City of Franklin, Tennessee

FY 2019
Approved Budget

Excellence Innovation Teamwork Integrity Action-Oriented

HISTORIC
FRANKLIN
TENNESSEE

HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

Annual Operating & Capital Equipment Budget
July 1, 2018 - June 30, 2019

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.

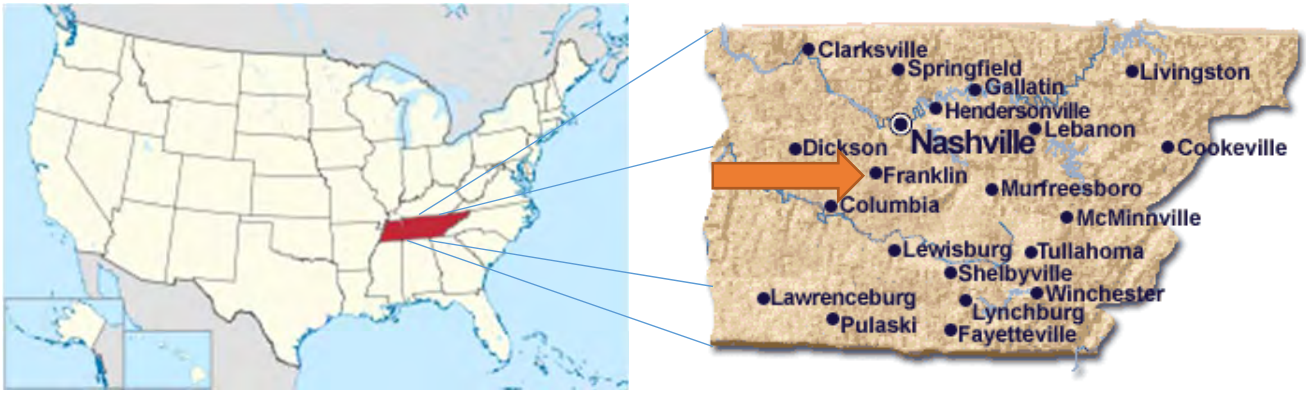
The City, the county seat of Williamson County, is located 15 miles south of Nashville. Williamson County is located in a rich agricultural area, and, before the Civil War, was the wealthiest county in Tennessee, a status it still holds. Laid out on a portion of a 640-acre tract owned by Major Anthony 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 41 square miles, and serves a population of 70,909 according to the City's 2017 special census. The City of Franklin is the ninth largest and one of the fastest growing municipalities in the State of Tennessee.

Today, Franklin has a robust and diversified economy. The City is known as a retail and banking center, with a large commercial area on its east side which includes retail outlets, a regional mall, and several corporate headquarters, including Big Idea Productions, CKE Enterprises (Carl's Jr/Hardees), Clarcor, Community Health Systems, Ford Motor Credit, Healthways, Jackson National Life, Mars Petcare, Nissan North America and Verizon Wireless. The area is also home to a regional conference center and several major hotel chains, including Aloft, Drury Plaza Hotel, Embassy Suites, Hilton, Homewood Suites, Hyatt Place, and Marriott.

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



HISTORIC
FRANKLIN
TENNESSEE

Board of Mayor & Aldermen

Dr. Ken Moore, Mayor

Clyde Barnhill **Brandy Blanton**

Pearl Bransford **Beverly Burger**

Margaret Martin **Dana McLendon**

Ann Petersen **Scott Speedy**

Eric Stuckey, City Administrator

Vernon Gerth, Assistant City Administrator of Community Development

Mark Hilty, Assistant City Administrator of Public Works

Kristine Tallent, Assistant City Administrator of Finance and Administration

Jordon Shaw, Information Technology Director

Lanaii Benne, Asst. City Recorder

Shauna Billingsley, City Attorney

Chris Bridgewater, Bldg & Neighborhood Services Director

Jack Tucker, Sanitation & Environmental Services Director

Lisa Clayton, Parks Director

Deborah Faulkner, Police Chief

Rocky Garzarek, Fire Chief

Michelle Hatcher, Water Management Director

Paul Holzen, Engineering Director/City Engineer

Emily Hunter, Planning & Sustainability Director

Mike Lowe, Comptroller

Milissa Reierson, Communications Manager

Lawrence Sullivan, Revenue & Licensing Manager/City Court Clerk

Kevin Townsel, Human Resources Director

Michael Walters Young, Budget & Strategic Innovation Manager

Brian Wilcox, Purchasing Manager

Brad Wilson, Project & Facilities Manager

Joe York, Streets Director

Table of Contents

The Government Finance Officers Association of the United States and Canada (GFOA) has presented an award of Distinguished Presentation to the City of Franklin, Tennessee its annual budget for the fiscal year beginning July 1, 2017. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Franklin
Tennessee

For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morrill

Executive Director

Introduction & History	i
Elected Officials & Senior Leadership Team	iii
Table of Contents	iv
BUDGET MESSAGE	
Letter of Transmittal	vii
Budget Ordinance	xx
Property Tax Ordinance	xxi
Refuse Ordinance	xxii
Water & Wastewater Resolution	xxiii
BUDGET SUMMARY	
COF Information & Organization	**1**
Organizational Chart	2
Structure of City Government	2
Profile of the City	3
Demographic Information	5
Awards & Recognitions	6
Budget Planning	**7**
Budget Preparation & Philosophy	7
Budgetary Planning Processes	9
2018-19 Budget Goals	10
Basis of Budgeting & Accounting	13
Budget Calendar	13
Economic Outlook	14
Fund Summary	**17**
Budgeted Funds	17
Budget Summary - All Funds	19
Revenue All Funds Summary	20

Table of Contents

Other Funds - Department Summary 21
Fund Balance Changes 24
Fund Matrix 25
Fund Balance Levels and Reserves 26
General Fund Summary **28**
Introduction 28
General Fund - Departmental Summary 30
General Fund Revenue Model 31
General Fund Expenditures by Department 46
Local Sales Tax/Property Tax Trends by Fiscal Year 50
Property Tax Rate Summary 51
General Fund Forecast 52
Personnel Changes **54**
Pay and Classification Plan 54
Authorized Full-Time Employees 55
Change in Authorized Personnel Positions 56
Debt **59**
Debt Capacity & Debt Service Levels 59
Debt Service 60
BUDGET DEPARTMENTS
Governance & Management **61**
Elected Officials 63
Administration 67
Human Resources 75
Law 81
Communications 85
Public Safety **91**
Police 93
Drug Fund 103
Fire 107
Finance & Administration **115**
Finance 117
Purchasing 123
Information Technology 127
Revenue Management 133
Municipal Court 137
Project and Facilities Management 141
Community & Economic Development **145**
Building and Neighborhood Services 147
Planning and Sustainability 153
Engineering / Traffic Operations Center (TOC) 163
Economic Development 173

Table of Contents

Community Development Block Grant (CDBG) Fund 181
Transit System Fund 185
Public Works **191**
Streets Department - Maintenance Division 193
Streets Department - Traffic Division 199
Streets Department - Fleet Maintenance Division 203
Stormwater Fund 209
Street Aid & Transportation Fund 219
Road Impact Fund 223
Parks 227
Sanitation & Environmental Services Fund 235
Water & Sewer Fund 247
Other General Fund Expenditures **271**
General Expenses 273
Appropriations 277
Interfund Transfers 281
Other Special Funds **285**
City Facilities Tax Fund 287
County Facilities Tax Fund 291
Hotel/Motel Tax Fund 295
Debt Service Fund 301
In Lieu of Parkland Fund 309
APPENDICES **313**
Capital **315**
Appendix A - Capital Summary 317
Appendix B - Capital Projects - CIP 320
Appendix C – Impacts of Capital Improvements on FY 2018 Budget 322
Policies **323**
Appendix D – General Fund - Fund Balance Policy 325
Appendix E - Debt Management Policy 335
Appendix F - Disbursements Policy 353
Operating Budget - Supplemental Information **361**
Appendix G - General Fund Expenditures By Account 363
Appendix H - Program Enhancement Requests 369
Appendix I - Water & Sewer Forecasts - Operating & Capital - FY 2018-2022 373
Appendix J - Pay Structure 387
Reference Information **393**
Appendix K - Financial Indicators 395
Appendix L - Strategic Plan 397
Appendix M - Expenditure Classifications 409
Appendix N - Additional Demographic & Economic Information 413
Appendix O - Glossary of Terms 417

ADMINISTRATION

HISTORIC
FRANKLIN
TENNESSEE

Dr. Ken Moore
Mayor

Eric S. Stuckey
City Administrator

June 26, 2018

Mayor Moore, Aldermen, and Citizens of Franklin,

Each year the budget process provides an opportunity to assess where we are as a community and where we want to go in the future. Franklin's quality of life truly sets it apart from many other communities across the country. This past fall, *Money* magazine ranked Franklin the fourth best place to live in America (#2 in the South). *USA Today* also listed Franklin as one of its 50 most "livable" cities. Investment and job growth in our community also reflect this remarkable vibrancy. Over the past two years, Franklin has experienced nearly $1.6 billion in permitted investment ($819 million in 2017 and $774 million in 2016). According to the U.S. Bureau of Labor Statistics, our community led the nation in job growth in three out of four quarters in 2017. The most recent report showed Williamson County's unemployment rate at 2.2%, the lowest of any county in Tennessee and among the lowest in the United States. These statistics and rankings are reflective of both the strength of our local economy and Franklin's excellent quality of life. Our city is honored to be the community so many are choosing as the place to invest, build a business, raise a family, spend a vacation, and most of all, the place they proudly call "home."

While Franklin's growth and unprecedented level of investment in our community is certainly positive, it does place undeniable challenges before us. Community infrastructure and services can be strained because of growth. The City has responded with significant investment in infrastructure to meet our growing community's needs. Over the past five years, $167.2 million of infrastructure projects have been completed in Franklin, with $140.6 million (or 84%) being transportation-related improvements. In the coming weeks, the City of Franklin will see completion of two major projects: the upgraded Water Treatment Plant (in final commissioning now) and Hillsboro Road improvements.

The pace of investment in community infrastructure will continue to grow in coming years thanks to initiatives at the state and local levels. Two years ago, the Board of Mayor and Aldermen (BOMA) moved decisively to put Invest Franklin in place, which dedicated $0.10 of property tax to growth-related infrastructure/transportation investments ($0.07) and the increasing demands for core city services ($0.03). The Board has identified a "first tier" of Invest Franklin projects totaling approximately $74 million to address roadway/transportation improvements (McEwen Phase 4, Franklin Road, sidewalk gaps, major street resurfacing), public safety needs (Fire Station 7 and county wide radio system upgrade), transit improvements (reducing wait times to 30 minutes for all Franklin Transit stops), and parks (development of a large community park in southeast Franklin). Later this year, we expect to work with the Board to identify and prioritize a "second tier" of Invest Franklin projects to further meet community needs. The State of Tennessee has enhanced transportation funding with the adoption of the IMPROVE Act in 2017. Working in partnership with the State, important transportation projects

totaling over $100 million are moving forward including Mack Hatcher Northwest Extension (a $48 million project that is expected to bid later this year), along with improvements to Columbia Avenue, State Route 96 (Murfreesboro Road) on the City's eastern border, and bridge improvements on Murfreesboro Road. Aggressively advancing investments in key infrastructure is essential to maintaining Franklin's quality of life.

The City's challenge is to welcome this incredible investment and interest in our community, along with the many opportunities it brings, while maintaining the qualities and character that make Franklin a special place to live. To that end, through the leadership of the Board of Mayor and Aldermen, the commitment of our talented staff team, and an engaged citizenry, Franklin continues to focus on the future. The City's adopted strategic plan, **Franklin*Forward***, focuses on four key strategic themes:

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

A series of goals have been established to guide and assess our progress as a community. Specific, measurable objectives have been identified that help our team and the community measure performance and gauge success. Together, the strategic plan, goals, and objectives bring focus to our work and to the direction provided in the budget process. (The measures tied to the strategic plan are highlighted throughout this budget document.)

Budget Overview

The approved 2018-19 (FY19) general fund budget is $70,550,059, which represents an increase of 1.7% compared to the current $69.4 million budget for 2017-18 (FY18). This budget increase is primarily due to cost increases in personnel expenses and the funding of expanded services in the areas of public safety, parks, and streets, all of which are significantly impacted by growth. The approved FY19 budget for all funds is $152,572,551 which represents a decrease of 2.8% compared to FY18. Increased budgeted expenditures across funds include increases in the General, Sanitation and Environmental Services, Transit, Street Aid, and Facilities funds.

Highlights of the Approved 2018-19 Budget

- The budget is balanced, with current revenues equaling expenditures.
- The budget fully complies with the Board of Mayor and Aldermen's debt and fund reserve policies, significantly exceeding the reserve requirements.
- The City property tax remains unchanged at $0.4176 per $100 of assessed valuation. The Invest Franklin dedicated funding for infrastructure/transportation investment and support of City operations remains in place. The City of Franklin continues to maintain one of the lowest municipal property tax rates in the State of Tennessee.
- Overall, the approved budget has a net increase of 4.5 positions across all funds, 1.5 of which are included in the General Fund. This targeted group of new positions are in areas such as Engineering, Streets (Fleet Maintenance), Water Management, and Stormwater, all of which have been impacted by growth.
- The general pay increase for City team members will be effective the first pay period of July 2018. The approved budget includes a general pay increase of 2.5% plus an additional performance-based pay increase of up to an additional 2.5%.

- The budget includes the full implementation of updates to the City's compensation plan approved by the Board in FY18. This adjustment to the compensation plan is accelerated by a full year compared to the original proposal.
- Health Insurance premiums for our City team members will remain at FY18 rates. There is no increase in premiums. In FY19, the City also will begin offering a high deductible health insurance option paired with a health savings account.
- Funding is provided for important investments in equipment replacements of $3.5 million, technology enhancements of more than $500,000, and facility improvements of nearly $500,000.
- The City's street maintenance program will have a $1 million increase in funding for neighborhood street resurfacing, street sealing, and sidewalk repair.
- A rate increase is approved for residential garbage collection and recycling service. The approved increase is from $17.50 per month to $19.00 per month. The FY19 budget does not require a General Fund subsidy to Sanitation and Environmental Services operations.
- The approved budget incorporates performance measures and sustainability initiatives for every department. The connection to our Strategic Plan, **Franklin*Forward,*** is clearly linked to performance measures and objectives throughout the budget, including insights from the recently completed citizen survey.

Budget Process

The City of Franklin strives to have a budget process that is open and transparent to the community. The City's budget process also must facilitate good decision-making by concentrating on community needs and focusing on Franklin's future. To further these goals, our City team continues to enhance the budget process each year. A fundamental part of all budgeting is to make revenue and expense projections. Detailed revenue projections are incorporated into the process, including analysis of revenue history and trends along with a forecast of low-, medium-, and high-growth scenarios. Our goal is to be conservative, but as realistic as possible, in projecting funding capacity. The City's detailed revenue analysis can be found within each fund included in this budget document.

In addition to projecting financial capacity, the City must assess current service levels and the associated cost of operations. Throughout the budget process, each department is asked to develop and justify a "base budget." The base budget is defined as the cost to operate at current service levels in the upcoming year. By comparing the revenue forecast with the base budget expenditure projection, the amount of available capacity is determined. Departments identify new initiatives and ideas that allow the City to better meet community needs through the submission of "Program Enhancement Requests." Each request includes detailed descriptions of the enhancement and an estimate of financial impact (revenue generated, costs avoided, one-time and ongoing expenses). All this information has been presented by each department to the Budget and Finance Committee, shared with the full Board of Mayor and Aldermen, and reviewed by the City Administrator and our budget team. Through the FY19 budget process, 110 program enhancements—totaling $14 million—were submitted. While these initiatives have merit, the approved budget includes enhancement items that best match community needs and continue the momentum of the City in a number of important service areas, such as public safety, infrastructure, and parks. A full listing of all program enhancements and the funding provided is available in Appendix H of this budget document. Below are highlights of these initiatives by Strategic Plan theme:

A Safe, Clean, and Livable City

- Funding for the Franklin Police Department to purchase, deploy, and support 110 body-worn cameras (funded by reserves) for police officers. In addition, technology enhancements to link body cameras to in-car dash cameras is included.
- Replacement of over 30 police vehicles, each registering more than 100,000 miles on them ($2 million).
- Construction of Fire Station 7, included in the City Facilities Tax Fund.
- Replacement of Fire Tower #2 ($1.4 million).
- Replacement of cardiac monitors ($228,000).
- Fire Training Center addition, included in the City Facilities Tax Fund ($180,000).

Effective and Fiscally Sound City Government Providing High-Quality Services

- Additional and replacement vehicles/equipment in Sanitation, Streets, Water Management, Stormwater, and Building and Neighborhood Services.
- Additional $1 million within the Street Aid Fund for neighborhood street resurfacing, street sealing, and sidewalk repair/construction.
- Electronic bill presentment program for the City's utility billing services.
- Compost Facility office ($25,000).
- Sewer vac truck ($350,000).
- Architectural service for City Hall building plan (carryover from FY18, $250,000).

Quality Life Experiences

- Replacement of tennis courts at Jim Warren Park ($425,000).
- Begin implementation of recommendations for shared facility/field/open space use and improvements between the Franklin Special School District and the Franklin Parks Department.
- Architectural service for potential improvements at the Park at Harlinsdale Farm ($100,000), focusing on potential grant and/or public-private partnership opportunities.

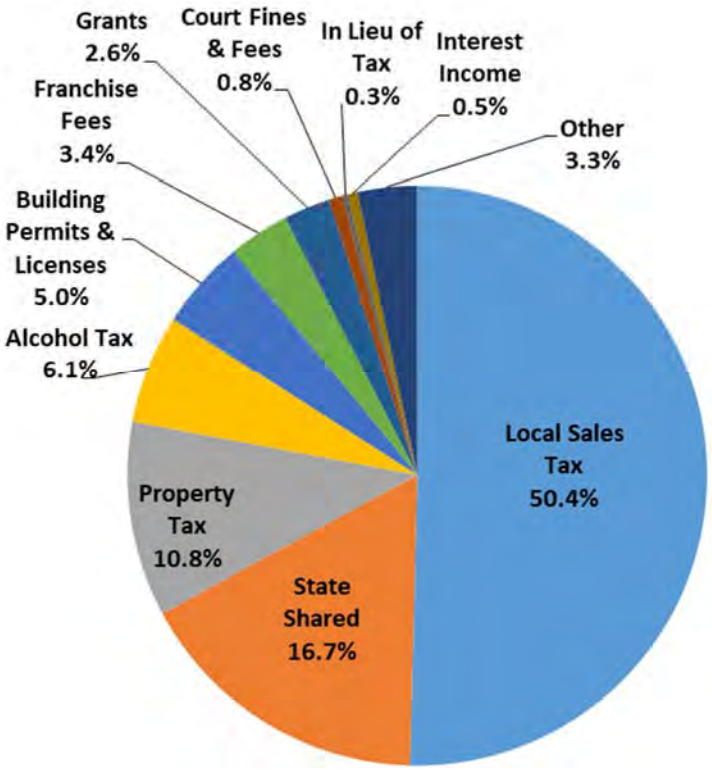
Sustainable Growth and Economic Prosperity

- Funding for a pilot program to work with the development community supporting the development of attainable/workforce housing ($100,000).
- Funding for the first full year of enhanced Franklin Transit fixed route system with 30-minute pick-up frequency for all stops.
- Additional funding ($10,000) for economic development initiatives of Williamson Inc. (Chamber of Commerce).
- Additional funding for the 91X commuter bus service to Nashville.

General Fund Overview and Issues

Revenues. In total, General Fund revenues for FY19 are projected at $70.55 million, up 1.7% from the FY18 budget of $69.4 million. The following is a summary of revenue by category.

General Fund Revenue by Category – FY19



Sales Tax. The City's largest single revenue source continues to be sales tax. Local sales tax collections are projected to account for 50.4% of total General Fund revenue. The FY19 sales tax budget of $35.6 million represents a growth of 4%, or $1.4 million, compared to the FY18 estimate of $34.2 million. The State of Tennessee Funding Board identified a range of 2.5% to 3.76% for statewide growth.

Intergovernmental Revenue. The second-largest category of revenue, intergovernmental revenue (also referred to as state-shared revenue), accounts for 16.7% of total General Fund revenue and is projected to be $11.8 million, a decrease of 3.2% compared to the FY18 budget of $12.2 million. The City did not receive as much increased revenue as expected during FY18 due to modifications in the application of the state-wide sales tax to certain purchase categories.

Property Tax. The third-largest revenue source for the City's general fund is property tax, which accounts for 10.8% of General Fund resources. The amount of property tax revenue going to General Fund operations for FY19 is $7.7 million, compared to $6.8 million budgeted in FY18. The General Fund portion of property tax revenue is the result of the total property tax of $20.7 million minus $2.0 million due to the City's Industrial Development Board, plus an additional $8.7 million for the Debt Service Fund and fund reserves for the Street Aid & Transportation Fund and for Invest Franklin. The City's property tax rate remains at $0.4176 per $100 of assessed valuation, which is one of the lowest property tax rates among cities across the State of Tennessee and across the country.

Alcohol Taxes. Local governments in Tennessee receive wholesale beer/liquor taxes from distributors and privilege taxes from local businesses that serve liquor by the drink. For the FY19 budget year, these various alcohol taxes are projected to generate $4.3 million, accounting for 6.1% of General Fund revenue. The projected FY19 revenue is 4.2% above the FY18 budget of $4.15 million.

Building Permits and Licenses. As construction activity continues to grow, the City of Franklin is budgeting building permit and license fees revenue of $3.5 million in FY19, an increase of $133,459 compared to the FY18 budget. These fees allow the City to recover the costs associated with providing construction-related services. Building permit and license revenue accounts for 5% of the General Fund revenue.

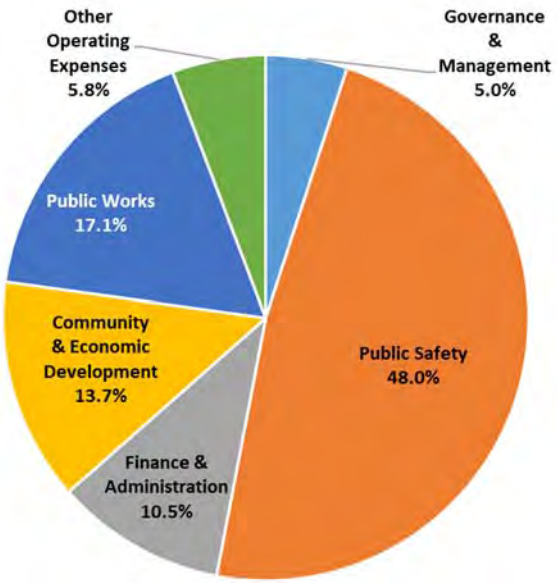
Franchise Fees. The collection of franchise fees from cable and gas utility providers accounts for 3.4% of General Fund revenue. For FY18, $2.4 million is projected in franchise fees.

Other Revenues. Other revenue categories of note include grants, municipal court fines/fees, and interest income. Grant funding and court fines/fees are projected down compared to FY18. Interest income for FY19 is projected to grow by 19.4% compared to FY18. 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 $70.55 million for FY19. Through the budget process, the expenditures necessary to maintain service levels are defined in the base budget.

The following chart displays a summary of expenditure activities within the approved budget by service area. Consistent with previous years, public safety functions account for nearly half (48.0%) of the total approved General Fund budget.

General Fund Expenditures by Major Service Area – FY19



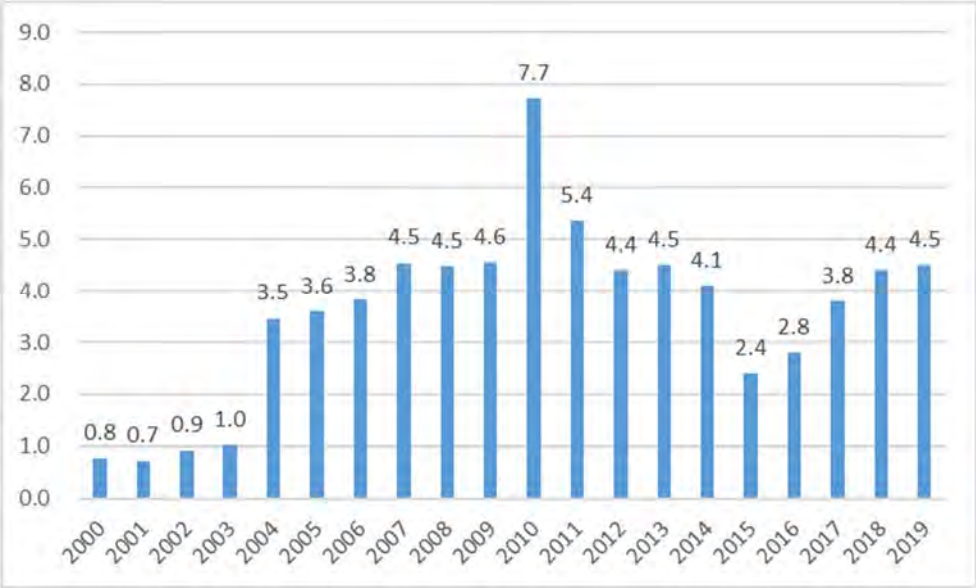
Employee Earnings and Benefits. The cost of wages and benefits for City team members (employees) accounts for 72.7% of the City's general fund budget. Overall, employment-related costs are projected at $51.3 million, 6.5% higher than the current budget of $48.1 million.

Position Vacancies. Again this year, the budget includes a turnover factor of 3.5% that is applied to budgeted wages and salaries. This method anticipates that there will be some employee turnover during the year that will result in budgetary savings. By conservatively estimating this amount, we are able to apply budget dollars to other non-personnel components of the budget. The City's actual vacancy experience over the past seven 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. At the end of December 2016, the City of Franklin closed its City Employee pension program and entered into an agreement with Tennessee Consolidated Retirement System (TCRS) for the ongoing administration of the pension system. While TCRS will administer and manage the "closed" City pension program, the City is still responsible for its oversight and for determining the appropriate annual contribution based on the advice of its actuary. City employees hired after December 31, 2016, enter into the TCRS system upon hire and are full participants in the system. The City contribution to TCRS for enrollees is 6.2% of salary. Based on the advice of the actuary, a 7% increase in the City's pension contribution is included in the FY19 budget. Overall, pension expenses for FY19 are projected at approximately 10% of total payroll.

The chart below depicts the employee pension expenditure level since 2001. It includes the 2009-10 one-time, additional contribution of $2 million from reserves to assist in managing these growth costs and lessen the impact on operating budgets going forward.

Pension Contributions by Fiscal Year - (Amounts in millions)

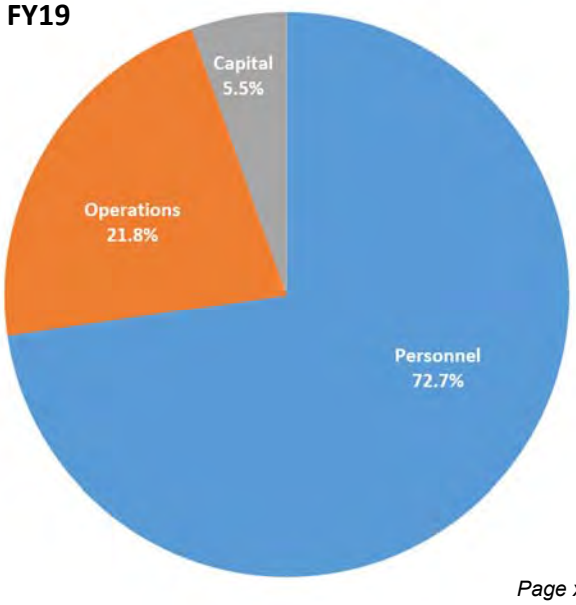


Salary Adjustment. The approved FY19 budget includes a total $1.3 million for annual pay adjustments. The annual pay increase for City team members will involve two components this year: 1) approximately 60% of the pay adjustment will be allocated in an across-the-board 2.5% general pay increase and 2) an additional pay increase ranging from 0.5% to 2.5% will be provided to City team members based on their 2017 performance evaluations. As a result, City team members will receive pay increases ranging between 3% and 5% based on their performance. The pay adjustment will be effective the first full pay period in July 2018. A similar pay adjustment approach was implemented in FY18.

Compensation Plan Update. During FY18, the City completed a comprehensive update of the City's compensation plan. The Board of Mayor and Aldermen approved updates to the plan including an increase of 10% to all pay grades and adjustments for individual team members where needed to ensure an appropriate level of progress through the pay range. When initially approved, the plan was to implement these changes over an 18-month period from January 2018 through July 2019. At that time, Board members asked that implementation by July 2018 be explored as part of the FY19 budget process. The approved FY19 budget includes the full implementation of the compensation plan update both in terms of pay grade adjustment and any individual pay adjustments necessary based on the review of their progression through the pay grade.

Employee Benefits. For the past several years, the City has adopted a specific approach to sharing health insurance costs with employees. Using this policy, the City pays 85% of the premium for single coverage and 80% of the premium for employee family coverage for active employees. Through this approach, we as an organization communicate to our team the importance of controlling healthcare expenses as we share in managing this cost together. Overall, the City's health insurance costs will remain flat for FY19. In FY18, the City modified the structure of health insurance plan options for City team members. For many years, the City has offered either single or family coverage options. Starting in FY18, the City began offering four options to its team members (and qualified retirees): single coverage, single plus spouse, single plus children, and family coverage. By expanding options, the City will enable employees to select the coverage option that best fits their needs. In FY19, the City will begin offering team members the option to use a true high deductible health insurance plan paired with a health savings account.

General Fund Expenditures by Category – FY19



Operations. The operations expenditure category is a broadly defined category that encompasses non-personnel and non-capital activities. It includes utilities, supplies, contractual services, repairs and maintenance, and vehicle fuel. In total, operational expenses account for 21.8% of General Fund expenditures. The approved FY19 budget amount of $15.4 million for operations is a decrease of 10.0% from the FY18 budget, primarily due to continued cost-containment measures and the elimination of one-time expenses such as lease payments.

Transfers to Other Funds. There are no operating subsidies to the Street Aid and Transportation Fund in 2018-19. The transfer to the Transit Fund is $985,171, an increase from the current funding level of $892,993. There is no budgeted subsidy planned for the Sanitation and Environmental Services Fund. The subsidy to this fund has moved from a $4.5 million General Fund subsidy in FY2008 to no budgeted transfer in FY19.

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 more than $25,000. This category does not include the Capital Investment Program (CIP), which is the plan for implementation of large-scale public infrastructure and building projects. For the approved FY19 General Fund budget, capital expenditures are projected at $3.9 million. This expenditure level is a decrease of $250,000 compared to FY18 budget of $4.1 million. The majority of FY19 expenditures are for replacement equipment. To assist in funding these capital equipment replacements, the FY19 budget will utilize the $0.015 of the property tax rate previously identified for capital investment funding. This funding represents approximately $752,000.

Outside Agency Funding. The City funds various government, human service, nonprofit, and community service organizations through its budget each year. In total, the FY19 budget funds these organizations at $516,301, an increase of $55,245 compared to the FY18 budget. While no new agencies were added to City funding, there were increases requested by several agencies, including a contractual increase for the Williamson County Animal Control services, increased funding for the 91X regional bus service, and an additional $10,000 to Williamson Inc. for economic development initiatives.

Cash Reserves and Bond Rating. Two key measures of a city's financial health are its reserves and its bond rating. The City has adopted a reserve policy that identifies a 33% General Fund reserve as an important benchmark. The City of Franklin is projected to end the current fiscal year (FY18) with a General Fund reserve of $44.7 million. With no draw from General Fund reserves planned, this same fund balance is projected for FY19. $44.7 million represents 63.3% of annual revenue and expenditures at the end of FY19. In 2014, the Board identified a policy to permit the use of reserves above 45% for "pay-as-you-go" funding of capital investment projects. Given this policy and the current projections for General Fund cash reserves, up to nearly $13 million from reserves could be available for funding capital projects.

Clearly, the City is maintaining significant reserves to comply with BOMA policy and to protect against future economic downturns. The BOMA-adopted debt and fund reserve policy provides a needed framework for maintaining the City's Triple-A bond rating by both Moody's Investors Services and Standard & Poor's. Bond ratings generally reflect both the overall financial strength of the governmental entity 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 approved FY19 budget for this fund is $4.2 million, an increase of 33.3% or $1 million compared to the current year budget. Included in this budget is approximately $752,000 from the City's property tax revenue to fund additional neighborhood street resurfacing. Approximately $600,000 of additional annual revenue has been realized in the Street Aid Fund due to additional gasoline tax from the IMPROVE Act (state transportation funding plan) passed in 2017 and increased population as determined by the City's 2017 special census. Also included in the budget is approximately $175,000 for sidewalk repair and construction. Funding of $250,000 per year is provided for "sidewalk gap" construction as a part of the Invest Franklin program. Sidewalk projects funded through this initiative are designed to better connect neighborhoods throughout the community. FY19 marks the second year of the five-year commitment made by the Board in the Invest Franklin program.

Sanitation and Environmental Services Fund. The FY19 budget for the City's Sanitation and Environmental Services Fund is $9.2 million, an increase of 7.5% compared to the FY18 budget. A rate increase from $17.50 per month to $19 per month is approved within the budget for residential services. This increase will generate approximately $495,000 of additional revenue. Commercial rates were adjusted last year during FY18, moving from $45 per ton to $55 per ton. Because of these rate adjustments, the FY19 budget does not include a General Fund subsidy for the Sanitation Fund. A significant focus this year will be placed on developing a long-term, multiyear rate plan. The goal will be to produce a multiyear plan like what is in place within the Water/Sewer utilities. In addition, the City will continue to examine the ability of the SES team to meet service needs driven by growth as well as options related to enhanced efficiency and sustainability for residential services.

Road Impact Fund. Revenue collections within the Road Impact Fund continue to be solid thanks to strong development activity. Based on expected development activity, revenue in this fund is projected at $8 million for FY19. The approved budget anticipates $2.7 million in expenditures in the form of a transfer to the Debt Service Fund. This transfer pays the principal and interest on arterial road projects that the City has undertaken to account for trip generation by new businesses and residential development. The fund also includes direct contributions to approved projects within the Invest Franklin Capital Investment Program plus payments/offsets associated with existing agreements with developers who have provided right-of-way and/or have built elements of the City's arterial road network. In 2017, the Board of Mayor and Aldermen expanded the road impact fee to include collector roads. The FY19 budget includes $5.7 million in expenditures.

City Facilities Tax Fund. The Facilities Tax Fund provides for the collection of privilege tax for new development to help pay for new public facilities/equipment attributable to growth. The approved FY19 budget includes $8.57 million for new Sanitation and Fire equipment and Fire facilities expenditures. The largest expenditure in the Facilities Tax Fund will be the construction of the new fire station in southeast Franklin (Fire Station 7). Fire Station 7 construction was approved as a part of the Invest Franklin Capital Investment Program. The facilities tax rates have not been updated since 2007.

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

Stormwater Fund. Residents and businesses pay fees to support the City's efforts to manage Stormwater quality and quantity programs and initiatives. The rates for these services remain unchanged in the approved budget and have not been reassessed in more than ten years. The approved budget is nearly $6.1 million for FY19, a decrease of $131,000 from the FY18 budget. The budget includes approximately $3.5 million for capital improvement projects and equipment. The approved budget also includes the addition of one new position, an equipment operator. Additional staff will enable the City to better respond to increased service demands. 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 approved FY19 budget includes expenditures of $72,500, a decrease of $187,000 compared to FY18. The FY18 budget included a significant equipment purchase (a replacement SWAT vehicle for the Police Department).

Hotel/Motel Tax Fund. The City of Franklin levies a 4% local lodging tax on the gross receipts of hotels. Through the Hotel/Motel Fund, the City has historically paid debt service on the Conference Center (this debt is now retired); the purchase of land for park expansions (Harlinsdale, Eastern Flank, and Carter Hill); capital improvements to parks; and certain streetscape elements of road improvements that beautify the city and encourage tourism. The City also dedicates one-fourth of the 4% tax to support the Williamson County Convention and Visitors Bureau. With strong regional tourism, revenue growth in the Hotel/Motel Fund has been robust in recent years. The approved FY19 budget provides for $2.56 million in expenditures, which is a decrease of 8.3% compared to the FY17 budget. The appropriation falls within the projected resources of the fund. Capacity within the Hotel/Motel Tax Fund will be available to fund priority initiatives identified in the Invest Franklin Capital Investment Program.

Parkland Dedication Fund. Several years ago, the City created a system through which residential development would contribute either park land/facilities or make a financial contribution for the expansion of park land/facilities to ensure park services and amenities can appropriately meet the needs of new neighborhoods. While funds have been collected for this purpose, FY18 marks the first use of these funds. In FY18, the City made a payment of $500,000 for the acquisition of 80 acres of parkland along Carothers South Road in southeast Franklin. This parcel, which includes Robinson Lake, is immediately north of the 180 acres the City owns for park development and the potential future water reclamation facility. Currently, the In Lieu of Parkland Fund includes a fund balance of $4.7 million. The Board of Mayor and

Aldermen is in the process of considering several amendments to the existing Parkland Dedication Ordinance. Examples of these amendments include creating incentives for developers of residential property to incorporate amenities within their developments and better align the fee-in-lieu-of with the true cost of purchasing and developing new parks.

Transit Fund. The City maintains a special revenue fund to account for the operation of the Franklin Transit System. The system is funded primarily by a General Fund transfer, state and federal grants, and rider fares. The transfer to the Transit Fund is $985,171, an increase from the current funding level of $892,993. This growth is due to planned increases in grants and fares because of the revamped fixed route service designed to link residents to employment opportunities and with a pick-up frequency of 30 minutes at all stops along the routes. In total, the transit budget is approved around $2.9 million.

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 FY19, funding is expected to reach $250,500, a decrease of 8.6% compared to the FY18 budget. CDBG funding is subject to federal appropriation and potential budget cuts. If federal budget cuts occur, appropriate reductions will need to be made to the City's CDBG program.

Debt Service Fund. In 2009-10 the City created a separate Debt Service Fund. The fund is used to account for resources set aside to fund debt service and the actual principal and interest payments. The approved FY19 budget for the debt service fund is $13.8 million, a decrease of $201,935 compared to the FY18 budget. The debt service obligations of the General Fund are handled by designation of property tax directly to the Debt Service Fund. The approved FY19 budget includes $8.7 million of property tax for payment of general obligation debt service. Other than property tax and federal rebates granted for Build America Bonds issued in 2009 and 2010, the fund receives transfers from various operating and special revenue funds to cover debt obligations related to those funds.

Water Management Fund. The City of Franklin operates water treatment, water reclamation (wastewater treatment), and reclaimed water utility systems. The operations of the water management utilities are entirely funded through rate payer revenue. The approved FY19 budget consists of $12.8 million for water, $15.5 million for water reclamation, and $391,725 for reclaimed water. In total, the combined FY19 Water Management budget is $28.7 million is a decrease of 18.3% compared to the FY18 budget. This decrease is due to the $4.7 million emergency repair of sections of large diameter pipe that took place during FY18.

Since 2009, the City has adopted five-year rate plans based on projected costs of operation. The FY19 budget assumes rate adjustments of 3.5% per year for water and 5.5% per year for wastewater which is consistent with the fifth year of the existing five-year plan. Currently, the City is working with a consultant to conduct a new cost of service study. Through this independent study, the City projects the costs necessary to operate the utilities and allocates costs into the rate structure, serving as the foundation of the five-year rate structure.

Summary

The City of Franklin continues to experience dynamic population and economic growth. Our reserves are at strong levels, our debt obligations are manageable, and our tax rate is among the lowest in the state and country. The City leadership team has taken decisive action over the past

several years to control costs and live within our means while finding new, innovative ways to deliver exceptional services to the community. Continued strong financial management, implementation of technology, adoption of best practices, and strategic investment will position the City of Franklin to succeed and thrive in the years to come.

Many throughout the City organization contributed countless hours toward the completion of the approved 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 Tallent, Mark Hilty, and Vernon Gerth; Budget & Strategic Innovation Manager Michael Walters Young; HR Director Kevin "DT" Townsel and Human Resources team members Ally White and Natasha Parker; Financial Analysts Lori Pope and Chris Lynch; Comptroller Mike Lowe; our leadership team (department directors and other key staff); and the Administration and Finance department staff teams, whose support and leadership have been instrumental to the budget process.

Finally, I offer my gratitude to the Board of Mayor and Aldermen for their leadership, stewardship, and support. Through your leadership and the efforts of our great team, the City of Franklin continues to chart a course for a promising future.

Respectfully submitted,

Eric S. Stuckey
City Administrator

ORDINANCE NO. 2018-10

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE, ADOPTING A BUDGET FOR THE FISCAL YEAR 2018-2019; PROVIDING AN EFFECTIVE DATE"

WHEREAS, the City Charter, Article VIII, provides for adoption of an annual budget for departments of the City of Franklin; and

WHEREAS, an annual budget process appropriating funds to the various departments and divisions of the City government for the fiscal year beginning July 1, 2018, 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: That the annual budget for the City of Franklin for the Fiscal Year 2018-2019 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, 2018 – June 30, 2019"

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, 2018, 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:

By: Eric S. Stuckey
ERIC S. STUCKEY
City Administrator

CITY OF FRANKLIN, TENNESSEE:

By: _____
DR. KEN MOORE
Mayor

Approved as to form:

Shauna R. Billingsley
Shauna R. Billingsley, City Attorney

PASSED FIRST READING: May 22, 2018
PUBLIC HEARING: June 12, 2018
PASSED SECOND READING: June 12, 2018
PASSED THIRD READING: June 26, 2018

Law Dept. approved 05.11.18

ORDINANCE NO. 2018-11

TO BE ENTITLED: "AN ORDINANCE OF THE CITY OF FRANKLIN, TENNESSEE ESTABLISHING THE MUNICIPAL PROPERTY TAX LEVY FOR THE FISCAL YEAR 2018-2019; 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 2018-2019 pay a tax of 41.76 Cents ($.4176) to and for the use of the City of Franklin on each One Hundred Dollars ($100.00) of assessed valuation of such property, and pay a proportional amount of tax for each amount of assessed valuation under One Hundred Dollars ($100.00) all of said taxes to be collected by the proper officers of the City of Franklin for use in funding in whole or in part the budget as adopted by this ordinance.

SECTION II: BE IT ORDAINED by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that the tax rate stated in Section 1 shall be divided as follows:

General Fund	**19.18 cents ($.1918) or percentage approximate to 46% based on the certified tax rate. (Inclusive of proceeds from the tax increment financing district)**
Debt Service Fund	**17.36 cents ($.1736) or percentage approximate to 42% based on the certified tax rate.**
Street Aid Fund	**1.50 cents ($.0150) for street maintenance.**
General Fund- Capital Funding Account	**3.72 cents ($.0372) for capital projects approved by the Board.**

SECTION III: BE IT FINALLY ORDAINED by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that this ordinance shall take effect from and after its passage on Third and Final Reading, the health, safety and welfare of the citizens of Franklin requiring it.

ATTEST:

BY: Eric S. Stuckey

ERIC S. STUCKEY
City Administrator

CITY OF FRANKLIN, TENNESSEE:

BY: _____

DR. KEN MOORE
Mayor

Approved as to Form:

Shauna R. Billingsley

Shauna R. Billingsley, City Attorney

PASSED FIRST READING	5-22-18
PUBLIC HEARING:	6-12-18
PASSED SECOND READING	6-12-18
PASSED THIRD READING:	6-26-18

Law Dept. approved (2) 06.21.18

ORDINANCE 2018-12

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, 2018, 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 is hereby amended and the following substituted in lieu thereof:

"Appendix A, Chapter 17, Refuse and Trash Disposal

Residential	
1st container	**$19.00 per month** **(one pick-up/week)**

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, 2018, from and after its passage on second and final reading, the health, safety and welfare of the citizens requiring it.

ATTEST:

By: Erin S. Stuckey
ERIC S. STUCKEY
City Administrator

CITY OF FRANKLIN, TENNESSEE:

By: _____
DR. KEN MOORE
Mayor

Approved as to form:

Shauna R. Billingsley
Shauna R. Billingsley, City Attorney

PASSED FIRST READING: May 22, 2018
PUBLIC HEARING: June 12, 2018
PASSED SECOND READING: June 12, 2018
PASSED THIRD READING: June 26, 2018

Law Dept. approved 05.07.18

RESOLUTION NO. 2018-41

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 2018-2019; 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 2018-2019, as set forth more fully in the document entitled "City of Franklin, Tennessee, Annual Operating & Capital Equipment Budget, July 1, 2018 – June 30, 2019," as approved and adopted.

SECTION 2: That this Resolution shall be effective upon adoption.

ADOPTED THIS 12th **DAY OF** June **2018.**

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
Shauna R. Billingsley
City Attorney

Law Dept. approved 05.11.18

HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2019 Operating Budget

BUDGET SUMMARY

Under this section is:

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

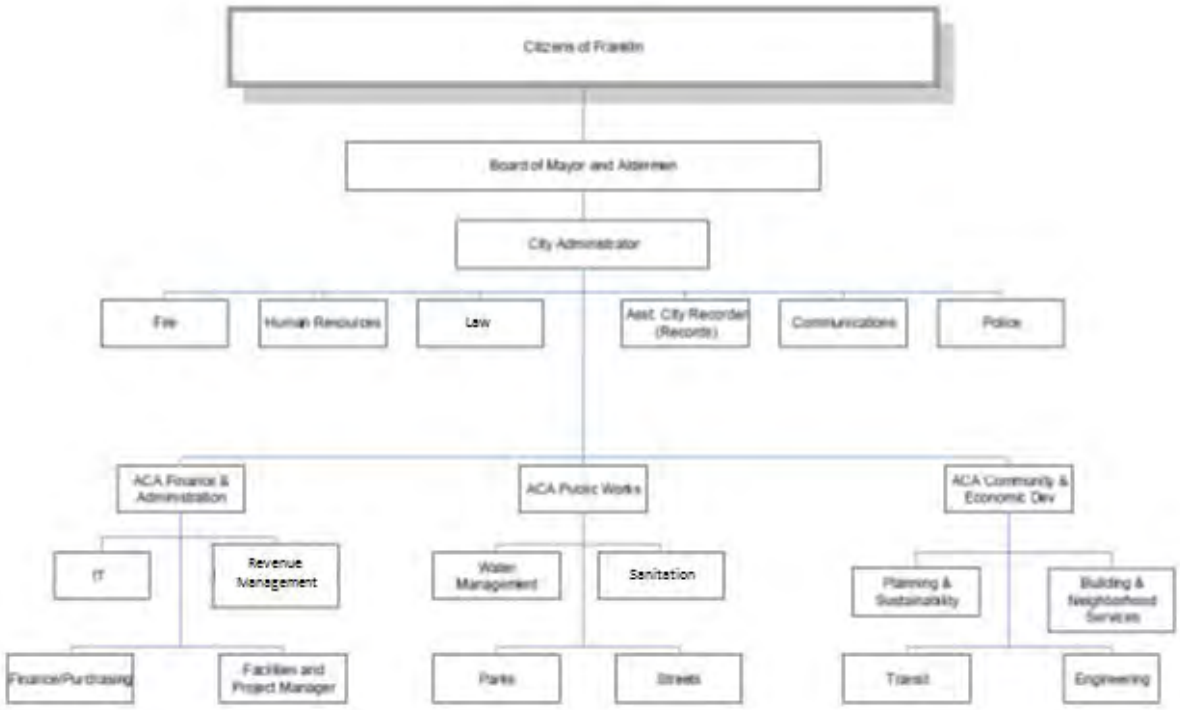
City of Franklin, Tennessee

FY 2019 Operating Budget

City of Franklin Information & Organization

Our Vision: *Franklin will continually strive to be a community of choice for individuals, families, and businesses to grow and prosper through an excellent quality of life supported by exceptional, responsive, and cost effective City Services.*

Organizational Chart



Structure of City Government

Responsible to its citizens, the mission of the City government is to foster community cooperation, innovation, and opportunity by providing quality services to Franklin residents and businesses in an efficient, effective, and economical manner.

The City government is organized under four (4) primary operating units. Each operating unit is presented in this budget with its various departments, divisions, and funds.

1. <u>Governance & Management / Public Safety</u>
   a. Elected Officials (General Fund)
   b. Administration Department (General Fund)

City of Franklin Information & Organization

c. Human Resources (General Fund)
d. Law (General Fund)
e. Communications (General Fund)
f. Police (General Fund)
g. Fire (General Fund)

2. Finance & Administration
   a. Finance (General Fund)
   b. Purchasing (General Fund)
   c. Information Technology (General Fund)
   d. Revenue Management (General Fund)
   e. Court (General Fund)
   f. Project & Facilities Management (General Fund)

3. Economic & Community Development
   a. Building & Neighborhood Services (General Fund)
   b. Planning & Sustainability (General Fund)
   c. Engineering / Traffic Operations Center (General Fund)
   d. CDBG (CDBG Fund)
   e. Economic Development (General Fund)
   f. Transit (Transit System Fund)

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

Profile of the City

The City of Franklin, incorporated in 1799, is located in Middle Tennessee. The local economy is a well-balanced blend of healthcare, financial, agricultural, wholesale, retail, manufacturing, and service industries. No single industry is critical to the region's economy. The City of Franklin covers an area of approximately 41 square miles, and serves a population of 70,909 according to the 2017 Special Census. The City of Franklin is one of the fastest growing municipalities in the State of Tennessee, with the population increasing almost 70 percent between 2000 and 2010.

The City of Franklin is empowered to levy both real and personal properties located within its boundaries. Also, it is empowered by State statute to extend its corporate limits by annexation, which occurs periodically when deemed appropriate by the governing board.

City of Franklin Information & Organization

The City of Franklin has operated under a Mayor/Board of Aldermen form of government under state charter since 1903. Policy-making and legislative authority are vested in a governing board consisting of the Mayor and eight (8) other members (Aldermen). The Board is responsible for, among other things, passing ordinances, adopting the budget, appointing committees, and hiring the City Administrator. The City Administrator is responsible for carrying out the policies and ordinances of the governing board, for preparing an annual budget, for overseeing the day-to-day operations of the government, and for hiring the heads of the various departments. The Board is elected on a non-partisan basis. Board members serve four-year staggered terms, with four Aldermen elected at large and the remaining four elected by ward two years later. The Aldermen elected by wards must live within the ward in which they represent. The Mayor also serves a term of four years.

The City of Franklin provides a full range of services, including police and fire protection and emergency services; the construction and maintenance of highways, streets, and other infrastructures; sanitation pickup and disposal; operation of a city court; implementation of storm water regulations and remedies; operations of an inner-city trolley system, and the operation of a city-wide park system. The City of Franklin also has its own water, sewer, and reclaimed water system.

The annual budget serves as the foundation for the City of Franklin's financial planning and control. All departments of the City of Franklin are required to submit requests for budget appropriations to the City Administrator in the first quarter of the calendar year. The Administrator, in concert with the Chief Financial Officer, uses these requests as a starting point for developing a proposed budget. After numerous meetings with department heads, the Administrator presents the budget to the Board of Mayor and Aldermen for approval.

Three meetings of the full board and a public hearing are necessary for approving the budget. The appropriated budget is prepared by fund, function, and department. At any time during the year,

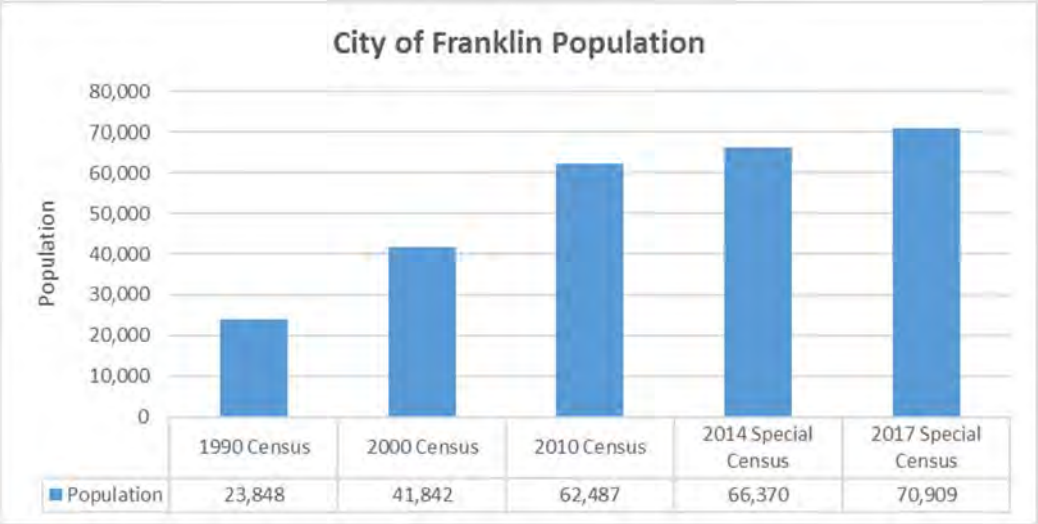
City of Franklin Information & Organization

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.

Demographics

Additional Demographic information can be found in the Appendices.

Income	**Franklin**	**Williamson County**
Median Household Income	$81,432	$106,054
Average Household Income	$98,340	$116,204
Per Capita Income	$40,447	$43,316



Education Attainment for Adults Age 25 Years and Older

	Franklin		Williamson County	
	Number	**Percent**	**Number**	**Percent**
<High School	2,157	5%	6,550	5%
High School	17,688	41%	51,082	42%
Bachelor's Degree	15,531	36%	42,767	35%
Graduate Degree	7,765	18%	21,808	18%
Total	43,141		122,207	

Data provided by United States Census Bureau, Williamson County Economic Development – 2014-2017.

City of Franklin Information & Organization

Awards & Recognitions

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

Best Southern Town
Garden and Gun Magazine

Cities on the Rise
NerdWallet

Best Cities for Home Ownership (#11)
NerdWallet

#4 Best Places to Live in 2017
Money Magazine

Top 100 Places to Live
Relocate America

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

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

Best place in Tennessee (#11)
Movoto Real Estate

Best Towns for Families (#3)
Family Circle Magazine

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

Best Towns in Tennessee for Young Families (#4)
NerdWallet

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

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

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

Top 50 Cities to start a business
BusinessWeek

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

Top 5 Most Romantic Main Streets
National Trust for Historic Preservation

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

Budget Planning

Budget Preparation & Philosophy

In January, City staff outlines budget goals and a schedule for the upcoming fiscal year. During February, March and April, budget interviews were conducted by the Budget and Finance Committee with departments. Normally budget goals are discussed with the Board's Budget and Finance Committee and department staff.

After reviewing the current fiscal year 2017-18 budget, requests for the new fiscal year budgets were submitted by the various departments to the City Administrator and Assistant City Administrators. Departments were asked to present two budgets. The first, a base or 'level-service' budget demonstrated how much it will cost the City to provide the same level of service in FY 2019 that it does in the current fiscal year. The second, identified program enhancements – any new or additional staff, major expenses or small capital equipment, or new programs. For each enhancement, departments filled out a one-page form which documented the basic information of program enhancements – both in a numeric and narrative format – in priority order. The goal of this method of budgeting was to easily demonstrate a) the ongoing costs of operations and b) additional needs of departments. Program enhancements were added to the budgets and are included within the departmental budgets included herein. All program enhancements requested are provided in the Appendices.

Budget officers recognize the need to maintain a strong financial position overall, consistent objectives with budget goals, a balance of revenue to expenditures, and long-term cost implications. We recognize that adoption of an annual budget establishes a short term (i.e., one year) fiscal plan. Short term fiscal decisions can have long term fiscal impacts. Each year in the Capital Investment Program (CIP) we seek to discuss and evaluate long term fiscal trends and then utilize that for short term spending and service level decisions during the annual budget process, recognizing the demands anticipated with continued growth projections. Decisions on new programs or services require the same consideration.

The City of Franklin is committed to efficient operations and ethical standards in all services provided to our citizens and visitors. In conjunction with the beginning of the budget preparation process, Department Directors are encouraged to again emphasize our continuing commitment to operational excellence. While much of the focus and debate within the community centers on growth and development issues, the operations of City government have remained focused on continuous improvement.

The City has been able to maintain an outstanding level and quality of services delivered to the residents and businesses of this City. For the past few years, several departments have participated in a benchmarking project with other Tennessee cities. Results from those studies show that Franklin residents receive an above average level of service. In order to evaluate and monitor our services, departments also include performance measures tied to the City's Strategic Plan – **Franklin*Forward*.** More can be found on **Franklin*Forward*** in the Appendices and online at https://performance.franklintn.gov

Budget Planning

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

City of Franklin departments and staff have received annual awards and recognition. For example, here are only a few of the extremely positive recognitions to the City of Franklin in the past year:

- Aaa (Triple A) Bond Rating by both Moody's Investors Services and Standard & Poor's for G.O. Bonds; Aa3 Bond Rating by Moody's Investor Services for Water Bonds
- GFOA Award for Excellence and Financial Reporting (26th year)
- GFOA Distinguished Budget Presentation Award (10th year)
- Tennessee 3-Star Award for Community Economic Preparedness (14th year)
- Tree City USA (14th year)
- Fire ISO Rating of 1
- Police Department Accreditation

As we do each year, we respectfully request of the Board of Mayor and Aldermen that, as you read the facts, figures, and percentages set forth on these pages, you look beyond the statistics and examine the numerous programs and services provided daily to the residents of this community. Many facets of the community's daily life are impacted by municipal government. Whether it is maintaining the roads or drainage system, responding to an emergency, enforcing building and zoning codes, or providing a park for children to play in, the City of Franklin is directly involved in the quality of life for local citizens.

The annual budget reflects the quality of life, development policies and service level priorities of the Board and the citizens of Franklin. The relationship between the budget review and approval process and the high quality level of services available within this community are cited above.

Budgetary Planning Processes

The City of Franklin prides itself on responsible and innovative planning processes for all its services – whether it be financial, land use or service delivery decisions. The table on the following page summarizes those plans which have a direct and an indirect impact upon the Fiscal Year 2019 Operating and Capital Budget.

Budget Planning

Budgetary Planning Processes

Planning Process	Planning Process Focus	Description of Focus	Impact on Operating Budgets
Strategic Planning ***(see Appendix L for more information)***	FranklinForward: The City's Strategic Plan has a long-range planning focus of 20 years. Financial and non Financial objectives for budget year are considered	Departmental plans are developed with assistance from Administration and from Finance. Goals and objectives are included within departmental operating budgets and qualified within performance measures.	Allows for departmental goals to be aligned with BOMA and Administration goals and objectives. Also, allows for the operating budget to be proposed initially to include potentially new services developed from this process.
Revenue Forecasting	Short-Term planning from 1-5 years, built upon a Revenue model with 5-25 year historical averages	Revenue modeling focuses in particular 1-3 years in the future, but systems are being developed to extend out 10 years.	Helps to shape goals and objectives from the planning process above toward implementation. The City developed a Residential Recycling program from the planning process during fiscal year 2011.
Capital Improvement Plan	Mid-term planning from 1 to 10 years.	With input from the Capital Investment Committee and staff, the ten-year CIP is matched to a mid-range financing model and the entire BOMA makes decisions with a focus on priority projects.	Top priority projects are emphasized as the operating budgets are developed and proposed. Projects may be proposed as presented or modified dependent upon opportunity, available resources, or community need.
Vehicle/Equipment Replacement	Short to mid-term planning from 3 to 10 years.	Acquisition of capital equipment is planned based on life cycle.	Department heads are encouraged to work with the City's Fleet Division to identify recurring replacement needs. Also, transfer or disposal of capital is considered in developing the budget.
Computer/Hardware Replacement	Short to mid-term planning from 3 to 10 years.	Whereas servers may last beyond 5 years, computer hardware and non-major software may become obsolete in a much shorter timeframe. Major software is anticipated to last (with period upgrades) potentially 10 years before replacement.	Department heads are encouraged to work with the City's Information Technology Department which maintains a five-year replacement cycle for all personal interface devices. Also, transfer or disposal of computer capital is considered in developing the budget.
Street Condition Assessment	Long-term planning from 12 to 20 years.	Street maintenance cost have been developed to maintain streets at desired condition.	Street maintenance is a major item within the operating budget and has a dedicated fund - the Street Aid and Transportation Fund - as a result.

Budget Planning

Budget Goals

Setting targeted goals is vital to accomplishment of any plan. For a financial plan to succeed, targeted goals are vital in guiding policymakers and civil servants in ensuring city services are provided in the most effective manner possible. The FY 2019 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.
	• 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. Avoid employee layoffs and other actions that would negatively impact the delivery of City services.
	• Focus on the delivery of projects approved through the 2017-26 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.

Budget Planning

	• Cooperate with other agencies to generate significant economic development opportunities within Franklin and Williamson County. Enhance Franklin's competitive position.
	• Continue an emphasis on maintenance of facilities and equipment with replacement of the City's fixed assets as necessary, which include equipment, infrastructure, and facilities.
	• Continue and further enhance our commitment to employee training and professional development, and thereby providing a positive work environment for teamwork, individual and department initiatives, productivity, and individual development.
	• Maintain and continue to enhance the compensation and benefit plan for employees within our financial capabilities; to retain and attract qualified and motivated employees in a highly competitive market.
	• Continue commitment to the vitality of the downtown area, historical areas, and neighborhoods throughout the city.
	• Encourage Community improvement projects to maintain and enhance the appearance and funcitionality of the City's existing residential neighborhoods and business area.

Specific Fiscal Year 2019 Initiatives

	• Work towards the development of incentives for the development of affordable and workforce housing in the City of Franklin.
	• Continue the emphasis that will maintain and enhance existing service levels to the citizens of Franklin focusing upon core values of excellence, innovation, teamwork, integrity and an action-orientation.
	• Support and connect the City's operational efforts to long-term planning initiatives that have been completed in recent years and/or is currently underway. These key planning efforts include the Board-adopted strategic plan Franklin*Forward* , the Integrated Water Resource Plan (IWRP), the Comprehensive Transportation Plan, the Park's Master Plan, the Greenway/Open Space Plan, and the neighborhood street resurfacing program.
	• Implement amendments to the compensation plan ensuring that the City is a highly competitive employer.
	• Continue efforts to recruit qualified employees including efforts to diversify the workforce.
	• Continue to work on a long-term assessment of City Hall facilities and operational needs due to growth, service requirements, and technology.

Budget Planning

	• Move forward with implementation of projects indentified by the Board of Mayor and Aldermen with the Capital Investment Program and supported by the *Invest* **Franklin** initiative. Develop in updated 2018-27 Capital Investment Program.
	• Continue to identify opportunities to expand and enhance the City's communication with the public through various strategies and mediums.
	• Promote/market the City as a preferred economic development location in cooperation with the State of Tennessee, Williamson County and other partners.
	• Continue the City's participation in the benchmarking program through UT-MTAS, the city-wide performance measurement program connecting measures to the Board's strategic plan, **Franklin*Forward*** , and further development and build out of the City's Open Performance website - http://performance.franklintn.gov.
	• Support the sustainability efforts identified by staff and the City's Sustainability Commission.
	• Continue work toward additional long-term funding strategies for multi-modal and vehicular transportation needs in Franklin, Williamson County and throughout the Middle Tennessee region.

Budget Planning

Basis of Budgeting & Accounting

The City of Franklin budgets and accounts on a basis consistent with U.S. Generally Accepted Accounting Principles (GAAP) for the General Fund, the Debt Service Fund and the Special Revenue Funds. The Board of Mayor and Aldermen (BOMA) approves and appropriates the budgets for these funds annually. The BOMA may transfer or appropriate additional funds for expenditures not anticipated at the time of budget adoption.

Budget Calendar

The following calendar demonstrates key dates used to develop, review, present and finally adopt the FY 2019 budget.

Budget Materials Distributed	**November 30, 2017**
Department Requests Due	**January 20, 2018**
Initial Meetings with Finance	**3 weeks before budget presentation**
Initial Meetings with City Administrator	**2 weeks before budget presentation**
Proposed Department Budgets Distributed to Committee and Board for Budget Presentations	**1 week before budget presentation**
Budget Presentations to Finance Committee	**Each Finance Committee meeting in January, February, March, and April**
Proposed Budget Distributed to Board of Mayor and Aldermen	**Friday, May 4, 2018**
Budget Hearings (as needed)	**Thursday, May 10, 2018**
Budget Notice	**No later than 10 days before 2nd Reading**
First Reading of Budget & Tax Rate Ordinances (Solid Waste + Water Rates Ordinances, if necessary)	**Tuesday, May 22, 2018**
Second Reading (Public Hearing)	**Tuesday, June 12, 2018**
Third & Final Reading	**Tuesday, June 26, 2018**
New Fiscal Year	**Sunday, July 1, 2018**

Budget Planning

Economic Outlook

U.S. real gross domestic product ("GDP") in 2017 increased 2.3% in 2017 compared with an increase of 1.5% in the prior year. The 2017 Tax Cuts and Jobs Act includes several provisions that impact the business income and take-home income for consumers. Many observers predict that real GDP will rise slightly in 2018 as a result. For example, Kiplinger's forecasts real GDP of 3.0% in 2018 while Fannie Mae's predicts 2.7%.

In his annual Economic Report to the Governor of the State of Tennessee, University of Tennessee economist Dr. Matthew Murray projects "inflation-adjusted (State of Tennessee) GDP to grow 2.1 percent in 2018 to 2.0 percent in 2019, slightly slower than the pace of output for the nation." One explanation for the slightly lower rate of growth is the state's tight labor market. Dr. Murray describes that Tennessee experiences a labor force that is less healthy and has lower educational attainment levels than other states with higher percentages of work force participation.

Current unemployment data from the State of Tennessee Bureau of Labor Statistics report that Williamson County, at 2.5 percent, had the lowest unemployment rate among all Tennessee counties in January 2018, followed by Davidson County at 2.7 percent. Nine of the 10 lowest unemployment rates came from counties located in middle Tennessee. The only county outside the region included in this group was Knox County, which at 3.1 percent had the eighth lowest rate in the state.

Williamson County continues to be recognized as the "healthiest" county in the State and by maintaining demographics that are positive in educational, age, and financial metrics. Williamson County ($100,140) has a median household income significantly greater than the national average of $57,617 and the Tennessee state average of $46,574. Williamson County maintains a 95% high school graduation rate, and 59% of the adult population has a bachelor's degree. Moreover, the 2018 Robert Wood Johnson Foundation's annual health rankings cited Williamson County as the healthiest county in the State of Tennessee in both ranking categories of health outcomes and health factors.

Budget Planning

INDICATOR	Jan-18	Jan-17	% Year Over Year
Labor Force-Williamson Co	118,210	113,720	3.9%
Employment-Williamson Co	115,200	109,790	4.9%
Unemployment-Williamson Co	3,010	3,930	(23.4%)
Unemployment %-Williamson Co	2.5%	3.5%	(28.6%)
Unemployment Rate-Franklin	2.5%	3.7%	(32.4%)
Unemployment Rate- United States	4.5%	5.1%	(11.8%)
Unemployment Rate- Tennessee	3.8%	5.0%	(24.0%)
Employment-Franklin	41,640	39,390	5.7%
Population - Franklin	74,794	70,908	5.5%

Source: Bureau of Labor Statistics, TN Dept. of Employment Security, US Census Bureau and 2017 Special Census performed by City of Franklin.

Williamson County and the City of Franklin have demonstrated considerable job growth in the last 10 years, both in the number of jobs and in per capita income. The largest employer both in 2008 and 2017 is Community Health Systems, reporting a growth from 801 employees a decade ago and 3,255 in the last year. The second largest employer in 2017, Nissan North America with 1,850 employees, was not located within the City ten years ago. The top ten employers represented 9,986 jobs in 2008. In 2017, the same list accounted for 12,682 jobs. Per capita income has increased by 56% between 2008 and 2017, from $55,893 to $87,419.

The Greater Nashville Association of Realtors reports that home sales in March 2018 were essentially unchanged from March of last year (3,446 in 2018 versus 3,420 in 2017), and building permits were 18% above last year. In addition to home sales, median prices for single family residential properties and condominiums were up by 7% and 6% respectively. In Franklin, building permits issued for residential housing totaled 1,020 dwelling units in 2017 compared to 1,221 in 2016, a reduction of 17% year over year; of the 2017 total, 565 were single family residential units. Estimated valuation (construction cost only) of residential permits was $243.8 million in 2017 versus $279.9 million in 2016, a reduction of 13% year over year.

Budget Planning

Indicator	2017	2018	Difference
Home closings-Nashville area (March)	3,420	3,446	0.8%
Inventory available-Nashville area (March)	8,568	8,521	(0.5%)
Median price residential-Williamson Co (March)	449,900	481,000	6.9%
Median condominium-Williamson Co (March)	249,900	276,399	10.6%
Dwelling unit building permits-Franklin	1,028	1,028	18.8%

Source: Greater Nashville Association of Realtors, March 2018, Tennessee Department of Employment Security, MTSU-BERC Housing Report, Tennessee Department. of Revenue

Supporting the positive outlook for Franklin are announcements by several development firms of large commercial, retail and office developments in Franklin. Almost $2 billion in mixed use projects are currently in development and should be completed over the next five years. Those projects include Ovation, Franklin Park, and Berry Farms with another $270 million of development underway near McEwen Drive and Mallory which will add another 850,000 square feet of retail and office space. The vacancy rate on Class A office space in the Cool Springs area is less than 3%, and the new projects will provide much needed capacity.

In addition to office and residential development, Franklin and Williamson County continues to experience growth in the tourism sector. In 2016, a record 1.43 million tourists visited the County, which ranks as the sixth highest county tourist market in the State of Tennessee. There are permitted projects to construct six new hotels within Franklin representing a total of an additional 800 rooms. These projects include a Hilton Hotel in the Cool Springs area with approximately 240 rooms as well as a boutique Hilton Hotel located in historic downtown Franklin.

Sources: UT Center for Business Research; MTSU Business & Economic Research Center; Tennessee State Funding Board; St Louis Federal Reserve; Tennessee Department of Revenue; U S Bureau of Labor Statistics; Williamson County Economic Trends Report; Tennessee Department of Employment Security; Williamson County Tourism statistics

Fund Summary

Budgeted Funds

The City of Franklin, Tennessee, like most governmental entities, organizes its finances into funds. A fund is a fiscal and accounting entity with a self balancing set of accounts. It is also the legal level of budgetary control for the City, and the City adheres to the requirements of state law in its annual budgeting by adopting an annual appropriated budget for its general and special revenue funds

In Tennessee, it is a requirement that the budget approved by the Board of Mayor and Aldermen be balanced. This means planned expenditures equal anticipated revenues. Fund revenues and expenditures are budgeted using modified accrual accounting concepts where expenditures are recognized when incurred and payment is due, and revenues are recognized when they are measurable and available (generally collected within 60 days). This is the same basis as used in the City's audited financial statements.

In addition to the General Fund (the City's primary operating fund), the City has various separate special revenue funds and a capital projects fund that are restricted as to how the revenues can be used. These special funds are detailed below. It should be emphasized that these funds, except for the Water & Wastewater, the Sanitation & Environmental Services and the Stormwater funds, do not include any personnel costs.

Street Aid Fund - Special Revenue fund for the accounting of the portion of State gasoline tax that is shared with cities, based on population. State law requires that these funds be used for the maintenance of streets and sidewalks.

Sanitation and Environmental Services Fund – Special Revenue fund for the accounting of fees collected in the disposal and collection of residential and commercial garbage.

Stormwater Fund – Special Revenue fund for the accounting of fees collected for the purpose of preventive maintenance of drainage areas, as well as remediation of circumstances that cause flooding and pollution.

Road Impact Fee Fund – Special Revenue fund for the accounting of expenditures in accordance with City Ordinance 88-13 on the proceeds of road impact fees from new development.

City Facilities Tax Fund – Special Revenue fund for the accounting of fees collected for the expenditures specified in City Ordinance 88-12, which assesses a privilege tax on the business of development.

County Facilities Tax Fund – Special Revenue fund for the accounting of City's portion of the Williamson County Adequate School Facilities Tax. This separate fund for the accounting of these revenues is established with the FY 2018 Budget.

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

Fund Summary

Hotel/Motel Tax Fund – Special Revenue fund for the accounting of hotel/motel taxes collected for the purpose of retiring the City debt on the City /County Conference Center and for purchase, development and servicing of debt for park property intended to promote tourism. (Examples include Harlinsdale Farm and Eastern Flank Battlefield)

In Lieu of Parkland Fund – Special Revenue fund created in FY 2015 for the purpose of satisfying requirements of Section 5.5.4 of the City of Franklin Zoning Ordinance in which funds collected from developments can be used for the acquisition or development of public parks, greenways/blueways, open space sites, and related facilities.

Transit System Fund – Special Revenue fund for the accounting of activities of the City's mass transit system.

Community Development Block Grant (CDBG) Fund – Special Revenue fund for the accounting of federal CDBG grant monies and their expenditures.

Debt Service Fund – Used to account for resources set aside to fund debt service and the actual principal and interest payments made.

Water and Wastewater Fund – Proprietary Fund for the accounting of user charges and fees and expenses of the operations of the City's Water, Wastewater, and Reclaimed Water system. This fund also is included in the City's audited financial statements. A summary budget is provided herein, and forecasts provided in the Appendices Section.

The City has only one (1) additional fund that is not included in this budget document:

Capital Projects Fund – Capital Project fund for the accounting of bond proceeds and expenditures in conjunction with long range capital projects. Although not required to be included in this budget, this fund is included in the City's audited financial statements.

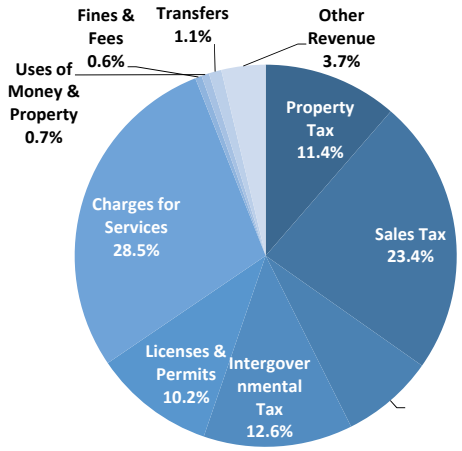
The following pages provide a summary presentation of all funds budgeted and appropriated by the City of Franklin, Tennessee.

Fund Summary: Budget Summary - All Funds

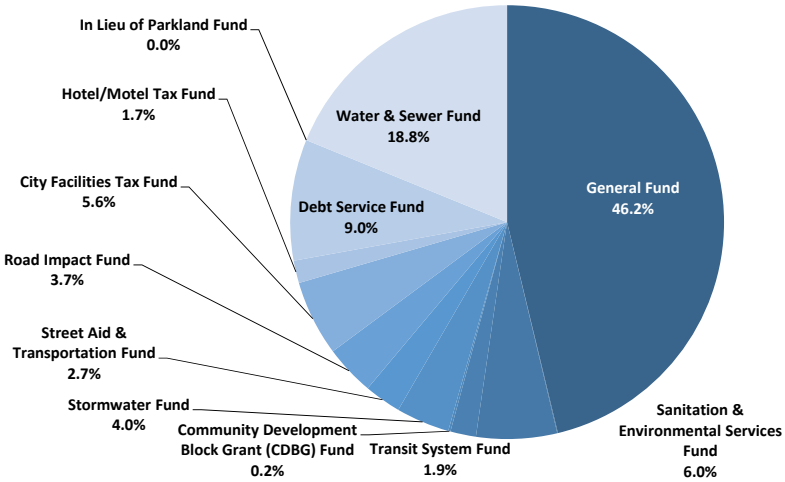
The following page presents a comprehensive picture of all 14 budgeted funds for the City of Franklin, Tennessee.

	Actual 2016 *A*	Actual 2017 *B*	Budget 2018 *C*	Estd 2018 *D*	Budget 2019 *E*	Difference '18 vs. '19 *F (E-C)*	*G (E/C)*
Revenues							
Property Tax	$ 12,872,000	$ 18,023,515	$ 16,393,815	$ 17,678,008	$ 17,273,844	$ 880,029	5.4%
Sales Tax	$ 31,306,367	$ 32,694,269	$ 34,722,480	$ 34,189,851	$ 35,557,339	$ 834,859	2.4%
Other Taxes	$ 7,484,682	$ 9,076,348	$ 13,133,335	$ 14,507,949	$ 11,954,112	$ (1,179,223)	-9.0%
Intergovernmental Tax	$ 20,986,388	$ 23,114,705	$ 19,190,267	$ 17,250,620	$ 19,208,931	$ 18,664	0.1%
Licenses & Permits	$ 19,683,422	$ 17,284,650	$ 16,984,810	$ 14,446,028	$ 15,568,976	$ (1,415,834)	-8.3%
Charges for Services	$ 38,209,785	$ 38,561,076	$ 40,614,268	$ 40,695,007	$ 43,289,710	$ 2,675,442	6.6%
Fines & Fees	$ 845,422	$ 926,595	$ 1,026,035	$ 837,084	$ 850,361	$ (175,674)	-17.1%
Uses of Money & Property	$ 1,066,784	$ 2,292,931	$ 755,667	$ 1,078,430	$ 992,221	$ 236,554	31.3%
Transfers	$ 5,925,840	$ 1,125,000	$ 7,162,408	$ 7,451,551	$ 1,620,691	$ (5,541,717)	-77.4%
Other Revenue	$ 2,512	$ 54,953	$ 6,023,133	$ 6,008,680	$ 5,681,425	$ (341,708)	-5.7%
Total - All Funds Revenues	**$ 138,383,204**	**$ 143,154,042**	**$ 156,006,218**	**$ 154,143,209**	**$ 151,997,610**	**$ (4,008,608)**	**-2.6%**
Expenses							
General Fund	$ 59,759,734	$ 62,506,792	$ 69,377,662	$ 67,355,298	$ 70,550,059	$ 1,172,397	1.7%
Drug Fund	$ 105,011	$ 122,177	$ 259,646	$ 297,646	$ 72,500	$ (187,146)	-72.1%
Sanitation & Environmental Services Fund	$ 8,908,460	$ 8,617,489	$ 8,532,870	$ 8,533,932	$ 9,177,015	$ 644,145	7.5%
Transit System Fund	$ 1,688,509	$ 2,136,228	$ 2,725,829	$ 2,331,624	$ 2,908,885	$ 183,056	6.7%
Community Development Block Grant (CDBG	$ 265,324	$ 230,374	$ 274,000	$ 259,000	$ 250,500	$ (23,500)	-8.6%
Stormwater Fund	$ 2,456,181	$ 2,776,227	$ 6,219,664	$ 3,086,722	$ 6,088,113	$ (131,551)	-2.1%
Street Aid & Transportation Fund	$ 2,399,899	$ 2,799,730	$ 3,145,600	$ 3,145,600	$ 4,194,600	$ 1,049,000	33.3%
Road Impact Fund	$ 2,974,006	$ 6,347,672	$ 7,793,080	$ 7,456,296	$ 5,708,651	$ (2,084,429)	-26.7%
City Facilities Tax Fund	$ 4,627,576	$ 385,393	$ 5,239,100	$ 1,538,780	$ 8,572,354	$ 3,333,254	63.6%
County Facilities Tax Fund	$ -	$ -	$ 900,000	$ 900,000	$ -	$ (900,000)	-100.0%
Hotel/Motel Tax Fund	$ 3,680,208	$ 2,527,880	$ 2,787,655	$ 2,703,330	$ 2,557,059	$ (230,596)	-8.3%
Debt Service Fund	$ 12,772,944	$ 12,896,749	$ 13,965,998	$ 13,572,801	$ 13,764,063	$ (201,935)	-1.4%
In Lieu of Parkland Fund	$ -	$ -	$ 505,402	$ 505,402	$ -	$ (505,402)	-100.0%
Water & Sewer Fund	$ 19,830,917	$ 23,754,920	$ 35,174,581	$ 34,808,185	$ 28,728,752	$ (6,445,829)	-18.3%
Total - All Funds	**$ 119,468,770**	**$ 125,101,631**	**$ 156,901,086**	**$ 146,494,616**	**$ 152,572,551**	**$ (4,328,535)**	**-2.8%**
Personnel	$ 50,880,683	$ 54,101,667	$ 59,306,227	$ 59,638,072	$ 63,277,937	$ 3,971,710	6.70%
Operations	$ 62,888,912	$ 63,599,732	$ 72,318,705	$ 66,033,979	$ 65,767,800	$ (6,550,905)	-9.06%
Capital	$ 5,699,174	$ 7,400,233	$ 25,276,155	$ 20,822,565	$ 23,526,814	$ (1,749,341)	-6.92%
Total - All Funds Expenses	**$ 119,468,770**	**$ 125,101,632**	**$ 156,901,086**	**$ 146,494,616**	**$ 152,572,551**	**$ (4,328,535)**	**-2.8%**
Surplus / (Deficit) All Funds	**$ 18,914,434**	**$ 18,052,411**	**$ (894,867)**	**$ 7,648,593**	**$ (574,940)**		

FY 2019 Revenues



FY 2019 Expenses



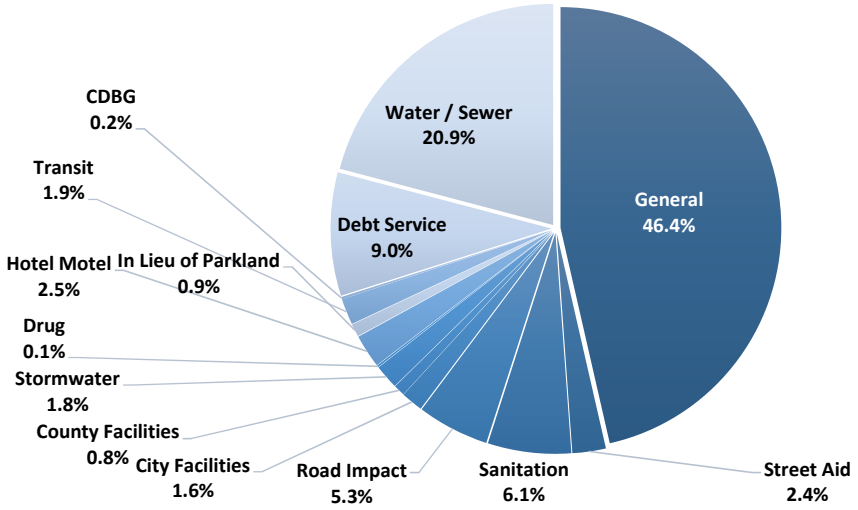
City of Franklin

Revenue Model

Summary (All Funds)

The City of Franklin funds it's operations through a variety of taxes, fees for service, fines and grants. This page shows the total amount of revenues - regardless of fund - proposed to support operations for the City of Franklin in Fiscal Year 2019.

Overall we are projecting all funds revenues of $151.99 Million, $3.8 Million (2.5%) less than the FY 2018 Budget. The largest fund, the General Fund, is forecast to essentially break even. The General Fund is forecast to increase by $1,172,397 (1.7%) over the FY 2019 Budget.



	Actual					Budget	FY 2019 Forecast			
	A	B	C	D	E	F	G	H	I	
Fund	**FY 2013**	**FY 2014**	**FY 2015**	**FY 2016**	**FY 2017**	**FY 2018**	**Low**	**Medium**	**High**	**FY 2019**
General	$ 52,677,369	$ 56,918,504	$ 57,489,269	$ 63,539,872	$ 66,540,349	$ 69,377,662	$ 68,877,806	$ 70,550,059	$ 71,649,276	46.4%
Street Aid	$ 2,309,493	$ 2,494,155	$ 2,396,417	$ 2,486,091	$ 2,928,796	$ 3,342,575	$ 3,426,796	$ 3,711,985	$ 3,482,173	2.4%
Sanitation	$ 7,648,732	$ 7,462,938	$ 8,275,157	$ 9,057,522	$ 8,537,238	$ 8,544,340	$ 9,160,580	$ 9,253,111	$ 9,345,642	6.1%
Road Impact	$ 3,276,075	$ 4,082,685	$ 3,358,555	$ 7,595,878	$ 7,217,613	$ 8,508,560	$ 6,829,135	$ 8,034,276	$ 9,239,417	5.3%
City Facilities	$ 2,624,601	$ 3,855,445	$ 2,482,412	$ 4,886,088	$ 3,850,553	$ 3,852,692	$ 2,326,840	$ 2,449,305	$ 2,571,771	1.6%
County Facilities	$ -	$ -	$ -	$ -	$ 3,488,072	$ 1,250,000	$ 1,187,500	$ 1,250,000	$ 1,312,500	0.8%
Stormwater	$ 2,383,896	$ 2,340,963	$ 2,673,347	$ 2,546,681	$ 2,590,187	$ 2,777,838	$ 2,638,946	$ 2,722,281	$ 2,805,617	1.8%
Drug	$ 86,358	$ 171,821	$ 214,483	$ 325,357	$ 147,740	$ 225,168	$ 220,308	$ 224,586	$ 228,864	0.1%
Hotel Motel	$ 2,470,748	$ 3,242,135	$ 3,293,337	$ 3,564,719	$ 3,721,055	$ 3,598,227	$ 3,672,354	$ 3,744,327	$ 3,816,523	2.5%
In Lieu of Parkland	$ -	$ -	$ 2,494,076	$ 1,931,890	$ 158,172	$ 2,407,178	$ 1,411,200	$ 1,440,000	$ 1,468,800	0.9%
Transit	$ 1,437,191	$ 2,009,347	$ 2,087,408	$ 1,873,659	$ 2,136,228	$ 2,725,829	$ 2,879,796	$ 2,908,885	$ 2,937,974	1.9%
CDBG	$ 192,586	$ 198,920	$ 448,200	$ 330,297	$ 231,452	$ 250,300	$ 252,803	$ 255,306	$ 257,809	0.2%
Debt Service	$ 33,212,371	$ 11,106,967	$ 12,050,577	$ 12,777,235	$ 12,981,946	$ 13,970,998	$ 13,684,617	$ 13,684,617	$ 13,684,617	9.0%
Water / Sewer	$ 21,724,048	$ 22,900,654	$ 25,086,788	$ 27,467,913	$ 28,624,641	$ 35,174,851	$ 30,910,925	$ 31,768,874	$ 32,066,957	20.9%
All Revenues	**$ 130,043,468**	**$ 116,784,534**	**$ 122,350,027**	**$ 138,383,204**	**$ 143,154,042**	**$ 156,006,218**	**$ 147,479,607**	**$ 151,997,610**	**$ 154,867,939**	**100.0%**

		(B-A)	(C-B)	(D-C)	(E-D)	(F-E)	(G-F)	(H-F)	(I-F)
Change Year-over-Year	**$ 27,300,778**	**$ (13,258,934)**	**$ 5,565,493**	**$ 16,033,177**	**$ 4,770,839**	**$ 12,852,176**	**$ (8,526,612)**	**$ (4,008,608)**	**$ (1,138,279)**
	26.6%	**-10.2%**	**4.8%**	**13.1%**	**3.4%**	**9.0%**	**-5.5%**	**-2.6%**	**-0.7%**

Fund Summary: Other Funds - Departmental Summary

	Actual 2016 *A*	Actual 2017 *B*	Budget 2018 *C*	Estd 2018 *D*	Budget 2019 *E*	Difference '18 vs. '19 *F (E-C)*	*G (E/C)*
Public Safety							
Drug Fund							
Opening Balance	$ 295,296	$ 515,642	$ 541,205	$ 541,205	$ 350,559	$ (190,646)	-35.2%
Revenues	$ 325,357	$ 147,740	$ 225,168	$ 107,000	$ 224,586	$ (582)	-0.3%
Expenses							
Personnel	$ -	$ -		$ -		$ -	0.0%
Operations	$ 105,011	$ 122,177	$ 259,646	$ 297,646	$ 72,500	$ (187,146)	-72.1%
Capital	$ -	$ -		$ -		$ -	0.0%
Ending Balance	**$ 515,642**	**$ 541,205**	**$ 506,727**	**$ 350,559**	**$ 502,645**	**$ (4,082)**	**-0.8%**
Community & Economic Development							
Community Development Block Grant (CDBG) Fund							
Opening Balance	$ 20,212	$ 85,185	$ 86,263	$ 86,263	$ 63,263	$ (23,000)	-26.7%
Revenues	$ 330,297	$ 231,452	$ 250,300	$ 236,000	$ 255,306	$ 5,006	2.0%
Expenses							
Personnel	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Surplus / (Deficit) All Funds	$ 265,324	$ 230,374	$ 274,000	$ 259,000	$ 250,500	$ (23,500)	-8.6%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Ending Balance	**$ 85,185**	**$ 86,263**	**$ 62,563**	**$ 63,263**	**$ 68,069**	**$ 5,506**	**8.8%**
Stormwater Fund							
Opening Balance	$ 4,783,235	$ 4,873,735	$ 4,687,695	$ 4,687,695	$ 4,324,344	$ (363,351)	-7.8%
Revenues	$ 2,546,681	$ 2,590,187	$ 2,777,838	$ 2,723,371	$ 2,722,281	$ (55,557)	-2.0%
Expenses							
Personnel	$ 1,177,449	$ 1,345,213	$ 1,552,343	$ 1,669,235	$ 1,668,527	$ 116,184	7.5%
Operations	$ 881,055	$ 1,019,534	$ 1,062,321	$ 917,487	$ 913,586	$ (148,735)	-14.0%
Capital	$ 397,677	$ 411,480	$ 3,605,000	$ 500,000	$ 3,506,000	$ (99,000)	-2.7%
Ending Balance	**$ 4,873,735**	**$ 4,687,695**	**$ 1,245,869**	**$ 4,324,344**	**$ 958,512**	**$ (287,357)**	**-23.1%**
Transit System Fund							
Opening Balance	$ 189,608	$ 374,758	$ 374,758	$ 374,758	$ 374,758	$ -	0.0%
Revenues	$ 1,873,659	$ 2,136,228	$ 2,725,829	$ 2,331,624	$ 2,908,885	$ 183,056	6.7%
Expenses							
Personnel	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Operations	$ 1,574,974	$ 1,890,367	$ 2,360,829	$ 2,167,124	$ 2,508,885	$ 148,056	6.3%
Capital	$ 113,535	$ 245,861	$ 365,000	$ 164,500	$ 400,000	$ 35,000	9.6%
Ending Balance	**$ 374,758**	**$ 374,758**	**$ 374,758**	**$ 374,758**	**$ 374,758**	**$ -**	**0.0%**
Public Works							
Street Aid & Transportation Fund							
Opening Balance	$ 287,224	$ 373,415	$ 502,481	$ 502,481	$ 912,660	$ 410,179	81.6%
Revenues	$ 2,486,090	$ 2,928,796	$ 3,342,575	$ 3,555,779	$ 3,711,985	$ 369,410	11.1%
Expenses							
Personnel	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Operations	$ 2,399,899	$ 2,799,730	$ 3,145,600	$ 3,145,600	$ 4,194,600	$ 1,049,000	33.3%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Ending Balance	**$ 373,415**	**$ 502,481**	**$ 699,457**	**$ 912,660**	**$ 430,045**	**$ (269,412)**	**-38.5%**
Road Impact Fund							
Opening Balance	$ 397,976	$ 5,019,848	$ 5,889,789	$ 5,889,789	$ 6,167,240	$ 277,451	4.7%
Revenues	$ 7,595,878	$ 7,217,613	$ 8,508,560	$ 7,733,747	$ 8,034,276	$ (474,284)	-5.6%
Expenses							
Personnel	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Operations	$ 2,974,006	$ 4,320,672	$ 7,793,080	$ 4,456,296	$ 5,708,651	$ (2,084,429)	-26.7%
Capital	$ -	$ 2,027,000	$ -	$ 3,000,000	$ -	$ -	0.0%
Ending Balance	**$ 5,019,848**	**$ 5,889,789**	**$ 6,605,269**	**$ 6,167,240**	**$ 8,492,865**	**$ 1,887,596**	**28.6%**

Fund Summary: Other Funds - Departmental Summary

	Actual 2016 *A*	Actual 2017 *B*	Budget 2018 *C*	Estd 2018 *D*	Budget 2019 *E*	Difference '18 vs. '19 *F (E-C)*	*G (E/C)*
Public Works							
Sanitation & Environmental Services Fund							
Opening Balance	$ 618,286	$ 767,350	$ 687,099	$ 687,099	$ 967,238	$ 280,139	40.8%
Revenues	$ 9,057,523	$ 8,537,238	$ 8,544,340	$ 8,814,072	$ 9,253,111	$ 708,771	8.3%
Expenses							
Personnel	$ 2,757,882	$ 3,017,836	$ 3,159,605	$ 3,304,325	$ 3,334,622	$ 175,017	5.5%
Operations	$ 6,150,578	$ 5,434,754	$ 5,106,675	$ 5,158,017	$ 5,557,393	$ 450,718	8.8%
Capital	$ -	$ 164,899	$ 266,590	$ 71,590	$ 285,000	$ 18,410	6.9%
Ending Balance	**$ 767,350**	**$ 687,099**	**$ 698,569**	**$ 967,238**	**$ 1,043,334**	**$ 344,765**	**49.4%**
Water & Sewer Fund							
Opening Balance*	$ 18,470,570	$ 26,107,566	$ 30,977,287	$ 30,977,287	$ 31,613,246	$ 635,959	2.1%
Revenues	$ 27,467,913	$ 28,624,641	$ 35,174,851	$ 35,444,144	$ 31,768,874	$ (3,405,977)	-9.7%
Expenses							
Personnel	$ 5,307,251	$ 5,755,052	$ 6,472,350	$ 6,232,463	$ 7,009,483	$ 537,133	8.3%
Operations	$ 13,234,578	$ 14,176,848	$ 16,475,231	$ 16,968,400	$ 14,991,419	$ (1,483,812)	-9.0%
Capital	$ 1,289,088	$ 3,823,020	$ 12,227,000	$ 11,607,322	$ 6,727,850	$ (5,499,150)	-45.0%
Ending Balance*	**$ 26,107,566**	**$ 30,977,287**	**$ 30,977,557**	**$ 31,613,246**	**$ 34,653,368**	**$ 3,675,811**	**11.9%**

**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	$ 6,717,764	$ 6,976,276	$ 10,441,436	$ 10,441,436	$ 13,410,224	$ 2,968,788	28.4%
Revenues	$ 4,886,088	$ 3,850,553	$ 3,852,692	$ 4,507,568	$ 2,449,305	$ (1,403,387)	-36.4%
Expenses							
Personnel	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Operations	$ 1,254,047	$ 167,132	$ 2,596,600	$ 198,780	$ 278,592	$ (2,318,008)	-89.3%
Capital	$ 3,373,529	$ 218,261	$ 2,642,500	$ 1,340,000	$ 8,293,762	$ 5,651,262	213.9%
Ending Balance	**$ 6,976,276**	**$ 10,441,436**	**$ 9,055,028**	**$ 13,410,224**	**$ 7,287,175**	**$ (1,767,853)**	**-19.5%**
County Facilities Tax Fund							
Opening Balance	$ -	$ -	$ 3,488,072	$ 3,488,072	$ 4,483,146	$ 995,074	28.5%
Revenues	$ -	$ 3,488,072	$ 1,250,000	$ 1,895,074	$ 1,250,000	$ -	0.0%
Expenses							
Personnel	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Operations	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Capital	$ -	$ -	$ 900,000	$ 900,000	$ -	$ (900,000)	-100.0%
Ending Balance	**$ -**	**$ 3,488,072**	**$ 3,838,072**	**$ 4,483,146**	**$ 5,733,146**	**$ 1,895,074**	**49.4%**
Hotel/Motel Tax Fund							
Opening Balance	$ 2,749,596	$ 2,634,109	$ 3,827,284	$ 3,827,284	$ 4,935,865	$ 1,108,581	29.0%
Revenues	$ 3,564,721	$ 3,721,055	$ 3,598,227	$ 3,811,911	$ 3,744,327	$ 146,100	4.1%
Expenses							
Personnel	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Operations	$ 3,332,802	$ 2,206,955	$ 2,148,369	$ 2,031,741	$ 2,117,773	$ (30,596)	-1.4%
Capital	$ 347,406	$ 320,925	$ 639,286	$ 671,589	$ 439,286	$ (200,000)	-31.3%
Ending Balance	**$ 2,634,109**	**$ 3,827,284**	**$ 4,637,856**	**$ 4,935,865**	**$ 6,123,133**	**$ 1,485,277**	**32.0%**
Debt Service Fund							
Opening Balance	$ 709	$ 5,000	$ 90,197	$ 90,197	$ 96,700	$ 6,503	7.2%
Revenues	$ 12,777,235	$ 12,981,946	$ 13,970,998	$ 13,579,304	$ 13,684,617	$ (286,381)	-2.0%
Expenses							
Personnel	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Operations	$ 12,772,944	$ 12,896,749	$ 13,965,998	$ 13,572,801	$ 13,764,063	$ (201,935)	-1.4%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Ending Balance	**$ 5,000**	**$ 90,197**	**$ 95,197**	**$ 96,700**	**$ 17,254**	**$ (77,943)**	**-81.9%**

Fund Summary: Other Funds - Departmental Summary

	Actual 2016 *A*	Actual 2017 *B*	Budget 2018 *C*	Estd 2018 *D*	Budget 2019 *E*	Difference '18 vs. '19 *F (E-C)*	*G (E/C)*
In Lieu of Parkland Fund							
Opening Balance	$ 2,494,076	$ 4,425,966	$ 4,584,138	$ 4,584,138	$ 4,747,851	$ 163,713	3.6%
Revenues	$ 1,931,890	$ 158,172	$ 2,407,178	$ 669,115	$ 1,440,000	$ (967,178)	-40.2%
Expenses							
Personnel	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Operations	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Capital	$ -	$ -	$ 505,402	$ 505,402	$ -	$ (505,402)	-100.0%
Ending Balance	**$ 4,425,966**	**$ 4,584,138**	**$ 6,485,914**	**$ 4,747,851**	**$ 6,187,851**	**$ (298,063)**	**-4.6%**

Fund Summary

The schedule below shows changes in fund balance for all 14 funds actively budgeted for by the City of Franklin from FY 2017 through FY 2019.

	Governmental Funds													Enterprise	All Funds
		Special Revenue Funds													
	General	Street Aid & Trans.	Sanitation & Env. Serv.	Road Impact	City Facilities Tax	County Facilities Tax	Storm Water	Drug	Hotel/ Motel	Transit	CDBG	Debt Service	In Lieu of Parkland	Water & Sewer	Total
2017 Actual *(Audited)*															
Beginning Fund Balance	$ 39,249,586	$ 373,415	$ 767,350	$ 5,019,848	$ 6,976,276	$ -	$ 4,873,735	$ 515,642	$ 2,634,109	$ 374,758	$ 85,185	$ 5,000	$ 4,425,966	$ 26,107,566	**$ 91,408,436**
+ Revenues	$ 66,540,349	$ 2,928,796	$ 8,537,238	$ 7,217,613	$ 3,850,553	$ 3,488,072	$ 2,590,187	$ 147,740	$ 3,721,055	$ 2,136,228	$ 231,452	$ 12,981,946	$ 158,172	$ 28,624,641	**$ 143,154,042**
- Expenses	$ (62,506,793)	$ (2,799,730)	$ (8,617,489)	$ (6,347,672)	$ (385,393)	$ -	$ (2,776,227)	$ (122,177)	$ (2,527,880)	$ (2,136,228)	$ (230,374)	$ (12,896,749)	$ -	$ (23,754,920)	**$ (125,101,632)**
Ending Fund Balance	**$ 43,283,142**	**$ 502,481**	**$ 687,099**	**$ 5,889,789**	**$ 10,441,436**	**$ 3,488,072**	**$ 4,687,695**	**$ 541,205**	**$ 3,827,284**	**$ 374,758**	**$ 86,263**	**$ 90,197**	**$ 4,584,138**	**$ 30,977,287**	**$ 109,460,846**
2018 Estimated *(Unaudited)*															
Beginning Fund Balance	$ 43,283,142	$ 502,481	$ 687,099	$ 5,889,789	$ 10,441,436	$ 3,488,072	$ 4,687,695	$ 541,205	$ 3,827,284	$ 374,758	$ 86,263	$ 90,197	$ 4,584,138	$ 30,977,287	**$ 109,460,846**
+ Revenues															
Property Tax	$ 8,453,526	$ 972,941										$ 8,251,541			**$ 17,678,008**
Sales Tax	$ 34,189,851														**$ 34,189,851**
Other Taxes	$ 4,359,319				$ 4,461,645	$ 1,895,074			$ 3,791,911						**$ 14,507,949**
Intergovernmental Tax	$ 12,095,203	$ 2,580,725	$ -							$ 1,435,641	$ 235,000	$ 904,051			**$ 17,250,620**
Licenses & Permits	$ 6,073,225			$ 7,633,747			$ 69,941						$ 669,115		**$ 14,446,028**
Charges for Services	$ 72,812		$ 8,183,813				$ 2,578,314			$ 129,822				$ 29,730,246	**$ 40,695,007**
Fines & Fees	$ 678,968						$ 59,116	$ 99,000							**$ 837,084**
Uses of Money & Property	$ 602,318	$ 2,113	$ 130,259	$ 100,000	$ 45,923		$ 16,000	$ 3,000	$ 20,000	$ 13,440	$ 1,000	$ 5,000		$ 139,377	**$ 1,078,430**
Transfers	$ 2,147,030													$ 5,304,521	**$ 7,451,551**
Other Revenue	$ 62,247		$ 500,000					$ 5,000		$ 752,721		$ 4,418,712		$ 270,000	**$ 6,008,680**
Total	**$ 68,734,500**	**$ 3,555,779**	**$ 8,814,072**	**$ 7,733,747**	**$ 4,507,568**	**$ 1,895,074**	**$ 2,723,371**	**$ 107,000**	**$ 3,811,911**	**$ 2,331,624**	**$ 236,000**	**$ 13,579,304**	**$ 669,115**	**$ 35,444,144**	**$ 154,143,209**
- Expenditures															
Personnel	$ (48,432,049)		$ (3,304,325)				$ (1,669,235)							$ (6,232,463)	**$ (59,638,072)**
Operations	$ (16,861,087)	$ (3,145,600)	$ (5,158,017)	$ (4,456,296)	$ (198,780)		$ (917,487)	$ (297,646)	$ (2,031,741)	$ (2,167,124)	$ (259,000)	$ (13,572,801)	$ -	$ (16,968,400)	**$ (66,033,979)**
Capital	$ (2,062,162)		$ (71,590)	$ (3,000,000)	$ (1,340,000)	$ (900,000)	$ (500,000)		$ (671,589)	$ (164,500)			$ (505,402)	$ (11,607,322)	**$ (20,822,565)**
Total Expenditures	**$ (67,355,298)**	**$ (3,145,600)**	**$ (8,533,932)**	**$ (7,456,296)**	**$ (1,538,780)**	**$ (900,000)**	**$ (3,086,722)**	**$ (297,646)**	**$ (2,703,330)**	**$ (2,331,624)**	**$ (259,000)**	**$ (13,572,801)**	**$ (505,402)**	**$ (34,808,185)**	**$ (146,494,616)**
Ending Fund Balance	**$ 44,662,343**	**$ 912,660**	**$ 967,239**	**$ 6,167,240**	**$ 13,410,224**	**$ 4,483,146**	**$ 4,324,344**	**$ 350,559**	**$ 4,935,865**	**$ 374,758**	**$ 63,263**	**$ 96,700**	**$ 4,747,851**	**$ 31,613,246**	**$ 117,109,438**
2019 Budget															
Beginning Fund Balance	$ 44,662,343	$ 912,660	$ 967,239	$ 6,167,240	$ 13,410,224	$ 4,483,146	$ 4,324,344	$ 350,559	$ 4,935,865	$ 374,758	$ 63,263	$ 96,700	$ 4,747,851	$ 31,613,246	**$ 117,109,438**
+ Revenues															
Property Tax	$ 7,651,612	$ 1,002,130										$ 8,620,102			**$ 17,273,844**
Sales Tax	$ 35,557,339														**$ 35,557,339**
Other Taxes	$ 4,539,801				$ 2,430,484	$ 1,250,000			$ 3,733,827						**$ 11,954,112**
Intergovernmental Tax	$ 13,604,342	$ 2,707,855								$ 1,771,014	$ 255,000	$ 870,720			**$ 19,208,931**
Licenses & Permits	$ 6,017,123			$ 7,984,276			$ 127,577						$ 1,440,000		**$ 15,568,976**
Charges for Services	$ 126,623		$ 9,103,559				$ 2,542,786			$ 143,000				$ 31,373,742	**$ 43,289,710**
Fines & Fees	$ 608,771						$ 41,718	$ 199,872							**$ 850,361**
Uses of Money & Property	$ 608,834	$ 2,000	$ 149,552	$ 50,000	$ 18,821		$ 10,200	$ 2,176	$ 10,500	$ 9,700	$ 306	$ 5,000		$ 125,132	**$ 992,221**
Transfers	$ 1,620,691														**$ 1,620,691**
Other Revenue	$ 214,921							$ 22,538		$ 985,171		$ 4,188,795		$ 270,000	**$ 5,681,425**
Total	**$ 70,550,059**	**$ 3,711,985**	**$ 9,253,111**	**$ 8,034,276**	**$ 2,449,305**	**$ 1,250,000**	**$ 2,722,281**	**$ 224,586**	**$ 3,744,327**	**$ 2,908,885**	**$ 255,306**	**$ 13,684,617**	**$ 1,440,000**	**$ 31,768,874**	**$ 151,997,610**
- Expenditures															
Personnel	$ (51,265,305)	$ -	$ (3,334,622)	$ -	$ -	$ -	$ (1,668,527)	$ -	$ -	$ -	$ -	$ -	$ -	$ (7,009,483)	**$ (63,277,937)**
Operations	$ (15,409,838)	$ (4,194,600)	$ (5,557,393)	$ (5,708,651)	$ (278,592)	$ -	$ (913,586)	$ (72,500)	$ (2,117,773)	$ (2,508,885)	$ (250,500)	$ (13,764,063)	$ -	$ (14,991,419)	**$ (65,767,800)**
Capital	$ (3,874,916)	$ -	$ (285,000)	$ -	$ (8,293,762)	$ -	$ (3,506,000)	$ -	$ (439,286)	$ (400,000)	$ -	$ -	$ -	$ (6,727,850)	**$ (23,526,814)**
Total Expenditures	**$ (70,550,059)**	**$ (4,194,600)**	**$ (9,177,015)**	**$ (5,708,651)**	**$ (8,572,354)**	**$ -**	**$ (6,088,113)**	**$ (72,500)**	**$ (2,557,059)**	**$ (2,908,885)**	**$ (250,500)**	**$ (13,764,063)**	**$ -**	**$ (28,728,752)**	**$ (152,572,551)**
Ending Fund Balance	**$ 44,662,343**	**$ 430,045**	**$ 1,043,334**	**$ 8,492,865**	**$ 7,287,175**	**$ 5,733,146**	**$ 958,512**	**$ 502,645**	**$ 6,123,133**	**$ 374,758**	**$ 68,069**	**$ 17,254**	**$ 6,187,851**	**$ 34,653,368**	**$ 116,534,497**
***Surplus / (Deficit) All Funds**	**$ -**	**$ (482,615)**	**$ 76,095**	**$ 2,325,625**	**$ (6,123,049)**	**$ 1,250,000**	**$ (3,365,832)**	**$ 152,086**	**$ 1,187,268**	**$ -**	**$ 4,806**	**$ (79,446)**	**$ 1,440,000**	**$ 3,040,122**	**$ (574,940)**
***Change (%) 2018 vs. 2019**	**0.0%**	**-52.9%**	**7.9%**	**37.7%**	**-45.7%**	**27.9%**	**-77.8%**	**43.4%**	**24.1%**	**0.0%**	**7.6%**	**-82.2%**	**30.3%**	**9.6%**	**-0.5%**

**Note: Changes in fund balances reflect 2019 budget to 2018 estimated; changes shown on the "Other Funds Dept. Summary" on the previous pages reflect 2018 budget vs. 2019 budget.*

Fund Matrix

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

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

Fund Summary

Fund Balance Levels and Reserves

The City of Franklin takes pride in its financial strength, and a large part of that strength results from an unusually high fund balance. Fund balance represents the accumulation of funds which remain unspent after all budgeted expenditures have been made. The City has been able to maintain a fund balance level that is almost double the average reserves of a triple-A (Aaa) rated city, according to both Moody's Investor Services and Standard & Poors.

Unreserved fund balances (those reserved funds that are not set aside for a specific purpose) equal to or greater than 50% of annual revenues had been maintained for almost two decades. Beginning in fiscal year 2006, the City recognized that unreserved fund balance overstated the security of City's position. Until that time, there were no reserves for claims from the City's self-insured health insurance program for employees and retirees. Nor were there reserves for potential costs derived from property, casualty, or liability claims.

Beginning in January of 2009, the City engaged Public Financial Management (PFM), an independent financial advisory firm, to assist in developing financial policies that would lead to a long range financial plan. The first of those policies, a fund balance reserve policy, was adopted by the Board of Mayor & Aldermen in May. This is the first building block in determining the ability of the City to maintain fiscal stability while undertaking capital projects in a sound and logical method. The policy in its entirety is included in this document as Appendix D.

The fund balance policy outlines the variety of reserves that a sustainable city should consider, including reserves for insurance, retiree health benefits, working capital, emergencies and natural disasters. The policy establishes a Financial Stabilization account comprised of seven components: reserves for contingencies, emergencies, cash flow stabilization, debt service, and insurance, retiree health benefits, and, most recently, capital reserves. The City's goal is to maintain this account at a level equal to thirty-three percent (33%) of budgeted General Fund expenditures. For 2018-19, this reserve would be $23,281,519, based on budgeted expenditures of $70,550,059.

While the City fund balances greatly exceed this level, the importance of establishing and ratifying guidelines cannot be overestimated. The formal policy puts in place a baseline for reserves that should hold firm through future years. As the General Fund budget grows in size, an ever larger amount of reserves are required to maintain the same percentage as in prior years. Growth in the size of the City budget will require that reserves be augmented as the City continues its natural expansion.

Fund Summary

Fund Balance Levels and Reserves

The chart below shows the reserve breakdown for the General Fund for actual FY 2017 results, the amended FY 2018 budget, and the proposed FY 2019 budget.*

Fund Name		Required Percentage	Target %	Actual FY17$	Budget FY18$	Budget FY19$
Reserve Fund	(mandated by law)	0%		$ -	$ -	$ -
				$ -	$ -	$ -
	(ordained by BOMA)	0%		$ -	$ -	$ -
				$ -	$ -	$ -
Undesignated/Unreserved fund		0%		$ -	$ -	$ -
Financial Stabilization Account		33%		$ 22,481,966	$ 22,894,628	$ 23,281,519
	Contingency Subaccount		5%	$ 3,406,358	$ 3,468,883	$ 3,527,503
	Emergency Subaccount		5%	$ 3,406,358	$ 3,468,883	$ 3,527,503
	Cash Flow Stabilization Subaccount		14%	$ 9,537,804	$ 9,712,873	$ 9,877,008
	Debt Service Subaccount		3%	$ 2,043,815	$ 2,081,330	$ 2,116,502
	Insurance Reserve Subaccount		4%	$ 2,725,087	$ 2,775,106	$ 2,822,002
	OPEB* Subaccount		2%	$ 1,362,543	$ 1,387,553	$ 1,411,001
Supplemental Reserve Account						
	variance between 33% & 45% =	12%		$ 8,175,260	$ 8,325,319	$ 8,466,007
Capital Funding Account		>45%		$ 9,342,283	$ 13,442,396	$ 12,914,817
	Invest Franklin Cash Balance 2017			$ 2,968,915	$ 2,968,915	$ 2,968,915
	Invest Franklin Cash Balance 2018			$ -	$ 1,595,720	$ 1,595,720
	Invest Franklin Cash Balance 2019			$ -	$ -	$ 1,594,442
	Total Invest Franklin Cash Balance			$ 2,968,915	$ 4,564,635	$ 6,159,077
	General Capital Funding Account			$ 6,373,369	$ 8,877,762	$ 6,755,741
			General Fund Budget Amount =	*$ 68,127,169*	*$ 69,377,662*	*$ 70,550,059*
			Net Fund Balance Amount =	*$ 39,999,509*	*$ 44,662,344*	*$ 44,662,344*

FY 2017 Actual Calculation for Net Fund Balance Amount:		
	Gross:	***$ 43,283,142***
Less:	*Non-spendable (inventory and prepaids)*	*$ (2,223,101)*
Less:	*Net Capital Funding-2017 Budget*	*$ (1,060,532)*
		$ 39,999,509

**Note: Capital Funding Account balance and Fund Balance Amounts for Budget FY 2018 and Budget FY 2019 numbers are inclusive of full amount of year-end close and final FY 2018 budget amendments. It is likely ending fund balance amounts will be higher due to added revenues and/or lower transfer amounts to other funds.*

General Fund Summary

Introduction

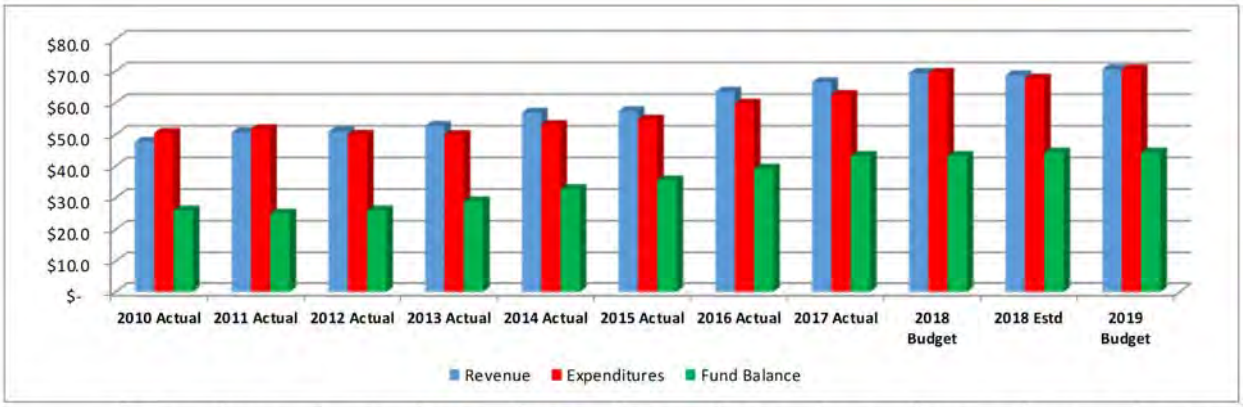
The general fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks. Although not the only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

As proposed, fund balance equal to approximately 63.3% of annual expenditures is maintained at fiscal year-end 2018-19. This is in compliance with the Board's adopted reserve policy, which establishes a minimum benchmark of 33%.

General Fund Performance - FY 2015-2019

	Actual 2015	Actual 2016	Actual 2017	Budget 2018	Estimated 2018	Budget 2019
Beginning Fund Balance	**$32,714,451**	**$35,469,449**	**$39,249,587**	**$43,283,142**	**$ 43,283,142**	**$44,662,344**
+ Total GF Revenue	$57,489,269	$63,539,872	$66,540,349	$69,377,662	$ 68,734,500	$70,550,059
- Total GF Expenditures	$54,734,271	$59,759,734	$62,506,793	$69,377,662	$ 67,355,298	$70,550,059
Ending Fund Balance	**$35,469,449**	**$39,249,587**	**$43,283,142**	**$43,283,142**	**$ 44,662,344**	**$44,662,344**
***Percent of Total Annual Revenues	61.7%	61.8%	65.0%	62.4%	65.0%	63.3%
***Percent of Total Annual Expenditures	64.8%	65.7%	69.2%	62.4%	66.3%	63.3%

General Fund Performance – Ten Year Trend



	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Budget	2018 Estd	2019 Budget
Revenue	$ 47.7	$ 50.7	$ 50.9	$ 52.7	$ 56.9	$ 57.4	$ 63.5	$ 66.5	$ 69.4	$ 68.7	$ 70.6
Expenditures	$ 50.5	$ 51.7	$ 49.9	$ 49.8	$ 53.0	$ 54.7	$ 59.7	$ 62.5	$ 69.4	$ 67.6	$ 70.6
Fund Balance	$ 26.0	$ 25.0	$ 26.0	$ 28.9	$ 32.8	$ 35.5	$ 39.2	$ 43.2	$ 43.2	$ 44.3	$ 44.3

Note: Amounts above are in millions of dollars.

General Fund Summary

Introduction

The 2018-2019 general fund budget has total estimated revenue available of $70,550,059. In comparison to 2017-18 budget, estimated annual revenues for fiscal year 2018-19 are up 1.7%, and up 6.0% overall compared to the actual revenue for the fiscal year 2016-17. The local option sales tax continues to be the single largest source of revenue for the City, at 50.4% of the general fund total. For FY 2019, we project a growth rate above estimated FY 2018 collections of 4% for this major revenue stream, lower than in years past.

The local share of state taxes represents allocations of state sales and other taxes on a per capita basis, except for the state income tax on dividends and interest, which is shared on a point of collection basis. These state shared taxes represent 16.7% of estimated general fund revenues. This percentage will continue to fall as time goes on as a result of the decision of the legislature to eliminate the Hall Income Tax over the next several fiscal years.

Property tax is the next largest source of revenue representing 10.9% of the general fund total. No change in the property tax rate is being proposed in this budget.

With the balance of revenues from all other sources, the City needs to continue to focus on opportunities and options for further diversification of our sources and types of revenue within the general fund. The dependence on one revenue source, the local sales tax, at a level of greater than 40% is a concern. Given the fact that sales tax is highly sensitive to fluctuations in the economy, it could impact the City's ability to maintain stability during tough economic times. The City is fortunate that it has healthy reserves and has now put in place a strong reserve policy. The City's revenue structure will continue to be an issue for consideration by the Board as it plans beyond the immediate budget year.

Expenditures

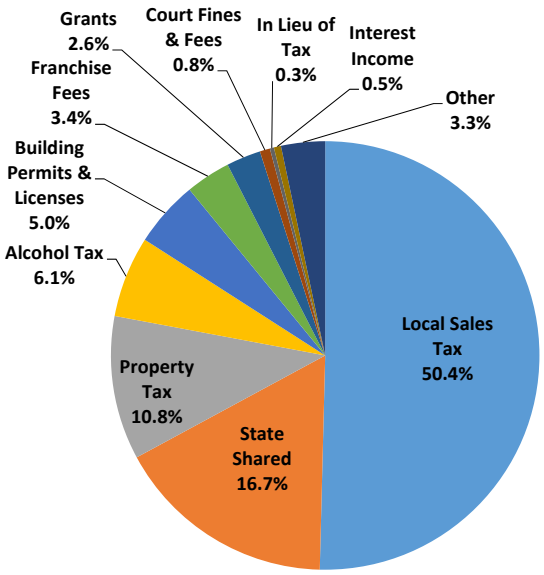
Total estimated general fund expenditures are $70,559,059. Total expenditures for fiscal year 2018-19 are up approximately 2.1% compared to the 2017-18 budget and up 12.8% compared to 2016-17 actual results. Within the approved budget, 69.6% is dedicated to employee wages and benefits, 24.4% to operational costs and 6.0% 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.

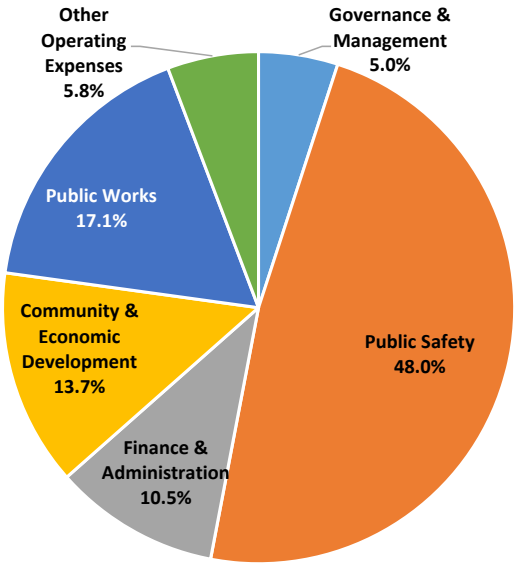
General Fund - Departmental Summary

	Actual 2016 *A*	Actual 2017 *B*	Budget 2018 *C*	Estd 2018 *D*	Budget 2019 *E*	Difference '18 vs. '19 *F (E-C)*	*G (E/C)*
Revenues							
Local Sales Tax	$ 31,309,367	$ 32,694,269	$ 34,722,480	$ 34,189,851	$ 35,557,339	$ 834,859	2.4%
State Shared	$ 14,984,293	$ 12,988,735	$ 12,175,044	$ 12,175,044	$ 11,788,310	$ (386,734)	-3.2%
Property Tax	$ 4,973,334	$ 9,695,390	$ 6,791,113	$ 8,453,526	$ 7,651,612	$ 860,499	12.7%
Alcohol Tax	$ 3,926,711	$ 4,021,089	$ 4,147,690	$ 4,147,690	$ 4,321,823	$ 174,133	4.2%
Building Permits & Licenses	$ 2,850,548	$ 2,933,744	$ 3,393,896	$ 3,393,896	$ 3,527,354	$ 133,459	3.9%
Franchise Fees	$ 2,255,565	$ 2,230,782	$ 2,323,232	$ 2,323,232	$ 2,392,929	$ 69,697	3.0%
Grants	$ 1,612,487	$ 263,231	$ 1,949,098	$ 269,098	$ 1,829,190	$ (119,908)	-6.2%
Court Fines & Fees	$ 475,060	$ 518,823	$ 602,908	$ 482,326	$ 542,617	$ (60,291)	-10.0%
In Lieu of Tax	$ 326,438	$ 298,347	$ 211,630	$ 211,630	$ 217,979	$ 6,349	3.0%
Interest Income	$ 191,631	$ 108,152	$ 321,877	$ 349,513	$ 384,464	$ 62,587	19.4%
Other	$ 634,439	$ 787,787	$ 2,738,695	$ 2,738,695	$ 2,336,442	$ (402,253)	-14.7%
Total - General Fund Revenues	**$ 63,539,872**	**$ 66,540,349**	**$ 69,377,662**	**$ 68,734,500**	**$ 70,550,059**	**$ 1,172,397**	**1.7%**
Expenses							
Governance & Management	$ 2,895,391	$ 2,970,433	$ 3,549,389	$ 3,631,199	$ 3,536,628	$ (12,761)	-0.4%
Public Safety	$ 29,181,019	$ 32,261,879	$ 34,051,558	$ 34,659,173	$ 33,856,562	$ (194,995)	-0.6%
Finance & Administration	$ 6,259,679	$ 6,864,420	$ 7,662,025	$ 7,291,169	$ 7,395,136	$ (266,889)	-3.5%
Community & Economic Development	$ 5,489,508	$ 6,207,011	$ 9,180,796	$ 7,293,008	$ 9,664,033	$ 483,237	5.3%
Public Works	$ 9,671,460	$ 10,481,168	$ 12,118,233	$ 11,904,879	$ 12,031,583	$ (86,650)	-0.7%
Other Operating Expenses	$ 6,262,677	$ 3,721,881	$ 2,815,661	$ 2,575,871	$ 4,066,116	$ 1,250,455	44.4%
Total - General Fund Expenses	**$ 59,759,734**	**$ 62,506,792**	**$ 69,377,662**	**$ 67,355,298**	**$ 70,550,059**	**$ 1,172,397**	**1.7%**
General Fund Expenditures (by major category)							
Personnel	$ 41,638,101	$ 43,983,566	$ 48,121,929	$ 48,432,049	$ 51,265,305	$ 3,143,376	6.5%
Operations	$ 17,943,694	$ 18,334,440	$ 17,130,356	$ 16,861,087	$ 15,409,838	$ (1,720,518)	-10.0%
Capital	$ 177,939	$ 188,787	$ 4,125,377	$ 2,062,162	$ 3,874,916	$ (250,461)	-6.1%
Total - General Fund Expenses	**$ 59,759,734**	**$ 62,506,793**	**$ 69,377,662**	**$ 67,355,298**	**$ 70,550,059**	**$ 1,172,397**	**1.7%**
Surplus / (Deficit)	**$ 3,780,138**	**$ 4,033,556**	**$ 0**	**$ 1,379,202**	**$ 0**		

FY 2019 General Fund - Major Revenues



FY 2019 General Fund - Major Expenses



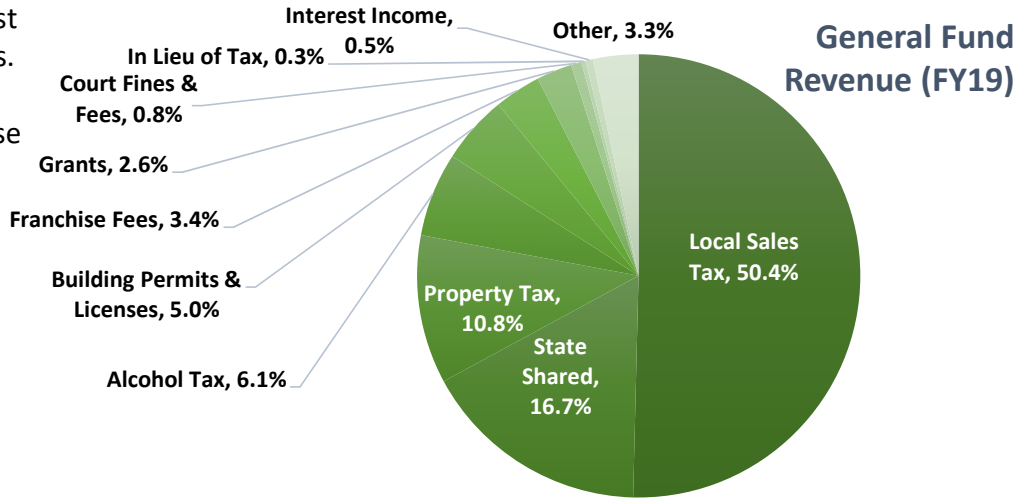
City of Franklin

Revenue Model

Summary (General Fund) — **Percent of All Revenues** **46.4%**

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 over 40 individual revenue sources, this analysis focuses on the Top 10 revenue sources, which comprise nearly 99% of the total as of FY 2019.

For FY 2019, we are projecting a net increase of 2.1% over FY 2018.



Top Ten Revenue Categories	Actual					Budget	FY 2019 Forecast		
	A	*B*	*C*	*D*	*E*	*F*	*G*	*H*	*I*
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High
Local Sales Tax	$ 25,995,733	$ 27,254,742	$ 28,943,994	$ 31,309,367	$ 32,694,269	$ 34,722,480	$ 35,044,596	$ 35,557,339	$ 35,642,919
State Shared	$ 9,906,104	$ 10,677,057	$ 12,796,277	$ 14,984,293	$ 12,988,735	$ 12,175,044	$ 11,325,015	$ 11,788,310	$ 12,144,957
Property Tax	$ 6,457,052	$ 6,266,420	$ 5,546,050	$ 4,973,334	$ 9,695,390	$ 6,791,113	$ 7,126,603	$ 7,651,612	$ 8,128,317
Alcohol Tax	$ 3,323,302	$ 3,373,143	$ 3,630,037	$ 3,926,711	$ 4,021,089	$ 4,147,690	$ 4,280,346	$ 4,321,823	$ 4,363,300
Building Permits & Licenses	$ 1,592,736	$ 2,088,774	$ 2,208,560	$ 2,850,548	$ 2,933,744	$ 3,393,896	$ 3,493,437	$ 3,527,354	$ 3,561,271
Franchise Fees	$ 2,174,803	$ 2,449,724	$ 2,462,903	$ 2,255,565	$ 2,230,782	$ 2,323,232	$ 2,369,697	$ 2,392,929	$ 2,416,161
Grants	$ 1,353,926	$ 520,921	$ 289,382	$ 1,612,487	$ 263,231	$ 1,949,098	$ 1,829,190	$ 1,829,190	$ 1,829,190
Court Fines & Fees	$ 738,785	$ 657,229	$ 586,479	$ 475,060	$ 518,823	$ 602,908	$ 512,472	$ 542,617	$ 594,361
In Lieu of Tax	$ 339,808	$ 325,018	$ 326,887	$ 326,438	$ 298,347	$ 211,630	$ 215,862	$ 217,979	$ 220,095
Interest Income	$ 166,679	$ 189,013	$ 145,098	$ 191,631	$ 108,152	$ 321,877	$ 354,064	$ 384,464	$ 402,345
Top Ten Revenue Sources	$ 52,048,928	$ 53,802,041	$ 56,935,668	$ 62,905,433	$ 65,752,562	$ 66,638,967	$ 66,551,282	$ 68,213,616	$ 69,302,916
Other	$ 628,441	$ 3,116,463	$ 553,601	$ 634,439	$ 787,787	$ 2,738,695	$ 2,326,525	$ 2,336,442	$ 2,346,360
Total General Fund Revenues	**$ 52,677,369**	**$ 56,918,504**	**$ 57,489,269**	**$ 63,539,872**	**$ 66,540,349**	**$ 69,377,662**	**$ 68,877,806**	**$ 70,550,059**	**$ 71,649,276**

		(B-A)	*(C-B)*	*(D-C)*	*(E-D)*	*(F-E)*	*(G-F)*	*(H-F)*	*(I-F)*
Change Year-over-Year	**$ 862,784**	**$ 4,241,135**	**$ 570,765**	**$ 6,050,603**	**$ 3,000,477**	**$ 5,837,790**	**$ (499,856)**	**$ 1,172,396**	**$ 2,271,613**
	1.7%	**8.1%**	**1.0%**	**10.5%**	**4.7%**	**9.2%**	**-0.7%**	**1.7%**	**3.3%**

City of Franklin

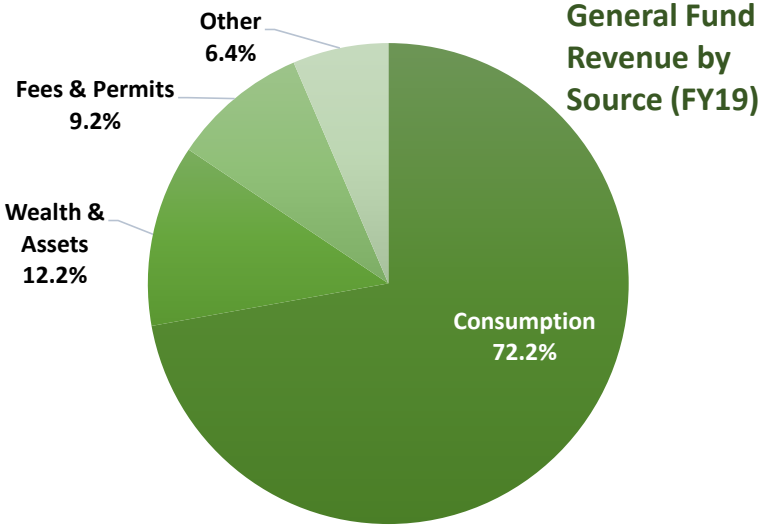
Revenue Model

Summary (General Fund) | **Percent of All Revenues** | **46.4%**

The City of Franklin relies upon a variety of different sources to fund general operations, but essentially there are only four sources of revenue: taxes on consumption, taxes derived from wealth & assets, permitting & fees for services, and "Other."

The largest category - by far - are revenues derived from the consumption of goods and services. This source - taxes on retail sales and alcohol consumption - comprises over three of every four dollars the City receives for the General Fund. All other sources - wealth & assets (property & income taxes), fees & permits (proceeds from permits, fees & licenses recovered for City services provided), and other (in lieu of taxes, earned interest income, grants and miscellaneous revenue) - make up only one out of every four dollars received. This heavy reliance on consumption taxes will increase with the gradual repeal of the Hall Income Tax, beginning in FY2017 and ending in FY2021.

Heavy dependency on consumption taxes places the City in a vulnerable position during downturns in the business cycle and economic retrenchments, such as the financial events of the 2007-2009 period. City revenue dropped by over 15% within twelve months, requiring extreme measures to continue critical services to the citizenry.



Top Ten Revenue Categories						Budget	FY 2019 Forecast		
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High
Consumption	**$ 37,895,674**	**$ 39,308,908**	**$ 42,289,111**	**$ 45,726,797**	**$ 48,235,444**	**$ 50,045,214**	**$ 50,149,957**	**$ 50,917,472**	**$ 51,151,176**
Local Sales Tax	$ 25,995,733	$ 27,254,742	$ 28,943,994	$ 31,309,367	$ 32,694,269	$ 34,722,480	$ 35,044,596	$ 35,557,339	$ 35,642,919
State Shared	$ 8,576,639	$ 8,681,023	$ 9,715,080	$ 10,490,719	$ 11,520,085	$ 11,175,044	$ 10,825,015	$ 11,038,310	$ 11,144,957
Alcohol Tax	$ 3,323,302	$ 3,373,143	$ 3,630,037	$ 3,926,711	$ 4,021,089	$ 4,147,690	$ 4,280,346	$ 4,321,823	$ 4,363,300
Wealth & Assets	**$ 8,126,325**	**$ 8,587,472**	**$ 8,954,134**	**$ 11,611,125**	**$ 11,462,386**	**$ 8,002,743**	**$ 7,842,466**	**$ 8,619,591**	**$ 9,348,412**
Property Tax	$ 6,457,052	$ 6,266,420	$ 5,546,050	$ 6,791,113	$ 9,695,390	$ 6,791,113	$ 7,126,603	$ 7,651,612	$ 8,128,317
Hall Income Tax	$ 1,329,465	$ 1,996,034	$ 3,081,197	$ 4,493,574	$ 1,468,649	$ 1,000,000	$ 500,000	$ 750,000	$ 1,000,000
In Lieu of Tax	$ 339,808	$ 325,018	$ 326,887	$ 326,438	$ 298,347	$ 211,630	$ 215,862	$ 217,979	$ 220,095
Fees & Permits	**$ 4,506,324**	**$ 5,195,727**	**$ 5,257,943**	**$ 5,581,173**	**$ 5,683,349**	**$ 6,320,034**	**$ 6,375,605**	**$ 6,462,900**	**$ 6,571,793**
Franchise Fees	$ 2,174,803	$ 2,449,724	$ 2,462,903	$ 2,255,565	$ 2,230,782	$ 2,323,232	$ 2,369,697	$ 2,392,929	$ 2,416,161
Building Permits & Licenses	$ 1,592,736	$ 2,088,774	$ 2,208,560	$ 2,850,548	$ 2,933,744	$ 3,393,896	$ 3,493,437	$ 3,527,354	$ 3,561,271
Court Fines & Fees	$ 738,785	$ 657,229	$ 586,479	$ 475,060	$ 518,823	$ 602,908	$ 512,472	$ 542,617	$ 594,361
Other	**$ 2,149,046**	**$ 3,826,397**	**$ 988,081**	**$ 2,438,557**	**$ 1,159,171**	**$ 5,009,670**	**$ 4,509,778**	**$ 4,550,096**	**$ 4,577,895**
Grants	$ 1,353,926	$ 520,921	$ 289,382	$ 1,612,487	$ 263,231	$ 1,949,098	$ 1,829,190	$ 1,829,190	$ 1,829,190
Interest Income	$ 166,679	$ 189,013	$ 145,098	$ 191,631	$ 108,152	$ 321,877	$ 354,064	$ 384,464	$ 402,345
Other	$ 628,441	$ 3,116,463	$ 553,601	$ 634,439	$ 787,787	$ 2,738,695	$ 2,326,525	$ 2,336,442	$ 2,346,360
Total General Fund Revenues	**$ 52,677,369**	**$ 56,918,504**	**$ 57,489,269**	**$ 65,357,651**	**$ 66,540,349**	**$ 69,377,662**	**$ 68,877,806**	**$ 70,550,059**	**$ 71,649,276**

City of Franklin

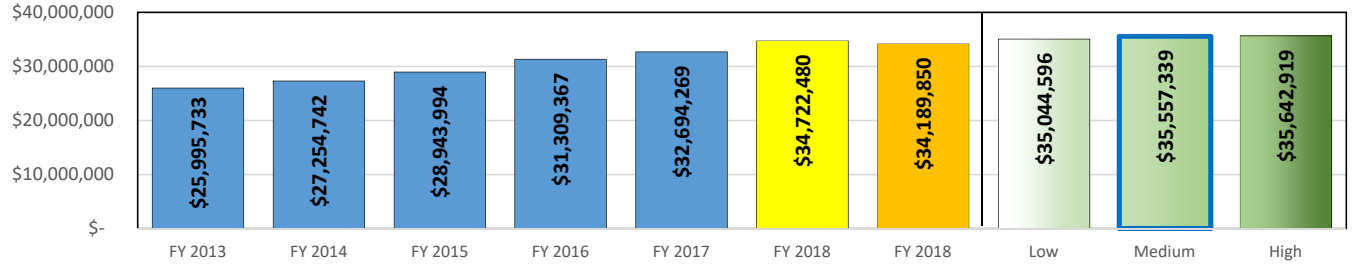
Revenue Model

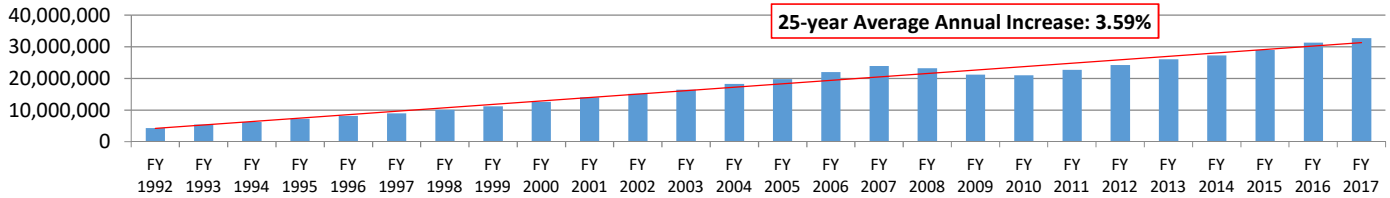
Fund:	General Fund	Category:	Local Sales Tax	Percent of Total General Fund Revenues	50.4%

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 2.25% local sales tax, which is below the 2.75% allowed by State law. Local sales tax revenue is shared equally with education, which is provided by Williamson County Schools and the Franklin Special School District.

Although sales tax collections have increased year over year since the end of the Great recession, the rate of growth is slowing. This is being experienced by both the State of Tennessee and the City. As a result of slowing rates of growth, we are recommending a growth rate of only 3.75% this year for FY 2019.

Local Sales Tax Revenue FY 2013-2019 & 25-Year History





	Actual					Budget	Projected	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2018	Low	Medium	High	
% yr/yr.	7.4%	4.8%	6.2%	8.2%	4.4%	6.2%	4.6%	2.50%	4.00%	4.25%	3-yr Average
July	2,003,719	2,113,374	2,288,457	2,477,647	2,546,087	2,660,661	2,735,432	2,803,818	2,844,849	2,851,688	$ 30,982,543
August	2,101,518	2,115,836	2,296,081	2,420,111	2,547,776	2,662,426	2,802,212	2,872,267	2,914,300	2,921,306	4.0%
September	2,065,402	2,178,174	2,374,572	2,571,550	2,817,429	2,944,110	2,748,694	2,817,411	2,858,537	2,865,513	5-Yr Average
October	2,026,866	2,117,978	2,327,026	2,485,463	2,616,784	2,734,539	2,699,861	2,767,358	2,807,855	2,814,605	$ 29,239,621
November	2,176,371	2,419,578	2,399,941	2,579,786	2,666,949	2,786,962	2,934,718	3,008,086	3,052,107	3,059,444	3.8%
December	3,012,759	3,097,595	3,345,840	3,752,983	3,870,492	4,044,664	3,902,304	3,999,862	4,058,396	4,068,152	10-Yr Average
January	1,948,752	1,926,687	2,079,072	2,151,378	2,338,924	2,444,176	2,503,594	2,566,184	2,603,738	2,609,997	$ 25,842,399
February	1,856,748	1,973,541	1,900,628	2,181,227	2,186,682	2,180,041	2,315,764	2,373,658	2,408,395	2,414,184	3.4%
March	2,265,006	2,421,918	2,479,918	2,689,471	2,812,649	3,232,309	2,925,155	2,998,284	3,042,161	3,049,474	20-Yr Average
April	2,168,372	2,201,566	2,410,499	2,611,014	2,798,951	2,799,152	2,910,909	2,983,682	3,027,345	3,034,623	$ 21,085,439
May	2,109,923	2,323,975	2,489,724	2,559,116	2,651,184	2,934,465	2,757,231	2,826,162	2,867,520	2,874,413	3.2%
June	2,260,297	2,364,520	2,552,236	2,829,621	2,840,361	3,298,976	2,953,976	3,027,825	3,072,135	3,079,520	
Totals	$ 25,995,733	$ 27,254,742	$ 28,943,994	$ 31,309,367	$ 32,694,269	$ 34,722,480	$ 34,189,850	$ 35,044,596	$ 35,557,339	$ 35,642,919	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

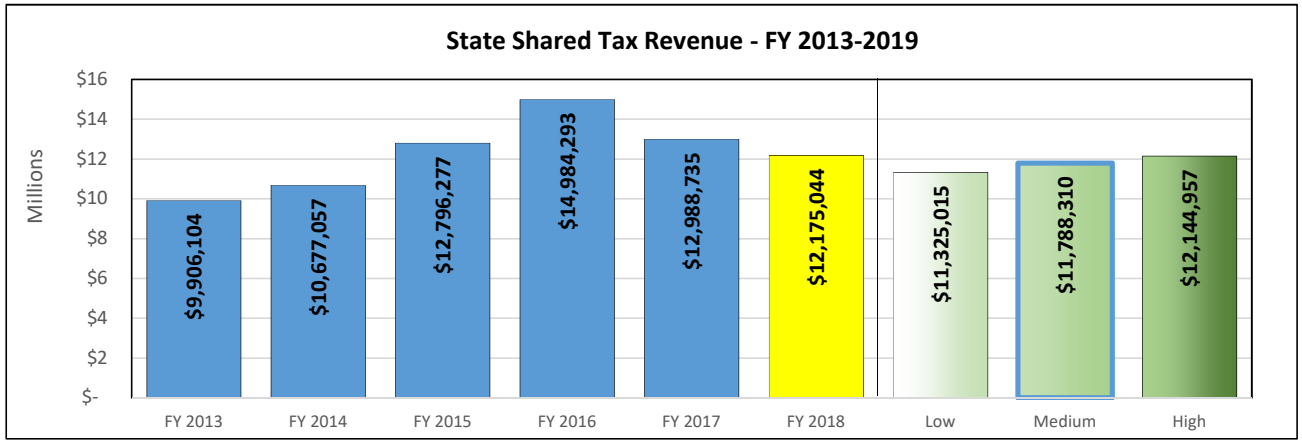
City of Franklin

Revenue Model

Fund:	General Fund	Category:	State Shared	Percent of Total General Fund Revenues	16.7%

State Shared taxes: We receive significant revenue from the State in the form of shared taxes with distribution based primarily on population. The major sources are from the Sales Tax, Business Tax, Hall Income Tax (dividends / interest), TVA in Lieu Of, Beer Tax, Mixed Drink Taxes and the Bank Excise Tax. These are sent to us monthly or quarterly around the 20th except for the Income tax (annual) and the Excise Tax which are semi-annual remittances.

The forecast for 2019 assumes a 3.5% increase for all but two state shared revenue category, based on composite projections from state economists and the Department of Revenue. The exceptions are the continued reduction in the Hall Income Tax and the elimination of the one-time growth in state shared taxes due to population growth.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
Sales Tax (State)	4,324,811	4,496,081	5,033,141	5,373,890	5,505,573	5,695,750	5,781,186	5,895,101	5,952,059	3-yr Average
Beer Tax (State)	30,894	29,568	31,743	32,407	32,046	35,920	36,459	37,178	37,537	$ 13,589,768
State Excise Tax - BANK	38,427	94,685	115,165	152,620	230,531	239,752	243,349	248,144	250,541	-3.5%
Increase in State Shared Taxes	-	-	-	-	-	510,000	-	-	-	5-Yr Average
In Lieu of Tax (TVA)	712,731	691,474	769,381	778,995	748,991	778,951	790,636	806,215	814,004	$ 12,270,493
Business License (Local Share)	318,552	320,747	13,456	13,250	12,150	12,423	12,609	12,858	12,982	-0.2%
Transient/Peddlar Bus. License	-	-	2,448	452	180	300	300	300	300	10-Yr Average
Business Tax (State)	3,151,224	3,048,468	3,410,424	3,762,344	4,537,922	3,486,664	3,538,964	3,608,697	3,643,564	$ 9,521,801
Income Tax (State)	1,329,465	1,996,034	3,081,197	4,493,574	1,468,649	1,000,000	500,000	750,000	1,000,000	2.8%
Business Tax Record Fee - State	-	-	339,322	376,761	452,693	415,282	421,511	429,817	433,970	20-Yr Average
										$ 6,482,073
										4.4%
Totals	$ 9,906,104	$ 10,677,057	$ 12,796,277	$ 14,984,293	$ 12,988,735	$ 12,175,044	$ 11,325,015	$ 11,788,310	$ 12,144,957	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

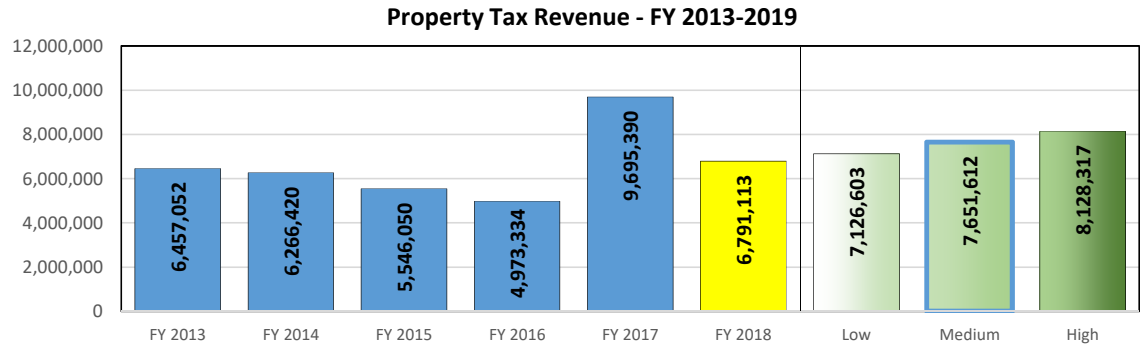
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Property Tax	Percent of Total General Fund Revenues	10.8%

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 is now collecting property tax for the City.

The FY 2019 Forecast assumes healthy growth over 2018 due to higher than anticipated growth in the 2017 assessed tax rolls. Like in FY 2017, the 1.5 cent increase for capital assessed in FY 2015 is forecast for capital renewal within the General Fund.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
Property Taxes	11,902,186	12,342,702	13,742,347	14,582,590	19,203,126	19,472,461	20,126,690	20,730,491	21,334,291	3-yr Average
Less: Due to IDB	(786,760)	(944,274)	(1,041,403)	(1,195,813)	(1,634,784)	(1,651,132)	(2,003,609)	(2,003,609)	(2,003,609)	$ 6,738,258
Less: Debt Service Fund	(4,779,633)	(5,357,261)	(6,350,472)	(7,338,632)	(6,710,855)	(8,733,490)	(8,620,102)	(8,620,102)	(8,620,102)	0.3%
Less: Unavailable Revenue (uncollected at year-end)	(148,036)	(143,000)	(153,193)	(272,814)	(190,059)	(150,000)	(200,000)	(206,000)	(218,360)	5-Yr Average
Less: Capital Projects Set-Aside	-	-	(508,038)	(526,008)	(623,685)	-	-	-	-	$ 6,587,649
Less: Street Aid Set-Aside	-	-	(508,038)	(526,008)	(623,685)	(696,665)	(722,941)	(752,130)	(766,318)	0.6%
Less: *Invest* **Franklin***	-	-	-	-	-	(1,790,720)	(1,790,720)	(1,844,442)	(1,955,108)	
Pickups (primarily RR and Public Utility)	218,645	285,573	265,202	132,392	275,332	250,678	248,196	255,642	263,087	
Plus: Prior Year Collections	50,650	82,680	99,645	117,627		89,981	89,090	91,763	94,436	
Totals	6,457,052	6,266,420	5,546,050	4,973,334	9,695,390	6,791,113	7,126,603	7,651,612	8,128,317	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

***Invest Franklin Update:** Of $9,695,390 total collected in the General Fund for Property Taxes in FY 2017, $3,218,915 was collected as the 7 cents dedicated to the Invest Franklin Initiative passed in FY 2017. Of this $3,218,915, $250,000 was spent on year one of the Sidewalk Gap project, leaving $2,968,915 available in the future for other capital projects.*

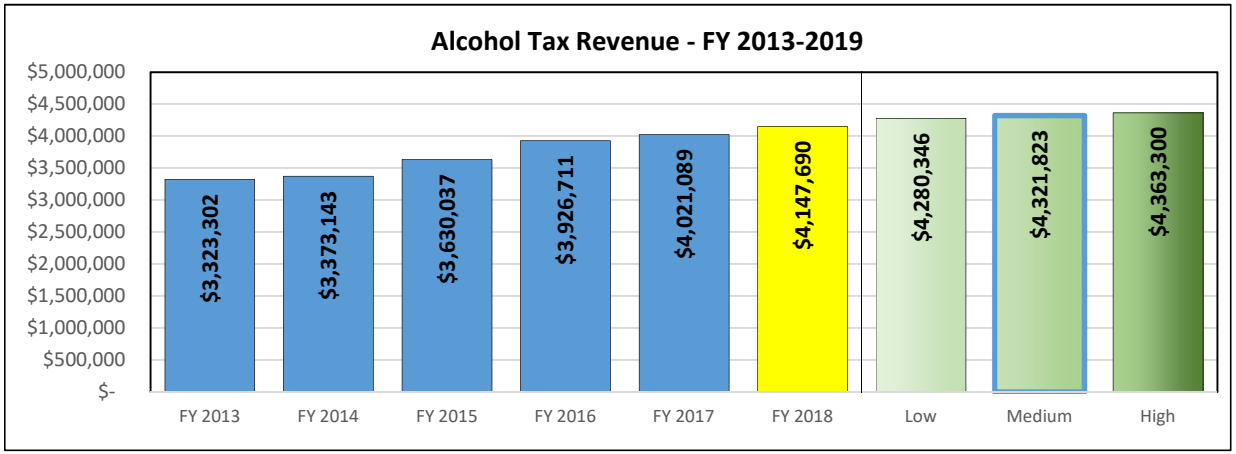
City of Franklin

Revenue Model

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

Alcohol taxes (local): We receive wholesale beer/liquor revenue from distributors (these are not located locally) and privilege taxes from local businesses each month. This revenue comes in about the 20th of each month and is fairly consistent across the Fiscal Year, with a slight falloff during the winter months.

The leveling forecast in Wholesale Beer Tax is due to a decision made by the state in 2013 to tax sales on volume sold and not total sales (volume x price). As a result, the Beer Tax is only projected to increase by 1.5% in FY 2019, while other Alcohol and Mixed Drink taxes are projected to increase a healthy 5% and 8%, respectively.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
Beer Tax - Wholesale	1,585,289	1,507,185	1,544,139	1,612,550	1,655,448	1,708,280	1,716,822	1,733,905	1,750,987	3-yr Average
Beer Privilege Tax (Renewal)	21,517	20,742	21,660	23,706	23,306	23,665	23,783	24,020	24,257	$ 3,859,279
Liquor Tax - Wholesale	1,015,623	1,095,467	1,190,758	1,349,136	1,343,791	1,397,114	1,452,999	1,466,970	1,480,941	2.5%
Liquor Privilege Tax	91,920	87,065	90,800	94,605	103,800	106,401	110,657	111,721	112,785	5-Yr Average
Mixed Drink Tax	608,953	662,684	782,681	846,714	894,745	912,229	976,085	985,207	994,329	$ 3,654,856
										2.7%
										10-Yr Average
										$ 3,207,502
										2.9%
										20-Yr Average
										$ 2,498,992
										3.3%
Totals	$ 3,323,302	$ 3,373,143	$ 3,630,037	$ 3,926,711	$ 4,021,089	$ 4,147,690	$ 4,280,346	$ 4,321,823	$ 4,363,300	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

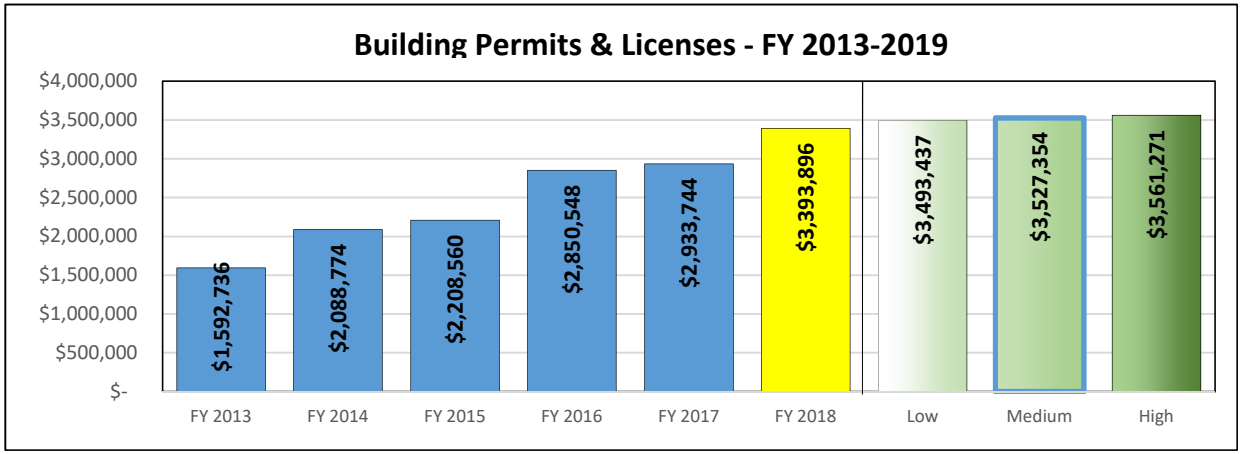
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Building Permits & Licenses	Percent of Total General Fund Revenues	5.0%

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.

The overall forecast is set to increase by 4%.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
Mechanical License	3,850	3,500	3,877	6,939	2,931	3,064	3,156	3,187	3,217	3-yr Average
Mechanical Permits	103,374	183,383	138,384	94,346	87,549	119,176	122,751	123,943	125,134	$ 2,664,284
Building Permits	1,046,947	1,343,978	1,426,188	2,136,322	2,153,262	2,164,796	2,229,740	2,251,388	2,273,036	9.1%
Technology Fee	-	-	44,129	88,690	80,630	79,969	82,368	83,168	83,967	5-Yr Average
Plumbing License	3,802	3,224	3,025	2,875	3,359	3,163	3,258	3,290	3,321	$ 2,334,872
Plumbing Permits	128,139	145,525	94,177	69,760	58,624	106,498	109,692	110,757	111,822	9.1%
Electrical Inspections	233,078	281,106	237,101	279,828	239,084	266,078	274,061	276,722	279,382	10-Yr Average
Planning Fees (Plans Review)	45,049	17,732	43,335	33,595	33,049	50,765	52,288	52,795	53,303	$ 1,969,763
Consultant Fees	1,147	1,000	2,100	-	-	2,209	-	-	-	7.2%
Reinspection Fees	10,328	16,872	13,400	12,850	16,963	15,791	16,265	16,423	16,581	20-Yr Average
Sign Permits	11,002	9,895	10,946	10,420	8,966	9,161	9,436	9,527	9,619	$ 1,595,028
Café Fees	920	8,590	-	75	450	1,098	1,131	1,142	1,153	5.6%
Tree Cutting Permits	-	-	-	75	50	110	113	114	115	
Grading Permits	5,100	3,000	-	82,066	95,668	341,788	352,042	355,460	358,877	
ROW Permit/Inspect					40,374					
Roadway Inspections	-	70,969	191,898	32,707	112,786	91,181	93,916	94,828	95,740	
Traffic Impact Study Fees	-	-	-	-	-	139,050	143,222	144,612	146,003	
Totals	$ 1,592,736	$ 2,088,774	$ 2,208,560	$ 2,850,548	$ 2,933,744	$ 3,393,896	$ 3,493,437	$ 3,527,354	$ 3,561,271	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1991-2017 & Estimates from Finance & Revenue Management Departments.

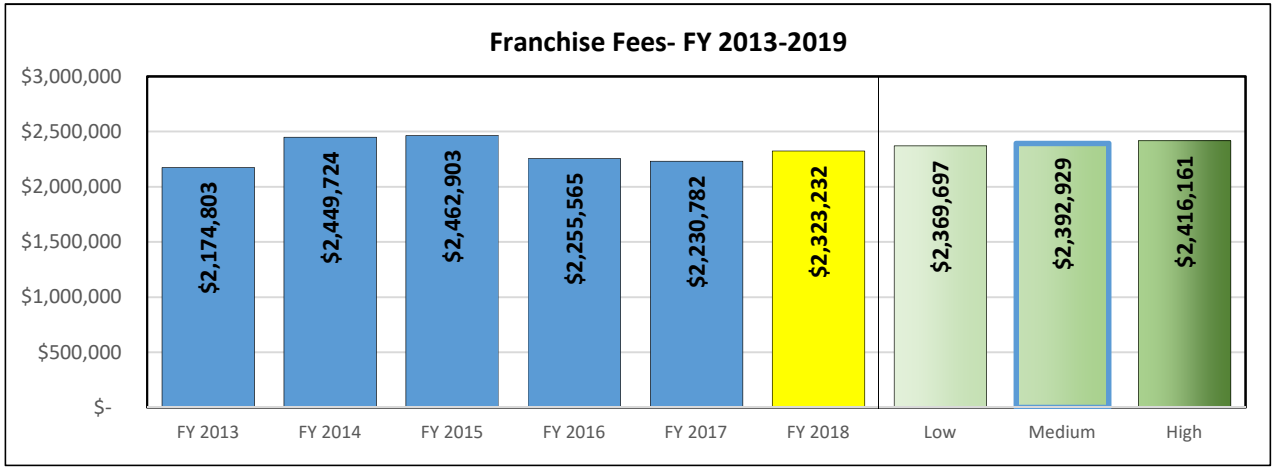
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Franchise Fees	Percent of Total General Fund Revenues	3.4%

Franchise Fees: Collected by the City from cable and gas utility providers, franchise fees are payments received by the City from utility companies for the privilege of using City right of way to provide service within the City limits. These payments are received annually from Comcast Cable, Piedmont Energy and Atmos Energy. The City receives payments from AT&T on a quarterly basis. Payments are determined through terms set in the franchise agreements.

A 3% increase is forecast for FY 2019.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
ATMOS	1,148,193	1,351,330	1,331,989	1,032,015	993,932	1,062,975	1,084,235	1,094,865	1,105,494	3-yr Average
Comcast	827,377	875,035	886,358	926,422	952,866	954,215	973,299	982,841	992,383	$ 2,316,417
Piedmont	54,058	60,098	24,103	114,061	42,694	117,483	119,832	121,007	122,182	0.1%
AT&T	145,175	163,261	220,453	183,067	241,290	188,559	192,330	194,216	196,101	5-Yr Average
										$ 2,314,755
										0.1%
										10-Yr Average
										$ 2,110,542
										1.0%
										20-Yr Average
										$ 1,451,301
										3.0%
Totals	$ 2,174,803	$ 2,449,724	$ 2,462,903	$ 2,255,565	$ 2,230,782	$ 2,323,232	$ 2,369,697	$ 2,392,929	$ 2,416,161	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

City of Franklin

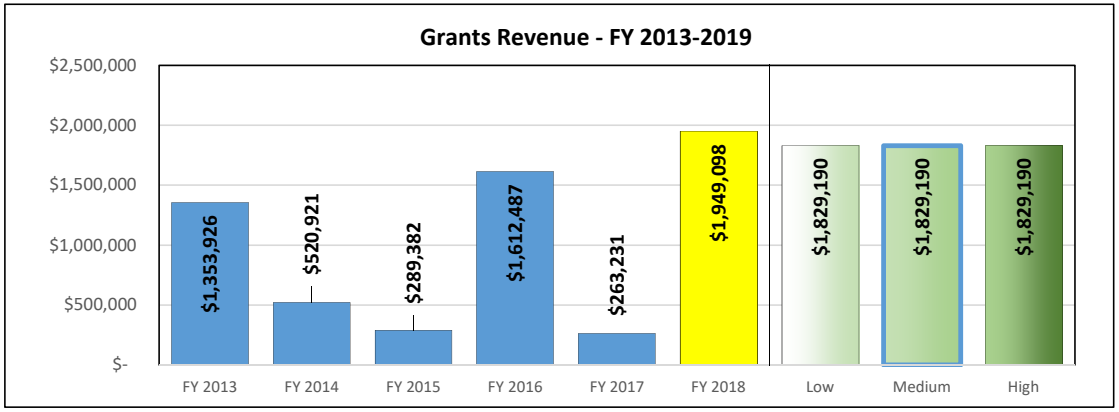
Revenue Model

Fund:	General	Category:	Grants	Percent of Total General Fund Revenues	2.6%

Grants (Federal/State): In 2018, these grants consisted primarily of the Traffic Operations Center ($1,680,000), parks match grants ($186,461) and various Public Safety grants ($49,190).

There is no change assumed in these recurring grants for FY 2019, but these estimates are subject to change.

Please note: Although the City has received other grants such as the Hazard Mitigation Program, only those budgeted in prior years are included within the preliminary estimates.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
May 2010 Flood	-	63,622	-	-	-	-	-	-	-	3-yr Average
Emergency Shelter Grant	24,612	34,423	54,635	62,319	50,693	35,000	35,000	35,000	35,000	$ 721,700
Police Equipment Grant #7	10,131	-	-	-	-	-	-	-	-	56.7%
Federal Grant - Ballistic Vests	11,235	8,094	3,300	4,370	4,190	4,190	4,190	4,190	4,190	5-Yr Average
Highway Safety Grant	50,019	38,147	35,340	-	-	10,000	10,000	10,000	10,000	$ 807,989
Federal Grant - TOC	222,307	190,800	79,382	96,088	67,685	1,680,000	1,680,000	1,680,000	1,680,000	28.2%
Dept of Finance & Admin (Federal)	-	-	-	-	15,000	-	-	-	-	10-Yr Average
Dept of Interior (Federal)	-	-	-	-	71,640	-	-	-	-	$ 755,551
Dept of Military (Federal)	-	-	-	-	563	-	-	-	-	15.8%
Dept of Transportation (Federal)	-	-	-	-	27,913	-	-	-	-	20-Yr Average
Dept of Transportation (Federal)	-	-	-	-	25,548	-	-	-	-	$ 709,318
Preservation Plan Grant (Federal)	175,596	-	-	1,434,640	-	86,461	-	-	-	8.7%
Parks Grants	50,085	22,708	9,896	15,070	-	100,000	100,000	100,000	100,000	
Miscellaneous Grants	2,850	44	-	-	-	33,447	-	-	-	
Federal ARRA #1 - Dept of Justice	12,607	-	-	-	-	-				
HGMP-1909-0049	794,484	156,020	-	-	-	-				
HGMP-1909-0061	-	7,063	106,829	-	-	-				
Totals	**$ 1,353,926**	**$ 520,921**	**$ 289,382**	**$ 1,612,487**	**$ 263,231**	**$ 1,949,098**	**$ 1,829,190**	**$ 1,829,190**	**$ 1,829,190**	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

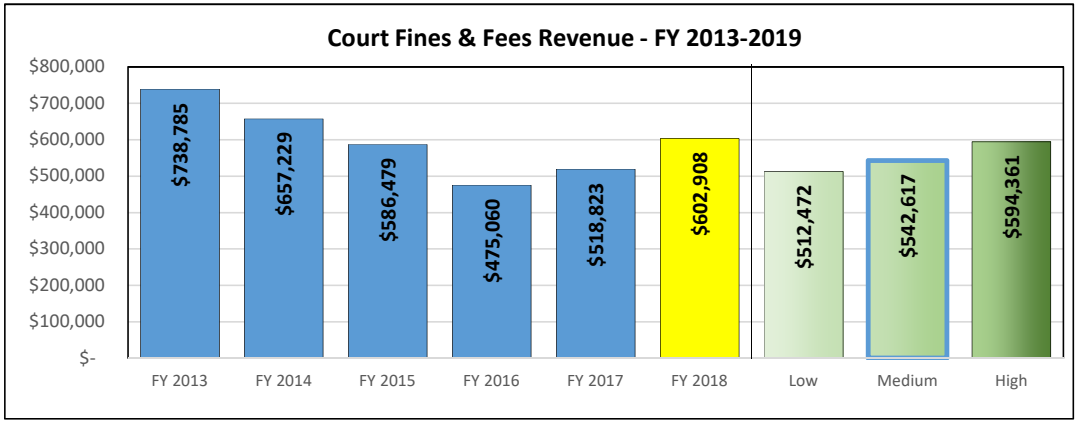
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Court Fines & Fees	Percent of Total General Fund Revenues	0.8%

Court Fines & Fees: The City Court collects fees/fines for traffic violations and property maintenance violations. A major initiative was taken in 2013 to submit outstanding debts to a collection agency. The primary reason for the revenue decrease beginning in 2013 was a change in accounting to net amounts due the State against revenue, rather than show those amounts under expenditures in Revenue Management. (with that change, Revenue Management's expenditures were lower as well.)

Revenues are forecast lower in FY 2019 than FY 2018, in order to correct for overestimations in previous budget years. The forecast of just over $550K should be more in line with actuals from FY 2015-2017.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
Court Costs	53,371	1,160	190	-	-	-	-	-	-	3-yr Average
Fines/Fees - Mun Court	375,719	297,088	153,472	127,038	140,152	177,568	150,933	159,811	168,689	$ 526,788
Court-Local Litigation Tax	9,728	11,027	8,096	4,661	4,964	5,027	4,273	4,525	4,776	4.8%
Court-Bad Check	920	525	181	-	20	21	17	18	19	5-Yr Average
Court Collection Fee	-	-	963	(228)	(677)	500	425	450	475	$ 595,275
Delinquent Court Fees & Fines	35,282	35,261	24,816	13,828	14,214	12,827	10,903	11,545	12,186	0.3%
Court-Driving School	33,248	108,442	71,345	64,422	78,915	76,681	65,179	69,013	72,847	10-Yr Average
Court-Admin Fee	2,803	2,739	1,844	1,463	1,777	1,484	1,262	1,336	1,410	$ 764,501
Fines - Gen Sessions	79,344	71,762	128,355	93,148	81,849	75,791	64,422	68,212	72,001	-2.1%
Fines - Circuit Court	-	-	-	-	-	-	-	-	-	
Officer Costs - General Sessions/Circuit Court			104,411	95,227	102,261	89,912	76,425	80,921	85,416	20-Yr Average
Parking Fines - Mun Court	17,744	12,070	10,427	10,707	24,689	30,979	26,332	27,881	29,430	$ 721,789
Fines - Traffic Offenses	126,898	113,242	78,843	62,318	68,369	67,540	57,409	60,786	64,163	-0.8%
Failure To Appear - Fine	3,725	3,913	3,536	2,275	2,292	2,156	1,833	1,940	2,048	
Technology Fee	-	-	-	-	-	62,423	53,059	56,180	80,900	
Drug Fines (Circuit Court)	-	-	-	-	-	-	-	-	-	
Drug Fines Received (PD)	-	-	-	-	-	-	-	-	-	
Confiscated Goods (Federal)	-	-	-	201	-	-	-	-	-	
Confiscated Goods (State)	3	-	-	-	-	-	-	-	-	
Totals	$ 738,785	$ 657,229	$ 586,479	$ 475,060	$ 518,823	$ 602,908	$ 512,472	$ 542,617	$ 594,361	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

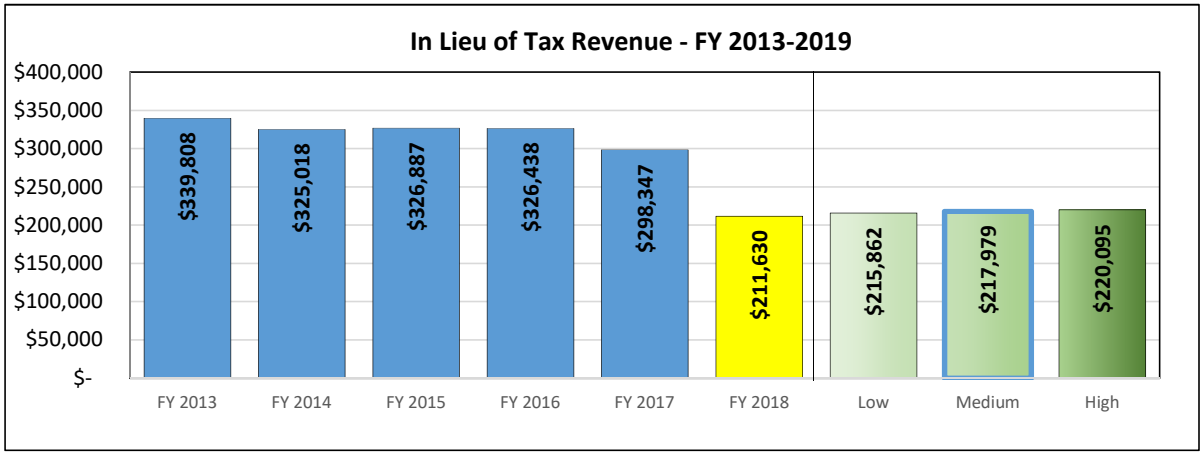
City of Franklin

Revenue Model

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

In Lieu Of Tax: Payments In Lieu Of Tax are made primarily by various local entities - such as the Franklin Housing Authority, Nissan, Community Health Systems (CHS) and Jackson National Life - that have leases through a local government Industrial Board. The local payments are made annually. Three payments have ended - Verizon (last year FY 2014), Healthways (last year FY 2016) and Jackson National Life (FY 2017).

In Lieu of Tax Revenue of the remaining agreements is project to increase a modest 3.0% in FY 2019.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
Franklin Housing Authority	17,846	14,090	23,447	21,841	23,239	23,936	24,415	24,654	24,894	3-yr Average
Nissan (TIF District)	165,581	166,572	180,957	182,114	234,912	187,694	191,447	193,324	195,201	$ 317,224
Nissan Personal Property	12,025	-	-	-	-	-	-	-	-	-11.1%
Healthways (pilot ends 2016)	43,835	43,835	47,327	47,327	-	-	-	-	-	5-Yr Average
Verizon (pilot ends 2014)	30,912	30,912	-	-	-	-	-	-	-	$ 323,300
Community Health Systems (CHS)	26,487	26,487	28,598	28,598	40,196	-	-	-	-	-6.9%
Jackson National Life (ends 2017)	43,122	43,122	46,558	46,558	-	-	-	-	-	10-Yr Average
										$ 289,226
										-2.7%
										20-Yr Average
										$ 288,480
										-1.3%
Totals	**$ 339,808**	**$ 325,018**	**$ 326,887**	**$ 326,438**	**$ 298,347**	**$ 211,630**	**$ 215,862**	**$ 217,979**	**$ 220,095**	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

City of Franklin

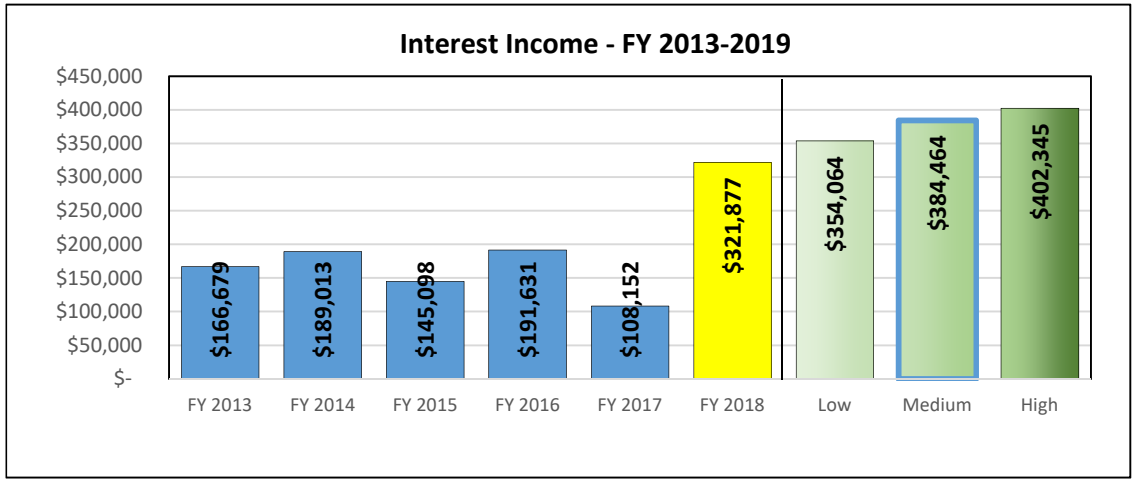
Revenue Model

Fund:	General Fund	Category:	Interest Income	Percent of Total General Fund Revenues	0.5%

Interest Income: This revenue source is bank interest and investment earnings on temporarily idle funds. This revenue has been adversely affected significantly in recent years due to the low interest rate environment. It is anticipated that short term interest rates will remain low during the next fiscal year, but grow slightly.

It should be noted that negative amounts shown herein reflect annual reallocation of interest income earned to all funds. All initial interest income is collected within the General Fund and then apportioned out to respective funds.

The forecast for FY 2019 is a 19.4% increase over FY 2018 budget, 10% over FY 2018 estimated.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
July	14,660	12,902	7,242	13,577	9,142	13,185	14,504	15,748	16,481	3-yr Average
August	15,474	10,925	6,914	2,666	(3,771)	(5,497)	(6,047)	(6,566)	(6,871)	$ 148,294
September	15,213	20,011	(5,204)	32,171	25,061	36,487	40,136	43,580	45,609	39.0%
October	16,050	11,983	5,942	4,069	5,411	7,791	8,570	9,306	9,739	5-Yr Average
November	13,859	11,477	5,550	(35,195)	(50,994)	(73,867)	(81,254)	(88,227)	(92,334)	$ 160,115
December	38,735	(11,547)	10,791	(2,479)	8,215	12,060	13,266	14,404	15,075	20.2%
January	13,314	14,444	6,098	69,251	16,437	24,055	26,461	28,731	30,069	10-Yr Average
February	13,204	14,059	18,087	13,568	24,463	(10,178)	(11,196)	(12,157)	(12,723)	$ 457,057
March	6,442	13,110	13,148	36,310	(2,952)	27,932	30,725	33,362	34,915	-3.0%
April	20,582	16,422	58,058	8,671	37,133	41,108	45,219	49,099	51,385	20-Yr Average
May	11,978	16,316	8,123	504	36,846	31,300	34,430	37,385	39,125	$ 629,859
June	(12,832)	58,911	10,349	48,518	3,161	217,500	239,250	259,797	271,875	-5.0%
Totals	$ 166,679	$ 189,013	$ 145,098	$ 191,631	$ 108,152	$ 321,877	$ 354,064	$ 384,464	$ 402,345	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2016 & Estimates from Finance & Revenue Management Departments.

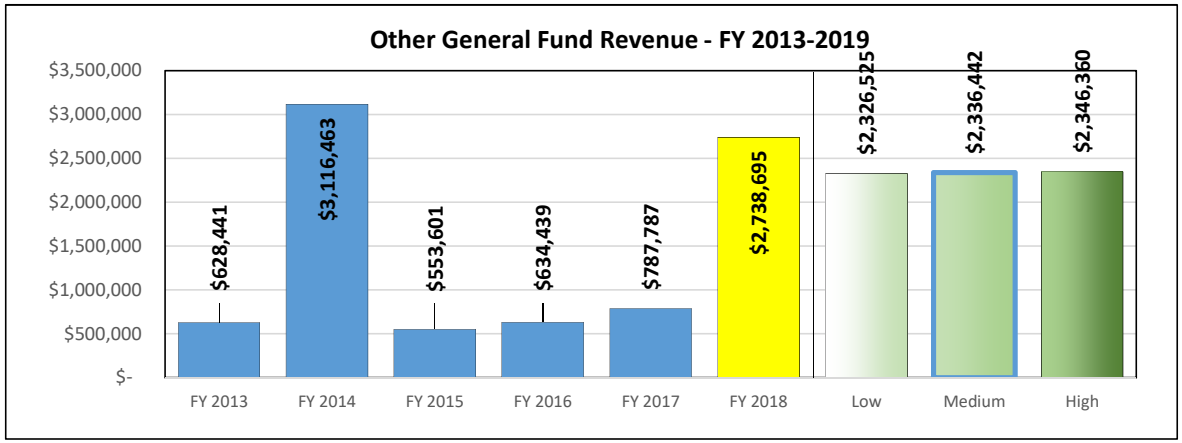
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	3.3%

Other: This catch-all revenue category comprises all other individual categories of General Fund Revenue. Traditionally the largest components are one-time receipts, such as contributions from developers. Other Revenue can fluctuate greatly from year to year.

The major decrease forecast is the elimination of one-time revenues from Fund Balance included in FY 2018. This will be modified as the budget process progresses.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
City Tax Relief	(7,720)	(6,517)	(8,050)	-	(8,053)	(8,295)	(8,419)	(8,543)	(8,668)	3-yr Average
Prop Taxes - P&I	49,501	35,819	30,529	34,026	36,671	26,909	27,313	27,716	28,120	$ 658,609
Collection Cost - Prop Tax	-	-	-	-	-	-	-	-	-	
Business Tax	11,090	9,002	-	-	-	-	-	-	-	105.3%
Planning Fees (Rezoning)	5,826	39,237	43,946	15,053	30,422	30,676	31,136	31,596	32,056	5-Yr Average
Planning Fees (Site Plans)	70,161	46,138	48,061	42,924	29,011	53,239	54,037	54,836	55,635	$ 1,144,146
Planning Fees (Plat Submittal)	42,837	89,000	78,771	106,544	98,894	78,095	79,266	80,438	81,609	27.9%
Planning Fees (Misc Planning)	42,531	7,671	7,155	7,664	2,773	13,656	13,860	14,065	14,270	10-Yr Average
Planning Fees (BOZA Review)	-	-	-	-	-	-	-	-	-	
Planning Fees (Land Use)	-	-	-	-	-	-	-	-	-	
Beer Permits (New Applic Fee)	13,000	13,700	13,250	14,750	13,750	13,852	14,060	14,268	14,475	$ 2,773,750
Yard Sale Permits	8,660	9,295	7,605	7,395	7,010	3,996	4,056	4,116	4,175	-0.1%
Taxi Operator Fees	-	-	-	-	-	-	-	-	-	
Alarm Permits	23,835	29,130	30,320	26,540	23,990	23,159	23,506	23,854	24,201	20-Yr Average
Miscellaneous Permits	4,100	2,300	3,600	4,900	4,100	4,970	5,045	5,119	5,194	$ 2,473,485
In Lieu of Parkland	-	2,280,119	-	-	-	-	-	-	-	0.5%
Water & Sewer Admin Fees	-	-	-	-	-	-	-	-	-	
Reimb from Other Funds	-	-	-	-	-	-	-	-	-	
ADMIN SERVICES PROVIDED BY GENERAL T	-	-	-	-	-	-	-	-	-	
ADMIN SERVICES PROVIDED BY GENERAL T	-	-	-	-	-	-	-	-	-	
E-911 (Williamson Co.)	-	-	-	-	-	-	-	-	-	

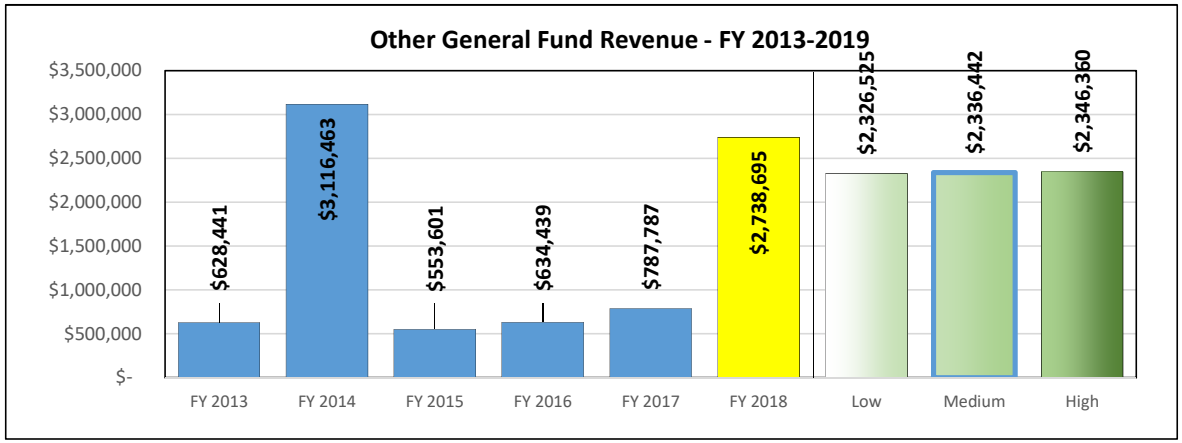
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	3.3%

Other: This catch-all revenue category comprises all other individual categories of General Fund Revenue. Traditionally the largest components are one-time receipts, such as contributions from developers. Other Revenue can fluctuate greatly from year to year.

The major decrease forecast is the elimination of one-time revenues from Fund Balance included in FY 2018. This will be modified as the budget process progresses.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
Preservation Training	-	-	-	-	-	-	-	-	-	
GIS Mapping	-	-	-	-	-	-	-	-	-	
Regional Fire Training	3,000	3,000	-	1,500	-	-	-	-	-	
Maps Sold	2,798	1,476	2,952	2,752	3,682	2,674	2,714	2,754	2,794	
Plans Sold	2,850	700	2,628	50	1,650	2,652	2,692	2,732	2,772	
Records Sold	19	1,130	26	-	49	1,305	1,324	1,344	1,364	
Special Event Services Fee			1,200	3,600	2,500	1,648	1,673	1,697	1,722	
Traffic Impact Analysis Review Fee				(1,507)	65,548	52,286	53,070	53,855	54,639	
Accident Reports	450	199	633	77	1,514	1,552	1,575	1,599	1,622	
Fingerprinting Fees	-	-	-	-	-	-	-	-	-	
Sex Offender Registry	2,100	2,350	1,800	1,800	1,800	1,545	1,568	1,591	1,615	
License Seizure Fees	485	675	750	1,515	1,150	798	810	822	834	
Citizen's Police Academy	1,820	-	-	-	-	-	-	-	-	
Background Checks	-	-	-	-	-	-	-	-	-	
3rd Party Billable OT	-	-	-	-	-	-	-	-	-	
Police Extra Duty	47,810	35,478	31,547	27,279	39,941	45,394	46,075	46,756	47,437	
Compost Voucher (Non-Refundable)	7,160	7,400	10,780	18,040	21,200	13,081	13,277	13,473	13,670	
Hazardous Matls Recovery	-	-	-	-	-	-	-	-	-	
Charge Station Fees	-	-	-	-	-	-	-	-	-	
Beer Board Violations	-	3,000	1,500	-	-	1,000	1,000	1,000	1,000	
Bldg & Street Stds Appeals Fees	500	-	-	-	-	1,000	1,000	1,000	1,000	

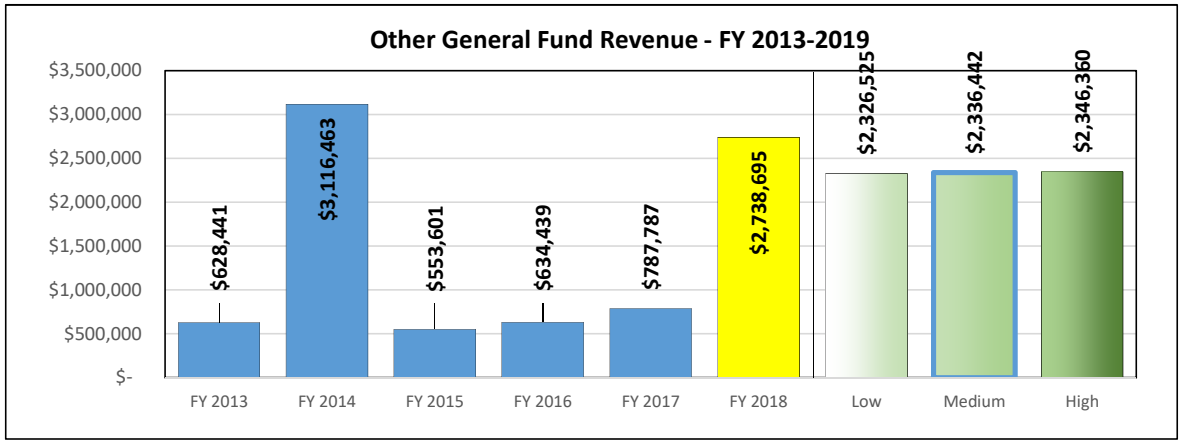
City of Franklin

Revenue Model

Fund:	General Fund	Category:	Other	Percent of Total General Fund Revenues	3.3%

Other: This catch-all revenue category comprises all other individual categories of General Fund Revenue. Traditionally the largest components are one-time receipts, such as contributions from developers. Other Revenue can fluctuate greatly from year to year.

The major decrease forecast is the elimination of one-time revenues from Fund Balance included in FY 2018. This will be modified as the budget process progresses.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
Bus Tax Recording Fees	3,233	1,893	1,163	3,486	4,364	4,392	4,458	4,524	4,590	
Tree Bank Fees	-	-	-	53,841	12,767	57,892	58,761	59,629	60,497	
Sidewalk Reserve Fees	-	-	-	-	82,840	-	-	-	-	
Rebates on Purchases	55,675	60,280	61,349	64,639	64,081	65,210	66,188	67,166	68,144	
Rent - Mall & Other	1	1	1	8,001	12,001	12,001	12,001	12,001	12,001	
Park Concessions	19,895	46,731	41,329	67,880	77,543	77,595	78,759	79,923	81,087	
Harlinsdale Rentals				900	506	979	993	1,008	1,023	
Sale of Surplus Assets	97,844	79,364	137,454	118,278	134,694	91,915	93,294	94,672	96,051	
Electrical Charging Stations	214	819	-	-	-	-	-	-	-	
Insurance Reimbursements	-	-	-	-	-	-	-	-	-	
Called Performance Bonds	-	195,000	-	-	-	-	-	-	-	
Miscellaneous Other Revenue	118,766	122,073	3,301	2,512	21,387	20,000	20,000	20,000	20,000	
Capital Application from Fund Balance	-	-	-	-	-	2,043,520	1,621,432	1,621,432	1,621,432	
Developer Contribution	-	-	-	-	-	-	-	-	-	
CONTRIBUTIONS - OTHERS	-	-	-	-	-	-	-	-	-	
Totals	$ 628,441	$ 3,116,463	$ 553,601	$ 634,439	$ 787,787	$ 2,738,695	$ 2,326,525	$ 2,336,442	$ 2,346,360	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

General Fund Summary - Departmental Summary

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference '18 vs. '19	
	A	*B*	*C*	*D*	*E*	*F (E-C)*	*G (E/C)*
Governance & Management							
Elected Officials							
Personnel	$ 245,070	$ 230,168	$ 243,619	$ 245,560	$ 240,187	$ (3,432)	-1.4%
Operations	$ 98,112	$ 51,956	$ 137,547	$ 141,931	$ 77,658	$ (59,889)	-43.5%
Total - Elected Officials	**$ 343,182**	**$ 282,124**	**$ 381,166**	**$ 387,491**	**$ 317,845**	**$ (63,321)**	**-16.6%**
Administration							
Personnel	$ 510,140	$ 530,330	$ 1,030,110	$ 1,068,763	$ 1,062,345	$ 32,235	3.1%
Operations	$ (17,958)	$ 5,000	$ 23,591	$ 16,275	$ (41,607)	$ (65,198)	-276.4%
Total - Administration	**$ 492,182**	**$ 535,330**	**$ 1,053,701**	**$ 1,085,038**	**$ 1,020,738**	**$ (32,963)**	**-3.1%**
Human Resources							
Personnel	$ 879,839	$ 1,024,588	$ 975,073	$ 1,019,878	$ 990,037	$ 14,964	1.5%
Operations	$ 332,028	$ 140,461	$ 190,393	$ 183,916	$ 201,068	$ 10,675	5.6%
Total - Human Resources	**$ 1,211,867**	**$ 1,165,049**	**$ 1,165,465**	**$ 1,203,794**	**$ 1,191,105**	**$ 25,640**	**2.2%**
Law							
Personnel	$ 378,088	$ 492,368	$ 509,448	$ 512,504	$ 541,920	$ 32,472	6.4%
Operations	$ (44,823)	$ 5,765	$ 58,405	$ 54,829	$ 70,108	$ 11,703	20.0%
Total - Law	**$ 333,265**	**$ 498,133**	**$ 567,854**	**$ 567,333**	**$ 612,028**	**$ 44,175**	**7.8%**
Communications							
Personnel	$ 356,559	$ 426,722	$ 395,926	$ 404,473	$ 386,580	$ (9,346)	-2.4%
Operations	$ (4,130)	$ 63,075	$ (14,722)	$ (16,930)	$ 8,332	$ 23,054	-156.6%
Total - Communications	**$ 352,429**	**$ 489,797**	**$ 381,204**	**$ 387,543**	**$ 394,912**	**$ 13,708**	**3.6%**
Capital Investment Planning							
Personnel	$ 202,492				$ -	$ -	0.0%
Operations	$ (40,026)	Department consolidated effective FY 2017			$ -	$ -	0.0%
Total - Capital Investment Planning	**$ 162,466**				**$ -**	**$ -**	**0.0%**
Governance & Management Summary							
Personnel	$ 2,572,188	$ 2,704,176	$ 3,154,176	$ 3,251,178	$ 3,221,069	$ 66,893	2.1%
Operations	$ 323,203	$ 266,257	$ 395,214	$ 380,021	$ 315,559	$ (79,655)	-20.2%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Total Governance & Management	**$ 2,895,391**	**$ 2,970,433**	**$ 3,549,389**	**$ 3,631,199**	**$ 3,536,628**	**$ (12,761)**	**-0.4%**
Public Safety							
Police							
Personnel	$ 11,452,713	$ 11,381,916	$ 12,146,051	$ 11,950,193	$ 12,190,266	$ 44,215	0.4%
Operations	$ 2,717,843	$ 3,971,149	$ 4,029,759	$ 4,232,563	$ 3,677,388	$ (352,371)	-8.7%
Capital	$ -	$ 30,649	$ 627,000	$ 627,000	$ 128,916	$ (498,084)	-79.4%
Total - Police	**$ 14,170,556**	**$ 15,383,714**	**$ 16,802,810**	**$ 16,809,756**	**$ 15,996,570**	**$ (806,240)**	**-4.8%**
Fire							
Personnel	$ 12,692,807	$ 14,536,117	$ 14,738,513	$ 15,442,827	$ 15,588,580	$ 850,067	5.8%
Operations	$ 2,252,880	$ 2,325,854	$ 2,485,235	$ 2,406,590	$ 2,043,413	$ (441,822)	-17.8%
Capital	$ 64,776	$ 16,194	$ 25,000	$ -	$ 228,000	$ 203,000	100.0%
Total - Fire	**$ 15,010,463**	**$ 16,878,165**	**$ 17,248,748**	**$ 17,849,417**	**$ 17,859,993**	**$ 611,246**	**3.5%**
Public Safety							
Personnel	$ 24,145,520	$ 25,918,033	$ 26,884,564	$ 27,393,020	$ 27,778,846	$ 894,282	3.3%
Operations	$ 4,970,723	$ 6,297,003	$ 6,514,993	$ 6,639,153	$ 5,720,800	$ (794,193)	-12.2%
Capital	$ 64,776	$ 46,843	$ 652,000	$ 627,000	$ 356,916	$ (295,084)	-45.3%
Total Public Safety	**$ 29,181,019**	**$ 32,261,879**	**$ 34,051,558**	**$ 34,659,173**	**$ 33,856,562**	**$ (194,995)**	**-0.6%**

General Fund Summary - Departmental Summary

	Actual 2016 *A*	Actual 2017 *B*	Budget 2018 *C*	Estd 2018 *D*	Budget 2019 *E*	Difference '18 vs. '19 *F (E-C)*	*G (E/C)*
Finance & Administration							
Finance							
Personnel	$ 896,890	$ 1,009,073	$ 850,795	$ 859,655	$ 940,811	$ 90,016	10.6%
Operations	$ (72,786)	$ (68,376)	$ (70,664)	$ (80,048)	$ (23,686)	$ 46,978	-66.5%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Total - Finance	**$ 824,104**	**$ 940,697**	**$ 780,131**	**$ 779,607**	**$ 917,125**	**$ 136,994**	**17.6%**
Purchasing							
Personnel	$ 196,702	$ 209,894	$ 233,943	$ 243,007	$ 245,317	$ 11,374	4.9%
Operations	$ (20,573)	$ (18,381)	$ (2,178)	$ (7,867)	$ (11,894)	$ (9,716)	446.1%
Total - Purchasing	**$ 176,129**	**$ 191,513**	**$ 231,765**	**$ 235,140**	**$ 233,423**	**$ 1,658**	**0.7%**
Information Technology							
Personnel	1,669,042	1,834,133	1,975,249	1,970,678	$ 2,115,673	$ 140,424	7.1%
Operations	1,963,749	2,242,694	2,369,447	2,111,392	$ 2,124,158	$ (245,289)	-10.4%
Capital	27,835	(27,835)	146,000	155,978	$ 60,000	$ (86,000)	-58.9%
Total - Information Technology	**$ 3,660,626**	**$ 4,048,992**	**$ 4,490,696**	**$ 4,238,048**	**$ 4,299,831**	**$ (190,865)**	**-4.3%**
Revenue Management							
Personnel	$ 908,625	$ 994,343	$ 1,028,410	$ 972,969	$ 1,073,920	$ 45,510	4.4%
Operations	$ (715,667)	$ (732,517)	$ (719,674)	$ (730,785)	$ (716,611)	$ 3,063	-0.4%
Total - Revenue Management	**$ 192,958**	**$ 261,826**	**$ 308,736**	**$ 242,184**	**$ 357,309**	**$ 48,573**	**15.7%**
Municipal Court							
Personnel	$ 190,592	$ 206,182	$ 212,572	$ 207,186	$ 220,242	$ 7,670	3.6%
Operations	$ 104,215	$ 145,351	$ 117,350	$ 110,186	$ 82,929	$ (34,421)	-29.3%
Total - Municipal Court	**$ 294,807**	**$ 351,533**	**$ 329,922**	**$ 317,372**	**$ 303,171**	**$ (26,751)**	**-8.1%**
Project and Facilities Management							
Personnel	$ 401,712	$ 420,044	$ 426,341	$ 434,758	$ 411,089	$ (15,252)	-3.6%
Operations	$ 709,343	$ 649,815	$ 581,173	$ 750,100	$ 578,189	$ (2,984)	-0.5%
Capital	$ -	$ -	$ 513,261	$ 293,960	$ 295,000	$ (218,261)	-42.5%
Total - Project and Facilities Management	**$ 1,111,055**	**$ 1,069,859**	**$ 1,520,775**	**$ 1,478,818**	**$ 1,284,278**	**$ (236,497)**	**-15.6%**
Finance & Administration Summary							
Personnel	$ 4,263,563	$ 4,673,669	$ 4,727,310	$ 4,688,253	$ 5,007,051	$ 279,741	5.9%
Operations	$ 1,968,281	$ 2,218,586	$ 2,275,454	$ 2,152,978	$ 2,033,085	$ (242,369)	-10.7%
Capital	$ 27,835	$ (27,835)	$ 659,261	$ 449,938	$ 355,000	$ (304,261)	-46.2%
Total Finance & Administration	**$ 6,259,679**	**$ 6,864,420**	**$ 7,662,025**	**$ 7,291,169**	**$ 7,395,136**	**$ (266,889)**	**-3.5%**
Community & Economic Development							
Building and Neighborhood Services							
Personnel	$ 2,158,242	$ 2,381,547	$ 2,726,439	$ 2,709,786	$ 2,850,455	$ 124,016	4.5%
Operations	$ 265,296	$ 346,521	$ 444,457	$ 392,511	$ 363,403	$ (81,054)	-18.2%
Capital	$ -	$ 63,300	$ -	$ -	$ -	$ -	0.0%
Total - Building & Neighborhood Services	**$ 2,423,538**	**$ 2,791,368**	**$ 3,170,896**	**$ 3,102,297**	**$ 3,213,858**	**$ 42,962**	**1.4%**
Planning and Sustainability							
Personnel	$ 1,322,045	$ 1,407,954	$ 1,264,501	$ 1,257,636	$ 1,283,752	$ 19,251	1.5%
Operations	$ 315,480	$ 152,573	$ 226,771	$ 217,187	$ 270,775	$ 44,004	19.4%
Total - Planning & Sustainability	**$ 1,637,525**	**$ 1,560,527**	**$ 1,491,272**	**$ 1,474,823**	**$ 1,554,527**	**$ 63,255**	**4.2%**
Engineering							
Personnel	$ 898,723	$ 1,124,690	$ 1,249,008	$ 1,277,145	$ 1,368,049	$ 119,040	9.5%
Operations	$ (96,022)	$ (132,726)	$ (51,024)	$ (74,981)	$ (132,532)	$ (81,508)	159.7%

General Fund Summary - Departmental Summary

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference '18 vs. '19	
	A	*B*	*C*	*D*	*E*	*F (E-C)*	*G (E/C)*
Total Engineering & TOC	**$ 802,701**	**$ 991,964**	**$ 1,197,984**	**$ 1,202,164**	**$ 1,235,517**	**$ 37,532**	**3.1%**
Traffic Operations Center (TOC)							
Personnel	$ 258,175	$ 284,756	$ 360,180	$ 377,301	$ 383,084	$ 22,904	6.4%
Operations	$ 239,931	$ 492,853	$ 545,312	$ 593,800	$ 575,720	$ 30,408	5.6%
Capital	$ 60,361	$ 31,951	$ 2,335,633	$ 463,105	$ 2,611,000	$ 275,367	11.8%
Total Engineering & TOC	**$ 558,467**	**$ 809,560**	**$ 3,241,125**	**$ 1,434,206**	**$ 3,569,804**	**$ 328,679**	**10.1%**
Economic Development							
Operations	$ 67,277	$ 53,592	$ 79,518	$ 79,518	$ 90,327	$ 10,809	13.6%
Total - Economic Development	**$ 67,277**	**$ 53,592**	**$ 79,518**	**$ 79,518**	**$ 90,327**	**$ 10,809**	**13.6%**
Community & Economic Development Summary							
Personnel	$ 4,637,185	$ 5,198,947	$ 5,600,128	$ 5,621,868	$ 5,885,340	$ 285,212	5.1%
Operations	$ 791,962	$ 912,813	$ 1,245,034	$ 1,208,035	$ 1,167,693	$ (77,341)	-6.2%
Capital	$ 60,361	$ 95,251	$ 2,335,633	$ 463,105	$ 2,611,000	$ 275,367	11.8%
Total Community & Economic Developmen	**$ 5,489,508**	**$ 6,207,011**	**$ 9,180,796**	**$ 7,293,008**	**$ 9,664,033**	**$ 483,237**	**5.3%**
Public Works							
Streets Department - Maintenance Division							
Personnel	$ 2,231,051	$ 2,419,980	$ 2,611,904	$ 2,605,527	$ 2,656,486	$ 44,582	1.7%
Operations	$ 1,593,218	$ 1,406,784	$ 1,625,805	$ 1,620,983	$ 1,446,860	$ (178,945)	-11.0%
Capital	$ -	$ -	$ 40,000	$ 40,000	$ 252,000	$ 212,000	530.0%
Total - Streets - Maintenance	**$ 3,824,269**	**$ 3,826,764**	**$ 4,277,709**	**$ 4,266,510**	**$ 4,355,346**	**$ 77,637**	**1.8%**
Streets Department - Traffic Division							
Personnel	$ 679,666	$ 779,552	$ 823,145	$ 864,747	$ 810,312	$ (12,833)	-1.6%
Operations	$ 680,972	$ 729,320	$ 619,540	$ 599,489	$ 606,366	$ (13,174)	-2.1%
Capital	$ -	$ -	$ 112,500	$ 112,500	$ -	$ (112,500)	-100.0%
Total - Streets - Traffic	**$ 1,360,638**	**$ 1,508,872**	**$ 1,555,185**	**$ 1,576,736**	**$ 1,416,678**	**$ (138,507)**	**-8.9%**
Streets Department - Fleet Maintenance Division							
Personnel	$ 639,963	$ 697,654	$ 726,839	$ 736,415	$ 773,375	$ 46,536	6.4%
Operations	$ 305,612	$ 225,223	$ 346,652	$ 323,303	$ 305,551	$ (41,101)	-11.9%
Capital	$ -	$ -		$ -	$ -	$ -	0.0%
Total - Streets - Fleet Maintenance	**$ 945,575**	**$ 922,877**	**$ 1,073,491**	**$ 1,059,718**	**$ 1,078,926**	**$ 5,435**	**0.5%**
Parks							
Personnel	$ 2,025,959	$ 2,422,685	$ 2,903,252	$ 2,671,490	$ 2,844,746	$ (58,506)	-2.0%
Operations	$ 1,490,052	$ 1,725,442	$ 1,982,613	$ 1,960,806	$ 2,035,887	$ 53,274	2.7%
Capital	$ 24,967	$ 74,528	$ 325,983	$ 369,619	$ 300,000	$ (25,983)	-8.0%
Total - Parks	**$ 3,540,978**	**$ 4,222,655**	**$ 5,211,848**	**$ 5,001,915**	**$ 5,180,633**	**$ (31,215)**	**-0.6%**
Public Works							
Personnel	$ 5,576,639	$ 6,319,871	$ 7,065,140	$ 6,878,179	$ 7,084,919	$ 19,779	0.3%
Operations	$ 4,069,854	$ 4,086,769	$ 4,574,610	$ 4,504,581	$ 4,394,664	$ (179,946)	-3.9%
Capital	$ 24,967	$ 74,528	$ 478,483	$ 522,119	$ 552,000	$ 73,517	15.4%
Total Public Works	**$ 9,671,460**	**$ 10,481,168**	**$ 12,118,233**	**$ 11,904,879**	**$ 12,031,583**	**$ (86,650)**	**-0.7%**
Other Operating Expenditures							
General Expenses							
Personnel	$ 443,006	$ (831,130)	$ 690,610	$ 599,552	$ 2,288,079	$ 1,597,469	231.3%
Operations	$ 1,858,237	$ 87,495	$ 271,000	$ 118,103	$ 276,565	$ 5,565	2.1%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Total - General Expenses	**$ 2,301,243**	**$ (743,635)**	**$ 961,610**	**$ 717,655**	**$ 2,564,644**	**$ 1,603,034**	**166.7%**

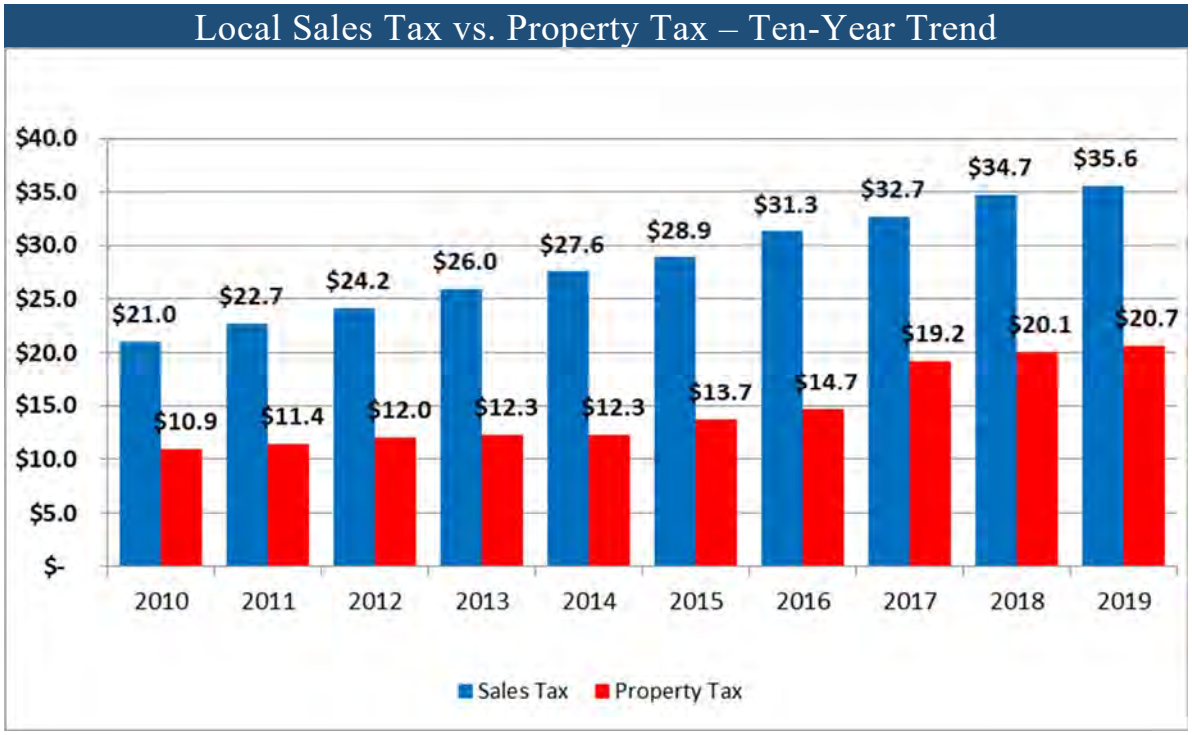
General Fund Summary - Departmental Summary

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference '18 vs. '19	
	A	*B*	*C*	*D*	*E*	*F (E-C)*	*G (E/C)*
Appropriations							
Personnel	$ -	$ -		$ -	$ -		
Operations	$ 460,021	$ 464,936	$ 461,056	$ 465,223	$ 516,301	$ 55,245	12.0%
Total Appropriations	**$ 460,021**	**$ 464,936**	**$ 461,056**	**$ 465,223**	**$ 516,301**	**$ 55,245**	**12.0%**
Interfund Transfers							
Operations	$ 3,501,413	$ 4,000,580	$ 1,392,993	$ 1,392,993	$ 985,171	$ (407,822)	-29.3%
Total Interfund Transfers	**$ 3,501,413**	**$ 4,000,580**	**$ 1,392,993**	**$ 1,392,993**	**$ 985,171**	**$ (407,822)**	**-29.3%**
Other General Fund Operating Expenditures Summary							
Personnel	$ 443,006	$ (831,130)	$ 690,610	$ 599,552	$ 2,288,079	$ 1,597,469	231.3%
Operations	$ 5,819,671	$ 4,553,011	$ 2,125,049	$ 1,976,319	$ 1,778,037	$ (347,012)	-16.3%
Capital	$ -	$ -	$ -	$ -	$ -	$ -	0.0%
Total Other GF Oper. Exp.	**$ 6,262,677**	**$ 3,721,881**	**$ 2,815,659**	**$ 2,575,871**	**$ 4,066,116**	**$ 1,250,457**	**44.4%**
General Fund Expenditures (by major category)							
Personnel	$ 41,638,101	$ 43,983,566	$ 48,121,929	$ 48,432,049	$ 51,265,305	$ 3,143,376	6.5%
Operations	$ 17,943,694	$ 18,334,440	$ 17,130,355	$ 16,861,087	$ 15,409,838	$ (1,720,517)	-10.0%
Capital	$ 177,939	$ 188,787	$ 4,125,377	$ 2,062,162	$ 3,874,916	$ (250,461)	-6.1%
Total - General Fund Departments	**$ 59,759,734**	**$ 62,506,793**	**$ 69,377,661**	**$ 67,355,298**	**$ 70,550,059**	**$ 1,172,398**	**1.7%**

General Fund Summary

Local Sales Tax / Property Tax Trends (by fiscal year)

This chart illustrates the recent history of the City's most significant revenue sources in the General Fund, the local sales tax and its property tax. (Note: For property tax in FY 2019, the $20.7 million is split $7.66 million in the General Fund, $8.7 million in the Debt Service Fund, $2.0 million due to the Industrial Development Board, $752,000 to the Street Aid Fund, and $1.8 million for the reserves raised via the *Invest* Franklin initiative.)



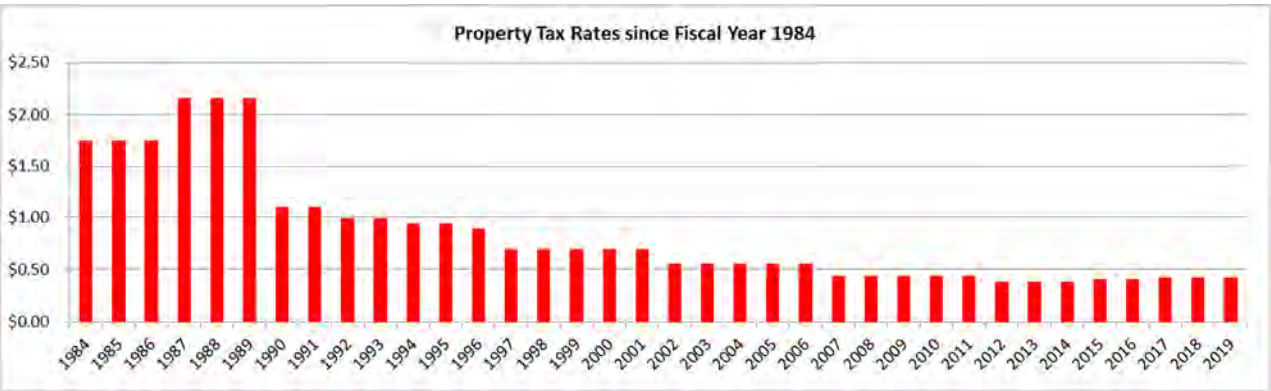
Local Sales Tax is the most significant revenue source for the City. The local sales tax rate is 2.75%. The City receives 1.125% of the total 2.75% tax amount if the sale occurs inside the City (with the County receiving the balance). Local sales tax applies only to the first $1,600 of a single article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

Property Tax is one of primary sources of revenue for the City. This revenue comes from Residential/Farm properties and Commercial/Industrial properties. Reassessments occur every five years, with the latest one being reflect on this upcoming fiscal years' tax bills.

General Fund Summary

Property Tax Rate Summary

As required every five (5) years, Williamson County completed a reappraisal of property tax values two years ago. The certified tax rate law requires local governments to reexamine property tax rates after a reappraisal to make sure higher taxable values do not automatically result in a tax increase. The law requires local governments to conduct public hearings before adopting a property tax rate that generates more taxes overall in a reappraisal year than were billed the year before at the previous year's lower values. This process last occurred two years ago (2017 for Fiscal Year 2018). As of FY 2019, the certified tax rate is 41.76 cents per $100 of assessed value (the second lowest rate for Tennessee municipalities with a population of 25,000 or greater). The history of Property Tax Rates for the City of Franklin since 1984 is shown below:



Fiscal Year	Rate	Increase / (Decrease)
1984	$1.7500	---
1985	$1.7500	$0.0000
1986	$1.7500	$0.0000
1987	$2.1500	$0.4000
1988	$2.1500	$0.0000
1989	$2.1500	$0.0000
1990	$1.1000	($1.0500)
1991	$1.1000	$0.0000
1992	$0.9900	($0.1100)
1993	$0.9900	$0.0000
1994	$0.9400	($0.0500)
1995	$0.9400	$0.0000
1996	$0.8900	($0.0500)
1997	$0.6900	($0.2000)
1998	$0.6900	$0.0000
1999	$0.6900	$0.0000
2000	$0.6900	$0.0000
2001	$0.6900	$0.0000

Fiscal Year	Rate	Increase / (Decrease)
2002	$0.5500	($0.1400)
2003	$0.5500	$0.0000
2004	$0.5500	$0.0000
2005	$0.5500	$0.0000
2006	$0.5500	$0.0000
2007	$0.4340	($0.1160)
2008	$0.4340	$0.0000
2009	$0.4340	$0.0000
2010	$0.4340	$0.0000
2011	$0.4340	$0.0000
2012	$0.3765	($0.0575)
2013	$0.3765	$0.0000
2014	$0.3765	$0.0000
2015	$0.4065	$0.0300
2016	$0.4065	$0.0000
2017	$0.4176	$0.0111
2018	$0.4176	$0.0000
2019	$0.4176	$0.0000

General Fund Operating Budget Projections - FY 2019-2021

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 given the proposal contained within the FY 2019 Proposed Operating Budget. Shown below are operating budget projections for the General Fund for FY 2019-2021.

Projections are rife with difficulty; assumptions about rates of expenditure increase, commodity increase 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 36 months, beginning July 1, 2018 and ending June 30, 2021. Staff, with reasonable assurance, can project out likely trends in revenues and expenditures.

Department heads were asked to submit forecasted departmental budgets and needs from FY 2019 thru 2021 when submitting their 2019 base budget and performance enhancement requests to the City Administrator. Funded program enhancement requests are reflected in the numbers below - for additional personnel, equipment and operations.

Assumptions:

Revenues: Revenues will decrease in FY 2020 as one-time resources in support of capital purchases are removed. Overall revenue growth aside from one-time resources will be between 2.5%-3.0% annually.

Expenses: Varied, but major category assumptions include:
- 3% increase in Base Wages
- 10% increase in Medical Premiums and Pensions
- 5% increase in Utilities (WITH a return to fuel prices as they were from 2014-2015 beginning in FY 2018)
- NO new or replacement Capital. Only the retirement of existing leases and equipment

Results:

General Fund Balances should grow, albeit smaller than in previous years. Added personnel costs will continue take larger sums of available recurring revenues, especially as revenue streams continue to tighten. Surpluses in FY 2020 and 2021 are forecast to be around $500,000-$1,000,000. Given, however, that equipment WILL need to be replaced, this surplus will likely not materialize. This is not a bad thing - in fact it is an indication that the financing and spending plan in FY 2019 should be sustainable without major spikes or disruptions in future years.

General Fund Operating Budget Projections - FY 2019-2021

Projections for FY 2019-2021 for the General Fund are shown below. They are preliminary and subject to change.

	Budget 2018	Estd 2018	Budget 2019	Forecast 2020			Forecast 2021		
	A	*B*	*C*	*D*	*E (D-C)*	*F (D/C-1)*	*G*	*H (G-D)*	*I (G/D-1)*
Revenues									
Local Sales Tax	$ 34,722,480	$ 34,189,851	$ 35,557,339	$ 36,979,633	$ 1,422,294	4.0%	$ 38,273,920	$ 1,294,287	3.5%
State Shared	$ 12,175,044	$ 12,175,044	$ 11,788,310	$ 12,009,842	$ 221,532	1.9%	$ 12,180,187	$ 170,344	1.4%
Property Tax	$ 6,791,113	$ 8,453,526	$ 7,651,612	$ 7,881,160	$ 229,548	3.0%	$ 8,117,595	$ 236,435	3.0%
Alcohol Tax	$ 4,147,690	$ 4,147,690	$ 4,321,823	$ 4,494,696	$ 172,873	4.0%	$ 4,629,537	$ 134,841	3.0%
Building Permits & Licenses	$ 3,393,896	$ 3,393,896	$ 3,527,354	$ 3,633,175	$ 105,821	3.0%	$ 3,742,170	$ 108,995	3.0%
Franchise Fees	$ 2,323,232	$ 2,323,232	$ 2,392,929	$ 2,416,858	$ 23,929	1.0%	$ 2,441,027	$ 24,169	1.0%
Grants	$ 1,949,098	$ 269,098	$ 1,829,190	$ 500,000	$ (1,329,190)	-72.7%	$ 500,000	$ -	0.0%
Court Fines & Fees	$ 602,908	$ 482,326	$ 542,617	$ 558,895	$ 16,279	3.0%	$ 575,662	$ 16,767	3.0%
In Lieu of Tax	$ 211,630	$ 211,630	$ 217,979	$ 224,518	$ 6,539	3.0%	$ 231,254	$ 6,736	3.0%
Interest Income	$ 321,877	$ 349,513	$ 384,464	$ 403,688	$ 19,223	5.0%	$ 423,872	$ 20,184	5.0%
Other	$ 2,738,695	$ 2,738,695	$ 2,336,442	$ 1,250,000	$ (1,086,442)	-46.5%	$ 500,000	$ (750,000)	-60.0%
Total - General Fund Revenues	**$ 69,377,662**	**$ 68,734,500**	**$ 70,550,059**	**$ 70,352,464**	**$ (197,595)**	**-0.3%**	**$ 71,615,222**	**$ 1,262,758**	**1.8%**
Expenses									
Governance & Management	$ 3,549,389	$ 3,631,199	$ 3,536,628	$ 3,571,995	$ 35,366	1.0%	$ 3,607,715	$ 35,720	1.0%
Public Safety	$ 34,051,558	$ 34,659,173	$ 33,856,562	$ 34,195,128	$ 338,566	1.0%	$ 34,537,079	$ 341,951	1.0%
Finance & Administration	$ 7,662,025	$ 7,291,169	$ 7,395,136	$ 7,469,088	$ 73,951	1.0%	$ 7,543,779	$ 74,691	1.0%
Community & Economic Development	$ 9,180,796	$ 7,293,008	$ 9,664,033	$ 8,431,483	$ (1,232,550)	-12.8%	$ 8,515,798	$ 84,315	1.0%
Public Works	$ 12,118,233	$ 11,904,879	$ 12,031,583	$ 12,151,899	$ 120,316	1.0%	$ 12,273,418	$ 121,519	1.0%
Other Operating Expenses	$ 2,815,661	$ 2,575,871	$ 4,066,116	$ 4,106,777	$ 40,661	1.0%	$ 4,147,845	$ 41,068	1.0%
Total - General Fund Expenses	**$ 69,377,663**	**$ 67,355,298**	**$ 70,550,059**	**$ 69,926,370**	**$ (623,689)**	**-0.9%**	**$ 70,625,633**	**$ 699,264**	**1.0%**
General Fund Expenditures (by major category)									
Personnel	$ 48,121,929	$ 48,432,049	$ 51,265,305	$ 53,315,917	$ 2,050,612	4.0%	$ 53,849,076	$ 533,159	1.0%
Operations	$ 17,130,356	$ 16,861,087	$ 15,409,838	$ 16,110,452	$ 700,614	4.5%	$ 16,271,557	$ 161,105	1.0%
Capital	$ 4,125,377	$ 2,062,162	$ 3,874,916	$ 500,000	$ (3,374,916)	-87.1%	$ 505,000	$ 5,000	1.0%
Total - General Fund Expenses	**$ 69,377,662**	**$ 67,355,298**	**$ 70,550,059**	**$ 69,926,370**	**$ (623,689)**	**-0.9%**	**$ 70,625,633**	**$ 699,264**	**1.0%**
Surplus / (Deficit)	**$ -**	**$ 1,379,202**	**$ -**	**$ 426,094**			**$ 989,589**		

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 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 is being implemented. This update includes 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 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. This budget allocated monies to achieve both recommendations and maintain annual cost-of-living-adjustments and awards of salary increases based upon individual employee performance.

Personnel Changes

Proposed for July 1, 2018, total authorized employment for the municipal government's General, Special and Enterprise Funds is 736 full-time employees. Of the 8 new Full-Time positions shown, four (4) are new positions to the organization, two (2) are consolidations from part-time positions into full-time positions, and two (2) are promotions from part-time to full-time positions.

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

Function / Program	2015	2016	2017	2018	2019
Administration	6	6	6	9	9
Building & Neighborhood Services	32	33	35	36	36
Capital Investment Planning	2	2	0	0	0
Communications	3	4	4	4	4
Court	2	3	3	2	2
Engineering	12	12	13	13	14
Finance	10	10	10	9	9
Fire	171	171	171	172	172
HR	11	11	11	12	12
IT	20	20	21	22	23
Law	4	4	5	5	5
Parks	31	37	39	41	43
Planning & Sustainability	16	16	16	15	15
Police	156	157	142	143	143
Project & Facilitites Management	7	7	5	6	6
Purchasing	3	3	3	3	3
Revenue Management	13	13	13	14	14
Sanitation & Environmental Services	49	49	45	45	45
Stormwater	18	19	20	21	22
Streets	53	53	54	58	59
Traffic Operations Center	4	3	3	4	4
Water & Wastewater	85	86	92	94	96
Total (All Funds)	**708**	**719**	**711**	**728**	**736**

Notes:

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

Personnel Changes

Change in Authorized Personnel Positions

The proposed budget provides for an overall ***net*** increase of 5 authorized full-time positions in the new fiscal year.

DEPARTMENT	TITLE	PAY GRADE	Add/(Delete) F-T	Add/(Delete) P-T
Governance & Management				
Human Resources	Upgrade Occupational Health & Safety Trainer	G to H	0	0
	Upgrade Safety Coordinator	G to H	0	0
	Create Benefits Specialist	E	0	0
	Eliminate Benefits Technican	D	0	0
Law	Upgrade City Attorney	M to N	0	0
	Upgrade Staff Attorney I	I to J	0	0
	Upgrade Paralegal	F to G	0	0
	Upgrade Admin. Assistant to Legal Assistant	D to E	0	0
Communications	Upgrade Communications Manager	I to J	0	0
	Upgrade Video/Production Assistant	B to C	0	0
Finance & Administration				
Finance	Upgrade Financial Analysts	G to H	0	0
	Upgrade Payroll Specialist	E to F	0	0
	Create Sr. A/P Specialist	F	1	
	Eliminate Financial Technician I (AP)	E	-1	
Purchasing	Upgrade Purchasing Technician	C to D	0	0
Information Technology	Upgrade Information Technology Director	L to M	0	0
	Upgrade Assistant IT Director - Infrastructure & Admin	K to L	0	0
	Upgrade Assistant IT Director - Applications	K to L	0	0
	Upgrade DataCenter/Security Engineer	H to I	0	0
	Upgrade Senior Information Systems Analyst	H to I	0	0
	Upgrade Network Engineer	G to I	0	0
	Upgrade Information Systems Analyst I	F to G	0	0
	Upgrade GIS Analyst to GIS Specialist I	E to F	0	0
	Eliminate PT Network Technican I	F		-0.5
	Create Communications Technican I	F	1	
Revenue Management	Upgrade Accounting Officer	E to F	0	0
	Upgrade Billing/Collections Technician	C to D	0	0
City Court	Upgrade Chief Deputy Court Clerk	E to F	0	0
	Create Deputy Court Clerk II	D	0	0

Personnel Changes

DEPARTMENT	TITLE	PAY GRADE	Add/(Delete) F-T	Add/(Delete) P-T
Community & Economic Development				
Building & Neighborhood Services	Upgrade Building & Neighborhood Services Director	K to L	0	0
	Upgrade Assistant BNS Director	J to K	0	0
	Upgrade Building Inspector IV	G to H	0	0
	Upgrade Zoning Administrator	G to H	0	0
	Upgrade Neighborhood Resources Supervisor	F to G	0	0
	Upgrade Housing Development Coordinator	F to G	0	0
Building & Neighborhood Services (con't)	Upgrade Permitting Operations Supervisor	F to G	0	0
	Upgrade Building Inspector III	F to G	0	0
	Upgrade Building Inspector II	E to F	0	0
	Upgrade Building Inspector I	D to E	0	0
Planning & Sustainability	Upgrade Preservation Planner	G to H	0	0
	Upgrade Land Planner II	G to H	0	0
	Upgrade Land Planner	F to G	0	0
	Upgrade Sureties Coordinator	F to G	0	0
	Create Technical Support Specialist II	F	1	
	Eliminate Technical Support Specialist I	E	-1	
Engineering	Upgrade Director of Engineering	L to M	0	0
	Upgrade Assistant Director of Engineering	J to K	0	0
	Upgrade Staff Engineer III	I to J	0	0
	Add Staff Engineer II	I	1	
	Create Technical Support Specialist II	F	1	
	Eliminate Technical Support Specialist I	E	-1	
	Upgrade Staff Engineer II	H to I	0	0
	Upgrade Right of Way Agent	G to H	0	0
Traffic Operations Center	Upgrade Traffic Engineer III	I to J	0	0
	Upgrade ITS Specialist Senior	F to G	0	0
Stormwater - Engineering	Upgrade Stormwater Coordinator	H to I	0	0
Stormwater - Streets	Upgrade Stormwater Supervisor	E to F	0	0
	Add Equipment Operator	D	1	

City of Franklin, Tennessee
FY 2019 Operating Budget

Personnel Changes

DEPARTMENT	TITLE	PAY GRADE	Add/(Delete) F-T	Add/(Delete) P-T
Public Works				
Streets	Upgrade Street Crew Supervisor	E to F	0	0
	Upgrade Landscape Maintenance Worker Senior	C to D	0	0
	PT Admin. Assistant to FT Admin. Assistant	D	1	-0.5
Parks	Upgrade Parks & Recreation Superintendent	G to H	0	0
	Upgrade Urban Forestry Superintendent	G to H	0	0
	Upgrade Grounds & Landscape Foreman	F to G	0	0
	Upgrade Recreation Foreman	F to G	0	0
	Eliminate Facilities Foreman	G	-1	
	Create Facilities Crew Chief	E	1	
	Upgrade Arborist	E to F	0	0
	Upgrade Athletic Worker II	C to D	0	0
	Upgrade Maintenance Worker	C to D	0	0
	Upgrade Tree Worker	B to C	0	0
SES - Administration	Create Technical Support Specialist II	F	1	
SES - Administration	Eliminate Technical Support Specialist I	E	-1	
SES - Collection	Upgrade SES Equipment Operator	C to D	0	0
SES - Collection	Upgrade SES Dispatcher	B to C	0	0
Water Treatment Plant	Upgrade Water Treatment Superintendent	H to I	0	0
Utility Administration	Upgrade Utilities Engineer II	H to I	0	0
Water Treatment Plant	Upgrade Water Treatment Assistant Superintendent	G to H	0	0
Water Distribution	Upgrade Service Division Assistant Superintendent	G to H	0	0
WW Collection	Upgrade Service Division Assistant Superintendent	G to H	0	0
WW Treatment Plant	Upgrade Assistant Water Reclamation Superintendent	G to H	0	0
Water Distribution	Upgrade Utilities Crew Chief	E to F	0	0
WW Collection	Upgrade Utilities Crew Chief	E to F	0	0
WW Collection	Upgrade TV Truck Sewer Inspector	D to E	0	0
Utility Administration	Create Right of Way Inspector	G	1	
Utility Administration	Create Utility Inspector	F	1	
Total Net Change			**6**	**-1**
Total New Positions				**5**

In addition, a series of targeted positions will be examined for market adjustments throughout the Fiscal Year. These will be evaluated and brought forward to the Board of Mayor and Alderman at a later time.

Debt

Debt Capacity & Debt Service Levels

The City of Franklin's General Obligation Bond rating from Moody's Investor Services and Standard & Poor's is Aaa and AAA, respectively, the highest rating possible. The City of Franklin is one of only seven Tennessee cities with the triple A rating (Bartlett, Brentwood, Chattanooga, Collierville, Germantown and Knoxville) from various rating services. The City's Water and Wastewater Revenue Bond rating from Moody's Investors Services is Aa3.

The State of Tennessee does not mandate a debt limit for municipalities and the City has no debt limit in place at this time. In 2009, the City adopted a debt policy that provides guidelines on the amount of debt capacity the City will have based on a series of debt ratios that are regularly produced and reviewed by the rating agencies. Those ratios were debt per capita, debt burden, and debt service as a percentage of General fund expenditures. In 2017, the policy was updated to reflect statistics in the new methodologies implemented by the rating agencies. The City's approved debt policy is included in this budget document in Appendix E.

Debt Service

In 2010, the City created a fund for accumulation or resources and the payment of debt service. A portion of the total property tax rate is allocated for debt service; however, the actual portion to be paid by property tax depends on the projects approved. Depending on the project's purpose, additional debt service payments are expected to be paid by the Hotel/Motel Tax Fund, the Road Impact Fund, the Facilities Tax Fund, and the Sanitation & Environmental Services Fund. The total General & Special Funds debt service budget for FY 2018 is $13,764,063.

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Expenses (Debt Service by Fund)							
General	7,950,715	8,157,643	9,377,892	9,135,748	9,327,839	(50,053)	-0.5%
Sanitation	599,772	524,767	396,057	167,184	167,184	(228,873)	-57.8%
Road Impact	2,982,724	3,000,344	3,041,690	3,029,255	3,029,255	(12,435)	-0.4%
Hotel Motel	1,239,732	1,213,994	1,240,614	1,240,614	1,239,785	(829)	-0.1%
Total Expenditures	**12,772,944**	**12,896,749**	**14,056,253**	**13,572,801**	**13,764,063**	**(292,190)**	**-2.1%**

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

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

Debt

Debt Service

City of Franklin, Tennessee Bonded Indebtedness - FY 2019

GOVERNMENTAL FUNDS

BOND INFORMATION					2019 DEBT SERVICE			DEBT SERVICE PAID BY							Total
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding - Beg of Fiscal Year	2019 Principal	2019 Interest	Total 2019 Principal + Interest)	General Fund	Sanitation Fund	Road Impact Fund	Hotel/Motel Tax Fund				
2005 Lawrenceburg PBA	Used for 1/2 of purchase price of Battlefield Park property ($2.5m) and r.o.w. for McEwen ($2m)	2021	$4,500,000	$1,110,000	$355,000	$34,644	$389,644			$175,340	$214,304				$389,644
2007 Franklin Building Authority	Used for several projects including public safety building, parks, and road projects	2037	$20,000,000	$20,000,000	$0	$798,000	$798,000	$454,860		$343,140					$798,000
2009A&B	Used for several projects including public safety building, parks, and road projects	2029	$44,000,000	$28,485,000	$2,205,000	$1,464,695	$3,669,695	$2,385,302		$1,269,714	$14,679				$3,669,695
2010 New Bonds	To be used for Hillsboro Rd (arterial), 3rd Ave N Ext (collector), and Columbia Ave Streetscape (hotel/motel portion)	2030	$15,725,000	$15,725,000	$0	$781,608	$781,608	$184,811		$318,292	$278,505				$781,608
2010 New Bonds	Used to refund 2005 TN Loans and Harlinsdale bonds	2024	$16,590,000	$8,365,000	$1,280,000	$307,472	$1,587,472	$1,005,332			$582,140				$1,587,472
2012 Refunding	Used to refund 2009 TMBF bonds)	2027	$22,500,000	$14,680,000	$1,495,000	$312,684	$1,807,684	$741,150		$921,919	$144,615				$1,807,684
2013A Public Improvement	To finance the Public Works Facility and other street projects	2034	$7,405,000	$6,230,000	$320,000	$192,619	$512,619	$512,619							$512,619
2013B Pension Obligation	Used to fund the unfunded portion of the pension obligations	2024	$10,000,000	$6,275,000	$970,000	$183,510	$1,153,510	$1,153,510							$1,153,510
2015 G.O. Bonds	Used to fund roads and public facilities	2034	$15,000,000	$13,460,000	$565,000	$503,940	$1,068,940	$1,063,595			$5,345				$1,068,940
2017 G.O. Bonds	Used to fund Roads, Communications, Sanitation & Equipment	2037	$23,120,000	$22,170,000	$755,000	$975,900	$1,730,900	$1,563,716	$167,184						$1,730,900
	Government Funds Totals		**$180,840,000**	**$136,500,000**	**$7,945,000**	**$5,555,071**	**$13,500,071**	**$9,064,895**	**$167,184**	**$3,028,405**	**$1,239,587**	**$0**	**$0**	**$0**	**$13,500,071**
Plus Debt Fees							$263,992	$262,944	$0	$850	$198				$263,992
	Debt Service Fund Costs (see Other Special Funds)						**$13,764,063**	**$9,327,839**	**$167,184**	**$3,029,255**	**$1,239,785**				**$13,764,063**

WATER AND WASTEWATER FUND

BOND INFORMATION					2019 DEBT SERVICE			DEBT SERVICE PAID BY							Total
Bond Issue	Description	Maturing	Original Amount	Amount Outstanding	2019 Principal	2019 Interest	Total 2018 Principal + Interest)	Water Operations	Water Access	Water Taps	Wastewater Operations	Wastewater Access	Reclaimed Access	Reclaimed Taps	
2005 Refunding	Used to refund bonds issued in 2001 and large portion of 2002B issue	2025	$24,670,000	$13,450,000	$2,200,000	$769,125	$2,969,125				$1,187,650	$1,781,475			$2,969,125
2011 Refunding	Used to refund 2008 Issue)	2026	$19,430,000	$11,465,000	$1,310,000	$313,431	$1,623,431	$113,640	$211,046	$48,703	$16,234	$1,136,402	$81,172	$16,234	$1,623,431
ARRA Loan - Drinking Water	Used for rehabiliation of reservoir	2030	$1,500,000	$1,033,608	$69,965	$28,249	$98,214	$98,214							$98,214
ARRA Loan - Clean Water	Used for sewer and reclaimed water projects	2031	$1,888,200	$1,451,767	$84,156	$38,020	$122,176				$56,201		$65,975		$122,176
2017 Water	Used for renovation of Water Treatment Plant	2037	$12,000,000	$11,630,000	$400,000	$508,000	$908,000	$908,000			$0		$0		$908,000
Water & Wastewater Totals (detail found in separate budget)			**$59,488,200**	**$39,030,375**	**$4,064,121**	**$1,656,825**	**$5,720,946**	**$1,119,854**	**$211,046**	**$48,703**	**$1,260,085**	**$2,917,877**	**$147,147**	**$16,234**	**$5,720,946**
Combined Totals			**$240,328,200**	**$175,530,375**	**$12,009,121**	**$7,211,896**	**$19,221,017**	**$10,184,749**	**$378,230**	**$3,077,108**	**$2,499,672**	**$2,917,877**	**$147,147**	**$16,234**	**$19,221,017**

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:

- #4 Best Place to Live in America – 2017 (Money Magazine)
- #1 Best Town in Tennessee – 2015 & 2016 (Niche Rankings)
- #10 Best Town to Retire in the United States - 2015 (USA Today/Bankrate)
- Best Places to Live (*CNN/Money Magazine*)
- Top 10 Community for Job Growth (*CNN/Money Magazine*)
- Top 10 List for Historic Preservation (Preservation Network)
- Most Beautiful Town Finalist by Rand McNally/USA Today
- Greatest Southern Town (*Garden & Gun Magazine)*

Under this operating unit are:

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

This page intentionally left blank.

Elected Officials

Dr. Ken Moore, Mayor

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	245,070	230,168	243,619	245,560	240,187	-3,432	-1.4%
Operations	98,112	51,956	137,547	141,931	77,658	-59,889	-43.5%
Capital	0	0	0	0	0	0	0.0%
Total	**343,182**	**282,124**	**381,166**	**387,491**	**317,845**	**-63,321**	**-16.6%**

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 2019 Outlook

The City held a municipal election October 24, 2017 for the offices of Ward Aldermen. The following City election for the offices of Mayor and Aldermen at Large will be in October of 2019.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme:

Elected Officials support all four themes of the Strategic Plan.

Performance Measures (con't)

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

Workload (Output) Measures

		2015	2016	2017	2018*	2019*
	Number of Resolutions Passed	111	75	82	100	100
	Number of Ordinances Passed	36	59	52	30	30
	Meetings Held					
	- Work Sessions	22	22	24	20	20
	- Regular Meetings	12	12	12	12	12
	- Special Meetings	10	14	8	10	10

Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	Percent of BOMA Meetings with Perfect attendance (9 of 9)	75%	61%	52%	80%	80%
	Percent of BOMA Meetings with eight of nine members in attendance (8 of 9)	85%	97%	76%	85%	85%

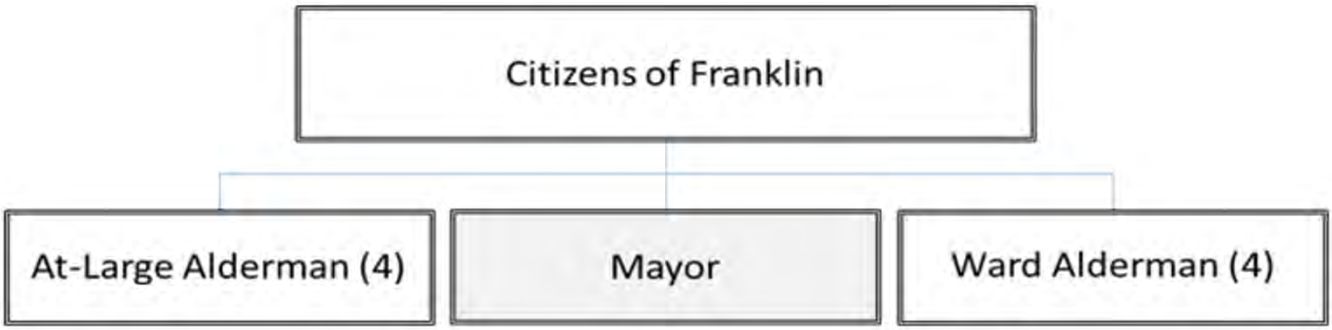
Franklin Citizens Survey *(Fall 2016)*

		2x/week+	2-4x/mo	Once/mo.	Not at all	Not at all
☑	% of respondents attended a local public meeting	1%	2%	20%	77%	77%
☑	% of respondents who watched a local public meeting	1%	4%	18%	77%	77%

		Excellent	Good	Fair	Poor	Poor
☑	% rating the value of services for the taxes paid to Franklin	23%	53%	20%	4%	4%
☑	% rating the overall direction that Franklin is taking	21%	53%	22%	5%	5%
☑	% rating the job Franklin does at welcoming citizen involvement	20%	51%	20%	9%	9%
☑	% rating overall confidence in Franklin government	21%	56%	20%	4%	4%
☑	% rating the City of Franklin generally acting in the best interest of the community	23%	51%	22%	5%	5%
☑	% rating Franklin government in being honest	23%	51%	21%	5%	5%
☑	% rating Franklin government teats all residents fairly	22%	50%	22%	7%	7%

**2017 and 2018 data estimated.*

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Mayor		1	0	1	0	1	0	1	0	1	0
Aldermen		8	0	8	0	8	0	8	0	8	0
Totals		**9**	**0**	**9**	**0**	**9**	**0**	**9**	**0**	**9**	**0**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Officials Fees	129,227	128,607	129,267	129,267	129,267	-	0.0%
Employee Benefits	115,843	101,561	114,352	116,293	110,920	(3,432)	-3.0%
Total Personnel	**245,070**	**230,168**	**243,619**	**245,560**	**240,187**	(3,432)	-1.4%
Operations							
Transportation Services	26	28	200	200	200	-	0.0%
Operating Services	-	-	630	640	660	30	4.8%
Notices, Subscriptions, etc.	75,065	23,501	82,475	85,700	36,950	(45,525)	-55.2%
Utilities	1,734	1,720	1,750	1,775	1,800	50	2.9%
Contractual Services	-	3,550	-	-	-	-	0.0%
Professional Development/Travel	10,621	9,553	21,525	21,700	22,000	475	2.2%
Office Supplies	8,402	11,356	8,250	8,400	8,600	350	4.2%
Operating Supplies	-	-	600	650	650	50	8.3%
Fuel & Mileage	1,274	74	1,000	1,000	1,000	-	0.0%
Machinery & Equipment (<$25,000)	-	728	19,560	19,580	3,415	(16,145)	-82.5%
Property & Liability Costs	990	1,446	1,557	2,286	2,383	826	53.1%
Total Operations	**98,112**	**51,956**	**137,547**	**141,931**	**77,658**	**(59,889)**	**-142%**
Capital	-	-	-	-	-	-	**0%**
Total Elected Officials	**343,182**	**282,124**	**381,166**	**387,491**	**317,845**	**(63,321)**	**-144%**

This page intentionally left blank.

Administration

Eric S. Stuckey, City Administrator

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	510,140	530,330	1,030,110	1,068,763	1,062,345	32,236	3.1%
Operations	-17,958	5,000	23,591	16,275	-41,607	-65,198	-276.4%
Capital	0	0	0	0	0	0	0.0%
Total	**492,182**	**535,330**	**1,053,701**	**1,085,038**	**1,020,738**	**-32,962**	**-3.1%**

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, Granicus. This web based program replaced the paper agenda packets and provides for a centralized electronic creation approach to compiling the agenda. Board members, staff, and citizens are able to access current and past meeting agendas, supporting documents, and minutes through the software's online interaction application. Agendas remain on the City's website after the meeting, and the video clip is linked to the respective item on the agenda.

The offices of the Mayor and Administration (along with Communications and Law) were renovated in FY 2016 and began to be utilized in FY2017. We believe this improvement has been beneficial for citizens and staff alike.

The Administration Department continues to codify the Municipal Code on the City's website. It is updated on a constant basis through MuniCode, our contracted codifier of the code. Besides the value of making this information available to citizens 24/7, it is current and also minimizes the use and cost of paper products.

In accordance with the City's Records Retention Policy, the Administration Department continues to purge and destroy those files, records, and documents exceeding the recommended retention period. Annual "shred day" for all departments has expanded to twice a year; once in the spring and again in the fall. This continuing practice has eliminated a number of file cabinets, thereby saving departments valuable storage space.

During the remodel of 2017, the Administration Department moved historical record books (Board and Committee minutes, Ordinances and Resolutions) to fireproof cabinets at the Five Points building storage area. This brought us into compliance with records storage practices for historical records. However, current files in the Board Secretary's office remain in non-fire proof cabinets. We are proposing two fire proof cabinets be purchased for the current files held in the Board Secretary's office.

Administration

Eric S. Stuckey, City Administrator

FY 2019 Outlook

The Administration Department will continue to process the Board's agendas using an agenda management system. After system users monitored the Granicus product for efficiency and support, we reached out to other vendors to compare the product. We continue to seek a different vendor in FY2019 that would exceed the current program's services at a comparable price.

The preservation of historical records will also continue. The City maintains historical record books dating back to the mid 1800's. Staff is researching a more secure, safekeeping retention method such as professional scanning and storage of these records.

The City implemented a public records policy effective July 1, 2017, in accordance with State requirement. Staff is implementing a software program (JustFOIA) to process these requests for public records. We believe we will be able to process these requests for records more efficiently and expediently while maintaining the integrity of the records with the new software.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

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

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

Franklin will develop a quality level of service expectation for its citizens.

Goal: To have 90% citizen satisfaction rated excellent/good for services as reported by community survey.

Baseline: Data to be collected in next community survey.

Theme: Quality Life Experiences

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

Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.

Goal: To have 90% or better of citizens who consider Franklin's quality of life to be excellent/good.

Baseline: 94% of citizens responding to community survey considered the overall quality of life to be excellent/good. (Source: 2012 Community Survey by ASI for Franklin Tomorrow)

Performance Measures (con't)

Theme: Quality Life Experiences

Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.

Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin

Goal: Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.

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

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

Goal: To improve ranking as one of the 100 Best Places to live in the United States.

Baseline: Ranked of 52 (CNN Money Magazine, 2012).

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 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)

Theme: Sustainable Grown & Economic Prosperity

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

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

Baseline: Citizen Perception reported through community survey.

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

Workload (Output) Measures

		2015	2016	2017	2018*	2019*
	Number of Agenda Packets reviewed	44	57	46	45	45
	Number of Sets of Minutes Produced	88	57	46	45	45
	Number of documents scanned into OnBase:					
	Resolutions	111	70	82	100	100
	Ordinances	36	54	52	50	50
	Sets of Minutes	55	57	44	50	50

Performance Measures (con't)

Efficiency Measures

	2015	2016	2017	2018*	2019*
Distribute Agenda Packets to Board of Mayor and Aldermen on Thursday prior to the meeting date.					
Percentage of time target met	90%	90%	90%	90%	90%

Outcome (Effectiveness) Measures

	2015	2016	2017	2018*	2019*
Preserving dynamic, diverse, engaged neighborhoods: Franklin will be a place that offers a high quality of life for all citizens who choose to live and work here.					
Citizens will recognize and celebrate the unique sense of community and cultural diversity that is Franklin.					
Franklin Baseline: 90% or better of citizens who consider Franklin's quality of life to be excellent/good.					
Overall quality of life to be excellent/good	94%	97%	97%	TBD	TBD
Target	**90%**	**90%**	**90%**	**90%**	**90%**
Meets Target?	**Yes**	**Yes**	**Yes**	TBD	TBD
Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.					
Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin					
Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.					
Baseline: Complete Housing Analysis and establish goals based on data from the analysis.					
Target	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.					
Improve ranking as one of the 100 Best Places to live in the United States.					
Franklin Ranking	42	42	4	TBD	TBD
Target *(Baseline 60 in 2010, Money Magazine)*	42	42	42	4	4
Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**
Improve ranking as one of the top business-friendly cities in Tennessee.					
Franklin Ranking	2	2	TBD	TBD	TBD
Target *(Baseline from Beacon Center of Tennessee)*	**2**	**2**	**2**	**2**	**2**
Meets Target?	**Yes**	**Yes**	**TBD**	**TBD**	**TBD**
Achieve the American Association of Retirement Communities Seal of approval as one of the top places for retirees in the United States.					
Franklin Designation	No	No	TBD	TBD	TBD
Target *(Baseline from: http://the-aarc.org)*	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**
Meets Target?	**No**	**No**	**TBD**	**TBD**	**TBD**

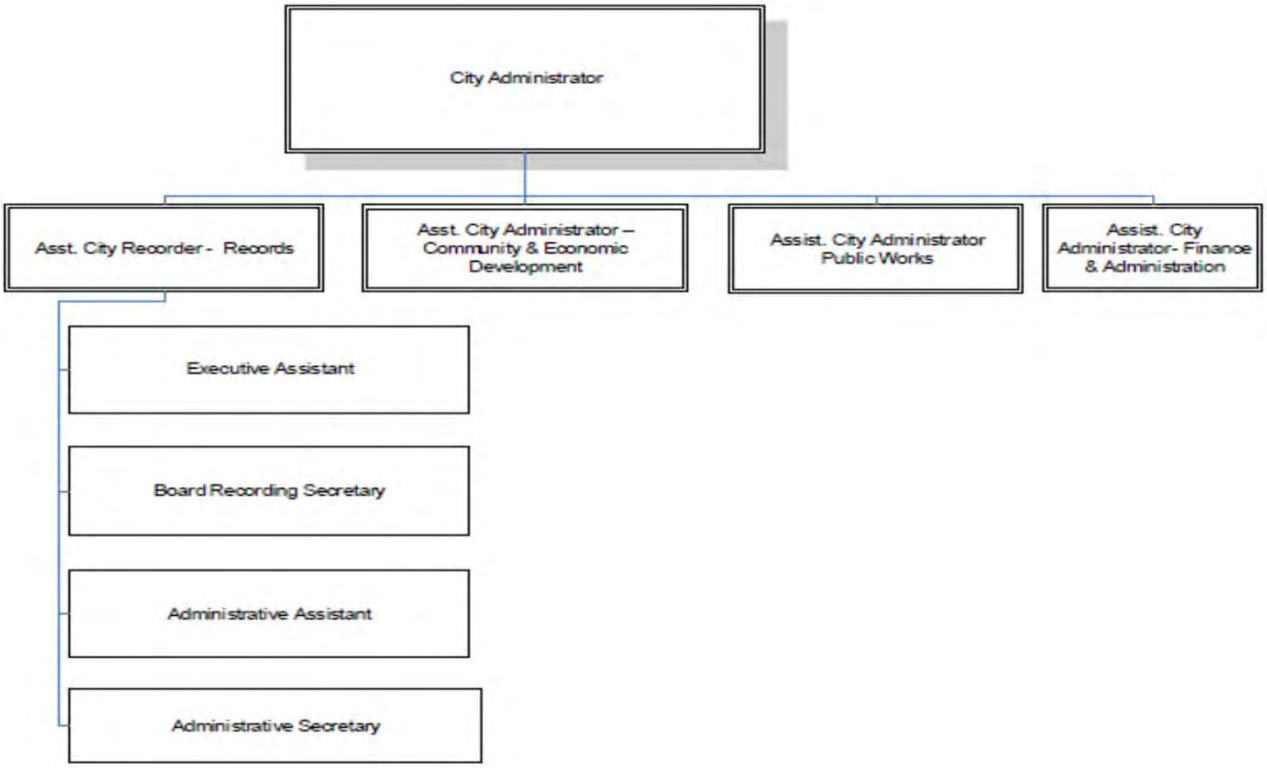
Performance Measures (con't)

	Franklin will strategically manage its growth and the value of its assets.				
	80% or better of citizens reporting satisfaction with the managed growth of the community.				
	Franklin Baseline: Citizen Perception reported through community survey; survey to be developed.				
	Target	**80%**	**84%**	**84%**	**TBD**	**TBD**
	Meets Target?	**TBD**	**Yes**	**Yes**	**TBD**	**TBD**

Franklin Citizens Survey ***(Fall 2016)***

		Excellent	Good	Fair	Poor
☑	% rating Franklin as a place to raise children	72%	25%	2%	1%
☑	% rating Franklin as a place to work	57%	34%	8%	1%
☑	% rating Franklin as a place to visit	62%	31%	7%	1%
☑	% rating Franklin as a place to retire	53%	32%	11%	4%
☑	% rating the overall quality of life in Franklin	63%	34%	3%	0%
☑	% rating Overall customer service by Franklin employees	37%	53%	8%	2%
☑	% rating the quality of services provided by the City of Franklin	36%	57%	6%	1%

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Administrator	Grade P	1	0	1	0	1	0	1	0	1	0
Asst. City Admin-Community Development	Grade N	0	0	0	0	0	0	1	0	1	0
Asst. City Admin-Finance/Admin	Grade N	0	0	0	0	0	0	1	0	1	0
Asst. City Admin-Public Works	Grade N	0	0	0	0	1	0	1	0	1	0
Asst City Recorder - Admin	Grade G	1	0	1	0	1	0	1	0	1	0
Executive Assistant	Grade E	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	Grade D	0	0	0	0	0	0	1	0	1	0
Recording Secretary to BOMA	Grade C	1	0	1	0	1	0	1	0	1	0
Administrative Secretary	Grade B	1	1	1	1	1	1	1	0	1	0
Administrative Analyst(Intern)	---	1	0	1	0	0	1	0	1	0	1
TOTALS		**6**	**1**	**6**	**1**	**6**	**2**	**9**	**1**	**9**	**1**

**Note: Assistant City Administrator/Public Works only funded for six months in 2017. Fully funded in FY 2018.*

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	380,494	404,916	826,481	840,015	820,394	(6,087)	-0.7%
Employee Benefits	129,646	125,414	203,629	228,748	241,951	38,323	18.8%
Total Personnel	**510,140**	**530,330**	**1,030,110**	**1,068,763**	**1,062,345**	**32,236**	**3.1%**
Operations							
Transportation Services	429	83	850	850	870	20	2.4%
Operating Services	3,791	7,124	17,900	12,900	19,900	2,000	11.2%
Notices, Subscriptions, etc.	15,842	28,514	7,305	7,375	7,535	230	3.1%
Utilities	10,171	12,469	12,315	15,365	16,575	4,260	34.6%
Contractual Services	32	-	11,465	11,530	9,550	(1,915)	-16.7%
Repair & Maintenance Services	2,982	15,332	5,515	5,820	5,850	335	6.1%
Employee programs	5,008	4,899	26,100	26,200	26,300	200	0.8%
Professional Development/Travel	10,041	17,668	17,960	18,110	20,610	2,650	14.8%
Office Supplies	13,635	20,716	16,200	16,400	17,525	1,325	8.2%
Operating Supplies	683	1,014	2,565	2,660	2,710	145	5.7%
Fuel & Mileage	640	465	600	600	650	50	8.3%
Machinery & Equipment (<$25,000)	43,935	33,040	44,300	36,100	57,345	13,045	29.4%
Repair & Maintenance Supplies	-	49	-	-	-	-	0.0%
Property & Liability Costs	7,200	10,241	11,055	12,894	13,483	2,428	22.0%
Permits	-	-	4,910	4,920	1,320	(3,590)	-73.1%
Other Business Expenses	-	10	-	-	-	-	0.0%
Debt Service	7,640	(7,641)	-	-	-	-	0.0%
Interfund Reimbursements	(139,987)	(138,983)	(155,449)	(155,449)	(241,830)	(86,381)	55.6%
Total Operations	**(17,958)**	**5,000**	**23,591**	**16,275**	**(41,607)**	**(65,198)**	**-276.4%**
Capital							
Total Administration	**492,182**	**535,330**	**1,053,701**	**1,085,038**	**1,020,738**	**(32,962)**	**-3.1%**

This page intentionally left blank.

Human Resources

Kevin G. Townsel, J.D., Director

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	879,839	1,024,588	975,073	1,019,878	990,037	14,964	1.5%
Operations	332,028	140,461	190,393	183,916	201,068	10,675	5.6%
Capital	0	0	0	0	0	0	0.0%
Total	**1,211,867**	**1,165,049**	**1,165,466**	**1,203,794**	**1,191,105**	**25,640**	**2.2%**

Departmental Summary

The goal of the Human Resources Department is to administer a comprehensive human resources program for all City of Franklin employees.

Functions include
(1) recruitment, testing, selection and orientation of new employees,
(2) procurement and administration of the comprehensive fringe benefit package,
(3) review, update and implementation of the Human Resources Policies and Procedures,
(4) classification and compensation administration,
(5) employee and supervisory training, and
(6) procurement and administration of all lines of risk insurance.

Assistance is provided to department heads and supervisors to assure fairness and consistency among hiring and promotional practices, disciplinary and termination practices and for day-to-day policy interpretation.

We are proud to list below the goals that substantially contribute to the economic sustainability of the City of Franklin:

- The HR Department continues to utilize Kronos Talent Acquisition to assist in job requisitions and applicant tracking. It has helped HR in reducing (by 30%) the number of days required in the recruitment process and dramatically reduces the amount of paper previously used. Kronos Talent Acquisition allows us to onboard a new employee without paper. All documents are stored within the system.
- The City has received $617,735 in pharmacy rebates in the past 12 months which will directly reduce the total medical plan expenditures.
- We have received our experience modification rate from NCCI for the FY2018 insurance period and it is 0.70. The “mod” rate is a factor that is developed between the insured’s actual past experience and the expected or actual experience of the WC class code. When it is applied to our manual premium, it produces a premium that is more representative of our actual loss experience. Since we are below 1.0 (which is average) we will pay less premium for FY2019.

Human Resources

Kevin G. Townsel, J.D., Director

Department Summary (Continued)

- The Human Resources Department believes that health and wellness is an important component of maintaining sustainable communities. This year, we offered flu shots, held the annual health and wellness fair, offered group fitness and yoga classes, and offered a number of departmental contests such as the walking challenge and the risk assessment health challenge.
- We have implemented Kronos self-service. This software will eliminate entering data into numerous spreadsheets increasing efficiency and improving accuracy. We have also completed the second phase of Kronos, which is the time keeping piece, allowing employees to clock in via timeclocks, computer and/or mobile app.
- The City of Franklin has completed its second annual evaluation cycle through Trakstar. All employee evaluations have been completed in Trakstar which is a totally paperless system. 542 employees completed a self-appraisal this evaluation cycle, which engages the employee in the appraisal process. Trakstar enables supervisors and employees to record performance issues in real time allowing immediate feedback. Trakstar is also used for inputting employee goals and allows that employee to track and complete their progress of each goal. Since implementing Trakstar, we have noticed an increase in employee participation and many departments have encouraged their employees to use the system regularly.
- The Human Resources department also implemented a new employee perks program called AccessPerks. It allows employees to log on via a created username and password to have access to discounted products

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

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

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

Franklin will seek to attract and retain high quality employees whose diversity fully reflects the community.

Goal: To attract talented workers, the City of Franklin's salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.

Baseline: 2012 average salary is 92.1% of target market index.

Goal: To actively recruit and retain a workforce representative of the community.

Baseline: 2012 demographic employment profile for City of Franklin: 21% female (City population average is 52%); 6.6% minority (15.6% for city population). City data based on 2010 U.S. Census data. Minority includes all census group classifications which was 9,774 of 62,487 population.

Performance Measures

Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.

Goal: To have a safe and healthy workplace.

Baseline: 69 Franklin employees had accidents in FY2013.

Baseline: Number of lost work days by employees in FY2013 was 158.

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

Baseline: Number of credit hours reimbursed

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

Workload (Output) Measures

		2015	2016	2017	2018*	2019*
Organization-Wide						
	Number of Budgeted Positions Full-Time	705	717	708	719	719
	Number of Budgeted Positions Part-Time	66	61	58	54	54
	Total FTEs (entire organization)	675	664	711	684	684
	Number of exempt FTEs	110	112	122	129	129
	Number of non-exempt FTEs	564	552	589	555	555
	Employee Turnover for Full-Time Positions (Not Including Retirees)	6.75%	11%	7.9%	6%	5%
	Tennessee Statewide Benchmarking Average	***8.00%***	***8.96%***	***7.60%***	***TBD***	***TBD***
	Number of Vacancies Advertised Externally **	80	43	94	90	90
	Number of External Applications Processed	5,835	2,037	3,197	6,100	6,100
	Average Number of Applications per Advertised External Vacancy	60	32	52	68	68
	Average Number of Days to Fill a Position Advertised Externally	83	79	75	52	50
	Number of new employees hired	138	53	84	95	100
	Number of new hires that were from within ranks (promoted)	13	0	53	30	32
	OSHA 300 log recordable injuries or illnesses	53	21	32	9	25
	Workers' compensation claims	65	62	64	35	55
Human Resources Department Statistics						
	Total number of FTEs	10.00	11.00	11.00	11.00	12.00
	Human Resources Staff per 100 Employees	0.68	1.66	1.55	1.40	1.60
	Applications processed Internal & External	6,200	2,037	3,197	6,000	6,000
	Requisitions approved Internal & External	97	52	128	120	125

***includes postings with multiple vacancies*

Performance Measures

Efficiency Measures

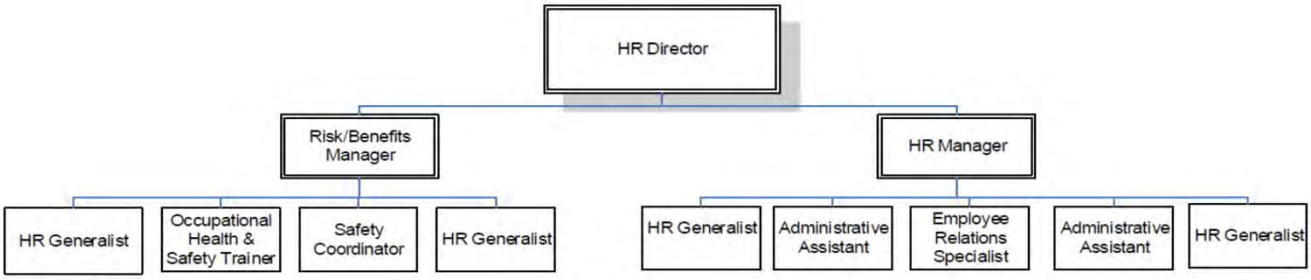
		2015	2016	2017	2018*	2019*
	Benefits to Salary Ratio (All Funds)	33.21%	37.98%	38.26%	TBD	TBD
	Tennessee Statewide Benchmarking Average	***44.86%***	***45.44%***	***42.32%***	***TBD***	***TBD***
	Personnel Costs (All Funds) per FTE	$ 68,796	$ 69,515	$ 76,077	TBD	TBD
	Tennessee Statewide Benchmarking Average	***$ 64,637***	***$ 66,178***	***$ 62,317***	***TBD***	***TBD***
	Human Resources Cost per Total FTE (City -Wide)	$ 2,000	$ 2,029	$ 2,325	TBD	TBD
	Tennessee Statewide Benchmarking Average	***$ 978***	***$ 850***	***$ 1,070***	***TBD***	***TBD***
	Workers Compensation Cost per Claim	$ 4,659	$ 4,497	$ 6,584	TBD	TBD
	Tennessee Statewide Benchmarking Average	***$ 5,353***	***$ 8,207***	***$ 14,110***	***TBD***	***TBD***
	Annual Wellness Cost per FTE	$ 35.00	$ 36.00	$ 38.00	TBD	TBD
	Total benefits as a percent of total wages^	33.21%	37.98%	38.26%	TBD	TBD
	Tennessee Statewide Benchmarking Average	***43.77%***	***44.78%***	***43.69%***	***TBD***	***TBD***
	Benefits as a percentage of All Funds personnel costs^	24.9%	27.5%	28.2%	TBD	TBD
	Tennessee Statewide Benchmarking Average	***34.3%***	***31.1%***	***30.5%***	***TBD***	***TBD***

Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
The City of Franklin will have a talented, diverse, and engaged workforce.						
	Franklin will seek to attract and retain high quality employees whose diversity fully reflects the community.					
	City of Franklin's salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.					
	Current Franklin	TBD	TBD	TBD	TBD	TBD
	Target	**70.0%**	**70.0%**	**70.0%**	**70.0%**	**70.0%**
	Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
	Actively recruit and retain a workforce representative of the community.					
	% of Employees Female	22.3%	20.0%	21.0%	21.0%	21.0%
	% of Franklin Female	52.2%	52.2%	52.2%	52.2%	52.2%
	Meets Target?	No	No	No	**TBD**	**TBD**
	% of Employees Minority	7.5%	6.0%	7.0%	7.0%	8.0%
	% of Franklin Minority	15.6%	15.6%	15.7%	15.7%	15.7%
	Meets Target?	No	No	No	**TBD**	**TBD**
	Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems.					
	A safe and healthy workplace.					
	# of employees who had accidents	46	60	83	46	72
	# Number of lost work days by employees	95	34	123	28	50
	Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
	# of credit hours reimbursed for employees	192	200	200	115	192

**2018 and 2019 estimated.*

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Human Resources Director	Grade L	1	0	1	0	1	0	1	0	1	0
Assistant HR Director/Benefits	Grade K	1	0	0	0	0	0	0	0	0	0
Assistant HR Director	Grade K	0	0	1	0	1	0	0	0	0	0
Risk/Benefits Manager	Grade K	0	0	1	0	1	0	1	0	1	0
Risk Manager	Grade J	1	0	0	0	0	0	0	0	0	0
HR Manager	Grade J	0	0	0	0	0	0	1	0	1	0
Employee Relations Mgr II	Grade J	1	0	0	0	0	0	0	0	0	0
Occupational Health & Safety Trainer	Grade H	1	0	1	0	1	0	1	0	1	0
Safety Coordinator	Grade H	1	0	1	0	1	0	1	0	1	0
Employee Relations Specialist	Grade G	0	0	1	0	1	0	1	0	1	0
Human Resources Generalist	Grade G	2	0	2	0	2	0	4	0	4	0
Benefits Specialist	Grade D	1	0	1	0	1	0	0	0	0	0
Human Resources Technician	Grade D	2	0	2	0	2	0	0	0	0	0
Administrative Assistant	Grade D	0	1	0	1	0	1	2	0	2	0
TOTALS		**11**	**1**	**11**	**1**	**11**	**1**	**12**	**0**	**12**	**0**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	690,422	781,684	759,229	782,010	735,208	(24,021)	-3.2%
Employee Benefits	189,417	242,904	215,844	237,868	254,829	38,985	18.1%
Total Personnel	**879,839**	**1,024,588**	**975,073**	**1,019,878**	**990,037**	**14,964**	**1.5%**
Operations							
Transportation Services	3,490	3,912	8,100	8,100	5,000	(3,100)	-38.3%
Operating Services	1,637	1,982	4,130	4,130	3,120	(1,010)	-24.5%
Notices, Subscriptions, etc.	16,817	10,338	17,500	17,500	17,500	-	0.0%
Utilities	6,527	7,318	7,450	7,450	7,250	(200)	-2.7%
Contractual Services	175,123	165,882	96,500	96,968	91,968	(4,532)	-4.7%
Repair & Maintenance Services	4,876	2,552	6,000	6,000	4,500	(1,500)	-25.0%
Employee Programs	201,941	160,036	274,500	274,500	271,000	(3,500)	-1.3%
Professional Development/Travel	22,300	27,235	37,200	37,200	39,500	2,300	6.2%
Office Supplies	8,215	9,183	9,750	9,750	10,000	250	2.6%
Operating Supplies	1,648	1,660	4,300	4,300	3,050	(1,250)	-29.1%
Fuel & Mileage	933	1,069	1,500	1,500	1,250	(250)	-16.7%
Machinery & Equipment (<$25,000)	21,065	53,739	23,750	23,400	35,085	11,335	47.7%
Repair & Maintenance Supplies	644	44	550	550	560	10	1.8%
Property & Liability Costs	6,953	9,787	10,256	11,262	12,244	1,988	19.4%
Other Business Expenses	-	-	550	550	550	-	0.0%
Debt Service and Lease Payments	184,210	19,659	12,708	5,107	-	(12,708)	-100.0%
Interfund Reimbursements	(324,351)	(333,935)	(324,351)	(324,351)	(301,509)	22,842	-7.0%
Total Operations	**332,028**	**140,461**	**190,393**	**183,916**	**201,068**	**10,675**	**5.6%**
Machinery & Equipment (>$25,000)	-	-	-	-	-	-	
Capital	-	-	-	-	-	-	
Total Human Resources	**1,211,867**	**1,165,049**	**1,165,466**	**1,203,794**	**1,191,105**	**25,640**	**2.2%**

Law

Shauna R. Billingsley, City Attorney

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	378,088	492,368	509,448	512,504	541,920	32,472	6.4%
Operations	-44,823	5,765	58,405	54,829	70,108	11,703	20.0%
Capital	0	0	0	0	0	0	0.0%
Total	**333,265**	**498,133**	**567,853**	**567,333**	**612,028**	**44,175**	**7.8%**

Departmental Summary

The Law Department provides legal advice to the Mayor, Aldermen, City Administrator, department directors, boards, commissions, committees, and other City officials. These duties include:

1) to direct professional and other employees in the Law Department in the provision of legal services to the City,
2) to supervise preparation and review of contracts, deeds, bonds, ordinances, resolutions, real estate transactions and agreements for the City by rendering opinions relative to substance, form and propriety of such documents,
3) to attend and provide legal counsel to Board of Mayor and Aldermen meetings and committee meetings as may be required,
4) to direct the management of all litigation in which the City is a party or is interested, including the functions of prosecuting attorney in City Court appeals,
5) to apply in the name of the City for injunctive or other extraordinary relief as authorized by law,
6) to assist in development of administrative policies, rules and regulations,
7) to represent the City in legal issues at administrative hearings, in meetings with government officials and in professional educational organizations, and
8) to recommend and arrange for retention of special counsel in cases involving extensive or specialized litigation.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme:

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

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

Workload (Output) Measures

		FY 2015 3/1/2014 to 3/1/2015	2016	2017	2018*	2019*
	Number of Ordinances Drafted/Reviewed	28	45	53	all	all
	Number of Resolutions Drafted/Reviewed	67	85	80	all	all
	Number of Contracts Drafted/Reviewed	259	299	360	all	all
	Legal Opinions Distributed *(Goal : Distribute 1 every month)*	12	12	9	12	12
	Total Number of Litigation Cases Opened/Closed	120/104	109/87	123/88	as many as needed	as many as needed
	Number of Other Tasks Created/Completed	665/666	1075/1037	1282/1127	as many as needed	as many as needed

Efficiency Measures

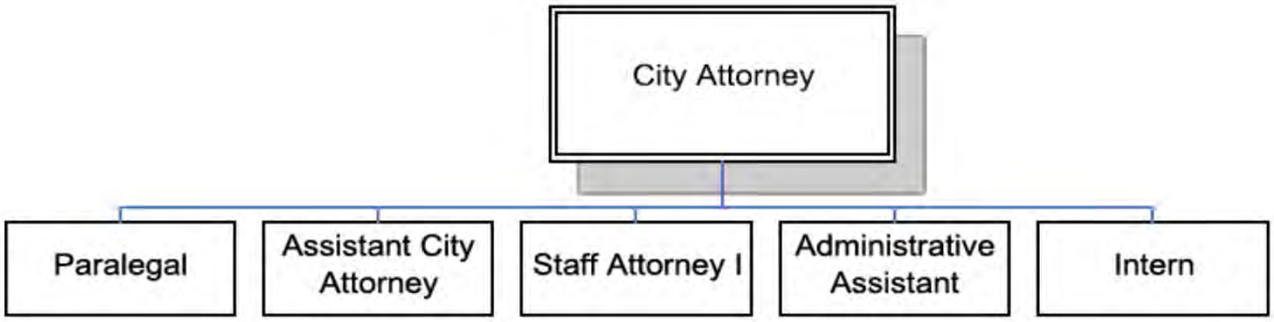
		2015	2016	2017	2018*	2019*
	TBD	TBD	TBD	TBD	TBD	TBD

Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	TBD	TBD	TBD	TBD	TBD	TBD

**2018 and 2019 estimated*

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
City Attorney	Grade N	1	0	1	0	1	0	1	0	1	0
Assistant City Attorney	Grade K	0	0	1	0	1	0	1	0	1	0
Staff Attorney I	Grade J	1	0	0	0	0	0	1	0	1	0
Paralegal	Grade G	1	0	1	0	2	0	1	0	1	0
Legal Assistant	Grade E	1	0	1	0	1	0	1	0	1	0
Intern	---	0	0	0	1	0	1	0	1	0	1
TOTALS		**4**	**0**	**4**	**1**	**5**	**1**	**5**	**1**	**5**	**1**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	289,874	379,901	389,374	395,947	414,045	24,671	6.3%
Officials Fees	56	-	56	56	56	-	0.0%
Employee Benefits	88,158	112,467	120,018	116,501	127,819	7,801	6.5%
Total Personnel	**378,088**	**492,368**	**509,448**	**512,504**	**541,920**	**32,472**	**6.4%**
Operations							
Transportation Services	798	587	1,450	1,450	1,400	(50)	-3.4%
Operating Services	6,941	3,803	10,250	11,000	12,750	2,500	24.4%
Notices, Subscriptions, etc.	15,423	17,413	20,710	20,710	23,250	2,540	12.3%
Utilities	2,689	3,862	4,250	4,250	4,770	520	12.2%
Contractual Services	9,214	55,468	101,240	101,240	111,940	10,700	10.6%
Employee programs	2,746	2,386	4,460	4,460	4,450	(10)	-0.2%
Professional Development/Travel	10,239	13,055	12,560	15,100	19,500	6,940	55.3%
Office Supplies	4,039	2,678	5,040	5,040	4,810	(230)	-4.6%
Operating Supplies	158	-	750	750	800	50	6.7%
Fuel & Mileage	-	-	420	420	420	-	0.0%
Machinery & Equipment (<$25,00(	5,471	23,973	16,450	12,300	14,300	(2,150)	-13.1%
Repair & Maintenance Supplies	-	-	150	150	150	-	0.0%
Property & Liability Costs	2,821	2,841	3,482	3,320	3,791	309	8.9%
Financial Fees	-	529	500	700	750	250	50.0%
Permits	928	2,436	6,454	3,700	6,550	96	1.5%
Interfund Services Reimbursement	(106,289)	(123,266)	(129,761)	(129,761)	(139,523)	(9,762)	7.5%
Total Operations	**(44,823)**	**5,765**	**58,405**	**54,829**	**70,108**	**11,703**	**20.0%**
Capital	**-**	**-**	**-**				**0.0%**
Total Law Department	**333,265**	**498,133**	**567,853**	**567,333**	**612,028**	**44,176**	**7.8%**

Communications

Milissa Reierson, Communications Manager

Budget Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Personnel	356,559	426,722	395,926	404,473	386,580	-9,345	-2.4%
Operations	-4,130	63,075	-14,722	-16,930	8,332	23,053	-156.6%
Capital	0	0	0	0	0	0	0.0%
Total	**352,429**	**489,797**	**381,204**	**387,543**	**394,912**	**13,708**	**3.6%**

Departmental Summary

The Communications Division was created within the City Administrator's Office in December 2008 to develop internal and external communications and citizen participation initiatives. The Division also handles all media relations for the City and manages the City's Government Access Channel, Franklin TV.

We have worked continuously to promote the City, disseminate information to citizens and maintain standards for professional excellence.

FY 2019 Outlook

The Communications Division continues to work to promote the City of Franklin services, events and achievements through the traditional media, social media, and Franklin TV. We recently got WIFI on the square that will enable us to "go-live" with events on the square on Franklin TV, and social media. Thank you for allowing the Communications Division to go HD in 2017-18, we are now able to stream LIVE our meetings on YouTube and Facebook as well as our Website. We'll be seeing some changes to our website soon and we'll be providing more user-friendly avenues for citizens and visitors to find our services with fewer clicks.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

Performance Measures (con't)

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

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

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

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

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

Theme: Quality Life Experiences

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

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

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

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

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

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

Workload (Output) Measures

	2015	2016	2017	2018*	2019*
Average Page views to City website	160,000	176,538	190,000	190,000	190,000
Special Events Processed by City	55	47	55	55	55
Film Permits Processed by the City	22	12	22	22	22
Goal: Provide proactive and timely information					
Number of Press Releases (excluding Police & Fire)	40	28	30	30	30
Goal: Produce informative programming for Franklin TV					
Local programming produced for Franklin TV (not including meetings)	45	33	40	40	40
Produced programming for YouTube (Social Media Program titled Franklin Insider	45	72	75	80	80

Efficiency Measures

	2015	2016	2017	2018*	2019*
Social Media interaction/capita	Measure under development				
Social Media interaction/week	Measure under development				

Performance Measures (con't)

Outcome (Effectiveness) Measures

	2015	2016	2017	2018*	2019*
Increase the public's use of social media forms of communication with the City of Franklin by at least 10 percent.					
Average visits to City's website	160,000	176,538	190,000	190,000	190,000
Target	**160,000**	**175,000**	**190,000**	**190,000**	**190,000**
Meets Target?	Yes	Yes	TBD	TBD	TBD
Facebook (number of followers)	18,076	27,661	34,073	38,000	43,000
Target	**15,646**	**17,211**	**30,427**	**37,480**	**41,800**
Meets Target?	Yes	Yes	Yes	TBD	TBD
Twitter (number of followers)	11,330	22,100	26,200	30,000	35,000
Target	**11,330**	**12,500**	**24,310**	**28,820**	**33,000**
Meets Target?	Yes	Yes	Yes	TBD	TBD
YouTube (upload views)	217,225	259,420	524,078	600,000	700,000
Target	**217,225**	**240,000**	**265,000**	**576,486**	**660,000**
Meets Target?	Yes	Yes	Yes	TBD	TBD
Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.					
Increase 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.	*Baseline to be established*				
Meets Target?	TBD	TBD	TBD	TBD	TBD
Increase annually the number of events that satisfy all the criteria identified on the application for permit.					
Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).	*Baseline to be established*				
Meets Target?	TBD	TBD	TBD	TBD	TBD

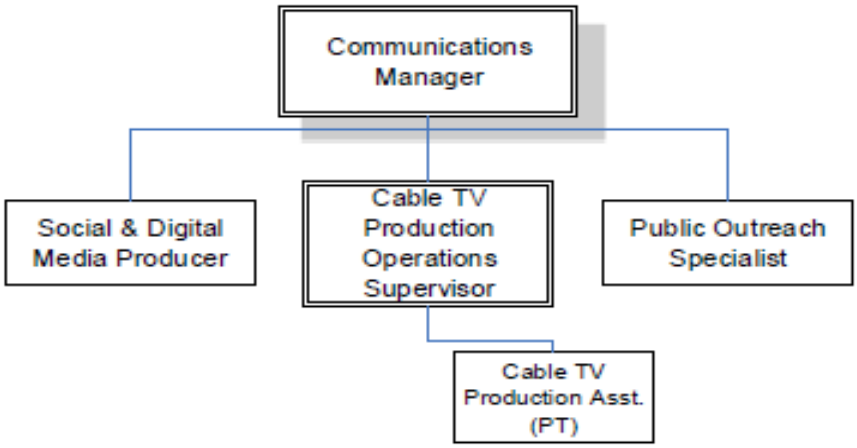
**2017 and 2018 estimated.*

Franklin Citizens Survey *(Fall 2016)*

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

	Excellent	Good	Fair	Poor
☑ % rating the quality of Public information services	27%	51%	18%	3%
☑ % rating the quality of Cable television	16%	38%	28%	18%
☑ % rating the quality of City sponsored special events	39%	49%	11%	2%

Organizational Chart



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

Staffing History

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Communications Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Cable TV Production Operations Supervisor	Grade G	1	0	1	0	1	0	1	0	1	0
Public Outreach Specialist	Grade G	1	0	1	0	1	0	1	0	1	0
Social & Digital Media Producer	Grade F	0	1	1	0	1	0	1	0	1	0
Video/Production Assistant	Grade C	0	1	0	1	0	1	0	1	0	1
Intern	---	0	2	0	0	0	0	0	0	0	0
TOTALS		**3**	**4**	**4**	**1**	**4**	**1**	**4**	**1**	**4**	**1**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	271,288	323,741	287,908	297,181	291,129	3,221	1.1%
Employee Benefits	85,271	102,981	108,018	107,292	95,451	(12,566)	-11.6%
Total Personnel	**356,559**	**426,722**	**395,926**	**404,473**	**386,580**	**(9,345)**	**-2.4%**
Operations							
Transportation Services	-	90	655	665	680	25	3.8%
Operating Services	194	169	230	465	480	250	108.7%
Notices, Subscriptions, etc.	20,559	21,322	23,420	21,993	24,625	1,205	5.1%
Utilities	3,629	4,226	3,665	3,760	3,865	200	5.5%
Contractual Services	1,000	11,027	20,100	20,800	16,800	(3,300)	-16.4%
Repair & Maintenance Services	1,326	2,864	3,180	3,300	3,400	220	6.9%
Employee programs	150	3,410	500	500	500	-	0.0%
Professional Development/Travel	2,623	7,081	10,710	10,900	11,240	530	4.9%
Office Supplies	3,697	3,888	3,300	3,400	3,480	180	5.5%
Operating Supplies	15,365	11,160	11,065	11,090	11,615	550	5.0%
Fuel & Mileage	238	120	370	450	460	90	24.3%
Machinery & Equipment (<$25,000)	21,205	104,940	19,500	19,500	21,100	1,600	8.2%
Repair & Maintenance Supplies	330	3,868	300	700	710	410	136.7%
Operational Units	3,961	2,895	4,400	4,400	4,500	100	2.3%
Property & Liability Costs	4,561	4,964	5,483	5,179	5,438	(45)	-0.8%
Other Business Expenses	22	-	-	-	-	-	
Interfund Service Reimbursements	(82,990)	(118,949)	(121,600)	(124,032)	(100,561)	21,039	-17.3%
Total Operations	**(4,130)**	**63,075**	**(14,722)**	**(16,930)**	**8,332**	**23,053**	**-156.6%**
Capital							
Total Communications Departme	**352,429**	**489,797**	**381,204**	**387,543**	**394,912**	**13,708**	**3.6%**

This page intentionally left blank.

PUBLIC SAFETY

Public Safety comprises the Police and Fire departments.

Under this operating unit are:

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

This page intentionally left blank.

Police

Chief Deborah Y. Faulkner, EdD

Budget Summary - Overall

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	11,452,713	11,381,916	12,146,051	11,950,193	12,190,266	44,215	0.4%
Operations	2,717,843	3,971,149	4,029,759	4,232,563	3,677,388	(352,371)	-8.7%
Capital	0	30,649	627,000	627,000	128,916	(498,084)	0.0%
Total	**14,170,556**	**15,383,714**	**16,802,810**	**16,809,756**	**15,996,570**	**(806,239)**	**-4.8%**

Budget Summary - By Division

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Administration	6,274,801	4,308,263	5,635,461	5,634,909	4,760,520	(874,941)	-15.5%
Operations	5,111,764	7,675,362	8,269,941	8,178,721	8,258,894	(11,046)	-0.1%
CID	2,783,991	3,400,089	2,897,408	2,996,126	2,977,156	79,748	2.8%
Total	**14,170,556**	**15,383,714**	**16,802,810**	**16,809,756**	**15,996,570**	**(806,239)**	**-4.8%**

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 2019

Maintain a low crime rate
Continue to keep the case clearance rate above the national average
Continue building community partnerships
Maintain the budgeted staffing level
Provide training that will move the department from good to great
Continue to work with the Governor's Highway Safety Office on various traffic and DUI enforcement initiatives to reduce vehicular crashes

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme: A Safe Clean and Livable City

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

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

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

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

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

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

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

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

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

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

Workload (Output) Measures

		2015	2016	2017	2018*	2019*
	Calls for service	65347	67085	78167	^	^
	Number of Alarm Calls	2559	3626	3938	^	^
	Number of Offenses	4323	4322	^	^	^
	Number of Arrest	2667	2536	^	^	^
	Group A Crimes / 1,000 Population	43.137	47.085	46.144	^	^
	TIBRS Type A crimes	2863	3125	3272	^	^

Performance Measures

	TIBRS Type A crimes / 1,000 Population	72	74	54	^	^
	Tennessee Statewide Benchmarking Average	***132***	***128***	***121***	***TBD***	***TBD***
	TIBRS Type B crimes	1931	1767	557	^	^
	Total traffic accidents	2507	2651	2563	^	^
	Public property accidents	2449	2312	2207	^	^
	Public property accidents / 1,000 population	36.9	34.8	31.1	^	^
	Tennessee Statewide Benchmarking Average	***48.7***	***45.5***	***46.2***	***TBD***	***TBD***
	Number of FTEs	143	143	144	144	144
	Number of budgeted, full-time, sworn officers	128	128	129	129	129
	Number of support personnel (excludes jail and dispatch)	26	14	11	11	11
	Number of volunteers	15	14	15	15	15
	Number of reserve officers	N/A	N/A	N/A	N/A	N/A
	Police FTE per 1,000 Population	2.16	2.17	2.03	2.03	2.03
	Tennessee Statewide Benchmarking Average	***2.95***	***2.88***	***2.77***	***TBD***	***TBD***
	Average training hours taken by individual sworn employees	58	50	50	50	50
	Number of Police Vehicles	155	155	146	146	146
	Reported peak service population	100,000-150,000	100,000-150,000	105,000	105,000	105,000

Efficiency Measures

		2015	2016	2017	2018*	2019*
	Total per Capita Costs	$ 234	$ 236	$ 237	$ 237	$ 226
	Tennessee Statewide Benchmarking Average	***$ 258***	***$ 253***	***$ 264***	***TBD***	***TBD***
	Calls per Sworn Officer	511	524	606	^	^
	Tennessee Statewide Benchmarking Average	***665***	***583***	***566***	***TBD***	***TBD***
	Public Property Accidents per FTE	17.13	16.06	15.33	^	^
	Tennessee Statewide Benchmarking Average	***16.29***	***15.47***	***17.05***	***TBD***	***TBD***
	Cost per Call for Service	$ 238	$ 234	$ 215	^	^
	Tennessee Statewide Benchmarking Average	***$ 174***	***$ 184***	***$ 193***	***TBD***	***TBD***

Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	Traffic Accidents with Injury as a Percentage of Total Traffic Accidents	13.36%	12.79%	13.66%	^	^
	Tennessee Statewide Benchmarking Average	***15.76%***	***14.42%***	***14.02%***	***TBD***	***TBD***
	**Maintain violent crime rate in Franklin at least half of the national average and decrease by 3% annually. (# per 100,000 pop.)					
		2012	**2013**	**2014**	**2015**	**2016**
	Violent Crime Rate in Franklin	93	117	99	151	154
	Violent Crime Rate Nationally	***387***	***368***	***366***	***373***	***386.3***
	Franklin as a % of National	24.0%	31.8%	27.1%	40.5%	39.9%
	Target (50% of National) *(Source: CJIS Reports, FBI)*	**47.0%**	**44.0%**	**41.0%**	**38.0%**	**35.0%**

Performance Measures

	Meets target?	**Yes**	**Yes**	**Yes**	**Yes/No**	**Yes/No**
	**Maintain property crime rate in Franklin will be 50% of the national rate and decrease by 3% annually.					
		2012	**2013**	**2014**	**2015**	**2016**
	Property Crime Rate in Franklin	1033	988	990	1058	1085
	Property Crime Rate Nationally	***2859***	***2731***	***2596***	***2500.5***	***2450.7***
	Franklin as a % of National	36.1%	36.2%	38.1%	42.3%	44.3%
	Target	**47.0%**	**44.0%**	**41.0%**	**38.0%**	**35.0%**
	Meets target?	**Yes**	**Yes**	**Yes**	**Yes/No**	**Yes/No**
	**Establish a clearance rate that is 1.5 times the national average for both property crimes and violent crimes and decrease by 3% annually.					
		2012	**2013**	**2014**	**2015**	**2016**
	Violent Crime Clearance in Franklin	N/A	N/A	78.0%	65.0%	80%
	National Clearance Rate for Violent Crimes	***46.8%***	***48.1%***	***47.4%***	***46.0%***	***456***
	Target (National x 1.5)	67.2%	64.2%	71.1%	68.1%	65.1%
	Meets target?	**N/A**	**N/A**	**Yes**	No	Yes
	Franklin Property Crime Clearance Rate	N/A	N/A	64%	38%	20%
	National Property Crime Clearance Rate	***19.0%***	***19.7%***	***20.2%***	***19.4%***	***18.3***
	Target (National x 1.5)	25.5%	22.5%	30.3%	27.3%	24.3%
	Meets target?	**N/A**	**N/A**	**Yes**	**Yes**	No
	Overall Clearance Rate	53.6%	49.4%	57.0%	54.0%	40.0%

**FY 2018 & 2019 Measures estimated*

***Calendar Year data. All other data provided is Fiscal Year **except** Crime and Clearance Rates.*

^ No data forecast. It is the policy of the Franklin Police Department not to forecast crime/accident data.

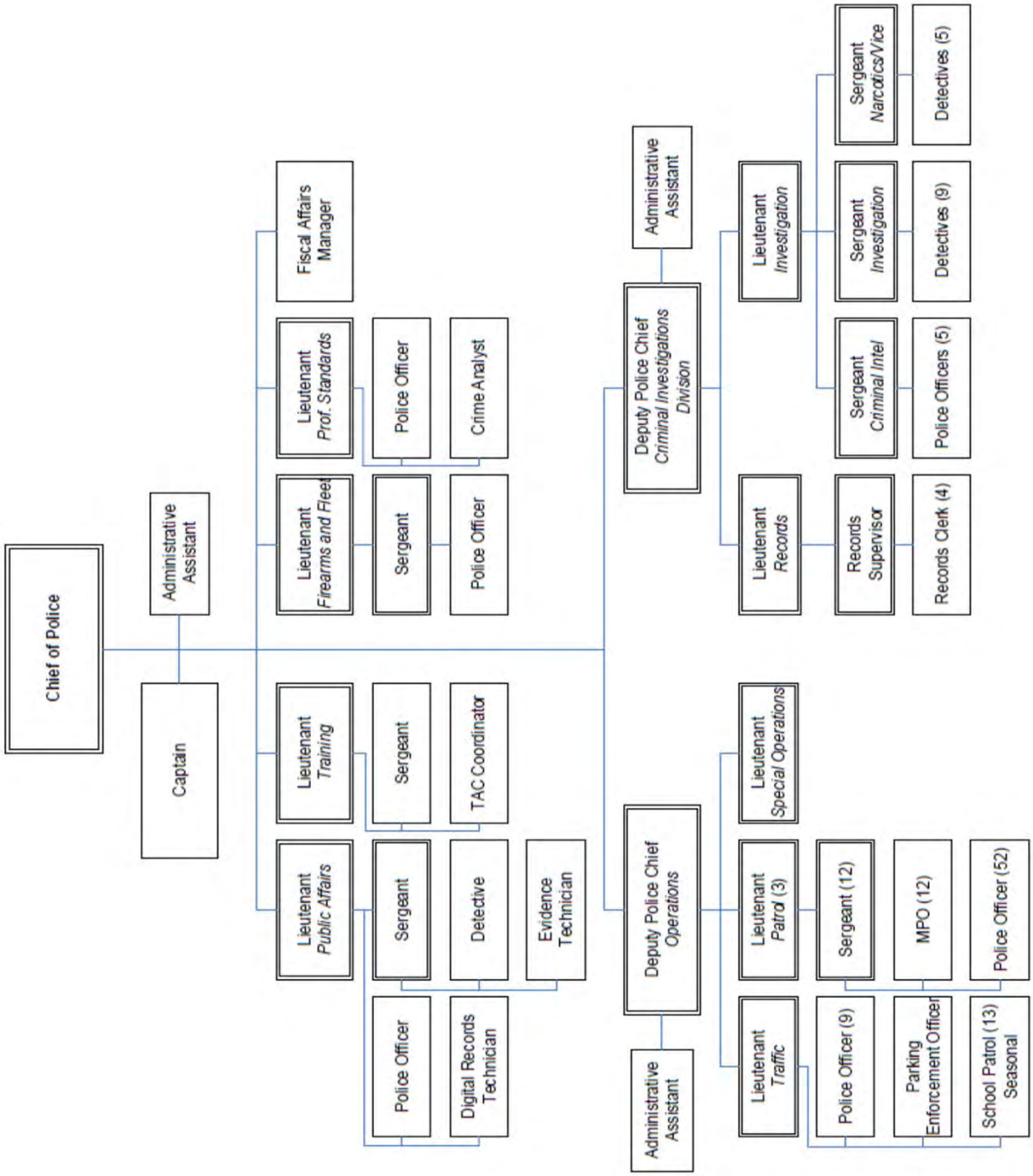
Franklin Citizens Survey ***(Fall 2016)***

		Excellent	Good	Fair	Poor
☑	% rating the overall feeling of safety in Franklin	55%	42%	3%	0%
☑	% rating the quality of Police/Sheriff services	54%	41%	4%	1%
☑	% rating the quality of Crime prevention	43%	49%	8%	1%
☑	% rating the quality of Traffic enforcement	27%	49%	16%	7%

		Essential	Very important	Somewhat important	Not at all important	Not at all important
☑	% rating how important, if at all, it is for the Franklin community to focus on the overall feeling of safety in Franklin in the coming two years	62%	28%	8%	1%	1%

		No	Yes
☑	% Household member was a victim of a crime in Franklin	95%	5%
☑	% Reported a crime to the Police in Franklin	87%	13%

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Sworn Officers											
Police Chief	Grade M	1	0	1	0	1	0	1	0	1	0
Police Deputy Chief	Grade K	2	0	2	0	2	0	2	0	2	0
Field Operations Captain	Grade J	0	0	1	0	1	0	1	0	1	0
Police Lieutenants	Grade I	9	0	10	0	10	0	10	0	10	0
Police Sergeant	Grade G	20	0	18	0	18	0	18	0	18	0
Detective/Master Patrol	Grade F	27	0	27	0	27	0	27	0	27	0
Police Officers	Grade E	68	0	68	0	70	0	70	0	70	0
Police Officer (R&D)	Grade E	1	0	1	0	0	0	0	0	0	0
Non-Sworn Personnel											
Fiscal Affairs Manager	Grade H	1	0	1	0	1	0	1	0	1	0
Crime Analyst	Grade F	0	0	0	0	1	0	1	0	1	0
Digital Records Technician	Grade F	0	0	1	0	1	0	1	0	1	0
Asst. Comm. Super.*	Grade E	1	0	1	0	0	0	0	0	0	0
Records Supervisor	Grade E	1	0	1	0	1	0	1	0	1	0
Sr. Communications Officer*	Grade E	3	0	3	0	0	0	0	0	0	0
Admin. Asst.	Grade D	4	0	4	0	3	0	3	0	3	0
Comm. Center Support Coord.	Grade D	1	0	1	0	1	0	1	0	1	0
Evidence Technician	Grade D	1	0	1	0	1	0	1	0	1	0
Communications Officer*	Grade D	12	0	12	0	0	0	0	0	0	0
Administrative Secretary	Grade B	0	2	0	2	0	2	0	0	0	0
Records Clerk	Grade B	3	0	3	0	3	0	4	0	4	0
Parking Enforcement Officer	Grade B	1	0	1	0	1	0	1	0	1	0
School Patrol (Part-time)	Grade A	0	11	0	11	0	11	0	11	0	11
Total Authorized Staffing		**156**	**13**	**157**	**13**	**142**	**13**	**143**	**11**	**143**	**11**

Positions by Division

Administration		8	0	9	0	15	0	17	0	17	0
Patrol		88	11	88	11	97	11	96	11	96	11
CID		60	2	60	2	30	2	30	0	30	0
Total Authorized Staffing		**156**	**13**	**157**	**13**	**142**	**13**	**143**	**11**	**143**	**11**

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

Budget - Overall

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	%
Personnel							
Salaries & Wages	8,338,506	8,027,936	8,473,773	8,346,002	8,366,778	(106,995)	-1.3%
Officials Fees	800	-	3,200	3,200	3,200	-	0.0%
Employee Benefits	3,113,407	3,353,980	3,669,078	3,600,991	3,820,289	151,210	4.1%
Total Personnel	**11,452,713**	**11,381,916**	**12,146,051**	**11,950,193**	**12,190,266**	**44,215**	**0.4%**
Operations							
Transportation Services	14,007	17,308	30,046	27,691	30,647	601	2.0%
Operating Services	75,638	119,964	45,300	63,103	80,311	35,011	77.3%
Notices, Subscriptions, etc.	48,512	48,810	31,711	30,823	28,845	(2,866)	-9.0%
Utilities	450,006	445,780	490,215	406,354	413,150	(77,065)	-15.7%
Contractual Services	43,845	522,773	515,000	547,501	695,492	180,492	0.0%
Repair & Maintenance Services	252,883	438,665	231,558	343,548	312,651	81,093	35.0%
Employee programs	149,553	157,658	138,712	164,555	183,825	45,113	32.5%
Professional Development/Travel	739	3,799	-	1,718	-	-	0.0%
Office Supplies	27,571	25,774	23,592	25,391	24,063	471	2.0%
Operating Supplies	352,789	290,451	285,900	299,592	292,375	6,475	2.3%
Fuel & Mileage	192,134	208,360	200,000	228,000	248,655	48,655	24.3%
Machinery & Equipment (<$25,000)	156,642	460,143	547,233	556,682	204,492	(342,741)	-62.6%
Repair & Maintenance Supplies	4,940	15,731	18,772	11,270	6,806	(11,966)	-63.7%
Operational Units	86,872	102,165	74,627	78,289	80,041	5,414	7.3%
Property & Liability Costs	418,973	411,699	409,642	461,583	484,663	75,021	18.3%
Rentals	4,295	4,295	5,332	5,000	2,400	(2,932)	-55.0%
Permits	15	18	-	-	-	-	0.0%
Other Business Expenses	(20)	115	2,627	2,001	2,680	53	2.0%
Debt Service and Lease Payments	438,449	697,641	979,492	979,462	586,293	(393,199)	-40.1%
Total Operations	**2,717,843**	**3,971,149**	**4,029,759**	**4,232,563**	**3,677,388**	**(352,371)**	**-8.7%**
Capital	**-**	**30,649**	**627,000**	**627,000**	**128,916**	**(498,084)**	**0.0%**
Total Police Department	**14,170,556**	**15,383,714**	**16,802,810**	**16,809,756**	**15,996,570**	**(806,239)**	**-4.8%**

Notes & Objectives

The overall decrease to the level service budget reflects a program enhancement from FY2015 that has been removed because the department plans to purchase a Body Worn Camera system by the end of FY2018.

Budget - Administration Division

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	1,056,221	947,573	1,057,307	1,010,992	1,077,518	20,211	1.9%
Officials Fees	800	-	3,200	3,200	3,200	-	0.0%
Employee Benefits	2,820,546	429,837	460,861	401,816	497,300	36,439	7.9%
Total Personnel	**3,877,567**	**1,377,410**	**1,521,368**	**1,416,008**	**1,578,017**	**56,649**	**3.7%**
Operations							
Transportation Services	11,781	14,933	30,046	27,438	30,647	601	2.0%
Operating Services	72,469	116,745	37,650	62,255	72,508	34,858	92.6%
Notices, Subscriptions, etc.	44,151	43,204	28,711	27,353	25,785	(2,926)	-10.2%
Utilities	449,961	445,780	490,215	406,354	413,150	(77,065)	-15.7%
Contractual Services	19,763	3,555	515,000	527,501	667,392	152,392	29.6%
Repair & Maintenance Services	252,606	435,373	231,558	343,548	312,651	81,093	35.0%
Employee programs	35,413	44,012	24,432	28,508	78,862	54,430	222.8%
Professional Development/Travel	739	1,493	-	1,421	-	-	
Office Supplies	26,204	25,570	23,592	24,521	24,063	471	2.0%
Operating Supplies	279,382	217,544	203,370	216,807	208,194	4,824	2.4%
Fuel & Mileage	192,134	208,264	200,000	228,000	248,655	48,655	24.3%
Machinery & Equipment (<$25,000)	119,859	444,144	547,233	549,019	204,492	(342,741)	-62.6%
Repair & Maintenance Supplies	2,464	11,665	18,772	10,500	6,806	(11,966)	-63.7%
Operational Units	33,215	36,204	10,508	10,508	20,218	9,710	92.4%
Property & Liability Costs	414,354	149,649	138,555	141,706	148,791	10,236	7.4%
Rentals	4,295	4,295	5,332	5,000	2,400	(2,932)	-55.0%
Permits	15	18	-	-	-	-	
Other Business Expenses	(20)	115	2,627	2,000	2,680	53	2.0%
Debt Service and Lease Payments	438,449	697,641	979,492	979,462	586,293	(393,199)	-40.1%
Total Operations	**2,397,234**	**2,900,204**	**3,487,093**	**3,591,901**	**3,053,586**	**(433,506)**	**-12.4%**
Capital	**-**	**30,649**	**627,000**	**627,000**	**128,916**	**(498,084)**	**-79.4%**
Total Administration Division	**6,274,801**	**4,308,263**	**5,635,461**	**5,634,909**	**4,760,520**	**(874,941)**	**-15.5%**

Budget - CID Division

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	2,616,487	1,900,017	1,917,609	2,007,248	1,886,408	(31,201)	-1.6%
Officials Fees	-	-	-	-	-	-	
Employee Benefits	67,748	844,908	830,092	813,062	893,554	63,462	7.6%
Total Personnel	**2,684,235**	**2,744,925**	**2,747,701**	**2,820,310**	**2,779,962**	**32,261**	**1.2%**
Operations							
Transportation Services	1,158	612	-	253	-	-	
Operating Services	1,404	601	7,650	-	7,803	153	2.0%
Notices, Subscriptions, etc.	1,471	2,147	1,000	1,000	1,020	20	2.0%
Utilities	45	-	-	-	-	-	
Contractual Services	24,082	519,218	-	20,000	28,100	28,100	-
Repair & Maintenance Services	187	-	-	-	-	-	
Employee programs	21,244	29,910	35,466	37,000	42,000	6,534	18.4%
Professional Development/Travel	-	210	-	122	-	-	
Office Supplies	-	-	-	370	-	-	
Operating Supplies	4,955	914	-	115	-	-	
Fuel & Mileage	-	-	-	-	-	-	
Machinery & Equipment (<$25,000)	33,657	3,233	-	5,390	-	-	
Repair & Maintenance Supplies	785	496	-	129	-	-	
Operational Units	10,209	8,669	11,979	16,692	18,790	6,811	56.9%
Property & Liability Costs	559	89,154	93,612	94,744	99,481	5,869	6.3%
Rentals	-	-	-	-	-	-	
Permits	-	-	-	-	-	-	
Other Business Expenses	-	-	-	1	-	-	
Debt Service and Lease Payments	-	-	-	-	-	-	
Total Operations	**99,756**	**655,164**	**149,707**	**175,816**	**197,194**	**47,487**	**31.7%**
Capital	-	-	-	-	-	-	
Total CID Division	**2,783,991**	**3,400,089**	**2,897,408**	**2,996,126**	**2,977,156**	**79,748**	**2.8%**

Budget - Patrol Division

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	%
Personnel							
Salaries & Wages	4,665,798	5,180,346	5,498,857	5,327,762	5,402,852	(96,005)	-1.7%
Officials Fees	-	-	-	-		-	
Employee Benefits	225,113	2,079,235	2,378,125	2,386,113	2,429,435	51,310	2.2%
Total Personnel	**4,890,911**	**7,259,581**	**7,876,982**	**7,713,875**	**7,832,287**	**(44,694)**	**-0.6%**
Operations							
Transportation Services	1,068	1,763	-	-	-	-	
Operating Services	1,765	2,618	-	848	-	-	
Notices, Subscriptions, etc.	2,890	3,459	2,000	2,470	2,040	40	2.0%
Utilities	-	-	-	-	-	-	
Contractual Services	-	-	-	-	-	-	
Repair & Maintenance Services	90	3,292	-	-	-	-	
Employee programs	92,896	83,736	78,814	99,047	62,963	(15,851)	-20.1%
Professional Development/Travel	-	2,096	-	175	-	-	
Office Supplies	1,367	204	-	500	-	-	
Operating Supplies	68,452	71,993	82,530	82,670	84,181	1,651	2.0%
Fuel & Mileage	-	96	-	-	-	-	
Machinery & Equipment (<$25,000)	3,126	12,766	-	2,273	-	-	
Repair & Maintenance Supplies	1,691	3,570	-	641	-	-	
Operational Units	43,448	57,292	52,140	51,089	41,033	(11,107)	-21.3%
Property & Liability Costs	4,060	172,896	177,475	225,133	236,391	58,915	33.2%
Rentals	-	-	-	-	-	-	
Permits	-	-	-	-	-	-	
Other Business Expenses	-	-	-	-	-	-	
Debt Service and Lease Payments	-	-	-	-	-	-	
Total Operations	**220,853**	**415,781**	**392,959**	**464,846**	**426,607**	**33,648**	**8.6%**
Capital	**-**	**-**	**-**	**-**	**-**	**-**	
Total Patrol Division	**5,111,764**	**7,675,362**	**8,269,941**	**8,178,721**	**8,258,894**	**(11,046)**	**-0.1%**

Drug Fund

Chief Deborah Y. Faulkner, EdD

Budget Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Beginning Fund Balance	295,296	515,642	541,205	541,205	350,559		
Revenues	325,357	147,740	225,168	107,000	224,586	(582)	-0.26%
Expenditures	105,011	122,177	259,646	297,646	72,500	(187,146)	-72.08%
Ending Balance	515,642	541,205	506,727	350,559	502,645		

Fund Summary

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

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

Legitimate expenditures for the fund include: local drug treatment programs, drug education programs, drug enforcement expenditures (both general drug enforcement and cash transactions relating to undercover operations), general drug enforcement expenditures include all drug enforcement expenditures that are not directly related to undercover operations, (including automobiles for drug investigators, maintenance and operational expenditures for a drug officer's automobile, including gasoline, telephone charges, including cellular telephone charges, office supplies and office equipment for drug enforcement officers, drug identification kits for drug investigators and patrol, drug enforcement training, and drug dogs and their maintenance, including food and veterinary service), and confidential expenditures (i.e. payments made to an informant for information, payments made to an independent undercover agent, and money spent to actually purchase drugs as part of an undercover operation).

Source: Cross, J. Ralph and Barton, Rex. Drug Fund Manual. Municipal Technical Advisory Service, University of Tennessee. Knoxville, TN. May 2003.

Organizational Chart

There is no organization chart associated with the Drug Fund. It is supervised by personnel in the Police Department.

Staffing by Position

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

City of Franklin, Tennessee
FY 2019 Operating Budget

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Beginning Fund Balance	**295,296**	**515,642**	**541,205**	**541,205**	**350,559**		
Revenues							
DRUG FINES RECEIVED	137,906	62,808	77,373	50,000	85,209	7,836	10.1%
DRUG CONTRBUTIONS TO FPD	47,824	26,825	33,534	28,000	31,745	(1,789)	-5.3%
CONFISCATED GOODS (FEDERAL)	116,811	21,230	89,265	5,000	68,248	(21,017)	-23.5%
CONFISCATED GOODS (STATE)	10,495	23,841	9,952	16,000	14,670	4,718	47.4%
INTEREST INCOME	1,874	3,406	2,265	3,000	2,176	(89)	-3.9%
SALE OF SURPLUS ASSETS	10,446	9,630	12,779	5,000	22,538	9,759	76.4%
Total Available Funds	**325,357**	**147,740**	**225,168**	**107,000**	**224,586**	**(582)**	**-0.3%**
Expenses (Operations)							
TRANSPORTATION CHARGES	-	-	-	-	-	-	
NOTICES, SUBSCRIPTIONS, PUBLICITY	-	-	-	-	-	-	
REPAIR & MAINTENANCE SERVICES	-	-	-	-	-	-	
EMPLOYEE PROGRAMS	-	-	-	-	-	-	
MACHINERY & EQUIPMENT (<$25,000)	50,909	96,700	36,000	100,437	-	(36,000)	-100.0%
OPERATIONAL UNITS	52,220	23,066	72,500	45,000	72,500	-	0.0%
OTHER BUSINESS EXPENSES	1,882	2,411	-	1,063	-	-	
Capital	-	-	151,146	151,146	-	(151,146)	
Total Expenditures	**105,011**	**122,177**	**259,646**	**297,646**	**72,500**	**(187,146)**	**-72.1%**
Ending Fund Balance	**515,642**	**541,205**	**506,727**	**350,559**	**502,645**		

Notes & Objectives

City of Franklin

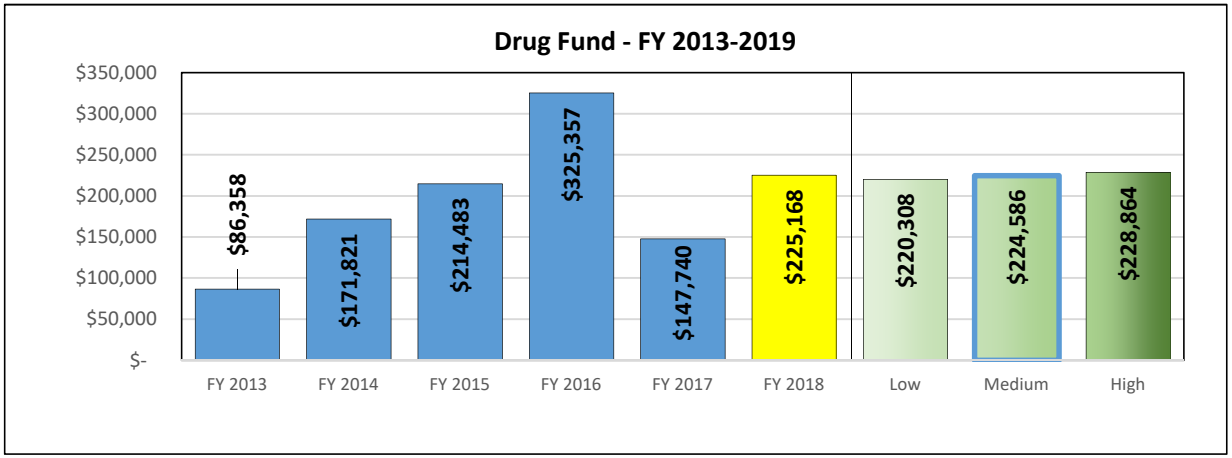
Revenue Model

Fund:	Drug Fund	Percent of All Revenues	0.1%

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

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

The FY 2019 Forecast is a 5% increase based on 3-to-5 year historical averages.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
DRUG FINES RECEIVED	55,078	82,013	42,740	137,906	62,808	77,373	83,586	85,209	86,832	3-yr Average
DRUG CONTRIBUTIONS PAID TO POLICE DEPT			16,050	47,824	26,825	33,534	31,140	31,745	32,349	$ 237,220
CONFISCATED GOODS (FEDERAL)	23,459	68,264	95,226	116,811	21,230	89,265	66,948	68,248	69,548	-1.7%
CONFISCATED GOODS (STATE)	3,224	17,087	15,211	10,495	23,840	9,952	14,391	14,670	14,949	5-Yr Average
INTEREST INCOME	1,840	1,127	937	1,874	3,407	2,265	2,135	2,176	2,218	$ 195,284
SALE OF SURPLUS ASSETS	2,757	3,330	44,319	10,446	9,630	12,779	22,109	22,538	22,968	3.1%
										10-Yr Average
										$ 423,714
										-4.7%
Totals	$ 86,358	$ 171,821	$ 214,483	$ 325,357	$ 147,740	$ 225,168	$ 220,308	$ 224,586	$ 228,864	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

Fire

Rocky Garzarek, Fire Chief

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	12,692,807	14,536,117	14,738,513	15,442,827	15,588,580	850,067	5.8%
Operations	2,252,879	2,325,854	2,485,235	2,406,590	2,043,413	-441,822	-17.8%
Capital	64,776	16,194	25,000	0	228,000	203,000	100.0%
Total	**15,010,462**	**16,878,165**	**17,248,748**	**17,849,417**	**17,859,993**	**611,246**	**3.5%**

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 7,856 incidents in 2017, experiencing a 11.6 percent increase in call volume over the previous year. Our average response time after receiving the dispatch is five minutes and nine seconds (5:09).

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

Efforts are being undertaken to solicit bids for the construction of Fire Station 7. This station will primarily serve the Goose Creek area located in south Franklin. This station will be a joint venture between the City and Williamson County allowing for the provision of an ambulance and living quarters for EMS staff. It will replace the existing temporary fire station erected in early 2015.

On August 30, 2017, the department deployed nine personnel and equipment to Texas in response to Hurricane Harvey. Our personnel, along with thirty-six other TN responders, assisted with boat evacuations of residents who were stranded by flood waters over a six-day deployment. Three days later, five Franklin Firefighters deployed to Florida in response to Hurricane Irma. These deployments are invaluable learning opportunities that help educate us to respond effectively to disasters that may affect our area and which would require significant outside assistance.

Fire apparatus, like other automotive products, require regular maintenance and repair. Each time that a fire truck is taken in for repairs, service to the community is negatively affected. To lessen the chance of this occurring, the fire department maintains three reserve apparatus. Because fire apparatuses are custom built, purchasing and equipping a new truck takes approximately 18 months.

Fire

Rocky Garzarek, Fire Chief

Departmental Summary (con't)

At a cost between $400,000 and $1.3 million depending upon the vehicle, and a 15 plus year service life; the significant cost and time involved in procuring fire apparatus make it wise to establish a strict vehicle replacement program. This ensures that both front line and reserve apparatus are maintained in a state of readiness, and that parts are available to service the fleet. FY19 funds do not allow for the replacement of a shift commander SUV, an Engine, and a Ladder Truck. However, does fund the replacement of a Tower Truck.

In October 2017, the Franklin Fire Department was presented with the Education Service Award from the National Association of Emergency Medical Technicians (NAEMT) at the EMS World Expo in Las Vegas for our 2017 delivery of the Tactical Emergency Casualty Care (TECC) training to all our personnel to prepare them for civilian tactical emergencies such as active shooter events. In 2017, we provided our personnel with immediate access to ballistic protection for their safety in responding to these and many other dangerous situations.

The fire department is not successful solely because of its physical resources. We recognize that our people must be able to maintain their present skills and continue to learn new ones in the face of our ever-changing threats. Although we have made improvements in our training programs, delivery methods, and training content; we have not increased our training staff since 2006. As a result, overtime usage has increased significantly because shift personnel have filled this deficiency off-duty. The department has requested the addition of three (3) FTEs to help alleviate this overage. These personnel would be assigned to a 24-hour shift but detailed to the training division for 8 of these hours on their weekdays. The FY19 resources were not available to fund this Program Enhancement.

In 2017, the department responded to 5,260 medical calls. With the continued construction that is being experienced in our area, and the increased number of assisted living facilities, our call volume will continue to rise. Many of these calls will be cardiac-related. The department utilizes eleven cardiac monitors that require ongoing support by the manufacturer. Our current service contract will expire in May of 2019 and 6 of these monitors will be removed from service as they will no longer be supported. This budget seeks to provide replacements to ensure we can continue providing advanced life support at the current level.

Life safety inspections in new construction projects continue to monopolize most of our fire inspectors' time. As these inspections do not show any signs of reduction and our current staffing does not allow us to conduct routine inspections of existing facilities, the department continues to request the addition of three (3) Fire Safety Officers. These personnel would be assigned to a 24-hour shift but detailed to the prevention division for 8 of these hours on their weekdays. The FY19 resources were not available to fund this Program Enhancement. Our fire prevention efforts continue to provide for a safer and more educated community. In 2017, the department reviewed 624 planning projects and 284 fire protection projects, conducted 761 building inspections and 780 fire case Inspections, installed 363 car seats, conducted 23 fire drills involving 14,026 people, educated 2,064 children, taught 85 people CPR, and conducted 119 station tours that reached more than 10,000 citizens.

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

Fire

Rocky Garzarek, Fire Chief

Departmental Goals

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

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. The City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme: A Safe Clean and Livable City

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

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

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

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

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

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

Workload (Output) Measures

	2015	2016	2017	2018***	2019***
Calls for service	6790	7038	7856	8792	9846
- Medical	4652	4833	5260	5932	6643
- Fire	148	153	148	78	87
- Structure Fire	53	51	59	54	60
- Overpressure	14	25	16	14	16
- Hazardous Conditions	146	168	235	200	224
- Service Call	527	599	634	738	827
- Good Intention Call	428	417	497	692	775
- False Alarm	873	835	1046	1070	1198
- Severe Weather/Natural Disaster	1	5	13	6	7
- Other	1	3	7	8	9
Total Calls for Service / 1,000 Population	102	106	111	122	133
Tennessee Statewide Benchmarking Average	***109***	***118***	***115***	***TBD***	***TBD***

Performance Measures

	Structure fires / 1,000 Population	0.80	0.77	0.83	1.08	1.18
	Tennessee Statewide Benchmarking Average	***1.57***	***1.46***	***1.28***	***TBD***	***TBD***
	Fire inspections	N/a	1139	1509	TBD	TBD
	Number of budgeted certified positions	173	171	171	172	172
	ISO rating	2	1	1	1	1
	Number of fire stations	7	7	8	8	8
	Total fire apparatus	16	16	16	16	16

Efficiency Measures

		2015	2016	2017	2018***	2019***
	Total Fire Costs per Capita	$ 231.64	$ 241.14	$ 260.43	$ 246.79	$ 242.09
	Tennessee Statewide Benchmarking Average	***$ 180.49***	***$ 185.20***	***$ 185.83***	***TBD***	***TBD***
	Budgeted Certified Positions / 1,000 population	2.61	2.49	2.41	2.41	2.41
	Tennessee Statewide Benchmarking Average	***2.00***	***2.03***	***1.80***	***TBD***	***TBD***
	Cost per Call for Service	$ 2,264	$ 2,274	$ 2,361	$ 2,030	$ 1,814
	Tennessee Statewide Benchmarking Average	***$ 2,177***	***$ 1,747***	***$ 1,647***	***TBD***	***TBD***

Outcome (Effectiveness) Measures

		2015	2016	2017	2018***	2019***
	Provide a response time among the top quartile of Tennessee Benchmark cities (TMBP).					
	Average Franklin total response time (dispatch and department)*	7.3	6.26	7.01	6.3	6.3
	Tennessee Statewide Benchmarking Average	***5.31***	***6.08***	***5.42***	***TBD***	***TBD***
	Percent met total target response time (6 min, 35 sec)					
	Percent met - Call Processing (60 seconds)	50%	37%	N/A	TBD	TBD
	Percent met - Travel Time (240 seconds)	15%	62%	N/A	TBD	TBD
	Meets Target? (combined - 6 min, 35 sec?)	**No**	**Yes**	**N/A**	**TBD**	**TBD**
	Franklin Response among top quartile of TMBP cities?					
	Meets Target?	**No**	**No**	**No**	**TBD**	**TBD**
	Reduce property fire loss per $1 million of appraised value.					
	Fire Loss per $1 million of Appraised Value	$ 8,720.01	$ 99.36	$ 163.35	TBD	TBD
	Meets Target?	**No**	**Yes**	**No**	**TBD**	**TBD**
	Confine the fire to the room of origin for 90% of all interior structure fire incidents	93%	96%	94%	95%	95%
	Deliver in-house continuing education credit training to all personnel that enables each to meet their medical recertification requirements.	100%	100%	100%	100%	100%
	Deliver adequate in-house fire suppression training to all personnel that enables each to meet the Tennessee Commission on Firefighting's 40-hour In-service Training Program	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended	100% offered 100% Personnel Attended
	Property value dollars saved	$131,029,883	$46,630,579	$32,237,871	TBD	TBD
	Percent of fire code violations cleared in 90 days	TBD	N/A	N/A	N/A	N/A

**This metric captures total response time form the receipt of the call by dispatch until the first fire unit arrives on the scene for the designated period.*

***This measures fire loss in dollars per $1 million of appraised value of real and personal property in the covered district. The appraised value reflects tax records, which have exempt properties shown with $0 value.*

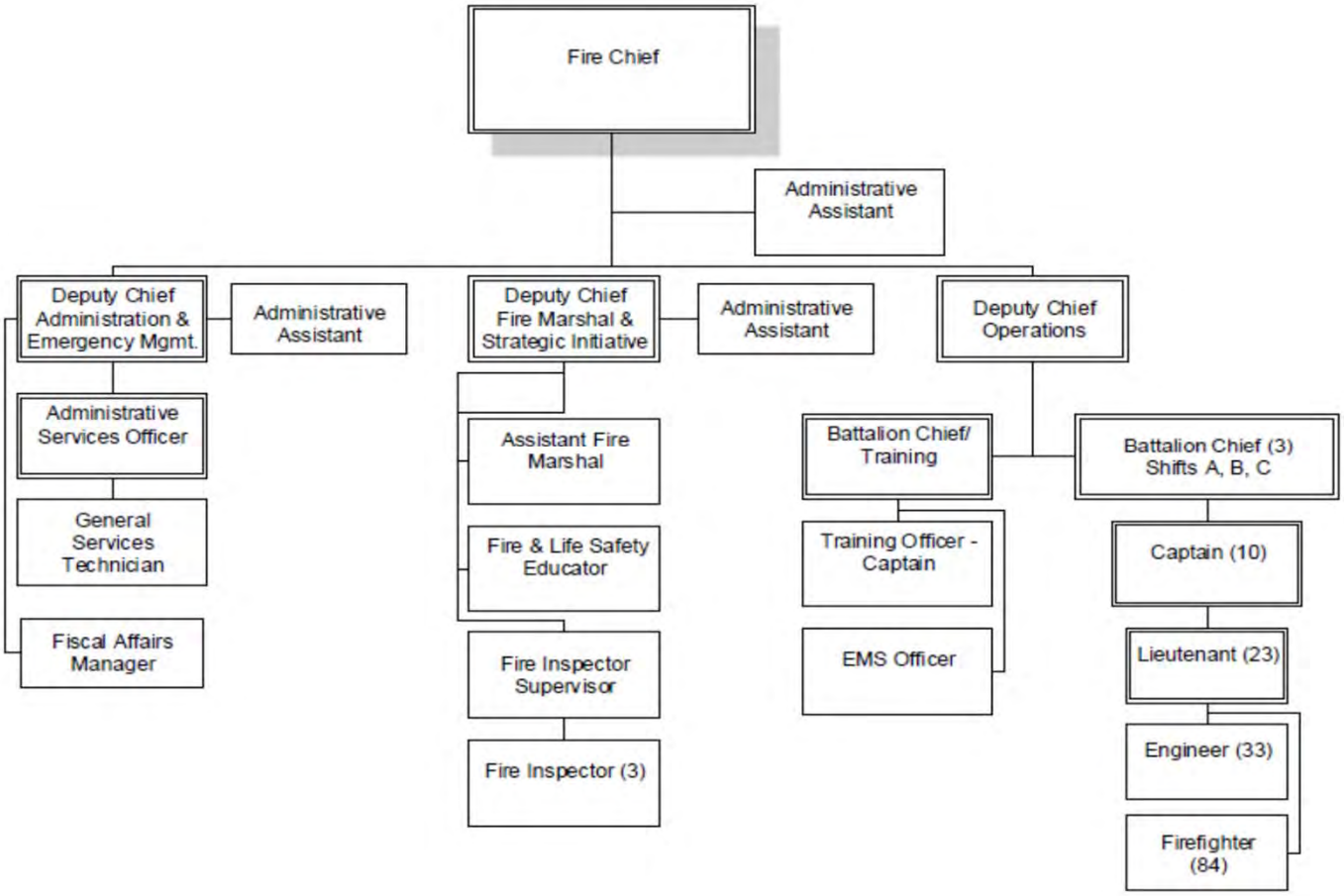
Performance Measures

**** 2018 and 2019 measures estimated.*

Franklin Citizens Survey ***(Fall 2016)***

		Excellent	Good	Fair	Poor
☑	% rating the quality of Fire services	64%	35%	1%	0%
☑	% rating the quality of Fire prevention and education	45%	46%	8%	1%
☑	% rating the quality of Emergency preparedness (services that prepare the community for natural disasters or other emergency situations)	24%	53%	19%	4%

Organizational Chart



Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fire Chief	Grade L	1	0	1	0	1	0	1	0	1	0
Fire Deputy Chief - Administration	Grade K	1	0	1	0	1	0	1	0	1	0
Fire Deputy Chief - Operations	Grade K	1	0	1	0	1	0	1	0	1	0
Fire Deputy Chief - Fire Marshal	Grade K	1	0	1	0	1	0	1	0	1	0
Battalion Chief	Grade J	3	0	3	0	3	0	3	0	3	0
Battalion Chief - Training	Grade J	1	0	1	0	1	0	1	0	1	0
EMS Officer	Grade I	1	0	1	0	1	0	1	0	1	0
Fire Captain	Grade I	14	0	14	0	11	0	10	0	10	0
Training Officer (Captain)	Grade I	1	0	1	0	1	0	1	0	1	0
Administrative Services Officer	Grade I	1	0	1	0	1	0	1	0	1	0
Assistant Fire Marshal	Grade H	1	0	1	0	1	0	1	0	1	0
Fiscal Affairs Manager	Grade H	0	0	0	0	1	0	1	0	1	0
Fire Inspector Supervisor*	Grade H	0	0	0	0	0	0	1	0	1	0
Fire & Life Safety Educator	Grade G	1	0	1	0	1	0	1	0	1	0
Fire Lieutenant	Grade G	16	0	16	0	22	0	23	0	23	0
Fire Inspector	Grade G	3	0	3	0	3	0	3	0	3	0
Fire Engineer	Grade F	30	0	30	0	33	0	33	0	33	0
Firefighter	Grade E	91	0	91	0	84	0	84	0	84	0
Administrative Assistant	Grade D	3	0	3	0	3	0	3	0	3	0
General Services Technician	Grade D	1	0	1	0	1	0	1	0	1	0
Intern	--	0	0	0	0	0	0	0	0	0	0
Accreditation Manager	--	0	0	0	0	0	0	0	0	0	0
Totals		**171**	**0**	**171**	**0**	**171**	**0**	**172**	**0**	**172**	**0**

**Funded for 10 months for FY 2018.*

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	%
Personnel							
Salaries & Wages	9,132,374	10,082,165	10,122,558	10,711,407	10,748,376	625,818	6.2%
Employee Benefits	3,560,433	4,453,952	4,615,955	4,731,420	4,840,204	224,249	4.9%
Total Personnel	**12,692,807**	**14,536,117**	**14,738,513**	**15,442,827**	**15,588,580**	**850,067**	**5.8%**
						-	
Operations						-	
Transportation Services	1,778	2,255	2,900	310	2,900	-	0.0%
Operating Services	123,521	99,370	173,580	163,534	125,770	(47,810)	-27.5%
Notices, Subscriptions, etc.	27,540	34,696	50,535	50,535	51,125	590	1.2%
Utilities	233,726	235,246	277,620	239,250	262,000	(15,620)	-5.6%
Contractual Services	74,539	49,085	68,445	67,000	94,880	26,435	38.6%
Repair & Maintenance Services	369,453	354,674	435,040	439,674	449,400	14,360	3.3%
Employee programs	57,629	43,742	103,040	103,040	92,095	(10,945)	-10.6%
Professional Development/Travel	49,742	67,805	80,883	80,883	96,075	15,192	18.8%
Office Supplies	27,877	25,734	30,100	22,500	29,000	(1,100)	-3.7%
Operating Supplies	229,413	196,410	232,597	243,137	218,400	(14,197)	-6.1%
Fuel & Mileage	53,559	62,666	59,500	72,515	75,500	16,000	26.9%
Machinery & Equipment (<$25,000)	246,518	437,129	290,991	290,991	252,900	(38,091)	-13.1%
Repair & Maintenance Supplies	111,942	84,167	116,000	88,588	98,500	(17,500)	-15.1%
Operational Units	240	4,224	10,000	10,000	6,000	(4,000)	-40.0%
Property & Liability Costs	103,342	130,529	133,660	114,290	120,005	(13,655)	-10.2%
Rentals	257	1,147	1,000	1,000	1,015	15	1.5%
Permits	6,586	7,748	9,046	9,046	7,800	(1,246)	-13.8%
Other Business Expenses	100	1	0	-	-	-	
Debt Service and Lease Payments	535,118	489,227	410,298	410,297	60,048	(350,250)	-85.4%
Total Operations	**2,252,879**	**2,325,854**	**2,485,235**	**2,406,590**	**2,043,413**	**(441,822)**	**-17.8%**
						-	
Building Improvements	-	-	-			-	
Machinery & Equipment (>$25,000)	64,776	16,194	25,000	-	228,000	203,000	
Capital	64,776	16,194	25,000	-	228,000	203,000	
						-	
Total Fire Department	**15,010,462**	**16,878,165**	**17,248,748**	**17,849,417**	**17,859,993**	**611,246**	**3.5%**

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 2017 Comprehensive Annual Financial Report (27th 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 2017 budget document (10th year).

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

Under this operating unit are:

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

This page intentionally left blank.

Finance

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

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	896,890	1,009,073	850,795	859,655	940,811	90,016	10.6%
Operations	-72,786	-68,376	-70,664	-80,048	-23,686	46,978	-66.5%
Capital	0	0	0	0	0	0	0.0%
Total	**824,104**	**940,697**	**780,131**	**779,607**	**917,125**	**136,994**	**17.6%**

Departmental Summary

The Finance Department oversees the security and management of the City's financial interests. The department helps the City Administrator prepare, implement and monitor the City's annual operating and capital budgets. The department also plans and executes the issuance of short-term and long-term borrowing.

The Finance Department provides a variety of financial services for the City of Franklin. These include: (1) financial accounting and reporting, (2) budgeting and analytics, (3) investment of temporarily idle funds, (4) maintaining and reconciling City bank accounts, (5) issuing employee payroll, (6) issuing vendor payments, (7) internal audits, and (8) ensuring that the annual external financial audit is conducted.

FY 2019 Outlook

In 2018, the department assisted Revenue Management and Information Technology on the implementation of the Infor Billing and Cashiering systems.

For 2019, the department is focusing on three financial best practices:

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

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

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

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

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

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

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

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

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

Workload (Output) Measures

		2015	2016	2017	2018*	2019*
	Have City's rating affirmed by multiple rating agencies (maximum = 3)	2	2	2	2	2
	Increase use of electronic payments for payroll (percent paid by ACH)	100%	100%	100%	100%	100%
	Increase use of electronic payments for AP (percent paid by ACH/EFT)	35%	40%	50%	60%	60%
	Vendor payments issued	3,905	4,017	3,826	4,000	4,000
	Invoices processed	5,955	7,070	6,163	6,000	6,000
	Checks issued (non-payroll)	2,327	2,197	1,984	1,700	1,700

Performance Measures

Efficiency Measures

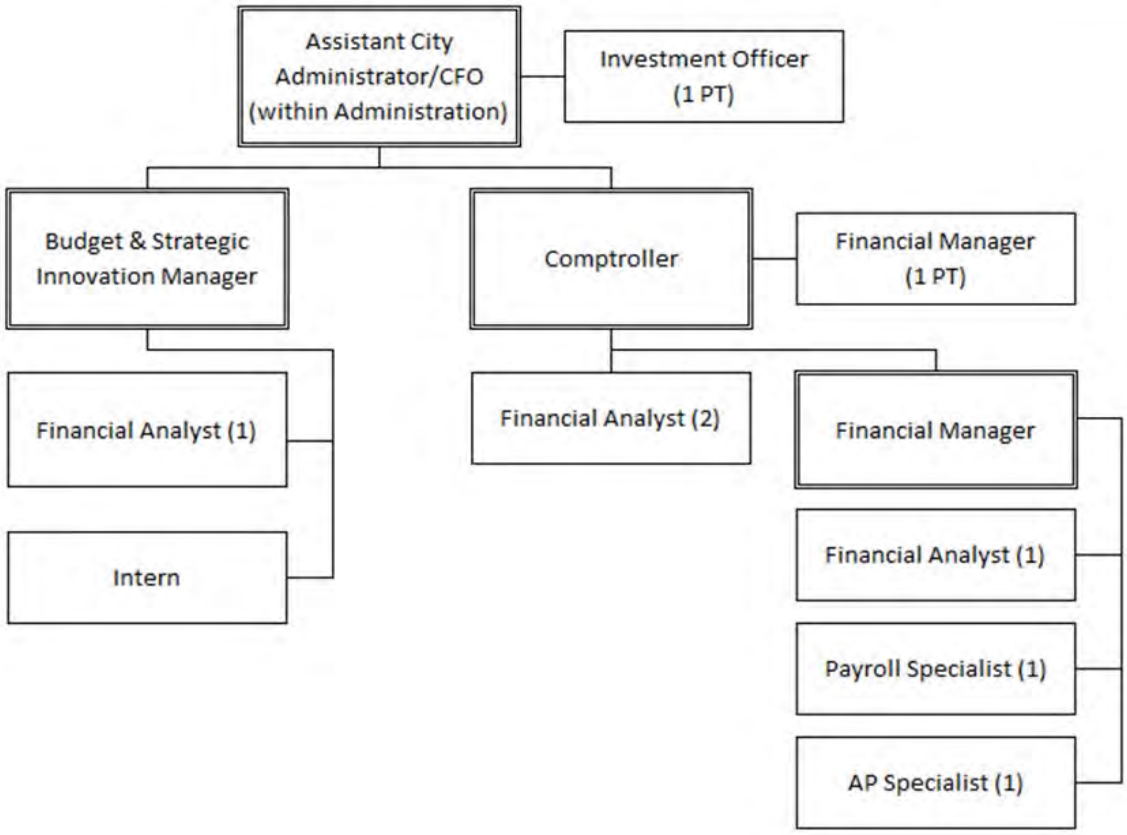
		2015	2016	2017	2018*	2019*
	Number of days to close fiscal year does not exceed 60	89	60	60	60	60

Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	Retain the City's Triple AAA rating (for consecutive months)	198 months since attained December 1998	210 months since attained December 1998	224 months since attained December 1998	236 months since attained December 1998	248 months since attained December 1998
	Exceed the return on investments compared to benchmark *(BAML - Bank of America/Merrill Lynch)*	.80% average to BAML's .01%	.90% average to BAML's .13%	1.00% average to BAML's .44%	1.30% estimated to BAML's .64%	1.50% goal to estimated BAML's .84%
	Achieve the GFOA Annual Report award for financial reporting annually	24th consecutive (for FY 2014)	25th consecutive (for FY 2015)	26th consecutive (for FY 2016)	27th consecutive (for FY 2017)	28th consecutive (for FY 2018)
	Achieve the GFOA Budget Report award annually	7th award (for FY 2015 budget)	8th award (for FY 2016 budget)	9th award (for FY 2017 budget)	10th award (for FY 2018 budget)	11th award (for FY 2019 budget)
	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.					
	Target?	**Measure being modified - will be ready in May 2018**				
	Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
	Goal: Franklin will achieve the lowest cost of debt financing possible by retaining bond ratings of AAA from 2 out of 3 services (Moody's, Fitch, and S&P).					
	Baseline: As of 2012, Moody's and Standard & Poor's have rated Franklin at AAA.					
	Target (# of rating agencies per FY)	**2**	**2**	**2**	**2**	**2**
	Meets Target?	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**

** 2018 & 2019 estimated*

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Asst. City Admin-Fin./Adm.	Grade N	1	0	1	0	1	0	0	0	0	0
Investment Officer	Grade M	0	0	0	0	0	1	0	1	0	1
Comptroller	Grade K	1	0	1	0	1	0	1	0	1	0
Budget & Strat. Inn. Mgr.	Grade K	0	0	1	0	1	0	1	0	1	0
Business Process Imp. Mgr.	Grade I	1	0	0	0	0	0	0	0	0	0
Financial Manager	Grade I	1	1	1	1	1	1	1	1	1	1
Financial Analyst	Grade H	3	0	3	0	3	0	4	0	4	0
Payroll Specialist	Grade F	1	0	1	0	1	0	1	0	1	0
AP Specialist	Grade E	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	Grade D	1	0	1	0	1	0	0	0	0	0
Intern	Intern	0	1	0	1	0	1	0	1	0	1
Totals		**10**	**2**	**10**	**2**	**10**	**3**	**9**	**3**	**9**	**3**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	698,356	766,730	616,700	616,409	690,084	73,384	11.9%
Employee Benefits	198,534	242,343	234,095	243,246	250,727	16,632	7.1%
Total Personnel	**896,890**	**1,009,073**	**850,795**	**859,655**	**940,811**	**90,016**	**10.6%**
Operations							
Transportation Services	2,038	1,730	2,300	2,000	2,300	-	0.0%
Operating Services	831	1,269	750	1,300	2,300	1,550	206.7%
Notices, Subscriptions, etc.	5,108	6,495	8,675	8,575	8,675	-	0.0%
Utilities	4,262	5,190	4,500	4,500	4,950	450	10.0%
Contractual Services	19,898	9,488	17,000	15,000	15,000	(2,000)	-11.8%
Repair & Maintenance Services	6,309	4,036	7,000	2,000	5,000	(2,000)	-28.6%
Employee programs	164	807	-	500	-	-	0.0%
Professional Development/Travel	14,060	15,939	17,100	16,520	16,520	(580)	-3.4%
Office Supplies	5,987	6,987	5,900	5,900	5,900	-	0.0%
Operating Supplies	15	16	-	-	-	-	0.0%
Fuel & Mileage	-	-	-	50	-	-	0.0%
Machinery & Equipment (<$25,000)	5,412	16,047	11,450	11,320	11,450	-	0.0%
Repair & Maintenance Supplies	-	1,285	200	500	700	500	250.0%
Property & Liability Costs	3,435	4,394	4,664	3,990	5,138	474	10.2%
Permits	800	800	800	800	800	-	0.0%
Financial Fees	61,946	68,050	66,000	64,000	97,000	31,000	47.0%
Miscellaneous	10	1	10	10	10	-	0.0%
Interfund Reimbursements	(203,061)	(210,910)	(217,013)	(217,013)	(199,429)	17,584	-8.1%
Total Operations	**(72,786)**	**(68,376)**	**(70,664)**	**(80,048)**	**(23,686)**	**46,978**	**-66.5%**
Machinery & Equipment (>$25,000)	-	-	-			-	
Capital	-	-	-			-	
Total Finance Department	**824,104**	**940,697**	**780,131**	**779,607**	**917,125**	**136,994**	**17.6%**

This page intentionally left blank.

Purchasing

Brian Wilcox, Purchasing Manager

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	196,702	209,894	233,943	243,007	245,317	11,374	4.9%
Operations	-20,573	-18,381	-2,178	-7,867	-11,894	-9,716	446.0%
Capital	0	0	0	0	0	0	0.0%
Total	**176,129**	**191,513**	**231,765**	**235,140**	**233,423**	**1,658**	**0.7%**

Departmental Summary

Procurement of goods and services not pertaining to the design and/or construction of new infrastructure and facilities but that is valued at or above the public advertisement / sealed submittal threshold, currently $25,000, is normally facilitated by the Purchasing Office, along with some procurements that are common to multiple departments. (Since 2013, the Engineering Department, the Facilities Office and the Purchasing Office have consolidated to one web page, we now call the "Business Opportunities" page, on the City's public website where both construction-related and non-construction-related formal procurement solicitations, including invitations to bid, requests for proposals and requests for qualifications, are posted.) In addition, among other tasks, the Purchasing Office:
- administers the City's purchasing card program, which allows, within card-specific spending limits, for purchases to be made by departmental staff by means of City-issued credit cards;
- administers, with support from Fleet Maintenance, fuel purchasing for the City's vehicle and equipment fleet; and
- facilitates, with support from Fleet Maintenance and Police, on an as-needed basis the lawful disposal of surplus personal property of the City, and, at the discretion of the department, any unclaimed lost, stolen or seized personal property of others recovered by or turned over to the City.
More information about the Purchasing Office may be found on the City's website.

FY 2019 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;
- To strive to preserve and enhance the public trust in the manner in which the City conducts its non-construction-related purchasing.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

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

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

Workload (Output) Measures

	2015	2016	2017	2018*	2019*
Number of formal procurement solicitations processed by the Purchasing Office [1,2]	31	24	12	20	22
Number of City purchase orders prepared	53	50	65	68	73
Number of purchasing card transactions processed	18,896	20,374	20,877	21,400	21,900
Value of purchasing card transactions processed	$ 7,088,331	$ 7,235,337	$ 8,196,464	$ 8,500,000	$ 8,600,000
Total organization purchasing dollar volume	$ 59,825,116	$ 59,596,341	$ 79,142,015	$ 69,000,000	$ 79,000,000
Value of City's rebate earned for total spend, net of credits (by calendar year)	$ 60,673	$64,639	$ 62,940	$ 68,125	$ 70,000
Number electronic auctions of surplus property	74	65	73	70	70
Value of proceeds from electronic auctions of surplus property *(before fee paid by City for electronic auction services)*	$ 474,637	$ 333,247	$ 345,512	$ 340,000	$ 340,000
Fee paid by City for electronic auction services	$ 35,602	$ 24,996	$ 25,920	$ 25,550	$ 25,550
Number of formal protests received	0	0	0	0	0
Number of vendor outreach events attended	3	1	0	1	1
# of emergency[3] purchases known to Purchasing	1	4	4	3	3
# of sole-source[4] purchases known to Purchasing	6	10	6	8	8

Efficiency Measures

	2015	2016	2017	2018*	2019*
Average number of calendar days (from receipt of card request to receipt of delivered card) for…					
… purchasing card	6	4	4	4	4
… fleet fuel driver number	1	1	1	1	1
… fleet fuel vehicle card	5	7	7	7	7

Performance Measures

	P-Card Purchasing Dollar Volume as a % of Total Purchasing Dollar Volume	12.13%	12.50%	10.36%	12.32%	10.89%
	Tennessee Statewide Benchmarking Average	***2.40%***	***10.99%***	***2.28%***	***TBD***	***TBD***

Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	Average number of calendar days from date of requisition to award of procurement for formal procurement solicitations[12] processed by the Purchasing Office	82	108	90	90	90
	Target (90 Days)	**90**	**90**	**90**	**90**	**90**
	Meets Target?	**Yes**	**No**	**TBD**	**TBD**	**TBD**

Notes

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

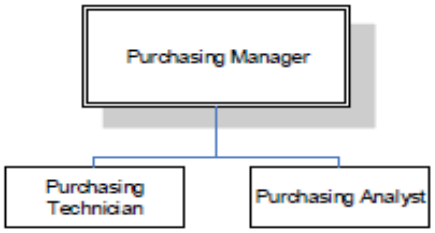
2 The City's public advertisement / sealed submittal threshold is currently $25,000, pursuant to Ordinance No. 2010-72.

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

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

5 (*) FY 2017 and FY 2018 data are estimates

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Purchasing Manager	Grade I	1	0	1	0	1	0	1	0	1	0
Purchasing Analyst	Grade F	0	0	1	0	1	0	1	0	1	0
Purchasing Specialist	Grade E	1	0	0	0	0	0	0	0	0	0
Purchasing Technician	Grade D	1	0	1	0	1	0	1	0	1	0
Totals		**3**	**0**	**3**	**0**	**3**	**0**	**3**	**0**	**3**	**0**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	148,914	156,218	160,556	164,745	165,519	4,963	3.1%
Employee Benefits	47,788	53,676	73,387	78,262	79,798	6,410	8.7%
Total Personnel	**196,702**	**209,894**	**233,943**	**243,007**	**245,317**	**11,374**	**4.9%**
Operations							
Transportation Services	3	9	50	50	50	-	0.0%
Operating Services	119	53	400	300	400	-	0.0%
Notices, Subscriptions, etc.	3,118	2,249	3,505	2,924	3,684	179	5.1%
Utilities	652	774	1,137	1,120	1,140	3	0.3%
Contractual Services	14,020	13,621	13,825	15,500	20,595	6,770	49.0%
Repair & Maintenance Services	-	-	2,000	1,000	1,000	(1,000)	-50.0%
Employee Programs	54	-	100	100	100	-	0.0%
Professional Development/Travel	5,457	2,622	15,162	12,020	10,380	(4,782)	-31.5%
Office Supplies	177	1,714	3,025	2,125	1,525	(1,500)	-49.6%
Operating Supplies	-	-	100	100	100	-	0.0%
Fuel & Mileage	71	12	290	293	300	10	3.4%
Machinery & Equipment (<$25,000)	47	9,401	8,200	6,480	3,500	(4,700)	-57.3%
Property & Liability Costs	1,588	1,772	1,861	1,954	2,052	191	10.3%
Financial Fees	2	3	-	-	-	-	
Reimbursement of Interfund Trans.	(45,881)	(50,611)	(51,833)	(51,833)	(56,720)	(4,887)	9.4%
Total Operations	**(20,573)**	**(18,381)**	**(2,178)**	**(7,867)**	**(11,894)**	**(9,716)**	**446.0%**
Capital							
Total Purchasing Department	**176,129**	**191,513**	**231,765**	**235,140**	**233,423**	**1,658**	**0.7%**

Information Technology

Dr. Jordon Shaw, Director

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	1,669,042	1,834,133	1,975,249	1,970,678	2,115,673	140,424	7.1%
Operations	1,963,750	2,242,694	2,369,447	2,111,392	2,124,158	-245,289	-10.4%
Capital	27,835	-27,835	146,000	155,978	60,000	-86,000	0.0%
Total	**3,660,627**	**4,048,992**	**4,490,696**	**4,238,048**	**4,299,831**	**-190,865**	**-4.3%**

Departmental Mission:

To provide innovative, reliable, and secure technology solutions that are aligned with City of Franklin's goals and objectives to enhance City services.

Departmental Vision:

Information Technology (IT) is focused on providing professional and prompt service to our community by strengthening the City of Franklin's technology infrastructure, and delivering innovative solutions that meet our City's needs and goals.

Departmental Summary

The Information Technology (IT) Department's mission is to provide innovative, reliable and secure technology solutions that are aligned with City of Franklin's goals and objectives to enhance City services. Our vision requires IT to focus on providing professional and prompt service to our community by strengthening the City's technology infrastructure and delivering useful solutions that meet Franklin's needs and goals.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

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

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

Citizens will have online access to city services.

Goal: To enhance online services for citizens.

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

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

Workload (Output) Measures

		2015	2016	2017	2018*	2019*
	Number of ArcMap Licenses -GIS	75	80	109	79	TBD
	Number of 800 MHz Radios (Motorola)	725	952	1280	1010	TBD
	Number of Cell Phones (Verizon Wireless)	264	297	285	317	TBD
	Number of Cell Phones Recycled	130	139	97	113	TBD
	Number of Wireless Lines (Verizon Wireless)	510	565	540	588	TBD
	Number of Active User Extensions -Phone System (Cisco Systems)	723	763	772	800	TBD
	Number of Desktop Computers	500	374	400	420	TBD
	Number of Laptops	350	389	440	440	TBD
	Number of Servers	20(90)	13(108)	16(111)	16(99)	TBD
	Number of Servers Virtualized	90	108	111	99	TBD
	Help Desk / HelpStar Requests by Category:					
	800 MHz Radios	72	109	112	24	TBD
	Financial Applications	189	437	107	115	TBD
	FIRE -Computer Technology	132	168	113	129	TBD
	GIS	167	1394	108	34	TBD
	Hardware	321	313	294	405	TBD
	Phones	311	309	295	112	TBD
	Police - Computer Technology	366	419	318	481	TBD

Performance Measures

	Printers	132	99	132	104	TBD
	Software	1314	1204	1911	1156	TBD
	TriTech	1	3	0	0	TBD
	Web Related	159	94	63	20	TBD
	Total Active Calls:	1,296,156	1,477,750	954,821	1,900,000	TBD
	Duration:	4,887:37:25 (hours/minutes/seconds)	5826:38:18 (hours/minutes/seconds)	3,524:22:53 (hours/minutes/seconds)	6450:00:00 (hours/minutes/seconds)	TBD
	Total Push to Talks:	2,868,220	3,221,358	1,983,457	4,500,000	TBD
	Average Voice Call Duration:	0:00:14 (seconds)	0:00:14 (seconds)	0:00:13 (seconds)	0:00:14 (seconds)	TBD

Efficiency Measures

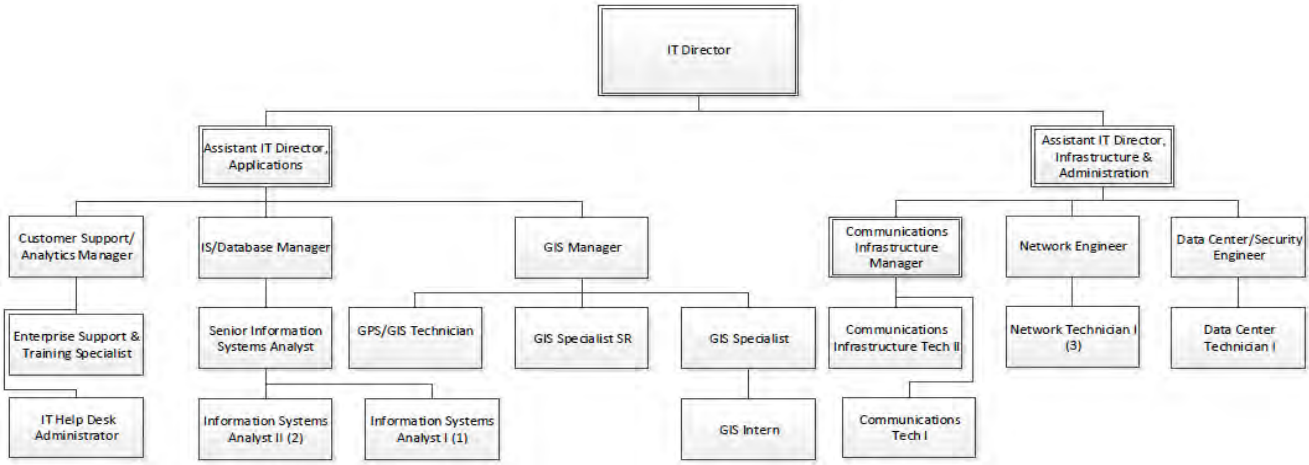
		2015	2016	2017	2018*	2019*
	TBD	TBD	TBD	TBD	TBD	TBD

Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	Enhance online services for citizens (Baseline 100 in 2013)	TBD	TBD	TBD	TBD	TBD
	Target	>101	>102	>103	>103	>103
	Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**

** 2018 & 2019 data estimated*

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Info Technology Director	Grade M	1	0	1	0	1	0	1	0	1	0
Assistant IT Director - Infrastructure & Ad	Grade L	1	0	1	0	1	0	1	0	1	0
Assistant IT Director - Applications	Grade L	0	0	0	0	0	0	1	0	1	0
Customer Support/Analytics Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Information Systems/Database Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Communications Infrastructure Manager	Grade J	0	0	1	0	1	0	1	0	1	0
GIS Manager	Grade J	1	0	1	0	1	0	1	0	1	0
Network Operations Manager	Grade J	1	0	1	0	1	0	0	0	0	0
Network Engineer	Grade I	1	0	1	0	1	0	1	0	1	0
DataCenter/Security Engineer	Grade I	1	0	1	0	1	0	1	0	1	0
Senior Information Systems Analyst	Grade I	1	0	1	0	1	0	1	0	1	0
Information Systems Analyst II	Grade H	1	0	2	0	2	0	2	0	2	0
GIS Specialist Sr	Grade G	1	0	1	0	1	0	1	0	1	0
Enterprise Support & Training Specialist	Grade G	0	0	0	0	0	0	1	0	1	0
Information Systems Analyst I	Grade G	1	0	0	0	1	0	1	0	1	0
Information Imaging Specialist /Trainer	Grade G	1	0	1	0	0	0	0	0	0	0
Communications Infrastructure Tech II	Grade G	1	0	1	0	1	0	1	0	1	0
DataCenter Tech I	Grade F	2	0	2	0	1	0	1	0	1	0
Communications Technician I	Grade F	0	0	0	0	0	0	0	0	1	0
Network Technician I	Grade F	1	1	1	1	2	1	2	1	2	0
GIS Specialist I	Grade F	1	0	1	0	1	0	1	0	1	0
GPS/GIS Technician	Grade E	0	0	0	0	1	0	1	0	1	0
ITS Specialist	Grade E	1	0	0	0	0	0	0	0	0	0
IT Help Desk Administrator	Grade E	1	0	1	0	1	0	1	0	1	0
Intern	Intern	0	1	0	1	0	1	0	1	0	1
Totals		**20**	**2**	**20**	**2**	**21**	**2**	**22**	**2**	**23**	**1**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	1,302,199	1,431,504	1,538,535	1,525,719	1,619,790	81,255	5.3%
Employee Benefits	366,843	402,629	436,714	444,959	495,883	59,169	13.5%
Total Personnel	**1,669,042**	**1,834,133**	**1,975,249**	**1,970,678**	**2,115,673**	**140,424**	**7.1%**
Operations							
Transportation Services	1,327	277	850	850	850	-	0.0%
Operating Services	846	1,207	400	400	400	-	0.0%
Notices, Subscriptions, etc.	743	2,183	2,350	2,350	2,350	-	0.0%
Utilities	59,743	63,648	62,200	64,700	65,600	3,400	5.5%
Contractual Services	1,293,897	1,282,859	1,553,100	1,446,800	1,802,890	249,790	16.1%
Repair & Maintenance Services	12,115	5,762	13,200	13,700	11,700	(1,500)	-11.4%
Employee programs	54	23,830	43,075	85,075	23,075	(20,000)	-46.4%
Professional Development/Travel	22,319	22,176	36,200	36,200	31,700	(4,500)	-12.4%
Office Supplies	4,251	6,006	8,600	8,600	8,600	-	0.0%
Operating Supplies	687	86	700	700	2,700	2,000	285.7%
Fuel & Mileage	1,886	1,758	4,200	4,200	3,200	(1,000)	-23.8%
Machinery & Equipment (<$25,000)	82,164	121,137	176,500	179,500	209,500	33,000	18.7%
Repair & Maintenance Supplies	40,588	201,942	211,300	111,300	211,300	-	0.0%
Property & Liability Costs	32,450	37,503	40,208	34,962	36,712	(3,496)	-8.7%
Rentals	1,953	955	-	587	-	-	
Permits	100	-	-	-	-	-	
Other Business Expenses	83	2,109	3,000	3,000	3,000	-	0.0%
Debt Service and Lease Payments	408,543	469,256	213,564	118,468	22,830	(190,734)	-89.3%
Interfund Reimbursements	-	-	-	-	(312,249)		
Total Operations	**1,963,750**	**2,242,694**	**2,369,447**	**2,111,392**	**2,124,158**	**(245,289)**	**-10.4%**
Machinery & Equipment (>$25,000)	27,835	(27,835)	146,000	155,978	60,000	(86,000)	-58.9%
Capital	**27,835**	**(27,835)**	**146,000**	**155,978**	**60,000**	**(86,000)**	**-58.9%**
Total Information Technology	**3,660,627**	**4,048,992**	**4,490,696**	**4,238,048**	**4,299,831**	**(190,865)**	**-4.3%**

This page intentionally left blank.

Revenue Management

Lawrence Sullivan, Revenue & Licensing Manager

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	908,625	994,343	1,028,410	972,969	1,073,919	45,509	4.4%
Operations	-715,667	-732,517	-719,674	-730,785	-716,611	3,063	-0.4%
Capital	0	0	0	0	0	0	0.0%
Total	**192,958**	**261,826**	**308,736**	**242,184**	**357,309**	**48,573**	**15.7%**

Departmental Summary

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

FY 2019 Outlook

While we will continue to work on providing excellent service to our customers in FY2019, we have the expectation to improve our customer billing and payment options by implementing an Electronic Billing, Payment and Presentment (EBPP) platform in the future. We expect this to be revenue neutral where the costs of service are offset by savings in the reduction of mailing and fulfillment costs.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

Performance Measures

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

Theme: None Specific

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

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

Workload (Output) Measures

	2015	2016	2017	2018*	2019*
Bills					
Number of property tax bills issued	29,371	30,366	31,287	32,000	32,000
Number of water & sewer bills issued	290,684	327,318	339,302	345,000	345,000
New requests for service (Total)	2,599	2,857	2,492	2,500	2,500
Water (Monthly Average)	$ 43.59	$ 45.07	$ 47.60	$ 47.60	$ 47.60
Sewer (Monthly Average)	$ 47.32	$ 50.48	$ 53.29	$ 53.29	$ 53.29
Irrigation (Monthly Average)	$ 189.76	$ 217.57	$ 248.55	$ 248.55	$ 248.55
Delinquent Notices	37,964	36,702	36,616	36,000	36,000
Water Shutoffs	812	866	764	750	750
Electronic					
Web Pay	21,434	29,778	35,337	35,930	35,930
ACH/RPPS	69,650	81,330	82,377	83,760	83,760
Bank Draft	65,846	76,639	81,806	83,180	83,180
Lock Box	86,819	93,216	93,191	94,756	94,756
Paper					
Drop Box (2nd Avenue) / Mail	16,686	16,686	16,292	16,566	16,566
In-Person Transactions	17,974	18,624	16,882	17,166	17,166
Total Transactions	278,409	316,273	325,885	331,358	331,358
% of total transactions electronic	87.6%	88.8%	89.8%	89.8%	89.8%
% of total transactions paper	6.0%	5.3%	5.0%	5.0%	5.0%
% of total transactions in-person	6.5%	5.9%	5.2%	5.2%	5.2%

Efficiency Measures

	2015	2016	2017	2018*	2019*
Cost of processing bills (mailing and printing)					
Maintain utility billing error rate at or below 5.3 errors per 10,000 billed items.	4.50	4.50	4.50	4.50	4.50

Performance Measures

Outcome (Effectiveness) Measures

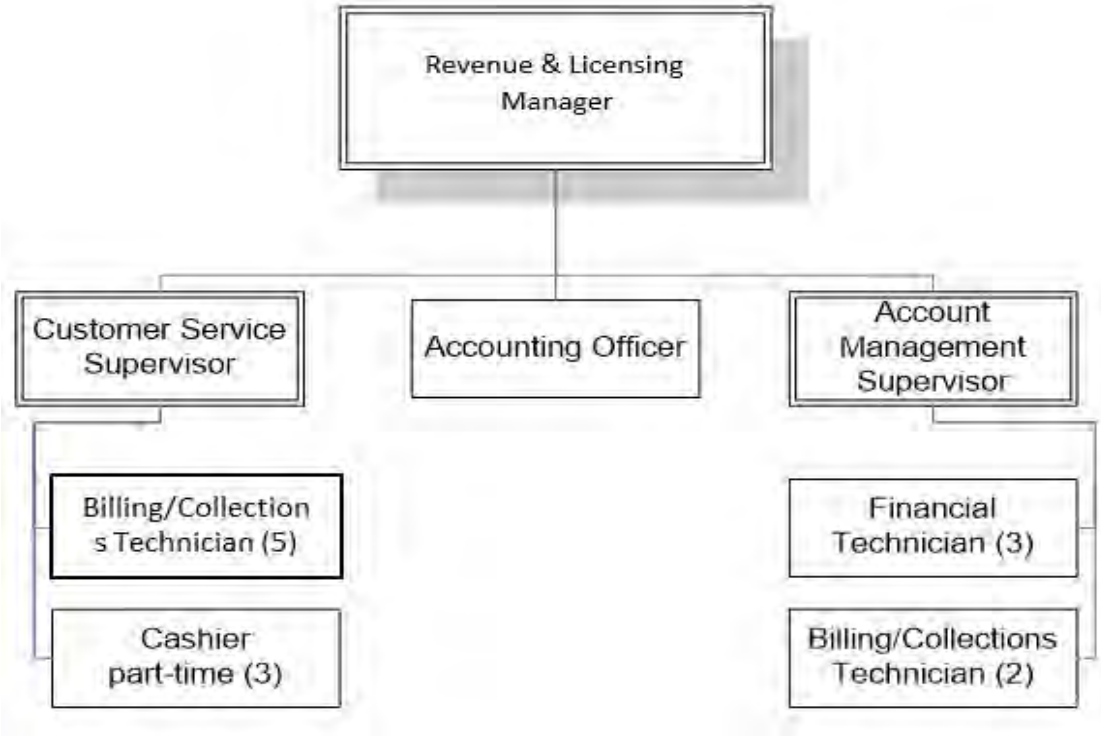
		2015	2016	2017	2018*	2019*
	Collection Rate(s)					
	Property Tax Collections as a Percentage of Property Taxes Billed (first year)	98.6%	98.7%	99.4%	99.0%	99.0%
	Tennessee Statewide Benchmarking Average	***96.0%***	***97.1%***	***90.0%***	***TBD***	***TBD***
	Utility Collections as a Percentage of Utilities Billed (first year)	94.5%	96.7%	99.2%	97.0%	97.0%
	Tennessee Statewide Benchmarking Average	***95.6%***	***97.0%***	***75.5%***	***TBD***	***TBD***
	Increase Electronic Versus Manual Payments by 1% by Fiscal Year Ending	87.60%	88.60%	89.82%	89.60%	89.60%

** 2017 and 2018 data estimated.*

Franklin Citizens Survey *(Fall 2016)*

		Excellent	Good	Fair	Poor
☑	% rating the quality of Utility billing services	29%	50%	15%	5%

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Revenue & Licensing Manager	Grade H	0	0	0	0	0	0	1	0	1	0
Asst City Recorder - Revenue Management	Grade G	1	0	1	0	1	0	0	0	0	0
Account Mgmt Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Customer Service Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Accounting Officer	Grade F	1	0	1	0	1	0	1	0	1	0
Financial Technician I	Grade D	4	0	4	0	4	0	3	0	3	0
Billing/Collections Technician	Grade D	5	1	5	1	5	1	7	0	7	0
Cashier Part-Time	Grade B	0	5	0	5	0	5	0	3	0	3
TOTALS		**13**	**6**	**13**	**6**	**13**	**6**	**14**	**3**	**14**	**3**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	695,332	738,773	755,056	718,000	766,130	11,074	1.5%
Employee Benefits	213,293	255,570	273,354	254,969	307,790	34,436	12.6%
Total Personnel	**908,625**	**994,343**	**1,028,410**	**972,969**	**1,073,919**	**45,509**	**4.4%**
Operations							
Transportation Services	9,870	7,435	11,750	10,000	10,000	(1,750)	-14.9%
Operating Services	722	1,230	1,100	1,379	1,300	200	18.2%
Notices, Subscriptions, etc.	882	1,376	2,525	2,500	2,500	(25)	-1.0%
Utilities	2,035	2,440	2,600	2,600	2,600	-	0.0%
Contractual Services	2,726	2,324	5,900	5,900	5,900	-	0.0%
Repair & Maintenance Services	501	899	1,200	1,200	1,200	-	0.0%
Employee programs	135	-	2,250	1,600	2,000	(250)	-11.1%
Professional Development/Travel	1,129	711	2,720	2,540	2,540	(180)	-6.6%
Office Supplies	15,646	18,703	19,625	19,925	20,850	1,225	6.2%
Operating Supplies	1,537	1,471	3,260	2,660	2,800	(460)	-14.1%
Fuel & Mileage	-	-		40		-	0.0%
Machinery & Equipment (<$25,000)	4,821	7,887	11,100	16,100	13,500	2,400	21.6%
Repair & Maintenance Supplies	255	-	-	-	-	-	0.0%
Property & Liability Costs	1,682	2,016	2,117	2,444	2,566	449	21.2%
Permits	31,043	20,887	36,000	24,000	24,000	(12,000)	-33.3%
Financial Fees	361,793	358,392	399,750	397,898	447,750	48,000	12.0%
Interfund Reimbursements	(1,150,444)	(1,158,288)	(1,221,571)	(1,221,571)	(1,256,117)	(34,546)	2.8%
Total Operations	**(715,667)**	**(732,517)**	**(719,674)**	**(730,785)**	**(716,611)**	**3,063**	**-0.4%**
Capital						-	**0.0%**
Total Revenue Management	**192,958**	**261,826**	**308,736**	**242,184**	**357,309**	**48,573**	**15.7%**

Municipal Court

Lawrence Sullivan, Revenue & Licensing Manager

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	190,592	206,182	212,572	207,186	220,242	7,670	3.6%
Operations	104,215	145,351	117,350	110,186	82,929	-34,421	-29.3%
Capital	0	0	0	0	0	-	0.0%
Total	**294,807**	**351,533**	**329,922**	**317,372**	**303,171**	**-26,751**	**-8.1%**

Department Mission

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

Department Vision

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

FY 2019 Outlook

For FY2019, we plan to continue with our flexible staffing model with two part-time positions. We continue to cross utilize support staff from the office of Revenue Management as needed to maintain our service levels during Court sessions.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme: None Specific

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

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

Workload (Output) Measures

		2015	2016	2017	2018*	2019*
	Citations Processed per Employee (per month)	320	225	179	179	179
	Total Cases Filed	11,547	7,955	6,427	8,788	8,788
	Types of Cases					
	- Moving Violations	2,467	1,985	2,237	2,237	2,237
	- Financial Responsibility	1,123	715	743	743	743
	- License and Registration	948	734	927	927	927
	- Codes Enforcement	327	263	238	238	238
	- Failure to Appear	497	249	281	281	281
	- Seat Belt	256	179	162	162	162
	- Parking Violations - Cited	442	765	1,712	1,200	1,200
	- Parking Violations - Warning	5,487	3,065	127	3,000	3,000

Efficiency Measures

		2015	2016	2017	2018*	2019*
	Average # of days from issuance of Citation to Resolution (Non Traffic School)	35.26	32.36	34.10	40.00	40.00

Outcome (Effectiveness) Measures

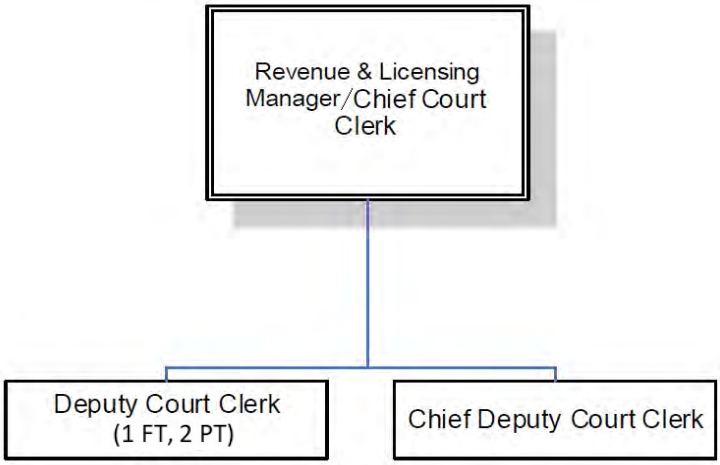
		2015	2016	2017	2018*	2019*
	Municipal Court Collections as a percentage of Municipal Obligations Billed	*106.8%*	*110.6%*	*82.0%*	*90.0%*	*90.0%*
	Tennessee Statewide Benchmarking Average	***85.8%***	***77.2%***	***70.4%***	***TBD***	***TBD***

Performance Measures

	Goal: Deliver customer oriented quality service					
	Deploy tool for online payments	YES	YES	YES	YES	YES
	Customer feedback tool deployed and responding within 2 business days 100% of the time to those needing responses	100.0%	100.0%	100.0%	100.0%	100.0%
	Goal: Collect the monies owed the City of Franklin by taking actions to pursue obligations in accordance with State and City requirements.					
	Actions taken due to citations not satisfied (% that meet follow up criteria)	95.0%	95.0%	95.0%	95.0%	95.0%

** 2018 and 2019 Data Estimated*

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Chief Deputy Court Clerk	Grade F	1	0	1	0	1	0	1	0	1	0
Deputy Court Clerk	Grade C	1	2	2	0	2	0	1	2	1	2
Totals		**2**	**2**	**3**	**0**	**3**	**0**	**2**	**2**	**2**	**2**

City of Franklin, Tennessee
FY 2019 Operating Budget

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	112,845	120,357	120,071	123,874	149,844	29,773	24.8%
Officials Fees	25,750	25,000	26,056	25,000	25,108	(948)	-3.6%
Employee Benefits	51,997	60,825	66,445	58,312	45,290	(21,155)	-31.8%
Total Personnel	**190,592**	**206,182**	**212,572**	**207,186**	**220,242**	**7,670**	**3.6%**
Operations							
Transportation Services	5,284	5,710	7,350	7,700	8,000	650	8.8%
Operating Services	1,303	2,165	2,450	2,450	2,450	-	0.0%
Notices, Subscriptions, etc.	380	359	975	985	1,045	70	7.2%
Utilities	623	760	925	975	1,025	100	10.8%
Contractual Services	2,240	54,285	3,000	3,200	15,200	12,200	406.7%
Repair & Maintenance Services	52	1,660	3,000	1,000	1,500	(1,500)	-50.0%
Professional Development/Travel	397	585	2,875	2,950	3,000	125	4.3%
Office Supplies	1,268	1,813	2,750	2,750	3,250	500	18.2%
Operating Supplies	272	178	300	300	300	-	0.0%
Fuel & Mileage	317	-	100	100	100	-	0.0%
Machinery & Equipment (<$25,000)	-	1,727	-	2,712	1,500	1,500	0.0%
Repair & Maintenance Supplies	-	-	575	600	625	50	8.7%
Property & Liability Costs	1,762	2,481	2,605	2,273	2,387	(218)	-8.4%
Financial Fees	2,794	3,317	4,200	4,200	4,500	300	7.1%
Debt Service and Lease Payments	87,523	70,311	86,245	77,991	38,046	(48,199)	-55.9%
Total Operations	**104,215**	**145,351**	**117,350**	**110,186**	**82,929**	(34,421)	**-29.3%**
Capital	-	-	-			-	**0.0%**
Total Municipal Court	**294,807**	**351,533**	**329,922**	**317,372**	**303,170**	**(26,752)**	**-8.1%**

Project & Facilities Management

Brad Wilson, Director

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	401,712	420,044	426,341	434,758	411,089	-15,251	-3.6%
Operations	709,343	649,815	581,173	750,100	578,189	-2,984	-0.5%
Capital	0	0	513,261	293,960	295,000	(218,261)	-42.5%
Total	**1,111,055**	**1,069,859**	**1,520,775**	**1,478,818**	**1,284,278**	**-236,497**	**-15.6%**

Department Goals

Facilities is responsible for the facilitation, design, planning, scheduling, maintenance, implementation of measures and management of City facilities and projects, along with maintaining work and repair requests for all managed structures. These projects cover a wide spectrum ranging from major new construction and remodels to small projects designed to improve, repair, or enhance existing City facilities or systems. The group is also responsible for the maintenance of City Hall, City parking garages, Police Headquarters, Public Works Facility, Fire Halls, and Sanitation and Environmental Services, while assisting with Parks when requested.

FY 2019 Outlook

Department Goals
In the coming fiscal year, our goal remains to maintain a safe and healthy environment for City of Franklin staff and community. Facility accessibility will continue to be a priority in new and remodeling projects of municipal buildings along with maintaining a safe working environment.

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

Proposed projects within City Hall include the aesthetic changes to the HR department along with some work within the Board Room.
Momentum regarding a developmental plan for the existing City Hall site will also continue with in-house discussions and architectural assistance regarding the site, height of structures and exterior qualities for what the City may be looking for in a new facility.

Performance Measurement

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Performance Measurement

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme: A Safe Clean and Livable City

A Safe Clean and Livable City

Franklin will be a model for environmental quality and a sustainable city.

Goal: Franklin will reduce government agency use of electricity by 20% by 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).

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

Workload (Output) Measures

		2015	2016	2017	2018*	2019*
	Number of Buildings** Maintained	N/A	168	168	TBD	TBD
	Gross Square Footage of Municipal Buildings (Gen. Fund)	N/A	575,366	575,366	TBD	TBD
	Number of Hours Served					
	- Employees	Data being collected				
	- Contractors	Data being collected				
	Number of Requests Taken	Data being collected				
	Average Daytime Number of People in Buildings	Data being collected				
	Utilities					
	- Gas (therms)	101,264	68,767	77,892	TBD	TBD
	- Electricity (kW)	26,912,017	27,921,913	26,790,143	TBD	TBD

Efficiency Measures

		2015	2016	2017	2018*	2019*
	G.S.F./Average daily # of people	Data being collected				
	People served/Custodian	Data being collected				
	Average time to complete a routine request	Data being collected				

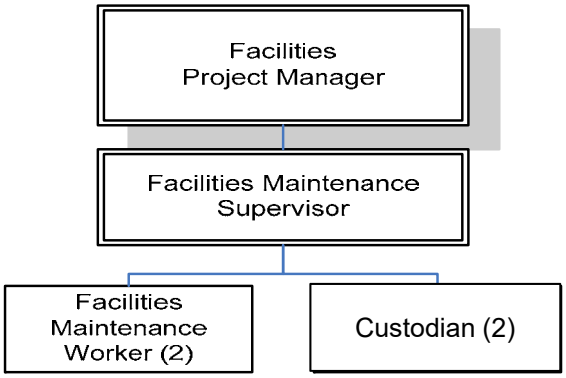
Performance Measurement

Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	Percentage of routine requests completed in 2-3 days	Data being collected				
	Reduce government agency use of electricity by 20% by 2020.					
	City of Franklin Electric Use (Annually)	26,912,017	27,921,913	26,790,143	TBD	TBD
	Target ***(In Kilowatt hours - Source: Finance Department)***	**16,557,500**	**16,143,563**	**15,729,625**	**15,315,688**	**14,932,795**
	Meets Target?	**No**	**No**	**No**	**TBD**	**TBD**

** 2017 and 2018 data estimated.*
***Buildings inclusive of all structures pertaining to general fund operations. Will be refined.*

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Facilities Project Manager	Grade I	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Spvsr	Grade F	1	0	1	0	1	0	1	0	1	0
Facilities Maintenance Worke	Grade C	2	0	2	0	2	0	2	0	2	0
Custodian	Grade B	3	1	3	1	2	0	2	0	2	0
Totals		**7**	**1**	**7**	**1**	**6**	**0**	**6**	**0**	**6**	**0**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	286,011	294,826	287,688	296,499	291,627	3,939	1.4%
Employee Benefits	115,701	125,218	138,653	138,259	119,462	(19,191)	-13.8%
Total Personnel	**401,712**	**420,044**	**426,341**	**434,758**	**411,089**	**(15,251)**	**-3.6%**
Operations							
Transportation Services	141	42	252	252	252	-	0.0%
Operating Services	5,139	5,020	4,190	4,190	4,690	500	11.9%
Notices, Subscriptions, etc.	45	45	45	45	45	-	0.0%
Utilities	187,114	193,106	178,930	232,370	206,170	27,240	15.2%
Contractual Services	77,919	120,900	155,585	159,974	137,925	(17,660)	-11.4%
Repair & Maintenance Services	581,115	523,232	433,955	538,980	478,280	44,325	10.2%
Office Supplies	3,553	4,074	1,250	2,650	2,550	1,300	104.0%
Operating Supplies	2,533	4,715	2,050	2,800	3,100	1,050	51.2%
Fuel & Mileage	988	1,451	7,300	6,800	5,000	(2,300)	-31.5%
Machinery & Equipment (<$25,000)	3,802	29,542	32,850	32,250	32,850	-	0.0%
Repair & Maintenance Supplies	86,110	64,963	39,790	47,425	47,450	7,660	19.3%
Property & Liability Costs	17,379	19,913	23,573	20,821	22,134	(1,439)	-6.1%
Rentals	-	-	1,000	1,000	1,000	-	0.0%
Permits	810	1,095	660	800	950	290	43.9%
Interfund Reimbursements	(257,305)	(318,284)	(300,257)	(300,257)	(364,207)	(63,950)	21.3%
Total Operations	**709,343**	**649,815**	**581,173**	**750,100**	**578,189**	**(2,984)**	**-0.5%**
Improvements	-	-	513,261	293,960	295,000	(218,261)	-42.5%
Capital	-	-	513,261	293,960	295,000	**(218,261)**	**-42.5%**
Total Proj. & Fac. Management	**1,111,055**	**1,069,859**	**1,520,775**	**1,478,818**	**1,284,278**	**(236,497)**	**-15.6%**

COMMUNITY & ECONOMIC DEVELOPMENT

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

City of Franklin Recognitions and Awards:

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

---

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**

This page intentionally left blank.

Building & Neighborhood Services

Chris Bridgewater, Director

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	2,158,242	2,381,547	2,726,439	2,709,786	2,850,455	124,016	4.5%
Operations	265,296	346,521	444,457	392,511	363,403	-81,054	-18.2%
Capital	0	63,300	0	0	0	0	0.0%
Total	**2,423,538**	**2,791,368**	**3,170,896**	**3,102,297**	**3,213,858**	**42,962**	**1.4%**

Departmental Summary

The Building and Neighborhood Services Department supports the safety and quality of life for the residents and visitors of the City of Franklin. The department has multiple responsibilities including: plan review of construction documents, issuing permits (building, signs, driveway, STVR and Animal Husbandry), construction inspections, property maintenance violation enforcement, and enforcement of other standards and regulations found in the Franklin Municipal Code and Zoning Ordinance. There are four divisions within this department: 1) Building Codes Review and Inspections, 2) Development Services and Permitting, 3) Zoning Administration and Inspections and 4) Neighborhood Resources and Housing.

The workload generated by construction activity has increased and will likely increase slightly in the coming year. There are several very large multi-family and commercial buildings that have obtained building permits and will be a primary focus of attention for our team. BNS will continue to focus on technological improvements in service delivery to improve applicant experiences. BNS will also be working with the Housing Commission and other stakeholders to develop a strategic plan that addresses housing needs in our community.

Department Goals

In the coming fiscal year, Building and Neighborhood Services will concentrate on meeting level of service commitments and maintaining a high level of customer-focused service due to the anticipated volume of development activity. 15 of the 36 team members are new to their positions and training will be an important part of our activities.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme: A Safe Clean and Livable City

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

Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.

Goal: Franklin will reduce the number of cases and days it takes to resolve identified property maintenance violations.

Baseline: The number of cases reported for property maintenance violations in 2012 was 179 (Neighborhood Resources & Property Maintenance)

Baseline: The number of days to resolve citizen requests regarding property maintenance for service in 2012 was 21 (Neighborhood Resources & Property Maintenance)

Baseline: 70.4% percent of property maintenance cases were cleared within 10 days in 2012 (126 cases cleared out of 179 total) (Neighborhood Resources & Property Maintenance).

Theme: Quality Life Experiences

Franklin will facilitate the development and maintenance of housing options that meet the needs of people desiring to live and work in our community.

Franklin will decrease the percentage of households who are cost burdened by their housing costs in Franklin

Goal: Franklin will seek to improve housing diversity as identified through the 2013 Housing Analysis.

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

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

*2015 - 2017 are FY actual. **FY 2018 is YTD through 12/31/17** & FY 2019 data is estimated.

Workload (Output) Measures	2015	2016	2017	2018*	2019
Total value of building and development	$ 402,254,930	$ 494,367,542	$ 603,568,595	$ 542,043,821	$ 646,069,677
Total revenue	$ 2,046,200	$ 2,378,046	$ 2,710,053	$ 1,517,352	$ 2,542,251
Total permits	5,304	4,722	8,221	3,375	6,249
Tennessee Statewide Benchmarking Average	*2,454*	*3,278*	*4,042*	*TBD*	*TBD*
Total construction plans reviewed	1,384	3,820	1,695	643	2,046
Tennessee Statewide Benchmarking Average	*533*	*868*	*753*	*TBD*	*TBD*

Performance Measures

	Total certificates of occupancy issued	777	1,304	1,297	635	1,162
	Building inspections performed	28,687	24,202	36,678	14,345	29,564
	Tennessee Statewide Benchmarking Average	***10,221***	***12,211***	***14,791***	***TBD***	***TBD***
	Building code violations	4,200	5,127	9,549	5,100	5,100
	Property Maintenance code inspections	473	655	1,310	605	912
	Total property maintenance code violations	473	486	1,310	605	912
	Inoperable auto violations	123	68	63	29	60
	Overgrown lot violations	98	103	186	74	150
	Dilapidated structure violations	N/A	N/A	13	9	16
	Property Parcels	22,307	23,522	24,303	24,303	24,303
	# of building inspector/certified plan reviewer FTEs	18	18	17	17	17
	Tennessee Statewide Benchmarking Average	***6***	***7***	***11***	***TBD***	***TBD***
	# of permit technician/ administrative/support FTEs	8	9	9	9	9
	Total number of building code FTEs	26	27	26	26	26
	Tennessee Statewide Benchmarking Average	***7***	***9***	***TBD***	***TBD***	***TBD***
	Property maintenance code enforcement FTE's	2	2	2	1	1
	Prop. maintenance administrative and support FTEs	0	0	0	0	0
	# of Construction Plans Reviewed per FTE *(Inspectors/Reviewer FTEs Only)*	76.9	212.2	100	76	88
	Tennessee Statewide Benchmarking Average	***95***	***107***	***100***	***TBD***	***TBD***
	Building Inspections per FTE *(Inspectors FTEs Only)*	1,594	1,345	2,158	844	1,735
	Tennessee Statewide Benchmarking Average	***1,238***	***1,432***	***1,718***	***TBD***	***TBD***

Efficiency Measures

*2015 - 2017 are FY actual. **FY 2018 is YTD through 12/31/17** & FY 2019 data is estimated.

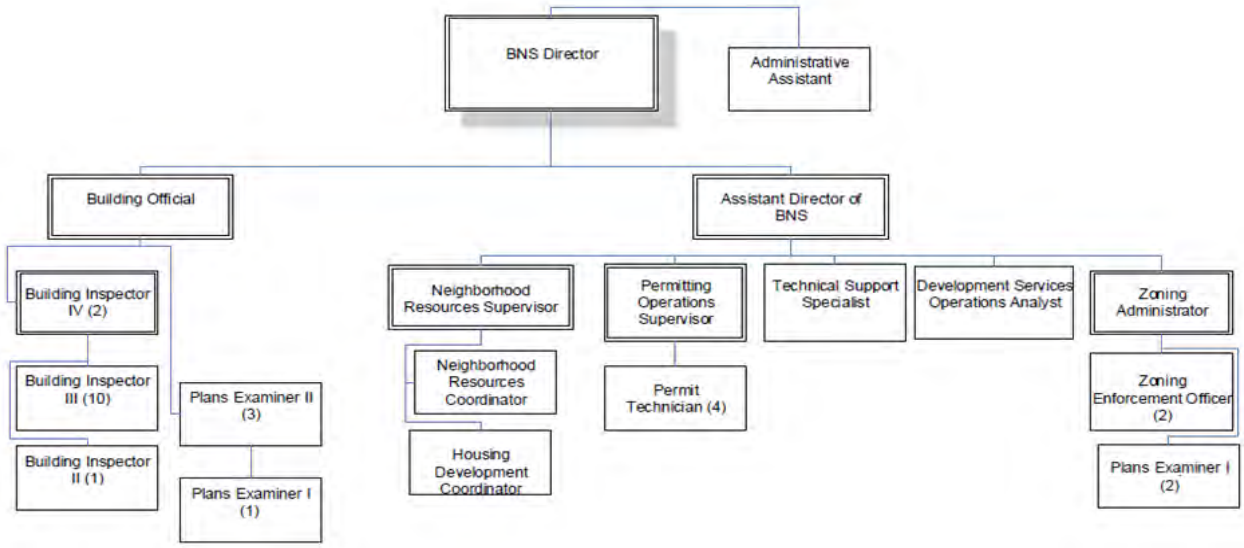
		2015	2016	2017	2018*	2019*
	Revenue per Permit Issued	$ 383.52	$ 503.61	$ 329.65	$449.59	$406.83
	Tennessee Statewide Benchmarking Average	***$ 271.40***	***$ 235.93***	***$ 309.69***	***TBD***	***TBD***
	Building Code Enforcement cost per permit issued	$ 380.43	$ 454.26	$ 294.95	$ 234.92	TBD
	Tennessee Statewide Benchmarking Average	***$ 339.32***	***$ 270.29***	***$ 232.46***	***TBD***	***TBD***
	Total building code enforcement cost per building inspection	$ 70.34	$ 88.63	$ 66.11	$ 73.20	$ 71.19
	Tennessee Statewide Benchmarking Average	***$ 206.97***	***$ 152.04***	***$ 108.64***	***TBD***	***TBD***

Outcome (Effectiveness) Measures

*2015 - 2017 are FY actual. **FY 2018 is YTD through 12/31/17** & FY 2019 data is estimated.

		2015	2016	2017	2018*	2019*
	Reduce the number of cases and days it takes to resolve identified property maintenance violations.					
	# of cases reported for property maintenance violations	473	655	1,310	605	912
	Average number of days from complaint to first inspection	1	1	1	1	2
	Average number of days to resolve violation	18	17	10	10	10
	Cases brought into compliance	473	131	1,375	605	912
	% of all Property Maintenance Violations Brought into Compliance	98.9%	141.0%	105%	100%	100%
	Tennessee Statewide Benchmarking Average	***94.9%***	***96.0%***	***81.3%***	***TBD***	***TBD***

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Building & Neigh. Svcs. Director	Grade L	1	0	1	0	1	0	1	0	1	0
Assistant Building and Neigh. Services Department Director	Grade K	0	0	0	0	0	0	1	0	1	0
Building Official	Grade I	1	0	1	0	1	0	1	0	1	0
Development Services Coordinator	Grade H	1	0	1	0	1	0	0	0	0	0
Plans Examiner III	Grade H	1	0	0	0	0	0	0	0	0	0
Building Inspector IV	Grade H	2	0	2	0	2	0	2	0	2	0
Zoning Administrator	Grade H	1	0	1	0	1	0	1	0	1	0
Plans Examiner II	Grade G	2	0	3	0	3	0	3	0	3	0
Dev. Serv. Oper. Analyst	Grade G	0	0	0	0	0	0	1	0	1	0
Neighborhood Resources Super.	Grade G	1	0	1	0	1	0	1	0	1	0
Housing Development Coor.	Grade G	1	0	1	0	1	0	1	0	1	0
Permitting Operations Supervisor	Grade G	1	0	1	0	1	0	1	0	1	0
Building Inspector III	Grade G	3	0	6	0	8	0	8	0	10	0
Plans Examiner I	Grade F	2	0	3	0	3	0	3	0	3	0
Building Inspector II	Grade F	5	0	2	0	2	0	2	0	1	0
Technical Support Specialist	Grade E	1	0	1	0	1	0	1	0	1	0
Zoning Enforcement Officer	Grade E	2	0	2	0	2	0	2	0	2	0
Neighborhood Resources Coor.	Grade E	1	0	1	0	1	0	1	0	1	0
Building Inspector I (obs.)	Grade E	1	0	1	0	1	0	1	0	0	0
Permit Technician	Grade D	3	0	4	0	4	0	4	0	4	0
Planning Associate (obs.)	Grade D	1	0	0	0	0	0	0	0	0	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Total		**32**	**0**	**33**	**0**	**35**	**0**	**36**	**0**	**36**	**0**

Position Updates:

In the most recent compensation study, several positions were identified for increases in paygrade to be more competitive with market rates.

The Inspector I position is being combined with the Inspector II position. The Inspector I position was intended to be entry level, but was not competitive with the construction market. Inspector II hires will be held to a higher standard for becoming certified and able to inspect in two different construction trades within one year of hire and will be the new entry level for Electrical and Building Inspectors.

The number of Inspector III's has been increased to reflect the number of inspectors who have or will have obtained certifications and experience to be able to inspect in three different construction disciplines.

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	1,551,931	1,662,863	1,914,959	1,946,312	2,034,633	119,674	6.2%
Employee Benefits	606,311	718,684	811,480	763,474	815,822	4,342	0.5%
Total Personnel	**2,158,242**	**2,381,547**	**2,726,439**	**2,709,786**	**2,850,455**	**124,016**	**4.5%**
Operations							
Transportation Services	1,992	2,152	2,779	2,308	2,350	(429)	-15.4%
Operating Services	7,435	3,180	5,667	4,650	5,100	(567)	-10.0%
Notices, Subscriptions, etc.	18,768	28,444	45,650	48,680	35,375	(10,275)	-22.5%
Utilities	24,213	23,861	29,101	25,100	26,300	(2,801)	-9.6%
Contractual Services	18,346	78,975	82,400	108,650	100,400	18,000	21.8%
Repair & Maintenance Services	14,761	14,476	16,500	18,300	15,200	(1,300)	-7.9%
Employee programs	3,282	3,135	23,825	15,950	29,100	5,275	22.1%
Professional Development/Travel	15,923	11,570	32,870	33,175	30,745	(2,125)	-6.5%
Office Supplies	11,118	18,917	11,550	18,260	19,100	7,550	65.4%
Operating Supplies	8,413	15,872	6,380	9,220	7,832	1,452	22.8%
Fuel & Mileage	10,607	10,052	16,000	12,000	13,000	(3,000)	-18.8%
Machinery & Equipment (<$25,000)	34,867	38,256	78,250	62,600	50,100	(28,150)	-36.0%
Repair & Maintenance Supplies	588	825	700	700	725	25	3.6%
Operational Units	62,319	51,443	59,515	-	-	(59,515)	-100.0%
Property & Liability Costs	14,811	23,034	22,835	22,384	23,503	668	2.9%
Permits	800	-	250	250	250	-	0.0%
Financial Fees	2,783	2,946	2,100	2,200	2,300	200	9.5%
Debt Service and Lease Payments	14,270	19,384	8,085	8,084	2,022	(6,063)	-75.0%
Total Operations	**265,296**	**346,521**	**444,457**	**392,511**	**363,403**	**(81,054)**	**-18.2%**
Capital	**-**	**63,300**	**-**	**-**	**-**	**-**	
Total BNS Department	**2,423,538**	**2,791,368**	**3,170,896**	**3,102,297**	**3,213,858**	**42,962**	**1.4%**

Planning & Sustainability

Emily Hunter, Planning & Sustainability Director

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	1,322,045	1,407,954	1,264,501	1,257,636	1,283,752	19,251	1.5%
Operations	315,480	152,573	226,771	217,187	270,775	44,004	19.4%
Capital	0	0	0	0	0	0	0.0%
Total	**1,637,525**	**1,560,527**	**1,491,272**	**1,474,823**	**1,554,527**	**63,255**	**4.2%**

Departmental Summary

The Franklin Planning and Sustainability Department (P&SD) works with the Franklin Municipal Planning Commission in providing information and advice to the Board of Mayor and Aldermen and other City departments in order to assist them in making decisions concerning the growth and development of the City.

The P&SD also provides the following:

- Expertise, technical assistance, and staff support to the Planning Commission, the Board of Zoning Appeals, the Historic Zoning Commission, the Battlefield Commission, the Sustainability Commission, the Franklin Tree Commission, and various ad-hoc committees.
- Long-range planning initiatives to analyze, forecast, and guide future development.
- A leadership role in sustainability efforts for the City and the region.
- Administration and Maintenance of 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.
- 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.
- Assists the Franklin Special School District, the Williamson County School System, and other cities within Williamson County in analyzing growth patterns.
- Assists the school system in introducing concepts of urban planning, historic preservation, and energy efficiency to students.

Planning & Sustainability

Emily Hunter, Planning & Sustainability Director

FY 2019 Outlook

Drafting and discussion of the new Zoning Map and Ordinance will continue and remain the department's top priority for FY2019. Regular meetings will be held to present and discuss the new Zoning Ordinance during its preparation. An update to the Subdivision Regulations will be prepared and presented, as well.

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

Infill development continues to be an increasing land-use issue that needs to be addressed. Staff has worked with the BOMA and FMPC to develop transitional standards that support and strengthen downtown neighborhoods. The P&SD and FMPC will work to implement and monitor the standards in FY2019.

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

Increased involvement with the Nashville Area MPO will continue. The P&SD will continue to consider the importance of regional transportation for Franklin and how to plan and design land uses that support sustainable local and regional transportation. The P&SD will also work closely with RTA and TMA/Franklin Transit to identify potential long-term park and ride lots or transit hub locations.

Following the heels of an update to the Downtown National Register Listing in FY2018, an update to the Hincheyville National Register Listing is planned for FY2019.

There will be a continued emphasis on continuing professional education in order to develop urban design skills and observe best planning practices for the City staff, Planning Commissioners, Board members, and design professionals.

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

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme: A Safe and Livable City

Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.

Goal: Franklin will increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey

Baseline: Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.

Franklin will be a model for environmental quality and a sustainable city.

Goal: 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: Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.

Baseline: Franklin has nine (9) LEED certified buildings currently as of 2013 (www.usgbc.org/LEED).

Theme: Quality Life Experiences

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

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.

Performance Measures

Baseline: Rank as 4th in nation for historic preservation (Preservation Network, 2012)
Baseline: Citizen Perception reported through community survey.

Theme: Sustainable Growth & Economic Prosperity

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

Goal: Update the Land Use Plan tied to transportation and infrastructure availability.

Baseline: The current Land Use Plan needs to include infrastructure planning and costs as 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.

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 been pulled as of this date and not projects without application for building permits. Planning and Sustainability)

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

Workload (Output) Measures

	2015	2016	2017	2018*	2019*
Net Acreage Changes	88	218	50	TBD	TBD
Base Zoning Changes					
Acreage Zoned Due to Annexation	88	218	50	TBD	TBD
Acreage Rezoned	296	351	319	TBD	TBD
Development Process Approval Measures					
Development Plans	21	16	17	18	18
Site Plans	82	80	80	80	80
Plats	71	67	60	66	66
Residential Approvals					
Total Units	TBD	2527	1288	1262	1625
Cases heard by BOZA	22	23	17	16	22
Residential site plans reviewed	110	86	87	68	80
Preliminary plats reviewed	3	6	3	10	5
Final plats reviewed	70	58	86	92	79
Municipal planner FTEs	8	8	8	8	8

Performance Measures

	Planning and zoning administrative and support FTEs	5	5	3	3	3
	Engineering FTEs	3	3	4	4	4
	Total planning and zoning revenues	$ 177,932	$ 172,184	$ 130,464	$ 97,744	$ 144,581

Efficiency Measures

		2015	2016	2017	2018*	2019*
	Average number of days for preliminary plat review	55	73	48	59	59

Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	Franklin will be a model for environmental quality and a sustainable city.					
	Increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey					
	Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.					
	Baseline established?	No	Yes	Yes	Yes	Yes
	Survey Conducted?	No	Yes	Yes	TBD	TBD
	Target: 93%	**TBD**	**93.0%**	**93.0%**	**TBD**	**TBD**
	Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
	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					
	Target: Named "Smarter City"	**No**	**No**	**No**	**TBD**	**TBD**
	Meets Target?	**No**	**No**	**No**	**TBD**	**TBD**
	Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.					
	# of LEED Certified buildings in Franklin	12	18	22	22	22
	Target ***(Source: www.usgbc.org)***	**11**	**11**	**12**	**12**	**12**
	Meets Target?	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**
	Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.					
	The citizens of Franklin will be benefactors of City services that reflect efficiency while preserving the personal touch and engagement they have come to expect in our community.					
	Franklin will develop a quality level of service expectation for its citizens.					
	90% citizen satisfaction rated excellent/good for services as reported by community survey.					
	Baseline: Data to be collected in next community survey.	N/A	93%	93%	TBD	TBD
	Meets Target?	**N/A**	**Yes**	**Yes**	**TBD**	**TBD**
	Meeting transportation needs: Franklin will have a diverse transportation network that promotes, provides, and supports safe and efficient mobility choices for all, including driving, public transit, walking, and biking.					

Performance Measures

To be a community that promotes walking, jogging, and cycling.					
Increase the Walkability Index Score for Franklin.	TBD	TBD Score: 23	TBD Score: 23	TBD	TBD
Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
Become a more bicycle friendly community.					
Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.					
Meets Target?	N/A	N/A	N/A	**TBD**	**TBD**
Reduce the number of days of air quality nonattainment in the City of Franklin.					
Baseline: 0 days of non-attainment	0	0	0	0	0
Actual Days of non-attainment	0	0	0	TBD	TBD
Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.					
Improve ranking as one of the top 10 communities providing for historic preservation in the U.S.					
Current Ranking	4	4	4	TBD	TBD
Target	**4**	**4**	**4**	**TBD**	**TBD**
Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**
Franklin will strategically manage its growth and the value of its assets.					
Update a minimum of one Land Use Plan character area with infrastructure capabilities every year.					
Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability)					
Target: At least 1 updated	All Areas Updating		**1 Annual**	**TBD**	**TBD**
Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**
Reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).					
Franklin Poverty Rate	6.9%	7.4%	TBD	TBD	TBD
State Poverty Rate	17.6%	17.2%	TBD	TBD	TBD
Target	**8.8%**	**8.6%**	TBD	TBD	TBD
Meets Target?	**Yes**	**Yes**	**TBD**	**TBD**	**TBD**
Increase the assessed valuation per square mile for land in City of Franklin					
Current Assessed Value	$ 3,576,977,148	$ 4,638,233,867	$ 4,819,676,437	TBD	TBD
Square Miles	41.53	41.78	42.15	TBD	TBD
Target	$ 82,000,000	$ 105,000,000	$ 111,015,650	TBD	TBD
Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**
Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.					
Increase private investment in Franklin's Historic Area.					
# of Certificates of Appropriateness issued for construction	47	106	73	70	70
Value of investment dollars from COA's	$ 6,425,809	$ 20,688,515	$ 81,085,071	$ 7,000,000	$ 7,000,000
Meets Target?	No	Yes	Yes	**TBD**	**TBD**

Performance Measures

**Includes Residential and Commercial site plans.*

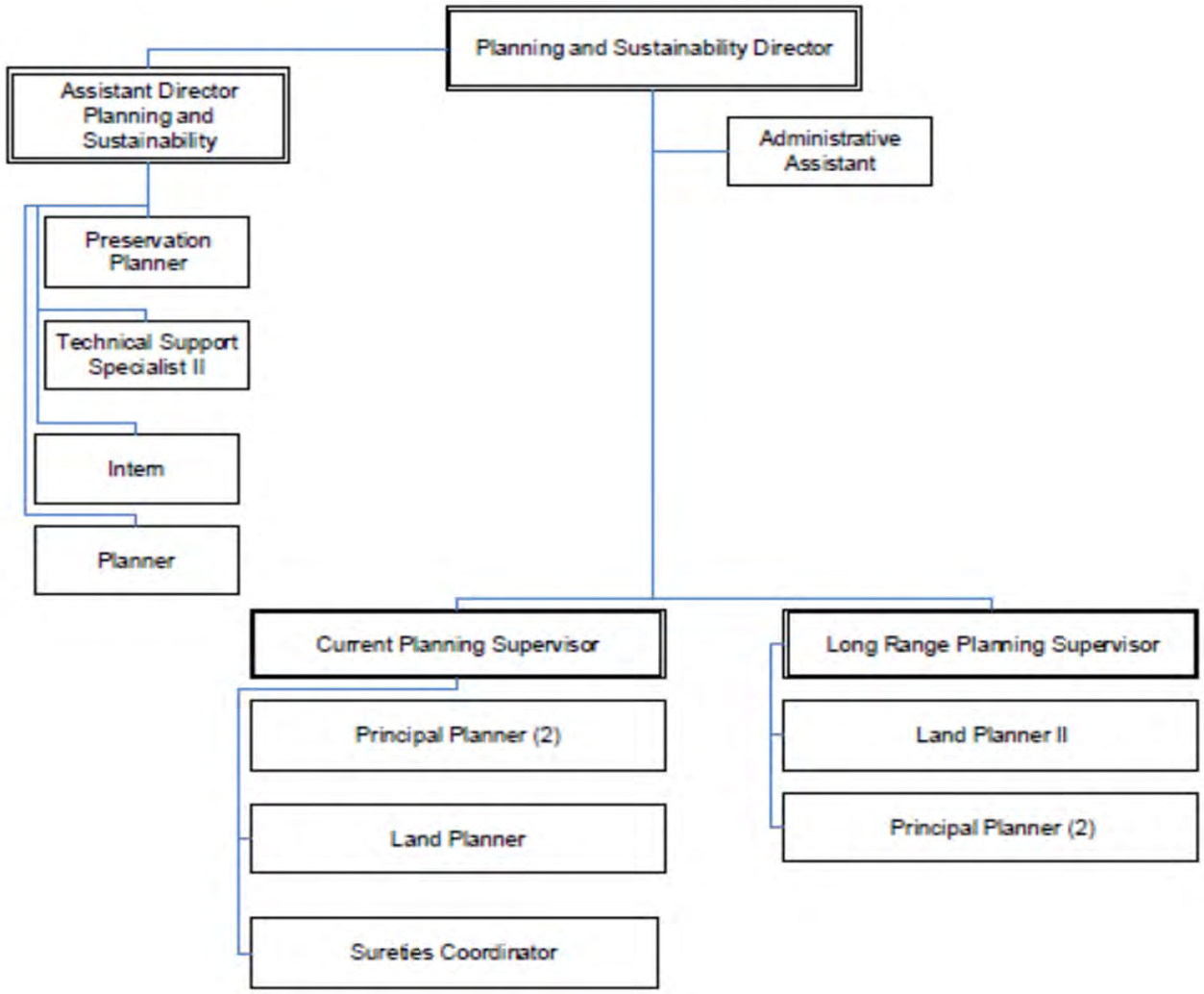
***City engineers who are involved in development plan review but are housed in the Engineering Department.*

Franklin Citizens Survey ***(Fall 2016)***

		Excellent	Good	Fair	Poor
☑	% rating the value of Land use, planning and zoning	16%	43%	28%	13%
☑	% rating Your neighborhood as a place to live	55%	38%	7%	1%
☑	% rating Franklin as a place to live	73%	24%	3%	0%
☑	% rating the Quality of the overall natural environment in Franklin as it relates to Franklin as a whole	37%	50%	10%	2%
☑	% rating the Overall "built environment" of Franklin (including overall design, builidings, parks and transportation systems) as it relates to Franklin as a whole	25%	53%	18%	5%
☑	% rating the Sense of communinty in Franklin as it relates to Franklin as a whole	36%	46%	15%	2%
☑	% 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	41%	46%	13%	1%
☑	% rating how important the Overall "built environment" of Franklin (including overall design, builidings, parks and transportation systems) is for the Franklin community to focus on in the next two years	39%	44%	16%	1%

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

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
ACA Community Development	Grade N	1	0	1	0	1	0	0	0	0	0
Planning Director	Grade L	1	0	1	0	1	0	1	0	1	0
Assistant Planning Director	Grade J	0	0	0	0	0	0	1	0	1	0
Planning Supervisor	Grade I	2	0	2	0	2	0	2	0	2	0
Principal Planner	Grade H	2	1	2	1	3	1	3	0	4	0
Preservation Planner	Grade H	0	0	0	0	1	0	1	0	1	0
Land Planner II	Grade H	1	0	0	0	0	0	0	0	1	0
Planning Senior	Grade G	2	0	2	0	1	0	1	0	0	0
Dev. Serv. Oper. Analyst	Grade G	0	0	1	0	1	0	0	0	0	0
Land Planner	Grade G	0	0	2	0	2	0	2	0	1	0
Sureties Coordinator	Grade G	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist II	Grade F	1	0	1	0	1	0	1	0	1	0
Planner	Grade F	0	0	0	0	0	0	0	0	1	0
Technical Support Specialist I	Grade E	1	0	1	0	1	0	1	0	0	0
Planning Assistant	Grade E	1	0	1	0	0	0	0	0	0	0
Planning Associate	Grade D	2	0	0	0	0	0	0	0	0	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Administrative Secretary	Grade B	0	1	0	1	0	0	0	0	0	0
Intern	---	0	1	0	1	0	1	0	1	0	1
Total Authorized Staffing		**16**	**3**	**16**	**3**	**16**	**2**	**15**	**1**	**15**	**1**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	1,035,553	1,082,254	944,762	922,196	952,731	7,969	0.8%
Officials Fees	9,800	10,300	14,708	10,000	14,000	(708)	-4.8%
Employee Benefits	276,692	315,400	305,031	325,440	317,021	11,990	3.9%
Total Personnel	**1,322,045**	**1,407,954**	**1,264,501**	**1,257,636**	**1,283,752**	**19,251**	**1.5%**
Operations							
Transportation Services	2,376	2,044	3,100	2,000	3,000	(100)	-3.2%
Operating Services	5,323	1,750	9,500	3,500	6,000	(3,500)	-36.8%
Notices, Subscriptions, etc.	38,649	23,487	30,900	22,500	32,650	1,750	5.7%
Utilities	5,458	7,437	7,000	6,600	7,500	500	7.1%
Contractual Services	174,717	11,970	32,600	30,000	117,000	84,400	258.9%
Repair & Maintenance Services	3,676	3,718	6,500	8,800	5,500	(1,000)	-15.4%
Employee programs	425	621	3,500	2,000	6,500	3,000	85.7%
Professional Development/Travel	54,590	45,790	46,400	46,100	47,400	1,000	2.2%
Office Supplies	10,991	12,895	14,800	15,800	15,300	500	3.4%
Operating Supplies	377	2,054	400	1,000	500	100	25.0%
Fuel & Mileage	577	340	1,700	450	1,100	(600)	-35.3%
Machinery & Equipment (<$25,000)	11,597	10,058	56,985	59,500	14,500	(42,485)	-74.6%
Repair & Maintenance Supplies	236	22,030	-	-	-	-	
Operational Units	-	-	4,000	9,823	4,000	-	0.0%
Property & Liability Costs	6,488	8,367	8,886	9,114	9,326	440	5.0%
Permits	-	12	400	-	400	-	0.0%
Other Business Expenses	-	-	100	-	100	-	0.0%
Total Operations	**315,480**	**152,573**	**226,771**	**217,187**	**270,775**	**44,004**	**19.4%**
Capital	-	-	-	-	-	-	
Total Planning & Sustain.	**1,637,525**	**1,560,527**	**1,491,272**	**1,474,823**	**1,554,527**	**63,255**	**4.2%**

Notes & Objectives

- Complete the new Zoning Ordinance to implement Envision Franklin, with input from the FMPC and BOMA.
- Draft and adopt a new set of Subdivision Regulations (current set adopted in 1966).
- Conduct extensive education/discussion sessions with the BOMA and FMPC for a variety of topics addressed in the new Zoning Ordinance.
- Implement PUD process changes to streamline it and decrease number of days involved in review.
- Conduct the annual review and update of Envision Franklin (December 2018).
- Incorporate education opportunities for members of the Planning Commission and BOMA.
- Concentrate on continuing education for City officials and staff regarding urban design and best planning practices.
- Continued improvement of workspace and technology in the P&SD.

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Budget Summary

Engineering	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Personnel	898,723	1,124,690	1,249,008	1,277,145	1,368,049	119,040	9.5%
Operations	-96,022	-132,726	-51,024	-74,981	-132,532	-81,508	159.7%
Capital	0	0	0	0	0	0	0.0%
Total	**802,701**	**991,964**	**1,197,984**	**1,202,164**	**1,235,517**	**37,532**	**3.1%**

Traffic Operations Center (TOC)	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Personnel	258,175	284,756	360,180	377,301	383,084	22,904	6.4%
Operations	239,931	492,853	545,312	593,800	575,720	30,408	5.6%
Capital	60,361	31,951	2,335,633	463,105	2,611,000	275,367	11.8%
Total	**558,468**	**809,560**	**3,241,125**	**1,434,206**	**3,569,804**	**328,679**	**10.1%**

Department Summary

This budget contains operations for two separate functions: Engineering & Traffic Operations Center.

ENGINEERING
The Engineering Department plans for the future infrastructure needs of the City of Franklin and consists of three divisions - Engineering, Traffic Operations and Stormwater.

The Engineering Division manages both City-funded and private infrastructure projects. The Engineering Division works with other City departments, TDOT, various utility providers, elected officials, and the public to ensure that our infrastructure is designed and installed properly and that it meets all local, state and federal standards and guidelines.

The Traffic Operations Division manages the transportation network within the City of Franklin. They currently oversee our Congestion Management Program, Traffic Count Program, Traffic Calming Program, and assist with both public and private infrastructure projects.

The Stormwater Division helps the City maintain compliance with mandates set by the federal (EPA) and state (TDEC) governments to minimize stormwater runoff pollution. Under the Clean Water Act of 1972, the Environmental Protection Agency (EPA) requires municipalities like Franklin to manage stormwater. The City has received a Phase II Municipal Separate Storm Sewer System (MS4) Permit from the Tennessee Department of Environment and Conservation (TDEC) to allow Franklin to discharge stormwater into nearby rivers and streams.

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Department Summary (continued)

TRAFFIC OPERATIONS CENTER (TOC)

A goal of the Traffic Operations Division is to perform timing optimizations for signal systems. Currently there are five major systems in the City - Cool Springs Area (McEwen, Mallory Lane, Carothers Parkway and Cool Springs Blvd), SR 96 E (Murfreesboro Rd./Royal Oaks), Downtown (Main St, Fifth Ave, SR96 West), Hillsboro Road and Columbia Ave. Traffic counts and turning movement counts are obtained at all signalized intersections within a three year window. These counts are then used to perform signal system timing optimizations.

The Traffic Operations Center (TOC) provides traffic management services to the City of Franklin. The center currently manages 114 traffic signals and 22 Closed Circuit Television (CCTV) cameras. In past years the TOC has worked towards providing better traffic flow throughout the City through the Congestion Management Program. That program requires data collection at each of those intersections every three years and optimizing the signal timing in each of the City's main corridors.

The TOC will be addressing new challenges as we move into the future. First will be the Comprehensive Transportation Network Plan which will study the transportation network with attention to the roadway network, bike and pedestrian facilities and transit. This study will replace the traditional Major Thoroughfare Plan Update and will provide a more complete planning document for use by the City in applying for Federal Highway Administration or Federal Transit Administration funding. The second challenge is to deploy an Adaptive Traffic Signal Control System in the Cool Springs Area. This action will provide the benefits of constant signal optimization.

Congestion Management Program:
Traffic Counts or Data Collection have been and continue to be the most basic building blocks of any traffic management system. With the rapid growth and development of the City of Franklin in the recent past, traffic volumes have also grown and developed. This program was designed to perform "turning movement counts" for each peak hour at each of our signalized intersections every three years. Currently there are five major systems in the City:

1) Cool Springs Area (McEwen, Mallory Lane, Carothers Parkway and Cool Springs Blvd)
2) SR 96 E (Murfreesboro Rd./Royal Oaks)
3) Downtown Franklin (Main St, Fifth Ave, SR96 West)
4) Hillsboro Road
5) Columbia Ave.

The data collected is used to develop traffic signal timing plans that will best move traffic with highest degree of safety and minimal delay. By utilizing traffic modeling software, we develop intersection timing plans that best manage those rush hour flows. A 2005 Institute of Transportation Engineers White Paper on Benefits of Retiming Traffic Signals states, "An operating agency with a budget to retime traffic signals every three years, especially in developing areas and/or areas with sustained growth, will maintain a high quality of traffic operations."

Engineering & Traffic Operations Center

Paul P. Holzen, Director

Department Summary (continued)

STORMWATER (Budget contained within Stormwater Fund)

The City of Franklin is granted authorization to discharge stormwater through its stormwater infrastructure and into receiving water bodies through a NPDES permit issued by the EPA and administered through TDEC. A condition of this permit coverage is that six minimum control measures are met by the end of the permit cycle. The City is required annually to submit an "annual report", which is essentially a report to document the progress the City is making towards meeting its current permit requirements. Current minimum control measures are:

1) Public Education and Outreach
2) Public Involvement and Participation
3) Illicit Discharge Detection and Elimination
4) Construction Site Stormwater Runoff Control
5) Permanent Stormwater Management in Development and Redevelopment
6) Pollution Prevention for Municipal Operations

In addition to the above minimum control measures the City is required to do annual ambient monitoring which includes:

1) Macroinvertebrate Sampling
2) E.Coli Sampling

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future. Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme: Quality Life Experiences

Meeting transportation needs: Franklin will have a diverse transportation network that promotes, provides, and supports safe and efficient mobility choices for all, including driving, public transit, walking, and biking.

Performance Measures (con't)

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

Theme: Quality Life Experiences

Goal: Implement our Congestion Management Program by coordinating traffic signals to insure optimum travel speed, reduce delay, reduce energy and fuel consumption and minimize stops. The City currently has five coordinated signal systems that include: Cool Springs Area (McEwen, Mallory Lane, Carothers Parkway and Cool Springs Blvd), SR 96 E (Murfreesboro Rd./Royal Oaks), Downtown Franklin (Main St, Fifth Ave, SR96 West), Hillsboro Road, Columbia Ave.

Baseline: Implement new traffic counts and signal timing plans on one coordinate system per year. A 2005 Institute of Transportation Engineers White Paper on Benefits of Retiming Traffic Signals states, "An operating agency with a budget to retime traffic signals every 3 years, especially in developing areas and/or areas with sustained growth, will maintain a high quality of traffic operations."

Workload (Output) Measures

	Last Signal Timing Update
1) Cool Springs Area	**2016**
2) SR 96 E	**2015**
3) Downtown Franklin	**2018**
4) Hillsboro Road	**2017**
5) Columbia Ave	**2017**

Theme: A Safe, Clean and Livable City

Franklin will be a model for environmental quality and a sustainable City

Goal: Meet or exceed the minimum compliance of our NPDES MS4 permit to protect our national resources.

Baseline: Complete four public education and outreach events per year.
Baseline: Complete four public involvement and participation events per year.
Baseline: Complete illicit discharge detection and elimination on 20% of our watershed yearly.
Baseline: Inspect 100% of our active construction sites monthly for EPSC compliance.
Baseline: Inspect 20% of the City's permanent stormwater management facilities.
Baseline: Complete annual ambient monitoring to include Macroinvertebrate Sampling, E.Coli Sampling and complete 20% watershed Visual Stream Assessments.

Workload (Output) Measures

		2015	2016	2017	2018*	2019*
	Number of public education and outreach events completed.	5	2	9	TBD	TBD
	Number of public involvement and participation events completed.	3	2	2	TBD	TBD
	Percentage of Watershed completed for illicit discharge detection and elimination.	100%	0%	10%	TBD	TBD
	Percentage of active construction sites	100%	100%	100%	100%	100%

Performance Measures (con't)

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

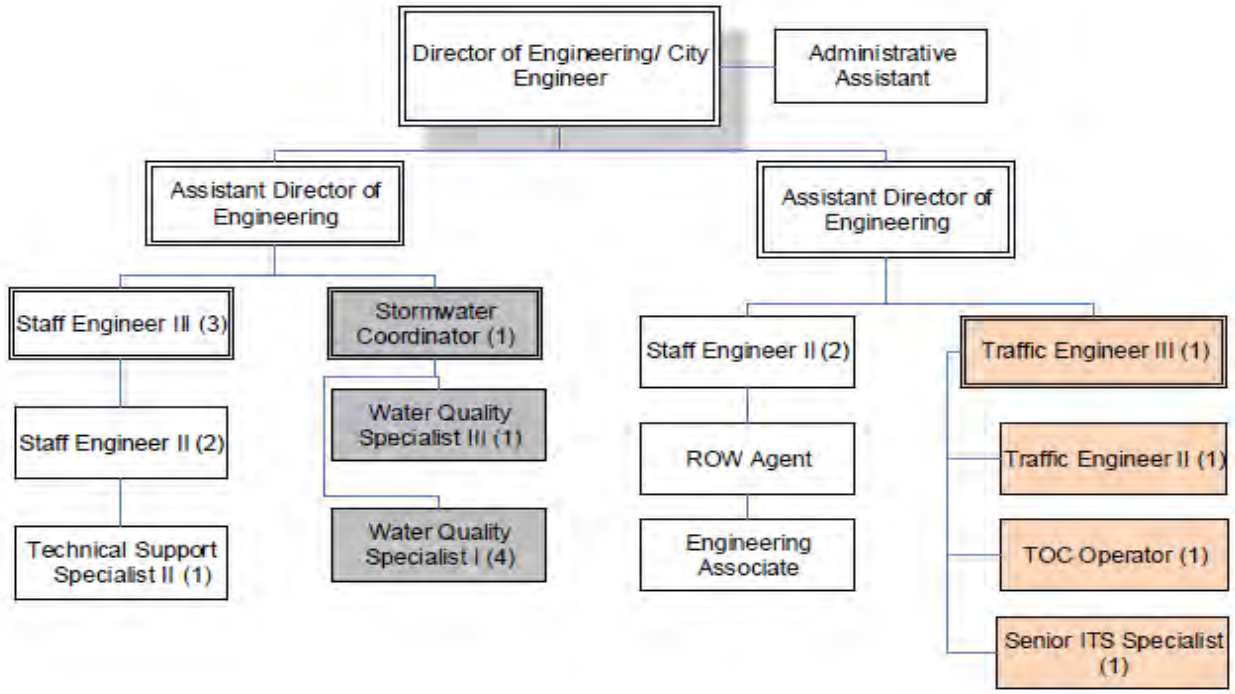
Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	Reduce percent of citizens reporting improvement in transportation/ reduction of traffic and lane improvements as the most important needs for Franklin. *(Baseline: Community Survey by ASI for Franklin Tomorrow)*	37%	41%	41%	TBD	TBD
	Target	**30%**	**35%**	**35%**	**TBD**	**TBD**
	Meets Target?	**No**	**No**	**No**	**TBD**	**TBD**
	To reduce energy costs, road congestion and improve air quality by better use of alternative transportation services					
	Increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.					
	Baseline: Inventory of current transit hubs, number of park-and-ride parking slots, and description of alternative transportation services available in Franklin. (TMA)	72	74	TBD	TBD	TBD
	Target	**72**	**72**	**75**	**75**	**75**
	Meets Target?	**Yes**	**Yes**	**TBD**	**TBD**	**TBD**

Franklin Citizens Survey *(Fall 2016)*

		Excellent	Good	Fair	Poor
☑	% rating traffic flow on major streets as it relates to Franklin as a whole	1%	25%	45%	29%
☑	% rating ease of public parking as it relates to Franklin as a whole	11%	42%	33%	14%
☑	% rating ease of travel by car in Franklin as it relates to Franklin as a whole	7%	41%	39%	13%
☑	% rating ease of travel by pubic transportation in Franklin as it relates to Franklin as a whole	5%	18%	29%	47%
☑	% rating ease of travel of bicycle in Franklin as it relates to Franklin as a whole	6%	29%	34%	30%
☑	% rating ease of walking in Franklin as it relates to Franklin as a whole	17%	41%	30%	12%
☑	% rating the quality of Traffic signal timing	12%	38%	34%	15%

Organizational Chart



Notes:

1) Funding Allocation:

Gray: Stormwater Coordinator, Wtr Qty Specialist I and II are funded out of the Stormwater Budget
Peach: The Traffic Eng III, Traffic Eng II and TOC Operator are included in TOC Budget.
White: Positions funded through the Engineering budget are shaded in white.

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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Engineering											
Director of Engineering	Grade M	1	0	1	0	1	0	1	0	1	0
Asst. Dir. Of Engineering	Grade K	1	0	2	0	2	0	2	0	2	0
Staff Engineer III	Grade J	3	0	2	0	2	0	2	0	3	0
Staff Engineer II	Grade I	3	0	3	0	4	0	4	0	4	0
Right of Way Agent	Grade H	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist II	Grade F	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist	Grade E	1	0	1	0	1	0	0	0	0	0
Engineering Associate	Grade E	1	0	1	0	1	0	1	0	1	0
Administative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Total - Engineering		**13**	**0**	**13**	**0**	**14**	**0**	**13**	**0**	**14**	**0**

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Operations Center											
Traffic Engineer III	Grade J	1	0	1	0	1	0	1	0	1	0
ITS Specialist Senior	Grade G	1	0	0	0	0	0	1	0	1	0
Traffic Engineer II	Grade F	1	0	1	0	1	0	1	0	1	0
TOC Operator	Grade E	1	0	1	0	1	0	1	0	1	0
Total - TOC		**4**	**0**	**3**	**0**	**3**	**0**	**4**	**0**	**4**	**0**

Budget - Engineering

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	676,112	836,178	905,331	930,482	1,004,170	98,839	10.9%
Employee Benefits	222,611	288,512	343,677	346,663	363,879	20,202	5.9%
Total Personnel	**898,723**	**1,124,690**	**1,249,008**	**1,277,145**	**1,368,049**	**119,040**	**9.5%**
						-	
Operations						-	
Transportation Services	183	849	767	767	805	38	5.0%
Operating Services	4,035	5,169	6,099	2,500	2,650	(3,449)	-56.6%
Notices, Subscriptions, etc.	3,764	1,432	9,963	4,150	4,775	(5,188)	-52.1%
Utilities	3,857	4,600	4,749	3,982	4,180	(569)	-12.0%
Contractual Services	74,165	57,285	108,400	109,711	92,500	(15,900)	-14.7%
Repair & Maintenance Services	1,002	1,493	2,610	2,100	2,155	(455)	-17.4%
Employee programs	681	453	861	861	1,000	139	16.1%
Professional Development/Travel	5,495	5,819	18,000	17,650	15,750	(2,250)	-12.5%
Office Supplies	5,309	5,801	6,770	6,944	6,700	(70)	-1.0%
Operating Supplies	2,068	966	4,778	4,725	4,600	(178)	-3.7%
Fuel & Mileage	924	617	2,100	2,100	2,100	-	0.0%
Machinery & Equipment (<$25,000)	24,574	12,216	31,828	21,202	14,500	(17,328)	-54.4%
Repair & Maintenance Supplies	50	-	-	-	-	-	0.0%
Property & Liability Costs	5,965	9,734	9,811	8,136	8,543	(1,268)	-12.9%
Permits	6,010	9,264	8,153	731	-	(8,153)	-100.0%
Other Business Expenses	1	122	53	13	-	(53)	-100.0%
Debt Service and Lease Payments	4,104	5,413	-	5,413	-	-	0.0%
Interfund Reimbursement	(238,209)	(253,959)	(265,966)	(265,966)	(292,790)	(26,824)	10.1%
Total Operations	**(96,022)**	**(132,726)**	**(51,024)**	**(74,981)**	**(132,532)**	**(81,508)**	**159.7%**
						-	
Capital	-	-	-	-	-	-	
						-	
Total Engineering	**802,701**	**991,964**	**1,197,984**	**1,202,164**	**1,235,517**	**37,532**	**3.1%**

Budget - TOC

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	%
Personnel							
Salaries & Wages	197,759	206,010	262,974	271,436	263,707	733	0.3%
Employee Benefits	60,416	78,746	97,206	105,865	119,377	22,171	22.8%
Total Personnel	**258,175**	**284,756**	**360,180**	**377,301**	**383,084**	**22,904**	**6.4%**
Operations							
Transportation Services	8	197	347	225	225	(122)	-35.2%
Operating Services	84	47	447	250	250	(197)	-44.1%
Notices, Subscriptions, etc.	2,954	3,990	4,479	5,979	6,720	2,241	50.0%
Utilities	1,535	2,162	2,257	2,801	3,323	1,066	47.2%
Contractual Services	192,772	385,106	473,150	473,150	398,000	(75,150)	-15.9%
Repair & Maintenance Services	742	3,474	895	24,824	25,850	24,955	2788.3%
Employee programs	6	-	397	397	5,416	5,019	1264.2%
Professional Development/Travel	1,350	4,951	8,947	7,000	10,650	1,703	19.0%
Office Supplies	165	493	586	604	1,200	614	104.8%
Operating Supplies	223	499	1,689	289	2,050	361	21.4%
Fuel & Mileage	172	208	735	500	500	(235)	-32.0%
Machinery & Equipment (<$25,000)	28,704	58,125	30,600	30,600	61,025	30,425	99.4%
Repair & Maintenance Supplies	-	18,997	2,730	1,575	15,000	12,270	449.5%
Property & Liability Costs	9,736	13,777	15,659	43,213	44,421	28,762	183.7%
Permits	1,480	800	2,393	2,393	1,040	(1,353)	-56.5%
Other Business Expenses	-	27	-	-	50	50	100.0%
Total Operations	**239,931**	**492,853**	**545,312**	**593,800**	**575,720**	**30,408**	**5.6%**
Infrastructure	-	-	185,633	363,105	-	(185,633)	0.0%
Machinery & Equipment (>$25,000)	60,361	31,951	2,150,000	100,000	2,611,000	461,000	21.4%
Capital	**60,361**	**31,951**	**2,335,633**	**463,105**	**2,611,000**	**275,367**	**11.8%**
						-	
Total TOC	**558,467**	**809,560**	**3,241,125**	**1,434,206**	**3,569,804**	**328,679**	**10.1%**

This page intentionally left blank.

Economic Development

Eric Stuckey, City Administrator

Budget Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Expenditures	**67,277**	**53,592**	**79,518**	**79,518**	**90,327**	10,809	13.6%
Economic Development	**67,277**	**53,592**	**79,518**	**79,518**	**90,327**	**10,809**	**13.6%**

Department Summary

This department is used to identify payments specifically related to economic development. An allocation is made for economic development of $25,000 plus an additional amount for the Greater Nashville Regional Council of $23,327. Membership to the Nashville Area Chamber of Commerce is $3,000 and the Metropolitan Planning Organization is budgeted at $9,000. $30,000 is included for continued funding of the business retention program being conducted by Williamson, Inc.

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

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Quality of Life Experiences

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

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

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

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

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

Sustainable Growth & Economic Propserity

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

Opportunities for increasing tourism experiences.

Goal: To increase tourist visits to Franklin.

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

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].

Performance Measures

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)

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

Outcome (Effectiveness) Measures

	2015	2016	2017	2018*	2019*
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.					
Remain below the national Cost of Living Index of 100.					
Current Rating	95.5	95.7	TBD	TBD	TBD
Target	**< 100**	**< 100**	**< 100**	**< 100**	**< 100**
Meets Target?	**Yes**	**Yes**	**TBD**	**TBD**	**TBD**
Improve ranking as one of the best cities for start-up businesses in the United States.					
Current Rating	TBD	TBD	TBD	TBD	TBD
Target	**N/A**	**N/A**	**N/A**	**N/A**	**N/A**
Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.					
Opportunities for increasing tourism experiences.					
Increase tourist visits to Franklin.					
Overall Tourist visits to Williamson County	1,310,000	1,430,000	N/A	N/A	N/A
Target	1,250,000	1,350,000	1,450,000	1,600,000	1,600,000
Meets Target?	**Yes**	**Yes**	**TBD**	**TBD**	**TBD**

Performance Measures

	2015	2016	2017	2018*	2019*
Increase the number of participants in conventions, conferences, and meetings in the Conference Center					
Baseline: [TBD from FY 2012 data on # of participants or equivalent proxy]					
Target					
Meets Target?	TBD	TBD	TBD	TBD	TBD
Opportunities for revenue enhancements through tourism and sales revenues.					
Increase the revenue generated from Hotel/Motel taxes.	$ 3,291,019	$ 3,557,971	$ 3,721,055	$ 3,871,055	$ 4,021,055
Target *(more than previous year)*	**$ 2,764,802**	**$ 3,291,019**	**$ 3,557,971**	**$ 3,721,055**	**$ 3,871,055**
Meets Target?	Yes	Yes	Yes	TBD	TBD
Increase sales tax revenue money greater than the annual state-wide sales tax growth.					
Franklin Collections *(in $ millions)*	$28.944	$31.309	$32.694	$34.189	$35.557
Franklin Collection Increase	6.2%	8.2%	4.4%	4.6%	4.0%
State Collections *(in $ billions)*	$7.678	$8.269	$8.56	$8.899	$9.255
State Collection Increase	5.4%	7.7%	3.5%	4.0%	4.0%
Meets Target?	Yes	Yes	Yes	TBD	TBD
Increase revenue over expenditures from conventions, meetings, and trade shows at the Conference Center					
Baseline: [Review Conference Center data for appropriate metrics]					
Annual Net Income for Conference Center	-$114,223	$72,835	-$115,916	$150,000	$150,000
Target	-$156,381	-$114,223	$72,835	-$115,916	$150,000
Meets Target?	Yes	Yes	No	TBD	TBD
Franklin will expand and retain business and job opportunities within the community as well as the county.					
Encourage job growth and retention within the city.					
Increase the number of jobs in the city over the previous year.	37,440	39,150	41,490	Data to be collected	
Target	35,500	37,440	39,150	41,490	41,490
Meets Target?	Yes	Yes	Yes	TBD	TBD
Decrease the unemployment rate within the city over the previous year below the county and state levels.					
Franklin's Unemployment Rate	4.2%	3.5%	1.9%	TBD	TBD
Williamson County Unemployment Rate	4.6%	3.8%	3.1%	TBD	TBD
Tennessee's Unemployment Rate	6.2%	5.0%	4.2%	TBD	TBD
Target (Franklin's U/I for preceding year)	**4.8%**	**4.2%**	**3.5%**	**1.9%**	**1.9%**
Meets Target(s)?	Yes	Yes	Yes	TBD	TBD
Encourage expansion and retention of business opportunities in the City of Franklin.					
Increase the net number of business licenses within the city over the previous year.					
New business licenses	404	493	464	400	400
Total Active business licenses	6182	6617	7041	7291	7541
Meets Target(s)?	Yes	Yes	Yes	TBD	TBD
Increase the number of small businesses over the previous year.					
Baseline: Franklin has X number of small businesses. Williamson County has 5,910 businesses with <100 employees. (2010 Census for Williamson County)					
# of Small Businesses in Franklin	TBD	TBD	TBD	TBD	TBD
Target	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
Meets Target?	TBD	TBD	TBD	TBD	TBD

Performance Measures

Increase the number of businesses with more than 100 employees over the previous year.					
# of businesses in Franklin with more than 100 employees	TBD	TBD	TBD	TBD	TBD
Target	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
Increase the success of Fortune 1000 companies located in Franklin over the previous year.					
# of local people employed by Fortune 1000 companies in Franklin	Data to be collected				
Target	**Data to be collected**				
Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
Reduce retail and commercial vacancy rates within Franklin to 30% or less than Nashville MSA rate.					
Franklin Retail & Commercial Vacancy Rate	1.10%	0.90%	5.00%	Data to be collected	
Nashville MSA Retail & Commercial Vacancy Rates	6.90%	4.70%	6.90%	Data to be collected	
Target	**2.07%**	**1.41%**	**2.07%**	Data to be collected	
Meets Target?	**Yes**	**Yes**	**No**	**TBD**	**TBD**

Franklin Citizens Survey ***(Fall 2016)***

		Excellent	Good	Fair	Poor
☑	% rating the quality of Economic Development services	33%	49%	15%	3%
☑	% rating Employment opportunities as it relates to Franklin as a whole.	23%	52%	20%	4%
☑	% rating Shopping opportunities as it relates to Franklin as a whole.	51%	42%	7%	1%
☑	% rating Cost of living in Franklin as it relates to Franklin as a whole.	5%	36%	39%	20%
☑	% rating the Overall quality of businesses and service establishments in Franklin as it relates to Franklin as a whole.	34%	55%	11%	1%
☑	% rating a Vibrant downtown/commercial areas it relates to Franklin as a whole.	52%	37%	10%	1%
☑	% rating the Overall quality of new development in Franklin as it relates to Franklin as a whole.	30%	48%	19%	4%

Organizational Chart

There is no organization chart associated with Economic Development. It is supported by personnel within Administration.

Staffing by Position

There are no staff formally associated with Economic Development. It is supported by personnel within Administration.

Organizational Chart

There is no organization chart associated with Economic Development. It is supported by personnel within Administration.

Staffing by Position

There are no staff formally associated with Economic Development. It is supported by personnel within Administration.

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Economic Development / Chamber Support	25,000	25,000	25,000	25,000	25,000	-	0.0%
Greater Nashville Regional Council	14,466	-	22,518	22,518	23,327	809	3.6%
Nashville Area Chamber of Commerce	-	-	3,000	3,000	3,000	-	0.0%
Nashville Area MPO	7,811	8,592	9,000	9,000	9,000	-	0.0%
Williamson Chamber - Business Retention / Development	20,000	20,000	20,000	20,000	30,000	10,000	50.0%
Total Expenditures	**67,277**	**53,592**	**79,518**	**79,518**	**90,327**	**10,809**	**13.6%**
Ending Fund Balance	**67,277**	**53,592**	**79,518**	**79,518**	**90,327**	**10,809**	**13.6%**

Notes & Objectives

This page intentionally left blank.

Community Development Block Grant Fund

Budget Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Beginning Fund Balance	20,212	85,185	86,263	86,263	63,263		
Revenues	330,297	231,452	250,300	236,000	255,306	5,006	2.00%
Expenditures	265,323	230,374	274,000	259,000	250,500	-23,500	-8.58%
Ending Balance	85,185	86,263	62,563	63,263	68,069		

Fund Summary

The Community Development Block Grant is funded by the Department of Housing and Urban Development based on an annual formula provided by HUD. Under the formula guideline the City receives about Two-Hundred and Fifty Thousand Dollars annually ($250,000). To date the City of Franklin has received approximately Two-Million Dollars ($2,000,000) which has been used for emergency rehabilitation of about 66 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.

Fund Goals

Acting within the HUD guidelines the City prepares an Annual Action Plan and a Consolidated Annual Performance Evaluation Report that reflect the goals of the coming year and the completion of projects from the previous fiscal year. These plans are presented in public meetings for review and comment by the public and ultimately presented and approved by the Board of Mayor and Alderman.

Using the CDBG funds the City will continue to further our partnership with the development community and non-profits toward providing improvement within our community for a variety of different needs. These may include concentrated rehabilitation of homes, new construction, neighborhood signs and land acquisition for the purpose of building affordable single family homes.

Organizational Chart

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

Staffing by Position

There are no staff formally budgeted within the CDBG Fund. Operations of the fund are maintained by the City's Housing Development Coordinator. That position is budgeted within the Building and Neighborhood Services department.

City of Franklin, Tennessee
FY 2019 Operating Budget

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Beginning Fund Balance	**20,212**	**85,185**	**86,263**	**86,262**	**63,262**		
Revenues							
DEPT OF HOUSING AND URBAN DEV(FEDERAL)	329,866	230,374	250,000	235,000	255,000	5,000	2.0%
INTEREST INCOME	431	1,078	300	1,000	306	6	2.0%
OTHER REVENUES	-	-	-	-	-	-	0.0%
CONTRIBUTIONS - OTHERS	-	-	-	-	-	-	0.0%
Total Available Funds	**330,297**	**231,452**	**250,300**	**236,000**	**255,306**	5,006	**0.0%**
Expenses (Operations)							
MAILING & OUTBOUND SHIPPING SERVICES	-	-	-	-	-	-	0.0%
PRINTING & COPYING SERVICES, OUTSOURCED	-	-	-	-	-	-	0.0%
LEGAL NOTICES	-	171	-	-	1,000	1,000	100.0%
CONSULTANT SERVICES	76,425	17,794	12,500	12,500	12,500	-	0.0%
OTHER CONTRACTUAL SERVICES	68,898	47,510	140,000	125,000	115,500	(24,500)	-17.5%
BUILDING REPAIR & MAINTENANCE SERVICES	120,000	115,000	120,000	120,000	120,000	-	0.0%
TRAINING, OUTSIDE	-	-	1,500	1,500	1,500	-	0.0%
IN LIEU OF AFFORDABLE HOUSING COSTS	-	49,899	-	-	-	-	0.0%
GRANT PROGRAMS	-	-	-	-	-	-	0.0%
Total Expenditures	**265,323**	**230,374**	**274,000**	**259,000**	**250,500**	**(23,500)**	**-8.6%**
Ending Fund Balance	**85,185**	**86,263**	**62,563**	**63,262**	**68,068**		

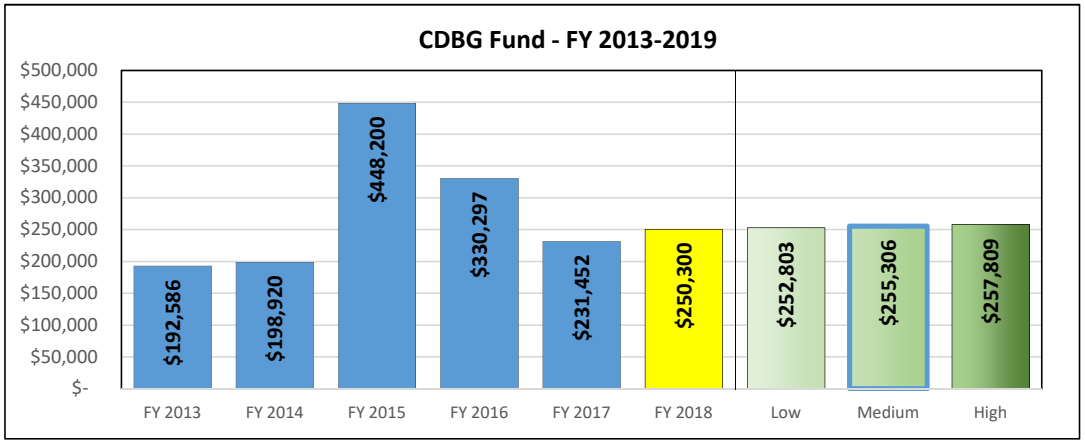
City of Franklin

Revenue Model

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

CDBG Fund: The Community Development Block Grant is funded by the Department of Housing and Urban Development based on an annual formula provided by HUD. Under the formula guideline the City receives about Two-Hundred and Fifty Thousand Dollars annually ($250,000). To date the City of Franklin has received approximately Two-Million Dollars ($2,000,000) which has been used for emergency rehabilitation of about 62 homes within the City of Franklin for our elderly and low income residents, furthering Fair Housing education, new construction of single family homes within the Hard Bargain and Natchez neighborhoods and administrating homeless assistance on an as-needed basis.

A nominal 2% increase is forecast in this fund.



	Actual					Budget	Forecast (FY 2018)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
CDBG GRANT (FEDERAL)	192,385	198,747	223,787	329,866	230,374	250,000	252,500	255,000	257,500	3-yr Average
IN LIEU OF AFFORDABLE HOUSING FEES			224,162	0	0	0	-	-	-	$ 325,806
INTEREST INCOME	201	173	251	431	1,078	300	303	306	309	-7.7%
CONTRIBUTIONS - OTHERS	0	0	0	0	0	0	-	-	-	5-Yr Average
										$ 263,115
										-1.0%
Totals	$ 192,586	$ 198,920	$ 448,200	$ 330,297	$ 231,452	$ 250,300	$ 252,803	$ 255,306	$ 257,809	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

City of Franklin, Tennessee
FY 2019 Operating Budget

Transit

Debbie Henry, Executive Director

Budget Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Beginning Balance	$ 189,608	$ 374,758	$ 374,758	$ 374,758	$ 374,758		
Revenues	$ 1,873,659	$2,136,228	$ 2,725,829	$ 2,331,624	$ 2,908,885	$ 183,056	6.72%
Expenditures	$ 1,688,509	$2,136,228	$ 2,725,829	$ 2,331,624	$ 2,908,885	$ 183,056	6.72%
Ending Balance	$ 374,758	$ 374,758	$ 374,758	$ 374,758	$ 374,758		

Department Mission:

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

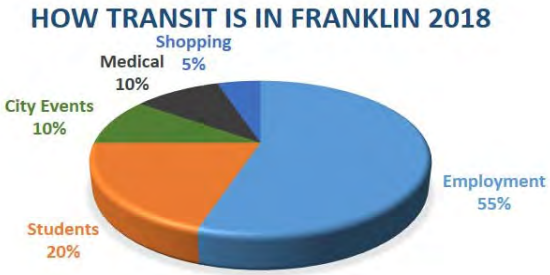
Department Objectives:

- The planning, operations, and management of the small urban public transit system.
- Operating six days a week, featuring fixed route service as well as Transit On Demand (TODD), a pre-arranged curb-to-curb service, within the City of Franklin.

- The TMA Group is the contractor of record for the operations and management of the Franklin Transit Authority. The TMA Group is a regional leader in customizing innovative, environmentally friendly, multimodal transportation solutions for employers and communities.

Department Accomplishments:

- Restructure of Fixed Route Transit Service
- Service Extended to include Carothers.
- Frequency increased from 60 minutes to 30 minutes on all routes.
- Doubled the amount of stops.
- Transfer location for routes moved to Transit Center on Columbia Ave.



Statistics:
90,000 passenger trips (estimate)
55% are employment trips
20% are student trips
10% are medical appointments

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme: Quality Life Experiences

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

Goal: To increase inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.

Baseline: Inventory of current transit hubs, number of park-and-ride parking lots, and description of alternative transportation services available in Franklin. (TMA)

Goal: To increase the number of riders using the Franklin Transit Authority.

Baseline: 52,034 riders in 2009 (Last data available on Nashville MPO site).

Outcome Measures

	2015	2016	2017*	2018*	2019*
Increase the Inventory of transit hubs, park-and-ride sites, and alternative services in Franklin.					
Transit hubs, Park& Ride sites	72	74	74	136	136
Total	**72**	**74**	**74**	**136**	**136**
Increase from Prior year?	Yes	Yes	No	83.00%	0.00%
Meeting Goal?	Yes	Yes	Yes	Yes	Yes
Increase the number of riders using the Franklin Transit Authority.					
Ridership					
Franklin Transit Fixed Route	56,360	46,468	52,363	52,000	59,000
Transit On DemanD (TODD)	25,895	26,219	33,151	30,500	31,000
Total	**82,255**	**72,687**	**85,514**	**82,500**	**90,000**
Increase from Prior year?	Yes	No	Yes	No	TBD
Meeting Goal?	Yes	No	Yes	No	TBD

All numbers shown are Fiscal Year (July 1- June 30).
**2018 and 2019 are estimated*

Performance Measures (con't)

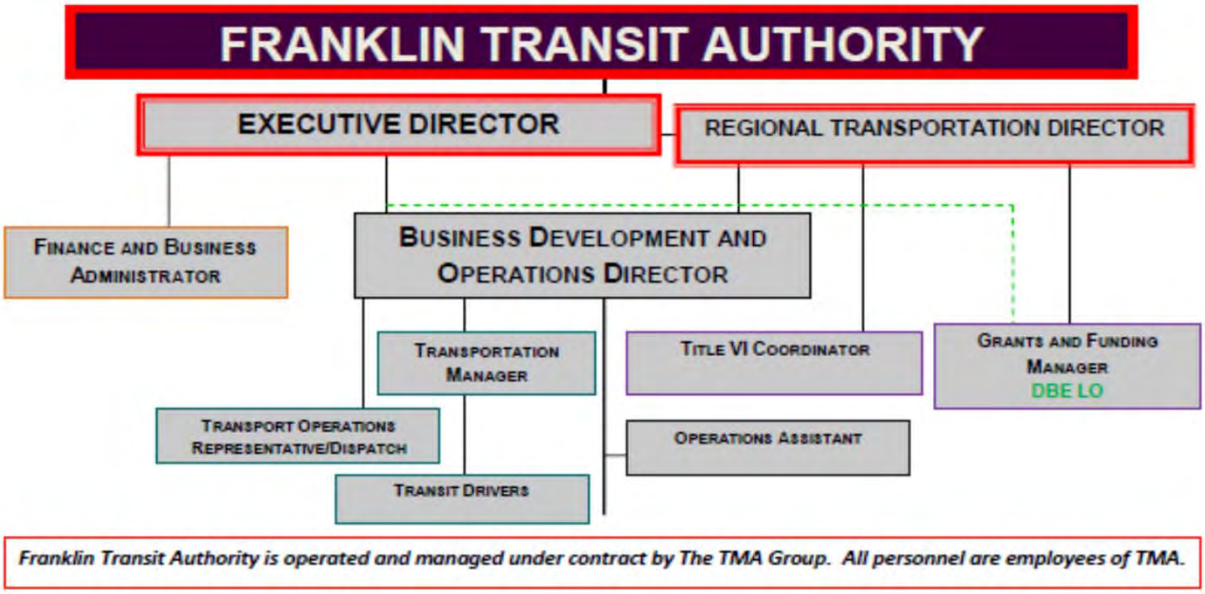
Franklin Citizens Survey *(Fall 2016)*

		Excellent	Good	Fair	Poor
☑	% rating the quality of bus or transit service	14%	28%	28%	30%

How likely, if at all, would you be to use a limited mass transit route if the following improvements were made?

		Very Likely	Somewhat Likely	Somewhat Unlikely	Very Unlikely
☑	Expanded weekday schedule	16%	22%	9%	52%
☑	Additional pick-up and drop-offs	18%	25%	9%	47%
☑	Decreasing fares	14%	20%	13%	53%
☑	Enhanced Park & Ride facilities	17%	25%	10%	48%
☑	Enhanced connections via walking, cycling, etc	20%	25%	10%	45%
☑	Expanded weekend schedule	19%	26%	8%	47%

Organizational Chart



City of Franklin, Tennessee
FY 2019 Operating Budget

Budget

	Annual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Opening Balance	**189,608**	**374,758**	**374,758**	**374,758**	**374,758**		
Revenues							
DEPT OF TRANSPORTATION (FEDERAL)	989,505	1,163,679	1,335,264	1,107,782	1,386,664	51,400	3.8%
TDOT (STATE)	261,550	380,361	336,672	327,859	374,350	37,678	11.2%
TRANSIT FARES	88,460	104,648	132,500	118,822	132,000	(500)	-0.4%
CHARTERS	-		12,000	11,000	11,000	(1,000)	-8.3%
INTEREST INCOME	4,391	7,610	3,200	3,840	-	(3,200)	-100.0%
RENTAL INCOME	9,700	9,700	9,700	9,600	9,700	-	0.0%
SALE OF SURPLUS ASSETS	18,640	11,475	-	-	10,000	10,000	0.0%
TRANSFER FROM GENERAL FUND	501,413	458,755	896,493	752,721	985,171	88,678	9.9%
Total Available Funds	**1,873,659**	**2,136,228**	**2,725,829**	**2,331,624**	**2,908,885**	**183,056**	**6.7%**
Expenses (Operations)							
VEHICLE LICENSES & TITLES	38	-	-	-	-	-	0.0%
TRANSIT OPERATIONS	1,573,310	1,730,130	2,183,329	2,130,624	2,371,385	188,056	8.6%
TRANSIT PLANNING	1,626	160,237	177,500	36,500	137,500	(40,000)	-22.5%
MACHINERY & EQUIPMENT (>$25,000)	113,535	245,861	365,000	164,500	400,000	35,000	9.6%
COMPUTER SOFTWARE (>$25,000)	-	-	-	-	-	-	0.0%
Total Expenditures	**1,688,509**	**2,136,228**	**2,725,829**	**2,331,624**	**2,908,885**	**183,056**	**6.7%**
Ending Balance	**374,758**	**374,758**	**374,758**	**374,758**	**374,758**		

Notes & Objectives

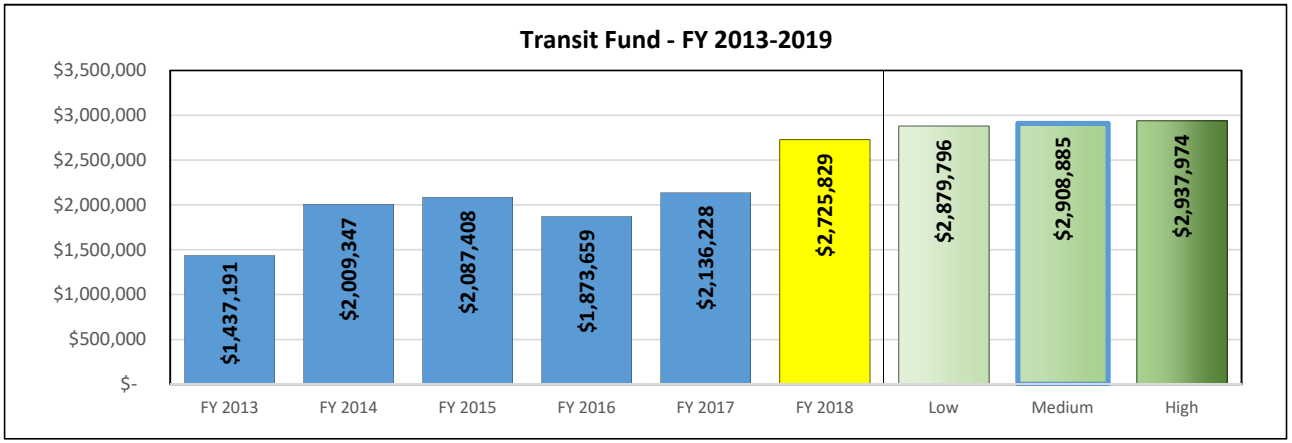
Overall, the FTA distributes its expenses between the Federal government, State government and City of Franklin as follows: Capital Expenditures: 80% federal, 10% state, 10% local; Preventive Maintenance Expenses: 80% federal and 20% local; Planning Expenses: 80% federal, 10% state, and 10% local.

City of Franklin

Revenue Model

Fund:	Transit Fund	Percent of All Revenues	1.9%

Transit Fund: A special revenue fund used to account for the City's transit operations. The primary sources of revenue are an operating subsidy from the general fund and transit fares. The City has created the Franklin Transit Authority to oversee transit operations. Daily operations of the transit system are managed by a contractor.



	Actual					Budget	Forecast (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
TRANSIT OPERATIONS GRANT (FEDERAL)	906,203	1,005,998	1,229,365	989,505	1,163,679	1,335,264	1,372,797	1,386,664	1,400,531	3-yr Average
TRANSIT CAPITAL GRANT (FED/STATE)	7,972	44,333	67,588	261,550	380,361	336,672	370,607	374,350	378,094	$ 2,032,432
TRANSIT FARES	87,069	94,314	94,072	88,460	104,649	144,500	141,570	143,000	144,430	11.4%
CHARTERS										5-Yr Average
INTEREST INCOME	11,897	11,820	3,573	4,391	7,610	3,200	9,603	9,700	9,797	$ 1,908,767
RENTAL INCOME	9,700	9,700	9,700	9,700	9,700	9,700	9,900	10,000	10,100	8.6%
SALE OF SURPLUS ASSETS	0	0	0	18,640	11,475	0	-	-	-	
TRANSFER FROM GENERAL FUND	414,350	843,182	683,110	501,413	458,755	896,493	975,319	985,171	995,023	
Totals	$ 1,437,191	$ 2,009,347	$ 2,087,408	$ 1,873,659	$ 2,136,228	$ 2,725,829	$ 2,879,796	$ 2,908,885	$ 2,937,974	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

This page intentionally left blank.

PUBLIC WORKS

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

Under this operating unit are:

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

This page intentionally left blank.

Streets - Maintenance

Joe York, Director

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	2,231,051	2,419,980	2,611,904	2,605,527	2,656,486	44,582	1.7%
Operations	1,593,218	1,406,784	1,625,805	1,620,983	1,446,860	-178,945	-11.0%
Capital	0	0	40,000	40,000	252,000	212,000	0.0%
Total	**3,824,269**	**3,826,764**	**4,277,709**	**4,266,510**	**4,355,346**	**77,637**	**1.8%**

Departmental Summary

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

The Street Maintenance Division currently maintains 334 miles of roadway and a portion of designated medians including, Downtown Franklin, Streetscape, Public Works Facility and landscaping along the Mack Hatcher Pkwy right-of-way from Murfreesboro Road to Franklin Road.

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.. Tipping fees are diverted, saving the City and planet.

Infrared Patch Truck

The Street Department began using infrared technology to perform routine patching practices in 2012.

Road Salt and Salt Brine

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

Pre-event calculated costs for standard salt spreading method are approx. $7.50 per lane mile.
Pre-event calculated costs for salt brine method are approx. $1.70 per lane mile. Post-event calculations could double the amount for both methods.

Streets - Maintenance

Joe York, Director

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme:

All themes applicable; none specified.

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

Workload (Output) Measures

	2015	2016	2017	2018*	2019*
Accepted Roadways Maintained (Centerline Miles)	323	323	327	334	334
Total Miles of Sidewalks Maintained	N/A	303	310	310	310
Catch Basins/Gutters Maintained	13,641	13,641	13,641	13,641	13,641
Stormwater Channels Maintained (Linear ft.)	183,091	183,091	183,091	183,091	183,091
Gravity Mains Maintained	12,384	12,384	12,384	12,384	12,384
Crosswalks Painted	1,240	2,305	1,158	2,000	2,000
Centerlines Painted	22,200	59,466	56,958	50,000	50,000
Number of Streets Repaired	37	21	40	40	40
Number of Potholes Repaired	407	503	435	353	400
Number of Citizen Concerns Received	532	692	929	800	800
Major Weather Events					
Amount of Salt Used (ton)	450	374	500	512	500
Amount of Brine Used (gallon)	32,000	48,125	16,000	35,000	40,000
Cost ot pave streets	$ 2,157,252	$ 2,137,609	$ 2,250,000	$ 2,545,000	$ 3,367,101
Cost to repair sidewalks	$ 247,200	$ 261,576	$ 512,440	$ 445,000	$ 445,000
Cost of Curb & Gutter	$ 10,600	$ 15,000	$ 10,900	$ 15,000	$ 15,000
Leaf Vaccum Season (cubic yds)	9,048	8,920	10,351	10,615	10,850

Streets - Maintenance

Joe York, Director

Performance Measures

Efficiency Measures

		2015	2016	2017	2018*	2019*
	Avg. Cost to Repair Streets (Sq.Yd.)	$ 62.12	$ 79.00	$ 79.00	$ 80.00	$ 80.00
	Avg. Cost to Repair Sidewalks (Sq. Ft.)	$ 11.96	$ 8.50	$ 8.50	$ 8.50	$ 8.50
	Avg. Cost to Repair Catch Basins/Gutters	N/A	N/A	N/A	N/A	N/A

Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	Response Time					
	- From Receipt to Investigation to Notification	24 hrs	24 hrs	24 hrs	24 hrs	24 hrs
	- From Notification to Resolution	72 hrs	72 hrs	72 hrs	72 hrs	72 hrs

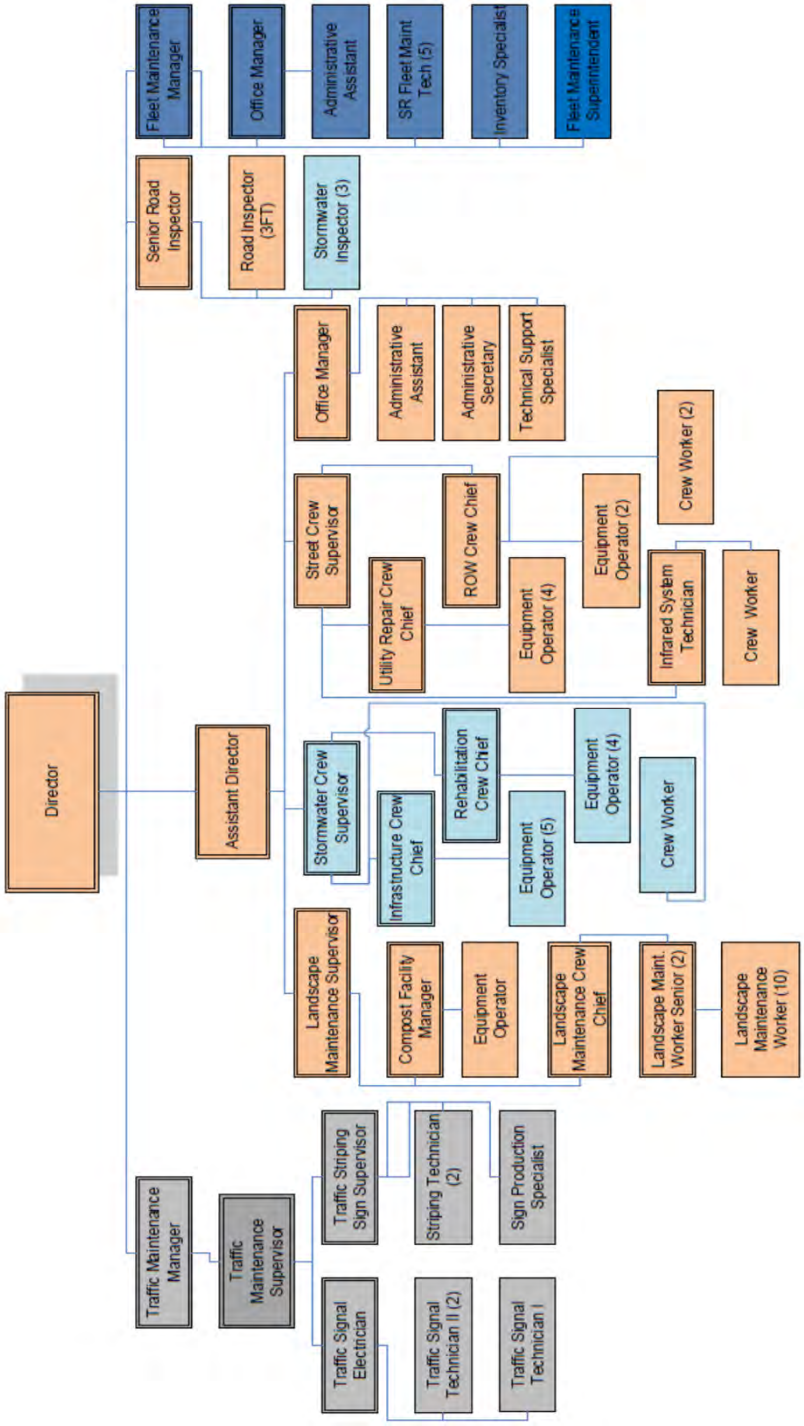
**estimated*

Franklin Citizens Survey *(Fall 2016)*

		Excellent	Good	Fair	Poor
☑	% rating the quality of Street repair	19%	43%	29%	9%
☑	% rating the quality of Street cleaning	31%	50%	16%	3%
☑	% rating the quality of Street lighting	27%	47%	21%	5%
☑	% rating the quality of Snow removal	17%	40%	27%	16%
☑	% rating the quality of Sidewalk maintenance	21%	50%	24%	5%

Organizational Chart

The organization chart below shows the entire Streets Department.



Streets - Maintenance Personnel are shown in Peach

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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Street Director	Grade K	1	0	1	0	1	0	1	0	1	0
Assistant Director	Grade J	1	0	1	0	1	0	1	0	1	0
Senior Road Inspector	Grade G	1	0	1	0	1	0	1	0	1	0
Landscape Maint. Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Road Inspector	Grade F	2	0	2	0	2	1	3	0	3	0
Office Manager	Grade F	1	0	1	0	1	0	1	0	1	0
Street Crew Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Compost Facility Manager	Grade E	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist	Grade E	1	0	1	0	1	0	1	0	1	0
Crew Chief	Grade E	2	0	2	0	2	0	2	0	2	0
Infrared System Technician	Grade E	1	0	1	0	1	0	1	0	1	0
Landscape Maint. Crew Chief	Grade E	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Equipment Operator	Grade D	6	0	6	0	6	0	7	0	7	0
Landscape Maint. Worker Sr.	Grade D	2	0	2	0	2	0	2	0	2	0
Administrative Secretary	Grade B	1	0	1	0	1	0	1	0	1	0
Landscape Maint. Worker	Grade B	7	9	7	9	9	5	10	0	10	0
Crew Worker	Grade B	3	0	3	0	3	0	3	0	3	0
Totals		**34**	**9**	**34**	**9**	**36**	**6**	**39**	**0**	**39**	**0**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	1,593,437	1,646,530	1,739,755	1,792,170	1,777,479	37,724	2.2%
Employee Benefits	637,614	773,450	872,149	813,357	879,007	6,858	0.8%
Total Personnel	**2,231,051**	**2,419,980**	**2,611,904**	**2,605,527**	**2,656,486**	**44,582**	**1.7%**
Operations							
Transportation Services	227	538	439	439	514	75	17.1%
Operating Services	5,801	5,522	10,460	5,770	5,780	(4,680)	-44.7%
Notices, Subscriptions, etc.	3,971	3,508	4,780	5,125	5,000	220	4.6%
Utilities	853,283	694,132	771,912	776,628	794,918	23,006	3.0%
Contractual Services	1,251	3,500	13,200	16,400	5,400	(7,800)	-59.1%
Repair & Maintenance Services	194,858	85,912	207,500	201,900	107,680	(99,820)	-48.1%
Employee programs	8,457	6,249	9,120	9,220	9,602	482	5.3%
Professional Development/Travel	7,307	1,567	13,830	14,150	14,200	370	2.7%
Office Supplies	7,188	4,468	9,400	9,400	9,000	(400)	-4.3%
Operating Supplies	35,743	35,807	37,250	37,800	40,865	3,615	9.7%
Fuel & Mileage	37,270	39,333	50,000	55,000	65,350	15,350	30.7%
Machinery & Equipment (<$25,000)	59,238	74,951	89,600	91,600	84,270	(5,330)	-5.9%
Repair & Maintenance Supplies	149,327	164,069	164,605	165,588	155,245	(9,360)	-5.7%
Operational Units	2,814	106	750	750	750	-	0.0%
Property & Liability Costs	82,564	92,775	62,855	101,527	112,475	49,620	78.9%
Rentals	1,237	3,062	5,805	5,805	6,810	1,005	17.3%
Permits	7,000	-	4,370	3,250	3,750	(620)	-14.2%
Other Business Expenses	-	-	-	-	-	-	0.0%
Debt Service and Lease Payments	135,682	191,285	169,930	120,631	25,251	(144,679)	-85.1%
Total Operations	**1,593,218**	**1,406,784**	**1,625,805**	**1,620,983**	**1,446,860**	**(178,945)**	**-11.0%**
Capital	**-**	**-**	**40,000**	**40,000**	**252,000**	**212,000**	**530.0%**
Total Streets - Maintenance	**3,824,269**	**3,826,764**	**4,277,709**	**4,266,510**	**4,355,346**	**77,637**	**1.8%**

Streets - Traffic Division

Joe York, Director

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	679,666	779,552	823,145	864,747	810,312	-12,833	-1.6%
Operations	680,972	729,320	619,540	599,489	606,366	-13,174	-2.1%
Capital	0	0	112,500	112,500	0	(112,500)	100.0%
Total	**1,360,638**	**1,508,872**	**1,555,185**	**1,576,736**	**1,416,678**	**-138,507**	**-8.9%**

Department Summary

The Street Department - Traffic Division currently maintains 114 signalized intersections within the City of Franklin. All signal heads are equipped with LED lenses.

Traffic Division personnel are responsible for maintenance of all downtown decorative street lights, City school flashers, high mast interstate lighting located within the City limits along I-65, McEwen interchange, McEwen Drive from Carothers to Cool springs Blvd., Carothers Parkway walking trail, Boyd Mill Ave., Liberty Park, Carothers Parkway and electronic pedestrian crosswalks throughout the City.

The Traffic Division sign shop manufactures and installs a variety of signs in compliance with M.U.T.C.D. guidelines. The variety of signs produced include: street name signs, directional signs, regulatory signs, informational signs, speed limit and parking signs, etc. In-house sign manufacturing is a cost savings, as well as a time saver. Sign production is performed on an as needed basis, with no delivery time as a factor. No freight or shipping charges are incurred, as compared to purchase from an outside vendor.

With commercial grade printing capabilities, the sign design and production system has been utilized for the production of signs for the Parks, Solid Waste, Fire, and Police Department. Seasonal downtown decorative banners are produced bi-annually.

Department Outlook

We began a pilot program changing out non-incandescent lighting within the downtown area to Light Emitting Diode. Currently, the Traffic Division has converted 100% of Downtown street lights to LED lighting. Since the High Mast Interstate lighting swap to LED was such a success we plan to convert another section of 44 Interstate lights, if approved, in FY2019. The Interstate lighting LED conversion in the median from Cool Springs Blvd to Moores Lane will add to our savings on power and maintenance costs in the near future.

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

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme:

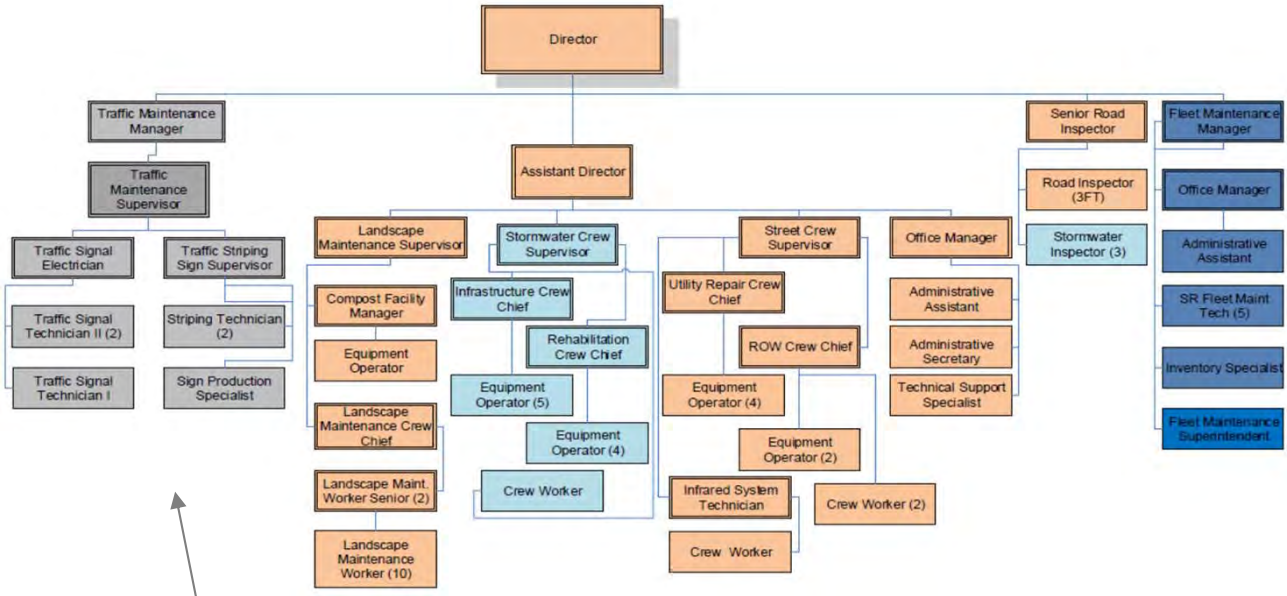
All themes applicable; none specified.

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

**estimated*

		2015	2016	2017	2018*	2019*
Workload (Output) Measures						
	Street Signs Created	608	333	1,162	1,100	1,000
	Street Signs Replaced	608	333	1,162	1,100	1,000
	Type of Sign Created					
	Stop Signs	162	51	87	163	163
	Speed Limit Signs	91	62	41	92	92
	Street Name Signs	111	49	74	112	112
	Parking Signs	49	14	51	50	50
	Yield Signs	14	2	11	15	15
	Warning Signs	102	123	142	103	103
	Road Construction	51	22	17	52	52
	All Way Stop Placards	N/A	10	N/A	N/A	N/A
	Signs for Other Depts	224	311	524	225	225
	Downtown Banners	91	140	215	92	92
Efficiency Measures						
	Cost/Sign Created					
	Stop Signs	$ 43	$ 43	$ 43	$ 43	$ 43
	Speed Limit Signs	$ 27	$ 27	$ 27	$ 27	$ 27
	Street Name Signs	$ 22	$ 22	$ 22	$ 22	$ 22
	Parking Signs	$ 10	$ 10	$ 10	$ 10	$ 10
	Yield Signs	$ 41	$ 41	$ 41	$ 41	$ 41
	Warning Signs	$ 29	$ 29	$ 29	$ 29	$ 29
	Road Construction	$ 35	$ 35	$ 35	$ 35	$ 35
	All Way Stop Placards	N/A	N/A	N/A	N/A	N/A
	Signs for Other Depts	$ 23	$ 23	$ 23	$ 23	$ 23
	Downtown Banners	$ 18	$ 18	$ 18	$ 18	$ 18

Organizational Chart



Streets - Traffic Personnel are shaded in gray.

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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Traffic Maint. Manager	Grade H	1	0	1	0	1	0	1	0	1	0
Traffic Maint. Supervisor	Grade G	0	0	0	0	0	0	1	0	1	0
Traffic Sign/Maint. Electrician	Grade F	1	0	1	0	1	0	1	0	1	0
Traffic Strip./Sign. Prod. Super.	Grade F	1	0	1	0	1	0	1	0	1	0
Traffic Signal Technician II	Grade F	3	0	3	0	3	0	2	0	2	0
Traffic Signal Technician I	Grade E	1	0	1	0	1	0	1	0	1	0
Sign Production Specialist	Grade E	0	0	1	0	1	0	1	0	1	0
Striping Technician	Grade D	3	0	2	0	2	0	2	0	2	0
Asst. Striping Technician	---	0	0	0	0	0	0	0	0	0	0
Totals		**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**	**10**	**0**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	474,990	541,130	537,834	554,623	532,650	(5,184)	-1.0%
Employee Benefits	204,676	238,422	285,311	310,124	277,662	(7,649)	-2.7%
Total Personnel	**679,666**	**779,552**	**823,145**	**864,747**	**810,312**	**(12,833)**	**-1.6%**
Operations							
Transportation Services	649	54	930	970	1,000	70	7.5%
Operating Services	699	384	350	400	425	75	21.4%
Notices, Subscriptions, etc.	425	-	1,050	1,100	1,150	100	9.5%
Utilities	71,817	82,979	86,886	91,093	95,503	8,617	9.9%
Repair & Maintenance Services	21,632	29,569	62,432	38,425	34,440	(27,992)	-44.8%
Employee programs	408	1,855	4,500	4,750	5,050	550	12.2%
Professional Development/Travel	4,186	5,460	10,330	10,700	11,130	800	7.7%
Office Supplies	1,497	2,821	2,000	2,000	2,000	-	0.0%
Operating Supplies	9,816	8,902	14,053	14,360	14,550	497	3.5%
Fuel & Mileage	9,120	12,799	12,500	13,000	13,500	1,000	8.0%
Machinery & Equipment (<$25,000)	120,716	93,898	83,998	84,998	80,998	(3,000)	-3.6%
Repair & Maintenance Supplies	255,119	371,200	243,065	248,170	261,800	18,735	7.7%
Property & Liability Costs	139,534	69,198	73,656	77,338	81,205	7,549	10.2%
Rentals	-	-	550	575	600	50	9.1%
Permits	22	-	150	150	150	-	0.0%
Debt Service and Lease Payments	45,332	50,201	23,089	11,460	2,866	(20,223)	-87.6%
Total Operations	**680,972**	**729,320**	**619,540**	**599,489**	**606,366**	**(13,174)**	**-2.1%**
Capital	**-**	**-**	**112,500**	**112,500**	**-**	**(112,500)**	**-100.0%**
Total Streets - Traffic	**1,360,638**	**1,508,872**	**1,555,185**	**1,576,736**	**1,416,678**	**(138,507)**	**-8.9%**

Streets - Fleet Maintenance

Joe York, Director

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	639,963	697,654	726,839	736,415	773,375	46,536	6.4%
Operations	305,612	225,223	346,652	323,303	305,551	-41,101	-11.9%
Capital	0	0	0	0	0	0	0.0%
Total	**945,575**	**922,877**	**1,073,491**	**1,059,718**	**1,078,926**	**5,435**	**0.5%**

Departmental Summary
The Fleet Maintenance Division consists of nine full-time employees and one part-time employee. I have requested to make this a full-time position for six years, and the workload warrants this position. This division provides mechanical services for the City's entire fleet of vehicles and equipment. The large variety of vehicles and equipment in the City's fleet include: police cars, passenger vehicles, pickup trucks, dump trucks, heavy equipment, fire apparatus, small engines, mowers, etc. Due to EPA regulations, engines are more complex requiring additional service at PM's. The continual stop and go, and little to no interstate driving provides more needed shop time and service. City vehicles have more than the normal wear and tear placed on normal driven vehicles. Mechanical services provided include: a preventive maintenance program, tire changes, replacement of defective/failed parts, engine diagnostic, and other miscellaneous services. The purchase of 55 new PD cars will dramatically reduce PD's maintenance expense in FY2019. On the other hand, the Fire Department, Water, and SES's lack of replacements for aged apparatus will offset any savings Fleet Maintenance will have for FY2019. We must start immediately to replace these units, as the lead time for builds are up by over a year.

Department Outlook
Fleet is in dire need of a true software program that will support both the customer and our data needs.

If we continue to hold on to vehicles that do not life-cycle out at the designated time, this will continue to impose longer repair times and increased costs, creating less usable shop space. This increases the need for a new Fleet Facility to be built, and more technicians on staff to cover the repairs.

Continual improvement of work flow and processes, providing excellent service for all City of Franklin vehicles and equipment.

To keep accurate history of expenditures for service and repairs of City of Franklin's fleet, life-cycle analysis, vehicle improvements, and equipment turnover and residual value.

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

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

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, the City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme: A Safe Clean and Livable City

Franklin will be a model for environmental quality and a sustainable City.

Goal: To reduce the number of gallons of fossil fuel consumed by City vehicles by 10% by 2015.

Baseline: 5.60 gallons of fuel were consumed by City vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 370,236 gallons for 66,172 residents. Purchasing Department)

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

Workload (Output) Measures

	2015	2016	2017	2018*	2019*
Percent Outsourced	13%	13%	12%	13%	13%
Percent of Service Calls	8%	9%	6%	9%	9%
Total Number of Repairs	2,142	2,590	2,620	2,710	2,904
Fleet Size					
Cars/Passenger Vehicles/SUV's	204	132	188	198	187
Light Trucks	135	189	152	162	158
Heavy Trucks	125	111	99	104	104
Cost of Repairs Performed by Fleet					
Administration	$ 524	$ 198	$ 500	$ 600	$ 513
City Hall Maintenance	$ 1,942	$ 1,377	$ 600	$ 600	$ 662
Building & Neighborhood Services	$ 5,650	$ 12,094	$ 6,500	$ 6,500	$ 6,500
Engineering	$ 2,370	$ 2,653	$ 800	$ 800	$ 1,200
Fire	$ 205,000	$ 259,190	$ 349,665	$ 375,000	$ 375,000
Human Resources	$ 1,395	$ 556	$ 1,000	$ 1,000	$ 1,200
IT	$ 322	$ 95	$ 2,500	$ 9,000	$ 2,500
Parks	$ 17,500	$ 34,331	$ 23,232	$ 25,000	$ 25,000
Planning	$ 508	$ 272	$ 870	$ 870	$ 870
Police	$ 153,400	$ 154,862	$ 284,672	$ 245,000	$ 175,000
Sanitation & Environmental Services	$ 400,522	$ 390,802	$ 334,428	$ 355,000	$ 385,000
Street Department	$ 145,600	$ 180,978	$ 121,034	$ 125,000	$ 175,000

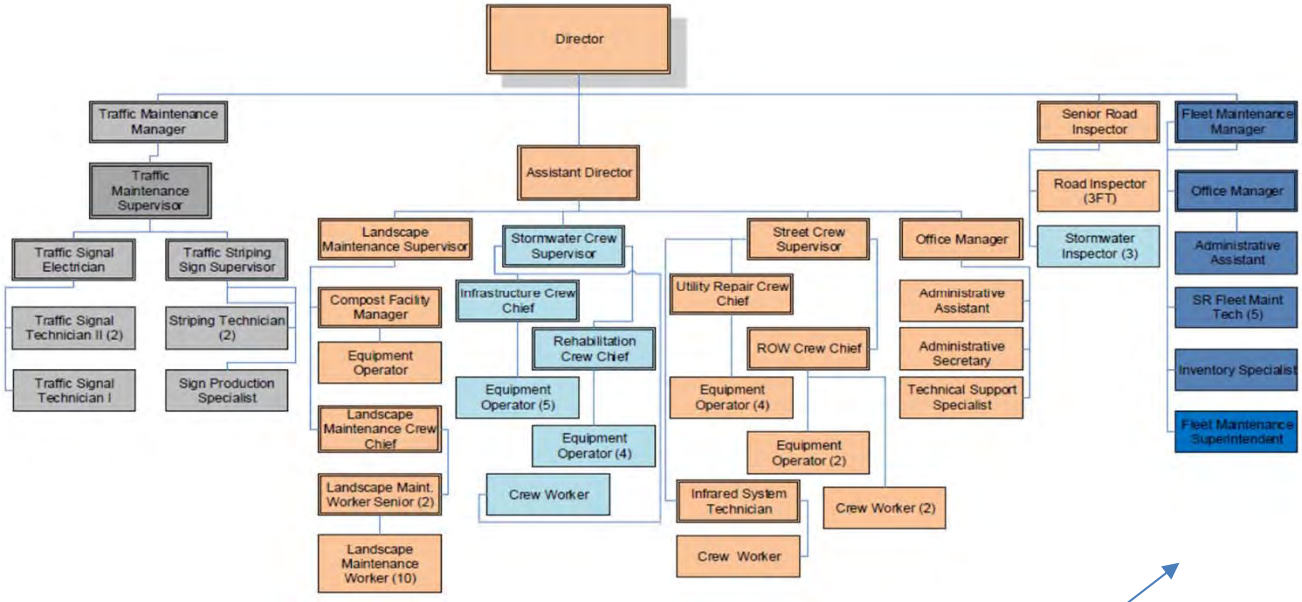
Performance Measures

	Water	$ 65,900	$ 91,647	$ 73,180	$ 71,500	$ 95,000
	Total	$ 1,000,633	$ 1,129,055	$ 1,198,981	$ 1,215,870	$ 1,243,445

Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	Reduce the number of gallons of fossil fuel consumed by City vehicles by 10% by 2015.					
	(Baseline: 5.60 gallons of fuel were consumed by city vehicles per Franklin residents (Based on fuel transactions at Tri-Star Energy/Pacific Pride locations. 385,589 gallons for 66,172 residents. Purchasing Department))	5.76	5.87	TBD	TBD	TBD
	Target (in gallons per vehicle / total pop.)	**5.04**	**4.788**	**4.536**	**4.3092**	**4.0824**
	Meets Target?	No	No	**TBD**	**TBD**	**TBD**

Organizational Chart



Fleet Personnel are shaded in dark blue.

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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Fleet Maintenance Manager	Grade H	1	0	1	0	1	0	1	0	1	0
Fleet Maintenance Superintend	Grade G	0	0	0	0	0	0	1	0	1	0
Sr. Fleet Maint. Tech.	Grade F	5	0	5	0	5	0	5	0	5	0
Office Manager	Grade F	1	0	1	0	1	0	1	0	1	0
Mechanic	Grade E	1	0	1	0	1	0	0	0	0	0
Administrative Assistant	Grade D	0	1	0	1	0	1	0	1	1	0
Inventory Specialist	Grade D	1	0	1	0	1	0	1	0	1	0
Totals		**9**	**1**	**9**	**1**	**9**	**1**	**9**	**1**	**10**	**0**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	464,883	498,675	510,495	526,802	537,111	26,616	5.2%
Employee Benefits	175,080	198,979	216,344	209,613	236,264	19,920	9.2%
Total Personnel	**639,963**	**697,654**	**726,839**	**736,415**	**773,375**	**46,536**	**6.4%**
Operations							
Transportation Services	7,424	7,537	6,527	6,700	6,515	(12)	-0.2%
Operating Services	3,829	4,357	4,853	5,085	5,465	612	12.6%
Notices, Subscriptions, etc.	1,137	1,308	1,416	1,458	1,502	86	6.1%
Utilities	14,436	14,744	17,260	18,231	19,251	1,991	11.5%
Contractual Services	2,700	-	5,500	5,500	5,500	-	0.0%
Repair & Maintenance Services	464,790	375,813	445,000	470,000	505,000	60,000	13.5%
Employee programs	3,793	1,547	5,000	5,000	5,000	-	0.0%
Professional Development/Travel	4,530	7,384	10,445	10,695	11,030	585	5.6%
Office Supplies	3,656	4,330	5,187	5,335	5,481	294	5.7%
Operating Supplies	17,900	14,418	20,261	20,261	20,786	525	2.6%
Fuel & Mileage	11,525	2,893	9,275	9,831	10,126	851	9.2%
Machinery & Equipment (<$121,000)	14,882	(15,585)	35,320	29,460	29,804	(5,516)	-15.6%
Repair & Maintenance Supplies	(353,313)	(289,425)	(239,850)	(273,738)	(329,841)	(89,991)	37.5%
Property & Liability Costs	7,366	7,797	8,560	8,985	9,432	872	10.2%
Rentals	-	982	500	500	500	-	0.0%
Debt Service and Lease Payments	100,957	87,122	11,398	-	-	(11,398)	-100.0%
Total Operations	**305,612**	**225,223**	**346,652**	**323,303**	**305,551**	**(41,101)**	**-11.9%**
Capital	**-**	**-**	**-**	**-**	**-**	**-**	
Total Streets - Maintenance	**945,575**	**922,877**	**1,073,491**	**1,059,718**	**1,078,926**	**5,435**	**0.5%**

This page intentionally left blank.

Stormwater

Joe York, Director
Paul Holzen, City Engineer

Budget Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Beginning Balance	**4,783,235**	**4,873,735**	**4,687,695**	**4,687,695**	**4,324,344**		
Revenues	**2,546,681**	**2,590,187**	**2,777,838**	**2,723,371**	**2,722,281**	**(55,557)**	**-2.0%**
Personnel	1,177,449	1,345,213	1,552,343	1,669,235	1,668,527	116,184	7.5%
Operations	881,055	1,019,534	1,062,321	917,487	913,586	-148,735	-14.0%
Capital	397,677	411,480	3,605,000	500,000	3,506,000	(99,000)	-2.7%
Total	**2,456,181**	**2,776,227**	**6,219,664**	**3,086,722**	**6,088,113**	**(131,551)**	**-2.1%**
Ending Balance	**4,873,735**	**4,687,695**	**1,245,869**	**4,324,344**	**958,512**		

Division Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Streets	1,779,552	1,900,927	1,893,151	1,892,263	2,200,633	307,482	16.2%
Engineering	676,629	825,300	4,326,513	1,194,459	3,887,480	(439,033)	-10.1%
Transfers	-	50,000	-	-	-	-	0.0%
Total	**2,456,181**	**2,776,227**	**6,219,664**	**3,086,722**	**6,088,113**	**(131,551)**	**-2.1%**

Department Summary

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

Streets

The Street Department, Stormwater Division performs routine maintenance procedures, as well as small repairs and upgrades to failing drainage systems. Work activities are performed daily. We spend on average $125,000 - $150,000 annually performing routine maintenance throughout local neighborhoods.

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

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

In recent years we performed sweeping operations throughout the City with two Street sweepers. Due to the increase of construction activities and additional curb and gutter along Mack Hatcher Parkway and Hillsboro Rd. We will be increasing operations to three sweeping units daily.

Stormwater

Joe York, Director
Paul Holzen, City Engineer
Department Summary (continued)

Engineering

The City of Franklin is granted authorization to discharge stormwater through its stormwater infrastructure and into receiving water bodies through a NPDES permit issued by the EPA and administered through TDEC. A condition of this permit coverage is that six minimum control measures are met by the end of the permit cycle. The City is required annually to submit an "annual report," which is essentially a report to document the progress the City is making towards meeting its current permit requirements. Current minimum control measures are:

1) Public Education and Outreach
2) Public Involvement and Participation
3) Illicit Discharge Detection and Elimination
4) Construction Site Stormwater Runoff Control
5) Permanent Stormwater Management in Development and Redevelopment
6) Pollution Prevention for Municipal Operations

In addition to the above minimum control measures, the City is required to do annual ambient monitoring which includes:

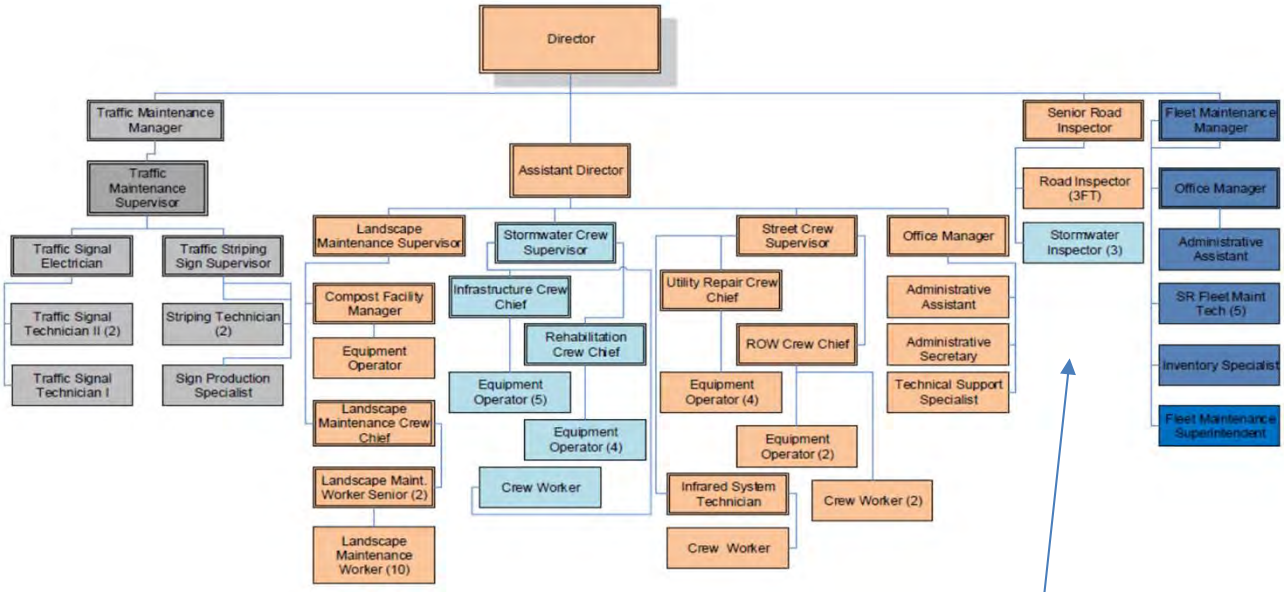
1) Macroinvertebrate Sampling
2) E.Coli Sampling
3) Visual Stream Assessments

Franklin Citizens Survey ***(Fall 2016)***

		Excellent	Good	Fair	Poor
☑	% rating the quality of Storm drainage	27%	53%	16%	4%

Organizational Chart

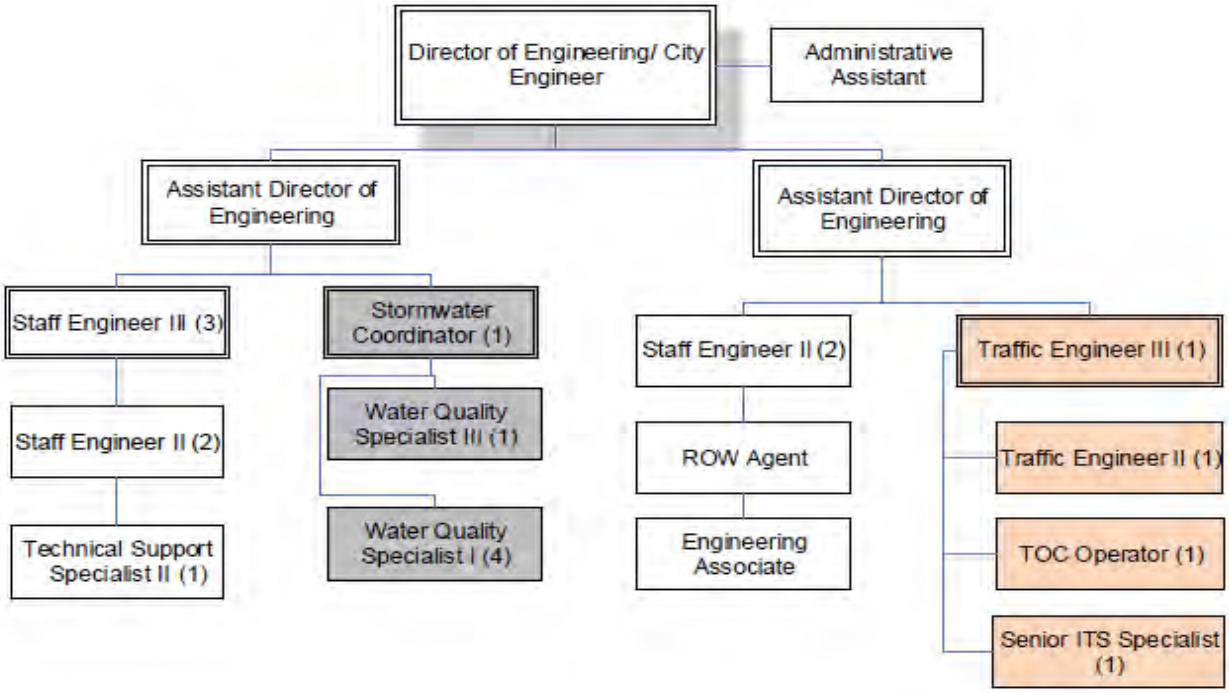
Streets Department



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

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

Organizational Chart



Notes:

1) Funding Allocation:

Gray: Stormwater Coordinator, Wtr Qty Specialist I and II are funded out of the Stormwater Budget
Peach: The Traffic Eng III, Traffic Eng II and TOC Operator are included in TOC Budget.
White: Positions funded through the Engineering budget are shaded in white.

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

3) Org chart does not include program enhancement requests.

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Stormwater - Engineering											
Stormwater Man. Coordinator	Grade I	1	0	1	0	1	0	1	0	1	0
Water Quality Specialist III	Grade H	0	0	0	0	0	0	1	0	1	0
Water Quality Specialist II	Grade G	1	0	3	0	3	0	2	0	0	0
Water Quality Specialist I	Grade F	2	0	1	0	1	0	2	0	4	0
Stormwater - Streets											
Stormwater Inspector	Grade F	2	0	2	0	3	0	3	0	3	0
Stormwater Supervisor	Grade F	1	0	1	0	1	0	1	0	1	0
Crew Chief	Grade E	2	0	2	0	2	0	2	0	2	0
Equipment Operator	Grade D	8	0	8	0	8	0	8	0	9	0
Crew Worker	Grade B	1	0	1	0	1	0	1	0	1	0
Totals		**18**	**0**	**19**	**0**	**20**	**0**	**21**	**0**	**22**	**0**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	819,215	927,969	1,038,796	1,110,238	1,141,534	102,738	9.9%
Employee Benefits	358,234	417,244	513,547	558,997	526,994	13,447	2.6%
Total Personnel	**1,177,449**	**1,345,213**	**1,552,343**	**1,669,235**	**1,668,527**	**116,184**	**7.5%**
Operations							
Transportation Services	1,125	988	1,140	849	1,002	(138)	-12.1%
Operating Services	624	895	2,127	2,795	2,795	668	31.4%
Notices, Subscriptions, etc.	7,677	14,174	14,240	13,240	13,300	(940)	-6.6%
Utilities	56,320	41,760	61,978	49,350	50,775	(11,203)	-18.1%
Contractual Services	137,067	199,330	168,104	154,800	168,560	456	0.3%
Repair & Maintenance Services	86,964	143,397	126,235	130,625	142,851	16,616	13.2%
Employee programs	2,046	4,502	5,259	5,389	3,803	(1,456)	-27.7%
Professional Development/Travel	11,087	6,550	26,350	26,510	23,160	(3,190)	-12.1%
Office Supplies	1,834	1,754	1,504	1,775	1,910	406	27.0%
Operating Supplies	13,514	17,387	19,340	18,140	17,525	(1,815)	-9.4%
Fuel & Mileage	28,616	38,561	41,733	41,354	48,222	6,489	15.5%
Machinery & Equipment (<$182,000)	59,990	20,768	42,173	35,970	25,050	(17,123)	-40.6%
Repair & Maintenance Supplies	85,430	67,761	127,520	117,242	100,300	(27,220)	-21.3%
Operational Units	181,976	189,676	196,569	196,569	261,197	64,628	32.9%
Property & Liability Costs	24,764	56,725	35,762	35,655	38,037	2,275	6.4%
Rentals	1,961	-	1,200	1,200	1,300	100	8.3%
Permits	3,960	10,210	11,721	4,510	4,513	(7,208)	-61.5%
Financial Fees	5,735	4,270	9,000	9,100	9,285	285	3.2%
Transfers to Other Funds	-	50,000	-	-	-	-	0.0%
Debt Service and Lease Payments	170,365	150,826	170,366	72,414	-	(170,366)	-100.0%
Total Operations	**881,055**	**1,019,534**	**1,062,321**	**917,487**	**913,586**	**(148,735)**	**-14.0%**
Capital	**397,677**	**411,480**	**3,605,000**	**500,000**	**3,506,000**	**(99,000)**	**-2.7%**
Total Stormwater Fund	**2,456,181**	**2,776,227**	**6,219,664**	**3,086,722**	**6,088,113**	**(131,551)**	**-2.1%**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	600,545	664,191	698,797	750,918	771,802	73,005	10.4%
Employee Benefits	295,606	345,034	410,345	449,569	403,212	(7,133)	-1.7%
Total Personnel	**896,151**	**1,009,225**	**1,109,142**	**1,200,487**	**1,175,013**	**65,871**	**5.9%**
Operations							
Transportation Services	327	94	300	199	320	20	6.7%
Operating Services	413	658	795	1,795	1,795	1,000	125.8%
Notices, Subscriptions, etc.	1,681	110	1,050	1,050	1,050	-	0.0%
Utilities	53,214	37,301	57,000	45,000	45,735	(11,265)	-19.8%
Contractual Services	-	(96,298)	15,000	1,400	15,000	-	0.0%
Repair & Maintenance Services	77,283	139,442	114,500	125,300	139,300	24,800	21.7%
Employee programs	1,960	4,464	4,970	5,100	3,500	(1,470)	-29.6%
Professional Development/Travel	3,120	668	14,850	15,010	11,160	(3,690)	-24.8%
Office Supplies	972	1,425	920	925	925	5	0.5%
Operating Supplies	12,307	16,844	15,325	13,925	14,525	(800)	-5.2%
Fuel & Mileage	27,770	37,028	40,000	40,000	46,800	6,800	17.0%
Machinery & Equipment (<$182,000)	49,472	15,720	23,450	22,950	17,050	(6,400)	-27.3%
Repair & Maintenance Supplies	84,981	67,533	123,650	115,242	99,300	(24,350)	-19.7%
Operational Units	181,976	189,676	196,569	196,569	261,197	64,628	32.9%
Property & Liability Costs	24,764	41,337	19,602	23,697	25,483	5,880	30.0%
Rentals	1,961	-	1,200	1,200	1,300	100	8.3%
Permits	500	-	1,000	1,000	1,000	-	0.0%
Financial Fees	5,735	4,270	9,000	9,000	9,180	180	2.0%
Debt Service and Lease Payments	144,828	145,966	144,828	72,414	-	(144,828)	-100.0%
Total Operations	**673,264**	**606,238**	**784,009**	**691,776**	**694,620**	**(89,390)**	**-11.4%**
Capital	**210,138**	**285,464**	**-**	**-**	**331,000**	**331,000**	
Total Stormwater - Streets	**1,779,552**	**1,900,927**	**1,893,151**	**1,892,263**	**2,200,633**	**307,482**	**16.2%**

City of Franklin, Tennessee
FY 2019 Operating Budget

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	%
Personnel							
Salaries & Wages	218,670	263,778	339,999	359,320	369,733	29,734	8.7%
Employee Benefits	62,628	72,210	103,203	109,428	123,782	20,579	19.9%
Total Personnel	**281,298**	**335,988**	**443,202**	**468,748**	**493,515**	**50,312**	**11.4%**
Operations							
Transportation Services	798	894	840	650	682	(158)	-18.8%
Operating Services	211	237	1,332	1,000	1,000	(332)	-24.9%
Notices, Subscriptions, etc.	5,996	14,064	13,190	12,190	12,250	(940)	-7.1%
Utilities	3,106	4,459	4,978	4,350	5,040	62	1.2%
Contractual Services	137,067	295,628	153,104	153,400	153,560	456	0.3%
Repair & Maintenance Services	9,681	3,955	11,735	5,325	3,551	(8,184)	-69.7%
Employee programs	86	38	289	289	303	14	4.8%
Professional Development/Travel	7,967	5,882	11,500	11,500	12,000	500	4.3%
Office Supplies	862	329	584	850	985	401	68.7%
Operating Supplies	1,207	543	4,015	4,215	3,000	(1,015)	-25.3%
Fuel & Mileage	846	1,533	1,733	1,354	1,422	(311)	-17.9%
Machinery & Equipment (<$121,00(	10,518	5,048	18,723	13,020	8,000	(10,723)	-57.3%
Property & Liability Costs	-	15,388	16,159	11,958	12,554	(3,606)	-22.3%
Repair & Maintenance Supplies	450	228	3,870	2,000	1,000	(2,870)	-74.2%
Permits	3,460	10,210	10,721	3,510	3,513	(7,208)	-67.2%
Transfers to Other Funds		50,000				-	0.0%
Financial Fees				100	105	105	100.0%
Debt Service	25,537	4,860	25,538	-	-	(25,538)	-100.0%
Total Operations	**207,792**	**413,296**	**278,311**	**225,711**	**218,965**	**(59,347)**	**-21.3%**
Capital	**187,539**	**126,016**	**3,605,000**	**500,000**	**3,175,000**	**(430,000)**	**-11.9%**
Total Stormwater-Engineering	**676,629**	**875,300**	**4,326,513**	**1,194,459**	**3,887,480**	**(439,033)**	**-10.1%**

City of Franklin

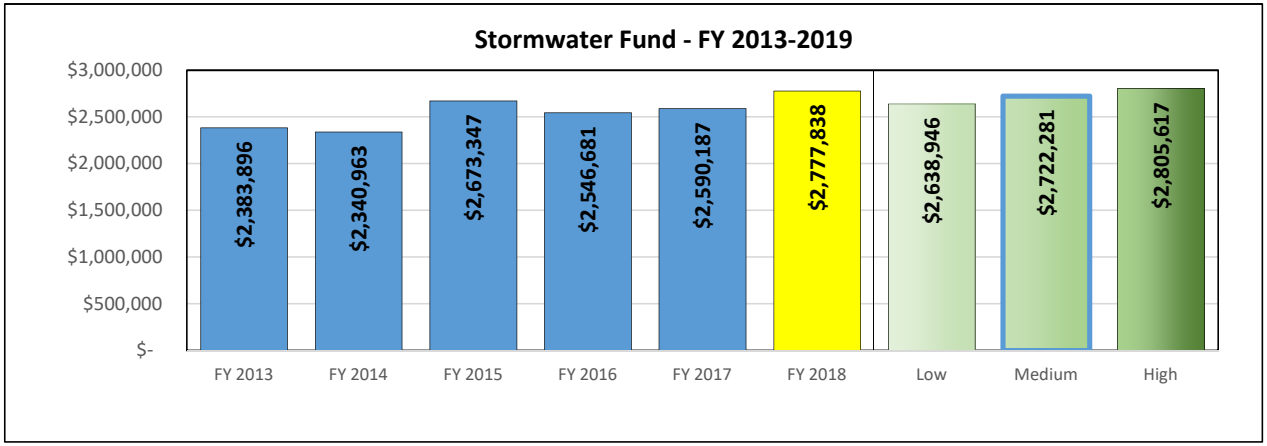
Revenue Model

Fund:	Stormwater Fund	Percent of All Revenues	1.8%

Stormwater Fund: A special revenue fund used to account for the City's Stormwater drainage operations. Revenues are primarily from charges to residential and commercial customers based on paved areas.

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

We are forecasting a 2% decrease in Stormwater Revenues for FY 2019. Revenues are slightly underperforming estimates for FY 2018. We believe no increase is warranted for FY 2019, though this is



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
PLANS REVIEW FEE	-	9,908	24,500	15,100	26,400	25,500	24,225	24,990	25,755	3-yr Average
DRAINAGE INSPECTIONS	-	5,477	68,947	25,303	102,519	61,200	58,140	59,976	61,812	$ 2,603,405
STORMWATER PERMIT FEE	5,950	12,482	10,789	8,225	15,075	40,877	38,833	40,059	41,285	2.2%
FEMA/TEMA GRANTS (FED/STATE)	-	3,691	-	-	-	-	-	-	-	5-Yr Average
STORMWATER FEES	2,225,948	2,277,908	2,521,597	2,381,431	2,402,680	2,598,344	2,468,426	2,546,377	2,624,327	$ 2,507,015
STORMWATER FINES	100	-	9,675	14,125	-	10,200	9,690	9,996	10,302	2.2%
STORMWATER LATE PAY PENALTIES	21,179	20,754	23,398	21,640	18,869	31,518	29,942	30,888	31,833	10-Yr Average
INTEREST INCOME	20,719	8,930	14,441	83,971	(8,864)	10,200	9,690	9,996	10,302	$ 2,671,023
SALE OF SURPLUS ASSETS	-	-	-	-	33,508	-	-	-	-	0.4%
CUSTOMER SERVICE	-	(4,776)	-	(3,307)	-	-	-	-	-	
MISCELLANEOUS REVENUE	-	-	-	193	-		-	-	-	
CONTRIBUTIONS - OTHERS	110,000	6,589	-	-	-	-	-	-	-	
Totals	**$ 2,383,896**	**$ 2,340,963**	**$ 2,673,347**	**$ 2,546,681**	**$ 2,590,187**	**$ 2,777,838**	**$ 2,638,946**	**$ 2,722,281**	**$ 2,805,617**	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

This page intentionally left blank.

Street Aid Fund

Budget Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Beginning Fund Balance	287,224	373,415	502,481	502,481	912,660		
Revenues	2,486,090	2,928,796	3,342,575	3,555,779	3,711,985	369,410	11.1%
Expenditures	2,399,899	2,799,730	3,145,600	3,145,600	4,194,600	1,049,000	33.3%
Ending Balance	373,415	502,481	699,456	912,660	430,045		

Fund Summary

The Street Aid & Transportation Fund is a special revenue fund used to account for the receipt and usage of the City's share of State gasoline taxes. State law requires these gasoline taxes to be used to maintain streets. As set forth under T.C.A. §54-4-201 to 205, revenues for the fund come from taxes levied against gasoline, diesel and liquefied and natural gas sales. They are distributed to municipalities based upon a formula dependent upon the decennial Federal Census.

Municipalities must account for all funds received and submit annual audits to the State Comptroller's office. All purchases through the fund must comply with state and local procurement laws.

Acceptable expenditures include: street improvements (including design, construction, street scape and administration of capital projects), repair and maintenance of existing streets, sidewalks, right-of-way acquisition, street lights and street signs.

Source: Darden, Ron, "State Street Aid Fund Revenues and Expenditures: On the Road to Understanding (2011)" (2011). MTAS Publications: Technical Bulletins. http://trace.tennessee.edu/utk_mtastech/1

Organizational Chart

There is no organization chart associated with the Street Aid & Transportation Fund. It is supervised by personnel in the Streets and Engineering Departments.

Staffing by Position

There are no staff formally associated with the Street Aid & Transportation Fund. It is supervised by personnel in the Streets and Engineering Departments.

City of Franklin, Tennessee
FY 2019 Operating Budget

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Beginning Fund Balance	**287,224**	**373,415**	**502,481**	**502,481**	**912,660**		
Revenues							
TOTAL LOCAL TAXES	526,008	623,685	946,516	972,941	1,002,130	55,614	5.9%
GASOLINE TAX (STATE)	1,959,797	1,971,070	2,395,855	2,580,725	2,707,855	312,000	13.0%
INTEREST INCOME	286	1,201	204	2,113	2,000	1,796	880.4%
TRANSFER FROM GENERAL FUND	-	332,840	-	-	-	-	
Total Available Funds	**2,486,090**	**2,928,796**	**3,342,575**	**3,555,779**	**3,711,985**	**369,410**	**11.1%**
Expenses (Operations)							
LEGAL SERVICES	-	-	-	-	-	-	
PAVING & REPAIR SERVICES	2,225,609	2,298,544	2,700,000	2,700,000	3,724,000	1,024,000	37.9%
SIDEWALK REPAIR	173,024	500,548	445,000	445,000	470,000	25,000	5.6%
OTHER OPERATING SUPPLIES	1,266	638	600	600	600	-	0.0%
TOTAL INFRASTRUCTURE	-	-	-	-	-	-	
Total Expenditures	**2,399,899**	**2,799,730**	**3,145,600**	**3,145,600**	**4,194,600**	**1,049,000**	**33.3%**
Ending Fund Balance	**373,415**	**502,481**	**699,456**	**912,660**	**430,045**		

Notes & Objectives

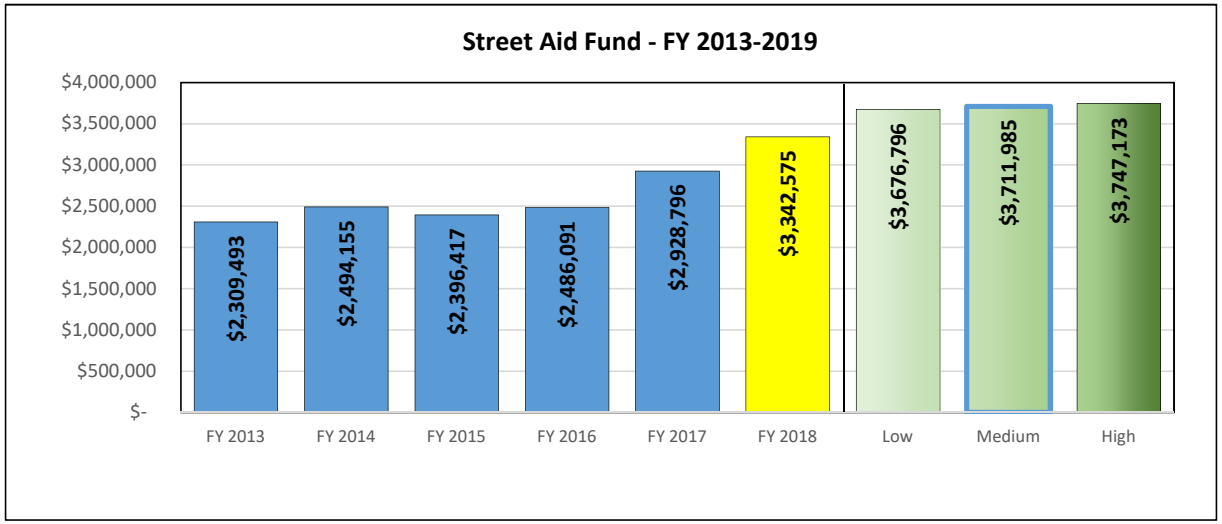
The increase in paving and repair in FY 2019 by nearly a million dollars is attributable to the one time use of accumulated fund balance and higher than anticipated receipts as a result of year two of the IMPROVE Act. Future appropriations will likely not be as high, but recurring dollars will continue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

City of Franklin

Revenue Model

Fund:	Street Aid	Percent of All Revenues	2.5%

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;



Gen. No. 86-136; and The money each individual municipality receives under the Petroleum and Alternative Fuels Tax Law is paid into the municipality's state street aid fund and is required to be administered and spent under the law that governs that fund. T.C.A. § 54-4-103, T.C.A. § 54-4-204.

Estimates for growth from the State are inclusive of the increase approved via the passage of the IMPROVE Act. A 5% increase is being budgeted, though the expectation by the time of full implementation is closer to a 25% increase in aid from the state. State composite revenue projections are for a 4.5% increase in Gasoline Tax collections statewide.

	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
PROPERTY TAXES COLLECTED	-	-	508,038	526,008	623,685	696,516	722,941	752,130	781,318	3-yr Average
GASOLINE TAX (STATE)	1,736,341	1,754,190	1,887,683	1,959,797	1,971,070	2,395,855	2,701,855	2,707,855	2,713,855	$ 2,603,768
INCREASE IN STATE SHARED TAXES	-	-	-	-	-	-	-	-	-	9.5%
INTEREST INCOME	20	-	697	286	1,201	204	2,000	2,000	2,000	5-Yr Average
TRANSFER FROM GENERAL FUND	573,132	739,965	-	-	332,840	250,000	250,000	250,000	250,000	$ 2,522,990
										6.5%
										10-Yr Average
										$ 2,162,191
										10.9%
Totals	$ 2,309,493	$ 2,494,155	$ 2,396,417	$ 2,486,091	$ 2,928,796	$ 3,342,575	$ 3,676,796	$ 3,711,985	$ 3,747,173	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

Road Impact Fund

Budget Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Beginning Fund Balance	397,976	5,019,848	5,889,789	5,889,789	6,167,240		
Revenues	7,595,878	7,217,613	8,508,560	7,733,747	8,034,276	-474,284	-5.6%
Expenditures	2,974,006	6,347,672	7,793,080	7,456,296	5,708,651	-2,084,429	-26.7%
Ending Balance	5,019,848	5,889,789	6,605,269	6,167,240	8,492,865		

Fund Summary

The Road Impact Fund is the special revenue fund created for the accounting of expenditures in accord with City Ordinance 88-13 on the proceeds of road impact fees from new development. After completing an update of the major thoroughfare plan, the City re-examined the structure of road impact fees which was approved in April 2011. These funds can be used to pay for new arterial roads, directly or through payment of debt service on bonds associated with the projects.

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

Organizational Chart

There is no organization chart associated with the Road Impact Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

There are no staff formally associated with the Road Impact Fund. It is supervised by personnel in the Finance Department.

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Beginning Fund Balance	**397,976**	**5,019,848**	**5,889,789**	**5,889,789**	**6,167,240**		
Revenues							
ROAD IMPACT FEES - ARTERIAL	7,854,118	7,180,150	8,800,000	7,618,616	4,829,296	(3,970,704)	-45.1%
ROAD IMPACT FEES - COLLECTOR	-	-	-	15,131	3,154,980	3,154,980	100.0%
ROAD IMPACT CREDITS	(267,394)	-	(301,440)	-	-	301,440	-100.0%
INTEREST INCOME	9,154	27,363	10,000	100,000	50,000	40,000	400.0%
OTHER	-	10,100	-	-	-	-	0.0%
Total Available Funds	**7,595,878**	**7,217,613**	**8,508,560**	**7,733,747**	**8,034,276**	**(474,284)**	**-5.6%**
Expenses (Operations)							
TRANSFER TO DEBT SERVICE FUND	2,674,006	2,689,493	2,709,552	2,709,552	2,708,651	(901)	0.0%
TRANSFER TO CAPITAL FUND		2,000,000	-	1,500,000	-	-	0.0%
CAPITAL PROJECTS		27,000	1,500,000	1,500,000	-	(1,500,000)	-100.0%
ROAD IMPACT OFFSET AGREEMENTS	300,000	1,631,179	3,583,528	1,746,744	3,000,000	(583,528)	-16.3%
Total Expenditures	**2,974,006**	**6,347,672**	**7,793,080**	**7,456,296**	**5,708,651**	**(2,084,429)**	**-26.7%**
Ending Fund Balance	**5,019,848**	**5,889,789**	**6,605,269**	**6,167,240**	**8,492,865**		

Notes & Objectives

The revenue forecast for FY 2019 is an estimate based upon historic averages and year-to-date activity. It is heavily dependent upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.

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

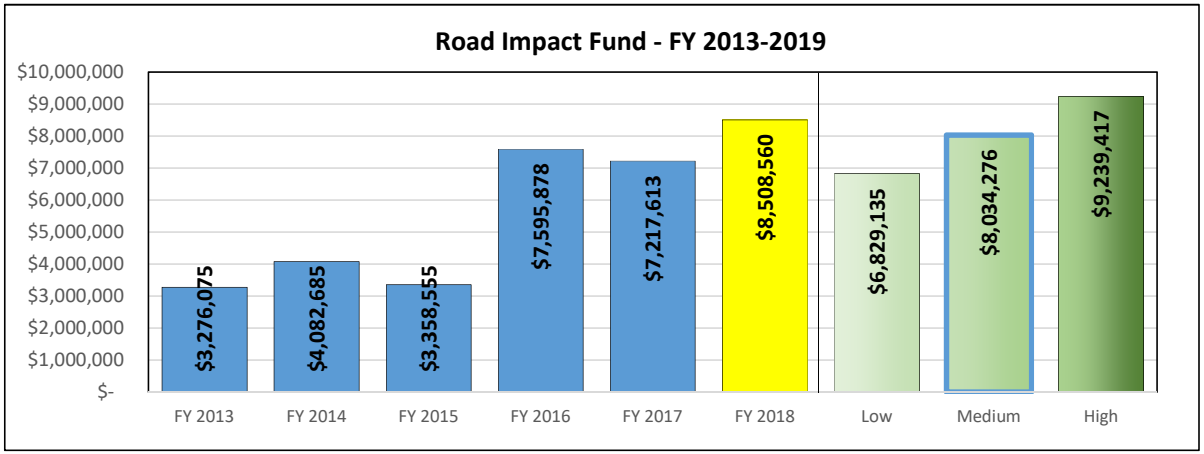
City of Franklin

Revenue Model

Fund:	Road Impact	Percent of All Revenues	5.3%

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 2019 is an estimate based upon historic averages and year-to-date activity. It is *heavily dependent* upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
Road Impact Fees	3,488,544	4,725,902	3,611,954	7,854,118	7,180,150	8,800,000	7,024,635	8,264,276	9,503,917	3-yr Average
Road Impact Credits	(182,469)	(704,150)	(253,523)	(267,394)	-	(301,440)	(238,000)	(280,000)	(322,000)	$ 6,057,349
Interest Income	-	-	124	9,154	27,363	10,000	42,500	50,000	57,500	13.5%
Contributions from Developers	(30,000)	-	-	-	-	-	-	-	-	5-Yr Average
Transfer from General Fund	-	60,933	-	-	-	-	-	-	-	$ 5,106,161
Miscellaneous Income	-	-	-	-	10,100	-	-	-	-	13.3%
										10-Yr Average
										$ 3,679,856
										26.2%
Totals	$ 3,276,075	$ 4,082,685	$ 3,358,555	$ 7,595,878	$ 7,217,613	$ 8,508,560	$ 6,829,135	$ 8,034,276	$ 9,239,417	

Source: City of Franklin, Comprehensive Annual Financial Reports - 2001-2017 & Estimates from Finance & Revenue Management Departments.

Parks

Lisa Clayton, Director

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	2,025,959	2,422,685	2,903,252	2,671,490	2,844,746	-58,506	-2.0%
Operations	1,490,052	1,725,442	1,982,613	1,960,806	2,035,887	53,274	2.7%
Capital	24,967	74,528	325,983	369,619	300,000	(25,983)	100.0%
Total	**3,540,978**	**4,222,655**	**5,211,848**	**5,001,915**	**5,180,633**	**-31,215**	**-0.6%**

Department Goals

The City of Franklin Parks Department is an essential service established to improve the quality of life for all City residents by proactively responding to changing demographics and emerging trends, while maximizing all available resources to enhance each resident's health, and promote economic vitality and long-term sustainability now and for future generations.

Departmental Summary

The primary challenge in development of the Parks budget for Fiscal Year 2018-19 will be implementing new/existing projects and day-to-day services while balancing the projections provided in the 2015 Comprehensive Parks Master Plan. Three areas of concentration will take place in the new fiscal year: Master Plan the new Southeast Municipal Park; continued construction of master plan for Carter's Hill Battlefield Park and the implementation of the new Parkland Impact Fee ordinance. The vision will be to provide high quality, accessible parks, historic sites, new trails and recreation amenities that will create positive recreational healthy experiences for all residents and visitors of the city that make living, working, and playing in Franklin the city of choice for the region.

Parks

Lisa Clayton, Director

Department Summary (continued)

REVENUES:
Parks General Fund in the 2017 calendar year ended with $77,541 of revenue and on target. For FY2019, revenues are projected at $84,407. The majority of Parks revenue comes from special events, athletic rentals and lease agreements.

EXPENDITURES:
Parks General Fund operational expenditures are budgeted at $1.97 million for FY2019. This is a slight decrease despite new facilities at Harlinsdale Farm, Old Liberty Pike Neighborhood Park, Carter's Hill Park and Bicentennial Park - Point Park. The increase in population has had an impact on the amount of park patrons attending events in FY2018/19. The Parks Department projects an 8% increase in patrons attending events hosted by the department, which is an increase in projected workload for existing staff. Parks budgeted personnel in FY2019 for a total of 43 full-time personnel within seven department divisions. A total of 14 part-time or seasonal are proposed in various positions. The need to combine existing seasonal positions to hire full-time personnel within the Programming and Athletic Divisions will be crucial for FY2019.

CAPITAL:
The department developed a Capital Improvement Plan (CIP) and implementation policies, along with other CIP projects with the City as a whole. The 10-year CIP will serve as a working document to be updated annually to reflect actual revenue collections, refined cost projections, and potential changes in community or park system needs of the approximately $67 million dollars worth of projects. The top project for FY2019 will be to adopt a master plan for the new Southeast Municipal Complex and begin construction design.

SUMMARY:
The City of Franklin Parks Department's FY2019 budget is a product of considerable effort by many individuals, beginning with the input and analysis of staff members at all levels of the organization, continuing through the final decisions of BOMA that values strategic planning and a commitment to our community's quality of life and efficient stewardship of public funds.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. The City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme: Quality Life Experiences

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

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

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

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

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

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

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

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

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

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

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

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

Workload (Output) Measures

	2015	2016	2017	2018*	2019*
Participation					
Children - All	16,609	16,941	19,000	19,570	20,157
Children - Franklin	16,247	16,572	17,050	17,562	18,088
Total participation – youth	32,856	33,513	36,050	37,132	38,245
Adults - All	28,686	29,260	31,260	32,198	33,164
Adults - Franklin Residents	28,097	28,659	29,250	30,128	31,031

Performance Measures

	Seniors - All	670	683	800	824	849
	Registered Athletics	8,500	8,670	8,845	9,110	9,384
	City Sponsored Events	9,000	9,248	17,966	18,505	19,060
	Non-City Sponsored Events	35,000	36,230	23,378	24,079	24,802
	Park Attendance by Scheduled Users					
	Schools	9,000	9,200	9,350	9,631	9,919
	Athletics	9,000	9,350	9,520	9,806	10,100
	City Sponsored Special Events	28,500	15,160	17,966	18,505	19,060
	Outside Sponsored Special Events	46,000	47,750	41,344	42,584	43,862
	Parks and Recreation Acres Maintained	704	704	704	725	747
	Passive Parks	514	514	514	529	545
	Active Parks	190	190	190	196	202
	Greenway miles	12	15	15	16	16
	Permit applications received	164	247	345	355	366
	Parks and Recreation Units Managed	16	16	16	16	17
	Estimated annual hours of operation of units	70,080	70,080	70,080	72,182	74,348
	Revenues from user fees	$ 41,329	$ 89,377	$ 77,541	$ 84,407	$ 84,407
	Number of volunteer hours worked	18,237	18,602	19,160	19,735	20,327
	Total number of training hours	1,200	764	1,470	1,514	1,560
	Grant proceeds awarded	$ 20,000	$ 86,936	$ -	$ -	$ -
	Urban Forestry & Recycling					
	Trees Planted	275	167	187	193	198
	Tree Farm Trees	0	25	75	77	80
	Trees Planted by Donation/Grants	10	4	5	5	5
	Trees Purchased From Tree Bank	250	146	141	145	150
	Lecture Series Attendance	75	0	0	0	0
	Blue Bag Recycling	785	703	692	713	734

^Eastern Flank & Bicentennial Parks were under construction and unavailable for rent for majority of the year. Inclement weather was another reason for lower numbers (i.e. 4th of July)

Efficiency Measures

		2015	2016	2017	2018*	2019*
	Cost per Franklin Resident to Support Parks*	$ 19.29	$ 18.87	TBD	TBD	TBD
	Parks and Recreation Cost Per Capita	$ 70.18	$ 73.74	$ 80.25	TBD	TBD
	Tennessee Statewide Benchmarking Average	***$ 97.30***	***$ 92.93***	***$ 90.63***	***TBD***	***TBD***
	Percentage of Costs Supported by Parks and Recreation User Fees Collected	0.48%	1.83%	1.36%	1.25%	1.25%
	Tennessee Statewide Benchmarking Average	***10.0%***	***11.2%***	***11.7%***	***TBD***	***TBD***
	Total Costs per Total Parks and Recreation Areas Maintained	$ 6,616	$ 6,952	$ 8,083	$ 7,000	$ 7,000
	Tennessee Statewide Benchmarking Average	***$ 8,083***	***$ 7,370***	***$ 8,168***	***TBD***	***TBD***

**Formula is Operations Expenses / Population*

Performance Measures

Outcome (Effectiveness) Measures

	2015	2016	2017*	2018*	2019*
Increase the percent of Franklin citizens who perceive they have excellent / good parks, recreation, and amenities.					
Citizens responding to community survey identified (unprompted) parks, recreation, and amenities as excellent/good	9%	65%	65%	TBD	TBD
Target *(Source: 2012 Community Survey by ASI for Franklin Tomorrow)*	**9%**	**9%**	**65%**	**65%**	**65%**
Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**
Acres per 1000 residents	10.61	10.61	9.93	9.93	9.93
Tennessee Statewide Benchmarking Average	***16.50***	***17.16***	***16.64***	***TBD***	***TBD***
Target *(National Parks & Recreation Association)*	**6**	**6**	**6**	**6**	**6**
Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**
Remain one of the Top Rated Healthy Cities in Tennessee					
State Rank	TBD	TBD	TBD	TBD	TBD
Target *(Robert Wood Johnson Foundation, 2012)*	**1st**	**1st**	**1st**	**1st**	**1st**
Meets Target?	**TBD**	**TBD**	**TBD**	**TBD**	**TBD**
Maintain Status as Tree City USA					
Number of years received	10	11	12	13	14
Target: Status Maintained? *(Arbor Day Foundation?)*	**Yes**	**Yes**	**Yes**	TBD	TBD
Meets Target?	**Yes**	**Yes**	**Yes**	**TBD**	**TBD**

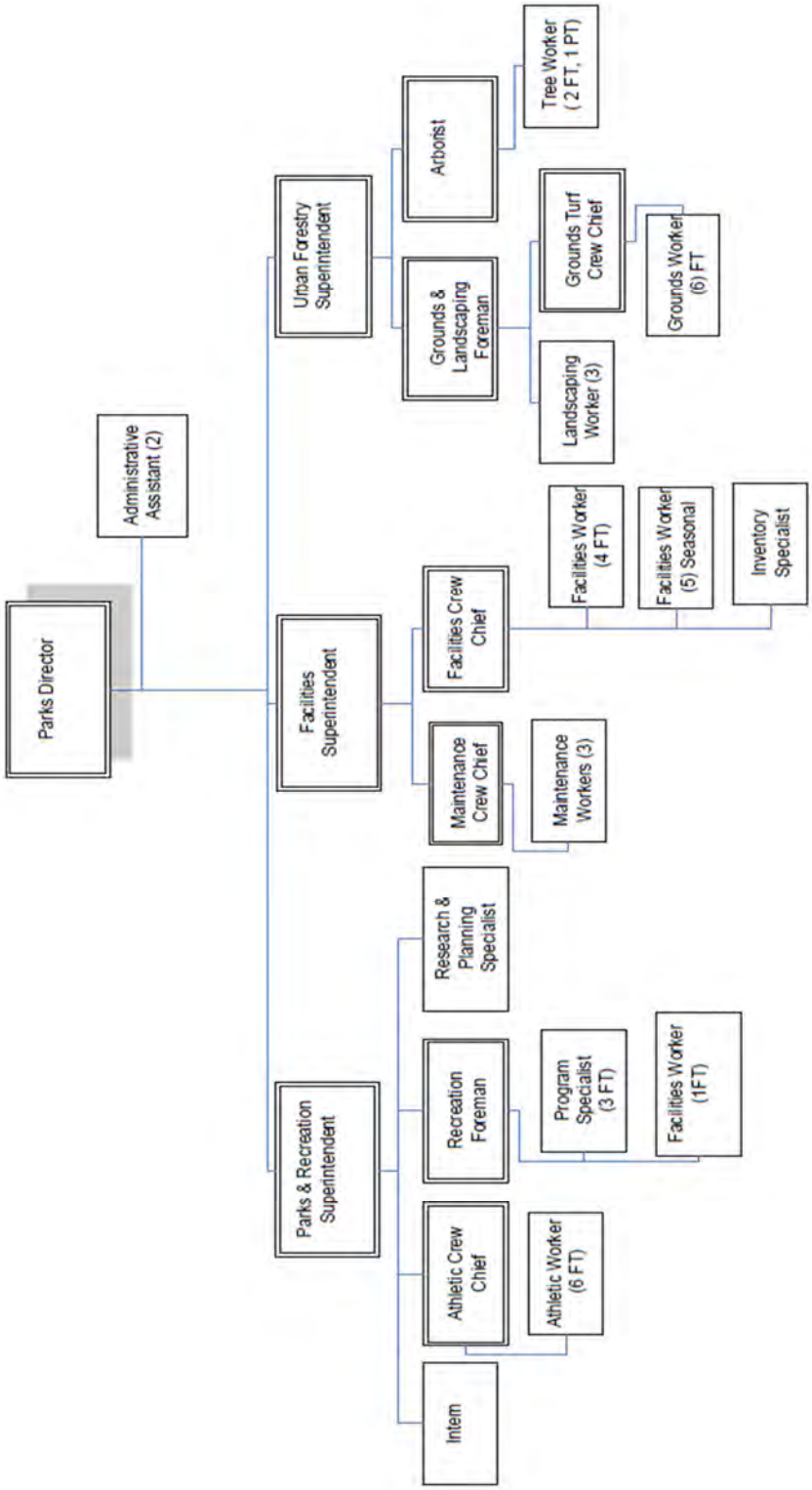
**Estimated*

Franklin Citizens Survey *(Fall 2016)*

	2x/week+	2-4x/mo	Once/mo.	Not at all
☑ % of respondents Used Franklin recreation centers or their services	15%	18%	30%	37%
☑ % of respondents Visited a neighborhood park or City park	20%	32%	37%	11%

	Excellent	Good	Fair	Poor
☑ % rating the quality of City parks	45%	46%	8%	1%
☑ % rating the quality of Recreation programs or classes	34%	50%	13%	2%
☑ % rating the quality of Recreation centers or facilities	38%	47%	13%	2%
☑ % rating the quality of Franklin open space	21%	49%	21%	9%
☑ % rating Recreational opportunities as it relates to Franklin as a whole	25%	52%	19%	3%
☑ % rating Fitness opportunities as it relates to Franklin as a whole	27%	50%	19%	4%

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		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
Facilities Superintendent	H	1	0	1	0	1	0	1	0	1	0
Parks & Recreation Superintendent	H	1	0	1	0	1	0	1	0	1	0
Urban Forestry Superintendent	H	0	0	0	0	0	0	1	0	1	0
Grounds & Landscape Foreman	G	1	0	1	0	1	0	1	0	1	0
Facilities Foreman	G	1	0	1	0	1	0	1	0	0	0
Recreation Foreman	G	1	0	1	0	1	0	1	0	1	0
Arborist	F	1	0	1	0	1	0	1	0	1	0
Program Coordinator	E	0	0	0	0	0	1	0	1	0	1
Research & Planning Specialist	E	1	0	1	0	1	0	1	0	1	0
Facilities Crew Chief	E	0	0	0	0	0	0	0	0	1	0
Athletics Crew Chief	E	1	0	1	0	1	0	1	0	1	0
Grounds Turf Crew Chief	E	1	0	1	0	1	0	1	0	1	0
Maintenance Crew Chief	E	1	0	1	0	1	0	1	0	1	0
Program Specialist	D	1	1	1	1	2	1	3	1	4	0
Admin Assistant	D	1	0	1	0	2	0	2	0	2	0
Inventory Specialist	D	1	0	1	0	1	0	1	0	1	0
Athletic Field Worker II	D	0	0	0	0	0	0	0	0	0	0
Maintenance Worker	D	3	0	3	0	3	0	3	0	3	0
Tree Worker	C	0	3	2	1	2	1	2	1	2	1
Athletic Worker	B	4	2	5	2	5	2	5	2	6	0
Facilities Worker	B	3	4	4	5	4	5	4	5	4	4
Grounds Worker	B	4	7	6	7	6	7	6	7	6	0
Landscaping Worker	B	3	0	3	0	3	0	3	0	3	0
Intern	---	0	1	0	1	0	1	0	1	0	1
TOTALS		**31**	**18**	**37**	**17**	**39**	**18**	**41**	**18**	**43**	**7**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	1,462,884	1,715,555	2,031,158	1,938,150	1,986,859	(44,299)	-2.2%
Employee Benefits	563,075	707,130	872,094	733,340	857,887	(14,207)	-1.6%
Total Personnel	**2,025,959**	**2,422,685**	**2,903,252**	**2,671,490**	**2,844,746**	**(58,506)**	**-2.0%**
Operations							
Transportation Services	26,512	17,334	14,845	15,275	15,775	930	6.3%
Operating Services	9,142	15,601	20,150	20,565	15,965	(4,185)	-20.8%
Notices, Subscriptions, etc.	34,982	59,526	94,465	91,550	76,762	(17,703)	-18.7%
Utilities	249,349	302,628	255,534	259,862	268,599	13,065	5.1%
Contractual Services	32,670	63,151	106,040	114,260	103,855	(2,185)	-2.1%
Repair & Maintenance Services	228,146	272,225	256,820	328,450	526,025	269,205	104.8%
Employee programs	12,154	8,557	25,770	26,035	19,555	(6,215)	-24.1%
Professional Development/Travel	20,359	30,536	43,345	44,900	32,105	(11,240)	-25.9%
Office Supplies	12,604	14,986	18,850	19,440	14,835	(4,015)	-21.3%
Operating Supplies	73,329	120,632	120,748	122,655	125,206	4,458	3.7%
Fuel & Mileage	40,161	46,678	37,045	38,155	39,300	2,255	6.1%
Machinery & Equipment (<$25,000)	141,946	197,571	143,340	154,040	142,208	(1,132)	-0.8%
Repair & Maintenance Supplies	245,892	264,015	355,445	368,535	346,853	(8,592)	-2.4%
Operational Units	94,078	48,572	260,000	115,000	165,000	(95,000)	-36.5%
Property & Liability Costs	56,285	61,803	62,864	72,857	75,698	12,834	20.4%
Rentals	27,589	26,739	43,385	45,160	46,995	3,610	8.3%
Permits	3,227	2,306	3,100	3,200	3,300	200	6.5%
Other Business Expenses	435	893	770	770	790	20	2.6%
Debt Service and Lease Payments	181,192	171,689	120,097	120,097	17,061	(103,036)	-85.8%
Total Operations	**1,490,052**	**1,725,442**	**1,982,613**	**1,960,806**	**2,035,887**	**53,274**	**2.7%**
Improvements	-	-	29,283	80,000	300,000	270,717	924.5%
Infrastructure	24,967	74,528	-	-	-	-	0.0%
Machinery & Equipment (>$25,000)	-	-	296,700	289,619	-	(296,700)	-100.0%
Capital	**24,967**	**74,528**	**325,983**	**369,619**	**300,000**	**(25,983)**	**-8.0%**
Total Parks Department	**3,540,978**	**4,222,655**	**5,211,848**	**5,001,915**	**5,180,633**	**(31,215)**	**-0.6%**

Sanitation & Environmental Services

Jack Tucker, Director

Budget Summary - Overall

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Beginning Balance	**618,286**	**767,350**	**687,099**	**687,099**	**967,238**		
Revenues	**9,057,523**	**8,537,238**	**8,544,340**	**8,814,072**	**9,253,111**	**708,771**	**8.3%**
Expenses							
Personnel	2,757,882	3,017,836	3,159,605	3,304,325	3,334,622	175,017	5.5%
Operations	6,150,578	5,434,754	5,106,675	5,158,017	5,557,393	450,718	8.8%
Capital	0	164,899	266,590	71,590	285,000	18,410	0.0%
Expenses	**8,908,460**	**8,617,489**	**8,532,870**	**8,533,932**	**9,177,015**	**644,145**	**7.5%**
Ending Balance	**767,350**	**687,099**	**698,569**	**967,238**	**1,043,334**		

Budget Summary - By Division

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Beginning Balance	**618,286**	**767,350**	**687,099**	**687,099**	**967,238**		
Revenues	**9,057,523**	**8,537,238**	**8,544,340**	**8,814,072**	**9,253,111**	**708,771**	**8.3%**
Expenses							
Administration	866,779	912,272	953,466	946,152	1,395,471	442,005	46.4%
Collection	3,635,603	3,871,833	3,645,871	3,367,087	3,686,524	40,653	1.1%
Disposal	4,406,078	3,833,385	3,933,533	4,220,693	4,095,020	161,487	4.1%
Expenses	**8,908,460**	**8,617,490**	**8,532,870**	**8,533,932**	**9,177,015**	**644,145**	**7.5%**
Ending Balance	**767,350**	**687,099**	**698,569**	**967,238**	**1,043,334**		

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.

During the past ten (10) years, we have enforced our biodegradable yard bag requirement for collection of small yard waste, we have added the Batteries, Oil, Paint, Anti-freeze, Electronics (BOPAE) drop-off services for Williamson County residents, we started and continue to provide curbside, blue bag recycling services to our residents, we streamlined our hauling and landfilling functions through a long-term agreement with Bi-County Solid Waste, we established a long-term agreement with Marshall County for accepting and processing the recyclables collected through our curbside service and we have continued to make small changes, internally, to ensure we are operating as efficiently as possible to ensure responsible use of our existing resources as well as answering the service needs of our community.

Sanitation & Environmental Services

Jack Tucker, Director

Departmental Summary (con't)

At the end of FY2017, our blue bag, curbside, residential recycling service collected 3,173 tons and achieved an average, weekly, participation rate of 60% with the average diversion at 16%. We continue hauling blue bags to the Marshall County Solid Waste materials recovery facility (MRF) as part of the long-term partnership formed in November 2014.

Our partnership with Bi-County Solid Waste continues to be successful. The volume of solid waste processed through our transfer station, in FY2017, totaled 76,142 tons. The total amount of solid waste processed decreased from the previous year due to discontinuing accepting construction and demolition waste from private haulers. Our City of Franklin SES Department collected 27,213 tons, or 36% of the total processed through the facility.

The three divisions of the Sanitation & Environmental Services Department include:

(1) Administration, (2) Collection and (3) Transfer Station.

- The Administration Division actively participates in public education, customer service, department financial management, provides direct support to the other divisions within the department and oversees management of the Municipal Services Complex.

- Our team of professionals in the Collection Division collect household and commercial waste generated from residents and businesses. SES continues providing residential solid waste collection to include household garbage, brush, bulky wastes, white goods, blue bags of recyclables and brown bags of small yard waste. The non-residential services are limited to 8-cubic yard dumpsters of solid waste or cardboard for recycling and 90-gallon rollout containers.

- Disposal Division team members operate the City-owned transfer station for City and private refuse haulers, process yard debris for recycling and separate metal recyclables from refuse accepted through the facility.

Department Goals

The primary goal of the Sanitation and Environmental Services Department is to continue supporting the safety and quality of life in our community by protecting public health. We want to continue providing weekly services that maintain focus on the needs of our residential customers, at a competitive and affordable service fee. We continue to provide services for non-residential customers who sign up for our services.

Sanitation & Environmental Services

Jack Tucker, Director

Department Goals (con't)

Continuous improvement for the long-term development of our department remains a top priority. We set a goal to review and assess all resources and manage them in the most efficient, effective way possible.

Due to the tremendous success of our blue bag recycling program, our staff is researching the cost of implementing a roll-out cart recycling service in the coming months to present to the board. We anticipate the roll-out cart service would initially utilize a combination of fully automated and semi-automated collection trucks to help reduce the initial capital cost of implementation. The limited market availability of labor to collect blue bags from the curb and reducing injuries on the job will be the driving our need to automate recycling collection.

We will continue analysis of the cost of each service provided and expect to make additional recommendations based on our findings. The primary financial goal of self-sustainability may only be obtainable with fee increases and specific changes for particular service offerings. Staff will present proposed changes to Title 17 to the board to help achieve self -sustainability.

Additionally, the implementation of our utility billing software has identified inconsistencies in billing which have led to the need to clarify the definition of customer for billing purposes. Proposed Title 17 changes include definining our customer base as either residential or non residential to ensure proper service type and billing. This change will further allow for more accurate forecasting of revenues for the SES Department.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme: A Safe Clean and Livable City

Franklin will be a leader in residential recycling efforts.

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

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

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

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

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

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

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

Workload (Output) Measures

		2015	2016	2017*	2018*	2019*
	Total tons of residential refuse collected	18,848	18,424	19,530	20,000	20,500
	Commercial Trash Collected (tons)	8,064	7,886	7,683	8,000	8,500
	Total tons diverted from class 1 landfill	7,897	7,904	8,048	8,500	8,575
	Total tons of recycling collected	3,251	3,464	3,173	3,400	3,500
	Total tons of yard waste diverted	4,643	4,660	6,384	5,250	5,500
	Trash from private haulers (tons)	53,235	69,083	48,929	50,000	52,000
	Tons collected per 1000 population (tons)	284	276	275	298	298
	Tennessee Statewide Benchmarking Average	***401***	***345***	***333***	***TBD***	***TBD***

Performance Measures

	Residential collection points	19,000	21,500	21,750	21,800	22,000
	Accidents / incidents	26	23	18	20	20
	Total annual collection fees	$ 4,946,611	$ 5,146,586	$ 5,574,832	$ 5,742,077	$ 5,914,339
	Total annual recycling revenue	$ 27,309	$ 20,743	$ 33,764	$ 25,000	$ 25,000
	BOPAE Collections					
	Reduce dangerous and polluting chemicals in our city by increasing the collections of BOPAE (batteries, oil, paint, anti-freeze, electronics) at the drop-off location by 5% annually (as measured in pounds)					
	Batteries (lbs)	40,824	18,937	22,887	18,000	17,000
	Target	**10,813**	**11,354**	**11,922**	**12,518**	**13,144**
	Meets Target?	**Yes**	**Yes**	**TBD**	**TBD**	**TBD**
	Oil (gallons)	1,888	1,594	869	1,400	1,400
	Target	**667**	**700**	**735**	**772**	**810**
	Meets Target?	**Yes**	**Yes**	**TBD**	**TBD**	**TBD**
	Paint (lbs)	425,000	419,200	373,316	350,000	325,000
	Target	**165,175**	**173,433**	**182,105**	**191,210**	**200,771**
	Meets Target?	**Yes**	**Yes**	**TBD**	**TBD**	**TBD**
	Anti-Freeze (gallons)	696	846	535	700	750
	Target	**754**	**791**	**831**	**872**	**916**
	Meets Target?	**No**	**Yes**	**TBD**	**TBD**	**TBD**
	Electronics (lbs)	145,240	131,100	77,630	75,000	72,000
	Target	**250,996**	**263,546**	**276,723**	**290,560**	**305,088**
	Meets Target?	**No**	**No**	**TBD**	**TBD**	**TBD**

Efficiency Measures

		2015	2016	2017	2018*	2019*
	Landfill fee per ton	$ 33.09	$ 33.09	$ 33.09	$ 35.02	$ 35.02
	Tennessee Statewide Benchmarking Average	***N/A***	***$ 28.05***	***$ 30.19***	***TBD***	***TBD***
	Tons Collected per FTE					
	Residential Refuse	942.4	1316.0	1395.0	950.0	950.0
	Tennessee Statewide Benchmarking Average	***3321.8***	***3738.8***	***3473.2***	***TBD***	***TBD***
	Recycling	1083.7	577.3	528.8	1133.3	1166.7
	Tennessee Statewide Benchmarking Average	***1233.1***	***1155.6***	***841.7***	***TBD***	***TBD***

Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	Tons Diverted / 1,000 Population	119.0	119	113	TBD	TBD
	Tennessee Statewide Benchmarking Average	***381.1***	***341.5***	***393.2***	***TBD***	***TBD***
	Accidents /1,000 Collection Points	0.91	1.07	0.84	TBD	TBD
	Tennessee Statewide Benchmarking Average	***0.46***	***0.64***	***0.54***	***TBD***	***TBD***
	Increase the percent of diversion through the "blue bag" recyclable program by 3% per year.	14.6%	17.0%	18.0%	18.0%	18.0%
	Target	**22.9%**	**25.9%**	**28.9%**	**31.9%**	**34.9%**
	Meets Target?	**No**	**No**	**TBD**	**TBD**	**TBD**

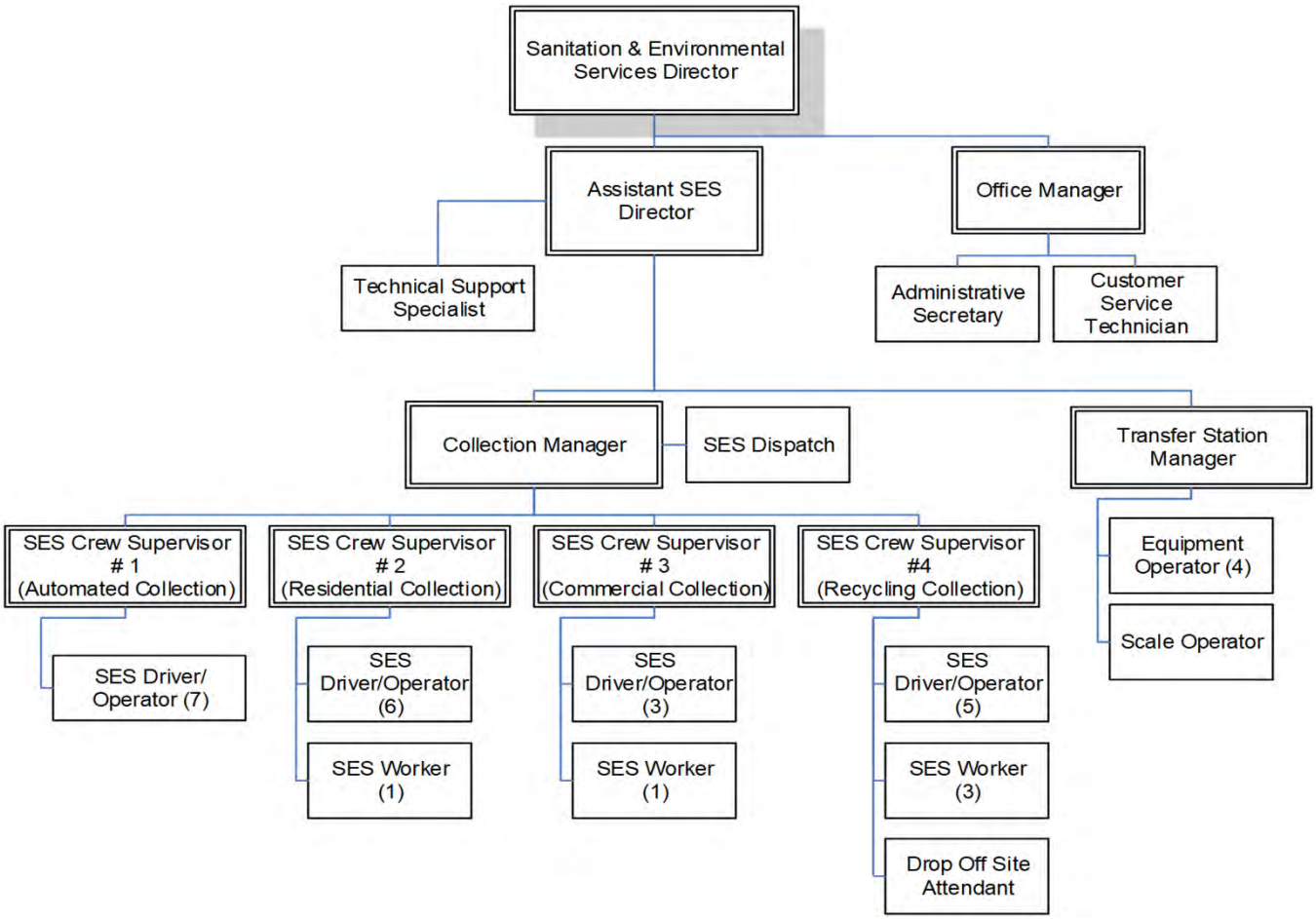
Performance Measures

	Reach 60% participation by 2020 in the residential curbside recycling program by increasing 3% annually the household refuse stops made by the City of Franklin.	57%	59%	60%	62%	62%
	Target	**52%**	**55%**	**58%**	**61%**	**64%**
	Meets Target?	**Yes**	**Yes**	**TBD**	**TBD**	**TBD**

Franklin Citizens Survey ***(Fall 2016)***

		Excellent	Good	Fair	Poor
☑	% rating the quality of Garbage collection	50%	42%	7%	2%
☑	% rating the quality of Recycling	39%	37%	13%	11%
☑	% rating the quality of Yard waste pick-up	44%	42%	10%	5%

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2015		FY 2016		FY 2017		FY 2018		FY 2019	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Administration											
San. & Env. Services Director	K	1	0	1	0	1	0	1	0	1	0
Assistant SES Director	I	1	0	1	0	1	0	1	0	1	0
Office Manager	F	1	0	1	0	1	0	1	0	1	0
Technical Support Specialist II	F	0	0	0	0	0	0	0	0	1	0
Technical Support Specialist I	E	1	0	1	0	1	0	1	0	0	0
Facilities Maintenance Worker	C	1	0	0	0	0	0	0	0	0	0
HHW Drop Off Site Attendant	C	0	0	1	0	1	0	1	0	1	0
Customer Services Technician	C	0	0	1	0	1	0	1	0	1	0
Administrative Secretary	B	1	0	1	0	1	0	1	0	1	0
Administrative Assistant	N/A	0	0	0	0	0	0	0	0	0	0
Totals		**6**	**0**	**7**	**0**	**7**	**0**	**7**	**0**	**7**	**0**
Collection											
Collection Manager	G	1	0	1	0	1	0	1	0	1	0
SES Crew Supervisor	E	4	0	4	0	4	0	4	0	4	0
SES Equipment Operator	D	21	0	21	0	21	0	21	0	21	0
HHW Drop Off Site Attendant	C	1	0	0	0	0	0	0	0	0	0
SES Dispatcher	C	1	0	1	0	1	0	1	0	1	0
SES Worker	B	9	2	9	2	5	0	5	0	5	0
Totals		**37**	**2**	**36**	**2**	**32**	**0**	**32**	**0**	**32**	**0**
Disposal											
Transfer Station Manager	F	1	0	1	0	1	0	1	0	1	0
Equipment Operator	D	4	0	4	0	4	0	4	0	4	0
Scale Operator	C	1	0	1	0	1	0	1	0	1	0
Totals		**6**	**0**	**6**	**0**	**6**	**0**	**6**	**0**	**6**	**0**
SES Total		**49**	**2**	**49**	**2**	**45**	**0**	**45**	**0**	**45**	**0**

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	%
Available Funds							
Intergovernmental	22,277	-	-		-	-	
Charges for Services	8,237,233	7,646,775	8,149,340	8,183,813	9,103,559	954,219	11.7%
Use of Money and Property	298,011	140,251	145,000	130,259	149,552	4,552	3.1%
Other Revenue	500,002	750,212	250,000	500,000	-	(250,000)	-100.0%
Total Available Funds	9,057,523	8,537,238	8,544,340	8,814,072	9,253,111	708,771	8.3%
Personnel						-	
Salaries & Wages	1,915,172	2,034,833	2,090,745	2,104,726	2,283,395	192,650	9.2%
Employee Benefits	842,710	983,003	1,068,860	1,199,599	1,051,227	(17,634)	-1.6%
Total Personnel	2,757,882	3,017,836	3,159,605	3,304,325	3,334,622	175,017	5.5%
Operations						-	
Transportation Services	1,171	750	2,196	1,865	2,175	(21)	-1.0%
Operating Services	3,237,118	2,673,314	2,825,575	2,991,175	3,113,475	287,900	10.2%
Notices, Subscriptions, etc.	22,164	14,569	30,250	27,760	31,750	1,500	5.0%
Utilities	69,758	81,603	92,125	78,836	97,695	5,570	6.0%
Contractual Services	7,650	11,473	39,644	44,564	134,300	94,656	238.8%
Repair & Maintenance Services	724,404	594,500	658,215	627,145	719,805	61,590	9.4%
Employee programs	16,422	7,809	21,723	14,623	19,900	(1,823)	-8.4%
Professional Development/Travel	9,257	3,183	16,985	5,225	17,505	520	3.1%
Office Supplies	10,925	8,235	12,747	10,685	13,173	426	3.3%
Operating Supplies	117,912	109,801	153,375	127,550	151,593	(1,782)	-1.2%
Fuel & Mileage	175,391	179,847	199,500	208,900	245,152	45,652	22.9%
Machinery & Equipment (<$25,000)	21,505	34,453	54,556	29,316	40,523	(14,033)	-25.7%
Repair & Maintenance Supplies	58,287	58,617	68,275	66,585	73,924	5,649	8.3%
Operational Units	229,837	218,414	222,782	222,782	457,091	234,309	105.2%
Property & Liability Costs	92,977	103,155	97,791	95,160	99,658	1,867	1.9%
Rentals	-	282	-	-	-	-	
Permits	1,650	1,655	2,000	2,000	2,000	-	0.0%
Financial Fees	8,672	6,209	7,650	7,650	7,650	-	0.0%
Other Business Expenses	-	9	-	-	-	-	
Debt Service and Lease Payments	745,705	708,822	295,484	295,484	162,837	(132,647)	-44.9%
Transfers to Other Funds	599,772	618,054	305,802	300,712	167,184	(138,618)	-45.3%
Total Operations	**6,150,578**	**5,434,754**	**5,106,675**	**5,158,017**	**5,557,393**	**450,718**	**8.8%**
						-	
Capital	**-**	**164,899**	**266,590**	**71,590**	**285,000**	**18,410**	**6.9%**
SES	**8,908,460**	**8,617,489**	**8,532,870**	**8,533,932**	**9,177,015**	**644,145**	**7.5%**

Budget

Administration Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	%
Personnel							
Salaries & Wages	334,168	366,754	376,229	378,474	496,300	120,071	31.9%
Employee Benefits	164,381	190,618	143,914	204,500	155,111	11,197	7.8%
Total Personnel	**498,549**	**557,372**	**520,143**	**582,974**	**651,411**	**131,268**	**25.2%**
Operations							
Transportation Services	27	34	-	-	-	-	0.0%
Operating Services	1,814	650	1,075	1,075	1,075	-	0.0%
Notices, Subscriptions, etc.	2,072	2,347	4,750	2,250	4,750	-	0.0%
Utilities	50,611	60,877	68,687	56,620	75,345	6,658	9.7%
Contractual Services	-	-	-	7,420	75,000	75,000	
Repair & Maintenance Services	40,505	33,348	54,250	31,500	60,545	6,295	11.6%
Employee programs	10,463	3,654	9,600	5,000	9,600	-	0.0%
Professional Development/Travel	5,296	2,447	6,100	2,975	6,130	30	0.5%
Office Supplies	3,489	1,498	4,250	2,050	4,250	-	0.0%
Operating Supplies	1,624	899	3,875	2,050	3,955	80	2.1%
Fuel & Mileage	4,040	1,305	2,000	1,400	2,652	652	32.6%
Machinery & Equipment (<$25,000)	9,919	19,826	40,000	12,660	27,500	(12,500)	-31.3%
Repair & Maintenance Supplies	3,051	3,940	10,000	10,000	10,500	500	5.0%
Operational Units	229,837	218,414	222,782	222,782	457,091	234,309	105.2%
Property & Liability Costs	5,482	5,671	5,954	5,396	5,666	(288)	-4.8%
Rentals	-	-	-	-	-	-	0.0%
Permits	-	(20)	-	-	-	-	0.0%
Other Business Expenses	-	9	-	-	-	-	0.0%
Total Operations	**368,230**	**354,900**	**433,323**	**363,178**	**744,059**	**310,736**	**71.7%**
Buildings	-						
Capital	-	-	-	-	-	-	
Administration	**866,779**	**912,272**	**953,466**	**946,152**	**1,395,471**	**442,005**	**46.4%**

Budget

Collection Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	%
Personnel							
Salaries & Wages	1,327,653	1,437,405	1,458,188	1,461,634	1,520,290	62,102	4.3%
Employee Benefits	578,684	673,284	793,762	801,315	755,148	(38,614)	-4.9%
Total Personnel	**1,906,337**	**2,110,689**	**2,251,950**	**2,262,949**	**2,275,439**	**23,488**	**1.0%**
						-	
Operations						-	
Transportation Services	163	89	1,196	1,115	1,175	(21)	-1.8%
Operating Services	6,989	8,084	10,400	10,500	10,900	500	4.8%
Notices, Subscriptions, etc.	19,880	12,222	24,500	24,510	26,000	1,500	6.1%
Utilities	18,553	20,289	22,763	21,616	21,600	(1,163)	-5.1%
Contractual Services	7,650	11,473	38,144	35,644	57,800	19,656	51.5%
Repair & Maintenance Services	320,874	325,431	368,965	377,445	409,260	40,295	10.9%
Employee programs	4,064	2,328	7,823	7,823	6,000	(1,823)	-23.3%
Professional Development/Travel	3,894	736	5,260	2,000	4,900	(360)	-6.8%
Office Supplies	4,930	5,197	5,622	5,935	5,778	156	2.8%
Operating Supplies	96,009	103,880	138,250	116,750	135,258	(2,992)	-2.2%
Fuel & Mileage	131,538	146,572	152,500	167,500	192,500	40,000	26.2%
Machinery & Equipment (<$25,000)	4,405	12,551	12,306	12,306	10,773	(1,533)	-12.5%
Repair & Maintenance Supplies	41,971	36,754	41,125	39,885	43,500	2,375	5.8%
Property & Liability Costs	69,984	49,102	63,600	55,868	58,401	(5,199)	-8.2%
Rentals	-	57	-	-	-	-	
Permits	-	-	-	-	-	-	
Financial Fees	8,672	6,145	7,500	7,500	7,500	-	0.0%
Other Business Expenses	-	-	-	-	-	-	
Debt Service and Lease Payments	689,804	546,308	209,688	209,688	134,740	(74,948)	-35.7%
Transfers to Other Funds	299,886	309,027	89,279	8,053	-	(89,279)	-100.0%
Total Operations	**1,729,266**	**1,596,245**	**1,198,921**	**1,104,138**	**1,126,086**	**(72,835)**	**-6.1%**
						-	
Machinery & Equipment (>$25,000)	-	164,899	195,000	-	285,000	90,000	46.2%
Capital	-	164,899	195,000	-	285,000	90,000	46.2%
						-	
Collection	**3,635,603**	**3,871,833**	**3,645,871**	**3,367,087**	**3,686,524**	**40,653**	**1.1%**

Budget

Disposal Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	%
Personnel							
Salaries & Wages	253,351	230,674	256,328	264,618	266,805	10,477	4.1%
Employee Benefits	99,645	119,101	131,184	193,784	140,968	9,783	7.5%
Total Personnel	**352,996**	**349,775**	**387,512**	**458,402**	**407,773**	**20,261**	**5.2%**
Operations							
Transportation Services	981	627	1,000	750	1,000	-	0.0%
Operating Services	3,228,315	2,664,580	2,814,100	2,979,600	3,101,500	287,400	10.2%
Notices, Subscriptions, etc.	212	-	1,000	1,000	1,000	-	0.0%
Utilities	594	437	675	600	750	75	11.1%
Contractual Services	-	-	1,500	1,500	1,500	-	0.0%
Repair & Maintenance Services	363,025	235,721	235,000	218,200	250,000	15,000	6.4%
Employee programs	1,895	1,827	4,300	1,800	4,300	-	0.0%
Professional Development/Travel	67	-	5,625	250	6,475	850	15.1%
Office Supplies	2,506	1,540	2,875	2,700	3,145	270	9.4%
Operating Supplies	20,279	5,022	11,250	8,750	12,380	1,130	10.0%
Fuel & Mileage	39,813	31,970	45,000	40,000	50,000	5,000	11.1%
Machinery & Equipment (<$25,000)	7,181	2,076	2,250	4,350	2,250	-	0.0%
Repair & Maintenance Supplies	13,265	17,923	17,150	16,700	19,924	2,774	16.2%
Property & Liability Costs	17,511	48,382	28,237	33,896	35,591	7,354	26.0%
Rentals	-	225	-	-	-	-	
Permits	1,650	1,675	2,000	2,000	2,000	-	0.0%
Financial Fees		64	150	150	150	-	0.0%
Debt Service and Lease Payments	55,901	162,514	85,796	85,796	28,097	(57,699)	-67.3%
Transfers to Other Funds	299,886	309,027	216,523	292,659	167,184	(49,339)	-22.8%
Total Operations	**4,053,082**	**3,483,610**	**3,474,431**	**3,690,701**	**3,687,247**	**212,816**	**6.1%**
Machinery & Equipment (>$25,000)	-	-	71,590	71,590	-	(71,590)	-100.0%
Capital	-	-	71,590	71,590	-	**(71,590)**	**-100.0%**
Disposal	**4,406,078**	**3,833,385**	**3,933,533**	**4,220,693**	**4,095,020**	**161,487**	**4.1%**

City of Franklin

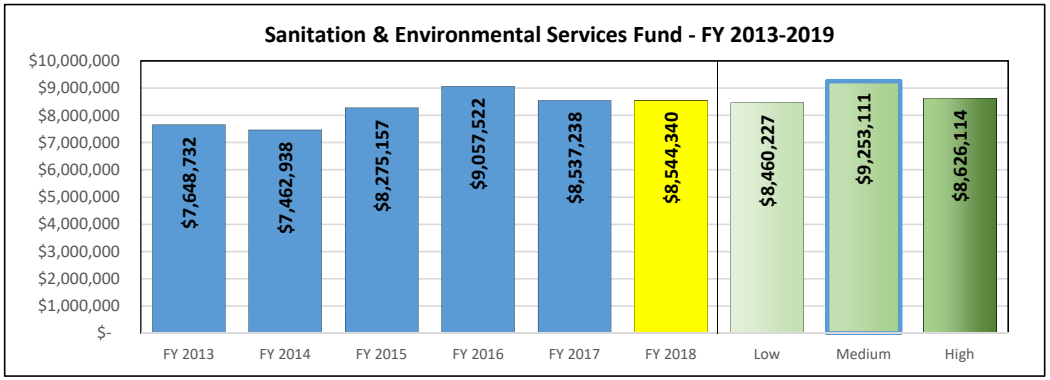
Revenue Model

Fund:	Sanitation & Environmental Services Fund	Percent of All Revenues	6.2%

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

This revenue forecast assumes several increases: a) An increase in the Residential collection rate (by $1.50/month), a 3% growth in the system and a $10/ton increase already approved by the BOMA for commerical tonnage disposal.

A cost of services study is forthcoming for the fund.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
FEMA/TEMA GRANTS (FED/STATE)	-	39,309	-	-	-	-	-	-	-	3-yr Average
SOLID WASTE GRANT (STATE)	-	4,790	42,686	4,142	-	-	-	-	-	$ 8,623,306
SPECIAL EVENT GRANT RECOVERIES	-	27,401	50,623	-	-	-	-	-	-	-0.3%
SAFETY GRANT	-	-	-	18,135	-	-	-	-	-	
SPECIAL EVENT SERVICES FEE	-	-	4,275	3,820	10,946	5,125	5,228	5,279	5,330	5-Yr Average
COLLECTION REVENUES	4,417,799	4,460,658	4,946,611	5,063,842	5,285,753	5,751,050	5,866,071	6,229,072	5,981,092	$ 8,196,317
NON-RESIDENTIAL DUMPSTERS	-	-	-	-	-	5,253	5,358	5,411	5,463	0.8%
ADDL RESIDENTIAL ROLLOUT CONTAINERS	-	-	-	4,675	8,580	3,000	3,060	3,090	3,120	
SANITATION SERVICES - MILCROFTON	-	-	-	78,069	-	-	-	-	-	10-Yr Average
TIPPING FEES	2,314,116	1,487,082	2,293,823	3,064,284	2,300,739	2,356,593	2,403,725	2,831,540	2,450,857	$ 7,260,357
CARDBOARD RECYCLING	9,400	11,250	13,715	9,862	10,075	9,561	9,752	9,848	9,943	1.8%
RECYCLING-BATTERIES	-	-	4,266	3,855	4,183	6,441	6,570	6,634	6,699	
RECYCLING-ELECTRONICS	-	-	-	428	13,063	-	-	-	-	20-Yr Average
RECYCLING-METAL	-	-	5,817	3,619	6,443	7,331	7,478	7,551	7,624	$ 4,829,038
RECYCLING-WASTE OIL	-	-	523	82	-	-	-	-	-	7.7%
BUCK A BAG PROGRAM	2,626	-	2,988	2,897	2,993	3,756	3,831	3,867	3,906	
RESIDENTIAL BRUSH	-	-	900	800	500	820	836	845	853	
RESIDENTIAL BULKY GOODS	-	-	600	900	2,500	205	209	211	213	
NON-RESIDENTIAL BRUSH	-	-	100	100	500	205	209	211	213	
NON-RESIDENTIAL BULKY GOODS	-	-	600	-	500	-	-	202	-	
INTEREST INCOME	-	-	-	22	113	-	-	-	-	
SALE OF WASTE CONTAINERS	60,341	63,802	77,595	73,068	62,111	60,000	61,200	61,800	62,400	
LEASE OF WASTE CONTAINERS	31,050	34,065	37,260	35,910	-	35,000	35,700	36,050	36,400	
SALE OF SURPLUS ASSETS	64,590	101,640	292,774	189,011	78,027	50,000	51,000	51,500	52,000	
TRANSFER FROM GENERAL FUND	728,483	1,208,148	500,000	500,000	750,000	250,000	-	-	-	
MISCELLANEOUS OTHER REVENUE	20,327	24,793	-	-	212	-	-	-	-	
Totals	$ 7,648,732	$ 7,462,938	$ 8,275,157	$ 9,057,522	$ 8,537,238	$ 8,544,340	$ 8,460,227	$ 9,253,111	$ 8,626,114	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

Water Management

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Beginning Balance*	**18,470,570**	**26,107,566**	**30,977,287**	**30,977,287**	**31,613,246**		
Revenues	**27,467,913**	**28,624,641**	**35,174,851**	**35,444,144**	**31,768,874**	**(3,405,977)**	**-9.7%**
Expenses							
Personnel	5,307,251	5,755,052	6,472,350	6,232,463	7,009,483	537,133	8.3%
Operations	13,234,578	14,176,848	16,475,231	16,968,400	14,991,419	(1,483,812)	-9.0%
Capital	1,289,088	3,823,020	12,227,000	11,607,322	6,727,850	(5,499,150)	-45.0%
Expenses	**19,830,917**	**23,754,920**	**35,174,581**	**34,808,185**	**28,728,752**	**(6,445,829)**	**-18.3%**
Ending Balance*	**26,107,566**	**30,977,287**	**30,977,557**	**31,613,246**	**34,653,368**		

Budget Summary - By Division

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Beginning Balance*	**18,470,570**	**26,107,566**	**30,977,287**	**30,977,287**	**31,613,246**		
Revenues	**27,467,913**	**28,624,641**	**35,174,851**	**35,444,144**	**31,768,874**	**(3,405,977)**	**-9.7%**
Expenses							
Water	9,824,642	11,381,127	14,859,741	14,615,543	12,818,670	(2,041,072)	-13.7%
Wastewater	9,923,161	12,188,233	20,108,765	19,963,442	15,518,358	(4,590,407)	-22.8%
Reclaimed	83,114	185,560	206,075	229,200	391,725	185,650	90.1%
Expenses	**19,830,917**	**23,754,920**	**35,174,581**	**34,808,185**	**28,728,752**	**(6,445,829)**	**-18.3%**
Ending Balance*	**26,107,566**	**30,977,287**	**30,977,557**	**31,613,246**	**34,653,368**		

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

Departmental Summary

The Water Management Department's vision, in support of the City's vision statement, is to continually strive to enhance quality of life through exceptional, responsive, and cost effective water resources services. These services include drinking water treatment and distribution, wastewater collection and treatment, and reclaimed water distribution for customers located primarily in the City of Franklin.

To achieve this vision it is necessary to safely and efficiently deliver drinking water, sanitary sewer and reclaimed water services to our customers. The Water Management Department continues to evolve through formalization and refinement of practices and through the implementation of the Integrated Water Resources Plan.

Water Management

Departmental Summary (con't)

The 2018 and 2019 biennial budget was developed to further refine operations to achieve the department's vision, in support of the City of Franklin's goals and objectives. Revenues and expenditures for each division are presented in consolidated Sections as follows:

Division	Section
Water Distribution	Water
Water Treatment	Water
Utility Billing	Water
Wastewater Collection	Wastewater
Wastewater Treatment	Wastewater
Utility Administration	Wastewater
Reclaimed Water	Reclaimed Water

Water and wastewater are independent business units of the City of Franklin and are required to be self-sufficient entities. These utilities are not subsidized by local taxes, reimbursing the General Fund monies to cover the costs of administrative oversight and support services such as payroll, human resources, finance and engineering. Reclaimed water, while presented as its own section, is an alternative disposal method of treated sanitary sewer. This disposal method in effect, increases the discharge capacity of the wastewater treatment plant (primarily during summer months) and provides a cost effective source of irrigation water within the reclaimed water distribution system while providing revenue to support its operation.

Forecasts for the Water & Wastewater functions, both operations and capital, can be found in Appendix I.

Performance Measures

How a community utilizes its resources must be governed in accordance with its citizens wishes and its plans for the future. Therefore, beginning in FY 2015, The City of Franklin has established **Franklin*Forward* : A Vision for 2033**. This Strategic Plan has specific and demonstrable objectives for each department which, when achieved individually, will cohesively move Franklin forward to meet the challenges and demands of the future.

Each budget has a series of performance measures and benchmarks attached to it which demonstrate the workload, effectiveness and outcome of taxpayer support for the annual operations of the City of Franklin and its pursuit of the goals of the Strategic Plan. Together, these measures demonstrate a proper and diligent use of taxpayer dollars in the pursuit of a greater community.

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

Theme: A Safe Clean and Livable City

Franklin will provide high-quality water and wastewater treatment services that will meet the needs of our growing community.

Franklin will establish standards for the quality of its infrastructure (i.e., water lines, sewer services)

Goal: To have a reliable, efficient, and scalable infrastructure

Baseline: Baseline energy costs for water and sewage delivery is $1,595,352 (FY2012 sum actual expenditures from water fund and wastewater fund)

Baseline: Baseline of unaccounted water within the system is 20.8% (FY2012)

Baseline: Baseline of sanitary score is 97 (2012)

Franklin will continue to meet or exceed regulatory requirements for water quality.

Goal: To have no violations of regulatory requirements for water quality.

Baseline: Zero water quality violations in 2012. (TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)

Franklin will pursue completion of the recently approved Integrated Water Resource Plan (IWRP) by

Goal: To fully complete the Franklin Integrated Water Resource Plan by 2042 in five year increments as set in the plan.

Baseline: 5% completed (2012). (Franklin Integrated Water Resource Plan.)

Baseline: Adopted Strategic Schedule for each of the 5-year increments. (2013).

Franklin will be a model for environmental quality and a sustainable city.

Goal: Franklin will achieve platinum status within the TVA sustainable Communities Program.

[Baseline: Achieved Goal status, 2013]

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

Workload (Output) Measures

		2015	2016	2017	2018*	2019*
	Water Production (in MGD) - Average	1.60	1.21	0.68	1.40	1.40
	Water Production (in MGD) - Maximum	2.66	2.35	1.90	2.50	2.50

Efficiency Measures

		2015	2016	2017	2018*	2019*
	TBD					

Outcome (Effectiveness) Measures

Performance Measures

	2015	2016	2017	2018*	2019*
Franklin will establish standards for the quality of its infrastructure (i.e., water lines, sewer services)					
Goal: To have a reliable, efficient, and scalable infrastructure					
Declining or steady energy costs for water and sewage delivery	$ 1,293,381	$ 1,568,533	$ 1,502,802	$ 1,510,520	$ 1,627,962
Target *(FY2012 sum actual expenditures from water fund and wastewater fund)*	$ 1,595,352	$ 1,595,352	$ 1,595,352	$ 1,595,352	$ 1,595,352
Meets Target?	Yes	No	Yes	TBD	TBD
Unaccounted water within the system decreases	16%	16%	16%	16%	16%
Target *(20.8% unaccounted for in FY 2012)*	**20.8%**	**20.8%**	**20.8%**	**20.8%**	**20.8%**
Meets Target?	Yes	Yes	Yes	TBD	TBD
Sanitary score remains or improves	TBD	TBD	99	TBD	TBD
Target *(97 from FY 2012)*	**97**	**97**	**97**	**97**	**97**
Meets Target?	Yes	Yes	Yes	TBD	TBD
Franklin will continue to meet or exceed regulatory requirements for water quality.					
Goal: To have no violations of regulatory requirements for water quality.					
Franklin Water Quality Violations	0	0	0	0	0
Target *(TN Dept. of Environment & Conservation monitoring requirements and regulatory standards.)*	**0**	**0**	**0**	**0**	**0**
Meets Target?	Yes	Yes	Yes	TBD	TBD
Franklin will pursue completion of the recently approved Integrated Water Resource Plan (IWRP) by 2042.					
Goal: To fully complete the Franklin Integrated Water Resource Plan by 2042 in five year increments as set in the plan.					
5% completed (2012). (Franklin Integrated Water Resource Plan.)	11.0%	12.0%	20.0%	20.0%	20.0%
Target	**11.0%**	**12.0%**	**15.0%**	**15.0%**	**15.0%**
Meets Target?	Yes	Yes	Yes	TBD	TBD
Baseline: Adopted Strategic Schedule for each of the 5-year increments. (2013).					
Franklin Status	Adopted	Adopted	Adopted	Adopted	Adopted
Target (Adopted?)	**Adopted**	**Adopted**	**Adopted**	**Adopted**	**Adopted**
Meets Target?	Yes	Yes	Yes	TBD	TBD
Franklin will achieve platinum status within the TVA sustainable Communities Program.					
Franklin status	Gold	Platinum	Platinum	TBD	TBD
Target (Platinum)	**Platinum**	**Platinum**	**Platinum**	**Platinum**	**Platinum**
Meets Target?	No	Yes	Yes	TBD	TBD

**2018 and 2019 are estimates*

Franklin Citizens Survey ***(Fall 2016)***

	Excellent	Good	Fair	Poor
☑ % rating the quality of Drinking water	27%	46%	17%	10%
☑ % rating the quality of Sewer services	32%	56%	10%	1%

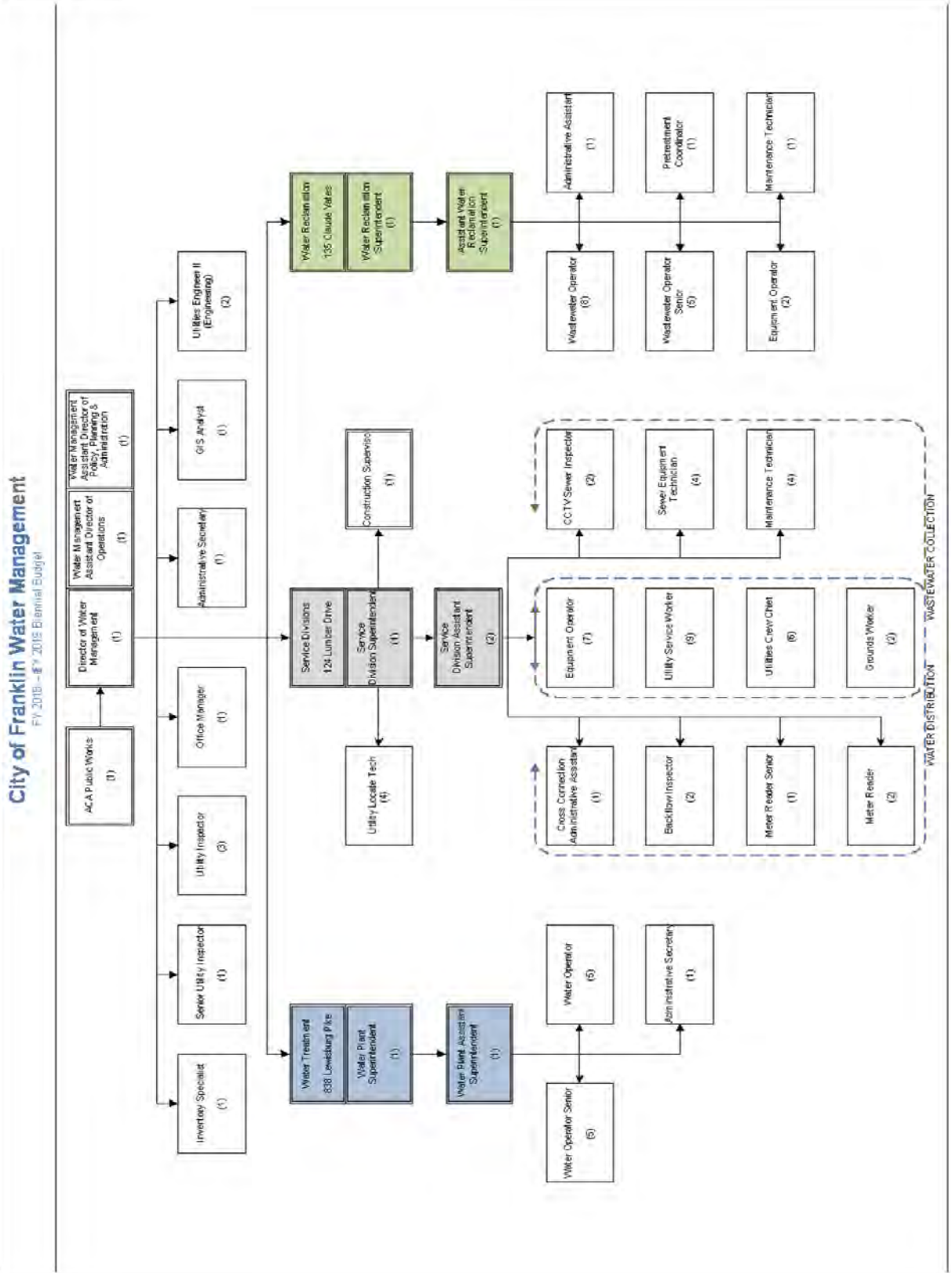
Staffing by Position

Position	Pay Grade	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
		F-T	F-T	F-T	F-T	F-T
Water Section						
Utility Billing						
Meter Reader Sr	C	1	1	1	1	1
Meter Reader	B	2	2	2	2	2
TOTALS		**3**	**3**	**3**	**3**	**3**
Water Distribution						
Service Division Superintendent	I	1	1	1	1	1
Service Division Assistant Superintendent	H	0	0	0	1	1
Water Distribution Assistant Superintendent	H	1	1	1	0	0
Utilities Crew Chief	F	3	3	3	3	3
Backflow Inspector	E	2	2	2	2	2
Administrative Assistant	D	1	1	1	1	1
Inventory Specialist	D	1	1	1	1	1
Equipment Operator	D	2	2	3	3	3
Utility Locate Technician	D	0	0	2	2	2
Utility Service Worker	C	4	4	4	4	4
Administrative Secretary	B	0	0	0	1	1
TOTALS		**15**	**15**	**18**	**19**	**19**
Water Treatment Plant						
Water Treatment Superintendent	I	1	1	1	1	1
Water Treatment Assistant Superintendent	H	1	1	1	1	1
Water Operator Sr	E	5	5	5	5	5
Water Operator 2	---	2	2	0	0	0
Administrative Assistant	D	1	1	1	1	1
Water Operator	D	3	3	5	5	5
TOTALS		**13**	**13**	**13**	**13**	**13**
Water Section Totals		**31**	**31**	**34**	**35**	**35**
Wastewater Section						
Utility Administration						
Director	L	1	1	1	1	1
Assistant Director of Operations	J	1	1	1	1	1
Assistant Director of Administration and Policy	J	1	1	1	1	1
Utilities Engineer II	I	1	1	2	2	2
Right of Way Inspector	G	0	0	0	0	1
Senior Utility Inspector	G	1	1	1	1	1
GIS Analyst	F	1	1	1	1	1
Utility Inspector	F	3	3	3	3	4
Office Manager	F	1	1	1	1	1
Administrative Assistant	D	0	0	1	1	1
Administrative Secretary	B	1	1	0	0	0
Grounds Worker	B	2	2	2	2	2
TOTALS		**13**	**13**	**14**	**14**	**16**
Wastewater Collection						
Service Division Assistant Superintendent	H	0	0	0	1	1
Wastewater Collection Assistant Superintendent	G	1	1	1	0	0

Staffing by Position

Position	Pay Grade	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019
		F-T	F-T	F-T	F-T	F-T
Construction Supervisor	F	1	1	1	1	1
Utilities Crew Chief	F	3	3	3	3	3
TV Truck Sewer Inspector	E	2	2	2	2	2
Maintenance Technician	E	4	4	4	4	4
Equipment Operator	D	2	3	3	4	4
Sewer Equipment Technician	D	4	4	4	4	4
Utility Locate Technician	D	0	0	2	2	2
Utility Service Worker	C	5	5	5	5	5
TOTALS		**22**	**23**	**25**	**26**	**26**
Water Reclamation						
Water Reclamation Superintendent	I	1	1	1	1	1
Assistant Water Reclamation Superintendent	H	1	1	1	1	1
Pretreatment Coordinator	F	1	1	1	1	1
Wastewater Operator Sr	E	5	5	5	5	5
Maintenance Technician	E	1	1	1	1	1
Equipment Operator	D	2	2	2	2	2
Wastewater Operator	D	8	8	8	8	8
TOTALS		**19**	**19**	**19**	**19**	**19**
WASTEWATER SECTION TOTALS		**54**	**55**	**58**	**59**	**61**
Total All Employees, Water & Wastewater		**85**	**86**	**92**	**94**	**96**

Organizational Chart



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

Budget - All Divisions

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

	A	B	C	D	E	F (E-C)	G (E/C)
	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	%
Personnel							
Salaries & Wages	3,653,202	3,995,029	4,464,545	4,138,864	4,906,785	442,240	9.9%
Employee Benefits	1,654,049	1,760,023	2,007,805	2,093,599	2,102,698	94,893	4.7%
Total Personnel	**5,307,251**	**5,755,052**	**6,472,350**	**6,232,463**	**7,009,483**	**537,133**	**8.3%**
Operations							
Transportation Services	13,848	8,360	8,275	8,368	8,525	250	3.0%
Operating Services	458,877	488,692	487,360	505,835	510,150	22,790	4.7%
Notices, Subscriptions, etc.	21,652	14,221	30,350	26,350	26,850	(3,500)	-11.5%
Utilities	1,568,533	1,502,802	1,508,321	1,510,520	1,627,962	119,641	7.9%
Contractual Services	969,024	568,945	2,055,625	2,334,125	1,097,425	(958,200)	-46.6%
Repair & Maintenance Services	372,650	313,590	349,500	404,082	394,460	44,960	12.9%
Employee programs	10,720	8,682	11,950	11,977	11,300	(650)	-5.4%
Professional Development/Travel	20,936	15,744	29,800	21,624	27,950	(1,850)	-6.2%
Office Supplies	14,748	11,094	11,050	9,550	10,950	(100)	-0.9%
Operating Supplies	765,271	692,551	719,600	715,600	727,825	8,225	1.1%
Fuel & Mileage	83,271	86,645	106,875	109,276	130,576	23,701	22.2%
Supplies for Resale	3,914,616	4,696,834	5,400,000	5,360,188	4,375,000	(1,025,000)	-19.0%
Machinery & Equipment (<$25,000)	111,853	263,168	235,824	205,325	227,250	(8,574)	-3.6%
Repair & Maintenance Supplies	729,245	1,131,593	445,200	467,415	444,000	(1,200)	-0.3%
Operational Units	2,205,728	2,313,762	2,382,613	2,383,596	2,382,613	-	0.0%
Property & Liability Costs	227,116	331,886	248,795	387,575	351,252	102,456	41.2%
Rentals	21,385	6,069	5,500	5,505	5,500	-	0.0%
Financial Fees	33,376	35,031	60,050	101,036	44,050	(16,000)	-26.6%
Permits	76,391	32,927	55,100	56,295	54,500	(600)	-1.1%
Debt Service and Lease Payments	1,615,338	1,654,252	2,323,443	2,344,159	2,533,281	209,838	9.0%
Total Operations	**13,234,578**	**14,176,848**	**16,475,231**	**16,968,400**	**14,991,419**	**(1,483,812)**	**-9.0%**
Buildings	-	600,000	750,000	396,263	-	(750,000)	0.0%
Improvements	1,082,604	2,790,304	10,500,000	10,007,259	5,427,850	(5,072,150)	-48.3%
Machinery & Equipment (>$25,000)	206,484	432,716	977,000	1,203,800	1,300,000	323,000	33.1%
Capital	**1,289,088**	**3,823,020**	**12,227,000**	**11,607,322**	**6,727,850**	**(5,499,150)**	**-45.0%**
Total Water & Wastewater Func	**19,830,917**	**23,754,920**	**35,174,581**	**34,808,185**	**28,728,752**	**(6,445,829)**	**-18.3%**

Biennial Budget - All Divisions

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

	A	B	C	D	E	F	G (F-E)	G (F/E-1)
	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Budget 2020	Difference $	Difference %
Personnel								
Salaries & Wages	3,653,202	3,995,029	4,464,545	4,138,864	4,906,785	5,082,810	176,025	3.6%
Employee Benefits	1,654,049	1,760,023	2,007,805	2,093,599	2,102,698	2,278,877	176,179	8.4%
Total Personnel	**5,307,251**	**5,755,052**	**6,472,350**	**6,232,463**	**7,009,483**	**7,361,687**	**352,204**	**5.0%**
Operations								
Transportation Services	13,848	8,360	8,275	8,368	8,525	8,325	(200)	-2.3%
Operating Services	458,877	488,692	487,360	505,835	510,150	519,650	9,500	1.9%
Notices, Subscriptions, etc.	21,652	14,221	30,350	26,350	26,850	26,850	-	0.0%
Utilities	1,568,533	1,502,802	1,508,321	1,510,520	1,627,962	1,657,912	29,949	1.8%
Contractual Services	969,024	568,945	2,055,625	2,334,125	1,097,425	683,250	(414,175)	-37.7%
Repair & Maintenance Services	372,650	313,590	349,500	404,082	394,460	396,960	2,500	0.6%
Employee programs	10,720	8,682	11,950	11,977	11,300	11,300	-	0.0%
Professional Development/Travel	20,936	15,744	29,800	21,624	27,950	27,950	-	0.0%
Office Supplies	14,748	11,094	11,050	9,550	10,950	11,150	200	1.8%
Operating Supplies	765,271	692,551	719,600	715,600	727,825	738,725	10,900	1.5%
Fuel & Mileage	83,271	86,645	106,875	109,276	130,576	131,073	496	0.4%
Supplies for Resale	3,914,616	4,696,834	5,400,000	5,360,188	4,375,000	4,375,001	1	0.0%
Machinery & Equipment (<$25,000)	111,853	263,168	235,824	205,325	227,250	222,050	(5,200)	-2.3%
Repair & Maintenance Supplies	729,245	1,131,593	445,200	467,415	444,000	457,500	13,500	3.0%
Operational Units	2,205,728	2,313,762	2,382,613	2,383,596	2,382,613	2,546,650	164,037	6.9%
Property & Liability Costs	227,116	331,886	248,795	387,575	351,252	366,312	15,060	4.3%
Rentals	21,385	6,069	5,500	5,505	5,500	5,650	150	2.7%
Financial Fees	33,376	35,031	60,050	101,036	44,050	44,050	-	0.0%
Permits	76,391	32,927	55,100	56,295	54,500	52,500	(2,000)	-3.7%
Debt Service and Lease Payments	1,615,338	1,654,252	2,323,443	2,344,159	2,533,281	2,473,184	(60,097)	-2.4%
Total Operations	**13,234,578**	**14,176,848**	**16,475,231**	**16,968,400**	**14,991,419**	**14,756,041**	**(235,379)**	**-1.6%**
Buildings	-	600,000	750,000	396,263	-	-	-	0.0%
Improvements	1,082,604	2,790,304	10,500,000	10,007,259	5,427,850	5,583,500	155,650	2.9%
Machinery & Equipment (>$25,000)	206,484	432,716	977,000	1,203,800	1,300,000	170,000	(1,130,000)	-86.9%
Capital	**1,289,088**	**3,823,020**	**12,227,000**	**11,607,322**	**6,727,850**	**5,753,500**	**(974,350)**	**-14.5%**
Total Water & Wastewater Fund	**19,830,917**	**23,754,920**	**35,174,581**	**34,808,185**	**28,728,752**	**27,871,227**	**(857,525)**	**-3.0%**

Water Budget

Section Summary

The Water Section comprises the Water Treatment and Distribution Divisions and the Utility Billing Division. The activities of these divisions are summarized below.

- The Water Treatment facility is located on Lewisburg Pike. Staff at the plant perform numerous functions including water treatment, compliance sampling, and assisting Water Distribution service crews with system maintenance and operation.

- The Water Distribution service crews maintain approximately 280 miles of distribution lines, six (6) booster stations, and seven (7) finished water reservoirs with a capacity of 11.5 million gallons.

- The Utility Billing Division is the interface between the Water Management Department and Revenue Management. The division is responsible for collecting metering data and working with the Water Distribution Division to perform meter repairs, replacements, and to restore or terminate water service.

Section Goals & Strategic Initiatives

The primary goal for the Water Section is to continue to provide safe, reliable drinking water to customers. The Water Section has been working to refine practices and policies to better serve customers including the drafting of revisions to municipal code, review of internal work flow related to customer service requests and work orders and training and educating staff.

A key strategic initiative is the Water Treatment Plant Upgrade project. Contract start for the upgrades was October 26, 2015 with substantial completion scheduled for April 2018.

The upgrade to the facility includes installation of membrane filtration, ultraviolet (UV) disinfection and advanced oxidation processes and carbon contactors to address current and future regulatory requirements, taste and odor, lifecycle costs and operational considerations.

The Water Distribution team continues to perform leak detection services. In FY 2017 leak detection surveys were performed on 86.3 miles of the system. The surveys identified 35 leaks with an estimated loss of approximately 12,000,000 gallons per year. Included in the FY 2018 enhancements is equipment to perform these surveys in-house. This equipment is anticipated to be purchased in April 2018 and will allow staff to improve the efficiency and flexibility in how surveys are performed in the future.

Water Budget

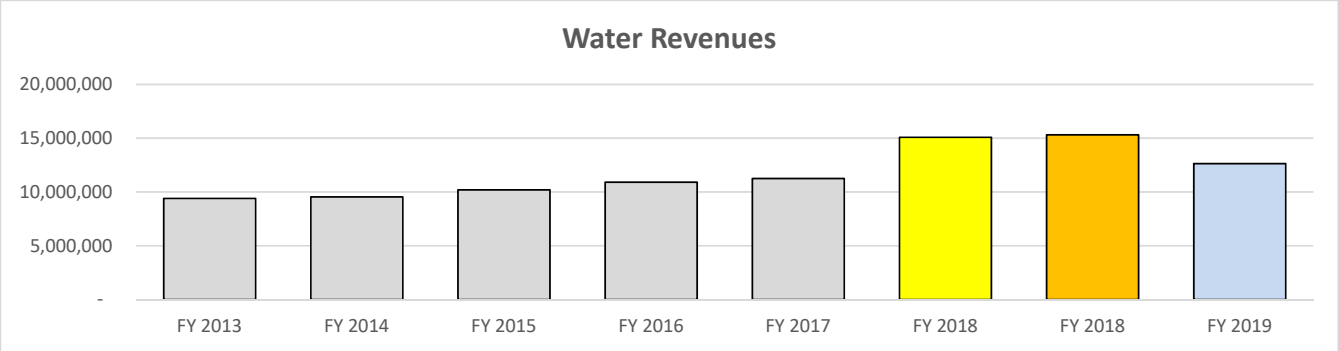
Consumption

The water customer base has witnessed steady growth since FY 2011. The average consumption for both residential and commercial customers has declined significantly over the last decade, however this average volume appears to be stabilizing over the last few years. The table below presents the account information and consumption values (residential and commercial totals) from FY 2012 through FY 2017. It is important to note that in 2016 the City updated the method by which it calculates customers to more accurately count each customer of each individual division of the system. This methodology was applied to the information presented below and may differ from prior information.

Year	Annual Total (Million Gallons)	Monthly Average - Residential and Commercial (Gallons)
FY 12	1,627	8,048
FY 13	1,599	7,827
FY 14	1,486	7,164
FY 15	1,548	7,338
FY 16	1,574	7,414
FY 17	1,505	7,160

Revenues

Rate based revenues for FY 2019 are projected to be at approximately 103.5% of the 2018 estimated receipts. The tables below present historic revenue by category FY 2013-FY 2017, estimated for the budgeted and projected revenues for FY 2018 and the projected revenues for FY 2019.



	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Estd	FY 2019 Budget
Intergovernmental	(484)	-	-	-	-	-	-	-
Interest Income	16,193	7,002	4,924	10,735	11,032	12,500	32,906	13,778
Rental Income	21,800	24,000	24,000	24,000	24,000	24,000	24,000	24,000
Sale of Surplus Assets	1,660	33,277	-	11,432	54,960	-	10,348	-
Customer Service (Rates)	9,182,126	9,293,143	9,987,026	10,716,426	11,006,147	11,582,574	11,780,814	12,442,642
Inspection Fees	73,444	72,422	83,765	61,100	78,595	60,000	60,000	60,000
Other Service Revenue	105,329	109,136	90,459	84,615	70,550	95,000	95,000	95,000
Fund Balance	-	-	-	-	-	3,304,521	3,304,521	-
Total Water Revenues*	**9,400,068**	**9,538,980**	**10,190,174**	**10,908,308**	**11,245,284**	**15,078,595**	**15,307,589**	**12,635,420**

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

Water Budget

Budget Summary

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

Operations – The largest operations expense in the Water Section continues to be the purchase of finished water. Expenditures on purchased water can fluctuate depending on a number of factors. Some of these factors include Franklin Water Treatment capacities, weather, financial considerations, construction, and water resource conservation efforts. It is important to note that the facility is undergoing a significant construction project which does require occasional shut downs to perform certain work. The expenditure for FY 2018 is approximately $4,700,000.

Indirect expenses also is a large expense item in the Water Section. These expenses include the interfund reimbursement to the General Fund for administrative support functions (customer service, utility billing, and other support functions such as Engineering and Human Resources).

Utilities are estimated to be approximately $210,000 for FY 2017. Electricity is the primary cost, and is necessary for booster pump stations in the distribution system, high service and raw water pumps at the Water Treatment Plant, and other day to day needs. The Water Section continues to evaluate energy needs and practices to reduce electrical consumption. The high service pumps and the raw water pumps will be replaced during the upgrade project at the Water Treatment Plant.

Operations Capital – Operations Capital expenditures are related to equipment and vehicles directly related to operations versus system replacement or expansion. In previous years the Water Management Department has evaluated the annual cost of replacement of operations capital items based on present day replacement value, anticipated lifecycle, and a projected annual increase in replacement cost of five percent. Due to budgeting requirements, the approach has been modified to be consistent with other City departments, however this practice will continue to be used during rate analyses to ensure long terms costs are captured. Enhancement requests have been provided and are largely related to replacement of existing equipment. The only new equipment requested is an vehicle for an additional utilities inspector.

In terms of capital projects, the City has been working through the IWRP priority projects established by the BOMA. The key projects in the Water Section include the Water Treatment Plant Upgrade which is currently being constructed and several distribution projects. The distribution projects are renewal of existing infrastructure which include upgrades to the water lines in Old Carters Creek Pike, Bobby Drive in the Grassland Community, and Franklin Road from downtown to Harlinsdale.

A key project to both water and wastewater systems is the supervisory control and data acquisition (SCADA) project. This project touches over 40 facilities in both the water and wastewater systems and will provide necessary data and remote operations capabilities to the department. The system is anticipated to be online in the Spring 2018.

Budget

	A	B	C	D	E	F (E-C)	G (E/C)
	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference '18 v. '19 $	%
Divisions							
Water Distribution	1,667,539	2,225,605	2,102,756	2,158,312	2,169,643	66,887	3.2%
Water Treatment/Plant	5,537,005	6,177,219	6,993,580	6,930,220	5,996,427	(997,154)	-14.3%
Utility Billing	153,208	186,884	164,813	174,832	183,160	18,347	11.1%
Water General	2,466,890	2,791,419	5,598,593	5,352,180	4,469,441	(1,129,152)	-20.2%
Total Water	**9,824,642**	**11,381,127**	**14,859,744**	**14,615,544**	**12,818,671**	**(2,041,074)**	**-13.7%**
Expense by Category							
Personnel							
Salaries & Wages	1,293,385	1,455,559	1,567,122	1,510,874	1,715,212	148,090	9.4%
Employee Benefits	601,678	699,791	750,458	817,201	787,734	37,276	5.0%
Total Personnel	**1,895,063**	**2,155,350**	**2,317,580**	**2,328,075**	**2,502,947**	**185,367**	**8.0%**
Operations							
Transportation Services	4,262	3,309	3,175	2,868	3,100	(75)	-2.4%
Operating Services	28,359	33,711	26,600	28,358	28,400	1,800	6.8%
Notices, Subscriptions, etc.	5,607	3,708	13,450	10,250	13,450	-	0.0%
Utilities	233,616	222,476	213,550	211,384	223,025	9,475	4.4%
Contractual Services	69,490	38,166	175,125	105,125	167,125	(8,000)	-4.6%
Repair & Maintenance Services	116,875	64,887	98,200	58,992	82,310	(15,890)	-16.2%
Employee programs	2,199	3,725	7,200	7,227	7,200	-	0.0%
Professional Development/Travel	8,212	3,069	8,900	6,224	8,250	(650)	-7.3%
Office Supplies	6,140	3,800	4,400	2,900	4,100	(300)	-6.8%
Operating Supplies	436,585	346,771	321,550	316,100	318,600	(2,950)	-0.9%
Fuel & Mileage	22,093	25,263	37,775	37,975	42,076	4,301	11.4%
Supplies for Resale	3,914,616	4,696,834	5,400,000	5,360,188	4,375,000	(1,025,000)	-19.0%
Machinery & Equipment (<$25,000)	45,404	118,141	100,100	74,501	93,100	(7,000)	-7.0%
Repair & Maintenance Supplies	353,559	575,915	246,700	255,115	253,500	6,800	2.8%
Operational Units	1,167,738	1,231,835	1,261,384	1,261,384	1,261,384	-	0.0%
Property & Liability Costs	79,597	129,142	84,920	204,765	108,754	23,833	28.1%
Rentals	7,737	583	2,000	1,865	2,000	-	0.0%
Financial Fees	12,163	15,002	15,050	15,062	15,050	-	0.0%
Permits	32,744	32,313	38,100	37,800	37,500	(600)	-1.6%
Debt Service and Lease Payments	224,923	254,107	916,983	937,507	1,216,799	299,816	32.7%
Total Operations	**6,771,919**	**7,802,757**	**8,975,162**	**8,935,589**	**8,260,723**	**(714,439)**	**-8.0%**
Buildings	-	-	-	-	-	-	
Improvements	1,082,604	1,290,304	3,300,000	3,100,579	1,815,000	(1,485,000)	-45.0%
Machinery & Equipment (>$25,000)	75,056	132,716	267,000	251,300	240,000	(27,000)	-10.1%
Capital	**1,157,660**	**1,423,020**	**3,567,000**	**3,351,879**	**2,055,000**	**(1,512,000)**	**-42.4%**
Total Water Summary	**9,824,642**	**11,381,127**	**14,859,741**	**14,615,543**	**12,818,670**	**(2,041,072)**	**-13.7%**

Wastewater Budget

Section Summary

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

The City of Franklin operates a water reclamation facility utilizing activated sludge treatment at 135 Claude Yates Drive. The facility is currently operating under a new National Pollutant Discharge Elimination System Permit (NPDES) for treatment and discharge of twelve (12) million gallons per day (MGD) of treated effluent, with provisions to increase discharge to sixteen (16) MGD as conditions warrant. Limits and procedures are incorporated into the NPDES Permit that allows the City of Franklin to operate a reclaimed water network, reducing irrigation demand on potable water. The WRF is facing increasing regulatory constraints from EPA and TDEC primarily related to nutrient loading to the Harpeth River and additional Capacity Management Operation Maintenance (CMOM) Initiative requirements.

The Wastewater Collection Division is responsible for the operation and maintenance of the wastewater collection system including gravity sewer lines, force main lines and wastewater pump stations located throughout the service area. Under this division, there are crews that are assigned to the replacement and extension of the wastewater collection system which collects and transports wastewater to the treatment plant.

Section Goals & Strategic Initiatives

The primary goal for the Wastewater Section is to effectively operate the collection system with no sanitary sewer overflows and to produce high quality effluent water for distribution in the reclaimed water system and discharge to the Harpeth River. This water produced will stive to meet or exceed permit requirements. As with the Water Section, the Wastewater Section is enhancing and implementing various programs to improve customer service, regulatory compliance, and overall operations.

The Water Management Department continues to refine operations efforts consistent with components of the EPA's Capacity Management, Operations and Maintenance (CMOM) program. The City has continued working on implementation of a capacity assurance tool to aid with evaluation of new developments. To support this, refinements to the collection system model have been initiated which will use the City's flow monitoring data to help calibrate flows for dry and wet weather conditions.

The wastewater collection division continues to perform inspections of the sanitary sewer system to evaluate condition, risk and maintenance needs. Starting in 2017, the division has used a sanitary sewer rapid assessment tool to provide for more efficient inspections and maintenance activities, and guide resources more efficiently by prioritizing needs. In 2017, staff performed assessments of over 89,000 linear feet (16.9 miles) of the gravity collection system, approximately 5% of the system. This number will continue to increase as staff is dedicated to performing in this function.

Wastewater Budget

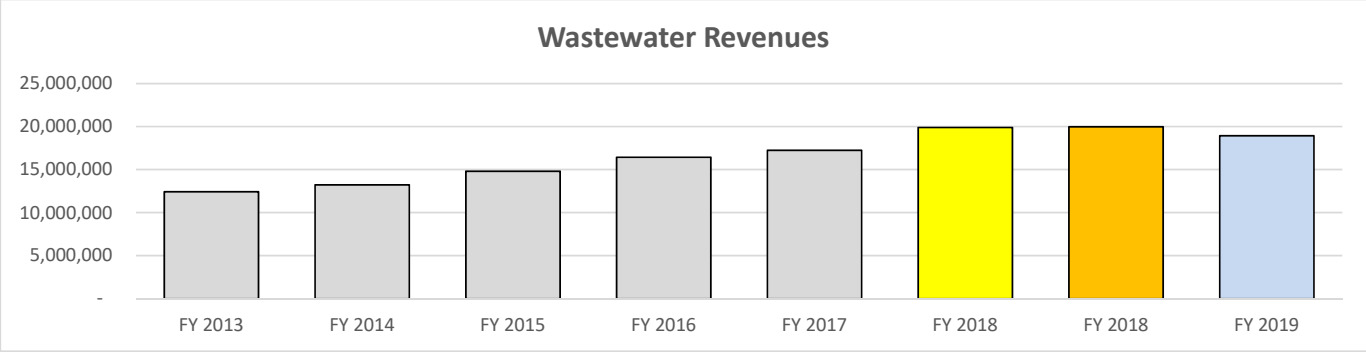
Consumption & Revenues

The sanitary sewer customer base has shown greater signs of growth primarily due to areas within the Mallory Valley and HB&TS Utility Districts. It is important to note that in 2016 the City updated the method by which it calculates customers to more accurately count each customer of each individual division of the system. This methodology was applied to the information presented below and may differ from prior information.

Year	Annual Total (Million Gallons)	Monthly Average - Residential and Commercial (Gallons)
FY 12	2,305	9,219
FY 13	2,345	9,159
FY 14	2,276	8,648
FY 15	2,357	8,698
FY 16	2,450	8,676

Revenues

Rate based revenues for FY 2019 are projected to be at approximately 105.5% of the estimated collections for FY 2018. The tables below present historic revenue by category FY 2013-FY 2017, estimated for the budgeted and estimated revenues for FY 2018 and the projected revenues for FY 2019.



	FY 2013 Actual	FY 2014 Actual	FY 2015 Actual	FY 2016 Actual	FY 2017 Actual	FY 2018 Budget	FY 2018 Estd	FY 2019 Budget
Intergovernmental	-	-	-	-		-	-	-
Interest Income	39,658	20,277	69,963	107,242	94,807	80,000	102,229	84,554
Rental Income	1,800	2,700	2,635	2,800	-	2,800	2,800	2,800
Sale of Surplus Assets	6,133	-	13,714	-	264	-	-	-
Customer Service (Rates)	12,241,583	13,072,915	14,568,762	16,236,044	17,036,817	17,693,606	17,750,000	18,726,250
Inspection Fees	75,298	90,563	133,940	70,968	94,503	75,000	75,000	75,000
Other Service Revenue	60,610	44,146	21,646	17,703	15,419	40,000	40,000	40,000
Fund Balance						2,000,000	2,000,000	
Total Wastewater Revenues*	**12,425,082**	**13,230,601**	**14,810,660**	**16,434,757**	**17,241,810**	**19,891,406**	**19,970,029**	**18,928,604**

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

Wastewater Budget

Budget Summary

Personnel – The Water Management Department is requesting the following personnel changes within the Wastewater Section:

Utility Administration: The Department is requesting to add a Right of Way Agent to aid in the identification, development, negotiation, and procurement of easements within the City that are needed for new or existing infrastructure. The Department has found that the procurement of easements can be large part of capital project planning and is needed at the front end of a project to ensure successful completion in a timely manner.

Utility Administration: The Department is requesting to add a fourth utility inspector to assist in development reviews and inspections. The development team in the WMD currently consists of three utility inspectors and one senior utility inspector. The addition of a fourth inspector would increase the time each inspector can spend on job sites, reducing the number of projects each inspector has and increasing the level of detail they can provide to that site.

Operations and Maintenance – Operations and maintenance accounts for the largest costs in the Wastewater Section. Utility costs are a large expense item in Wastewater, and were approximately $1,024,200 for FY 2017. These costs are largely associated with aeration of the wastewater for biological processes, pumping, odor control and various other processes and operations.

Indirect Expenses also is a large expense item in the Wastewater Section. As with the Water Section, these expenses include reimbursement to the General Fund for customer service, utility billing, and other support functions such as Engineering and Human Resources.

The City has also started implementation of a sanitary sewer rapid assessment tool. The equipment uses sonic technology to determine blockage condition which helps determine further action such as inspection, cleaning or maintenance activities. The crews have had positive results during initial testing and have been able to evaluate over 89,000 LF of pipe during 2017.

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

Operations Capital – Operations Capital expenditures are related to equipment and vehicles directly related to operations versus system replacement or expansion. In previous years the Water Management Department has evaluated the annual cost of replacement of operations capital items based on present day replacement value, anticipated lifecycle, and a projected annual increase in replacement cost of five percent. Due to budgeting requirements, the approach has been modified to be consistent with other City departments, however, this practice will continue to be used during rate analyses to ensure long terms costs are captured. Enhancement requests have been provided and largely related to replacement of existing equipment.

Wastewater Collection: This Division is requesting the replacement purchase of a vactor truck that is used for cleaning and maintenance of sewer lines. This replacement purchase will help to increase efficiencies of the jetting equipment, allowing for decreased time spent on removing blockages and an increate on the number of sites visited daily.

Wastewater Collection: This Division is requeting the replacement purchase of a rubber track excavator. The WMD sold a larger, more cumberson, excavator in 2017 and will use this excavator for smaller, tighter spaces where large equipment isn't feasible.

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

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

Wastewater Collection: This Division is requesting the replacement of a six-inch bypass pump that is used during routine maintenance and emergency situations. The pump can allow us to bypass the main pump while performing maintenance in the station.

Wastewater Budget

Utility Administration: This Division is requesting the addition of a utility inspector vehicle to assist them in development inspections.This inspector will be travelling between the Public Works building and City Hall, and various construction sites for both capital and development projects.

Similar to the Water Section, the City has been working through the IWRP priority projects established by the BOMA. The key project in the Wastewater Section is the Water Reclamation Facility Upgrade and Expansion. At this time, the design has been completed and the project has bid, however bids came back higher than anticipated and the project is currently under redesign and will be rebid next month.

The Department is also working on various collection system projects that include the upgrade to the Holiday Court Lift Station, elimination of the Ladd Park Lift Station, and among other projects, finalizing design of the Spencer Creek interceptor project in the vicinity of Franklin Road.

A key project to both water and wastewater systems is the supervisory control and data acquisition (SCADA) project. This project touches over 40 facilities in both the water and wastewater systems and will provide necessary data and remote operations capabilities to the department.

City of Franklin, Tennessee
FY 2019 Operating Budget

Budget

	A	B	C	D	E	F (E-C)	G (E/C)
	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference '18 v. '19 $	%
Divisions							
Wastewater Collection	2,192,335	2,470,827	2,698,407	3,204,243	3,055,231	356,824	13.2%
Wastewater Plant	3,505,664	4,312,825	5,882,603	5,535,123	4,374,969	(1,507,634)	-25.6%
Utility Administration	1,037,247	1,089,442	1,230,428	1,063,420	1,397,087	166,659	13.5%
Wastewater General	3,187,915	4,315,139	10,297,326	10,160,656	6,691,072	(3,606,254)	-35.0%
Total Wastewater	**9,923,161**	**12,188,233**	**20,108,765**	**19,963,442**	**15,518,358**	**(4,590,407)**	**-22.8%**
Expense by Category							
Personnel							
Salaries & Wages	2,359,817	2,539,470	2,897,423	2,627,989	3,191,573	294,150	10.2%
Employee Benefits	1,052,371	1,060,232	1,257,347	1,276,398	1,314,963	57,616	4.6%
Total Personnel	**3,412,188**	**3,599,702**	**4,154,770**	**3,904,388**	**4,506,536**	**351,766**	**8.5%**
Operations							
Transportation Services	9,586	5,051	4,850	5,300	5,225	375	7.7%
Operating Services	430,518	454,981	460,760	477,477	481,750	20,990	4.6%
Notices, Subscriptions, etc.	16,045	10,513	16,800	16,000	13,300	(3,500)	-20.8%
Utilities	1,334,905	1,280,276	1,294,721	1,299,086	1,404,887	110,166	8.5%
Contractual Services	899,534	530,779	1,880,500	2,214,000	749,800	(1,130,700)	-60.1%
Repair & Maintenance Services	255,775	236,703	239,300	324,715	295,150	55,850	23.3%
Employee programs	8,521	4,957	4,750	4,750	4,100	(650)	-13.7%
Professional Development/Travel	12,724	12,675	20,900	15,400	19,700	(1,200)	-5.7%
Office Supplies	8,608	7,294	6,650	6,650	6,850	200	3.0%
Operating Supplies	291,756	280,280	287,850	289,500	298,825	10,975	3.8%
Fuel & Mileage	61,178	61,382	69,100	71,301	88,500	19,400	28.1%
Supplies for Resale	-	-	-	-	-	-	
Machinery & Equipment (<$25,000)	66,449	145,027	133,724	128,824	132,150	(1,574)	-1.2%
Repair & Maintenance Supplies	374,427	513,643	183,000	196,800	175,000	(8,000)	-4.4%
Operational Units	1,037,990	1,081,927	1,121,229	1,122,212	1,121,229	-	0.0%
Property & Liability Costs	147,519	202,744	163,875	182,810	242,498	78,623	48.0%
Rentals	13,648	5,486	3,500	3,640	3,500	-	0.0%
Financial Fees	21,213	20,029	45,000	85,974	29,000	(16,000)	-35.6%
Permits	43,647	614	17,000	18,495	17,000	-	0.0%
Debt Service and Lease Payments	1,345,502	1,334,170	1,340,485	1,340,677	1,250,507	(89,978)	-6.7%
Total Operations	**6,379,545**	**6,188,531**	**7,293,995**	**7,803,611**	**6,338,971**	**(955,024)**	**-13.1%**
Buildings	-	600,000	750,000	396,263	-	(750,000)	
Improvements	-	1,500,000	7,200,000	6,906,680	3,612,850	(3,587,150)	-49.8%
Machinery & Equipment (>$25,000)	131,428	300,000	710,000	952,500	1,060,000	350,000	49.3%
Capital	**131,428**	**2,400,000**	**8,660,000**	**8,255,443**	**4,672,850**	**(3,987,150)**	**-46.0%**
Total Wastewater	**9,923,161**	**12,188,233**	**20,108,765**	**19,963,442**	**15,518,358**	**(4,590,407)**	**-22.8%**

Reclaimed Water

Section Summary

On February 10, 2004, the City of Franklin Board of Mayor and Aldermen officially created the Reclaimed Division through adoption of Title 18, Chapter 4, of the Franklin Municipal Code. The Reclaimed Water Section produces and distributes water for commercial irrigation use within the City's water service area. There are no dedicated personnel assigned to this division. Personnel from the Service Divisions currently maintain the reclaimed water lines and personnel from the Water Reclamation Plant operate and maintain the pumps and sampling stations.

Section Goals & Strategic Initiatives

The primary goal for the Reclaimed Water Section is to distribute high quality effluent water for irrigation needs of customers. A benefit of reclaimed water, in addition to a low cost alternative for irrigation water, is that it reduces loading of effluent to the Harpeth River. While the use of reclaimed water is typically seasonal, the Department has been and will continue to evaluate other disposal concepts that would reduce effluent discharge to the river that are consistent with the permit.

Though reclaimed water is not an essential service, it is imperative that the Department be able to serve the demands for the system. It is projected that the existing Long Lane Water Tank (500,000 gallons) will be converted to a reclaimed storage facility in the future to provide for demands in the southern area of the City. Additional storage facilities are being considered using existing department property.

City of Franklin, Tennessee
FY 2019 Operating Budget

Budget

	A	B	C	D	E	F (E-C)	G (E/C)
	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference '18 vs. '19 $	%
Personnel							
Salaries & Wages	-	-	-	-	-	-	0.0%
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	**-**	**-**	**-**	**-**	**-**	**-**	**0.0%**
Operations							
Transportation Services	-	-	250	200	200	(50)	-20.0%
Operating Services	-	-	-	-	-	-	0.0%
Notices, Subscriptions, etc.	-	-	100	100	100	-	0.0%
Utilities	12	50	50	50	50	-	0.0%
Contractual Services	-	-	-	15,000	180,500	180,500	0.0%
Repair & Maintenance Services	-	12,000	12,000	20,375	17,000	5,000	41.7%
Employee programs	-	-	-	-	-	-	0.0%
Professional Development/Travel	-	-	-	-	-	-	0.0%
Office Supplies	-	-	-	-	-	-	0.0%
Operating Supplies	36,930	65,500	110,200	110,000	110,400	200	0.2%
Fuel & Mileage	-	-	-	-	-	-	0.0%
Supplies for Resale	-	-	-	-	-	-	0.0%
Machinery & Equipment (<$25,000)	-	-	2,000	2,000	2,000	-	0.0%
Repair & Maintenance Supplies	1,259	42,035	15,500	15,500	15,500	-	0.0%
Operational Units	-	-	-	-	-	-	0.0%
Property & Liability Costs	-	-	-	-	-	-	0.0%
Rentals	-	-	-	-	-	-	0.0%
Financial Fees	-	-	-	-	-	-	0.0%
Permits	-	-	-	-	-	-	0.0%
Debt Service and Lease Payments	44,913	65,975	65,975	65,975	65,975	-	0.0%
Total Operations	**83,114**	**185,560**	**206,075**	**229,200**	**391,725**	**185,650**	**90.1%**
Capital	**-**	**-**	**-**			**-**	**0.0%**
Total Reclaimed Water	**83,114**	**185,560**	**206,075**	**229,200**	**391,725**	**185,650**	**90.1%**

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2018	F 2019	F 2020	F 2021	F 2022	F 2023	Balance (2024-2037)	Total Outstanding (2020-2037)
Water Operations										
PRINCIPAL										
Bonds 2011A $19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	$ 1,360,100	$ 89,600	$ 91,700	$ 94,150	$ 96,600	$ 99,050	$ 101,500	$ 319,550	**$ 710,850**
ARRA Loan 2011 $1.5M - (Reservoir Rehabilitation)	2011	$ 1,500,000	$ 68,023	$ 69,965	$ 71,964	$ 74,020	$ 76,134	$ 78,310	$ 663,215	**$ 963,644**
Bonds 2017 - $12m (Water Plant)	2017	$ 12,000,000	$ 370,000	$ 400,000	$ 415,000	$ 430,000	$ 450,000	$ 470,000	$ 9,465,000	**$ 11,230,000**
PRINCIPAL		**$ 14,860,100**	**$ 527,623**	**$ 561,665**	**$ 581,114**	**$ 600,620**	**$ 625,184**	**$ 649,810**	**$ 10,447,765**	**$ 12,904,494**
INTEREST										
Bonds 2011A $19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	2.48%	$ 21,940	$ 19,714	$ 17,435	$ 15,095	$ 12,694	$ 10,232	$ 15,319	**$ 70,775**
ARRA Loan 2011 $1.5M - (Reservoir Rehabilitation)	2011	2.82%	$ 30,191	$ 28,249	$ 26,250	$ 24,194	$ 22,080	$ 19,904	$ 73,381	**$ 165,808**
Bonds 2017 - $12m (Water Plant)	2017	3.29%	$ 497,471	$ 508,000	$ 492,000	$ 475,400	$ 458,200	$ 435,700	$ 3,225,300	**$ 5,086,600**
INTEREST			**$ 549,602**	**$ 555,962**	**$ 535,685**	**$ 514,688**	**$ 492,974**	**$ 465,836**	**$ 3,314,000**	**$ 5,323,183**
TOTAL EXPENDITURES			**$ 1,077,225**	**$ 1,117,628**	**$ 1,116,799**	**$ 1,115,309**	**$ 1,118,158**	**$ 1,115,646**	**$ 13,761,765**	**$ 18,227,676**

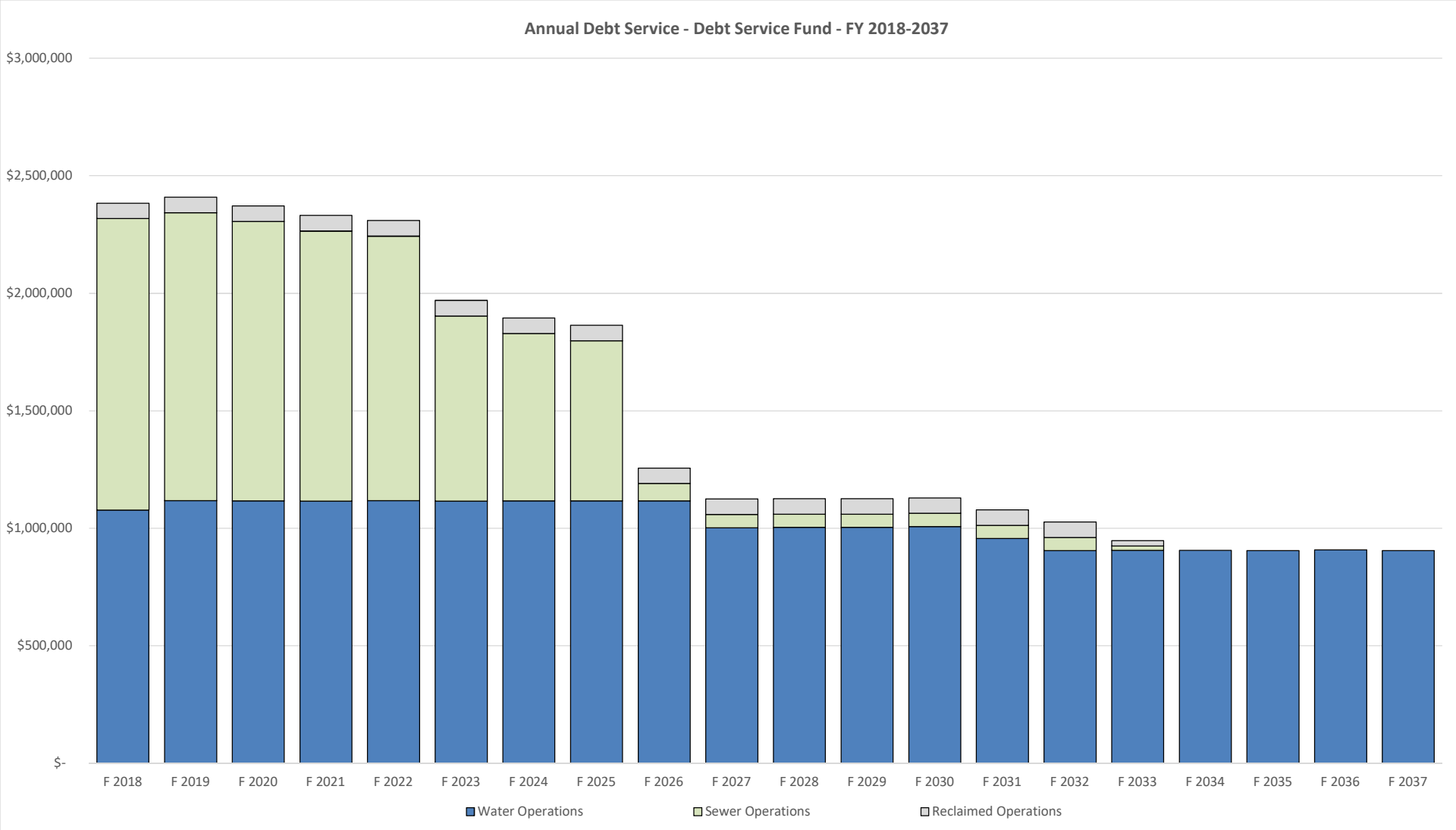
Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2018	F 2019	F 2020	F 2021	F 2022	F 2023	Balance (2024-2037)	Total Outstanding (2020-2037)
Sewer Operations										
PRINCIPAL										
Bonds 2005 $24.67M (Refund 2001 / 2002)	2001, 2002, 2005	$ 9,868,000	$ 860,000	$ 888,000	$ 896,000	$ 902,000	$ 912,000	$ 622,000	$ 1,160,000	**$ 4,492,000**
Bonds 2011A $19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	$ 194,300	$ 12,800	$ 13,100	$ 13,450	$ 13,800	$ 14,150	$ 14,500	$ 45,650	**$ 101,550**
ARRA Loan 2013 $1.89M - (Sewer & Reclaimed Projects)	2012	$ 868,572	$ 37,685	$ 38,712	$ 39,766	$ 40,849	$ 41,961	$ 43,104	$ 463,421	**$ 629,101**
PRINCIPAL		**$ 10,930,872**	**$ 910,485**	**$ 939,812**	**$ 949,216**	**$ 956,649**	**$ 968,111**	**$ 679,604**	**$ 1,669,071**	**$ 5,222,651**
INTEREST										
Bonds 2005 $24.67M (Refund 2001 / 2002)	2001, 2002, 2005	3.00%-5.00%	$ 307,650	$ 264,650	$ 220,250	$ 175,450	$ 130,350	$ 84,750	$ 78,300	**$ 689,100**
Bonds 2011A $19.43M (Refund 2008 TMBF)	2008 (2011 Refund)	2.48%	$ 3,134	$ 2,816	$ 2,491	$ 2,156	$ 12,694	$ 10,232	$ 15,319	**$ 42,893**
ARRA Loan 2013 $1.89M - (Sewer & Reclaimed Projects)	2012	2.69%	$ 18,516	$ 17,489	$ 16,435	$ 15,352	$ 14,239	$ 13,097	$ 61,123	**$ 120,246**
INTEREST			**$ 329,300**	**$ 284,955**	**$ 239,175**	**$ 192,958**	**$ 157,283**	**$ 108,079**	**$ 154,743**	**$ 852,238**
TOTAL EXPENDITURES			**$ 1,239,785**	**$ 1,224,767**	**$ 1,188,391**	**$ 1,149,607**	**$ 1,125,395**	**$ 787,683**	**$ 1,823,813**	**$ 6,074,889**

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2018	F 2019	F 2020	F 2021	F 2022	F 2023	Balance (2024-2037)	Total Outstanding (2020-2037)
Reclaimed Operations										
PRINCIPAL										
ARRA Loan 2013 $1.89M - (Sewer & Reclaimed Projects)	2012	$ 1,019,628	$ 44,239	$ 45,444	$ 46,682	$ 47,953	$ 49,259	$ 50,600	$ 544,015	**$ 738,510**
PRINCIPAL		**$ 1,019,628**	**$ 44,239**	**$ 45,444**	**$ 46,682**	**$ 47,953**	**$ 49,259**	**$ 50,600**	**$ 544,015**	**$ 738,510**
INTEREST										
ARRA Loan 2013 $1.89M - (Sewer & Reclaimed Projects)	2012	2.69%	$ 21,736	$ 20,531	$ 19,293	$ 18,022	$ 16,716	$ 15,374	$ 71,753	**$ 141,158**
INTEREST			**$ 21,736**	**$ 20,531**	**$ 19,293**	**$ 18,022**	**$ 16,716**	**$ 15,374**	**$ 71,753**	**$ 141,158**
TOTAL EXPENDITURES			**$ 65,975**	**$ 65,975**	**$ 65,975**	**$ 65,975**	**$ 65,975**	**$ 65,975**	**$ 615,769**	**$ 879,668**

**Debt Service shown above for Proprietary Funds only shows budgeted debt service within operational accounts. Additional debt service is paid out of development accounts (Access & Taps) for all three funds - Water, Wastewater & Reclaimed. For FY 2018, those amounts are $207,146 for Water Access, $47,803 for Water Taps, $2,866,877 for Sewer Access, $79,672 for Reclaimed Access and $15,934 for Reclaimed Taps.*

Debt Service - Water, Wastewater & Reclaimed Funds Schedule

The chart below shows annual debt service for the Proprietary Funds (Water, Wastewater & Reclaimed Water) for all bonds issued from FY 2018-2037. General Obligation Bond Debt Service for the City of Franklin is budgeted within the Debt Service Fund.



**Debt Service shown above for Proprietary Funds only shows budgeted debt service within operational accounts. Additional debt service is paid out of development accounts (Access & Taps) for all three funds - Water, Wastewater & Reclaimed. For FY 2018, those amounts are $207,146 for Water Access, $47,803 for Water Taps, $2,866,877 for Sewer Access, $79,672 for Reclaimed Access and $15,934 for Reclaimed Taps.*

City of Franklin

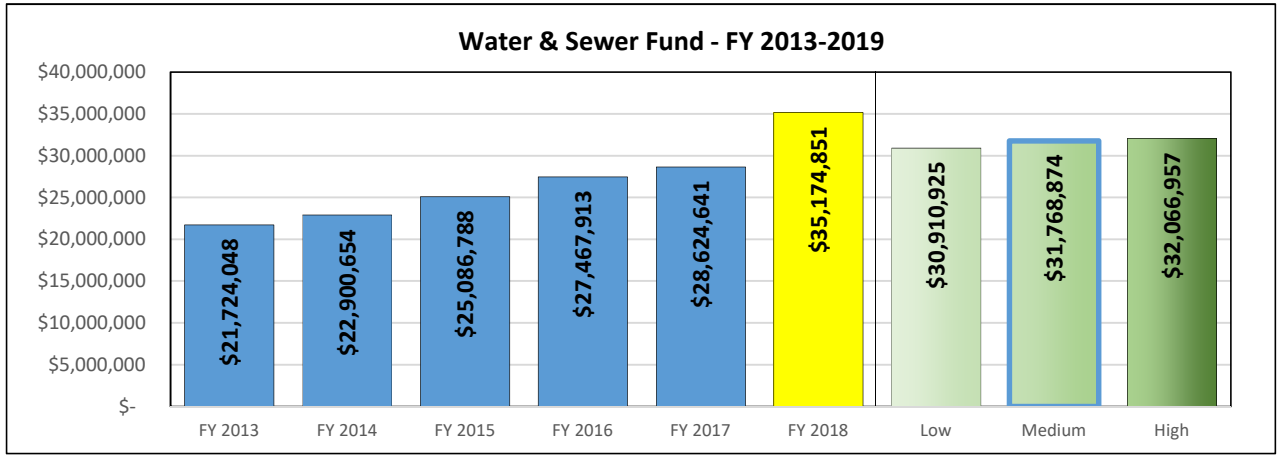
Revenue Model

Fund:	Water/Sewer Fund	Percent of All Revenues	20.9%

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 anticipated to increase by 3.5% for Water and 5.5% for Sewer for FY 2019.

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



	Actual					Budget	Forecast (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
Water										3-yr Average
Grants	(484)	-	-	-	-	-	-	-	-	$ 27,059,781
Use of Money & Property	39,653	64,279	28,924	46,167	89,992	36,500	37,230	37,778	38,873	10.0%
Rates & Related Customer Service	9,360,899	9,474,701	10,161,250	10,862,141	11,155,292	11,737,574	11,972,325	12,597,642	12,500,516	5-Yr Average
Transfers from F/B						3,304,521				$ 25,160,809
Wastewater										8.0%
Grants	-	-	-	-	-	-	-	-	-	
Use of Money & Property	47,591	22,977	86,477	110,042	95,071	82,800	86,526	87,354	89,424	
Rates & Related Customer Service	12,377,491	13,207,624	14,724,348	16,324,715	17,146,739	17,808,606	18,609,993	18,841,250	19,233,294	
Transfers from F/B						2,000,000				
Reclaimed Water										
Grants	(240,183)	-	-	-	-	-	-	-	-	
Use of Money & Property	839	170	14	38	196	100	100	100	100	
Rates & Related Customer Service	138,242	130,903	85,775	124,810	137,351	204,750	204,750	204,750	204,750	
Totals	$ 21,724,048	$ 22,900,654	$ 25,086,788	$ 27,467,913	$ 28,624,641	$ 35,174,851	$ 30,910,925	$ 31,768,874	$ 32,066,957	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

This page intentionally left blank.

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**

This page intentionally left blank.

General Expenses

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	443,006	-831,130	690,610	599,552	2,288,079	1,597,469	231.3%
Operations	1,858,237	87,495	271,000	118,103	256,565	-14,435	-5.3%
Capital	0	0	0	0	0	-	0.0%
Total	**2,301,243**	**-743,635**	**961,610**	**717,655**	**2,544,644**	**1,583,034**	**164.6%**

Department Summary

The General Expenses budget includes all expenditures which are not attributable to one particular department.

Among these expenses include general wage increases/merit pay, the City's appropriations for Medical and Dental expenses, the City's dues for the Tennessee Municipal League, the annual audit, fuel hedging, the Citizen's Survey and other "shared" software services - such as Socrata and the Tennessee Municipal Benchmarking Project.

$100,000 set aside for City support of Housing Initiatives in FY 2018 has been maintained for FY 2019.

Organizational Chart

There is no organization chart associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.

Staffing by Position

There are no staff formally associated with General Expenses. It is supervised by personnel in the Administration, Finance and Human Resources Departments.

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	%
Personnel							
Salaries & Wages	-	-	137,184	-	1,750,000	1,612,816	1175.7%
Employee Benefits	443,006	(831,130)	553,426	599,552	538,079	(15,347)	-2.8%
Total Personnel	**443,006**	**(831,130)**	**690,610**	**599,552**	**2,288,079**	**1,597,469**	**231.3%**
Operations							
Notices, Subscriptions, etc.	14,652	85,697	43,500	46,488	49,565	6,065	13.9%
Utilities	691	821	550	550	550	-	0.0%
Contractual Services	123,696	55,721	222,000	87,250	201,500	(20,500)	-9.2%
Repair & Maintenance Services	-	-	1,000	1,000	1,000	-	0.0%
Fuel & Mileage	241,845	(58,195)	-	(21,149)	-	-	
Machinery & Equipment (<$25,000)	-	-	2,000	2,000	2,000	-	0.0%
Professional Development/Travel	-	130	-	-	-	-	
Operational Units	1,402,797	-	-	-	-	-	
Rentals	-	-	100	100	100	-	0.0%
Permits	74,556	82	350	350	350	-	0.0%
Financial Fees	-	2	-	14	-	-	
Other Business Expenses	-	508	1,500	1,500	1,500	-	0.0%
Debt Service and Lease Payments	-	2,729				-	#DIV/0!
Total Operations	**1,858,237**	**87,495**	**271,000**	**118,103**	**256,565**	**(14,435)**	**-5.3%**
Capital	-	-	-	-	-	-	
Total General Expenses	**2,301,243**	**(743,635)**	**961,610**	**717,655**	**2,544,644**	**1,583,034**	**164.6%**

This page intentionally left blank.

Appropriations

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	0	0	0	0	0	0	0.0%
Operations	460,021	464,936	461,056	465,223	516,301	55,245	12.0%
Capital	0	0	0	0	0	-	0.0%
Total	**460,021**	**464,936**	**461,056**	**465,223**	**516,301**	**55,245**	**12.0%**

Department Goals

The Appropriations budget provides for the allotment of City of Franklin funds to various outside agencies, functions and programs. A select list of definitions is provided below:

ARC: A family-based organization committed to securing opportunities for persons with intellectual, developmental, or other disabilities.
Boys and Girls Club: Provides a safe place for children and teens, tracks unduplicated services, and tracks teens graduating from high school and their transition to attend college.
Bridges: In partnership with the City, responds to domestic violence calls. These efforts assist in reducing the City's costs and required manpower.
Community Child Care: Gives lower income families the opportunity to work or further education, while children receive affordable child care. Tracks test scores of children transitioning from Community Child Care to kindergarten.
Community Housing Partnership: Assists in helping to keep low income and disabled families in their homes through owner occupied rehabilitation and as an aid for emergency housing for the homeless.
Graceworks: Gives assistance with rent, utility bills, food, medications, gasoline vouchers, school supplies, and senior transportation. Graceworks also partners with the American Red Cross for disaster relief, which included the 2010 floods.
Mid-Cumberland Homemaker: Provides at-home assistance with household tasks to help clients maintain self-sufficiency.
Mid-Cumberland Ombudsman: Serves as an impartial party advocate who seeks to resolve residents' rights complaints and violations voiced by individuals residing in nursing homes, assisted care living facilities, and homes for the aged.
Mid-Cumberland Meals on Wheels: Provides nutritious home-delivered meals/senior center dining.
Second Harvest: Provides food at a very reduced cost to several agencies that are located in Williamson County.
Waves: Provides daily activities and participation in community life for individuals with disabilities; advocacy

Organizational Chart

There is no organization chart associated with Appropriations. It is supervised by personnel in Administration and the Finance Department.

Staffing by Position

There are no staff formally associated with Appropriations. It is supervised by personnel in Administration and the Finance Department.

Ten-Year Appropriations History

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Operations							
Contracted Services							
Regional Transit Authority - 91X Bus	50,004	56,285	56,185	56,185	104,912	48,727	86.7%
Franklin Tomorrow	29,610	29,610	34,610	34,610	34,610	-	0.0%
Sister City Program	5,076	5,076	5,500	5,500	5,500	-	0.0%
Total Contracted Services	**84,690**	**90,971**	**96,295**	**96,295**	**145,022**	**48,727**	**50.6%**
Appropriations to Governments							
Health Department	21,150	21,150	21,150	21,150	21,150	-	0.0%
Animal Control	89,224	93,685	91,336	91,336	110,354	19,018	20.8%
Library - Books	59,220	59,220	64,220	64,220	64,220	-	0.0%
TN Reha @ Franklin	22,495	22,495	23,170	23,170	23,170	-	0.0%
Franklin Housing Authority	-	-	-	-	-	-	100.0%
IDB & Health/Education Board	-	-	750	750	750	-	0.0%
I-65 Corridor Study	-	-	12,500	16,667	-	(12,500)	-100.0%
Total Appropriations to Gov't	**192,089**	**196,550**	**213,126**	**217,293**	**219,644**	**6,518**	**3.1%**
Appropriations to Civic Org.							
ARC	4,230	4,230	4,230	4,230	4,230	-	0.0%
Boys & Girls Club	15,228	15,228	18,000	18,000	18,000	-	0.0%
Bridges	15,040	15,040	15,040	15,040	15,040	-	0.0%
Community Child Care	29,140	29,140	29,140	29,140	29,140	-	0.0%
Community Housing Partnership	8,460	8,460	8,460	8,460	8,460	-	0.0%
J.L. Clay Center/Senior Citizens	41,654	20,827	-	-	-	-	0.0%
Mid Cum Hum Res/Homemaker	4,700	4,700	4,700	4,700	4,700	-	0.0%
Mid-Cum Hum Res/Ombusdsman	2,061	2,061	2,500	2,500	2,500	-	0.0%
Mid-Cum Meals on Wheels	10,152	10,152	10,152	10,152	10,152	-	0.0%
Second Harvest/Nashville's Table	1,269	1,269	1,500	1,500	1,500	-	0.0%
Waves	22,913	22,913	22,913	22,913	22,913	-	0.0%
Wmson Co Emergency Relief/Graceworks	13,395	13,395	15,000	15,000	15,000	-	0.0%
Gentry's Education Center	10,000	10,000	15,000	15,000	15,000	-	0.0%
Transit Alliance	5,000	5,000	5,000	5,000	5,000	-	0.0%
Masonic Hall Historic Study	-	15,000	-	-	-	-	0.0%
Total Appropriations to Civic Org's.	**183,242**	**177,415**	**151,635**	**151,635**	**151,635**	**-**	
Total Operations	**460,021**	**464,936**	**461,056**	**465,223**	**516,301**	**55,245**	**12.0%**
Total Appropriations	**460,021**	**464,936**	**461,056**	**465,223**	**516,301**	**55,245**	**12.0%**

This page intentionally left blank.

Interfund Transfers

Budget Summary

	2016	2017	2018		2019	2018 v. 2019	
	Actual	Actual	Budget	Estimated	Budget	$	%
Personnel	0	0	0	0	0	0	0.0%
Operations	3,501,413	4,000,580	1,392,993	1,392,993	985,171	-407,822	-29.3%
Capital	0	0	0	0	0	-	0.0%
Total	**3,501,413**	**4,000,580**	**1,392,993**	**1,392,993**	**985,171**	**-407,822**	**-29.3%**

Department Summary

Interfund Transfers reflects those funds transferred from the General Fund to be accounted for in other funds of the City. For fiscal year 2019, the only transfer planned is to the Transit Fund.

There are no transfers planned for the Sanitation & Environmental Services Fund, Capital Projects Fund, Debt Service Fund, In Lieu of Parkland Fund, Road Impact Fund or Street Aid Fund in 2019. This may change as the fiscal year unfolds.
.

Interfund Transfers

There is no organization chart associated with Interfund Transfers. It is supervised by personnel in the Finance Departments.

Staffing by Position

There are no staff formally associated with Interfund Transfers. It is supervised by personnel in the Finance Departments.

Interfund Transfers

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Personnel							
Salaries & Wages	-	-	-	-	-	-	
Employee Benefits	-	-	-	-	-	-	0.0%
Total Personnel	**-**	**-**	**-**	**-**	**-**	**-**	**0.0%**
Operations							
TRANSFER TO STREET AID & TRANSPORTATIOI	-	332,840	-	-	-	-	
TRANSFER TO SANITATION	500,000	750,000	500,000	500,000	-	(500,000)	-100.0%
TRANSFER TO ROAD IMPACT	-	-	-	-	-	-	
TRANSFER TO IN LIEU OF PARKLAND FUND	-	-	-	-	-	-	
TRANSFER TO TRANSIT FUND	501,413	458,755	892,993	892,993	985,171	92,178	10.3%
TRANSFER TO DEBT SERVICE FUND	-	792,914	-	-	-	-	
TRANSFER TO CAPITAL IMPROVEMENT BONDS	2,500,000	1,666,071	-	-	-	-	
Total Operations	**3,501,413**	**4,000,580**	**1,392,993**	**1,392,993**	**985,171**	**(407,822)**	**-29.3%**
Capital	-	-				-	
Total Interfund Transfers	**3,501,413**	**4,000,580**	**1,392,993**	**1,392,993**	**985,171**	**(407,822)**	**-29.3%**

Interfund Transfers - Historic Detail

Account	A2013	A2014	A2015	A2016	A2017
88020 TRANSFER TO STREET AID & TRANSPORTATION	573,132	739,965	-		332,840
88030 TRANSFER TO SANITATION	728,483	1,208,148	500,000	500,000	750,000
88040 TRANSFER TO ROAD IMPACT	-	60,933	-		
88085 TRANSFER TO IN LIEU OF PARKLAND FUND	-	-	2,280,119		
88090 TRANSFER TO TRANSIT FUND	414,350	843,182	683,110	501,413	458,755
88095 TRANSFER TO DEBT SERVICE FUND					792,914
88100 TRANSFER TO CAPITAL IMPROVEMENT BONDS				2,500,000	1,666,071
TOTAL TRANSFERS	**1,715,965**	**2,852,228**	**3,463,229**	**3,501,413**	**4,000,580**

OTHER SPECIAL FUNDS

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

Under this operating unit are:

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

This page intentionally left blank.

City Facilities Tax Fund

Budget Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Beginning Fund Balance	6,717,764	6,976,276	10,441,436	10,441,436	13,410,224		
Revenues	4,886,088	3,850,553	3,852,692	4,507,568	2,449,305	-1,403,387	-36.4%
Expenditures	4,627,576	385,393	5,239,100	1,538,780	8,572,384	3,333,284	63.6%
Ending Balance	6,976,276	10,441,436	9,055,028	13,410,224	7,287,145		

Fund Summary

The Facilities Tax Fund is a special revenue fund used to account for the proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to levy and collect a privilege tax on new development to provide that new development contribute its fair share of providing new public facilities made necessary by growth. Such taxes may be expended only upon police, fire, sanitation, and parks and recreation expenditures. Such expenses can only be spent on public expenditures related to growth; thus new equipment and infrastructure can be funded out of the Facilities Tax fund, but replacement of existing equipment cannot.

Organizational Chart

There is no organization chart associated with the Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

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

City of Franklin, Tennessee
FY 2019 Operating Budget

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Beginning Fund Balance	**6,717,764**	**6,976,276**	**10,441,436**	**10,441,436**	**13,410,224**	**2,968,789**	**28.4%**
Revenues							
FACILITIES TAXES	4,827,968	3,864,453	3,833,871	4,461,645	2,430,484	(1,403,387)	-36.6%
INTEREST INCOME	58,120	(13,900)	18,821	45,923	18,821	-	0.0%
Total Available Funds	**4,886,088**	**3,850,553**	**3,852,692**	**4,507,568**	**2,449,305**	**(1,403,387)**	**-36.4%**
						-	
Expenses							
Total Police	-	-	195,000	198,780	-	(195,000)	-100.0%
Total Fire	3,964,529	214,121	4,422,100	750,000	8,217,884	3,795,784	85.8%
Total Parks	-	44,579	622,000	590,000	-	(622,000)	-100.0%
Total SW Collection	317,447	-	-	-	354,500	354,500	
Total SW Disposal	345,600	126,693	-	-	-	-	
Total Expenditures	**4,627,576**	**385,393**	**5,239,100**	**1,538,780**	**8,572,384**	**3,333,284**	**63.6%**
						-	
Ending Fund Balance	**6,976,276**	**10,441,436**	**9,055,028**	**13,410,224**	**7,287,145**	**(1,767,883)**	**-19.5%**

Notes & Objectives

The forecast for FY 2019 revenues is an estimate based upon historic averages and a careful, conservative analysis of anticipated new building projects both within the City's Development Services pipeline or anticipated to be within the upcoming 12 month period. It is ***heavily dependent*** upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.

Regardless of the level of building activity, there is ample fund balance to fund the completion of Fire Station 7 (the majority of cost is now being programmed into FY 2019) as well as additional Fire and SES Equipment. Capacity will also be reserved for future Tier II CIP needs.

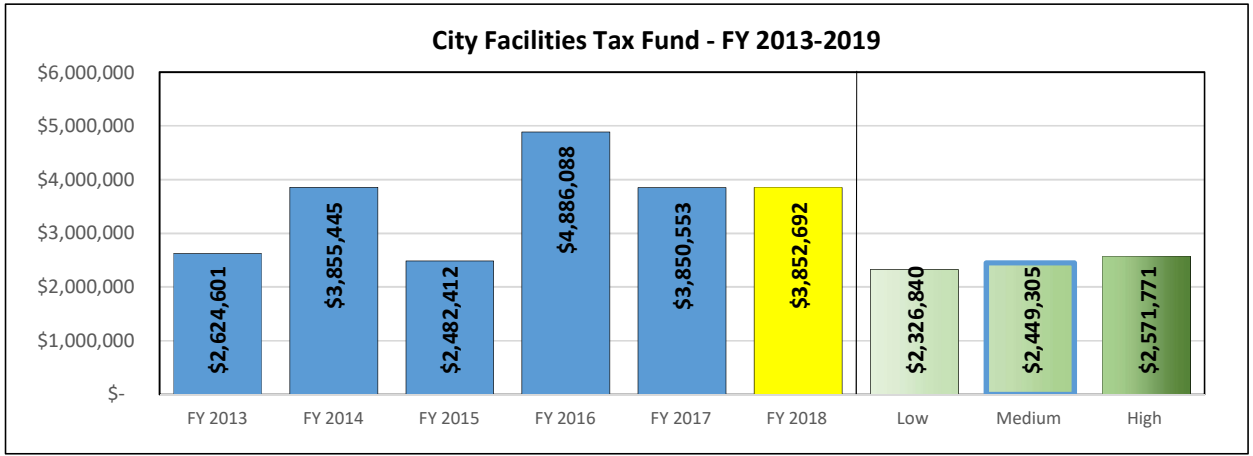
City of Franklin

Revenue Model

Fund:	City Facilities Tax Fund	Percent of All Revenues	1.7%

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 2019 is an estimate based upon historic averages and year-to-date activity. It is *heavily dependent* upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
July	129,034	188,335	174,169	460,763	221,540	269,353	153,761	161,854	169,947	3-yr Average
August	156,599	282,956	128,599	138,739	299,262	200,233	131,796	138,733	145,669	$ 3,739,684
September	171,951	172,873	155,707	405,920	242,795	287,720	150,540	158,463	166,386	1.0%
October	158,433	1,182,887	211,229	693,869	663,512	586,081	381,171	401,233	421,295	5-Yr Average
November	282,226	234,251	160,556	561,169	176,544	380,276	185,317	195,071	204,824	$ 3,539,820
December	263,070	188,891	168,587	235,832	432,916	230,852	168,885	177,773	186,662	1.8%
January	154,265	189,243	186,851	227,208	180,975	204,276	122,939	129,410	135,880	10-Yr Average
February	124,139	70,242	130,798	575,877	575,155	257,463	193,369	203,546	213,723	$ 2,745,320
March	192,990	216,615	227,269	302,406	372,318	256,795	171,806	180,848	189,891	4.0%
April	192,337	160,708	383,594	336,678	140,530	299,099	159,002	167,370	175,739	
May	313,792	309,052	256,477	325,313	119,466	344,420	173,444	182,572	191,701	
June	478,503	652,730	284,637	564,194	439,440	517,304	316,930	333,611	350,292	
Interest Income	7,262	6,662	13,939	58,120	(13,900)	18,821	17,880	18,821	19,762	
Totals	$ 2,624,601	$ 3,855,445	$ 2,482,412	$ 4,886,088	$ 3,850,553	$ 3,852,692	$ 2,326,840	$ 2,449,305	$ 2,571,771	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

County Facilities Tax Fund

Budget Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Beginning Fund Balance	-	-	3,488,072	3,488,072	4,483,146		
Revenues	-	3,488,072	1,250,000	1,895,074	1,250,000	0	100.0%
Expenditures	-	-	900,000	900,000	-	-900,000	100.0%
Ending Balance	-	3,488,072	3,838,072	4,483,146	5,733,146		

Fund Summary

The County Facilities Tax Fund is a new special revenue fund used to account for the City's share of the County's Adequate School Facilities Tax. 30% of the proceeds are distributed to incorporated cities within the county, and another 30% is divided pro rata among the incorporated cities based on population in the last decennial census. The City began collecting a share of the County Facilities Tax in FY 2012.

Prior to FY 2017, monies collected had been deposited within the Capital Projects Fund. Funds are to be used for the purpose of providing public facilities.

Organizational Chart

There is no organization chart associated with the County Facilities Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

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

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Beginning Fund Balance	**-**	**-**	**3,488,072**	**3,488,072**	**4,483,146**	**995,074**	**28.5%**
Revenues							
COUNTY FACILITY TAX	-	-	1,250,000	1,250,000	1,250,000	-	0.0%
TRANSFER FROM CAPITAL PROJECTS		3,487,056	-	635,074	-	-	0.0%
INTEREST INCOME	-	1,016	-	10,000	-	-	0.0%
Total Available Funds	**-**	**3,488,072**	**1,250,000**	**1,895,074**	**1,250,000**	**-**	**0.0%**
						-	
Expenses						-	
CAPITAL		-	900,000	900,000	-	(900,000)	-100.0%
Total Expenditures	**-**	**-**	**900,000**	**900,000**	**-**	**(900,000)**	**-100.0%**
						-	
Ending Fund Balance	**-**	**3,488,072**	**3,838,072**	**4,483,146**	**5,733,146**	**1,895,074**	**49.4%**

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 2018, the $900,000 appropriated from the fund went to support:

- $100,000 Redesign of Long Lane/Goose Creek Interchange (Benefits access to/from Williamson County Ag Center)
- $300,000 Henpeck Lane Sewer Extension (Benefits new Williamson County Schools Site)
- $500,000 Hillsboro Road Phase II (Benefits pedestrian access & traffic management to/from Franklin High)

No appropriation is proposed for FY 2019 at this time, but will be amended in the future as Tier II capital projects are discussed/decided upon.

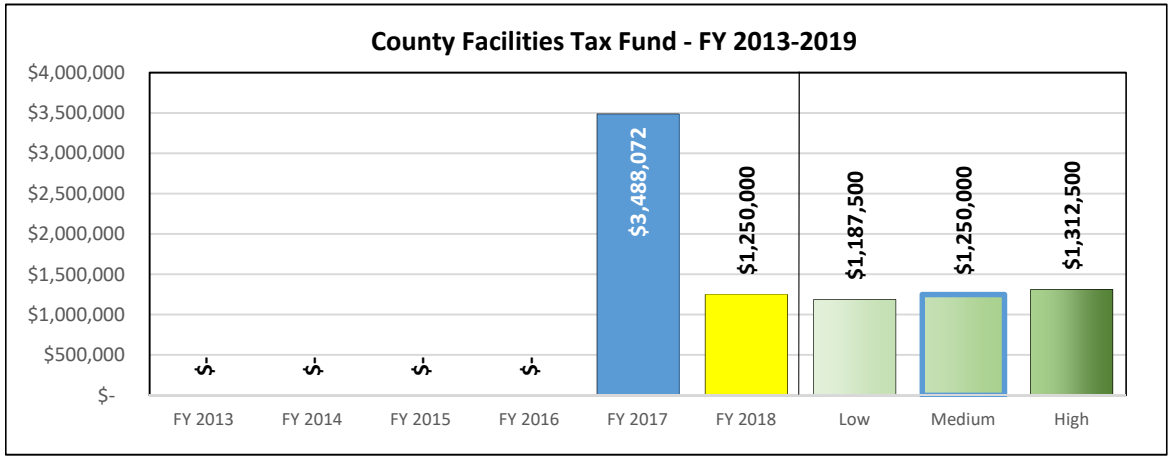
City of Franklin

Revenue Model

Fund:	County Facilities Tax Fund	Percent of All Revenues	0.9%

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

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



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
Tax Collections	-	-	-	-	-	1,250,000	1,187,500	1,250,000	1,312,500	n/a
Transfer from Capital Fund	-	-	-	-	3,487,056					
Interest Income	-	-	-	-	1,016	-	-	-	-	
Totals	$ -	$ -	$ -	$ -	$ 3,488,072	$ 1,250,000	$ 1,187,500	$ 1,250,000	$ 1,312,500	

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

Hotel/Motel Tax Fund

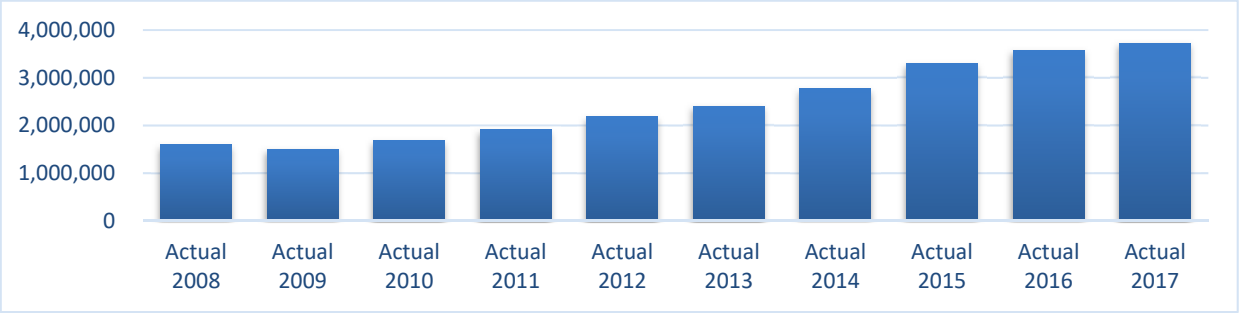
Budget Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Beginning Fund Balance	2,749,596	2,634,109	3,827,284	3,827,284	4,935,865		
Revenues	3,564,721	3,721,055	3,598,227	3,811,911	3,744,327	146,100	4.1%
Expenditures	3,680,208	2,527,880	2,787,655	2,703,330	2,557,059	-230,596	-8.3%
Ending Balance	2,634,109	3,827,284	4,637,856	4,935,865	6,123,133		

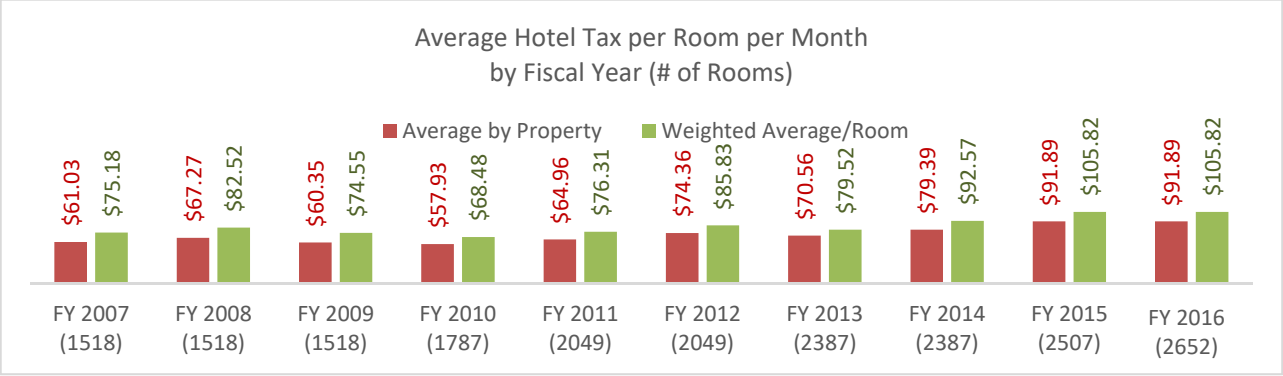
Fund Summary

A special revenue fund used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel /Motel Tax is 4%. The fund is used to pay debt service (previously on the Cool Springs Conference Center and now the Harlinsdale and Battlefield parks). Also, the funds are used for tourism. The budget includes 1% of the 4% tax (based on collections in calendar year 2017) to support the Williamson County Convention and Visitors Bureau.

Even during the recession, receipts in the hotel/motel fund largely met expectations as the chart below demonstrates.



One of the main reasons for this stability in budgeting is the continued growth in both the number of hotel rooms and the average revenue collected per room (Rev PAR), as demonstrated below.



Organizational Chart

There is no organization chart associated with the Hotel/Motel Tax Fund. It is supervised by personnel in the Finance Department.

Staffing by Position

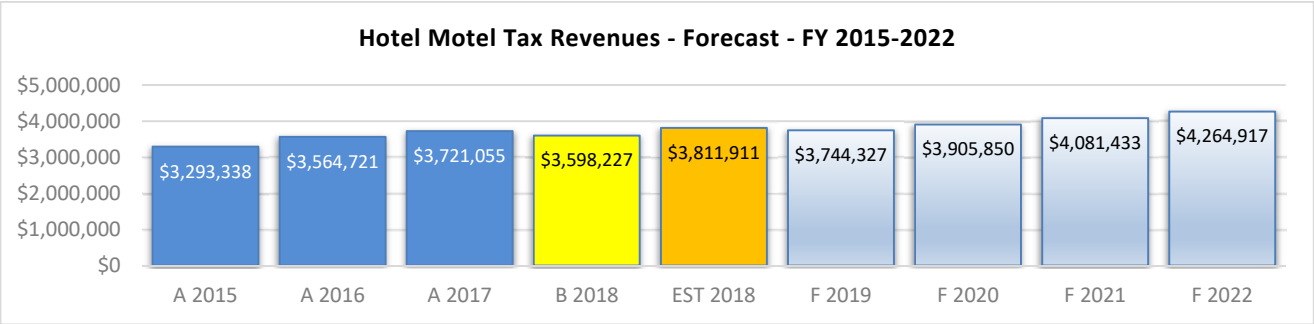
There are no staff formally associated with the Hotel/Motel Tax Fund. It is supervised by personnel in the Finance Department.

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Beginning Fund Balance	**2,749,596**	**2,634,109**	**3,827,284**	**3,827,284**	**4,935,865**		
Revenues							
HOTEL/MOTEL TAXES	3,557,971	3,710,589	3,594,227	3,791,911	3,733,827	139,600	3.9%
INTEREST INCOME	6,750	10,466	4,000	20,000	10,500	6,500	162.5%
CONTRIBUTIONS-OTHERS	-	-	-	-	-	-	
Total Available Funds	**3,564,721**	**3,721,055**	**3,598,227**	**3,811,911**	**3,744,327**	**146,100**	**4.1%**
Expenses							
WATER & SEWER SERVICE	-	-	-	-	-	-	
CONTRACTUAL SERVICES	180,172	40,994	140,000	143,750	25,000	(115,000)	-82.1%
REPAIR & MAINT. SERVICES	17,600	1,551	-	-	-	-	0.0%
OPERATING SUPPLIES	162,574	93,015	-	-	-	-	0.0%
COOL SPRINGS CONF. CENT.	(123,453)	(92,792)	-	(151,423)	-	-	0.0%
CONTRACTED SERVICES	767,131	849,271	895,557	926,602	979,813	84,256	9.4%
TRANSFER TO DEBT SERV. FUND	1,121,213	1,119,916	1,112,812	1,112,812	1,112,960	148	0.0%
TRANSFER TO CAPITAL PROJECTS	1,207,565	195,000	-	-	-	-	0.0%
LAND ACQUISITION	214,286	214,285	214,286	214,286	214,286	-	0.0%
BUILDING IMPROVEMENTS	45,128	-	195,000	195,000	-	(195,000)	-100.0%
PARKS & RECREATION FACILITIES	87,992	106,640	80,000	80,000	225,000	145,000	181.3%
INFRASTRUCTURE	-	-	150,000	85,000	-	(150,000)	-100.0%
MACHINERY & EQUIPMENT				97,303			
Total Expenditures	**3,680,208**	**2,527,880**	**2,787,655**	**2,703,330**	**2,557,059**	**(230,596)**	**-8.3%**
Ending Fund Balance	**2,634,109**	**3,827,284**	**4,637,856**	**4,935,865**	**6,123,133**		

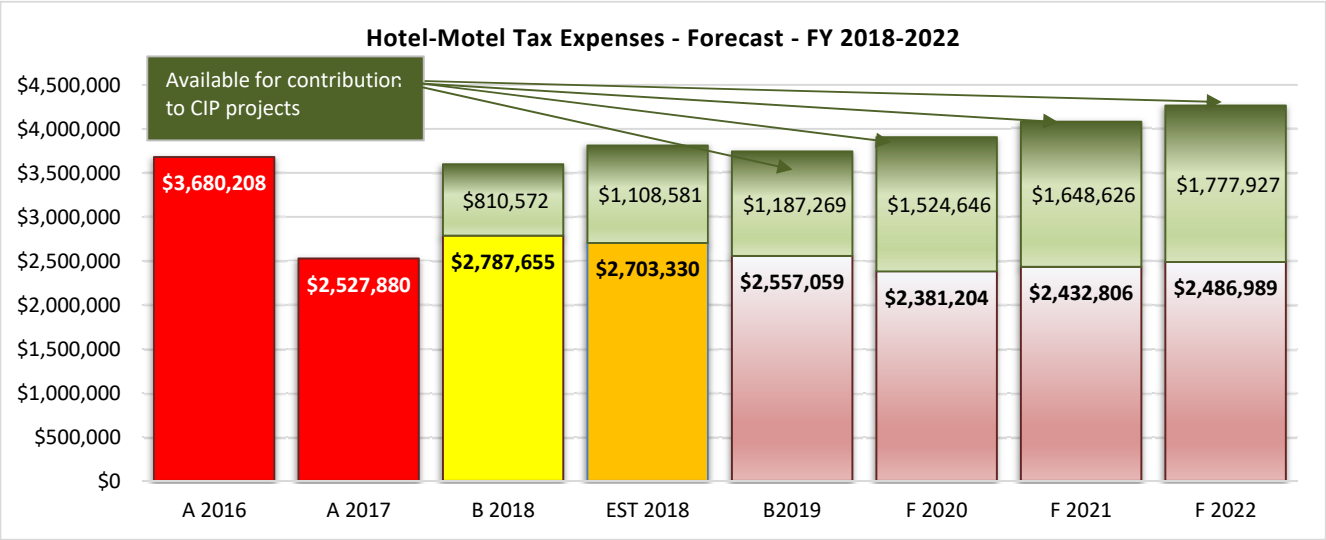
Notes & Objectives

The Hotel-Motel Fund is forecast to grow significantly over the next several fiscal years as revenues on the whole are forecast to continue growing and expenses are steady. We believe that this trend will continue as the overall revenue per room continues to grow, hotels continue to be built, occupancy rates remain low and the region, driven by the high room rates within Nashville show no signs of abating. The chart below shows estimated revenues FY 2015-FY 2022.



Budget

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



Given this forecast, there should be sufficient recurring revenues to continue paying for some but not necessarily all recreation and tourist capital projects proposed within the City of Franklin.

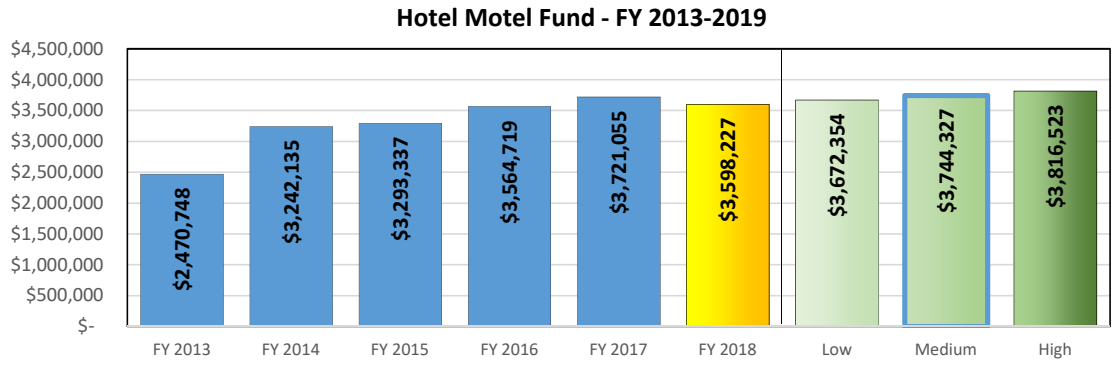
City of Franklin

Revenue Model

Fund:	Hotel Motel Fund	Percent of All Revenues	2.5%

Hotel Motel Fund: The Hotel/Motel Fund is a special revenue fund used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel /Motel Tax is 4%. The fund is used to pay debt service on the Cool Springs Conference Center and the Harlinsdale and Battlefield parks. Also, the funds can be used to support projects and operations related to tourism.

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



	Actual					Budget	Forecasts (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
July	211,075	220,564	262,528	321,484	359,016	362,095	372,958	380,200	387,442	3-yr Average
August	175,021	202,941	273,788	255,448	299,477	305,417	314,580	320,688	326,796	$ 3,526,370
September	195,057	219,382	310,183	306,676	335,101	340,487	350,702	357,511	364,321	0.7%
October	223,821	242,061	294,166	323,020	357,048	366,387	377,379	384,706	392,034	5-Yr Average
November	165,524	223,360	228,683	247,283	276,090	286,653	295,253	300,986	306,719	$ 3,258,399
December	153,893	175,183	207,948	205,388	214,176	222,170	228,835	233,279	237,722	2.1%
January	152,698	184,875	213,640	235,170	222,664	219,274	225,852	230,238	234,623	10-Yr Average
February	185,118	214,823	231,263	266,011	255,252	241,899	249,156	253,994	258,832	$ 2,528,516
March	244,633	274,024	321,936	348,031	341,392	310,283	319,591	325,797	332,003	4.2%
April	222,217	260,989	311,958	350,962	331,685	289,862	298,558	304,355	310,152	20-Yr Average
May	225,392	249,496	288,118	340,943	353,139	285,235	293,792	299,497	305,201	$ 1,574,298
June	249,326	297,104	346,808	357,555	365,549	364,465	335,399	342,577	349,978	6.4%
JIM WARREN PARK TREE GRANT	60,000	-	-	-	-	-	-	-	-	
EASTERN FLANK LOOP GRANT	-	476,000	-	-	-	-	-	-	-	
INTEREST INCOME	6,973	1,333	2,318	6,750	10,466	4,000	10,300	10,500	10,700	
Totals	$ 2,470,748	$ 3,242,135	$ 3,293,337	$ 3,564,719	$ 3,721,055	$ 3,598,227	$ 3,672,354	$ 3,744,327	$ 3,816,523	

Source: City of Franklin, Comprehensive Annual Financial Reports - 1990-2017 & Estimates from Finance & Revenue Management Departments.

This page intentionally left blank.

Debt Service Fund

Budget Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v 2019 $	2018 v 2019 %
Beginning Fund Balance	709	5,000	90,197	90,197	96,700		
Revenues	12,777,235	12,981,946	13,970,998	13,579,304	13,684,617	-286,381	-2.05%
Expenditures	12,772,944	12,896,749	13,965,998	13,572,801	13,764,063	-201,935	-1.45%
Ending Balance	5,000	90,197	95,197	96,700	17,254		

Fund Summary

In the FY2010 budget, annual debt service previously paid by the General Fund was moved to this consolidated Debt Service Fund. While a portion of property tax is allocated directly to this fund to pay for General Fund's portion of debt service, transfers are made from the Sanitation & Environmental Services, Road Impact, and Hotel/Motel Tax funds to pay their respective shares of the debt service in accordance with policies and intentions delineated by the Board of Mayor & Aldermen.

Debt Management Policy Ratios

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

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

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

Full Value of Franklin: (FY 2017)
$ 14,912,932,243

1.75% of Full Value:
$ 260,976,314

Current Bonded Debt (all funds)
$ 187,598,322

As % of Full Value: 1.26%

Measure: Favorable

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

FY 2018 Operating Revenues
$ 150,175,465

3x FY 2018 Operating Revenues
$ 450,526,395

Current Bonded Debt (all funds)
$ 187,598,322

Direct Debt as x of Operating Revenues
1.2

Measure: Favorable

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

Total Governmental Funds Debt Service:
$ 13,894,390

Total Governmental Funds Expenditures (All Funds Expenditures LESS Water & Wastewater Funds)
$ 119,520,723

Gov. Funds Debt Service as % of Gov. Funds Expenditures
11.6%

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

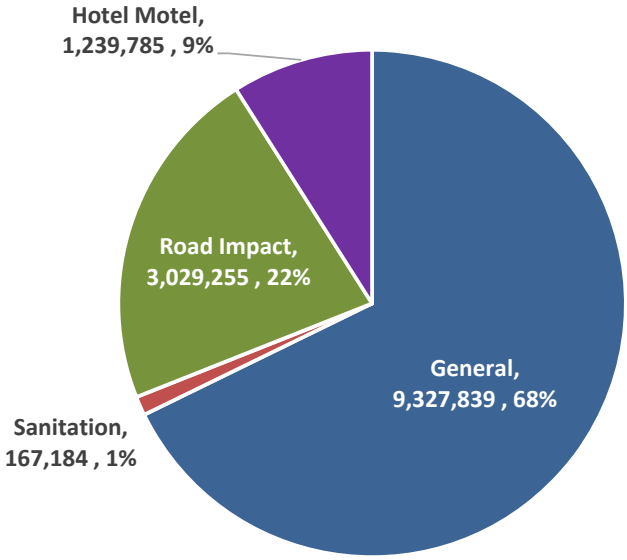
There are no staff formally associated with the Debt Service Fund. It is supervised by personnel in the Finance Department.

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Beginning Fund Balance	**709**	**5,000**	**90,197**	**90,197**	**96,700**		
Revenues							
TOTAL LOCAL TAXES	7,338,632	7,503,769	8,733,490	8,432,201	8,620,102	(113,388)	-1.3%
TOTAL INTERGOVERNMENTAL	840,316	846,359	904,051	813,646	870,720	(33,331)	-3.7%
TOTAL USE OF MONEY & PROPE	3,296	4,355	5,000	5,000	5,000	-	0.0%
TOTAL OTHER REVENUE	4,594,991	4,627,463	4,328,457	4,328,457	4,188,795	(139,662)	-3.2%
Total Available Funds	**12,777,235**	**12,981,946**	**13,970,998**	**13,579,304**	**13,684,617**	**(286,381)**	**-2.0%**
Expenses (Debt Service by Fund)							
General	7,950,715	8,157,643	9,377,892	9,135,748	9,327,839	(50,053)	-0.5%
Sanitation	599,772	524,767	305,802	167,184	167,184	(138,618)	-45.3%
Road Impact	2,982,724	3,000,344	3,041,690	3,029,255	3,029,255	(12,435)	-0.4%
Hotel Motel	1,239,732	1,213,994	1,240,614	1,240,614	1,239,785	(829)	-0.1%
Total Expenditures	**12,772,944**	**12,896,749**	**13,965,998**	**13,572,801**	**13,764,063**	**(201,935)**	**-1.4%**
Ending Fund Balance	**5,000**	**90,197**	**95,197**	**96,700**	**17,254**		

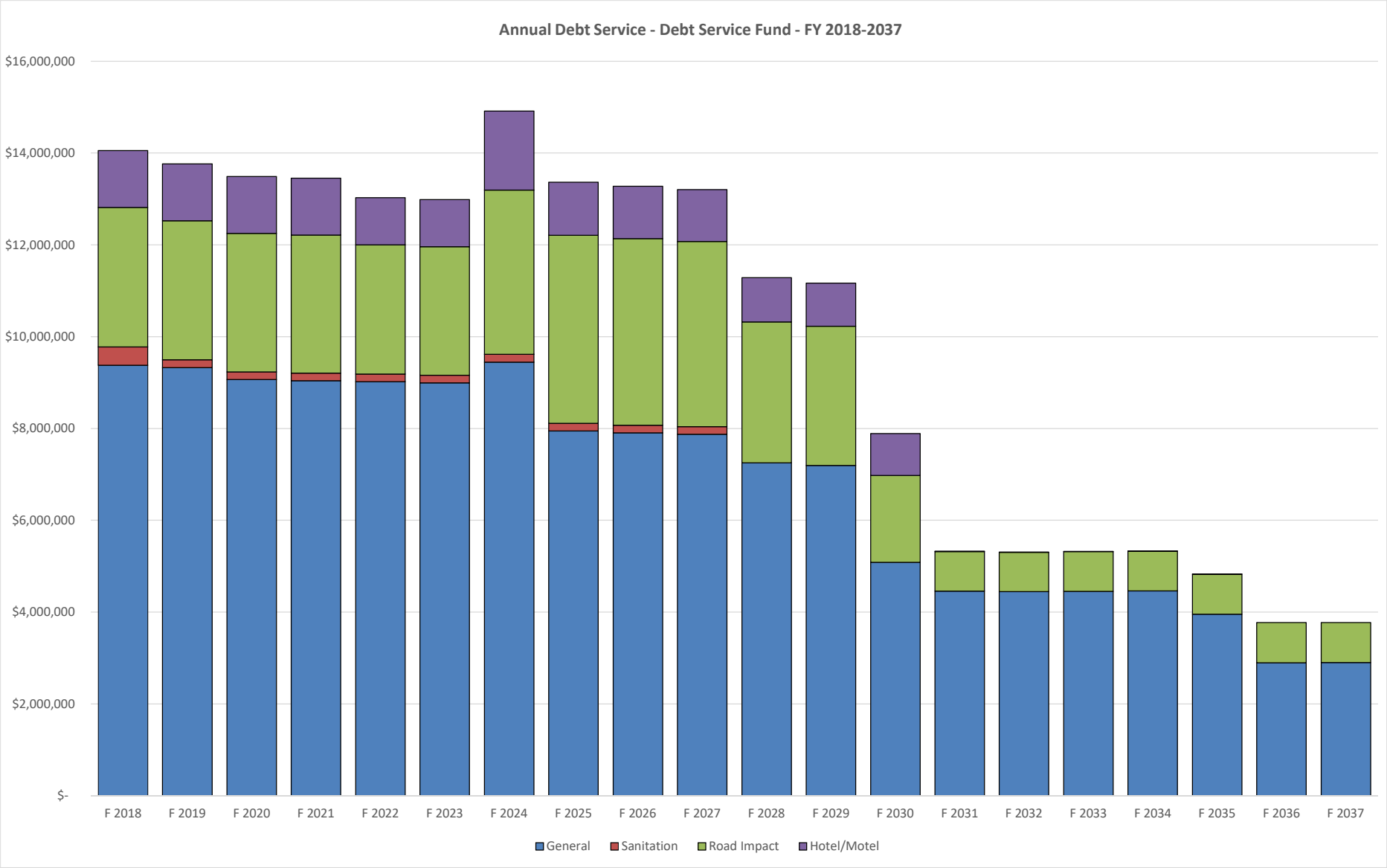
Notes & Objectives

The Debt Service Fund for FY 2019 assumes no new principal or interest costs in FY 2019. Staff is working to build the next bond issuance which should occur in FY 2019 but not need to be serviced until FY 2020 and beyond. $250,000 is included within the Paying Agent & Fees line of the General Fund to afford this issuance in the Spring of 2019. This issuance will likely fund Tier I and II CIP projects and any major capital equipment replacement approved as part of the FY 2019 Operating Budget.



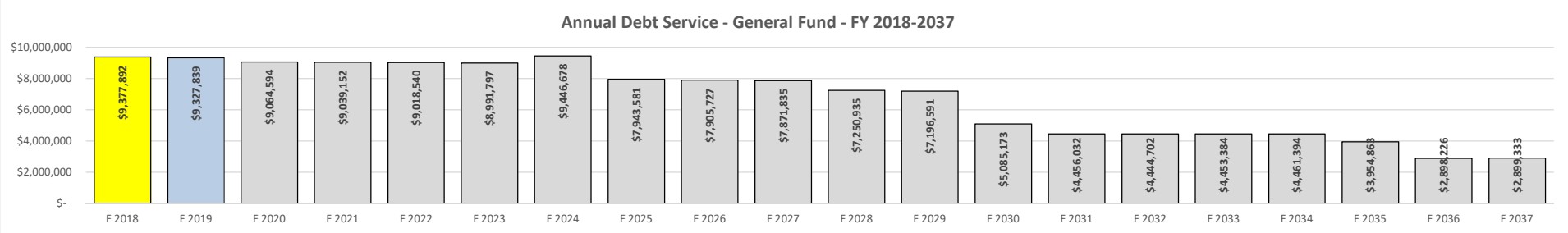
Debt Service Fund - General Obligation / Governmental Funds Debt Schedule

The chart below shows annual debt service for General Obligation Bonds for the City of Franklin, FY 2018-2037. Four funds - General, Sanitation, Road Impact and Hotel/Motel provide funding to service debt. Water & Wastewater Debt service is budgeted within the Water & Wastewater Fund.



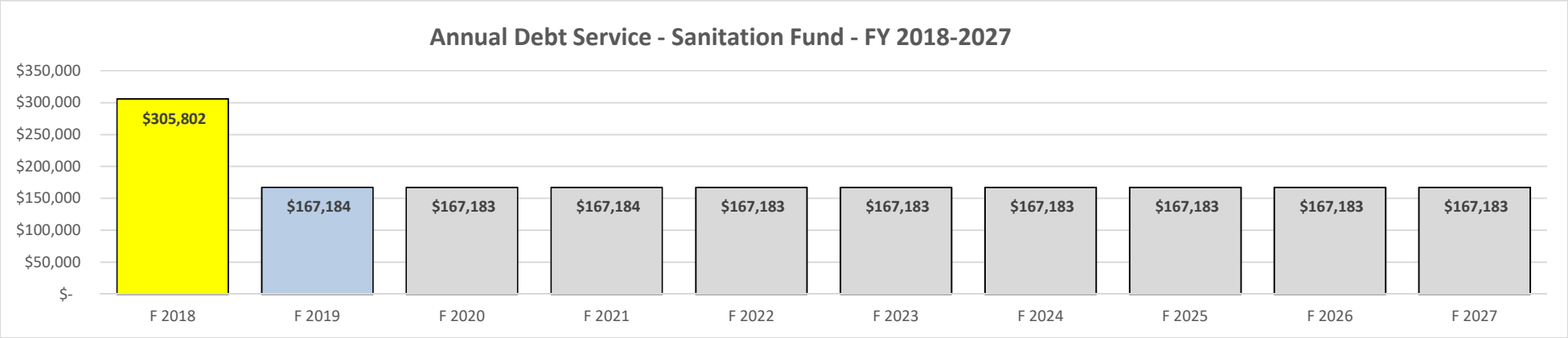
Debt Service Fund - General Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2018	F 2019	F 2020	F 2021	F 2022	F 2023	Balance (2024-2037)	Total Outstanding (2020-2037)
PRINCIPAL										
Bonds 2007 - $20m (Various)	2007	$ 11,400,000							$ 11,400,000	**$ 11,400,000**
Bonds 2009 - $44m (Various, including Police HQ)	2009A / 2009B	$ 28,600,000	$ 1,391,000	$ 1,433,250	$ 1,475,500	$ 1,521,000	$ 1,566,500	$ 1,618,500	$ 10,900,500	**$ 17,082,000**
Bonds 2010 - $16.59 (Refund 2004 Bonds & Harlinsdale)	2010	$ 10,451,700	$ 781,200	$ 806,400	$ 828,450	$ 856,800	$ 888,300	$ 926,100	$ 963,900	**$ 4,463,550**
Bonds 2010 - $15.725 (Hillsboro, 3rd Ave Ext, Columbia Stscpe)	2010	$ 3,931,250							$ 3,931,250	**$ 3,931,250**
Bonds 2012 - $22.5m (Various - Refunding)	2009 / 2012 (Refund)	$ 9,225,000	$ 600,650	$ 612,950	$ 627,300	$ 639,600	$ 653,950	$ 668,300	$ 2,816,700	**$ 5,405,850**
Bonds 2013 - $10m (Pension Bonds)	2013	$ 10,000,000	$ 955,000	$ 970,000	$ 1,000,000	$ 1,030,000	$ 1,060,000	$ 1,090,000	$ 1,125,000	**$ 5,305,000**
Bonds 2013 - $7.405m (Public Works Bldg, Carlisle)	2013	$ 7,405,000	$ 315,000	$ 320,000	$ 325,000	$ 330,000	$ 340,000	$ 350,000	$ 4,565,000	**$ 5,910,000**
Bonds 2015 - $15m (Various)	2015	$ 14,925,000	$ 532,325	$ 562,175	$ 582,075	$ 601,975	$ 631,825	$ 661,675	$ 10,352,975	**$ 12,830,525**
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	$ 21,848,400	$ 868,660	$ 644,062	$ 673,516	$ 707,691	$ 746,576	$ 780,155	$ 17,408,132	**$ 20,316,070**
PRINCIPAL		**$ 117,786,350**	**$ 5,443,835**	**$ 5,348,837**	**$ 5,511,841**	**$ 5,687,066**	**$ 5,887,151**	**$ 6,094,730**	**$ 63,463,457**	**$ 86,644,245**
INTEREST										
Bonds 2007 - $20m (Various)	2007	Variable	$ 454,860	$ 454,860	$ 454,860	$ 454,860	$ 454,860	$ 454,860	$ 3,904,016	**$ 5,723,456**
Bonds 2009 - $44m (Various, including Police HQ)	2009A / 2009B	2009 A - 2.5% / 2009 B 4.45% - 5.7%	$ 1,013,951	$ 952,052	$ 886,839	$ 818,228	$ 745,220	$ 667,678	$ 2,163,583	**$ 5,281,548**
Bonds 2010 - $16.59 (Refund 2004 Bonds & Harlinsdale)	2010	2.0% - 4.0%	$ 208,247	$ 184,811	$ 160,619	$ 135,765	$ 101,493	$ 65,961	$ 28,917	**$ 492,755**
Bonds 2010 - $15.725 (Hillsboro, 3rd Ave Ext, Columbia Stscpe)	2010	4.625% - 5.375%	$ 198,932	$ 198,932	$ 198,932	$ 198,932	$ 198,932	$ 198,932	$ 842,322	**$ 1,638,051**
Bonds 2012 - $22.5m (Various - Refunding)	2009 / 2012 (Refund)	2.13%	$ 140,995	$ 128,200	$ 115,145	$ 101,783	$ 88,159	$ 74,231	$ 151,517	**$ 530,835**
Bonds 2013 - $10m (Pension Bonds)	2013	1.0% - 3.5%	$ 208,313	$ 183,510	$ 164,410	$ 134,410	$ 106,600	$ 74,800	$ 39,375	**$ 519,595**
Bonds 2013 - $7.405m (Public Works Bldg, Carlisle)	2013	2.0% - 4.0%	$ 192,618	$ 192,619	$ 192,620	$ 179,918	$ 173,418	$ 166,818	$ 996,054	**$ 1,708,828**
Bonds 2015 - $15m (Various)	2015	3.0% - 5.0%	$ 528,037	$ 501,420	$ 478,933	$ 461,471	$ 431,372	$ 399,781	$ 2,376,991	**$ 4,148,548**
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	$ 733,016	$ 919,654	$ 887,451	$ 853,775	$ 818,391	$ 781,062	$ 6,126,686	**$ 9,467,365**
INTEREST			**$ 3,678,969**	**$ 3,716,058**	**$ 3,539,809**	**$ 3,339,142**	**$ 3,118,445**	**$ 2,884,123**	**$ 16,629,461**	**$ 29,510,981**
PAYING AGENT & OTHER DEBT FEES										
Various			$ 255,088	$ 262,944	$ 12,944	$ 12,944	$ 12,944	$ 12,944	$ 175,536	**$ 227,312**
PAYING AGENT & OTHER DEBT FEES			**$ 255,088**	**$ 262,944**	**$ 12,944**	**$ 12,944**	**$ 12,944**	**$ 12,944**	**$ 175,536**	**$ 227,312**
			$ 9,377,892	**$ 9,327,839**	**$ 9,064,594**	**$ 9,039,152**	**$ 9,018,540**	**$ 8,991,797**	**$ 80,268,454**	**$ 116,382,538**
TOTAL EXPENDITURES			**$ 9,377,892**	**$ 9,327,839**	**$ 9,064,594**	**$ 9,039,152**	**$ 9,018,540**	**$ 8,991,797**	**$ 80,268,454**	**$ 116,382,538**



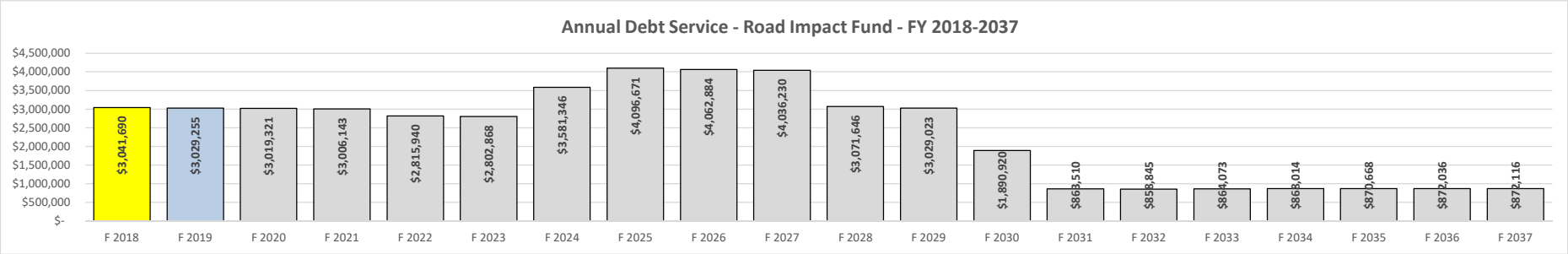
Debt Service Fund - Sanitation Fund Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2018	F 2019	F 2020	F 2021	F 2022	F 2023	Balance (2024-2027)	Total Outstanding (2020-2027)
PRINCIPAL										
Bonds 2001 - $2m (Century Court 2)	2003	$ 2,000,000	$ 173,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	$ 1,271,600	$ 81,340	$ 110,938	$ 116,484	$ 122,309	$ 128,424	$ 134,845	$ 478,155	**$ 980,217**
PRINCIPAL		**$ 3,271,600**	**$ 254,340**	**$ 110,938**	**$ 116,484**	**$ 122,309**	**$ 128,424**	**$ 134,845**	$ 478,155	**$ 980,217**
INTEREST										
Bonds 2001 - $2m (Century Court 2)	2003	Variable	$ 467	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Bonds 2017 - $23.12m (Hillsboro/Roads /Communications/Sanit.)	2017	2.73%	$ 45,905	$ 56,246	$ 50,699	$ 44,875	$ 38,759	$ 32,338	$ 190,579	**$ 357,250**
INTEREST			**$ 46,372**	**$ 56,246**	**$ 50,699**	**$ 44,875**	**$ 38,759**	**$ 32,338**	$ 190,579	**$ 357,250**
PAYING AGENT & OTHER DEBT FEES										
Various			$ 5,090	$ -	$ -	$ -	$ -		$ -	$ -
PAYING AGENT & OTHER DEBT FEES			**$ 5,090**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	$ -	**$ -**
TOTAL EXPENDITURES			**$ 305,802**	**$ 167,184**	**$ 167,183**	**$ 167,184**	**$ 167,183**	**$ 167,183**	**$ 668,734**	**$ 1,337,467**



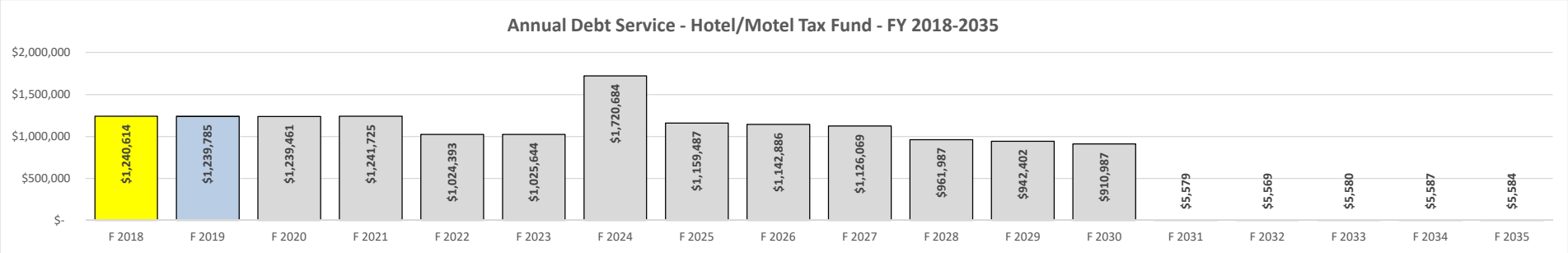
Debt Service Fund - Road Impact Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2018	F 2019	F 2020	F 2021	F 2022	F 2023	Balance (2024-2037)	Total Outstanding (2020-2037)
PRINCIPAL										
Bonds 2005 - $4.5m (McEwen ROW) - 45%	2005	$ 2,025,000	$ 155,250	$ 159,750	$ 166,500	$ 173,250			$ -	**$ 339,750**
Bonds 2007 - $20m (Various) - 43%	2007	$ 8,600,000							$ 8,600,000	**$ 8,600,000**
Bonds 2009 - $44m (Various) - 34.6%	2009A / 2009B	$ 15,224,000	$ 740,440	$ 762,930	$ 785,420	$ 809,640	$ 833,860	$ 861,540	$ 5,802,420	**$ 9,092,880**
Bonds 2010 - $15.725m (3rd Ave, Hillsboro) - 50%	2010	$ 6,290,000							$ 6,290,000	**$ 6,290,000**
Bonds 2012 - $22.5m (Various - Refunding)	2009 / 2012 (Refund)	$ 11,475,000	$ 747,150	$ 762,450	$ 780,300	$ 795,600	$ 813,450	$ 831,300	$ 3,503,700	**$ 6,724,350**
PRINCIPAL		**$ 43,614,000**	**$ 1,642,840**	**$ 1,685,130**	**$ 1,732,220**	**$ 1,778,490**	**$ 1,647,310**	**$ 1,692,840**	**$ 24,196,120**	**$ 31,046,980**
INTEREST										
Bonds 2005 - $4.5m (McEwen ROW) - 45%	2005	Variable	$ 21,451	$ 15,590	$ 9,519	$ 3,214				**$ 12,733**
Bonds 2007 - $20m (Various) - 43%	2007	Variable	$ 343,140	$ 343,140	$ 343,140	$ 343,140	$ 343,140	$ 343,140	$ 2,944,999	**$ 4,317,559**
Bonds 2009 - $44m (Various) - 34.6%	2009A / 2009B	2009 A - 2.5% / 2009 B 4.45% - 5.7%	$ 539,734	$ 506,784	$ 472,071	$ 435,549	$ 396,686	$ 355,410	$ 1,151,691	**$ 2,811,407**
Bonds 2010 - $15.725m (3rd Ave, Hillsboro) - 50%	2010	4.625% - 5.375%	$ 318,292	$ 318,292	$ 318,292	$ 318,292	$ 318,292	$ 318,292	$ 1,347,718	**$ 2,620,886**
Bonds 2012 - $22.5m (Various - Refunding)	2009 / 2012 (Refund)	2.13%	$ 175,383	$ 159,469	$ 143,229	$ 126,608	$ 109,662	$ 92,336	$ 188,474	**$ 660,309**
INTEREST			**$ 1,398,000**	**$ 1,343,275**	**$ 1,286,251**	**$ 1,226,803**	**$ 1,167,780**	**$ 1,109,178**	**$ 5,632,882**	**$ 10,422,894**
PAYING AGENT & OTHER DEBT FEES										
Various			$ 850	$ 850	$ 850	$ 850	$ 850	$ 850	$ 8,980	**$ 12,380**
PAYING AGENT & OTHER DEBT FEES			**$ 850**	**$ 850**	**$ 850**	**$ 850**	**$ 850**	**$ 850**	**$ 8,980**	**$ 12,380**
TOTAL EXPENDITURES			**$ 3,041,690**	**$ 3,029,255**	**$ 3,019,321**	**$ 3,006,143**	**$ 2,815,940**	**$ 2,802,868**	**$ 29,837,982**	**$ 41,482,254**



Debt Service Fund - Hotel / Motel Payment Schedule

Purpose	Issue Year	Orig. Amt. Issued / Interest Rate	F 2018	F 2019	F 2020	F 2021	F 2022	F 2023	Balance (2024-2035)	Total Outstanding (2020-2035)
PRINCIPAL										
Bonds 2005 - $4.5m (Country Club) - 55%	2005	$ 2,475,000	$ 189,750	$ 195,250	$ 203,500	$ 211,750			$ -	**$ 415,250**
Bonds 2009 - $44m (Harlinsdale, Battlefield) - .4%	2009A / 2009B	$ 176,000	$ 8,560	$ 8,820	$ 9,080	$ 9,360	$ 9,640	$ 9,960	$ 67,080	**$ 105,120**
Bonds 2010 - $15.725m (Streetscape) - 50%	2010	$ 5,503,750							$ 5,503,750	**$ 5,503,750**
Bonds 2010 - $16.59m (Refund Harlinsdale) - 37.0%	2010 (Refund)	$ 6,138,300	$ 458,800	$ 473,600	$ 486,550	$ 503,200	$ 521,700	$ 543,900	$ 566,100	**$ 2,621,450**
Bonds 2012 - $22.5m Refunding	2009 / 2012 (Refund)	$ 1,800,000	$ 117,200	$ 119,600	$ 122,400	$ 124,800	$ 127,600	$ 130,400	$ 549,600	**$ 1,054,800**
Bonds 2015 - $15m (Hillsboro & 3rd Ave Only)	2015	$ 75,000	$ 2,675	$ 2,825	$ 2,925	$ 3,025	$ 3,175	$ 3,325	$ 52,025	**$ 64,475**
PRINCIPAL		**$ 16,168,050**	**$ 776,985**	**$ 800,095**	**$ 824,455**	**$ 852,135**	**$ 662,115**	**$ 687,585**	**$ 6,738,555**	**$ 9,764,845**
INTEREST										
Bonds 2005 - $4.5m (Country Club) - 55%	2005	Variable	$ 26,218	$ 19,054	$ 11,634	$ 3,929			$ -	**$ 15,563**
Bonds 2009 - $44m (Harlinsdale, Battlefield) - .4%	2009A / 2009B	2009 A - 2.5% / 2009 B 4.45% - 5.7%	$ 6,240	$ 5,859	$ 5,457	$ 5,035	$ 4,586	$ 4,109	$ 13,314	**$ 32,502**
Bonds 2010 - $15.725m (Streetscape) - 50%	2010	4.625% - 5.375%	$ 278,505	$ 278,505	$ 278,505	$ 278,505	$ 278,505	$ 278,505	$ 1,179,251	**$ 2,293,271**
Bonds 2010 - $16.59m (Refund Harlinsdale) - 37.0%	2010 (Refund)	2.0% - 4.0%	$ 122,304	$ 108,540	$ 94,332	$ 79,735	$ 59,607	$ 38,739	$ 16,983	**$ 289,396**
Bonds 2012 - $22.5m Refunding	2009 / 2012 (Refund)	2.13%	$ 27,511	$ 25,015	$ 22,467	$ 19,860	$ 17,202	$ 14,484	$ 29,564	**$ 103,578**
Bonds 2015 - $15m (Hillsboro & 3rd Ave Only)	2015	3.0% - 5.0%	$ 2,653	$ 2,520	$ 2,407	$ 2,319	$ 2,168	$ 2,009	$ 11,945	**$ 20,847**
INTEREST			**$ 463,431**	**$ 439,492**	**$ 414,802**	**$ 389,383**	**$ 362,068**	**$ 337,846**	**$ 1,251,058**	**$ 2,755,156**
PAYING AGENT & OTHER DEBT FEES										
Various			$ 198	$ 198	$ 204	$ 207	$ 210	$ 213	$ 2,790	**$ 3,624**
PAYING AGENT & OTHER DEBT FEES			**$ 198**	**$ 198**	**$ 204**	**$ 207**	**$ 210**	**$ 213**	**$ 2,790**	**$ 3,624**
TOTAL EXPENDITURES			**$ 1,240,614**	**$ 1,239,785**	**$ 1,239,461**	**$ 1,241,725**	**$ 1,024,393**	**$ 1,025,644**	**$ 7,992,403**	**$ 12,523,625**



In Lieu of Parkland Fund

Budget Summary

	2016 Actual	2017 Actual	2018 Budget	2018 Estimated	2019 Budget	2018 v. 2019 $	2018 v. 2019 %
Beginning Fund Balance	2,494,076	4,425,966	4,584,138	4,584,138	4,747,851		
Revenues	1,931,890	158,172	2,407,178	669,115	1,440,000	-967,178	-40.2%
Expenditures	-		505,402	505,402	-	-505,402	100.00%
Ending Balance	4,425,966	4,584,138	6,485,914	4,747,851	6,187,851		

Fund Summary

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.

Funds can be used only for the acquisition or development of public parks, greenways/blueways, open space sites, and related facilities.

Organizational Chart

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

Staffing by Position

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

Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference $	Difference %
Beginning Fund Balance	**2,494,076**	**4,425,966**	**4,584,138**	**4,584,138**	**4,747,851**		
Revenues							
In Lieu of Parkland Receipts	1,923,145	137,454	2,387,178	654,352	1,430,000	(957,178)	-40.1%
Interest Income	8,745	20,718	20,000	14,763	10,000	(10,000)	-50.0%
Total Available Funds	**1,931,890**	**158,172**	**2,407,178**	**669,115**	**1,440,000**	**(967,178)**	**-40.2%**
Expenses (Operations)							
Land Acquisition	-		505,402	505,402	-	(505,402)	100.0%
Total Expenditures	**-**	**-**	**505,402**	**505,402**	**-**	**(505,402)**	**100.0%**
Ending Fund Balance	**4,425,966**	**4,584,138**	**6,485,914**	**4,747,851**	**6,187,851**		

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 In Lieu of Parkland Fees.

This fund is available for capital projects pertaining to public parks, greenways/blue ways and open space. Funds have been reserved for future use and will be recommended as a funding source for parks projects contained within Tier II of the Capital Improvements Plan.

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

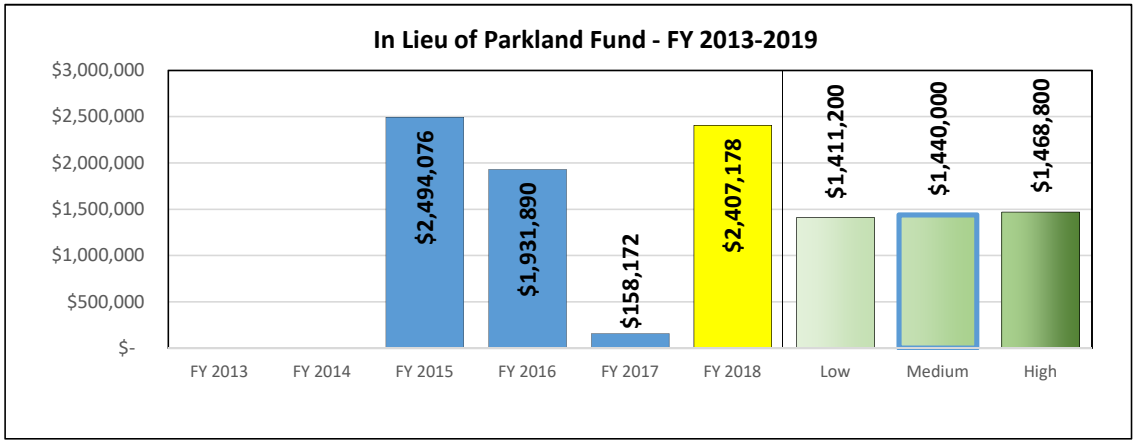
City of Franklin

Revenue Model

Fund:	In Lieu of Parkland Fund	Percent of All Revenues	1.0%

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 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 2019 is an estimate based upon historic averages and year-to-date activity. It is *heavily dependent* upon the timing of new development. Should development permits be pulled sooner than anticipated (or delayed), amounts may be higher (or lower) than forecast.



	Actual					Budget	Forecast (FY 2019)			Averages
	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	Low	Medium	High	
In Lieu of Parkland Receipts	-	-	211,848	1,923,145	137,454	2,387,178	1,401,400	1,430,000	1,458,600	3-yr Average
Interest Income	-	-	2,109	8,745	20,718	20,000	9,800	10,000	10,200	$ -
Transfers from General Fund	-	-	2,280,119	-	-	-	-	-	-	0.0%
										5-Yr Average
										$ -
										0.0%
Totals	$ -	$ -	$ 2,494,076	$ 1,931,890	$ 158,172	$ 2,407,178	$ 1,411,200	$ 1,440,000	$ 1,468,800	

Source: City of Franklin, Comprehensive Annual Financial Reports - 2015-2017 & Estimates from Finance & Revenue Management Departments.

City of Franklin, Tennessee

FY 2019 Operating Budget

APPENDICIES

The Appendices section of the budget provides supplemental information for aid and reference to citizens, elected officials and staff alike necessary to evaluate the FY 2019 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 – *Invest* Franklin**
  - **Appendix C – Impacts of Capital Improvements on FY 2019 Budget**

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

- **Operating Budget - Supplemental Information**
  - **Appendix G - General Fund Expenditures By Account**
  - **Appendix H - Program Enhancement Requests**
  - **Appendix I – Water & Sewer Forecasts (Operating & Capital) – 2018-2022**
  - **Appendix J - Pay Structure**

- **Reference Information**
  - **Appendix K – Financial Indicators**
  - **Appendix L - Strategic Plan - Franklin*Forward***
  - **Appendix M - Expenditure Classifications**
  - **Appendix N - Additional Demographic & Economic Information**
  - **Appendix O - Glossary of Terms**

This page intentionally left blank.

APPENDICIES: Capital

Under this section is:

- **Capital**
  - **Appendix A - Capital Summary**
  - **Appendix B - Capital Projects – Invest Franklin**
  - **Appendix C – Impacts of Capital Improvements on FY 2019 Budget**

This page intentionally left blank.

Appendices: Capital

Appendix A: Capital

Although major capital investment projects are not included, some capital items remain part of the operating budget. Those items include vehicles, equipment, and some projects that are funded by grants. These items are distributed throughout the various funds presented herein in two of the three primary sections in each fund: Operations and Capital. The lists on the following pages detail all capital items, listed by fund, by those assigned to the Operations section of each budget and then to the Capital section.

All told, the City of Franklin plans to spend more than $32.4 million in capital expenditures this year (not including debt service. For debt service, please see the Debt Service Fund). Approximately $5.5 million is assigned to Operations and $26.9 million to Capital.

Of the $5.5 million assigned to Operations:

1. $1.3 million in the General Fund is assigned for various equipment and improvement needs including routine machinery & equipment, computer hardware, fiber optic purchases, an ADA ramp for the North side of City Hall and a vehicle for BNS.
2. $4.2 million in the Street Aid & Transportation Fund is assigned for annual repaving & resurfacing of roads and sidewalks.

Of the $26.9 million assigned to Capital:

1. $7.2 million in the General Fund, 3.87 directly appropriated within the General Fund and $3.36 million to be funded via future bond issue. The vast majority appropriated within the General Fund is assigned for various traffic control projects (budgeted in the Traffic Operations Center budget, offset by grants), Body-Worn Cameras, LifePak Cardiac Monitors, replacement of the Tennis Courts at Jim Warren Park, technology infrastructure, and vehicles and equipment.
2. $8.3 million in the City Facilities Tax Fund, primarily for Fire Station 7, Fire equipment and a new side loader in Sanitation.
3. $3.5 million in the Stormwater Fund for various draining improvements and equipment.
4. $439,286 in the Hotel/Motel Fund for the annual commitment for the acquisition of the Carter's Hill properties, architectural services for Harlinsdale Farm and replacement of the Tennis Courts at Jim Warren Park.
5. $285,000 in the Sanitation and Environmental Services Fund for a new Side Loader.
6. $400,000 in the Transit Fund for replacement vehicles.
7. $6.72 million in the Water /Sewer Fund for various improvements and equipment.

Appendices: Capital

Capital Expenditures

Priority	Request	Amount	Bond Funded	Total
Operations				
General Fund:				
Facilities	ADA Ramp at the North Entrance Sidewalk At Square	$ 12,000	$ -	**$ 12,000**
BNS	Vehicle (s)	$ 45,150	$ -	**$ 45,150**
City-Wide	Fiber Optic Projects & Supplies	$ 213,000	$ -	**$ 213,000**
City-Wide	Computer Hardware	$ 567,240	$ -	**$ 567,240**
City-Wide	Machinery & Equipment	$ 486,100	$ -	**$ 486,100**
TOTAL		**$ 1,323,490**	**$ -**	**$ 1,323,490**
Street Aid				
Streets	Street Resurfacing	$ 3,424,000	$ -	**$ 3,424,000**
Streets	Pavement Restoration	$ 300,000	$ -	**$ 300,000**
Streets	Sidewalks	$ 495,000	$ -	**$ 495,000**
TOTAL		**$ 4,219,000**	**$ -**	**$ 4,219,000**

Total all Capital Expenditures budgeted in Operations: $ 5,542,490

Capital				
General Fund:				
Police	Crusiers	$ -	$ 2,000,000	**$ 2,000,000**
Police	Body-Worn Cameras	$ 128,916		**$ 128,916**
Fire	Tower #2 Replacement	$ -	$ 1,358,000	**$ 1,358,000**
Fire	LifePak Cardiac Monitors	$ 228,000		**$ 228,000**
IT	Wireless Controller	$ 60,000		**$ 60,000**
Facilities	City Hall Architectural Services	$ 250,000		**$ 250,000**
Facilities	Demolition of Hill Property	$ 45,000		**$ 45,000**
TOC	Various traffic flow/control improvements	$ 2,576,000		**$ 2,576,000**
TOC	Vehicle	$ 35,000		**$ 35,000**
Streets	Compost Facility Office Trailer	$ 25,000		**$ 25,000**
Streets	One-Ton Pickup Truck	$ 41,000		**$ 41,000**
Streets	Single Axel Dump Truck	$ 125,000		**$ 125,000**
Streets	Pickup Truck	$ 33,000		**$ 33,000**
Streets	Vibratory Roller	$ 28,000		**$ 28,000**
Parks	Jim Warren Tennis Court Replacement	$ 300,000		**$ 300,000**
TOTAL		**$ 3,874,916**	**$ 3,358,000**	**$ 7,232,916**
Facilities Tax:				
Fire	Fire Station 7 - Construction	$ 4,750,000		**$ 4,750,000**
Fire	Fire Station 7 - Furnishings	$ 93,995		**$ 93,995**
Fire	Training Center Addition	$ 180,000		**$ 180,000**
Fire	Fire Equipment	$ 2,984,767		**$ 2,984,767**
SES	New Side Loader	$ 285,000		**$ 285,000**
TOTAL		**$ 8,293,762**	**$ -**	**$ 8,293,762**

Appendices: Capital

Capital Expenditures

Priority	Request	Amount	Bond Funded	Total
Capital				
Stormwater Fund:				
Engineering	Various drainage improvements	$ 3,175,000		**$ 3,175,000**
Streets	Tandem Axel Dump Truck	$ 116,000		**$ 116,000**
Streets	Street Sweeper	$ 215,000		**$ 215,000**
TOTAL		**$ 3,506,000**	**$ -**	**$ 3,506,000**
Hotel/Motel				
Parks	Carter's Hill Park Acquisition (3 of 7 year commitment)	$ 214,286		**$ 214,286**
Parks	Jim Warren Tennis Court Replacement	$ 125,000		**$ 125,000**
Parks	Harlinsdale Farm - Architectural Services	$ 100,000		**$ 100,000**
TOTAL		**$ 439,286**	**$ -**	**$ 439,286**
Sanitation Fund:				
SES	Replace Side Loader	$ 285,000		**$ 285,000**
TOTAL		**$ 285,000**	**$ -**	**$ 285,000**
Transit Fund				
Transit	Replacement vehicles	$ 400,000		**$ 400,000**
TOTAL		**$ 400,000**	**$ -**	**$ 400,000**
Water & Sewer Fund				
Water	Various capital improvements	$ 1,815,000		**$ 1,815,000**
Water	Various capital improvements	$ 240,000		**$ 240,000**
Wastewater	Various capital improvements	$ 3,612,850		**$ 3,612,850**
Wastewater	Various capital improvements	$ 1,060,000		**$ 1,060,000**
TOTAL		**$ 6,727,850**	**$ -**	**$ 6,727,850**

Total all Capital Expenditures budgeted in Capital:	**$ 23,526,814**	**$ 26,884,814**

Total All Capital proposed FY 2019	**$ 32,427,304**

Appendices: Capital

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

The City of Franklin regularly engages in updating its ten-year Capital Improvement Plan or CIP. The 2017-2026 Capital Improvement Program was presented and approved in late 2016 and the BOMA authorized over $78 million in projects under Tier I. Work has already begun on several of these projects to keep up with the growth in the community. A more comprehensive review of the FY 2019-2028 CIP will be forthcoming in Summer 2018.

Invest Franklin Summary: In June 2016, the BOMA approved the Invest Franklin initiative as part of approving the FY 2017 budget and setting the property tax rate. The initiative dedicates $.07 of the total property tax rate (currently $.4176/$100 of assessed value) for capital projects (primarily infrastructure & transportation related). The tables on the next page show how much revenue has been generated through this initiative.

Appendices: Capital

Appendix B: CAPITAL PROJECTS & *Invest* Franklin

Invest Franklin Summary		FY 2019 Budget
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**

Appendices: Capital

Appendix C: Impact of Capital Improvements on the 2019 Operating Budget

Major capital investment projects are presented to the City's Capital Investment Committee and approved by the Board of Mayor & Aldermen after the committee's input. Especially during the recent economy, prioritization and detailed cost-benefit analysis have come to the forefront.

Capital Improvements Utilizing Bond Funds
As part of the ongoing Capital Improvement Process and the construction of a future Capital Improvement Budget, issuing new bonds to finance necessary capital projects will likely happen. There is another planned issuance of G.O. Bonds in FY 2019, but it's not programmed within the City's Debt Service Fund at this time. A thorough review of Tier I CIP and Tier II CIP projects – FY 2019-2028 will commence this summer and funding needs and availability through bonds will be reviewed at that time. Future debt issuance will depend wholly upon the capacity of the City to service the debt, and that is governed by the City's Debt Service Policy, which can be found in Appendix E.

The operating impact of these projects is varied – while it is true that newer facilities will lead to efficiencies, the greatest impact will be to improve the road network around our growing city. There will be a negative impact to maintenance budgets as the City builds more and more roads, but that cost is undetermined at this time.

Capital Improvements Utilizing Leasing
The City has utilized leasing as a means to acquire needed capital equipment over a period of years in lieu of full payment in the year of acquisition. This has allowed the City to provide funding for police and fire vehicles that may have needed to be delayed without the leasing option. Of course, the impact on future budgets is the leasing payments residing in those departmental operating budgets. No new leasing is included in the 2019 budget.

Capital Improvements Utilizing Federal and State Funding
Like many jurisdictions, the City utilized stimulus funding when it was available. This allowed the City to undertake improvements to its Traffic Operations Center that would not have been available likely for several years. The City's Transit Fund also benefited from access to these funds in acquiring vehicles and software needed to maintain transit operations. Additional assets in these areas will require future maintenance and insurance coverage.

APPENDICIES: Policies

The City has adopted financial policies related to investments, General Fund reserves, debt management, utilization of reserve funds, and cash receipting. The investment policy, updated in December 2011, provides for the primary objectives, in order of priority, of investment activities of non-pension funds shall be safety, liquidity, and return. The reserve policy established an emergency and cash flow reserve of a minimum of 33% of budgeted General Fund expenditures (which is forecast to be $23.2 million in FY 2019). 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 $11.5 million in FY 2019). The debt policy provides written guidance and restrictions for the amount and type of debt the City will issue, the issuance process, and the management of the debt portfolio. In August 2012, the City adopted a policy for the utilization and replacement of committed funds. In October 2014, the City adopted a pension funding policy. The City also adopted a cash receipting policy in November 2014. The City adopted documentation of internal controls in April 2015. Most recently, the City has adopted a Disbursements Policy.

The City continues to explore adopting additional best practice financial policies including budgeting, revenues, economic development, enterprise risk management, capital improvements, and reserves for funds other than the General Fund.

The policies included herein in this appendices are those which most pertain to the budget process.

Under this section is:

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

This page intentionally left blank.

CITY OF FRANKLIN

T E N N E S S E E

General Fund
Fund Balance Policy

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

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

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

City of Franklin
General Fund
Fund Balance Policy

Objectives for Establishing the Fund Balance Policy

The Fund Balance Policy is intended to provide guidelines during the preparation of and deliberations on the annual budget to ensure that sufficient reserves are maintained for unanticipated expenditures or revenue shortfalls and to preserve flexibility throughout the fiscal year to make adjustments in funding for programs approved in connection with the annual budget. The Fund Balance Policy should be established based upon a long-term perspective recognizing that stated thresholds are considered minimum balances. The objective of establishing and maintaining a Fund Balance Policy is for the City to be in a strong fiscal position that will be better able to weather negative economic trends. Factors for maintaining sufficient Fund Balance include the ability to:

- Maintain covenants of third party agreements;
- Provide funds for enacted Ordinances and Resolutions of the Board of Mayor and Aldermen;
- Mitigate State budget actions that may reduce City revenue;
- Absorb liability settlements;
- Mitigate economic downturns that the City may face in the future;
- Front-fund or completely fund, if necessary, disaster costs or costs associated with emergencies.
- Fund the City's expenditures and debt service payments during the first few months of the year before traditional revenues are realized;
- Fund non-recurring expenses identified as necessary by the Board of Mayor and Alderman
- Fund one-time capital expenses identified as necessary by the Board of Mayor and Alderman

The Fund Balance will consist of three funds: the Reserve Fund, the Designated Fund, and the Undesignated/Unreserved Fund:

- **The Reserve Fund** consists of funds that are mandated by a third party through laws, regulations, and other legal requirements to be used for a specific purpose. There is no minimum percentage requirement for this account. *(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, all non-spendable and restricted components of fund balance are included within the Reserve Fund).*

Appendix D – Policies: General Fund - Fund Balance

- **The Designated Fund** consists of funds set aside by the Board of Mayor and Aldermen by ordinances or resolutions for specific purposes. There is no minimum percentage requirement for this account. *(For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, all committed, and some assigned components of fund balance are included within the Designated Fund).*
- **The Undesignated/Unreserved Fund** consists of three accounts: the Capital Funding Account, the Financial Stabilization Account, and the Surplus Account.
  - The Capital Funding Account as set forth in this policy will consist of amounts in excess of 45% of General Fund budgeted expenditures.
  - **The Financial Stabilization Account** as set forth in this policy will consist of 33% of General Fund budgeted expenditures.
  - **The Supplemental Reserve Account** should be used for new programs or positions desired outside of the current and established budget or for one-time capital investments upon approval by the Board of Mayor and Alderman. There is no minimum percentage requirement for this account. All additional net revenues, after establishing that all other components of the General Fund Balance are sufficient, may flow into this account.

  (For the purposes of compliance with Governmental Accounting Standards Board Statement No. 54, some assigned and all unassigned components of fund balance are included within the Undesignated/Unreserved Fund).

General Fund Replenishment Priorities (Priority order):

1. Appropriate funds deposited into the Reserve Fund Account to meet all third party mandated requirements.
2. Funds set aside by the Board of Mayor and Aldermen by ordinances or resolutions for specific purposes.
3. Thirty-three [33%] percent of the General Fund budgeted expenditures should be maintained in the Financial Stabilization Fund Account of the Undesignated/Unreserved Fund.
4. Funds in excess of forty-five [45%] percent of General Fund budgeted expenditures would be maintained in the *Capital Funding Account of the Undesignated/Unreserved Fund*.
5. All remaining funds other than those identified in 1 through 4 above shall flow to the Supplemental Reserve Account of the Undesignated/Unreserved Fund.

Appendix D – Policies: General Fund - Fund Balance

Objectives for Establishing the Funding Levels of the Financial Stabilization Account of the Undesignated/Unreserved Fund

Maintaining a Financial Stabilization Account is not only a prudent fiscal management tool, but also an important factor in the analysis of financial stability. Governments should maintain a prudent level of financial resources to protect against service reductions or tax increases because of temporary revenue shortfalls or unanticipated one-time expenditures. A financial reserve may be used to address unanticipated revenue shortfalls or unforeseen expenditures, providing resources to avoid deficit spending and helping to maintain liquidity when budgeted overages become inevitable.
Maintaining a Financial Stabilization Account is among the most effective practices a government can apply to maintain a favorable credit rating. Fund balance reserve policy/cash flow reserves are among the most frequently implemented best financial management practices for governmental issuers. The accumulation of prudent reserves in more favorable economic times could be a resource to sustain the City in inevitable economic downturns or unforeseen/emergency expenditures. Such reserves assist the City in maintaining a stable credit outlook.

Financial Stabilization Fund Subaccounts

The Financial Stabilization Fund Account shall include six subaccounts: the Contingency Subaccount, the Emergency Subaccount, the Cash Flow Stabilization Subaccount, the Debt Service Subaccount and the Property/Casualty/Health Insurance Subaccount and the Other Post-Employment Benefits (OPEB) Subaccount.

A. Contingency Subaccount

The Contingency Subaccount is intended for unanticipated expenses or revenue shortfalls impacting programs already approved in conjunction with the current year's budget. The Contingency Subaccount shall not be used to fund new programs or positions added outside of the current year budget.
Funds in the Contingency Subaccount may be used towards expenses outside of the budget only as follows:

1. Prior year budget for a specific item that lapsed before the purchase.
2. A change in legislation creating an unfunded mandate.
3. Large unexpected retirement payouts
4. A technical correction of the original budget.

B. Emergency Subaccount

The Emergency Subaccount is intended for unforeseen urgent events. To utilize funds from the Emergency Subaccount, a finding by the Mayor, with confirmation by the Board of Alderman, of "urgent economic necessity" will be required, as well as a determination that no other viable sources of funds are available. A finding of urgent economic necessity would be based on a significant event, for example, a natural disaster or catastrophe.

C. Cash Flow Stabilization Subaccount
The Cash Flow Stabilization Subaccount is intended to provide reserves to mitigate deficiencies caused by the timing of cash inflows and cash outflows.

D. Debt Service Subaccount
The Debt Service Subaccount is intended to provide reserve funds for shortfalls in budgeted revenues intended for general obligation debt service payments or unexpected and unbudgeted expenditures related to general obligation debt service as well as any unbudgeted expenses related to the service and maintenance of the City's debt liabilities.

E. Property/Casualty/Health Insurance Subaccount
The City maintains insurance for property and employee/ retiree health insurance. This subaccount shall be established to meet the unanticipated Property/Casualty/Health Insurance claims of the city.

F. Other Post Employment Benefits Obligation (OPEB) Subaccount

The City records a liability related to the Other Post Employment Benefits Obligation (OPEB). This subaccount shall be established to meet the level of unfunded liability as determined by the City administrators. If a Trust Fund is later established pursuant to the OPEB liability, the OPEB Subaccount can be extinguished from the Financial Stabilization Fund Account.

Sizing of Financial Stabilization Fund Account and Subaccounts

The Financial Stabilization Fund Account shall be thirty-three [33%] percent of the General Fund budgeted expenditures. The amount placed in each of the subaccounts shall be determined as follows:

1. Contingency Subaccount shall be set at a minimum of five (5) percent of the General Fund budgeted expenditures.
2. Emergency Subaccount shall be set at a minimum of five (5) percent of the General Fund budgeted expenditures.
3. Cash Flow Stabilization Subaccount shall be set at a minimum of fourteen (14) percent of the General Fund budgeted expenditures.
4. Debt Service Subaccount shall be set at a minimum of three (3) percent of the General Fund budgeted expenditures.
5. The Property/Casualty/Health Insurance Subaccount shall be set at a minimum of four (4) percent of the General Fund budgeted expenditures.
6. The Other Post Employment Benefits Obligation (OPEB) Subaccount shall be set at a minimum of two (2) percent of the General Fund budgeted expenditures. If a Trust Fund is later established pursuant to the OPEB liability, the OPEB Subaccount can be

extinguished from the Financial Stabilization Fund Account.

Use of Financial Stabilization Fund Account

The Financial Stabilization Account reserves should only be used to provide a short-term solution to maintaining services until projected revenue growth or necessary expenditure reductions are achieved to balance the budget. The City must evaluate the length and severity of the economic conditions and their impact on future revenue projections to determine the extent of expenditure reductions or revenue increases that are required to achieve structural balance.

Restoration of the Financial Stabilization Account and Subaccounts

In fiscal years where it becomes necessary for the City to draw monies from the Financial Stabilization subaccounts wherein the subaccount(s) drops below the level stated above, the City will develop a plan to replenish these accounts to the required levels from net revenue surpluses in the subsequent year(s) until the balance is restored to the required level.

Transfer of Additional Financial Stabilization Fund Account Funds

Any funds in addition to the established minimum requirement at the end of each fiscal year shall be deposited into the Supplemental Reserve Account of the Undesignated/Unreserved Fund provided the financial requirements of the subaccounts are met and additional funds are not required.

Use of the Capital Funding Account

The Capital Funding Account should only be used to provide additional capital funding for projects included in the City's Capital Investment Plan (CIP). These funds would typically be transferred from the General Fund to a capital projects fund where project payments would be made.

Restoration of the Capital Funding Account

The Capital Funding Account would exist only as funds are available and not subject to formal restoration.

Appendix D – Policies: General Fund - Fund Balance

Fund Balance Policy Adoption

The City's Fund Balance Policy shall be adopted by resolution by the Board of Mayor and Aldermen. The policy shall be reviewed by the approving authority and the same authority must approve any modifications. It is recommended that the policy be reviewed every four years, preferably during a non-election year and 6 months following the budget process. This policy will be managed and monitored by the Finance Department and report on the current and projected level of the reserve funds in conjunction with the budget process. If necessary, the Finance Director will present recommendations for any amendments, deletions, additions, improvements or clarification.

General Fund
Fund Balance Policy Addendum
Order of Use of Funds

Stabilization Funds
Maintaining a Financial Stabilization Account is a necessity for sound financial management and fiscal accountability. The City's governing body has the authority to establish a Financial Stabilization Account that will be a **Committed Fund Balance**.

A Financial Stabilization Account is established for the purpose of providing funds for an urgent event that affects the safety of the general public (e.g. flood, tornado, etc.) or financial stability.

For FY 2019 the City of Franklin projects to have $23,281,519 in its stabilization account as follows:

Urgent Event	Percent of Total 33%	Amount
Contingency	5%	$ 3,527,503
Emergency	5%	$ 3,527,503
Cash Flow Stabilization	14%	$ 9,877,808
Debt Service	3%	$ 2,116,502
Property/Liability/Health	4%	$ 2,822,002
Other Post Employment Benefits	2%	$ 1,411,001
	33%	$23,281,519

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: June 15, 2012
Updated numbers: May 2018

This page intentionally left blank.

Appendix E – Debt Management Policy

The City of Franklin has had an adopted debt management policy since June 2009. Over the ensuing seven years, this policy has been revised and amended to keep pace with changing economic and fiscal conditions. The policy attached on the ensuing pages is the most recent version reviewed and revised by the Board of Mayor and Alderman in December 2017.

RESOLUTION 2017-81

TO BE ENTITLED: "A RESOLUTION OF THE BOARD OF MAYOR AND ALDERMEN FOR ADOPTION OF A DEBT MANAGEMENT POLICY"

WHEREAS, the City of Franklin, by action of the Board of Mayor and Aldermen in 2009, adopted a debt management policy to guide the City of Franklin in its undertaking of financial obligations, maintain a sustainable financial position, and assist in analyzing the use of debt for capital project; and

WHEREAS, by action of the Board of Mayor and Aldermen in 2016, the debt management policy was modified; and

WHEREAS, the debt management policy will need to be modified and updated from time to time to conform to state requirements, market conditions, rating implications, and to otherwise best serve the needs of the City.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Mayor and Aldermen for the City of Franklin as follows:

Section 1. That the Debt Management Policy, as amended, is hereby adopted.

Section 2. That this Resolution shall be effective upon adoption.

IT IS SO RESOLVED AND DONE on this 12th day of December, 2017.

ATTEST:

By: Eric S. Stuckey
Eric Stuckey
City Administrator

CITY OF FRANKLIN, TENNESSEE:

By: _____
Dr. Ken Moore
Mayor

Approved as to form:

Shauna R. Billingsley

Shauna R. Billingsley, City Attorney

Law Dept. approved 11.21.17

CITY OF FRANKLIN

T E N N E S S E E

Debt Management Policy

Prepared by
Public Financial Management, Inc.
Originally Adopted on June 23, 2009
Revised and Adopted by Finance Committee, March 10, 2016
Revised and Adopted by Board of Mayor & Aldermen, April 12, 2016
Revised and Proposed by Staff, November 30, 2017

Table of Contents

Introduction i

Policy Statement 1

Goals and Objectives 1

Issuance Process 1

Credit Quality and Credit Enhancement 2

Debt Affordability 2

Bond Structure 3

Types of Debt 4

Use of Synthetic Debt 6

Refinancing Outstanding Debt 6

Methods of Issuance 7

Underwriter Selection 8

Consultants 9

Disclosure 11

Debt Policy Review 12

Introduction

Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued by a state or local government, the issuance process, and the management of a debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines for a government to manage its debt program in line with those resources.

Since the guidelines contained in the Policy require regular updating in order to maintain relevance and to respond to the changes inherent in the capital markets, the City plans to revisit the Policy from time to time.

City of Franklin
Debt Management Policy

I. Policy Statement

In managing its debt, it is the City's policy to:

- Achieve the lowest cost of capital
- Ensure high credit quality
- Assure access to the capital credit markets
- Preserve financial flexibility
- Manage interest rate risk exposure

II. Goals & Objectives

Debt policies and procedures are tools that ensure that financial resources are adequate to meet the City's long-term planning objectives. In addition, the Debt Management Policy ("Policy") helps to ensure that financings undertaken by the City satisfy certain clear objective standards which allow the City to protect its financial resources in order to meet its long-term capital needs. The adoption of clear and comprehensive financial policies enhances the internal financial management of the City.

The Policy formally establishes parameters for issuing debt and managing a debt portfolio which considers the City's specific capital improvement needs; ability to repay financial obligations; the existing legal, economic, and financial and debt market conditions. Specifically, the policies outlined in this document are intended to assist in the following:

- To guide the City and its managers in policy and debt issuance decisions
- To maintain appropriate capital assets for present and future needs
- To promote sound financial management
- To protect the City's credit rating
- To ensure the legal use of City's debt issuance authority
- To promote cooperation and coordination with other stakeholders in the financing and delivery of services
- To evaluate debt issuance options

III. Issuance Process

The City charter, which was approved by private Act of the Tennessee Legislature as Chapter 126 in 1967, as amended, authorizes the City to issue general obligation bonds subject to the adoption of a bond resolution by the Board of Mayor and Aldermen. Other sections of the Tennessee Code Annotated and the Federal Tax Code may govern the issuance or structure of the City's bonds.

These provisions serve as a basis for the City's affordability guidelines described later in this policy.

IV. Credit Quality and Credit Enhancement

The City's debt management activities will be conducted to receive the highest credit ratings possible, consistent with the City's financing objectives. The Finance Director will be responsible for maintaining relationships and communicating with the rating agencies that assign ratings to the City's debt. The Finance Director will provide the rating agencies with periodic updates of the general financial condition of the City. Full disclosure of operations and open lines of communication shall be maintained with the rating agencies. The City, together with the Financial Advisor, shall prepare presentations to the rating agencies to assist credit analysts in making an informed decision. The Finance Director shall be responsible for determining whether or not a rating shall be requested on a particular financing, and which of the major rating agencies will be asked to provide such rating.

The City will make an annual credit presentation to the Board of Mayor and Aldermen, explaining the City's current rating, rating agency views on the City's performance and current items which may positively or adversely affect the City's General Obligation credit rating.

The City will consider the use of credit enhancements on a case-by-case basis, evaluating the economic benefit versus cost for each case. Only when clearly demonstrable savings can be shown shall an enhancement be considered. The City will consider each of the following enhancements as alternatives by evaluating the cost and benefit of such enhancements:

1. **Bond Insurance**

   The City may purchase bond insurance when such purchase is deemed prudent and advantageous for negotiated sales. The predominant determination shall be based on such insurance being less costly than the present value of the difference in the interest on insured bonds versus uninsured bonds. For competitive sales, the purchaser of the bonds will determine whether bond insurance will be used.

   The City will solicit quotes for bond insurance from interested providers, or in the case of a competitive sale, allow bidders to request bond insurance. In a negotiated sale, the City will select a provider whose bid is most cost effective and whose terms and conditions governing the guarantee are satisfactory to the City. The winning bidder in a competitive sale will determine the provider of bond insurance.

2. **Letters of Credit**

   The City may enter into a letter-of-credit (LOC) agreement when such an agreement is deemed prudent and advantageous. The City will prepare and distribute a request for qualifications to qualified banks or other qualified financial institutions which includes terms and conditions that are acceptable to the City.

V. Debt Affordability

The ratios and standards identified below are intended to provide guidelines which permit and facilitate long-term access to capital while ensuring that financial leveraging decisions do not negatively impact the City's annual operations. The City shall consider the ability to repay debt as it relates to the total budget resources and the property tax base:

Total Budget Resources

- Net Direct Debt divided by Operating Revenues $\leq$ 3.00X

As defined by Moody's US Local Government General Obligation Debt report dated January 15, 2014.

- Total Governmental Funds Debt Service as a percent of Expenditures $\leq$ 25%

As defined by Standard & Poor's U.S. Local Governments General Obligation Ratings: Methodology and Assumptions dated September 12, 2013.

Property Tax Base

- Net Direct Debt as a percent of Full Value (Market or Taxable Value) $\leq$ 1.75%

As defined by Moody's US Local Government General Obligation Debt report dated January 15, 2014.

As part of the City's effort to manage these metrics and the impact such have on the City's credit rating, the City, along with its Financial Advisor, will calculate the indicative ratings per Moody's and S&P's applicable local government criteria.

VI. Bond Structure

The City shall establish all terms and conditions relating to the issuance of bonds and will invest all bond proceeds pursuant to the terms of the City's Investment Policy. Unless otherwise authorized by the City, the following shall serve as the Policy for determining structure:

1. **Term**
   All capital improvements financed through the issuance of debt will be financed for a period not to exceed the useful life of the improvements, and in consideration of the ability of the City to absorb the additional debt service expense within the debt affordability guidelines, but in no event will the term exceed thirty (30) years.

2. **Capitalized Interest**
   From time to time certain financings may require the use of capitalized interest from the issuance date until the City has beneficial use and/or occupancy of the financed project. Interest may be financial (capitalized) through a period permitted by federal law and State statute if it is determined that doing so is beneficial to the financing by the Finance Director.

3. **Debt Service Structure**
   General Obligation debt issuance shall be planned to achieve relatively net level debt service or level principal amortization considering the City's outstanding debt obligations, while matching debt service to the useful life of facilities. The City shall avoid the use of bullet or balloon maturities, absent sinking fund requirements, except in those instances where these maturities serve to make existing overall debt service level or to match a specific income stream. Debt which is supported by project revenues and is intended to be self-supporting will be structured to achieve level proportional coverage to expected available revenues.

4. **Call Provisions**
   In general, the City's securities will include a call feature no later than ten (10) years from the date of delivery of the bonds. The City will avoid the sale of long-term non-callable bonds absent careful evaluation by the City's Finance Director with respect to the value of the call option.

5. **Original Issuance Discount/Premium**
   Bonds with original issuance discount/premium will be permitted.

6. **Deep Discount Bonds**
   Deep discount bonds may provide a lower cost of borrowing in certain capital markets. The City's Finance Director will carefully consider their value and effect on any future refinancing as a result of the lower-than-market coupon.

7. **Structured Products**
   The determination of the City to consider the use of structured products as a hedge against interest rate risk or a method to lower its cost of borrowing will be made by the Finance Director. The City will comply with state guidelines and will be able to quantify and understand the potential risks or to achieve fixed and/or variable rate exposure targets. The City will not use structured products for speculative purposes.

VII. Types of Debt

When the City determines that the use of debt is appropriate, the following criteria will be utilized to evaluate the type of debt to be issued.

Security Structure

1. **General Obligation Indebtedness**
   The City may issue general obligation indebtedness supported by the full faith and credit of the City. General Obligation indebtedness shall be used to finance capital projects that do not have independent creditworthiness and significant ongoing revenue streams. The City may also use its General Obligation pledge or other tax-revenue pledge to support other revenue-supported debt, if such support improves the economics of the revenue-supported debt issue (including pledges required to participate in a debt program) and is used in accordance with these guidelines. (For example, the City may borrow from the State of Tennessee Revolving Loan Fund Program ("SRF Program") for funding of capital improvements for the Water & Wastewater Utility. The SRF Program often requires the City's full faith and credit pledge and a supporting pledge of the City's state shared revenues in addition to a revenue pledge.)

2. **Revenue Indebtedness**
   The City may issue revenue indebtedness, where repayment of the debt service obligations of said indebtedness will be made through revenues generated from specifically designated sources. Revenue indebtedness will typically be issued for capital projects which can be supported from project or enterprise-related revenues.

3. **Capital Leases**
   The City may use capital leases to finance short-term projects.

Duration

1. **Long-Term Debt (maturing after 3 years)**

The City may issue long-term debt where it is deemed that capital improvements should not be financed from current revenues or short-term borrowings. Long-term borrowing will not be used to finance current operations or normal maintenance. Long-term debt will be self-supporting and structured such that financial obligations do not exceed the expected useful life of the project(s).

a) *Serial and Term Bonds* may be issued in either fixed or variable rate modes to finance capital infrastructure projects with an expected life of three years or greater.

b) *Capital Outlay Notes* may be issued to finance capital infrastructure projects with an expected life of three to seven years.

2. Short-Term Debt (maturing within three years)

Short-term borrowing may be utilized for the construction period of a long-term project or for the temporary funding of operational cash flow deficits or anticipated revenues (defined as an assured source with the anticipated amount based on conservative estimates) subject to the following policies:

a) *Bond Anticipation Notes (BANs)*, including commercial paper notes issued as BANs, may be issued instead of capitalizing interest to reduce the debt service during the construction period of a project or facility. The BANs shall not mature more than 2 years from the date of issuance. BANs can be rolled in accordance with federal law and State statute. BANs shall mature within 6 months after substantial completion of the financed facility.

b) *Revenue Anticipation Notes (RANs) and Tax Anticipation Notes (TANs)* shall be issued only to meet cash flow needs consistent with a finding by bond counsel that the sizing of the issue fully conforms to Federal IRS and state requirements and limitations.

c) *Lines of Credit* shall be considered as an alternative to other short-term borrowing options. A *line* of credit shall be structured to limit concerns as to the Internal Revenue Code.

d) *Intrafund Loans* shall only be used to fund operational deficiencies among accounts or for capital projects to be paid from current fiscal year revenues. Such intrafund loans shall in no event extend beyond twelve (12) months and shall only be issued in compliance with state regulations and limitations.

e) *Other Short-Term Debt*, including commercial paper notes, may be used when it provides an interest rate advantage or as interim financing until market conditions are more favorable to issue debt in a fixed rate mode. The City will determine and utilize the least costly method for short-term borrowing. The City may issue short-term debt when there is a defined repayment source or amortization of principal.

Interest Rate Modes

Fixed Rate Debt

To maintain a predictable debt service burden, the City may give preference to debt that carries a fixed interest rate.

Variable Rate Debt

The percentage of net variable rate debt outstanding (excluding (1) debt which has been converted to synthetic fixed rate debt and (2) an amount of debt considered to be naturally hedged to short-term assets in the Unreserved Fund Balance) shall not exceed 20% of the City's total outstanding debt and will take into consideration the amount and investment strategy of the City's operating cash.

1. The following circumstances may result in the consideration of issuing variable rate debt:

a) *Asset-Liability Matching*

b) *Construction Period Funding*

c) *High Interest Rates.* Interest rates are above historic averages.

d) *Variable Revenue Stream.* The revenue stream for repayment is variable, and is anticipated to move in the same direction as market-generated variable interest rates, or the dedication of revenues allows capacity for variability.

e) *Adequate Safeguards Against Risk.* Financing structure and budgetary safeguards are in place to prevent adverse impacts from interest rate shifts; such structures could include, but are not limited to, interest rate caps and short-term cash investments in the City's General Fund.

f) *Financial Advisor Analysis.* An analysis from the City's Financial Advisor evaluating and quantifying the risks and returns involved in the variable rate financing and recommending variable rate as the lowest cost option.

g) *As a Component to Synthetic Fixed Rate Debt.* Variable rate bonds may be used in conjunction with a financial strategy, which results in synthetic fixed rate debt. Prior to using synthetic fixed rate debt, the City shall certify that present value savings of at least 3% results from issuing synthetic fixed rate debt relative to traditional fixed rate debt.

VIII. Use of Synthetic Debt

The Finance Director will determine whether the use of synthetic debt is appropriate and will comply with the state statutes regulating the use of synthetic debt.

Swaps are appropriate to use when they achieve a specific objective consistent with overall financial policy. Swaps may be used, for example, to lock-in a current market fixed rate or create additional variable rate exposure. Swaps may be used to produce interest rate savings, alter the pattern of debt service payments, or for asset/liability matching purposes. Swaps may be used to cap, limit or hedge variable rate payments.

Options granting the right to commence or cancel an underlying swap may be used to the extent the swap itself is otherwise consistent with these guidelines; however, the Finance Director must determine if the use of any such option is appropriate and warranted given the potential benefit, risks, and objectives of the City.

IX. Refinancing Outstanding Debt

The Finance Director with assistance from the City's Financial Advisor shall have the responsibility to analyze outstanding bond issues for refunding opportunities. The Finance Director will consider the following issues when analyzing possible refunding opportunities:

1. **Debt Service Savings**
   Absent other compelling considerations such as the opportunity to eliminate onerous or restrictive covenants contained in existing debt documents, the Finance Director establishes a minimum present value savings threshold of 3.0% of the advanced refunded bond principal amount. The present value savings will be net of all costs related to the refinancing. If present value savings is less than 3.0%, the Finance Director may consider the option value captured as a percent of total savings. If the option value exceeds 70% and present value savings is less than 3.0%, the Finance Director may opt to complete a refunding. If the present value savings per maturity is at least 3.0% but less than 70% of the option value, the Finance Director may opt to complete a refunding. The decision to take savings on an upfront or deferred basis must be explicitly approved by the Board of Mayor and Alderman. Current refunding opportunities will be considered by the Finance Director if the refunding generates positive present value savings.

2. **Restructuring for economic purposes**
   The City will refund debt when it is in the best financial interest of the City to do so. Such refunding will be limited to restructuring to meet unanticipated revenue expectations, achieve cost savings, mitigate irregular debt service payments, release reserve funds or remove unduly restrictive bond covenants.

3. **Term of Refunding Issues**
   The City will refund bonds within the term of the originally issued debt. However, the Finance Director may consider maturity extension, when necessary to achieve a desired outcome, provided that such extension is legally permissible. The Finance Director may also consider shortening the term of the originally issued debt to realize greater savings. The remaining useful life of the financed facility and the concept of inter-generational equity should guide this decision.

4. **Escrow Structuring**
   The City shall utilize the least costly securities available in structuring refunding escrows. In the case of open market securities, a certificate will be provided by a third party agent, who is not a broker-dealer stating that the securities were procured through an arms-length, competitive bid process, that such securities were more cost effective than State and Local Government Obligations (SLGS), and that the price paid for the securities was reasonable within Federal guidelines. Under no circumstances shall an underwriter, agent or financial advisor sell escrow securities to the City from its own account.

5. **Arbitrage**
   The City shall take all necessary steps to optimize escrows and to avoid negative arbitrage in its refunding subject to the City's investment policies. Any positive arbitrage will be rebated as necessary according to Federal guidelines.

X. Methods of Issuance

The City or its designee will determine the method of issuance on a case-by-case basis.

1. **Competitive Sale**
   In a competitive sale, the City's bonds shall be awarded to the bidder providing the lowest true interest cost as long as the bid adheres to the requirements set forth in the official notice of sale.

   The City's Financial Advisor shall not be permitted to bid on the City's competitive bond sale.

2. **Negotiated Sale**
   While the City prefers the use of a competitive process, the City recognizes that some securities are best sold through negotiation. In its consideration of a negotiated sale, the City shall assess the following circumstances:

   a. State prohibitions against negotiated sales,

   b. A structure which may require a strong pre-marketing effort such as a complex transaction or a "story" bond,

   c. Size of the issue which may limit the number of potential bidders,

   d. Market volatility is such that the City would be better served by flexibility in timing a sale,

   e. Whether the Bonds are issued as variable rate demand obligations,

   f. Whether an idea or financing structure is a proprietary product of a single firm.

   The City's Financial Advisor shall not be permitted to serve as the underwriter on the City's negotiated bond sale.

3. **Private Placement**
   From time to time the City may elect to privately place its debt. Such placement shall only be considered if this method is demonstrated to result in a cost savings to the City relative to other methods of debt issuance.

   The City's Financial Advisor shall not be permitted to purchase the City's debt through a private placement.

XI. Underwriter Selection (Negotiated Transaction)

Senior Manager Selection

The Board of Mayor and Alderman or its designee shall select the senior manager for a proposed negotiated sale. The selection criteria shall include but not be limited to the following:

- The firm's ability and experience in managing complex transactions
- Prior knowledge and experience with the City
- The firm's willingness to risk capital and demonstration of such risk
- Quality and experience of personnel assigned to the City's engagement
- Financing ideas presented
- Underwriting fees

Co-Manager Selection

Co-managers will be selected on the same basis as the senior manager. In addition to their qualifications, co-managers appointed to specific transactions will be a function of transaction size and the necessity to ensure maximum distribution of the City's bonds.

Selling Groups
The City may use selling groups in certain transactions. To the extent that selling groups are used, the Finance Director at his or her discretion may make appointments to selling groups as the transaction dictates.

Underwriter's Counsel
In any negotiated sale of City debt in which legal counsel is required to represent the underwriter, the appointment will be made by the Senior Manager with input from the City.

Underwriter's Discount
The Finance Director will evaluate the proposed underwriter's discount against comparable issues in the market. If there are multiple underwriters in the transaction, the Finance Director will determine the allocation of fees with respect to the management fee, if any. The determination will be based upon participation in the structuring phase of the transaction.

All fees and allocation of the management fee will be determined prior to the sale date; a cap on management fee, expenses and underwriter's counsel will be established and communicated to all parties by the Finance Director. The senior manager shall submit an itemized list of expenses charged to members of the underwriting group. Any additional expenses must be substantiated.

Evaluation of Underwriter Performance
The Finance Director with assistance of an independent Financial Advisor will evaluate each bond sale after completion to assess the following: costs of issuance including underwriters' compensation, pricing of the bonds in terms of the overall interest cost and on a maturity-by-maturity basis, and the distribution of bonds and sales credits.

Following each sale, the Finance Director shall provide a report to the Board of Mayor and Aldermen on the results of the sale.

Syndicate Policies
For each negotiated transaction, the Finance Director will prepare syndicate policies that will describe the designation policies governing the upcoming sale. The Finance Director shall ensure receipt of each member's acknowledgement of the syndicate policies for the upcoming sale prior to the sale date.

Designation Policies
To encourage the pre-marketing efforts of each member of the underwriting team, orders for the City's bonds will be net designated, unless otherwise expressly stated. The City shall require the senior manager to:

- Equitably allocate bonds to other managers and the selling group
- Comply with Municipal Securities Rulemaking Board (MSRB) regulations governing the priority of orders and allocations
- Within 10 working days after the sale date, submit to the Finance Director a detail of orders, allocations and other relevant information pertaining to the City's sale

XII. Consultants

Financial Advisor

The City shall select a financial advisor (or advisors) to assist in its debt issuance and debt administration processes. Selection of the City's financial advisor(s) shall be based on, but not limited to, the following criteria:

- Overall quality of the firm's proposal as an indicator of its probability for success.
- Relevant Financial Advisor experience with municipal government issuers and the public sector.
- Indication that the firm has a broadly based background and is therefore capable of balancing the City's overall needs for continuity and innovation in capital planning and debt financing.
- Experience and demonstrated success as indicated by its listing of current major clients.
- The firm's professional reputation for integrity and compliance with state and federal law.
- Independence from municipal bond underwriting, trading, or other clients, activities, or events which could result in a conflict of interest.
- Professional qualifications and experience of principal employees who will work for the City.
- Commitment to fair and equitable employment practices.
- Consideration will be given to the proposed fee structure and estimated costs, but price will not be the sole determining factor.

Financial Advisory Services

Financial advisory services provided to the City shall include, but shall not be limited to the following:

- Advise the City on financial matters relating to proposed capital financing projects.
- Analyze the current debt profile and recommend appropriate changes to ensure correct mix of fixed rate debt, variable rate debt and structured products to accomplish the City's immediate and long-term fiscal objectives.
- Working with the City staff and their legal advisors, prepare Preliminary Official Statement, Official Statement, Notice of Bond Sale and other related documents.
- Advise and assist in presentations to rating agencies.
- Assist the City in obtaining competitive bids from bond underwriters, trustees, paying agents/registrars, printers and escrow verification agents, as necessary.
- In the event the City undertakes negotiated underwritings, the Financial Advisor shall represent the City's interests in all aspects of the negotiated transaction, including underwriter selection, revenue and transaction structuring, credit enhancement and pricing scales.
- Arrange for electronic disclosure and bidding services.
- Develop five and ten year debt strategies that incorporate the City's capital financing plans and revenue constraints. Discuss funding alternatives and cost benefits of proposed

strategies. Determine the City's debt or bonding capacity and the revenue impact of capital projects.

- Assist the City in identifying and obtaining new sources of funding for capital needs such as new revenues, asset sales, state and/or federal grants or incentive programs.
- Assess use of swaps and other structured products, and propose strategies, to meet the City's financing objectives.
- Develop a formal written debt policy, which incorporates the City's financial and operational objectives.
- Perform annual credit/scorecard calculations using the applicable local government criteria as provided by Moody's and Standard & Poor's.
- Perform bi-annual review of the City's credit/scorecard calculations in comparison to peer cities.
- Conduct necessary analysis and feasibility studies relating to financing of City projects, including cash flows, sources and uses, and sensitivity analysis of variables in a financing, such as interest rate, maturities, and rate of principal redemption.
- Propose innovative financing techniques, which may assist the City in minimizing costs, simplifying debt financing or achieving the City's objectives.
- Provide consultation and research on tax issues faced by the City relative to the financing of public infrastructure.
- Advise the City in complying with and preparing continuing disclosure information pursuant to Security and Exchange Commission rules.
- Cooperate and confer with the City's Bond Counsel and other advisors retained by the City.
- Review all financing documents and advise the City's Finance Director accordingly.
- Undertake such additional actions as will lead to the prompt and successful delivery of the proceeds and the production and availability of bonds.
- Make recommendations on legislation, as requested, which may significantly affect the bond's cost of financing.

Conflict of Interest

The City requires that its consultants and advisors provide objective advice and analysis, maintain the confidentiality of City financial plans, and be free from any conflicts of interest. Specifically, underwriters shall clearly identify itself in writing as an underwriter and not a financial advisor from the earliest stages of its relationship with the City. The underwriter must clarify its primary role as a purchaser of securities in an arms-length commercial transaction and that it has financial and other interests that differ from those of the City.

Bond Counsel

The City shall enter into an engagement letter agreement with the legal counsel representing the City in a debt transaction. City debt will include a written opinion by legal counsel affirming that the City is authorized to issue the proposed debt, that the City has met all legal requirements necessary for issuance, and a determination of the proposed debt's federal income tax status.

The approving opinion and other documents relating to the issuance of debt will be prepared by counsel with extensive experience in public finance and tax issues.

Disclosure by Financing Team Members

All financing team members, and their associated costs to perform such services, either on an on-time or continued basis, will be required to provide full and complete disclosure to the City and its governing body. Any and all Financing Team Members shall also disclose agreements with other financing team members and outside parties. The extent of disclosure may vary depending on the nature of the transaction. However, in general terms, no agreements shall be permitted which could compromise the firm's ability to provide independent advice which is solely in the City's best interests or which could reasonably be perceived as a conflict of interest.

XIII. Disclosure

The City will provide annual financial and economic information to the Electronic Municipal Market Access facility of the Municipal Securities Rulemaking Board. The City will also notify the MSRB of any of the following material events:

- Principal and interest payment delinquencies
- Nonpayment-related defaults
- Unscheduled draws on bond-related reserves
- Unscheduled draws on credit enhancements
- Substitution of credit or liquidity providers or the failure of performance on the part of a liquidity provider
- Adverse tax opinions or events affecting the tax-exempt status of any bonds
- Modifications to rights of bond holders
- Bond calls
- Defeasances
- Matters affecting collateral
- Rating changes

The City will also maintain a system of record keeping and reporting which complies with the arbitrage rebate compliance requirements of the federal tax code.

XIV. Debt Policy Review

The debt policy guidelines outlined herein are only intended to provide general direction regarding the future use and execution of debt, interest rate swaps and options. The City maintains the right to modify these guidelines and may make exceptions to any of them at any time to the extent that the execution of such debt, swap or option achieves City goals.

This policy will be reviewed no less frequently than annually. At that time the Finance Director will consider any recommendations for any amendments, deletions, additions, improvements or clarification.

This page intentionally left blank.

Appendix F – Disbursements Policy

The City of Franklin has recently adopted a disbursement policy. The policy attached on the ensuing pages was reviewed and approved by the Board of Mayor and Alderman in June and July 2016. It will be reviewed again in June 2018.

CITY OF FRANKLIN

Disbursements Policy

Table of Contents

1. General Policy 2
2. Payment Responsibilities 2
3. Payment Methods 3
4. Payment Fees 4
5. Authorized Approvers 4
6. Invoice Approvals 4
7. Disbursements Documentation 5
8. Payment Minimum 6
9. Timeframe for Vendor Payments 6
10. Urgent Payment Requests 6
11. Advance Payments to Vendors 6
12. Procedures 7
13. Exceptions to Policy/Reporting of Exceptions 7

CITY OF FRANKLIN

Disbursements Policy

1. General Policy

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

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

2. Payment Responsibilities

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

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

3. Payment Methods

Although departments shall advise the Finance Department as to the method of payment that best meets the needs of the City, payment by electronic means is the default method of payment.

Purchasing Cards, which streamline the payment for most goods and services, is the default method for payments to vendors who accept credit cards. (The advantages of using the City purchasing card in lieu of accounts payable is the reduced time required to process payments, the vendor is paid sooner, and a rebate is available on most purchases made using the purchasing card.)

Direct Deposit (ACH), which consists of bank account information being provided by the vendor to the City, is the default payment method for:

- non-construction-related procurements through the Purchasing Office,
- construction-related procurements typically overseen by Engineering,
- employee reimbursements (using primary payroll bank account), and
- vendors who do not accept credit cards.

Automatic Withdrawal, which consists of bank account information being provided to the vendor to initiate scheduled withdrawals, is the default payment method for utility payments.

Wire Transfer, which is a same day payment method that requires two persons to approve transfer, is the default payment method for debt service, lease payments, and investments.

Checks are issued to vendors who do not accept electronic payments and other payments where electronic payment is not cost effective.

Petty Cash may be needed by departments that require frequent cash purchases for minor items. Petty cash may not be used to pay for services or to compensate employees.

4. Payment Fees

Many vendors that accept the City's purchasing card do not add on a convenience fee and/or surcharge to the amount of the purchase. However, some vendors have an established fee for accepting electronic payments. In instances where payment of the fee is more cost effective than processing the payment through accounts payable, the payment fee may be paid.

5. Authorized Approvers

The department director is the default authorized approver. The department director must provide written authorization to designate additional individuals in their departments as authorized approvers. The Finance department maintains a list of authorized approvers.

Payment requests over $100,000 are to be approved by the department director or higher. Payment requests under this amount may be approved by the department director or departmental designee.

6. Invoice Approvals

Departments are responsible for reviewing, approving and allocating to the proper budget code all invoices submitted for payment. All payments are made by the Finance Department except for those made by purchasing card.

A full, legible signature of the individual authorizing payment is required. Initials are not accepted. The approval signature signifies that the request for payment complies with the following conditions:

- Is necessary.
- Is for a valid municipal purpose.
- Is received, or is an authorized prepayment.
- Is from the correct account.
- Is for the correct amount.
- Is not a duplicate payment.
- Is timely to ensure no penalties.
- Does not exceed available budgeted amounts.
- Has been procured in accordance with City purchasing policies.
- Complies with legal restrictions.

- Complies with applicable contractual, grant, and/or debt restrictions.
- Includes accurate supporting documentation.

7. Disbursements Documentation

It shall be the responsibility of the department to provide sufficient and accurate documentation to the Finance Department for prompt payment. Such documentation shall include invoices, packing lists, and receiving forms or other evidence of receipt. Payments are not made from vendor statements.

Additional documentation is needed for the following types of payments:

For Non-Construction-Related Procurement Payments
Inclusion of the purchase order number (where applicable) and receiving document (or similar document.)

For Construction-Related Procurement Payments
Inclusion of the project number (where applicable), contract number, and contractor's payment application (or similar document) with remaining contract balance.

For Employee Reimbursement Payments
Inclusion of employee identification number and/or name. (Where applicable, state and federal requirements, such as HIPAA privacy regulations, will be followed).

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

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

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

8. Payment Minimum

Due to historical experience of checks for small amounts remaining uncashed, payments under a threshold established by the Finance Department, will not be issued unless requested. These amounts will be submitted to the State's unclaimed property division when due.

9. Timeframe for Vendor Payments

Departments are to obtain invoices from vendors as soon as services or goods are provided. During most of the year, payments to vendors generally occur within 30 days of invoice date. Prompt payment discounts are to be taken.

At fiscal year-end, payments need to occur by July 31 each year. (This abbreviated timeframe is necessary due to State's requirement that the City's annual financial records must be closed within 60 days.)

The City of Franklin does not make invoice payments prior to the due date and/or completed service or goods received unless it is specified in an agreement prior to the procurement.

10. Urgent Payment Requests

Prior to the beginning of a calendar year, the Finance Department distributes the accounts payable schedule to departments. However, urgent payment requests may arise from time to time.

When an urgent payment is needed, the department is to provide justification for the urgency. If the urgency is not verified by Finance, the payment will be made according to the regular accounts payable schedule.

11. Advance Payments to Vendors

Generally, payment for goods or services cannot be made until after goods are received or services are provided. However, payment or partial payments can be made in the following circumstances:

a. registrations for conferences and seminars,
b. purchases of postage,
c. subscriptions to trade magazines and periodicals,
d. membership dues,
e. payments for monthly transit management services,

f. reservations and arrangements for City sponsored events,
g. deposits or advance payments to vendors agreed to during the procurement process,
h. purchases of items from specialty establishments requiring payment accompany the order, and
i. benefit contributions, such as pension or insurance contributions.

12. Procedures

The Finance Department will implement procedures that are in accordance with this policy.

13. Exceptions to Policy/Reporting of Exceptions

If a valid payment request arises that is not covered within this policy, the City Administrator may authorize the payment request. The payment exception will be reported at the next available Board meeting as an action on behalf of the Board by the City Administrator.

APPENDICIES: Operating Budget

Under this section is:

- **Operating Budget - Supplemental Information**
  - **Appendix G - General Fund Expenditures By Account**
  - **Appendix H - Program Enhancement Requests**
  - **Appendix I – Water & Sewer Forecasts (Operating & Capital) – FY 2018-2022**
  - **Appendix J - Pay Structure**

This page intentionally left blank.

Appendix G: Budget by Accounts - General Fund

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference 18' vs. 19' $	%
Personnel							
81110 REGULAR PAY	$ 28,566,473	$ 29,982,157	$ 32,844,565	$ 31,659,649	$ 34,929,904	$ 2,085,339	6.3%
81120 OVERTIME PAY	$ 1,040,579	$ 1,578,666	$ 1,363,762	$ 1,885,877	$ 1,942,674	$ 578,912	42.4%
81130 COURT OVERTIME PAY	$ 85,164	$ 72,760	$ 121,000	$ 73,661	$ 127,120	$ 6,120	5.1%
81150 TEMPORARY WORK BY NON-CITY EMPLOYEES	$ 54,672	$ 59,408	$ 76,060	$ 80,792	$ 55,060	$ (21,000)	-27.6%
81160 CENSUS WORKERS	$ -	$ 33,635	$ -	$ -	$ -	$ -	0.0%
81180 FIRE HOLIDAY PAY	$ 236,093	$ -	$ -	$ -	$ -	$ -	0.0%
81199 VACANCY ADJUSTMENT	$ -	$ -	$ (1,083,005)	$ -	$ (1,156,494)	$ (73,489)	6.8%
XWAGI TOTAL WAGES	**$ 29,982,981**	**$ 31,726,626**	**$ 33,322,382**	**$ 33,699,979**	**$ 35,898,264**	**$ 2,575,882**	**7.7%**
81210 MAYOR & ALDERMEN	$ 129,227	$ 128,607	$ 129,267	$ 129,267	$ 129,267	$ -	0.0%
81220 CITY JUDGE	$ 25,750	$ 25,000	$ 26,056	$ 25,000	$ 25,108	$ (948)	-3.6%
81230 PLANNING COMMISSION & BOZA	$ 9,800	$ 10,300	$ 14,708	$ 10,000	$ 14,000	$ (708)	-4.8%
81250 JUDICIAL COMMISSION-WARRANTS	$ 856		$ 3,256	$ 3,256	$ 3,256	$ -	0.0%
XOFF TOTAL OFFICIALS FEES	**$ 165,633**	**$ 163,907**	**$ 173,287**	**$ 167,523**	**$ 171,631**	**$ (1,656)**	**-1.0%**
81410 FICA (EMPLOYER'S SHARE)	$ 2,180,553	$ 2,308,068	$ 2,386,440	$ 2,392,987	$ 2,528,182	$ 141,742	5.9%
81420 MEDICAL PREMIUMS	$ 7,484,376	$ 6,911,956	$ 9,347,425	$ 9,125,322	$ 9,464,246	$ 116,821	1.2%
81430 GROUP INSURANCE PREMIUMS	$ 555,422	$ 617,457	$ 556,648	$ 575,291	$ 682,787	$ 126,139	22.7%
81440 EMPLOYEE INSURANCE CONTRIBUTIONS	$ (1,677,286)	$ (1,881,779)	$ (1,986,594)	$ (2,005,894)	$ (2,024,115)	$ (37,521)	1.9%
81450 RETIREMENT CONTRIBUTIONS	$ 2,272,934	$ 3,085,900	$ 3,489,043	$ 3,505,326	$ 3,607,324	$ 118,281	3.4%
81455 DEFERRED COMP MATCH	$ 237,812	$ 308,321	$ 313,317	$ 399,623	$ 395,254	$ 81,937	26.2%
81460 UNEMPLOYMENT CLAIMS	$ -	$ 8,153	$ 16,834	$ 16,834	$ 17,009	$ 175	1.0%
81470 WORKERS COMPENSATION PREMIUMS	$ 282,211	$ 361,055	$ 421,509	$ 415,461	$ 442,645	$ 21,136	5.0%
81475 WORKERS COMPENSATION CLAIMS	$ 114,557	$ 333,414	$ 35,538	$ 92,897	$ 35,978	$ 440	1.2%
81480 TOOL ALLOWANCE	$ 5,983	$ 5,999	$ 7,000	$ 7,000	$ 7,000	$ -	0.0%
81481 CLOTHING ALLOWANCE	$ 15,202	$ 15,797	$ 22,400	$ 22,950	$ 22,400	$ -	0.0%
81482 CAR ALLOWANCE	$ 17,723	$ 15,692	$ 16,700	$ 16,750	$ 16,700	$ -	0.0%
81490 MOVING EXPENSES	$ -	$ 3,000	$ -	$ -	$ -	$ -	0.0%
XBEN TOTAL BENEFITS	**$ 11,489,487**	**$ 12,093,033**	**$ 14,626,260**	**$ 14,564,547**	**$ 15,195,410**	**$ 569,150**	**3.9%**
XPER TOTAL PERSONNEL	**$ 41,638,101**	**$ 43,983,566**	**$ 48,121,929**	**$ 48,432,049**	**$ 51,265,305**	**$ 3,143,376**	**6.5%**
Operations							
82110 MAILING & OUTBOUND SHIPPING SERVICES	$ 34,832	$ 33,968	$ 44,956	$ 41,200	$ 42,624	$ (2,332)	-5.2%
82120 FREIGHT FOR INBOUND PURCHASED ITEMS	$ 17,094	$ 15,580	$ 34,515	$ 34,355	$ 33,664	$ (851)	-2.5%
82130 VEHICLE LICENSES & TITLES	$ 3,091	$ 3,734	$ 3,463	$ 2,767	$ 3,535	$ 72	2.1%
82140 VEHICLE TOW-IN SERVICES	$ 13,081	$ 16,889	$ 13,553	$ 10,480	$ 13,510	$ (43)	-0.3%
XTRC TOTAL TRANSPORTATION CHARGES	**$ 68,098**	**$ 70,171**	**$ 96,487**	**$ 88,802**	**$ 93,333**	**$ (3,154)**	**-3.3%**
82210 PRINTING & COPYING SERVICES, OUTSOURCED	$ 23,820	$ 26,319	$ 48,296	$ 33,485	$ 32,450	$ (15,846)	-32.8%
82230 ARCHIVING/RECORDS MANAGEMENT SERVICES	$ 10,322	$ 12,442	$ 20,010	$ 15,300	$ 23,250	$ 3,240	16.2%
82240 TRANSCRIPTION FEES	$ 3,500	$ 2,337	$ 17,637	$ 8,437	$ 20,003	$ 2,366	13.4%
82245 FINGERPRINTING FEES	$ -	$ -	$ 60	$ 60	$ 60	$ -	0.0%
82250 TESTING & PHYSICALS	$ 93,460	$ 183,584	$ 181,944	$ 184,821	$ 154,269	$ (27,675)	-15.2%
82255 INVESTIGATIVE POLYGRAPHS	$ 5,700	$ 1,200	$ 1,000	$ 1,500	$ 1,000	$ -	0.0%
82260 UNIFORM RENTAL & SERVICES	$ 28,868	$ 41,291	$ 28,887	$ 41,439	$ 43,258	$ 14,371	49.7%
82270 LANDFILL & BIOSOLIDS MANAGEMENT SERVICES	$ 1,064	$ 1,516	$ 2,670	$ 2,695	$ 2,800	$ 130	4.9%
82280 LAB FEES	$ -	$ -	$ 500	$ 500	$ 500	$ -	0.0%
82299 OTHER OPERATING SERVICES	$ 1,999	$ 10,677	$ 17,832	$ 20,274	$ 18,576	$ 744	4.2%
XOPSV TOTAL OPERATING SERVICES	**$ 168,733**	**$ 279,366**	**$ 318,836**	**$ 308,511**	**$ 296,166**	**$ (22,670)**	**-7.1%**
82310 LEGAL NOTICES	$ 56,076	$ 50,721	$ 56,718	$ 52,799	$ 54,852	$ (1,866)	-3.3%
82320 CITY ELECTIONS	$ 43,342	$ -	$ 46,000	$ 49,000		$ (46,000)	-100.0%
82330 CITIZENS ACADEMIES	$ 12,918	$ 16,106	$ 21,508	$ 16,644	$ 18,500	$ (3,008)	-14.0%
82340 LEADERSHIP RETREATS	$ -	$ 2,500	$ 8,730	$ 8,940	$ 9,150	$ 420	4.8%
82350 DUES FOR MEMBERSHIPS	$ 72,967	$ 100,224	$ 100,586	$ 102,635	$ 112,652	$ 12,066	12.0%
82355 PROFESSIONAL STANDARDS / ACCREDITATION	$ 34,885	$ 34,169	$ 26,550	$ 31,425	$ 26,886	$ 336	1.3%
82360 PUBLIC RELATIONS & EDUCATION (CITY SPONSORE	$ 87,100	$ 79,203	$ 130,667	$ 131,797	$ 124,011	$ (6,656)	-5.1%
82370 PROMOTIONS & SPECIAL EVENTS (NOT CITY SPONS	$ 6,710	$ 34,841	$ 28,461	$ 18,381	$ 18,852	$ (9,609)	-33.8%
82371 EMERGENCY RELIEF	$ 1,015	$ 608	$ 1,000	$ 2,200	$ 1,000	$ -	0.0%
82372 UNITED WAY CAMPAIGN	$ -	$ -	$ 600	$ 625	$ 650	$ 50	8.3%

Appendix G: Budget by Accounts - General Fund

		Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference 18' vs. 19' $	%
82373	RECRUITMENT	$ 23,977	$ 7,835	$ 9,025	$ 9,025	$ 9,025	$ -	0.0%
82385	SPECIAL CENSUS	$ (55)	$ 43,448	$ -	$ -	$ -	$ -	0.0%
82390	PUBLICATIONS, NON-TRAINING	$ 34,272	$ 35,038	$ 58,089	$ 55,574	$ 45,050	$ (13,039)	-22.4%
XNSP	**TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY**	**$ 373,207**	**$ 404,693**	**$ 487,934**	**$ 479,045**	**$ 420,628**	**$ (67,306)**	**-13.8%**
82410	ELECTRIC SERVICE	$ 1,390,963	$ 1,237,816	$ 1,335,884	$ 1,353,970	$ 1,363,683	$ 27,799	2.1%
82420	WATER & SEWER SERVICE	$ 174,505	$ 218,384	$ 228,197	$ 215,207	$ 228,509	$ 312	0.1%
82430	STORMWATER SERVICE	$ 26,183	$ 26,212	$ 24,278	$ 27,050	$ 26,030	$ 1,752	7.2%
82435	SOLID WASTE SERVICE	$ 55,450	$ 91,170	$ 87,179	$ 96,086	$ 99,498	$ 12,319	14.1%
82440	NATURAL GAS SERVICE	$ 45,638	$ 51,765	$ 42,131	$ 45,475	$ 45,670	$ 3,539	8.4%
82450	TELEPHONE SERVICE	$ 71,257	$ 43,749	$ 53,508	$ 48,469	$ 50,897	$ (2,611)	-4.9%
82451	800 MHZ ACCESS LINE SERVICE	$ 41,229	$ 43,041	$ 48,289	$ 46,495	$ 47,385	$ (904)	-1.9%
82455	CELLULAR TELEPHONE SERVICE	$ 165,100	$ 184,747	$ 188,573	$ 188,192	$ 195,310	$ 6,737	3.6%
82470	INTERNET & RELATED SERVICES	$ 40,546	$ 55,988	$ 41,964	$ 43,443	$ 48,637	$ 6,673	15.9%
82480	9-1-1 CHARGES	$ 87,367	$ 56,214	$ 87,370	$ (1,980)		$ (87,370)	-100.0%
82481	CDPD CHARGES	$ 85,698	$ 98,632	$ 83,433	$ 104,909	$ 105,000	$ 21,567	25.8%
82483	CONNECTION CHARGES	$ 2,883	$ 2,186	$ 2,000	$ 2,000	$ 400	$ (1,600)	-80.0%
XUTIL	**TOTAL UTILITIES**	**$ 2,186,819**	**$ 2,109,904**	**$ 2,222,806**	**$ 2,169,316**	**$ 2,211,019**	**$ (11,787)**	**-0.5%**
82510	COMPUTER SERVICES	$ 1,642,837	$ 1,642,319	$ 1,497,400	$ 1,503,750	$ 1,947,473	$ 450,073	30.1%
82520	LEGAL SERVICES	$ 8,220	$ 36,211	$ 65,250	$ 67,450	$ 67,950	$ 2,700	4.1%
82530	AUDIT SERVICES	$ 23,750	$ 24,000	$ 50,000	$ 24,250	$ 24,500	$ (25,500)	-51.0%
82540	ENGINEERING SERVICES	$ 345,195	$ 374,959	$ 495,900	$ 505,400	$ 365,500	$ (130,400)	-26.3%
82550	AERIAL PHOTOGRAPHY / MAPPING SERVICES	$ -	$ -	$ 115,000	$ -	$ -	$ (115,000)	-100.0%
82560	CONSULTANT SERVICES	$ 408,590	$ 191,006	$ 485,850	$ 532,650	$ 636,750	$ 150,900	31.1%
82599	OTHER CONTRACTUAL SERVICES	$ 132,024	$ 678,475	$ 895,050	$ 802,834	$ 1,020,122	$ 125,072	14.0%
XCTS	**TOTAL CONTRACTUAL SERVICES**	**$ 2,560,616**	**$ 2,946,970**	**$ 3,604,450**	**$ 3,436,334**	**$ 4,062,295**	**$ 457,845**	**12.7%**
82610	VEHICLE REPAIR & MAINTENANCE SERVICES	$ 865,831	$ 725,417	$ 840,196	$ 992,856	$ 909,117	$ 68,921	8.2%
82620	EQUIPMENT REPAIR & MAINTENANCE SERVICES	$ 407,935	$ 666,112	$ 510,402	$ 499,957	$ 490,250	$ (20,152)	-3.9%
82640	PAVING & REPAIR SERVICES	$ -	$ 38,629	$ 36,160	$ 143,105	$ 137,240	$ 101,080	279.5%
82641	TRAFFIC SIGNAL REPAIR & MAINTENANCE SERVICE	$ 9,923	$ 6,856	$ 14,832	$ 15,275	$ 16,000	$ 1,168	7.9%
82642	STREETLIGHT REPAIR & MAINTENANCE SERVICES	$ 625	$ 5,040	$ 30,850	$ 6,000	$ 6,500	$ (24,350)	-78.9%
82643	SIGN MAINTENANCE SERVICES	$ -	$ 13,019	$ 7,705	$ 9,535	$ 10,060	$ 2,355	30.6%
82647	SIDEWALK REPAIR	$ 18,450	$ -	$ -	$ 4,989	$ -	$ -	0.0%
82649	FIBER OPTIC SERVICE	$ 1,096	$ 333	$ -	$ -	$ 10,000	$ 10,000	100.0%
82650	PARK & FIELD MAINTENANCE SERVICES	$ 4,286	$ 13,801	$ 43,000	$ 43,000	$ 45,000	$ 2,000	4.7%
82651	PARK & FIELD ELECTRICAL MAINTENANCE SERVICES	$ 19,904	$ 45,249	$ 16,605	$ 27,495	$ 20,995	$ 4,390	26.4%
82652	LANDSCAPING SERVICES	$ 14,931	$ 34,066	$ 39,781	$ 47,005	$ 48,930	$ 9,149	23.0%
82653	IRRIGATION SERVICES	$ 11,680	$ 12,107	$ 11,955	$ 13,220	$ 13,555	$ 1,600	13.4%
82654	GROUNDS MAINTENANCE SERVICES	$ 244	$ 13,185	$ 27,921	$ 79,420	$ 265,255	$ 237,334	850.0%
82655	TREE SERVICES	$ 1,600		$ 5,650	$ 5,650	$ 5,965	$ 315	5.6%
82660	BUILDING REPAIR & MAINTENANCE SERVICES	$ 675,369	$ 549,798	$ 541,328	$ 549,254	$ 504,930	$ (36,398)	-6.7%
82699	OTHER REPAIR & MAINTENANCE SERVICES	$ 9,726	$ 12,742	$ 14,520	$ 13,260	$ 13,535	$ (985)	-6.8%
XRMSV	TOTAL REPAIR & MAINTENANCE SERVICES	**$ 2,041,600**	**$ 2,136,354**	**$ 2,140,905**	**$ 2,450,021**	**$ 2,497,332**	**$ 356,427**	**16.6%**
82710	RETIREMENT SERVICES	$ 5,500	$ -	$ -	$ -	$ -	$ -	0.0%
82720	TUITION ASSISTANCE PROGRAM	$ 102,658	$ 64,228	$ 110,000	$ 110,000	$ 92,500	$ (17,500)	-15.9%
82730	EMPLOYEE ASSISTANCE PROGRAM	$ 15,871	$ 16,386	$ 18,000	$ 18,000	$ 18,000	$ -	0.0%
82740	EMPLOYEE WELLNESS PROGRAM	$ 22,142	$ 20,760	$ 36,600	$ 36,600	$ 34,850	$ (1,750)	-4.8%
82750	EMPLOYEE RECOGNITION/RECEPTIONS	$ 31,410	$ 33,340	$ 46,610	$ 47,665	$ 43,002	$ (3,608)	-7.7%
82760	SAFETY PROGRAMS	$ 39,112	$ 38,311	$ 52,120	$ 52,120	$ 52,160	$ 40	0.1%
82780	TRAINING, OUTSIDE	$ 242,956	$ 226,675	$ 326,547	$ 376,545	$ 355,528	$ 28,981	8.9%
82790	TRAINING, IN-HOUSE	$ 35,075	$ 19,485	$ 75,833	$ 83,813	$ 88,528	$ 12,695	16.7%
XEPG	**TOTAL EMPLOYEE PROGRAMS**	**$ 494,724**	**$ 419,185**	**$ 665,710**	**$ 724,743**	**$ 684,568**	**$ 18,858**	**2.8%**
82810	REGISTRATIONS	$ 134,978	$ 126,196	$ 167,762	$ 168,727	$ 171,525	$ 3,763	2.2%
82820	GROUND TRANSPORTATION (OUTSIDE WILLIAMSO	$ 13,619	$ 21,615	$ 27,800	$ 27,173	$ 28,165	$ 365	1.3%
82830	AIR TRAVEL	$ 41,221	$ 29,844	$ 68,232	$ 70,113	$ 67,950	$ (282)	-0.4%
82840	LODGING	$ 81,591	$ 99,981	$ 122,516	$ 123,189	$ 130,790	$ 8,274	6.8%
82850	MEALS (OUTSIDE WILLIAMSON COUNTY)	$ 21,586	$ 23,510	$ 50,287	$ 48,949	$ 45,185	$ (5,102)	-10.1%

Appendix G: Budget by Accounts - General Fund

		Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference 18' vs. 19' $	%
82890	OTHER TRAVEL EXPENSES	$ 542	$ 290	$ 2,465	$ 2,060	$ 2,460	$ (5)	-0.2%
XPDT	**TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL**	**$ 293,537**	**$ 301,436**	**$ 439,062**	**$ 440,211**	**$ 446,075**	**$ 7,013**	**1.6%**
83110	OFFICE SUPPLIES	$ 92,226	$ 109,796	$ 119,546	$ 116,722	$ 117,738	$ (1,808)	-1.5%
83120	OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)	$ 7,218	$ 6,346	$ 9,453	$ 11,974	$ 10,300	$ 847	9.0%
83130	EMPLOYEE BENEVOLENCE ITEMS	$ 4,659	$ 6,320	$ 4,822	$ 6,211	$ 5,734	$ 912	18.9%
83140	MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	$ 70,821	$ 80,875	$ 72,704	$ 75,707	$ 79,997	$ 7,293	10.0%
XOFS	**TOTAL OFFICE SUPPLIES**	**$ 174,924**	**$ 203,337**	**$ 206,525**	**$ 210,614**	**$ 213,769**	**$ 7,244**	**3.5%**
83210	TRAINING SUPPLIES	$ 29,705	$ 13,203	$ 57,807	$ 57,847	$ 35,842	$ (21,965)	-38.0%
83220	CHEMICALS & LAB SUPPLIES	$ -	$ 100	$ 1,000	$ 1,000	$ 1,000	$ -	0.0%
83230	PARKS SUPPLIES	$ (4,220)	$ 16,181	$ -	$ -	$ -	$ -	0.0%
83240	MEDICAL SUPPLIES	$ 28,576	$ 38,562	$ 37,031	$ 36,640	$ 36,860	$ (171)	-0.5%
83250	SAFETY SUPPLIES	$ 43,977	$ 34,199	$ 37,916	$ 36,528	$ 40,134	$ 2,218	5.8%
83260	UNIFORMS PURCHASED	$ 181,135	$ 200,971	$ 220,604	$ 211,234	$ 229,799	$ 9,195	4.2%
83265	UNIFORMS, SPECIALIZED	$ 157,822	$ 218,930	$ 126,943	$ 157,437	$ 136,266	$ 9,323	7.3%
83270	CONSUMABLE TOOLS	$ 19,623	$ 25,040	$ 22,468	$ 23,015	$ 23,845	$ 1,377	6.1%
83280	FIREARMS & RELATED SUPPLIES	$ 42,855	$ 43,561	$ 42,033	$ 45,000	$ 42,874	$ 841	2.0%
83281	AMMUNITION	$ 142,982	$ 3,074	$ 78,813	$ 78,813	$ 80,389	$ 1,576	2.0%
83282	EVIDENCE SUPPLIES	$ 3,718	$ 4,280	$ 3,207	$ 5,540	$ 4,544	$ 1,337	41.7%
83290	SOLID WASTE CONTAINERS	$ -	$ -	$ 6,300	$ 6,300	$ 1,900	$ (4,400)	-69.8%
83299	OTHER OPERATING SUPPLIES	$ 81,061	$ 108,209	$ 115,624	$ 119,695	$ 121,536	$ 5,912	5.1%
XOPS	**TOTAL OPERATING SUPPLIES**	**$ 727,234**	**$ 706,310**	**$ 749,746**	**$ 779,049**	**$ 754,989**	**$ 5,243**	**0.7%**
83310	GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSO	$ 360,677	$ 388,575	$ 401,865	$ 444,269	$ 478,841	$ 76,976	19.2%
83315	FUEL HEDGING COSTS	$ 241,845	$ (58,195)	$ -	$ (21,149)		$ -	0.0%
83320	MILEAGE (INSIDE WILLIAMSON COUNTY)	$ 2,005	$ 320	$ 2,770	$ 2,735	$ 2,670	$ (100)	-3.6%
XFUEL	**TOTAL FUEL & MILEAGE**	**$ 604,527**	**$ 330,700**	**$ 404,635**	**$ 425,855**	**$ 481,511**	**$ 76,876**	**19.0%**
83510	FURNITURE, FIXTURES (<$25,000)	$ 59,635	$ 166,268	$ 140,762	$ 131,927	$ 155,060	$ 14,298	10.2%
83520	VEHICLES (<$25,000)	$ 10,000	$ 9,966	$ 87,540	$ 88,610	$ 17,930	$ (69,610)	-79.5%
83530	MACHINERY & EQUIPMENT (<$25,000)	$ 534,098	$ 841,166	$ 577,428	$ 585,938	$ 486,100	$ (91,328)	-15.8%
83540	COMPUTER HARDWARE (<$25,000)	$ 702,831	$ 584,268	$ 809,444	$ 818,389	$ 567,240	$ (242,204)	-29.9%
83550	COMPUTER SOFTWARE (<$25,000)	$ 94,865	$ 167,255	$ 138,631	$ 118,051	$ 114,012	$ (24,619)	-17.8%
XMEU	**TOTAL MACHINERY & EQUIPMENT (<$25,000)**	**$ 1,401,429**	**$ 1,768,923**	**$ 1,753,805**	**$ 1,742,915**	**$ 1,340,342**	**$ (413,463)**	**-23.6%**
83610	VEHICLE PARTS & SUPPLIES	$ 560,471	$ 448,675	$ 498,155	$ 521,255	$ 485,473	$ (12,682)	-2.5%
83611	REIMBURSEMENT FOR FLEET MAINT	$ (1,208,594)	$ (1,095,018)	$ (1,150,000)	$ (1,158,888)	$ (1,175,000)	$ (25,000)	2.2%
83620	EQUIPMENT PARTS & SUPPLIES	$ 576,209	$ 439,586	$ 546,136	$ 470,905	$ 444,744	$ (101,392)	-18.6%
83630	FIRE HYDRANT SUPPLIES	$ 3,336	$ 5,970	$ 5,000	$ 5,000	$ 5,000	$ -	0.0%
83640	PAVING & REPAIR SUPPLIES	$ 110,603	$ 93,383	$ 116,994	$ 118,100	$ 115,060	$ (1,934)	-1.7%
83641	TRAFFIC SIGNAL PARTS & SUPPLIES	$ 157,024	$ 134,990	$ 128,709	$ 129,500	$ 131,900	$ 3,191	2.5%
83642	STREETLIGHT PARTS & SUPPLIES	$ 38,223	$ 197,134	$ 41,500	$ 42,500	$ 49,225	$ 7,725	18.6%
83643	SIGN SUPPLIES	$ 31,980	$ 33,607	$ 39,530	$ 40,505	$ 52,395	$ 12,865	32.5%
83647	SIDEWALK REPAIR SUPPLIES	$ 737	$ 11,415	$ 25,000	$ 25,000	$ 25,500	$ 500	2.0%
83649	FIBER OPTIC SUPPLIES	$ 41,569	$ 200,840	$ 205,000	$ 106,500	$ 213,000	$ 8,000	3.9%
83650	PARK & FIELD MAINTENANCE SUPPLIES	$ 30,875	$ 76,869	$ 80,000	$ 83,820	$ 87,085	$ 7,085	8.9%
83651	PARK & FIELD ELECTRICAL SUPPLIES	$ 9,823	$ 12,810	$ 15,110	$ 15,520	$ 15,985	$ 875	5.8%
83652	LANDSCAPING SUPPLIES	$ 106,530	$ 110,420	$ 121,355	$ 124,410	$ 121,630	$ 275	0.2%
83653	IRRIGATION SUPPLIES	$ 9,125	$ 15,927	$ 23,995	$ 24,035	$ 24,715	$ 720	3.0%
83654	GROUNDS MAINTENANCE SUPPLIES	$ 9,207	$ 13,843	$ 11,295	$ 11,425	$ 11,694	$ 399	3.5%
83655	TREE SUPPLIES	$ 660	$ 6,692	$ 8,835	$ 8,835	$ 9,100	$ 265	3.0%
83656	GRAFFITI REMOVAL SUPPLIES			$ 200	$ 200	$ 200	$ -	0.0%
83660	BUILDING MAINTENANCE SUPPLIES	$ 231,372	$ 204,640	$ 180,791	$ 185,400	$ 180,492	$ (299)	-0.2%
83690	DOG PARK SUPPLIES		$ 8,201	$ 7,210	$ 7,210	$ 7,425	$ 215	3.0%
83699	OTHER REPAIR & MAINTENANCE PARTS & SUPPLIE	$ 49,303	$ 3,779	$ 9,517	$ 10,681	$ 10,960	$ 1,443	15.2%
XRMS	**TOTAL REPAIR & MAINTENANCE SUPPLIES**	**$ 758,453**	**$ 923,763**	**$ 914,332**	**$ 771,913**	**$ 816,583**	**$ (97,749)**	**-10.7%**
84110	K-9 OPERATIONS	$ 15,410	$ 8,917	$ 15,763	$ 15,763	$ -	$ (15,763)	-100.0%
84111	CID OPERATIONS	$ 8,284	$ 9,647	$ 11,559	$ 14,000	$ 16,790	$ 5,231	45.3%
84112	CID VICE OPERATIONS	$ 593	$ -	$ -	$ -	$ -	$ -	0.0%

Appendix G: Budget by Accounts - General Fund

		Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference 18' vs. 19' $	%
84113	SRT OPERATIONS	$ 17,979	$ 19,429	$ 13,135	$ 13,407	$ 18,398	$ 5,263	40.1%
84117	INCIDENT COMMAND UNIT	$ 4,260	$ 694	$ 2,060	$ 2,060	$ 2,101	$ 41	2.0%
84118	SEX OFFENDER REGISTRY COSTS	$ 350	$ 550	$ 420	$ 420	$ 428	$ 8	1.9%
84119	LICENSE SEIZURE COSTS	$ 7,802	$ -	$ -	$ -	$ -	$ -	0.0%
84121	CENTURY COURT FIRING RANGE OPERATIONS	$ 10,916	$ 10,308	$ 10,508	$ 10,508	$ 20,218	$ 9,710	92.4%
84122	CIRT OPERATIONS	$ 7,050	$ 17,818	$ 18,029	$ 18,029	$ 18,390	$ 361	2.0%
84123	DIVE TEAM OPERATIONS	$ 1,945	$ 1,892	$ 2,102	$ 2,102	$ 2,144	$ 42	2.0%
84124	EXTRADITION EXPENSES	$ 2,289	$ 5,172	$ 1,051	$ 2,000	$ 1,572	$ 521	49.6%
84210	CENTURY COURT TRAINING CENTER OPERATIONS	$ 240	$ 4,224	$ 10,000	$ 10,000	$ 6,000	$ (4,000)	-40.0%
84550	STUDIO PRODUCTION	$ 3,961	$ 2,895	$ 4,400	$ 4,400	$ 4,500	$ 100	2.3%
84620	TREE BANK COSTS	$ 13,376	$ 12,767	$ 15,000	$ 10,000	$ 10,000	$ (5,000)	-33.3%
84920	2ND AVE PARKING GARAGE OPERATIONS	$ 96	$ 106	$ 250	$ 250	$ 250	$ -	0.0%
84930	4TH AVE PARKING GARAGE OPERATIONS	$ -	$ -	$ 500	$ 500	$ 500	$ -	0.0%
84950	GRANT PROGRAMS	$ 1,553,674	$ 114,986	$ 308,515	$ 114,823	$ 159,000	$ (149,515)	-48.5%
XOPU	**TOTAL OPERATIONAL UNITS**	**$ 1,648,225**	**$ 209,405**	**$ 413,292**	**$ 218,262**	**$ 260,291**	**$ (153,001)**	**-37.0%**
85110	PROPERTY INSURANCE	$ 183,337	$ 120,317	$ 126,728	$ 133,967	$ 140,694	$ 13,966	11.0%
85111	FRAUD INSURANCE	$ -	$ -	$ -	$ 12,182	$ 12,383	$ 12,383	100.0%
85112	INLAND MARINE INSURANCE	$ -	$ 74,880	$ 78,920	$ 77,611	$ 81,300	$ 2,380	3.0%
85113	AUTO PHYSICAL DAMAGE	$ 19,134	$ 23,001	$ 24,250	$ 24,331	$ 25,712	$ 1,462	6.0%
85115	LIABILITY INSURANCE	$ 359,552	$ 357,756	$ 382,033	$ 150,755	$ 158,252	$ (223,781)	-58.6%
85116	E&O LIABILITY INSURANCE	$ -	$ -	$ -	$ 100,528	$ 103,425	$ 103,425	100.0%
85117	VEHICLE LIABILITY INSURANCE	$ 169,814	$ 174,130	$ 175,895	$ 188,496	$ 197,037	$ 21,142	12.0%
85118	LAW ENFORCEMENT LIABILITY INSURANCE	$ -	$ -	$ -	$ 168,195	$ 176,604	$ 176,604	100.0%
85119	UMBRELLA LIABILITY	$ 33,539	$ 37,969	$ 39,813	$ 43,064	$ 45,135	$ 5,322	13.4%
85120	PROPERTY DAMAGE COSTS	$ 120,066	$ 48,653	$ 35,093	$ 51,538	$ 53,663	$ 18,570	52.9%
85123	PHYSICAL DAMAGE CLAIMS/DEDUCTIBLES	$ 479	$ (10,218)	$ (9,470)	$ 2,950	$ 2,940	$ 12,410	-131.0%
85125	LIABILITY CLAIMS/DEDUCTIBLES	$ -	$ 3,963	$ -	$ -	$ -	$ -	0.0%
85126	PUBLIC LIABILITY CLAIMS/DEDUCTIBLES	$ -	$ 12,651	$ -	$ -	$ -	$ -	0.0%
85127	VEHICLE LIABILITY CLAIMS/DEDUCTIBLES	$ 14,323	$ 39,502	$ 25,211	$ 11,626	$ 22,008	$ (3,203)	-12.7%
85128	LAW ENFORCEMENT LIABILITY CLAIMS/DEDUCTIBL	$ 25,000	$ 43,116	$ 35,612	$ 54,852	$ 57,595	$ 21,983	61.7%
85140	SURETY/NOTARY BONDS	$ 1,169	$ 352	$ 1,206	$ 717	$ 850	$ (356)	-29.5%
XPLC	**TOTAL PROPERTY & LIABILITY COSTS**	**$ 926,413**	**$ 926,072**	**$ 915,291**	**$ 1,020,812**	**$ 1,077,598**	**$ 162,307**	**17.7%**
85220	PROPERTY TAX-RENTAL PROPERTY	$ -	$ 119	$ 470	$ 480	$ 490	$ 20	4.3%
85240	EQUIPMENT RENTAL & LEASES	$ 22,507	$ 31,886	$ 51,370	$ 53,862	$ 56,015	$ 4,645	9.0%
85250	STORAGE RENTAL	$ 5,677	$ 5,136	$ 5,332	$ 4,885	$ 2,400	$ (2,932)	-55.0%
85260	VEHICLE RENTAL (INSIDE WILLIAMSON COUNTY)	$ -	$ 39	$ -	$ -	$ -	$ -	0.0%
85270	POST OFFICE BOX RENTAL	$ -	$ -	$ 500	$ 500	$ 515	$ 15	3.0%
XRENT	**TOTAL RENTALS**	**$ 28,184**	**$ 37,180**	**$ 57,672**	**$ 59,727**	**$ 59,420**	**$ 1,748**	**3.0%**
85310	PERMITS	$ 3,696	$ 2,605	$ 10,433	$ 8,563	$ 7,850	$ (2,583)	-24.8%
85320	STATE FEES	$ 18,718	$ 16,793	$ 23,303	$ 18,156	$ 13,240	$ (10,063)	-43.2%
85325	FEDERAL FEES	$ 74,536	$ 21	$ 280	$ 200	$ 250	$ (30)	-10.7%
85330	UTILITY DISTRICT FEES	$ 31,043	$ 20,887	$ 36,000	$ 24,000	$ 24,000	$ (12,000)	-33.3%
85340	RECORDING & FILING FEES	$ 2,329	$ 5,124	$ 7,020	$ 2,671	$ 5,320	$ (1,700)	-24.2%
XPERM	**TOTAL PERMITS**	**$ 130,322**	**$ 45,430**	**$ 77,036**	**$ 53,590**	**$ 50,660**	**$ (26,376)**	**-34.2%**
85510	BANKING FEES	$ 35,133	$ 34,628	$ 40,000	$ 38,014	$ 40,000	$ -	0.0%
85520	INVESTMENT FEES	$ 32,340	$ 33,974	$ 30,000	$ 30,000	$ 51,000	$ 21,000	70.0%
85525	FINANCIAL ADVISOR FEES	$ 12,089	$ 16,694	$ 16,000	$ 16,000	$ 26,000	$ 10,000	62.5%
85530	E-COMMERCE FEES	$ 6,030	$ 7,495	$ 7,123	$ 7,384	$ 7,890	$ 767	10.8%
85540	BILLING SERVICES	$ 222,353	$ 215,333	$ 245,000	$ 245,000	$ 270,000	$ 25,000	10.2%
85555	PROPERTY TAX BILLING SERVICES	$ 117,484	$ 121,464	$ 127,000	$ 125,148	$ 150,000	$ 23,000	18.1%
85570	BAD DEBT EXPENSE (NET OF RECOVERIES)	$ 4,340	$ 4,330	$ 7,750	$ 7,750	$ 7,750	$ -	0.0%
85590	BOND COMPLIANCE		$ 500	$ 500	$ 500	$ 500	$ -	0.0%
XFLF	**TOTAL FINANCIAL FEES**	**$ 429,769**	**$ 434,418**	**$ 473,373**	**$ 469,796**	**$ 553,140**	**$ 79,767**	**16.9%**
85990	MISCELLANEOUS	$ 197	$ 2,744	$ 7,787	$ 7,060	$ 7,840	$ 53	0.7%
XOBE	TOTAL OTHER BUSINESS EXPENSES	**$ 197**	**$ 2,744**	**$ 7,787**	**$ 7,060**	**$ 7,840**	**$ 53**	**0.7%**

Appendix G: Budget by Accounts - General Fund

		Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference 18' vs. 19' $	%
86600	LEASE/LOAN PRINCIPAL	$ 1,462,528	$ 2,270,943	$ 1,982,998	$ 1,758,665	$ 748,968	$ (1,234,030)	-62.2%
86700	LEASE/LOAN INTEREST	$ 32,693	$ (4,787)	$ 51,907	$ 47,186	$ 6,447	$ (45,460)	-87.6%
XDSV	**TOTAL DEBT SERVICE**	**$ 1,495,221**	**$ 2,266,156**	**$ 2,034,905**	**$ 1,805,851**	**$ 755,415**	**$ (1,279,490)**	**-62.9%**
87110	CONTRACTED SERVICES	$ 151,967	$ 144,563	$ 175,813	$ 224,540	$ 235,349	$ 59,536	33.9%
87120	APPROPRIATIONS TO GOVERNMENTS	$ 192,089	$ 196,550	$ 213,126	$ 217,293	$ 219,644	$ 6,518	3.1%
87130	APPROPRIATIONS TO CIVIC ORGANIZATIONS	$ 183,242	$ 177,415	$ 151,635	$ 151,635	$ 151,635	$ -	0.0%
XAPP	**TOTAL APPROPRIATIONS**	**$ 527,298**	**$ 518,528**	**$ 540,574**	**$ 593,468**	**$ 606,628**	**$ 66,054**	**12.2%**
87510	REIMB OF INTERFUND SERVICES	$ (2,597,249)	$ (2,707,185)	$ (2,787,801)	$ (2,787,801)	$ (3,264,935)	$ (477,134)	17.1%
XREIM	**TOTAL INTERFUND SERVICES REIMBURSEMENTS**	**$ (2,597,249)**	**$ (2,707,185)**	**$ (2,787,801)**	**$ (2,787,801)**	**$ (3,264,935)**	**$ (477,134)**	**17.1%**
88020	TRANSFER TO STREET AID & TRANSPORTATION	$ -	$ 332,840	$ -	$ -	$ -	$ -	0.0%
88030	TRANSFER TO SANITATION	$ 500,000	$ 750,000	$ 500,000	$ 500,000	$ -	$ (500,000)	-100.0%
88090	TRANSFER TO TRANSIT FUND	$ 501,413	$ 458,755	$ 892,993	$ 892,993	$ 985,171	$ 92,178	10.3%
88095	TRANSFER TO HOTEL MOTEL FUND	$ -	$ 792,914	$ -	$ -	$ -	$ -	0.0%
88100	TRANSFER TO CAPITAL PROJECT FUND	$ 2,500,000	$ 1,666,071	$ -	$ -	$ -	$ -	0.0%
XTRAN	**TOTAL TRANSFERS**	**$ 3,501,413**	**$ 4,000,580**	**$ 1,392,993**	**$ 1,392,993**	**$ 985,171**	**$ (407,822)**	**-29.3%**
XOP	**TOTAL OPERATIONS**	**$ 17,943,694**	**$ 18,334,440**	**$ 17,130,355**	**$ 16,861,087**	**$ 15,409,838**	**$ (1,720,517)**	**-10.0%**
Capital								
89220	BUILDING DESIGN & CONSTRUCTION	$ -	$ -	$ 295,000	$ 95,000	$ 320,000	$ 25,000	8.5%
89230	BUILDING IMPROVEMENTS	$ -	$ -	$ 258,260	$ 238,960		$ (258,260)	-100.0%
XBLDG	**TOTAL BUILDINGS**	**$ -**	**$ -**	**$ 553,260**	**$ 333,960**	**$ 320,000**	**$ (233,260)**	**-42.2%**
89310	PARKS & RECREATION FACILITIES	$ -	$ -	$ 29,283	$ 80,000	$ 300,000	$ 270,717	924.5%
XIMPR	**TOTAL IMPROVEMENTS**	**$ -**	**$ -**	**$ 29,283**	**$ 80,000**	**$ 300,000**	**$ 270,717**	**924.5%**
89420	STREETS	$ -	$ -	$ -	$ 48,146	$ -	$ -	0.0%
89460	SIDEWALKS	$ 24,967	$ 74,528	$ -	$ 43,292	$ -	$ -	0.0%
89470	TRAFFIC SIGNALS	$ -	$ -	$ 185,634	$ 271,667	$ -	$ (185,634)	0.0%
XINFR	**TOTAL INFRASTRUCTURE**	**$ 24,967**	**$ 74,528**	**$ 185,634**	**$ 363,105**	**$ -**	**$ (185,634)**	**0.0%**
89520	VEHICLES (>$25,000)	$ 64,776	$ 93,949	$ 764,500	$ 739,500	$ 234,000	$ (530,500)	-69.4%
89530	MACHINERY & EQUIPMENT (>$25,000)	$ 60,361	$ 48,145	$ 2,446,700	$ 389,619	$ 2,756,000	$ 309,300	12.6%
89540	COMPUTER HARDWARE (>$25,000)	$ -	$ -	$ 146,000	$ 155,978	$ 60,000	$ (86,000)	-58.9%
89550	COMPUTER SOFTWARE (>$25,000)	$ 27,835	$ (27,835)	$ -	$ -	$ 204,916	$ 204,916	100.0%
XMEO	**TOTAL MACHINERY & EQUIPMENT (>$25,000)**	**$ 152,972**	**$ 114,259**	**$ 3,357,200**	**$ 1,285,097**	**$ 3,254,916**	**$ (102,284)**	**-3.0%**
XCAP	**TOTAL CAPITAL**	**$ 177,939**	**$ 188,787**	**$ 4,125,377**	**$ 2,062,162**	**$ 3,874,916**	**$ (250,461)**	**-6.1%**
XTOT	**TOTAL EXPENDITURES**	**$ 59,759,734**	**$ 62,506,793**	**$ 69,377,662**	**$ 67,355,298**	**$ 70,550,059**	**$ 1,172,397**	**1.7%**

This page intentionally left blank.

City of Franklin, Tennessee
FY 2019 Operating Budget Request

Appendix H: Overall Program Enhancement Summary

Final for Budget

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
General Fund						
Administration						
1	Fire Proof Cabinets for Board Secretary's Office	$ -	$ -	$ 10,000	**$ 10,000**	$ 10,000
Total		**$ -**	**$ -**	**$ 10,000**	**$ 10,000**	**$ 10,000**
Revenue Management						
1	Electronic Bill Presentment and Payment Program	$ -	$ -	$ 40,000	**$ 40,000**	$ 40,000
Total		$ -	$ -	$ 40,000	**$ 40,000**	**$ 40,000**
Project & Facilities Management						
1	City Hall Roof Repairs	$ -	$ -	$ 30,000	**$ 30,000**	$ 30,000
2	ADA Ramp at the North Entrance Sidewalk at Square	$ -	$ -	$ 12,000	**$ 12,000**	$ 12,000
3	Public Works Roof Structures Metal Roof Repairs	$ -	$ -	$ 45,000	**$ 45,000**	$ 23,000
4	Painting of Interior First Floor Public Works	$ -	$ -	$ 8,900	**$ 8,900**	
5	Remodel of Kitchen Fire Station 4	$ -	$ -	$ 42,000	**$ 42,000**	
6	Creation of offices for IT at current Planning storage	$ -	$ -	$ 85,000	**$ 85,000**	
7	St. 3 and 4 Remodel of Shower Areas	$ -	$ -	$ 21,000	**$ 21,000**	
8	Vehicle Replacement	$ -	$ -	$ 45,000	**$ 45,000**	
9	Remodel of HR Front Space and Boardroom	$ -	$ -	$ 23,000	**$ 23,000**	
10	St. 6 repairs to Walls and Ceilings due to water leaks	$ -	$ -	$ 5,800	**$ 5,800**	
11	Painting of Fire Station 5 Interior and Exterior	$ -	$ -	$ 9,485	**$ 9,485**	
12	Changeout of Operating Components of PD Gate Syst.	$ -	$ -	$ 17,190	**$ 17,190**	
Total		**$ -**	**$ -**	**$ 344,375**	**$ 344,375**	**$ 65,000**
Communications						
1	Public Relations and Education	$ -	$ -	$ 5,600	**$ 5,600**	$ -
Total		$ -	$ -	$ 5,600	**$ 5,600**	$ -
Purchasing						
1	Storage	$ -	$ -	$ 3,500	**$ 3,500**	
2	Document Warehousing	$ -	$ -	$ 1,800	**$ 1,800**	
3	Spend Analysis: Spotlight on Spend (Internal Use)	$ -	$ -	$ 6,227	**$ 6,227**	
4	E-Procurement	$ -	$ -	$ 56,000	**$ 56,000**	
5	Spend Analysis: Quarterly Updates to Vendor Spend Data Processing Services	$ -	$ -	$ 5,095	**$ 5,095**	$ 5,095
6	Spend Analysis: Additional 30 Licenses for the Observatory	$ -	$ -	$ 12,228	**$ 12,228**	
Total		$ -	$ -	$ 84,850	**$ 84,850**	**$ 5,095**
Information Technology						
1	Communication Technician I (part-time Upgrade)	$ 20,587	$ 14,611	$ -	**$ 35,198**	$ 35,198
2	Network Technician II	$ 59,626	$ 17,888	$ -	**$ 77,514**	
3	Wireless Controller (Controllers)	$ -	$ -	$ 60,000	**$ 60,000**	$ 60,000
4	Drone Project	$ -	$ -	$ 20,000	**$ 20,000**	$ 20,000
5	GIS/Fiber Software	$ -	$ -	$ 30,000	**$ 30,000**	
6	City Wide Scanning Project	$ -	$ -	$ 50,000	**$ 50,000**	$ 30,000
7	VSOM additional node (chassis)	$ -	$ -	$ 75,000	**$ 75,000**	
8	Cisco ACS VPN hardware appliances	$ -	$ -	$ 12,000	**$ 12,000**	
9	Rhythm for Civics	$ -	$ -	$ 40,000	**$ 40,000**	$ 40,000
10	Network Technician I	$ 53,001	$ 15,900	$ -	**$ 68,901**	
11	Video Security cameras Data Center and all IT data closets - ($2k per door)	$ -	$ -	$ 20,000	**$ 20,000**	
12	Exagrid Backup Appliance	$ -	$ -	$ 69,900	**$ 69,900**	
13	SolarWinds additional licenses	$ -	$ -	$ 20,000	**$ 20,000**	
14	Backup Internet Service	$ -	$ -	$ 2,795	**$ 2,795**	
15	Cisco CPAM solution for PD (complete building)	$ -	$ -	$ 40,000	**$ 40,000**	
16	Security Audit	$ -	$ -	$ 25,000	**$ 25,000**	
Total		$ 133,214	$ 48,399	$ 464,695	**$ 646,308**	**$ 185,198**
		(+2.25FTE)				*(+.25 FTE)*
Finance						
1	Finance Office Continued Build-Out	$ -	$ -	$ 10,000	**$ 10,000**	$ -
2	Capital Projects Reporting Tool	$ -	$ -	$ 20,000	**$ 20,000**	$ 20,000
3	Financial Analyst (Data/Analytics)	$ 61,640	$ 18,492	$ 2,200	**$ 82,332**	
Total		$ 61,640	$ 18,492	$ 32,200	**$ 112,332**	**$ 20,000**

Appendix H: Overall Program Enhancement Summary

Final for Budget

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
		(+1 FTE)				
Engineering						
1	Reclassification - Engineer II to Engineer III	$ 12,016	$ -	$ -	**$ 12,016**	$ 12,016
2	Staff Engineer II	$ 61,805	$ 18,542	$ 650	**$ 80,997**	$ 80,997
Total		$ 73,821	$ 18,542	$ 650	**$ 93,013**	**$ 93,013**
		(+1 FTE)				*(+1 FTE)*
Traffic Operations Center						
1	New Vehicle	$ -	$ -	$ 35,000	**$ 35,000**	$ 35,000
Total		$ -	$ -	$ 35,000	**$ 35,000**	**$ 35,000**
Human Resources						
1	Fill Risk Manager Vacancy	$ 25,000	$ -	$ -	**$ 25,000**	
2	Reclassify HR Generalist to Benefits Manager	$ 25,000	$ -	$ -	**$ 25,000**	
3	Civil Treatment	$ -	$ -	$ 20,000	**$ 20,000**	$ 20,000
4	Track Certificates of Insurance	$ -	$ -	$ 22,000	**$ 22,000**	$ 22,000
5	Office Remodel	$ -	$ -	$ 60,000	**$ 60,000**	
6	Office Furniture	$ -	$ -	$ 10,000	**$ 10,000**	
Total		$ 25,000	$ -	$ 112,000	**$ 162,000**	**$ 42,000**
Planning & Sustainability						
1	Franklin Zoning Ordinance On-Call Consultant	$ -	$ -	$ 85,000	**$ 85,000**	$ 85,000
2	LEED for Cities Certification	$ -	$ -	$ 15,000	**$ 15,000**	$ -
3	3D Modeling	$ -	$ -	$ 50,000	**$ 50,000**	
Total		**$ -**	**$ -**	**$ 150,000**	**$ 150,000**	**$ 85,000**
Building & Neighborhood Services						
1	Technology Fee Enhancements	$ -	$ -	$ 70,000	**$ 70,000**	$ 70,000
2	Training Program for Contractors	$ -	$ -	$ 32,000	**$ 32,000**	$ 15,000
3	Routine Vehicle Replacement (Mid-sized SUV)	$ -	$ -	$ 23,000	**$ 23,000**	
4	Annual/Initial Training for BOMA/BSSBOA/HC	$ -	$ -	$ 12,000	**$ 12,000**	
5	Video Equipment for Violation Verification	$ -	$ -	$ 24,999	**$ 24,999**	
Total		**$ -**	**$ -**	**$ 161,999**	**$ 161,999**	**$ 85,000**
Police						
1	Marked Crusiers	$ -	$ -	$ 3,060,000	**$ 3,060,000**	$ 2,000,000
2	Body Worn Cameras	$ -	$ -	$ 128,916	**$ 128,916**	$ 128,916
3	In-Car Cameras	$ -	$ -	$ 130,692	**$ 130,692**	$ 130,692
4	Vehicle Maintenance	$ -	$ -	$ 80,000	**$ 80,000**	$ 80,000
5	Increase Overtime	$ 75,000	$ -	$ -	**$ 75,000**	
6	SWAT Training	$ -	$ -	$ 15,000	**$ 15,000**	
7	Exercise Equipment	$ -	$ -	$ 7,495	**$ 7,495**	
8	Additional Locker Rooms in SWAT Room	$ -	$ -	$ 12,500	**$ 12,500**	
Total		$ 75,000	$ -	$ 3,434,603	**$ 3,509,603**	**$ 2,339,608**
Fire						
1	Replace LifePak Cardiac Monitors	$ -	$ -	$ 228,000	**$ 228,000**	$ 228,000
2	Add Three (3) Training Instructors	$ 190,000	$ 57,000	$ 19,905	**$ 266,905**	
3	Add Three (3) Fire Safety Officers	$ 190,000	$ 57,000	$ 16,905	**$ 263,905**	
4	Replace Tower 2	$ -	$ -	$ 1,358,000	**$ 1,358,000**	$ 1,358,000
5	Replace Engine 2	$ -	$ -	$ 558,000	**$ 558,000**	
6	Training Center Addition (FAC TAX)	$ -	$ -	$ 180,000	**$ 180,000**	$ 180,000
7	Replace Ladder 3	$ -	$ -	$ 978,000	**$ 978,000**	
8	Replace Battalion 1	$ -	$ -	$ 55,000	**$ 55,000**	
9	Apparatus Vehicle Camera System	$ -	$ -	$ 24,500	**$ 24,500**	
10	Extractor & Dryer	$ -	$ -	$ 22,000	**$ 22,000**	
11	Paratech Highway Vehicle Stabilization Kit	$ -	$ -	$ 15,000	**$ 15,000**	
12	Used Fuel Truck	$ -	$ -	$ 205,000	**$ 205,000**	
Total		**$ 380,000**	**$ 114,000**	**$ 3,660,310**	**$ 4,154,310**	**$ 1,766,000**
		(+6 FTE)				
Streets - Maintenance						
1	Vibratory Roller	$ -	$ -	$ 28,750	**$ 28,750**	$ 28,750
2	1-Ton Pickup	$ -	$ -	$ 44,450	**$ 44,450**	$ 44,450

Appendix H: Overall Program Enhancement Summary

Final for Budget

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
3	Single Axle Dump Truck	$ -	$ -	$ 130,610	**$ 130,610**	$ 130,610
4	Compost Facility Office Trailer	$ -	$ -	$ 25,000	**$ 25,000**	$ 25,000
5	Street Inspector Pick-Up Truck	$ -	$ -	$ 36,200	**$ 36,200**	$ 36,200
6	Tracked Skid Steer	$ -	$ -	$ 54,400	**$ 54,400**	
7	Windrow Turner	$ -	$ -	$ 301,850	**$ 301,850**	
Total		**$ -**	**$ -**	**$ 621,260**	**$ 621,260**	**$ 265,010**
Streets - Traffic						
1	I-65 Light Improvement	$ -	$ -	$ 32,000	**$ 32,000**	
2	Elevated Platform Truck	$ -	$ -	$ 118,650	**$ 118,650**	
Total		**$ -**	**$ -**	**$ 150,650**	**$ 150,650**	**$ -**
Streets - Fleet						
1	Upgrade Administrative Assistant	$ 13,656	$ 12,347	$ -	**$ 26,003**	$ 26,003
Total		**$ 13,656**	**$ 12,347**	**$ -**	**$ 26,003**	**$ 26,003**
		(+.25 FTE)				*(+.25 FTE)*
Parks						
1	Jim Warren Park Tennis Court(s) Replacement	$ -	$ -	$ 425,000	$ 425,000	$ 425,000
2	Proposal for Architectural Services - Harlinsdale Farm	$ -	$ -	$ 100,000	**$ 100,000**	$ 100,000
Total		**$ -**	**$ -**	**$ 525,000**	**$ 525,000**	**$ 525,000**
Economic Devlopment						
1	Williamson, Inc. Business Retention	$ -	$ -	$ 10,000	**$ 10,000**	$ 10,000
Total		$ -	$ -	$ 10,000	**$ 10,000**	**$ 10,000**
Appropriations						
1	Various Additional Requests	$ -	$ -	$ 30,660	**$ 30,660**	
Total		$ -	$ -	$ 30,660	**$ 30,660**	$ -
General Expenses						
1	G/F Progression Market Pay	$ 186,207	$ -	$ -	**$ 186,207**	$ 186,207
Total		$ 186,207	$ -	$ -	**$ 186,207**	**$ 186,207**
Total General Fund		**$ 948,538**	**$ 211,780**	**$ 9,873,852**	**$ 11,059,170**	**$ 5,773,134**
		(+10.5 FTE)				*(+1.5 FTE)*
Sanitation Fund						
Sanitation and Environmental Services						
1	Route Smart Navigator Project	$ -	$ -	$ 145,300	**$ 145,300**	$ 145,300
2	REPLACE 172.SL with New Automated Side Loader	$ -	$ -	$ 290,020	**$ 290,020**	$ 290,020
3	REPLACE 173.SL with New Automated Side Loader	$ -	$ -	$ 290,020	**$ 290,020**	
4	ADD New Automated Side Loader	$ -	$ -	$ 290,020	**$ 290,020**	$ 290,020
5	ADD SES Equipment Operator 1 of 3	$ 36,733	$ 11,020	$ 2,250	**$ 50,003**	
6	ADD SES Equipment Operator 2 of 3	$ 36,733	$ 11,020	$ 2,250	**$ 50,003**	
7	ADD SES Equipment Operator 3 of 3	$ 36,733	$ 11,020	$ 2,250	**$ 50,003**	
8	Add Full-Time Administrative Assistant	$ 38,481	$ 11,544	$ 825	**$ 50,850**	
9	ADD Pick-Up Truck w/Insert and Cart Lifter	$ -	$ -	$ 74,520	**$ 74,520**	$ 74,520
10	ADD SES Solid Waste Consultant Contractor	$ -	$ -	$ 150,000	**$ 150,000**	$ 75,000
Total		**$ 148,680**	**$ 44,604**	**$ 1,247,455**	**$ 1,440,739**	**$ 874,860**
Total Sanitation Fund		**$ 148,680**	**$ 44,604**	**$ 1,247,455**	**$ 1,440,739**	**$ 874,860**
		(+4 FTE)				
Stormwater Fund						
Stormwater - Streets						
1	Equipment Operator	$ 40,000	$ 12,000	$ 375	**$ 52,375**	$ 52,375
2	Tandem Axel Dump Truck	$ -	$ -	$ 120,525	**$ 120,525**	$ 120,525
3	Street Sweeper	$ -	$ -	$ 219,325	**$ 219,325**	$ 219,325
4	Pickup Truck	$ -	$ -	$ 34,800	**$ 34,800**	
5	Self Contained Leaf/Drain Vaccum	$ -	$ -	$ 193,775	**$ 193,775**	
Total		**$ 40,000**	**$ 12,000**	**$ 568,800**	**$ 620,800**	**$ 392,225**
Stormwater Fund		**$ 40,000**	**$ 12,000**	**$ 568,800**	**$ 620,800**	**$ 392,225**
		(+1 FTE)				*(+1 FTE)*

Appendix H: Overall Program Enhancement Summary

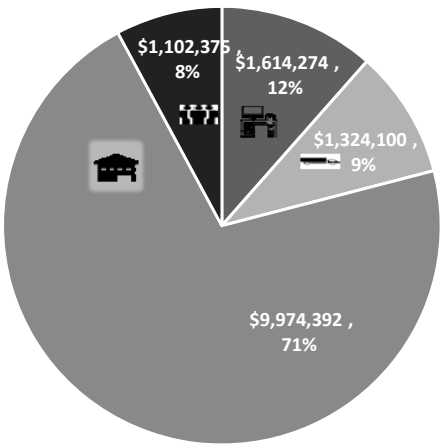
Final for Budget

Priority	Request	Compensation	Benefits	Expenses	Total	Funded
Water & Wastewater Funds						
Personnel						
1	RIGHT OF WAY AGENT	$ 49,810	$ 14,943	$ 375	**$ 65,128**	$ 65,128
2	UTILITY INSPECTOR	$ 54,276	$ 16,283	$ 375	**$ 70,934**	$ 70,934
Total		**$ 104,086**	**$ 31,226**	**$ 750**	**$ 136,062**	**$ 136,062**
		(+2 FTE)				*(+2 FTE)*
Equipment						
1	Sewer-Vac Truck	$ -	$ -	$ 354,925	**$ 354,925**	$ 354,925
2	Pick-Up Truck	$ -	$ -	$ 38,550	**$ 38,550**	$ 38,550
3	Rubber Track Excavator	$ -	$ -	$ 73,510	**$ 73,510**	$ 73,510
4	Utility Service Truck	$ -	$ -	$ 75,350	**$ 75,350**	
5	Tandem-Axle Dump Truck	$ -	$ -	$ 155,510	**$ 155,510**	
6	6-Inch Bypass Pump	$ -	$ -	$ 60,525	**$ 60,525**	
Total		**$ -**	**$ -**	**$ 758,370**	**$ 758,370**	**$ 466,985**
Total Water & Wastewater Funds		**$ 104,086**	**$ 31,226**	**$ 759,120**	**$ 894,432**	**$ 603,047**

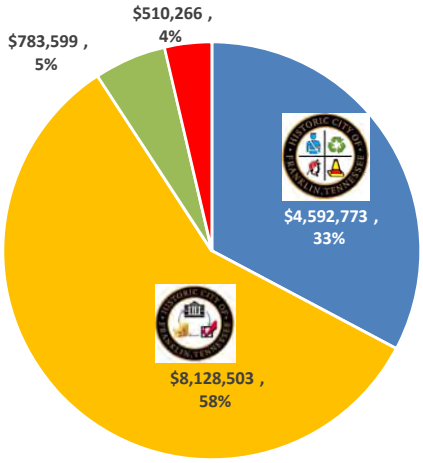
Allocations by Fund	Compensation	Benefits	Expenses	Total	Funded
General	**$ 948,538**	**$ 211,780**	**$ 9,873,852**	**$ 11,059,170**	**$ 5,773,134**
Sanitation	**$ 148,680**	**$ 44,604**	**$ 1,247,455**	**$ 1,440,739**	**$ 874,860**
Stormwater	**$ 40,000**	**$ 12,000**	**$ 568,800**	**$ 620,800**	**$ 392,225**
Water & Sewer	**$ 104,086**	**$ 31,226**	**$ 759,120**	**$ 894,432**	**$ 603,047**
Total Program Enhancements	**$ 1,241,304**	**$ 299,610**	**$ 12,449,227**	**$ 14,015,141**	**$ 7,643,266**
	(+17.5 FTE)				*(+4.5 FTE)*

Possible Funding Allocations	
General	**$ 888,917**
G/F Fund Balance (Capital - One-Time)	**$ 925,010**
Vehicles	**$ 246,260**
Buildings/Facilities	**$ 337,000**
Consultants	**$ 85,000**
Equipment	**$ 256,750**
G/F Savings (Budget Reductions)	**$ 196,207**
Facilities	**$ 544,540**
Bond Proceeds	**$ 3,358,000**
Hotel/Motel	**$ 225,000**
Sanitation	**$ 510,320**
Stormwater	**$ 392,225**
Water	**$ 603,047**
Total Program Enhancements	**$ 7,643,266**

Traditional Allocations



Franklin Forward Allocations



Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

Section Summary

The Water & Wastewater Fund provides for a five-year forecast of future revenues and planned personnel, operating and capital expenses. This is done to ensure:

- The operations are able to keep up with ever-growing demand within and outside of the City of Franklin;

- Sufficient revenues are raised to ensure that the Water & Wastewater enterprise remains revenue neutral to taxpayers; and,

- Proper capital planning can be achieved.

The City of Franklin regularly has contracted out to industry experts to assist in the evaluation and planning of short-term and long-term rate structures and impact fees for the Water & Wastewater Fund. The last rate study was presented in July 2014 to the Board of Mayor and Aldermen. Through those cost of service studies, the BOMA has adopted a second five-year plan to annually raise rates for both water & wastewater services, 3.5% and 6.75%, respectively. The rate increase for wastewater services will decreased to 5.5% annually based on a cost of service study performed in FY 2016. These annual rate increase is designed to achieve two things:

- Ensure sufficient revenue is earned to handle all operations and capital needs (including all planned rate-funded capital, plant process improvements, and distribution and collection systems renewal); and,

Section Goals & Strategic Initiatives

The Water & Wastewater Fund for the City of Franklin, Tennessee has two major new projects which it must plan, build and pay for in the planning horizon of this document; namely, process improvements for both the Water Treatment Plant and the Wastewater Treatment Plant. Guided by the City's new Integrated Water Resource Plan (IWRP), capital needs and resource management are carefully and thoughtfully proposed not just over the planning horizon of this document, but for future generations of Franklin residents.

While it is important to plan for the future, it is always important to remember that forecasts cannot calculate or anticipate all potential changes and needs of future residents. What is known is clear; as Franklin continues to grow and the demands of the community change, costs will not be stagnant. Costs will also gravitate upwards due to inflation pressures and fixed cost increases which are inevitable over time. The challenge is, and will be, to balance the Water and Wastewater needs of the citizens of Franklin with the ratepayers ability to pay. A cost of services study is currently underway. This forecast will be refined in the ensuing months.

The ensuing pages provide staffing forecasts, budget requests and anticipated revenue collections from FY 2018-FY 2022.

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

Position	Pay Grade	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		F-T	F-T	F-T	F-T	F-T

Future needs for staffing of the Water and Wastewater Services for the City of Franklin are forecast to remain essentially unchanged, except for the addition of one Equipment Operator in Water Distribution, beginning in FY 2018.

Water Section - Projected Personnel

Utility Billing						
Meter Reader Sr	C	1	1	1	1	1
Meter Reader	B	2	2	2	2	2
TOTALS		**3**	**3**	**3**	**3**	**3**
Water Distribution						
Service Division Superintendent	I	1	1	1	1	1
Service Division Assistant Superintendent	H	1	1	1	1	1
Utilities Crew Chief	F	3	3	3	3	3
Backflow Inspector	E	2	2	2	3	3
Administrative Assistant	D	1	1	1	1	1
Inventory Specialist	D	1	1	1	1	1
Utility Locate Technician	D	2	2	2	2	2
Equipment Operator	D	3	3	3	3	3
Utility Service Worker	C	4	4	4	4	4
Administrative Secretary	B	1	1	1	1	1
TOTALS		**19**	**19**	**19**	**20**	**20**
Water Treatment Plant						
Water Treatment Superintendent	I	1	1	1	1	1
Water Treatment Assistant Superintendent	H	1	1	1	1	1
Water Operator Sr	E	5	5	5	5	5
Administrative Assistant	D	1	1	1	1	1
Water Operator	D	5	5	5	5	5
TOTALS		**13**	**13**	**13**	**13**	**13**
Water Section Totals		**35**	**35**	**35**	**36**	**36**

WASTEWATER SECTION - Projected Personnel

Utility Administration						
Director	L	1	1	1	1	1
Assistant Director of Operations	J	1	1	1	1	1
Assistant Director of Administration and Policy	J	1	1	1	1	1
Utilities Engineer II	I	2	2	2	2	2
Right of Way Agent	G	1	1	1	1	1
Senior Utility Inspector	G	1	1	1	1	1
Utility Inspector	F	4	4	4	4	4
Office Manager	F	1	1	1	1	1
GIS Specialist	E	1	1	1	1	1
Administrative Assistant	D	1	1	1	1	1
Administrative Secretary	B	0	0	0	0	0
Grounds Worker	B	2	2	2	2	2
TOTALS		**16**	**16**	**16**	**16**	**16**

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

Position	Pay Grade	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
		F-T	F-T	F-T	F-T	F-T

Future needs for staffing of the Water and Wastewater Services for the City of Franklin are forecast to remain essentially unchanged, except for the addition of one Equipment Operator in Water Distribution, beginning in FY 2018.

Wastewater Collection						
Service Division Assistant Superintendent	H	1	1	1	1	1
Construction Supervisor	F	1	1	1	1	1
Utilities Crew Chief	F	3	3	3	3	3
Maintenance Technician	E	4	4	4	4	4
TV Truck Sewer Inspector	E	2	2	2	2	2
Equipment Operator	D	4	4	4	4	4
Sewer Equipment Technician	D	4	4	4	4	4
Utility Locate Technician	D	2	2	2	2	2
Utility Service Worker	C	5	5	5	5	5
TOTALS		**26**	**26**	**26**	**26**	**26**

Water Reclamation						
Water Reclamation Superintendent	I	1	1	1	1	1
Assistant Water Reclamation Superintendent	H	1	1	1	1	1
Pretreatment Coordinator	F	1	1	1	1	1
Wastewater Operator Sr	E	5	5	5	5	5
Maintenance Technician	E	1	1	1	1	1
Equipment Operator	D	2	2	2	2	2
Wastewater Operator	D	8	8	8	8	8
TOTALS		**19**	**19**	**19**	**19**	**19**

WASTEWATER SECTION TOTALS		**61**	**61**	**61**	**61**	**61**

Total All Employees, Water & Wastewater		**96**	**96**	**96**	**97**	**97**

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Water					
Revenues					
Interest Income	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ 20,000
Rental Income	$ 24,000	$ 24,000	$ 24,000	$ 24,000	$ 24,000
Sale of Surplus Assets	$ -	$ -	$ -	$ -	$ -
Use of Money & Property	**$ 36,500**	**$ 36,500**	**$ 36,500**	**$ 36,500**	**$ 44,000**
Customer Service	$ 11,582,574	$ 12,442,642	$ 12,878,134	$ 13,328,869	$ 13,795,380
Inspection Fees	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000
Other Service Revenue	$ 95,000	$ 95,000	$ 95,000	$ 95,000	$ 95,000
Customer Service	**$ 11,737,574**	**$ 12,597,642**	**$ 13,033,134**	**$ 13,483,869**	**$ 13,950,380**
Available Funds	**$ 11,774,074**	**$ 12,634,142**	**$ 13,069,634**	**$ 13,520,369**	**$ 13,994,380**
Expenses					
Personnel	$ 2,317,581	$ 2,502,948	$ 2,637,862	$ 2,781,801	$ 2,915,478
Operations	$ 8,975,161	$ 8,260,724	$ 8,186,600	$ 8,331,347	$ 8,545,967
Capital	$ 3,567,000	$ 2,055,000	$ 2,065,650	$ 2,159,500	$ 2,123,000
Total Water	**$ 14,859,742**	**$ 12,818,672**	**$ 12,890,112**	**$ 13,272,648**	**$ 13,584,445**
Surplus/(Deficit)	**$ (3,085,668)**	**$ (184,530)**	**$ 179,523**	**$ 247,721**	**$ 409,934**

Water Forecast

The five-year forecast for Water Services maintains current service levels and rate increases. The FY 2018 through FY 2022 revenues are based on revenue requirements projected during the cost of service analyses and include debt service associated with the priority water distribution projects as approved by the BOMA (starting in 2018) and debt service associated with the Water Treatment Plant Upgrade (starting in 2017). This amount will fund costs of the projects identified through the Integrated Water Resource Plan. Detail on rate funded capital can be found in the Appendices section.

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Divisions					
Water Distribution	2,102,756	2,169,643	2,073,466	2,158,536	2,229,192
Water Treatment/Plant	6,993,580	5,996,427	6,059,191	6,280,432	6,503,476
Utility Billing	164,813	183,160	194,544	173,399	181,760
Water General	5,598,593	4,469,441	4,562,912	4,660,281	4,840,018
Total Water	**14,859,745**	**12,818,672**	**12,890,114**	**13,272,648**	**13,754,445**
Expense by Category					
Personnel					
Salaries & Wages	1,567,122	1,715,212	1,782,491	1,852,508	1,905,375
Employee Benefits	750,458	787,734	855,372	929,293	1,010,103
Total Personnel	**2,317,580**	**2,502,947**	**2,637,863**	**2,781,801**	**2,915,478**
Operations					
Transportation Services	3,175	3,100	3,175	3,175	3,075
Operating Services	26,600	28,400	28,400	28,400	28,400
Notices, Subscriptions, etc.	13,450	13,450	13,450	13,450	13,450
Utilities	213,550	223,025	228,830	234,875	241,076
Contractual Services	175,125	167,125	164,250	124,250	124,250
Repair & Maintenance Services	98,200	82,310	82,310	82,310	82,310
Employee programs	7,200	7,200	7,200	7,200	7,200
Professional Development/Travel	8,900	8,250	8,250	8,250	8,250
Office Supplies	4,400	4,100	4,100	4,100	4,100
Operating Supplies	321,550	318,600	328,600	338,600	348,600
Fuel & Mileage	37,775	42,076	43,973	45,954	48,024
Supplies for Resale	5,400,000	4,375,000	4,375,000	4,525,000	4,675,000
Machinery & Equipment (<$25,000)	100,100	93,100	88,400	61,400	61,400
Repair & Maintenance Supplies	246,700	253,500	253,500	253,500	253,500
Operational Units	1,261,384	1,261,384	1,273,325	1,311,525	1,350,870
Property & Liability Costs	84,920	108,754	114,193	119,901	125,896
Rentals	2,000	2,000	2,000	2,000	2,000
Financial Fees	15,050	15,050	15,050	15,050	15,050
Permits	38,100	37,500	35,500	35,500	35,500
Debt Service and Lease Payments	916,983	1,216,799	1,117,095	1,116,907	1,118,016
Total Operations	**8,975,162**	**8,260,723**	**8,186,601**	**8,331,346**	**8,545,967**
Buildings	-	-	-	-	-
Improvements	3,300,000	1,815,000	1,895,650	1,989,500	2,123,000
Machinery & Equipment (>$25,000)	267,000	240,000	170,000	170,000	170,000
Capital	**3,567,000**	**2,055,000**	**2,065,650**	**2,159,500**	**2,293,000**
Total Water Forecast	**14,859,742**	**12,818,670**	**12,890,114**	**13,272,647**	**13,754,445**

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Wastewater					
Revenues					
Interest Income	$ 80,000	$ 84,554	$ 86,245	$ 87,970	$ 89,729
Rental Income	$ 2,800	$ 2,800	$ 2,800	$ 2,800	$ 2,800
Sale of Surplus Assets	$ -	$ -	$ -	$ -	$ -
Use of Money & Property	**$ 82,800**	**$ 87,354**	**$ 89,045**	**$ 90,770**	**$ 92,529**
Customer Service	$ 17,693,606	$ 18,726,250	$ 19,756,194	$ 20,842,784	$ 21,989,138
Inspection Fees	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000
Other Service Revenue	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
Customer Service	**$ 17,808,606**	**$ 18,841,250**	**$ 19,871,194**	**$ 20,957,784**	**$ 22,104,138**
Available Funds	**$ 17,891,406**	**$ 18,928,604**	**$ 19,960,239**	**$ 21,048,554**	**$ 22,196,667**
Expenses					
Personnel	$ 4,154,770	$ 4,506,536	$ 4,723,824	$ 4,955,710	$ 5,202,825
Operations	$ 7,293,995	$ 6,338,971	$ 6,357,392	$ 6,434,257	$ 6,463,758
Capital	$ 8,360,000	$ 4,672,850	$ 3,687,850	$ 3,681,850	$ 3,628,500
Total Wastewater	**$ 19,808,765**	**$ 15,518,358**	**$ 14,769,066**	**$ 15,071,817**	**$ 15,295,083**
Surplus/(Deficit)	**$ (1,917,359)**	**$ 3,410,246**	**$ 5,191,173**	**$ 5,976,737**	**$ 6,901,584**

Wastewater Forecast

The five-year forecast for Wastewater Services maintains current service levels and rate increases. The forecast shows the generation of at least $2.7 million annually in surplus. This amount will fund costs of the projects identified through the Integrated Water Resource Plan. The FY 2018 through FY 2022 revenues are based on revenue requirements projected during the cost of service analyses and include debt service associated with the priority water distribution projects as approved by the BOMA (starting in 2018) and debt service associated with the Wastewater Treatment Plant Upgrade (starting in 2017). Detail on rate funded capital can be found in the Appendices section.

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Divisions					
Wastewater Collection	2,698,407	3,055,231	2,704,382	2,764,897	2,883,262
Wastewater Plant	5,882,603	4,374,969	3,917,809	3,994,728	4,073,229
Utility Administration	1,230,428	1,397,087	1,361,367	1,426,182	1,496,048
Wastewater General	10,297,326	6,691,072	6,785,507	6,886,011	6,842,044
Total Wastewater	**20,108,765**	**15,518,359**	**14,769,066**	**15,071,817**	**15,294,583**
Expense by Category					
Personnel					
Salaries & Wages	2,897,423	3,191,573	3,300,319	3,413,126	3,530,156
Employee Benefits	1,257,347	1,314,963	1,423,505	1,542,583	1,672,669
Total Personnel	**4,154,770**	**4,506,536**	**4,723,824**	**4,955,709**	**5,202,825**
Operations					
Transportation Services	4,850	5,225	4,950	4,950	4,950
Operating Services	460,760	481,750	491,250	502,350	512,650
Notices, Subscriptions, etc.	16,800	13,300	13,300	13,300	13,300
Utilities	1,294,721	1,404,887	1,429,032	1,433,150	1,437,495
Contractual Services	1,880,500	749,800	519,000	579,000	579,000
Repair & Maintenance Services	239,300	295,150	297,650	297,650	297,650
Employee programs	4,750	4,100	4,100	4,100	4,100
Professional Development/Travel	20,900	19,700	19,700	19,700	19,700
Office Supplies	6,650	6,850	7,050	7,050	7,050
Operating Supplies	287,850	298,825	299,725	300,125	301,125
Fuel & Mileage	69,100	88,500	87,100	90,060	93,136
Supplies for Resale	-	-	-	-	-
Machinery & Equipment (<$25,000)	133,724	132,150	131,650	133,150	133,650
Repair & Maintenance Supplies	183,000	175,000	188,500	188,500	188,500
Operational Units	1,121,229	1,121,229	1,273,325	1,298,792	1,324,767
Property & Liability Costs	163,875	242,498	252,118	262,224	272,833
Rentals	3,500	3,500	3,650	3,650	3,650
Financial Fees	45,000	29,000	29,000	29,000	29,000
Permits	17,000	17,000	17,000	17,000	17,000
Debt Service and Lease Payments	1,340,485	1,250,507	1,289,292	1,250,507	1,224,202
Total Operations	**7,293,994**	**6,338,971**	**6,357,392**	**6,434,257**	**6,463,758**
Buildings	750,000	-	-	-	-
Improvements	7,200,000	3,612,850	3,687,850	3,681,850	3,628,500
Machinery & Equipment (>$25,000)	710,000	1,060,000	-	-	-
Capital	**8,660,000**	**4,672,850**	**3,687,850**	**3,681,850**	**3,628,500**
Total Wastewater	**20,108,765**	**15,518,358**	**14,769,066**	**15,071,816**	**15,295,083**

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Reclaimed Water					
Revenues					
Interest Income	$ 100	$ 100	$ 100	$ 100	$ 100
Use of Money & Property	**$ 100**	**$ 100**	**$ 100**	**$ 100**	**$ 100**
Customer Service	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000
Penalties	$ 250	$ 250	$ 250	$ 250	$ 250
Inspection Fees	$ 3,000	$ 3,000	$ 3,000	$ 3,000	$ 3,000
Other Service Revenue	$ 1,500	$ 1,500	$ 1,500	$ 1,500	$ 1,500
Customer Service	**$ 204,750**	**$ 204,750**	**$ 204,750**	**$ 204,750**	**$ 204,750**
Available Funds	**$ 204,850**	**$ 204,850**	**$ 204,850**	**$ 204,850**	**$ 204,850**
Expenses					
Personnel	$ -	$ -	$ -	$ -	$ -
Operations	$ 206,075	$ 391,725	$ 212,047	$ 212,928	$ 213,869
Capital	$ -	$ -	$ 500,000	$ 500,000	$ -
Total Reclaimed Water	**$ 206,075**	**$ 391,725**	**$ 712,047**	**$ 712,928**	**$ 213,869**
Surplus/(Deficit)	**$ (1,225)**	**$ (186,875)**	**$ (507,197)**	**$ (508,078)**	**$ (9,019)**

Reclaimed Water Forecast

The five-year forecast for Reclaimed Water Services maintains current service levels and rates. The forecast shows deficits in FY 2018 through FY 2022.

Appendix I: Water & Sewer Forecasts (Operating & Capital) - FY 2018-2022

	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Personnel					
Salaries & Wages					
Employee Benefits					
Total Personnel	-	-	-	-	-
Operations					
Transportation Services	250	200	200	200	200
Operating Services	-	-	-	-	-
Notices, Subscriptions, etc.	100	100	100	100	100
Utilities	50	50	50	50	50
Contractual Services	-	-	-	-	-
Repair & Maintenance Services	12,000	17,000	17,000	17,000	17,000
Employee programs	-	-	-	-	-
Professional Development/Travel	-	-	-	-	-
Office Supplies	-	-	-	-	-
Operating Supplies	110,200	110,400	110,400	110,400	110,400
Fuel & Mileage	-	-	-	-	-
Supplies for Resale	-	-	-	-	-
Machinery & Equipment (<$25,000)	2,000	2,000	2,000	2,000	2,000
Repair & Maintenance Supplies	15,500	15,500	15,500	15,500	15,500
Operational Units	-	-	-	-	-
Property & Liability Costs	-	-	-	-	-
Rentals	-	-	-	-	-
Financial Fees	-	-	-	-	-
Permits	-	-	-	-	-
Debt Service and Lease Payments	65,975	65,975	66,797	67,678	68,619
Total Operations	**206,075**	**211,225**	**212,047**	**212,928**	**213,869**
Capital	**-**	**180,500**	**500,000**	**500,000**	**12,500**
Total Reclaimed Water	**206,075**	**391,725**	**712,047**	**712,928**	**226,369**

Water & Sewer Forecasts (Operating & Capital) - FY 2018-2027

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

Project	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
Wastewater Renewal											
Spencer Creek Sanitary Sewer Replacement		$ 1,480,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ 1,480,000
Sewer Interceptor Point Repair Projects (Contractor)		$ 500,000	$ 500,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 350,000	$ 3,450,000
Sewer Lateral CIPP Rehab		$ 100,000	$ 100,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 550,000
Sewer Rehab On-Call Services (mains)		$ 450,000	$ 450,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 3,300,000
Sewer Rehab On-Call Services (MH)		$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 800,000
Southeast Municipal Complex	$ -	$ 500,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 500,000
Mack Hatcher Alignment Sewer Design	$ -	$ 7,850	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 7,850
Frazier Drive Sanitary Sewer Rehabilitation (P.F. Changes)	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ 50,000
Adams Street Infrastructure Improvements	$ -	$ -	$ 810,000	$ -	$ -	$ -	$ -	$ -	$ -		$ 810,000
Holiday Court Lift Station Rehabilitation		$ 400,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ 400,000
Church Street Infrastructure Improvements		$ 25,000	$ 200,000	$ -	$ -	$ -	$ -	$ -	$ -		$ 225,000
Evans Street Sewer Improvements	$ -	$ -	$ 452,500	$ -	$ -	$ -	$ -	$ -	$ -		$ 452,500
New Hope Academy Sewer Line Replacement	$ -	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ -	$ -		$ 50,000
East McEwen Drive Improvements - Phase 4	$ -	$ -	$ 179,850	$ 179,850	$ -	$ -	$ -	$ -	$ -		$ 359,700
Forrest Street Infrastructure	$ -	$ -	$ 217,500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 217,500
Franklin Road Improvements & Streetscape	$ -	$ -	$ 78,000	$ -	$ -	$ -	$ -	$ -	$ -		$ 78,000
Gist Street Infrastructure Improvements	$ -	$ -		$ 250,000		$ -	$ -	$ -	$ -	$ -	$ 250,000
Natchez Street Sewer Replacement	$ -	$ -	$ -	$ 720,000	$ -	$ -	$ -	$ -	$ -	$ -	
Battle Avenue Infrastructure Replacement	$ -	$ -	$ -	$ -	$ 120,000	$ 1,165,000	$ -	$ -	$ -		$ 1,285,000
Jordan Road Improvements	$ -	$ -	$ -	$ 26,400	$ -	$ -	$ -	$ -	$ -	$ -	$ 26,400

Water & Sewer Forecasts (Operating & Capital) - FY 2018-2027

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

Project	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
Mallory/N Royal Oaks & Liberty Intersection Imp.	$ -	$ -	$ -	$ 112,600	$ -	$ -	$ -	$ -	$ -	$ -	$ 112,600
S. Margin Infrastructure Upgrades (1st - Columbia)	$ -	$ -	$ -	$ 643,000		$ -	$ -	$ -	$ -		$ 643,000
Eastview Circle Infrastructure Improvements	$ -	$ -		$ -	$ 212,500	$ -	$ -	$ -	$ -	$ -	$ 212,500
Buckworth Infrastructure Improvements	$ -	$ -	$ -	$ -	$ 90,000	$ -	$ -	$ -	$ -	$ -	$ 90,000
Maple Street Sewer Improvements	$ -	$ -	$ -	$ -	$ 306,000	$ -	$ -	$ -	$ -	$ -	$ 306,000
Carolyn Avenue Infrastructure Improvements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 270,000	$ -
West Main Infrastructure Improvements	$ -	$ -	$ -		$ -	$ -	$ 250,000	$ 200,000	$ 100,000	$ -	$ 550,000
Lewisburg Avenue Sewer Improvements	$ -	$ -	$ -	$ -	$ -	$ -	$ 180,000	$ -	$ -	$ -	$ 180,000
Confederate Drive Sewer Improvements	$ -	$ -	$ -	$ -	$ -	$ -	$ 340,000	$ -	$ -	$ -	$ 340,000
N Royal Oaks Blvd (Alexander Plaza to Liberty Pk)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 179,280	$ -	$ -	$ 179,280
Carothers Parkway Widening (Falcon Creek to SR-96)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 360,000	$ 360,000	$ -	$ 720,000
Beta Drive Extension	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 36,000	$ -	$ -	$ 36,000
South Prong Sanitary Sewer Upgrade	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 1,225,000	$ -	$ 1,225,000
Unidentified Wastewater Infrastructure Improvements	$ -	$ -	$ 550,000	$ 850,000	$ 2,000,000	$ 1,600,000	$ 2,000,000	$ 2,050,000	$ 1,150,000	$ 2,750,000	$ 12,950,000
Wastewater Renewal	**$ -**	**$ 3,612,850**	**$ 3,687,850**	**$ 3,681,850**	**$ 3,628,500**	**$ 3,665,000**	**$ 3,670,000**	**$ 3,725,280**	**$ 3,735,000**	**$ 3,920,000**	**$ 17,625,330**

Water Renewal											
Bobby Drive Water Line Replacement	$ -	$ 430,000	$ 425,000	$ -	$ -	$ -	$ -	$ -	$ -		$ 855,000
Hillsboro Rd to Claude Yates WWTP water line replacement	$ -	$ 600,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ 600,000
16" Water Line Long Lane Connector		$ -	$ 60,000	$ 25,000	$ 1,000,000	$ -	$ -	$ -	$ -		$ 1,085,000
Adams Street Infrastructure Improvements	$ -	$ 510,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -		$ 510,000

Water & Sewer Forecasts (Operating & Capital) - FY 2018-2027

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

Project	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
Franklin Road Improvements & Streetscape	$ -	$ -	$ 155,650	$ -	$ -	$ -	$ -	$ -	$ -		$ 155,650
Church Street Infrastructure Improvements	$ -	275000		$ -	$ -	$ -	$ -	$ -	$ -		$ 275,000
Old Carters Creek Pike Water Line	$ -		$ 430,000	$ 360,000	$ -	$ -	$ -	$ -	$ -		$ 790,000
S. Margin Infrastructure Upgrades (1st - Columbia)	$ -	$ -	$ -	$ 295,000	$ -	$ -	$ -	$ -	$ -		$ 295,000
Forrest Street Infrastructure	$ -	$ -	$ 145,000	$ -	$ -	$ -	$ -	$ -	$ -		$ 145,000
Walnut Drive Water Improvements	$ -	$ -	$ 180,000	$ -	$ -	$ -	$ -	$ -	$ -		$ 180,000
Oakwood Transmission Main Improvements - Phase 1	$ -	$ -	$ 150,000	$ 850,000	$ 850,000	-	-	-	-	-	$ 1,850,000
West End Circle Infrastructure Improvements	$ -	$ -	$ -	$ 127,000	$ -	$ -	$ -	$ -	$ -		$ 127,000
Long Lane/Old Peytonsville Rd Connector at I-65 - Reclaimed	$ -	$ -	$ -	$ 7,500	$ 12,500	$ 150,000	$ -	$ -	$ -		$ 170,000
Gist Street Infrastructure Improvements	$ -	$ -	$ -	$ 150,000		$ -	$ -	$ -	$ -		$ 150,000
Alicia Drive Water Line Replacement	$ -	$ -	$ -	$ 100,000	$ -	$ -	$ -	$ -	$ -		$ 100,000
Battle Avenue Infrastructure Replacement	$ -	$ -	$ -	$ -	$ 80,000	$ 585,000	$ -	$ -	$ -		$ 665,000
Cummins Street Water Improvements	$ -	$ -	$ -	$ 75,000	$ -	$ -	$ -	$ -	$ -	$ -	$ 75,000
Water Line from Fourth Ave S to Berry Circle		$ -	$ -	$ -	$ 93,000	$ -	$ -	$ -	$ -		$ 93,000
Old Hillsboro Rd Water Line	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 80,000	$ 295,000		$ 375,000
Murfreesboro Rd Water line Replacement	$ -	$ -	$ -	$ -	$ 67,500	$ 675,000	$ -	$ -	$ -		$ 742,500
Eastview Circle Infrastructure Improvements	$ -	$ -	$ -	$ -	$ -	$ 315,000	$ -	$ -	$ -		$ 315,000
Lewisburg Pike Water Line Replacement	$ -	$ -	$ -	$ -	$ -	$ -	$ 120,000	$ -	$ -		$ 120,000
Buckworth Infrastructure Improvements	$ -	$ -	$ -	$ -	$ 20,000	$ -	$ -	$ -	$ -		$ 20,000
West Main Infrastructure Improvements			$ -	$ -		$ -	$ 150,000	$ 1,500,000	$ 1,000,000		$ 2,650,000
Beta Drive Extension	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 11,000	$ -		$ 11,000

Water & Sewer Forecasts (Operating & Capital) - FY 2018-2027

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

Project	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
Highway 96W Water Line Replacement	$ -	$ -	$ -	$ -	$ -	$ 240,000	$ -	$ -	$ -		$ 240,000
Liberty Pike water line replacement	$ -	$ -	$ -	$ -	$ -	$ -	$ 360,000	$ -	$ -		$ 360,000
Carolyn Avenue Infrastructure Improvements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 140,000	$ 140,000
Manley Lane dead end removal	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 100,000	$ 445,000	$ 545,000
Lee Drive Water Line Replacement	$ -	$ -	$ -	$ -	$ -	$ -	$ 75,000	$ -	$ -	$ -	$ 75,000
Glass Lane Water Line Replacement	$ -	$ -	$ -	$ -	$ -	$ -	$ 255,000	$ -	$ -	$ -	$ 255,000
Westview Apt Water Line Replacement (510 96W)	$ -	$ -	$ -	$ -	$ -	$ -	$ 110,000	$ -	$ -	$ -	$ 110,000
N Royal Oaks Blvd (Alexander Plaza to Liberty Pk)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 313,500	$ -	$ -	$ 313,500
Carothers Parkway Widening (Falcon Creek to SR-96)	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 165,000	$ 165,000	$ 330,000
Cothran Drive Water Improvements	$ -	$ -	$ -	$ -	$ -	$ -	$ 120,000	$ -	$ -	$ -	$ 120,000
Green Acres Drive	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 120,000	$ 120,000
Perkins Drive Water Improvements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 240,000	$ -	$ 240,000
Grassland Tank Demolition	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 270,000	$ 270,000
Scruggs Avenue Water Line Replacement	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 175,000	$ -	$ 175,000
Morning Side Drive	$ -	$ -	$ -	$ -	$ -	$ -	$ 110,000	$ -	$ -	$ -	$ 110,000
Unidentified Water Infrastructure Improvement Projects	$ -	$ -	$ 350,000	$ -	$ -	$ -	$ 650,000	$ -	$ -	$ 850,000	$ 1,850,000
Water Renewal	**$ -**	**$ 1,815,000**	**$ 1,895,650**	**$ 1,989,500**	**$ 2,123,000**	**$ 1,965,000**	**$ 1,950,000**	**$ 1,904,500**	**$ 1,975,000**	**$ 1,990,000**	**$ 12,277,000**
Reclaimed Water											
Reclaimed Water Masterplan Update	$ 15,000	$ 180,500	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ 195,500
Long Lane/Old Peytonsville Rd Connector at I-65 - Reclaimed	$ -	$ -	$ -	$ 7,500	$ 12,500	$ 150,000	$ -	$ -	$ -		$ 170,000

Water & Sewer Forecasts (Operating & Capital) - FY 2018-2027

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

Project	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	TOTAL
Unidentified Reclaimed Water Infrastructure Improvement Projects	$ -	$ -	$ 500,000	$ 492,500	$ -	$ -	$ -	$ -	$ -	$ -	$ 992,500
Reclaimed Water	**$ 15,000**	**$ 180,500**	**$ 500,000**	**$ 500,000**	**$ 12,500**	**$ 150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,358,000**

Appendix J: Pay Scale - All Positions

effective 7/1/2018

The following table provides the most current pay scale for all City of Franklin employees.

JOB TITLE	DEPT	YRLY HOURS	Pay GRADE	---------- 2018/2019 PAY RANGE --------- Min	Mid	Max
CITY ADMINISTRATOR	ADM	EX				
CITY ATTORNEY	LEGAL	EX	N	$ 124,963	$ 147,015	$ 176,418
ASSIST CITY ADMIN-PUBLIC WORKS	ADMIN	EX	N	$ 124,963	$ 147,015	$ 176,418
ASSIST CITY ADMIN-FINANCE/ADMINISTRATION	ADMIN	EX	N	$ 124,963	$ 147,015	$ 176,418
ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT	ADMIN	EX	N	$ 124,963	$ 147,015	$ 176,418
CHIEF OF POLICE	POLICE	EX	M	$ 111,078	$ 130,680	$ 156,816
DIRECTOR OF ENGINEERING	ENG	EX	M	$ 111,078	$ 130,680	$ 156,816
FIRE CHIEF	FIRE	EX	M	$ 111,078	$ 130,680	$ 156,816
HUMAN RESOURCES DIRECTOR	HR	EX	M	$ 111,078	$ 130,680	$ 156,816
INFORMATION TECHNOLOGY DIR.	IT	EX	M	$ 111,078	$ 130,680	$ 156,816
ASST. IT DIR. (Applications Group)	IT	EX	L	$ 98,736	$ 116,160	$ 139,392
ASST. IT DIR. (Infrastructure Group)	IT	EX	L	$ 98,736	$ 116,160	$ 139,392
BLDG AND NEIGHBORHOOD SERVICES DIR.	BNS	EX	L	$ 98,736	$ 116,160	$ 139,392
DIRECTOR OF WATER MANAGEMENT	WATER-WA	EX	L	$ 98,736	$ 116,160	$ 139,392
PARKS DIRECTOR	PARKS	EX	L	$ 98,736	$ 116,160	$ 139,392
PLANNING & SUSTAINABILITY DIRECTOR	PLANNING	EX	L	$ 98,736	$ 116,160	$ 139,392
ASSISTANT CITY ATTORNEY	LEGAL	EX	K	$ 87,766	$ 103,254	$ 123,905
ASSISTANT DIRECTOR OF ENGINEERING	ENG	EX	K	$ 87,766	$ 103,254	$ 123,905
ASST DIR BNS IS AND DEVELOPMENT SERVICES	BNS	EX	K	$ 87,766	$ 103,254	$ 123,905
ASST. HUMAN RESOURCES DIRECTOR	HR	EX	K	$ 87,766	$ 103,254	$ 123,905
BUDGET & STRATEGIC INNOVATION MANAGER	FINANCE	EX	K	$ 87,766	$ 103,254	$ 123,905
COMPTROLLER	FINANCE	EX	K	$ 87,766	$ 103,254	$ 123,905
FIRE DEPUTY CHIEF	FIRE	EX	K	$ 87,766	$ 103,254	$ 123,905
POLICE DEPUTY CHIEF	POLICE	EX	K	$ 87,766	$ 103,254	$ 123,905
RISK AND BENEFITS MANAGER	HR	EX	K	$ 87,766	$ 103,254	$ 123,905
SANITATION & ENV SERVICES DIRECTOR	SANITATION & ENV SERV.	EX	K	$ 87,766	$ 103,254	$ 123,905
STAFF ATTORNEY II	LEGAL	EX	K	$ 87,766	$ 103,254	$ 123,905
STREET DIRECTOR	STREET	EX	K	$ 87,766	$ 103,254	$ 123,905
ASSISTANT DIRECTOR OF WATER MANAGEMENT	WATER-WA	EX	J	$ 78,014	$ 91,781	$ 110,137
ASSISTANT STREET DIRECTOR	STREET	EX	J	$ 78,014	$ 91,781	$ 110,137
ASST DIR PLANNING & SUSTAINABILITY	PLANNING	EX	J	$ 78,014	$ 91,781	$ 110,137
BENEFITS MANAGER	HR	EX	J	$ 78,014	$ 91,781	$ 110,137
COMMUNICATION INFRASTRUCTURE MANAGER	IT	EX	J	$ 78,014	$ 91,781	$ 110,137
COMMUNICATIONS MANAGER	ADM-COMM	EX	J	$ 78,014	$ 91,781	$ 110,137
CUSTOMER SUPPORT ANALYTICS MANAGER	IT	EX	J	$ 78,014	$ 91,781	$ 110,137
DATABASE/SYSTEMS MANAGER	IT	EX	J	$ 78,014	$ 91,781	$ 110,137
FIRE BATTALION CHIEF	FIRE	2808	J	$ 78,014	$ 91,781	$ 110,137
FIRE BATTALION CHIEF - TRAINING	FIRE	EX	J	$ 78,014	$ 91,781	$ 110,137
GIS MANAGER	IT	EX	J	$ 78,014	$ 91,781	$ 110,137
HUMAN RESOURCES MANAGER	HR	EX	J	$ 78,014	$ 91,781	$ 110,137
POLICE CAPTAIN	POLICE	EX	J	$ 78,014	$ 91,781	$ 110,137
STAFF ATTORNEY I	LEGAL	EX	J	$ 78,014	$ 91,781	$ 110,137
STAFF ENGINEER III	ENG	EX	J	$ 78,014	$ 91,781	$ 110,137
TRAFFIC/TRANSPORTATION ENG III	ENG-TOC	EX	J	$ 78,014	$ 91,781	$ 110,137
ADMINISTRATIVE SERVICES OFFICER	FIRE	EX	I	$ 69,346	$ 81,583	$ 97,900
ASST DIR, SANITATION & ENV SERVICES	SANITATION & ENV SERV.	EX	I	$ 69,346	$ 81,583	$ 97,900
BUILDING OFFICIAL	BNS	EX	I	$ 69,346	$ 81,583	$ 97,900
CURRENT PLANNING SUPERVISOR	PLANNING	EX	I	$ 69,346	$ 81,583	$ 97,900
DATA CENTER/SECURITY ENGINEER	IT	EX	I	$ 69,346	$ 81,583	$ 97,900

Appendix J: Pay Scale - All Positions

effective 7/1/2018

The following table provides the most current pay scale for all City of Franklin employees.

JOB TITLE	DEPT	YRLY HOURS	Pay GRADE	2018/2019 PAY RANGE Min	Mid	Max
EMS OFFICER	FIRE	EX	I	$ 69,346	$ 81,583	$ 97,900
FACILITIES PROJECT MANAGER	ADM-FACILITIES	EX	I	$ 69,346	$ 81,583	$ 97,900
FINANCIAL MANAGER	FINANCE	EX	I	$ 69,346	$ 81,583	$ 97,900
FIRE CAPTAIN	FIRE	2808	I	$ 69,346	$ 81,583	$ 97,900
FIRE CAPTAIN/TRAINING OFFICER	FIRE	EX	I	$ 69,346	$ 81,583	$ 97,900
FLEET MAINTENANCE MANAGER	STREET-FM	EX	I	$ 69,346	$ 81,583	$ 97,900
LONG RANGE PLANNING SUPERVISOR	PLANNING	EX	I	$ 69,346	$ 81,583	$ 97,900
NETWORK ENGINEER	IT	EX	I	$ 69,346	$ 81,583	$ 97,900
POLICE LIEUTENANT	POLICE	EX	I	$ 69,346	$ 81,583	$ 97,900
PURCHASING MANAGER	PURCHASING	EX	I	$ 69,346	$ 81,583	$ 97,900
SERVICE DIVISION SUPERINTENDENT	WATER-WD	EX	I	$ 69,346	$ 81,583	$ 97,900
SR. INFORMATION SYSTEMS ANALYST	IT	EX	I	$ 69,346	$ 81,583	$ 97,900
STAFF ENGINEER II	ENG	EX	I	$ 69,346	$ 81,583	$ 97,900
STORM WATER MANAGEMENT COORDINATOR	ENG - STMWTR	EX	I	$ 69,346	$ 81,583	$ 97,900
TRAFFIC MAINTENANCE MANAGER	STREET-TRAFFIC	EX	I	$ 69,346	$ 81,583	$ 97,900
UTILITIES ENGINEER II	ENG / WATER - ADM	EX	I	$ 69,346	$ 81,583	$ 97,900
WATER RECLAMATION SUPERINTENDENT	WATER-SP	EX	I	$ 69,346	$ 81,583	$ 97,900
WATER TREATMENT SUPERINTENDENT	WATER-WP	EX	I	$ 69,346	$ 81,583	$ 97,900
ASSISTANT FIRE MARSHAL	FIRE	2080	H	$ 61,640	$ 72,518	$ 87,022
BUILDING INSPECTOR IV	BNS	EX	H	$ 61,640	$ 72,518	$ 87,022
FACILITIES SUPERINTENDENT	PARKS	EX	H	$ 61,640	$ 72,518	$ 87,022
FINANCIAL ANALYST	FINANCE	2080	H	$ 61,640	$ 72,518	$ 87,022
FIRE INSPECTOR SUPERVISOR	FIRE	2080	H	$ 61,640	$ 72,518	$ 87,022
FISCAL AFFAIRS MANAGER	POLICE	2080	H	$ 61,640	$ 72,518	$ 87,022
FISCAL MANAGER	FIRE	2080	H	$ 61,640	$ 72,518	$ 87,022
INFORMATION SYSTEMS ANALYST II	IT	EX	H	$ 61,640	$ 72,518	$ 87,022
LAND PLANNER II	PLANNING	EX	H	$ 61,640	$ 72,518	$ 87,022
OCCUPATIONAL HEALTH & SAFETY TRAINER	HR	EX	H	$ 61,640	$ 72,518	$ 87,022
PARKS & RECREATION SUPERINTENDENT	PARKS	EX	H	$ 61,640	$ 72,518	$ 87,022
PLANS EXAMINER III	BNS	EX	H	$ 61,640	$ 72,518	$ 87,022
PRINCIPAL PLANNER	PLANNING	EX	H	$ 61,640	$ 72,518	$ 87,022
REVENUE AND LICENSING MANAGER	REV-MGT	EX	H	$ 61,640	$ 72,518	$ 87,022
RIGHT OF WAY AGENT	ENG	EX	H	$ 61,640	$ 72,518	$ 87,022
SAFETY COORDINATOR	HR	EX	H	$ 61,640	$ 72,518	$ 87,022
SERGEANT/PIO	POLICE	EX	H	$ 61,640	$ 72,518	$ 87,022
SERVICE DIVISION ASST. SUPERINTENDENT	WATER-SC	EX	H	$ 61,640	$ 72,518	$ 87,022
TRAFFIC MAINTENANCE CREW SUPERVISOR	STREET-TRAFFIC	2080	H	$ 61,640	$ 72,518	$ 87,022
TRAFFIC/TRANSPORTATION ENG II	ENG-TOC	EX	H	$ 61,640	$ 72,518	$ 87,022
URBAN FORESTRY SUPERINTENDENT	PARKS	EX	H	$ 61,640	$ 72,518	$ 87,022
WATER INFORMATION SYSTEMS APPLICATIONS MGR	WATER	EX	H	$ 61,640	$ 72,518	$ 87,022
WATER QUALITY SPECIALIST III	ENG - STMWTR	EX	H	$ 61,640	$ 72,518	$ 87,022
WATER RECLAMATION ASSISTANT SUP'T.	WATER-SP	EX	H	$ 61,640	$ 72,518	$ 87,022
WATER TREATMENT ASSISTANT SUP'T.	WATER-WP	EX	H	$ 61,640	$ 72,518	$ 87,022
ZONING ADMINISTRATOR	BNS	EX	H	$ 61,640	$ 72,518	$ 87,022
ASSISTANT CITY RECORDER - RECORDS	ADM	EX	G	$ 54,791	$ 64,460	$ 77,352
BUILDING INSPECTOR III	BNS	2080	G	$ 54,791	$ 64,460	$ 77,352
CABLE TV PRODUCTION OPERATIONS SUPERVISOR	ADM-COMM	EX	G	$ 54,791	$ 64,460	$ 77,352
COLLECTION MANAGER	SANITATION & ENV SERV.	EX	G	$ 54,791	$ 64,460	$ 77,352
COMMUNICATION INFRASTRUCTURE TECH II	IT	2080	G	$ 54,791	$ 64,460	$ 77,352
DATA CENTER TECH II	IT	2080	G	$ 54,791	$ 64,460	$ 77,352
DEVELOPMENT SERVICES OPERATIONS ANALYST	BNS	EX	G	$ 54,791	$ 64,460	$ 77,352
EMPLOYEE RELATIONS SPECIALIST	HR	EX	G	$ 54,791	$ 64,460	$ 77,352

Appendix J: Pay Scale - All Positions

effective 7/1/2018

The following table provides the most current pay scale for all City of Franklin employees.

JOB TITLE	DEPT	YRLY HOURS	Pay GRADE	---------- 2018/2019 PAY RANGE --------- Min	Mid	Max
ENTERPRISE SUPPORT & TRAINING SPEC	IT	EX	G	$ 54,791	$ 64,460	$ 77,352
FACILITIES FOREMAN	PARKS	EX	G	$ 54,791	$ 64,460	$ 77,352
FIRE AND LIFE SAFETY EDUCATOR	FIRE	EX	G	$ 54,791	$ 64,460	$ 77,352
FIRE INSPECTOR	FIRE	2080	G	$ 54,791	$ 64,460	$ 77,352
FIRE INSPECTOR SUPERVISOR	FIRE	2080	G	$ 54,791	$ 64,460	$ 77,352
FIRE LIEUTENANT	FIRE	2808	G	$ 54,791	$ 64,460	$ 77,352
HOUSING DEVELOPMENT COORDINATOR	BNS	EX	G	$ 54,791	$ 64,460	$ 77,352
HUMAN RESOURCES GENERALIST	HR	EX	G	$ 54,791	$ 64,460	$ 77,352
INFORMATION SYSTEMS ANALYST I	IT	2080	G	$ 54,791	$ 64,460	$ 77,352
LAND PLANNER (Reg Landscape Architect optional)	PLANNING	EX	G	$ 54,791	$ 64,460	$ 77,352
LANDSCAPING & GROUNDS FOREMAN	PARKS	EX	G	$ 54,791	$ 64,460	$ 77,352
NEIGHBORHOOD RESOURCES SUPERVISOR	BNS	EX	G	$ 54,791	$ 64,460	$ 77,352
NETWORK TECHNICIAN II	IT	2080	G	$ 54,791	$ 64,460	$ 77,352
PERMITTING OPERATIONS SUPERVISOR	BNS	EX	G	$ 54,791	$ 64,460	$ 77,352
PLANS EXAMINER II	BNS	2080	G	$ 54,791	$ 64,460	$ 77,352
POLICE SERGEANT	POLICE	2080	G	$ 54,791	$ 64,460	$ 77,352
PUBLIC OUTREACH SPECIALIST	ADM-COMM	EX	G	$ 54,791	$ 64,460	$ 77,352
RECREATION FOREMAN	PARKS	EX	G	$ 54,791	$ 64,460	$ 77,352
ROUTING/OPERATIONS ANALYST	SANITATION & ENV SERV.	2080	G	$ 54,791	$ 64,460	$ 77,352
SENIOR ROAD INSPECTOR	STREET	EX	G	$ 54,791	$ 64,460	$ 77,352
SENIOR UTILITY INSPECTOR	WATER	EX	G	$ 54,791	$ 64,460	$ 77,352
SR. GIS ANALYST	IT	2080	G	$ 54,791	$ 64,460	$ 77,352
Sr. ITS SPECIALIST	ENG-TOC	2080	G	$ 54,791	$ 64,460	$ 77,352
STAFF ENGINEER I	ENG	EX	G	$ 54,791	$ 64,460	$ 77,352
SURETY COORDINATOR	PLANNING	EX	G	$ 54,791	$ 64,460	$ 77,352
TRAFFIC/TRANSPORTATION ENG I	ENG-TOC	EX	G	$ 54,791	$ 64,460	$ 77,352
WATER QUALITY SPECIALIST II	ENG - STMWTR	2080	G	$ 54,791	$ 64,460	$ 77,352
ACCOUNT MANAGEMENT SUPERVISOR	REV-MGT	EX	F	$ 48,703	$ 57,298	$ 68,758
ACCOUNTING OFFICER	REV-MGT	EX	F	$ 48,703	$ 57,298	$ 68,758
ARBORIST	PARKS	EX	F	$ 48,703	$ 57,298	$ 68,758
BUILDING ASSOCIATE	BNS	2080	F	$ 48,703	$ 57,298	$ 68,758
BUILDING INSPECTOR II	BNS	2080	F	$ 48,703	$ 57,298	$ 68,758
CHIEF DEPUTY COURT CLERK	COURT	2080	F	$ 48,703	$ 57,298	$ 68,758
CRIME ANALYST	POLICE	2080	F	$ 48,703	$ 57,298	$ 68,758
CUSTOMER SERVICE SUPERVISOR	REV-MGT	EX	F	$ 48,703	$ 57,298	$ 68,758
DATA CENTER TECH I	IT	2080	F	$ 48,703	$ 57,298	$ 68,758
DIGITAL RECORDS TECHNICIAN	POLICE	2080	F	$ 48,703	$ 57,298	$ 68,758
FACILITIES MAINTENANCE SUPERVISOR	ADM-FACILITIES	2080	F	$ 48,703	$ 57,298	$ 68,758
FIRE ENGINEER	FIRE	2808	F	$ 48,703	$ 57,298	$ 68,758
GIS ANALYST	IT	2080	F	$ 48,703	$ 57,298	$ 68,758
INDUSTRIAL PRETREATMENT COORDINATOR	WATER-SP	2080	F	$ 48,703	$ 57,298	$ 68,758
ITS SPECIALIST	ENG-TOC	2080	F	$ 48,703	$ 57,298	$ 68,758
LANDSCAPE MAINTENANCE SUPERVISOR	STREET	2080	F	$ 48,703	$ 57,298	$ 68,758
LEAD FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	F	$ 48,703	$ 57,298	$ 68,758
MASTER PATROL OFFICER/DETECTIVE	POLICE	2080	F	$ 48,703	$ 57,298	$ 68,758
NETWORK TECHNICIAN I	IT	2080	F	$ 48,703	$ 57,298	$ 68,758
OFFICE MANAGER	VARIOUS	2080	F	$ 48,703	$ 57,298	$ 68,758
PARALEGAL	LEGAL	2080	F	$ 48,703	$ 57,298	$ 68,758
PAYROLL SPECIALIST	FINANCE	2080	F	$ 48,703	$ 57,298	$ 68,758
PLANNER	PLANNING	EX	F	$ 48,703	$ 57,298	$ 68,758
PLANS EXAMINER I	BNS	2080	F	$ 48,703	$ 57,298	$ 68,758
PURCHASING ANALYST	PURCHASING	2080	F	$ 48,703	$ 57,298	$ 68,758
RESEARCH & PLANNING SPECIALIST	PARKS	2080	F	$ 48,703	$ 57,298	$ 68,758

Appendix J: Pay Scale - All Positions

effective 7/1/2018

The following table provides the most current pay scale for all City of Franklin employees.

JOB TITLE	DEPT	YRLY HOURS	Pay GRADE	---------- 2018/2019 PAY RANGE --------- Min	Mid	Max
ROAD INSPECTOR	STREET	2080	F	$ 48,703	$ 57,298	$ 68,758
SENIOR FLEET MAINTENANCE TECHNICIAN	STREET-FM	2080	F	$ 48,703	$ 57,298	$ 68,758
SOCIAL & DIGITAL MEDIA PRODUCER	ADM-COMM	2080	F	$ 48,703	$ 57,298	$ 68,758
SR. A/P SPECIALIST	FINANCE	2080	F	$ 48,703	$ 57,298	$ 68,758
STORM WATER INSPECTOR	STMWTR - ST	2080	F	$ 48,703	$ 57,298	$ 68,758
STORM WATER SUPERVISOR	STMWTR - ST	2080	F	$ 48,703	$ 57,298	$ 68,758
STREET SUPERVISOR	STMWTR - ST	2080	F	$ 48,703	$ 57,298	$ 68,758
TECHNICAL SUPPORT SPECIALIST II	ENG	2080	F	$ 48,703	$ 57,298	$ 68,758
TECHNICAL SUPPORT SPECIALIST II	PLANNING	2080	F	$ 48,703	$ 57,298	$ 68,758
TRAFFIC SIGNAL TECH II	STREET-TRAFFIC	2080	F	$ 48,703	$ 57,298	$ 68,758
TRAFFIC SIGNALIZATION & MAINTENANCE ELECTRICIAN	STREET-TRAFFIC	2080	F	$ 48,703	$ 57,298	$ 68,758
TRAFFIC STRIPING & SIGN SUPERVISOR	STREET-TRAFFIC	2080	F	$ 48,703	$ 57,298	$ 68,758
TRANSFER STATION MANAGER	SANITATION & ENV SERV.	EX	F	$ 48,703	$ 57,298	$ 68,758
UTILITIES CREW CHIEF	WATER-WD	2080	F	$ 48,703	$ 57,298	$ 68,758
UTILITY INSPECTOR	WATER-WA	2080	F	$ 48,703	$ 57,298	$ 68,758
WATER QUALITY SPECIALIST I	ENG - STMWTR	2080	F	$ 48,703	$ 57,298	$ 68,758
WATER/WASTEWATER CONST. SUPERVISOR	WATER-WD	2080	F	$ 48,703	$ 57,298	$ 68,758
A/P SPECIALIST	FINANCE	2080	E	$ 43,291	$ 50,931	$ 61,117
ATHLETIC CREW CHIEF	PARKS	2080	E	$ 43,291	$ 50,931	$ 61,117
BACKFLOW INSPECTOR	WATER-WD	2080	E	$ 43,291	$ 50,931	$ 61,117
BENEFITS SPECIALIST	HR	2080	E	$ 43,291	$ 50,931	$ 61,117
BUILDING INSPECTOR I	BNS	2080	E	$ 43,291	$ 50,931	$ 61,117
COMPOST FACILITY MANAGER	STREET	2080	E	$ 43,291	$ 50,931	$ 61,117
ENGINEERING ASSOCIATE I	ENG	2080	E	$ 43,291	$ 50,931	$ 61,117
EXECUTIVE ASSISTANT	ADM	2080	E	$ 43,291	$ 50,931	$ 61,117
FIREFIGHTER	FIRE	2808	E	$ 43,291	$ 50,931	$ 61,117
GPS/GIS TECHNICIAN	IT	2080	E	$ 43,291	$ 50,931	$ 61,117
GROUNDS TURF CREW CHIEF	PARKS	2080	E	$ 43,291	$ 50,931	$ 61,117
INFRARED SYSTEM TECHNICIAN	STREET	2080	E	$ 43,291	$ 50,931	$ 61,117
IT HELP DESK ADMINISTRATOR	IT	2080	E	$ 43,291	$ 50,931	$ 61,117
LANDSCAPE MAINTENANCE CREW CHIEF	STREET	2080	E	$ 43,291	$ 50,931	$ 61,117
LEGAL ASSISTANT	LEGAL	2080	E	$ 43,291	$ 50,931	$ 61,117
MAINTENANCE CREW CHIEF	PARKS	2080	E	$ 43,291	$ 50,931	$ 61,117
MAINTENANCE TECHNICIAN	WATER-SP	2080	E	$ 43,291	$ 50,931	$ 61,117
MECHANIC	STREET-FM	2080	E	$ 43,291	$ 50,931	$ 61,117
NEIGHBORHOOD RESOURCES COORDINATOR	BNS	2080	E	$ 43,291	$ 50,931	$ 61,117
POLICE OFFICER	POLICE	2080	E	$ 43,291	$ 50,931	$ 61,117
RECORDS SUPERVISOR	POLICE	2080	E	$ 43,291	$ 50,931	$ 61,117
SAN & ENV SERV CREW SUPERVISOR	SANITATION & ENV SERV.	2080	E	$ 43,291	$ 50,931	$ 61,117
SIGN PRODUCTION SPEC	STREET-TRAFFIC	2080	E	$ 43,291	$ 50,931	$ 61,117
SR. COMMUNICATIONS OFFICER	POLICE	2080	E	$ 43,291	$ 50,931	$ 61,117
STREET CREW CHIEF (General)	STREET	2080	E	$ 43,291	$ 50,931	$ 61,117
TECHNICAL SUPPORT SPECIALIST I	VARIOUS	2080	E	$ 43,291	$ 50,931	$ 61,117
TOC OPERATOR	ENG-TOC	2080	E	$ 43,291	$ 50,931	$ 61,117
TRAFFIC SIGNAL TECH I	STREET-TRAFFIC	2080	E	$ 43,291	$ 50,931	$ 61,117
TV TRUCK SEWER INSPECTOR	WATER-SC	2080	E	$ 43,291	$ 50,931	$ 61,117
WASTEWATER OPERATOR SENIOR	WATER-SP	2080	E	$ 43,291	$ 50,931	$ 61,117
WATER OPERATOR SR	WATER-WP	2080	E	$ 43,291	$ 50,931	$ 61,117
ZONING ENFORCEMENT OFFICER	BNS	2080	E	$ 43,291	$ 50,931	$ 61,117
ADMINISTRATIVE ASSISTANT	POLICE	2080	D	$ 38,481	$ 45,272	$ 54,326
ADMINISTRATIVE ASSISTANT	VARIOUS	2080	D	$ 38,481	$ 45,272	$ 54,326
ATHLETIC WORKER II	PARKS	2080	D	$ 38,481	$ 45,272	$ 54,326

Appendix J: Pay Scale - All Positions

effective 7/1/2018

The following table provides the most current pay scale for all City of Franklin employees.

JOB TITLE	DEPT	YRLY HOURS	Pay GRADE	---------- 2018/2019 PAY RANGE --------- Min	Mid	Max
BILLING/COLLECTIONS TECH	REV-MGT	2080	D	$ 38,481	$ 45,272	$ 54,326
COMMUNICATIONS OFFICER	POLICE	2080	D	$ 38,481	$ 45,272	$ 54,326
COMMUNICATIONS SUPPORT COORDINATOR	POLICE	2080	D	$ 38,481	$ 45,272	$ 54,326
CUSTOMER SERVICE TECHNICIAN	SANITATION & ENV SERV.	2080	D	$ 38,481	$ 45,272	$ 54,326
DEPUTY COURT CLERK II	COURT	1950	D	$ 38,481	$ 45,272	$ 54,326
DIGITAL MEDIA SPECIALIST PART-TIME	ADM-COMM	2080	D	$ 38,481	$ 45,272	$ 54,326
EQUIPMENT OPERATOR	VARIOUS	2080	D	$ 38,481	$ 45,272	$ 54,326
EVIDENCE AND PROPERTY TECHNICIAN	POLICE	2080	D	$ 38,481	$ 45,272	$ 54,326
FINANCIAL TECHNICIAN I	REV-MGT	2080	D	$ 38,481	$ 45,272	$ 54,326
FIRE CADET	FIRE	2808	D	$19.25 at hire, then to $42,016 after probation.		
GENERAL SERVICES TECHNICIAN	FIRE	2080	D	$ 38,481	$ 45,272	$ 54,326
INVENTORY SPECIALIST	PARKS	2080	D	$ 38,481	$ 45,272	$ 54,326
INVENTORY SPECIALIST	VARIOUS	2080	D	$ 38,481	$ 45,272	$ 54,326
LANDSCAPE MAINTENANCE WORKER SR	STREET	2080	D	$ 38,481	$ 45,272	$ 54,326
PARKS MAINTENANCE WORKER	PARKS	2080	D	$ 38,481	$ 45,272	$ 54,326
PERMIT TECHNICIAN	BNS/PLANNING	2080	D	$ 38,481	$ 45,272	$ 54,326
POLICE OFFICER TRAINEE	POLICE	2080	D	$19.25 at hire, then to $42,016 after probation.		
PROGRAM SPECIALIST	PARKS	2080	D	$ 38,481	$ 45,272	$ 54,326
PURCHASING TECHNICIAN	PURCHASING	2080	D	$ 38,481	$ 45,272	$ 54,326
SAN & ENV SERV DRIVER/EQUIP OPERATOR	SANITATION & ENV SERV.	2080	D	$ 38,481	$ 45,272	$ 54,326
SEWER EQUIPMENT TECH	WATER-SC	2080	D	$ 38,481	$ 45,272	$ 54,326
STRIPING TECHNICIAN	STREET-TRAFFIC	2080	D	$ 38,481	$ 45,272	$ 54,326
UTILITIES LOCATOR	WATER-WD	2080	D	$ 38,481	$ 45,272	$ 54,326
WASTEWATER OPERATOR	WATER-SP	2080	D	$ 38,481	$ 45,272	$ 54,326
WATER OPERATOR	WATER-WP	2080	D	$ 38,481	$ 45,272	$ 54,326
ATHLETIC WORKER I	PARKS	2080	C	$ 34,205	$ 40,241	$ 48,289
DEPUTY COURT CLERK I	COURT	1950	C	$ 34,205	$ 40,241	$ 48,289
FACILITIES MAINTENANCE WORKER	ADM-FACILITIES/SW	2080	C	$ 34,205	$ 40,241	$ 48,289
HHW DROP OFF SITE ATTENDANT	SANITATION & ENV SERV.	2080	C	$ 34,205	$ 40,241	$ 48,289
MAINTENANCE WORKER SR.	STREET	2080	C	$ 34,205	$ 40,241	$ 48,289
METER READER SENIOR	WATER-WB	2080	C	$ 34,205	$ 40,241	$ 48,289
RECORDING SECRETARY-BOMA	ADM	2080	C	$ 34,205	$ 40,241	$ 48,289
SAN & ENV SERVICES DISPATCHER	SANITATION & ENV SERV.	2080	C	$ 34,205	$ 40,241	$ 48,289
SCALE OPERATOR	SANITATION & ENV SERV.	2080	C	$ 34,205	$ 40,241	$ 48,289
TREE WORKER	PARKS	2080	C	$ 34,205	$ 40,241	$ 48,289
UTILITY SERVICE WORKER	WATER-WD	2080	C	$ 34,205	$ 40,241	$ 48,289
VIDEO PRODUCTION ASSISTANT (PT)	ADM-COMM	2080	C	$ 34,205	$ 40,241	$ 48,289
ADMINISTRATIVE SECRETARY	VARIOUS	2080	B	$ 30,405	$ 35,770	$ 42,924
CASHIER (PT)	REV-MGT	Varies	B	$ 30,405	$ 35,770	$ 42,924
CUSTODIAN	ADM-FACILITIES	2080	B	$ 30,405	$ 35,770	$ 42,924
DROP OFF SITE ATTENDANT	SANITATION & ENV SERV.	2080	B	$ 30,405	$ 35,770	$ 42,924
FACILITIES OPERATIONS WORKER	PARKS	2080	B	$ 30,405	$ 35,770	$ 42,924
FACILITIES WORKER	PARKS	2080	B	$ 30,405	$ 35,770	$ 42,924
GROUNDS WORKER	PARKS	2080	B	$ 30,405	$ 35,770	$ 42,924
LANDSCAPING WORKER	PARKS	2080	B	$ 30,405	$ 35,770	$ 42,924
MAINTENANCE WORKER (General)	STREET	2080	B	$ 30,405	$ 35,770	$ 42,924
METER READER	WATER-WB	2080	B	$ 30,405	$ 35,770	$ 42,924
PARKING ENFORCEMENT OFFICER	POLICE	2080	B	$ 30,405	$ 35,770	$ 42,924
RECORDS CLERK	POLICE	2080	B	$ 30,405	$ 35,770	$ 42,924
SAN & ENV SERVICES WORKER	SANITATION & ENV SERV.	2080	B	$ 30,405	$ 35,770	$ 42,924
SCHOOL PATROL	POLICE	Varies	A	$ 27,027	$ 31,796	$ 38,155

This page intentionally left blank.

APPENDICIES: Reference

Under this section is:

- **Reference Information**
  - **Appendix K – Financial Indicators**
  - **Appendix L - Strategic Plan**
  - **Appendix M - Expenditure Classifications**
  - **Appendix N - Additional Demographic & Economic Information**
  - **Appendix O - Glossary of Terms**

This page intentionally left blank.

Appendix K – Financial Indicators

The City of Franklin is working on building a series of Financial Indicators. These indicators are a series of metrics which evaluate the City's fiscal health and performance over time (10 years). Revenues, expenditures, cost drivers, indebtedness, fund balances and capital investment will all be examined.

By identifying and responding to financial trends, we help facilitate stability within local government, as well as the cost-effective delivery of desired services, thus minimizing impact on taxpayers.

The indicators have been developed by data financial analysts, city administrators and economists from professional organizations - International City/County Management Association, (ICMA), the Government Finance Officers Association (GFOA), Standard & Poor's, as well as data from the State of Tennessee and the City of Franklin, and the U.S. Census Bureau.

Initially, there are thirteen (13) total indicators. They include:

- Revenues per Capita
- Intergovernmental Revenues
- Revenues Related to Economic Growth (Elastic Revenues)
- Uncollected Property Taxes
- Expenditures per Capita
- Fringe Benefits
- Enterprise Operating Position
- Fund Balances
- Long-Term Debt - Debt Service (per Budget, Capita)
- Pension Obligations
- Unfunded Liabilities
- Capital Outlay

These indicators are in draft form until we complete the budget process. For more information, please reference the City's Open Performance Website: https//performance.franklintn.gov and click on "Financial Indicators"

This page intentionally left blank.

Appendix L – **Franklin*Forward***: Strategic Plan

Franklin*Forward*

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).

Appendices: Appendix L – **Franklin*Forward***: 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 =

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.

Appendices: Appendix L – **Franklin*Forward***: Strategic Plan

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]

Appendices: Appendix L – **Franklin*Forward***: Strategic Plan

Quality Life Experiences

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.

- 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]

Appendices: Appendix L – **Franklin*Forward***: Strategic Plan

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 M – Chart of Account Definitions

The budget is presented in a format showing expenditure classifications within the three (3) major categories: Personnel, Operations, and Capital. The following classifications are an abbreviated list of the City's complete Chart of Accounts. Further detail is available from the City's Finance Office. These categories provide definitions of the classifications used within departmental and divisional budgets within each fund.

The classifications budgeted under Personnel are:

81100 SALARIES & WAGES
Amounts paid to both permanent and temporary City employees, including personnel substituting for those in permanent positions. This category includes gross salary for personal services rendered while on the payroll of the City.

81200 OFFICIALS FEES
Amounts paid to the Board of Mayor and Aldermen, City judge, and officials of commissions and other boards.

81400 EMPLOYEE BENEFITS
Amounts paid by the City on behalf of employees; these amounts are not included in the gross salary, but are in addition to that amount. Such payments are fringe benefit payments and, although not paid directly to employees, are part of the cost of personal services.

The classifications budgeted under Operations are:

82100 TRANSPORTATION CHARGES
Charges for transport services needed for City operations

82200 OPERATING SERVICES
Services necessary for the ongoing operations of the City.

82300 NOTICES, SUBSCRIPTIONS, PUBLICITY
Costs incurred by City for public notices, dues and subscriptions, promotion, elections, and surveys.

82400 UTILITIES
Expenditures for energy, including gas, oil, coal, gasoline, and services received from public or private utility companies.

82500 CONTRACTUAL SERVICES
Amounts paid for services rendered by organizations or personnel not on the payroll of the City. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided.

Appendix M – Chart of Account Definitions

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

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

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

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

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

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

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

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

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

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

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

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

Appendix M – Chart of Account Definitions

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

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

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

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

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

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

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

The expenditure classifications budgeted under Capital are:

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

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

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

89400 **INFRASTRUCTURE**

Includes costs of improving drainage, streets, adding, improving, and replacing curb and gutter, adding or improving gateway enhancement and streetscape, improving bridges and tunnels, adding or improving sidewalks, acquiring and installing traffic signals and installing or improving streetlights.

89500 **EQUIPMENT (>$25,000)**
Expenditures for the initial, additional and replacement items of equipment such as machinery, furniture and fixtures, and vehicles.

Appendix N – 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 2017 Comprehensive Annual Financial Report (CAFR).

City of Franklin, Tennessee

Revenue Capacity Information - Local Sales Tax Collections

FISCAL YEAR	Estimate of Taxable Sales to Local Sales Tax	Local Sales Tax Rate (City & Williamson County)	Total Local Sales Tax Collected	Less: County Portion (1/2 of tax)	Less: County Admin Fee (1% of City's 1/2 of tax)	Local Sales Tax Received by City	Percent of General Fund Revenue
2017	$ 2,935,512,368	2.25%	$ 66,049,028	$ (33,024,514)	$ (330,245)	$ 32,694,269	49.1%
2016	$ 2,811,166,510	2.25%	$ 63,251,246	$ (31,625,623)	$ (316,256)	$ 31,309,367	49.3%
2015	$ 2,598,787,340	2.25%	$ 58,472,715	$ (29,236,358)	$ (292,364)	$ 28,943,994	50.3%
2014	2,447,114,882	2.25%	55,060,085	(27,530,042)	(275,300)	27,254,742	47.9%
2013	2,334,072,548	2.25%	52,516,632	(26,258,316)	(262,583)	25,995,733	49.4%
2012	2,172,607,228	2.25%	48,883,663	(24,441,831)	(244,418)	24,197,413	47.5%
2011	2,040,014,905	2.25%	45,900,335	(22,950,168)	(229,502)	22,720,666	44.8%
2010	1,882,812,211	2.25%	42,363,275	(21,181,637)	(211,816)	20,969,821	45.4%
2009	1,899,219,214	2.25%	42,732,432	(21,366,216)	(213,662)	21,152,554	42.3%
2008	2,081,744,916	2.25%	46,839,261	(23,419,630)	(234,196)	23,185,434	42.3%

Tennessee Code Annotated Section 67-6-702 authorizes the levy of a local option sales tax. The maximum rate authorized is 2.75%. The current rate is 2.25%. The tax is applied only to the first $1,600 of any single article of personal property.

The City receives 1/2 of the 2.25% rate collected within the City. Williamson County receives the other 1/2, plus an administrative fee of 1% of the City's 1/2 of the tax.

Source: City of Franklin, Tennessee. 2017 Comprehensive Annual Financial Report. Page 102.

City of Franklin, Tennessee

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

	Real Property Assessment		Personal Property Assessment		Public Utility Assessment					
FISCAL YEAR	Residential & Farm Property	Industrial & Commercial Property	Industrial & Commercial Property	Intangible Property	State Assessment	Local Assessment	Total Taxable Assessed Value	Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Estimated Actual Value	Total Direct Rate
2017	$2,124,725,620	$2,290,475,081	$ 164,777,885	$ 115,036	$ 68,350,538	$ -	$ 4,648,444,160	$ 14,931,225,106	31.13%	0.4176
2016	1,686,264,015	1,675,073,222	157,978,412	84,526	57,576,973	-	3,576,977,148	11,591,451,146	30.86%	0.4065
2015	$ 1,628,904,915	$ 1,586,857,868	$ 163,708,520	$ 53,322	$ 60,066,953	$ 471,130	$ 3,440,062,708	$ 11,413,859,405	30.14%	0.4065
2014	1,572,195,410	1,549,098,572	156,642,888	69,209	55,553,796	-	3,333,559,875	11,065,624,425	30.13%	0.3765
2013	1,523,744,360	1,487,649,998	148,889,463	1,275,280	56,228,260	-	3,217,787,361	10,442,405,019	30.81%	0.3765
2012	1,492,455,650	1,477,904,852	152,009,171	915,060	54,282,799	471,130	3,178,038,662	10,298,785,436	30.86%	0.3765
2011	1,396,203,808	1,171,557,561	148,428,180	531,997	52,470,801	-	2,769,192,347	9,963,638,570	27.79%	0.4340
2010	1,371,758,898	1,140,259,084	129,518,412	572,304	47,032,940	192,390	2,689,334,028	10,225,661,696	26.30%	0.4340
2009	1,322,570,226	1,029,940,678	121,389,801	-	42,896,113	192,390	2,516,989,208	9,637,668,952	26.12%	0.4340
2008	1,227,826,775	1,000,170,840	125,258,855	-	46,132,783	192,390	2,399,581,643	7,948,798,841	30.19%	0.4340

Source: Tax Aggregate Report of Tennessee

Note: Property of the City is reappraised periodically. Taxrates are per $100 of assessed value.

Source: City of Franklin, Tennessee. 2017 Comprehensive Annual Financial Report. Page 103.

Appendix N – Additional Demographic & Economic Information

City of Franklin, Tennessee

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

	2008		2017	
Taxpayer	**Assessed Valuation**	**Percent of Total Valuation**	**Assessed Valuation**	**Percent of Total Valuation**
Real and Personal Property Tax				
Highwoods Properties			$ 108,282,800	2.33%
Spectrum			$ 99,229,800	2.13%
Galleria Associates (CBL Assoc.)	$ 47,035,400	1.96%	82,445,900	1.77%
Stock Bridge Capital			61,800,600	1.33%
Boyle Investments			54,509,300	1.17%
Middle Tennessee Electric			54,043,100	1.16%
Crow Holdings			50,787,300	1.09%
LCFRE Carothers			40,618,700	0.87%
SVT			35,194,300	0.76%
Mid-America Apts. LP			34,548,400	0.74%
Carothers Office	26,064,120	1.09%		
Williams W. Fred Trust	18,519,400	0.77%		
Landings F C LP	19,022,465	0.79%		
Wyndchase at Aspen Grove	20,000,000	0.83%		
Williamson Farms Corp	16,843,295	0.70%		
Franklin Cool Springs Corp	13,689,435	0.57%		
Alara Franklin Corp	13,862,320	0.58%		
Crescent Resources	13,607,440	0.57%		
Lightman Cool Springs	12,992,320	0.54%		
Totals	$ 201,636,195	8.40%	$ 621,460,200	13.37%

* Total assessed valuation in 2008 (tax year 2007) was $2,399,581,643.
** Total assessed valuation in 2017 (tax year 2016) is $4,648,444,160.

Source: City of Franklin, Tennessee. 2017 Comprehensive Annual Financial Report. Page 105.

Appendix N – Additional Demographic & Economic Information

City of Franklin, Tennessee

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

	2008			2017		
Employer	Employees *	Rank	Percentage of Total County Employment	Employees **	Rank	Percentage of Total City Employment
Community Health Systems	801	5	1.51%	3,255	1	7.99%
Nissan North America				1,850	2	4.54%
Williamson Medical Center	1,300	2	2.45%	1,609	3	3.95%
Optum				1,600	4	3.93%
Mars Petcare	500	10	0.94%	1,000	5	2.45%
Ford Motor Credit				860	6	2.11%
Verizon Wireless				763	7	1.87%
Lee Company	520	7	0.98%	646	8	1.59%
Vanderbilt University Medical Center	500	8	0.94%	580	9	1.42%
Evicore Healthcare				519	10	1.27%
Cool Spring Galleria	3,500	1	6.59%			
Healthways	1,000	3	1.88%			
AIM Healthcare	815	4	1.53%			
Civil Constructors, Inc.	500	9	0.94%			
Progeny Marketing Innovations	550	6	1.04%			
Total	9,986		18.80%	12,682		31.13%

* City's 2008 Comprehensive Annual Financial Report. Prior to 2013, the CAFR represented Franklin employers by county statistics.

** Williamson County Office of Economic Development, Williamson, Inc. 2017 Trends Report

Source: City of Franklin, Tennessee. 2017 Comprehensive Annual Financial Report. Page 113.

Appendix O – Glossary

APPRAISED VALUE: The estimate of fair market value assigned to property by the Williamson County Tax Assessor.

APPROPRIATION: An authorization granted by the Board of Mayor and Aldermen to make budgeted expenditures and to incur obligations for purposes specified in the budget ordinances.

APPROVED BUDGET: Term used to describe revenues and expenditures for the upcoming year beginning July 1 as adopted by the Board of Mayor and Aldermen.

ASSESSED VALUE: A value established for real and personal property for use as a basis for levying property taxes.

BALANCED BUDGET: Occurs when planned expenditures equal anticipated revenues. In Tennessee, it is a requirement that the budget approved by the Board of Mayor and Aldermen be balanced.

BOND: A written promise to pay a designated sum of money (the principal) at a specific date in the future, along with periodic interest at a specified rate. The payment on bonds is identified as Debt Service. Bonds are generally used to obtain long-term financing for capital improvements.

BOND PROCEEDS: Resources derived from issuance of bonds for specific purposes.

BOND RATING: A rating (made by an established bond rating company) from a schedule of grades indicating the probability of timely repayment of principal and interest on bonds issued. The City of Franklin has an Aaa rating from Moody's and Standard & Poor's.

BUDGET: A comprehensive financial plan of operation for a specified period of time that matches all planned revenues and expenditures with various municipal services. The City's budget is adopted annually.

BUDGET AMENDMENT: A formal change of budgeted appropriations requiring 3 readings by the Board of Mayor and Aldermen.

BUDGET CALENDAR: The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.

BUDGET DOCUMENT: The official written statement prepared by the City staff reflecting the decisions made by the Board in their budget deliberations

BUDGET MESSAGE: A general discussion of the budget which provides the Board of Mayor and Aldermen and the public with a general summary of the most important aspects of the budget, changes from previous fiscal years, and the views and recommendations of the City Administrator.

BUDGET ORDINANCE: The schedule of revenues and expenditures for the upcoming fiscal year by fund which is adopted by the Board of Mayor and Aldermen each year.

CAPITAL PROJECT FUND: Used to account for acquisition and/or construction of major capital projects, including buildings, parks, streets, bridges and other City facilities, infrastructure, and equipment. The primary revenue sources in this fund are bond proceeds, grant receipts, and developer contributions. Although included in the City's annual financial report, this fund is not budgeted.

Appendix O – Glossary

CAPITAL IMPROVEMENTS PLAN (CIP): Issued separately but in coordination with the budget document, the CIP is the plan or schedule of project expenditures for public facilities and infrastructure (buildings, roads, etc.), with estimated project costs, sources of funding, and timing of work over a five- year period. Generally, projects over $25,000 are included in the CIP.

CAPITAL: Category of expenditures for capital acquisitions that include:
(a) land or easements,
(b) buildings acquired, constructed, or improved,
(c) parks and recreation facilities,
(d) infrastructure such as drainage, streets, curb and gutter, gateway enhancement and streetscape, bridges and tunnels, sidewalks, traffic signals, and streetlights, and
(e) capital equipment over $25,000 with an expected life of 3 or more years such as furniture & fixtures, vehicles, machinery & equipment, and computer hardware & software.

CITY CHARTER: The private act of the Tennessee General Assembly of 1903 which grants unto a body politic to be the City of Franklin.

CITY FACILITIES TAX FUND: A special revenue fund used to account for the proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to levy and collect a privilege tax on new development to provide that new development contribute its fair share of providing new public facilities made necessary by growth. Such taxes may be expended only upon police, fire, sanitation, and parks and recreation.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) FUND: Used to account for receipts from CDBG grants and usage of these monies to further community development.

COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR): Issued at the end of a fiscal year, it includes comparisons to the budgeted amounts in the general and special revenue funds to ensure compliance with the legally adopted budget. The CAFR is prepared in accordance with GAAP (Generally Accepted Accounting Principles), the accounting principles that are commonly used in preparing financial statements and generally accepted by the readers of those statements. The authoritative source of GAAP for state and local governments is the Governmental Accounting Standards Board (GASB).

COUNTY FACILITIES TAX FUND: A special revenue fund used to account for the City's share of the County's Adequate School Facilities Tax. 30% of the proceeds are distributed to incorporated cities within the county, and another 30% is divided pro rata among the incorporated cities based on population in the last decennial census. The City began collecting a share of the County Facilities Tax in FY 2012. Funds are to be used for the purpose of providing public facilities.

DEBT SERVICE FUND: Used to account for resources set aside to fund debt service and the actual principal and interest payments made.

DEPARTMENT: A major administrative or operational division of the City which indicates overall management responsibility for an operation or a group of related operations within a functional area. A department usually

has more than one program and may include activities or divisions which are accounted for in different funds, the Streets Department for example.

DRUG FUND: Used to account for drug related fines and confiscations received and usage of these monies to further drug investigations.

EXPENDITURE: The outlay of or obligation to pay cash; a decrease in net financial resources.

FISCAL YEAR: The time period beginning on July 1st of a calendar year and ending on June 30 of the following calendar year. Budgeting is carried out on a fiscal year schedule.

FULL-TIME EQUIVALENT POSITION (F.T.E.): A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a seasonal employee working for four months, or 690 hours, would be equivalent to .3 of a full-time position.

FUND: A fund is a fiscal and accounting entity with a self-balancing set of accounts. It is also the legal level of budgetary control for the City.

FUND BALANCE: Amounts shown as fund balance represent monies which remain unspent after all budgeted expenditures have been made.

GENERAL FUND: The general operating fund of the City used to account for all financial resources except those required to be accounted for in another fund. Most department operations of the City are funded by the general fund including police and fire, administration, engineering and streets, and parks.

GENERAL OBLIGATION BONDS: Debt issued by the City, repayment of which is backed by full taxing power.

GFOA: Government Finance Officers Association.

HOTEL/MOTEL TAX FUND: A special revenue fund used to account for the locally administered tax levied on the occupancy of hotel and motel rooms, in addition to sales tax. The City of Franklin Hotel /Motel Tax is 4%. The fund is used to pay debt service on the Cool Springs Conference Center and the Harlinsdale and Battlefield parks. Also, the funds are used for tourism.

IN LIEU OF PARKLAND 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.

LOCAL SALES TAX: This is the City's most significant revenue source. The local sales tax rate is 2.75%. The City receives 1.125% of the tax amount, less a 1% administrative fee retained by the County, for sales that occur inside the City. Local sales tax applies only to the first $1,600 of a single article purchase of tangible personal property.

MODIFIED ACCRUAL: The basis of accounting where expenditures are recognized when incurred and payment is due and revenues are recognized when they are

measurable and available (generally collected within 60 days).

MUNICIPAL CODE: A compilation of ordinances as adopted and approved by the Board of Mayor and Aldermen.

OPERATIONS: Category of expenditures for ongoing operations that includes:
(a) mailing and shipping,
(b) operating services such as printing and testing and physicals,
(c) notices and subscriptions such as legal notices, citizens academies, dues for memberships, and publications,
(d) utilities,
(e) contractual services including consultants,
(f) repair and maintenance services and supplies,
(g) employee programs, including training and professional development,
(h) office and operating supplies,
(i) fuel,
(j) supplies purchased for resale,
(k) equipment under $25,000 (which are not depreciated over time as capital assets in the City's annual financial report),
(l) costs grouped within operations units such as K-9 operations,
(m) property and liability costs,
(n) rental costs,
(o) permits and fees such as those paid to the State,
(p) financial fees such as banking or investment fees,
(q) other business expenses,
(r) debt service,
(s) appropriations to government and non-profit organizations,
(t) reimbursements of expenditures, and
(u) interfund transfers.

PERFORMANCE MEASUREMENTS: Any systematic attempt to learn how responsive a government's services are to the needs of constituents through the use of standards, workload indicators, etc.

PERSONNEL: Category of expenditures that includes:
(a) employee salaries and wages,
(b) officials fees to the Mayor and Aldermen, the City judge, and the Planning Commission, and
(c) employee benefits.

PROPERTY TAX RATE: The rate at which real and personal property in the City is taxed in order to produce revenues sufficient to conduct necessary governmental activities. This rate is currently $0.4176 per $100 of assessed valuation.

PROPERTY TAX RATE ORDINANCE: The rate at which real and personal property in the City is taxed which is adopted by the Board of Mayor and Aldermen each year.

PROPRIETARY FUND: The Water and Wastewater fund is the only proprietary fund (where user charges and fees typically cover the cost of the services provided) within the City. Its financial plan is included in a separate budget document.

PROPOSED BUDGET: Term used to describe revenues and expenditures for the upcoming year beginning July 1 as proposed by the City Administrator to the Board of Mayor and Aldermen for approval.

REVENUE: Income received from various sources used to finance government services. For example, local sales tax revenue.

Appendix O – Glossary

REVENUE BONDS: Bonds whose principal and interest are payable exclusively from earnings of an Enterprise Fund.

ROAD IMPACT FUND: A special revenue fund used to account for proceeds authorized by a private act of the Tennessee General Assembly of 1987 for the City to assess and collect fees on new development thereby requiring the developer to pay for the costs of new road improvements.

SANITATION & ENVIRONMENTAL SERVICES FUND: A special revenue fund used to account for the City's sanitation collection, fleet maintenance, and disposal operations. Its primary sources of revenue are user charges and an operating subsidy from the general fund.

SPECIAL REVENUE FUND: Special revenue funds are used to account for resources that are subject to certain legal spending restrictions. They are created when a resolution, statute or ordinance requires that specific taxes or special revenue sources are to be used to finance a particular activity. The City has nine (9) special revenue funds: Street Aid & Transportation, Sanitation & Environmental Services, Road Impact, Facilities Tax, Stormwater, Drug, Hotel/Motel, Transit System, and Community Development Block Grant (CDBG) funds.

STORMWATER FUND: A special revenue fund used to account for the City's stormwater drainage operations. Revenues are primarily from charges to residential and commercial customers based on paved areas.

STREET AID & TRANSPORTATION FUND: A special revenue fund used to account for the receipt and usage of the City's share of State gasoline taxes. State law requires these gasoline taxes to be used to maintain streets.

TAX BASE: The total assessed value of real property within the City.

TAX LEVY: The total amount to be raised by general property taxes for purposes specified in the Property Tax Ordinance.

TRANSFER: An appropriation to or from another fund. A transfer is the movement of money from one fund to another to wholly or partially support the functions of the receiving fund.

TRANSIT SYSTEM FUND: A special revenue fund used to account for the City's transit operations. It primary sources of revenue are an operating subsidy from the general fund and transit fares. The City has created the Franklin Transit Authority to oversee transit operations. Daily operations of the transit system are managed by a contractor.

USER CHARGES: The payment of a fee for direct receipt of a public service by the party benefiting from the service.

HISTORIC
FRANKLIN
TENNESSEE