



## City of Franklin, Tennessee

### FY 2018 Operating Budget

#### Human Resources

Kevin G. Townsel, J.D., Director

#### Budget Summary

|                   | 2015<br>Actual   | 2016<br>Actual   | 2017             |                  | 2018<br>Budget   | 2017 v. 2018    |               |
|-------------------|------------------|------------------|------------------|------------------|------------------|-----------------|---------------|
|                   |                  |                  | Budget           | Estimated        |                  | \$              | %             |
| <b>Personnel</b>  | 856,000          | 879,838          | 942,682          | 1,034,788        | 941,670          | -1,012          | -0.1%         |
| <b>Operations</b> | 265,520          | 332,026          | 459,838          | 453,691          | 215,778          | -244,059        | -53.1%        |
| <b>Capital</b>    | 38,928           | 0                | 0                | 0                | 0                | -               | 0.0%          |
| <b>Total</b>      | <b>1,160,448</b> | <b>1,211,864</b> | <b>1,402,520</b> | <b>1,488,478</b> | <b>1,157,448</b> | <b>-245,071</b> | <b>-17.5%</b> |

#### Departmental Summary

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

Functions include

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

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

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

- The HR Department purchased Kronos Talent Acquisition to assist in job requisitions and applicant tracking and it continues to be utilized to aid in reducing the number of days required in the recruitment process and dramatically reduces the amount of paper previously used. Kronos Talent Acquisition allows us to onboard a new employee without paper. All documents are stored within the system.
- The City has received \$561,887 in pharmacy rebates in the past 12 months which will directly reduce the total medical plan expenditures.
- As a result of strong workers' compensation claim management by the Risk staff, the City has received \$272,025 in returns from Travelers.
- We have received our experience modification rate from NCCI for the FY 2018 insurance period and it is 0.70. The "mod" rate is a factor that is developed between the insured's actual past experience and the expected or actual experience of the WC class code. When it is applied to our manual premium, it produces a premium that is more representative of our actual loss experience. Since we are below 1.0 (which is average) we will pay less premium for FY 2018.



## City of Franklin, Tennessee

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##### Department Summary (Continued)

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

#### Performance Measures

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

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



#### FranklinForward : A Vision for 2033 | Objectives for Developing a Strategic Plan

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



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

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

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

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

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

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



# City of Franklin, Tennessee

## FY 2018 Operating Budget

### Performance Measures

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

Goal: To have a safe and healthy workplace.

Baseline: 69 Franklin employees had accidents in FY 2013.

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

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

Baseline: Number of credit hours reimbursed for employees in FY 2013 was 345.

|             |                                                 |                                                                                   |
|-------------|-------------------------------------------------|-----------------------------------------------------------------------------------|
| <b>Key:</b> | <b>Strategic Plan: FranklinForward</b>          |  |
|             | <b>Sustainable Franklin</b>                     |  |
|             | <b>Tennessee Municipal Benchmarking Project</b> |  |

### Workload (Output) Measures

|                                                                                    |                                                                    | 2014         | 2015         | 2016       | 2017*      | 2018*      |
|------------------------------------------------------------------------------------|--------------------------------------------------------------------|--------------|--------------|------------|------------|------------|
| Organization-Wide                                                                  |                                                                    |              |              |            |            |            |
|                                                                                    | Number of Budgeted Positions Full-Time                             | 700          | 705          | 717        | 708        | 708        |
|                                                                                    | Number of Budgeted Positions Part-Time                             | 67           | 66           | 61         | 58         | 58         |
|                                                                                    | Total FTEs (entire organization)                                   | 635          | 675          | 664        | 688        | 688        |
|                                                                                    | Number of exempt FTEs                                              | 100          | 110          | 112        | 123        | 123        |
|                                                                                    | Number of non-exempt FTEs                                          | 535          | 564          | 552        | 562        | 562        |
|                                                                                    | Employee Turnover for Full-Time Positions (Not Including Retirees) | 4.60%        | 6.75%        | 4%         | 4%         | 5%         |
|  | <b>Tennessee Statewide Benchmarking Average</b>                    | <b>7.16%</b> | <b>8.00%</b> | <b>TBD</b> | <b>TBD</b> | <b>TBD</b> |
|                                                                                    | Number of Vacancies Advertised Externally **                       | 75           | 80           | 43         | 94         | 86         |
|                                                                                    | Number of External Applications Processed                          | 5,411        | 5,835        | 2,037      | 3,955      | 6,201      |
|                                                                                    | Average Number of Applications per Advertised External Vacancy     | 72           | 60           | 32         | 52         | 70         |
|                                                                                    | Average Number of Days to Fill a Position Advertised Externally    | 85           | 83           | 79         | 75         | 60         |
|                                                                                    | Number of new employees hired                                      | 112          | 138          | 53         | 112        | 131        |
|                                                                                    | Number of new hires that were from within ranks (promoted)         | 9            | 13           | 0          | 16         | 12         |
|                                                                                    | OSHA 300 log recordable injuries or illnesses                      | 38           | 53           | 10         | 21         | 0          |
|                                                                                    | Workers' compensation claims                                       | 92           | 65           | 27         | 62         | 0          |
| Human Resources Department Statistics                                              |                                                                    |              |              |            |            |            |
|                                                                                    | Total number of FTEs                                               | 10.00        | 10.00        | 11.00      | 10.00      | 11.00      |
|                                                                                    | Human Resources Staff per 100 Employees                            | 0.89         | 0.68         | 0.64       | 0.68       | 0.68       |
|                                                                                    | Applications processed Internal & External                         | 5671         | 6200         | 2037       | 3955       | 6401       |
|                                                                                    | Requisitions approved Internal & External                          | 80           | 97           | 52         | 114        | 116        |

\*\*includes postings with multiple vacancies



# City of Franklin, Tennessee

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### Performance Measures

#### Efficiency Measures

|                                                        | 2014             | 2015             | 2016             | 2017*      | 2018*      |
|--------------------------------------------------------|------------------|------------------|------------------|------------|------------|
| Benefits to Salary Ratio (All Funds)                   | 69.96%           | 33.21%           | 37.98%           | TBD        | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>        | <b>46.49%</b>    | <b>44.86%</b>    | <b>45.44%</b>    | <b>TBD</b> | <b>TBD</b> |
| Personnel Costs (All Funds) per FTE                    | \$ 88,766        | \$ 68,796        | \$ 69,515        | TBD        | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>        | <b>\$ 66,257</b> | <b>\$ 64,637</b> | <b>\$ 66,178</b> | <b>TBD</b> | <b>TBD</b> |
| Human Resources Cost per Total FTE (City -Wide)        | \$ 1,955         | \$ 2,000         | \$ 2,029         | TBD        | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>        | <b>\$ 848</b>    | <b>\$ 978</b>    | <b>\$ 850</b>    | <b>TBD</b> | <b>TBD</b> |
| Workers Compensation Cost per Claim                    | \$ 4,615         | \$ 4,659         | \$ 4,497         | \$ 3,918   | TBD        |
| <b>Tennessee Statewide Benchmarking Average</b>        | <b>\$ 5,989</b>  | <b>\$ 5,353</b>  | <b>\$ 8,207</b>  | <b>TBD</b> | <b>TBD</b> |
| Annual Wellness Cost per FTE                           | \$ 35.00         | \$ 35.00         | \$ 36.00         | \$ 38.00   | TBD        |
| Total benefits as a percent of total wages             | 43.1%            | 44.0%            | TBD              | TBD        | TBD        |
| Retirement Contributions as a percent of total payroll | TBD              | 10.0%            | 10.0%            | 10.0%      | 10.0%      |
| Benefits as a percentage of All Funds personnel costs  | 41.16%           | 32.20%           | TBD              | TBD        | TBD        |

#### Outcome (Effectiveness) Measures

|                                                                                                               | 2014                                                                                                                                                                                             | 2015         | 2016         | 2017*        | 2018*        |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|
| The City of Franklin will have a talented, diverse, and engaged workforce.                                    |                                                                                                                                                                                                  |              |              |              |              |
| Franklin will seek to attract and retain high quality employees whose diversity fully reflects the community. |                                                                                                                                                                                                  |              |              |              |              |
|                                                                                                               | City of Franklin's salaries will target to the 70th percentile of the equivalent job expectations as reflected in the marketplace.                                                               |              |              |              |              |
|                                                                                                               | Current Franklin                                                                                                                                                                                 | TBD          | TBD          | TBD          | TBD          |
|                                                                                                               | <b>Target</b>                                                                                                                                                                                    | <b>70.0%</b> | <b>70.0%</b> | <b>70.0%</b> | <b>70.0%</b> |
|                                                                                                               | <b>Meets Target?</b>                                                                                                                                                                             | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>   |
|                                                                                                               | Actively recruit and retain a workforce representative of the community.                                                                                                                         |              |              |              |              |
|                                                                                                               | % of Employees Female                                                                                                                                                                            | 23%          | 22%          | 20%          | 21.0%        |
|                                                                                                               | % of Franklin Female                                                                                                                                                                             | 52.2%        | 52.2%        | 52.2%        | 52.2%        |
|                                                                                                               | <b>Meets Target?</b>                                                                                                                                                                             | <b>No</b>    | <b>No</b>    | <b>No</b>    | <b>TBD</b>   |
|                                                                                                               | % of Employees Minority                                                                                                                                                                          | 7.3%         | 7.5%         | 6.0%         | 6.0%         |
|                                                                                                               | % of Franklin Minority                                                                                                                                                                           | 15.6%        | 15.6%        | 15.6%        | 15.6%        |
|                                                                                                               | <b>Meets Target?</b>                                                                                                                                                                             | <b>No</b>    | <b>No</b>    | <b>No</b>    | <b>TBD</b>   |
|                                                                                                               | Franklin will develop a Continuous Improvement Program using quantitative and qualitative methods to improve the effectiveness, efficiency and safety of service delivery processes and systems. |              |              |              |              |
|                                                                                                               | A safe and healthy workplace.                                                                                                                                                                    |              |              |              |              |
|                                                                                                               | # of employees who had accidents                                                                                                                                                                 | 92           | 46           | TBD          | TBD          |
|                                                                                                               | # Number of lost work days by employees                                                                                                                                                          | 81           | 95           | 110          | 34           |
|                                                                                                               | <b>Meets Target?</b>                                                                                                                                                                             | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>   | <b>TBD</b>   |
|                                                                                                               | # of credit hours reimbursed for employees                                                                                                                                                       | 239          | 192          | 200          | 200          |

\*2017 and 2018 estimated.

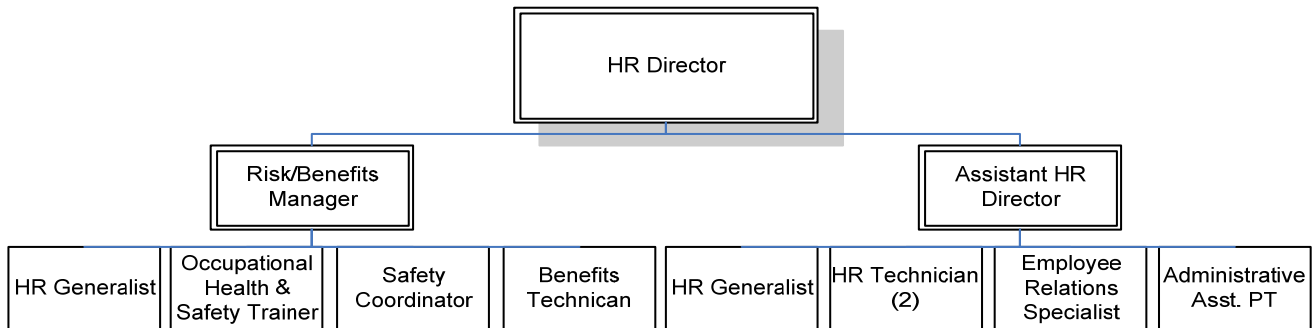


# City of Franklin, Tennessee

## FY 2018 Operating Budget

### Performance Measures

### Organizational Chart



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

### Staffing by Position

| Position                           | Pay Grade | FY 2014   |          | FY 2015   |          | FY 2016   |          | FY 2017   |          | FY 2018   |          |
|------------------------------------|-----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|-----------|----------|
|                                    |           | F-T       | P-T      | F-T       | P-T      | F-T       | P-T      | F-T       | P-T      | F-T       | P-T      |
| Human Resources Director           | Grade L   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Assistant HR Director/Benefits     | Grade K   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Assistant HR Director              | Grade K   | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Risk Manager                       | Grade J   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Risk/Benefits Manager              | Grade J   | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Employee Relations Mgr II          | Grade J   | 1         | 0        | 1         | 0        | 0         | 0        | 0         | 0        | 0         | 0        |
| Employee Relations Specialist      | Grade G   | 0         | 0        | 0         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Occupational Health & Safety Train | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Safety Coordinator                 | Grade G   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Human Resources Generalist         | Grade G   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        |
| Benefits Technician                | Grade D   | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        | 1         | 0        |
| Human Resources Technician         | Grade D   | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        | 2         | 0        |
| Administrative Assistant           | Grade D   | 0         | 1        | 0         | 1        | 0         | 1        | 0         | 1        | 0         | 1        |
| <b>TOTALS</b>                      |           | <b>11</b> | <b>1</b> | <b>11</b> | <b>1</b> | <b>11</b> | <b>1</b> | <b>11</b> | <b>1</b> | <b>11</b> | <b>1</b> |



# City of Franklin, Tennessee

## FY 2018 Operating Budget

### Budget

|                                   | Actual<br>2015   | Actual<br>2016   | Budget<br>2017   | Estd<br>2017     | Budget<br>2018   | Difference<br>\$ | %             |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|---------------|
| <b>Personnel</b>                  |                  |                  |                  |                  |                  |                  |               |
| Salaries & Wages                  | 668,147          | 690,422          | 739,037          | 800,772          | 725,670          | (13,367)         | -1.8%         |
| Employee Benefits                 | 187,853          | 189,416          | 203,645          | 234,016          | 216,000          | 12,355           | 6.1%          |
| <b>Total Personnel</b>            | <b>856,000</b>   | <b>879,838</b>   | <b>942,682</b>   | <b>1,034,788</b> | <b>941,670</b>   | <b>(1,012)</b>   | <b>-0.1%</b>  |
| <b>Operations</b>                 |                  |                  |                  |                  |                  |                  |               |
| Transportation Services           | 7,414            | 3,490            | 7,100            | 4,546            | 8,100            | 1,000            | 14.1%         |
| Operating Services                | 5,194            | 1,637            | 4,000            | 1,565            | 4,130            | 130              | 3.3%          |
| Notices, Subscriptions, etc.      | 7,522            | 16,817           | 16,300           | 16,077           | 17,500           | 1,200            | 7.4%          |
| Utilities                         | 6,230            | 6,527            | 7,111            | 7,323            | 7,450            | 339              | 4.8%          |
| Contractual Services              | 125,013          | 175,123          | 186,500          | 196,711          | 96,500           | (90,000)         | -48.3%        |
| Repair & Maintenance Services     | 3,610            | 4,876            | 5,500            | 1,895            | 6,000            | 500              | 9.1%          |
| Employee Programs                 | 214,720          | 201,941          | 281,000          | 245,056          | 274,500          | (6,500)          | -2.3%         |
| Professional Development/Travel   | 15,192           | 22,300           | 30,200           | 31,373           | 37,200           | 7,000            | 23.2%         |
| Office Supplies                   | 6,467            | 8,215            | 9,980            | 8,915            | 9,750            | (230)            | -2.3%         |
| Operating Supplies                | 1,490            | 1,647            | 4,295            | 3,320            | 4,300            | 5                | 0.1%          |
| Fuel & Mileage                    | 1,456            | 933              | 2,000            | 900              | 1,500            | (500)            | -25.0%        |
| Machinery & Equipment (<\$25,000) | 6,664            | 21,065           | 23,250           | 52,000           | 23,750           | 500              | 2.2%          |
| Repair & Maintenance Supplies     | 121              | 644              | 530              | -                | 550              | 20               | 3.8%          |
| Property & Liability Costs        | 6,896            | 6,953            | 7,301            | 9,768            | 10,256           | 2,956            | 40.5%         |
| Other Business Expenses           | -                | -                | 530              | -                | 550              | 20               | 3.8%          |
| Debt Service and Lease Payments   | 175,486          | 184,209          | 208,176          | 208,176          | 38,093           | (170,083)        | -81.7%        |
| Interfund Reimbursements          | (317,955)        | (324,351)        | (333,935)        | (333,935)        | (324,351)        | 9,584            | -2.9%         |
| <b>Total Operations</b>           | <b>265,520</b>   | <b>332,026</b>   | <b>459,838</b>   | <b>453,691</b>   | <b>215,778</b>   | <b>(244,059)</b> | <b>-53.1%</b> |
| Machinery & Equipment (>\$25,000) | 38,928           | -                | -                | -                | -                | -                | 0.0%          |
| <b>Capital</b>                    | <b>38,928</b>    | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>0.0%</b>   |
| <b>Total Human Resources</b>      | <b>1,160,448</b> | <b>1,211,864</b> | <b>1,402,520</b> | <b>1,488,478</b> | <b>1,157,448</b> | <b>(245,071)</b> | <b>-17.5%</b> |

| Account        | Label                                            | Actual 2015    | Actual 2016    | Budget 2017    | YTD@3/31/2017  | Estd 2017        | Budget 2018    | Forecast 2019  | Forecast 2020    |
|----------------|--------------------------------------------------|----------------|----------------|----------------|----------------|------------------|----------------|----------------|------------------|
|                | <b>Personnel</b>                                 |                |                |                |                |                  |                |                |                  |
| I= 81110       | REGULAR PAY                                      | 665,012        | 689,747        | 764,440        | 588,697        | 787,979          | 751,212        | 781,260        | 812,511          |
| 81120          | OVERTIME PAY                                     | 1,549          | 675            | 750            | 1,423          | 1,876            | 750            | 750            | 750              |
| 81150          | TEMPORARY WORK BY NON-CITY EMPLOYEES             | 1,586          |                |                | 7,558          | 10,917           |                |                |                  |
| 81199          | VACANCY ADJUSTMENT                               |                |                | (26,153)       |                |                  | (26,292)       | (27,344)       | (28,438)         |
| = <b>XWAGE</b> | <b>TOTAL WAGES</b>                               | <b>668,147</b> | <b>690,422</b> | <b>739,037</b> | <b>597,678</b> | <b>800,772</b>   | <b>725,670</b> | <b>754,666</b> | <b>784,823</b>   |
|                |                                                  |                |                |                |                |                  |                |                |                  |
| = 81410        | FICA (EMPLOYER'S SHARE)                          | 49,257         | 51,090         | 53,439         | 42,413         | 58,509           | 57,468         | 59,766         | 62,157           |
| = 81420        | MEDICAL PREMIUMS                                 | 105,018        | 98,231         | 99,100         | 83,332         | 120,368          | 95,246         | 104,771        | 115,248          |
| = 81430        | GROUP INSURANCE PREMIUMS                         | 9,732          | 9,066          | 9,525          | 7,052          | 9,808            | 9,088          | 9,542          | 10,020           |
| = 81440        | EMPLOYEE INSURANCE CONTRIBUTIONS                 | (21,354)       | (19,544)       | (19,416)       | (14,498)       | (20,081)         | (17,413)       | (19,154)       | (21,070)         |
| ! 81450        | RETIREMENT CONTRIBUTIONS                         | 24,672         | 35,584         | 48,608         | 36,456         | 48,608           | 55,899         | 61,489         | 67,638           |
| 81455          | DEFERRED COMP MATCH                              | 10,359         | 11,763         | 11,423         | 11,465         | 14,609           | 15,340         | 16,107         | 16,912           |
| 81460          | UNEMPLOYMENT CLAIMS                              |                |                |                | 554            | 554              |                |                |                  |
|                | WORKERS COMPENSATION PREMIUMS                    | 380            | 739            | 966            | 354            | 354              | 372            | 390            | 410              |
| 81470          | WORKERS COMPENSATION CLAIMS                      | 9,789          | 2,487          |                | 1,287          | 1,287            |                |                |                  |
| = <b>XBEN</b>  | <b>TOTAL BENEFITS</b>                            | <b>187,853</b> | <b>189,416</b> | <b>203,645</b> | <b>168,415</b> | <b>234,016</b>   | <b>216,000</b> | <b>232,911</b> | <b>251,315</b>   |
| = <b>XPER</b>  | <b>TOTAL PERSONNEL</b>                           | <b>856,000</b> | <b>879,838</b> | <b>942,682</b> | <b>766,093</b> | <b>1,034,788</b> | <b>941,670</b> | <b>987,577</b> | <b>1,036,138</b> |
|                |                                                  |                |                |                |                |                  |                |                |                  |
|                | <b>Operations</b>                                |                |                |                |                |                  |                |                |                  |
|                |                                                  |                |                |                |                |                  |                |                |                  |
| 82110          | MAILING & OUTBOUND SHIPPING SERVICES             | 7,348          | 3,408          | 3,500          | 2,652          | 4,546            | 5,000          | 5,000          | 5,000            |
| 82120          | FREIGHT FOR INBOUND PURCHASED ITEMS              |                | 10             | 3,500          |                |                  | 3,000          | 3,000          | 3,000            |
| 82130          | VEHICLE LICENSES & TITLES                        | 66             | 72             | 100            |                |                  | 100            | 100            | 100              |
| = <b>XTRC</b>  | <b>TOTAL TRANSPORTATION CHARGES</b>              | <b>7,414</b>   | <b>3,490</b>   | <b>7,100</b>   | <b>2,652</b>   | <b>4,546</b>     | <b>8,100</b>   | <b>8,100</b>   | <b>8,100</b>     |
|                |                                                  |                |                |                |                |                  |                |                |                  |
| 82210          | PRINTING & COPYING SERVICES, OUTSOURCED          | 3,006          | 835            | 3,000          | 592            | 1,015            | 3,000          | 3,150          | 3,300            |
| 82240          | TRANSCRIPTION FEES                               |                |                |                |                |                  | 100            | 110            | 120              |
| 82250          | TESTING & PHYSICALS                              | 771            | 675            | 500            | 531            | 550              | 515            | 530            | 545              |
| 82299          | OTHER OPERATING SERVICES                         | 1,417          | 127            | 500            |                |                  | 515            | 530            | 545              |
| = <b>XOPSV</b> | <b>TOTAL OPERATING SERVICES</b>                  | <b>5,194</b>   | <b>1,637</b>   | <b>4,000</b>   | <b>1,123</b>   | <b>1,565</b>     | <b>4,130</b>   | <b>4,320</b>   | <b>4,510</b>     |
|                |                                                  |                |                |                |                |                  |                |                |                  |
| 82310          | LEGAL NOTICES                                    | 1,674          | 522            | 2,000          | 2,458          | 4,214            | 2,500          | 2,750          | 3,000            |
| 82330          | DUES FOR MEMBERSHIPS                             | 4,132          | 4,865          | 3,100          | 1,727          | 4,000            | 4,000          | 4,000          | 4,000            |
| ! 82350        | PROFESSIONAL STANDARDS / ACCREDITATION           |                | 150            | 700            | 1,296          | 2,222            | 1,500          | 1,500          | 1,500            |
| ! 82370        | PROMOTIONS & SPECIAL EVENTS (NOT CITY SPONSORED) | 735            |                |                |                |                  |                |                |                  |
| 82370          | RECRUITMENT                                      |                | 7,982          | 10,000         | 2,363          | 5,000            | 9,000          | 10,000         | 11,000           |
| 82390          | PUBLICATIONS, NON-TRAINING                       | 981            | 3,298          | 500            | 374            | 641              | 500            | 500            | 500              |
| = <b>XNUS</b>  | <b>TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY</b>   | <b>7,522</b>   | <b>16,817</b>  | <b>16,300</b>  | <b>8,218</b>   | <b>16,077</b>    | <b>17,500</b>  | <b>18,750</b>  | <b>20,000</b>    |
|                |                                                  |                |                |                |                |                  |                |                |                  |
| ! 82450        | TELEPHONE SERVICE                                | 1,137          | 882            | 1,124          | 624            | 975              | 1,200          | 1,239          | 1,275            |
| 82450          | 800 MHZ ACCESS LINE SERVICE                      | 91             | 91             | 112            | 61             | 103              | 100            | 125            | 150              |
| 82450          | CELLULAR TELEPHONE SERVICE                       | 3,990          | 4,548          | 4,775          | 2,873          | 4,925            | 5,000          | 5,264          | 5,500            |
| 82470          | INTERNET & RELATED SERVICES                      | 1,012          | 1,006          | 1,100          | 916            | 1,320            | 1,150          | 1,200          | 1,250            |
| = <b>XUFL</b>  | <b>TOTAL UTILITIES</b>                           | <b>6,230</b>   | <b>6,527</b>   | <b>7,111</b>   | <b>4,474</b>   | <b>7,323</b>     | <b>7,450</b>   | <b>7,828</b>   | <b>8,175</b>     |
|                |                                                  |                |                |                |                |                  |                |                |                  |
| ! 82510        | COMPUTER SERVICES                                | 69,487         | 123,415        | 90,000         | 90,441         | 100,611          |                |                |                  |
| 1              | Kronos                                           |                |                |                | 90,111         | 100,111          |                |                |                  |
| 2              | HRIS - Kronos Cloud Hosting                      |                |                |                |                |                  |                |                |                  |
| 3              | Various                                          | 69,487         | 123,415        | 90,000         | 330            | 500              |                |                |                  |
| 4              | Trakstar                                         |                |                |                |                |                  |                |                |                  |
| *              | Amount missing from detail                       |                |                |                |                |                  |                |                |                  |

|  | Account | Label                                             | Actual 2015 | Actual 2016 | Budget 2017 | YTD@3/31/2017 | Est'd 2017 | Budget 2018 | Forecast 2019 | Forecast 2020 |
|--|---------|---------------------------------------------------|-------------|-------------|-------------|---------------|------------|-------------|---------------|---------------|
|  | + 82560 | CONSULTANT SERVICES                               | 54,530      | 50,750      | 95,000      | 40,250        | 95,000     | 95,000      | 95,000        | 95,000        |
|  | 1       | Property Appraisals: Municipal Buildings          |             |             | 15,000      |               | 15,000     | 15,000      | 15,000        | 15,000        |
|  | 2       | Benefits Consultant                               | 54,530      |             | 50,000      | 37,500        | 50,000     | 50,000      | 50,000        | 50,000        |
|  | 3       | Burris Thompson                                   |             |             | 20,000      | 2,750         | 20,000     | 20,000      | 20,000        | 20,000        |
|  | 4       | Acuff                                             |             |             | 10,000      |               | 10,000     | 10,000      | 10,000        | 10,000        |
|  | 5       | Various                                           |             | 50,750      |             |               |            |             |               |               |
|  | *       | Amount missing from detail                        |             |             |             |               |            |             |               |               |
|  | 82599   | OTHER CONTRACTUAL SERVICES                        | 996         | 958         | 1,500       | 507           | 1,100      | 1,500       | 1,500         | 1,500         |
|  | = XCTS  | TOTAL CONTRACTUAL SERVICES                        | 125,013     | 175,123     | 186,500     | 131,198       | 196,711    | 96,500      | 96,500        | 96,500        |
|  |         |                                                   |             |             |             |               |            |             |               |               |
|  | 82610   | VEHICLE REPAIR & MAINTENANCE SERVICES             | 1,205       | 2,794       | 2,000       | 113           | 350        | 2,000       | 2,000         | 2,000         |
|  | 82620   | EQUIPMENT REPAIR & MAINTENANCE SERVICES           | 2,405       | 2,082       | 3,500       | 901           | 1,545      | 4,000       | 4,000         | 4,000         |
|  | ! 82660 | BUILDING REPAIR & MAINTENANCE SERVICES            |             |             |             |               |            |             |               |               |
|  | = XRMVS | TOTAL REPAIR & MAINTENANCE SERVICES               | 3,610       | 4,876       | 5,500       | 1,014         | 1,895      | 6,000       | 6,000         | 6,000         |
|  |         |                                                   |             |             |             |               |            |             |               |               |
|  | 82710   | RETIREMENT SERVICES                               |             | 5,500       |             |               |            |             |               |               |
|  | 82720   | TUITION ASSISTANCE PROGRAM                        | 82,682      | 102,658     | 110,000     | 40,295        | 110,000    | 110,000     | 110,000       | 110,000       |
|  | 82730   | EMPLOYEE ASSISTANCE PROGRAM                       | 15,092      | 15,871      | 18,000      | 12,304        | 21,093     | 18,000      | 18,000        | 18,000        |
|  | + 82740 | EMPLOYEE WELLNESS PROGRAM                         | 12,477      | 22,142      | 26,000      | 14,044        | 23,407     | 36,500      | 36,500        | 36,500        |
|  | 1       | Flu Shots                                         |             |             | 7,000       | 4,632         | 4,632      | 7,000       | 7,000         | 7,000         |
|  | 10      | Other Wellness programs/events                    |             |             | 5,000       | 8,935         | 12,615     | 10,000      | 10,000        | 10,000        |
|  | 2       | Health Screenings                                 |             |             | 1,500       |               |            | 1,500       | 1,500         | 1,500         |
|  | 4       | Health Fair                                       |             |             | 5,000       |               | 5,000      | 6,000       | 6,000         | 6,000         |
|  | ! 5     | Various                                           | 12,477      | 22,142      | 3,000       |               |            | 7,500       | 7,500         | 7,500         |
|  | 6       | Fitness Center - Comcast                          |             |             | 500         | 77            | 160        | 500         | 500           | 500           |
|  | 7       | Fitness Center - Fitness Direct Contract          |             |             | 1,000       | 400           | 1,000      | 1,000       | 1,000         | 1,000         |
|  | 8       | Fitness Center - repairs                          |             |             | 1,500       |               |            | 1,500       | 1,500         | 1,500         |
|  | 9       | Fitness Center - Equipment                        |             |             | 1,500       |               |            | 1,500       | 1,500         | 1,500         |
|  | *       | Amount missing from detail                        |             |             |             |               |            |             |               |               |
|  | 82750   | EMPLOYEE RECOGNITION/RECEPTIONS                   | 7,470       | 10,792      | 16,000      | 10,433        | 17,885     | 18,000      | 18,000        | 18,000        |
|  | + 82760 | SAFETY PROGRAMS                                   | 36,335      | 39,112      | 50,000      | 10,122        | 40,000     | 50,000      | 50,000        | 50,000        |
|  | 1       | Health and Safety Fair                            |             |             |             |               |            |             |               |               |
|  | 2       | Safety Incentive Program                          |             |             |             |               |            |             |               |               |
|  | 3       | Technical Training: Confined Space                |             |             |             |               |            |             |               |               |
|  | 4       | Samba Drivers License Monitoring                  |             |             |             |               |            |             |               |               |
|  | 5       | TN Workers Comp Law Change Posting Updates        |             |             |             |               |            |             |               |               |
|  | 6       | IA Pro/Bluetooth (internal risk reporting)        |             |             |             |               |            |             |               |               |
|  | 7       | Various                                           | 36,335      | 39,112      | 50,000      | 10,122        | 40,000     | 50,000      | 50,000        | 50,000        |
|  | *       | Amount missing from detail                        |             |             |             |               |            |             |               |               |
|  | 82780   | TRAINING, OUTSIDE                                 | 57,444      | 4,535       | 49,000      | 2,766         | 30,000     | 30,000      | 30,000        | 30,000        |
|  | ! 82790 | TRAINING, IN-HOUSE                                | 3,220       | 1,331       | 12,000      | 1,558         | 2,671      | 12,000      | 12,000        | 12,000        |
|  | = XEPF  | TOTAL EMPLOYEE PROGRAMS                           | 214,720     | 201,941     | 281,000     | 91,522        | 245,056    | 274,500     | 274,500       | 274,500       |
|  |         |                                                   |             |             |             |               |            |             |               |               |
|  | 82810   | REGISTRATIONS                                     | 7,887       | 8,205       | 16,000      | 11,836        | 20,290     | 22,000      | 22,000        | 22,000        |
|  | 82820   | GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY) | 624         | 782         | 1,200       | 218           | 374        | 1,200       | 1,200         | 1,200         |
|  | 82830   | AIR TRAVEL                                        | 1,257       | 2,732       | 4,000       | 2,337         | 4,006      | 4,500       | 4,500         | 4,500         |
|  | 82840   | LODGING                                           | 4,533       | 9,149       | 7,000       | 3,732         | 6,398      | 7,500       | 7,500         | 7,500         |
|  | 82850   | MEALS (OUTSIDE WILLIAMSON COUNTY)                 | 891         | 1,402       | 2,000       | 178           | 305        | 2,000       | 2,000         | 2,000         |
|  | 82860   | OTHER TRAVEL EXPENSES                             |             | 30          |             |               |            |             |               |               |
|  | = XPEF  | TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL             | 15,192      | 22,300      | 30,200      | 18,301        | 31,373     | 37,200      | 37,200        | 37,200        |
|  |         |                                                   |             |             |             |               |            |             |               |               |
|  | 83110   | OFFICE SUPPLIES                                   | 4,753       | 6,929       | 6,800       | 3,317         | 5,686      | 7,000       | 7,000         | 7,000         |
|  | 83120   | OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)         |             |             | 750         | 226           | 387        | 1,000       | 1,000         | 1,000         |
|  | 83130   | EMPLOYEE BENEVOLENCE ITEMS                        | 77          | 216         | 230         | 682           | 1,169      | 250         | 250           | 250           |
|  | 83140   | MEALS & FOOD (INSIDE WILLIAMSON COUNTY)           | 1,637       | 1,070       | 2,200       | 976           | 1,673      | 1,500       | 1,500         | 1,500         |
|  | = XODS  | TOTAL OFFICE SUPPLIES                             | 6,467       | 8,215       | 9,980       | 5,201         | 8,915      | 9,750       | 9,750         | 9,750         |

| Account  | Label                                                  | Actual 2015 | Actual 2016 | Budget 2017 | YTD@3/31/2017 | Esd 2017 | Budget 2018 | Forecast 2019 | Forecast 2020 |
|----------|--------------------------------------------------------|-------------|-------------|-------------|---------------|----------|-------------|---------------|---------------|
| I 83210  | TRAINING SUPPLIES                                      | 833         |             | 1,250       | 261           | 522      | 1,250       | 1,250         | 1,250         |
| 83250    | SAFETY SUPPLIES                                        | 470         | 50          |             |               |          |             |               |               |
| 83260    | UNIFORMS PURCHASED                                     |             | 120         | 545         | 101           | 202      | 550         | 550           | 550           |
| I 83299  | OTHER OPERATING SUPPLIES                               | 187         | 1,477       | 2,500       | 1,298         | 2,596    | 2,500       | 2,500         | 2,500         |
| = XOPS   | TOTAL OPERATING SUPPLIES                               | 1,490       | 1,647       | 4,295       | 1,660         | 3,320    | 4,300       | 4,300         | 4,300         |
|          |                                                        |             |             |             |               |          |             |               |               |
| 83310    | GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSON COUNTY) | 1,456       | 933         | 2,000       | 525           | 900      | 1,500       | 1,500         | 1,500         |
| = XFUEL  | TOTAL FUEL & MILEAGE                                   | 1,456       | 933         | 2,000       | 525           | 900      | 1,500       | 1,500         | 1,500         |
|          |                                                        |             |             |             |               |          |             |               |               |
| I 83510  | FURNITURE, FIXTURES (<\$25,000)                        |             |             | 2,000       |               | 2,000    | 2,000       | 2,000         | 2,000         |
| + 83530  | MACHINERY & EQUIPMENT (<\$25,000)                      |             |             |             |               |          |             |               |               |
| 1        | 2014 - Copier (\$16,000 to lease)                      |             |             |             |               |          |             |               |               |
| 2        | Line item 2                                            |             |             |             |               |          |             |               |               |
| *        | Amount missing from detail                             |             |             |             |               |          |             |               |               |
| 83540    | COMPUTER HARDWARE (<\$25,000)                          | 6,664       | 2,806       | 6,250       | 6,747         | 10,000   | 6,750       | 6,750         | 6,750         |
| 83550    | COMPUTER SOFTWARE (<\$25,000)                          |             | 18,259      | 15,000      | 33,892        | 40,000   | 15,000      | 15,000        | 15,000        |
| = XMEU   | TOTAL MACHINERY & EQUIPMENT (<\$25,000)                | 6,664       | 21,065      | 23,250      | 40,639        | 52,000   | 23,750      | 23,750        | 23,750        |
|          |                                                        |             |             |             |               |          |             |               |               |
| 83620    | EQUIPMENT PARTS & SUPPLIES                             | 121         | 644         | 530         |               |          | 550         | 560           | 570           |
| = XRMS   | TOTAL REPAIR & MAINTENANCE SUPPLIES                    | 121         | 644         | 530         |               |          | 550         | 560           | 570           |
|          |                                                        |             |             |             |               |          |             |               |               |
|          |                                                        |             |             |             |               |          |             |               |               |
| 85110    | PROPERTY INSURANCE                                     | 1,095       | 1,621       | 1,702       | 955           | 955      | 1,003       | 1,053         | 1,106         |
| 85111    | FRAUD INSURANCE                                        |             |             |             |               |          |             |               |               |
| 85112    | INLAND MARINE INSURANCE                                | 655         |             |             | 669           | 669      | 702         | 738           | 774           |
| 85113    | AUTO PHYSICAL DAMAGE                                   | 92          | 52          | 55          | 138           | 138      | 145         | 152           | 160           |
| I 85115  | LIABILITY INSURANCE                                    | 2,667       | 3,318       | 3,484       | 4,573         | 4,573    | 4,802       | 5,042         | 5,294         |
| 85116    | E&O LIABILITY INSURANCE                                | 1,151       |             |             |               |          |             |               |               |
| 85117    | VEHICLE LIABILITY INSURANCE                            | 1,236       | 1,026       | 1,077       | 2,568         | 2,568    | 2,696       | 2,831         | 2,973         |
| 85118    | LAW ENFORCEMENT LIABILITY INSURANCE                    |             |             |             |               |          |             |               |               |
| 85119    | UMBRELLA LIABILITY                                     |             | 801         | 841         | 865           | 865      | 908         | 954           | 1,001         |
| 85120    | PROPERTY DAMAGE COSTS                                  |             |             |             |               |          |             |               |               |
| 85140    | SURETY/NOTARY BONDS                                    |             | 135         | 142         |               |          |             |               |               |
| = XPLC   | TOTAL PROPERTY & LIABILITY COSTS                       | 6,896       | 6,953       | 7,301       | 9,768         | 9,768    | 10,256      | 10,770        | 11,308        |
|          |                                                        |             |             |             |               |          |             |               |               |
|          |                                                        |             |             |             |               |          |             |               |               |
|          |                                                        |             |             |             |               |          |             |               |               |
| 85500    | LATE CHARGES                                           |             |             |             |               |          |             |               |               |
|          |                                                        |             |             |             |               |          |             |               |               |
| 85900    | MISCELLANEOUS                                          |             |             | 530         |               |          | 550         | 570           | 590           |
| = XOBH   | TOTAL OTHER BUSINESS EXPENSES                          |             |             | 530         |               |          | 550         | 570           | 590           |
|          |                                                        |             |             |             |               |          |             |               |               |
| I+ 86600 | LEASE/LOAN PRINCIPAL                                   | 170,685     | 181,118     | 206,582     | 8,722         | 206,582  | 37,868      | 5,076         |               |
| 1        | 2014 - Vehicle (\$27,000)                              | 8,950       | 181,118     | 6,608       | 8,722         | 6,608    |             |               |               |
| 2        | 2014 - Copier (\$16,000)                               | 3,769       |             | 5,384       |               | 5,384    |             |               |               |
| 3        | 2014 - Kronos (\$392,000)                              | 131,000     |             | 130,000     |               | 130,000  |             |               |               |
| 4        | 2015 - Chase - Kronos Software                         | 26,966      |             | 55,191      |               | 55,191   | 27,807      |               |               |
| 5        | 2016 - Performance Management Software                 |             |             | 9,399       |               | 9,399    | 10,061      | 5,076         |               |
| *        | Amount missing from detail                             |             |             |             |               |          |             |               |               |
| + 86700  | LEASE/LOAN INTEREST                                    | 4,801       | 3,091       | 1,594       | (1,439)       | 1,594    | 225         | 15            |               |
| 1        | 2014 - Vehicle (\$27,000)                              | 245         | 3,091       | 36          | 1,439         | 36       |             |               |               |
| 2        | 2014 - Copier (\$16,000)                               | 103         |             | 29          |               | 29       |             |               |               |
| 3        | 2014 - Kronos (\$392,000)                              | 3,562       |             | 653         |               | 653      |             |               |               |
| 4        | 2015 - Chase - Kronos Software                         | 891         |             | 738         |               | 738      | 148         |               |               |
| 5        | 2016 - Performance Management Software                 |             |             | 138         |               | 138      | 77          | 15            |               |
| *        | Amount missing from detail                             |             |             |             | (2,878)       |          |             |               |               |

|   | Account | Label                                   | Actual 2015 | Actual 2016 | Budget 2017 | YTD@3/31/2017 | E std 2017 | Budget 2018 | Forecast 2019 | Forecast 2020 |
|---|---------|-----------------------------------------|-------------|-------------|-------------|---------------|------------|-------------|---------------|---------------|
| = | XDSV    | TOTAL DEBT SERVICE                      | 175,486     | 184,209     | 208,176     | 7,283         | 208,176    | 38,093      | 5,091         |               |
|   |         |                                         |             |             |             |               |            |             |               |               |
|   |         |                                         |             |             |             |               |            |             |               |               |
|   | 87510   | REIMB OF INTERFUND SERVICES             | (317,955)   | (324,351)   | (333,935)   | (250,451)     | (333,935)  | (324,351)   | (330,838)     | (337,455)     |
| = | XREIMB  | TOTAL INTERFUND SERVICES REIMBURSEMENTS | (317,955)   | (324,351)   | (333,935)   | (250,451)     | (333,935)  | (324,351)   | (330,838)     | (337,455)     |
|   |         |                                         |             |             |             |               |            |             |               |               |
|   |         |                                         |             |             |             |               |            |             |               |               |
| = | XOP     | TOTAL OPERATIONS                        | 265,520     | 332,026     | 459,838     | 73,127        | 453,690    | 215,778     | 178,651       | 169,298       |
|   |         | Capital                                 |             |             |             |               |            |             |               |               |
|   |         |                                         |             |             |             |               |            |             |               |               |
|   |         |                                         |             |             |             |               |            |             |               |               |
|   |         |                                         |             |             |             |               |            |             |               |               |
|   |         |                                         |             |             |             |               |            |             |               |               |
|   |         |                                         |             |             |             |               |            |             |               |               |
| = | 89520   | VEHICLES (>\$25,000)                    | 31,290      |             |             |               |            |             |               |               |
| + | 89550   | COMPUTER SOFTWARE (>\$25,000)           | 7,638       |             |             |               |            |             |               |               |
| 1 |         | 2012 - HRIS                             |             |             |             |               |            |             |               |               |
| * |         | Amount missing from detail              | 7,638       |             |             |               |            |             |               |               |
| = | XMEO    | TOTAL MACHINERY & EQUIPMENT (>\$25,000) | 38,928      |             |             |               |            |             |               |               |
|   |         |                                         |             |             |             |               |            |             |               |               |
| = | XCAP    | TOTAL CAPITAL                           | 38,928      |             |             |               |            |             |               |               |
|   |         |                                         |             |             |             |               |            |             |               |               |
| = | XTOT    | TOTAL EXPENDITURES                      | 1,160,448   | 1,211,864   | 1,402,520   | 839,220       | 1,488,478  | 1,157,448   | 1,166,228     | 1,205,436     |