

**SAN FRANCISCO**  
**HEALTH SERVICE SYSTEM**

Affordable, Quality Benefits & Well-Being

**Memorandum**

DATE: February 9, 2017

TO: Randy Scott, President and Members of the Health Service Board

FROM: Pamela Levin, Chief Financial Officer

RE: Health Service System FY 2017-18 and FY 2018-19 Proposed Budget for the Healthcare Sustainability Fund

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The San Francisco Health Service System (SFHSS) is pleased to present the FY 2017-18 and FY 2018-19 Healthcare Sustainability Fund Budget for approval by the Health Service Board (Board). In the past this budget has been referred to as the \$2.05 budget but effective in 2017, the per-member-per-month (PMPM) charge increased from \$2.05 to \$3.00 to ensure long term funding for activities that are critical to preserving and improving sustainable, quality health benefits and to enhance the well-being of employees, retirees and their families. The following memorandum outlines the key drivers contributing to the proposed \$3.00 budget and the proposed budget for each fiscal year.

**Development of the \$3.00 Budget**

Three overarching principals were considered by SFHSS in developing the \$3.00 Budget.

A. Adherence to the San Francisco City Charter Limitation on Uses of the \$3.00

The use of the \$3.00 budget is governed by the San Francisco City Charter section A8.423. The Charter language is as follows:

“The Health Service Board shall have the responsibility to obtain and disseminate information to its members with regard to plan benefits and costs thereof. All expenses in connection with obtaining and disseminating said information, the investment of such fund or funds as may be established, including travel and transportation costs, member wellness programs, actuarial expenses and expenses incurred to reduce health care costs, shall be borne by the system from reserves in the health service fund but only upon adoption of a resolution by the Health Service Board approving such expenses.” The summary of the \$3.00 initiatives are organized into three categories: Communications, Wellness and Initiatives to Reduce Healthcare costs.

## B. Ensure the \$3.00 Budget is Consistent with the 2015-2017 Strategic Plan

The Board approved the 2016 Update to the 2015-17 Strategic Plan at the December 8, 2016 meeting. The SFHSS Strategic Plan provides best practices for the applicable of available financial and human resources.

The 2015-2017 SFHSS Strategic Plan lays out four distinct goals:

1. Department Operational Excellence
  - a. Strive for excellence in member interactions and exceed industry standards.
  - b. Maintain high accounting standards.
  - c. Maximize staff effectiveness.
  - d. Comply with regulatory and legislative updates.
  - e. Automate benefits administration via PeopleSoft 9.2.
  - f. Improve member records retention policies.
  - g. Develop and implement internal reporting environment (HSSDATA):
2. Affordable Quality Healthcare
  - a. Effectively prepare Health Service Board for mandated annual rates and benefits review.
  - b. Manage contracted plans to improve care and reduce cost.
  - c. Enhance dashboard reporting and informatics.
  - d. Continue to seek out innovative solutions for possible implementation by SFHSS.
  - e. Consider contracting arrangements with vendors, hospitals and medical groups that reduce cost and improve quality.
3. Informed, Transparent, Effective Governance
  - a. Enable Health Service Board effectiveness.
  - b. Heighten members' awareness of Board activities and fiduciary responsibility.
  - c. Continue enhancing education and communication of Board activities.
  - d. Engage vendor to conduct employee climate/engagement survey.
4. Educated and Empowered SFHSS Members
  - a. Ensure consistency and accuracy of employee and retiree health benefits communication.
  - b. Engage members in making well-being a priority.
  - c. Upgrade SFHSS website.
  - d. Increase digital communications with members.
  - e. Engage departments in creating a culture of Well-being
  - f. Implement an All Payer Claims Database.
  - g. Collaborate with eMerge and Operations on implementing HIPAA-compliant new self-service online enrollment.
  - h. Develop web-accessible video library on member informational topics.

### C. Employ Best Practices in Budgeting

The \$3.00 revenue is a per-member-per-month charge to the four employers: City and County of San Francisco, Superior Court, San Francisco City College and the San Francisco Unified School District. According to best practices, the annual revenue should be used for ongoing expenses and the use of the fund balance should be limited to onetime expenditures. SFHSS has followed best practices in the development of the \$3.00 Budget.

#### **FY 2016-17 Projection, FY 2017-18 Request and FY 2018-19 Request**

##### Revenues Generated by the \$0.95 Increase (effective January 1, 2017)

The increase in the PMPM charge for the Healthcare Sustainability Fund, from \$2.05 to \$3.00, will fund the expansion of new and existing initiatives, over a multiyear time period. The increase in the charge provides additional funding for activities that are critical for preserving and improving sustainable, quality health benefits, and to enhance the well-being of employees, retirees and their families.

The increase became effective January 1, 2017. In FY 2016-17, the increase yields an additional \$350,000. In upcoming years, the increase is projected to yield \$700,000 annually. The revenue increase in FY 2016-17 is applied to both ongoing and one-time initiatives. Beginning in FY 2017-18 the revenues are budgeted in the ongoing category.

The additional revenues generated by the increase will be used to fund:

1. Increases in the cost of personnel

The cost of personnel, including cost of living adjustments and retirement rates is increasing every year. The following table outlines the changes in the personnel services year over year.

	<b>FY 2015-16 Budget</b>	<b>FY 2016-17 Budget</b>	<b>FY 2017-18 Budget</b>	<b>FY 2018-19 Budget</b>
Salaries	341,628	396,974	424,276	435,701
Fringes	139,680	134,937	167,832	176,533
Total	481,308	531,911	592,108	612,253
% Change		11%	11%	3%

In order to deal with the increased cost in FY 2016-17, \$25,000 of the \$350,000 was budgeted in the FY 2016-17 revised budget for ongoing expenditures.

## 2. Well-Being

In FY 2016-17 funding in the \$2.05 for Wellness (non-communications) was substantially decreased in order to balance the budget and no funding was available for expansion of the Wellness program to CCD, and USD, and retirees. A total of \$100,000, of the \$350,000 in revenues generated by the increase in FY 2016-17, is budgeted for Targeted Health Interventions and Well-Being Challenges.

## 3. Website

The upgrade of the website is scheduled to begin in FY 2016-17 and is expected to be fully implemented during FY 2017-18. The FY 2016-17 budget was augmented by \$50,000 from the increase from the \$2.05 to the \$3.00 PMPM.

## 4. eBenefits

In order for the PeopleSoft capabilities for eBenefits to be implemented, a significant amount of work needs to be accomplished by SFHSS. The budget for this work was augmented by \$175,000 from the \$0.95 increase.

## Summary

A high level summary is provided on the following page of the \$3.00 budget revenues and expenditures by category and by year:

Ongoing	FY 2016-17 Revised Budget	FY 2016-17 Projection	FY 2017-18 Request	FY 2018-19 Request
<b>Revenues</b>				
\$2.05 Revenues	\$1,644,295	\$1,644,295	\$1,651,681	\$1,684,715
Encumbrance Carryforward	204,967	204,967		
\$0.95 Increase	125,000	125,000	700,000	714,000
<b>Total Revenues</b>	<b>\$1,974,262</b>	<b>\$1,974,262</b>	<b>\$2,351,681</b>	<b>\$2,398,715</b>
<b>Expenditures</b>				
Personnel	\$512,734	\$473,940	\$592,108	\$612,234
Communications	745,078	474,395	783,847	742,151
Wellness	130,000	79,732	133,000	183,000
Initiatives To Reduce Health Care Costs	472,670	457,670	260,292	270,833
SFGTV	11,056	23,000	23,000	24,150
Contingency for Unforeseen Issues	102,724	150,000	150,000	150,000
<b>Total Expenditures</b>	<b>\$1,974,262</b>	<b>\$1,658,737</b>	<b>\$1,942,247</b>	<b>\$1,982,368</b>
<b>Balance</b>	<b>\$0</b>	<b>\$315,525</b>	<b>\$409,434</b>	<b>\$416,347</b>

One-time	FY 2016-17 Revised Budget	FY 2016-17 Projection	FY 2017-18 Request	FY 2018-19 Request
<b>Revenues</b>				
Carryforward from Onetime	\$1,458,866	\$1,458,866	\$1,397,666	\$103,191
Encumbrance Carryforward	51,800	51,800	315,525	409,434
\$0.95 Increase	225,000	225,000		
<b>Total Revenues</b>	<b>\$1,735,666</b>	<b>\$1,735,666</b>	<b>\$1,713,191</b>	<b>\$512,625</b>
<b>Expenditures</b>				
Communications	\$1,349,403	\$338,000	\$1,560,000	\$10,000
Wellness	50,000			0
Initiatives To Reduce Health Care Costs	35,000		50,000	
<b>Total Expenditures</b>	<b>\$1,434,403</b>	<b>\$338,000</b>	<b>\$1,610,000</b>	<b>\$10,000</b>
<b>Balance</b>	<b>\$301,263</b>	<b>\$1,397,666</b>	<b>\$103,191</b>	<b>\$502,625</b>

## **Next Steps**

It is important to note that while it is significant for SFHSS to have a budget plan with many new initiatives in place, the execution and launching of the new initiatives may be affected by various factors. Many of the new initiatives involve procurement of professional services. Based on past experience, the procurement process can be lengthy to ensure adherence to existing City policies and procedures and compliance with City's requirements.

**FY17-18 & FY18-19 \$3.00 BUDGET**

	FY2016-17 REVISED BUDGET	FY2016-17 PROJECTION	FY2017-18 REQUEST	FY2018-19 REQUEST	NOTES/JUSTIFICATION
<b>ONGOING</b>					
<b>ONGOING REVENUES</b>	\$1,644,295	\$1,644,295	\$1,651,681	\$1,684,715	
\$.95 INCREASE	\$125,000	\$125,000	\$700,000	\$714,000	
CARRYFORWARD	\$204,967	\$204,967			
<b>TOTAL:</b>	<b>\$1,974,262</b>	<b>\$1,974,262</b>	<b>\$2,351,681</b>	<b>\$2,398,715</b>	
<b>ONGOING EXPENDITURES</b>					
<b>PERSONNEL</b>	<b>\$512,734</b>	<b>\$473,940</b>	<b>\$592,108</b>	<b>\$612,234</b>	
<b>COMMUNICATIONS</b>					
<b>OPEN ENROLLMENT COMMUNICATIONS</b>					
GUIDES	\$87,525	\$40,484	\$57,565	\$48,354	DUE TO IMPLEMENTATION OF E-BENEFITS IN 2017, THE FY 2018-19 REQUEST IS REDUCED BY 20%
MAILERS	\$39,187	\$19,762	\$21,700	\$18,227	
ENVELOPES	\$28,091	\$11,940	\$17,807	\$14,959	
FORMS	\$9,988	\$8,104	\$9,497	\$7,979	
PRINTING/ MAIL/COLLATING SERVICES	\$52,402	\$35,016	\$33,067	\$27,776	
POSTAGE	\$128,675	\$131,126	\$137,525	\$111,521	
OTHER	\$7,344	\$3,619	\$7,263	\$5,821	
<b>TOTAL OPEN ENROLLMENT COMMUNICATIONS</b>	<b>\$353,212</b>	<b>\$250,051</b>	<b>\$284,424</b>	<b>\$234,637</b>	
<b>OPERATIONS COMMUNICATIONS</b>					
DELINQUENCY 1 AND 4 LETTERS INSERT AND MAIL; 30/60/90 DAY MEDICARE NOTIFICATION; DEPENDENT ELIGIBILITY AUDIT MATERIALS & SERVICES; DEPENDENT ELIGIBILITY AUDIT POSTAGE	\$3,600	\$2,697			TO BE GENERATED IN HOUSE
ACCESS TO FEDERAL SOCIAL SECURITY DATABASE FOR AUDITS			\$770	\$770	
DOMESTIC PARTNER YEAR END CERTIFICATIONS	\$1,500	\$1,500	\$1,500	\$1,500	
IN HOUSE MAILING FUNCTIONALITY	\$0		\$5,000		
MAINTAIN VIDEO LIBRARY	\$20,000		\$0	\$0	
HSS# 10 WINDOW ENVELOPES	\$2,500	\$2,864	\$3,158	\$3,008	
POSTAGE FOR ROUTINE OPERATIONS MAILINGS	\$0	\$4,853	\$8,000	\$8,400	
REFRESH BENEFIT BROCHURES	\$7,500	\$7,500	\$7,500	\$7,500	
ANNUAL HOLDOVER CERTIFICATION	\$2,500	\$2,500	\$0	\$2,500	
MAILING ADDRESS VALIDATION AUDIT	\$6,000	\$6,000	\$6,000	\$6,000	
E-COMMUNICATION COMPLIANCE	\$10,000	\$10,000		\$10,000	
MEMBER WEBINARS	\$20,000	\$0	\$10,000	\$10,000	

## FY17-18 & FY18-19 \$3.00 BUDGET

	FY2016-17 REVISED BUDGET	FY2016-17 PROJECTION	FY2017-18 REQUEST	FY2018-19 REQUEST	NOTES/JUSTIFICATION
MINIMAL ESSENTIAL COVERAGE- ENVELOPE AND INSERT PRINTING	\$5,240	\$5,240	\$6,825	\$7,166	
MINIMAL ESSENTIAL COVERAGE 1095-C PRINTING AND MAIL SERVICES	\$9,083	\$19,920	\$15,000	\$15,000	
MINIMAL ESSENTIAL COVERAGE - POSTAGE	\$10,000	\$10,000	\$10,000	\$10,000	
CALPERS DEDUCTION FEE RETIREMENT	\$0	\$183	\$250	\$250	
SALES FORCE	\$0	\$11,400	\$65,000	\$65,000	MOVED FROM GENERAL FUND TO ACHIEVE TARGETED REDUCTION
SFHSS HSB ELECTION COMMUNICATIONS	\$0		\$75,000	\$75,000	COMMUNICATION MATERIALS FOR ELECTIONS
<b>SUBTOTAL OPERATIONS COMMUNICATIONS</b>	<b>\$97,923</b>	<b>\$84,657</b>	<b>\$214,003</b>	<b>\$222,094</b>	
<b>WELL-BEING COMMUNICATIONS</b>					
RETIREE QUARTERLY WELL-BEING MAILINGS	\$60,000	\$15,000	\$60,000	\$60,000	
QUARTERLY WELL-BEING CAMPAIGNS (NUTRITION, FLU, PHYSICAL ACTIVITY, EMOTIONAL WELL-BEING, ETC.)	\$118,165	\$41,000	\$100,000	\$100,000	
ANNUAL WELL-BEING BENEFITS PROMOTION (HEALTH PLAN RESOURCES, AFFORDABLE QUALITY CARE RESOURCES)	\$75,000	\$75,000	\$75,000	\$75,000	
E-MAIL TEMPLATE CODING	\$5,000				
WELL-BEING CAMPAIGN COLLATERAL	\$6,753		\$20,000	\$20,000	ADDITIONAL CAMPAIGNS
<b>SUBTOTAL WELL-BEING COMMUNICATIONS</b>	<b>\$264,918</b>	<b>\$131,000</b>	<b>\$255,000</b>	<b>\$255,000</b>	
<b>OTHER COMMUNICATIONS</b>					
BUSINESS ANALYTICS DASHBOARD SOFTWARE CONSULTING (INTERNAL REPORTING)	\$15,000		\$0	\$0	
ONLINE SURVEY TOOL (SURVEY MONKEY)	\$200		\$200	\$200	
WEB HOSTING SERVICE	\$500	\$200	\$500	\$500	
DOMAIN REGISTRATION	\$0	\$100	\$100	\$100	
CROSS BROWSER TESTING TO ENSURE WEB POSTINGS CAN BE VIEWED CORRECTLY ON DEVICES	\$325	\$387	\$400	\$400	
DISTRIBUTION OF THE ENEWS WITH A SALESFORCE CONNECTOR	\$10,000	\$5,000	\$5,000	\$5,000	
GOANIMATE.COM VIDEO	\$0		\$700	\$700	PROGRAM FOR CREATING ANIMATED VIDEOS FOR E-BENEFITS AND VIDEO LIBRARY
STOCK PHOTOGRAPHY AND ILLUSTRATION	\$3,000	\$3,000	\$3,000	\$3,000	
MAINTENANCE OF WEBSITE	\$0		\$20,520	\$20,520	
<b>SUBTOTAL OTHER COMMUNICATIONS</b>	<b>\$29,025</b>	<b>\$8,687</b>	<b>\$30,420</b>	<b>\$30,420</b>	
<b>GRAND TOTAL COMMUNICATIONS</b>	<b>\$745,078</b>	<b>\$474,395</b>	<b>\$783,847</b>	<b>\$742,151</b>	

**FY17-18 & FY18-19 \$3.00 BUDGET**

	FY2016-17 REVISED BUDGET	FY2016-17 PROJECTION	FY2017-18 REQUEST	FY2018-19 REQUEST	NOTES/JUSTIFICATION
<b>WELL-BEING</b>					
WELL-BEING BRAND LAUNCH MATERIALS	\$0	\$30,000	\$20,000	\$20,000	
WELL-BEING INTERNSHIP	\$0		\$30,000	\$30,000	STUDENTS WORKING ON THEIR MASTERS IN PUBLIC HEALTH, WHICH BENEFITS BOTH STUDENTS AND SFHSS DATA COLLECTION OBJECTIVES
PROFESSIONAL WELL-BEING COMMUNITY PARTICIPATION	\$0		\$3,000	\$3,000	
TARGETED HEALTH INTERVENTIONS	\$50,000		\$50,000	\$100,000	A DIABETES PREVENTION PROGRAM RESEARCH STUDY IS CURRENTLY UNDERWAY AND ADDITIONAL PILOT PROGRAMS RELATED TO SLEEP, RESILIENCY/MEMORY/STRESS, AND BREATHING/MEDITATION ARE BEING CONSIDERED FOR IMPLEMENTATION. IF THE RESULTS OF THE PILOTS ARE FAVORABLE THE OFFERINGS MAY BE EXPANDED TO THE ENTIRE HSS MEMBERSHIP. THE TARGETED HEALTH INTERVENTION FUNDING WILL ALL INVESTMENT IN PROGRAMS THAT WILL ENHANCE THE WELL-BEING OF MEMBERS.
WELL-BEING CHALLENGE PLATFORM	\$80,000	\$49,732	\$30,000	\$30,000	
<b>WELL-BEING</b>	<b>\$130,000</b>	<b>\$79,732</b>	<b>\$133,000</b>	<b>\$183,000</b>	
<b>INITIATIVES TO REDUCE HEALTH CARE COSTS</b>					
PBGH (PACIFIC BUSINESS GROUP ON HEALTH)	\$50,000	\$50,000	\$50,000	\$50,000	
HEALTH SERVICE BOARD/HSS EXECUTIVE FIDUCIARY EDUCATION	\$15,000				FUNDED IN THE GENERAL FUND BUDGET
ALL PAYERS CLAIMS DATABASE (TRUVEN HEALTH)	\$252,670	\$252,670	\$187,792	\$193,333	
ALL PAYERS CLAIMS DATABASE (ANALYTICAL CONSULTING)	\$47,500	\$47,500	\$22,500	\$22,500	
APCD TRAINING/CONFERENCE	\$7,500	\$7,500		\$5,000	
SMART PATIENT COMMUNICATIONS CAMPAIGN	\$100,000	\$100,000			
<b>INITIATIVES TO REDUCE HEALTH CARE COSTS</b>	<b>\$472,670</b>	<b>\$457,670</b>	<b>\$260,292</b>	<b>\$270,833</b>	
<b>SFGTV</b>	<b>\$11,056</b>	<b>\$23,000</b>	\$23,000	\$24,150	
<b>CONTINGENCY FOR UNFORESEEN ISSUES</b>	<b>\$102,724</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	
<b>GRAND TOTAL ONGOING</b>	<b>\$1,974,262</b>	<b>\$1,658,737</b>	<b>\$1,942,247</b>	<b>\$1,982,368</b>	
<b>BALANCE</b>	<b>\$0</b>	<b>\$315,525</b>	<b>\$409,434</b>	<b>\$416,347</b>	

**FY17-18 & FY18-19 \$3.00 BUDGET**

	FY2016-17 REVISED BUDGET	FY2016-17 PROJECTION	FY2017-18 REQUEST	FY2018-19 REQUEST	NOTES/JUSTIFICATION
<b>ONE-TIME</b>					
<b>REVENUES</b>					
CARRYFORWARD FROM ONE-TIME	\$1,458,866	\$1,458,866	\$1,397,666	\$103,191	
CARRYFORWARD FROM ONGOING	\$0		\$315,525	\$409,434	
CARRYFORWARD FROM ENCUMBRANCES	\$51,800	\$51,800	\$0	\$0	
\$.95 INCREASE	\$225,000	\$225,000			
<b>TOTAL:</b>	<b>\$1,735,666</b>	<b>\$1,735,666</b>	<b>\$1,713,191</b>	<b>\$512,625</b>	
<b>ONE-TIME EXPENDITURES</b>					
<b>COMMUNICATIONS</b>					
<b>OPERATIONS COMMUNICATIONS</b>					
ADULT DISABLED CHILD AUDIT	\$1,200	\$1,200			
CCSF VOLUNTARY BENEFITS SURVEY	\$15,000	\$15,000			
HEALTH BENEFITS VIDEO LIBRARY	\$40,000				NEW TECHNOLOGY WILL IMPLEMENTED IN HOUSE
CUSTOMER RELATIONSHIP MANAGEMENT INTEGRATION WITH PEOPLESOFT	\$50,000		\$50,000		PROJECT NOT COMPLETED IN FY 2016-17
REFRESH BENEFIT BROCHURES	\$10,000		\$10,000	\$10,000	PROJECT TO BE COMPLETED OVER TWO YEARS
BENEFIT ADMINISTRATION LEGAL SUPPORT	\$20,000		\$20,000		PROJECT NOT COMPLETED IN FY 2016-17
AVAYA UPGRADE FOR TELEPHONE MANAGEMENT AND EQUIPMENT	\$180,000	\$180,000	\$250,000		BASED ON DISCUSSIONS WITH THE DEPARTMENT OF TECHNOLOGY, THE REPLACEMENT OF THE PHONE SYSTEM MAY BE MORE EXPENSIVE
AVAYA SALESFORCE CONNECTOR			\$100,000		CONNECTION OF NEW PHONE SYSTEM TO THE CRM IN ORDER TO PROVIDE DATA FOR STATISTICAL ANALYSIS
EBENEFITS USABILITY (SKIN) PHASE 1	\$275,000		\$300,000		PROJECT NOT COMPLETED IN FY 2016-17
PEOPLESOFT EBENEFITS PROGRAMMING	\$171,403		\$200,000		
EBENEFITS LOBBY AND MEMBER AREA CONFIGURATION	\$70,000		\$200,000		PROJECT NOT COMPLETED IN FY 2016-17
EBENEFITS KIOSKS & SOFTWARE	\$50,000		\$80,000		PROJECT NOT COMPLETED IN FY 2016-17
EBENEFITS TECHNICAL TRAINING			\$5,000		
VIDEO FOR SELF-SERVICE			\$20,000		IN ORDER TO MAKE THE EXPERIENCE EASIER FOR MEMBERS
<b>SUBTOTAL OPERATIONS COMMUNICATIONS</b>	<b>\$882,603</b>	<b>\$196,200</b>	<b>\$1,235,000</b>	<b>\$10,000</b>	
<b>WELL-BEING COMMUNICATIONS</b>					
WELL-BEING IDENTITY AND CAMPAIGN	\$50,000	\$50,000			
WELL-BEING BRANDED MATERIALS	\$5,000	\$5,000			
OFFICE - ORIGINAL PHOTOGRAPHY	\$10,000	\$10,000			
<b>SUBTOTAL WELL-BEING COMMUNICATIONS</b>	<b>\$65,000</b>	<b>\$65,000</b>	<b>\$0</b>	<b>\$0</b>	

**FY17-18 & FY18-19 \$3.00 BUDGET**

	FY2016-17 REVISED BUDGET	FY2016-17 PROJECTION	FY2017-18 REQUEST	FY2018-19 REQUEST	NOTES/JUSTIFICATION
<b>OTHER COMMUNICATIONS</b>					
WEBSITE REDESIGN 3.0	\$350,000	\$25,000	\$325,000		BASED ON ESTIMATES FROM SIMILAR CITY PROJECTS
WEBSITE STRATEGY	\$23,800	\$23,800			
DESIGN GUIDELINES - HSS BRANDING	\$28,000	\$28,000			
<b>SUBTOTAL OTHER COMMUNICATIONS</b>	<b>\$401,800</b>	<b>\$76,800</b>	<b>\$325,000</b>	<b>\$0</b>	
<b>TOTAL COMMUNICATIONS</b>	<b>\$1,349,403</b>	<b>\$338,000</b>	<b>\$1,560,000</b>	<b>\$10,000</b>	
<b>WELL-BEING</b>					
RETIREE WELL-BEING NEEDS ASSESSMENT	\$50,000				
<b>WELL-BEING</b>	<b>\$50,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	
<b>INITIATIVES TO REDUCE HEALTH CARE COSTS</b>					
APCD DATA FEEDS	\$35,000		\$50,000		
<b>INITIATIVES TO REDUCE HEALTH CARE COSTS</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$0</b>	-
<b>GRAND TOTAL ONE-TIME EXPENDITURES</b>	<b>\$1,434,403</b>	<b>\$338,000</b>	<b>\$1,610,000</b>	<b>\$10,000</b>	
<b>BALANCE</b>	<b>\$301,263</b>	<b>\$1,397,666</b>	<b>\$103,191</b>	<b>\$502,625</b>	