

# Employee Benefits

**Mission** To provide centralized budgetary and financial control over employee fringe benefits paid by the County.

**Focus** Agency 89, Employee Benefits, is a set of consolidated accounts that provide budgetary control for employee fringe benefits paid for all County employees of General Fund agencies.

## **Group Health Insurance**

Fairfax County Government offers its employees and retirees several health insurance alternatives, with the intent of offering options that are both comprehensive and cost effective. A self-insured open access plan (OAP) features a national network of providers with three levels of coverage. Two levels of coverage include co-insurance and modest deductibles, and one level offers a consumer-directed health plan with a health savings account that is partially funded by the County. In addition, a fully-insured health maintenance organization (HMO) is available, featuring care centers located in communities throughout the area with a co-pay structure for office visits and other services. Beginning in CY 2021, a co-pay plan was closed to align with the County's long-term strategy, while two new Medicare Advantage Plans were offered to provide additional options for Medicare-eligible retirees.

All of the County's health insurance plans include self-insured vision benefits and offer eligible preventive care services on a zero-cost basis. In addition, the County offers a disease management program to detect chronic conditions early and provides assistance to those affected to help manage their diseases, resulting in healthier outcomes. The County's self-insured health insurance plans are consolidated under one network provider to control costs, improve analytical capabilities, and provide a high quality of care with an emphasis on wellness, prevention, and better management of chronic conditions.

The self-insured health insurance plans are administered through Fund 60040, Health Benefits. For a more detailed discussion of the County's self-insured health fund, refer to Fund 60040 in Volume 2 of the [FY 2022 Adopted Budget Plan](#).

## **Dental Insurance**

Fairfax County Government offers its employees and retirees a two-tiered dental insurance preferred provider organization (PPO) plan in order to provide a comprehensive plan with maximum flexibility. The plan includes the provision of a 50 percent employer contribution for all eligible active employees who elect dental coverage.

## **Group Life Insurance**

Basic group life insurance coverage at one times salary is funded for all County employees solely through an employer contribution. If employees choose to accept life insurance coverage above the basic amount, they are responsible for paying the additional cost based on an age-banded premium rating scale.

## **Social Security and Medicare (FICA)**

Social Security and Medicare contributions represent the employer portion of Federal Insurance Contributions Act (FICA) tax obligations for Fairfax County employees. Social Security contributions are calculated by applying the Social Security portion of the FICA tax rate to salary up to a pre-determined wage base. The Medicare portion of the FICA tax rate is applied to total salary. Any change to the wage base or the FICA tax rate is announced in October/November and takes effect January 1 of the upcoming year.

## **Retirement**

Retirement expenditures represent the General Fund contribution to the three retirement systems as set by employer contribution rates. The County is committed to strengthening the financial position of its retirement systems and has established a goal to reach a 90 percent funded status for all plans by FY 2025. In order to meet this goal, the Board of Supervisors approved, as part of the adoption of the FY 2016 Adopted Budget Plan, the following multi-year strategy:

- The employer contribution rates will be increased so that the County will include amortization of 100 percent of the unfunded liability in the actuarially determined contributions for all systems by FY 2020. The County will continue to use a conservative 15-year amortization period.
- Until each system reaches 100 percent funded status, employer contributions to that system will not be reduced. Various factors, such as the historical trend of the County's investment returns exceeding the assumed rate of return, could allow employer contribution rates to be reduced from current levels. However, the County is committed to maintaining the rates and redirecting any potential savings into further improvement in the systems' funded positions.
- Any additional unfunded liability created as a result of approved benefit enhancements, such as ad-hoc COLAs, will be fully funded. It is the intent that no adjustments to benefit levels will reduce the funded status of any of the systems.

The County has also taken multiple steps to limit increases in liabilities. These changes have included tightening the requirements regarding the award of ad-hoc Cost-of-Living Adjustments (COLAs), adopting modifications to the retirement systems for new employees hired on or after January 1, 2013, and again for new employees hired on or after July 1, 2019, as well as increasing contribution rates by adjusting the amortization level of the unfunded liability to 100 percent beginning in the FY 2020 Adopted Budget Plan.

For a more detailed discussion of the County's retirement systems and its retirement funding policy, refer to the Employee Retirement Systems Overview in Volume 2 of the FY 2022 Adopted Budget Plan.

## **Virginia Retirement System (VRS)**

Beginning in FY 1996, VRS funding was provided in Agency 89 for 233 Health Department employees who were converted from state to County employment. Funding reflects required employer contributions paid by the County to VRS for retirement benefits provided to the converted employees. As these employees terminate service with the County, funding for VRS payments will be reduced.

In FY 2006, the Board of Supervisors approved two additional benefits for employees who remain in VRS. First, current and future retirees who participate in a County health plan are eligible to receive the differential between the County retiree health benefit subsidy for which the employee is eligible based on years of service and the subsidy provided by VRS. For a more detailed discussion of this benefit, refer to Fund 73030, OPEB Trust, in Volume 2 of the FY 2022 Adopted Budget Plan. Second, the County began allowing converted employees to use accrued sick leave to purchase additional service credit in VRS upon retirement. Thus, funding for VRS also includes these County payments made on behalf of the employees.

## **Deferred Compensation Plan**

In addition to defined benefit plans, the County offers a deferred compensation plan under section 457(b) of the Internal Revenue Code to help employees plan for a financially secure retirement. The plan is fully funded by employees with no employer match. However, as part of their approval of the *FY 2019 Third Quarter Review*, the Board of Supervisors approved a one-time incentive program for non-merit benefits-eligible employees to encourage them to begin saving for retirement. Employees that satisfied the incentive program criteria were provided with a one-time match of \$250 to their 457 accounts. As the matching program was only offered for a limited period, all matching contributions have been paid out, and no expenditures related to the program are anticipated in FY 2022.

## **Line of Duty**

The Line of Duty Act provides benefits to employees and volunteers of state and local governments who serve in hazardous duty positions. The Act provides for health insurance coverage and a death benefit payment for service-connected death or disability. Prior to FY 2011, the state administered and funded the program. Beginning in FY 2011, the costs of the program were passed on to localities, although the state continues to administer the program.

## **Flexible Spending Accounts**

Health and Dependent Care Flexible Spending Accounts are funded through voluntary employee contributions. Funding in Agency 89 reflects the expense of administering Flexible Spending Accounts through a contract with an outside vendor.

## **Unemployment Compensation**

Unemployment Compensation payments reflect premiums paid to the state based on the actual number of former Fairfax County employees filing claims.

## **Capital Projects Reimbursements**

Capital Projects Reimbursements represent the reimbursable portion of Fringe Benefits for County employees of General Fund agencies who charge a portion of their time to capital projects.

## **Employee Assistance Program (EAP)**

Provision of EAP services, including assessment, intervention, diagnosis, referral, and follow-up for workplace issues as they arise, is provided through a contract with an outside vendor.

## **Employee Awards Program**

Employees that are recognized with Outstanding Performance, Team Excellence, and Managerial Excellence Awards receive a net \$300 cash award, a certificate, and one day of administrative leave.

## **Employee Development**

General training centrally managed by the Organizational Development and Training Division includes all FOCUS training as well as courses related to the Employee Development and Learning Program. The foundation for the program is the Countywide Competency Map for Employee Development, which identifies competencies that promote leadership and learning for the entire County workforce. This map aligns training with required on-the-job skillsets at all levels of the organization. Developmental programs include offerings that build performance capacity in areas ranging from customer service and effective communication skills to conflict resolution and project management. Programs also focus on enhancing succession planning and management by developing current high-performing employees through training and mentoring opportunities.

## Budget and Staff Resources

Category	FY 2020 Actual	FY 2021 Adopted	FY 2021 Revised	FY 2022 Advertised	FY 2022 Adopted
<b>FUNDING</b>					
<b>Expenditures:</b>					
Personnel Services	\$391,774,737	\$399,606,243	\$390,379,482	\$402,117,168	\$406,052,922
Operating Expenses	3,873,635	4,088,954	6,013,027	6,257,763	6,257,763
<b>Subtotal</b>	<b>\$395,648,372</b>	<b>\$403,695,197</b>	<b>\$396,392,509</b>	<b>\$408,374,931</b>	<b>\$412,310,685</b>
<b>Less:</b>					
Recovered Costs	(\$2,653,712)	(\$2,328,636)	(\$2,328,636)	(\$2,658,380)	(\$2,658,380)
<b>Total Expenditures</b>	<b>\$392,994,660</b>	<b>\$401,366,561</b>	<b>\$394,063,873</b>	<b>\$405,716,551</b>	<b>\$409,652,305</b>

## FY 2022 Funding Adjustments

The following funding adjustments from the FY 2021 Adopted Budget Plan are spread across the fringe benefit categories detailed below. They are reported in summary here for clarification purposes:

### **New Positions** **\$7,643,381**

An increase of \$7,643,381 in Fringe Benefits based on funding for new positions includes the following adjustments. In some cases, funding is required for the full-year impact of positions added in FY 2021 and is not associated with new FY 2022 positions. New positions funded by non-General Fund sources are not included in the list below.

- Agency 02, Office of the County Executive – \$120,422 associated with positions approved as part of the *FY 2020 Carryover Review* to support the development and management of the Climate Adaptation and Resilience Plan.
- Agency 08, Facilities Management Department – \$45,328 and 1/1.0 FTE new position to support the implementation of Phase Two of the Government Center Security Restoration Plan.
- Agency 11, Department of Human Resources – \$254,248 and 5/5.0 FTE new positions as a result of the legislative changes for collective bargaining for public employees during the 2020 General Assembly session.
- Agency 15, Office of Elections – \$73,712 and 2/2.0 FTE new positions to address the increase in complexity of financial activity and the increased workload associated with managing the county's voting equipment system.
- Agency 17, Office of the County Attorney – \$61,886 and 1/1.0 FTE new position to provide legal support to the Board of Supervisors and County staff for the implementation of collective bargaining.
- Agency 26, Office of Capital Facilities – \$430,102 and 9/9.0 FTE new positions to address the growing workload requirement associated with the planned projects in the Capital Improvement Program (CIP). This adjustment is partially offset by an increase of \$378,489 in Capital Project Reimbursements, resulting in a net impact to the General Fund of \$51,613.
- Agency 30, Department of Economic Initiatives – \$39,365 and 1/1.0 FTE new position to address growing workload requirements associated with the economic opportunity program and recovery initiatives.

## Employee Benefits

- Agency 31, Land Development Services – \$529,499 associated with positions approved as part of the *FY 2021 Third Quarter Review* to address substantially increased call volume and new complex processes, and to continue meeting workload associated with increasing site plan and building permit activity.
- Agency 38, Department of Housing and Community Development – \$100,784 and 2/2.0 FTE new positions to support the creation, rehabilitation, and preservation of affordable housing throughout Fairfax County.
- Agency 51, Fairfax County Park Authority – \$60,951 and 2/2.0 FTE new positions to staff and operate the new Community Center in Lee District.
- Agency 57, Department of Tax Administration – \$54,035 and 1/1.0 FTE new position to oversee the Audit Section in response to anticipated growth in the number of businesses in redevelopment areas and increases in the number and complexity of appeals.
- Agency 67, Department of Family Services – \$214,997 associated with positions approved as part of the *FY 2020 Carryover Review* to address increased caseloads in the Public Assistance program, as well as \$83,750 for positions approved as part of the *FY 2020 Carryover Review* in the Protection and Preservation Services program.
- Agency 70, Department of Information Technology – \$161,386 associated with positions approved as part of the *FY 2020 Carryover Review* to support Phase Two and Phase Three of the Body-Worn Camera Program.
- Agency 71, Health Department – \$64,993 and 2/2.0 FTE new positions to support the Emergency Operations Plan which is no longer funded by the federal Urban Areas Security Initiative (UASI) grant; \$43,200 and 2/2.0 FTE new positions to support the Opioid Task Force initiative; \$27,142 and 1/1.0 FTE new position to staff and operate the new Sully Community Center; \$1,416,990 associated with positions approved as part of the *FY 2020 Carryover Review* to support COVID-19 case and contact investigations and public health interventions in high risk settings and communities; and \$508,555 to support positions approved as part of the *FY 2021 Mid-Year Review* for the vaccination initiative in response to the pandemic.
- Agency 79, Department of Neighborhood and Community Services – \$117,882 and 9/8.5 FTE new positions for the new Sully Community Center; \$442,482 associated with positions approved as part of the *FY 2020 Carryover Review* to address the workload in the Coordinated Services Planning (CSP) call center; and \$238,306 associated with positions approved as part of the *FY 2021 Third Quarter Review* as well as support for positions approved as part of the *FY 2020 Carryover Review* to staff the new Community Center in Lee District.
- Agency 82, Office of the Commonwealth's Attorney – \$713,611 supports 15/15.0 FTE new positions to support the ongoing efforts of the Body-Worn Camera Program, as well as handling all sex crimes and the majority of violent crimes; and \$651,197 supports positions approved as part of the *FY 2020 Carryover Review* for the workload resulting from the implementation of a Body-Worn Camera Program.
- Agency 85, General District Court – \$105,817 and 3/3.0 FTE new positions to support the County's Diversion First initiative.

## Employee Benefits

- Agency 90, Police Department – \$654,043 supports 16/16.0 FTE new positions to staff the South County Police Station, and \$76,856 supports positions approved as part of the *FY 2020 Carryover Review* for Phase Two and Phase Three of the Body-Worn Camera Program.
- Agency 91, Office of the Sheriff – \$206,181 and 6/6.0 FTE new positions to support the Opioid Task Force initiative.
- Agency 92, Fire and Rescue Department – \$364,706 and 8/8.0 FTE new positions to staff a Medic Unit in the Scotts Run Fire Station and \$39,365 to convert a contracted position to a merit position.
- Agency 93, Office of Emergency Management – \$34,171 and 1/1.0 FTE new position to support the volunteer program which is no longer funded by the federal Urban Areas Security Initiative (UASI) grant and \$85,908 to support positions approved as part of the *FY 2020 Carryover Review* to provide long-term support with response and recovery efforts related to COVID-19.

### Employee Compensation

**\$3,406,255**

An increase of \$3,406,255 in Fringe Benefits is included for a 1.00 percent market rate adjustment (MRA) for all employees effective July 2021.

*The following funding adjustments from the FY 2021 Adopted Budget Plan are necessary to support the FY 2022 program. Included are all adjustments recommended by the County Executive that were approved by the Board of Supervisors, as well as any additional Board of Supervisors' actions, as approved in the adoption of the Budget on May 4, 2021.*

### Group Health Insurance

**(\$3,274,298)**

Health Insurance premiums total \$98,847,387, a net decrease of \$3,274,298, or 3.2 percent, from the FY 2021 Adopted Budget Plan. A decrease of \$8,642,478 is based on year-to-date FY 2021 experience, including savings resulting from migration out of the County's highest-cost health plan. This decrease is partially offset by an increase of \$2,227,563 to reflect the impact of projected premium increases of 5.0 percent for all health insurance plans, effective January 1, 2022. An increase of \$1,228,653 is based on the full-year impact of January 2021 premium adjustments. An additional net increase of \$1,911,964 is based on adjustments to reflect the inclusion of new positions.

### Dental Insurance

**\$169,846**

Dental Insurance premiums total \$4,362,621, a net increase of \$169,846, or 4.1 percent, over the FY 2021 Adopted Budget Plan. An increase of \$37,305 is based on year-to-date FY 2021 experience. An increase of \$52,876 reflects the impact of projected premium increases of 2.5 percent, effective January 1, 2022. An additional net increase of \$79,665 is based on adjustments to reflect the inclusion of new positions.

### Group Life Insurance

**(\$1,338,499)**

Life Insurance premiums total \$1,372,621, a net decrease of \$1,338,499, or 49.4 percent, from the FY 2021 Adopted Budget Plan. Through negotiation, a new contract for group life insurance with reduced rates became effective on January 1, 2020. A decrease of \$1,389,720 is based on year-to-date FY 2021 experience, primarily due to cost savings achieved from the new contract. The decrease is offset by an increase of \$51,221 based on adjustments to reflect the inclusion of new positions.

## Employee Benefits

### **Social Security and Medicare (FICA) \$1,575,361**

Social Security and Medicare contributions total \$54,914,463, a net increase of \$1,575,361, or 3.0 percent, over the FY 2021 Adopted Budget Plan. An increase of \$1,093,231 is based on adjustments to reflect the inclusion of new positions, and an increase of \$631,584 is included for a 1.00 percent MRA for all employees. These increases are offset by a decrease of \$149,454 based on year-to-date FY 2021 experience.

Note: The Social Security wage base is \$142,800 as of January 1, 2021, for the 6.20 percent base contribution rate. The wage base against which the 1.45 percent rate for Medicare is applied remains unlimited. The overall Social Security rate remained unchanged at 7.65 percent. The wage base and/or rate change for January 1, 2022, is not yet known; any subsequent adjustments to FICA with a fiscal impact will be included at a quarterly review during FY 2022.

### **Retirement (Fairfax County Employees', Uniformed, Police Officers) \$9,377,721**

Employer contributions to the retirement systems total \$246,166,652, a net increase of \$9,377,721, or 4.0 percent, over the FY 2021 Adopted Budget Plan. An increase of \$8,365,296 is included for increases in the employer contribution rates. An increase of \$4,654,949 is based on adjustments to reflect the inclusion of new positions. An increase of \$2,774,671 is included for a 1.00 percent MRA for all employees. These increases are partially offset by a decrease of \$6,417,195 based on year-to-date FY 2021 experience.

#### Employer Contribution Rate Adjustments

Following the County's policy, contribution rates are only adjusted to maintain amortization of 100 percent of the unfunded liability, to fund approved benefit enhancements, or to acknowledge changes in actuarial assumptions. Resulting from FY 2020 experience, the required contribution rates have increased from the FY 2021 adopted contribution rates. The FY 2022 employer contribution rates for each of the three retirement systems are as follows:

	FY 2021 Rates (%)	FY 2022 Rates (%)	Percentage Point Change (%)	Reason for Increase	General Fund Impact (in millions)
<b>Employees'</b>	28.35	28.88	0.53	0.53 percentage points due to actuarial valuation results based on FY 2020 experience.	\$2.2
<b>Uniformed</b>	38.84	39.31	0.47	0.47 percentage points due to actuarial valuation results based on FY 2020 experience.	\$0.8
<b>Police Officers</b>	41.60	46.04	4.44	4.44 percentage points due to actuarial valuation results based on FY 2020 experience.	\$5.4
<b>Total</b>					<b>\$8.4</b>

For a more detailed discussion of the County's retirement systems, refer to the Employee Retirement Systems Overview in Volume 2 of the FY 2022 Adopted Budget Plan.

### **Virginia Retirement System (VRS) (\$63,452)**

Virginia Retirement System contributions total \$389,178, a decrease of \$63,452, or 14.0 percent, from the FY 2021 Adopted Budget Plan. This decrease is based on year-to-date FY 2021 experience. The number of employees covered by VRS has decreased from 233 in FY 1996 at the program's inception to an estimated 19 in FY 2022.

## Employee Benefits

**Line of Duty** **\$134,770**

Expenditures to fund benefits for County employees covered under the Line of Duty Act total \$1,751,227, an increase of \$134,770, or 8.3 percent, over the FY 2021 Adopted Budget Plan. This increase is based on year-to-date FY 2021 experience.

**Flexible Spending Accounts** **(\$36,312)**

Administrative expenses associated with the County's flexible spending account program total \$130,476, a decrease of \$36,312, or 21.8 percent, from the FY 2021 Adopted Budget Plan. This decrease is based on year-to-date FY 2021 experience.

**Unemployment Compensation** **\$2,105,714**

Unemployment Compensation expenditures total \$2,378,769, an increase of \$2,105,714 over the FY 2021 Adopted Budget Plan. Since the COVID-19 pandemic, the County's unemployment billing from the Virginia Employment Commission significantly increased. Therefore, the increase is based on year-to-date FY 2021 experience.

**Capital Project Reimbursements** **(\$329,744)**

Capital Project reimbursements total \$2,658,380, an increase of \$329,744, or 14.2 percent, over the FY 2021 Adopted Budget Plan. An increase of \$378,489 is based on adjustments to reflect the inclusion of new positions. The increase is offset by a decrease of \$48,745 based on year-to-date FY 2021 experience.

**Employee Assistance Program (EAP)** **\$14,637**

Employee Assistance Program expenditures total \$299,441, an increase of \$14,637, or 5.1 percent, over the FY 2021 Adopted Budget Plan. This increase is based on year-to-date FY 2021 experience.

**Tuition Reimbursement** **\$0**

Tuition Reimbursement expenditures total \$360,000 and remain unchanged from the FY 2021 Adopted Budget Plan. Funding includes \$300,000 for Tuition Assistance Program (TAP) reimbursements and \$60,000 for Language Tuition Assistance Program (LTAP) reimbursements.

**Employee Awards Program** **\$0**

Funding for cash awards for recipients of Outstanding Performance, Team Excellence, and Managerial Excellence Awards totals \$215,000 and remains unchanged from the FY 2021 Adopted Budget Plan.

**Employee Development Initiatives** **(\$50,000)**

Funding for employee development initiatives totals \$1,122,850, a decrease of \$50,000, or 4.3 percent, from the FY 2021 Adopted Budget Plan due to the transfer of information technology training funds to Agency 70, Department of Information Technology, to better align resources.

FY 2022 funding includes the following:

- \$1,092,850 is included for General County Training programs including competency development courses offered using a framework targeted towards employee needs at each career stage, as well as succession planning initiatives.
- \$30,000 is included for countywide initiatives including performance measurement training.

## **Changes to FY 2021 Adopted Budget Plan**

*The following funding adjustments reflect all approved changes in the FY 2021 Revised Budget Plan since passage of the FY 2021 Adopted Budget Plan. Included are all adjustments made as part of the FY 2020 Carryover Review, FY 2021 Mid-Year Review, FY 2021 Third Quarter Review, and all other approved changes through April 30, 2021.*

### **Carryover Adjustments \$851,276**

As part of the *FY 2020 Carryover Review*, the Board of Supervisors approved funding of \$851,276, including \$24,073 in encumbered funding in Operating Expenses. The remaining \$827,203 in Fringe Benefits is attributable to increases to support new positions in several agencies for phase two and phase three of the Body-Worn Camera Program as well as new positions in the Department of Family Services, the Office of the County Executive, and Department of Neighborhood and Community Services, partially offset by a decrease associated with the contracting out of certain HVAC maintenance and repair services in the Facilities Management Department.

### **Third Quarter Adjustments (\$8,153,964)**

As part of the *FY 2021 Third Quarter Review*, the Board of Supervisors approved a net decrease of \$8,153,964. This amount includes a decrease of \$9,500,000 to reflect fringe benefit savings, including savings from the migration out of the County's highest-cost health plan into other more cost-effective co-insurance and consumer-directed health plans. The decrease is partially offset by increases of \$871,945 in Personnel Services for fringe benefits associated with a one-time compensation adjustment of \$1,000 for merit employees and \$500 for non-merit employees paid in May 2021, as well as \$474,091 for new positions in Agency 31, Land Development Services, Agency 67, Department of Family Services, and Agency 02, Office of the County Executive.

## SUMMARY OF EMPLOYEE BENEFIT COSTS BY CATEGORY

Benefit Category	FY 2020 Actual	FY 2021 Adopted Budget Plan	FY 2021 Revised Budget Plan	FY 2022 Advertised Budget Plan	FY 2022 Adopted Budget Plan
<b>FRINGE BENEFITS</b>					
Group Health Insurance	\$98,364,674	\$102,121,685	\$98,287,862	\$98,713,903	\$98,847,387
Dental Insurance	4,115,861	4,192,775	4,208,112	4,357,059	4,362,621
Group Life Insurance	1,880,067	2,711,120	1,941,997	1,369,020	1,372,621
FICA	52,622,370	53,339,102	52,508,582	54,201,866	54,914,463
Employees' Retirement	118,772,964	118,628,471	116,692,223	120,117,936	121,828,402
Uniformed Retirement	64,864,045	66,075,234	65,186,070	66,076,828	66,869,739
Police Retirement	50,723,893	52,085,226	51,102,006	56,891,378	57,468,511
Virginia Retirement System	407,363	452,630	452,630	389,178	389,178
Deferred Compensation Plan	23,500	0	0	0	0
Line of Duty	1,516,236	1,616,457	1,616,457	1,751,227	1,751,227
Flexible Spending Accounts	150,419	166,788	166,788	130,476	130,476
Unemployment Compensation	194,137	273,055	2,173,055	2,378,769	2,378,769
Capital Project Reimbursements	(2,653,712)	(2,328,636)	(2,328,636)	(2,658,380)	(2,658,380)
Employee Assistance Program	278,563	284,804	284,804	299,441	299,441
Tuition Reimbursement	382,824	360,000	367,477	360,000	360,000
<b>Total Fringe Benefits</b>	<b>\$391,643,204</b>	<b>\$399,978,711</b>	<b>\$392,659,427</b>	<b>\$404,378,701</b>	<b>\$408,314,455</b>
<b>OPERATING EXPENSES</b>					
Employee Awards Program	\$299,570	\$215,000	\$215,000	\$215,000	\$215,000
Employee Development Initiatives	1,051,886	1,172,850	1,189,446	1,122,850	1,122,850
<b>Total Operating Expenses</b>	<b>\$1,351,456</b>	<b>\$1,387,850</b>	<b>\$1,404,446</b>	<b>\$1,337,850</b>	<b>\$1,337,850</b>
<b>TOTAL EMPLOYEE BENEFITS</b>	<b>\$392,994,660</b>	<b>\$401,366,561</b>	<b>\$394,063,873</b>	<b>\$405,716,551</b>	<b>\$409,652,305</b>