



CITY OF LONG BEACH **ORD-18**

DEPARTMENT OF HUMAN RESOURCES

333 West Ocean Boulevard 13th Floor • Long Beach, CA 90802 • (562) 570.6621

DEBORAH R. MILLS
DIRECTOR

May 12, 2015

HONORABLE MAYOR AND CITY COUNCIL
City of Long Beach
California

RECOMMENDATION:

Adopt Specifications No. RFP HR13-057 for the provision of employee assistance services; award the contract to Managed Health Network (MHN) of San Rafael, CA, in an initial annual amount of \$96,344; authorize a five percent contingency of \$4,817, for a total amount not to exceed \$101,161 per year for a period of three years; and authorize the City Manager or designee to negotiate and execute all documents necessary to enter into the contract, including any necessary amendments thereto; and

Declare Proposition "L" Ordinance read the first time and laid over to the next regular meeting of the City Council for final reading, which, pursuant to Section 1806 of the City Charter, makes findings and determinations regarding contracting of employee assistance services. (Citywide)

DISCUSSION

Employee Assistance Programs (EAPs) are employer-sponsored programs designed to assist employees and family members with mental health, substance abuse, health/wellness, and work/life issues. Early EAP programs began with employer-sponsored counseling and substance abuse monitoring programs, such as the Department of Transportation (DOT) Drug and Alcohol testing program. However, the standards of EAP resources have been expanded to include those that address marital/family issues, elder care, child care, financial planning, legal services, identity theft remediation, stress/grief counseling, and home management referrals. Such services are considered beneficial resources that promote employee retention and productivity in the workplace.

Additionally, many EAPs include organizational management amenities. These include organizational development and leadership seminars, supervisor training, crisis response services, and conflict-prevention workshops. Collectively, offering a wide breadth of EAP services advances long-term organizational performance and employee well-being.

The City's EAP is currently managed by the Risk Management and Occupational Health Bureau of the Human Resources Department. The program is budgeted for 2.5 full-time employees (FTEs), comprised of one Public Health Professional III, one Public Health Associate II and 0.5 of an FTE for clerical support. All positions and associated program costs

are funded by the Internal Services Fund (IS 390). The City's in-house EAP provided a basic level of service for all employees and eligible dependents, including counseling sessions, Critical Incident Stress Debriefings (CISD) during office hours, employee referrals to community-based program resources, basic counseling related to work/life issues, and Department of Transportation (DOT) Drug and Alcohol referrals.

In March 2013, Management Partners was asked to evaluate the EAP. Their assessment found that, although EAP services have been provided for years, no tracking of cases, counseling sessions or other workload measures occurred prior to October 2012. Approximately 25 new employee cases were initiated during the first six months of FY 13. It is estimated that this volume is a valid sample representation and, accordingly, it is estimated that only 50 cases are initiated on an annual basis. Additionally, Management Partners' assessment concluded that the level of services provided by the City's in-house EAP fell far short of industry standards for an organization the size of the City of Long Beach, and recommended the City evaluate private sector opportunities for the provision of EAP services to its employees.

Limited employee use was linked to the inability of existing EAP staff to execute large scale citywide campaigns to engage employees in the use of EAP services, and some concern that a real or perceived conflict exists because the services were provided by City employees. Furthermore, the small size of the EAP staff complicated the ability to provide services on a year-round basis. During employee vacations, holidays, and time spent at off-site trainings, no other City staff or unit were able to perform these functions on a substitute or acting basis.

Request for Proposals

In an effort to provide a more comprehensive, full-service program, a Request for Proposals (RFP) for employee assistance services was developed. The scope of services in the RFP was based on existing service levels and practices, in addition to services that are considered an industry standard based on the comparative assessment performed by Management Partners.

The contract term associated with the RFP is three (3) years. Contract terms vary greatly among government agencies, but terms up to five (5) years are considered a common practice.

The City's RFP and was released on September 13, 2013. The RFP was advertised in the Press-Telegram on September 18, 2013, and 2,779 potential bidders specializing in professional services were notified of the RFP opportunity. Of those proposers, 43 downloaded the RFP via our electronic bid system. The RFP document was made available from the Purchasing Division, located on the seventh floor of City Hall, and the Division's website at www.longbeach.gov/purchasing. An RFP announcement was also included in the Purchasing Division's weekly update of Open Bid Opportunities, which is sent to 30 local, minority- and women-owned business groups.

Five proposals were received on October 15, 2013. Of those proposers, none were Minority-owned Business Enterprises (MBEs), none were Women-owned Business Enterprises (WBEs), none were certified Small Business Enterprises (SBEs), and none were Long Beach businesses (Local). The proposals were reviewed for conformance with the terms of the RFP, references were checked, and financial statements were reviewed and deemed appropriate.

Local Business Outreach

In an effort to align with our outreach goal, Long Beach businesses are encouraged to submit bids/RFPs for City contracts. The Purchasing Division also assists businesses with registering on the Bids Online database to download RFP specifications. Through outreach, 329 Long Beach vendors were notified to submit proposals, of which six downloaded; however, none submitted a proposal. The Purchasing Division is committed to continuing to perform outreach to local vendors to expand the bidder pool.

Proposal Evaluation

The top four firms submitting proposals were interviewed by a panel that consisted of the Manager of Risk & Occupational Health Services, Administrative Officer of Public Works, Acting Occupational Health Services Officer, and Human Resources Officer - Employee Benefits. The panel unanimously selected MHN, of San Rafael, CA (not an MBE, WBE, SBE, DBE or Local), as the preferred provider based on demonstrated competence, experience in the performance of comparable engagements, expertise and availability of key personnel, and cost proposal.

MHN, a behavioral health subsidiary of Health Net Inc., has been providing employee assistance services for over 38 years and is a provider for over 350 government agencies. MHN utilizes a local provider network that includes 2,000 providers in Los Angeles County. This includes 686 psychologists and 1,069 Master's Degree level counselors. The MHN network of providers includes 118 providers within five miles of the 90802 zip code, 327 providers within 10 miles and 963 within 20 miles. Additionally, the network provides culturally sensitive services, including offering resources in a variety of languages and offering availability during evenings and weekends. MHN provides employee assistance services to a number of cities in southern California, including the City of Los Angeles, as well as the State of California, Long Beach Community College District, Los Angeles Unified School District, Port of Oakland and the City of Phoenix. The City's Human Resources Department staff contacted several of these other agencies to verify the quality of MHN's services and overall performance.

The Financial Management and Human Resources Departments have determined that the proposed MHN employee assistance services are superior in scope and breadth compared to those provided through the in-house program. Additionally, MHN's contract provides services equal to the level received by peer agencies that utilize contract service providers. These services include, but are not limited to bilingual counseling capacity, 24/7 telephone hotline, greater accessibility to a larger counseling networking, customized communication materials and online resources.

Comparative Cost Analysis and Proposition "L" Finding

The Financial Management Department was asked to analyze the proposal of the recommended vendor and determine whether the findings required by Charter §1806 can be made. To that end, the Financial Management Department conducted a review of the cost savings by comparing current and proposed employee assistant services and associated costs. A copy of the comparison of services and associated costs has been attached (Attachment A).

Based on MHN's level and cost of services, the finding is made that contracting employee assistance services with MHN meets the test for efficiency and effectiveness as required by Charter §1806 (commonly referred to as "Proposition L"), which requires (1) that the work or services to be contracted for can be performed by a private contractor as efficiently, effectively and at an estimated lower cost to the City than if said work or services were performed by employees of the City; and (2) that the performance of said work or services by a private contractor will not be detrimental or adverse to the best interests of the citizens of the City.

The cost analysis found that the annual employee assistance program costs under the City's current service delivery approach are \$283,254, while the annual cost for contracting the service is \$101,161, which represents a savings of \$182,193. This savings would be partially offset by Citywide ongoing costs associated with the redistribution of various overhead charges which includes health facility rent that would no longer be necessary, resulting in a revenue loss to the Health and Human Services Department. These amounts total \$46,021 that will be reallocated to other funds. This is a result of the normal allocation of overhead charges using historical methodologies to all funds, including the Internal Services Fund. Therefore, from a Proposition "L" perspective, contracting with MHN for employee assistance services is projected to result in an ongoing annual Citywide savings of \$136,072 (or 48 percent).

Staff has also identified transition costs that will be incurred in FY 15. These costs are estimated to be \$49,290 and will only be applicable during FY 15. Appropriation for these costs will be removed from the EAP program budget in FY 16 and will contribute to the total Citywide savings of \$136,072.

The attached Ordinance contains the findings required by Charter §1806 (Proposition "L"). The Ordinance, upon adoption by the City Council, authorizes the City Manager to negotiate and execute a contract with MHN for a period of three years.

Staff Impacts

In FY 14, the Occupational Health Services Officer met with the potentially impacted employees to apprise them of the RFP process. There are two (2) budgeted FTEs associated with the in-house program, a Public Health Professional III (classified) and a Public Health Associate (unclassified). Additionally, this program is budgeted for 0.5 FTE that provides part-time temporary clerical support through a staffing agency. This position was budgeted for \$11,611 in FY 13 while actual expenditures were \$6,701. The City's contract for this part-time temporary support was eliminated.

Presently, both positions are vacant due to a transfer and a retirement, and no layoffs will occur. In the absence of an active in-house program, employees with assistance needs are being referred to their medical provider.

Human Resources met and conferred with the IAM in FY 2015. Their concerns were addressed and the Meet and Confer process was concluded.

Contract Award and Quality Assurance

The City Manager will, per the Council action, have the authority to negotiate and execute a contract with MHN. Based on the costs presented in the MHN proposal, City Management is recommending awarding the contract to provide EAP services that meet best practices and the standards exhibited by peer agencies. It is currently envisioned that MHN would assume all employee assistance services responsibilities on the first day of the contract.

Assuring that a contractor can provide employee assistance services efficiently and effectively is of paramount importance. To that end, a number of controls have been established. Existing management staff within the Benefits Division of Human Resources Department will manage the contract, ensuring that MHN meets all requirements and expectations.

This matter was reviewed by Deputy City Attorney Gary Anderson on April 20, 2015 and by Budget Manager Lea Eriksen on April 21, 2015.

TIMING CONSIDERATIONS

City Council action to adopt Specifications No. RFP HR13-057, authorize the City Manager to negotiate and execute a contract, and declare the Proposition "L" Ordinance concurrently is requested on May 12, 2015 in order to begin implementation of a more comprehensive, full-service EAP for City employees and their families, and to begin realizing the associated cost savings as soon as possible.

FISCAL IMPACT

After the program is fully implemented in FY 16, the Insurance Fund (IS 390) would realize savings in the amount of \$182,093 offset by \$46,021, which would be reallocated to other funds resulting in ongoing annual Citywide savings in the amount of \$136,072 and will be included in the FY 16 budget process. The estimated savings are based on the cost analysis performed by the Budget Office, which concludes that contracting with MHN for EAP programming needs will result in a superior level of service.

The cost of the contract, estimated to be \$101,161 per year, would be funded from appropriation currently budgeted for the in-house EAP program. This amount includes the option of adding up to five (5) percent (or \$4,817) above the base contract amount of \$96,344. These funds are budgeted in the Insurance Fund (IS 390) in the Human Resources Department (HR). There is no local job impact associated with this recommendation.

HONORABLE MAYOR AND CITY COUNCIL
May 12, 2015
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SUGGESTED ACTION:

Approve recommendation.

Respectfully submitted,



DEBORAH R. MILLS
DIRECTOR OF HUMAN RESOURCES



JOHN GROSS
DIRECTOR OF FINANCIAL MANAGEMENT

PHW:DRM:GH:mm
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Attachments: A - Employee Assistance Program Financial & Comparative Service Analysis
Prop L Ordinance

APPROVED:



PATRICK H. WEST
CITY MANAGER

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ORDINANCE NO.

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LONG BEACH MAKING FINDINGS AND DETERMINATIONS REGARDING CONTRACTING FOR WORK USUALLY PERFORMED BY CITY EMPLOYEES AND AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND ENTER A CONTRACT WITH MANAGED HEALTH NETWORK FOR EMPLOYEE ASSISTANCE SERVICES

WHEREAS, Employee Assistance Programs (EAPs) are employer-sponsored programs designed to assist employees and family members with mental health, substance abuse, health/wellness, and work/life issues; and

WHEREAS, the City's EAP is currently managed by the Risk Management and Occupational Health Bureau of the Human Resources Department; and

WHEREAS, the City's EAP is budgeted for 2.5 full-time employees; and

WHEREAS, the City provides in-house employee assistance services for all City employees and eligible dependents; and

WHEREAS, in March 2013, Management Partners evaluated the City EAP Program and found that only an estimated 50 EAP cases are initiated annually; and

WHEREAS, limited employee use was linked to the inability of existing EAP staff to execute large scale citywide campaigns to engage employees in the use of EAP services and some concern that a real or perceived conflict exists because the services were provided by City employees; and

WHEREAS, to achieve cost savings and provide a comprehensive, full-service EAP program, the City desires to contract for employee assistance services, if those services can be performed by a private contractor as efficiently, effectively and at an estimated lower cost to the City than if the services were performed by employees of

1 the City; and

2 WHEREAS, proposals were received and the preferred vendor for those
3 services was determined; and

4 WHEREAS, the Department of Financial Management has calculated the
5 annual cost to the City if the employee assistance services were performed by the
6 preferred vendor, and the resultant cost savings, based upon the frequency of service
7 required in the Specifications; and

8 WHEREAS, based upon the information furnished, the City Council desires
9 to make the findings and determinations required by the City Charter and to authorize a
10 contract for employee assistance services;

11 NOW, THEREFORE, the City Council of the City of Long Beach ordains as
12 follows:

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14 Section 1. Based upon the calculations of the Department of Financial
15 Management, the annual cost of employee assistance services if performed by City
16 employees, the cost of these services if performed by the preferred vendor, Managed
17 Health Network, and the resultant savings are as follows:

18	Direct City Cost:	\$237,233
19	Contract or Cost:	\$101,161
20	Annual Savings:	\$136,072

21
22 Section 2. The City Council finds and determines that employee
23 assistance services can be performed by Managed Health Network as efficiently,
24 effectively, and at a lower cost to the City than if the services were performed by
25 employees of the City.

26
27 Section 3. The City Council has considered all other relevant factors and
28 finds and determines that the performance of employee assistance services by Managed

OFFICE OF THE CITY ATTORNEY
CHARLES PARKIN, City Attorney
333 West Ocean Boulevard, 11th Floor
Long Beach, CA 90802-4664

1 Health Network will not be detrimental or adverse to the best interests of the citizens of
2 the City.

3

4 Section 4. The City Manager is authorized to negotiate and execute a
5 contract with Managed Health Network in an initial annual amount of \$96,344 with a five
6 percent (5%) contingency of \$4,817, for a total amount not to exceed \$101,161 per year
7 for a period of three years.

8

9 Section 5. The City Clerk shall certify to the passage of this ordinance by
10 the City Council and cause it to be posted in three (3) conspicuous places in the City of
11 Long Beach, and it shall take effect on the thirty-first (31st) day after it is approved by the
12 Mayor.

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I hereby certify that the foregoing ordinance was adopted by the City Council of the City of Long Beach at its meeting of _____, 2015, by the following vote:

Ayes: Councilmembers: _____

Noes: Councilmembers: _____

Absent: Councilmembers: _____

City Clerk

Approved: _____
(Date)

Mayor

OFFICE OF THE CITY ATTORNEY
CHARLES PARKIN, City Attorney
333 West Ocean Boulevard, 11th Floor
Long Beach, CA 90802-4664

**ATTACHMENT A: EMPLOYEE ASSISTANCE PROGRAM
FINANCIAL & COMPARATIVE SERVICE ANALYSIS**

The Financial Management Department was asked to analyze the proposal of the recommended vendor and determine whether the findings required by Charter §1806 can be made.

The Financial Management Department conducted a review of the cost savings by comparing current and proposed employee assistant services (EAP) and associated costs. A copy of the comparison of services and associated costs is attached (See below).

- The cost analysis found that the annual employee assistance program costs under the City's current service delivery approach are \$283,254, while the annual cost for contracting the service is \$101,161.

Category	City Cost: In-House EAP	City Cost: Contracted EAP
PROGRAM COSTS		
Personnel	\$ 230,357	\$ 101,161
Materials & Supplies	6,877	
Internal Support	-	
Total Program Costs	237,233	101,161
CITYWIDE ONGOING COSTS ^[1]		
PERS Unfunded Liability	10,976	10,976
Ongoing Technology Costs	9,305	9,305
Health Department Facility Rent	25,740	25,740
Total Citywide Ongoing Costs	46,021	46,021
FY 15 TRANSITION COSTS	N/A	49,290
TOTAL ANNUAL COST	283,254	196,472
ESTIMATED CITYWIDE SAVINGS (Including FY 15 Transition Costs)		\$ 86,782
ESTIMATED TOTAL CITYWIDE SAVINGS (Not including FY 15 Transition Costs)		\$ 136,072

Notes:

[1] These costs are ongoing Citywide expenses that will be redistributed to other departments should the City's EAP services to be contracted to a service provider.

- As shown in the chart above, the estimated total Citywide savings are projected to be \$136,072 annually. The contract with MHN is based on a per-employee, per-month cost of \$1.39 applied to 5,776 City employees (includes permanent, full-time, temporary, and part-time), resulting in a base contract total of \$101,161.
- A \$4,817, or five (5) percent, contingency was applied to the contract's cost to cover additional expenses such as Critical Incident Stress Debriefings, additional health and wellness events requested by the City, and travel expenses. Costs for Critical Incident Stress Debriefings would be applied to large-scale crisis events that require more than 20 hours of counseling. Hours extending past the 20 hour period would be charged a rate of \$250 an hour.

ATTACHMENT A: EMPLOYEE ASSISTANCE PROGRAM
FINANCIAL & COMPARATIVE SERVICE ANALYSIS

- Additionally, the City has the option to provide additional health and wellness events to supplement those activities provided by the base contract. These events are charged at \$300 an hour.
- For these ancillary services, a \$75 travel fee would also be charged to the City for each instance. These ancillary costs would only be incurred should the City decide to request these services from MHN.
- The table above also includes ongoing Citywide costs associated with the redistribution of various overhead charges which includes health facility rent that would go away resulting in a revenue loss to Health. These amounts total \$46,021 that will be reallocated to other funds. This is a result of the normal allocation of overhead charges using historical methodologies to all funds, including the Internal Services Fund.
- Staff has also identified transition costs that will be incurred in FY 15. These costs are estimated to be \$49,290 and will only be applicable during FY 15. Appropriation for these costs will be removed from the EAP program budget in FY 16 and will contribute to the total Citywide savings of \$136,072.
- As shown in the chart above, contracting with MHN for employee assistance services is projected to result in an ongoing annual Citywide savings of \$136,072 (or 48 percent).

Comparative Service Analysis

Currently, the City provides in-house employee assistance services for City employees Monday through Friday between the hours of 7:30 a.m. and 6:30 p.m. Services are made available to all City employees and eligible dependents. The City's current EAP provides a basic level of service including employee counseling sessions, Critical Incident Stress Debriefings (CISD) during office hours, employee referrals to community-based program resources, basic counseling related to work/life issues, and Department of Transportation (DOT) Drug and Alcohol referrals.

In March 2013, Management Partners was asked to evaluate the EAP. Their assessment found that, although EAP services have been provided for years, no tracking of cases, counseling sessions or other workload measures occurred prior to October 2012. Approximately 25 new employee cases were initiated during the first and second quarters of FY 13. It is estimated that this volume is a valid sample representation and accordingly, it is estimated that 50 new employees utilize the City's EAP services annually. No data regarding ongoing or additional cases were provided for evaluation during this analysis. The national average EAP utilization rate across all businesses and industries is 4.5 percent for a face-to-face program, and 3 percent for a telephone model program. Based on the information made available by the City's EAP unit, the City's clinical use rate is 0.4 percent (4 in 1,000). Typically, clinical rates in organizations range between 1 and 5 percent (1-5 in 100).

Management Partners assessed the City's EAP services along with 11 peer agencies located in the region. Their comparative analysis found that

- Contract service providers are able to provide one-on-one assistance regarding a wider array of health/wellness and work/life topics; are able to connect with employees and dependents in many locations; provide face-to-face, phone or web-video communication options; and provide employees with online resources and 24/7 access to information and resources.
- Furthermore, many contract service providers disseminate data reports to client agencies that provide critical information regarding utilization rates, types of services utilized, demographic information, and outcome statistics. Data driven analysis and statistics provide agencies with vital information to effectively evaluate the overall health, productivity, and risk management issues that may impact their organization.

A table summarizing the comparison between the City's EAP services and MHN's services, as described in the Request for Proposal submission is presented below.

ATTACHMENT A: EMPLOYEE ASSISTANCE PROGRAM FINANCIAL & COMPARATIVE SERVICE ANALYSIS

Details as requested by City	City EAP	Detail	# of Activities in FY 13	Estimated FY 13 Cost	MHN EAP	Detail	Estimated # of Activities per Year	Estimated Annual Cost
COUNSELING SERVICES								
1) EAP Counseling	YES	80% of FTE workload conducted during office hours between 7:30AM - 6:30PM at the Long Beach Health Department	No restrictions on # of sessions per employee per year	\$184,285.27	YES	Includes face-to-face, phone, and web-video counseling capabilities	6 sessions per employee or family member per year	Included in base contract of \$101,161
2) Counseling capacity to accommodate 5,776 employees and eligible dependents	NO	The EAP unit recorded a total of 3,616 work hours in FY 13.	3,616 work hours	Included in FTE workload	YES	The use of network providers provides the capacity to service the City's 5,776 employees plus eligible dependents	Guaranteed access to a minimum of 34,000 hours of counseling for employees and eligible dependents	Included in base contract
3) Bilingual Counseling Capability	NO	Not provided	N/A	-	YES	Over 35 languages spoken by providers plus ability to translate phone calls to 170 languages via Language Line	Unlimited Use	Included in base contract
4) Critical Incident Stress Debriefings	YES	No recorded attendance or response to Critical Incident Stress Debriefings in FY 13	None provided in FY 13	-	YES	\$250/hour per hour of counseling for each event that exceeds 20 hours of counseling; telephonic care available 24/7 while on-site care is coordinated with agency	2 incidents per year @ 4 hours fee-for service basis per incident (Included in contingency costs)	Included in \$4,917 of contingency costs
5) Department of Transportation (DOT) drug and testing/Substance Abuse Professional (SAP) services	YES	5% of FTE workload, estimated 1-2 incidents per year	2	\$11,517.83	YES	Arrange Job Performance Referral assessments and facilitate referrals in accordance with employee's medical benefits	2 incidents/year	Included in base contract
6) 24/7 hotline in Spanish and English	NO	Not provided	N/A	-	YES	Available to all City employees and eligible dependents	Unlimited use	Included in base contract
7) Work & Life Counseling re: elder care, child care, personal finance, legal services, identity theft, daily living	NO	Not provided	N/A	-	YES	Available to all City employees and eligible dependents including multiple provider locations; IP-personnel/web-video capability	Usage limits dependent on service utilized	Included in base contract
TRAINING AND PROGRAMS								
8) Trainings for supervisors/managers	YES	5% of FTE workload, as requested by departments	1	\$11,517.83	YES	Telephonic Training Seminar	1 per year	Included in base contract
9) Health Fair	YES	Participated in Citywide Health Fairs hosted by other City departments	2	-	YES	Conducted on City Premises	1 per year	Included in base contract
10) Orientation Seminar/Open Enrollment for Employees	YES	5% of FTE workload	2-3 per year	\$11,517.83	YES	Telephonic Seminar	1 per year	Included in base contract
11) Management Consults/Job Performance Referrals	YES	Only if requested by departments	None provided in FY 13	-	YES	Quantity to be determined by contract	Quantity customizable	Included in base contract
12) Topical seminars for employees/direct family members	YES	Only if requested by departments	None provided in FY 13	-	YES	4 "brown bag" seminars per year conducted on City premises; customizable options and topics	4 per year	Included in base contract
REPORTING								
13) Progress reports for supervisors/managers	NO	Not provided	N/A	-	YES	Quantity of reports and customized factors to be determined during development of Implementation Plan	Quantity customizable	Included in base contract
14) Statistical evaluation of EAP Program	NO	Not provided	N/A	-	YES	Provided on Annual Basis; includes call activity, EAP case activity, utilization rate, clinical case totals, demographics, referral assessments, web utilization	Quantity customizable	Included in base contract
15) Ability to maintain HIPPA compliance	YES	5% of FTE workload	Ongoing	\$11,517.83	YES			Included in base contract
PRINTED AND ELECTRONIC RESOURCES								
16) Development of communication material	NO	Not provided	N/A	-	YES	Customized material, thematic/topical issues identified by Yearly Communication Calendar	Minimum of 3 publications per month (electronic and hard print)	Included in base contract
17) Employee Website/Online resources	NO	Not provided	N/A	-	YES	Available to all City employees and eligible dependents; customized web resources	Unlimited account access	Included in base contract
MISCELLANEOUS								
18) Travel Expenses	N/A	N/A	N/A	-	YES	\$75 per Critical Incident Stress Debriefing counseling session and additional wellness training	Estimated at 2 CISD incidents/year and 0 additional wellness trainings	Included in contingency costs
19) Clerical Support	YES	0.5 clerical temporary employee	N/A	\$6,701.76	YES	Included in contract		Included in base contract