



City of Franklin, Tennessee

FY 2020 Operating Budget

Human Resources

Kevin G. Townsel, J.D., Director

Budget Summary

	2017 Actual	2018 Actual	2019		2020 Budget	2019 v. 2020	
			Budget	Estimated		\$	%
Personnel	1,024,588	913,585	1,040,019	1,043,833	1,072,487	32,468	3.1%
Operations	140,461	73,795	207,349	201,285	239,153	31,804	15.3%
Capital	0	0	0	0	0	0	0.0%
Total	1,165,049	987,380	1,247,368	1,245,118	1,311,640	64,272	5.2%

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 interpretation.

Franklin:

- The HR Department continues to utilize Kronos Talent Acquisition to assist in job requisitions and applicant tracking. It has helped HR in reducing (by 50%) 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 \$706,305.76 in pharmacy rebates in the past 12 months which will directly reduce the total medical plan expenditures.
- We have received our experience modification rate from NCCI for the FY2018 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 FY2019.



City of Franklin, Tennessee

FY 2020 Operating Budget

Human Resources

Kevin G. Townsel, J.D., Director

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.
- The City of Franklin continues to use Kronos self-service. This software eliminates entering data into numerous spreadsheets increasing efficiency and improving accuracy. City of Franklin employees continue to use 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 third annual evaluation cycle through Trakstar. All employee evaluations have been completed in Trakstar which is a totally paperless system. 660 employees completed a self-appraisal this evaluation cycle, which engages the employee in the appraisal process. Trakstar enables 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 continues to utilize an 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 2020 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 FY2013.

Baseline: Number of lost work days by employees in

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

Baseline: Number of credit hours reimbursed

Key:	Strategic Plan: FranklinForward	
	Sustainable Franklin	
	Tennessee Municipal Benchmarking Project	
	2016 Franklin Citizens Survey	

Workload (Output) Measures

		2016	2017	2018	2019*	2020*
Organization-Wide						
	Number of Budgeted Positions Full-Time	717	708	736	736	736
	Number of Budgeted Positions Part-Time	61	58	31	31	31
	Total FTEs (entire organization)	664	711	707	707	707
	Number of exempt FTEs	112	122	133	133	133
	Number of non-exempt FTEs	552	589	574	574	574
	Employee Turnover for Full-Time Positions (Not Including Retirees)	11.2%	7.9%	9%	7%	5%
	Tennessee Statewide Benchmarking Average	8.96%	7.60%	10.70%	TBD	TBD
	Number of Vacancies Advertised Externally **	43	94	108	108	108
	Number of External Applications Processed	2,037	3,197	4,200	5,000	5,000
	Average Number of Applications per Advertised External Vacancy	32	52	80	80	80
	Average Number of Days to Fill a Position Advertised Externally	79	75	45	40	35
	Number of new employees hired	53	84	93	93	100
	Number of new hires that were from within ranks (promoted)	0	53	49	55	55
	OSHA 300 log recordable injuries or illnesses	21	32	20	17	17
	Workers' compensation claims	62	64	50	47	45
Human Resources Department Statistics						
	Total number of FTEs	11.00	11.00	12.00	12.00	12.00
	Human Resources Staff per 100 Employees	1.66	1.55	1.64	1.64	1.60
	Applications processed Internal & External	2,037	3,197	4,500	4,500	6,000
	Requisitions approved Internal & External	52	128	132	132	125

**includes postings with multiple vacancies



City of Franklin, Tennessee

FY 2020 Operating Budget

Performance Measures

Efficiency Measures

	2016	2017	2018	2019*	2020*
Benefits to Salary Ratio (All Funds)	37.98%	38.26%	37.15%	TBD	TBD
Tennessee Statewide Benchmarking Average	44.78%	43.67%	43.18%	TBD	TBD
Personnel Costs (All Funds) per FTE	\$ 69,515	\$ 76,077	\$ 80,252	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 66,352	\$ 62,308	\$ 74,357	TBD	TBD
Human Resources Cost per Total FTE (City -Wide)	\$ 2,029	\$ 2,325	\$ 2,003	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 850	\$ 923	\$ 1,019	TBD	TBD
Workers Compensation Cost per Claim	\$ 4,497	\$ 6,584	\$ 9,592	TBD	TBD
Tennessee Statewide Benchmarking Average	\$ 7,133	\$ 5,399	\$ 6,247	TBD	TBD
Annual Wellness Cost per FTE	\$ 36.00	\$ 38.00	\$ 38.00	TBD	TBD
Benefits as a percentage of All Funds personnel costs [^]	27.5%	28.2%	27.6%	TBD	TBD
Tennessee Statewide Benchmarking Average	31.3%	31.3%	31.2%	TBD	TBD

Outcome (Effectiveness) Measures

	2016	2017	2018	2019*	2020*
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
	Target	70.0%	70.0%	70.0%	70.0%
	Meets Target?	TBD	TBD	TBD	TBD
	Actively recruit and retain a workforce representative of the community.				
	% of Employees Female	20.0%	21.0%	19.0%	22.0%
	% of Franklin Female	52.2%	52.2%	52.2%	52.2%
	Meets Target?	No	No	TBD	TBD
	% of Employees Minority	6.0%	7.0%	7.0%	8.0%
	% of Franklin Minority	15.6%	15.7%	15.7%	15.7%
	Meets Target?	No	No	TBD	TBD
	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	60	83	58	53
	# Number of lost work days by employees	34	123	130	100
	Meets Target?	TBD	TBD	TBD	TBD
	# of credit hours reimbursed for employees	200	200	206	215

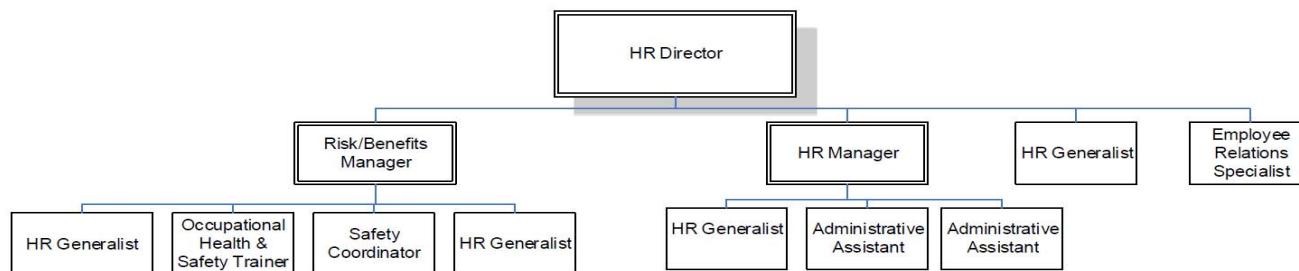
*2019 and 2020 estimated.



City of Franklin, Tennessee

FY 2020 Operating Budget

Organizational Chart



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

Staffing by Position

Position	Pay Grade	FY 2016		FY 2017		FY 2018		FY 2019		FY 2020	
		F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T	F-T	P-T
Human Resources Director	Grade M	1	0	1	0	1	0	1	0	1	0
Assistant HR Director	Grade K	1	0	1	0	0	0	0	0	0	0
Risk/Benefits Manager	Grade K	1	0	1	0	1	0	1	0	1	0
HR Manager	Grade J	0	0	0	0	1	0	1	0	1	0
Occupational Health & Safety Trainer	Grade H	1	0	1	0	1	0	1	0	1	0
Safety Coordinator	Grade H	1	0	1	0	1	0	1	0	1	0
Employee Relations Specialist	Grade G	1	0	1	0	1	0	1	0	1	0
Human Resources Generalist	Grade G	2	0	2	0	4	0	4	0	4	0
Benefits Specialist	Grade D	1	0	1	0	0	0	0	0	0	0
Human Resources Technician	Grade D	2	0	2	0	0	0	0	0	0	0
Administrative Assistant	Grade D	0	1	0	1	2	0	2	0	2	0
TOTALS		11	1	11	1	12	0	12	0	12	0



City of Franklin, Tennessee

FY 2020 Operating Budget

Budget

	Actual 2017	Actual 2018	Budget 2019	Estd 2019	Budget 2020	Difference \$	%
Personnel							
Salaries & Wages	781,684	668,003	785,190	800,280	786,063	873	0.1%
Employee Benefits	242,904	245,582	254,829	243,553	286,423	31,594	12.4%
Total Personnel	1,024,588	913,585	1,040,019	1,043,833	1,072,487	32,468	3.1%
Operations							
Transportation Services	3,912	2,993	5,000	2,600	4,600	(400)	-8.0%
Operating Services	1,982	1,966	3,120	3,120	4,100	980	31.4%
Notices, Subscriptions, etc.	10,338	17,646	17,500	12,000	19,300	1,800	10.3%
Utilities	7,318	7,059	7,250	7,250	7,725	475	6.6%
Contractual Services	165,882	82,813	91,968	90,468	110,468	18,500	20.1%
Repair & Maintenance Services	2,552	4,964	4,500	4,500	5,250	750	16.7%
Employee Programs	160,036	218,063	271,000	265,750	273,250	2,250	0.8%
Professional Development/Travel	27,235	26,418	39,500	39,500	40,850	1,350	3.4%
Office Supplies	9,183	12,140	10,000	14,750	15,250	5,250	52.5%
Operating Supplies	1,660	-	3,050	3,050	3,550	500	16.4%
Fuel & Mileage	1,069	2,017	1,250	2,050	2,100	850	68.0%
Machinery & Equipment (<\$25,000)	53,739	8,262	35,085	39,000	39,750	4,665	13.3%
Repair & Maintenance Supplies	44	-	560	-	570	10	1.8%
Property & Liability Costs	9,787	11,311	18,525	18,206	19,369	844	4.6%
Other Business Expenses	-	-	550	550	560	10	1.8%
Debt Service and Lease Payments	19,659	2,493	-	-	-	-	#DIV/0!
Interfund Reimbursements	(333,935)	(324,350)	(301,509)	(301,509)	(307,539)	(6,030)	2.0%
Total Operations	140,461	73,795	207,349	201,285	239,153	31,804	15.3%
Machinery & Equipment (>\$25,000)	-	-	-	-	-	-	
Capital	-	-	-	-	-	-	
Total Human Resources	1,165,049	987,380	1,247,368	1,245,118	1,311,640	64,272	5.2%

	Account	Label	Actual 2017	Actual 2018	Budget 2019	YTD@1/31/2019	Estd 2019	Budget 2020	Forecast 2021	Forecast 2022
		Personnel								
=	81110	REGULAR PAY	771,808	665,827	811,078	490,535	798,622	813,019	853,670	896,353
	81120	OVERTIME PAY	2,318	2,176	750	1,148	1,658	1,500	1,500	1,500
	81150	TEMPORARY WORK BY NON-CITY EMPLOYEES	7,558							
	81199	VACANCY ADJUSTMENT			(26,638)			(28,456)	(29,878)	(31,372)
=	XWAGE	TOTAL WAGES	781,684	668,003	785,190	491,683	800,280	786,063	825,292	866,481
=	81410	FICA (EMPLOYER'S SHARE)	55,857	48,962	58,224	35,951	61,095	61,926	65,306	68,571
=	81420	MEDICAL PREMIUMS	128,640	123,630	129,936	50,228	122,129	156,474	172,121	189,334
=	81425	VISION PREMIUMS				349	852	941	1,035	1,139
=	81430	GROUP INSURANCE PREMIUMS	9,927	8,897	13,306	5,555	10,023	15,128	15,884	16,679
=	81440	EMPLOYEE INSURANCE CONTRIBUTIONS	(21,196)	(23,545)	(20,133)	(18,683)	(31,128)	(35,020)	(38,522)	(42,374)
	81441	CONTRIBUTIONS TO HEALTH SAVINGS ACCOUNT		3,600						
!	81450	RETIREMENT CONTRIBUTIONS	48,608	55,899	47,251	27,602	47,251	51,976	57,174	62,891
	81455	DEFERRED COMP MATCH	18,183	25,784	25,834	21,345	30,832	32,373	33,992	35,692
	81460	UNEMPLOYMENT CLAIMS	554							
	81470	WORKERS COMPENSATION PREMIUMS	176	2,355	410	2,495	2,500	2,625	2,756	2,894
	81475	WORKERS COMPENSATION CLAIMS	2,155							
=	XBEN	TOTAL BENEFITS	242,904	245,582	254,829	124,842	243,554	286,424	309,746	334,826
=	XPER	TOTAL PERSONNEL	1,024,588	913,585	1,040,019	616,525	1,043,834	1,072,487	1,135,038	1,201,307
		Operations								
	82110	MAILING & OUTBOUND SHIPPING SERVICES	3,867	2,948	3,900	552	1,500	3,500	3,500	3,500
	82120	FREIGHT FOR INBOUND PURCHASED ITEMS			1,000		1,000	1,000	1,000	1,000
	82130	VEHICLE LICENSES & TITLES	45	45	100		100	100	100	100
=	XTRC	TOTAL TRANSPORTATION CHARGES	3,912	2,993	5,000	552	2,600	4,600	4,600	4,600
	82210	PRINTING & COPYING SERVICES, OUTSOURCED	946	275	2,000	441	2,000	2,000	2,000	2,000
	82240	TRANSCRIPTION FEES			100		100	100	100	100
	82250	TESTING & PHYSICALS	957	1,662	520	2,116	520	1,500	1,500	1,500
	82299	OTHER OPERATING SERVICES	79	29	500	87	500	500	500	500
=	XOPSV	TOTAL OPERATING SERVICES	1,982	1,966	3,120	2,644	3,120	4,100	4,100	4,100
	82310	LEGAL NOTICES	2,613	1,658	2,500	457	1,000	1,500	1,500	1,500
	82350	DUES FOR MEMBERSHIPS	2,430	5,337	4,000	5,526	4,000	5,500	5,500	5,500
!	82355	PROFESSIONAL STANDARDS / ACCREDITATION	1,596	1,784	1,500	3,731	1,500	1,800	1,800	1,800
	82360	PUBLIC RELATIONS & EDUCATION (CITY SPONSORED)		110		270				
!	82370	PROMOTIONS & SPECIAL EVENTS (NOT CITY SPONSORED)								
	82373	RECRUITMENT	3,227	8,523	9,000	57	5,000	10,000	11,000	11,000
	82390	PUBLICATIONS, NON-TRAINING	472	234	500	36	500	500	500	500
=	XNSP	TOTAL NOTICES, SUBSCRIPTIONS, PUBLICITY	10,338	17,646	17,500	10,077	12,000	19,300	20,300	20,300
!	82450	TELEPHONE SERVICE	921	862	1,000	627	1,000	1,100	1,200	1,300
	82451	800 MHZ ACCESS LINE SERVICE	93	102	100	70	100	125	150	175
	82455	CELLULAR TELEPHONE SERVICE	4,914	5,014	5,000	1,988	5,000	5,250	5,500	5,750
	82470	INTERNET & RELATED SERVICES	1,390	1,081	1,150	742	1,150	1,250	1,250	1,250
=	XUTIL	TOTAL UTILITIES	7,318	7,059	7,250	3,427	7,250	7,725	8,100	8,475
!	82510	COMPUTER SERVICES	105,800	429	468	2,228	468	468	468	468
1		Kronos	105,800							
2		HRIS - Kronos Cloud Hosting								

	Account	Label	Actual 2017	Actual 2018	Budget 2019	YTD@1/31/2019	Estd 2019	Budget 2020	Forecast 2021	Forecast 2022
	3	Various		429		2,228				
	4	Trakstar								
	5	Survey Monkey			348		348	348	348	348
	6	Talentwise			70		70	70	70	70
	7	Taleo Business Connect			50		50	50	50	50
	*	Amount missing from detail								
	82520	LEGAL SERVICES				4,800	7,500	10,000	12,000	14,000
+	82560	CONSULTANT SERVICES	58,825	81,382	90,000	42,682	80,000	97,500	105,000	112,500
	1	Property Appraisals: Municipal Buildings			10,000			10,000	10,000	10,000
	2	Benefits Consultant	37,500		50,000		50,000	55,000	60,000	65,000
	3	Burris Thompson	2,750		20,000		20,000	22,500	25,000	27,500
	4	Acuff/Findley			10,000		10,000	10,000	10,000	10,000
	5	Various	18,575	81,382		42,682				
	*	Amount missing from detail								
	82599	OTHER CONTRACTUAL SERVICES	1,257	1,002	1,500	1,484	2,500	2,500	3,000	3,250
=	XCTS	TOTAL CONTRACTUAL SERVICES	165,882	82,813	91,968	51,194	90,468	110,468	120,468	130,218
	82610	VEHICLE REPAIR & MAINTENANCE SERVICES	157	2,277	2,000	615	2,000	2,500	2,750	2,750
	82620	EQUIPMENT REPAIR & MAINTENANCE SERVICES	2,395	2,687	2,500	724	2,500	2,750	3,000	3,250
!	82660	BUILDING REPAIR & MAINTENANCE SERVICES								
=	XRMSV	TOTAL REPAIR & MAINTENANCE SERVICES	2,552	4,964	4,500	1,339	4,500	5,250	5,750	6,000
	82710	RETIREMENT SERVICES								
	82720	TUITION ASSISTANCE PROGRAM	64,228	83,606	92,500	58,975	92,500	92,500	92,500	92,500
	82730	EMPLOYEE ASSISTANCE PROGRAM	16,386	16,736	18,000	8,635	18,000	19,000	20,000	21,000
+	82740	EMPLOYEE WELLNESS PROGRAM	20,070	37,447	34,750	9,683	38,250	38,250	38,250	38,250
	1	Flu Shots	4,632		7,000		7,000	7,000	7,000	7,000
	10	Other Wellness programs/events	8,935		10,000		10,000	10,000	10,000	10,000
	2	Health Screenings			1,500		1,500	1,500	1,500	1,500
	4	Health Fair			6,000		6,000	6,000	6,000	6,000
!	5	Various	6,026	37,447	5,750	9,683	5,750	5,750	5,750	5,750
	6	Fitness Center - Comcast	77		500		500	500	500	500
	7	Fitness Center - Fitness Direct Contract	400		1,000		1,000	1,000	1,000	1,000
	8	Fitness Center - repairs			1,500		1,500	1,500	1,500	1,500
	9	Fitness Center - Equipment			1,500		5,000	5,000	5,000	5,000
	*	Amount missing from detail								
	82750	EMPLOYEE RECOGNITION/RECEPTIONS	13,909	16,408	16,250	6,488	16,250	20,000	20,000	20,000
+	82760	SAFETY PROGRAMS	38,311	39,944	50,000	9,340	50,000	51,000	52,000	53,000
	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	IAPro/Blueteam (internal risk reporting)								
	7	Various	38,311	39,944	50,000	9,340	50,000	51,000	52,000	53,000
	*	Amount missing from detail								
	82780	TRAINING, OUTSIDE	4,963	19,426	30,000	1,418	30,000	30,000	30,000	30,000
+	82790	TRAINING, IN-HOUSE	2,169	4,496	29,500	1,858	20,750	22,500	22,500	22,500
	1	Various	2,169	4,496	9,500	1,858	12,500	12,500	12,500	12,500
	2	FY 2019 PER - Civil Treatment Materials			20,000		8,250	10,000	10,000	10,000
	*	Amount missing from detail								
=	XEPG	TOTAL EMPLOYEE PROGRAMS	160,036	218,063	271,000	96,397	265,750	273,250	275,250	277,250
	82810	REGISTRATIONS	15,368	10,729	20,500	2,761	20,500	20,500	20,500	20,500
	82820	GROUND TRANSPORTATION (OUTSIDE WILLIAMSON COUNTY)	669	174	1,000	371	1,000	1,100	1,200	1,300
	82830	AIR TRAVEL	2,804	5,745	6,000	(2,485)	6,000	6,000	6,000	6,750

	Account	Label	Actual 2017	Actual 2018	Budget 2019	YTD@1/31/2019	Estd 2019	Budget 2020	Forecast 2021	Forecast 2022
	82840	LODGING	7,502	8,890	10,000	6,616	10,000	11,000	12,000	13,000
	82850	MEALS (OUTSIDE WILLIAMSON COUNTY)	892	808	2,000	1,203	2,000	2,000	2,000	2,000
	82890	OTHER TRAVEL EXPENSES		72		50				
=	XPDT	TOTAL PROFESSIONAL DEVELOPMENT/TRAVEL	27,235	26,418	39,500	8,516	39,500	40,850	42,200	43,550
	83110	OFFICE SUPPLIES	6,369	7,547	7,000	5,380	8,500	9,000	9,500	9,500
	83120	OFFICE DÉCOR ITEMS (OTHER THAN FURNITURE)	263	970	1,000	208	1,000	1,000	1,000	1,000
	83130	EMPLOYEE BENEVOLENCE ITEMS	891		250	249	250	250	250	250
	83140	MEALS & FOOD (INSIDE WILLIAMSON COUNTY)	1,660	3,623	1,750	3,830	5,000	5,000	5,000	5,000
=	XOFS	TOTAL OFFICE SUPPLIES	9,183	12,140	10,000	9,667	14,750	15,250	15,750	15,750
!	83210	TRAINING SUPPLIES	261		1,000		1,000	1,250	1,500	1,750
	83250	SAFETY SUPPLIES				3,163				
	83260	UNIFORMS PURCHASED	101		550		550	550	550	550
!	83299	OTHER OPERATING SUPPLIES	1,298		1,500	22	1,500	1,750	2,000	2,250
=	XOPS	TOTAL OPERATING SUPPLIES	1,660		3,050	3,185	3,050	3,550	4,050	4,550
	83310	GASOLINE & DIESEL FOR FLEET (INSIDE WILLIAMSON COUNTY)	1,069	2,017	1,250	1,160	2,050	2,100	2,150	2,200
=	XFUEL	TOTAL FUEL & MILEAGE	1,069	2,017	1,250	1,160	2,050	2,100	2,150	2,200
!	83510	FURNITURE, FIXTURES (<\$25,000)	6,911	1,876	2,000	687	6,000	6,000	6,500	6,500
+	83530	MACHINERY & EQUIPMENT (<\$25,000)	3,471			(201)				
1		2014 - Copier (\$16,000 to lease)								
2		Line Item 2	3,471			(201)				
*		Amount missing from detail								
	83540	COMPUTER HARDWARE (<\$25,000)	9,084	6,112	6,085	4,284	6,000	6,750	6,750	6,750
+	83550	COMPUTER SOFTWARE (<\$25,000)	34,273	274	27,000	11,249	27,000	27,000	27,000	27,000
1		Various	34,273	274	15,000	11,249	15,000	15,000	15,000	15,000
2		FY 2019 PER - Track Certificates of Insurance			12,000		12,000	12,000	12,000	12,000
*		Amount missing from detail								
=	XMEU	TOTAL MACHINERY & EQUIPMENT (<\$25,000)	53,739	8,262	35,085	16,019	39,000	39,750	40,250	40,250
	83620	EQUIPMENT PARTS & SUPPLIES	44		560			570	570	570
=	XRMS	TOTAL REPAIR & MAINTENANCE SUPPLIES	44		560			570	570	570
	84610	CITY SPONSORED TRAINING PROGRAM				62				
=	XOPU	TOTAL OPERATIONAL UNITS				62				
	85110	PROPERTY INSURANCE	955	941	1,193	1,193	1,193	1,253	1,315	1,381
	85111	FRAUD INSURANCE		284	869	869	869	912	958	1,006
	85112	INLAND MARINE INSURANCE	669	659	738	660	660	693	728	764
	85113	AUTO PHYSICAL DAMAGE	138	140	142	142	142	149	157	164
!	85115	LIABILITY INSURANCE	4,573	1,113	6,700	6,700	6,700	7,035	7,387	7,756
	85116	E&O LIABILITY INSURANCE		2,408	2,045	2,045	2,045	2,147	2,255	2,367
	85117	VEHICLE LIABILITY INSURANCE	2,568	4,784	6,035	6,035	6,035	6,337	6,654	6,986
	85118	LAW ENFORCEMENT LIABILITY INSURANCE								
	85119	UMBRELLA LIABILITY	865	933	803	803	803	843	885	930
	85120	PROPERTY DAMAGE COSTS								
	85123	PHYSICAL DAMAGE CLAIMS/DEDUCTIBLES				(241)	(241)			
	85127	VEHICLE LIABILITY CLAIMS/DEDUCTIBLES	19	(19)						
	85140	SURETY/NOTARY BONDS		68						
=	XPLC	TOTAL PROPERTY & LIABILITY COSTS	9,787	11,311	18,525	18,206	18,206	19,369	20,339	21,354
	85580	LATE CHARGES								

	Account	Label	Actual 2017	Actual 2018	Budget 2019	YTD@1/31/2019	Estd 2019	Budget 2020	Forecast 2021	Forecast 2022
=	XFLF	TOTAL FINANCIAL FEES								
	85990	MISCELLANEOUS			550		550	560	570	580
=	XOBE	TOTAL OTHER BUSINESS EXPENSES			550		550	560	570	580
+	86600	LEASE/LOAN PRINCIPAL	20,825	2,480						
	1	2014 - Vehide (\$27,000)	8,722							
	2	2014 - Copier (\$16,000)								
	3	2014- Kronos (\$392,000)								
	4	2015 - Chase - Kronos Software								
	5	2016 - Performance Management Software								
	*	Amount missing from detail	12,103	2,480						
+	86700	LEASE/LOAN INTEREST	(1,166)	13						
	1	2014 - Vehide (\$27,000)	1,439							
	2	2014 - Copier (\$16,000)								
	3	2014-Kronos (\$392,000)								
	4	2015 - Chase - Kronos Software								
	5	2016 - Performance Management Software								
	*	Amount missing from detail	(2,605)	13						
=	XDSV	TOTAL DEBT SERVICE	19,659	2,493						
	87510	REIMB OF INTERFUND SERVICES	(333,935)	(324,350)	(301,509)	(301,509)	(301,509)	(307,539)	(313,690)	(319,964)
=	XREIMB	TOTAL INTERFUND SERVICES REIMBURSEMENTS	(333,935)	(324,350)	(301,509)	(301,509)	(301,509)	(307,539)	(313,690)	(319,964)
=	XOP	TOTAL OPERATIONS	140,461	73,795	207,349	(79,064)	201,285	239,153	250,757	259,783
		Capital								
=	89520	VEHICLES (>\$25,000)								
+	89550	COMPUTER SOFTWARE (>\$25,000)								
	1	2012 - HRIS								
	*	Amount missing from detail								
=	XMEO	TOTAL MACHINERY & EQUIPMENT (>\$25,000)								
=	XCAP	TOTAL CAPITAL								
=	XTOT	TOTAL EXPENDITURES	1,165,049	987,380	1,247,368	537,461	1,245,119	1,311,640	1,385,795	1,461,090