Central Services
Cost Allocation Plan
El Paso, Texas

FY 2018
Full Cost Allocation Plan

Based on budget expenditures for
Fiscal Year ending August 31, 2018
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El Paso, Texas

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Full Cost Allocation Plan

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Fiscal Year ending August 31, 2018
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All Monetary Values are US Dollars
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Prepared By MAXIMUS Consulting Services, Inc.
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Section A: Cost Allocation Methodology and Process
A. Cost Allocation Methodology and Process

The Cost Allocation Plan (CAP) provided in Section C was prepared by MAXIMUS Consulting Services, Inc. (MAXIMUS) for CITY OF EL PASO, TEXAS. Utilizing our proprietary, web-based cost allocation system, MAXCAP™, MAXIMUS used cost data and allocation statistics to allocate the costs to departments/divisions/programs for Fiscal Year (FY) 2018.

MAXCAP uses a double step-down allocation procedure to distribute costs among Central Services and to departments that receive benefits. Using MAXCAP, costs are input by cost center identifications consistent with the entity's accounting code structure, which allows for efficient balancing with the entity’s financial reporting systems. Additionally, MAXCAP provides for the inputting of allocation statistics appropriate for the distribution of the identified indirect cost pools. Credits for direct-billed payments, cost adjustments, and other valid and applicable costing factors are also facilitated within the software.

In this section, we provide an overview of our cost allocation methodology and process used to develop the CAP.

A.1 Cost Allocation Methodology

MAXIMUS employs a double step-down procedure that allows all Central Service Departments to allocate costs to all other Central Service Departments. Since Central Service Departments’ costs are not simultaneously allocated, the process must be performed sequentially, one department after another. The second step-down allows for the equitable allocation of the costs the Central Service Departments receive from one another.

Typically, CAPs are compiled using a single step down or "waterfall" methodology in which the costs of Central Service Departments are allocated in an ordinal sequence with emphasis placed on ordering non-departmental and departmental cost groupings to optimize the flow of costs to recoverable program areas. Although this is an acceptable method resulting in accurate program allocations, it provides only partial information as to the costs of individual Central Service Departments and their significant activities.

To demonstrate the potential inequity of a single step-down, consider the costs of the Facilities Management and Purchasing activities. Facilities Management manages and maintains the office space that Purchasing uses to serve departments. Facilities costs are rightfully allocable to all the departments that have space in government buildings. If Facilities Management costs are allocated after Purchasing, the cost of Purchasing’s space will be allocated to the other departments in the building. It could be argued that this method then allocates costs to departments disproportionate to the benefit received from those costs.

MAXIMUS double step-down approach mitigates potential allocation inequities and has been widely accepted by federal cognizant agencies for more than 30 years.

A.1.1 First Step-Down

The first step-down allows each Central Service Department to allocate to any other department, regardless of the sequence of the departments. The department also can allocate to itself providing the statistical measurements indicate a basis for the allocations.

Process

The process of allocating during this round is achieved sequentially, consistent with the order of the Central Service Departments. As each Central Service Department performs its allocations it allocates:

- Costs from entity financial records
- Cost adjustments
- Credits
- Costs received from other Central Service Departments that have completed their first round allocations
A.1.2 Second Step-Down
The rule for the second step-down is that each Central Service Department can allocate only to another department sequenced after the allocating department; provided that the statistical measurements indicate a basis for the allocations.

Process
The process of allocating during the second step-down is achieved sequentially and consistent with the order of the Central Service Departments. As each Central Service Department performs its allocations, it allocates:

- Costs received from other Central Service Departments that have completed their second round allocations
- Costs received in the first step-down from itself and from the Central Service Departments sequenced after the allocating department

Results
At the completion of the second step-down, each Central Service Department has completed all allocations and all Central Service Departments have been cleared of all costs. The costs have either been adjusted out of the cycle or sent to Receiving Departments based on the allocation statistics.

A.1.3 Supplemental Comments
When the relationship between and among the Central Service Departments is greatly intertwined, it may be prudent to implement three or more step-downs. Typically, the double step-down is sufficient to accomplish an equitable allocation of all costs.

If more than two step-downs are required the rules for all rounds of allocation — except the final round — are the same as defined above for the first step-down. The final round always follows the rules, as defined above, for the second step-down.

A.2 Cost Allocation Process
The process utilized by MAXIMUS in developing the CAP and tracking costs within it is discussed below.

A.2.1 Initiating the Process
Working in conjunction with the entity, MAXIMUS determines data to be included within the cost allocation process based on:

- Application of federal cost principles or full costing principles, as applicable
- Interviews
- Review of financial documents
- Review of organizational structure
- Analysis of statistical data relative to benefit of services provided

A.2.2 Establishing the Cost Pools to be Allocated
MAXIMUS analyzes the organizational structure of the entity to determine which departments or cost pools provide
services to other departments/divisions/programs. These cost pools become the “Central Service Departments” in the CAP.

Next, each cost pool is evaluated to determine the activities or services provided. The costs are then broken into subparts or activities such that each activity can be allocated on a statistical measure that is relevant to the service provided and the benefit received.

Line items of expenditures are analyzed to determine which activities receive the benefit of the costs. Distributions of these costs are made according to the determined benefit of each activity.

A.2.3 Establishing the Statistical Measurements or Bases for Allocation
MAXIMUS evaluates available statistical measurements to establish the most equitable and meaningful basis for allocating each activity within each Central Service Department. Consideration is given to determining the measurement that most appropriately demonstrates its relationship to the receiving units. For example, an activity that is driven by the number of employees within the benefiting departments can be allocated by number of employees. Similarly, an activity that is driven by the number of transactions for each benefiting department can be allocated by the number of transactions.

A.2.4 Accommodating Exceptions and Adjustments
Applicable cost adjustments for unallowable costs and/or capitalized assets are incorporated into the appropriate schedules. Credits for direct billings, special revenues, etc. are entered into the computation.

A.2.5 Developing the CAP
The MAXIMUS Cost Allocation Plan typically is organized as follows:

- Cover
- Certification, if required
- Table of Contents
- Cost Allocation Methodology and Process
- Organizational Chart
- CAP: Summary and Detail Schedules
- Supplemental Materials

Below, we discuss each of the summary and detail schedules included in a CAP.

Summary Schedules
The summary schedules provide a recap of the results of the cost allocation process. The following explanations define the purposes of each of the typical schedules included in the cost allocation plan.

Schedule A – Allocated Costs by Department: Schedule A demonstrates for each Receiving Department the costs received from each Central Service Department. This schedule answers the question: Which Central Service Department actually allocated the costs to each Receiving Department?

This schedule does not necessarily demonstrate the Central Service Department from which the costs originated. For example, costs sent from Purchasing to Accounting and then to a Receiving Department will be recorded on Schedule A as being from Accounting.

Note: Departments identified with an * indicates that more than one receiving department has been grouped together to show total indirect costs.
Schedule C – Summary of Allocated Costs: Schedule C is the simplest report to use when balancing to the financials. It demonstrates the costs to be allocated, the adjustments made to these costs, and the results of the allocations. This schedule demonstrates the full sequence of all departments with the Central Service Departments listed first and in the order of their allocating sequence.

The Receiving departments follow the Central Service Departments with the total allocations received from all Central Service Departments.

Schedule E – Summary of Allocation Basis: Schedule E demonstrates, for each Central Service Department, the services or activities of the Central Service Department and the basis for the allocation of each activity. This schedule is a convenient reference for reviewing the activities identified for each Central Service Department. This is particularly important when preparing a new plan and incorporating organizational and services changes.

Detail Schedules
The detail schedules demonstrate the original costs being allocated by each Central Service Department. In these schedules, the adjustments are applied; the activities are defined; the incoming costs from other Central Service Departments are detailed; the allocation calculations for both step-downs are documented; and the results for each Central Service Department are summarized.

When tracking costs, typically the schedules are reviewed in reverse order tracking from summary information back to detail information. This is discussed further in Section A.2.6: Tracking Costs within the CAP.

Schedule _.1 – Nature and Extent of Services: Schedule _.1 is a brief narrative defining the purpose of the Central Service and the benefit it provides to the Receiving Departments. The narrative also describes the allocation basis used for each activity and any other relevant information on expenditures.

Schedule _.2 – Costs to be Allocated: Schedule _.2 provides an overview of the total costs allocated by each Central Service Department including:

- Expenditures from the financial reports — balances to Schedule C
- Adjustments to financial reports — balances to Schedule C
- Incoming costs from other Central Service Departments

The incoming costs are presented in columns that represent when these costs are allocated by the Central Service Department, not when the costs are received. As explained in Section A.1: Cost Allocation Methodology, the costs that are received from Central Service Departments sequenced after the given department are held for allocation in the second step-down.

Schedule _.3 – Costs to be Allocated by Activity: Schedule _.3 provides the following:

- Expenditures from the financials are defined by type of expenditure and by activities (to the extent deemed necessary) to ensure the application of allocation bases that closely correlate to the benefits derived by the Receiving departments. Each activity is represented in its own column. The totals balance with both Schedule C and Schedule _.2 expenditure amounts.
- Adjustments to the financial reports are applied to expenditures and the results spread to the appropriate activities.
- Incoming costs are demonstrated first in total and then spread to the appropriate activities for allocation for each step-down. The totals for each step-down balance to the totals on Schedule _.2. It should be noted that incoming costs may be coded to spread to only the activities that receive benefit from the services.

Schedule _.4 – Detail Activity Allocations: Schedule _.4 represents the allocation results by activity. Each activity defined on Schedule _.3 is demonstrated on a Detail Allocation Schedule. Because the number of activities varies, the number of the last of these schedules varies.

Schedule _.4 includes:

- Statistical measurement used as a basis for allocation
The totals allocated from both step-downs balance to the functional grand total from Schedule _.3. Note the results of the second step-down. This schedule clearly demonstrates how the second step-down allocates only to departments sequenced after the allocating department.

**Schedule _.5 – Allocation Summary for each Central Service Department:** Schedule _.5 provides a summary of costs allocated by each activity. The activity totals balance to the totals from each Detail Activities Allocation schedule defined above.

The totals allocated to the Receiving Departments will balance to Schedule A for the allocating department.

**A.2.6 Tracking Costs within the CAP**
When costs are questioned, MAXIMUS utilizes our standard tracking process in order to resolve any issues with Schedule A where the questioned cost is usually identified.

From Schedule A, we identify the allocating Central Service Department. From the CAP Table of Contents the appropriate detail schedules for the allocating department are identified. Tracking begins with the last detail schedule. Once the questioned amount is located, our analysis of the summary amounts by activities indicates which detail allocation schedules to review.

Review of each detail schedule will demonstrate the relative benefit received by the Receiving Department for the portion of the questioned cost attributable to each activity. Continuing backward through the detail schedules, the composition of the total functional costs is reviewed.

At this point, any remaining questions are typically in regard to the incoming costs. If these costs are questioned, we can use Schedule _.2 to identify which department allocated the questioned incoming costs. Referring again to the CAP Table of Contents, the detail schedules for the sending Central Service Department can be located. Tracking continues by repeating these steps until all issues have been resolved.
Section C: Cost Allocation Plan
### Central Service Departments

<table>
<thead>
<tr>
<th>Department</th>
<th>PLANNING &amp; INSPECTION</th>
<th>ANIMAL SERVICES</th>
<th>TAX OFFICE</th>
<th>METRO PLANNING ORG - M.P.O.</th>
<th>MUNICIPAL CLERK</th>
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**Allocated Costs for Fiscal 2018**

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### Central Service Departments

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Allocated Costs for Fiscal 2018  

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<td>AIRPORT</td>
<td>COMMUNITY/HUMAN DEVELOPMENT</td>
<td>PENSION ADMINISTRATION</td>
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<td>Unallocated</td>
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<td><strong>464,820</strong></td>
<td><strong>51,381,578</strong></td>
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<td><strong>51,225,563</strong></td>
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### Central Service Departments - Allocated Costs By Department

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<th>Cost Adjustments</th>
<th>Disallowed</th>
<th>Total Expenditures</th>
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<tr>
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<tr>
<td>NONDEPARTMENTAL</td>
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<tr>
<td>CITY MANAGER</td>
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<td>0</td>
<td></td>
</tr>
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<td>STREETS &amp; MAINTENANCE</td>
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<td>MUNICIPAL CLERK-CITY CLERK</td>
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<tr>
<td>MAYOR AND COUNCIL</td>
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<tr>
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<td>0</td>
<td></td>
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<tr>
<td>PURCHASING</td>
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<td>0</td>
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</tr>
<tr>
<td>HUMAN RESOURCES</td>
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</tr>
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<td><strong>183,388,313</strong></td>
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**Note:** All Monetary Values are US Dollars.
### Schedule C - Summary of Allocated Costs

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<th>Department Name</th>
<th>Total Expenditures</th>
<th>Disallowed</th>
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**Planning & Inspection** 1,989,001
**Animal Services** 837,008
**Tax Office** 248,436
**Metro Planning Organ. - M.P.O.** 127,811
**Municipal Clerk** 897,488
**Police** 10,349,739
**Fire Dept** 9,577,719
**Environmental Services** 2,495,145
**Capital Improvement** 1,647,921
**Public Health** 3,053,370
**Parks and Recreation** 8,601,040
**Zoo** 1,262,452
**Library** 2,569,737
**Dept of Museums & Cultural Aff** 1,219,182
**Destination El Paso** 58,969
**Economic Development** 501,044
**Sun Metro** 2,430,551
**Airport** 1,389,128
**Community/Human Development** 1,237,073
**Pension Administration** 72,470
**International Bridges** 351,474
**All Others** 464,520

Totals 183,388,313 (24,726,201) (55,659,553) (51,225,563) (395,418) 51,381,578

Deviation: 0
### Department Allocation Basis Allocation Source

#### BUILDING DEPRECIATION

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<td>FTE'S PER DEPT OCCUPYING CITY 1</td>
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<tr>
<td>1.4.2 CITY 2</td>
<td>FTE'S PER DEPT OCCUPYING CITY 2</td>
<td>STREETS &amp; MAINTENANCE DEPARTMENT</td>
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<tr>
<td>1.4.3 CITY 3 &amp; 4</td>
<td>SQUARE FOOTAGE PER DEPT IN CITY 3 &amp; 4</td>
<td>STREETS &amp; MAINTENANCE DEPARTMENT</td>
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<tr>
<td>1.4.4 SERVICE CENTER</td>
<td>SQUARE FOOTAGE OCCUPIED AT MSC</td>
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#### EQUIPMENT DEPRECIATION

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<td>TOTAL GENERAL FUND EXPENDITURES</td>
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<td>3.4.2 MCAD PARKING</td>
<td>DIRECT ALLOCATION TO MCAD</td>
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<td>3.4.3 CITYWIDE IT CONTRACTS</td>
<td>IT CONTRACT VALUE PER DEPARTMENT, CITYWIDE ON FTE’S</td>
<td>IT ADMIN</td>
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<tr>
<td>3.4.4 RETIREES INSURANCE</td>
<td>TOTAL NUMBER OF GENERAL FUND FTE’S BY DEPARTMENT</td>
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<td>3.4.5 LIABILITY INS</td>
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<td>3.4.6 PROPERTY INSURANCE</td>
<td>INSURED PROPERTY VALUE PREMIUM FOR GENERAL FUND DEPARTMENTS</td>
<td>INSURED PROPERTY LISTING - RISK</td>
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<td>3.4.7 FICA MATCH</td>
<td>TOTAL NUMBER OF GF FTE’S BY DEPARTMENT - CIVILIAN ONLY</td>
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<td>NUMBER OF GF VEHICLES PER DEPARTMENT</td>
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#### CITY MANAGER

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<td>4.4.1 CITY MANAGER</td>
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<tr>
<td>4.4.2 INTERNAL AUDIT</td>
<td>AUDIT HOURS PER DEPARTMENT, EXCL ESD &amp; SUN METRO</td>
<td>CHIEF INTERNAL AUDITOR</td>
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<td>4.4.3 MGMT &amp; BUDGET</td>
<td>TOTAL BUDGETED EXPENDITURES, EXCL CAP OUTLAY, TRANSFERS, &amp; NON-OPER</td>
<td>ANNUAL BUDGET BOOK</td>
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<tr>
<td>4.4.4 PERFORMANCE OFFICE</td>
<td>TOTAL NUMBER OF FTE’S BY DEPARTMENT</td>
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#### STREETS & MAINTENANCE

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<td>NUMBER OF LABOR HOURS PER BUILDING</td>
<td>FACILITIES DIRECTOR</td>
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<td>5.4.2 DEPT JANITORIAL</td>
<td>YEARLY JANITORIAL CONTRACT COSTS BY DEPARTMENT</td>
<td>GENERAL SERVICES DEPARTMENT</td>
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<td>FTE'S PER DEPT OCCUPYING CITY 1</td>
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<td>5.4.4 CITY 2</td>
<td>FTE'S PER DEPT OCCUPYING CITY 2</td>
<td>STREETS &amp; MAINTENANCE DEPARTMENT</td>
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<tr>
<td>5.4.5 CITY 3</td>
<td>FTE'S PER DEPT OCCUPYING CITY 3</td>
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<td>5.4.6 CITY 4</td>
<td>SQUARE FOOTAGE OCCUPIED PER DEPT AT CITY 4 / ONE STOP SHOP</td>
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<td>5.4.7 DEPT UTILITIES</td>
<td>UTILITIES PAID PER BUILDING WITH ONE DEPT OCCUPYING</td>
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<td>5.4.8 MSC</td>
<td>SQUARE FOOTAGE OCCUPIED AT MSC</td>
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#### MUNICIPAL CLERK-CITY CLERK

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<td>6.4.2 ENV SVCS SUPPORT</td>
<td>DIRECT ALLOCATION TO ENVIRONMENTAL SVCS</td>
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<td>6.4.3 PLANNING</td>
<td>DIRECT ALLOCATION TO PLANNING &amp; INSPECTION</td>
<td>DIRECT ALLOCATION</td>
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<td>6.4.4 OPEN RECORDS REQUESTS</td>
<td>TOTAL BUDGETED EXPENDITURES, EXCL CAP OUTLAY, TRANSFERS, &amp; NON-OPER</td>
<td>ANNUAL BUDGET BOOK</td>
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<td>6.4.5 SUN METRO</td>
<td>DIRECT ALLOCATION TO SUN METRO</td>
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#### MAYOR AND COUNCIL

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<td>TOTAL NUMBER OF FTE’S BY DEPARTMENT</td>
<td>ANNUAL BUDGET BOOK</td>
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<tr>
<td>7.4.2 BUDGET REVIEW</td>
<td>TOTAL BUDGETED EXPENDITURES, EXCL CAP OUTLAY, TRANSFERS, &amp; NON-OPER</td>
<td>ANNUAL BUDGET BOOK</td>
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#### OFFICE OF THE COMPTROLLER

All Monetary Values are US Dollars
Prepared By MAXIMUS Consulting Services, Inc.
<table>
<thead>
<tr>
<th>Department</th>
<th>Allocation Basis</th>
<th>Allocation Source</th>
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<tr>
<td>8.4.1 FINANCIAL REPORTING</td>
<td>TOTAL GENERAL LEDGER TRANSACTIONS</td>
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<td>8.4.2 TREASURY MANAGEMENT</td>
<td>TOTAL POOLED CASH INVESTMENTS</td>
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<tr>
<td>8.4.3 GRANT ACCOUNTING</td>
<td>TOTAL GRANT EXPENDITURES</td>
<td>SINGLE AUDIT</td>
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<tr>
<td>8.4.4 ANNUAL AUDIT</td>
<td>TOTAL EXPEND. (Excl. Tax, Airport, Sun Metro, Env Svcs, &amp; Int Bridges)</td>
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<tr>
<td>8.4.5 CAPITAL ASSETS</td>
<td>DEPRECIATION OF EQUIPMENT BY DEPARTMENT</td>
<td>FY 2017 FIXED ASSET SCHEDULE</td>
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<tr>
<td>9.4.1 ADMIN</td>
<td>TOTAL NUMBER OF PURCHASE ORDERS (P.O.’s) PROCESSED</td>
<td>PURCHASING - P.O. REPORT</td>
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<td>9.4.2 SUPPLY CHAIN MANAGEMENT</td>
<td>TOTAL NUMBER OF P.O.’s, EXCL. AIRPORT, ESD, FLEET, STREETS, &amp; SUN METR</td>
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<td>TOTAL NUMBER OF FTE’S BY DEPARTMENT</td>
<td>ANNUAL BUDGET BOOK</td>
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<td>11.4.1 LEGAL SVCS</td>
<td>NUMBER OF LEGAL HOURS RECORDED BY DEPARTMENT</td>
<td>CITY ATTORNEY’S YEAR END REPORT</td>
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<td>COST OF OUTSIDE COUNSEL PER DEPARTMENT</td>
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<tr>
<td>12.4.1 APPLICATION MGMNT</td>
<td>TOTAL NUMBER OF IT TICKETS BY DEPARTMENT</td>
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<td>COMMUNICATION RECORDS</td>
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<td>12.4.4 INFRASTRUCTURE MANAGEMENT</td>
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<td>NUMBER OF STRATEGIC PROJECTS PER DEPT</td>
<td>IT</td>
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<tr>
<td>12.4.6 GIS</td>
<td>TOTAL NUMBER OF MAPS PRODUCED PER DEPARTMENT</td>
<td>GIS</td>
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<tr>
<td>12.4.7 RECORDS MANAGEMENT</td>
<td>NUMBER OF BOXES AND MAP CASES STORED BY DEPT</td>
<td>ARCHIVES &amp; RECORDS MANAGER</td>
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<td>12.4.9 POSTAGE</td>
<td>NUMBER OF PIECES OF MAIL BY DEPARTMENT, GF ONLY</td>
<td>POSTAL CLASS REPORT</td>
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<tr>
<td>RISK MANAGEMENT</td>
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<td></td>
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<td>ANNUAL BUDGET BOOK</td>
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</table>
Building depreciation is computed for original acquisition and subsequent improvements of City-owned buildings. The following buildings are allocated as follows within this plan:

- **City 1** – Costs for the City 1 building have been allocated to occupants based on the number of fte’s per department.
- **City 2** – Costs for the City 2 building have been allocated to occupants based on the number of fte’s per department.
- **City 3 & 4** – Costs of City 3 and 4 buildings have been allocated based on the amount of square footage occupied per department. City 3 square footage amounts are further spread to occupants based on the number of fte’s per department.
- **Service Center** – Costs of the Municipal Service Center have been allocated based on the amount of square footage occupied per department.
<table>
<thead>
<tr>
<th>Expenditures Per Financial Statement:</th>
<th>1st Allocation</th>
<th>2nd Allocation</th>
<th>Sub-Total</th>
<th>Total</th>
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<td>Total To Be Allocated:</td>
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## Wages & Benefits

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<th>CITY 3 &amp; 4</th>
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<tr>
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### Departmental Total

**Expenditures Per Financial Statement**

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### Deductions

**Total Disallowed Costs**

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### Cost Adjustments

#### DEPRECIATION

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<td>520,626</td>
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**Functional Cost**

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<td>520,626</td>
<td>426,089</td>
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#### Allocation Step 1

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<th>CITY 3 &amp; 4</th>
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</thead>
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#### Allocation Step 2

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### Total For BUILDING DEPRECIATION

#### Schedule .3 Total

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<th>CITY 3 &amp; 4</th>
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</table>
## SERVICE CENTER

<table>
<thead>
<tr>
<th>Wages &amp; Benefits</th>
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</thead>
<tbody>
<tr>
<td>SALARIES &amp; WAGES</td>
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<tr>
<td>FRINGE BENEFITS</td>
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</tbody>
</table>

**Departmental Total**

<table>
<thead>
<tr>
<th>Expenditures Per Financial Statement</th>
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</thead>
<tbody>
<tr>
<td>Deductions</td>
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<tr>
<td>*Total Disallowed Costs</td>
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**Cost Adjustments**

| DEPRECIATION | 13,404 |
|--------------|

**Functional Cost**

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<thead>
<tr>
<th>13,404</th>
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</thead>
</table>

**Allocation Step 1**

| Reallocate Admin Costs | 0 |
|------------------------|
| Unallocated Costs      | 0 |
| 1st Allocation         | 13,404 |

**Allocation Step 2**

| 2nd Allocation | 0 |
|----------------|

**Total For BUILDING DEPRECIATION**

| Schedule .3 Total | 13,404 |
|-------------------|

---

All Monetary Values are US Dollars

* - Indicates Disallowed Expenditure

** - Indicates Unallocated Activity

Schedule 1.3

Page C-14
### Activity - CITY 1

<table>
<thead>
<tr>
<th>Receiving Department</th>
<th>Allocation Units</th>
<th>Allocation Pct</th>
<th>Gross Allocation</th>
<th>Direct Billed</th>
<th>Allocation Step 1</th>
<th>Allocation Step 2</th>
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Allocation Basis: FTE'S PER DEPT OCCUPYING CITY 1  
Allocation Source: STREETS & MAINTENANCE DEPARTMENT
### Activity - CITY 2

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<th>Receiving Department</th>
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<th>Allocation Step 1</th>
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<tbody>
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Allocation Basis: FTE'S PER DEPT OCCUPYING CITY 2
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### Activity - CITY 3 & 4

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**Allocation Basis:** SQUARE FOOTAGE PER DEPT IN CITY 3 & 4  
**Allocation Source:** STREETS & MAINTENANCE DEPARTMENT
## Activity - SERVICE CENTER

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All Monetary Values are US Dollars
MAXCAP 2018 MAXIMUS Consulting Services, Inc.
Prepared By MAXIMUS Consulting Services, Inc.
Equipment depreciation is computed and allocated to General Fund departments based on their actual FY 15 depreciation.
<table>
<thead>
<tr>
<th>Expenditures Per Financial Statement</th>
<th>1st Allocation</th>
<th>2nd Allocation</th>
<th>Sub-Total</th>
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<tr>
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<td>Total</td>
<td>G&amp;A</td>
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<td>--------</td>
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<tr>
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* - Indicates Disallowed Expenditure
** - Indicates Unallocated Activity

All Monetary Values are US Dollars
Prepared By MAXIMUS Consulting Services, Inc.

Schedule 2.3
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<tr>
<th>Receiving Department</th>
<th>Allocation Units</th>
<th>Allocation Pct</th>
<th>Gross Allocation</th>
<th>Direct Billed</th>
<th>Allocation Step 1</th>
<th>Allocation Step 2</th>
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Schedule .4 Total for FIXED ASSETS 6,913,336 100.000000 6,913,336 6,913,336 0 6,913,336

Allocation Basis: DEPRECIATION OF EQUIPMENT BY DEPARTMENT
Allocation Source: FY 2017 FIXED ASSET SCHEDULE
<table>
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<tr>
<th>Receiving Department</th>
<th>Total</th>
<th>FIXED ASSETS</th>
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<tbody>
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<td>NONDEPARTMENTAL</td>
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<td>CITY MANAGER</td>
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</tr>
<tr>
<td>STREETS &amp; MAINTENANCE</td>
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<td>2,226,905</td>
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<td>POLICE*</td>
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<td>16,908</td>
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<td>Direct Bill</td>
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<tr>
<td><strong>Total</strong></td>
<td>6,913,336</td>
<td>6,913,336</td>
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</tbody>
</table>
The Non-departmental account of the General Fund is the cost center which funds those items not associated with specific operating programs. Included in the account are expenses associated with Special Items, Debt Service, and transfers to other funds and agencies. Non-departmental is functionalized and allocated as follows:

- **General Expenses** – Costs such as those associated with Professional Licenses and services that benefit multiple departments are allocated based upon General Fund expenses.
- **MCAD Parking** - Costs for the downtown parking lot for MCAD is allocated directly to MCAD.
- **Citywide IT Contracts** – Costs for citywide IT contracts are all budgeted in Nondepartmental, rather than in individual departmental budgets. Costs that are associated with a specific department have been allocated directly; costs that benefit all departments have been spread based on the number of fte’s per department.
- **Retirees Insurance** - Costs associated with retiree insurance are allocated based upon the number of General Fund employees assigned to each department.
- **Liability Insurance** - The cost for liability insurance is allocated based upon the number of General Fund expenditures per department.
- **Property Insurance** - The cost for property insurance payments have been allocated based on the insured property values of General Fund buildings.
- **FICA Match** – The FICA match credit costs have been allocated based on the number of General Fund civilian fte’s per department.
- **Auto Liability Insurance** - The costs for auto liability insurance that are paid out of Nondepartmental have been allocated to the General Fund departments, who are not charged directly for auto insurance, based on the number of vehicles they have.
- **PEG** – Costs for PEG have not been allocated within this Plan.
- **General Government** - All other costs are classified as general government in nature and are not allocated within this Plan.
### Expenditures Per Financial Statement:

<table>
<thead>
<tr>
<th>Description</th>
<th>1st Allocation</th>
<th>2nd Allocation</th>
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<th>Total</th>
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### Deductions:

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<th>Description</th>
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<tr>
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<td>344,355</td>
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<td>INTERLOCAL AGREEMENTS</td>
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</tr>
<tr>
<td>APPRAISAL SERVICES</td>
<td>-3,500,000</td>
</tr>
<tr>
<td>OPER CONT RESERVES</td>
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</tr>
<tr>
<td>SALARY ADJUSTMENT RESERVE</td>
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</tr>
<tr>
<td>BILLING/COLLECT AGEN CONTRACTS</td>
<td>-400,000</td>
</tr>
<tr>
<td>TRANSFERS</td>
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</tr>
<tr>
<td>DAMAGES SETTLEMENTS</td>
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</tr>
<tr>
<td><strong>Total Deductions</strong></td>
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### Cost Adjustments:

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<th>Description</th>
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<td><strong>Total Departmental Cost Adjustments</strong></td>
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### Inbound Costs:

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### Wages & Benefits

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### Other Expense & Cost

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</tr>
<tr>
<td>*INTERLOCAL AGREEMENTS</td>
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<tr>
<td>*APPRaisal SERVICES</td>
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</tbody>
</table>

### Departmental Total

Expenditures Per Financial Statement: 28,624,854

### Deductions

*Total Disallowed Costs: (15,747,846)

### Cost Adjustments

IT REVENUE TRANSFER, SOFT MAINT FEE - ACCELA: (356,000)

### Functional Cost

12,521,008

### Allocation Step 1

Inbound - All Others: 104,690

Reallocate Admin Costs: (104,690)

Unallocated Costs: (63,759)

1st Allocation: 12,689,457

### Allocation Step 2

Inbound - All Others: 191,652

Reallocate Admin Costs: (191,652)

Unallocated Costs: (969)

2nd Allocation: 192,621

---

* - Indicates Disallowed Expenditure  
** - Indicates Unallocated Activity
<table>
<thead>
<tr>
<th>Total</th>
<th>G&amp;A</th>
<th>GENERAL EXPENSE</th>
<th>MCAD PARKING</th>
<th>CITYWIDE IT CONTRACTS</th>
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### Wages & Benefits

<table>
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<th>Retirees Insurance</th>
<th>Liability Ins</th>
<th>Property Insurance</th>
<th>FICA Match</th>
<th>PEG**</th>
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<tbody>
<tr>
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### Other Expense & Cost

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<td>*Appraisal Services</td>
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<td>Outside Contracts - NOC</td>
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<td>Data Process Services Contract</td>
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<td>Land - Leases</td>
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<td>Other Services/Charges Expense</td>
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<td>Property Ins PMNTs</td>
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<td>Prof Licenses</td>
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<td>Community Service Projects</td>
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### Departmental Total

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<td>Liabilities</td>
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### Deductions

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### Cost Adjustments

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### Functional Cost

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### Allocation Step 1

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### Allocation Step 2

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### Schedule .3 - Costs Allocated By Activity
For Department NONDEPARTMENTAL

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<th>LIABILITY INS</th>
<th>PROPERTY INSURANCE</th>
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<th>PEG**</th>
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All Monetary Values are US Dollars

* - Indicates Disallowed Expenditure

** - Indicates Unallocated Activity

MAXIMUM

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Page C-30
### Wages & Benefits

<table>
<thead>
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<th>Category</th>
<th>GENERAL GOVT</th>
<th>AUTO LIABILITY INSURANCE</th>
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### Other Expense & Cost

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<td>*Interlocal Agreements</td>
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<tr>
<td>Appraisal Services</td>
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<td>0</td>
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<tr>
<td>Office Equip Maint Contracts</td>
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<td>Outside Contracts - NOC</td>
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<td>0</td>
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<tr>
<td>Data Process Services Contract</td>
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<td>Liability Insurance</td>
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### Departmental Total

Expenditures Per Financial Statement

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<td>Cost Adjustments</td>
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<tr>
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<th>Amount</th>
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<td>(2,948)</td>
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All Monetary Values are US Dollars

* - Indicates Disallowed Expenditure

** - Indicates Unallocated Activity

Prepared By MAXIMUS Consulting Services, Inc.
Activity - GENERAL EXPENSE

<table>
<thead>
<tr>
<th>Receiving Department</th>
<th>Allocation Units</th>
<th>Allocation Pct</th>
<th>Gross Allocation</th>
<th>Direct Billed</th>
<th>Allocation Step 1</th>
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<th>Total</th>
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Allocation Basis: TOTAL GENERAL FUND EXPENDITURES
Allocation Source: ANNUAL BUDGET BOOK
Activity - MCAD PARKING

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<th>Receiving Department</th>
<th>Allocation Units</th>
<th>Allocation Pct</th>
<th>Gross Allocation</th>
<th>Direct Billed</th>
<th>Allocation Step 1</th>
<th>Allocation Step 2</th>
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<td>18,151</td>
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Allocation Basis: DIRECT ALLOCATION TO MCAD
Allocation Source: DIRECT ALLOCATION
## Activity - CITYWIDE IT CONTRACTS

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<th>Allocation Units</th>
<th>Allocation Pct</th>
<th>Gross Allocation</th>
<th>Direct Billed Allocation</th>
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Allocation Basis: IT CONTRACT VALUE PER DEPARTMENT, CITYWIDE ON FTE'S
Allocation Source: IT ADMIN

All Monetary Values are US Dollars
MAXCAP 2018 MAXIMUS Consulting Services, Inc. Prepared By MAXIMUS Consulting Services, Inc.
### Activity - RETIREES INSURANCE

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Allocation Basis: TOTAL NUMBER OF GENERAL FUND FTE'S BY DEPARTMENT
Allocation Source: ANNUAL BUDGET BOOK
### Activity - LIABILITY INS

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Schedule .4 Total for LIABILITY INS: 376,793,881 100.000000 635,277 635,277 9,641 644,918

Allocation Basis: TOTAL GENERAL FUND EXPENDITURES
Allocation Source: ANNUAL BUDGET BOOK

All Monetary Values are US Dollars
MAXCAP 2018 MAXIMUS Consulting Services, Inc.
Prepared By MAXIMUS Consulting Services, Inc.
### Activity - PROPERTY INSURANCE

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**Schedule 4 Total for PROPERTY INSURANCE**

|                | 171,816 | 100.000000 | 168,563 | 168,563 | 2,557 | 171,120 |

---

**Allocation Basis:** INSURED PROPERTY VALUE PREMIUM FOR GENERAL FUND DEPARTMENTS  
**Allocation Source:** INSURED PROPERTY LISTING - RISK
## Activity - FICA MATCH

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Schedule .4 Total for FICA MATCH: 2,092.74 100.000000 (756,271) (756,271) (11,479) (767,750)
### Activity - AUTO LIABILITY INSURANCE

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Allocation Basis: NUMBER OF GF VEHICLES PER DEPARTMENT
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</table>
The City Manager provides professional recommendations to, and implements the policies and direction of Council. Ensures high quality services, fosters economic and fiscal sustainability; and enhances the City’s reputation as a high performing organization that operates in a manner consistent with its mission and values. Costs associated with the City Manager are functionalized and allocated as follows:

- City Manager - Costs associated with the general supervision of the City’s Departments are allocated based upon the number of employees assigned to each department.
- Internal Audit - Costs associated with Internal Audit of the City’s financial policies and procedures are allocated based upon the audit hours spent auditing various departments, excluding Sun Metro and ESD who pay directly for annual audit work.
- Management and Budget – Costs associated with preparing the annual budget have been allocated based on total expenditures per department.
- Performance Office - Costs associated with the performance office have been allocated based on the number of employees assigned to each department.
- Public Information Office – Costs of the public information office have not been allocated within this plan.
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<th>1st Allocation</th>
<th>2nd Allocation</th>
<th>Sub-Total</th>
<th>Total</th>
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<td><strong>482,298</strong></td>
<td><strong>699,932</strong></td>
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<td><strong>4,030,049</strong></td>
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## Wages & Benefits

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<th>CITY MANAGER</th>
<th>INTERNAL AUDIT</th>
<th>MGMNT &amp; BUDGET</th>
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## Other Expense & Cost

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<th>G&amp;A</th>
<th>CITY MANAGER</th>
<th>INTERNAL AUDIT</th>
<th>MGMNT &amp; BUDGET</th>
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## Departmental Total

- **Expenditures Per Financial Statement**: 3,330,117
  - **Deductions**
    - **Functional Disallowed Costs**: 0
      - **Total Disallowed Costs**: 0

## Allocation Step 1

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<th>CITY MANAGER</th>
<th>INTERNAL AUDIT</th>
<th>MGMNT &amp; BUDGET</th>
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## Allocation Step 2

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## Total For CITY MANAGER

- **Schedule .3 Total**: 3,671,488
  - **Schedule 4.3**: All Monetary Values are US Dollars
  - **MAXCAP**: MAXIMUS Consulting Services, Inc.
  - **Prepared By MAXIMUS Consulting Services, Inc.**: * - Indicates Disallowed Expenditure
  - **Version 1.0005**: ** - Indicates Unallocated Activity
  - **4/5/2018 2:49:38 PM**: Page C-45
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<td>Schedule .3 Total</td>
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# City of El Paso, Texas

## Full Cost Plan

### Based on FY 2018 Budgeted Expenses

#### Schedule .4 - Detail Activity Allocations

##### For Department CITY MANAGER

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<th>Allocation Pct</th>
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<th>Direct Billed</th>
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Schedule .4 Total for CITY MANAGER: 6,197.88

### Allocation Basis:
- **TOTAL NUMBER OF FTE’S BY DEPARTMENT**

### Allocation Source:
- **ANNUAL BUDGET BOOK**
### Schedule 4 - Detail Activity Allocations

For Department CITY MANAGER

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**Allocation Basis:** AUDIT HOURS PER DEPARTMENT, EXCL ESD & SUN METRO

**Allocation Source:** CHIEF INTERNAL AUDITOR
## Schedule .4 Total for MGMNT & BUDGET

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Allocation Basis: TOTAL BUDGETED EXPENDITURES, EXCL CAP OUTLAY, TRANSFERS, & NON-OPER
Allocation Source: ANNUAL BUDGET BOOK
### Activity - PERFORMANCE OFFICE

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Schedule 4 Total for PERFORMANCE OFFICE

Total: 6,197.88 100.000000 251,854 251,854 33,571 285,425

Allocation Basis: TOTAL NUMBER OF FTE'S BY DEPARTMENT
Allocation Source: ANNUAL BUDGET BOOK
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The Streets and Maintenance Department’s provides traffic engineering and infrastructure maintenance to the traveling public in the City. This also includes providing timely, cost-effective, and accurate support of City facilities and fleet. Costs associated with the department are functionalized and allocated as follows:

- **Facilities** – Costs to maintain all of the City properties have been allocated to buildings based on the number of labor hours spent. If a building has more than one department occupying it, those hours were then allocated based on the amount of square footage occupied.
- **Department Janitorial** – Costs for the janitorial contract have been allocated to buildings/departments based on the yearly contract building breakdown.
- **City 1** - Costs for the utilities, security services, parking lot leases, land leases, and janitorial services at City 1 are allocated based on the number of fte’s in each occupying department.
- **City 2** - Costs for the utilities, security services, parking lot leases, land leases, and janitorial services at City 2 are allocated based on the number of fte’s in each occupying department.
- **City 3** - Costs for the utilities, security services, parking lot leases, land leases, and janitorial services at City 3 are allocated based on the number of fte’s in each occupying department.
- **City 4** - Costs for the utilities, security services, parking lot leases, land leases, and janitorial services at City 4 are allocated based on the amount of square footage occupied per department.
- **Department Utilities** – Utility costs for buildings that have one department occupying space have been allocated to those departments based on the actual amounts paid.
- **MSC** – Utility costs for the Municipal Service Center have been allocated based on the amount of square footage per department.
- **Engineering Traffic, Pavement Management, and Streets** - These costs are related to the Streets portion of the department and have not been allocated within this plan.
- **Fleet Services Fund** – The Fleet Services Fund is responsible for the maintenance and services of most City-owned vehicles and equipment. The Department is operated as an internal service fund whereby departments pay directly for the services rendered. No costs have been allocated within this plan.
- **Other Utilities** – Utilities costs for Street Lighting and other un-identifiable buildings have not been allocated in this cost plan.
### Expenditures Per Financial Statement:

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### Departmental Total

| Expenditures Per Financial Statement | 63,343,212 |

### Deductions

| Total Disallowed Costs | (5,906,241) | 0 | 0 | 0 | 0 |

### Functional Cost

| 57,436,971 | 1,106,253 | 5,456,623 | 542,027 | 311,315 |

### Allocation Step 1

| Inbound - All Others | 3,359,923 | 174,718 | 553,378 | 0 | 0 |
| Reallocate Admin Costs | (1,280,971) | 299,876 | 0 | 0 |
| Unallocated Costs | (47,217,386) | 0 | 0 | 0 | 0 |

| 1st Allocation | 13,579,508 | 0 | 6,309,877 | 542,027 | 311,315 |

### Allocation Step 2

| Inbound - All Others | 2,044,231 | 106,229 | 336,562 | 0 | 0 |
| Reallocate Admin Costs | (106,229) | 24,867 | 0 | 0 |
| Unallocated Costs | (1,682,802) | 0 | 0 | 0 | 0 |

| 2nd Allocation | 361,429 | 0 | 361,429 | 0 | 0 |

### Total For STREETS & MAINTENANCE

| Schedule .3 Total | 13,940,937 | 0 | 6,671,306 | 542,027 | 311,315 |
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**Departmental Total**

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### Deductions

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### Allocation Step 1

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**Reallocation Admin Costs**

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**Reallocation Admin Costs**

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**Unallocated Costs**

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**Total For STREETS & MAINTENANCE**

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## Wages & Benefits

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## Other Expense & Cost

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## Departmental Total

Expenditures Per Financial Statement

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Functional Cost

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Allocation Step 1

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Inbound - All Others

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Reallocate Admin Costs

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Reallocate Admin Costs

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Unallocated Costs

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2nd Allocation

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Total For STREETS & MAINTENANCE

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Schedule .4 Total for FACILITIES: 67,169.82

Allocation Basis: NUMBER OF LABOR HOURS PER BUILDING
Allocation Source: FACILITIES DIRECTOR
## Activity - DEPT JANITORIAL

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<th>Allocation Pct</th>
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<th>Direct Billed</th>
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<th>Allocation Step 2</th>
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Allocation Basis: YEARLY JANITORIAL CONTRACT COSTS BY DEPARTMENT
Allocation Source: GENERAL SERVICES DEPARTMENT
### Activity - CITY 1

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<th>Receiving Department</th>
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Allocation Basis: FTE'S PER DEPT OCCUPYING CITY 1
Allocation Source: STREETS & MAINTENANCE DEPARTMENT
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<th>Direct Billed</th>
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Allocation Basis: FTE'S PER DEPT OCCUPYING CITY 2
Allocation Source: STREETS & MAINTENANCE DEPARTMENT
Activity - CITY 3

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Allocation Basis: FTE'S PER DEPT OCCUPYING CITY 3
Allocation Source: STREETS & MAINTENANCE DEPARTMENT
Activity - CITY 4

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Allocation Basis: SQUARE FOOTAGE OCCUPIED PER DEPT AT CITY 4 / ONE STOP SHOP
Allocation Source: STREETS & MAINTENANCE DEPARTMENT
### Activity - DEPT UTILITIES

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**Schedule .4 Total for DEPT UTILITIES**

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**Allocation Basis:** UTILITIES PAID PER BUILDING WITH ONE DEPT OCCUPYING

**Allocation Source:** STREETS & MAINTENANCE DEPARTMENT

---

All Monetary Values are US Dollars  
MAXCAP 2018 MAXIMUS Consulting Services, Inc.  
Prepared By MAXIMUS Consulting Services, Inc.  
Schedule 5.4.7  
Page C-63
CITY OF EL PASO, TEXAS
FULL COST PLAN
BASED ON FY 2018 BUDGETED EXPENSES
Schedule .4 - Detail Activity Allocations
For Department STREETS & MAINTENANCE

Activity - MSC

<table>
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<th>Allocation Pct</th>
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<th>Direct Billed</th>
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<th>Allocation Step 2</th>
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Allocation Basis: SQUARE FOOTAGE OCCUPIED AT MSC
Allocation Source: STREETS & MAINTENANCE DEPARTMENT

All Monetary Values are US Dollars
MAXCAP 2018 MAXIMUS Consulting Services, Inc.
Prepared By MAXIMUS Consulting Services, Inc.
## Allocation Summary

For Department STREETS & MAINTENANCE

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### Schedule 5.5 - Allocation Summary

For Department STREETS & MAINTENANCE

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<th>CITY 4</th>
<th>DEPT UTILITIES</th>
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<tr>
<td>Direct Bill</td>
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<td><strong>Total</strong></td>
<td>262,683</td>
<td>33,280</td>
<td>5,509,835</td>
<td>278,895</td>
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</table>
The Municipal Clerk is responsible for conducting all City Council meetings and is the official custodian of the City Council minutes. In addition, the Office maintains all records, including ordinances, resolutions, franchises, deeds, land sales, and election information. Costs associated with the Municipal Clerk have been allocated as follows:

- Mayor/Council – Costs associated with supporting the Mayor and City Council have been allocated directly.
- Environmental Services Support – Costs associated with supporting Environmental Services have been allocated directly.
- Planning – Costs associated with supporting Planning have been allocated directly.
- Open Records Requests – Costs associated with open records requests from the public have been allocated Citywide based on budgeted expenditures.
- Sun Metro - Costs associated with supporting Sun Metro have been allocated directly.
- Legal Notices – Costs associated with issuing legal notices to the public have not been allocated in this plan.
- CRRMA - Costs associated with supporting CRRMA of one employee have not been allocated in this plan.
- Interpreter Services – Costs associated with providing interpreter services to the public have not been allocated in this plan.
<table>
<thead>
<tr>
<th>Expenditures Per Financial Statement:</th>
<th>1st Allocation</th>
<th>2nd Allocation</th>
<th>Sub-Total</th>
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<tbody>
<tr>
<td>453,666</td>
<td>453,666</td>
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Deductions:

| Legal Notices Contracts              | -65,000       |               |           |       |
| Elections Contracts                  | 0             |               |           |       |
| **Total Deductions:**                | **-65,000**   | **-65,000**   |           |       |

Inbound Costs:

| Building Depreciation               | 14,098        | 14,098        |           |       |
| Nondepartmental                      | 10,674        | 157           | 10,831    |       |
| City Manager                         | 2,072         | 281           | 2,353     |       |
| Streets & Maintenance                | 16,210        | 406           | 16,616    |       |
| Municipal Clerk-City Clerk           | 66            | 66            |           |       |
| Mayor and Council                    | 1,285         | 1,285         |           |       |
| Office of the Comptroller            | 2,336         | 2,336         |           |       |
| Human Resources                      | 2,707         | 2,707         |           |       |
| Information Technology               | 15,729        | 15,729        |           |       |
| Risk Management                      | 267           | 267           |           |       |
| **Total Allocated Additions:**       | **43,054**    | **23,234**    | **66,288**| **66,288**|

| **Total To Be Allocated:**           | **431,720**   | **23,234**    |           | **454,954** |
## Wages & Benefits

<table>
<thead>
<tr>
<th>Description</th>
<th>Total</th>
<th>G&amp;A</th>
<th>MAYOR/COUNCIL</th>
<th>ENV SVCS SUPPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SALARIES &amp; WAGES</strong></td>
<td>247,132</td>
<td>107,577</td>
<td>21,673</td>
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## Other Expense & Cost

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<th>ENV SVCS SUPPORT</th>
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<tr>
<td><em>ELECTIONS CONTRACTS</em></td>
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## Departmental Total

- **Expenditures Per Financial Statement**: 453,666

## Deductions

- *Total Disallowed Costs*: (65,000)

## Functional Cost

- **Total**: 388,666

## Allocation Step 1

- **Inbound - All Others**: 43,054
- **Reallocation Admin Costs**: (203,754)
- **Unallocated Costs**: (130,265)
- **1st Allocation**: 301,455

## Allocation Step 2

- **Inbound - All Others**: 23,234
- **Reallocation Admin Costs**: (23,234)
- **Unallocated Costs**: (6,998)
- **2nd Allocation**: 16,236

## Total For MUNICIPAL CLERK-CITY CLERK

- **Schedule .3 Total**: 317,691
## Wages & Benefits

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<th>SUN METRO</th>
<th>LEGAL NOTICES**</th>
<th>CRRMA**</th>
<th>INTERPRETER SVCS-PUBLIC**</th>
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<tbody>
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<td>SALARIES &amp; WAGES</td>
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## Other Expense & Cost

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<th>LEGAL NOTICES**</th>
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## Departmental Total

### Total Disallowed Costs

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<th>LEGAL NOTICES**</th>
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### Functional Cost

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## Allocation Step 1

### Inbound - All Others

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### 1st Allocation

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## Allocation Step 2

### Inbound - All Others

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<td>(4,199)</td>
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## Total For MUNICIPAL CLERK-CITY CLERK

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### Activity - MAYOR/COUNCIL

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<th>Direct Billed</th>
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<th>Allocation Step 2</th>
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<td>83,473</td>
<td>83,473</td>
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Schedule .4 Total for MAYOR/COUNCIL  
100 100.000000 83,473 83,473 4,491 87,964

Allocation Basis: DIRECT ALLOCATION TO MAYOR/COUNCIL  
Allocation Source: DIRECT ALLOCATION

All Monetary Values are US Dollars
MAXIMUS 2018 MAXIMUS Consulting Services, Inc.
Prepared By MAXIMUS Consulting Services, Inc.
### Activity - ENV SVCS SUPPORT

<table>
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<th>Receiving Department</th>
<th>Allocation Units</th>
<th>Allocation Pct</th>
<th>Gross Allocation</th>
<th>Direct Billed</th>
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<th>Allocation Step 2</th>
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**Allocation Basis:** DIRECT ALLOCATION TO ENVIRONMENTAL SVCS  
**Allocation Source:** DIRECT ALLOCATION
### Activity - PLANNING

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<th>Allocation Pct</th>
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<th>Direct Billed</th>
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<th>Allocation Step 2</th>
<th>Total</th>
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</thead>
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**Allocation Basis:** DIRECT ALLOCATION TO PLANNING & INSPECTION

**Allocation Source:** DIRECT ALLOCATION

---

All Monetary Values are US Dollars
MAXIMUS Consulting Services, Inc.
Prepared By MAXIMUS Consulting Services, Inc.
# Schedule 4 - Detail Activity Allocations

For Department MUNICIPAL CLERK-CITY CLERK

## Activity - OPEN RECORDS REQUESTS

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Schedule 4 Total for OPEN RECORDS REQUESTS

| Total Allocation | 689,605,437 | 100.000000 | 100,740 | 100,740 | 5,444 | 106,184 |

### Allocation Basis:
TOTAL BUDGETED EXPENDITURES, EXCL CAP OUTLAY, TRANSFERS, & NON-OPER

### Allocation Source:
ANNUAL BUDGET BOOK

All Monetary Values are US Dollars

MAXIMUS Consulting Services, Inc.
Prepared By MAXIMUS Consulting Services, Inc.
### Activity - SUN METRO

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The Mayor and City Council is the chief elected officials of the City of El Paso. They are responsible for the general supervision of all City operations. Costs associated with the Mayor and City Council department are split 50/50 and half are allocated based upon the number of employees assigned to each department and the other half are allocated based upon budgeted operating expenditures.
### Expenditures Per Financial Statement:

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<td><strong>Total To Be Allocated</strong></td>
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## Wages & Benefits

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## Allocation Step 1

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## Total For MAYOR AND COUNCIL

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<th>Direct Billed</th>
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<th>Allocation Step 2</th>
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Schedule .4 Total for CITY ADMIN: 6,197.88

Allocation Basis: TOTAL NUMBER OF FTE'S BY DEPARTMENT
Allocation Source: ANNUAL BUDGET BOOK
### Activity - BUDGET REVIEW

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<tr>
<th>Receiving Department</th>
<th>Allocation Units</th>
<th>Allocation Pct</th>
<th>Gross Allocation</th>
<th>Direct Billed</th>
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Allocation Basis: TOTAL BUDGETED EXPENDITURES, EXCL CAP OUTLAY, TRANSFERS, & NON-OPER
Allocation Source: ANNUAL BUDGET BOOK

All Monetary Values are US Dollars

Prepared By MAXIMUS Consulting Services, Inc.

Schedule 7.4.2
Page C-92
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The Office of the Comptroller is responsible for the management of the City's financial affairs. Activities include payroll and accounting services, fixed assets management, cashiering, investments management, and revenue accounting, procurement of all goods and services for all City departments, and contract compliance. The department is functionalized and allocated as follows:

- Finance & Reporting - Costs associated with finance & reporting are allocated based upon total general ledger transactions by department.
- Treasury Services - Costs associated with the management of the City's investments are allocated based on total pooled cash investments.
- Grant Accounting - Costs associated with accounting services provided to grant-funded programs are allocated based upon grant expenditures.
- Annual Audit - Costs associated with the fee for the City's annual independent audit are allocated based upon total actual expenditures by department. Sun Metro, Airport, Environmental Services, Tax Office and International Bridges are excluded from the allocation because they each pay their share of the Audit fees directly.
- Capital Assets – Costs associated with capital assets are allocated based on the most current year's equipment depreciation.
### CITY OF EL PASO, TEXAS
#### FULL COST PLAN
**BASED ON FY 2018 BUDGETED EXPENSES**
**Schedule 2- Costs To Be Allocated**
**For Department OFFICE OF THE COMPTROLLER**

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<th>2nd Allocation</th>
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All Monetary Values are US Dollars
MAXCAP 2018 MAXIMUS Consulting Services, Inc.
Prepared By MAXIMUS Consulting Services, Inc.
Schedule 8.2
Page C-85
## Wages & Benefits

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<th>TREASURY MANAGEMENT</th>
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## Other Expense & Cost

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## Departmental Total

- **Expenditures Per Financial Statement**: 2,702,447

## Deductions

- **Total Disallowed Costs**: 0

## Functional Cost

- **Total**: 2,702,447
- **Costs Allocated By Activity**:
  - **G&A**: 911,422
  - **FINANCIAL REPORTING**: 324,469
  - **TREASURY MANAGEMENT**: 324,469
  - **GRANT ACCOUNTING**: 874,372

## Allocation Step 1

- **Inbound - All Others**: 441,266
  - **Costs Allocated By Activity**:
    - **G&A**: 45,408
    - **FINANCIAL REPORTING**: 161,598
    - **TREASURY MANAGEMENT**: 60,098
    - **GRANT ACCOUNTING**: 159,208
  - **Unallocated Costs**: 0
  - **1st Allocation**: 3,143,713
    - **G&A**: 0
    - **FINANCIAL REPORTING**: 1,184,313
    - **TREASURY MANAGEMENT**: 424,451
    - **GRANT ACCOUNTING**: 1,140,776

## Allocation Step 2

- **Inbound - All Others**: 253,433
  - **Costs Allocated By Activity**:
    - **G&A**: 26,028
    - **FINANCIAL REPORTING**: 93,054
    - **TREASURY MANAGEMENT**: 34,460
    - **GRANT ACCOUNTING**: 91,344
  - **Unallocated Costs**: 0
  - **2nd Allocation**: 253,433
    - **G&A**: 0
    - **FINANCIAL REPORTING**: 102,875
    - **TREASURY MANAGEMENT**: 37,974
    - **GRANT ACCOUNTING**: 100,786

## Total For OFFICE OF THE COMPTROLLER

- **Schedule .3 Total**: 3,397,146
  - **G&A**: 0
  - **FINANCIAL REPORTING**: 1,287,188
  - **TREASURY MANAGEMENT**: 462,425
  - **GRANT ACCOUNTING**: 1,241,562

---

All Monetary Values are US Dollars

Prepared By MAXIMUS Consulting Services, Inc.

* - Indicates Disallowed Expenditure

** - Indicates Unallocated Activity

Schedule 8.3

Page C-86
### ANNUAL AUDIT

#### Wages & Benefits

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#### Departmental Total

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#### Deductions

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#### Functional Cost

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#### Total For OFFICE OF THE COMPTROLLER

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| Schedule .4 Total for FINANCIAL REPORTING | 1,418,249 | 100.000000 | 1,184,313 | 1,184,313 | 102,875 | 1,287,188 |

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Schedule .4 Total for TREASURY MANAGEMENT: 175,050,531

Allocation Basis: TOTAL POOLED CASH INVESTMENTS
Allocation Source: OFFICE OF THE COMPTROLLER
## Allocation Basis: TOTAL GRANT EXPENDITURES

## Allocation Source: SINGLE AUDIT

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Schedule 4 Total for GRANT ACCOUNTING: 60,273,379

Direct Billed: 43,372

Schedule 3 Total for GRANT ACCOUNTING: 60,273,379

All Monetary Values are US Dollars

Prepared By MAXIMUS Consulting Services, Inc.
### Activity - ANNUAL AUDIT

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<th>Allocation Pct</th>
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<th>Direct Billed</th>
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Allocation Basis: TOTAL EXPEND. (Excl. Tax, Airport, Sun Metro, Env Svcs, & Int Bridges)
Allocation Source: OFFICE OF THE COMPTROLLER
### Activity - CAPITAL ASSETS

<table>
<thead>
<tr>
<th>Receiving Department</th>
<th>Allocation Units</th>
<th>Allocation Pct</th>
<th>Gross Allocation</th>
<th>Direct Billed</th>
<th>Allocation Step 1</th>
<th>Allocation Step 2</th>
<th>Total</th>
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<td>3,608</td>
<td>479</td>
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<tr>
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<td>LIBRARY</td>
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<td>51</td>
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</tbody>
</table>

Schedule .4 Total for CAPITAL ASSETS 6,913,336 100.000000 106,343 106,343 9,421 115,764

Allocation Basis: DEPRECIATION OF EQUIPMENT BY DEPARTMENT
Allocation Source: FY 2017 FIXED ASSET SCHEDULE
Receiving Department | Total | FINANCIAL REPORTING | TREASURY MANAGEMENT | GRANT ACCOUNTING | ANNUAL AUDIT
---|---|---|---|---|---
NONDEPARTMENTAL | 75,996 | 56,097 | 6,332 | 0 | 11,958
CITY MANAGER | 10,415 | 7,347 | 1,100 | 0 | 1,792
STREETS & MAINTENANCE | 126,749 | 49,360 | 11,293 | 0 | 31,815
MUNICIPAL CLERK-CITY CLERK | 2,336 | 1,769 | 323 | 0 | 244
MAYOR AND COUNCIL | 10,884 | 9,742 | 393 | 0 | 749
OFFICE OF THE COMPTROLLER | 11,337 | 8,980 | 904 | 0 | 1,453
PURCHASING | 3,962 | 2,561 | 533 | 0 | 888
HUMAN RESOURCES | 10,603 | 8,677 | 766 | 0 | 1,160
CITY ATTORNEY OFFICE | 10,379 | 7,256 | 1,132 | 0 | 1,991
INFORMATION TECHNOLOGY | 121,971 | 78,551 | 3,394 | 0 | 34,545
RISK MANAGEMENT | 92,636 | 9,174 | 48,917 | 0 | 74,921
PLANNING & INSPECTION | 115,033 | 102,265 | 2,702 | 0 | 4,700
ANIMAL SERVICES | 24,535 | 19,520 | 0 | 0 | 5,015
TAX OFFICE | 11,233 | 9,327 | 1,906 | 0 | 0
METRO PLANNING ORGAN.- M.P.O. | 58,111 | 6,242 | 0 | 51,869 | 0
MUNICIPAL CLERK | 23,964 | 18,888 | 1,674 | 0 | 3,020
POLICE* | 403,268 | 198,921 | 46,064 | 83,070 | 74,921
FIRE DEPT | 214,466 | 76,410 | 37,654 | 9,944 | 58,245
ENVIRONMENTAL SERVICES | 211,324 | 73,150 | 130,687 | 7,487 | 0
CAPITAL IMPROVEMENT | 111,968 | 28,227 | 1,963 | 78,519 | 3,259
PUBLIC HEALTH | 359,850 | 119,752 | 23,488 | 205,686 | 9,309
PARKS AND RECREATION | 102,815 | 75,566 | 8,331 | 0 | 14,831
ZOO | 31,898 | 26,337 | 1,650 | 0 | 3,883
LIBRARY | 41,962 | 31,853 | 3,321 | 1,041 | 0
DEPT OF MUSEUMS & CULTURAL AFF | 27,204 | 21,409 | 808 | 2,108 | 2,347
DESTINATION EL PASO | 10,731 | 2,379 | 2,642 | 0 | 5,710
ECONOMIC DEVELOPMENT | 21,567 | 8,852 | 634 | 6,174 | 5,907
SUN METRO | 606,946 | 53,015 | 0 | 553,931 | 0
AIRPORT | 164,863 | 102,282 | 100,212 | (37,631) | 0
COMMUNITY/HUMAN DEVELOPMENT | 296,417 | 53,536 | 5,014 | 235,992 | 1,875
PENSION ADMINISTRATION | 2,334 | 2,334 | 0 | 0 | 0
INTERNATIONAL BRIDGES | 33,307 | 16,998 | 16,309 | 0 | 0
ALL OTHERS | 2,690 | 411 | 2,279 | 0 | 0
Direct Bill | 43,372 | 0 | 0 | 43,372 | 0
Total | 3,397,146 | 1,287,188 | 462,425 | 1,241,562 | 290,207

All Monetary Values are US Dollars
Prepared By MAXIMUS Consulting Services, Inc.
<table>
<thead>
<tr>
<th>Receiving Department</th>
<th>CAPITAL ASSETS</th>
</tr>
</thead>
<tbody>
<tr>
<td>NONDEPARTMENTAL</td>
<td>1,609</td>
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<tr>
<td>CITY MANAGER</td>
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</tr>
<tr>
<td>STREETS &amp; MAINTENANCE</td>
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<tr>
<td>MUNICIPAL CLERK-CITY CLERK</td>
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<tr>
<td>MAYOR AND COUNCIL</td>
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</tr>
<tr>
<td>OFFICE OF THE COMPTROLLER</td>
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<tr>
<td>PURCHASING</td>
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<tr>
<td>HUMAN RESOURCES</td>
<td>0</td>
</tr>
<tr>
<td>CITY ATTORNEY OFFICE</td>
<td>0</td>
</tr>
<tr>
<td>INFORMATION TECHNOLOGY</td>
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</tr>
<tr>
<td>RISK MANAGEMENT</td>
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<tr>
<td>PLANNING &amp; INSPECTION</td>
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<td>ANIMAL SERVICES</td>
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<tr>
<td>TAX OFFICE</td>
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<tr>
<td>METRO PLANNING ORGAN.- M.P.O.</td>
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</tr>
<tr>
<td>MUNICIPAL CLERK</td>
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<tr>
<td>POLICE*</td>
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<td>FIRE DEPT</td>
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<tr>
<td>ENVIRONMENTAL SERVICES</td>
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<tr>
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<tr>
<td>PUBLIC HEALTH</td>
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</tr>
<tr>
<td>PARKS AND RECREATION</td>
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<tr>
<td>ZOO</td>
<td>28</td>
</tr>
<tr>
<td>LIBRARY</td>
<td>471</td>
</tr>
<tr>
<td>DEPT OF MUSEUMS &amp; CULTURAL AFF</td>
<td>532</td>
</tr>
<tr>
<td>DESTINATION EL PASO</td>
<td>0</td>
</tr>
<tr>
<td>ECONOMIC DEVELOPMENT</td>
<td>0</td>
</tr>
<tr>
<td>SUN METRO</td>
<td>0</td>
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<tr>
<td>AIRPORT</td>
<td>0</td>
</tr>
<tr>
<td>COMMUNITY/HUMAN DEVELOPMENT</td>
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</tr>
<tr>
<td>PENSION ADMINISTRATION</td>
<td>0</td>
</tr>
<tr>
<td>INTERNATIONAL BRIDGES</td>
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</tr>
<tr>
<td>ALL OTHERS</td>
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</tr>
<tr>
<td>Direct Bill</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>115,764</strong></td>
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</table>
The Purchasing and Strategic Sourcing Department provides internal and external training, bidding, and contract administration services to City Departments so they can obtain goods and services at the best value to achieve their mission and strategic results. Administrative costs associated with the procurement of goods and services are allocated based upon the number of purchase orders processed for each department. Supply Chain Management costs of the Purchasing staff are allocated based upon the number of purchase orders processed for each department, excluding departments who pay directly for their own Purchasing staff. This includes Airport, Environmental Services, Fleet, Streets, and Sun Metro.
### CITY OF EL PASO, TEXAS
### FULL COST PLAN
### BASED ON FY 2018 BUDGETED EXPENSES
### Schedule .2 - Costs To Be Allocated
### For Department PURCHASING

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<tr>
<th>Expenditures Per Financial Statement:</th>
<th>1st Allocation</th>
<th>2nd Allocation</th>
<th>Sub-Total</th>
<th>Total</th>
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<td>251</td>
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<tr>
<td><strong>Mayor and Council</strong></td>
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<td>605</td>
<td>6,062</td>
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<td><strong>City Attorney Office</strong></td>
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<td><strong>Information Technology</strong></td>
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<td><strong>Risk Management</strong></td>
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<td><strong>Total Allocated Additions</strong></td>
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<tr>
<td><strong>Total To Be Allocated</strong></td>
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<td>131,840</td>
<td>2,022,539</td>
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</table>

All Monetary Values are US Dollars
Prepared By MAXIMUS Consulting Services, Inc.
## Wages & Benefits

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<th>Category</th>
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<th>G&amp;A</th>
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<th>SUPPLY CHAIN MANAGEMENT</th>
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## Other Expense & Cost

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<th>SUPPLY CHAIN MANAGEMENT</th>
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## Departmental Total

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## Deductions

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## Allocation Step 1

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<th>ADMIN</th>
<th>SUPPLY CHAIN MANAGEMENT</th>
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## Allocation Step 2

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<th>G&amp;A</th>
<th>ADMIN</th>
<th>SUPPLY CHAIN MANAGEMENT</th>
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<tr>
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</tr>
<tr>
<td>Unallocated Costs</td>
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<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2nd Allocation</td>
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<td>37,462</td>
<td>94,378</td>
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## Total For PURCHASING

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<th>Total</th>
<th>G&amp;A</th>
<th>ADMIN</th>
<th>SUPPLY CHAIN MANAGEMENT</th>
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### Activity - ADMIN

<table>
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<tr>
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<th>Allocation Units</th>
<th>Allocation Pct</th>
<th>Gross Allocation</th>
<th>Direct Billed</th>
<th>Allocation Step 1</th>
<th>Allocation Step 2</th>
<th>Total</th>
</tr>
</thead>
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<td>1,652</td>
<td>1,652</td>
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<td>1,652</td>
</tr>
<tr>
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Schedule .4 Total for ADMIN  6,823  100.000000  537,240  537,240  37,462  574,702

Allocation Basis: TOTAL NUMBER OF PURCHASE ORDERS (P.O.’s) PROCESSED
 Allocation Source: PURCHASING - P.O. REPORT
## Activity - SUPPLY CHAIN MANAGEMENT

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| Direct Bill                                  | 0     | 0     | 0                      |

| Total                                         | 2,022,539| 574,702| 1,447,837 |

Schedule 9.5
All Monetary Values are US Dollars
Prepared By MAXIMUS Consulting Services, Inc.
The Human Resources Department provides services relating to recruitment and exams, training, certification, classification, compensation, payroll and personnel records maintenance for all City departments. Costs are allocated based upon the number of employees assigned to each department. The costs for tuition reimbursement have been allocated to departments based on amount of tuition paid per General Fund department.
### Schedule 10.2 - Costs To Be Allocated For Department HUMAN RESOURCES

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### CITY OF EL PASO, TEXAS
### FULL COST PLAN
### BASED ON FY 2018 BUDGETED EXPENSES
### Schedule .3 - Costs Allocated By Activity
### For Department HUMAN RESOURCES

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**Total For HUMAN RESOURCES**

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All Monetary Values are US Dollars
Prepared By MAXIMUS Consulting Services, Inc.

* - Indicates Disallowed Expenditure
** - Indicates Unallocated Activity

Schedule 10.3
### Activity - HR SERVICES

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| Schedule .4 Total for HR SERVICES | 6,197.88 | 100.000000 | 2,801,400 | 2,801,400 | 525,451 | 3,326,851 |

Allocation Basis: TOTAL NUMBER OF FTE'S BY DEPARTMENT
Allocation Source: ANNUAL BUDGET BOOK
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<td>18,124</td>
</tr>
<tr>
<td>STREETS &amp; MAINTENANCE</td>
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<td>194,812</td>
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<td>MUNICIPAL CLERK-CITY CLERK</td>
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<td>2,707</td>
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<tr>
<td>MAYOR AND COUNCIL</td>
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<td>10,845</td>
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</table>
The Legal Department, under the direction of the City Attorney, is responsible for the provision of legal services to all City departments as well as prosecution of cases before the Municipal Court. Costs associated with the City Attorney Office are functionalized and allocated as follows:

- **Legal Services** - Costs associated with the provision of general legal services are allocated based upon the number of hours of service provided by department.
- **Outside Counsel** – Costs for hiring outside legal firms have been allocated to departments based on the detail billing amounts.
- **Trial** - Costs associated with contractual trial costs are classified as general government in nature and are not allocated within this Plan.
- **General Government** – Costs for staff who handle litigation and prosecution are classified as general government in nature and are not allocated within this Plan.
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<th>Sub-Total</th>
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## GENERAL GOVERNMENT

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**Departmental Total**

**Expenditures Per Financial Statement**

**Deductions**

- *Total Disallowed Costs: 0

**Cost Adjustments**

- **PUBLIC INFOR DISTRIBUTION FEE: 0**

**Functional Cost:** 1,154,187

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**Total For CITY ATTORNEY OFFICE**

**Schedule .3 Total:** 0
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Schedule .4 Total for LEGAL SVCS  
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Allocation Basis: COST OF OUTSIDE COUNSEL PER DEPARTMENT
Allocation Source: CITY ATTORNEY
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<td>SUN METRO</td>
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<td>INTERNATIONAL BRIDGES</td>
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<td>ALL OTHERS</td>
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<td>Direct Bill</td>
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<tr>
<td>Total</td>
<td>2,273,328</td>
<td>1,887,328</td>
<td>386,000</td>
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</table>
The Information Technology Department provides the City of El Paso and its citizens powerful and economical computing environment and efficient state of the art telecommunications system. Such costs were allocated as follows:

- Application Management – Costs associated with application management have been allocated based on total number of IT tickets by City departments.
- Client Services – Costs associated with providing the City of El Paso, its citizens and its employees, with a powerful and reliable information processing environment have been allocated based on total number of IT tickets by City departments.
- Infrastructure Management - Costs associated with infrastructure management have been allocated based on total number of IT tickets by City departments.
- Phones - Costs associated with the phone bills for cell phones and land lines have been allocated based on total telephone charges by City department. Funds that pay directly for services have been given a credit for their annual payments.
- Strategic Innovation – Costs associated with managing special projects have been allocated based on the number of projects managed per department.
- GIS – Costs for GIS support have been allocated based on the number of maps produced per department.
- Records – Costs associated with maintaining the City’s records have been allocated to departments based on the number of boxes and map cases in storage.
- Mail Room – Costs associated with the mail room have been allocated to all City departments based on the number of fte’s per department.
- Postage - Costs for the postage for outgoing mail has been allocated based on the number of pieces of mail sent per General Fund department; non General Funds pay directly for their own postage.
### Expenditures Per Financial Statement:

<table>
<thead>
<tr>
<th>Category</th>
<th>1st Allocation</th>
<th>2nd Allocation</th>
<th>Sub-Total</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>12,046,089</td>
<td></td>
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<td>12,046,089</td>
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### Deductions:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>BOND INTEREST</td>
<td>-326,664</td>
</tr>
<tr>
<td>PRINCIPAL PAYMENT</td>
<td>-1,929,051</td>
</tr>
<tr>
<td><strong>Total Deductions</strong></td>
<td><strong>-2,255,715</strong></td>
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### Cost Adjustments:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>MISC CHARGES - SALES TO DEPTS</td>
<td>-60,000</td>
</tr>
<tr>
<td><strong>Total Departmental Cost Adjustments</strong></td>
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### Inbound Costs:

<table>
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<tr>
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<tr>
<td>EQUIPMENT DEPRECIATION</td>
<td>1,986,974</td>
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<td>NONDEPARTMENTAL</td>
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<td></td>
<td>2,629</td>
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<td></td>
<td>175,477</td>
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<td>10,022</td>
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<td>83,691</td>
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<td>STREETS &amp; MAINTENANCE</td>
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<td>3,529</td>
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<td>342,343</td>
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<td>1,429</td>
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<td></td>
<td>81</td>
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<tr>
<td></td>
<td>1,510</td>
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<tr>
<td>MAYOR AND COUNCIL</td>
<td>22,711</td>
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<tr>
<td></td>
<td>2,587</td>
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<tr>
<td></td>
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<td>OFFICE OF THE COMPTROLLER</td>
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<td></td>
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<td>79,996</td>
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<td></td>
<td>8,439</td>
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<td>49,003</td>
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<tr>
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</tr>
<tr>
<td><strong>Total Inbound Costs</strong></td>
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</tr>
<tr>
<td><strong>Total To Be Allocated</strong></td>
<td><strong>15,835,365</strong></td>
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**Note:** All Monetary Values are US Dollars.
### Wages & Benefits

<table>
<thead>
<tr>
<th>Total</th>
<th>G&amp;A</th>
<th>APPLICATION MGMT</th>
<th>CLIENT SERVICES</th>
<th>PHONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>SALARIES &amp; WAGES</td>
<td>4,913,643</td>
<td>503,930</td>
<td>1,221,347</td>
<td>1,224,998</td>
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<td>1,700,460</td>
<td>157,933</td>
<td>411,170</td>
<td>482,065</td>
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### Other Expense & Cost

<table>
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<tr>
<th>Total</th>
<th>G&amp;A</th>
<th>APPLICATION MGMT</th>
<th>CLIENT SERVICES</th>
<th>PHONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAIL ROOM CHARGES</td>
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<td>CONTRACTUAL SERVICES</td>
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<td>600,000</td>
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<td>LONG DISTANCE</td>
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<tr>
<td>PHONE &amp; INTERNET</td>
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<td>0</td>
<td>1,709,840</td>
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<tr>
<td>*PRINCIPAL PAYMENT</td>
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### Departmental Total

<table>
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<tr>
<th>Total</th>
<th>G&amp;A</th>
<th>APPLICATION MGMT</th>
<th>CLIENT SERVICES</th>
<th>PHONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditures Per Financial Statement</td>
<td>12,046,089</td>
<td></td>
<td></td>
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</tbody>
</table>

### Deductions

<table>
<thead>
<tr>
<th>Total</th>
<th>G&amp;A</th>
<th>APPLICATION MGMT</th>
<th>CLIENT SERVICES</th>
<th>PHONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Total Disallowed Costs</td>
<td>(2,255,715)</td>
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<td>0</td>
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### Cost Adjustments

<table>
<thead>
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<th>Total</th>
<th>G&amp;A</th>
<th>APPLICATION MGMT</th>
<th>CLIENT SERVICES</th>
<th>PHONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>MISC CHARGES - SALES TO DEPTS</td>
<td>(60,000)</td>
<td>0</td>
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### Functional Cost

<table>
<thead>
<tr>
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<th>G&amp;A</th>
<th>APPLICATION MGMT</th>
<th>CLIENT SERVICES</th>
<th>PHONES</th>
</tr>
</thead>
<tbody>
<tr>
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### Allocation Step 1

<table>
<thead>
<tr>
<th>Total</th>
<th>G&amp;A</th>
<th>APPLICATION MGMT</th>
<th>CLIENT SERVICES</th>
<th>PHONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inbound - All Others</td>
<td>3,074,475</td>
<td>315,442</td>
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<td>(1,260,127)</td>
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<tr>
<td>Unallocated Costs</td>
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### Allocation Step 2

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<th>APPLICATION MGMT</th>
<th>CLIENT SERVICES</th>
<th>PHONES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inbound - All Others</td>
<td>3,030,516</td>
<td>310,850</td>
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<td>Reallocate Admin Costs</td>
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<td>Unallocated Costs</td>
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### Total For INFORMATION TECHNOLOGY

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<th>CLIENT SERVICES</th>
<th>PHONES</th>
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<tbody>
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<td>3,664,301</td>
<td>3,726,646</td>
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* - Indicates Disallowed Expenditure
** - Indicates Unallocated Activity

All Monetary Values are US Dollars
Prepared By MAXIMUS Consulting Services, Inc.
## Wages & Benefits

<table>
<thead>
<tr>
<th></th>
<th>INFRASTRUCTURE MANAGEMENT</th>
<th>STR INNOVATION &amp; ENTERPR</th>
<th>GIS</th>
<th>RECORDS MANAGEMENT</th>
<th>MAIL ROOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>SALARIES &amp; WAGES</td>
<td>1,107,046</td>
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## Other Expense & Cost

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<tr>
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<th>INFRASTRUCTURE MANAGEMENT</th>
<th>STR INNOVATION &amp; ENTERPR</th>
<th>GIS</th>
<th>RECORDS MANAGEMENT</th>
<th>MAIL ROOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAIL ROOM CHARGES</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>CONTRACTUAL SERVICES</td>
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<td>LONG DISTANCE</td>
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</tr>
<tr>
<td>PHONE &amp; INTERNET</td>
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<td>0</td>
</tr>
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<td>0</td>
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</tr>
<tr>
<td>*PRINCIPAL PAYMENT</td>
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## Departmental Total

### Expenditures Per Financial Statement

**Deductions**

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<th>STR INNOVATION &amp; ENTERPR</th>
<th>GIS</th>
<th>RECORDS MANAGEMENT</th>
<th>MAIL ROOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Total Disallowed Costs</td>
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</table>

### Cost Adjustments

<table>
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<th>STR INNOVATION &amp; ENTERPR</th>
<th>GIS</th>
<th>RECORDS MANAGEMENT</th>
<th>MAIL ROOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>MISC CHARGES - SALES TO DEPTS</td>
<td>0</td>
<td>0</td>
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<td>0</td>
<td>0</td>
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### Functional Cost

<table>
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<th>STR INNOVATION &amp; ENTERPR</th>
<th>GIS</th>
<th>RECORDS MANAGEMENT</th>
<th>MAIL ROOM</th>
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</thead>
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### Allocation Step 1

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<th>GIS</th>
<th>RECORDS MANAGEMENT</th>
<th>MAIL ROOM</th>
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<tbody>
<tr>
<td>Inbound - All Others</td>
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<td>60,858</td>
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<td>55,950</td>
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### Allocation Step 2

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<th>STR INNOVATION &amp; ENTERPR</th>
<th>GIS</th>
<th>RECORDS MANAGEMENT</th>
<th>MAIL ROOM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inbound - All Others</td>
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### Total For INFORMATION TECHNOLOGY

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<th>GIS</th>
<th>RECORDS MANAGEMENT</th>
<th>MAIL ROOM</th>
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<td>3,339,120</td>
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## POSTAGE

<table>
<thead>
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<th>Wages &amp; Benefits</th>
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<tbody>
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<tr>
<td>FRINGE BENEFITS</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other Expense &amp; Cost</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>MAIL ROOM CHARGES</td>
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<tr>
<td>CONTRACTUAL SERVICES</td>
<td>0</td>
</tr>
<tr>
<td>MATERIALS/SUPPLIES</td>
<td>0</td>
</tr>
<tr>
<td>WIRELESS COMMUNICATION SERVICE</td>
<td>0</td>
</tr>
<tr>
<td>LONG DISTANCE</td>
<td>0</td>
</tr>
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**Departmental Total**

Expenditures Per Financial Statement

**Deductions**

*Total Disallowed Costs* 0

**Cost Adjustments**

MISC CHARGES - SALES TO DEPTS (60,000)

**Functional Cost**

90,000

**Allocation Step 1**

Inbound - All Others 0

Reallocate Admin Costs 0

Unallocated Costs 0

1st Allocation 90,000

**Allocation Step 2**

Inbound - All Others 0

Reallocate Admin Costs 0

Unallocated Costs 0

2nd Allocation 0

**Total For INFORMATION TECHNOLOGY**

Schedule .3 Total 90,000
### Allocation Basis:

TOTAL NUMBER OF IT TICKETS BY DEPARTMENT

### Allocation Source:

INFORMATION TECHNOLOGY ACTIVITY REPORT

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**Allocation Basis:** TOTAL NUMBER OF IT TICKETS BY DEPARTMENT

**Allocation Source:** INFORMATION TECHNOLOGY ACTIVITY REPORT
### Allocation Basis

TOTAL NUMBER OF IT TICKETS BY DEPARTMENT

### Allocation Source

INFORMATION TECHNOLOGY ACTIVITY REPORT

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| Direct Billed | 352,046 | 352,046 | 352,046 |
| Schedule .3 Total for PHONES | 1,641,325 | 100.000000 | 0 | 2,331,840 | 0 | 2,331,840 |

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Schedule 4 Total for INFRASTRUCTURE MANAGEMENT 32,697.00 100.000000 2,578,451 2,578,451 760,669 3,339,120

Allocation Basis: TOTAL NUMBER OF IT TICKETS BY DEPARTMENT
Allocation Source: INFORMATION TECHNOLOGY ACTIVITY REPORT
### Activity - STR INNOVATION & ENTERPR

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**Allocation Basis:** NUMBER OF STRATEGIC PROJECTS PER DEPT  
**Allocation Source:** IT
### Activity - GIS

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Schedule 4 Total for GIS: 604, 100,000,000, 439,796, 439,796, 134,294, 574,090

Allocation Basis: TOTAL NUMBER OF MAPS PRODUCED PER DEPARTMENT
Allocation Source: GIS
## Allocation Basis:
NUMBER OF BOXES AND MAP CASES STORED BY DEPT

## Allocation Source:
ARCHIVES & RECORDS MANAGER

### Activity - RECORDS MANAGEMENT

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<th>Allocation Units</th>
<th>Allocation Pct</th>
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<th>Direct Billed</th>
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All Monetary Values are US Dollars
MAXCAP 2018 MAXIMUS Consulting Services, Inc.
Prepared By MAXIMUS Consulting Services, Inc.
Schedule 12.4.7
Page C-124

EL PASO, TX FULL COST 2018
2018 Version 1.0005
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Schedule .4 Total for MAIL ROOM: 6,197.88

Allocation Basis: TOTAL NUMBER OF FTE'S BY DEPARTMENT
Allocation Source: ANNUAL BUDGET BOOK
### Activity - POSTAGE

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Schedule .4 Total for POSTAGE 190,604 100,000000 90,000 90,000 0 90,000

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Allocation Source: POSTAL CLASS REPORT
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<td><strong>449,727</strong></td>
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<td><strong>90,000</strong></td>
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</table>
The Risk Management Department is responsible for the administration of the City's insurance programs. In addition, the Department coordinates all activities associated with employee benefits programs (except the Pension Funds). Indirect costs associated with Insurance and Benefits are allocated based upon the number of employees assigned to each department; direct costs are directly billed.
### 1st Allocation

<table>
<thead>
<tr>
<th>Expenditures Per Financial Statement</th>
<th>1st Allocation</th>
<th>2nd Allocation</th>
<th>Sub-Total</th>
<th>Total</th>
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<td>FUND BALANCE</td>
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<td>Total Deductions</td>
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### Inbound Costs

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<td>267</td>
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## Wages & Benefits

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## Other Expense & Cost

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### Departmental Total

- **Expenditures Per Financial Statement**: 63,774,586

### Deductions

- **Total Disallowed Costs**: (200,000) 0 0

### Cost Adjustments

- **CREDIT DIRECT COSTS**: (63,574,586) 0 (63,574,586)

### Functional Cost

- **Total**: 0 0 0

### Allocation Step 1

- **Inbound - All Others**: 279,555 0 279,555
- **Reallocate Admin Costs**: 0 0 0
- **Unallocated Costs**: 0 0 0
- **1st Allocation**: 279,555 0 279,555

### Allocation Step 2

- **Inbound - All Others**: 29,605 0 29,605
- **2nd Allocation**: 29,605 0 29,605

### Total For RISK MANAGEMENT

- **Schedule .3 Total**: 309,160 0 309,160
**Allocation Basis:** TOTAL NUMBER OF FTE'S BY DEPARTMENT  
**Allocation Source:** ANNUAL BUDGET BOOK

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<th>Direct</th>
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**Schedule .4 Total for RISK MGMT**  
6,197.88  100.000000  279,555  279,555  29,605  309,160  

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All Monetary Values are US Dollars  
MAXCAP 2018 MAXIMUS Consulting Services, Inc.  
Prepared By MAXIMUS Consulting Services, Inc.  
Schedule 13.4.1  
Page C-132
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Total

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