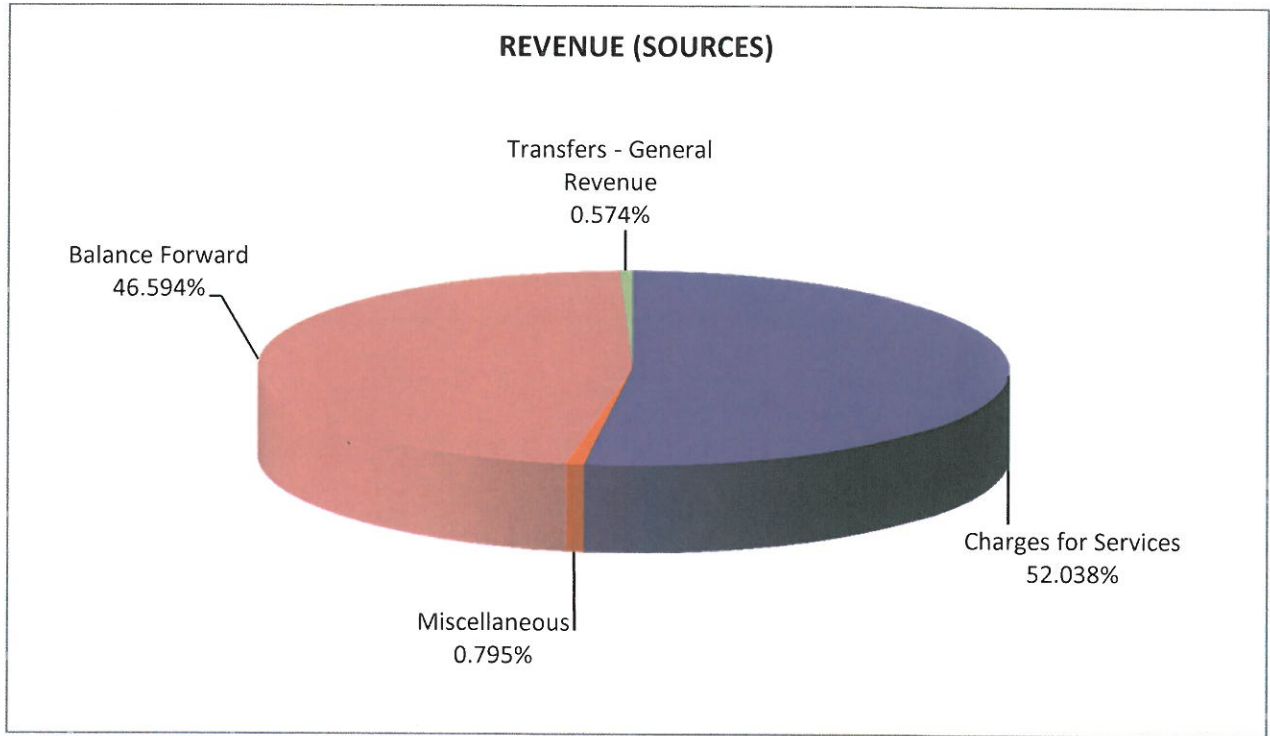
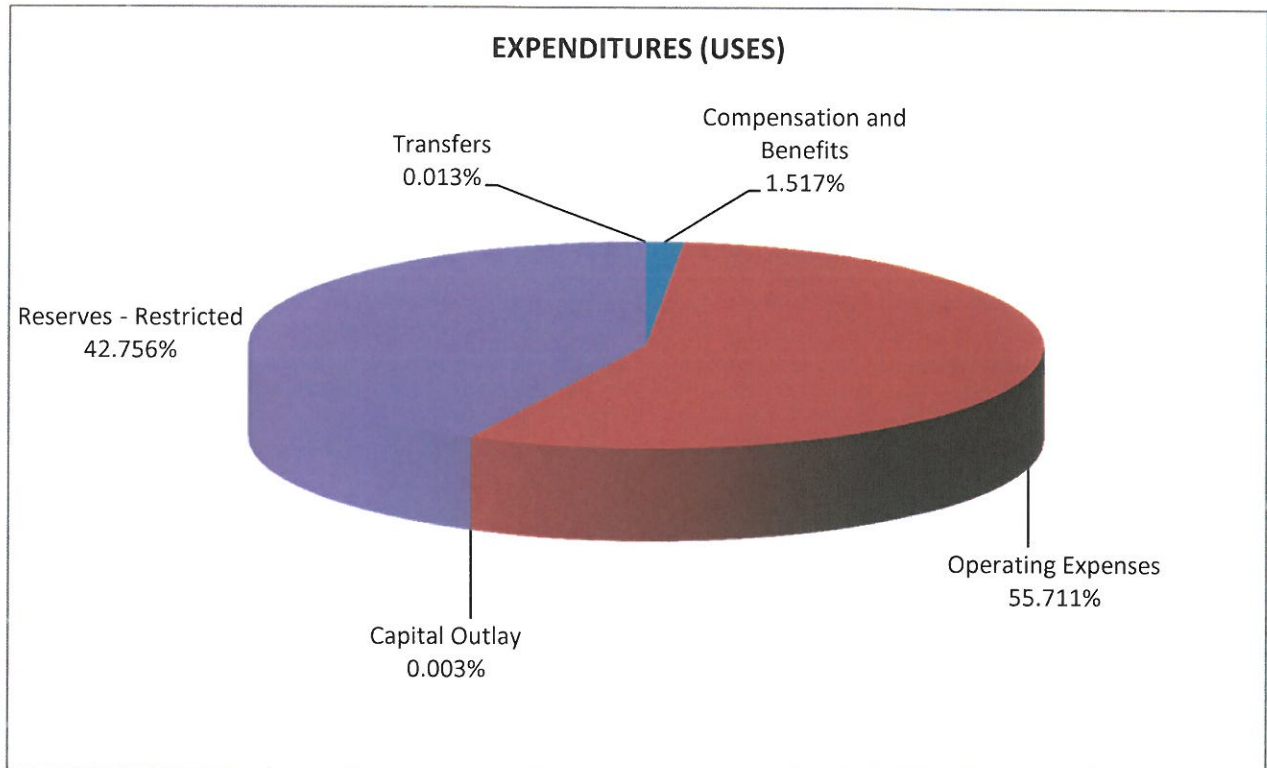


**HUMAN RESOURCES OFFICE**



**ADOPTED BUDGET FY2017-2018**  
**\$120,921,532**



## HUMAN RESOURCES OFFICE SUMMARY

### MISSION STATEMENT:

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The Human Resources Department is committed to providing quality support services and benefits administration to employees of the Board of County Commissioners and other County Agencies.

### PROGRAMS AND SERVICES:

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### ACCOMPLISHMENTS, INITIATIVES, TRENDS AND ISSUES AND SERVICE LEVEL IMPACTS:

#### PERSONNEL TECHNICAL SERVICES – PERSONNEL ADMINISTRATION

Recruitment and referral of applications; process and orient new employees; compile/update/archive/retrieve personnel records; job class/pay review and administration of pay and class plan; match volunteers/interns to service needs.

#### *Accomplishments:*

- Conducted on-site efforts at job fairs and local education facilities for employment and volunteer opportunities
- Hosted on-site Veteran's Preference training for employees and local municipalities (over 100 in attendance) and implemented changes to the employment process regarding Veteran's Preference law changes (June 21, 2016)
- Overhauled the Pay and Classification Plan as it relates to changes in the Fair Labor Standards Act for Overtime Exemption Determination (implementation postponed pending outcome of emergency order)
- Participated in the Eastern Florida State College Industry Council

#### *Initiatives:*

- A Lean Six Sigma team is reviewing the Hiring Process in order to provide a more streamlined approach to effectively and efficiently hire personnel
- Complete online Job Requisition system – enhance current Personnel Action System (PAS); upgrade the current application system, which will also contain an electronic Job Requisition component
- Research and implement an online employment application system that will provide expanded functionality for both applicants and departments; upgrade the current application system, which should provide ease of use and increased efficiencies

#### *Trends and Issues:*

With the expansion of the State of Florida Veteran's Preference Eligibility and the number of Veterans entering the local labor market, Human Resources has provided and will continue to provide additional training to County staff as further revisions are made to the Florida Statutes. This training has focused on Veterans' Preference in the hiring process. In addition, Human Resources will continue to attend local Veteran-focused Job Fairs.

Changes in the records/payroll SAP system through upgrades and Union contract modifications continue to be difficult to support following the loss of experienced staff, prior staff reductions and associated system conversion challenges. As we move forward, these constraints may result in processing delays and longer wait periods, impacting our level of service.

## HUMANS RESOURCES OFFICE SUMMARY

### *Service Level Impacts:*

N/A

### **EMPLOYEE RELATIONS – PERSONNEL ADMINISTRATION**

Collective bargaining/labor agreement administration; process/adjudicate employee grievances and appeals; conflict intervention; employee development, supervisory, customer service, and continuous improvement training; assure equal employment opportunities are afforded to all.

### *Accomplishments:*

- Brevard County's Ethics refresher course for employees and senior management will be added to the Target Solutions online courses offered to the County through Preferred Governmental Insurance Trust (PGIT)
- The City of Cocoa had agreed in principle to a Training Agreement for the Employee Development training program which will allow city employees to participate in all County employee development classes
- Increased the number of outside agency participants in the Executive Leadership Institute (ELI) program which reduced internal costs for that program, there are now 17 participants out of 28 from other municipalities

### *Initiatives:*

- Continue to expand online training opportunities to increase the number of users of the online training program through Target Solutions. This is at no cost to the County; it is provided through the County's insurance program
- Develop supplemental online videos of mandatory classes for part-time employees that are unable to attend classes during the week

### *Trends and Issues:*

Continue to add to, and enhance, our internal training and employee development efforts. Training will focus on developing leaders, retaining top talent, succession planning, improving organizational productivity, and providing quality services. As local government agencies continue to be impacted by budgetary constraints, the County's Employee Development Program will continue to offer quality training at reasonable costs. Continue to monitor case law updates impacting Title VII of the Civil Rights Act of 1964 expanding coverage to the LGBT community.

### *Service Level Impacts:*

N/A

### **EMPLOYEE BENEFITS – INSURANCE**

Insurance benefits administration; health & wellness; coordinate employee separations from employment.

### *Accomplishments:*

- Implemented a new "Motivate Me" adherence based program with coordination of biometric testing and online health assessment (84% completion rate)
- Implemented the Preferred Urgent Care Network, with an overall increase in steerable claims from Emergency Room Visits to Urgent Care Facilities

## HUMANS RESOURCES OFFICE SUMMARY

- Introduced an EPO Plan with Cigna and Health First. Plan design provided cost sharing when members used the network or providers
- Increased “Care Management” initiatives through expanded engagement of Health Coach activities, thereby increasing contacts with the member population in the following areas: Chronic Condition (67%), Lifestyle Coaching (86%), Wellness Coaching (79%), Case Management (83%), and Treatment Decision Support (72%) – with an overall engagement in “Gaps in Care” Services of 71%, well above the norm of 50%

### *Initiatives:*

- Continue to expand “Care Management” initiatives, with an emphasis on securing employee feedback on obtaining a per diem Nutritionist; continue the focus on Case Management and Gaps in care services
- Continue with the “Motivate Me” adherence based program through coordination of biometrics testing and the online health assessment as value-added preventive care
- Continue to monitor the overall cost impact from the introduction of the EPO Plan

### *Trends and Issues:*

With the introduction and continued education of a one-time deductible when using Preferred, Non-Preferred and Specialty Prescriptions, utilization of Generic Dispensary has increased to 87% compared to the norm of 84%. With changes in plan design, group health care costs have stabilized in 2016. This will continue to be monitored with the “Motivate Me” adherence based program, as more employees will continue to be educated on their health and the tools available to them to improve wellness, with additional focus on Case Management and Gaps in Care. The national average for health care growth rate is trending at 6.5%. Providing quality insurance coverage at a reasonable cost will continue to be a focus. Plan design and/or premium changes will continue to be evaluated in the event it becomes necessary to offset claim expense increases and minimize potential shortfalls in reserves.

Managing the complexities associated with the Affordable Care Act (ACA) will require staff to conduct frequent analyses, and keep in compliance with current or new regulatory requirements. This will continue to be a focus to help improve the overall process and ensure compliance.

### *Service Level Impacts:*

N/A

## **RISK MANAGEMENT— INSURANCE**

Administration of workers' compensation, auto liability, auto physical damage, general liability, property, and loss control/safety plans.

### *Accomplishments:*

- Fiscal Year 16/17 was the second year of a two year rate guarantee for the County’s Casualty and Workers Compensation policies. Premiums increased only 7.5% in response to increases in payroll and other exposures of approximately 9%
- Through further refinement of the schedule of assets, and broker's aggressive marketing, property premiums were reduced by 7% despite a small increase in Total Insurable Values (TIV); the Property program now includes coverage which was previously not available for many of the County’s piers and boardwalks

**HUMANS RESOURCES OFFICE  
SUMMARY**

- Received a matching grant to update/expand Safety equipment inventory

Initiatives:

- Safety Training program development with a focus on train-the-trainer to maximize program training and education opportunities, this is consistent with entity-wide departmental needs assessments
- Following completion of departmental asset review workshops, create a comprehensive asset schedule which accurately links SAP with appraisal data and broker information to produce an accurate depiction of Total Insurable Values

*Trends and Issues:*

The 2017 insurance market outlook continues to be moderately in favor of buyers for the property and casualty commercial insurance lines, with broad coverage options, including the terms and conditions offered and abundant property insurance capacity. Rate decreases are expected in the 5% range for most lines of insurance except for the excess workers' compensation insurance premium which is expected to increase by 3% to 5%.

Our renewed Safety program is creating heightened loss control awareness which is anticipated to generate a more favorable loss experience, and consequently, more favorable premium rates.

Recent changes in law, such as a Florida Supreme Court decision prohibiting statutory caps on claimant attorney fees, could result in increased total incurred values per claim. Such developments will be closely monitored by the department.

*Service Level Impacts:*

N/A

## HUMAN RESOURCES OFFICE: SUMMARY

### DEPARTMENT REVENUES AND EXPENDITURES

	Actual FY2015-2016	Current Budget FY2016-2017	Adopted Budget FY2017-2018	Difference	% Inc/(Dec)
<b>REVENUES:</b>					
Taxes	\$0	\$0	\$0	\$0	0.00%
Permits, Fees & Spec. Assess.	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$66,775,646	\$61,068,743	\$62,925,235	\$1,856,492	3.04%
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$3,703,835	\$1,095,111	\$961,412	(\$133,699)	(12.21%)
Statutory Reduction	\$0	(\$325)	(\$340)	(\$15)	4.62%
<i>Operating Revenues</i>	\$70,479,481	\$62,163,529	\$63,886,307	\$1,722,778	2.77%
Balance Forward	\$48,461,991	\$50,828,134	\$56,341,609	\$5,513,475	10.85%
Transfers - General Revenue	\$646,823	\$650,378	\$693,616	\$43,238	6.65%
Transfers - Other	\$0	\$0	\$0	\$0	0.00%
Other Finance Source	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues</i>	\$49,108,814	\$51,478,512	\$57,035,225	\$5,556,713	10.79%
<b>TOTAL REVENUES</b>	\$119,588,295	\$113,642,041	\$120,921,532	\$7,279,491	6.41%
<b>EXPENDITURES:</b>					
Compensation and Benefits	\$1,665,183	\$1,751,082	\$1,834,172	\$83,090	4.75%
Operating Expenses	\$60,745,144	\$70,681,435	\$67,366,556	(\$3,314,879)	(4.69%)
Capital Outlay	\$46,660	\$7,700	\$3,592	(\$4,108)	(53.35%)
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures</i>	\$62,456,987	\$72,440,217	\$69,204,320	(\$3,235,897)	(4.47%)
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves-Operating	\$0	\$3,322,825	\$0	(\$3,322,825)	(100.00%)
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$37,863,517	\$51,701,632	\$13,838,115	36.55%
Transfers	\$0	\$15,482	\$15,580	\$98	0.63%
<i>Non-Operating Expenditures</i>	\$0	\$41,201,824	\$51,717,212	\$10,515,388	25.52%
<b>TOTAL EXPENDITURES</b>	\$62,456,987	\$113,642,041	\$120,921,532	\$7,279,491	6.41%
<b>PERSONNEL:</b>					
Full-time positions	25.00	27.00	27.00	0.00	0.00%
Part-time Positions	2.00	1.00	2.00	1.00	100.00%
Full-time Equivalent	26.00	27.50	28.00	0.50	1.82%
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

**PERSONNEL TECHNICAL SERVICES: PROGRAM PROFILE**

**PROGRAM REVENUES AND EXPENDITURES**

	Actual FY2015-2016	Current Budget FY2016-2017	Adopted Budget FY2017-2018	Difference	% Inc/(Dec)
<b>REVENUES:</b>					
Taxes	\$0	\$0	\$0	\$0	0.00%
Permits, Fees & Spec. Assess.	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$291	\$0	\$300	\$300	0.00%
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$0	\$500	\$500	\$0	0.00%
Statutory Reduction	\$0	(\$25)	(\$40)	(\$15)	60.00%
<i>Operating Revenues</i>	\$291	\$475	\$760	\$285	60.00%
Balance Forward	\$0	\$0	\$0	\$0	0.00%
Transfers - General Revenue	\$462,005	\$464,411	\$506,865	\$42,454	9.14%
Transfers - Other	\$0	\$0	\$0	\$0	0.00%
Other Finance Source	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues</i>	\$462,005	\$464,411	\$506,865	\$42,454	9.14%
<b>TOTAL REVENUES</b>	\$462,296	\$464,886	\$507,625	\$42,739	9.19%
<b>EXPENDITURES</b>					
Compensation and Benefits	\$404,805	\$416,828	\$436,299	\$19,471	4.67%
Operating Expenses	\$28,909	\$48,058	\$71,326	\$23,268	48.42%
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures</i>	\$433,714	\$464,886	\$507,625	\$42,739	9.19%
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves-Operating	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Expenditures</i>	\$0	\$0	\$0	\$0	0.00%
<b>TOTAL EXPENDITURES</b>	\$433,714	\$464,886	\$507,625	\$42,739	9.19%
<b>PERSONNEL:</b>					
Full-time positions	7.00	7.00	7.00	0.00	0.00%
Part-time Positions	0.00	0.00	0.00	0.00	0.00%
Full-time Equivalent	7.00	7.00	7.00	0.00	0.00%
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%





**PERSONNEL TECHNICAL SERVICES: BUDGET VARIANCES**

<b>REVENUES</b>	<b>VARIANCE</b>	<b>% VARIANCE</b>	<b>EXPLANATION</b>
Taxes	\$0	0.00%	
Permits, Fees & Spec. Assess.	\$0	0.00%	
Intergovernmental	\$0	0.00%	
Charges for Services	\$300	0.00%	Reflects anticipated charges related to public records requests and copies
Fines and Forfeits	\$0	0.00%	
Miscellaneous	\$0	0.00%	
Statutory Reduction	(\$15)	60.00%	Variance corresponds with increase in Operating Revenue
Balance Forward	\$0	0.00%	
Transfers - General Revenue	\$42,454	9.14%	Due primarily to implementation of a comprehensive IT support program and employee cost redistribution which is offset by a decrease in Professional Services and Books, Publications and Memberships
Transfers - Other	\$0	0.00%	
Other Finance Source	\$0	0.00%	

**PERSONNEL TECHNICAL SERVICES: BUDGET VARIANCES**

<b>EXPENDITURES</b>	<b>VARIANCE</b>	<b>% VARIANCE</b>	<b>EXPLANATION</b>
Compensation and Benefits	\$19,471	4.67%	Attributable to Cost of Living Adjustment and FRS rate increases, offset by an 8% decrease in Employer's Health Insurance premium and a slight decrease in Overtime
Operating Expenses	\$23,268	48.42%	Due to the implementation of a comprehensive IT support program, offset by a decrease in Profession Services and Books, Publications and Memberships
Capital Outlay	\$0	0.00%	
Grants and Aid	\$0	0.00%	
CIP	\$0	0.00%	
Debt Service	\$0	0.00%	
Reserves-Operating	\$0	0.00%	
Reserves - Capital	\$0	0.00%	
Reserves - Restricted	\$0	0.00%	
Transfers	\$0	0.00%	

**PERSONNEL TECHNICAL SERVICES  
PERFORMANCE MEASURES**

OBJECTIVE	MEASURE	ACTUAL FY2015-2016	ESTIMATED FY2016-2017	PROJECTED FY2017-2018
Deliver excellent customer service	Job requisitions processed	823	750	725
Effective and efficient operations	New hire requisitions process within 30 days of receipt	97%	99%	99%
Enhance the Employee Innovation Program	Employee evaluations completed on time	40%	80%	80%
	Enhance staff learning through on-line training	78	78	140
Monitor departmental expenditures to reflect economic realities	Actual expenditures as a % of budget	94%	95%	95%

**EMPLOYEE RELATIONS: PROGRAM PROFILE**

**PROGRAM REVENUES AND EXPENDITURES**

	<b>Actual FY2015-2016</b>	<b>Current Budget FY2016-2017</b>	<b>Adopted Budget FY2017-2018</b>	<b>Difference</b>	<b>% Inc/(Dec)</b>
<b>REVENUES:</b>					
Taxes	\$0	\$0	\$0	\$0	0.00%
Permits, Fees & Spec. Assess.	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$14,490	\$6,000	\$6,000	\$0	0.00%
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$0	\$0	\$0	\$0	0.00%
Statutory Reduction	\$0	(\$300)	(\$300)	\$0	0.00%
<i>Operating Revenues</i>	\$14,490	\$5,700	\$5,700	\$0	0.00%
Balance Forward	\$0	\$0	\$0	\$0	0.00%
Transfers - General Revenue	\$184,818	\$185,967	\$186,751	\$784	0.42%
Transfers - Other	\$0	\$0	\$0	\$0	0.00%
Other Finance Source	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues</i>	\$184,818	\$185,967	\$186,751	\$784	0.42%
<b>TOTAL REVENUES</b>	\$199,308	\$191,667	\$192,451	\$784	0.41%
<b>EXPENDITURES</b>					
Compensation and Benefits	\$168,281	\$169,240	\$178,033	\$8,793	5.20%
Operating Expenses	\$11,166	\$22,427	\$14,418	(\$8,009)	(35.71%)
Capital Outlay	\$0	\$0	\$0	\$0	0.00%
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures</i>	\$179,447	\$191,667	\$192,451	\$784	0.41%
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves-Operating	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$0	\$0	\$0	0.00%
Transfers	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Expenditures</i>	\$0	\$0	\$0	\$0	0.00%
<b>TOTAL EXPENDITURES</b>	\$179,447	\$191,667	\$192,451	\$784	0.41%
<b>PERSONNEL:</b>					
Full-time positions	2.00	2.00	2.00	0.00	0.00%
Part-time Positions	0.00	0.00	0.00	0.00	0.00%
Full-time Equivalent	2.00	2.00	2.00	0.00	0.00%
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

## EMPLOYEE RELATIONS: BUDGET VARIANCES

REVENUES	VARIANCE	% VARIANCE	EXPLANATION
Taxes	\$0	0.00%	
Permits, Fees & Spec. Assess.	\$0	0.00%	
Intergovernmental	\$0	0.00%	
Charges for Services	\$0	0.00%	
Fines and Forfeits	\$0	0.00%	
Miscellaneous	\$0	0.00%	
Statutory Reduction	\$0	0.00%	
Balance Forward	\$0	0.00%	
Transfers - General Revenue	\$784	0.42%	Attributable to the increase in Compensation and Benefits which is offset by a decrease in Operating Expenses
Transfers - Other	\$0	0.00%	
Other Finance Source	\$0	0.00%	

## EMPLOYEE RELATIONS: BUDGET VARIANCES

EXPENDITURES	VARIANCE	% VARIANCE	EXPLANATION
Compensation and Benefits	\$8,793	5.20%	Attributable to Cost of Living Adjustment and FRS rate increases, offset by an 8% decrease in Employer's Health Insurance premium
Operating Expenses	(\$8,009)	(35.71%)	Due primarily to a decrease in Other Current Charges for training and development expenses
Capital Outlay	\$0	0.00%	
Grants and Aid	\$0	0.00%	
CIP	\$0	0.00%	
Debt Service	\$0	0.00%	
Reserves-Operating	\$0	0.00%	
Reserves - Capital	\$0	0.00%	
Reserves - Restricted	\$0	0.00%	
Transfers	\$0	0.00%	

**EMPLOYEE RELATIONS  
PERFORMANCE MEASURES**

OBJECTIVE	MEASURE	ACTUAL FY2015-2016	ESTIMATED FY2016-2017	PROJECTED FY2017-2018
Deliver excellent customer service	Hours of training provided	12,123	12,365	12,612
Effective and efficient operations	Average score of employee's satisfaction with Employee Development Workshops	92%	94	93%
	Trainer cost per registered Trainee	\$9.92	\$9.78	\$9.90
Community/Government/Non-Profit partnerships	Training participants from outside the organization	233	240	250
Enhance the Employee Innovation Program	Employee evaluations completed on time	100%	75%	100%
Enhance staff learning through on-site and on-line training	Training hours attended	125	125	130
Monitor departmental expenditures to reflect economic realities	Actual expenditures as % of budget	94%	95%	95%



**EMPLOYEE BENEFITS: PROGRAM PROFILE**

**PROGRAM REVENUES AND EXPENDITURES**

	<b>Actual FY2015-2016</b>	<b>Current Budget FY2016-2017</b>	<b>Adopted Budget FY2017-2018</b>	<b>Difference</b>	<b>% Inc/(Dec)</b>
<b>REVENUES:</b>					
Taxes	\$0	\$0	\$0	\$0	0.00%
Permits, Fees & Spec. Assess.	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$57,696,683	\$52,301,898	\$54,120,914	\$1,819,016	3.48%
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$2,158,345	\$464,049	\$288,256	(\$175,793)	(37.88%)
Statutory Reduction	\$0	\$0	\$0	\$0	0.00%
<i>Operating Revenues</i>	\$59,855,028	\$52,765,947	\$54,409,170	\$1,643,223	3.11%
Balance Forward	\$25,662,258	\$29,028,401	\$33,794,822	\$4,766,421	16.42%
Transfers - General Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - Other	\$0	\$0	\$0	\$0	0.00%
Other Finance Source	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues</i>	\$25,662,258	\$29,028,401	\$33,794,822	\$4,766,421	16.42%
<b>TOTAL REVENUES</b>	\$85,517,286	\$81,794,348	\$88,203,992	\$6,409,644	7.84%
<b>EXPENDITURES</b>					
Compensation and Benefits	\$484,612	\$431,909	\$443,799	\$11,890	2.75%
Operating Expenses	\$51,146,826	\$59,927,728	\$56,317,114	(\$3,610,614)	(6.02%)
Capital Outlay	\$36,413	\$0	\$0	\$0	0.00%
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures</i>	\$51,667,851	\$60,359,637	\$56,760,913	(\$3,598,724)	(5.96%)
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves-Operating	\$0	\$3,322,825	\$0	(\$3,322,825)	(100.00%)
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$18,096,404	\$31,427,499	\$13,331,095	73.67%
Transfers	\$0	\$15,482	\$15,580	\$98	0.63%
<i>Non-Operating Expenditures</i>	\$0	\$21,434,711	\$31,443,079	\$10,008,368	46.69%
<b>TOTAL EXPENDITURES</b>	\$51,667,851	\$81,794,348	\$88,203,992	\$6,409,644	7.84%
<b>PERSONNEL:</b>					
Full-time positions	4.00	6.00	6.00	0.00	0.00%
Part-time Positions	1.00	0.00	1.00	1.00	0.00%
Full-time Equivalent	4.50	6.00	6.50	0.50	8.33%
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

**EMPLOYEE BENEFITS: BUDGET VARIANCES**

<b>REVENUES</b>	<b>VARIANCE</b>	<b>% VARIANCE</b>	<b>EXPLANATION</b>
Taxes	\$0	0.00%	
Permits, Fees & Spec. Assess.	\$0	0.00%	
Intergovernmental	\$0	0.00%	
Charges for Services	\$1,819,016	3.48%	Premium revenue was underestimated in the prior year's budget; the increase also reflects larger anticipated rebates, which were previously captured as Miscellaneous Revenue; these increases are offset by an 8% decrease in Employer Health Insurance premium
Fines and Forfeits	\$0	0.00%	
Miscellaneous	(\$175,793)	(37.88%)	Rebate related revenue is being moved from Miscellaneous Revenue to Other Charges for Services, which is offset by higher anticipated Interest Revenue
Statutory Reduction	\$0	0.00%	
Balance Forward	\$4,766,421	16.42%	Favorable claims experience is the primary driver; also contributing are plan design changes, a shift from emergency room use to urgent care facilities and the migration of retirees over 65 to Medicare
Transfers - General Revenue	\$0	0.00%	
Transfers - Other	\$0	0.00%	
Other Finance Source	\$0	0.00%	

## EMPLOYEE BENEFITS: BUDGET VARIANCES

EXPENDITURES	VARIANCE	% VARIANCE	EXPLANATION
Compensation and Benefits	\$11,890	2.75%	Attributable to Cost of Living Adjustment and FRS rate increases, offset by an 8% decrease in Employer's Health Insurance premium and a slight decrease in Overtime
Operating Expenses	(\$3,610,614)	(6.02%)	Reflective of improved claims experience due to plan design changes in CY 2015 and CY 2016; figures are actuarially supported
Capital Outlay	\$0	0.00%	
Grants and Aid	\$0	0.00%	
CIP	\$0	0.00%	
Debt Service	\$0	0.00%	
Reserves-Operating	(\$3,322,825)	(100.00%)	Reserves-Operating funds transferred to Reserves-Restricted
Reserves - Capital	\$0	0.00%	
Reserves - Restricted	\$13,331,095	73.67%	Reflects operational results offset by an 8% decrease in Employer's Health Insurance premium; the budgeted figure is actuarially sound
Transfers	\$98	0.63%	Due to a slight increase in the transfer to the Information Technology Department for IT support

**EMPLOYEE BENEFITS  
PERFORMANCE MEASURES**

OBJECTIVE	MEASURE	ACTUAL FY2015-2016	ESTIMATED FY2016-2017	PROJECTED FY2017-2018
Deliver excellent customer services	Enrollment seminars held	20	24	24
	Customer service contacts	24,244	25,000	24,500
Effective and efficient operations	Health plan cost per member per month	\$537	\$529	\$551
Enhance staff learning through on-site and on-line training	Training hours attended	40	40	40
Monitor departmental expenditures to reflect economic realities	Actual expenditures as a % of budget	91%	100%	100%
Improve workforce development	Employee evaluations completed on time	100%	100%	100%

**RISK MANAGEMENT: PROGRAM PROFILE**

**PROGRAM REVENUES AND EXPENDITURES**

	<b>Actual FY2015-2016</b>	<b>Current Budget FY2016-2017</b>	<b>Adopted Budget FY2017-2018</b>	<b>Difference</b>	<b>% Inc/(Dec)</b>
<b>REVENUES:</b>					
Taxes	\$0	\$0	\$0	\$0	0.00%
Permits, Fees & Spec. Assess.	\$0	\$0	\$0	\$0	0.00%
Intergovernmental	\$0	\$0	\$0	\$0	0.00%
Charges for Services	\$9,064,182	\$8,760,845	\$8,798,021	\$37,176	0.42%
Fines and Forfeits	\$0	\$0	\$0	\$0	0.00%
Miscellaneous	\$1,545,490	\$630,562	\$672,656	\$42,094	6.68%
Statutory Reduction	\$0	\$0	\$0	\$0	0.00%
<i>Operating Revenues</i>	\$10,609,673	\$9,391,407	\$9,470,677	\$79,270	0.84%
Balance Forward	\$22,799,733	\$21,799,733	\$22,546,787	\$747,054	3.43%
Transfers - General Revenue	\$0	\$0	\$0	\$0	0.00%
Transfers - Other	\$0	\$0	\$0	\$0	0.00%
Other Finance Source	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Revenues</i>	\$22,799,733	\$21,799,733	\$22,546,787	\$747,054	3.43%
<b>TOTAL REVENUES</b>	\$33,409,406	\$31,191,140	\$32,017,464	\$826,324	2.65%
<b>EXPENDITURES</b>					
Compensation and Benefits	\$607,485	\$733,105	\$776,041	\$42,936	5.86%
Operating Expenses	\$9,558,244	\$10,683,222	\$10,963,698	\$280,476	2.63%
Capital Outlay	\$10,246	\$7,700	\$3,592	(\$4,108)	(53.35%)
Grants and Aid	\$0	\$0	\$0	\$0	0.00%
<i>Operating Expenditures</i>	\$10,175,975	\$11,424,027	\$11,743,331	\$319,304	2.80%
CIP	\$0	\$0	\$0	\$0	0.00%
Debt Service	\$0	\$0	\$0	\$0	0.00%
Reserves-Operating	\$0	\$0	\$0	\$0	0.00%
Reserves - Capital	\$0	\$0	\$0	\$0	0.00%
Reserves - Restricted	\$0	\$19,767,113	\$20,274,133	\$507,020	2.56%
Transfers	\$0	\$0	\$0	\$0	0.00%
<i>Non-Operating Expenditures</i>	\$0	\$19,767,113	\$20,274,133	\$507,020	2.56%
<b>TOTAL EXPENDITURES</b>	\$10,175,975	\$31,191,140	\$32,017,464	\$826,324	2.65%
<b>PERSONNEL:</b>					
Full-time positions	12.00	12.00	12.00	0.00	0.00%
Part-time Positions	1.00	1.00	1.00	0.00	0.00%
Full-time Equivalent	12.50	12.50	12.50	0.00	0.00%
Temporary FTE	0.00	0.00	0.00	0.00	0.00%
Seasonal FTE	0.00	0.00	0.00	0.00	0.00%

## RISK MANAGEMENT: BUDGET VARIANCES

REVENUES	VARIANCE	% VARIANCE	EXPLANATION
Taxes	\$0	0.00%	
Permits, Fees & Spec. Assess.	\$0	0.00%	
Intergovernmental	\$0	0.00%	
Charges for Services	\$37,176	0.42%	Higher auto insurance premiums (not rates) to cover an expanded pool of vehicles
Fines and Forfeits	\$0	0.00%	
Miscellaneous	\$42,094	6.68%	Reflective of Interest Earning that are projected to increase in FY 2017-2018
Statutory Reduction	\$0	0.00%	
Balance Forward	\$747,054	3.43%	Reflective of recent claims experience, which has been moderately favorable as compared to prior actuary projections
Transfers - General Revenue	\$0	0.00%	
Transfers - Other	\$0	0.00%	
Other Finance Source	\$0	0.00%	

## RISK MANAGEMENT: BUDGET VARIANCES

EXPENDITURES	VARIANCE	% VARIANCE	EXPLANATION
Compensation and Benefits	\$42,936	5.86%	Attributable to Cost of Living Adjustment and FRS rate increases, offset by an 8% decrease in Employer's Health Insurance premium and a slight decrease in Overtime
Operating Expenses	\$280,476	2.63%	Due primarily to actuary supported increases in claims expense forecasts; also reflects costs related to the Intelli ERP software support
Capital Outlay	(\$4,108)	(53.35%)	Due to a reduction in costs for computer replacement which is offset by costs for badging equipment
Grants and Aid	\$0	0.00%	
CIP	\$0	0.00%	
Debt Service	\$0	0.00%	
Reserves-Operating	\$0	0.00%	
Reserves - Capital	\$0	0.00%	
Reserves - Restricted	\$507,020	2.56%	Reflective of operational results
Transfers	\$0	0.00%	

**RISK MANAGEMENT  
PERFORMANCE MEASURES**

OBJECTIVE	MEASURE	ACTUAL FY2015-2016	ESTIMATED FY2016-2017	PROJECTED FY2017-2018
Fulfill workload requirements	Active claims	517	580	537
	New claims	862	1126	902
Improve effectiveness	Closed claims	870	902	837
Increase efficiency	Closed claims as a % of all claims	63%	53%	58%
Expand community outreach	Employees attending Safety & Loss Control training	526	500	500
Improve workforce development	Employee evaluations completed on time	0%	100%	100%
Enhance staff learning through on-site and on-line training	Training hours attended	289	188	223
Monitor departmental expenditures to reflect economic realities	Actual expenditures as a % of budget	107%	95%	95%



**HUMAN RESOURCES OFFICE  
CAPITAL OUTLAY SUMMARY<sup>1</sup>**

<b>DESCRIPTION</b>	<b>QUANTITY</b>	<b>UNIT COST</b>	<b>FUNDING SOURCE</b>	<b>TOTAL COST</b>
<b>RISK MANAGEMENT ADMIN:</b>				
Computers (Mid-Laptop)	2	\$1,000	Service Fees	\$2,000
Security ID Badge Equipment	1	\$1,592	Service Fees	\$1,592
<b>TOTAL FUNDED FOR DEPARTMENT:</b>				<b>\$3,592</b>

1) Equipment with a value in excess of \$1,000 (computers \$750). Approved items may be purchased using existing Public Sector Purchasing Cooperative contracts awarded through full and open competition when in the best interest of the County.

