



COST ALLOCATION PLAN

FY 2015-2016

CITY OF MILPITAS
COST ALLOCATION PLAN
FY 2015-2016

TABLE OF CONTENTS

INTRODUCTION

Overview	
Background	1
Purpose of the Plan	1
Determining Direct and Indirect Costs	1
Basis of Allocation	2
Determining the Hourly Billing Rate	
Citywide Indirect Cost Rate	2
Departmental Indirect Cost Rate	2
Uses of the Plan	3
Summary	3

INDIRECT COST ALLOCATIONS

Summary of Direct and Indirect Costs	4
Basis of Indirect Cost Allocations	5
Summary of Indirect Cost Allocations	6
Indirect Program Cost Allocation	
Legislation & Policy	7
General Administration	
City Manager	8
City Clerk	9
City Attorney	10
Human Resources	11
General Liability	12

Financial Services	13
Information Technology	
Citywide Support	14
Telephones	15
Cell Phones	16
Retiree Medical Reserve and Other Non-Department	
Salaries & Benefits	17
Leave Cashout	18
Audit Fees	19
Uncollectible Accounts/Collection Fee	20
Contingent Reserve	21
Contractual Services	22
Facilities Maintenance	23
Utilities	24
Buildings and Building Improvements Amortization	25

HOURLY LABOR RATES

Police	26
Fire	27
Building and Safety	28
Public Works	29
Engineering	30
Planning & Neighborhood Services	31
Recreation Services	32
General Government	33

INTRODUCTION

OVERVIEW

Background

The City's Municipal Code requires that staff review City's fees and charges periodically to ensure that the costs of providing certain City services are reasonably recovered through fees and charges. The first step of making such determination is to calculate the total cost (also known as full cost) of providing City's services. Total cost includes two components: direct costs and indirect costs. While direct costs are easy to identify because they are the operation costs associated with providing a particular service, indirect costs are typically allocated through a Cost Allocation Plan. The City's current Cost Allocation Plan was updated and approved by the City Council in 2014.

While maintaining the methodology established in the 2014 Cost Allocation Plan, the cost data has been updated using the FY 2015-2016 Budget and Financial Plan. It is intended that the City's fees and charges be reviewed each fiscal year in conjunction with the adoption of the operating budget. If warranted, staff will recommend fee adjustments at that time.

Purpose of the Plan

The purpose of the City's cost allocation plan is to identify the full cost of providing specific City services. It also provides the basis for adjustment of City fees and charges. The cost of delivering City services can be classified into two basic categories: direct and indirect costs.

Direct costs are those that can be specifically identified with a particular cost objective or program, such as street maintenance, police and fire protection, recreation, water and sewer services. Indirect costs are not readily identifiable with a direct operating program, but rather, are incurred in order to enable the operation of a program or service.

Common examples of indirect costs include technology, accounting, purchasing, legal services, personnel administration and building maintenance. Although indirect costs are generally not readily identifiable

with direct cost programs, their costs should be reflected as an integral part of the total cost of providing specific goods or services.

In order to determine the total cost of delivering specific services, some methodology for determining and allocating indirect costs must be developed, and that is the purpose of cost allocation plans: to identify indirect costs and to allocate them to benefiting direct cost programs in a logical and uniform manner.

DETERMINING DIRECT AND INDIRECT COSTS

The first step in preparing the City's cost allocation plan is to determine direct and indirect costs. Program costs that primarily provide service to the public are identified as direct costs, whereas the cost of programs that primarily provide services to the organization are identified as indirect costs.

Within City's organization, majority of the services performed by the City Council, City Manager, City Clerk, City Attorney, Finance, Human Resources, Information Services, Facility and Fleet Maintenance are internal and are considered indirect costs. These costs are distributed to various direct services or programs to determine the total cost of each program or service.

Other City's organizational units such as Police, Fire, Building, Planning, Recreation Services, Public Works and Engineering provide services to the public and are considered direct cost programs. Additionally, costs directly related to utilities services such as water purchase cost and City's share of the San Jose Waste Water Treatment Plant operating costs are also considered direct cost programs. Once the direct cost programs are identified, the indirect costs of program administration, building occupancy, facility and equipment maintenance are then allocated to each direct cost program using some logical and commonly accepted allocation factors.

It should be noted that in accordance with generally accepted accounting principles, only operating costs are considered in preparing the cost allocation plan. As such, capital outlay and debt service costs are excluded from the calculations. However, the depreciation cost for the use of certain City facilities is included. In addition, certain costs that are one-time in

INTRODUCTION

nature and costs funded by special assessments such as Community Facility Districts and Light and Landscape Maintenance Districts are also excluded.

BASIS OF ALLOCATION

Allocating indirect costs via the citywide indirect cost rate assumes that all indirect costs are incurred proportionately to the direct cost of the program. However, this may not be a reasonable assumption in all cases, as the benefit received from certain types of support service programs may be more closely related to an indicator of activity other than cost.

For example, if a program service is primarily delivered through contract and does not have any City staffing directly associated with it, distributing personnel administration and payroll preparation costs to it may result in an inequitable allocation of costs. Because of this, the cost allocation plan prepared for City of Milpitas establishes separate *basis of allocation* for each major indirect cost category. With this approach, indirect costs can be allocated to each direct cost program in a fair, equitable, and most importantly, consistent manner. Provided on page 5 is a summary of the primary methods of allocation used in distributing indirect costs to direct cost programs.

Some of the indirect costs lend themselves to an easily justified, rational approach of distribution. For example, human resources administration is related to the number of employees serviced. Other cost allocation factors such as size of the program budget, work load analysis, square footage of the occupied space, or number of equipment assigned are also directly proportionate to the benefits provided to each direct cost program.

DETERMINING THE HOURLY BILLING RATE

There are two components of indirect rate that must be considered in determining the hourly billing rate for the employees that provide the direct cost service. They are the citywide indirect cost rate and departmental indirect cost rate.

Citywide Indirect Cost Rate

After all the citywide indirect costs have been allocated, each direct cost program or service will have a citywide indirect cost rate which is simply the ratio of the allocated citywide indirect costs divided by the direct program costs.

Page 6 of this report provides a summary table of citywide indirect cost allocation. The last row of the summary table specifically identifies the citywide indirect cost rate pertaining to each direct cost program. The cost data is derived from the FY 2015-16 Budget and Financial Plan, with adjustments to include the depreciation cost for the use of certain City facilities.

Departmental Indirect Cost Rate

Within each direct cost program, there are also departmental indirect costs. These will include the costs of management and support personnel, plus other operating costs such as supplies, consultant services, and training. These costs must be included to determine the hourly billing rate of the employees providing the direct services. The departmental indirect cost rate is simply the ratio of the costs of management, support personnel and other operating costs divided by the salary and benefits costs and other direct operating costs of the employees that staff the program or service.

To determine the hourly billing rate, the annual direct cost of the employees who provide the program or service is divided by the number chargeable hours. A multiplier of the citywide indirect cost rate is then applied to the result. A multiplier of the departmental indirect cost rate is further applied to the result of the previous step.

Pages 26 through 33 of this report provide the detail of the computation of the hourly rate for each department that is identified as provider of direct cost program and service. Again, the cost data is derived from the FY 2015-16 Budget and Financial Plan, adjusted to include depreciation cost for the use of certain City facilities. For example, on page 26, based on the applicable citywide and departmental indirect cost rates for Police Department of 19.4% and 23.7% respectively, the calculated “full cost”

INTRODUCTION

hourly rate of a Patrol Officer is \$177.13 per hour. The full cost includes annual salary, benefits, and departmental and citywide indirect costs.

USES OF THE PLAN

By identifying the total program costs, the Cost Allocation Plan can be used as a basic analytical tool in a wide range of financial decision-making situations, including:

- **Enterprise Fund Accounting.** The cost allocation plan can be used to identify the costs incurred by the General Fund in providing administrative support services to the City's enterprise operations. For example, although the City's legislative, legal, accounting, human resources, and building maintenance programs are budgeted in the General Fund, these programs also provide support services to the water and sewer enterprise funds. In order for these enterprise funds to fully recover their operating costs, it is essential that the support costs be allocated to the enterprise funds.
- **User Fees.** User fee services are those performed by a governmental agency on behalf of a private citizen or group. Examples of City's user fees include private job service charges, building plan check and permit fees, and recreation fees. The assumption underlying most fee recommendations is that the costs of services benefiting individuals, and not city as a whole, should be borne by the individual receiving the benefit. Setting user fees, therefore, is essentially equivalent to establishing prices for services.

The City has adjusted some of its user fees in the past but the fees have not been consistently reviewed or adjusted annually. The cost allocation plan can be used to determine the appropriate user fees for various City services and achieve cost recovery of providing such services.

- **Labor Rates.** The City has developed hourly labor rate schedules that identify the total hourly cost of all direct service staff positions. Key components of the "full cost" rate include indirect costs, both citywide and departmental wide for program administration. These hourly rates

are computed based on chargeable hours and exclude non-chargeable hours such as paid vacation and sick leave hours.

SUMMARY

The cost allocation plan makes determining total program costs possible by establishing a rational and consistent methodology for identifying and allocating indirect costs to direct cost programs. Because of this, the cost allocation plan can be a valuable analytical tool in a number of situations, including allocating organizational resources, performing expense analyses, and evaluating the costs of performing services. It also provides the basis for administration and overhead cost reimbursements from various funds including Water and Sewer utility enterprise funds to ensure that the General Fund tax revenues are not used to subsidize utility service charges. Additionally, it provides transparency on how the hourly rates are determined for each direct service staff position and consequently the full costs of providing programs or services. The Plan can be used by the City to review and update City fees and charges on an annual basis to establish fee structures that are designed for full cost recovery.

INDIRECT COST ALLOCATIONS

SUMMARY OF DIRECT AND INDIRECT COSTS

DIRECT COSTS	
Public Safety	
Police	26,713,757
Fire	17,914,339
Public Utilities	
Water	22,077,260
Sewer	12,082,507
Solid Waste	760,241
Building & Safety	3,563,272
Recreation	3,891,079
Public Works	3,202,848
Engineering	2,456,011
Planning & Neighborhood Services	2,948,281
TOTAL DIRECT COSTS	\$ 95,609,596

INDIRECT COSTS	
Legislation & Policy	277,732
General Administration	
City Manager	1,152,968
City Clerk	388,380
City Attorney	1,045,580
Human Resources	1,171,563
General Liability	511,000
Financial Services	2,445,621
Information Technology	
Citywide Support	2,200,348
Telephones	163,257
Cell Phones	40,000
Retiree Medical Reserve and Other Non-Department Salaries & Benefits	2,357,600
Leave Cashout	650,000
Audit Fees	82,500
Uncollectible Accounts/Collection Fee	51,000
Contingent Reserve	525,000
Contractual Services	83,300
Facilities Maintenance	2,527,597
Utilities	2,335,800
Building Occupancy - Indirect	1,436,364
TOTAL INDIRECT COSTS	\$ 19,445,610

<p>OVERALL INDIRECT COST RATE (Indirect Costs Divided by Direct Costs) 20.3%</p>

INDIRECT COST ALLOCATIONS

BASIS OF INDIRECT COST ALLOCATIONS

INDIRECT COST PROGRAM	BASIS OF ALLOCATION
Legislation & Policy	Council agenda items
General Administration	
City Manager	Based on workload analysis
City Clerk	Council agenda items
City Attorney	Based on workload analysis
Human Resources	Full-time equivalent staffing
General Liability	Full-time equivalent staffing
Financial Services	Operating budget
Information Technology	
Citywide Support	Full-time equivalent staffing
Telephones	Assigned number of phones
Cell Phones	Assigned cell phones
Retiree Medical Reserve and Other Non-Department Salaries & Benefits	Operating budget
Leave Cashout	Based on actual experience
Audit Fees	Operating budget
Uncollectible Accounts/Collection Fee	Based on prior three fiscal years actual experience
Contingent Reserve	Operating budget
Contractual Services	Operating budget
Facilities Maintenance	Assigned square footage
Utilities	Assigned square footage
Building Occupancy - Indirect	Full-time equivalent staffing

INDIRECT COST ALLOCATIONS
SUMMARY OF INDIRECT COST ALLOCATIONS

Indirect Costs	DIRECT COST PROGRAMS										TOTAL
	Police	Fire	Water	Sewer	Solid Waste	Building & Safety	Recreation	Public Works	Engineering	Planning & Neighborhood Services	
Legislation & Policy	15,050	25,995	27,363	6,841	30,099	8,209	31,467	32,835	50,621	49,253	277,732
General Administration											
City Manager	115,297	115,297	115,297	115,297	57,648	115,297	115,297	172,945	57,648	172,945	1,152,968
City Clerk	21,045	36,351	38,264	9,566	42,090	11,479	44,004	45,917	70,788	68,875	388,380
City Attorney	62,735	62,735	62,735	62,735	62,735	62,735	94,102	62,735	156,837	355,497	1,045,580
Human Resources	446,427	253,931	76,671	64,220	4,505	73,722	60,411	91,333	55,291	45,052	1,171,563
General Liability	194,718	110,757	33,441	28,011	1,965	32,155	26,349	39,837	24,116	19,650	511,000
Financial Services	683,318	458,235	564,720	309,061	19,446	91,146	99,531	81,926	62,823	75,415	2,445,621
Information Technology											
Citywide Support	838,448	476,915	143,998	120,613	8,461	138,459	113,460	171,536	103,844	84,614	2,200,348
Telephones	70,819	12,673	8,200	8,200	745	11,927	15,655	12,673	11,927	10,437	163,257
Cell Phones	5,116	4,186	3,256	3,721		7,907	3,256	9,302	2,326	930	40,000
Retiree Medical Reserve and Other Non-Department Salaries & Benefits	658,724	441,743	544,395	297,938	18,746	87,865	95,949	78,978	60,562	72,701	2,357,600
Leave Cashout	261,136	283,624	16,906	16,654	411	20,572	8,861	8,532	5,889	27,414	650,000
Audit Fees	23,051	15,458	19,050	10,426	656	3,075	3,358	2,764	2,119	2,544	82,500
Uncollectible Accounts/Collection Fee	4,500	7,373					2,188	1,693	31,725	3,520	51,000
Contingent Reserve	146,687	98,369	121,228	66,346	4,175	19,566	21,366	17,587	13,486	16,189	525,000
Contractual Services	23,274	15,608	19,235	10,527	662	3,105	3,390	2,790	2,140	2,569	83,300
Facilities Maintenance	546,768	386,733	196,377	149,109	3,846	36,215	891,006	226,063	47,195	44,283	2,527,597
Utilities	505,279	357,388	181,476	137,795	3,554	33,467	823,395	208,909	43,614	40,923	2,335,800
Building Occupancy - Direct			79,912	79,142	11,552			(70,838)	(99,768)		
Building Occupancy - Indirect	547,330	311,325	94,000	78,735	5,524	90,385	74,065	111,977	67,789	55,235	1,436,364
TOTAL INDIRECT COSTS	5,169,721	3,474,696	2,346,522	1,574,937	276,822	847,286	2,527,110	1,309,496	770,974	1,148,047	19,445,610
TOTAL DIRECT COSTS	26,713,757	17,914,339	22,077,260	12,082,507	760,241	3,563,272	3,891,079	3,202,848	2,456,011	2,948,281	95,609,596
TOTAL COSTS	31,883,478	21,389,035	24,423,782	13,657,444	1,037,063	4,410,558	6,418,189	4,512,344	3,226,984	4,096,328	115,055,206
INDIRECT COST RATE	19.4%	19.4%	10.6%	13.0%	36.4%	23.8%	64.9%	40.9%	31.4%	38.9%	20.3%

Note: In computing cost allocation, building occupancy cost was included and certain costs funded by designated revenue stream or special funds such as Measure I TOT, LLMD, CFD, TASP, Public Art, CDBG and Permit Automation Fee were excluded from the calculation.

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Legislation & Policy
Budget	277,732
Base of Allocation	Council agenda items

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	11	5.4%	15,050
Fire	19	9.4%	25,995
Public Utilities			
Water	20	9.9%	27,363
Sewer	5	2.5%	6,841
Solid Waste	22	10.8%	30,099
Building & Safety	6	3.0%	8,209
Recreation	23	11.3%	31,467
Public Works	24	11.8%	32,835
Engineering	37	18.2%	50,621
Planning & Neighborhood Services	36	17.7%	49,253
Total Direct Cost Programs	203	100%	277,732

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	General Administration - City Manager
Budget	1,152,968
Base of Allocation	Based on workload analysis

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	10	10.0%	115,297
Fire	10	10.0%	115,297
Public Utilities			
Water	10	10.0%	115,297
Sewer	10	10.0%	115,297
Solid Waste	5	5.0%	57,648
Building & Safety	10	10.0%	115,297
Recreation	10	10.0%	115,297
Public Works	15	15.0%	172,945
Engineering	5	5.0%	57,648
Planning & Neighborhood Services	15	15.0%	172,945
Total Direct Cost Programs	100	100%	1,152,968

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	General Administration - City Clerk
Budget	388,380
Base of Allocation	Council agenda items

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	11	5.4%	21,045
Fire	19	9.4%	36,351
Public Utilities			
Water	20	9.9%	38,264
Sewer	5	2.5%	9,566
Solid Waste	22	10.8%	42,090
Building & Safety	6	3.0%	11,479
Recreation	23	11.3%	44,004
Public Works	24	11.8%	45,917
Engineering	37	18.2%	70,788
Planning & Neighborhood Services	36	17.7%	68,875
Total Direct Cost Programs	203	100%	388,380

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	General Administration - City Attorney
Budget	1,045,580
Base of Allocation	Based on workload analysis

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	6	6.0%	62,735
Fire	6	6.0%	62,735
Public Utilities			
Water	6	6.0%	62,735
Sewer	6	6.0%	62,735
Solid Waste	6	6.0%	62,735
Building & Safety	6	6.0%	62,735
Recreation	9	9.0%	94,102
Public Works	6	6.0%	62,735
Engineering	15	15.0%	156,837
Planning & Neighborhood Services	34	34.0%	355,497
Total Direct Cost Programs	100	100%	1,045,580

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	General Administration - Human Resources
Budget	1,171,563
Base of Allocation	Full-time equivalent staffing

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	109.00	38.1%	446,427
Fire	62.00	21.7%	253,931
Public Utilities			
Water	18.72	6.5%	76,671
Sewer	15.68	5.5%	64,220
Solid Waste	1.10	0.4%	4,505
Building & Safety	18.00	6.3%	73,722
Recreation	14.75	5.2%	60,411
Public Works	22.30	7.8%	91,333
Engineering	13.50	4.7%	55,291
Planning & Neighborhood Services	11.00	3.8%	45,052
Total Direct Cost Programs	286.05	100%	1,171,563

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	General Liability
Budget	511,000
Base of Allocation	Full-time equivalent staffing

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	109.00	38.1%	194,718
Fire	62.00	21.7%	110,757
Public Utilities			
Water	18.72	6.5%	33,441
Sewer	15.68	5.5%	28,011
Solid Waste	1.10	0.4%	1,965
Building & Safety	18.00	6.3%	32,155
Recreation	14.75	5.2%	26,349
Public Works	22.30	7.8%	39,837
Engineering	13.50	4.7%	24,116
Planning & Neighborhood Services	11.00	3.8%	19,650
Total Direct Cost Programs	286.05	100%	511,000

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Financial Services
Budget	2,445,621
Base of Allocation	Operating budget

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	\$ 26,713,757	27.9%	683,318
Fire	17,914,339	18.7%	458,235
Public Utilities			
Water	22,077,260	23.1%	564,720
Sewer	12,082,507	12.6%	309,061
Solid Waste	760,241	0.8%	19,446
Building & Safety	3,563,272	3.7%	91,146
Recreation	3,891,079	4.1%	99,531
Public Works	3,202,848	3.3%	81,926
Engineering	2,456,011	2.6%	62,823
Planning & Neighborhood Services	2,948,281	3.1%	75,415
Total Direct Cost Programs	\$ 95,609,596	100%	2,445,621

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Information Technology - Citywide Support
Budget	2,200,348
Base of Allocation	Full-time equivalent staffing

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	109.00	38.1%	838,448
Fire	62.00	21.7%	476,915
Public Utilities			
Water	18.72	6.5%	143,998
Sewer	15.68	5.5%	120,613
Solid Waste	1.10	0.4%	8,461
Building & Safety	18.00	6.3%	138,459
Recreation	14.75	5.2%	113,460
Public Works	22.30	7.8%	171,536
Engineering	13.50	4.7%	103,844
Planning & Neighborhood Services	11.00	3.8%	84,614
Total Direct Cost Programs	286.05	100%	2,200,348

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Information Technology - Telephones
Budget	163,257
Base of Allocation	Assigned number of phones

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	95	43.4%	70,819
Fire	17	7.8%	12,673
Public Utilities			
Water	11	5.0%	8,200
Sewer	11	5.0%	8,200
Solid Waste	1	0.5%	745
Building & Safety	16	7.3%	11,927
Recreation	21	9.6%	15,655
Public Works	17	7.8%	12,673
Engineering	16	7.3%	11,927
Planning & Neighborhood Services	14	6.4%	10,437
Total Direct Cost Programs	219	100%	163,257

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Information Technology - Cell Phones
Budget	40,000
Base of Allocation	Assigned cell phones

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	11	12.8%	5,116
Fire	9	10.5%	4,186
Public Utilities			
Water	7	8.1%	3,256
Sewer	8	9.3%	3,721
Solid Waste			
Building & Safety	17	19.8%	7,907
Recreation	7	8.1%	3,256
Public Works	20	23.3%	9,302
Engineering	5	5.8%	2,326
Planning & Neighborhood Services	2	2.3%	930
Total Direct Cost Programs	86	100%	40,000

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Retiree Medical Reserve and Other Non-Department Salaries & Benefits
Budget	2,357,600
Base of Allocation	Operating budget

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	\$ 26,713,757	27.9%	658,724
Fire	17,914,339	18.7%	441,743
Public Utilities			
Water	22,077,260	23.1%	544,395
Sewer	12,082,507	12.6%	297,938
Solid Waste	760,241	0.8%	18,746
Building & Safety	3,563,272	3.7%	87,865
Recreation	3,891,079	4.1%	95,949
Public Works	3,202,848	3.3%	78,978
Engineering	2,456,011	2.6%	60,562
Planning & Neighborhood Services	2,948,281	3.1%	72,701
Total Direct Cost Programs	\$ 95,609,596	100%	2,357,600

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Leave Cashout
Budget	650,000
Base of Allocation	Based on actual experience

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	\$ 786,068	40.2%	261,136
Fire	853,761	43.6%	283,624
Public Utilities			
Water	50,889	2.6%	16,906
Sewer	50,133	2.6%	16,654
Solid Waste	1,238	0.1%	411
Building & Safety	61,926	3.2%	20,572
Recreation	26,674	1.4%	8,861
Public Works	25,684	1.3%	8,532
Engineering	17,726	0.9%	5,889
Planning & Neighborhood Services	82,520	4.2%	27,414
Total Direct Cost Programs	\$ 1,956,618	100%	650,000

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Audit Fees
Budget	82,500
Base of Allocation	Operating budget

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	\$ 26,713,757	27.9%	23,051
Fire	17,914,339	18.7%	15,458
Public Utilities			
Water	22,077,260	23.1%	19,050
Sewer	12,082,507	12.6%	10,426
Solid Waste	760,241	0.8%	656
Building & Safety	3,563,272	3.7%	3,075
Recreation	3,891,079	4.1%	3,358
Public Works	3,202,848	3.3%	2,764
Engineering	2,456,011	2.6%	2,119
Planning & Neighborhood Services	2,948,281	3.1%	2,544
Total Direct Cost Programs	\$ 95,609,596	100%	82,500

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Uncollectible Accounts/Collection Fee
Budget	51,000
Base of Allocation	Based on prior three fiscal years actual experience

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	\$ 9,019	8.8%	4,500
Fire	14,779	14.5%	7,373
Public Utilities			
Water			
Sewer			
Solid Waste			
Building & Safety			
Recreation	4,386	4.3%	2,188
Public Works	3,394	3.3%	1,693
Engineering	63,588	62.2%	31,725
Planning & Neighborhood Services	7,056	6.9%	3,520
Total Direct Cost Programs	\$ 102,222	100%	51,000

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Contingent Reserve
Budget	525,000
Base of Allocation	Operating budget

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	\$ 26,713,757	27.9%	146,687
Fire	17,914,339	18.7%	98,369
Public Utilities			
Water	22,077,260	23.1%	121,228
Sewer	12,082,507	12.6%	66,346
Solid Waste	760,241	0.8%	4,175
Building & Safety	3,563,272	3.7%	19,566
Recreation	3,891,079	4.1%	21,366
Public Works	3,202,848	3.3%	17,587
Engineering	2,456,011	2.6%	13,486
Planning & Neighborhood Services	2,948,281	3.1%	16,189
Total Direct Cost Programs	\$ 95,609,596	100%	525,000

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Contractual Services
Budget	83,300
Base of Allocation	Operating budget

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	\$ 26,713,757	27.9%	23,274
Fire	17,914,339	18.7%	15,608
Public Utilities			
Water	22,077,260	23.1%	19,235
Sewer	12,082,507	12.6%	10,527
Solid Waste	760,241	0.8%	662
Building & Safety	3,563,272	3.7%	3,105
Recreation	3,891,079	4.1%	3,390
Public Works	3,202,848	3.3%	2,790
Engineering	2,456,011	2.6%	2,140
Planning & Neighborhood Services	2,948,281	3.1%	2,569
Total Direct Cost Programs	\$ 95,609,596	100%	83,300

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Facilities Maintenance
Budget	2,527,597
Base of Allocation	Assigned square footage

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	59,636	21.6%	546,768
Fire	42,181	15.3%	386,733
Public Utilities			
Water	21,419	7.8%	196,377
Sewer	16,263	5.9%	149,109
Solid Waste	419	0.2%	3,846
Building & Safety	3,950	1.4%	36,215
Recreation	97,182	35.3%	891,006
Public Works	24,657	8.9%	226,063
Engineering	5,148	1.9%	47,195
Planning & Neighborhood Services	4,830	1.8%	44,283
Total Direct Cost Programs	275,685	100%	2,527,597

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Utilities
Budget	2,335,800
Base of Allocation	Assigned square footage

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	59,636	21.6%	505,279
Fire	42,181	15.3%	357,388
Public Utilities			
Water	21,419	7.8%	181,476
Sewer	16,263	5.9%	137,795
Solid Waste	419	0.2%	3,554
Building & Safety	3,950	1.4%	33,467
Recreation	97,182	35.3%	823,395
Public Works	24,657	8.9%	208,909
Engineering	5,148	1.9%	43,614
Planning & Neighborhood Services	4,830	1.8%	40,923
Total Direct Cost Programs	275,685	100%	2,335,800

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Building Occupancy - Indirect
Budget	1,436,364
Base of Allocation	Full-time equivalent staffing

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police	109.00	38.1%	547,330
Fire	62.00	21.7%	311,325
Public Utilities			
Water	18.72	6.5%	94,000
Sewer	15.68	5.5%	78,735
Solid Waste	1.10	0.4%	5,524
Building & Safety	18.00	6.3%	90,385
Recreation	14.75	5.2%	74,065
Public Works	22.30	7.8%	111,977
Engineering	13.50	4.7%	67,789
Planning & Neighborhood Services	11.00	3.8%	55,235
Total Direct Cost Programs	286.05	100%	1,436,364

HOURLY LABOR RATES - POLICE

	Annual Salary ¹	Paid Benefit Rate	Total Compensation	Services & Supplies Per FTE	Total Cost Per FTE	Chargeable Hours ³	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
								Citywide	Department	
Operations										
Patrol Officer	122,275	66.0%	203,015	18,679	221,694	1,848	119.96	19.4%	23.7%	177.13
Police Officer	135,684	66.0%	225,278	18,679	243,957	1,848	132.01	19.4%	23.7%	194.92
Police Sergeant	171,777	66.0%	285,204	18,679	303,883	1,848	164.44	19.4%	23.7%	242.80
Police Lieutenant	202,302	66.0%	335,885	18,679	354,564	1,848	191.86	19.4%	23.7%	283.30
Support										
Chief of Police	230,828	54.3%	356,133	18,679	374,812	1,744	214.92	19.4%		256.51
Police Commander	212,152	54.3%	327,319	18,679	345,998	1,744	198.39	19.4%		236.79
Communication Dispatch Supervisor	131,682	56.7%	206,396	18,679	225,075	1,848	121.79	19.4%		145.36
Communication Dispatcher	112,669	56.7%	176,596	18,679	195,275	1,848	105.67	19.4%		126.12
Police Property Clerk	89,293	56.7%	139,957	18,679	158,635	1,744	90.96	19.4%		108.56
Police Clerk Supervisor	99,600	56.7%	156,112	18,679	174,790	1,744	100.22	19.4%		119.62
Police Clerk	84,975	56.7%	133,189	18,679	151,867	1,744	87.08	19.4%		103.93
Executive Secretary	94,308	58.9%	149,846	18,679	168,524	1,744	96.63	19.4%		115.33
Office Assistant	61,668	58.9%	97,984	18,679	116,663	1,744	66.89	19.4%		79.84

Chargeable Hours	
Total Hours	2,080
Non-Chargeable Hours	
Training	(16)
Vacations ²	(168)
Sick (12 days @ 50% usage)	(48)
Holidays ³ (13 days)	(104)
Total Chargeable Hours	1,744

Paid Benefit Rate	Sworn	Operations	Management	Office
PERS	39.4%	28.6%	32.4%	23.7%
Medicare	1.5%	1.5%	1.5%	1.5%
Group Insurance	14.7%	20.2%	9.9%	27.2%
Retiree Medical Reserve	6.0%	6.0%	6.0%	6.0%
Worker's Compensation	4.5%	0.5%	4.5%	0.5%
Total Paid Benefit Rate	66.0%	56.7%	54.3%	58.9%

Indirect Cost Allocation	Amount	Percent
Citywide Indirect Costs	5,169,721	19.4%
Operations		
Salaries and Benefits	19,110,223	
Supplies and Contractual Services	1,531,667	
Total Operations	20,641,890	
Support ⁴		
Salaries and Benefits	4,445,440	
Supplies and Contractual Services	449,414	
Total Support	4,894,854	23.7%
Total Program Costs	25,536,744	

Services & Supplies	
Total Budgeted	1,981,081
Total Funded FTE	106.1
Services & Supplies Per FTE	18,679

NOTE:

^{1,3} Annual salary amount includes Supplemental Pay such as longevity ranging from 3% to 15.1% over base pay and educational incentive of 5% or 7.5% for employees that hold POST certificates. Uniform Allowance of \$1,350, Holiday in Lieu pay of 6% for employees that do not have City holiday leave, Motorcycle and SWAT each at 5% over base pay are also included in the annual salary amount.

² Vacation accrual rate varies depending on years of service. As of 7/1/15, average vacation hours of Police was 168 hours.

⁴ Based on workload analysis, allocate 21% Communication Dispatch to Fire Department.

HOURLY LABOR RATES - FIRE

	Annual Salary ¹	Paid Benefit Rate	Total Compensation	Services & Supplies Per FTE	Total Cost Per FTE	Chargeable Hours ⁴	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
								Citywide	Department	
Operations										
Firefighter	122,317	62.4%	198,651	37,109	235,761	1,800	130.98	19.4%	15.3%	180.37
Firefighter/Paramedic	131,718	62.4%	213,919	37,109	251,029	1,800	139.46	19.4%	15.3%	192.05
Fire Engineer	137,304	62.4%	222,991	37,109	260,101	1,800	144.50	19.4%	15.3%	198.99
Fire Engineer/Paramedic	147,708	62.4%	239,888	37,109	276,998	1,800	153.89	19.4%	15.3%	211.92
Fire Captain	153,996	62.4%	250,100	37,109	287,210	1,800	159.56	19.4%	15.3%	219.73
Fire Battalion Chief - 56 hr	191,934	54.0%	295,652	37,109	332,761	1,800	184.87	19.4%	15.3%	254.58
Hazardous Materials Inspector	142,486	62.4%	231,407	10,856	242,263	1,744	138.91	19.4%	15.3%	191.30
Fire Protection Engineer	145,904	62.4%	236,958	10,856	247,814	1,744	142.10	19.4%	15.3%	195.68
Fire Prevention Inspector	143,850	62.4%	233,623	10,856	244,478	1,744	140.18	19.4%	15.3%	193.05
Support										
Fire Chief	211,830	54.0%	326,299	37,109	363,409	1,744	208.38	19.4%		248.79
Deputy Fire Chief	197,128	54.0%	303,653	37,109	340,762	1,744	195.39	19.4%		233.29
Deputy Fire Chief - Inspection	197,128	54.0%	303,653	10,856	314,509	1,744	180.34	19.4%		215.32
Emergency Services Coordinator	125,354	54.3%	193,365	37,109	230,475	1,744	132.15	19.4%		157.79
Administrative Analyst	85,831	54.3%	132,399	37,109	169,508	1,744	97.20	19.4%		116.05
Office Specialist	70,784	54.3%	109,188	37,109	146,298	1,744	83.89	19.4%		100.16

Chargeable Hours	56 hours/week	40 hours/week
Total Hours	2,912	2,080
Non-Chargeable Hours		
Training	(24)	(16)
Vacations ²	(224)	(168)
Sick ³ (@ 50% usage)	(144)	(48)
Holidays ⁴ (13 days)		(104)
Total Chargeable Hours	2,520	1,744

Paid Benefit Rate	Operations	Management	Office
PERS	36.4%	32.4%	23.7%
Medicare	1.5%	1.5%	1.5%
Group Insurance	14.5%	10.1%	22.6%
Retiree Medical Reserve	6.0%	6.0%	6.0%
Worker's Compensation	4.0%	4.0%	0.5%
Total Paid Benefit Rate	62.4%	54.0%	54.3%

Indirect Cost Allocation	Amount	Percent
Citywide Indirect Costs	3,474,696	19.4%
Operations		
Salaries and Benefits	12,583,703	
Supplies and Contractual Services	1,936,002	
Total Operations	14,519,705	
Support ⁵		
Salaries and Benefits	1,910,995	
Supplies and Contractual Services	316,360	
Total Support	2,227,355	15.3%
Total Program Costs	16,747,060	

Services & Supplies	Firefighters	Inspectors
Total Budgeted	2,150,118	75,991
Total Funded FTE	57.9	7.0
Services & Supplies Per FTE	37,109	10,856

NOTE:

- ^{1,4} Annual salary amount includes Supplemental Pay such as longevity ranging from 3% to 15.1% over base pay and incentive payment for paramedic. Uniform Allowance of \$1,000 and Holiday in Lieu pay of 6% over base pay for employees that do not have City holiday leave are also included in the annual salary amount. For 56 hours/week employees, hourly rates are converted to 40 hours/week.
- ² Vacation accrual rate varies depending on years of service. As of 7/1/15, average vacation hours for 56 hours/week employees was 224 hours and 168 hours for 40 hours/week employees.
- ³ 24-hour shift per month for 56 hours/week employees and 12 days annually for 40 hours/week employees.
- ⁵ Based on workload analysis, 21% of Police's Communication Dispatch allocated to Fire Department.

HOURLY LABOR RATES - BUILDING AND SAFETY

	Annual Salary ¹	Paid Benefit Rate	Total Compensation	Services & Supplies Per FTE	Total Cost Per FTE	Chargeable Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
								Citywide	Department	
Operations										
Electrical Building Inspector	108,614	51.6%	164,624	14,126	178,750	1,744	102.49	23.8%	21.2%	153.76
Building/NP Inspector	103,484	51.6%	156,849	14,126	170,975	1,744	98.04	23.8%	21.2%	147.07
Building Inspection Manager	133,432	51.6%	202,240	14,126	216,366	1,744	124.06	23.8%	21.2%	186.11
Plan Checker	103,484	51.6%	156,849	14,126	170,975	1,744	98.04	23.8%	21.2%	147.07
Plan Check Engineer	120,732	51.6%	182,991	14,126	197,117	1,744	113.03	23.8%	21.2%	169.56
Building Permit Technician	76,564	51.6%	116,047	14,126	130,173	1,744	74.64	23.8%	21.2%	111.97
Permit Center Manager ³	133,432	55.9%	208,050	14,126	222,176	1,744	127.39	23.8%	21.2%	191.11
Support										
Chief Building Official	177,446	41.5%	251,145	14,126	265,271	1,744	152.10	23.8%		188.27
Permit Center Manager ³	133,432	55.9%	208,050	14,126	222,176	1,744	127.39	23.8%		157.69
Office Specialist	70,784	55.9%	110,368	14,126	124,494	1,744	71.38	23.8%		88.36
Office Assistant	61,668	55.9%	96,154	14,126	110,280	1,744	63.23	23.8%		78.27

Chargeable Hours	
Total Hours	2,080
Non-Chargeable Hours	
Training	(16)
Vacations ²	(168)
Sick (12 days @ 50% usage)	(48)
Holidays	(104)
Total Chargeable Hours	1,744

Paid Benefit Rate	Operations	Management	Support
PERS	23.7%	21.6%	24.0%
Medicare	1.5%	1.5%	1.5%
Group Insurance	19.9%	12.0%	24.0%
Retiree Medical Reserve	6.0%	6.0%	6.0%
Worker's Compensation	0.5%	0.5%	0.5%
Total Paid Benefit Rate	51.6%	41.5%	55.9%

Indirect Cost Allocation	Amount	Percent
Citywide Indirect Costs	847,286	23.8%
Operations		
Salaries and Benefits	2,378,510	
Supplies and Contractual Services	209,067	
Total Operations	2,587,576	
Support		
Salaries and Benefits	503,259	
Supplies and Contractual Services	45,204	
Total Support	548,463	21.2%
Total Program Costs	3,136,039	

Services & Supplies	
Total Budgeted	254,270
Total Funded FTE	18.0
Services & Supplies Per FTE	14,126

NOTE:

- ¹ Annual salary amount includes Bilingual premium of 2.5% over base pay and \$900/year in deferred compensation contribution for employees that qualified.
- ² Vacation accrual rate varies depending on years of service. As of 7/1/15, average vacation hours of Building and Safety was 168 hours.
- ³ Based on workload analysis, 20% of Permit Center Manager is for Operation Support.

HOURLY LABOR RATES - PUBLIC WORKS

	Annual Salary ¹	Paid Benefit Rate	Total Compensation	Services & Supplies Per FTE	Total Cost Per FTE	Chargeable Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
								Citywide	Department	
Operations										
Maintenance Worker II	69,000	65.3%	114,026	14,495	128,521	1,598	80.45	40.9%	13.3%	128.45
Maintenance Worker III	80,970	65.3%	133,807	14,495	148,302	1,598	92.83	40.9%	13.3%	148.22
Equipment Maintenance Worker II	87,122	65.3%	143,973	14,495	158,468	1,598	99.20	40.9%	13.3%	158.38
Equipment Maintenance Worker III	98,142	65.3%	162,185	14,495	176,679	1,598	110.60	40.9%	13.3%	176.58
Fleet Maintenance Worker II	81,759	65.3%	135,111	14,495	149,606	1,598	93.65	40.9%	13.3%	149.52
Fleet Maintenance Worker III	97,346	65.3%	160,869	14,495	175,364	1,598	109.77	40.9%	13.3%	175.26
Maintenance Custodian II	69,000	65.3%	114,026	14,495	128,521	1,598	80.45	40.9%	13.3%	128.45
Maintenance Custodian III	69,437	65.3%	114,748	14,495	129,243	1,598	80.90	40.9%	13.3%	129.17
Assistant Water Operator	89,522	65.3%	147,940	14,495	162,434	1,598	101.68	40.9%	13.3%	162.34
Water System Operator	98,610	65.3%	162,958	14,495	177,453	1,598	111.08	40.9%	13.3%	177.35
Support										
Public Works Director	185,900	43.2%	266,263	14,495	280,758	1,744	160.98	40.9%		226.80
Public Works Manager	124,922	43.2%	178,925	14,495	193,420	1,744	110.90	40.9%		156.24
Office Specialist	70,784	63.7%	115,890	14,495	130,385	1,744	74.76	40.9%		105.32
Office Assistant	61,668	63.7%	100,965	14,495	115,460	1,744	66.20	40.9%		93.27

Chargeable Hours	40 hour/week	37.5 hour/week
Total Hours	2,080	1,950
Non-Chargeable Hours		
Training	(16)	(15)
Vacations ²	(168)	(195)
Sick ³ (@ 50% usage)	(48)	(45)
Holidays	(104)	(98)
Total Chargeable Hours	1,744	1,598

Paid Benefit Rate	Operations	Management	Office
PERS	28.6%	21.6%	23.7%
Medicare	1.5%	1.5%	1.5%
Group Insurance	26.7%	13.7%	32.1%
Retiree Medical Reserve	6.0%	6.0%	6.0%
Worker's Compensation	2.5%	0.5%	0.5%
Total Paid Benefit Rate	65.3%	43.2%	63.7%

Indirect Cost Allocation	Amount	Percent
Citywide Indirect Costs	1,309,496	40.9%
Operations		
Salaries and Benefits	4,825,307	
Supplies and Contractual Services	536,311	
Total Operations	5,361,618	
Support		
Salaries and Benefits	656,534	
Supplies and Contractual Services	57,980	
Total Support	714,514	13.3%
Total Program Costs	6,076,131	

Services & Supplies	
Total Budgeted ⁴	594,290
Total Funded FTE	41.0
Services & Supplies Per FTE	14,495

- NOTE:
- ¹ Annual salary amount includes Supplemental Pay such as longevity ranging from 0.5% to 1.5% over base pay and incentive payment of 4% for special certificates/licenses. Bilingual premium of 2.5% over base pay and \$900/year in deferred compensation contribution for employees that qualified are also included.
 - ² Vacation accrual rate varies depending on years of service. As of 7/1/15, average vacation hours for 40 hours/week employees was 168 hours and 195 hours for 37.5 hours/week employees.
 - ³ 3.46 hours biweekly for 37.5 hours/week employees and 3.69 hours for 40 hours/week employees.
 - ⁴ Excludes 1) outsourced maintenance services; 2) direct charges to LLMD, CFD, Water and Sewer funds; and 3) Fleet and Facilities Maintenance costs have been allocated and accounted for in respective direct cost programs and Citywide Indirect Costs.

HOURLY LABOR RATES - ENGINEERING

	Annual Salary ¹	Paid Benefit Rate	Total Compensation	Services & Supplies Per FTE	Total Cost Per FTE	Chargeable Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
								Citywide	Department	
Operations										
Engineering Aide	94,954	50.7%	143,097	24,921	168,019	1,744	96.34	31.4%	31.2%	166.09
Assistant Civil Engineer	106,602	50.7%	160,651	24,921	185,572	1,744	106.41	31.4%	31.2%	183.45
Associate Civil Engineer	122,458	50.7%	184,547	24,921	209,468	1,744	120.11	31.4%	31.2%	207.07
Traffic Engineer	140,278	50.7%	211,402	24,921	236,323	1,744	135.51	31.4%	31.2%	233.62
Principal Civil Engineer	140,278	50.7%	211,402	24,921	236,323	1,744	135.51	31.4%	31.2%	233.62
Public Works Inspector	103,484	50.7%	155,952	24,921	180,874	1,744	103.71	31.4%	31.2%	178.80
Support										
City Engineer	185,900	42.2%	264,359	24,921	289,280	1,744	165.87	31.4%		217.94
CIP Manager	154,310	42.2%	219,436	24,921	244,358	1,744	140.11	31.4%		184.10
Public Information Specialist	98,366	54.0%	151,454	24,921	176,375	1,744	101.13	31.4%		132.88
Administrative Analyst	98,356	54.0%	151,438	24,921	176,359	1,744	101.12	31.4%		132.87
Secretary	96,232	54.0%	148,168	24,921	173,089	1,744	99.25	31.4%		130.40

Chargeable Hours	
Total Hours	2,080
Non-Chargeable Hours	
Training	(16)
Vacations ²	(168)
Sick (12 days @ 50% usage)	(48)
Holidays	(104)
Total Chargeable Hours	1,744

Paid Benefit Rate	Operations	Support	Office
PERS	24.0%	21.6%	24.3%
Medicare	1.5%	1.5%	1.5%
Group Insurance	18.8%	12.6%	21.7%
Retiree Medical Reserve	6.0%	6.0%	6.0%
Worker's Compensation	0.5%	0.5%	0.5%
Total Paid Benefit Rate	50.7%	42.2%	54.0%

Indirect Cost Allocation	Amount	Percent
Citywide Indirect Costs	770,974	31.4%
Operations		
Salaries and Benefits	2,869,045	
Supplies and Contractual Services	423,661	
Total Operations	3,292,706	
Support ³		
Salaries and Benefits	905,655	
Supplies and Contractual Services	122,114	
Total Support	1,027,769	31.2%
Total Program Costs	4,320,475	

Services & Supplies	
Total Budgeted ³	573,189
Total Funded FTE	23.0
Services & Supplies Per FTE	24,921

NOTE:

- Annual salary amount includes deferred compensation contribution of \$900/year and Bilingual premium of 2.5% over base pay for employees that qualified.
- Vacation accrual rate varies depending on years of service. As of 7/1/15, average vacation hours of Engineering was 168 hours.
- Excludes 1) contractual services for VTA; and 2) direct charges to LLM, Water, Sewer and Solid Waste funds.

HOURLY LABOR RATES - PLANNING & NEIGHBORHOOD SERVICES

	Annual Salary ¹	Paid Benefit Rate	Total Compensation	Services & Supplies Per FTE	Total Cost Per FTE	Chargeable Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
								Citywide	Department	
Operations										
Assistant Planner	96,602	52.5%	147,358	25,972	173,330	1,784	97.16	38.9%	27.7%	172.38
Assistant Housing Planner	96,602	52.5%	147,358	25,972	173,330	1,784	97.16	38.9%	27.7%	172.38
Senior Planner	124,146	52.5%	189,374	25,972	215,346	1,744	123.48	38.9%	27.7%	219.08
Principal Planner	135,642	52.5%	206,910	25,972	232,882	1,744	133.53	38.9%	27.7%	236.92
Housing & Neighborhood Specialist	93,590	52.5%	142,763	25,972	168,735	1,784	94.58	38.9%	27.7%	167.81
Sr. Code Enforcement Officer	97,914	52.5%	149,359	25,972	175,331	1,784	98.28	38.9%	27.7%	174.37
Housing & Neighborhood Svcs Manager	135,642	52.5%	206,910	25,972	232,882	1,744	133.53	38.9%	27.7%	236.92
Support										
Planning & Neighborhood Svcs Director	193,299	40.6%	271,686	25,972	297,658	1,744	170.68	38.9%		237.14
Secretary	84,160	57.5%	132,546	25,972	158,519	1,784	88.86	38.9%		123.46

Chargeable Hours	Non-Exempt	Exempt
Total Hours	2,080	2,080
Non-Chargeable Hours		
Training	(16)	(16)
Vacations ²	(128)	(168)
Sick (12 days @ 50% usage)	(48)	(48)
Holidays	(104)	(104)
Total Chargeable Hours	1,784	1,744

Paid Benefit Rate	Operations	Management	Office
PERS	24.0%	21.6%	24.3%
Medicare	1.5%	1.5%	1.5%
Group Insurance	20.6%	11.0%	25.2%
Retiree Medical Reserve	6.0%	6.0%	6.0%
Worker's Compensation	0.5%	0.5%	0.5%
Total Paid Benefit Rate	52.5%	40.6%	57.5%

Indirect Cost Allocation	Amount	Percent
Citywide Indirect Costs	1,148,047	38.9%
Operations		
Salaries and Benefits	1,401,204	
Supplies and Contractual Services	233,750	
Total Operations	1,634,954	
Support		
Salaries and Benefits	400,913	
Supplies and Contractual Services	51,944	
Total Support	452,857	27.7%
Total Program Costs	2,087,811	

Services & Supplies	
Total Budgeted ³	285,694
Total Funded FTE	11.0
Services & Supplies Per FTE	25,972

NOTE:

- ¹ Annual salary amount includes deferred compensation contribution of \$900/year and Bilingual premium of 2.5% over base pay for employees that qualified.
- ² Vacation accrual rate varies depending on years of service. As of 7/1/15, average vacation hours of Planning & Neighborhood Services was 168 hours for Exempt and 128 hours for Non-exempt.
- ² Excludes CDBG grants and loans and contract with City of San Jose for animal control services.

HOURLY LABOR RATES - RECREATION SERVICES

	Annual Salary ¹	Paid Benefit Rate	Total Compensation	Services & Supplies Per FTE	Total Cost Per FTE	Chargeable Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
								Citywide	Department	
Operations										
Recreation Services II	43,548	64.4%	71,591	21,691	93,281	1,744	53.49	64.9%	31.5%	115.99
Recreation Services IV	58,406	64.4%	96,017	21,691	117,707	1,744	67.49	64.9%	31.5%	146.37
Public Services Assistant I	61,408	64.4%	100,952	21,691	122,642	1,744	70.32	64.9%	31.5%	152.50
Public Services Assistant II	70,784	64.4%	116,365	21,691	138,056	1,744	79.16	64.9%	31.5%	171.67
Case Manager	73,872	64.4%	121,442	21,691	143,133	1,744	82.07	64.9%	31.5%	177.98
Program Coordinator	83,380	64.4%	137,073	21,691	158,763	1,744	91.03	64.9%	31.5%	197.42
Recreation Services Supervisor ⁴	98,366	57.1%	154,503	21,691	176,194	1,744	101.03	64.9%		166.64
Support										
Marketing Assistant	70,784	57.1%	111,180	21,691	132,871	1,744	76.19	64.9%		125.67
Recreation Services Supervisor ⁴	98,366	57.1%	154,503	21,691	176,194	1,744	101.03	64.9%		166.64
Recreation Services Manager	129,848	45.9%	189,472	21,691	211,163	1,744	121.08	64.9%		199.72

Chargeable Hours	
Total Hours	2,080
Non-Chargeable Hours	
Training	(16)
Vacations ²	(168)
Sick (12 days @ 50% usage)	(48)
Holidays	(104)
Total Chargeable Hours	1,744

Paid Benefit Rate	Operations	Support	Management
PERS	23.7%	24.0%	21.6%
Medicare	1.5%	1.5%	1.5%
Group Insurance	32.3%	25.1%	16.3%
Retiree Medical Reserve	6.0%	6.0%	6.0%
Worker's Compensation	1.0%	0.5%	0.5%
Total Paid Benefit Rate	64.4%	57.1%	45.9%

Indirect Cost Allocation	Amount	Percent
Citywide Indirect Costs	2,527,110	64.9%
Operations		
Salaries and Benefits	1,340,777	
Supplies and Contractual Services	254,866	
Total Operations	1,595,642	
Support ⁴		
Salaries and Benefits	437,152	
Supplies and Contractual Services	65,072	
Total Support	502,224	31.5%
Total Program Costs	2,097,866	

Services & Supplies	
Total Budgeted ³	319,938
Total Funded FTE	14.8
Services & Supplies Per FTE	21,691

NOTE:

- ¹ Annual salary amount includes deferred compensation contribution of \$900/year and Bilingual premium of 2.5% over base pay for employees that qualified.
- ² Vacation accrual rate varies depending on years of service. As of 7/1/15, average vacation hours of Recreation Services was 168 hours.
- ³ Excludes Nutrition Meals for seniors, instructor fees for classes, and Pre-K Enrichment Programs.
- ⁴ Based on workload analysis, 50% of Recreation Services Supervisor is for Operation Support.

HOURLY LABOR RATES - GENERAL GOVERNMENT

	Annual Salary ¹	Paid Benefit Rate	Total Compensation	Total Cost Per FTE	Chargeable Hours	Hourly Rate	Citywide Indir Cost Rate	Hourly Billing Rate
Council Appointed								
City Manager	253,420	52.6%	386,773	386,773	1,744	221.77	20.3%	266.88
City Attorney	213,068	52.6%	325,187	325,187	1,744	186.46	20.3%	224.38
General and Administration								
Accountant	95,694	55.2%	148,501	148,501	1,744	85.15	20.3%	102.47
Accounting Technician	77,782	55.2%	120,705	120,705	1,744	69.21	20.3%	83.29
Assistant City Attorney	161,900	41.2%	228,664	228,664	1,744	131.11	20.3%	157.78
Assistant City Manager	220,798	41.2%	311,850	311,850	1,744	178.81	20.3%	215.18
Budget Manager	123,505	55.2%	191,659	191,659	1,744	109.90	20.3%	132.25
City Clerk	141,186	41.2%	199,408	199,408	1,744	114.34	20.3%	137.59
Confidential Fiscal Analyst II	75,596	55.2%	117,312	117,312	1,744	67.27	20.3%	80.95
Deputy City Attorney	134,240	41.2%	189,597	189,597	1,744	108.71	20.3%	130.83
Deputy City Clerk	100,380	55.2%	155,773	155,773	1,744	89.32	20.3%	107.49
Desktop Technician	84,992	55.2%	131,894	131,894	1,744	75.63	20.3%	91.01
Director of Financial Services	191,160	41.2%	269,990	269,990	1,744	154.81	20.3%	186.30
Director of Human Resources	177,458	41.2%	250,638	250,638	1,744	143.71	20.3%	172.94
Director of Information Services	177,458	41.2%	250,638	250,638	1,744	143.71	20.3%	172.94
Economic Development Manager	151,796	41.2%	214,393	214,393	1,744	122.93	20.3%	147.93
Executive Secretary	96,600	55.2%	149,907	149,907	1,744	85.96	20.3%	103.44
Finance Manager	152,186	41.2%	214,944	214,944	1,744	123.25	20.3%	148.31
Fiscal Assistant II	71,441	55.2%	110,865	110,865	1,744	63.57	20.3%	76.50
GIS Manager	133,252	55.2%	206,785	206,785	1,744	118.57	20.3%	142.68
Human Resources Analyst	98,356	55.2%	152,632	152,632	1,744	87.52	20.3%	105.32
Human Resources Technician	80,588	55.2%	125,059	125,059	1,744	71.71	20.3%	86.29
IS Operations Manager	133,262	55.2%	206,801	206,801	1,744	118.58	20.3%	142.70
IS Telecommunication Manager	133,262	55.2%	206,801	206,801	1,744	118.58	20.3%	142.70
Office Specialist	74,276	55.2%	115,264	115,264	1,744	66.09	20.3%	79.53
Purchasing Agent	115,004	55.2%	178,467	178,467	1,744	102.33	20.3%	123.14
Senior Accountant	107,512	55.2%	166,841	166,841	1,744	95.67	20.3%	115.12
Senior Fiscal Analyst	77,772	55.2%	120,689	120,689	1,744	69.20	20.3%	83.28
Senior Human Resource Analyst	114,042	55.2%	176,974	176,974	1,744	101.48	20.3%	122.11
System Administrator	120,590	55.2%	187,136	187,136	1,744	107.30	20.3%	129.13
Video Media Specialist	98,366	55.2%	152,648	152,648	1,744	87.53	20.3%	105.33
Water Meter Reader II	65,776	55.2%	102,073	102,073	1,744	58.53	20.3%	70.43

Chargeable Hours	
Total Hours	2,080
Non-Chargeable Hours	
Training	(16)
Vacations ²	(168)
Sick (12 days @ 50% usage)	(48)
Holidays	(104)
Total Chargeable Hours	1,744

Paid Benefit Rate	Council Appointed	Management	Support
PERS	35.6%	21.6%	24.0%
Medicare	1.5%	1.5%	1.5%
Group Insurance	9.1%	12.7%	23.2%
Retiree Medical Reserve	6.0%	5.0%	6.0%
Worker's Compensation	0.5%	0.5%	0.5%
Total Paid Benefit Rate	52.6%	41.2%	55.2%

NOTE:

¹ Annual salary amount includes deferred compensation contribution of \$900/year and Bilingual premium of 2.5% over base pay for employees that qualified.

² Vacation accrual rate varies depending on years of service. As of 7/1/15, average vacation hours was 168 hours.