



# CITY OF MEMPHIS

## Human Resources Division

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FY 2017 O&M Budget Request  
Alexandria Smith, Chief Human Resources Officer  
General, Healthcare, & OPEB Funds

# Introduction: HR Division

**PURPOSE** Build an engaged workforce to make life better for all Memphians.

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**VISION** To enable City of Memphis to be a 21<sup>st</sup> Century Model City

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**MISSION** Attract, Develop, Equip and Retain Talent

# Overview of New Service Delivery Initiatives

## Key HR Program Changes for FY17:

- Combining Recruiting, Selection and OTD to create the **Talent Management** team
- Creating a **Diversity and Inclusion** organization
- Focus on Wellness and seeking synergy between **Wellness & Safety** and OJI reduction
- Focus on **HRIS** and **HR Division Partner** services

## Key HR Staffing Changes for FY17:

- Changes are budget neutral
- Reallocating five (5) positions to fund HRIS, Employee Services and Workplace Wellness & Safety
- Requesting additional headcount in:
  - Equity, Diversity & Inclusion to focus on Community and Diversity events (1 position)
  - Talent Management to focus on recruiting efforts (1 position)

# HR Division Organizational Chart – FY17 New Org

- Budget Neutral Changes
- Will reallocate positions to fund HRIS, Employee Services and Wellness, Workplace Safety
- Request additional headcount in
  - Equity, Diversity and Inclusion to focus on Community and Diversity Events
  - Talent Management to focus on recruiting

**Chief HR Officer**  
Alex Smith

HR Division Strategy and Management  
SLT Talent Strategy  
Counsel to Mayor/City Council on internal People Issues  
Developing HR Talent  
City Employer Value Proposition

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CHRO EA Support  
HR/City Employee Events  
Internal Comms Distribution  
HR Div Office Space Planning

**EA**  
Dwandrea Hubbard

**HR Budget Coor**  
Channin Jackson

HR Division Budget  
Scorecard

**City of Memphis  
HR Leadership Team**

**Talent Management**  
Deneen Lester

**Compensation and Records**  
Eric Sabatini

**Equity, Diversity and Inclusion**  
Chandell Carr

**Wellness, Workplace Safety**  
Lynette Hall-Lewis

**HR Information Systems (HRIS)**  
TBH

**Employee Services**  
Jill Madajczyk

Recruiting  
Selection  
Training  
Development  
Social Media Brand  
Succession Planning  
Perf Mgmt Program

Compensation Strategy  
Job Evaluations/  
Classifications  
Market Studies  
Personnel Records  
Mgmt

EEO/Affir Action  
Diversity Programing  
Labor Relations/MOUs  
Leaves  
Policies

OJI  
Wellness Programs  
Drug Screening  
OSHA/Safety

HR Systems  
Implementation  
Reporting  
Scorecard  
Analytics

Division-level HR Support  
Civil Service Commission  
Benefits Strategy and  
Administration for Actives  
and Retirees  
HOC/Pension Board

## 2017 HR Division Goals

Attract and Retain Public  
Safety Workers and Top  
Talent

Drive High-Performance  
Customer-Oriented  
Culture

Contain Health Care and  
Retirement Costs

Build a High-Performing  
HR Team

# General Fund

# FY16 HR Division General Fund Revised Budget

<b>FY 2016 Adopted Budget - General Fund</b>	<b>\$7,079,656</b>
<b>FY 2016 Revised Budget - General Fund</b>	<b>\$9,037,972</b>

Reflects City's share (25%) of Post 65 Retiree Supplemental coverage.

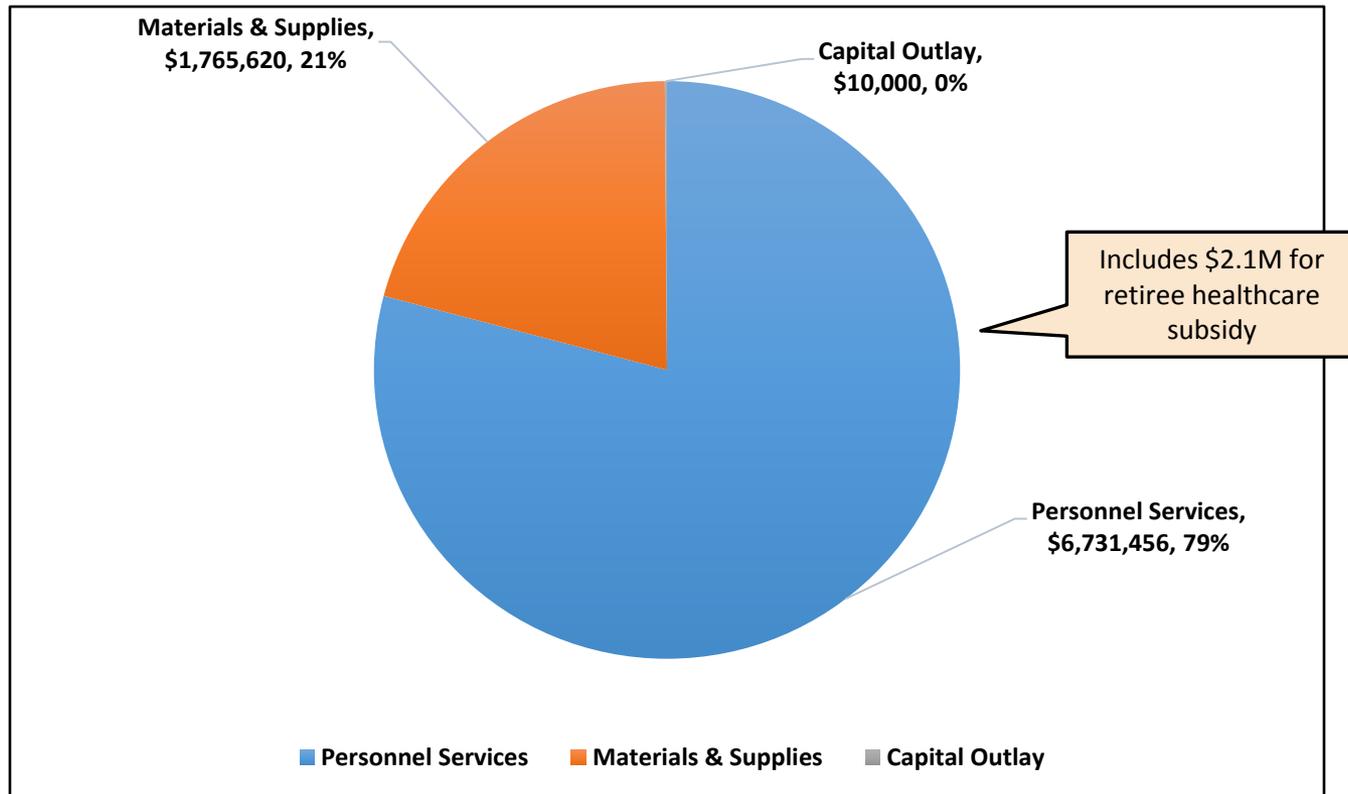
Funding transferred from the OPEB Fund during FY 2016 1<sup>st</sup> qtr. clean up.

# FY17 General Fund Bridge Analysis Revised Budget

FY 2016 Revised Budget - General Fund		\$9,037,972
<b>Personnel Services</b>		
Pension Arc Funding	34,391	Administrative initiative to increase pension funding.
Health Insurance	45,847	More employees expected to be in health plan than last year.
EE New Premiums	121,924	Projected 10% rate increase beginning 1/1/17.
Other - Personnel	(104,102)	90% of change attributed to decrease in PTS and OPEB.
<b>Net Personnel Change</b>	<b>\$98,060</b>	
<b>Materials &amp; Supplies</b>		
Prof. Svcs.	(717,751)	Efficiencies achieved from merging OTD with Talent Mgmt., savings from public safety promotional testing and recruiting initiatives for FY 2017 vs. FY 2016, and savings in Workplace Wellness.
Rewards & Recognition	26,500	Expansion of employee recognition initiatives.
Other - M&S	52,296	
<b>Net Materials &amp; Supplies Change</b>	<b>(\$638,955)</b>	
<b>Capital Outlay</b>		
Furniture/Furnishings	10,000	Move to State building.
<b>Net Capital Outlay Change</b>	<b>\$10,000</b>	
<b>Total Human Resources Division Increase/(Decrease)</b>	<b>(\$530,895)</b>	
<b>FY 2017 Proposed General Fund Budget</b>		<b>\$8,507,077</b>

City's share (25%) of Post 65 Retiree Supplemental coverage. Budget assumes a 10% increase in premiums beginning 1/1/17.

# FY17 General Fund Expenditures by Category



# Expenditure Details

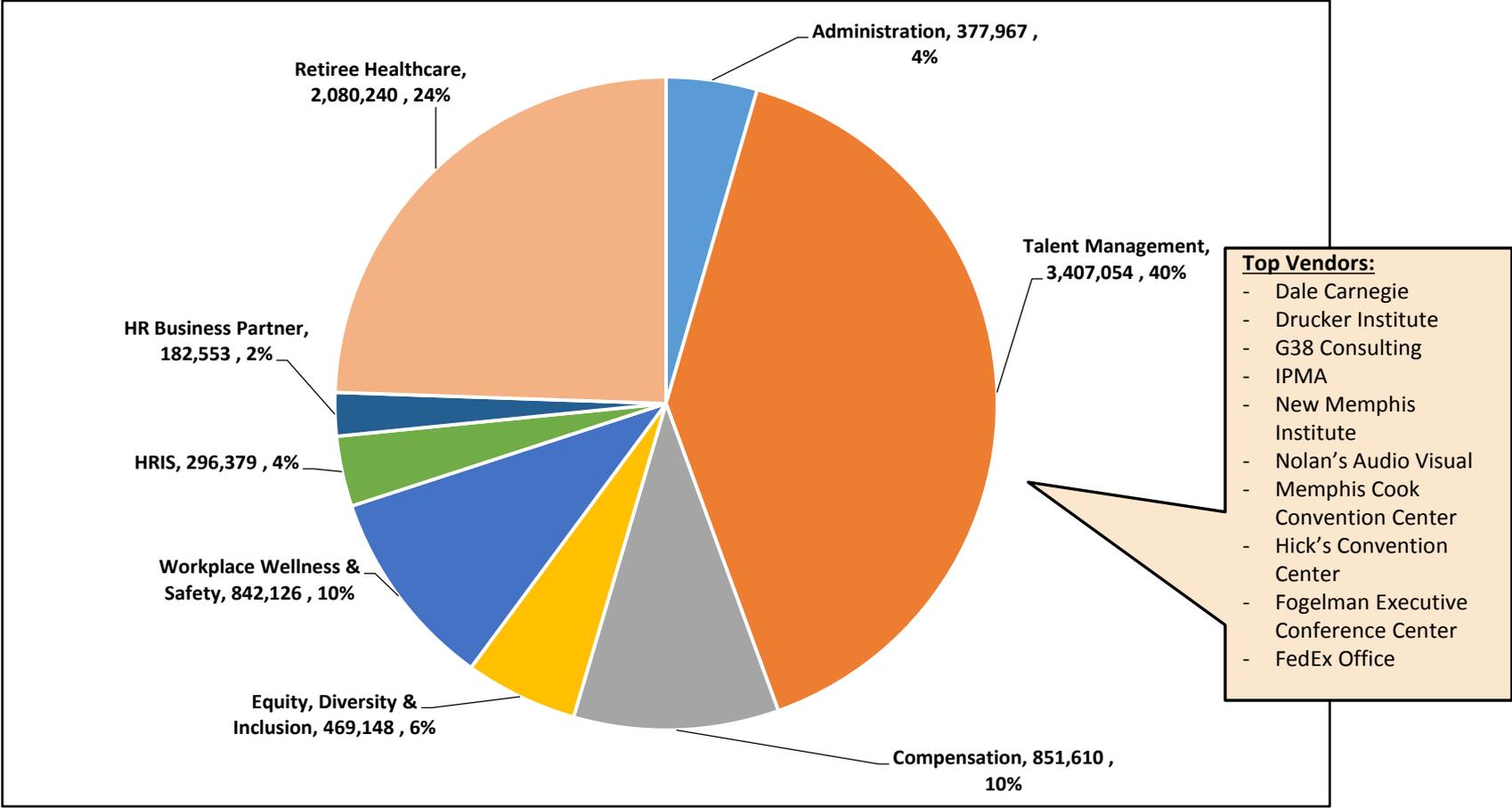
# FY17 Program Comparative Summary

Service Center Name	FY 2016 Adopted	FY 2016 Revised	FY 2017 Proposed	Increase / (Decrease)
Administration	506,083	506,083	377,967	(128,116)
Talent Management	2,946,934	2,946,934	3,407,054	460,120
Compensation	930,650	930,650	851,610	(79,040)
Equity, Diversity & Inclusion	452,826	452,826	469,148	16,322
Office of Talent Development	1,255,451	1,255,451	0	(1,255,451)
Workplace Wellness & Safety	987,712	987,712	842,126	(145,586)
HRIS	0	0	296,379	296,379
HR Business Partner	0	0	182,553	182,553
Retiree Healthcare Subsidy	0	1,958,316	2,080,241	121,925
<b>Total Expenditures</b>	<b>\$7,079,656</b>	<b>\$9,037,972</b>	<b>\$8,507,078</b>	<b>(\$530,894)</b>

Able to streamline efficiencies in combining OTD with Recruiting and Selection

Reduction in salaries by increasing focus on Safety, savings from M&S

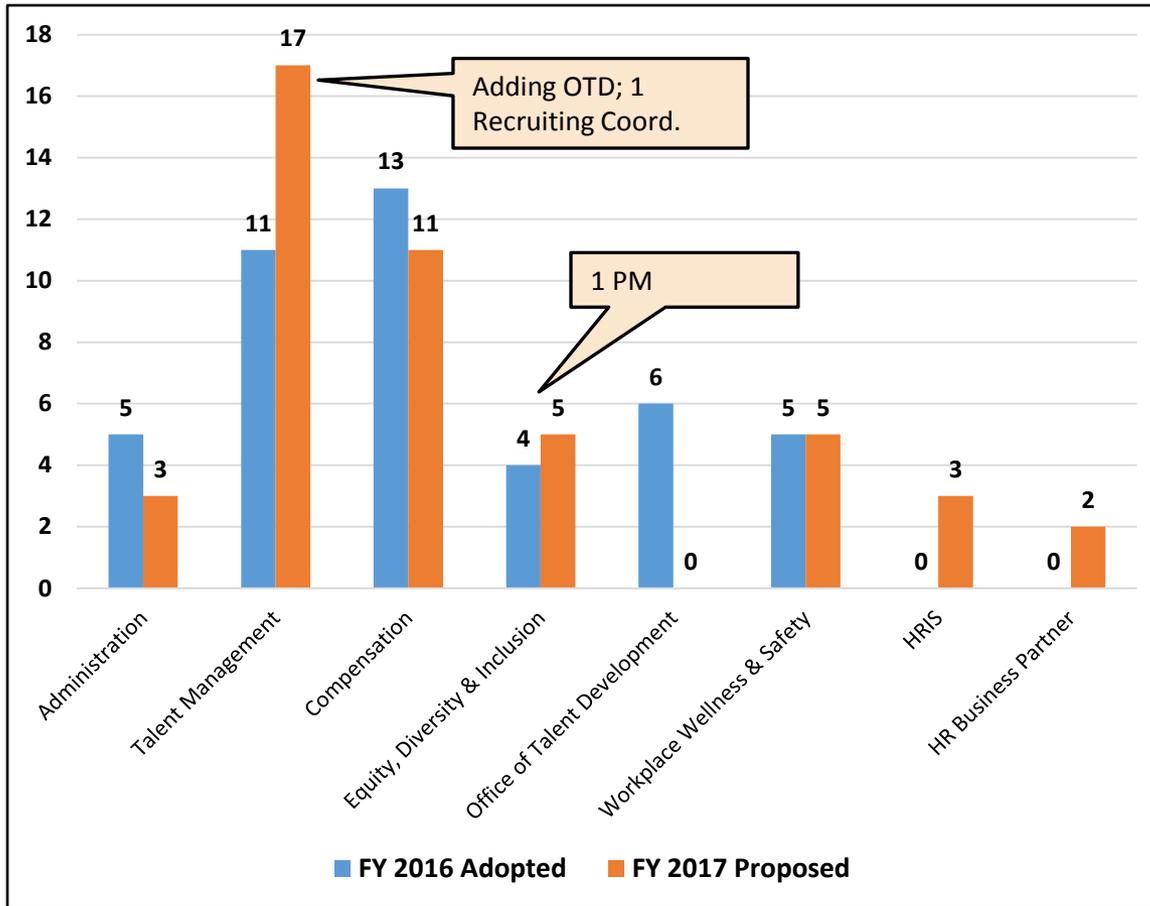
# FY17 General Fund Expenditures by Program Level



*Total HR Division Gross Expenditures \$8,507,077  
Net Decrease by \$530,895*

# Personnel Comparative Information

# FY17 General Fund Authorized Complement Comparison



Service Center	FY 2016 Adopted	FY 2017 Proposed
Administration	5	3
Talent Management	11	17
Compensation	13	11
Equity, Diversity & Inclusion	4	5
Office of Talent Development	6	0
Workplace Wellness & Safety	5	5
HRIS	0	3
HR Business Partner	0	2
<b>Total Authorized</b>	<b>44</b>	<b>46</b>

# FY17 Top Professional Services Spend

Top Talent Management Vendors	Cost	%
Promotional Testing - Various	\$192,150	27.61%
Nolan's Audio Visual	\$152,000	21.84%
Datafacts	\$68,600	9.86%
LinkedIn	\$65,000	9.34%
G38 Consulting	\$50,000	7.18%
Dale Carnegie	\$50,000	7.18%

**Top Vendors:**

- Memphis Cook Convention Center
- Hick's Convention Center
- Fogelman Executive Conference Center
- FedEx Office

Top Workplace Safety Vendors	Cost	%
Sedgwick's	\$685,000	70.14%
Midsouth Drug Testing	\$80,000	8.19%
Quest Diagnostics	\$70,000	7.17%
Resolute Systems	\$60,000	6.14%

# Minority Women Business Enterprise (MWBE) Participation

The HR Division strives to have MWBE participation in all of our major contracts. We plan to spend approximately \$813,932 or 11% of our total professional services budget in FY 2017.

Fiscal Year	Professional Services Spend	MWBE Spend	%
FY 2014	\$7,819,305	\$808,781	10%
FY 2015	\$6,471,214	\$752,571	12%
FY 2016 (YTD – DEC-15)	\$3,343,258	\$367,530	11%
FY 2017 Projected	\$7,471,570	\$813,932	11%

*\*Figures include all funds.*

# Next Steps

- Please approve the enclosed budget proposal
- If you have any questions please email [alex.smith@memphistn.gov](mailto:alex.smith@memphistn.gov)

*HR Division: Building a Workforce to Make Life Better For ALL MEMPHIANS....*

# GENERAL FUND APPENDIX

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# FY17 FIVE YEAR TREND REPORT GENERAL FUND

	Total Year Actual Final	Total Year Actual Final	Total Year Actual Final	MarYTD Actual	Total Year Forecast	Total Year Budget FY16 Adopted	Total Year Request Stage 2	
<b>500 Personnel Services</b>								
051101 Full-Time Salaries	2,186,486	2,256,232	2,321,053	1,667,053	2,385,472	2,881,887	2,872,569	↓
051102 Holiday Salary Full Time	119,252	127,608	132,982	102,227	133,191	0	0	=
051103 Vacation Leave	128,772	146,012	144,438	109,289	104,874	0	0	=
051104 Bonus Leave	25,539	29,501	28,117	21,567	40,873	0	0	=
051105 Sick Leave	41,823	44,913	36,257	34,136	27,343	0	0	=
051202 Overtime	1,712	1,541	21,307	383	383	1,500	6,736	↑
051206 Out of Rank Pay	0	0	3,410	3,266	3,121	0	4,400	↑
051218 Retirement Benefits	122,497	5,329	16,994	10,193	8,149	16,500	15,500	↓
051302 Pension	148,348	156,256	159,969	117,337	159,865	163,665	165,685	↑
051304 Social Security	18,861	12,677	18,522	17,515	39,369	0	0	=
051307 Pension ARC Funding	0	0	177,112	102,996	206,001	206,001	240,392	↑
051308 Group Life Insurance	6,255	7,113	7,030	5,356	12,949	8,036	9,669	↑
051310 Unemployment	7,700	6,235	6,000	4,620	4,620	4,620	3,440	↓
051314 Medicare	39,475	38,207	40,468	30,500	38,634	43,922	44,199	↑
051315 Long Term Disability	7,010	7,366	7,322	5,283	7,993	8,183	8,412	↑
051319 EE New Premiums	0	0	1,122,399	1,472,940	1,964,915	0	2,080,240	↑
051320 Health Insurance - Basic	7,575	5,039	4,317	3,133	4,424	4,416	0	↓
051322 Health Insurance - Premier	247,149	250,989	278,441	214,142	283,201	280,093	330,356	↑
051323 Other Post Employment Benefits	35,345	17,479	0	0	35,684	35,684	12,101	↓
051402 Salaries - Part Time/Temporary	304,212	204,467	284,053	281,801	634,987	725,959	655,381	↓
051501 On the Job Injury	1,675	0	4,755	557	557	3,000	4,000	↑
051503 Book Reimbursement - Old	0	0	0	108	0	0	0	=
051504 Tuition Reimbursement - New	293,648	342,838	229,828	105,913	250,000	490,000	490,000	=
051505 Book Reimbursement - New	11,485	13,212	4,604	2,072	5,000	10,000	5,000	↓
051601 Payroll Reserve	23,179	5,115	10,012	(38,337)	(38,337)	0	0	=
051902 Bonus Pay	0	0	2,716	27,950	27,950	0	0	=
056199 Expense Recovery - Personnel	(177,098)	(97,549)	(263,290)	(100,092)	(191,980)	(188,426)	(204,522)	↓
051326 Benefits Adjustments	0	0	0	0	(19,961)	(19,961)	(12,101)	↑
<b>Total 500 Personnel Services</b>	<b>\$3,600,902</b>	<b>\$3,580,579</b>	<b>\$4,798,814</b>	<b>\$4,201,907</b>	<b>\$6,129,277</b>	<b>\$4,675,080</b>	<b>\$6,731,457</b>	<b>↑</b>

# FY17 FIVE YEAR TREND REPORT GENERAL FUND Cont..

	FY13 Total Year Actual Final	FY14 Total Year Actual Final	FY15 Total Year Actual Final	FY16 MarYTD Actual	FY16 Total Year Forecast	FY16 Total Year Budget FY16 Adopted	FY17 Total Year Request Stage 2	
<b>505 Materials &amp; Supplies</b>								
052108 Document Reproduction - City	2,565	2,441	0	0	0	0	0	=
052116 City Shop Charges	86	859	3,172	2,304	1,872	107	3,744	↑
052124 City Shop Fuel	1,259	1,612	754	500	1,000	848	763	↓
052202 Outside Computer Services	5,266	5,197	4,834	4,834	4,834	4,833	4,834	↑
052204 City Computer Svc Equipment	50,149	16,492	9,301	10,459	9,959	18,000	25,000	↑
052208 Data/Word Process Software	7,994	7,994	8,248	8,248	8,248	8,248	0	↓
052210 City Telephone/Communications	27,650	18,014	20,830	15,295	17,800	19,620	27,300	↑
052304 Supplies - Outside	39,174	23,918	28,244	18,589	30,250	31,750	45,250	↑
052305 Food Expense	25	0	0	0	0	0	0	=
052306 Word/Processing/Duplicate	409	0	0	0	0	0	0	=
052310 Clothing	0	0	0	0	0	0	1,000	↑
052316 Safety Equipment	0	0	0	0	0	0	2,500	↑
052320 Medical Supplies	55	0	0	0	0	0	0	=
052324 Outside Postage	1,356	1,588	954	98	54	1,000	500	↓
052328 Lumber & Wood Products	0	0	0	0	0	0	0	=
052342 Materials and Supplies	2,378	4,649	3,445	3,042	3,000	4,000	4,500	↑
052343 Miscellaneous Expense	7,413	6,142	5,485	5,644	6,500	9,300	9,300	=
052506 Medical/Dental/Veterinary	169,488	12,496	57,023	170,415	255,710	255,520	258,420	↑
052512 Advertising/Publication	2,330	0	0	0	1,800	3,600	3,600	=
052514 Outside Phone/Communications	840	0	0	0	0	0	0	=
052526 Seminars/Training/Education	10,778	22,444	12,650	28,110	31,686	24,000	30,900	↑
052528 Misc Professional Services	2,170,673	1,426,871	1,274,247	951,877	1,449,500	2,521,343	1,803,592	↓
052529 Technical Services	0	0	0	0	0	0	0	=
052531 Rewards and Recognition	12,546	45,205	44,266	24,861	42,325	31,000	57,500	↑
052610 Travel Expense	9,590	4,562	14,105	6,440	6,901	15,500	22,500	↑
052611 Unreported Travel	3,506	4,438	(786)	(374)	470	0	0	=
052730 Mileage	1,957	1,679	1,548	418	1,600	4,000	3,500	↓
052307 Wonders Materials	14	0	0	0	0	0	0	=
052525 Total Quality Management	80	0	0	0	0	0	0	=
052920 Insurance	806	815	1,729	6,865	6,865	6,865	9,586	↑
052921 Claims	0	0	0	0	0	3,000	3,000	=
052923 Lawsuits	0	0	85	0	0	7,276	7,276	=
052930 Dues/Memberships/Periodicals	5,075	10,461	4,886	4,749	6,500	7,500	6,290	↓
052932 Rent	74,959	84,197	91,591	70,061	93,414	93,414	93,414	=
052950 Misc Services and Charges	4,987	7,386	7,307	3,492	6,500	7,500	7,000	↓
052980 VIP Gifts	0	0	44	0	0	0	0	=
057454 Catering	5,899	8,951	11,993	12,308	13,000	12,000	20,000	↑
056299 Expense Recovery - M & S	(669,366)	(661,717)	(674,080)	(512,277)	(671,723)	(685,648)	(685,648)	=
<b>Total 505 Materials &amp; Supplies</b>	<b>\$1,349,941</b>	<b>\$1,056,692</b>	<b>\$931,874</b>	<b>\$835,955</b>	<b>\$1,328,065</b>	<b>\$2,404,576</b>	<b>\$1,765,621</b>	<b>↓</b>

# FY17 FIVE YEAR TREND REPORT

## GENERAL FUND LEVEL *Cont...*

	FY13 Total Year Actual Final	FY14 Total Year Actual Final	FY15 Total Year Actual Final	FY16 MarYTD Actual	FY16 Total Year Forecast	FY16 Total Year Budget FY16 Adopted	FY17 Total Year Request Stage 2	
053102 Furniture/Furnishings	578	231	0	0	0	0	10,000	↑
<b>FSC510 510 Capital Outlay</b>	<b>\$578</b>	<b>\$231</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,000</b>	↑
<b>Total Expenditures</b>	<b>\$5,551,421</b>	<b>\$4,637,502</b>	<b>\$5,730,688</b>	<b>\$5,037,862</b>	<b>\$7,457,342</b>	<b>\$7,079,656</b>	<b>\$8,507,077</b>	↑
<b>Revenue:</b>								
FSS220 220 Other - Misc	3,520	2,048	97,549	0	0	0	0	=
<b>FSC475 475 Other Revenues</b>	<b>\$3,520</b>	<b>\$2,048</b>	<b>\$97,549</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	=
049171 Gym Fees	90	0	0	0	0	0	0	=
<b>FSC570 570 Employee Contributions</b>	<b>\$90</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	=
<b>Total Revenues</b>	<b>\$3,610</b>	<b>\$2,048</b>	<b>\$97,549</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	=
<b>Net Operations</b>	<b>(\$5,547,811)</b>	<b>(\$4,635,454)</b>	<b>(\$5,633,139)</b>	<b>(\$5,037,862)</b>	<b>(\$7,457,342)</b>	<b>(\$7,079,656)</b>	<b>(\$8,507,077)</b>	↑

Request is \$530k less than Revised Budget.

# City of Memphis – Current State

## Background

- 7000+ employees
- Engagement survey shows low morale and engagement among employees – particularly due to management skill, pension and benefits changes, and lack of merit/promotional increases

*“There is ZERO incentive to work, since it doesn't benefit you, and only opens you up to possible disciplinary action. If this was a job in the private sector, I'd be in upper management by now. Instead, my raises are tied to the people that just show up and collect a paycheck, and my promotions are based on who has shown up for work the longest. If you want more out of your existing employees, give them an incentive to work harder.”*

*“In light of no raises of any significance in 15 years and pension changes and benefit decreases and health ins. Increases and cost of living constantly going up. It requires me to work two or more jobs and be away from my family too much.”*

- However, we have a win with a few signature programs – Clinic, Emerging Leaders, Tuition Reimbursement, Training

*“The opening of the Employee Clinic has been an amazing benefit.”*

# HR Division Strategy

This will be a multiple year journey....

FY16 – FY17

## FUNDAMENTAL HR SERVICES

Become Brilliant at the Basics

- Focus on attracting and retaining
- Initiate culture change – D&I, Talent Management
- Contain HC Cost
- Build Team

Phase I

FY17 – FY18

## STRATEGIC HR

- Integrated technology/BI/Analytics
- Automate key processes
- Succession planning
- Leadership
- HR aligned with division needs
- Continue culture change

Phase II

FY18 – FY19

## DIVISION INTEGRATED HR

- HR strategy apart of division strategy
- Full retirement and career service centers
- Proactive wellness/health care strategy
- Workforce planning
- HR Division Partners

Phase III

# FY2017 Success Measures

2017 Goal	Success Measures
Attract and Retain Public Safety and Top Talent	<ul style="list-style-type: none"> <li>• Lower YOY Separation Rate of Police by 10% by <b>June 2017</b></li> <li>• Lower YOY Separation Rate of Fire by 10% by <b>June 2017</b></li> <li>• Increase City engagement scores on <b>value, pride and safety</b> by 10% by <b>March 2017</b></li> </ul>
Drive High-Performance Customer-Oriented Culture	<ul style="list-style-type: none"> <li>• Institute a true <b>talent management process</b> for the city by <b>January 2017</b> (goals, performance reviews, check-in) for executives and non-executives</li> <li>• Launch Customer Service Training Program by <b>January 2017</b></li> <li>• Launch Employee Recognition Program for Outstanding Results by <b>August 2016</b></li> <li>• <b>Launch automated HR practices</b> - time and attendance and performance management</li> </ul>
Contain Healthcare and Retirement Costs	<ul style="list-style-type: none"> <li>• Improve <b>City Health Engagement Score</b> by 10% by <b>June 2017</b></li> <li>• Lower <b>Health Care Fund Expenditures</b> by 10% by <b>June 2017</b></li> <li>• Find <b>Retiree Health Care Solution</b></li> </ul>
Build a High-Performing HR Team	<ul style="list-style-type: none"> <li>• Build <b>HR Business Partner</b> concept</li> <li>• Launch <b>HR Rotational Program</b> by <b>July 2016</b></li> </ul>

# Key FY2017 General Fund Projects

2017 Goal	Projects	Success Measures
Attract and Retain Public Safety and Top Talent	Optimize Tuition Reimbursement program and Employee Development programs	<ul style="list-style-type: none"> <li>• Lower YOY <b>Resignation Rate of Police</b> by 10% by June 2017</li> <li>• Lower YOY <b>Resignation Rate of Fire</b> by 10% by June 2017</li> <li>• Increase <b>City engagement scores on value, pride and safety</b> by 10% by March 2017</li> </ul>
	Promotional Testing and Recruiting Enhancements	
	Management and Leadership Training	
	Diversity and Inclusion Programs	

# Key FY2017 General Fund Projects

2017 Goal	Projects	Purpose	Success Measures
<p>Drive High-Performance Customer-Oriented Culture</p>	<ul style="list-style-type: none"> <li>Customer-Service and Safety Training</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Enhance Performance Management Program</li> </ul>	<p>Invest in city-wide customer service training</p> <hr/> <p>Invest in training/processes for improving annual performance and recognition programs</p>	<ul style="list-style-type: none"> <li>Institute a true <b>talent management process</b> for the city by January 2017 (goals, performance reviews, check-in)</li> <li>Launch <b>Customer Service Training Program</b> by January 2017</li> <li>Launch <b>Employee Recognition Program for Outstanding Results</b> by August 2016</li> </ul>
<p>Build a High Performing HR Team</p>	<ul style="list-style-type: none"> <li>HR Rotational Program and Performance Awards</li> <li>Restructure Benefits &amp; Pension Team</li> </ul>	<p>Develop career development opportunities and Division-level support model</p>	<ul style="list-style-type: none"> <li><b>Develop Pilot Program</b>, Launch in HR FY17, Seek to expand City-wide FY18</li> <li><b>Positive customer feedback</b> for Benefits/Pension</li> </ul>

# CIP - Key HRIS Initiatives

## Description of Recommended Allocations for FY 2017 Capital Project Funding

### **Project Name: Time & Attendance System**

**Detailed Description: Hardware and software solution for non-exempt employee timekeeping processes.**

**Total Project Cost: \$1,700,000**

### **Funding Source:**

**G. O. Bond Funding amount: \$1,700,000**

**Other Funding Amount (S): \$ or None**

**Total FY 2017 Funding: \$1,700,000**

*Out years funding amounts (if applicable)*

FY2018

FY2019

FY2020

FY2021

**CIP - Key HRIS Initiatives**  
**Description of Recommended Allocations for**  
**FY 2017 Capital Project Funding**

**Project Name: Human Resources Mgmt. Sys Cloud**

**Detailed Description: Software upgrade. Managed software will be transitioned to a SAAS/Cloud version. Improved productivity through technological enhancements.**

**Total Project Cost: \$3,000,000**

**Funding Source:**

**G. O. Bond Funding amount: \$1,500,000**

**Other Funding Amount (S): \$ or None**

**Total FY 2017 Funding: \$1,500,000**

*Out years funding amounts (if applicable)*

**FY2018**

**FY2019**

**FY2020**

**FY2021**

**\$1,500,000**

# Health Care Fund

# FY17 Health Care Fund Overview

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## Staffing

Will Reorganize the team to provide clear focus

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**Retirement** (e.g. Pension, 401a, 457b)

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**Health Care** (e.g. Medical, Dental, Pharma, Vision)

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## Goal and Success

### **Goal**

Contain Healthcare and Retirement Costs

### **Success Measures**

Improve **City Health Engagement Score** by 10% by **June 2017**

Lower **Health Care Fund Expenditures** by 10% by **June 2017**

Find **Retiree Health Care Solution**

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## Budget Assumptions

No increase to healthcare premiums for active and grandfathered retirees. Retirees in fully insured products may see an increase 1/1/17.

Working Spouse Rule (spousal carve-out) still in effect for 2017 plan year.

Implement a 4-tier rate structure for actives.

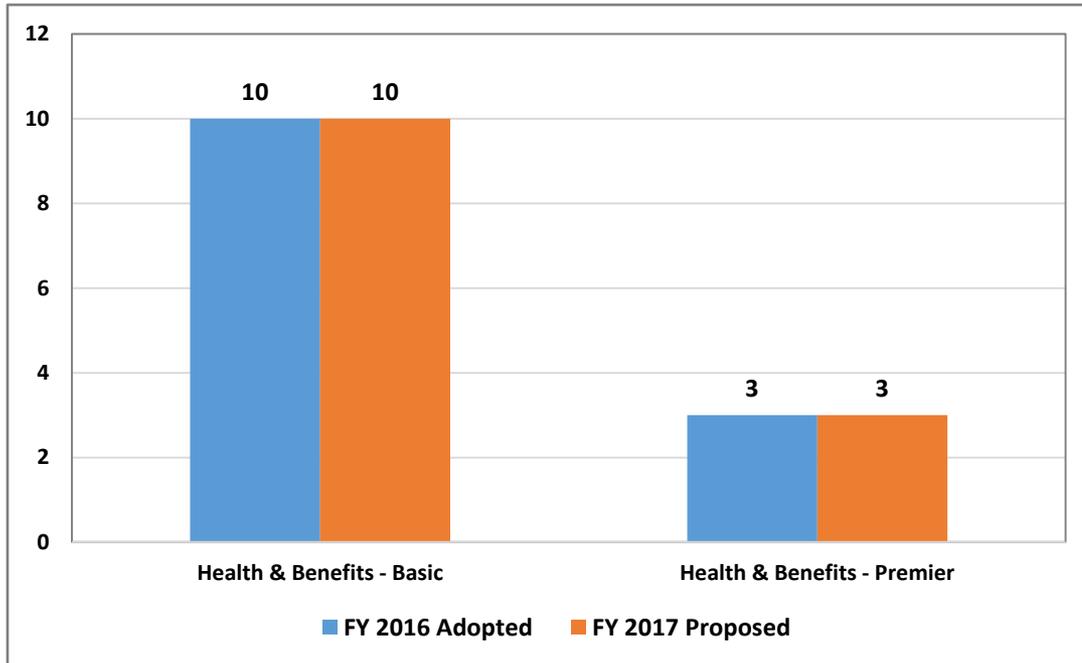
Exploration of a private exchange options for retiree healthcare coverage.

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# FY17 Healthcare Fund Comparative Analysis

Category Name	FY 2016 Adopted	FY 2017 Proposed	Increase / (Decrease)
<b><u>Revenues</u></b>			
Employer Contributions	53,785,776	51,971,698	(1,814,078)
Employee Contributions	24,078,979	23,358,562	(720,417)
Spousal Surcharge	467,400	0	(467,400)
Tobacco Surcharge	0	741,600	741,600
<b>Total Revenues</b>	<b>\$78,332,155</b>	<b>\$76,071,860</b>	<b>(\$2,260,295)</b>
<b><u>Expenditures</u></b>			
Personnel Services	545,129	582,037	36,908
Materials & Supplies	3,035,936	3,371,559	335,623
Capital Outlay	0	2,900	2,900
Grants & Subsidies	97,200	96,675	(525)
Claims Expense	71,286,341	71,100,000	(186,341)
ACA Expenses	360,931	21,483	(339,448)
Transfer Out	3,001,283	0	(3,001,283)
Contribution To Fund Balance	5,335	897,206	891,871
<b>Total Expenditures</b>	<b>\$78,332,155</b>	<b>\$76,071,860</b>	<b>(\$2,260,295)</b>
<b>Net Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# FY17 Healthcare Fund Complement Comparison



Service Center	FY 2016 Adopted	FY 2017 Proposed
Health & Benefits - Basic	10	10
Health & Benefits - Premier	3	3
<b>Total Authorized</b>	<b>13</b>	<b>13</b>

Will focus on reorganizing the team to focus on:

- Retirement
- Health Care

*No change in complement request*

# FY17 Health Care Fund Vendor Detail for Professional Services

Health Care Fund Vendors	Cost	%
Cigna	2,668,000	81.16%
Mercer Health & Benefits	217,500	6.62%
Internal Personnel Expenses	140,359	4.27%
Health Care Clinic	87,000	2.65%
Concern	50,738	1.54%
Pricewaterhouse Coopers	46,400	1.41%
HRO Partners	29,000	0.88%
Various Health Care Providers	29,000	0.88%
Memphis Business Group on Health	10,730	0.33%
Evans Petree, P.C.	8,700	0.26%
<b>Total</b>	<b>\$3,287,427</b>	<b>100.00%</b>

# Minority Women Business Enterprise (MWBE) Participation

The HR Division strives to have MWBE participation in all of our major contracts. We plan to spend approximately \$813,932 or 11% of our total professional services budget in FY 2017.

Fiscal Year	Professional Services Spend	MWBE Spend	%
FY 2014	\$7,819,305	\$808,781	10%
FY 2015	\$6,471,214	\$752,571	12%
FY 2016 (YTD – DEC-15)	\$3,343,258	\$367,530	11%
FY 2017 Projected	\$7,471,570	\$813,932	11%

*\*Figures include all funds.*

# Next Steps

- Please approve the enclosed budget proposal
- If you have any questions please email [alex.smith@memphistn.gov](mailto:alex.smith@memphistn.gov)

*HR Division: Building a Workforce to Make Life Better For ALL MEMPHIANS....*

# HEALTHCARE FUND APPENDIX

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# Healthcare Fund Cost Trends and Other Detailed Information

# FY17 FIVE YEAR TREND REPORT

## HEALTHCARE FUND

	FY13 Total Year Actual Final	FY14 Total Year Actual Final	FY15 Total Year Actual Final	FY16 MarYTD Actual	FY16 Total Year Forecast	FY16 Total Year Budget FY16 Adopted	FY17 Total Year Request Stage 2	
<b>500 Personnel Services</b>								
051101 Full-Time Salaries	349,756	281,922	220,594	158,602	233,091	730,963	732,274	↑
051102 Holiday Salary Full Time	21,273	16,343	12,877	9,310	6,617	0	0	=
051103 Vacation Leave	17,984	17,340	9,553	7,255	4,698	0	0	=
051104 Bonus Leave	3,623	2,789	1,678	1,321	1,238	0	0	=
051105 Sick Leave	18,102	13,115	17,116	7,660	6,397	0	0	=
051106 Compensated Absence	3,088	(23,675)	15,215	0	0	0	0	=
051202 Overtime	435	0	25,665	15,425	20,487	6,000	30,000	↑
051206 Out of Rank Pay	128	0	380	1,399	2,000	0	0	=
051218 Retirement Benefits	47,858	22,577	2,861	770	8,193	2,500	5,000	↑
051302 Pension	24,652	19,891	15,868	11,269	13,985	28,421	24,570	↓
051304 Social Security	905	1,144	1,818	831	1,195	0	0	=
051307 Pension ARC Funding	0	0	25,539	17,740	62,249	62,249	62,249	=
051308 Group Life Insurance	1,410	1,346	1,129	682	1,310	2,302	1,990	↓
051310 Unemployment	2,450	1,320	684	627	627	1,100	640	↓
051314 Medicare	6,408	4,959	4,325	2,870	1,979	9,821	10,274	↑
051315 Long Term Disability	996	895	669	475	1,421	1,421	1,229	↓
051320 Health Insurance - Basic	0	904	3,353	946	946	4,416	0	↓
051322 Health Insurance - Premier	52,377	46,069	39,228	33,918	49,955	70,023	84,704	↑
051323 Other Post Employment Benefits	96,312	(1,154)	(23)	0	5,947	8,496	2,251	↓
051402 Salaries - Part Time/Temporary	14,598	18,451	31,849	13,175	19,300	35,000	52,416	↑
051501 On the Job Injury	141	767	0	0	0	500	500	=
051601 Payroll Reserve	4,154	1,007	4,374	(4,170)	(4,170)	0	0	=
051901 Attrition	0	0	0	0	0	(413,500)	(421,475)	↓
051902 Bonus Pay	0	0	2,953	2,651	2,651	0	0	=
051326 Benefits Adjustments	0	0	0	0	0	(4,584)	(4,584)	=
<b>Total 500 Personnel Services</b>	<b>\$666,650</b>	<b>\$426,010</b>	<b>\$437,705</b>	<b>\$282,756</b>	<b>\$440,116</b>	<b>\$545,128</b>	<b>\$582,038</b>	<b>↑</b>

# FY17 FIVE YEAR TREND REPORT

## HEALTHCARE FUND *Cont...*

	FY13 Total Year Actual Final	FY14 Total Year Actual Final	FY15 Total Year Actual Final	FY16 MarYTD Actual	FY16 Total Year Forecast	FY16 Total Year Budget FY16 Adopted	FY17 Total Year Request Stage 2	
<b>505 Materials &amp; Supplies</b>								
052102 City Hall Printing	6,036	17,303	160	165	165	0	580	↑
052106 City Hall Postage	1,013	0	0	0	0	0	0	=
052108 Document Reproduction - City	0	3,764	3,916	1,064	3,544	3,420	2,900	↓
052204 City Computer Svc Equipment	11,445	14,000	10,016	7,619	8,079	5,700	29,464	↑
052208 Data/Word Process Software	0	0	0	935	935	1,640	0	↓
052210 City Telephone/Communications	2,509	1,074	1,307	631	414	2,052	696	↓
052304 Supplies - Outside	4,562	2,624	2,138	1,092	3,087	3,420	3,480	↑
052324 Outside Postage	477	3,906	3,718	1,215	3,347	2,851	2,900	↑
052343 Miscellaneous Expense	90	502	250	595	496	982	870	↓
052510 Accounting/Auditing/Cons	0	0	33,158	23,201	23,201	0	0	=
052514 Outside Phone/Communications	234	0	0	0	0	0	0	=
052526 Seminars/Training/Education	143	0	274	0	2,232	2,021	3,480	↑
052528 Misc Professional Services	3,953,882	4,179,138	3,293,265	2,694,568	3,155,717	2,978,935	3,287,428	↑
052610 Travel Expense	0	0	213	100	100	0	1,914	↑
052611 Unreported Travel	0	0	250	(143)	0	0	0	=
052730 Mileage	279	210	454	136	570	570	580	↑
052930 Dues/Memberships/Periodicals	192	66	65	0	0	570	580	↑
052932 Rent	32,843	35,142	31,998	13,951	31,998	32,635	33,207	↑
052950 Misc Services and Charges	9,037	1,658	858	1,768	2,565	1,140	3,479	↑
052959 TV Footage/PSA'S	1	0	0	0	0	0	0	=
052985 Design Fee	3,069	0	0	0	0	0	0	=
056299 Expense Recovery - M & S	0	(5,781)	(3,901)	(2,819)	(1,913)	0	0	=
<b>Total 505 Materials &amp; Supplies</b>	<b>\$4,025,812</b>	<b>\$4,253,606</b>	<b>\$3,378,139</b>	<b>\$2,744,078</b>	<b>\$3,234,537</b>	<b>\$3,035,936</b>	<b>\$3,371,558</b>	<b>↑</b>

# FY17 FIVE YEAR TREND REPORT

## HEALTHCARE FUND *Cont...*

	FY13 Total Year Actual	FY14 Total Year Actual	FY15 Total Year Actual	FY16 MarYTD Actual	FY16 Total Year Forecast	FY16 Total Year Budget	FY17 Total Year Request	
	Final	Final	Final			FY16 Adopted	Stage 2	
053102 Furniture/Furnishings	22,197	0	0	0	0	0	2,900	↑
<b>FSC510 510 Capital Outlay</b>	<b>\$22,197</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,900</b>	↑
061078 Death Benefits	521,721	105,034	97,394	78,526	110,753	97,200	96,676	↓
<b>FSC515 515 Grants and Subsidies</b>	<b>\$521,721</b>	<b>\$105,034</b>	<b>\$97,394</b>	<b>\$78,526</b>	<b>\$110,753</b>	<b>\$97,200</b>	<b>\$96,676</b>	↓
061180 UHC Health Claims Expense	70,505,699	67,436,195	66,009,937	47,045,766	69,100,000	71,286,341	71,100,000	↓
061181 UHC Refund & Claims Adjustment	(141,301)	(558,833)	(243,477)	(162,587)	(161,969)	0	0	=
<b>FSC521 521 Claims Incurred</b>	<b>\$70,364,398</b>	<b>\$66,877,362</b>	<b>\$65,766,460</b>	<b>\$46,883,179</b>	<b>\$68,938,031</b>	<b>\$71,286,341</b>	<b>\$71,100,000</b>	↓
061201 PCORI Tax	0	20,781	26,316	32,706	32,706	338,289	21,483	↓
061208 Re-Insurance Fees	0	507,372	11,634	0	0	22,642	0	↓
<b>FSC531 531 Federal Tax</b>	<b>\$0</b>	<b>\$528,154</b>	<b>\$37,950</b>	<b>\$32,706</b>	<b>\$32,706</b>	<b>\$360,931</b>	<b>\$21,483</b>	↓
080853 Oper Trf Out - OPEB Fund	1,725,467	5,442,558	5,224,781	0	3,001,283	3,001,283	0	↓
<b>FSC555 555 Transfers Out</b>	<b>\$1,725,467</b>	<b>\$5,442,558</b>	<b>\$5,224,781</b>	<b>\$0</b>	<b>\$3,001,283</b>	<b>\$3,001,283</b>	<b>\$0</b>	↓
089999 Contribution To Fund Balance R/E	0	0	0	0	0	5,335	897,206	↑
<b>FSC555 555 Transfers Out</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,335</b>	<b>\$897,206</b>	↑
<b>Total expenditures</b>	<b>\$77,326,245</b>	<b>\$77,632,724</b>	<b>\$74,942,429</b>	<b>\$50,021,245</b>	<b>\$75,757,426</b>	<b>\$78,332,155</b>	<b>\$76,071,861</b>	↓

# FY17 FIVE YEAR TREND REPORT HEALTHCARE FUND LEVEL *Cont...*

	FY13 Total Year Actual Final	FY14 Total Year Actual Final	FY15 Total Year Actual Final	FY16 MarYTD Actual	FY16 Total Year Forecast	FY16 Total Year Budget FY16 Adopted	FY17 Total Year Request Stage 2	
<b>Revenue:</b>								
045100 Interest on Investments	11,984	14,516	22,026	40,487	39,343	0	0	=
045102 Net Income/Investors	7,771	13,103	13,138	8,677	(1,770)	0	0	=
<b>FSC475 475 Other Revenues</b>	<b>\$19,755</b>	<b>\$27,619</b>	<b>\$35,164</b>	<b>\$49,164</b>	<b>\$37,573</b>	<b>\$0</b>	<b>\$0</b>	=
049100 Miscellaneous Income	0	0	0	23,304	0	0	0	=
049128 Employer Premium Income	53,119,295	49,516,945	53,562,089	37,629,294	53,171,246	53,785,776	51,971,699	↓
049181 Class Action Litigation	470,944	0	0	0	0	0	0	=
049900 Recovery of Prior Year Expense	0	103,681	(38,400)	0	0	0	0	=
<b>FSC475 475 Other Revenues</b>	<b>\$53,590,239</b>	<b>\$49,620,626</b>	<b>\$53,523,689</b>	<b>\$37,652,598</b>	<b>\$53,171,246</b>	<b>\$53,785,776</b>	<b>\$51,971,699</b>	↓
070111 Oper Trf In - General Fund	0	11,608,000	0	0	0	0	0	=
<b>FSC475 475 Other Revenues</b>	<b>\$0</b>	<b>\$11,608,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	=
049715 Spousal Surcharge	734,936	626,623	782,203	336,025	336,025	467,400	0	↓
049716 Tobacco Surcharge	670,811	581,339	755,008	574,175	816,440	0	741,600	↑
049720 Employee Contributed - General	20,124,812	20,140,127	22,966,352	16,066,370	22,709,327	24,078,979	23,358,562	↓
049171 Gym Fees	10,951	9,110	30	0	0	0	0	=
<b>FSC570 570 Employee Contributions</b>	<b>\$21,541,510</b>	<b>\$21,357,199</b>	<b>\$24,503,593</b>	<b>\$16,976,570</b>	<b>\$23,861,792</b>	<b>\$24,546,379</b>	<b>\$24,100,162</b>	↓
<b>Total Revenues</b>	<b>\$75,151,504</b>	<b>\$82,613,444</b>	<b>\$78,062,446</b>	<b>\$54,678,332</b>	<b>\$77,070,611</b>	<b>\$78,332,155</b>	<b>\$76,071,861</b>	↓
<b>Net Operations</b>	<b>(\$2,174,741)</b>	<b>\$4,980,721</b>	<b>\$3,120,017</b>	<b>\$4,657,087</b>	<b>\$1,313,185</b>	<b>\$0</b>	<b>\$0</b>	=

# Key FY2017 Health Care Fund Projects

2017 Goal	Projects	Purpose	Success Measures
Contain Healthcare and Retirement Costs	Expand Wellness Initiatives	Includes enhancing incentives, funding for fitness center, and educational workshops	<ul style="list-style-type: none"> <li>• Improve <b>Health Engagement</b> Score by 10%</li> </ul>
	Expanded Medical Clinic	Funding 2nd medical clinic and mobile medic initiatives	<ul style="list-style-type: none"> <li>• Lower <b>health care costs</b></li> </ul>
	Explore Active and Retiree Health Care Options	Looking for best health care options for actives and retirees	<ul style="list-style-type: none"> <li>• <b>Healthcare RFP</b> in FY17</li> <li>• <b>Explore Retiree Options</b></li> </ul>

# OPEB Trust Fund

# FY17 OPEB Trust Fund Comparative Analysis

Category Name		FY 2016 Adopted	FY 2017 Proposed	Increase / (Decrease)	
<b>Revenues</b>					
Employer Contributions	*	15,986,448	11,016,549	(4,969,899)	\$2.2M for retiree suppl coverage rev. included in FY16 Adopted.
Employee Contributions	*	18,360,543	6,530,760	(11,829,783)	\$6.6M for retiree suppl coverage rev. included in FY16 Adopted.
Tobacco Surcharge		0	375,840	375,840	
Medicare Part-D Reimbursement		750,000	250,000	(500,000)	
Transfer In - GF		3,513,552	2,000,000	(1,513,552)	
Transfer In - HC		3,001,283	0	(3,001,283)	
Contribution From Fund Balance		0	6,103,107	6,103,107	Projected deficit, use of fund balance
<b>Total Revenues</b>		<b>\$41,611,826</b>	<b>\$26,276,256</b>	<b>(\$15,335,570)</b>	
<b>Expenditures</b>					
Personnel Services		413,500	421,475	7,975	
Materials & Supplies	*	11,171,645	2,441,474	(8,730,171)	\$8.8M for retiree suppl coverage rev. included in FY16 Adopted.
Capital Outlay		0	2,100	2,100	
Grants & Subsidies		254,400	290,450	36,050	
Claims Expense		29,500,000	22,900,000	(6,600,000)	
ACA Expenses		272,281	220,757	(51,524)	56% of Pre-65s left the City's plan.
<b>Total Expenditures</b>		<b>\$41,611,826</b>	<b>\$26,276,256</b>	<b>(\$15,335,570)</b>	
<b>Net Expenditures</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	

\* Adopted budget overstated by Cigna pass-through revenue/expense.

# FY17 OPEB Fund

## Vendor Detail for Professional Services

Health Care Fund Vendors	Cost	%
Cigna	1,932,000	81.16%
Mercer Health & Benefits	157,500	6.62%
Internal Personnel Expenses	101,639	4.27%
Health Care Clinic	63,000	2.65%
Concern	36,742	1.54%
Pricewaterhouse Coopers	33,600	1.41%
HRO Partners	21,000	0.88%
Various Health Care Providers	21,000	0.88%
Memphis Business Group on Health	7,770	0.33%
Evans Petree, P.C.	6,300	0.26%
<b>Total</b>	<b>\$2,380,551</b>	<b>100.00%</b>

# Minority Women Business Enterprise (MWBE) Participation

The HR Division strives to have MWBE participation in all of our major contracts. We plan to spend approximately \$813,932 or 11% of our total professional services budget in FY 2017.

Fiscal Year	Professional Services Spend	MWBE Spend	%
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FY 2016 (YTD – DEC-15)	\$3,343,258	\$367,530	11%
FY 2017 Projected	\$7,471,570	\$813,932	11%

*\*Figures include all funds.*

# Next Steps

- Please approve the enclosed budget proposal
- If you have any questions please email [alex.smith@memphistn.gov](mailto:alex.smith@memphistn.gov)

*HR Division: Building a Workforce to Make Life Better For ALL MEMPHIANS....*

# OPEB FUND APPENDIX

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# OPEB Fund Cost Trends and Other Detailed Information

# FY17 FIVE YEAR TREND REPORT OPEB FUND

	FY13	FY14	FY15	FY16	FY16	FY16	FY17	
	Total Year	Total Year	Total Year	Mar YTD	Total Year	Total Year	Year Total	
	Actual	Actual	Actual	Actual	Forecast	Budget	Request	
	Final	Final	Final			FY16	Stage 2	
						Adopted		
<b>500 Personnel Services</b>								
051101 Full-Time Salaries	188,330	151,804	166,413	119,647	158,495	0	0	=
051102 Holiday Salary Full Time	11,455	8,800	9,714	7,023	4,992	0	0	=
051103 Vacation Leave	9,684	9,337	7,206	5,473	3,544	0	0	=
051104 Bonus Leave	1,951	1,502	1,266	997	934	0	0	=
051105 Sick Leave	9,747	7,062	12,912	5,779	4,826	0	0	=
051106 Compensated Absence	1,663	0	0	0	0	0	0	=
051202 Overtime	234	0	19,361	11,911	15,093	0	0	=
051206 Out of Rank Pay	69	0	286	781	1,000	0	0	=
051218 Retirement Benefits	25,770	12,157	2,158	581	581	0	0	=
051302 Pension	13,274	10,710	11,971	8,501	9,510	0	0	=
051304 Social Security	487	616	1,371	627	778	0	0	=
051307 Pension ARC Funding	0	0	4,837	13,382	0	0	0	=
051308 Group Life Insurance	759	725	852	514	345	0	0	=
051310 Unemployment	0	711	516	473	473	0	0	=
051314 Medicare	3,451	2,670	3,263	2,165	1,493	0	0	=
051315 Long Term Disability	536	482	504	358	235	0	0	=
051320 Health Insurance - Basic	0	487	2,529	713	713	0	0	=
051322 Health Insurance - Premier	28,203	24,807	29,593	25,587	22,557	0	0	=
051402 Salaries - Part Time/Temporary	7,860	9,935	24,026	9,939	12,543	0	0	=
051501 On the Job Injury	15	66	0	0	0	0	0	=
051601 Payroll Reserve	0	0	(2,219)	(3,146)	(3,146)	0	0	=
051901 Attrition	0	0	0	0	0	0	0	=
051902 Bonus Pay	0	0	2,227	2,000	2,000	0	0	=
051326 Benefits Adjustments	0	0	0	0	0	413,500	421,475	↑
<b>Total 500 Personnel Services</b>	<b>\$303,488</b>	<b>\$241,871</b>	<b>\$298,786</b>	<b>\$213,305</b>	<b>\$236,966</b>	<b>\$413,500</b>	<b>\$421,475</b>	<b>↑</b>

# FY17 FIVE YEAR TREND REPORT OPEB FUND *Cont...*

	FY13 Total Year Actual	FY14 Total Year Actual	FY15 Total Year Actual	FY16 Mar YTD Actual	FY16 Total Year Forecast	FY16 Total Year Budget FY16 Adopted	FY17 Year Total Request Stage 2	
	Final	Final	Final					
<b>505 Materials &amp; Supplies</b>								
052102 City Hall Printing	608	8,843	120	125	125	0	420	↑
052106 City Hall Postage	93	0	0	0	0	0	0	=
052108 Document Reproduction - City	0	0	1,496	803	2,150	2,580	2,100	↓
052204 City Computer Svc Equipment	5,463	8,535	5,632	3,333	4,300	4,300	21,336	↑
052208 Data/Word Process Software	1,078	0	0	1,942	1,942	1,237	0	↓
052210 City Telephone/Communications	685	228	776	260	645	1,548	504	↓
052304 Supplies - Outside	2,957	2,765	4,372	2,266	2,580	2,580	2,520	↓
052324 Outside Postage	8	347	1,042	917	917	2,151	2,100	↓
052342 Materials and Supplies	485	0	0	0	0	0	0	=
052343 Miscellaneous Expense	442	372	421	605	605	741	630	↓
052510 Accounting/Auditing/Cons	0	0	68,898	48,208	48,208	0	0	=
052514 Outside Phone/Communications	126	0	0	0	0	0	0	=
052518 Janitorial Services	1,067	0	0	0	0	0	0	=
052526 Seminars/Training/Education	77	0	206	0	1,935	1,525	2,520	↑
052528 Misc Professional Services	1,482,285	2,233,798	1,911,053	1,307,928	2,388,969	11,128,646	2,380,551	↓
052610 Travel Expense	0	0	161	76	76	0	1,386	↑
052611 Unreported Travel	0	0	0	(108)	0	0	0	=
052730 Mileage	150	113	343	102	430	430	420	↓
052930 Dues/Memberships/Periodicals	1,954	134	135	0	0	430	420	↓
052932 Rent	17,685	16,404	24,139	28,989	24,139	24,617	24,047	↓
052950 Misc Services and Charges	6,795	908	1,564	3,673	3,641	860	2,520	↑
052985 Design Fee	1,653	0	0	0	0	0	0	=
057454 Catering	101	0	0	0	0	0	0	=
057455 Special Events	1,695	0	0	0	0	0	0	=
056299 Expense Recovery - M & S	0	(1,040)	(2,155)	(2,127)	(1,670)	0	0	=
<b>Total 505 Materials &amp; Supplies</b>	<b>\$1,525,407</b>	<b>\$2,271,407</b>	<b>\$2,018,203</b>	<b>\$1,396,992</b>	<b>\$2,478,992</b>	<b>\$11,171,645</b>	<b>\$2,441,474</b>	↓

# FY17 FIVE YEAR TREND REPORT OPEB FUND *Cont...*

	FY13	FY14	FY15	FY16	FY16	FY16	FY17	
	Total Year	Total Year	Total Year	Mar YTD	Total Year	Total Year	Total Year	
	Actual	Actual	Actual	Actual	Forecast	Budget	Request	
	Final	Final	Final			FY16	Stage 2	
	Adopted							
053102 Furniture/Furnishings	0	0	0	0	0	0	2,100	↑
<b>FSC510 510 Capital Outlay</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,100</b>	↑
061078 Death Benefits	0	239,522	294,279	169,429	290,449	254,400	290,450	↑
<b>FSC515 515 Grants and Subsidies</b>	<b>\$0</b>	<b>\$239,522</b>	<b>\$294,279</b>	<b>\$169,429</b>	<b>\$290,449</b>	<b>\$254,400</b>	<b>\$290,450</b>	↑
061180 UHC Health Claims Expense	45,026,529	50,620,427	46,950,229	22,105,089	29,924,584	29,500,000	22,900,000	↓
061181 UHC Refund & Claims Adjustment	0	(372,816)	(22,448)	0	0	0	0	=
<b>FSC521 521 Claims Incurred</b>	<b>\$45,026,529</b>	<b>\$50,247,611</b>	<b>\$46,927,781</b>	<b>\$22,105,089</b>	<b>\$29,924,584</b>	<b>\$29,500,000</b>	<b>\$22,900,000</b>	↓
061201 PCORI Tax	0	8,434	19,056	14,373	14,373	17,081	15,557	↓
061208 Re-Insurance Fees	0	207,237	2,554	313,236	0	255,200	205,200	↓
<b>FSC531 531 Federal Tax</b>	<b>\$0</b>	<b>\$215,671</b>	<b>\$21,610</b>	<b>\$327,609</b>	<b>\$14,373</b>	<b>\$272,281</b>	<b>\$220,757</b>	↓
061701 Investment Fee - 1st TN	3,024	1,773	1,852	1,149	914	0	0	=
<b>FSC526 Investment Fees</b>	<b>\$3,024</b>	<b>\$1,773</b>	<b>\$1,852</b>	<b>\$1,149</b>	<b>\$914</b>	<b>\$0</b>	<b>\$0</b>	=
<b>Total expenditures</b>	<b>\$46,858,448</b>	<b>\$53,217,855</b>	<b>\$49,562,511</b>	<b>\$24,213,573</b>	<b>\$32,946,278</b>	<b>\$41,611,826</b>	<b>\$26,276,256</b>	↓

# FY17 FIVE YEAR TREND REPORT OPEB FUND *Cont...*

	FY13 Total Year Actual	FY14 Total Year Actual	FY15 Total Year Actual	FY16 Mar YTD Actual	FY16 Total Year Forecast	FY16 Total Year Budget	FY17 Year Total Request	
	Final	Final	Final			FY16 Adopted	Stage 2	
<b>Revenue:</b>								
049100 Miscellaneous Income	0	0	0	17,580	0	0	0	-
049128 Employer Premium Income	10,932,908	32,339,341	9,294,283	11,360,016	14,157,564	15,986,448	11,016,550	↓
049622 Medicare Part D Reimbursement	2,227,615	2,533,804	1,306,267	467,765	467,765	750,000	250,000	↓
049900 Recovery of Prior Year Expense	0	0	(38,400)	0	0	0	0	↓
<b>FSC475 475 Other Revenues</b>	<b>\$13,160,523</b>	<b>\$34,873,145</b>	<b>\$10,562,150</b>	<b>\$11,845,361</b>	<b>\$14,625,329</b>	<b>\$16,736,448</b>	<b>\$11,266,550</b>	↓
070111 Oper Trf In - General Fund	1,725,467	0	11,920,000	0	1,555,236	3,513,552	2,000,000	↓
070721 Oper Trf In - Health Care Fund	0	5,442,558	5,224,781	0	3,001,283	3,001,283	0	↓
<b>FSC480 480 Transfers In</b>	<b>\$1,725,467</b>	<b>\$5,442,558</b>	<b>\$17,144,781</b>	<b>\$0</b>	<b>\$4,556,519</b>	<b>\$6,514,835</b>	<b>\$2,000,000</b>	↓
049715 Spousal Surcharge	239,250	203,100	107,205	9,950	9,950	0	0	=
049716 Tobacco Surcharge	420,550	385,200	345,590	187,810	239,463	0	375,840	↑
049720 Employee Contributed - General	10,929,001	11,937,067	10,585,298	5,088,089	6,679,395	18,360,543	6,530,759	↓
<b>FSC570 570 Employee Contributions</b>	<b>\$11,588,801</b>	<b>\$12,525,367</b>	<b>\$11,038,093</b>	<b>\$5,285,849</b>	<b>\$6,928,808</b>	<b>\$18,360,543</b>	<b>\$6,906,599</b>	↓
049714 Employer Contribution	11,233,416	2,500,000	0	0	0	0	0	=
<b>FSC575 575 Employer Contribution</b>	<b>\$11,233,416</b>	<b>\$2,500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	=
045120 Interest Income - Cash Equivalent	383,655	376,784	236,867	29,572	15,361	0	0	=
<b>FSC580 580 Dividend and Interest</b>	<b>\$383,655</b>	<b>\$376,784</b>	<b>\$236,867</b>	<b>\$29,572</b>	<b>\$15,361</b>	<b>\$0</b>	<b>\$0</b>	=
049513 Unrealized Gain/Loss	333,527	1,247,580	230,223	(164,021)	(36,602)	0	0	=
<b>FSC585 585 Gain (Loss) on Investments</b>	<b>\$333,527</b>	<b>\$1,247,580</b>	<b>\$230,223</b>	<b>(\$164,021)</b>	<b>(\$36,602)</b>	<b>\$0</b>	<b>\$0</b>	=
049510 Realized Gains	1,537,512	5,252	(80,944)	11,287	10,703	0	0	=
<b>FSC596 596 Gain (Loss) on Sale of</b>	<b>\$1,537,512</b>	<b>\$5,252</b>	<b>(\$80,944)</b>	<b>\$11,287</b>	<b>\$10,703</b>	<b>\$0</b>	<b>\$0</b>	=
049999 Contributed From Fund Balance	0	0	0	0	0	0	6,103,107	↑
<b>FSC301 301 Contributed From Fund Bal.</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,103,107</b>	↑
<b>Total Revenues</b>	<b>\$39,962,901</b>	<b>\$56,970,686</b>	<b>\$39,131,170</b>	<b>\$17,008,048</b>	<b>\$26,100,118</b>	<b>\$41,611,826</b>	<b>\$26,276,256</b>	↓
<b>Net Operations</b>	<b>(\$6,895,547)</b>	<b>\$3,752,831</b>	<b>(\$10,431,341)</b>	<b>(\$7,205,525)</b>	<b>(\$6,846,160)</b>	<b>\$0</b>	<b>\$0</b>	=