



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Communications

Milissa Reiersen, Communications Manager

#### Budget Summary

	2016 Actual	2017 Actual	2018		2019 Budget	2018 v. 2019	
			Budget	Estimated		\$	%
<b>Personnel</b>	356,559	426,722	395,926	404,473	398,609	2,684	0.7%
<b>Operations</b>	-4,130	63,076	-14,722	-16,930	-12,620	2,101	-14.3%
<b>Capital</b>	0	0	0	0	0	0	0.0%
<b>Total</b>	<b>352,429</b>	<b>489,798</b>	<b>381,204</b>	<b>387,543</b>	<b>385,989</b>	<b>4,785</b>	<b>1.3%</b>

#### Departmental Summary

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

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



#### FY 2019 Outlook

The Communications Division continues to work on transforming Franklin TV to a High Definition station in order to provide better quality video services with compatible equipment. This would also allow the city to stream in HD on YouTube and Roku and provide a higher quality signal to our current providers ATT and Comcast/Xfinity.

### 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.



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Performance Measures (con't)



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

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



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

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

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

#### Theme: Quality Life Experiences



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

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

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

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

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

<b>Key:</b>	<b>Strategic Plan: FranklinForward</b>	
	<b>Sustainable Franklin</b>	
	<b>Tennessee Municipal Benchmarking Project</b>	
	<b>2016 Franklin Citizens Survey</b>	

#### Workload (Output) Measures

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

#### Efficiency Measures

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



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Performance Measures (con't)

#### Outcome (Effectiveness) Measures

		2015	2016	2017	2018*	2019*
	Increase the public's use of social media forms of communication with the City of Franklin by at least 10 percent.					
	Average visits to City's website	160,000	176,538	190,000	190,000	190,000
	<b>Target</b>	<b>160,000</b>	<b>175,000</b>	<b>190,000</b>	<b>190,000</b>	<b>190,000</b>
	<b>Meets Target?</b>	<b>Yes</b>	<b>Yes</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
	Facebook (number of followers)	18,076	27,661	30,000	35,000	35,000
	<b>Target</b>	<b>15,646</b>	<b>17,211</b>	<b>30,000</b>	<b>35,000</b>	<b>35,000</b>
	<b>Meets Target?</b>	<b>Yes</b>	<b>Yes</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
	Twitter (number of followers)	11,330	22,100	26,000	30,000	30,000
	<b>Target</b>	<b>11,330</b>	<b>12,500</b>	<b>26,000</b>	<b>30,000</b>	<b>30,000</b>
	<b>Meets Target?</b>	<b>Yes</b>	<b>Yes</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
	YouTube (upload views)	217,225	259,420	265,000	270,000	270,000
	<b>Target</b>	<b>217,225</b>	<b>240,000</b>	<b>265,000</b>	<b>270,000</b>	<b>270,000</b>
	<b>Meets Target?</b>	<b>Yes</b>	<b>Yes</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
	Franklin will promote a strong arts, cultural, and historical community to serve the citizens of Franklin as well as visitors to our community.					
	Increase participation by 10% annually at permitted arts and cultural events in Franklin.					
	<i>Baseline: The total estimated attendance at City of Franklin events. Track annually the estimated number of attendees at BOMA permitted events.</i>	<i>Baseline to be established</i>				
	<b>Meets Target?</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>
	Increase annually the number of events that satisfy all the criteria identified on the application for permit.					
	<i>Baseline: To be established from those applicants that meet all criteria identified on the application for permit. (Special Events Committee applications).</i>	<i>Baseline to be established</i>				
	<b>Meets Target?</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>	<b>TBD</b>

\*2017 and 2018 estimated.

#### Franklin Citizens Survey

(Fall 2016)

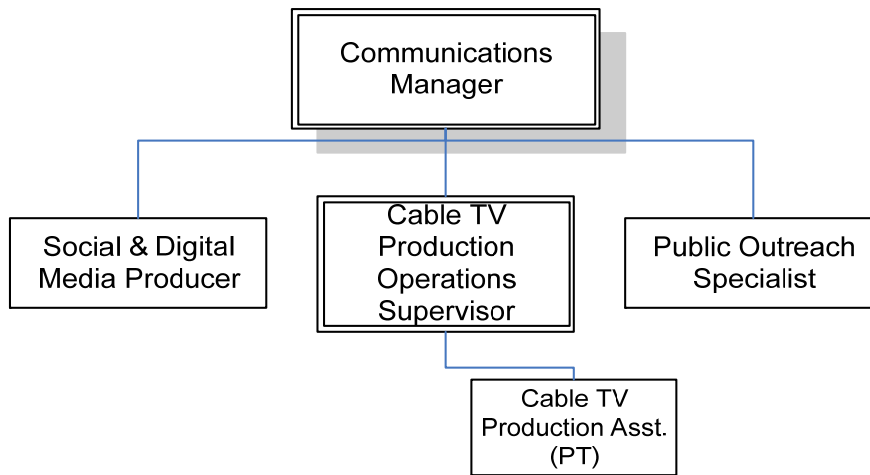
		2x/week+	2-4x/mo	Once/mo.	Not at all
<input checked="" type="checkbox"/>	% of respondents attended a City-sponsored event	4%	10%	56%	30%
		Excellent	Good	Fair	Poor
<input checked="" type="checkbox"/>	% rating the quality of Public information services	27%	51%	18%	3%
<input checked="" type="checkbox"/>	% rating the quality of Cable television	16%	38%	28%	18%
<input checked="" type="checkbox"/>	% rating the quality of City sponsored special events	39%	49%	11%	2%



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Organizational Chart



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

### Staffing History

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



# City of Franklin, Tennessee

## FY 2019 Operating Budget

### Budget

	Actual 2016	Actual 2017	Budget 2018	Estd 2018	Budget 2019	Difference	
						\$	%
<b>Personnel</b>							
Salaries & Wages	271,288	323,741	287,908	297,181	288,522	614	0.2%
Employee Benefits	85,271	102,981	108,018	107,292	110,087	2,070	1.9%
<b>Total Personnel</b>	<b>356,559</b>	<b>426,722</b>	<b>395,926</b>	<b>404,473</b>	<b>398,609</b>	<b>2,684</b>	<b>0.7%</b>
<b>Operations</b>							
Transportation Services	-	90	655	665	680	25	3.8%
Operating Services	194	169	230	465	480	250	108.7%
Notices, Subscriptions, etc.	20,559	21,322	23,420	21,993	24,625	1,205	5.1%
Utilities	3,629	4,226	3,665	3,760	3,865	200	5.5%
Contractual Services	1,000	11,027	20,100	20,800	21,800	1,700	8.5%
Repair & Maintenance Services	1,326	2,864	3,180	3,300	3,400	220	6.9%
Employee programs	150	3,410	500	500	500	-	0.0%
Professional Development/Travel	2,623	7,081	10,710	10,900	11,240	530	4.9%
Office Supplies	3,697	3,888	3,300	3,400	3,480	180	5.5%
Operating Supplies	15,365	11,160	11,065	11,090	11,615	550	5.0%
Fuel & Mileage	238	120	370	450	460	90	24.3%
Machinery & Equipment (<\$25,000)	21,205	104,940	19,500	19,500	21,100	1,600	8.2%
Repair & Maintenance Supplies	330	3,868	300	700	710	410	136.7%
Operational Units	3,961	2,895	4,400	4,400	4,500	100	2.3%
Property & Liability Costs	4,561	4,965	5,483	5,179	5,438	(45)	-0.8%
Other Business Expenses	22	-	-	-	-	-	
Interfund Service Reimbursements	(82,990)	(118,949)	(121,600)	(124,032)	(126,513)	(4,913)	4.0%
<b>Total Operations</b>	<b>(4,130)</b>	<b>63,076</b>	<b>(14,722)</b>	<b>(16,930)</b>	<b>(12,620)</b>	<b>2,101</b>	<b>-14.3%</b>
<b>Capital</b>	<b>-</b>	<b>-</b>	<b>-</b>				<b>0.0%</b>
<b>Total Communications Department</b>	<b>352,429</b>	<b>489,798</b>	<b>381,204</b>	<b>387,543</b>	<b>385,989</b>	<b>4,785</b>	<b>1.3%</b>

Notes:

	Account	Label	Actual 2016	Actual 2017	Budget 2018	YTD@3/29/2018	Estd 2018	Budget 2019	Forecast 2020	Forecast 2021
		<b>Personnel</b>								
=	81110	REGULAR PAY	271,288	323,736	297,909	217,032	297,181	299,339	311,313	323,765
	81120	OVERTIME PAY		5						
	81150	TEMPORARY WORK BY NON-CITY EMPLOYEES								
	81199	VACANCY ADJUSTMENT			(10,001)			(10,817)	(10,896)	(11,332)
=	XWAGE	TOTAL WAGES	271,288	323,741	287,908	217,032	297,181	288,522	300,417	312,433
=	81410	FICA (EMPLOYER'S SHARE)	19,718	23,753	21,860	15,862	22,734	22,899	23,815	24,768
=	81420	MEDICAL PREMIUMS	50,874	55,184	60,121	37,754	56,271	54,467	59,914	65,905
=	81430	GROUP INSURANCE PREMIUMS	4,866	4,795	3,171	2,165	3,330	3,409	3,579	3,758
=	81440	EMPLOYEE INSURANCE CONTRIBUTIONS	(12,435)	(11,561)	(12,036)	(8,199)	(11,802)	(13,758)	(15,134)	(16,647)
!	81450	RETIREMENT CONTRIBUTIONS	17,792	24,304	27,950	20,963	27,950	33,819	37,201	40,921
	81455	DEFERRED COMP MATCH	4,093	6,255	6,577	6,143	8,415	8,836	9,278	9,742
	81470	WORKERS COMPENSATION PREMIUMS	363	251	375	414	394	414	414	414
	81475	WORKERS COMPENSATION CLAIMS								
=	XBEN	TOTAL BENEFITS	85,271	102,981	108,017	75,102	107,292	110,087	119,067	128,861
=	XPER	TOTAL PERSONNEL	356,559	426,722	395,925	292,134	404,473	398,609	419,484	441,294
		<b>Operations</b>								
	82110	MAILING & OUTBOUND SHIPPING SERVICES		90	440	266	450	460	470	480
	82120	FREIGHT FOR INBOUND PURCHASED ITEMS			215		215	220	225	230
	82130	VEHICLE LICENSES & TITLES								
=	XTRC	TOTAL TRANSPORTATION CHARGES		90	655	266	665	680	695	710
	82210	PRINTING & COPYING SERVICES, OUTSOURCED		9			230	235	240	245
	82250	TESTING & PHYSICALS	194	105	230		235	245	245	245
	82260	UNIFORM RENTAL & SERVICES		55						
=	XOPSV	TOTAL OPERATING SERVICES	194	169	230		465	480	485	490
	82310	LEGAL NOTICES								
!	82330	CITIZENS ACADEMIES	5,498	6,284	6,500	4,788	4,788	6,800	6,900	7,000
+	82350	DUES FOR MEMBERSHIPS	795	1,382	4,380	1,900	4,300	4,580	4,730	4,825
	1	Organization Dues			2,780		2,800	2,880	3,000	3,060
	2	Critical Mention (previously TVEyes)			1,600		1,500	1,700	1,730	1,765
	3	Various	795	1,382		1,900				
	*	Amount missing from detail								
+	82360	PUBLIC RELATIONS & EDUCATION (CITY SPONSORED)	11,166	12,147	9,400	9,206	9,685	9,975	10,000	10,200
	1	Various	11,166	12,147		9,206			10,000	10,200
	10	United Way			300		310	320		
	11	BMI license			700		720	740		
	12	ASCAP/SESAC license			900		930	960		
	2	State of the City			1,200		1,235	1,275		
	3	Tree Lighting			1,500		1,545	1,590		
	4	Promo Items			2,000		2,060	2,120		
	5	Advertising			1,000		1,030	1,060		
	6	Social Media (FB, Hootsuite, etc.)			1,500		1,545	1,590		

	Account	Label	Actual 2016	Actual 2017	Budget 2018	YTD@3/29/2018	Estd 2018	Budget 2019	Forecast 2020	Forecast 2021
	7	EMMA								
	8	Fotolia, Graphic River, etc.			300		310	320		
	*	Amount missing from detail								
+	82370	PROMOTIONS & SPECIAL EVENTS (NOT CITY SPONSORED)	2,618	1,437	2,580	498	2,660	2,700	2,750	2,800
	5	Various	2,618	1,437	2,580	498	2,660	2,700	2,750	2,800
	*	Amount missing from detail								
	82390	PUBLICATIONS, NON-TRAINING	482	72	560	99	560	570	580	590
=	XNSP	TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY	20,559	21,322	23,420	16,491	21,993	24,625	24,960	25,415
	82450	TELEPHONE SERVICE	67	66	60	35	60	65	70	75
	82455	CELLULAR TELEPHONE SERVICE	3,562	4,160	3,605	1,990	3,700	3,800	3,900	4,000
+	82470	INTERNET & RELATED SERVICES								
	3	Various								
	*	Amount missing from detail								
=	XUTIL	TOTAL UTILITIES	3,629	4,226	3,665	2,025	3,760	3,865	3,970	4,075
+	82510	COMPUTER SERVICES		7,277	7,500	7,640	7,800	8,500	8,900	9,300
!	2	Visions service contract		7,277	7,500	7,640	7,800	8,500	8,900	9,300
	3	Various								
	*	Amount missing from detail								
+	82560	CONSULTANT SERVICES	800	750	10,500	5,973	10,800	11,000	11,220	12,000
	1	various projects	800	750	10,500		10,800	11,000	11,220	12,000
	*	Amount missing from detail				5,973				
+	82599	OTHER CONTRACTUAL SERVICES	200	3,000	2,100	5,325	2,200	2,300	2,350	2,400
	1	NAXOS and Killer Tracks Music Library								
	3	Various	200	3,000	2,100	5,325	2,200	2,300	2,350	2,400
	*	Amount missing from detail								
=	XCTS	TOTAL CONTRACTUAL SERVICES	1,000	11,027	20,100	18,938	20,800	21,800	22,470	23,700
	82610	VEHICLE REPAIR & MAINTENANCE SERVICES	825	892	980	44	1,000	1,000	1,020	1,040
	82620	EQUIPMENT REPAIR & MAINTENANCE SERVICES	501	1,972	2,200	110	2,300	2,400	2,450	2,500
=	XRMSV	TOTAL REPAIR & MAINTENANCE SERVICES	1,326	2,864	3,180	154	3,300	3,400	3,470	3,540
+	82750	EMPLOYEE RECOGNITION/RECEPTIONS	150	50	500		500	500	500	500
	1	Trophies for contests, certificates, framing, etc.								
	2	Various	150	50	500		500	500	500	500
	*	Amount missing from detail								
	82780	TRAINING, OUTSIDE		1,985						
	82790	TRAINING, IN-HOUSE		1,375						
=	XEPG	TOTAL EMPLOYEE PROGRAMS	150	3,410	500		500	500	500	500
+	82810	REGISTRATIONS		3,835	3,200		3,200	3,300	3,400	3,500
	1	Various		3,835	3,200		3,200	3,300	3,400	3,500
	*	Amount missing from detail								
	82820	GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)	211	455	320	305	330	340	350	360
+	82830	AIR TRAVEL	903	772	2,700	1,577	2,800	2,900	3,000	3,100
	1	Various	903	772	2,700	1,577	2,800	2,900	3,000	3,100
	*	Amount missing from detail								
+	82840	LODGING	1,437	1,769	3,350	2,494	3,400	3,500	3,600	3,700
	1	Various	1,437	1,769	3,350	2,494	3,400	3,500	3,600	3,700
	*	Amount missing from detail								
+	82850	MEALS (OUTSIDE WILLIAMSON COUNTY)	72	250	1,140	245	1,170	1,200	1,225	1,250

	Account	Label	Actual 2016	Actual 2017	Budget 2018	YTD@3/29/2018	Estd 2018	Budget 2019	Forecast 2020	Forecast 2021
	4	Various	72	250	1,140	245	1,170	1,200	1,225	1,250
	*	Amount missing from detail								
=	XPDT	TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL	2,623	7,081	10,710	4,621	10,900	11,240	11,575	11,910
	83110	OFFICE SUPPLIES	2,380	2,175	1,550	679	1,600	1,630	1,660	1,700
	83120	OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)			100		100	100	100	100
	83130	EMPLOYEE BENEVOLENCE ITEMS		49	100		100	100	100	100
	83140	MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	1,317	1,664	1,550	718	1,600	1,650	1,680	1,710
=	XOFS	TOTAL OFFICE SUPPLIES	3,697	3,888	3,300	1,397	3,400	3,480	3,540	3,610
	83210	TRAINING SUPPLIES	49		240		240	245	250	260
	83260	UNIFORMS PURCHASED								
	83265	UNIFORMS, SPECIALIZED	861	1,191	825	67	850	870	890	910
+	83299	OTHER OPERATING SUPPLIES	14,455	9,969	10,000		10,000	10,500	10,700	10,800
	1	Tapes stock								
	2	various	14,455	9,969						
	4	Misc operating supplies			10,000		10,000	10,500	10,700	10,800
	5	HD Enhancements for Franklin TV								
	*	Amount missing from detail								
=	XOPS	TOTAL OPERATING SUPPLIES	15,365	11,160	11,065	67	11,090	11,615	11,840	11,970
	83310	GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSON COUNTY)	238	120	370	113	450	460	470	480
	83320	MILEAGE (INSIDE WILLIAMSON COUNTY)								
=	XFUEL	TOTAL FUEL & MILEAGE	238	120	370	113	450	460	470	480
+	83510	FURNITURE, FIXTURES (<\$25,000)	740	14,895	5,000		5,000	5,100	5,200	5,300
	1	HD Enhancements for Franklin TV								
	2	Misc	740	14,895	5,000		5,000	5,100	5,200	5,300
	*	Amount missing from detail								
+	83530	MACHINERY & EQUIPMENT (<\$25,000)	16,570	80,244	8,500	2,024	8,500	8,900	9,000	9,200
	1	Misc equipment	16,570	80,244	8,500	2,024	8,500	8,900	9,000	9,200
	15	2015 equipment								
	4	2016 Equipment								
	5	2017 Equipment								
	*	Amount missing from detail								
+	83540	COMPUTER HARDWARE (<\$25,000)	2,449	6,999	3,000	2,289	3,000	4,000	3,200	3,300
	10	Replacement laptop for Monique			1,290					
	13	Replacement laptop for Milissa						1,500		
	5	Replacement desktop for Ray								
	6	Replacement production computer								
	7	HD Enhancements for Franklin TV								
	8	Replacement desktops for Milissa and Monique						2,000		
	9	Various	2,449	6,999	1,710	2,289	3,000	500	3,200	3,300
	*	Amount missing from detail								
+	83550	COMPUTER SOFTWARE (<\$25,000)	1,446	2,802	3,000	2,121	3,000	3,100	3,200	3,300
	1	Various								
	3	Misc software	1,446	2,802	3,000	2,121	3,000	3,100	3,200	3,300
	4	HD Enhancements for Franklin TV								
	*	Amount missing from detail								
=	XMEU	TOTAL MACHINERY & EQUIPMENT (<\$25,000)	21,205	104,940	19,500	6,434	19,500	21,100	20,600	21,100
	83620	EQUIPMENT PARTS & SUPPLIES	330	3,868	100	9,604	500	510	520	530



	Account	Label	Actual 2016	Actual 2017	Budget 2018	YTD@3/29/2018	Estd 2018	Budget 2019	Forecast 2020	Forecast 2021
	83660	BUILDING MAINTENANCE SUPPLIES			200		200	200	200	200
=	XRMS	TOTAL REPAIR & MAINTENANCE SUPPLIES	330	3,868	300	9,604	700	710	720	730
	84550	STUDIO PRODUCTION	3,961	2,895	4,400		4,400	4,500	4,600	4,700
=	XOPU	TOTAL OPERATIONAL UNITS	3,961	2,895	4,400		4,400	4,500	4,600	4,700
	85110	PROPERTY INSURANCE	1,064	3,110	3,266	3,096	3,096	3,251	3,413	3,584
	85111	FRAUD INSURANCE				101	101	106	111	117
	85112	INLAND MARINE INSURANCE		116	122	105	105	110	116	122
	85113	AUTO PHYSICAL DAMAGE	5	25	26	25	25	26	28	29
!	85115	LIABILITY INSURANCE	3,028	1,225	1,286	396	396	416	437	458
	85116	E&O LIABILITY INSURANCE				858	858	901	946	993
	85117	VEHICLE LIABILITY INSURANCE	257	514	540	266	266	279	293	308
	85119	UMBRELLA LIABILITY	207	232	244	332	332	349	366	384
	85120	PROPERTY DAMAGE COSTS								
	85127	VEHICLE LIABILITY CLAIMS/DEDUCTIBLES		(257)						
=	XPLC	TOTAL PROPERTY & LIABILITY COSTS	4,561	4,965	5,484	5,179	5,179	5,438	5,710	5,995
	85990	MISCELLANEOUS	22							
=	XOBE	TOTAL OTHER BUSINESS EXPENSES	22							
	87510	REIMB OF INTERFUND SERVICES	(82,990)	(118,949)	(121,600)	(121,600)	(124,032)	(126,513)	(129,043)	(131,624)
=	XREIMB	TOTAL INTERFUND SERVICES REIMBURSEMENTS	(82,990)	(118,949)	(121,600)	(121,600)	(124,032)	(126,513)	(129,043)	(131,624)
=	XOP	TOTAL OPERATIONS	(4,130)	63,076	(14,721)	(56,311)	(16,930)	(12,620)	(13,438)	(12,699)
		Capital								
=	XTOT	TOTAL EXPENDITURES	352,429	489,798	381,204	235,823	387,543	385,989	406,046	428,595