

SAN FRANCISCO HEALTH SERVICE SYSTEM

Affordable, Quality Benefits & Well-Being

Memorandum

DATE: February 13, 2020

TO: Karen Breslin, President and Members of the Health Service Board

FROM: Pamela Levin, Chief Financial Officer

RE: San Francisco Health Service System ("SFHSS:") FY 2020-21 and FY 2021-22 Proposed Healthcare Sustainability Fund Budget

The FY 2020-21 and FY 2021-22 Healthcare Sustainability Fund (Fund) Budget is presented to the Health Service Board (Board) for approval. The Budget is funded through a \$3.00 per-member-per-month charge incorporated into the medical premiums paid by all San Francisco Health Service System members, e.g., active and retired employees of the City and County of San Francisco, San Francisco Superior Court, City College of San Francisco and the San Francisco Unified School District. The following memorandum outlines the Budget and discusses the major changes. A detailed list of expenditures for each fiscal year is found at the end of this Memo.

Projections

Since FY 2012-13, SFHSS has been building up a fund balance used to fund large one-time projects. These include Strategic Plan projects such as the Communications Plan, telephony replacement and eBenefits implementation.

The FY 2020-21 and FY 2021-22 Proposed Budget will significantly draw down the fund balance. It is projected that there will be a deficit in the Fund by FY 2022-23 and the fiscal years thereafter if the charge is not increased.

Table One, found on page two, provides a historical summary of the Healthcare Sustainability Fund revenues and expenditures. Actuals for FY 2012-13 through FY 2018-19 are shown. The table also includes the projection for FY 2019-20, the FY 2020-21 and FY 2021-22 Proposed Budget and a Proforma Budget for FY 2022-23 and FY 2023-24. The Proforma Budget for FY 2023-24 is based on the Proposed Budget with inflation.

| Summary | | | | | | |
|----------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| | FY 2012-13 ACTUALS | FY 2013-14 ACTUALS | FY 2014-15 ACTUALS | FY 2015-16 ACTUALS | FY 2016-17 ACTUALS | FY 2017-18 ACTUALS |
| Annual Revenues | \$ 1,129,641 | \$ 1,522,908 | \$ 1,563,884 | \$ 1,616,238 | \$ 2,042,678 | \$ 2,533,833 |
| Carryforward | | 345,455 | 1,079,129 | 1,471,309 | 1,715,632 | 2,506,982 |
| Total Revenues | | \$ 1,868,363 | \$ 2,643,013 | \$ 3,087,547 | \$ 3,758,310 | \$ 5,040,815 |
| Annual and One-Time Expenditures | 784,186 | 789,234 | 1,171,704 | 1,371,915 | 1,251,328 | 1,640,997 |
| Revenues Less Expenditures | \$ 345,455 | \$ 1,079,129 | \$ 1,471,309 | \$ 1,715,632 | \$ 2,506,982 | \$ 3,399,817 |
| Cumulative Fund Balance | \$ 345,455 | \$ 1,424,584 | \$ 2,895,893 | \$ 4,611,525 | \$ 7,118,507 | \$ 10,518,324 |

| | FY 2018-19 ACTUALS | FY 2019-20 PROJECTION | FY 2020-21 PROPOSED BUDGET | FY 2021-22 PROPOSED BUDGET | FY 2022-23 PROFORMA | FY 2023-24 PROFORMA |
|----------------------------------|-------------------------------|----------------------------------|---|---|--------------------------------|--------------------------------|
| Annual Revenues | \$ 2,541,882 | \$ 2,551,247 | \$ 2,560,688 | \$ 2,570,162 | \$ 2,579,672 | 2589217 |
| Carryforward | \$ 3,399,817 | 3,909,772 | 2,732,328 | 1,285,614 | 120,126 | (228,542) |
| Total Revenues | 5,941,699 | 6,461,019 | 5,293,016 | 3,855,776 | 2,699,798 | 2,360,675 |
| Annual and One-Time Expenditures | \$ 2,031,927 | \$ 3,728,691 | \$ 4,007,402 | \$ 3,735,650 | \$ 2,928,340 | \$ 2,928,340 |
| Revenues Less Expenditures | \$ 3,909,772 | \$ 2,732,328 | \$ 1,285,614 | \$ 120,126 | \$ (228,542) | \$ (567,664) |

FY 2018-19 Projection, FY 2019-20 and FY 2020-21 Proposed Budget

Tables Two and Three outline the projected revenues and expenditures for FY 2019-20 and the Proposed Budget for FY 2020-21 and FY 2021-22. A high-level summary of the major changes will follow.

| Table Two - Details By Expenditure Category | | | | |
|---|--------------------------------------|-----------------------------------|---------------------------------------|---|
| | FY 2019-20 Revised Budget | FY 2019-20 Projection* | FY 2020-21 Proposed Budget | FY 2021-22 Proposed Budget |
| Revenues/Premiums | | | | |
| Annual Revenues | \$ 2,602,555 | \$ 2,551,247 | \$ 2,560,688 | \$ 2,570,162 |
| Carryforward from fund balance | 3,080,176 | 3,909,772 | 2,732,328 | 1,285,614 |
| Total | \$ 5,682,731 | \$ 6,461,019 | \$ 5,293,016 | \$ 3,855,776 |
| Annual Expenditures | | | | |
| Personnel | \$ 1,262,265 | \$ 1,081,221 | \$ 1,377,266 | \$ 1,505,364 |
| Open Enrollment | 353,561 | 348,561 | 350,000 | 350,000 |
| Operations Communication | 156,754 | 194,567 | 381,368 | 232,268 |
| Well-Being Communications | 175,750 | 158,000 | 148,000 | 148,000 |
| Other Communications | 90,332 | 62,138 | 32,811 | 31,361 |
| Total Communications | \$ 776,397 | \$ 763,266 | \$ 912,179 | \$ 761,629 |
| Well-Being | 337,500 | \$ 262,453 | \$ 364,507 | \$ 520,507 |
| Initiatives to Reduce Health Care Costs | 282,500 | \$ 298,123 | \$ 302,000 | \$ 302,000 |
| Board Transcription Services/SFGOV | 18,206 | \$ 18,206 | \$ 20,000 | \$ 20,000 |
| Grand Total Annual | \$ 2,676,868 | \$ 2,423,269 | \$ 2,975,952 | \$ 3,109,500 |
| One-time Expenditures | | | | |
| Open Enrollment Communications | \$ 192,400 | \$ 190,000 | \$ 10,000 | \$ 10,000 |
| Operations Communications | 1,506,532 | 697,700 | 530,800 | 238,000 |
| Well-Being Communications | - | - | - | - |
| Other Communications | 181,660 | 264,210 | 185,500 | 43,000 |
| Total Communications | \$ 1,880,592 | \$ 1,151,910 | \$ 726,300 | \$ 291,000 |
| Well-Being | 100,697 | \$ 98,512 | \$ 5,150 | \$ 35,150 |
| Initiatives to Reduce Health Care Costs | 234,147 | \$ 55,000 | \$ 300,000 | \$ 300,000 |
| Grand Total | \$ 4,892,304 | \$ 3,728,691 | \$ 4,007,402 | \$ 3,735,650 |
| Balance | \$ 790,427 | \$ 2,732,328 | \$ 1,285,614 | \$ 120,126 |
| *Projection based on 5 months of actuals including the carryforward funding from FY 2018-19 | | | | |

The major changes in the Proposed Budget are highlighted below. The detailed Proposed Budget for FY 2020-21 and FY 2021-22 can be found on page 7.

Revenues

- Annual revenues are expected to increase 0.37 percent between the FY 2019-20 projection and the FY 2020-21 Proposed Budget. This is based on a projected change in the average number of members that are charged per month from 70,868 to 71,130.
- Annual revenues are expected to increase 0.37 percent between the FY 2020-21 Proposed Budget and FY 2021-22 Proposed Budget. This is based on a projected change in the average number of members that are charged per month from 71,130 to 71,393.
- The increase in the cumulative fund balance is the result of underspending in prior years for large projects such as replacement of the telephony system and eBenefits for member who are new hires and members with qualifying events.
- By the end of FY 2021-22, the fund is projected to be at a deficit if the charge is not increased or expenditures reduced.

Annual Expenditures

Personnel

The FY 2020-21 Proposed Budget consists of 7.61 FTEs of which four are three-year project-based positions for the implementation of the 2020-2022 Strategic Plan. The permanent positions are: Communications Manager, Graphic Artist, Well-Being Manager and a portion of FTE's working on contracts and project management associated with projects. The project-based positions are: Communications Director, Contracts Analyst, Senior Benefits Analyst, Senior Health Program Planner, There are no changes in the number of FTEs between FY 2020-21 and FY 2021-22.

Communications

Open Enrollment

The budget for Open Enrollment Communications for both the FY 2020-21 and FY 2021-22 Proposed Budget reflects the actual expenditures in FY 2018-19. There are multi-year agreements for printing and mailing which comprise approximately 82% of the expenditures.

Operations Communications

This category of expenditures includes audits, routine compliance mailings, the Customer Relationship Management (CRM) platform, maintenance and support of the Enterprise Content Management (ECM) system, and Customer Service Network Promoter Score aggregator service. In addition to the routine expenditures, in FY 2020-21, SFHSS will develop the capability to perform the Dependent Eligibility Verification Audit (DEVA) in house. The audit will occur annually and cycle through all SFHSS members every three years.

Funding is also provided for Customer Service training to assist the staff in communicating benefits to the members.

Well-Being Communications

The Well-Being Communications budget funds the quarterly Well-Being campaigns and promotions. The topics included Healthy Eating, Flu, Physical Activity, Self-Care, Mental Health, Financial Coaching, Gratitude, Sleep, Social Isolation, and Emotional Well-Being. The budget is essentially flat between the years.

Other Communications

This category includes software and services to support operations. The primary expenditure is the support for the SFHSS website.

Well-Being

SFHSS is expanding Well-Being into Financial Well-Being due to its significant impact on emotional well-being through a partnership with the Treasurer Tax Collector's Office of Financial Empowerment. The Well-Being program continues to meet the goal of expanding the program to provide services and resources to all SFHSS members based on need and industry trends. In addition, funding is provided each year for two targeted health interventions. The interventions focus on preventing the onset of diabetes and retiree health.

In FY 2021-22 funding is provided to build out a multifaceted platform will provide the capability for delivering education, training and tracking of activities and challenges. Well-Being topics and challenges may include but are not limited to physical activity, selfcare, stress management, and healthy eating.

Initiatives to Reduce Health Care Costs

Pursuant to the Strategic Plan for plan years 2020-2022, the FY 2020-21 and FY 2021-22 Proposed Budget reflects a continued focus on analytics capabilities using the All Payer Claims Database (APCD). The system is used to inform decisions on plan design and well-being programs, monitor cost and utilization trends, perform adhoc analysis and generate risk scores. In FY 2021-22 the Budget will be approximately equal to the FY 2019-20 projection including the impact of inflation.

One-time Expenditures

Open Enrollment Communications

Work on the Communications Plan budgeted in FY 2019-20 will not begin until the new Communications Director position is filled in Q3 of FY 2019-20. The contract for the consultant who will assist the Communications Director is projected to be executed in FY 2019-20.

Operations Communications

The replacement of the telephony system with a Voice Over Internet Protocol (VOIP) is coordinated by the Department of Technology. SFHSS has moved up in the queue and the project is expected to be deployed in the third quarter of FY 2019-20. The connection of the new VOIP system with the Customer Relationship Management system (CRM) is funded in the FY 2020-21 Proposed Budget.

SFHSS expanded the use of eBenefits during the 2019 Open Enrollment for 2020 benefits. Approximately 35,700 and 7,800 and retirees were able to access the system to enroll in benefits. The next step is implementation of self-service for new hires and members with qualifying events. Due to the timing of the Citywide PeopleSoft upgrade, this phase could not be put into production before the upgrade and additional funding is provided for PeopleSoft retrofit. The line item also funds programming for redirecting documents from PeopleSoft to the Enterprise Content Management system (ECM), building the capability for Medicare retirees to use eBenefits, and programming to accommodate additional benefit administration if required.

The FY 2020-20 Proposed Budget also includes a one-time Operations technical process improvement project. The goal is to improve member experience.

Other Communications

The new SFHSS website was launched on February 7, 2019. Additional website consulting support is funded in FY 2020-21.

The Department of Technology (DT) has requested that SFHSS provide funding for a portion of a position assigned to their Helpdesk. The rollout of eBenefits has significantly impacted the workload of the DT Helpdesk since, due to security issues, they are the only group that can address access issues.

Well-Being

Funding is provided in both fiscal years for a historical examination of the evolution of the existing Well-Being program. The resulting report will help inform decisions on the future focus areas, growth, and service offerings designed to meet the needs of all SFHSS members.

Initiatives to Reduce Health Care Costs

Advancing SFHSS analytic capabilities of the APCD, the FY 2020-21 includes funding additional data elements including ethnicity. The goal is to develop more targeted programs that address the health care needs of the members of SFHSS.

Funding is also provided in both years for a consultant to perform required audits and for assistance for the Medical Services Request for Proposals.

Summary

In the aggregate, over the two fiscal years, the revenues are sufficient to cover both the annual and one-time expenditures. The cumulative fund balance is projected to be \$1,285,614 at the end of FY 2020-21 and \$120,126 at the end of FY 2021-22.

Healthcare Sustainability Fund FY 2020-21 and FY 2021-22

| Description | FY2018-19 Actuals | FY 2019-20 Revised Budget | FY 2019-20 Projection | FY 2020-21 Proposed Budget | FY 2021-22 Proposed Budget |
|---|----------------------|---------------------------------|--------------------------|----------------------------------|----------------------------------|
| Revenues/Premiums | | | | | |
| Annual Revenues | | | | | |
| City | \$ 2,025,204 | \$ 2,018,539 | \$ 2,032,666 | \$ 2,040,187 | \$ 2,047,736 |
| CCD | 100,250 | 108,403 | 100,619 | 100,992 | 101,365 |
| USD | 416,428 | 475,613 | 417,962 | 419,509 | 421,061 |
| Total Annual | \$ 2,541,882 | \$ 2,602,555 | \$ 2,551,247 | \$ 2,560,688 | \$ 2,570,162 |
| Carryforward from Fund Balance | 3,399,818 | 3,080,176 | 3,909,772 | 2,732,328 | 1,285,614 |
| Total | \$ 5,941,700 | \$ 5,682,731 | \$ 6,461,019 | \$ 5,293,016 | \$ 3,855,776 |
| Expenditures | | | | | |
| Annual | | | | | |
| Personnel Services and Mandatory Fringes | | | | | |
| Personnel Services and Mandatory Fringes | \$ 512,053 | \$ 1,262,265 | \$ 1,081,221 | \$ 1,377,266 | \$ 1,505,364 |
| Open Enrollment | \$ 348,172 | \$ 348,561 | \$ 348,561 | \$ 350,000 | \$ 350,000 |
| Open Enrollment Readiness Benchmark | | 5,000 | - | - | - |
| Open Enrollment | \$ 348,172 | \$ 353,561 | \$ 348,561 | \$ 350,000 | \$ 350,000 |
| Operations Communications | | | | | |
| Access to Federal Social Security | | \$ 100 | \$ 100 | | |
| Annual Social Security Number | | 50 | 50 | | |
| Annual Domestic Partner Imputed Income Certification | | 500 | 500 | | |
| New Hire Mailing | | 1,128 | 1,128 | 1,128 | 1,128 |
| SFHSS Printed Envelopes for Business Correspondence to Members | 7,033 | 6,000 | 6,000 | 8,000 | 8,000 |
| Postage for Routine Operations Mailings | \$ 16,406 | 16,758 | 18,000 | 18,000 | 18,000 |
| CalPERS Deduction Fee Retirement | | 250 | 250 | 250 | 250 |
| Salesforce - Customer Relationship Management (CRM) | 84,773 | 85,041 | 85,041 | 97,990 | 102,890 |
| Interpretation Services | 4,424 | 941 | 8,500 | 8,500 | 8,500 |
| Direct Mail Campaigns | | | 25,000 | 25,000 | 25,000 |
| Dependent Eligibility Verification Mailings | | | | 15,000 | 15,000 |
| Enterprise Content Management (ECM) Software Maintenance and Support | 21,535 | 39,928 | 41,095 | 25,000 | 25,000 |
| SFHSS Postcards | 6,091 | - | 2,803 | 2,500 | 2,500 |
| Other Operations Communication and Outreach | 15,002 | 58 | 6,000 | 10,000 | 10,000 |
| Local Field Expense | | - | 100 | 1,000 | 1,000 |
| Customer Service Network Promoter Score Benchmark | | 5,000 | - | 5,000 | 5,000 |
| Dependent Eligibility Verificaiton Audit (in-house) | | | - | 154,000 | |
| Member Services Customer Service Training | | | | 10,000 | 10,000 |
| Professional Memberships | | 1,000 | - | | |
| Operations Communications | \$ 155,263 | \$ 156,754 | \$ 194,567 | \$ 381,368 | \$ 232,268 |
| Well-Being Communications | | | | | |
| Retiree Printing and Mailing | \$ 5,748 | \$ 10,000 | \$ 10,000 | | |
| Well-Being Campaign Printing | 44,908 | 25,000 | 25,000 | 25,000 | 25,000 |
| Quarterly Well-Being Campaigns (Healthy Eating, Flu, Physical Activity, Self-Care, Mental Health, Financial Coaching, Gratitude, Sleep, Social Isolation, Emotional Well-Being, etc.) | 53,219 | 90,750 | 75,000 | 75,000 | 75,000 |
| Credible Mind License | | | 38,000 | 38,000 | 38,000 |
| Annual Well-Being Benefits Promotion (Health Plan Resources, Affordable Quality Care Resources) | | 50,000 | 10,000 | 10,000 | 10,000 |
| Well-Being Communications | \$ 103,875 | \$ 175,750 | \$ 158,000 | \$ 148,000 | \$ 148,000 |
| Other Communications | | | | | |
| Webinar Software | | | \$ 2,000 | \$ 3,000 | \$ 3,000 |
| Online Survey Tool | 336 | 288 | 336 | 336 | 336 |
| Web Hosting Service | 44,535 | 44,535 | 44,535 | 5,000 | 5,000 |
| DRUPAL Support Services | | 12,150 | 8,100 | 20,650 | 20,000 |
| Drupal Developer | | 13,734 | | | |
| Domain Registration | | 225 | 225 | 225 | 225 |
| SSL Web Certificates | | 3,000 | 200 | 200 | 200 |
| Backup Exec Server Maintenance | | 400 | 400 | | |
| Email Marketing Software | | 3,000 | - | | |
| I-Stock Signature Subscription | 2,910 | 6,000 | 2,600 | 2,600 | 2,600 |
| Tableau License | 794 | 3,000 | 800 | 800 | |
| Dreamweaver | | 2,400 | - | - | - |

| Healthcare Sustainability Fund FY 2020-21 and FY 2021-22 | | | | | |
|---|----------------------|---------------------------------|--------------------------|----------------------------------|----------------------------------|
| Description | FY2018-19 Actuals | FY 2019-20 Revised Budget | FY 2019-20 Projection | FY 2020-21 Proposed Budget | FY 2021-22 Proposed Budget |
| Dropbox | 110 | - | - | | |
| Digital Signage Software | | 100 | 100 | - | - |
| Cascade Enterprise Licenses | | 1,500 | - | - | - |
| ECM Fax Server | 880 | | - | | |
| PeopleSoft 7.5 | | | 2,842 | - | - |
| Other Communications | \$ 49,565 | \$ 90,332 | \$ 62,138 | \$ 32,811 | \$ 31,361 |
| Total Communications | \$ 656,874 | \$ 776,397 | \$ 763,266 | \$ 912,179 | \$ 761,629 |
| Well-Being | | | | | |
| Well-Being Brand Launch Materials | \$ 45,320 | \$ 50,000 | \$ 30,000 | \$ 50,000 | \$ 50,000 |
| Well-Being Internship | | 30,000 | 47,130 | 30,000 | 30,000 |
| Targeted Health Interventions - Diabetes Prevention Program | | 27,953 | 42,953 | 50,000 | 56,000 |
| Targeted Health Interventions-Retirees | | 47,047 | 15,000 | 15,000 | 15,000 |
| Financial Well-Being | | 130,000 | 73,370 | 162,007 | 162,007 |
| Well-Being Conference | | | | 5,000 | 5,000 |
| Field Expenses | | 500 | 500 | 500 | 500 |
| Well-Being Challenge Platform - Physical Activity, Self Care, Stress Management, Healthy Eating, Multi-faceted platform (education, training, tracking) | | 50,000 | 50,000 | 50,000 | 200,000 |
| Wellness Center Equipment | | 2,000 | 3,500 | 2,000 | 2,000 |
| Well-Being | \$ 45,320 | \$ 337,500 | \$ 262,453 | \$ 364,507 | \$ 520,507 |
| Initiatives to Reduce Health Care Costs | | | | | |
| Membership in PBGH (Pacific Business Group on Health) | \$ 45,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 | \$ 45,000 |
| All Payers Claims Database (APCD) | 196,123 | 187,500 | 196,123 | 200,000 | 200,000 |
| APCD Development/Enhancements | - | 45,000 | 45,000 | 45,000 | 45,000 |
| APCD Training | 559 | - | 7,000 | 7,000 | 7,000 |
| Membership in Catalyst For Payment Reform | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Initiatives to Reduce Health Care Costs | \$ 246,682 | \$ 282,500 | \$ 298,123 | \$ 302,000 | \$ 302,000 |
| Board Transcription Services/SFGOV | \$ 2,169 | \$ 18,206 | \$ 18,206 | \$ 20,000 | \$ 20,000 |
| Grand Total Annual | \$ 1,463,098 | \$ 2,676,868 | \$ 2,423,269 | \$ 2,975,952 | \$ 3,109,500 |
| ONE-TIME | | | | | |
| Communications | | | | | |
| Open Enrollment Communications | | | | | |
| Communication Plan to Develop and Implement CRM Knowledgebase | | \$ 80,000 | \$ 80,000 | | |
| Compliance Review of Internal Benefit Materials and Modifications | | 80,000 | 80,000 | | |
| Focus Groups Strategic Planning | | | 30,000 | 10,000 | 10,000 |
| Webpage Development | | 32,400 | | | |
| OE Vendor Support | | | - | | |
| Open Enrollment | \$ - | \$ 192,400 | \$ 190,000 | \$ 10,000 | \$ 10,000 |
| Operations Communications | | | | | |
| San Francisco Health Service Board Election | | \$ 75,000 | \$ 75,000 | \$ - | \$ - |
| Photography | 7,300 | 10,000 | | 10,000 | |
| CRM integration with PeopleSoft | | 50,000 | - | | |
| Refresh Benefit Brochures | | 7,500 | 7,500 | | |
| CISCO Voice Over Internet Protocol (VOIP) Upgrade | | 400,000 | 80,000 | | |
| CISCO Salesforce Connector - Connection of VOIP to CRM | | 100,000 | | 100,000 | |
| CISCO Telecom Equipment | | 34,000 | 34,000 | | |
| CISCO Hardware and Server (Voice Recording) | | 50,000 | 50,000 | 50,000 | |
| Benefits Usability (Skin) Phase 1 + Phase 2 | 23,904 | 241,725 | 250,000 | | |
| PeopleSoft Benefits Programming | | 315,000 | 150,000 | 200,000 | 200,000 |
| Benefits Lobby and Member Area Configuration | | - | 5,000 | | |
| On-line Premium Payment for Members | | 200,000 | 20,000 | | |
| PeopleSoft Benefits Technical Training | | - | - | 15,000 | 15,000 |
| Technical Process Improvement | | | | 130,000 | |
| Apple iPads for Offsites and Offices | | | | 2,800 | |
| Training | 4,591 | 1,250 | 1,250 | 1,000 | 1,000 |
| Apple MacBook Pro | 2,839 | - | 3,000 | | |
| Videos | | 22,057 | 21,950 | 22,000 | 22,000 |
| Operations Communications | \$ 38,634 | \$ 1,506,532 | \$ 697,700 | \$ 530,800 | \$ 238,000 |

Healthcare Sustainability Fund FY 2020-21 and FY 2021-22

| Description | FY2018-19 Actuals | FY 2019-20 Revised Budget | FY 2019-20 Projection | FY 2020-21 Proposed Budget | FY 2021-22 Proposed Budget |
|---|------------------------------|--|----------------------------------|---|---|
| Other Communications | | | | | |
| Website Redesign 3.0 | \$ 328,590 | \$ 20,000 | \$ 14,050 | \$ 50,000 | |
| ECM 4 Scanner Licenses | | 6,160 | 6,160 | - | - |
| ECM Admin/Developer Training Premium Subscription | | 1,500 | 1,500 | 3,000 | 3,000 |
| ECM Business Insight Software SQL Server | | 61,000 | 30,000 | | |
| ECM Perceptive Content Upgrade - Experience Search | | 8,000 | 8,000 | | |
| ECM Professional Services | | 65,000 | 65,000 | | |
| ECM Business Insight Software | | - | 7,000 | | |
| Consulting on New Plan Design | | 20,000 | 20,000 | | |
| SFUSD Dental Administration | | | 30,000 | | |
| CRM Professional Services (lobby wait time, appointment scheduler, surveys) | | | | 50,000 | |
| DT Helpdesk Support for eBenefits | | | 82,500 | 82,500 | |
| APCD Solution for Medical Services Request for Proposals | | | | | 40,000 |
| Other Communications | \$ 328,590 | \$ 181,660 | \$ 264,210 | \$ 185,500 | \$ 43,000 |
| Total Communications | \$ 367,224 | \$ 1,880,592 | \$ 1,151,910 | \$ 726,300 | \$ 291,000 |
| Well-Being | | | | | |
| Well-Being Workshop Project/Review of Well-Being Communications, Practices and Strategies | \$ 33,250 | \$ 20,650 | \$ 20,650 | | |
| Outside Consultant for Well-Being Programs | | 30,000 | 30,000 | | 30,000 |
| Health and Well-Being, Ergonomic and Employee Assistance Webpage | 38,750 | - | - | | |
| Professional Well-Being Community Participation | | 3,000 | 3,000 | | |
| Employee Assistance Program Software (Athena) | | 47,047 | 44,862 | 5,150 | 5,150 |
| Well-Being | \$ 72,000 | \$ 100,697 | \$ 98,512 | \$ 5,150 | \$ 35,150 |
| Initiatives to Reduce Health Care Costs | | | | | |
| APCD Data Feeds | | \$ 30,000 | \$ 30,000 | | |
| APCD Ethnicity Data | | 25,000 | 25,000 | | |
| Audits | | 45,000 | | 200,000 | 200,000 |
| Medical Request for Proposals | 129,605 | 134,147 | - | 100,000 | 100,000 |
| Initiatives to Reduce Health Care Costs | \$ 129,605 | \$ 234,147 | \$ 55,000 | \$ 300,000 | \$ 300,000 |
| Grand Total One-Time Expenditures | \$ 568,829 | \$ 2,215,436 | \$ 1,305,422 | \$ 1,031,450 | \$ 626,150 |
| GRAND TOTAL EXPENDITURES | \$ 2,031,927 | \$ 4,892,304 | \$ 3,728,691 | \$ 4,007,402 | \$ 3,735,650 |
| BALANCE | \$ 3,909,773 | \$ 790,427 | \$ 2,732,328 | \$ 1,285,614 | \$ 120,126 |