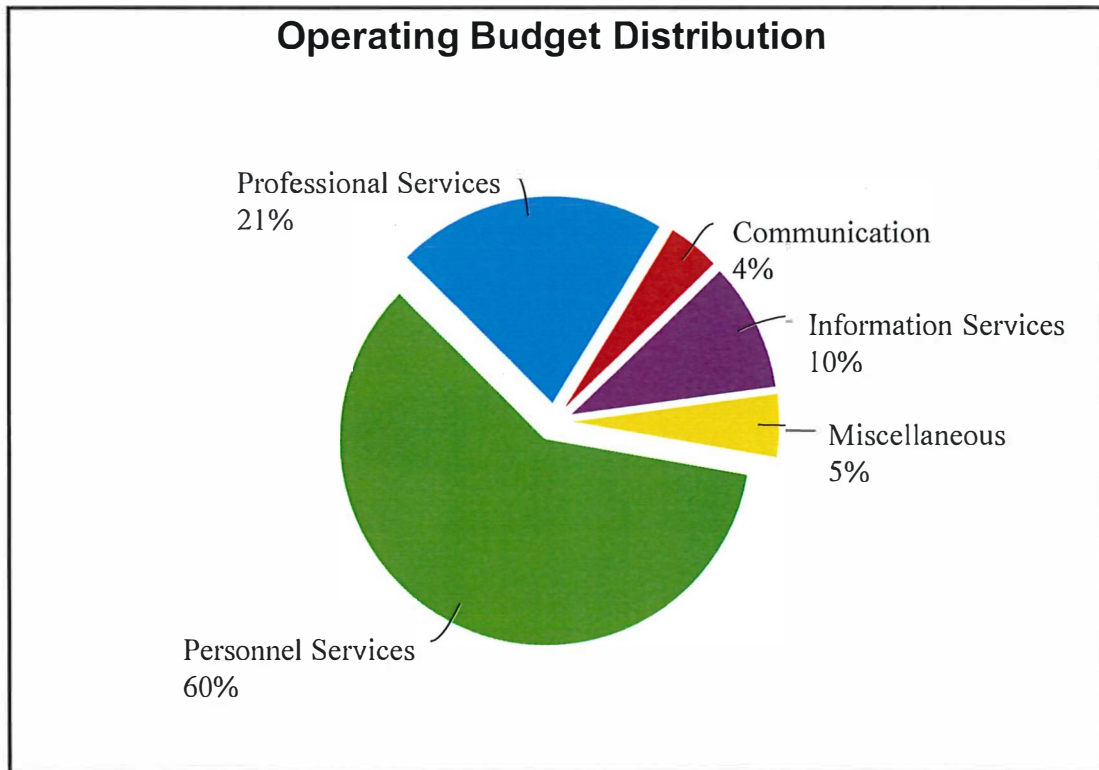


## Executive Summary

Below is an overview of the TMRS 2021 Operating Budget for the fiscal year ending December 31, 2021.

	2020 Approved Operating Budget	2021 Proposed Operating Budget	Total \$ Change	Total % Change
Personnel Services	\$ 19,358,054	\$ 19,420,071	\$ 62,017	— %
Professional Services	8,230,376	6,843,613	(1,386,763)	(17)%
Communication	1,567,733	1,372,764	(194,969)	(12)%
Information Services	3,331,816	3,259,693	(72,123)	(2)%
Miscellaneous	1,752,384	1,567,758	(184,626)	(11)%
<b>Total Operating Expenses</b>	<b>\$ 34,240,363</b>	<b>\$ 32,463,899</b>	<b>\$ (1,776,464)</b>	<b>(5)%</b>



FY 2021 Pension Administration System Modernization Program Budget & Expenses as of October 2, 2020							
	2020 Budget	2020 Actual Expenses	2021 Budget	2022 Budget	2023 Budget	2024 Budget	Total
<b>Program Objectives:</b>							
City Contribution System (CCS)	\$625,000	\$0	\$1,504,589	\$2,663,391	\$0	\$0	\$4,167,980
Customer Relationship Management System	\$0	\$0	\$0	\$405,000	\$740,000	\$320,000	\$1,465,000
NextGen Refactoring	\$0	\$0	\$0	\$135,000	\$265,000	\$0	\$400,000
Mobile App Needs Assessment	\$0	\$0	\$0	\$50,000	\$120,000	\$30,000	\$200,000
<b>Program Resources:</b>							
Organizational Change Management (OCM)	\$90,000	\$12,200	\$0	\$0	\$0	\$0	\$12,200
IV & V (Project Oversight)	\$290,000	\$0	\$0	\$0	\$0	\$0	\$0
Agile Training	\$80,000	\$33,000	\$0	\$0	\$0	\$0	\$33,000
Project Manager	\$180,000	\$102,088	\$0	\$0	\$0	\$0	\$102,088
TMRS Direct Completion	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Temporary Staffing	\$153,560	\$0	\$420,000	\$420,000	\$420,000	\$0	\$1,260,000
Program Supplies (Hardware/Supplies for Temp Staffing)	\$2,580	\$0	\$985	\$0	\$0	\$0	\$985
Online Services (Project Management Application)	\$25,000	\$22,763	\$0	\$0	\$0	\$0	\$22,763
Data Processing (Software for Temp Staffing)	\$21,957	\$0	\$7,054	\$0	\$0	\$0	\$7,054
<b>Total</b>	<b>\$1,468,097</b>	<b>\$170,051</b>	<b>\$1,932,628</b>	<b>\$3,673,391</b>	<b>\$1,545,000</b>	<b>\$350,000</b>	<b>\$7,671,070</b>

Total 2019 Board-Approved PASMod Budget	\$1,468,097	N/A	\$3,421,798	\$2,170,440	\$2,705,440	\$763,870	\$10,529,645
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Difference							<u>(\$2,858,575)</u> (27%)
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