



City of Franklin, Tennessee

FY 2017 Operating Budget

Planning & Sustainability

Vernon Gerth, Assistant City Administrator

Bob Martin, Interim Planning & Sustainability Director

Budget Summary

	2014	2015	2016	2016	2017	2016 v. 2017	
	Actual	Actual	Budget	Estimated	Budget	\$	%
Personnel	1,273,278	1,265,081	1,351,736	1,298,149	1,406,128	54,392	4.0%
Operations	146,172	117,894	305,527	233,287	177,648	-127,879	-41.9%
Capital	0	0	0	0	0	0	0.0%
Total	1,419,450	1,382,975	1,657,263	1,531,436	1,583,776	-73,487	-4.4%

Departmental Summary

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

The P&SD also provides the following:

- Expertise and technical assistance to the Planning Commission, the Board of Zoning Appeals, the Franklin Tree Commission, and various ad-hoc committees.
- Assumes a leadership role in sustainability efforts for the City and the region and provides the staff for the Sustainability Commission.
- Staff support for the Historic Zoning Commission and its Design Review Committee and the Franklin Battlefield Commission.
- Administers and updates the Land Use Plan and the Zoning Ordinance in order to provide greater clarification and a more efficient process.
- Implements processes in order to streamline development review.
- Oversees performance agreements and sureties and coordinates inspections associated with improvements to new developments, including, but not limited to, drainage, landscaping, sidewalks, streets, and water/wastewater.
- Performs landscaping inspections and reviews.
- Seeks Federal and State funding opportunities in order to assist with activities and projects.
- Coordinates with other City Departments to process development applications in an efficient and timely manner.
- Assists the Franklin Special School District, the Williamson County School System, and other cities within Williamson County in analyzing growth patterns.
- Assists the school system in introducing concepts of urban planning, historic preservation, and energy efficiency to students.



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Fiscal Year 2017 Outlook

The P&SD has been reorganized by creating two divisions: Long Range Planning and Current Planning.

The Planning Commission will get the draft of the revised Land Use Plan recommended by the P&SD.

The Planning Commission will get a draft of the revised Zoning Ordinance that will serve as an adequate and accurate implementation tool for the Land Use Plan.

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

Infill development is an increasing land-use issue that needs to be addressed. The work began in Fiscal Year 2016 and will continue into Fiscal Year 2017.

Funds have been requested for a consultant to update the properties in Historic Preservation Overlay Districts. This study would identify properties, their structures, and conformance with historic preservation standards. The study would also research the feasibility of expanding the Historic District Overlay on Columbia Avenue.

Vesting legislation became effective in January 2015. It requires different documentation for those applications approved after that date. The staff will research methods of tracking those applications and the matching Zoning Ordinance, as well as ascertaining changes to the process.

Increasing emphasis will be placed on continuing professional education in order to develop urban design skills for the City staff, Planning Commissioners, Board members, and design professionals.

A major tool for assisting in urban design will be developing a 3D Modeling program as a tool for assessing the viability of new developments from a design perspective.

The Planning and Sustainability Department anticipates another year of increasing development demand and annexation requests.



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: A Safe and Livable City



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

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

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

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

Goal: Franklin will be named as a "Smarter City" by the Natural Resources Defense Council for sustainability (the first in Tennessee).

Baseline: To review the criteria for becoming a "Smarter City" and apply for recognition. See: <http://smartercities.nrdc.org/rankings/scoring-criteria>

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

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

Theme: Quality Life Experiences



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

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

Goal: To increase the Walkability Index Score for Franklin.

Baseline: Current walkability Index Score is 32. Achieved an Honorable Mention in walkfriendly.org.

Goal: To become a more bicycle friendly community.

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

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

Goal: To reduce the number of days of air quality nonattainment in the City of Franklin.

Baseline: [none: need data point related to air quality].

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



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Performance Measures

Goal: To improve ranking as one of the top 10 communities providing for historic preservation in the U.S.

Baseline: Rank as 4th in nation for historic preservation (Preservation Network, 2012)

Baseline: Citizen Perception reported through community survey.

Theme: Sustainable Growth & Economic Prosperity



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

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

Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability)

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




Baseline: Current assessed valuation per square mile is \$77,787,427 (Based on 41.28 sq. miles and property assessed value of 2012 of \$3,211,064,976. Finance Department)

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

Goal: To increase private investment in Franklin's Historic Area.

Baseline: Franklin issued 94 Certificates of Appropriateness for construction in 2014 (Planning and Sustainability).

Baseline: The value of investment dollars from COA's for 2014. (This number only reflects the valuations associated with the permits that been pulled as of this date and not projects without application for building permits. Planning and Sustainability)

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	

Workload (Output) Measures

	2013	2014	2015	2016	2017
Net Acreage Changes	5.28 (ROW)	179.59	TBD	88	TBD
Base Zoning Changes					
Acreage Zoned Due to Annexation	0	61	TBD	88	TBD
Acreage Rezoned	306	118.59	TBD	296	TBD
Development Process Approval Measures					
Concept Plans	0	0	TBD	0	TBD
Regulating Plans	0	0	TBD	0	TBD
Development Plans	27	26	TBD	13	TBD
Site Plans	95	70	TBD	142	TBD
Plats	87	65	TBD	75	TBD
Residential Approvals					
Total Units	1041	1424	TBD	865	TBD
Cases heard by BOZA	11	20	22	21	20
Residential site plans reviewed	81	87	110	115	120
Preliminary plats reviewed	3	4	3	6	5
Final plats reviewed	66	61	70	57	60



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Performance Measures

Municipal planner FTEs	9	9	8	8	8
Planning and zoning administrative and support FTEs	4	4	5	5	5
Engineering FTEs	2**	2	3	3	3
Total planning and zoning revenues	\$ 161,355	\$182,046	\$177,932	\$150,000	\$150,000

Efficiency Measures

	2013	2014	2015	2016	2017
Average number of days for preliminary plat review	38	47	55	55	55

Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*
Franklin will be a model for environmental quality and a sustainable city.					
Increase the percentage of residents who rate their neighborhoods as either good or excellent in an annual, biannual, or other specified periodic citizen survey					
Establish a baseline for measuring citizen satisfaction via Citizen, HOA, or social media surveys.					
Baseline established?	No	No	No	Yes	Yes
Survey Conducted?	No	No	No	TBD	TBD
Target: TBD	Yes	Yes	Yes	Yes	Yes
Meets Target?	TBD	TBD	TBD	TBD	TBD
Franklin will be named as a "Smarter City" by the Natural Resources Defense Council for sustainability (the first in Tennessee).					
Baseline: To review the criteria for becoming a "Smarter City" and apply for recognition. See: http://smartercities.nrdc.org/rankings/scoring-criteria					
Target: Named "Smarter City"	No	No	No	TBD	TBD
Meets Target?	No	No	No	TBD	TBD
Increase the number of LEED certified buildings to attract energy friendly businesses and increase tax revenues.					
# of LEED Certified buildings in Franklin	9	11	12	12	13
Target (Source: www.usgbc.org)	9	10	11	11	12
Meets Target?	Yes	Yes	Yes	Yes	Yes
Franklin will enhance the value and character of our community through progressive and responsive development and neighborhood services.					
The citizens of Franklin will be benefactors of City services that reflect efficiency while preserving the personal touch and engagement they have come to expect in our community.					
Franklin will develop a quality level of service expectation for its citizens.					
90% citizen satisfaction rated excellent/good for services as reported by com					
Baseline: Data to be collected in next community survey.	N/A	N/A	N/A	TBD	TBD
Meets Target?	N/A	N/A	N/A	TBD	TBD
Meeting transportation needs: Franklin will have a diverse transportation network that promotes, provides, and supports safe and efficient mobility choices for all, including driving, public transit, walking, and biking.					
To be a community that promotes walking,					



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Performance Measures

	Increase the Walkability Index Score for Franklin.	32	TBD	TBD	TBD	TBD
	Meets Target?	N/A	TBD	TBD	TBD	TBD
	Become a more bicycle friendly community. Baseline: To become a bicycle-friendly designated community through assessment by the League of American Bicyclists.					
	Meets Target?	N/A	N/A	N/A	TBD	TBD
	Reduce the number of days of air quality nonattainment in the City of Franklin.					
	Baseline: 0 days of non-attainment	0	0	0	0	0
	Actual Days of non-attainment	0	0	0	0	0
	Meets Target?	Yes	Yes	Yes	Yes	Yes
Creating desirable life experiences: Franklin will continue to be a destination to live and work that ranks among the best in the nation.						
	Improve ranking as one of the top 10 communities providing for historic preservation in the U.S.					
	Current Ranking	4	4	4	4	TBD
	Target	4	4	4	4	TBD
	Meets Target?	Yes	Yes	Yes	Yes	TBD
Franklin will strategically manage its growth and the value of its assets.						
	Update a minimum of one Land Use Plan character area with infrastructure capabilities every year.					
	Baseline: The current Land Use Plan needs to include infrastructure planning and costs as components of Land Use updates. (Planning and Sustainability)					
	Target: At least 1 updated	0	1	All Areas Updating		TBD
	Meets Target?	No	Yes	Yes	Yes	TBD
	Reduce the poverty for citizens of Franklin to a rate at least 50% below the state average (State average is 16.9%) (2010 Census).					
	Franklin Poverty Rate	6.2%	6.7%	TBD	TBD	TBD
	State Poverty Rate	13.0%	13.3%	TBD	TBD	TBD
	Target	6.5%	6.7%	TBD	TBD	TBD
	Meets Target?	Yes	Yes	TBD	TBD	TBD
	Increase the assessed valuation per square mile					
	Current Assessed Value (in \$000s)	\$ 3,333,559,875	\$ 3,440,062,708	TBD	TBD	TBD
	Square Miles	41.53	41.53	41.53	TBD	TBD
	Target (in \$000s)	\$ 78,000,000	\$ 80,000,000	TBD	TBD	TBD
	Meets Target?	Yes	Yes	TBD	TBD	TBD
	Franklin will pursue growth and development that embraces its historic context and encourages revenue generation.					
	Increase private investment in Franklin's Historic Area.					
	# of Certificates of Appropriateness issued for construction	78	68	47	50	50
	Value of investment dollars from COA's	\$ 6,397,899	\$ 11,751,522	\$ 6,425,809	\$ 7,000,000	\$ 7,000,000
	Meets Target?	No	Yes	No	TBD	TBD

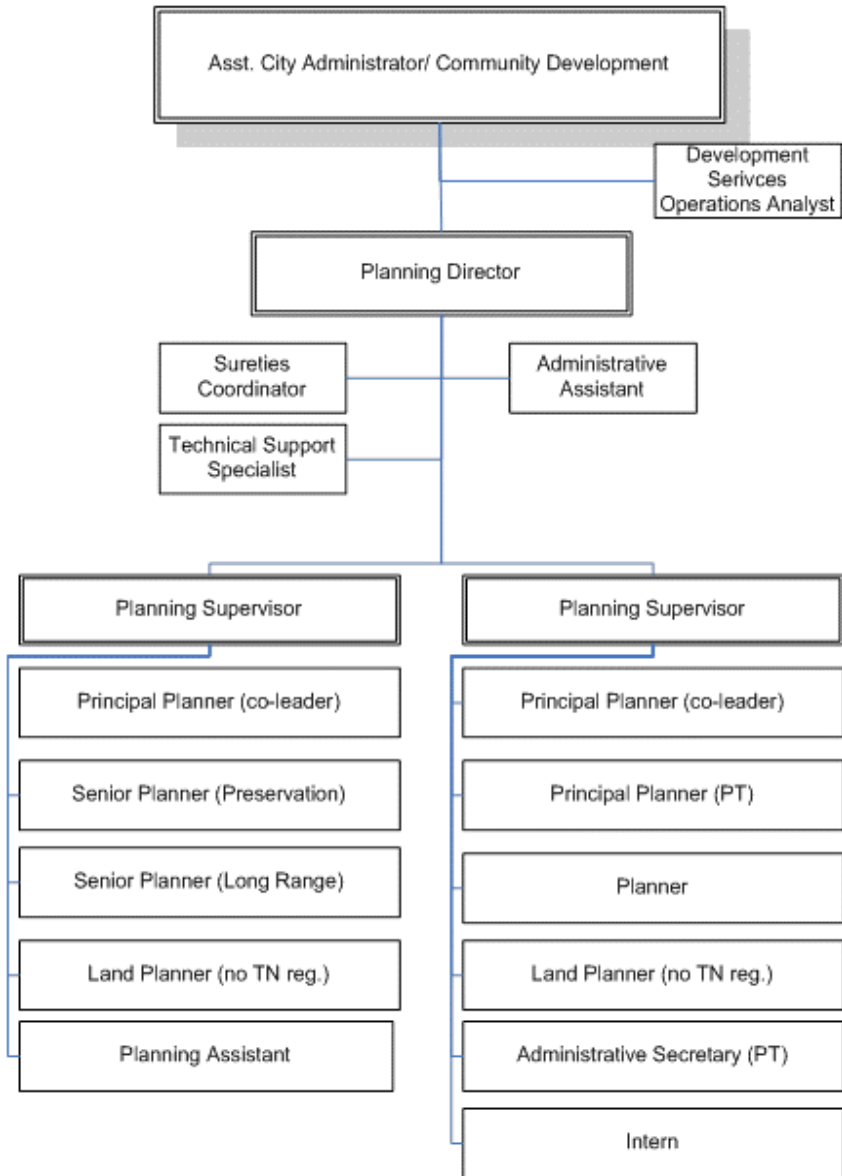
*Includes Residential and Commercial site plans.



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Organizational Chart



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



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Staffing by Position

Position	Pay Grade	FY 2013		FY 2014		FY 2015		FY 2016		FY 2017	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
ACA Community Development	Grade N	1	0	1	0	1	0	1	0	1	0
Planning Director	Grade L	1	0	1	0	1	0	1	0	1	0
Long Range Planning Supervisor	---	1	0	0	0	0	0	0	0	0	0
Current Planning Supervisor	---	1	0	0	0	0	0	0	0	0	0
Planning Supervisor	Grade I	0	0	2	0	2	0	2	0	2	0
Principal Planner/ Co-Leader	Grade H	2	0	2	1	2	1	2	1	2	1
Preservation Planner	---	1	0	0	0	0	0	0	0	0	0
Land Planner (TN Reg)	Grade G	0	0	0	0	1	0	0	0	0	0
Planning Senior	Grade G	0	0	2	0	2	0	2	0	2	0
Dev. Serv. Oper. Analyst	Grade G	0	0	1	0	0	0	1	0	1	0
Planner	Grade F	0	1	1	0	1	0	1	0	1	0
Land Planner (No Tn. Reg.)	Grade F	1	0	0	0	0	0	2	0	2	0
Sureties Coordinator	Grade F	1	0	1	0	1	0	1	0	1	0
Sustainability & Grants Coord.	---	1	0	0	0	0	0	0	0	0	0
Technical Support Specialist	Grade E	0	0	1	0	1	0	1	0	1	0
Planning Assistant	Grade E	1	0	1	0	1	0	1	0	1	0
Planning Associate	Grade D	1	1	2	0	2	0	0	0	0	0
Administrative Assistant	Grade D	1	0	1	0	1	0	1	0	1	0
Permit Technician	---	1	0	0	0	0	0	0	0	0	0
Administrative Secretary	Grade B	0	0	0	0	0	1	0	1	0	1
Intern	---	0	1	0	1	0	1	0	1	0	1
Total Authorized Staffing		14	3	16	2	16	3	16	3	16	3



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Budget

	Actual 2014	Actual 2015	Budget 2016	Estd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	964,184	987,807	1,040,109	1,014,722	1,061,984	21,875	2.1%
Officials Fees	10,676	9,650	14,708	14,708	14,708	-	0.0%
Employee Benefits	298,418	267,624	296,919	268,719	329,437	32,518	11.0%
Total Personnel	1,273,278	1,265,081	1,351,736	1,298,149	1,406,128	54,392	4.0%
Operations							
Transportation Services	2,525	1,572	4,300	1,500	3,100	(1,200)	-27.9%
Operating Services	5,276	4,211	9,500	5,232	9,500	-	0.0%
Notices, Subscriptions, etc.	58,807	21,668	31,750	39,538	34,050	2,300	7.2%
Utilities	6,694	5,402	10,000	7,580	7,000	(3,000)	-30.0%
Contractual Services	-	9,110	162,720	101,296	23,800	(138,920)	-85.4%
Repair & Maintenance Services	5,024	5,353	10,800	4,104	6,500	(4,300)	-39.8%
Employee programs	774	1,859	3,500	3,444	3,500	-	0.0%
Professional Development/Travel	25,521	27,955	38,000	34,426	41,275	3,275	8.6%
Office Supplies	8,230	11,394	14,300	13,849	14,300	-	0.0%
Fuel & Mileage	10,321	412	2,180	679	2,200	20	0.9%
Machinery & Equipment (<\$25,000)	19,158	23,403	12,400	6,456	6,800	(5,600)	-45.2%
Repair & Maintenance Supplies	46	6	200	566	-	(200)	-100.0%
Property & Liability Costs	3,500	5,485	5,377	13,212	13,873	8,496	158.0%
Permits	296	64	400	400	400	-	0.0%
Other Business Expenses	-	-	100	100	100	-	0.0%
Total Operations	146,172	117,894	305,527	233,287	177,648	(127,879)	-41.9%
Capital	-	-	-	-	-	-	0.0%
Total Planning & Sustain.	1,419,450	1,382,975	1,657,263	1,531,436	1,583,776	(73,487)	-4.4%

Notes & Objectives

- Present a draft of the Land Use Plan to the Planning Commission.
- Determine the format of the new Zoning Ordinance, and potentially present a draft of the entire revised ordinance.
- Continue interaction with property owners along Fifth Avenue North regarding redevelopment.
- Recommend revised Street Standards in cooperation with the Street Department.

Account	Label	Actual 2014	Actual 2015	Budget 2016	YTD@4/1/2016	E std 2016	Base 2017	Forecast 2018	Forecast 2019
	Personnel								
=	81110	877,158	984,498	1,072,097	758,763	1,013,157	1,095,527	1,133,671	1,156,344
	81120	5,122	3,309	4,800	1,176	1,565	4,800	5,245	5,350
	81160	81,904							
	81199			(36,788)			(38,343)	(39,678)	(40,472)
=	XWAGE	964,184	987,807	1,040,109	759,939	1,014,722	1,061,984	1,099,238	1,121,222
	81230	10,676	9,650	14,708	7,150	14,708	14,708	14,708	14,708
=	XOFF	10,676	9,650	14,708	7,150	14,708	14,708	14,708	14,708
	81410	70,904	73,246	79,244	56,073	74,621	84,200	86,726	88,460
=	81420	146,456	145,592	165,573	69,022	138,044	181,082	199,190	219,109
	81430	12,130	12,559	13,326	7,566	11,331	15,962	17,558	19,314
=	81440	(29,642)	(29,653)	(33,402)	(21,694)	(28,745)	(36,982)	(40,680)	(44,748)
	81450	88,711	42,295	52,586	53,376	53,376	61,382	67,521	74,273
	81455	9,420	16,541	14,500	12,747	16,987	18,686	20,554	22,610
	81460	62	2,230						
	81470	320	291	292	334	573	307	334	351
	81475	(4,743)							
	81482	4,800	4,523	4,800	2,031	2,532	4,800	4,800	4,800
=	XBEN	298,418	267,624	296,918	179,455	268,719	329,437	356,003	384,169
=	XPER	1,273,278	1,265,081	1,351,735	946,544	1,298,149	1,406,129	1,469,949	1,520,099
	Operations								
	82110	2,515	1,560	4,200	926	1,500	3,000	3,045	3,091
	82120		3	100			100	102	103
	82130	10	9						
=	XTRC	2,525	1,572	4,300	926	1,500	3,100	3,147	3,194
	82210	1,994	3,033	8,500	165	355	8,500	8,628	8,757
	82250	3,282	1,178	1,000	2,032	4,877	1,000	1,015	1,030
=	XOPSV	5,276	4,211	9,500	2,197	5,232	9,500	9,643	9,787
	82300	9,677	8,125	13,000	4,548	8,863	10,000	10,150	10,302
	82350	5,508	7,494	8,000	4,558	10,819	10,000	10,150	10,302
	82360	8,776	5,896	10,000	1,857	4,457	10,000	10,150	10,302
	82370				8				
	82380				6,284	15,082	3,300	3,350	3,400
	82390	34,662	153	750	(55)	317	750	761	773
=	XNSES	58,807	21,668	31,750	17,369	39,538	34,050	34,561	35,079
	82450	1,694	1,548	2,000	1,009	2,136	2,000	2,030	2,060
	82452	3,043	1,998	5,000	1,276	2,626	3,000	3,045	3,091
	82470	1,957	1,856	3,000	1,342	2,818	2,000	2,030	2,060
=	XUTIL	6,694	5,402	10,000	3,627	7,580	7,000	7,105	7,211
	82510			4,720	540	1,296	2,600	2,639	2,679
	82560		9,110	158,000	74,366	100,000	21,200	21,518	21,841
=	XCCTS		9,110	162,720	74,906	101,296	23,800	24,157	24,520
	82610	22	1,318	2,200	272	653	1,500	1,523	1,545

Account	Label	Actual 2014	Actual 2015	Budget 2016	YTD@4/1/2016	Est'd 2016	Base 2017	Forecast 2018	Forecast 2019
82620	EQUIPMENT REPAIR & MAINTENANCE SERVICES	5,002	4,035	8,600	1,652	3,451	5,000	2,075	5,151
=	XRMSV TOTAL REPAIR & MAINTENANCE SERVICES	5,024	5,353	10,800	1,924	4,104	6,500	3,598	6,696
82750	EMPLOYEE RECOGNITION/RECEPTIONS	774	62	500	257	444	500	508	515
82780	TRAINING, OUTSIDE		13						
82790	TRAINING, IN-HOUSE		1,784	3,000		3,000	3,000	3,045	3,091
=	XEPG TOTAL EMPLOYEE PROGRAMS	774	1,859	3,500	257	3,444	3,500	3,553	3,606
+ 82810	REGISTRATIONS	10,153	12,898	10,825	10,894	11,500	12,000	12,500	13,000
1	various	10,153	12,898	10,825	10,894	11,500	12,000	12,500	13,000
*	Amount missing from detail								
82820	GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)	3,436	1,610	2,850	1,460	3,206	3,250	3,500	3,750
82830	AIR TRAVEL	1,793	3,780	8,825	2,067	1,658	8,825	8,825	8,825
82840	LODGING	8,974	7,749	8,550	7,472	15,362	10,000	10,000	10,000
82850	MEALS (OUTSIDE WILLIAMSON COUNTY)	1,153	1,894	6,750	1,102	2,645	7,000	7,500	8,000
82890	OTHER TRAVEL EXPENSES	12	24	200	33	55	200	200	200
=	XPDT TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL	25,521	27,955	38,000	23,028	34,426	41,275	42,525	43,775
83110	OFFICE SUPPLIES	3,059	4,112	7,000	2,558	5,417	5,000	5,075	5,151
83120	OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)			100			100	102	103
83130	EMPLOYEE BENEVOLENCE ITEMS	60	62	200	159	202	200	203	206
83140	MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	5,111	7,220	7,000	3,881	8,230	9,000	9,135	9,272
=	XOFS TOTAL OFFICE SUPPLIES	8,230	11,394	14,300	6,598	13,849	14,300	14,515	14,732
83260	UNIFORMS PURCHASED				377	905	400	406	412
=	XOPS TOTAL OPERATING SUPPLIES				377	905	400	406	412
83310	GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSON COUNTY)	1,071	364	1,980	353	602	2,000	2,030	2,060
83320	MILEAGE (INSIDE WILLIAMSON COUNTY)	9,250	48	200	41	77	200	203	206
=	XFUEL TOTAL FUEL & MILEAGE	10,321	412	2,180	394	679	2,200	2,233	2,266
83510	FURNITURE, FIXTURES (<\$25,000)	1,255	1,503	1,000	590	1,416	1,000	1,015	1,030
83530	MA CHINERY & EQUIPMENT (<\$25,000)	1,784	101		337				
1	Various	1,784							
2	Smartboard - CDCR								
3	Smartboard - PCR								
*	Amount missing from detail		101		337				
+ 83560	COMPUTER HARDWARE (<\$25,000)	14,217	15,992	5,000	4,815		4,700	4,770	4,842
1	Various	14,217							
2	Desktop			5,000			826	838	851
3	3 Laptops with Docking Stations						3,874	3,932	3,991
4									
*	Amount missing from detail		15,992		4,815				
83590	COMPUTER SOFTWARE (<\$25,000)	1,902	5,807	6,400	2,100	5,040	1,100	1,117	1,133
=	XMEU TOTAL MACHINERY & EQUIPMENT (<\$25,000)	19,158	23,403	12,400	7,842	6,456	6,800	6,902	7,005
83620	EQUIPMENT PARTS & SUPPLIES	46	6	200	236	566			
83660	BUILDING MAINTENANCE SUPPLIES								
=	XRMS TOTAL REPAIR & MAINTENANCE SUPPLIES	46	6	200	236	566			
84090	GRANT PROGRAMS						10,850	11,013	11,178
=	XORU TOTAL OPERATIONAL UNITS						10,850	11,013	11,178
85110	PROPERTY INSURANCE	746	923	927	1,033	2,479	2,603	2,733	2,870
85111	FRAUD INSURANCE								
85112	INLAND MARINE INSURANCE	51	85	95					
85113	AUTO PHYSICAL DAMAGE	2	10	10	5	12	13	13	14

Account	Label	Actual 2014	Actual 2015	Budget 2016	YTD@4/1/2016	E std 2016	Base 2017	Forecast 2018	Forecast 2019
!	LIABILITY INSURANCE	1,680	2,911	3,000	4,143	9,943	10,440	10,962	11,510
	E&O LIABILITY INSURANCE	992	1,257						
	VEHICLE LIABILITY INSURANCE	17	249	269	257	617	648	680	714
	UMBRELLA LIABILITY				983				
	PROPERTY DAMAGE COSTS			976					
	SURETY/NOTARY BONDS	12	50	100	67	161	169	100	101
=	XPLC TOTAL PROPERTY & LIABILITY COSTS	3,500	5,485	5,377	6,488	13,212	13,873	14,488	15,209
	RECORDING & FILING FEES	296	64	400		400	400	406	412
=	XPERM TOTAL PERMITS	296	64	400		400	400	406	412
	MISCELLANEOUS			100		100	100	102	103
=	XOBE TOTAL OTHER BUSINESS EXPENSES			100		100	100	102	103
=	XOP TOTAL OPERATIONS	146,172	117,894	305,527	146,169	233,287	177,648	178,354	185,185
	Capital								
=	XTOT TOTAL EXPENDITURES	1,419,450	1,382,975	1,657,262	1,092,713	1,531,436	1,583,777	1,648,303	1,705,284