

San Francisco Health Service System

Health Service Board

Rates & Benefits

Review and Approve Health Net CanopyCare Non-Medicare
Medical/Rx Flex-Funded HMO Plan
2027 Rates and Contributions

Presented by Mike Clarke, Lead Actuary, Aon

April 9, 2026

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Rate Setting Methodology Preface

Health Plan Funding

Method Comparison by SFHSS Plan

Funding Method	Self-Funded	Flex-Funded	Fully Insured
Funding Method Description	Claim dollars based on services delivered to members are paid by the Trust, along with plan administrative fees to manage the plan (process claims, provide call center for members, etc.)	Insurance approach where most claim dollars based on services delivered to members are paid by the Trust, but with fixed costs for certain healthcare services ("capitation") as well as plan administrative fees and large claim reinsurance mechanism ("pooling") at \$1 million per participant annually	Health plan sets fixed dollar plan premiums to cover expected claim costs for healthcare services by members, as well as plan administrative fee costs
Who Calculates the Recommended SFHSS Plan Rates That HSB Approves?	Aon actuary using Aon-determined cost trend assumptions and health plan-determined administrative fees (and required legislative fees)	Aon actuary using plan-determined cost trend assumptions that are validated by Aon actuary, and health plan-determined administrative/large claim pooling fees (and required legislative fees)	Plan's actuary using plan-determined cost trend assumptions which are scrutinized by Aon actuary, and health plan-determined administrative fees/large claim pooling adjustments (and required legislative fees)
SFHSS Plans by Funding Method	<ul style="list-style-type: none"> • Non-Medicare PPO • Delta Dental Active Employee PPO 	<ul style="list-style-type: none"> • Blue Shield of CA Access+ HMO • Blue Shield of CA Trio HMO • Health Net CanopyCare HMO 	<ul style="list-style-type: none"> • All Kaiser HMO plans • BSC Medicare Advantage PPO • Delta Dental Retiree PPO • DeltaCare Dental HMO • UHC Dental HMO • VSP Vision
HSB Rate Stabilization Policy Applies?	Yes	Yes	No

Agenda

- **Rate Setting Methodology Preface**
- **Health Net CanopyCare 2027 HMO Plan Rating — Renewal Summary**
- **2027 Monthly Rate Cards for Health Net CanopyCare HMO Plan**
 - Active Employees (93/93/83 and 100/96/83 contribution strategies)
 - Non-Medicare Retirees (per City Charter employer contribution guidance)
- **Recommendation for HSB Action**
- **Appendix — Additional Information**
 - Rate Card Footnotes
 - 2026 Health Net CanopyCare Monthly Rate Cards
 - Glossary of Terms

Health Plan Rate Setting Process for Next Plan Year

Determining Needed Plan Rate Changes For Next Year — Five Step Process

Completion of these five steps below produces an aggregate cost projection based on current plan enrollment for the next plan year (right now, the 2027 plan year)

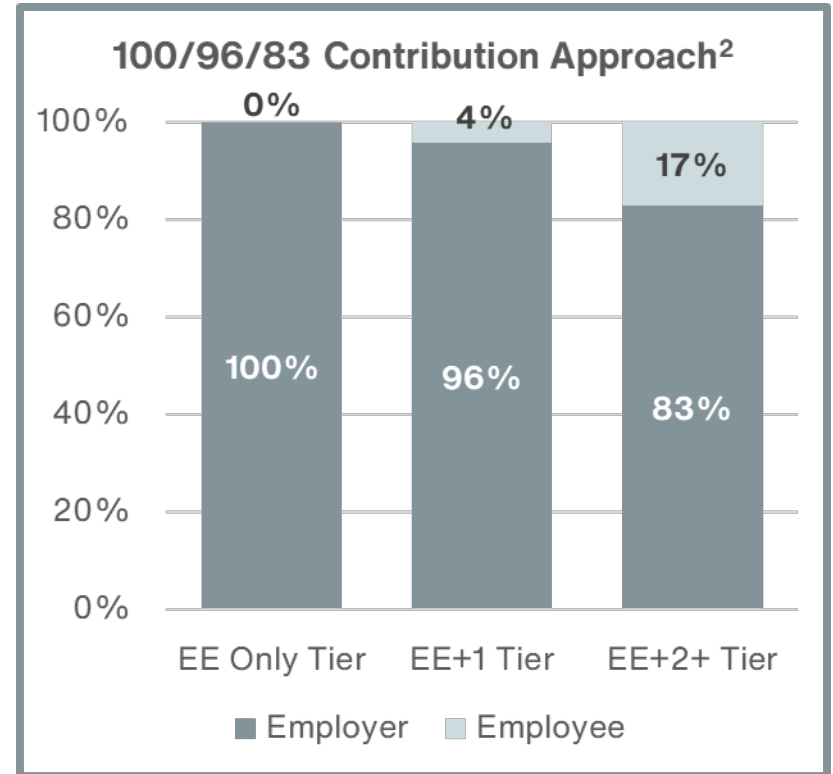
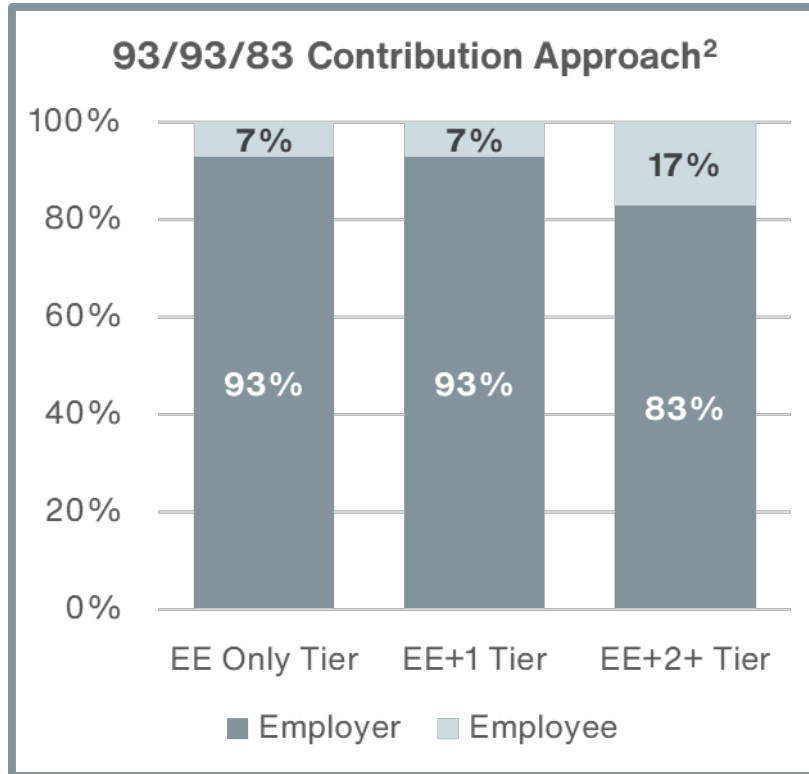


Next, the Aon and plan actuaries compare these next-year cost projections to the total current-year dollars when multiplying rates times enrollment — and that leads to the needed percentage change in rates from this year to next year:

$$\frac{\text{2027 Total Projected Plan Cost}}{\text{2026 Rates x Enrollment}} = \text{Needed Rate Change Factor (2027 vs. 2026)}$$

Active Employees (CCSF¹)

Segmenting Total Cost Rates into Employer and Member Contributions



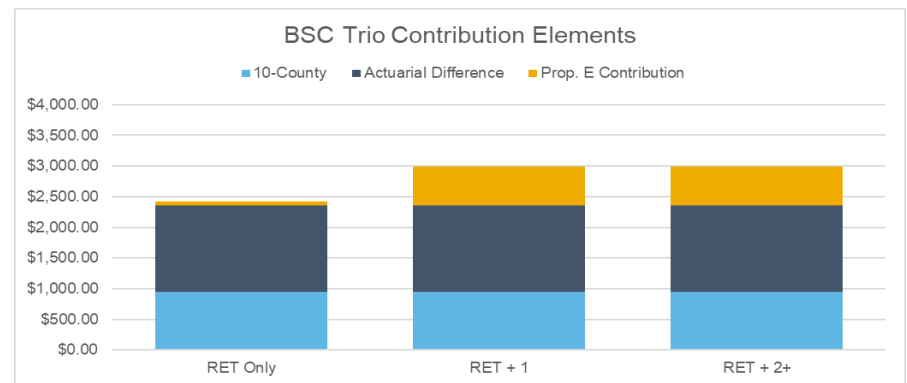
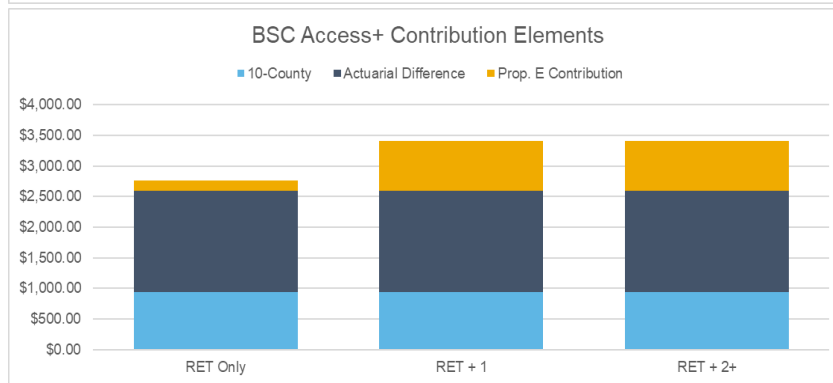
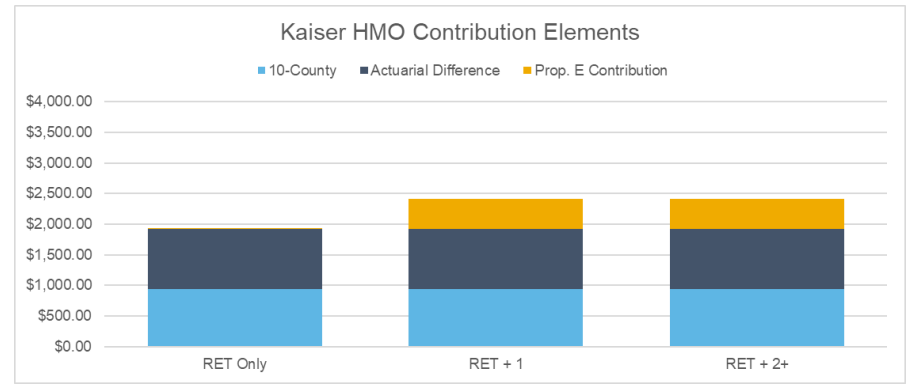
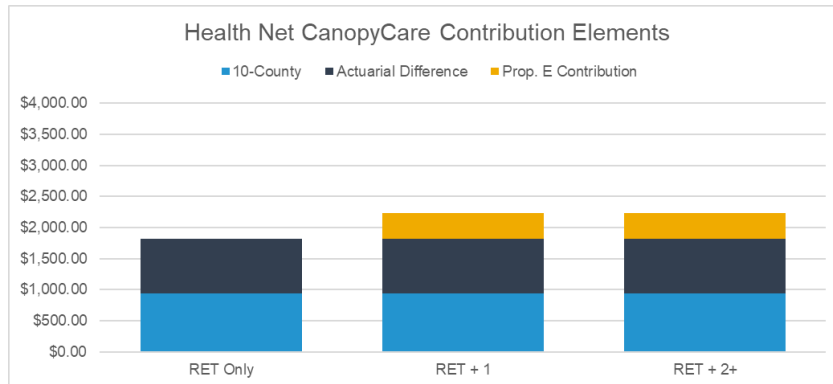
- ¹ City and County of San Francisco (CCSF) MOU contribution sharing approaches shown above; other employers in SFHSS plans have their employer-specific contribution sharing methodologies for active employees.
- ² For the highest cost plan (Non-Medicare PPO Plan), based on MOU the employer contribution dollar amounts are set to equal the employer contribution dollar amounts for the second highest-cost plan (which is BSC Access+ HMO), except for the Employee Only tier in the 100/96/83 contribution approach where the member pays no contribution for any plan.

Non-Medicare Retirees (based on City Charter)

Segmenting Total Cost Rates into Employer and Member Contributions

Non-Medicare Retirees — **2026** Employer Contribution Components (HMO Plans)

- Light Blue — 10-County Amount (same amount for all plans)
- Dark Blue — “Actuarial Difference” (plan-specific, same amount for all tiers)
- Gold — Retiree Prop. E Contribution (plan-specific, varies for Single tier vs. Family tiers)



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Recommendation for HSB Action

Health Net CanopyCare HMO Plan

Health Net CanopyCare 2027 HMO Plan Rating

Recommendation

Staff recommends that the Health Service Board (HSB) approve the 2027 Health Net CanopyCare HMO plan rate cards as presented in this material, including a change in coverage for GLP-1 medications for the 2027 plan year to restrict coverage for weight loss only to individuals with a Body Mass Index (BMI) at or above 40 to match changes approved for 2025 in the Kaiser HMO plan and 2026 for the Blue Shield of California (BSC) HMO and PPO plans.

The recommendation reflects an overall 18.4% increase in Health Net CanopyCare HMO Plan total cost rates from 2026 to 2027. This increase reflects rising costs in the Health Net CanopyCare HMO plan attributable to both increasing prices for services and increased levels of member plan use seen in 2025 experience.

This is the first SFHSS active/pre-Medicare retiree health plan presented to the HSB for renewal for the 2027 plan year. Other plans will be presented for 2027 rates and benefits during the May 14, 2026, and June 11, 2026, HSB meetings.

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Health Net CanopyCare 2027 HMO Plan Rating — Renewal Summary

Health Net CanopyCare 2027 HMO Plan Rating

Renewal Summary

- Commentary regarding the Health Net CanopyCare 2027 rating proposal follows in this document. The 2027 rates and contributions recommendation is developed from 2025 plan year experience presented at the March 12, 2026, HSB meeting for this plan, trended forward to the 2027 plan year.
- Active employee rate cards in this presentation are shown for the two most common employer contribution strategies as of the start of this year for City and County of San Francisco (93/93/83 and 100/96/83).
 - There are multiple employer contribution strategies for active employees across the employers participating in the San Francisco Health Service System (SFHSS).
- Non-Medicare retiree rate cards in this presentation are shown for non-Medicare retirees who earn the full City contribution levels based on dates of hire and length of service — with employer contributions determined based on formulas outlined in the City Charter.

Health Net CanopyCare 2027 HMO Plan Rating

Renewal Summary

- Health Net CanopyCare provided financial information in their Non-Medicare Health Plan renewal submission that is used to determine 2027 monthly total cost rates within the recommended rate cards later in this material.
- The Health Net CanopyCare HMO plan design major features mirror the designs for the BSC HMO plans.
- The 2027 Health Net CanopyCare HMO plan rate cards include the following cost components:
 - Projected 2027 medical/pharmacy (net of rebates) claim costs;
 - Projected 2027 capitation charges which apply for most medical services;
 - Health Net CanopyCare 2027 fees (including administrative fee, CA MCO tax, and ACA PCORI fees);
 - VSP Basic Plan 2027 vision premiums which remain at 2026 levels;
 - The SFHSS Healthcare Sustainability Fund charge of \$6.00 per employee/retiree per month (PEPM) which remains at the 2026 level; and
 - Rate stabilization buy-down of \$445,000 as approved by the HSB at the March 12, 2026, HSB meeting.

Health Net CanopyCare 2027 HMO Plan Rating

Network and Sustainability Commentary

- Presently, Health Net is not taking on new business into the Health Net CanopyCare HMO product. Still, both Health Net and Canopy Health continue their commitment to providing the plan ongoing to SFHSS as a client that meets their strategic alignment in the community.
- Canopy Care is now primarily owned by UCSF with a minority ownership stake by Hill Physicians.
- The Health Net CanopyCare plan does not have any anticipated changes to provider network into 2027 at this time. Canopy Health will continue to provide notice of any material changes to the network (i.e., the addition or termination of any Independent Physician Association [IPA] or medical group, hospital, free-standing surgical center, home health agency or skilled nursing facility that is directly contracted with Canopy Health) in advance and according to regulatory requirements to ensure appropriate member access to services and facilitate the transfer of care should that ever be needed.

Health Net CanopyCare 2027 HMO Plan Rating

Renewal Summary

Health Plan Costs Forecast—Per Covered Life Per Month (PMPM) Basis

- Cost of care increases drive the high 2027 renewal proposed by Health Net CanopyCare. These cost increase drivers were discussed at the March 12, 2026, HSB meeting.
- Then, a decrease in the stabilization buy-down from 2026 to 2027, the proposed GLP-1s for weight loss coverage change, and no change to SFHSS sustainability fee and VSP basic vision costs leads to the overall recommended 18.4% rate increase into 2027.

	2026 PMPM	2027 PMPM	2027 vs 2026
Capitation (professional/institutional/chiropractic)	\$548.90	\$604.22	10.1%
Fee-for-Service Claims (primarily mental health)	\$57.06	\$85.42	49.7%
Pharmacy Claims (net of Rx rebates)	\$137.13	\$171.45	25.0%
GLP-1 Change for 2027	N/A	(\$1.52)	N/A
Medical Administrative Fees	\$44.17	\$45.27	2.5%
Pharmacy Administrative Fees (reflects SB41 impacts)	\$3.86	\$7.50	94.3%
Total Projected Plan Cost (Before Stabilization Buy-Down)	\$791.12	\$912.34	15.3%

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2027 Monthly Rate Cards for Health Net CanopyCare HMO Plan

2027 Health Net CanopyCare HMO Monthly Rate Cards

- Health Net CanopyCare plan 2027 rate cards are presented on the following pages for active employees and non-Medicare retirees — including two employer contribution models for active employees (93/93/83 and 100/96/83).
- The mathematical relationships of rates across each dependent coverage tier and across active employees and non-Medicare retirees are set to be the same for the Health Net CanopyCare HMO plan as exist for the BSC HMO plans.

Health Net CanopyCare HMO Plan

Monthly Renewal Premiums/Contributions — 2027 versus 2026

Non-Medicare Retirees and **93/93/83** Contribution Strategy for Actives

<i>PY = Plan Year</i>		Active Employees			Non-Medicare Retirees		
		EE	EE+1	EE+2+	RET	RET+1	RET+2+
Monthly Employee/ Retiree Contributions	PY 2026	\$55.29	\$110.17	\$378.16	\$0.00	\$407.56	\$1,058.19
	PY 2027	\$65.41	\$130.40	\$447.68	\$0.00	\$482.70	\$1,253.28
	<i>\$ Difference</i>	\$10.12	\$20.23	\$69.52	\$0.00	\$75.14	\$195.09
	<i>% Difference</i>	18.3%	18.4%	18.4%	0.0%	18.4%	18.4%
Monthly Employer Contributions	PY 2026	\$734.61	\$1,463.66	\$1,846.30	\$1,818.52	\$2,226.08	\$2,226.08
	PY 2027	\$869.00	\$1,732.43	\$2,185.73	\$2,153.64	\$2,636.34	\$2,636.34
	<i>\$ Difference</i>	\$134.39	\$268.77	\$339.43	\$335.12	\$410.26	\$410.26
	<i>% Difference</i>	18.3%	18.4%	18.4%	18.4%	18.4%	18.4%
Monthly Total Rate	PY 2026	\$789.90	\$1,573.83	\$2,224.46	\$1,818.52	\$2,633.64	\$3,284.27
	PY 2027	\$934.41	\$1,862.83	\$2,633.41	\$2,153.64	\$3,119.04	\$3,889.62
	<i>\$ Difference</i>	\$144.51	\$289.00	\$408.95	\$335.12	\$485.40	\$605.35
	<i>% Difference</i>	18.3%	18.4%	18.4%	18.4%	18.4%	18.4%

Health Net CanopyCare HMO Plan

Monthly Renewal Premiums/Contributions — 2027 versus 2026

Non-Medicare Retirees and **100/96/83** Contribution Strategy for Actives

<i>PY = Plan Year</i>		Active Employees			Non-Medicare Retirees		
		EE	EE+1	EE+2+	RET	RET+1	RET+2+
Monthly Employee/ Retiree Contributions	PY 2026	\$0.00	\$62.95	\$378.16	\$0.00	\$407.56	\$1,058.19
	PY 2027	\$0.00	\$74.51	\$447.68	\$0.00	\$482.70	\$1,253.28
	<i>\$ Difference</i>	\$0.00	\$11.56	\$69.52	\$0.00	\$75.14	\$195.09
	<i>% Difference</i>	0.0%	18.4%	18.4%	0.0%	18.4%	18.4%
Monthly Employer Contributions	PY 2026	\$789.90	\$1,510.88	\$1,846.30	\$1,818.52	\$2,226.08	\$2,226.08
	PY 2027	\$934.41	\$1,788.32	\$2,185.73	\$2,153.64	\$2,636.34	\$2,636.34
	<i>\$ Difference</i>	\$144.51	\$277.44	\$339.43	\$335.12	\$410.26	\$410.26
	<i>% Difference</i>	18.3%	18.4%	18.4%	18.4%	18.4%	18.4%
Monthly Total Rate	PY 2026	\$789.90	\$1,573.83	\$2,224.46	\$1,818.52	\$2,633.64	\$3,284.27
	PY 2027	\$934.41	\$1,862.83	\$2,633.41	\$2,153.64	\$3,119.04	\$3,889.62
	<i>\$ Difference</i>	\$144.51	\$289.00	\$408.95	\$335.12	\$485.40	\$605.35
	<i>% Difference</i>	18.3%	18.4%	18.4%	18.4%	18.4%	18.4%

Health Net CanopyCare HMO Plan

Proposed Monthly 2027 Rate Card

93/93/83 Contribution (Active Employees)	Active Employees			Non-Medicare Retirees		
	Employee Only	Employee Plus One Dependent	Employee and Family	Retiree without Medicare	Retiree and Spouse w/o Medicare	Retiree and Family
Medical	\$943.73	\$1,887.45	\$2,670.75	\$2,188.64	\$3,170.12	\$3,953.42
Vision	\$4.15	\$8.32	\$11.76	\$4.15	\$8.32	\$11.76
Expense ¹	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00
Claims Stabilization Amount/Self-Funded Policy	(\$19.47)	(\$38.94)	(\$55.10)	(\$45.15)	(\$65.40)	(\$81.56)
Total	\$934.41	\$1,862.83	\$2,633.41	\$2,153.64	\$3,119.04	\$3,889.62
10-County Amount ²	\$0.00	\$0.00	\$0.00	\$1,029.76	\$0.00	\$0.00
Single Retiree Offset ³	\$0.00	\$0.00	\$0.00	\$0.00	\$1,029.76	\$1,029.76
"Actuarial Difference" ⁴	\$0.00	\$0.00	\$0.00	\$1,123.88	\$1,123.88	\$1,123.88
Retiree Prop. E Employer Contribution ⁵	\$0.00	\$0.00	\$0.00	\$0.00	\$482.70	\$482.70
Subtotal City Contributions	\$0.00	\$0.00	\$0.00	\$2,153.64	\$2,636.34	\$2,636.34
2027 Non-Bargained Contribution Rate	\$934.41	\$1,862.83	\$2,633.41	\$0.00	\$482.70	\$1,253.28
MOU Negotiated Pickup ⁶	\$869.00	\$1,732.43	\$2,185.73			
2027 Typical Bargained Member Contribution	\$65.41	\$130.40	\$447.68			
Final Member Contribution 2026	\$55.29	\$110.17	\$378.16	\$0.00	\$407.56	\$1,058.19
Difference — 2027 versus 2026	\$10.12	\$20.23	\$69.52	\$0.00	\$75.14	\$195.09

Health Net CanopyCare HMO Plan

Proposed Monthly 2027 Rate Card

100/96/83 Contribution (Active Employees)	Active Employees			Non-Medicare Retirees		
	Employee Only	Employee Plus One Dependent	Employee and Family	Retiree without Medicare	Retiree and Spouse w/o Medicare	Retiree and Family
Medical	\$943.73	\$1,887.45	\$2,670.75	\$2,188.64	\$3,170.12	\$3,953.42
Vision	\$4.15	\$8.32	\$11.76	\$4.15	\$8.32	\$11.76
Expense ¹	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00
Claims Stabilization Amount/Self-Funded Policy	(\$19.47)	(\$38.94)	(\$55.10)	(\$45.15)	(\$65.40)	(\$81.56)
Total	\$934.41	\$1,862.83	\$2,633.41	\$2,153.64	\$3,119.04	\$3,889.62
10-County Amount ²	\$0.00	\$0.00	\$0.00	\$1,029.76	\$0.00	\$0.00
Single Retiree Offset ³	\$0.00	\$0.00	\$0.00	\$0.00	\$1,029.76	\$1,029.76
"Actuarial Difference" ⁴	\$0.00	\$0.00	\$0.00	\$1,123.88	\$1,123.88	\$1,123.88
Retiree Prop. E Employer Contribution ⁵	\$0.00	\$0.00	\$0.00	\$0.00	\$482.70	\$482.70
Subtotal City Contributions	\$0.00	\$0.00	\$0.00	\$2,153.64	\$2,636.34	\$2,636.34
2027 Non-Bargained Contribution Rate	\$934.41	\$1,862.83	\$2,633.41	\$0.00	\$482.70	\$1,253.28
MOU Negotiated Pickup ⁶	\$934.41	\$1,788.32	\$2,185.73			
2027 Typical Bargained Member Contribution	\$0.00	\$74.51	\$447.68			
Final Member Contribution 2026	\$0.00	\$62.95	\$378.16	\$0.00	\$407.56	\$1,058.19
Difference — 2027 versus 2026	\$0.00	\$11.56	\$69.52	\$0.00	\$75.14	\$195.09

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Recommendation for HSB Action

Health Net CanopyCare HMO Plan

Recommendation for HSB Action

Health Net CanopyCare HMO

Staff recommends that the Health Service Board (HSB) approve the 2027 Health Net CanopyCare HMO plan rate cards as presented in this material, including a change in coverage for GLP-1 medications for the 2027 plan year to restrict coverage for weight loss only to individuals with a Body Mass Index (BMI) at or above 40 to match changes approved for 2025 in the Kaiser HMO plan and 2026 for the Blue Shield of California (BSC) HMO and PPO plans.

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Appendix — Additional Information

- Rate Card Footnotes
- 2026 Health Net CanopyCare Monthly Rate Cards
- Glossary of Terms

Health Net CanopyCare Rate Card Footnotes

- 1) **Expense** — SFHSS Healthcare Sustainability Fund charge.
- 2) **“10-County” Employer Contribution** — Per Charter Section A8.423, the employer contribution must equal the average of the employer contribution to health premiums of the 10 most populous counties in California, not including San Francisco. The monthly amount for 2027 rating is \$1,029.76 (per March 2026 HSB action).
- 3) **“Single Retiree Offset”** — Per Charter Section A8.428; for Non-Medicare Retirees, this is equal to the 10-County Amount.
- 4) **Retiree “Actuarial Difference”** — Per Charter Section A8.428, employer contributes the difference between a single active Employee and a single non-Medicare Retiree cost of premium. Calculated for non-Medicare retiree only.
- 5) **Prop. E Employer Contribution (passed in November 2000 Election)** — Per Charter A8.428, the Prop. E employer contribution for Retiree (R) and R+1 = $50\% \times [\text{Total Rate Cost} - 10 \text{ County} - \text{Actuarial Difference}]$.
- 6) **Currently, the two most common employer contribution formulas** in MOU agreements follow are 93% Single/93% E+1/83% E+2+ and 100% Single/96% E+1/83% E+2+.

Health Net CanopyCare HMO Plan

Monthly 2026 Rate Card

93/93/83 Contribution (Active Employees)

	Active Employees			Non-Medicare Retirees		
	Employee Only	Employee Plus One Dependent	Employee and Family	Retiree without Medicare	Retiree and Spouse w/o Medicare	Retiree and Family
Medical	\$818.34	\$1,636.68	\$2,315.90	\$1,897.85	\$2,748.93	\$3,428.15
Vision	\$4.15	\$8.32	\$11.76	\$4.15	\$8.32	\$11.76
Expense ¹	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00
Claims Stabilization Amount/Self-Funded Policy	(\$38.59)	(\$77.17)	(\$109.20)	(\$89.48)	(\$129.61)	(\$161.64)
Total	\$789.90	\$1,573.83	\$2,224.46	\$1,818.52	\$2,633.64	\$3,284.27

10-County Amount ²	\$0.00	\$0.00	\$0.00	\$942.14	\$0.00	\$0.00
Single Retiree Offset ³	\$0.00	\$0.00	\$0.00	\$0.00	\$942.14	\$942.14
"Actuarial Difference" ⁴	\$0.00	\$0.00	\$0.00	\$876.38	\$876.38	\$876.38
Retiree Prop. E Employer Contribution ⁵	\$0.00	\$0.00	\$0.00	\$0.00	\$407.56	\$407.56
Subtotal City Contributions	\$0.00	\$0.00	\$0.00	\$1,818.52	\$2,226.08	\$2,226.08
2026 Non-Bargained Contribution Rate	\$789.90	\$1,573.83	\$2,224.46	\$0.00	\$407.56	\$1,058.19

MOU Negotiated Pickup ⁶	\$734.61	\$1,463.66	\$1,846.30			
2026 Typical Bargained Member Contribution	\$55.29	\$110.17	\$378.16			

Final Member Contribution 2025	\$55.40	\$110.52	\$379.51	\$0.00	\$409.39	\$1,062.93
Difference — 2026 versus 2025	(\$0.11)	(\$0.35)	(\$1.35)	\$0.00	(\$1.83)	(\$4.74)

Health Net CanopyCare HMO Plan

Monthly 2026 Rate Card

100/96/83 Contribution (Active Employees)	Active Employees			Non-Medicare Retirees		
	Employee Only	Employee Plus One Dependent	Employee and Family	Retiree without Medicare	Retiree and Spouse w/o Medicare	Retiree and Family
Medical	\$818.34	\$1,636.68	\$2,315.90	\$1,897.85	\$2,748.93	\$3,428.15
Vision	\$4.15	\$8.32	\$11.76	\$4.15	\$8.32	\$11.76
Expense ¹	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00
Claims Stabilization Amount/Self-Funded Policy	(\$38.59)	(\$77.17)	(\$109.20)	(\$89.48)	(\$129.61)	(\$161.64)
Total	\$789.90	\$1,573.83	\$2,224.46	\$1,818.52	\$2,633.64	\$3,284.27
10-County Amount ²	\$0.00	\$0.00	\$0.00	\$942.14	\$0.00	\$0.00
Single Retiree Offset ³	\$0.00	\$0.00	\$0.00	\$0.00	\$942.14	\$942.14
"Actuarial Difference" ⁴	\$0.00	\$0.00	\$0.00	\$876.38	\$876.38	\$876.38
Retiree Prop. E Employer Contribution ⁵	\$0.00	\$0.00	\$0.00	\$0.00	\$407.56	\$407.56
Subtotal City Contributions	\$0.00	\$0.00	\$0.00	\$1,818.52	\$2,226.08	\$2,226.08
2026 Non-Bargained Contribution Rate	\$789.90	\$1,573.83	\$2,224.46	\$0.00	\$407.56	\$1,058.19
MOU Negotiated Pickup ⁶	\$789.90	\$1,510.88	\$1,846.30			
2026 Typical Bargained Member Contribution	\$0.00	\$62.95	\$378.16			
Final Member Contribution 2025	\$0.00	\$63.15	\$379.51	\$0.00	\$409.39	\$1,062.93
Difference — 2026 versus 2025	\$0.00	(\$0.20)	(\$1.35)	\$0.00	(\$1.83)	(\$4.74)

Glossary of Terms

ACA PCORI Fee

- The Affordable Care Act's Patient Centered Outcomes Research Institute fee that was extended beyond its original 2019 expiration to the year 2029 as part of the federal SECURE Act signed into law in December 2019.

Capitation

- Fixed per member cost that SFHSS pays to Health Net for most medical care services (in 2027, 88% of projected medical cost in Health Net CanopyCare is capitated).

Risk Corridor

- The percentage of expected claims, beyond those expected claims, which the employer is responsible to fund before the insurer covers the remaining claims that exceed the risk corridor percentage (this is set at 125% of expected claims for Health Net CanopyCare).

Glossary of Terms

Rate Stabilization Reserve

- HSB policy establishes use of a stabilization reserve to spread any underwriting gains or losses into the following year's premium calculation in a consistent manner to reduce volatility from year-over-year changes in premium. The underwriting gains or losses are added or subtracted from the premium amounts to adjust for previous losses or gains. Per HSB policy, each year's loss or gain is spread over the next three years.

Ten (10)-County Average Survey

- Per Charter Section A8.423, the employer contribution must equal the average of the employer contribution to health premiums of the ten most populous counties in California, not including San Francisco.