



City of Franklin, Tennessee

FY 2017 Operating Budget

Human Resources

Shirley Harmon, Director

Budget Summary

	2014 Actual	2015 Actual	2016		2017 Budget	2016 v. 2017	
			Budget	Estimated		\$	%
Personnel	805,919	848,282	890,637	871,318	890,573	-64	0.0%
Operations	92,029	245,081	434,116	396,230	453,344	19,228	4.4%
Capital	19,408	38,928	0	0	0	-	0.0%
Total	917,356	1,132,290	1,324,754	1,267,549	1,343,917	19,163	1.4%

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:

- Taleo Applicant Tracking System 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. The HR Staff primarily focuses on job advertisements in electronic format and less on paper based methods.
- The City has received \$152,464 in pharmacy rebates in the past 12 months which will directly reduce the total medical plan expenditures.
- As a result of subrogation by the Risk staff, the City has recovered \$272,627 in damages done to City of Franklin property. The Risk staff has processed a total of 73 claims., which averages to approximately \$3,735 per claim. Currently, there are three (5) additional open claims, pending reimbursement.
- We have received our experience modification rate from NCCI for the last fiscal year insurance period and it is 0.69. 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 2017.



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Department Summary (Continued)

- The Workers' Compensation audit for FY 2015 revealed the City of Franklin will receive \$86,120 refunded from Travelers to the City which is a 22.8% savings of the actuary's recommended funding. This is due to better management of our Workers Compensation claims by the City's Risk Management team.
- 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 Boot Camp and Yoga classes, and offered physicals.
- We are in the process of implementing Kronos, a Human Resources Information System. This software will eliminate entering data into numerous spreadsheets increasing efficiency and improving accuracy.
- During the 2015/2016 budget year, human resources staff worked to identify and purchase a computer software system that would replace the current evaluation system. Trakstar has been purchased and all employees will begin tracking performance in this new software beginning in 2016. All employee evaluations will be completed in Trakstar which is a totally paperless system. Trakstar will also enable supervisors and employees to record performance issues in real time allowing

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.



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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.

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

Workload (Output) Measures

	2013	2014	2015	2016*	2017*
Organization-Wide					
Number of Budgeted Positions Full-Time	699	700	705	717	711
Number of Budgeted Positions Part-Time	69	67	66	61	61
Total FTEs (entire organization)	674.93	635	675	664	636
Number of exempt FTEs	80.74	100	110	112	112
Number of non-exempt FTEs	594.19	535	564	552	532
Employee Turnover for Full-Time Positions (Not Including Retirees)	7.50%	4.60%	6.75%	4%	5%
Tennessee Statewide Benchmarking Average	8.4%	7.2%	7.08	TBD	TBD
Number of Vacancies Advertised Externally **	57	75	80	43	86
Number of External Applications Processed	5,159	5,411	5,835	2,037	6,201
Average Number of Applications per Advertised External Vacancy	91	72	60	32	70
Average Number of Days to Fill a Position Advertised Externally	69	85	83	79	60
Tennessee Statewide Benchmarking Average	33.68	26.24	TBD	TBD	TBD
Number of new employees hired	46	112	138	53	131
Number of new hires that were from within ranks (promoted)	6	9	13	0	12
OSHA 300 log recordable injuries or illnesses	20	38	53	10	0
Workers' compensation claims	69	92	65	27	0
Human Resources Department Statistics					
Total number of FTEs	10.82	10.00	10.00	11.00	11.00
Human Resources Staff per 100 Employees	0.82	0.89	0.68	0.64	0.64
Applications processed Internal & External	5228	5671	6200	2037	6401
Requisitions approved Internal & External	79	80	97	52	116

**includes postings with multiple vacancies



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Performance Measures

Efficiency Measures

	2013	2014	2015	2016*	2017*
Benefits to Salary Ratio (All Funds)	47.49%	69.96%	33.21%	TBD	TBD
Tennessee Statewide Benchmarking Average	38.58%	44.76%	46.02%	TBD	TBD
Benefits to Salary Ratio (General Fund)	46.52%	TBD	TBD	TBD	TBD
Tennessee Statewide Benchmarking Average	46.02%	TBD	TBD	TBD	TBD
Personnel Costs (All Funds) per FTE	\$ 61,650	\$ 88,766	\$ 68,796	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 64,433	\$ 66,252	\$ 64,784	TBD	TBD
Human Resources Cost per Human Resources FTE	\$ 106,067	\$ 112,857	\$ 102,936	\$ 118,776	TBD
Tennessee Statewide Benchmarking Average	\$ 100,640	\$ 120,601	TBD	TBD	TBD
Human Resources Cost per Total FTE (City -Wide)	\$ 1,540	\$ 1,955	TBD	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 857	\$ 886	TBD	TBD	TBD
Workers Compensation Cost per Claim	\$ 3,303	\$ 4,615	\$ 4,659	\$ 1,704	TBD
Tennessee Statewide Benchmarking Average	\$ 10,455	\$ 5,642	\$ 5,346	TBD	TBD
Annual Wellness Cost per FTE	\$ 28.71	\$ 35.00	\$ 35.00	TBD	TBD
Total benefits as a percent of total wages	44.2%	43.1%	44.0%	TBD	TBD
Retirement Contributions as a percent of total payroll	14.2%	TBD	10.0%	10.0%	10.0%
Benefits as a percentage of All Funds personnel costs	24.93%	41.16%	32.20%	TBD	TBD

Outcome (Effectiveness) Measures

	2013	2014	2015	2016*	2017*
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	TBD
Target	70.0%	70.0%	70.0%	70.0%	70.0%
Meets Target?	TBD	TBD	TBD	TBD	TBD
Actively recruit and retain a workforce representative of the community.					
% of Employees Female	21%	23%	22%	20%	23.0%
% of Franklin Female	52.2%	52.2%	52.2%	52.2%	52.2%
Meets Target?	No	No	No	No	No
% of Employees Minority	7.1%	7.3%	7.5%	6.0%	8.0%
% of Franklin Minority	15.6%	15.6%	15.6%	15.6%	15.6%
Meets Target?	No	No	No	No	No
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	69	92	46	TBD	TBD



City of Franklin, Tennessee

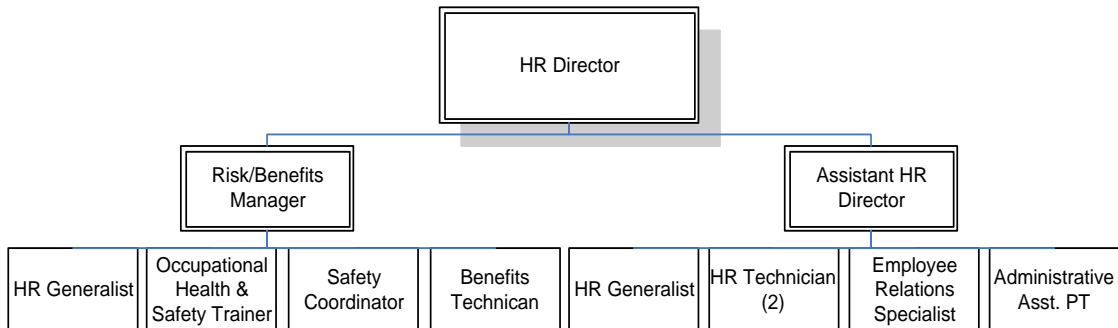
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Performance Measures

# Number of lost work days by employees	158	81	95	TBD	TBD
Meets Target?	TBD	TBD	TBD	TBD	TBD
# of credit hours reimbursed for employees	345	239	192	200	201

*2016 and 2017 estimated.

Organizational Chart



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

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
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	1	0	0	0	0	0
Assistant HR Director	Grade K	0	0	0	0	0	0	1	0	1	0
Risk Manager	Grade J	1	0	1	0	1	0	0	0	0	0
Risk/Benefits Manager	TBD	0	0	0	0	0	0	1	0	1	0
Employee Relations Mgr II	Grade J	0	0	1	0	1	0	0	0	0	0
Employee Relations Specialist	Grade G	0	0	0	0	0	0	1	0	1	0
Benefits Manager	---	1	0	0	0	0	0	0	0	0	0
Occupational Health & Safety Train	Grade G	1	0	1	0	1	0	1	0	1	0
Safety Coordinator	Grade G	0	0	1	0	1	0	1	0	1	0
Human Resources Generalist	Grade G	0	0	2	0	2	0	2	0	2	0
Benefits Technician	Grade D	0	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
TOTALS		7	1	11	1	11	1	11	1	11	1



City of Franklin, Tennessee

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Budget

	Actual 2014	Actual 2015	Budget 2016	Est'd 2016	Budget 2017	Difference	
						\$	%
Personnel							
Salaries & Wages	626,334	668,147	703,465	684,853	694,614	(8,851)	-1.3%
Employee Benefits	179,585	180,135	187,172	186,465	195,959	8,787	4.7%
Total Personnel	805,919	848,282	890,637	871,318	890,573	(64)	0.0%
Operations							
Transportation Services	8,258	7,255	8,100	3,600	8,100	-	0.0%
Operating Services	1,989	4,855	4,000	2,259	4,185	185	4.6%
Notices, Subscriptions, etc.	6,465	5,764	10,100	14,750	11,400	1,300	12.9%
Utilities	6,221	5,263	6,705	7,205	7,021	316	4.7%
Contractual Services	81,283	116,721	166,500	180,460	181,500	15,000	9.0%
Repair & Maintenance Services	5,565	3,610	7,750	2,250	7,975	225	2.9%
Employee programs	216,499	208,539	283,000	245,500	293,130	10,130	3.6%
Professional Development/Travel	4,685	13,350	28,200	17,677	29,400	1,200	4.3%
Office Supplies	7,775	5,842	9,470	5,950	9,630	160	1.7%
Operating Supplies	2,187	1,490	4,875	4,000	5,165	290	5.9%
Fuel & Mileage	1,545	1,180	2,700	1,000	1,890	(810)	-30.0%
Machinery & Equipment (<\$25,000)	26,337	6,664	8,000	16,478	8,250	250	3.1%
Repair & Maintenance Supplies	80	121	-	500	530	530	100.0%
Property & Liability Costs	4,254	6,896	6,558	6,953	7,301	743	11.3%
Other Business Expenses	4	-	510	-	530	20	3.9%
Debt Service and Lease Payments	193	175,486	212,000	212,000	208,176	(3,824)	-1.8%
Interfund Reimbursements	(281,311)	(317,955)	(324,351)	(324,351)	(330,838)	(6,487)	2.0%
Total Operations	92,029	245,081	434,116	396,230	453,344	19,228	4.4%
Machinery & Equipment (>\$25,000)	19,408	38,928	-	-	-	-	0.0%
Capital	19,408	38,928	-	-	-	-	0.0%
Total Human Resources	917,356	1,132,290	1,324,754	1,267,549	1,343,917	19,163	1.4%

Account	Label	Actual 2014	Actual 2015	Budget 2016	YTD@ 4/1/2016	E-Std 2016	Base 2017	Forecast 2018	Forecast 2019
	Personnel								
= 81110	REGULAR PAY	614,451	665,012	705,675	501,220	684,103	698,767	712,742	726,997
81120	OVERTIME PAY	587	1,549	2,000	423	750	2,000	2,000	2,000
81150	TEMPORARY WORK BY NON-CITY EMPLOYEES	11,296	1,586	20,000			20,000	20,000	20,000
81199	VACANCY ADJUSTMENT			(24,210)			(26,153)	(24,946)	(25,445)
= XWAGE	TOTAL WAGES	626,334	668,147	703,465	501,643	684,853	694,614	709,796	723,552
= 81410	FICA (EMPLOYER'S SHARE)	45,681	49,257	52,916	37,149	52,334	53,439	54,525	55,594
= 81420	MEDICAL PREMIUMS	76,829	105,018	99,255	49,153	98,306	99,100	109,010	119,911
= 81430	GROUP INSURANCE PREMIUMS	7,961	9,732	9,996	5,494	7,936	9,525	10,478	11,002
= 81440	EMPLOYEE INSURANCE CONTRIBUTIONS	(16,356)	(21,354)	(20,147)	(14,068)	(19,146)	(19,416)	(21,358)	(23,692)
81450	RETIREMENT CONTRIBUTIONS	54,515	24,672	32,630	35,584	35,584	40,922	45,014	49,515
81455	DEFERRED COMP MATCH	10,828	10,359	12,113	7,444	9,933	11,423	11,994	13,193
81470	WORKERS COMPENSATION PREMIUMS	127	380	408	920	920	966	1,014	1,065
81475	WORKERS COMPENSATION CLAIMS		2,071		598	598			
= XBEN	TOTAL BENEFITS	179,585	180,135	187,171	122,274	186,465	195,959	210,677	226,588
= XPER	TOTAL PERSONNEL	805,919	848,282	890,636	623,917	871,318	890,573	920,473	950,140
	Operations								
82110	MAILING & OUTBOUND SHIPPING SERVICES	8,210	7,189	5,000	1,162	1,500	5,000	5,000	5,000
82120	FREIGHT FOR INBOUND PURCHASED ITEMS			3,000	10	2,000	3,000	3,000	3,000
82130	VEHICLE LICENSES & TITLES	48	66	100		100	100	100	100
= XTRC	TOTAL TRANSPORTATION CHARGES	8,258	7,255	8,100	1,172	3,600	8,100	8,100	8,100
82210	PRINTING & COPYING SERVICES, OUTSOURCED	958	3,006	3,000	835	1,500	3,125	3,215	3,215
82240	TRANSCRIPTION FEES					9			
82250	TESTING & PHYSICALS	1,021	432	500	345	500	530	530	530
82299	OTHER OPERATING SERVICES	10	1,417	500	127	250	530	530	530
= XOPSV	TOTAL OPERATING SERVICES	1,989	4,855	4,000	1,307	2,259	4,185	4,275	4,275
82310	LEGAL NOTICES	2,394	1,574	2,500	522	1,000	2,750	2,750	2,750
82360	DUES FOR MEMBERSHIPS	2,461	2,493	3,100	2,533	3,500	3,200	3,200	3,200
82365	PROFESSIONAL STANDARDS / ACCREDITATION			500			700	700	700
82370	PROMOTIONS & SPECIAL EVENTS (NOT CITY SPONSORED)		735	2,000		10,000	2,500	2,500	2,500
82375	RECRUITMENT				7,468				
82380	PUBLICATIONS, NON-TRAINING	1,610	962	2,000	138	250	2,250	2,250	2,250
= XNISP	TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY	6,465	5,764	10,100	10,661	14,750	11,400	11,400	11,400
82440	TELEPHONE SERVICE	1,118	1,021	1,100	559	1,100	1,124	1,180	1,239
82450	800 MHZ ACCESS LINE SERVICE	82	83	105	61	105	112	118	125
82455	CELLULAR TELEPHONE SERVICE	4,043	3,231	4,500	2,778	5,000	4,775	5,014	5,264
82470	INTERNET & RELATED SERVICES	978	928	1,000	671	1,000	1,010	1,061	1,114
= XUTIL	TOTAL UTILITIES	6,221	5,263	6,705	4,069	7,205	7,021	7,373	7,742
82500	COMPUTER SERVICES	47,610		75,000	89,960	89,960	90,000	90,000	90,000
1	HRIS - Kronos Software Maintenance	41,610							
2	HRIS - Kronos Cloud Hosting	6,000							
3	Various			75,000	89,960	89,960	90,000	90,000	90,000
4	Tenzinga - Cloud Hosting								
*	Amount missing from detail								

Account	Label	Actual 2014	Actual 2015	Budget 2016	YTD@ 4/1/2016	E-std 2016	Base 2017	Forecast 2018	Forecast 2019
82560	CONSULTANT SERVICES	33,415	54,530	90,000	33,833	90,000	90,000	90,000	90,000
1	Property Appraisals: Municipal Buildings			10,000		10,000	10,000	10,000	10,000
2	Benefits Consultant		34,043	50,000		50,000	50,000	50,000	50,000
3	Burris Thompson			20,000		20,000	20,000	20,000	20,000
4	Acuff			10,000		10,000	10,000	10,000	10,000
5	Various	33,415			33,833				
*	Amount missing from detail		20,487						
82599	OTHER CONTRACTUAL SERVICES	258	913	1,500	332	500	1,500	1,500	1,500
=	XCTS	81,283	55,443	166,500	124,125	180,460	181,500	181,500	181,500
82610	VEHICLE REPAIR & MAINTENANCE SERVICES	2,022	1,205	3,100	274	750	3,200	3,300	3,400
82620	EQUIPMENT REPAIR & MAINTENANCE SERVICES	3,543	2,405	4,650	942	1,500	4,775	4,920	5,100
1	BUILDING REPAIR & MAINTENANCE SERVICES								
=	XRMSV	5,565	3,610	7,750	1,216	2,250	7,975	8,220	8,500
82710	RETIREMENT SERVICES	7,650			5,500	5,500			
82720	TUITION ASSISTANCE PROGRAM	102,877	81,724	110,000	66,102	110,000	115,000	115,000	115,000
82730	EMPLOYEE ASSISTANCE PROGRAM	14,638	15,092	20,000	11,882	20,000	21,000	22,000	23,000
+	EMPLOYEE WELLNESS PROGRAM	14,414	12,146	24,000	2,568	22,000	26,000	29,500	32,500
1	Flu Shots			7,000		7,000	7,000	7,500	8,000
10	Other Wellness programs/events			5,000		5,000	5,000	5,000	5,000
2	Health Screenings			1,500		1,500	1,500	1,500	1,500
4	Health Fair			5,000		5,000	5,000	5,500	6,000
5	Various	14,414		1,000		22,000	3,000	5,500	7,500
6	Fitness Center - Comcast			500			500	500	500
7	Fitness Center - Fitness Direct Contract			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		12,146		2,568				
82750	EMPLOYEE RECOGNITION/RECEPTIONS	6,436	7,470	17,500	8,822	13,000	18,000	18,575	19,250
+	SAFETY PROGRAMS	48,236	31,443	50,000	22,794	40,000	50,000	50,000	50,000
1	Health and Safety Fair			10,000					
2	Safety Incentive Program			10,000					
3	Technical Training: Confined Space			9,000					
4	Samba Drivers License Monitoring			9,672					
5	TN Workers Comp Law Change Posting Updates			1,428					
6	IA Pro/Blueteam (internal risk reporting)			9,900					
7	Various	48,236			22,794	40,000	50,000	50,000	50,000
*	Amount missing from detail		31,443						
82780	TRAINING, OUTSIDE	20,771	57,444	49,000	2,963	25,000	50,400	52,000	53,500
1	TRAINING, IN-HOUSE	1,477	3,220	12,500	591	10,000	12,730	13,115	13,750
=	TOTAL EMPLOYEE PROGRAMS	216,499	208,539	283,000	121,222	245,500	293,130	300,190	307,000
82810	REGISTRATIONS	1,343	7,533	15,500	2,534	10,000	16,000	16,400	16,800
82820	GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)	446	371	1,000	364	750	1,200	1,300	1,400
82830	AIR TRAVEL	1,269	1,257	3,200	1,872	1,500	3,200	3,200	3,200
82840	LODGING	1,434	3,546	6,700	3,458	4,100	7,000	7,000	7,000
82850	MEALS (OUTSIDE WILLIAMSON COUNTY)	193	643	1,800	482	850	2,000	2,100	2,200
82860	OTHER TRAVEL EXPENSES					477			
=	TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL	4,685	13,350	28,200	8,710	17,677	29,400	30,000	30,600
83110	OFFICE SUPPLIES	6,168	4,164	6,700	2,884	4,500	6,700	7,100	7,500
83120	OFFICE DECOR ITEMS (OTHER THAN FURNITURE)			450		800	500	550	600
83130	EMPLOYEE BENEVOLENCE ITEMS	65	77	220			230	240	250
83140	MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	1,542	1,601	2,100	648	650	2,200	2,300	2,400

Account	Label	Actual 2014	Actual 2015	Budget 2016	YTD@ 4/1/2016	E.std 2016	Base 2017	Forecast 2018	Forecast 2019
= XOFS	TOTAL OFFICE SUPPLIES	7,775	5,842	9,470	3,532	5,950	9,630	10,190	10,750
I 83210	TRAINING SUPPLIES	438	833	2,100		1,500	2,120	2,185	2,250
83250	SAFETY SUPPLIES	81	470						
83260	UNIFORMS PURCHASED	140		525		500	545	560	580
I 83299	OTHER OPERATING SUPPLIES	1,528	187	2,250	1,168	2,000	2,500	2,750	3,000
= XOPS	TOTAL OPERATING SUPPLIES	2,187	1,490	4,875	1,168	4,000	5,165	5,495	5,830
83310	GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSON COUNTY)	1,545	1,180	2,700	508	1,000	1,890	2,977	3,126
= XFUEL	TOTAL FUEL & MILEAGE	1,545	1,180	2,700	508	1,000	1,890	2,977	3,126
I 83510	FURNITURE, FIXTURES (<\$25,000)	504		2,000			2,000	2,000	2,000
+ 83530	MACHINERY & EQUIPMENT (<\$25,000)	3,362							
1	2014 - Copter (\$16,000 to lease)	3,362							
2	Line Item 2								
*	Amount missing from detail								
83540	COMPUTER HARDWARE (<\$25,000)	4,924	6,664	6,000	1,285	2,000	6,250	6,500	6,750
83550	COMPUTER SOFTWARE (<\$25,000)	17,547		14,478	14,478	14,478			
= XMEU	TOTAL MACHINERY & EQUIPMENT (<\$25,000)	26,337	6,664	8,000	15,763	16,478	8,250	8,500	8,750
83620	EQUIPMENT PARTS & SUPPLIES	80	121			500	530	545	560
= XRMS	TOTAL REPAIR & MAINTENANCE SUPPLIES	80	121			500	530	545	560
85110	PROPERTY INSURANCE	746	1,095	927	1,621	1,621	1,702	1,787	1,876
85111	FRAUD INSURANCE								
85112	INLAND MARINE INSURANCE	47	655	732					
85113	AUTO PHYSICAL DAMAGE	37	92	79	52	52	55	57	58
I 85115	LIABILITY INSURANCE	1,667	2,667	2,749	3,318	3,318	3,484	3,658	3,841
85116	E&O LIABILITY INSURANCE	985	1,151						
85117	VEHICLE LIABILITY INSURANCE	722	1,236	1,076	1,026	1,026	1,077	1,131	1,188
85118	LAW ENFORCEMENT LIABILITY INSURANCE			895			841	883	901
85119	UMBRELLA LIABILITY								
85120	PROPERTY DAMAGE COSTS								
85140	SURETY/NOTARY BONDS	50		100	135	135	142	149	157
= XPLC	TOTAL PROPERTY & LIABILITY COSTS	4,254	6,896	6,558	6,953	6,953	7,301	7,665	8,021
85580	LATE CHARGES								
= XFF	TOTAL FINANCIAL FEES								
85930	MISCELLANEOUS	4		510			530	550	570
= XOE	TOTAL OTHER BUSINESS EXPENSES	4		510			530	550	570
I+ 86600	LEASE/LOAN PRINCIPAL		170,685	208,206	176,164	208,206	206,582	37,868	5,076
1	2014 - Vehicle (\$27,000)		8,950	9,046	176,164	9,046	6,608		
2	2014 - Copter (\$16,000)		3,769	3,809		3,809	5,384		
3	2014 - Kronos (\$392,000)		131,000	131,000		131,000	130,000		
4	2015 - Chase - Kronos Software		26,966	54,351		54,351	55,191	27,807	
5	2016 - Performance Management Software			10,000		10,000	9,399	10,061	5,076
*	Amount missing from detail								
+ 86700	LEASE/LOAN INTEREST	193	4,801	3,794	2,938	3,794	1,594	225	15
1	2014 - Vehicle (\$27,000)		245	148	2,938	148	36		
2	2014 - Copter (\$16,000)	193	103	62		62	29		

Account	Label	Actual 2014	Actual 2015	Budget 2016	YTD@4/1/2016	Estd 2016	Base 2017	Forecast 2018	Forecast 2019
3	2014-Kronos (\$992,000)		3,562	1,963		1,963	653		
4	2015 - Chase - Kronos Software		891	1,319		1,319	738	148	
5	2016 - Performance Management Software			302		302	138	77	15
*	Amount missing from detail								
=	TOTAL DEBT SERVICE	193	175,486	212,000	179,102	212,000	208,176	38,093	5,091
87510	REIMB OF INTERFUND SERVICES		(317,955)	(324,351)	(324,351)	(324,351)	(330,838)	(337,455)	(344,204)
=	XREIMB	(281,311)	(317,955)	(324,351)	(324,351)	(324,351)	(330,838)	(337,455)	(344,204)
=	XOP	92,029	183,803	434,117	155,157	396,231	453,345	287,618	257,611
	Capital								
=	89520 VEHICLES (>\$25,000)		31,290						
+	89550 COMPUTER SOFTWARE (>\$25,000)	19,408	7,638						
1	2012 - HRIS	19,408							
*	Amount missing from detail		7,638						
=	XIMEO	19,408	38,928						
=	XCAP	19,408	38,928						
=	XTOT	917,356	1,071,013	1,324,753	779,074	1,267,549	1,343,918	1,208,091	1,207,751