

NOTICE OF MEETING



CITY OF BRANSON

HUMAN RESOURCES COMMITTEE

Committee Meeting – June 23, 2016 – 2:30 p.m.
Municipal Courtroom – Branson City Hall – 110 W. Maddux

AGENDA

- 1) Call to Order.
- 2) Roll Call.
- 3) Acknowledgment of May 13, 2016 Minutes.
- 4) Update of New Employees.
- 5) Update on Compensation and Classification Study. [Memo] [Issues List]
[Springsted Proposal] [Springsted Scope]
- 6) Discussion of Human Resources Manual Updates. [Memo] [Definitions]
[Article 17 Leave of Absence] [Rule 4 – Corrective and Disciplinary Actions]
- 7) Discussion with Ollis/Akers/Arney regarding Medical/Dental Insurance Planning.
[Agenda Template] [Dashboard Report] [Clinical Engagement] [Medical Paid Amounts]
[Fact Sheet] [ER Savings Opp Analysis] [Claims vs Premium]
- 8) Discussion of Property/Liability and Workers' Compensation Renewals.
- 9) Update from the City's Safety Team.
- 10) Discussion of FLSA changes and how it affects City staff.
- 11) Human Resources Director's Report.
- 12) Adjourn.

Where Values are the Difference

JUNE: SAFETY

Maintaining an environment free from harm.

For more information please visit www.bransonmo.gov or contact:

Lisa Westfall, City Clerk, 417-337-8522

Posted: June 21, 2016

At: _____ By: _____

Page 1 of 1

MINUTES

HUMAN RESOURCES COMMITTEE
CITY OF BRANSON, MISSOURI
May 13, 2016

1) Call to Order

The Human Resources Committee met in the Municipal Court Room of City Hall, Friday, May 13, 2016 at 10:30 a.m. The meeting was called to order by Mayor Karen Best.

2) Roll Call

Committee Members present were Mayor Karen Best, Alderman Rick Castillon, Alderman Rick Todd, and City Administrator, Bill Malinen.

Also present: Jan Fischer, Gina Stech, Bob Smither, Kathy Olson, Chad Forster, Hillary Bargman, Eric Walters, John Akers, Chena Simmons, and Kimberly Cooper.

3) Acknowledgement of January 15, 2016 and February 12, 2016 minutes.

The minutes of the January 15, 2016 and February 12, 2016 meeting were acknowledged on a motion by Rick Todd, seconded by Rick Castillon. Motion approved by a 4 to 0 count.

4) Update from the City's Safety Team.

Eric Walters, the City's Safety Officer updated the Committee on various Safety Events and Training that the City is accomplishing. He shared that the City recently trained appropriate personnel on Confined Space Entry. Eric also updated the Committee on the Hazardous Response Training that was held and how valuable that was in the past week's events considering there was an incident that went along with that training. He updated the Committee on the response of the Safety Team and the Action Steps taken to prevent future occurrences from happening. Eric also updated the Committee on the work that is being accomplished with the Risk Analysis efforts and the Mayor asked him to bring some examples of those charts to the next meeting.

5) Update from Ollis/Akers/Arney concerning Employee Insurance Interest Meetings.

John Akers updated the Committee on the recent Insurance Meetings that were held for employees and gave a shortened version of the presentation to the Committee. Jan and John shared with the Committee that they plan on working toward educating employees more and meeting in smaller focus groups so that employee's will feel more comfortable sharing their thoughts and providing input.

6) Discussion of the RFP for the Compensation and Classification Study.

Jan Fischer informed the Committee that the City received six proposals for the Compensation and Classification Study RFP that was sent out. He let them know that the Human Resources Department was in Phase 1 of evaluating the responses and that he would keep them updated on the steps involved in selecting the best fit for the City.

7) Discussion of Supervisor Training Focus Areas.

Bob Smither updated the Committee on the different Supervisor Training that has been implemented in the past several months. The Human Resources Department is currently using web based and live presentations to train Supervisors.

MINUTES

HUMAN RESOURCES COMMITTEE

CITY OF BRANSON, MISSOURI

May 13, 2016

8) Human Resources Director's Report.

Due to time constraints, Jan Fischer offered to update the Committee regarding his Director's Report at the next meeting.

9) Adjourn.

A motion to Adjourn was made by Rick Todd, seconded by Rick Castillon. Motion approved by a 4 to 0 count.

Promotions and Transfers

<u>Name</u>	<u>Date of Change</u>	<u>Position</u>	<u>Department</u>	<u>Promotion or Transfer</u>
Caleb Atchley	04/18/2016	Electrician II	Utilities	Promotion
Kimberly Varner	05/16/2016	Planner	Planning and Development	Promotion
Shane Randell	06/04/2016	Waste Water Plant Operator	Utilities	Promotion
Chris Goodall	06/04/2016	Waste Water Plant Operator	Utilities	Promotion
Greg Yartz	05/31/2016	Police Officer I	Police	Promotion
Seth Jenkerson	05/31/2016	Police Officer I	Police	Promotion
Matt Lynch	06/13/2016	Maintenance Worker I	Parks and Recreation	Promotion
Lynn Mitchell	06/27/2016	Office Assistant II	Sign Shop	Transfer

Hires

<u>Name</u>	<u>Date of Hire</u>	<u>Position</u>	<u>Department</u>	<u>Rehire or New Hire</u>
Amber Norris	05/03/2016	Dispatcher	Police	Rehire
Tiffany Quiring	05/09/2016	Office Assistant II	Finance	New
Rocky Biggs	05/18/2016	Water Treatment Plant Operator	Utilities	New
Katalin Schmidt	04/19/2016	Police Trainee	Police	New
Taylor Davisson	05/25/2016	Police Officer I	Police	New
Curtis Nugent	05/25/2016	Police Officer I	Police	New
Darron Agawa	05/25/2016	Project Manager	Engineering	New
Jim Martin	06/20/2016	Program Manager-Hwy 76	Engineering	New
Donna Young	05/16/2016	Office Assistant II	Police Department	New
Melissa Ford	06/24/2016	Office Assistant II	Engineering and Public Works	New

MEMORANDUM

TO: Human Resources Committee Members
FROM: Jan Fischer, Human Resources Director
DATE: June 21, 2016
SUBJECT: Classification and Compensation (Salary) Study

Human Resources is tasked with periodically reviewing and comparing the City's classification and compensation structure to ensure employees are properly compensated and to aid in employee retention.

To that end, in early April, 2016, the Human Resources Department asked the City's Purchasing Agent to publish a Request for Proposals for a Classification and Compensation Study. The bid process ended on April 29, 2016. The HR Committee reviewed the vendor selection criteria used to create the evaluation matrix prior to the City going to bid.

Six proposals were received: Arthur J. Gallagher & Co., Evergreen Solutions, Management Partners, Inc., McGrath Human Resources Group, Springsted Incorporated, and the Austin Peters Group, Inc. The HR team evaluated the submissions from the RFP process and scored all against the matrix. Not all elements of the matrix could be evaluated from the submissions, however all submissions were evaluated in similar manners.

The three finalists for the study were McGath, Springsted and Austin Davis. These firms were identified as having the three highest scores. The HR team invited the finalists to give presentations relevant to the City of Branson's specific needs. Additionally, Human Resources contacted past clients of all three firms for references. There was no distinct reference winner as all had glowing reviews of their past work.

Two firms presented in-person, and one firm (McGrath) presented remotely. The presentations on relevant specific needs was based on how each firm would handle the list of items that the City found particularly problematic with its current means of compensating employees. This issues list was gathered by Human Resources and circulated to all department heads for input.

The results of back and forth dialog from the firms' presentations resulted in modified pricing for all three firms. The best and final offers for meeting the City's needs were as follows:

McGrath:	\$29,269
Austin Peters Group:	\$39,944
Springsted:	\$44,900

Although all three finalist were capable of doing the work, the HR team determined that, even though it came in with the highest price, Springsted should be the firms selected for the project. This is based on the following:

1. Springsted had the highest initial score based on its submission to the RFP, of which the scoring matrix had pricing as a factor;
2. Springsted had the most aggressive timeline in meeting the City's needs;
3. Springsted is the largest of the three finalists with greater resources to allocate to the City's project;
4. Springsted was viewed as the clear communications process leader of the three in gaining buy-in at all levels of the organization while progressing through the project; and
5. Even though it wasn't a part of the scoring matrix, Springsted clearly showed the best approach in how it determined market influences on each job. Springsted's approach was to not look solely at job titles, rather the firm looked at individual job duties to measure marketability. This will be a critical piece in determining job value for an organization the size of Branson where one employee may wear multiple hats in the jobs they do.

After meeting with the Finance Department, it was determined the price submitted by Springsted will fit within the Human Resources and the one-time item budget constraints. Human Resources then presented its recommendations to the City Administrator for approval.

In April, Human Resources published an RFP for a classification and compensation study. After receiving several entries, the team reviewed submissions and scored the finalists that it wants to have do further work in detailing how they may aid the City of Branson in this study.

To that end, the following issues are specific that Human Resources wants to address in doing the study:

1. The current lowest entry-level pay for a full time employee is 1C which is \$10.07 an hour; this is not a competitive starting place considering McDonald's and other organizations will start at that level. However, we don't use 1C (see 16, below).
2. There are currently two different programs (step plan and merit plan) within differing compensation structures, and the way raises are calculated is different for each. Moreover, with the step plan, Police and Fire department personnel are "leaving money on the table" when it comes to pay increases based on performance.
3. It takes 20 years to navigate from entry level to the maximum of a classification in the step plan. We don't account for or reward longevity; we don't have good policy guidance on employees who top out in their pay scales, and past merit matrices actually had the appearance penalizing longevity (smaller percent increase for the same evaluation score if the employee was above the midpoint in the scale).
4. There is inconsistent application of on-call pay. There are expectations for some staff to be available or "on call" without consideration of pay, while being "on call" is paid in another department.
5. Position descriptions are designed to drive compensation levels. Position descriptions, however, are inadequately constructed and maintained. They don't always compare "apples to apples" and take into consideration the impact of the role to the organization or the work requirements of a particular department. Additionally, most higher level job descriptions lack an education equivalency (i.e., years of experience, certifications, etc. in lieu of a degree; in some fields these things are as valuable, if not more so, than a college degree).
6. Some positions are exempt when they likely should not be.
7. There is no clear means of validation for internal equity. So to that end, it is not clear how we value current jobs, much less how we should incorporate a new job in the system and have that valuation performed objectively.
8. Decisions need to be made in how we incorporate the new FLSA regulations (threshold salary of \$47,476) for those employees who are currently considered exempt.
9. There is not enough spread in the compensation structure for promotions for some jobs.
10. The current system lacks adequate policy guidance.
 - a. It is not clear how to handle promotions, transfers, demotions and positions that fall outside the normal salary range (e.g., a position requiring a special skill set; or those who top out in the salary range).
 - b. There is no clear guidance in policy on how to add positions when needed after the budget and staffing levels have been approved.
 - c. We are inconsistent in handling unclassified employees employment arrangements (contract vs at-will).
 - d. Employment dates, review dates and pay increase dates are confusing, especially when we have so many variables.

- e. Departments frequently use comp time to mask staffing needs (i.e., overtime, additional personnel, etc.). When comp time is exercised, this exacerbates issues in getting work done or covering the shift. It kicks the can down the road rather than fixing the problem.
 - f. This masking of needed overtime may be because we don't look at the time it takes to get work done (FTE), rather we look at the position alone (headcount).
11. Branson is a unique city in that the roles of employees with greater or more technical responsibilities often parallel the roles of high-ranking employees in municipalities of 100,000 or greater. However, our work is often categorized to only match smaller municipalities, which does not correspond to the preponderance and scope of Branson's infrastructure, its economic impact to the state and region, and the number of guests that need to be accommodated and cared for.
- a. Considering the City of Branson has many built-in efficiencies in its staffing (we do more with less), an employee in similarly titled role in a larger city in Missouri may actually have fewer responsibilities, a lower cost of living, and greater pay, and so title-for-title comparisons don't always work well.
 - b. Market factors will continue to have a greater impact on the more highly technical, skilled and responsible roles in our organization, and our current compensation structure does not adequately address market factors. Because Branson is unique, when we compare ourselves to other municipalities that could draw staff away, we don't include a broad enough spectrum, and frequently, the comparison group chosen isn't a good fit.
 - c. Inasmuch as we have used CPI for market adjustments, we have no formal policy in the HR Manual for determining market adjustments. Also, we don't have a similar tool to use for considering job market competitiveness.
12. Compensation increases over time have not kept up with CPI; there is no clear guidance on what to do when compensation increases are suspended because of budgetary constraints. When we get behind on keeping up with CPI, we don't know if the pricing of our jobs is up to date or not.
13. There is no clear rationale for why we differentiate a market adjustment from a merit or step increase.
14. Some departments have add-pay for gaining additional skills or licensure. We should consider a means for employees to increase pay when they gain additional job-specific skills and make that opportunity available across all departments.
15. There are serious errors in the department head matrix. The entry level 102 actually pays less than the entry level of 101. That's good if you're a 101; not so much if you're a 102.
16. There are many grade levels in our pay plans that are not used. The likely cause is from improper implementation perhaps based on unclear guidance or changes.
17. As an organization, we don't look at total compensation. Our compensation structure focuses on salary alone. We don't look at varying levels of benefits provided to employees. The net result of this either makes any conversations about modifying benefits appear as a "bait and switch" tactic from an employee's perspective, or it cultivates a sense of entitlement from an administrative perspective.

Public Sector Advisors





City of Branson, Missouri
Employee Classification and Compensation Study Services

TL Cox, Vice President

June 3, 2016

Agenda

- ✓ Springsted Introduction
- ✓ Branson Project Team
- ✓ **Our Understanding of Branson's Needs**
- ✓ Scope of Work
- ✓ Sample Pay Structure
- ✓ Branson Pay Structure
- ✓ Discussion of Issues
- ✓ What Sets Springsted Apart?
- ✓ Contact Information

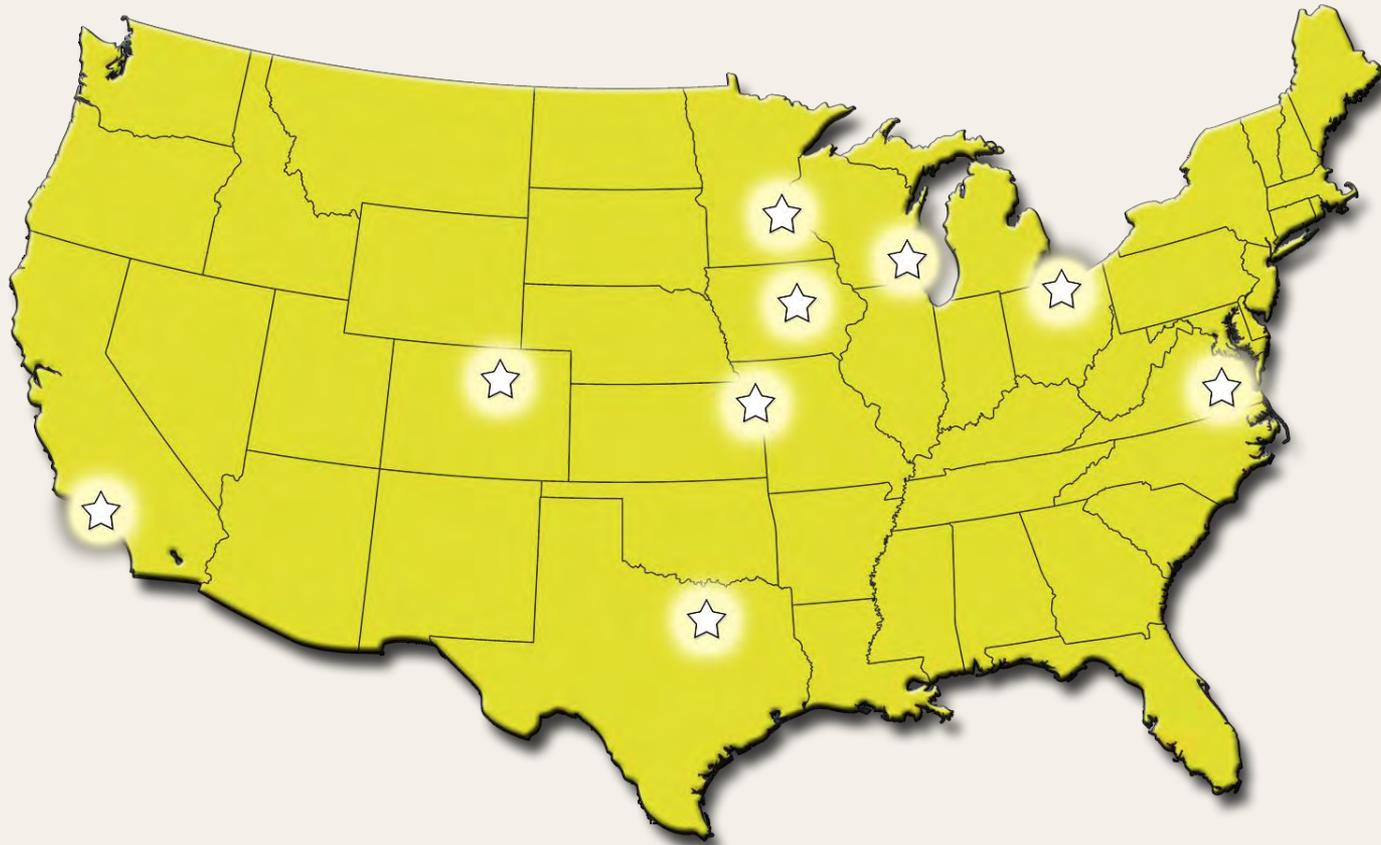
Springsted Introduction – Background Information

- ✓ 50+ years of *public sector* experience
- ✓ 70+ employees, including former *local government* leaders
- ✓ 25+ years providing *human resources/organizational development* consulting
- ✓ Leading *classification and compensation* services partner
- ✓ Springsted's ownership is former employees, strengthening our *dedication to clients*

Springsted Introduction – Mission Statement

Springsted provides high quality, independent financial and management advisory services to public and non-profit organizations, and works with them in the long-term process of building their communities on a fiscally sound and well-managed basis.

Springsted Introduction – Our Offices



Springsted Introduction – Our Services

- ✓ *Organizational Management and Human Resources*

- Classification and Compensation

- Strategic Planning

- Organizational Improvement

- Executive Recruitment

- Information Technology

- ✓ *Operational Finance and Fiscal Planning*

- Capital Improvement

- Fiscal Impact Analysis

- User Fee Studies

- Referendum Assistance

- ✓ *Housing and Economic Development*

- Incentive Capacity Analysis

- Development Strategy

- Housing Initiatives

- Statutory Compliance

Branson Project Team – TL Cox



Vice President

Bachelor of Arts, Political Science, Master of Public Administration

Formerly → Chief Information Officer (CIO) for the City of Tulsa, Oklahoma; Senior Consultant with The Persimmon Group; and Director of Consulting Services and Solutions for The Waters Consulting Group, Inc.

Branson Project Team – Ann Antonsen

Vice President

Bachelor of Arts, Psychology, continuing legal courses

With Springsted since 2005

Formerly → Consultant with Labor Relations Associates, Inc. and provided human resources (HR) leadership within both the public and private sectors



Branson Project Team – Julie Urell



Assistant Vice President

Bachelor of Business Administration, Industrial Relations and Human Resources, Master of Business Administration, and Senior Professional, Human Resources (SPHR)

Formerly lead human resources and diversity for a large non-profit organization

Branson Project Team – Sara Hasselbauer

Human Resources Analyst

Bachelor of Arts, Art History and Sociology, Juris Doctor

With Springsted since 2007

Specializations include salary and benefit surveys, job descriptions, and executive search support



Our Understanding of Branson's Needs

- ✓ Determine the appropriate classification of positions using a *defensible* process that *quantifies the value of the position to the organization*
- ✓ Confirm *market competitiveness* within identified benchmark organizations
- ✓ Develop pay structures that reflect the new job classifications and incorporate the **City's** *compensation philosophy* relative to market
- ✓ Establish ongoing administrative guidelines to ensure the new classification and compensation system is maintained *according to best practices*
- ✓ *Select a partner for the classification and compensation study who can help the City address some very specific issues (1-17)*

Scope of Work – Project Initiation and Data Collection



- ✓ Initial data request
- ✓ Project schedule
- ✓ Kick-off materials and presentation
- ✓ Draft Position Analysis Questionnaire (PAQ)
Optional electronic PAQ

Scope of Work – Employee Communication Sessions



- ✓ Final PAQ
- ✓ Employee, supervisory, and management presentations
- ✓ Interviews/focus groups (as necessary)

Scope of Work – Development of Classification System



- ✓ Systematic Analysis and Factor Evaluation (SAFE®)
 - Training and Ability
 - Level of Work
 - Physical Demands
 - Independence of Actions
 - Supervision Exercised
 - Experience Required
 - Human Relations Skills
 - Working Conditions/Hazards
 - Impact on End Results

- ✓ Classification recommendations and employee allocation

Scope of Work – Salary Survey and Development of Pay Plan



- ✓ Job summaries
 - Minimum qualifications
 - Essential job functions

- ✓ Salary survey
 - Actual salaries
 - Average market range spreads

- ✓ Market comparison

- ✓ Preliminary and final pay plan(s)

Scope of Work – Implementation Strategy and Staff Training



- ✓ Implementation costing scenarios
 - Adjustment to proposed range minimum
 - Compression

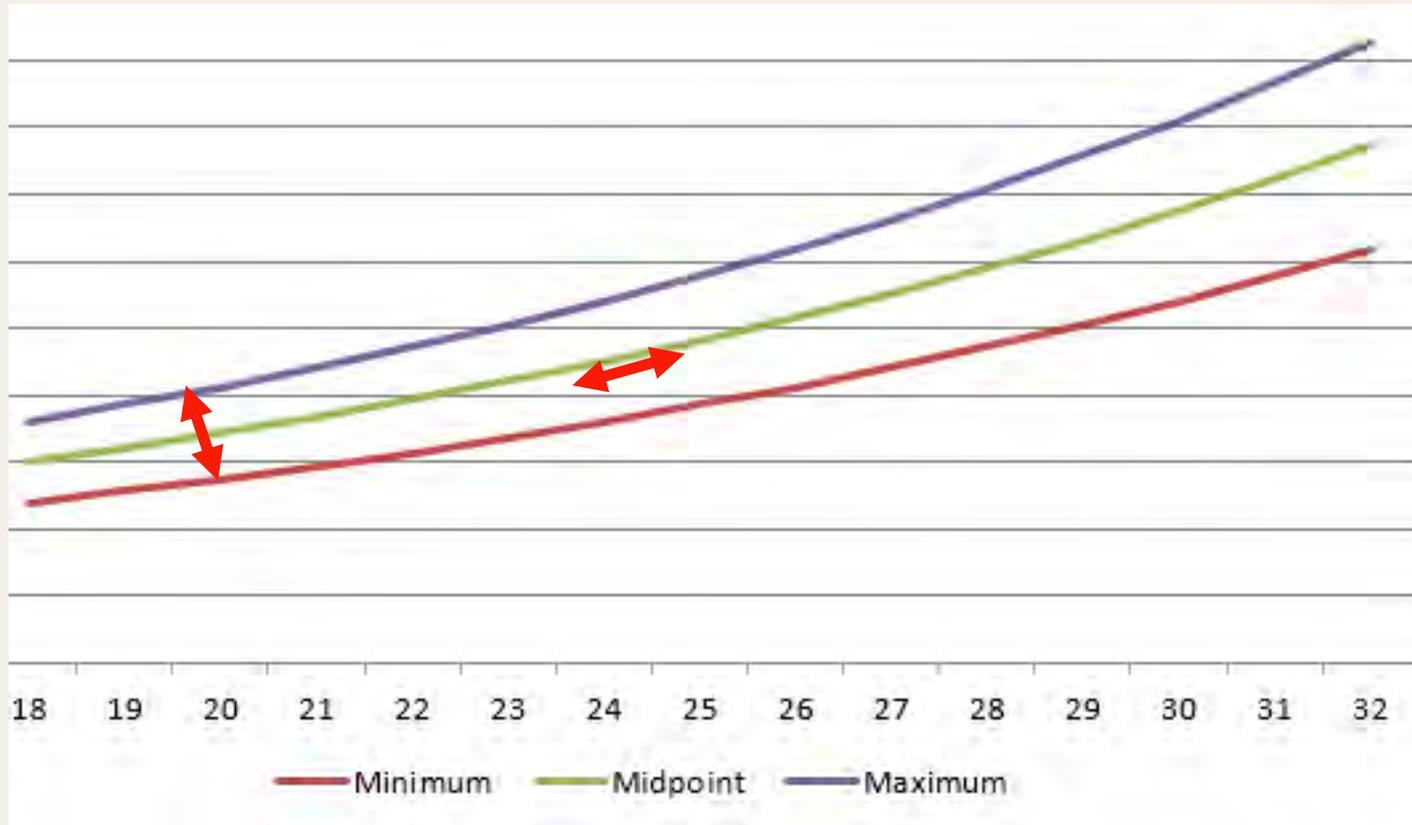
- ✓ Training
 - SAFE® evaluation
 - Salary survey
 - Pay structure development

Scope of Work – Final Report

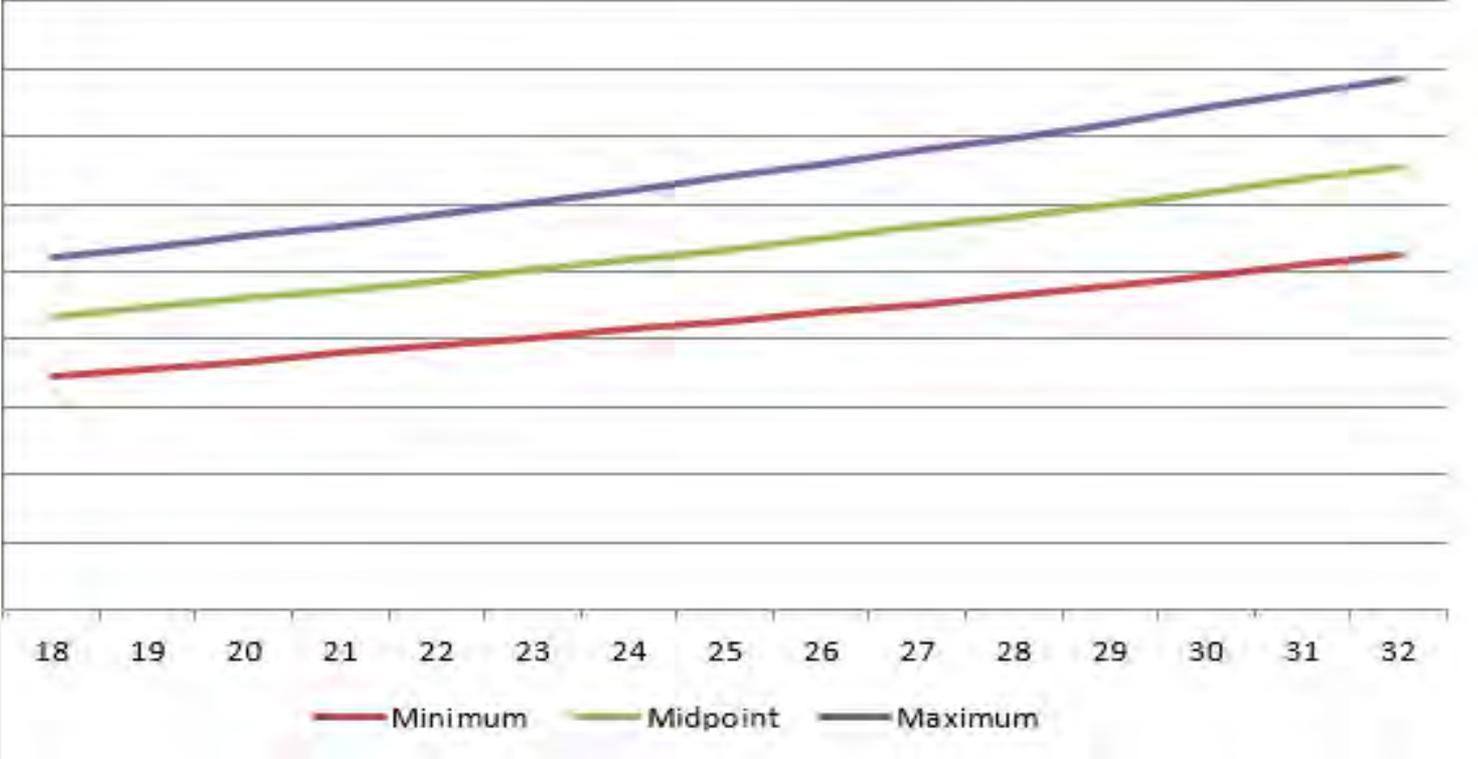


- ✓ Draft and Final Reports
 - Findings
 - Administrative guidelines
- ✓ Concluding presentation

Sample Pay Structure



Branson Pay Structure (18-32)



Discussion of Issues

1. Market survey and structure design
6. FLSA reviews
7. SAFE® job evaluation
8. FLSA recommendations
9. Structure design
10. A-C (administrative guidelines)

Discussion of Issues (continued)

11. A-B (market survey) and C (administrative guidelines)

12. Administrative guidelines

15. Structure design

16. Structure design

✓ 2, 3, 4, 5, 10D-F, 13, 14 and 17 addressed separately

What Sets Springsted Apart?

- ✓ *Our company*
 - Ownership
 - Diverse services
- ✓ *Our staff*
 - Public sector experience
 - Classification and compensation focus
- ✓ *Our methodology*
 - Defensible (credible)
 - Comprehensive
- ✓ *Our national reputation*
 - SurveyNavigator™

Contact Information

TL Cox

Vice President

(469) 515-0646

tlcox@springsted.com



City of Branson, Missouri
Employee Classification and Compensation Study Services

June 3, 2016

Public Sector Advisors





Springsted Incorporated
380 Jackson Street, Suite 300
Saint Paul, MN 55101-2887

Tel: 651.223.3000
Fax: 651.223.3002
www.springsted.com

June 6, 2016

Jan Fischer
Human Resources Director
City of Branson
(via email at jfischer@bransonmo.gov)

Re: Classification and Compensation Study Best and Final Offer Request: Springsted

Dear Jan:

Please allow me to begin by thanking you and your team for the consideration you've shown Springsted to this point. We appreciate the thoughtful review of our proposal, the time you spent during our interview on Friday, and are grateful for the opportunity to provide additional information as noted in your Best and Final Offer (BAFO) request dated June 6. To facilitate comparison with responses Branson may receive from other vendors, we have included the City's final scope of work in blue while our responses maintain the same formatting as this introductory section.

1. Classification and Compensation study (as provided in your RFP response);

No modification necessary

2. In-depth market comparisons to focus on jobs in other municipalities with similar duties (not just titles) and the cost of living in those communities;

Included in Springsted's RFP response (therefore no modification necessary)

3. Inclusion of rewriting position descriptions to match the classification structure and to dovetail with the performance evaluation system;

Springsted' approach to this task would include using the City's existing job descriptions as the "starting point," modifying essential job functions based on the content of completed position analysis questionnaires (PAQ), and including the appropriate information from Springsted's SAFE® job classification system (training and ability, level of work, physical demands, experience required, human relations skills, etc.). Our pricing for this task is included in the fee structure below.

4. Provide observances (not an in-depth study) of staff deployment by department in order for the City to make decisions about resource allocation; and

To provide justifiable observations regarding Branson's staffing levels, Springsted would recommend to the City select measurements by department (miles of streets or number of service calls, for example). Once Branson approves of these comparison points, Springsted will conduct our analysis and identify areas where further, more detailed data collection and review may be necessary, along with areas where

Branson appears to be consistent with industry standards. Our pricing for this task is included in the fee structure below.

5. Inclusion of City benefits (no comparisons with other entities are necessary) as part of the compensation package.

As discussed during our interview, without Springsted actually conducting a benefits comparison with other entities, our approach to including the City’s benefits in our analysis would rely on feedback from City staff regarding your general level of market competitiveness and modifying your position relative to the salary data in response (i.e. developing pay structures that are “at market,” “lead market,” “lag market,” etc.). This is a standard practice when developing pay structures and was included in Springsted’s RFP response (therefore no modification necessary).

BAFO Request

It is Springsted’s business practice to provide our most competitive pricing up-front. Without a meaningful change in the scope of work, the pricing in our original submission has been maintained. The only exceptions are development of the job descriptions and the cursory staffing analysis. Cost reductions may be possible in various project phases, though they would involve Branson’s staff assuming some of the project responsibilities in lieu of Springsted’s consulting team. We would be pleased to discuss these at your convenience should the pricing below exceed Branson’s available budget.

Classification and Compensation Study: City of Branson

Activity	Price
Project Initiation - Data Collection	\$2,500
Employee Communication Sessions	\$1,500
Development of Classification System	\$11,000
Salary Survey and Development of Pay Plan	\$12,400
Implementation Strategy and Staff Training	\$2,500
Update of Job Descriptions	\$10,000
Final Report	\$5,000
	\$44,900

Springsted’s invoice schedule for the classification and compensation study would remain the same as described in our proposal response. Job description fees would be invoiced as follows:

Time of Invoice	Percentage Invoiced	Cumulative Percentage Invoiced
Completion of Draft Job Descriptions	50%	50%
Completion of Final Job Descriptions	50%	100%

Observations Regarding Departmental Staffing: City of Branson

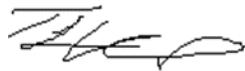
Activity	Price
Project Initiation	\$750
Data Collection and Analysis	\$5,500
Development of Recommendations	\$1,500
Final Report	\$2,250
	\$10,000

Springsted's invoice schedule for the departmental staffing review would be as follows:

Time of Invoice	Percentage Invoiced	Cumulative Percentage Invoiced
Project Initiation	25%	25%
Completion of Data Collection	25%	50%
Submission of Draft Recommendations	25%	75%
Submission of Final Report	25%	100%

In conclusion, Springsted is, first and foremost, a different type of consulting firm. We have a fifty (50) year history of providing financial and management advisory services to the public sector. In a market as close-knit as local government, you simply cannot exhibit that kind of staying power without having a reputation for quality and timeliness. Our current ownership is comprised of former employees, who therefore have an even stronger dedication to our clients and the services we provide them. Perhaps most important, we are investing in the talent and technology to support our managed growth, and are confident the City of Branson will count us among the firms offering the highest quality services and best value for this procurement.

Best Regards,



TL Cox, Vice President
Consultant

MEMORANDUM

TO: Human Resources Committee Members
FROM: Jan Fischer, Human Resources Director
DATE: June 21, 2016
SUBJECT: Changes to Article 17, Leave of Absence
Rule 4, Corrective and Disciplinary Actions
Definitions

Changes are recommended for Article 17 of the Human Resources Manual to address several issues. These changes have been provided to the Employee Human Resources Committee, the Department Heads and the MPR legal counsel.

Article 17, Sections 1 and 2

These sections included cleanup of the name of the form the City uses for approving time off.

2. B. (1) and (6), was changed to delete “regular.” As written, regular employees accrue vacation after six months’ employment. The practice is that employees begin accruing immediately upon employment, but are restricted from taking vacation until they have transitioned to being a regular employee and are no longer probationary. Additionally, this gives the City Administrator the latitude to allow vacation for new employees who may have made plans prior to hiring.

Article 17, Section 3. Sick Leave

The use of Sick Leave Probation in the Sick Leave policy has created multiple issues that need to be addressed:

1. With sick leave probation, an employee could be subject to disciplinary action, up to and including termination of employment for being sick.
2. Intermediary consequences of sick leave probation include other possible denial of compensation adjustments, tuition reimbursement, etc.
3. Employees with children are at risk of being “in trouble” to care for all of them in the event each is sick or injured at different times.
4. Even though the City provides 96 hours a year in sick time, employees are “in trouble” if they use more than 80 hours. That begs the question, “Why provide a benefit and turn around and punish employees for using it?”
5. Conversely, if an employee is abusing sick leave, the supervisor may be limited to what can be done until the employee has been absent for eight work shifts (non-firefighter).

To address these issues, reference to Sick Leave Probation has been removed. Additionally, a better description of sick leave abuse has been described in Section 3, and some more tools for supervisors to use in dealing immediately with abuse with the introduction of a totally new Section 15, Leave Restriction.

Article 17, Section 5. Special Paid Leave

This addition of part C allows the City Administrator to approve Special Paid Leave for employees to participate in local volunteer or charitable events to a maximum of 24 hours a year.

Article 17, Section 9. Other Leaves

The addition in this section of allowing the City Administrator to grant up to 24 weeks without pay has two purposes: 1.) it allows latitude for valued employees without accrued time off to be away from work that meet the general guidelines for FMLA and ADA; 2.) it defines when accruals end for unpaid absences from work. This is specific to ensure that employees on military leave will still be eligible for leave accruals as long as they are not accruing leave through their specific Branch of Service.

Article 17, Section 15. Leave Restriction

This addition defines sick leave abuse and the remedies for addressing such abuse. This is designed to replace Sick Leave Probation.

Rule 4, Corrective and Disciplinary Actions

The changes to this rule are minimal. They include changes to:

- Section 2. Disciplinary Action. B. (3). h. where it directs employees to the definition of sick leave abuse and eliminates reference to defining 80 sick hours as excessive absenteeism (96 for firefighters);
- Section 2. Disciplinary Action. B. (4). n. where it prohibits employees from secretly recording conversations with others;
- Section 2. Disciplinary Action. B. (4). p. where it deletes the parameters around sick leave probation and redirects it to sick leave abuse.
- Section 4. Performance Related Corrective Actions. A. (1), (2), (4), updates the manual to reflect current nomenclature on performance evaluation with respect to “needs improvement.”

Definitions

Defines Leave Restriction and provides an outline of how it is implemented.

**CITY OF BRANSON, MISSOURI
HUMAN RESOURCES ARTICLES**

DEFINITIONS

The following words and phrases are defined as follows when used in these Articles.

ANNIVERSARY DATE: See Hire Date

APPEAL PROCEDURE: A formal procedure available to a regular classified employee who has completed the probationary period, whereby the employee may challenge the decision to dismiss, demote or suspend that employee without pay.

APPLICANT: An individual who has submitted a job application within the time specified in an announcement of vacancy.

APPOINTED/HIRED: To select an employee for a position.

BOARD OF ALDERMEN/BOARD: The term “board of aldermen” or “board” or “Governing Authority” means the Board of Aldermen of the City of Branson, Missouri, which consists of six elected officials, two elected from each ward.

CITY: The term “the city” or “this city” shall be construed as if followed by the words “of Branson, Missouri.”

CITY ADMINISTRATOR: The term “City Administrator” means the Chief Executive Officer appointed by the Mayor and Board for an indefinite term, and is not considered a Director. All references to the City Administrator also include the City Administrator’s designee, unless specifically stated to the contrary.

CITY SERVICE: The City of Branson’s organization.

CLASS/CLASSIFICATION: A grade of positions sufficiently similar as to duties performed, scope of discretion and responsibility, minimum requirements of training, experience or skill, and such other characteristics that the same tests of fitness, and the same range of compensation have been or may be applied to each position in the grade.

CLASSIFICATION DATE: The date upon which an employee is placed in a classified or unclassified, service or the date an employee is promoted or demoted to a new classification. This will become the employee’s annual performance appraisal date.

CLASSIFIED SERVICE: The classified service is composed of all city employees except those positions in the unclassified service.

COMPENSATORY TIME: Time off with pay, in lieu of overtime pay.

COMPLETED PAY PERIOD: Shall exist when the employee has been paid for all hours of scheduled work for the position to which assigned during the pay period.

CREDITABLE TIME: Period of employment during which benefits accrue.

DEMOTION: The assignment of an employee from a position in one classification to a position in another classification having a range with a lower maximum rate of pay. Demotions will change the employees review date from hire date to review date.

DIRECTOR: The head of each department who shall have managerial responsibility, supervision and control of the department, who reports to the city administrator, except those directors appointed or elected by the Board. More than one department may be headed by the same individual.

DISCIPLINARY ACTION: A documented written or verbal warning, suspension, demotion, corrective probation or termination, placed into an employee's official personnel file, regarding the unacceptable performance, action, or omission, of or by an employee.

DISMISSAL: Involuntary termination from employment.

EMPLOYEE: Any individual appointed and hired to a position in the City service.

INTERN: A position, not in the classified service, of limited and defined duration, normally performed in conjunction with a degree program requirement at an accredited college.

PROBATIONARY EMPLOYEE: An employee who is serving their initial six (6) months of service to the City, or twelve (12) months of service in the case of police officers and fire fighters, unless extended, and who has not yet been confirmed to regular employee status by a satisfactory end-of-probation report.

REGULAR EMPLOYEE: An employee, either part-time or full-time, who has successfully completed the initial probationary period.

REGULAR FULL-TIME EMPLOYEE: An employee in a position which normally requires at least thirty (30) hours per week.

REGULAR PART-TIME EMPLOYEE: An employee, not necessarily in the classified service, in a position which normally requires less than thirty (30) hours per week, but continues on a year-round basis.

SEASONAL EMPLOYEE: An individual, not in the classified service, employed to work in a position of limited and defined duration, but which is recurring from year to year.

TEMPORARY EMPLOYEE: An individual, not in the classified service, employed to work for a period or project of limited and defined duration.

EMPLOYMENT ELIGIBILITY LIST: A listing of names of eligible job applicants who have passed all required examinations for a particular position or class.

EXAMINATION: All phases of evaluating the qualifications, suitability and potential of an applicant for City employment, to include but not limited to, completion of the application, written and performance tests, and interviews.

GENDER: Use of the masculine pronoun in this manual shall include the female pronoun and vice versa. Terms importing the masculine gender include the feminine and neuter.

GOOD STANDING: An employee who voluntarily resigned from the City's employment and provided a written statement of their resignation with a minimum of a 14 calendar days' notice unless the Director consents to and approves a shorter notice period. This may include a reduction in work force in some circumstances.

GRIEVANCE PROCEDURE: A formal procedure available to a regular classified employee who has completed the probationary period to challenge an alleged improper application of policies and procedures established by the Human Resources Manual or Administrative Rules and which an employee believes is adversely affecting the employee's working conditions.

HIRE DATE: The date upon which an employee is hired for a position in the city's service. Also to be known as their anniversary date. For a seasonal or temporary employee, the initial hire date will change upon an employment status change to part-time or full-time.

HUMAN RESOURCES MANUAL: The Human Resources Manual is the compilation of Human Resources Articles and Administrative Rules. Human Resources Articles are approved by the Board of Aldermen and Administrative Rules are established by the City Administrator.

HUMAN RESOURCES DIRECTOR: The individual appointed by the City Administrator to administer the provisions of these Articles. All references to the Human Resources Director also include the Human Resources Director's designee, unless specifically stated to the contrary.

IMMEDIATE FAMILY MEMBER: Mother, step-mother, father, step-father, mother-in-law, father-in-law, spouse, child, step-child, brother, step-brother, sister, step-sister, grandfather, grandmother, grandchild, a person who has served in loco parentis of either the employee or the employee's spouse, or a person for whom the employee has served in loco parentis. Upon approval from the Director and Human Resources Director, an immediate family member may also include other individuals who bear a similar relationship and live in the employee's household.

INITIAL PROBATION PERIOD: The period of assignment following the commencement of employment by the City of Branson during which an employee must prove fitness, suitability, ability, and qualifications by satisfactorily performing the required duties of the position.

IN LOCO PARENTIS: A person or persons who have had full parental responsibilities and duties towards an individual under the age of 21.

LEAVE RESTRICTION: Notification by the Department Head that he or she has reason to believe that an employee has repeatedly misused or abused sick leave resulting in one or more of the following: requiring the employee to obtain a health care provider's certificate for any time missed from work for illness or injury; revocation of approved, or denial of requested, vacation time; and/or a score indicating "needs improvement" on the annual performance evaluation. Each leave restriction is for a three-consecutive-month period of time.

MAY: The term "may" is permissive or optional.

MEDIA DEVICE: Any device designed to take, store, playback or transmit digital or analog images, video, music or other data content, via ports or wireless network technology. This includes, but is not limited to, cellular phones, cameras, iPods and computers.

MERIT MATRIX: The table or array of employee compensations that coincides with the Merit Plan.

MERIT PLAN: A system of annually rewarding individual performance that differentiates increases based on varying levels of performance. The term "Merit" applies to how increases in compensation are addressed each year.

OFF-DUTY WORK: Work performed outside an employee's work shift, for an employer other than the City.

OPEN DOOR POLICY: Is a policy by which an employee or volunteer can, with certain protections, seek – at any level of the organization – discontinuance, abatement, resolution, equity or justice regarding certain work related matters. However, this policy cannot provide a guarantee that the employee will receive his or her desired result. Nor is it a means for bypassing the normal communication channels within the department or throughout the organization. It is a policy that provides a means for an employee or volunteer to respectfully and professionally express and report his or her concern or dislike of a situation in a way that does not usurp the supervisor's authority and will not result in any reprisal or punishment for that employee.

OUT-OF-CLASS PAY: Pay for temporary assignment to a position, or the duties and responsibilities of a position, in another class within the classified service, with a higher rate of pay.

PERFORMANCE APPRAISAL: A written report and scoring, evaluating the level of performance of the individual employee for assigned responsibilities, goals, City values and objectives within the employee's position specification.

PERSONAL LEAVE: The amount of time an employee earns once they have reached and then maintain their sick leave maximum accumulation.

POSITION: A specific job established by the City Administrator within the classified or unclassified service.

POSITION GRADE SCHEDULE: A list of employee compensation ranges based on class or classification.

PROMOTION: Assignment of an employee to a position in another class having a range with a higher maximum rate of pay. Promotions will change the employees review date from hire date to review date.

PROMOTIONAL PROBATIONARY PERIOD: The period of assignment following promotion during which an employee must prove fitness, suitability, abilities, and qualifications by satisfactorily performing the required duties of the position.

RECLASSIFICATION: Assignment of a position to a different class because of changes in the position specifications.

RECRUITMENT: Notification to an appropriate potential applicant pool that an examination or interview process will be conducted to establish an employment eligibility list to hire for a particular position.

REVIEW DATE: The date an employee receives a performance appraisal and is eligible for an increase to their base pay. Normally this is the same as the hire date except when there's been a promotion or demotion.

RSMo.: The abbreviation "RSMo." means the Revised Statutes of Missouri, as amended.

SALARY ADVANCEMENT: An increase in salary granted within the limits of a pay range established for a class.

SENIORITY: A status obtained by an employee measured by the length of service with the City.

SHALL: The term "shall" is mandatory.

SHIFT: The hours of work assigned to an employee by the employee's Director.

STEP PAY PLAN: The table or array of employee compensations that establishes the basic pay rates and step increases for employees on an annual basis.

SUSPENSION: The temporary removal of an employee from his/her assigned duties with or without pay.

TEMPORARY ASSIGNMENT: Assignment to another position for a limited duration.

TRANSFER: (A). Lateral Transfer – The movement of an employee from one position to another position within the same classification. (B). Classification Transfer – The movement of an employee from one classification to another classification within the same pay range.

UNCLASSIFIED SERVICE: The unclassified service is comprised of city employees in the positions set forth below. The appeal provisions of these Articles do not apply to employees in the unclassified service.

City Administrator

Directors

Part-time, Interns, Volunteers, Temporary employees, and Seasonal employees

VOLUNTEER: A position, not in the classified service, in which a person is not an employee, but volunteers services, often for reimbursable expenses.

WEAPONS: Non work related weapons are prohibited in the workplace and shall be described as: any instrument designed or intended for the purpose of inflicting harm on another, including but not limited to firearms, knives, clubs, explosives, “brass knuckles” or items as described in RSMo. 570.010. This does not include any ordinary pocketknife with a blade four inches or less in length or kitchen utensils, as these items are designed and intended for purposes other than inflicting harm. Any violation of this policy will be subject to disciplinary action up to and including termination of employment.

ARTICLE 17 - LEAVES OF ABSENCE

Section 1. Requesting Leaves of Absence

All requests for leaves of absence with or without pay shall be made to the employee's Director for approval on forms approved by the Human Resources Director. All requests shall be submitted in advance of the beginning date of leave (except requests for unanticipated sick leave which shall be submitted for approval at the earliest possible time). The duration and type of leave shall be recorded on the payroll records. Paid leaves of absence are subject to available leave credits unless specifically exempted under other sections of this Article. Scheduling of vacations is subject to the approval of ~~each department's~~ the Director, or Department Head.

Section 2. Vacation Leave

A. Authority: In order to receive paid vacation leave, the employee must complete and submit a ~~Leave of Absence~~ City of Branson Request for Leave or Approved Absence Form for approval prior to the date of leave. If the request is denied by the Director, the reasons shall be stated on the Request for Leave or Approved Absence Request Form. A copy, signed by the Director, shall be given to the employee. In a bona fide emergency, the Director may approve vacation leave after the fact. The determination as to whether a bona fide emergency existed shall be at the discretion of the Director, with the oversight and approval of the Human Resources Director.

B. Accrual

(1) Vacation leave is accrued by all full-time and part-time ~~regular~~ employees, except for firefighters assigned to work shifts which require more than 40 hours per week, based on continuous years of service to the City of Branson at the following rates:

Time of Employment	Hours per Pay Period Accrued	Hours per Year Accrued
0 -6 yrs	3.080	80
6 yrs 1 day – 14 yrs	4.620	120
14 yrs 1 day +	6.150	160

(2) Vacation leave is accrued by all firefighters assigned to work shifts which require more than 40 hours per week, based on continuous years of service to the City of Branson at the following rates:

Years of Employment	Hours per Pay Period Accrued	Hours per Year Accrued
0 -6 yrs	4.310	112
6 yrs 1 day – 14 yrs	6.460	168

14 yrs 1 day +

8.620

224

- (3) Employees who do not have a completed pay period shall be given a pro-rated accrual in accordance with the number of paid hours for that pay period.
- (4) Leaves of absence compensated under the Worker's Compensation statutes not in excess of one year shall not be considered a break in continuous service and the employee shall continue to accrue vacation leave.
- (5) Temporary employees shall not accrue vacation. Seasonal employees hired on a seasonal basis, who work the season and leave at the end of the season in good standing, shall accrue .0383 hours of personal leave for every hour worked. The accrued time will be available for use by the seasonal employee in the year following its accrual, and only if that seasonal employee is employed again during that season. Part-time and seasonal employees, who become regular employees, shall retain vacation time or personal time accrued while working in a seasonal or part-time position.
- (6) Employees shall be eligible to use vacation leave **provided they have successfully completed** after six (6) months of **their initial probation** employment, ~~provided they have been confirmed to regular status by a satisfactory end of probation report or have been granted eligibility by their Director for employees serving more than six (6) months of probation.~~ **In special circumstances, the City Administrator may approve use of vacation credits prior to the completion of the initial probationary period.**

C. Maximum Accrual

Vacation leave on the books at the end of the calendar year shall not be in excess of 240 hours for all employees except firefighters. Maximum accumulation for firefighters shall be 336 hours. At the end of the calendar year, any time accumulated beyond these maximums will be forfeited.

D. Charging Vacation

The Director is responsible for scheduling of employee vacations each year. Vacation is charged against the employee's credits on an hour-for-hour basis. When less than an exact number of hours are used, vacation credits shall be charged to the nearest 1/4 hour.

E. Separation Pay for Vacation and Personal Leave

Every employee who has reached regular employee status or has been granted the right to use vacation leave or personal leave, and who has vacation credits or personal leave and leaves the City service in good standing, shall have such credits (not beyond 240 for regular employees and 336 for firefighters) paid on the last paycheck issued to the employee by the City.

F. Holiday During Vacation

Paid holidays which occur during a vacation leave shall not be counted as a day of vacation.

G. Pay in Lieu of Vacation

The City Administrator may, at his discretion, grant vacation pay in lieu of vacation days off.

Section 3. Sick Leave

A. Authority

When ~~unable to work due to~~ the illness or injury of the employee, ~~or his/her~~ immediate family member, ~~living in the home, the employee shall notify his immediate supervisor prior to the time set for the beginning of daily duties~~ ~~causes an employee to miss work,~~ it is the employee's responsibility to notify his or her supervisor via email, voice mail or (face-to-face or telephone) conversation of the impending absence prior to the beginning of the assigned work shift.

Directors may implement written reporting procedures specific to their normal operating procedures. The Director or City Administrator may authorize the use of other accrued time for sick leave.

The employee, or the supervisor, if the employee is not able, ~~shall~~ **must** complete a **City of Branson Request for Leave** ~~of or~~ Approved Absence **Request** Form ~~stating the reasons indicating for the intended purpose of the sick leave requested absence.~~ If the request is denied by the Director, the reason ~~shall~~ **must** be stated on the **Request for Leave** ~~of or~~ Approved Absence **Request** Form. A copy signed by the Director shall be given to the employee.

In a bonafide emergency, the Director may approve sick leave after the fact. The determination as to whether a bona fide emergency existed shall be at the discretion of the Director, with the oversight and approval of the Human Resources Director.

B. Accrual

- (1) Every full-time ~~regular~~ employee, except firefighters assigned to work shifts which require more than 40 hours per week, shall be credited 3.69 hours sick leave accrual for each completed pay period.
- (2) Sick leave accrual for firefighters assigned to work shifts which require more than 40 hours per week, shall be 5.15 hours for each completed pay period.
- (3) Leaves of absence compensated under Worker's Compensation statutes not in excess of one year shall not be considered a break in continuous service and sick leave credits shall continue to accrue.

- (4) Employees who do not have a completed pay period shall be given pro-rated accrual in accordance with the number of paid hours for that pay period.

C. Maximum Accrual

Maximum accumulation of sick leave shall be 480 hours for all employees except firefighters. Maximum accumulation for firefighters shall be 672 hours.

D. Conversion of Sick Leave

As an incentive to encourage responsible use of sick leave, at the beginning of the calendar year the following conversion programs will be offered to all employees who have one year of full-time service:

Employees who are not at maximum accumulation: All employees except firefighters, who use less than forty-one (41) hours of sick leave in a calendar year, may convert 24 hours of their accumulated sick leave to 24 hours of vacation leave. Firefighters who use less than forty-nine (49) hours of sick leave in a calendar year, may convert 24 hours of their accumulated sick leave to 24 hours of vacation leave. This provision shall not apply to employees who are on sick leave probation and being required to adhere to Section 3 H (2) due to excessive use of sick leave.

Employees who are at maximum accumulation: If an employee initially reaches sick time maximum accumulation during the months of May thru December, they will start accruing personal leave time on Jan. 1 of the following year, provided they are still at sick time maximum accumulation. If they are at sick time maximum accumulation and have not started accruing personal leave time, they will be eligible for the 24 hour sick time conversion at the end of the year.

All other employees who are at maximum accumulation and do not use any sick leave during a pay period, shall earn 1.23 hours (1.72 hours for firefighters) of personal leave during that pay period. Maximum accumulation of personal leave shall be 32 hours (48 hours for firefighters). Personal leave hours may be taken upon approval of the Director.

Once an employee starts accruing Personal Leave Time (Sick Max), their sick time accrual must be below 430 hours (614 hours for firefighters) at the end of the calendar year for them to be eligible for the sick time conversion at the end of the calendar year.

FMLA sick time will not count against an employee in calculating the sick time usage.

E. Use of Sick Leave

Employees shall be allowed to use sick leave credits after they have been credited to the employee's account, and shall be allowed only for the purposes provided in this Article. **Use of sick leave is allowed only for the health-related convalescence or recovery of an employee who is ill or injured, to include medical or dental office visits, or for the employee caring for an immediate family member who is ill or injured.** An

employee without sick leave credits may use other accrued time with the approval of the Director.

F. Charging for Sick Leave

In order to be compensated for sick leave, an employee must notify his Immediate Supervisor before his scheduled work period is to begin. Without such notification, leave will be considered unauthorized and unpaid. No employee shall receive sick leave as a result of a job injury or disease incurred while employed by someone other than the City of Branson.

- G. An employee may be required to see a doctor periodically by the Director, after coordination with the Human Resources Director, when there is reason to believe the employee is too ill to be able to work safely or the employee might endanger the property or health of other persons while performing job duties. Reports from the doctor shall be used to determine if an employee is able to work. Nothing in this Article shall be construed to diminish a Director's authority to dismiss an employee as per established Human Resources Articles and Administrative Rules.

H. Doctor's Certificate

- (1) A certificate from a licensed physician or practitioner allowing the return to work is required for any absence, due to illness or injury of the employee, of three (3) or more consecutive work days. **If on Leave Restriction, a certificate may be required for any time missed because of illness or injury.** The certificate must be presented to the immediate supervisor prior to the resumption of duties by the individual. The certificate must state that the individual has been ill or injured, has recovered and is able to perform the duties of the position.
- (2) The Director may require, in coordination with the Human Resources Director, the employee to submit a doctor's certificate for any length of illness if in the Director's opinion it is in the best interests of the City, **or if the employee has been placed on Leave Restriction.** The certificate must be presented to the immediate supervisor prior to the resumption of duties by the individual.

I. Payment of Sick Leave Upon Separation

Employees hired before January 1, 2014 who leave City service in good standing, with no disciplinary action for sick leave abuse within two years preceding separation, shall receive pay equal to 50 percent of the amount of accrued sick leave on their record. Employees hired on or after January 1, 2014 will forfeit all accrued sick leave upon separation.

Exception: Employees who meet all criteria necessary to retire under the City's primary retirement plan, regardless of their hire date, will receive pay equal to 50 percent of the amount of accrued sick leave on their record if they leave City service in good standing and have no disciplinary action for sick leave abuse within two years preceding separation.

Section 4. Workers' Compensation/On the Job Injury or Illness

- A. The City has coverage for workers' compensation claims as required by Missouri law. Missouri's workers' compensation law provides benefits for employees who suffer occupational injuries and illnesses if certain requirements of the law are met. These benefits may include such things as medical treatment and compensation for temporary and permanent disability. It is mandatory that every job-related injury or illness, regardless of severity, be reported immediately to the supervisor or Director and a written report be submitted to the Human Resources Director.
- B. When pay is provided by Workers' Compensation, the amount received by the employee is approximately two-thirds of the employee's normal take-home pay. The City will pay to the employee the difference between the employee's base gross earnings and the amount of the Workers' Compensation check. The City of Branson will pay for the scheduled time away from work on the first day/shift of injury. In the event it is determined that an employee remain off work for two or more days, the City of Branson allows for the injured employee to utilize accrued leave time to cover the second and third day after the injury.

Section 5. Special Paid Leave

- A. Family Death: When a member of an employee's immediate family dies, the employee shall be granted a special leave with pay, not chargeable against any leave credits, for a period not to exceed three calendar days. If additional leave is needed, the employee shall use accrued vacation, holiday or compensatory time or take leave without pay.
- B. Death of a Co-Worker: Special leave with pay, not to be charged against the employee's accrued leave, may be granted by the City Administrator to allow co-workers to attend local memorial/funeral services, allowing sufficient travel time to and from service site.
- C. Community Involvement Leave: The City Administrator may approve special leave with pay to allow employees time to participate in local volunteer or charitable functions. Approval must be obtained in advance of taking such leave. This leave will not be charged against any accruals and is limited to twenty-four (24) hours a year.

Section 6. Military Leave

The City recognizes the important role of the National Guard and the Reserves, and as such complies with the Uniformed Services Employment and Reemployment Rights Act (USERRA) and all applicable state laws. Therefore, military leave of absence will be granted to employees who are absent from work due to service in the United States uniformed services. All employees shall be retained on leave of absence status with pay, not to be deducted from any leave credits, for periods of military service during which they are engaged in the performance of duty in the service of the United States under competent orders for a period not to exceed a total of 120 hours in any federal fiscal year, and for periods of military service during which they are engaged in the

performance of duty or training in the service of the State at the call of the governor and as ordered by the adjutant general without regard to length of time. In order to receive paid leave, Employees are to furnish the City with official orders as well as documentation that duty was performed in accordance with the orders. Employees on “active” military leave for up to 30 days are required to return to work on the first regularly scheduled shift after the end of service, allowing reasonable travel time and eight (8) hours rest. Employees on longer periods of military leave must apply for reinstatement in accordance with USERRA and all applicable state laws. Employees, who exceed five (5) years of qualifying cumulative military service, as defined by USERRA, are not guaranteed reemployment.

Section 7. Jury or Witness Pay

- A. When an employee is subpoenaed or summoned for jury duty, the employee must immediately, and in advance of the absence, notify the Director of the subpoena or summons. The City will continue to pay the employee’s salary, upon presentation of the summons, while absent for jury duty.
- B. When an employee is subpoenaed as a witness in a criminal case, the City will continue to pay the employee’s salary, upon presentation of the subpoena. The employee must notify the Director in advance of the absence.
- C. If dismissed from jury duty and you can make it to work for at least 4 or more hours of your shift, you are expected to report to work.
- D. When an employee is subpoenaed as a witness in a civil case, the City will only pay the employee’s salary if the employee is subpoenaed as a witness to matters which occurred in the course and scope of the employee’s duties and upon presentation of the subpoena. The employee must notify the Director in advance of the absence.
- E. When the jury or witness duty is complete, a Leave of Absence Request Form, approved by the Director, shall be submitted to the Human Resources Director with the documented proof of attendance attached.
- F. Any compensation received for service on jury duty shall be endorsed to the City of Branson as soon as it is received, and given to the Human Resources Department.

Section 8. Educational/Meeting Leave

Full-time employees may be granted special leave with pay to follow a course of study related to their careers with the City, or to attend professional conferences and meetings, or to visit other cities in the interest of the City when approved in advance. The Director may recommend and the City Administrator may approve schools or professional training of up to three weeks. All other requests for schools or professional training must be approved by the Board.

Section 9. Other Leaves

A. General Leave Without Pay

The Director may approve general leave without pay. This leave without pay is intended only for short periods of time and may not exceed 15 working days.

The City Administrator may approve special leave without pay that meets both the City's and the employee's needs. Generally speaking, this leave will be twenty-four (24) weeks or less, after which time leave accruals will end. However, if the employee is on leave to fulfill a military obligation, leave accruals will be suspended when the employee begins accruing leave through the military service. The accruals of the City's paid leave will resume when the employee returns to active full-time service with the City.

B. Extended Special Leave With Pay

An employee may be granted an extended special leave with pay when it is clearly in the best interests of the City and leave is recommended by the City Administrator.

C. Exempt and Unclassified Employee Special Leave

- (1) The Director may approve special leave with pay not charged to any leave credits for exempt employees not to exceed two working days at any one time or four days in any one year.
- (2) The City Administrator may approve special leave with pay not charged to any leave credits for unclassified employees not to exceed 10 working days at any one time or 15 working days in any one calendar year.
- (3) Special leave shall be reported to the Human Resources Director on the **City of Branson Request for Leave** or **Approved Absence Request Form**.

Section 10. Care Leave

The City Administrator is authorized to establish a Care Leave Program by which additional paid leave is available, through voluntary contributions of accrued sick and vacation leave time of other employees, to employees who have exhausted all of their accrued leave time due to illness or injury which is life threatening or catastrophic.

Section 11. Inclement Weather Leave

The following shall apply to leave taken during inclement weather:

- A. Employees unable to report to work due to inclement weather or disaster shall notify their immediate supervisor; time will be charged to accrued compensatory time, holiday time, personal time or vacation time for the entire shift that the employee missed (even if City offices close early), or time shall be unpaid.

- B. When an employee has reported to work and City offices are ordered closed early, those employees already at work will not be required to utilize accrued time for the hours missed. If an employee leaves work prior to City offices being closed early, the employee shall be required to utilize accrued leave or unpaid time for the time missed prior to City offices being closed. Once City offices close however, they do not have to use accrued time for the remainder of the shift.
- C. If an employee's shift does not begin until after City offices are ordered closed, the employee will not be required to utilize accrued leave time for hours missed.
- D. Non-exempt employees who perform essential operations and must still report to work (i.e. Police, Fire, Public Works, Utilities) will accrue eight (8) hours Holiday time if City offices are closed for the entire business day. If City offices close early, those employees will accrue Holiday time for the amount of time that City offices closed early.
- E. If the City offices are closed; for the entire business day by order of the City Administrator due to inclement weather or disaster, the following procedures will apply:
 - (1) The day will count as a day worked for employees scheduled to work that day.
 - (2) The day will not count as a day worked for employees scheduled off that day, including pre-approved scheduled leave time

Section 12. Family and Medical Leave

Eligible employees are entitled to participate in the Family and Medical Leave Act. The policy is authorized and detailed in Article 18 of this Manual.

Section 13. Unauthorized Unpaid Leave

Any absence from work by an employee, that is not authorized, shall be considered unauthorized unpaid leave. Any employee taking such leave will be subject to disciplinary action.

Section 14. Utilization of Accrued Time

The following depicts in what order accrued time (with the exception of sick time) is suggested to be utilized.

- A. Holiday Time
- B. Personal Leave
- C. Compensation Time
- D. Vacation Time

Department Heads will be held responsible for assuring that their employees are utilizing their accrued time in an acceptable and efficient manner. It should be stressed that there are

maximum accumulations on the Holiday time, Compensation Time, Vacation Time and Personal Time. We will strictly follow “Use it or Lose it”. Unused Floating Holiday time will not be carried over into the next calendar year, unless authorized by the City Administrator.

Section 15. Leave Restriction

In the event the Department Head has reason to believe that an employee has misused or abused Sick Leave, the Department Head, with the approval of the Human Resources Director and the City Administrator, may place the employee on Leave Restriction. This will be based on the Director’s assertion that the employee has repeatedly used sick leave for something other than health-related convalescence or recovery when ill or injured, or for something other than caring for an immediate family member who is ill or injured.

A. Misuse or Abuse of Sick Leave includes, but is not limited to:

- (1) Patterns of repeated sick leave absences when there is no actual need for missing work because of an illness or injury to the employee or his/her family member (e.g., repeated Mondays or Fridays; Thursdays after payday; claiming doctor visits when no such visit existed; frequent days when work assignments are due, etc.). This does not apply to employees on approved Family Medical Leave status;
- (2) Repeated sick leave absences for the times when other requested leave was denied;
- (3) Continued sick leave absences after having been cautioned or advised by the supervisor or Department Head that additional sick leave absences may negatively affect the department’s ability to function properly (i.e., departmental deadlines may be missed, unnecessary or unbudgeted overtime may be needed, etc.). This does not apply to employees on approved Family Medical Leave status.

B. Leave Restriction, as documented by the Department Head in memo form addressed to the employee. Leave Restriction does not apply to FMLA leave that has already been approved. The Leave Restriction memo must show approval signatures by the Human Resources Director and the City Administrator, and can include any one or more of the following resolutions/consequences:

- (1) Requiring the employee to provide a certificate from a licensed physician or health care provider for any use of sick leave for the following three (3) months. Such certificate must indicate that a legitimate reason for the absence existed without sharing any protected health information. This certificate must be provided to the employee’s supervisor immediately upon his or her return to work;
- (2) Revoking any approved, or denying any requested, vacation or special leave for three (3) months; and/or
- (3) A score indicating “improvement needed” on the employee’s annual performance evaluation for any factor relating to attendance.

C. Leave Restriction, if repeated, is subject to corrective probation and Progressive Discipline.

CITY OF BRANSON, MISSOURI
ADMINISTRATIVE RULES

RULE NUMBER 4 REFERENCING ARTICLE 4 OF THE HUMAN RESOURCES MANUAL
AMENDED 5-1-2010, 1-1-2011, 7-13-2011, 7-10-2012, 7-1-2015

A RULE PERTAINING TO **CORRECTIVE AND DISCIPLINARY ACTIONS**

Section 1. General

Unclassified employees serve at the pleasure of the City Administrator and Board of Aldermen; therefore, the provisions for corrective and disciplinary actions set forth in this article shall not be applied to unclassified employees. Likewise, unclassified employees are not entitled to the grievance or appeal rights granted to classified employees.

Section 2. Disciplinary Action

- A. The City reserves the right to discharge, suspend, demote, or otherwise discipline employees for violations of all laws, Human Resources Articles, Administrative Rules, or department Administrative Rules. The disciplinary process involves four steps of progressive discipline for infractions of a similar nature and which are of a nature not normally serious enough to constitute cause for immediate suspension or dismissal. The seriousness of an offense shall be determined by the Director, the Human Resources Director and the City Administrator. Each step, as noted below, shall be documented and discussed with the employee. The employee will sign and be given a copy of the documentation, such signature being an acknowledgment of the employee having read and understood the disciplinary action, not an acknowledgment that the employee agrees with the disciplinary action.

The progressive steps are:

First offense:	Documented verbal warning
Second offense:	Written warning
Third offense:	Suspension or Demotion
Fourth offense:	Dismissal

- B. The progressive disciplinary system listed above is intended to serve as warning to the employee that he needs to correct the infractions which are the subject of the progressive disciplinary action and that further incidents will result in suspension or dismissal. The City reserves the right to determine that any violation of any of

the other work rules during the course of a progressive disciplinary action may constitute grounds for immediate dismissal.

- (1) Employees hired before or on December 31, 2009: Disciplinary action(s) not considered serious enough for immediate dismissal, demotion, or suspension, shall be removed from an employee's personnel file on completion of two years of continuous service free from additional disciplinary actions.

Employees hired after December 31, 2009: All disciplinary actions shall remain a part of the employee's permanent personnel file.

- (2) Directors shall have the right to discipline employees up to and including dismissal, provided however, that all actions to suspend, demote, or dismiss employees shall be subject to all other due process requirements as established in the City's Human Resources Manual. All disciplinary actions shall require the review and approval of the Human Resources Director and the City Administrator. In addition, all dismissals, demotions and suspensions shall require the approval of the City Administrator. Supervisory employees shall have the right to initiate progressive disciplinary action with the approval and with the authority of the Director.
- (3) Examples of offenses not normally considered serious enough to warrant immediate suspension, demotion or dismissal are as follows. This list does not constitute a complete and total listing of offenses but is for illustrative purposes only.
 - a. accidental destruction or loss of City property or City records
 - b. improperly using or obtaining leave time
 - c. tardiness
 - d. absence from work area without permission or proper notice
 - e. interference with the regular conduct of City business
 - f. consistent or continual unavailability for work
 - g. negligence or improper conduct leading to damage of public or private property or resources
 - h. excessive absenteeism, any absence without notice, or a consistent pattern of sick time usage observed by the director as potential abuse **as described in Article 17, Section 15.** ~~Excessive absenteeism is defined as usage of more than 80 sick hours (96 for firefighters) in~~

~~a calendar year, with the exclusion of FMLA or Workers' Compensation time~~

- i. engaging in habits which interfere with the individual's or any other employee's performance on the job
- j. disrespectful conduct
- k. violation of any other Human Resources Article, Administrative Rule, work rule or departmental policy, either expressed in writing or verbally by a supervisor

(4) Examples of offenses which may constitute sufficient cause for immediate suspension, demotion or dismissal are as follows. This list does not constitute a complete and total list of offenses but is for illustrative purposes only. The City reserves the right to determine that any violation of the rules may constitute cause for immediate suspension, demotion or dismissal depending on the circumstances relating to the offense.

- a. dishonesty in any form or degree
- b. theft or inappropriate removal or possession of property or records belonging to the City
- c. knowingly making false statements in matters relative to employment
- d. insubordination or other severely disrespectful conduct
- e. abusive language, written or spoken, or abusive conduct toward a client, citizen or other individual in the community or City employee
- f. verbal or non-verbal harassment
- g. disregard for the City's EEO policy prohibiting discrimination
- h. solicitation or acceptance of money or anything of value to influence decisions in public matters or as a reward for such decisions
- i. possession of any type of weapon inside any City building or on the employee's person or in any private vehicle parked on non-leased City property; handling of any weapon on City property, even in private vehicles. This section shall not pertain to law enforcement or military officers in the performance of their duties. Possession of any weapon(s) is strongly discouraged on City property

- j. possession, distribution, sale, consumption or being under the influence of any alcoholic, narcotic or other controlled substance while on City property.
- k. unauthorized disclosure of confidential information
- l. fighting or threatening violence in the workplace
- m. unsatisfactory performance or conduct
- n. inappropriate use of any personal media device while on duty, or city issued device at any time. This includes unauthorized taking, displaying, or transmitting of any images or documents, at any time, that are taken by such media device during work hours for any means other than official business of the City of Branson. **This also includes recording conversations of other employees without their knowledge and without the prior written permission of the Department Head, the Human Resources Director and the City Administrator.**
- o. using city vehicles, equipment or property for personal use.
- p. Continuation of excessive absenteeism **or continued sick leave misuse and abuse** ~~which leads to the execution of an employee's second 12-month period of sick time probation within a 25-month time period, will also include a three (3) day unpaid suspension (one 24-hour shift for firefighters) at the beginning of the second 12-month probation. It is grounds for immediate dismissal, if at any time during the second 12-month period of sick time probation an employee uses over 80 hours of their sick time that is not FMLA or W.C. related. The Director does not have to wait for the 12-month period to expire.~~
- q. ignoring, violating, or failing to observe rules of safety or refusal or failure to employ safe working practices, thereby jeopardizing personal safety, and the safety of others, or causing damage to or destruction of public or private property
- r. ignoring, violating or failing to observe rules of safety involving the use of personal protective equipment as outlined in the safety manual or loss prevention manual

C. Process for Serious Disciplinary Actions

If the Director, the Human Resources Director and the City Administrator determine that there are reasonable grounds for serious disciplinary action to be

taken against an employee, the Director shall prepare a written notice informing the employee that serious disciplinary action is being considered against him, giving him the specific reasons and information related to the proposed action, and setting a date and time for the employee to meet and discuss the issue with the Director and Human Resources Director. Once the employee has been given the opportunity to present any further information he would like to have considered, either a lesser action or one of the following serious disciplinary actions may be taken.

(1) Dismissal

If the Director determines that there are reasonable grounds for dismissal, the Director shall prepare a written dismissal notice which shall state the specific reasons for dismissal with sufficient specific information to reasonably inform the employee of the reasons for dismissal. Such dismissal notice shall be coordinated with the Human Resources Director, approved by the City Administrator, and then served on the employee or mailed to the employee's most recent known address. A signed confirmation of delivery or mailing from the supervisor or Director shall be attached to a copy of the dismissal notice and filed with the Human Resources Director. All classified regular employees who are dismissed for cause may avail themselves of the appeal procedures of these Rules.

(2) Involuntary Demotion

- a. The Director may demote an employee for performance or disciplinary purposes. Written notice of the demotion shall be coordinated with the Human Resources Director, approved by the City Administrator, and then delivered to the employee on or before the effective date of the demotion. Confirmation of delivery from the supervisor or Director shall be attached to a copy of the demotion and filed with the Human Resources Director. An employee who is demoted to a lower class for which the maximum rate of pay is less than the current rate of pay in the higher class shall be paid at a rate which shall not exceed the maximum rate of the lower class, or exceed the former rate of pay. All classified regular employees may avail themselves of the appeal procedure.
- b. Demotion from Promotion: A promoted employee who fails to perform minimum requirements of the position during the probationary period in the new position may be demoted. No right of appeal shall exist in this case.

(3) Voluntary Demotion

- a. Upon written request of the employee, and with the consent of the Director(s) and the City Administrator, a voluntary demotion may

be made to a lower class. If the position for which demotion is intended is in another department, input from both Directors shall be considered. No demotion shall be made to a position for which the employee does not possess the minimum qualifications.

- b. When an employee is voluntarily demoted the salary in the new position shall be established by the Director and the Human Resources Director, and approved by the City Administrator.

(4) Suspension Without Pay

- a. Non-exempt employees: The Director may suspend an employee without pay for disciplinary purposes. The duration of the unpaid suspension shall be agreed upon by the Director and the Human Resources Director, and approved by the City Administrator
- b. Exempt employees: In accordance with Part 541 of the Fair Labor Standards Act (FLSA), an exempt employee may be suspended without pay for disciplinary purposes as follows:
 - i. Unpaid suspensions may be imposed in good faith for infractions of workplace conduct rules, such as rules prohibiting sexual harassment, workplace violence, drug or alcohol use, or violations of state and federal laws. This provision refers to serious misconduct only and may be imposed pursuant to written policy applicable to all employees. Such disciplinary actions may be made in full day increments only.
 - ii. Unpaid suspensions may be imposed in good faith for infractions of safety rules of major significance, such as those related to the prevention of serious danger in the workplace or to other employees. Such disciplinary actions may be made in any amount of time.
 - iii. All other disciplinary suspensions without pay, such as performance or attendance related issues, may be made in full week increments only.
- c. Any suspension without pay shall be ordered in writing after prior coordination with the Human Resources Director and approval by the City Administrator. The order shall contain reasons and duration of the suspension. A copy shall be provided to the employee on or before the effective date of the suspension.

- d. All classified regular employees may avail themselves of the appeal procedure.

Section 3. Administrative Leave

The Director, with approval of the City Administrator, may place an employee on administrative leave with or without pay at any time for the purpose of investigating allegations against the employee which could result in disciplinary action. Any administrative leave shall be ordered in writing after coordination with the Human Resources Director. Administrative leave with pay shall not be considered a disciplinary action and shall not have any appeal rights. After the investigation has been completed, for which the employee was placed on administrative leave, the Director, after coordination with the Human Resources Director, and with the approval of the City Administrator, shall dismiss, demote, suspend without pay or reinstate the employee without prejudice. If the employee is dismissed, demoted or suspended without pay, such action will follow the procedures established in these Rules. If the employee is reinstated without prejudice, all reference to the administrative leave shall be removed from the employee's personnel file.

Section 4. Performance Related Corrective Actions

Each employee of the City shall be evaluated at least annually. Either the annual evaluation or any other special evaluation may be used to invoke a performance based corrective action.

A. Types of Evaluations Used for Corrective Probation

- (1) Annual Evaluation: When an annual evaluation is conducted and the Director determines that such employee's performance is "~~less than satisfactory~~ **needs improvement**" with respect to any or all of the duties, tasks, and/or responsibilities set forth in the employee's classification specifications, a corrective probation may be invoked.
- (2) Special Evaluation: At any time during the year when a Director determines that an employee's performance is "~~less than satisfactory~~ **needs improvement**" with respect to any or all of the duties, tasks, and/or responsibilities set forth in the employee's classification specifications, a special evaluation may be conducted and a corrective probation may be invoked.
- (3) All evaluations shall be performed pursuant to the adopted standards contained within the employee's classification specification.
- (4) An employee receiving a ranking of "~~less than satisfactory~~ **needs improvement**" on any evaluation shall be informed in writing of the reasons for the ranking and the areas of improvement needed and shall be given a quarterly period of time to improve his performance to a satisfactory level. The employee

shall be considered to be on a probationary status during the corrective probation.

B. Corrective Probation

- (1) Corrective probation shall be invoked in up to two quarterly intervals, which periods shall be considered an opportunity for the employee to improve his performance to an acceptable level. The Director shall identify in writing the reasons for the probation and the areas of improvement necessary to improve the employee's performance. Once an employee has been placed on Corrective Probation, they will not be eligible for a yearly increase that appraisal period, even if they successfully complete their Corrective Probation period.
- (2) The employee shall be given an evaluation on the completion of each quarterly probationary period. In the event that an employee's performance has not improved to a satisfactory level, the Director, with the concurrence of the Human Resources Director, may take the appropriate action of:
 - a. demotion to a position of lesser responsibilities within the expected abilities of the employee;
 - b. extending the corrective probationary period for another quarterly time period; or
 - c. dismissal of the services of the employee.
- (3) If, at any point during the corrective probationary period, the Director determines that no improvement has been made, or that other disciplinary action becomes necessary, the Director may, with the approval of the Human Resources Director and City Administrator, immediately impose one of the appropriate actions as outlined by this section.

Section 5. Employee Right to Grieve or Appeal Disciplinary or Corrective Action

Classified employees who have completed their initial probationary period are entitled to avail themselves of the grievance or appeal process as specified in other sections of the Human Resources Articles and Administrative Rules. Evaluations utilized for performance related corrective actions and any decision to invoke probation shall be subject to the grievance procedure only to the extent that factual information on the evaluation can be shown to be incorrect. Decisions regarding corrective probationary status, based on evaluations, shall not be subject to grievance.

The above Administrative Rule is hereby established and adopted in accordance with the Human Resources Manual of the City of Branson, Missouri.

William J. Malinen, City Administrator

Date



June 23, 2016

H.R. Committee Meeting

Benefits Discussion Points

- 1) Updated claims review
- 2) Timeline review
- 3) Renewal options
 - a. Dual option with current plan plus a high deductible/H.S.A. option
 - b. Triple option adding a City paid mid-tier plan with buy-up to current
- 4) Long term plan
 - a. City determines maximum allowable increase for coming years?
 - b. Purchase best plan available for dollars available?
 - c. Dependent contribution adjustments?
 - d. Other?



Financial and Utilization Dashboard (Paid Claims)

Membership Summary

Period	Med Subscribers	Med Members	Contract Size	Contract Size Commercial Benchmark	Member Trend
Current	241	601	2.5	2.0	0.4%
Prior	237	598	2.5	2.0	0.9%

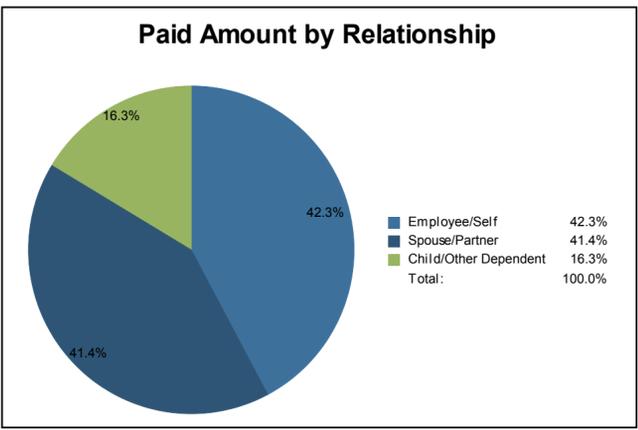
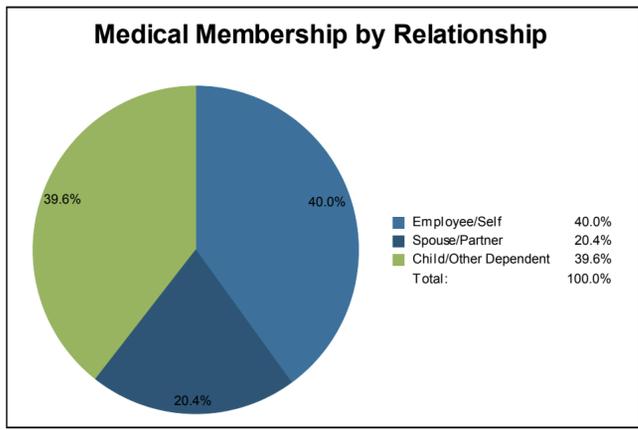
Medical and Pharmacy Paid Amount Summary

	Current	Prior	Trend	Prior Trend
Medical				
Paid Amount	\$1,379,790	\$1,426,561		
Paid PMPM	\$191.48	\$198.69	-3.6%	-14.9%
Paid PEPM	\$478.10	\$502.13	-4.8%	-14.4%
Pharmacy				
Paid Amount	\$766,631	\$641,395		
Paid PMPM	\$106.39	\$89.33	19.1%	32.1%
Paid PEPM	\$265.64	\$225.76	17.7%	33.0%
Total				
Paid Amount	\$2,146,421	\$2,067,956		
Paid PMPM	\$297.87	\$288.02	3.4%	-4.4%
Paid PEPM	\$743.74	\$727.90	2.2%	-3.7%
Paid Amount In Network	\$1,361,075	\$1,277,991		
Discount Amount	\$2,384,146	\$2,123,640		
Payment Innovation				
Payment Innovation Paid Amount	\$1,812	\$2,897		
Payment Innovation PMPM	\$0.25	\$0.40	-37.7%	19.0%
Total Paid Amount with Payment Innovation	\$2,148,233	\$2,070,853		
Total PMPM with Payment Innovation	\$298.12	\$288.42	3.4%	-4.3%

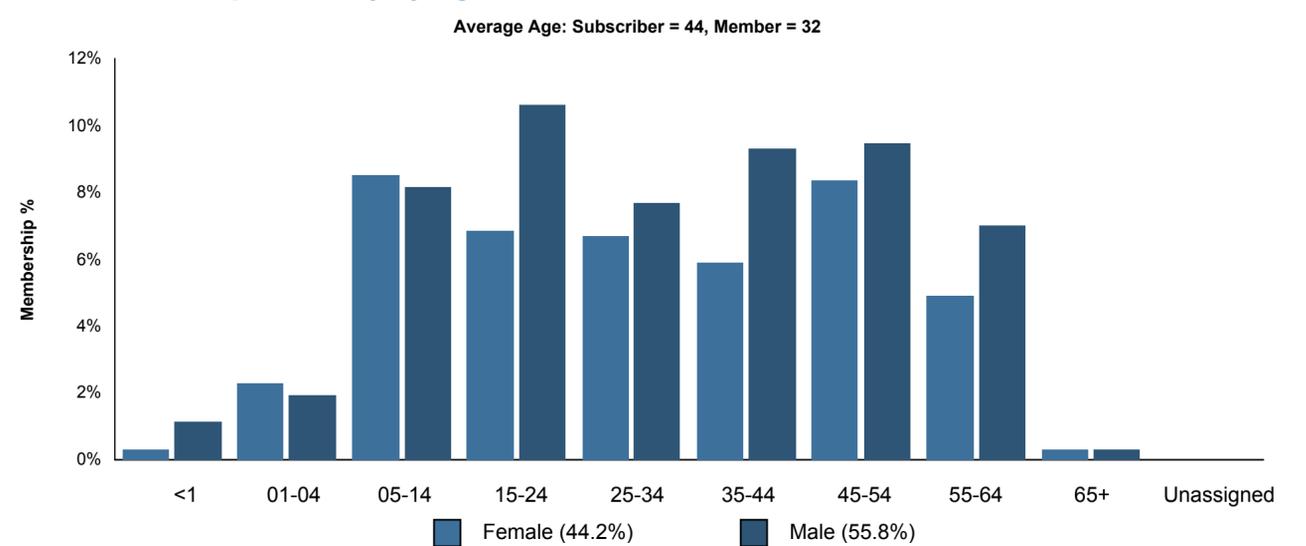
High Cost Claimants with Paid Amounts > \$50,000

High Cost Claimant (HCC) Summary	Current	Prior	Trend	Commercial Benchmark	Percent Paid In Network
Total Paid Amount	\$2,146,421	\$2,067,956			99.1%
Total HCC Paid Amount Med	\$281,903	\$388,632			99.7%
Total HCC Paid Amount Rx	\$222,772	\$150,277			100.0%
HCC Paid Amount as % of Total Paid Amount	23.5%	26.1%	-9.8%	35.5%	
Number of HCC Members > \$50K	7	7			
HCC Members as Percent of Total Members	1.2%	1.2%	-0.4%	1.1%	
High Cost Claimant (HCC) Detail	Current	Prior	Trend	Commercial Benchmark	
HCC PMPM	\$70.04	\$75.06	-6.7%	\$109.37	
HCC PEPM	\$174.87	\$189.69	-7.8%	\$229.40	
Non-HCC PMPM	\$227.83	\$212.96	7.0%	\$198.51	
Non-HCC PEPM	\$568.87	\$538.21	5.7%	\$416.37	

Note: High Cost Claimants are defined as those claimants with more than \$50,000 in paid amount during the reporting period.



Medical Membership Summary by Age Band and Gender



NOTE: Anthem Book of Business Average Age is 35

Anthem Blue Cross and Blue Shield is the trade name of: In Colorado and Nevada: Rocky Mountain Hospital and Medical Service, Inc. In Connecticut: Anthem Health Plans, Inc. In Indiana: Anthem Insurance Companies, Inc. In Kentucky: Anthem Health Plans of Kentucky, Inc. In Maine: Anthem Health Plans of Maine, Inc. In Missouri (excluding 30 counties in the Kansas City area): RightCHOICE® Managed Care, Inc. (RIT), Healthy Alliance® Life Insurance Company (HALIC), and HMO Missouri, Inc. RIT and certain affiliates administer non-HMO benefits underwritten by HALIC and HMO Missouri, Inc. RIT and certain affiliates only provide administrative services for self-funded plans and do not underwrite benefits. In New Hampshire: Anthem Health Plans of New Hampshire, Inc. In Ohio: Community Insurance Company. In Virginia (excluding the City of Fairfax, the Town of Vienna and the area east of State Route 123.): Anthem Health Plans of Virginia, Inc. In Wisconsin: Blue Cross Blue Shield of Wisconsin (BCBSWI), which underwrites or administers the PPO and indemnity policies; CompCare Health Services Insurance Corporation (CompCare), which underwrites or administers the HMO policies; and CompCare and BCBSWI collectively, which underwrite or administer the POS policies. Independent licensees of the Blue Cross and Blue Shield Association. © ANTHEM is a registered trademark of Anthem Insurance Companies, Inc. The Blue Cross and Blue Shield names and symbols are registered marks of the Blue Cross and Blue Shield Association.



Financial and Utilization Dashboard (Paid Claims)

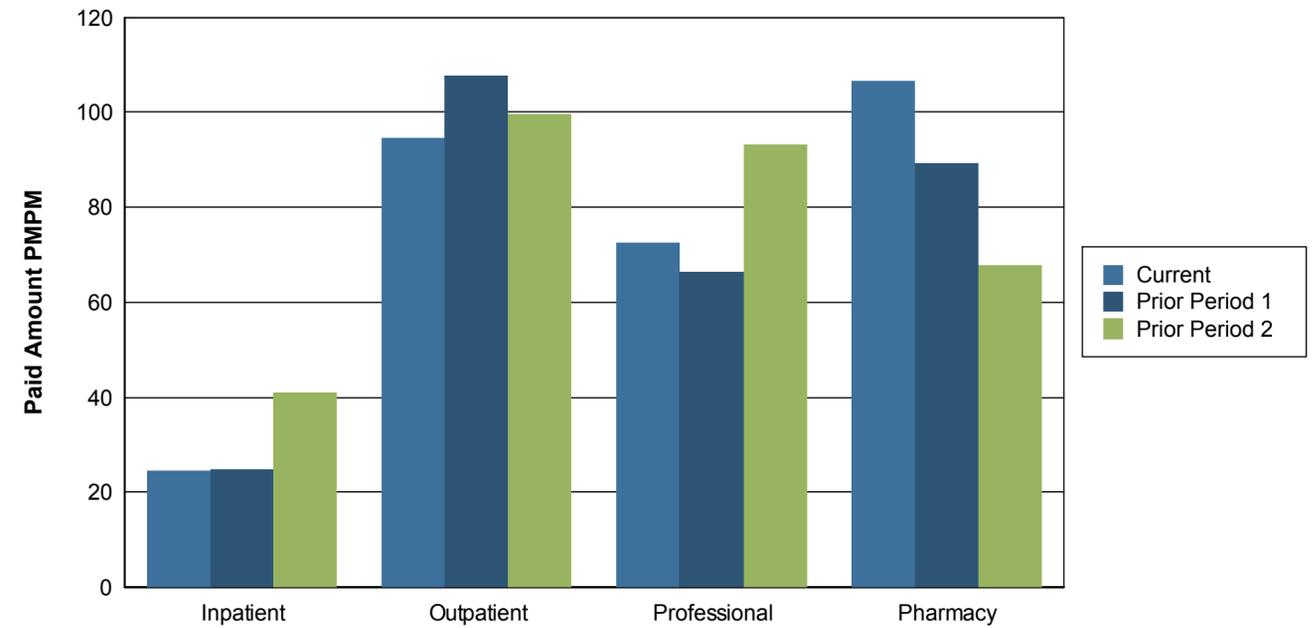
Utilization Breakdown

Metrics	Current Period	Prior Period 1	Prior Period 2
Utilization			
IP Facility Acute Admissions per 1000	40.0	45.1	40.5
IP Facility Acute Days per 1000	154.9	200.6	118.1
IP Facility Acute Avg LOS	3.88	4.44	2.92
OP Facility Visits per 1000	1,663.6	1,678.0	1,444.1
Professional Services per 1000	14,952.5	13,136.5	12,808.1
Paid Amount PMPM by Setting			
IP Facility Acute Admit	\$24.52	\$24.91	\$37.23
OP Facility Visits	\$94.60	\$107.48	\$99.40
Professional Service	\$72.35	\$66.29	\$93.13

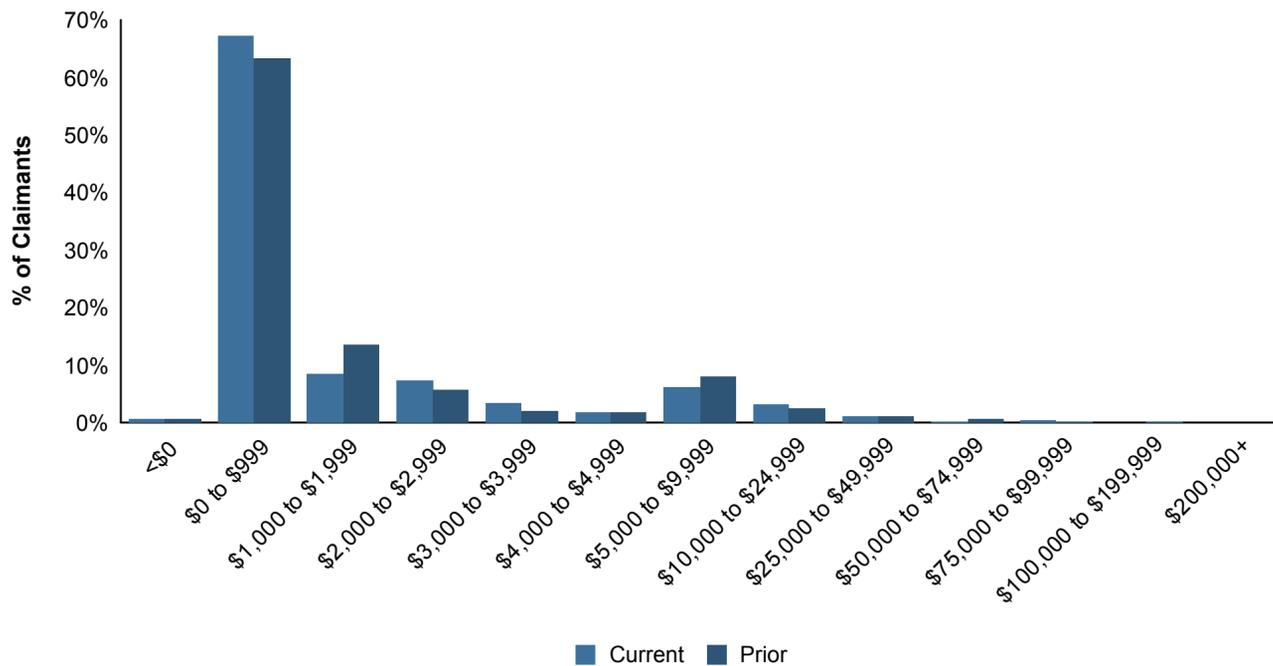
Trend Lines



Paid Amount by Setting



Paid Claims Distribution



Pharmacy Highlights

Drug	Paid Amount	Scripts	Paid Per Script	Percent of Claims Paid
HUMIRA PEN	\$139,167	27	\$5,154	18.2%
STELARA	\$76,399	*	*	10.0%
SIMPONI	\$60,011	18	\$3,334	7.8%
ENBREL	\$29,804	*	*	3.9%
REBIF REBIDOSE	\$23,411	*	*	3.1%
REBIF	\$22,338	*	*	2.9%
OXYCONTIN	\$13,981	38	\$368	1.8%
WELLBUTRIN XL	\$13,334	11	\$1,212	1.7%
ASACOL HD	\$12,620	16	\$789	1.6%
CROMOLYN SODIUM	\$12,460	7	\$1,780	1.6%
Top Ten Subtotal	\$403,524	134	\$3,011	52.6%
All Other Drugs	\$363,107	7,113	\$51	47.4%
Total	\$766,631	7,247	\$106	100.0%

* This value not shown due to small numbers.

Note: Based on medical and pharmacy where applicable

Anthem Blue Cross and Blue Shield is the trade name of: In Colorado and Nevada: Rocky Mountain Hospital and Medical Service, Inc. In Connecticut: Anthem Health Plans, Inc. In Indiana: Anthem Insurance Companies, Inc. In Kentucky: Anthem Health Plans of Kentucky, Inc. In Maine: Anthem Health Plans of Maine, Inc. In Missouri (excluding 30 counties in the Kansas City area): RightCHOICE® Managed Care, Inc. (RIT), Healthy Alliance® Life Insurance Company (HALIC), and HMO Missouri, Inc. RIT and certain affiliates administer non-HMO benefits underwritten by HALIC and HMO benefits underwritten by HMO Missouri, Inc. RIT and certain affiliates only provide administrative services for self-funded plans and do not underwrite benefits. In New Hampshire: Anthem Health Plans of New Hampshire, Inc. In Ohio: Community Insurance Company. In Virginia (excluding the City of Fairfax, the Town of Vienna and the area east of State Route 123.): Anthem Health Plans of Virginia, Inc. In Wisconsin: Blue Cross Blue Shield of Wisconsin (BCBSWI), which underwrites or administers the PPO and indemnity policies; CompCare Health Services Insurance Corporation (CompCare), which underwrites or administers the HMO policies; and CompCare and BCBSWI collectively, which underwrite or administer the POS policies. Independent licensees of the Blue Cross and Blue Shield Association. © ANTHEM is a registered trademark of Anthem Insurance Companies, Inc. The Blue Cross and Blue Shield names and symbols are registered marks of the Blue Cross and Blue Shield Association.

Copyright (c) 2012, Anthem Blue Cross and Blue Shield. All Rights Reserved. This confidential information should not be distributed without prior written consent and should only be used to review health care utilization.



Clinical Engagement and Utilization

Engagement	Members					Paid Amount						Paid Amount PMPM			
	Current Period	Prior Period	Distribution	Commercial Benchmark	Health Risk Index	Inpatient	Outpatient	Professional	Total Current	Total Prior	Pharmacy Current	Pharmacy Prior	Current Period	Prior Period	Trend
Total Members	601	598			1.11	\$176,707	\$681,703	\$521,380	\$2,146,421	\$2,067,956	\$766,631	\$641,395	\$297.87	\$288.02	3.4%
Total Members Identified for Management	78	96			2.97	\$123,317	\$277,557	\$155,635	\$781,363	\$1,062,376	\$224,854	\$233,675	\$874.01	\$997.54	-12.4%
Members Identified for Targeted Coaching	26	52			4.88	\$102,920	\$188,908	\$86,267	\$487,997	\$866,601	\$109,901	\$181,256	\$1,599.99	\$1,501.91	6.5%
Members Enrolled	11	18			4.34	\$31,710	\$142,175	\$36,635	\$256,725	\$265,395	\$46,205	\$89,424	\$1,959.73	\$1,313.84	49.2%
Members Engaged	9	10			4.26	\$31,710	\$140,980	\$35,400	\$250,544	\$126,012	\$42,454	\$51,022	\$2,319.85	\$1,115.15	108.0%
Completion	1	3	11.1%	19.5%	2.83	\$3,787	\$1,087	\$6,290	\$11,403	\$70,511	\$239	\$32,230	\$950.25	\$1,958.64	-51.5%
Members Outreached To, Not Engaged	17	42			5.20	\$71,211	\$47,928	\$50,868	\$237,453	\$740,588	\$67,447	\$130,235	\$1,205.35	\$1,596.10	-24.5%
In Process	0	8	0.0%	19.2%	0.00	\$0	\$0	\$0	\$0	\$184,287	\$0	\$19,465	\$0.00	\$2,118.24	-100.0%
Lost Coverage/Ineligible	1	0	5.9%	7.8%	8.02	\$0	\$1,194	\$757	\$5,667	\$0	\$3,716	\$0	\$515.20	\$0.00	0.0%
Invalid Phone Number	5	11	29.4%	19.6%	5.14	\$46,878	\$10,806	\$14,977	\$84,842	\$163,210	\$12,181	\$31,876	\$1,414.03	\$1,236.44	14.4%
Could Not Reach Member	9	16	52.9%	40.8%	4.39	\$14,245	\$34,131	\$28,554	\$112,679	\$222,026	\$35,749	\$58,035	\$1,063.01	\$1,261.51	-15.7%
Member Declined	2	6	11.8%	9.3%	8.18	\$10,088	\$1,796	\$6,580	\$34,265	\$169,406	\$15,801	\$20,854	\$1,713.27	\$2,646.96	-35.3%
Other	0	1	0.0%	3.3%	0.00	\$0	\$0	\$0	\$0	\$1,660	\$0	\$5	\$0.00	\$331.91	-100.0%

Utilization	Engaged					Total Members				
	Current Period	Prior Period	Trend	Commercial Benchmark	Commercial Benchmark Trend	Current Period	Prior Period	Trend	Commercial Benchmark	Commercial Benchmark Trend
HCC Members as Percent of Total Members	22.2%	0.0%	0.0%	14.1%	11.1%	1.2%	1.0%	21.3%	1.1%	9.7%
Annual Acute Admissions per 1000	444.4	212.4	109.3%	539.4	17.8%	40.0	45.1	-11.4%	55.6	1.1%
Annual Acute Days per 1000	2,222.2	424.8	423.1%	3,216.0	25.6%	154.9	200.6	-22.8%	242.3	3.0%
ER Visits / 1000	888.9	637.2	39.5%	519.2	11.4%	196.5	163.8	20.0%	177.0	1.9%
Avoidable ER Visits / 1000	555.6	212.4	161.6%	236.8	7.6%	73.3	60.2	21.8%	95.2	-2.8%
Health Risk Index	4.26	3.65	16.6%	8.17	-1.7%	1.11	0.98	13.8%	1.22	-0.8%
Number of Deliveries	0	0	0.0%			*	6	*		
C - Section Rate	0.0%	0.0%	0.0%	38.1%	0.2%	*	0.0%	*	34.4%	-1.0%

* This value is not shown due to small numbers

Anthem Blue Cross and Blue Shield is the trade name of: In Colorado and Nevada: Rocky Mountain Hospital and Medical Service, Inc. In Connecticut: Anthem Health Plans, Inc. In Indiana: Anthem Insurance Companies, Inc. In Kentucky: Anthem Health Plans of Kentucky, Inc. In Maine: Anthem Health Plans of Maine, Inc. In Missouri (excluding 30 counties in the Kansas City area): RightCHOICE® Managed Care, Inc. (RIT), Healthy Alliance® Life Insurance Company (HALIC), and HMO Missouri, Inc. RIT and certain affiliates administer non-HMO benefits underwritten by HALIC and HMO benefits underwritten by HMO Missouri, Inc. RIT and certain affiliates only provide administrative services for self-funded plans and do not underwrite benefits. In New Hampshire: Anthem Health Plans of New Hampshire, Inc. In Ohio: Community Insurance Company. In Virginia (excluding the City of Fairfax, the Town of Vienna and the area east of State Route 123.): Anthem Health Plans of Virginia, Inc. In Wisconsin: Blue Cross Blue Shield of Wisconsin (BCBSWI), which underwrites or administers the PPO and indemnity policies; CompCare Health Services Insurance Corporation (CompCare), which underwrites or administers the HMO policies; and CompCare and BCBSWI collectively, which underwrite or administer the POS policies. Independent licensees of the Blue Cross and Blue Shield Association. © ANTHEM is a registered trademark of Anthem Insurance Companies, Inc. The Blue Cross and Blue Shield names and symbols are registered marks of the Blue Cross and Blue Shield Association.



Medical Paid Amounts and Plan Savings

Fast Facts:
1. Your member cost share was \$199,151

All Medical Including Primary Payor and Third Party/Medicare Claims

Setting	Network Status	Charge Submitted	Non Covered Amount	Covered Expense Amount	Discount Amount	Allowed Amount	Reductions From Allowed Amount					Paid Amount without HRA	HRA Amount	Paid Amount with HRA	
							Deductible	Coinsurance	Copayment	Member Sanctions Penalty Amount	Third Party Savings/Medicare				Other
Inpatient Facility	In-Network	\$771,296	\$2,320	\$768,976	\$555,998	\$212,978	\$0	\$5,402	\$0	\$36,215	\$0	\$0	\$171,361	\$0	\$171,361
	Out-of-Network	\$20,869	\$2,333	\$18,535	\$11,006	\$7,530	\$562	\$1,622	\$0	\$0	\$0	\$0	\$5,346	\$0	\$5,346
Total Inpatient Facility		\$792,165	\$4,653	\$787,511	\$567,003	\$220,508	\$562	\$7,024	\$0	\$36,215	\$0	\$0	\$176,707	\$0	\$176,707
Outpatient Facility	In-Network	\$2,008,552	\$42,331	\$1,966,221	\$1,221,398	\$744,823	\$0	\$34,110	\$13,189	\$8,536	\$5,584	\$44	\$683,360	\$0	\$683,360
	Out-of-Network	\$22,270	\$4,952	\$17,318	\$15,844	\$1,473	\$2,325	\$458	\$150	\$198	\$0	\$0	-\$1,658	\$0	-\$1,658
Total Outpatient Facility		\$2,030,822	\$47,283	\$1,983,538	\$1,237,242	\$746,296	\$2,325	\$34,568	\$13,339	\$8,734	\$5,584	\$44	\$681,703	\$0	\$681,703
Professional	In-Network	\$1,171,996	\$23,118	\$1,148,879	\$550,560	\$598,318	\$0	\$14,163	\$59,612	\$9,454	\$5,241	\$3,494	\$506,354	\$0	\$506,354
	Out-of-Network	\$136,944	\$79,801	\$57,143	\$29,340	\$27,803	\$8,758	\$3,553	\$120	\$724	\$0	-\$378	\$15,027	\$0	\$15,027
Total Professional		\$1,308,940	\$102,919	\$1,206,022	\$579,901	\$626,121	\$8,758	\$17,716	\$59,732	\$10,178	\$5,241	\$3,116	\$521,380	\$0	\$521,380

Network Status	Charge Submitted	Non Covered Amount	Covered Expense Amount	Discount Amount	Allowed Amount	Reductions From Allowed Amount					Paid Amount without HRA	HRA Amount	Paid Amount with HRA	
						Deductible	Coinsurance	Copayment	Member Sanctions Penalty Amount	Third Party Savings/Medicare				Other
Total In-Network	\$3,951,844	\$67,769	\$3,884,075	\$2,327,956	\$1,556,119	\$0	\$53,675	\$72,801	\$54,205	\$10,825	\$3,538	\$1,361,075	\$0	\$1,361,075
Percent of Total	95.6%	43.8%	97.7%	97.6%	97.7%	0.0%	90.5%	99.6%	98.3%	100.0%	112.0%	98.6%	0.0%	98.6%
Total Out-of-Network	\$180,083	\$87,086	\$92,996	\$56,190	\$36,806	\$11,645	\$5,632	\$270	\$922	\$0	-\$378	\$18,715	\$0	\$18,715
Percent of Total	4.4%	56.2%	2.3%	2.4%	2.3%	100.0%	9.5%	0.4%	1.7%	0.0%	-12.0%	1.4%	0.0%	1.4%
Total Medical	\$4,131,927	\$154,856	\$3,977,071	\$2,384,146	\$1,592,925	\$11,645	\$59,308	\$73,071	\$55,127	\$10,825	\$3,160	\$1,379,790	\$0	\$1,379,790

Discount Calculation: All Medical Where Employer Plans Are Primary

Network Status	Inpatient Facility			Outpatient Facility			Professional			Total Medical		
	Covered Expense Amount	Discount Amount	Discount Percent	Covered Expense Amount	Discount Amount	Discount Percent	Covered Expense Amount	Discount Amount	Discount Percent	Covered Expense Amount	Discount Amount	Discount Percent
In-Network	\$768,976	\$555,998	72.3%	\$1,950,182	\$1,213,485	62.2%	\$1,138,604	\$547,995	48.1%	\$3,857,762	\$2,317,477	60.1%
Out-of-Network	\$18,535	\$11,006	59.4%	\$17,318	\$15,844	91.5%	\$57,143	\$29,340	51.3%	\$92,996	\$56,190	60.4%
Total Where Anthem is Primary	\$787,511	\$567,003	72.0%	\$1,967,500	\$1,229,329	62.5%	\$1,195,747	\$577,335	48.3%	\$3,950,758	\$2,373,667	60.1%

The claims savings data noted in this report is based on a uniform method of determining network effectiveness, and may vary from group-specific discount or savings calculations. To be consistent with all other CII reports, it is essential to include all medical claims, including third-party and Medicare claims, in the upper tables. However, to ensure the validity of the discount percentage calculation, only claims where the employer plan is primary are included in the Discount Calculation table.

Anthem Blue Cross and Blue Shield is the trade name of: In Colorado and Nevada: Rocky Mountain Hospital and Medical Service, Inc. In Connecticut: Anthem Health Plans, Inc. In Indiana: Anthem Insurance Companies, Inc. In Kentucky: Anthem Health Plans of Kentucky, Inc. In Maine: Anthem Health Plans of Maine, Inc. In Missouri (excluding 30 counties in the Kansas City area): RightCHOICE® Managed Care, Inc. (RIT), Healthy Alliance® Life Insurance Company (HALIC), and HMO Missouri, Inc. RIT and certain affiliates administer non-HMO benefits underwritten by HALIC and HMO benefits underwritten by HMO Missouri, Inc. RIT and certain affiliates only provide administrative services for self-funded plans and do not underwrite benefits. In New Hampshire: Anthem Health Plans of New Hampshire, Inc. In Ohio: Community Insurance Company. In Virginia (excluding the City of Fairfax, the Town of Vienna and the area east of State Route 123.): Anthem Health Plans of Virginia, Inc. In Wisconsin: Blue Cross Blue Shield of Wisconsin (BCBSWI), which underwrites or administers the PPO and indemnity policies; CompCare Health Services Insurance Corporation (CompCare), which underwrites or administers the HMO policies; and CompCare and BCBSWI collectively, which underwrite or administer the POS policies. Independent licensees of the Blue Cross and Blue Shield Association. © ANTHEM is a registered trademark of Anthem Insurance Companies, Inc. The Blue Cross and Blue Shield names and symbols are registered marks of the Blue Cross and Blue Shield Association.

U-06 – Clinical Engagement and Utilization

Report Number:	U-06	
Report Section:	Utilization	
Report Name:	Clinical Engagement and Utilization	
Time View:	Paid Dates	
Time Periods Available:	Rolling 12 months	
Fully Insured/ASO Account Status:	Available for both Fully Insured and ASO Accounts	
Report Suppression Rules:	This report will be suppressed if the medical membership is less than 30.	
Cell Level Suppression Rules:	Several cells in this report will be suppressed and replaced with an asterisk if they do not meet the threshold of 5, along with an asterisk for any total or subtotal based on that cell of data. Pharmacy columns will be suppressed if the client has not purchased a pharmacy product.	
Early or Standard Report Production?	<u>Early (By End of 2nd Week of Month)</u>	<u>Standard (By End of 4th Week of Month)</u> ✓
Hover Description:	Demonstrates key clinical metrics for both the overall client population and members who are engaged in a Health and Wellness clinical program.	
Report Description and Analytic Notes:	A summary report that shows a client's membership and how they are engaged/not engaged in any clinical program, and to what extent services are being utilized compared with the entire membership population.	
Matches Reports:	None	

Report Facts:

1	The report is based on paid dates.
2	The report is based on a rolling 12 month period only. Other time period options and custom report options are not available.
3	This report is a standard view report.
4	The clinical programs captured in engagement are those managed on the Healthy Returns System (HRS) only.
5	The Commercial Benchmark is the Anthem commercial business excluding members where Medicare is primary.
6	Reason codes for Members Outreached To, Not Engaged are as follows: <ul style="list-style-type: none"> • In Process: The member is in the process of outreach for engagement. In Process trumps all other reasons for non-engagement. • Lost Coverage/Ineligible: The member lost program eligibility through the health plan. • Invalid Phone: The member does not have a valid phone number. • Could Not Reach Member: The member was unable to be reached telephonically. This is typically due to the inability to reach the member on the phone number

	<p>provided.</p> <ul style="list-style-type: none"> • Member Declined: The member was successfully contacted but subsequently either gave verbal refusal to participate in any aspect of the program, verbal refusal to participate due to lack of interest, or verbal refusal to participate due to his/her perception that the condition does not require management at this time. • Other: Reasons not aligning to any of the first 5 listed. These are miscellaneous categories that are either too small or yet undefined. Examples include members who are deceased, closed for triage review, or transferred to another clinical program.
7	<p>Although not specifically listed on the report, this report uses the following programs when considering engagement.</p> <ul style="list-style-type: none"> • Behavioral Health Resource Center • Behavioral Health Case Management • Autism Spectrum Disorder • Case Management (Includes some Integrated Models) • Transplant • Bariatric • NICU • ComplexCare • Disease Management • Health Support • Maternity Management • Health Coach <p>As a reminder, Engaged is defined as follows: <i>A member is engaged at any point during the reporting period. This is a subset of "Members Enrolled". Each program may have a slightly different definition of engaged (i.e., all Health Assessment questions answered for CM, answered at least one fundamental HIP/PAT Health Assessment question for DM/HS). There is a qualifying assessment submission for the program subsequent to the case/episode begin date and prior to the end date.</i></p>

Glossary:

Term	Description
Enrollment	A member is enrolled at any point for any program during the reporting period. Each program may have a slightly different definition of enrolled (i.e., member consent documented for MHC/HS/CXC). This is a subset of "Members Identified for Targeted Coaching".
Engagement	A member is engaged at any point during the reporting period. This is a subset of "Members Enrolled". Each program may have a slightly different definition of engaged (i.e., all Health Assessment questions answered for CM, answered at least one fundamental HIP/PAT Health Assessment question for DM/HS). There is a qualifying assessment submission for the program subsequent to the case/episode begin date and prior to the end date.

ConditionCare (Disease Management)	Disease management members identified as high/moderate risk intensity at any time during the reporting period. ConditionCare includes Diabetes, Heart Failure, Asthma, Chronic Obstructive Pulmonary Disorder (COPD), and Coronary Artery Disease (CAD).
Health Support (HS)	Members in Vascular at Risk, Oncology, or Musculoskeletal programs identified as high/moderate risk and reported at their highest level of intensity during the reporting period.
Case Management (CM)	Any reportable program case during the reporting period. Includes the following programs: <ul style="list-style-type: none"> • Case Management (Includes some Integrated Models) • Transplant • Bariatric • NICU
Behavioral Health (BH)	Any reportable program case during the reporting period. Includes the following programs: <ul style="list-style-type: none"> • Behavioral Health Resource Center • Behavioral Health Case Management • Autism Spectrum Disorder
MyHealth Coach (MHC)	Any reportable program case during the reporting period. MyHealth Coach proactively reaches out to those members who are at risk for serious health issues or have current medical needs, and any member can call in for assistance.
ComplexCare (CxC)	Any reportable program case during the reporting period. ComplexCare reaches out to members with multiple health care issues who are at risk for frequent and high levels of medical care in order to offer support and assistance in managing their health care needs.
FutureMoms Maternity (FM)	Any reportable program case during the reporting period. The FutureMoms program employs specialized, nurse health coaches with experience in pregnancy to assist mothers-to-be by providing information and coaching, allowing the member to make good decisions that may result in healthier pregnancies.
Total Members	Members associated with the client during the reporting period
Total Members Identified for Management	Total members identified for management are those members with a reportable program case during the reporting period. This includes cases of all intensities.
Members identified for Targeted Coaching	Members identified for Targeted Coaching are managed telephonically at any point during the reporting period. Subset of 'Total Members Identified for Management.'
Members Outreached to, Not Engaged	This is a subset of "Members Identified for Targeted Coaching". Based on the last non-open status reason. Enrollment status not applicable to not engaged. A non-engaged member may or may not be enrolled. Multiple non-open statuses on the same day have this trumping order (which is based on the order displayed on the report): Lost Coverage/Ineligible, Invalid Phone Number, Could Not Reach Member, Member Declined, Other. In Process trumps all other reasons for non-engagement. Definitions of reasons for non-engagement are as follows: <ul style="list-style-type: none"> • In Process: The member is in the process of outreach for

	<p>engagement. In Process trumps all other reasons for non-engagement.</p> <ul style="list-style-type: none"> • Lost Coverage/Ineligible: The member lost program eligibility through the health plan. • Invalid Phone: The member does not have a valid phone number. • Could Not Reach Member: The member was unable to be reached telephonically. This is typically due to the inability to reach the member on the phone number provided. • Member Declined: The member was successfully contacted but subsequently either gave verbal refusal to participate in any aspect of the program, verbal refusal to participate due to lack of interest, or verbal refusal to participate due to his/her perception that the condition does not require management at this time. • Other: Reasons not aligning to any of the first 5 listed. These are miscellaneous categories that are either too small or yet undefined. Examples include members who are deceased, closed for triage review, or transferred to another clinical program.
High Cost Claimants/ 1000-	The number of members, both engaged and total, who have had claims in excess of the high cost claimant threshold per 1000 members, during the reporting period.
Non High Cost Claimants / 1000	The number of members both engaged and total, who did not have claims in excess of the high cost claimant threshold per 1000 members, during the reporting period.
Inpatient Admissions / 1000	The number of admissions for both engaged and total acute care per 1000 members with medical coverage.
Inpatient Days / 1000	The number of days for both engaged and total acute admissions per 1000 members enrolled with medical coverage.
30 Days Readmission Rate	The proportion of all qualifying admissions, for engaged and total members during the reporting period, that result in a readmission for any diagnosis (all cause) within 30 days of discharge. Certain exclusions apply; Aligns with 2015 HEDIS specifications.
ER Visits / 1000	The number of emergency room visits per 1000 for both engaged and total members enrolled with medical coverage. Aligns with Tier 1 and Tier 2 Quick Care Options designations.
Avoidable ER Visits/1000	The number of ambulatory ER visits per 1000 members, both engaged and total, with medical coverage. Avoidable visits are those with one of the identified ICD-9 or ICD-10 diagnosis codes.
Health Risk Index	The Health Risk Index is a diagnostic and age/sex adjusted projection of the populations likely level of risk for the period indicated. The Benchmark is presented for comparison. A higher score than '1' indicates a higher level of utilization and a higher level of risk; a score lower than '1' indicates lower risk.
Number of Deliveries	Number of deliveries, based on claims, for total members and members engaged in any program reflected in this report.
C Section Rate	Subset of 'Number of Deliveries' classified as caesarian section for total members and members engaged in any program reflected in this report.



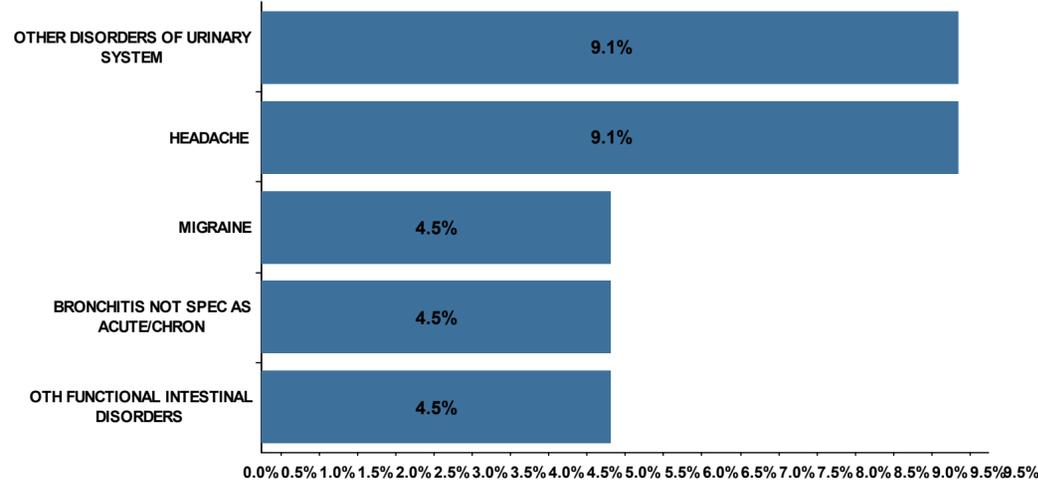
Emergency Room - Savings Opportunity Analysis

Fast Facts:
 Avoidable ER visits: diagnoses that can be treated in an alternative setting such as retail health or urgent care facility.

	Current	Prior Period 1	Prior Period 2	Trend	Commercial Benchmark	Variance to Commercial Benchmark
Total Avoidable ER Visits	44	36	40	22.2%		
Avoidable ER Visits per 1000 members	73.3	60.2	67.5	21.8%	97.8	-25.1%
Avoidable ER Visits Paid Amount PMPM	\$12.15	\$8.62	\$7.11	41.0%	\$8.10	49.9%
Average cost per Avoidable ER Visit	\$1,990	\$1,719	\$1,263	15.8%	\$994	100.1%
Less offset cost: retail/urgent visit	-\$74	-\$74	-\$74			
Savings per visit re-directed	\$1,916	\$1,645	\$1,189	16.5%		
Total Potential Savings Opportunity	\$84,306	\$59,203	\$47,579	42.4%		
Percentage of Avoidable ER visits to all ambulatory ER visits	61.1%	52.9%	58.0%	15.4%		
Potential Savings Opportunity						
Savings if 5% of Avoidable ER visits redirected	\$4,215	\$2,960	\$2,379	42.4%		
Savings if 10% of Avoidable ER visits redirected	\$8,431	\$5,920	\$4,758	42.4%		
Savings if 15% of Avoidable ER visits redirected	\$12,646	\$8,880	\$7,137	42.4%		
Average Membership	601	598	593	0.4%		
Total of all ER visits	118	98	109	20.4%		
Total of all Ambulatory ER visits <i>(i.e. did not result in an admission or involved surgery)</i>	72	68	69	5.9%		
Avoidable ER costs	\$87,562	\$61,867	\$50,539	41.5%		

NOTE: Benchmarks are against Current Reporting Period

Top 5 ER Avoidable Diagnoses By Visits
 The top 5 diagnoses represents 31.8% of the avoidable



Anthem Blue Cross and Blue Shield is the trade name of: In Colorado and Nevada: Rocky Mountain Hospital and Medical Service, Inc. In Connecticut: Anthem Health Plans, Inc. In Indiana: Anthem Insurance Companies, Inc. In Kentucky: Anthem Health Plans of Kentucky, Inc. In Maine: Anthem Health Plans of Maine, Inc. In Missouri (excluding 30 counties in the Kansas City area): RightCHOICE® Managed Care, Inc. (RIT), Healthy Alliance® Life Insurance Company (HALIC), and HMO Missouri, Inc. RIT and certain affiliates administer non-HMO benefits underwritten by HALIC and HMO benefits underwritten by HMO Missouri, Inc. RIT and certain affiliates only provide administrative services for self-funded plans and do not underwrite benefits. In New Hampshire: Anthem Health Plans of New Hampshire, Inc. In Ohio: Community Insurance Company. In Virginia (excluding the City of Fairfax, the Town of Vienna and the area east of State Route 123.): Anthem Health Plans of Virginia, Inc. In Wisconsin: Blue Cross Blue Shield of Wisconsin (BCBSWi), which underwrites or administers the PPO and indemnity policies; CompCare Health Services Insurance Corporation (CompCare), which underwrites or administers the HMO policies; and CompCare and BCBSWi collectively, which underwrite or administer the POS policies. Independent licensees of the Blue Cross and Blue Shield Association. © ANTHEM is a registered trademark of Anthem Insurance Companies, Inc. The Blue Cross and Blue Shield names and symbols are registered marks of the Blue Cross and Blue Shield Association.

	Enrollment - Medical Contracts							Paid Claims			Premium	
	Subscriber	Subscriber & Spouse/ Dependent	Subscriber & Child/ Children	Family	Other	Total Contracts	Total Members	Medical Paid Amount without HRA	HRA	Pharmacy	Total Paid	Total Premium
Jun 2015	82	39	37	79	0	237	594	\$133,615	\$0	\$62,586	\$196,201	\$241,547
Jul 2015	82	39	38	78	0	237	593	\$100,262	\$0	\$62,799	\$163,061	\$241,609
Aug 2015	81	40	36	80	0	237	596	\$130,189	\$0	\$48,592	\$178,782	\$240,141
Sep 2015	83	40	35	81	0	239	598	\$163,594	\$0	\$58,471	\$222,065	\$244,458
Oct 2015	82	40	35	80	0	237	593	\$166,482	\$0	\$67,194	\$233,675	\$236,544
Nov 2015	80	38	37	82	0	237	596	\$172,132	\$0	\$53,241	\$225,374	\$243,534
Dec 2015	82	39	37	84	0	242	607	\$119,620	\$0	\$70,043	\$189,663	\$240,596
Jan 2016	80	41	36	84	0	241	602	\$83,382	\$0	\$66,297	\$149,679	\$270,103
Feb 2016	85	40	34	85	0	244	604	\$28,305	\$0	\$66,861	\$95,166	\$263,537
Mar 2016	83	41	34	85	0	243	602	\$108,151	\$0	\$76,193	\$184,344	\$258,973
Apr 2016	83	43	36	84	0	246	610	\$90,727	\$0	\$59,585	\$150,312	\$266,728
May 2016	83	43	37	83	0	246	611	\$83,332	\$0	\$74,768	\$158,101	\$264,818
Total	986	483	432	985	0	2,886	7,206	\$1,379,790	\$0	\$766,631	\$2,146,421	\$3,012,588

	Premium			
	Medical	Pharmacy	Unassigned	Total
Jun 2015	\$237,272	\$0	\$4,276	\$241,547
Jul 2015	\$237,332	\$0	\$4,277	\$241,609
Aug 2015	\$235,865	\$0	\$4,276	\$240,141
Sep 2015	\$240,190	\$0	\$4,267	\$244,458
Oct 2015	\$232,339	\$0	\$4,206	\$236,544
Nov 2015	\$239,332	\$0	\$4,202	\$243,534
Dec 2015	\$236,394	\$0	\$4,202	\$240,596
Jan 2016	\$266,216	\$0	\$3,887	\$270,103
Feb 2016	\$259,160	\$0	\$4,377	\$263,537
Mar 2016	\$254,347	\$0	\$4,626	\$258,973
Apr 2016	\$262,341	\$0	\$4,387	\$266,728
May 2016	\$260,464	\$0	\$4,355	\$264,818
Total	\$2,961,252	\$0	\$51,336	\$3,012,588

Anthem Blue Cross and Blue Shield is the trade name of: In Colorado and Nevada: Rocky Mountain Hospital and Medical Service, Inc. In Connecticut: Anthem Health Plans, Inc. In Indiana: Anthem Insurance Companies, Inc. In Kentucky: Anthem Health Plans of Kentucky, Inc. In Maine: Anthem Health Plans of Maine, Inc. In Missouri (excluding 30 counties in the Kansas City area): RightCHOICE® Managed Care, Inc. (RIT), Healthy Alliance® Life Insurance Company (HALIC), and HMO Missouri, Inc. RIT and certain affiliates administer non-HMO benefits underwritten by HALIC and HMO benefits underwritten by HMO Missouri, Inc. RIT and certain affiliates only provide administrative services for self-funded plans and do not underwrite benefits. In New Hampshire: Anthem Health Plans of New Hampshire, Inc. In Ohio: Community Insurance Company. In Virginia (excluding the City of Fairfax, the Town of Vienna and the area east of State Route 123.): Anthem Health Plans of Virginia, Inc. In Wisconsin: Blue Cross Blue Shield of Wisconsin (BCBSWI), which underwrites or administers the PPO and indemnity policies; CompCare Health Services Insurance Corporation (CompCare), which underwrites or administers the HMO policies; and CompCare and BCBSWI collectively, which underwrite or administer the POS policies. Independent licensees of the Blue Cross and Blue Shield Association. © ANTHEM is a registered trademark of Anthem Insurance Companies, Inc. The Blue Cross and Blue Shield names and symbols are registered marks of the Blue Cross and Blue Shield Association.

Enrollment - Non - Medical		
	Pharmacy Subscribers	Pharmacy Members
Jun 2015	237	594
Jul 2015	237	593
Aug 2015	237	596
Sep 2015	239	598
Oct 2015	237	593
Nov 2015	237	596
Dec 2015	242	607
Jan 2016	241	602
Feb 2016	244	604
Mar 2016	243	602
Apr 2016	246	610
May 2016	246	611
Total	2,886	7,206

Anthem Blue Cross and Blue Shield is the trade name of: In Colorado and Nevada: Rocky Mountain Hospital and Medical Service, Inc. In Connecticut: Anthem Health Plans, Inc. In Indiana: Anthem Insurance Companies, Inc. In Kentucky: Anthem Health Plans of Kentucky, Inc. In Maine: Anthem Health Plans of Maine, Inc. In Missouri (excluding 30 counties in the Kansas City area): RightCHOICE® Managed Care, Inc. (RIT), Healthy Alliance® Life Insurance Company (HALIC), and HMO Missouri, Inc. RIT and certain affiliates administer non-HMO benefits underwritten by HALIC and HMO benefits underwritten by HMO Missouri, Inc. RIT and certain affiliates only provide administrative services for self-funded plans and do not underwrite benefits. In New Hampshire: Anthem Health Plans of New Hampshire, Inc. In Ohio: Community Insurance Company. In Virginia (excluding the City of Fairfax, the Town of Vienna and the area east of State Route 123.): Anthem Health Plans of Virginia, Inc. In Wisconsin: Blue Cross Blue Shield of Wisconsin (BCBSWi), which underwrites or administers the PPO and indemnity policies; CompCare Health Services Insurance Corporation (CompCare), which underwrites or administers the HMO policies; and CompCare and BCBSWi collectively, which underwrite or administer the POS policies. Independent licensees of the Blue Cross and Blue Shield Association. © ANTHEM is a registered trademark of Anthem Insurance Companies, Inc. The Blue Cross and Blue Shield names and symbols are registered marks of the Blue Cross and Blue Shield Association.

MEMORANDUM

TO: Human Resources Committee Members
FROM: Jan Fischer, Human Resources Director
DATE: June 21, 2016
SUBJECT: Workers' Compensation/Property Liability Insurance

The City's Workers' Compensation insurance premium through Midwest Public Risk will increase from \$360,801.45 in 2016 to \$408,757.54 in 2017. This is a 13% increase, which reflects a 5% increase in wages and the experience mod changing from .88 to .97.

Below is an analysis performed on our past three years' claims data by the City's broker, Arthur Gallagher and Company.

City of Branson

Data valued 05/31/16

Employee Type Description	Entity Incurred Losses			Entity Developed Losses			Three-Year Developed Losses	Three-Year Payroll by Class Code	Entity Loss Rate	75% of NCCI Benchmark Rate	Rate Variance (Better)Worse	Savings to Reduce to 75% of Benchmark
	2012-13	2013-14	2014-15	2012-13	2013-14	2014-15						
Street Constr/Paving	1,511	0	96,448	1,585	0	106,320	107,905	1,326,418	8.14	4.44	3.70	17,029
Waterworks	21,914	349	0	22,995	374	0	23,369	2,084,862	1.12	3.15	(2.03)	
Sewage Disposal Plant	38,221	0	0	40,106	0	0	40,106	2,498,927	1.60	1.81	(0.21)	
Fire	2,484	284	3,067	2,588	304	3,381	6,271	4,904,920	0.13	4.59	(4.46)	
Fire Volunteers	0	0	0	0	0	0	0	34,043	0.00	4.59	(4.59)	
Police Officers	3,761	222,775	90,402	3,847	238,742	99,657	342,347	6,078,374	5.63	2.21	3.42	67,985
Recycling	0	0	0	0	0	0	0	185,299	0.00	4.11	(4.11)	
Auto Repair	0	0	0	0	0	0	0	360,475	0.00	1.89	(1.89)	
Engineering	0	0	1,984	0	0	2,165	2,165	1,282,828	0.17	0.32	(0.15)	
Clerical	288	0	10,545	303	0	11,625	11,927	9,037,788	0.13	0.14	(0.01)	
Attorney	0	0	0	0	0	0	0	354,321	0.00	0.15	(0.15)	
Child Care	0	0	0	0	0	0	0	111,506	0.00	0.78	(0.78)	
Building Maintenance	0	0	0	0	0	0	0	510,635	0.00	2.40	(2.40)	
Golf Course	0	0	0	0	0	0	0	86,828	0.00	1.08	(1.08)	
Community Center	0	0	0	0	0	0	0	1,092	0.00	0.21	(0.21)	
Restaurant	0	0	0	0	0	0	0	142,675	0.00	1.00	(1.00)	
Parks NOC	21,211	708	3,284	22,257	759	3,620	26,836	2,036,996	1.31	2.09	(0.78)	
Municipal NOC	0	0	324	0	0	357	357	601,293	0.06	2.97	(2.91)	
85,013												



ANALYTICAL OBJECTIVES:

Benchmarks Employee Type by Available NCCI Class Codes - While total claims were benchmarked against NCCI on a previous page, this analysis shows loss rate variances by those Class Codes where the entity's individual loss data can be identified and separated. Savings opportunities are quantified for departments with loss rates above 75% of the NCCI benchmark.

FINDINGS:

1. Only two departments are above 75% of the benchmark - Streets and Police.
2. If Streets achieved 75% of the benchmark, the City would save \$17,029 per year. If Police would achieve the same, the City would save \$67,985 per year.

The City's Property/Liability insurance premium will increase as well, from \$392,887.86 in 2016 to \$449,367.76 in 2017. Of that increase (\$56,479.90), \$22,134.23 for property, and \$34,345.67 is for liability coverage. This reflects a 14% increase.

Property	2016	2017
Real Property	\$123,439.10	\$115,034.91
Contents	6,804.09	37,880.18
Other Property	5,050.88	5,205.06
EDP	488.54	292.16
Boats	7.27	6.85
Auto	8,170.48	7,546.83
Inland Marine	3,601.25	3,729.83
Total	\$147,561.61	\$169,695.84
Liability	2016	2017
General	\$46,611.99	\$53,137.66
Auto	56,425.04	64,324.54
Crime	4,906.52	5,593.44
Law Enforcement	39,252.20	44,747.51
Public Officials	98,130.50	111,868.77
Total	\$245,326.25	\$279,671.92
Grand Total	\$392,887.86	\$449,367.76

Our broker is also investigating different coverages by which the City may save money before the next renewal cycle.

MEMORANDUM

TO: Human Resources Committee Members
FROM: Jan Fischer, Human Resources Director
DATE: June 21, 2016
SUBJECT: Fair Labor Standards Act (FLSA) Update

The U.S. Department of Labor (DOL) published changes to the overtime rule that will make approximately 4.2 million currently exempt employees eligible for overtime pay effective December 1, 2016. All employers will have to comply with the changes made to the overtime regulations of the Fair Labor Standards Act (FLSA) by that date.

What does this mean?

- The current floor for salaried employees is \$23,660 annually, or \$455 per week; the new floor will become \$47,476, or \$913 a week.
- The Department of Labor will increase this threshold every three years, where the next update may be in excess of \$51,000.
- The current methodology for how the floor was determined was based on 60% of the salary level of the lowest paying region in the country – the South.
- Future updates may be based on all areas of the country, and may include highly compensated employees; this could mean the three-year updates could be progressively greater.

How does this affect the City of Branson this year?

The City currently has ten exempt employees who could potentially be affected. Two of these will likely exceed the \$47,476 after their next review. So effectively there are eight employees whose compensation will need to be scrutinized closely when we perform the Classification and Compensation study. There are nine other positions, whereby if the incumbent employee left the City, there would need to be consideration as to the starting salary and the new FLSA floor.

What are the City's options in addressing this ruling?

The City has multiple options in addressing these compensation issues. Each will need to be handled on a case-by-case basis in conjunction with the Study. Otherwise, remedies could be:

1. Move these roles to the new salary level. The additional expense would be somewhere around \$23,000.
2. Allow these roles to become non-exempt. Assuming each works five hours a week in overtime, this could cost an additional \$83,000. Note: 45 hours a week is not likely a universal works schedule for these employees, hence the case-by-case scrutiny.
3. Deconstruct their current wages, to include an approximate overtime accumulation as to not affect overall costs. This would not be recommended.