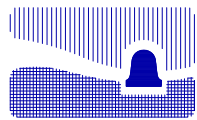


COST ALLOCATION PLAN

Fiscal Years 2009-11



city of san luis obispo

**city of san luis obispo
COST ALLOCATION PLAN**

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INTRODUCTION TO THE COST ALLOCATION PLAN

OVERVIEW

Purpose of the Plan

The purpose of the City’s cost allocation plan is to identify the total cost of providing specific City services. Why is a separate cost accounting analysis required to do this? Because in almost all organizations—whether in the private or the public sector—the cost of producing goods or delivering services can be classified into two basic categories: direct and indirect costs.

“Direct costs” by their nature are usually easy to identify and relate to a specific service. However, this is not the case for “indirect costs.” As such, if we want to know the “total cost” of providing a specific service, then we need to develop an approach—a plan—for allocating indirect costs to direct cost programs.

What Are Direct and Indirect Costs?

Direct costs are those that can be specifically identified with a particular cost objective, such as street maintenance, police protection and water service. Indirect costs are not readily identifiable with a direct operating program, but rather, are incurred for a joint purpose that benefits more than one cost objective.

Common examples of indirect costs include accounting, purchasing, legal services, personnel administration and building maintenance. Although indirect costs are generally not readily identifiable with direct cost programs, their cost should be reflected as an integral part of the total cost of providing specific goods or services.

Budgeting and Accounting for Indirect Costs

Theoretically, all indirect costs could be directly charged to specific cost objectives; however, practical difficulties generally preclude such an approach for organizational and accounting reasons. As such, almost all organizations separately budget and account for direct and indirect costs at some level depending on their financial reporting needs and the level of sophistication and complexity of their operations.

Distributing Indirect Costs

However, in order to determine the total cost of delivering specific services, some methodology for determining and distributing 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 determining 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.

Additionally, use allowance costs for facilities and equipment have also been developed. 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.

ALLOCATING INDIRECT COSTS

For general purposes, the City-wide indirect cost rate can be used as the basis for allocating indirect costs. The indirect cost rate is simply the ratio between indirect and direct costs, which can be easily computed for the City as a whole once the direct and indirect cost base has been determined.

Citywide Indirect Cost Rate

Provided on page 4 is a summary of direct and indirect costs for San Luis Obispo based on the Budget for 2009-10 along with the resulting City-wide indirect cost rate. By applying the overall indirect cost rate to any specific direct cost program, the total cost of the program can be determined. For example, based on an indirect cost rate of 35.6%, the total cost for a direct program of \$100,000 in San Luis Obispo would be \$135,600 under this approach.

INTRODUCTION TO THE COST ALLOCATION PLAN

Bases 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 San Luis Obispo establishes separate *bases of allocation* for each major indirect cost category. With this approach, indirect costs can be allocated to each direct cost program in a fair, convenient, 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 these costs lend themselves to an easily justified, rational approach of distribution. For example, human resources administration and payroll costs are related to the number of employees serviced. Other costs may appear to be arbitrarily distributed; however, the bases of allocation are consistent with generally accepted accounting principles, and recognize the concept that the cost of developing the information necessary to perform the cost allocations should not exceed the benefits likely to be gained.

Summary of Indirect Cost Allocations

A summary of the indirect cost allocations is provided on pages 6 through 11, followed by the detailed allocations for each specific indirect cost program.

Simple Method of Allocating Costs

In performing the cost allocations, all indirect costs have been allocated only to direct cost programs rather than using a more complex sequential allocation system. Although there are some conceptual difficulties with this approach, the difference in the end result is insignificant, but the cost of preparation, review and audit is significantly reduced.

For example, the cost of the city administration program is allocated solely to direct cost programs based on their operating budget. However, as the city administration program also benefits the other indirect cost programs such as human resources and building maintenance, the cost allocations could appear to be distorted since no allocations are made to them.

Under a more complex system, the cost of city administration would be allocated to the other indirect costs programs, and iterative allocations then made to direct cost programs until all indirect costs are distributed. However, this process is extremely time consuming (and places far more reliance on the underlying significance of the allocation bases than may be appropriate) and results in the same basic cost allocations as the simpler method since all indirect costs are allocated in the final product.

USES OF THE PLAN

By identifying 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:

- **Grant Administration.** Under federal cost accounting policies (Circular A-87), it is permissible to include indirect costs in accounting for grant programs. By establishing indirect cost rates, the cost allocation plan can be used in recovering the total costs (direct and indirect) associated with implementing grant programs.

The U.S. Department of Transportation, Federal Transit Administration (FTA) reviewed and approved the City's 1993-95 Cost Allocation Plan in July 1995. The FTA approval is valid until there is a change in our

INTRODUCTION TO THE COST ALLOCATION PLAN

accounting system, or the plan varies significantly from the rates approved in July 1995.

- **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, accounting, human resources, liability insurance and building maintenance programs are budgeted and accounted for in the General Fund, these programs provide support services to the water, sewer and other enterprise funds. In order for these enterprise funds to fully reimburse these costs, it is essential to develop a methodology for determining this level of support.
- **General Fund User Charges.** Similar to ensuring that enterprise fund revenues fully recover their costs, the cost allocation plan can also be used in determining appropriate user fees for General Fund services such as planning applications, building permits and recreation activities.
- **Labor Rates.** The City has developed hourly labor rate schedules that identify the total hourly cost of all regular positions. Key components of the “full-cost” rate include indirect costs, both organization-wide (which the cost allocation plan identifies) and for program administration. Additionally, these hourly rates include paid and leave benefits.
- **Contracting-Out for Services.** By identifying total costs, the cost allocation plan can also be helpful in analyzing the costs of contracting for services versus performing services in-house.

PLAN PREPARATION

In a true cost accounting system, indirect costs would be computed and allocated on an ongoing basis throughout the fiscal year based on actual costs. However, frequent updating in municipal finance would not serve any specific purpose—such as unit price control in a manufacturing company—but it would consume significant accounting resources. As such, the City's cost allocation plan is prepared biannually based on the two-year Financial Plan adopted by the Council. However, while the Cost Allocation

Plan itself is updated bi-annually, labor rates are revised at least annually each July to stay current with salary and benefit changes.

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, evaluating the costs of performing services in-house versus contract, establishing fees designed for full cost recovery, recovering indirect costs associated with grant programs and reimbursing support service costs provided by the General Fund to enterprise operations such as water and sewer.

SUMMARY OF DIRECT AND INDIRECT COSTS

DIRECT COSTS	
Public Safety	
Police Protection	14,810,300
Fire & Environmental Safety	9,465,200
Public Utilities	
Water Service (see note below)	5,396,200
Wastewater Service (see note below)	5,481,300
Whale Rock	804,400
Transportation	
Streets, Creek & Flood Protection	2,579,900
Parking	1,663,000
Transit	2,606,400
Leisure, Cultural & Social Services	
Recreation Programs	2,479,300
Maintenance Services	2,965,000
Golf	524,400
Cultural & Social Services	594,600
Community Development	
Planning	1,940,000
Construction Regulation - Building & Safety	948,000
Construction Regulation - Engineering Development Review	706,400
Economic Health	1,723,500
Natural Resources Protection	359,600
TOTAL DIRECT COSTS	\$ 55,047,500

INDIRECT COSTS	
Legislation & Policy	135,600
General Administration	
City Administration	696,500
City Clerk Services	328,000
Public Works Administration	1,093,700
Engineering - CIP Project Engineering	1,379,300
Transportation Planning & Engineering	582,900
Parks & Recreation Administration	650,300
Legal Services	549,900
Human Resource Administration	660,100
Risk Management-Workers Comp	876,600
Risk Management-All Other	1,558,300
Financial Administration	
General Finance	794,200
Payroll	164,000
Utility Billing	393,800
Business Tax/TOT Collections	114,500
Information Technology	
Citywide Support	1,062,900
Telemetry	112,000
Radios	231,000
Cell Phones	245,100
Pagers	0
Telephones	220,500
Support Services	
Copier Maintenance & Paper	31,900
Postage	43,100
Ventures & Contingencies	80,000
Other Support Services	68,100
Geographic Information Services	410,700
Buildings & Equipment	
Building Maintenance	1,038,900
Vehicle Maintenance	927,300
General Fund Facilities Use	4,445,100
Equipment Use	690,100
TOTAL INDIRECT COSTS	\$ 19,584,400

OVERALL INDIRECT COST RATE (Indirect Costs Divided by Direct Costs)	35.6%
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Under generally accepted accounting principles, capital outlay and debt service costs are usually excluded in calculating indirect cost rates; accordingly, only operating costs are considered in the City's cost allocation plan. Whale Rock operations for Water, and franchise fees for Water and Wastewater are also excluded from this calculation as they are interfund transactions.

BASIS OF INDIRECT COST ALLOCATIONS

INDIRECT COST PROGRAM	BASIS OF ALLOCATION
Legislation & Policy	Council agenda items
General Administration	
City Administration	Operating budget and staff workload analysis
City Clerk Services	Council agenda items
Public Works Administration	Staff workload analysis
Engineering - CIP Management	Staff workload analysis
Transportation Planning & Engineering	Staff workload analysis
Recreation Administration	Staff workload analysis
Legal Services	Operating budget
Human Resources Administration	Full-time equivalent staffing
Risk Management	Full-time equivalent staffing
Financial Administration	
General Finance	Operating budget
Payroll	Full-time equivalent staffing
Utility Billing	Water & wastewater based on workload analysis
Business Tax/TOT Collections	General Fund operating budget
Information Technology	
Citywide support	Assigned number of workstations
Telemetry	Water, wastewater & whale rock based on workload analysis
Radios	Assigned radio equipment
Cell Phones and Air Cards	Assigned cell phones and air cards
Telephones	Assigned number of phones
Support Services	
Copier Maintenance & Paper	Operating budget
Postage	Full-time equivalent staffing
Ventures & Contingencies	General Fund full-time equivalent staffing
Other Support Services	Operating budget
Geographic Information Services	Staff workload analysis
Buildings & Equipment	
Building Maintenance	Assigned square footage and operating budget
Vehicle Maintenance	Value of assigned vehicles
Facilities & Equipment Use	Assigned equipment/square footage

SUMMARY OF INDIRECT COST ALLOCATIONS

	DIRECT COST PROGRAMS					Total
	Public Safety	Public Utilities	Transportation	Leisure, Cultural & Social Services	Community Development	
Legislation & Policy	14,800	24,300	27,000	19,900	49,600	135,600
General Administration						
City Administration	243,700	117,400	68,800	123,400	143,200	696,500
City Clerk Services	36,000	58,800	65,100	48,300	119,800	328,000
Public Works Administration	25,600	83,800	421,800	289,300	273,200	1,093,700
CIP Project Engineering	20,600	510,400	760,000	88,300		1,379,300
Transportation Planning & Engineering	8,200	11,600	436,100	1,700	125,300	582,900
Parks & Recreation Administration				650,300		650,300
Legal Services	242,500	116,700	68,400	65,500	56,800	549,900
Human Resources Administration	255,300	109,300	73,400	160,700	61,400	660,100
Risk Management-Workers Comp	339,200	145,900	96,600	213,300	81,600	876,600
Risk Management--All Other	612,400	246,900	166,200	385,400	147,400	1,558,300
Financial Administration						
General Finance	350,000	168,600	98,800	94,800	82,000	794,200
Payroll	63,400	26,900	18,300	40,000	15,400	164,000
Utility Billing		393,800				393,800
Business Tax/TOT Collections	71,900		7,700	18,000	16,900	114,500
Information Technology						
Citywide Support	591,300	144,900	79,800	94,600	152,300	1,062,900
Telemetry		112,000				112,000
Radios	166,900	27,100	16,600	16,600	3,800	231,000
Cell Phones	110,200	54,600	19,600	47,800	12,900	245,100
Telephones	86,000	40,400	24,200	51,200	18,700	220,500
Support Services						
Copier Maintenance & Paper	14,200	6,800	4,000	3,700	3,200	31,900
Postage	8,300	9,300	6,300	13,900	5,300	43,100
Ventures & Contingencies	40,600		5,600	23,900	9,900	80,000
Other Support Services	30,000	14,500	8,500	8,100	7,000	68,100
Geographic Information Services	69,500	119,700	101,500	40,700	79,300	410,700
Buildings & Equipment						
Building Maintenance	315,000	123,800	109,500	404,300	86,300	1,038,900
Vehicle Maintenance	176,200	263,800	254,500	194,500	38,300	927,300
Facilities Use	1,719,900	285,500	185,800	1,996,400	257,500	4,445,100
Equipment Use	436,500		139,800	86,900	26,900	690,100
TOTAL INDIRECT COSTS	6,048,200	3,216,800	3,263,900	5,181,500	1,874,000	19,584,400
TOTAL DIRECT COSTS*	24,275,500	11,672,100	6,849,300	6,563,300	5,677,500	55,037,700
TOTAL COSTS	30,323,700	14,888,900	10,113,200	11,744,800	7,551,500	74,622,100
INDIRECT COST RATE	24.9%	27.6%	47.7%	78.9%	33.0%	35.6%

*includes direct cost adjustments from page 43

SUMMARY OF INDIRECT COST ALLOCATIONS

	PUBLIC SAFETY		Total
	Police Protection	Fire & Env Safety	
Legislation & Policy	10,500	4,300	14,800
General Administration			
City Administration	148,700	95,000	243,700
City Clerk Services	25,300	10,700	36,000
Public Works Administration	16,100	9,500	25,600
CIP Project Engineering	6,800	13,800	20,600
Transportation Planning & Engineering	4,100	4,100	8,200
Parks & Recreation Administration			
Legal Services	147,900	94,600	242,500
Human Resources Administration	158,900	96,400	255,300
Risk Management--Workers Comp	211,100	128,100	339,200
Risk Management--All Other	381,200	231,200	612,400
Financial Administration			
General Finance	213,500	136,500	350,000
Payroll	39,500	23,900	63,400
Utility Billing			
Business Tax/TOT Collections	43,900	28,000	71,900
Information Technology			
Citywide Support	443,500	147,800	591,300
Telemetry			
Radios	97,700	69,200	166,900
Cell Phones	72,600	37,600	110,200
Telephones	48,200	37,800	86,000
Support Services			
Copier Maintenance & Paper	8,600	5,600	14,200
Postage		8,300	8,300
Ventures & Contingencies	25,200	15,400	40,600
Other Support Services	18,200	11,800	30,000
Geographic Information Services	28,000	41,500	69,500
Buildings & Equipment			
Building Maintenance	182,300	132,700	315,000
Vehicle Maintenance	176,200		176,200
Facilities Use	985,200	734,700	1,719,900
Equipment Use	272,400	164,100	436,500
TOTAL INDIRECT COSTS	3,765,600	2,282,600	6,048,200
TOTAL DIRECT COSTS*	14,810,300	9,465,200	24,275,500
TOTAL COSTS	18,575,900	11,747,800	30,323,700
INDIRECT COST RATE	25.4%	24.1%	24.9%

*includes direct cost adjustments from page 43

SUMMARY OF INDIRECT COST ALLOCATIONS

	PUBLIC UTILITIES			Total
	Water	Wastewater	Whale Rock	
Legislation & Policy	8,700	15,600		24,300
General Administration				
City Administration	54,200	55,100	8,100	117,400
City Clerk Services	21,000	37,800		58,800
Public Works Administration	43,300	40,500		83,800
CIP Project Engineering	395,900	114,500		510,400
Transportation Planning & Engineering	5,800	5,800		11,600
Parks & Recreation Administration				
Legal Services	53,900	54,800	8,000	116,700
Human Resources Administration	55,100	47,800	6,400	109,300
Risk Management--Workers Comp	73,100	63,500	9,300	145,900
Risk Management--All Other	132,200	114,700		246,900
Financial Administration				
General Finance	77,900	79,100	11,600	168,600
Payroll	13,600	11,800	1,500	26,900
Utility Billing	196,900	196,900		393,800
Business Tax/TOT Collections				
Information Technology				
Citywide Support	79,800	62,100	3,000	144,900
Telemetry	56,000	44,800	11,200	112,000
Radios	9,800	17,300		27,100
Cell Phones	25,600	29,000		54,600
Telephones	20,400	19,000	1,000	40,400
Support Services				
Copier Maintenance & Paper	3,100	3,200	500	6,800
Postage	4,700	4,100	500	9,300
Ventures & Contingencies				
Other Support Services	6,700	6,800	1,000	14,500
Geographic Information Services	69,100	48,100	2,500	119,700
Buildings & Equipment				
Building Maintenance	59,000	61,000	3,800	123,800
Vehicle Maintenance	114,800	132,300	16,700	263,800
Facilities Use	133,700	137,600	14,200	285,500
Equipment Use				
TOTAL INDIRECT COSTS	1,714,300	1,403,200	99,300	3,216,800
TOTAL DIRECT COSTS*	5,351,200	5,516,500	804,400	11,672,100
TOTAL COSTS	7,065,500	6,919,700	903,700	14,888,900
INDIRECT COST RATE	32.0%	25.4%	12.3%	27.6%

*includes direct cost adjustments from page 43

SUMMARY OF INDIRECT COST ALLOCATIONS

	TRANSPORTATION			Total
	Streets, Creek & Flood Protection	Parking	Transit	
Legislation & Policy	11,300	7,000	8,700	27,000
General Administration				
City Administration	25,900	16,700	26,200	68,800
City Clerk Services	27,300	16,800	21,000	65,100
Public Works Administration	273,400	61,000	87,400	421,800
CIP Project Engineering	754,500		5,500	760,000
Transportation Planning & Engineering	366,200	53,000	16,900	436,100
Parks & Recreation Administration				
Legal Services	25,800	16,600	26,000	68,400
Human Resources Administration	35,300	34,000	4,100	73,400
Risk Management--Workers Comp	46,800	45,200	4,600	96,600
Risk Management--All Other	84,600	81,600		166,200
Financial Administration				
General Finance	37,200	24,000	37,600	98,800
Payroll	8,800	8,500	1,000	18,300
Utility Billing				
Business Tax/TOT Collections	7,700			7,700
Information Technology				
Citywide Support	29,600	32,500	17,700	79,800
Telemetry				
Radios	11,300	3,800	1,500	16,600
Cell Phones	11,100	6,800	1,700	19,600
Telephones	8,000	15,200	1,000	24,200
Support Services				
Copier Maintenance & Paper	1,500	1,000	1,500	4,000
Postage	3,000	2,900	400	6,300
Ventures & Contingencies	5,600			5,600
Other Support Services	3,200	2,100	3,200	8,500
Geographic Information Services	72,700	6,200	22,600	101,500
Buildings & Equipment				
Building Maintenance	37,100	59,200	13,200	109,500
Vehicle Maintenance	239,500	15,000		254,500
Facilities Use	108,000	29,400	48,400	185,800
Equipment Use	139,800			139,800
TOTAL INDIRECT COSTS	2,375,200	538,500	350,200	3,263,900
TOTAL DIRECT COSTS*	2,579,900	1,663,000	2,606,400	6,849,300
TOTAL COSTS	4,955,100	2,201,500	2,956,600	10,113,200
INDIRECT COST RATE	92.1%	32.4%	13.4%	47.7%

*includes direct cost adjustments from page 43

SUMMARY OF INDIRECT COST ALLOCATIONS

	LEISURE, CULTURAL & SOCIAL SERVICES				Total
	Recreation Programs	Maintenance Services	Golf	Cultural & Social Services	
Legislation & Policy	4,300	8,700	1,700	5,200	19,900
General Administration					
City Administration	24,900	29,800	5,300	63,400	123,400
City Clerk Services	10,500	21,000	4,200	12,600	48,300
Public Works Administration	12,000	263,200	3,200	10,900	289,300
CIP Project Engineering	48,300	24,800		15,200	88,300
Transportation Planning & Engineering				1,700	1,700
Parks & Recreation Administration	390,200	227,600	32,500		650,300
Legal Services	24,800	29,600	5,200	5,900	65,500
Human Resources Administration	110,200	39,300	11,200		160,700
Risk Management--Workers Comp	146,300	52,200	14,800		213,300
Risk Management--All Other	264,300	94,300	26,800		385,400
Financial Administration					
General Finance	35,800	42,800	7,600	8,600	94,800
Payroll	27,400	9,800	2,800		40,000
Utility Billing					
Business Tax/TOT Collections	7,400	8,800		1,800	18,000
Information Technology					
Citywide Support	60,600	28,100	5,900		94,600
Telemetry					
Radios	3,800	12,800			16,600
Cell Phones	30,700	15,400	1,700		47,800
Telephones	30,100	18,700	2,400		51,200
Support Services					
Copier Maintenance & Paper	1,400	1,700	300	300	3,700
Postage	9,500	3,400	1,000		13,900
Ventures & Contingencies	17,600	6,300			23,900
Other Support Services	3,100	3,700	600	700	8,100
Geographic Information Services	16,800	9,900	2,500	11,500	40,700
Buildings & Equipment					
Building Maintenance	241,600	28,800	2,500	131,400	404,300
Vehicle Maintenance	8,300	159,400	26,800		194,500
Facilities Use	1,101,000	142,400	9,300	743,700	1,996,400
Equipment Use	6,200	80,700			86,900
TOTAL INDIRECT COSTS	2,637,100	1,363,200	168,300	1,012,900	5,181,500
TOTAL DIRECT COSTS*	2,479,300	2,965,000	524,400	594,600	6,563,300
TOTAL COSTS	5,116,400	4,328,200	692,700	1,607,500	11,744,800
INDIRECT COST RATE	106.4%	46.0%	32.1%	170.3%	78.9%

*includes direct cost adjustments from page 43

SUMMARY OF INDIRECT COST ALLOCATIONS

	COMMUNITY DEVELOPMENT					Total
	Planning	Building & Safety	Engineering Dev Review	Economic Health	Natural Res Protection	
Legislation & Policy	34,800	1,700	2,600	3,500	7,000	49,600
General Administration						
City Administration	19,500	9,500	7,100	60,400	46,700	143,200
City Clerk Services	84,100	4,200	6,300	8,400	16,800	119,800
Public Works Administration	53,200	17,700	202,300			273,200
CIP Project Engineering						
Transportation Planning & Engineering	85,700	9,900	29,700			125,300
Parks & Recreation Administration						
Legal Services	19,400	9,500	7,100	17,200	3,600	56,800
Human Resources Administration	25,700	15,600	6,700	9,900	3,500	61,400
Risk Management--Workers Comp	34,100	20,700	8,900	13,200	4,700	81,600
Risk Management--All Other	61,600	37,400	16,100	23,800	8,500	147,400
Financial Administration						
General Finance	28,000	13,700	10,200	24,900	5,200	82,000
Payroll	6,400	3,900	1,700	2,500	900	15,400
Utility Billing						
Business Tax/TOT Collections	5,800	2,800	2,100	5,100	1,100	16,900
Information Technology						
Citywide Support	69,500	29,600	38,400	7,400	7,400	152,300
Telemetry						
Radios		3,000			800	3,800
Cell Phones	2,600	6,000	2,600		1,700	12,900
Telephones	8,700	4,800	4,200	300	700	18,700
Support Services						
Copier Maintenance & Paper	1,100	500	400	1,000	200	3,200
Postage	2,200	1,300	600	900	300	5,300
Ventures & Contingencies	4,100	2,500	1,100	1,600	600	9,900
Other Support Services	2,400	1,200	900	2,100	400	7,000
Geographic Information Services	42,400	3,300	4,900	8,200	20,500	79,300
Buildings & Equipment						
Building Maintenance	56,000	11,500	6,600	8,900	3,300	86,300
Vehicle Maintenance		17,500	20,800			38,300
Facilities Use	157,900	34,700	20,900	32,800	11,200	257,500
Equipment Use		13,300	13,600			26,900
TOTAL INDIRECT COSTS	805,200	275,800	415,800	232,100	145,100	1,874,000
TOTAL DIRECT COSTS*	1,940,000	948,000	706,400	1,723,500	359,600	5,677,500
TOTAL COSTS	2,745,200	1,223,800	1,122,200	1,955,600	504,700	7,551,500
INDIRECT COST RATE	41.5%	29.1%	58.9%	13.5%	40.4%	33.0%

*includes direct cost adjustments from page 43

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Legislation & Policy
Budget	135,600
Base of Allocation	City Council Agenda Items

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	12	7.7%	10,500
Fire & Environmental Safety	5	3.2%	4,300
Public Utilities			
Water Service	10	6.4%	8,700
Wastewater Service	18	11.5%	15,600
Whale Rock			
Transportation			
Streets, Creek & Flood Protection	13	8.3%	11,300
Parking	8	5.1%	7,000
Transit	10	6.4%	8,700
Leisure, Cultural & Social Services			
Recreation Programs	5	3.2%	4,300
Maintenance Services	10	6.4%	8,700
Golf	2	1.3%	1,700
Cultural & Social Services	6	3.8%	5,200
Community Development			
Planning	40	25.6%	34,800
Construction Regulation - Building & Safety	2	1.3%	1,700
Construction Regulation - Engineering Development Review	3	1.9%	2,600
Economic Health	4	2.6%	3,500
Natural Resource Protection	8	5.1%	7,000
Total Direct Cost Programs	156	100%	135,600

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	City Administration
Budget	696,500
Base of Allocation	Operating Budget

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	14,810,300	26.9%	148,700
Fire & Environmental Safety	9,465,200	17.2%	95,000
Public Utilities			
Water Service	5,396,200	9.8%	54,200
Wastewater Service	5,481,300	10.0%	55,100
Whale Rock	804,400	1.5%	8,100
Transportation			
Streets, Creek & Flood Protection	2,579,900	4.7%	25,900
Parking	1,663,000	3.0%	16,700
Transit	2,606,400	4.7%	26,200
Leisure, Cultural & Social Services			
Recreation Programs	2,479,300	4.5%	24,900
Maintenance Services	2,965,000	5.4%	29,800
Golf	524,400	1.0%	5,300
Cultural & Social Services	594,600	1.1%	63,400
Community Development			
Planning	1,940,000	3.5%	19,500
Construction Regulation - Building & Safety	948,000	1.7%	9,500
Construction Regulation - Engineering Development Review	706,400	1.3%	7,100
Economic Health	1,723,500	3.1%	60,400
Natural Resource Protection	359,600	0.7%	46,700
Total Direct Cost Programs	55,047,500	100%	696,500

Direct allocations for administrative oversight have been made to Cultural & Social Services (\$57,400), Economic Health (\$43,100) and Natural Resources Protection (\$43,100) in addition to allocations based on the operating budget.

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Public Works Administration
Budget	1,093,700
Base of Allocation	Staff Workload Analysis

Direct Cost Program	Base of Allocation	Cost Allocation
Public Safety		
Police Protection	1.5%	16,100
Fire & Environmental Safety	0.9%	9,500
Public Utilities		
Water Service	4.0%	43,300
Wastewater Service	3.7%	40,500
Whale Rock		
Transportation		
Streets, Creek & Flood Protection	25.0%	273,400
Parking	5.6%	61,000
Transit	8.0%	87,400
Leisure, Cultural & Social Services		
Recreation Programs	1.1%	12,000
Maintenance Services	24.1%	263,200
Golf	0.3%	3,200
Cultural & Social Services	1.0%	10,900
Community Development		
Planning	4.9%	53,200
Construction Regulation - Building & Safety	1.6%	17,700
Construction Regulation - Engineering Development Review	18.5%	202,300
Economic Health		
Natural Resource Protection		
Total Direct Cost Programs	100%	1,093,700

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	CIP Project Engineering
Budget	1,379,300
Base of Allocation	Staff Workload Analysis

Direct Cost Program	Base of Allocation	Cost Allocation
Public Safety		
Police Protection	0.5%	6,800
Fire & Environmental Safety	1.0%	13,800
Public Utilities		
Water Service	28.7%	395,900
Wastewater Service	8.3%	114,500
Whale Rock		
Transportation		
Streets, Creek & Flood Protection	54.7%	754,500
Parking		
Transit	0.4%	5,500
Leisure, Cultural & Social Services		
Recreation Programs	3.5%	48,300
Maintenance Services	1.8%	24,800
Golf		
Cultural & Social Services	1.1%	15,200
Community Development		
Planning		
Construction Regulation - Building & Safety		
Construction Regulation - Engineering Development Review		
Economic Health		
Natural Resource Protection		
Total Direct Cost Programs	100%	1,379,300

The costs of subdivision inspection (\$194,800) are reflected in engineering development review.

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Transportation Planning & Engineering
Budget	582,900
Base of Allocation	Staff Workload Analysis

Direct Cost Program	Base of Allocation	Cost Allocation
Public Safety		
Police Protection	0.7%	4,100
Fire & Environmental Safety	0.7%	4,100
Public Utilities		
Water Service	1.0%	5,800
Wastewater Service	1.0%	5,800
Whale Rock		
Transportation		
Streets, Creek & Flood Protection	62.8%	366,200
Parking	9.1%	53,000
Transit	2.9%	16,900
Leisure, Cultural & Social Services		
Recreation Programs		
Maintenance Services		
Golf		
Cultural & Social Services	0.3%	1,700
Community Development		
Planning	14.7%	85,700
Construction Regulation - Building & Safety	1.7%	9,900
Construction Regulation - Engineering Development Review	5.1%	29,700
Economic Health		
Natural Resource Protection		
Total Direct Cost Programs	100%	582,900

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program
 Budget
 Base of Allocation

Parks & Recreation Administration
650,300
Staff Workload Analysis

Direct Cost Program	Base of Allocation	Cost Allocation
Recreation Programs	60.0%	390,200
Maintenance Services	35.0%	227,600
Golf Operations	5.0%	32,500
Total Direct Cost Programs	100%	650,300

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Legal Services
Budget	549,900
Base of Allocation	Operating Budget

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	14,810,300	26.9%	147,900
Fire & Environmental Safety	9,465,200	17.2%	94,600
Public Utilities			
Water Service	5,396,200	9.8%	53,900
Wastewater Service	5,481,300	10.0%	54,800
Whale Rock	804,400	1.5%	8,000
Transportation			
Streets, Creek & Flood Protection	2,579,900	4.7%	25,800
Parking	1,663,000	3.0%	16,600
Transit	2,606,400	4.7%	26,000
Leisure, Cultural & Social Services			
Recreation Programs	2,479,300	4.5%	24,800
Maintenance Services	2,965,000	5.4%	29,600
Golf	524,400	1.0%	5,200
Cultural & Social Services	594,600	1.1%	5,900
Community Development			
Planning	1,940,000	3.5%	19,400
Construction Regulation - Building & Safety	948,000	1.7%	9,500
Construction Regulation - Engineering Development Review	706,400	1.3%	7,100
Economic Health	1,723,500	3.1%	17,200
Natural Resource Protection	359,600	0.7%	3,600
Total Direct Cost Programs	55,047,500	100%	549,900

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	City Clerk Services
Budget	328,000
Base of Allocation	Council Agenda Items

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	12	7.7%	25,300
Fire & Environmental Safety	5	3.2%	10,700
Public Utilities			
Water Service	10	6.4%	21,000
Wastewater Service	18	11.5%	37,800
Whale Rock			
Transportation			
Streets, Creek & Flood Protection	13	8.3%	27,300
Parking	8	5.1%	16,800
Transit	10	6.4%	21,000
Leisure, Cultural & Social Services			
Recreation Programs	5	3.2%	10,500
Maintenance Services	10	6.4%	21,000
Golf	2	1.3%	4,200
Cultural & Social Services	6	3.8%	12,600
Community Development			
Planning	40	25.6%	84,100
Construction Regulation - Building & Safety	2	1.3%	4,200
Construction Regulation - Engineering Development Review	3	1.9%	6,300
Economic Health	4	2.6%	8,400
Natural Resource Protection	8	5.1%	16,800
Total Direct Cost Programs	156	100%	328,000

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Human Resources Administration
Budget	660,100
Base of Allocation	Full-Time Equivalent Staffing (FTE's)

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	90	24.1%	158,900
Fire & Environmental Safety	54	14.6%	96,400
Public Utilities			
Water Service	31	8.3%	55,100
Wastewater Service	27	7.2%	47,800
Whale Rock	4	1.0%	6,400
Transportation			
Streets, Creek & Flood Protection	20	5.3%	35,300
Parking	19	5.2%	34,000
Transit	2	0.6%	4,100
Leisure, Cultural & Social Services			
Recreation Programs	62	16.7%	110,200
Maintenance Services	22	6.0%	39,300
Golf	6	1.7%	11,200
Cultural & Social Services			
Community Development			
Planning	15	3.9%	25,700
Construction Regulation - Building & Safety	9	2.4%	15,600
Construction Regulation - Engineering Development Review	4	1.0%	6,700
Economic Health	6	1.5%	9,900
Natural Resource Protection	2	0.5%	3,500
Total Direct Cost Programs	373	100%	660,100

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Risk Management-Workers Comp
Budget	876,600
Base of Allocation	Full-Time Equivalent Staffing (FTE's)

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	90	24.1%	211,100
Fire & Environmental Safety	54	14.6%	128,100
Public Utilities			
Water Service	31	8.3%	73,100
Wastewater Service	27	7.2%	63,500
Whale Rock	4	1.1%	9,300
Transportation			
Streets, Creek & Flood Protection	20	5.3%	46,800
Parking	19	5.2%	45,200
Transit	2	0.5%	4,600
Leisure, Cultural & Social Services			
Recreation Programs	62	16.7%	146,300
Maintenance Services	22	6.0%	52,200
Golf	6	1.7%	14,800
Cultural & Social Services			
Community Development			
Planning	15	3.9%	34,100
Construction Regulation - Building & Safety	9	2.4%	20,700
Construction Regulation - Engineering Development Review	4	1.0%	8,900
Economic Health	6	1.5%	13,200
Natural Resource Protection	2	0.5%	4,700
Total Direct Cost Programs	373	100%	876,600

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Risk Management-All Other
Budget	1,558,300
Base of Allocation	Full-Time Equivalent Staffing (FTE's)

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	90	24.5%	381,200
Fire & Environmental Safety	54	14.8%	231,200
Public Utilities			
Water Service	31	8.5%	132,200
Wastewater Service	27	7.4%	114,700
Whale Rock			
Transportation			
Streets, Creek & Flood Protection	20	5.4%	84,600
Parking	19	5.2%	81,600
Transit			
Leisure, Cultural & Social Services			
Recreation Programs	62	17.0%	264,300
Maintenance Services	22	6.1%	94,300
Golf	6	1.7%	26,800
Cultural & Social Services			
Community Development			
Planning	15	4.0%	61,600
Construction Regulation - Building & Safety	9	2.4%	37,400
Construction Regulation - Engineering Development Review	4	1.0%	16,100
Economic Health	6	1.5%	23,800
Natural Resource Protection	2	0.5%	8,500
Total Direct Cost Programs	367	100%	1,558,300

Whale Rock and Transit have independent risk management programs and are excluded from this allocation.

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program
Budget
Base of Allocation

Finance: General 794,200 Operating Budget

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	14,810,300	26.9%	213,500
Fire & Environmental Safety	9,465,200	17.2%	136,500
Public Utilities			
Water Service	5,396,200	9.8%	77,900
Wastewater Service	5,481,300	10.0%	79,100
Whale Rock	804,400	1.5%	11,600
Transportation			
Streets, Creek & Flood Protection	2,579,900	4.7%	37,200
Parking	1,663,000	3.0%	24,000
Transit	2,606,400	4.7%	37,600
Leisure, Cultural & Social Services			
Recreation Programs	2,479,300	4.5%	35,800
Maintenance Services	2,965,000	5.4%	42,800
Golf	524,400	1.0%	7,600
Cultural & Social Services	594,600	1.1%	8,600
Community Development			
Planning	1,940,000	3.5%	28,000
Construction Regulation - Building & Safety	948,000	1.7%	13,700
Construction Regulation - Engineering Development Review	706,400	1.3%	10,200
Economic Health	1,723,500	3.1%	24,900
Natural Resource Protection	359,600	0.7%	5,200
Total Direct Cost Programs	55,047,500	100%	794,200

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Finance: Payroll
Budget	164,000
Base of Allocation	Full-Time Equivalent Staffing (FTE's)

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	90	24.1%	39,500
Fire & Environmental Safety	54	14.6%	23,900
Public Utilities			
Water Service	31	8.3%	13,600
Wastewater Service	27	7.2%	11,800
Whale Rock	4	1.0%	1,500
Transportation			
Streets, Creek & Flood Protection	20	5.3%	8,800
Parking	19	5.2%	8,500
Transit	2	0.6%	1,000
Leisure, Cultural & Social Services			
Recreation Programs	62	16.7%	27,400
Maintenance Services	22	6.0%	9,800
Golf	6	1.7%	2,800
Cultural & Social Services			
Community Development			
Planning	15	3.9%	6,400
Construction Regulation - Building & Safety	9	2.4%	3,900
Construction Regulation - Engineering Development Review	4	1.0%	1,700
Economic Health	6	1.5%	2,500
Natural Resource Protection	2	0.5%	900
Total Direct Cost Programs	373	100%	164,000

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Finance: Utility Billing
Budget	393,800
Base of Allocation	Water & Wastewater based on workload analysis

Direct Cost Program	Percent of Total	Cost Allocation
Public Safety		
Police Protection		
Fire & Environmental Safety		
Public Utilities		
Water Service	50.0%	196,900
Wastewater Service	50.0%	196,900
Whale Rock		
Transportation		
Streets, Creek & Flood Protection		
Parking		
Transit		
Leisure, Cultural & Social Services		
Recreation Programs		
Maintenance Services		
Golf		
Cultural & Social Services		
Community Development		
Planning		
Construction Regulation - Building & Safety		
Construction Regulation - Engineering Development Review		
Economic Health		
Natural Resource Protection		
Total Direct Cost Programs	100%	393,800

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program Budget	Finance: Business Tax/Transient Occupancy Tax
Base of Allocation	114,500
	General Fund Operating Budget

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	14,810,300	38.4%	43,900
Fire & Environmental Safety	9,465,200	24.5%	28,000
Public Utilities			
Water Service			
Wastewater Service			
Whale Rock			
Transportation			
Streets, Creek & Flood Protection	2,579,900	6.7%	7,700
Parking			
Transit			
Leisure, Cultural & Social Services			
Recreation Programs	2,479,300	6.4%	7,400
Maintenance Services	2,965,000	7.7%	8,800
Golf			
Cultural & Social Services	594,600	1.5%	1,800
Community Development			
Planning	1,940,000	5.0%	5,800
Construction Regulation - Building & Safety	948,000	2.5%	2,800
Construction Regulation - Engineering Development Review	706,400	1.8%	2,100
Economic Health	1,723,500	4.5%	5,100
Natural Resource Protection	359,600	0.9%	1,100
Total Direct Cost Programs	38,571,800	100%	114,500

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Information Technology: Citywide Support
Budget	1,062,900
Base of Allocation	No. of Workstations

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	150	41.7%	443,500
Fire & Environmental Safety	50	13.9%	147,800
Public Utilities			
Water Service	27	7.5%	79,800
Wastewater Service	21	5.8%	62,100
Whale Rock	1	0.3%	3,000
Transportation			
Streets, Creek & Flood Protection	10	2.8%	29,600
Parking	11	3.1%	32,500
Transit	6	1.7%	17,700
Leisure, Cultural & Social Services			
Recreation Programs	21	5.7%	60,600
Maintenance Services	10	2.6%	28,100
Golf	2	0.6%	5,900
Cultural & Social Services			
Community Development			
Planning	24	6.5%	69,500
Construction Regulation - Building & Safety	10	2.8%	29,600
Construction Regulation - Engineering Development Review	13	3.6%	38,400
Economic Health	3	0.7%	7,400
Natural Resource Protection	3	0.7%	7,400
Total Direct Cost Programs	360	100%	1,062,900

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Information Technology: Telemetry
Budget	112,000
Base of Allocation	Staff Workload Analysis

Direct Cost Program	Base of Allocation	Cost Allocation
Public Safety		
Police Protection		
Fire & Environmental Safety		
Public Utilities		
Water Service	50.0%	56,000
Wastewater Service	40.0%	44,800
Whale Rock	10.0%	11,200
Transportation		
Streets, Creek & Flood Protection		
Parking		
Transit		
Leisure, Cultural & Social Services		
Recreation Programs		
Maintenance Services		
Golf		
Cultural & Social Services		
Community Development		
Planning		
Construction Regulation - Building & Safety		
Construction Regulation - Engineering Development Review		
Economic Health		
Natural Resource Protection		
Total Direct Cost Programs	100%	112,000

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Information Technology: Radios
Budget	231,000
Base of Allocation	Assigned Radio Equipment

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	130	42.3%	97,700
Fire & Environmental Safety	92	30.0%	69,200
Public Utilities			
Water Service	13	4.2%	9,800
Wastewater Service	23	7.5%	17,300
Whale Rock			
Transportation			
Streets, Creek & Flood Protection	15	4.9%	11,300
Parking	5	1.6%	3,800
Transit	2	0.7%	1,500
Leisure, Cultural & Social Services			
Recreation Programs	5	1.6%	3,800
Maintenance Services	17	5.5%	12,800
Golf			
Cultural & Social Services			
Community Development			
Planning			
Construction Regulation - Building & Safety	4	1.3%	3,000
Construction Regulation - Engineering Development Review			
Economic Health			
Natural Resource Protection	1	0.3%	800
Total Direct Cost Programs	307	100%	231,000

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Information Technology: Cell Phones
Budget	245,100
Base of Allocation	Assigned Cell Phones and Air Cards

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	85	29.6%	72,600
Fire & Environmental Safety	44	15.3%	37,600
Public Utilities			
Water Service	30	10.5%	25,600
Wastewater Service	34	11.8%	29,000
Whale Rock			
Transportation			
Streets, Creek & Flood Protection	13	4.5%	11,100
Parking	8	2.8%	6,800
Transit	2	0.7%	1,700
Leisure, Cultural & Social Services			
Recreation Programs	36	12.5%	30,700
Maintenance Services	18	6.3%	15,400
Golf	2	0.7%	1,700
Cultural & Social Services			
Community Development			
Planning	3	1.0%	2,600
Construction Regulation - Building & Safety	7	2.4%	6,000
Construction Regulation - Engineering Development Review	3	1.0%	2,600
Economic Health			
Natural Resource Protection	2	0.7%	1,700
Total Direct Cost Programs	287	100%	245,100

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program
Budget
Base of Allocation

Information Technology: Telephone Communications 220,500 No. of Phone Lines

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	139	21.8%	48,200
Fire & Environmental Safety	109	17.1%	37,800
Public Utilities			
Water Service	59	9.3%	20,400
Wastewater Service	55	8.6%	19,000
Whale Rock	3	0.5%	1,000
Transportation			
Streets, Creek & Flood Protection	23	3.6%	8,000
Parking	44	6.9%	15,200
Transit	3	0.5%	1,000
Leisure, Cultural & Social Services			
Recreation Programs	87	13.7%	30,100
Maintenance Services	54	8.5%	18,700
Golf	7	1.1%	2,400
Cultural & Social Services			
Community Development			
Planning	25	3.9%	8,700
Construction Regulation - Building & Safety	14	2.2%	4,800
Construction Regulation - Engineering Development Review	12	1.9%	4,200
Economic Health	1	0.2%	300
Natural Resource Protection	2	0.3%	700
Total Direct Cost Programs	637	100%	220,500

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program
Budget
Base of Allocation

Support Services: Copier Maintenance & Paper 31,900 Operating Budget
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Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	14,810,300	26.9%	8,600
Fire & Environmental Safety	9,465,200	17.2%	5,600
Public Utilities			
Water Service	5,396,200	9.8%	3,100
Wastewater Service	5,481,300	10.0%	3,200
Whale Rock	804,400	1.5%	500
Transportation			
Streets, Creek & Flood Protection	2,579,900	4.7%	1,500
Parking	1,663,000	3.0%	1,000
Transit	2,606,400	4.7%	1,500
Leisure, Cultural & Social Services			
Recreation Programs	2,479,300	4.5%	1,400
Maintenance Services	2,965,000	5.4%	1,700
Golf	524,400	1.0%	300
Cultural & Social Services	594,600	1.1%	300
Community Development			
Planning	1,940,000	3.5%	1,100
Construction Regulation - Building & Safety	948,000	1.7%	500
Construction Regulation - Engineering Development Review	706,400	1.3%	400
Economic Health	1,723,500	3.1%	1,000
Natural Resource Protection	359,600	0.7%	200
Total Direct Cost Programs	55,047,500	100%	31,900

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Support Services: Postage
Budget	43,100
Base of Allocation	Full-Time Equivalent Staffing (FTE's)

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection *			
Fire & Environmental Safety	54	19.2%	8,300
Public Utilities			
Water Service	31	11.0%	4,700
Wastewater Service	27	9.5%	4,100
Whale Rock	4	1.3%	500
Transportation			
Streets, Creek & Flood Protection	20	7.0%	3,000
Parking	19	6.8%	2,900
Transit	2	0.8%	400
Leisure, Cultural & Social Services			
Recreation Programs	62	22.0%	9,500
Maintenance Services	22	7.8%	3,400
Golf	6	2.2%	1,000
Cultural & Social Services			
Community Development			
Planning	15	5.1%	2,200
Construction Regulation - Building & Safety	9	3.1%	1,300
Construction Regulation - Engineering Development Review	4	1.3%	600
Economic Health	6	2.0%	900
Natural Resource Protection	2	0.7%	300
Total Direct Cost Programs	283	100%	43,100

* The Police Station has its own postage meter, and as such, no postage costs in the support services program are allocated to police protection.

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Support Services: Ventures & Contingencies
Budget	80,000
Base of Allocation	General Fund Full-time Equivalent Staffing (FTE's)

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	90	31.7%	25,200
Fire & Environmental Safety	54	19.2%	15,400
Public Utilities			
Water Service			
Wastewater Service			
Whale Rock			
Transportation			
Streets, Creek & Flood Protection	20	7.0%	5,600
Parking			
Transit			
Leisure, Cultural & Social Services			
Recreation Programs	62	22.0%	17,600
Maintenance Services	22	7.8%	6,300
Golf			
Cultural & Social Services			
Community Development			
Planning	15	5.1%	4,100
Construction Regulation - Building & Safety	9	3.1%	2,500
Construction Regulation - Engineering Development Review	4	1.3%	1,100
Economic Health	6	2.0%	1,600
Natural Resource Protection	2	0.7%	600
Total Direct Cost Programs	283	100%	80,000

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Support Services: Other Costs
Budget	68,100
Base of Allocation	Operating Budget

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	14,810,300	26.9%	18,200
Fire & Environmental Safety	9,465,200	17.2%	11,800
Public Utilities			
Water Service	5,396,200	9.8%	6,700
Wastewater Service	5,481,300	10.0%	6,800
Whale Rock	804,400	1.5%	1,000
Transportation			
Streets, Creek & Flood Protection	2,579,900	4.7%	3,200
Parking	1,663,000	3.0%	2,100
Transit	2,606,400	4.7%	3,200
Leisure, Cultural & Social Services			
Recreation Programs	2,479,300	4.5%	3,100
Maintenance Services	2,965,000	5.4%	3,700
Golf	524,400	1.0%	600
Cultural & Social Services	594,600	1.1%	700
Community Development			
Planning	1,940,000	3.5%	2,400
Construction Regulation - Building & Safety	948,000	1.7%	1,200
Construction Regulation - Engineering Development Review	706,400	1.3%	900
Economic Health	1,723,500	3.1%	2,100
Natural Resource Protection	359,600	0.7%	400
Total Direct Cost Programs	55,047,500	100%	68,100

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Geographic Information Services
Budget	410,700
Base of Allocation	Staff Workload Analysis

Direct Cost Program	Base of Allocation	Cost Allocation
Public Safety		
Police Protection	6.8%	28,000
Fire & Environmental Safety	10.1%	41,500
Public Utilities		
Water Service	16.8%	69,100
Wastewater Service	11.7%	48,100
Whale Rock	0.6%	2,500
Transportation		
Streets, Creek & Flood Protection	17.7%	72,700
Parking	1.5%	6,200
Transit	5.5%	22,600
Leisure, Cultural & Social Services		
Recreation Programs	4.1%	16,800
Maintenance Services	2.4%	9,900
Golf	0.6%	2,500
Cultural & Social Services	2.8%	11,500
Community Development		
Planning	10.3%	42,400
Construction Regulation - Building & Safety	0.8%	3,300
Construction Regulation - Engineering Development Review	1.2%	4,900
Economic Health	2.0%	8,200
Natural Resource Protection	5.0%	20,500
Total Direct Cost Programs	100%	410,700

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Building Maintenance
Budget	779,200
Base of Allocation	Weighted Square Footage of Assigned Building Space

Direct Cost Program	Assigned Square Footage	Intensity Factor	Base of Allocation	Percent of Total	Cost Allocation
Public Safety					
Police Protection	34,477	0.41	14,136	14.4%	112,400
Fire & Environmental Safety	27,056	0.41	11,093	11.3%	88,100
Public Utilities					
Water Service	6,225	0.67	4,171	4.3%	33,500
Wastewater Service	6,405	0.67	4,291	4.5%	35,100
Whale Rock					
Transportation					
Streets, Creek & Flood Protection	6,990	0.51	3,565	3.2%	24,900
Parking	6,460	1.00	6,460	6.6%	51,400
Transit	120	1.00	120	0.1%	900
Leisure, Cultural & Social Services					
Recreation Programs	50,346	0.60	30,208	29.5%	230,000
Maintenance Services	3,110	0.91	2,830	1.9%	14,800
Golf					
Cultural & Social Services	29,925	0.54	16,160	16.5%	128,600
Community Development					
Planning	5,900	1.00	5,900	6.0%	46,800
Construction Regulation - Building & Safety	840	1.00	840	0.9%	7,000
Construction Regulation - Engineering Development Review	420	1.00	420	0.4%	3,300
Economic Health	100	1.00	100	0.1%	800
Natural Resource Protection	200	1.00	200	0.2%	1,600
Total Direct Cost Programs	178,574		100,493	100%	779,200

1. Total Building Maintenance Program costs are \$1,038,900. 75% of the adjusted square footage maintained by Building Maintenance is occupied by these direct cost programs. \$779,200 is 75% of the adopted operating budget of \$1,038,900.
2. Actual square footage assigned is adjusted by a service intensity factor based on average service requests in each building category.

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Building Maintenance: Indirect Cost Programs
Budget	259,700
Base of Allocation	Operating Budget

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	14,810,300	26.9%	69,900
Fire & Environmental Safety	9,465,200	17.2%	44,600
Public Utilities			
Water Service	5,396,200	9.8%	25,500
Wastewater Service	5,481,300	10.0%	25,900
Whale Rock	804,400	1.5%	3,800
Transportation			
Streets, Creek & Flood Protection	2,579,900	4.7%	12,200
Parking	1,663,000	3.0%	7,800
Transit	2,606,400	4.7%	12,300
Leisure, Cultural & Social Services			
Recreation Programs	2,479,300	4.5%	11,600
Maintenance Services	2,965,000	5.4%	14,000
Golf	524,400	1.0%	2,500
Cultural & Social Services	594,600	1.1%	2,800
Community Development			
Planning	1,940,000	3.5%	9,200
Construction Regulation - Building & Safety	948,000	1.7%	4,500
Construction Regulation - Engineering Development Review	706,400	1.3%	3,300
Economic Health	1,723,500	3.1%	8,100
Natural Resource Protection	359,600	0.7%	1,700
Total Direct Cost Programs	55,047,500	100%	259,700

The indirect costs of the Building Maintenance program are based on 25% of the program's operating budget of \$1,038,900.

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Vehicle Maintenance
Budget	927,300
Base of Allocation	Value of Assigned Vehicles

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	1,426,700	19.0%	176,200
Fire & Environmental Safety			
Public Utilities			
Water Service	929,300	12.4%	114,800
Wastewater Service	1,071,300	14.3%	132,300
Whale Rock	135,000	1.8%	16,700
Transportation			
Streets, Creek & Flood Protection	1,938,500	25.8%	239,500
Parking	121,200	1.6%	15,000
Transit			
Leisure, Cultural & Social Services			
Recreation Programs	67,300	0.9%	8,300
Maintenance Services	1,290,100	17.2%	159,400
Golf	217,200	2.9%	26,800
Cultural & Social Services			
Community Development			
Planning			
Construction Regulation - Building & Safety	141,900	1.9%	17,500
Construction Regulation - Engineering Development Review	168,100	2.2%	20,800
Economic Health			
Natural Resource Protection			
Total Direct Cost Programs	7,506,600	100%	927,300

Fire emergency response vehicles are maintained by the fire vehicle maintenance staff and are therefore excluded from this allocation.

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Use of General Fund Facilities: Direct Cost Programs
Budget	3,472,800
Base of Allocation	Assigned Square Footage @ charge per month (see below)

Direct Cost Program	Base of Allocation	Charge	Cost Allocation
Public Safety			
Police Protection	34,477	1.75	723,600
Fire & Environmental Safety	27,056	1.75	567,600
Public Utilities			
Water Service	4,320	0.75	38,400
Wastewater Service	4,500	0.75	40,800
Whale Rock			
Transportation			
Streets, Creek & Flood Protection	6,990	0.75	62,400
Parking			
Transit	120	1.75	2,400
Leisure, Cultural & Social Services			
Recreation Programs	50,346	1.75	1,057,200
Maintenance Services	9,992	0.75	90,000
Golf			
Cultural & Social Services	34,925	1.75	733,200
Community Development			
Planning	5,900	1.75	123,600
Construction Regulation - Building & Safety	840	1.75	18,000
Construction Regulation - Engineering Development Review	420	1.75	8,400
Economic Health	100	1.75	2,400
Natural Resource Protection	200	1.75	4,800
Total Direct Cost Programs	180,186		3,472,800

Value of space at City facilities is estimated at \$1.75 per square foot per month for office building space.

Value of space at City facilities is estimated at \$0.75 per square foot per month for space at the corporation yard.

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	Use of General Fund Facilities: Indirect Cost Programs
Budget	972,300
Base of Allocation	Operating Budget

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	14,810,300	26.9%	261,600
Fire & Environmental Safety	9,465,200	17.2%	167,100
Public Utilities			
Water Service	5,396,200	9.8%	95,300
Wastewater Service	5,481,300	10.0%	96,800
Whale Rock	804,400	1.5%	14,200
Transportation			
Streets, Creek & Flood Protection	2,579,900	4.7%	45,600
Parking	1,663,000	3.0%	29,400
Transit	2,606,400	4.7%	46,000
Leisure, Cultural & Social Services			
Recreation Programs	2,479,300	4.5%	43,800
Maintenance Services	2,965,000	5.4%	52,400
Golf	524,400	1.0%	9,300
Cultural & Social Services	594,600	1.1%	10,500
Community Development			
Planning	1,940,000	3.5%	34,300
Construction Regulation - Building & Safety	948,000	1.7%	16,700
Construction Regulation - Engineering Development Review	706,400	1.3%	12,500
Economic Health	1,723,500	3.1%	30,400
Natural Resource Protection	359,600	0.7%	6,400
Total Direct Cost Programs	55,047,500	100%	972,300

Value of space at City facilities for indirect cost programs is estimated at \$1.75 per square foot per month for 46,300 square feet.

INDIRECT PROGRAM COST ALLOCATION

Indirect Cost Program	General Fund Equipment Use
Budget	690,100
Base of Allocation	Depreciation on Assigned Equipment

Direct Cost Program	Base of Allocation	Percent of Total	Cost Allocation
Public Safety			
Police Protection	272,400	39.5%	272,400
Fire & Environmental Safety	164,100	23.8%	164,100
Public Utilities			
Water Service			
Wastewater Service			
Whale Rock			
Transportation			
Streets, Creek & Flood Protection	139,800	20.3%	139,800
Parking			
Transit			
Leisure, Cultural & Social Services			
Recreation Programs	6,200	0.9%	6,200
Maintenance Services	80,700	11.7%	80,700
Golf			
Cultural & Social Services			
Community Development			
Planning			
Construction Regulation - Building & Safety	13,300	1.9%	13,300
Construction Regulation - Engineering Development Review	13,600	2.0%	13,600
Economic Health			
Natural Resource Protection			
Total Direct Cost Programs	690,100	100%	690,100

Depreciation has been calculated using the straight-line method over the estimated useful lives of the equipment as determined by City policy. Annual cost of vehicle use has been calculated based on an analysis of the fleet inventory including type of vehicle, its estimated useful life, replacement cost, and program assignment for General Fund Programs. Effective July 1, 1994 only General Fund programs acquire vehicles through the Fleet Replacement Fund.

SUMMARY OF INDIRECT COSTS BY FUND

	Cost Allocation Plan	Direct Cost Adjustments	Total	Percent of Total
General Fund	15,310,600	12,700	15,323,300	78.2%
Water	1,714,300	(45,000)	1,669,300	8.5%
Sewer	1,403,200	35,200	1,438,400	7.3%
Whale Rock	99,300		99,300	0.5%
Parking	538,500		538,500	2.7%
Transit	350,200		350,200	1.8%
Golf	168,300		168,300	0.9%
Total	19,584,400	2,900	19,587,300	100.0%

Direct Cost Adjustments

General Fund	
Underground Utilities Locator staffing support (1)	21,100
Fire hydrant maintenance temporary staffing support	(8,400)
Water Fund	
Natural Resources program allocation for program support	9,300
Utilities services to Development Review (2)	(11,500)
Underground Utilities Locator staffing support (1)	(51,200)
Fire hydrant maintenance temporary staffing support	8,400
Sewer Fund	
Natural Resources program allocation for program support	16,600
Utilities services to Development Review (2)	(11,500)
Underground Utilities Locator staffing support (1)	30,100
Total	2,900

- 1 The cost of utility location is accounted for in the Water Fund. However, this function also benefits the General Fund for storm drains, traffic signal conduit and fiber optic lines; and the Sewer Fund for wastewater collection lines. These costs are allocated to the General Fund and Sewer Fund based on workload analysis.
- 2 Based on the 2008 cost of services study. Cost is allocated to the funds based on the allocation of the Utilities staff positions.

HOURLY LABOR RATES

OVERVIEW

The following schedules identify hourly labor rates for all regular City positions based on five key factors:

- **Annual Salary.** Based on the top of the salary range (except for Police Officers as noted on page 45); about 65% of all City employees are at the top of their salary range.
- **Paid Benefits.** Retirement, Medicare, unemployment and group insurance.
- **Productive Hours.** Annual regular hours—generally 2,080 except for sworn fire staff—less vacation, sick leave, holidays and break hours.
- **Citywide Indirect Costs.** Services such as legal services, accounting, human resources, insurance and building maintenance.
- **Departmental and Program Administration Costs.** Support costs internal to the operating departments that are not allocated as part of the cost allocation plan.

Each schedule summarizes the specific factors in calculating hourly labor rates. The following summarizes how these five cost components are used in arriving at a full-cost hourly labor rate, using a Police Officer position as an example (first page of the labor rate schedules under “public safety” on page 45).

Hourly Compensation

The first step is to arrive at an hourly compensation cost (exclusive of organization-wide and departmental indirect costs) as follows:

- **Annual Salary.** In this case, this is \$97,474 based on the 5th step of a 7-step range for a police officer (as of December 2009, 89% of the City's police officers are at Step 5 or higher).
- **Benefits.** The cost of benefits such as retirement, Medicare and group insurance is added to the base salary. In this case, the total cost of benefits for a police officer is 49.8% of salary, for total annual compensation of \$146,015.
- **Productive Hours.** To determine the hourly cost of services, we need to divide the total annual cost of salaries and benefits by the number of hours actually worked during the year. This is determined by taking the annual base of 2,080 hours (52 weeks per year times 40 hours per week) and reducing it by paid time-off such as

vacation, sick and holidays. In this case, total productive hours in a year are 1,816, resulting in an hourly cost of \$80.40 (\$146,015 divided by 1,816).

Indirect Costs

Once the direct hourly compensation has been determined, we need to add the support costs incurred by the organization and the department. In the case of the Police Department, the cost allocation plan has identified \$3,765,600 in organization-wide indirect costs, for a ratio of indirect costs to program costs (\$14,734,900) of 25.6%. In addition, we need to identify support costs internal to the department, such as dispatch, records, building maintenance and department administration. This ratio of department support costs (\$3,544,900) to direct costs (\$11,190,000) is 31.7%. To avoid “double counting” for the same costs, the departmental indirect cost rate is only applied to “direct” positions; it is not allocated to “support” positions.

Total Costs

The full-cost hourly rate is then determined by adjusting the hourly total compensation cost (in this case, \$80.40) by the organization-wide indirect cost rate (25.6%) and the departmental indirect cost rate (31.7%), for a total hourly cost of \$132.93 per hour.

ORGANIZATION

Positions are organized into the same six financial groupings as used in the Financial Plan:

- Public Safety
- Public Utilities
- Transportation
- Leisure, Cultural & Social Services
- Community Development
- General Government

ANNUAL UPDATE

While the Cost Allocation Plan itself is updated bi-annually, labor rates are revised at least annually each July to stay current with salary and benefit changes, and are distributed via an update to the Revenue Management Manual.

PUBLIC SAFETY - POLICE LABOR RATES

As of Jan 2010

	Regular Annual * Salary	Paid Benefit Rate	Total Compensation	Productive Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
						Citywide	** Program	
Operations								
Police Officer ***	\$97,474	49.80%	\$146,015	1,816	\$80.40	25.6%	31.7%	\$132.93
Police Sergeant	120,952	49.80%	181,185	1,816	99.77	25.6%	31.7%	164.95
Police Lieutenant	137,748	49.80%	206,345	1,816	113.63	25.6%	31.7%	187.86
Field Service Technician***	76,882	38.67%	106,613	1,703	62.60	25.6%	31.7%	103.50
Evidence Technician	102,492	38.67%	142,127	1,703	83.46	25.6%	31.7%	137.98
Neighborhood Services Manager	88,244	48.19%	130,769	1,703	76.79	25.6%	31.7%	126.95
Support								
Chief of Police	160,394	58.80%	254,704	1,703	149.56	25.6%	0.0%	187.78
Police Captain	157,534	49.80%	235,984	1,703	138.57	25.6%	0.0%	173.98
Communications & Records Manager	120,952	38.13%	167,072	1,703	98.10	25.6%	0.0%	123.18
Communications Supervisor	89,414	38.13%	123,508	1,703	72.52	25.6%	0.0%	91.06
Communications Technician	76,778	38.13%	106,054	1,703	62.27	25.6%	0.0%	78.19
Records Clerk***	67,158	38.13%	92,766	1,703	54.47	25.6%	0.0%	68.39
Records Supervisor	74,828	38.13%	103,361	1,703	60.69	25.6%	0.0%	76.20
Senior Administrative Analyst	84,006	48.19%	124,488	1,703	73.10	25.6%	0.0%	91.78
Administrative Assistant	52,676	48.19%	78,061	1,703	45.84	25.6%	0.0%	57.55

* Represents top step in range except Police Officer which is shown at Step 5.

** Program indirect costs are not allocated to support positions.

***Police Officer and Records Clerk include 5.26% Education Incentive; Field Service Technician includes 2.63% Education Incentive

Leave Benefits

	Sworn	Operations	Support	Office
Total Days (2080 hours)	260	260	260	260
Vacation Days	(15)	(15)	(15)	(15)
Holidays	(12)	(12)	(12)	(12)
Sick (12 days @ 50%)	(6)	(6)	(6)	(6)
Productive Days	227	227	227	227
Productive Hours	1,816	1,816	1,816	1,816
Breaks (30 minutes daily)		(114)	(114)	(114)
Total Productive Hours	1,816	1,703	1,703	1,703

Paid Benefit Rate

Retirement	35.89%	17.69%	17.69%	27.75%
Medicare	1.45%	1.45%	1.45%	1.45%
Unemployment	0.40%	0.40%	0.40%	0.40%
Group Insurance	10.75%	16.80%	16.26%	16.26%
Uniform	1.31%	2.33%	2.33%	2.33%
Total Paid Benefits Rate	49.80%	38.67%	38.13%	48.19%

Indirect Cost Allocation

	Amount	Percent
Citywide Indirect Costs	3,765,600	25.6%
Program Costs		
Direct Costs		
Patrol	7,048,300	
Traffic Safety	984,500	
Investigation	2,698,900	
Neighborhood Services	258,000	
Animal Regulation	200,300	
Total Direct Costs	11,190,000	
Indirect Costs		
Administration	1,509,100	
Animal Control	(200,300)	
Support Services	2,311,500	
Fire Dispatch	(75,400)	
Total Indirect Costs	3,544,900	31.7%
Total Program Costs	14,734,900	

PUBLIC SAFETY - FIRE LABOR RATES

As of Jan 2010

	Regular Annual * Salary	Paid Benefit Rate	Total Compensation	Productive Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
						Citywide	** Program	
Operations								
Battalion Chief	\$128,050	51.91%	\$194,521	2,532	\$76.83	23.9%	12.2%	\$106.81
Battalion Chief-Training	\$134,446	51.91%	\$204,237	2,532	\$80.67	23.9%	12.2%	\$0.00
Fire Captain	92,274	64.91%	152,169	2,532	60.10	23.9%	12.2%	83.55
Fire Engineer	78,936	64.91%	130,173	2,532	51.42	23.9%	12.2%	71.48
Fire Engineer/EMT	87,684	64.91%	144,600	2,532	57.11	23.9%	12.2%	79.40
Firefighter	72,904	64.91%	120,226	2,532	47.49	23.9%	12.2%	66.01
Firefighter/EMT	81,652	64.91%	134,652	2,532	53.18	23.9%	12.2%	73.94
Fire Marshal	107,250	42.33%	152,649	1,703	89.64	23.9%	12.2%	124.61
Fire Inspector	79,534	42.33%	113,201	1,703	66.47	23.9%	12.2%	92.41
Hazardous Materials Coordinator	95,134	42.33%	135,404	1,703	79.51	23.9%	12.2%	110.53
Support								
Fire Chief	154,544	63.51%	252,695	1,703	148.38	23.9%	0.0%	183.88
Fire Vehicle Mechanic	80,912	45.86%	118,018	1,703	69.30	23.9%	0.0%	85.88
Administrative Assistant	52,676	45.86%	76,833	1,703	45.12	23.9%	0.0%	55.91
Administrative Analyst	76,206	45.86%	111,154	1,703	65.27	23.9%	0.0%	80.89

* Represents top step in range.

** Program indirect costs are not allocated to support positions.

Leave Benefits

	Sworn	Technical	Office	Operations
Total Annual Hours	2,912	2,080	2,080	2,080
Vacation Hours	(168)	(120)	(120)	(120)
Holiday Hours	(145)	(96)	(96)	(96)
Sick (@ 50% of accrual)	(67)	(48)	(48)	(48)
Breaks (30 minutes daily)		(114)	(114)	(114)
Total Productive Hours	2,532	1,703	1,703	1,703

Paid Benefits

Retirement	48.93%	27.75%	27.75%	27.75%
Medicare	1.45%	1.45%	1.45%	1.45%
Unemployment	0.40%	0.40%	0.40%	0.40%
Group Insurance	11.78%	11.78%	16.26%	16.26%
FLSA overtime	1.40%	0.00%	0.00%	0.00%
Uniform	0.95%	0.95%	0.00%	0.00%
Total Paid Benefits Rate	64.91%	42.33%	45.86%	45.86%

Indirect Cost Allocation

	Amount	Percent
Citywide Indirect Costs	2,282,600	23.9%
Program Costs		
Direct Costs		
Emergency Response	7,782,400	
Hazard Prevention	722,400	
Total Direct Costs	8,504,800	
Indirect Costs		
Administration	614,000	
Training	308,500	
Technical Services	30,200	
Disaster Preparedness	7,700	
Dispatch	75,400	
Total Indirect Costs	1,035,800	12.2%
Total Program Costs	9,540,600	

PUBLIC UTILITIES LABOR RATES

As of Jan 2010

	Regular Annual * Salary	Paid Benefit Rate	Total Compensation	Productive Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
						Citywide	** Program	
Operations Support								
Director of Utilities	\$154,544	45.86%	\$225,418	1,703	\$132.40	25.1%	0.0%	\$165.62
Deputy Director/Water	122,122	45.86%	178,127	1,703	104.63	25.1%	0.0%	130.88
Deputy Director/Wastewater	122,122	45.86%	178,127	1,703	104.63	25.1%	0.0%	130.88
Utilities Projects Manager	97,266	45.86%	141,872	1,703	83.33	25.1%	0.0%	104.24
Senior Administrative Analyst	84,006	45.86%	122,531	1,703	71.97	25.1%	0.0%	90.03
Supervising Administrative Assistant	56,940	45.86%	83,053	1,703	48.78	25.1%	0.0%	61.02
Administrative Assistant	52,676	45.86%	76,833	1,703	45.13	25.1%	0.0%	56.45
Water Services								
Water Distribution Supervisor	88,244	45.86%	128,713	1,703	75.60	25.1%	9.8%	103.88
Water Distribution System Operator	61,646	45.86%	89,917	1,703	52.81	25.1%	9.8%	72.57
Water Customer Service Personnel	61,646	45.86%	89,917	1,703	52.81	25.1%	9.8%	72.57
Underground Utilities Locator	52,676	45.86%	76,833	1,703	45.13	25.1%	9.8%	62.01
Water Treatment Plant Maintenance Technician	56,940	45.86%	83,053	1,703	48.78	25.1%	9.8%	67.03
Water Treatment Plant Supervisor	97,266	45.86%	141,872	1,703	83.33	25.1%	9.8%	114.50
Water Treatment Plant Operator	70,278	45.86%	102,507	1,703	60.21	25.1%	9.8%	82.73
Water Treatment Plant Chief Operator	75,764	45.86%	110,509	1,703	64.91	25.1%	9.8%	89.19
Water Supply Supervisor	88,244	45.86%	128,713	1,703	75.60	25.1%	9.8%	103.88
Water Supply Operator	61,646	45.86%	89,917	1,703	52.81	25.1%	9.8%	72.57
Utilities Conservation Manager	88,244	45.86%	128,713	1,703	75.60	25.1%	9.8%	103.88
Utilities Conservation Technician	63,180	45.86%	92,154	1,703	54.13	25.1%	9.8%	74.37

* Represents top step in range.

** Program indirect costs are not allocated to support positions.

Leave Benefits	
Total Days (2080 hours)	260
Vacation Days	(15)
Holidays	(12)
Sick (12 days @ 50%)	(6)
Productive Days	227
Productive Hours	1,816
Breaks (30 minutes daily)	(114)
Total Productive Hours	1,703

Paid Benefit Rate	
Retirement	27.75%
Medicare	1.45%
Unemployment	0.40%
Group Insurance	16.26%
Total Paid Benefit Rate	45.86%

PUBLIC UTILITIES LABOR RATES

As of Jan 2010

	Regular Annual * Salary	Paid Benefit Rate	Total Compensation	Productive Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
						Citywide	** Program	
Wastewater Services								
Wastewater Reclamation Plant Supervisor	97,266	45.86%	141,872	1,703	83.33	25.1%	9.8%	114.50
Collection Supervisor	88,244	45.86%	128,713	1,703	75.60	25.1%	9.8%	103.88
Wastewater Collection Systems Operator	61,646	45.86%	89,917	1,703	52.81	25.1%	9.8%	72.57
Water Reclamation Operator	70,278	45.86%	102,507	1,703	60.21	25.1%	9.8%	82.73
Water Reclamation Chief Operator	75,764	45.86%	110,509	1,703	64.91	25.1%	9.8%	89.19
Water Reclamation Maintenance Technician	70,278	45.86%	102,507	1,703	60.21	25.1%	9.8%	82.73
Chief Maintenance Technician	71,916	45.86%	104,897	1,703	61.61	25.1%	9.8%	84.66
Laboratory Analyst	70,278	45.86%	102,507	1,703	60.21	25.1%	9.8%	82.73
Laboratory Manager	88,244	45.86%	128,713	1,703	75.60	25.1%	9.8%	103.88
Industrial Waste Inspector	63,180	45.86%	92,154	1,703	54.13	25.1%	9.8%	74.37
Industrial Waste Manager	88,244	45.86%	128,713	1,703	75.60	25.1%	9.8%	103.88

* Represents top step in range.

** Program indirect costs are not allocated to support positions.

Leave Benefits	
Total Days (2080 hours)	260
Vacation Days	(15)
Holidays	(12)
Sick (12 days @ 50%)	(6)
Productive Days	227
Productive Hours	1,816
Breaks (30 minutes daily)	(114)
Total Productive Hours	1,703

Paid Benefit Rate	
Retirement	27.75%
Medicare	1.45%
Unemployment	0.40%
Group Insurance	16.26%
Total Paid Benefit Rate	45.86%

Indirect Cost Allocation		Amount	Percent
Citywide Indirect Costs			
Water		1,714,300	
Wastewater		1,403,200	
Whale Rock		99,300	
Total Indirect Costs		3,216,800	25.1%
Program Costs			
Direct Costs			
Water		5,351,200	
Wastewater		5,516,500	
Whale Rock		804,400	
Total Direct Costs		11,672,100	
Indirect Costs - Public Utilities Admin & Eng		1,148,900	9.8%
Total Program Costs		12,821,000	

TRANSPORTATION LABOR RATES

As of Jan 2010

	Regular Annual * Salary	Paid Benefit Rate	Total Compensation	Productive Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
						Citywide	** Program	
Transportation Planning & Engineering								
Principal Transportation Planner	\$88,244	45.86%	\$128,713	1,816	\$70.88	35.6%	0.0%	\$96.11
City Traffic Engineer	107,250	45.86%	156,435	1,816	\$86.14	35.6%	0.0%	\$116.81
Engineer	86,268	45.86%	125,831	1,816	69.29	35.6%	0.0%	93.96
Streets, Creek & Flood Protection								
Streets Maintenance Supervisor	84,006	45.86%	122,531	1,816	67.47	92.1%	0.0%	129.59
Heavy Equipment Operator	52,676	45.86%	76,833	1,816	42.31	92.1%	0.0%	81.26
Maintenance Worker	49,998	45.86%	72,927	1,816	40.16	92.1%	0.0%	77.13
Street Maintenance Technician	56,940	45.86%	83,053	1,816	45.73	92.1%	0.0%	87.84
Signal & Streetlight Technician	63,180	45.86%	92,154	1,816	50.75	92.1%	0.0%	97.47
Parking								
Parking Manager	88,244	45.86%	128,713	1,816	70.88	32.4%	0.0%	93.83
Parking Enforcement Officer	48,724	45.86%	71,069	1,816	39.13	32.4%	0.0%	51.81
Parking Coordinator	48,724	45.86%	71,069	1,816	39.13	32.4%	0.0%	51.81
Administrative Assistant	52,676	45.86%	76,833	1,816	42.31	32.4%	0.0%	56.01
Supervising Administrative Assistant	56,940	45.86%	83,053	1,816	45.73	32.4%	0.0%	60.54
Meter Repair Worker	49,998	45.86%	72,927	1,816	40.16	32.4%	0.0%	53.16
Transit								
Transportation Assistant	52,676	45.86%	76,833	1,816	42.31	13.4%	0.0%	47.99
Transit Manager	88,244	45.86%	128,713	1,816	70.88	13.4%	0.0%	80.40

* Represents top step in range.

** Public works administration costs are allocated as part of the citywide rate

Leave Benefits

Total Days (2080 hours)	260
Vacation Days	(15)
Holidays	(12)
Sick (12 days @ 50%)	(6)
Productive Days	227
Productive Hours	1,816
Total Productive Hours	1,816

Paid Benefit Rate

Retirement	27.75%
Medicare	1.45%
Unemployment	0.40%
Group Insurance	16.26%
Total Paid Benefit Rate	45.86%

Indirect Cost Allocation

	Amount	Percent
Transportation Planning		
Citywide Indirect Rate		35.6%
Streets, Creek & Flood Protection		
Citywide Indirect Costs	2,375,200	92.1%
Program Direct Costs	2,579,900	
Parking		
Citywide Indirect Costs	538,500	32.4%
Program Direct Costs	1,663,000	
Transit		
Citywide Indirect Costs	350,200	13.4%
Program Direct Costs	2,606,400	

LEISURE, CULTURAL & SOCIAL SERVICES LABOR RATES

As of Jan 2010

	Regular Annual * Salary	Paid Benefit Rate	Total Compensation	Productive Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
						Citywide	** Program	
Programs Managed by Parks & Recreation								
Recreation Programs								
Director of Parks & Recreation	\$139,516	45.86%	\$203,498	1,703	\$119.53	62.0%	0.0%	\$193.59
Recreation Manager	88,244	45.86%	128,713	1,703	75.60	62.0%	0.0%	122.44
Recreation Coordinator	56,940	45.86%	83,053	1,703	48.78	62.0%	0.0%	79.01
Recreation Supervisor	84,006	45.86%	122,531	1,703	71.97	62.0%	0.0%	116.56
Supervising Administrative Assistant	56,940	45.86%	83,053	1,703	48.78	62.0%	0.0%	79.01
Administrative Assistant	52,676	45.86%	76,833	1,703	45.13	62.0%	0.0%	73.09
Golf								
Golf Course Supervisor	76,206	45.86%	111,154	1,703	65.29	32.1%	0.0%	86.24
Maintenance Worker	49,998	45.86%	72,927	1,703	42.84	32.1%	0.0%	56.58
Programs Managed by Public Works								
Parks & Landscape Maintenance								
PW Maintenance Supervisor	76,206	45.86%	111,154	1,703	65.29	46.0%	0.0%	95.31
Maintenance Worker	49,998	45.86%	72,927	1,703	42.84	46.0%	0.0%	62.53
Maintenance Technician	56,940	45.86%	83,053	1,703	48.78	46.0%	0.0%	71.21
Arborist/Urban Forester	63,180	45.86%	92,154	1,703	54.13	46.0%	0.0%	79.02
Tree Trimmer	52,676	45.86%	76,833	1,703	45.13	46.0%	0.0%	65.88

* Represents top step in range.

** Recreation and public works administration costs are allocated as part of the citywide rate.

Leave Benefits

Total Days (2080 hours)	260
Vacation Days	(15)
Holidays	(12)
Sick (12 days @ 50%)	(6)
Productive Days	227
Productive Hours	1,816
Breaks (30 minutes daily)	(114)
Total Productive Hours	1,703

Paid Benefit Rate

Retirement	27.75%
Medicare	1.45%
Unemployment	0.40%
Group Insurance	16.26%
Total Paid Benefit Rate	45.86%

Indirect Cost Allocation

	Amount	Percent
Recreation Programs		
Citywide Indirect Costs ***	1,536,100	62.0%
Program Direct Costs	2,479,300	
Golf		
Citywide Indirect Costs	168,300	32.1%
Program Direct Costs	524,400	
Parks & Landscape Maintenance		
Citywide Indirect Costs	1,363,200	46.0%
Program Direct Costs	2,965,000	

*** Excludes direct costs of facilities use.

COMMUNITY DEVELOPMENT LABOR RATES

As of Jan 2010

	Regular Annual * Salary	Paid Benefit Rate	Total Compensation	Productive Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
						Citywide	** Program	
Programs Managed by Community Development								
Operations Support								
Director of Community Development	\$154,544	45.86%	\$225,418	1,703	\$132.40	45.9%	0.0%	\$193.21
Supervising Administrative Assistant	56,940	45.86%	83,053	1,703	48.78	45.9%	0.0%	71.19
Planning								
Deputy Director	122,122	45.86%	178,127	1,703	104.63	45.9%	22.1%	186.35
Associate Planner	73,814	45.86%	107,665	1,703	63.24	45.9%	22.1%	112.63
Senior Planner	88,244	45.86%	128,713	1,703	75.60	45.9%	22.1%	134.65
Planning Technician	52,676	45.86%	76,833	1,703	45.13	45.9%	22.1%	80.38
Housing Programs Manager	88,244	45.86%	128,713	1,703	75.60	45.9%	22.1%	134.65
Administrative Assistant	52,676	45.86%	76,833	1,703	45.13	45.9%	22.1%	80.38
Permit Technician	52,676	45.86%	76,833	1,703	45.13	45.9%	22.1%	80.38
Building & Safety								
Chief Building Official	107,250	45.86%	156,435	1,703	91.89	24.3%	19.7%	136.71
Assistant Building Official	79,794	45.86%	116,388	1,703	68.36	24.3%	19.7%	101.71
Administrative Assistant	52,676	45.86%	76,833	1,703	45.13	24.3%	19.7%	67.15
Permit Technician	52,676	45.86%	76,833	1,703	45.13	24.3%	19.7%	67.15
Code Enforcement Officer	71,916	45.86%	104,897	1,703	61.61	24.3%	19.7%	91.67
Plans Examiner	73,814	45.86%	107,665	1,703	63.24	24.3%	19.7%	94.09
Building Permit Coordinator	56,940	45.86%	83,053	1,703	48.78	24.3%	19.7%	72.58
Building Inspector	68,276	45.86%	99,587	1,703	58.49	24.3%	19.7%	87.03

* Represents top step in range.

** Program indirect costs are not allocated to support positions.

Leave Benefits

Total Days (2080 hours)	260
Vacation Days	(15)
Holidays	(12)
Sick (12 days @ 50%)	(6)
Productive Days	227
Productive Hours	1,816
Breaks (30 minutes daily)	(114)
Total Productive Hours	1,703

Paid Benefit Rate

Retirement	27.75%
Medicare	1.45%
Unemployment	0.40%
Group Insurance	16.26%
Total Paid Benefits Rate	45.86%

Indirect Cost Allocation

	Amount	Percent
Planning		
Citywide Indirect Costs	805,200	45.9%
Program Indirect Costs		
Community Development Administration	282,900	
Commissions & Committees	33,900	
Total Program Indirect Costs	316,800	22.1%
Program Direct Costs	1,436,500	
Program Total	1,753,300	
Building & Safety		
Citywide Indirect Costs	275,800	24.3%
Program Indirect Costs - Comm Dev Admin	186,700	19.7%
Program Direct Costs	948,000	
Program Total	1,134,700	

COMMUNITY DEVELOPMENT LABOR RATES

As of Jan 2010

	Regular Annual * Salary	Paid Benefit Rate	Total Compensation	Productive Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
						Citywide	** Program	
Programs Managed by Public Works								
Engineering								
Supervising Civil Engineer	\$107,250	45.86%	\$156,435	1,703	\$91.89	58.9%	0.0%	\$145.97
Senior Civil Engineer	97,266	45.86%	141,872	1,703	83.33	58.9%	0.0%	132.38
Engineering Inspector	86,268	45.86%	125,831	1,703	73.91	58.9%	0.0%	117.41
Engineer	86,268	45.86%	125,831	1,703	73.91	58.9%	0.0%	117.41
Engineering Technician	63,180	45.86%	92,154	1,703	54.13	58.9%	0.0%	85.99
Construction Engineering Manager	107,250	45.86%	156,435	1,703	91.89	58.9%	0.0%	145.97
Senior Construction Engineer	97,266	45.86%	141,872	1,703	83.33	58.9%	0.0%	132.38
Permit Technician	52,676	45.86%	76,833	1,703	45.13	58.9%	0.0%	71.69
Programs Managed by Administration								
Economic Development								
Economic Development Manager	\$107,250	45.86%	\$156,435	1,703	\$91.89	13.5%	0.0%	\$104.26
Administrative Analyst	76,206	45.86%	111,154	1,703	\$65.29	13.5%	0.0%	\$74.08
Natural Resource Protection								
Natural Resources Manager	107,250	45.86%	156,435	1,703	91.89	40.4%	0.0%	128.96
Biologist	86,268	45.86%	125,831	1,703	73.91	40.4%	0.0%	103.73

* Represents top step in range.

** Public works and city administration costs are allocated as part of the citywide rate.

Leave Benefits

Total Days (2080 hours)	260
Vacation Days	(15)
Holidays	(12)
Sick (12 days @ 50%)	(6)
Productive Days	227
Productive Hours	1,816
Breaks (30 minutes daily)	(114)
Total Productive Hours	1,703

Paid Benefit Rate

Retirement	27.75%
Medicare	1.45%
Unemployment	0.40%
Group Insurance	16.26%
Total Paid Benefits Rate	45.86%

Indirect Cost Allocation

	Amount	Percent
Engineering-Development Review		
Citywide Indirect Costs	415,800	58.9%
Program Direct Costs	706,400	
Economic Health		
Citywide Indirect Costs	232,100	13.5%
Program Direct Costs	1,723,500	
Natural Resource Protection		
Citywide Indirect Costs	145,100	40.4%
Program Direct Costs	359,600	

GENERAL GOVERNMENT LABOR RATES

As of Jan 2010

	Regular Annual * Salary	Paid Benefit Rate	Total Compensation	Productive Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
						Citywide	** Program	
Administration								
City Manager	\$221,520	45.86%	\$323,109	1,703	\$189.79	35.6%	0.0%	\$257.35
Assistant City Manager	154,544	45.86%	225,418	1,703	132.40	35.6%	0.0%	179.54
Principal Administrative Analyst	88,244	45.86%	128,713	1,703	75.60	35.6%	0.0%	102.52
Administration Executive Assistant	62,608	45.86%	91,320	1,703	53.64	35.6%	0.0%	72.73
City Clerk	88,244	45.86%	128,713	1,703	75.60	35.6%	0.0%	102.52
Administrative Assistant	52,676	45.86%	76,833	1,703	45.13	35.6%	0.0%	61.20
Attorney								
City Attorney	175,240	45.86%	255,605	1,703	150.14	35.6%	0.0%	203.58
Assistant City Attorney	122,122	45.86%	178,127	1,703	104.63	35.6%	0.0%	141.87
Legal Assistant/Paralegal	61,542	45.86%	89,765	1,703	52.73	35.6%	0.0%	71.50
Finance & Information Technology								
Director of Finance & IT/City Treasurer	154,544	45.86%	225,418	1,703	132.40	35.6%	0.0%	179.54
Finance Manager	122,122	45.86%	178,127	1,703	104.63	35.6%	0.0%	141.87
Revenue Supervisor	84,006	45.86%	122,531	1,703	71.97	35.6%	0.0%	97.59
Accounting Supervisor	84,006	45.86%	122,531	1,703	71.97	35.6%	0.0%	97.59
Administrative Analyst	76,206	45.86%	111,154	1,703	65.29	35.6%	0.0%	88.53
Accounting Assistant	49,998	45.86%	72,927	1,703	42.84	35.6%	0.0%	58.08
Information Technology Manager	122,122	45.86%	178,127	1,703	104.63	35.6%	0.0%	141.87
Network Administrator	73,814	45.86%	107,665	1,703	63.24	35.6%	0.0%	85.75
Information Technology Assistant	49,998	45.86%	72,927	1,703	42.84	35.6%	0.0%	58.08
Human Resources								
Director of Human Resources	139,516	45.86%	203,498	1,703	119.53	35.6%	0.0%	162.08
Human Resources Analyst	84,006	45.86%	122,531	1,703	71.97	35.6%	0.0%	97.59
Risk & Benefits Manager	88,244	45.86%	128,713	1,703	75.60	35.6%	0.0%	102.52
Human Resources Specialist	58,422	45.86%	85,214	1,703	50.05	35.6%	0.0%	67.87
Human Resources Admin Assistant	49,712	45.86%	72,510	1,703	42.59	35.6%	0.0%	57.75

* Represents top step in range.

** All general government program indirect costs are allocated as part of the citywide rate.

Leave Benefits

Total Days (2080 hours)	260
Vacation Days	(15)
Holidays	(12)
Sick (12 days @ 50%)	(6)
Productive Days	227
Productive Hours	1,816
Breaks (30 minutes daily)	(114)
Total Productive Hours	1,703

Paid Benefit Rate

Retirement	27.75%
Medicare	1.45%
Unemployment	0.40%
Group Insurance	16.26%
Total Paid Benefits Rate	45.86%

GENERAL GOVERNMENT LABOR RATES

As of Jan 2010

	Regular Annual * Salary	Paid Benefit Rate	Total Compensation	Productive Hours	Hourly Rate	Indirect Cost Rate		Hourly Billing Rate
						Citywide	** Program	
Programs Managed by Public Works								
Public Works Administration								
Director of Public Works	154,544	45.86%	225,418	1,703	132.40	35.6%	0.0%	179.54
Deputy Director/Transportation & Development Review	122,122	45.86%	178,127	1,703	104.63	35.6%	0.0%	141.87
Deputy Director/City Engineer	128,258	45.86%	187,077	1,703	109.88	35.6%	0.0%	149.00
Administrative Analyst	76,206	45.86%	111,154	1,703	65.29	35.6%	0.0%	88.53
Supervising Administrative Assistant	56,940	45.86%	83,053	1,703	48.78	35.6%	0.0%	66.15
Administrative Assistant	52,676	45.86%	76,833	1,703	45.13	35.6%	0.0%	61.20
Geographic Information Services								
GIS Specialist	70,096	45.86%	102,242	1,703	60.05	35.6%	0.0%	81.43
GIS Supervisor	84,006	45.86%	122,531	1,703	71.97	35.6%	0.0%	97.59
Building Maintenance								
Facilities Maintenance Supervisor	76,206	45.86%	111,154	1,703	65.29	35.6%	0.0%	88.53
Maintenance Technician	56,940	45.86%	83,053	1,703	48.78	35.6%	0.0%	66.15
Maintenance Worker	49,998	45.86%	72,927	1,703	42.84	35.6%	0.0%	58.08
Vehicle and Equipment Maintenance								
Fleet Maintenance Supervisor	76,206	45.86%	111,154	1,703	65.29	35.6%	0.0%	88.53
Heavy Equipment Mechanic	56,940	45.86%	83,053	1,703	48.78	35.6%	0.0%	66.15

* Represents top step in range.

** All general government program indirect costs are allocated as part of the citywide rate.

Leave Benefits

Total Days (2080 hours)	260
Vacation Days	(15)
Holidays	(12)
Sick (12 days @ 50%)	(6)
Productive Days	227
Productive Hours	1,816
Breaks (30 minutes daily)	(114)
Total Productive Hours	1,703

Paid Benefit Rate

Retirement	27.75%
Medicare	1.45%
Unemployment	0.40%
Group Insurance	16.26%
Total Paid Benefit Rate	45.86%