

**CITY OF MILPITAS**  
**FINANCE DEPARTMENT**

**FINAL REPORT | JUNE 22, 2020**

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# **Central Services Full Cost Allocation Plan**

## **For Fiscal Year 2020-2021**

**ClearSource** Financial Consulting

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June 22, 2020

**CITY OF MILPITAS**

Finance Department

Attention: Jane Corpus, Assistant Director of Finance

455 East Calaveras Boulevard

Milpitas, California 95035

*Via Email: [jcorpus@ci.milpitas.ca.gov](mailto:jcorpus@ci.milpitas.ca.gov)*

**Central Services Full Cost Allocation Plan for Fiscal Year 2020-2021**

Dear Ms. Corpus:

ClearSource Financial Consulting submits the following report describing the findings of our preparation of a Central Services Full Cost Allocation Plan for the City of Milpitas.

Please refer to the Executive Summary for the key findings that will support your budget management practices in Fiscal Year 2020-2021, while the balance of the report and its appendices provide the necessary documentation for application of those outcomes in the City's various methods of cost recovery.

Thank you for the opportunity to serve the City on this topic. We are happy to continue discussion on this Full Cost Allocation Plan as the need arises or consult with you on additional topics.

Sincerely,



**TERRY MADSEN, PRESIDENT | CLEARSOURCE FINANCIAL CONSULTING**

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EMAIL ADDRESS: [tmadsen@clearsourcefinancial.com](mailto:tmadsen@clearsourcefinancial.com)

# EXECUTIVE SUMMARY

## PROJECT

The City of Milpitas has completed an update of its **Central Services Full Cost Allocation Plan** for application in **Fiscal Year 2020-2021**. This type of project is focused on the costs of administrative, management, general governmental, and other support services within the municipal organization and how those costs relate to the array of direct services provided to the community. The plan yields overhead rates, charges, and other values that can represent or be applied to cost recovery opportunities for these central services. Currently, all of the central services considered for cost recovery in this plan reside in the General Fund.

## FINDINGS

During the course of study, information was generated in detail and is discussed substantively throughout this report and appendices. However, outcomes of particular interest are highlighted below:

### Citywide Indirect Rate for Central Services

For Fiscal Year 2020-2021, the **Citywide Indirect Rate for Central Services is 50.1% of salary expense**. This rate is applicable to direct charges of City personnel time to projects or programs for which recovery of Citywide central services is allowed, unrestricted by other agreement, and feasible. Simply put:

- For every dollar in salary charged to a program, 50-cents can be charged to recover Citywide overhead.

For direct services without charges of City personnel, overhead recovery is enabled through an alternate expression of the Citywide Indirect Rate. For Fiscal Year 2020-2021, the **Citywide Indirect Rate for Central Services is 20.2% of direct expenditures**. Simply put:

- For every dollar in direct program expense, 20-cents can be charged to recover Citywide overhead.

### Interfund Charges for Central Services

For Fiscal Year 2020-2021, **potential reimbursement to the General Fund from City utility funds** for Central Services is as follows, with comparison to comparable charges calculated in the prior Cost Allocation Plans prepared for Fiscal Years 2019-2020, 2018-2019, and 2017-2018:

POTENTIAL INTERFUND CHARGES FOR CENTRAL SERVICES				
Fund	Presented Plan for FY 2020-21	Prior Plans		
		2019-20	FY 2018-19	FY 2017-18
280   Solid Waste Services	\$ 109,778	\$ 99,456	\$ 99,748	\$ 247,696
400   Water M & O Fund	\$ 2,748,779	\$ 2,725,061	\$ 2,705,884	\$ 2,593,705
450   Sewer M & O Fund	\$ 1,585,433	\$ 1,568,485	\$ 1,544,274	\$ 1,684,501

# EXECUTIVE SUMMARY

It is critical to emphasize that the above outcomes are potential values only. Contractual arrangements and resource sufficiency in these funds may limit the full application of these outcomes in Fiscal Year 2020-2021. However, these outcomes may inform planning for subsequent fiscal years, including revision of underlying revenue sources and/or agreements to accommodate future recovery of Central Services expenditures in line with this Full Cost Allocation Plan.

Furthermore, as presented subsequently in the following report, this updated Central Services Full Cost Allocation Plan has generated allocated shares of indirect cost to all funds Citywide. **This Plan enables the City to determine whether interfund charges for central service to funds in addition to municipal utilities** is allowed, unrestricted by other agreement, and feasible.

## Fully Burdened Hourly Labor Rates

This Full Cost Allocation Plan has generated a listing of fully burdened hourly labor rates by position category across all departments Citywide. These rates reflect costs that may be reimbursed when labor is charged or attributable to projects and requests for service which have mechanisms for cost recovery by resource capacity, agreement, or fee for service. Fully burdened hourly labor rates include costs for salary, benefits, supportive services and supplies, departmental administration and management, and the Citywide central services derived by this Cost Allocation Plan.

A listing of these hourly labor rates by position and department is provided in **Appendix A, Exhibit 18**.

# PROJECT ORIENTATION

## SCOPE OF STUDY

The City of Milpitas has completed an update to its **Central Services Full Cost Allocation Plan**. ClearSource Financial Consulting has prepared this analysis at the start of Fiscal Year 2020-2021 and will be available to answer questions as the City proceeds in implementing findings as it chooses.

Key outcomes expected of the Central Services Full Cost Allocation Plan include the following:

- Citywide allocations of identified central services/indirect costs (e.g., total annual expenditures by direct service program)
- Annual interfund charge (maximum value) applicable to funds which reimburse the General Fund for these services, such as: Solid Waste, Water, and Sewer
- Composite Citywide indirect rate applicable to direct labor charges
- Composite Citywide indirect rate applicable to direct expenditures (e.g., projects or programs not using direct charges of labor to assign the majority of costs)
- A listing of fully burdened hourly rates for departmental staff across the City organization

## APPLICATION OF STUDY OUTCOMES

The outcomes of this study are intended for application in the City's Fiscal Year 2020-2021. Update to underlying data used to generate these results is recommended for application in subsequent fiscal years.

The City may use the tools and outcomes of this study in multiple applications:

- Budget management for Fiscal Year 2020-2021, particularly to inform the amount of interfund charges for central services or general overhead, thus reimbursement to the General Fund from other funds for service or benefit received.
- Direct charges to projects or programs during Fiscal Year 2020-2021, where a Citywide indirect rate and departmental overhead rates may apply to hourly labor rates for personnel reporting time to those projects.
- Total allocated Citywide overhead and/or indirect rate for applicability in contracted services, partnerships, and other formal agreements where cost recovery is enabled.
- Total allocated Citywide overhead and/or indirect rate for inclusion in cost of service-based fee and rate setting across the organization.

# PROJECT ORIENTATION

## CONSIDERATIONS FOR IMPLEMENTATION

If the City decides to adopt or otherwise utilize outcomes generated through this study, it should:

- ➔ **Update Systems for Cost Allocation Plan Outcomes** – Ensure that City staff begin using updated Citywide indirect rates and associated outcomes, such as interfund charge amounts and fully burdened hourly labor rates, once the plan becomes effective.
- ➔ **Actively Monitor the Use of Citywide Indirect Rates in Direct Charge Settings** – In order to recover accurate and eligible amounts expected, the City should be diligent about tracking time to projects and ensuring rates are applied in the correct amount and using the correct and intended basis.
- ➔ **Annually Review and Adjust Cost Allocation Methodologies** – As prior year financial records are formally issued as final, the Full Cost Allocation Plan can be updated to reflect most recent, audited data and inform prospective budgeting. The use of historical data enables the update of the Cost Allocation Plan prior to the budget development process to ensure results ready for implementation.

Areas recommended for future consideration as this Full Cost Allocation Plan continues to be updated are noted in relevant sections elsewhere in this document.

## PREVAILING GUIDANCE

### Federal Conditions

This study is conducted with awareness of the Office of Management and Budget 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

As a “Full Cost” Allocation Plan, it should be noted that while federal guidelines represent an industry perspective, they do not represent current restrictions on the City’s practices for cost recovery that are entirely within its control and discretion. Currently, the City of Milpitas does not apply indirect rates to programs or projects requiring a federally approved indirect cost allocation plan. Therefore, the City’s rationale for allocable expenditures within this Plan rely more heavily on the cost of service ethics embedded in California State code.

Should the City pursue cost recovery from programs from sources requiring a federally approved indirect cost allocation plan, this Full Cost Allocation Plan should be revised and issued as a separate iteration to accommodate federal standards. Methodologies employed, treatment of allocable expenditures for central services, and information summarized and retained should be developed to satisfy the principles and requirements of indirect cost allocation when applied outside local agency discretion.

### State Conditions

The objectives of this study, the methodology used to complete the study, and the formulation of outcomes and recommendations for future consideration were significantly influenced by Article 13C of

# PROJECT ORIENTATION

the California Constitution and Section 66014 of the California Government Code. While Article 13C does not directly address Cost Allocation Plans, it is acknowledged that outcomes presented here may substantively impact the City's establishment and modification of non-tax revenue sources.

Article 13C states that the local government bears the burden of proving by a preponderance of the evidence that a levy, charge, or other exaction is not a tax, that the amount is no more than necessary to cover the reasonable costs of the governmental activity, and that the manner in which those costs are allocated to a payor bear a fair or reasonable relationship to the payor's burdens on, or benefits received from, the governmental activity. Additionally, Article 13C identifies the following as items that are not defined as taxes:

- A charge imposed for a specific benefit conferred or privilege granted directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of conferring the benefit or granting the privilege.
- A charge imposed for a specific government service or product provided directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of providing the service or product.
- A charge imposed for the reasonable regulatory costs to a local government for issuing licenses and permits, performing investigations, inspections, and audits, enforcing agricultural marketing orders, and the administrative enforcement and adjudication thereof.
- A charge imposed for entrance to or use of local government property, or the purchase, rental, or lease of local government property.
- A fine, penalty, or other monetary charge imposed by the judicial branch of government or a local government, as a result of a violation of law.
- A charge imposed as a condition of property development.
- Assessments and property-related fees imposed in accordance with the provisions of Article XIII D.

## CENTRAL SERVICES FULL COST ALLOCATION PLAN

### Purpose

The purpose of the Central Services Full Cost Allocation Plan is to provide an analytical basis supported by data and rational decisions to distribute costs associated with centralized, agency-wide support and management services to the operating departments of the City that provide direct service to the community.

The Full Cost Allocation Plan yields the following outcomes:

- A single rate applicable to direct charges of labor to recover a share of Citywide indirect costs.
- A single rate applicable to direct expenditures (where labor is not a significant component of direct program costs) to recover a share of Citywide indirect costs.
- Allocated shares of total annual Citywide indirect costs for every direct service operating department and fund across the City.
- A list of potential interfund charges for Citywide indirect costs benefitting funds outside the General Fund.
- A list of fully burdened hourly labor rates for all staff positions across the City organization.

The Cost Allocation Plan outcomes described in this document and accompanying appendices are intended for application in Fiscal Year 2020-2021.

### Data Source

The primary data source for this Full Cost Allocation Plan is the preliminary budget for Fiscal Year 2020-2021. This means that Citywide indirect rates, cost shares, and interfund charges for the prospective Fiscal Year 2020-2021 are based on financial data linked with the same time period.

A copy of the raw financial data for Fiscal Year 2020-2021 used by this project is included with this report as Workspace 1 in Attachment A. Though not included in this report, the *2020-2021 Budget & Financial Plan* for the City of Milpitas is archived for public review on the City's website.<sup>1</sup>

- ☑ **Future Consideration** – In subsequent updates of the Full Cost Allocation Plan, the City should continue to monitor this practice and determine whether a link to actual prior year expenditure would produce substantially different outcomes. Alternatively, the City may consider whether a reconciliation and “true-up” process of plan outcomes should be implemented due to the use of budgeted/prospective data as the fundamental basis. As a “Full Cost” Allocation Plan, unencumbered by federal restrictions, the City is bound mostly to the ethics of “cost of service,” which demand primarily reason and proportionality in outcomes.

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<sup>1</sup> [www.ci.milpitas.ca.gov/milpitas/departments/finance/budget-and-financial-plans/](http://www.ci.milpitas.ca.gov/milpitas/departments/finance/budget-and-financial-plans/)

## Allocated Central Services

This Full Cost Allocation Plan allocates the costs of various central service and executive level support programs to the direct operating programs that benefit from the central services provided. A description of each central service program considered in this plan, sourced from the previously published *2019-2020 Budget & Financial Plan*, is as follows:

- **City Council (General Fund 100, Organization 100)** – “[This function]:
  - Serves as governing body of the City.
  - Provides legislative direction to the City.
  - Promulgates policies for provision of services and direction for the City.
  - Enacts ordinances and resolutions necessary for governing the affairs of the City.
  - Adopts the Annual Operating Budget and Capital Improvement Plan.
  - Serves as City Representatives at public events and functions.”
  
- **City Manager (General Fund 100, Organization 111)** – “This function provides the administration of City government in an efficient and effective manner according to the general policy guidelines of the City Council and recommends strategies and solutions to issues for Council consideration. [This function]:
  - Provides professional expertise and support to the City Council in formulation, interpretation and application of public policy to achieve community goals and objectives.
  - Administers the operations of City government.
  - Advances organizational vision, determines accountability, sets organizational goals, and builds organizational capacity.
  - Implements the City's general policy guidelines.
  - Submits for adoption a balanced budget that identifies all the anticipated revenues and expenditures.
  - Provides timely and reasonable responses to the City Council, community and customers.
  - Follows legislative activities of federal, state, regional and local political bodies and keeps Council apprised of the potential impact to the City.”
  
- **Information Technology (General Fund 100, Organization 112)** – “This department provides automation planning, coordination of system procurement and implementation, management of technology projects to fulfill customer-defined functional requirements, development and maintenance of the City's technical architecture and infrastructure, partnering with key product and service providers, ensuring customer satisfaction, providing automation support and training development, support of the City's web site, Cable TV channel, AM radio station and public-access TV studio, implementation and support of security access systems and all automated data systems. Additionally, Information Services is responsible for the City's public information function. [This department provides the following services]:

# CENTRAL SERVICES

- Strategic Planning – This service includes maintaining and updating the City's Telecommunications Master Plan in addition to providing the technology planning and support for each department.
  - Project Management – [This] includes project management for both large and small technology projects. These services range from small projects to large multi-year efforts.
  - Development and support of the technical architecture and infrastructure. This service includes the maintenance and support of the City's telephone systems, mobile phone and data services, metropolitan-area fiber optic network, paging, radio, video, remote communications and the wired and wireless computer networks.
  - Development and support of the City's website, cable TV channel and AM radio system.
  - Implementation and operation of the City's security access and control systems.
  - Management and support of the complex information systems [including] a data network of more than 90 servers, 500 computers, 80 laptops and 120 printers.
  - Development and support of the City's Geographic Information System.
  - Support of the Public Information function [through] the City's website, cable TV channel and AM radio station.”
- **City Clerk (General Fund 100, Organization 114)** – “The City Clerk serves as the legislative administrator, elections official, and records manager for the City. Serves as Secretary to the Public Financing Authority and Housing Authority. [The City Clerk]:
- Prepares, edits and publishes City Council agenda and meeting minutes for all regular and special City Council meetings.
  - Ensures municipal records are readily available and accessible to all and serve as main source point of information for residents, City officials and staff, and other governments.
  - Complies with the Ralph M. Brown Act, the Public Records Act and the City's Open Government Ordinance.
  - Provides centralized records management, including creating and retention of all meeting agendas and minutes of all City Council and other entity meetings.
  - Coordinates outreach and tracking of terms of service and appointments to 12 City Commissions.
  - Maintains codification of ordinances, i.e. ensuring publication of Milpitas Municipal Code by vendor Municipal Code Corporation.
  - Administers municipal elections, including candidate filing in November of even years, and receives required campaign finance reports on semi-annual basis.
  - Receives and files annual FPPC Form 700/Statements of Economic Interest for all designated employees, Commissioners, and elected officials.”
- **Human Resources (General Fund 100, Organization 115)** – “The Human Resources (HR) Department is a centralized full-service department that provides Citywide services related to: recruitment, benefits administration, a self-funded workers' compensation program, labor negotiations, administration of memorandum of understanding with the various employee groups, employee

relations, the safety program, compliance with State and Federal employment laws, training and maintenance of personnel systems and files. [Services include]:

- Recruitment - The HR Department is committed to finding high quality candidates in a timely manner.
- Benefits Administration - The HR Department provides benefits administration to approximately 350 active employees.
- Workers' Compensation - The City is self-insured for workers' compensation contracted through a Third Party Administrator (TPA). Staff works closely with our TPA to ensure that all injured employees receive proper care for their work-related injuries.
- Labor Relations - The HR Department negotiates on behalf of the City and oversees six separate bargaining units by administering, implementing and interpreting labor contracts and assisting in the resolution of grievances.
- Employee Relations and Customer Service
- Training - The HR Department coordinates Citywide training on topics such as customer service, employee safety, benefits, harassment prevention, ergonomics, and leadership to provide professional and personal development opportunities for employees.”

➔ **City Attorney (General Fund 100, Organization 120)** – “This department provides general legal advice and services to the City Council, RDA Successor Agency, Housing Authority, City Commissions, City Manager, City departments and other entities as approved by City Council. The City Attorney's department prepares or approves as to form all proposed ordinances, resolutions, agreements and amendments thereto. This department negotiates and drafts complex agreements, including at times development agreements with developers. This department represents the City in litigation and supervises litigation of PLAN JPA appointed counsel. This department also provides guidance in personnel matters. [This department performs the following services]:

- General legal advice
- Personnel advice
- Litigation
- Employee legal training
- Compliance advice related to current and forthcoming federal and State regulations
- Housing Authority and RDA Successor Agency legal services
- Land use advice and document preparation
- Conflict of Interest and Open Government guidance”

➔ **Finance Administration (General Fund 100, Organization 300) and Finance Operations (General Fund 100, Organization 310)** – “Finance provides a key service role to all departments, the City Council, and the public and manages the City's financial operations in accordance with industry standards and established fiscal policies. Prudent fiscal stewardship, customer service, compliance, strategic planning, transparency and effective financial reporting are key elements of its mission. The department is organized into two divisions, Administration and Operations; each provides essential customer services and support to City departments, the City Council, and the public [as follows]:

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- Acts as an adviser to the City Manager, City Council and Departments in the areas of financial planning and fiscal analysis. Provides leadership in the development and implementation of sound financial policies for the City.
  - Coordinates the preparation of the Annual Operating Budget that includes projection of revenues and expenditures, organizing and publication of the adopted budget document.
  - Prepares the Annual Financial Report in accordance with Generally Accepted Accounting Principles and pronouncements of the Governmental Accounting Standards Board (GASB).
  - Prepares and maintains accurate financial records including grants, capital projects, enterprise funds, governmental funds, and fixed assets. Files required grant reports.
  - Provides operating departments with timely and clear financial performance reports to assist them in their daily decision making.
  - Monitors all the capital projects that have external funding sources to ensure collection.
  - Collects and records all City revenues including property tax, sales tax, various service fees, utility payments, business licenses, franchise fees and transient occupancy taxes, among others.
  - Provides customer service to the City's utility customers, including billing, new account setups, inquiries and meter readings.
  - Provides a full range of procurement services to purchase goods and services at competitive prices and to ensure compliance with Federal and State laws and City ordinances.
  - Invests the City's idle cash to ensure that there is sufficient cash flow to meet operating needs while maintaining safety, liquidity and competitive returns on the investment portfolio.
  - Manages the City's and Successor Agency's outstanding bonds by ensuring timely payments, performance of arbitrage calculations and filing of required continual disclosure reports.
  - Manages all the tort claims against the City and represents the City in the Pooled Liability Assurance Network Joint Powers Authority (PLAN JPA).
  - Processes all the payments for goods and services timely and accurately.
  - Issues payroll checks and benefits payments bi-weekly. Files all the required Federal and State payroll tax withholding reports.
  - Provides internal mail service by processing outgoing mail and distributing incoming mail citywide.”
- ⇒ **Facilities Maintenance (General Fund 100, Organization 427)** – “Maintains City buildings and grounds, including building systems (plumbing, electrical, heating, air conditioning, and ventilation; and backup power). Sets up rooms for rental groups and meetings. Manages custodial and janitorial services.”
- ⇒ **Non-Departmental (General Fund 100, Organization 910)** – “This department funds a variety of activities that are not specific to any one department. Personnel Services include expenditures not budgeted in the individual departments such as vacation and leave cashouts, benefit administration fees, retiree medical benefits and self-funded unemployment insurance. Supplies and Contractual Services include centralized copier costs for City Hall, utility payments and citywide tuition reimbursement.”

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- **Economic Development (General Fund 100, Organization 116)** – “Economic Development Department strategizes, manages and directs programs and activities such as business retention and attraction, workforce development, revitalization, land-use, marketing & branding, and real estate economics.”
- **Fiscal Services-Utilities (General Fund 100, Organization 323)** – Provides customer service and processes payments for all goods and services.
- **Depreciation on Government Buildings (calculated/sourced)** – Recorded depreciation expense on government buildings occupied by benefitting units provides a means for allocating the costs of providing long-term physical space for the City’s direct services.

Attached as **Appendix B** to this report are departmental and fund organizational charts previously published in the *City of Milpitas 2019-2020 Budget & Financial Plan*.

## Benefitting Units

This Full Cost Allocation Plan allocates the previously identified central services to the direct operating programs that benefit from the services provided. A list of direct operating programs receiving allocable expenditures in this plan follows:

### GENERAL FUND ORGANIZATIONS (Organization Number, Name)

- 114, City Clerk / Direct Services Portion
- 161, Recreation Administration
- 162, Senior Citizen Services
- 164, Youth Program
- 167, Special Events
- 168, Marketing
- 169, Performing Arts
- 170, General Classes
- 171, Aquatics
- 172, Sports and Fitness
- 400, Maintenance Administration
- 411, Engineering Administration
- 412, Design & Construction
- 413, Land Development
- 415, Traffic Engineering
- 421, Street Maintenance
- 423, Utility Maintenance
- 424, Public Works
- 425, Trees & Landscape Maintenance
- 428, Compliance
- 512, Planning
- 513, Long Range Planning
- 531, Building Inspection Services
- 532, Plan Checking
- 533, Building Administration
- 534, Permit Center
- 536, Housing & Neighborhood Services
- 700, Police Administration
- 711, Records
- 712, Personnel & Training
- 713, Communications
- 714, Community Relations
- 721, Patrol Services
- 722, Traffic
- 723, Crossing Guards
- 724, Investigations
- 801, Fire Administration
- 812, A/B/C Battalions Operations

# CENTRAL SERVICES

- 814, Ambulance Services
- 821, Prevention Division Administration
- 822, Fire Inspection, Plan Check & Investigation
- 840, Disaster Prep & Public Education

## OTHER FUNDS (Fund Number, Name)

- 103, 1452 S. Main
- 105, Abandon Vehicle Abatement
- 109, Utilities Subsidy
- 150, Redevelopment Administration
- 211, HETCH-HETCHY Ground Lease
- 213, Public Art Fund-Non-restricted
- 214, Community Planning Fund
- 216, Affordable Housing Community Benefit
- 235, 95-1 Light & Landscape Maintenance District
- 236, 98-1 Light & Landscape Maintenance District
- 237, 2005 Community Facility District
- 238, 2008 Community Facility District
- 250, HCD Fund
- 262, State Asset Seizure
- 263, Federal Asset Seizure
- 280, Solid Waste Services
- 295, Housing Authority Fund
- 340, Storm Drain Development CIP
- 350, Transit Area Impact Fee Fund
- 400, Water M & O Fund
- 405, Enterprise
- 450, Sewer M & O Fund
- 500, Equipment Management Fund
- 505, Information Technology Replacement
- 506, Permit Automation Fund

Refer to [Appendix A, Exhibit 2](#) to view a complete listing of City organizations and funds.

## Allocable Indirect Cost Pools

Where the organization or functional complexity of a central services department necessitates it, the departmental budget has been broken down into cost pools to better determine allocable central services expenditures. The purpose of this additional step is to enable more reasonable, if not accurate, allocation decisions for different indirect services provided by a single department.

The following central services departments have been broken into indirect cost pools as follows:

- City Manager – This department is expressed functionally as General Service and management of specific service areas: Public Safety, Operations and Infrastructure, and Development.
- City Clerk – This department is expressed functionally as General Service, Elections, and Legislative Support. A portion of this department is also treated as a direct service, not allocable as central service.
- City Attorney – This department is expressed functionally as General Service and Specific Service.
- Finance Administration and Finance Operations – These departments are expressed functionally as General Service, Payroll, Accounting, Accounts Payable, Cash Collections, Purchasing, Budget and Forecasting, Risk, and Treasury.

- Non-Departmental – This department is expressed functionally as Personnel Services, Facilities/Utilities, Financial Services, and Contingency.

These indirect cost pools were developed by identifying individual labor positions attributable to each function of service and then allocating departmental expenditures following the resultant distribution of labor, except in cases where the departmental expenditure is clearly attributable to one or more pool unrelated to labor.

**Table 1** lists the cost pools allocated in this Full Cost Allocation Plan. Refer to **Appendix A, Exhibit 3** for the identification of indirect cost pools by name, as well as any applicable labor distributions to those cost pools. Refer to **Appendix A, Exhibit 4** for the line-item detail of allocable central services expenditures by organization and distributed to the identified indirect cost pool functions.

*(This section continues on the following page.)*

# CENTRAL SERVICES

TABLE 1 | ALLOCABLE INDIRECT COST POOLS

ALLOCABLE INDIRECT COST POOLS				
Central Services Department / Indirect Cost Pool	FY 2020-21 Budget Expenditure	less: Unallowable or Adjustment	less: Direct Service	Allocable Indirect Cost Pool
City Council	\$ 530,409	\$ -	\$ -	\$ 530,409
City Manager	\$ 2,572,408	\$ -	\$ -	
General Service				\$ 654,234
Public Safety				\$ 380,559
Operations and Infrastructure				\$ 768,807
Development				\$ 768,807
Information Services	\$ 3,856,656	\$ -	\$ -	\$ 3,856,656
City Clerk	\$ 640,782	\$ -	\$ (183,235)	
General Service				\$ 186,767
Elections				\$ 30,539
Legislative Support				\$ 240,241
Human Resources	\$ 2,167,620	\$ -	\$ -	\$ 2,167,620
City Attorney	\$ 1,349,331	\$ -	\$ -	
General Service				\$ 829,592
Specific Service				\$ 519,740
Finance Administration	\$ 2,308,679	\$ -	\$ -	
General Service				\$ 805,821
Payroll				\$ 63,026
Accounting				\$ 63,026
Accounts Payable				\$ 37,816
Cash Collections				\$ -
Purchasing				\$ 514,501
Budget and Forecasting				\$ 533,795
Risk				\$ 164,640
Treasury				\$ 126,053
Finance Operations	\$ 1,866,242	\$ -	\$ -	
General Service				\$ 169,414
Payroll				\$ 519,238
Accounting				\$ 631,740
Accounts Payable				\$ 275,629
Cash Collections				\$ 192,767
Purchasing				\$ 77,453
Budget and Forecasting				\$ -
Risk				\$ -
Treasury				\$ -
Facilities Maintenance	\$ 3,226,205	\$ -	\$ -	\$ 3,226,205
Non-Departmental	\$ 5,445,044	\$ 208,580	\$ -	
Personnel Services				\$ -
Facilities / Utilities				\$ 3,246,124
Financial Services				\$ 1,207,500
Contingency				\$ 1,200,000
Economic Development	\$ 951,252	\$ -	\$ -	\$ 951,252
Fiscal Services - Utilities	\$ 361,197	\$ -	\$ -	\$ 361,197
Depreciation - Government Buildings	\$ 1,912,892	\$ -	\$ -	\$ 1,912,892
<b>Total Allocable Indirect Cost</b>	<b>\$ 27,188,717</b>	<b>\$ 208,580</b>	<b>\$ (183,235)</b>	<b>\$ 27,214,062</b>

## Allocation Bases

A variety of data sets have been used in this Full Cost Allocation Plan as bases for distributing allocable indirect cost pools to benefitting units. These data sets are used to derive allocation factors which determine the proportionality of expense received by each unit. A description of the data sets follows:

- **Modified Operating Expenditures** – Expenditures in each department, excluding debt service, capital outlay, transfers, depreciation, and previous overhead charges. Additionally, certain expenditures either extraordinary or distorting allocations have been excluded. These additional exclusions consist of individually evaluated items, such as large contractual expenses, large utility expenses, and other substantial payments or pass-through expenses related to direct services disproportionately to the benefit received from central services. (Refer to Appendix A, Exhibit 2-Supplemental for this data.)
- **Gross Operating Expenditures** – Expenditures in each department, excluding debt service, capital outlay, transfers, and amortization.
- **Full Time Equivalent Employees** – The number of employees assigned to each department.
- **Assigned Square Footage** – The area of government buildings occupied by each department, including City Hall, Public Works Building, Senior Center, Community Center, Sal Cracolice Building, Corporation Yard, Teen Center, recreation facilities, Police Station and Substation, Fire Stations, and other.
- **City Council Agenda Items** – The number of agenda items before City Council over a one-year period.
- **City Attorney Workload** – The distribution of billed charges to the City’s direct operating departments over a one-year period. (Billed charges to general governmental and central services functions are reflected in the “General Service” indirect cost pool for the City Attorney organization.
- **City Manager Service Areas** – From the *City Manager Office Portfolios*, the areas of emphasis for the City Manager, distributed by gross operating expenditures.
- **Assistant City Manager Service Areas** - From the *City Manager Office Portfolios*, the areas of emphasis for the Assistant City Manager, distributed by gross operating expenditures.
- **Deputy City Manager Service Areas** - From the *City Manager Office Portfolios*, the areas of emphasis for the Deputy City Manager, distributed by gross operating expenditures.
- **Invoices** – The annual average number of invoices processed by Finance over a three-year period for direct operating departments.
- **Purchasing Staff Time Analysis** – The estimated distribution of annual staff time by direct operating department, per time analysis/interview conducted as part of the prior year Plan update and reviewed and verified by staff in this project.

- **Claims** – The number of claims by direct operating department over a five-year period, as reported in the *Association of Bay Area Governments* management report.
- **Cash and Investments** – Total cash and investments reported by fund, per the *City of Milpitas Comprehensive Annual Financial Report as of June 30, 2017*.
- **As Total City Manager Organization** – The calculated weighted average of all City Manager allocation results across all functional indirect cost pools for the organization.

**Table 2** lists the selected allocation basis used to distribute each indirect cost pool to benefitting units. Refer to **Appendix A, Exhibit 5** to view the complete data sets and accompanying allocation factors used in this Full Cost Allocation Plan. Refer to **Appendix A, Exhibit 6** to view a summary of the allocation decisions made in the quantitative analysis.

- ☑ **Future Consideration** –It is critical to keep existing allocation bases current to the costs and operations analyzed in future plans. Data sets should be updated as new information is available and can be tracked. Particularly, estimated data sets, such as those reliant on time estimates, should be specifically revisited and refined as change in the organization or operations occurs or as greater experience with the application of the data set is gained.

*(This section continues on the following page.)*

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TABLE 2 | SELECTED ALLOCATION BASES

ALLOCATION BASIS BY INDIRECT COST POOL		
Central Services Department / Indirect Cost Pool	Allocable Indirect Costs	Allocation Basis
City Council	\$ 530,409	City Council Agenda Items
City Manager		
General Service	\$ 654,234	Gross Operating Expenses
Public Safety	\$ 380,559	City Manager Service Areas
Operations and Infrastructure	\$ 768,807	Assistant City Manager Service Areas
Development	\$ 768,807	Deputy City Manager Service Areas
Information Services	\$ 3,856,656	Full Time Equivalent Employees
City Clerk		
General Service	\$ 186,767	Gross Operating Expenses
Elections	\$ 30,539	Gross Operating Expenses
Legislative Support	\$ 240,241	City Council Agenda Items
Human Resources	\$ 2,167,620	Full Time Equivalent Employees
City Attorney		
General Service	\$ 829,592	Modified Operating Expenses
Specific Service	\$ 519,740	City Attorney Workload
Finance Administration		
General Service	\$ 805,821	Gross Operating Expenses
Payroll	\$ 63,026	Full Time Equivalent Employees
Accounting	\$ 63,026	Gross Operating Expenses
Accounts Payable	\$ 37,816	Invoices
Cash Collections	\$ -	Gross Operating Expenses
Purchasing	\$ 514,501	Purchasing Time Analysis
Budget and Forecasting	\$ 533,795	Gross Operating Expenses
Risk	\$ 164,640	Claims
Treasury	\$ 126,053	Cash and Investments
Finance Operations		
General Service	\$ 169,414	Gross Operating Expenses
Payroll	\$ 519,238	Full Time Equivalent Employees
Accounting	\$ 631,740	Gross Operating Expenses
Accounts Payable	\$ 275,629	Invoices
Cash Collections	\$ 192,767	Gross Operating Expenses
Purchasing	\$ 77,453	Purchasing Time Analysis
Budget and Forecasting	\$ -	Gross Operating Expenses
Risk	\$ -	Claims
Treasury	\$ -	Cash and Investments
Facilities Maintenance	\$ 3,226,205	Assigned Square Footage
Non-Departmental		
Personnel Services	\$ -	Full Time Equivalent Employees
Facilities / Utilities	\$ 3,246,124	Assigned Square Footage
Financial Services	\$ 1,207,500	Modified Operating Expenses
Contingency	\$ 1,200,000	Gross Operating Expenses
Economic Development	\$ 951,252	Modified Operating Expenses
Fiscal Services - Utilities	\$ 361,197	Gross Operating Expenses
Depreciation - Government Buildings	\$ 1,912,892	Assigned Square Footage

## Resulting Allocated Shares and Potential Interfund Charges

**Table 3** summarizes the total costs allocated in this Plan, distributed between organizations in the General Fund and all other funds. Refer to **Appendix A, Exhibit 7** to view the allocation results detailed by allocable indirect cost pool to each direct benefitting unit. Refer to **Appendix A, Exhibit 1, Part D** to view the grand total result of these allocations by direct benefitting unit.

**TABLE 3 | SUMMARY DISTRIBUTION OF CITYWIDE INDIRECT COSTS**

ALLOCATED COST SHARES		
Fund Category	Allocated Indirect Costs	Percent of Total
General Fund Departments	\$ 22,770,073	84%
All Other Funds / Departments	4,443,989	16%
<b>Total Allocable Indirect Cost</b>	<b>\$ 27,214,062</b>	<b>100%</b>

**Table 4** summarizes the potential interfund charges informed by the results of this Cost Allocation Plan. Refer to **Appendix A, Exhibit 1, Parts B1 and B2** to view additional detail regarding these interfund charge computations.

- ☑ **Future Consideration** – Allocated cost shares and potential interfund charges may not be immediately applicable depending on current capacity of available resources, sufficiency of prevailing fees/rates, and degree of flexibility of contractual arrangements and program funding. However, these results can and should inform future negotiations, analysis, and processes that seek to modify incoming revenue streams.

**TABLE 4 | POTENTIAL INTERFUND CHARGES FOR FISCAL YEAR 2020-2021**

POTENTIAL INTERFUND CHARGES FOR CENTRAL SERVICES	
Fund / Department	FY 2020-21 Allocation
280   Solid Waste Services	\$ 109,778
400   Water M & O Fund	2,748,779
450   Sewer M & O Fund	1,585,433
<b>Total Potential Interfund Charges</b>	<b>\$ 4,443,989</b>

## Citywide Indirect Rates

For instances where the City charges labor directly to programs or projects, a Citywide Indirect Rate can apply in order to provide cost recovery of Citywide central services. The resulting Citywide Indirect Rate from this Plan is **50.1%**. This rate applies on the salaries of the labor being charged.

**Table 5** summarizes the calculation of this Citywide Indirect Rate. Refer to **Appendix A, Exhibit 8** to view additional detail regarding this rate calculation.

**TABLE 5 | CITYWIDE INDIRECT RATE ON DIRECT LABOR CHARGES FOR FISCAL YEAR 2020-2021**

CITYWIDE INDIRECT RATE ON DIRECT LABOR CHARGES	
Summary Rate Calculation	Amount
Cost Basis: Total Citywide Indirect Costs	\$ 27,214,062
Rate Basis: Salary Expense in Direct Operating Organizations	\$ 54,347,579
<b>Citywide Indirect Rate on Direct Salary Charges</b>	<b>50.1%</b>

For programmatic or project instances where direct charges of City labor are not a significant driver of expenditure, the City may choose to apply an alternative rate to recover Citywide central services costs. This rate applies on **direct expenditures** of the program or project under consideration. The resulting Citywide Indirect Rate from this Plan is **20.2%**.

**Table 6** summarizes the calculation of this Citywide Indirect Rate. Refer to **Appendix A, Exhibit 8** to view additional detail regarding this rate calculation.

**TABLE 6 | CITYWIDE INDIRECT RATE ON DIRECT EXPENDITURES FOR FISCAL YEAR 2020-2021**

CITYWIDE INDIRECT RATE ON DIRECT EXPENDITURES	
Summary Rate Calculation	Amount
Cost Basis: Total Citywide Indirect Costs	\$ 27,214,062
Total Operations Expenditures, All Funds	171,562,000
less: Exclusions (Debt Service, Amortization, Transfers Central Services)	(36,649,495)
Net Rate Basis: Direct Expenditures	134,912,505
<b>Citywide Indirect Rate on Direct Expenditures</b>	<b>20.2%</b>

- Future Consideration** – Misapplication of indirect rates is a common error when accessing varied indirect rates. It is recommended that the City create a formal procedure, if not policy, on how and when to apply Citywide Indirect Rates. For example, the City needs to ensure that personnel from central services departments not charge time to projects/programs, as their costs are embedded in the Citywide Indirect Rate that will follow either direct charges of personnel to those projects or the direct expenditures themselves, depending on the rate method chosen for the project/program.

Continuing on that latter point, for each project or program where the City intends to apply an indirect rate, it is recommended that one method be selected: either recover indirect costs on direct charges of City personnel time or recover indirect costs on direct expenditures of the project/program. To avoid easily duplicating cost recovery, the City should not apply both rates in the context of a single project/program. A formal policy delineating how to make that decision for each project could assist. Such a policy would typically set a threshold on the project/program. For example, on projects whose costs are driven substantially by City labor, the indirect rate on personnel time should apply. Conversely, for projects driven substantially by external costs, the indirect rate on direct expenditures should apply.

## Indirect Rates by Department

If a Citywide indirect rate is not preferred, allocated costs can be expressed as an indirect rate by department to facilitate cost recovery of Citywide central services in instances where direct charging is available.

**Table 7** summarizes resulting indirect rates by department, both as a rate on direct salary expense and as a rate on direct expenditure. Refer to **Appendix A, Exhibits 9A and 9B** to view the detailed calculations.

**TABLE 7 | INDIRECT RATES BY DEPARTMENT FOR FISCAL YEAR 2020-2021**

INDIRECT RATES BY DEPARTMENT			
Department	Allocated Central Services	Indirect Rates	
		of Direct Salary Expense	of Direct Expenditure
Police	\$ 7,256,478	36%	19%
Fire	\$ 5,017,841	37%	17%
Building & Safety	\$ 1,233,766	32%	21%
Planning & Neighborhood Services	\$ 1,125,546	52%	36%
Public Works	\$ 2,125,629	40%	31%
Engineering	\$ 1,511,078	44%	35%
Recreation	\$ 3,976,031	106%	59%
Water	\$ 2,748,779	123%	12%
Sewer	\$ 1,585,433	97%	14%
Solid Waste	\$ 109,778	30%	14%

## Fully Burdened Hourly Labor Rates by Staff Position

This Central Services Full Cost Allocation Plan has also enabled calculation of fully burdened hourly rates for individual staff positions across the municipal organization applicable in Fiscal Year 2020-2021. These fully loaded rates are useful when the City is able to directly charge for staff time incurred on a project, a cost-sharing arrangement, or a request for service for which fee-based cost recovery is possible.

The fully burdened hourly rates are computed by department, and include the following layers of cost, which sum to a total cost per hour by position:

- Salary cost for the individual.
- Benefits cost for the individual.
- A provision for non-labor operating costs in the department which support labor, such as services and supplies expense categories, excluding contractual services and capital outlay.

# CENTRAL SERVICES

- Citywide central services, as expressed by the indirect rates listed in Table 7 and generated by this Cost Allocation Plan.
- Departmental indirect services, which is calculated in this Cost Allocation Plan by designating administrative and management personnel within the department as indirect service providers and layering their costs into the hourly rate basis for remaining direct service providers. In this way, the function of departmental administration and management is reflected in direct cost recovery when fully burdened hourly rates are imposed.

Fully burdened hourly rates are expressed as a composite for each distinct position (i.e., individuals with the same title have the same hourly rate, regardless of individual salary and benefits). The salary component of the composite hourly rate references the top step approved for each position; benefits, services and supplies, and departmental indirect services reference average values across all individuals within the position; and Citywide central services is a uniform value for all positions within the department.

**Tables 8.A through 8.H** summarize the fully burdened hourly rates by position for each department in the municipal organization. These calculations by department can be viewed in **Appendix A, Exhibits 10 through 17** and are summarized in **Appendix A, Exhibit 18**.

*(This section continues on the following page.)*

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**TABLE 8.A | POLICE FULLY BURDENED HOURLY RATES FOR FISCAL YEAR 2020-2021**

FULLY BURDENED HOURLY RATES BY POSITION		
Class No.	Title	Cost per Hour
<i>Police:</i>		
1401	Police Captain	\$ 473
1402	Chief of Police	\$ 416
1404	Police Support Services Mgr	\$ 237
1405	Assistant Chief of Police	\$ 401
2105	Crime Analyst	\$ 164
2128	Police Management Analyst	\$ 166
2402	Police Lieutenant	\$ 386
4401	Patrol Officer	\$ 224
4403	Police Officer	\$ 268
4403	Police Officer	\$ 268
4403	Police Officer	\$ 268
4403	Police Officer	\$ 268
4405	Police Sergeant	\$ 326
5807	Community Service Officer	\$ 153
6110	Office Specialist	\$ 101
6117	Executive Assistant	\$ 139
6403	Police Clerk II	\$ 127
6404	Police Clerk Supervisor	\$ 135
6408	Communications Dispatcher	\$ 169
6409	Communications Dispatch Superv	\$ 194
8607	Police Evidence Technician	\$ 133

**TABLE 8.B | FIRE FULLY BURDENED HOURLY RATES FOR FISCAL YEAR 2020-2021**

FULLY BURDENED HOURLY RATES BY POSITION		
Class No.	Title	Cost per Hour
<i>Fire:</i>		
1502	Fire Chief	\$ 355
1504	Deputy Fire Chief	\$ 375
1505	Chief Fire Enforcement Offcr	\$ 313
2103	Administrative Analyst II	\$ 173
2501	Assistant Fire Marshal	\$ 321
2502	Emergency Svcs Coordinator	\$ 202
2504	Fire Captain	\$ 203
2507	Fire Captain - 40	\$ 215
2508	Fire Battalion Chief	\$ 255
2509	Fire Battalion Chief-40 hr	\$ 300
3501	Entry Level Fire Inspector	\$ 256
3502	Hazardous Materials Inspector	\$ 252
3507	Fire Protection Engineer	\$ 252
4501	Fire Engineer	\$ 180
4502	Firefighter	\$ 168
4503	Firefighter/Paramedic	\$ 182
4505	Fire Engineer-Paramedic	\$ 198
4510	Entry Firefighter	\$ 129
4511	Entry Firefighter/Paramedic	\$ 144
6110	Office Specialist	\$ 141
6117	Executive Assistant	\$ 131

*(This section continues on the following page.)*

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**TABLE 8.C | PUBLIC WORKS FULLY BURDENED HOURLY RATES FOR FISCAL YEAR 2020-2021**

FULLY BURDENED HOURLY RATES BY POSITION		
Class No.	Title	Cost per Hour
<i>Public Works:</i>		
1117	Public Works Manager	\$ 198
1204	Public Works Director	\$ 294
1207	Deputy Public Works Director	\$ 242
2102	Administrative Analyst I	\$ 140
2103	Administrative Analyst II	\$ 167
2112	Senior Administrative Analyst	\$ 175
2213	Environmental Inspector	\$ 168
6108	Office Asst I	\$ 67
6110	Office Specialist	\$ 101
8108	Maint Custodian II-40	\$ 110
8203	Maint Worker I-40	\$ 105
8205	Maint Worker II-40	\$ 121
8609	Senior Public Works Lead	\$ 169
8611	Assistant Water Operator - 40	\$ 155
8613	Equipment Maint Worker II -40	\$ 147
8614	Equipment Maint Worker III -40	\$ 167
8616	Fleet Maint Worker II - 40	\$ 148
8617	Fleet Maint Worker III - 40	\$ 147
8618	Maintenance Custodian III - 40	\$ 125
8619	Maintenance Worker III - 40	\$ 136
8624	Envir & Regulatory Comply Spec	\$ 188

**TABLE 8.D | BUILDING FULLY BURDENED HOURLY RATES FOR FISCAL YEAR 2020-2021**

FULLY BURDENED HOURLY RATES BY POSITION		
Class No.	Title	Cost per Hour
<i>Building:</i>		
1210	Plan Review Manager	\$ 240
2103	Administrative Analyst II	\$ 139
2112	Senior Administrative Analyst	\$ 188
3801	Building/NP Inspector	\$ 176
3803	Plan Checker	\$ 186
3804	Senior Building Inspector	\$ 203
3806	Senior Plan Check Engineer	\$ 216
3807	Plan Check Engineer	\$ 201
3809	Building Inspection Manager	\$ 213
5801	Build Permit Tech	\$ 128
6109	Office Asst II	\$ 89
6110	Office Specialist	\$ 107

*(This section continues on the following page.)*

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**TABLE 8.E | ENGINEERING FULLY BURDENED HOURLY RATES FOR FISCAL YEAR 2020-2021**

FULLY BURDENED HOURLY RATES BY POSITION		
Class No.	Title	Cost per Hour
<i>Engineering:</i>		
1201	City Engineer	\$ 292
1202	Transportation and Traffic Mgr	\$ 250
2103	Administrative Analyst II	\$ 156
2201	Asst Civil Engineer	\$ 173
2202	Assoc Civil Engineer	\$ 198
2203	Jr Civil Engineer	\$ 148
2204	Princ Civil Engineer	\$ 235
2211	CIP Manager	\$ 206
3201	Engineering Aide	\$ 146
3202	Pub Works Insp	\$ 177
3203	Senior Public Works Inspector	\$ 193
6117	Executive Assistant	\$ 146

**TABLE 8.F | PLANNING FULLY BURDENED HOURLY RATES FOR FISCAL YEAR 2020-2021**

FULLY BURDENED HOURLY RATES BY POSITION		
Class No.	Title	Cost per Hour
<i>Planning:</i>		
1120	Housing Authority Administrato	\$ 240
1803	Planning & Neigh Svcs Director	\$ 277
2801	Assistant Planner	\$ 163
2802	Associate Planner	\$ 184
2803	Planning Manager	\$ 248
2804	Junior Planner	\$ 132
2805	Senior Planner	\$ 219
2811	Principal Planner	\$ 217
2812	Housing & Neigh Svcs Manager	\$ 210
5804	Code Enforcement Officer	\$ 135
5806	Sr. Code Enforcement Officer	\$ 182

**TABLE 8.G | RECREATION FULLY BURDENED HOURLY RATES FOR FISCAL YEAR 2020-2021**

FULLY BURDENED HOURLY RATES BY POSITION		
Class No.	Title	Cost per Hour
<i>Recreation:</i>		
1121	Community Svc Eng & Inc Admin	\$ 305
1208	Director of Rec & Comm Svcs	\$ 380
2601	Rec Services Super	\$ 225
5606	Program Coordinator	\$ 211
5614	Marketing Coordinator	\$ 153
5615	Sr Public Services Assistant	\$ 145
6109	Office Asst II	\$ 154
6601	Public Services Assistant I	\$ 124
6602	Public Services Assistant II	\$ 180
8601	Rec Serv Asst I	\$ 108
8602	Rec Serv Asst II	\$ 115
8603	Rec Serv Asst III	\$ 95
8604	Rec Serv Asst IV	\$ 142

*(This section continues on the following page.)*

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**TABLE 8.H | GENERAL GOVERNMENT FULLY BURDENED HOURLY RATES FOR FISCAL YEAR 2020-2021**

FULLY BURDENED HOURLY RATES BY POSITION		
Class No.	Title	Cost per Hour
<i>General Government:</i>		
1101	City Clerk	\$ 173
1102	City Manager	\$ 376
1103	Director of Financial Services	\$ 288
1104	Assistant City Manager	\$ 328
1105	Human Resources Director	\$ 286
1106	Purchasing Agent	\$ 182
1109	Assistant Finance Director	\$ 234
1115	Budget Manager	\$ 204
1116	Finance Manager	\$ 192
1119	Deputy City Manager	\$ 331
1122	Public Information Officer	\$ 194
1206	Economic Development Director	\$ 273
1209	Employee Relations Officer	\$ 227
2101	Accountant	\$ 147
2106	Buyer	\$ 130
2107	Human Resources Technician	\$ 113
2108	Human Resources Assistant	\$ 82
2110	Senior Accountant	\$ 156
2113	Information Services Director	\$ 295
2116	Information Services Manager	\$ 200
2118	Information Services Analyst	\$ 177

FULLY BURDENED HOURLY RATES BY POSITION		
Class No.	Title	Cost per Hour
<i>General Government (continued):</i>		
2119	Sr. Information Analyst/Dev	\$ 168
2121	Video Media Specialist	\$ 150
2123	Human Resource Analyst II	\$ 145
2124	Human Resources Analyst I	\$ 133
2126	Financial Analyst II	\$ 129
2212	GIS Technician	\$ 148
3101	Information Svcs Technician	\$ 112
5101	Finance Technician	\$ 112
5102	Payroll Specialist	\$ 112
6102	Deputy City Clerk	\$ 152
6105	Accounting Technician II	\$ 108
6109	Office Asst II	\$ 86
6110	Office Specialist	\$ 106
6111	Administrative Assistant	\$ 109
6117	Executive Assistant	\$ 147
8606	Econ Development Specialist	\$ 156