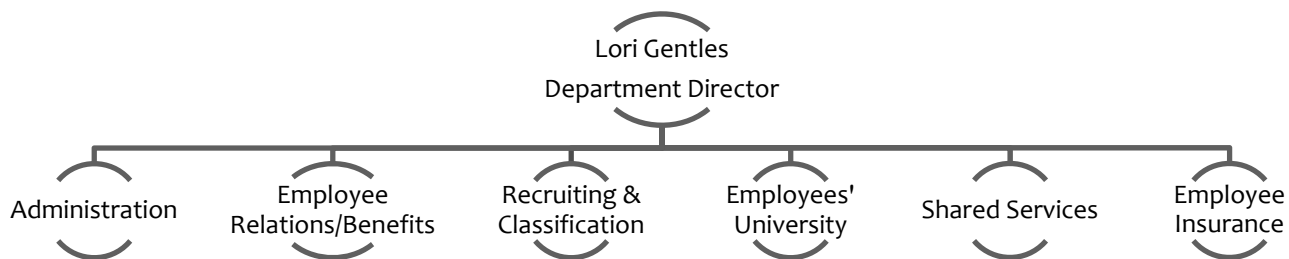


Human Resources



BUDGET & FULL-TIME EQUIVALENTS SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 8,154,000
Capital	\$0
FTEs	26



Human Resources

Department

MISSION STATEMENT

In collaboration with our customers, we hire, develop, support, and retain an ethical, diverse, and high-performing workforce dedicated to providing excellent service to the community.

DEPARTMENT DESCRIPTION

The Human Resources Department is responsible for implementing strategic workforce policies that support the directives of the Board of Supervisors, CEO, and the mission, goals, and objectives of the various County Departments. Human Resources works as a consultative partner with all departments to create a County government that is accountable, customer-focused and efficient.

The Human Resources Department is comprised of six budget programs:

1. **Administration** – This budget program provides executive, fiscal, and operational oversight and services to the HR Department to ensure that HR is responsive to the needs of the Board of Supervisors, CEO, and our customers.
2. **Employee Relations/Benefits** – This budget program is responsible for overseeing HR’s relationship and negotiations with labor organizations and the provision and administration of the various County benefit programs.
3. **Recruiting and Classification** – This budget program assists County departments in meeting their goals by acquiring highly qualified candidates to fill a wide variety of County positions and assisting County departments in meeting their objectives by appropriately classifying positions.
4. **Employees’ University** – This budget program focuses on expanding and enhancing organizational capacity by delivering relevant and effective employee development programs.
5. **Shared Services** – This budget program provides HR management services and consultation to the various County Departments to provide responsive, consistent, and high-quality services.
6. **Employee Insurance** – This budget program contains the funds for the County’s Unemployment and Self-Funded Dental Plan. Employee Benefit staff oversee these funds, but there are no FTEs budgeted to the program.

HIGHLIGHTS OF 2016-18 OBJECTIVES

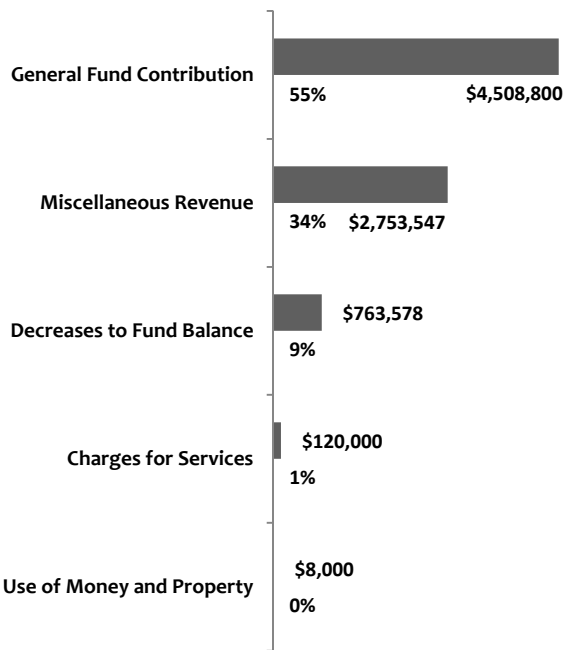
- In collaboration with our customer departments, conduct a thorough review of existing Human Resources practices and implement strategies to streamline and improve efficiency and provide increased levels of customer service
- Develop and implement programs and strategies to proactively address changing trends in the County workforce
- Increase the utilization of technology to improve operational efficiency and to improve access to and analysis of workforce data that can be used to guide policy and/or program changes

Human Resources

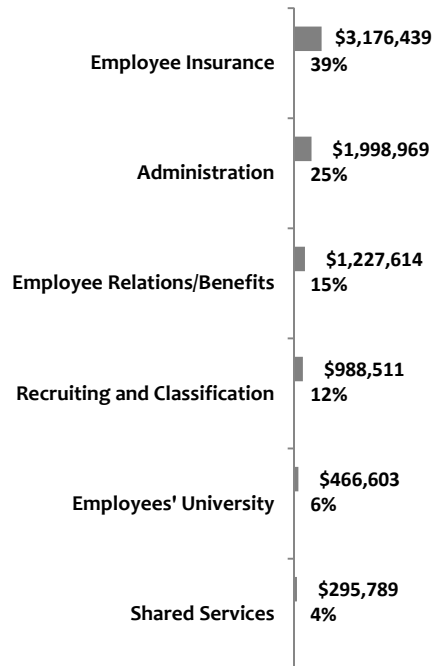
Department

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$8,153,925

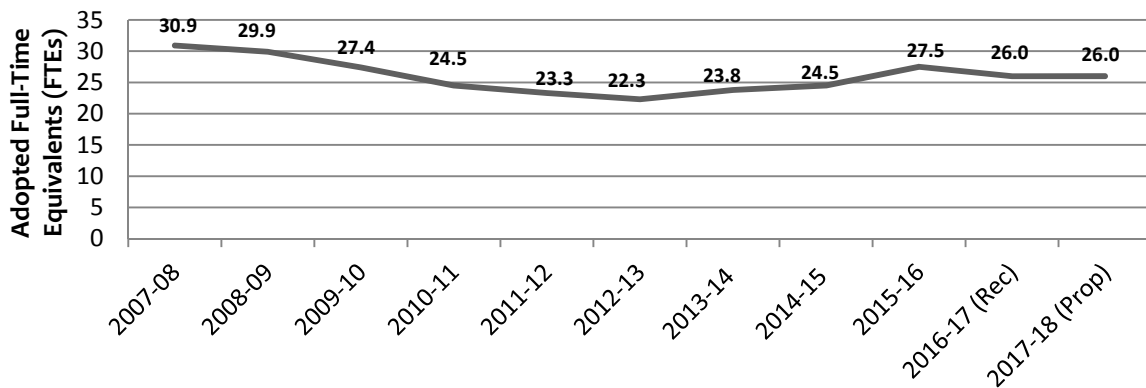


Use of Funds - \$8,153,925



STAFFING TREND

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Human Resources

Department

BUDGET OVERVIEW

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Administration	5.38	6.50	1.50	8.00	8.00
Employee Relations/Benefits	7.24	7.50	0.50	8.00	8.00
Recruiting and Classification	4.68	6.50	(0.50)	6.00	6.00
Employees' University	2.01	2.00	-	2.00	2.00
Shared Services	4.14	4.00	(2.00)	2.00	2.00
Unallocated	0.01	-	-	-	-
Total	23.47	26.50	(0.50)	26.00	26.00

Budget By Budget Program					
Administration	\$ 1,340,983	\$ 1,802,011	\$ 196,958	\$ 1,998,969	\$ 1,979,537
Employee Relations/Benefits	1,056,582	1,155,244	72,370	1,227,614	1,268,719
Recruiting and Classification	662,500	1,058,248	(69,737)	988,511	974,345
Employees' University	367,393	455,266	11,337	466,603	467,762
Shared Services	581,206	607,396	(311,607)	295,789	305,831
Employee Insurance	4,810,135	3,392,881	(216,442)	3,176,439	3,175,751
Unallocated	1,564	-	-	-	-
Total	\$ 8,820,363	\$ 8,471,046	\$ (317,121)	\$ 8,153,925	\$ 8,171,945

Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 3,345,827	\$ 4,197,006	\$ (154,347)	\$ 4,042,659	\$ 4,215,616
Services and Supplies	683,993	931,146	(6,729)	924,417	763,227
Other Charges	4,790,543	3,342,894	(156,045)	3,186,849	3,193,102
Total Operating Expenditures	8,820,363	8,471,046	(317,121)	8,153,925	8,171,945
Increases to Fund Balances	-	67,094	(67,094)	-	-
Fund Balance Impact (+)	245,896	-	-	-	-
Total	\$ 9,066,259	\$ 8,538,140	\$ (384,215)	\$ 8,153,925	\$ 8,171,945

Budget By Categories of Revenues					
Use of Money and Property	\$ 21,026	\$ 13,000	\$ (5,000)	\$ 8,000	\$ 8,000
Charges for Services	390,177	597,182	(477,182)	120,000	120,000
Miscellaneous Revenue	2,332,414	2,612,204	141,343	2,753,547	2,753,547
Total Operating Revenues	2,743,616	3,222,386	(340,839)	2,881,547	2,881,547
Decreases to Fund Balances	2,495,261	1,115,912	(352,334)	763,578	634,898
General Fund Contribution	3,765,272	4,199,842	308,958	4,508,800	4,655,500
Fund Balance Impact (-)	62,110	-	-	-	-
Total	\$ 9,066,259	\$ 8,538,140	\$ (384,215)	\$ 8,153,925	\$ 8,171,945

Human Resources

Department

CHANGES & OPERATIONAL IMPACT: 2015-16 ADOPTED TO 2016-17 RECOMMENDED

Staffing

- Decrease of -.5 FTEs:
 - -2.0 FTE as a result of transferring HR Manager positions to Public Health and Behavioral Wellness
 - +.5 FTE utilizing existing salary and benefits to restore an administrative support position to serve as executive assistant to the new HR Director.
 - +1 FTE as a result of adding an additional Recruiter position as an adjustment to our FY15-16 budget.

Expenditures

- Net operating expenditure decrease of \$317,000:
 - -\$156,000 decrease to Other Charges due primarily to anticipated reductions in Unemployment Insurance Claims (-\$150,000) and Self-Funded Dental Claims (-\$74,000) based on an actuarial assessment of the insurance programs. These decreases are partially offset by increases to Utilities and Liability Insurance (+\$67,000).
 - -\$154,000 decrease to Salaries and Benefits due primarily to transferring Human Resource Manager positions to the Public Health and Behavioral Wellness Departments.
- Net non-operating expenditure increase of \$67,000 due to:
 - -\$67,000 reduction to the Increases to Fund Balances account for the Self-Funded Dental plan based on an actuarial assessment of anticipated premiums and claims for that fund.

These changes result in recommended operating expenditures and total expenditures of \$8,154,000.

Revenues

- Net operating revenue decrease of \$341,000:
 - -\$477,000 decrease to Charges for Services due primarily to the transfer of Human Resources Manager functions to the Public Health and Behavioral Wellness Departments
 - +\$141,000 increase to Miscellaneous Revenue due to reducing the use of fund balance for the Unemployment Insurance fund as a result of the refund granted to departments in FY2014-15.
- Net non-operating revenue decrease of \$52,000:
 - +\$309,000 increase to the General Fund Contribution for salary and benefit increases
 - -\$361,000 decrease to the release of retained earnings for Unemployment Insurance Fund (-\$535,000), partially offset by an increase in the release of retained earnings for the Dental Self-Insurance Fund (+\$115,000), and a one-time increase to cover increased Liability Insurance costs (+\$59,000)

These changes result in Recommended Operating Revenues of \$2,882,000, Non-Operating Revenues of \$5,272,000 and Total Revenues of \$8,154,000. Non-operating revenues primarily include General Fund Contribution and changes to fund balances.

Human Resources

Department

CHANGES & OPERATIONAL IMPACT: 2016-17 RECOMMENDED TO 2017-18 PROPOSED

The FY 2016-17 proposed expenditures reflect a \$27,000 increase over the FY 2016-17 Recommended budget that is primarily the result of:

- +\$173,000 increase to Salaries & Employee Benefits for increases to retirement, health insurance and employee salaries.
- -\$152,000 decrease to Services & Supplies that is primarily due to the decrease to outside consulting fees (-\$88,000), decreases due to one-time purchases of furniture, computers, and supplies (-\$63,000)

RELATED LINKS

For more information on the Human Resources Department, please refer to the Web site at <http://cosb.countyofsb.org/hr/>

Human Resources

Department

PERFORMANCE MEASURES

Description	FY 2013-14 Actual	FY 2014-15 Actual	FY 2015-16 Estimated Actual	FY 2016-17 Recommend	FY 2017-18 Proposed
Administration					
Average number of business days between approval of a recruitment requisition and certification of list	76 Days	80 Days	69 Days	65 Days	60 Days
High employee satisfaction of new hire/onboarding process	N/A	N/A	75% rated 5 out of 5	80% rated 5 out of 5	95% rated 5 out of 5
Employee Relations/Benefits					
Percentage of formal EEO complaints concluded in 90 days or less	90%	82%	85%	90%	90%
Provide Total Rewards Statements to all employees	N/A	N/A	N/A	100% of eligible employees	100% of eligible employees
Participation in Wellvolution employee wellness program	N/A	N/A	N/A	40% of eligible employees	At least 75% retention rate
Recruitment and Classification					
Average number of business days between approval of a recruitment requisition and the date a list is certified to a hiring department	76 Days	80 Days	69 Days	65 Days	60 Days
High client satisfaction with the recruitment process	N/A	97%	93%	95%	95%

Human Resources

Program

ADMINISTRATION

This budget program provides executive, fiscal, and operational oversight and services to the HR Department to ensure that HR is responsive to the needs of the Board of Supervisors, CEO, and our customers.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIRECTOR	-	1.00	-	1.00	1.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION MANAGER	2.00	2.00	-	2.00	2.00
PROGRAM MANAGER	0.09	-	1.00	1.00	1.00
FISCAL MANAGER	0.63	1.00	-	1.00	1.00
HR MANAGER	0.02	-	-	-	-
EDP SYS & PROG ANLST	0.98	1.00	-	1.00	1.00
ADMN OFFICE PRO	0.07	-	-	-	-
DEPT BUS SPEC	0.06	-	-	-	-
EXECUTIVE SECRETARY	-	-	1.00	1.00	1.00
ADMN OFFICE PRO SR-RES	0.52	0.50	(0.50)	-	-
ADMN OFFICE PRO III-RES	0.02	-	-	-	-
Total	5.38	6.50	1.50	8.00	8.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 948,921	\$ 1,372,694	\$ 138,136	\$ 1,510,830	\$ 1,581,222
Services and Supplies	232,146	272,320	10,759	283,079	187,577
Other Charges	159,915	156,997	48,063	205,060	210,738
Total Operating Expenditures	1,340,983	1,802,011	196,958	1,998,969	1,979,537
Total Expenditures	\$ 1,340,983	\$ 1,802,011	\$ 196,958	\$ 1,998,969	\$ 1,979,537
Budget By Categories of Revenues					
Miscellaneous Revenue	(165)	-	-	-	-
Total Operating Revenues	(165)	-	-	-	-
Decreases to Fund Balances	-	234,200	(73,514)	160,686	220,694
General Fund Contribution	1,255,870	1,588,500	249,783	1,838,283	1,758,843
Total Revenues	\$ 1,255,705	\$ 1,822,700	\$ 176,269	\$ 1,998,969	\$ 1,979,537

Human Resources

Program

ADMINISTRATION (CONT'D)

2015-16 Anticipated Accomplishments

- Developed a County-wide new employee orientation program to enhance new employees' experience of joining the County workforce and to positively impact productivity and engagement. Set a target of orienting 70 new employees by fiscal year end
- Increase dialogue and interaction with departments to increase HR capacity and agility in meeting specialized departmental needs.
- Implement a new service delivery model to provide tailored and consistent HR services (e.g., recruitment) and improve coordination and collaboration with departments.
Improve HR responsiveness to employees, departments, and the public by increasing accessibility of HR staff (expansion of office hours and elimination of third-party phone service).

2016-18 Objectives

- Through cross department collaboration, implement strategies to systematically review and ensure consistent application of current HR practices
- Leverage technology to enhance the onboarding process and experience for new employees
- Realigning HR administrative/clerical functions to eliminate redundancy, increase productivity, and better manage expenditures (supplies/services)
- Establish new, collaborative and integrated processes for HR service delivery to avoid repetition and ensure a seamless customer and employee experience.

Human Resources

Program

EMPLOYEE RELATIONS/BENEFITS

This budget program is responsible for overseeing HR's relationship and negotiations with labor organizations and the provision and administration of the various County benefit programs.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	0.91	1.00	-	1.00	1.00
FISCAL MANAGER	0.01	-	-	-	-
EEO/AA OFFICER	0.01	-	-	-	-
EMPLOYEE BENEFITS MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	0.02	-	-	-	-
ADMN OFFICE PRO	1.06	1.00	-	1.00	1.00
DEPT BUS SPEC	1.75	2.00	-	2.00	2.00
ADMN OFFICE PRO SR-RES	1.14	1.50	0.50	2.00	2.00
ADMN OFFICE PRO III-RES	0.20	-	-	-	-
EXTRA HELP	0.14	-	-	-	-
Total	7.24	7.50	0.50	8.00	8.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 1,004,936	\$ 1,115,976	\$ 63,700	\$ 1,179,676	\$ 1,220,779
Services and Supplies	44,977	34,420	7,730	42,150	42,150
Other Charges	6,669	4,848	940	5,788	5,790
Total Operating Expenditures	1,056,582	1,155,244	72,370	1,227,614	1,268,719
Total Expenditures	\$ 1,056,582	\$ 1,155,244	\$ 72,370	\$ 1,227,614	\$ 1,268,719
Budget By Categories of Revenues					
Miscellaneous Revenue	31,755	-	-	-	-
Total Operating Revenues	31,755	-	-	-	-
Decreases to Fund Balances	-	-	35,000	35,000	-
General Fund Contribution	980,487	1,155,244	37,370	1,192,614	1,268,719
Total Revenues	\$ 1,012,242	\$ 1,155,244	\$ 72,370	\$ 1,227,614	\$ 1,268,719

Human Resources

Program

EMPLOYEE RELATIONS/BENEFITS (CONT'D)

2015-16 Anticipated Accomplishments

- Initiated unrepresented executive and management classification salary plan
- Initiated a review of the Civil Services Rules to improve clarity, application consistency, and update terminology to reflect industry standards
- Negotiated equity adjustments to bring salaries for approximately 560 employees in 40 job classifications, represented by 3 unions closer to market rates to enhance recruitment and retention.
- Implemented innovative compensation incentives for UAPD-represented County physicians to assist the Public Health and Behavioral Wellness Departments begin to address a critical shortage of doctors
- Implemented a Surgical Medical Travel program which is estimated to result in a 45% - 60% decrease in surgery costs for major surgeries undertaken through this program. This will result in direct savings to the health insurance program
- Implement an annual Total Rewards Compensation Statement for all employees to emphasize the total value of all compensation and rewards received from the County

2016-18 Objectives

- Finalize changes to Civil Service Rules, update policies and procedures impacted by these changes, and communicate impact to HR professionals and other key stakeholders
- Negotiate 8 fair successor collective bargaining agreements within Board of Supervisors budgetary authority
- Relaunch Employee Assistance Program as an extension of HR services
- Launch Wellvolution - a County-wide employee wellness program

Human Resources

Program

RECRUITING & CLASSIFICATION

This budget program assists County departments in meeting their goals by acquiring highly qualified candidates to fill a wide variety of County positions and assisting County departments in meeting their objectives by appropriately classifying positions.

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
HR ANALYST	1.88	2.00	-	2.00	2.00
FISCAL MANAGER	0.35	-	-	-	-
HR MANAGER	-	1.00	-	1.00	1.00
ADMN OFFICE PRO	1.13	2.00	(1.00)	1.00	1.00
ADMINISTRATIVE LDR-GEN	0.15	-	-	-	-
PROGRAM ADMINISTRATOR	-	-	1.00	1.00	1.00
ADMN OFFICE PRO SR-RES	0.87	1.50	(0.50)	1.00	1.00
ADMN OFFICE PRO III-RES	0.16	-	-	-	-
EXTRA HELP	0.14	-	-	-	-
Total	4.68	6.50	(0.50)	6.00	6.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 543,058	\$ 817,295	\$ (48,220)	\$ 769,075	\$ 804,845
Services and Supplies	115,844	238,250	(22,050)	216,200	166,200
Other Charges	3,598	2,703	533	3,236	3,300
Total Operating Expenditures	662,500	1,058,248	(69,737)	988,511	974,345
Total Expenditures	\$ 662,500	\$ 1,058,248	\$ (69,737)	\$ 988,511	\$ 974,345
Budget By Categories of Revenues					
Decreases to Fund Balances	-	-	88,000	88,000	-
General Fund Contribution	649,817	990,618	(90,107)	900,511	974,345
Total Revenues	\$ 649,817	\$ 990,618	\$ (2,107)	\$ 988,511	\$ 974,345

Human Resources

Program

RECRUITING & CLASSIFICATION (CONT'D)

2015-16 Anticipated Accomplishments

- Initiated social media recruitment and outreach campaign, including weekly e-mail to all County employees and achieved great success with 1686 likes on Facebook, 2339 connections on LinkedIn, and 158 Twitter followers
- Recruited and placed 352 new employees.
- Redesigned the recruitment model to assign recruiters to specific departments to provide departments with a consistent contact point and to ensure that HR Staff truly understand the business needs of the departments

2016-18 Objectives

- Implement talent acquisition and engagement strategies to attract and retain top talent
- Review recruitment policies and strategies and implement strategies to streamline the recruitment process
- Develop and implement proactive talent acquisition tools and strategies to improve HR's ability to recruit for hard-to-fill positions
- Utilizing the new recruitment structure, develop stronger relationships with customer departments and expand each recruiter's knowledge of his/her assigned departments

Human Resources

Program

EMPLOYEES' UNIVERSITY

This budget program focuses on expanding and enhancing organizational capacity by delivering relevant and effective employee development programs

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	0.99	1.00	-	1.00	1.00
ADMN OFFICE PRO SR-RES	0.02	-	-	-	-
Total	2.01	2.00	-	2.00	2.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 269,143	\$ 285,634	\$ 3,447	\$ 289,081	\$ 304,772
Services and Supplies	90,872	160,000	(11,100)	148,900	133,900
Other Charges	7,378	9,632	18,990	28,622	29,090
Total Operating Expenditures	367,393	455,266	11,337	466,603	467,762
Total Expenditures	\$ 367,393	\$ 455,266	\$ 11,337	\$ 466,603	\$ 467,762
Budget By Categories of Revenues					
Charges for Services	92,894	128,000	(8,000)	120,000	120,000
Total Operating Revenues	92,894	128,000	(8,000)	120,000	120,000
Decreases to Fund Balances	-	46,941	18,059	65,000	-
General Fund Contribution	392,065	327,266	(45,663)	281,603	347,762
Total Revenues	\$ 484,959	\$ 502,207	\$ (35,604)	\$ 466,603	\$ 467,762

2015-16 Anticipated Accomplishments

- Delivered 320 hours of live, instructor-led training and 2,109 unlimited access licenses to on-line training content to employees and managers
- Provided AB1825 sexual harassment compliance training to all leads, supervisors, and managers. Targeting a completion rate of 100% within the mandated 24 month training period

2016-18 Objectives

- Revitalize training and expand organizational development efforts to provide intentional and strategic programming that engages and develops diverse county-wide talent.
- Identify skill gaps between talent in place and talent needed for future.

Human Resources

Program

SHARED SERVICES

This budget program provides HR management services and consultation to the various County Departments to provide responsive, consistent, and high-quality services

Staffing

Staffing Detail By Budget Program	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
PROGRAM MANAGER	0.85	1.00	(1.00)	-	-
HR MANAGER	1.25	1.00	-	1.00	1.00
DEPT BUS SPEC	2.05	2.00	(1.00)	1.00	1.00
Total	4.14	4.00	(2.00)	2.00	2.00

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Salaries and Employee Benefits	\$ 578,235	\$ 605,407	\$ (311,410)	\$ 293,997	\$ 303,998
Services and Supplies	1,031	-	-	-	-
Other Charges	1,939	1,989	(197)	1,792	1,833
Total Operating Expenditures	581,206	607,396	(311,607)	295,789	305,831
Total Expenditures	\$ 581,206	\$ 607,396	\$ (311,607)	\$ 295,789	\$ 305,831
Budget By Categories of Revenues					
Charges for Services	297,282	469,182	(469,182)	-	-
Total Operating Revenues	297,282	469,182	(469,182)	-	-
General Fund Contribution	487,033	138,214	157,575	295,789	305,831
Total Revenues	\$ 784,315	\$ 607,396	\$ (311,607)	\$ 295,789	\$ 305,831

2015-16 Anticipated Accomplishments

- Provided core services to business center partners despite a 50% reduction in staffing

2016-18 Objectives

- Through cross department collaboration, implement strategies to systematically review and ensure consistent application of current HR practices
- Provide guidance to departments on strategies to address changes in the workforce in terms of generational change, succession planning, and knowledge transfer
- As changes are made to existing HR policies and strategies, ensure that departments are aware and trained on how to implement changes and serve as a resource to departments to address any issues that may arise

Human Resources

Program

EMPLOYEE INSURANCE

This budget program contains the funds for the County's Unemployment and Self-Funded Dental Plan. Employee Benefit staff oversee these funds, but there are no FTEs budgeted to the program

Staffing

- Not applicable as there are no employees in this program.

Revenue & Expenditures

Budget By Categories of Expenditures	2014-15 Actual	2015-16 Adopted	Change from FY15-16 Ado to FY16-17 Rec	2016-17 Recommended	2017-18 Proposed
Services and Supplies	\$ 199,121	\$ 226,156	\$ 7,932	\$ 234,088	\$ 233,400
Other Charges	4,611,014	3,166,725	(224,374)	2,942,351	2,942,351
Total Operating Expenditures	4,810,135	3,392,881	(216,442)	3,176,439	3,175,751
Increases to Fund Balances	-	67,094	(67,094)	-	-
Total Expenditures	\$ 4,810,135	\$ 3,459,975	\$ (283,536)	\$ 3,176,439	\$ 3,175,751
Budget By Categories of Revenues					
Use of Money and Property	21,026	13,000	(5,000)	8,000	8,000
Miscellaneous Revenue	2,300,824	2,612,204	141,343	2,753,547	2,753,547
Total Operating Revenues	2,321,849	2,625,204	136,343	2,761,547	2,761,547
Decreases to Fund Balances	2,495,261	834,771	(419,879)	414,892	414,204
Total Revenues	\$ 4,817,111	\$ 3,459,975	\$ (283,536)	\$ 3,176,439	\$ 3,175,751

2015-16 Anticipated Accomplishments

- Successfully managed the Unemployment and Self-Funded Dental insurance plans to ensure adequate revenue to cover claims and maintain an appropriate fund reserve

2016-18 Objectives

- Continue to ensure that the Unemployment and Self-Funded Dental insurance plans have adequate revenue to cover anticipated claims and to maintain an appropriate fund reserve