

Employee Assistance Program**Function: Administration***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
General	349,579	416,687	356,807	454,307	458,653	458,653
TOTAL	\$ 349,579	\$ 416,687	\$ 356,807	\$ 454,307	\$ 458,653	\$ 458,653

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
EAP Services	349,579	416,687	356,807	454,307	458,653	458,653
TOTAL	\$ 349,579	\$ 416,687	\$ 356,807	\$ 454,307	\$ 458,653	\$ 458,653

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Transfer In	-	-	(25,451)	-	-	-
TOTAL	\$ -	\$ -	\$ (25,451)	\$ -	\$ -	\$ -

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	248,153	317,873	288,628	326,489	321,386	321,386
Benefits	64,531	83,392	85,449	98,663	108,817	108,817
Supplies	6,274	4,450	2,605	3,250	3,250	3,250
Purchased Services	60,258	60,158	54,763	69,976	69,271	69,271
Inter Depart Charges	689	955	955	825	825	825
Inter Depart Billing	(30,326)	(50,141)	(50,141)	(44,896)	(44,896)	(44,896)
TOTAL	\$ 349,579	\$ 416,687	\$ 382,258	\$ 454,307	\$ 458,653	\$ 458,653



Employee Assistance Program

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To: Dave Schmiedicke, Finance Director
From: Tresa Martinez, Employee Assistance Program
Date: July 9, 2021
Subject: 2022 Operating Budget Transmittal Memo

Major Goals

The Employee Assistance Program is comprised of one service. Our 2022 budget seeks to support the following service level goals:

- Ongoing collaboration with OD staff on the development and delivery of training and support for all city staff related to the challenges of COVID recovery/reintegration.
- Increasing EAP outreach and prevention efforts to address AODA/mental health issues with our employee population.
- Identifying effective EAP service delivery strategies for supporting employees/family members of color and other underrepresented groups

COVID Recovery

During the pandemic, the role of the EAP office has been:

- to provide resources to support and guide managers, supervisors and union/association representatives through reintegration and recovery efforts
- to assist all staff with the return to work process - specifically addressing emotional and psychological considerations of the change and transition process that include stress, anxiety, grief, loss, growth and opportunity, etc.
- to provide ongoing consultation to inform efforts of the Mayor's Office and other City leaders on the employee experience

2022 Request & Equity

Our 2022 operating budget seeks to continue to develop service delivery strategies that will support employees of color. We will do this by creating an EAP Office that provides a safe and welcoming environment by incorporating equity informed principles in EAP service delivery – policies, counseling, resource referrals, training content and supervisor/union consultation.

2022 Request & Sustainability

The pandemic has taught us how to effectively deliver EAP/CISM services in telephonic and virtual ways that have reduced the need for as much travel, advancing the City's sustainability goals.

Major Changes in 2022 Operating Request

There are no major changes in our department's CTC budget for 2022.

Summary of Reductions

A 5% reduction equates to \$23,000 for our department. We have identified just one area where we could possibly reduce spending:

1. Reduce our Consulting Services line from \$43,000 to \$20,000 by reducing our budget for the external EAP contract by handling as much as possible internally and potentially running direct requests for services through the internal EAP to ensure cost containment.

We have concerns about removing this option for employees and managers who seek EAP assistance for mental health issues, financial and legal matters, and workplace consultations.

Supplemental Request

We are requesting \$12,000 in order to replace soon-to-be obsolete EAP software. The manufacturer of our current EAP software will stop maintaining it in mid-2023. Prior to that date, we would like to upgrade from our current product purchased in 2016. This upgrade promises better reporting functionality and excellent security for our utilization data.

I look forward to working with all of my colleagues in City government as we work to bring the 2022 budget into balance.

*c.c. Deputy Mayors
Budget & Program Evaluation Staff*

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Employee Assistance Program

SELECT YOUR AGENCY'S SERVICE:

EAP Services

SERVICE NUMBER:

221

SERVICE DESCRIPTION:

This service provides 24-hour professional and confidential assistance, information, resource referral, and support. Key activities performed by the service include, but are not limited to, critical incident stress management services (CISM), consultation services for supervisors and union stewards, ongoing education and training, and supervision of Madison Police and Fire Peer Support Teams and the EAP Facilitator Network. The goals of this service are to increase employee productivity, attendance, and overall well-being, encourage a culture of wellness and prevention among Madison's First Responders, and provide equitable access to EAP service for city staff.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
<i>Budget by Fund</i>						
General-Net	\$349,579	\$416,687	\$356,807	\$454,307	\$458,653	\$458,653
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$349,579</i>	<i>\$416,687</i>	<i>\$356,807</i>	<i>\$454,307</i>	<i>\$458,653</i>	<i>\$458,653</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$25,451)	\$0	\$0	\$0
Personnel	\$312,684	\$401,265	\$374,076	\$425,152	\$430,203	\$430,203
Non-Personnel	\$66,532	\$64,608	\$57,368	\$73,226	\$72,521	\$72,521
Agency Billings	(\$29,637)	(\$49,186)	(\$49,186)	(\$44,071)	(\$44,071)	(\$44,071)
<i>Total</i>	<i>\$349,579</i>	<i>\$416,687</i>	<i>\$356,807</i>	<i>\$454,307</i>	<i>\$458,653</i>	<i>\$458,653</i>
FTEs		4.00		4.00	4.00	4.00

PRIORITY

Citywide Element Healthy and Safe

Describe how this service advances the Citywide Element:

All current and retired City of Madison employees, families of employees, and significant others of employees may use the Employee Assistance Program (EAP) for any work, personal, or family concerns. By prioritizing the overall wellness of City staff, we are providing our citizens with the best possible service contacts.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
EAP	75	To provide 24 hour professional and confidential assistance, information, resource referral and support to employees and their families. The purpose is to ensure a productive workforce that can do their best work for the stakeholders and community members.
CISM	25	To help employees prepare for and recover from traumatic events at work. That includes pre-incident education and training, defusing, debriefing, follow-up, management consultation, and policy and procedure development.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

What are the service level impacts of the proposed funding changes?

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service?

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

To provide context, the 2022 budget funds the services of professional staff who support our employees' mental wellbeing and work productivity. This includes an external EAP option which provides 24/7 access, back-up and expertise in certain areas like mediation and couple counseling. In addition to salaries, our budget supports required professional development training, counselor credential certifications and professional memberships. We have a requirement to track employee data in the most secure way possible through use of EAP software that requires hosting and maintenance by the manufacturer.

EAP services fill a need by offering counseling as a free benefit for employees and family members. The segment of our customers who benefit most are those who cannot afford co-pays, seasonal and LTE employees and uninsured or underinsured individuals.

- | | |
|---|---|
| <p>a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?</p> | <p>Directly benefits – Managers/supervisors, employees and their family members who need/use the EAP.</p> <p>Indirectly benefits - Employees who have access to EAP services but have not used the service may indirectly benefit – the services are there if/when needed and everyone benefits from having healthy co-workers. External customers benefit from the quality of services delivered by well employees.</p> <p>Does not benefit – External customers to the city and the general community.</p> <p>Gaps and barriers – This year and every year our budget includes training dollars for EAP staff to build and maintain culturally competent skills that are sensitive to the needs of BIPOC employees.</p> |
| <p>b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?</p> | <p>20% of new EAP contacts in 2020 were BIPOC employees, which matches the total percentage of BIPOC City employees (per data in Munis).</p> <p>The EAP requests feedback from those who use our services in a couple of ways:</p> <ol style="list-style-type: none"> 1. Employees are invited to complete a satisfaction survey after they meet with an EAP counselor where we ask if the employee felt services were equitable and inclusive or if there was a language barrier. 2. Attendees at EAP trainings are encouraged to complete an evaluation where we ask whether the content was felt to be culturally sensitive. <p>Our surveys are anonymous but as we compile the responses, we consider how we can improve our services based on the feedback we receive.</p> |
| <p>c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?</p> | <p>EAP staff have a collaborative working relationship with other city agencies and support initiatives like DCR's Subtle Acts of Exclusion training and Peer Advisor Network. Staff are also involved in the invaluable work of MAC, WIC, LCET and other groups that advance the work of Racial Equity and Social Justice. All of this involvement and interaction allows us to incorporate feedback into relevant training content, areas of focus for the EAP Newsletter and EAP Resources.</p> |
| <p>d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.</p> | |

Reduced funding for consulting services (FEI) will impact options and access for those wanting services from the external vendor. As an example, limiting the employee's options to only internal EAP staff could limit specific requests for diversity/experience/specialties/geographic locations provided by FEI counselors.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

1. Continue to conduct satisfaction surveys and training evaluation surveys – anonymously – to encourage honest feedback about EAP services.
2. We will participate and contribute to the City's affinity groups (MAC, WIC, LCET)

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

In our delivery of EAP services we make every effort to refer our employees to resources that they identify with, in particular our employees of color and LGBTQIA+ community. By cutting our external EAP budget, this could potentially interfere with access to diverse providers.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$23,000

What is the proposed reduction to this service's budget?

\$23,000

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

Activity	\$Amount	Description
External EAP Services (54645)	23,000	Contract with external EAP will be reduced and internal staff will handle a larger percentage of training, management consultations, and workplace services requests where possible and appropriate. This may force us to run all requests for services from FEI through the internal program to ensure cost containment. This will restrict employees from calling outside of the standard day work shift hours. Close monitoring of the \$20,000 budget will be required and we may need to eliminate some of the more costly services entirely – like workgroup interventions and conflict mediation.
<input type="checkbox"/> Insert item		
Total	\$23,000	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$0	
Non-Personnel	\$23,000	54: Reduce budget for external EAP contract by handling as much as possible internally and potentially running direct requests for services through the internal EAP to ensure cost containment.
Agency Billings	\$0	
Total	\$23,000	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also

involved in performing these activities.

No, there is no mandate for EAP services. There are local EAP providers but that would require replacing the internal program and we don't have a cost estimate for that option.

Has this reduction been proposed in prior years?

Yes No

Does the proposed reduction result in eliminating permanent positions?

No

If yes, what is the decrease in FTEs:

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

No

If yes, which agencies:

Describe why the proposed reduction was chosen.

Any decrease would be very difficult for our small office to absorb and we don't have many reduction options to choose from. While the proposed reduction will certainly impact the employees and managers who use EAP services by removing some of the choices available, the internal staff can still perform many of the same services.

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Reducing our mediation and workplace intervention services may prolong costly workgroup problems that could be addressed more proactively. Some managers may want to bring someone in from outside who has had no involvement with any of the parties involved and can provide a completely neutral perspective. In the EAP industry those kinds of workplace services are best delivered by an outside professional for neutrality and perception of neutrality reasons. One mitigation effort, although not ideal, may be to develop internal staff to perform work group intervention and mediation services which are currently delivered by our external EAP.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
EAP	12000	One time cost to replace obsolete EAP software. The manufacturer of our current EAP software will stop maintaining it in mid 2023. Prior to that date, we would like to upgrade from our current product purchased in 2016. This upgrade promises better reporting functionality and excellent security for our utilization data.

Insert item

Total	12,000	
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Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	0	
Non-Personnel	12,000	54335: Upgrade EAP software package due to end-of-life.
Agency Billings	0	
Total	12,000	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

General fund

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

This is not an ongoing cost and we anticipate that the improvements provided with this upgrade will result in a more user-friendly product that will increase office efficiency and decrease admin time for all staff.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT,

No

Finance, HR, Fleet)?

If yes, which agencies?

Describe why the proposed increase is critical.

If we do not upgrade by mid-2023, the manufacturer will not be able to help us if we encounter problems with the software that we own.

Submit