$ -					$ -			$ 1,003,617		$ 5,142,755	$ 863,490	$ 4,506,975	**$ 14,169,991**
Total	**$ 112,252,391**	**$ 4,963,412**	**$ 13,910,220**	**$ 6,720,788**	**$ 2,124,950**	**$ 749,662**	**$ 2,889,166**	**$ 143,783**	**$ 7,899,081**	**$ 1,208,674**	**$ 4,354,152**	**$ 396,022**	**$ 15,794,873**	**$ 979,075**	**$ 60,008,698**	**$ 234,394,952**
- Expenditures																
Personnel	$ (80,680,996)	$ -	$ (4,949,152)	$ (7,139,603)	$ -	$ -	$ (2,457,448)	$ -	$ -	$ -	$ (129,643)	$ -	$ -		$ (11,396,683)	**$ (106,753,525)**
Operations	$ (28,068,425)	$ (6,220,212)	$ (7,458,355)	$ -	$ (51,673)	$ (200,000)	$ (1,129,895)	$ (206,415)	$ (3,572,746)	$ -	$ (3,870,610)	$ (368,352)	$ (15,698,603)	$ (2,807,000)	$ (26,114,578)	**$ (95,766,864)**
Capital	$ (3,502,970)	$ -	$ (1,273,413)	$ -	$ (354,000)	$ -	$ (898,536)	$ -	$ (445,000)	$ -	$ (350,000)	$ -	$ -		$ (17,559,929)	**$ (24,383,848)**
Total Expenditures	**$ (112,252,391)**	**$ (6,220,212)**	**$ (13,680,920)**	**$ (7,139,603)**	**$ (405,673)**	**$ (200,000)**	**$ (4,485,880)**	**$ (206,415)**	**$ (4,017,746)**	**$ -**	**$ (4,350,253)**	**$ (368,352)**	**$ (15,698,603)**	**$ (2,807,000)**	**$ (55,071,189)**	**$ (226,904,237)**
Ending Fund Balance	**$ 86,167,073**	**$ 1,519,815**	**$ 1,304,998**	**$ 25,968,912**	**$ 15,530,876**	**$ 6,097,631**	**$ 202,441**	**$ 416,105**	**$ 9,574,516**	**$ 5,666,030**	**$ 538,147**	**$ 273,676**	**$ 606,551**	**$ 1,743,443**	**$ 4,937,509**	**$ 160,547,729**
***Surplus / (Deficit) All Funds**	**$ 0**	**$ (1,256,800)**	**$ 229,300**	**$ (418,815)**	**$ 1,719,277**	**$ 549,662**	**$ (1,596,715)**	**$ (62,632)**	**$ 3,881,335**	**$ 1,208,674**	**$ 3,899**	**$ 27,670**	**$ 96,270**	**$ (1,827,925)**	**$ (1,582,686)**	**$ 970,521**
***Change (%) 2022 vs. 2023**	**0.0%**	**-45.3%**	**21.3%**	**-1.6%**	**12.4%**	**9.9%**	**-88.7%**	**-13.1%**	**68.2%**	**27.1%**	**0.7%**	**11.2%**	**18.9%**	**-51.2%**	**-24.3%**	**0.6%**

**Note: Changes in fund balances reflect 2023 budget to 2022 estimated; changes shown on the "Other Funds Dept. Summary" on the previous pages reflect 2023 budget vs. 2022 budget.*

***Water & Sewer Fund is a proprietary fund and has no beginning balance on the modified accrual basis of accounting. Ending Fund Balance is simply result of operations for that Fiscal Year.*

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	Fleet Replacement	Water & Sewer
Governance & Management															
Elected Officials	x														
Administration	x														
Budget & Performance	x														
Law	x														
Communications	x														
Public Safety															
Police	x														
Drug Fund								x							
Emergency Management	x														
Fire	x														
Finance & Administration															
Finance	x														
Information Technology	x														
Purchasing	x														
Revenue Management	x														
Municipal Court	x														
Project and Facilities Management	x														
Human Resources	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				
Transit System										x					
Public Works															
Streets Department - Maintenance Division	x														
Streets Department - Traffic Division	x														
Streets Department - Fleet Maintenance Division	x														
Fleet Replacement Fund														x	
Stormwater Fund															
Stormwater - Engineering							x								
Stormwater - Streets							x								
Street Aid & Transportation		x													
Road Impact				x											
Sanitation & Environmental Services															
SES Administration			x												
SES Collection			x												
SES Disposal			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
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 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 2023-2024, this reserve would be $37,043,289 based on budgeted expenditures of $112,252,391.

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, an ever-larger number 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 the amended FY 2024 budget, and the proposed FY 2025 budget.*

Reserve Breakdown - General Fund - Fund Balance

Fund Name	Required Percentage	Target %	Actual FY 22$	Actual FY 23$	Budget FY24$	Estimated FY 24$	Budget FY25$
Reserve Fl(mandated by law)	0%		$ -	$ -	$ -	$ -	$ -
Undesignated/Unreserved fund	0%		$ -	$ -	$ -	$ -	$ -
Financial Stabilization Account	33%		$ 31,544,035	$ 34,659,464	$ 37,657,213	$ 37,521,150	$ 37,043,289
Contingency Subaccount		5%	$ 4,779,399	$ 5,251,434	$ 5,705,638	$ 5,685,023	$ 5,612,620
Emergency Subaccount		5%	$ 4,779,399	$ 5,251,434	$ 5,705,638	$ 5,685,023	$ 5,612,620
Cash Flow Stabilization Subaccount		14%	$ 13,382,318	$ 14,704,015	$ 15,975,787	$ 15,918,064	$ 15,715,335
Debt Service Subaccount		3%	$ 2,867,640	$ 3,150,860	$ 3,423,383	$ 3,411,014	$ 3,367,572
Insurance Reserve Subaccount		4%	$ 3,823,519	$ 4,201,147	$ 4,564,511	$ 4,548,018	$ 4,490,096
OPEB* Subaccount		2%	$ 1,911,760	$ 2,100,574	$ 2,282,255	$ 2,274,009	$ 2,245,048
Supplemental Reserve Account							
variance between 33% & 45% =	12%		$ 11,470,558	$ 12,603,442	$ 13,693,532	$ 13,644,055	$ 13,470,287
Capital Funding Account	>45%		$ 31,572,765	$ 35,350,793	$ 31,262,954	$ 33,001,868	$ 33,653,497
Invest Franklin Cash Balance 2017			$ 2,968,915	$ 2,968,915	$ 2,968,915	$ 2,968,915	$ 2,968,915
Invest Franklin Cash Balance 2018			$ 1,595,720	$ 1,595,720	$ 1,595,720	$ 1,595,720	$ 1,595,720
Invest Franklin Cash Balance 2019			$ 1,594,442	$ 1,594,442	$ 1,594,442	$ 1,594,442	$ 1,594,442
Total Invest Franklin Cash Balance			$ 6,159,077	$ 6,159,077	$ 6,159,077	$ 6,159,077	$ 6,159,077
General Capital Funding Account			$ 25,413,688	$ 29,191,716	$ 25,103,877	$ 26,842,792	$ 27,494,421
General Fund Budget Amount =			*$ 95,587,985*	*$ 105,028,680*	*$ 114,112,767*	*$ 113,700,455*	*$ 112,252,391*
Net Fund Balance Amount to start year=			*$ 74,587,358*	*$ 82,613,699*	*$ 82,613,699*	*$ 84,167,073*	*$ 84,167,073*

Actual Calculation for Net Fund Balance Amount:	FY 2022	FY 2023	FY 2024*
Gross:	***$ 75,885,131***	***$ 84,641,226***	***$ 86,167,073***
Less: Non-spendable (inventory and prepaids) [1]	*$ (1,297,773)*	*$ (2,027,527)*	*$ (2,000,000)*
	$ 74,587,358	*$ 82,613,699*	*$ 84,167,073*

**estimated*

[1] *Comes from ACFR - Governmental Funds Balance Sheet - Non-Spendable F.B.*

**Note: Capital Funding Account balance and Fund Balance Amounts for Estimated FY 2024 and Budget FY 2025 numbers are inclusive of full amount of year-end close. Ending fund balance will likely change from this forecast.*

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Budget Summary

General Fund Summary

Under this section is:

- **Introduction to the General Fund**
- **General Fund Budget Summary**
- **General Fund Revenue Summary & Model**
- **General Fund Expense Summary (By Department)**
- **Local Sales Tax/Property Tax Trends by Fiscal Year**
- **Property Tax Rate Summary**
- **Long-Range Forecast - General Fund**

General Fund Summary

Introduction

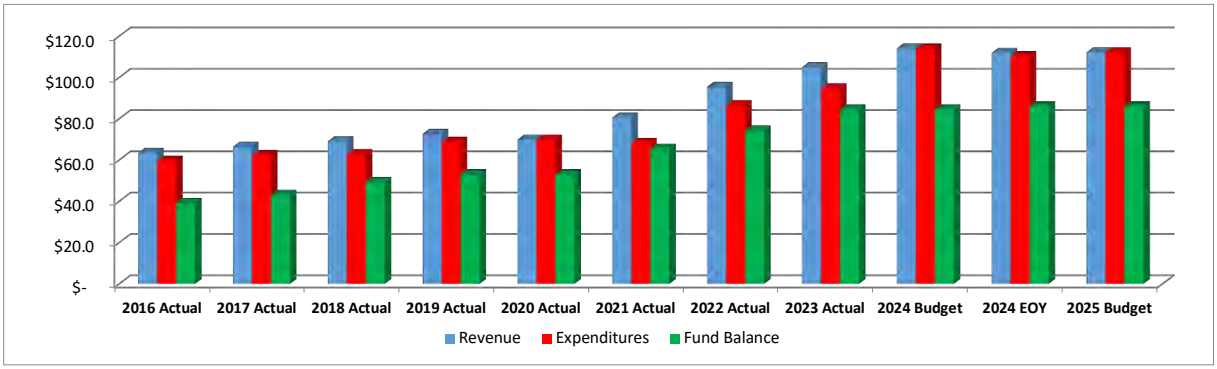
The General Fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the General Fund including Police and Fire, Administration, Engineering and Streets, and Parks. Although not the only fund (as demonstrated in the preceding pages), it is the largest and most important.

As proposed, fund balance equal to approximately 76.8% of annual expenditures is maintained at fiscal year-end 2024-25. This is in compliance with the Board's adopted reserve policy, which establishes a minimum benchmark of 33%.

General Fund Performance - FY 2021-2025

	Actual 2021	Actual 2022	Actual 2023	Budget 2024	EOY 2024	Budget 2025
Beginning Fund Balance	**$ 53,216,286**	**$ 65,481,510**	**$ 74,433,206**	**$ 84,641,226**	**$ 84,641,226**	**$ 86,167,073**
+ Total GF Revenue	$ 80,560,453	$ 95,587,985	$ 105,028,680	$ 114,112,767	$ 111,927,268	$ 112,252,391
- Total GF Expenditures	$ 68,295,229	$ 86,636,289	$ 94,820,660	$ 114,112,767	$ 110,401,420	$ 112,252,391
Ending Fund Balance	**$ 65,481,510**	**$ 74,433,206**	**$ 84,641,226**	**$ 84,641,226**	**$ 86,167,073**	**$ 86,167,073**
***Percent of Total Annual Revenues	81.3%	77.9%	80.6%	74.2%	77.0%	76.8%
***Percent of Total Annual Expenditures	95.9%	85.9%	89.3%	74.2%	78.0%	76.8%

General Fund Performance – Ten Year Trend



	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Budget	2024 EOY	2025 Budget
Revenue	$ 63.5	$ 66.5	$ 69.1	$ 72.7	$ 69.9	$ 80.6	$ 95.5	$ 105.0	$ 114.1	$ 111.9	$ 112.2
Expenditures	$ 59.7	$ 62.5	$ 62.9	$ 68.9	$ 69.9	$ 68.3	$ 86.6	$ 94.8	$ 114.1	$ 110.4	$ 112.2
Fund Balance	$ 39.2	$ 43.2	$ 49.4	$ 53.2	$ 53.2	$ 65.5	$ 74.4	$ 84.6	$ 84.6	$ 86.1	$ 86.1

Note: Amounts above are in millions of dollars.

General Fund Summary

Introduction

The 2024-2025 General Fund budget has total estimated revenue available of $112,252,391. In comparison to 2023-24 budget, estimated annual revenues for fiscal year 2024-25 are down 1.6%. The local option sales tax continues to be the single largest source of revenue for the City, at 56.3% of the General Fund total. For FY 2025 we project a modest increase of 2.2% for this major revenue stream, lower than in years past but built on a base which has grown 18.5%, 31.4% and on pace to be 5% respectively in FY 2021 (over FY 2020), FY 2022 (over FY 2021) and FY 2023 (over FY 2022) but calmed to a forecast 2.7% growth in FY 2024 (over FY 2023).

The local share of state taxes represents allocations of state sales and other taxes on a per capita basis, which is shared on a point of collection basis. These state shared taxes represent 14.5% of estimated General Fund revenues. This consumption based tax is also forecast to increase a modest 0.8% for the year due to economic uncertainty and conditions.

Property tax is the next largest source of revenue representing 11.8% of the General Fund total. No change in the property tax rate is being proposed in this budget. This source has grown over the last year as a result of fully retiring debt for the TIF district in Cool Springs, resulting in all Property Tax generated in the former district coming to the General Fund.

Expenditures

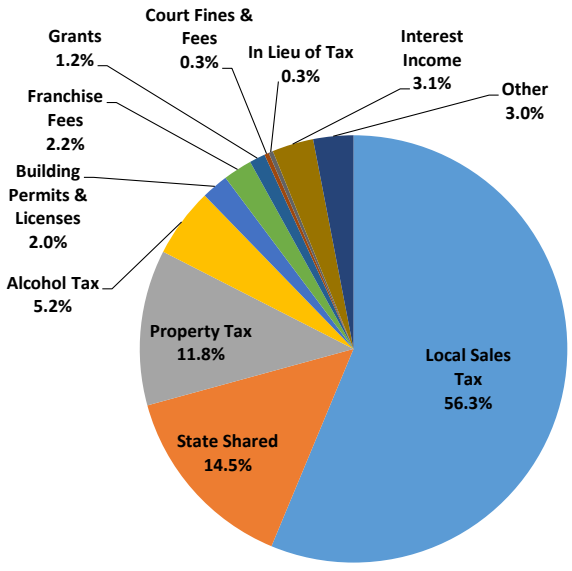
Total estimated General Fund expenditures are $112,252,391. Total expenditures for fiscal year 2024-25 are also decreasing 1.6% compared to the 2023-24 budget. Within the approved budget, 72% is dedicated to employee wages and benefits, 25% to operational costs and 3% to capital equipment.

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.

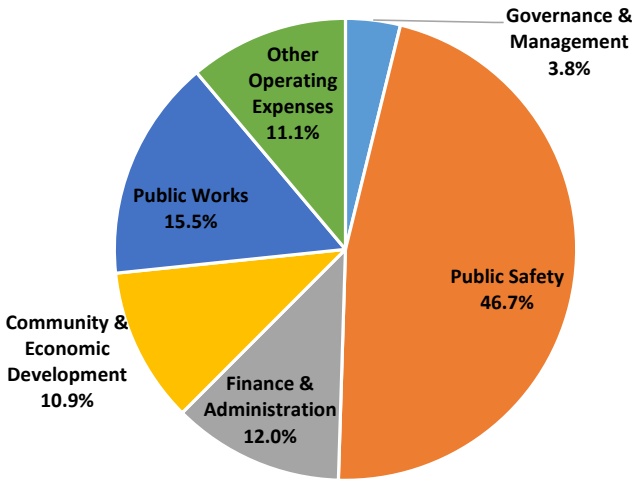
General Fund - Departmental Summary

	Actual 2022 A	Actual 2023 B	Budget 2024 C	EOY 2024 D	Budget 2025 E	Difference '24 vs. '25 F (E-C)	G (E/C)
Revenues							
Local Sales Tax	$ 57,745,532	$ 60,556,943	$ 61,797,556	$ 62,233,023	$ 63,163,748	$ 1,366,192	2.2%
State Shared	$ 16,245,091	$ 17,496,680	$ 16,221,388	$ 16,113,149	$ 16,245,560	$ 24,172	0.1%
Property Tax	$ 8,085,664	$ 10,805,467	$ 12,132,485	$ 12,132,435	$ 13,217,427	$ 1,084,942	8.9%
Alcohol Tax	$ 5,844,876	$ 5,646,949	$ 5,535,512	$ 5,737,747	$ 5,869,516	$ 334,004	6.0%
Building Permits & Licenses	$ 2,363,110	$ 2,223,293	$ 2,260,609	$ 2,563,250	$ 2,284,323	$ 23,713	1.0%
Franchise Fees	$ 2,506,169	$ 2,441,864	$ 2,551,351	$ 2,383,808	$ 2,455,799	$ (95,552)	-3.7%
Grants	$ 2,262,151	$ 121,123	$ 4,110,722	$ 2,924,410	$ 1,342,000	$ (2,768,722)	-67.4%
Court Fines & Fees	$ 398,877	$ 446,165	$ 381,678	$ 413,896	$ 378,384	$ (3,294)	-0.9%
In Lieu of Tax	$ 282,068	$ 376,479	$ 369,251	$ 383,954	$ 376,673	$ 7,422	2.0%
Interest Income	$ (1,096,123)	$ 1,167,782	$ 3,216,604	$ 3,402,990	$ 3,515,397	$ 298,793	9.3%
Other	$ 950,569	$ 3,745,935	$ 5,535,611	$ 3,638,606	$ 3,403,565	$ (2,132,046)	-38.5%
Total - General Fund Revenues	**$ 95,587,985**	**$ 105,028,680**	**$ 114,112,767**	**$ 111,927,268**	**$ 112,252,391**	**$ (1,860,376)**	**-1.6%**
Expenses							
Governance & Management	$ 3,085,987	$ 3,514,799	$ 4,084,168	$ 3,816,668	$ 4,299,425	$ 215,257	5.3%
Public Safety	$ 41,186,972	$ 47,364,833	$ 53,671,848	$ 52,186,792	$ 52,374,889	$ (1,296,959)	-2.4%
Finance & Administration	$ 9,636,858	$ 12,572,647	$ 14,051,700	$ 13,467,646	$ 13,468,444	$ (583,256)	-4.2%
Community & Economic Development	$ 7,482,075	$ 8,124,173	$ 10,668,091	$ 10,270,045	$ 12,195,913	$ 1,527,822	14.3%
Public Works	$ 11,718,336	$ 14,967,615	$ 17,226,452	$ 16,283,469	$ 17,417,454	$ 191,002	1.1%
Other Operating Expenses	$ 13,835,008	$ 8,362,213	$ 14,410,507	$ 14,376,802	$ 12,496,265	$ (1,914,242)	-13.3%
Total - General Fund Expenses	**$ 86,945,235**	**$ 94,906,278**	**$ 114,112,767**	**$ 110,401,420**	**$ 112,252,391**	**$ (1,860,376)**	**-1.6%**
General Fund Expenditures (by major category)							
Personnel	$ 59,866,503	$ 67,614,704	$ 77,959,294	$ 75,953,949	$ 80,680,996	$ 2,721,703	3.5%
Operations	$ 25,765,272	$ 26,586,131	$ 33,632,490	$ 32,200,415	$ 28,068,425	$ (5,564,065)	-16.5%
Capital	$ 1,313,460	$ 705,444	$ 2,520,983	$ 2,247,057	$ 3,502,970	$ 981,987	39.0%
Total - General Fund Expenses	**$ 86,945,234**	**$ 94,906,278**	**$ 114,112,767**	**$ 110,401,420**	**$ 112,252,391**	**$ (1,860,376)**	**-1.6%**
Misc. Other Financing Sources	$ (308,945)	$ (85,618)					
Surplus / (Deficit)	**$ 8,951,696**	**$ 10,208,020**	**$ 0**	**$ 1,525,848**	**$ 0**		

FY 2025 General Fund - Major Revenues



FY 2025 General Fund - Major Expenses



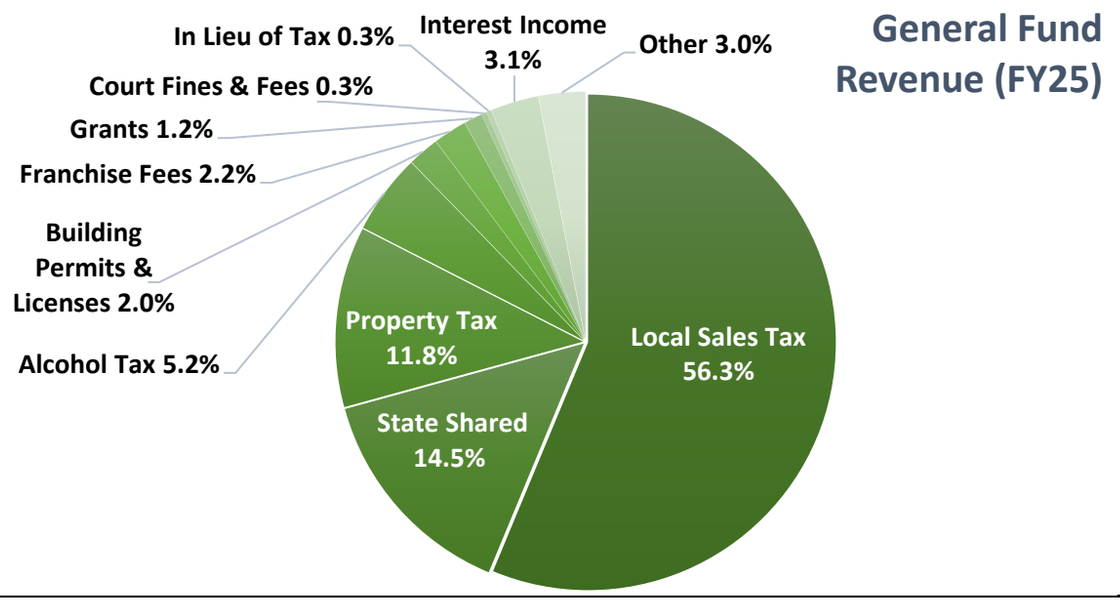
City of Franklin

Revenue Model

Summary (General Fund) — **Percent of All Revenues: 47.9%**

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 more than 97% of the total as of FY 2024.

For FY 2025, General Fund revenue is forecast to decrease by 1.64% over the FY 2024 budget.



Top Ten Revenue Categories			Actual			Budget	FY 2025 Forecast		
	A	*B*	*C*	*D*	*E*	*F*	*G*	*H*	*I*
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	Low	Medium	High
Local Sales Tax	$ 36,168,175	$ 35,453,379	$ 41,999,727	$ 57,745,532	$ 60,556,943	$ 61,797,555	$ 61,900,473	$ 63,163,748	$ 64,427,023
State Shared	$ 14,648,230	$ 13,497,987	$ 14,505,232	$ 16,245,091	$ 17,496,680	$ 16,221,385	$ 15,979,891	$ 16,245,560	$ 16,532,069
Property Tax	$ 9,318,972	$ 7,901,599	$ 8,499,957	$ 8,085,664	$ 10,805,467	$ 12,132,485	$ 12,820,904	$ 13,217,427	$ 13,613,950
Alcohol Tax	$ 4,390,575	$ 4,599,511	$ 5,262,169	$ 5,844,876	$ 5,646,949	$ 5,535,512	$ 5,810,821	$ 5,869,516	$ 5,928,211
Building Permits & Licenses	$ 2,279,334	$ 2,405,139	$ 2,495,634	$ 2,363,110	$ 2,223,293	$ 2,260,609	$ 2,238,636	$ 2,284,323	$ 2,307,166
Franchise Fees	$ 2,566,246	$ 2,489,287	$ 2,497,407	$ 2,506,169	$ 2,441,864	$ 2,551,351	$ 2,431,722	$ 2,455,799	$ 2,529,473
Grants	$ 387,640	$ 836,319	$ 3,659,217	$ 2,262,139	$ 121,123	$ 4,110,722	$ 1,342,000	$ 1,342,000	$ 1,342,000
Court Fines & Fees	$ 370,159	$ 388,668	$ 304,139	$ 398,877	$ 446,165	$ 381,678	$ 359,465	$ 378,384	$ 397,303
In Lieu of Tax	$ 259,875	$ 398,936	$ 353,969	$ 282,068	$ 376,479	$ 369,251	$ 372,943	$ 376,673	$ 380,402
Interest Income	$ 1,229,262	$ 1,208,681	$ 93,916	$ (1,096,123)	$ 1,167,782	$ 3,216,604	$ 2,812,318	$ 3,515,397	$ 4,218,477
Top Ten Revenue Sources	$ 71,618,469	$ 69,179,505	$ 79,671,367	$ 94,637,403	$ 101,282,745	$ 108,577,151	$ 106,069,174	$ 108,848,827	$ 111,676,073
Other	$ 1,085,952	$ 777,075	$ 889,086	$ 950,569	$ 3,831,548	$ 5,535,614	$ 3,365,631	$ 3,403,565	$ 3,441,449
Total General Fund Revenues	**$ 72,704,419**	**$ 69,956,580**	**$ 80,560,453**	**$ 95,587,973**	**$ 105,114,293**	**$ 114,112,767**	**$ 109,434,804**	**$ 112,252,391**	**$ 115,117,523**

	(A-FY 2018)	*(B-A)*	*(C-B)*	*(D-C)*	*(E-D)*	*(F-E)*	*(G-F)*	*(H-F)*	*(I-F)*
Change Year-over-Year	$ 3,604,364	$ (2,747,839)	$ 10,603,873	$ 15,027,519	$ 9,526,320	$ 8,998,474	$ (4,677,962)	$ (1,860,374)	$ 1,004,756
	5.2%	-3.8%	15.2%	18.7%	10.0%	8.6%	-4.1%	-1.63%	0.9%

City of Franklin

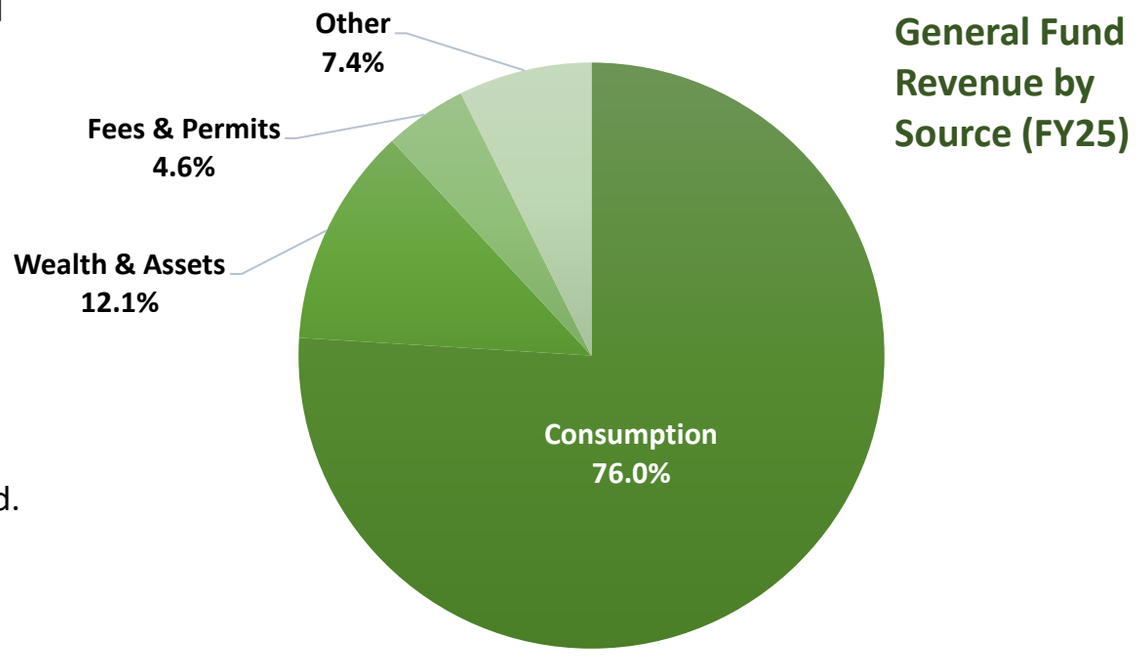
Revenue Model

Summary (General Fund) — **Percent of All Revenues: 47.9%**

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 are revenues derived from the consumption of goods and services. This source - taxes on retail sales and alcohol consumption - comprises more than 3 of every 4 dollars the City receives for the General Fund. All other sources - wealth & assets (property 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 slightly less than 1 of every 4 dollars received.

Heavy dependency on consumption taxes places the City in a vulnerable position during downturns in the business cycle and economic retrenchments.



General Fund Revenue by Source (FY25)

Top Ten Revenue Categories

	Actual					Budget	FY 2025 Forecast		
	FY 2019	FY 2020	FY 2021	FY 2022	FY2023	2024	Low	Medium	High
Consumption	**$ 53,001,293**	**$ 52,914,589**	**$ 61,023,282**	**$ 79,758,291**	**$ 83,665,850**	**$ 83,554,451**	**$ 83,691,185**	**$ 85,278,824**	**$ 86,887,303**
Local Sales Tax	$ 36,168,175	$ 35,453,379	$ 41,999,727	$ 57,745,532	$ 60,556,943	$ 61,797,555	**$ 61,900,473**	**$ 63,163,748**	**$ 64,427,023**
State Shared	$ 12,442,543	$ 12,861,699	$ 13,761,386	$ 16,167,883	$ 17,461,957	$ 16,221,385	**$ 15,979,891**	**$ 16,245,560**	**$ 16,532,069**
Alcohol Tax	$ 4,390,575	$ 4,599,511	$ 5,262,169	$ 5,844,876	$ 5,646,949	$ 5,535,512	**$ 5,810,821**	**$ 5,869,516**	**$ 5,928,211**
Wealth & Assets	**$ 11,784,534**	**$ 8,936,823**	**$ 9,597,772**	**$ 8,444,940**	**$ 11,216,669**	**$ 12,501,736**	**$ 13,193,847**	**$ 13,594,100**	**$ 13,994,352**
Property Tax	$ 9,318,972	$ 7,901,599	$ 8,499,957	$ 8,085,664	$ 10,805,467	$ 12,132,485	**$ 12,820,904**	**$ 13,217,427**	**$ 13,613,950**
Hall Income Tax	$ 2,205,687	$ 636,288	$ 743,846	$ 77,208	$ 34,723	$ -	**$ -**	**$ -**	**$ -**
In Lieu of Taxes	$ 259,875	$ 398,936	$ 353,969	$ 282,068	$ 376,479	$ 369,251	**$ 372,943**	**$ 376,673**	**$ 380,402**
Fees & Permits	**$ 5,215,739**	**$ 5,283,094**	**$ 5,297,180**	**$ 5,268,156**	**$ 5,111,321**	**$ 5,193,638**	**$ 5,029,823**	**$ 5,118,506**	**$ 5,233,942**
Franchise Fees	$ 2,566,246	$ 2,489,287	$ 2,497,407	$ 2,506,169	$ 2,441,864	$ 2,551,351	**$ 2,431,722**	**$ 2,455,799**	**$ 2,529,473**
Building Permits & Licenses	$ 2,279,334	$ 2,405,139	$ 2,495,634	$ 2,363,110	$ 2,223,293	$ 2,260,609	**$ 2,238,636**	**$ 2,284,323**	**$ 2,307,166**
Court Fines & Fees	$ 370,159	$ 388,668	$ 304,139	$ 398,877	$ 446,165	$ 381,678	**$ 359,465**	**$ 378,384**	**$ 397,303**
Other	**$ 2,702,854**	**$ 2,822,075**	**$ 4,642,219**	**$ 2,116,585**	**$ 5,120,453**	**$ 13,262,940**	**$ 7,519,948**	**$ 8,260,962**	**$ 9,001,926**
Grants	$ 387,640	$ 836,319	$ 3,659,217	$ 2,262,139	$ 121,123	$ 4,510,722	**$ 1,342,000**	**$ 1,342,000**	**$ 1,342,000**
Interest Income	$ 1,229,262	$ 1,208,681	$ 93,916	$ (1,096,123)	$ 1,167,782	$ 3,216,604	**$ 2,812,318**	**$ 3,515,397**	**$ 4,218,477**
Other	$ 1,085,952	$ 777,075	$ 889,086	$ 950,569	$ 3,831,548	$ 5,535,614	**$ 3,365,631**	**$ 3,403,565**	**$ 3,441,449**
Total General Fund Revenues	**$ 72,704,419**	**$ 69,956,580**	**$ 80,560,453**	**$ 95,587,973**	**$ 105,114,293**	**$ 114,512,767**	**$ 109,434,804**	**$ 112,252,391**	**$ 115,117,523**

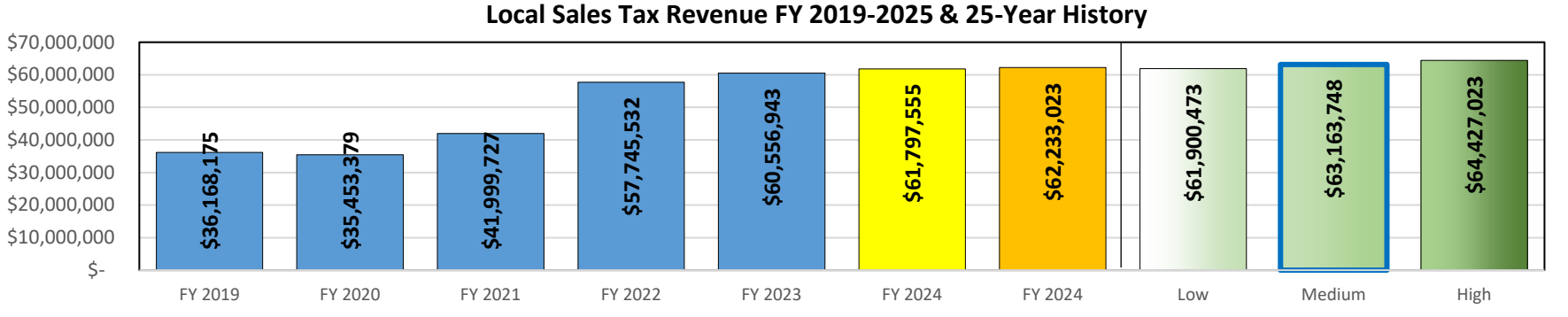
City of Franklin

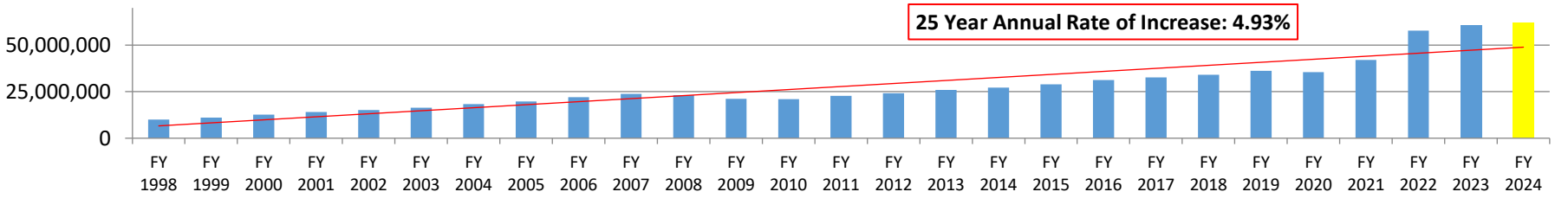
Revenue Model

Fund:	General Fund	Category:	Local Sales Tax	Percent of Total General Fund Revenues	56.3%

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.

At this time, we are forecasting a base increase of 2% higher than estimated FY 2024. This is designed to be prudently conservative given ongoing concerns in the global economy.





	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	5.9%	-2.0%	18.5%	37.5%	4.9%	2.05%	2.77%	-0.53%	1.50%	3.53%	3-yr Average
July	2,811,663	3,011,846	3,000,773	4,616,865	4,940,855	5,039,671	5,017,174	4,888,845	4,988,617	5,088,390	$ 53,434,067
August	2,848,326	2,938,112	2,915,576	4,357,269	4,650,081	4,743,083	4,694,185	4,789,906	4,887,659	4,985,412	4.4%
September	2,933,410	2,947,162	3,022,499	4,794,161	5,022,821	5,123,277	4,990,343	5,023,678	5,126,202	5,228,726	5-Yr Average
October	3,068,712	3,002,662	3,186,150	4,655,427	4,761,957	4,857,196	5,088,909	4,939,598	5,040,406	5,141,214	$ 46,384,751
November	3,026,420	3,109,876	3,085,542	4,829,484	4,984,513	5,084,202	5,327,485	5,135,582	5,240,390	5,345,197	6.1%
December	3,865,896	4,115,721	4,372,682	5,790,986	6,139,766	6,262,561	6,601,493	6,831,440	6,970,857	7,110,274	10-Yr Average
January	2,682,263	2,822,778	3,007,164	4,188,974	4,590,039	4,681,839	4,615,421	4,532,934	4,625,443	4,717,952	$ 38,627,810
February	2,622,735	2,605,704	2,550,960	4,267,860	4,465,281	4,554,586	4,686,365	4,347,661	4,436,389	4,525,117	5.7%
March	3,060,153	2,744,230	3,595,329	5,012,805	5,201,808	4,685,658	5,253,826	5,305,969	5,414,254	5,522,539	20-Yr Average
April	3,034,501	2,257,522	4,323,776	4,993,938	5,117,533	4,693,927	5,168,708	5,193,392	5,299,380	5,405,368	$ 30,423,680
May	3,064,704	2,781,549	4,446,675	5,121,518	5,343,633	4,949,928	5,397,069	5,353,200	5,462,449	5,571,698	5.0%
June	3,149,391	3,116,217	4,492,601	5,116,245	5,338,658	4,871,627	5,392,045	5,558,268	5,671,702	5,785,136	
Totals	$ 36,168,175	$ 35,453,379	$ 41,999,727	$ 57,745,532	$ 60,556,943	$ 61,797,555	$ 62,233,023	$ 61,900,473	$ 63,163,748	$ 64,427,023	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

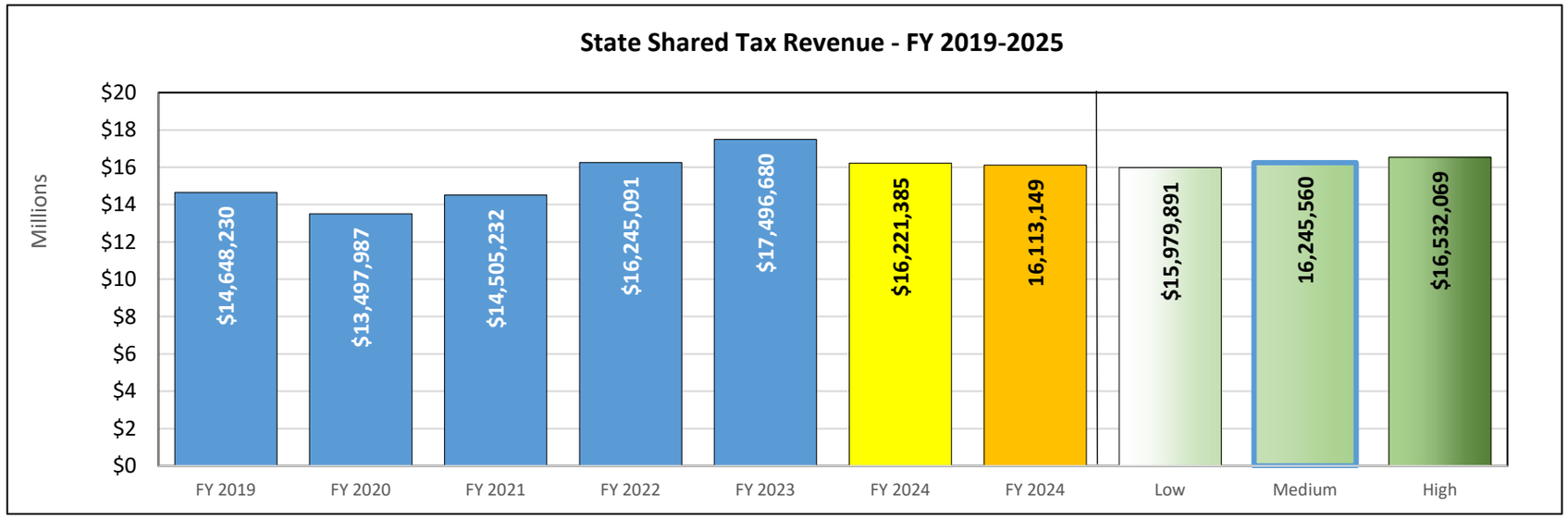
City of Franklin

Revenue Model

Fund:	General Fund	Category:	State Shared	Percent of Total General Fund Revenues	14.6%

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, and TVA in Lieu Of 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 2025 assumes a 4.53% increase over *estimated* FY 2024. Most categories will increase - (based on composite projections from state economists and the Department of Revenue) - between 1% and 3% *over budget*, but vary according by specific category.



	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	4.9%	-7.9%	7.5%	12.0%	7.7%	-7.3%	-7.9%	-0.83%	0.82%	2.60%	
Sales Tax (State)	6,308,464	6,480,703	7,553,994	9,427,976	9,949,094	9,854,610	9,813,919	9,850,668	10,051,702	10,252,736	3-yr Average
Beer Tax (State)	47,859	33,215	18,536	38,120	38,106	38,525	37,675	37,666	38,240	39,196	$ 16,082,334
State Excise Tax - BANK - January	254,236	281,061	316,397	247,314	396,896	245,495	417,503	240,586	245,495	250,405	2.9%
In Lieu of Tax (TVA)	839,835	872,269	810,661	866,622	1,003,531	1,003,528	1,022,877	1,012,649	1,022,877	1,053,564	5-Yr Average
Business License (Local Share)	11,585	11,685	9,805	9,135	9,605	9,932	10,278	9,972	10,072	10,173	$ 15,278,644
Transient/Peddlar Bus. License	7,242	4,478	5,399	3,492	5,549	5,000	867	4,900	5,000	5,100	2.9%
Business Tax (State)	4,515,866	4,703,004	4,536,119	4,983,975	5,390,052	4,660,775	4,299,410	4,298,980	4,342,404	4,385,828	10-Yr Average
Income Tax (State)	2,205,687	636,288	743,846	77,208	34,723	-	-	-	-	-	$ 14,180,586
Business Tax Record Fee - State	457,457	475,283	467,994	506,044	549,517	403,520	510,620	524,471	529,769	535,066	2.3%
Sports Gaming Revenues			41,063	83,921	115,626	-	-	-	-	-	20-Yr Average
Cemetary Excise Tax			1,418	1,285	3,981						$ 10,120,558
											3.6%
Totals	$ 14,648,230	$ 13,497,987	$ 14,505,232	$ 16,245,091	$ 17,496,680	$ 16,221,385	16,113,149	$ 15,979,891	16,245,560	$ 16,532,069	#

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

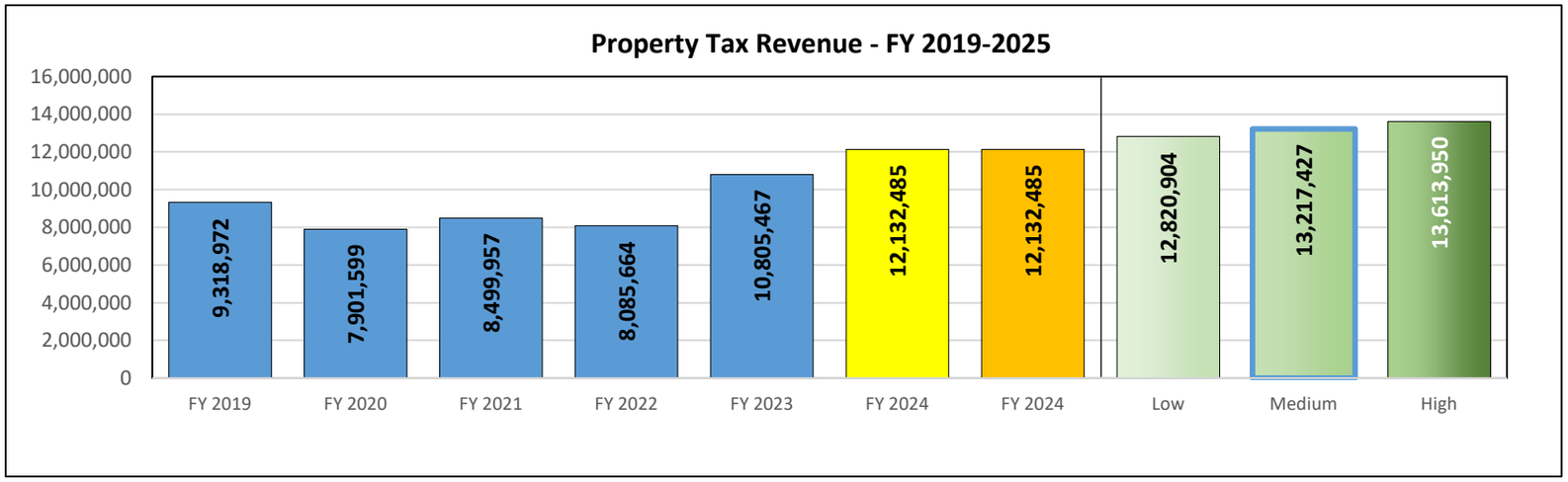
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Property Tax	Percent of Total General Fund Revenues	11.8%

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 2025 Forecast assumes a healthy 18.78% growth in ***net*** property tax available to the general fund for two main reasons - 1) a modest (3%) growth in the levy over 2023, and 2) lower debt service payments which result in higher property tax revenues available for operations.



	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	**2.5%**	**-15.2%**	**7.6%**	**-4.9%**	**33.6%**	**12.3%**	**12.3%**	**5.67%**	**8.94%**	**12.21%**	
Property Taxes	20,834,771	21,688,376	22,527,250	23,026,943	23,536,380	24,263,430	24,263,430	24,241,593	24,991,333	25,741,073	**3-yr Average**
Less: Due to IDB/City Loan for IDB**	(2,111,720)	(2,320,380)	(2,521,183)	(2,498,769)	(1,209,143)	-	-	-	-	-	**$ 9,130,363**
Less: Debt Service Fund	(8,661,198)	(10,958,447)	(10,918,504)	(11,629,983)	(10,658,665)	(10,957,506)	(10,957,506)	(10,238,121)	(10,554,764)	(10,871,407)	**6.1%**
Less: Unavailable Revenue (uncollected at year-end)	(249,928)	(160,821)	(198,781)	(208,754)	(208,452)	(406,998)	(406,998)	(406,632)	(419,208)	(431,784)	
Less: Street Aid Set-Aside	(748,375)	(779,036)	(809,178)	(1,059,197)	(1,094,550)	(1,116,441)	(1,116,441)	(1,115,436)	(1,149,934)	(1,184,432)	**5-Yr Average**
Pickups (primarily RR and Public Utility)	255,422	272,251	196,102	281,998	259,908	250,000	250,000	242,500	250,000	257,500	**$ 8,922,332**
Plus: Prior Year Collections		159,656	224,251	173,426	179,989	100,000	100,000	97,000	100,000	103,000	**4.2%**
											10-Yr Average
											$ 8,013,377
											7.0%
Totals	**9,318,972**	**7,901,599**	**8,499,957**	**8,085,664**	**10,805,467**	**12,132,485**	**12,132,485**	**12,820,904**	**13,217,427**	**13,613,950**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

** ***Note on amount due IDB/City:*** As of October 2022, *the IDB Loan was paid in full and the property taxes fully accrue to general fund operations. In FY 2025, all available taxes shown on this line will be available for general purposes - whether that be operating or capital.*

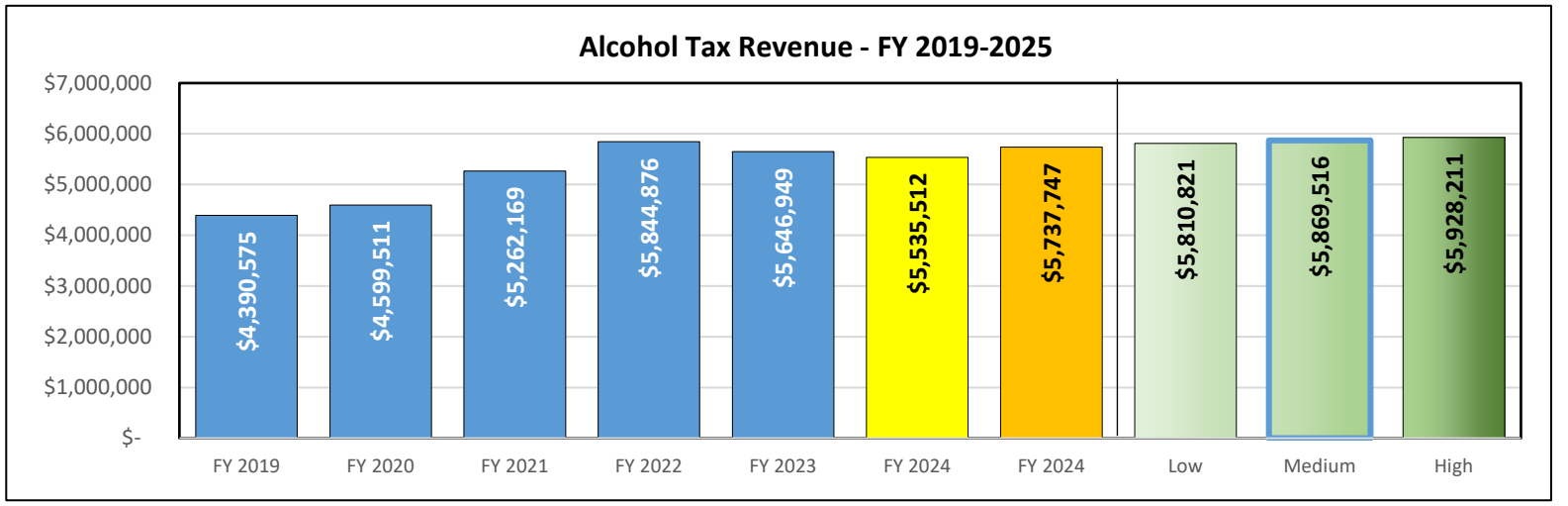
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Alcohol Tax	Percent of Total General Fund Revenues	5.2%

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.

Alcohol taxes are projected to increase, on average, by 5.6% over FY 2024 budgeted estimates. Wholesale taxes are set to increase by 0.5% for beer and 5% for wine, respectively. Privilege taxes are set to decrease by 1% for both beer and liquor while Mixed Drink Taxes are set to increase 3%. All increases are based on composite averages presented from the State Finance Board (11/2023).



	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	4.5%	4.8%	14.4%	11.1%	-3.4%	-2.0%		5.0%	6.0%	7.1%	
Beer Tax - Wholesale	1,556,121	1,905,377	1,956,504	2,046,920	1,819,226	1,784,124	1,746,757	1,737,935	1,755,490	1,773,045	3-yr Average
Beer Privilege Tax (Renewal)	107,282	21,740	21,394	27,675	26,749	27,813	29,827	26,217	26,482	26,746	$ 5,584,665
Liquor Tax - Wholesale	1,487,062	1,761,915	1,868,262	1,953,827	1,858,357	2,047,697	2,003,015	2,082,134	2,103,166	2,124,198	0.4%
Liquor Privilege Tax	91,759	84,371	84,107	139,140	145,715	142,619	171,623	142,815	144,257	145,700	5-Yr Average
Mixed Drink Tax	1,148,352	826,109	1,331,902	1,677,314	1,796,903	1,533,259	1,786,525	1,821,720	1,840,121	1,858,522	$ 5,148,816
											1.9%
											10-Yr Average
											$ 4,489,535
											2.6%
											20-Yr Average
											$ 3,546,760
											3.0%
Totals	$ 4,390,575	$ 4,599,511	$ 5,262,169	$ 5,844,876	$ 5,646,949	$ 5,535,512	$ 5,737,747	$ 5,810,821	$ 5,869,516	$ 5,928,211	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

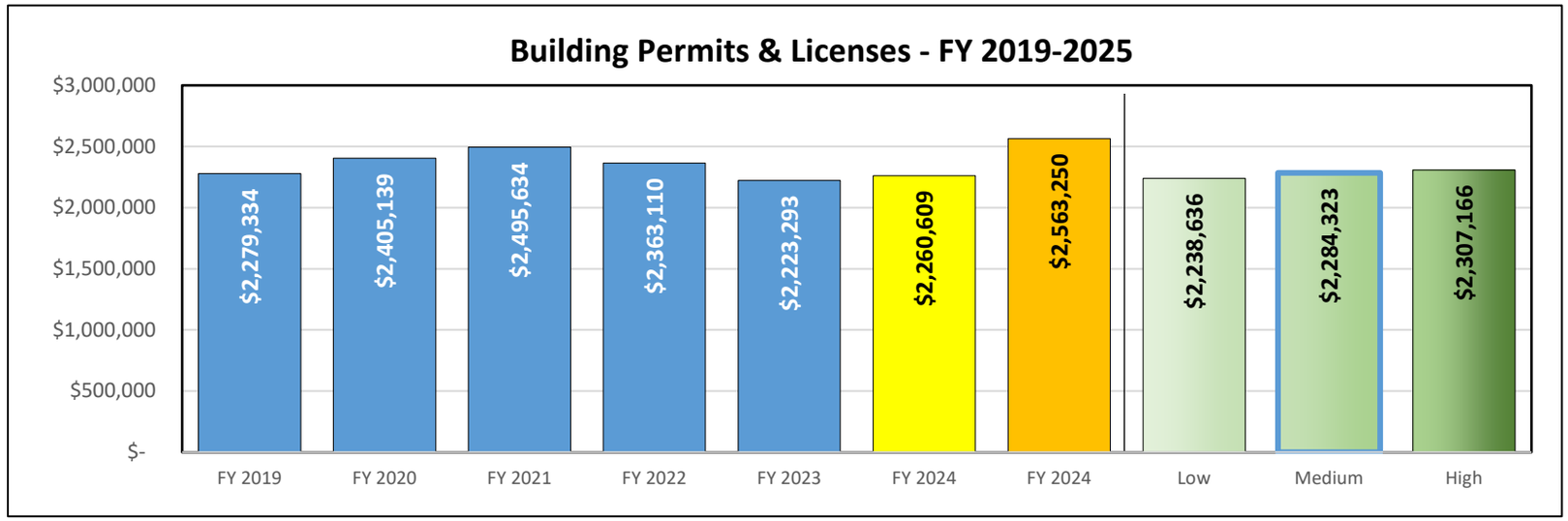
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Building Permits & Licenses	Percent of Total General Fund Revenues	2.0%

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.

This forecast projects a decrease of 4.1% in licenses & permits off of FY 2024 budgeted amounts.



	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-26.1%	5.5%	3.8%	-5.3%	-5.9%	-4.3%		-1.0%	1.0%	2.1%	
Mechanical License	6,087	4,475	5,075	3,300	2,975	2,967	3,244	2,974	3,035	3,065	3-yr Average
Mechanical Permits	122,624	107,589	113,732	105,740	142,968	143,041	128,043	142,911	145,827	147,286	$ 2,360,679
Building Permits	1,548,109	1,714,700	1,796,730	1,661,426	1,435,153	1,516,538	1,790,136	1,434,579	1,463,856	1,478,495	-1.9%
Demo Permit							2,100	2,058	2,100	2,121	
Pool Permit							37,571	29,400	30,000	30,300	5-Yr Average
Technology Fee	63,510	61,730	65,714	61,900	57,685	61,800	68,070	55,401	56,531	57,097	$ 2,353,302
Appeal Admin				1,000							-1.1%
Plumbing Permits	87,336	76,747	74,574	80,303	90,508	78,427	76,249	90,472	92,318	93,241	
Electrical Inspections	249,847	232,907	247,267	263,042	288,297	270,933	241,989	288,182	294,063	297,004	10-Yr Average
Planning Fees (Plans Review)	78,136	138,499	76,540	83,453	97,687	86,446	116,685	97,648	99,641	100,637	$ 2,493,394
Reinspection Fees	17,200	17,625	17,900	12,300	9,150	12,669	11,078	9,146	9,333	9,426	-1.1%
Sign Permits	11,246	11,442	13,419	9,986	14,328	9,941	9,643	14,322	14,615	14,761	
Mobile Food Vendor Permit Fee		1,800	5,010	5,655	6,360	546	5,400	6,357	6,487	6,552	20-Yr Average
Video, Film, Photo Permit Fee		100	4,400	5,050	4,250	2,186	-	4,248	4,335	4,378	$ 2,083,396
Short-Term Rental Permit Fee					-	-	3,900	-	-	-	0.3%
Tree Cutting Permits	25	110	-	-	50	-	50	49	50	51	
Grading Permits	-	-	-	100	100	-	-	-	-	-	
ROW Permit/Inspect	420		-	-	-	-	-	-	-	-	
Roadway Inspections	94,794	37,414	74,671	69,555	73,782	75,115	68,792	60,889	62,132	62,753	
Small Cell ROW Application			600	300	-	-	300	-	-	-	
Totals	**$ 2,279,334**	**$ 2,405,139**	**$ 2,495,634**	**$ 2,363,110**	**$ 2,223,293**	**$ 2,260,609**	**$ 2,563,250**	**$ 2,238,636**	**$ 2,284,323**	**$ 2,307,166**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

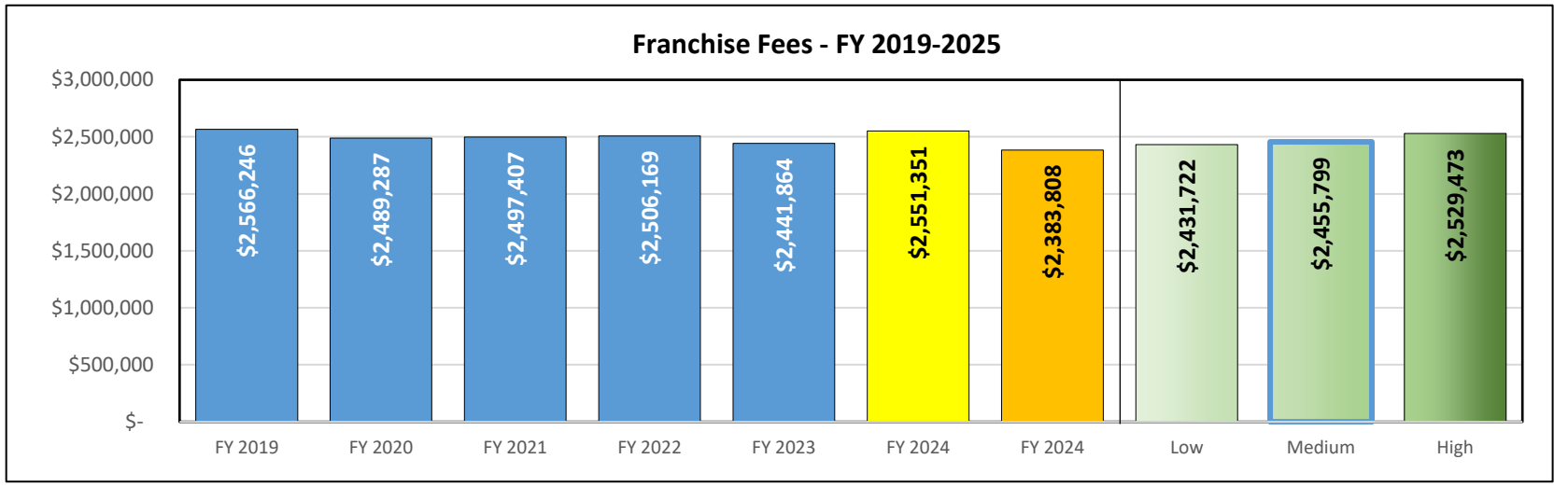
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Franchise Fees			Percent of Total General Fund Revenues	2.2%

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 1% increase over budget is forecast for FY 2024.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-0.8%	-3.0%	0.3%	0.4%	-3%	4%	-2%	-5%	-4%	-1%	
ATMOS	1,323,578	1,282,993	1,367,141	1,332,994	1,317,273	1,167,349	1,300,761	1,326,906	1,340,044	1,380,245	3-yr Average
Comcast	938,466	920,276	883,330	728,941	886,667	1,047,909	825,825	842,424	850,765	876,288	$ 2,481,813
Piedmont	52,619	48,125	48,665	158,622	108,578	129,019	97,362	99,319	100,302	103,311	-0.5%
AT&T	251,583	237,893	198,271	285,612	129,346	207,073	159,861	163,074	164,688	169,629	5-Yr Average
											$ 2,500,195
											-0.5%
											10-Yr Average
											$ 2,448,604
											0.0%
											20-Yr Average
											$ 2,035,914
											1.0%
Totals	$ 2,566,246	$ 2,489,287	$ 2,497,407	$ 2,506,169	$ 2,441,864	$ 2,551,351	$ 2,383,808	$ 2,431,722	$ 2,455,799	$ 2,529,473	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

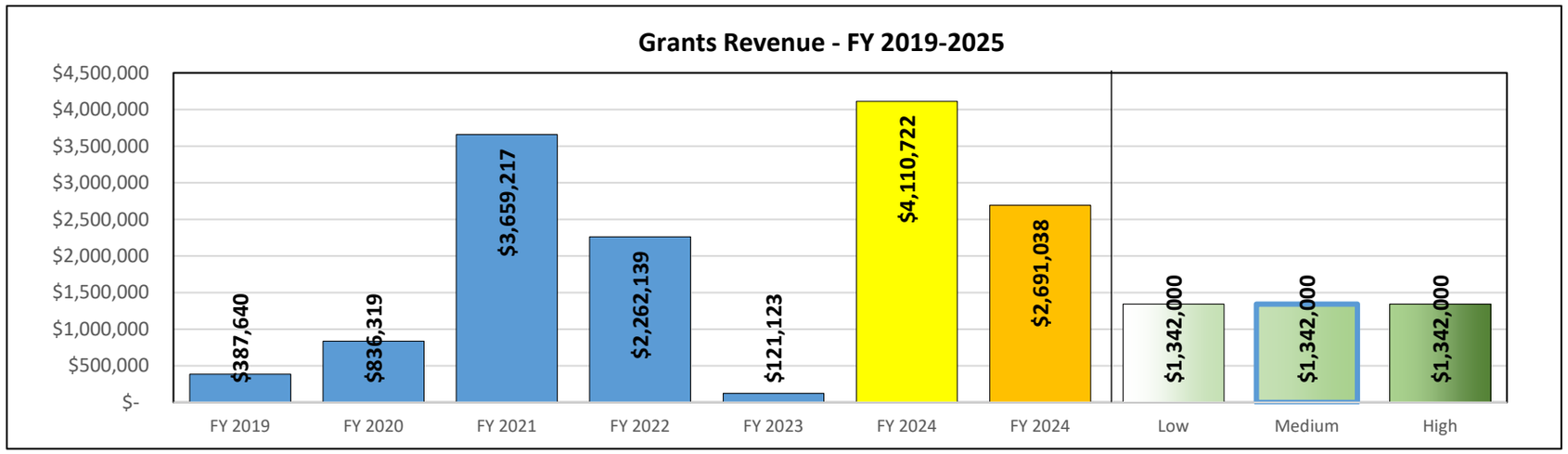
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Grants	Percent of Total General Fund Revenues	1.2%

Grants (Federal/State): In FY 2021, standard grants consisted primarily of federal transportation grants for the Traffic Operations Center function ($1,680,000), a nominal amount for Parks ($100,000) and Public Safety ($50,000). The City also received sizeable one-time grants from the State of Tennessee ($1,815,648) and federal aid (over $1.2 million) due to the COVID-19 pandemic. The latter grants did not renew in FY 2023. Traffic Operations (Interior) grants should be completed in FY 2024 for intersection controllers.

FY 2025 assumes base grants for Public



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-16.5%	115.7%	337.5%	-38.2%	-94.6%	3293.8%	-34.5%	-50.1%	-50.1%	-50.1%	
Homeland Security Grant	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-	3-yr Average
Various	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-	$ 2,252,558
Federal Grant - TOC	$ -	$ -	$ -	$ -	$ -	600,000	600,000	1,292,000	1,292,000	1,292,000	0.1%
Homeland Security Grant (42123)	$ -	$ -	$ -	$ 8,053	$ 1,649	-	-	-	-	-	
Homeland Security Grant (42200)	$ 52,473	$ 13,802	$ 9,710	$ 61,922	$ 42,047	50,000	-	50,000	50,000	50,000	5-Yr Average
Homeland Security Grant (43110)	$ -	$ -	$ -	$ 25,739	$ 3,889	-	-	-	-	-	$ 1,521,927
Homeland Security Grant (44700)	$ -	$ -	$ -	$ 44,565	$ 8,913	-	-	-	-	-	9.7%
Dept of House & Urban Dev (Federal)	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-	
Dept of Justice (Federal)	$ -	$ 3,518	$ 4,308	$ 20,642	$ 8,768	233,172	13,438	-	-	-	10-Yr Average
Dept of Finance & Admin (Federal)	$ -	$ -	$ -	$ -	$ -	-	-	-	-	-	$ 1,173,227
Dept of Interior (Federal)	$ -	$ 656,550	$ -	$ 14,700	$ 5,400	1,980,050	1,980,050	-	-	-	9.3%
Dept of Transportation (Federal)	$ 329,719	$ 143,565	$ 704,040	$ 509,925	$ 5,394	-	65,096	-	-	-	
Dept of Transportation (Federal)	$ -	$ -	$ -	$ -	$ -	-	32,455	-	-	-	20-Yr Average
Dept of Treasury (Federal)	$ -	$ -	$ 1,131,180	$ -	$ -	-	-	-	-	-	$ 846,463
Dept of Transportation (Federal)	$ -	$ -	$ -	$ 639,321	$ 52,938	1,000,000	-	-	-	-	8.4%
Governor's Local Gov't Support Grant	$ -	$ -	$ 1,815,648	$ 924,150	$ -	-	-	-	-	-	
TN EMA (State)	$ -	$ -	$ -	$ 13,122	$ (7,875)	-	-	-	-	-	
Advanced Transportation Controller	$ -	$ -	$ -	$ -	$ -	247,500	-	-	-	-	
TN Dept of Agriculture	$ 5,448	$ 18,884	$ 2,453	$ -	$ -	-	-	-	-	-	
In-Kind Contributions	$ -	$ -	$ (8,121)	$ -	$ -	-	-	-	-	-	
Totals	**$ 387,640**	**$ 836,319**	**$ 3,659,217**	**$ 2,262,139**	**$ 121,123**	**$ 4,110,722**	**$ 2,691,038**	**$ 1,342,000**	**$ 1,342,000**	**$ 1,342,000**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

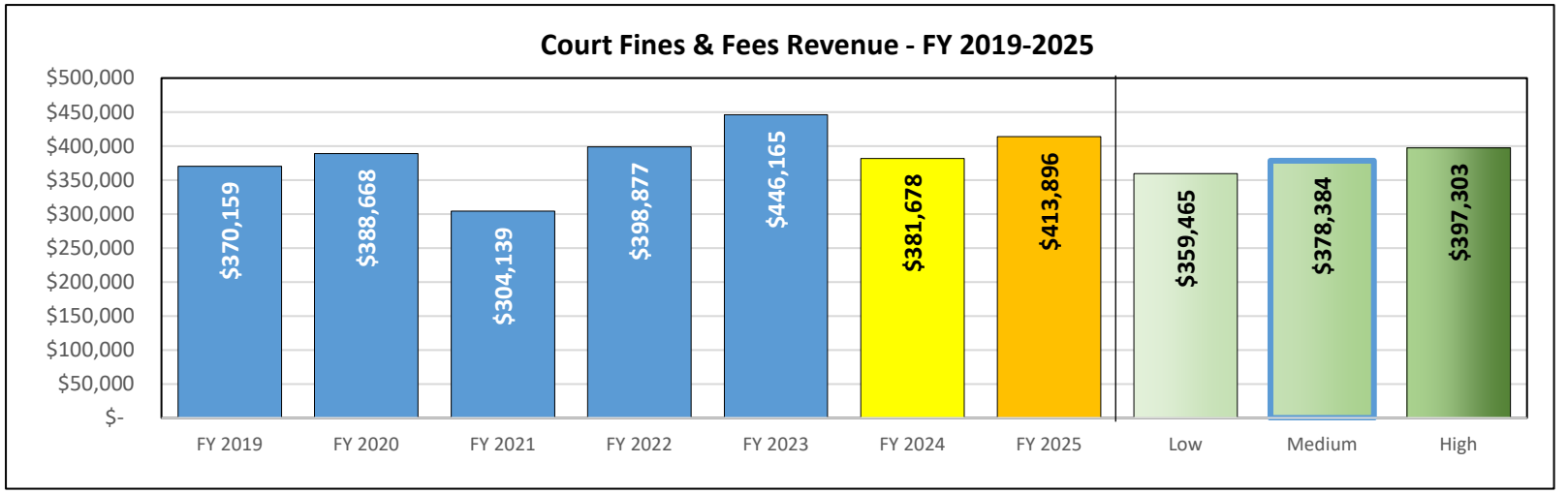
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Court Fines & Fees	Percent of Total General Fund Revenues	0.3%

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 to decrease approximately 1% compared to the FY 2024 budget.



	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Low	Medium	High	
% yr/yr.	-0.3%	5.0%	-21.7%	31.1%	12%	-14%		-6%	-1%	4%	
Fines/Fees - Mun Court	86,258	90,082	53,533	94,890	99,209	90,298	91,628	**90,529**	95,294	100,058	3-yr Average
Court-Local Litigation Tax	3,286	3,286	2,236	2,832	2,912	2,073	3,054	**2,632**	2,771	2,910	$ 383,060
Court-Bad Check	96	382	160	-	-	148	1,110	**141**	148	155	5.5%
Court Collection Fee	-	-	-	-	-	-	-	**-**	-	-	5-Yr Average
Delinquent Court Fees & Fines	9,472	9,797	6,556	9,813	9,739	9,567	9,016	**8,298**	8,735	9,171	$ 381,601
Court-Driving School	41,959	57,033	33,631	49,393	49,689	48,456	50,270	**42,338**	44,567	46,795	3.4%
Court-Admin Fee	1,372	1,404	720	1,586	1,908	1,499	1,671	**1,489**	1,568	1,646	10-Yr Average
Fines - Gen Sessions	60,237	61,586	59,763	80,425	89,169	71,187	79,753	**62,290**	65,569	68,847	$ 451,690
Officer Costs - General Sessions/Circuit Court	112,322	99,008	95,693	104,055	103,810	100,226	94,793	**89,603**	94,319	99,035	-0.1%
Parking Fines - Mun Court	7,848	16,859	8,361	16,710	38,680	15,856	33,077	**24,061**	25,328	26,594	20-Yr Average
Fines - Traffic Offenses	45,809	47,581	27,427	36,741	49,452	40,992	48,247	**36,932**	38,876	40,820	$ 644,561
Failure To Appear - Fine	1,500	1,650	980	1,550	1,360	1,376	1,277	**1,151**	1,211	1,272	-1.5%
Confiscated Goods (State)	-		15,079	882	238	-	-	**-**	-	-	
Totals	**$ 370,159**	**$ 388,668**	**$ 304,139**	**$ 398,877**	**$ 446,165**	**$ 381,678**	**$ 413,896**	**$ 359,465**	**$ 378,384**	**$ 397,303**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

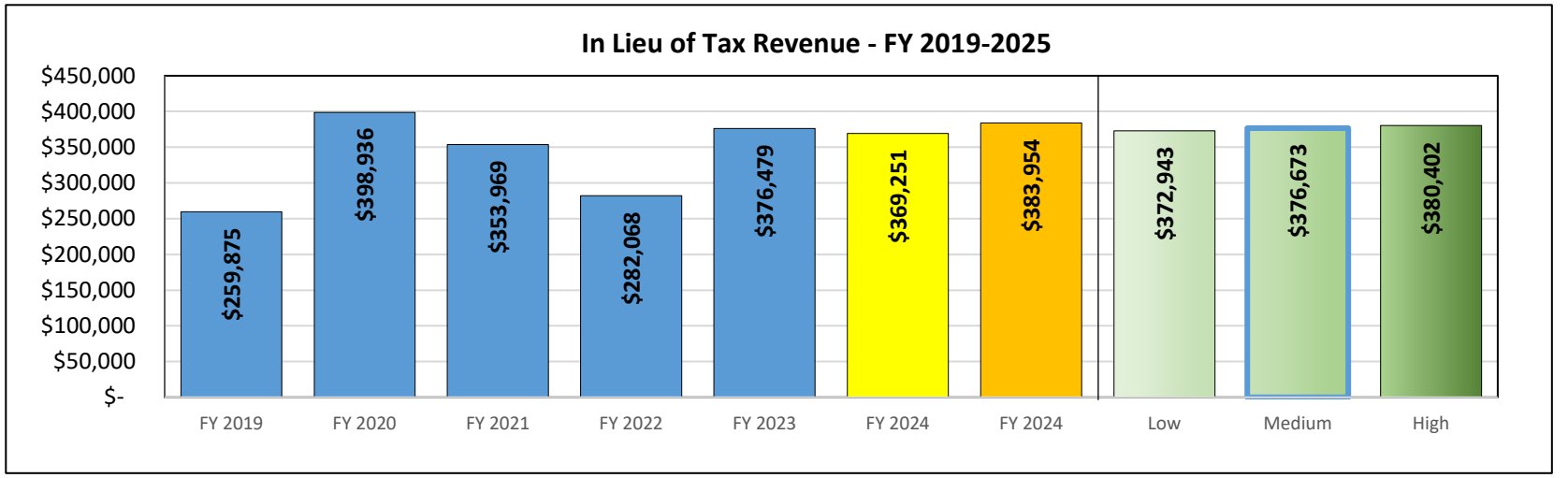
City of Franklin

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 and Nissan that have leases through a local government Industrial Board. The local payments are made annually. Three payments have ended - Verizon (FY 2014), Healthways (FY 2016) and Jackson National Life (FY 2017). Two new PILOT's - another for the Franklin Housing Authority and one for Ramsey Solutions - have been added.

The base amount of In Lieu of Tax Revenue is projected to increase a nominal 3% over FY 2024 budgeted estimates.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-0.3%	53.5%	-11.3%	-20.3%	33%	-2%	4%	-3%	-2%	-1%	3-yr Average
Franklin Housing Authority	24,963	20,394	17,958	11,769		22,141	17,556	22,363	22,586	22,810	$ 337,505
Nissan (TIF District)	234,912	172,388	197,962	211,602	198,060	204,311	190,210	206,354	208,417	210,481	3.8%
Community Health Systems (CHS)		(1,000)						-	-	-	5-Yr Average
FHA - Reddick Street		171,651	83,087	8,404	84,129	85,605	85,605	86,461	87,325	88,190	$ 334,265
Ramsey Solutions		35,503	54,962	50,293	94,290	57,194	90,583	57,766	58,344	58,922	2.5%
											10-Yr Average
											$ 320,862
											1.7%
											20-Yr Average
											$ 287,311
											1.6%
Totals	**$ 259,875**	**$ 398,936**	**$ 353,969**	**$ 282,068**	**$ 376,479**	**$ 369,251**	**$ 383,954**	**$ 372,943**	**$ 376,673**	**$ 380,402**	

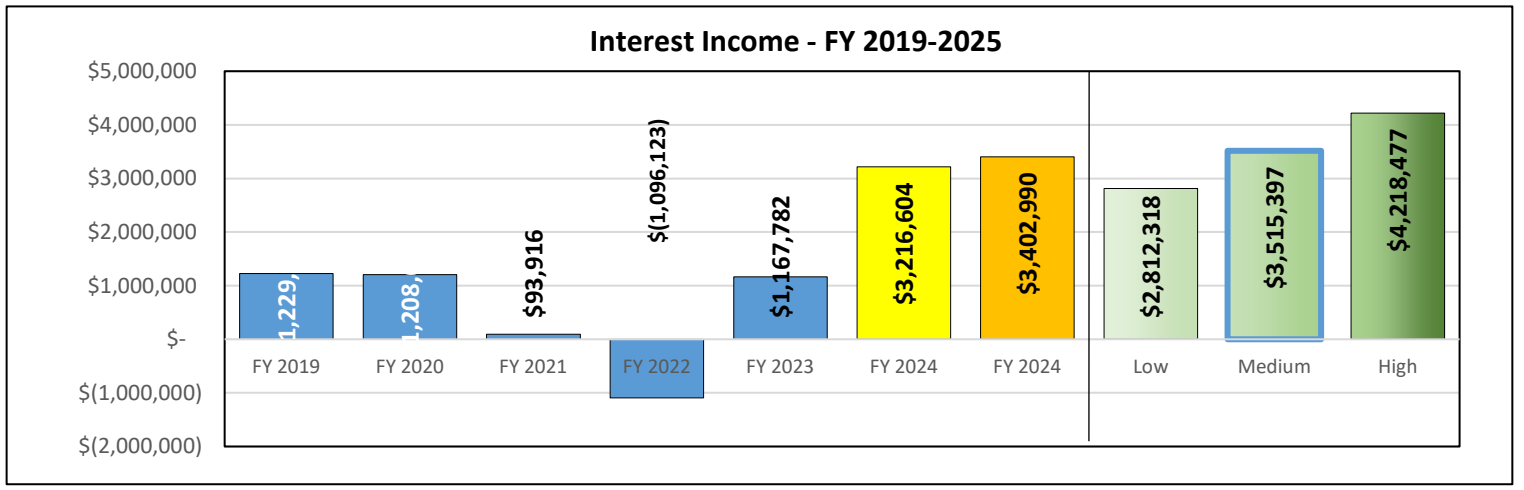
Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

City of Franklin

Revenue Model

Fund:	General Fund	Category:	Interest Income	Percent of Total General Fund Revenues	3.1%

Interest Income: This revenue source is bank interest and investment earnings on temporarily idle funds. This revenue category was adversely affected significantly over the 2010s due to the low interest rate environment. That changed in FY 2019, when the City was able to end long-term low-interest bearing arrangements and replace them with more mark-to-market investment mechanisms. Optimism gave way to pandemic realities, however and the Federal Funds Rate declined from the 2%+ levels which the City took advantage of in FY 2019 to effectively 0%. As interest rates were increased at a record pace in 2022-2023, however, the City has once again been able to lock in higher rates and expects healthier returns for FY 2024 and 2025.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	517.9%	-1.7%	-92.2%	-1267.1%	207%	-175%	-191%	-17%	3%	24%	
July	57,040	51,469	13,748	4,326	2,819	6,324	27,962	17,866	22,333	26,799	3-yr Average
August	85,372	222,070	13,329	2,049	5,993	(3,409)	23,969	31,850	39,813	47,775	$ 55,192
September	19,188	29,714	2,873	3,066	12,529	(747)	22,149	13,207	16,509	19,811	672.0%
October	59,942	85,246	4,214	2,590	1,002	3,243	2,974	14,046	17,558	21,070	5-Yr Average
November	65,066	19,408	13,589	10,964	5,559	14,027	4,286	(1,243)	(1,553)	(1,864)	$ 520,704
December	126,133	44,948	7,866	9,519	3,544	17,640	2,012	12,932	16,165	19,398	24.9%
January	67,431	90,127	6,903	6,913	5,100	19,239	13,640	23,914	29,893	35,871	10-Yr Average
February	82,012	196,704	(6,559)	5,751	26,971	12,826	18,827	14,889	18,611	22,333	$ 343,637
March	157,863	347,021	11,574	8,768	59,064	12,826	20,497	53,967	67,459	80,951	24.0%
April	108,721	43,598	9,751	10,490	54,702	12,826	23,956	23,556	29,445	35,335	20-Yr Average
May	235,172	52,531	11,012	15,586	69,548	12,826	21,220	33,293	41,616	49,939	$ 523,024
June	165,322	25,846	5,616	7,328	38,690	8,983	21,220	24,477	30,596	36,716	6.2%
LGIP Interest				17,378	76,002	-	45,389	24,636	30,795	36,954	
Lease Interest Revenue				4,787	11,357	-	6,528	-	-	-	
Investment Interest				(1,205,638)	794,903	3,100,000	3,148,362	2,524,926	3,156,158	3,787,389	
Totals	$ 1,229,262	$ 1,208,681	$ 93,916	$ (1,096,123)	$ 1,167,782	$ 3,216,604	$ 3,402,990	$ 2,812,318	$ 3,515,397	$ 4,218,477	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

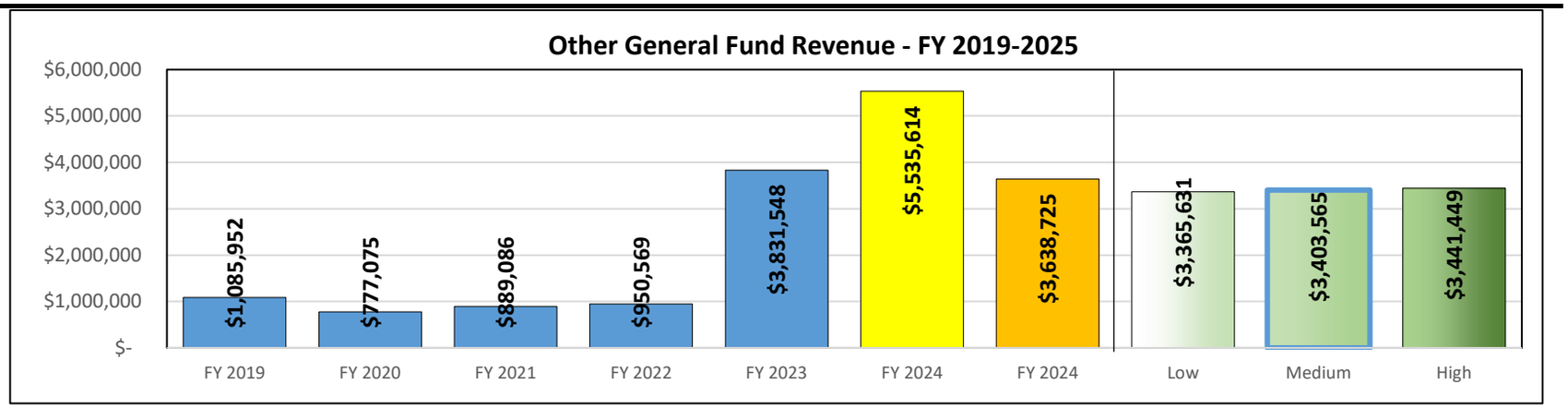
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	3.0%

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 increase in Other Revenue is attributable to a change in billing and collection practices for Police Extra Duty pay. An offsetting expense will be shown elsewhere in the budget.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	50.3%	-28.4%	14.4%	6.9%	303%	44%	-34%	-8%	-6%	-5%	3-yr Average
City Tax Relief	-	(12,893)	(11,769)	(12,290)	(13,645)	-	-	-	-	-	$ 1,890,401
Prop Taxes - P&I	43,857	58,580	54,878	45,040	44,811	42,000	25,117	43,922	44,818	45,714	34.2%
Planning Fees (Rezoning)	-	5,910	10,000	8,000	8,800	8,000	7,840	7,948	8,110	8,272	5-Yr Average
Planning Fees (Site Plans)	16,500	106,766	47,291	67,513	112,054	65,000	78,245	80,726	82,374	84,021	$ 1,506,846
Planning Fees (Plat Submittal)	180,691	41,972	46,875	44,552	52,650	44,552	47,881	46,398	47,345	48,291	30.9%
Planning Fees (Misc Planning)	-	35,966	-	-	220	-	-	-	-	-	10-Yr Average
Annexation Fees	-	-	8,200	2,950	2,800	2,950	250	4,557	4,650	4,743	$ 1,334,911
Plan Amendment Fees	-	-	3,000	-	1,800	-	1,000	1,568	1,600	1,632	18.7%
Development Plan Fee	-	-	88,204	36,513	25,455	36,513	29,025	49,056	50,057	51,059	20-Yr Average
Board of Zoning Appeals	-	-	5,250	7,450	6,450	7,450	4,389	6,256	6,383	6,511	$ 1,844,163
Joint Conceptual Workshop	-	-	2,200	1,600	1,600	1,600	1,596	1,764	1,800	1,836	-10.0%
Beer Permits (New Applic Fee)	14,750	12,660	11,050	9,750	10,750	12,095	12,863	9,823	10,023	10,224	
Yard Sale Permits	6,125	3,750	5,030	4,620	4,210	4,839	4,442	3,954	4,035	4,116	
Alarm Permits	23,380	26,140	26,385	26,760	26,895	26,121	23,226	25,521	26,042	26,562	
Miscellaneous Permits	27,045	18,280	20,950	30,250	20,450	24,109	14,218	19,488	19,886	20,283	
City Sponsored Training	390	-	-	-	-	-	-	-	-	-	
Regional Fire Training	1,500	3,810	695	3,455	750	1,591	-	-	-	-	
Maps Sold	4,020	3,560	1,620	7,422	1,870	3,520	452	3,430	3,500	3,570	
Plans Sold	1,850	3,700	4,700	150	3,700	2,483	931	2,450	2,500	2,550	
Records Sold	8	915	1,766	2,295	4,350	1,331	1,478	2,744	2,800	2,856	
Special Event Services Fee	2,000	2,696	2,500	3,400	2,500	2,349	2,800	2,567	2,619	2,671	
Accident Reports	3	755	581	1,427	5,509	711	1,335	1,622	1,655	1,688	
Sex Offender Registry	2,850	2,100	2,100	1,950	2,250	1,833	798	1,985	2,025	2,066	

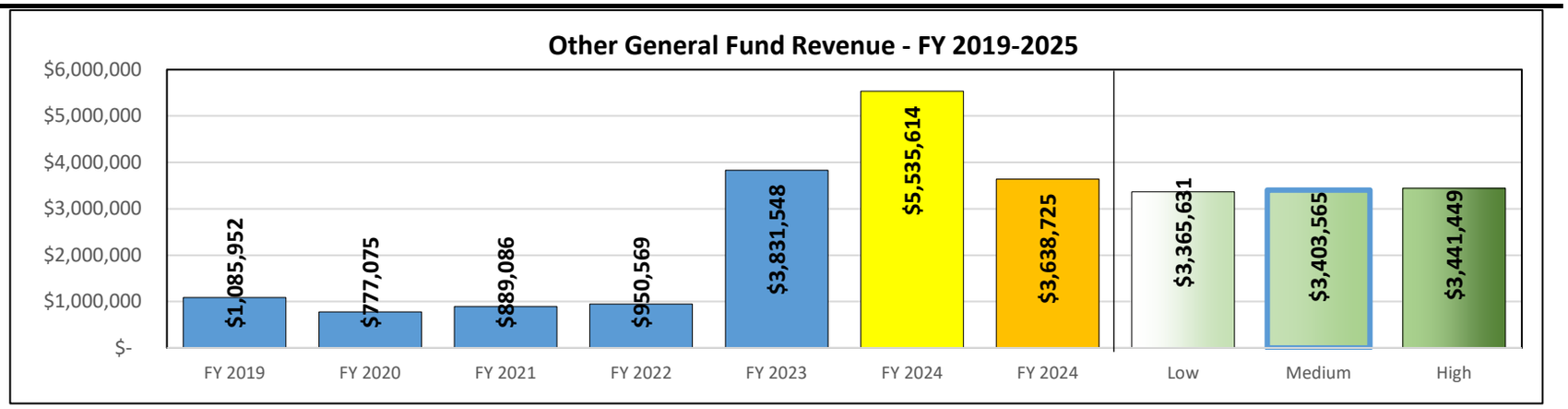
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	3.0%

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 increase in Other Revenue is attributable to a change in billing and collection practices for Police Extra Duty pay. An offsetting expense will be shown elsewhere in the budget.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
License Seizure Fees	470	905	595	810	1,090	597	1,084	759	774	789	
Citizen's Police Academy							175	-	-	-	
Police Extra Duty	43,618	35,535	45,402	190,056	849,265	754,232	937,051	964,225	983,903	1,003,582	
Compost Voucher (Non-Refundable)	17,555	18,800	21,280	21,640	33,740	21,300	19,270	25,726	26,252	26,777	
Beer Board Violations	3,000		4,000	-	250	1,030	250.00	1,009	1,030	1,051	
Bldg & Street Stds Appeals Fees	3,276	-	-	-	250	1,030	250.00	1,009	1,030	1,051	
Transient Vendor Recording Fees	-	-	-	-	-	4,929	-	-	-	-	
Tree Bank Fees	19,904	-	-	-	-	35,853	-	-	-	-	
Rebates on Purchases	115,951	91,858	82,168	96,531	128,634	85,860	146,771	100,968	103,028	105,089	
Rent - Mall & Other	12,001	9,001	18,001	20,615	14,901	12,361	14,401	13,145	13,413	13,682	
Park Concessions	200,475	84,806	72,108	146,186	153,103	120,211	169,801	147,236	150,241	153,246	
Harlinsdale Rentals	1,938	(2,441)	13,719	-	200	1,098	-	1,076	1,098	1,120	
Sale of Surplus Assets	296,337	128,067	21,392	95,926	192,229	141,921	236,924	172,625	176,148	179,671	
Electrical Charging Stations	-	456	402	2,183	2,277	1,000	3,374	980	1,000	1,020	
Insurance Reimbursements	-	-	-	21,829	1,525,131	-	-	-	-	-	
Called Performance Bonds	-	-	-	-	309,991	-	55,950	-	-	-	
Miscellaneous Other Revenue	25,458	77,423	90,014	51,986	148,338	33,975	27,749	78,716	80,347	81,928	
Christmas Tree Lighting		18,000	15,000	10,000	39,150	20,000	26,000	34,300	35,000	35,700	
Capital Application from Fund Balance	-	-	-	-	-	4,011,170	1,738,000	1,508,078	1,508,078	1,508,078	
Lease Proceeds					85,618	-	-				
Settlement Proceeds					62	-	-				
Opioid Settlement					21,091	-	3,661				
Reimbursement of PY Exp							128				
Totals	**$ 1,085,952**	**$ 777,075**	**$ 889,086**	**$ 950,569**	**$ 3,831,548**	**$ 5,535,614**	**$ 3,638,725**	**$ 3,365,631**	**$ 3,403,565**	**$ 3,441,449**	

General Fund Summary - Departmental Summary

	Actual 2022 A	Actual 2023 B	Budget 2024 C	Estd 2024 D	Budget 2025 E	Difference '24 vs. '25 F (E-C)	G (E/C)
Governance & Management							
Elected Officials							
Personnel	$ 204,445	$ 254,666	$ 294,047	$ 289,420	$ 264,756	$ (29,291)	-10.0%
Operations	$ 136,752	$ 53,017	$ 174,151	$ 176,590	$ 94,795	$ (79,356)	-45.6%
Total - Elected Officials	**$ 341,197**	**$ 307,683**	**$ 468,198**	**$ 466,010**	**$ 359,551**	**$ (108,647)**	**-23.2%**
Administration							
Personnel	$ 1,652,994	$ 1,796,337	$ 1,871,715	$ 1,704,792	$ 1,646,242	$ (225,473)	-12.0%
Operations	$ (60,962)	$ 8,389	$ (63,830)	$ (39,547)	$ (70,556)	$ (6,726)	10.5%
Total - Administration	**$ 1,592,032**	**$ 1,804,726**	**$ 1,807,885**	**$ 1,665,245**	**$ 1,575,686**	**$ (232,199)**	**-12.8%**
Budget & Performance							
Personnel	$ -	$ -	$ -	$ -	$ 529,284	$ 529,284	100.0%
Operations	$ -	$ -	$ -	$ -	$ 49,802	$ 49,802	100.0%
Total - Budget & Performance	**$ -**	**$ -**	**$ -**	**$ -**	**$ 579,086**	**$ 579,086**	**100.0%**
Law							
Personnel	$ 712,228	$ 794,211	$ 868,204	$ 863,741	$ 859,449	$ (8,755)	-1.0%
Operations	$ (50,330)	$ 38,273	$ 214,434	$ 97,995	$ 208,994	$ (5,440)	-2.5%
Capital	$ 50,050	$ -	$ -	$ -	$ -	$ -	0.0%
Total - Law	**$ 711,948**	**$ 832,484**	**$ 1,082,638**	**$ 961,736**	**$ 1,068,443**	**$ (14,195)**	**-1.3%**
Communications							
Personnel	$ 466,582	$ 517,866	$ 607,142	$ 606,623	$ 597,540	$ (9,602)	-1.6%
Operations	$ (25,772)	$ 52,040	$ 118,305	$ 117,054	$ 119,119	$ 814	0.7%
Total - Communications	**$ 440,811**	**$ 569,906**	**$ 725,447**	**$ 723,677**	**$ 716,659**	**$ (8,788)**	**-1.2%**
Governance & Management Summary							
Personnel	$ 3,036,249	$ 3,363,080	$ 3,641,108	$ 3,464,576	$ 3,897,271	$ 256,164	7.0%
Operations	$ (313)	$ 151,719	$ 443,060	$ 352,092	$ 402,154	$ (40,906)	-9.2%
Capital	$ 50,050	$ -	$ -	$ -	$ -	$ -	0.0%
Total Governance & Management	**$ 3,085,987**	**$ 3,514,799**	**$ 4,084,168**	**$ 3,816,668**	**$ 4,299,425**	**$ 215,257**	**5.3%**
Public Safety							
Police							
Personnel	$ 15,106,731	$ 17,961,462	$ 19,575,052	$ 18,324,538	$ 19,180,616	$ (394,436)	-2.0%
Operations	$ 4,049,189	$ 4,281,796	$ 5,013,538	$ 4,920,687	$ 5,181,686	$ 168,148	3.4%
Capital	$ -	$ 61,448	$ 584,793	$ 584,793	$ -	$ (584,793)	-100.0%
Total - Police	**$ 19,155,920**	**$ 22,304,706**	**$ 25,173,383**	**$ 23,830,018**	**$ 24,362,302**	**$ (811,081)**	**-3.2%**
Fire							
Personnel	$ 19,463,899	$ 22,522,487	$ 25,244,081	$ 25,110,441	$ 24,804,353	$ (439,728)	-1.7%
Operations	$ 2,302,166	$ 2,537,640	$ 3,154,384	$ 3,157,760	$ 3,208,234	$ 53,850	1.7%
Capital	$ 264,987	$ -	$ 100,000	$ 88,573	$ -	$ (100,000)	-100.0%
Total - Fire	**$ 22,031,052**	**$ 25,060,127**	**$ 28,498,465**	**$ 28,356,774**	**$ 28,012,587**	**$ (485,878)**	**-1.7%**
Public Safety							
Personnel	$ 34,570,630	$ 40,483,949	$ 44,819,133	$ 43,434,979	$ 43,984,969	$ (834,164)	-1.9%
Operations	$ 6,351,355	$ 6,819,436	$ 8,167,922	$ 8,078,447	$ 8,389,920	$ 221,998	2.7%
Capital	$ 264,987	$ 61,448	$ 684,793	$ 673,366	$ -	$ (684,793)	-100.0%
Total Public Safety	**$ 41,186,972**	**$ 47,364,833**	**$ 53,671,848**	**$ 52,186,792**	**$ 52,374,889**	**$ (1,296,959)**	**-2.4%**

General Fund Summary - Departmental Summary

	Actual 2022 A	Actual 2023 B	Budget 2024 C	Estd 2024 D	Budget 2025 E	Difference '24 vs. '25 F (E-C)	G (E/C)
Finance & Administration							
Finance							
Personnel	$ 1,095,518	$ 1,175,385	$ 1,402,555	$ 1,332,906	$ 1,108,382	$ (294,173)	-21.0%
Operations	$ 35,507	$ 58,639	$ 71,997	$ 85,953	$ 6,754	$ (65,243)	-90.6%
Capital	$ 258,895	$ -	$ -	$ -	$ -	$ -	0.0%
Total - Finance	**$ 1,389,920**	**$ 1,234,024**	**$ 1,474,552**	**$ 1,418,859**	**$ 1,115,136**	**$ (359,416)**	**-24.4%**
Purchasing							
Personnel	$ 349,960	$ 432,095	$ 455,272	$ 453,355	$ 442,526	$ (12,746)	-2.8%
Operations	$ (32,643)	$ (5,554)	$ (25,657)	$ (42,220)	$ (35,842)	$ (10,185)	39.7%
Capital	$ -	$ 85,618	$ -	$ -	$ -	$ -	0.0%
Total - Purchasing	**$ 317,318**	**$ 512,159**	**$ 429,615**	**$ 411,135**	**$ 406,684**	**$ (22,931)**	**-5.3%**
Information Technology							
Personnel	$ 2,448,545	$ 3,053,753	$ 3,389,763	$ 3,519,023	$ 3,541,926	$ 152,163	4.5%
Operations	$ 1,600,440	$ 2,113,368	$ 2,534,764	$ 2,443,769	$ 2,903,140	$ 368,376	14.5%
Capital	$ 403,891	$ 224,518	$ 405,000	$ 277,114	$ 325,000	$ (80,000)	-19.8%
Total - Information Technology	**$ 4,452,876**	**$ 5,391,639**	**$ 6,329,527**	**$ 6,239,906**	**$ 6,770,066**	**$ 440,539**	**7.0%**
Billing & Licensing							
Personnel	$ 1,117,778	$ 1,321,134	$ 1,466,488	$ 1,479,517	$ 1,433,779	$ (32,709)	-2.2%
Operations	$ (931,016)	$ (411,067)	$ (499,808)	$ (522,344)	$ (513,106)	$ (13,298)	2.7%
Total - Billing & Licensing	**$ 186,763**	**$ 910,067**	**$ 966,680**	**$ 957,173**	**$ 920,673**	**$ (46,007)**	**-4.8%**
Municipal Court							
Personnel	$ 209,999	$ 236,268	$ 261,445	$ 268,849	$ 272,006	$ 10,561	4.0%
Operations	$ 39,765	$ 32,376	$ 334,212	$ 318,018	$ 44,164	$ (290,048)	-86.8%
Total - Municipal Court	**$ 249,763**	**$ 268,644**	**$ 595,657**	**$ 586,867**	**$ 316,170**	**$ (279,487)**	**-46.9%**
Project and Facilities Management							
Personnel	$ 496,048	$ 531,801	$ 671,972	$ 657,756	$ 620,661	$ (51,311)	-7.6%
Operations	$ 1,110,688	$ 1,943,626	$ 1,536,998	$ 1,230,192	$ 1,274,375	$ (262,623)	-17.1%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Total - Project and Facilities Management	**$ 1,606,736**	**$ 2,475,427**	**$ 2,208,970**	**$ 1,887,948**	**$ 1,895,036**	**$ (313,934)**	**-14.2%**
Human Resources							
Personnel	$ 1,284,332	$ 1,510,792	$ 1,733,158	$ 1,705,614	$ 1,724,709	$ (8,449)	-0.5%
Operations	$ 149,150	$ 269,895	$ 313,541	$ 260,144	$ 319,970	$ 6,429	2.1%
Total - Human Resources	**$ 1,433,482**	**$ 1,780,687**	**$ 2,046,699**	**$ 1,965,758**	**$ 2,044,679**	**$ (2,020)**	**-0.1%**
Finance & Administration Summary							
Personnel	$ 7,002,180	$ 8,261,228	$ 9,380,653	$ 9,417,020	$ 9,143,989	$ (236,664)	-2.5%
Operations	$ 1,971,892	$ 4,001,283	$ 4,266,047	$ 3,773,512	$ 3,999,455	$ (266,592)	-6.2%
Capital	$ 662,786	$ 310,136	$ 405,000	$ 277,114	$ 325,000	$ (80,000)	-19.8%
Total Finance & Administration	**$ 9,636,858**	**$ 12,572,647**	**$ 14,051,700**	**$ 13,467,646**	**$ 13,468,444**	**$ (583,256)**	**-4.2%**
Community & Economic Development							
Building and Neighborhood Services							
Personnel	$ 2,872,815	$ 3,380,461	$ 3,814,982	$ 3,596,884	$ 3,593,773	$ (221,209)	-5.8%
Operations	$ 256,422	$ 259,730	$ 400,246	$ 390,580	$ 309,357	$ (90,889)	-22.7%
Total - Building & Neighborhood Services	**$ 3,129,237**	**$ 3,640,191**	**$ 4,215,228**	**$ 3,987,464**	**$ 3,903,130**	**$ (312,098)**	**-7.4%**
Planning and Sustainability							

General Fund Summary - Departmental Summary

	Actual 2022 A	Actual 2023 B	Budget 2024 C	Estd 2024 D	Budget 2025 E	Difference '24 vs. '25 F (E-C)	G (E/C)
Personnel	$ 1,504,826	$ 1,652,584	$ 1,812,198	$ 1,821,916	$ 1,824,881	$ 12,683	0.7%
Operations	$ 266,179	$ 304,134	$ 393,769	$ 377,521	$ 326,672	$ (67,097)	-17.0%
Total - Planning & Sustainability	**$ 1,771,006**	**$ 1,956,718**	**$ 2,205,967**	**$ 2,199,437**	**$ 2,151,553**	**$ (54,414)**	**-2.5%**
Engineering							
Personnel	$ 1,831,581	$ 1,982,202	$ 2,145,841	$ 2,017,346	$ 2,131,612	$ (14,229)	-0.7%
Operations	$ (181,763)	$ (101,936)	$ (39,284)	$ (27,848)	$ (43,549)	$ (4,265)	10.9%
Capital	$ -	$ -	$ -	$ -	$ 74,000	$ 74,000	100.0%
Total Engineering & TOC	**$ 1,649,818**	**$ 1,880,266**	**$ 2,106,557**	**$ 1,989,498**	**$ 2,162,063**	**$ 55,506**	**2.6%**
Traffic Operations Center (TOC)							
Personnel	$ 426,682	$ 371,519	$ 552,251	$ 524,991	$ 615,185	$ 62,934	11.4%
Operations	$ 222,793	$ 171,280	$ 760,269	$ 740,836	$ 810,629	$ 50,360	6.6%
Capital	$ 193,684	$ 11,990	$ 731,000	$ 731,000	$ 2,455,000	$ 1,724,000	235.8%
Total Engineering & TOC	**$ 843,159**	**$ 554,789**	**$ 2,043,520**	**$ 1,996,827**	**$ 3,880,814**	**$ 1,837,294**	**89.9%**
Economic Development							
Operations	$ 88,855	$ 92,209	$ 96,819	$ 96,819	$ 98,353	$ 1,534	1.6%
Total - Economic Development	**$ 88,855**	**$ 92,209**	**$ 96,819**	**$ 96,819**	**$ 98,353**	**$ 1,534**	**1.6%**
		$ -					
Community & Economic Development Summary							
Personnel	$ 6,635,905	$ 7,386,766	$ 8,325,272	$ 7,961,137	$ 8,165,451	$ (159,821)	-1.9%
Operations	$ 652,487	$ 725,417	$ 1,611,819	$ 1,577,908	$ 1,501,462	$ (110,357)	-6.8%
Capital	$ 193,684	$ 11,990	$ 731,000	$ 731,000	$ 2,529,000	$ 1,798,000	246.0%
Total Community & Economic Developmen	**$ 7,482,075**	**$ 8,124,173**	**$ 10,668,091**	**$ 10,270,045**	**$ 12,195,913**	**$ 1,527,822**	**14.3%**
Public Works							
Streets Department - Maintenance Division							
Personnel	$ 3,136,832	$ 3,856,193	$ 4,248,180	$ 4,353,198	$ 4,291,067	$ 42,887	1.0%
Operations	$ 1,299,350	$ 1,302,157	$ 1,538,269	$ 1,478,200	$ 1,523,388	$ (14,881)	-1.0%
Capital	$ 95,423	$ 321,870	$ 389,940	$ 389,940	$ 165,000	$ (224,940)	-57.7%
Total - Streets - Maintenance	**$ 4,531,605**	**$ 5,480,220**	**$ 6,176,389**	**$ 6,221,338**	**$ 5,979,455**	**$ (196,934)**	**-3.2%**
Streets Department - Traffic Division							
Personnel	$ 952,888	$ 1,074,118	$ 1,235,511	$ 1,255,997	$ 1,220,283	$ (15,228)	-1.2%
Operations	$ 536,766	$ 628,083	$ 692,162	$ 635,499	$ 653,464	$ (38,698)	-5.6%
Capital	$ -	$ -	$ 152,000	$ 40,000	$ 183,970	$ 31,970	21.0%
Total - Streets - Traffic	**$ 1,489,654**	**$ 1,702,201**	**$ 2,079,673**	**$ 1,931,496**	**$ 2,057,717**	**$ (21,956)**	**-1.1%**
Streets Department - Fleet Maintenance Division							
Personnel	$ 871,442	$ 1,025,023	$ 1,130,307	$ 1,053,840	$ 1,094,779	$ (35,528)	-3.1%
Operations	$ (23,422)	$ 190,238	$ 227,427	$ (353,077)	$ 273,116	$ 45,689	20.1%
Capital	$ -	$ -	$ 113,000	$ 90,387	$ -	$ (113,000)	-100.0%
Total - Streets - Fleet Maintenance	**$ 848,020**	**$ 1,215,261**	**$ 1,470,734**	**$ 791,150**	**$ 1,367,895**	**$ (102,839)**	**-7.0%**
Parks							
Personnel	$ 2,970,754	$ 3,935,976	$ 4,566,571	$ 4,497,354	$ 4,652,189	$ 85,618	1.9%
Operations	$ 1,831,773	$ 2,381,446	$ 2,553,590	$ 2,501,237	$ 2,702,957	$ 149,367	5.8%
Capital	$ 46,530	$ -	$ 45,250	$ 45,250	$ 300,000	$ 254,750	563.0%
Total - Parks	**$ 4,849,057**	**$ 6,317,422**	**$ 7,165,411**	**$ 7,043,841**	**$ 7,655,146**	**$ 489,735**	**6.8%**
Emergency Management							
Personnel	$ -	$ 174,024	$ 244,720	$ 258,427	$ 254,616	$ 9,896	4.0%

General Fund Summary - Departmental Summary

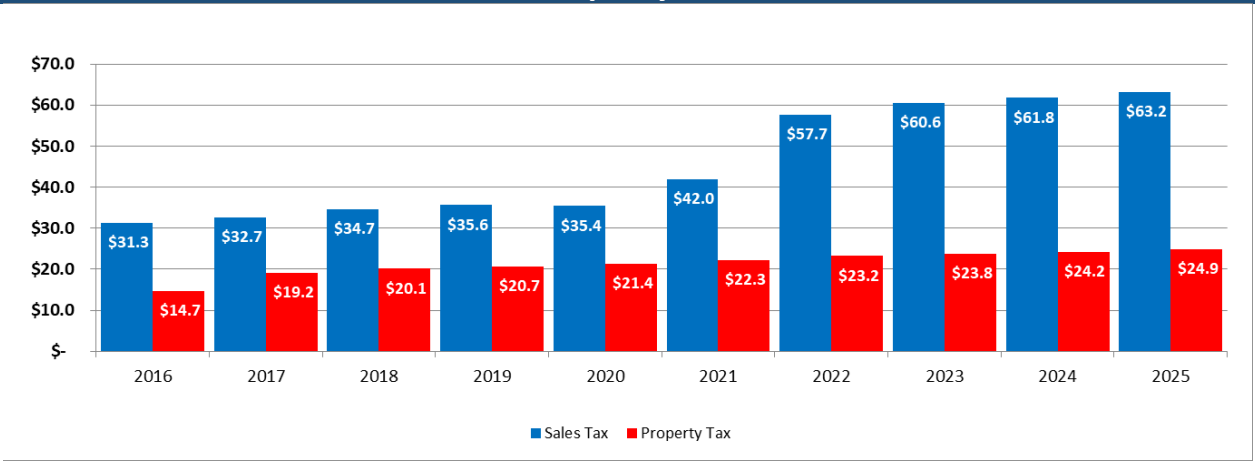
	Actual 2022 A	Actual 2023 B	Budget 2024 C	Estd 2024 D	Budget 2025 E	Difference '24 vs. '25 F (E-C)	G (E/C)
Operations	$ -	$ 78,487	$ 89,525	$ 37,217	$ 102,625	$ 13,100	14.6%
Total - Emergency Management	**$ -**	**$ 252,511**	**$ 334,245**	**$ 295,644**	**$ 357,241**	**$ 22,996**	**6.9%**
Public Works							
Personnel	$ 7,931,916	$ 10,065,334	$ 11,425,289	$ 11,418,816	$ 11,512,934	$ 87,645	0.8%
Operations	$ 3,644,467	$ 4,580,411	$ 5,100,973	$ 4,299,076	$ 5,255,550	$ 154,577	3.0%
Capital	$ 141,953	$ 321,870	$ 700,190	$ 565,577	$ 648,970	$ (51,220)	-7.3%
Total Public Works	**$ 11,718,336**	**$ 14,967,615**	**$ 17,226,452**	**$ 16,283,469**	**$ 17,417,454**	**$ 191,002**	**1.1%**
Other Operating Expenditures							
General Expenses							
Personnel	$ 689,624	$ (1,945,652)	$ 367,839	$ 257,422	$ 3,976,382	$ 3,608,543	981.0%
Operations	$ (274,547)	$ 142,897	$ 3,439,584	$ 3,516,295	$ 409,534	$ (3,030,050)	-88.1%
Capital						$ -	0.0%
Total - General Expenses	**$ 415,077**	**$ (1,802,755)**	**$ 3,807,423**	**$ 3,773,717**	**$ 4,385,916**	**$ 578,493**	**15.2%**
Appropriations							
Operations	$ 509,339	$ 661,032	$ 668,802	$ 668,802	$ 703,302	$ 34,500	5.2%
Total Appropriations	**$ 509,339**	**$ 661,032**	**$ 668,802**	**$ 668,802**	**$ 703,302**	**$ 34,500**	**5.2%**
Interfund Transfers							
Operations	$ 12,910,592	$ 9,503,936	$ 9,934,283	$ 9,934,283	$ 7,407,048	$ (2,527,235)	-25.4%
Total Interfund Transfers	**$ 12,910,592**	**$ 9,503,936**	**$ 9,934,283**	**$ 9,934,283**	**$ 7,407,048**	**$ (2,527,235)**	**-25.4%**
Other General Fund Operating Expenditures Summary							
Personnel	$ 689,624	$ (1,945,652)	$ 367,839	$ 257,422	$ 3,976,382	$ 3,608,543	981.0%
Operations	$ 13,145,384	$ 10,307,865	$ 14,042,669	$ 14,119,380	$ 8,519,884	$ (5,522,785)	-39.3%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Total Other GF Oper. Exp.	**$ 13,835,008**	**$ 8,362,213**	**$ 14,410,507**	**$ 14,376,802**	**$ 12,496,265**	**$ (1,914,242)**	**-13.3%**
General Fund Expenditures (by major category)							
Personnel	$ 59,866,503	$ 67,614,704	$ 77,959,294	$ 75,953,949	$ 80,680,996	$ 2,721,703	3.5%
Operations	$ 25,765,272	$ 26,586,131	$ 33,632,490	$ 32,200,415	$ 28,068,425	$ (5,564,065)	-16.5%
Capital	$ 1,313,460	$ 705,444	$ 2,520,983	$ 2,247,057	$ 3,502,970	$ 981,987	39.0%
Misc. Other Financing Sources	**-308945**	**-85618**					
Total - General Fund Departments	**$ 86,636,289**	**$ 94,820,661**	**$ 114,112,767**	**$110,401,421**	**$ 112,252,391**	**$ (1,860,376)**	**-1.6%**

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 2025, the anticipated collection of $24.9 million is split $13.2 million in the General Fund, $10.5 million in the Debt Service Fund, and $1.2 million to the Street Aid Fund.)

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



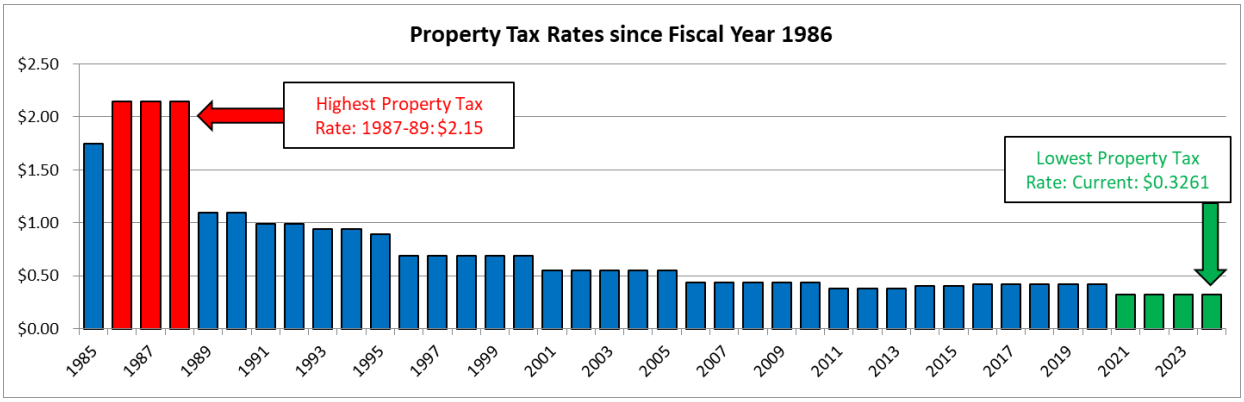
Local Sales Tax is the most significant revenue source for the City. The local sales tax rate is 2.75%. The City receives 1.125% of the total 2.75% tax amount if the sale occurs inside the City (with the County receiving the balance). Local sales tax applies only to the first $1,600 of a single article 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 four years, with the next reassessment set to occur in FY 2025 (for FY 2026).

General Fund Summary

Property Tax Rate Summary

As required every five (5) years, Williamson County completed a reappraisal of property tax values this year. 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 occurred during this budget cycle (2021 for Fiscal Year 2022). Effective FY 2022, the certified tax rate is 32.61 cents per $100 of assessed value (the lowest rate for Tennessee municipalities with a population of 50,000 or greater). The history of Property Tax Rates for the City of Franklin for the last 40 years (since 1986) is shown below:



Fiscal Year	Rate	Increase / (Decrease)
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)
2003	$0.5500	$0.0000
2004	$0.5500	$0.0000
2005	$0.5500	$0.0000

Fiscal Year	Rate	Increase / (Decrease)
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
2016	$0.4065	$0.0000
2017	$0.4176	$0.0111
2019	$0.4176	$0.0000
2020	$0.4176	$0.0000
2021	$0.4176	$0.0000
2022	$0.3261	($0.0915)
2023	$0.3261	$0.0000
2024	$0.3261	$0.0000
2025	$0.3261	$0.0000

Long-Range Financial Model - Summary - 2025-2029

Summary: This is a summary of anticipated General Fund revenues and General Fund expenses for the next five years, FY 2025-2029. 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, 2024 and ending June 30, 2029. 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

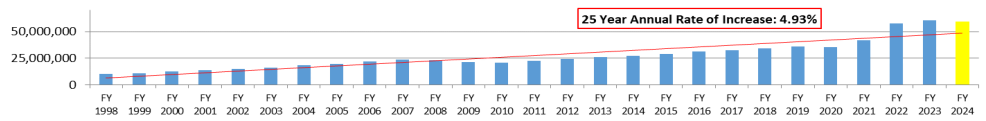
Exhibit 1: Overall General Fund Revenues: FY 2025-2029

	Forecast 2025		Forecast 2026		Forecast 2027		Forecast 2028		Forecast 2029	
	Total $	*Yr / Yr %*	*Total $*	*Yr / Yr %*	*Total $*	*Yr / Yr %*	*Total $*	*Yr / Yr %*	*Total $*	*Yr / Yr %*
Revenues										
Local Sales Tax	$ 63,163,748	2.21%	$ 65,058,660	3.00%	$ 67,010,420	3.00%	$ 69,020,733	3.00%	$ 71,091,355	3.00%
State Shared	$ 16,245,560	0.15%	$ 16,732,927	3.00%	$ 17,234,915	3.00%	$ 17,751,962	3.00%	$ 18,284,521	3.00%
Property Tax	$ 13,217,427	8.94%	$ 13,613,950	3.00%	$ 14,022,368	3.00%	$ 14,443,039	3.00%	$ 14,876,330	3.00%
Alcohol Tax	$ 5,869,516	6.03%	$ 6,074,949	3.50%	$ 6,287,572	3.50%	$ 6,507,637	3.50%	$ 6,735,405	3.50%
Building Permits & Licenses	$ 2,284,323	1.05%	$ 2,284,323	0.00%	$ 2,284,323	0.00%	$ 2,284,323	0.00%	$ 2,284,323	0.00%
Franchise Fees	$ 2,455,799	-3.75%	$ 2,529,473	3.00%	$ 2,605,357	3.00%	$ 2,683,518	3.00%	$ 2,764,023	3.00%
Grants	$ 1,342,000	-67.35%	$ 1,342,000	0.00%	$ 1,342,000	0.00%	$ 1,342,000	0.00%	$ 1,342,000	0.00%
Court Fines & Fees	$ 378,384	-0.86%	$ 378,384	0.00%	$ 378,384	0.00%	$ 378,384	0.00%	$ 378,384	0.00%
In Lieu of Tax	$ 376,673	2.01%	$ 395,506	5.00%	$ 415,282	5.00%	$ 436,046	5.00%	$ 457,848	5.00%
Interest Income	$ 3,515,397	9.29%	$ 3,585,705	2.00%	$ 3,657,419	2.00%	$ 3,730,568	2.00%	$ 3,805,179	2.00%
Other	$ 3,403,565	-38.52%	$ 3,403,565	0.00%	$ 3,403,565	0.00%	$ 3,403,565	0.00%	$ 3,403,565	0.00%
Total - General Fund Revenue	**$ 112,252,391**		**$ 115,399,442**		**$ 118,641,605**		**$ 121,981,774**		**$ 125,422,933**	
Year over Year $	$ (1,860,376)		$ 3,147,051		$ 3,242,163		$ 3,340,169		$ 3,441,159	
Year over Year %	-1.63%		2.80%		2.81%		2.82%		2.82%	

Revenues: Revenues are forecast to grow by 10.22% from FY 2025 to 2029, or an average of just more than 2% annually. This is a conservative forecast, using historical averages for the last five to, in some cases, 30 years dependent upon revenue category. There are several significant sub-categories of General Fund Revenues which require deeper examination.

Local Sales Tax: Local Sales Tax is the City's primary revenue source. Roughly half of our General Fund revenue comes from this source. In addition to the State-imposed 7% sales tax, the City has a 2.75% local sales tax, which is at the maximum allowed by State law. Local sales tax revenue is shared equally with education, which is provided by Williamson County Schools and the Franklin Special School District.

Exhibit 2: Local Option Sales Tax - 25 Year Historic Average - FY 1998-2023



The last 42 months have witnessed amazing revenue growth in this particular category. The rate increase from April of 2018 (which came back to the City in April of 2021) of an additional .50% of the 2.75% total local City/County option) was expected to add about 15% more per month to collections. However, for 8 months of the fiscal year has been nearly 5% increases year over year after nearly 25% the year before. The FY 2025 forecast maintains this tremendous growth in the sales tax base, but only assumes a 2.2% increase in that base for FY 2025. The world economic outlook is too uncertain to be optimistic. We will continue to monitor conditions as warranted.

This forecast assumes 50% of that distribution (or $4.5 million) dedicated to General Fund operations, while the balance will be dedicated to capital projects. This allocation will be reviewed annually as operational and capital needs warrant.

Long-Range Financial Model - Summary - 2025-2029

Revenues (con't)

State Shared Tax: We receive significant revenue from the State in the form of shared taxes with distribution based primarily on population. The major sources are from the Sales Tax, Business Tax, TVA PILOT payments, Beer Tax, Mixed Drink Taxes and the Bank Excise Tax. These are sent to us monthly or quarterly, except for the Excise Tax which is a semi-annual remittances.

The forecast for FY 2025 also assumes nearly a level amount of State Shared Taxes. Fiscal Years (2025-2028) assume a 3.0% increase year over year on average. The major change in the last several years for the City in state shared revenue has been the loss of millions of dollars from the elimination of the Hall Income Tax.

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 2025 Forecast assumes healthy growth over 2024 of 8.9% - base growth rate of 3% in the levy and lower debt service needs. This assumption is carried throughout the forecast model. There is no assumption at this time of a rate increase in the rate in the forecast horizon.

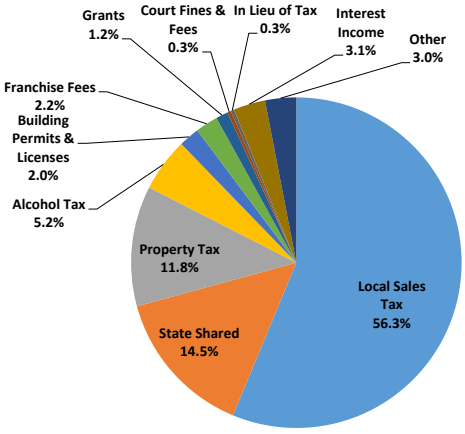
Exhibit 3: Property Tax Rates - FY 1986-2025

Fiscal Year	Rate	Increase / (Decrease)	Fiscal Year	Rate	Increase / (Decrease)
1986	$1.7500	$0.0000	2006	$0.5500	$0.0000
1987	$2.1500	$0.4000	2007	$0.4340	($0.1160)
1988	$2.1500	$0.0000	2008	$0.4340	$0.0000
1989	$2.1500	$0.0000	2009	$0.4340	$0.0000
1990	$1.1000	($1.0500)	2010	$0.4340	$0.0000
1991	$1.1000	$0.0000	2011	$0.4340	$0.0000
1992	$0.9900	($0.1100)	2012	$0.3765	($0.0575)
1993	$0.9900	$0.0000	2013	$0.3765	$0.0000
1994	$0.9400	($0.0500)	2014	$0.3765	$0.0000
1995	$0.9400	$0.0000	2015	$0.4065	$0.0300
1996	$0.8900	($0.0500)	2016	$0.4065	$0.0000
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	2019	$0.4176	$0.0000
2000	$0.6900	$0.0000	2020	$0.4176	$0.0000
2001	$0.6900	$0.0000	2021	$0.4176	$0.0000
2002	$0.5500	($0.1400)	2022	$0.3261	($0.0915)
2003	$0.5500	$0.0000	2023	$0.3261	$0.0000
2004	$0.5500	$0.0000	2024	$0.3261	$0.0000
2005	$0.5500	$0.0000	2025	$0.3261	$0.0000

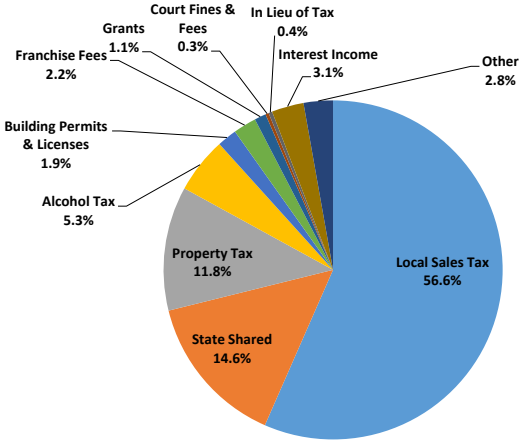
As shown on the right, the continuous and steady growth of the City has enabled the Property Tax rate to remain low and even decrease over the last 40 years. The City has been fortunate to realize numerous reductions in its Property Tax rate while sustaining service delivery at a high level. The rate increase in FY 2017 was dedicated to fund capital improvements (through the Invest Franklin initiative) and to support operations. 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 $1,250,000.

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. By 2028, nearly 80% of all General Fund revenues will come from sales (either local or state shared) and alcohol taxes, slightly higher than today.

FY 2025 General Fund Revenues



FY 2029 General Fund Revenues



Long-Range Financial Model - Summary - 2025-2029

Expenses

Expenses: The City of Franklin is blessed to have a growing and prosperous economy and increasing population, but with that comes an increasing demand 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, 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 some numbers of personnel. From FY 2025-2029, the City plans on adding 17 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 than in the past to take advantage of warranties and reduce repair and maintenance costs.

Exhibit 4: Overall General Fund Expenses: FY 2025-2029

	Forecast 2025		Forecast 2026		Forecast 2027		Forecast 2028		Forecast 2029	
	Total $	*Yr / Yr %*	*Total $*	*Yr / Yr %*	*Total $*	*Yr / Yr %*	*Total $*	*Yr / Yr %*	*Total $*	*Yr / Yr %*
General Fund Expenditures (by program area)										
Governance & Management	$ 4,299,425	5.27%	$ 3,880,426	-9.75%	$ 3,992,724	2.89%	$ 4,173,889	4.54%	$ 4,359,804	4.45%
Public Safety	$ 52,374,889	-2.42%	$ 54,462,236	3.99%	$ 56,461,526	3.67%	$ 58,350,083	3.34%	$ 60,284,551	3.32%
Finance & Administration	$ 13,468,444	-4.15%	$ 11,719,933	-12.98%	$ 12,024,250	2.60%	$ 12,336,946	2.60%	$ 12,658,258	2.60%
Community & Economic Devel	$ 12,195,913	14.32%	$ 12,398,381	1.66%	$ 12,682,881	2.29%	$ 12,975,646	2.31%	$ 13,276,921	2.32%
Public Works	$ 17,417,454	1.11%	$ 17,689,021	1.56%	$ 18,394,383	3.99%	$ 19,435,798	5.66%	$ 20,502,880	5.49%
Other Operating Expenses	$ 12,496,266	-13.28%	$ 12,966,795	3.77%	$ 13,456,192	3.77%	$ 13,965,258	3.78%	$ 14,494,833	3.79%
Total - General Fund Expenses	**$ 112,252,391**	**-1.63%**	**$ 113,116,793**	**0.77%**	**$ 117,011,957**	**3.44%**	**$ 121,237,622**	**3.61%**	**$ 125,577,247**	**3.58%**
General Fund Expenditures (by major category)										
Personnel	$ 80,680,996	3.49%	$ 83,540,954	3.54%	$ 86,410,686	3.44%	$ 89,216,265	3.25%	$ 92,110,395	3.24%
Operations	$ 28,068,425	-16.54%	$ 28,912,581	3.01%	$ 29,725,166	2.81%	$ 30,934,923	4.07%	$ 32,172,681	4.00%
Capital	$ 3,502,970	38.95%	$ 3,728,970	6.45%	$ 4,028,970	8.05%	$ 4,328,970	7.45%	$ 4,628,970	6.93%
Total - General Fund Expenses	**$ 112,252,391**	**0.27%**	**$ 116,182,505**	**3.50%**	**$ 120,164,822**	**3.43%**	**$ 124,480,158**	**3.59%**	**$ 128,912,047**	**3.56%**
Year over Year $	$ 299,326		$ 3,930,114		$ 3,982,317		$ 4,315,336		$ 4,431,889	
Year over Year %	0.27%		3.50%		3.43%		3.59%		3.56%	

For the next five years, baseline personnel expenses are expected to increase an average of about 3% annually, very much in line with the 10-year historic average of a 3.9% increase year-over-year (and after a significant increase in FY 2023). Within this amount, there are anticipated wage increases of 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).

Although the five-year forecast shows nearly level operational expenses, base operational costs are forecast to increase by 3.5% annually year-over-year, primarily as the result of inflation. 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. The fluctuations are attributable to transfers to other funds which are largely dependent upon one-time funding from state and federal governments. Base capital costs are forecast to increase by 7-9% annually FY 2026 through FY 2029. Additional capital expenditures are for larger equipment replacements and one-time facility and infrastructure replacements 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 expenditures - whether they be personnel, operations, equipment or capital - must be categorized as to how they fit and fulfill the City's commitment to four main themes of the plan. They are:

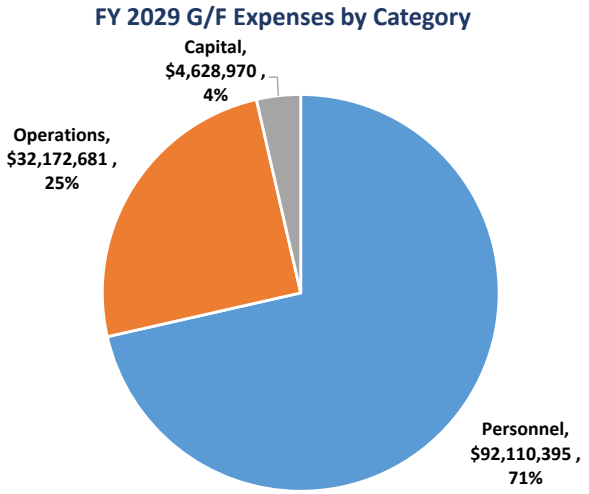
- A Safe, Clean, and Livable City
- Effective and Fiscally Sound City Government Providing High-quality Services
- Quality Life Experiences
- Sustainable Growth and Economic Prosperity

Long-Range Financial Model - Summary - 2025-2029

Expenses (con't)

Expense Summary: Overall, personnel costs are forecast to decrease by 1% (from 72% today to 71% in FY 2029) of the total General Fund budget, while operations will rise from 25% to 26% and capital will remain at 3% of the total operating budget.

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 $12-16 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. However, 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 slight deficits moving forward throughout the forecast window, but never more than 1-3% of the annual budget. This will result in the reduction as a percentage of overall annual budgets the City's General Fund balance from its forecast level of 77% in FY 2025 to 62% in FY 2029. 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.

The challenge ahead for the City is remaining compeditive in a tight and inflationary driven labor market while needing to find ways to add staff to maintain service levels to an ever-growing community, and, at the same, time set aside enough money annually for efficient asset renewal and replacement. This is a challenge that will continue to getting harder.

Exhibit 5: Overall General Fund Change in Fund Balance : FY 2025-2029

	Forecast 2025	Forecast 2026	Forecast 2027	Forecast 2028	Forecast 2029
Beginning Balance*	**$ 86,167,073**	**$ 86,167,073**	**$ 85,384,010**	**$ 83,860,793**	**$ 81,362,410**
+ Revenues	$ 112,252,391	$ 115,399,442	$ 118,641,605	$ 121,981,774	$ 125,422,933
- Expenses	$ 112,252,391	$ 116,182,505	$ 120,164,822	$ 124,480,158	$ 128,912,047
Ending Balance	**$ 86,167,073**	**$ 85,384,010**	**$ 83,860,793**	**$ 81,362,410**	**$ 77,873,296**
ar-End F/B as % of Budget:	***77%***	***74%***	***71%***	***67%***	***62%***
Year over Year $	***$ 0***	***$ (783,063)***	***$ (1,523,217)***	***$ (2,498,383)***	***$ (3,489,114)***
Year over Year %	***0.00%***	***-0.91%***	***-1.78%***	***-2.98%***	***-4.29%***

**Forecast at year-end, FY 2024.*

Budget Summary

Personnel Changes

Under this section is:

- **Pay and Classification Plan**
- **Authorized Ful-Time Employees**
- **Change in Authorized Personnel Positions**

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.

The unique challenges of the COVID-19 pandemic and the resulting economic turmoil forced the City to forgo planned raises or modifications to the compensation plan in FY 2021. In addition, to begin the fiscal year, 27 full-time and 11 part-time positions were frozen and unbudgeted. As economic conditions improved during FY 2021, the City was able to restore 10 of those 27 unbudgeted, and another 10 were restored in FY 2022.

Personnel Changes

Coming out of the pandemic, in 2022 a full study of the current compensation plan was undertaken. That study culminated in a full 10% increase in pay grades, a series of grade changes though most of the employees of the City, and a significant market adjustment for all employees effective July 1, 2023.

Proposed for July 1, 2024, total authorized employment for the municipal government's General, Special and Enterprise Funds is 794 full-time employees. However, only 787 of these authorized positions are supported within the FY 2025 budget. This represents a 5.86% increase of budgeted staff from FY 2021.

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

Function / Program	2021	2022	2023	2024			2025		
	Total	Total	Total	Budgeted	Not-Budgeted	Total	Budgeted	Not-Budgeted	Total
Administration	11	13	12	11	0	11	9	0	9
Budget & Performance	0	0	0	0	0	0	5	0	5
Building & Neighborhood Services	36	37	37	38	0	38	37	0	37
Communications	4	4	4	5	0	5	5	0	5
Court	3	2	2	2	0	2	2	0	2
Engineering	16	16	17	16	0	16	16	0	16
Emergency Management	0	0	2	2	0	2	2	0	2
Finance	9	9	9	9	0	9	8	0	8
Fire	172	172	173	176	0	176	176	0	176
Human Resources	12	12	14	14	0	14	14	0	14
Information Technology	25	25	26	26	0	26	27	0	27
Law	5	5	6	7	0	7	6	1	7
Parks	46	51	53	50	3	53	54	3	57
Planning & Sustainability	15	15	16	16	0	16	16	0	16
Police	145	146	150	150	1	151	151	1	152
Project & Facilitites Management	6	6	6	6	0	6	6	0	6
Purchasing	4	4	4	4	0	4	4	0	4
Revenue Management	14	14	14	14	0	14	14	0	14
Sanitation & Environmental Services	45	46	48	48	0	48	48	0	48
Stormwater	22	22	22	22	0	22	22	0	22
Streets	60	61	61	61	0	61	61	0	61
Traffic Operations Center	4	4	4	4	0	4	5	0	5
Water & Wastewater	96	100	98	97	2	99	99	2	101
Total (All Funds)	**750**	**764**	**778**	**778**	**6**	**784**	**787**	**7**	**794**

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

Personnel Changes

New Positions added in FY 2025

Dept	Position Title	Grade	Full Time	Part Time
General Fund				
POLICE	Flex Intelligence Sergeant	I	1	
FIRE	Firefighter Interns	D	0	6
FINANCE	Lead Financial Analyst*	I	1	
IT	Asst. IT Director: Infrastructure & Admin.	L	1	
TOC	Mobility Programs Coordinator	K	1	
TOC	Intern	Intern		1
PARKS	Program Specialist	E	1	
PARKS	Facilities Worker**	D	2	
PARKS	Landscape Worker	D	1	
Water Management				
WRF	BioSolids Operator	H	2	
Total New Budgeted Positions City-Wide			**10**	**7**

**Lead Financial Analyst is upgrade from Part-Time Financial Manager*
***One Facilities Worker is upgrade from Part-Time to Full-Time*

Authorized, Unbudgeted Positions in FY 2025

Dept	Position Title	Grade	Full Time	Part Time
General Fund				
LAW	Contracts Administrator	H	1	
LAW	Intern	Intern		1
FINANC	Intern	Intern		1
POLADM	Crime Analyst	F	1	
PLAN	Intern	Intern		1
PARKS	Grounds Worker	D	3	
Water Management				
DIST	Grounds Worker	D	1	
COLL	Construction Supervisor	G	1	
Total Unbudgeted Positions City-Wide			**7**	**3**

Debt

Under this section is:

- **Debt Capacity & Debt Service Levels**
- **Debt Service for FY 2025**
- **Statement of Bonded Indebtedness for FY 2025**

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. (2019) 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 Aa2. (2021)

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 2025 is $15,698,603.

Expenses (Debt Service by Fund)							
General	11,616,609	11,598,829	11,657,506	11,657,506	10,753,330	(904,177)	-7.8%
Sanitation	209,512	209,206	193,132	193,132	192,925	(207)	-0.1%
Road Impact	2,892,466	2,884,139	3,293,445	3,293,445	3,939,602	646,157	19.6%
Hotel Motel	1,018,861	1,017,206	1,164,543	1,164,543	812,746	(351,798)	-30.2%
Total Expenditures	**15,737,448**	**15,709,381**	**16,308,628**	**16,308,628**	**15,698,603**	**(610,025)**	**-3.7%**

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. Another G.O. issuance is planned in FY 2025 – details will be forthcoming later in 2024.

Debt

Debt Service

City of Franklin, Tennessee Bonded Indebtedness - FY 2025

GOVERNMENTAL FUNDS

BOND INFORMATION					2025 DEBT SERVICE			DEBT SERVICE PAID BY						
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding - Beg of Fiscal Year	2025 Principal	2025 Interest	Total 2025 (Principal + Interest)	General Fund	Sanitation Fund	Road Impact Fund	Hotel/Motel Tax Fund			Total
2012 Refunding	Used to refund 2009 TMBF bonds)	2027	$22,500,000	$5,205,000	$1,700,000	$110,867	$1,810,867	$742,455		$923,542	$144,869			$1,810,867
2013A Public Improvement	To finance the Public Works Facility and other street projects	2034	$7,405,000	$4,210,000	$365,000	$140,693	$505,693	$505,693						$505,693
2015 G.O. Bonds	Used to fund roads and public facilities	2034	$15,000,000	$9,705,000	$730,000	$333,540	$1,063,540	$1,058,222			$5,318			$1,063,540
2017 G.O. Bonds	Used to fund Roads, Communications, Sanitation & Equipment	2037	$23,120,000	$17,045,000	$980,000	$748,450	$1,728,450	$1,631,657	$96,793					$1,728,450
2019A G.O. Bonds	Used to fund invest Franklin projects (Roads, Public Safety Equipment, Sanitation)	2039	$29,585,000	$22,440,000	$1,275,000	$1,013,850	$2,288,850	$2,192,718	$96,132					$2,288,850
2019B G.O. Bonds	Refinanced 2009 Build America Bonds	2029	$22,940,000	$12,705,000	$2,305,000	$635,250	$2,940,250	$1,911,163		$1,017,327	$11,761			$2,940,250
2019C G.O. Bonds	Refinanced 2009 Build America Bonds	2032	$29,245,000	$26,970,000	$3,040,000	$1,298,651	$4,338,651	$1,865,620		$1,822,233	$650,798			$4,338,651
2019D G.O. Bonds	Refinanced 2009 Build America Bonds	2027	$2,305,000	$1,185,000	$385,000	$24,302	$409,302	$233,302		$176,000	$0			$409,302
2025 G.O. Bonds	Proposed G.O. Bonds	TBD	TBD	TBD		$600,000	$600,000	$600,000						$600,000
	Government Funds Totals		**$154,100,000**	**$99,465,000**	**$10,780,000**	**$4,905,601**	**$15,685,603**	**$10,740,829**	**$192,925**	**$3,939,102**	**$812,746**	**$0**	**$0**	**$15,685,603**
	Plus Debt Fees					*$13,000*		*$12,500*	*$0*	*$500*	*$0*			*$13,000*
	Debt Service Fund Costs (see Other Special Funds)						**$15,698,603**	**$10,753,329**	**$192,925**	**$3,939,602**	**$812,746**			**$15,698,603**

WATER AND WASTEWATER FUND

BOND INFORMATION					2025 DEBT SERVICE			DEBT SERVICE PAID BY							
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding	2025 Principal	2025 Interest	Total 2025 (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	$1,450,000	$1,450,000	$61,625	$1,511,625				$604,650	$906,975			$1,511,625
2011 Refunding	Used to refund 2008 Issue)	2026	$19,430,000	$3,080,000	$1,520,000	$73,243	$1,593,243	$111,527	$254,919	$0	$15,932	$1,115,270	$79,662	$15,932	$1,593,243
ARRA Loan - Drinking Water	Used for rehabilitation of reservoir	2030	$2,500,000	$582,666	$82,848	$15,366	$98,214	$98,214							$98,214
ARRA Loan - Clean Water	Used for sewer and reclaimed water projects	2031	$3,147,000	$911,179	$98,878	$23,298	$122,176				$61,088		$61,088		$122,176
2016 SRF Loan	Used for SCADA System	2033	$2,265,727	$1,321,328	$141,648	$11,184	$152,832	$50,435			$102,397				$152,832
2017 Water Bonds	Used for renovation of Water Treatment Plant	2037	$12,000,000	$8,970,000	$520,000	$387,450	$907,450	$635,740	$271,710						$907,450
2017 SRF Loan	Used for renovation of Water Reclamation Plant	2049	$1,275,000	$1,105,580	$36,576	$16,008	$52,584				$52,584				$52,584
2018 SRF Loan	Used for renovation of Water Reclamation Plant	2051	$78,500,000	$71,750,364	$2,197,524	$1,039,968	$3,237,492				$3,237,492				$3,237,492
2020 SRF Loan	Used for renovation of Water Reclamation Plant	2051	$20,000,000	$18,511,202	$556,464	$268,380	$824,844				$824,844				$824,844
2021 Sewer Bonds	Used for renovation of Water Reclamation Plant	2042	$10,660,000	$9,980,000	$365,000	$434,150	$799,150				$799,150				$799,150
2021 SRF Loan	Used for renovation of Water Reclamation Plant	2052	$19,500,000	$18,692,436	$547,044	$236,064	$783,108				$783,108				$783,108
Water & Wastewater Totals (detail found in separate budget)			**$193,947,727**	**$136,354,755**	**$7,515,982**	**$2,566,736**	**$10,082,717**	**$895,916**	**$526,629**	**$0**	**$6,481,246**	**$2,022,245**	**$140,750**	**$15,932**	**$10,082,717**
Combined Totals			**$348,047,727**	**$235,819,755**	**$18,295,982**	**$7,472,337**	**$25,768,318**	**$11,636,745**	**$719,554**	**$3,939,102**	**$7,293,991**	**$2,022,245**	**$140,750**	**$15,932**	**$25,768,318**

Source: 2023 Annual Comprehensive Financial Report & FY 2025 Operating Budget; City of Franklin, Finance Department.

FY 2025 Operating Budget

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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:

- All-American City – 2020 – National Civic League
- #3 Best Place to Live in America – 2023 (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 program area are the following departments:

- **Elected Officials**
- **Administration**
- **Budget & Performance**
- **Law**
- **Communications**

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FY 2025 Operating Budget

Elected Officials

Dr. Ken Moore, Mayor

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 2025 Outlook

Continued work on plans for a new City Hall, an updated Capital Improvements Plan, an updated Strategic Plan and other various projects will afford opportunities for working together with a Board comprised of one new Aldermen as of the 2023 election. The next election will be held October 28, 2025 (FY2026), a Ward Aldermen election.

Performance Measures

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.

Related Theme: All Four Themes

Elected Officials support all four themes of the Strategic Plan.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance

measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

Elected Officials have two of these categories - General Performance Measures (Non-Financial) and Citizen Survey data.

General Performance Measures

BOMA Non-Financial Perf. Measures

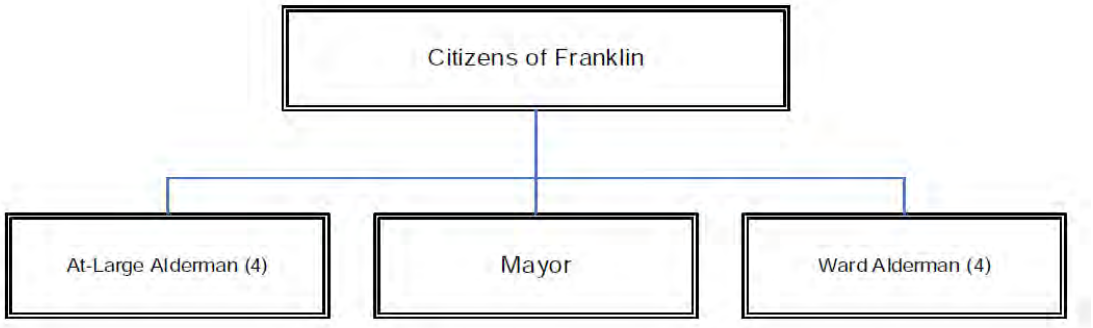
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of regular meetings.	12	12	21	21	21
Percent of BOMA meetings with perfect attendance (9 of 9).	70	80	80	80	0.667
Percent of BOMA meetings with either of nine members in attendance (8 of 9).	100	85	85	85	0.238
Number of ordinances passed.	56	32	50	34	40
Number of resolutions passed.	125	148	125	87	75
Number of work sessions.	20	21	25	30	21
Number of special meetings.	13	10	2	2	3
AMOUNT	**396**	**388**	**388**	**339**	**160.905**

Citizens Survey

BOMA Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent of respondents who attended a local public meeting in the last twelve (12) months	23	25	30
Percent of respondents who watched a local public meeting in the last twelve (12) months	23	21	34
Percent rating Franklin government for treating all residents fairly as excellent/good	72	75	65
Percent rating Franklin government for treating all residents fairly as fair/poor	28	25	35
Percent rating Franklin government in being honest as excellent/good	74	78	71
Percent rating Franklin government in being honest as fair/poor	26	22	29
Percent rating the City of Franklin generally acting in the best interest of the community as excellent/good	74	75	68
Percent rating the City of Franklin generally acting in the best interest of the community as fair/poor	26	25	32
Percent rating the job Franklin does at welcoming citizen involvement as excellent/good	71	75	65
Percent rating the job Franklin does at welcoming citizen involvement as fair/poor	29	25	35
Percent rating the overall confidence in Franklin government as excellent/good	77	74	68
Percent rating the overall confidence in Franklin government as fair/poor	23	26	32
Percent rating the overall direction that Franklin is taking as excellent/good	74	75	66
Percent rating the overall direction that Franklin is taking as fair/poor	26	25	34
Percent rating the value of services for the taxes paid to Franklin as excellent/good	76	76	72
Percent rating the value of services for the taxes paid to Franklin as fair/poor	24	24	28
AMOUNT	**746**	**746**	**764**

Organizational Chart



Staffing by Position

Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		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 Summary

Elected Officials

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$204,445	$254,666	$294,047	$289,420	$264,756	($29,291)	(10.0%)
PERSONNEL TOTAL	**$204,445**	**$254,666**	**$294,047**	**$289,420**	**$264,756**	**($29,291)**	**(10.0%)**
OPERATIONS							
SERVICES (82000)	$108,084	$40,755	$153,025	$154,000	$73,875	($79,150)	(51.7%)
SUPPLIES (83000)	$25,545	$10,367	$19,135	$18,985	$17,135	($2,000)	(10.5%)
BUSINESS EXPENSES (85000)	$3,122	$1,896	$1,991	$3,605	$3,785	$1,794	90.1%
OPERATIONS TOTAL	**$136,751**	**$53,017**	**$174,151**	**$176,590**	**$94,795**	**($79,356)**	**(45.6%)**
110 - GENERAL FUND TOTAL	**$341,196**	**$307,683**	**$468,198**	**$466,010**	**$359,551**	**($108,647)**	**(23.2%)**
EXPENSES TOTAL	**$341,196**	**$307,683**	**$468,198**	**$466,010**	**$359,551**	**($108,647)**	**(23.2%)**

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FY 2025 Operating Budget

Administration

Eric S. Stuckey, City Administrator

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, Civic Clerk. This agenda software program allows Board members, staff, and citizens to access current and past meeting agendas, supporting documents, videos of meetings, and minutes through the software's online interaction application. Civic Clerk also has a voting portal where board members can vote LIVE in a meeting with their votes automatically tallied for the Recorder. Agendas remain on the City's website after the meeting, and the video clip is linked to the respective item on the agenda. The use of CivicClerk now includes most other City Boards and Commissions, with a goal of 100% usage by the end of 2024.

JustFOIA, the software program to process public records requests, is performing well. Tennessee citizens may request records through the city's website and online portal. This helps staff streamline requests and monitor responses, thereby reducing time spent by staff on these retrieval tasks.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. Citizens may receive automatic email notifications when new Ordinances are approved and included in the code. 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.

FY 2025 Outlook

Work continues on the planning of a new City Hall. Information will continue to be provided at Work Sessions of the Board of Mayor and Aldermen with additional opportunities for public input. In FY2025, we will be performing general housekeeping revisions and additions to the City's Record program. Staff intends to conduct a thorough review and target missing policies for inclusion.

Performance Measures

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.

Related 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.

- Baseline: Data to be collected in next community survey.

Related 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)

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: 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 8th. (Money Magazine, 2020)

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

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

Related Theme: Sustainable Growth and 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.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Administration Department has three of these categories - Strategic Plan measures (Non-Financial), General performance measures (Non-Financial), and Citizens Survey data.

Admin. FranklinForward Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
City of Franklin ranking in Money's Top 10. Goal: Maintain status as one of the 100 Best Places to Live in the United States.	6	8	8	21	3
Percentage of citizens who consider Franklin's overall economic health of Franklin as positive. Goal: Exceed 90%.	91	91	91	88	88
Percentage of citizens who consider Franklin's quality of life to be excellent/good. Goal: Exceed 90%.	97	97	97	97	97
Percentage of citizens who report satisfaction with the managed growth of the community. Goal: Meet or exceed 80%/	80	80	80	76	76
AMOUNT	**274**	**276**	**276**	**282**	**264**

General Performance Measures

Admin. Non-Financial Perf. Measures

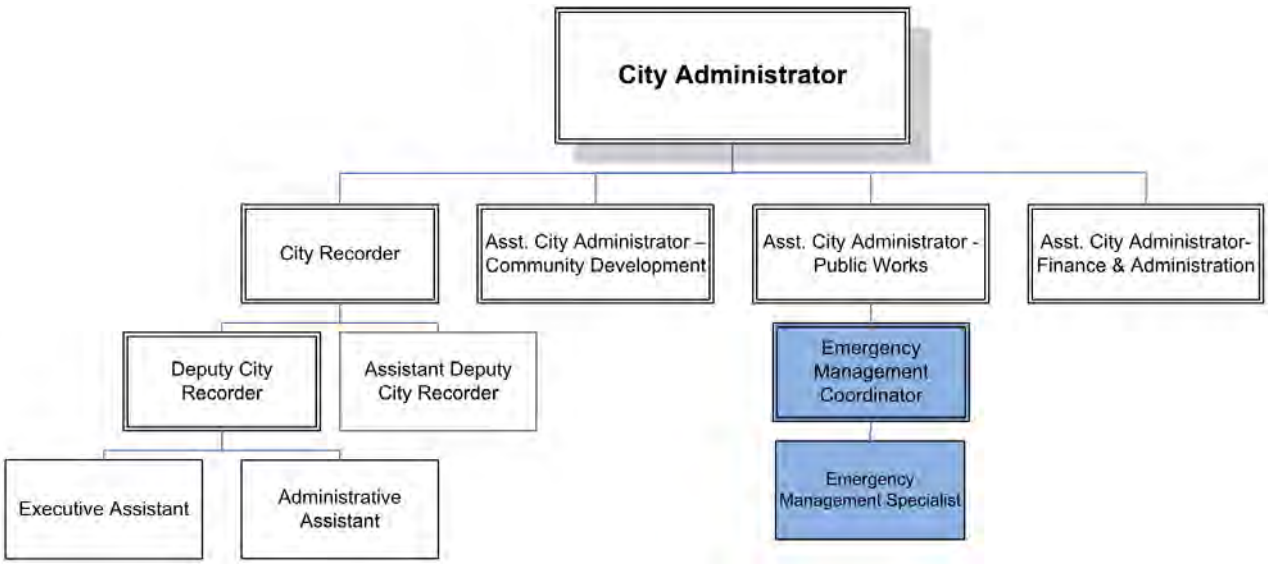
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of sets of minutes prepared & reviewed.	50	43	45	53	88
Number of agenda packets prepared & reviewed.	50	43	45	53	45
Percentage of time agenda packets were distributed to Board of Mayor and Aldermen on Thursday prior to a meeting date.	95	94	95	95	93
Number of ordinances prepared & reviewed.	59	37	52	49	44
Number of resolutions prepared & reviewed.	135	299	188	91	81
AMOUNT	**389**	**516**	**425**	**341**	**351**

Citizens Survey

Administration Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating Franklin as a place to raise children as excellent/good	97	97	96
Percent rating Franklin as a place to raise children as fair/poor	3	3	4
Percent rating Franklin as a place to retire as excellent/good	85	84	84
Percent rating Franklin as a place to retire as fair/poor	15	16	16
Percent rating Franklin as a place to visit as excellent/good	92	94	90
Percent rating Franklin as a place to visit as fair/poor	8	6	10
Percent rating Franklin as a place to work as excellent/good	91	92	88
Percent rating Franklin as a place to work as fair/poor	9	8	12
Percent rating the overall customer service by Franklin employees as excellent/good	90	91	89
Percent rating the overall customer service by Franklin employees as fair/poor	10	9	11
Percent rating the overall quality of life in Franklin as excellent/good	97	97	97
Percent rating the overall quality of life in Franklin as fair/poor	3	3	3
Percent rating the overall quality of services provided by the City of Franklin as excellent/good	93	93	82
Percent rating the overall quality of services provided by the City of Franlklin as fair/poor	7	7	18
AMOUNT	**700**	**700**	**700**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Administrator	P	1	0	1	0	1	0	1	0	1	0
Assistant City Administrator: Community & Economic Development	O	1	0	1	0	1	0	1	0	1	0
Assistant City Administrator: Finance & Administration	O	1	0	1	0	1	0	1	0	1	0
Assistant City Administrator: Public Works	O	1	0	1	0	1	0	1	0	1	0
Emergency Management Coordinator	I	0	0	1	0	0	0	0	0	0	0
Contract Administrator	H	1	0	1	0	1	0	0	0	0	0
City Recorder	H	0	0	1	0	1	0	1	0	1	0
Public Works Analyst	G	0	0	0	0	1	0	1	0	0	0
Assistant City Recorder - Records	---	1	0	0	0	0	0	0	0	0	0
Emergency Management Specialist	G	0	0	1	0	0	0	0	0	0	0
Deputy City Recorder	G	0	0	1	0	1	0	1	0	1	0
Executive Assistant	F	1	0	1	0	1	0	1	0	1	0
Assistant Deputy City Recorder	F	1	0	0	0	1	0	1	0	1	0
Management Fellow	E	0	0	1	0	1	0	1	0	0	0
Administrative Assistant	E	0	0	1	0	1	0	1	0	1	0
Records Technician	D	0	0	1	0	0	0	0	0	0	0
Board Recording Secretary - BOMA	---	1	0	0	0	0	0	0	0	0	0
Administrative Secretary	---	1	0	0	0	0	0	0	0	0	0
Sub-Total - Budgeted Positions		**10**	**0**	**13**	**0**	**12**	**0**	**11**	**0**	**9**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Management Fellow	E	1	0	0	0	0	0	0	0	0	0
Sub-Total - Unbudgeted Positions		**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Total Authorized Positions	**10**	**0**	**13**	**0**	**12**	**0**	**11**	**0**	**9**	**0**

Budget Summary

Administration

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,652,994	$1,796,337	$1,871,715	$1,704,792	$1,646,242	($225,473)	(12.0%)
PERSONNEL TOTAL	**$1,652,994**	**$1,796,337**	**$1,871,715**	**$1,704,792**	**$1,646,242**	**($225,473)**	**(12.0%)**
OPERATIONS							
SERVICES (82000)	$126,909	$128,255	$181,239	$204,111	$193,897	$12,658	7.0%
SUPPLIES (83000)	$70,709	$88,315	$74,437	$74,588	$52,838	($21,599)	(29.0%)
OPERATIONAL UNITS (84000)	–	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$12,858	$23,931	$19,242	$20,502	$21,457	$2,215	11.5%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($271,438)	($232,112)	($338,748)	($338,748)	($338,748)	$0	0.0%
OPERATIONS TOTAL	**($60,962)**	**$8,389**	**($63,830)**	**($39,547)**	**($70,556)**	**($6,726)**	**10.5%**
CAPITAL							
CAPITAL ASSETS (89000)	–	–	$0	$0	$0	$0	–
CAPITAL TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
110 - GENERAL FUND TOTAL	**$1,592,032**	**$1,804,727**	**$1,807,885**	**$1,665,245**	**$1,575,686**	**($232,199)**	**(12.8%)**
EXPENSES TOTAL	**$1,592,032**	**$1,804,727**	**$1,807,885**	**$1,665,245**	**$1,575,686**	**($232,199)**	**(12.8%)**

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FY 2025 Operating Budget

Budget and Performance

Michael Walters Young, Chief Budget & Performance Officer

Departmental Summary

The Office of Budget and Performance serves to lead the city's ongoing budgeting, innovation and operational performance efforts. The primary functions are: 1) to supervise all aspects of the City's Annual Operating and Capital Budgeting processes, 2) provide ongoing support and analysis for the City's long-range Capital Investment Plan along with the Engineering Department, 3) spearhead benchmarking and operational performance measurement efforts for the City of Franklin, 4) oversee and shepherd the City's Strategic Plan, FranklinForward, 5) conduct regular Citizen's Surveys of the City's population, 6) identify process improvement opportunities in City functions, and 7) with the Finance Department, provide long-range financial planning and modeling.

FY 2025 Outlook

Being newly created for FY 2025, the Office of Budget & Performance will:
- Implement and monitor the FY 2025 Annual Operating Budget and provide primary support for the FY 2026 Annual Operating budget process,
- With Administration, complete the update to the City's Strategic plan and develop measurable elements of 1-3 year action plans which then will be incorporated into both annual budgets and daily operations,
- Work to develop internal and external dashboards to monitor the City's financial and operational effectiveness,
- With the Board of Mayor and Aldermen and Administration, continue to refine and approve a new ten-year Capital Investment Plan,
- Conduct the City's fourth Citizen's Survey, and
- Solicit communities in Tennessee to provide standardized performance measurements of city services in order to benchmark against one another.

Performance Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizens Survey data. The Finance Department has two of these categories - Strategic Plan measures (Financial) and General performance measures (Non-Financial).

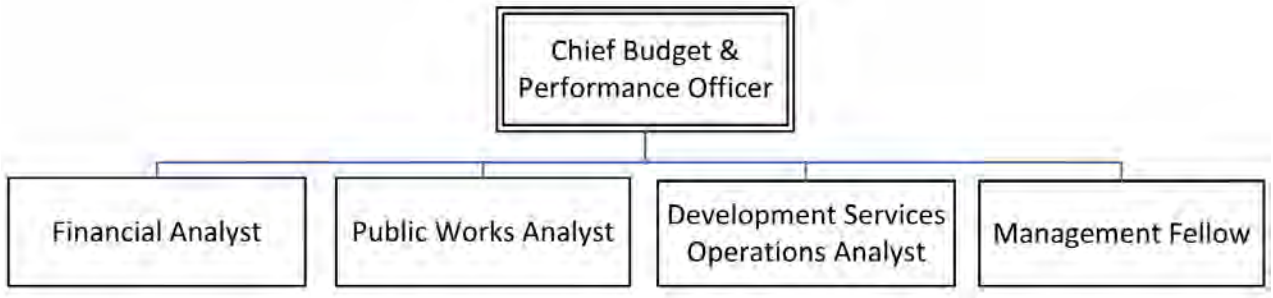
Strategic Plan Measures

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.

Related Theme: All four themes

Organizational Chart



Staffing by Position

Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Chief Budget & Performance Officer	M	0	0	0	0	0	0	0	0	1	0
Financial Analyst	I	0	0	0	0	0	0	0	0	1	0
Development Services Operations Analyst	I	0	0	0	0	0	0	0	0	1	0
Public Works Analyst	I	0	0	0	0	0	0	0	0	1	0
Management Fellow	E	0	0	0	0	0	0	0	0	1	0
Totals		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**5**	**0**

Budget Summary

Budgeting & Performance

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	–	–	–	$0	$529,284	$529,284	–
PERSONNEL TOTAL	**–**	**–**	**–**	**$0**	**$529,284**	**$529,284**	**–**
OPERATIONS							
SERVICES (82000)	–	–	–	$0	$38,552	$38,552	–
SUPPLIES (83000)	–	–	–	$0	$6,250	$6,250	–
BUSINESS EXPENSES (85000)	–	–	–	$0	$5,000	$5,000	–
DEBT SERVICE (86000)	–	–	–	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	–	–	–	$0	$0	$0	–
OPERATIONS TOTAL	**–**	**–**	**–**	**$0**	**$49,802**	**$49,802**	**–**
CAPITAL							
CAPITAL ASSETS (89000)	–	–	–	$0	$0	$0	–
CAPITAL TOTAL	**–**	**–**	**–**	**$0**	**$0**	**$0**	**–**
110 - GENERAL FUND TOTAL	**–**	**–**	**–**	**$0**	**$579,086**	**$579,086**	**–**
EXPENSES TOTAL	**–**	**–**	**–**	**$0**	**$579,086**	**$579,086**	**–**

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FY 2025 Operating Budget

Law

Shauna R. Billingsley, City Attorney

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, forms, 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

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.

Related Theme: All Four Themes

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

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

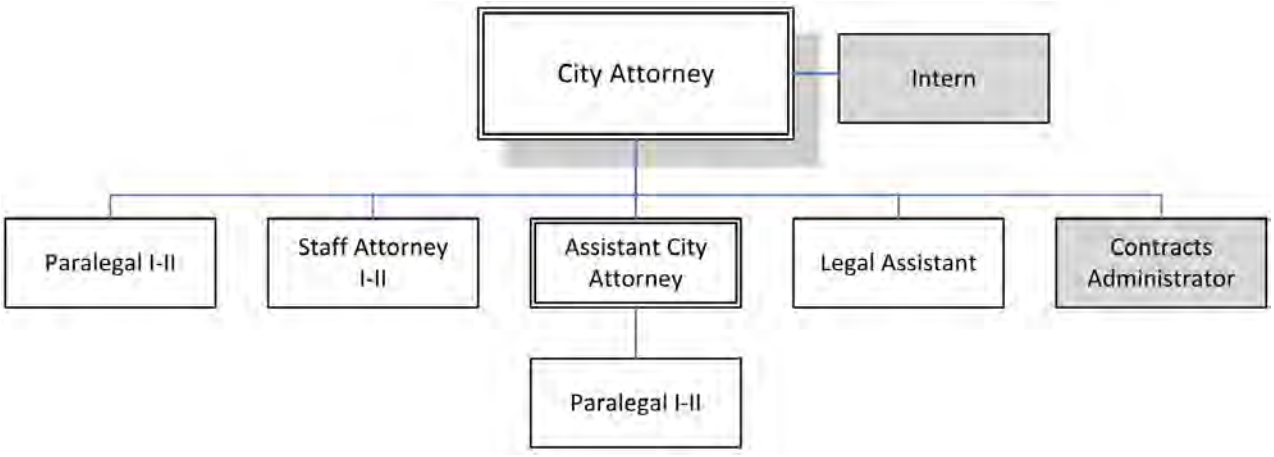
The Law Department has one of these categories - General performance measures (Non-Financial).

General Performance Measures

Legal Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of tasks completed.	708	665	603	436	4,006
Number of tasks created.	726	734	647	405	4,388
Total number of litigation cases closed.	66	93	125	95	156
Total number of litigation cases opened.	130	105	133	98	171
Number of contracts drafted/reviewed.	275	360	387	371	401
Number of ordinances drafted/reviewed.	73	40	52	51	56
Number of resolutions drafted/reviewed.	102	270	190	114	97
AMOUNT	**2,080**	**2,267**	**2,137**	**1,570**	**9,275**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Attorney	O	1	0	1	0	1	0	1	0	1	0
Assistant City Attorney	M	1	0	1	0	1	0	1	0	1	0
Staff Attorney I-II	J-L	1	0	1	0	1	0	1	0	1	0
Contracts Administrator	H	0	0	0	0	0	0	1	0	0	0
Paralegal	G	1	0	1	0	2	0	2	0	2	0
Legal Assistant	F	1	0	1	0	1	0	1	0	1	0
Intern	INTERN	0	0	0	0	0	0	0	0	0	0
Sub-Total - Budgeted Positions		**5**	**0**	**5**	**0**	**6**	**0**	**7**	**0**	**6**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Contracts Administrator	H	0	0	0	0	0	0	0	0	1	0
Intern	INTERN	0	1	0	1	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**1**	**1**

Total Authorized Positions	**5**	**1**	**5**	**1**	**6**	**1**	**7**	**1**	**7**	**1**

Budget Summary

Law

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$712,229	$794,211	$868,204	$863,741	$859,449	($8,755)	(1.0%)
PERSONNEL TOTAL	**$712,229**	**$794,211**	**$868,204**	**$863,741**	**$859,449**	**($8,755)**	**(1.0%)**
OPERATIONS							
SERVICES (82000)	$89,427	$111,125	$253,888	$253,888	$250,741	($3,147)	(1.2%)
SUPPLIES (83000)	$12,092	$20,260	$26,470	$26,470	$23,769	($2,701)	(10.2%)
BUSINESS EXPENSES (85000)	$7,565	$8,339	$14,734	$14,592	$15,142	$408	2.8%
DEBT SERVICE (86000)	–	$11,096	–	$0	$0	$0	–
APPROPRIATIONS (87000)	–	–	$0	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($159,415)	($112,546)	($80,658)	($196,955)	($80,658)	$0	0.0%
OPERATIONS TOTAL	**($50,330)**	**$38,273**	**$214,434**	**$97,995**	**$208,994**	**($5,440)**	**(2.5%)**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$661,899**	**$832,484**	**$1,082,638**	**$961,736**	**$1,068,443**	**($14,195)**	**(1.3%)**
EXPENSES TOTAL	**$661,899**	**$832,484**	**$1,082,638**	**$961,736**	**$1,068,443**	**($14,195)**	**(1.3%)**

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HISTORIC
FRANKLIN
TENNESSEE

FY 2025 Operating Budget

Milissa Reierson, Communications Manager

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, Website and all Social Media channels. We have worked continuously to promote the City, disseminate information to citizens and maintain standards for professional excellence.

FY 2025 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 look forward to working with the Mayor and newly elected and re-elected board. The Communications Division works with all City departments to help them achieve their communications goals.

Performance Measures

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.

Related 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 - 32,332; social media: Facebook followers - 7,462, Twitter followers - 4,350, YouTube views - 38,664.

Related 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: To 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)

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial), and Citizen Survey data.

The Communications Division has three of these categories - Strategic Plan measures (Non-Financial), General performance measures (Non-Financial), and Citizen Survey data.

Comm. FranlinForward Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number people who saw any of your posts at least once (reach) on Instagram. Goal: Increase the public's use of social media forms of communication.	1,029,943	1,922,919	1,322,472	10,000,000	1,469,852
Number of interactions people have with your content, likes, comments, shares or reposts on Facebook. Goal: Increase the public's use of social media forms of communication.	314,297	461,839	492,865	176,000	137,254
Number of impressions (total number of times your content is displayed) on Twitter. Goal: Increase the public's use of social media forms of communication.	2,147,600	2,554,000	5,452,624	3,400,000	3,466,593
Number of impressions (total number of times your content is displayed) on Instagram. Goal: Increase the public's use of social media forms of communication.	1,389,190	2,217,431	2,121,435	4,100,000	0
Number of YouTube upload views. Goal: Increase the public's use of social media forms of communication.	0	33,366	96,244	154,043	225,066
Number of impressions (total number of times your content is displayed) on Facebook. Goal: Increase the public's use of social media forms of communication.	6,694,773	7,109,594	5,499,685	7,600,000	0
Number of Twitter followers. Goal: Increase the public's use of social media forms of communication.	28,400	28,900	29,996	30,700	31,700
Number of Instagram followers. Goal: Increase the public's use of social media forms of communication.	15,924	21,000	24,646	29,429	42,800
Number of interactions people have with your content, likes, comments, shares or reposts on Twitter. Goal: Increase the public's use of social media forms of communication.	28,400	99,330	651,229	0	0
Number people who saw any of your posts at least once (reach) on Facebook. Goal: Increase the public's use of social media forms of communication.	5,061,265	6,330,869	3,113,638	5,000,000	1,826,629
Number of Facebook followers. Goal: Increase the public's use of social media forms of communication.	37,480	41,117	45,010	48,433	49,000
AMOUNT	**16,747,272**	**20,820,365**	**18,849,844**	**30,538,605**	**7,248,894**

General Performance Measures

Communications Non-Financial Performance Measures

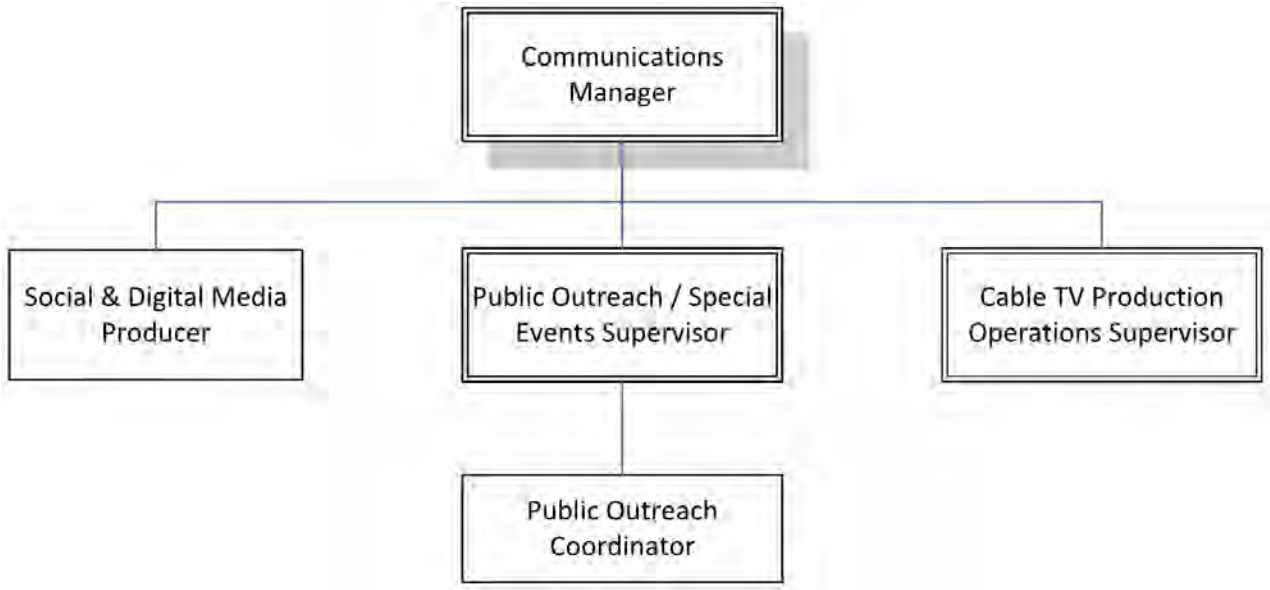
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of local programs produced for Franklin TV (not including meetings).	40	183	174	43	23
Number of special events processed by the City.	55	23	33	33	32
Number of press releases (excluding Police & Fire).	30	45	30	18	30
Number of programs produced for social media.	80	0	380	0	0
Number of film permits processed by the City.	22	9	21	21	6
AMOUNT	**227**	**260**	**638**	**115**	**91**

Citizens Survey

Communication Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating Opportunities cultural/arts/music activities as excellent/good	79	83	79
Percent rating Opportunities cultural/arts/music activities as fair/good	21	17	21
Percent rating Opportunities to attend special events and festivals as excellent/good	87	85	87
Percent rating Opportunities to attend special events and festivals as fair/poor	13	15	13
Percent rating the quality of public information services as excellent/good	78	86	71
Percent rating the quality of public information services as fair/poor	22	14	29
AMOUNT	**300**	**300**	**300**

Organizational Chart



Staffing by Position

Position	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Chief Communications Officer	J	1	0	1	0	1	0	1	0	1	0
Public Outreach / Special Events Supervisor	I	0	0	0	0	1	0	1	0	1	0
Cable TV Production Operations Specialist	G	1	0	1	0	1	0	1	0	1	0
Public Outreach Coordinator	G	0	0	0	0	0	0	1	0	1	0
Public Outreach Specialist	---	1	0	1	0	0	0	0	0	0	0
Social & Digital Media Producer	F	1	0	1	0	1	0	1	0	1	0
Video Production Assistant	D	0	1	0	1	0	1	0	0	0	0
Totals		**4**	**1**	**4**	**1**	**4**	**1**	**5**	**0**	**5**	**0**

Budget Summary

Communications

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$466,581	$517,866	$607,142	$606,623	$597,540	($9,602)	(1.6%)
PERSONNEL TOTAL	**$466,581**	**$517,866**	**$607,142**	**$606,623**	**$597,540**	**($9,602)**	**(1.6%)**
OPERATIONS							
SERVICES (82000)	$46,734	$87,821	$112,905	$115,094	$126,553	$13,648	12.1%
SUPPLIES (83000)	$24,760	$22,291	$39,115	$36,881	$26,911	($12,204)	(31.2%)
OPERATIONAL UNITS (84000)	$1,881	$4,904	$5,260	$1,964	$2,062	($3,198)	(60.8%)
BUSINESS EXPENSES (85000)	$6,487	$7,122	$7,477	$9,567	$10,045	$2,568	34.3%
REIMBURSEMENT OF EXPENDITURES (87500)	($105,634)	($70,098)	($46,452)	($46,452)	($46,452)	$0	0.0%
OPERATIONS TOTAL	**($25,772)**	**$52,040**	**$118,305**	**$117,054**	**$119,119**	**$814**	**0.7%**
CAPITAL							
CAPITAL ASSETS (89000)	–	–	$0	$0	$0	$0	–
CAPITAL TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
110 - GENERAL FUND TOTAL	**$440,809**	**$569,906**	**$725,447**	**$723,677**	**$716,659**	**($8,788)**	**(1.2%)**
EXPENSES TOTAL	**$440,809**	**$569,906**	**$725,447**	**$723,677**	**$716,659**	**($8,788)**	**(1.2%)**

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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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FY 2025 Operating Budget

Police

Chief Deborah Y. Faulkner, EdD

Departmental Summary

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 2025

- Maintain a low crime rate
- Continue to keep the case clearance rate above the national average
- Continue building community partnerships

Performance Measures

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.

Related Theme: A Safe, Clean, and Livable City

Franklin will have safe neighborhoods supported by high-quality police, fire, and emergency services as well as 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 be below 50% of the national violent crime rate.

- 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 below 50% of the national property crime rate.

- 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 violent crimes and property crimes.

- 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).
- 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).

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Police Department has three of these categories - Strategic Plan measures (Non-Financial) and General performance measures (Financial and Non-Financial).

Police FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total property crime clearance in Franklin. Goal: Establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes (Target: National x 1.5).	31	32	30.8	21	22.2
National property crime rate.	2,451.6	2,362.2	2,199.5	1,933.4	1,954.4
Total violent crime rate in Franklin.	232	206	168	173.7	195.6
National clearance rate for property crimes.	18.3	17.6	17.6	10.7	12.1
National clearance rate for violent crimes	45.6	45.6	45.5	32.5	36.7
National violent crime rate.	386.6	382.9	368.9	395.7	380.7
Total violent crime clearance in Franklin. Goal: Establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes (Target: National x 1.5).	57	47	54.5	58	57.6
Franklin as a percent of the National Property Crime Rate. Goal: Maintain a property crime rate below 50% of the national average (# per 100,000 pop).	66.7	62.6	62.9	45.6	52.9
Franklin as a percent of the National Violent Crime Rate. Goal: Maintain a violent crime rate below 50% of the national average (# per 100,000 pop).	60	53.8	45.5	43.9	51.4
Total property crime rate in Franklin.	1,635	1,478	1,384	880.7	1,034.6
AMOUNT	**4,983.8**	**4,687.7**	**4,377.2**	**3,595.2**	**3,798.2**

General Performance Measures

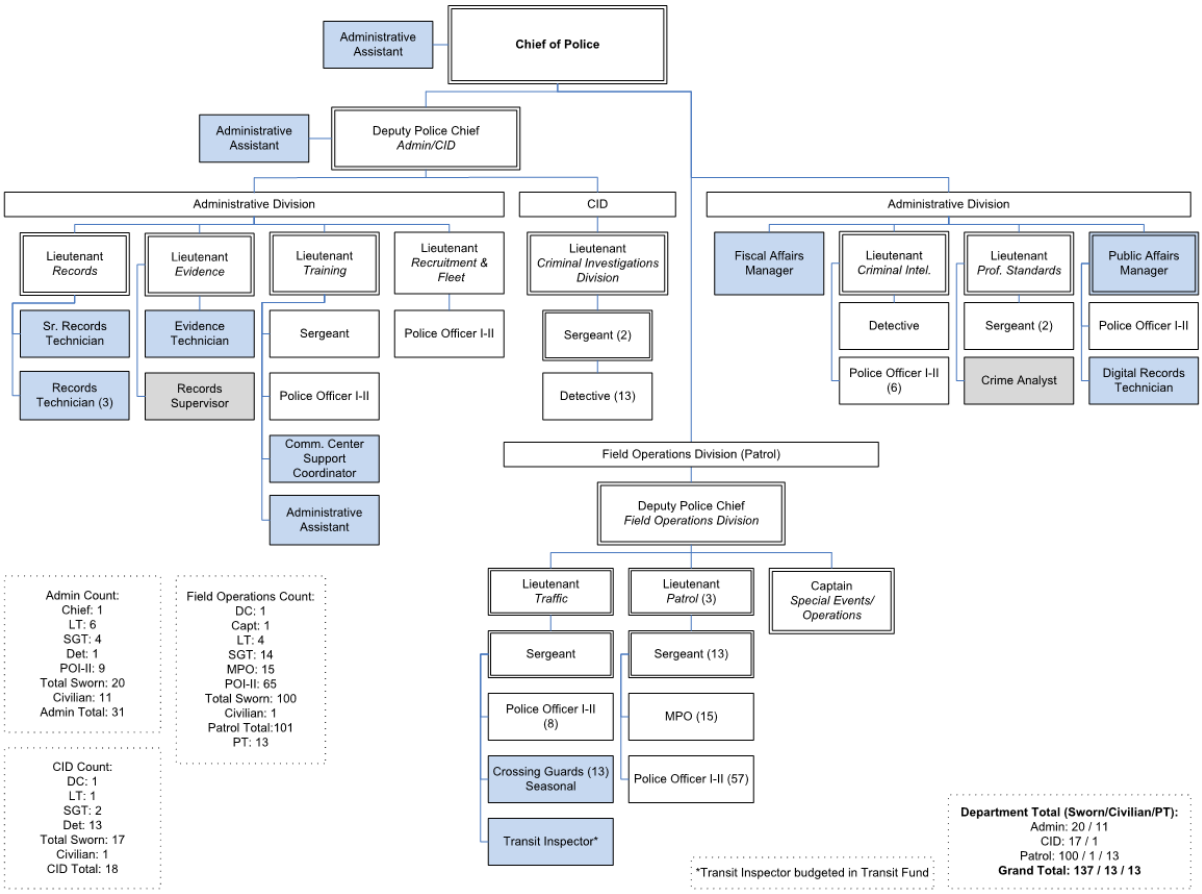
Police Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total cost per call for service.	$273	$281	$330	$269	$325
Total Police Department expenditures.	$16,589,729	$16,741,596	$17,528,750	$19,480,148	$23,233,178
Total per capita costs.	$232	$234	$247	$230	$257
AMOUNT	**$16,590,234**	**$16,742,111**	**$17,529,327**	**$19,480,647**	**$23,233,759**

Police Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Reported peak service population.	110,000	110,000	110,000	110,000	86,895
Number of calls for service (does not include calls in the City, but handled by other agencies).	60,201	59,138	53,075	71,086	68,666
Number of budgeted, full-time, sworn Officers.	129	132	131	134	136
Total public property accidents per FTE.	15.99	10.99	11.67	14.03	13.44
Police FTE per 1,000 population.	2	1.74	1.74	1.75	0.579
Total traffic accidents.	2,450	1,747	1,849	2,234	2,203
Number of high priority calls.	3,320	2,197	2,372	2,283	2,124
Traffic accidents with injury as a percentage of total traffic accidents.	13.8	13.7	12.98	12	13.3
Number of support personnel .	13	13	14	12	14
Average training hours taken by individual sworn employees.	40	40	40	0	60
Number of offenses.	4,972	4,444	4,036	3,796	0
Number of volunteers.	15	15	15	13	13
Number of arrest.	2,787	1,425	1,296	1,368	1,621
Number of Police vehicles.	150	150	150	178	169
Public property accidents/1,000 population.	32	22.5	19.74	24.54	23.2
Average response time (shown as min.seconds).	8.04	7.51	6.21	6.44	6.11
Number of alarm calls.	3,390	3,047	2,783	3,320	3,214
TIBRS Type A crimes.	3,106	2,717	2,472	2,576	2,918
TIBRS Type B crimes.	1,429	1,476	1,261	1,220	0
Total calls per sworn Officer.	466.7	448	405.2	530.493	504.897
TIBRS Type A crimes/1,000 population.	43.8	31.69	29.18	30.87	33.6
Public property accidents.	2,270	1,593	1,692	2,048	2,016
Total number of FTEs in Police Department.	142	145	145	146	150
AMOUNT	**194,996.33**	**188,815.13**	**181,817.72**	**201,034.123**	**170,794.126**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Sworn Officers											
Police Chief	N	1	0	1	0	1	0	1	0	1	0
Police Deputy Chief	M	2	0	2	0	2	0	2	0	2	0
Police Captain	K	1	0	1	0	1	0	1	0	1	0
Police Lieutenant	J	11	0	11	0	11	0	11	0	11	0
Police Sergeant	I	18	0	18	0	18	0	18	0	19	0
Detective/Master Patrol	H	27	0	27	0	26	0	29	0	29	0
Police Officer I-II	F-G	72	0	72	0	77	0	74	0	74	0
Non-Sworn Personnel											
Fiscal Affairs Manager	I	1	0	1	0	1	0	1	0	1	0
Public Affairs Manager	I	0	0	0	0	0	0	1	0	1	0
Records Supervisor	G	1	0	1	0	1	0	1	0	0	0
Digital Records Technician	F	1	0	1	0	1	0	1	0	1	0
Evidence Technician	F	1	0	1	0	1	0	1	0	1	0
Admin Assistant	E	3	0	3	0	3	0	3	0	3	0
Communication Center Support Coordinator	E	1	0	1	0	1	0	1	0	1	0
Senior Records Technician	E	1	0	1	0	1	0	1	0	1	0
Records Technician	D	3	0	3	0	3	0	3	0	3	0
*Transit Inspector**	D	0	0	1	0	1	0	1	0	1	0
Crossing Guards	SHPA	0	13	0	13	0	13	0	13	0	13
Sub-Total - Budgeted Positions		**144**	**13**	**145**	**13**	**149**	**13**	**150**	**13**	**150**	**13**

**Transit Inspector Reports to Traffic Sergeant, Is budgeted in the Transit Fund*

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Crime Analyst	G	1	0	1	0	1	0	1	0	1	0
Records Supervisor	G	0	0	0	0	0	0	0	0	1	0
Sub-Total - Unbudgeted Positions		**1**	**0**	**1**	**0**	**1**	**0**	**1**	**0**	**2**	**0**

Total Authorized Staffing		**145**	**13**	**146**	**13**	**150**	**13**	**151**	**13**	**152**	**13**

Positions by Division										
Administration	24	0	30	0	31	0	32	0	33	0
Patrol	95	13	99	13	101	13	101	13	101	13
CID	26	0	17	0	18	0	18	0	18	0
Total Authorized Staffing	**145**	**13**	**146**	**13**	**150**	**13**	**151**	**13**	**152**	**13**

Budget Summary

Police

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$15,107,001	$17,961,462	$19,575,052	$18,324,538	$19,180,616	($394,436)	(2.0%)
PERSONNEL TOTAL	**$15,107,001**	**$17,961,462**	**$19,575,052**	**$18,324,538**	**$19,180,616**	**($394,436)**	**(2.0%)**
OPERATIONS							
SERVICES (82000)	$2,095,612	$2,269,075	$2,924,465	$2,861,715	$2,811,144	($113,321)	(3.9%)
SUPPLIES (83000)	$1,299,761	$1,319,840	$1,398,301	$1,360,867	$1,552,768	$154,467	11.0%
OPERATIONAL UNITS (84000)	$123,594	$100,243	$104,756	$99,795	$174,138	$69,382	66.2%
BUSINESS EXPENSES (85000)	$530,221	$592,639	$586,016	$598,310	$643,636	$57,620	9.8%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$4,049,188**	**$4,281,796**	**$5,013,538**	**$4,920,687**	**$5,181,686**	**$168,148**	**3.4%**
CAPITAL	–	$61,448	$584,793	$584,793	$0	($584,793)	(100.0%)
110 - GENERAL FUND TOTAL	**$19,156,190**	**$22,304,706**	**$25,173,383**	**$23,830,018**	**$24,362,302**	**($811,081)**	**(3.2%)**
EXPENSES TOTAL	**$19,156,190**	**$22,304,706**	**$25,173,383**	**$23,830,018**	**$24,362,302**	**($811,081)**	**(3.2%)**

Police - Administration

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$3,050,520	$3,306,761	$3,993,349	$3,372,445	$3,713,405	($279,944)	(7.0%)
PERSONNEL TOTAL	**$3,050,520**	**$3,306,761**	**$3,993,349**	**$3,372,445**	**$3,713,405**	**($279,944)**	**(7.0%)**
OPERATIONS							
SERVICES (82000)	$1,949,983	$2,041,411	$2,711,059	$2,647,840	$2,559,735	($151,324)	(5.6%)
SUPPLIES (83000)	$1,143,667	$1,103,469	$1,298,775	$1,261,251	$1,337,818	$39,043	3.0%
OPERATIONAL UNITS (84000)	$22,116	$15,855	$23,772	$23,772	$37,900	$14,128	59.4%
BUSINESS EXPENSES (85000)	$195,827	$190,119	$187,601	$120,048	$126,715	($60,886)	(32.5%)
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$3,311,593**	**$3,350,855**	**$4,221,207**	**$4,052,911**	**$4,062,168**	**($159,039)**	**(3.8%)**
CAPITAL	–	$61,448	$584,793	$584,793	$0	($584,793)	(100.0%)
110 - GENERAL FUND TOTAL	**$6,362,112**	**$6,719,064**	**$8,799,349**	**$8,010,149**	**$7,775,573**	**($1,023,776)**	**(11.6%)**
EXPENSES TOTAL	**$6,362,112**	**$6,719,064**	**$8,799,349**	**$8,010,149**	**$7,775,573**	**($1,023,776)**	**(11.6%)**

Police - CID Division

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,890,369	$2,291,615	$2,556,259	$2,635,225	$2,746,861	$190,602	7.5%
PERSONNEL TOTAL	**$1,890,369**	**$2,291,615**	**$2,556,259**	**$2,635,225**	**$2,746,861**	**$190,602**	**7.5%**
OPERATIONS							
SERVICES (82000)	$60,415	$101,451	$140,805	$141,106	$124,109	($16,696)	(11.9%)
SUPPLIES (83000)	$10,553	$84,307	$0	$0	$33,550	$33,550	–
OPERATIONAL UNITS (84000)	$10,631	$18,834	$22,092	$22,095	$22,985	$893	4.0%
BUSINESS EXPENSES (85000)	$60,954	$76,212	$80,160	$130,491	$151,760	$71,600	89.3%
OPERATIONS TOTAL	**$142,553**	**$280,804**	**$243,057**	**$293,692**	**$332,404**	**$89,347**	**36.8%**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$2,032,923**	**$2,572,419**	**$2,799,316**	**$2,928,917**	**$3,079,265**	**$279,949**	**10.0%**
EXPENSES TOTAL	**$2,032,923**	**$2,572,419**	**$2,799,316**	**$2,928,917**	**$3,079,265**	**$279,949**	**10.0%**

Police - Patrol Division

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$10,166,112	$12,363,087	$13,025,444	$12,316,868	$12,720,350	($305,094)	(2.3%)
PERSONNEL TOTAL	**$10,166,112**	**$12,363,087**	**$13,025,444**	**$12,316,868**	**$12,720,350**	**($305,094)**	**(2.3%)**
OPERATIONS							
SERVICES (82000)	$85,214	$126,212	$72,601	$72,769	$127,300	$54,699	75.3%
SUPPLIES (83000)	$145,541	$132,064	$99,526	$99,616	$181,400	$81,874	82.3%
OPERATIONAL UNITS (84000)	$90,847	$65,553	$58,892	$53,928	$113,253	$54,361	92.3%
BUSINESS EXPENSES (85000)	$273,441	$326,308	$318,255	$347,771	$365,161	$46,906	14.7%
OPERATIONS TOTAL	**$595,042**	**$650,137**	**$549,274**	**$574,084**	**$787,114**	**$237,840**	**43.3%**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$10,761,155**	**$13,013,224**	**$13,574,718**	**$12,890,952**	**$13,507,464**	**($67,254)**	**(0.5%)**
EXPENSES TOTAL	**$10,761,155**	**$13,013,224**	**$13,574,718**	**$12,890,952**	**$13,507,464**	**($67,254)**	**(0.5%)**

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FY 2025 Operating Budget

Drug Fund

Chief Deborah Y. Faulkner, EdD

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 drug offense fines, any cash that is forfeited to the City or County, and proceeds resulting from the sale of any forfeited property (usually vehicles) and donations.

Legitimate expenditures for the fund include:

- Local drug treatment and education programs
- Drug enforcement (both general drug enforcement and cash transactions relating to undercover operations)
- General drug enforcement not directly related to undercover operations (including automobiles for drug investigators, maintenance and operational needs for a drug officer's automobile)
- Office supplies and 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)
- 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.

Performance Measures

There are no performance measures associated with the Drug Fund. It is supervised by personnel in the Police Department.

Strategic Plan Measures

There are no strategic plan measures associated with the Drug Fund. It is supervised by personnel in the Police Department.

Budget Summary

Drug Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Revenues							
REVENUES							
FINES & FEES (35000)	$112,498	$122,655	$146,470	$45,887	$103,698	($42,772)	(29.2%)
USE OF MONEY & PROPERTY (36000)	$57,994	$23,365	$9,000	$67,644	$40,085	$31,085	345.4%
OTHER REVENUE (37000)	$156	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$170,649**	**$146,020**	**$155,470**	**$113,531**	**$143,783**	**($11,687)**	**(7.5%)**
REVENUES TOTAL	**$170,649**	**$146,020**	**$155,470**	**$113,531**	**$143,783**	**($11,687)**	**(7.5%)**
Expenses							
140 - DRUG FUND							
PERSONNEL	–	–	–	$0	$0	$0	–
OPERATIONS							
SERVICES (82000)	$27,924	–	$5,000	$5,000	$5,150	$150	3.0%
SUPPLIES (83000)	–	$123,360	$109,504	$109,504	$150,990	$41,486	37.9%
OPERATIONAL UNITS (84000)	$17,660	$25,269	$52,500	$52,500	$47,700	($4,800)	(9.1%)
BUSINESS EXPENSES (85000)	$3,404	$1,450	$2,500	$2,500	$2,575	$75	3.0%
OPERATIONS TOTAL	**$48,989**	**$150,078**	**$169,504**	**$169,504**	**$206,415**	**$36,911**	**21.8%**
CAPITAL	$185,295	–	$0	$0	$0	$0	–
140 - DRUG FUND TOTAL	**$234,284**	**$150,078**	**$169,504**	**$169,504**	**$206,415**	**$36,911**	**21.8%**
EXPENSES TOTAL	**$234,284**	**$150,078**	**$169,504**	**$169,504**	**$206,415**	**$36,911**	**21.8%**

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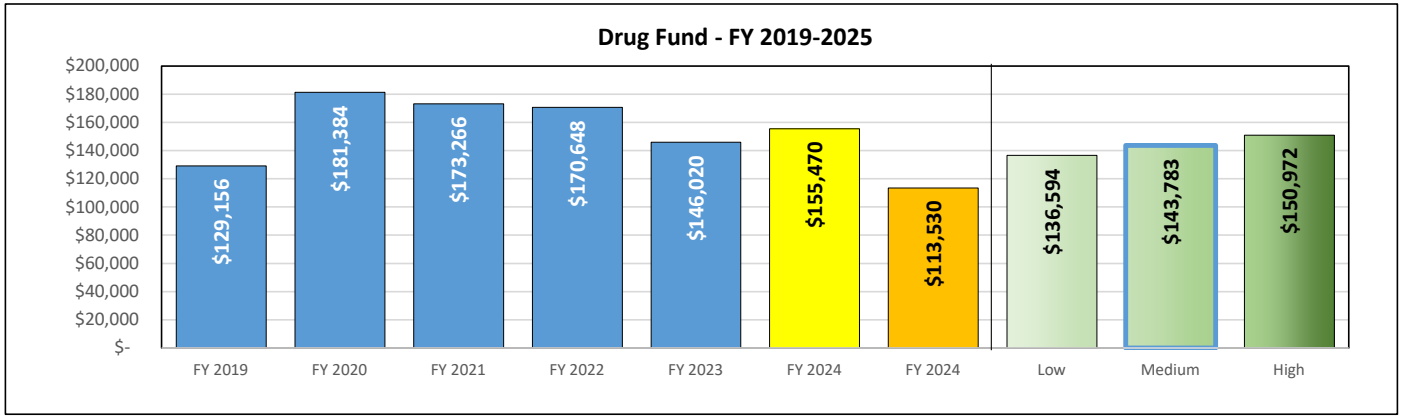
City of Franklin

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 drug offense fines, any cash that is forfeited to the city or county, and proceeds from the sale of any forfeited property (usually vehicles) and donations.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-42.9%	40.4%	-4.5%	-1.5%	-14%	6%	-27%	20%	27%	33%	
DRUG FINES RECEIVED	59,413	40,367	53,202	53,198	42,735	54,750	24,086	44,929	47,294	49,659	3-yr Average
DRUG CONTRIBUTIONS PAID TO POLICE DEPT	29,850	36,320	26,675	38,475	19,700	33,644	21,800	28,694	30,204	31,714	$ 163,311
CONFISCATED GOODS (FEDERAL)	7,820	13,327	3,655	-	-	14,801	-	5,890	6,200	6,510	-3.5%
CONFISCATED GOODS (STATE)	18,444	82,097	50,398	20,825	60,221	43,275	-	19,000	20,000	21,000	5-Yr Average
INTEREST INCOME	13,629	8,825	4,923	7,255	19,876	6,000	19,922	16,922	17,813	18,703	$ 160,095
SALE OF SURPLUS ASSETS	-	448	34,413	50,738	3,489	3,000	47,722	21,159	22,272	23,386	-1.8%
MISC INCOME				156	-	-	-				10-Yr Average
					-	-	-				$ 188,597
											-2.3%
Totals	$ 129,156	$ 181,384	$ 173,266	$ 170,648	$ 146,020	$ 155,470	$ 113,530	$ 136,594	$ 143,783	$ 150,972	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Fire

Glenn Johnson, Fire Chief

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 11,266 incidents in 2023, experiencing a 4.1% increase in call volume over the previous year.

Repair and regular maintenance of Fire apparatus is an ongoing necessity. To eliminate negative service impacts to the community during repairs, the Fire Department maintains three reserve apparatus. Fire apparatus are custom built, costing between $1.1 million and $1.7 million with a 15-plus-year service life, and take approximately 36-42 months to equip and complete. Reserve apparatus availability ensures all apparatus are in a state of readiness and parts are available to service the fleet. FY25 requests include the replacement of a Brush Truck, Two Engines, a Ladder along with the refurbishing of two existing engines and a tower. Out of the FY25 Facilities Fund, we are requesting an Air Light Response Vehicle and Tower for Station 7.

In the past ten years, the department has increased staffing by 13% while the number of fire apparatus to staff has increased by 22%. The number of stations has increased by 33%, and call volume has increased by 72% in that same time. Overtime is used to cover gaps in minimum staffing. Each shift allows slots for vacation which leaves a buffer to allow slots for unexpected use of sick time before overtime must be used to fulfill minimum staffing requirements. Increasing shift staffing on each shift while leaving minimum staffing numbers the same would allow for an additional buffer to reduce the need for overtime. We are seeking the addition of six firefighters, 2 to each shift to ensure all apparatus are staffed adequately for emergency response to all areas of the city.

FY25 requests also include an FFD Internship Program which is designed to appeal to motivated individuals who are dedicated to learning the skills necessary for a career in the fire service. By providing an internship program in a region with low unemployment and a limited number of other training options, the Department benefits by being able to attract, identify, and train a diverse group of promising candidates for future employment. With the implementation of this program our hope is for those six interns to transition seamlessly into the Franklin Fire Department.

In 2023, the Franklin Fire Department reviewed plans for 2,502 projects, and conducted 1,845 total inspections. The Family Safety House visited 13 schools and helped educate 1,111 1st grade students. 1,762 3rd and 5th graders participated in the Great Escapes Program. The department participated in 411 community events including CPR & AED Awareness Day at the Cool Springs Galleria, Fire & Rescue and Williamson Health EMS on June 3, 2023, and an Open House and 9/11 tribute at Station 7 on September 9, 2023.

We thank the Board of Mayor and Aldermen 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.

FY 2025 Departmental Goals:

- Conduct Lateral Firefighter Process and fill vacancies.
- Have EVP (Emergency Vehicle Preemption) in place and operational city wide.
- Develop new officer orientation and on boarding program.
- Maintain a Class 1 Public Protection rating from the Insurance Services Office.
- Provide training to administrative and other key officer level staff on the current use of Operative IQ for medical supply inventory.

Performance Measures

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.

Related Theme: A Safe, Clean, and Livable City

Franklin will have safe neighborhoods supported by high-quality police, fire, and emergency services as well as code enforcement. 0

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.)

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Fire Department has five of these categories - Strategic Plan measures (Non-Financial and Financial), General performance measures (Financial and Non-Financial), and Citizens Survey data.

To the right shows the Fire Department's Financial Performance Measures per **Franklin*Forward***. The graph highlights the department's goal to reduce property fire loss per $1 million of appraised value.

The tables below show important non-financial measures from **Franklin*Forward*** and general financial and non-financial performance measures included in the Fire Department. This also includes Citizen Survey data.

Fire FranklinForward Financial Performance Measures

$0.00

Output Measure in FY2023

Fire FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Average Franklin total response time (dispatch and department - shown as min.sec). Goal: Provide a response time among the top quartile of TN Benchmark Cities.	5.6	5.25	5.2	5.26	5.33
Dispatch and department benchmark time for response (shown as min.sec).	6.47	5.25	5.2	5.26	5
AMOUNT	**12.07**	**10.5**	**10.4**	**10.52**	**10.33**

General Performance Measures

Fire Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total cost per call for service.	$2,044	$2,172	$1,895	$2,145	$2,224
Total Fire cost per capita.	$256	$266	$271	$264	$300
Total Fire cost.	$18,199,637	$18,907,043	$19,196,439	$22,096,490	$25,102,887
AMOUNT	**$18,201,937**	**$18,909,482**	**$19,198,604**	**$22,098,899**	**$25,105,412**

General Performance Measures

Fire Non-Financial Performance Measures

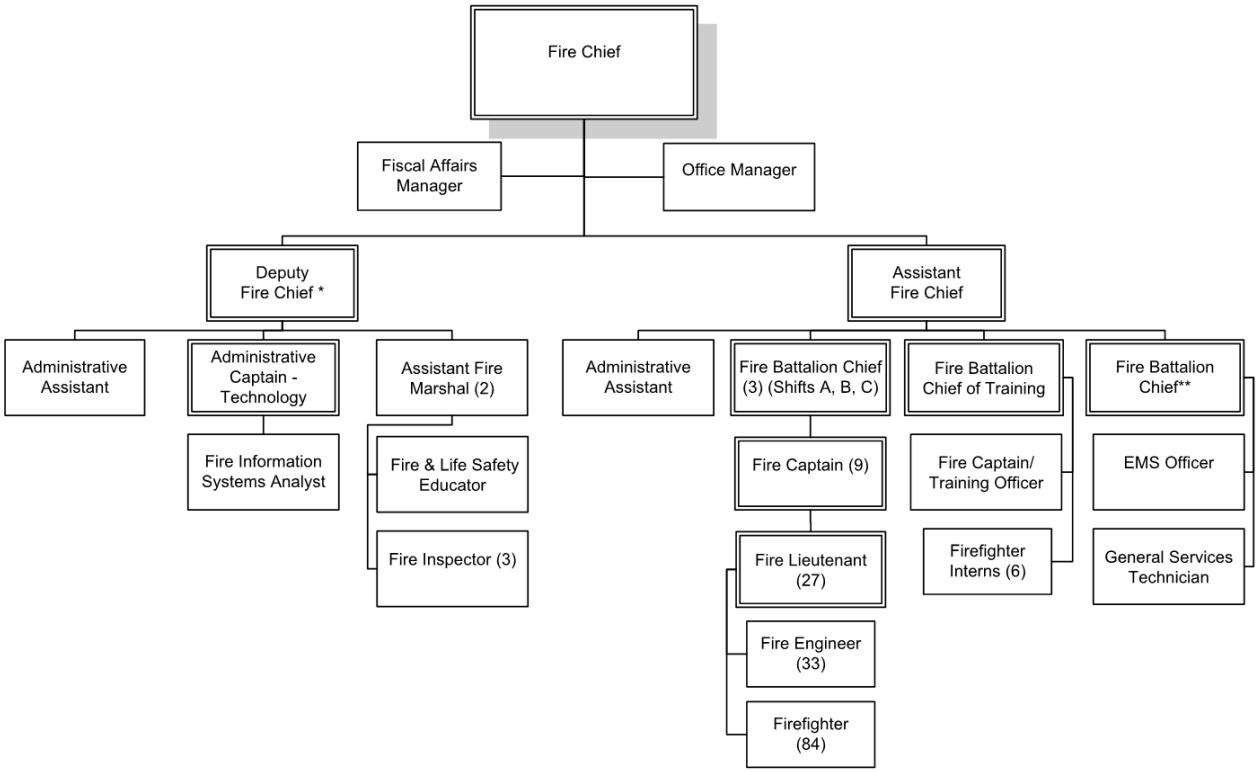
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of structure fire calls.	39	22	45	26	64
Achieve 100% attendance for in-house continuing ed credit training to all personnel needing to meet medical recertification requirements.	100	100	100	100	100
Total number of fire apparatus.	17	17	17	28	30
Number of fire inspections.	647	0	2,410	1,841	1,845
Number of severe weather/natural disaster calls.	4	10	7	4	8
Number of calls for service.	8,879	8,695	10,125	10,272	11,266
Number of overpressure calls.	14	16	5	14	17
Percentage of fires confined to the room of origin. Goal: 90% of all interior structure fire incidents will be confined to the room of origin.	95	68	95	65	65
Number of fire calls.	119	140	134	160	198
Achieve 100% attendance for in-house fire suppression training to met the TN Commission on Firefighting's 40-hour In-Service Training Program.	100	100	100	100	100
Number of hazardous condition calls.	174	189	195	216	236
Number of service calls.	835	1,045	909	902	1,142
ISO rating.	1	1	1	1	1
Number of false alarm calls.	1,029	1,051	1,144	1,138	1,307
Number of Fire Stations.	8	8	8	8	8
Number of "other" calls.	2	3	13	11	18
Number of medical calls.	5,896	5,423	6,618	6,813	7,342
Total structure fires/1,000 population.	0.55	0.31	0.63	0.31	0.903
Total calls for service/1,000 population.	125	123	143	123	158.882
Number of good intention calls.	803	812	1,100	1,014	998
AMOUNT	**18,887.55**	**17,823.31**	**23,169.63**	**22,836.31**	**24,904.785**

Citizens Survey

Fire Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of Fire prevention and education as excellent/good	91	92	92
Percent rating the quality of Fire prevention and education as fair/poor	9	8	8
Percent rating the quality of Fire services as excellent/good	99	97	97
Percent rating the quality of Fire services as fair/poor	1	3	3
AMOUNT	**200**	**200**	**200**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fire Chief	N	1	0	1	0	1	0	1	0	1	0
Assistant Fire Chief	M	1	0	1	0	1	0	1	0	1	0
Deputy Fire Chief[1]	L	1	0	1	0	1	0	1	0	1	0
Fire Battalion Chief[2]	K	4	0	4	0	4	0	4	0	4	0
Battalion Chief of Training	K	1	0	1	0	1	0	1	0	1	0
EMS Officer	J	1	0	1	0	1	0	1	0	1	0
Fire Captain	J	9	0	9	0	9	0	9	0	9	0
Fire Captain/Training Officer	J	1	0	1	0	1	0	1	0	1	0
Administrative Captain - Technology	J	1	0	1	0	1	0	1	0	1	0
Assistant Fire Marshal	J	2	0	2	0	2	0	2	0	2	0
Fiscal Affairs Manager	I	1	0	1	0	1	0	1	0	1	0
Fire Information Systems Analyst	H	0	0	0	0	1	0	1	0	1	0
Fire & Life Safety Educator	H	1	0	1	0	1	0	1	0	1	0
Fire Lieutenant	H	24	0	24	0	24	0	27	0	27	0
Fire Inspector	H	3	0	3	0	3	0	3	0	3	0
Fire Engineer	G	33	0	33	0	33	0	33	0	33	0
Office Manager	G	0	0	0	0	0	0	1	0	1	0
Firefighter[3]	F	84	0	84	0	84	0	84	0	84	0
Administrative Assistant	E	3	0	3	0	3	0	2	0	2	0
General Services Technician	E	1	0	1	0	1	0	1	0	1	0
Intern	D	0	0	0	0	0	0	0	0	0	6
Sub-Total - Budgeted Positions		**172**	**0**	**172**	**0**	**173**	**0**	**176**	**0**	**176**	**6**

Total Authorized Positions		**172**	**0**	**172**	**0**	**173**	**0**	**176**	**0**	**176**	**6**

[1] Deputy Fire Chief serves as Fire Marshal & directs Strategic Initiatives.

[2] One Fire Battalion Chief directs Administrative Services for the Fire Department.

[3] In addition to authorized positions shown, up tot 5 temporary overfills are budgeted herein. Cadets are hired at Grade E.

Budget Summary

Fire

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$19,463,900	$22,522,489	$25,244,081	$25,110,441	$24,804,353	($439,728)	(1.7%)
PERSONNEL TOTAL	**$19,463,900**	**$22,522,489**	**$25,244,081**	**$25,110,441**	**$24,804,353**	**($439,728)**	**(1.7%)**
OPERATIONS							
SERVICES (82000)	$1,211,648	$1,288,996	$1,643,803	$1,619,336	$1,693,358	$49,555	3.0%
SUPPLIES (83000)	$965,041	$1,047,736	$1,291,385	$1,304,250	$1,271,079	($20,306)	(1.6%)
OPERATIONAL UNITS (84000)	$778	$4,670	$4,000	$2,500	$2,000	($2,000)	(50.0%)
BUSINESS EXPENSES (85000)	$124,696	$196,238	$215,196	$231,674	$241,797	$26,601	12.4%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$2,302,163**	**$2,537,640**	**$3,154,384**	**$3,157,760**	**$3,208,234**	**$53,850**	**1.7%**
CAPITAL	$264,987	$0	$100,000	$88,573	$0	($100,000)	(100.0%)
110 - GENERAL FUND TOTAL	**$22,031,049**	**$25,060,129**	**$28,498,465**	**$28,356,774**	**$28,012,587**	**($485,878)**	**(1.7%)**
EXPENSES TOTAL	**$22,031,049**	**$25,060,129**	**$28,498,465**	**$28,356,774**	**$28,012,587**	**($485,878)**	**(1.7%)**

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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 FY 2022 Annual Comprehensive Financial Report (32nd consecutive 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 FY 2022 budget document (14th year).

- Completed the eighth consecutive annual audit (FY 2022) with no findings.

Under this operating unit are:

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

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FY 2025 Operating Budget

Finance

Mike Lowe, Comptroller
Margaret Wilson, Comptroller

Departmental Summary

The Finance Department oversees the security and management of the City's financial interests. 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) investment of temporarily idle funds, (3) maintaining and reconciling City bank accounts, (4) issuing employee payroll, (5) issuing vendor payments, (6) internal audits, and (7) ensuring that the annual external financial audit is conducted.

FY 2024 Accomplishments & FY 2025 Outlook

- Received no audit finding from the FY 2023 audit.
- With Administration, responded to federal transit review to clarify grant roles of City/Franklin Transit and transit services contractor, The TMA Group.
- Implemented required software as a service lease accounting and reporting for the 2023 annual report.
- With HR, updated internal controls for reviewing insurance coverage and budgeting and focused on documentation of financial processes to ensure the documentation of financial processes to ensure the documentation was in place and current.
- Received the Certificate for Achievement of Excellence in Financial Reporting for the 32nd consecutive year and received the Distinguished Budget Presentation Award for the 14th year from the Government Finance Officers Association (GFOA).
- Continued to spearhead new Statewide performance measurement initiative - the Benchmarking Alliance of Tennessee.
- With the City Administrator, hosted and mentored the City's third Management Fellow.
- Spearheaded and successfully developed FY 2024 Annual Operating Budget.
- Updated City's ten-year Capital Investment Program Financial Model and provided staff support for ongoing City Hall Project.
- Focused on Capital Asset inventory in accordance to updated Capital Asset Policy approved August 2022.

Department Summary (con't)

For 2025, the department is focusing on the following financial best practices:

- The Processing (including Payroll and AP) section is focusing on improving payment and scanning processes, and
- The Accounting and Reporting section will continue to work with departments on financial policies development and updates.

Performance Measures

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.

Related 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.

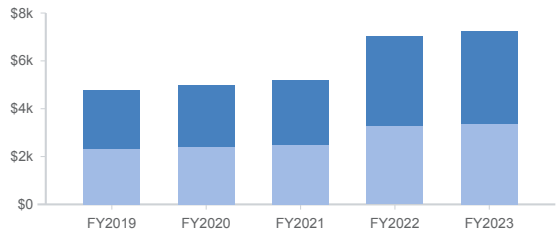
Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Finance Department has three of these categories - Strategic Plan measures (Financial and Non-Financial) and General performance measures (Non-Financial)

To the right is shown one of the key financial indicators of **Franklin*Forward***, to create and maintain 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. Over the years, while the City funds most of its General Fund operations from the Local Option Sales Taxes and comparatively little from Property Taxes, the balance of valued property in the community between commercial/industrial and residential sources has remained relatively steady. This stability is good for the community and for financial planning.

Finance FranklinForward Financial Performance Measures



$7,274.21
Output Measure in FY2023

The tables below show important non-financial measures from **Franklin*Forward*** and general non-financial performance measures included in the Finance Department.two credit rating agencies for over 23 years.

Finance FranklinForward Non-Financial Perf. Measures

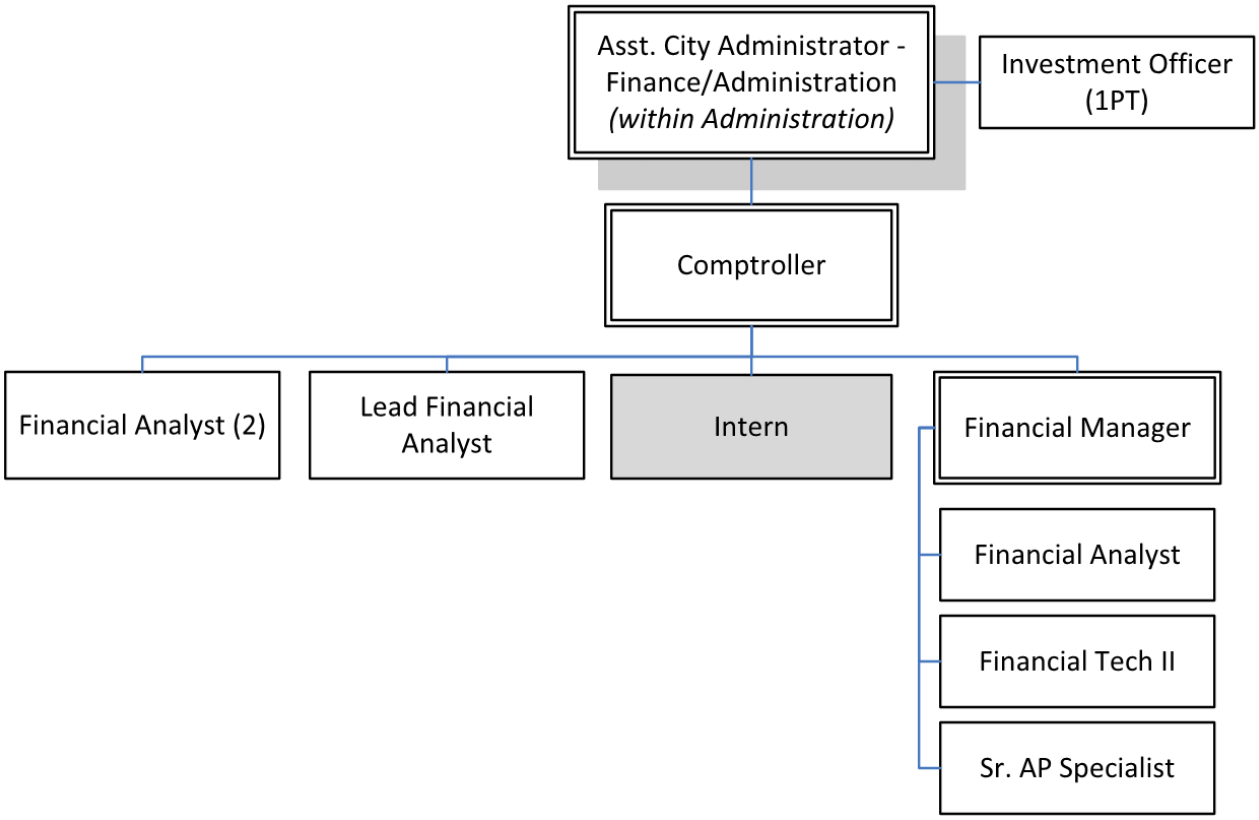
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Percent of tax base that is industrial & commercial. Goal: equitable and balanced commercial, industrial, and residential tax base without an over-dependence on a single dominant.	51.9	52.3	52.5	53.7	53.9
Cumulative number of months that the City has retained the AAA rating that was earned in December 1998.	246	258	270	282	294
Percent of tax base that is residential and farm. Goal: Equitable and balanced commercial, industrial, and residential tax base without an over-dependence on a single dominant.	48.1	47.7	47.5	46.3	46.1
Number of agencies that have affirmed the City's rating (maximum 3).	2	2	2	2	2
Number of agencies that have rated Franklin with AAA. Goal: 2 of 3 (Moody's, Fitch, and S&P).	2	2	2	2	2
AMOUNT	**350**	**362**	**374**	**386**	**398**

General Performance Measures

Finance Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of Payments issued.	3,184	3,323	2,932	2,574	2,853
Percent of payroll paid by ACH. Sustainable Franklin measure. Goal: Increase use to 100%.	100	100	100	100	1
Number of AP transactions processed.	5,748	6,391	6,328	3,737	3,339
Achieve the GFOA Budget Report Award annually (shown as number of times awarded).	11	12	12	13	13
Achieve GFOA Annual Report Award for Financial Reporting annually (shown as number of consecutive years awarded).	28	29	30	31	32
Number of days to close fiscal year; not to exceed 60.	60	60	60	60	60
Exceed return on investments compared to BAML benchmark.	3.44	3.43	0.14	1.24	0.48
Percent of AP paid by ACH. Sustainable Franklin measure. Goal: Increase year over year.	55	61	64	67	66
Number of Non-Payroll checks issued.	1,429	1,283	1,051	836	993
Bank of America/Merrill Lynch return on investment benchmark.	3.53	3.48	0.1	1.2	1.18
AMOUNT	**10,621.97**	**11,265.91**	**10,577.24**	**7,420.44**	**7,358.66**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Investment Officer	M	0	1	0	1	0	1	0	1	0	1
Comptroller*	L	1	0	1	0	1	0	1	0	1	0
Budget & Strategic Innovation Manager	L	1	0	1	0	1	0	1	0	0	0
Financial Manager	J	1	1	1	1	1	1	1	1	1	0
Lead Financial Analyst	I	0	0	0	0	0	0	0	0	1	0
Financial Analyst	I	4	0	4	0	4	0	4	0	3	0
Payroll Specialist	G	1	0	1	0	1	0	1	0	1	0
Senior AP Specialist	F	1	0	1	0	1	0	1	0	1	0
Sub-Total - Budgeted Positions		**9**	**2**	**9**	**2**	**9**	**2**	**9**	**2**	**8**	**1**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Intern	INTERN	0	1	0	1	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**

Total Authorized Positions		**9**	**3**	**9**	**3**	**9**	**3**	**9**	**3**	**8**	**2**

** Authorized overfill beginning January 2024*

Budget Summary

Finance

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,095,516	$1,175,384	$1,402,555	$1,332,906	$1,108,382	($294,173)	(21.0%)
PERSONNEL TOTAL	**$1,095,516**	**$1,175,384**	**$1,402,555**	**$1,332,906**	**$1,108,382**	**($294,173)**	**(21.0%)**
OPERATIONS							
SERVICES (82000)	$141,433	$119,242	$100,385	$120,435	$53,140	($47,245)	(47.1%)
SUPPLIES (83000)	$36,900	$12,853	$66,500	$60,300	$43,500	($23,000)	(34.6%)
BUSINESS EXPENSES (85000)	$96,860	$95,467	$121,374	$121,480	$126,376	$5,002	4.1%
DEBT SERVICE (86000)	–	–	–	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($239,685)	($168,921)	($216,262)	($216,262)	($216,262)	$0	0.0%
OPERATIONS TOTAL	**$35,509**	**$58,641**	**$71,997**	**$85,953**	**$6,754**	**($65,243)**	**(90.6%)**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$1,131,025**	**$1,234,025**	**$1,474,552**	**$1,418,859**	**$1,115,136**	**($359,416)**	**(24.4%)**
EXPENSES TOTAL	**$1,131,025**	**$1,234,025**	**$1,474,552**	**$1,418,859**	**$1,115,136**	**($359,416)**	**(24.4%)**

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FY 2025 Operating Budget

Purchasing

Brian Wilcox, Purchasing Manager

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 $50,000, 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 named 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, Police and Parks, 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 2025 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

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.

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

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial), and Citizen Survey data.

The Purchasing Office two of these categories - General performance measures (Financial and Non-Financial).

General Performance Measures

Purchasing Financial Performance Measures

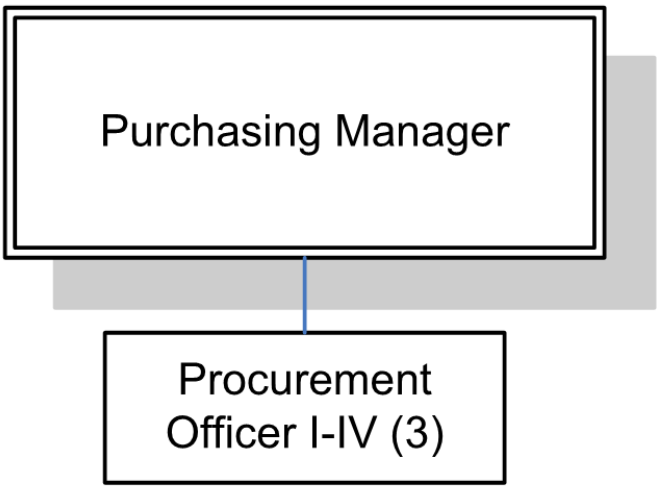
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total organization purchasing dollar volume.	$74,131,240	$118,607,334	$126,049,000	$105,544,142	$90,373,493
Value of purchasing card transactions processed.	$7,718,273	$7,747,624	$6,739,793	$7,969,331	$7,109,698
Value of City's rebate received for total spend, net of credits (by calendar year).	$97,557	$80,889	$87,412	$92,460	$156,635
Value of proceeds from electronic auctions of surplus property (before fee paid by City for electronic auction services).	$323,377	$391,642	$186,087	$584,884	$263,368
Value of rolling stock items ordered in fiscal year.	$0	$4,160,075	$752,093	$2,704,210	$4,998,905
Fee paid by the City for electronic auction services.	$24,281	$29,300	$13,962	$43,872	$19,757
AMOUNT	**$82,294,729**	**$131,016,864**	**$133,828,347**	**$116,938,899**	**$102,921,857**

Purchasing Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of rolling stock items ordered in fiscal year.	0	36	3	25	66
Number of formal protests received.	1	0	0	1	0
Number of procurement requisitions submitted during calendar year.	250	200	303	293	242
Number of vendor outreach events attended.	1	0	0	0	0
Number of active vehicle cards at calendar-year-end	0	0	0	0	728
Number of emergency purchases reported to BOMA.	1	1	6	3	2
Number of active purchasing cards at calendar-year-end (as of 12/27/2023)	456	469	473	485	507
Number of sole-source purchases reported to BOMA.	10	12	4	8	5
Number of purchasing card transactions processed.	20,385	20,363	17,526	20,232	18,260

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Number of City purchase orders prepared.	88	81	93	110	126
Number of active driver IDs (a.k.a. PINs) at calendar-year-end	0	0	0	0	716
Number of formal procurement solicitations processed by the Purchasing office.	12	18	6	16	14
Number electronic auctions of surplus property.	161	73	49	61	88
AMOUNT	**21,365**	**21,253**	**18,463**	**21,234**	**20,754**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Purchasing Manager	J	1	0	1	0	1	0	1	0	1	0
Procurement Officer I-IV	E-I	2	0	3	0	3	0	3	0	3	0
Sub-Total - Budgeted Positions		**3**	**0**	**4**	**0**	**4**	**0**	**4**	**0**	**4**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Procurement Officer I-IV	E-I	1	0	0	0	0	0	0	0	0	0
Sub-Total - Unbudgeted Positions		**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Total Authorized Positions	**4**	**0**	**4**	**0**	**4**	**0**	**4**	**0**	**4**	**0**

Budget Summary

Purchasing

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$349,960	$432,093	$455,272	$453,355	$442,526	($12,746)	(2.8%)
PERSONNEL TOTAL	**$349,960**	**$432,093**	**$455,272**	**$453,355**	**$442,526**	**($12,746)**	**(2.8%)**
OPERATIONS							
SERVICES (82000)	$22,731	$25,439	$54,400	$37,300	$47,140	($7,260)	(13.3%)
SUPPLIES (83000)	$4,487	$3,613	$10,235	$13,392	$7,225	($3,010)	(29.4%)
BUSINESS EXPENSES (85000)	$2,693	$3,410	$3,580	$3,491	$3,665	$85	2.4%
DEBT SERVICE (86000)	–	$17,070	–	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($62,553)	($55,087)	($93,872)	($96,403)	($93,872)	$0	0.0%
OPERATIONS TOTAL	**($32,643)**	**($5,556)**	**($25,657)**	**($42,220)**	**($35,842)**	**($10,185)**	**39.7%**
CAPITAL	–	$85,618	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$317,318**	**$512,156**	**$429,615**	**$411,135**	**$406,684**	**($22,931)**	**(5.3%)**
EXPENSES TOTAL	**$317,318**	**$512,156**	**$429,615**	**$411,135**	**$406,684**	**($22,931)**	**(5.3%)**

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FY 2025 Operating Budget

Information Technology

Jason Potts, Director

Departmental Summary

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.

Performance Measures

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.

Related 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: Total Citizen interactions through online portal / fiscal year.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial), and Citizen Survey data.

The Information Technology Department has one of these categories - General performance measures (Non-Financial).

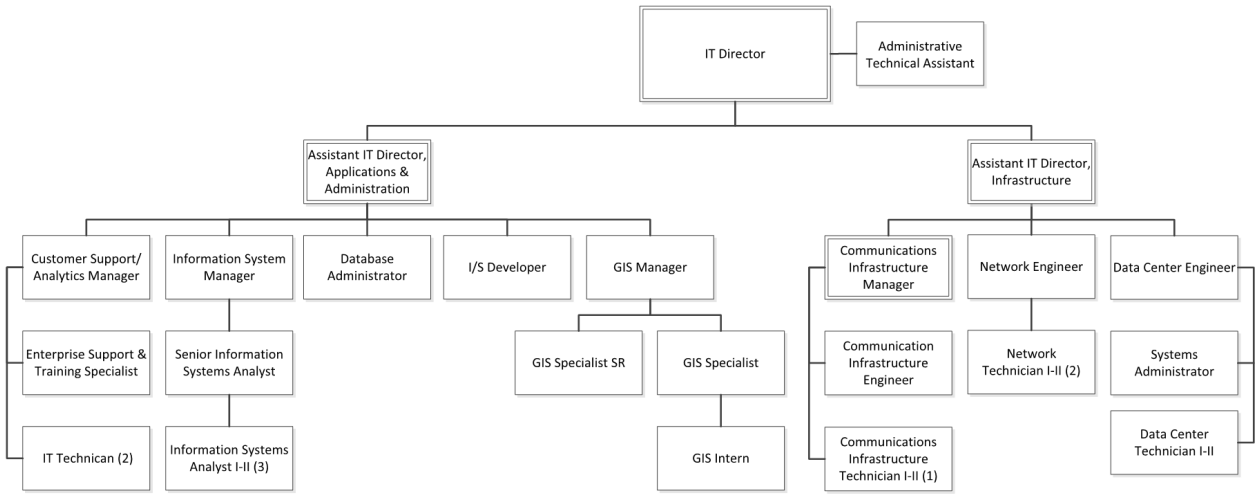
General Performance Measures

IT Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of supported technology devices & applications: virtual servers.*	0	0	0	0	175
Number of supported technology devices & applications: desktops.	0	0	0	337	0
Number of supported network devices: radios.*	0	0	0	0	707
Number of supported network devices: wireless radios.	0	0	0	790	0
Number of supported network devices: wireless access points.	0	0	0	60	0
Number of supported network devices: door access.*	0	0	0	0	232
Number of supported network devices: door access.	0	0	0	200	0
Number of supported network devices: wireless access points.*	0	0	0	0	78
Number of supported technology devices & applications: virtual servers.	0	0	0	150	0
Number of supported network devices: wireless radios.*	0	0	0	0	707
Number of supported technology devices & applications: desktops.*	0	0	0	0	459
Number of supported network devices: radios.	0	0	0	790	0
Number of supported technology devices & applications: laptops.	0	0	0	425	0
Number of supported infrastructure: fiber (# of miles).*	0	0	0	0	82
Number of supported network devices: network switches.	0	0	0	125	0
Number of supported technology devices & applications: mobile data terminals (MDT's).*	0	0	0	0	237
Number of supported network devices: phones.*	0	0	0	0	1,220
Number of supported network devices: cellphones.*	0	0	0	0	422
Number of budgeted full time positions.	23	24	25	25	26
Number of supported technology devices & applications: physical servers.	0	0	0	21	0
Number of supported infrastructure: intersections.	0	0	0	130	0
Number of supported infrastructure: radio towers.	0	0	0	3	0
Number of supported infrastructure: City facilities (buildings).	0	0	0	35	0
Number of supported technology devices & applications: cameras.*	0	0	0	0	253
Number of supported technology devices & applications: applications.	0	0	0	110	0
Number of supported technology devices & applications: applications.*	0	0	0	0	119
Number of supported technology devices & applications: cameras.	0	0	0	575	0
Number of supported infrastructure: City facilities (buildings).*	0	0	0	0	37

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Number of supported infrastructure: radio towers.*	0	0	0	0	3
Number of supported network devices: network switches/routers.*	0	0	0	0	363
Number of supported technology devices & applications: physical servers.*	0	0	0	0	17
Number of supported infrastructure: intersections.*	0	0	0	0	124
Number of supported network devices: cellphones.	0	0	0	387	0
Number of supported network devices: phones.	0	0	0	1,215	0
Number of technology service requests.	3,572	4,177	4,022	4,705	6,745
Number of supported technology devices & applications: mobile data terminals (MDT's).	0	0	0	170	0
Number of supported infrastructure: fiber (# of miles).	0	0	0	80	0
Number of supported technology devices & applications: laptops.*	0	0	0	0	578
AMOUNT	**3,595**	**4,201**	**4,047**	**10,333**	**12,584**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Information Technology Director	N	1	0	1	0	1	0	1	0	1	0
Assistant IT Director: Applications & Administration	L	1	0	1	0	1	0	1	0	1	0
Assistant IT Director: Infrastructure & Administration	L	0	0	0	0	0	0	0	0	1	0
Database Administrator	K	1	0	1	0	1	0	1	0	1	0
Information Systems Manager	K	1	0	1	0	1	0	1	0	1	0
Information Systems Developer	K	0	0	1	0	1	0	1	0	1	0
Communications Infrastructure Manager	K	1	0	1	0	1	0	1	0	1	0
Network Engineer	K	1	0	1	0	1	0	1	0	1	0
Data Center Engineer	K	1	0	1	0	1	0	1	0	1	0
Customer Support/Analytics Manager	J	1	0	1	0	1	0	1	0	1	0
GIS Manager	J	1	0	1	0	1	0	1	0	1	0
Systems Administrator	J	0	0	0	0	0	0	1	0	1	0
Senior Informations Systems Analyst	I	1	0	1	0	1	0	1	0	1	0
Communication Infrastructure Engineer	I	1	0	1	0	1	0	1	0	1	0
Enterprise Support & Training Specialist	H	1	0	1	0	1	0	1	0	1	0
Information Systems Analyst I-II	G-H	3	0	3	0	3	0	3	0	3	0
Communications Infrastructure Tech I-II	G-H	1	0	1	0	1	0	1	0	1	0
Data Center Technician I-II	G-H	2	0	2	0	2	0	1	0	1	0
Network Technician I-II	G-H	2	0	2	0	2	0	2	0	2	0
GIS Specialist Senior	G	1	0	1	0	1	0	1	0	1	0
GIS Specialist	F	2	0	1	0	1	0	1	0	1	0
Administrative Technical Assistant	F	1	0	1	0	1	0	1	0	1	0
IT Technician	E	1	0	1	0	2	0	2	0	2	0
GIS Intern	INTERN	0	1	0	1	0	1	0	1	0	1
Sub-Total - Budgeted Positions		**25**	**1**	**25**	**1**	**26**	**1**	**26**	**1**	**27**	**1**

Total Authorized Positions	**25**	**1**	**25**	**1**	**26**	**1**	**26**	**1**	**27**	**1**

Budget Summary

Information Technology

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$2,448,542	$3,053,754	$3,389,763	$3,519,023	$3,541,926	$152,163	4.5%
PERSONNEL TOTAL	**$2,448,542**	**$3,053,754**	**$3,389,763**	**$3,519,023**	**$3,541,926**	**$152,163**	**4.5%**
OPERATIONS							
SERVICES (82000)	$2,382,928	$2,373,067	$2,884,922	$2,803,922	$3,413,293	$528,371	18.3%
SUPPLIES (83000)	$151,903	$253,349	$387,900	$377,901	$352,901	($34,999)	(9.0%)
BUSINESS EXPENSES (85000)	$41,631	$86,895	$177,720	$177,724	$52,724	($124,996)	(70.3%)
DEBT SERVICE (86000)	–	$48,089	$0	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($976,022)	($648,031)	($915,778)	($915,778)	($915,778)	$0	0.0%
OPERATIONS TOTAL	**$1,600,440**	**$2,113,370**	**$2,534,764**	**$2,443,769**	**$2,903,140**	**$368,376**	**14.5%**
CAPITAL	$403,891	$224,518	$405,000	$277,114	$325,000	($80,000)	(19.8%)
110 - GENERAL FUND TOTAL	**$4,452,874**	**$5,391,642**	**$6,329,527**	**$6,239,906**	**$6,770,066**	**$440,539**	**7.0%**
EXPENSES TOTAL	**$4,452,874**	**$5,391,642**	**$6,329,527**	**$6,239,906**	**$6,770,066**	**$440,539**	**7.0%**

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FY 2025 Operating Budget

Billing & Licensing

Jessica Davey, Director

Departmental Summary

The Department of Billing & Licensing performs billing services, collection services, and provides custom service for the City of Franklin Utility Department (water and wastewater), Stormwater Division, and the Sanitation & Environmental Services Department. The department collects and processes business taxes, alcohol taxes, state shared taxes, and hotel/motel taxes. In addition, Billing & Licensing processes numerous permits for our citizens.

Performance Measures

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.

Related Theme: All Four Themes

Billing & Licensing provides general support of all four themes of Franklin*Forward*.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Department of Billing & Licensing has three of these categories - General performance measures (Financial and Non-Financial) and Citizen Survey data.

General Performance Measures

Revenue Management Financial Performance Measures

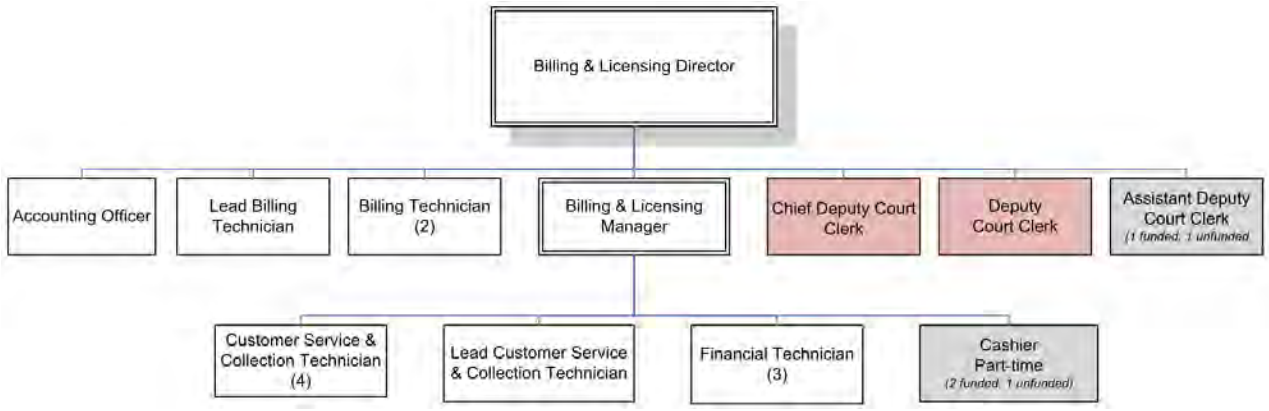
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Average monthly irrigation bill.	$250	$222	$213	$193	$287
Average monthly water bill.	$51	$50	$52	$55	$61
Average monthly sewer bill.	$59	$66	$68	$71	$77
AMOUNT	**$359**	**$338**	**$333**	**$318**	**$425**

Citizens Survey

Revenue Management Department Citizen Survey Results

Measure	FY2016	FY2019
Amount		
Percent rating the quality of utility billing services as excellent/good	79	80
Percent rating the quality of utility billing services as fair/poor	21	20
AMOUNT	**100**	**100**

Organizational Chart



Billing & Licensing Department shaded in **White**.
Municipal Court shaded in **Salmon**.
Unfunded positions shaded in **Gray**.

Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Billing & Licensing Director	J	1	0	1	0	1	0	1	0	1	0
Billing & Licensing Manager	H	1	0	1	0	1	0	1	0	1	0
Accounting Officer	G	1	0	1	0	1	0	1	0	1	0
Lead Billing/Collections Technician	---	1	0	1	0	0	0	0	0	0	0
Lead Customer Service & Collections Technician	F	0	0	0	0	1	0	1	0	1	0
Lead Billing Technician	F	0	0	0	0	1	0	1	0	1	0
Financial Technician I	E	2	0	3	0	3	0	3	0	3	0
Billing Technician	E	0	0	0	0	2	0	2	0	2	0
Customer Service & Collection Technician	E	0	0	0	0	4	0	4	0	4	0
Billing/Collections Technician	---	7	0	7	0	0	0	0	0	0	0
Cashier Part-Time	D	0	2	0	2	0	2	0	2	0	2
Sub-Total - Budgeted Positions		**13**	**2**	**14**	**2**	**14**	**2**	**14**	**2**	**14**	**2**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Financial Technician	E	1	0	0	0	0	0	0	0	0	0
Cashier Part-Time	D	0	1	0	1	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		**1**	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**

Total Authorized Positions	**14**	**3**	**14**	**3**	**14**	**3**	**14**	**3**	**14**	**3**

Budget Summary

Billing & Licensing

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,117,777	$1,321,113	$1,466,488	$1,479,517	$1,433,779	($32,709)	(2.2%)
PERSONNEL TOTAL	**$1,117,777**	**$1,321,113**	**$1,466,488**	**$1,479,517**	**$1,433,779**	**($32,709)**	**(2.2%)**
OPERATIONS							
SERVICES (82000)	$54,755	$23,864	$36,050	$21,257	$32,690	($3,360)	(9.3%)
SUPPLIES (83000)	$21,291	$36,479	$53,675	$43,475	$49,425	($4,250)	(7.9%)
BUSINESS EXPENSES (85000)	$389,659	$392,988	$479,700	$482,157	$474,012	($5,688)	(1.2%)
REIMBURSEMENT OF EXPENDITURES (87500)	($1,396,721)	($864,398)	($1,069,233)	($1,069,233)	($1,069,233)	$0	0.0%
OPERATIONS TOTAL	**($931,017)**	**($411,067)**	**($499,808)**	**($522,344)**	**($513,106)**	**($13,298)**	**2.7%**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$186,760**	**$910,046**	**$966,680**	**$957,173**	**$920,673**	**($46,007)**	**(4.8%)**
EXPENSES TOTAL	**$186,760**	**$910,046**	**$966,680**	**$957,173**	**$920,673**	**($46,007)**	**(4.8%)**

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FY 2025 Operating Budget

Municipal Court

Jessica Davey, Revenue & Licensing Manager

Departmental Summary

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 to promote 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. We achieve our vision with competent, professional employees, continuing advancements in technology, and process improvement measures.

Performance Measures

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.

Related Theme: All Four Themes

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

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

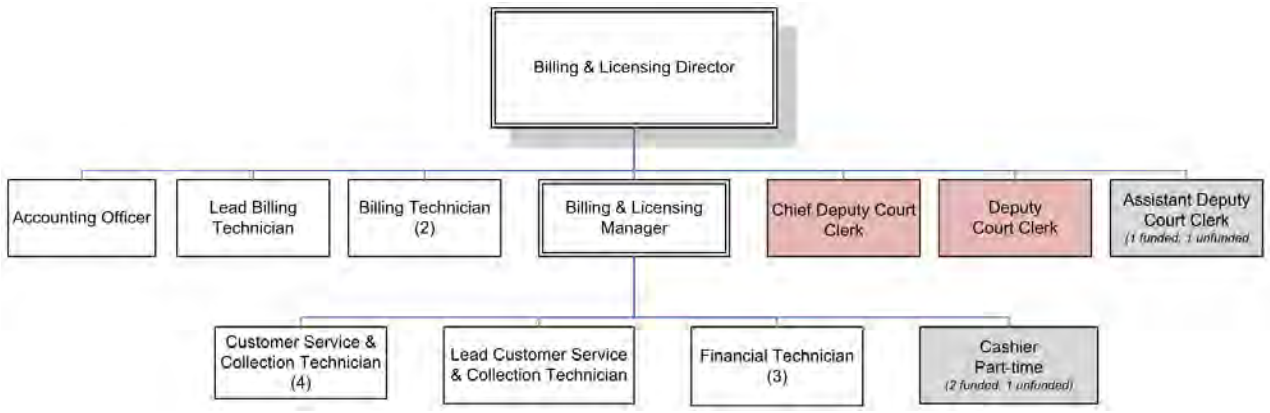
The Municipal Court has one of these categories - General Performance Measures (Non-Financial).

General Performance Measures

Court Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Average number of days from issuance of a citation to resolution (non-traffic school).	39	43	41	40	40
Number of moving violation cases.	4,650	1,524	1,650	1,514	3,406
Sustainable Franklin Metric: Percentage of customer inquiries responded to within 2 business days.	100	100	100	100	100
Number of parking violations - cited cases.	1,800	3,863	1,930	1,009	2,053
Municipal Court collections as a percentage of municipal obligations billed.	90	89	88	90	90
Number of financial responsibility cases.	325	290	297	277	254
Number of seat belt cases.	20	39	28	46	42
Number of codes enforcement cases.	120	57	86	41	85
Number of license and registration cases.	600	511	570	578	716
Number of failure to appear cases.	281	256	188	133	169
Number of parking violations - warning cases.	633	547	392	750	3,161
Total cases filed.	5,429	7,087	5,141	3,886	5,543
AMOUNT	**14,087**	**14,406**	**10,511**	**8,464**	**15,659**

Organizational Chart



Billing & Licensing Department shaded in **White**.
Municipal Court shaded in **Salmon**.
Unfunded positions shaded in **Gray**.

Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Chief Deputy Court Clerk	H	1	0	1	0	1	0	1	0	1	0
Deputy Court Clerk	F	1	0	1	0	1	0	1	0	1	0
Deputy Court Clerk/Cashier	---	0	1	0	0	0	0	0	0	0	0
Assistant Deputy Court Clerk	D	0	0	0	1	0	1	0	1	0	1
Court Secuirty and Parking Enforcement Officer	---	1	0	0	0	0	0	0	0	0	0
Sub-Total - Budgeted Positions		**3**	**1**	**2**	**1**	**2**	**1**	**2**	**1**	**2**	**1**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Deputy Court Clerk	E	0	1	0	0	0	0	0	0	0	0
Assistant Deputy Court Clerk	D	0	1	0	1	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		**0**	**2**	**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**

Total Authorized Positions	**3**	**3**	**2**	**2**	**2**	**2**	**2**	**2**	**2**	**2**

Budget Summary

Court

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$210,000	$236,268	$261,445	$268,849	$272,006	$10,561	4.0%
PERSONNEL TOTAL	**$210,000**	**$236,268**	**$261,445**	**$268,849**	**$272,006**	**$10,561**	**4.0%**
OPERATIONS							
SERVICES (82000)	$15,535	$12,154	$313,362	$299,338	$16,584	($296,778)	(94.7%)
SUPPLIES (83000)	$16,006	$9,574	$14,850	$8,175	$16,850	$2,000	13.5%
BUSINESS EXPENSES (85000)	$8,224	$10,650	$6,000	$10,505	$10,730	$4,730	78.8%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$39,766**	**$32,378**	**$334,212**	**$318,018**	**$44,164**	**($290,048)**	**(86.8%)**
110 - GENERAL FUND TOTAL	**$249,765**	**$268,646**	**$595,657**	**$586,867**	**$316,170**	**($279,487)**	**(46.9%)**
EXPENSES TOTAL	**$249,765**	**$268,646**	**$595,657**	**$586,867**	**$316,170**	**($279,487)**	**(46.9%)**

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FY 2025 Operating Budget

Project & Facilities Management

Brad Wilson, Director

Departmental Summary

Department Goals

The Facilities Department's mission is to manage all City facilities in a sustainable and economical environment wherever possible. The Department strives for a safe and healthy environment for all team and community members that use the facilities we manage. We continue to support other City departments such as Fire, Parks, Police, Public Works, Sanitation and Environmental Services, and Water Management when requested in keeping their facilities safe and functioning so that they can meet the needs of our citizens.

FY 2025 Outlook

In the coming fiscal year, our goal will remain to maintain a safe and healthy environment for City of Franklin staff and the community. Facility accessibility will continue to be a priority. Problems will continue to be a high priority to resolve and to get a department or area back up and running as quickly as possible.

Projects

Team meetings will continue on the development of a new City Hall located Downtown on the site of the current facility. The Facilities Department will continue to react daily to any and all assistance that is requested from outlying offices. Facilities is working with Engineering and Parks for the new park to be located off Carothers in regards to pavilions and structures.

Performance Measures

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.

Related Theme: 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 2020.

- 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).

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Facilities Department has three of these categories - Strategic Plan measures (Non-Financial) and General performance measures (Financial and Non-Financial).

Fac. & Maint. FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Government Agency use of electricity. Goal: Reduce use by 20% by 2020	25,041,728	24,705,955	24,307,916	24,537,753	0
AMOUNT	**25,041,728**	**24,705,955**	**24,307,916**	**24,537,753**	**0**

General Performance Measures

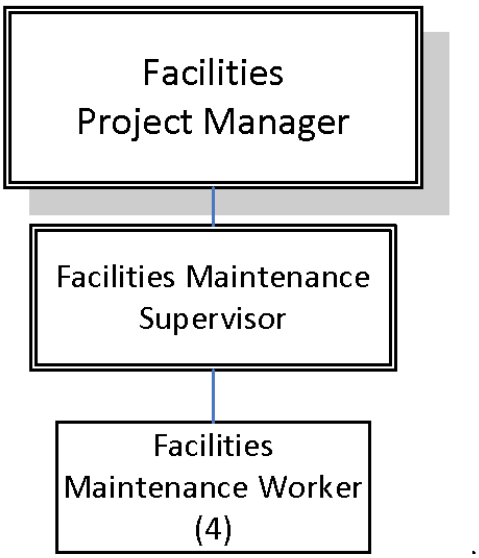
Facilities and Maintenance Financial Performance Measures

Output Measure	Empty Values
Amount	
AMOUNT	**$0**

Fac. & Maint. Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Amount of G.S.F./average daily # of people.	0	0	0	0	65,600
Average daytime number of people in buildings.	390	390	390	350	656
Number of buildings/structures maintained.	18	18	18	31	33
Number of employee hours served.	10,700	10,700	10,700	10,700	0
Gross square footage of municipal buildings (general fund).	720,077	720,077	720,077	744,466	772,723
Amount of gas used.	94,819	95,958	98,421	99,253	1,056
Average time to complete a routine request.	4	4	4	6	6
Amount of people served to Facilities staff FTE.	0	0	0	0	0
Number of contractor hours served.	24	24	24	24	0
Number of requests taken.	557	557	557	557	948
Sustainable Franklin Measurement: Government agency use of electricity. Goal: Reduce use by 20% by 2020.	25,041,728	24,705,955	24,307,916	14,167,011	0
Amount of electricity (kW) used.	25,041,728	24,705,955	24,307,916	24,537,753	0
AMOUNT	**50,910,045**	**50,239,638**	**49,446,023**	**39,560,151**	**841,022**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Facilities Project Manager	J	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Supervisor	G	1	0	1	0	1	0	1	0	1	0
Lead Facilities Maintenance Worker	E	0	0	0	0	1	0	0	0	0	0
Facilities Maintenance Worker	D	3	0	3	0	2	0	4	0	4	0
Custodian	D	2	0	1	0	1	0	0	0	0	0
Totals		**7**	**0**	**6**	**0**	**6**	**0**	**6**	**0**	**6**	**0**

Budget Summary

Project & Facilities Management

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$496,050	$531,800	$671,972	$657,756	$620,661	($51,311)	(7.6%)
PERSONNEL TOTAL	**$496,050**	**$531,800**	**$671,972**	**$657,756**	**$620,661**	**($51,311)**	**(7.6%)**
OPERATIONS							
SERVICES (82000)	$1,319,985	$1,995,566	$1,627,056	$1,306,484	$1,371,983	($255,073)	(15.7%)
SUPPLIES (83000)	$104,834	$117,420	$84,000	$100,297	$77,397	($6,603)	(7.9%)
OPERATIONAL UNITS (84000)	–	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$30,242	$39,149	$35,181	$32,650	$34,234	($947)	(2.7%)
REIMBURSEMENT OF EXPENDITURES (87500)	($344,374)	($208,508)	($209,239)	($209,239)	($209,239)	$0	0.0%
OPERATIONS TOTAL	**$1,110,687**	**$1,943,628**	**$1,536,998**	**$1,230,192**	**$1,274,375**	**($262,623)**	**(17.1%)**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$1,606,737**	**$2,475,428**	**$2,208,970**	**$1,887,948**	**$1,895,036**	**($313,934)**	**(14.2%)**
EXPENSES TOTAL	**$1,606,737**	**$2,475,428**	**$2,208,970**	**$1,887,948**	**$1,895,036**	**($313,934)**	**(14.2%)**

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FY 2025 Operating Budget

Human Resources

Kevin G. Townsel, J.D., Director

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:

- City’s recruitment, hiring and onboarding processes
- Administering the City’s Pension, Defined Benefit, Defined Contribution Plan and TCRS plans
- Creating and implementing the HR Manual rules and regulations
- Managing the training of all City employees in OSHA regulations, Civil Treatment and other topics as required/needed
- Procuring and administering all Property and Casualty insurance, including the City’s self-insured WC program
- Managing Safety Program for all City employees
- Managing employee benefits
- Conducting workplace investigations
- Classification and compensation administration
- Employee and supervisory training, and
- Procurement and administration of all lines of risk insurance.

Strategic support 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.

FY2024 Accomplishments

- The Risk Management division created a new Risk Incident Form for employees and supervisors to use. Employees can scan a QR code in the field to report accidents.
- Revamped the City's Wellness Committee and had numerous events throughout the year.
- Excluding the Police and Fire Departments, over 4,268 online training courses were completed in TargetSolutions, the City's online training portal.
- Completed our first professionally administered employee survey, and responded in meaningful ways to the feedback received.
    - We achieved 92% participation and Top Workplace status, the only local government in the state to do so.

FY2024 Accomplishments (con't)

- Completed comprehensive HR Manual update, including adding new programs like Paid Family Leave, Vacation Buyback, and Sick Conversion as well as increasing vacation accruals for all employees.
- First set of all-staff meetings with Team Talks. We held 19 meetings in 7 days to communicate important information about the City, and also give staff an opportunity to provide feedback to City leaders.
- Implemented new Interview Training program for all supervisors and above.
- Created and implemented internal certificate of insurance program for departments to utilize during requisition/RFP processes.

Performance Measures

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.

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

The City of Franklin will have talented, diverse, and engaged workforce.

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.

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.

- 69 Franklin employees had accidents in FY2013.
- Number of lost work days by employees in FY2013 was 158.

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

- Number of credit hours reimbursed for employees in FY2013 was 345.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial), and Citizen Survey data.

The Human Resources Department has three of these categories - Strategic Plan measures (Non-Financial) and General performance measures (Financial and Non-Financial).

HR FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Percent of the City of Franklin population that are female.	22	20.7	21.5	52.6	52.64
Number of employees who had accidents. Goal: 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.	128	74	70	89	74
Percent of City of Franklin Employees that are female. Goal: Actively recruit and retain a workforce representative of the community.	52.2	52.6	52.6	21.6	20.4
Number of lost work days by employees. Goal: 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.	40	283	150	70	209
Percent of the City of Franklin employees that are part of a minority classification. Goal: Actively recruit and retain a workforce representative of the community.	15.7	22.7	22.7	7.8	9.6
Number of credit hours reimbursed for employees. Goal: 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.	214	185	230	127	198
City for Franklin's percentile of the equivalent job expectations as reflected in the marketplace. Goal: Be in the 70th percentile	0	0	0	75	75
Percent of the City of Franklin population that are a minority.	8	7.9	8.5	22.7	20.67
AMOUNT	**479.9**	**645.9**	**555.3**	**465.7**	**659.31**

General Performance Measures

HR Financial Performance Measures

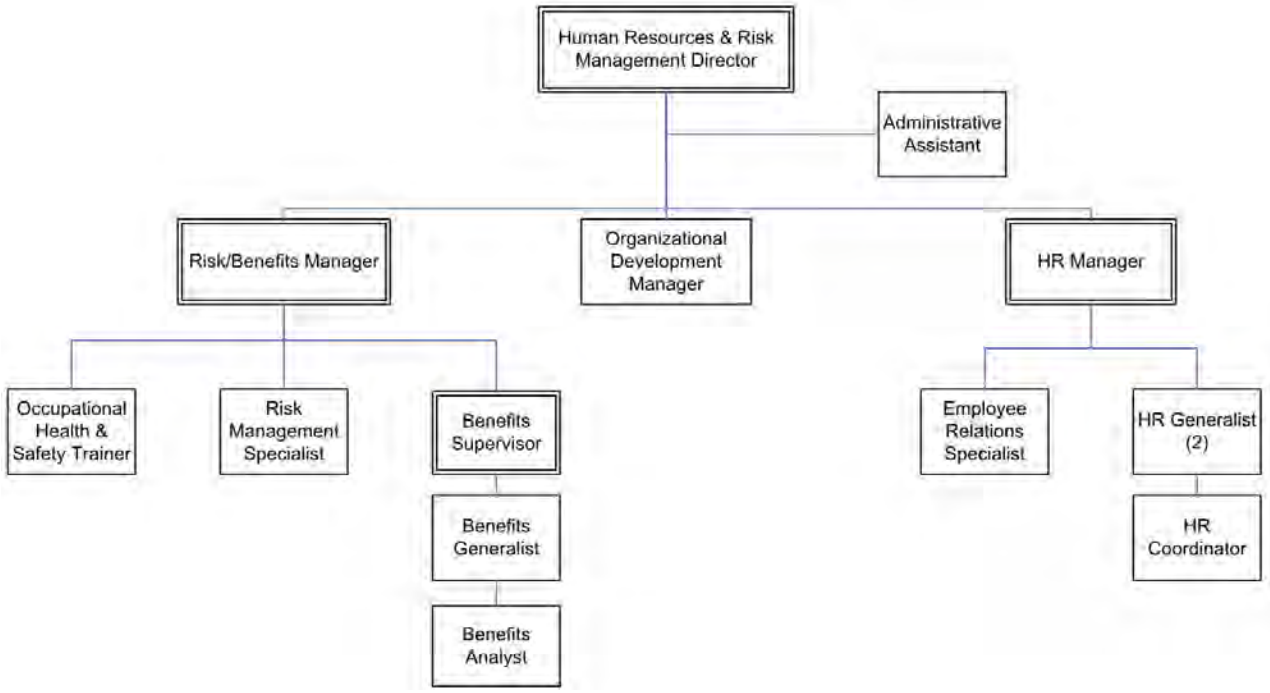
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Human Resources cost per total FTE (city-wide).	$1,497	$1,629	$1,519	$1,843	$1,835
Worker's compensation paid per policy year.	$0	$0	$23,763	$301,917	$447,962
Total HR Department expenditures.	$1,151,251	$1,270,498	$1,148,280	$1,433,482	$1,431,668
AMOUNT	**$1,152,748**	**$1,272,127**	**$1,173,562**	**$1,737,242**	**$1,881,465**

General Performance Measures

HR Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of externally advertised vacancies.	108	44	75	82	75
Number of budgeted full-time positions.	738	749	733	778	780
Number of requisitions approved (internal and external).	128	54	68	141	84
Number of budgeted part-time positions.	31	31	23	16	24
Total number of HR FTEs.	12	12	12	11	14
Number of new employees hired.	93	40	70	122	95
Number of new hires that were from within ranks (promotions).	55	23	50	68	41
Number of OSHA 300 log recordable injuries or illnesses.	25	19	20	23	46
Average number of applications per advertised position.	80	57.36	53.33	44.03	43.6
Number of applications processed (internal and external).	4,500	2,692	4,200	3,611	3,270
Percentage of employee turnover for full-time positions (does not include retirees).	7	6.5	7	10.6	7.8
Number of Worker's Compensation claims.	54	53	53	50	74
Average number of days to fill a position.	40	68	60	75	72
Number of processed external applications.	4,200	2,524	4,000	3,495	3,106
Number of HR Staff per 100 employees.	1.56	1.54	1.59	1.39	1.8
AMOUNT	**10,072.56**	**6,374.4**	**9,425.92**	**8,528.02**	**7,734.2**

Organizational Chart



Staffing by Position

Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
HR & Risk Management Director	N	1	0	1	0	1	0	1	0	1	0
Risk/Benefits Manager	K	1	0	1	0	1	0	1	0	1	0
Organizational Development Manager	J	0	0	0	0	1	0	1	0	1	0
HR Manager	J	1	0	1	0	1	0	1	0	1	0
Benefits Supervisor	J	0	0	0	0	1	0	1	0	1	0
Benefits Specialist	---	1	0	1	0	0	0	0	0	0	0
Risk Management Specialist	I	1	0	1	0	1	0	1	0	1	0
Occupational Health & Safety Trainer	H	1	0	1	0	1	0	1	0	1	0
Employee Relations Specialist	H	1	0	1	0	1	0	1	0	1	0
Risk/Benefits Analyst	H	0	0	0	0	1	0	1	0	1	0
Benefits Generalist	G	0	0	0	0	1	0	1	0	1	0
HR Generalist	G	3	0	3	0	2	0	2	0	2	0
HR Coordinator	F	0	0	0	0	0	0	1	0	1	0
Administrative Assistant	E	2	0	2	0	2	0	1	0	1	0
Totals		**12**	**0**	**12**	**0**	**14**	**0**	**14**	**0**	**14**	**0**

Budget Summary

Human Resources

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,284,331	$1,510,790	$1,733,158	$1,705,614	$1,724,709	($8,449)	(0.5%)
PERSONNEL TOTAL	**$1,284,331**	**$1,510,790**	**$1,733,158**	**$1,705,614**	**$1,724,709**	**($8,449)**	**(0.5%)**
OPERATIONS							
SERVICES (82000)	$409,522	$422,713	$642,625	$604,520	$666,250	$23,625	3.7%
SUPPLIES (83000)	$33,197	$54,202	$86,200	$71,200	$68,700	($17,500)	(20.3%)
OPERATIONAL UNITS (84000)	–	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$20,119	$22,610	$23,722	$23,430	$24,026	$304	1.3%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($313,690)	($229,631)	($439,006)	($439,006)	($439,006)	$0	0.0%
OPERATIONS TOTAL	**$149,147**	**$269,894**	**$313,541**	**$260,144**	**$319,970**	**$6,429**	**2.1%**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$1,433,479**	**$1,780,684**	**$2,046,699**	**$1,965,758**	**$2,044,679**	**($2,020)**	**(0.1%)**
EXPENSES TOTAL	**$1,433,479**	**$1,780,684**	**$2,046,699**	**$1,965,758**	**$2,044,679**	**($2,020)**	**(0.1%)**

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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.

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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FY 2025 Operating Budget

Building & Neighborhood Services

Tom Marsh, Director

Departmental Summary

The Building and Neighborhood Services Department supports the safety and quality of life for residents and visitors of the City of Franklin. The department has multiple responsibilities including: review of construction documents, issuing permits (building, signs, driveway, and short term vacation rental), construction inspections, and enforcement of standards and regulations found in the Zoning Ordinance, International Property Maintenance Code, and the City of Franklin Municipal Code. There are four divisions within the department: 1) Building Codes Review and Inspections, 2) Development Services and Permitting, 3) Zoning and Floodplain Administration 4) Neighborhood Resources and Housing.

The workload generated by construction activity fluctuates from year to year, but generally remains strong. Multiple large scale developments and thousands of small scale projects will keep the workload of the Department at a high level for plan review, permitting, and inspections. BNS will continue to focus on technological and operational improvements in service delivery to improve efficiency and applicant experience. With the proposed budget, the Department will be able to meet the level of service commitments and maintain a high level of customer service to expected demand.

Accomplishments

- BNS staff achieved 17 new International Code Council (ICC) Certifications. New certifications included several employees who went beyond the minimum required certifications for their positions.
- Issued 5,671 permits with a total construction valuation of $604 million.
- The building inspection group of 11 individuals averaged 350 inspections per week for a total of 18,194 for the year.
- The BNS Department had 5 employees participate in the City's Mentorship Program and 1 employee participate and complete the University of Tennessee Municipal Technical Advisory Service (MTAS) Leadership Development Program.

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

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.

Related Theme: A Safe, Clean, and Livable City

Franklin will have safe neighborhoods supported by high-quality police, fire, and emergency services as well as 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)
  - The number of days to resolve citizen requests regarding property maintenance for service in 2012 was 21 (Neighborhood Resources & Property Maintenance)
  - 70.4% of property maintenance cases were cleared within 10 days in 2012 (126 cases cleared out of 179 total) (Neighborhood Resources & Property Maintenance).

Related Theme: Quality Life Experiences

The workload generated by construction activity fluctuates from year to year, but generally remains strong. Multiple large scale developments and thousands of small scale projects will keep the workload of the Department at a high level for plan review, 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 2014 Housing Analysis.

- Baseline: Complete Housing Analysis and establish goals based on data from the analysis.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Building and Neighborhood Services Department has four of these categories - Strategic Plan measures (Non-Financial), General performance measures (Financial and Non-Financial), and Citizens Survey data.

BNS FranklinForward Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of cases reported for property maintenance violations. Goal: Reduce the number of cases and days it takes to resolve identified property maintenance violations.	1,544	1,694	1,865	1,773	948

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Average number of days from complaint to first inspection. Goal: Reduce the number of cases and days it takes to resolve identified property maintenance violations.	1	2	2	2	2
Percent of all property maintenance violations brought into compliance. Goal: Reduce the number of cases and days it takes to resolve identified property maintenance violations.	99	99	99	99	97.89
Average number of days to resolve a violation. Goal: Reduce the number of cases and days it takes to resolve identified property maintenance violations.	8	14	10	21	12
Number of cases brought into compliance. Goal: Reduce the number of cases and days it takes to resolve identified property maintenance violations.	1,524	1,674	1,850	1,751	928
AMOUNT	**3,176**	**3,483**	**3,826**	**3,646**	**1,987.89**

General Performance Measures

BNS Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total revenue per permit issued.	$367	$328	$378	$387	$403
Total building code enforcement cost per building inspection.	$71	$71	$84	$110	$119
Total value of building and development.	$752,067,240	$654,980,000	$556,854,988	$668,844,973	$755,860,842
Total gross buildings/codes enforcement cost/year.	$2,982,913	$3,145,299	$2,840,548	$3,129,237	$3,711,794
Total revenue.	$2,272,346	$2,238,080	$2,194,379	$2,191,873	$2,164,167
AMOUNT	**$757,322,937**	**$660,363,778**	**$561,890,377**	**$674,166,580**	**$761,737,326**

BNS Non-Financial Perf. Measures

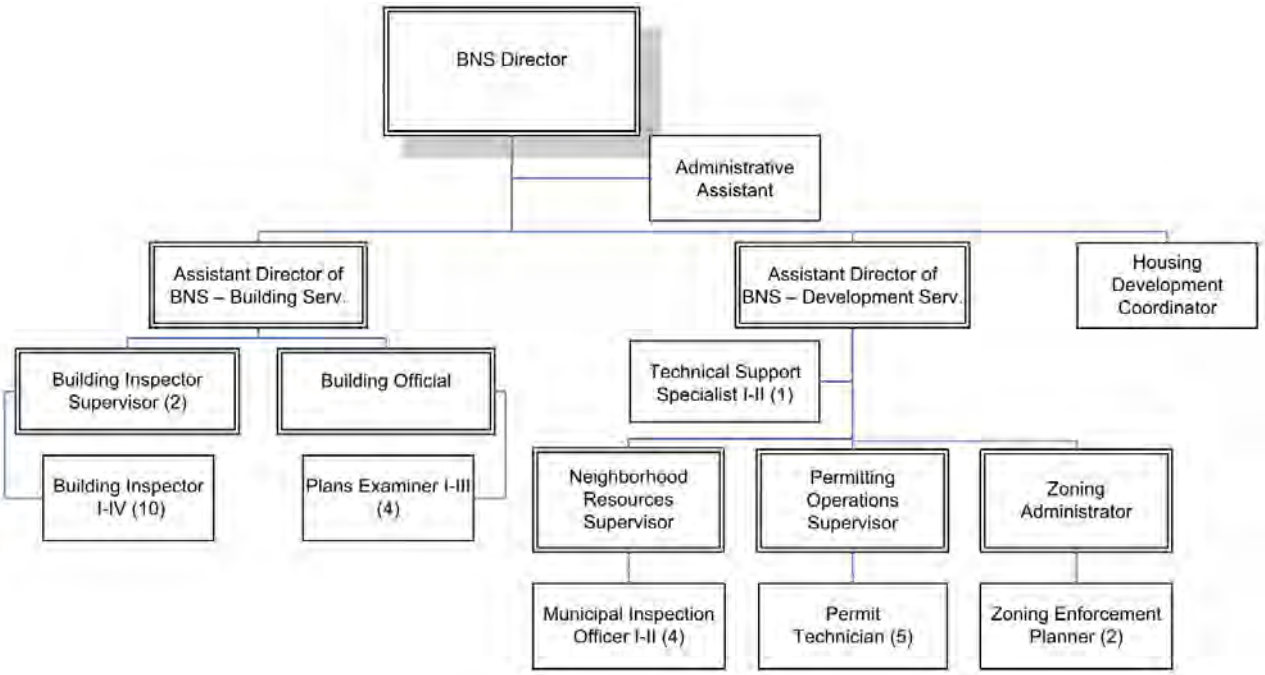
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Inoperable auto violations.	96	111	76	85	52
Number of Building Inspector/Certified Plan Reviewer FTEs.	17	17	17	17	17
Total property maintenance code violations.	1,544	1,694	1,865	1,773	948
Property maintenance code inspections.	1,544	1,694	1,865	1,773	948
Total construction plans reviewed.	1,219	1,250	1,424	1,380	1,284
Property parcels.	25,076	25,076	29,115	26,704	27,432
Total Certificates of Occupancy issued.	1,132	1,150	1,659	761	890
Dilapidated structure violations.	24	25	21	15	10
Number of Permit Technician/Administrative/Support FTEs.	9	9	9	9	9
Overgrown lot violations.	112	125	150	103	245
Building code violations.	5,100	6,682	6,533	3,825	2,654
Building inspections performed.	23,798	22,762	23,172	19,847	18,194
Total number of Building Code FTEs.	26	26	26	26	26
Building Inspections per FTE (Inspector FTEs Only).	1,400	1,338	1,363	1,654	1,516.167
Total permits issued.	6,197	6,283	5,810	5,670	5,366
AMOUNT	**67,294**	**68,242**	**73,105**	**63,642**	**59,591.167**

Citizens Survey

BNS Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of code enforcement (weeds, abandoned buildings, etc.) as excellent/good	73	73	73
Percent rating the quality of code enforcement (weeds, abandoned buildings, etc.) as fair/poor	27	27	27
AMOUNT	**100**	**100**	**100**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Building & Neighborhood Services Director	L	1	0	1	0	1	0	1	0	1	0
Assistant Director of BNS	K	2	0	2	0	2	0	2	0	2	0
Building Official/Plans Review Supervisor	J	1	0	1	0	1	0	1	0	1	0
Building Inspection Supervisor	I	2	0	2	0	2	0	2	0	2	0
Zoning Administrator	I	1	0	1	0	1	0	1	0	1	0
Neighborhood Resources Supervisor	H	1	0	1	0	1	0	1	0	1	0
Permitting Operations Supervisor	H	1	0	1	0	1	0	1	0	1	0
Development Services Operations Analyst	G	1	0	1	0	1	0	1	0	0	0
Housing Development Coordinator	G	1	0	1	0	1	0	1	0	1	0
Plans Examiner I-III	G-I	5	0	4	0	4	0	4	0	4	0
Zoning Enforcement Planner	F-G	0	0	2	0	2	0	2	0	2	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Building Inspector I-IV	E-H	9	0	9	0	10	0	10	0	10	0
Municipal Inspection Officer I-II	E-F	0	0	4	0	4	0	4	0	4	0
Permit Technician	E	4	0	4	0	4	0	5	0	5	0
Administrative Assistant	E	1	0	1	0	1	0	1	0	1	0
Zoning Enforcement Officer	---	2	0	0	0	0	0	0	0	0	0
Neighborhood Resources Coordinator	---	1	0	0	0	0	0	0	0	0	0
Sub-Total - Budgeted Positions		**34**	**0**	**36**	**0**	**37**	**0**	**38**	**0**	**37**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Building Inspector I-IV	E-H	1	0	1	0	0	0	0	0	0	0
Plans Examiner I-II	G-I	1	0	0	0	0	0	0	0	0	0
Sub-Total - Unbudgeted Positions		**2**	**0**	**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Total Authorized Positions	**36**	**0**	**37**	**0**	**37**	**3**	**38**	**0**	**37**	**0**

Budget Summary

Building & Neighborhood Services

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$2,872,817	$3,380,461	$3,814,982	$3,596,884	$3,593,773	($221,209)	(5.8%)
PERSONNEL TOTAL	**$2,872,817**	**$3,380,461**	**$3,814,982**	**$3,596,884**	**$3,593,773**	**($221,209)**	**(5.8%)**
OPERATIONS							
SERVICES (82000)	$109,232	$101,356	$240,775	$221,925	$156,100	($84,675)	(35.2%)
SUPPLIES (83000)	$91,846	$79,835	$86,450	$88,950	$73,550	($12,900)	(14.9%)
OPERATIONAL UNITS (84000)	–	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$55,342	$78,539	$73,021	$79,705	$79,707	$6,686	9.2%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
APPROPRIATIONS (87000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$256,419**	**$259,730**	**$400,246**	**$390,580**	**$309,357**	**($90,889)**	**(22.7%)**
CAPITAL							
CAPITAL ASSETS (89000)	–	–	$0	$0	$0	$0	–
CAPITAL TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
110 - GENERAL FUND TOTAL	**$3,129,237**	**$3,640,192**	**$4,215,228**	**$3,987,464**	**$3,903,130**	**($312,098)**	**(7.4%)**
EXPENSES TOTAL	**$3,129,237**	**$3,640,192**	**$4,215,228**	**$3,987,464**	**$3,903,130**	**($312,098)**	**(7.4%)**

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FY 2025 Operating Budget

Planning & Sustainability

Emily Wright, Director

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 Civil War Historical 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 committee's 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.

FY 2025 Outlook

For the first time in several years, the Planning & Sustainability Department is fully staffed to handle the ever-growing workload associated with growth and development in Franklin.

Departmental Summary (con't)

FY 2025 Outlook (con't)

The top priority for FY25 is commencing the Preservation Plan Update. It is anticipated that half of the project, inclusive of public outreach, be completed in FY25, with the remaining half of the project being completed in FY26 and the approval process being completed in FY26.

Another outstanding priority for FY25 is completing the Zoning Ordinance Update. Once the comprehensive update to Envision Franklin is approved by the Planning Commission, staff will begin to prepare a comprehensive update to the Zoning Ordinance to reflect the recent revisions to Envision Franklin.

Reviewing and recommending plans and rezoning requests, based on Envision Franklin and the Zoning Ordinance, to the Planning Commission and the Board of Mayor and Aldermen is an ongoing responsibility of the P&SD. In keeping development standards up to date and in keeping with new trends, continuing education remains a priority so that staff can continue to learn about topics related to growth management and infill, aging infrastructure, stormwater management, placemaking, and regional transportation planning.

Consistent 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, transit routes and new stops, transit hub locations, and future inclusion of a Cool Springs Circulator, as funding permits.

Sustainability initiatives continue to be a primary focus. Through the LEED for Cities designation process in FY19, the City was able to gauge what areas need more attention in the coming years. The Sustainability Commission will continue to work on policy guides for these topics.

The P&SD anticipates another year of increasing development demand and annexation requests. Additionally, the P&SD will provide ample support for the new City Hall planning efforts and outreach.

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.

Related 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.

Performance Measures (con't)

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).

Related 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.

To be a community that promotes walking, jogging, and cycling.

Goal: To increase the Walkability Index Score for Franklin.

- Baseline: Current walkability Index Score is 32. Achieved an Honorable Mention in walkfriendly.org. http://www.walkfriendly.org/communities/community.cfm?ID=70 and http://www.walkscore.com/TN/Franklin

Goal: To become a more bicycle friendly community.

- Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.

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

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 the best in the nation.

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.

Related 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 components of Land Use updates. (Planning and Sustainability)

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

- 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 associated with the permits that have been pulled as of this date and not projects without application for building permits. Planning and Sustainability)

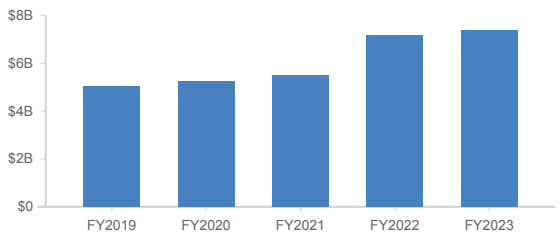
Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizens Survey data.

The Planning & Sustainability Department has all five of these categories.

The graph to the right depicts the financial performance measure of the sustainable growth and economic prosperity theme in **Franklin*Forward.*** The Planning & Sustainability Department's goal to increase the assessed valuation per square mile for land in the City of Franklin is being met.

Planning FranklinForward Financial Performance Measures



$7,374,153,123.00

Output Measure in FY2023

Planning FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of days of non-attainment. Goal: Reduce the number of days of non-attainment. Base line is 0.	0	0	0	0	0
Percent of Citizen's rating neighborhoods excellent/good. Goal: Increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey.	94	94	94	93	93
Ranking for providing historic preservation in the United States. Goal: Rank in the top 10.	4	0	0	0	0
Franklin poverty percentage. Goal: Reduce the poverty for citizens of Franklin to a rate at least 50% below the state average.	7	6.6	0	5.1	5.1
Number of square miles for land in City of Franklin.	42.15	43	44.23	44.23	44.85
State poverty percentage.	15	13.9	0	14.3	14.4
Number of certificates of appropriateness issued for construction. Goal: Increase private investment in Historic Area.	70	92	57	25	49
Percentage of citizen satisfaction survey results rating the City as excellent/good for services. Goal: 90%	93	93	93	93	89
Number of Land Use plan character areas with infrastructure capabilities that have been updated. Goal: At least 1 updated.	1	1	2	1	1
AMOUNT	**326.15**	**343.5**	**290.23**	**275.63**	**296.35**

General Performance Measures

Planning Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Amount of private investment in a historic or downtown core.	$6,811,741	$10,494,774	$17,765,527	$21,310,287	$45,934,412
Total Planning and Zoning revenues.	$206,689	$198,258	$198,082	$177,245	$185,661
AMOUNT	**$7,018,430**	**$10,693,032**	**$17,963,609**	**$21,487,532**	**$46,120,073**

General Performance Measures (con't)

Planning Non-Financial Performance Measures

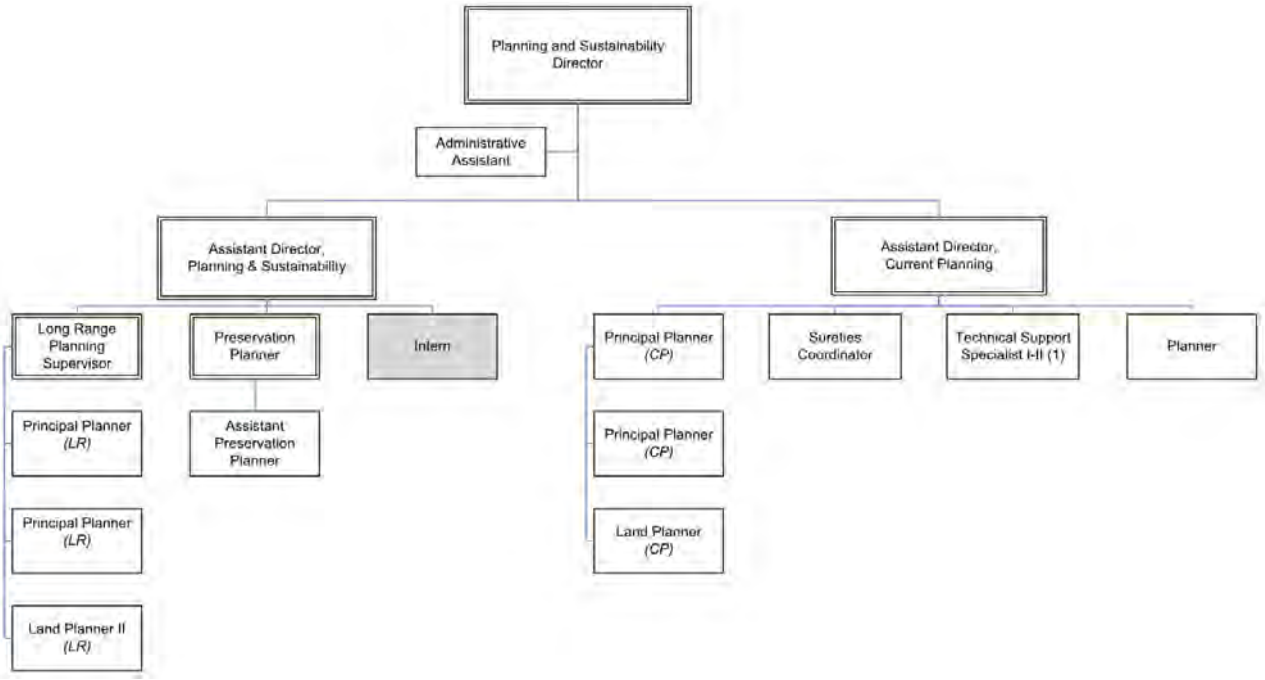
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total residential site plans reviewed.	43	19	35	23	21
Total residential unit approvals.	1,978	3,075	3,790	2,498	695
Total staff hours spent completing a long range plan or a special project in a given year.	120	200	500	2,000	200
Net acreage changes.	540	477	666	370	509.74
Total staff hours evaluating zoning ordinance and subdivision regulation in given year.	2,763	500	500	432	80
Development plans.	19	12	21	15	15
Plats.	51	63	66	55	73
Average number of days for preliminary plat.	0	0	42	52	52
Acreage zoned due to annexation.	540	477	666	370	16.76
Total cases heard by BOZA.	21	12	23	27	26
Total final plats reviewed.	73	71	62	60	70
Total preliminary plats reviewed.	0	0	2	4	3
Total Planning and Zoning Administrative support FTEs.	3	3	3	3	3
Total Municipal Planner FTEs.	8	7	8	11	11
Total staff hours spent on comprehensive plan in given year.	80	640	750	200	3,000
Site plans.	40	66	134	55	68
Acreage rezoned.	441	1,746	499	386	492.98
AMOUNT	**6,720**	**7,368**	**7,767**	**6,561**	**5,336.48**

Citizens Survey

Planning Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating Franklin as a place to live as excellent/good	97	98	95
Percent rating Franklin as a place to live as fair/poor	3	2	5
Percent rating how important the overall "built environment" of Franklin (including overall design, buildings, parks and transportation systems) is for the Franklin community to focus on in the next two years as excellent/good	83	85	89
Percent rating how important the overall "built environment" of Franklin (including overall design, buildings, parks and transportation systems) is for the Franklin community to focus on in the next two years as fair/poor	17	15	11
Percent 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 as excellent/good	87	87	88
Percent 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 as fair/poor	13	13	12
Percent rating the overall "built environment" of Franklin (including overall design, buildings, parks and transportation systems) as it relates to Franklin as a whole as excellent/good	77	79	75
Percent rating the overall "built environment" of Franklin (including overall design, buildings, parks and transportation systems) as it relates to Franklin as a whole as fair/poor	23	21	25
Percent rating the quality of the overall natural environment in Franklin as it related to Franklin as a whole as excellent/good	87	87	83
Percent rating the quality of the overall natural environment in Franklin as it related to Franklin as a whole as fair/poor	13	13	17
Percent rating the value of land use, planning and zoning as excellent/good	59	61	51
Percent rating the value of land use, planning and zoning as fair/poor	41	39	49
Percent rating their level of satisfaction with the City's management of growth as: 1) very satisfied	29	29	26
Percent rating their level of satisfaction with the City's management of growth as: 2) somewhat satisfied	55	51	50
Percent rating their level of satisfaction with the City's management of growth as: 3) somewhat important	15	13	17
Percent rating their level of satisfaction with the City's management of growth as: 4) not at all important	1	7	7
Percent rating your neighborhood as a place to live as excellent/good	92	95	93
Percent rating your neighborhood as a place to live as fair/poor	8	5	7
AMOUNT	**800**	**800**	**800**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Director of Planning & Sustainability	L	1	0	1	0	1	0	1	0	1	0
Assistant Director: Planning & Sustainability	K	1	0	1	0	1	0	1	0	1	0
Assistant Director: Current Planning	K	0	0	0	0	1	0	1	0	1	0
Current Planning Supervisor	---	1	0	1	0	0	0	0	0	0	0
Long Range Planning Supervisor	J	1	0	1	0	1	0	1	0	1	0
Principal Planner	H	3	0	4	0	4	0	4	0	4	0
Preservation Planner	H	1	0	1	0	1	0	1	0	1	0
Land Planner II	H	1	0	1	0	1	0	1	0	1	0
Land Planner	G	1	0	1	0	1	0	1	0	1	0
Surety Coordinator	G	1	0	1	0	1	0	1	0	1	0
Assistant Preservation Planner	F	0	0	0	0	1	0	1	0	1	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Planner	F	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	E	1	0	1	0	1	0	1	0	1	0
Sub-Total - Budgeted Positions		**14**	**0**	**15**	**0**	**16**	**0**	**16**	**0**	**16**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Principal Planner	H	1	0	0	0	0	0	0	0	0	0
Intern	INTERN	0	1	0	1	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		**1**	**1**	**0**	**1**	**0**	**1**	**0**	**1**	**0**	**1**

Total Authorized Positions	**15**	**1**	**15**	**1**	**16**	**1**	**16**	**1**	**16**	**1**

Budget Summary

Planning & Sustainability

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,504,828	$1,652,583	$1,812,198	$1,821,916	$1,824,881	$12,683	0.7%
PERSONNEL TOTAL	**$1,504,828**	**$1,652,583**	**$1,812,198**	**$1,821,916**	**$1,824,881**	**$12,683**	**0.7%**
OPERATIONS							
SERVICES (82000)	$224,021	$241,090	$297,600	$278,050	$241,000	($56,600)	(19.0%)
SUPPLIES (83000)	$24,226	$44,583	$75,250	$82,550	$64,250	($11,000)	(14.6%)
OPERATIONAL UNITS (84000)	$5,000	$4,000	$5,000	$5,000	$5,000	$0	0.0%
BUSINESS EXPENSES (85000)	$12,932	$14,458	$15,919	$11,921	$16,422	$503	3.2%
OPERATIONS TOTAL	**$266,179**	**$304,131**	**$393,769**	**$377,521**	**$326,672**	**($67,097)**	**(17.0%)**
CAPITAL	–	–	$0	$0	$0	$0	–
110 - GENERAL FUND TOTAL	**$1,771,007**	**$1,956,714**	**$2,205,967**	**$2,199,437**	**$2,151,553**	**($54,414)**	**(2.5%)**
EXPENSES TOTAL	**$1,771,007**	**$1,956,714**	**$2,205,967**	**$2,199,437**	**$2,151,553**	**($54,414)**	**(2.5%)**

Notes & Objectives

- Finalize Urban Growth Boundary and Williamson County Growth Plan process.
- Conduct the 5-Year Comprehensive Update to Envision Franklin.
- Reorganize departmental structure, including the addition of 2 new positions.
- Complete the National Historic Resources Inventory Update for the Lewisburg Historic District.
- Finish the Goose Creek Small Area Plan in conjunction with other City departments and a consultant team, for the properties annexed in the Goose Creek drainage basin in 2019 and 2020 (as well as forecasting future growth of the City in that basin).
- Concentrate on continuing education for City officials and staff regarding annexation and growth, urban design, and best planning practices.
- Provide ample support for the new City Hall planning efforts and public outreach, assisting the consultants.

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FY 2025 Operating Budget

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Departmental 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.
TRAFFIC OPERATIONS CENTER (TOC)
A primary 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. Much of these systems have been further whittled down to specific corridors, including the adaptive signal corridors. Traffic counts and turning movement counts are typically obtained at all signalized intersections within a three year window. These counts are then used to perform signal system timing optimizations on these various corridors.

The Traffic Operations Center (TOC) provides traffic management services to the City of Franklin. The center currently manages 127 traffic signals and 35 Closed Circuit Television (CCTV) cameras. In past years, the TOC has worked towards providing better traffic flow throughout the City through various federal congestion mitigation grants. These grants have allowed the TOC to expand communications to traffic signals and have improved signal operations through software and hardware added to the intersections. Though these tools help move traffic more efficiently, this technology has increased TOC traffic operations and maintenance responsibilities.

The TOC will be addressing new challenges as we move into the future, namely what improvements need to be made to move traffic. The Cool Springs Transportation Study and Goose Creek Coordinated Study are just two of the major planning documents that outline transportation improvements that are necessary for our growing city. This includes traffic operational improvements as congestion becomes more prevalent with increased development. Various other Traffic Impact Studies from development outline further traffic operations needs, such as signal retiming and expansion of the traffic signal system.

Departmental Summary (con't)

Congestion Management:
Traffic counts and 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. This program was designed to perform “turning movement counts” for each peak hour at each of our signalized intersections every three years.

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
3) Visual Stream Assessments

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.

Related 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.

Goal: To reduce percent of citizens reporting improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin.

- Baseline: 37% of citizens report improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizens Survey data.

Engineering & Traffic Operations Center has three of these categories - Strategic Plan measures (Non-Financial), General performance measures (Non-Financial) and Citizens Survey data.

TOC FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Count of transit hubs, park-and-ride sites and alternative services in Franklin. Goal: increase inventory in all three classifications.	136	136	0	142	0
Percent of citizens reporting improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin. Goal: Reduce the percentage of citizens reporting this issue.	35	35	0	37	0
AMOUNT	**171**	**171**	**0**	**179**	**0**

General Performance Measures

TOC Non-Financial Performance Measures

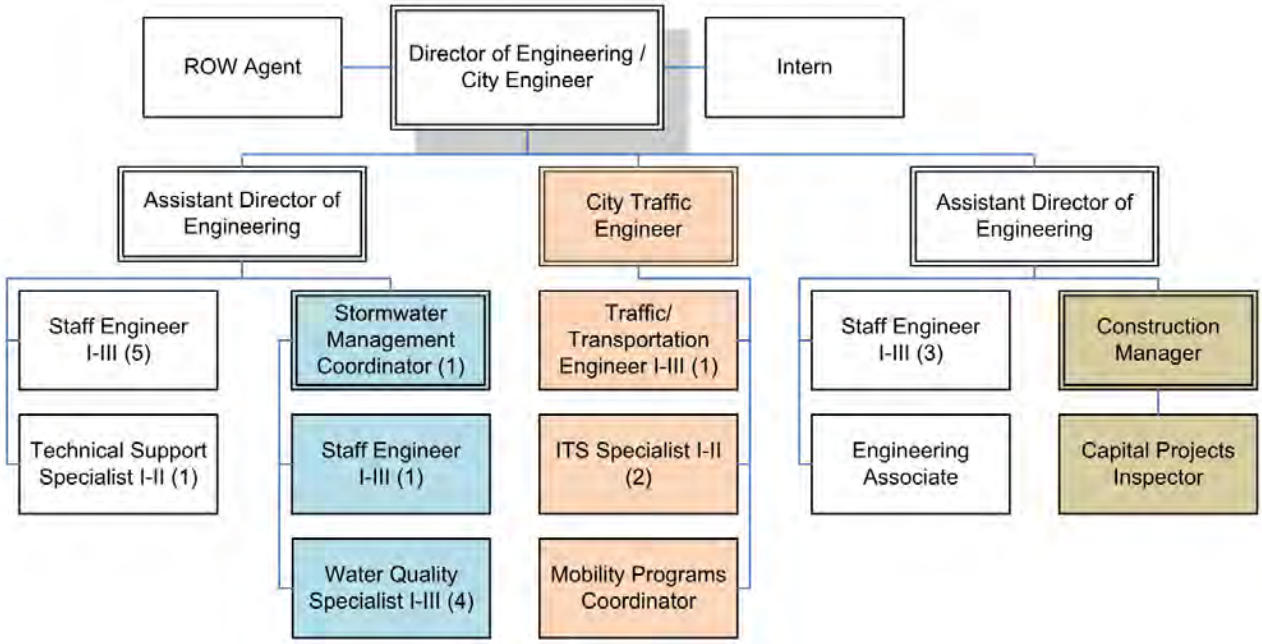
Output Measure	FY2021	FY2022	FY2023
Amount			
Last signal timing update for Hillsboro Road.	2,019	2,019	2,019
Last signal timing update for Downtown Franklin.	2,018	2,018	2,023
Last Signal Timing Update SR-96 West (New 96)	0	0	2,022
Last signal timing update for Murfreesboro Road (SR-96).	2,020	2,020	2,020
Last signal timing update for Goose Creek Bypass.	2,019	2,019	2,020
Last signal timing update for Cool Springs area.	2,021	2,021	2,021
Last signal timing update for Columbia Ave.	2,018	2,018	2,018
AMOUNT	**12,115**	**12,115**	**14,143**

Citizens Survey

Engineering/TOC Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating ease of public parking as it relates to Franklin as a whole as excellent/good	53	47	54
Percent rating ease of public parking as it relates to Franklin as a whole as fair/poor	47	53	46
Percent rating ease of travel by car in Franklin as it relates to Franklin as a whole as excellent/good	48	56	63
Percent rating ease of travel by car in Franklin as it relates to Franklin as a whole as fair/poor	52	44	37
Percent rating ease of travel by public transportation in Franklin as it relates to Franklin as a whole as excellent/good	23	29	26
Percent rating ease of travel by public transportation in Franklin as it relates to Franklin as a whole as fair/poor	77	71	74
Percent rating ease of travel of bicycle in Franklin as it relates to Franklin as a whole as excellent/good	35	36	38
Percent rating ease of travel of bicycle in Franklin as it relates to Franklin as a whole as fair/poor	65	64	62
Percent rating ease of walking in Franklin as it relates to Franklin as a whole as excellent/good	58	67	63
Percent rating ease of walking in Franklin as it relates to Franklin as a whole as fair/poor	42	33	37
Percent rating the quality of Traffic signal timing as excellent/good	50	56	55
Percent rating the quality of Traffic signal timing as fair/poor	50	44	45
Percent rating trafflic flow on major streets as as it relates to Franklin as a whole fair/poor	0	0	62
Percent rating trafflic flow on major streets as it relates to Franklin as a whole as excellent/good	26	37	38
Percent rating trafflic flow on major streets as it relates to Franklin as a whole as fair/poor	74	63	0
AMOUNT	**700**	**700**	**700**

Organizational Chart



Staffing by Position

Position	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Engineering											
Director of Engineering	N	1	0	1	0	1	0	1	0	1	0
Assistant Director of Engineering	L	2	0	2	0	2	0	2	0	2	0
Staff Engineer I-III	I-K	8	0	8	0	8	0	8	0	8	0
Right of Way Agent	I	1	0	1	0	1	0	1	0	1	0
Construction Manager	J	0	0	0	0	1	0	1	0	1	0
Capital Projects Inspector	G	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Engineering Associate	F	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	E	1	0	1	0	1	0	0	0	0	0
Intern		0	0	0	0	0	0	0	0	0	1
Sub-Total - Budgeted Positions		**16**	**0**	**16**	**0**	**17**	**0**	**16**	**0**	**16**	**1**

Total Authorized Positions		**16**	**0**	**16**	**0**	**17**	**0**	**16**	**0**	**16**	**1**

Position	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Operations Center											
City Traffic Engineer	L	2	0	2	0	1	0	1	0	1	0
Mobility Programs Coordinator	K	0	0	0	0	0	0	0	0	1	0
Traffic/Transportation Engineer I-III	I-K	0	0	0	0	1	0	1	0	0	0
ITS Project Manager	H	0	0	1	0	1	0	0	0	1	0
Senior ITS Specialist	---	1	0	0	0	0	0	0	0	0	0
ITS Specialist I-II	F-G	0	0	1	0	1	0	2	0	2	0
TOC Operator	---	1	0	0	0	0	0	0	0	0	0
Sub-Total - Budgeted Positions		**4**	**0**	**4**	**0**	**4**	**0**	**4**	**0**	**5**	**0**

Total Authorized Positions		**4**	**0**	**4**	**0**	**4**	**0**	**4**	**0**	**5**	**0**

Budget Summary - Engineering

Engineering

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$1,831,582	$1,982,202	$2,145,841	$2,017,346	$2,131,612	($14,229)	(0.7%)
PERSONNEL TOTAL	**$1,831,582**	**$1,982,202**	**$2,145,841**	**$2,017,346**	**$2,131,612**	**($14,229)**	**(0.7%)**
OPERATIONS							
SERVICES (82000)	$84,472	$76,670	$115,531	$112,149	$67,660	($47,871)	(41.4%)
SUPPLIES (83000)	$49,158	$52,829	$21,596	$32,886	$60,803	$39,207	181.5%
OPERATIONAL UNITS (84000)	–	–	–	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$12,561	$15,748	$17,257	$20,785	$21,656	$4,399	25.5%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
REIMBURSEMENT OF EXPENDITURES (87500)	($327,952)	($247,183)	($193,668)	($193,668)	($193,668)	$0	0.0%
OPERATIONS TOTAL	**($181,762)**	**($101,936)**	**($39,284)**	**($27,848)**	**($43,549)**	**($4,265)**	**10.9%**
CAPITAL	–	–	$0	$0	$74,000	$74,000	–
110 - GENERAL FUND TOTAL	**$1,649,820**	**$1,880,267**	**$2,106,557**	**$1,989,498**	**$2,162,063**	**$55,506**	**2.6%**
EXPENSES TOTAL	**$1,649,820**	**$1,880,267**	**$2,106,557**	**$1,989,498**	**$2,162,063**	**$55,506**	**2.6%**

Budget Summary - Traffic Operations Center

Traffic Operations Center (TOC)

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$426,683	$371,519	$552,251	$524,991	$615,185	$62,934	11.4%
PERSONNEL TOTAL	**$426,683**	**$371,519**	**$552,251**	**$524,991**	**$615,185**	**$62,934**	**11.4%**
OPERATIONS							
SERVICES (82000)	$120,438	$107,620	$532,306	$512,250	$609,157	$76,851	14.4%
SUPPLIES (83000)	$79,606	$46,748	$209,938	$203,118	$179,484	($30,454)	(14.5%)
OPERATIONAL UNITS (84000)	–	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$22,748	$16,913	$18,025	$25,468	$21,988	$3,963	22.0%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$222,791**	**$171,281**	**$760,269**	**$740,836**	**$810,629**	**$50,360**	**6.6%**
CAPITAL	$193,684	$11,990	$731,000	$731,000	$2,455,000	$1,724,000	235.8%
110 - GENERAL FUND TOTAL	**$843,159**	**$554,790**	**$2,043,520**	**$1,996,827**	**$3,880,814**	**$1,837,294**	**89.9%**
EXPENSES TOTAL	**$843,159**	**$554,790**	**$2,043,520**	**$1,996,827**	**$3,880,814**	**$1,837,294**	**89.9%**

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FY 2025 Operating Budget

Economic Development

Eric Stuckey, City Administrator

Departmental Summary

This department is used to identify payments specifically related to economic development via civic organization and government appropriations. An allocation is made to the Williamson Chamber of Commerce (Williamson, Inc.) for the Tourism division (supporting growth of new and existing businesses) in the amount of $33,075, for the Williamson, Inc. Economic Development division (supporting the strategic plan in areas of career growth, outreach, and workforce development) in the amount of $33,075, and to the Greater Nashville Regional Council in the amount of $30,669.

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

Related Theme: Quality 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

Performance Measures (con't)

Related Theme: Sustainable Growth & Economic Prosperity

Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.

Opportunities for increasing tourism experiences.

Goal: To increase tourist visits to Franklin.

- Baseline: Carnton Plantation, Carter House and Lotz House had 80,000 visitors in 2012 (www.carnton.org).

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.

- Baseline: Franklin's unemployment rate for 2013 was 5.5%. County rate for same period was 5.8% and state rate was 8.5% (both of which included Franklin rate) (Source: Civilian Labor Force Summary, Labor Monthly Report, July 2013).

Encourage expansion and retention of business opportunities in the City of Franklin.

Goal: To increase the net number of business licenses within the city over the previous year.

- Baseline: Franklin issued 427 new business licenses in FY2012 (Revenue Management).
- Baseline: Franklin has 5,302 total active business licenses in 2012 (2012 Development Report).

Goal: To 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)

Strategic Plan Measures

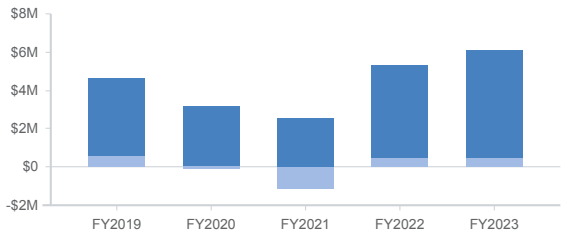
The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizens Survey data.

Economic Development has three of these categories - Strategic Plan measures (Financial and Non-Financial) and Citizens Survey data.

The graph to the right depicts the financial performance measure of the sustainable growth and economic prosperity theme in **Franklin*Forward.*** The Economic Development goal to increase revenue from Hotel/Motel taxes and the Conference Center was greatly affected by COVID-19 precautions, but is continuing to recover.

The tables below show important non-financial measures from **Franklin*Forward*** included in Economic Development.

Econ. Dev. FranklinForward Financial Perf. Measures



$6,075,119.47

Output Measure in FY2023

Econ. Dev. FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Williamson County's unemployment rate (percent).	3.2	6.4	2.7	2.6	2.7
Tennessee's unemployment rate (percent).	4.3	10.1	4.7	4	3.6
Percent of total increase of State of Tennessee sales tax revenue.	5.3	2.7	14.1	17	0
Percent of total increase of Franklin sales tax revenue. Measure: Increase local sales tax revenue growth rate compared to state sales tax growth rate.	5.9	-2.1	18.3	31.4	0
Current Cost of Living Index. Measure: Create desirable life experiences. Franklin will continue to be a destination to live and work that ranks amount he best in the nation. Goal: to be below the National cost of Living index of 100.	91.7	0	135	0	0
Total number of jobs in the City. Measure: Franklin will expand and retain business and job opportunities within the community as well as the county. Goal: Increase the number of jobs in the city over the previous year.	47,307	41,070	46,631	49,999	0
Franklin's unemployment rate (percent). Measure: Franklin will expand and retain business and job opportunities within the community as well as the county. Goal: Decrease the unemployment rate within the city over the previous year below the county and state levels.	3	6.6	2.6	2.5	2.6
Total overall tourist visits to Williamson County. Measure: Franklin will pursue growth and development that embraces its historic context and encourages revenue generation. Goal: Increase tourist visits to Franklin.	1,810,000	1,230,000	0	1,800,000	0
AMOUNT	**1,857,420.4**	**1,271,093.7**	**46,808.4**	**1,850,056.5**	**8.9**

Citizens Survey

Economic Development Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating a vibrant downtown/commerical areas as it relates to Franklin as a whole as excellent/good	89	92	91
Percent rating a vibrant downtown/commerical areas as it relates to Franklin as a whole as fair/poor	11	8	9
Percent rating cost of living in Franklin as it relates to Franklin as a whole as excellent/good	41	39	30
Percent rating cost of living in Franklin as it relates to Franklin as a whole as fair/poor	59	61	70
Percent rating shopping opportunities as it relates to Franklin as a whole as excellent/good	92	93	90
Percent rating shopping opportunities as it relates to Franklin as a whole as fair/poor	8	7	10
Percent rating the employment opportunities as it relates to Franklin as a whole as excellent/good	75	83	79
Percent rating the employment opportunities as it relates to Franklin as a whole as fair/poor	25	17	21
Percent rating the overall quality of businesses and service establishments in Franklin as it relates to Franklin as a whole as excellent/good	88	92	91
Percent rating the overall quality of businesses and service establishments in Franklin as it relates to Franklin as a whole as fair/poor	12	8	9
Percent rating the quality of economic development services as excellent/good	82	84	76
Percent rating the quality of economic development services as fair/poor	18	16	24
AMOUNT	**600**	**600**	**600**

Organizational Chart

There is no organizational 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 Summary

Economic Development

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
OPERATIONS							
APPROPRIATIONS (87000)	$88,855	$92,209	$96,819	$96,819	$98,353	$1,534	1.6%
OPERATIONS TOTAL	**$88,855**	**$92,209**	**$96,819**	**$96,819**	**$98,353**	**$1,534**	**1.6%**
110 - GENERAL FUND TOTAL	**$88,855**	**$92,209**	**$96,819**	**$96,819**	**$98,353**	**$1,534**	**1.6%**
EXPENSES TOTAL	**$88,855**	**$92,209**	**$96,819**	**$96,819**	**$98,353**	**$1,534**	**1.6%**

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FY 2025 Operating Budget

Community Development Block Grant Fund

Fund Summary

The Community Development Block Grant is funded annually by the Department of Housing and Urban Development (HUD). The City of Franklin has received approximately $2,300,000, 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.

COVID-19 Response & Impact

In the initial round of funding from the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) the City of Franklin received $213,789. With BOMA's approval, we awarded these funds to various nonprofits within our community to prevent, prepare for, and respond to the coronavirus. The awards were made on a reimbursement basis as recognizing the importance of the support these local agencies were providing to our residents.

The City received requests from fourteen agencies for various amounts which totaled the $213,789. The requests included funding for PPE, meals for children and home bound residents, rental assistance, and assistance for those displaced due to the coronavirus. Another $500,000 of COVID-19 related funds were received in Spring 2021. These funds have been partially distributed to eligible agencies in both FY 2021 and FY 2022. A portion of this award has been used to assist with new job training programs in areas affected by the pandemic to revitalize the affected labor force and business sectors or to help workers re-train for expanding sectors. The City has until December 31, 2024 to fully disperse these funds. Approximately $8,800 remains of the CDBG-CV funds.

Fund Goals

Acting within the HUD guidelines, the City prepares a Consolidated Plan that serves as the guiding document for how the City will expend its annual Community Development Block Grant (CDBG) funds. This plan was submitted and approved by HUD for years 2020-2025.

Fund Summary (con't)

Fund Goals (con't)

From that plan, the City prepares an Annual Action Plan that outlines the City's goals for the coming year and reflects our projections for the next year's spending which is linked to the approved Consolidated Plan.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 Aldermen.
The City anticipates receiving approximately $375,000 for the 2024-2025 program year. The City will continue to identify needs and determine the best way to leverage the funds to assist with meeting goals and priorities that support our partners and non-profits to assist low to moderate income residents.

Performance Measures

There are no performance measures associated with the Community Development Block Grant Fund. It is supervised by personnel in the Building & Neighborhood Services Department.

Strategic Plan Measures

There are no strategic plan measures 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 associated with the Community Development Block Grant Fund. It is supervised by personnel in the Building & Neighborhood Services Department.

Budget Summary

Community Development Block Grant (CDBG)

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
INTERGOVERNMENTAL (33000)	$307,306	$523,184	$900,000	$900,000	$386,966	($513,034)	(57.0%)
FINES & FEES (35000)	–	–	$0	$0	$0	$0	–
USE OF MONEY & PROPERTY (36000)	$3,730	$16,483	$5,000	$20,376	$9,056	$4,056	81.1%
OTHER REVENUE (37000)	–	–	$0	$0	$0	$0	–
CAPITAL CONTRIBUTIONS (39000)	–	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$311,036**	**$539,667**	**$905,000**	**$920,376**	**$396,022**	**($508,978)**	**(56.2%)**
REVENUES TOTAL	**$311,036**	**$539,667**	**$905,000**	**$920,376**	**$396,022**	**($508,978)**	**(56.2%)**
Expenses							
170 - COMMUNITY DEVELOPMENT BLOCK GRANT							
OPERATIONS							
SERVICES (82000)	$67,015	$318,201	$900,000	$789,000	$368,352	($531,648)	(59.1%)
OPERATIONAL UNITS (84000)	$240,290	$150,580	$0	$74,732	$0	$0	–
BUSINESS EXPENSES (85000)	–	–	–	$0	$0	$0	–
OPERATIONS TOTAL	**$307,306**	**$468,781**	**$900,000**	**$863,732**	**$368,352**	**($531,648)**	**(59.1%)**
170 - COMMUNITY DEVELOPMENT BLOCK GRANT TOTAL	**$307,306**	**$468,781**	**$900,000**	**$863,732**	**$368,352**	**($531,648)**	**(59.1%)**
EXPENSES TOTAL	**$307,306**	**$468,781**	**$900,000**	**$863,732**	**$368,352**	**($531,648)**	**(59.1%)**

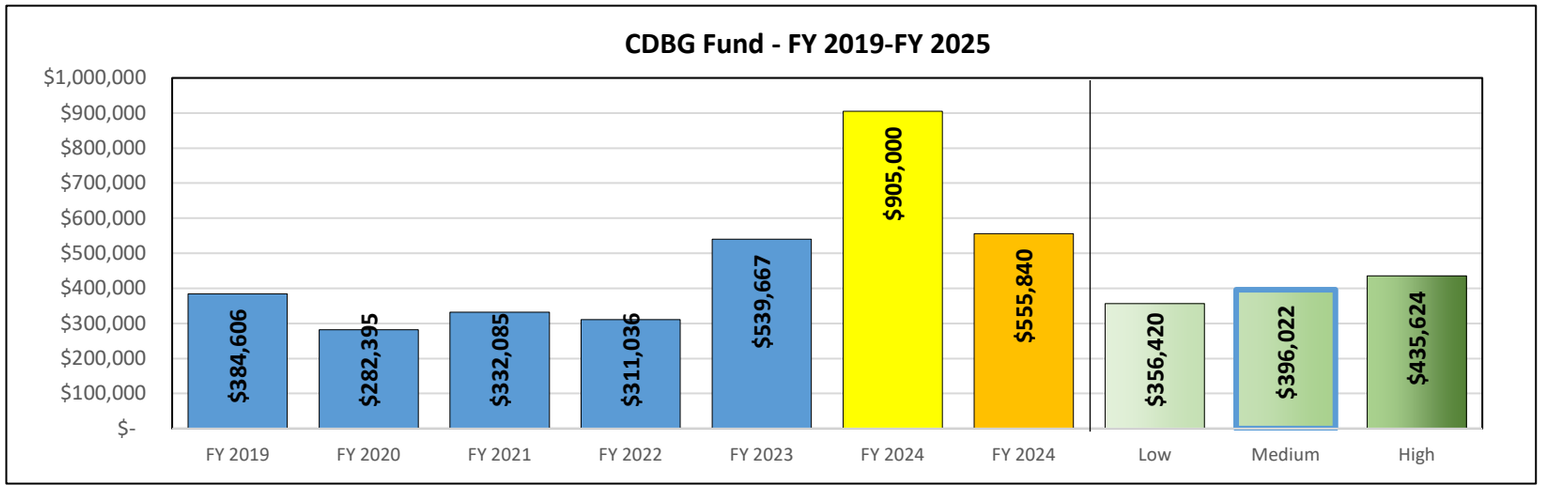
City of Franklin

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 guidelines, the City receives about $330,000 annually. To date, the City of Franklin has received approximately $2 million 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 sizeable decrease is shown, though that is attributable to the fact that the FY 2023 budget was severely increased due to direct federal aid through the CDBG program for COVID-19 relief efforts. This projection assumes a base of $375,000. This will be refined later in the budget process.



	Actual					Budget	Estimated	Forecast (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	47.2%	-26.6%	17.6%	-6.3%	74%	68%	-39%	-36%	-29%	-22%	
CDBG GRANT (FEDERAL)	373,845	269,780	330,407	307,306	523,184	900,000	900,000	348,269	386,966	425,662	3-yr Average
COVID-19 Relief			0	0	0		0	-	-	-	$ 394,263
INTEREST INCOME	10,761	12,615	1,679	3,730	16,483	5,000	20,376	8,150	9,056	9,962	12.3%
											5-Yr Average
											$ 369,958
											9.2%
Totals	**$ 384,606**	**$ 282,395**	**$ 332,085**	**$ 311,036**	**$ 539,667**	**$ 905,000**	**$ 920,376**	**$ 356,420**	**$ 396,022**	**$ 435,624**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Transit

Debbie Henry, Executive Director

Departmental Summary

Department Mission

The Franklin Transit Authority connects people and places by providing efficient, effective, and affordable transportation services.

Department Objectives

- Planning, operations and management of the small system public transit system.
- Operating six days a week, service is comprised of fixed routes service and 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, and multi-modal transportation solutions for employers and communities. All employees are TMA Group employees.

Department Accomplishments

- The TMA Group is excited to report that Franklin Transit ridership is trending up and we are estimating a 13% increase in ridership system-wide from the previous year (86,500 passenger trips). The largest increase has been in our Demand Response TODD service. TMA Group has increased the capacity and coverage of the TODD service as we had reached capacity and were turning down customers during peak hours.
- TMA Group has procured 4 new vehicles in the past 6 months for Franklin Transit Service. This comes after a 3-year void in replacement equipment due to the pandemic and supply chain issues.
- In partnership with their marketing firm, Brand Wise, TMA group has expanded a creative social media campaign designed to create ridership. The campaign uses geofence technology to reach customers within walking distance of transit fixed routes. Ads were developed to visualize what was available to them in the City of Franklin through the use of transit. Activities such as grocery shopping, school, jobs, medical appointments, shopping or just a day to get out where highlighted in the digital ads. Giving people a reason to ride sometimes is necessary, and we believe the campaign has done well.
- The Transit shelters on Carothers Blvd continues, and the majority of the approved locations have been surveyed and approved. We will be working with property owners on ROW and/or construction.
- The micro-transit for Cool Springs was delayed due to labor shortages for drivers this past year. The market has loosened up in the last 90 days. We are moving forward with implementing the program in 2024-2025.

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.

Related 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).

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizens Survey data.

The Transit Department has two of these categories - Strategic Plan measures (Non-Financial) and Citizens Survey data.

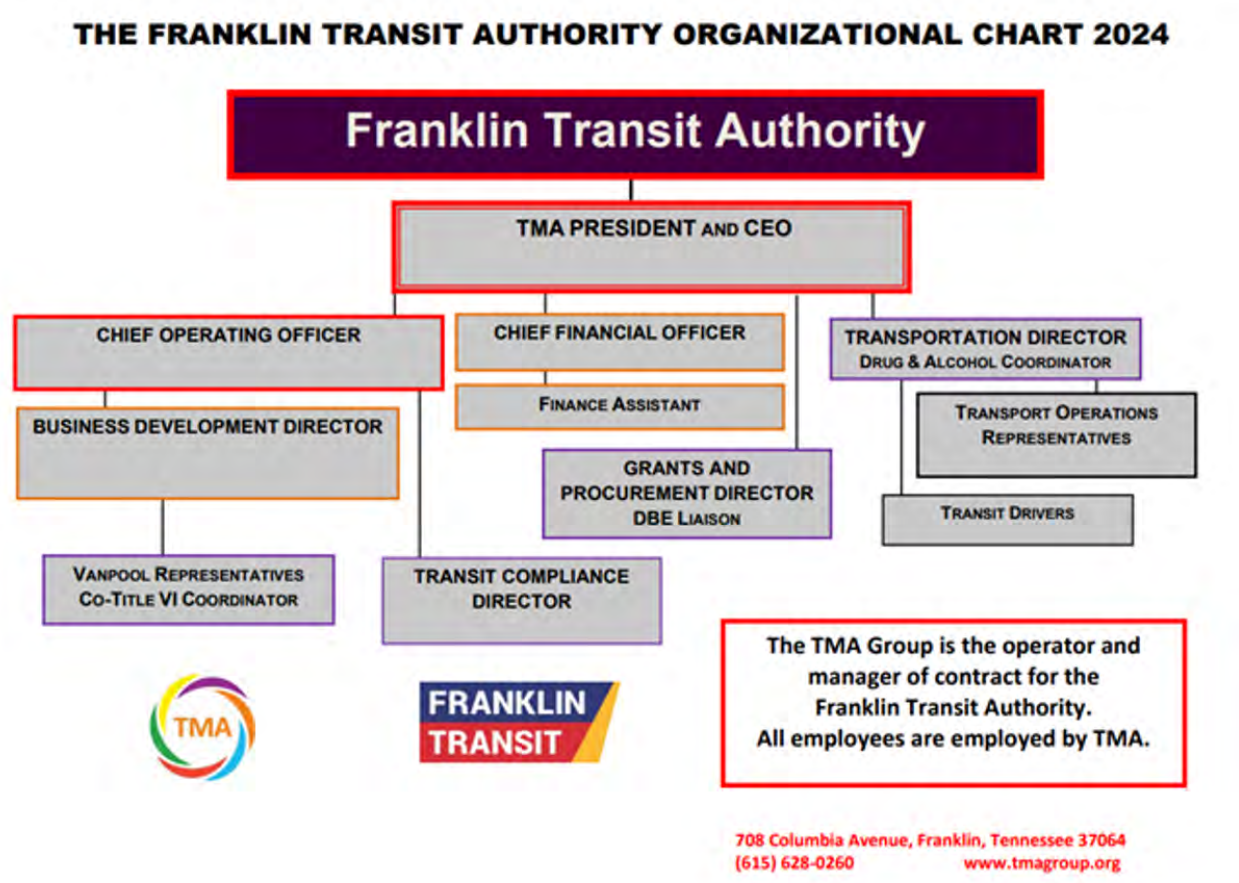
Strategic Plan Measures (Non-Financial)

	2019	2020	2021	2022	2023
Increase the Inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.					
Added Transit hubs, Park& Ride sites	-	-	3	3	-
Total	**136**	**136**	**139**	**142**	**142**
Increase from Prior year?	**0.00%**	**0.00%**	**3.00%**	**3.00%**	**0.00%**
Meeting Goal?	**Yes**	**Yes**	**Yes**	**Yes**	**yes**
Increase the number of riders using the Franklin Transit Authority.					
Ridership					
Franklin Transit Fixed Route	53,127	45,000	26,000	53,500	55,500
Transit On DemanD (TODD)	27,187	21,000	14,100	21,000	30,000
Microtransit Cool Springs					
Total	**80,314**	**66,000**	**40,100**	**74,500**	**85,500**
Increase from Prior year?	**Yes**	**-17.82%**	**-39.24%**	**44.00%**	**13.00%**
Meeting Goal?	**Yes**	**No**	**No**	**Yes**	**Yes**

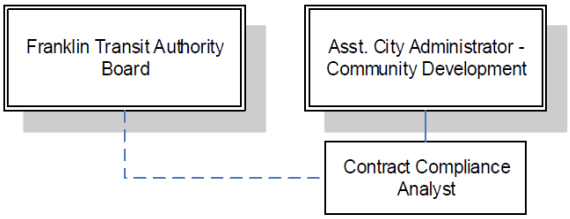
Citizen Survey

Franklin Citizens Survey						
	2016 Citizens Survey		2019 Citizens Survey		2022 Citizens Survey	
	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor	Excellent/ Good	Fair/Poor
☑ % rating the quality of bus or transit service	42%	58%	54%	46%	40%	60%

Organizational Chart - Franklin Transit Authority (TMA Group Employees)



Organizational Chart - City of Franklin Employees*



**Transit Inspector also budgeted in Transit Fund, but reports to Traffic Sergeant and shown on Police Department Organizational Chart.*

Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Contract Compliance Analyst	H	0	0	0	0	0	1	0	1	0	1
Total Authorized Positions		**0**	**0**	**0**	**0**	**0**	**1**	**0**	**1**	**1**	**1**

**Transit Inspector also budgeted in Transit Fund, but reports to Traffic Sergeant and shown authorized position within the Police Department budget.*

Budget Summary

Transit

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LOCAL TAXES (31000)	–	–	$0	$0	$0	$0	–
INTERGOVERNMENTAL (33000)	$2,253,270	$2,627,537	$3,445,745	$3,336,771	$3,188,134	($257,611)	(7.5%)
CHARGES FOR SERVICES (34000)	$68,173	$84,431	$148,000	$83,807	$134,000	($14,000)	(9.4%)
USE OF MONEY & PROPERTY (36000)	$15,346	$44,033	$9,700	$33,395	$28,401	$18,701	192.8%
OTHER REVENUE (37000)	$444,912	$687,348	$771,473	$706,621	$1,003,617	$232,144	30.1%
REVENUES TOTAL	**$2,781,702**	**$3,443,349**	**$4,374,918**	**$4,160,594**	**$4,354,152**	**($20,766)**	**(0.5%)**
REVENUES TOTAL	**$2,781,702**	**$3,443,349**	**$4,374,918**	**$4,160,594**	**$4,354,152**	**($20,766)**	**(0.5%)**
Expenses							
160 - TRANSIT							
PERSONNEL							
PERSONNEL (81000)	–	$9,272	$61,148	$58,681	$129,643	$68,495	112.0%
PERSONNEL TOTAL	**–**	**$9,272**	**$61,148**	**$58,681**	**$129,643**	**$68,495**	**112.0%**
OPERATIONS							
SERVICES (82000)	–	–	$0	$0	$0	$0	–
SUPPLIES (83000)	–	$0	$200,000	$200,000	$60,000	($140,000)	(70.0%)
OPERATIONAL UNITS (84000)	$2,781,702	$3,434,077	$3,704,919	$3,704,919	$3,810,610	$105,691	2.9%
BUSINESS EXPENSES (85000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$2,781,702**	**$3,434,077**	**$3,904,919**	**$3,904,919**	**$3,870,610**	**($34,309)**	**(0.9%)**
CAPITAL							
CAPITAL ASSETS (89000)	–	–	$470,000	$470,000	$350,000	($120,000)	(25.5%)
CAPITAL TOTAL	**–**	**–**	**$470,000**	**$470,000**	**$350,000**	**($120,000)**	**(25.5%)**
160 - TRANSIT TOTAL	**$2,781,702**	**$3,443,349**	**$4,436,067**	**$4,433,600**	**$4,350,253**	**($85,814)**	**(1.9%)**
EXPENSES TOTAL	**$2,781,702**	**$3,443,349**	**$4,436,067**	**$4,433,600**	**$4,350,253**	**($85,814)**	**(1.9%)**

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; and
- Planning Expenses: 80% federal, 10% state, and 10% local.

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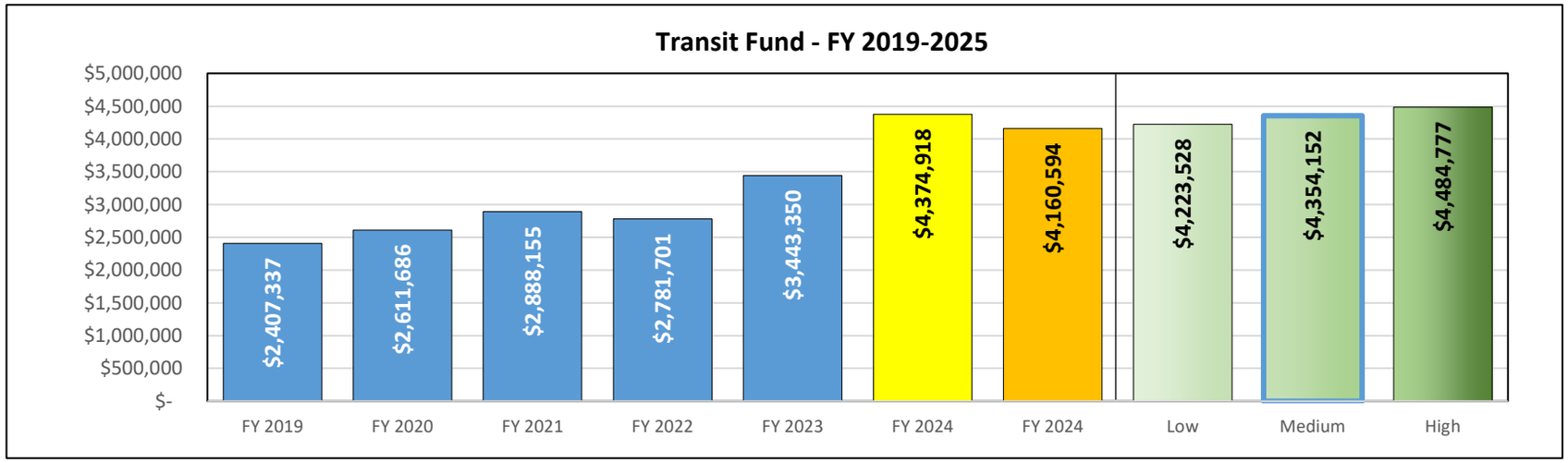
City of Franklin

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.

The forecast for FY 2025 is less than in FY 2024, but with a great deal of uncertainty regarding the size and applicability of ongoing federal and state grants. Initial forecasts reflect historic averages. This will be revised once the Franklin Transit Authority submits their budget request for FY 2024.



	Actual					Budget	Estimated	Forecast (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-4.8%	8.5%	10.6%	-3.7%	24%	27%	-5%	2%	5%	8%	3-yr Average
TRANSIT OPERATIONS GRANT (FEDERAL)	1,163,055	1,788,185	1,750,103	1,942,980	2,271,145	2,699,464	2,619,157	**2,382,747**	2,456,440	2,530,133	$ 3,037,735
TRANSIT CAPITAL GRANT (FED/STATE)	326,527	344,134	315,608	310,289	356,392	746,281	717,614	**709,743**	731,694	753,645	4.5%
TRANSIT FARES	84,945	63,427	33,080	68,173	84,431	148,000	83,807	**129,980**	134,000	138,020	5-Yr Average
INTEREST INCOME	27,227	33,788	3,122	5,646	34,333	0	26,194	**18,140**	18,701	19,262	$ 2,826,446
RENTAL INCOME	9,700	10,500	8,900	9,700	9,700	9,700	7,200	**9,409**	9,700	9,991	4.4%
SALE OF SURPLUS ASSETS	0	0	0	0	0	0	-	**-**	-	-	
TRANSFER FROM GENERAL FUND	795,884	371,653	777,341	444,912	687,348	771,473	706,621	**973,508**	1,003,617	1,033,726	
Totals	**$ 2,407,337**	**$ 2,611,686**	**$ 2,888,155**	**$ 2,781,701**	**$ 3,443,350**	**$ 4,374,918**	**$ 4,160,594**	**$ 4,223,528**	**$ 4,354,152**	**$ 4,484,777**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 2009-2023 & 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**
- **Capital Vehicle Fund**
- **Stormwater Fund - Streets & Engineering Departments**
- **Street Aid & Transportation Fund**
- **Road Impact Fund**
- **Parks**
- **Sanitation & Environmental Services Fund**
- **Water & Wastewater Enterprise Fund**
- **Emergency Management**

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FY 2025 Operating Budget

Streets Maintenance

Steve Grubb, Director

Departmental Summary

The Streets Department - Maintenance Division consists of the following; Street Maintenance (asphalt, concrete, tractors), Landscape Maintenance, Inspection Team, and Administrative staff members.

The Maintenance Division currently maintains 348 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 Highway 96 West. 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 compost material from the landfill, thereby decreasing tipping fees.

Infrared Patch Truck
The Streets 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 approximately $7.50 per lane mile. Pre-event calculated costs for salt brine method are approximately $1.70 per lane mile. Post-event calculations could double the amount for both methods.

Performance Measures

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Related Theme: All

Strategic Plan Measures

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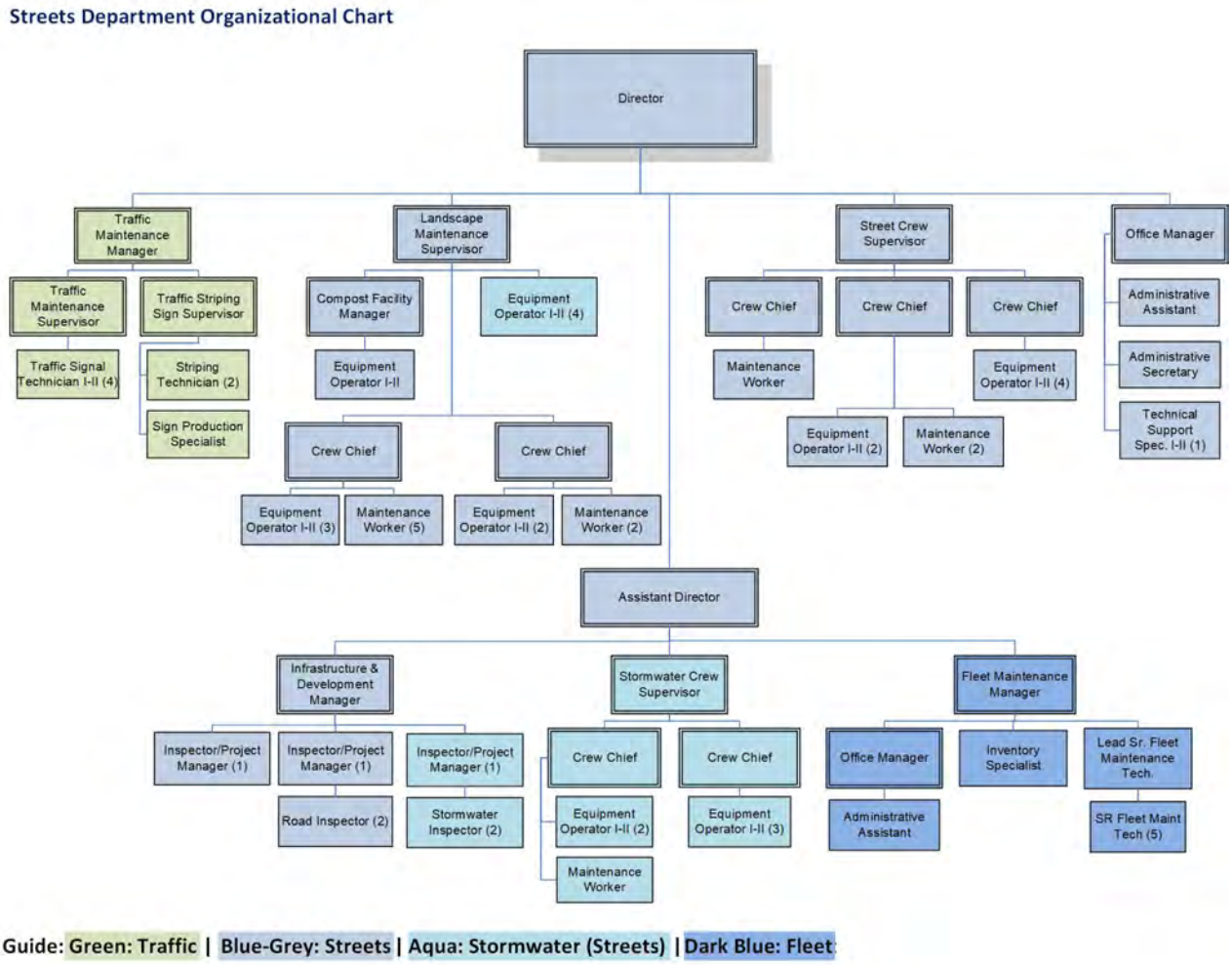
The Streets Department, Maintenance Division does not have any of these categories.

General Performance Measures

Street Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of Sidewalk maintenance as excellent/good	71	77	71
Percent rating the quality of Sidewalk maintenance as fair/poor	29	23	29
Percent rating the quality of Snow removal as excellent/good	57	71	57
Percent rating the quality of Snow removal as fair/poor	43	29	43
Percent rating the quality of Street cleaning as excellent/good	81	78	80
Percent rating the quality of Street cleaning as fair/poor	19	22	20
Percent rating the quality of Street lighting as excellent/good	74	75	73
Percent rating the quality of Street lighting as fair/poor	26	25	27
Percent rating the quality of Street repair as excellent/good	62	57	60
Percent rating the quality of Street repair as fair/poor	38	43	40
AMOUNT	**500**	**500**	**500**

Streets Department Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Director of Streets	M	1	0	1	0	1	0	1	0	1	0
Assistant Director	K	0	0	1	0	1	0	1	0	1	0
Infrastructure & Development Manager	I	0	0	0	0	0	0	1	0	1	0
Inspector/Project Manager	H	0	0	0	0	0	0	2	0	2	0
Senior Road Inspector	H	1	0	1	0	1	0	0	0	0	0
Landscape Maintenance Supervisor	H	1	0	1	0	1	0	1	0	1	0
Road Inspector	G	4	0	4	0	4	0	2	0	2	0
Office Manager	G	1	0	1	0	1	0	1	0	1	0
Crew Chief	G	5	0	5	0	5	0	5	0	5	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Street Crew Supervisor	F	1	0	1	0	1	0	1	0	1	0
Compost Facility Manager	F	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	E	1	0	1	0	1	0	1	0	1	0
Equipment Operator I-II	D-E	7	0	7	0	7	0	7	0	12	0
Administrative Secretary	D	1	0	1	0	1	0	1	0	1	0
Maintenance Worker	D	14	0	15	0	15	0	15	0	10	0
Sub-Total - Budgeted Positions		**39**	**0**	**41**	**0**	**41**	**0**	**41**	**0**	**41**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Assistant Director	J	1	0	0	0	0	0	0	0	0	0
Sub-Total - Unbudgeted Positions		**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Total Authorized Positions		**40**	**0**	**41**	**0**	**41**	**0**	**41**	**0**	**41**	**0**

Budget Summary

Streets - Maintenance

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$3,136,831	$3,856,194	$4,248,180	$4,353,198	$4,291,067	$42,887	1.0%
PERSONNEL TOTAL	**$3,136,831**	**$3,856,194**	**$4,248,180**	**$4,353,198**	**$4,291,067**	**$42,887**	**1.0%**
OPERATIONS							
SERVICES (82000)	$800,963	$914,069	$880,285	$943,905	$942,220	$61,935	7.0%
SUPPLIES (83000)	$407,307	$252,283	$496,905	$451,275	$493,480	($3,425)	(0.7%)
OPERATIONAL UNITS (84000)	–	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$91,079	$135,800	$161,079	$83,020	$87,688	($73,391)	(45.6%)
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$1,299,349**	**$1,302,153**	**$1,538,269**	**$1,478,200**	**$1,523,388**	**($14,881)**	**(1.0%)**
CAPITAL	$95,423	$321,870	$389,940	$389,940	$165,000	($224,940)	(57.7%)
110 - GENERAL FUND TOTAL	**$4,531,602**	**$5,480,218**	**$6,176,389**	**$6,221,338**	**$5,979,455**	**($196,934)**	**(3.2%)**
EXPENSES TOTAL	**$4,531,602**	**$5,480,218**	**$6,176,389**	**$6,221,338**	**$5,979,455**	**($196,934)**	**(3.2%)**

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HISTORIC
FRANKLIN
TENNESSEE

FY 2025 Operating Budget

Streets Traffic

Steve Grubb, Director

Departmental Summary

The Streets Department - Traffic Division currently maintains 125 signalized intersections within the City of Franklin, with electronic pedestrian crosswalks at a majority of these intersections.

Traffic Division personnel are responsible for maintenance of all downtown decorative street lights, school flashers within the City limits, high mast interstate lighting located within the City limits along I-65 from Goose Creek to Moore's Lane, McEwen interchange, McEwen Drive from Carothers to Cool springs Blvd., Carothers Parkway walking trail, Boyd Mill Ave., Liberty Park, Carothers Parkway to Long Lane and parking garages on 2nd and 4th Ave.
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 a 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, Sanitation, Fire, Planning and Police Department. Seasonal downtown decorative banners are produced bi-annually.

Department Outlook

We continue to install LED lighting in areas of city maintenance that previously used High Pressure Sodium or Metal Halide incandescent lighting. Currently, the Traffic Division has converted 100% of Downtown, Carothers, Carothers walking trail, and Liberty Park street lights to LED lighting. Since the High Mast Interstate lighting swap to LED was such a success, we converted the remaining 161 interstate lights along the median wall and road edges from 96 East to Cool Springs Blvd. Additionally, we have acquired 48 more High Mast LED's from TDOT at the Goose Creek interchange to maintain.

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 database system. As a major resurfacing project takes place, the Traffic Division will be upgrading all signage and vehicle detection systems along the route. The upgrade to Wavetronix vehicle detection will be a key process in relieving maintenance costs and traffic flow interruptions.

Performance Measures

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Related Theme: All

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The Streets Department, Traffic Division has two of these categories - General performance measures (Non-Financial and Financial).

General Performance Measures

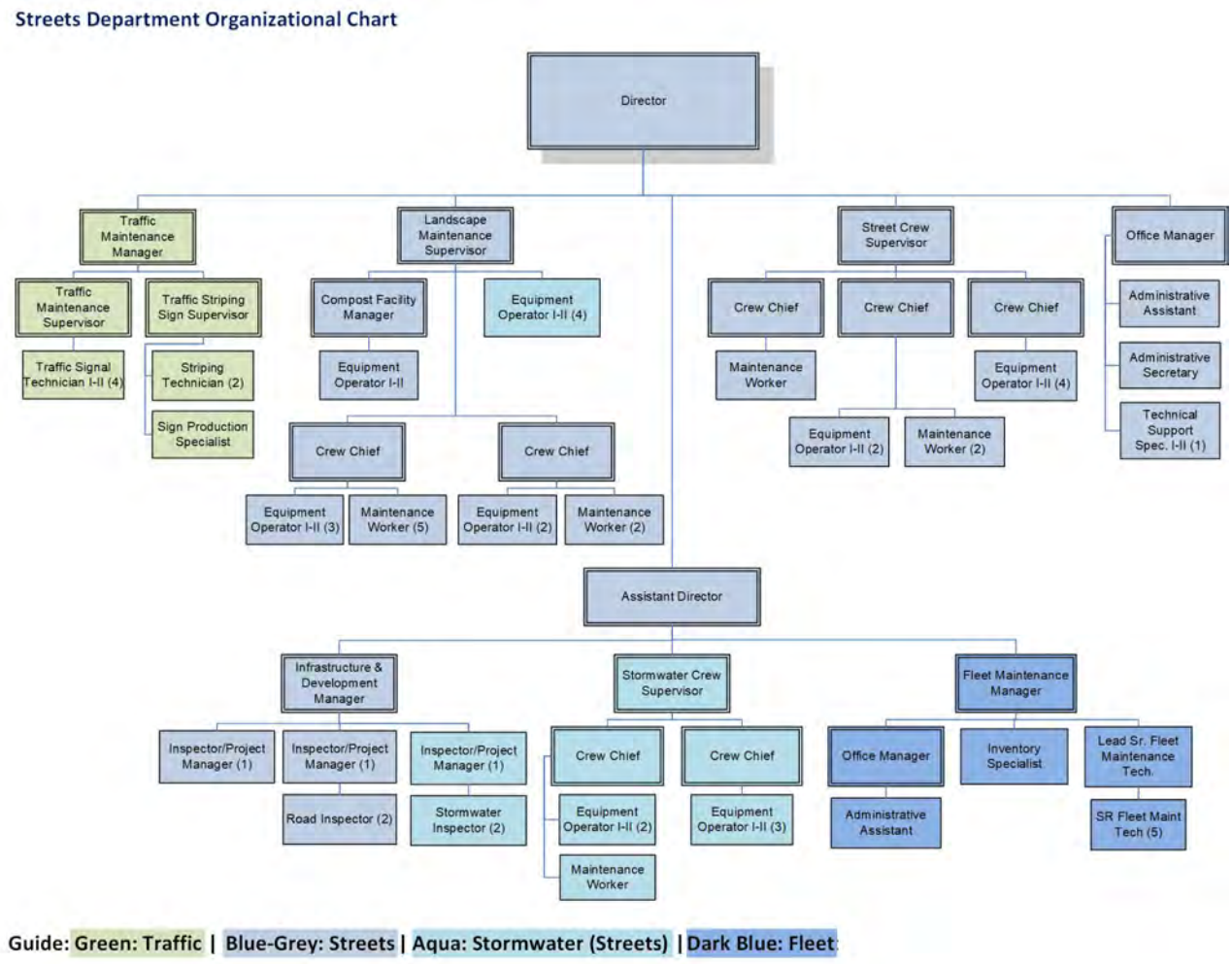
Traffic Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Number of speed limit signs created.	58	80	52	47	43
Number of signs created.	1,400	1,400	1,632	1,498	863
Number of warning signs created.	112	125	64	144	139
Number of signs for other departments created.	784	600	783	1,027	533
Number of street signs replaced.	1,400	1,400	849	461	380
Number of parking signs created.	145	100	22	35	44
Number of all way stop placards created.	25	25	17	21	9
Number of road construction signs created.	14	40	8	23	18
Number of yield signs created.	22	15	47	9	14
Number of downtown banners created.	139	150	101	97	15
Number of street name signs created.	54	83	94	107	43
Number of stop signs created.	81	95	99	75	29
AMOUNT	**4,234**	**4,113**	**3,768**	**3,544**	**2,130**

Traffic Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total cost per street name signs created.	$22	$22	$17	$14	$23
Total cost per stop sign created.	$43	$43	$46	$28	$41
Total cost per speed limit signs created.	$27	$27	$29	$25	$36
Total cost per warning signs created.	$29	$29	$31	$29	$54
Total cost per signs for other departments created.	$23	$23	$17	$12	$15
Total cost per downtown banners created.	$18	$18	$21	$32	$42
Total cost per parking signs created.	$10	$10	$13	$17	$20
Total cost per road construction signs created.	$35	$35	$36	$25	$31
Total cost per yield signs created.	$41	$41	$37	$26	$28
AMOUNT	**$248**	**$248**	**$247**	**$208**	**$290**

Streets Traffic Organizational Chart



Staffing by Position

Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Maintenance Manager	J	1	0	1	0	1	0	1	0	1	0
Traffic Maintenance Supervisor	H	1	0	1	0	1	0	1	0	1	0
Traffic Striping & Sign Production Supervisor	H	1	0	1	0	1	0	1	0	1	0
Traffic Signal Technician I-II	E-F	4	0	4	0	4	0	4	0	4	0
Sign Production Specialist	E	1	0	1	0	1	0	1	0	1	0
Striping Technician	E	2	0	2	0	2	0	2	0	2	0
Totals		**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**

Budget Summary

Streets - Traffic

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$952,887	$1,074,119	$1,235,511	$1,255,997	$1,220,283	($15,228)	(1.2%)
PERSONNEL TOTAL	**$952,887**	**$1,074,119**	**$1,235,511**	**$1,255,997**	**$1,220,283**	**($15,228)**	**(1.2%)**
OPERATIONS							
SERVICES (82000)	$138,625	$220,150	$215,820	$201,170	$181,900	($33,920)	(15.7%)
SUPPLIES (83000)	$317,769	$329,348	$387,835	$371,634	$381,135	($6,700)	(1.7%)
BUSINESS EXPENSES (85000)	$80,370	$78,585	$88,507	$62,695	$90,429	$1,922	2.2%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$536,764**	**$628,083**	**$692,162**	**$635,499**	**$653,464**	**($38,698)**	**(5.6%)**
CAPITAL	–	–	$152,000	$40,000	$183,970	$31,970	21.0%
110 - GENERAL FUND TOTAL	**$1,489,651**	**$1,702,202**	**$2,079,673**	**$1,931,496**	**$2,057,717**	**($21,956)**	**(1.1%)**
EXPENSES TOTAL	**$1,489,651**	**$1,702,202**	**$2,079,673**	**$1,931,496**	**$2,057,717**	**($21,956)**	**(1.1%)**

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FY 2025 Operating Budget

Streets Fleet

Steve Grubb, Director

Departmental Summary

The Streets Department - Fleet Maintenance Division consists of ten full-time employees. This division provides mechanical services and road service calls for the 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 have become more complex requiring additional service during Preventive Maintenance (PM). The continual stop and go, and little to no interstate driving provides more needed shop time and service. City vehicles experience more wear and tear than a normally driven vehicle. Mechanical services provided include: a preventive maintenance program, tire changes, replacement of defective/failed parts, engine diagnostic, and other miscellaneous services.

Department Outlook

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.

The division continues to improve work flow and processes, providing excellent service for all City of Franklin vehicles and equipment.

History of expenditures for service and repairs of City of Franklin's fleet, life-cycle analysis, vehicle improvements, equipment turnover and residual value are kept accurately.

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.

Related 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)

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Streets Department, Fleet Division has two of these categories - General performance measures (Non-Financial and Financial).

General Performance Measures

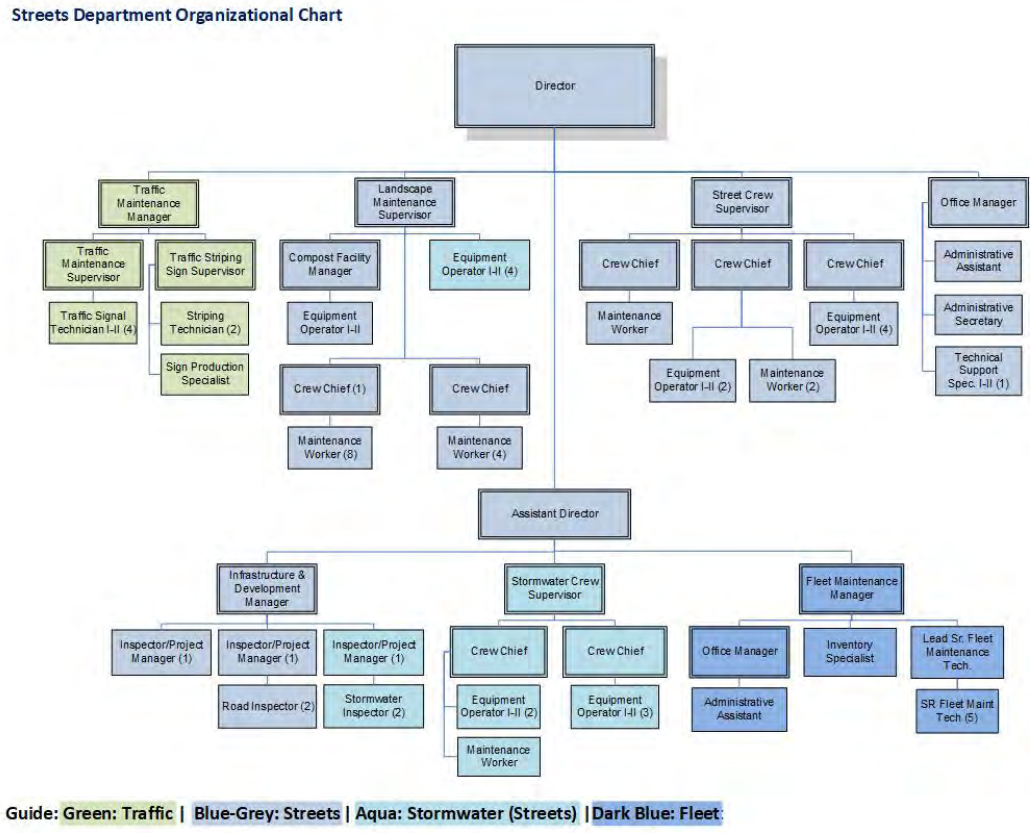
Fleet Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total number of light trucks.	147	151	152	109	112
Total number of cars/passenger vehicles/SUVs.	216	220	237	235	239
Percent of service calls.	7.8	6.64	7.8	6.81	3.63
Total number of heavy trucks.	98	107	109	145	144
Total number of repairs.	2,991	2,951	2,696	3,784	3,965
Percent outsourced.	6.61	6.33	7.3	6.81	7.28
AMOUNT	**3,466.41**	**3,441.97**	**3,209.1**	**4,286.62**	**4,470.91**

Fleet Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total cost of repairs performed by Fleet for Engineering.	$7,259	$750	$4,809	$1,597	$5,103
Total cost of repairs performed by Fleet for Human Resources.	$2,798	$4,230	$1,460	$2,727	$1,761
Total cost of repairs performed by Fleet for Communications	$0	$0	$0	$0	$0
Total cost of repairs performed by Fleet for Street Department.	$122,712	$125,948	$113,785	$229,724	$326,633
Total cost of repairs performed by Fleet for Administration.	$374	$477	$823	$515	$7,028
Total cost of repairs performed by Fleet for Police.	$118,306	$106,001	$109,723	$128,509	$131,608
Total cost of repairs performed by Fleet for Parks.	$18,499	$19,139	$27,457	$42,922	$68,250
Total cost of repairs performed by Fleet for Planning.	$197	$0	$55	$25	$29
Total cost of repairs performed by Fleet for City Wide.	$865,419	$813,074	$915,885	$1,418,226	$1,460,205
Total cost of repairs performed by Fleet for Fire.	$185,389	$152,627	$196,982	$230,548	$281,187
Total cost of repairs performed by Fleet for City Hall Maintenance.	$677	$430	$413	$4,016	$4,568
Total cost of repairs performed by Fleet for Sanitation and Environmental Services.	$316,198	$305,544	$360,704	$656,700	$490,430
Total cost of repairs performed by Fleet for Emergency Management	$0	$0	$0	$0	$0
Total cost of repairs performed by Fleet for IT.	$1,511	$1,601	$2,603	$1,435	$1,032
Total cost of repairs performed by Fleet for Water.	$83,528	$86,071	$91,460	$110,730	$126,972
Total cost of repairs performed by Fleet for Building & Neighborhood Services.	$7,971	$10,256	$5,611	$8,782	$15,604
AMOUNT	**$1,730,838**	**$1,626,148**	**$1,831,770**	**$2,836,458**	**$2,920,410**

Streets Fleet Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fleet Maintenance Manager	J	1	0	1	0	1	0	1	0	1	0
Lead Senior Maintenance Tech	H	1	0	1	0	1	0	1	0	1	0
Senior Fleet Maintenance Tech	G	5	0	5	0	5	0	5	0	5	0
Office Manager	G	0	0	1	0	1	0	1	0	1	0
Administrative Assistant	E	1	0	1	0	1	0	1	0	1	0
Inventory Specialist	F	1	0	1	0	1	0	1	0	1	0
Sub-Total - Budgeted Positions		**9**	**0**	**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Office Manager	F	1	0	0	0	0	0	0	0	0	0
Sub-Total - Unbudgeted Positions		**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Total Authorized Positions	**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**

Budget Summary

Streets - Fleet Maintenance

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$871,442	$1,025,023	$1,130,307	$1,053,840	$1,094,779	($35,528)	(3.1%)
PERSONNEL TOTAL	**$871,442**	**$1,025,023**	**$1,130,307**	**$1,053,840**	**$1,094,779**	**($35,528)**	**(3.1%)**
OPERATIONS							
SERVICES (82000)	$476,769	$447,812	$438,608	$469,914	$462,648	$24,040	5.5%
SUPPLIES (83000)	($509,561)	($269,708)	($222,278)	($841,648)	($208,401)	$13,877	(6.2%)
BUSINESS EXPENSES (85000)	$9,369	$12,134	$11,097	$18,657	$18,869	$7,772	70.0%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**($23,423)**	**$190,238**	**$227,427**	**($353,077)**	**$273,116**	**$45,689**	**20.1%**
CAPITAL	–	–	$113,000	$90,387	$0	($113,000)	(100.0%)
110 - GENERAL FUND TOTAL	**$848,019**	**$1,215,262**	**$1,470,734**	**$791,150**	**$1,367,895**	**($102,839)**	**(7.0%)**
EXPENSES TOTAL	**$848,019**	**$1,215,262**	**$1,470,734**	**$791,150**	**$1,367,895**	**($102,839)**	**(7.0%)**

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FY 2025 Operating Budget

Fleet Replacement Fund

Fund Summary

The Capital Vehicle Fund was a new fund for FY 2023. Its purpose is to provide a more sustainable and transparent mechanism for the regular replacement of commercial fleet vehicles necessary for General Fund departments to operate. Funding for FY 2023 was provided through FY 2022 transfers which "pre-seeded" the fund. The City will use that strategy again in FY 2023, transferring $1,500,000 for FY 2024 needs. A smaller transfer of $312,810 was budgeted in FY 2024. The FY 2025 amount is still to be determined.

Notes & Objectives

The FY 2025 appropriations is as follows: 11 Fire Vehicles totaling $574,000, 21 Police Vehicles totaling $1,491,000, 5 Street Vehicles totaling $240,000, 8 Parks Vehicles totaling $352,000, 2 Building Maintenance Vehicles totaling $88,000, and 1 Admin/Communications Vehicle totaling $62,000. The FY 2024 appropriation was as follows: Forty-three (43) vehicles totaling $1,858,000 FY24 Proposed: eleven (11) Police units totaling $481,250 Total $2,208,000 Fleet Management is also receiving various vehicles for FY 2023. It is expected that these vehicles will be expensed in FY 2024 for a total of $864,239, which is reflected in the FY 2024 expenses.

Organizational Chart

There is no organizational chart associated with the Capital Vehicle Fund. It is supported by personnel within the Streets Department.

Staffing by Position

There are no staff formally associated with the Capital Vehicle Fund. It is supported by personnel within the Streets Department.

Budget Summary

Capital Vehicle Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Revenues							
REVENUES							
USE OF MONEY & PROPERTY (36000)	$3,022	$138,273	–	$231,369	$115,585	$115,585	–
OTHER REVENUE (37000)	$3,250,000	$2,906,667	$812,810	$812,810	$863,490	$50,680	6.2%
REVENUES TOTAL	**$3,253,022**	**$3,044,940**	**$812,810**	**$1,044,179**	**$979,075**	**$166,265**	**20.5%**
REVENUES TOTAL	**$3,253,022**	**$3,044,940**	**$812,810**	**$1,044,179**	**$979,075**	**$166,265**	**20.5%**
Expenses							
350 - FLEET REPLACEMENT FUND	–	$1,130,321	$3,703,489	$2,430,706	$2,807,000	($896,489)	(24.2%)
EXPENSES TOTAL	**–**	**$1,130,321**	**$3,703,489**	**$2,430,706**	**$2,807,000**	**($896,489)**	**(24.2%)**

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FY 2025 Operating Budget

Stormwater

Steve Grubb,Streets Director
Paul Holzen, City Engineer

Departmental Summary

The Stormwater Fund has two divisions contained within it - Streets and Engineering. It consists of 22 employees: 1 coordinator, 1 staff engineer, 4 water quality specialists, 3 inspectors, 1 supervisor, 2 crew chiefs, 1 stormwater supervisor, 9 equipment operators and 1 maintenance worker.

Streets

The Streets 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.

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 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

Departmental Summary (con't)

Engineering

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

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.

Related Theme: All

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizens Survey data.

The Stormwater Department has one of these categories - General performance measures (Non-Financial).

General Performance Measures

Stormwater Non-Financial Performance Measures

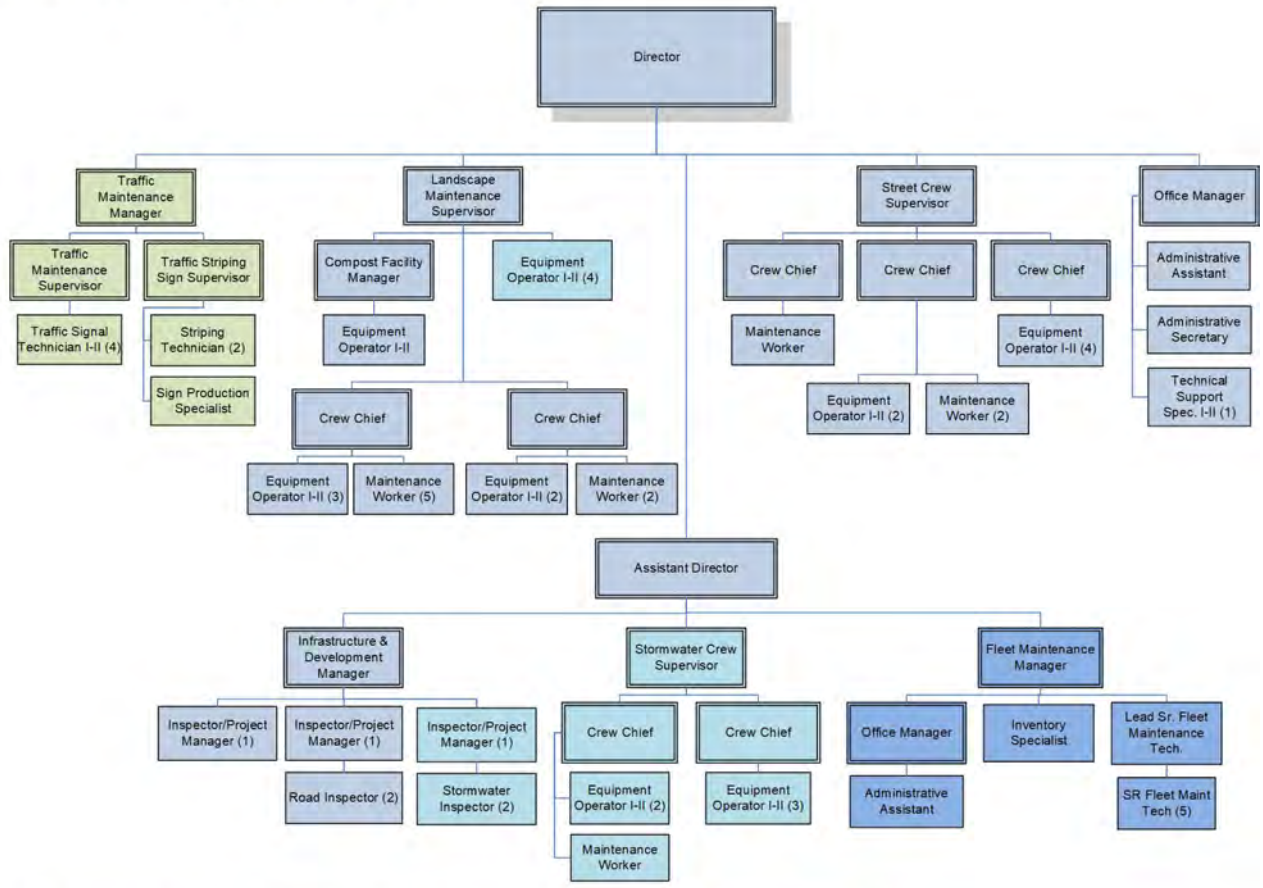
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Percentage of watershed completed for illicit discharge detection and elimination.	0.2	0.2	0.2	20	100
E.Coli Sampling, Annual Ambient Monitoring (100%=Achieved, 0%=Not Achieved)	100	100	100	100	100
Number of illicit discharge detections as a percentage of watershed.	0.2	0.2	0.2	0	0
Number of visual stream assessments completed.	0.2	0.2	0.2	20	0
Percentage of visual stream assessments completed as required (20% of watershed annually)	100	100	100	0	100
Total number of active construction sites	159	1.65	1.77	165	184
Number of illicit discharge eliminations achieved.	0.2	0.2	0.2	0	14
Visual Stream Assessment, Annual Ambient Monitoring (100%=Achieved, 0%=Not Achieved)	100	100	100	100	0
Number of public communication/education/outreach events completed.	13	0.1	0.19	19	35
Macroinvertebrate sampling, Annual Ambient Monitoring (100%=Achieved, 0%=Not Achieved)	100	100	100	100	100
Number of public involvement and participation events completed.	8	0.05	0.02	9	18
Percentage of illicit discharge detections completed as required (20% of watershed annually)	0	0	0	0	100
Percentage of permanent stormwater management facilities inspected.	0.02	0.05	0.1	9	0
Percentage of active construction sites inspected monthly.	100	100	100	100	100
Total number of active construction sites inspected	159	1.65	1.77	165	184
Percentage of SCM's inspections completed as required (20% of watershed annually)	0	0	0	0	100
AMOUNT	**839.82**	**504.3**	**504.65**	**807**	**1,135**

Stormwater Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of storm drainage as excellent/good	80	78	79
Percent rating the quality of storm drainage as fair/poor	20	22	21
AMOUNT	**100**	**100**	**100**

Organizational Chart(s)

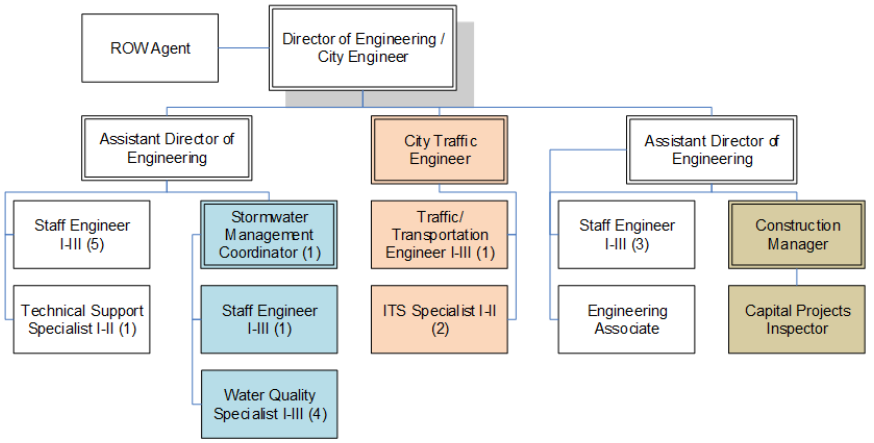
Streets Department Organizational Chart



Guide: Green: Traffic | Blue-Grey: Streets | Aqua: Stormwater (Streets) | Dark Blue: Fleet

Organizational Chart - Stormwater-Engineering

Engineering Department



Notes:

Personnel funded through the Stormwater Fund in the Engineering Dept. are shaded in Aqua.

Staffing by Position

Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Stormwater - Engineering											
Stormwater Management Coordinator	I	1	0	1	0	1	0	1	0	1	0
Staff Engineer I-III	I-K	0	0	1	0	1	0	1	0	1	0
Water Quality Specialist I-III	F-H	5	0	4	0	4	0	4	0	4	0
Stormwater - Streets											
Stormwater Crew Supervisor	H	1	0	1	0	1	0	1	0	1	0
Inspector/Project Manager	H	0	0	0	0	0	0	1	0	1	0
Stormwater Inspector	G	3	0	3	0	3	0	2	0	2	0
Crew Chief	G	2	0	2	0	2	0	2	0	2	0
Equipment Operator I-II	D-E	9	0	9	0	9	0	9	0	9	0
Maintenance Worker	D	1	0	1	0	1	0	1	0	1	0
Totals		**22**	**0**	**22**	**0**	**22**	**0**	**22**	**0**	**22**	**0**

Budget Summary

Stormwater

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Revenues							
REVENUES							
LICENSES & PERMITS (32000)	$97,496	$119,369	$138,250	$113,135	$129,051	($9,199)	(6.7%)
INTERGOVERNMENTAL (33000)	$7,452	–	$1,307	$0	$0	($1,307)	(100.0%)
CHARGES FOR SERVICES (34000)	$2,560,385	$2,595,654	$2,554,462	$2,641,179	$2,673,523	$119,061	4.7%
FINES & FEES (35000)	$72,772	$75,906	$36,000	$44,723	$35,000	($1,000)	(2.8%)
USE OF MONEY & PROPERTY (36000)	($37,433)	$41,307	$83,739	$103,275	$51,592	($32,147)	(38.4%)
OTHER REVENUE (37000)	$0	–	$0	$0	$0	$0	–
CUSTOMER SERVICE (38000)	$0	$0	$0	$0	$0	$0	–
CAPITAL CONTRIBUTIONS (39000)	–	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$2,700,672**	**$2,832,236**	**$2,813,758**	**$2,902,312**	**$2,889,166**	**$75,408**	**2.7%**
REVENUES TOTAL	**$2,700,672**	**$2,832,236**	**$2,813,758**	**$2,902,312**	**$2,889,166**	**$75,408**	**2.7%**
Expenses							
135 - STORMWATER							
PERSONNEL							
PERSONNEL (81000)							
SALARIES & WAGES (81100)	$1,224,619	$1,453,312	$1,791,873	$1,688,769	$1,661,214	($130,659)	(7.3%)
EMPLOYEE BENEFITS (81400)	$690,667	$615,385	$717,451	$725,312	$796,234	$78,783	11.0%
PERSONNEL (81000) TOTAL	**$1,915,286**	**$2,068,697**	**$2,509,324**	**$2,414,081**	**$2,457,448**	**($51,876)**	**(2.1%)**
PERSONNEL TOTAL	**$1,915,286**	**$2,068,697**	**$2,509,324**	**$2,414,081**	**$2,457,448**	**($51,876)**	**(2.1%)**
OPERATIONS							
SERVICES (82000)	$214,857	$258,607	$336,410	$359,831	$396,724	$60,314	17.9%
SUPPLIES (83000)	$222,929	$330,288	$400,243	$393,142	$484,017	$83,774	20.9%
OPERATIONAL UNITS (84000)	$335,799	$226,922	$192,592	$192,522	$192,522	($70)	(0.0%)
BUSINESS EXPENSES (85000)	$48,782	$46,048	$69,327	$64,224	$56,632	($12,695)	(18.3%)
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)	–	–	$350,000	$350,000	$0	($350,000)	(100.0%)
OPERATIONS TOTAL	**$822,367**	**$861,865**	**$1,348,572**	**$1,359,719**	**$1,129,895**	**($218,677)**	**(16.2%)**
CAPITAL							
CAPITAL ASSETS (89000)	–	$0	$145,052	$145,052	$898,536	$753,484	519.5%
CAPITAL TOTAL	**–**	**$0**	**$145,052**	**$145,052**	**$898,536**	**$753,484**	**519.5%**
135 - STORMWATER TOTAL	**$2,737,652**	**$2,930,562**	**$4,002,948**	**$3,918,852**	**$4,485,879**	**$482,931**	**12.1%**
EXPENSES TOTAL	**$2,737,652**	**$2,930,562**	**$4,002,948**	**$3,918,852**	**$4,485,879**	**$482,931**	**12.1%**

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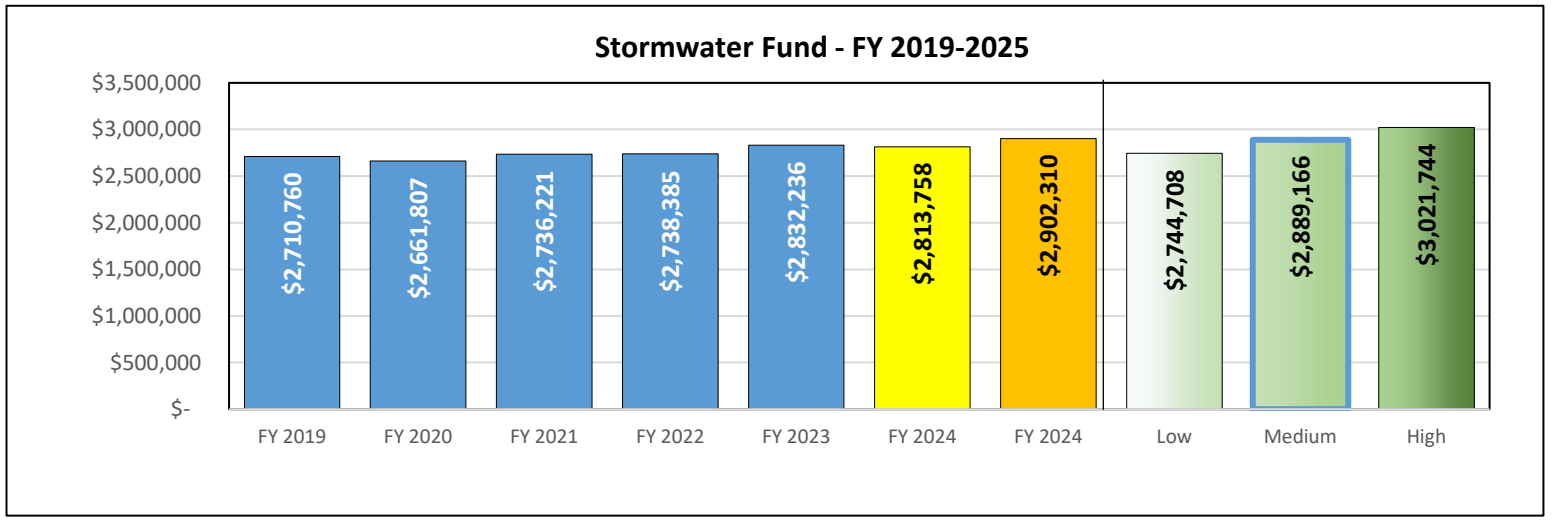
City of Franklin

Revenue Model

Fund:	Stormwater Fund	Percent of All Revenues	1.2%

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.

The fee was raised by 5% in FY 2022. This was the first increase in the fee since the inception of the fund in FY 2004, 19 years ago. No fee increase is planned in FY 2025.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	5.9%	-1.8%	2.8%	0.1%	3%	-1%	3%	-5%	0%	4%	
PLANS REVIEW FEE	25,900	22,300	33,200	17,400	19,800	36,250	16,903	22,534	23,720	24,906	3-yr Average
DRAINAGE INSPECTIONS	103,484	75,887	105,495	72,846	96,369	60,000	93,131	86,275	90,816	95,357	$ 2,768,947
STORMWATER PERMIT FEE	4,200	4,850	53,075	7,250	3,200	42,000	3,100	13,789	14,515	3,360	0.8%
FEMA/TEMA GRANTS (FED/STATE)	-	-	1,307	-	-	1,307		-	-	-	5-Yr Average
STORMWATER FEES- RESIDENTIAL	2,403,616	2,414,161	2,424,175	2,560,384	2,595,654	2,554,462	2,641,179	2,539,847	2,673,523	2,807,199	$ 2,735,882
STORMWATER APPEALS BOARD			5,750	0	0	0	-	-			0.7%
STORMWATER FINES	19,404	18,088	14,930	29,817	23,636	15,000	8,125	14,250	15,000	15,750	10-Yr Average
STORMWATER LATE PAY PENALTIES	21,721	15,596	22,067	27,879	28,370	21,000	16,598	19,000	20,000	21,000	$ 2,639,008
STORMWATER QUALIFIED PROGRAM	12,000	21,750	34,200	15,075	23,900	0	17,700				0.7%
INTEREST INCOME	120,436	89,204	8,282	7,734	41,307	50,000	103,274	49,013	51,592	54,172	15-Yr Average
SALE OF SURPLUS ASSETS	-	(29)	33,739	-	-	33,739	-	-	-	-	$ 2,658,886
ELECTRONIC RECORDING FEE							2,300				
CUSTOMER SERVICE	-	-	-	-	-	-	-	-	-	-	0.4%
Totals	$ 2,710,760	$ 2,661,807	$ 2,736,221	$ 2,738,385	$ 2,832,236	$ 2,813,758	$ 2,902,310	$ 2,744,708	$ 2,889,166	$ 3,021,744	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Street Aid Fund

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

Budget Summary

Street Aid Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LOCAL TAXES (31000)	$1,059,197	$1,094,550	$1,116,441	$1,116,441	$1,149,935	$33,494	3.0%
INTERGOVERNMENTAL (33000)	$3,035,484	$3,085,193	$3,115,263	$3,136,978	$3,239,792	$124,529	4.0%
USE OF MONEY & PROPERTY (36000)	$15,243	$135,806	$2,500	$165,787	$73,687	$71,187	2,847.5%
OTHER REVENUE (37000)	$1,250,000	$1,083,921	$500,000	$500,000	$500,000	$0	0.0%
CAPITAL CONTRIBUTIONS (39000)	–	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$5,359,924**	**$5,399,470**	**$4,734,204**	**$4,919,206**	**$4,963,414**	**$229,210**	**4.8%**
REVENUES TOTAL	**$5,359,924**	**$5,399,470**	**$4,734,204**	**$4,919,206**	**$4,963,414**	**$229,210**	**4.8%**
Expenses							
121 - STREET AID							
PERSONNEL							
PERSONNEL (81000)	–	–	$0	$0	$0	$0	–
PERSONNEL TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
OPERATIONS							
SERVICES (82000)	$3,261,157	$5,022,230	$6,601,742	$5,390,000	$6,220,212	($381,530)	(5.8%)
SUPPLIES (83000)	$0	–	$0	$0	$0	$0	–
BUSINESS EXPENSES (85000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$3,261,157**	**$5,022,230**	**$6,601,742**	**$5,390,000**	**$6,220,212**	**($381,530)**	**(5.8%)**
CAPITAL							
CAPITAL ASSETS (89000)	$0	$0	$0	$0	$0	$0	–
CAPITAL TOTAL	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**–**
121 - STREET AID TOTAL	**$3,261,157**	**$5,022,230**	**$6,601,742**	**$5,390,000**	**$6,220,212**	**($381,530)**	**(5.8%)**
EXPENSES TOTAL	**$3,261,157**	**$5,022,230**	**$6,601,742**	**$5,390,000**	**$6,220,212**	**($381,530)**	**(5.8%)**

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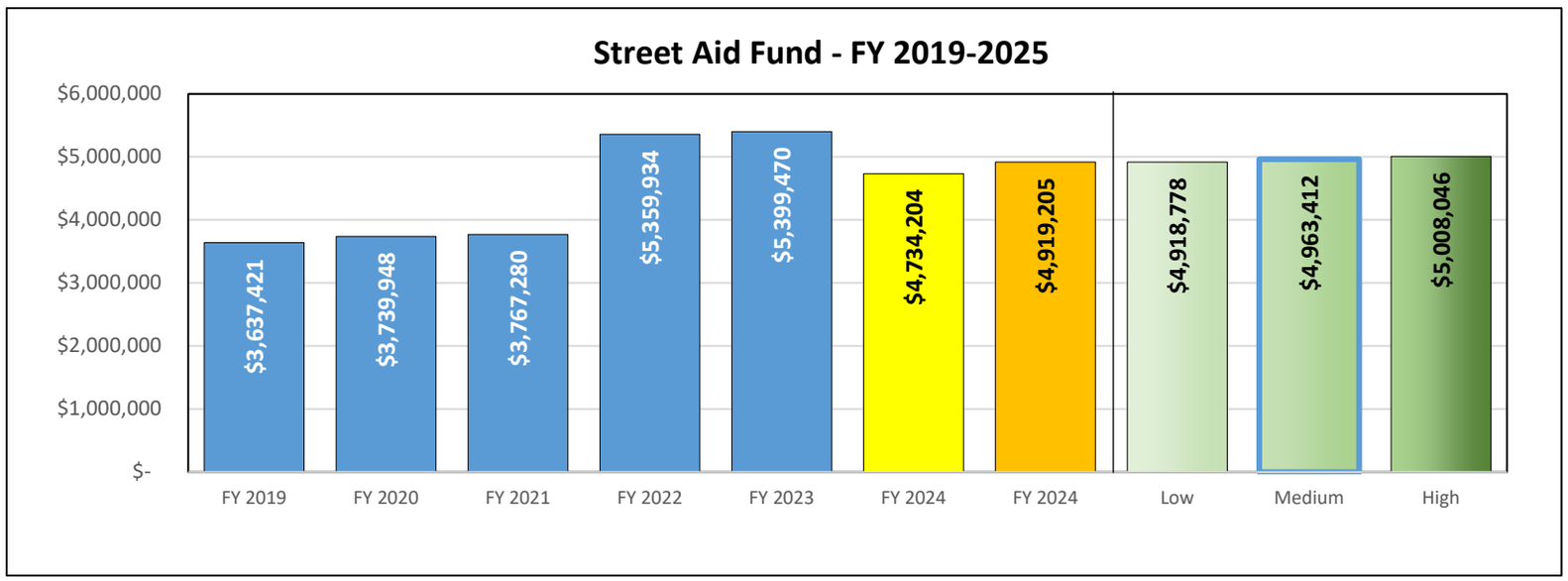
City of Franklin

Revenue Model

Fund:	Street Aid	Percent of All Revenues	2.1%

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. § 67-3-905; T.C.A. § 67-3-1108; T.C.A. § 54-4-103; and T.C.A. § 54-4-204; Op. Tenn. Atty.



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.

Overall, the City is forecasting a 1% increase over *estimated* FY 2024 at this time.

	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	11.9%	2.8%	0.7%	42.3%	0.7%	-12.3%	3.9%	-0.01%	0.90%	1.81%	
PROPERTY TAXES COLLECTED	748,375	779,036	809,178	1,059,197	1,094,550	1,116,441	1,116,441	**1,138,435**	1,149,934	1,161,434	3-yr Average
GASOLINE TAX (STATE)	2,630,997	2,660,745	2,706,895	3,035,485	3,052,033	2,995,263	3,059,200	**3,058,894**	3,089,792	3,120,690	$ 4,842,228
INTEREST INCOME	8,049	50,168	1,207	15,252	135,806	2,500	165,787	**72,949**	73,686	74,423	3.8%
TRANSFER FROM GENERAL FUND	250,000	250,000	250,000	1,250,000	1,083,921	500,000	500,000	**500,000**	500,000	500,000	5-Yr Average
Sports Wagering Privilege Tax (Rd & Bld)					33,160	120,000	77,777	**148,500**	150,000	151,500	$ 4,380,810
											4.7%
											10-Yr Average
											$ 3,662,836
											9.5%
Totals	**$ 3,637,421**	**$ 3,739,948**	**$ 3,767,280**	**$ 5,359,934**	**$ 5,399,470**	**$ 4,734,204**	**$ 4,919,205**	**$ 4,918,778**	**$ 4,963,412**	**$ 5,008,046**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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HISTORIC
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FY 2025 Operating Budget

Road Impact Fund

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.

Performance Measures

There are no performance measures associated with the Road Impact Fund.

Strategic Plan Measures

There are no strategic plan measures associated with the City Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the City Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Budget Summary

Road Impact Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LICENSES & PERMITS (32000)	$10,641,106	$4,235,737	$7,236,689	$8,029,761	$6,122,176	($1,114,513)	(15.4%)
USE OF MONEY & PROPERTY (36000)	($894,242)	$416,000	$50,000	$1,198,259	$598,612	$548,612	1,097.2%
OTHER REVENUE (37000)	$0	–	$0	$0	$0	$0	–
CAPITAL CONTRIBUTIONS (39000)	–	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$9,746,864**	**$4,651,737**	**$7,286,689**	**$9,228,020**	**$6,720,788**	**($565,901)**	**(7.8%)**
REVENUES TOTAL	**$9,746,864**	**$4,651,737**	**$7,286,689**	**$9,228,020**	**$6,720,788**	**($565,901)**	**(7.8%)**
Expenses							
128 - ROAD IMPACT FEES							
OPERATIONS							
SERVICES (82000)	–	$1,243,568	$3,000,000	$3,200,488	$3,200,001	$200,001	6.7%
BUSINESS EXPENSES (85000)	–	–	$0	$0	$0	$0	–
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)	$3,285,816	$10,956,852	$4,961,455	$4,293,445	$3,939,602	($1,021,853)	(20.6%)
OPERATIONS TOTAL	**$3,285,816**	**$12,200,419**	**$7,961,455**	**$7,493,933**	**$7,139,603**	**($821,852)**	**(10.3%)**
CAPITAL							
CAPITAL ASSETS (89000)	–	$0	$0	$0	$0	$0	–
CAPITAL TOTAL	**–**	**$0**	**$0**	**$0**	**$0**	**$0**	**–**
128 - ROAD IMPACT FEES TOTAL	**$3,285,816**	**$12,200,419**	**$7,961,455**	**$7,493,933**	**$7,139,603**	**($821,852)**	**(10.3%)**
EXPENSES TOTAL	**$3,285,816**	**$12,200,419**	**$7,961,455**	**$7,493,933**	**$7,139,603**	**($821,852)**	**(10.3%)**

Notes & Objectives

The revenue forecast for FY 2025 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.

In FY 2023 (and in addition to standard payments of debt service and offset agreements), $50,000 was set aside for a study to review current road impact fees and partial funding for three projects on the FY 2022-2031 Capital Investment Plan: 1) $3,000,000 - East McEwen Phase 4, 2) $1,375,000 - Jordan Road (SA1), and 3) $392,500 - Church Street (50% SA1, 50% SA2). In FY 2024, (in addition to standard payments of debt service and offset agreements), partial funding for East McEwen Phase 5 totaling $1,000,000 is proposed to continue that CIP approved project.

The FY 2025 Road Impact Fund appropriations will be modified throughout Spring 2024 as the Board of Mayor and Alderman revisit prioritizations of the Capital Investment Plan. An amended appropriation proposal based upon that revisitation will be included in the City Administrator's Recommended Budget in May.

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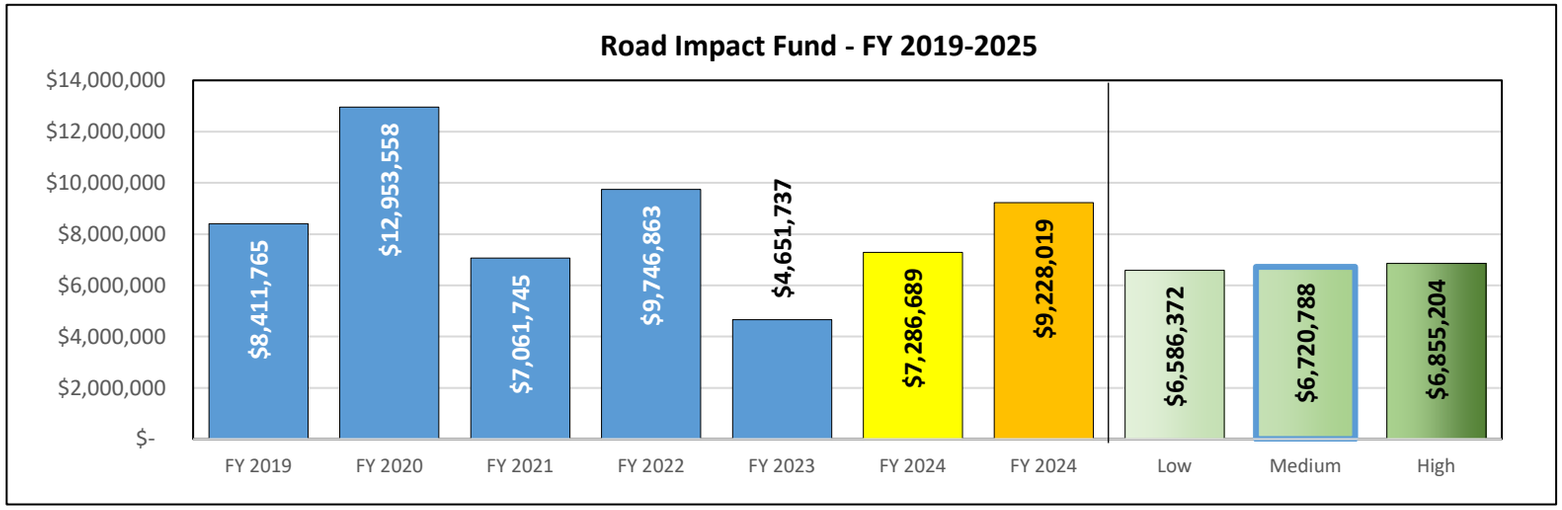
City of Franklin

Revenue Model

Fund:	Road Impact	Percent of All Revenues	2.9%

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 2025 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	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-28.1%	54.0%	-45.5%	38.0%	-52.3%	56.6%	26.6%	-29%	-27%	-26%	3-yr Average
Road Impact Fees											$ 7,153,448
Arterials	4,800,171	7,359,093	4,061,173	6,371,224	2,530,625	5,051,405	4,960,565	3,692,976	3,768,343	3,843,710	-11.7%
Collector Area 1	1,057,313	1,200,036	8,484	1,957,665	173,287	642,513	2,091,914	646,327	659,518	672,708	5-Yr Average
Collector Area 2	1,286,317	3,118,014	1,326,079	1,374,601	1,199,356	1,103,473	498,810	1,220,742	1,245,655	1,270,568	$ 8,565,134
Collector Area 3	400,237	472,760	573,304	891,008	320,779	379,056	427,040	390,739	398,713	406,687	-9.1%
Collector Area 4	115,817	101,249	57,615	46,608	11,690	60,242	51,432	48,948	49,947	50,946	10-Yr Average
Interest Income	500,492	702,406	86,592	(894,243)	416,000	50,000	1,198,258	586,640	598,612	610,584	$ 7,678,694
Contributions from Developers	-							-	-	-	
Transfer from General Fund	251,418	-	-	-				-	-	-	-7.9%
Miscellaneous Income	-		948,498					-	-	-	
Totals	**$ 8,411,765**	**$ 12,953,558**	**$ 7,061,745**	**$ 9,746,863**	**$ 4,651,737**	**$ 7,286,689**	**$ 9,228,019**	**$ 6,586,372**	**$ 6,720,788**	**$ 6,855,204**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 2001-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Parks

Lisa Clayton, Parks Director

Departmental Summary

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.

The primary challenge in development of the Parks budget for Fiscal Year 2025 will be planning and implementing new CIP projects and day-to-day services while balancing existing responsibilities at a high service level. Capital Projects will be the areas of concentration in the fiscal year. Three capital park projects saw openings in the fourth quarter of fiscal year 2024: Thompson Alley Neighborhood Park, the pedestrian bridge and trail extension along with the Historic Hayes Home at the Park at Harlinsdale Farm. The department will finalize design, bid or commence construction with the following park projects: Bicentennial Park, the Main Barn at the Park at Harlinsdale Farm, Huffine's Ridge and the historic Carothers's Home, Southeast Municipal Complex, Robinson Lake, Liberty Park and initiating master planning design for the property knowns as Creekside Property with an emphasis on Roper's Knob historic park. 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.

The Parks system will see a significant increase in growth with Capital Projects identified in the Parks Master plan in 2015. Over the next four years, the department span of responsibility will grow with the following Capital Projects finally coming online for the citizens of Franklin to enjoy and engage. In fiscal year 2024 and by the end of 2025, the following projects will be completed: Thompson Alley Neighborhood Park, the pedestrian bridge and trail extension at the park at Harlinsdale Farm, Historic Hayes Home and Event Grounds, Bicentennial Park, the Main Barn at the Park at Harlinsdale, Roper's Knob Trail Extension and Huffines Ridge Park which includes a mountain bike trail system and the restored Historic Carothers's Home. With each of these projects comes the day-to-day responsibility of maintaining each site and property. Increasing personnel and purchasing the right equipment for each site is imperative to maintaining a high service level.

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.

Related 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 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).

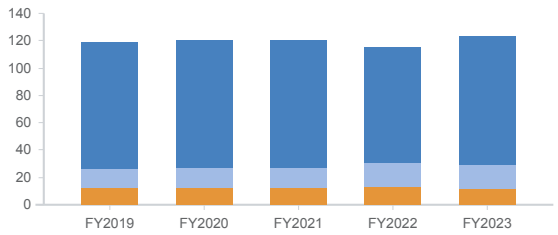
Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Parks Department has three of these categories - Strategic Plan measures (Non-Financial), General performance measures (Non-Financial) and (Financial).

To the right is shown the progress the Parks Department has made toward achieving the goals set forth as a part of ***FranklinForward ,*** the City's strategic plan. These goals aim at helping the Parks Department complete its theme of providing quality life experiences for the citizens in the community. The indicators in the graph show the percentage of citizens who feel the parks, recreation, and amenities offered in Franklin are at an excellent/great level, the number of years the the City has been awarded Tree City USA status, and the number of acres of recreation space available per resident.

Parks FranklinForward Non-Financial Perf. Measures



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Output Measure in FY2023

General Performance Measures

Parks Non-Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Park attendance by scheduled users - athletics.	10,100	4,500	10,200	10,100	38,595
Total number of training hours provided.	1,560	450	450	405	120
Park event participation - total youth.	38,245	0	39,393	12,585	12,600
Total number of trees planted by donation and/or grants.	282	29	28	16	0
Park event participation - adults all.	31,973	0	32,932	38,647	39,000
Parks and Recreation acres maintained - active parks.	747	747	747	193	372.45
Total number of volunteer hours worked.	20,327	275	2,929	130	669
Total Parks and Recreation units (parks) managed.	18	7	19	19	19
Park event participation - registered athletics.	9,384	0	9,665	9,650	2,573
Total attendees for the lecture series.	29	0	0	0	0
Park attendance by scheduled users - outside sponsored events.	43,862	3,800	44,224	40,180	63,981
Park event participation - children all	18,512	0	19,068	12,585	12,600
Total number of tree farm trees.	26	27	77	0	0
Total percentage of urban tree canopy.	29.61	30.5	30.5	29.61	30.37
Park attendance by scheduled users - schools.	9,919	400	10,000	940	1,125
Total number of greenway miles.	16	16	16	17	17
Total number of permits received.	247	104	254	286	319
Parks and Recreation acres maintained - passive parks.	937	937	937	807	655.85
Park event participation - seniors all.	747	0	0	640	1,200
Park attendance by scheduled users - City sponsored special events.	19,060	17,500	19,250	18,557	18,000
Park event participation - children of Franklin.	18,088	0	18,631	10,450	10,300
Total miles of trails (greenway & non-paved).	20	20	20	20	20
Participation count - City sponsored events.	19,060	17,500	19,000	18,557	18,000
Participation count - non-City sponsored events.	24,802	2,500	25,000	56,481	63,981
Total number of trees planted.	314	323	108	104	476
Park event participation - Franklin residents.	31,031	0	31,962	35,625	36,850
Total number of trees purchased from the tree bank.	282	290	0	92	85
Total participation in programs.	104,478	20,000	195,651	75,038	81,981
Total Parks and Recreation acres maintained (passive + active).	190	190	190	1,000	1,028.3
AMOUNT	**404,285.61**	**69,645.5**	**480,781.5**	**343,153.61**	**404,597.97**

Park's Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Total Parks and Recreation cost per capita (total operations, personnel, and capital/population).	$70	$82	$64	$67	$78
Total grant proceeds awarded.	$133,630	$10,905	$29,152	$14,700	$24,000
Total Parks and Recreation cost.	$4,957,482	$5,797,545	$4,512,614	$5,742,116	$6,893,932
Total revenues from user fees.	$139,541	$27,960	$140,215	$152,077	$124,483
Total Parkland Impact Fees.	$1,623,354	$1,464,200	$2,196,116	$1,516,084	$1,007,056
Estimated annual operation of Park's units.	$1,824,743	$2,310,913	$1,739,739	$1,831,771	$2,381,444
Total cost per Franklin resident to support Parks (operations expenses/population).	$26	$33	$25	$28	$29
AMOUNT	**$8,678,846**	**$9,611,638**	**$8,617,924**	**$9,256,843**	**$10,431,022**

Parks Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating Fitness opportunities as it relates to Franklin as a whole as excellent/good	77	83	80
Percent rating Fitness opportunities as it relates to Franklin as a whole as fair/poor	23	17	20
Percent rating recreational opportunities as it relates to Franklin as a whole as excellent/good	78	83	79
Percent rating recreational opportunities as it relates to Franklin as a whole as fair/poor	22	17	21
Percent rating the quality of City parks as excellent/good	91	93	85
Percent rating the quality of City parks as fair/poor	9	7	15
Percent rating the quality of Franklin open space as excellent/good	70	71	70
Percent rating the quality of Franklin open space as fair/poor	30	29	30
Percent rating the quality of recreation centers or facilities as excellent/good	85	87	80
Percent rating the quality of recreation centers or facilities as fair/poor	15	13	20
Percent rating the quality of recreation programs or classes as excellent/good	84	87	79
Percent rating the quality of recreation programs or classes as fair/poor	16	13	21
AMOUNT	**600**	**600**	**600**

Staffing by Position

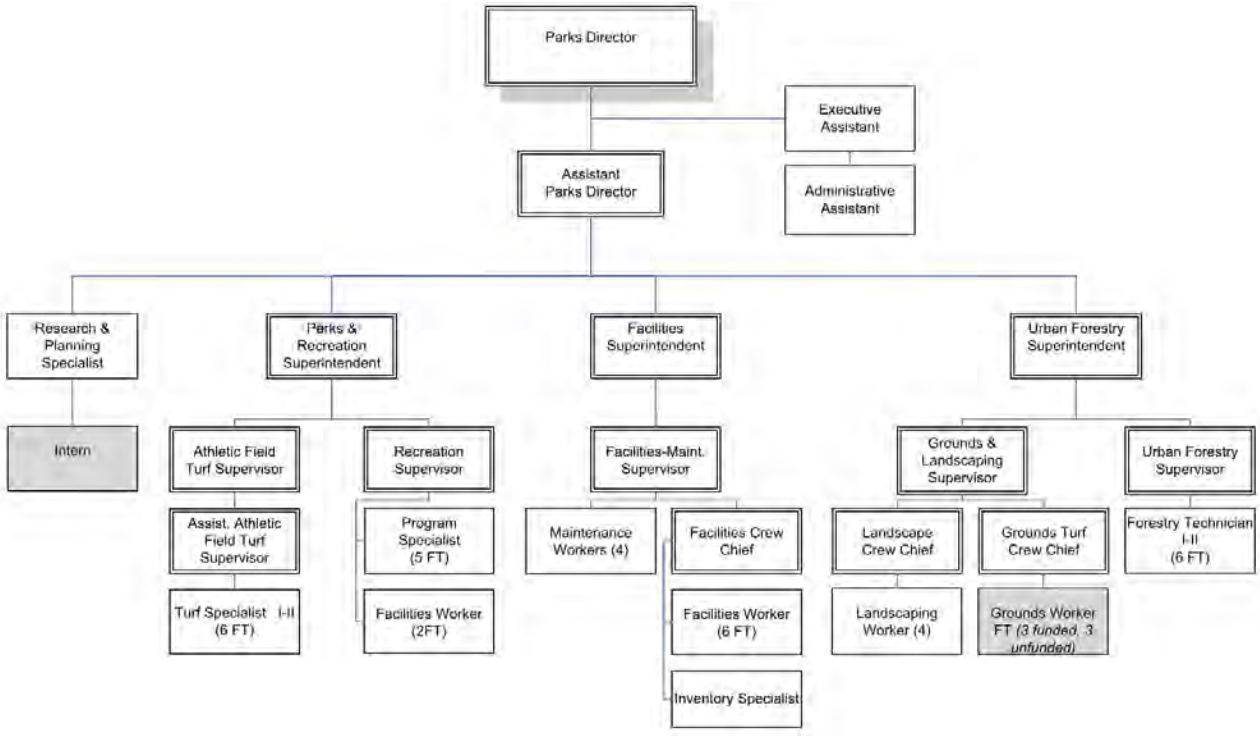
Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Parks Director	L	1	0	1	0	1	0	1	0	1	0
Assistant Parks Director	K	1	0	1	0	1	0	1	0	1	0
Facilities Superintendent	J	1	0	1	0	1	0	1	0	1	0
Parks & Recreation Superintendent	J	0	0	1	0	1	0	1	0	1	0
Urban Forestry Superintendent	J	1	0	1	0	1	0	1	0	1	0
Athletic Field Turf Supervisor	H	1	0	1	0	1	0	1	0	1	0
Grounds & Landscape Supervisor	H	1	0	1	0	1	0	1	0	1	0
Facilities & Maintenance Supervisor	H	0	0	0	0	1	0	1	0	1	0
Recreation Supervisor	H	1	0	1	0	1	0	1	0	1	0
Urban Forestry Supervisor	H	0	0	1	0	1	0	1	0	1	0
Assistant Athletic Field Turf Supervisor	G	0	0	0	0	1	0	1	0	1	0
Research & Planning Specialist	G	1	0	1	0	1	0	1	0	1	0
Facilities Crew Chief	G	1	0	1	0	1	0	1	0	1	0
Grounds Turf Crew Chief	G	1	0	1	0	1	0	1	0	1	0
Landscaping Crew Chief	G	1	0	1	0	1	0	1	0	1	0
Executive Assistant	F	0	0	0	0	0	0	1	0	1	0
Turf Specialist I-II	E-F	6	0	6	0	6	0	6	0	6	0

Arborist	---	1	0	0	0	0	0	0	0	0	0
Forestry Technician I-II	D-E	0	0	6	0	6	0	6	0	6	0
Maintenance Crew Chief	---	1	0	1	0	0	0	0	0	0	0
Program Specialist	E	4	0	4	0	4	0	4	0	5	0
Admin Assistant	E	2	0	2	0	2	0	1	0	1	0
Inventory Specialist	E	1	0	1	0	1	0	1	0	1	0
Maintenance Worker	E	3	0	4	0	4	0	4	0	4	0
Facilities Worker	D	5	3	5	3	6	1	6	1	8	0
Grounds Worker	D	6	0	6	0	3	0	3	0	3	0
Landscaping Worker	D	3	0	3	0	3	0	3	0	4	0
Tree Worker I-II	---	2	0	0	0	0	0	0	0	0	0
Sub-Total - Budgeted Positions		**45**	**3**	**51**	**3**	**50**	**1**	**50**	**1**	**54**	**0**

Authorized, Unbudgeted Positions	**Pay Grade**	**FY 2021**		**FY 2022**		**FY 2023**		**FY 2024**		**FY 2025**	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Parks & Recreation Superintendent	---	1	0	0	0	0	0	0	0	0	0
Grounds Worker	D	0	0	0	0	3	0	3	0	3	0
Tree Worker, PT	---	0	1	0	0	0	0	0	0	0	0
Intern	INTERN	0	1	0	1	0	1	0	1	0	1
Sub-Total - Unbudgeted Positions		**1**	**3**	**0**	**2**	**3**	**2**	**3**	**2**	**3**	**1**

Total Authorized Positions	**46**	**6**	**51**	**5**	**53**	**3**	**53**	**3**	**57**	**1**

Organizational Chart



Budget Summary

Parks

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	$2,970,752	$3,935,974	$4,566,571	$4,497,354	$4,652,189	$85,618	1.9%
PERSONNEL TOTAL	**$2,970,752**	**$3,935,974**	**$4,566,571**	**$4,497,354**	**$4,652,189**	**$85,618**	**1.9%**
OPERATIONS							
SERVICES (82000)	$1,007,365	$1,246,006	$1,481,771	$1,415,397	$1,537,095	$55,324	3.7%
SUPPLIES (83000)	$739,223	$992,833	$881,459	$885,845	$941,896	$60,437	6.9%
OPERATIONAL UNITS (84000)	$24,500	$13,134	$49,250	$49,250	$40,000	($9,250)	(18.8%)
BUSINESS EXPENSES (85000)	$60,682	$129,471	$141,110	$150,745	$183,966	$42,856	30.4%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$1,831,771**	**$2,381,444**	**$2,553,590**	**$2,501,237**	**$2,702,957**	**$149,367**	**5.8%**
CAPITAL							
CAPITAL ASSETS (89000)	$46,530	–	$45,250	$45,250	$300,000	$254,750	563.0%
CAPITAL TOTAL	**$46,530**	**–**	**$45,250**	**$45,250**	**$300,000**	**$254,750**	**563.0%**
110 - GENERAL FUND TOTAL	**$4,849,053**	**$6,317,419**	**$7,165,411**	**$7,043,841**	**$7,655,146**	**$489,735**	**6.8%**
EXPENSES TOTAL	**$4,849,053**	**$6,317,419**	**$7,165,411**	**$7,043,841**	**$7,655,146**	**$489,735**	**6.8%**

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FY 2025 Operating Budget

Sanitation & Environmental Services

Jack Tucker, Director

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 Municipal Solid Waste (MSW) from over 2,200,000 service points in FY2023. 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 a curbside blue bag recycling services program, which has been to converted to Blue Bins for our residents, streamlined our hauling and landfill functions through a long term agreement with Bi County Solid Waste and MBI waste hauling contract, established a long term agreement with Marshall County for accepting and processing the recyclables collected through our curbside service, incorporated an air curtain incinerator for brush processing while working to add an additional incinerator, incorporated route smart technology and tablets into collection vehicles to maintain efficiency and cost effective services, 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.

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 waste generated from residents and downtown businesses. SES continues providing residential solid waste collection to include household garbage, bulky wastes, white goods, Blue Bins for recyclables, and yard waste which includes brush and brown bags.
- Disposal Division team members operate the City owned transfer station for City and private refuse haulers, process yard waste, separate metal recyclables from refuse, and transfer curbside recycling accepted through the facility.

Department Goals

The primary goal for the Sanitation and Environmental Services Department is to provide the citizens of Franklin outstanding solid waste service in an environmentally responsible manner while recognizing economic realities. The Sanitation and Environmental Services Department team is responsible for collection and disposal of residential and non-residential solid waste, residential recycling, yard waste, 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 and the residents of Franklin.

Continuous improvement for the long term development of our department remains a top priority. We set a goal to annually review and assess all resources and manage them in the most efficient, effective way possible. We will continue analysis of the cost of each service provided and expect to make additional recommendations based on our findings.

In order to maintain our current level of service and anticipate future improvements, SES has prepared a five year cost of service analysis. This analysis outlines revenues and expenditures, current and future fleet expansion, equipment lifecycle/replacement needs, additional personnel requests, facility expansion needs, and future landfill and bio-solid management. During the 2025 fiscal year, SES is requesting to replace our current HVAC unit, upgrade our Route-Smart tablets, add a materials handler for our burn operation, replace one eleven yard mini packer with a mini automated side loader to increase route efficiencies, add a yard truck to our Transfer Station operation, add Administrative staff and additional office space/upgrades. Additionally, SES is requesting the following enhancements for FY2026 due to the 18-24 month lead time on equipment manufacturing. SES anticipates to replace one walking floor transfer trailer, forklift, replace one automated side loader, add automated side loader MSW, add automated side loader recycling, and replace one ton dump bed pickup truck for FY2027.

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.

Related 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.

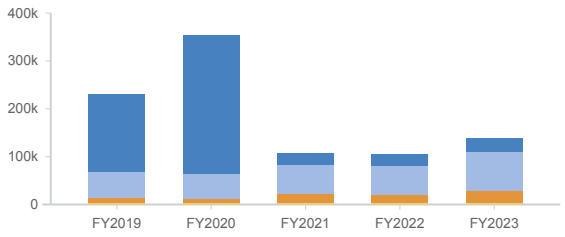
Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Sanitation & Environmental Services Department has two of these categories - Strategic Plan measures (Non-Financial) and General performance measures (Non-Financial)

To the right is shown the SES Departments progress toward ensuring that Franklin is a safe clean and livable city per **Franklin*Forward.*** The chart tracks the progress toward achieving the goal of reducing dangerous and polluting chemicals in our City by increasing the collection of BOPAE.

SES FranklinForward Non-Financial Perf. Measures



138,893.55

Output Measure in FY2023

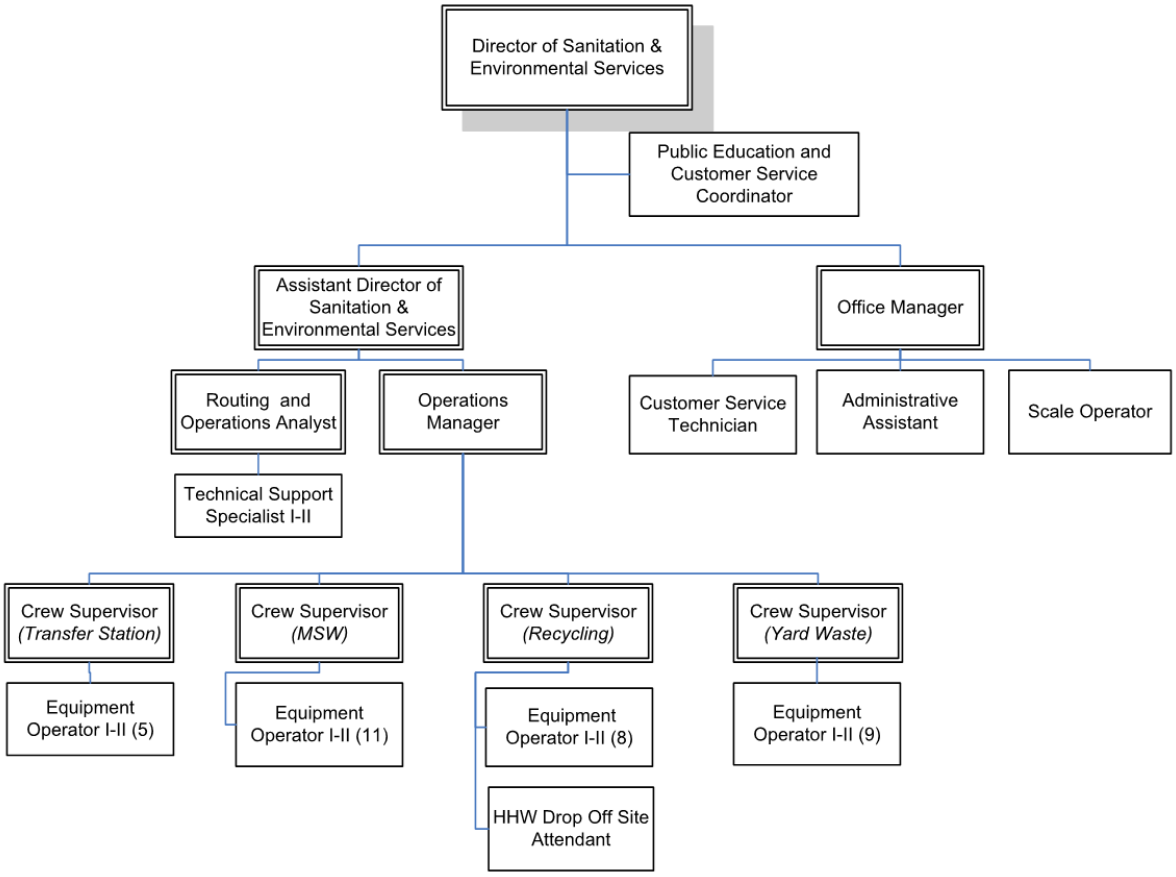
SES Financial Performance Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Landfill fee per ton.	$35	$35	$37	$37	$18
Total annual collection fees.	$6,024,431	$5,398,050	$5,534,270	$6,066,325	$6,568,117
AMOUNT	**$6,024,466**	**$5,398,085**	**$5,534,307**	**$6,066,362**	**$6,568,135**

Sanitation & Environmental Services Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of garbage collection as excellent/good	91	90	88
Percent rating the quality of garbage collection as fair/poor	9	10	12
Percent rating the quality of recycling as excellent/good	76	82	60
Percent rating the quality of recycling as fair/poor	24	18	40
Percent rating the quality of yard waste pick-up as excellent/poor	85	87	80
Percent rating the quality of yard waste pick-up as fair/poor	15	13	20
AMOUNT	**300**	**300**	**300**

Organizational Chart



Information in italics provided for information only.

Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Administration											
Director of Sanitation & Environmental Services	L	1	0	1	0	1	0	1	0	1	0
Assistant Director of Sanitation & Environmental Services	J	1	0	1	0	1	0	1	0	1	0
Routing and Operations Analyst	G	1	0	1	0	1	0	1	0	1	0
Office Manager	G	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist I-II	F-G	1	0	1	0	1	0	1	0	1	0
Public Education and Customer Service Coordinator	F	0	0	1	0	1	0	1	0	1	0
Customer Services Technician	E	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	E	1	0	1	0	1	0	1	0	1	0
HHW Drop Off Site Attendant	D	1	0	1	0	1	0	1	0	1	0
Scale Operator	D	1	0	1	0	1	0	1	0	1	0
Totals		**9**	**0**	**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**
Collection											
Operations Manager	G	0	0	0	0	1	0	1	0	1	0
Collection Manager	---	1	0	1	0	0	0	0	0	0	0
SES Crew Supervisor	F	3	0	3	0	3	0	3	0	3	0
SES Equipment Operator I-II	D-E	21	0	23	0	24	0	28	0	28	0
SES Worker	D	4	0	4	0	4	0	0	0	0	0
SES Dispatcher	---	1	0	0	0	0	0	0	0	0	0
Totals		**30**	**0**	**31**	**0**	**32**	**0**	**32**	**0**	**32**	**0**
Disposal											
Transfer Station Manager	---	1	0	1	0	0	0	0	0	0	0
SES Crew Supervisor	F	0	0	0	0	1	0	1	0	1	0
Equipment Operator I-II	D-E	4	0	4	0	5	0	5	0	5	0
Totals		**5**	**0**	**5**	**0**	**6**	**0**	**6**	**0**	**6**	**0**
Sub-Total - Budgeted Positions		**44**	**0**	**46**	**0**	**48**	**0**	**48**	**0**	**48**	**0**

Authorized, Unbudgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
SES Worker	D	1	0	0	0	0	0	0	0	0	0
Sub-Total - Unbudgeted Positions		**1**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**
Total Authorized Positions		**45**	**0**	**46**	**0**	**48**	**0**	**48**	**0**	**48**	**0**

Budget Summary

Sanitation & Environmental Services

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Revenues							
REVENUES							
INTERGOVERNMENTAL (33000)	$64,093	–	$0	$0	$0	$0	–
CHARGES FOR SERVICES (34000)	$10,491,415	$10,695,503	$11,602,490	$10,467,505	$13,393,738	$1,791,248	15.4%
FINES & FEES (35000)	$163,724	$218,908	$166,997	$168,601	$223,287	$56,290	33.7%
USE OF MONEY & PROPERTY (36000)	$375,613	$93,742	$288,575	$180,917	$293,195	$4,620	1.6%
OTHER REVENUE (37000)	$515,680	$500,000	$1,750,000	$1,750,000	$0	($1,750,000)	(100.0%)
CUSTOMER SERVICE (38000)	–	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$11,610,525**	**$11,508,153**	**$13,808,062**	**$12,567,023**	**$13,910,220**	**$102,158**	**0.7%**
REVENUES TOTAL	**$11,610,525**	**$11,508,153**	**$13,808,062**	**$12,567,023**	**$13,910,220**	**$102,158**	**0.7%**
Expenses							
124 - SANITATION & ENVIRONMENTAL SERVICES							
PERSONNEL							
PERSONNEL (81000)	$3,570,258	$4,357,612	$4,891,162	$4,806,983	$4,949,152	$57,990	1.2%
PERSONNEL TOTAL	**$3,570,258**	**$4,357,612**	**$4,891,162**	**$4,806,983**	**$4,949,152**	**$57,990**	**1.2%**
OPERATIONS							
SERVICES (82000)	$4,842,131	$4,376,787	$6,045,253	$5,151,783	$5,395,330	($649,923)	(10.8%)
SUPPLIES (83000)	$671,016	$689,872	$760,458	$800,856	$878,400	$117,942	15.5%
OPERATIONAL UNITS (84000)	$839,497	$567,300	$797,593	$797,592	$797,593	$0	0.0%
BUSINESS EXPENSES (85000)	$90,502	$145,658	$132,267	$155,880	$162,950	$30,683	23.2%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)	$209,551	$209,206	$193,132	$193,132	$224,082	$30,950	16.0%
OPERATIONS TOTAL	**$6,652,698**	**$5,988,822**	**$7,928,703**	**$7,099,243**	**$7,458,355**	**($470,348)**	**(5.9%)**
CAPITAL							
CAPITAL ASSETS (89000)	$1,410,107	$125,409	$2,739,027	$2,650,000	$1,273,413	($1,465,614)	(53.5%)
CAPITAL TOTAL	**$1,410,107**	**$125,409**	**$2,739,027**	**$2,650,000**	**$1,273,413**	**($1,465,614)**	**(53.5%)**
124 - SANITATION & ENVIRONMENTAL SERVICES TOTAL	**$11,633,063**	**$10,471,844**	**$15,558,892**	**$14,556,226**	**$13,680,920**	**($1,877,972)**	**(12.1%)**
EXPENSES TOTAL	**$11,633,063**	**$10,471,844**	**$15,558,892**	**$14,556,226**	**$13,680,920**	**($1,877,972)**	**(12.1%)**

Sanitation & Environmental Services - Administration

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
124 - SANITATION & ENVIRONMENTAL SERVICES							
PERSONNEL							
PERSONNEL (81000)	$965,771	$1,052,736	$1,273,477	$1,105,647	$1,104,017	($169,459)	(13.3%)
PERSONNEL TOTAL	**$965,771**	**$1,052,736**	**$1,273,477**	**$1,105,647**	**$1,104,017**	**($169,459)**	**(13.3%)**
OPERATIONS							
SERVICES (82000)	$118,828	$135,243	$196,451	$204,761	$208,150	$11,699	5.9%
SUPPLIES (83000)	$53,007	$76,475	$91,273	$97,894	$154,635	$63,362	69.4%
OPERATIONAL UNITS (84000)	$839,497	$567,300	$797,593	$797,592	$0	($797,593)	(100.0%)
BUSINESS EXPENSES (85000)	$10,292	$15,353	$16,186	$15,099	$15,412	($774)	(4.8%)
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
OPERATIONS TOTAL	**$1,021,624**	**$794,371**	**$1,101,503**	**$1,115,346**	**$378,197**	**($723,306)**	**(65.7%)**
CAPITAL							
CAPITAL ASSETS (89000)	$0	–	$0	$0	$70,000	$70,000	–
CAPITAL TOTAL	**$0**	**–**	**$0**	**$0**	**$70,000**	**$70,000**	**–**
124 - SANITATION & ENVIRONMENTAL SERVICES TOTAL	**$1,987,395**	**$1,847,107**	**$2,374,980**	**$2,220,993**	**$1,552,214**	**($822,765)**	**(34.6%)**
EXPENSES TOTAL	**$1,987,395**	**$1,847,107**	**$2,374,980**	**$2,220,993**	**$1,552,214**	**($822,765)**	**(34.6%)**

Sanitation & Environmental Services - Collection

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
124 - SANITATION & ENVIRONMENTAL SERVICES							
PERSONNEL							
PERSONNEL (81000)	$2,374,911	$2,888,280	$3,126,817	$3,017,106	$3,093,270	($33,547)	(1.1%)
PERSONNEL TOTAL	**$2,374,911**	**$2,888,280**	**$3,126,817**	**$3,017,106**	**$3,093,270**	**($33,547)**	**(1.1%)**
OPERATIONS							
SERVICES (82000)	$651,504	$465,039	$468,394	$465,622	$480,173	$11,779	2.5%
SUPPLIES (83000)	$486,869	$514,974	$592,524	$621,362	$640,005	$47,481	8.0%
OPERATIONAL UNITS (84000)	–	–	–	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$48,715	$88,756	$71,819	$94,626	$97,465	$25,646	35.7%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)	$104,776	$10,838	$9,773	$9,773	$15,129	$5,356	54.8%
OPERATIONS TOTAL	**$1,291,864**	**$1,079,607**	**$1,142,510**	**$1,191,383**	**$1,232,772**	**$90,262**	**7.9%**
CAPITAL							
CAPITAL ASSETS (89000)	$699,851	$125,409	$2,739,027	$2,650,000	$1,203,413	($1,535,614)	(56.1%)
CAPITAL TOTAL	**$699,851**	**$125,409**	**$2,739,027**	**$2,650,000**	**$1,203,413**	**($1,535,614)**	**(56.1%)**
124 - SANITATION & ENVIRONMENTAL SERVICES TOTAL	**$4,366,626**	**$4,093,296**	**$7,008,354**	**$6,858,489**	**$5,529,455**	**($1,478,899)**	**(21.1%)**
EXPENSES TOTAL	**$4,366,626**	**$4,093,296**	**$7,008,354**	**$6,858,489**	**$5,529,455**	**($1,478,899)**	**(21.1%)**

Sanitation & Environmental Services - Disposal

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
124 - SANITATION & ENVIRONMENTAL SERVICES							
PERSONNEL							
PERSONNEL (81000)	$229,576	$416,595	$490,868	$684,230	$541,865	$50,997	10.4%
PERSONNEL TOTAL	**$229,576**	**$416,595**	**$490,868**	**$684,230**	**$541,865**	**$50,997**	**10.4%**
OPERATIONS							
SERVICES (82000)	$4,071,799	$3,776,505	$5,380,408	$4,481,400	$4,707,007	($673,401)	(12.5%)
SUPPLIES (83000)	$131,140	$98,423	$76,661	$81,600	$83,760	$7,099	9.3%
OPERATIONAL UNITS (84000)	–	–	–	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$31,495	$41,548	$44,262	$46,155	$50,073	$5,811	13.1%
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)	$104,776	$198,368	$183,359	$183,359	$208,953	$25,594	14.0%
OPERATIONS TOTAL	**$4,339,210**	**$4,114,844**	**$5,684,690**	**$4,792,514**	**$5,049,793**	**($634,897)**	**(11.2%)**
CAPITAL							
CAPITAL ASSETS (89000)	$710,257	–	$0	$0	$0	$0	–
CAPITAL TOTAL	**$710,257**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
124 - SANITATION & ENVIRONMENTAL SERVICES TOTAL	**$5,279,043**	**$4,531,440**	**$6,175,558**	**$5,476,744**	**$5,591,658**	**($583,900)**	**(9.4%)**
EXPENSES TOTAL	**$5,279,043**	**$4,531,440**	**$6,175,558**	**$5,476,744**	**$5,591,658**	**($583,900)**	**(9.4%)**

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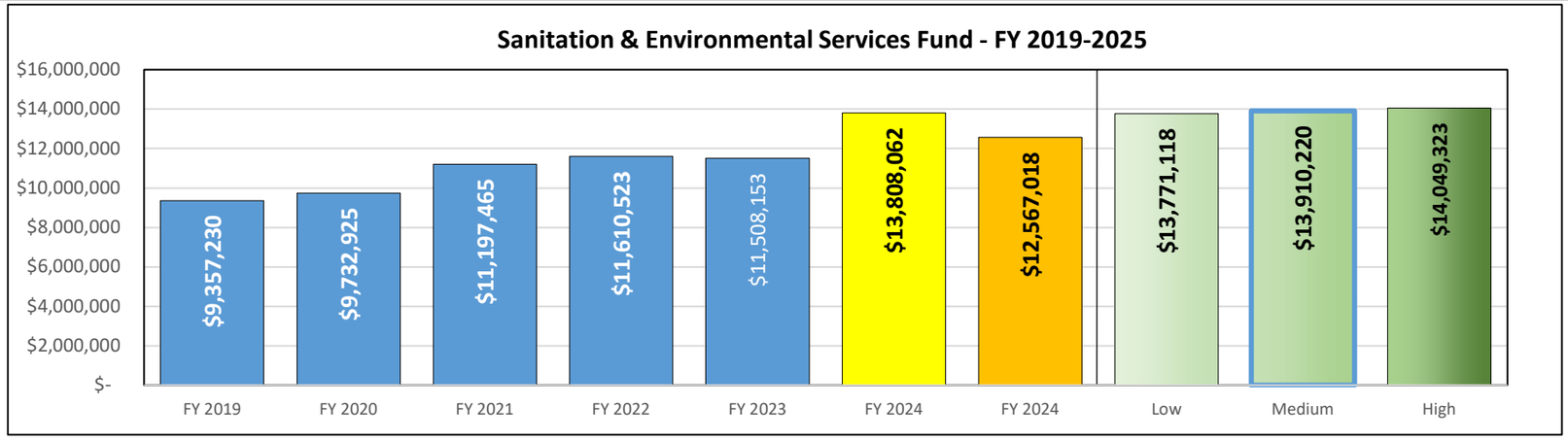
City of Franklin

Revenue Model

Fund: **Sanitation & Environmental Services Fund** **Percent of All Revenues** **5.9%**

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.

The forecast increase of 2% at this time is reflective of actual collections from residential customers in FY 2023 and growth in the system. A cost of service study is underway and a fee increase will likely be brought forward for consideration in Spring 2024.



	Actuals					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	5.6%	4.0%	15.0%	3.7%	-0.9%	20.0%	-9.0%	10%	11%	12%	
FEMA/TEMA GRANTS (FED/STATE)	-		-	64,092	-	-	-	-	-	-	3-yr Average
SOLID WASTE GRANT (STATE)	-	-	14,327	-	-	-	-	-	-	-	$ 11,438,714
SPECIAL EVENT SERVICES FEE	2,230	-	606	-	2,352	5,770	1,563	2,375	2,399	2,423	0.2%
COLLECTION REVENUES	6,024,431	5,398,050	5,534,270	6,066,325	6,568,117	6,898,737	6,992,505	9,306,008	9,400,008	9,494,008	5-Yr Average
ADDL RESIDENTIAL ROLLOUT CONTAINERS	11,410	12,305	5,595	4,290	3,850	4,376	4,253	3,888	3,927	3,966	$ 10,681,259
ADDL RESIDENTIAL ROLLOUT CONTAINERS				-	635	-	-	641	648	654	1.5%
BLUE BIN SETUP FEE		208,150	393,658	76,535	30,808	78,066	14,833	14,979	15,130	15,281	10-Yr Average
TIPPING FEES	3,017,568	3,691,891	4,149,853	4,335,568	4,079,676	4,606,673	3,442,042	3,921,746	3,961,360	4,000,974	$ 9,560,056
CARDBOARD RECYCLING	14,641	121	-	-	-	-	-	-	-	-	2.0%
RECYCLING-BATTERIES	2,870	3,974	-	1,097	2,598	1,119	2,369	2,624	2,650	2,677	20-Yr Average
RECYCLING-ELECTRONICS	17,454	101	3,643	1,980	2,860	2,020	2,232	2,888	2,917	2,946	$ 7,728,781
RECYCLING-METAL	4,291	2,668	178	31	347	32	-	351	354	358	4.9%
RECYCLING-WASTE OIL	213	-	-	-		-	-	-	-	-	25-Yr Average
BUCK A BAG PROGRAM	2,678	1,994	1,998	2,046	1,760	2,087	1,855	1,777	1,795	1,813	$ 6,318,595
RESIDENTIAL DUMPSTER	330										8.2%
RESIDENTIAL BRUSH	17,110	11,750	2,625	3,250	2,500	3,315	5,833	2,525	2,550	2,576	
RESIDENTIAL BULKY GOODS	2,888	-	-	-	-	-	15	-	-	-	
NON-RESIDENTIAL BRUSH	750	95	125	289	-	295	-	-	-	-	
INTEREST INCOME	15,916	10,608	751	7,849	34,555	8,006	29,306	12,895	13,026	13,156	
SALE OF WASTE CONTAINERS	49,728	50,298	13,350	25,068	24,675	25,569	23,775	24,918	25,170	25,421	
SALE OF SURPLUS ASSETS	-	243,145	84,151	342,700	34,512	255,000	127,835	252,450	255,000	257,550	
TRANSFER FROM GENERAL FUND	-	-	900,000	515,680	500,000	1,750,000	1,750,000	-	-	-	
MISCELLANEOUS OTHER REVENUE	-	-	44,473	-				-	-	-	
LATE PAY FEES	172,723	97,776	47,863	163,723	218,908	166,997	168,600	221,055	223,288	225,520	
Totals	**$ 9,357,230**	**$ 9,732,925**	**$ 11,197,465**	**$ 11,610,523**	**$ 11,508,153**	**$ 13,808,062**	**$ 12,567,018**	**$ 13,771,118**	**$ 13,910,220**	**$ 14,049,323**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Water Management Department

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 while providing clean water 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 legal. Reclaimed water, while presented as its own section, is a beneficial reuse of treated wastewater. The use of reclaimed water increases the discharge capacity of the wastewater treatment plant to the Harpeth River (primarily during summer months) and provides a cost effective source of 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, 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.

Related 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 energy costs for water and sewage delivery is $1,595,352 (FY 2012 sum actual expenditures from water fund and wastewater fund).

- Baseline of unaccounted water within the system is 20.8% (FY 2012). 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 (IWRP) by 2042.
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) 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 Program.

- Baseline: Achieved Goal status, 2013

Strategic Plan Measures

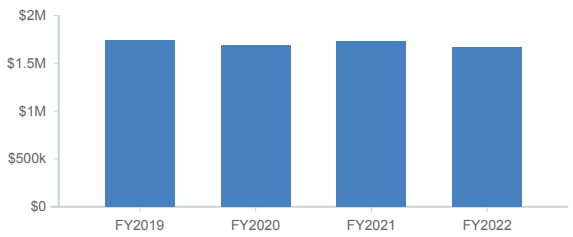
The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial) and Citizen Survey data.

The Water Management Department has three of these categories - Strategic Plan measures (Financial) and General performance measures (Non-Financial) and (Financial).

To the right is shown the Water Management Departments progress toward the FY 19 goal of working toward stabilizing or decreasing energy costs year over year which is part of **Franklin*Forward***

Below are shown important non financial measures from **Franklin*Forward*** included in the Water Management Department.

Water Mgt. FranklinForward Financial Performance Measures



$1,659,718.00

Output Measure in FY2022

Water Mgt. FranklinForward Non-Financial Perf. Measures

Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Sanitary Score. Measure: Franklin will establish standards for the quality of its infrastructure; to be reliable, efficient, and scalable. Goal: Remains at or improves from the 2012 score of 97.	0	97	0	0	0
Adopted a Strategic Schedule for each of the 5-year increments (100%=Adopted, 0%=Not Adopted)	100	100	100	100	0
Count of Franklin Water Quality Violations. Measure: Franklin will continue to meet or exceed regulatory requirements for water quality. Goal: To have no violations or regulatory requirements for water quality.	4	4	0	0	0
Status within TVA sustainable communities program (1=Platinum, 2=Gold). Measure: Franklin will achieve platinum status within the TVA sustainable communities program.	1	2	2	1	0
Percentage of Integrated Water Resource Plan completed. Measure: Franklin will pursue completing the Integrated Water Resource Plan (IWRP) by 2042. Goal: To fully complete the IWRP by 2042 in five year increments as set in the plan. Base 2012: 5% completed.	30	35	45	55	0
Percentage of unaccounted water. Measure: Franklin will establish standards for the quality of its infrastructure; to be reliable, efficient, and scalable. Goal: To decrease year over year.	18	17	16	19	0
AMOUNT	**153**	**255**	**163**	**175**	**0**

General Performance Measures

Water Mgt. Non-Financial Performance Measures

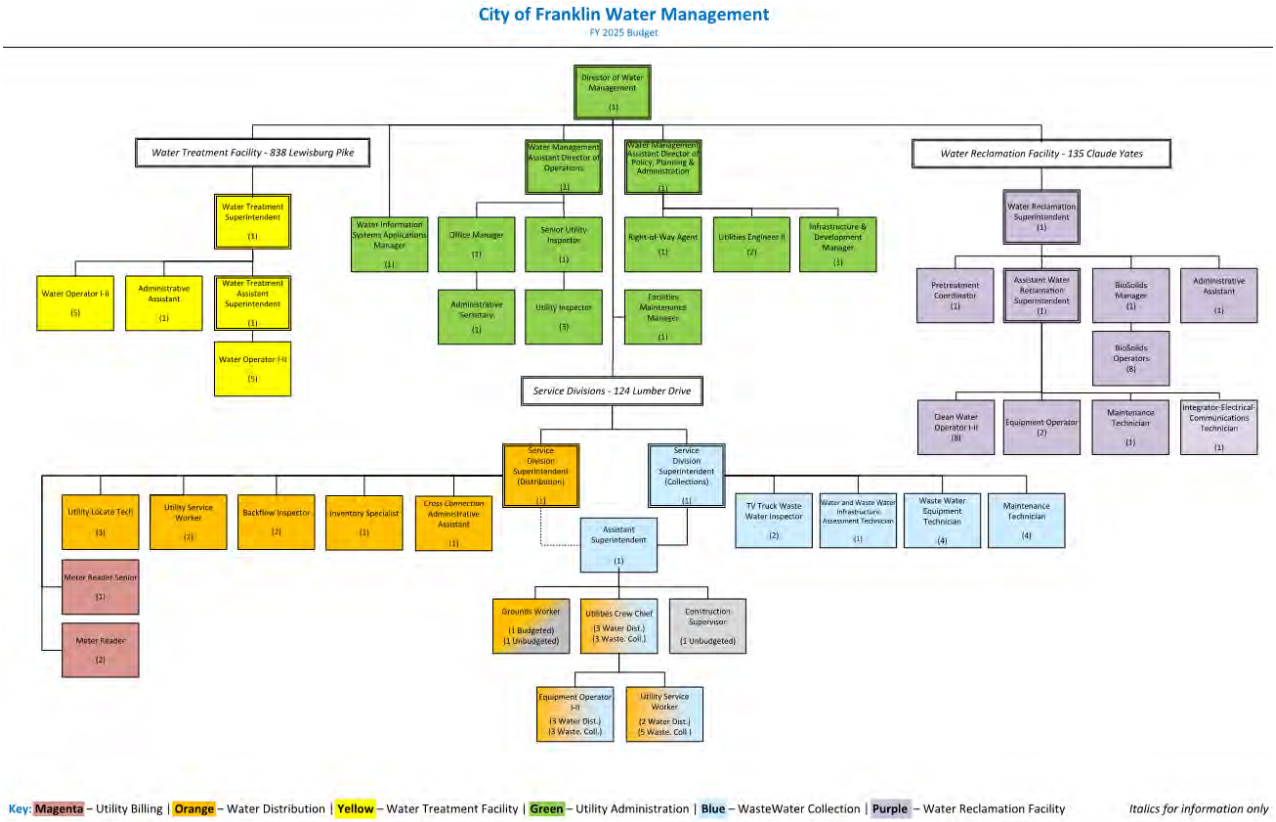
Output Measure	FY2019	FY2020	FY2021	FY2022	FY2023
Amount					
Water production (in MGD) - average.	2.46	2.5	2.5	2.82	0
Water production (in MGD) - maximum.	4.17	4.25	4.25	4.52	0
AMOUNT	**6.63**	**6.75**	**6.75**	**7.34**	**0**

Citizen Survey

Water Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of drinking water as excellent/good	73	76	80
Percent rating the quality of drinking water as fair/poor	27	24	20
Percent rating the quality of sewer services as excellent/good	88	87	89
Percent rating the quality of sewer services as fair/poor	12	13	11
AMOUNT	**200**	**200**	**200**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
		F-T	F-T	F-T	F-T	F-T
Water Section						
Utility Billing						
Meter Reader Senior	E	1	1	1	1	1
Meter Reader	D	2	2	2	2	2
Totals		**3**	**3**	**3**	**3**	**3**
Water Distribution						
Service Division Superintendent	K	1	1	1	1	1
Service Division Assistant Superintendent	H	1	1	1	0	0
Utilities Crew Chief	G	3	3	3	3	3
Backflow Inspector	F	2	2	2	2	2
Administrative Assistant	E	1	1	1	1	1
Inventory Specialist	E	1	1	1	1	1
Equipment Operator I-II	D-E	2	2	3	3	3

Utility Locate Technician	F	3	3	3	3	3
Utility Service Worker	D	4	4	4	4	4
Grounds Worker	D	1	1	1	1	1
Totals		**19**	**19**	**20**	**19**	**19**

Water Treatment Plant						
Water Treatment Superintendent	K	1	1	1	1	1
Water Treatment Assistant Superintendent	I	1	1	1	1	1
Water Operator (I-II)	F-G	9	10	10	10	10
Administrative Assistant	E	0	0	0	1	1
Administrative Secretary	D	1	1	1	0	0
Totals		**12**	**13**	**13**	**13**	**13**

Water Section Totals	**34**	**35**	**36**	**35**	**35**

Budgeted Positions	**Pay Grade**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**
		F-T	F-T	F-T	F-T	F-T

Wastewater Section

Utility Administration						
Director of Water Management	N	1	1	1	1	1
Water Management Assistant Director of Operations	L	1	1	1	1	1
Utilities Engineer II	J	2	2	2	2	2
Facilities Maintenance Manager	I	0	1	1	1	1
Infrastructure & Development Manager	I	0	1	1	1	1
Water Information Systems Applications Manager	H	1	1	1	1	1
Senior Utility Inspector	G	1	1	1	1	1
Utility Inspector	G	3	3	3	3	3
Office Manager	G	1	1	1	1	1
Administrative Secretary	D	1	1	1	1	1
Totals		**13**	**15**	**15**	**15**	**15**

Wastewater Collection						
Service Division Superintendent	K	0	0	0	1	1
Service Division Assistant Superintendent	H	1	1	1	1	1
Utilities Crew Chief	G	3	3	3	3	3
Water & Wastewater Infrastructure Assessment Technician	F	1	1	1	1	1
TV Truck Wastewater Inspector	E	2	2	2	2	2
Maintenance Technician	F	4	4	4	4	4
Equipment Operator I-II	D-E	3	3	3	3	3
Wastewater Equipment Technician	E	4	4	4	4	4
Utility Service Worker	D	4	4	5	5	5
Totals		**22**	**22**	**23**	**24**	**24**

Water Reclamation						
Water Reclamation Superintendent	K	1	1	1	1	1
Assistant Water Reclamation Superintendent	I	1	1	1	1	1
Integrator-Electrical-Communications Technician	I	0	0	0	1	1

BioSolids Manager	I	0	0	0	0	1
BioSolids Operators	H	0	0	0	0	8
Pretreatment Coordinator	G	1	1	1	1	1
Maintenance Technician	F	1	1	1	1	1
Clean Water Operator (I-II)	F-G	12	15	15	15	8
Administrative Assistant	E	1	1	1	1	1
Equipment Operator I-II	D-E	2	2	2	2	2
Totals		**19**	**22**	**22**	**23**	**25**

Wastewater Section Totals	**54**	**59**	**60**	**62**	**64**

Authorized, Unbudgeted Positions	**Pay Grade**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**
		F-T	F-T	F-T	F-T	F-T
Water Distribution						
Equipment Operator I-II	D-E	1	1	0	0	0
Grounds Worker	D	1	1	1	1	1
Water Treatment Plant						
Water Operator (I-II)	F-G	1	0	0	0	0
Utility Administration						
Utility Inspector	G	1	1	0	0	0
Wastewater Collection						
Construction Supervisor	G	0	0	0	1	1
Utility Locate Technician	---	1	1	0	0	0
Utility Service Worker	D	1	1	0	0	0
Water Reclamation						
Wastewater Operator (I-II)	F-G	1	0	0	0	0
Sub-Total - Unbudgeted Positions		**7**	**5**	**1**	**2**	**2**

Total All Authorized Positions, Water & Wastewater	**95**	**99**	**97**	**99**	**101**

Budget Summary

Water and Sewer

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	**FY2023**	**FY2024**	**FY2024**	**FY2025**	**24 v. 25 Difference $**	**24 v. 25 Difference %**
Revenues							
REVENUES	$43,187,798	$41,359,007	$47,888,516	$49,202,761	$60,008,701	$12,120,185	25.3%
REVENUES TOTAL	**$43,187,798**	**$41,359,007**	**$47,888,516**	**$49,202,761**	**$60,008,701**	**$12,120,185**	**25.3%**
Expenses							
PERSONNEL							
PERSONNEL (81000)	$7,845,138	$10,225,505	$10,211,352	$10,336,441	$11,396,683	$1,185,331	11.6%
PERSONNEL TOTAL	**$7,845,138**	**$10,225,505**	**$10,211,352**	**$10,336,441**	**$11,396,683**	**$1,185,331**	**11.6%**
OPERATIONS							
SERVICES (82000)	$3,987,147	$4,442,951	$4,924,764	$5,975,770	$5,652,504	$727,740	14.8%
SUPPLIES (83000)	$5,950,120	$6,993,456	$7,559,255	$8,220,191	$9,219,413	$1,660,158	22.0%
OPERATIONAL UNITS (84000)	$3,022,188	$2,042,292	$2,612,801	$2,612,801	$2,612,801	$0	0.0%
BUSINESS EXPENSES (85000)	$8,393,284	$9,266,146	$899,511	$931,790	$896,635	($2,876)	(0.3%)
DEBT SERVICE (86000)	$2,218,256	$2,415,422	$7,885,585	$8,136,902	$7,533,225	($352,360)	(4.5%)
TRANSFER TO OTHER FUNDS (88000)	$200,000	$200,000	$200,000	$200,000	$200,000	$0	0.0%
OPERATIONS TOTAL	**$23,770,995**	**$25,360,267**	**$24,081,916**	**$26,077,454**	**$26,114,578**	**$2,032,662**	**8.4%**
CAPITAL							
CAPITAL ASSETS (89000)	$0	$0	$12,906,200	$6,268,672	$17,559,929	$4,653,729	36.1%
CAPITAL TOTAL	**$0**	**$0**	**$12,906,200**	**$6,268,672**	**$17,559,929**	**$4,653,729**	**36.1%**
EXPENSES TOTAL	**$31,616,133**	**$35,585,772**	**$47,199,468**	**$42,682,567**	**$55,071,190**	**$7,871,722**	**16.7%**

Water Budget Summaries

Water Budget by Division

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
UTILITY BILLING	$185,397	$244,732	$261,367	$215,130	$247,299	($14,068)	(5.4%)
WATER DISTRIBUTION	$2,027,352	$3,055,145	$5,121,971	$5,125,549	$4,431,926	($690,045)	(13.5%)
WATER PLANT	$6,630,590	$6,361,332	$8,701,572	$8,009,945	$8,011,283	($690,289)	(7.9%)
WATER - GENERAL	$4,587,493	$4,898,486	$2,490,819	$2,380,250	$3,130,390	$639,571	25.7%
EXPENSES TOTAL	**$13,430,833**	**$14,559,695**	**$16,575,729**	**$15,730,874**	**$15,820,898**	**($754,831)**	**(4.6%)**

Water Budget by Category

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
PERSONNEL							
PERSONNEL (81000)	$2,686,891	$3,571,840	$3,448,334	$3,188,517	$3,537,920	$89,586	2.6%
PERSONNEL TOTAL	**$2,686,891**	**$3,571,840**	**$3,448,334**	**$3,188,517**	**$3,537,920**	**$89,586**	**2.6%**
OPERATIONS							
SERVICES (82000)	$1,099,879	$1,253,025	$1,456,609	$1,400,955	$1,435,388	($21,221)	(1.5%)
SUPPLIES (83000)	$5,070,718	$5,400,041	$6,011,312	$6,454,435	$6,932,033	$920,721	15.3%
OPERATIONAL UNITS (84000)	$1,511,094	$1,021,146	$1,320,488	$1,320,488	$1,320,488	$0	0.0%
BUSINESS EXPENSES (85000)	$2,674,082	$2,921,191	$329,005	$297,722	$349,645	$20,640	6.3%
DEBT SERVICE (86000)	$288,170	$292,451	$895,781	$445,376	$895,824	$43	0.0%
TRANSFER TO OTHER FUNDS (88000)	$100,000	$100,000	$100,000	$100,000	$100,000	$0	0.0%
OPERATIONS TOTAL	**$10,743,943**	**$10,987,855**	**$10,113,195**	**$10,018,976**	**$11,033,378**	**$920,183**	**9.1%**
CAPITAL							
CAPITAL ASSETS (89000)	$0	$0	$3,014,200	$2,523,381	$1,249,600	($1,764,600)	(58.5%)
CAPITAL TOTAL	**$0**	**$0**	**$3,014,200**	**$2,523,381**	**$1,249,600**	**($1,764,600)**	**(58.5%)**
EXPENSES TOTAL	**$13,430,833**	**$14,559,695**	**$16,575,729**	**$15,730,874**	**$15,820,898**	**($754,831)**	**(4.6%)**

Wastewater Budget Summaries

Wastewater Budget by Division

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
UTILITY ADMINISTRATION	$1,572,839	$1,822,842	$2,699,032	$2,048,074	$2,182,410	($516,622)	(19.1%)
SEWER COLLECTION	$2,919,725	$3,158,174	$7,721,722	$5,439,710	$5,837,585	($1,884,137)	(24.4%)
SEWER PLANT	$4,168,749	$4,961,291	$5,370,291	$8,120,354	$12,421,489	$7,051,198	131.3%
SEWER - GENERAL	$9,294,986	$10,835,062	$14,462,570	$11,013,468	$18,310,471	$3,847,901	26.6%
EXPENSES TOTAL	**$17,956,299**	**$20,777,368**	**$30,253,615**	**$26,621,606**	**$38,751,955**	**$8,498,340**	**28.1%**

Wastewater Budget by Category

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
PERSONNEL							
PERSONNEL (81000)	$5,158,248	$6,653,665	$6,763,018	$7,147,924	$7,858,763	$1,095,745	16.2%
PERSONNEL TOTAL	**$5,158,248**	**$6,653,665**	**$6,763,018**	**$7,147,924**	**$7,858,763**	**$1,095,745**	**16.2%**
OPERATIONS							
SERVICES (82000)	$2,879,502	$3,296,149	$3,448,655	$4,555,315	$4,099,866	$651,211	18.9%
SUPPLIES (83000)	$803,107	$1,386,233	$1,309,943	$1,516,256	$1,967,380	$657,437	50.2%
OPERATIONAL UNITS (84000)	$1,511,094	$1,021,146	$1,292,313	$1,292,313	$1,292,313	$0	0.0%
BUSINESS EXPENSES (85000)	$5,589,740	$6,211,439	$570,506	$634,068	$546,990	($23,516)	(4.1%)
DEBT SERVICE (86000)	$1,914,609	$2,108,736	$6,922,180	$7,630,439	$6,576,314	($345,866)	(5.0%)
TRANSFER TO OTHER FUNDS (88000)	$100,000	$100,000	$100,000	$100,000	$100,000	$0	0.0%
OPERATIONS TOTAL	**$12,798,051**	**$14,123,703**	**$13,643,597**	**$15,728,391**	**$14,582,863**	**$939,266**	**6.9%**
CAPITAL							
CAPITAL ASSETS (89000)	$0	$0	$9,847,000	$3,745,291	$16,310,329	$6,463,329	65.6%
CAPITAL TOTAL	**$0**	**$0**	**$9,847,000**	**$3,745,291**	**$16,310,329**	**$6,463,329**	**65.6%**
EXPENSES TOTAL	**$17,956,299**	**$20,777,368**	**$30,253,615**	**$26,621,606**	**$38,751,955**	**$8,498,340**	**28.1%**

Reclaimed Budget Summaries

Reclaimed Budget by Category

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
OPERATIONS							
SERVICES (82000)	$7,766	($106,224)	$19,500	$19,500	$117,250	$97,750	501.3%
SUPPLIES (83000)	$76,295	$207,182	$238,000	$249,500	$320,000	$82,000	34.5%
OPERATIONAL UNITS (84000)	–	–	–	$0	$0	$0	–
BUSINESS EXPENSES (85000)	$129,463	$133,515	$0	$0	$0	$0	–
DEBT SERVICE (86000)	$15,478	$14,236	$67,624	$61,087	$61,087	($6,537)	(9.7%)
OPERATIONS TOTAL	**$229,001**	**$248,709**	**$325,124**	**$330,087**	**$498,337**	**$173,213**	**53.3%**
CAPITAL							
CAPITAL ASSETS (89000)	$0	$0	$45,000	$0	$0	($45,000)	(100.0%)
CAPITAL TOTAL	**$0**	**$0**	**$45,000**	**$0**	**$0**	**($45,000)**	**(100.0%)**
EXPENSES TOTAL	**$229,001**	**$248,709**	**$370,124**	**$330,087**	**$498,337**	**$128,213**	**34.6%**

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FY 2025 Water Management Fund Budget

State of Tennessee Presentation

Water and Wastewater Fund
Fiscal Year 2025 Budget

	FY 2022 Audited	FY 2023 Actual	FY 2024 Budget	FY 2024 EOY	FY 2025 Budget
Operating Revenues (by source)					
Water sales	$ 13,043,130	$ 14,707,819	$ 13,749,519	$ 15,316,314	$ 15,775,804
Wastewater sales	$ 22,617,694	$ 24,185,294	$ 22,234,248	$ 25,744,185	$ 26,387,790
Reclaimed sales	$ 151,669	$ 183,393	$ 122,000	$ 214,649	$ 192,208
Other Operating Revenue	$ 1,137,516	$ 949,000	$ 4,742,750	$ -	
Total Operating Revenues	$ 36,950,009	$ 40,025,506	$ 40,848,516	$ 41,275,148	$ 42,355,802
Operating Expenses (by type)					
Water and wastewater billing	$ 185,400	$ 244,731	$ 267,659	$ 221,422	$ 247,299
Water distribution	$ 2,027,351	$ 3,030,726	$ 3,565,622	$ 3,537,699	$ 3,782,326
Water plant	$ 6,630,592	$ 6,361,333	$ 7,327,384	$ 7,555,757	$ 7,911,283
Water administration	$ 1,851,331	$ 1,959,369	$ 1,155,187	$ 1,195,670	$ 1,210,305
Wastewater administration	$ 4,267,594	$ 3,072,890	$ 1,579,283	$ 2,902,007	$ 958,850
General administration	$ 1,572,844	$ 1,822,842	$ 2,699,032	$ 2,048,074	$ 2,182,410
Wastewater collection	$ 2,919,728	$ 3,134,773	$ 3,944,722	$ 4,686,310	$ 4,957,585
Wastewater plant	$ 4,168,738	$ 4,961,291	$ 5,120,291	$ 6,165,854	$ 6,458,460
Reclaimed water	$ 99,539	$ 108,832	$ 257,500	$ 269,000	$ 437,250
Depreciation	$ 7,671,008	$ 8,363,734	$ 11,897,330	$ 11,897,330	$ 11,897,330
Total Operating Expenses	$ 31,394,125	$ 33,060,521	$ 37,814,010	$ 40,479,122	$ 40,528,949
Operating Income (Loss)	$ 5,555,884	$ 6,964,985	$ 3,034,506	$ 796,026	$ 1,826,853
Debt Service					
Principal *	$ (6,988,147)	$ (7,093,414)	$ (7,387,172)	$ (7,387,176)	$ (7,515,982)
Interest	$ (1,141,982)	$ (2,688,633)	$ (2,772,195)	$ (2,773,437)	$ (2,566,736)
Total Debt Service	$ (8,130,129)	$ (9,782,047)	$ (10,159,368)	$ (10,160,613)	$ (10,082,718)
Nonoperating Revenues(Expenses)					
Investment income (loss)	$ (1,136,760)	$ 771,679	$ 100,000	$ 3,634,833	$ 1,520,180
Gain (loss) on sale of assets	$ 47,091	$ (6,550,319)	$ 25,000	$ -	$ -
Capital purchases *	$ (31,565,118)	$ (6,166,591)	$ (12,906,200)	$ (8,952,883)	$ (17,554,929)
Total Nonoperating Revenues(Expenses)	$ (32,654,787)	$ (11,945,231)	$ (12,781,200)	$ (5,318,050)	$ (16,034,749)
Capital Contributions					
Grants	$ 218,077	$ 604,455	$ 3,000,000	$ 31,443	$ 11,625,742
Impact fees	$ 3,991,231	$ 1,918,948	$ 3,915,000	$ 4,261,326	$ 4,506,975
Capital contributions	$ 1,581,224	$ 4,560	$ -	$ -	$ -
Developer contributions	$ 1,562,626	$ 4,610,033	$ -	$ (727,518)	$ 172,571
Transfer to debt service fund	$ (200,000)	$ (200,000)	$ (200,000)	$ (200,000)	$ (200,000)
	$ 7,153,158	$ 6,937,996	$ 6,715,000	$ 3,365,251	$ 16,105,288
Change in Net Position	**$ 10,477,391**	**$ 5,435,708**	**$ 7,102,311**	**$ 5,022,673**	**$ 16,885,585**
Beginning Net Position	**$ 230,955,323**	**$ 241,432,714**	**$ 246,868,422**	**$ 246,868,422**	**$ 251,891,095**
Ending Net Position	**$ 241,432,714**	**$ 246,868,422**	**$ 253,970,733**	**$ 251,891,095**	**$ 268,776,680**

** not included in ending net position*

Debt Service Coverage

Debt Service Coverage	2022 Actual*	2023 Actual**	2024 Budget	2024 Estimated	2025 Budget
Water Management Fund Revenues					
Total Operating Revenues	$ 36,950,009	$ 40,025,506	$ 40,848,516	$ 41,275,148	$ 42,355,802
add Investment Income	$ (1,136,760)	$ 771,679	$ 100,000	$ 3,634,833	$ 1,520,180
add gain (loss) on sale of Assets	$ 47,091	$ -	$ 25,000	$ -	$ -
Total Water Management Fund Revenues	**$ 35,860,340**	**$ 40,797,185**	**$ 40,973,516**	**$ 44,909,981**	**$ 43,875,982**
Water Management Fund Expenses					
Direct Operating expenses	$ 31,394,125	$ 33,060,521	$ 37,814,010	$ 40,479,122	$ 40,213,949
less Depreciation	$ (7,671,008)	$ (8,363,734)	$ (11,897,330)	$ (11,897,330)	$ (11,897,330)
add transfers out for Debt Service	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Total Water Management Fund Expenses	**$ 23,923,117**	**$ 24,896,787**	**$ 26,116,680**	**$ 28,781,792**	**$ 28,516,619**
Net Revenue Available for Debt Service	**$ 11,937,223**	**$ 15,900,398**	**$ 14,856,836**	**$ 16,128,189**	**$ 15,359,363**
Net Revenue Available for Debt Service	$ 11,937,223	$ 15,900,398	$ 14,856,836	$ 16,128,189	$ 15,359,363
divided by Debt Service (Prin. & Int.) Due	$ 8,130,129	$ 10,004,012	$ 10,159,368	$ 10,160,613	$ 10,082,718
Debt Coverage Ratio	**1.47**	**1.59**	**1.46**	**1.59**	**1.52**
(must exceed 1.25x)					
Is there sufficient Debt Service Coverage?	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**

**Ties to pages 40 & 133, 2022 ACFR*

***Ties out to pages 46 & 136, 2023 ACFR*

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	Balance (2030-2037)	Total Outstanding (2025-2037)
Water Operations										
PRINCIPAL										
Bonds 2011A $19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	$ 1,360,100	$ 103,950	$ 106,400	$ 109,200				$ -	$ 215,600
ARRA Loan 2011 $1.5M - (Reservoir Rehabilitation)	2011	$ 1,500,000	$ 80,546	$ 82,848	$ 85,215	$ 87,648	$ 90,153	$ 92,729	$ 144,076	$ 582,669
SRF SCADA	2016	$ 747,690	$ 46,726	$ 47,145	$ 47,568	$ 47,992	$ 48,423	$ 48,850	$ 199,802	$ 439,780
Bonds 2017 - $12m (Water Plant)	2017	$ 12,000,000	$ 346,500	$ 364,000	$ 381,500	$ 399,000	$ 420,000	$ 441,000	$ 4,273,500	$ 6,279,000
PRINCIPAL		**$ 15,607,790**	**$ 577,722**	**$ 600,393**	**$ 623,483**	**$ 534,640**	**$ 558,576**	**$ 582,579**	**$ 4,617,378**	**$ 7,517,049**
INTEREST										
Bonds 2011A $19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	2.48%	$ 7,710	$ 5,127	$ 2,482				$ -	$ 7,609
ARRA Loan 2011 $1.5M - (Reservoir Rehabilitation)	2011	2.82%	$ 17,668	$ 15,366	$ 12,999	$ 10,566	$ 8,061	$ 5,485	$ 3,236	$ 55,713
SRF SCADA	2016		$ 4,142	$ 3,722	$ 3,299	$ 2,876	$ 2,444	$ 2,017	$ 3,652	$ 18,010
Bonds 2017 - $12m (Water Plant)	2017	3.29%	$ 288,540	$ 271,215	$ 253,015	$ 233,940	$ 213,990	$ 192,990	$ 804,020	$ 1,969,170
INTEREST			**$ 318,059**	**$ 295,431**	**$ 271,796**	**$ 247,381**	**$ 224,496**	**$ 200,492**	**$ 810,907**	**$ 2,050,502**
TOTAL EXPENDITURES			**$ 895,781**	**$ 895,823**	**$ 895,279**	**$ 782,021**	**$ 783,071**	**$ 783,071**	**$ 5,428,285**	**$ 9,567,551**

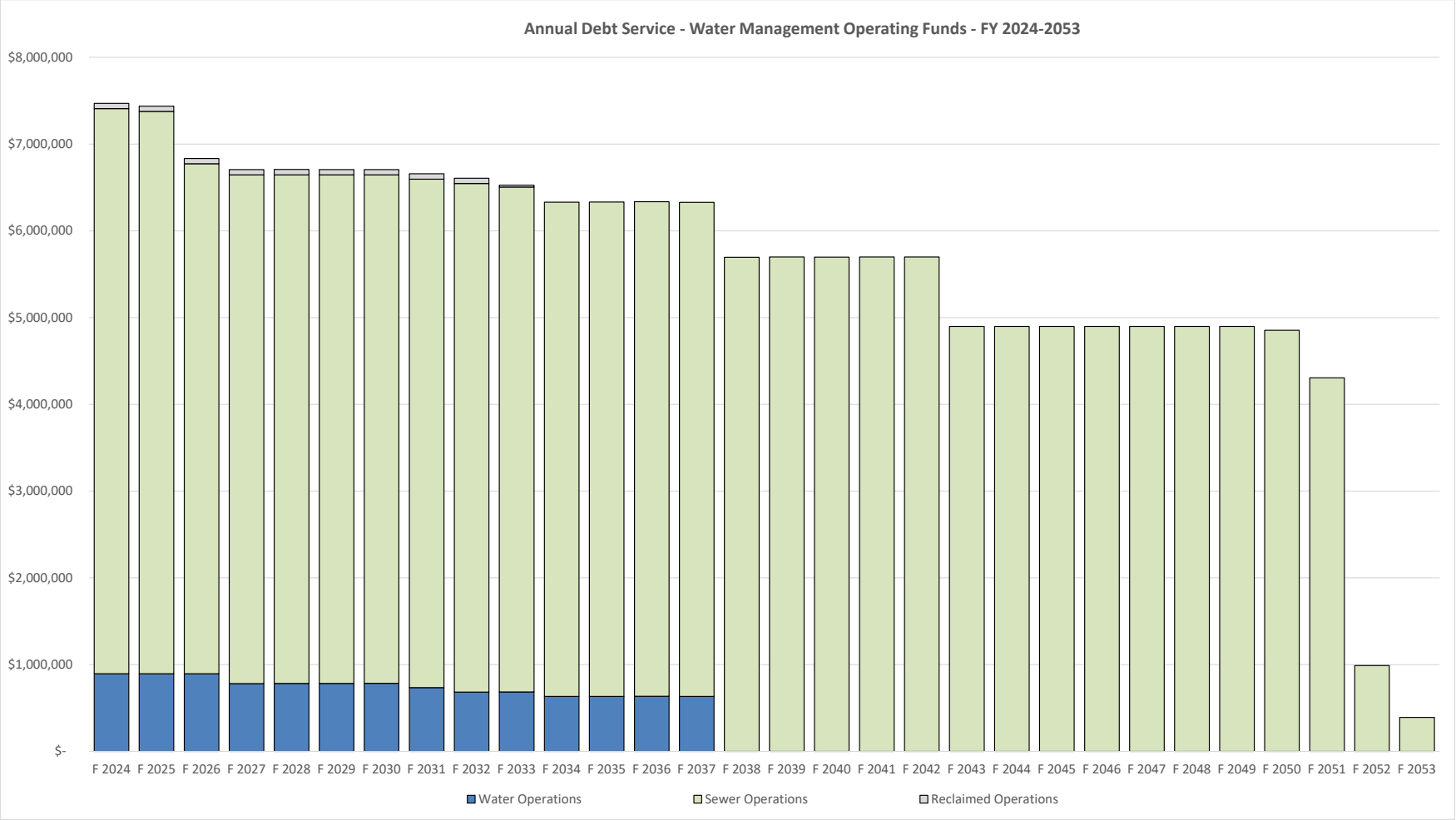
Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	Balance (2030-2053)	Total Outstanding (2025-2053)
Sewer Operations										
PRINCIPAL										
Bonds 2005 $24.67M (Refund 2001 / 2002)	2001, 2002, 2005	$ 9,868,000	$ 580,000	$ 580,000					$ -	$ 580,000
Bonds 2011A $19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	$ 194,300	$ 14,850	$ 15,200	$ 15,600				$ -	$ 30,800
ARRA Loan 2013 $1.89M - (Sewer & Reclaimed Projects)	2012	$ 868,572	$ 48,128	$ 49,439	$ 50,785	$ 52,169	$ 53,589	$ 55,049	$ 194,559	$ 455,590
SRF SCADA	2016	$ 1,518,037	$ 93,662	$ 94,503	$ 95,352	$ 96,200	$ 97,065	$ 97,921	$ 400,506	$ 881,546
SRF Loan 2017	2017	$ 1,275,000	$ 36,048	$ 36,576	$ 37,116	$ 37,668	$ 38,220	$ 38,796	$ 917,204	$ 1,105,580
SRF Loan 2018	2018	$ 78,500,000	$ 2,165,484	$ 2,197,524	$ 2,230,044	$ 2,263,056	$ 2,296,548	$ 2,330,532	$ 60,432,660	$ 71,750,364
SRF Loan	2020	$ 20,000,000	$ 548,352	$ 556,464	$ 564,696	$ 573,060	$ 581,544	$ 590,148	$ 15,645,290	$ 18,511,202
WRF Bonds	2021	$ 10,660,000	$ 350,000	$ 365,000	$ 385,000	$ 405,000	$ 425,000	$ 445,000	$ 7,955,000	$ 9,980,000
SRF Loan	2021	$ 19,500,000	$ 540,096	$ 547,044	$ 554,088	$ 561,228	$ 568,452	$ 575,772	$ 15,885,852	$ 18,692,436
PRINCIPAL		**$ 142,383,909**	**$ 4,376,621**	**$ 4,441,750**	**$ 3,932,681**	**$ 3,988,381**	**$ 4,060,418**	**$ 4,133,217**	**$ 101,431,071**	**$ 121,987,518**
INTEREST										
Bonds 2005 $24.67M (Refund 2001 / 2002)	2001, 2002, 2005	3.00%-5.00%	$ 53,650	$ 24,650					$ -	$ 24,650
Bonds 2011A $19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	2.48%	$ 1,101	$ 732	$ 355				$ -	$ 1,087
ARRA Loan 2013 $1.89M - (Sewer & Reclaimed Projects)	2012	2.69%	$ 12,959	$ 11,649	$ 10,303	$ 8,919	$ 7,499	$ 6,039	$ 9,070	$ 53,479
SRF SCADA	2016		$ 8,302	$ 7,462	$ 6,613	$ 5,764	$ 4,900	$ 4,043	$ 7,319	$ 36,101
SRF Loan 2017	2017		$ 16,536	$ 16,008	$ 15,468	$ 14,916	$ 14,364	$ 13,788	$ 143,236	$ 217,780
SRF Loan 2018	2018	1.47%	$ 1,072,008	$ 1,039,968	$ 1,007,448	$ 974,436	$ 940,944	$ 906,960	$ 10,252,491	$ 15,122,247
SRF Loan	2020		$ 276,492	$ 268,380	$ 260,148	$ 251,784	$ 243,300	$ 234,696	$ 2,707,296	$ 3,965,604
WRF Bonds	2021		$ 451,650	$ 434,150	$ 415,900	$ 396,650	$ 376,400	$ 355,150	$ 2,438,500	$ 4,416,750
SRF Loan	2021		$ 243,012	$ 236,064	$ 229,020	$ 221,880	$ 214,656	$ 207,336	$ 2,517,260	$ 3,626,216
INTEREST			**$ 2,135,711**	**$ 2,039,063**	**$ 1,945,254**	**$ 1,874,349**	**$ 1,802,062**	**$ 1,728,012**	**$ 18,075,173**	**$ 27,463,914**
TOTAL EXPENDITURES			**$ 6,512,332**	**$ 6,480,813**	**$ 5,877,935**	**$ 5,862,730**	**$ 5,862,480**	**$ 5,861,229**	**$ 119,506,244**	**$ 149,451,432**

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	Balance (2030-2037)	Total Outstanding (2025-2037)
Reclaimed Operations										
PRINCIPAL										
ARRA Loan 2013 $1.89M - (Sewer & Reclaimed Projects)	2012	$ 1,019,628	$ 48,128	$ 49,439	$ 50,785	$ 52,169	$ 53,589	$ 55,049	$ 194,559	$ 455,590
PRINCIPAL		**$ 1,019,628**	**$ 48,128**	**$ 49,439**	**$ 50,785**	**$ 52,169**	**$ 53,589**	**$ 55,049**	**$ 194,559**	**$ 455,590**
INTEREST										
ARRA Loan 2013 $1.89M - (Sewer & Reclaimed Projects)	2012	2.69%	$ 12,959	$ 11,649	$ 10,303	$ 8,919	$ 7,499	$ 6,039	$ 9,070	$ 53,479
INTEREST			**$ 12,959**	**$ 11,649**	**$ 10,303**	**$ 8,919**	**$ 7,499**	**$ 6,039**	**$ 9,070**	**$ 53,479**
TOTAL EXPENDITURES			**$ 61,088**	**$ 61,088**	**$ 61,088**	**$ 61,088**	**$ 61,088**	**$ 61,088**	**$ 203,629**	**$ 509,068**

**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.*

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

The chart below shows annual debt service for the operating Proprietary Funds (Water, Wastewater & Reclaimed Water) for all bonds issued from FY 2024-2053. 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.*

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

Total Debt Service - Water Management Fund

Break out of Debt Total by Fund			FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Balance (2030-2053)	Total Outstanding (2025-2053)
Sewer Ops (431)	***shown on previous pages***		$ 6,512,332	$ 6,480,813	$ 5,877,935	$ 5,862,730	$ 5,862,480	$ 5,861,230	$ 119,506,244	**$ 149,451,433**
Water Ops (421)	***shown on previous pages***		$ 895,781	$ 895,823	$ 895,279	$ 782,021	$ 783,071	$ 783,071	$ 5,428,279	**$ 9,680,255**
Reclaim Ops (441)	***shown on previous pages***		$ 61,088	$ 61,088	$ 61,088	$ 61,088	$ 61,088	$ 61,088	$ 203,629	**$ 509,068**
Sewer Impact (432)			$ 2,067,075	$ 2,022,245	$ 1,116,825	$ -	$ -	$ -	$ -	**$ 5,206,145**
Water Impact (422)			$ 527,383	$ 527,154	$ 527,209	$ 271,260	$ 271,710	$ 271,710	$ 2,176,080	**$ 4,300,796**
Reclaim Access (442)			$ 79,757	$ 79,662	$ 79,773	$ -	$ -	$ -	$ -	**$ 239,192**
Reclaim Taps (443)			$ 15,951	$ 15,932	$ 15,955	$ -	$ -	$ -	$ -	**$ 47,838**
Total Debt Service			**$ 10,159,368**	**$ 10,082,717**	**$ 8,574,064**	**$ 6,977,100**	**$ 6,978,350**	**$ 6,977,100**	**$ 127,314,232**	**$ 170,085,829**
Principal			$ 7,387,172	$ 7,515,982	$ 6,205,650	$ 4,746,191	$ 4,852,584	$ 4,959,846	$ 108,074,499	**$ 138,782,077**
Interest			$ 2,772,195	$ 2,566,736	$ 2,368,414	$ 2,230,909	$ 2,125,767	$ 2,017,253	$ 19,239,733	**$ 31,303,753**
Total Debt Service			**$ 10,159,368**	**$ 10,082,717**	**$ 8,574,064**	**$ 6,977,100**	**$ 6,978,350**	**$ 6,977,100**	**$ 127,314,232**	**$ 170,085,829**

City of Franklin

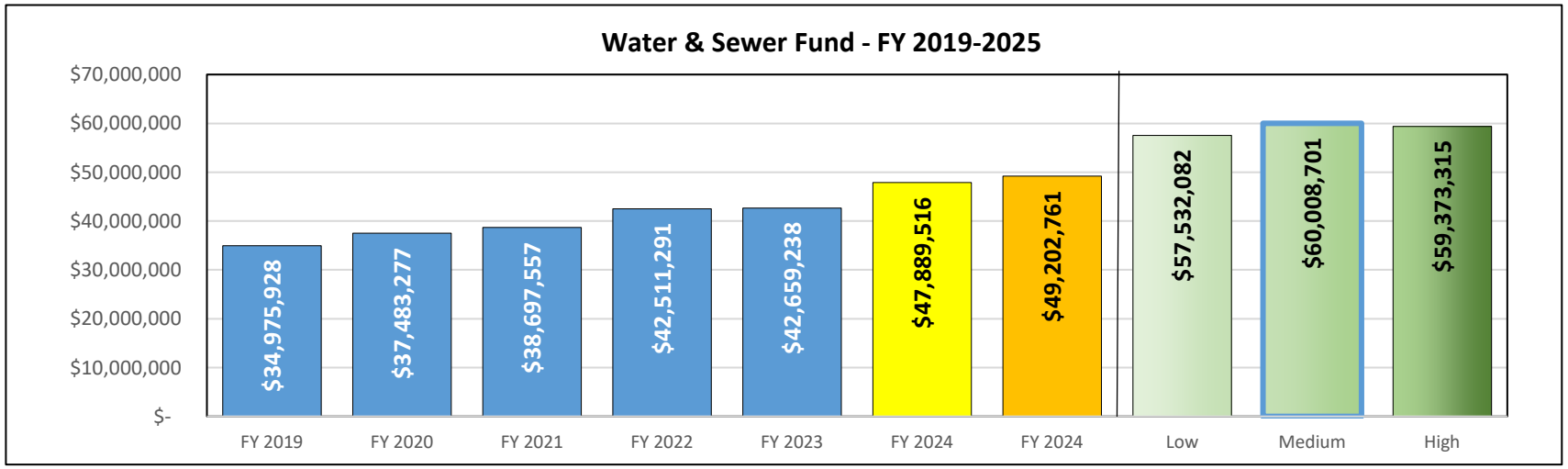
Revenue Model

Fund:	Water/Sewer Fund	Percent of All Revenues	25.6%

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 forecast at 3% for Water and 2% for Sewer as established by BOMA as of January 1, 2024.

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



	Actual					Budget	Estimated	Forecast (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	11.8%	7.2%	3.2%	9.9%	0%	12%	3%	17%	22%	21%	
Water											3-yr Average
Use of Money & Property	127,636	147,561	52,539	78,032	125,000	125,000	405,918	**183,829**	344,105	191,332	$ 41,289,362
Rates & Related Customer Service	11,868,631	11,841,481	13,217,446	13,534,877	12,729,946	14,449,518	15,316,314	**15,334,917**	15,775,804	15,960,832	1.1%
Impact Fees	440,067	601,326	768,642	586,512	321,905	600,000	514,700	**603,926**	603,926	603,926	5-Yr Average
Wastewater											$ 39,265,458
Grants	-		250,000	90,122	-	3,000,000	31,443	**11,625,742**	11,625,742	11,625,742	1.7%
Use of Money & Property	793,210	849,274	68,880	300,897	600,000	600,000	3,185,070	**652,463**	1,176,075	679,094	
Rates & Related Customer Service	19,314,087	19,932,839	21,467,294	24,769,484	22,899,425	25,671,515	25,744,197	**25,114,009**	26,387,792	26,139,071	
Impact Fees	2,299,645	2,712,493	2,713,171	2,990,270	1,855,033	3,315,000	3,746,626	**3,824,988**	3,903,049	3,981,110	
Transfer from G/F (ARP Funds)					-						
Transfer from Co. Fac. Tax.		1,285,000			-						
Reclaimed Water											
Use of Money & Property	1,958	600	1,000	-	1,000	1,000	43,845	-	-	-	
Rates & Related Customer Service	130,694	112,703	158,585	161,097	131,750	127,483	214,649	**192,208**	192,208	192,208	
Use of F/B			-	-	3,995,179						
Totals	**$ 34,975,928**	**$ 37,483,277**	**$ 38,697,557**	**$ 42,511,291**	**$ 42,659,238**	**$ 47,889,516**	**$ 49,202,761**	**$ 57,532,082**	**$ 60,008,701**	**$ 59,373,315**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

FY 2025 Operating Budget

Emergency Management

Scott Williar, Emergency Management Coordinator

Departmental Summary

The Emergency Management Division was created in 2022 to provide overall direction and support for the City's Emergency Management function, Special Events & Continuity of Operations Plan. This is a two-man, 24 hour operation (on call, office, deployed) that supports City Residents, local stakeholders and County/State Emergency Personnel.

Accomplishments

- Completed the City's internal ASHER plan draft and began the outreach to all surrounding jurisdictions.
- Requested and successfully received two trailers from Williamson County for City use during emergencies, disasters, and field operations.
- Worked as a part of the TEMA AHIMT logistics planning group, to set up the state team logistical program.
- Completed the calendar year 2023/2024 special events EAP documentation.
- Completed the City's Debris Management plan as well as the final draft for the RFP documents.
- Built all Incident Action Plan's (IAP) for the calendar year’s special events
- Maintained membership of the Middle TN Incident Management Team (IMT) and the All Hazards Incident Management Team (AHIMT), providing a statewide network of EM-relevant support.

Performance Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial), and Citizen Survey data. The Emergency Management Division has one of these categories - Citizen Survey data.

Strategic Plan Measures

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.

Related Theme: All Four Themes

Emergency Management supports all four themes of the Strategic Plan.

Strategic Plan Measures

The City of Franklin is a high performing organization that measures performance regularly to improve service delivery and ensure the most efficient expenditure of taxpayer dollars. We do this in a variety of different ways, but there are five main categories of performance measurement the City collects - Strategic Plan performance measures (both Financial and Non-Financial), General performance measures (both Financial and Non-Financial), and Citizen Survey data.

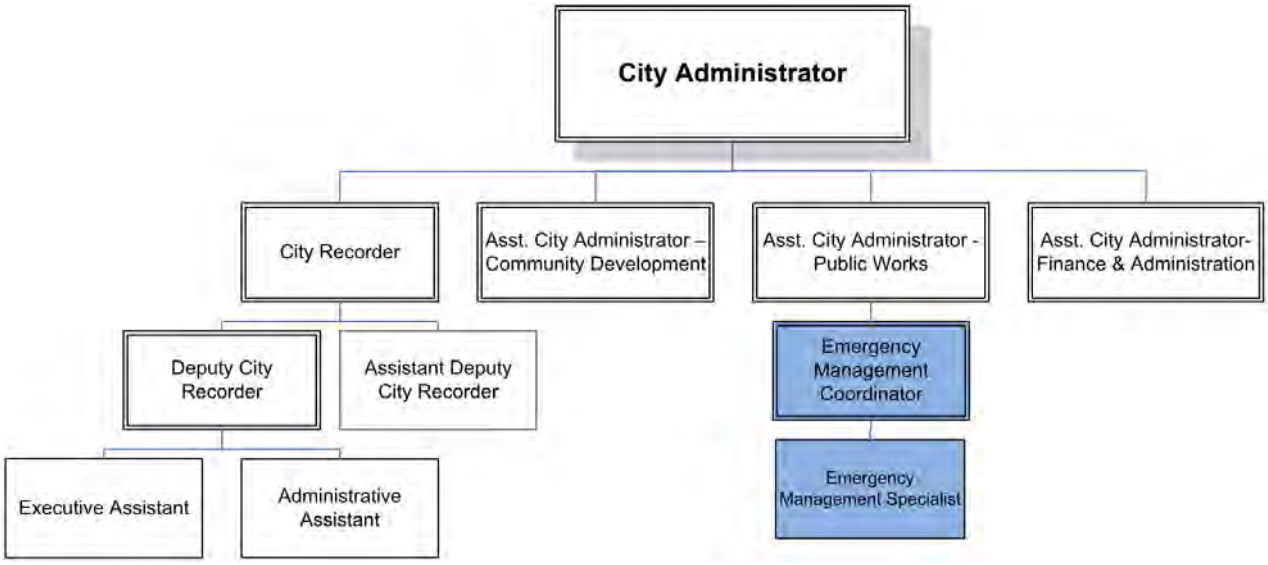
The Emergency Management Division has one of these categories - Citizen Survey data. There are no performance measures at this moment - they are under development.

Citizen Survey

Emergency Management Department Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) as excellent/good	77	80	75
Percent rating the quality of Emergency preparedness (services that prepare the community for natural disasters or other emergency situations) as fair/poor	23	20	25
AMOUNT	**100**	**100**	**100**

Organizational Chart



Staffing by Position

Budgeted Positions	Pay Grade	FY 2021		FY 2022		FY 2023		FY 2024		FY 2025	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Emergency Management Coordinator	I	0	0	0	0	1	0	1	0	1	0
Emergency Management Specialist	G	0	0	0	0	1	0	1	0	1	0
Sub-Total - Budgeted Positions		**0**	**0**	**0**	**0**	**2**	**0**	**2**	**0**	**2**	**0**

Total Authorized Positions	**0**	**0**	**0**	**0**	**2**	**0**	**2**	**0**	**2**	**0**

Budget Summary

Emergency Management

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)	–	$174,024	$244,720	$258,427	$254,616	$9,896	4.0%
PERSONNEL TOTAL	**–**	**$174,024**	**$244,720**	**$258,427**	**$254,616**	**$9,896**	**4.0%**
OPERATIONS							
SERVICES (82000)	–	$36,272	$67,400	$22,756	$79,850	$12,450	18.5%
SUPPLIES (83000)	–	$42,216	$20,100	$14,461	$20,750	$650	3.2%
BUSINESS EXPENSES (85000)	–	–	$2,025	$0	$2,025	$0	0.0%
OPERATIONS TOTAL	**–**	**$78,488**	**$89,525**	**$37,217**	**$102,625**	**$13,100**	**14.6%**
CAPITAL	–	$0	–	–	–	$0	–
110 - GENERAL FUND TOTAL	**–**	**$252,512**	**$334,245**	**$295,644**	**$357,241**	**$22,996**	**6.9%**
EXPENSES TOTAL	**–**	**$252,512**	**$334,245**	**$295,644**	**$357,241**	**$22,996**	**6.9%**

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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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FY 2025 Operating Budget

General Expenses

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, one-time contributions to the City's closed pension plan, the City's appropriations for Medical and Dental expenses, the City's dues for the Tennessee Municipal League, the annual audit, fuel hedging, and other "shared" software services - such as for the City's Strategic Plan website. $100,000 is new for FY 2025 to conduct a Special Census.

Performance Measures

There are no performance measures associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.

Strategic Plan Measures

There are no strategic plan measures associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.

Budget Summary

General Expenses

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
PERSONNEL							
PERSONNEL (81000)							
SALARIES & WAGES (81100)	–	–	$0	$0	$3,801,718	$3,801,718	–
EMPLOYEE BENEFITS (81400)	$689,351	($1,945,637)	$367,839	$257,422	$174,664	($193,175)	(52.5%)
PERSONNEL (81000) TOTAL	**$689,351**	**($1,945,637)**	**$367,839**	**$257,422**	**$3,976,382**	**$3,608,543**	**981.0%**
PERSONNEL TOTAL	**$689,351**	**($1,945,637)**	**$367,839**	**$257,422**	**$3,976,382**	**$3,608,543**	**981.0%**
OPERATIONS							

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
SERVICES (82000)							
TRANSPORTATION CHARGES (82100)	–	–	$0	$0	$0	$0	–
OPERATING SERVICES (82200)	–	–	$0	$0	$0	$0	–
NOTICES, SUBSCRIPTIONS, PUBLICITY (82300)	$53,612	$37,462	$73,534	$73,534	$173,534	$100,000	136.0%
UTILITIES (82400)	$714	$712	$550	$550	$550	$0	0.0%
CONTRACTUAL SERVICES (82500)	$111,996	$111,291	$228,000	$228,000	$228,000	$0	0.0%
REPAIR & MAINT SERVICES (82600)	$3,397	$3,260	$1,000	$1,000	$1,000	$0	0.0%
EMPLOYEE PROGRAMS (82700)	–	–	$0	$0	$0	$0	–
PROFESSIONAL DEVELOPMENT/TRAVEL (82800)	–	–	$0	$0	$0	$0	–
SERVICES (82000) TOTAL	**$169,719**	**$152,725**	**$303,084**	**$303,084**	**$403,084**	**$100,000**	**33.0%**
SUPPLIES (83000)							
OFFICE SUPPLIES (83100)	–	–	$0	$0	$0	$0	–
OPERATING SUPPLIES (83200)	–	–	$0	$0	$0	$0	–
FUEL & MILEAGE (INSIDE WILLIAMSON COUNTY) 83300	($446,762)	($22,325)	$0	$0	$0	$0	–
EQUIPMENT (<$50,000) (83500)	–	–	$2,000	$2,000	$2,000	$0	0.0%
REPAIR & MAINT. SUPPLIES (83600)	–	–	$0	$0	$0	$0	–
SUPPLIES (83000) TOTAL	**($446,762)**	**($22,325)**	**$2,000**	**$2,000**	**$2,000**	**$0**	**0.0%**
OPERATIONAL UNITS (84000)							
OPERATIONAL UNITS (84000)	–	–	$2,980,050	$2,980,050	$0	($2,980,050)	(100.0%)
OPERATIONAL UNITS (84000) TOTAL	**–**	**–**	**$2,980,050**	**$2,980,050**	**$0**	**($2,980,050)**	**(100.0%)**
BUSINESS EXPENSES (85000)							
PROP & LIABILITY COSTS (85100)	–	–	$0	$225,000	$0	$0	–
RENTALS (85200)	$8	–	$100	$1,451	$100	$0	0.0%
PERMITS & FEES (85300)	–	–	$350	$350	$350	$0	0.0%
FINANCIAL FEES (85500)	$2,500	$2,500	$2,500	$2,860	$2,500	$0	0.0%
OTHER BUSINESS EXPENSES (85900)	–	$10,000	$151,500	$1,500	$1,500	($150,000)	(99.0%)
BUSINESS EXPENSES (85000) TOTAL	**$2,508**	**$12,500**	**$154,450**	**$231,161**	**$4,450**	**($150,000)**	**(97.1%)**
DEBT SERVICE (86000)							
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
DEBT SERVICE (86000) TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
APPROPRIATIONS (87000)							
APPROPRIATIONS (87000)	–	–	$0	$0	$0	$0	–
APPROPRIATIONS (87000) TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
TRANSFER TO OTHER FUNDS (88000)							
TRANSFER TO OTHER FUNDS (88000)	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000) TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
OPERATIONS TOTAL	**($274,535)**	**$142,901**	**$3,439,584**	**$3,516,295**	**$409,534**	**($3,030,050)**	**(88.1%)**
CAPITAL							
CAPITAL ASSETS (89000)	–	–	$0	$0	$0	$0	–
CAPITAL TOTAL	**–**	**–**	**$0**	**$0**	**$0**	**$0**	**–**
110 - GENERAL FUND TOTAL	**$414,816**	**($1,802,737)**	**$3,807,423**	**$3,773,717**	**$4,385,916**	**$578,493**	**15.2%**
EXPENSES TOTAL	**$414,816**	**($1,802,737)**	**$3,807,423**	**$3,773,717**	**$4,385,916**	**$578,493**	**15.2%**

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FY 2025 Operating Budget

Appropriations

Department Summary

The Appropriations budget provides for the allotment of City of Franklin funds to various outside agencies, functions and programs that are under IRS classifications 501c3, 501c4, 501c6, and government entities.

Performance Measures

There are no performance measures associated with Appropriations. It is supervised by personnel in the Administration and the Finance Departments.

Strategic Plan Measures

There are no strategic plan measures associated with Appropriations. It is supervised by personnel in the Administration and the Finance Departments.

Citizens Survey

Government Entity Appropriations Citizen Survey Results

Measure	FY2016	FY2019	FY2022
Amount			
Percent rating the quality of services provided by Animal Control as excellent/good	79	84	85
Percent rating the quality of services provided by Animal Control as fair/poor	21	16	15
Percent rating the quality of services provided by Health services as excellent/good	88	88	85
Percent rating the quality of services provided by Health services as fair/poor	12	12	15
Percent rating the quality of services provided by Public Library services as excellent/good	93	93	94
Percent rating the quality of services provided by Public Library services as fair/poor	7	7	6
AMOUNT	**300**	**300**	**300**

Ten-Year History of Appropriations to Outside Agencies

Budget Summary

	Actual	Actual	Budget	EOY	Budget	Difference	
	2022	2023	2024	2024	2025	$	%
Operations							
Appropriations to Governments							
Health Department	19,035	21,150	22,208	22,208	21,150	(1,058)	-4.8%
Animal Control	121,976	180,828	189,869	189,869	199,362	9,493	5.0%
Library - Books	64,220	67,431	70,803	70,803	72,927	2,124	3.0%
Regional Transit Authority - 91X Bus	56,185	56,185	56,185	56,185	56,185	-	0.0%
TN Rehab @ Franklin	20,273	21,896	22,991	22,991	22,991	-	0.0%
Total Appropriations to Government	**281,689**	**347,490**	**362,055**	**362,055**	**372,614**	**10,560**	**2.9%**

	Actual	Actual	Budget	EOY	Budget	Difference	
	2022	2023	2024	2024	2025	$	%
Operations							
Appropriations to Charitable Organizations							
ARC	5,000	5,250	-	-	5,000	5,000	100.0%
Boys & Girls Club	21,500	22,575	23,704	23,704	24,415	711	3.0%
Bridges	18,050	20,000	21,000	21,000	24,000	3,000	14.3%
Community Child Care	30,000	31,500	33,075	33,075	34,067	992	3.0%
Community Housing Partnership	8,460	8,883	9,327	9,327	9,607	280	3.0%
Davis House	15,000	20,000	21,000	21,000	24,000	3,000	14.3%
Franklin Tomorrow	34,610	36,341	38,158	38,158	39,303	1,145	3.0%
Gentry's Education Center	22,500	23,625	24,806	24,806	25,550	744	3.0%
Gilda's Club	3,500	3,675	3,859	3,859	3,975	116	3.0%
Hard Bargain Association					5,000	5,000	100.0%
Mid-Cumberland Human Resources/Homemaker	4,230	4,442	4,664	4,664	4,804	140	3.0%
Mid-Cumberland Human Resources/Ombudsman	2,250	2,363	2,481	2,481	2,556	74	3.0%
Mid-Cumberland Meals on Wheels	9,137	9,594	10,074	10,074	10,376	302	3.0%
One Generation Away	-	5,000	5,250	5,250	5,408	158	3.0%
Second Harvest/Nashville's Table	-	5,000	5,250	5,250	5,408	158	3.0%
Sister City Program	5,500	32,581	18,875	18,875	19,441	566	3.0%
Toussaint L'Ouverture Cemetary	-	32,400	32,400	32,400	33,372	972	3.0%
Transit Alliance	5,000	5,250	5,513	5,513	5,678	165	3.0%
Waves	22,913	24,059	25,262	25,262	26,020	758	3.0%
Williamson County Emergency Relief/Graceworks	20,000	21,000	22,050	22,050	22,712	662	3.0%
Total Appropriations to Charitable Organizations	**227,650**	**313,542**	**306,747**	**306,747**	**330,690**	**23,942**	**7.8%**

Total Operations	**509,339**	**661,032**	**668,802**	**668,802**	**703,304**	**34,502**	**5.2%**

Total Appropriations	**509,339**	**661,032**	**668,802**	**668,802**	**703,304**	**34,502**	**5.2%**

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FY 2025 Operating Budget

Interfund Transfers

Department Summary

Interfund Transfers reflect those funds transferred from the General Fund to be accounted for in other funds of the City. Ongoing transfers appropriated here include:

- $500,000 for State Street Aid & Transportation Aid Fund
  - $250,000 for funding Sidewalks Gaps as provided through the Invest Franklin initiative (2017)
  - $250,000 to begin funding an Asset Management & Paving Program of City facilities
- $1,003,617 for the Transit Fund for ongoing support of the Franklin Transit Authority's operations
- $863,490 for the new Capital Vehicle Fund for annual replacement of fleet vehicles and Police cruisers
- $5,039,041 is being appropriated here for the Capital Projects Fund to support approved CIP related projects, (mainly costs related to the New City Hall project in FY 2025)

Performance Measures

There are no performance measures associated with Interfund Transfers. It is supervised by personnel in the Finance Department.

Budget Summary

Interfund Transfers

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Expenses							
110 - GENERAL FUND							
OPERATIONS							
TRANSFER TO OTHER FUNDS (88000)							
TRANSFER TO OTHER FUNDS (88000)							
88020 - TRANSFER TO STREET AID & TRANSPORTATION	$1,250,000	$1,083,921	$500,000	$500,000	$500,000	$0	0.0%
88030 - TRANSFER TO SANITATION & ENVIR SERVICES	$515,680	$500,000	$1,750,000	$1,750,000	$0	($1,750,000)	(100.0%)
88040 - TRANSFER TO ROAD IMPACT	–	–	$0	$0	$0	$0	–
88070 - Transfer To Drug Fund	–	–	–	$0	$0	$0	–
88080 - TRANSFER TO HOTEL/MOTEL FUND	–	–	$0	$0	$0	$0	–
88085 - TRANSFER TO PARKLAND DEDICATION	–	–	$0	$0	$0	$0	–
88090 - TRANSFER TO TRANSIT	$444,912	$687,348	$771,473	$771,473	$1,003,617	$232,144	30.1%
88092 - TRANSFER TO CDBG	–	–	–	$0	$0	$0	–
88095 - TRANSFER TO DEBT SERVICE	–	–	$0	$0	$0	$0	–
88100 - TRANSFER TO CAPITAL PROJECTS	$7,450,000	$4,326,000	$6,100,000	$6,100,000	$5,039,941	($1,060,059)	(17.4%)
88105 - TRANSFER TO CAPITAL VEHICLE FUND	$3,250,000	$2,906,667	$812,810	$812,810	$863,490	$50,680	6.2%
88150 - TRANSFER TO WATER OPERATING	–	–	$0	$0	$0	$0	–
88180 - TRANSFER TO SEWER OPERATING	–	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000) TOTAL	**$12,910,592**	**$9,503,936**	**$9,934,283**	**$9,934,283**	**$7,407,048**	**($2,527,235)**	**(25.4%)**
TRANSFER TO OTHER FUNDS (88000) TOTAL	**$12,910,592**	**$9,503,936**	**$9,934,283**	**$9,934,283**	**$7,407,048**	**($2,527,235)**	**(25.4%)**
OPERATIONS TOTAL	**$12,910,592**	**$9,503,936**	**$9,934,283**	**$9,934,283**	**$7,407,048**	**($2,527,235)**	**(25.4%)**
110 - GENERAL FUND TOTAL	**$12,910,592**	**$9,503,936**	**$9,934,283**	**$9,934,283**	**$7,407,048**	**($2,527,235)**	**(25.4%)**
EXPENSES TOTAL	**$12,910,592**	**$9,503,936**	**$9,934,283**	**$9,934,283**	**$7,407,048**	**($2,527,235)**	**(25.4%)**

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OTHER SPECIAL FUNDS

The City of Franklin has 15 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**
- **Parkland Dedication Fund**

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FY 2025 Operating Budget

City Facilities Tax Fund

Fund Summary

The City 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, parks, and recreation expenditures. These expenses can only be spent on public expenditures related to growth; thus, new equipment and infrastructure can be funded out of the City Facilities Tax fund, but replacement of existing equipment cannot.

Performance Measures

There are no performance measures associated with the City Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Strategic Plan Measures

There are no strategic plan measures associated with the City Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the City Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Budget Summary

City Facilities Tax Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LOCAL TAXES (31000)	$2,666,214	$1,301,950	$2,369,711	$2,394,483	$1,846,797	($522,914)	(22.1%)
USE OF MONEY & PROPERTY (36000)	($340,740)	$212,857	$50,000	$556,787	$278,153	$228,153	456.3%
OTHER REVENUE (37000)	$0	$1,245	–	$0	$0	$0	–
CAPITAL CONTRIBUTIONS (39000)	$226,444	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$2,551,918**	**$1,516,051**	**$2,419,711**	**$2,951,270**	**$2,124,950**	**($294,761)**	**(12.2%)**
REVENUES TOTAL	**$2,551,918**	**$1,516,051**	**$2,419,711**	**$2,951,270**	**$2,124,950**	**($294,761)**	**(12.2%)**
Expenses							
130 - CITY FACILITIES TAX							
OPERATIONS							
SERVICES (82000)	$6,500	$10,239	$656	$656	$0	($656)	(100.0%)
SUPPLIES (83000)	$0	$0	$264,027	$264,027	$51,673	($212,354)	(80.4%)
BUSINESS EXPENSES (85000)	$10,195	–	$0	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)	–	–	$3,500,000	$3,500,000	$0	($3,500,000)	(100.0%)
OPERATIONS TOTAL	**$16,695**	**$10,239**	**$3,764,683**	**$3,764,683**	**$51,673**	**($3,713,010)**	**(98.6%)**
CAPITAL							
CAPITAL ASSETS (89000)	$386,605	$52,372	$0	$0	$354,000	$354,000	–
CAPITAL TOTAL	**$386,605**	**$52,372**	**$0**	**$0**	**$354,000**	**$354,000**	**–**
130 - CITY FACILITIES TAX TOTAL	**$403,300**	**$62,611**	**$3,764,683**	**$3,764,683**	**$405,673**	**($3,359,010)**	**(89.2%)**
EXPENSES TOTAL	**$403,300**	**$62,611**	**$3,764,683**	**$3,764,683**	**$405,673**	**($3,359,010)**	**(89.2%)**

Notes & Objectives

The forecast for FY 2025 revenues is an estimate based upon anticipated economic conditions. 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. This will be significantly revised once we fully determine the impact of the current economic downturn.

The FY 2023 City Facilities Tax Fund appropriations included funding for: 2 Parks related capital projects totaling $4,000,000 (1. Bicentennial Park - $2,000,000 and 2. Robinson Lake Dam & Park Project - $2,000,000), a new Mini-Excavator costing $52,415 for the Parks department, and two new Side Loading Refuse Packers for Sanitation costing $705,560. The FY 2024 City Facilities Tax Fund appropriations included $2,500,000 for Southeast Park and $1,000,000 for Bicentennial Park as well as several new pieces of equipment for the Parks and SES Departments.

The FY 2025 City Facilities Tax Fund appropriations will be modified throughout Spring 2024 as the Board of Mayor and Alderman revisit prioritizations of the Capital Investment Plan. An amended appropriation proposal based upon that revisitation will be included in the City Administrator's Recommended Budget in May. The $405,673 in appropriations include $354,000 for a new Special Operations Vehcile for the Police Department and $51,673 for a vehicle for a new position in Parks.

Regardless of the level of building activity, there is ample fund balance to fund additional capital projects or new equipment for our growing community.

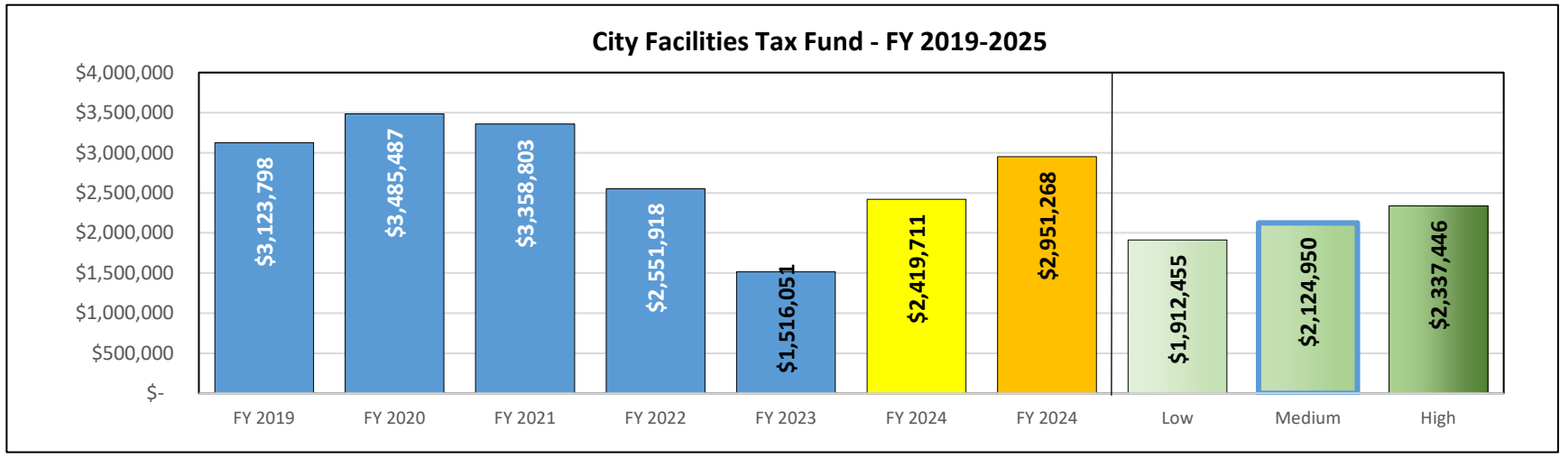
City of Franklin

Revenue Model

Fund:	City Facilities Tax Fund	Percent of All Revenues	0.9%

City Facilities Tax: A special revenue fund used to account for the proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to levy and collect a privilege tax on new development to provide that new development contribute its fair share of providing new public facilities made necessary by growth. Such taxes may be expended ***only*** on police, fire, sanitation, and parks and recreation.

The forecast for FY 2025 is an estimate based upon the historic average of the last five-years **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	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-36.1%	11.6%	-3.6%	-24.0%	-41%	60%	22%	-35%	-28%	-21%	
July	140,513	166,390	137,965	267,491	76,800	137,234	75,415	106,536	118,374	130,211	3-yr Average
August	337,384	165,263	567,347	608,156	93,870	349,133	93,649	239,223	265,803	292,383	$ 2,475,591
September	367,428	131,262	106,988	78,518	332,217	197,921	87,535	137,216	152,462	167,708	-12.9%
October	152,305	685,211	192,828	116,774	88,127	237,659	284,510	166,758	185,287	203,815	5-Yr Average
November	163,543	514,554	226,319	348,525	37,787	265,433	454,540	174,248	193,609	212,970	$ 2,807,212
December	269,292	151,610	392,660	315,251	98,377	217,572	127,456	165,671	184,079	202,486	-9.2%
January	172,649	97,669	284,889	110,770	72,064	133,204	398,040	99,636	110,706	121,777	10-Yr Average
February	110,709	169,431	98,466	134,799	127,036	147,607	211,600	86,460	96,066	105,673	$ 3,399,573
March	108,211	232,369	153,528	134,437	74,588	125,961	131,650	94,923	105,470	116,017	-5.5%
April	201,792	260,000	192,471	163,610	80,552	165,108	156,853	121,287	134,764	148,240	20-Yr Average
May	418,449	104,027	168,569	106,107	102,354	144,150	136,942	121,433	134,926	148,418	$ 2,697,552
June	168,036	373,324	160,365	281,776	118,178	248,729	236,292	148,727	165,252	181,777	-4.4%
Interest Income	513,487	434,377	36,408	(340,740)	214,101	50,000	556,785	250,338	278,153	305,969	
Contributions from Others			640,000	226,444	-	-	-				
Totals	$ 3,123,798	$ 3,485,487	$ 3,358,803	$ 2,551,918	$ 1,516,051	$ 2,419,711	$ 2,951,268	$ 1,912,455	$ 2,124,950	$ 2,337,446	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

County Facilities Tax Fund

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.

Performance Measures

There are no performance measures associated with the Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Strategic Plan Measures

There are no strategic plan measures 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 Summary

County Facilities Tax Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LOCAL TAXES (31000)	$1,003,415	$661,526	$684,017	$809,649	$637,474	($46,543)	(6.8%)
USE OF MONEY & PROPERTY (36000)	($125,114)	$75,094	$15,000	$224,569	$112,188	$97,188	647.9%
OTHER REVENUE (37000)	$0	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$878,301**	**$736,620**	**$699,017**	**$1,034,218**	**$749,662**	**$50,645**	**7.2%**
REVENUES TOTAL	**$878,301**	**$736,620**	**$699,017**	**$1,034,218**	**$749,662**	**$50,645**	**7.2%**
Expenses							
132 - COUNTY FACILITIES TAX							
OPERATIONS	$1,000,000	$600,000	$0	$0	$200,000	$200,000	–
CAPITAL	–	–	$0	$0	$0	$0	–
132 - COUNTY FACILITIES TAX TOTAL	**$1,000,000**	**$600,000**	**$0**	**$0**	**$200,000**	**$200,000**	**–**
EXPENSES TOTAL	**$1,000,000**	**$600,000**	**$0**	**$0**	**$200,000**	**$200,000**	**–**

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 96 West Trail project. In FY 2020, $1,285,000 was appropriated as a transfer to the Water Management Fund for the completion of the Henpeck Lane Sanitary Sewer Extension. $125,000 was budgeted in FY 2021 to continue joint work on a sidewalk with F.S.S.D and the City of Franklin. In FY 2022, $1,000,000 was allocated for the City's joint efforts to build baseball & softball fields with the Franklin Special School District at Franklin Intermediate School & Popular Grove Elementary School.

FY 2023 funding appropriations included: $600,000 for the City's portion of the finalization of the joint City/F.S.S.D. Ballfield Project at Freedom Intermediate/Popular Grove. There were no appropriations in FY 2024.

The FY 2025 County Facilities Tax Fund appropriations will be modified throughout Spring 2024 as the Board of Mayor and Alderman revisit prioritizations of the Capital Investment Plan. An amended appropriation proposal based upon that revisitation will be included in the City Administrator's Recommended Budget in May. There is a $200,000 appropriation for intersection improvements adjacent to the new Franklin Special School District headquarters.

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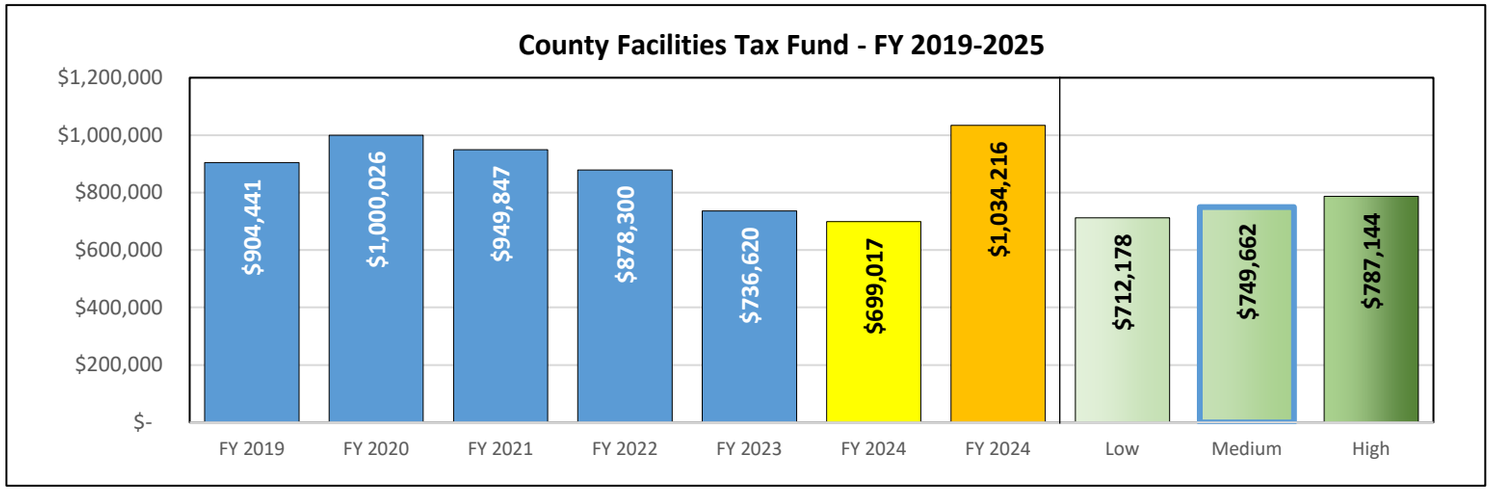
City of Franklin

Revenue Model

Fund:	County Facilities Tax Fund	Percent of All Revenues	0.3%

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 for FY 2025 is an estimate based upon the historic average of the last five-years **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	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	-44.0%	10.6%	-5.0%	-7.5%	-16%	-5%	48%	-31%	-28%	-24%	3-yr Average
Tax Collections	759,874	889,427	935,555	1,003,415	661,526	684,017	809,648	605,600	637,475	669,347	$ 854,922
Transfer from Capital Fund	-		-	-	-	-	-	-	-	-	-4.6%
Interest Income	144,567	110,599	14,292	(125,115)	75,094	15,000	224,568	106,578	112,187	117,796	5-yr Average
											$ 893,847
											-5.9%
Totals	$ 904,441	$ 1,000,026	$ 949,847	$ 878,300	$ 736,620	$ 699,017	$ 1,034,216	$ 712,178	$ 749,662	$ 787,144	

Source: City of Franklin, Annual Comprehensive Financial Report - 2017-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Hotel/Motel Tax Fund

Fund Summary

The Hotel/Motel Tax Fund is a special revenue fund used to account for the locally administered 4% tax levied on the occupancy of hotel and motel rooms which is in addition to state and local sales tax. The fund is used to pay debt service (previously on the Cool Springs Conference Center, and now the Harlinsdale and Battlefield parks) and expenditures related to tourism. In this budget, 1% of the 4% Hotel/Motel tax (traditionally based on collections in the previous full calendar year) is allocated to support the Williamson County Convention and Visitors Bureau.

The Hotel/Motel Tax Fund budget was impacted more than any other fund city-wide by COVID-19 due to the economic downturn. Revenues dropped in FY 2020, bottomed out in FY 2021 and rebounded to record highs in the last 2 years, FY 2022 & FY 2023. Revenues for the last 10 years are shown below.

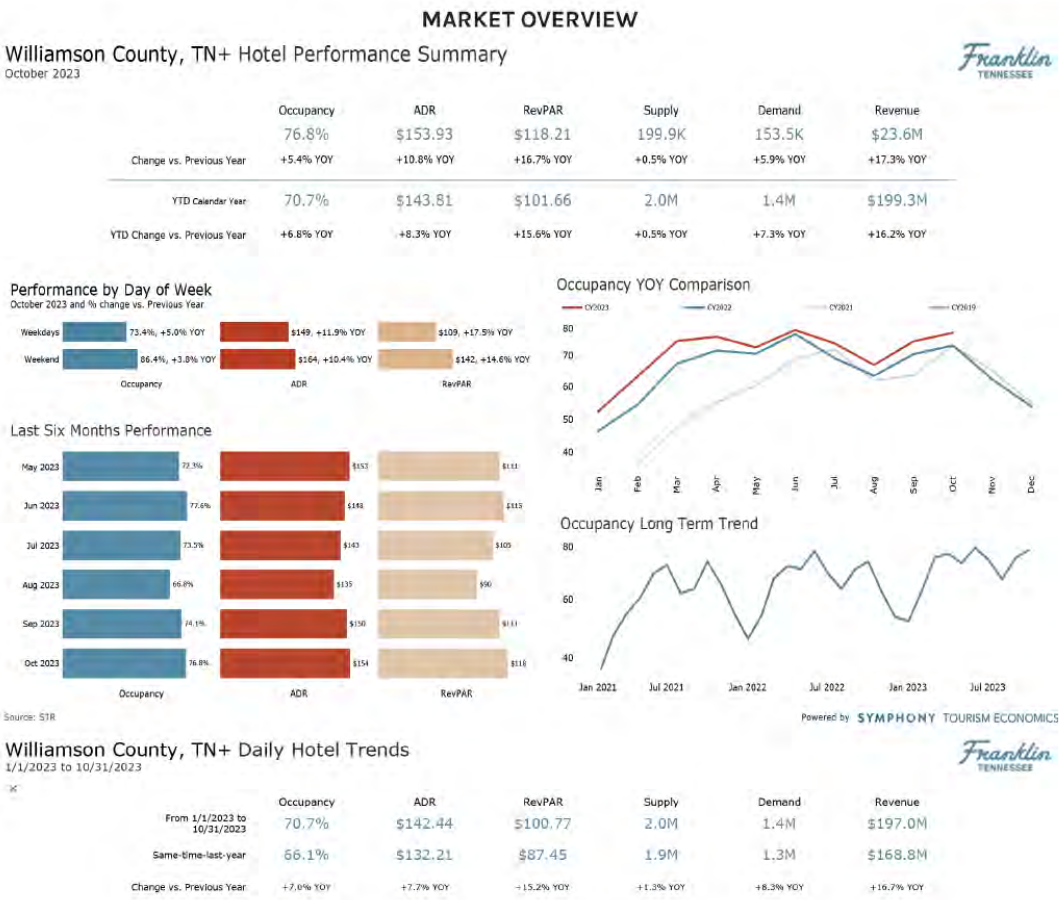
Performance Measures

The Convention & Visitor's Bureau for Franklin & Williamson County monitors the monthly performance of hotels. Leading measures monitored include:

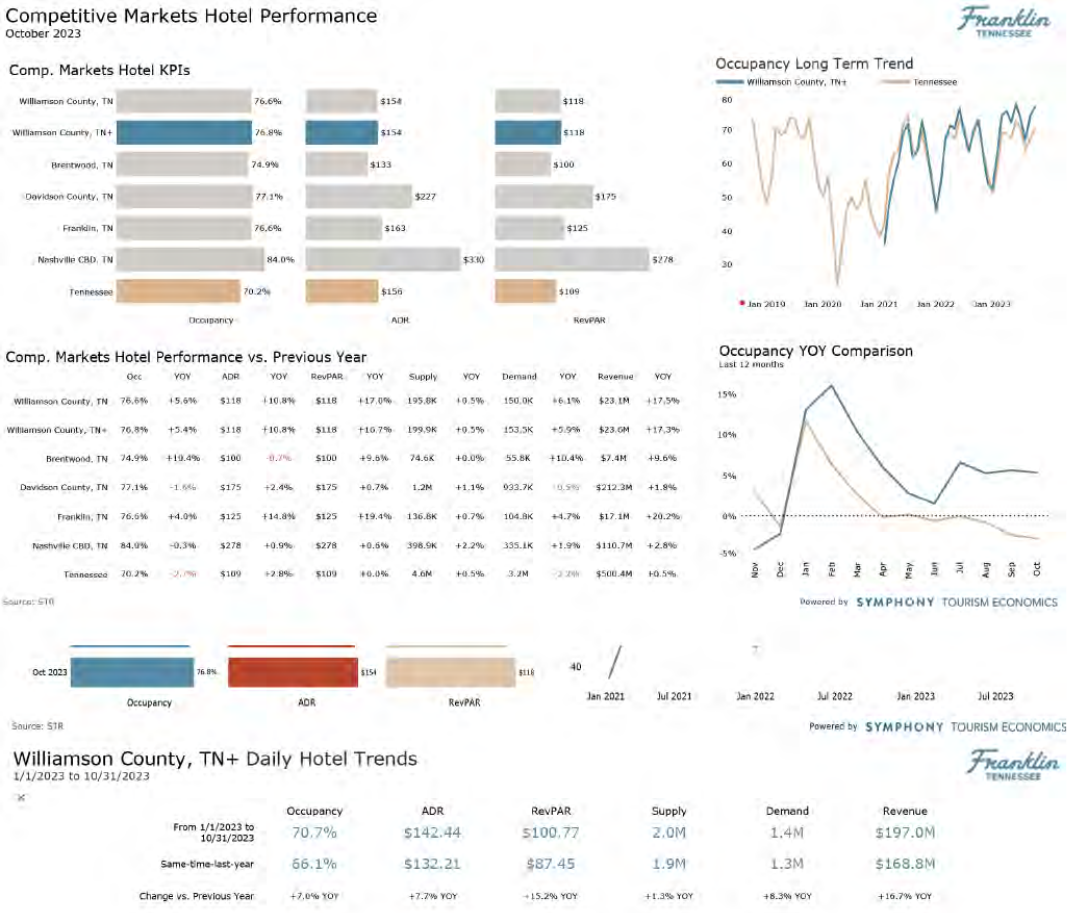
- Occupancy Rate (calculated by dividing the total number of rooms occupied by the total number of rooms available and multiplying by 100)
- ADR (Annual Daily Rate - calculated by dividing the room revenue by the rooms sold)
- RevPAR (Revenue per Available Room calculated by dividing total room revenue by the number of available rooms)
- Total Supply of Rooms
- Total Demand for Rooms

- Total Revenue generated

The graphic below provides hotel occupancy, rate, and revenue per available room for the month of October 2023.



The graphic below provides some comparative information relative other market data. It also depicts how Franklin hotels are leading the way in terms occupancy, rate, and overall performance compared to the rest of Williamson County.



Strategic Plan Measures

There are no strategic plan measures 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 Hotel Motel Tax Fund. It is supervised by personnel in the Finance & Revenue Management Departments.

Budget Summary

Hotel/Motel Tax Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LOCAL TAXES (31000)	$4,875,687	$5,638,692	$4,202,759	$5,914,380	$6,210,098	$2,007,339	47.8%
INTERGOVERNMENTAL (33000)	$1,007,470	$700,392	$150,000	$276,966	$1,500,000	$1,350,000	900.0%
USE OF MONEY & PROPERTY (36000)	($182,308)	$147,475	$5,000	$378,293	$188,983	$183,983	3,679.7%
OTHER REVENUE (37000)	$3,400	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$5,704,249**	**$6,486,559**	**$4,357,759**	**$6,569,639**	**$7,899,081**	**$3,541,322**	**81.3%**
REVENUES TOTAL	**$5,704,249**	**$6,486,559**	**$4,357,759**	**$6,569,639**	**$7,899,081**	**$3,541,322**	**81.3%**
Expenses							
150 - HOTEL/MOTEL TAX							
OPERATIONS							
SERVICES (82000)	$18,172	$103,124	$0	$0	$135,000	$135,000	–
SUPPLIES (83000)	$0	$7,211	$0	$20,544	$0	$0	–
OPERATIONAL UNITS (84000)	($414,857)	($382,133)	$0	($206,012)	$0	$0	–
BUSINESS EXPENSES (85000)	–	–	$0	$0	$0	$0	–
DEBT SERVICE (86000)	–	–	$0	$0	$0	$0	–
APPROPRIATIONS (87000)	$1,080,243	$934,609	$1,308,025	$1,308,025	$1,425,000	$116,975	8.9%
TRANSFER TO OTHER FUNDS (88000)	$2,269,071	$3,754,706	$2,261,851	$2,166,743	$812,746	($1,449,105)	(64.1%)
OPERATIONS TOTAL	**$2,952,629**	**$4,417,516**	**$3,569,876**	**$3,289,300**	**$2,372,746**	**($1,197,130)**	**(33.5%)**
CAPITAL							
CAPITAL ASSETS (89000)	$672,344	$494,596	$7,222,250	$7,168,250	$1,645,000	($5,577,250)	(77.2%)
CAPITAL TOTAL	**$672,344**	**$494,596**	**$7,222,250**	**$7,168,250**	**$1,645,000**	**($5,577,250)**	**(77.2%)**
150 - HOTEL/MOTEL TAX TOTAL	**$3,624,973**	**$4,912,112**	**$10,792,126**	**$10,457,550**	**$4,017,746**	**($6,774,380)**	**(62.8%)**
EXPENSES TOTAL	**$3,624,973**	**$4,912,112**	**$10,792,126**	**$10,457,550**	**$4,017,746**	**($6,774,380)**	**(62.8%)**

Notes & Objectives

Aside from obligations the City has made to service debt, pay for land acquisitions, and provide funding for the CVB, the Hotel/Motel Tax Fund has historically been used to purchase supplies and materials for special events and tourism, and sustain ongoing capital project commitments.

In FY 2023, two projects comprised the contribution to the Capital Projects Fund: $537,500 for the joint ballfield project with Franklin Special School District, and $2,200,000 for renovations to the Main Barn at Harlinsdale Park. In addition, FY 2023 also included $100,000 for a vehicle management system to be deployed to manage traffic on city streets during major events, $403,845 for the renovation of Eastern Flank Event Center, and improvements to City garages totaling $168,500. The latter two projects were paid through American Rescue Plan Act monies.

In FY 2024, in addition to regular expenses of debt service and CVB funding, two additional approved CIP projects totaling $1,002,200 were funded: $500,000 for Southeast Park, and $502,200 for design for a Greenway from Pinkerton Park to Franklin Road. Two enhancements being funded are additional vehicle barriers ($65,000) and phase 1 of a two year commitment to fund U.S. Line Markers for the Battle of Franklin Battlefield ($103,250 year 1, $92,500 year 2). An additional $7,000,000 in appropriated expense was added during FY 2024 for the purchase of 76 acres of parkland adjacent to Harlinsdale Farm and the SW and SE corners of Franklin Road (U.S. 31) and Mack Hatcher Memorial Parkway (U.S. 431/TN-396)

The FY 2025 Hotel Motel Tax Fund appropriations will be modified throughout Spring 2024 as the Board of Mayor and Alderman revisit prioritizations of the Capital Investment Plan. An amended appropriation proposal based upon that revisitation will be included in the City Administrator's Recommended Budget in May. The requested FY 2025 budget only has ongoing commitments proposed - the 1% of the prior calendar year Hotel/Motel collections for the funding of the Convention and Vistor's Bureau, annual debt service and the second year of funding U.S. Line Markers for the Battle of Franklin Battlefield. In addition, Program Enhancement Requests funded through the Hotel/Motel Fund include $300,000 for 1/2 the costs of replacing lighting at Jim Warren Park, $100,000 for 1/2 the costs of funding an update to the city's Preservation Plan, $50,000 for efforts by the African American Heritage Society's renovations of the Merrill-Williams House, and $30,000 for joint funding of an occupancy tax audit of hotels with Brentwood and Williamson County.

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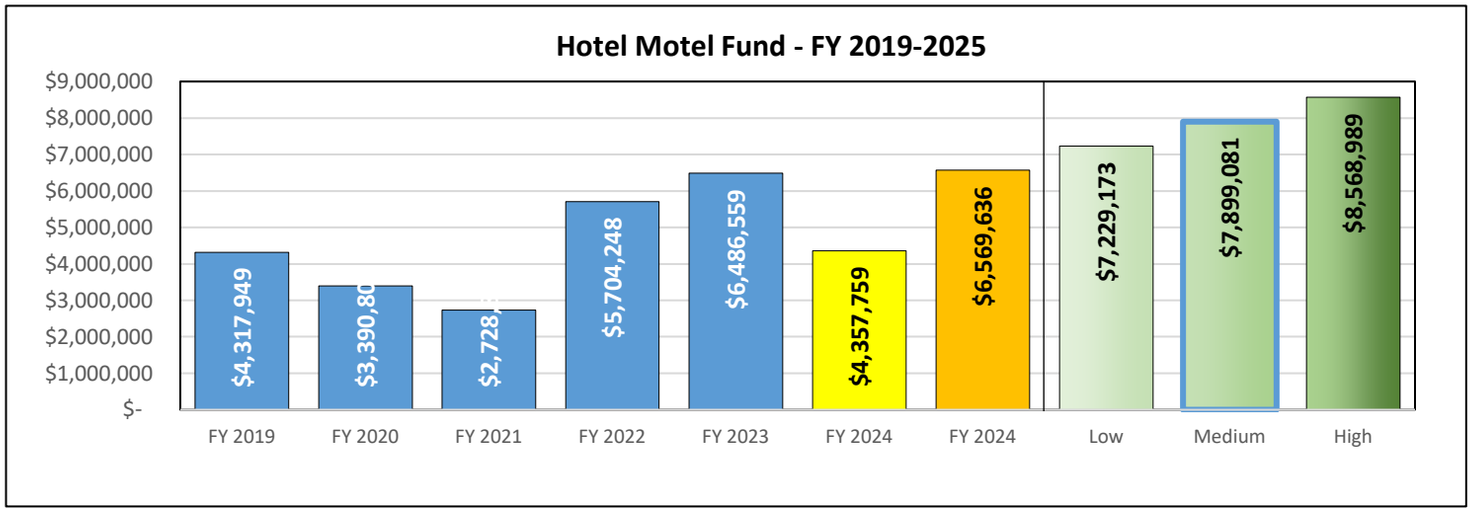
City of Franklin

Revenue Model

Fund: **Hotel/Motel Tax Fund** **Percent of All Revenues** **3.4%**

Hotel/Motel Tax Fund: The Hotel/Motel Tax 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.

After a decade of solid growth, the COVID-19 pandemic was devastating but not fatal to Franklin's hospitality and tourism industry. Revenues are recovered quicker than anticipated and have exceeded pre-pandemic levels to record highs.



	Actual					Budget	Estimated	Forecasts (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	4.4%	-21.5%	-19.5%	109.0%	14%	-33%	51%	10%	20%	30%	
July	403,079	358,441	269,777	431,907	467,695	443,017	527,155	498,161	553,513	608,864	3-yr Average
August	321,258	335,061	138,563	362,601	409,407	346,150	428,541	404,972	449,968	494,965	$ 4,973,224
September	367,331	379,962	165,973	380,972	500,906	391,864	541,656	511,865	568,738	625,612	10.1%
October	406,690	420,494	209,657	456,288	534,393	428,345	578,650	546,824	607,583	668,341	5-Yr Average
November	294,609	318,100	138,935	348,856	409,466	330,612	452,503	427,616	475,128	522,641	$ 4,525,685
December	236,852	261,294	139,075	307,469	357,111	272,843	367,141	346,948	385,498	424,048	5.2%
January	259,796	276,512	136,507	271,886	339,608	263,915	346,225	327,183	363,537	399,890	10-Yr Average
February	270,769	319,269	145,247	298,796	393,726	298,804	401,600	379,512	421,680	463,848	$ 4,058,599
March	393,635	201,971	228,613	456,235	541,262	357,633	552,087	521,722	579,691	637,660	4.1%
April	393,281	37,682	270,729	505,452	555,358	357,729	566,465	535,309	594,788	654,267	20-Yr Average
May	372,591	75,021	335,339	509,705	553,282	361,769	564,348	533,309	592,565	651,822	$ 2,804,881
June	383,344	155,008	397,414	545,519	576,478	350,079	588,008	555,667	617,408	679,149	6.6%
US TREASURY ARPA				680,966	366,137	-	98,515	1,200,000	1,200,000	1,200,000	
Short Term Rental Tax			133,521	326,504	334,255	150,000	178,449	270,000	300,000	330,000	
Interest Income	214,714	251,991	19,514	(182,308)	52,234	5,000	44,901	16,032	17,813	19,594	
Investment Interest					95,240	-	333,391	154,053	171,170	188,287	
Misc. Income				3,400	-	-	-	-	-	-	
Totals	**$ 4,317,949**	**$ 3,390,805**	**$ 2,728,865**	**$ 5,704,248**	**$ 6,486,559**	**$ 4,357,759**	**$ 6,569,636**	**$ 7,229,173**	**$ 7,899,081**	**$ 8,568,989**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

Debt Service Fund

Budget Summary

	2022 Actual	2023 Actual	2024 Budget	2024 EOY	2025 Budget	2024 v. 2025 $	2024 v. 2025 %
Beginning Fund Balance	937,169	1,161,978	806,499	806,499	510,280		
Revenues	15,962,257	15,353,902	15,908,628	16,012,408	15,794,873	-113,754	-0.72%
Expenditures	15,737,448	15,709,381	16,308,628	16,308,628	15,698,603	-610,025	-3.74%
Ending Balance	1,161,978	806,499	406,499	510,280	606,550		

Fund Summary

In the FY 2010 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 the 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.

The City had planned to issue additional debt to support the City's Capital Investment Program in FY 2024. Due to a variety of factors, however, the timing of the issuance will likely be in the later half of 2024. As a result, the budget shown herein is not reflective of any issuance or servicing costs. The budget will be amended once the issuance is made and debt payments are known.

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 Aldermen 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 2023)
$23,669,423,873
1.75% of Full Value:
$ 414,214,918
Current Bonded Debt (all funds)
$ 254,761,923
As % of Full Value 1.08%

Measure: Favorable

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

FY 2023 Operating Revenues (All Funds):
$ 210,697,185
3x FY 2023 Operating Revenues
$ 632,091,555
Current Bonded Debt (all funds)
$ 254,761,923
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:
$ 16,308,628
Total Governmental Funds Expenditures (All Funds Expenditures LESS Water & Wastewater Funds)
$ 143,397,009
Gov. Funds Debt Service as % of Gov. Funds Expenditures
11.4%

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.

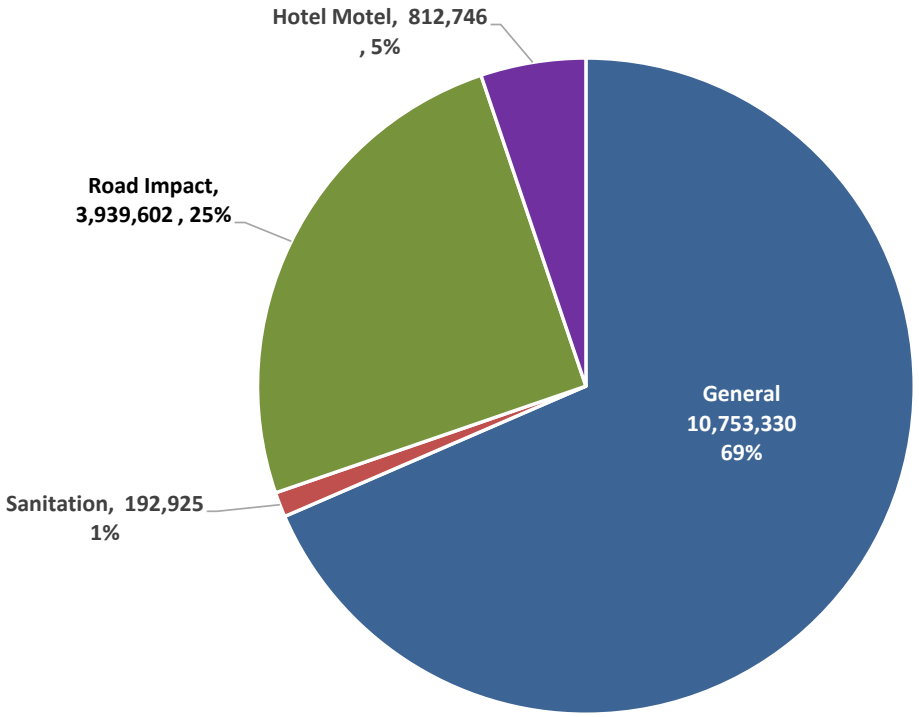
Budget

	Actual 2022	Actual 2023	Budget 2024	EOY 2024	Budget 2025	Difference $	Difference %
Beginning Fund Balance	**937,169**	**1,161,978**	**806,499**	**806,499**	**510,280**		
Revenues							
TOTAL LOCAL TAXES	11,629,983	10,845,720	10,957,506	10,957,506	10,554,764	(402,742)	-3.7%
TOTAL USE OF MONEY & PROPE	10,336	197,631	100,000	219,036	97,354	(2,646)	-2.6%
TOTAL OTHER REVENUE	4,321,938	4,310,551	4,851,121	4,835,866	5,142,755	291,634	6.0%
Total Available Funds	**15,962,257**	**15,353,902**	**15,908,628**	**16,012,408**	**15,794,873**	**(113,754)**	**-0.7%**
Expenses (Debt Service by Fund)							
General	11,616,609	11,598,829	11,657,506	11,657,506	10,753,330	(904,177)	-7.8%
Sanitation	209,512	209,206	193,132	193,132	192,925	(207)	-0.1%
Road Impact	2,892,466	2,884,139	3,293,445	3,293,445	3,939,602	646,157	19.6%
Hotel Motel	1,018,861	1,017,206	1,164,543	1,164,543	812,746	(351,798)	-30.2%
Total Expenditures	**15,737,448**	**15,709,381**	**16,308,628**	**16,308,628**	**15,698,603**	**(610,025)**	**-3.7%**
Ending Fund Balance	**1,161,978**	**806,499**	**406,499**	**510,280**	**606,550**		

Notes & Objectives

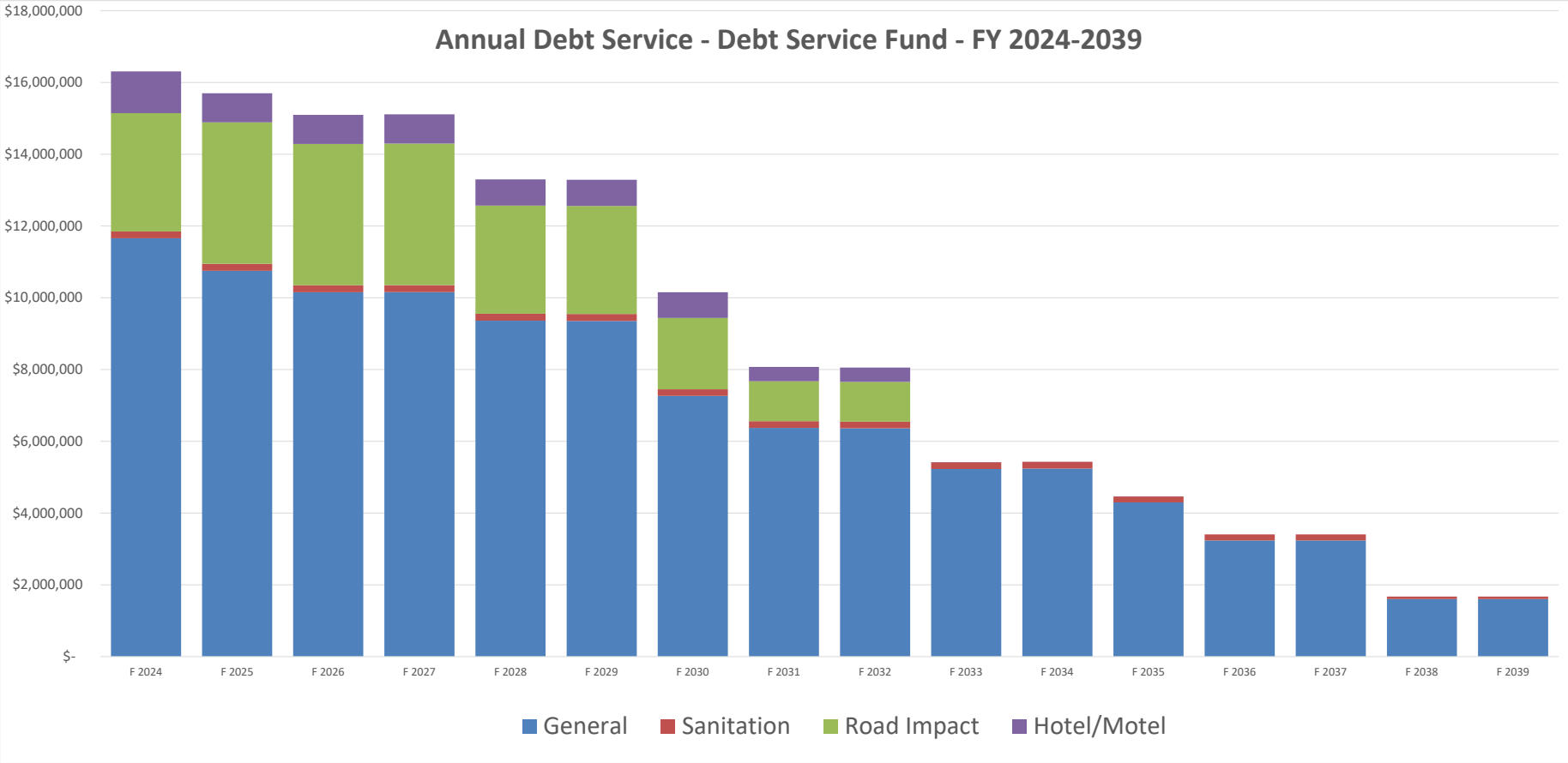
The Debt Service Fund for FY 2025 includes all currently issued G.O. Bonds, including the most recent issue 2019A-B and 2019C-E Refunding Bonds.

Below is FY 2025 G.O. Debt Service by fund. Water & Wastewater Debt is budgeted separately under the Water Management Department budget.



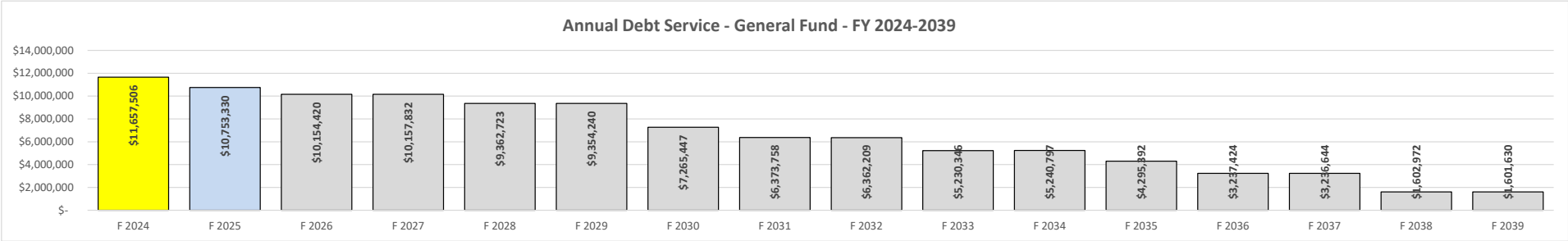
Debt Service Fund - General Obligation / Governmental Funds Debt Schedule

The chart below shows annual debt service for General Obligation Bonds for the City of Franklin, FY 2024-2039. 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.



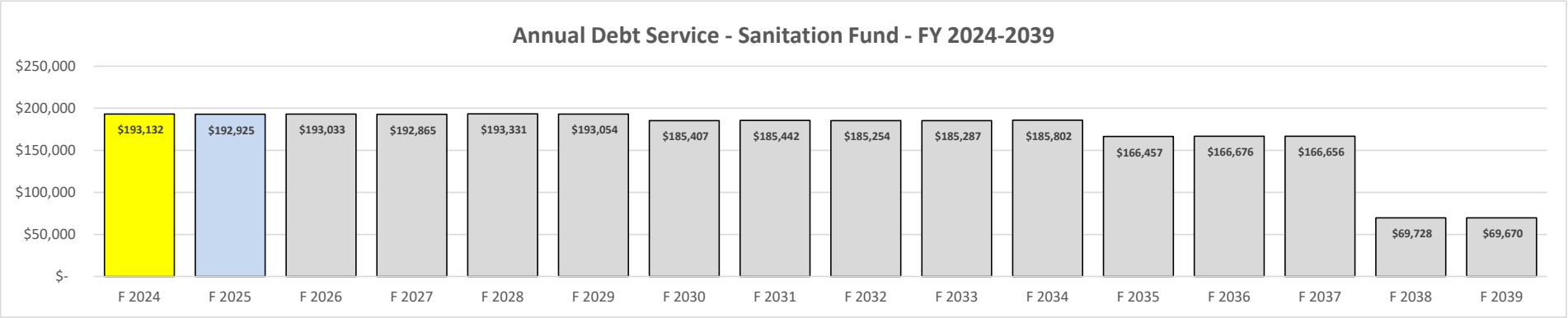
Debt Service Fund - General Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	F 2030	Balance (2031-2039)	Total Outstanding (2025-2039)
PRINCIPAL											
Bonds 2010 - $16.59 (Refund 2004 Bonds & Harlinsdale)	2010	$ 10,451,700	$ 963,900	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bonds 2012 - $22.5m (Various - Refunding)	2009 / 2012 (Refund)	$ 9,225,000	$ 682,650	$ 697,000	$ 711,350	$ 725,700	$ -	$ -	$ -	$ -	$ 2,134,050
Bonds 2013 - $10m (Pension Bonds)	2013	$ 10,000,000	$ 1,125,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bonds 2013 - $7.405m (Public Works Bldg, Carlisle)	2013	$ 7,405,000	$ 355,000	$ 365,000	$ 375,000	$ 385,000	$ 400,000	$ 410,000	$ 425,000	$ 1,850,000	$ 4,210,000
Bonds 2015 - $15m (Various)	2015	$ 14,925,000	$ 696,500	$ 726,350	$ 756,200	$ 786,050	$ 810,925	$ 845,750	$ 875,600	$ 4,855,600	$ 9,656,475
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	$ 21,848,400	$ 906,240	$ 925,120	$ 972,320	$ 1,019,520	$ 1,071,440	$ 1,123,360	$ 1,180,000	$ 9,798,720	$ 16,090,480
Bonds 2019A - $29.585 m Roads/Equipment	2019	$ 29,585,000	$ 1,168,760	$ 1,221,450	$ 1,283,720	$ 1,345,990	$ 1,422,630	$ 1,489,690	$ 1,389,100	$ 13,344,940	$ 21,497,520
Bonds 2019B - Refunding 2009 $44M BAB	2019	$ 14,911,000	$ 1,426,750	$ 1,498,250	$ 1,573,000	$ 1,647,750	$ 1,725,750	$ 1,813,500	$ -	$ -	$ 8,258,250
Bonds 2019C - Refunding Bonds $29.245M	2019	$ 29,245,000	$ 612,750	$ 1,307,200	$ 1,369,550	$ 1,449,100	$ 1,694,200	$ 1,775,900	$ 1,857,600	$ 2,143,550	$ 11,597,100
Bonds 2019D - Taxable Refunding Bonds	2019	$ 2,305,000	$ 216,600	$ 219,450	$ 225,150	$ 230,850	$ -	$ -	$ -	$ -	$ 675,450
PRINCIPAL		**$ 149,901,100**	**$ 8,154,150**	**$ 6,959,820**	**$ 7,266,290**	**$ 7,589,960**	**$ 7,124,945**	**$ 7,458,200**	**$ 5,727,300**	**$ 31,992,810**	**$ 74,119,325**
INTEREST											
Bonds 2010 - $16.59 (Refund 2004 Bonds & Harlinsdale)	2010	2.0% - 4.0%	$ 28,917	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bonds 2012 - $22.5m (Various - Refunding)	2009 / 2012 (Refund)	2.13%	$ 59,996	$ 45,455	$ 30,609	$ 15,457	$ -	$ -	$ -	$ -	$ 91,521
Bonds 2013 - $10m (Pension Bonds)	2013	1.0% - 3.5%	$ 39,375	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bonds 2013 - $7.405m (Public Works Bldg, Carlisle)	2013	2.0% - 4.0%	$ 149,568	$ 140,693	$ 131,203	$ 120,890	$ 107,800	$ 94,200	$ 80,260	$ 171,440	$ 846,486
Bonds 2015 - $15m (Various)	2015	3.0% - 5.0%	$ 366,697	$ 331,872	$ 302,818	$ 272,570	$ 248,989	$ 216,552	$ 182,722	$ 454,811	$ 2,010,334
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	$ 724,662	$ 706,537	$ 660,281	$ 611,665	$ 560,689	$ 507,117	$ 450,949	$ 1,629,533	$ 5,126,770
Bonds 2019A - $29.585 m Roads/Equipment	2019	2.72%	$ 1,029,706	$ 971,268	$ 910,196	$ 846,010	$ 778,710	$ 707,579	$ 633,094	$ 2,690,735	$ 7,537,592
Bonds 2019B - Refunding 2009 $44M BAB	2019	1.90%	$ 484,250	$ 412,913	$ 338,000	$ 259,350	$ 176,963	$ 90,675	$ -	$ -	$ 1,277,900
Bonds 2019C - Refunding Bonds $29.245M	2019		$ 589,057	$ 558,420	$ 493,060	$ 424,582	$ 352,127	$ 267,417	$ 178,622	$ 129,344	$ 2,403,571
Bonds 2019D - Taxable Refunding Bonds	2019		$ 18,184	$ 13,852	$ 9,463	$ 4,848	$ -	$ -	$ -	$ -	$ 28,164
Bonds 2025 - To be issued	*2024*	*TBD*		*$ 600,000*						$ -	$ 600,000
Amount missing from detail											$ -
INTEREST			**$ 3,490,412**	**$ 3,781,010**	**$ 2,875,630**	**$ 2,555,372**	**$ 2,225,278**	**$ 1,883,540**	**$ 1,525,647**	**$ 5,075,862**	**$ 19,922,337**
PAYING AGENT & OTHER DEBT FEES											
Various			$ 12,944	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ 112,500	$ 187,500
PAYING AGENT & OTHER DEBT FEES			**$ 12,944**	**$ 12,500**	**$ 12,500**	**$ 12,500**	**$ 12,500**	**$ 12,500**	**$ 12,500**	**$ 112,500**	**$ 187,500**
TOTAL EXPENDITURES			**$ 11,657,506**	**$ 10,753,330**	**$ 10,154,420**	**$ 10,157,832**	**$ 9,362,723**	**$ 9,354,240**	**$ 7,265,447**	**$ 37,181,172**	**$ 94,229,162**



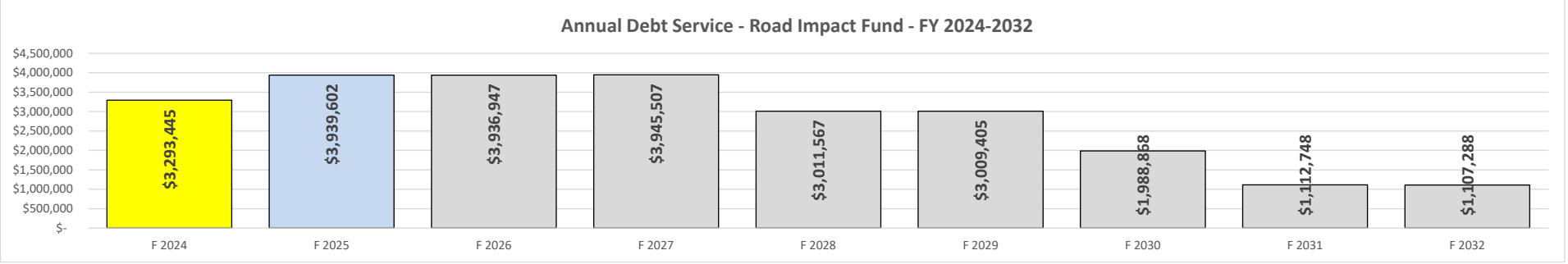
Debt Service Fund - Sanitation Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	F 2030	Balance (2031-2039)	Total Outstanding (2025-2039)
PRINCIPAL											
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	$ 1,271,600	$ 53,760	$ 54,880	$ 57,680	$ 60,480	$ 63,560	$ 66,640	$ 70,000	$ 581,280	**$ 954,520**
Bonds 2019A - $29.585m	2019	$ 1,600,000	$ 51,240	$ 53,550	$ 56,280	$ 59,010	$ 62,370	$ 65,310	$ 60,900	$ 585,060	**$ 932,820**
PRINCIPAL		**$ 4,871,600**	**$ 105,000**	**$ 108,430**	**$ 113,960**	**$ 119,490**	**$ 125,930**	**$ 131,950**	**$ 130,900**	**$ 1,166,340**	**$ 1,871,100**
INTEREST											
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	$ 42,988	$ 41,913	$ 39,169	$ 36,285	$ 33,261	$ 30,083	$ 26,751	$ 96,667	**$ 320,368**
Bonds 2019 - $29.585m	2019		$ 45,144	$ 42,582	$ 39,904	$ 37,090	$ 34,140	$ 31,021	$ 27,756	$ 117,965	**$ 347,846**
INTEREST			**$ 88,132**	**$ 84,495**	**$ 79,073**	**$ 73,375**	**$ 67,401**	**$ 61,104**	**$ 54,507**	**$ 214,633**	**$ 668,214**
TOTAL EXPENDITURES			**$ 193,132**	**$ 192,925**	**$ 193,033**	**$ 192,865**	**$ 193,331**	**$ 193,054**	**$ 185,407**	**$ 1,380,973**	**$ 2,539,314**



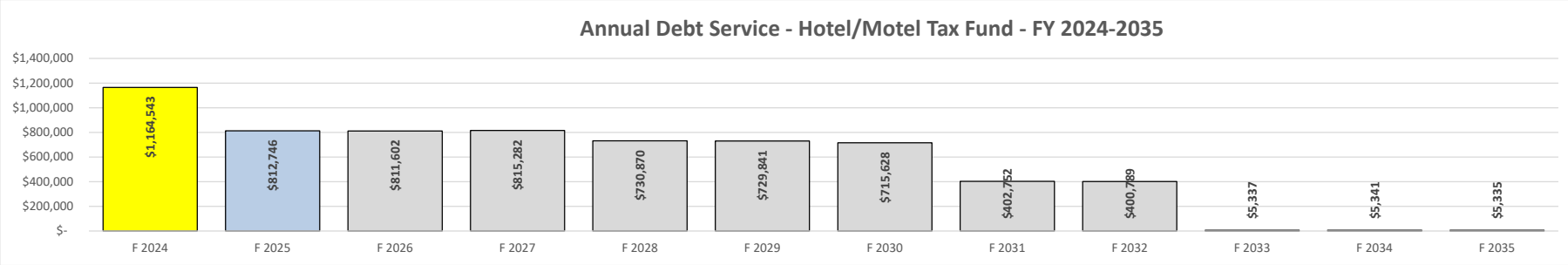
Debt Service Fund - Road Impact Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	F 2030	Balance (2031-2032)	Total Outstanding (2025-2032)
PRINCIPAL											
Bonds 2012 - $22.5m (Various - Refunding)	2009 / 2012 (Refund)	$ 11,475,000	$ 849,150	$ 867,000	$ 884,850	$ 902,700	$ -	$ -	$ -	$ -	**$ 2,654,550**
Bonds 2019B - Refunding 2009 $44M BAB	2019	$ 7,937,240	$ 759,470	$ 797,530	$ 837,320	$ 877,110	$ 918,630	$ 965,340	$ -	$ -	**$ 4,395,930**
Bonds 2019C - Refunding Bonds $29.245M	2019	$ 29,245,000	$ 598,500	$ 1,276,800	$ 1,337,700	$ 1,415,400	$ 1,654,800	$ 1,734,600	$ 1,814,400	$ 2,093,700	**$ 11,327,400**
Bonds 2019D - Taxable Refunding Bonds	2019	$ 2,305,000	$ 163,400	$ 165,550	$ 169,850	$ 174,150	$ -	$ -	$ -	$ -	**$ 509,550**
PRINCIPAL		**$ 28,724,000**	**$ 2,370,520**	**$ 3,106,880**	**$ 3,229,720**	**$ 3,369,360**	**$ 2,573,430**	**$ 2,699,940**	**$ 1,814,400**	**$ 2,093,700**	**$ 18,887,430**
INTEREST											
Bonds 2012 - $22.5m (Various - Refunding)	2009 / 2012 (Refund)	2.13%	$ 74,629	$ 56,542	$ 38,075	$ 19,228	$ -	$ -	$ -	$ -	**$ 113,845**
Bonds 2019B - Refunding 2009 $44M BAB	2019	1.90%	$ 257,770	$ 219,797	$ 179,920	$ 138,054	$ 94,199	$ 48,267	$ -	$ -	**$ 680,236**
Bonds 2019C - Refunding Bonds $29.245M	2019		$ 575,358	$ 545,433	$ 481,593	$ 414,708	$ 343,938	$ 261,198	$ 174,468	$ 126,336	**$ 2,347,674**
Bonds 2019D - Taxable Refunding Bonds	2019		$ 13,718	$ 10,450	$ 7,139	$ 3,657	$ -	$ -	$ -	$ -	**$ 21,246**
INTEREST			**$ 921,475**	**$ 832,222**	**$ 706,727**	**$ 575,647**	**$ 438,137**	**$ 309,465**	**$ 174,468**	**$ 126,336**	**$ 3,163,001**
PAYING AGENT & OTHER DEBT FEES											
Various			$ 1,450	$ 500	$ 500	$ 500	$ -	$ -	$ -	$ -	**$ 1,500**
PAYING AGENT & OTHER DEBT FEES			**$ 1,450**	**$ 500**	**$ 500**	**$ 500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,500**
TOTAL EXPENDITURES			**$ 3,293,445**	**$ 3,939,602**	**$ 3,936,947**	**$ 3,945,507**	**$ 3,011,567**	**$ 3,009,405**	**$ 1,988,868**	**$ 2,220,036**	**$ 22,051,931**



Debt Service Fund - Hotel / Motel Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2024	F 2025	F 2026	F 2027	F 2028	F 2029	F 2030	Balance (2031-2035)	Total Outstanding (2025-2035)
PRINCIPAL											
Bonds 2010 - $16.59m (Refund Harlinsdale) - 37.0%	2010 (Refund)	$ 6,138,300	$ 566,100	$ -						$ -	$ -
Bonds 2012 - $22.5m Refunding	2009 / 2012 (Refund)	$ 1,800,000	$ 133,200	$ 136,000	$ 138,800	$ 141,600				$ -	$ 416,400
Bonds 2015 - $15m (Hillsboro & 3rd Ave Only)	2015	$ 75,000	$ 3,500	$ 3,650	$ 3,800	$ 3,950	$ 4,075	$ 4,250	$ 4,400	$ 24,400	$ 48,525
Bonds 2019B - Refunding 2009 $44M BAB	2019	$ 91,760	$ 8,780	$ 9,220	$ 9,680	$ 10,140	$ 10,620	$ 11,160		$ -	$ 50,820
Bonds 2019C - Refunding Bonds $29.245M	2019		$ 213,750	$ 456,000	$ 477,750	$ 505,500	$ 591,000	$ 619,500	$ 648,000	$ 747,750	$ 4,045,500
PRINCIPAL		**$ 8,105,060**	**$ 925,330**	**$ 604,870**	**$ 630,030**	**$ 661,190**	**$ 605,695**	**$ 634,910**	**$ 652,400**	**$ 772,150**	**$ 4,561,245**
INTEREST											
Bonds 2010 - $16.59m (Refund Harlinsdale) - 37.0%	2010 (Refund)	2.0% - 4.0%	$ 16,983	$ -						$ -	$ -
Bonds 2012 - $22.5m Refunding	2009 / 2012 (Refund)	2.13%	$ 11,706	$ 8,869	$ 5,973	$ 3,016				$ -	$ 17,858
Bonds 2015 - $15m (Hillsboro & 3rd Ave Only)	2015	3.0% - 5.0%	$ 1,843	$ 1,668	$ 1,522	$ 1,370	$ 1,251	$ 1,088	$ 918	$ 2,285	$ 10,102
Bonds 2019B - Refunding 2009 $44M BAB	2019	1.90%	$ 2,980	$ 2,541	$ 2,080	$ 1,596	$ 1,089	$ 558		$ -	$ 7,864
Bonds 2019C - Refunding Bonds $29.245M	2019		$ 205,485	$ 194,798	$ 171,998	$ 148,110	$ 122,835	$ 93,285	$ 62,310	$ 45,120	$ 838,455
Amount missing from detail										$ -	$ -
INTEREST			**$ 238,997**	**$ 207,876**	**$ 181,572**	**$ 154,092**	**$ 125,175**	**$ 94,931**	**$ 63,228**	**$ 47,405**	**$ 874,279**
PAYING AGENT & OTHER DEBT FEES											
Various			$ 216	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PAYING AGENT & OTHER DEBT FEES			**$ 216**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**
TOTAL EXPENDITURES			**$ 1,164,543**	**$ 812,746**	**$ 811,602**	**$ 815,282**	**$ 730,870**	**$ 729,841**	**$ 715,628**	**$ 819,555**	**$ 5,435,524**

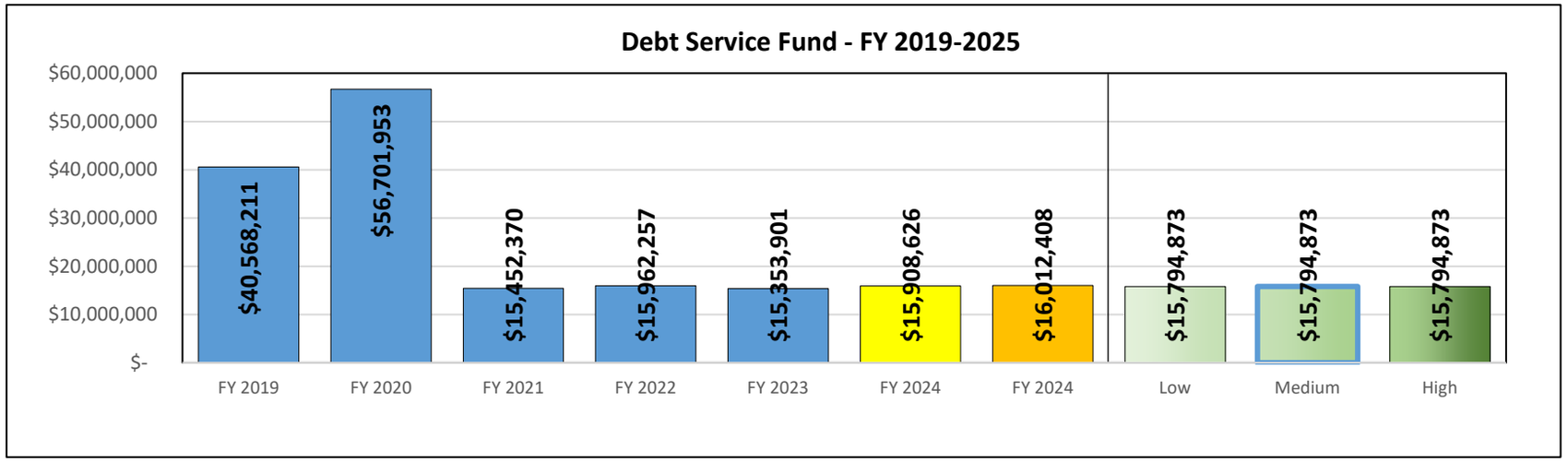


City of Franklin

Revenue Model

Fund: **Debt Service Fund** **Percent of All Revenues** **6.7%**

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	Estimated	Forecast (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
PROPERTY TAXES COLLECTED	8,661,198	10,958,447	10,918,504	11,629,983	10,845,720	10,957,506	10,957,506	**10,554,764**	10,554,764	10,554,764	**3-yr Average**
REBATE ON BAB / RZEDB	818,444	333,953	0	0	0	0	-	-	-	-	**$ 29,372,193**
INTEREST INCOME	108,247	142,438	17,914	10,336	197,631	100,000	219,035	**97,354**	97,354	97,354	**-15.2%**
BOND PROCEEDS	22,940,000	31,550,000	0	0	0	0	-	-	-	-	**5-Yr Average**
PREMIUMS ON BONDS	3,870,894	7,080,224	0	0	0	0	-	-	-	-	**$ 28,468,372**
TRANSFER FROM GENERAL FUND	0	2,500,000	94,896	0	0	0	-	-	-	-	**-8.8%**
TRANSFER FROM WATER	100,000	100,000	100,000	100,000	200,000	100,000	100,000	**100,000**	100,000	100,000	**10-Yr Average**
TRANSFER FROM SEWER	100,000	100,000	100,000	100,000	0	100,000	100,000	**100,000**	100,000	100,000	**$ 22,447,096**
TRANSFER FROM SOLID WASTE	96,930	208,317	209,081	209,551	209,206	193,132	177,878	**193,033**	193,033	193,033	**-5.8%**
TRANSFER FROM ROAD IMPACT	2,755,143	2,636,421	2,730,454	2,893,316	2,884,139	3,293,445	3,293,445	**3,937,897**	3,937,897	3,937,897	
TRANSFER FROM HOTEL/MOTEL	1,117,355	1,092,153	1,281,521	1,019,071	1,017,206	1,164,543	1,164,543	**811,825**	811,825	811,825	
Totals	**$ 40,568,211**	**$ 56,701,953**	**$ 15,452,370**	**$ 15,962,257**	**$ 15,353,901**	**$ 15,908,626**	**$ 16,012,408**	**$ 15,794,873**	**$ 15,794,873**	**$ 15,794,873**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 1990-2023 & Estimates from Finance & Revenue Management Departments.

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FY 2025 Operating Budget

Parkland Dedication

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.

Performance Measures

There are no performance measures associated with the Parkland Dedication Fund.

Strategic Plan Measures

There are no strategic plan measures associated with the City Facilities Tax Fund.

Staffing History

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

Budget Summary

Parkland Dedication Fund

	ACTUAL 2022	ACTUAL 2023	BUDGET 2024	EOY 2024	BUDGET 2025		
	FY2022	FY2023	FY2024	FY2024	FY2025	24 v. 25 Difference $	24 v. 25 Difference %
Revenues							
REVENUES							
LICENSES & PERMITS (32000)	$1,516,084	$2,225,168	$1,061,656	$1,790,464	$1,137,254	$75,598	7.1%
USE OF MONEY & PROPERTY (36000)	($240,674)	$105,491	$10,000	$142,962	$71,420	$61,420	614.2%
OTHER REVENUE (37000)	$0	–	$0	$0	$0	$0	–
REVENUES TOTAL	**$1,275,410**	**$2,330,659**	**$1,071,656**	**$1,933,426**	**$1,208,674**	**$137,018**	**12.8%**
REVENUES TOTAL	**$1,275,410**	**$2,330,659**	**$1,071,656**	**$1,933,426**	**$1,208,674**	**$137,018**	**12.8%**
Expenses							
155 - PARKLAND							
OPERATIONS							
SERVICES (82000)	–	–	–	$0	$0	$0	–
TRANSFER TO OTHER FUNDS (88000)							
TRANSFER TO OTHER FUNDS (88000)							
88100 - TRANSFER TO CAPITAL PROJECTS	$375,000	$4,500,000	$3,757,800	$3,757,800	$0	($3,757,800)	(100.0%)
TRANSFER TO OTHER FUNDS (88000) TOTAL	**$375,000**	**$4,500,000**	**$3,757,800**	**$3,757,800**	**$0**	**($3,757,800)**	**(100.0%)**
TRANSFER TO OTHER FUNDS (88000) TOTAL	**$375,000**	**$4,500,000**	**$3,757,800**	**$3,757,800**	**$0**	**($3,757,800)**	**(100.0%)**
OPERATIONS TOTAL	**$375,000**	**$4,500,000**	**$3,757,800**	**$3,757,800**	**$0**	**($3,757,800)**	**(100.0%)**
CAPITAL	–	–	$0	$0	$0	$0	–
155 - PARKLAND TOTAL	**$375,000**	**$4,500,000**	**$3,757,800**	**$3,757,800**	**$0**	**($3,757,800)**	**(100.0%)**
EXPENSES TOTAL	**$375,000**	**$4,500,000**	**$3,757,800**	**$3,757,800**	**$0**	**($3,757,800)**	**(100.0%)**

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 prioritized and contained within the BOMA FY 2024-2033 Capital Investment Plan.

The $1,511,850 shown in FY 2021 was for a transfer to continue to the joint project for F.S.S.D, City of Franklin athletic field improvements and a greenway near Harlinsdale Farm. FY 2022 expenses were for Liberty Park Improvements. For FY 2023, the appropriation of $4,500,000 was for three Parks projects already approved in the FY 2022-2031 Capital Investment Program: 1) $3,500,000 for Liberty Park Improvements, 2) $200,000 for Thompson Alley Park, and 3) $800,000 for Bicentennial Park. The budget for FY 2024 of $3,757,800 includes an appropriation for three approved CIP projects: From Quadrant 1, $1,147,800 for continued work on Liberty Park Improvements and $110,000 for design work of a Greenway from Pinkerton Park to Franklin Road, and from Quadrant 3, $2,500,000 for continued work on the Southeast Municipal Complex/Park.

The FY 2025 City Facilities Tax Fund appropriations will be modified throughout Spring 2024 as the Board of Mayor and Alderman revisit prioritizations of the Capital Investment Plan. An amended appropriation proposal based upon that revisitation will be included in the City Administrator's Recommended Budget in May.

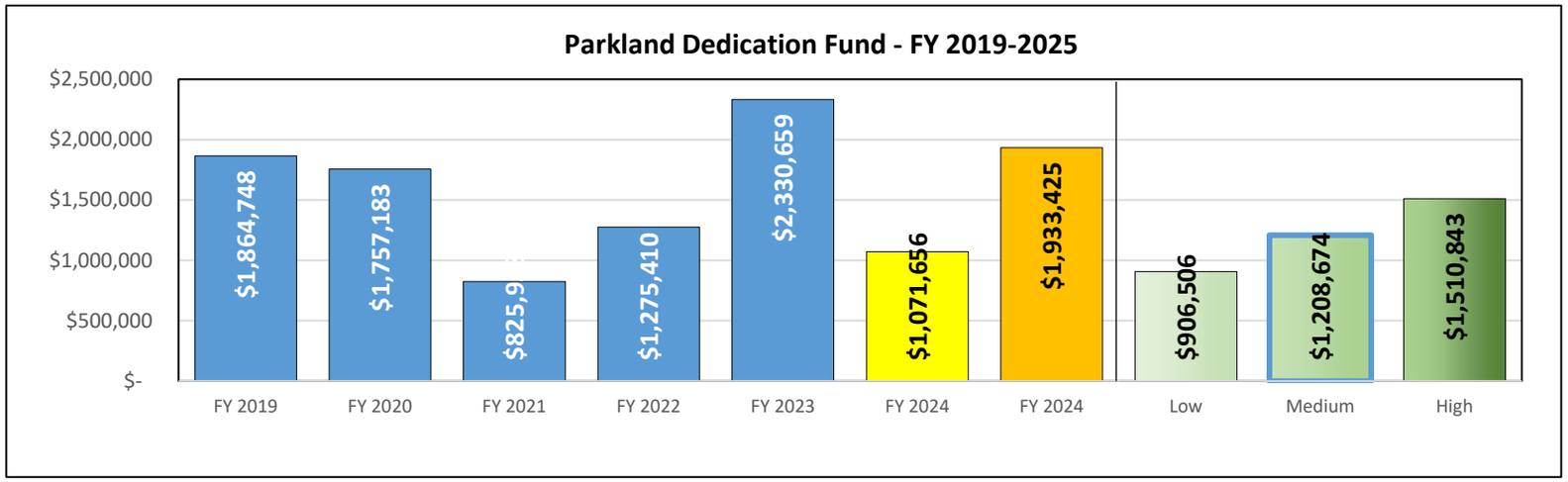
City of Franklin

Revenue Model

Fund: **Parkland Dedication Fund** **Percent of All Revenues** **0.5%**

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 2025 is an estimate based upon historic averages and year-to-date activity. It is *heavily dependent* upon the timing of new development. This forecast also makes no assumption for amount of ***available*** revenue as a result of changes made last year in the Parkland Dedication Ordinance, but rather gross annual receipts. Specific spendable balances will be addressed through the CIP process.



	Actual					Budget	Estimated	Forecast (FY 2025)			Averages
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	Low	Medium	High	
% yr/yr.	**-9.6%**	**-5.8%**	**-53.0%**	**54.4%**	**83%**	**-54%**	**80%**	**-53%**	**-37%**	**-22%**	
In Lieu of Parkland Receipts						1,061,656	1,790,464	**852,941**	**1,137,254**	**1,421,568**	**3-yr Average**
Quadrant 1	713,244	1,411,712	383,056	-	2,018,576	531,134	1,502,096				**$ 1,477,342**
Quadrant 2	178,218	-	292,672	1,516,084	163,552	298,140	228,112				**19.3%**
Quadrant 3	448,230	-	4,304	-	-	116,794	-				**5-Yr Average**
Quadrant 4	55,080	52,488	120,512	-	43,040	115,588	60,256				**$ 1,610,791**
Interest Income	241,394	292,983	25,414	(240,674)	105,491	10,000	142,961	**53,565**	**71,420**	**89,275**	**-20.0%**
Transfers from General Fund	228,582		-	-	-	-	-	-	-	-	
Totals	**$ 1,864,748**	**$ 1,757,183**	**$ 825,958**	**$ 1,275,410**	**$ 2,330,659**	**$ 1,071,656**	**$ 1,933,425**	**$ 906,506**	**$ 1,208,674**	**$ 1,510,843**	

Source: City of Franklin, Annual Comprehensive Financial Reports - 2015-2023 & Estimates from Finance & Revenue Management Departments.

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APPENDICES

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 2025 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 2022-2031 & *Invest* Franklin
  - Appendix C - Impacts of Capital Improvements on FY 2025 Budget

- **Policies**
  - Appendix D - General Fund - Fund Balance Policy
  - Appendix E - Debt Management Policy
  - Appendix F - Capital Assets Policy
  - Appendix G - Investments Policy

- **Operating Budget - Supplemental Information**
  - Appendix H - Program Enhancement Requests – Recommended for Funding
  - Appendix I - Program Enhancement Requests – BOMA Prioritization
  - Appendix J - Pay Structure
  - Appendix K - **Franklin *Forward***: Strategic Plan

- **Reference Information**
  - Appendix L - Expenditure Classifications
  - Appendix M - Additional Demographic & Economic Information
  - Appendix N - Glossary of Terms

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APPENDICES: 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 2025 Budget**

HISTORIC FRANKLIN TENNESSEE

Appendices: Capital

Appendix A: Capital Summary

Although major capital investment projects are accounted for within multi-year Capital Project Funds, 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 $37.9 million in capital expenditures this year (not including debt service. For debt service, please see the Debt Service Fund). Approximately $13.6 million is assigned to Operations and $24.3 million to Capital.

Of the $13.6 million assigned to Operations:

1. $5.91 million in the General Fund is assigned as follows: a) Approximately $850,000 two intersection improvements ($650,000 for Donelson Creek Parkway/Lewisburg Pike Signal Project and $200,000 for South Margin/Lewisburg/5th Avenue Signal Project Design, b) and $5.061 million transfer to Capital Projects Fund to fund a variety of ongoing appropriations (the majority being costs related to the New City Hall project).
2. $6.2 million in the Street Aid & Transportation Fund is assigned for annual repaving & resurfacing of roads, sidewalks and City-owned impervious surfaces (trails, parking lots, etc.
3. $200,000 in the County Facilities Tax for intersection improvements near the new Franklin Special School District headquarters.
4. $1,250,000 in the Hotel Motel Tax Fund for Cool Springs Conference Center improvements (funded through American Rescue Plan Act monies and matched by Williamson County) and $50,000 to support restorations efforts of the Merrill-Williams House (project of the African American Heritage Association)

Of the $24.3 million assigned to Capital:

1. $3,502,970 million in the General Fund. 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), and equipment for the Information Technology, Parks, and Streets departments.
2. $354,000 in the City Facilities Tax.
3. $898,536 in the Stormwater Fund for project support and equipment replacement.
4. $1,273,413 in the Sanitation and Environmental Services Fund for equipment (some delayed from FY 2024 due to manufacturing and supply chain delays)
5. $445,000 in the Hotel/Motel Fund.
6. $350,000 in the Transit Fund for replacement vehicles.
7. $17,559,929 million in the Water /Sewer Fund for various improvements and equipment.

A debt issuance planned for sometime in FY 2025 (late 2024) will provide additional funding for approved CIP projects. Additional cash allocations will likely also be made as projects progress in bidding and construction.

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Appendices: Capital

Appendix B: Capital Projects Financing & *Invest Franklin*

The City of Franklin regularly engages in updating its ten-year Capital Investment Plan or CIP. An update to the ten-year CIP was presented to the Board of Mayor and Aldermen in Winter 2024. The detail project sheets and financing plan for FY 2024-2033 are included herein.

City of Franklin

FY 2024-2033 Capital Improvement Program Financing Model

w/ Detailed Project Sheets

January 26, 2024

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Capital Financing Model - January 2024

Executive Summary

This financing model has been updated 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?
- How much will the FY 2024-2033 Capital Improvement Program cost? And,
- What will be the impact on the City's debt capacity and overall debt service?

This model has three main sections:

1) This Executive Summary with summaries of current and future resources, annual and cumulative cost estimates for all Phase I CIP projects and a revised Debt Capacity Analysis given the revised cost of projects.

2) 10-year Financing Analysis with detailed forecasts for most major internal funds of the City of Franklin.

3) Project Detail Sheets, which itemize the annual and cumulative funding needs by source by project.

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 unaudited balances in most funds as of June 30th, less amounts reserved either through state law or BOMA policy.

This model has been updated since last presented in December 2023 to include applicable Water/Sewer funding of certain transportation projects, additional grant funding for McEwen Phase and a revised debt issuance structure which maximizes available cash funding. As a result, the Cash/Debt Ratio of funding for approved CIP projects now stands at 54% Cash/46% Debt.

10-Year Financing Analysis

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.

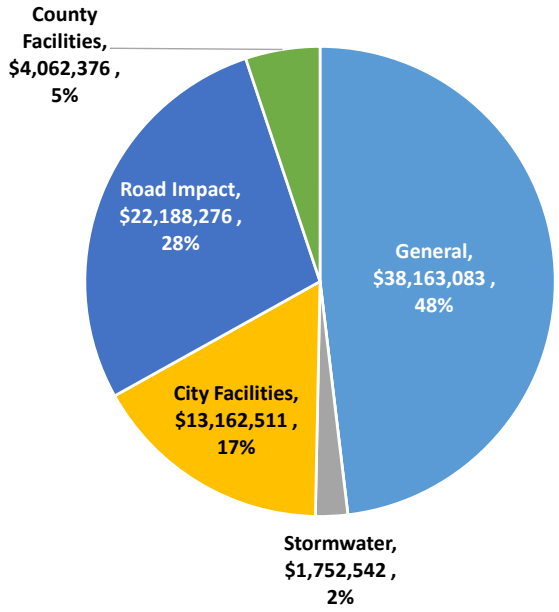
	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021
Internal							
110 General							
Capital Funding Account (<45%)	$ 8,347,536	$ 8,101,435	$ 13,836,612	$ 8,034,291	$ 11,712,027	$ 9,649,454	$ 29,364,325
1.5 Cent Capital Set-Aside	$ 508,038	$ 1,034,046	$ -	$ -			
Invest Franklin	$ -	$ -	$ 2,968,915	$ 4,564,635	$ 6,159,077	$ 6,159,077	$ 6,159,077
124 Sanitation Fund	$ -	$ -	$ -	$ 334,543			$ -
128 Road Impact Fund	$ 397,796	$ 5,014,098	$ 4,160,044	$ 9,998,301	$ 15,913,647	$ 22,442,977	$ 23,167,147
130 City Facilities Tax	$ 6,717,764	$ 6,976,276	$ 9,260,411	$ 15,091,276	$ 14,031,618	$ 10,034,987	$ 9,920,658
132 County Facilities Tax	$ -	$ -	$ 3,488,072	$ 4,404,141	$ 5,095,626	$ 4,438,423	$ 4,048,948
135 Stormwater	$ 5,511,065	$ 4,783,235	$ 4,687,695	$ 4,171,436	$ 3,800,010	$ 2,383,343	$ 1,860,803
150 Hotel Motel	$ 2,749,596	$ 2,634,109	$ 3,827,284	$ 5,722,086	$ 5,722,086	$ 7,031,803	$ 5,334,634
155 Parkland	$ 2,494,076	$ 4,425,966	$ 4,584,138	$ 6,141,130	$ 6,141,130	$ 6,281,730	$ 6,795,595
Sub-Total Internal Resources	$ 26,725,871	$ 32,969,165	$ 46,813,171	$ 58,461,838	$ 68,575,221	$ 68,421,795	$ 86,651,186
Total All Available Resources	**$ 26,725,871**	**$ 32,969,165**	**$ 46,813,171**	**$ 58,461,838**	**$ 68,575,221**	**$ 68,421,795**	**$ 86,651,186**

Projected Resources (Cash)

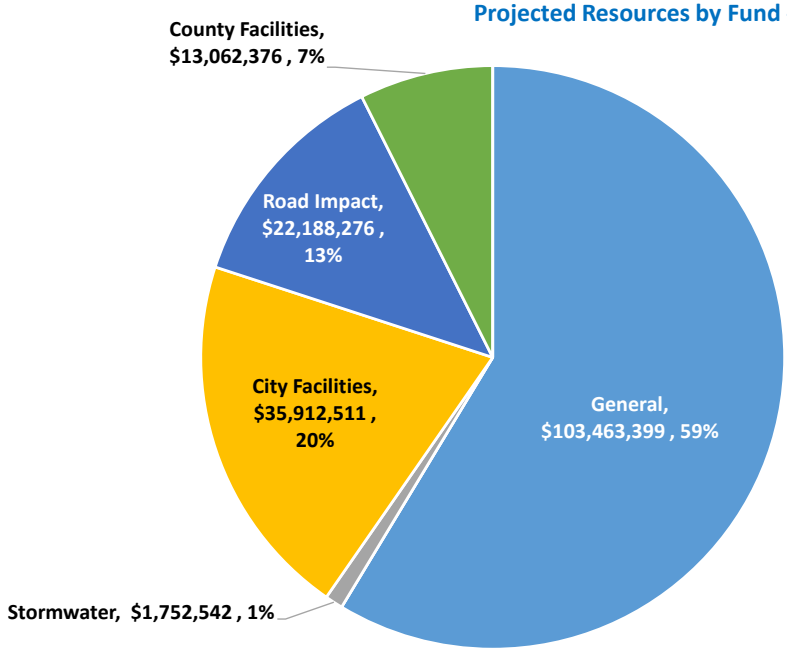
This summarizes the projected cash resources available to the City for the FY 2024-2033 Capital Improvement Program. Existing Fund Balance is shown at the far left, while annual anticipated revenue contributions are provided for the ten-year timeframe of the program.

	Fund Balance Available	Ongoing Resources										Total Available
		FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	
Internal												
General												
Capital Funding Account	$ 38,163,083	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 38,163,083
Invest Franklin	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
TIF Roll-Off (eff. 2024)	$ -	$ 1,200,000	$ 1,224,000	$ 1,248,480	$ 1,273,450	$ 1,298,919	$ 1,324,897	$ 1,351,395	$ 1,378,423	$ 1,405,991	$ 1,434,111	$ 13,139,665
.5% Sales Tax (eff. 2022)	$ -	$ 4,550,000	$ 4,686,500	$ 4,827,095	$ 4,971,908	$ 5,121,065	$ 5,274,697	$ 5,432,938	$ 5,595,926	$ 5,763,804	$ 5,936,718	$ 52,160,651
Road Impact Fund	$ 22,188,276	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,188,276
City Facilities Tax	$ 13,162,511	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 2,275,000	$ 35,912,511
County Facilities Tax	$ 4,062,376	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ 13,062,376
Stormwater	$ 1,752,542	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,752,542
Hotel Motel	$ 8,622,983	$ (4,070,884)	$ 2,526,655	$ 2,875,097	$ 3,034,035	$ 3,279,466	$ 3,457,662	$ 3,655,607	$ 4,130,681	$ 4,334,640	$ 4,901,819	$ 36,747,760
Parkland Dedication	$ 6,281,730	$ (2,681,143)	$ 1,076,657	$ 1,076,657	$ 1,076,657	$ 1,076,657	$ 1,076,657	$ 1,076,657	$ 1,076,657	$ 1,076,658	$ 1,076,659	$ 13,290,503
Total	**$ 94,233,500**	**$ 2,172,973**	**$ 12,688,812**	**$ 13,202,329**	**$ 13,531,049**	**$ 13,951,107**	**$ 14,308,913**	**$ 14,691,597**	**$ 15,356,687**	**$ 15,756,094**	**$ 16,524,309**	**$ 282,617,941**

Existing Resources by Fund - FY 2023



Projected Resources by Fund - FY 2023-2033



Debt Capacity Analysis

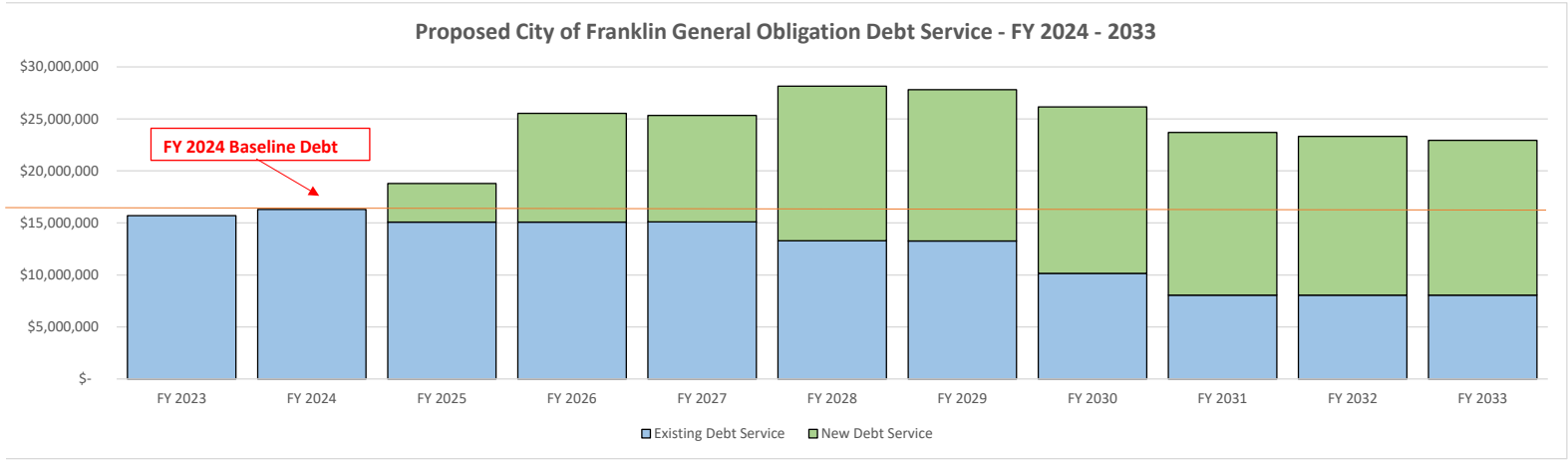
This summarizes the impact upon the City's G.O. Bonds should the City take projected cash resources to extend the available resources to fund capital projects through the issuance of additional bonds.

Proposed Debt Issuances			FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Balance (FY 2034-FY 2055)
FY	Interest Rate	Issuance Amt.												
2025	5.00%	$ 37,000,000	$ -	$ -	$ 3,700,000	$ 3,607,500	$ 3,515,000	$ 3,422,500	$ 3,330,000	$ 3,237,500	$ 3,145,000	$ 3,052,500	$ 2,960,000	$ 23,587,500
2026	4.50%	$ 87,000,000	$ -	$ -	$ -	$ 6,848,333	$ 6,723,833	$ 6,599,333	$ 6,474,833	$ 6,350,333	$ 6,225,833	$ 6,101,333	$ 5,976,833	$ 61,097,833
2028	4.50%	$ 51,000,000	$ -	$ -	$ -	$ -		$ 4,845,000	$ 4,730,250	$ 4,615,500	$ 4,500,750	$ 4,386,000	$ 4,271,250	$ 43,592,250
2030	4.00%	$ 20,000,000	$ -	$ -	$ -	$ -	$ -	$ -		$ 1,800,000	$ 1,760,000	$ 1,720,000	$ 1,680,000	$ 19,800,000
A	New Debt Service		$ -	$ -	$ 3,700,000	$ 10,455,833	$ 10,238,833	$ 14,866,833	$ 14,535,083	$ 16,003,335	$ 15,631,585	$ 15,259,836	$ 14,888,087	$ 148,077,583
B	Existing Debt Service		$ 15,705,460	$ 16,294,016	$ 15,085,602	$ 15,083,002	$ 15,098,486	$ 13,285,990	$ 13,274,040	$ 10,142,850	$ 8,062,200	$ 8,062,201	$ 8,062,202	$ 33,427,035
C (A + B)	Cumulative G.O. Debt Service		$ 15,705,460	$ 16,294,016	$ 18,785,602	$ 25,538,835	$ 25,337,319	$ 28,152,823	$ 27,809,123	$ 26,146,185	$ 23,693,785	$ 23,322,037	$ 22,950,289	$ 181,504,618

Summary:

A key financing component to the FY 2024-2033 Capital Improvement Plan is the issuance of debt. Staff is recommending the additional issuance of $195,000,000 worth of General Obligation (G.O.) bonds in four separate issuances for a duration of 20 years (except for $80,000,000 being issued for 30 years for a New City Hall in 2026).

The impacts on the overall debt service are shown above and to the right.



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 roughly $195,000,000 in new bonds (Row A). Row B shows the available resources to be generated in tax revenue coming first from the City's portion of the .5% Sales Tax initative originally raised for funding Williamson County Schools but has now returned to the City and is split 1/2 to capital and 1/2 to operations. The second portion of Row B is from the retiring of the TIF district, which began to produce property tax revenues in FY 2023 for the General Fund. Row C is the difference on an annual basis which will be required to be funded from accumulated capital cash reserves. Finally, Row D shows the ongoing balance of the G/F Capital Funding Account through 2033 if $195,000,000 in additional bonds are issued.

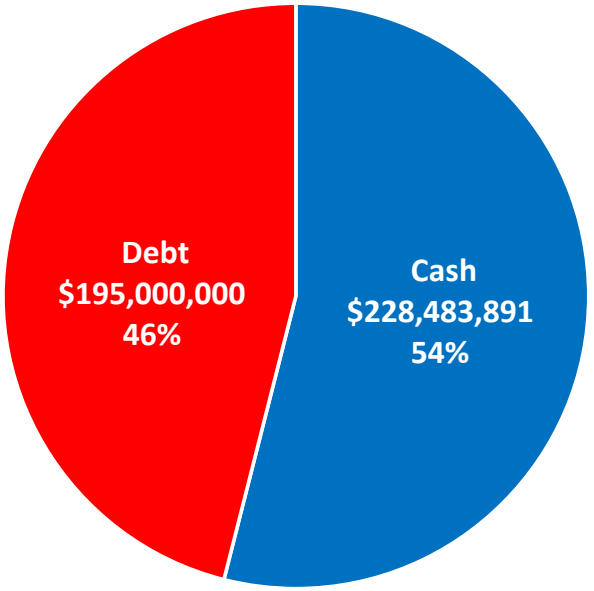
		FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033
A	Additional Net Debt Service from FY 2024 Levels	$ -	$ -	$ 2,491,586	$ 9,244,819	$ 9,043,303	$ 11,858,807	$ 11,515,107	$ 9,852,169	$ 7,399,769	$ 7,028,021	$ 6,656,273
B	Capital Commitments from new Taxes *(TIF Roll-off, .5% Sales Tax)*	$ -	$ 5,750,000	$ 5,910,500	$ 6,075,575	$ 6,245,357	$ 6,419,984	$ 6,599,594	$ 6,784,333	$ 6,974,349	$ 7,169,795	$ 7,370,829
C (A-B)	Amount needed from G/F Cash	$ -	$ 5,750,000	$ 3,418,914	$ (3,169,244)	$ (2,797,946)	$ (5,438,824)	$ (4,915,513)	$ (3,067,836)	$ (425,420)	$ 141,774	$ 714,556
D	*Balance of G/F Capital Cash*	*$ 38,163,083*	*$ 43,913,083*	*$ 47,331,997*	*$ 44,162,753*	*$ 41,364,807*	*$ 35,925,983*	*$ 31,010,470*	*$ 27,942,633*	*$ 27,517,213*	*$ 27,658,987*	*$ 28,373,542*

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 and debt financing.

FY 2024-2033 Projected Resources

Internal		Cash & Debt
110	General	
	Pay-as-you-go Cash [1]	$ 28,373,542
	Additional Debt [2]	$ 195,000,000
124	Sanitation Fund	$ -
128	Road Impact Fund	$ 22,188,276
130	City Facilities Tax	$ 35,912,511
132	County Facilities Tax	$ 13,062,376
135	Stormwater	$ 1,752,542
150	Hotel Motel	$ 36,747,760
155	Parkland Dedication	$ 13,290,503
421	Water	$ 4,572,467
431	Sewer	$ 4,539,858
External		
	Federal	$ 39,225,000
	State	$ 9,800,000
	Local	$ 16,782,458
	Utilities	$ 664,522
	Private	$ 1,572,076
Total		**$ 423,483,891**



Notes:

[1] Pay as you go cash includes the balance of the Capital Funding Account (over 45% of fund balance in the General Fund) and the accumulated total of the 1.5 Cent property tax allocation for capital projects.

[2] Debt Service resource is an estimated amount of $195,000,000 based upon the amount of capacity gained from the amount of existing debt service to be retired.

City of Franklin

FY 2024-2033 Capital Improvement Program Financing Model

Change over time in CIP Financing

The following shows the difference between what we planned, what we have budgeted, what we have appropriated and what is left.

Total Change in Revenues & Expenditures, 2019 to Today

A	Original 2019-2028 CIP Financing	$	301,899,016
	Revised CIP Financing 2024-2033		
	+ Existing Resources (Cash-in-hand)	$	94,233,500
	+ Future Funding (Cash & Debt)	$	423,483,891
B	Revised CIP Financing 2024-2033	$	517,717,391
C (B-A)	Increase in CIP Funding ($)	$	**215,818,375**
D (A/B-1)	Increase in CIP Funding (%)		**71.5%**
E	Original 2019-2028 CIP Project Total Cost	$	281,510,872
F	Revised CIP Project Cost 2024-2033	$	482,413,781
G (E-F)	Increase in Project Costs ($)	$	**200,902,909**
H (E/F-1)	Increase in Project Costs (%)		**71.4%**
I (C-G)	Difference Revised Funding to Costs	$	**14,915,466**

Change in Overall Revenues & Expenses

B	New Projected Financing - 2024-2033	$	517,717,391
F	Estimated Remaining CIP Project Costs	$	482,413,781
J (B-F)	Difference remaining Funding vs. Costs (New)	$	**35,303,610**

Year-By-Need Overall Analysis

The following shows the annual financial need for capital projects by funding source. Detailed funding sheets by project are available later in this packet.

	Actual	Projected										Total
Year by Year Need	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Spent & Requested**
Internal												
General												
Cash	$ 2,600,592	$ 7,984,209	$ 12,173,448	$ 13,123,745	$ 9,186,188	$ 4,449,629	$ 1,000,000	$ 512,635	$ -	$ -	$ -	$ 51,030,446
Debt	$ 41,167,067	$ -	$ 37,000,000	$ 87,000,000	$ -	$ 51,000,000	$ -	$ 20,000,000	$ -	$ -	$ -	$ 236,167,067
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ 9,138,128	$ 1,000,000	$ 3,125,571	$ 1,400,000	$ 7,150,000	$ 7,150,000	$ 500,000	$ 500,000	$ -	$ -	$ -	$ 29,963,699
Stormwater	$ 1,516,643	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,516,643
City Facilities Tax	$ 12,829,851	$ 3,500,000	$ 14,179,990	$ -	$ -	$ -	$ 2,247,800	$ 2,500,000	$ 150,000	$ 650,000	$ 4,000,000	$ 40,057,641
County Facilities Tax	$ 3,350,000	$ -	$ -	$ -	$ -	$ 9,025,000	$ -	$ -	$ -	$ -	$ -	$ 12,375,000
Hotel Motel	$ 5,071,873	$ 2,656,662	$ 3,182,134	$ 2,502,200	$ -	$ 150,000	$ 539,479	$ -	$ 389,479	$ 500,000	$ -	$ 14,991,827
Parkland Dedication	$ 7,463,358	$ 284,995	$ 3,354,000	$ 3,276,708	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,379,061
Water Funding	$ 2,672,467	$ -	$ -	$ 300,000	$ 350,000	$ 1,250,000	$ -	$ -	$ -	$ -	$ -	$ 4,572,467
Sewer Funding	$ 1,339,858	$ -	$ 333,333	$ 633,333	$ 1,033,334	$ 1,200,000	$ -	$ -	$ -	$ -	$ -	$ 4,539,858
External												
Federal Funding	$ 721,739	$ 1,706,250	$ 1,706,250	$ 1,706,250	$ 1,706,250	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,546,739
State Funding	$ 3,900,000	$ 4,500,000	$ 7,500,000	$ 7,500,000	$ 10,740,000	$ -	$ 3,500,000	$ -	$ -	$ 4,500,000	$ -	$ 42,140,000
County Funding	$ 815,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 815,000
Other Municipalities	$ -	$ 1,000,000	$ 1,000,000	$ 2,000,000	$ 500,000	$ 500,000	$ 3,000,000	$ 3,050,259	$ -	$ -	$ -	$ 11,050,259
FSSD	$ 3,458,757	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,458,757
Utility Reimbursements	$ 664,522	$ -	$ 727,205	$ -	$ -	$ 1,013,700	$ -	$ -	$ -	$ -	$ -	$ 2,405,427
Private Fundraising	$ 716,585	$ 1,309,180	$ 2,459,375	$ 459,375	$ 459,375	$ -	$ -	$ -	$ -	$ -	$ -	$ 5,403,890
Total	**$ 97,426,440**	**$ 23,941,296**	**$ 86,741,306**	**$ 119,901,611**	**$ 31,125,147**	**$ 75,738,329**	**$ 10,787,279**	**$ 26,562,894**	**$ 539,479**	**$ 5,650,000**	**$ 4,000,000**	**$ 482,413,781**

City of Franklin

FY 2024-2033 Capital Improvement Program Financing Model

Summary

The following shows the difference between what we planned, what we have budgeted, what we have appropriated and what is left.

Proposed vs. Approved CIP Projects

A	Total Proposed CIP	$ 1,071,370,964
B	Total Approved CIP (Existing)	$ 482,413,781
C (A-B)	**Total Additional Projects for Consideration**	**$ 588,957,183**

Funding Reconciliation

Approved CIP Projects

D	Internal (Local Source - COF)	$ 414,369,725
E	External (Grants, Private, Utility)	$ 68,044,056
F (D+F)	**Total Funding**	**$ 482,413,781**

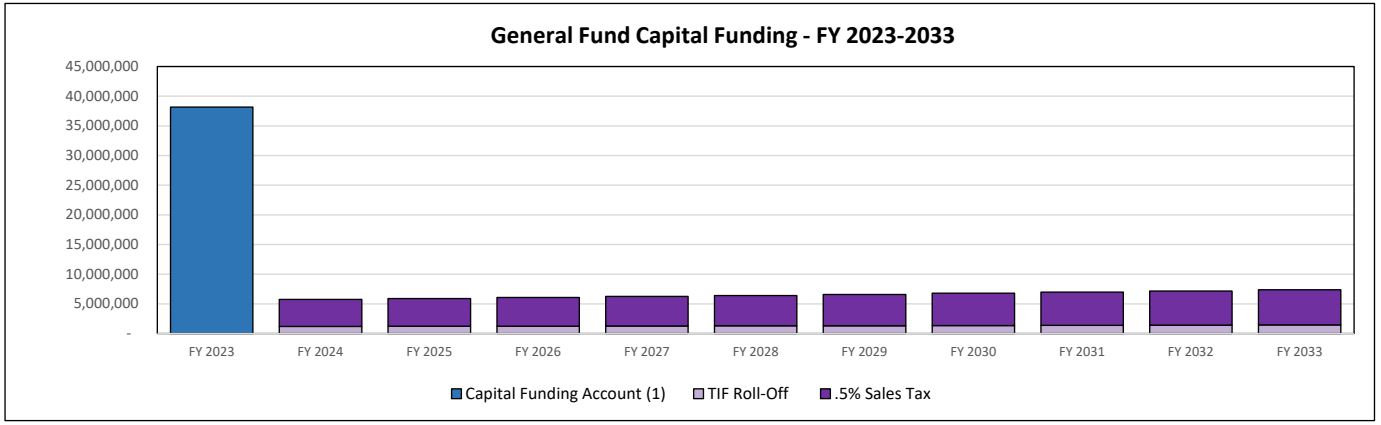
Proposed CIP Projects

G	Internal (Local Source - COF)	$ 35,303,610
H	External (Grants, Private, Utility)	$ 208,500,187
I (G+H)	**Total Funding**	**$ 243,803,797**
A	**Total All Projects Proposed - FY 2024-2033 CIP (73 Projects)**	**$ 1,071,370,964**
J (F+I)	**Total All Available and Proposed Funding**	**$ 726,217,578**
K (J-A)	**Funding Surplus/(Deficit)**	**$ (345,153,386)**

Financial Model Summaries

Fund:	General Fund	Percent of Total CIP Revenues	36.6%

General Fund: The largest funding source for Capital Projects is the General Fund. The property tax and sales tax contribute to capital resources within the General Fund. Over the last ten-years, the City has dedicated increased recurring resources from the property tax to capital expenditure - in the form of the *Invest* **Franklin** initiative, 1/2 of the .5% Sales Tax increase (which went to Williamson County Schools until FY 2022) and 1/2 of the money which annually serviced debt on the now finished TIF district.



	Actual	Projections										Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	
Capital Funding Account [1]	38,163,083	-	-	-	-	-	-	-	-			**38,163,083**
TIF Roll-Off	-	1,200,000	1,224,000	1,248,480	1,273,450	1,298,919	1,324,897	1,351,395	1,378,423	1,405,991	1,434,111	**13,139,665**
.5% Sales Tax	-	4,550,000	4,686,500	4,827,095	4,971,908	5,121,065	5,274,697	5,432,938	5,595,926	5,763,804	5,936,718	**52,160,651**
Totals	**$ 38,163,083**	**$ 5,750,000**	**$ 5,910,500**	**$ 6,075,575**	**$ 6,245,357**	**$ 6,419,984**	**$ 6,599,594**	**$ 6,784,333**	**$ 6,974,349**	**$ 7,169,795**	**$ 7,370,829**	**$ 103,463,399**

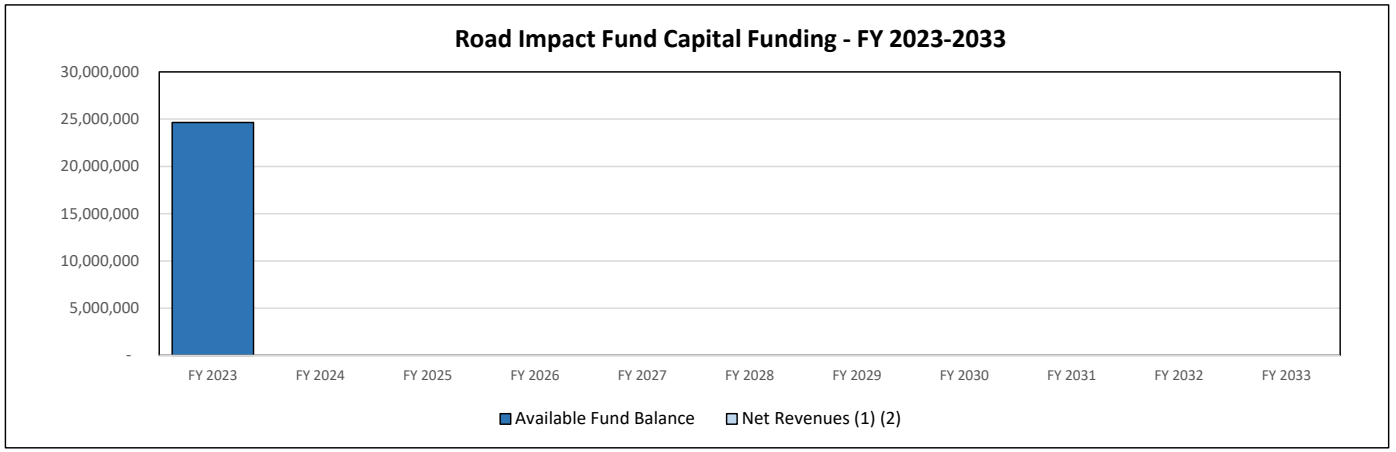
Assumptions

(1) Balance of Capital Funding Account (that portion of G.F. Reserves over 45% of fund balance) varies annually.

Fund:	Road Impact	Percent of All Revenues	7.9%

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.

During the FY 2024-2033 CIP horizon, the debt service obligation assigned the Road Impact Fund is over $25 million. (Bonds are set to be retired in 2023 in this fund). 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 beyond 2024. No change in the fees are assumed in this projection.



	Actual	Projections										Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	10-year
Available Fund Balance	24,653,640	-	-	-	-	-	-	-	-	-	-	24,653,640
Arterial (1)	11,901,404											11,901,404
Collector Area 1 (1)	3,429,992											3,429,992
Collector Area 2 (1)	7,908,528											7,908,528
Collector Area 3 (1)	320,779											320,779
Collector Area 4 (1)	332,979											332,979
Misc./Interest Income/Transfers	759,958											759,958
Less one month reserve (1)	(2,465,364)											(2,465,364)
Net Revenues (1) (2)	-	-	-	-	-	-	-	-	-	-	-	-
Totals	**$ 22,188,276**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 22,188,276

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

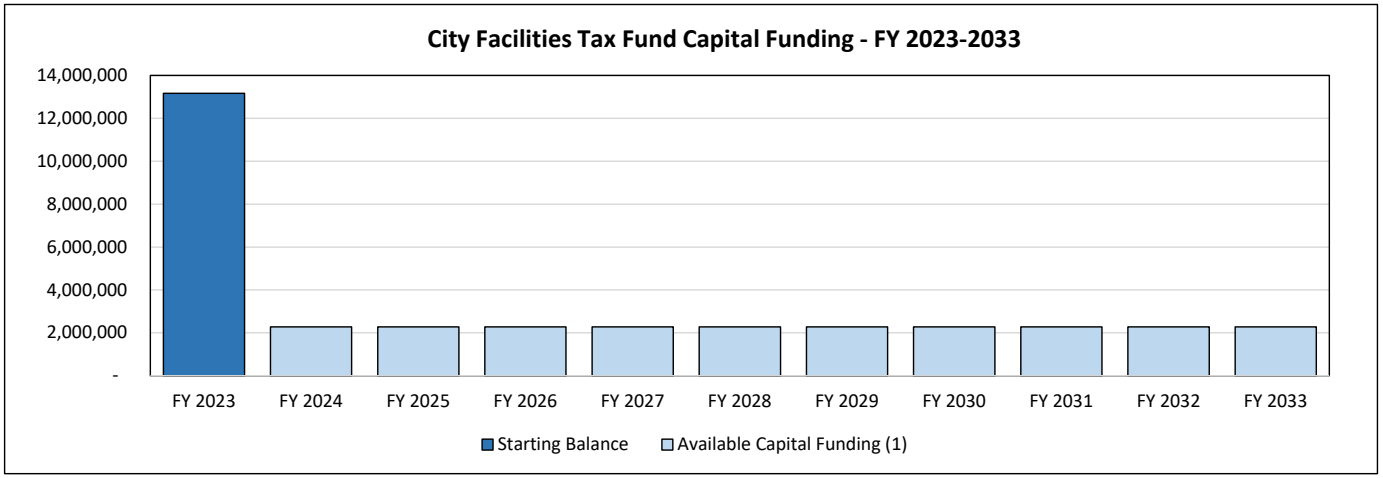
(2) Net Revenues less Debt Service and possible offsets.

(3) Assumes average of $4,500,000 collected annually from FY 2024-FY 2033.

Fund:	City Facilities Tax Fund	Percent of All Revenues	12.7%

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 Fire Station 7 complete, ample resources are available to spend from the Facilities Tax on eligible capital projects during the 10-year CIP horizon.



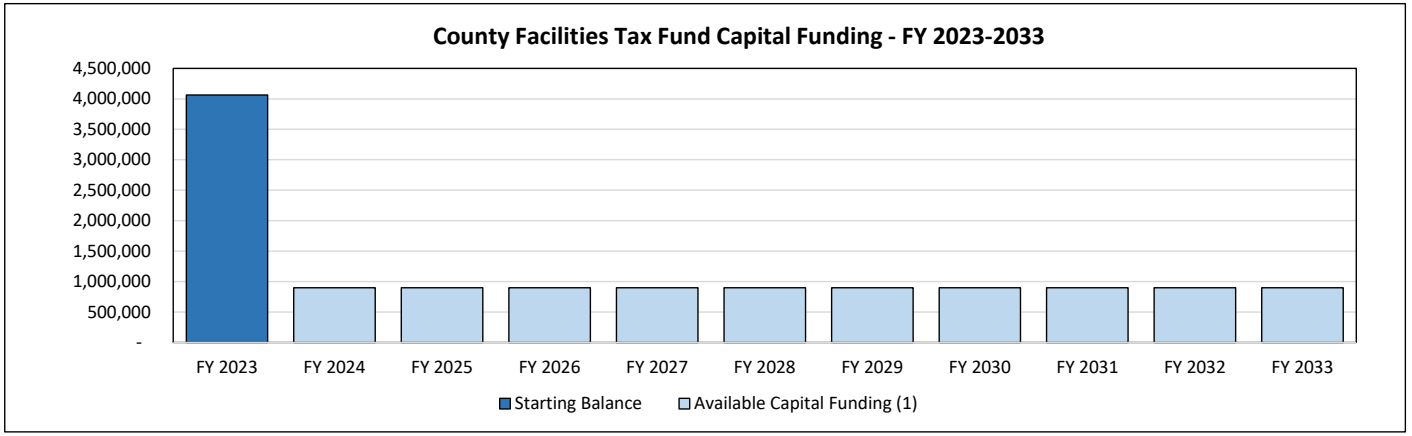
	Actual	Projections										Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	10-Year
Starting Balance	13,162,511	-	-	-	-	-	-	-	-	-	-	13,162,511
Available Capital Funding (1)	-	2,275,000	2,275,000	2,275,000	2,275,000	2,275,000	2,275,000	2,275,000	2,275,000	2,275,000	2,275,000	22,750,000
Totals	**$ 13,162,511**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 2,275,000**	**$ 35,912,511**

(1) 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	4.6%

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.



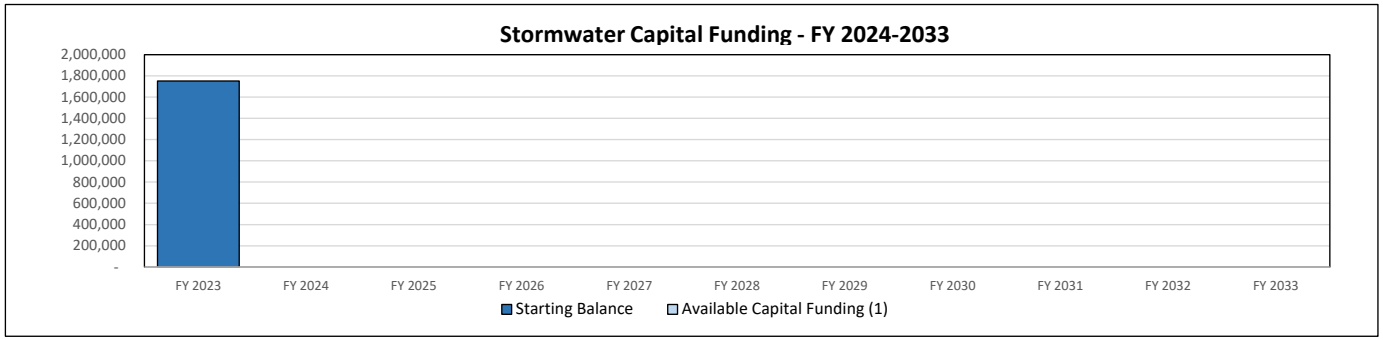
	Actual	Projections										Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	10-Year
Starting Balance	4,062,376	-	-	-	-	-	-	-	-	-	-	**4,062,376**
Available Capital Funding (1)	-	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	900,000	**9,000,000**
Totals	**$ 4,062,376**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 900,000**	**$ 13,062,376**

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

Fund:	Stormwater	Percent of Total CIP Revenues	0.6%

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.



	Actual	Projections										Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	
Starting Balance	1,752,542	-	-	-	-	-	-	-	-	-	-	1,752,542
Available Capital Funding (1)	-	-	-	-	-	-	-	-	-	-	-	-
Totals	$ 1,752,542	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			$ 1,752,542

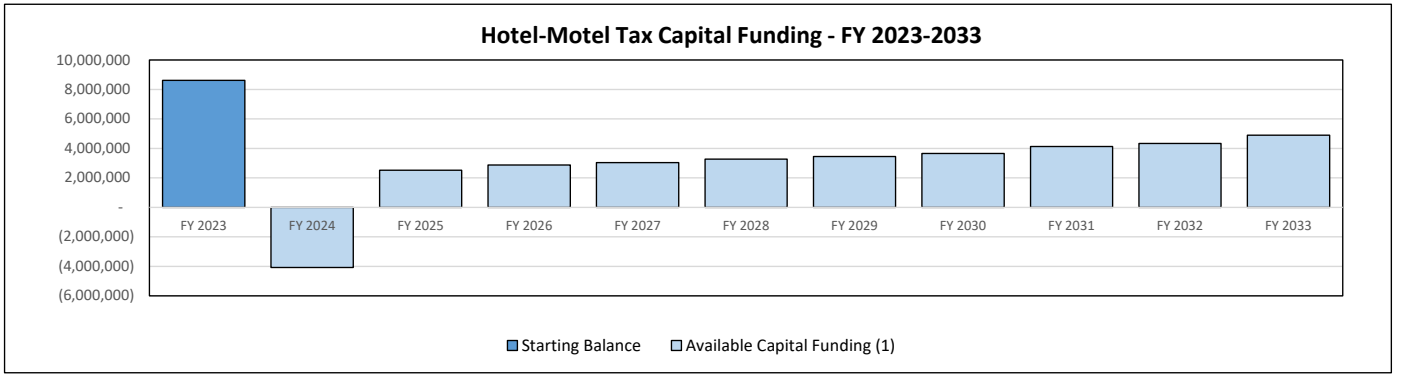
Assumptions

(1) Available Capital Funding is annual anticipated collections less two-month reserve for State cash/fund balance requirements, allowance for operations AND $500,000 set aside for emergencies.

Fund:	Hotel Motel Tax	Percent of Total CIP Revenues	13.0%

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 continued growth from hotel & short-term rental stays annually, less all known costs (existing debt service and the City's contribution to the Williamson County Convention & Visitors Bureau). Debt significantly drops in FY 2033.



	Actual	Projections										Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	
Starting Balance	8,622,983	-	-	-	-	-	-	-	-	-	-	**8,622,983**
Available Capital Funding (1)	-	(4,070,884)	2,526,655	2,875,097	3,034,035	3,279,466	3,457,662	3,655,607	4,130,681	4,334,640	4,901,819	**28,124,777**
Totals	**$ 8,622,983**	**$ (4,070,884)**	**$ 2,526,655**	**$ 2,875,097**	**$ 3,034,035**	**$ 3,279,466**	**$ 3,457,662**	**$ 3,655,607**	**$ 4,130,681**	**$ 4,334,640**	**$ 4,901,819**	**$ 40,051,917**

Assumptions

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

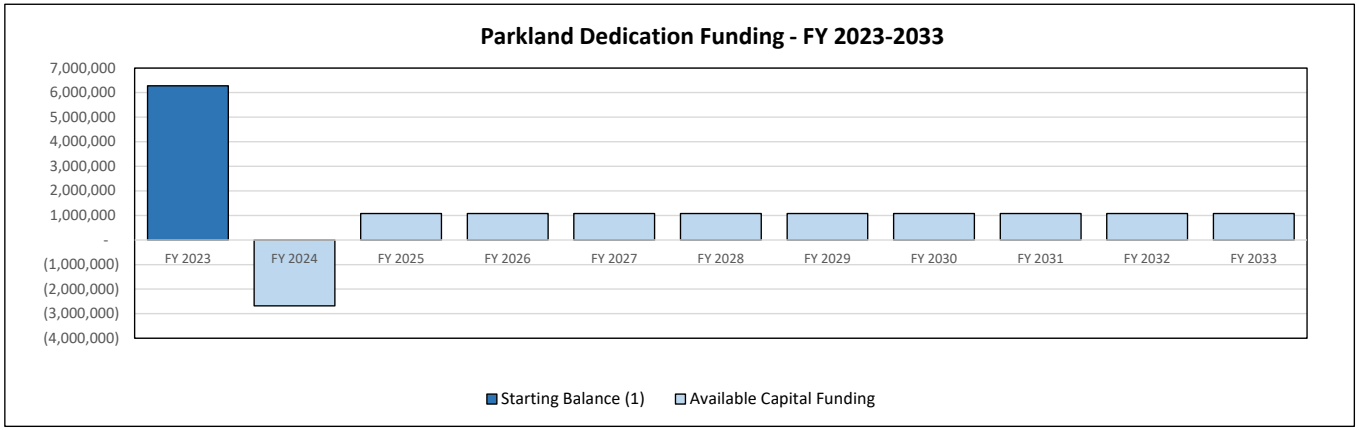
City of Franklin

FY 2024-2033 Capital Improvement Program Financing Model

Fund:	Parkland Dedication	Percent of Total CIP Revenues	4.7%

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.



	Actual	Projections									Totals
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	
Starting Balance (1)	6,281,730	(2,681,143)	-	-	-	-	-	-	-	-	-	**3,600,587**
Quadrant 1 (2)	5,054,257	(827,137)										4,227,120
Quadrant 2 (2)	1,950,788	(1,854,006)										96,782
Quadrant 3 (2)	473,540											473,540
Quadrant 4 (2)	473,106											473,106
Misc./Interest Income/Transfers	(971,991)											(971,991)
Less one month reserve (1)	(697,970)											(697,970)
Available Capital Funding	-	-	1,076,657	1,076,657	1,076,657	1,076,657	1,076,657	1,076,657	1,076,657	1,076,658	1,076,659	**9,689,916**
Totals	**$ 6,281,730**	**$ (2,681,143)**	**$ 1,076,657**	**$ 1,076,657**	**$ 1,076,657**	**$ 1,076,657**	**$ 1,076,657**	**$ 1,076,657**	**$ 1,076,657**	**$ 1,076,658**	**$ 1,076,659**	**$ 13,290,503**

Assumptions

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

(2) Available balances in quadrants at end of FY 2024 inclusive of monies collected less those transferred to Capital Project Fund for various projects.

Detailed Project Sheets

Projects by Category

Completed

Project		Total Cost
Franklin Road	$	14,499,509
Major Road Resurfacing	$	8,425,000
Fire Station 7	$	8,160,909
FSSD (Freedom Middle/Poplar Grove)	$	6,605,349
SR96W Trail	$	5,890,103
Sanitation Facility	$	3,422,366
100 Block Battle Avenue Drainage	$	1,516,643
McEwen Drive Interchange Modficiations	$	807,792
Maplewood Stormwater Project	$	469,114
5th Avenue Parking Lot	$	211,946
Eastern Flank Circle (Loop Road) Repair	$	191,503
Total Spent - Completed Projects	**$**	**50,200,234**

Project #: ST16009 | **Franklin Road Improvements & Streetscape**

Board Priority: ☆☆☆☆☆
CIP: FY 2017-2026

Improvement of Franklin Road, from the bridge at the Harpeth River to Hooper Lane. The project shall be constructed as a three (3) facility. Project shall include: curb & gutter, street lights, ITS Infrastructure, sidewalks, and typical streetscape elements. Approximate project length of 3,500 LF.

Expenditure Summary

Original Project Cost Estimate	$	18,178,952
Current Project Cost Estimate	$	15,000,000
Dollars Spent as of July 2023	$	14,499,509

Project Status

Current Phase: **Completed**

Financing Summary

Franklin Road	Actual thru FY 2023	Projected FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total Available
Internal												
General - Cash	$ 317,061	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 317,061
General - Bond Proceeds	$ 11,780,825	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,780,825
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ 1,065,081	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,065,081
Sewer Funding	$ 788,045	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 788,045
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ 548,497	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 548,497
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 14,499,509**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,499,509

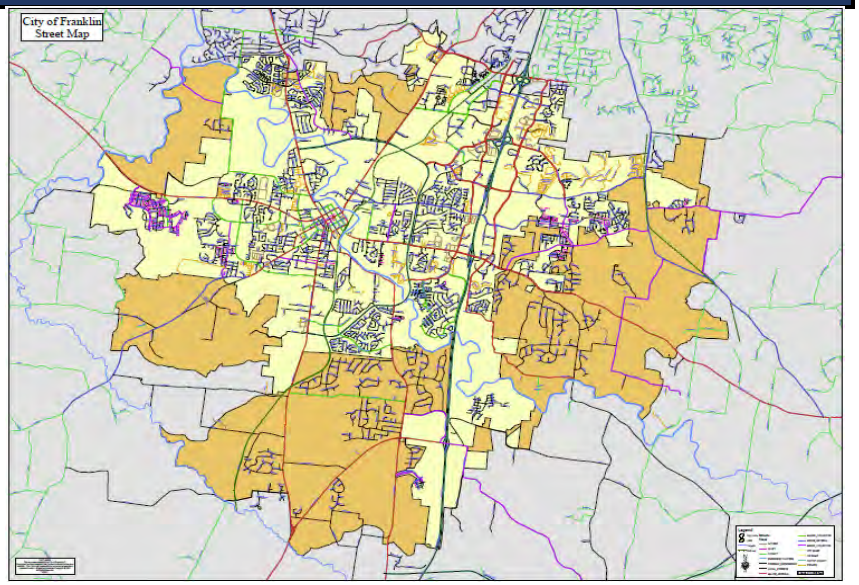
Final Cost: $ 14,499,509
Remaining Funding Needed: $ -

Project #: ST16009 | **Major Road Resurfacing/Paving**

Board Priority: ☆☆☆☆☆
CIP: FY 2017-2026

The resurfacing (e.g. paving) of major roadways within the City are proposed to be included in the Capital Investment Plan (CIP) as follows:

2017 - Cool Springs Blvd, from Mack Hatcher Pkwy to East McEwen Dr.
2019 - Royal Oaks Blvd/Mallory Ln, from Mack Hatcher Pkwy to Cool Springs Blvd.
2021 - Mallory Ln, from Cool Springs Blvd to Moores Ln.



Expenditure Summary

Original Project Cost Estimate	$	8,425,000
Current Project Cost Estimate	$	8,425,000
Dollars Spent as of August 2021	$	8,425,000

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
Major Road Resurfacing	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ 8,425,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 8,425,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
In Lieu of Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 8,425,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 8,425,000**

Final Cost: $ 8,425,000
Remaining Funding Needed: $ -

Project #: FD16001 | **Fire Station 7**

Board Priority: ☆☆☆☆☆
CIP: FY 2017-2026

New Fire Station at the Williamson County AG Complex

Expenditure Summary

Original Project Cost Estimate	$	7,062,500
Final Cost	$	8,160,909
Dollars Spent as of December 2023	$	8,160,909

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
Fire Station 7	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ 7,345,909	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,345,909
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
In Lieu of Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County	$ 815,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 815,000
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 8,160,909**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**			**$ 8,160,909**

Project #: PK19001 | **FSSD (Freedom Middle/Poplar Grove)**

Board Priority:
CIP: **FY 2017-2026**

In 2017, the Board of Mayor and Alderman and the Franklin Special School District Board approved a concept master plan. The first phase will be a major renovation project to the existing baseball field, softball field, adding a batting cage to be shared by both boys and girls along with a concession stand/restroom facility that is much needed for the property. A Memorandum of Understanding for each phase will be completed to divide cost and maintenance/shared use responsibilities for each party.
Located in Parkland Dedication Quadrant 4.

Expenditure Summary

Original Project Cost Estimate	$	5,150,000
Current Project Cost Estimate	$	7,051,300
Dollars Spent as of July 2023	$	6,605,349

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
FSSD (Freedom Middle/Poplar Grove)	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ (1,740,908)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (1,740,908)
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ 1,600,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,600,000
Hotel Motel	$ 1,787,500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,787,500
Parkland Dedication (Q4)	$ 1,500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,500,000
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
FSSD	$ 3,458,757	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,458,757
Total	$ 6,605,349	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			$ 6,605,349

Final Cost $ 6,605,349
Remaining Funding Needed: $ (0)

Project #: ST16020 | **SR96W Multiuse Trail (Vera Valley Dr-5th Ave N)**

Board Priority:
CIP: FY 2017-2026

Extend ten (10) foot multi-use trail from Vera Valley Drive to 9th Avenue in Downtown Franklin. Approximate project length is 5,800 LF.

Expenditure Summary

Original Project Cost Estimate	$	5,300,000
Final Cost	$	5,890,103
Dollars Spent as of July 2023	$	5,890,103

Project Status

Current Phase: **Completed**

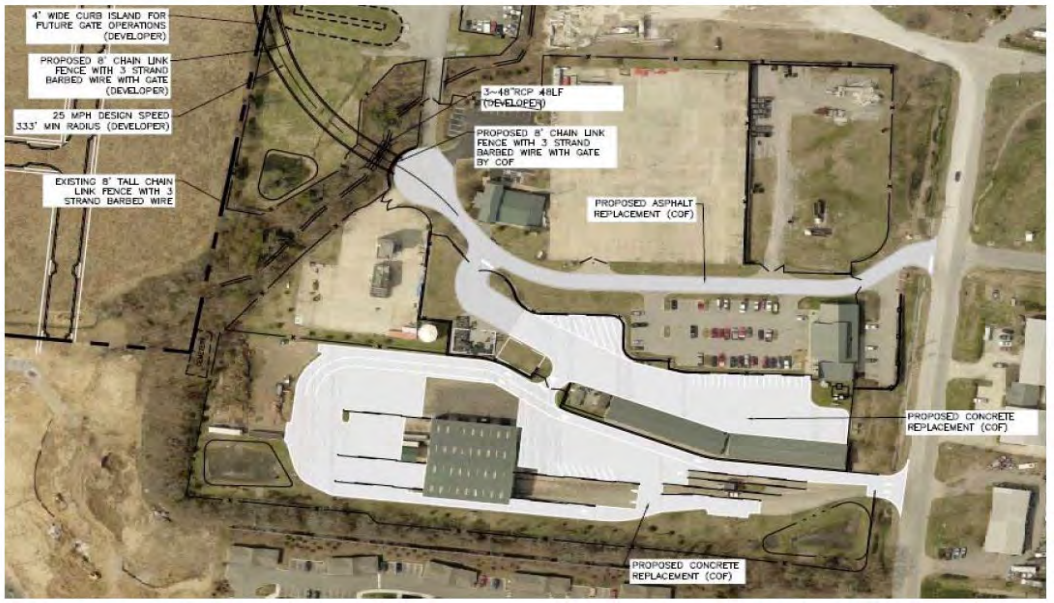
Financing Summary

	Actual	Projected									Total
SR96W Trail	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ (1,579,572)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (1,579,572)
General - Bond Proceeds	$ 3,212,058	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,212,058
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ 1,750,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,750,000
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ 591,592	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 591,592
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ 1,800,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,800,000
Utility Reimbursements	$ 116,025	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 116,025
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 5,890,103**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,890,103**

Project #: FM19003 | **Sanitation Facility Improvements**

Board Priority:
CIP: FY 2019-2028

The pavement at the Municipal Services Complex continues to fail and needs full depth pavement restoration. In addition, we need to make some modifications to the drainage system of the transfer station.



Expenditure Summary

Original Project Cost Estimate	$	3,150,000
Current Project Cost Estimate	$	3,422,366
Dollars Spent as of August 2021	$	3,422,366

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
Sanitation Facility	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ 3,422,366	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,422,366
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
In Lieu of Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 3,422,366**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**			**$ 3,422,366**

Project #: SW16003 | **100 Block Battle Avenue Drainage Improvements**

Board Priority:
CIP: FY 2019-2028

This project includes the construction of a regional detention pond located between 107 Battle Avenue and 101 Fairground Street. This project will include a design for a 100-year storm event and a new stormwater pump station.

Expenditure Summary

Original Project Cost Estimate	$	2,500,000
Current Project Cost Estimate	$	1,850,000
Dollars Spent as of August 2021	$	1,516,643

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
100 Block Battle Avenue Drainage	thru 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ 1,516,643	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,516,643
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 1,516,643**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	**$ 1,516,643**

Project #: ST19004 | **McEwen Drive Interchange Modficiations**

Board Priority:
CIP: FY 2019-2028

Add an additional turn west to southbound turn lane to improve the capacity of the McEwen Interchange.

Expenditure Summary

Original Project Cost Estimate	$	1,000,000
Current Project Cost Estimate	$	1,002,749
Dollars Spent as of July 2023	$	807,792

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
McEwen Drive Interchange Modficia	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ (192,208)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (192,208)
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (Art.)	$ 1,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,000,000
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 807,792**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -			**$ 807,792**

Project #: SW16007 | **Maplewood Stormwater Project**

Board Priority:
CIP:

Replace failing 72" CMP within the Maplewood Subdivision.

Expenditure Summary

Original Project Cost Estimate	$	530,000
Current Project Cost Estimate	$	469,114
Dollars Spent as of July 2023	$	469,114

Project Status

Current Phase: **Completed**

Financing Summary

Maplewood Stormwater Project	Actual thru FY 2023	Projected FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total Available
Internal												
General - Cash	$ 469,114	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 469,114
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
In Lieu of Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 469,114**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 469,114

Project #: FM19001 | **5th Avenue Parking Lot**

Board Priority:
CIP:

This project includes the construction of a regional detention pond located between 107 Battle Avenue and 101 Fairground Street. This project will include a design for a 100-year storm event and a new stormwater pump station.

Expenditure Summary

Original Project Cost Estimate	$	500,000
Final Cost	$	211,946
Dollars Spent as of July 2023	$	211,946

Project Status

Current Phase: **Completed**

Financing Summary

	Actual	Projected									Total
5th Avenue Parking Lot	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ (38,054)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ (38,054)
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ 250,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 250,000
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 211,946**	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 211,946

Project #: PK16018 | **Eastern Flank Circle (Loop Road) Repair**

Board Priority:
CIP: FY 2019-2028

Cover existing DBST with West TN Mix.

Expenditure Summary

Original Project Cost Estimate	$	175,000
Current Project Cost Estimate	$	192,000
Dollars Spent as of July 2023	$	191,503

Project Status

Current Phase: **Completed**

Financing Summary

Eastern Flank Circle (Loop Road) Rep	Actual thru FY 2023	Projected FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ 191,503	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 191,503
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 191,503**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 191,503**

Projects by Category

Under Construction

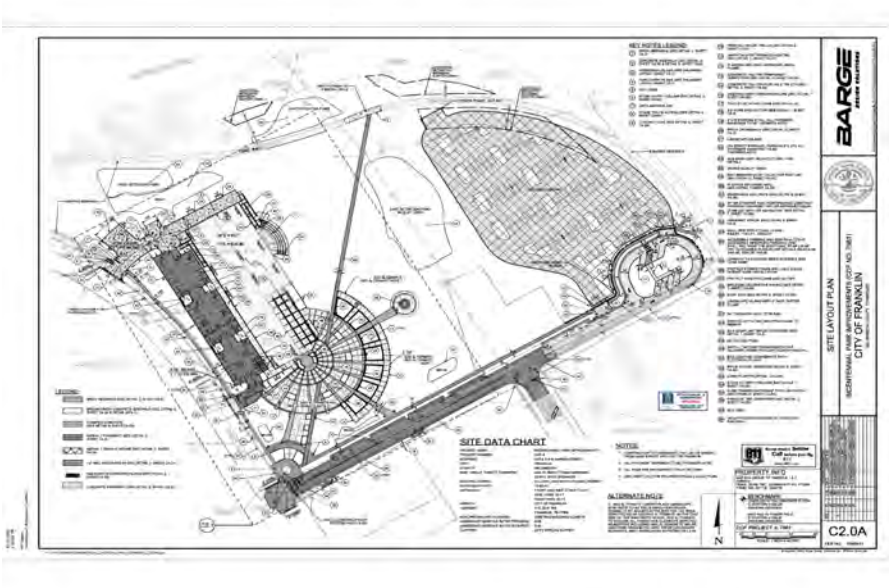
Project		Total Cost
Bicentennial Park	$	11,715,112
USACE - Home Raising Project	$	11,610,367
Greenway & Bridge	$	4,481,388
Bundled Bridges Construction & Rehabilitation Contract	$	3,863,035
Hayes Home Restoration (Harlinsdale)	$	1,672,350
Thompson Alley Neighborhood Park	$	504,995
Total Budgeted - Under Construction Projects	**$**	**33,847,247**

Project #: PK16020 | **Bicentennial Park**

Board Priority:

CIP: **FY 2019-2028**

The Bicentennial Park Improvements project is located in the City of Franklin between 3rd Avenue North, North Margin Street, and the Harpeth River. It consists of approximately 10 acres. The project includes the construction of an open-air pavilion, development of the park, restroom facilities, and general upgrades to establish a new event space for the City. The intent and purpose of this park is to serve multiple uses by the City of Franklin Parks Department, including as an event venue for community performances or movies in the park. Located in Parkland Dedication Quadrant 4.



Expenditure Summary

Original Project Cost Estimate	$	4,220,000
Current Project Cost Estimate	$	11,715,112
Dollars Spent as of July 2023	$	715,112

Project Status

Current Phase: **Under Construction**

Financing Summary

	Actual	Projected									Total
Bicentennial Park	**Thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ 3,067,095	$ 1,019,939	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,087,034
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ 2,000,000	$ 1,000,000	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 6,000,000
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication (#4)	$ 1,500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,500,000
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ 128,078	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 128,078
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grants	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 3,628,078**	**$ 4,067,095**	**$ 4,019,939**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 11,715,112**

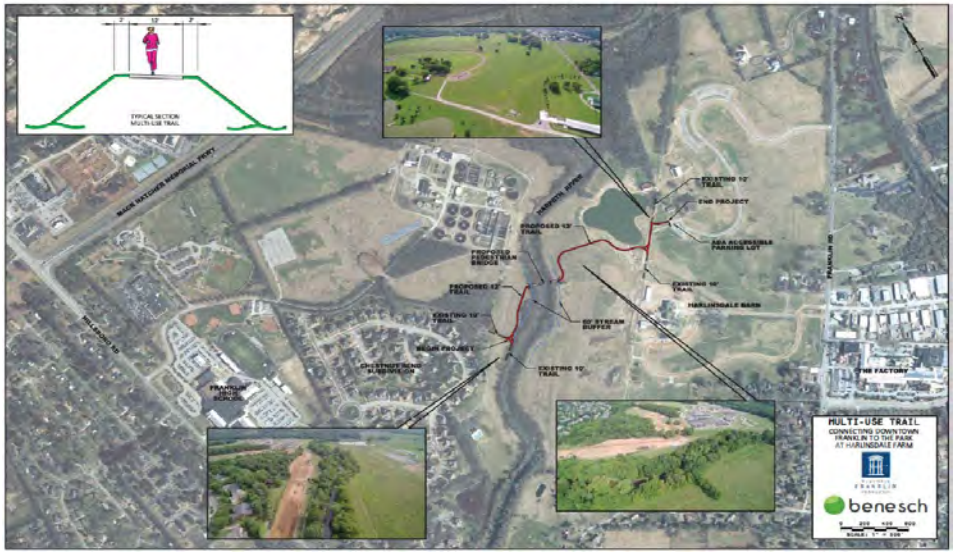
Project #: PK16013 | **Greenway & Bridge (Harlinsdale to Chestnut Bend)**

Board Priority:

CIP: FY 2019-2028

This trail segment connects large sections of existing trails located in the Chestnut Bend HOA through open space along the Harpeth to The park at Harlinsdale Farms. A bridge to connect the internal trails at the Park at Harlinsdale to the existing Chestnut Bend trails.

Park16013 – Greenway & Bridge (Harlinsdale to Chestnut Bend)



Expenditure Summary

Original Project Cost Estimate	$	3,032,960
Current Project Cost Estimate	$	4,481,388
Dollars Spent as of July 2023	$	2,030,815

Project Status

Current Phase: **Under Construction**

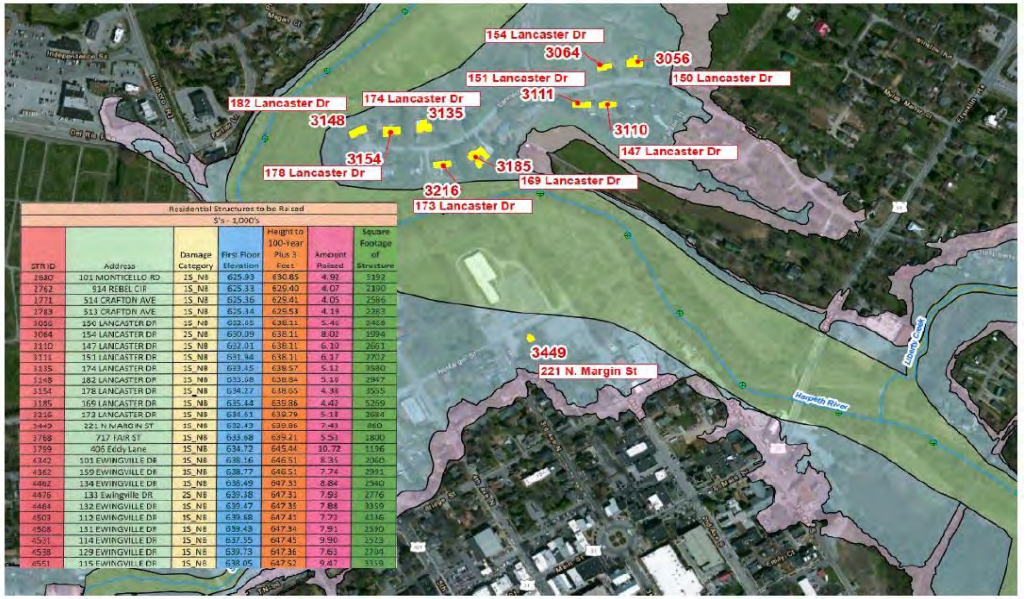
Financing Summary

	Actual	Projected									
Greenway & Bridge	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Total Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (Arterial)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ 425,000	$ 2,056,388	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,481,388
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000,000
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 2,425,000**	**$ 2,056,388**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,481,388**

Project #: SW16003 | **USACE - Home Raising Project**

Board Priority:
CIP: FY 2019-2028

Voluntary Program for 35 home raising as identified by the USACE. The project is 65% funded by the USACE and 35% funded by either the City or the Homeowner.



Residential Structures to be Raised

$'s - 1,000's

STR ID	Address	Damage Category	First Floor Elevation	Height to 100-Year Plus 3 Feet	Amount Raised	Square Footage of Structure
2680	101 MONTICELLO RD	2S_N8	625.93	630.85	4.92	3192
3762	934 REBEL CIR	1S_N8	625.33	629.40	4.07	2390
1771	514 CRAFTON AVE	1S_N8	625.36	629.41	4.05	2586
1783	513 CRAFTON AVE	1S_N8	625.34	629.53	4.19	2283
3050	190 LANCASTER DR	1S_N8	632.05	638.11	5.46	1928
3064	154 LANCASTER DR	2S_N8	630.09	638.11	8.02	3984
3110	147 LANCASTER DR	2S_N8	632.01	638.11	6.10	2661
3111	151 LANCASTER DR	1S_N8	631.94	638.11	6.17	2702
3135	174 LANCASTER DR	1S_N8	633.15	638.57	5.42	3980
3148	182 LANCASTER DR	1S_N8	633.68	638.84	5.16	2947
3154	178 LANCASTER DR	1S_N8	634.27	638.65	4.38	3555
3185	169 LANCASTER DR	1S_N8	635.44	639.86	4.42	5269
3216	173 LANCASTER DR	1S_N8	634.61	639.79	5.18	2684
3449	221 N MARGIN ST	1S_N8	632.43	639.86	7.43	869
3769	717 FAIR ST	1S_N8	633.68	639.21	5.53	1830
1799	406 Eddy Lane	1S_N8	634.72	645.44	10.72	1136
4342	101 EWINGVILLE DR	1S_N8	638.16	646.51	8.35	2060
4362	159 EWINGVILLE DR	1S_N8	638.77	646.51	7.74	2991
4462	134 EWINGVILLE DR	1S_N8	638.49	647.33	8.84	2540
4476	133 Ewingville DR	2S_N8	639.38	647.31	7.93	2776
4484	132 EWINGVILLE DR	1S_N8	639.47	647.35	7.88	3359
4503	112 EWINGVILLE DR	1S_N8	639.68	647.41	7.73	4136
4508	131 EWINGVILLE DR	1S_N8	639.43	647.34	7.91	2390
4531	114 EWINGVILLE DR	1S_N8	637.55	647.45	9.90	2523
4538	129 EWINGVILLE DR	1S_N8	639.73	647.36	7.63	2704
4551	115 EWINGVILLE DR	1S_N8	638.05	647.52	9.47	3319

Expenditure Summary

Original Project Cost Estimate	$	4,000,000
Current Project Cost Estimate	$	11,610,367
Dollars Spent as of July 2023	$	1,110,368

Project Status

Current Phase: **Under Construction**

Financing Summary

USACE - Home Raising Project	Actual thru FY 2023	Projected FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total Available
Internal												
General - Cash	$ 700,000	$ 332,953	$ 332,953	$ 332,954	$ 332,954	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,031,814
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ 721,739	$ 1,706,250	$ 1,706,250	$ 1,706,250	$ 1,706,250	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,546,739
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ 194,314	$ 459,375	$ 459,375	$ 459,375	$ 459,375	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,031,814
Total	**$ 1,616,053**	**$ 2,498,578**	**$ 2,498,578**	**$ 2,498,579**	**$ 2,498,579**	**$ -**	**$ -**	**$ -**	**$ -**			**$ 11,610,367**

Project #: ST16005B | **Bundled Bridges Construction & Rehabilitation Contract**

Board Priority:
CIP:

This project includes repairs, widening, and/or replacement of 5 (five) separate bridges across the City: 1) West Main Street (SR-246) Bridge Widening, 2) Pratt Lane Bridge Demolition and Reconstruction, 3) Spencer Creek Road Pipe Removal and Box Culvert Construction, 4) Bakers Bridge Avenue Repairs and 5) Mallory Lane Bridge Repairs.

Expenditure Summary

Original Project Cost Estimate	$	2,700,000
Current Project Cost Estimate	$	3,863,035
Dollars Spent as of July 2023	$	395,639

Project Status

Current Phase: **Under Construction**

Financing Summary

	Actual	Projected										Total
Bundled Bridges Construction & Reh	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ 278,874	$ 3,584,161	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,863,035
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (SA2)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 278,874**	**$ 3,584,161**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,863,035**

Project #: PK16001 | **Hayes Home Restoration (Harlinsdale)**

Board Priority:

CIP:

Restoration started on the exterior of the home in 2012 through receiving grants and utilizing funding from the Hotel/Motel fund for the stabilization of the foundation and specific features which included the porches, foundation, chimney, and gutter systems. The City of Franklin is partnering with the Friends of Franklin group to renovate the Hayes House located at the Park at Harlinsdale Farm. The house will be used for educational purposes (history of the farm), to host special events, and as offices to support The Park at Harlinsdale Farm.

Expenditure Summary

Original Project Cost Estimate	$	482,870
Current Project Cost Estimate	$	1,672,350
Dollars Spent as of July 2023	$	222,271

Project Status

Current Phase: **Under Construction**

Financing Summary

	Actual	Projected										Total
Hayes Home Restoration (Harlinsdale)	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ 100,274	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 100,274
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ 222,271	$ 849,805	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,572,076
Total	**$ 222,271**	**$ 950,079**	**$ 500,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,672,350**

Project #: PK19010 | **Thompson Alley Neighborhood Park**

Board Priority:

CIP: FY 2019-2028

Obtained post-flood 2010, the Parks Department maintains the vacant land on a weekly mowing basis. The Parks Master Plan identified the need in the study to identify and construct more neighborhood parks. Due to being a FEMA property, the Parks Department identified the existing seven FEMA properties as potential neighborhood parks. The purpose of this project is to create a small, neighborhood park on a small, city-owned property on Thompson Alley. The park will include amenities such as: a pergola-covered picnic area, outdoor foosball table, outdoor ping-pong table, outdoor chess table, and a grill.

Located in Parkland Dedication Quadrant 3.

Expenditure Summary

Original Project Cost Estimate	$	220,000
Current Project Cost Estimate	$	504,995
Dollars Spent as of July 2023	$	5,000

Project Status

Current Phase: **Under Construction**

Financing Summary

	Actual	Projected										Total
Thompson Alley Neighborhood Park	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication (Q3)	$ 220,000	$ 284,995	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 504,995
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 220,000**	**$ 284,995**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 504,995**

Projects by Category

Right-of-Way/Acquisition/Bidding

Project		Total Cost
Southeast Municipal Complex - Ph.1	$	48,198,382
East McEwen Drive - Phase 4	$	47,000,706
Lockwood Glen Park	$	14,287,873
Lewisburg Sidewalk - to Collins Farm	$	4,156,145
Jordan Road	$	3,541,764
Total Budgeted - Right-of-Way/Acquisition/Bidding Projects	**$**	**117,184,870**

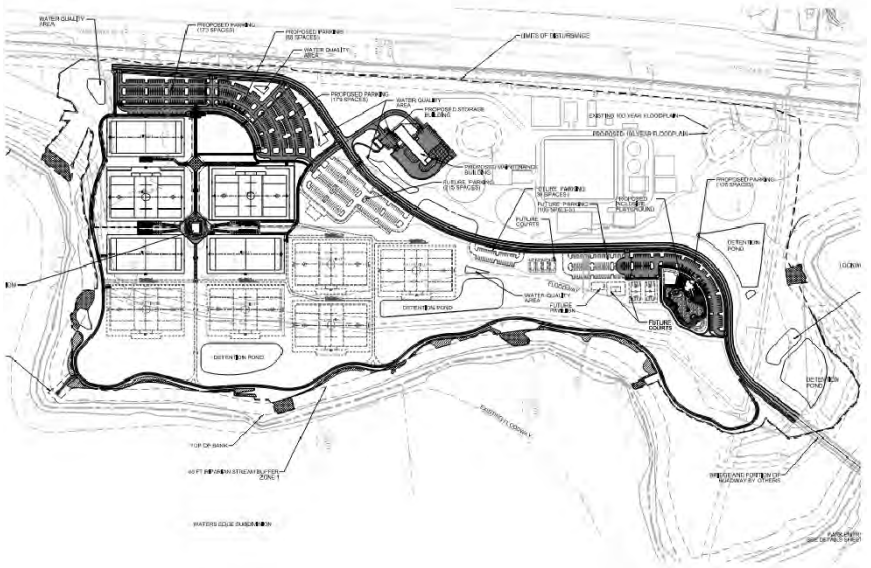
Project #: PK16014 | **Southeast Municipal Complex Phase I**

Board Priority:
CIP: FY 2019-2028

This new park would be built on the City-owned parcel 180 acres in size located between I-65 and the Harpeth River just south of Robinson Lake. The parcel is planned to be used as the site of a future City wastewater treatment plant. The park master plan has been adopted by the Board of Mayor and Aldermen.

Located in Parkland Dedication Quadrant 2.

PK16014 - Southeast Park 2023



Expenditure Summary

Original Project Cost Estimate	$	31,200,000
Current Project Cost Estimate	$	48,198,382
Dollars Spent as of July 2023	$	12,048,382

Project Status

Current Phase - Bridge	Construction
Current Phase - Main Park	ROW/Bidding

Financing Summary

	Actual	Projected										Total
Southeast Municipal Complex - Ph.1	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000,000
General - Bond Proceeds	$ 9,464,436	$ -	$ 20,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 29,464,436
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ 881,642	$ 2,500,000	$ 9,494,417	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 12,876,059
Hotel Motel	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 500,000
Parkland Dedication (Q2+Misc.)	$ 418,358	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 418,358
Water Funding	$ 1,015,794	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,015,794
Sewer Funding	$ 423,735	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 423,735
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ 1,500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,500,000
Total	**$ 12,203,965**	**$ 3,000,000**	**$ 32,994,417**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 48,198,382**

Project #: ST16007 | **East McEwen Drive - Phase 4**

Board Priority:

CIP: FY 2017-2026

Improvement of East McEwen Drive, from 800 feet east of the roundabout at Cool Springs Boulevard/Oxford Glen Drive to Wilson Pike (SR-252). The project shall be constructed as a four (4) lane, median divided facility with turn lanes as required. Project shall include: access management (as allowable), curb & gutter, street lights, ITS Infrastructure, and accommodations for pedestrians and bicycles. Approximate project length of 8,200 LF.

Expenditure Summary

Original Project Cost Estimate	$	34,057,000
Current Project Cost Estimate	$	47,000,706
Dollars Spent as of July 2023	$	4,750,741

Project Status

Current Phase: **ROW/Bidding**

Financing Summary

East McEwen Drive - Phase 4	Actual thru FY 2023	Projected FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total Available
Internal												
General - Cash	$ -	$ -	$ -	$ 1,000,000	$ 1,257,856	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,257,856
General - Bond Proceeds	$ 4,291,838	$ -	$ 5,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 9,291,838
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ 3,000,000	$ -	$ 483,807	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,483,807
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ 333,333	$ 333,333	$ 333,334	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,000,000
External												
MPO/TDOT	$ -	$ 4,500,000	$ 7,500,000	$ 7,500,000	$ 10,740,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 30,240,000
Utility Reimbursements	$ -	$ -	$ 727,205	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 727,205
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 7,291,838**	**$ 4,500,000**	**$ 14,044,345**	**$ 8,833,333**	**$ 12,331,190**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 47,000,706**

Project #: PK16016 | **Lockwood Glen (Robinson Lake) Dam & Park Project**

Board Priority:
CIP: **FY 2019-2028**

In 2015, the City entered into a Professional Service Agreement with Edge Planning Landscape Architecture & Urban Design to provide design services for the approximately 80 acre Lockwood Glen Park. Edge will be providing a final master plan for the park as the City of Franklin and Crescent Communities assume responsibility in for the total cost of the master plan. The goal is to develop a working plan that can be considered a passive public park in the near future. Located adjacent to the Carothers's South Parkway. Part of the plan will include programming the 12-acre lake, public parking areas, public restrooms and walking trails around the Harpeth and the property.

Expenditure Summary

Original Project Cost Estimate	$	5,530,000
Current Project Cost Estimate	$	14,287,873
Dollars Spent as of July 2023	$	1,187,873

Project Status

Current Phase: **ROW/Bidding**

Financing Summary

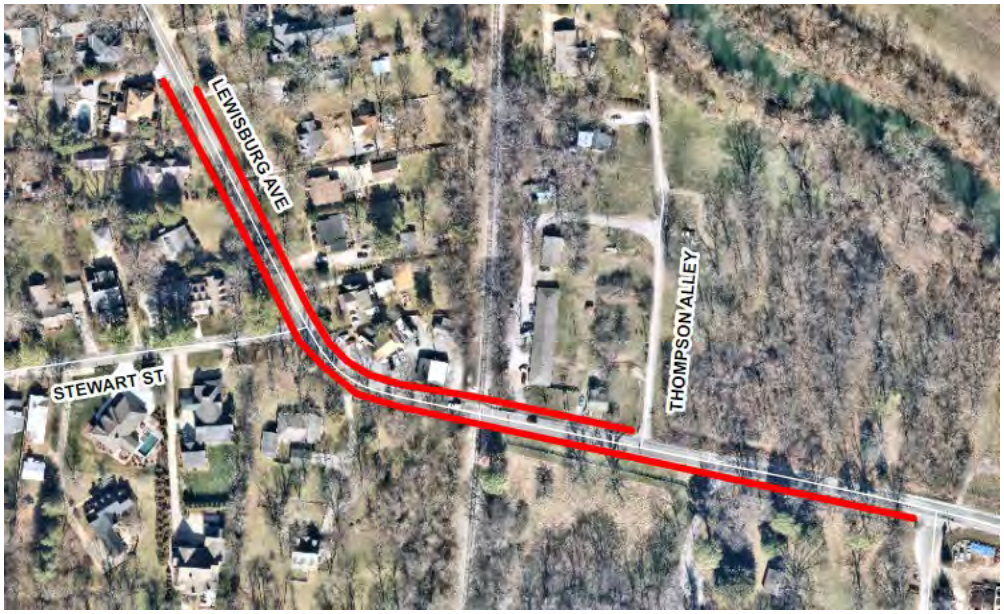
	Actual	Projected										Total
Lockwood Glen Park	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ 10,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 10,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (Arterial)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ 2,602,300	$ -	$ 1,685,573	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,287,873
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication (Q2)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 2,602,300**	**$ -**	**$ 11,685,573**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 14,287,873**

Project #: ST16030 | **Lewisburg Ave Sidewalk to Collins Farm**

Board Priority:
CIP:

The purpose of this project is to improve pedestrian access within our historic downtown. The project includes sidewalks and trails from Collins Farm to West of Stewart St.

The project will include: roadway construction, utility upgrades/relocations, curb & gutter, and accommodations for pedestrians and bicycles. Approximate project length of 1,379 LF.



Expenditure Summary

Original Project Cost Estimate	$	1,162,160
Current Project Cost Estimate	$	4,156,145
Dollars Spent as of July 2023	$	89,479

Project Status

Current Phase: **ROW/Bidding**

Financing Summary

	Actual	Projected									Total
Lewisburg Sidewalk	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ 426,380	$ -	$ 879,765	$ 2,250,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,556,145
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund Arterial	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ 300,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 300,000
Sewer Funding	$ -	$ -	$ -	$ 300,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 300,000
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 426,380**	**$ -**	**$ 879,765**	**$ 2,850,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,156,145**

Project #: ST160006 | **Jordan Road (Aspen Grove Dr-Mallory Ln)**

Board Priority:
CIP: FY 2019-2028

Improvement of Jordan Road, from Aspen Grove Road to Mallory Lane. Reconstruction of Jordan Road to City standard two (2) lane facility with turn lanes as required. Project shall include: curb & gutter, ITS Infrastructure, and accommodations for pedestrians and bicycles. Approximate project length of 1,700 LF.

Expenditure Summary

Original Project Cost Estimate	$	4,670,480
Current Project Cost Estimate	$	3,541,764
Dollars Spent as of July 2023	$	429,764

Project Status

Current Phase: **ROW/Bidding**

Financing Summary

	Actual	Projected									Total
Jordan Road	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (CA1)	$ 300,000	$ -	$ 1,241,764	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,541,764
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 300,000**	**$ -**	**$ 3,241,764**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,541,764**

Projects by Category

Design - Committed

Project		Total Cost
New City Hall	$	99,690,597
Long Lane & Old Peytonsville	$	45,735,967
McEwen Phase 5	$	19,800,687
Liberty Park Improvements	$	11,672,355
Main Barn Restoration (Harlinsdale)	$	4,000,004
Total Budgeted - Committed	**$**	**180,899,610**

Project #: FM16001 | **New City Hall Plaza**

Board Priority:
CIP: FY 2019-2028

New City Hall Plaza. Redevelopment of existing site, including new City Hall, 200 space underground parking, streetscape along 3rd Avenue, limited expansion of retail space along 3rd Avenue and 1 ac. Park at corner of 3rd and Church.

Expenditure Summary

Original Project Cost Estimate	$	24,500,000
Current Project Cost Estimate	$	99,690,597
Dollars Spent as of July 2023	$	740,597

Project Status

Current Phase: **Design-Committed**

Financing Summary

	Actual	Projected										Total
New City Hall	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ 636,010	$ 1,000,000	$ 4,000,000	$ 5,000,000	$ 4,054,587	$ -	$ -	$ -	$ -	$ -	$ -	$ 14,690,597
General - Bond Proceeds	$ -	$ -	$ -	$ 85,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 85,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 636,010**	**$ 1,000,000**	**$ 4,000,000**	**$ 90,000,000**	**$ 4,054,587**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 99,690,597**

Project #: ST16017 | **Long Ln and Old Peytonsville Rd Connector**

Board Priority:

CIP: FY 2019-2028

Included in the update to the Major Thoroughfare Plan are 2 crossings of I-65. This project is one of those crossings as is intended to connect Old Peytonsville Road with Long Lane. The main advantage of this crossing is to allow for traffic interconnectivity across I-65 without having to use Goose Creek By-Pass or Highway 96. Limits of construction are from Five Mile Creek Bridge to 500 feet east of Baskin Property. Approximately 2,500 LF.

Project located in Collector Service Area 2.

Expenditure Summary

Original Project Cost Estimate	$	22,288,800
Current Project Cost Estimate	$	45,735,967
Dollars Spent as of July 2023	$	5,202,633

Project Status

Current Phase: **Design-Committed**

Financing Summary

	Actual	Projected									Total
Long Lane & Old Peytonsville	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ 2,500,000	$ -	$ 1,500,000	$ 1,500,000	$ 1,500,000	$ 1,967,054	$ -	$ -	$ -	$ -	$ -	$ 8,967,054
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ 32,000,000	$ -	$ -	$ -	$ -	$ -	$ 32,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (Coll.SA 2)	$ 3,755,213	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,755,213
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
In Lieu of Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ 1,013,700	$ -	$ -	$ -	$ -	$ -	$ 1,013,700
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 6,255,213**	**$ -**	**$ 1,500,000**	**$ 1,500,000**	**$ 1,500,000**	**$ 34,980,754**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 45,735,967**

Project #: ST16022 | **E McEwen Dr. Ext. (Wilson Pike to City Limits)**

Board Priority:
CIP: FY 2019-2028

Extension of East McEwen Drive from Wilson Pike (SR-252) to the Franklin/Brentwood City Limits. This project shall be constructed as a two (2) lane facility with earthwork to support a future expansion to a four (4) lane, median divided facility. This project shall include: access management (as possible), curb & gutter, ITS Infrastructure, and accommodations for pedestrians and bicycles.

Expenditure Summary

Original Project Cost Estimate	$	19,634,800
Current Project Cost Estimate	$	19,800,687
Dollars Spent as of August 2021	$	1,120,687

Project Status

Current Phase: **Design-Committed**

Financing Summary

	Actual	Projected									Total
McEwen Phase 5	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ 250,000	$ -	$ 500,000	$ 500,000	$ 750,000	$ 1,167,249	$ 1,000,000	$ 512,635	$ -	$ -	$ -	$ 4,679,884
General - Bond Proceeds	$ 570,544	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 570,544
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ 1,000,000	$ 500,000	$ 500,000	$ 250,000	$ 250,000	$ 500,000	$ 500,000	$ -	$ -	$ -	$ 3,500,000
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
In Lieu of Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ 1,000,000	$ 1,000,000	$ 2,000,000	$ 500,000	$ 500,000	$ 3,000,000	$ 3,050,259	$ -	$ -	$ -	$ 11,050,259
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 820,544**	**$ 2,000,000**	**$ 2,000,000**	**$ 3,000,000**	**$ 1,500,000**	**$ 1,917,249**	**$ 4,500,000**	**$ 4,062,894**	**$ -**	**$ -**	**$ -**	**$ 19,800,687**

Project #: PK16009 | **Liberty Park Improvements**

Board Priority:
CIP: FY 2019-2028

Liberty Park Improvements: The first phase of Liberty Park was completed in 2003 with the second phase completed in 2008. The proposed project would complete the park by adding two parking areas, tennis courts or pickle ball, basketball courts, a lighted multipurpose field, mountain biking trails and a restroom/pavilion combination facility.

Expenditure Summary

Original Project Cost Estimate	$	5,400,000
Current Project Cost Estimate	$	11,672,355
Dollars Spent as of July 2023	$	322,355

Project Status

Current Phase: **Design-Committed**

Financing Summary

	Actual	Projected									Total
Liberty Park Improvements	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ 2,000,000	$ 2,000,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,000,000
Parkland Dedication (Q1)	$ 3,750,000	$ -	$ 2,000,000	$ 1,922,355	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,672,355
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 3,750,000**	**$ -**	**$ 4,000,000**	**$ 3,922,355**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 11,672,355**

Project #: PK16002 — Main Barn Restoration (Harlinsdale)

Board Priority:
CIP:

In 2005, a master plan was completed by Archimania, but was more of an overview of the site. The objective of the updated master plan is to evaluate specific structures and develop concepts that broaden their usefulness. In FY19, the Parks Department has budgeted for a master plan update for architectural services to include the Main Barn. The master plan will identify the history/current use; proposed programming/use, HVAC/Sprinkler (dry system) and existing conditions which will result in concept drawings. The consultant will provide a conceptual opinion of probable cost for the total restoration project.

Expenditure Summary

Original Project Cost Estimate	$	1,809,070
Current Project Cost Estimate	$	4,000,004
Dollars Spent as of July 2023	$	400,004

Project Status

Current Phase: **Design-Committed**

Financing Summary

	Actual	Projected									Total
Main Barn Restoration (Harlinsdale)	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ 2,417,870	$ -	$ 1,182,134	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,600,004
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ 100,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 100,000
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ 300,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 300,000
Total	**$ 2,817,870**	**$ -**	**$ 1,182,134**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,000,004**

Projects by Category

Design - Uncommitted

Project		Total Cost
Mallory/N Royal Oaks/Liberty	$	21,723,895
Carlisle Ln (SR96W-Future Mack Hatcher Pkwy)	$	20,000,000
Church Street	$	16,532,450
Peytonsville Rd & Pratt Ln Int. Improvements	$	14,100,000
Lewisburg Sidewalk - Collins Farm to Carriage Park Drive	$	5,389,479
Greenway (Aspen Grove to Mack Hatcher)	$	5,283,353
Greenway (Pinkerton Park to Franklin Road Bridge)	$	5,250,000
Mack Hatcher Multiuse Trail (Franklin-Hillsboro)	$	4,800,000
Lewisburg Sidewalk - Carriage Park Drive to Mack Hatcher	$	4,189,479
Main St Sidewalk Repair Project	$	3,013,164
Total Budgeted - Uncommitted	**$**	**100,281,820**

Project #: ST16014 | **Mallory/N Royal Oaks & Liberty Int. Imp.**

Board Priority:

CIP:

This project includes Improvements to Mallory Ln, North Royal Oaks Boulevard and Liberty Pike . This section of roadway is projected to be at a failure level in the next 3-4 years based on the proposed development along Mallory Lane and Carothers Parkway. If this project is not completed, there will be significant delays along these sections of roadway.

The project will include roadway construction, access management (as allowed), utility upgrades/relocations, curb & gutter, bridge construction, and accommodations for pedestrians and bicycles. Approximate project length of 4,652 LF.

Expenditure Summary

Original Project Cost Estimate	$	15,000,000
Current Project Cost Estimate	$	21,723,895
Dollars Spent as of July 2023	$	723,895

Project Status

Current Phase: **Design - Uncommitted**

Financing Summary

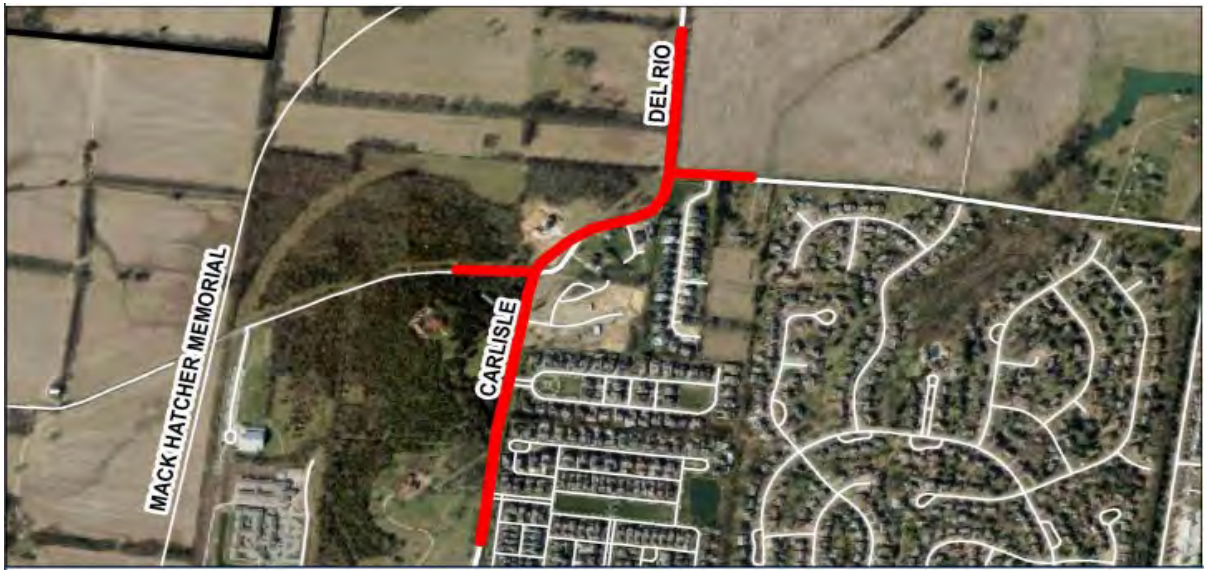
	Actual	Projected										Total
Mallory/N Royal Oaks/Liberty	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ 323,895	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 323,895
General - Bond Proceeds	$ -	$ -	$ -	$ 2,000,000	$ -	$ 9,000,000	$ -	$ -	$ -	$ -	$ -	$ 11,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ 475,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 475,000
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax - City	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax - County	$ -	$ -	$ -	$ -	$ -	$ 9,025,000	$ -	$ -	$ -	$ -	$ -	$ 9,025,000
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ 400,000	$ -	$ -	$ -	$ -	$ -	$ 400,000
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ 500,000
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 798,895**	**$ -**	**$ -**	**$ 2,000,000**	**$ -**	**$ 18,925,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 21,723,895**

Project #: ST16001 **Carlisle Ln (SR96W-Future Mack Hatcher Pkwy)**

Board Priority:
CIP: FY 2019-2028

Carlisle Lane include improvements from Highway 96 West (SR-96) to the future Mack Hatcher improvements. The typical section will include two (2) lanes with turn lanes; bike lanes; sidewalks, curb/gutter and drainage improvements. Approximate project length of 4,830 LF

Project located in Collector Service Area 4



Expenditure Summary

Original Project Cost Estimate	$	8,490,720
Current Project Cost Estimate	$	20,000,000
Dollars Spent as of July 2023	$	-

Project Status

Current Phase **Design - Uncommitted**

Financing Summary

	Actual	Projected									Total
Carlisle Ln (SR96W-Future Mack Hat	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,000,000	$ -	$ -	$ -	$ 20,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (SA4)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 20,000,000	$ -	$ -	$ -	$ 20,000,000

Project #: ST19006 | **Church Street**

Board Priority:
CIP: FY 2019-2028

This project is to upgrade Sanitary Sewer, Water and Stormwater infrastructure in our historic downtown area. We are having issues with all utilities along this corridor and they are in need of upgrades and replacement.

The existing stormwater system needs to be upgraded to provide service to the Parkview area. This area has been a problem since the early 80's with no improvements made. The roadways lack drainage infrastructure. This infrastructure is needed to help protect localized flooding during heavy rain events. This project would also include the install of a water quality feature at the Harpeth River. The goal is to extend infrastructure into the Parkview Area to address localized flooding.

Original Project Cost Estimate	$	11,231,644
Current Project Cost Estimate	$	16,532,450
Dollars Spent as of July 2023	$	390,784

Project Status
Current Phase: **Design - Uncommitted**

Financing Summary

	Actual	Projected									Total
Church Street	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ 600,000	$ 600,000	$ 624,535	$ -	$ -	$ -	$ -	$ -	$ 1,824,535
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (SA1)	$ 303,957	$ -	$ -	$ -	$ 3,000,000	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	$ 6,303,957
Road Impact Fund (SA2)	$ 303,958	$ -	$ -	$ -	$ 3,000,000	$ 3,000,000	$ -	$ -	$ -	$ -	$ -	$ 6,303,958
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ 350,000	$ 350,000	$ -	$ -	$ -	$ -	$ -	$ 700,000
Sewer Funding	$ -	$ -	$ -	$ -	$ 700,000	$ 700,000	$ -	$ -	$ -	$ -	$ -	$ 1,400,000
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ 607,915	$ -	$ -	$ 600,000	$ 7,650,000	$ 7,674,535	$ -	$ -	$ -	$ -	$ -	$ 16,532,450

Project #: ST16005A | **Peytonsville Rd & Pratt Ln Int. Improvements**

Board Priority:
CIP: FY 2019-2028

Reconstruction of the intersection of Peytonsville Road and Pratt lane to a conventional T-intersection. The included section Old Peytonsville Road shall be reconstruction as a four (4) lane, median divided facility, while the included section of Pratt Lane shall be reconstructed as a two (2) lane facility. Both streets shall have turn lanes as required. Project shall include: access management (as allowable), curb & gutter, ITS Infrastructure, and accommodations for pedestrians and bicycles. Approximate project length of 2,300 LF. Project located in Collector Service Area 3.

Expenditure Summary

Original Project Cost Estimate	$	9,913,416
Current Project Cost Estimate	$	14,100,000
Dollars Spent as of July 2023	$	-

Project Status

Current Phase: **Design - Uncommitted**

Financing Summary

Peytonsville Rd & Pratt Ln Int. Impro	Actual thru FY 2023	Projected FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ 10,000,000	$ -	$ -	$ -	$ -	$ -	$ 10,000,000
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund (SA2)	$ -	$ -	$ 900,000	$ 900,000	$ 900,000	$ 900,000	$ -	$ -	$ -	$ -	$ -	$ 3,600,000
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ 500,000
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ 900,000	$ 900,000	$ 900,000	$ 11,400,000	$ -	$ -	$ -	$ -	$ -	$ 14,100,000

Project #: ST16030 **Lewisburg Ave Trail Carriage Park Dr. to Mack Hatcher (SR-397)**

Board Priority:
CIP:

This project includes the construction of multi purpose trail along the south side of Lewisburg Pike. Staff is working on the design and will try to obtain future federal funding to help move this project forward.

The project will include utility upgrades/relocations, curb & gutter, bridge construction/rehabilitation, and accommodations for pedestrians and bicycles. Approximate project length of 4,266 LF

Expenditure Summary

Original Project Cost Estimate	$	1,162,160
Current Project Cost Estimate	$	5,389,479
Dollars Spent as of July 2023	$	89,479

Project Status

Current Phase **Design - Uncommitted**

Financing Summary

	Actual	Projected									Total
Lewisburg Sidewalk	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund Arterial	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 389,479	$ 500,000	$ -	$ 889,479
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 4,500,000	$ -	$ 4,500,000
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 389,479**	**$ 5,000,000**	**$ -**	**$ 5,389,479**

Project #: PK16011 — Greenway (Aspen Grove to Mack Hatcher)

Board Priority:

CIP: FY 2019-2028

Aspen Grove Trail Connection is identified in the Parks Master Plan as 1/2-mile trail~greenway connection that will link pedestrians from the Cool Springs area to the Mack Hatcher trailhead and multipurpose pathway located on Mack Hatcher Parkway. The existing multipurpose pathway is connected to Harlinsdale Farm and ultimately to the historic downtown. Land acquisition and construction will be part of constructing the missing link.

Expenditure Summary

Original Project Cost Estimate	$	1,555,000
Current Project Cost Estimate	$	5,283,353
Dollars Spent as of July 2023	$	83,353

Project Status

Current Phase: **Design - Uncommitted**

Financing Summary

	Actual	Projected									Total
Greenway (Aspen Grove to Mack Ha	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ 1,250,000	$ 1,250,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,500,000
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ 75,000	$ -	$ 1,354,000	$ 1,354,353	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,783,353
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ 75,000**	**$ -**	**$ 2,604,000**	**$ 2,604,353**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 5,283,353**

Project #: PK19007 | **Greenway (Pinkerton Park to Franklin Road Bridge)**

Board Priority:
CIP: FY 2019-2028

From the existing trail inside Pinkerton Park, the greenway would head north and west along the banks of the Harpeth, this time hugging a small shelf below Fort Granger as the trail approaches Downtown Franklin and would connect under the Franklin Road Bridge leading to the new sidewalk toward the Park at Harlinsdale Farm or south into downtown Franklin.
Dependent upon the bridge on franklin Road.

Expenditure Summary

Original Project Cost Estimate	$	5,328,400
Current Project Cost Estimate	$	5,250,000
Dollars Spent as of July 2023	$	-

Project Status

Current Phase: **Design - Uncommitted**

Financing Summary

	Actual	Projected										Total
Greenway (Pinkerton Park to Franklin	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ 2,247,800	$ 2,500,000	$ -	$ -	$ -	$ 4,747,800
Hotel Motel	$ -	$ -	$ -	$ 502,200	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 502,200
Parkland Dedication (1)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Other Municipalities	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ 502,200	$ -	$ -	$ 2,247,800	$ 2,500,000	$ -	$ -	$ -	$ 5,250,000

Project #: ST16024 | **Mack Hatcher Multiuse Trail (Franklin-Hillsboro)**

Board Priority:
CIP: FY 2019-2028

The Mack Hatcher Parkway (SR-397) has been designed with a multi-use path on the south side of the road. A 12' multi-use path exists from Franklin Road to Daniel McMahon Lane.

Expenditure Summary

Original Project Cost Estimate	$	3,600,000
Current Project Cost Estimate	$	4,800,000
Dollars Spent as of July 2023	$	-

Project Status

Current Phase: **Design - Uncommitted**

Financing Summary

	Actual	Projected									Total
Mack Hatcher Multiuse Trail (Frankli	thru FY 2023	FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Available
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 150,000	$ 650,000	$ 4,000,000	$ 4,800,000
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 150,000	$ 650,000	$ 4,000,000	$ 4,800,000

Project #: ST16030 **Lewisburg Ave Trail Collins to Carriage Park Dr.**

Board Priority:
CIP:

This project includes the construction of multi purpose trail along the south side of Lewisburg Pike. Staff is working on the design and will try to obtain future federal funding to help move this project forward.

The project will include utility upgrades/relocations, curb & gutter, bridge construction/rehabilitation, and accommodations for pedestrians and bicycles. Approximate project length of 4,000 LF

Expenditure Summary

Original Project Cost Estimate	$	1,162,160
Current Project Cost Estimate	$	4,189,479
Dollars Spent as of July 2023	$	89,479

Project Status

Current Phase **Design - Uncommitted**

Financing Summary

	Actual	Projected									Total
Lewisburg Sidewalk	**thru FY 2023**	**FY 2024**	**FY 2025**	**FY 2026**	**FY 2027**	**FY 2028**	**FY 2029**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**Available**
Internal												
General - Cash	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund Arterial	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ 150,000	$ 539,479	$ -	$ -	$ -	$ -	$ 689,479
Parkland	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ 3,500,000	$ -	$ -	$ -	$ -	$ 3,500,000
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Utility Reimbursements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Developer Agreements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,000**	**$ 4,039,479**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,189,479**

Project #: ST19001 | **Main St Sidewalk Repair Project**

Board Priority:
CIP: FY 2019-2028

Main Streets Streetscape project was completed in the early 90's. The existing brick pavers are faded and uneven creating numerous ADA issues along our main street. In addition, the tree grates need to be replaced. Staff is proposing to replace all the brick pavers and crosswalks to bring

Expenditure Summary

Original Project Cost Estimate	$	2,200,000
Current Project Cost Estimate	$	3,013,164
Dollars Spent as of July 2023	$	13,164

Project Status

Current Phase: **Design - Uncommitted**

Financing Summary

Main St Sidewalk Repair Project	Thru FY 2023	Projected FY 2024	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030	FY 2031	FY 2032	FY 2033	Total Available
Internal												
General - Cash	$ 250,000	$ -	$ 690,791	$ 690,791	$ 690,791	$ 690,791	$ -	$ -	$ -	$ -	$ -	$ 3,013,164
General - Bond Proceeds	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sanitation Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Road Impact Fund	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Stormwater	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hotel Motel	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parkland Dedication	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Water Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sewer Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
External												
Federal Funding	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
MPO/TDOT	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
County Facilities Tax	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Private Fundraising	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	$ 250,000	$ -	$ 690,791	$ 690,791	$ 690,791	$ 690,791	$ -	$ -	$ -	$ -	$ -	$ 3,013,164

Current Project Cost Estimate: $ 3,013,164
Remaining Funding Needed: $ -

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 dedicated $0.07 of the total property tax rate (at the time $0.07 on $0.4165/$100 of assessed value, currently $0.3261/$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 Financing & *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**

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Appendices: Capital

Appendix C: Impact of Capital Improvements on the 2025 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. Appendix A illustrates the increasing, nominal and decreasing annual operating budget impacts for approved capital projects in the FY 2025 budget. Although just and estimate, it is hoped that this "stop-light" approach to categorizing operating impacts sis a good start and will assist policy and decision makers, staff and taxpayers understand how investments today continue to make financial impacts well into the future.

In addition, the City of Franklin monitors operating impacts of certain financing sources for capital improvements:

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. 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 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.

Capital Expenditures

The following is a detailed list of Capital Expenditures Appropriated in the FY 2025 Operating Budget. A key is provided describing the estimated operational impact of each expenditure: ⇧ (Increase in cost), = (nominal change), ⇩ (decrease in cost) and an estimate- of that change. *(Estimate is an asusmption of cost savings through EITHER replacement of vehicles and related repair savings, deferral of assets through renewal efforts or cost increases due to adds to overall fleet and assets).

Department	Request	Amount	Bond Funded	Total	Impact on Operations	
					Impact Indicator	Annual Amount of increase/decrease
Operations						
General Fund:						
TOC	Donelson Creek Parkway/Lewisburg Pike Signal	$ 650,000	$ -	$ 650,000	=	$ -
TOC	South Margin/Lewisburg/5th Ave. Design	$ 200,000	$ -	$ 200,000	=	$ -
City-Wide	Transfer to Capital Projects Fund	$ 5,061,000	$ -	$ 5,061,000	=	$ -
TOTAL		**$ 5,911,000**	**$ -**	**$ 5,911,000**		**$ -**
Street Aid						
Streets	Street Resurfacing	$ 4,216,410	$ -	$ 4,216,410	=	$ -
Streets	Pavement Restoration	$ 372,802	$ -	$ 372,802	⇩	$ (75,000)
Streets	Sidewalks	$ 1,216,000		$ 1,216,000	=	$ -
Streets	Sidewalks	$ 415,000	$ -	$ 415,000	=	$ -
TOTAL		**$ 6,220,212**	**$ -**	**$ 6,220,212**		**$ (75,000)**
County Facilities Fund						
City-Wide	Intersection Improvements at new F.S.S.D. HQ	$ 200,000		$ 200,000	=	$ -
TOTAL		**$ 200,000**	**$ -**	**$ 200,000**		**$ -**
Hotel/Motel Fund						
City-Wide	Contribution to the Merrill-Williams House	$ 50,000		$ 50,000		
City-Wide	Cool Springs Conference Center Infrastructure	$ 1,200,000		$ 1,200,000	⇩	$ (40,000)
TOTAL		**$ 1,250,000**	**$ -**	**$ 1,250,000**		**$ (40,000)**
Total all Capital Expenditures budgeted in Operations:				**$ 13,581,212**		**$ (115,000)**

Capital Expenditures

The following is a detailed list of Capital Expenditures Appropriated in the FY 2025 Operating Budget. A key is provided describing the estimated operational impact of each expenditure: ⇧ (Increase in cost), = (nominal change), ⇩ (decrease in cost) and an estimate- of that change. *(Estimate is an asusmption of cost savings through EITHER replacement of vehicles and related repair savings, deferral of assets through renewal efforts or cost increases due to adds to overall fleet and assets).

Department	Request	Amount	Bond Funded	Total	Impact on Operations	
					Impact Indicator	Annual Amount of increase/decrease
Capital						
General Fund:						
TOC	Various traffic flow/control improvements	$ 2,455,000		$ 2,455,000	↑	$ 25,000
Streets	Brine Making Equipment	$ 165,000	$ -	$ 165,000	↓	$ 5,000
Streets	Platform Ladder Truck	$ 183,970		$ 183,970	↓	$ 5,000
IT	Various Equipment	$ 325,000		$ 325,000	=	$ -
Engineeering	Capital Project Management Software	$ 74,000		$ 74,000	↓	$ (100,000)
Parks	LED Lighting @ Jim Warren Park	$ 300,000		$ 300,000	↓	$ 25,000
TOTAL		**$ 3,502,970**	**$ -**	**$ 3,502,970**		**$ (40,000)**
Sanitation Fund:						
SES Collection	Replacement of Side Loaders & Knucklebooms	$ 1,273,413		$ 1,273,413	↓	$ (85,000)
TOTAL		**$ 1,273,413**	**$ -**	**$ 1,273,413**		**$ (85,000)**
City Facilities Tax						
Police	Special Operations - Armored Vehicle	$ 354,000		$ 354,000	↑	$ 15,000
TOTAL		**$ 354,000**	**$ -**	**$ 354,000**		**$ 15,000**
Stormwater						
Stormwater	Vaccum Truck	$ 498,536		$ 498,536	=	$ -
Stormwater	Stream Restoration Projects	$ 400,000		$ 400,000	=	$ -
TOTAL		**$ 898,536**	**$ -**	**$ 898,536**		**$ -**
Hotel/Motel Fund						
Planning	Preservation Plan	$ 100,000		$ 100,000	=	$ -
City-wide	Hotel Occupancy tax Audit	$ 45,000		$ 45,000		
Parks	LED Lighting @ Jim Warren Park	$ 300,000		$ 300,000	↓	$ (25,000)
TOTAL		**$ 445,000**	**$ -**	**$ 445,000**		**$ (25,000)**
Transit Fund						
Transit	Replacement Vehicles	$ 350,000		$ 350,000	=	$ -
TOTAL		**$ 350,000**	**$ -**	**$ 350,000**		**$ -**
Water & Sewer Fund						
Water	Various capital improvements	$ 1,249,600		$ 1,249,600	↓	$ (35,000)
Wastewater	Various capital improvements	$ 16,310,329		$ 16,310,329	↓	$ (200,000)
TOTAL		**$ 17,559,929**	**$ -**	**$ 17,559,929**		**$ (235,000)**
Total all Capital Expenditures budgeted in Capital:		**$ 24,383,848**	**$ -**	**$ 24,383,848**	**$ -**	**$ (370,000)**
Total All Capital proposed FY 2025				**$ 37,965,060**		**$ (485,000)**

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APPENDICES: 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 April 2021, 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 $36.9 million in FY 2024). 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 $32.3 million in FY 2025). 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 these 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 - Capital Assets Policy**
  - **Appendix G - Investments Policy**

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

Appendix D – Policies: General Fund - Fund Balance

City of Franklin
General Fund
Fund Balance Policy

Objectives for Establishing the Fund Balance Policy

The Fund Balance Policy is intended to provide guidelines during the preparation of and deliberations on the annual budget to ensure that sufficient reserves are maintained for unanticipated expenditures or revenue shortfalls and to preserve flexibility throughout the fiscal year to make adjustments in funding for programs approved in connection with the annual budget. The Fund Balance Policy should be established based upon a long-term perspective recognizing that stated thresholds are considered minimum balances. The objective of establishing and maintaining a Fund Balance Policy is for the City to be in a strong fiscal position that will be better able to weather negative economic trends. Factors for maintaining sufficient Fund Balance include the ability to:

- Maintain covenants of third party agreements;
- Provide funds for enacted Ordinances and Resolutions of the Board of Mayor and Aldermen;
- Mitigate State budget actions that may reduce City revenue;
- Absorb liability settlements;
- Mitigate economic downturns that the City may face in the future;
- Front-fund or completely fund, if necessary, disaster costs or costs associated with emergencies.
- Fund the City's expenditures and debt service payments during the first few months of the year before traditional revenues are realized;
- Fund non-recurring expenses identified as necessary by the Board of Mayor and Alderman
- Fund one-time capital expenses identified as necessary by the Board of Mayor and Alderman

The Fund Balance will consist of three funds: the Reserve Fund, the Designated Fund, and the Undesignated/Unreserved Fund:

- **The Reserve Fund** consists of funds that are mandated by a third party through laws, regulations, and other legal requirements to be used for a specific purpose. There is no minimum percentage requirement for this account. *(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, all non-spendable and restricted components of fund balance are included within the Reserve Fund).*

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.

Appendix D – Policies: General Fund - Fund Balance

General Fund
Fund Balance Policy Addendum
Order of Use of Funds

Stabilization Funds
Maintaining a Financial Stabilization Account is a necessity for sound financial management and fiscal accountability. The City's governing body has the authority to establish a Financial Stabilization Account that will be a **Committed Fund Balance**.

A Financial Stabilization Account is established for the purpose of providing funds for an urgent event that affects the safety of the general public (e.g. flood, tornado, etc.) or financial stability.

For FY 2025 the City of Franklin projects to have $37,043,289 in its stabilization account as follows:

Urgent Event	Percent of Total 33%	Amount
Contingency	5%	$ 5,612,620
Emergency	5%	$ 5,612,620
Cash Flow Stabilization	14%	$15,715,335
Debt Service	3%	$ 3,367,572
Property/Liability/Health Insurance	4%	$ 4,490,096
Other Post Employment Benefits	2%	$ 2,245,048
	33%	$37,043,289

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

Appendix D – Policies: General Fund - Fund Balance

when the specific expenditures exceed 10% of budgeted amount, or a specific amount such as $100,000.

If due to an urgent event, funds are needed from the stabilization fund in excess of funds currently budgeted:

1. Anticipated funds in excess of budgeted funds will be temporarily deducted from the Stabilization fund.
2. After actual expenditures used are determined, a budget amendment will be submitted to the City's governing body to amend the budget for the excess funds used if unassigned funds are available.
3. In the event that unassigned funds are not available, the Board will replenish the Financial Stabilization Account balance to the established minimum level within four years in equal increments unless otherwise provided.

Date last reviewed: September 23, 2014
Updated numbers: May 2024

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.

Appendix E – Debt Management Policy

CITY OF FRANKLIN

TENNESSEE

Debt Management Policy

Prepared by
Public Financial Management, Inc.
Originally Adopted on June 23, 2009
Revised and Adopted by Finance Committee, March 10, 2016
Revised and Adopted by Board of Mayor & Aldermen, April 12, 2016
Revised and Proposed by Staff, November 30, 2017

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Introduction

Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.

Since the guidelines contained in the Policy require regular updating in order to maintain relevance and to respond to the changes inherent in the capital markets, the City plans to revisit the Policy from time to time.

City of Franklin
Debt Management Policy

I. Policy Statement

In managing its debt, it is the City's policy to:

- Achieve the lowest cost of capital
- Ensure high credit quality
- Assure access to the capital credit markets
- Preserve financial flexibility
- Manage interest rate risk exposure

II. Goals & Objectives

Debt policies and procedures are tools that ensure that financial resources are adequate to meet the City's long-term planning objectives. In addition, the Debt Management Policy ("Policy") helps to ensure that financings undertaken by the City satisfy certain clear objective standards which allow the City to protect its financial resources in order to meet its long-term capital needs. The adoption of clear and comprehensive financial policies enhances the internal financial management of the City.

The Policy formally establishes parameters for issuing debt and managing a debt portfolio which considers the City's specific capital improvement needs; ability to repay financial obligations; the existing legal, economic, and financial and debt market conditions. Specifically, the policies outlined in this document are intended to assist in the following:

- To guide the City and its managers in policy and debt issuance decisions
- To maintain appropriate capital assets for present and future needs
- To promote sound financial management
- To protect the City's credit rating
- To ensure the legal use of City's debt issuance authority
- To promote cooperation and coordination with other stakeholders in the financing and delivery of services
- To evaluate debt issuance options

III. Issuance Process

The City charter, which was approved by private Act of the Tennessee Legislature as Chapter 126 in 1967, as amended, authorizes the City to issue general obligation bonds subject to the adoption of a bond resolution by the Board of Mayor and Aldermen. Other sections of the Tennessee Code Annotated and the Federal Tax Code may govern the issuance or structure of the City's bonds.

These provisions serve as a basis for the City's affordability guidelines described later in this policy.

IV. Credit Quality and Credit Enhancement

The City's debt management activities will be conducted to receive the highest credit ratings possible, consistent with the City's financing objectives. The Finance Director will be responsible for maintaining relationships and communicating with the rating agencies that assign ratings to the City's debt. The Finance Director will provide the rating agencies with periodic updates of the general financial condition of the City. Full disclosure of operations and open lines of communication shall be maintained with the rating agencies. The City, together with the Financial Advisor, shall prepare presentations to the rating agencies to assist credit analysts in making an informed decision. The Finance Director shall be responsible for determining whether or not a rating shall be requested on a particular financing, and which of the major rating agencies will be asked to provide such rating.

The City will make an annual credit presentation to the Board of Mayor and Aldermen, explaining the City's current rating, rating agency views on the City's performance and current items which may positively or adversely affect the City's General Obligation credit rating.

The City will consider the use of credit enhancements on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when clearly demonstrable savings can be shown shall an enhancement be considered. The City will consider each of the following enhancements as alternatives by evaluating the cost and benefit of such enhancements:

1. Bond Insurance

The City may purchase bond insurance when such purchase is deemed prudent and advantageous for negotiated sales. The predominant determination shall be based on such insurance being less costly than the present value of the difference in the interest on insured bonds versus uninsured bonds. For competitive sales, the purchaser of the bonds will determine whether bond insurance will be used.

The City will solicit quotes for bond insurance from interested providers, or in the case of a competitive sale, allow bidders to request bond insurance. In a negotiated sale, the City will select a provider whose bid is most cost effective and whose terms and conditions governing the guarantee are satisfactory to the City. The winning bidder in a competitive sale will determine the provider of bond insurance.

2. Letters of Credit

The City may enter into a letter-of-credit (LOC) agreement when such an agreement is deemed prudent and advantageous. The City will prepare and distribute a request for qualifications to qualified banks or other qualified financial institutions which includes terms and conditions that are acceptable to the City.

V. Debt Affordability

The ratios and standards identified below are intended to provide guidelines which permit and facilitate long-term access to capital while ensuring that financial leveraging decisions do not negatively impact the City's annual operations. The City shall consider the ability to repay debt as it relates to the total budget resources and the property tax base:

Total Budget Resources

- Net Direct Debt divided by Operating Revenues ≤ 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 net variable rate debt outstanding (excluding (1) debt which has been converted to synthetic fixed rate debt and (2) an amount of debt considered to be naturally hedged to short-term assets in the Unreserved Fund Balance) shall not exceed 20% of the City's total outstanding debt and will take into consideration the amount and investment strategy of the City's operating cash.

1. The following circumstances may result in the consideration of issuing variable rate debt:

a) *Asset-Liability Matching*

b) *Construction Period Funding*

c) *High Interest Rates.* Interest rates are above historic averages.

d) *Variable Revenue Stream.* The revenue stream for repayment is variable, and is anticipated to move in the same direction as market-generated variable interest rates, or the dedication of revenues allows capacity for variability.

e) *Adequate Safeguards Against Risk.* Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts; such structures could include, but are not limited to, interest rate caps and short-term cash investments in the City's General Fund.

f) *Financial Advisor Analysis*. An analysis from the City's Financial Advisor evaluating and quantifying the risks and returns involved in the variable rate financing and recommending variable rate as the lowest cost option.

g) *As a Component to Synthetic Fixed Rate Debt.* Variable rate bonds may be used in conjunction with a financial strategy, which results in synthetic fixed rate debt. Prior to using synthetic fixed rate debt, the City shall certify that present value savings of at least 3% results from issuing synthetic fixed rate debt relative to traditional fixed rate debt.

VIII. Use of Synthetic Debt

The Finance Director will determine whether the use of synthetic debt is appropriate and will comply with the state statutes regulating the use of synthetic debt.

Swaps are appropriate to use when they achieve a specific objective consistent with overall financial policy. Swaps may be used, for example, to lock-in a current market fixed rate or create additional variable rate exposure. Swaps may be used to produce interest rate savings, alter the pattern of debt service payments, or for asset/liability matching purposes. Swaps may be used to cap, limit or hedge variable rate payments.

Options granting the right to commence or cancel an underlying swap may be used to the extent the swap itself is otherwise consistent with these guidelines; however, the Finance Director must determine if the use of any such option is appropriate and warranted given the potential benefit, risks, and objectives of the City.

IX. Refinancing Outstanding Debt

The Finance Director with assistance from the City's Financial Advisor shall have the responsibility to analyze outstanding bond issues for refunding opportunities. The Finance Director will consider the following issues when analyzing possible refunding opportunities:

1. Debt Service Savings

Absent other compelling considerations such as the opportunity to eliminate onerous or restrictive covenants contained in existing debt documents, the Finance Director establishes a minimum present value savings threshold of 3.0% of the advanced refunded bond principal amount. The present value savings will be net of all costs related to the refinancing. If present value savings is less than 3.0%, the Finance Director may consider the option value captured as a percent of total savings. If the option value exceeds 70% and present value savings is less than 3.0%, the Finance Director may opt to complete a refunding. If the present value savings per maturity is at least 3.0% but less than 70% of the option value, the Finance Director may opt to complete a refunding. The decision to take savings on an upfront or deferred basis must be explicitly approved by the Board of Mayor and Alderman. Current refunding opportunities will be considered by the Finance Director if the refunding generates positive present value savings.

2. Restructuring for economic purposes

The City will refund debt when it is in the best financial interest of the City to do so. Such refunding will be limited to restructuring to meet unanticipated revenue expectations, achieve cost savings, mitigate irregular debt service payments, release reserve funds or remove unduly restrictive bond covenants.

3. Term of Refunding Issues

The City will refund bonds within the term of the originally issued debt. However, the Finance Director may consider maturity extension, when necessary to achieve a desired outcome, provided that such extension is legally permissible. The Finance Director may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of inter-generational equity should guide this decision.

4. Escrow Structuring

The City shall utilize the least costly securities available in structuring refunding escrows. In the case of open market securities, a certificate will be provided by a third party agent, who is not a broker-dealer stating that the securities were procured through an arms-length, competitive bid process, that such securities were more cost effective than State and Local Government Obligations (SLGS), and that the price paid for the securities was reasonable within Federal guidelines. Under no circumstances shall an underwriter, agent or financial advisor sell escrow securities to the City from its own account.

5. Arbitrage

The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refunding subject to the City's investment policies. Any positive arbitrage will be rebated as necessary according to Federal guidelines.

X. Methods of Issuance

The City or its designee will determine the method of issuance on a case-by-case basis.

1. **Competitive Sale**
   In a competitive sale, the City's bonds shall be awarded to the bidder providing the lowest true interest cost as long as the bid adheres to the requirements set forth in the official notice of sale.

   The City's Financial Advisor shall not be permitted to bid on the City's competitive bond sale.

2. **Negotiated Sale**
   While the City prefers the use of a competitive process, the City recognizes that some securities are best sold through negotiation. In its consideration of a negotiated sale, the City shall assess the following circumstances:

   a. State prohibitions against negotiated sales,

   b. A structure which may require a strong pre-marketing effort such as a complex transaction or a "story" bond,

   c. Size of the issue which may limit the number of potential bidders,

   d. Market volatility is such that the City would be better served by flexibility in timing a sale,

   e. Whether the Bonds are issued as variable rate demand obligations,

   f. Whether an idea or financing structure is a proprietary product of a single firm.

   The City's Financial Advisor shall not be permitted to serve as the underwriter on the City's negotiated bond sale.

3. **Private Placement**
   From time to time the City may elect to privately place its debt. Such placement shall only be considered if this method is demonstrated to result in a cost savings to the City relative to other methods of debt issuance.

   The City's Financial Advisor shall not be permitted to purchase the City's debt through a private placement.

XI. Underwriter Selection (Negotiated Transaction)

Senior Manager Selection

The Board of Mayor and Alderman or its designee shall select the senior manager for a proposed negotiated sale. The selection criteria shall include but not be limited to the following:

- The firm's ability and experience in managing complex transactions
- Prior knowledge and experience with the City
- The firm's willingness to risk capital and demonstration of such risk
- Quality and experience of personnel assigned to the City's engagement
- Financing ideas presented
- Underwriting fees

Co-Manager Selection

Co-managers will be selected on the same basis as the senior manager. In addition to their qualifications, co-managers appointed to specific transactions will be a function of transaction size and the necessity to ensure maximum distribution of the City's bonds.

Selling Groups
The City may use selling groups in certain transactions. To the extent that selling groups are used, the Finance Director at his or her discretion may make appointments to selling groups as the transaction dictates.

Underwriter's Counsel
In any negotiated sale of City debt in which legal counsel is required to represent the underwriter, the appointment will be made by the Senior Manager with input from the City.

Underwriter's Discount
The Finance Director will evaluate the proposed underwriter's discount against comparable issues in the market. If there are multiple underwriters in the transaction, the Finance Director will determine the allocation of fees with respect to the management fee, if any. The determination will be based upon participation in the structuring phase of the transaction.

All fees and allocation of the management fee will be determined prior to the sale date; a cap on management fee, expenses and underwriter's counsel will be established and communicated to all parties by the Finance Director. The senior manager shall submit an itemized list of expenses charged to members of the underwriting group. Any additional expenses must be substantiated.

Evaluation of Underwriter Performance
The Finance Director with assistance of an independent Financial Advisor will evaluate each bond sale after completion to assess the following: costs of issuance including underwriters' compensation, pricing of the bonds in terms of the overall interest cost and on a maturity-by-maturity basis, and the distribution of bonds and sales credits.

Following each sale, the Finance Director shall provide a report to the Board of Mayor and Aldermen on the results of the sale.

Syndicate Policies
For each negotiated transaction, the Finance Director will prepare syndicate policies that will describe the designation policies governing the upcoming sale. The Finance Director shall ensure receipt of each member's acknowledgement of the syndicate policies for the upcoming sale prior to the sale date.

Designation Policies
To encourage the pre-marketing efforts of each member of the underwriting team, orders for the City's bonds will be net designated, unless otherwise expressly stated. The City shall require the senior manager to:

- Equitably allocate bonds to other managers and the selling group
- Comply with Municipal Securities Rulemaking Board (MSRB) regulations governing the priority of orders and allocations
- Within 10 working days after the sale date, submit to the Finance Director a detail of orders, allocations and other relevant information pertaining to the City's sale

XII. Consultants

Financial Advisor

The City shall select a financial advisor (or advisors) to assist in its debt issuance and debt administration processes. Selection of the City's financial advisor(s) shall be based on, but not limited to, the following criteria:

- Overall quality of the firm's proposal as an indicator of its probability for success.
- Relevant Financial Advisor experience with municipal government issuers and the public sector.
- Indication that the firm has a broadly based background and is therefore capable of balancing the City's overall needs for continuity and innovation in capital planning and debt financing.
- Experience and demonstrated success as indicated by its listing of current major clients.
- The firm's professional reputation for integrity and compliance with state and federal law.
- Independence from municipal bond underwriting, trading, or other clients, activities, or events which could result in a conflict of interest.
- Professional qualifications and experience of principal employees who will work for the City.
- Commitment to fair and equitable employment practices.
- Consideration will be given to the proposed fee structure and estimated costs, but price will not be the sole determining factor.

Financial Advisory Services

Financial advisory services provided to the City shall include, but shall not be limited to the following:

- Advise the City on financial matters relating to proposed capital financing projects.
- Analyze the current debt profile and recommend appropriate changes to ensure correct mix of fixed rate debt, variable rate debt and structured products to accomplish the City's immediate and long-term fiscal objectives.
- Working with the City staff and their legal advisors, prepare Preliminary Official Statement, Official Statement, Notice of Bond Sale and other related documents.
- Advise and assist in presentations to rating agencies.
- Assist the City in obtaining competitive bids from bond underwriters, trustees, paying agents/registrars, printers and escrow verification agents, as necessary.
- In the event the City undertakes negotiated underwritings, the Financial Advisor shall represent the City's interests in all aspects of the negotiated transaction, including underwriter selection, revenue and transaction structuring, credit enhancement and pricing scales.
- Arrange for electronic disclosure and bidding services.
- Develop five and ten year debt strategies that incorporate the City's capital financing plans and revenue constraints. Discuss funding alternatives and cost benefits of proposed

strategies. Determine the City's debt or bonding capacity and the revenue impact of capital projects.

- Assist the City in identifying and obtaining new sources of funding for capital needs such as new revenues, asset sales, state and/or federal grants or incentive programs.
- Assess use of swaps and other structured products, and propose strategies, to meet the City's financing objectives.
- Develop a formal written debt policy, which incorporates the City's financial and operational objectives.
- Perform annual credit/scorecard calculations using the applicable local government criteria as provided by Moody's and Standard & Poor's.
- Perform bi-annual review of the City's credit/scorecard calculations in comparison to peer cities.
- Conduct necessary analysis and feasibility studies relating to financing of City projects, including cash flows, sources and uses, and sensitivity analysis of variables in a financing, such as interest rate, maturities, and rate of principal redemption.
- Propose innovative financing techniques, which may assist the City in minimizing costs, simplifying debt financing or achieving the City's objectives.
- Provide consultation and research on tax issues faced by the City relative to the financing of public infrastructure.
- Advise the City in complying with and preparing continuing disclosure information pursuant to Security and Exchange Commission rules.
- Cooperate and confer with the City's Bond Counsel and other advisors retained by the City.
- Review all financing documents and advise the City's Finance Director accordingly.
- Undertake such additional actions as will lead to the prompt and successful delivery of the proceeds and the production and availability of bonds.
- Make recommendations on legislation, as requested, which may significantly affect the bond's cost of financing.

Conflict of Interest

The City requires that its consultants and advisors provide objective advice and analysis, maintain the confidentiality of City financial plans, and be free from any conflicts of interest. Specifically, underwriters shall clearly identify itself in writing as an underwriter and not a financial advisor from the earliest stages of its relationship with the City. The underwriter must clarify its primary role as a purchaser of securities in an arms-length commercial transaction and that it has financial and other interests that differ from those of the City.

Bond Counsel

The City shall enter into an engagement letter agreement with the legal counsel representing the City in a debt transaction. City debt will include a written opinion by legal counsel affirming that the City is authorized to issue the proposed debt, that the City has met all legal requirements necessary for issuance, and a determination of the proposed debt's federal income tax status.

The approving opinion and other documents relating to the issuance of debt will be prepared by counsel with extensive experience in public finance and tax issues.

Disclosure by Financing Team Members

All financing team members, and their associated costs to perform such services, either on an on-time or continued basis, will be required to provide full and complete disclosure to the City and its governing body. Any and all Financing Team Members shall also disclose agreements with other financing team members and outside parties. The extent of disclosure may vary depending on the nature of the transaction. However, in general terms, no agreements shall be permitted which could compromise the firm's ability to provide independent advice which is solely in the City's best interests or which could reasonably be perceived as a conflict of interest.

XIII. Disclosure

The City will provide annual financial and economic information to the Electronic Municipal Market Access facility of the Municipal Securities Rulemaking Board. The City will also notify the MSRB of any of the following material events:

- Principal and interest payment delinquencies
- Nonpayment-related defaults
- Unscheduled draws on bond-related reserves
- Unscheduled draws on credit enhancements
- Substitution of credit or liquidity providers or the failure of performance on the part of a liquidity provider
- Adverse tax opinions or events affecting the tax-exempt status of any bonds
- Modifications to rights of bond holders
- Bond calls
- Defeasances
- Matters affecting collateral
- Rating changes

The City will also maintain a system of record keeping and reporting which complies with the arbitrage rebate compliance requirements of the federal tax code.

XIV. Debt Policy Review

The debt policy guidelines outlined herein are only intended to provide general direction regarding the future use and execution of debt, interest rate swaps and options. The City maintains the right to modify these guidelines and may make exceptions to any of them at any time to the extent that the execution of such debt, swap or option achieves City goals.

This policy will be reviewed no less frequently than annually. At that time the Finance Director will consider any recommendations for any amendments, deletions, additions, improvements or clarification.

Appendix F – Capital Assets Policy

The City of Franklin has recently adopted a capital assets policy. The policy attached on the ensuing pages was reviewed and approved by the Board of Mayor and Alderman in June 2019. It will be reviewed again in June 2023.

Appendix F – Capital Assets Policy

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CAPITAL ASSETS POLICY

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1. General Policy

The purpose of this policy is to provide guidance regarding capital assets:

(1) tracking from acquisition to disposal, and

(2) reporting in the financial statements in accordance with standards established by the Governmental Accounting Standards Board (GASB). Capital assets represent the most significant amounts on the balance sheet in the City's Comprehensive Annual Finance Report (CAFR).

2. Capital Assets Tracking from Acquisition to Disposal

2A. Capital Assets Defined

The City has various assets. To be a capital asset, three (3) criteria must be met:

(1) Either a tangible asset owned by the City or an intangible asset in which the City has rights but not ownership. (For examples of intangible assets, please see page 12)

(2) An asset with an initial, individual cost of more than the capital asset threshold (see Capital Asset Thresholds) for the asset type, and

(3) An asset with an estimated useful life of three (3) or more years.

2B. Assets Other Than Capital Assets Defined

All assets are not capital assets. The City has two (2) other asset classifications not included in capital assets:

(1) **Departmental Non-Capital Assets.** These are items in use (equipment, furniture, fire hydrants, etc.) that individually do not meet the capital asset criteria. At the discretion of the City's Comptroller, if an asset inventory purchase total exceeds the Capital Asset Threshold the purchase will be reviewed as necessary for potential depreciation as a capital asset.

(2) **Financial Inventory.** These are items held in inventory (stored parts or supplies) that comprise $25,000 or more in total within a department. Generally, these departments have included Water/Wastewater, Streets-Traffic, Streets-Fleet, Police (ammunition), and SES (waste containers). Departments perform a minimum of an annual count of financial inventory. Finance performs a spot check review of financial inventory usually after the department count. Other spot checks may be done more than annually.

2C. Non-City Assets Defined

If another government owns a capital asset, the other government reports the capital asset even if the City is responsible for its maintenance. Maintenance responsibility should be used only when ownership is unclear.

2D. Capital Asset Thresholds

Assets purchased, constructed, or received through capital lease or donation must be uniformly grouped into capital asset types. The following table summarizes the capitalization thresholds for the city's capital asset types. Amounts are capitalized when the cost or value equals or exceeds the applicable threshold amount. Projects will remain open for twelve (12) months after construction is complete to capture any late occurring costs. The threshold normally is applied to individual items in a group of similar items, rather than to the group as a whole. (Ex. fire hydrants, etc.)

Type	**Threshold Amount**
Land	Purchase Price
Buildings	$100,000
Improvements	$100,000
Infrastructure	$100,000
Equipment	$25,000

For assets funded with federal grants, the federal thresholds will be used in place of the above amounts to determine capitalization.

2E. Capital Assets Responsibilities

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

a. **Capital Investment Planning.** Departments should include estimates by asset type (street portion, streetscape portion, traffic signal portion, etc.) of capital investment projects.

b. **Budgeting**. Departments should strive to itemize capital asset acquisitions in their budgets by asset type (land, building, equipment, etc.).

c. **Tracking.** Departments should maintain a list of its capital assets from acquisition to disposal. The preferred method of tracking is within a computer database. This list should include:
   (a) Asset description
   (b) Asset identifier (address, VIN, Serial ID, tag number if applicable, etc.)
   (c) Date of acquisition
   (d) Asset cost or value when acquired
   (e) Estimated useful life
   (f) Date of disposal (in the fiscal year the asset is disposed. The asset would be removed from the list in the following fiscal year.)

d. **Acquisitions.** Acquisitions should strive to be shown by each asset (if 10 vehicles meeting the capital asset criteria are purchased, there should be 10 transactions with each having an asset identifier).

e. **Disposals.** Report any assets deemed to be surplus and unneeded by the department so that proper transfer or disposal can proceed. Theft or loss of property should be reported immediately. A police report should be obtained on all losses suspected of being stolen.

f. **Reporting.** At least annually, departments shall provide their lists to Risk Management (HR) and Finance. All departments are required to prepare and maintain an annual inventory of all assets assigned to their respective department. A second inventory listing of only assets with cost basis that are over the capitalization threshold for financial reporting should be prepared and submitted to Finance. Department directors are responsible for the inventories of their respective department.

g. **Review.** At least annually, Finance will spot check capital assets. Depending on the capital asset, Finance may recommend tagging capital assets to enhance tracking.

2F. Capital Asset Categories

The City reports five (5) categories of capital assets: Land, Buildings, Improvements, Infrastructure, and Equipment. Each category is further identified by type.

Land. Land is the surface or crust of the earth, which may be used to support structures. Land improvements consist of betterments, site preparation and site improvements (other than buildings) of a permanent nature that ready the land for its intended use. The costs associated with improvements to land are added to the cost of the land. Land and land improvements are inexhaustible assets and do not depreciate over time. For financial reporting, infrastructure right-of-way (ROW) or easements are reported in the land classification

The City reports two (2) types of capital assets as land:

(1) **Land Acquired (including right of way).** Expenditures for the purchase of land, including right-of-way. This includes land the City has ownership.

(2) **Easements Acquired.** Expenditures for the purchase of easements. This includes property the City has rights but not ownership. Temporary easements are at the discretion of the City's Comptroller, since it depends on length of the temporary acquisition.

Buildings. A building is a structure that is permanently attached to the land and is not intended to be transportable or moveable. Building improvements are capital events that materially extend the useful life of a building, increase the value of a building or both. A building improvement should be capitalized and recorded as an increase to the value of the existing building if the cost of the improvement meets or exceeds the capitalization threshold and increases the estimated useful life.

The City reports three (3) types of capital assets as buildings:

(1) **Buildings Acquired.** Expenditures for acquiring existing buildings.

(2) **Building Design and Construction.** Expenditures for design and construction of new buildings. This includes parking garages.

(3) **Building Improvements.** Expenditures for improvements made to existing buildings. Improvements means any expenditure greater than the asset type threshold that adds new capacity to an existing building or extends the estimated useful life of an existing building. This includes an addition, a new roof, or a new HVAC system.

Improvements. Improvements other than buildings include depreciable improvements and betterments made to land of a permanent nature, other than buildings that add value to land, but do not have an indefinite useful life.

The City reports two (2) types of capital asset as improvements:

(1) **Parks and Recreation Facilities.** Cost of acquisition and improvements to City parks.

(2) **Distribution and Collection Systems.** Cost of acquisition and improvements to City's water, sewer, and reclaimed distribution systems.

Infrastructure. Infrastructure assets are capitalized. The city has elected to apply depreciation expense for these assets. Costs for both maintenance and preservation of these assets are expensed in the period incurred.

Additions and improvements to existing infrastructure assets that increase capacity or efficiency are capitalized. Examples of additions and improvements that increase capacity or efficiency include adding a new lane or widening the lanes of an existing road, or alignment improvements.

For purposes of infrastructure accounting and reporting, the city has determined that roads will consist of lane miles of roadways and dissimilar assets such as drainage systems, lighting, and signalization are recorded separately.

Infrastructure is overseen by Engineering, Street Department, IT, or the Water Management Department.

The City reports eight (8) types of capital assets as infrastructure:

(1) **Drainage.** Cost of improving drainage.

(2) **Streets.** Cost of adding or improving streets.

(3) **Curb and Gutter.** Cost of adding or improving curb and gutter.

(4) **Gateway Enhancement and Streetscape.** Cost designated for adding or improving gateway enhancement and streetscape.

(5) **Bridges and Tunnels.** Cost of adding or improving bridges and tunnels.

(6) **Sidewalks.** Cost of adding or improving sidewalks.

(7) **Traffic Signals.** Cost of acquiring and installing traffic signals.

(8) **Streetlights.** Cost of installing or improving streetlights.

Equipment. Machinery and equipment is an apparatus, tool, or conglomeration of pieces to form a tool, or purchased equipment, used in operations. These items can be fixed or movable tangible assets. They will stand alone and not become a part of a basic structure or building.

The City reports fives (5) types of capital assets as equipment:

(1) **Furniture and Fixtures.** Expenditures for furniture and fixtures, including office furniture and building fixtures, with a unit cost more than the capital asset type threshold. Normally, such items would be indoors and would not require power to operate. Examples include chairs, tables, bookcases, and office cubicles.

(2) **Vehicles.** Expenditures for on-road rolling stock with a unit cost in excess of the capital asset type threshold each, used to transport persons or objects. May include expenditures for permanent improvements to new vehicles prior to placing the vehicle in service for the first time, regardless of cost (e.g., permanent attachments, pickup truck bed covers and bed liners, patrol car light bars, window tinting, etc.). Examples of vehicles include trailers, motorcycles, automobiles (e.g., sedans, pick-up trucks, SUVs) and on-road trucks to which the City affixes a license plate. Does NOT include off-road rolling stock to which the City does NOT affix a license plate.

(3) **Machinery and Equipment.** Expenditures for machinery and equipment with a unit cost in excess of the capital asset type threshold each, usually composed of a complex combination of parts. Examples include copiers, electronics, power tools, self-contained breathing apparatus, off-road rolling stock to which the City does NOT affix a license plate, traffic controllers and monitors, and radio equipment. Does NOT include computer hardware and vehicles to which the City affixes a license plate.

(4) **Computer Hardware.** Computer hardware with a unit cost over the capital asset type threshold.

(5) **Computer Software.** Non-recurring cost of computer software with a unit cost over the capital asset type threshold. For internally generated computer software, only costs incurred during the application development stage are considered capital assets.

2G. Capital Asset Costs

Capital assets are stated at historical cost or, in some instances, estimated historical cost. Donated capital assets, donated works of art and similar items, and any capital assets received in service concession arrangements are reported at acquisition value. Major outlays for capital assets and improvements are capitalized as projects are constructed. The cost of normal maintenance and repairs that do not add to the value of an asset or materially extend the asset's life is not capitalized.

Capital assets, except for land, land improvements and intangible assets with an indefinite useful life are depreciated over their estimated useful lives.

Land

Costs to include as land include:

- Original purchase price or estimated acquisition value at time of donation
- Professional fees (closing fees, title searches, architect, legal, engineering, appraisal, surveying, environmental assessments, etc.)
- Land excavation, fill, grading, drainage, and clearing

- Demolition of existing buildings and improvements (less salvage)
- Removal, relocation, or reconstruction of property of others (railroad, telephone and power lines)
- Water wells (including the initial cost for drilling, the pump and its casing)
- Accrued and unpaid taxes at date of acquisition

Buildings Acquired

Costs to include for buildings acquired include:

- Original purchase price
- Expenses for remodeling, reconditioning or altering the structure of a purchased building to make it ready to use for the purpose for which it was acquired (including internal payroll and payroll-related costs of employees directly involved in the activity)
- Environmental compliance costs (i.e., asbestos abatement)
- Professional fees (legal, architect, inspections, title searches, etc.)
- Payment of unpaid or accrued taxes on the building to date of purchase
- Cancellation or buyout costs of existing leases
- Other costs required to place the asset into operation

Buildings Designed and Constructed

Costs to be capitalized for buildings designed and constructed include:

- Completed structure costs
- Expenses incurred for the preparation of plans, specifications, blueprints, etc.
- Cost of building permits
- Professional fees (architectural, engineering, legal, management fees for design and supervision, etc.)
- Cost of permanently attached fixtures or machinery that cannot be removed without impairing the use of the building

Building Improvements

Costs to be capitalized for building improvements include:

- Similar costs included above in constructed buildings but rather associated with additions to buildings (expansions, extensions, or enlargements)
- Conversion of areas including attics, basements, etc., to usable space
- Structures attached to the building such as covered patios, sunrooms, garages, carports, enclosed stairwells, etc.
- Installation or upgrade of heating and cooling systems
- Installation/upgrade of wall or ceiling covering such as carpeting, tiles, paneling, or parquet
- Structural changes such as reinforcement of floors or walls, installation or replacement of beams, rafters, joists, steel grids, or other interior framing
- Installation or upgrade of window or door frames, upgrading of windows or doors, built-in closet and cabinets

- Interior renovation associated with casings, baseboards, light fixtures, ceiling trim, etc.
- Installation or upgrade of plumbing and electrical wiring
- Installation or upgrade of phone or closed-circuit television systems, networks, fiber optic cable or wiring required in the installation of equipment (that will remain in the building)

Improvements

Costs to be capitalized as improvements include:

- Park buildings
- Park fencing and gates, parking lots, driveways, parking barriers (would not include restriping or resurfacing of existing lots and driveways)
- Outside sprinkler systems
- Recreation areas and athletic fields (including bleachers)
- Paths and trails
- Water and wastewater lines
- Lift Stations, Booster Stations, Water Tanks, Treatment Facilities
- Swimming pools, tennis courts, basketball courts
- Fountains

Equipment

Costs to be included as equipment include:

- Acquisition cost, which is the net invoice price of the equipment including the cost of modifications, site preparation, assembly, attachments accessories, or auxiliary apparatus necessary to make the equipment operable.
- Separately invoiced associated charges such as the cost of installation transportation, or protective in-transit insurance, must also be included in determining the acquisition cost
- If a group of smaller items is acquired, and all items are needed to make the equipment operational for its intended purpose, all must be included when determining whether the purchase is classified as a capital asset or not
- A reduction for any trade-in value of a prior owned asset

2H. Non-Capital Assets Costs

The costs of normal maintenance and repairs that do not add to the value or materially extend the useful life of the asset are not capitalized. Repairs or replacements that are merely costs to retain an asset in its normal capacity are not to be capitalized. Repairs or replacements that have an effect on a capital asset's functionality (effectiveness or efficiency) or materially extends a capital asset's expected useful life should be capitalized.

Costs that are not included in capital assets:

- Assets the City does not own or have rights
- Assets not meeting the asset type threshold amount
- Assets not having an estimated useful life of three (3) years or more
- Adding, removing and/or moving walls in conjunction with renovation projects that are not considered major rehabilitation projects and that do not increase the value of

- the building
- Improvement projects of minimal or no added life expectancy and/or value to the building
- Plumbing or electrical repairs
- Cleaning, pest extermination, or other periodic maintenance
- Interior decoration, such as draperies, blinds, curtain rods, wallpaper
- Exterior decoration, such as detachable awnings, uncovered porches, decorative fences, etc.
- Maintenance-type interior renovation, such as repainting, touch-up plastering, replacement of carpet, tile, or panel sections, sink and fixture refinishing, etc.
- Maintenance-type exterior renovation such as repainting, replacement of deteriorated siding, roof, or masonry sections
- Replacement of a part or component of a building with a new part of the same type and performance capabilities, such as replacement of an old boiler with a new one of the same type and performance capabilities
- Any other maintenance-related expenditure which does not increase the value or useful life of the building
- Repairs and maintenance–retain value rather than provide additional value to an asset. The cost of normal maintenance and repairs that do not add to the value of an asset or materially extend the asset's life is not capitalized
- Replacement machinery and equipment–must be evaluated as a stand- alone purchase using the capital asset criteria
- Modifications and upgrades of existing machinery and equipment– should be evaluated on a case-by-case basis. Equipment modification and upgrade costs will be capitalized when they materially extend the useful life, increase the capacity, or improve the efficiency of the original asset and meet, or exceed the city's capitalization threshold. The expenditures are capitalized and reported as a child asset of the existing machinery and equipment. The asset value and useful life of the original piece of equipment are not modified.
- Costs of extended warranties and/or maintenance agreements, which can be separately identified from the cost of the equipment, should not be capitalized.
- Training costs, which can be separately identified from the cost of the equipment, should not be capitalized.
- Items acquired for resale
- Feasibility studies
- Capitalized Interest, which is interest incurred on debt during the construction period of a capital asset

2I. Capital Asset Coding

Like other costs, capital asset costs are expensed in all funds. (However, at fiscal year-end, in proprietary funds (water and wastewater), the expense is changed to capital assets and depreciated in the general ledger.)

The fund and department that owns or has rights to the asset should also be used with the expenditure codes below.

The following expenditure codes should be used for capital and non-capital asset acquisitions:

Asset Type	Capital Asset	Non-Capital Asset
LAND		
Land Acquired	89110	n/a
Easements Acquired	89120	85170
BUILDINGS		
Buildings Acquired	89210	85180
Building Design & Construction	89220	85182
Building Improvements	89230	85184
IMPROVEMENTS		
Parks & Recreation Facilities	89310	83710
Distribution Systems	89320	83720
INFRASTRUCTURE		
Drainage	89410	83810
Streets	89420	83820
Curb & Gutter	89430	83830
Gateway Enhancement & Streetscape	89440	83840
Bridges & Tunnels	89450	83850
Sidewalks	89460	83860
Traffic Signals	89470	83870
Streetlights	89480	83880
EQUIPMENT		
Furniture, Fixtures	89510	83510
Vehicles	89520	83520
Machinery & Equipment	89530	83530
Computer Hardware	89540	83540
Computer Software	89550	83560

If capital assets are sold, proceeds from the sale should be recorded to the revenue account (36800). The fund used would be the one with ownership of the asset.

3. Capital Assets Reporting in the Financial Statements

3A. Depreciation

Although capital assets are expensed for budget purposes, they are shown as capital assets in the government-wide balance sheet of the financial statements. They are reclassified to capital assets through fiscal year-end worksheet adjustments. Depreciation of these assets are also done by worksheet adjustments. However, in proprietary funds (water and wastewater), the expenses are changed at fiscal year-end to capital assets accounts and depreciated.

Depreciation is the systematic and rational allocation of net cost (cost less estimated residual value) over the depreciable asset's estimated useful life. The City calculates depreciation on a straight-line basis over the estimated useful life. The City begins depreciation in the first month of use for a full month, or if the starting month is not known, depreciation is assumed for ½ of the fiscal year of implementation.

Residual value is the estimate of what an asset may be sold for at the end of its service life. The City utilizes capital assets until they are deemed worthless, so a residual value of zero (0) is assigned to all capital assets.

For infrastructure, the city elected to depreciate infrastructure costs in lieu of using the modified approach. Under the modified approach, depreciation expense would not have been recorded for infrastructure capital assets that met certain condition requirements.

Land acquired, easements acquired, and drainage are not depreciated.

3B. Estimated Life of Capital Assets

The City uses straight-line depreciation over the estimated useful life of the capital asset. Estimated life may vary between asset type. Unless material, the City does not adjust depreciation where actual life differs from estimated life.

The City uses the following estimated life schedule for its capital assets:

Capital Asset Type	Estimated Life (years)
LAND	
Land Acquired	Not depreciated
Easements Acquired	Not depreciated
BUILDINGS	
Buildings Acquired	50 less years since built
Building Design & Construction	50
Building Improvements	25
IMPROVEMENTS	
Parks & Recreation Facilities	10-50
Distribution Systems	10-50
INFRASTRUCTURE	
Drainage	Not depreciated
Streets	50
Curb & Gutter	40
Gateway Enhancement & Streetscape	20
Bridges & Tunnels (road bridges)	40
Bridges & Tunnels (pedestrian bridges)	30
Sidewalks	30
Traffic Signals	20
Streetlights	20
EQUIPMENT	
Furniture, Fixtures	3-10
Vehicles *	5-10 yrs (based on warranty)
Machinery & Equipment	3-10 yrs (based on warranty)
Computer Hardware	3-10
Computer Software	3-10

*Fire Apparatus Expected Life is up to 15 years

3C. Other Capital Asset Considerations

Intangible Assets

An asset that possesses lack of physical substance, nonfinancial nature, and initial useful life extending beyond three (3) or more reporting periods. Computer software is the most commonly known type of intangible. Other items could include easements, land use rights, patents, trademarks, etc. For example, the City may receive rights to use land that another government has ownership.

Trade-Ins

When the purchase of a new capital asset includes the trade-in of a similar old asset, the expenditure is the amount paid. For CAFR reporting, the book value of the old asset is added to the amount paid to reflect the acquisition cost of the new asset. No gain or loss is recorded. (For example, if a copier costs $25,000 with a $3,000 trade-in allowance for an old copier that has a book value of $8,000, the asset cost of the new copier is $30,000. This is the book value of the old asset $8,000 + the cost paid for the new copier $22,000.)

Installment Purchases

Some capital assets are acquired and owned by the City but the full acquisition price may not be immediately paid in full. The payments may occur over multiple years. For these types of purchases, each payment will be expensed. Then, for financial reporting, the capital asset will be reported at its total value along with a deferred outflow for the outstanding payments due.

Construction in Progress

Construction in Progress (CIP) is an asset account that represents the temporary accumulation of costs, such as labor, materials, equipment, and any ancillary charges directly attributable to the construction of the project. The accumulation of costs continues in the CIP account until the project is complete. Once the asset is complete and placed into service, the costs are transferred from CIP to the appropriate capital asset category. This concept would be the same for buildings, infrastructure, or internally generated assets.

Impairments

A capital asset is impaired when its service utility has permanently declined significantly and unexpectedly. Events or changes in circumstances that may be indicative of impairment include evidence of physical damage, changes in legal or environmental factors, technological changes or evidence of obsolescence, changes in the manner or duration of use of a capital asset, and construction stoppage.

Generally, an asset would be considered impaired if both:

- The expenses associated with the potentially impaired asset (i.e., continued operation and maintenance, including depreciation, or cost associated with restoration) are significant compared to its useable capacity.
- The event or change in circumstances was outside the normal life cycle of the asset.

When a department learns of a capital asset impairment, or other type of loss (other than from sales) it should contact HR Risk Management and the Finance Department.

In the event a capital asset is impaired, there are two options for reporting the impairment:

- If the asset will no longer be used then the book value of the asset should be written down to the lower of carrying value or fair market value
- If the asset will continue to be used then the book value of the asset should be adjusted by the net of the impairment loss and restoration costs.

Estimated impairment losses will be evaluated and recorded based on the above considerations. Losses should be recorded as a direct expense to the business function that owned the asset.

3D. Capital Asset Reductions

Capital Assets no longer owned or in possession of the City shall be removed from the capital asset records.

1. Sold and/or Retired – These assets will be removed from the capital asset records upon formal notification from the responsible party of such disposition. City policy regarding the sale/disposal of surplus equipment will be followed.

2. Transferred Assets – Assets that are transferred to proprietary (business-type) funds will be accounted for separately from the governmental activities of the City and will be removed from the capital asset records (in relation to governmental activities) upon transfer to a proprietary fund (i.e. the asset will be accounted for in the proprietary fund).

3. Missing – Assets not seen for two consecutive annual periods will be classified as missing and will be removed from the capital asset records upon formal notification to inventory control. These assets no longer will be searched for in regular annual inventories. However, if an asset is located at some time in the future, it will be reactivated in the system.

4. Procedures

The Finance Department will implement procedures that are in accordance with this policy. Each department is responsible for reviewing their business practices and processes for capital assets and determine where risks exist and where and how controls can be established to mitigate these risks.

5. Exceptions to Policy/Reporting of Exceptions

If a capital assets situation arises that is not covered within this policy, the City Administrator may authorize the method of handling. The capital assets exception will be reported at the next available Board of Mayor and Aldermen (BOMA) meeting as an action on behalf of the Board by the City Administrator.

Appendix G – Investments Policy

The City of Franklin has adopted an investments policy. The policy attached on the ensuing pages was reviewed, updated and approved by the Board of Mayor and Alderman in April 2021. It will be reviewed again in June 2025 or as needed.

Appendix G – Investments Policy

HISTORIC
FRANKLIN
TENNESSEE

Investment Policy

3/26/2021

Policy Statement

It is the policy of the City of Franklin to invest its funds in a manner which will provide for the safety of principal with a market rate investment return, while meeting daily cash flow requirements, and conforming to all state statutes governing the investment of funds under control of the City.

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1.0 Introduction

This Investment Policy defines the parameters to which funds are to be invested by the City of Franklin (City). These guidelines are intended to be broad enough to allow designated investment staff to function properly within the parameters of responsibility and authority, yet specific enough to safeguard the investment assets adequately.This policy applies to all activities related to the prudent investing of its financial assets.

2.0 Governing Authority

The City of Franklin's investment program shall be operated in conformance with federal, state, and other legal requirements, including TCA 6-56-106, titled Suitable and Authorized Investments, which governs the investment of public funds by cities and towns.

3.0 Scope

This policy applies to the investment of all funds of the City of Franklin, excluding the retirement funds. Retirement funds and proceeds from certain bond issues, as well as separate foundation or endowment assets, are covered by separate policies.

- **Pooling of funds:** Except for cash in certain restricted and special finds, the City will consolidate cash and reserve balances from all funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

- **Special Funds:** Those funds that are considered restricted and special funds are: City of Franklin Employee retirement Fund, Adequate Facilities Tax Fund, Road Impact Fund, Stormwater Fund, and retainage accounts.

4.0 Objectives

All the City's investment activity will be conducted in a manner that emphasizes attainment of the following four (4) controlling objectives:

- **Safety:** Safety of principal is the most foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

    - *Credit Risk:* The City will minimize credit risk, which is the risk of loss due to the failure of the security issuer or backer, by:

        Limiting investments to the types of securities listed in this Investment Policy;

        Pre-qualifying the financial institutions, broker/dealers, intermediaries, and advisers with which the City will do business;

        Diversifying the investment portfolio so that the impact of potential losses from any one type of security or from any one individual issuer will be minimized.

- *Interest Rate Risk:* The City will minimize interest rate risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market interest rates, by:

  Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity;

  Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools and limiting the average maturity of the portfolio in accordance with this policy.

- **Liquidity:** The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity). Alternatively, a portion of the portfolio may be placed in money market mutual funds, bank repurchase agreements, or local government investment pools, which offer same-day liquidity for short-term funds.

- **Return:** The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall generally be held until maturity with the following exceptions:

  - A security with declining credit may be sold early to minimize loss of principal;
  - A security swap would improve the quality, yield, or target duration in the portfolio; Liquidity needs of the portfolio require that the security be sold.

- **Local Considerations:** The City of Franklin seeks to promote local economic development through various programs and activities. Included is a program of rewarding local financial institutions that increase their commitments to private economic growth and local housing investment.

  The City may accept a proposal from an eligible institution that provides for a reduced rate of interest provided that such institution documents the use of deposited funds for community development projects.

  The Board of Mayor and Aldermen recognizes that a Linked Deposit Program might diminish short-term investment yields by up to 10 basis points in exchange for potential expansion of the tax base.

5.0 Standards of Care

- **Delegation of Authority:**

  Governing Body: The Board of Mayor and Aldermen will retain ultimate fiduciary responsibility for the portfolios and have the authority to direct the management of the investment program.

  Chief Financial Officer: Authority to manage the investment program is granted to the Chief Financial officer, hereinafter referred to as Investment Officer. The investment officer shall establish written procedures for the operation of the investment program, consistent with this

investment policy. The investment officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate all activities of the program.

Investment Adviser: The City may engage the services of an external non-discretionary investment adviser to assist with the management of the City's investment portfolio in a manner that is consistent with the City's objectives and this policy. Such advisers shall provide recommendation and advices regarding the City's investment program including but not limited to advice related to the purchase and sale of investments in accordance with this Investment Policy.

The investment adviser's responsibilities include the following:

- Determine the targeted risk profile and allocation among allowable investments
- Determine the number, type and structure of investments within the confines set forth by and reflected in this Investment Policy.

- **Prudence:**

The standard of prudence to be used in the context of managing the overall portfolio is the prudent person rule which states:

> *Investments will be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs not in regard to speculation but in regard to the permanent disposition of the funds considering the probable income as well as the probable safety of the capital.*

- **Ethics and Conflict of Interest:**

City of Franklin employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution and management of the investment program or which could impair their ability to make impartial investment decisions. They shall disclose any material financial interests and any large personal financial / investment positions that could be related to the performance of the City's portfolio.

6.0 Authorized Counterparty Institutions

- **Broker/Dealers:** The Investment Officer shall maintain and review annually a list of all authorized broker/dealers that are approved to transact with the City for investment purposes.

The Investment Officer or designee may utilize the investment advisor's approved broker/dealer list in lieu of the City's own approved list. The advisor must submit the approved list to the City annually and provide updates throughout the year as they occur. The advisor must maintain documentation of appropriate license, professional credentials and financial statements of broker/dealers on the list.

Annual review must include the following documentation:

- Proof of FINRA Registration
- Proof of State Registration
- Financial Review
- Broker Check for Violations

- **Financial Institution Depositories:** All financial institutions who desire to become depositories must meet the statute requirements to maintain deposits in the State of Tennessee and must provide the following:

- Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines
- Proof of state registration
- Evidence of adequate insurance coverage

- **Investment Advisers:** The City may engage the services of an external investment adviser, with the approval of the Board of Mayor & Aldermen, to assist with the management of its investment portfolio in a manner that is consistent with the City's controlling objectives. Such advisers may be granted the authority to purchase and sell investments in accordance with this Investment Policy, and the adviser may only provide non-discretionary management services, which requires prior authorization from the City on all transactions.

  Such Advisers must be registered under the Investment Advisers Act of 1940, with the Securities and Exchange Commission, and their performance will be periodically reviewed by City management. Investment advisory services will be acquired through a competitive bidding process.

- **Minority and Community Financial Institutions:** From time to time, the investment officer may choose to invest in instruments offered by minority and community financial institutions. All terms and relationships will be fully disclosed prior to purchase, will be reported to the Budget and Finance Committee on a regular basis, and should be consistent with state or local law.

7.0 Safekeeping, Custody, and Controls

- **Delivery vs. Payment:**

  All trades of marketable securities will be executed (cleared and settled) on a delivery vs. payment (DVP) basis to ensure that securities are deposited in the City's safekeeping institution prior to the release of funds.

- **Third Party Safekeeping:**

  The investment officer shall designate all safekeeping arrangements and an agreement of the terms shall be executed in writing. The third-party custodian shall be required to provide a statement to the City listing, at a minimum, each specific security, book yield, description, maturity date, market value, par value, purchase date, and CUSIP number. All securities pledged to the City for certificates of deposit or demand deposits shall be held in a segregated account at the issuing financial institution.

- **Internal Controls:**

  Management will establish and maintain internal controls designed to provide reasonable assurance that the assets of the City are protected from loss, theft or misuse. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived.

8.0 Suitable and Authorized Investments

All investments of the City are limited by the Tennessee Code Annotated 6-56-106 Statute.

This policy recognizes S&P, Moody's and Fitch as the major Nationally Recognized Statistical Ratings Organizations (NRSRO).

In the case of split ratings, where the major NRSROs issue different ratings, at least two must have the AA- or its equivalent.

Minimum credit ratings and percentage limitations apply to the time of purchase.

Idle Funds of the City:

1) **U. S. Treasury Obligations:** Bonds, notes or treasury bills of the United States;

2) **GSE – Primary Agency Obligations:** Government Sponsored Enterprises (GSEs) – Non-convertible debt securities of the following federal government: Federal Home Loan Banks (FHLB); Federal National Mortgage Association (FNMA), the Federal Farm Credit Bureau (FFCB). and the Federal Home Loan Mortgage Corporation (FHLMC),

3) **GSE – Secondary Agency Obligations:** Any other obligations not listed as primary agency, that are guaranteed as to principal and interest by the United States or any of its agencies. They include but are not limited to: Private Export Funding Corporation (PEFCO), Tennessee Valley Authority (TVA), Financing Corporation (FICO) and Federal Agricultural Mortgage Corporation, (Farmer Mac). Securities must be rated.

4) **Certificates of deposit and other evidences of deposit at state and federally chartered banks and savings and loan associations:** Certificates of deposit, including negotiable and non-negotiable at state and federally chartered banks and savings and loan associations. Notwithstanding any other public or private act to the contrary, all investments made shall be secured by collateral in the same manner under the same conditions as state deposits, or as provided in a collateral pool created.

5) **Bank Deposits** at state and federally chartered banks and savings and loan associations. Notwithstanding any other public or private act to the contrary, all investments made shall be secured by collateral in the same manner under the same conditions as state deposits, or as provided in a collateral pool created.

6) **Repurchase Agreements:** Obligations of the United States or its agencies under a repurchase agreement for a shorter time than the maturity date of the security itself if the market value of the security itself is more than the amount of funds invested; provided, that municipalities may invest in repurchase agreements only if the comptroller of the treasury or the comptroller's designee approves repurchase agreements as an authorized investment, and if such investments are made in accordance with procedures established by the state funding board;

7) **Local Government Investment Pool:** Part of the State Pooled Investment Fund administered by the Tennessee Department of Treasury.

8) **Bankers' Acceptances:** prime bankers' acceptances that are eligible for purchase by the federal reserve. Required A1+

9) **Money Market Mutual Funds:** Institutional share class of money market mutual funds investing ONLY in government obligations and rated AAAm or equivalent by at least one nationally recognized rating agency (NSRSO).

10) **Commercial Paper:** Prime commercial paper that is rated at least A1+ or equivalent by at least two (2) nationally recognized rating services;

11) **Municipal Debt Obligations of the City:** The City's own bonds or notes issued in accordance with title 9, chapter 21.

12) **Investment in the instruments or any type of investment authorized pursuant to a municipality's charter that is of a type that is not included in this part shall require the following:**

    a. The municipality's legislative body must authorize the investment by ordinance; and
    b. The legislative body must adopt a written enforceable investment policy by ordinance to govern the use of investments, with the policies being no less restrictive than those established by the state funding board to govern state investments in these types of instruments.

Investment in instruments allowable in the section are prohibited until the legislative body has adopted written policies to govern the use of the investments or an ordinance has been passed to authorize the investment.

Bond Proceeds Only:

Proceeds of bonds, notes and other obligations issued by municipalities, reserves held in connection therewith and the investment income therefrom, may be invested in obligations that:

1) **Ratings:** Are rated in either of the two (2) highest rated categories by a nationally recognized rating agency of such obligation (AA- S&P, Aa3, Moody's or AA- by Moody's.

2) **US Treasury or Agency Bonds** that are direct general obligations of a state of the United States,

3) **Municipal Bonds:** a political subdivision or instrumentality thereof, having general taxing powers; and

4) **Maturity:** Have a final maturity on the date of investment of not to exceed forty-eight (48) months or that may be tendered by the holder to the issuer thereof, or an agent of the issuer, at not less than forty-eight-month interval.

Collateralization:

In accordance with State law (TCA 9-4-105) full collateralization will be required on all demand deposit accounts, including checking accounts, negotiable certificates of deposit, and non-negotiable certificates of deposit, except when the institution issuing the certificate of deposit belongs to the Tennessee Bank Collateral Pool.

9.0 Investing Parameters

Diversification:

The City will diversify the investment of all funds in accordance with the following table:

Table of Constraints on the Portfolio

Issue Type	Maximum % Holdings	Maximum % per Issuer	Collateral Required	Ratings S&P	Ratings Moody's
US Treasury Obligations	100%	None	N/A	N/A	N/A
US Agency Primary Securities FHLB, FNMA, FHLMC, FFCB	100%	35%	N/A	N/A	N/A
US Agency Secondary Securities FICO, FARMER MAC etc.	10%	5%	N/A	AA-	Aa3
Certificates of Deposit and other evidences of deposits, CDARS and ICS Funds	25%	10%	Fully Collateralized or other evidences of deposit under section 6-56-106 (a)(4)	N/A	N/A
Bank Deposits	50%	None	Fully Collateralized or other evidences of deposit under section 6-56-106 (a)(4)	N/A	N/A
Repurchase Agreements	10%	None	Fully Collateralized US Treasury or Agency Securities	N/A	N/A
Local Government Investment pool	30%	None	Participant	N/A	N/A
Money Market Funds - Govt Only	10%	N/A	N/A	AAAm	AAA
Bankers Acceptance	10%	5%	N/A	A1+	P1
Commercial Paper (Must be rated by two rating agencies and under 90 days)	20%	5%	N/A	A1+	P1
City of Franklin Notes or Bonds	10%	N/A	N/A	N/A	N/A

10.0 Maturity Constraint

Total Portfolio Maturity Constraints:

Maturity Constraints	Minimum % of Total Portfolio
Under 30 days	10%
Under 2 year	50%
Under 4 years	100%

Maturity Constraints	Maximum in Years
Weighted Average Maturity	2

Security Structure Constraint	Maximum % of Total Portfolio
Callable Agency Securities	25%

11.0 Reporting and Performance Measurement

- **Reporting:**

  The Investment Officer shall prepare an investment report at least quarterly, including a management summary that provides an analysis of the status of the current investment portfolio and the individual transactions executed over the last quarter. This management summary will be prepared in a manner which will allow the City to ascertain whether investment activities during the reporting period have confirmed to the investment policy. The report should be provided to the City Administrator and to the Finance Committee. The report will include the following:

  a. An asset listing of individual securities showing par value, cost and accurate and complete market value of each security, type of investment, issuer, and interest rate
  b. Average maturity of the portfolio and modified duration of the portfolio
  c. Maturity distribution of the portfolio
  d. Average portfolio credit quality
  e. Time-weighted total rate of return for the portfolio for the prior one month, three months, twelve months, year-to-date, and since inception compared to the Benchmark Index returns for the same periods
  f. Average weighted yield to maturity of the portfolio on investments as compared to applicable benchmarks
  g. Distribution by type of investment
  h. Compliance report

- **Performance Reporting:**

  The investment portfolio will be managed in accordance with the parameters specified within this policy. The portfolio should obtain a market average rate of return over interest rate cycles. A market benchmark shall be established for the investment component of the portfolio and a comparison of the benchmark risk and return characteristics will be made to the investment portfolio.

  The City's cash management portfolio shall be designed with the objective of regularly meeting or exceeding a performance benchmark such as a U.S. Treasury Indices. The selected benchmark will be used for low risk investment transactions and therefore comprise a minimum standard for the cash portfolio's rate of return. The investment program shall seek to augment returns above this threshold, consistent with the risk limitations identified herein and prudent investment principles.

12.0 Policy Adoption

This Investment Policy is formally approved and adopted by the Board of Mayor & Aldermen.

_____ _____

Executive Board Chairperson Date

GLOSSARY OF TERMS

- **Agency Securities:** Government sponsored enterprises of the US Government**.**
- **Bond:** An interest-bearing security issued by a corporation, government, governmental agency, or other body. It is a form of debt with an interest rate, maturity, and face value, and specific assets sometimes secure it. Most bonds have a maturity of greater than one year and generally pay interest semiannually. *See* Debenture.
- **Broker:** An intermediary who brings buyers and sellers together and handles their orders, generally charging a commission for this service. In contrast to a principal or a dealer, the broker does not own or take a position in securities.
- **Collateral:** Securities or other property that a borrower pledges as security for the repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.
- **Commercial Paper:** Short-term, unsecured, negotiable promissory notes issued by corporations.
- **Current Maturity:** The amount of time left until an obligation matures. For example, a one- year bill issued nine months ago has a current maturity of three months.
- **CUSIP:** A CUSIP number identifies securities. CUSIP stands for Committee on Uniform Security Identification Procedures, which was established to develop a uniform method of identifying municipal, U.S. government, and corporate securities.
- **Dealer:** An individual or firm that ordinarily acts as a principal in security transactions. Typically, dealers buy for their own account and sell to a customer from their inventory.
- **Delivery:** Either of two methods of delivering securities: delivery vs. payment and delivery vs. receipt (also called "free"). Delivery vs. payment is delivery of securities with an exchange of money for the securities.
- **Duration:** A measure used to calculate the price sensitivity of a bond or portfolio of bonds to changes in interest rates. This equals the sum of the present value of future cash flows.
- **General Obligation Bonds (GOs):** Bonds secured by the pledge of the municipal issuer's full faith and credit, which usually includes unlimited taxing power.
- **Government Bonds:** Securities issued by the federal government; they are obligations of the U.S. Treasury; also known as "governments."
- **Investment Securities:** Securities purchased for an investment portfolio, as opposed to those purchased for resale to customers.
- **Liquidity:** The ease at which a security can be bought or sold (converted to cash) in the market. A large number of buyers and sellers and a high volume of trading activity are important components of liquidity.
- **Mark to Market**: Adjustment of an account or portfolio to reflect actual market price rather than book price, purchase price or some other valuation.
- **Prudent Person Rule:** A long-standing common-law rule that requires a trustee who is investing for another to behave in the same way as a prudent individual of reasonable discretion and intelligence who is seeking a reasonable income and preservation of capital.
- **Treasury Bill (T-Bill):** An obligation of the U.S. government with a maturity of one year or less. T-bills bear no interest but are sold at a discount.
- **Treasury Bonds and Notes:** Obligations of the U.S. government that bear interest. Notes have maturities of one to ten years; bonds have longer maturities.
- **Yield:** The annual rate of return on an investment, expressed as a percentage of the investment.
- **Yield to Maturity:** The average annual yield on a security, assuming it is held to maturity; equals to the rate at which all principal and interest payments would be discounted to produce a present value equal to the purchase price of the bond.

APPENDICES: Operating Budget

Under this section is:

- **Operating Budget - Supplemental Information**
  - **Appendix H - Program Enhancement Requests – Recommended for Funding**
  - **Appendix I - Program Enhancement Requests – BOMA Prioritization**
  - **Appendix J - Pay Structure**
  - **Appendix K - Franklin*Forward* – Strategic Plan**

Indicates selection was BOMA Top 15 PER Selection - | # | $ |

Program Enhancement Summary

Priority	Request	Compensation	Benefits	Operating	Capital	Total	★	Funded
Police								
1	Special Ops - Armored Vehicle	$ -	$ -	$ -	$ 354,000	$ 354,000	10	$ 354,000
2	Dive/Swiftwater Team Equipment	$ -	$ -	$ 19,244	$ -	$ 19,244		$ 19,244
3	RMR Pistols	$ -	$ -	$ 100,300	$ -	$ 100,300	4	$ 100,300
4	FLEX Intelligence Sergeant	$ 89,945	$ 31,053	$ 32,542	$ -	$ 153,540		$ 153,540
5	Training Division Sergeant	$ 89,945	$ 31,053	$ 32,542	$ -	$ 153,540		
6	FLEX Intelligence Analyst	$ 64,938	$ 27,179	$ 5,830	$ -	$ 97,946		
7	Traffic - 2 Motorcycles	$ -	$ -	$ 40,000	$ -	$ 40,000		$ 40,000
8	Extend EAP Hours	$ -	$ -	$ 18,000	$ -	$ 18,000		
9	Records Division Receptionist (Front Desk)	$ 49,912	$ 24,851	$ 5,830	$ -	$ 80,593		
10	Evidence Tech	$ 63,171	$ 26,905	$ 5,830	$ -	$ 95,906		
11	CID - Victim Advocate/Court Liaison	$ 49,912	$ 24,851	$ 5,830	$ -	$ 80,593		
12	Training - AI Simulator	$ -	$ -	$ 40,000	$ -	$ 40,000		
13	Senior Records Tech	$ 56,151	$ 25,817	$ 5,830	$ -	$ 87,798		
14	Fleet - ATV	$ -	$ -	$ 13,000	$ -	$ 13,000		
15	SWAT/Special Ops - ATV	$ -	$ -	$ 28,000	$ -	$ 28,000		
16	Fleet - Storage Building	$ -	$ -	$ 35,000	$ -	$ 35,000		
Total		**$ 463,974**	**$ 191,708**	**$ 387,778**	**$ 354,000**	$ 1,397,459		$ 667,084
	FTE Add	*7*						*1*
Human Resources								
1	New HRS Analyst Position	$ 73,955	$ 28,576	$ -	$ -	$ 102,531		
Total		**$ 73,955**	**$ 28,576**	**$ -**	**$ -**	$ 102,531		$ -
	FTE Add	*1*						*0*
Fire								
1	Firefighter Internship Program - 6 Interns	$ 133,642	$ 113,341	$ 46,500	$ -	$ 293,483	1	$ 180,142
2	Add Six (6) Shift Personnel Firefighters	$ 338,279	$ 155,117	$ 55,500	$ -	$ 548,895	6	
3	Add Administrative Captain	$ 90,311	$ 31,109	$ 11,750	$ -	$ 133,170		
4	Add One (1) Training Instructor/Coordinator (FAC)	$ 87,359	$ 30,652	$ 11,750	$ -	$ 129,761		
5	Continue one (1) Fire Inspector	$ 71,356	$ 28,080	$ -	$ -	$ 99,436		
6	Hazmat Level A Suit Replacement & Tester	$ -	$ -	$ 58,000	$ -	$ 58,000		
7	Personal Emergency Bail Out System	$ -	$ -	$ 76,800	$ -	$ 76,800		$ 76,800
8	Replace 30 SCBA Cylinders	$ -	$ -	$ 40,500	$ -	$ 40,500		$ 40,500
9	Air Compressor Station 5	$ -	$ -	$ -	$ 110,000	$ 110,000		
10	Replacement and Addition of New AED's	$ -	$ -	$ 42,000	$ -	$ 42,000		
11	Burn Building Repairs	$ -	$ -	$ -	$ 126,500	$ 126,500		
12	Lexipol Software for SOG's	$ -	$ -	$ 16,193	$ -	$ 16,193		
13	Air/Light Response Vehicle (FAC)	$ -	$ -	$ -	$ 1,300,000	$ 1,300,000		
14	Replacement of Brush Truck	$ -	$ -	$ -	$ 230,550	$ 230,550		
15	Replace Ladder 4, Ladder 5 and Ladder 8	$ -	$ -	$ -	$ 4,300,000	$ 4,300,000		
18	Refurb E1, E2, and T2	$ -	$ -	$ -	$ 2,000,000	$ 2,000,000		
19	Station 2 Kitchen Remodel	$ -	$ -	$ 70,000	$ -	$ 70,000		
20	Station 5 Kitchen Remodel	$ -	$ -	$ 70,000	$ -	$ 70,000		
21	Station 5 Bathroom Remodel	$ -	$ -	$ 50,000	$ -	$ 50,000		
Total		**$ 720,946**	**$ 358,299**	**$ 548,993**	**$ 8,067,050**	$ 9,695,288		$ 297,442
	FTE Add	*15*						*6*
Emergency Management								
1	Vehicle Barrier System	$ -	$ -	$ -	$ 95,702	$ 95,702		
2	GENMAZ Inverter/Generator	$ -	$ -	$ -	$ 8,700	$ 8,700		
Total		**$ -**	**$ -**	**$ -**	**$ 104,402**	$ 104,402		$ -
	FTE Add	*0*						*0*
Finance								
1	Lead Financial Analyst	$ 93,599	$ 31,598	$ 855	$ -	$ 126,052	13	$ 70,905
Total		**$ 93,599**	**$ 31,598**	**$ 855**	**$ -**	$ 126,052		$ 70,905
	FTE Add	*1*						*1*
Information Technology								
1	Restore Assistant Director of Infrastructure *(9 mo.)*	$ 141,080	$ 38,791	$ -	$ -	$ 179,871	5	$ 134,903
2	IS Developer I Position	$ 60,407	$ 26,398	$ -	$ -	$ 86,805		
3	Security SIEM (Security Information and Event Management)	$ -	$ -	$ 75,000	$ -	$ 75,000	14	$ 75,000
4	Contracts Management Solution	$ -	$ -	$ -	$ 50,000	$ 50,000		
5	EDGE Intelligence for Traffic Operations and Preemption	$ -	$ -	$ 160,000	$ -	$ 160,000		
6	Electronic Access-Control Devices for the City's Stationary (remote dropship) fuel sites)	$ -	$ -	$ 23,500	$ -	$ 23,500		

City of Franklin, Tennessee

FY 2025 Operating Budget Request

Indicates selection was BOMA Top 15 PER Selection - | # | $ |

Program Enhancement Summary

Priority	Request	Compensation	Benefits	Operating	Capital	Total	★	Funded
Total		**$ 201,487**	**$ 65,189**	**$ 258,500**	**$ 50,000**	**$ 575,176**		**$ 209,903**
	FTE Add	*2*						*1*
Project & Facilities								
1	Painting of Exterior of Five Points Post Office	$ -	$ -	$ 14,000	$ -	**$ 14,000**		
2	Replacement of Interior Lights PD at the Grand Staircase where existing lights have reached end of life	$ -	$ -	$ 14,000	$ -	**$ 14,000**		**$ 14,000**
3	Replacement of Bay Doors Station 4	$ -	$ -	$ 178,000	$ -	**$ 178,000**		
4	Replacement of Exterior Windows Station 4 due to Rot	$ -	$ -	$ 18,500	$ -	**$ 18,500**		
5	Station 5 Men's and Women's Locker Room Renovations	$ -	$ -	$ 70,000	$ -	**$ 70,000**		
6	Replacement of COF Fire Station 6 Roof	$ -	$ -	$ 300,000	$ -	**$ 300,000**		
7	Rework of Locker/Showers Waste Water Treatment Plant	$ -	$ -	$ 70,000	$ -	**$ 70,000**		
Total		**$ -**	**$ -**	**$ 664,500**	**$ -**	**$ 664,500**		**$ 14,000**
	FTE Add	*0*						*0*
Revenue Management								
1	Hotel/Motel Occupancy Tax Audit	$ -	$ -	$ 35,000	$ -	**$ 35,000**	**11**	**$ 35,000**
Total		**$ -**	**$ -**	**$ 35,000**	**$ -**	**$ 35,000**		**$ 35,000**
	FTE Add	*0*						*0*
City Court								
1	Reclass Chief Deputy Court Clerk	$ 8,218	$ 1,273	$ -	$ -	**$ 9,491**		**$ 9,491**
Total		**$ 8,218**	**$ 1,273**	**$ -**	**$ -**	**$ 9,491**		**$ 9,491**
	FTE Add	*0*						*0*
Planning & Sustainability								
1	Preservation Plan Update *(funded 50% from Hotel/Motel)*	$ -	$ -	$ 200,000	$ -	$ 200,000	**7**	**$ 200,000**
Total		**$ -**	**$ -**	**$ 200,000**	**$ -**	**$ 200,000**		**$ 200,000**
	FTE Add	*0*						*0*
Engineering								
1	Project Management Platform for Capital Projects (Citywide)	$ -	$ -	$ -	$ 74,000	$ 74,000	**12**	**$ 74,000**
2	Training for OpenRoads ConceptStation	$ -	$ -	$ 10,000	$ -	$ 10,000		
Total		**$ -**	**$ -**	**$ 10,000**	**$ 74,000**	**$ 84,000**		**$ 74,000**
	FTE Add	*0*						*0*
Building and Neighborhood Services								
1	Reclassify Plans Examiner Positions I, II, III (F-G / G-H / H-I)	$ 35,000	$ 5,422	$ -	$ -	**$ 40,422**		**$ 40,422**
3	New Position (1) - Development Services Navigator	$ 60,407	$ 26,477	$ -	$ -	**$ 86,884**		
Total		**$ 95,407**	**$ 31,899**	**$ -**	**$ -**	**$ 127,306**		*0*
	FTE Add	*1*						
Traffic Operations Center								
1	Mobility Programs Coordinator	$ 96,762	$ 32,109	$ -	$ -	**$ 128,871**		**$ 96,653**
2	Donselson Creek Pkwy/Lewisburg Pike Signal Project	$ -	$ -	$ -	$ 650,000	**$ 650,000**	**2**	**$ 650,000**
3	South Margin/Lewisburg/5th Ave Signal Project	$ -	$ -	$ -	$ 200,000	**$ 200,000**	**3**	**$ 200,000**
Total		**$ 96,762**	**$ 32,109**	**$ -**	**$ 850,000**	**$ 978,871**		**$ 946,653**
	FTE Add	*1*						*0*
Streets - Maintenance								
2	Brine Making Equipment	$ -	$ -	$ -	$ 165,000	**$ 165,000**		**$ 165,000**
3	Equipment Operator II (Reclassification)	$ 11,542	$ 1,788	$ -	$ -	**$ 13,330**		**$ 7,000**
4	Tracked Skid Steer	$ -	$ -	$ -	$ 64,000	**$ 64,000**		
7	Addition to Fleet - 3/4 Ton Pick-Up Truck	$ -	$ -	$ -	$ 54,000	**$ 54,000**		
Total		**$ 11,542**	**$ 1,788**	**$ -**	**$ 283,000**	**$ 296,330**		**$ 172,000**
	FTE Add	*0*						*0*
Streets - Traffic								
1	Platform Truck	$ -	$ -	$ -	$ 183,970	**$ 183,970**	**8**	**$ 183,970**
5	Street Bollard, Streetlight, and Signal Pole Painting	$ -	$ -	$ 190,000	$ -	**$ 190,000**		
Total		**$ -**	**$ -**	**$ 190,000**	**$ 183,970**	**$ 373,970**		**$ 183,970**
	FTE Add	*0*						*0*
Streets - Fleet								
6	Mobile Lifts	$ -	$ -	$ -	$ 120,000	**$ 120,000**		

City of Franklin, Tennessee

FY 2025 Operating Budget Request

Indicates selection was BOMA Top 15 PER Selection - | # | $ |

Program Enhancement Summary

Priority	Request	Compensation	Benefits	Operating	Capital	Total	★	Funded
Total		**$ -**	**$ -**	**$ -**	**$ 120,000**	**$ 120,000**		**$ -**
	FTE Add	*0*						*0*
Parks								
1	Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Worker	$ 18,000	$ 2,788	$ 2,330	$ -	**$ 23,118**		**$ 23,118**
2	Parks Programming Specialist Full-Time *(4 mo.)*	$ 51,940	$ 20,074	$ 1,850	$ -	**$ 73,864**		**$ 24,375**
3	New Position: Facilities Worker - Under Parks & Recreation Division	$ 46,169	$ 20,046	$ 2,330	$ 51,673	**$ 120,218**		$ 74,293
4	New: Full Time Landscape Worker	$ 46,169	$ 24,271	$ 1,280	$ -	**$ 71,720**		$ 23,668
5	Replacement: Retrofit Existing Sports Field Lighting to LED *(50% from Hotel/Motel, 50% from fund balance)*	$ -	$ -	$ 600,000	$ -	**$ 600,000**		**$ 600,000**
6	Replacement: Wide-Area Mower	$ -	$ -	$ 47,174	$ -	**$ 47,174**		
7	Replacement: Skid Steer	$ -	$ -	$ 98,500	$ -	**$ 98,500**		
8	Replacement: Utility Tractor	$ -	$ -	$ 57,763	$ -	**$ 57,763**		
9	Replacement: Reel Mower	$ -	$ -	$ 49,000	$ -	**$ 49,000**		
10	New: Mini Skid Steer	$ -	$ -	$ 5,014	$ 49,453	**$ 54,467**		
Total		**$ 162,278**	**$ 67,179**	**$ 865,241**	**$ 101,126**	**$ 1,195,825**		**$ 745,454**
	FTE Add	*3*						*1*
General Expenses								
1	Longevity Modernization	$ 256,718	$ -	$ -	$ -	**$ 256,718**	15	**$ 256,718**
Total		**$ 256,718**	**$ -**	**$ -**	**$ -**	**$ 256,718**		**$ 256,718**
Appropriations								
1	Additional Funding Requests	$ -	$ -	$ 88,930	$ -	**$ 88,930**		**$ 34,502**
1	Restoration of the Merrill-Williams Home	$ -	$ -	$ 100,000	$ -	**$ 100,000**		**$ 50,000**
Total		**$ -**	**$ -**	**$ 188,930**	**$ -**	**$ 188,930**		**$ 50,000**
Restorations								
Total Restorations								**$ -**
	FTE Add							

General Fund Summary - Program Enhancement Requests

	Compensation	Benefits	Operating	Capital	Total	
Total G/F Requests	**$ 2,184,886**	**$ 809,617**	**$ 3,349,797**	**$ 10,187,548**	**$ 16,531,848**	**$ 3,932,619**
FTE Add Total	*31.0*					*10.0*
FTE Add Total						
FTE Reclass	*3.0*					*3.0*

Funding Sources

- General Fund (FY 2025)	**$ 1,891,946**
- Hotel/Motel Fund	**$ 485,000**
- Fund Balance	**$ 1,150,000**
- City Facilities	**$ 405,673**
Total Funding Sources	**$ 3,932,619**

Franklin*Forward* Allocations - General Fund Requests

A Safe, Clean, Livable City	**$ 1,741,025**
An Effective and Fiscally Sound City Government Providing High Quality Service	**$ 12,217,198**
Quality Life Experiences	**$ 1,384,755**
Sustainable Growth & Economic Prosperity	**$ 1,188,871**
Totals	**$ 16,531,848**

Traditional Allocations - GF Requests

Personnel	**$ 2,994,503**
Operations	**$ 3,349,797**
Equipment	
Capital	**$ 10,187,548**
Total	**$ 16,531,848**

City of Franklin, Tennessee

FY 2025 Operating Budget Request

Indicates selection was BOMA Top 15 PER Selection - | # | $ |

Program Enhancement Summary

Priority	Request	Compensation	Benefits	Operating	Capital	Total	★	Funded
Other Funds								
Sanitation & Environmental Services								
1	Replace HVAC & Thermostats in Main Offices	$ -	$ -	$ -	$ 70,000	**$ 70,000**	9	**$ 70,000**
2	Add Materials Handler	$ -	$ -	$ 1,200	$ 500,000	**$ 501,200**		
3	Replace 11yd Mini Packer with New Automated Mini Sideloader	$ -	$ -	$ 2,525	$ 265,400	**$ 267,925**		
4	Add Yard Truck	$ -	$ -	$ 1,200	$ 146,000	**$ 147,200**		
5	Replace Road Tractor Unit 146 with New Road Tractor	$ -	$ -	$ 2,525	$ 165,130	**$ 167,655**		
6	Add Administrative Assistant	$ 47,729	$ 24,513	$ 250	$ -	**$ 72,492**		
7	Additional Office Space	$ -	$ -	$ -	$ 60,000	**$ 60,000**		
Total		**$ 47,729**	**$ 24,513**	**$ 7,700**	**$ 1,206,530**	**$ 1,286,472**		**$ 70,000**
	FTE Add	*1*						*0*
Total Sanitation Fund Requests		**$ 47,729**	**$ 24,513**	**$ 7,700**	**$ 1,206,530**	**$ 1,286,472**		$ 70,000

Sanitation Funding Sources

- Sanitation Fund	**$ 70,000**
Total	**$ 70,000**

Stormwater - Streets Division								
1	Stormwater Vacuum Truck	$ -	$ -	$ -	$ 498,536	**$ 498,536**		**$ 498,536**
Total		**$ -**	**$ -**	**$ -**	**$ 498,536**	**$ 498,536**		**$ 498,536**
Stormwater - Engineering Division								
1	Water Quality Specialist II	$ 6,712	$ 1,040	$ -	$ -	**$ 7,752**		**$ 7,752**
Total		**$ 6,712**	**$ 1,040**	**$ -**	**$ -**	**$ 7,752**		**$ 7,752**
Total Stormwater Requests		**$ 6,712**	**$ 1,040**	**$ -**	**$ 498,536**	**$ 506,288**		**$ 506,288**
Water Management								
1	NEW VEHICLE Utility Inspector	$ -	$ -	$ -	$ 42,000	**$ 45,000**		**$ 45,000**
2	Implementation of Asset Performance Management	$ -	$ -	$ 707,570	$ -	**$ 707,570**		
3	Reclassification to BioSolids Manager	$ 18,878	$ 2,924	$ -	$ -	**$ 21,802**		**$ 21,802**
4	Reclassification to BioSolids Operators (x6)	$ 100,680	$ 15,597	$ -	$ -	**$ 116,277**		**$ 58,138**
5	NEW VEHICLE PreTreatment Coordinator - BioSolids Manager	$ -	$ -	$ -	$ 40,000	**$ 40,000**		**$ 40,000**
6	WRF Admin Building, Shower, Locker Room, Operator's Area Remodeling	$ -	$ -	$ -	$ 102,000	**$ 102,000**		**$ 102,000**
7	NEW BioSolids Operators (x3)	$ 239,853	$ 88,513	$ -	$ -	**$ 328,366**		**$ 218,910**
8	NEW VEHICLE Maintenance Technician	$ -	$ -	$ -	$ 40,000	**$ 43,000**		
9	OLD Solids Building DEMO / Rehab	$ -	$ -	$ -	$ 100,000	**$ 100,000**		
10	REPLACEMENT Rubber-Tracked Skid Steer	$ -	$ -	$ -	$ 105,000	**$ 105,000**		
11	NEW Mini-Excavator (Kubota 57)	$ -	$ -	$ -	$ 105,000	**$ 105,000**		
12	NEW Dump Truck Service Division	$ -	$ -	$ -	$ 180,000	**$ 180,000**		
13	NEW Equipment CCTV Mobile Camera	$ -	$ -	$ -	$ 150,000	**$ 150,000**		
14	REPLACEMENT 6-Inch Bypass Pump	$ -	$ -	$ -	$ 60,000	**$ 60,000**		
Total		$ 359,411	$ 107,034	$ 707,570	$ 924,000	**$ 2,104,015**		**$ 485,851**
	FTE Add	*3*						*2*
Total Water Management Requests		**$ 359,411**	**$ 107,034**	**$ 707,570**	**$ 924,000**	**$ 2,104,015**		**$ 485,851**

City of Franklin, Tennessee

FY 2025 Operating Budget Request

Indicates selection was BOMA Top 15 PER Selection - | # | $ |

Program Enhancement Summary

Priority	Request	Compensation	Benefits	Operating	Capital	Total	★	Funded

Overall Summary - FY 2025 Program Enhancement Requests

Dollar Requests	Compensation	Benefits	Operating	Capital	Total	Funded
General Fund	$ 2,184,886	$ 809,617	$ 3,349,797	$ 10,187,548	$ 16,531,848	$ 3,932,619
Sanitation Fund	$ 47,729	$ 24,513	$ 7,700	$ 1,206,530	$ 1,286,472	$ 70,000
Stormwater Fund	$ 6,712	$ 1,040	$ -	$ 498,536	$ 506,288	$ 506,288
Water Management Fund	$ 359,411	$ 107,034	$ 707,570	$ 924,000	$ 2,098,015	$ 485,851
Total - All Funds Dollars	$ 2,598,738	$ 942,204	$ 4,065,067	$ 12,816,614	$ 20,422,623	$ 4,994,758

Personnel Requests	FTE Adds	Reclasses
General Fund	31.0	3.0
Sanitation Fund	1.0	0.0
Stormwater Fund	0.0	1.0
Water Management Fund	3.0	8.0
Total - All Funds Personnel		

Franklin*Forward* Allocations - All Funds Requests

A Safe, Clean, Livable City	$ 2,532,561
An Effective and Fiscally Sound City Government Providing High Quality Service	$ 13,580,039
Quality Life Experiences	$ 2,101,398
Sustainable Growth & Economic Prosperity	$ 2,214,625
Totals	$ 20,422,623

Traditional Allocations - All Requests

Personnel	$ 3,540,942
Operations	$ 4,065,067
Equipment	$ -
Capital	$ 12,816,614
Total	$ 20,422,623

Program Enhancement Summary

Sheet 1 : BOMA Top 10 Summaries

Moore

1	Firefighter Internship Program - 6 Interns	Fire	$	293,483
2	Lead Financial Analyst	Finance	$	126,052
3	Security SIEM (Security Information and Event Management)	Info. Tech.	$	75,000
4	Restore Assistant Director of Infrastructure	Info. Tech.	$	179,871
5	Hotel/Motel Occupancy Tax Audit	Hotel/Motel	$	35,000
6	Rework of Locker/Showers Waste Water Treatment Plant	Water	$	70,000
7	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
8	Preservation Plan Update	Planning	$	200,000
9	RMR Pistols	Police	$	100,300
10	Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Worker	Parks	$	23,118
			$	**1,752,824**

Baggett

1	Preservation Plan Update	Planning	$	200,000
2	RMR Pistols	Police	$	100,300
3	Firefighter Internship Program - 6 Interns	Fire	$	293,483
4	Vehicle Barrier System	Emer. Man.	$	95,702
5	Security SIEM (Security Information and Event Management)	Info. Tech.	$	75,000
6	EDGE Intelligence for Traffic Operations and Preemption	Info. Tech.	$	160,000
7	Hotel/Motel Occupancy Tax Audit	Hotel/Motel	$	35,000
8	Project Management Platform for Capital Projects (Citywide)	Engineering	$	74,000
9	Parks Programming Specialist Full-Time	Parks	$	73,864
10	Restoration of the Merrill-Williams Home	Appropriations	$	100,000
10	South Margin/Lewisburg/5th Ave Signal Project	TOC	$	200,000
			$	**1,407,349**

Barnhill

1	Burn Building Repairs	Fire	$	126,500
2	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
3	Restore Assistant Director of Infrastructure	Info. Tech.	$	179,871
4	Replacement: Retrofit Existing Sports Field Lighting to LED	Parks	$	600,000
5	RMR Pistols	Police	$	100,300
6	South Margin/Lewisburg/5th Ave Signal Project	TOC	$	200,000
7	Replacement of COF Fire Station 6 Roof	Fire	$	300,000
8	Equipment Operator II (Reclassification)	Streets	$	13,330
9	IS Developer I Position	Info. Tech.	$	86,805
10	Special Ops - Armored Vehicle	Police	$	354,000
			$	**2,610,806**

Program Enhancement Summary

Sheet 1 : BOMA Top 10 Summaries

Burger

1	RMR Pistols	Police	$	100,300
2	Traffic - 2 Motorcycles	Police	$	40,000
3	Hazmat Level A Suit Replacement & Tester	Fire	$	58,000
4	Lead Financial Analyst	Finance	$	126,052
5	Restore Assistant Director of Infrastructure	Info. Tech.	$	179,871
6	Painting of Exterior of Five Points Post Office	Facilities	$	14,000
7	Replacement of Interior Lights PD at the Grand Staircase where existing lights have	Facilities	$	14,000
8	Hotel/Motel Occupancy Tax Audit	Hotel/Motel	$	35,000
9	Replace HVAC & Thermostats in Main Offices	SES	$	70,000
10	Project Management Platform for Capital Projects (Citywide)	Engineering	$	74,000
			$	**711,223**

Blanton

1	Add Six (6) Shift Personnel Firefighters	Fire	$	548,895
2	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
3	Platform Truck	Streets	$	183,970
4	Parks Programming Specialist Full-Time	Parks	$	73,864
5	Records Division Receptionist (Front Desk)	Police	$	80,593
6	Painting of Exterior of Five Points Post Office	Facilities	$	14,000
7	Traffic - 2 Motorcycles	Police	$	40,000
8	Firefighter Internship Program - 6 Interns	Fire	$	293,483
9	Restore Assistant Director of Infrastructure	Info. Tech.	$	179,871
10	Replace HVAC & Thermostats in Main Offices	SES	$	70,000
			$	**2,134,676**

Brown

1	FLEX Intelligence Analyst	Police	$	97,946
2	Training Division Sergeant	Police	$	153,540
3	Add Six (6) Shift Personnel Firefighters	Fire	$	548,895
4	RMR Pistols	Police	$	100,300
5	Firefighter Internship Program - 6 Interns	Fire	$	293,483
6	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
7	South Margin/Lewisburg/5th Ave Signal Project	TOC	$	200,000
8	Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Worker	Parks	$	23,118
9	Preservation Plan Update	Planning	$	200,000
10	Restoration of the Merrill-Williams Home	Appropriations	$	100,000
			$	**2,367,282**

Program Enhancement Summary

Sheet 1 : BOMA Top 10 Summaries

Caesar

1	Firefighter Internship Program - 6 Interns	Fire	$	293,483
2	SWAT/Special Ops - ATV	Police	$	28,000
3	Longevity Modernization	General Exp.	$	256,718
4	EDGE Intelligence for Traffic Operations and Preemption	Info. Tech.	$	160,000
5	South Margin/Lewisburg/5th Ave Signal Project	TOC	$	200,000
6	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
7	Platform Truck	Streets	$	183,970
8	Replacement: Retrofit Existing Sports Field Lighting to LED	Parks	$	600,000
9	Replace HVAC & Thermostats in Main Offices	SES	$	70,000
10	Reclassification to BioSolids Operators (x6)	Water Man.	$	116,277
			$	**2,558,448**

Petersen

1	Special Ops - Armored Vehicle	Police	$	354,000
2	Dive/Swiftwater Team Equipment	Police	$	19,244
3	Add Six (6) Shift Personnel Firefighters	Fire	$	548,895
4	Firefighter Internship Program - 6 Interns	Fire	$	293,483
5	South Margin/Lewisburg/5th Ave Signal Project	TOC	$	200,000
6	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
7	Platform Truck	Streets	$	183,970
8	Stormwater Vaccum Truck	Stormwater	$	498,536
9	NEW Vehicle Utility Inspector	Water	$	42,000
10	Replace HVAC & Thermostats in Main Offices	SES	$	70,000
			$	**2,860,128**

Potts

1	Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	$	650,000
2	South Margin/Lewisburg/5th Ave Signal Project	TOC	$	200,000
3	Special Ops - Armored Vehicle	Police	$	354,000
4	Firefighter Internship Program - 6 Interns	Fire	$	293,483
5	Add Six (6) Shift Personnel Firefighters	Fire	$	548,895
6	Longevity Modernization	General Exp.	$	256,718
7	Preservation Plan Update	Planning	$	200,000
8	Project Management Platform for Capital Projects (Citywide)	Engineering	$	74,000
9	Restore Assistant Director of Infrastructure	Info. Tech.	$	179,871
10	Platform Truck	Streets	$	183,970
			$	**2,940,937**

Program Enhancement Summary

Sheet 2: BOMA Top 10 Summaries - Single Count Rankings

Program Enhancement	Department	Moore	Baggett	Barnhill	Blanton	Brown	Burger	Caesar	Petersen	Potts	Count
Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	x		x	x	x		x	x	x	7
Firefighter Internship Program - 6 Interns	Fire	x	x		x	x		x	x	x	7
South Margin/Lewisburg/5th Ave Signal Project	TOC		x	x		x		x	x	x	6
RMR Pistols	Police	x	x	x		x	x				5
Restore Assistant Director of Infrastructure	Info. Tech.	x		x	x		x			x	5
Replace HVAC & Thermostats in Main Offices	SES				x		x	x	x		4
Platform Truck	Streets				x			x	x	x	4
Preservation Plan Update	Planning	x	x			x				x	4
Add Six (6) Shift Personnel Firefighters	Fire				x	x			x	x	4
Hotel/Motel Occupancy Tax Audit	Hotel/Motel	x	x				x				3
Project Management Platform for Capital Projects (Citywide)	Engineering		x				x			x	3
Special Ops - Armored Vehicle	Police			x					x	x	3
EDGE Intelligence for Traffic Operations and Preemption	Info. Tech.		x					x			2
Lead Financial Analyst	Finance	x					x				2
Replacement: Retrofit Existing Sports Field Lighting to LED	Parks			x				x			2
Security SIEM (Security Information and Event Management)	Info. Tech.	x	x								2
Painting of Exterior of Five Points Post Office	Facilities				x		x				2
Parks Programming Specialist Full-Time	Parks		x		x						2
Traffic - 2 Motorcycles	Police				x		x				2
Longevity Modernization	General Exp.							x		x	2
Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Worker	Parks	x				x					2
Restoration of the Merrill-Williams Home	Appropriations		x			x					2
Burn Building Repairs	Fire			x							1
Dive/Swiftwater Team Equipment	Police								x		1
Equipment Operator II (Reclassification)	Streets			x							1
Hazmat Level A Suit Replacement & Tester	Fire						x				1
IS Developer I Position	Info. Tech.			x							1
NEW Vehicle Utility Inspector	Water								x		1
Reclassification to BioSolids Operators (x6)	Water Man.							x			1
Replacement of COF Fire Station 6 Roof	Fire			x							1
Replacement of Interior Lights PD at the Grand Staircase where existing lights ha	Facilities						x				1
Rework of Locker/Showers Waste Water Treatment Plant	Water	x									1
Stormwater Vaccum Truck	Stormwater								x		1
SWAT/Special Ops - ATV	Police							x			1
Vehicle Barrier System	Emer. Man.		x								1
Records Division Receptionist (Front Desk)	Police				x						1
FLEX Intelligence Analyst	Police					x					1
Training Division Sergeant	Police					x					1
Total Count		**10**	**11**	**10**	**10**	**10**	**10**	**10**	**10**	**10**	

Program Enhancement Summary

Sheet 3: BOMA Top 10 Summaries - Averaged Rankings

Scale: 1 = Top Priority, 10 = Lowest Priority. Lowest Point total is thus the highest rated priority overall

Program Enhancement	Department	Moore	Baggett	Barnhill	Blanton	Brown	Burger	Caesar	Petersen	Potts	Average
Burn Building Repairs	Fire			1							1.00
FLEX Intelligence Analyst	Police					1					1.00
Dive/Swiftwater Team Equipment	Police								2		2.00
SWAT/Special Ops - ATV	Police							2			2.00
Training Division Sergeant	Police					2					2.00
Add Six (6) Shift Personnel Firefighters	Fire				1	3			3	5	3.00
Hazmat Level A Suit Replacement & Tester	Fire						3				3.00
Lead Financial Analyst	Finance	2					4				3.00
Firefighter Internship Program - 6 Interns	Fire	1	3		8	5		1	4	4	3.71
Security SIEM (Security Information and Event Management)	Info. Tech.	3	5								4.00
Vehicle Barrier System	Emer. Man.		4								4.00
RMR Pistols	Police	9	2	5		4	1				4.20
Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	7		2	2	6		6	6	1	4.29
Longevity Modernization	General Exp.							3		6	4.50
Traffic - 2 Motorcycles	Police				7		2				4.50
Special Ops - Armored Vehicle	Police			10					1	3	4.67
EDGE Intelligence for Traffic Operations and Preemption	Info. Tech.		6					4			5.00
Records Division Receptionist (Front Desk)	Police				5						5.00
South Margin/Lewisburg/5th Ave Signal Project	TOC		10	6		7		5	5	2	5.83
Restore Assistant Director of Infrastructure	Info. Tech.	4		3	9		5			9	6.00
Painting of Exterior of Five Points Post Office	Facilities				6		6				6.00
Replacement: Retrofit Existing Sports Field Lighting to LED	Parks			4				8			6.00
Rework of Locker/Showers Waste Water Treatment Plant	Water	6									6.00
Preservation Plan Update	Planning	8	1			9				7	6.25
Parks Programming Specialist Full-Time	Parks		9		4						6.50
Hotel/Motel Occupancy Tax Audit	Hotel/Motel	5	7				8				6.67
Platform Truck	Streets				3			7	7	10	6.75
Replacement of COF Fire Station 6 Roof	Fire			7							7.00
Replacement of Interior Lights PD at the Grand Staircase where existing lights ha	Facilities						7				7.00
Equipment Operator II (Reclassification)	Streets			8							8.00
Stormwater Vaccum Truck	Stormwater								8		8.00
Project Management Platform for Capital Projects (Citywide)	Engineering		8				10			8	8.67
IS Developer I Position	Info. Tech.			9							9.00
NEW Vehicle Utility Inspector	Water								9		9.00
Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Worker	Parks	10				8					9.00
Replace HVAC & Thermostats in Main Offices	SES				10		9	9	10		9.50
Reclassification to BioSolids Operators (x6)	Water Man.							10			10.00
Restoration of the Merrill-Williams Home	Appropriations		10			10					10.00
		55	**65**	**55**	**55**	**55**	**55**	**55**	**55**	**55**	

Program Enhancement Summary

Sheet 4: BOMA Top 10 Summaries - Weighed Rankings

Weighed Rankings = Average Ranking 1-10 / Number of times (Single Count Ranking) Enhancement was selected = Weighted Ranking. Lower number = Top Priority

												A Sheet 2	B Sheet 3	C (B/A)					
Program Enhancement	Department	Moore	Baggett	Barnhill	Blanton	Brown	Burger	Casear	Petersen	Potts	Count	Average	Weighed Ranking	Adjusted Rank	Cost	Running Cost		
Firefighter Internship Program - 6 Interns	Fire	1	3		8	5		1	4	4	7	3.7	0.53	1	$ 293,483	$ 293,483	1	
Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	7		2	2	6		6	6	1	7	4.3	0.61	2	$ 650,000	$ 943,483	2	
Add Six (6) Shift Personnel Firefighters	Fire				1	3			3	5	4	3.0	0.75	3	$ 548,895	$ 1,492,378	3	
RMR Pistols	Police	9	2	5		4	1				5	4.2	0.84	4	$ 100,300	$ 1,592,678	4	
South Margin/Lewisburg/5th Ave Signal Project	TOC		10	6		7		5	5	2	6	5.8	0.97	5	$ 200,000	$ 1,792,678	5	
Burn Building Repairs	Fire			1							1	1.0	1.00	6	$ 126,500	$ 1,919,178	6	
FLEX Intelligence Analyst	Police					1					1	1.0	1.00	7	$ 97,946	$ 2,017,124	7	
Restore Assistant Director of Infrastructure	Info. Tech.	4		3	9		5			9	5	6.0	1.20	8	$ 179,871	$ 2,196,995	8	
Lead Financial Analyst	Finance	2					4				2	3.0	1.50	9	$ 126,052	$ 2,323,047	9	
Special Ops - Armored Vehicle	Police			10					1	3	3	4.7	1.56	10	$ 354,000	$ 2,677,047	10	<<<Top 10
Preservation Plan Update	Planning	8	1			9				7	4	6.3	1.56	11	$ 200,000	$ 2,877,047	11	
Platform Truck	Streets				3			7	7	10	4	6.8	1.69	12	$ 183,970	$ 3,061,017	12	
Security SIEM (Security Information and Event Management)	Info. Tech.	3	5								2	4.0	2.00	13	$ 75,000	$ 3,136,017	13	
Dive/Swiftwater Team Equipment	Police								2		1	2.0	2.00	14	$ 19,244	$ 3,155,261	14	
SWAT/Special Ops - ATV	Police							2			1	2.0	2.00	15	$ 28,000	$ 3,183,261	15	
Training Division Sergeant	Police					2					1	2.0	2.00	16	$ 153,540	$ 3,336,801	16	
Hotel/Motel Occupancy Tax Audit	Hotel/Motel	5	7				8				3	6.7	2.22	17	$ 35,000	$ 3,371,801	17	
Longevity Modernization	General Exp.							3		6	2	4.5	2.25	18	$ 256,718	$ 3,628,519	18	
Traffic - 2 Motorcycles	Police				7		2				2	4.5	2.25	19	$ 40,000	$ 3,668,519	19	
Replace HVAC & Thermostats in Main Offices	SES				10		9	9	10		4	9.5	2.38	20	$ 70,000	$ 3,738,519	20	
EDGE Intelligence for Traffic Operations and Preemption	Info. Tech.		6					4			2	5.0	2.50	21	$ 160,000	$ 3,898,519	21	
Project Management Platform for Capital Projects (Citywide)	Engineering		8				10			8	3	8.7	2.89	22	$ 74,000	$ 3,972,519	22	
Painting of Exterior of Five Points Post Office	Facilities				6		6				2	6.0	3.00	23	$ 14,000	$ 3,986,519	23	
Replacement: Retrofit Existing Sports Field Lighting to LED	Parks			4				8			2	6.0	3.00	24	$ 600,000	$ 4,586,519	24	
Hazmat Level A Suit Replacement & Tester	Fire						3				1	3.0	3.00	25	$ 58,000	$ 4,644,519	25	
Parks Programming Specialist Full-Time	Parks		9		4						2	6.5	3.25	26	$ 73,864	$ 4,718,383	26	
Vehicle Barrier System	Emer. Man.		4								1	4.0	4.00	27	$ 95,702	$ 4,814,085	27	
Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Worker	Parks	10				8					2	9.0	4.50	28	$ 23,118	$ 4,837,203	28	
Restoration of the Merrill-Williams Home	Appropriations		10			10					2	10.0	5.00	29	$ 100,000	$ 4,937,203	29	
Records Division Receptionist (Front Desk)	Police				5						1	5.0	5.00	30	$ 80,593	$ 5,017,796	30	
Rework of Locker/Showers Waste Water Treatment Plant	Water	6									1	6.0	6.00	31	$ 70,000	$ 5,087,796	31	
Replacement of COF Fire Station 6 Roof	Fire			7							1	7.0	7.00	32	$ 300,000	$ 5,387,796	32	
Replacement of Interior Lights PD at the Grand Staircase where existing lights hav	Facilities						7				1	7.0	7.00	33	$ 14,000	$ 5,401,796	33	
Equipment Operator II (Reclassification)	Streets			8							1	8.0	8.00	34	$ 13,330	$ 5,415,126	34	
Stormwater Vaccum Truck	Stormwater								8		1	8.0	8.00	35	$ 498,536	$ 5,913,662	35	
IS Developer I Position	Info. Tech.			9							1	9.0	9.00	36	$ 86,805	$ 6,000,467	36	
NEW Vehicle Utility Inspector	Water								9		1	9.0	9.00	37	$ 42,000	$ 6,042,467	37	
Reclassification to BioSolids Operators (x6)	Water Man.							10			1	10.0	10.00	38	$ 116,277	$ 6,158,744	38	

Program Enhancement Summary

Sheet 5: BOMA Top 10 Summaries - Modified Weighed Rankings

Modified Weighed Rankings = Average Ranking 1-10 / Number of times (Single Count Ranking) Enhancement was selected = Weighted Ranking. Lower number = Top Priority. Difference between weighed rankings and modified weighed rankings is those only getting 1 vote were not included in top ten. At least 3 votes are required for

		A Sheet 2	***B*** Sheet 3	***C (B/A)***				
Program Enhancement	**Department**	**Count**	**Average**	**Weighed Ranking**	**Adjusted Rank**	**Cost**	**Running Cost**	
Firefighter Internship Program - 6 Interns	Fire	7	3.7	0.53	1	$ 293,483	$ 293,483	1
Donselson Creek Pkwy/Lewisburg Pike Signal Project	TOC	7	4.3	0.61	2	$ 650,000	$ 943,483	2
South Margin/Lewisburg/5th Ave Signal Project	TOC	6	5.8	0.97	3	$ 200,000	$ 1,143,483	3
RMR Pistols	Police	5	4.2	0.84	4	$ 100,300	$ 1,243,783	4
Restore Assistant Director of Infrastructure	Info. Tech.	5	6.0	1.20	5	$ 179,871	$ 1,423,654	5
Add Six (6) Shift Personnel Firefighters	Fire	4	3.0	0.75	6	$ 548,895	$ 1,972,549	6
Preservation Plan Update	Planning	4	6.3	1.56	7	$ 200,000	$ 2,172,549	7
Platform Truck	Streets	4	6.8	1.69	8	$ 183,970	$ 2,356,519	8
Replace HVAC & Thermostats in Main Offices	SES	4	9.5	2.38	9	$ 70,000	$ 2,426,519	9
Special Ops - Armored Vehicle	Police	3	4.7	1.56	10	$ 354,000	$ 2,780,519	10 <<<Top 10 receving at least 3 votes
Hotel/Motel Occupancy Tax Audit	Hotel/Motel	3	6.7	2.22	11	$ 35,000	$ 2,815,519	11
Project Management Platform for Capital Projects (Citywide)	Engineering	3	8.7	2.89	12	$ 74,000	$ 2,889,519	12 <<<Receving at least 3 votes
Lead Financial Analyst	Finance	2	3.0	1.50	13	$ 126,052	$ 3,015,571	13
Security SIEM (Security Information and Event Management)	Info. Tech.	2	4.0	2.00	14	$ 75,000	$ 3,090,571	14
Longevity Modernization	General Exp.	2	4.5	2.25	15	$ 256,718	$ 3,347,289	15
Traffic - 2 Motorcycles	Police	2	4.5	2.25	16	$ 40,000	$ 3,387,289	16
EDGE Intelligence for Traffic Operations and Preemption	Info. Tech.	2	5.0	2.50	17	$ 160,000	$ 3,547,289	17
Painting of Exterior of Five Points Post Office	Facilities	2	6.0	3.00	18	$ 14,000	$ 3,561,289	18
Replacement: Retrofit Existing Sports Field Lighting to LED	Parks	2	6.0	3.00	19	$ 600,000	$ 4,161,289	19
Parks Programming Specialist Full-Time	Parks	2	6.5	3.25	20	$ 73,864	$ 4,235,153	20
Reclassification: (1) Seasonal Facilities Worker to (1) FT Facilities Wor	Parks	2	9.0	4.50	21	$ 23,118	$ 4,258,271	21
Restoration of the Merrill-Williams Home	Appropriations	2	10.0	5.00	22	$ 100,000	$ 4,358,271	22
Burn Building Repairs	Fire	1	1.0	1.00	23	$ 126,500	$ 4,484,771	23
FLEX Intelligence Analyst	Police	1	1.0	1.00	24	$ 97,946	$ 4,582,717	24
Dive/Swiftwater Team Equipment	Police	1	2.0	2.00	25	$ 19,244	$ 4,601,961	25
SWAT/Special Ops - ATV	Police	1	2.0	2.00	26	$ 28,000	$ 4,629,961	26
Training Division Sergeant	Police	1	2.0	2.00	27	$ 153,540	$ 4,783,501	27
Hazmat Level A Suit Replacement & Tester	Fire	1	3.0	3.00	28	$ 58,000	$ 4,841,501	28
Vehicle Barrier System	Emer. Man.	1	4.0	4.00	29	$ 95,702	$ 4,937,203	29
Records Division Receptionist (Front Desk)	Police	1	5.0	5.00	30	$ 80,593	$ 5,017,796	30
Rework of Locker/Showers Waste Water Treatment Plant	Water	1	6.0	6.00	31	$ 70,000	$ 5,087,796	31
Replacement of COF Fire Station 6 Roof	Fire	1	7.0	7.00	32	$ 300,000	$ 5,387,796	32
Replacement of Interior Lights PD at the Grand Staircase where exist	Facilities	1	7.0	7.00	33	$ 14,000	$ 5,401,796	33
Equipment Operator II (Reclassification)	Streets	1	8.0	8.00	34	$ 13,330	$ 5,415,126	34
Stormwater Vaccum Truck	Stormwater	1	8.0	8.00	35	$ 498,536	$ 5,913,662	35
IS Developer I Position	Info. Tech.	1	9.0	9.00	36	$ 86,805	$ 6,000,467	36
NEW Vehicle Utility Inspector	Water	1	9.0	9.00	37	$ 42,000	$ 6,042,467	37
Reclassification to BioSolids Operators (x6)	Water Man.	1	10.0	10.00	38	$ 116,277	$ 6,158,744	38

Appendix J – Pay Scales

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.

Created in 2013, the Classification and Compensation Study (a joint project between the City of Franklin and Burris, Thompson and Associates) reviews every position throughout the organization and compared to market data in both public sector (including specific pay information from 20+ other cities) and private sector (where applicable). This project reviews all of the positions and makes recommendations for any necessary changes to pay grades. This study has been revised three times since 2013: 2015, 2018 and 2022.

The result of this study is a pay scale herein attached.

JOB CODE	JOB TITLE	DEPT	YRLY HOURS	NEW Upgrade 2022 GRADE	JULY 2022 PAY RANGE Min	1st Qtle	Mid	3rd Qtle	Max
1045	ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT	ADMIN	EX	O	$ 154,993	$ 168,669	$ 182,345	$ 200,579	$ 218,813
1037	ASSIST CITY ADMIN-FINANCE/ADMINISTRATION	ADMIN	EX	O	$ 154,993	$ 168,669	$ 182,345	$ 200,579	$ 218,813
1050	ASSIST CITY ADMIN-PUBLIC WORKS	ADMIN	EX	O	$ 154,993	$ 168,669	$ 182,345	$ 200,579	$ 218,813
1033	CITY ATTORNEY	LEGAL	EX	O	$ 154,993	$ 168,669	$ 182,345	$ 200,579	$ 218,813
1812	CHIEF OF POLICE	POLICE	EX	N	$ 137,771	$ 149,928	$ 162,084	$ 178,292	$ 194,501
1201	DIRECTOR OF ENGINEERING	ENG	EX	N	$ 137,771	$ 149,928	$ 162,084	$ 178,292	$ 194,501
2307	DIRECTOR OF WATER MANAGEMENT	WATER-WA	EX	N	$ 137,771	$ 149,928	$ 162,084	$ 178,292	$ 194,501
1406	FIRE CHIEF	FIRE	EX	N	$ 137,771	$ 149,928	$ 162,084	$ 178,292	$ 194,501
1602	HUMAN RESOURCES & RISK MANAGEMENT DIRECTOR	HR	EX	N	$ 137,771	$ 149,928	$ 162,084	$ 178,292	$ 194,501
1025	INFORMATION TECHNOLOGY DIRECTOR	IT	EX	N	$ 137,771	$ 149,928	$ 162,084	$ 178,292	$ 194,501
1034	ASSISTANT CITY ATTORNEY	LEGAL	EX	M	$ 122,463	$ 133,269	$ 144,075	$ 158,482	$ 172,890
1426	ASSISTANT FIRE CHIEF	FIRE	EX	M	$ 122,463	$ 133,269	$ 144,075	$ 158,482	$ 172,890
1816	POLICE DEPUTY CHIEF	POLICE	EX	M	$ 122,463	$ 133,269	$ 144,075	$ 158,482	$ 172,890
2008	STREET DIRECTOR	STREET	EX	M	$ 122,463	$ 133,269	$ 144,075	$ 158,482	$ 172,890
2412	ASST. IT DIR. (Applications Group)	IT	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1203	ASSISTANT DIRECTOR OF ENGINEERING	ENG	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
2315	ASSISTANT DIRECTOR OF WATER MANAGEMENT	WATER-WA	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
2400	ASST. IT DIR. (Infrastructure Group)	IT	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1315	BUDGET & STRATEGIC INNOVATION MANAGER	FINANCE	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1227	CITY TRAFFIC ENGINEER	ENG	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1313	COMPTROLLER	FINANCE	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1106	DIRECTOR, BLDG AND NEIGHBORHOOD SERVS.	BNS	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1415	FIRE DEPUTY CHIEF - FIRE MARSHALL	FIRE	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1504	PARKS DIRECTOR	PARKS	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1701	PLANNING & SUSTAINABILITY DIRECTOR	PLANNING	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1909	SANITATION & ENV SERVICES DIRECTOR	SANITATION & ENV SERV.	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1049	STAFF ATTORNEY II	LEGAL	EX	L	$ 108,856	$ 118,461	$ 128,066	$ 140,873	$ 153,680
1401	FIRE BATTALION CHIEF	FIRE	2808	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1606	ASSISTANT HR DIRECTOR	HR	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1503	ASSISTANT PARKS DIRECTOR	PARKS	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2001	ASSISTANT STREET DIRECTOR	STREET	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1105	ASST DIR BNS BLDG. & DEVELOPMENT SERVICES	BNS	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605

JOB CODE	JOB TITLE	DEPT	YRLY HOURS	NEW Upgrade 2022 GRADE	JULY 2022 PAY RANGE Min	1st Qtle	Mid	3rd Qtle	Max
1702	ASST DIR PLANNING & SUSTAINABILITY	PLANNING	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1712	ASST DIR PLANNING (DEVELOPMENT)	PLANNING	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2428	COMMUNICATION INFRASTRUCTURE MANAGER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2434	DATA CENTER/SECURITY ENGINEER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
	DATA CENTER/SECURITY MANAGER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2439	DATABASE ADMINISTRATOR	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1401TRA	FIRE BATTALION CHIEF - TRAINING	FIRE	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2441	INFORMATION SYSTEMS DEVELOPER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2440	INFORMATION SYSTEMS MANAGER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2427	NETWORK ENGINEER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2417	NETWORK MANAGER	IT	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1817	POLICE CAPTAIN	POLICE	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1604	RISK AND BENEFITS MANAGER	HR	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2323	SERVICE DIVISION SUPERINTENDENT	WATER-WD	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1212	STAFF ENGINEER III	ENG	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1209	STORM WATER MANAGEMENT COORDINATOR	ENG - STMWTR	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1207	TRAFFIC/TRANSPORTATION ENG III	ENG-TOC	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2103	WATER RECLAMATION SUPERINTENDENT	WATER-SP	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
2202	WATER TREATMENT SUPERINTENDENT	WATER-WP	EX	K	$ 96,762	$ 105,300	$ 113,838	$ 125,221	$ 136,605
1036	STAFF ATTORNEY I	LEGAL	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1417	ADMINISTRATIVE CAPTAIN TECHNOLOGY	FIRE	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1412	ASSISTANT FIRE MARSHAL (NEW)	FIRE	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1913	ASST DIR, SANITATION & ENV SERVICES	SANITATION & ENV SERV.	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1118	BUILDING OFFICIAL	BNS	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1226	CAPITAL PROJECTS CONSTRUCTION MANAGER	ENG	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1041	COMMUNICATIONS MANAGER	ADM-COMM	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1711	CURRENT PLANNING SUPERVISOR	PLANNING	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
2433	CUSTOMER SUPPORT ANALYTICS MANAGER	IT	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1042	CIP ENGINEER	WATER- SP	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1419	EMS OFFICER	FIRE	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1040	FACILITIES PROJECT MANAGER	ADM-FACILITIES	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1516	FACILITIES SUPERINTENDENT	PARKS	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1311P	FINANCIAL MANAGER	FINANCE	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1404	FIRE CAPTAIN	FIRE	2808	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1411	FIRE CAPTAIN/TRAINING OFFICER	FIRE	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1912	FLEET MAINTENANCE MANAGER	STREET-FM	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426

JOB CODE	JOB TITLE	DEPT	YRLY HOURS	NEW Upgrade 2022 GRADE	JULY 2022 PAY RANGE Min	1st Qtle	Mid	3rd Qtle	Max
2406	GIS MANAGER	IT	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1603	HUMAN RESOURCES MANAGER	HR	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1717	LONG RANGE PLANNING SUPERVISOR	PLANNING	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1617	ORGANIZATIONAL DEVELOPMENT MANAGER	HR	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1522	PARKS & RECREATION SUPERINTENDENT	PARKS	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1872	POLICE LIEUTENANT	POLICE	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1028	PURCHASING MANAGER	PURCHASING	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1012	REVENUE AND LICENSING MANAGER	REV-MGT	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1202	STAFF ENGINEER II	ENG	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
2010	TRAFFIC MAINTENANCE MANAGER	STREET-TRAFFIC	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1204	TRAFFIC/TRANSPORTATION ENG II	ENG-TOC	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1515	URBAN FORESTRY SUPERINTENDENT	PARKS	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
2322	UTILITIES ENGINEER II	WATER	EX	J	$ 86,010	$ 93,599	$ 101,189	$ 111,307	$ 121,426
1615	BENEFITS SPECIALIST	HR	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1607	BENEFITS SUPERVISOR	HR	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1112	BUILDING INSPECTOR SUPERVISOR	BNS	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2437	COMMUNICATION INFRASTRUCTURE ENGINEER	IT	2080	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1014	EMERGENCY MANAGEMENT COORDINATOR	ADMIN	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2325	FACILITIES MAINTENANCE MANAGER	WATER	2080	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1312	FINANCIAL ANALYST	FINANCE	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1813	FISCAL AFFAIRS MANAGER	POLICE	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1414	FISCAL MANAGER	FIRE	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1873	POLICE SERGEANT	POLICE	2080	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1020	PROCUREMENT OFFICER IV	PURCHASING	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1022	PUBLIC OUTREACH & SPEC EVENTS SUPERVISOR	ADM-COMM	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1214	RIGHT OF WAY AGENT	ENG	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1214WA	RIGHT OF WAY AGENT	WATER	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1616	RISK MANAGEMENT SPECIALIST	HR	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1874	POLICE SERGEANT/PIO	POLICE	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2430	SR. INFORMATION SYSTEMS ANALYST	IT	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1208	STAFF ENGINEER I	ENG	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2024	STREET DEPT INFRASTRUCTURE & DEVELOPMENT MGR	STREET	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
1210	TRAFFIC/TRANSPORTATION ENG I	ENG-TOC	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2312	WATER DEPARTMENT INFRASTRUCTURE AND DEV. MGR	WATER-SC	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2104	WATER RECLAMATION ASSISTANT SUP'T.	WATER-SP	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2201	WATER TREATMENT ASSISTANT SUP'T.	WATER-WP	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934

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1114	ZONING ADMINISTRATOR	BNS	EX	I	$ 76,453	$ 83,199	$ 89,945	$ 98,940	$ 107,934
2416	INFORMATION SYSTEMS ANALYST II	IT	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1527	ATHLETICS TURF AND FIELD SUPERVISOR	PARKS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1111	BUILDING INSPECTOR IV	BNS	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1008	CITY RECORDER	ADMIN	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
	COMMUNICATION INFRASTRUCTURE TECHNICIAN II	IT	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1124	CONTRACTS ADMINISTRATOR	ADMIN	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1925P	CONTRACT COMPLIANCE ANALYST	ADMIN	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1032	CUSTOMER SERVICE SUPERVISOR	REV-MGT	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2431	DATA CENTER TECH II	IT	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2414	ENTERPRISE SUPPORT & TRAINING SPEC	IT	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1540	FACILTIES MAINTENANCE SUPEVISOR	PARKS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1421	FIRE AND LIFE SAFETY EDUCATOR	FIRE	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1420	FIRE INFORMATION SYSTEMS ANALYST	FIRE	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1418	FIRE INSPECTOR	FIRE	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1409	FIRE LIEUTENANT	FIRE	2808	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2012	INSPECTOR/PROJECT MANAGER	STREET	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1220	ITS PROJECT MANAGER	ENG-TOC	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
	LAND PLANNER II	PLANNING	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2017	LANDSCAPE MAINTENANCE SUPERVISOR	STREET	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2422	LANDSCAPING & GROUNDS SUPERVISOR	PARKS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
0058	LEAD SENIOR FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1840	MASTER PATROL OFFICER/DETECTIVE	POLICE	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1842	POLICE DETECTIVE	POLICE	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1123	NEIGHBORHOOD RESOURCES SUPERVISOR	BNS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2426	NETWORK TECHNICIAN II	IT	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1609	OCCUPATIONAL HEALTH & SAFETY TRAINER	HR	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1101	PERMITTING OPERATIONS SUPERVISOR	BNS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1120	PLANS EXAMINER III	BNS	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
	POLICE CRISIS COUNSELOR	POLICE	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1705	PRESERVATION PLANNER	PLANNING	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1706	PRINCIPAL PLANNER	PLANNING	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
	SENIOR PLANNER	PLANNING	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1017	PROCUREMENT OFFICER III	PURCHASING	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1022	PUBLIC OUTREACH SPECIALIST	ADM-COMM	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1508	RECREATION SUPERVISOR	PARKS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941

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2013	SENIOR ROAD INSPECTOR	STREET	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2326SC	SERVICE DIVISION ASST. SUPERINTENDENT	WATER-SC	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1206	SR. ITS SPECIALIST	ENG-TOC	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2310	SR. UTILITY INSPECTOR	WATER	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2011	STREET/STORM WATER CREW SUPERVISOR	STMWTR - ST	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2023	TRAFFIC MAINTENANCE CREW SUPERVISOR	STREET-TRAFFIC	2080	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1532	URBAN FORESTRY SUPERVISOR	PARKS	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
2415	WATER IS APPLICATIONS MANAGER	WATER-WA	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1219	WATER QUALITY SPECIALIST III	ENG - STMWTR	EX	H	$ 67,958	$ 73,955	$ 79,951	$ 87,946	$ 95,941
1405	FIRE ENGINEER	FIRE	2808	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2423	ACCOUNTING OFFICER	REV-MGT	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1539	ASST. ATHLETICS TURF AND FIELD SUPERVISOR	PARKS	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1618	BENEFITS ANALYST	HR	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1610	BENEFITS GENERALIST	HR	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1108	BUILDING INSPECTOR III	BNS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1026	CABLE TV PRODUCTION OPERATIONS SUPERVISOR	ADM-COMM	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1216	CAPITAL PROJECTS INSPECTOR	ENG	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1039	CHIEF DEPUTY COURT CLERK	COURT	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2435	COMMUNICATION INFRASTRUCTURE TECH I	IT	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1841	CRIME ANALYST	POLICE	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2432	DATA CENTER TECH I	IT	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1009	DEPUTY CITY RECORDER	ADMIN	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1716	DEVELOPMENT SERVICES OPERATIONS ANALYST	BNS	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1013	EMERGENCY MANAGEMENT SPECIALIST	ADMIN	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1614	EMPLOYEE RELATIONS SPECIALIST	HR	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1526	FACILITIES CREW CHIEF	PARKS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1005	FACILITIES MAINTENANCE SUPERVISOR	ADM-FACILITIES	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1519	GROUNDS TURF CREW CHIEF	PARKS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1122	HOUSING DEVELOPMENT COORDINATOR	BNS	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1601	HUMAN RESOURCES GENERALIST	HR	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2109	INDUSTRIAL PRETREATMENT COORDINATOR	WATER-SP	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2424	INFORMATION SYSTEMS ANALYST I	IT	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1709	LAND PLANNER I	PLANNING	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1518PARKS	LANDSCAPE MAINTENENACE CREW CHIEF	PARKS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
0055	LEAD FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2402	NETWORK TECHNICIAN I	IT	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281

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0018	OFFICE MANAGER	VARIOUS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1915	OPERATIONS MANAGER	SANITATION & ENV SERV.	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1035LAW	PARALEGAL	LEGAL	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1308	PAYROLL SPECIALIST (Fin Tech II)	FINANCE	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1119	PLANS EXAMINER II	BNS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1871	POLICE OFFICER II	POLICE	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1015	PROCUREMENT OFFICER II	PURCHASING	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1821	PUBLIC OUTREACH COORDINATOR	ADM-COMM	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
9987	PUBLIC WORKS OPERATIONS ANALYST	ADMIN	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1881	RECORDS SUPERVISOR	POLICE	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1525	RESEARCH & PLANNING SPECIALIST	PARKS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2009	ROAD INSPECTOR	STREET	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1907	ROUTING/OPERATIONS ANALYST	SANITATION & ENV SERV.	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
0057	SENIOR FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2405	SR. GIS SPECIALIST	IT	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2020	STORM WATER INSPECTOR	STMWTR - ST	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2011	STORMWATER CREW CHIEF	STMWTR - ST	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2007	STREET CREW CHIEF (General)	STREET	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1715	SURETY COORDINATOR	PLANNING	EX	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2003	TECHNICAL SUPPORT SPECIALIST II	VARIOUS	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2419	TRAFFIC STRIPING & SIGN SUPERVISOR	STREET-TRAFFIC	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2320	UTILITIES CREW CHIEF	WATER-WD	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2309	UTILITY INSPECTOR	WATER-WA	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2105	W/WW CONSTRUCTION SUPERVISOR	WATER-WD	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2206	WASTEWATER OPERATOR II	WATER-SP	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
2205	WATER OPERATOR II	WATER-WP	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1218	WATER QUALITY SPECIALIST II	ENG - STMWTR	2080	G	$ 60,407	$ 65,737	$ 71,067	$ 78,174	$ 85,281
1031	EXECUTIVE ASSISTANT	ADMIN	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2438	ADMINISTRATIVE TECHNICAL ASSISTANT	IT	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1703	ASST. PRESERVATION PLANNER	PLANNING	EX	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1019	ASSISTANT DEPUTY CITY RECORDER	ADMIN	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2321	BACKFLOW INSPECTOR	WATER-WD	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1107	BUILDING INSPECTOR II	BNS	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2021	COMPOST FACILITY MANAGER	STREET	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1225	CONSTRUCTION INSPECTOR	ENG-TOC	EX	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1884	DIGITAL RECORDS TECHNICIAN	POLICE	Ex	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805

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1211	ENGINEERING ASSOCIATE I	ENG	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1882	EVIDENCE AND PROPERTY TECHNICIAN	POLICE	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1407	FIREFIGHTER	FIRE	2808	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
0060	FLEET INVENTORY SPECIALIST	STREET	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2404	GIS SPECIALIST	IT	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1625	HUMAN RESOURCES COORDINATOR	HR	EX	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2327	INFRASTRUCTURE ASSESSMENT TECHNICIAN	WATER-WD	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1221	ITS SPECIALIST	ENG-TOC	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
0024	LEAD BILLING TECHNICIAN	REV-MGT	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
0025	LEAD CUSTOMER SERVICE/COLLECTIONS TECHNICIAN	REV-MGT	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
0017	LEGAL ASSISTANT	LEGAL	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2107	MAINTENANCE TECHNICIAN	WATER-SP	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1109	MUNICIPAL INSPECTION OFFICER II	BNS	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1704	PLANNER	PLANNING	EX	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1113	PLANS EXAMINER I	BNS	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1870	POLICE OFFICER I	POLICE	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1919	PUBLIC EDU & CUSTOMER SERV COORDINATOR	SANITATION & ENV SERV.	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1918	SAN & ENV SERV OPERATIONS CREW SUPERVISOR	SANITATION & ENV SERV.	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1023	SOCIAL AND DIGITAL MEDIA PRODUCER	ADM-COMM	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1305	SR. A/P SPECIALIST	FINANCE	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2006	TECHNICAL SUPPORT SPECIALIST I	VARIOUS	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2022	TRAFFIC SIGNAL TECH II	STREET-TRAFFIC	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1529	TURF SPECIALIST II	PARKS	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2304	UTILITIES LOCATOR	WATER-WD	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2204	WASTEWATER OPERATOR I	WATER-SP	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2203	WATER OPERATOR I	WATER-WP	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
2421	WATER QUALITY SPECIALIST I	ENG - STMWTR	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1116	ZONING ENFORCEMENT PLANNER	BNS	2080	F	$ 53,695	$ 58,433	$ 63,171	$ 69,488	$ 75,805
1010	MANAGEMENT FELLOW	ADMIN	EX	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
	A/P SPECIALIST	FINANCE	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
0016	ADMINISTRATIVE ASSISTANT	VARIOUS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
0022	BILLING TECHNICIAN	REV-MGT	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1102	BUILDING INSPECTOR I	BNS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1886	COMMUNICATIONS SUPPORT COORDINATOR	POLICE	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
0021	CUSTOMER SERVICE COLLECTIONS TECH	REV-MGT	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1904	CUSTOMER SERVICE TECHNICIAN	SANITATION & ENV SERV.	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382

JOB CODE	JOB TITLE	DEPT	YRLY HOURS	NEW Upgrade 2022 GRADE	JULY 2022 PAY RANGE Min	1st Qtle	Mid	3rd Qtle	Max
1011	DEPUTY COURT CLERK	COURT	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
0051	EQUIPMENT OPERATOR II	VARIOUS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1310	FINANCIAL TECHNICIAN I	REV-MGT	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1407T	FIRE CADET	FIRE	2808	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
0056	FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1531	FORESTRY TECHNICIAN II	PARKS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1416	GENERAL SERVICES TECHNICIAN	FIRE	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2319	INVENTORY SPECIALIST	VARIOUS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2436	IT TECHNICIAN	IT	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1046	LEAD FACILITIES MAINTENANCE WORKER	ADM-FACILITIES/SW	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2316	METER READER SENIOR	WATER-WB	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1103	MUNICIPAL INSPECTION OFFICER I	BNS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1502	PARKS MAINTENANCE WORKER	PARKS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
0015	PERMIT TECHNICIAN	BNS/PLANNING	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1870T	POLICE OFFICER TRAINEE	POLICE	2080	E	$ 50,000	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1016	PROCUREMENT OFFICER I	PURCHASING	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1510	PROGRAM SPECIALIST	PARKS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2314	SEWER EQUIPMENT TECH	WATER-SC	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2018	SIGN PRODUCTION SPEC	STREET-TRAFFIC	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1879	SR. RECORDS TECHNICIAN	POLICE	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2019	STRIPING TECHNICIAN	STREET-TRAFFIC	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1205	TOC OPERATOR	ENG-TOC	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2014	TRAFFIC SIGNAL TECH I	STREET-TRAFFIC	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1528	TURF SPECIALIST I	PARKS	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
2318	TV TRUCK SEWER INSPECTOR	WATER-SC	2080	E	$ 47,729	$ 51,940	$ 56,151	$ 61,767	$ 67,382
1021	DIGITAL MEDIA SPECIALIST PART-TIME	ADM-COMM	1500	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
0014	ADMINISTRATIVE SECRETARY	VARIOUS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
0026P	ASSISTANT DEPUTY COURT CLERK	COURT	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
0020	CASHIER - COURT/REV MGMT.	REV-MGT/COURT	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
0023P	CASHIER (PT)	REV-MGT	1500	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1018	CUSTODIAN	ADM-FACILITIES	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1901	DROP OFF SITE ATTENDANT	SANITATION & ENV SERV.	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
0052	EQUIPMENT OPERATOR I	VARIOUS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1512	FACILITIES WORKER	PARKS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1004	FACILITIES MAINTENANCE WORKER	ADM-FACILITIES/SW	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1530	FORESTRY TECHNICIAN I	PARKS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895

JOB CODE	JOB TITLE	DEPT	YRLY HOURS	NEW Upgrade 2022 GRADE	JULY 2022 PAY RANGE Min	1st Qtle	Mid	3rd Qtle	Max
2004	GENERAL MAINTENANCE WORKER	VARIOUS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1520	GROUNDS WORKER	PARKS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1520	GROUNDS WORKER	WATER	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1905	HHW DROP OFF SITE ATTENDANT	SANITATION & ENV SERV.	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1517	LANDSCAPING WORKER	PARKS	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
2004	MAINTENANCE WORKER (General)	STREET	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
2303	METER READER	WATER-WB	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1877	PARKING AMBASSADOR	POLICE	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1880	RECORDS TECHNICIAN	POLICE	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1880	RECORDS TECHNICIAN	ADMIN	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1902	SAN & ENV SERVICES WORKER	SANITATION & ENV SERV.	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1914	SCALE OPERATOR	SANITATION & ENV SERV.	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
2313	UTILITY SERVICE WORKER	WATER-WD	2080	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
1043P	VIDEO PRODUCTION ASSISTANT (PT)	ADM-COMM	1500	D	$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895
0003	SCHOOL PATROL	POLICE	Varies		$ 42,426	$ 46,169	$ 49,912	$ 54,904	$ 59,895

Appendix K – *FranklinForward*: Strategic Plan

***Note: A new Strategic Plan is being developed with the BOMA and CP2 Consulting as of the date and time of this publication. The measures included herein are for historical purposes only and have been modified over time.**

FranklinForward

Vision for 2033

Objectives for Developing a Strategic Plan

https://performance.franklintn.gov

FUNDAMENTALS

- A plan that supports the City's Mission:
  "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."
- A plan that supports traditions important to our citizens: We strive to determine our own destiny. We pursue bold but attainable growth. We collaborate with others to shape our future.
- A plan that reflects public service values: Transparency in stewardship of public resources. Accountability and integrity. Emphasis on results that improve the community.

THEMES

A Safe Clean and Livable City

Having a safe, clean, and livable city is a primary requisite for our citizens and they are supportive of the means necessary to assure the idyllic yet progressive character of Franklin. Residents want to live healthier, sustainable lives and will support services that deliver high standards. Franklin takes pride in the professionalism and quality of our police, fire, and emergency response teams. We understand the importance of code enforcement as a means of precluding declining and unsafe neighborhoods and business districts. The City recognizes its role as a steward of the environment as we deliver essential services while preserving the natural beauty of the community.

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 at least 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).

– Goal: The Franklin Fire Department will provide a response time among the top quartile of Tennessee Benchmark cities (TEMBP).
    - Baseline: Average Total Response Time in 2012 was 5.49 minutes (Source: Computer Aided Dispatch Data) – (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.)

– 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.)

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.

– 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 current number of days to respond and 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).

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 (IWRP) by 2042.
  – 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).

Appendix K – *FranklinForward*: Strategic Plan

Franklin will be a model for environmental quality and a sustainable city.

- Goal: Franklin will achieve platinum status within the TVA sustainable Communities Program.
  - [Baseline: Achieved Goal status, 2013]
- Goal: Franklin will be named as a "Smarter City" by the Natural Resources Defense Council for sustainability (the first in Tennessee).
  - Baseline: To review the criteria for becoming a "Smarter City" and apply for recognition. See: http://smartercities.nrdc.org/rankings/scoring-criteria
- 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)
- Goal: Franklin will reduce government agency use of electricity by 20% by 2020.
  - 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).
- 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).

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 =

Appendix K – *FranklinForward*: Strategic Plan

142,684 lbs.; Anti-freeze = 651 gallons; Electronics = 216,820 lbs.

An Effective and Fiscally Sound City Government Providing High Quality Service

Franklin citizens have high expectations for their government. As the city continues to grow, it must remain vigilant in the prudent management of taxpayer funds by continuously working to improve the quality, efficiency, and cost effectiveness of services demanded by its citizens. The pace of technological change and innovation in our world is accelerating, and the City depends on the expertise and creativity of its employees to integrate new ideas and tools that will improve service delivery and operational efficiency while maintaining the sense of personal touch our citizens have come to expect.

The City of Franklin understands that in this era of rapid change, the need for knowledgeable, active, and engaged employees is greater than ever. Building and retaining a skilled, adaptable, and diverse workforce requires the City to recruit qualified employees and provide competitive salaries and benefits along with opportunities for ongoing training and professional development in order to meet future needs. Employees will be encouraged to become adaptable, take initiative and keep their skills current through organization-wide initiatives and individual development. They will also need to continue to build their ability to serve our increasingly diverse community.

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.
- 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.
- 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.

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 a 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.

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.
- 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: 21 Franklin employees had accidents in FY 2013.
    - Baseline: Number of lost work days by employees in FY2013. [Need data.]
  - Goal: To have effective training and development objectives within every employee's work plan
    - Baseline: Number of certificates earned or renewed by employees in 2012. [Need data]
    - Baseline: Number of credit hours reimbursed for employees in 2012-13 was 345.
    - Baseline: Percent of employees with a training and development objectives in their work plan. [Need data]

Appendix K – *FranklinForward*: Strategic Plan

Franklin citizens are proud of their community. They it to remain among the best places to live in the United States–a place envied for its engaging quality of life. People are invested in their neighborhoods as well as in the city. They willingly volunteer, participate, and support the many activities, recreational pursuits, and special events that bring them together as a community.
Franklin's rapidly growing and increasingly diverse population, both in age and ethnicity, is both a strength as well as a challenge to the vision of our city. Our citizens understand the importance of ensuring that everyone who works within our community is able to live within our community.

A critical part of sustaining our unique sense of inclusiveness is ensuring that a range of housing options is available for varying income and demographic groups. As our boundaries expand, the efficient and effective varieties of land uses–residential, commercial, open space, and institutional–are critical components for sustaining our vibrant community. Our citizens are concerned that traffic congestion is increasing everywhere–on major streets and in neighborhoods. They would like a functional transportation system, more bicycle and pedestrian connections between residential neighborhoods and shopping districts or employment centers, and better transit options, not only within the city but connecting the greater metropolitan region.

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)
- 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).

- 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)

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.

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 reduce citizen perception of traffic congestion in Franklin
  - Goal: To reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin.
    - Baseline: 37% of citizens report improvement in transportation/reduction of traffic and lane improvements as the most important needs for Franklin. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)
- To be a community that promotes walking, jogging, and cycling.
  - Goal: To increase the Walkability Index Score for Franklin.
    - Baseline: Current walkability Index Score is 32. Achieved an Honorable Mention in walkfriendly.org. http://www.walkfriendly.org/communities/community.cfm?ID=70 and http://www.walkscore.com/TN/Franklin
  - Goal: To become a more bicycle friendly community.
    - Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.

Appendix K – FranklinForward: Strategic Plan

- 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 slots, 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).
  - 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 the best in the nation.

- Goal: To improve ranking as one of the 100 Best Places to live in the United States.
  - Baseline: Ranked of 52 (CNN Money Magazine, 2012).
- 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)
- Goal: To improve ranking as one of the top business-friendly cities in Tennessee.
  - Baseline: Ranked as 2nd in Tennessee (Beacon Center for Tennessee, 2012).
- 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: To remain below the national Cost of Living Index of 100.
  - Baseline: 89 on index of 100 (Williamson County Chamber of Commerce).
- 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).

– 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).

– Goal: To achieve the American Association of Retirement Communities Seal of approval as one of the top places for retirees in the United States.
  - Baseline: City of Franklin has not yet received this recognition. (American Association of Retirement Communities)

– Goal: To reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).
  - Baseline: The 2010 census shows 7.4% of citizens live in poverty in Franklin (2010 Census).

Sustainable Growth and Economic Prosperity

Franklin has a heritage of economic stability, defying many of the struggles faced in other communities and the nation. This heritage is a result of a dedication to sustainable growth through thoughtful public policy decisions and well-managed developments. The community values the diversity of high-quality and high-worth places–the mix of suburban and downtown shopping districts that serve the community's needs and are magnets for out-of-town visitors; a vibrant corporate and office environment that is the home to industry-leading businesses of all sizes; well-designed and maintained parks and recreational gathering places that also focus on historical, cultural, or natural attributes; and opportunities to pursue a wide range of activities without leaving the community.

City leaders also understand the importance of having a self-sustaining economic engine that through collaboration and partnership with both private and public entities supports efforts that attract, retain, and create quality jobs to ensure a diverse economic base, a resilient and growing tax base, and thriving neighborhoods.

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.

– Goal: 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)

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

- Opportunities for increasing tourism experiences.
  - Goal: To increase tourist visits to Franklin.
    - Baseline: Carnton Plantation, Carter House and Lotz House had 80,000 visitors in 2012 (www.carnton.org).
  - Goal: To increase private investment in Franklin's Historic Area.
    - Baseline: Franklin issued 116 Certificates of Appropriateness for construction in 2012 (Planning and Sustainability).
    - Baseline: The value of investment dollars from COA's for 2012 was $7,565,260 (This number only reflects the valuations associated with the permits that been pulled as of this date and not projects without application for building permits. Planning and Sustainability)
  - Goal: To increase the number of participants in conventions, conferences, and meetings in the Conference Center
    - Baseline: [Need 2012 fiscal year data on number of participants or equivalent proxy]
- Opportunities for revenue enhancements through tourism and sales revenues.
  - Goal: To increase the revenue generated from Hotel/Motel taxes.
    - Baseline: Franklin received $2,193,109.16 in Hotel/Motel Tax for the 2012 Fiscal Year (Department of Finance)
  - Goal: To increase sales tax revenue money greater than the annual state-wide sales tax growth.
    - Baseline: $24.197 million in sales tax revenues were collected by the City of Franklin in 2012. (Financial Reports from City Finance Department)
  - Goal: Franklin will increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center
    - Baseline: [Review Conference Center data for appropriate metrics]

Franklin will expand and retain business and job opportunities within the community as well as the county.

- Encourage job growth and retention within the city.
  - Goal: To increase the number of jobs in the city over the previous year.

- Baseline: Franklin reported 33,750 total employment in June 2013. [Civilian Labor Force Summary, Labor Monthly Report, July 2013].

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

- Baseline: Franklin's unemployment rate for 2013 was 5.5%. County rate for same period was 5.8% and state rate was 8.5% (both of which included Franklin rate) (Source: Civilian Labor Force Summary, Labor Monthly Report, July 2013).

• Encourage expansion and retention of business opportunities in the City of Franklin.

– Goal: To increase the net number of business licenses within the city over the previous year.

- Baseline: Franklin issued 427 new business licenses in FY2012 (Revenue Management)
- Baseline: Franklin has 5,302 total active business licenses in 2012 (2012 Development Report).

– Goal: To increase the number of small businesses over the previous year.

- Baseline: Franklin has X number of small businesses. Williamson County has 5,910 businesses with <100 employees. (2010 Census for Williamson County)

– Goal: To increase the number of businesses with more than 100 employees over the previous year.

- Baseline: Franklin has 50 businesses with more than 100 employees (Williamson County Chamber of Commerce).

– Goal: To increase the success of Fortune 1000 companies located in Franklin over the previous year.

- Baseline: The number of local people employed by Fortune 1000 companies in Franklin was 11,971 (2012).

– Goal: To reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.

- Baseline: Franklin retail and commercial vacancy rate for 3rd Q 2013 was 3.8%. Nashville MSA rate was 9.4%. Target of 30% of Nashville rate is 6.58% (Source: Cassidy Turley Office Market Snapshot, @ WilliamsonProspers.com)

Appendix K – Franklin*Forward*: Strategic Plan

APPENDICES: Reference

Under this section is:

- **Reference Information**
  - **Appendix L - Expenditure Classifications**
  - **Appendix M - Additional Demographic & Economic Information**
  - **Appendix N - Glossary of Terms**

Appendix L – 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.

Appendix L – Chart of Account Definitions

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

Appendix L – Chart of Account Definitions

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.

Appendix L – Chart of Account Definitions

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.

HISTORIC FRANKLIN TENNESSEE

Appendices: Reference

Appendix M - 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 2023 Annual Comprehensive Financial Report (ACFR), which can be found **here**. The list of tables can be found below along with the corresponding page number in the 2023 ACFR.

Revenue Capacity Information: Local Sales Tax Collections - Page 127

Revenue Capacity Information: Assessed Value and Estimated Actual Value of Taxable Property - Page 128

Revenue Capacity Information: Principal Property Taxpayers, Current Year and Ten Years Ago - Page 130

Demographic and Economic Information: Principal Employers - Page 138

Debt Capacity Information: Ratios of General Bonded Debt Outstanding - Page 133

Debt Capacity: Legal Debt Margin Information - Page 135

Debt Capacity: Water & Sewer Fund Pledged-Revenue Coverage - Page 136

Schedule of Utility Major Customers - Page 118

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ANNUAL COMPREHENSIVE FINANCIAL REPORT (ACFR): 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 ACFR 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).

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

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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.

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 $50,000 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 $50,000 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.

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

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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.

FLEET REPLACEMENT FUND: Used to account for the purchase and replacement of commercial fleet vehicles (passenger trucks, sedans, SUVs) used in General Fund departments.

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%.

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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 1.375% 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 $50,000 (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,

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(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 $0.3261 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.

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

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gasoline taxes. State law requires these gasoline taxes to be used to maintain streets.

TAX BASE: The total assessed value of real property within the City.

TAX LEVY: The total amount to be raised by general property taxes for purposes specified in the Property Tax Ordinance.

TRANSFER: An appropriation to or from another fund. A transfer is the movement of money from one fund to another to wholly or partially support the functions of the receiving fund.

TRANSIT SYSTEM FUND: A special revenue fund used to account for the City's transit operations. Its primary sources of revenue are an operating subsidy from the general fund and transit fares. The City has created the Franklin Transit Authority to oversee transit operations. Daily operations of the transit system are managed by a contractor.

USER CHARGES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

HISTORIC FRANKLIN TENNESSEE

City of Franklin

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

File #: 21-0124

DATE: April 29, 2024

TO: Budget & Finance Committee

FROM: Kristine Brock, Asst. City Administrator/CFO
Brian Wilcox, Purchasing Manager

SUBJECT:

Consideration Of Resolution 2024-36, A Resolution Adopting A Revised Purchasing Policy For City Of Franklin, Tennessee, Procurements Not Pertaining To The Design And/Or Construction Of New Infrastructure And Facilities

PURPOSE:

The purpose of this memorandum is to present Resolution No. 2024-36, a resolution adopting a revised purchasing policy for City procurements not pertaining to the design and/or construction of new infrastructure and facilities.

BACKGROUND/STAFF COMMENTS:

The City's Purchasing Policy for City procurements not pertaining to new construction was last updated on June 27, 2023 by means of Resolution No. 2023-27. Staff recommends several changes to this policy as reflected in the attached document, none of them substantive.

Resolution No. 2024-36 as proposed, including the revised policy as proposed, is attached. Also attached is a red-lined version of the revised policy as proposed. This red-lined version has marked all recommended changes to the text of the policy.

FINANCIAL IMPACT:

Staff is not aware of any adverse financial impact of these proposed policy changes.

RECOMMENDATION:

Staff recommends the Board of Mayor and Aldermen approve Resolution 2024-36, a resolution adopting a revised purchasing policy for City procurements not pertaining to the design and/or construction of new infrastructure and facilities.

RESOLUTION 2024-36

A RESOLUTION ADOPTING A REVISED PURCHASING POLICY FOR CITY OF FRANKLIN, TENNESSEE, PROCUREMENTS NOT PERTAINING TO THE DESIGN AND/OR CONSTRUCTION OF NEW INFRASTRUCTURE AND FACILITIES

WHEREAS, in 2004, the Board of Mayor and Aldermen of the City of Franklin established methods to comply with the Municipal Purchasing Law of 1983, as amended, and to provide for a more formal process for the procurement of equipment, services, and materials for the operation of municipal government but not pertaining to the design and/or construction of new infrastructure and facilities; and

WHEREAS, on July 26, 2011, the Board of Mayor and Aldermen adopted Resolution No. 2011-26, a resolution adopting a revised purchasing policy for the City; and

WHEREAS, on January 14, 2014, the Board of Mayor and Aldermen adopted Resolution No. 2014-06, a resolution adopting a revised purchasing policy for the City; and

WHEREAS, on January 27, 2015, the Board of Mayor and Aldermen adopted Resolution No. 2014-90, a resolution adopting a revised purchasing policy for the City; and

WHEREAS, on June 28, 2016, the Board of Mayor and Aldermen adopted Resolution No. 2016-24, a resolution adopting a revised purchasing policy for the City; and

WHEREAS, on June 27, 2017, the Board of Mayor and Aldermen adopted Resolution No. 2017-41, a resolution adopting a revised purchasing policy for the City; and

WHEREAS, on June 26, 2018, the Board of Mayor and Aldermen adopted Resolution No. 2018-24, a resolution adopting a revised purchasing policy for the City; and

WHEREAS, on June 25, 2019, the Board of Mayor and Aldermen adopted Resolution No. 2019-49, a resolution adopting a revised purchasing policy for the City; and

WHEREAS, on September 24, 2019, the Board of Mayor and Aldermen adopted Resolution No. 2019-82, a resolution adopting a revised purchasing policy for the City; and

WHEREAS, on June 23, 2020, the Board of Mayor and Aldermen adopted Resolution No. 2020-69, a resolution adopting a revised purchasing policy for the City; and

WHEREAS, on January 12, 2021, the Board of Mayor and Aldermen adopted Resolution No. 2020-214, a resolution adopting a revised purchasing policy for the City; and

WHEREAS, on June 22, 2021, the Board of Mayor and Aldermen adopted Resolution No. 2021-91, a resolution adopting a revised purchasing policy for the City; and

WHEREAS, on July 12, 2022, the Board of Mayor and Aldermen adopted Resolution No. 2022-41, a resolution adopting a revised purchasing policy for the City; and

WHEREAS, on June 27, 2023, the Board of Mayor and Aldermen adopted Resolution No. 2023-27, a resolution adopting a revised purchasing policy for the City; and

WHEREAS, the Board of Mayor and Aldermen believes it is in the best interest of the City of Franklin for the purchasing policy to be further revised in order to make miscellaneous clarifications and other improvements to the policy.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, TENNESSEE, AS FOLLOWS:

Section 1. The purchasing policy for City of Franklin procurements not pertaining to new construction adopted by Resolution No. 2023-27, and all previous versions of that policy and any subsequent changes or revisions thereto, are hereby repealed in their entirety. In place thereof, the purchasing policy for City of Franklin procurements not pertaining to the design and/or construction of new infrastructure and facilities, attached as Exhibit A hereto, is adopted.

Section 2. The Purchasing Manager of the City shall be responsible for the administration and enforcement of the policy hereby adopted.

Section 3. Changes or revisions to the policy hereby adopted shall be made only by resolution of the Board of Mayor and Aldermen of the City of Franklin.

Section 4. The effective date of the policy hereby adopted shall be July 1, 2024, the public welfare and the welfare of the City requiring it.

IT IS SO RESOLVED AND DONE on this _____ day of _____, 20____.

ATTEST:

By: _____
Eric S. Stuckey
City Administrator

CITY OF FRANKLIN, TENNESSEE:

By: _____
Dr. Ken Moore
Mayor

Approved as to Form:

By: _____
J. Blake Harper
Staff Attorney

HISTORIC
FRANKLIN
TENNESSEE

Purchasing Policy

for City of Franklin procurements not pertaining to new construction

A. General Provisions

This City of Franklin ("City") Purchasing Policy shall apply to the purchase of materials, supplies, vehicles and equipment, the purchase of services other than those pertaining to the design and/or construction of new infrastructure and facilities, leases and lease-purchases, and the disposal and transfer of surplus personal property, all for the proper conduct of the City's business.

All contracts, leases and lease-purchase agreements are subject to the approval of the Board of Mayor and Aldermen, unless otherwise provided by resolution or ordinance. Any contracts, leases and lease-purchase agreements extending beyond the end of the current fiscal year shall be so noted prior to consideration by the Board of Mayor and Aldermen. For any lease agreement that exceeds twelve (12) calendar months and for which the payments are at least $50,000.00, then see also the City's Lease Accounting and Reporting Policy as approved by Resolution No. 2021-96 and modified by Resolution No. 2022-44.

Whenever the City undertakes its own competitive procurement process for the procurement of goods and/or services not pertaining to the design and/or construction of new infrastructure and facilities, then the City is hereby authorized to utilize the one or more of the following procurement methodologies best suited for the intended procurement:

- request for quotations (not for purchases valued at $50,000 or more)
- solicitation for bids
- request for proposals
- request for qualifications

This Purchasing Policy is intended to promote the public interest and preserve and enhance the public trust by establishing a transparent procurement system by which the City conducts its non-construction related purchasing, and by providing vendors (including suppliers, service providers and contractors) with a fair forum for competing for City business.

B. Responsibilities of Departments

The following are the responsibility of each department:

1. Departments shall be responsible for purchases and projects valued less than $50,000. (In the context of this Policy, whenever any dollar thresholds are referenced, the estimated total value of the purchase or project, including all components related thereto, either over the course of the term of the award or, in the absence of a term of award, over the course of the next twelve (12) months, shall be considered.)
2. Departments shall use pricing established pursuant to City procurement awards or Tennessee statewide contracts (SWCs) if and as available. The use of pricing established by cooperative purchasing arrangements approved by the City Administrator for use by the City, as well as pricing established by other Tennessee local governments pursuant to a competitive process involving "public advertisement" (hereby defined to mean the same as that term is used in T.C.A. § 6-56-301 *et seq.*, the Tennessee Municipal Purchasing Law of 1983, or T.C.A. § 12-3-1201 *et seq.* (Public Purchases – Local Governments), as they may be amended from time to

time) and sealed submittals, are acceptable alternatives and may be used in lieu of competitive pricing established by the City or the State.

3. Departments shall coordinate with the Purchasing Office and/or the Finance Department as to the method of payment that best meets the needs of the City.
4. Before placing an order for any non-emergency purchase valued at or greater than $20,000, departments shall prepare and submit a requisition, on the form prescribed by the Purchasing Office, and await approval thereof. For orders for emergency purchases valued at or greater than $20,000, the requisition may be completed within ten (10) calendar days after placing the order (see also provision D, "Circumstances under which competitive pricing is not required," subsections 2 and 18, provision K, "Emergency Purchases," and provision Y ("Emergency policies and procedures")).
5. Purchases valued less than $50,000 but not less than $20,000 shall not be made unless and until, wherever possible, the department shall have obtained and forwarded to the Purchasing Manager competitive quotations from at least three (3) vendors, said quotations to be either supplied in writing by the vendor or reduced to writing by the department, accompanied by a tabulation of the comparative aspects of the quotations obtained, a recommendation as to which quotation should be accepted and a requisition for the recommended quotation. As an alternative to obtaining competitive quotes from at least three (3) vendors, departments may use any of the procurement methodologies approved for usage for purchases valued at $50,000 or more.
6. All foreseeable purchases, including those valued less than $20,000, should not be made unless and until the department head or his or her authorized representative is satisfied that the value of the purchase is fairly priced and not more than what would be expected in the current marketplace. At the discretion of the department head or his or her authorized representative, for foreseeable purchases valued less than $20,000, the department should, whenever it is prudent to do so, obtain multiple competitive quotations, said quotations to be either supplied in writing by the vendor or reduced to writing by the department.
7. As soon as practicable but within ten (10) calendar days of receipt of items ordered, departments shall be responsible for verifying that the items conform to the order. The process for taking delivery of items is as follows:
   a. Inspect the goods to verify that they are in acceptable condition.
   b. Verify that all operating manuals and warranty cards are included in the delivery of the goods, if applicable.
   c. Verify that the number of items ordered have been delivered, making special note when all or part of a particular order has been back-ordered.
   d. Ensure that purchases of capital assets of the City have been properly reported, either directly or indirectly, to the Finance Department and the City's Risk Manager and, if rolling stock, Fleet Maintenance, on forms prescribed by those respective offices, so that records of such purchases may be updated, insurance coverage may be obtained, and vehicle tags may be obtained, all in a timely manner.
8. Regardless of method of payment, departments shall be responsible for reviewing, approving and allocating to the proper fund-function-department combination all invoices authorized for payment.
9. It shall be the responsibility of each department to allow time for competitive solicitation, ordering and delivery pursuant to this Purchasing Policy.
10. No employee shall make any indication that he/she will recommend a particular product for purchase, knowingly bind the City to a specific vendor, or make any representation as to his or her authority to bind the City by contract when such is not the case.

Purchasing Policy

for City of Franklin procurements not pertaining to new construction

C. Responsibilities of Purchasing Manager

The following are the responsibility of the Purchasing Manager:

1. The Purchasing Manager shall assist all departments in purchasing operating materials, supplies, vehicles, equipment and services to which this Purchasing Policy applies.
2. The Purchasing Manager shall be responsible for facilitating the competitive process by which all purchases to which this Purchasing Policy applies and valued at or greater than $50,000 are made.
3. For all purchases to which this Purchasing Policy applies and valued at or greater than $20,000, the Purchasing Manager shall advocate the purchase of required products and services only either from (a) the responsible bidder or quoter that submits the lowest priced responsive bid or quote or from (b) the responsible proposer or other respondent that submits the responsive proposal or other submittal that is most advantageous to the City.
4. The Purchasing Manager shall advise the departments about the source and availability of products and services needed by the various departments.
5. The Purchasing Manager shall provide current vendor files available for use and review by departments.
6. The Purchasing Manager shall, upon request, obtain prices on comparable items.
7. The Purchasing Manager shall provide vendor lists, prepare Purchase Orders as necessary, and maintain orderly files.
8. The Purchasing Manager shall be alert on an ongoing basis for new sources and for improved products and services.
9. The Purchasing Manager shall assist the departments in the preparation of specifications for solicitations for bids and the requirements provisions of requests for proposals and requests for qualifications.
10. For formal procurement solicitations, the Purchasing Manager shall prepare and submit for timely publication all legal notices. To promote competition and facilitate the dissemination of documents and information pertaining to formal procurement solicitations, the Purchasing Manager shall post on the City's public website timely information about current formal procurement solicitations.
11. The Purchasing Manager shall periodically review the City's recent records of repetitive purchases, over time, across the organization and across suppliers and service providers, of like products and services, and shall advocate the City consolidate and aggregate its purchase of as many foreseeably necessary like products and services as practicable so to improve pricing for the City, to improve services provided to the City, and/or to reduce the City's cost of operations.
12. To the extent practicable, the Purchasing Manager shall strive to apply procurement thresholds of the City by like product or service for all anticipated needs of the City for the maximum term of a prospective award.
13. The Purchasing Manager shall investigate complaints from departments of poor performance by vendors, or complaints about inferior products, and shall, in consultation with the City's Law Department, choose which, if any, remedies are available to the City to pursue.
14. The Purchasing Manager shall be responsible for disposing of the City's surplus personal property of any value, regardless of whether the property was acquired and came to be owned by the City by means of purchase or donation or otherwise, by means of a competitive process and in compliance with City ordinance, except in cases involving data security or other mitigating circumstances. The Purchasing Manager shall develop the appropriate documentation for the Finance Department in accordance with City Ordinance.
15. The Purchasing Manager shall be responsible for administering and overseeing the City's Purchasing Card program.

16. The Purchasing Manager shall be responsible for otherwise administering and complying with this Purchasing Policy and applicable Tennessee state law, specifically T.C.A. § 6-56-301 *et seq.* (Tennessee Municipal Purchasing Law of 1983) and T.C.A. § 12-3-1201 *et seq.* (Public Purchases – Local Governments), as it may be amended from time to time, including keeping and filing required records and reports, as if they were set out herein and made a part hereof and within definitions of words and phrases from the law as herein defined.

D. Circumstances under which competitive pricing is not required

Under any of the following circumstances, competitive pricing (sealed bids or proposals pursuant to public advertising if valued at or greater than $50,000; competitive quotes from at least three (3) vendors wherever possible if valued less than $50,000 but not less than $20,000) is not required. Under any of these same circumstances, neither individual authorization by nor specific reporting to the Board of Mayor and Aldermen is required unless such is otherwise required pursuant to this policy.

1. Authorized sole-source purchases (see provision L, "Sole-Source Purchases").
2. Authorized emergency expenditures (see provision K, "Emergency Purchases"; see also provision D ("Circumstances under which competitive pricing is not required"), subsection 18, and provision Y ("Emergency policies and procedures")).
3. Purchases from instrumentalities created by two (2) or more cooperating governments, such as, but not limited to those established pursuant to T.C.A. § 12-9-101, *et seq.* (Interlocal Cooperation Act).
4. Purchases from non-profit corporations whose purpose or one of whose purposes is to provide products and services specifically to municipalities, as provided in T.C.A. § 6-56-302.
5. Purchases, leases or lease-purchases of real property, as provided by City ordinance and state law.
6. Purchases, leases, or lease-purchases of used or secondhand articles consisting of goods, equipment, materials, supplies, or commodities, as provided in T.C.A. § 12-3-1202.
7. Purchases of supplies, goods, equipment (except new or unused motor vehicles, unless the motor vehicles are manufactured for a special purpose as defined in T.C.A. § 12-3-1208) and/or services (except any transportation infrastructure project, including, but not limited to, projects for the construction or improvement of streets, highways, bridges, tunnels, or any roadway related facility), pricing for which has been established by other units of Tennessee local government, as provided in T.C.A. § 12-3-1203(a) and 12-3-1203(c).
8. Purchases pursuant to Tennessee Department of General Services statewide contracts (SWCs) authorized for use by Tennessee local governments.
9. Purchases from Tennessee Rehabilitative Initiative in Correction (TRICOR).
10. Professional service contracts as provided in T.C.A. § 12-3-1209 (namely, legal services, fiscal agent, financial advisor or advisory services, services from an insurance producer (as that term is defined in T.C.A. § 56-6-102), educational consultant services, and similar services by professional persons or groups of high ethical standards).
11. Other professional services as provided in T.C.A. § 12-4-107 (namely, architectural and engineering services and land surveying).
12. Tort liability insurance, as provided in T.C.A. § 29-20-407.
13. Purchase of fuels, fuel products or perishable commodities, as provided in T.C.A. § 6-56-304.
14. Purchases based on contracts established by a cooperative purchasing arrangement recognized by the City pursuant to Resolution No. 2009-50, as provided in T.C.A. § 12-3-1205.

15. Purchases based on contracts established by the United States General Services Administration (GSA) and authorized by GSA for use by US local governments, except as may be prohibited by applicable Tennessee statute.
16. Other arrangements and methods pursuant to Tennessee and/or federal law.
17. Fees paid by the City for products and services provided to the City by the State of Tennessee, other units of local government, and public utilities and utility districts.
18. Purchases made during a declared state of emergency that applies to the City but only if specific conditions prevent the establishment of competitive pricing; provided, however, that if the emergency purchase is valued at or greater than $50,000.00, then both the purchase and the specific conditions that prevented the establishment of competitive pricing shall, as soon as practicable, be reported to the Board of Mayor and Aldermen (see also provision D ("Circumstances under which competitive pricing is not required"), subsection 2, provision K, "Emergency Purchases"), and provision Y ("Emergency policies and procedures").

E. Rejection of Bids, Proposals or Other Submittals

The Purchasing Manager shall recommend to the Board of Mayor and Aldermen to reject any and all bids, proposals or other submittals received pursuant to a formal procurement solicitation issued by the Purchasing Office, or parts thereof, for any product or service to which this Policy applies, whenever, prior to the Board of Mayor and Aldermen making an award pursuant to such a formal procurement solicitation, the Purchasing Manager believes the public interest would be best served by such rejection. The Purchasing Manager shall recommend to the Board of Mayor and Aldermen that it reject any such submittal of a vendor or contractor who is in default on the payment of taxes, licenses, fees or other monies of whatever nature that may be due the City by the vendor or contractor whenever, prior to the Board of Mayor and Aldermen making an award pursuant to such a formal procurement solicitation, the Purchasing Manager becomes aware of such default.

F. Conflict of Interest, Use of Position, Solicitation

There are several sources of law and regulations, as they may be amended from time to time, that apply to conflicts of interest, use of position and solicitation. They are incorporated by reference and adopted as if fully stated herein.

a. City Charter

Article VIII ("Finance"), Section 16 ("Officers not to be Interested in City Contracts or Work") of the City of Franklin Charter reads as follows:

> No member of the Board of Mayor and Aldermen, or officer elected by said Board, shall be interested in any contract, or work of any kind whatever, under its control and direction, and any contract in which any such person shall have an interest shall be void and cannot be enforced.

b. City of Franklin Municipal Code

Title 1 ("General Administration"), Chapter 8 ("Ethics") of the City of Franklin Municipal Code sets forth the Code of Ethics for the City of Franklin, which applies to all full-time and part-time elective or appointed officials and employees of the City.

c. City of Franklin Regulations

Article XXI ("General Policies and Procedures"), Section E ("Business Dealings"), of the City of Franklin Human Resource Manual, as it may be amended from time to time, reads as follows:

> Except for the receipt of such compensation as may be lawfully provided for the performance of City duties, and except as noted below, no City officer or employee shall be privately interested in or profit, directly or indirectly, from business dealings with, of, or by the City.
>
> Full-time, part-time, and temporary employees of the City may contract to supply goods and products to the City and/or render services for the City, provided:
>
> 1. any service that would be rendered must not be one the employee might provide in the normal scope of their regular duties;
> 2. the employee would be required to compete for the City's business in the same manner as any other prospective supplier or service provider;
> 3. the business relationship between the City and the employee must not present a conflict of interest nor a conflict of time with the employee's regular duties;
> 4. the business relationship between the City and the employee is not prohibited by the City's ethics policy; and
> 5. the business relationship between the City and the employee is authorized in advance by the City Administrator, and if the relationship is to be for more than one (1) year, it is annually re-authorized by the City Administrator.

Article XXI ("General Policies and Procedures"), Section I ("Use of Position"), of the City of Franklin Human Resource Manual, as it may be amended from time to time, reads in part as follows:

> No employee shall make or attempt to make private purchases in the name of the City, nor otherwise use or attempt to use status as a City employee to secure unwarranted privileges or exemptions.

Article XXI ("General Policies and Procedures"), Section F ("Acceptance of Gratuities"), of the City's Human Resource Manual, as it may be amended from time to time, reads in part as follows:

> No employee shall accept or solicit any money or other consideration or favor from anyone other than the City for the performance of an act that the officer or employee would be required or expected to perform in the regular course of employment; nor shall any officer or employee accept, directly or indirectly, any gift, gratuity, or favor of any kind that might reasonably be an attempt to influence the individual's actions with respect to City business.

d. Statutes

Certain Tennessee statutes may apply to purchases involving city officers, committee members, etc. Selected Tennessee statutes may be found in Appendix A to this Purchasing Policy attached hereto for reference.

G. City Officer and Employee Communication with Vendors During Formal Procurement Solicitations for Sealed Submittals

Between the time a formal procurement solicitation for sealed submittals is issued by the City and the time an award is made, members of the Board of Mayor and Aldermen as well as employees of the City shall refrain from any form of communication with one or more vendors that may be competing for the award about any aspect of the procurement other than either in the context of a public meeting or by way of the Purchasing Office. The foregoing

is not meant to preclude a representative of the City from answering questions from vendors if the question is already addressed in the formal solicitation documents, if the City representative is certain of the correct answer and if the Purchasing Office is informed of the communication. Otherwise, any inquiries from one or more vendors that may be competing for such an award shall be directed to the Purchasing Office which shall determine whether an addendum to the formal procurement solicitation should be prepared and issued to all vendors known or thought to be interested in the procurement opportunity. Vendors that may be competing for an award pursuant to a formal procurement solicitation shall be instructed that, until that award has been made, they shall not communicate about either the content of or the procurement process pertaining to the relevant formal procurement solicitation with any official, employee or other representative of the City except through the City's Purchasing Office. The City reserves the right to disqualify any vendor that initiates unauthorized communication with the City during the procurement phase.

H. City Officer and Employee Business Dealings with the City

See Article XXI ("General Policies and Procedures"), Section E ("Business Dealings"), of the City of Franklin Human Resources Manual.

See also Title 1 ("General Administration"), Chapter 8 ("Ethics"), of the City of Franklin Municipal Code.

I. Tie Bids and Tie Quotes

Whenever the City utilizes its own competitive process, and in the event of tie bids or tie quotes (that is, when two or more responsible bidders or quoters submit responsive bids or quotes at identical total pricing for the minimum or estimated quantity indicated), then the tie bids or tie quotes shall be broken by means of one of the following methods, in descending order:

1. The award shall be made to the vendor who bid or quoted the soonest delivery of the product or completion of the service of all the vendors submitting the tie bids or tie quotes.
2. The award shall be made to the vendor who offered the pricing for the longest period of time for potential future orders of all the vendors submitting the tie bids or tie quotes.
3. If one or more of the vendors submitting the tie bids or tie quotes competed for the City's business the last time the City solicited bids or quotes for the same product or service, then the award shall be made to the vendor who offered the lowest pricing at that time of all the vendors submitting the tie bids or tie quotes.
4. If one or more of the vendors submitting the tie bid or tie quote have done business with the City within the most recent 24 months, then the award shall be made to the vendor who has done the most business with the City (measured in dollars) in that time frame of all the vendors submitting the tie bids or tie quotes.
5. The award shall be made by means of random selection, such method to be administered by the Purchasing Manager and to give equal opportunity to all the vendors submitting the tie bids or tie quotes.

J. Determining Responsible Respondents and Responsive Submittals

Whenever the City utilizes its own competitive process, products and services shall be purchased either from (a) the responsible bidder or quoter that submits the lowest priced responsive bid or quote or from (b) the responsible proposer or other respondent that submits the responsive proposal or other submittal that is most advantageous to

the City. (The term "responsible bidder or quoter" and the term "responsible proposer or other respondent" shall mean a business entity or individual determined by the City to have the integrity and reliability as well as the financial and technical capacity to perform the requirements of the procurement solicitation and subsequent contract. The term "responsive bid or quote" and the term "responsive proposal or other submittal" shall mean a submittal determined by the City to fully conform in all material respects to the procurement solicitation and all of its requirements, including all form and substance.) In determining whether a competing respondent is responsible and whether the submittal is responsive, criteria such as the following may be taken into consideration:

1. The ability of the competing vendor to perform the contract or provide the material or service required.
2. Whether the competing vendor can perform the contract or provide the service promptly, or within the time specified, without delay or interference.
3. The character, integrity, reputation, judgment, experience, expertise and efficiency of the competing vendor.
4. The previous and existing compliance by the competing vendor or a predecessor in interest with laws and ordinances relating to the contract or service.
5. The quality of the competing vendor's performance of previous contracts or services, including the quality of such contracts or services in other municipalities, or performed for private sector customers.
6. The sufficiency of financial resources and the ability of the competing vendor to perform the contract or provide the service.
7. The ability of the competing vendor to provide future maintenance and service for the use of the materials, supplies, vehicles, equipment or contractual service contracted.
8. Compliance by the competing vendor with all specifications included in the solicitation for bids or with all requirements included in the request for proposals or request for qualifications.
9. The ability of the competing vendor to deliver and maintain any requisite bid bonds or performance bonds.

K. Emergency Purchases

When in the judgment of the City Administrator, the department head or the Purchasing Manager there exists an emergency impinging on public health, safety or welfare and a purchase valued at or greater than $20,000 is necessary, then the competitive purchasing provisions contained in this Purchasing Policy may be waived; provided, however, that if the emergency purchase is valued at or greater than $50,000, then it shall, as soon as practicable, be reported to the Board of Mayor and Aldermen.

The emergency basis for pricing should be used only if necessary. Purchases that qualify as emergencies are to be based on emergency pricing only if another policy-compliant basis for pricing (e.g., federal General Services Administration (GSA) via GSA contract, State of Tennessee via Tennessee statewide contract (SWC), one of the cooperative purchasing arrangements recognized by the City) is not known to be available. (See also provision D ("Circumstances under which competitive pricing is not required"), subsections 2 and 18, and provision Y, "Emergency policies and procedures.")

L. Sole-Source Purchases

In the context of this Policy, whenever any dollar thresholds are referenced, the estimated total value of the purchase or project, including all components related thereto, either over the course of the term of the award or, in the absence of a term of award, over the course of the next twelve (12) months, shall be considered. To the extent practicable,

departments and the Purchasing Manager shall strive to apply procurement thresholds of the City by like product or service for all anticipated needs of the City for the maximum term of a prospective award.

The sole-source basis for pricing should be used only if necessary or financially advantageous to the City. Except when financially advantageous to the City to do otherwise, purchases that qualify as sole-source are to be based on sole-source pricing only if another policy-compliant basis for pricing (e.g., federal General Services Administration (GSA) via GSA contract, State of Tennessee via Tennessee statewide contract (SWC), one of the cooperative purchasing arrangements recognized by the City) is not known to be available.

Sole-source purchases valued at less than $20,000 may be authorized by the end-user department. Sole-source purchases valued at less than $50,000 but not less than $20,000 may be authorized by the Purchasing Manager upon being satisfied that it is not possible to obtain competitive quotations from at least three (3) vendors. Except as noted in this provision L ("Sole-Source Purchases"), sole-source purchases valued at or greater than $50,000 may not be made unless and until individually authorized by the Board of Mayor and Aldermen. Authorized sole-source purchases do not require sealed bids or proposals pursuant to public advertising. The criteria for evaluating sole-source purchases valued at or greater than $20,000 are presented in Appendix B to this Purchasing Policy. Sole-source purchases pertaining to circumstances under which sealed bids or proposals pursuant to public advertising are not required, as same are listed in provision D ("Circumstances under which competitive pricing is not required"), even if valued at or greater than $50,000, require neither individual authorization by nor specific reporting to the Board of Mayor and Aldermen unless otherwise required to be authorized or reported pursuant to this policy.

Sole-source purchases valued at or greater than $50,000 that do not require individual authorization by (but which shall, as soon as practicable, still be reported to) the Board of Mayor and Aldermen include:

a. Repairs to, maintenance of, licenses for and/or maintenance agreements for products already in use by the City, provided the product manufacturer representative has stated in writing that the vendor is the sole source available to the City, and provided the vendor has stated in writing that the quoted pricing is the lowest municipal unit pricing available at that time and in the foreseeable future for the quantity indicated. Examples: engine repairs made by the manufacturer or the manufacturer's representative for a vehicle; license and maintenance agreements for computer software.

b. Purchases of items necessary to maintain, expand or improve a manufacturer-specific system already in use by the City, and/or another governmental agency with which the City must cooperate in order to provide the public service relevant to the proposed purchase, and that requires interchangeability or interconnectivity of and/or communication between the component parts, provided the product manufacturer representative has stated in writing that the vendor is the sole source available to the City, and provided the vendor has stated in writing that the quoted pricing is the lowest municipal unit pricing available at that time and in the foreseeable future for the quantity indicated. Examples: water meters and related parts; traffic signal equipment and related parts; athletic field lighting (and related parts) connected to a centralized master control; automated external defibrillators; cardiac monitors; telemetry/supervisory control and data acquisition equipment.

c. Purchases of items that have, for good and sufficient reason, previously been standardized by the City, provided the product manufacturer representative has stated in writing that the vendor is the sole source available to the

City, and provided the vendor has stated in writing that the quoted pricing is the lowest municipal unit pricing available at that time and in the foreseeable future for the quantity indicated. Examples: low-pressure wastewater collection grinder pumps and related parts; self-contained breathing apparatus; vehicle exhaust evacuation systems at individual fire stations, including installation if only one authorized installer is assigned to serve the City; vehicle extrication equipment.

M. Purchasing Card Program

The Purchasing Card Program shall be administered by the Purchasing Manager pursuant to procedures established therefor. Department heads shall determine which employees of their department shall be issued City purchasing cards. Employees who are authorized and expected to travel on behalf of the City and at the City's expense shall be issued purchasing cards and are expected to use same in lieu of being given travel advances.

Employees' participation in the City's Purchasing Card Program is a privilege and a convenience that includes certain responsibilities. Although the purchasing card is issued in the cardholder's name, it is City property and therefore must be used in accordance with City policy and rules, as well as with objectively reasonable judgment, especially as follows:

1. The City of Franklin Purchasing Card is provided to employees based on their need to purchase authorized goods and services. A card may be revoked at any time based on change of assignment or location. The card is neither an entitlement nor a reflection of title or position.
2. The card may be used only for authorized obligations of the City; use of the card for a purchase other than an authorized obligation of the City (such as personal purchases as well as alcoholic beverages and entertainment), even if intended for future reimbursement, are specifically prohibited.
3. Purchases made with the card are to comply with City purchasing and disbursements policies and procedures. Such City procurement rules as the need for procurement requisitions, the basis for pricing, contracting, whether a certificate of insurance is necessary to require of the service provider, adequacy of budgeted funding, and timing of payment relative to delivery of the product or service, all apply regardless of method of payment (such as by purchasing card).
4. The cardholder is the only person entitled to use the card and is accountable for all charges attributable to the card.
5. Cardholders are expected to exercise objectively reasonable judgment in deciding whether to make a purchase by considering (a) whether the potential purchase is prudent and necessary, and (b) whether the potential purchase would reflect well on the City and the cardholder, and be perceived by the general public as suitable and appropriate. Improper use of a City purchasing card, especially intentional and unreported but even unintentional and reported, including personal purchases as well as alcoholic beverages and entertainment, even if reimbursed, may be considered misappropriation of City funds, which may result in disciplinary action, up to and including termination.
6. Except for (a) purchases made outside Tennessee, (b) purchases of non-catered prepared meals, and (c) purchases related to travel, the City purchaser/cardholder is responsible for ensuring that the transaction is completed without sales tax being charged to the City. If a transaction has been completed on which sales tax was charged in error, then the cardholder is responsible for contacting the vendor and requesting that the amount of the sales tax be credited back to the same City purchasing card to which the sales tax was charged.

Documentation of this effort, and of the vendor's response, shall be submitted in addition to the supporting documentation for the transaction.

7. Cardholders are expected to comply with internal control procedures in order to protect the City's assets. This includes (a) not permitting anyone other than the cardholder to use the card; (b) making sure that each transaction is electronically processed in full and on time in the purchasing card expense reporting system utilized by the City; (c) keeping and submitting on time detailed invoices or itemized payment receipts that substantiate each and every charge attributed to the purchasing card issued to the cardholder; (d) assisting the City upon request with reconciling the City's billing cycle statements; and (e) taking reasonable precautions to secure the purchasing card against loss and/or theft.
8. If electronic processing of a purchasing card transaction is not completed by the deadline and the Purchasing Office has not been previously notified of the need for a delay, then the monthly credit limit for the respective purchasing card may be reduced to $0 until the processing is complete. This consequence applies to any transaction that has not been correctly allocated, explained with a comment, and approved by the individual assigned to approve purchasing card transactions for that cardholder. Credit limits will be restored to the previous amounts once electronic processing is complete.
9. Failure to submit on time adequate and legible supporting documentation for each transaction or to otherwise comply with City rules will carry consequences, possibly including reduction or loss of card spend authority, reimbursement of the City by the employee for unauthorized and/or unsubstantiated purchases, and/or disciplinary action, up to and including termination.
10. Cardholders are responsible for cooperating with efforts by the City to resolve any discrepancies by contacting the vendor and/or the issuing bank.
11. A lost or stolen purchasing card shall, as soon as practicable upon discovery of the loss or theft, be reported to the City Purchasing Office and/or the issuing bank.
12. A cardholder must surrender his or her card upon termination of employment (i.e., retirement or voluntary or involuntary separation).

N. Payment for Purchases

All payments to vendors and service providers shall be made by one of the City's available methods of payment in accordance with City purchasing and disbursements policies and procedures.

O. Use of Internet Auctions for Purchases of City Property

The use of internet auctions is generally prohibited as a method for making City purchases unless specifically authorized in advance by the City Administrator.

P. Vendor Protests

Vendor protests shall be handled in accordance with the City's Vendor Protest Procedure for procurements not pertaining to new construction, as approved by resolution of the Board of Mayor and Aldermen.

Q. Disciplinary Action

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Any employee who fails or refuses to comply with the provisions of this Purchasing Policy shall be subject to disciplinary action pursuant to and as provided in the Human Resources Manual, as it may be amended from time to time.

R. Requests for Proposals

Requests for proposals shall be used pursuant to T.C.A. § 12-3-1207 and may be used only when qualifications, experience, or competence are more important than price in making the purchase, and either (1) when there is more than one (1) solution to a purchasing issue and a request for proposals would assist in choosing the best solution; or (2) when there is no readily identifiable solution to a purchasing issue and a request for proposals would assist in identifying one (1) or more solutions. The request for proposals shall state the relative importance of price and other evaluation factors. The award shall be made to the responsible respondent whose proposal the governing body determines is the most advantageous to the City, taking into consideration price and the evaluation factors set out in the request for proposals. No other factor may be used in the evaluation.

S. Requests for Qualifications

Requests for qualifications may be used pursuant to T.C.A. § 12-3-1209 for legal services, fiscal agent, financial advisor or advisory services and similar services by professional persons or groups of high ethical standards, or pursuant to T.C.A. § 12-4-107 for architectural and engineering services and land surveying.

T. Procurement of Property and/or Services under a Federal Award

When procuring property and/or services under a Federal award, the City shall follow applicable provisions of 2 CFR Chapter I and Chapter II, Part 200, et al. ("Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards; Final Rule"), as promulgated December 26, 2013 by Executive Office of the President, Office of Management and Budget, namely sections 200.318 ("General procurement standards") through 200.326 ("Contract provisions").

U. Requests to inspect and/or obtain either complete or partial copies of purchasing-related public records

1. Sealed bids, requests received during protest period: After opening sealed bids submitted to and received by the City in response to a formal procurement solicitation for bids facilitated by the City Purchasing Office, but not later than the seventh calendar day after the City issues a notice of intent to award a pending procurement in response to such a procurement solicitation:
   a. Requests by an Interested Party (as that term is defined in the City's Vendor Protest Procedure) to inspect such bids shall be directed to and promptly honored by the City Purchasing Office at a time during normal business hours of the City Purchasing Office that is mutually convenient to both the City Purchasing Office and the requesting party.
   b. Requests other than by an Interested Party (as that term is defined in the City's Vendor Protest Procedure) to inspect, and requests by any party to obtain either complete or partial copies of such bids shall be made pursuant to the City's public records request policy and procedure.

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2. Sealed proposals and statements of qualifications and certain related records, requests received during protest period: After the City issues a notice of intent to award a pending procurement as a result of a formal procurement solicitation facilitated by the City Purchasing Office and involving a personal service, professional service, or consultant service request for proposals or request for qualifications solicitation that resulted in proposals or statements of qualifications having been submitted to and received by the City, but not later than the seventh calendar day after the City issues such a notice of intent to award:

a. Requests by an Interested Party (as that term is defined in the City's Vendor Protest Procedure) to inspect such proposals and statements of qualifications, and related records, including, but not limited to, evaluations, names of evaluation committee members, and all related memoranda or notes, shall be directed to and promptly honored by the City Purchasing Office at a time during normal business hours of the City Purchasing Office that is mutually convenient to both the City Purchasing Office and the requesting party.

b. Requests other than by an Interested Party (as that term is defined in the City's Vendor Protest Procedure) to inspect, and requests by any party to obtain either complete or partial copies of such proposals and statements of qualifications, and related records, including, but not limited to, evaluations, names of evaluation committee members, and all related memoranda or notes, shall be made pursuant to the City's public records request policy and procedure.

3. Sealed submittals (except any that have been attached to a City contract that has been posted on the City's website), requests received after protest period: After the seventh calendar day after the City issues a notice of intent to award a pending procurement in response to a formal procurement solicitation facilitated by the City Purchasing Office, requests by any party to inspect and/or obtain either complete or partial copies of bids, proposals or other vendor submittals, except any such documents that have been attached to a City contract that has been posted on the City's website (see provision U ("Requests to inspect and/or obtain either complete or partial copies of purchasing-related records"), subsections 4.a and 4.b), shall be made pursuant to the City's public records request policy and procedure.

4. Other purchasing-related City records:

a. Other than between the date when the City releases a formal solicitation for sealed competitive submittal and the date when the sealed competitive submittal is due to be submitted and opened for any like product or service, for any purchasing-related City record that has already been posted on the City's website (e.g., contract, staff memorandum of recommendation, tabulation of bids, tabulation of proposals, tabulation of submittals in response to a City request for qualifications), requests by any party to inspect and/or obtain either complete or partial copies of such records shall be directed to and promptly honored by the City Purchasing Office at a time during normal business hours of the City Purchasing Office that is mutually convenient to both the City Purchasing Office and the requesting party, and so honoring such a request may but need not involve the use of the City's public records request policy and procedure.

b. Between the date when the City releases a formal solicitation for sealed competitive submittal and the date when the sealed competitive submittal is due to be submitted and opened for any like product or service, for any purchasing-related City record that has already been posted on the City's website (e.g., contract, staff memorandum of recommendation, tabulation of bids, tabulation of proposals, tabulation of submittals in response to a City request for qualifications), requests by any party to inspect and/or obtain either complete or partial copies of such records shall be directed to and promptly honored by the City Purchasing Office in accordance with fair practices (e.g., timely preparation and issuance of an addendum with the

requested record(s) attached) established by the City Purchasing Office, and so honoring such a request shall not involve the use of the City's public records request policy and procedure.

c. At any time, for all purchasing-related City records other than those pertaining to a formal procurement solicitation facilitated by the City Purchasing Office, requests by any party to inspect and/or obtain either complete or partial copies of such records shall be made pursuant to the City's public records request policy and procedure.

V. Multiple-Contract Awards

When advantageous to the City to do so, the City may issue multiple-contract awards, that is, contracts awarded to more than one supplier and/or service provider for comparable supplies and/or services, provided the provisions of this policy and relevant City procurement procedures pertaining to competitively established pricing apply for the total value of all contracts issued for the multiple-contract award.

W. Donated or below-market-priced products or services

If in the judgment of the department head or city administrator a potential donation or a product or service otherwise priced below market would be a benefit to the City, then the City may receive donated or below-market-priced products, whether new or used, or services, provided:

1. The transaction complies with provisions of this policy and relevant City procurement procedures pertaining to competitively established pricing for the transaction value of the donation.
2. The transaction is documented, such as by purchase order or another contract.
3. The transaction documentation states:
   a. That the donation is offered free and clear to the City of Franklin, Tennessee without any expectation of any payment or service or any other consideration in return, including consideration for past or future procurements of or by the City.
   b. That the donor is not entitled to, and shall not seek, any marketing or advertising or promotional privilege or benefit as a result of the donation.

This section does not pertain to sponsorships or other advertising sold and/or received by the City.

X. Trade-ins

The Franklin Municipal Code provision pertaining to the disposal of surplus personal property of the City does not pertain to any trade-in of a product owned by the City toward the purchase of another product provided the purchase of the other product complies with the provisions of this policy and relevant City procurement procedures pertaining to competitively established pricing for the value of the purchase before the value of any trade-in is applied.

Y. Emergency policies and procedures

During a declared state of emergency that applies to the City, the City Administrator may suspend this Purchasing Policy and/or the Purchasing Manager may suspend standard purchasing procedures administered by the Purchasing Manager and implement temporary policies and procedures as circumstances warrant; provided, however, (a) that any suspension of this Purchasing Policy, the rationale for such suspension and any temporary policies shall, as

soon as practicable, be reported to the Board of Mayor and Aldermen, and (b) that, to the extent practicable, any such temporary policies and procedures shall deviate from this Purchasing Policy and such standard purchasing procedures no more than necessary under the circumstances. (See also provision D ("Circumstances under which competitive pricing is not required"), subsections 2 and 18, and provision K, "Emergency Purchases.")

Z. Openings of sealed bids, proposals or other submittals

Sealed bids, proposals or other submittals received pursuant to a formal procurement solicitation issued by the Purchasing Office and pursuant to public advertising, if valued at or greater than $50,000, shall be opened publicly and may be conducted either (1) in person only or (2) virtually only, by means of an online meeting application that includes both audio/video access via an internet link as well as audio-only access via telephone, rather than in person, or (3) both in person and virtually. How each opening is to be conducted shall be addressed in writing in the relevant procurement solicitation, including any addenda to the procurement solicitation that may be issued. Whenever the opening is conducted either virtually only or both in person and virtually, in order to reduce the opportunity for persons to use any online virtual meeting application as a means for disrupting the opening, the ability for persons attending virtually to be viewed and/or heard by other attendees of such opening may be restricted by, and granted only upon request approved by, the Purchasing Office.

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APPENDIX A
SELECTED TENNESSEE STATUTES APPLYING TO OFFICERS, COMMITTEE MEMBERS, ETC.

T.C.A. § 6-54-107. Interest of officer in municipal contracts prohibited.

a. No person holding office under any municipal corporation shall, during the time for which such person was elected or appointed, be capable of contracting with such corporation for the performance of any work that is to be paid for out of the treasury. Nor shall such person be capable of holding or having any other direct interest in such a contract. "Direct interest" means any contract with any business in which the official is the sole proprietor, a partner, or the person having the controlling interest. "Controlling interest" includes the individual with the ownership or control of the largest number of outstanding shares owned by any single individual or corporation.

b. No officer in a municipality shall be indirectly interested in any contract to which the municipality is a party unless the officer publicly acknowledges such officer's interest. "Indirectly interested" means any contract in which the officer is interested but not directly so, but includes contracts where the officer is directly interested but is the sole supplier of goods or services in a municipality.

c. 1. Any member of a local governing body of a municipality who is also an employee of the same municipality may vote on matters in which such member has a conflict of interest if the member informs the governing body immediately prior to the vote as follows: "Because I am an employee of (name of governmental unit), I have a conflict of interest in the proposal about to be voted. However, I declare that my argument and my vote answer only to my conscience and to my obligation to my constituents and the citizens this body represents."

2. In the event a member of a local governing body of a municipality has a conflict of interest in a matter to be voted upon by the body, the member may abstain for cause by announcing such to the presiding officer. Any member of a local governing body of a municipality who abstains from voting for cause on any issue coming to a vote before the body shall not be counted for the purpose of determining a majority vote.

3. The vote of any person having a conflict of interest who does not inform the governing body of such conflict as provided in subdivision (c)(1) shall be void if challenged in a timely manner. As used in this subdivision (c)(3), "timely manner" means during the same meeting at which the vote was cast and prior to the transaction of any further business by the body.

4. Nothing in this subsection (c) alters, amends, or otherwise affects § 12-4-101(a). In the event of any conflict between this subsection (c) and § 12-4-101(a), § 12-4-101(a) shall prevail.

5. The legislative body of any metropolitan form of government or charter form of government may opt out of this subsection (c) by resolution.

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T.C.A. § 6-54-108. Penalty for unlawful interest of officer.

Every officer of such corporation who shall unlawfully be concerned in making such contract, or who shall unlawfully pay money upon the same to or for any person declared incapable in § 6-54-107, shall forfeit the amount so paid; and such officer shall be jointly and severally liable to an action for the same, which action may be prosecuted by any citizen of the corporation in its name.

T.C.A. § 12-4-101. Personal interest of officers prohibited.

(a) (1) It is unlawful for any officer, committee member, director, or other person whose duty it is to vote for, let out, overlook, or in any manner to superintend any work or any contract in which any municipal corporation, county, state, development district, utility district, human resource agency, or other political subdivision created by statute shall or may be interested, to be directly interested in any such contract. "Directly interested" means any contract with the official personally or with any business in which the official is the sole proprietor, a partner, or the person having the controlling interest. "Controlling interest" includes the individual with the ownership or control of the largest number of outstanding shares owned by any single individual or corporation. This subdivision (a)(1) shall not be construed to prohibit any officer, committee person, director, or any person, other than a member of a local governing body of a county or municipality, from voting on the budget, appropriation resolution, or tax rate resolution, or amendments thereto, unless the vote is on a specific amendment to the budget or a specific appropriation or resolution in which such person is directly interested.

….

(b) It is unlawful for any officer, committee member, director, or other person whose duty it is to vote for, let out, overlook, or in any manner to superintend any work or any contract in which any municipal corporation, county, state, development district, utility district, human resource agency, or other political subdivision created by statute shall or may be interested, to be indirectly interested in any such contract unless the officer publicly acknowledges such officer's interest. "Indirectly interested" means any contract in which the officer is interested but not directly so, but includes contracts where the officer is directly interested but is the sole supplier of goods or services in a municipality or county.

….

T.C.A. § 12-4-102. Penalty for unlawful interest.

Should any person, acting as such officer, committee member, director, or other person referred to in § 12-4-101, be or become directly or unlawfully indirectly interested in any such contract, such person shall forfeit all pay and compensation therefor. Such officer shall be dismissed from such office the officer then occupies, and be ineligible for the same or a similar position for ten (10) years.

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APPENDIX B
SOLE-SOURCE PURCHASES VALUED AT OR GREATER THAN $20,000

Sole-source purchases valued at or greater than $20,000 shall be made only when an item is unique and possesses specific characteristics that can be filled by only one source and must have prior approval by the Purchasing Manager or, if the purchase is valued at or greater than $50,000, then the Board of Mayor and Aldermen except as detailed in provision L, "Sole-Source Purchases." In determining whether to authorize sole-source purchases valued at or greater than $20,000, factors such as the following shall be considered:

1. whether the vendor possesses exclusive and/or predominant capabilities or the item contains a patented feature providing a superior utility not obtainable from similar products;
2. whether the product or service is unique and easily established as one-of-a-kind;
3. whether the program requirements can be modified so that competitive products or services may be used;
4. whether the product is available from only one source and not merchandised through wholesalers, jobbers or retailers; and
5. whether items must be interchangeable or compatible with in-place items.

After review of the written justification from the requisitioning department and ascertaining that the item to be purchased meets one or several of the above criteria, and provided the product manufacturer representative has stated in writing that the vendor is the sole source available to the City, and provided the vendor has stated in writing that the quoted pricing is the lowest municipal unit pricing available at that time and in the foreseeable future for the quantity indicated, then, in lieu of competitive purchasing procedures, the Purchasing Manager shall either authorize the sole-source purchase or, if the purchase is valued at or greater than $50,000, then forward the request to the Board of Mayor and Aldermen for its consideration except as detailed in provision L, "Sole-Source Purchases."

Based in part on Rule No. 0690-3-1-.03(3) of Rules of the Tennessee Department of General Services, Purchasing Division.

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A. General Provisions

This City of Franklin ("City") Purchasing Policy shall apply to the purchase of materials, supplies, vehicles and equipment, the purchase of services other than those pertaining to the design and/or construction of new infrastructure and facilities, leases and lease-purchases, and the disposal and transfer of surplus personal property, all for the proper conduct of the City's business.

All contracts, leases and lease-purchase agreements are subject to the approval of the Board of Mayor and Aldermen, unless otherwise provided by resolution or ordinance. Any contracts, leases and lease-purchase agreements extending beyond the end of the current fiscal year shall be so noted prior to consideration by the Board of Mayor and Aldermen. For any lease agreement that exceeds twelve (12) calendar months and for which the payments are at least $50,000.00, then see also the City's Lease Accounting and Reporting Policy as approved by Resolution No. 2021-96 and modified by Resolution No. 2022-44.

Whenever the City undertakes its own competitive procurement process for the procurement of goods and/or services not pertaining to the design and/or construction of new infrastructure and facilities, then the City is hereby authorized to utilize the one or more of the following procurement methodologies best suited for the intended procurement:

- request for quotations (not for purchases valued at $50,000 or more)
- solicitation for bids
- request for proposals
- request for qualifications

This Purchasing Policy is intended to promote the public interest and preserve and enhance the public trust by establishing a transparent procurement system by which the City conducts its non-construction related purchasing, and by providing vendors (including suppliers, service providers and contractors) with a fair forum for competing for City business.

B. Responsibilities of Departments

The following are the responsibility of each department:

1. Departments shall be responsible for purchases and projects valued less than $50,000. (In the context of this Policy, whenever any dollar thresholds are referenced, the estimated total value of the purchase or project, including all components related thereto, either over the course of the term of the award or, in the absence of a term of award, over the course of the next twelve (12) months, shall be considered.)
2. Departments shall use pricing established pursuant to City procurement awards or Tennessee statewide contracts (SWCs) if and as available. The use of pricing established by cooperative purchasing arrangements approved by the City Administrator for use by the City, as well as pricing established by other Tennessee local governments pursuant to a competitive process involving "public advertisement" (hereby defined to mean the same as that term is used in T.C.A. § 6-56-301 *et seq.*, the Tennessee Municipal Purchasing Law of 1983, or T.C.A. § 12-3-1201 *et seq.* (Public Purchases – Local Governments), as they may be amended from time to

time) and sealed submittals, are acceptable alternatives and may be used in lieu of competitive pricing established by the City or the State.

3. Departments shall coordinate with the Purchasing Office and/or the Finance Department as to the method of payment that best meets the needs of the City.
4. Before placing an order for any non-emergency purchase valued at or greater than $20,000, departments shall prepare and submit a requisition, on the form prescribed by the Purchasing Office, and await approval thereof. For orders for emergency purchases valued at or greater than $20,000, the requisition may be completed within ten (10) calendar days after placing the order (see also provision D, "Circumstances under which competitive pricing is not required," subsections 2 and 18, provision K, "Emergency Purchases," and provision Y ("Emergency policies and procedures")).
5. Purchases valued less than $50,000 but not less than $20,000 shall not be made unless and until, wherever possible, the department shall have obtained and forwarded to the Purchasing Manager competitive quotations from at least three (3) vendors, said quotations to be either supplied in writing by the vendor or reduced to writing by the department, accompanied by a tabulation of the comparative aspects of the quotations obtained, a recommendation as to which quotation should be accepted and a requisition for the recommended quotation. As an alternative to obtaining competitive quotes from at least three (3) vendors, departments may use any of the procurement methodologies approved for usage for purchases valued at $50,000 or more.
6. All foreseeable purchases, including those valued less than $20,000, should not be made unless and until the department head or his or her authorized representative is satisfied that the value of the purchase is fairly priced and not more than what would be expected in the current marketplace. At the discretion of the department head or his or her authorized representative, for foreseeable purchases valued less than $20,000, the department should, whenever it is prudent to do so, obtain multiple competitive quotations, said quotations to be either supplied in writing by the vendor or reduced to writing by the department.
7. As soon as practicable but within ten (10) calendar days of receipt of items ordered, departments shall be responsible for verifying that the items conform to the order. The process for taking delivery of items is as follows:
   a. Inspect the goods to verify that they are in acceptable condition.
   b. Verify that all operating manuals and warranty cards are included in the delivery of the goods, if applicable.
   c. Verify that the number of items ordered have been delivered, making special note when all or part of a particular order has been back-ordered.
   d. Ensure that purchases of capital assets of the City have been properly reported, either directly or indirectly, to the Finance Department and the City's Risk Manager and, if rolling stock, Fleet Maintenance, on forms prescribed by those respective offices, so that records of such purchases may be updated, insurance coverage may be obtained, and vehicle tags may be obtained, all in a timely manner.
8. Regardless of method of payment, departments shall be responsible for reviewing, approving and allocating to the proper fund-function-department combination all invoices authorized for payment.
9. It shall be the responsibility of each department to allow time for competitive solicitation, ordering and delivery pursuant to this Purchasing Policy.
10. No employee shall make any indication that he/she will recommend a particular product for purchase, knowingly bind the City to a specific vendor, or make any representation as to his or her authority to bind the City by contract when such is not the case.

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C. Responsibilities of Purchasing Manager

The following are the responsibility of the Purchasing Manager:

1. The Purchasing Manager shall assist all departments in purchasing operating materials, supplies, vehicles, equipment and services to which this Purchasing Policy applies.
2. The Purchasing Manager shall be responsible for facilitating the competitive process by which all purchases to which this Purchasing Policy applies and valued at or greater than $50,000 are made.
3. For all purchases to which this Purchasing Policy applies and valued at or greater than $20,000, the Purchasing Manager shall advocate the purchase of required products and services only either from (a) the responsible bidder or quoter that submits the lowest priced responsive bid or quote or from (b) the responsible proposer or other respondent that submits the responsive proposal or other submittal that is most advantageous to the City.
4. The Purchasing Manager shall advise the departments about the source and availability of products and services needed by the various departments.
5. The Purchasing Manager shall provide current vendor files available for use and review by departments.
6. The Purchasing Manager shall, upon request, obtain prices on comparable items.
7. The Purchasing Manager shall provide vendor lists, prepare Purchase Orders as necessary, and maintain orderly files.
8. The Purchasing Manager shall be alert on an ongoing basis for new sources and for improved products and services.
9. The Purchasing Manager shall assist the departments in the preparation of specifications for solicitations for bids and the requirements provisions of requests for proposals and requests for qualifications.
10. For formal procurement solicitations, the Purchasing Manager shall prepare and submit for timely publication all legal notices. To promote competition and facilitate the dissemination of documents and information pertaining to formal procurement solicitations, the Purchasing Manager shall post on the City's public website timely information about current formal procurement solicitations.
11. The Purchasing Manager shall periodically review the City's recent records of repetitive purchases, over time, across the organization and across suppliers and service providers, of like products and services, and shall advocate the City consolidate and aggregate its purchase of as many foreseeably necessary like products and services as practicable so to improve pricing for the City, to improve services provided to the City, and/or to reduce the City's cost of operations.
12. To the extent practicable, the Purchasing Manager shall strive to apply procurement thresholds of the City by like product or service for all anticipated needs of the City for the maximum term of a prospective award.
13. The Purchasing Manager shall investigate complaints from departments of poor performance by vendors, or complaints about inferior products, and shall, in consultation with the City's Law Department, choose which, if any, remedies are available to the City to pursue.
14. The Purchasing Manager shall be responsible for disposing of the City's surplus personal property of any value, regardless of whether the property was acquired and came to be owned by the City by means of purchase or donation or otherwise, by means of a competitive process and in compliance with City ordinance, except in cases involving data security or other mitigating circumstances. The Purchasing Manager shall develop the appropriate documentation for the Finance Department in accordance with City Ordinance.
15. The Purchasing Manager shall be responsible for administering and overseeing the City's Purchasing Card program.

16. The Purchasing Manager shall be responsible for otherwise administering and complying with this Purchasing Policy and applicable Tennessee state law, specifically T.C.A. § 6-56-301 *et seq.* (Tennessee Municipal Purchasing Law of 1983) and T.C.A. § 12-3-1201 *et seq.* (Public Purchases – Local Governments), as it may be amended from time to time, including keeping and filing required records and reports, as if they were set out herein and made a part hereof and within definitions of words and phrases from the law as herein defined.

D. Circumstances under which competitive pricing is not required

Under any of the following circumstances, competitive pricing (sealed bids or proposals pursuant to public advertising if valued at or greater than $50,000; competitive quotes from at least three (3) vendors wherever possible if valued less than $50,000 but not less than $20,000) is not required. Under any of these same circumstances, neither individual authorization by nor specific reporting to the Board of Mayor and Aldermen is required unless such is otherwise required pursuant to this policy.

1. Authorized sole-source purchases (see provision L, "Sole-Source Purchases").
2. Authorized emergency expenditures (see provision K, "Emergency Purchases"; see also provision D ("Circumstances under which competitive pricing is not required"), subsection 18, and provision Y ("Emergency policies and procedures")).
3. Purchases from instrumentalities created by two (2) or more cooperating governments, such as, but not limited to those established pursuant to T.C.A. § 12-9-101, *et seq.* (Interlocal Cooperation Act).
4. Purchases from non-profit corporations whose purpose or one of whose purposes is to provide products and services specifically to municipalities, as provided in T.C.A. § 6-56-302.
5. Purchases, leases or lease-purchases of real property, as provided by City ordinance and state law.
6. Purchases, leases, or lease-purchases of used or secondhand articles consisting of goods, equipment, materials, supplies, or commodities, as provided in T.C.A. § 12-3-1202.
7. Purchases of supplies, goods, equipment (except new or unused motor vehicles, unless the motor vehicles are manufactured for a special purpose as defined in T.C.A. § 12-3-1208) and/or services (except any transportation infrastructure project, including, but not limited to, projects for the construction or improvement of streets, highways, bridges, tunnels, or any roadway related facility), pricing for which has been established by other units of Tennessee local government, as provided in T.C.A. § 12-3-1203(a) and 12-3-1203(c).
8. Purchases pursuant to Tennessee Department of General Services statewide contracts (SWCs) authorized for use by Tennessee local governments.
9. Purchases from Tennessee Rehabilitative Initiative in Correction (TRICOR).
10. Professional service contracts as provided in T.C.A. § 12-3-1209 (namely, legal services, fiscal agent, financial advisor or advisory services, services from an insurance producer (as that term is defined in T.C.A. § 56-6-102), educational consultant services, and similar services by professional persons or groups of high ethical standards).
11. Other professional services as provided in T.C.A. § 12-4-107 (namely, architectural and engineering services~~)~~ and land surveying).
12. Tort liability insurance, as provided in T.C.A. § 29-20-407.
13. Purchase of fuels, fuel products or perishable commodities, as provided in T.C.A. § 6-56-304.
14. Purchases based on contracts established by a cooperative purchasing arrangement recognized by the City pursuant to Resolution No. 2009-50, as provided in T.C.A. § 12-3-1205.

15. Purchases based on contracts established by the United States General Services Administration (GSA) and authorized by GSA for use by US local governments, except as may be prohibited by applicable Tennessee statute.
16. Other arrangements and methods pursuant to Tennessee and/or federal law.
17. Fees paid by the City for products and services provided to the City by the State of Tennessee, other units of local government, and public utilities and utility districts.
18. Purchases made during a declared state of emergency that applies to the City but only if specific conditions prevent the establishment of competitive pricing; provided, however, that if the emergency purchase is valued at or greater than $50,000.00, then both the purchase and the specific conditions that prevented the establishment of competitive pricing shall, as soon as practicable, be reported to the Board of Mayor and Aldermen (see also provision D ("Circumstances under which competitive pricing is not required"), subsection 2, provision K, "Emergency Purchases"), and provision Y ("Emergency policies and procedures").

E. Rejection of Bids, Proposals or Other Submittals

The Purchasing Manager shall recommend to the Board of Mayor and Aldermen to reject any and all bids, proposals or other submittals received pursuant to a formal procurement solicitation issued by the Purchasing Office, or parts thereof, for any product or service to which this Policy applies, whenever, prior to the Board of Mayor and Aldermen making an award pursuant to such a formal procurement solicitation, the Purchasing Manager believes the public interest would be best served by such rejection. The Purchasing Manager shall recommend to the Board of Mayor and Aldermen that it reject any such submittal of a vendor or contractor who is in default on the payment of taxes, licenses, fees or other monies of whatever nature that may be due the City by the vendor or contractor whenever, prior to the Board of Mayor and Aldermen making an award pursuant to such a formal procurement solicitation, the Purchasing Manager becomes aware of such default.

F. Conflict of Interest, Use of Position, Solicitation

There are several sources of law and regulations, as they may be amended from time to time, that apply to conflicts of interest, use of position and solicitation. They are incorporated by reference and adopted as if fully stated herein.

a. City Charter

Article VIII ("Finance"), Section 16 ("Officers not to be Interested in City Contracts or Work") of the City of Franklin Charter reads as follows:

> No member of the Board of Mayor and Aldermen, or officer elected by said Board, shall be interested in any contract, or work of any kind whatever, under its control and direction, and any contract in which any such person shall have an interest shall be void and cannot be enforced.

b. City of Franklin Municipal Code

Title 1 ("General Administration"), Chapter 8 ("Ethics") of the City of Franklin Municipal Code sets forth the Code of Ethics for the City of Franklin, which applies to all full-time and part-time elective or appointed officials and employees of the City.

c. City of Franklin Regulations

Article XXI ("General Policies and Procedures"), Section E ("Business Dealings"), of the City of Franklin Human Resource Manual, as it may be amended from time to time, reads as follows:

> Except for the receipt of such compensation as may be lawfully provided for the performance of City duties, and except as noted below, no City officer or employee shall be privately interested in or profit, directly or indirectly, from business dealings with, of, or by the City.
>
> Full-time, part-time, and temporary employees of the City may contract to supply goods and products to the City and/or render services for the City, provided:
>
> 1. any service that would be rendered must not be one the employee might provide in the normal scope of their regular duties;
> 2. the employee would be required to compete for the City's business in the same manner as any other prospective supplier or service provider;
> 3. the business relationship between the City and the employee must not present a conflict of interest nor a conflict of time with the employee's regular duties;
> 4. the business relationship between the City and the employee is not prohibited by the City's ethics policy; and
> 5. the business relationship between the City and the employee is authorized in advance by the City Administrator, and if the relationship is to be for more than one (1) year, it is annually re-authorized by the City Administrator.

Article XXI ("General Policies and Procedures"), Section I ("Use of Position"), of the City of Franklin Human Resource Manual, as it may be amended from time to time, reads in part as follows:

> No employee shall make or attempt to make private purchases in the name of the City, nor otherwise use or attempt to use status as a City employee to secure unwarranted privileges or exemptions.

Article XXI ("General Policies and Procedures"), Section F ("Acceptance of Gratuities"), of the City's Human Resource Manual, as it may be amended from time to time, reads in part as follows:

> No employee shall accept or solicit any money or other consideration or favor from anyone other than the City for the performance of an act that the officer or employee would be required or expected to perform in the regular course of employment; nor shall any officer or employee accept, directly or indirectly, any gift, gratuity, or favor of any kind that might reasonably be an attempt to influence the individual's actions with respect to City business.

d. Statutes

Certain Tennessee statutes may apply to purchases involving city officers, committee members, etc. Selected Tennessee statutes may be found in Appendix A to this Purchasing Policy attached hereto for reference.

G. City Officer and Employee Communication with Vendors During Formal Procurement Solicitations for Sealed Submittals

Between the time a formal procurement solicitation for sealed submittals is issued by the City and the time an award is made, members of the Board of Mayor and Aldermen as well as employees of the City shall refrain from any form of communication with one or more vendors that may be competing for the award about any aspect of the procurement other than either in the context of a public meeting or by way of the Purchasing Office. The foregoing

is not meant to preclude a representative of the City from answering questions from vendors if the question is already addressed in the formal solicitation documents, if the City representative is certain of the correct answer and if the Purchasing Office is informed of the communication. Otherwise, any inquiries from one or more vendors that may be competing for such an award shall be directed to the Purchasing Office which shall determine whether an addendum to the formal procurement solicitation should be prepared and issued to all vendors known or thought to be interested in the procurement opportunity. Vendors that may be competing for an award pursuant to a formal procurement solicitation shall be instructed that, until that award has been made, they shall not communicate about either the content of or the procurement process pertaining to the relevant formal procurement solicitation with any official, employee or other representative of the City except through the City's Purchasing Office. The City reserves the right to disqualify any vendor that initiates unauthorized communication with the City during the procurement phase.

H. City Officer and Employee Business Dealings with the City

See Article XXI ("General Policies and Procedures"), Section E ("Business Dealings"), of the City of Franklin Human Resources Manual.

See also Title 1 ("General Administration"), Chapter 8 ("Ethics"), of the City of Franklin Municipal Code.

I. Tie Bids and Tie Quotes

Whenever the City utilizes its own competitive process, and in the event of tie bids or tie quotes (that is, when two or more responsible bidders or quoters submit responsive bids or quotes at identical total pricing for the minimum or estimated quantity indicated), then the tie bids or tie quotes shall be broken by means of one of the following methods, in descending order:

1. The award shall be made to the vendor who bid or quoted the soonest delivery of the product or completion of the service of all the vendors submitting the tie bids or tie quotes.
2. The award shall be made to the vendor who offered the pricing for the longest period of time for potential future orders of all the vendors submitting the tie bids or tie quotes.
3. If one or more of the vendors submitting the tie bids or tie quotes competed for the City's business the last time the City solicited bids or quotes for the same product or service, then the award shall be made to the vendor who offered the lowest pricing at that time of all the vendors submitting the tie bids or tie quotes.
4. If one or more of the vendors submitting the tie bid or tie quote have done business with the City within the most recent 24 months, then the award shall be made to the vendor who has done the most business with the City (measured in dollars) in that time frame of all the vendors submitting the tie bids or tie quotes.
5. The award shall be made by means of random selection, such method to be administered by the Purchasing Manager and to give equal opportunity to all the vendors submitting the tie bids or tie quotes.

J. Determining Responsible Respondents and Responsive Submittals

Whenever the City utilizes its own competitive process, products and services shall be purchased either from (a) the responsible bidder or quoter that submits the lowest priced responsive bid or quote or from (b) the responsible proposer or other respondent that submits the responsive proposal or other submittal that is most advantageous to

the City. (The term "responsible bidder or quoter" and the term "responsible proposer or other respondent" shall mean a business entity or individual determined by the City to have the integrity and reliability as well as the financial and technical capacity to perform the requirements of the procurement solicitation and subsequent contract. The term "responsive bid or quote" and the term "responsive proposal or other submittal" shall mean a submittal determined by the City to fully conform in all material respects to the procurement solicitation and all of its requirements, including all form and substance.) In determining whether a competing respondent is responsible and whether the submittal is responsive, criteria such as the following may be taken into consideration:

1. The ability of the competing vendor to perform the contract or provide the material or service required.
2. Whether the competing vendor can perform the contract or provide the service promptly, or within the time specified, without delay or interference.
3. The character, integrity, reputation, judgment, experience, expertise and efficiency of the competing vendor.
4. The previous and existing compliance by the competing vendor or a predecessor in interest with laws and ordinances relating to the contract or service.
5. The quality of the competing vendor's performance of previous contracts or services, including the quality of such contracts or services in other municipalities, or performed for private sector customers.
6. The sufficiency of financial resources and the ability of the competing vendor to perform the contract or provide the service.
7. The ability of the competing vendor to provide future maintenance and service for the use of the materials, supplies, vehicles, equipment or contractual service contracted.
8. Compliance by the competing vendor with all specifications included in the solicitation for bids or with all requirements included in the request for proposals or request for qualifications.
9. The ability of the competing vendor to deliver and maintain any requisite bid bonds or performance bonds.

K. Emergency Purchases

When in the judgment of the City Administrator, the department head or the Purchasing Manager there exists an emergency impinging on public health, safety or welfare and a purchase valued at or greater than $20,000 is necessary, then the competitive purchasing provisions contained in this Purchasing Policy may be waived; provided, however, that if the emergency purchase is valued at or greater than $50,000, then it shall, as soon as practicable, be reported to the Board of Mayor and Aldermen.

The emergency basis for pricing should be used only if necessary. Purchases that qualify as emergencies are to be based on emergency pricing only if another policy-compliant basis for pricing (e.g., federal General Services Administration (GSA) via GSA contract, State of Tennessee via Tennessee statewide contract (SWC), one of the cooperative purchasing arrangements recognized by the City) is not known to be available. (See also provision D ("Circumstances under which competitive pricing is not required"), subsections 2 and 18, and provision Y, "Emergency policies and procedures.")

L. Sole-Source Purchases

In the context of this Policy, whenever any dollar thresholds are referenced, the estimated total value of the purchase or project, including all components related thereto, either over the course of the term of the award or, in the absence of a term of award, over the course of the next twelve (12) months, shall be considered. To the extent practicable,

departments and the Purchasing Manager shall strive to apply procurement thresholds of the City by like product or service for all anticipated needs of the City for the maximum term of a prospective award.

The sole-source basis for pricing should be used only if necessary or financially advantageous to the City. Except when financially advantageous to the City to do otherwise, purchases that qualify as sole-source are to be based on sole-source pricing only if another policy-compliant basis for pricing (e.g., federal General Services Administration (GSA) via GSA contract, State of Tennessee via Tennessee statewide contract (SWC), one of the cooperative purchasing arrangements recognized by the City) is not known to be available.

Sole-source purchases valued at less than $20,000 may be authorized by the end-user department. Sole-source purchases valued at less than $50,000 but not less than $20,000 may be authorized by the Purchasing Manager upon being satisfied that it is not possible to obtain competitive quotations from at least three (3) vendors. Except as noted in this provision L ("Sole-Source Purchases"), sole-source purchases valued at or greater than $50,000 may not be made unless and until individually authorized by the Board of Mayor and Aldermen. Authorized sole-source purchases do not require sealed bids or proposals pursuant to public advertising. The criteria for evaluating sole-source purchases valued at or greater than $20,000 are presented in Appendix B to this Purchasing Policy. Sole-source purchases pertaining to circumstances under which sealed bids or proposals pursuant to public advertising are not required, as same are listed in provision D ("Circumstances under which competitive pricing is not required"), even if valued at or greater than $50,000, require neither individual authorization by nor specific reporting to the Board of Mayor and Aldermen unless otherwise required to be authorized or reported pursuant to this policy.

Sole-source purchases valued at or greater than $50,000 that do not require individual authorization by (but which shall, as soon as practicable, still be reported to) the Board of Mayor and Aldermen include:

a. Repairs to, maintenance of, licenses for and/or maintenance agreements for products already in use by the City, provided the product manufacturer representative has stated in writing that the vendor is the sole source available to the City, and provided the vendor has stated in writing that the quoted pricing is the lowest municipal unit pricing available at that time and in the foreseeable future for the quantity indicated. Examples: engine repairs made by the manufacturer or the manufacturer's representative for a vehicle; license and maintenance agreements for computer software.

b. Purchases of items necessary to maintain, expand or improve a manufacturer-specific system already in use by the City, and/or another governmental agency with which the City must cooperate in order to provide the public service relevant to the proposed purchase, and that requires interchangeability or interconnectivity of and/or communication between the component parts, provided the product manufacturer representative has stated in writing that the vendor is the sole source available to the City, and provided the vendor has stated in writing that the quoted pricing is the lowest municipal unit pricing available at that time and in the foreseeable future for the quantity indicated. Examples: water meters and related parts; traffic signal equipment and related parts; athletic field lighting (and related parts) connected to a centralized master control; automated external defibrillators; cardiac monitors; telemetry/supervisory control and data acquisition equipment.

c. Purchases of items that have, for good and sufficient reason, previously been standardized by the City, provided the product manufacturer representative has stated in writing that the vendor is the sole source available to the

City, and provided the vendor has stated in writing that the quoted pricing is the lowest municipal unit pricing available at that time and in the foreseeable future for the quantity indicated. Examples: low-pressure wastewater collection grinder pumps and related parts; self-contained breathing apparatus; vehicle exhaust evacuation systems at individual fire stations, including installation if only one authorized installer is assigned to serve the City; vehicle extrication equipment.

M. Purchasing Card Program

The Purchasing Card Program shall be administered by the Purchasing Manager pursuant to procedures established therefor. Department heads shall determine which employees of their department shall be issued City purchasing cards. Employees who are authorized and expected to travel on behalf of the City and at the City's expense shall be issued purchasing cards and are expected to use same in lieu of being given travel advances.

Employees' participation in the City's Purchasing Card Program is a privilege and a convenience that includes certain responsibilities. Although the purchasing card is issued in the cardholder's name, it is City property and therefore must be used in accordance with City policy and rules, as well as with objectively reasonable judgment, especially as follows:

1. The City of Franklin Purchasing Card is provided to employees based on their need to purchase authorized goods and services. A card may be revoked at any time based on change of assignment or location. The card is neither an entitlement nor a reflection of title or position.
2. The card may be used only for authorized obligations of the City; use of the card for a purchase other than an authorized obligation of the City (such as personal purchases as well as alcoholic beverages and entertainment), even if intended for future reimbursement, are specifically prohibited.
3. Purchases made with the card are to comply with City purchasing and disbursements policies and procedures. Such City procurement rules as the need for procurement requisitions, the basis for pricing, contracting, whether a certificate of insurance is necessary to require of the service provider, adequacy of budgeted funding, and timing of payment relative to delivery of the product or service, all apply regardless of method of payment (such as by purchasing card).
4. The cardholder is the only person entitled to use the card and is accountable for all charges attributable to the card.
5. Cardholders are expected to exercise objectively reasonable judgment in deciding whether to make a purchase by considering (a) whether the potential purchase is prudent and necessary, and (b) whether the potential purchase would reflect well on the City and the cardholder, and be perceived by the general public as suitable and appropriate. Improper use of a City purchasing card, especially intentional and unreported but even unintentional and reported, including personal purchases as well as alcoholic beverages and entertainment, even if reimbursed, may be considered misappropriation of City funds, which may result in disciplinary action, up to and including termination.
6. Except for (a) purchases made outside Tennessee, (b) purchases of non-catered prepared meals, and (c) purchases related to travel, the City purchaser/cardholder is responsible for ensuring that the transaction is completed without sales tax being charged to the City. If a transaction has been completed on which sales tax was charged in error, then the cardholder is responsible for contacting the vendor and requesting that the amount of the sales tax be credited back to the same City purchasing card to which the sales tax was charged.

Documentation of this effort, and of the vendor's response, shall be submitted in addition to the supporting documentation for the transaction.

7. Cardholders are expected to comply with internal control procedures in order to protect the City's assets. This includes (a) not permitting anyone other than the cardholder to use the card; (b) making sure that each transaction is electronically processed in full and on time in the purchasing card expense reporting system utilized by the City; (c) keeping and submitting on time detailed invoices or itemized payment receipts that substantiate each and every charge attributed to the purchasing card issued to the cardholder; (d) assisting the City upon request with reconciling the City's billing cycle statements; and (e) taking reasonable precautions to secure the purchasing card against loss and/or theft.
8. If electronic processing of a purchasing card transaction is not completed by the deadline and the Purchasing Office has not been previously notified of the need for a delay, then the monthly credit limit for the respective purchasing card may be reduced to $0 until the processing is complete. This consequence applies to any transaction that has not been correctly allocated, explained with a comment, and approved by the individual assigned to approve purchasing card transactions for that cardholder. Credit limits will be restored to the previous amounts once electronic processing is complete.
9. Failure to submit on time adequate and legible supporting documentation for each transaction or to otherwise comply with City rules will carry consequences, possibly including reduction or loss of card spend authority, reimbursement of the City by the employee for unauthorized and/or unsubstantiated purchases, and/or disciplinary action, up to and including termination.
10. Cardholders are responsible for cooperating with efforts by the City to resolve any discrepancies by contacting the vendor and/or the issuing bank.
11. A lost or stolen purchasing card shall, as soon as practicable upon discovery of the loss or theft, be reported to the City Purchasing Office and/or the issuing bank.
12. A cardholder must surrender his or her card upon termination of employment (i.e., retirement or voluntary or involuntary separation).

N. Payment for Purchases

All payments to vendors and service providers shall be made by one of the City's available methods of payment in accordance with City purchasing and disbursements policies and procedures.

O. Use of Internet Auctions for Purchases of City Property

The use of internet auctions is generally prohibited as a method for making City purchases unless specifically authorized in advance by the City Administrator.

P. Vendor Protests

Vendor protests shall be handled in accordance with the City's Vendor Protest Procedure for procurements not pertaining to new construction, as approved by resolution of the Board of Mayor and Aldermen.

Q. Disciplinary Action

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Any employee who fails or refuses to comply with the provisions of this Purchasing Policy shall be subject to disciplinary action pursuant to and as provided in the Human Resources Manual, as it may be amended from time to time.

R. Requests for Proposals

Requests for ~~competitive sealed proposals~~proposals shall be used pursuant to T.C.A. § 12-3-1207 and may be used only when qualifications, experience, or competence are more important than price in making the purchase, and either (1) when there is more than one (1) solution to a purchasing issue and ~~competitive sealed~~a request for proposals would assist in choosing the best solution; or (2) when there is no readily identifiable solution to a purchasing issue and ~~competitive sealed~~a request for proposals would assist in identifying one (1) or more solutions. The request for ~~competitive sealed~~ proposals shall state the relative importance of price and other evaluation factors. The award shall be made to the responsible respondent whose proposal the governing body determines is the most advantageous to the City, taking into consideration price and the evaluation factors set out in the request for ~~competitive sealed~~ proposals. No other factor may be used in the evaluation.

S. Requests for Qualifications

Requests for qualifications may be used pursuant to T.C.A. § 12-3-1209 for legal services, fiscal agent, financial advisor or advisory services and similar services by professional persons or groups of high ethical standards, or pursuant to T.C.A. § 12-4-107 for architectural and engineering services and land surveying.

T. Procurement of Property and/or Services under a Federal Award

When procuring property and/or services under a Federal award, the City shall follow applicable provisions of 2 CFR Chapter I and Chapter II, Part 200, et al. ("Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards; Final Rule"), as promulgated December 26, 2013 by Executive Office of the President, Office of Management and Budget, namely sections 200.318 ("General procurement standards") through 200.326 ("Contract provisions").

U. Requests to inspect and/or obtain either complete or partial copies of purchasing-related public records

1. Sealed bids, requests received during protest period: After opening sealed bids submitted to and received by the City in response to a formal procurement solicitation for bids facilitated by the City Purchasing Office, but not later than the seventh calendar day after the City issues a notice of intent to award a pending procurement in response to such a procurement solicitation:
   a. Requests by an Interested Party (as that term is defined in the City's Vendor Protest Procedure) to inspect such bids shall be directed to and promptly honored by the City Purchasing Office at a time during normal business hours of the City Purchasing Office that is mutually convenient to both the City Purchasing Office and the requesting party.
   b. Requests other than by an Interested Party (as that term is defined in the City's Vendor Protest Procedure) to inspect, and requests by any party to obtain either complete or partial copies of such bids shall be made pursuant to the City's public records request policy and procedure.

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2. Sealed proposals and statements of qualifications and certain related records, requests received during protest period: After the City issues a notice of intent to award a pending procurement as a result of a formal procurement solicitation facilitated by the City Purchasing Office and involving a personal service, professional service, or consultant service request for proposals or request for qualifications solicitation that resulted in proposals or statements of qualifications having been submitted to and received by the City, but not later than the seventh calendar day after the City issues such a notice of intent to award:

a. Requests by an Interested Party (as that term is defined in the City's Vendor Protest Procedure) to inspect such proposals and statements of qualifications, and related records, including, but not limited to, evaluations, names of evaluation committee members, and all related memoranda or notes, shall be directed to and promptly honored by the City Purchasing Office at a time during normal business hours of the City Purchasing Office that is mutually convenient to both the City Purchasing Office and the requesting party.

b. Requests other than by an Interested Party (as that term is defined in the City's Vendor Protest Procedure) to inspect, and requests by any party to obtain either complete or partial copies of such proposals and statements of qualifications, and related records, including, but not limited to, evaluations, names of evaluation committee members, and all related memoranda or notes, shall be made pursuant to the City's public records request policy and procedure.

3. Sealed submittals (except any that have been attached to a City contract that has been posted on the City's website), requests received after protest period: After the seventh calendar day after the City issues a notice of intent to award a pending procurement in response to a formal procurement solicitation facilitated by the City Purchasing Office, requests by any party to inspect and/or obtain either complete or partial copies of bids, proposals or other vendor submittals, except any such documents that have been attached to a City contract that has been posted on the City's website (see provision U ("Requests to inspect and/or obtain either complete or partial copies of purchasing-related records"), subsections 4.a and 4.b), shall be made pursuant to the City's public records request policy and procedure.

4. Other purchasing-related City records:

a. Other than between the date when the City releases a formal solicitation for sealed competitive submittal and the date when the sealed competitive submittal is due to be submitted and opened for any like product or service, for any purchasing-related City record that has already been posted on the City's website (e.g., contract, staff memorandum of recommendation, tabulation of bids, tabulation of proposals, tabulation of submittals in response to a City request for qualifications), requests by any party to inspect and/or obtain either complete or partial copies of such records shall be directed to and promptly honored by the City Purchasing Office at a time during normal business hours of the City Purchasing Office that is mutually convenient to both the City Purchasing Office and the requesting party, and so honoring such a request may but need not involve the use of the City's public records request policy and procedure.

b. Between the date when the City releases a formal solicitation for sealed competitive submittal and the date when the sealed competitive submittal is due to be submitted and opened for any like product or service, for any purchasing-related City record that has already been posted on the City's website (e.g., contract, staff memorandum of recommendation, tabulation of bids, tabulation of proposals, tabulation of submittals in response to a City request for qualifications), requests by any party to inspect and/or obtain either complete or partial copies of such records shall be directed to and promptly honored by the City Purchasing Office in accordance with fair practices (e.g., timely preparation and issuance of an addendum with the

requested record(s) attached) established by the City Purchasing Office, and so honoring such a request shall not involve the use of the City's public records request policy and procedure.

c. At any time, for all purchasing-related City records other than those pertaining to a formal procurement solicitation facilitated by the City Purchasing Office, requests by any party to inspect and/or obtain either complete or partial copies of such records shall be made pursuant to the City's public records request policy and procedure.

V. Multiple-Contract Awards

When advantageous to the City to do so, the City may issue multiple-contract awards, that is, contracts awarded to more than one supplier and/or service provider for comparable supplies and/or services, provided the provisions of this policy and relevant City procurement procedures pertaining to competitively established pricing apply for the total value of all contracts issued for the multiple-contract award.

W. Donated or below-market-priced products or services

If in the judgment of the department head or city administrator a potential donation or a product or service otherwise priced below market would be a benefit to the City, then the City may receive donated or below-market-priced products, whether new or used, or services, provided:

1. The transaction complies with provisions of this policy and relevant City procurement procedures pertaining to competitively established pricing for the transaction value of the donation.
2. The transaction is documented, such as by purchase order or another contract.
3. The transaction documentation states:
   a. That the donation is offered free and clear to the City of Franklin, Tennessee without any expectation of any payment or service or any other consideration in return, including consideration for past or future procurements of or by the City.
   b. That the donor is not entitled to, and shall not seek, any marketing or advertising or promotional privilege or benefit as a result of the donation.

This section does not pertain to sponsorships or other advertising sold and/or received by the City.

X. Trade-ins

The Franklin Municipal Code provision pertaining to the disposal of surplus personal property of the City does not pertain to any trade-in of a product owned by the City toward the purchase of another product provided the purchase of the other product complies with the provisions of this policy and relevant City procurement procedures pertaining to competitively established pricing for the value of the purchase before the value of any trade-in is applied.

Y. Emergency policies and procedures

During a declared state of emergency that applies to the City, the City Administrator may suspend this Purchasing Policy and/or the Purchasing Manager may suspend standard purchasing procedures administered by the Purchasing Manager and implement temporary policies and procedures as circumstances warrant; provided, however, (a) that any suspension of this Purchasing Policy, the rationale for such suspension and any temporary policies shall, as

soon as practicable, be reported to the Board of Mayor and Aldermen, and (b) that, to the extent practicable, any such temporary policies and procedures shall deviate from this Purchasing Policy and such standard purchasing procedures no more than necessary under the circumstances. (See also provision D ("Circumstances under which competitive pricing is not required"), subsections 2 and 18, and provision K, "Emergency Purchases.")

Z. Openings of sealed bids, proposals or other submittals

Sealed bids, proposals or other submittals received pursuant to a formal procurement solicitation issued by the Purchasing Office and pursuant to public advertising, if valued at or greater than $50,000, shall be opened publicly and may be conducted either (1) in person only or (2) virtually only, by means of an online meeting application that includes both audio/video access via an internet link as well as audio-only access via telephone, rather than in person, or (3) both in person and virtually. How each opening is to be conducted shall be addressed in writing in the relevant procurement solicitation, including any addenda to the procurement solicitation that may be issued. Whenever the opening is conducted either virtually only or both in person and virtually, in order to reduce the opportunity for persons to use any online virtual meeting application as a means for disrupting the opening, the ability for persons attending virtually to be viewed and/or heard by other attendees of such opening may be restricted by, and granted only upon request approved by, the Purchasing Office.

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APPENDIX A
SELECTED TENNESSEE STATUTES APPLYING TO OFFICERS, COMMITTEE MEMBERS, ETC.

T.C.A. § 6-54-107. Interest of officer in municipal contracts prohibited.

a. No person holding office under any municipal corporation shall, during the time for which such person was elected or appointed, be capable of contracting with such corporation for the performance of any work that is to be paid for out of the treasury. Nor shall such person be capable of holding or having any other direct interest in such a contract. "Direct interest" means any contract with any business in which the official is the sole proprietor, a partner, or the person having the controlling interest. "Controlling interest" includes the individual with the ownership or control of the largest number of outstanding shares owned by any single individual or corporation.

b. No officer in a municipality shall be indirectly interested in any contract to which the municipality is a party unless the officer publicly acknowledges such officer's interest. "Indirectly interested" means any contract in which the officer is interested but not directly so, but includes contracts where the officer is directly interested but is the sole supplier of goods or services in a municipality.

c. 1. Any member of a local governing body of a municipality who is also an employee of the same municipality may vote on matters in which such member has a conflict of interest if the member informs the governing body immediately prior to the vote as follows: "Because I am an employee of (name of governmental unit), I have a conflict of interest in the proposal about to be voted. However, I declare that my argument and my vote answer only to my conscience and to my obligation to my constituents and the citizens this body represents."

2. In the event a member of a local governing body of a municipality has a conflict of interest in a matter to be voted upon by the body, the member may abstain for cause by announcing such to the presiding officer. Any member of a local governing body of a municipality who abstains from voting for cause on any issue coming to a vote before the body shall not be counted for the purpose of determining a majority vote.

3. The vote of any person having a conflict of interest who does not inform the governing body of such conflict as provided in subdivision (c)(1) shall be void if challenged in a timely manner. As used in this subdivision (c)(3), "timely manner" means during the same meeting at which the vote was cast and prior to the transaction of any further business by the body.

4. Nothing in this subsection (c) alters, amends, or otherwise affects § 12-4-101(a). In the event of any conflict between this subsection (c) and § 12-4-101(a), § 12-4-101(a) shall prevail.

5. The legislative body of any metropolitan form of government or charter form of government may opt out of this subsection (c) by resolution.

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T.C.A. § 6-54-108. Penalty for unlawful interest of officer.

Every officer of such corporation who shall unlawfully be concerned in making such contract, or who shall unlawfully pay money upon the same to or for any person declared incapable in § 6-54-107, shall forfeit the amount so paid; and such officer shall be jointly and severally liable to an action for the same, which action may be prosecuted by any citizen of the corporation in its name.

T.C.A. § 12-4-101. Personal interest of officers prohibited.

(a) (1) It is unlawful for any officer, committee member, director, or other person whose duty it is to vote for, let out, overlook, or in any manner to superintend any work or any contract in which any municipal corporation, county, state, development district, utility district, human resource agency, or other political subdivision created by statute shall or may be interested, to be directly interested in any such contract. "Directly interested" means any contract with the official personally or with any business in which the official is the sole proprietor, a partner, or the person having the controlling interest. "Controlling interest" includes the individual with the ownership or control of the largest number of outstanding shares owned by any single individual or corporation. This subdivision (a)(1) shall not be construed to prohibit any officer, committee person, director, or any person, other than a member of a local governing body of a county or municipality, from voting on the budget, appropriation resolution, or tax rate resolution, or amendments thereto, unless the vote is on a specific amendment to the budget or a specific appropriation or resolution in which such person is directly interested.

….

(b) It is unlawful for any officer, committee member, director, or other person whose duty it is to vote for, let out, overlook, or in any manner to superintend any work or any contract in which any municipal corporation, county, state, development district, utility district, human resource agency, or other political subdivision created by statute shall or may be interested, to be indirectly interested in any such contract unless the officer publicly acknowledges such officer's interest. "Indirectly interested" means any contract in which the officer is interested but not directly so, but includes contracts where the officer is directly interested but is the sole supplier of goods or services in a municipality or county.

….

T.C.A. § 12-4-102. Penalty for unlawful interest.

Should any person, acting as such officer, committee member, director, or other person referred to in § 12-4-101, be or become directly or unlawfully indirectly interested in any such contract, such person shall forfeit all pay and compensation therefor. Such officer shall be dismissed from such office the officer then occupies, and be ineligible for the same or a similar position for ten (10) years.

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APPENDIX B
SOLE-SOURCE PURCHASES VALUED AT OR GREATER THAN $20,000

Sole-source purchases valued at or greater than $20,000 shall be made only when an item is unique and possesses specific characteristics that can be filled by only one source and must have prior approval by the Purchasing Manager or, if the purchase is valued at or greater than $50,000, then the Board of Mayor and Aldermen except as detailed in provision L, "Sole-Source Purchases." In determining whether to authorize sole-source purchases valued at or greater than $20,000, factors such as the following shall be considered:

1. whether the vendor possesses exclusive and/or predominant capabilities or the item contains a patented feature providing a superior utility not obtainable from similar products;
2. whether the product or service is unique and easily established as one-of-a-kind;
3. whether the program requirements can be modified so that competitive products or services may be used;
4. whether the product is available from only one source and not merchandised through wholesalers, jobbers or retailers; and
5. whether items must be interchangeable or compatible with in-place items.

After review of the written justification from the requisitioning department and ascertaining that the item to be purchased meets one or several of the above criteria, and provided the product manufacturer representative has stated in writing that the vendor is the sole source available to the City, and provided the vendor has stated in writing that the quoted pricing is the lowest municipal unit pricing available at that time and in the foreseeable future for the quantity indicated, then, in lieu of competitive purchasing procedures, the Purchasing Manager shall either authorize the sole-source purchase or, if the purchase is valued at or greater than $50,000, then forward the request to the Board of Mayor and Aldermen for its consideration except as detailed in provision L, "Sole-Source Purchases."

Based in part on Rule No. 0690-3-1-.03(3) of Rules of the Tennessee Department of General Services, Purchasing Division.

City of Franklin

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

File #: 21-0125

DATE: April 29, 2024

TO: Budget & Finance Committee

FROM: Kristine Brock, Asst. City Administrator/CFO
Brian Wilcox, Purchasing Manager

SUBJECT:

Consideration Of Resolution 2024-37, A Resolution Adopting A Revised Vendor Protest Procedure For City Of Franklin Procurements Not Pertaining To New Construction

PURPOSE:

The purpose of this memorandum is to present Resolution No. 2024-37, a resolution adopting a revised Vendor Protest Procedure for City of Franklin procurements not pertaining to new construction.

BACKGROUND/STAFF COMMENTS:

The City's Vendor Protest Procedure was last updated on July 12, 2022 by means of Resolution No. 2022-42. Staff recommends the Vendor Protest Procedure be further revised as follows:

- by adding a provision stating that a protest based upon the cancelation of a procurement solicitation, in whole or in part, is not actionable and shall not be considered; and
- by making miscellaneous clarifications and other improvements to the policy.

Resolution No. 2024-37 as proposed, including the revised Vendor Protest Procedure as proposed, is attached. Also attached is a red-lined version of the revised Vendor Protest Procedure as proposed. This red-lined version has marked all recommended changes to the text of the Vendor Protest Procedure.

FINANCIAL IMPACT:

Staff is not aware of any financial impact of approving the proposed revisions to the City's Vendor Protest Procedure.

RECOMMENDATION:

Staff recommends the Board of Mayor and Aldermen considering approving Resolution 2024-37, a resolution adopting a revised Vendor Protest Procedure for City of Franklin procurements not pertaining to new construction.

RESOLUTION 2024-37

A RESOLUTION ADOPTING A REVISED VENDOR PROTEST PROCEDURE FOR CITY OF FRANKLIN, TENNESSEE, PROCUREMENTS NOT PERTAINING TO THE DESIGN AND/OR CONSTRUCTION OF NEW INFRASTRUCTURE AND FACILITIES

WHEREAS, on March 8, 2011, the Board of Mayor and Aldermen of the City of Franklin adopted Resolution No. 2011-10, a resolution adopting a vendor protest procedure for City procurements not pertaining to new construction; and

WHEREAS, on January 14, 2014, the Board of Mayor and Aldermen of the City of Franklin adopted Resolution No. 2014-07, a resolution adopting a vendor protest procedure for City procurements not pertaining to new construction; and

WHEREAS, on June 27, 2017, the Board of Mayor and Aldermen of the City of Franklin adopted Resolution No. 2017-42, a resolution adopting a vendor protest procedure for City procurements not pertaining to new construction; and

WHEREAS, on September 24, 2019, the Board of Mayor and Aldermen of the City of Franklin adopted Resolution No. 2019-80, a resolution adopting a vendor protest procedure for City procurements not pertaining to new construction; and

WHEREAS, on January 12, 2021, the Board of Mayor and Aldermen of the City of Franklin adopted Resolution No. 2020-216, a resolution adopting a vendor protest procedure for City procurements not pertaining to new construction; and

WHEREAS, on July 12, 2022, the Board of Mayor and Aldermen of the City of Franklin adopted Resolution No. 2022-42, a resolution adopting a vendor protest procedure for City procurements not pertaining to new construction; and

WHEREAS, the Board of Mayor and Aldermen believes it is in the best interest of the City of Franklin for the vendor protest procedure for City procurements not pertaining to new construction to be further revised (a) by adding a provision stating that a protest based upon the cancelation of a procurement solicitation, in whole or in part, is not actionable and shall not be considered and (b) by making miscellaneous clarifications and other improvements to the policy.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF MAYOR AND ALDERMEN OF THE CITY OF FRANKLIN, TENNESSEE, AS FOLLOWS:

Section 1. The vendor protest procedure for City procurements not pertaining to new construction adopted by Resolution No. 2022-42, and any and all subsequent changes or revisions, are hereby repealed in their entirety. In place thereof, the vendor protest procedure for City of Franklin procurements not pertaining to the design and/or construction of new infrastructure and facilities, attached as Exhibit A hereto, is adopted.

Section 2. Changes or revisions to the procedure hereby adopted shall be made only by resolution of the Board of Mayor and Aldermen of the City of Franklin.

Section 3. The effective date of the procedure hereby adopted shall be July 1, 2024, the public welfare and the welfare of the City requiring it.

IT IS SO RESOLVED AND DONE on this _____ day of _____, 20____.

ATTEST:

By: _____
Eric S. Stuckey
City Administrator

CITY OF FRANKLIN, TENNESSEE:

By: _____
Dr. Ken Moore
Mayor

Approved as to Form:

By: _____
J. Blake Harper
Staff Attorney

HISTORIC
FRANKLIN
TENNESSEE

Vendor Protest Procedure

for City of Franklin procurements not pertaining to the design and/or construction of new infrastructure and facilities

The City of Franklin ("City") recognizes that vendors (including suppliers, service providers and contractors) may, from time to time, feel compelled to lodge a formal protest about some aspect of a City procurement of goods and/or services not pertaining to the design and/or construction of new infrastructure and facilities. In order to promote fair and transparent competitive purchasing, and in order to have a procedure to follow if and when the need arises, the City's Board of Mayor and Aldermen ("Board") therefore establishes a procedure for evaluating and responding to Vendor Protests for procurements not pertaining to the design and/or construction of new infrastructure and facilities. This procedure is limited to City procurements (a) that do not pertain to the design and/or construction of new infrastructure and facilities, (b) that are competitively solicited by the City pursuant to public advertisement and sealed submittals, and (c) for which the value of the award is or would be equal to or greater than $50,000. Procurements that do pertain to the design and/or construction of new infrastructure and facilities are facilitated by the City's Engineering Department, and any vendor wishing to lodge a protest about a City procurement pertaining to such construction-related purchases should contact the Engineering Department directly.

This Vendor Protest procedure is a mandatory administrative procedure which all aggrieved actual or prospective vendors must utilize and exhaust prior to seeking judicial review or remedy.

For the purposes of this procedure, the City defines the following terms:

- A "Vendor Protest" is a written objection by an Interested Party to a procurement solicitation issued by the City for sealed bids, proposals, offers, statements of qualifications or other submittals, pursuant to public advertisement, in anticipation of a proposed contract for the procurement of goods or services not pertaining to the design and/or construction of new infrastructure and facilities and for which the value of the award is or would be equal to or greater than $50,000, or a written objection by an Interested Party to an intended award of such a contract.

- An "Interested Party" is an actual or prospective vendor whose direct economic interest would be affected by the award of a contract for the procurement of goods or services not pertaining to the design and/or construction of new infrastructure and facilities that are competitively bid by the City and where the value of the award is or would be equal to or greater than $50,000 or by the failure to award such a contract.

- A "Protestor" is an Interested Party who files a Vendor Protest.

A protest based upon the cancelation of a procurement solicitation, in whole or in part, is not actionable and shall not be considered.

A Vendor Protest:

- shall be in writing;
- shall be addressed and directed to the City's Purchasing Manager except in the case of Vendor Protests pertaining to requests for proposals issued by the City when an aggrieved proposer is protesting against the intended award to another proposer in which case, pursuant to T.C.A. § 12-3-1207(d), the Vendor Protest shall be addressed to the Board c/o the City Attorney;
- may be delivered electronically or otherwise;
- must be received by the City by the applicable deadline listed below;

- shall include the name and address of the Protestor;
- shall reference the relevant procurement solicitation issued by the City;
- shall include a statement of reason for the Vendor Protest, including allegations and evidence sufficient, if uncontradicted, to establish the likelihood of:
    - a material deficiency or impropriety in the procurement solicitation issued by the City, such as:
        - a material defect to the procurement solicitation that caused or would cause a result other than in the absence of such defect and the consequence of which is significant;
        - some aspect of the procurement solicitation that created an unfair and material advantage to one or more prospective respondents to the procurement solicitation; or
        - a material violation of a relevant provision of one or more of the following:
            - a City procedure, policy, resolution, ordinance or other regulation governing the procurement; and/or
            - a state law, federal statute or other regulation governing the procurement;
    - a material error or impropriety in the intended award of a contract or other procurement decision, such as:
        - an allegation that a procurement is not exempt from the City's standard competitive procurement procedures when such an exemption is claimed by the City;
        - a material error of judgment or fact in evaluating one or more of the responses to the procurement solicitation; or
        - a material violation of a relevant provision of one or more of the following:
            - the respective procurement solicitation issued by the City;
            - a City procedure, policy, resolution, ordinance or other regulation governing the procurement; and/or
            - a state law, federal statute or other regulation governing the procurement.
- may include supporting documents, exhibits, or evidence to substantiate the Vendor Protest;
- shall include a proposed remedy and an explanation of why the proposed remedy should be accepted by the City; and
- shall be signed by the protester.

A Vendor Protest against either an alleged procurement solicitation deficiency or impropriety or an intended award must be filed by the following applicable deadline:

- A Vendor Protest against an alleged procurement solicitation deficiency or impropriety must be filed prior to the deadline for responding to the procurement solicitation or, if there is no such deadline, within seven (7) calendar days of the date the Protestor first becomes aware of the City's procurement solicitation.

- A Vendor Protest against an intended award must be filed within seven (7) calendar days of the date the Protestor is notified by the City of the intent to award or the date the intent to award is posted on the City's website, whichever occurs earlier.

In the case of a Vendor Protest against an intended award, the Protestor must direct copies of its Vendor Protest to any and all other parties who have responded to the same procurement solicitation and who have a direct economic interest in the outcome of the Vendor Protest, and must submit proof that such copies have been so provided. Failure to submit such proof shall result in dismissal of the Vendor Protest. The other parties shall be permitted to respond in writing to the Vendor Protest, provided that such response shall be submitted within seven (7) calendar days after the other parties' receipt of the copy of the Vendor Protest. The other parties shall also be permitted to participate in any in-person or virtual meetings conducted by the City in regard to the Vendor Protest.

Upon receipt of a timely Vendor Protest, the City shall not proceed further with either the procurement solicitation or the award of the contract unless the City Administrator makes a written determination that so proceeding without delay is necessary to protect the public health, safety or welfare of the City.

Except in the case of Vendor Protests pertaining to requests for proposals issued by the City when an aggrieved proposer is protesting the intended award to another proposer, the following steps shall be followed for formal protests not pertaining to the design and/or construction of new infrastructure and facilities:

- In the case of a Vendor Protest against an alleged procurement solicitation deficiency or impropriety, the Purchasing Manager shall respond in writing to the Vendor Protest within ten (10) City business days of receipt of the Vendor Protest.

- In the case of a Vendor Protest against an intended award, the Purchasing Manager shall respond in writing to the Vendor Protest within fifteen (15) City business days of receipt of the Vendor Protest.

- The Purchasing Manager shall consider the Vendor Protest and issue a determination in writing. The Purchasing Manager may:

    - determine that the Vendor Protest does not merit a revision of the City action or decision being protested; or
    - determine that the Vendor Protest does merit a revision of the City action or decision being protested and proceed accordingly to take corrective action, which may include recommending the City cancel the procurement solicitation, recommending the City reject any and all responses to the procurement solicitation, recommending the City award the procurement to a different respondent, and/or recommending the City start over with a new procurement solicitation.

- If the vendor is dissatisfied with the Purchasing Manager's decision, then the vendor may, within seven (7) calendar days of receipt of the Purchasing Manager's decision, appeal in writing that the matter be considered by the City Administrator. The appeal shall be addressed and directed to the City Administrator and shall include a statement of reason for the appeal, noting on what basis the vendor believes the Purchasing Manager's decision is incorrect and how and why the Purchasing Manager's decision should be overturned in whole or in part.

    The City Administrator shall consider the appeal within ten (10) City business days of receipt of the appeal. After consideration of the appeal and deciding whether to affirm or overturn the Purchasing Manager's decision, the City Administrator shall, within ten (10) City business days of the City Administrator's decision, shall respond in writing to the appeal and convey the decision of the City Administrator, after which the City shall proceed accordingly. The City Administrator may:

    - affirm the Purchasing Manager's decision in whole or in part; or
    - overturn the Purchasing Manager's decision in whole or in part.

    The decision of the City Administrator shall be final, and no further appeals shall be considered by the City.

In the case of Vendor Protests pertaining to requests for proposals issued by the City when an aggrieved proposer is protesting the intended award to another proposer, the following steps shall be followed for formal protests not pertaining to the design and/or construction of new infrastructure and facilities:

- The Board shall, within forty-five (45) calendar days of the City Attorney's receipt of the Vendor Protest, consider the Vendor Protest. The Board may:
    - determine that the Vendor Protest does not merit a revision of the City action or decision being protested; or
    - determine that the Vendor Protest does merit a revision of the City action or decision being protested and direct the City Administrator to proceed accordingly to take corrective action, which may include canceling the procurement solicitation, rejecting any and all responses to the procurement solicitation, awarding the procurement to a different respondent, and/or starting over with a new procurement solicitation.
- The decision of the Board shall be final, and no appeals shall be considered by the City.
- Within ten (10) City business days of the Board's decision, the City Attorney shall respond in writing to the Vendor Protest and convey the Board's decision.

HISTORIC
FRANKLIN
TENNESSEE

Vendor Protest Procedure

for City of Franklin procurements not pertaining to the design and/or construction of new infrastructure and facilities

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        - an allegation that a procurement is not exempt from the City's standard competitive procurement procedures when such an exemption is claimed by the City;
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            - the respective procurement solicitation issued by the City;
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    - affirm the Purchasing Manager's decision in whole or in part; or
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  The decision of the City Administrator shall be final, and no further appeals shall be considered by the City.

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- The decision of the Board shall be final, and no appeals shall be considered by the City.
- Within ten (10) City business days of the Board's decision, the City Attorney shall respond in writing to the Vendor Protest and convey the Board's decision.

City of Franklin

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

File #: 21-0108

DATE: April 23, 2024

TO: Budget & Finance Committee

FROM: Kristine Brock, Asst. City Administrator/CFO
Jessica Davey, Revenue & Licensing Manager

SUBJECT:

Report On Property Taxes Collected For Fiscal Year 2024 (Tax Year 2023)

PURPOSE:

The purpose of this memorandum is to provide information to the Franklin Board of Mayor and Aldermen (BOMA) concerning property tax collections for Fiscal Year 2024 (Tax Year 2023).

BACKGROUND/STAFF COMMENTS:

Property taxes levied by the City of Franklin are billed and collected by the Office of Williamson County Trustee Karen Paris. Taxes are due by the last day of February, which for Fiscal Year 2024 occurred on February 29, 2024. The County Trustee continues collection efforts after taxes become delinquent on March 1st. For example, for property taxes levied in Fiscal Year 2022, the Trustee collected 99.9% of taxes due February 28, 2022, by June 30, 2023.

FINANCIAL IMPACT:

The FY 2024 property tax levy for the City was $23,946,551. As of April 17, 2024, the Trustee has collected 97.91% of this amount, or $23,446,661. Collection efforts by the Trustee's Office continue on the remaining delinquent tax balance of $499,889.

RECOMMENDATION:

This report is for information purposes.

Williamson County Trustee
2023 Property Tax Collections
for City of Franklin
as of April 17, 2024

Tax Type	Tax Amount	Total Collected		Total Due	
Real Property Taxes	$ 22,968,040.00	$ 22,561,479.62	98.23%	$ 406,560.38	1.77%
Rollback Taxes (Real)	$ 29,230.00	$ 29,230.00	100.00%	$ -	0.00%
Ad Valorem Taxes (Public Utilities)	$ 197,310.00	$ 196,782.00	99.73%	$ 528.00	0.27%
Personal Property Taxes	$ 751,971.00	$ 659,169.58	87.66%	$ 92,801.42	12.34%
Total - All Property Taxes	$ 23,946,551.00	$ 23,446,661.20	97.91%	$ 499,889.80	2.09%

prepared by
Karen Paris, Trustee
April 17, 2024

City of Franklin

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

File #: 21-0126

DATE: April 29, 2024

TO: Budget & Finance Committee

FROM: Eric Stuckey, City Administrator
Mike Lowe, Comptroller
Margaret Wilson, Comptroller

SUBJECT:

Monthly Reports For May 2024

PURPOSE:

The purpose of this memorandum is to provide information to the Franklin Budget and Finance Committee concerning critical revenue streams that influence performance versus budget.

BACKGROUND/STAFF COMMENTS:

Beginning with the executive summary, the reports include:

Schedule 1: Local Sales Tax - February 2024
Schedule 2: Building Permits - March 2024
Schedule 3: Road Impact Fees - March 2024
Schedule 4: Facilities Tax (City) - March 2024
Schedule 5: Facilities Tax (County) - March 2024
Schedule 6: Gasoline Tax (Street Aid Fund) - February 2024
Schedule 7: Hotel/Motel Tax - February 2024
Schedule 8: Conference Center - March 2024

FINANCIAL IMPACT:

There is no financial impact from the reports. Reports are provided to show any variance from budget.

RECOMMENDATION:

There is no staff recommendation. Reports are for information only.

City of Franklin

Monthly Reports for May 2024

EXECUTIVE SUMMARY

Schedule 1: Local Sales Tax (February 2024)

The local sales tax remittance from the State of Tennessee for February 2024 sales (received by the City in April 2024) was $4,686,366 compared to $4,465,281 for the same month in FY 2023, a monthly year over year increase of $221,085 or 5.0%.

Schedule 2: Building Permits (March 2024)

2024 fiscal year to date is more than 2023 by 30.4%, and compared to 2024 budget is more by 28.5%.

Schedule 3: Road Impact Fees * (March 2024)

Combined 2024 fiscal year to date compared to 2023 is 117.4% more, and compared to 2024 budget is more by 39.6%. By quadrant, Arterial Area 2024 fiscal year to date compared to 2023 is 116.9% more, and compared to 2024 budget is more by 19.0%. Coll Area 1 2024 fiscal year to date compared to 2023 is 1501.9% more, and compared to 2024 budget is more by 334.1%; Coll Area 2 2024 fiscal year to date compared to 2023 is 52.0% less, and compared to 2024 budget is less by 37.0%; Coll Area 3 2024 fiscal year to date compared to 2023 is 87.1% more, and compared to 2024 budget is more by 101.5%; Coll Area 4 2024 fiscal year to date compared to 2023 is 516.0% more, and compared to 2024 budget is more by 13.8%.

Schedule 4: Facilities Tax (City) * (March 2024)

2024 fiscal year to date compared to 2023 is 86.3% more, and compared to 2024 budget is more by 2.9%.

Schedule 5: Facilities Tax (County) * (February 2024) **As of date of report, County Facilities Tax had not been received

2024 fiscal year to date compared to 2023 is 48.9% more, and compared to 2024 budget is 31.9% more.

Beginning FY2024, Facilities Tax (County) is now being reported on an accrual basis rather than cash basis. Therefore, FY2024 will have 13 payments (June 2023-June 2024).

Schedule 6: Gasoline Taxes (State Street Aid Fund) (February 2024)

The gasoline tax remittance from the State of Tennessee for February 2024 sales (received by the City in April 2024) was $219,789 compared to $207,475 for the same month in FY 2023, an increase of $12,314 or 5.9%.
For budget comparisons, the City anticipated collections of $209,549 for February 2024, a difference of $10,240 more, or 4.9%.

Schedule 7: Hotel/Motel Tax (February 2024)

2024 fiscal year to date compared to 2023 is 5.1% more, and compared for 2024 budget is more by 29.3%.

Schedule 8: Conference Center (March 2024)

The City's ½ share of the loss for March 2024 was $21,036. In March 2023, the City's ½ share of the gain was $41,313.

Schedule 9: Summary of All Funds (February 2024)

As of February 2024, the City is showing a preliminary General Fund surplus of $2.9 million.

*** 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

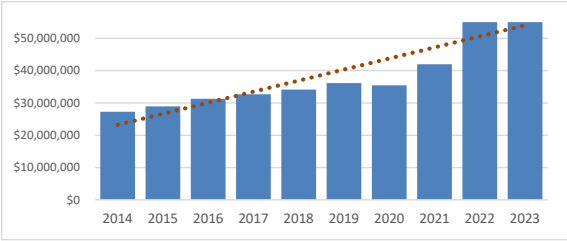
Finance Department - Monthly Reports

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 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 contributed its share of the .5% increase to the County's School Debt Service. The County withheld the contribution for school debt service from the amount remitted to the City. The 36 month contribution period ended with March 2021 sales (received in May 2021).

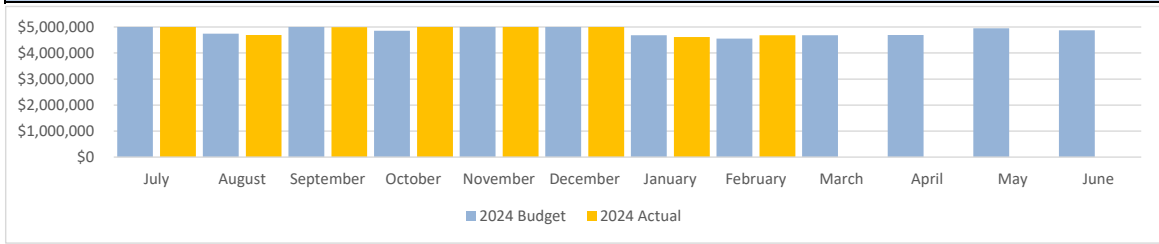
Monthly Report for May 2024: The local sales tax remittance from the State of Tennessee for February 2024 sales (received by the City in April 2024) was $4,686,366 compared to $4,465,281 for the same month in FY 2023, a monthly year over year increase $221,085, or 5.0% more. April receipts (February sales) are the eighth month of the FY 2024 fiscal year for both the City of Franklin and the State of Tennessee.

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
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
2019	$36,168,178	$2,016,206	5.9%	$7,052,013
2020	$35,453,379	($714,799)	-2.0%	$7,430,205
2021	$41,999,727	$6,546,348	18.5%	$6,298,283
2022	$57,745,532	$15,745,805	37.5%	
2023	$60,556,943	$2,811,411	4.9%	
Average Increase (Decrease)		$ 3,456,121	9.3%	$ 22,472,809

FY24 Month by Month Summary



Month	2023 Actual	2024 Budget	2024 Actual	$ Inc./(Dec.) from 2023 Actual	% Inc./(Dec.) from 2023 Actual	$ Inc./(Dec.) from 2024 Budget	% Inc./(Dec.) from 2024 Budget
July	$4,940,855	$5,039,671	$5,017,174	$76,319	1.5%	($22,497)	-0.4%
August	$4,650,081	$4,743,082	$4,694,185	$44,104	0.9%	($48,897)	-1.0%
September	$5,022,821	$5,123,277	$4,990,343	($32,478)	-0.6%	($132,934)	-2.6%
October	$4,761,957	$4,857,196	$5,088,909	$326,952	6.9%	$231,713	4.8%
November	$4,984,513	$5,084,202	$5,327,484	$342,971	6.9%	$243,282	4.8%
December	$6,139,766	$6,262,561	$6,601,493	$461,727	7.5%	$338,932	5.4%
January	$4,590,039	$4,681,839	$4,615,421	$25,382	0.6%	($66,418)	-1.4%
February	$4,465,281	$4,554,586	$4,686,366	$221,085	5.0%	$131,780	2.9%
March	$5,201,808	$4,685,658					
April	$5,117,533	$4,693,927					
May	$5,343,633	$4,949,928					
June	$5,338,658	$4,871,627					
	$60,556,943 *Total*	**$59,547,553** *Total*	**$41,021,375** *Total*	**$183,258** *Average* **$1,466,063** *Total*	**3.7%** *Average*	**$84,370** *Average* **$674,961** *Total*	**1.7%** *Average*

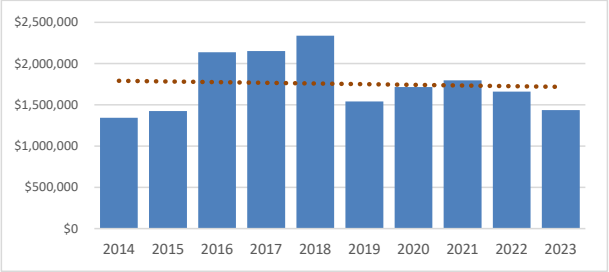
City of Franklin
Finance Department - Monthly Reports

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.

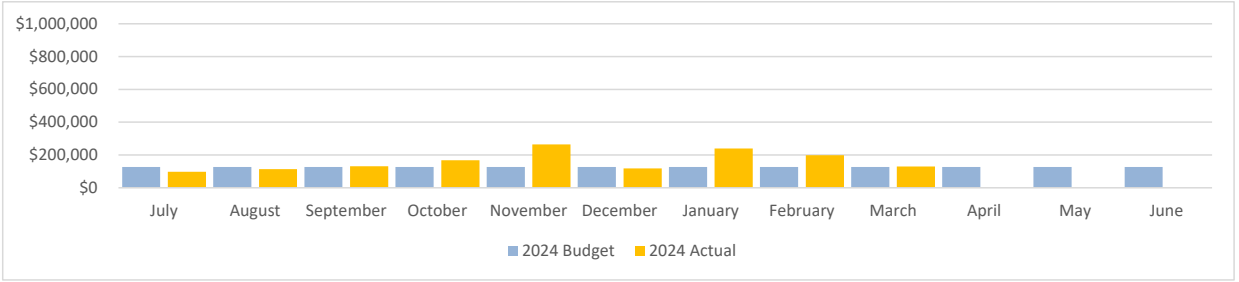
Monthly Report for April 2024: 2024 year-to-date is more than 2023 by 30.4%, and compared to 2024 budget is more by 28.5%.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) from Prior Year
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	$2,339,364	$186,102	8.6%
2019	$1,539,655	($799,709)	-34.2%
2020	$1,714,700	$175,045	11.4%
2021	$1,796,670	$81,970	4.8%
2022	$1,661,426	($135,244)	-7.5%
2023	$1,435,153	($226,273)	-13.6%
Average Increase (Decrease)		**$ 38,821**	**5.5%**

FY24 Month by Month Summary



Month	2023 Actual	2024 Budget	2024 Actual	$ Inc./(Dec.) from 2023 Actual	% Inc./(Dec.) from 2023 Actual	$ Inc./(Dec.) from 2024 Budget	% Inc./(Dec.) from 2024 Budget
July	$77,814	$126,378	$97,062	$19,248	24.7%	($29,316)	-23.2%
August	$123,295	$126,378	$113,012	($10,283)	-8.3%	($13,366)	-10.6%
September	$258,724	$126,378	$130,679	($128,045)	-49.5%	$4,301	3.4%
October	$215,701	$126,378	$168,008	($47,693)	-22.1%	$41,630	32.9%
November	$62,749	$126,378	$264,067	$201,318	320.8%	$137,689	108.9%
December	$98,858	$126,378	$118,768	$19,910	20.1%	($7,610)	-6.0%
January	$83,910	$126,378	$240,140	$156,230	186.2%	$113,762	90.0%
February	$112,575	$126,378	$199,298	$86,723	77.0%	$72,920	57.7%
March	$87,337	$126,378	$130,255	$42,918	49.1%	$3,877	3.1%
April	$76,522	$126,378					
May	$104,099	$126,378					
June	$133,569	$126,378					
	$1,435,153 *Total*	**$1,516,538** *Total*	**$1,461,289** *Total*	**$37,814** *Average* **$340,326** *Total*	**30.4%** *Average*	**$35,987** *Average* **$323,885** *Total*	**28.5%** *Average*

City of Franklin

Finance Department - Monthly Reports

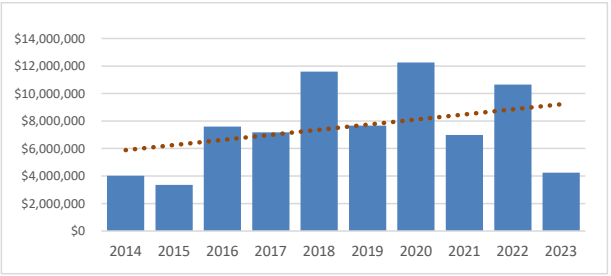
Schedule 3:	Road Impact Fees	Fund	Road Impact	Account:	128-(32800-32804)-00000

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 began. This report was updated to show those collections when they occur.

Monthly Report for May 2024: 2024 year-to-date compared to 2023 is 117.4% more, and compared to 2024 budget is more by 39.6%.

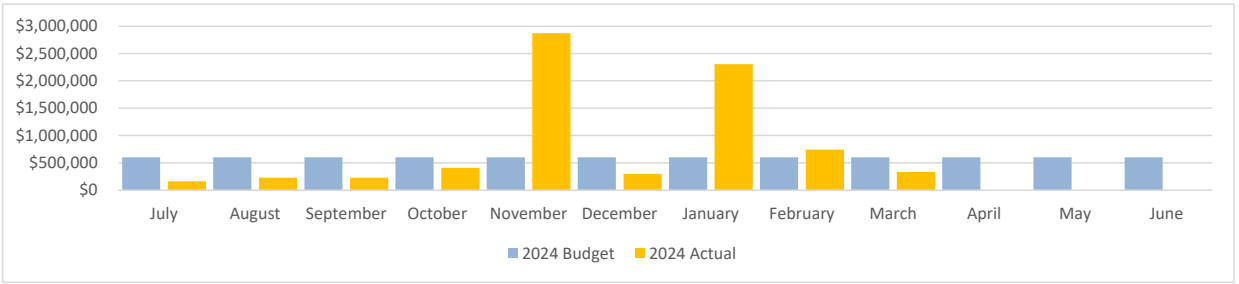
Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) from Prior Year
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%
2019	$7,659,855	($3,925,645)	-33.9%
2020	$12,251,152	$4,591,297	59.9%
2021	$6,975,153	($5,275,999)	-43.1%
2022	$10,641,106	$3,665,953	52.6%
2023	$4,235,737	($6,405,369)	-60.2%
Average Increase (Decrease)		**$ 92,966**	**16.2%**

FY24 Month by Month Summary



Month	2023 Actual	2024 Budget	2024 Actual	$ Inc./(Dec.) from 2023 Actual	% Inc./(Dec.) from 2023 Actual	$ Inc./(Dec.) from 2024 Budget	% Inc./(Dec.) from 2024 Budget
July	$209,858	$603,057	$163,414	($46,444)	-22.1%	($439,643)	-72.9%
August	$432,347	$603,057	$228,619	($203,728)	-47.1%	($374,438)	-62.1%
September	$1,718,381	$603,057	$228,962	($1,489,419)	-86.7%	($374,095)	-62.0%
October	$182,782	$603,057	$407,980	$225,198	123.2%	($195,077)	-32.3%
November	$83,195	$603,057	$2,869,571	$2,786,376	3349.2%	$2,266,514	375.8%
December	$212,228	$603,057	$299,666	$87,438	41.2%	($303,391)	-50.3%
January	$122,083	$603,057	$2,304,434	$2,182,351	1787.6%	$1,701,377	282.1%
February	$348,027	$603,057	$742,855	$394,828	113.4%	$139,798	23.2%
March	$176,637	$603,057	$331,950	$155,313	87.9%	($271,107)	-45.0%
April	$234,643	$603,057					
May	$209,580	$603,057					
June	$305,976	$603,057					
	$4,235,737 *Total*	**$7,236,688** *Total*	**$7,577,451** *Total*	**$454,657** *Average* **$4,091,913** *Total*	**117.4%** *Average*	**$238,882** *Average* **$2,149,935** *Total*	**39.6%** *Average*

City of Franklin

Finance Department - Monthly Reports

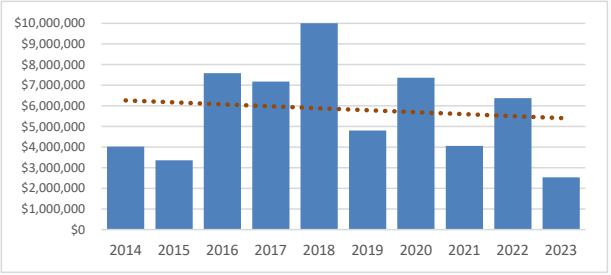
Schedule 3A:	Arterial Area	Fund	Road Impact	Account:	128-32800-00000

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.

Monthly Report for May 2024: 2024 year-to-date compared to 2023 is 116.9% more, and compared to 2024 budget is more by 19.0%.

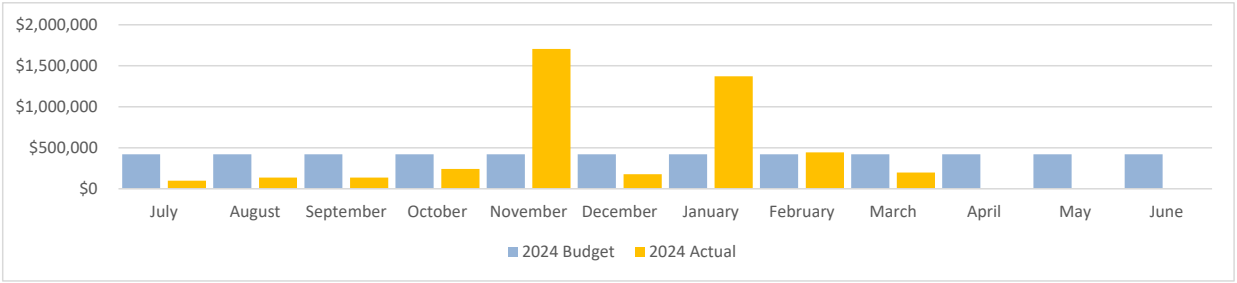
Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) from Prior Year
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	$11,084,375	$3,904,225	54.4%
2019	$4,800,171	($6,284,204)	-56.7%
2020	$7,359,092	$2,558,921	53.3%
2021	$4,061,173	($3,297,919)	-44.8%
2022	$6,371,224	$2,310,051	56.9%
2023	$2,530,625	($3,840,599)	-60.3%
Average Increase (Decrease)		**$ (77,545)**	

FY24 Month by Month Summary



Month	2023 Actual	2024 Budget	2024 Actual	$ Inc./(Dec.) from 2023 Actual	% Inc./(Dec.) from 2023 Actual	$ Inc./(Dec.) from 2024 Budget	% Inc./(Dec.) from 2024 Budget
July	$126,913	$420,950	$97,248	($29,665)	-23.4%	($323,702)	-76.9%
August	$257,059	$420,950	$136,050	($121,009)	-47.1%	($284,900)	-67.7%
September	$1,024,755	$420,950	$136,297	($888,458)	-86.7%	($284,653)	-67.6%
October	$108,784	$420,950	$242,736	$133,952	123.1%	($178,214)	-42.3%
November	$49,551	$420,950	$1,705,344	$1,655,793	3341.6%	$1,284,394	305.1%
December	$126,254	$420,950	$178,305	$52,051	41.2%	($242,645)	-57.6%
January	$72,593	$420,950	$1,370,341	$1,297,748	1787.7%	$949,391	225.5%
February	$207,152	$420,950	$444,361	$237,209	114.5%	$23,411	5.6%
March	$105,254	$420,950	$197,573	$92,319	87.7%	($223,377)	-53.1%
April	$141,594	$420,950					
May	$126,714	$420,950					
June	$184,002	$420,950					
	$2,530,625 *Total*	**$5,051,405** *Total*	**$4,508,255** *Total*	**$269,993** *Average* **$2,429,940** *Total*	**116.9%** *Average*	**$79,967** *Average* **$719,701** *Total*	**19.0%** *Average*

City of Franklin

Finance Department - Monthly Reports

Schedule 3B:	Coll Area 1	Fund	Road Impact	Account:	128-32801-00000

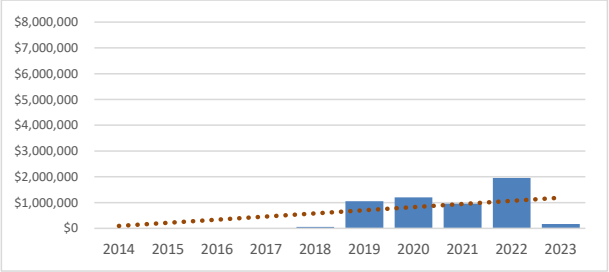
Summary: The Road Impact Fund is a special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds 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.

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 2024: 2024 year-to-date compared to 2023 is 1501.9% more, and compared to 2024 budget are more by 334.1%.

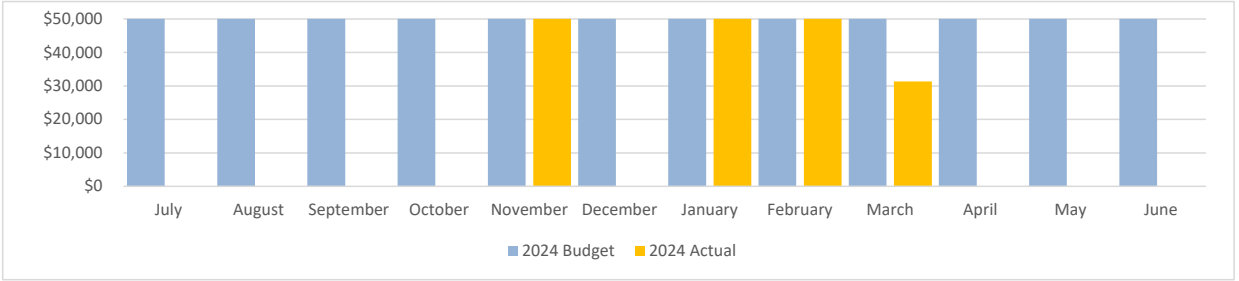
Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) from Prior Year
2014	Breakdown between Quadrants began in FY 2018.		
2015			
2016			
2017			
2018	$59,923	$59,923	100.0%
2019	$1,057,313	$997,390	1664.5%
2020	$1,200,036	$142,723	13.5%
2021	$956,982	($243,054)	-20.3%
2022	$1,957,665	$1,000,683	104.6%
2023	$173,287	($1,784,378)	-91.1%
Average Increase (Decrease)		**$ 22,673**	

FY24 Month by Month Summary



Month	2023 Actual	2024 Budget	2024 Actual	$ Inc./(Dec.) from 2023 Actual	% Inc./(Dec.) from 2023 Actual	$ Inc./(Dec.) from 2024 Budget	% Inc./(Dec.) from 2024 Budget
July	$25,696	$53,543	$0	($25,696)	-100.0%	($53,543)	-100.0%
August	$10,356	$53,543	$0	($10,356)	-100.0%	($53,543)	-100.0%
September	$0	$53,543	$0	$0	-100.0%	($53,543)	-100.0%
October	$6,680	$53,543	$0	($6,680)	-100.0%	($53,543)	-100.0%
November	$0	$53,543	$1,082,906	$1,082,906	100.0%	$1,029,363	1922.5%
December	$40,299	$53,543	$0	($40,299)	-100.0%	($53,543)	-100.0%
January	$12,726	$53,543	$827,237	$814,511	6400.4%	$773,694	1445.0%
February	$34,832	$53,543	$150,413	$115,581	331.8%	$96,870	180.9%
March	$0	$53,543	$31,358	$31,358	100.0%	($22,185)	-41.4%
April	$10,855	$53,543					
May	$10,020	$53,543					
June	$21,823	$53,543					
	$173,287 *Total*	**$642,513** *Total*	**$2,091,914** *Total*	**$217,925** *Average* **$1,961,325** *Total*	**1501.9%** *Average*	**$178,892** *Average* **$1,610,029** *Total*	**334.1%** *Average*

City of Franklin
Finance Department - Monthly Reports

Schedule 3C:	Coll Area 2	Fund	Road Impact	Account:	128-32802-00000

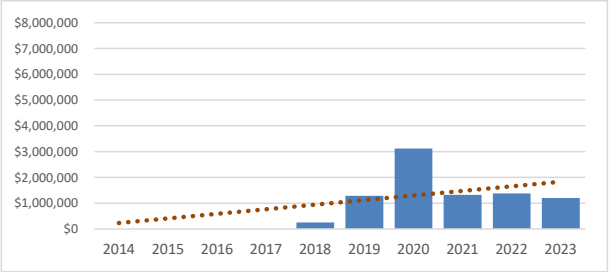
Summary: The Road Impact Fund is a special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds associated with the projects. After completing an update of the major thoroughfare plan, the City re-examined the structure of road impact fees which was approved in April 2011.

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 2024: 2024 year-to-date compared to 2023 is 52.0% less, and compared to 2024 budget is less by 37.0%.

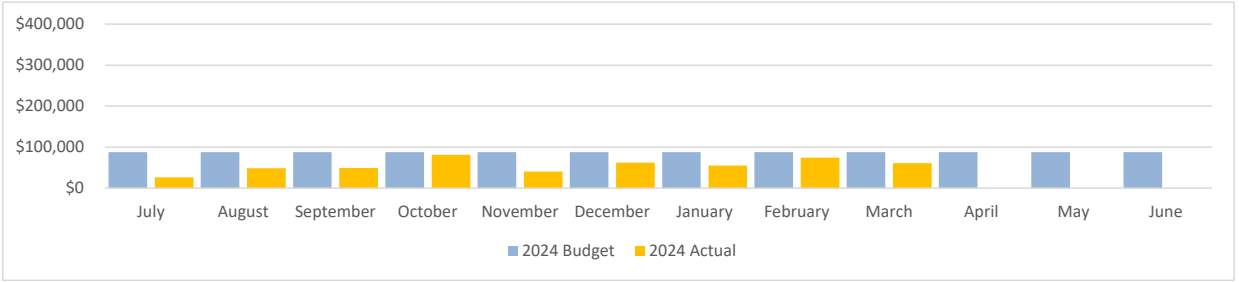
Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) from Prior Year
2014	Breakdown between Quadrants began in FY 2018.		
2015			
2016			
2017			
2018	$251,474	$251,474	100.0%
2019	$1,286,317	$1,034,843	100.0%
2020	$3,118,015	$1,831,698	142.4%
2021	$1,326,079	($1,791,936)	-57.5%
2022	$1,374,601	$48,522	3.7%
2023	$1,199,356	($175,245)	-12.7%
Average Increase (Decrease)		**$ 189,576**	

FY24 Month by Month Summary



Month	2023 Actual	2024 Budget	2024 Actual	$ Inc./(Dec.) from 2023 Actual	% Inc./(Dec.) from 2023 Actual	$ Inc./(Dec.) from 2024 Budget	% Inc./(Dec.) from 2024 Budget
July	$53,074	$87,912	$26,403	($26,671)	-50.3%	($61,509)	-70.0%
August	$159,922	$87,912	$48,564	($111,358)	-69.6%	($39,348)	-44.8%
September	$593,323	$87,912	$48,977	($544,346)	-91.7%	($38,935)	-44.3%
October	$39,763	$87,912	$81,603	$41,840	105.2%	($6,309)	-7.2%
November	$20,284	$87,912	$40,665	$20,381	100.5%	($47,247)	-53.7%
December	$28,524	$87,912	$62,192	$33,668	118.0%	($25,720)	-29.3%
January	$23,404	$87,912	$54,783	$31,379	134.1%	($33,129)	-37.7%
February	$74,588	$87,912	$74,650	$62	0.1%	($13,262)	-15.1%
March	$47,168	$87,912	$60,973	$13,805	29.3%	($26,939)	-30.6%
April	$49,769	$87,912					
May	$42,786	$87,912					
June	$66,751	$87,912					
	$1,199,356 *Total*	**$1,054,942** *Total*	**$498,810** *Total*	**($60,138)** *Average* **($541,240)** *Total*	**-52.0%** *Average*	**($32,488)** *Average* **($292,396)** *Total*	**-37.0%** *Average*

City of Franklin
Finance Department - Monthly Reports

Schedule 3D:	Coll Area 3	Fund	Road Impact	Account:	128-32803-00000

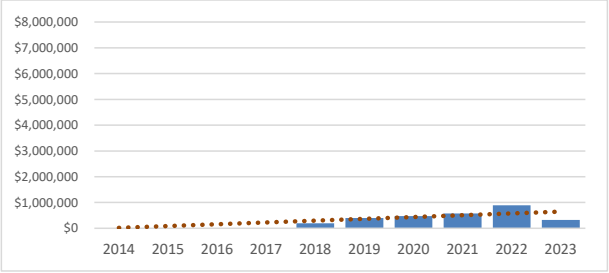
Summary: The Road Impact Fund is a special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds 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.

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 2024: 2024 year-to-date compared to 2023 is 87.1% more, and compared to 2024 budget is more by 101.5%.

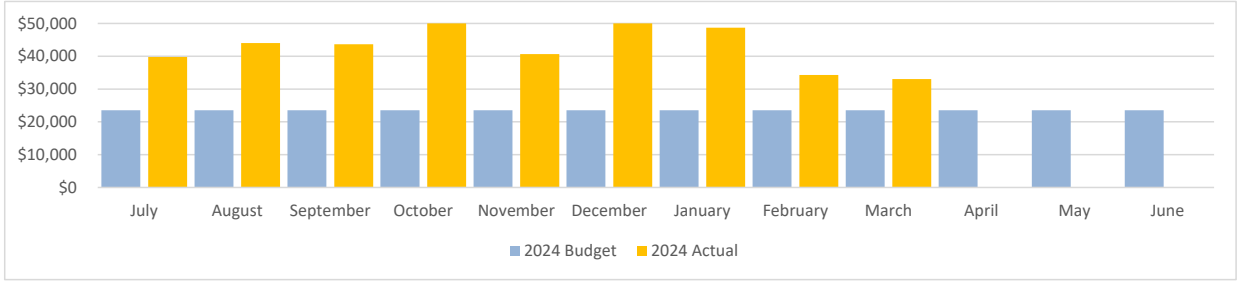
Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) from Prior Year
2014	Breakdown between Quadrants began in FY 2018.		
2015			
2016			
2017			
2018	$189,728	$189,728	100.0%
2019	$400,237	$210,509	111.0%
2020	$472,760	$72,523	18.1%
2021	$573,304	$100,544	21.3%
2022	$891,008	$317,704	55.4%
2023	$320,779	($570,229)	-64.0%
Average Increase (Decrease)		**$ 26,210**	

FY24 Month by Month Summary



Month	2023 Actual	2024 Budget	2024 Actual	$ Inc./(Dec.) from 2023 Actual	% Inc./(Dec.) from 2023 Actual	$ Inc./(Dec.) from 2024 Budget	% Inc./(Dec.) from 2024 Budget
July	$835	$23,551	$39,763	$38,928	4662.0%	$16,212	68.8%
August	$835	$23,551	$44,005	$43,170	5170.1%	$20,454	86.9%
September	$99,468	$23,551	$43,688	($55,780)	-56.1%	$20,137	85.5%
October	$27,555	$23,551	$83,641	$56,086	203.5%	$60,090	255.2%
November	$13,360	$23,551	$40,656	$27,296	204.3%	$17,105	72.6%
December	$17,151	$23,551	$59,169	$42,018	245.0%	$35,618	151.2%
January	$13,360	$23,551	$48,733	$35,373	264.8%	$25,182	106.9%
February	$31,455	$23,551	$34,302	$2,847	9.1%	$10,751	45.7%
March	$24,215	$23,551	$33,083	$8,868	36.6%	$9,532	40.5%
April	$32,425	$23,551					
May	$26,720	$23,551					
June	$33,400	$23,551					
	$320,779	**$282,609**	**$427,040**	**$22,090**	**87.1%**	**$23,898**	**101.5%**
	Total	*Total*	*Total*	*Average*	*Average*	*Average*	*Average*
				$198,806		**$215,083**	
				Total		*Total*	

City of Franklin

Finance Department - Monthly Reports

Schedule 3E:	Coll Area 4	Fund	Road Impact	Account:	128-32804-00000

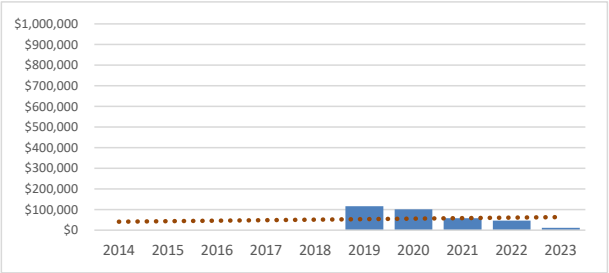
Summary: The Road Impact Fund is a special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds 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.

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 2024: 2024 year-to-date compared to 2023 is 516.0% more, and compared to 2024 budget is more by 13.8%.

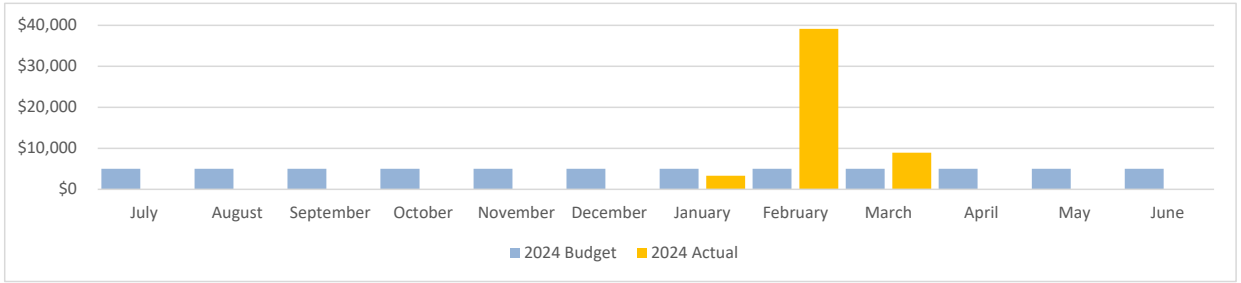
Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) from Prior Year
2014	Breakdown between Quadrants began in FY 2018.		
2015			
2016			
2017			
2018			
2019	$115,817	$115,817	100.0%
2020	$101,249	($14,568)	-12.6%
2021	$57,615	($43,634)	-43.1%
2022	$46,608	($11,007)	-19.1%
2023	$11,690	($34,918)	-74.9%
Average Increase (Decrease)		**$ (26,032)**	

FY24 Month by Month Summary



Month	2023 Actual	2024 Budget	2024 Actual	$ Inc./(Dec.) from 2023 Actual	% Inc./(Dec.) from 2023 Actual	$ Inc./(Dec.) from 2024 Budget	% Inc./(Dec.) from 2024 Budget
July	$3,340	$5,020	$0	($3,340)	-100.0%	($5,020)	-100.0%
August	$4,175	$5,020	$0	($4,175)	-100.0%	($5,020)	-100.0%
September	$835	$5,020	$0	($835)	-100.0%	($5,020)	-100.0%
October	$0	$5,020	$0	$0	-100.0%	($5,020)	-100.0%
November	$0	$5,020	$0	$0	-100.0%	($5,020)	-100.0%
December	$0	$5,020	$0	$0	-100.0%	($5,020)	-100.0%
January	$0	$5,020	$3,340	$3,340	100.0%	($1,680)	-33.5%
February	$0	$5,020	$39,129	$39,129	100.0%	$34,109	679.4%
March	$0	$5,020	$8,963	$8,963	100.0%	$3,943	78.5%
April	$0	$5,020					
May	$3,340	$5,020					
June	$0	$5,020					
	$11,690 *Total*	**$60,242** *Total*	**$51,432** *Total*	**$4,787** *Average* **$43,082** *Total*	**516.0%** *Average*	**$694** *Average* **$6,250** *Total*	**13.8%** *Average*

City of Franklin
Finance Department - Monthly Reports

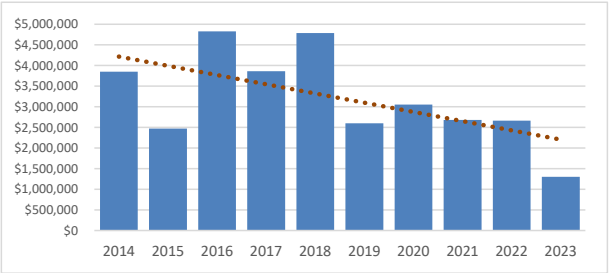
Schedule 4:	Facilities Tax (City)	Fund	Facilities Tax	Account:	130-31600-00000

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 2024: 2024 year-to-date compared to 2023 is 86.3% more, and compared to 2024 budget is more by 2.9%.

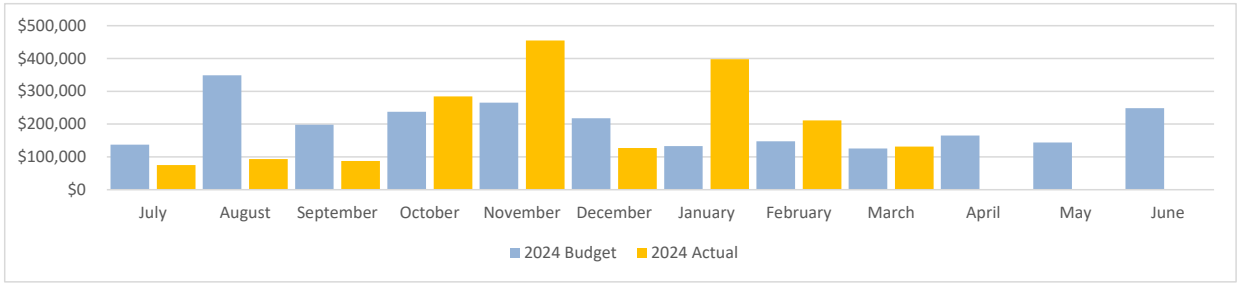
Note: Fees collected from Road Impact and Facilities Tax assessments are one time revenues used to fund infrastructure improvements and are highly dependent upon timing of development.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) from Prior Year
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%
2019	$2,598,810	($2,189,232)	-45.7%
2020	$3,051,110	$452,300	17.4%
2021	$2,682,395	($368,715)	-12.1%
2022	$2,666,214	($16,181)	-0.6%
2023	$1,301,950	($1,364,264)	-51.2%
Average Increase (Decrease)		**($131,539)**	**1.9%**

FY24 Month by Month Summary



Month	2023 Actual	2024 Budget	2024 Actual	$ Inc./(Dec.) from 2023 Actual	% Inc./(Dec.) from 2023 Actual	$ Inc./(Dec.) from 2024 Budget	% Inc./(Dec.) from 2024 Budget
July	$76,800	$137,234	$75,415	($1,385)	-1.8%	($61,819)	-45.0%
August	$93,870	$349,133	$93,649	($221)	-0.2%	($255,484)	-73.2%
September	$332,217	$197,921	$87,535	($244,682)	-73.7%	($110,386)	-55.8%
October	$88,127	$237,659	$284,510	$196,383	222.8%	$46,851	19.7%
November	$37,787	$265,433	$454,540	$416,753	1102.9%	$189,107	71.2%
December	$98,377	$217,572	$127,456	$29,079	29.6%	($90,116)	-41.4%
January	$72,064	$133,204	$398,040	$325,976	452.3%	$264,836	198.8%
February	$127,036	$147,607	$211,600	$84,564	66.6%	$63,993	43.4%
March	$74,588	$125,961	$131,650	$57,062	76.5%	$5,689	4.5%
April	$80,552	$165,108					
May	$102,354	$144,150					
June	$118,178	$248,729					
	$1,301,950 *Total*	**$2,369,711** *Total*	**$1,864,395** *Total*	**$95,948** *Average* **$863,529** *Total*	**86.3%** *Average*	**$5,852** *Average* **$52,671** *Total*	**2.9%** *Average*

City of Franklin

Finance Department - Monthly Reports

Schedule 5:	Facilities Tax (County)	Fund	Facilities Tax (County)	Account:	132-31600-00000

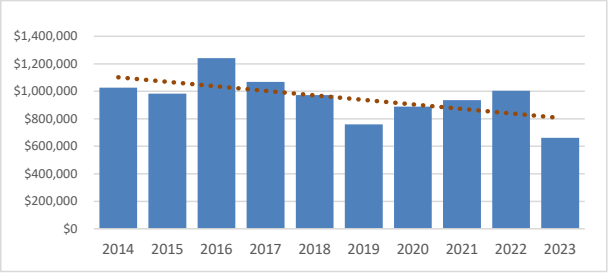
Summary: City's share of Williamson county's Adequate School Facilities Tax. 30% of the proceeds are distributed to the incorporated cities within the county, and an additional 30% is divided pro rata among the incorporated cities based on population in the last decennia census. All funds are to be used 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 April 2024: 2024 year-to-date compared to 2023 is 48.9% more, and compared to 2024 budget is 31.9% more.

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.

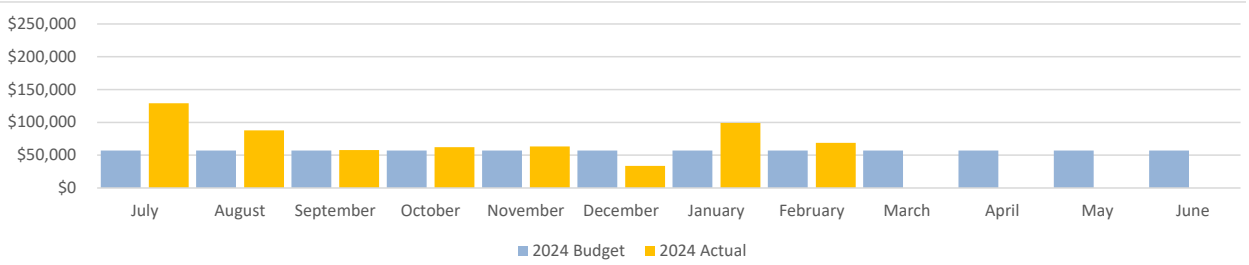
Note: Recorded in Capital Projects Fund beginning in FY 2011 (as per Resolution 2010-69). In June 2017, the County Facilities Tax Fund was created. Funds remaining in the Capital Projects Fund were transferred to the new fund.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) from Prior Year
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%
2019	$759,873	($211,941)	-21.8%
2020	$889,427	$129,554	17.0%
2021	$935,555	$46,128	5.2%
2022	$1,003,415	$67,860	7.3%
2023	$661,526	($341,889)	-34.1%
Average Increase (Decrease)		**$ (17,700)**	**-2.9%**

FY24 Month by Month Summary



Month	2023 Actual	2024 Budget	2024 Actual	$ Inc./(Dec.) from 2023 Actual	% Inc./(Dec.) from 2023 Actual	$ Inc./(Dec.) from 2024 Budget	% Inc./(Dec.) from 2024 Budget
July	$48,628	$57,001	$129,039	$80,411	165.4%	$72,038	126.4%
August	$46,396	$57,001	$87,852	$41,456	89.4%	$30,850	54.1%
September	$53,869	$57,001	$57,733	$3,863	7.2%	$731	1.3%
October	$43,923	$57,001	$62,205	$18,282	41.6%	$5,203	9.1%
November	$35,446	$57,001	$63,253	$27,807	78.5%	$6,251	11.0%
December	$44,845	$57,001	$33,549	($11,295)	-25.2%	($23,452)	-41.1%
January	$82,621	$57,001	$99,119	$16,498	20.0%	$42,118	73.9%
February	$48,374	$57,001	$68,825	$20,451	42.3%	$11,824	20.7%
March	$53,148	$57,001					
April	$65,194	$57,001					
May	$88,426	$57,001					
June	$50,656	$57,001					
	$661,526 *Total*	**$684,017** *Total*	**$601,574** *Total*	**$24,684** *Average* **$197,473** *Total*	**48.9%** *Average*	**$18,195** *Average* **$145,563** *Total*	**31.9%** *Average*

City of Franklin

Finance Department - Monthly Reports

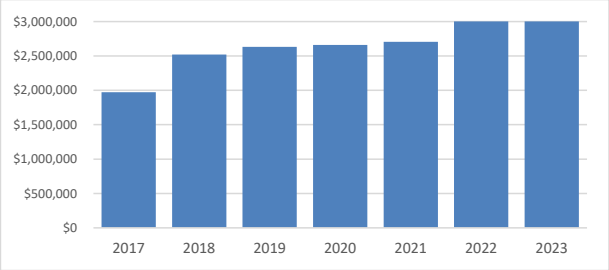
Schedule 6:	Gasoline Tax	Fund	Street Aid	Account:	121-33220-00000

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 in the next two years. The tax on diesel will increase a total of 10 cents over 3 years.

Monthly Report for May 2024: The gasoline tax remittance from the State of Tennessee for February 2024 sales (received by the City in April 2024) was $219,789 compared to $207,475 for the same month in FY 2023, an increase of $12,314 or 5.9%.

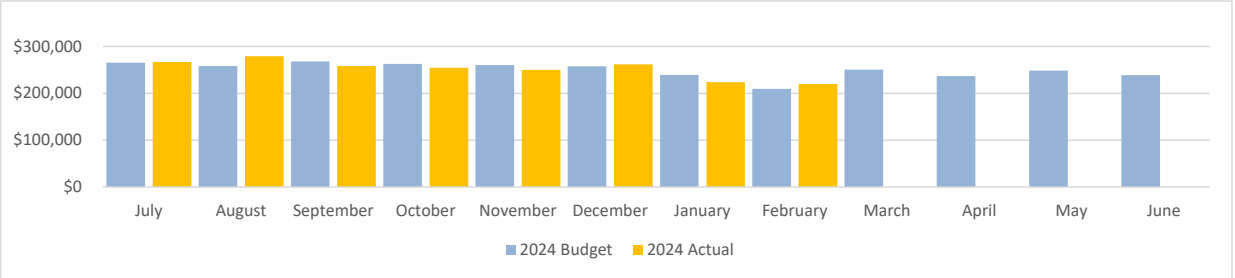
For budget comparisons, the City anticipated collections of $209,549 for February 2024, a difference of $10,240 more, or 4.9%.

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%
2019	$2,630,997	$110,494	4.4%
2020	$2,660,745	$29,748	1.1%
2021	$2,706,895	$46,150	1.7%
2022	$3,035,484	$328,589	12.1%
2023	$3,052,033	$16,550	0.5%
Average Increase (Decrease)		**$ 156,034**	**6.9%**

FY24 Month by Month Summary



Month	2023 Actual	2024 Budget	2024 Actual	$ Inc./(Dec.) from 2023 Actual	% Inc./(Dec.) from 2023 Actual	$ Inc./(Dec.) from 2024 Budget	% Inc./(Dec.) from 2024 Budget
July	$262,555	$265,181	$266,887	$4,332	1.6%	$1,706	0.6%
August	$255,841	$258,399	$279,261	$23,421	9.2%	$20,862	8.1%
September	$265,351	$268,004	$258,051	($7,299)	-2.8%	($9,953)	-3.7%
October	$260,036	$262,636	$254,811	($5,225)	-2.0%	($7,825)	-3.0%
November	$257,585	$260,161	$249,783	($7,801)	-3.0%	($10,378)	-4.0%
December	$254,868	$257,417	$261,574	$6,706	2.6%	$4,157	1.6%
January	$236,890	$239,259	$223,629	($13,261)	-5.6%	($15,630)	-6.5%
February	$207,475	$209,549	$219,789	$12,314	5.9%	$10,240	4.9%
March	$257,654	$250,645					
April	$272,602	$236,864					
May	$268,192	$248,271					
June	$252,985	$238,878					
	$3,052,033 *Total*	**$2,995,263** *Total*	**$2,013,787** *Total*	**$1,648** *Average* **$13,187** *Total*	**0.7%** *Average*	**($852)** *Average* **($6,819)** *Total*	**-0.3%** *Average*

City of Franklin

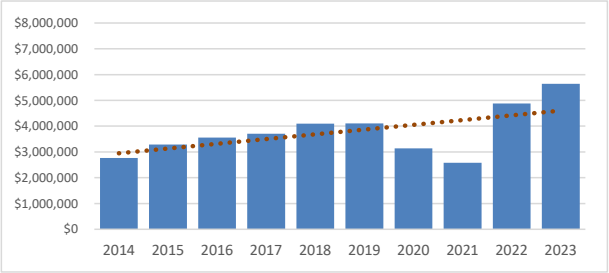
Finance Department - Monthly Reports

Schedule 7:	Hotel/Motel Tax	Fund	Hotel/Motel Fund	Account:	150-31700-00000

Summary: 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%.

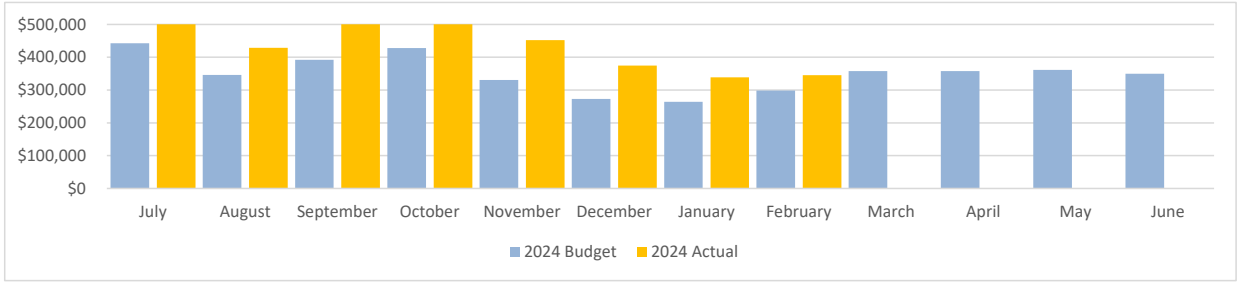
Monthly Report for May 2023: 2024 year-to-date compared to 2023 is 5.1% more, and compared to 2024 budget is more by 29.3%.

Yearly Summary



Fiscal Year	Amount	$ Inc./ (Dec.) from Prior Year	% Inc./ (Dec.) from Prior Year
2014	$2,764,802	$361,027	15.0%
2015	$3,291,019	$526,217	19.0%
2016	$3,557,971	$266,952	8.1%
2017	$3,710,589	$152,618	4.3%
2018	$4,097,695	$387,106	10.4%
2019	$4,103,235	$5,540	0.1%
2020	$3,138,814	($964,421)	-23.5%
2021	$2,575,830	($562,984)	-17.9%
2022	$4,875,687	$2,299,857	89.3%
2023	$5,638,677	$762,990	15.6%
Average Increase (Decrease)		**$ 323,490**	**12.1%**

FY24 Month by Month Summary



Month	2023 Actual	2024 Budget	2024 Actual	$ Inc./(Dec.) from 2023 Actual	% Inc./(Dec.) from 2023 Actual	$ Inc./(Dec.) from 2024 Budget	% Inc./(Dec.) from 2024 Budget
July	$467,695	$443,017	$527,160	$59,466	12.7%	$84,143	19.0%
August	$409,407	$346,150	$428,541	$19,134	4.7%	$82,391	23.8%
September	$500,906	$391,864	$541,656	$40,749	8.1%	$149,792	38.2%
October	$534,393	$428,345	$578,650	$44,257	8.3%	$150,305	35.1%
November	$409,466	$330,612	$452,503	$43,037	10.5%	$121,891	36.9%
December	$357,111	$272,843	$374,799	$17,688	5.0%	$101,956	37.4%
January	$339,608	$263,915	$338,839	($769)	-0.2%	$74,924	28.4%
February	$393,726	$298,804	$345,646	($48,079)	-12.2%	$46,842	15.7%
March	$541,247	$357,633					
April	$555,358	$357,729					
May	$553,282	$361,769					
June	$576,478	$350,079					
	$5,638,677 *Total*	**$4,202,759** *Total*	**$3,587,795** *Total*	**$21,935** *Average* **$175,483** *Total*	**5.1%** *Average*	**$101,531** *Average* **$812,245** *Total*	**29.3%** *Average*

City of Franklin

Finance Department - Monthly Reports

Schedule 8:	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 May 2024: The loss for March 2024 was $21,036 compared to a gain of $41,313 for the same month in 2023, a decrease of $62,349.

MONTHLY - Conference Center Financials Jul 23-Jun 24

	Jul 23	Aug 23	Sep 23	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24	Apr 24	May 24	Jun 24	Total
Gross Revenue	445,937	792,872	683,557	793,757	645,875	714,499	431,618	825,985	508,694				5,842,794
House Profit	22,869	237,735	167,795	233,061	111,659	106,794	(18,193)	221,065	22,291				1,105,076
Less: Fixed Expenses	38,887	38,711	38,663	38,398	38,335	38,725	39,100	39,144	38,927				348,890
Net Income	(16,018)	199,024	129,132	194,663	73,324	68,069	(57,293)	181,921	(16,636)				756,186
Less: FF&E Reserve 5%	22,297	39,644	34,178	39,688	32,294	355,725	21,581	41,299	25,435				612,141
Net Cash Flow	(38,315)	159,380	94,954	154,975	41,030	32,344	(78,874)	140,622	(42,071)				464,045
City 1/2	(19,158)	79,690	47,477	77,488	20,515	16,172	(39,437)	70,311	(21,036)	-	-	-	232,023

MONTHLY - Conference Center Financials Jul 22-Jun 23

	Jul 22	Aug 22	Sep 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Total
Gross Revenue	425,211	619,385	795,995	791,807	647,273	627,935	380,085	663,459	674,693	823,073	642,079	470,348	7,561,343
House Profit	21,395	104,748	224,546	255,299	156,501	90,319	(27,720)	206,121	155,243	246,036	131,386	54,264	1,618,138
Less: Fixed Expenses	40,401	40,401	40,400	40,401	40,400	40,401	40,176	39,125	38,882	38,752	38,541	37,927	475,807
Net Income	(19,006)	64,347	184,146	214,898	116,101	49,918	(67,896)	166,996	116,361	207,284	92,845	16,337	1,142,331
Less: FF&E Reserve 5%	21,261	30,969	39,800	39,500	32,364	31,397	19,004	33,173	33,735	41,154	32,104	23,517	377,978
Net Cash Flow	(40,267)	33,378	144,346	175,308	83,737	18,521	(86,900)	133,823	82,626	166,130	60,741	(7,180)	764,263
City 1/2	(20,134)	16,689	72,173	87,654	41,869	9,261	(43,450)	66,912	41,313	83,065	30,371	(3,590)	382,132

MONTHLY Differences - Conference Center Financials

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
City 1/2 Difference	976	63,001	(24,696)	(10,167)	(21,354)	6,912	4,013	3,400	(62,349)			

City of Franklin

Finance Department - Monthly Reports

Schedule 9:

Summary of All Funds - February 2024

Fund	Beg Fund Balance	Revenue	Expenditures	End Fund Balance	Change
General	$84,641,226	$75,399,059	$72,503,941	$87,536,344	$2,895,117
Street Aid	$3,247,408	$3,858,045	$1,418,567	$5,686,886	$2,439,478
Sanitation & Envir. Services.	$3,064,900	$7,888,006	$9,643,078	$1,309,828	($1,755,072)
Road Impact	$24,653,640	$8,134,077	$4,340,865	$28,446,852	$3,793,212
Facilities Tax	$14,625,012	$2,145,708	$3,535,744	$13,234,977	($1,390,035)
County Facilities Tax	$4,513,752	$767,535	$0	$5,281,287	$767,535
Stormwater	$2,815,697	$1,917,958	$2,436,067	$2,297,588	($518,109)
Drug	$534,709	$92,682	$79,090	$548,300	$13,591
Hotel/Motel	$9,581,094	$4,171,248	$5,615,136	$8,137,207	($1,443,887)
Parkland Dedication	$6,281,730	$1,670,646	$4,535,748	$3,416,628	($2,865,102)
Transit	$807,254	$2,625,313	$2,625,312	$807,254	$0
CDBG	$189,361	$802,131	$785,613	$205,879	$16,518
Debt Service	$806,499	$14,030,964	$9,823,734	$5,013,729	$4,207,230
Capital Projects - Fund 310 (Multi-Purpose)	$23,753,553	$20,792,183	$11,766,663	$32,779,073	$9,025,520
Capital Projects - Fund 313 (2024 Bonds)	($1,848)	$0	$2,665,201	($2,667,049)	($2,665,201)
Capital Projects - Fund 350 (Fleet)	$5,167,641	$481,705	$849,512	$4,799,834	($367,807)
Water & Wastewater	*	$35,769,488	$31,717,138	*	$4,052,350

* As an enterprise fund (which is similar to a private business), Water & Wastewater does not have a fund balance.