



City of Franklin, Tennessee

FY 2027 Operating Budget

Introduction to Franklin's Budget Process

January 8, 2026

Budget and Finance Committee



City of Franklin, Tennessee

FY 2027 Operating Budget

Outline

- **Budget – the Basics**
- **Focus of Franklin’s Management**
- **Timeline**
- **Responsibilities of Staff**
- **Responsibilities of the Committee**
- **Summary**



City of Franklin, Tennessee
FY 2027 Operating Budget

Budget - Basics

What is a budget?



City of Franklin, Tennessee
FY 2027 Operating Budget

Budget - Basics

A budget is a reflection of the values of an organization

***Single most important public policy document any level of government creates annually**



City of Franklin, Tennessee

FY 2027 Operating Budget

Budget - Basics

The Government Finance Officers Association defines that a budget should have four characteristics:

- Policy Document**
- Financial Plan**
- Operations Guide**
- Communications Device**





City of Franklin, Tennessee

FY 2027 Operating Budget

The Focus

Management

- Policy development and implementation
- Budget process
- High quality service levels
- Department level key performance measurers
- Benchmarking program
- Capital Investment project oversight and delivery
- Telling “Franklin’s story” locally and beyond

Community Development

- Desired location
- High Development Standards
- Educated workforce
- Sites ready for development
- Aggressive State incentives
- Work with partners at State and Williamson County
- Play “offense”

Strong Financial Base

- Long-Term financial planning (revenue diversification)
- Capital Investment plan process
- Multi-year financial planning
- Healthy reserve levels
- Triple-A Bond rating from both Moody’s and S&P.
- Support changing service needs



City of Franklin, Tennessee

FY 2027 Operating Budget

FY 2027 Budget Introduction: Annual Budget Development

**October
- December**

Budgets Developed Internally

**January -
March**

Budgets Presented to Budget & Finance
Committee

April

Program Enhancements Reviewed by
BOMA & City Administrator

**May
- June**

City Administrator Presents Proposed
Budget, BOMA votes

July 1

Start New Fiscal Year



City of Franklin, Tennessee

FY 2027 Operating Budget

Responsibilities of Staff

- Departments produce 2 budgets:
 - The first, a base or **‘level-service’** budget demonstrates how much it will cost the City to provide the same level of service in FY 2027 that it does in FY 2026.
 - The second, identifies **‘program enhancements’** – any new or additional staff, major expenses or small capital equipment, or new programs. All program enhancements are presented to the committee during the departmental hearings and summarized in an appendix in the City Administrator’s Recommended Budget in May.



City of Franklin, Tennessee

FY 2027 Operating Budget

Responsibilities of Staff

- A good departmental budget includes:
 - Mission Statement
 - Goals (Short-term & Long-term Strategic Initiatives)
 - Narrative of Accomplishments
 - Performance Measures
 - Strategic Plan - **FranklinForward** Measures
 - “FIT” ‘Franklin Indicator Tracking’ Five Performance Measures
 - Department Specific Measures
 - Staffing History
 - Departmental Organization Chart
 - Financial Numbers



HISTORIC
FRANKLIN
TENNESSEE

City of Franklin, Tennessee

FY 2027 Operating Budget

Slide 10

Responsibilities of Staff

- Departmental budgets maintain full integration of **FranklinForward** - the City's Strategic Plan and Performance Measures. These measures are organized in either Workload, Efficiency or Outcome Measures and are marked (where applicable) to the six themes of the Strategic Plan:



Safe Clean Livable City



Sustainable Growth & Economic Vitality



Fiscally Sound



Quality Life Experiences



Organizational Health



Operational Excellence



City of Franklin, Tennessee

FY 2027 Operating Budget

Responsibilities of Staff

- Departments present to the Budget & Finance Committee in February, March and April. This is their “moment in the sun” – a chance to directly tell the committee the needs and wants for their respective departments and/or operations.
- Budget staff and senior administration take all requests, all base budget needs and compare against available resources in late April to build a balanced, uniform budget recommendation that the City Administrator submits to the Budget & Finance Committee and then the Board of Mayor and Aldermen for approval prior to June 30th.
- Budgets will be monitored throughout and amended as necessary once the fiscal year begins. The process...never actually ends.



City of Franklin, Tennessee

FY 2027 Operating Budget

Responsibilities of the Budget & Finance Committee

- Receive monthly presentations from staff January-May on various aspects of the budget:
 - January: Overview, Revenue Estimates
 - February-April: Individual Departmental Request Hearings, PER Rankings
 - May: Formal Budget Submission from City Administrator
- Review base budget, program enhancement and any supplemental presentation materials prior to the meetings.
- Be critical and ask questions! We pride ourselves on producing a good product, but we fundamentally also believe public resources should not be asked for unless a compelling, data-driven case has been made to do so.



City of Franklin, Tennessee

FY 2027 Operating Budget

Summary

- The budget process is the most important public process elected and appointed officials participate in annually.
- The City of Franklin believes in and practices an open and transparent process which empowers departments to ask for needed resources and innovative new solutions.
- Decisions are driven by data, but made for the benefit of our citizens and taxpayers.
- It takes all of us!



City of Franklin, Tennessee
FY 2027 Operating Budget

Questions?