



2021

Mayor's

Recommended

Annual Budget

**CITY OF FRANKLIN, WISCONSIN
2021 MAYOR’S RECOMMENDED BUDGET
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Peggy A. Steeno, CPA, MBA
Director of Administration

September 15, 2020

***Mayor's Recommended 2021 Budget
Transmittal Letter and Executive Summary***

Honorable Mayor and Common Council:

I am please to transmit, for your consideration, the Mayor's Recommended 2021 Budget. The budget includes: the general fund, special revenue funds, capital funds, the debt service fund, tax incremental financing district funds, and an internal service fund. Two funds, the Self Insurance Fund and the Sewer Fund, will be provided as additions to the draft budget in the coming days. Also, due to the timing of the budget release, which is prior to all final information being received from the State, we should expect minor changes throughout the process, as those final numbers arrive.

2021 Budget Priorities / Guiding Assumptions / Strategies

Establishment of prudent, fiscally responsible budget

The overriding theme of the budget preparation process has been to focus on continuing the work done in prior years to maintain a prudent and fiscally responsible budget, while ensuring that we are able to continue providing the high-quality services our citizens, community partners, business owners, and visitors have come to expect.

Ongoing, known challenges

There are a number of ongoing, known challenges that the City is faced with each year when establishing a budget as well as throughout the year while carrying out operations under the established budget. First, the challenge is to find a balance between the number and level of services provided compared to the costs to provide those services to ensure that taxpayers receive a reasonable and fair value for their tax dollars. Next, there are numerous restraints at the State level, including: levy limits; expenditure restraint limits; shared revenues (transportation aids, property tax aids, and exempt computer aids), which are not always fully funded; marketplace pressures; economy-based pressures; and political pressures. All of these limits, restrictions, and pressures affect the City's operations each and every year, thus making it more challenging every year to arrive at a balanced, workable budget.

Unique Challenge

One of the other main themes in preparing the 2021 budget has been uncertainty. With a very unique challenge occurring in 2020, namely COVID-19, there have been a number of changes in how we serve our customers and do business. While the pandemic has definitely had an impact on how the City has provided services, it has not prevented high-quality services from being provided on a consistent basis. Working for a City, being deemed essential, and providing

critical services, is a tall order, whether it be Health Services, Public Safety, Elections, Public Works, or other Departments working to continue on with other needed City services. Our employees have not skipped a beat in carrying out all of these critical services at a very high level, which is something we can be particularly proud of. Thankfully, the City of Franklin, as an employer, has been able to meet these challenges, without a substantial added burden on the taxpayers. With the help of our partners in the State and Federal Government, additional resources have been made available to assist in combatting the pandemic. In fact, current projections show the City ending 2020 in a favorable financial position.

The recommended 2021 budget assumes that there may still be a considerable amount of uncertainty in 2021, and reflects the following: (1) some expected, reduced revenues, (2) a level of planning that is currently being done to address technology-related strategies that will be needed if/when operations need to be altered in the future, (3) a level of conservatism in case some additional funds are needed unexpectedly, (4) the possibility that, in the event things spin out of control, as they did at the beginning of the pandemic, additional resources may again be forthcoming from our partners at the State and Federal level, (5) the prospect of being able to reserve some amount of available, 2020 year-end surplus, that could be used in 2021 for emergency actions, without needing to dip into our fund balance, and, as a last resort, (6) fund balance may need to be used, as the pandemic certainly qualifies as a 'one-time, temporary event' in which utilizing fund balance is found to be acceptable. In addition, staff has not included any unfunded requests in the 2021 recommended budget that would need to be paid for with contingency (i.e. fund balance).

Maintaining City services, protecting City assets, using resources responsibly

As a service organization, our employees are our largest asset, which we rely on heavily to provide high-quality services throughout the City. As such, we must attract, support, develop, and retain strong, productive employees to perform those services. While there is a separate set of rules, in the form of bargaining agreements in place for certain Police and Fire employees, it is important for us to remember that all of our employees play a vital role in making the City successful, and any one group should not be considered less valuable than another. To that end, and knowing that it has not always been possible over the past nine years, this budget includes comparable pay and benefits for all employee groups to the extent possible. Also, in regard to staffing, a significant assumption is that, with the limited resources and tight restrictions, it is unlikely that additional permanent positions could be added to the City's organizational chart at this time even though most departments are running extremely lean, and undeniably have the need for additional labor hours in order to accomplish all of the duties and tasks under their responsibility. To bridge this gap, there have been some temporary help positions added, for 2021 only, in the areas of Public Works/Parks and Planning to ensure that necessary services, duties, and tasks are completed.

With respect to other operating costs, the goal throughout the process has been to review everything, in detail, finding ways to trim costs without compromising service levels. Staff has and will continue to consider options, including: consolidating services; adopting feasible new technologies to provide services in a more cost-effective manner; contracting for services in areas and projects in which special expertise is needed, full-time staffing is not feasible or required in the long-term, and it is the most cost-effective way to successfully accomplish the task/project, and other workable methods to meet the needs of the community.

In regard to capital items, a large part of the City's budget, each request was reviewed on a zero-based budget approach. This means that each capital request was reviewed on its

individual merits, without consideration to how much a department budgeted and received for capital in previous years. This strategy was utilized due to the substantial impact and cumulative effect that deferred capital projects have on operating costs due to maintenance and upkeep. For example, keeping a snow plow in service for too long could be costing the City more than investing in a new snow plow in the long run, and likewise for other equipment, infrastructure, and improvements.

Managing Debt

The City of Franklin holds a very positive debt rating, Aa2, as was confirmed by the most recent debt issuance in 2019. Per Moody's, the City's bond rating agency, the Aa2 rating reflects the City's expanding, wealthy tax base; healthy operating reserves and liquidity; and a modest pension burden. It is important for the City to monitor its debt activities closely, in order to maintain its strong rating.

As the City has completed a number of development agreements in recent years, there has been a considerable amount of debt taken on, as well as committed to in the near future, to accommodate the execution of those agreements. As a result of this, the City's debt burden, along with its exposure, has grown considerably, although it currently remains below the City's self-imposed, internal limit of 2% of the City's equalized value (40% of the limit prescribed by law), which equates to approximately \$91.8 Million outstanding at any given time. This is considerably lower than the statutory limit of 5% of the City's equalized value, which equates to approximately \$229.4 Million. However, please note that, in the marketplace, a municipality that limits itself to utilizing 50% or less of its capacity, which equates to approximately \$114.7 Million in the City's current situation, is viewed as favorable.

With the City's expected debt position at the end of 2020, and a margin of indebtedness of approximately \$27.2 Million below the internal debt limit, it is important to note that great care must be taken when committing to the future use of debt, with an eye on additional exposure as well as future needs, so as not to exceed the limits, or if it chooses to change the internal limit, it does so purposefully and knowingly.

In addition, the new debt planned for 2021, all currently slated to be issued as general obligation debt, backed by the full faith of the City, includes the following: (1) \$2 Million for City capital needs, per the City's plan to borrow funds for capital needs on an alternative year basis; (2) \$9 Million for tax incremental financing purposes, specifically for infrastructure and development incentives; (3) \$3 Million in Sewer debt, to fund the proposed lift station; and \$2 Million in Water debt, to partially fund a new water tower, for a projected total of \$16 Million in new borrowing in 2021.

Ensuring long-term fiscal health

A major indication of the City's long-term fiscal health is the size of its general fund, fund balance it maintains over time, in comparison to its annual expenditures. Having an appropriately-sized fund balance is critical for many reasons, including: (1) illustrating to bondholders that the City is fiscally responsible and is worthy of their investments, (2) lowering the City's exposure with regard to unexpected emergencies and disasters, (3) allowing for adjustments when needed for sudden decreases in revenue or unexpected increases in expenditures, (4) savings for a large, future initiative or project that cannot be funded on an annual basis, and (5) having the security of available funds that are not planned to be used. As of the end of 2020, the fund balance may be more than 30% of 2020 planned expenditures. This is a strong indicator of self-restraint and foresight exercised by the City in the past, and something we need to continue into the future.

With the City's current Fund Balance Policy requiring a range for fund balance between 20% and 30% of the current year's budgeted expenditures, the end of 2020 may present an opportunity for the City in that it could decide how to utilize any funds greater than 30% of expenditures. Per the established policy, these funds would be utilized for expenditures that are of a one-time nature and do not require repeated resources to maintain expenditures. This could include options such as: (1) a deposit to our OPEB trust, (2) use of the funds for capital items in lieu of borrowing, or (3) another similar purpose.

By establishing and working through all of these priorities, guiding assumptions and strategies, and working closely with the departments to identify areas where adjustments could be made without over compromising the 2021 plan, a balanced, responsible budget was arrived at.

Major Highlights of the 2021 Recommended Budget

- All currently provided City services are maintained, with no reduction in staffing.
- Levy increase of \$176,200 - ***Increase only to the extent of new growth which does not increase the overall tax burden to property owners*** (i.e. increase equal to increase in value due to net new construction only).
- City of Franklin, local share only, equalized tax rate of \$4.97 per thousand dollars of value – ***This is a \$0.19 decrease compared to the 2020 equalized tax rate of \$5.16 per thousand dollars of value.***
- City of Franklin, local share only, assessed tax rate is to be determined when the final assessment numbers are received from the State, likely in late October.
- A substantial reduction in shared revenue from the State for participation in the expenditure restraint program. While the City continues to meet the expenditure limitation, the aids are unavailable to communities with a tax rate of less than \$5 per thousand dollars. The average 5-year history of these aids to the City is approximately \$170,000.
- Fully balanced budget with no planned use of fund balance.
- General fund revenues increased by \$239,838 compared to the 2020 budgeted revenues.
- General fund expenditures decreased by \$23,952, compared to the 2020 budgeted expenditures, net of restricted contingency and transfers out.
- General fund personnel costs decreased by \$232,031, compared to the 2020 budgeted personnel costs, due to un-funding a previously funded position in Administration, appropriately allocating costs according to the purposes they are expended for in the areas of Utilities and Health Insurance, and a credit to the general fund for health insurance savings.
- A funded reserve, in the amount of \$200,000, has been included as part of the City's succession plan, acknowledging that we have a very seasoned workforce, and a substantial number of employees, across all departments, who are of retirement age. These funds will assist the City in maintaining required staffing levels, funding the separation costs so that positions do not need to be held open for a period of time, as we experience larger than normal turnover, which is expected to last approximately 5-7 years.

- With a goal of lowering overall plan costs, adjustments to the health insurance benefit are being made to shift the focus to attacking the cost of claims and engaging employees to do the same.
- An adjustment to the OPEB Trust and the general fund to account for investment management services provided by a general fund employee.
- Hotel/Motel tax is adjusted from 6% to 8%. An increase is anticipated in the amount of approximately \$121,000 for Tourism only, based on pre-COVID-19 revenues.
- New borrowing across all funds is projected to be \$16 Million, including: \$2 Million for City capital needs, per the City's plan to borrow funds for capital needs on an alternative year basis; \$9 Million for tax incremental financing purposes, specifically for infrastructure and development incentives; \$3 Million in Sewer debt, to fund the proposed lift station; and \$2 Million in Water debt, to partially fund a new water tower.
- No change in the solid waste fee is projected for 2021
- The sewer fee is expected to increase in 2021, amount to be determined, due to the construction of a new lift station.

2021 Budget and Operational Focuses

- Growth/Development – Smart City growth is imperative to our future. The City has been working on this for a number of years, and will continue to do so in 2021. Fully evaluating proposed developments, and searching out and pursuing desired developments, based on City plans and goals, needs to be the continued focus. This includes finding a balance in how the City encourages development, and the need to fund improvements for growth to occur, while understanding that additional resources are not available until sometime after the development occurs.
- Creating and implementing a plan to address City-wide aging infrastructure – This initiative was started in 2020, by partnering with a consultant to review the condition of the City's infrastructure. In 2021, the goal will be to use those results to create a long-term, cohesive, City-wide replacement/improvement plan, and an accompanying responsible financial model to properly execute the plan.
- Determination of the City's future water source – This initiative, which started a number of years ago, will be an ongoing focus in 2021 to ensure that the City's future is secure with regard to this critical resource.
- Attracting/maintaining a high-quality workforce – With today's workforce being more mobile than ever before and the local economy being pushed to its limits with regard to the number of available, qualified employees, it is important that the City focus on this area to ensure the continuity of services moving forward, including the following initiatives:
 - *Succession Planning* – With so many seasoned employees who are reaching retirement, it is important to establish and execute a plan to backfill positions as needed, so that positions do not need to be held open for a period of time, including a transition strategy, attraction strategy, and training and development strategy. Also, in lieu of immediately replacing a recently retired Accountant in the Finance Department, the plan is to hold that position open until the middle of 2021, when a 'Finance Director in Training' will be hired to work with the current Finance Director in his last year of employment, prior to retirement, to ensure a smooth

transition for this critical position. Then, once the incumbent Finance Director retires, which is planned to occur in 2022, the 'Finance Director in Training' will fill the Finance Director position, and the Accountant position will be filled.

- *Continual review of pay and benefits* – Focusing on how to better spend our labor and benefit dollars to maximize the return on investment, as well as ensuring that we are in line with comparable employers, is an important ongoing initiative. This includes: employee engagement and participation in containing health insurance costs, surveys among comparable employers, policy review and updates, and performance evaluations.
- *Implementation of the merit pay element of the authorized classification and compensation plan* – The current classification and compensation plan, that was approved approximately 5 years ago, includes a merit element that allows employees, through performance, to achieve a placement over the 65% level in their pay grade; however, no merit plan has been developed to date, which is creating an issue with retention. Since there was \$36,600 budgeted for this purpose in 2020, which remains unused due to the absence of an operating merit plan, these funds will be requested for carryover, to use in 2021, once a prudent plan has been authorized by the Council.
- Focus on operational efficiencies / evaluation of services provided – There will be an ongoing focus on how we can continue providing high-quality services, with limited resources, getting tighter each year. This includes: rethinking how we provide services; prioritizing the services provided, based on the community's needs; utilizing technology when possible to supplement and sustain services; searching out public/private partnerships to fill gaps, and making the best use of our resources as possible, to obtain the best return.

Strengths/Opportunities

- Developable land – Developable land is something not all communities have. This is a great feature for the City, allowing the City to plan and execute smart growth, providing additional amenities as well as spreading costs over more value.
- Funding for capital items – While the budget continues to get tighter and tighter, the City has been able to accomplish something that other cities have not—continuing to fund a large portion of its capital needs through the tax levy and landfill siting fees. The City made some excellent choices with regard to the landfill located in Franklin. The landfill siting fees received by the community have been instrumental in addressing capital needs. We need to continue to carefully consider the use of these funds on an ongoing basis, and understand that these revenues will likely sunset in 20-30 years.
- Impact Fees / Improvements – Continued planning and execution of desired and required improvements, due to growth, needs to remain high on the City's list of priorities. Coupling these fees with other available resources to build what is needed for the community is an economical way to make needed improvements a reality.
- Other Post-Employment Benefits (OPEB) Trusts – The City continues to be diligent in its funding of these future obligations, but needs to keep this on the radar as additional funds are available so as not to get into a position where funds are needed in the trusts at times when the City is not in the position to contribute.

Next Steps

- Finance Committee review of the budget - four meetings planned:
 - Tuesday, September 22nd, 4 PM - Introduction of 2021 Budget for all funds, revenues and expenditures, cost allocations, personnel head counts & additions
 - Thursday, September 24th, 4 PM - Capital & Operating Budget - Public Safety, Health, and Conservation & Development
 - Tuesday, September 29th, 4 PM - Capital & Operating Budgets - Public Works, General Government and Recreation
 - Thursday, October 1st, 4 PM - TIDs, Solid Waste, Sewer, Debt Service, Total Tax Levy and Tax Rates
- Council discussion/decision regarding Finance Committee recommendations and initial changes to the budget – October 6th
- Hearing Notice published on October 28th, on the then current budget details
- Continued deliberation of the proposed budget - October 6th - November 17th
- Council consideration of the 2021 Proposed Budget - November 17th

Closing Remarks

This budget, under the Mayor's direction and guidance, is the result of a thorough review of sources and uses, careful consideration of current and expected spending, and a number of compromises, with the focus being how to serve the community in the most favorable way. It is through a lot of hard work, resolve, and follow-through that we arrived at a prudent, fiscally responsible plan for 2021.

The Mayor and I would like to thank all of the departments for their leadership, diligence, cooperation, and willingness to make some very difficult, unselfish decisions in order to present a fiscally responsible budget to the Council. A great deal of ingenuity was used to maintain necessary service levels, while keeping the budget changes to a minimum in the face of so many restrictions and limitations, as well as the uncertainty.

Special thanks are extended to Finance Director, Paul Rotzenberg, and his staff, as well as Lisa Huening, for all of their hard work in preparing this budget document.

Staff will be as responsive as possible as we work our way through this year's process leading up to the Council's consideration of the budget on November 17th. We look forward to working together to establish a well thought out, productive 2021 plan which reflects the values and serves the needs of the community.

Respectfully Submitted,

Peggy Steeno, CPA, MBA
Director of Administration

**City of Franklin, WI
All Funds**

Statement of Revenues & Expenditures For the Year Ended Dec. 31, 2020 Budget	General Fund	Debt Service	Tax Increment Districts	Special Revenue	Capital Funds	MAYOR REC Total	Internal Service
REVENUES							
REAL ESTATE TAXES	19,184,900	1,100,000	3,803,500	1,337,200	296,000	25,721,600	
REVENUE - OTHER TAXES	626,900	21,000	679,600	0	1,305,852	2,633,352	
TRANSFERS - IN	1,050,000					1,050,000	
INTERGOVERNMENTAL	1,710,400	-	173,140	225,830	847,600	2,956,970	
LICENSES & PERMITS	1,108,650	-	-	24,000	-	1,132,650	
PENALTIES & FORFIETURES	490,000	-	-	0	-	490,000	
CHARGES FOR SERVICES	2,499,650	-	-	85,000	1,660,000	4,244,650	-
INTERGOVERNMENTAL CHARGES	203,200	-	-	0	-	203,200	
INTEREST & INV INCOME	359,718	15,000	270,000	0	260,700	905,418	-
MISCELLANEOUS	135,750	-	220,000	41,000	71,250	468,000	-
TOTAL REVENUES	27,369,168	1,136,000	5,146,240	1,713,030	4,441,402	39,805,840	0
EXPENDITURES							
GENERAL GOVERNMENT TOTAL	3,162,903	-	33,515	-	15,000	3,211,418	-
PUBLIC SAFETY TOTAL	18,352,063	-	-	94,600	-	18,446,663	-
PUBLIC WORKS TOTAL	4,288,736	-	23,100	2,048,974	-	6,360,810	-
HEALTH & HUMAN SERVICES TOTAL	713,239	-	-	199,224	-	912,463	-
CULTURE & RECREATION TOTAL	218,343	-	-	1,263,414	-	1,481,757	-
CONSERVATION & DEVELOPMENT TO	599,884	-	1,067,725	-	-	1,667,609	-
CONTINGENCY - Dept 199	10,000	-	-	-	190,650	200,650	-
CAPITAL OUTLAY			3,000,000	-	14,499,235	17,499,235	
PRINCIPAL		1,480,000	965,000			2,445,000	
INTEREST		137,363	1,410,432			1,547,795	
DEBT ISSUANCE COSTS		-	50,000		100,000	150,000	
TRANSFERS OUT	24,000					24,000	
TOTAL EXPENDITURES	27,369,168	1,617,363	6,549,772	3,606,212	14,804,885	53,947,400	-
EXCESS REVENUES (EXPENDITURES)	-	(481,363)	(1,403,532)	(1,893,182)	(10,363,483)	(14,141,560)	-
Transfers In		479,895	-	24,000	9,399,250	9,903,145	
Transfers Out		(25,886)	-	-	(5,038,259)	(5,064,145)	
General Obligation Debt Issued		-	9,000,000		2,000,000	11,000,000	
Net Change in Fund Balance	-	(27,354)	7,596,468	(1,869,182)	(4,002,492)	1,697,440	-
Beginning Fund Balance	8,859,136	937,719	1,429,693	1,988,586	14,278,422	27,493,556	2,488,519
Ending Fund Balance	8,859,136	910,365	9,026,161	119,404	10,275,930	29,190,996	2,488,519

City of Franklin, WI
General Fund - Fund 01

Official Budget Appropriation Units

2021 MAYOR REC	2018 ACTIVITY	2019 ACTIVITY	2020 ORIGINAL BUDGET	2020 AMENDED BUDGET	1 2020 Projection	3 2021 FCST	Version		Fav (Unf) Prior Adopted \$\$	Fav (-Unf) Prior Adopted Pct	
							4 2021 DEPT REQ	5 2021 MAYOR REC			
REVENUES											
	REAL ESTATE TAXES	16 887 688	18,136,986	19,005,700	19,005,700	19,005,700	19,246,800	19,219,800	19,184,900	179,200	0 9%
	REVENUE - OTHER TAXES	724 051	692,944	685,900	685,900	648,900	658,900	626,900	626,900	(59,000)	-8 6%
	TRANSFERS - IN	1 011 392	968,448	1,050,000	1,050,000	1,046,000	1,034 000	1,050,000	1,050,000	0	0 0%
	INTERGOVERNMENTAL	2 317 488	1 757,347	1,746 400	1,746,400	1 847,400	1 617,500	1,710 400	1,710,400	(36 000)	-2 1%
	LICENSES & PERMITS	1 166,158	1,314 918	903,200	905,700	1,007,480	905,700	1,108,650	1,108,650	205 450	22 7%
	FINES, FORFEITURES AND PENALTIES	475 840	451,062	546,000	546,000	450,000	490,000	490,000	490,000	(56 000)	-10 3%
	CHARGES FOR SERVICES	2 405,405	2,829,033	2,527,300	2,351,900	1,866,950	2 449,300	2 366,150	2,499,650	(27 650)	-1 1%
	INTERGOVERNMENTAL CHARGES	192 542	226,178	182 000	182,000	183,600	190 400	203 181	203,200	21,200	11 6%
	INTEREST & INV INCOME	241 397	510,943	343,580	343,580	345,500	236 500	343,500	359 718	16 138	4 7%
	MISCELLANEOUS	244 135	189,606	139,250	136,750	138,000	138 750	135 750	135,750	(3 500)	-2 5%
	Total Revenues	25,666,096	27,077,465	27,129,330	26,953,930	26,539,530	26,967,850	27,254,331	27,369,168	239,838	0 9%
	GENERAL GOVERNMENT TOTAL	2,943 282	2 953 923	3,393,982	3,496,918	2,967,035	3,426,714	3,577,597	3 182,903	(231,079)	-6 8%
	PUBLIC SAFETY TOTAL	17,077,224	17 157,353	18,446,978	18,676,439	17,739,750	18 518 226	18,692,000	18,352 063	(94,915)	-0 5%
	PUBLIC WORKS TOTAL	3 388 371	4 140,073	4,151,677	4,906,734	4,070,505	4 138,199	4,573,785	4 288,736	137,059	3 3%
	HEALTH & HUMAN SERVICES TOTAL	670 134	646,760	737,635	737,635	723,410	746,751	720,615	713 239	(24,396)	-3 3%
	CULTURE & RECREATION TOTAL	240,915	223 360	210 448	210 448	190,485	213,619	219,385	218,343	7,895	3 8%
	CONSERVATION & DEVELOPMENT TOTAL	512 158	606,419	619,400	716,294	622,963	621,925	771,692	599,884	(19 516)	-3 2%
	TRANSFERS OUT TOTAL	84 000	52 100	524,000	524,000	0	24,000	24 000	24,000	(500 000)	-95 4%
	CONTINGENCY	1 200	0	1,144,000	979,815		(190 000)	(190,000)	10,000	(1,134,000)	-99 1%
	TOTAL EXPENDITURES	24,917,284	25,779,988	29,228,120	30,248,283	26,314,148	27,499,434	28,389,074	27,369,168	(1,858,952)	-6 4%
	NET REVENUES (EXPENDITURES)	748,812	1,297,477	(2,098,790)	(3,294,353)	225,382	(531,584)	(1,134,743)	0	2,098,790	-100 0%
	BEGINNING FUND BALANCE	6,587 465	7,336 277	8,633,754	8,633,754	8,633 754	8,859,136	8,859 136	8,859,136		
	ENDING FUND BALANCE	7,336,277	8,633,754	6 534,964	5,339,401	8,859,136	8 327,552	7 724 393	8,859,136		
	Total Tax Levy										
	General Fund	16,887,688	18,136,986	19,005 700	19,005,700	19,005,700	19,246,800	19 219,800	19,184,900	179,200	0 9%
	Library Fund	1 303 200	1,312,700	1,340,500	1,340,500	1,340,500	1,357 200	1,362,000	1,337 200	(3 300)	-0 2%
	Capital Funds	1,515,200	646,000	295,700	295,700	295,700	296 000	296,000	296,000	300	0 1%
	Debt Service Fund	1,300,000	1,300,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	0	0 0%
	Total Tax Levy	21,006,088	21,395,686	21,741,900	21,741,900	21,741,900	22,000,000	21,977,800	21,918,100	176,200	0 8%

City of Franklin, WI
Debt Service Funds 31 & 51

2021
MAYOR REC

Official Budget Appropriation Units

	2018 ACTIVITY	2019 ACTIVITY	2020 ORIGINAL BUDGET	2020 AMENDED BUDGET	2020 Forecast	2021 FCST	Version		Fav (Unf) Prior Adopted \$\$	Fav (-Unf) Prior Adopted Pct
							4 2021 DEPT REQ	5 2021 MAYOR REC		
REVENUES										
REAL ESTATE TAXES	1 300,000	1,300,000	1,100,000	1,100,000	1,100 000	1 100,000	1,100,000	1,100,000	0	0 0%
INTEREST & INV INCOME	3,958	10,816			3,000				0	
Total Revenues	1,303,958	1,310,816	1,100,000	1,100,000	1,103,000	1,100,000	1,100,000	1,100,000	0	0.00%
PRINCIPAL	1 330,000	1 405,000	1,387,500	1,387,500	1,425,000	1,480,000	1 480 000	1,480,000	92,500	6 7%
INTEREST	148,898	135,337	200,272	200,272	200,000	137,363	137,363	137,363	(62 909)	-31 4%
Total Expenditures	1,478,898	1 540,337	1,587,772	1,587,772	1,625,000	1,617,363	1,617 363	1,617,363	29,591	1 9%
Excess Revenue (Expenditures)	(174,940)	(229,521)	(487,772)	(487,772)	(522,000)	(517,363)	(517,363)	(517,363)	(29,591)	
Transfers In	392,254	312,067	487,772	487,772	475,000		479,895	479,895	(7 877)	-1 6%
Total Other Financing	392,254	312,067	487,772	487,772	475,000	-	479,895	479,895	(7,877)	-1 6%
Net Change in Fund Balance	217,314	82,546	0	0	(47,000)	(517,363)	(37,468)	(37,468)	(37,468)	
Beginning Fund Balance	51,071	268,385	350,931	350,931	350,931	303,931	303,931	303,931		
Ending Fund Balance	268,385	350,931	350,931	350,931	303,931	(213 432)	266,463	266,463		
Special Assessments Fund 51										
REVENUE - OTHER TAXES	75,993	28,524	65,000	65,000	21,000		21,000	21,000	(44 000)	-67 7%
INTEREST & INV INCOME	14,390	24,772	12,000	12,000	15,000		15,000	15,000	3 000	25 0%
Total Revenues	90,383	53,296	77,000	77,000	36,000	0	36,000	36,000	(41,000)	-53 25%
Total Expenditures	-	-	-	-	-	-	-	-	-	
Excess Revenue (Expenditures)	90,383	53,296	77,000	77,000	36,000	0	36,000	36,000	(41,000)	-53 2%
Transfers In			(34,090)	(34 090)	(34,000)				34,090	-100 0%
Transfers Out	(60,000)		(600,000)	(600,000)			(25,886)	(25,886)	574,114	-95 7%
Total Other Financing	(60,000)	-	(634,090)	(634,090)	(34 000)	-	(25,886)	(25,886)	608,204	
Net Change In Fund Balance	30,383	53,296	(557,090)	(557,090)	2,000	-	10,114	10,114	567,204	
Beginning Fund Balance	683,951	714,334	767,630	767,630	767,630	769,630	769,630	769,630		
Ending Fund Balance	714,334	767,630	210,540	210,540	769 630	769 630	779 744	779,744		

City of Franklin, WI
Debt Service Funds 31 & 51

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Official Budget Appropriation Units

	2018 ACTIVITY	2019 ACTIVITY	2020 ORIGINAL BUDGET	2020 AMENDED BUDGET	2020 Forecast	2021 FCST	Version		Fav (Unf) Prior Adopted \$\$	Fav (-Unf) Prior Adopted Pct
							4 2021 DEPT REQ	5 2021 MAYOR REC		
DEBT SERVICE FUND TOTAL										
REVENUES										
REAL ESTATE TAXES	1,300,000	1,300,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	0	0.0%
REVENUE - OTHER TAXES	75,993	28,524	65,000	65,000	21,000	0	21,000	21,000	(44,000)	-67.7%
INTEREST & INV INCOME	18,348	35,588	12,000	12,000	18,000	0	15,000	15,000	3,000	25.0%
Total Revenues	1,394,341	1,364,112	1,177,000	1,177,000	1,139,000	1,100,000	1,136,000	1,136,000	(41,000)	
PRINCIPAL	1,330,000	1,405,000	1,387,500	1,387,500	1,425,000	1,480,000	1,480,000	1,480,000	92,500	6.7%
INTEREST	148,898	135,337	200,272	200,272	200,000	137,363	137,363	137,363	(62,909)	-31.4%
DEBT ISSUANCE COSTS	-	-	-	-	-	-	-	-	0	
Total Expenditures	1,478,898	1,540,337	1,587,772	1,587,772	1,625,000	1,617,363	1,617,363	1,617,363	29,591	
Excess Revenue (Expenditures)	(84,557)	(176,225)	(410,772)	(410,772)	(486,000)	(517,363)	(481,363)	(481,363)	(70,591)	
Transfers In	392,254	312,067	453,682	453,682	441,000	-	479,895	479,895		0.0%
Transfers Out	(60,000)	-	(600,000)	(600,000)	-	-	(25,886)	(25,886)		0.0%
General Obligation Debt Issued	-	-	-	-	-	-	-	-		
Total Other Financing	332,254	312,067	(146,318)	(146,318)	441,000	-	454,009	454,009		
Net Change in Fund Balance	247,697	135,842	(557,090)	(557,090)	(45,000)	(517,363)	(27,354)	(27,354)		
Beginning Fund Balance	735,022	982,719	982,719	982,719	982,719	937,719	937,719	937,719		
Ending Fund Balance	982,719	1,118,561	425,629	425,629	937,719	420,356	910,365	910,365		

City of Franklin, WI
TID's

Official Budget Appropriation Units

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MAYOR REC

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TID3 SUMMARY

	2018	2019	2020	2020	2020	2021	2021	Fav (Unf)	Fav (-Unf)
	ACTIVITY	ACTIVITY	ORIGINAL	AMENDED	Forecast	DEPT REQ	MAYOR REC	Prior Adopted	Prior Adopted
REAL ESTATE TAXES	1 381 191	1 114 683	1,409,000	1,409 000	1 401 700	2 107 000	2 107 000	698 000	49 5%
INTERGOVERNMENTAL	464 931	482,476	507,500	507,500	513 900	61,440	61,440	(446,060)	-87 9%
INTEREST & INV INCOME	35 030	95 601	25,000	25 000	15 000	-	-	(25 000)	-100 0%
MISCELLANEOUS	5	-	-	-	-	-	-	-	-
Total Revenues	1 881 157	1 692 780	1,941,500	1 941 500	1 930,600	2,644,440	2,706,440	764,940	39.40%
GENERAL GOVERNMENT TOTAL	141 351	100 146	12,550	12 550	7 300	4,920	5,070	(7,480)	-59 6%
CONSERVATION & DEVELOPMENT TOTAL	-	5,291,991	711,705	760,705	760 750	1,050,225	1,050 225	338,520	47 6%
CAPITAL OUTLAY	1 002	-	-	-	-	-	-	-	-
PRINCIPAL	985,000	-	665,000	665,000	665 000	965 000	965,000	300 000	45 1%
INTEREST	15,158	47,921	80,265	80,265	80,525	56 075	55,795	(24 470)	-30 5%
DEBT ISSUANCE COSTS	-	38,681	-	-	-	-	-	-	-
Total Expenditures	1,142,511	5,478 739	1,469,520	1 518,520	1,513,575	2,076,220	2,076 090	606 570	41.3%
Excess Revenue (Expenditures)	738,646	(3,785,979)	471,980	422,980	417 025	568,220	630,350	158,370	
General Obligation Debt Issued	-	3,024,367	-	-	-	-	-	-	-
Total Other Financing	-	3,024,367	-	-	-	280	-	-	-
Net Change in Fund Balance	738,646	(761,612)	471 980	422,980	417 025	568,500	630,350		
Beginning Fund Balance	(85,124)	653,522	(108,090)	(108,090)	(108,090)	308,935	308,935		
Ending Fund Balance	653,522	(108,090)	363,890	314,890	308,935	877,435	939 285		
TID 4 SUMMARY									
REAL ESTATE TAXES	1,059,413	1,132 983	1,144,700	1 144,700	1,138 800	1 183,000	1 183,000	38,300	3.3%
REVENUE - OTHER TAXES	132 872	-	120,000	120 000	73,900	50,000	50,000	(70 000)	-58.3%
INTERGOVERNMENTAL	16,195	21,414	48,900	48,900	53,700	86,060	86,060	37,160	76 0%
INTEREST & INV INCOME	56,083	118,138	74,000	74 000	73,900	-	-	(74,000)	-100 0%
Total Revenues	1 264,563	1,272 535	1,387 600	1,387 600	1,340,300	1 319 060	1 319 060	(68 540)	-4 9%
GENERAL GOVERNMENT TOTAL	12,384	16,714	7,550	22,550	12,370	4 920	5,070	(2,480)	-32.8%
PUBLIC WORKS TOTAL	79 670	28,589	23,040	1 543,715	-	-	-	(23,040)	-100 0%
CONSERVATION & DEVELOPMENT TOTAL	-	9,000	700	10,700	700	-	-	(700)	-100 0%
CAPITAL OUTLAY	487 049	241,751	11 000,000	10 237 606	8,574,000	-	-	(11,000 000)	-100 0%
PRINCIPAL	-	-	-	-	-	-	-	-	-
INTEREST	-	-	75 000	75 000	-	36 875	36,875	36,875	-
DEBT ISSUANCE COSTS	-	-	-	-	-	-	-	(75,000)	-100 0%
Total Expenditures	579,103	296,054	11,106,290	11,889,571	8,587 070	41,795	41 945	(11 064,345)	-99.62%
Excess Revenue (Expenditures)	685,460	976,481	(9,718,690)	(10,501,971)	(7,246,770)	1 277,265	1 277,115	10 995,805	
General Obligation Debt Issued	-	-	6,200,000	6,200,000	-	-	-	(6,200,000)	-100 0%
Total Other Financing	-	-	6,200,000	6,200,000	-	-	-	(6,200,000)	-100 0%
Net Change in Fund Balance	685,460	976 481	(3,518,690)	(4,301 971)	(7 246 770)	1 277 265	1,277,115	4 795 805	
Beginning Fund Balance	2,405,999	3,091,459	4,067,940	4,067,940	4,067,940	(3,178 830)	(3 178 830)		
Ending Fund Balance	3 091 459	4,067,940	549,250	(234 031)	(3 178 830)	(1 901 565)	(1 901 715)		

City of Franklin, WI
TID's

Official Budget Appropriation Units

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TID 5 SUMMARY

2018 ACTIVITY	2019 ACTIVITY	2020 ORIGINAL	2020 AMENDED	2020 Forecast	2021 DEPT REQ	2021 MAYOR REC	Fav (Unf) Prior Adopted	Fav (-Unf) Prior Adopted	
REAL ESTATE TAXES	30 500	30 951	756,000	756 000	721,361	501,000	501 000	(255 000)	-33 7%
REVENUE - OTHER TAXES	-	-	-	-	91,560	91 600	91 600	91 600	
INTERGOVERNMENTAL	-	123	12,900	12,900	12 900	25 640	25,640	12,740	98 8%
INTEREST & INV INCOME	198 075	104 510	1,000	1 000	55 600	-	-	(1,000)	-100 0%
MISCELLANEOUS	-	-	-	-	-	-	220 000	220 000	
Total Revenues	228,575	135,584	789,900	789,900	881,421	818 240	838,240	68 340	8 9%
GENERAL GOVERNMENT TOTAL	32 318	87,243	18 100	38 059	31,800	8 885	9 035	(9,085)	-50 1%
PUBLIC WORKS TOTAL	27 855	23,910	9,500	14 429	-	2 040	2,040	(7,480)	-78 5%
CONSERVATION & DEVELOPMENT TOTAL	34,095	5 929,866	700	7 950	7,250	960	5,000	4 300	614 3%
CAPITAL OUTLAY	14 399,213	5,296,810	-	-	-	-	-	-	
PRINCIPAL	-	10 000 000	-	4,000,000	4,000 000	-	-	-	
INTEREST	227 520	735 085	890 783	890 783	775 374	821 641	821 641	(69 122)	-7 8%
DEBT ISSUANCE COSTS	203 184	221,471	-	-	-	-	-	-	
Total Expenditures	14 924,185	22,294,385	919,083	4,951,201	4,814,424	833,526	837,716	(81,347)	-8 9%
Excess Revenue (Expenditures)	(14,695,610)	(22,158,801)	(149,163)	(4,181,301)	(3,933,003)	(215,286)	524	149,687	

General Obligation Debt Issued	23,480,000	17,927,999	-	-	-	-	-	-	
Total Other Financing	23 480,000	17 927 999	-	-	-	-	-	-	

Net Change in Fund Balance 8,784,390 (4,230,802) (149,163) (4,181,301) (3,933,003) (215,286) 524 149,687

Beginning Fund Balance	(98 875)	8,685,515	4 454,713	4,454,713	4,454,713	521,710	521,710		
Ending Fund Balance	8,685 515	4 454 713	4,305,550	273,412	521,710	308,424	522,234		

TID 6 SUMMARY

REVENUES	2018	2019	2020	2020	2020	2021	2021	Fav (Unf)	Fav (-Unf)
REAL ESTATE TAXES	-	-	-	-	-	-	-	-	-
REVENUE - OTHER TAXES	-	-	-	-	-	-	-	-	-
INTEREST & INV INCOME	-	120 883	25 000	25 000	9 000	-	-	(25 000)	100 0%
MISCELLANEOUS	-	-	7,500	7 500	7,500	-	-	(7,500)	-100 0%
Total Revenues	-	120 883	32 500	32 500	16,500	-	-	(32 500)	-100 00%
GENERAL GOVERNMENT TOTAL	-	12,770	10 650	10 650	4 750	7,920	8 070	(2 580)	-24 2%
PUBLIC WORKS TOTAL	-	-	28,040	28,040	14,800	20,040	21 060	(6,980)	-24 9%
CONSERVATION & DEVELOPMENT TOTAL	13,344	-	700	1,856	-	960	12 500	11 800	1685 7%
CAPITAL OUTLAY	-	1,065 175	3,000,000	9,000,000	8,000,000	1,500 000	3 000 000	-	0 0%
INTEREST	-	116,963	281,590	281,590	220,400	342 850	342 850	61,260	21 8%
DEBT ISSUANCE COSTS	-	109,100	45,000	45,000	45,000	50,000	50,000	5,000	11 1%
Total Expenditures	13 344	1,304 008	3,365 980	9,367,136	8,284,950	1,921,770	3 434 480	68,500	2 0%
Excess Revenue (Expenditures)	(13 344)	(1 183,125)	(3,333 480)	(9,334,636)	(8,268,450)	(1,921 770)	(3 434 480)		0 0%

General Obligation Debt Issued	-	6,638,319	3,250,000	3,250,000	3,200,000	3,000,000	3,000,000	(250,000)	-7 69%
Total Other Financing	-	6 638 319	3 250,000	3,250,000	3,200,000	3,000,000	3,000 000	(250 000)	-7 69%

Net Change in Fund Balance (13 344) 5 455,194 (83,480) (6 084,636) (5 068,450) 1 078 230 (434 480)

Beginning Fund Balance	-	(13,344)	5,441,850	5,441,850	5,441,850	373,400	373,400		
Ending Fund Balance	(13,344)	5,441 850	5,358,370	(642,786)	373 400	1,451 630	(61 080)		

City of Franklin, WI
TID's

Official Budget Appropriation Units

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	2018 ACTIVITY	2019 ACTIVITY	2020 ORIGINAL	2020 AMENDED	2020 Forecast	Version		Fav (Unf) Prior Adopted	Fav (-Unf) Prior Adopted
						4 2021 DEPT REQ	5 2021 MAYOR REC		
TID7 SUMMARY									
REAL ESTATE TAXES	-	-	-	-	-	12,500	12,500	12,500	
INTERGOVERNMENTAL	-	-	-	-	-	-	-	-	
INTEREST & INV INCOME	-	5,438	270,000	270,000	180,000	270,000	270,000	-	0.00%
MISCELLANEOUS	-	42,500	-	-	-	-	-	-	
Total Revenues	-	47,938	270,000	270,000	183,300	282,500	282,500	12,500	4.63%
GENERAL GOVERNMENT TOTAL	-	49,356	13,300	13,300	7,300	6,120	6,270	(7,030)	-52.86%
PUBLIC WORKS TOTAL	-	13,400	-	-	-	-	-	-	
CONSERVATION & DEVELOPMENT TOTAL	-	-	700	24,800	-	-	-	(700)	-100.00%
CAPITAL OUTLAY	-	1,678,254	-	-	-	100,000	-	-	
INTEREST	-	-	268,549	268,549	114,530	153,271	153,271	(115,278)	-42.93%
DEBT ISSUANCE COSTS	-	53,920	-	-	-	-	-	-	
Total Expenditures	-	1,794,930	282,549	306,649	121,830	259,391	159,541	(123,008)	-43.54%
Excess Revenue (Expenditures)	-	(1,746,992)	(12,549)	(36,649)	61,470	23,109	122,959	135,508	
General Obligation Debt Issued	-	5,090,000	-	-	-	-	-	-	
Total Other Financing	-	5,090,000	-	-	-	-	-	-	
Net Change in Fund Balance	-	3,343,008	(12,549)	(36,649)	61,470	23,109	122,959		
Beginning Fund Balance	0	-	3,343,008	3,343,008	3,343,008	3,404,478	3,404,478		
Ending Fund Balance	-	3,343,008	3,330,459	3,306,359	3,404,478	3,427,587	3,527,437		
TID8 SUMMARY									
REAL ESTATE TAXES	-	-	-	-	-	-	-	-	
INTERGOVERNMENTAL	-	-	-	-	-	-	-	-	
INTEREST & INV INCOME	-	-	-	-	-	-	-	-	
MISCELLANEOUS	-	-	-	-	-	-	-	-	
Total Revenues	-	-	-	-	-	-	-	-	
GENERAL GOVERNMENT TOTAL	-	-	-	-	-	7,920	8,070	8,070	
PUBLIC WORKS TOTAL	-	-	-	-	-	1,179,540	644,060	644,060	
CONSERVATION & DEVELOPMENT TOTAL	-	-	-	-	-	2,502,040	2,517,500	2,517,500	
CAPITAL OUTLAY	-	-	-	-	-	7,180,500	5,150,500	5,150,500	
INTEREST	-	-	-	-	-	-	-	-	
DEBT ISSUANCE COSTS	-	-	-	-	-	110,000	100,000	100,000	
Total Expenditures	-	-	-	-	-	10,980,000	8,420,130	8,420,130	
Excess Revenue (Expenditures)	-	-	-	-	-	(10,980,000)	(8,420,130)	(8,420,130)	
General Obligation Debt Issued	-	-	-	-	-	11,100,000	6,000,000	6,000,000	
Total Other Financing	-	-	-	-	-	11,100,000	6,000,000	6,000,000	
Net Change in Fund Balance	-	-	-	-	-	120,000	(2,420,130)	(2,420,130)	
Beginning Fund Balance	0	-	-	0	0	0	0	-	
Ending Fund Balance	-	-	-	0	0	120,000	(2,420,130)	(2,420,130)	

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	2018 ACTIVITY	2019 ACTIVITY	2020 ORIGINAL	2020 AMENDED	2020 Forecast	Version		Fav (Unf) Prior Adopted	Fav (-Unf) Prior Adopted
						4 2021 DEPT REQ	5 2021 MAYOR REC		
All TID's									
REVENUES									
REAL ESTATE TAXES	2,471,104	2,278,617	3,309,700	3,309,700	3,261,861	3,803,500	3,803,500	493,800	14.92%
REVENUE OTHER TAXES	132,872	-	120,000	120,000	165,460	617,600	679,600	559,600	466.33%
INTERGOVERNMENTAL	481,126	504,013	569,300	569,300	580,500	173,140	173,140	(396,160)	-69.59%
INTEREST & INV INCOME	289,188	444,570	395,000	395,000	333,500	270,000	270,000	(125,000)	-31.65%
MISCELLANEOUS	7	42,500	7,500	7,500	7,500	-	220,000	212,500	2833.33%
Total Revenues	3,374,297	3,269,700	4,401,500	4,401,500	4,352,121	4,864,240	5,146,240	744,740	16.92%
GENERAL GOVERNMENT TOTAL	186,053	266,229	62,150	97,109	63,520	40,685	41,585	(28,635)	-46.07%
PUBLIC WORKS TOTAL	107,525	65,899	60,580	1,586,184	14,800	1,201,620	667,160	(37,480)	-61.87%
CONSERVATION & DEVELOPMENT TOTAL	47,439	11,230,857	714,505	806,011	768,700	3,554,185	3,585,225	353,220	49.44%
CAPITAL OUTLAY	14,887,264	8,281,990	14,000,000	19,237,606	16,574,000	8,780,500	8,150,500	(11,000,000)	-78.57%
PRINCIPAL	985,000	10,000,000	665,000	4,665,000	4,665,000	965,000	965,000	300,000	45.11%
INTEREST	242,678	899,969	1,521,167	1,521,167	1,190,829	1,410,712	1,410,432	(110,735)	-7.28%
DEBT ISSUANCE COSTS	203,184	423,172	120,000	120,000	45,000	160,000	150,000	(70,000)	-58.33%
Total Expenditures	16,659,143	31,168,116	17,143,402	28,033,077	23,321,849	16,112,702	14,969,902	(10,593,630)	-61.79%
Excess Revenue (Expenditures)	(13,284,846)	(27,898,416)	(12,741,902)	(23,631,577)	(18,969,728)	(11,248,462)	(9,823,662)	11,338,370	
General Obligation Debt Issued	23,480,000	32,680,685	9,450,000	9,450,000	3,200,000	14,100,000	9,000,000	(450,000)	-4.76%
Total Other Financing	23,480,000	32,680,685	9,450,000	9,450,000	3,200,000	14,100,280	9,000,000	(450,000)	-4.76%
Net Change in Fund Balance	10,195,154	4,782,269	(3,291,902)	(14,181,577)	(15,769,728)	2,851,818	(823,662)	10,888,370	
Beginning Fund Balance	2,221,998	12,417,152	17,199,421	17,199,421	17,199,421	1,429,693	1,429,693		
Ending Fund Balance	12,417,152	17,199,421	13,907,519	3,017,844	1,429,693	4,281,511	606,031		

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						1	4		
						2021 DEPT REQ	2021 MAYOR REC		
Utility Development Fund 22									
REVENUE - OTHER TAXES	250,217	425,757	75,000	75,000	163,000	125 000	125 000	50 000	66 7%
INTEREST & INV INCOME	48,944	56,502	18,000	18,000	16,000	17 500	17,500	(500)	-2 8%
Total Revenues	299,161	482,259	93 000	93,000	179 000	142 500	142 500	49,500	53 2%
Transfers In									0
Transfers Out			(1 120 000)	(1 120 000)		(1,000 000)	(1 000 000)	120,000	
Total Other Financing	-	-	(1,120,000)	(1,120,000)	-	(1,000,000)	(1 000 000)	120 000	
Net Change in Fund Balance	299,161	482,259	(1,027,000)	(1,027,000)	179,000	(857,500)	(857,500)		
Beginning Fund Balance	1,413,379	1,712,540	2,194,799	2,194,799	2,194,799	2,373,799	2,373,799		
Ending Fund Balance	1,712 540	2,194,799	1,167,799	1,167,799	2,373,799	1 516,299	1 516 299		
Development Fund 27 (Impact Fees)									
Impact Fee - Parks	869,037	948 902	804,000	804,000	179,000	146,117	146 117	(657,883)	-81 8%
Impact Fee - Sewer	4,689	48 440	48,000	48,000	113,000	112,000	112 000	64,000	133 3%
Impact Fee - Administrative	20,625	21 684	15,000	15,000	3,500	7,535	7 535	(7,465)	-49 8%
Impact Fee - Water	938 441	1,158 186	679,000	679 000	300,000	498,000	498 000	(181 000)	-26 7%
Impact Fee - Transportation	55 533	113 102	22,000	22,000	20,000	158 825	158 825	136 825	621 9%
Impact Fee - Fire	136,410	174,135	133,500	133,500	30,000	108,875	108,875	(24 625)	-18 4%
Impact Fee - Law Enforcement	250,076	322,218	207 700	207,700	50,000	124,750	124,750	(82,950)	-39 9%
Impact Fee - Library	243,988	262,058	224,000	224,000	50,000	24,750	24,750	(199 250)	-89 0%
REVENUE - OTHER TAXES	2 518,799	3 048 725	2 133 200	2 133,200	745,500	1,180 852	1 180 852	(952 348)	-44 6%
INTEREST & INV INCOME	70,663	187,289	120,000	120,000	144,687	185,500	185,500	65 500	54 6%
MISCELLANEOUS								0	
Total Revenues	2 589 462	3 236,014	2,253,200	2 253 200	890,187	1 366 352	1,366 352	(1 839 196)	-81 6%
EXPENDITURES									
GENERAL GOVERNMENT TOTAL	1 388	6 701	25,000	33,553	35 000	15,000	15 000	(10 000)	-40 0%
Total Expenditures	1 388	6,701	25,000	33,553	35 000	15,000	15 000	(10 000)	-40 0%
Excess Revenue (Expenditures)	2,588,074	3,229 313	2 228 200	2,219 647	855 187	1 351 352	1,351,352	(1 829 196)	
Parks	202,039	212 631	621,500	718 185	150,000	1,259,250	1 259 250	637 750	102 6%
Transportation	43,541	18 000	71 923	71 923	72,000	71,886	71 886	(37)	-0 1%
Fire	45 226	39 333	42 937	42 937	43,000	42,941	42 941	4	0 0%
Law Enforcement	130,220	133 800	205,082	205,082	205,000	205,182	205,182	100	0 0%
Library	113 267	132,286	134 000	134,000	134,000	134,000	134,000	0	0 0%
Water	80 085	-	1 025 000	1,368,130	556,000	2,250,000	2 250,000	1 225,000	119 5%
Sewer		-	250,000	250,000		75,000	75,000	(175 000)	-70 0%
Total Transfers Out	(614,378)	(536,050)	(2,350 442)	(2,790,257)	(1,160 000)	(4,038,259)	(4,038,259)	(1,687,817)	71 8%
Total Other Financing	(614 378)	(536 050)	(2 350 442)	(2 790 257)	(1,160 000)	(4 038 259)	(4 038 259)	(1,687 817)	71 8%
Net Change in Fund Balance	1,973,696	2,693,263	(122,242)	(570,610)	(304,813)	(2,686,907)	(2,686,907)	(3,517,013)	2877 1%
Beginning Fund Balance	4,166,498	6,140,194	8,833,457	8,833,457	8,833,457	8,528,644	8,528,644		
Ending Fund Balance	6 140 194	8 833 457	8,711 215	8 262 847	8 528,644	5,841,737	5 841 737		

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Capital Outlay Fund 41									
REAL ESTATE TAXES	450 500	452 800	295,700	295 700	295 700	296 000	296 000	300	0 1%
INTERGOVERNMENTAL	5 120	3,998	6,000	45 900	16,700	15,000	15,000	9,000	150 0%
CHARGES FOR SERVICES	147 000	317,730	483 900	475 000	475,000	375 000	880,600	396 700	82 0%
INTEREST & INV INCOME	9 088	17,956	7,800	7 800	10,800	7 800	7,800	0	0 0%
MISCELLANEOUS	323	0	-	-	18,000	21 250	21 250	21 250	
SALE OF CAPITAL ASSETS	22 548	31,327	25,000	43,125	20 000	20 000	20,000	(5,000)	-20 0%
Total Revenues	634 579	823 811	818,400	867 525	836,200	735 050	1 240,650	422 250	51 6%
EXPENDITURES									
CONTINGENCY - Dept 199			60,000	33,000		50,000	40,650	(19 350)	-32 3%
CAPITAL OUTLAY	655,573	757,145	929 350	1,097,998	1 005,200	2 723,025	1,746,235	816,885	87 9%
DEBT ISSUANCE COSTS								0	
Total Expenditures	655,573	757,145	989 350	1,130 998	1,005,200	2,773 025	1,786,885	797,535	80 6%
Excess Revenue (Expenditures)	(20 994)	66 666	(170 950)	(263,473)	(169 000)	(2 037,975)	(546,235)	(375 285)	
Transfers In	101 000		-				-	0	
Transfers Out	(8 000)	-						0	
General Obligation Debt Issued							542,000	542,000	
Total Other Financing	93 000	-	-	-	-	-	542,000	542 000	
Net Change in Fund Balance	72,006	66,666	(170,950)	(263,473)	(169,000)	(2,037,975)	(4,235)		
Beginning Fund Balance	353,039	425,045	491,711	491,711	491,711	322,711	322,711		
Ending Fund Balance	425,045	491,711	320,761	228,238	322,711	(1,715,264)	318,476		
Equipment Replacement Fund 42									
REAL ESTATE TAXES	350 000	175,000	0					0	
INTERGOVERNMENTAL					175 000			0	
CHARGES FOR SERVICES	200,000	500 000	677 600	400 000	400,000	690 000	604 400	(73,200)	-10 8%
INTEREST & INV INCOME	38,372	91,827	37,400	37,400	35,000	37,400	37 400	0	0 0%
MISCELLANEOUS		727						0	
SALE OF CAPITAL ASSETS	59 104	3 151	56,500	56,500	30 000	30,000	30,000	(26,500)	-46 9%
Total Revenues	647,476	770 705	771 500	493,900	640,000	757 400	671,800	(99,700)	-12 9%
EXPENDITURES									
CAPITAL OUTLAY	321,597	888,337	850,000	1,056 974	1,037 900	2,285,080	1,168,500	318,500	37 5%
Total Expenditures	321 597	888,337	850,000	1,056,974	1,037,900	2,285 080	1 168 500	318,500	37 5%
Excess Revenue (Expenditures)	325 879	(117,632)	(78 500)	(563,074)	(397,900)	(1,527 680)	(496,700)	(418 200)	
Transfers In	8,000							0	
Total Other Financing	8,000	-	-	-	-	-	-	-	
Net Change in Fund Balance	333,879	(117,632)	(78,500)	(563,074)	(397,900)	(1,527,680)	(496,700)		
Beginning Fund Balance	2,311,815	2,645,694	2,528,062	2,528,062	2,528,062	2,130,162	2,130,162		
Ending Fund Balance	2 645 694	2 528,062	2 449,562	1 964,988	2,130 162	602 482	1 633 462		

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						1	4		
						2021 DEPT REQ	2021 MAYOR REC		
Capital Improvement Fund 46									
INTERGOVERNMENTAL			500,000	1,443,000	824,000			(500,000)	-100.0%
CHARGES FOR SERVICES	284,102	1,229,622	722,000	180,000	520,000	180,000	-	(722,000)	-100.0%
INTEREST & INV INCOME	53,564	87,052	25,000	25,000	25,000	5,000	5,000	(20,000)	-80.0%
MISCELLANEOUS	11,085	65						0	
SALE OF CAPITAL ASSETS	(2)							0	
Total Revenues	348,749	1,316,739	1,247,000	1,648,000	1,369,000	185,000	5,000	(1,242,000)	-99.6%
EXPENDITURES									
CONTINGENCY - Dept 199			175,000	171,070		150,000	150,000	(25,000)	-14.3%
CAPITAL OUTLAY	921,910	5,179,941	4,745,000	6,439,619	3,182,081	13,150,800	10,584,500	5,839,500	123.1%
DEBT ISSUANCE COSTS		49,924				100,000	100,000	100,000	
Total Expenditures	921,910	5,229,865	4,920,000	6,610,689	3,182,081	13,400,800	10,834,500	5,914,500	120.2%
Excess Revenue (Expenditures)	(573,161)	(3,913,126)	(3,673,000)	(4,962,689)	(1,813,081)	(13,215,800)	(10,829,500)		
Transfers In	202,039	304,631	2,841,500	2,912,900	197,000	9,422,250	9,399,250	6,557,750	230.8%
Transfers Out	(101,000)							0	
General Obligation Debt Issued		2,297,598	0			3,900,000	1,458,000	1,458,000	
Total Other Financing	101,039	2,602,229	2,841,500	2,912,900	197,000	13,322,250	10,857,250	8,015,750	282.1%
Net Change in Fund Balance	(472,122)	(1,310,897)	(831,500)	(2,049,789)	(1,616,081)	106,450	27,760		
Beginning Fund Balance	3,795,495	3,323,373	2,012,476	2,012,476	2,012,476	396,395	396,395		
Ending Fund Balance	3,323,373	2,012,476	1,180,976	(37,313)	396,395	502,845	424,145		
Street Improvement Fund 47									
REAL ESTATE TAXES	714,700	18,200	0		-			0	
INTERGOVERNMENTAL	86,748	700,000	845,000	845,000	765,000	723,000	832,600	(12,400)	-1.5%
CHARGES FOR SERVICES	133,000	343,270	368,500	350,000	350,000	175,000	175,000	(193,500)	-52.5%
INTEREST & INV INCOME	11,508	14,136	4,800	4,800	5,500	4,800	7,500	2,700	56.3%
MISCELLANEOUS	1							0	
Total Revenues	945,957	1,075,606	1,218,300	1,199,800	1,120,500	902,800	1,015,100	(203,200)	-16.7%
EXPENDITURES									
CAPITAL OUTLAY	832,832	968,785	1,300,000	1,487,936	1,100,000	2,650,000	1,000,000	(300,000)	-23.1%
Total Expenditures	832,832	968,785	1,300,000	1,487,936	1,100,000	2,650,000	1,000,000	(300,000)	-23.1%
Excess Revenue (Expenditures)	113,125	106,821	(81,700)	(288,136)	20,500	(1,747,200)	15,100	96,800	
Net Change in Fund Balance	113,125	106,821	(81,700)	(288,136)	20,500	(1,747,200)	15,100	-	
Beginning Fund Balance	286,265	399,390	506,211	506,211	506,211	526,711	526,711		
Ending Fund Balance	399,390	506,211	424,511	218,075	526,711	(1,220,489)	541,811		

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						1	4		
						2021 DEPT REQ	2021 MAYOR REC		
All Capital Funds									
REAL ESTATE TAXES	1 515 200	646,000	295,700	295,700	295 700	296 000	296 000	300	0 1%
REVENUE - OTHER TAXES	2 769,016	3,474,482	2,208,200	2 208,200	908,500	1 305 852	1 305 852	(902,348)	-40 9%
INTERGOVERNMENTAL	91 868	703,998	1 351 000	2 333 900	1 780 700	738,000	847,600	(503 400)	-37 3%
CHARGES FOR SERVICES	764 102	2 390 622	2 252,000	1,405 000	1,745 000	1 420 000	1,660,000	(592,000)	-26 3%
INTEREST & INV INCOME	232,139	454 762	213 000	213 000	236 987	258,000	260 700	47,700	22 4%
MISCELLANEOUS	11,409	792	0	0	18 000	21 250	21 250	21,250	
SALE OF CAPITAL ASSETS	81,650	34,478	81 500	99 625	50,000	50,000	50 000	(31,500)	-38 7%
Total Revenues	5 465 384	7,705 134	6 401,400	6,555 425	5,034 887	4,089,102	4,441 402	(1,959 998)	-30 6%
EXPENDITURES									
GENERAL GOVERNMENT TOTAL	1 388	6 701	25 000	33 553	35,000	15,000	15,000	(10,000)	-40 0%
CAPITAL OUTLAY	2 731,912	7,794 208	7 824,350	10,082,527	6 325,181	20,808 905	14 499,235	6,674,885	85 3%
DEBT ISSUANCE COSTS	-	49,924	-	-	-	100 000	100 000	100 000	
Total Expenditures	2 733,300	7,850,833	8,084 350	10 320,150	6 360 181	21,123 905	14 804,885	6 720,535	83 1%
Excess Revenue (Expenditures)	2 732 084	(145 699)	(1 682 950)	(3,764,725)	(1 325,294)	(17 034,803)	(10 363 483)	(8 680,533)	
Transfers In	311,039	304 631	2,841,500	2,912,900	197 000	9 422,250	9 399,250	6,557 750	230 8%
Transfers Out	(723 378)	(536,050)	(3,470 442)	(3,910 257)	(1,160 000)	(5 038 259)	(5 038,259)	(1 567 817)	45 2%
General Obligation Debt Issued	-	2,297,598	-	-	-	3,900,000	2,000,000	2,000,000	
Total Other Financing	(412 339)	2 066,179	(628,942)	(997,357)	(963 000)	8 283,991	6,360,991	6,989 933	-1111 4%
Net Change in Fund Balance	2,319,745	1,920,480	(2,311,892)	(4,762,082)	(2,288,294)	(8,750,812)	(4,002,492)		
Beginning Fund Balance	12,326,491	14,646,236	16,566,716	16,566,716	16,566,716	14,278,422	14,278,422		
Ending Fund Balance	14 646 236	16,566 716	14 254,824	11,804 634	14,278 422	5 527 610	10 275 930		

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LIBRARY FUND 15							
REAL ESTATE TAXES	1,303,200	1,312,700	1,340,500	1,340,500	1,362,000	1,337,200	-0.2%
CHARGES FOR SERVICES	68,526	49,181	60,000	68,000			-100.0%
INTERGOVERNMENTAL CHARGES		0		-			
INTEREST & INV INCOME	16,325	27,174	15,000	11,000			-100.0%
TRANSFERS IN	0	8100	0				
Total Revenues	1,388,051	1,397,155	1,415,500	1,419,500	1,362,000	1,337,200	-5.5%
Personnel Services	898,370	898,852	998,134	998,955	1,009,472	1,003,060	0.5%
Non-Personnel Services	353,524	333,525	314,485	330,157	329,728	85,680	-72.8%
Capital Expenditures	96,775	91,020	154,000	147,940	139,000	-	-100.0%
CULTURE & RECREATION TOTAL	1,348,669	1,323,397	1,466,619	1,477,052	1,478,200	1,088,740	-25.8%
Non-Personnel Services - Dept 512							
CULTURE & RECREATION TOTAL	1,348,669	1,323,397	1,466,619	1,477,052	1,478,200	1,088,740	-25.8%
NET REVENUE (EXPENDITURES)	39,382	73,758	(51,119)	(57,552)	(116,200)	248,460	
BEGINNING FUND BALANCE	450,287	489,669	563,427	563,427	505,875	505,875	
ENDING FUND BALANCE	489,669	563,427	512,308	505,875	389,675	754,335	
AUXILIARY LIBRARY FUND 16							
CHARGES FOR SERVICES	12,030	11,909	10,000	10,000			-100.0%
INTEREST & INV INCOME	106	777	100	1,080			-100.0%
MISCELLANEOUS	60,868	58,350	58,400	44,200			-100.0%
Total Revenues	73,004	71,036	68,500	55,280	-	-	-100.0%
Non-Personnel Services	46,700	50,785	52,100	47,090	35,500	0	-100.0%
Capital Expenditures	16,470	13,427	16,400	21,400	22,000	0	-100.0%
CULTURE & RECREATION TOTAL	63,170	64,212	68,500	68,490	57,500	0	-100.0%
NET REVENUE (EXPENDITURES)	9,834	6,824	0	(13,210)	(57,500)	0	
BEGINNING FUND BALANCE	130,787	140,621	147,445	147,445	134,235	134,235	
ENDING FUND BALANCE	140,621	147,445	147,445	134,235	76,735	134,235	

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					4 2021 DEPT REQ	5 2021 MAYOR REC	
TOURISM COMMISSION - FUND 17							
REVENUE - OTHER TAXES	172,725	175,721	210,179	93,000			-100 0%
INTEREST & INV INCOME	3,591	6,755		4,000			
Total Revenues	176,316	182,476	210,179	97,000	-	-	-100 0%
Personnel Services			35,000		-	-	-100 0%
Non-Personnel Services	12,040	88,594	404,000				-100 0%
CONSERVATION & DEVELOPMENT TOTAL	12,040	88,594	439,000	-	-	-	-100 0%
NET REVENUE (EXPENDITURES)	164,276	93,882	(228,821)	97,000	-	-	-100 0%
BEGINNING FUND BALANCE	211,793	376,069	469,951	469,951	566,951	566,951	
ENDING FUND BALANCE	376,089	469,951	241,130	566,951	566,951	566,951	
SOLID WASTE FUND 19							
INTERGOVERNMENTAL	68,984	68,858	69,000				-100 0%
CHARGES FOR SERVICES	1,578,713	1,584,034	1,899,349				-100 0%
INTEREST & INV INCOME	17,639	29,382	20,000				-100 0%
MISCELLANEOUS	1,819	2,301	1,500				-100 0%
Total Revenues	1,667,155	1,684,575	1,989,849	-	-	-	-100 0%
Personnel Services	14,691	15,248	17,638		16,662	16,374	-7 2%
Non-Personnel Services	1,615,391	1,644,949	1,953,649		2,032,600	2,032,600	4 0%
Public Works Total	1,630,082	1,660,197	1,971,287	-	2,049,262	2,048,974	3 9%
NET REVENUE (EXPENDITURES)	37,073	24,378	18,562	-	(2,049,262)	(2,048,974)	
BEGINNING FUND BALANCE	393,674	430,747	455,125	455,125	455,125	455,125	
ENDING FUND BALANCE	430,747	455,125	473,687	455,125	(1,594,137)	(1,593,849)	
FIRE GRANT FUND - 20							
INTERGOVERNMENTAL	30,615	7,895	6,000	6,000			-100 0%
Total Revenues	30,615	7,895	6,000	6,000	-	-	-100 0%
Non-Personnel Services	4,065	6,299	6,000	6,000			-100 0%
Capital	22,257	2,547					
Public Safety Total	26,322	8,846	6,000	6,000	-	-	-100 0%
NET REVENUE (EXPENDITURES)	4,293	(951)	-	-	-	-	
BEGINNING FUND BALANCE	18,281	22,574	21,623	21,623	21,623	21,623	0 0%
ENDING FUND BALANCE	22,574	21,623	21,623	21,623	21,623	21,623	

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Special Revenue Funds

Official Budget Appropriation Units

2021 MAYOR REC	2018 ACTIVITY	2019 ACTIVITY	2020 ORIGINAL BUDGET	2020 Forecast	Version		Fav (-Unf) Prior Adopted Pct
					4 2021 DEPT REQ	5 2021 MAYOR REC	
POLICE GRANT FUND - 21							
INTERGOVERNMENTAL		7,971	25,000	25,000			-100 0%
Total Revenues	-	7,971	25,000	25,000	-	-	
Capital		7,971	25,000	25,000			-100 0%
Public Safety Total	-	7,971	25,000	25,000	-	-	
NET REVENUE (EXPENDITURES)	-	-	-	-	-	-	
BEGINNING FUND BALANCE	-	-	-	0	0	0	
ENDING FUND BALANCE	-	-	-	0	0	0	
ST MARTINS FAIR FUND 24							
LICENSES & PERMITS	22,915	20,372	27,000	-	24,000	24,000	-11 11%
MISCELLANEOUS	0				3,000	3,000	
TRANSFERS IN	71,000	31,000	11,000		11,000	11,000	0 0%
Total Revenues	93,915	51,372	38,000	-	38,000	38,000	0 0%
Personnel Services	38,614	37,797	36,716	-	37,157	37,051	0 9%
Non-Personnel Services	15,245	15,543	21,150	-	21,000	15,500	-26 7%
Culture & Recreation Total	53,859	53,340	57,866	-	58,157	52,551	-9 2%
NET REVENUE (EXPENDITURES)	40,056	(1,968)	(19,866)	-	(20,157)	(14,551)	
BEGINNING FUND BALANCE	(34,452)	5,604	3,636	3,636	3,636	3,636	
ENDING FUND BALANCE	5,604	3,636	(16,230)	3,636	(16,521)	(10,915)	
HEALTH GRANTS FUND 25							
INTERGOVERNMENTAL	198,921	204,497	223,750	250,359	225,830	225,830	0 9%
INTEREST & INV INCOME							
MISCELLANEOUS	14,533	18,156	2,080	2,280			-100 0%
TRANSFERS IN		-	-				
Total Revenues	213,454	222,653	225,830	252,639	225,830	225,830	0 0%
Personnel Services	118,757	98,978	128,774	100,249	102,446	102,774	-20 2%
Non-Personnel Services	105,907	111,617	167,280	224,180	96,450	96,450	-42 3%
Capital	-	10,056	-	3,000	-	-	
Total Health	224,664	220,651	296,054	327,429	198,896	199,224	-32 7%
NET REVENUE (EXPENDITURES)	(11,210)	2,002	(70,224)	(74,790)	26,934	26,606	
BEGINNING FUND BALANCE	180,825	169,615	171,617	171,617	96,827	96,827	
ENDING FUND BALANCE	169,615	171,617	101,393	96,827	123,761	123,433	

City of Franklin
Special Revenue Funds

Official Budget Appropriation Units

2021
MAYOR REC

Version

	2018 ACTIVITY	2019 ACTIVITY	2020 ORIGINAL BUDGET	2020 Forecast	Version		Fav (-Unf) Prior Adopted Pct
					4 2021 DEPT REQ	5 2021 MAYOR REC	
OTHER GRANTS FUND 26							
INTERGOVERNMENTAL	13,350	10,000					
Total Revenues	13,350	10,000	-	-	-	-	
General Government							
Public Safety							
Public Works	7,500						
Health & Human Services	5,850						
Culture & Recreation							
Conservation & Development							
Capital Outlay		5,000					
Total Expenditures	13,350	5,000	-	-	-	-	
NET REVENUE (EXPENDITURES)	-	5,000	-	-	-	-	
BEGINNING FUND BALANCE	316	316	5,316	5,316	5,316	5,316	
ENDING FUND BALANCE	316	5,316	5,316	5,316	5,316	5,316	
DONATIONS FUND 28							
MISCELLANEOUS	41,217	41,245	11,000	21,000	13,000	13,000	18.2%
Total Revenues	41,217	41,245	11,000	21,000	13,000	13,000	18.18%
Public Safety	19,604	18,133	68,950	53,100	94,110	94,600	37.2%
Health & Human Services	465	(1,123)					
Capital	20,679	13,500					
Total Expenditures	40,748	30,510	68,950	53,100	94,110	94,600	37.20%
NET REVENUE (EXPENDITURES)	469	10,735	(57,950)	(32,100)	(81,110)	(81,600)	
BEGINNING FUND BALANCE	150,130	150,599	161,334	161,334	129,234	129,234	
ENDING FUND BALANCE	150,599	161,334	103,384	129,234	48,124	47,634	
CIVIC CELEBRATIONS FUND 29							
LICENSES & PERMITS	25	300					
CHARGES FOR SERVICES	83,906	93,598	85,000	-	85,000	85,000	0.0%
MISCELLANEOUS	21,008	38,997	21,000	-	21,000	25,000	19.0%
TRANSFERS IN	13,000	13,000	13,000	-	13,000	13,000	0.0%
Total Revenues	117,939	145,895	119,000	-	119,000	123,000	3.4%
Culture & Recreation	113,526	138,717	104,528	7,552	27,808	122,123	16.8%
Total Expenditures	113,526	138,717	104,528	7,552	27,808	122,123	16.8%
NET REVENUE (EXPENDITURES)	4,413	7,178	14,472	(7,552)	91,192	877	
BEGINNING FUND BALANCE	65,725	70,138	77,316	77,316	69,764	69,764	
ENDING FUND BALANCE	70,138	77,316	91,788	69,764	160,956	70,641	

City of Franklin
Special Revenue Funds

Official Budget Appropriation Units

2021
MAYOR REC

Version

	2018 ACTIVITY	2019 ACTIVITY	2020 ORIGINAL BUDGET	2020 Forecast	Version		Fav (-Unf) Prior Adopted Pct
					4 2021 DEPT REQ	5 2021 MAYOR REC	
TOTAL SPECIAL REVENUE FUNDS							
REAL ESTATE TAXES	1,303,200	1 312,700	1,340,500	1 340,500	1 362,000	1,337,200	-0 2%
REVENUE - OTHER TAXES	172,725	175 721	210 179	93 000	0	0	-100 0%
INTERGOVERNMENTAL	311,870	299,221	323 750	281,359	225 830	225,830	-30 2%
LICENSES & PERMITS	22,940	20,872	27,000	0	24,000	24,000	-11 1%
CHARGES FOR SERVICES	1,743,175	1,738 722	2,054,349	78,000	85,000	85 000	-95 9%
INTEREST & INV INCOME	37,661	84 088	35,100	16,080	0	0	-100 0%
MISCELLANEOUS	139,445	159 049	93,980	67,480	37,000	41,000	-56 4%
Total Revenues	3,731,016	3,770,173	4,084,858	1,876,419	1,733,830	1,713,030	-58 1%
EXPENDITURES							
PUBLIC SAFETY TOTAL	23,669	24,432	74,950	59,100	94,110	94,600	26 2%
PUBLIC WORKS TOTAL	1,637,582	1 660,197	1 971,267	-	2,049,262	2,048,974	3 9%
HEALTH & HUMAN SERVICES TOTAL	230,979	209,472	296,054	324,429	198 896	199,224	-32 7%
CULTURE & RECREATION TOTAL	1 465,979	1,475,219	1,527 113	1,383,754	1,460,665	1,263 414	-17 3%
CONSERVATION & DEVELOPMENT TOTAL	12,040	88,594	439 000	-	-	-	-100 0%
CAPITAL OUTLAY	156,181	143,521	195,400	197,340	161,000	0	-100 0%
Total Expenditures	3 526,430	3,601,435	4,503,804	1,964 623	3,963,933	3,606,212	-19 93%
Excess Revenue (Expenditures)	204,586	168,738	(418,946)	(88,204)	(2,230,103)	(1,893,182)	
Transfers In	84,000	52,100	24,000	0	24,000	24,000	0 0%
Total Other Financing	84,000	52,100	24,000	0	24,000	24,000	0 0%
Net Change in Fund Balance	288,586	220,838	(394,946)	(88,204)	(2,206,103)	(1,869,182)	
Beginning Fund Balance	1,567,366	1,855,952	2,076,790	2,076,790	1,988,586	1,988,586	
Ending Fund Balance	1,855 952	2 076 790	1,681 844	1,988,586	(217,517)	119 404	

Budget Process and Calendar

Pursuant to Section 13-2.A of the Municipal Code of the City of Franklin, each year, the Mayor presents a budget timetable to the Common Council no later than March 1st, for review and approval by the Common Council. Each year, the Mayor, with the assistance of the Director of Administration, Director of Finance and Treasurer, and all other department heads, is responsible for the preparation of the Mayor's Recommended Annual Budget, presenting a financial plan for conducting the affairs of the City for the ensuing calendar year, and submits it to the Committee of the Whole for its review and recommendation. Upon its review of the Recommended Budget, the Committee of the Whole submits its proposed budget to the Common Council for review and approval.

The annual budget includes.

- Expenses of conducting each department and activity of the City for the ensuing fiscal year and corresponding items for the current year and last preceding fiscal year, with reasons for increase and decrease recommended as compared with appropriations for the current year.
- An itemization of all anticipated income of the City from sources other than general property taxes and bond proceeds, with a comparative statement of the amounts received by the City from each of the sources for the last preceding and current fiscal year.
- An itemization of the amount of money to be raised from general property taxes, which, with income from other sources, will be necessary to meet the proposed expenditures
- Any other information required by the Council and State law.

As required by law, the Common Council holds a public hearing on the proposed budget before final approval.

After approval of the annual budget by the Common Council, the amount of the tax to be levied or certified and the amounts of the various appropriations and the purposes thereof cannot be changed except by a two-thirds vote of the entire membership of the Common Council. Notice of such amendment is to be given by publication within 10 days thereafter in the Official City Newspaper.

No money is to be drawn from the treasury of the City or any obligation for the expenditure of money be incurred except in pursuance of the annual appropriation in the adopted budget or when changed as authorized. At the close of each fiscal year, any unencumbered balance of an appropriation reverts to the general fund and is subject to re-appropriation. Appropriations may be made by the Common Council, to be paid out of the income of the current year, for improvements or other objects or works that will not be completed within such year, and any such appropriations continue until the purpose for which it was made have been accomplished or abandoned

**CITY OF FRANKLIN
2021 ANNUAL BUDGET
BUDGET PREPARATION TIMETABLE
February 17, 2020**

Monday, February 17	Common Council approved 2021 Budget preparation schedule
Monday, July 6	Committee of the Whole – Identify and Provide Direction on Major Budget Issues
Tuesday, September 15	Presentation of Mayor’s Recommended Budget to Common Council
Wednesday, September 16 to Monday, October 5	Aldermen may contact department heads with budget questions
Monday, October 5	Committee of the Whole Agenda item: Review of Mayor’s Recommended Budget
Tuesday, October 6	Alternate day for Committee of the Whole meeting and budget discussion in conjunction with regular Common Council meeting
Friday, October 16	Last day for budget changes to be included in the Public Hearing notice
Wednesday, October 21	Preparation of Budget Public Hearing Notice
Wednesday, October 28	Publication of Preliminary Budget and Hearing Notice
Monday, November 2	Committee of the Whole meeting available for discussion of any budget Topics as may be needed
Tuesday, November 3	Regular Common Council Meeting, discussion of the 2021 Budget
Tuesday, November 17	<u>Regular Common Council Meeting</u> : Public Hearing on the Annual Budget and Adoption of 2021 Annual Budget. [Note: The late date does not provide an opportunity for delay of adoption without a special meeting soon thereafter.]

Note: Subsequent actions that may affect the Common Council’s regular meeting schedule may impact this calendar.

Council Changes to the Timeline – Approved in May 2020

Finance Committee will review the budget and make recommendations to the Common Council

Four meetings planned:

Tuesday, September 22 nd , 4 PM	Introduction of 2021 Budget for all funds, revenues and expenditures, cost allocations, personnel head counts & additions
Thursday, September 24 th , 4 PM	Capital & Operating Budget - Public Safety, Health, and Conservation & Development
Tuesday, September 29 th , 4 PM	Capital & Operating Budgets - Public Works, General Government and Recreation
Thursday, October 1 st , 4 PM	TIDs, Solid Waste, Sewer, Debt Service, Total Tax Levy and Tax Rates
Tuesday, October 6 th , 6:30 PM	Council discussion/decision regarding Finance Committee recommendations and initial changes to the budget
October 6 th - November 17 th	Continued deliberation of the proposed budget
Wednesday, October 28 th	Publication of the Public Hearing Notice on the then current budget details
November 17 th , regularly scheduled Council Meeting, 6:30 PM	Public Hearing and Council consideration of the 2021 Proposed Budget

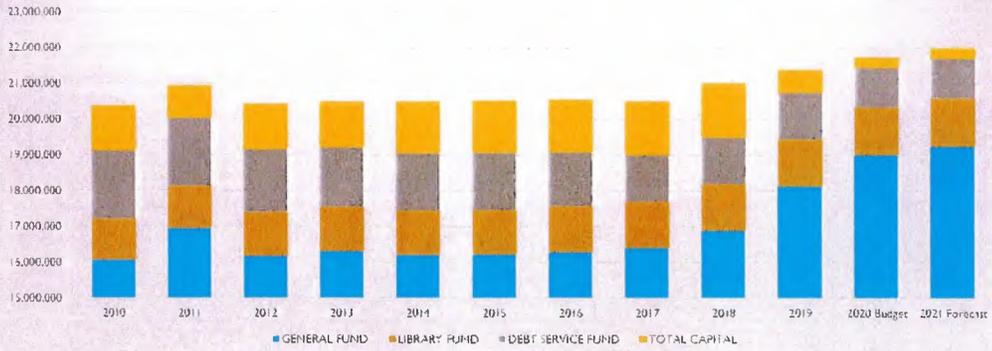


BUDGET FOUNDATION DISCUSSION

- Historical Perspective of Revenues / Expenditures / Fund Balance / Debt
- Financial Illustration of City Operations
- 2020 Budget Projections / 2021 Budget Early Forecast
- 2021 Budget Assumptions
- 2021 Budget Challenges, Opportunities, and Goals
- Timeline for Future 2021 Budget Activities
- Appendix – Additional City Details / Comparable City Information / Fund Balance Article

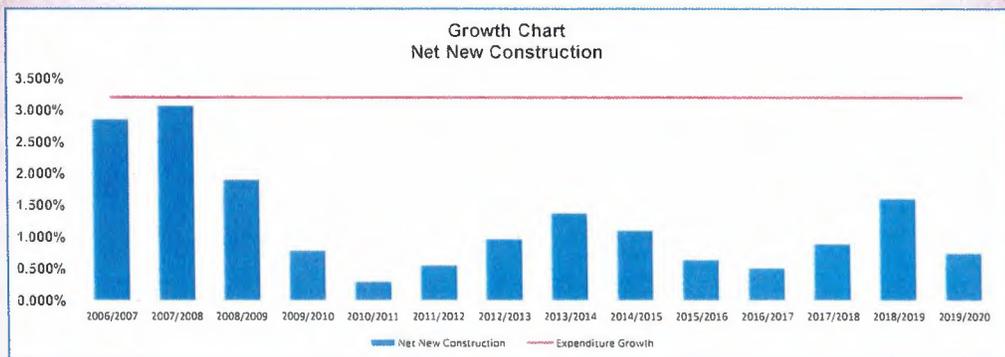


REVENUES - TAXES TOTAL TAX LEVY LAST 10 YEARS



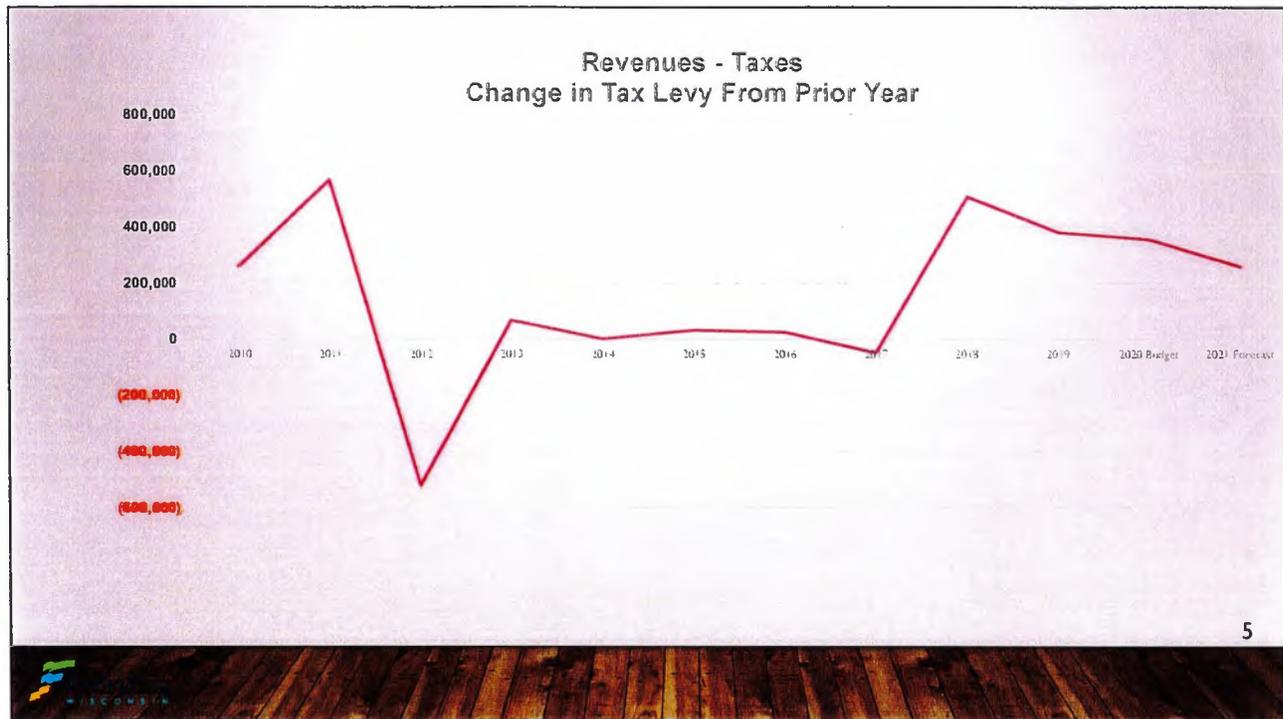
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REVENUES - TAXES NET NEW CONSTRUCTION



Note: 2018/19 is shown higher than actual (reported 1.61% / actual 1.21%) and 2019/2020 is shown lower than actual (reported .74% / actual 1.09%) due to an Assessor correction / timing issue.

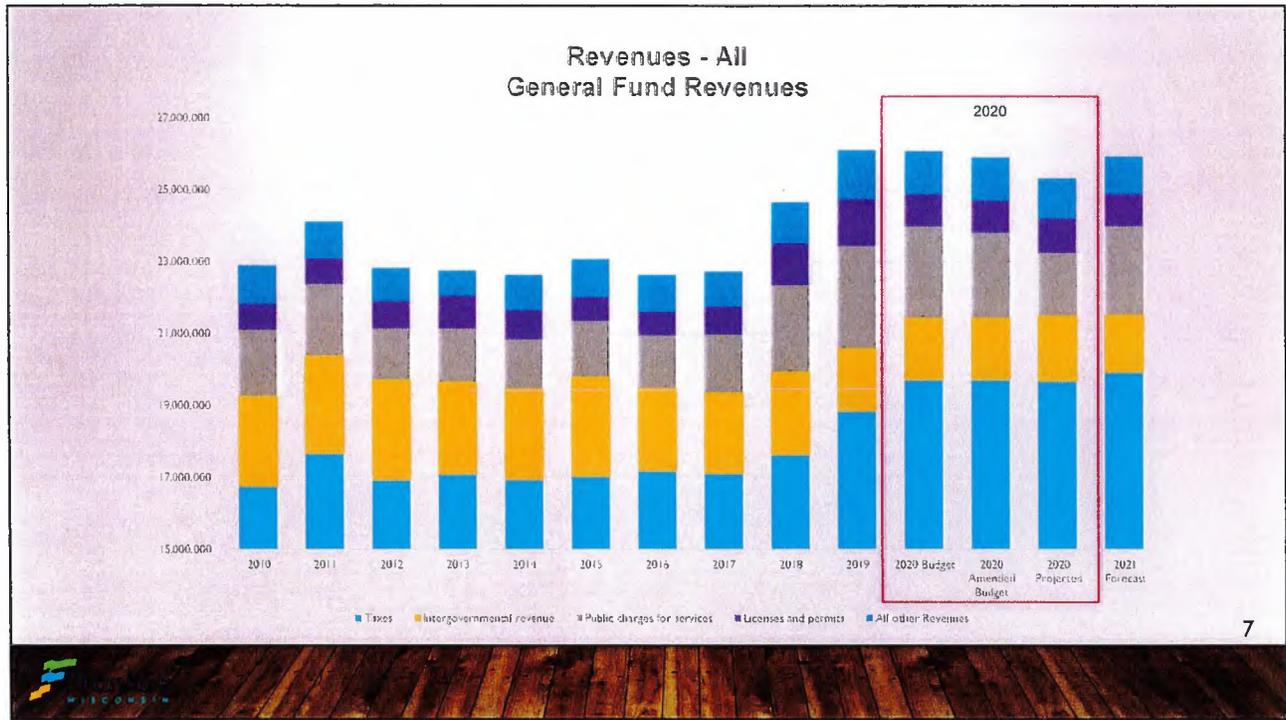
4



REVENUES - TAXES
LEVY INCREASES IN THE AGE OF LEVY LIMITS

- 2011 - Created Solid Waste Fund removing \$1.1 Million from tax levy and took advantage of TID closure for levy growth
- 2013-2017 - Frozen tax levy and no net new construction used – Replaced unused debt service levy with General Fund operating levy
- 2018 - Added \$283,000 of debt service levy (first time) to increase levy along with the allowable \$110,000 of net new construction
- 2019 - Replaced \$700,000 of tax levy capacity with general tax levy in the General Fund / more flexibility
- 2019 - Used landfill siting revenues to fund capital projects, freeing up capacity in the General Fund levy for more operating needs
- 2019 - Added \$272,000 of debt service levy and \$185,000 of net new construction
- 2020 - only net new construction used, which was a 2% decrease in the tax rate

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REVENUES - GENERAL FUND 10 YEAR LOOKBACK / CHANGES / 2021 FORECAST

REVENUES	2010	2021 Forecast	Growth 10 Year Change	2020 Projected vs 2010	2021 Forecast vs 2010
Taxes	\$ 16,742,784	\$ 19,905,700	18.9%	\$ 2,911,816	\$ 3,162,916
Intergovernmental resource	2,511,258	1,617,500	-35.6%	(663,858)	(893,758)
Licenses and permits	729,432	905,700	24.2%	243,048	176,268
Fines, forfeitures and penalties	422,506	490,000	16.0%	27,494	67,494
Public charges for services	1,838,076	2,449,300	33.3%	(111,126)	611,224
Intergovernmental charges for services	237,319	190,400	-19.8%	(53,719)	(46,919)
Investment earnings	226,206	236,500	4.6%	119,294	10,294
Miscellaneous resources	185,265	138,750	-25.1%	(47,265)	(46,515)
Interdepartmental charges for services	-	-	-	-	-
Total Resources	22,892,846	25,933,850	13.3%	2,425,684	3,041,004

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REVENUES - OTHER LANDFILL SITING FEE REVENUE



- 2017 - Common Council directive - up to 20% of Landfill Siting Revenues to be used for operations
- Using remaining Landfill Siting Revenues for City capital needs rather than borrowing
- A substantial City initiative to use Landfill Siting Revenues in the future?
- Landfill Siting Revenues are expected to last approximately 20-30 more years

9

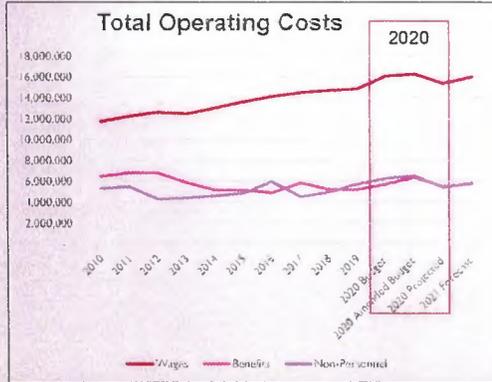
REVENUES - GENERAL

- Tax levy controlled by levy limits (adjustments allowed, but would increase taxes) / Desire to hold the line on tax increases
- 2018 cap on Hotel/Motel Tax to the General Fund (based on existing number of hotels)
- Revenues other than taxes - Total \$5.7 Million - no substantial room for growth
- Landfill Siting - allocation of use between operating and capital needs
 - 2017 Policy capping landfill siting revenues to 20% for operating needs/remainder to capital needs
- 2021 Forecast includes assumptions that ambulance revenues rebound to pre-2020 levels and landfill siting revenues rise by \$160,000

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EXPENDITURES - GENERAL FUND 10 YEAR LOOKBACK / 2020 PROJECTED / 2021 FORECAST



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EXPENDITURES - PERSONNEL WAGES AND NUMBER OF EMPLOYEES (FTE'S)

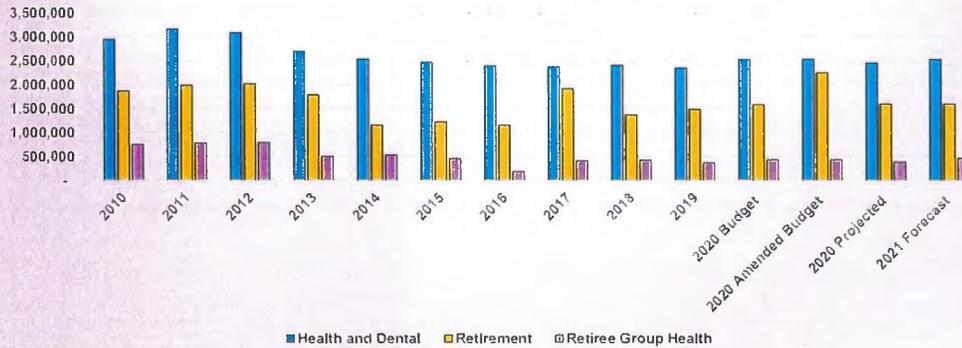
- Wage increase percentage 2010 - 2020
 - Public Safety - 33.1% (3% average / year)
 - Public Works - 24.3% (2.21% average / year)
 - General Government - 26.1% (2.37% average / year)
- Full-time equivalent employees from 2010 - 2020 has increased 3.7% (196.7 to 204.0)
 - Public Safety - up 3.0, to 134.8
 - Public Works - up 0.75, to 33.0
 - General Government - up 1.25, to 22.8



*Police/Fire difference in 2020 is due to timing of increase (Police on 4/1 and Fire on 1/1)

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EXPENDITURES - PERSONNEL GENERAL FUND BENEFIT COSTS



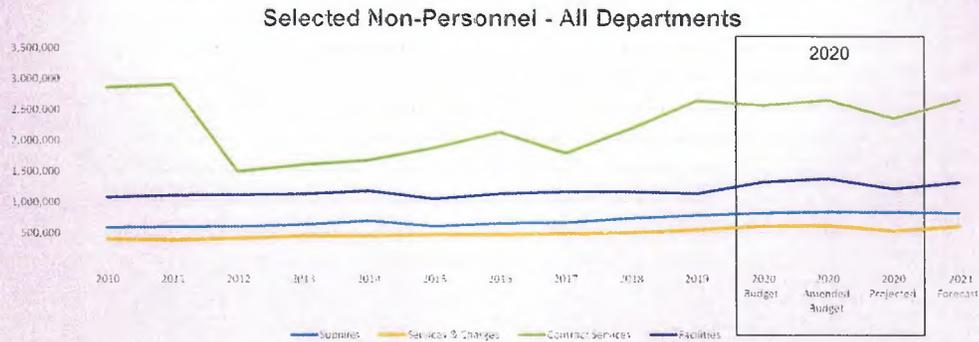
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EXPENDITURES - PERSONNEL BENEFIT COST DETAILS

- Being a service organization, personnel costs are the City's largest asset and likewise are the largest expenditures
- 2013 - Health insurance plan design changes lowered City costs and increased employee contributions
- 2013 - Retiree Health Insurance - Cadillac tax removed from plan assumptions lowering City contributions
- 2013 - Retirement Costs - Employees began to share contribution funding, lowering City cost
- 2017 - One-time \$650,000 contribution to the Public Works Pension from the General Fund
- 2018 - Health insurance plan design changes increased employee share and decreased City share
- 2019 - Health insurance High Deductible Health Plan option further increased employee share and decreased City share
- 2019 - City joined WRS for non-represented employees
- 2019 - Health insurance plan changes decreased employee share and held the previous years' rates

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EXPENDITURES - GENERAL FUND/NON-PERSONNEL 10 YEAR LOOKBACK/2020 PROJECTION/2021 FORECAST



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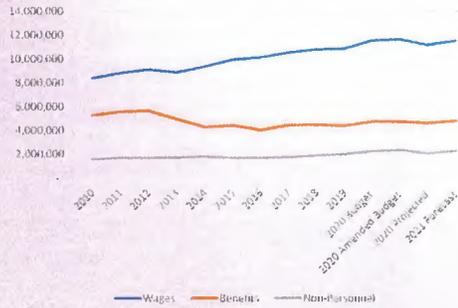
EXPENDITURES NON-PERSONNEL COSTS 22% OF TOTAL BUDGET

- Increase in non-personnel expenditures of 1.4%, from 2010 to 2020
- Contract Services
 - 2012 - Removed \$1.1 Million from General Fund for Solid Waste Service
 - 2016 - One-time \$390,000 Solid Waste Fee return of payments
 - 2018 - Engineering Fees recorded gross / no net affect as revenues and expenditures changed equally
 - 2020 - Outside help in Inspection (using prior year funding)
- Facilities - Aging buildings require more maintenance going forward

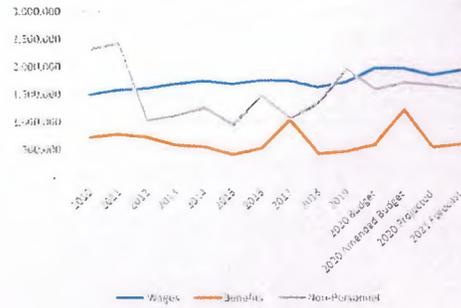
16

EXPENDITURES BY FUNCTION 10 YEAR LOOKBACK/2020 PROJECTION/2021 FORECAST

Public Safety Operating Costs



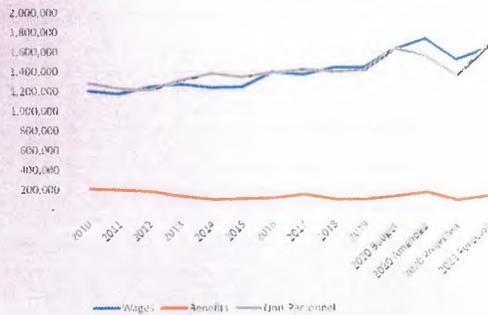
Public Works Operating Costs



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EXPENDITURES BY FUNCTION - CONTINUED 10 YEAR LOOKBACK/2020 PROJECTION/2021 FORECAST

General Government Operating Costs

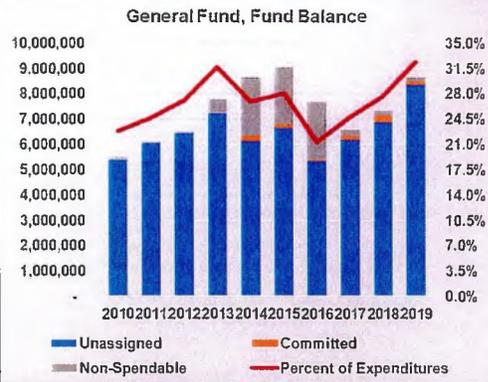


- Greater use of contract services for staffing in:
 - Information Services,
 - Assessment Services, and
 - Legal Services
- Recreation, Health, Conservation total \$1.6 Million / 5.7% of Expenditures

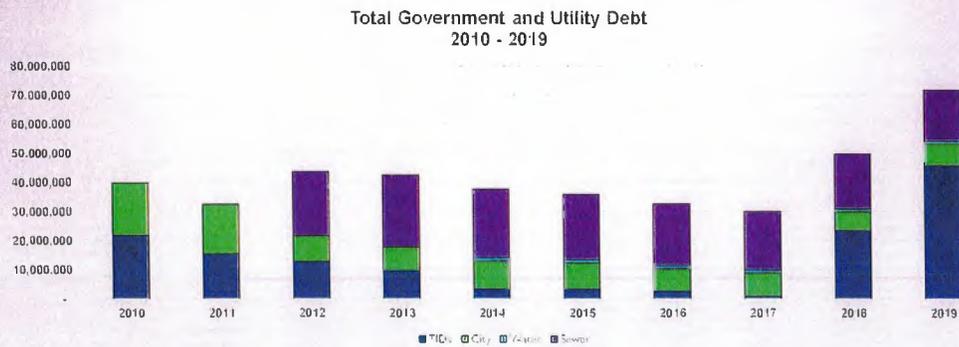
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FUND BALANCE

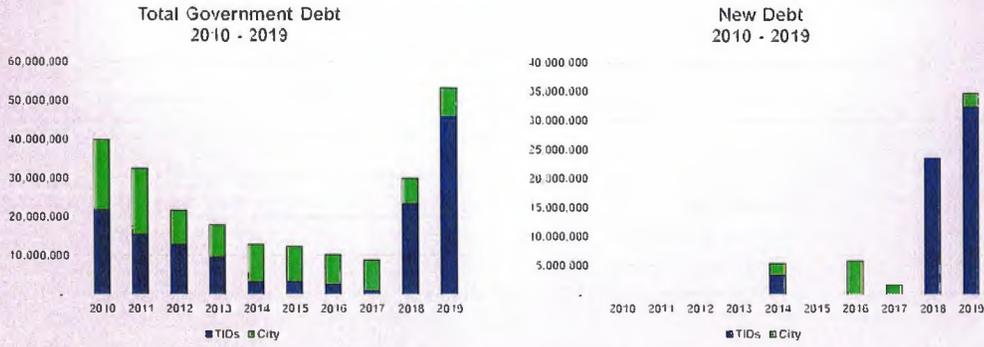
- City Policy - Goal range 20% to 30% of Fund Balance to current year budgeted expenditures - Actual at the end of fiscal 2019 = 31.5% of the more conservative unassigned balance
- Fund Balance best practices and explanation of existence
- Why not spend it / affect of drawdown
- Recent article regarding Fund Balance - See Appendix



DEBT ALL OUTSTANDING GENERAL OBLIGATION DEBT

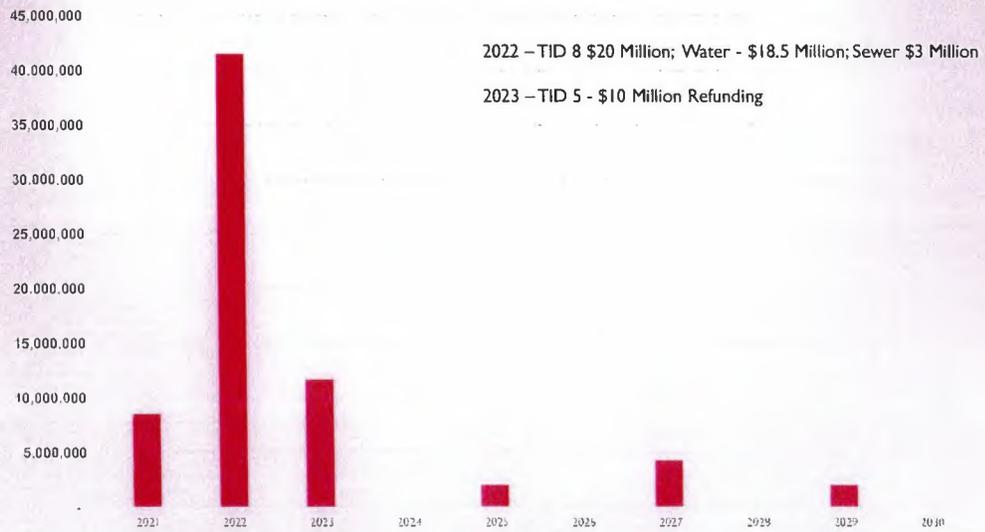


DEBT NEW DEBT TAKEN ON IN THE PAST 10 YEARS



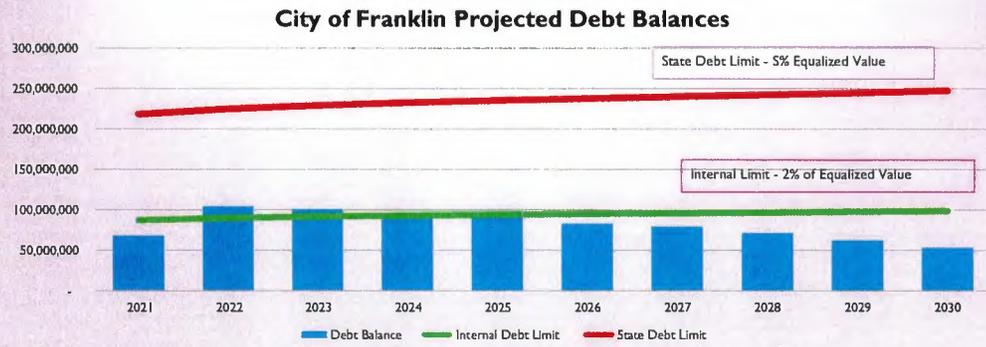
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Projected New Debt Issues - All Funds



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PROJECTED TOTAL GO DEBT - NEXT 10 YEARS



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IMPACT FEES - UNPAID DEBT SERVICE

- Several Impact Fees have been collected slower than anticipated in the 2002 Impact Fee Study. The last of the debt used to fund the Police, Library and Drexel Ave projects will be paid off in March of 2021. As future Police, Library and Transportation fees are collected, the funds may be directed elsewhere - Need to discuss policy on this.
- Unpaid Balances
 - Library - \$896,900
 - Transportation - \$740,800
 - Police - \$1,724,700
 - Fire - \$189,200
 - Total - \$3,551,600

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2021 BUDGET ASSUMPTIONS

- Use net new construction only
- Position count - maintained at 2020 level
- Pay and benefit details
 - Same increase percentage for all employees: Police, Fire, and Non-Represented
 - WRS - substantially the same as 2020
 - Health Insurance - Repurpose existing budget to balance the insurance plan / find ways to spend insurance budget more efficiently, encourage consumerism, and remove some of the burden to employees
- COVID - assumes no major impact in 2021
- Fuel/Utility Costs
- Landfill Siting Revenues
- Capital funding

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2021 BUDGET CHALLENGES

- Limited resources - net new construction increase of approximately 1% per year
- Increasing expenditures - typically approximately 3% per year
- Successful recruitment and retention of high-quality employees
- Reduction of expenditure restraint aids - due to lower tax rate (likely elimination in 2022)
- Establishing a balanced budget that will meet the City's needs and meet guidelines established to maintain current level of funding (grows harder each year)

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2021 BUDGET OPPORTUNITIES

- Maximize resources / prioritize services provided / rethink how services are provided
- Ability to use prior years' unused levy limit - Have approximately 3% available, but would come with an increase in taxes (details in the appendix) and would restrict new debt in 2021
- Additional revenue opportunities - Increase in room tax rate / ambulance service fees - expand or increase / crash fee - new / other fee increases
- Work with a business partner to manage the City's buildings / monitoring and upkeep
- Evaluate budget based on activities - adjustment to services based on resources available
- Changes to the health insurance plan to spend insurance budget more efficiently, encourage consumerism, manage plan costs, and remove some of the burden on employees

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EXPENDITURES – PERSONNEL

2021 HEALTH INSURANCE PLAN CHANGE RECOMMENDATIONS

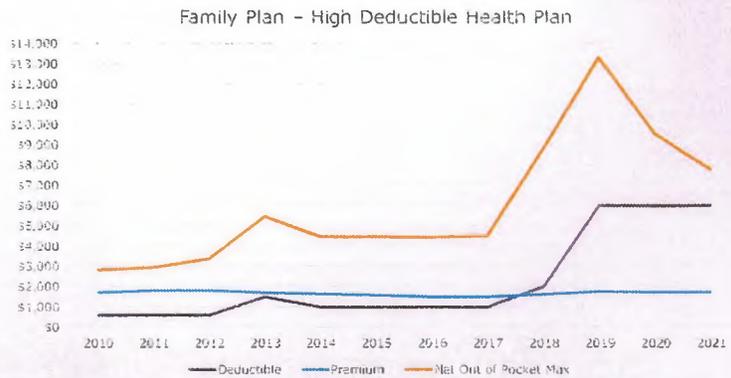
- Use existing budgeted funds to provide benefits that will encourage employee engagement and collaboration in plan spending with a goal of lowering plan costs
- Plan design changes - addition of a health reimbursement arrangement wrap (HRA) to the High Deductible Health Plan, retaining the health savings account (HSA) contribution at a lower amount
- The addition of the Nice Health Care Plan
- Encourage wellness - Go365 in place of existing contracted health risk assessments and biometrics screenings
- Add a Family Savings Plan to manage employees with other insurance options and protect City risk
- Marketing stop loss and pharmacy benefit manager to ensure appropriate costs on these services and maximize dividends
- Retain existing overall health insurance premiums and employee share of the premiums / lower the burden on the General Fund

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EXPENDITURES - PERSONNEL 2021 HEALTH INSURANCE PLAN CHANGE RECOMMENDATIONS

- 2018 - Employees paid up to \$8,788 out of pocket for healthcare
- 2019 - Employees paid up to \$13,287 out of pocket for healthcare
- 2020 - Employees paying up to \$9,537 out of pocket for healthcare
- Average wage earner - take home pay in 2020 = Approximately \$51,600
- Up to 18.5% of 2020 employee pay is spent on health insurance costs



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2021 BUDGET GOALS

- A prudent, fiscally responsible 2021 Budget for the citizens of Franklin
- Retention of the high-quality services provided to citizens by City staff
- Successful recruitment and retention of high-quality employees
- Protection of the City's assets

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BUDGET PROCESS TIMELINE/NEXT STEPS

- Internal preparation/finalization of the Mayor's Draft 2021 Budget
- Mayor's Budget Introduced to Council - September 15th
- Finance Committee review of the budget - 4 Meetings Planned
 - Tuesday, September 22nd, 4 PM - Introduction of 2021 Budget for all funds, revenues and expenditures, cost allocations, personnel head counts & additions
 - Thursday, September 24th, 4 PM - Capital & Operating Budget - Public Safety, Health, and Conservation & Development
 - Tuesday, September 29th, 4 PM - Capital & Operating Budgets - Public Works, General Government and Recreation
 - Thursday, October 1st, 4 PM - TIDs, Solid Waste, Debt Service, Total Tax Levy and Tax Rates

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BUDGET PROCESS TIMELINE/NEXT STEPS - CONTINUED

- Council discussion/decision regarding Finance Committee recommendations and initial changes to the budget - October 6th
- Hearing Notice published on the then current budget details
- Continued deliberation of the proposed budget - October 6th - November 17th
- Council consideration of the 2021 Proposed Budget - November 17th

Staff will be as responsive as possible in order to achieve a final 2021 Budget on November 17th

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APPENDIX

- Levy limit details
- 10 Year General Fund Revenue Details
- Comparable City information on major metrics
 - Shared Revenue Per Capita / City Ranking
 - Milwaukee County Share Revenue Amounts
 - Wage Increases - 5 Year History
 - Health Insurance - 2020 Comparison / History of City's plan design and costs
- Article - The Tricky Question of When to Tap Budget Reserves

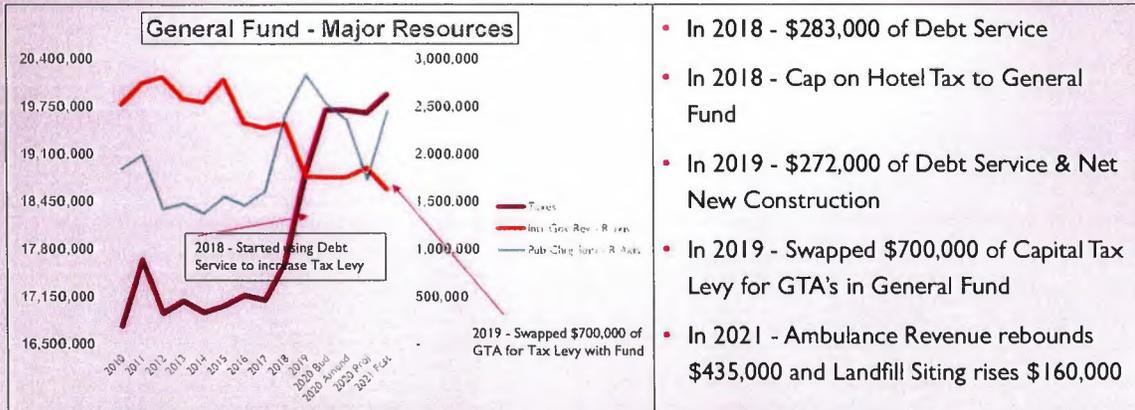


2019 Levy Limit Worksheet

- Used \$555,000 of Debt Service
- No Un-used 2018 Net New Construction
- 2.91% of Prior Years unused Levy Carryforward - \$615,500
 - Expires - 1.372% in 2020
 - Expires - 0.941% in 2021
 - Expires - 0.628% in 2022
- Other Available Adjustments
 - Amount of Levy Increase to pay for un-reimbursed expenses related to an Emergency, including COVID-19

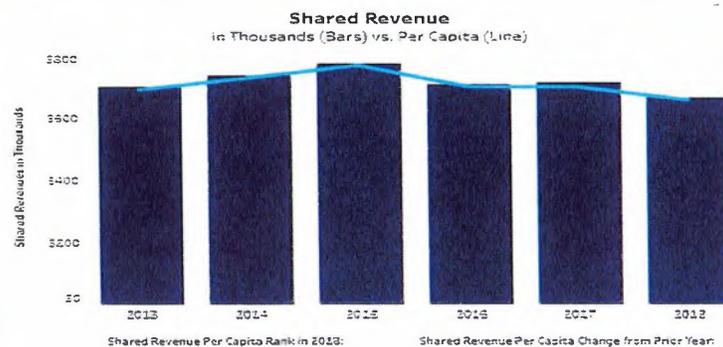
Form No. 100m	2019 Municipal Levy Limit Worksheet				City of Franklin	City of Franklin
Year	General Fund	City	MILWAUKEE	City of Franklin	City of Franklin	Total City
2019	402%	Franklin	CITY OF FRANKLIN	403	Franklin	ORIGINAL
Section A: Determination of 2019 Payable 2020 Allowable Levy Limit						
1	2019 Payable 2018 General Fund	402%	403	403	403	403
2	2019 Payable 2018 General Fund	402%	403	403	403	403
3	2019 Payable 2018 General Fund	402%	403	403	403	403
4	2019 Payable 2018 General Fund	402%	403	403	403	403
5	2019 Payable 2018 General Fund	402%	403	403	403	403
6	2019 Payable 2018 General Fund	402%	403	403	403	403
7	2019 Payable 2018 General Fund	402%	403	403	403	403
8	2019 Payable 2018 General Fund	402%	403	403	403	403
9	2019 Payable 2018 General Fund	402%	403	403	403	403
10	2019 Payable 2018 General Fund	402%	403	403	403	403
11	2019 Payable 2018 General Fund	402%	403	403	403	403
Section B: Adjustment for Previous Year's Unused Levy (Sec. 66.0602(1)(b), Wis. Stats.)						
1	Previous year's unused levy					337,558,779
2	Previous year's unused levy					337,558,779
3	Previous year's unused levy					74
4	Previous year's unused levy					337,558,779
5	Previous year's unused levy					74
Section C: Adjustment for Prior Years Unused Levy Carryforward (Sec. 66.0602(1)(b), Wis. Stats.)						
1	2018 unused levy carryforward					615,500
2	2017 unused levy carryforward					615,500
3	2016 unused levy carryforward					615,500
4	2015 unused levy carryforward					615,500
5	2014 unused levy carryforward					615,500
6	2013 unused levy carryforward					615,500
7	2012 unused levy carryforward					615,500
8	2011 unused levy carryforward					615,500
9	2010 unused levy carryforward					615,500
10	2009 unused levy carryforward					615,500
11	2008 unused levy carryforward					615,500
12	2007 unused levy carryforward					615,500
13	2006 unused levy carryforward					615,500
14	2005 unused levy carryforward					615,500
15	2004 unused levy carryforward					615,500
16	2003 unused levy carryforward					615,500
17	2002 unused levy carryforward					615,500
18	2001 unused levy carryforward					615,500
19	2000 unused levy carryforward					615,500
20	1999 unused levy carryforward					615,500
21	1998 unused levy carryforward					615,500
22	1997 unused levy carryforward					615,500
23	1996 unused levy carryforward					615,500
24	1995 unused levy carryforward					615,500
25	1994 unused levy carryforward					615,500
26	1993 unused levy carryforward					615,500
27	1992 unused levy carryforward					615,500
28	1991 unused levy carryforward					615,500
29	1990 unused levy carryforward					615,500
30	1989 unused levy carryforward					615,500
31	1988 unused levy carryforward					615,500
32	1987 unused levy carryforward					615,500
33	1986 unused levy carryforward					615,500
34	1985 unused levy carryforward					615,500
35	1984 unused levy carryforward					615,500
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146	1873 unused levy carryforward					615,500
147	1872 unused levy carryforward					615,500
148	1871 unused levy carryforward					615,500
149	1870 unused levy carryforward					615,500
150	1869 unused levy carryforward					615,500
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159	1860 unused levy carryforward					615,500
160	1859 unused levy carryforward					615,500
161	1858 unused levy carryforward					615,500
162	1857 unused levy carryforward					615,500
163	1856 unused levy carryforward					615,500
164	1855 unused levy carryforward					615,500

REVENUES – GENERAL FUND 10 YEAR LOOKBACK/PROJECTIONS



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SHARED REVENUE - AMOUNT VERSUS PER CAPITA RANKING

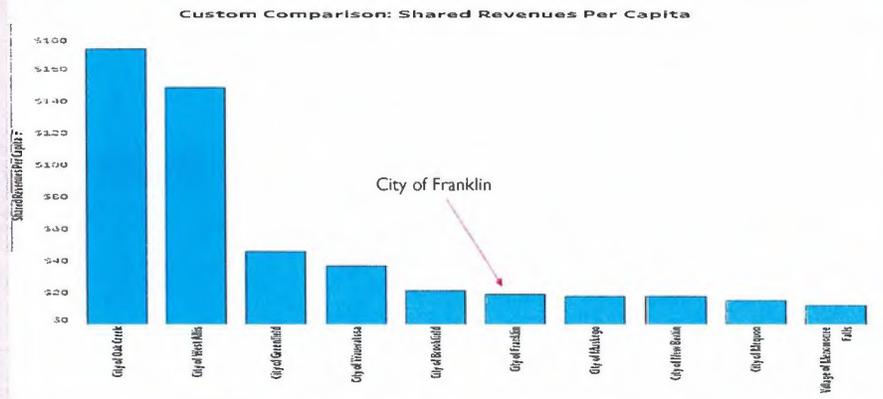


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- 6.0%

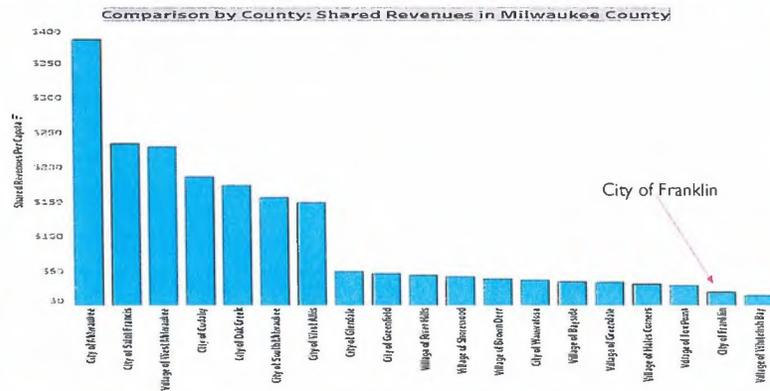
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SHARED REVENUE PER CAPITA



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COUNTY COMPARABLES



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5 YEAR WAGE INCREASE PERCENTAGE - COMPARABLE CITIES

2020 Wage Comparison						
Comparable Community	2016 % lift	2017 % lift	2018 % lift	2019 % lift	2020 % lift	5-year combined pay increase percentage
Mt. Pleasant	2	2	3.02	3.02	2.25	12.903
Fond du Lac	3	2	2	2	2.25	11.764
North Shore Fire	2.25	2.01	2.01	2.65	2.25	11.679
Caledonia	2	2	2	2.25	2.07	10.755
Menomonee Falls	2	2	2	2	2	10.408
Fitchburg	2	2	2	2	2	10.408
Greenfield	2	2	2	2	2	10.408
New Berlin	1	1.5	2.3	3	2	10.179
Mequon	1.75	1.5	1.75	2	2	9.329
West Bend	1	2	2	2	2.5	9.862
Brookfield	1.25	1.25	2	2.5	2	9.324
Sun Prairie	1.5	1.5	1.5	1.5	1.5	7.728
Muskego	0	1	2.5	2.5	2*	8.235
Oak Creek	1.25	0.7	1.5	2.25	2.25	8.197
Wauwatosa	1	1	1.4	2	2.5	8.145
Mean Average	1.6	1.631	1.999	2.245	2.105	9.955
Median Average	1.75	2	2	2	2	10.179
Franklin	2	1.3	2	1.5	2	9.382

*A 2% estimate was used for Muskego, as no response has been received at this time.

2020 HEALTH INSURANCE DETAILS - COMPARABLE CITIES

2020 Health Insurance Comparison							
Comparable Municipality	Plan Type	Annual Deductible (Ind./Family)	Annual Out of Pocket Costs	Annual Capexcess (Primary/Spec./Urgent/Emerg.)	Annual Co-insurance	City HSA/HRA Contribution	Monthly Premium (Premium Share Annual %)
Brookfield	PPO	\$1,000/\$2,000	\$3,000/\$6,000	\$25,000/\$50,000	0%/50 Max.	\$0	\$2,021 Family 10%
	HMO/HDHP	\$2,000/\$5,000	\$5,000/\$12,000	\$0	0%/50 Max.	\$0	\$1,820 Family 10%
Caledonia	PPO	\$3,000/\$6,000	\$3,000/\$6,000	Various	10%	HRA \$2,500/\$5,000	\$7,409/\$1,405/\$1,924 993/\$1,662/\$2 12.60%
Fitchburg	HMO	\$0/\$1,000	\$6,800/\$13,700	\$0	0%	\$0	\$7,135/\$1,748 584/\$210 12%
Fond du Lac	PPO	\$1,000/\$2,000	\$3,000/\$6,000	\$0/\$0/\$0/\$250	10%	\$0	\$7,405/\$1,930 589/\$231 12%
Greenfield	PPO	\$4,000/\$8,000	\$4,000/\$8,000	\$15,500/\$30,000	0%	HRA \$3,250/\$6,450	\$7,162/\$2,083 591/\$263 12.60%
Menomonee Falls	PPO	\$1,250/\$2,500	\$5,000/\$10,000	\$15,500/\$75,000	10%/50,000/\$6,000	\$0	\$830/\$2,382 643/\$149 9%
	HMO/HDHP	\$3,000/\$6,000	\$4,000/\$8,000	\$20,000/\$75,000	20%	\$0	\$630/\$2,241 640/\$112 3%
Mequon	HMO	\$500/\$1,000	\$8,150/\$14,300	\$0	0%/20%	\$0	\$803/\$1,771 916/\$237 12%
	POS	\$0/\$1,000	\$8,150/\$14,300	\$0	0%/20%	\$0	\$805/\$2,015 511/\$228 12% - 100% of increase
Mt. Pleasant	PPO	\$5,000/\$10,000	\$5,000/\$10,000	\$0	10%/5,500-\$1,000 Max.	\$4,500/\$9,000	\$594/\$1,463 561/\$170 10%
	PPO	\$2,000/\$4,000	\$7,350/\$14,700	\$15,500/\$1,000,000	10%/50/\$2,000	*	* * *
Muskego	PPO	\$3,000/\$6,000	\$3,000/\$6,000	\$0	0%/50 Max.	\$1,900/\$3,800	\$585/\$1,566 585/\$235 11%
	POS	\$3,000/\$6,000	\$3,000/\$6,000	\$25,000/\$100-20%/500-20%	20%	\$0	\$702/\$1,737 535/\$67 5%
North Shore Fire	PPO	\$1,500/\$3,000	\$3,000/\$6,000	\$25,000/\$100-20%/500-20%	20%	HRA \$1,500/\$3	\$811/\$2,021 581/\$239 12.80%
	PPO	\$1,000/\$2,000	\$3,000/\$6,000	\$0	0%/50 Max.	\$0	\$767/\$1,405/\$1,984 577/\$1,405/\$198 10%
Oak Creek	PPO	\$2,000/\$4,000	\$2,000/\$4,000	\$0	0%/50 Max.	\$0	\$684/\$1,256/\$1,780 569/\$1,265/\$78 10%
	HMO/HDHP	\$1,200/\$2,000	\$1,500/\$3,000	\$0	0%/50 Max.	\$750/\$1,500	\$330/\$1,254 50 0%
Sun Prairie	HMO/HDHP	\$1,500/\$3,000	\$1,500/\$3,000	\$0	0%/50 Max.	\$750/\$1,500	\$613/\$1,383 603/\$239 12%
	POS	\$1,500/\$3,000	\$400/\$8,000	\$0/\$0/\$0/\$100	20%	\$500/\$1,000	\$767/\$1,314 515/\$287 15%
West Bend	PPO	\$2,500/\$5,000	\$3,000/\$3,000	\$25-\$50/\$50-\$100/\$50-Co-insurer \$150	20%	HRA \$850/\$1,700	\$674/\$1,785 512/\$250 19%/14%
Franklin	PPO	\$1,000/\$4,000	\$4,000/\$8,000	\$20,000/\$50,000/\$600	10%	\$0	\$791/\$1,411 516/\$456 20%
	HMO	\$1,500/\$3,000	\$4,500/\$9,000	N/A	10%	\$310/\$620	\$715/\$1,325 603/\$232 12.00%

* No response received from Muskego on these details

2020 HEALTH INSURANCE DETAILS - 10 YEAR HISTORY

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020		
	Axiant PSC	Axiant PSC	Axiant PSC	Axiant PSC	Humana PSC	Humana PSC	Humana PSC	UHC PSC	UHC PSC	UHC HIDHP	UHC PSC	UHC HIDHP	
Deductible	\$200/\$400	\$200/\$400	\$200/\$400	\$500/\$1500	\$500/\$1000	\$500/\$1000	\$500/\$1000	\$500/\$1000	\$1000/\$2000	\$1500/\$4500	\$3000/\$6000	\$1500/\$4500	\$3000/\$6000
OOP Max	\$400/\$1200	\$400/\$1200	\$400/\$1200	\$1000/\$3000	\$1000/\$2000	\$1000/\$2000	\$1000/\$2000	\$1000/\$2000	\$3000/\$6000	\$4500/\$9000	\$6000/\$12000	\$4500/\$9000	\$4500/\$9000
Office Copays					\$10	\$10	\$10	\$10	\$15/\$25/\$35/\$40	\$25/\$40/\$50/\$70	N/A	\$25/\$40/\$50/\$70	N/A
ER Copay	\$100	\$100	\$100	\$100	\$150	\$150	\$150	\$150	\$250	\$400	N/A	\$400	N/A
Urgent Care Copay	\$50	\$50	\$50	\$50	\$75	\$75	\$75	\$75	\$100	\$100	N/A	\$100	N/A
Virtual Visit								\$10	\$10	\$15	N/A	\$15	N/A
RX Copays	\$10/\$25/\$40	\$10/\$25/\$40	\$10/\$25/\$40	\$10/\$25/\$40	\$10/\$25/\$40/75 %	\$10/\$25/\$40/75 %	\$10/\$25/\$50/75 %	\$10/\$25/\$50/75 %	\$10/\$25/\$50/75 %	\$10/\$40/\$60/75 %	N/A	\$10/\$40/\$60/75 %	N/A
Monthly Total Premium - Single	\$732.00	\$750.00	\$750.00	\$705.00	\$674.80	\$650.75	\$616.26	\$614.26	\$642.46	\$901.00	\$721.99	\$790.54	\$714.88
Monthly Total Premium - Family	\$1,714.00	\$1,812.50	\$1,812.50	\$1,705.00	\$1,626.80	\$1,573.85	\$1,490.50	\$1,490.50	\$1,602.30	\$1,929.00	\$1,746.27	\$1,899.72	\$1,724.74
Monthly EE Prem Share - Single	\$68.00	\$68.00	\$75.00	\$84.60	\$84.60	\$84.60	\$83.20	\$86.28	\$96.06	\$160.00	\$96.02	\$160.00	\$96.02
Monthly EE Prem Share - Family	\$135.00	\$145.00	\$181.25	\$204.60	\$204.60	\$204.60	\$201.22	\$208.68	\$232.34	\$386.00	\$232.26	\$386.00	\$232.26
City Contribution to H.S.A.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$750/\$1500	N/A	\$1125/\$2250
Maximum Single Cost/Yr	\$1,120.00	\$1,120.00	\$1,200.00	\$2,015.20	\$2,015.20	\$2,015.20	\$1,998.40	\$2,035.36	\$4,192.72	\$6,420.00	\$6,402.24	\$6,420.00	\$4,527.24
Maximum Family Cost/Yr	\$2,820.00	\$2,940.00	\$3,375.00	\$5,453.20	\$4,453.20	\$4,453.20	\$4,414.44	\$4,504.16	\$8,788.08	\$13,632.00	\$13,287.12	\$13,632.00	\$9,537.12

THE TRICKY QUESTION OF WHEN TO TAP BUDGET RESERVES

- The Tricky Question of When to Tap Budget Reserves For local governments coping with the fiscal pressures brought on by the pandemic, it might seem that now is the time. But public leaders first should ask themselves some important questions. Fran David, Former City Manager and Finance Director | August 12, 2020 | Opinion
- Across the country, cities as varied as Cloverdale, Calif., Newport, Ky., and Philadelphia have begun pulling from their budget reserves to address shortfalls resulting from the coronavirus pandemic's extraordinary financial impact. But many other local governments are holding back, looking instead to hold down overall spending and preserve their reserve funds. For many jurisdictions, the most difficult and perplexing financial question is when - or if - they should tap their reserves.
- Why is this such an important question when managing an immediate crisis? What difference does it make? The money has to be spent; the crisis must be addressed. The answer, however, may be critical to the long-term financial health of the jurisdiction.
- Almost all public organizations face two kinds of financial challenges throughout their existence. One kind is cyclical and short-term in nature, caused by a one-time or temporary event - a natural disaster, for example. Short-term cash, such as from the jurisdiction's budget reserves, may solve this kind of problem.
- The other kind of challenge is structural and longer-term in duration. It will not disappear in the short term and reoccurs across multiple years. It reflects a fundamental flaw in the organization's operating structure, one that likely has been building under the surface and cannot be corrected by a one-time infusion of cash.

THE TRICKY QUESTION OF WHEN TO TAP BUDGET RESERVES - CONTINUED

- In the public sector, financial reserves have always been a topic of frustration, temptation and potential misuse. Rarely are they maintained at levels recommended by public-finance experts. Too often reserves provide a convenient, but inappropriate, way to temporarily mitigate the negative impact of long-term financial problems. The consistent or long-term use of financial reserves usually masks a serious underlying structural issue.
- So when is using the budget reserves the right decision? There are at least four tests that should be applied - questions for public leaders to ask themselves - in the decision-making process:
 1. How is the organization's general financial health? Is there a structural deficit hidden within? Does the organization normally maintain adequate or better reserves? Does it have and adhere to a well constructed, up-to-date, long-term financial plan - one based on tested assumptions, intelligently projected into the future and spanning at least five years?
 2. Can reserves be maintained? Is the use appropriate and can the reserves be quickly replenished without financially crippling the organization? Can the immediate crisis-related need be met with only a one-time use of reserves, or is there likely to be ongoing annual need?
 3. Are there opportunities for operational improvement? For example, should changes in processes or practices that have been forced by the crisis, such as teleworking and virtual meetings, or other improvements to operations be continued after the pandemic? And if so, do they require additional investment now to be successful into the future?
 4. Are there good alternatives to using reserves? Or is leadership simply taking the easier political path? What about reorganization, changes in services or service levels, partnerships with other jurisdictions, downsizing, or looking for innovative ways to reduce operational costs?

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THE TRICKY QUESTION OF WHEN TO TAP BUDGET RESERVES - CONTINUED

- The conundrum of COVID-19 is not knowing the length or severity of the virus threat. This makes it impossible to determine when the costs associated with the pandemic will diminish and when the revenue stream will return to pre-pandemic levels, if at all.
- All of this confusion provides both demanding challenges and opportunities. Organizations that can see a light at the end of the tunnel may be well within good financial-management boundaries to use reserves. These would be communities whose tax base is not severely eroded by the pandemic, that can realistically project a swift return to pre-pandemic revenue levels, that can securely identify an end to the need for spending from reserves, and that have rigorously asked and answered questions 1-4 honestly.
- Communities that are experiencing a deep erosion of their revenue streams due to COVID-19 may need to strenuously avoid the use of reserves except in the most demanding and critical of circumstances. Among those communities might be those heavily dependent on revenue from the hospitality, convention or restaurant industries. It is impossible to determine when the revenue stream from those industries may begin to flow again, let alone reach pre-pandemic levels. These communities should also rigorously ask and answer questions 1-4.
- The reality is that those communities will most likely need to focus on questions 3 and 4 and plan for a vastly different future, one in which financial reserves should be used only as a small part of a much more dramatic survival plan. Such a plan might mean drastic cuts in staff or services, dramatic changes in service delivery, or implementation of high-risk innovation processes. In the most extreme cases, it might even mean municipal bankruptcy.
- Governing's opinion columns reflect the views of their authors and not necessarily those of Governing editors or management.

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Opportunities and Threats - Could Impact Franklin in Current and Future Budgets

Opportunities

- Franklin's history of strong property values and growth, in addition to its location relative to significant transportation corridors, and past successful TID developments suggests that the community could again see strong development numbers if sufficient market-ready and market-attractive parcels become available
- Level of City tax rate remains prudent and fiscally responsible, and is very favorable in comparison to other Milwaukee County communities
- Further northerly expansion of the Waste Management Landfill will provide additional revenue from siting fees. Life of Landfill Siting Fees is expected to extend 20-30 additional years
- Consolidation and/or active cooperation of similar services with neighboring communities
- Billing 100% of the fire protection charges to the water utility customers instead of the current practice of 50% to the property tax levy and 50% to the utility customers – the Public Fire Protection tax levy supported fee is \$270,000
- Establishing a property tax equivalent from the Sewer Service Fund that would provide the equivalent of property taxes on the sewer service assets similar to the amounts charged to the Water Utility (requires a state law change)
- Development activities south of Ryan Road will spur additional investment due to the construction of the Ryan Creek Sewer Interceptor
- Improve infrastructure design requirements on new development that result in longer lasting infrastructure components, reducing demand for replacement costs
- Technology enhancements in the government functions that increase productivity of service providers – i.e. tablets that permit in field updates to infrastructure maintenance
- Utilization of utility monitoring tools to identify lost water earlier and mitigate unnecessary loss of water to the environment.
- Implementing a change in wholesale water to the City of Milwaukee will provide a reliable long-term source as well as predictability in long term consumer rates
- New natural conservation recreation areas as a result of MMSD and Waste Management agreements to improve quality of life for residents
- The new Loomis Road Industrial Park will open opportunities to support attraction of needed, but less restricted, businesses to the city

Threats

- Staffing recruitment and retention issues – As the overall workforce becomes more mobile, and a substantial number of current employees contemplate retirement, it becomes harder to recruit and retain high quality employees to provide services in the City of Franklin
- Lack of developed and ready business park parcels will slow high-value, non-residential growth and possibly cause the loss of existing businesses
- Lack of population density limits “quality of life” developments
- Continued efforts by the State to reduce aids and other revenue opportunities to municipalities
 - The movement toward eliminating personal property tax payments by businesses, as the State has already removed a fair portion of taxable property in certain asset classifications. While there is currently a replacement revenue in place from the State, continuance and proper funding of the aid are uncertain
 - The possibility of removing the State’s contribution to local governments for matching Exempt Computer Aids. This is not a current proposal, however, it has been proposed in the past and could be again
 - The continued erosion of legislative support for local government in property tax assessment practice, use of road right-of-way, continued reduction in state/county funding share in public works projects increases local costs and reduces property tax revenue.
 - Municipal property tax levy increases are limited to the larger of new construction growth or 0%, while various user fees increases are further limited by requiring offsets against the allowable levy
 - State restrictions on local control and decision making which affects expenditures, revenues, services, and alternatives
- ‘Cord cutting’ and the impact on the \$500,000 of annual cable TV tax revenue, as well as the reduced tax rates mandated by the State. In addition, the State aid currently provided could be reduced or eliminated in the future
- Lack of funding to maintain the City’s infrastructure and protect the City’s assets, which could be caused by lack of sufficient revenues to fund, additional needs due to growth, or other factors
- Demands on and for program and operating expenditures
 - Development of the Park plan could strain available financial resources
 - Potential cost of a large-scale Emerald Ash Borer control program
 - Seed capital for sewer build out in Southwest Sewer District
 - Continued changes to the paramedic contract may cause program changes and increased personnel and training costs
 - Additional staff time requested/needed in a number of departments to maintain current service offerings
- Lack of growth, current state restrictions, and other threats could cause reductions in staff and/or services
- Aging workforce, with the potential for loss of intellectual capital upon retirement and the added costs from a legacy defined benefit pension plan
- Continued unchecked rate increases in the cost of water for the next few years

Additional items to be added as suggested by Council/Staff/Others

CITY OF FRANKLIN
Summary of Assessed Value - As of Aug 31, 2020 after Stmt of Assessments

	Jan 1, 2020 Total Assessed Values	TIF Assessed Values	Jan 1, 2020 Assessed Values Less TID	Jan 1, 2019 Assessed Values Less TID	Difference	PCT Change
Personal Property-manufacturing @ FMV Assessment Ratio	18,047,000 98 507% ²	- #DIV/0!	18,047,000 98 507%	15,283,000 97 005%	2,764,000	
P P @ Est Assessed Value	17,777,504	-	17,777,504	14,825,200	2,952,304	19 9%
Real Estate-manufacturing @ FMV Assessment Ratio	156,827,500 98 507% ²	- #DIV/0!	156,827,500 98 507%	150,845,900 97 007%	5,981,600	
R E @ Est Assessed Value	154,485,595	-	154,485,595	146,331,100	8,154,495	5 6%
Manufacturing at Est Assessed Value	172,263,099	-	172,263,099	161,156,300	11,106,799	6 9%
Real Estate - Residential	3,353,273,400	94,993,600	3,258,279,800	3,075,290,145	182,989,655	6 0%
Real Estate - Commercial	932,412,800	262,460,500	669,952,300	619,346,800	50,605,500	8 2%
Real Estate - Agricultural/Other	20,711,000	544,500	20,166,500	19,384,200	782,300	4 0%
Total Real Estate	4,306,397,200	357,998,600	3,948,398,600	3,714,021,145	234,377,455	6 3%
Personal Property - Commercial	34,122,100	12,136,400	21,985,700	22,811,200	(825,500)	-3 6%
Residential, Commercial & Agricultural	4,340,519,300 ¹	370,135,000	3,970,384,300	3,736,832,345	233,551,955	6 2%
Sub total	4,512,782,399	370,135,000	4,142,647,399	3,897,988,645	244,658,754	6 3%
Less TID Base	-	(205,001,300) ^{3 4}	205,001,300 ³	196,321,900	8,679,400	4 4%
Total Assessed Value - 2020	<u>4,512,782,399</u>	<u>165,133,700</u>	<u>4,347,648,699</u>	<u>4,094,310,545</u>	<u>253,338,154</u>	6 2%
Percent Increase	6 7%	22 2%	6 2%			
2020 Breakdown by Type						
Real Estate	4,460,882,795	152,997,300	4,307,885,495	4,056,674,145	251,211,350	
Personal Property	51,899,604	12,136,400	39,763,204	37,636,400	2,126,804	
Total Assessed Value - 2020	<u>4,512,782,399</u>	<u>165,133,700</u>	<u>4,347,648,699</u>	<u>4,094,310,545</u>	<u>253,338,154</u>	
2020 Breakdown by School District						
Franklin School District	3,307,063,900	25,165,600	3,281,898,300	3,187,304,700	94,593,600	
Oak Creek/Franklin School District	785,865,200	139,138,500	646,726,700	656,941,545	(10,214,845)	
Whitnall School District	271,114,000	-	271,114,000	250,064,300	21,049,700	
Total Assessed Value - 2020	<u>4,364,043,100</u>	<u>164,304,100</u>	<u>4,199,739,000</u>	<u>4,094,310,545</u>	<u>105,428,455</u>	
Total Assessed Value - 2019	<u>4,229,425,745</u>	<u>135,115,200</u>	<u>4,094,310,545</u>			

¹ Agrees to Statement of Assessment

² Per DOR Average Assessment Ratio to be received

³ 1/1/05 base for TIF#3 & TIF #4 per DOR & 2013 TID 3 Amendment

⁴ 1/1/2016 base for TID #5 per DOR

City of Franklin
 Tax Equalization Ratio
 2021 Budget

Preliminary - Aug 25, 2020

Tax Rate: The tax rate is developed by dividing the total tax levy by the City Assessed Value. An individual property tax bill is the result of its assessed value divided by total assessed value times the tax levy.

estimated

	2016-17	2017-18	2018-19	2019-2020	2020-21	Inc (Dec)
Assessed Value TID Out	3,601,192,725	3,748,973,400	3,932,144,360	4,094,310,545	4,347,648,699	4 12%
Assessed Value TID In	3,704,478,925	3,854,766,200	4,035,237,210	4,229,425,745	4,512,782,399	6 70%
Percentage Change	9 07%	4 06%	4 68%			
Equalized Value TID Out	3,629,055,600	3,778,072,200	3,924,067,400	4,211,998,800	4,413,724,900	4 79%
Percentage Change	4 49%	4 11%	3 86%	7 34%		
TID 3 Increment	55,256,200	62,049,100	51,181,600	64,781,500	97,386,600	50 33%
TID 4 Increment	44,691,300	47,593,400	46,431,200	52,629,500	54,668,200	3 87%
TID 5 Increment		1,211,500	1,261,200	30,859,200	21,439,500	-30 52%
TID 6 Increment					-	
TID 7 Increment					533,300	
Total - TID In Equalized Value	3,729,003,100	3,888,926,200	4,022,941,400	4,360,269,000	4,587,752,500	5 22%
Percentage Change	2 19%	4 29%	3 45%	8 39%	5 22%	
Assessment Ratio	99 06681%	99 11732%	100 30564%	97 00737%		
City Tax Levy - TID Out	\$ 20,509,000	\$ 21,027,849	\$ 21,389,375	\$ 21,741,900	\$ 21,918,100	0 81%
Equalized Rate TID Out	0 005651333	0 005565762	0 005450817	0 005161896	0 004965896	-3 80%
Percentage Change	-4 29%	-1 51%	-2 07%	-5 30%	-3 80%	
Tax Levy - TID In	\$ 21,073,837	\$ 21,644,836	\$ 21,928,319	\$ 22,507,255	\$ 22,782,303	1 22%
Tax rate on Assessed Value	5.6887452	5.6150840	5.4342082	5.3215866	5.0483939	\$ (0.2732) -5.13%
Tax Rate Based Strictly on Assessed Value	5 6950576	5 6089619	5 4396210	5 3102714	5 0413687	-2 38%
Equalization Difference	(0 0063124)	0 0061221	(0 0054128)	0 0113152	0 0070252	
Expenditure Restraint Equalized Tax Rate	0 6513325	0 5657616	0 4508174	0 1618961	(0 0341037)	
Impact on Expenditure Restraint Aids	-28 02%	-13 14%	-20 32%	-64 09%	no longer qualify	

City of Franklin

2021 Tax Rate

Updated 9/1/20

Impact of Various Changes

Equated Value - TID Out	4,413,724,900	Preliminary	Avg Home
Equated Value - TID In	4,587,752,500	Preliminary	Assessed Value
			\$261,300
Assessed Value - TID Out	4,347,648,699		
Assessed Value - TID In	4,512,782,399		

		Pct Change	Assessed Value		
2020	\$	Fr Pr Yr	Tax Rate		Tax
Recommended Levy	\$ 21,741,900	0 81%	5.0483939		\$1,319.15
Change in Levy	\$			Change	Tax Change
1,000	21,919,100	0 0046%	5 0486242	0 0002303	\$0.06
5,000	21,923,100	0 0230%	5.0495455	0.0011516	\$0.30
10,000	21,928,100	0.0460%	5 0506972	0 0023033	\$0.60
25,000	21,943,100	0.1150%	5 0541521	0 0057582	\$1.50
50,000	21,968,100	0 2300%	5 0599104	0 0115165	\$3.01
100,000	22,018,100	0 4599%	5 0714269	0 0230330	\$6.02
150,000	22,068,100	0.6899%	5.0829434	0.0345495	\$9.03
200,000	22,118,100	0 9199%	5.0944599	0 0460660	\$12.04
-1,000	21,917,100	-0.0046%	5 0481635	-0 0002303	(\$0.06)
-5,000	21,913,100	-0 0230%	5.0472422	-0 0011516	(\$0.30)
-10,000	21,908,100	-0 0460%	5.0460906	-0.0023033	(\$0.60)
-25,000	21,893,100	-0 1150%	5 0426356	-0 0057582	(\$1.50)
-50,000	21,868,100	-0.2300%	5 0368774	-0.0115165	(\$3.01)
-100,000	21,818,100	-0 4599%	5.0253609	-0.0230330	(\$6.02)
-150,000	21,768,100	-0 6899%	5 0138444	-0.0345495	(\$9.03)
-200,000	21,718,100	-0.9199%	5 0023279	-0 0460660	(\$12.04)
-0 25% - (\$54,795)	21,863,305	-0 24%	5.0357729	-0.0126209	(\$3.30)
-0 5% - (\$109,591)	21,808,509	-0 49%	5.0231518	-0 0252421	(\$6.60)
-1 0% - (\$219,181)	21,698,919	-0 98%	4 9162373	-0 1321566	(\$34.53)

City of Franklin, WI
Impact of Levy Increase
01-Sep-20

	Per \$100,000 of Assessed Value		Average Residence	
	2019	2020	2019	2020
Home Value	100,000	106,000	246,500	261,300
Tax Rate	5.3215866	5.048394	5.3215866	5.048394
Tax	532.16	535.13	1,311.77	1,319.15
Tax Inc (Dec)		\$ 2.97		\$ 7.37
Pct Change in Tax		0.6%		0.6%
Residential Valuation Change		6.00%		6.00%

L:\41803 VOL1 Finance\BUDGET\2021 Budget\Tax Calc\TAX RATE OPTIONS 2021.xlsx]2020 Home Impact

LEVY HISTORY 2011/2012 - 2020/2021				
TAX YEAR/ YEAR COLLECTED	LEVY	PRIOR YEAR LEVY	CHANGE INC / (DEC)	% INC / (DEC)
2011/2012	20,467,000	20,965,000	(498,000)	-2.38%
2012/2013	20,509,000	20,467,000	42,000	0.21%
2013/2014	20,509,000	20,509,000	0	0.00%
2014/2015	20,509,000	20,509,000	0	0.00%
2015/2016	20,509,000	20,509,000	0	0.00%
2016/2017	20,509,000	20,509,000	0	0.00%
2017/2018	21,027,849	20,509,000	518,849	2.53%
2018/2019	21,389,375	21,027,849	361,526	1.72%
2019/2020	21,741,900	21,389,375	352,525	1.65%
2020/2021	21,918,100	21,741,900	176,200	0.81%

* 2020/2021 is the recommended levy

CITY PORTION - ASSESSED TAX RATE HISTORY 2011/2012 - 2020/2021				
TAX YEAR/ YEAR COLLECTED	ASSESSED RATE	PRIOR YEAR ASSESSED RATE	CHANGE INC / (DEC)	% INC / (DEC)
2011/2012	5.794	6.221	(0.427)	-6.86%
2012/2013	5.774	5.794	(0.020)	-0.35%
2013/2014	6.294	5.774	0.520	9.01%
2014/2015	6.300	6.294	0.006	0.10%
2015/2016	6.256	6.300	(0.044)	-0.70%
2016/2017	5.689	6.256	(0.567)	-9.06%
2017/2018	5.615	5.689	(0.074)	-1.30%
2018/2019	5.434	5.615	(0.181)	-3.22%
2019/2020	5.322	5.434	(0.112)	-2.06%
2020/2021	5.048	5.322	(0.274)	-5.15%

* 2020/2021 tax rate is estimated / actual rate will be determined in October/early November

** Tax bills are calculated based on assessed rates

CITY PORTION - LOCAL EQUALIZED TAX RATE HISTORY 2011/2012 - 2020/2021				
TAX YEAR/ YEAR COLLECTED	EQUALIZED RATE	PRIOR YEAR EQUALIZED RATE	CHANGE INC / (DEC)	% INC / (DEC)
2011/2012	5.743	6.177	(0.434)	-7.03%
2012/2013	5.985	5.743	0.242	4.21%
2013/2014	6.194	5.985	0.209	3.49%
2014/2015	5.905	6.194	(0.289)	-4.67%
2015/2016	5.823	5.905	(0.082)	-1.39%
2016/2017	5.651	5.823	(0.172)	-2.95%
2017/2018	5.566	5.651	(0.085)	-1.50%
2018/2019	5.451	5.566	(0.115)	-2.07%
2019/2020	5.162	5.451	(0.289)	-5.30%
2020/2021	4.966	5.162	(0.196)	-3.80%

* Equalized rates compared the City of Franklin to other WI municipalities

City of Franklin, WI
General Fund - Fund 01

Official Budget Appropriation Units

2021 MAYOR REC	Version								Fav (Unf) Prior Adopted \$\$	Fav (-Unf) Prior Adopted Pct
	2018 ACTIVITY	2019 ACTIVITY	2020 ORIGINAL BUDGET	2020 AMENDED BUDGET	1 2020 Projection	3 2021 FCST	4 2021 DEPT REQ	5 2021 MAYOR REC		
REVENUES										
REAL ESTATE TAXES	16,887,688	18,136,986	19,005,700	19,005,700	19,005,700	19,246,800	19,219,800	19,184,900	179,200	0.9%
REVENUE - OTHER TAXES	724,051	692,944	685,900	685,900	648,900	658,900	626,900	626,900	(59,000)	-8.6%
TRANSFERS - IN	1,011,392	968,448	1,050,000	1,050,000	1,046,000	1,034,000	1,050,000	1,050,000	0	0.0%
INTERGOVERNMENTAL	2,317,488	1,757,347	1,746,400	1,746,400	1,847,400	1,617,500	1,710,400	1,710,400	(36,000)	-2.1%
LICENSES & PERMITS	1,166,158	1,314,918	903,200	905,700	1,007,480	905,700	1,108,650	1,108,650	205,450	22.7%
FINES FORFEITURES AND PENALTIES	475,840	451,062	546,000	546,000	450,000	490,000	490,000	490,000	(56,000)	-10.3%
CHARGES FOR SERVICES	2,405,405	2,829,033	2,527,300	2,351,900	1,866,950	2,449,300	2,366,150	2,499,650	(27,650)	-1.1%
INTERGOVERNMENTAL CHARGES	192,542	226,178	182,000	182,000	183,600	190,400	203,181	203,200	21,200	11.6%
INTEREST & INV INCOME	241,397	510,943	343,580	343,580	345,500	236,500	343,500	359,718	16,138	4.7%
MISCELLANEOUS	244,135	189,606	139,250	136,750	138,000	138,750	135,750	135,750	(3,500)	-2.5%
Total Revenues	25,666,096	27,077,465	27,129,330	26,953,930	26,539,530	26,967,850	27,254,331	27,369,168	239,838	0.9%
Totals for dept 0101 - MAYOR	18,488	18,482	18,482	18,482	18,491	18,713	18,482	18,486	4	0.0%
Totals for dept 0102 - ALDERMEN	47,403	47,409	47,409	47,409	47,428	48,002	47,409	47,417	8	0.0%
Totals for dept 0121 - MUNICIPAL COURT	181,190	187,333	193,490	193,490	188,957	189,775	189,379	189,109	(4,381)	-2.3%
Totals for dept 0141 - CITY CLERK	300,676	305,789	353,001	353,001	323,277	357,012	337,694	334,272	(18,729)	-5.3%
Totals for dept 0142 - ELECTIONS	54,840	14,025	70,404	70,404	72,436	71,274	28,941	28,922	(41,482)	-58.9%
Totals for dept 0144 - INFORMATION SERVICES	124,968	129,250	131,451	236,451	193,171	132,884	388,575	102,343	(29,108)	-22.1%
Totals for dept 0147 - ADMINISTRATION	297,079	317,732	411,533	411,533	257,089	416,322	435,950	262,816	(148,717)	-36.1%
Totals for dept 0151 - FINANCE	427,137	409,026	419,877	419,877	406,191	425,858	512,077	424,474	4,597	1.1%
Totals for dept 0181 - MUNICIPAL BUILDINGS	89,772	107,963	101,001	154,001	101,840	104,209	108,584	106,778	5,777	5.7%
Totals for dept 0199 - CONTINGENCY							0	0	0	
Personnel Costs - General Government	1,541,553	1,537,009	1,746,648	1,904,648	1,608,880	1,770,049	2,067,091	1,514,617	(232,031)	-13.3%
Totals for dept 0101 - MAYOR	4,800	5,046	7,850	8,694	5,600	7,967	8,000	12,000	4,150	52.9%
Totals for dept 0102 - ALDERMEN	22,449	23,032	25,651	25,651	23,200	26,152	25,350	25,350	(301)	-1.2%
Totals for dept 0121 - MUNICIPAL COURT	36,057	15,942	19,625	19,625	17,000	20,156	21,475	21,475	1,850	9.4%
Totals for dept 0141 - CITY CLERK	24,783	21,835	27,200	27,200	24,850	27,788	28,500	28,500	1,300	4.8%
Totals for dept 0142 - ELECTIONS	10,189	8,704	16,500	16,500	13,800	16,713	25,000	25,000	8,500	51.5%
Totals for dept 0144 - INFORMATION SERVICES	327,974	411,444	429,878	346,271	303,800	442,003	292,156	432,736	2,858	0.7%
Totals for dept 0147 - ADMINISTRATION	136,032	75,989	129,655	129,655	80,780	131,600	129,755	129,755	100	0.1%
Totals for dept 0151 - FINANCE	92,407	104,742	115,710	115,710	122,500	118,921	122,490	122,490	6,780	5.9%
Totals for dept 0152 - AUDITOR	30,255	31,455	30,050	30,050	25,500	37,552	36,850	30,050	0	0.0%
Totals for dept 0154 - CITY ASSESSORS	223,081	226,888	233,350	233,350	232,850	240,004	237,650	237,650	4,300	1.8%
Totals for dept 0181 - LEGAL SERVICES	302,842	299,700	358,000	357,000	314,850	367,706	353,600	353,600	(4,400)	-1.2%
Totals for dept 0181 - MUNICIPAL BUILDINGS	112,225	110,721	130,515	159,214	114,925	119,836	120,615	120,615	(9,900)	-7.6%
Totals for dept 0194 - INSURANCE	77,508	65,437	95,850	95,850	78,500	97,767	106,565	106,565	10,715	11.2%
Totals for dept 0198 - UNCLASSIFIED EXPENSES	1,127	15,979	27,500	27,500	2,500	2,500	2,500	2,500	(25,000)	-90.9%
Non-Personnel - General Government	1,401,729	1,416,914	1,647,334	1,592,270	1,358,155	1,656,865	1,510,506	1,648,286	952	0.1%
GENERAL GOVERNMENT TOTAL	2,943,282	2,953,923	3,393,982	3,496,918	2,967,035	3,426,714	3,577,597	3,162,903	(231,079)	-6.8%

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City of Franklin, WI
General Fund - Fund 01

Official Budget Appropriation Units

2021
MAYOR REC

Version

	2018 ACTIVITY	2019 ACTIVITY	2020 ORIGINAL BUDGET	2020 AMENDED BUDGET	1 2020 Projection	3 2021 FCST	4 2021 DEPT REQ	5 2021 MAYOR REC	Fav (Unf) Prior Adopted \$\$	Fav (-Unf) Prior Adopted Pct
Totals for dept 0211 - POLICE DEPT	7 496 471	7,507,336	7 970,358	8,020,358	7 752,697	7,985,509	7,997,953	7,925,895	(44 463)	-0 6%
Totals for dept 0212 - PD DISPATCH	984,834	1 080,162	1,197,247	1 197 247	1,177 038	1,210,706	1,215,589	1,207,563	10 316	0 9%
Dept 213 - GENERAL PUB SAFETY	0	0	0	0					0	
Totals for dept 0221 - FIRE DEPT	5 936,383	5 884 640	6 286 453	6,286,453	6 046,924	6 283,594	6 609,290	6,268,073	(18 380)	-0 3%
Totals for dept 0231 - INSPECTION SERVICES	795,769	707,549	768,655	846,955	734,091	776,770	753,704	753,818	(14,837)	-1 9%
Personnel Costs - Public Safety	15 213,457	15,179,687	16,222,713	16 351,013	15 710,750	16,256,579	16 576,536	16,155,349	(67,364)	-0 4%
Totals for dept 0211 - POLICE DEPT	1 082,890	1,043 928	1 226,530	1,249,060	1 096,074	1 249,074	1 147 290	1 235 790	9 260	0 8%
Totals for dept 0221 - FIRE DEPT	473,195	513,583	566,500	566,831	507 621	577,073	523,230	515 980	(50 520)	-8 9%
Totals for dept 0223 - FIRE PROTECTION	279,840	279,819	283,300	283,300	283,300	283,566	283 300	283,300	0	0 0%
Totals for dept 0231 - INSPECTION SERVICES	20,242	132,736	140,335	218,635	134,405	144,106	154,044	154 044	13 709	9 8%
Totals for dept 0239 - SEALER OF WEIGHTS & ME/	7,600	7,600	7,600	7,600	7,600	7,828	7,600	7,600	0	0 0%
Non-Personnel Costs - Public Safety	1 863,767	1,977,666	2,224,265	2,325,426	2 029 000	2 261,847	2,115,464	2 196,714	(27 551)	-1 2%
PUBLIC SAFETY TOTAL	17,077,224	17,157,353	18,446,978	18,676,439	17,739,750	18,518,226	18,692,000	18 352 063	(94 915)	-0 5%
Totals for dept 0321 - ENGINEERING	480,363	540,914	590,261	590,261	531,404	591 468	604,468	599,419	9,158	1 6%
Totals for dept 0331 - HIGHWAY	1,573 846	1,648 581	1,974,746	2,604,746	1,871,001	1,947,327	2,212,721	2 015,467	40,721	2 1%
Personnel Costs - Public Works	2 054 209	2,189,495	2,565,007	3,195,007	2,402,405	2,538,795	2 817,189	2,614,886	49,879	1 9%
Totals for dept 0321 - ENGINEERING	428 704	675,297	342,820	342,820	339 250	352 818	280 850	292,850	(49,970)	-14 6%
Totals for dept 0331 - HIGHWAY	613,686	965,411	890,800	975,737	979,000	886 105	1,111,496	1,016 750	125,950	14 1%
Totals for dept 0351 - STREET LIGHTING	286 664	303 972	346,000	386,120	342,800	353,220	357 200	357 200	11 200	3 2%
Totals for dept 0361 - WEED CONTROL	5,108	5,898	7,050	7,050	7,050	7,261	7,050	7,050	0	0 0%
Non-Personnel Costs - Public Works	1 334,162	1 950,578	1,586,670	1,711 727	1,668,100	1 599,404	1 756,596	1,673,850	87 180	5 5%
PUBLIC WORKS TOTAL	3,388,371	4 140,073	4,151,677	4,906 734	4,070 505	4 138 199	4 573,785	4,288,736	137 059	3 3%
Personnel Costs - dept 0411 - PUBLIC HEALTH	560 113	528 981	628 585	628 585	612,910	636,023	605 165	597,789	(30 796)	-4 9%
Totals for dept 0411 - PUBLIC HEALTH	70,096	75,056	65 250	65 250	64,100	65,614	67 450	67,450	2 200	3 4%
Totals for dept 0431 - ANIMAL CONTROL	39,925	42,723	43,800	43,800	46,400	45,114	48,000	48,000	4,200	9 6%
Non-Personnel Costs - Public Health	110,021	117,779	109,050	109 050	110,500	110 728	115,450	115,450	6 400	5 9%
HEALTH & HUMAN SERVICES TOTAL	670 134	646,760	737 635	737 635	723,410	746 751	720,615	713 239	(24,396)	-3 3%
Totals for dept 0529 - ST MARTINS FAIR									0	
Totals for dept 0551 - PARKS	174,301	153,110	119,998	119,998	116,235	121,347	123,410	122,368	2,370	2 0%
Personnel Costs - Culture & Recreation	174 301	153 110	119 998	119,998	116,235	121 347	123,410	122 368	2 370	2 0%
Totals for dept 0551 - PARKS	47,333	48 839	66,450	66 450	61,250	68 272	73 975	73 975	7 525	11 3%
Totals for dept 0521 - RECREATION	19,281	23,411	24,000	24,000	13,000	24,000	22,000	22,000	(2,000)	-8 3%
Non-Personnel Costs - Culture & Recreation	66,614	70,250	90 450	90 450	74,250	92,272	95,975	95 975	5,525	6 1%
CULTURE & RECREATION TOTAL	240 915	223,360	210 448	210,448	190,485	213,619	219 385	218 343	7,895	3 8%
Totals for dept 0621 - PLANNING	324,477	332,122	358,680	358,680	332,979	362 573	461 627	367,941	9 261	2 6%
Totals for dept 0641 - ECONOMIC DEVELOPMENT	86,353	123,622	126,770	126,770	125,139	128,191	108,515	95,793	(30,977)	-24 4%
Personnel Costs - Conservation & Development	410,830	455 744	485,450	485,450	458 118	490,764	570 142	463 734	(21 716)	-4 5%
Totals for dept 0621 - PLANNING	51,591	99,070	74,950	74,950	117,345	70,931	135,550	75 650	700	0 9%
Totals for dept 0641 - ECONOMIC DEVELOPMENT	49,737	51,605	59,000	97,000	47,500	60,230	66,000	60,500	1,500	2 5%
Non-Personnel Costs - Conservation & Development	101,328	150,675	133,950	230,844	164,845	131 161	201 550	136,150	2,200	1 6%
CONSERVATION & DEVELOPMENT TOTAL	512,158	606,419	619,400	716 294	622,963	621,925	771,692	599,884	(19,516)	-3 2%

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City of Franklin, WI
General Fund - Fund 01

Official Budget Appropriation Units

	2018 ACTIVITY	2019 ACTIVITY	2020 ORIGINAL BUDGET	2020 AMENDED BUDGET	1 2020 Projection	3 2021 FCST	Version		Fav (Unf) Prior Adopted \$\$	Fav (-Unf) Prior Adopted Pct
							4 2021 DEPT REQ	5 2021 MAYOR REC		
TRANSFERS OUT TOTAL	84,000	52,100	524,000	524,000	0	24,000	24,000	24,000	(500,000)	-95.4%
CONTINGENCY	1,200	0	1,144,000	979,815		(190,000)	(190,000)	10,000	(1,134,000)	-99.1%
TOTAL EXPENDITURES	24,917,284	25,779,988	29,228,120	30,248,283	26,314,148	27,499,434	28,389,074	27,369,168	(1,858,952)	-6.4%
NET REVENUES (EXPENDITURES)	748,812	1,297,477	(2,098,790)	(3,294,353)	225,382	(531,584)	(1,134,743)	0	2,098,790	-100.0%
BEGINNING FUND BALANCE	6,587,465	7,336,277	8,633,754	8,633,754	8,633,754	8,859,136	8,859,136	8,859,136		
ENDING FUND BALANCE	7,336,277	8,633,754	6,534,964	5,339,401	8,859,136	8,327,552	7,724,393	8,859,136		
Total Tax Levy										
General Fund	16,887,688	18,136,986	19,005,700	19,005,700	19,005,700	19,246,800	19,219,800	19,184,900	179,200	0.9%
Library Fund	1,303,200	1,312,700	1,340,500	1,340,500	1,340,500	1,357,200	1,362,000	1,337,200	(3,300)	-0.2%
Capital Funds	1,515,200	646,000	295,700	295,700	295,700	296,000	296,000	296,000	300	0.1%
Debt Service Fund	1,300,000	1,300,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	0	0.0%
Total Tax Levy	21,006,088	21,395,686	21,741,900	21,741,900	21,741,900	22,000,000	21,977,800	21,918,100	176,200	0.8%