

City of Coalinga

Comprehensive User Fee Study Report

September 25, 2017



Corporate Office:

27368 Via Industria

Suite 200

Temecula, CA 92590

Tel: (951) 587-3500

Tel: (800) 755-6864

Fax: (951) 587-3510

Office Locations:

Anaheim, CA

Oakland, CA

Sacramento, CA

New York, NY

Orlando, FL

www.willdan.com

TABLE OF CONTENTS

Executive Summary 1

User Fee Background 2

 Background2

 California User Fee History2

 Additional Policy Considerations3

Study Objective..... 4

 Scope of the Study5

 Aim of the Report5

Project Approach and Methodology..... 6

 Conceptual Approach6

 Fully Burdened Hourly Rates6

 Summary Steps of the Study.....7

 Allowable Costs.....7

 Methodology8

 Quality Control/Quality Assurance8

 Reasons for cost increases/decreases over current fees.....9

 City Staff Contributions.....9

Coalinga User Fees 10

 Cost Recovery10

 Subsidization.....10

 Impact on Demand (Elasticity).....11

 Summary.....11

Administrative Services..... 12

Airport..... 12

Building 13

Finance 14

Fire 14

Cannabis 15

Planning..... 15

Police..... 16

Public Works..... 16

Appendix A – Total Allowable Cost to be Recovered 18

Appendix B – Fully Burdened Hourly Rates..... 19

Appendix C – Cost Recovery Analysis 21

EXECUTIVE SUMMARY

The City of Coalinga engaged Willdan Financial Services (Willdan) to determine the full costs incurred by the City to support the various activities for which the City charges user fees. Due to the complexity and the breadth of performing a comprehensive review of fees, Willdan employed a variety of fee methodologies to identify the full costs of individual fee and program activities. This report and the appendices herein identifies 100% full cost recovery for City services and the recommended level of recovery as determined through discussion with departmental staff.

The reality of the local government fee environment is that significant increases to achieve 100% cost recovery can often not be feasible, desirable, or appropriate depending on policy direction —particularly in a single year. The recommended fees identified herein are either at or less than full cost recovery.

USER FEE BACKGROUND

BACKGROUND

As part of a general cost recovery strategy, local governments adopt user fees to fund programs and services that provide limited or no direct benefit to the community as a whole. As cities struggle to maintain levels of service and variability of demand, they have become increasingly aware of subsidies provided by the General Fund and have implemented cost-recovery targets. To the extent that governments use general tax monies to provide individuals with private benefits, and not require them to pay the full cost of the service (and, therefore, receive a subsidy), the government is limiting funds that may be available to provide other community-wide benefits. In effect, the government is using community funds to pay for private benefit. Unlike most revenue sources, cities have more control over the level of user fees they charge to recover costs, or the subsidies they can institute.

Fees in California are required to conform to the statutory requirements of the California Constitution, Proposition 218, and the California Code of Regulations. The Code also requires that the City Council adopt fees by either ordinance or resolution, and that any fees in excess of the estimated total cost of rendering the related services must be approved by a popular vote of two-thirds of those electors voting because the charge would be considered a tax and not a fee.

CALIFORNIA USER FEE HISTORY

Before Proposition 13, California cities were less concerned with potential subsidies and recovering the cost of their services from individual fee payers. In times of fiscal shortages, cities simply raised property taxes, which funded everything from police and recreation to development-related services. However, this situation changed with the passage of Proposition 13 in 1978.

Proposition 13 established the era of revenue limitation in California local government. In subsequent years, the state saw a series of additional limitations to local government revenues. Proposition 4 (1979) defined the difference between a tax and a fee: a fee can be no greater than the cost of providing the service; and Proposition 218 (1996) further limited the imposition of taxes for certain classes of fees. As a result, cities were required to secure a supermajority vote in order to enact or increase taxes. Since the public continues to resist efforts to raise local government taxes, cities have little control and very few successful options for new revenues. Compounding this limitation, the State of California took a series of actions in the 1990's and 2000's to improve the State's fiscal situation—at the expense of local governments. As an example, in 2004-05, the Educational Revenue Augmentation Funds (“ERAF”) take-away of property taxes and the reduction of Vehicle License Fees have severely reduced local tax revenues.

In addition, on November 2, 2010, California voters approved Proposition 26, the “Stop Hidden Taxes Initiative”, which is aimed at defining “regulatory fees” as a special tax rather than a fee, thus requiring approval by two-thirds vote of local voters. These regulatory fees are typically intended to mitigate the societal and environmental impacts of a business or person's activities. Proposition 26 contains seven categories of exceptions. The vast majority of fees that cities would seek to adopt will most likely fall into one or more of these exemptions.

ADDITIONAL POLICY CONSIDERATIONS

The recent trend for municipalities is to update their fee schedules to reflect the actual costs of certain public services primarily benefitting users. User Fees recover costs associated with the provision of specific services benefiting the user, thereby reducing the use of General Fund monies for such purposes.

In addition to collecting the direct cost of labor and materials associated with processing and administering user services, it is common for local governments to recover support costs. Support costs are those costs relating to a local government's central service departments that are properly allocable to the local government's operating departments. Central services support cost allocations were derived from the City's Cost Allocation Plan.

As labor effort and costs associated with the provision of services fluctuate over time, a significant element in the development of any fee schedule is that it has the flexibility to remain current. Therefore, it is recommended that the City include an inflationary factor in the resolution adopting the fee schedule to allow the City Council, by resolution, to annually increase or decrease the fees.

The City may employ many different inflationary factors. The most commonly used inflator is some form of the Consumer Price Index (CPI) as it is widely well known and accepted. A similar inflator is the implicit price deflator for GDP, which is much like the CPI except that while the CPI is based on the same "basket" of goods and services every year, the price deflators' "basket" can change year to year. Since the primary factor for the cost of a City's services is usually the costs of the personnel involved, tying an inflationary factor more directly to the personnel costs can be suitable if there is a clear method for obtaining said factor.

Each City should use an inflator that they believe works the best for their specific situation and needs. It is also recommended that the City perform this internal review annually with a comprehensive review of services and fees performed every three to five years, which would include adding or removing fees for any new or eliminated programs/services.

STUDY OBJECTIVE

As the City of Coalinga seeks to efficiently manage limited resources and adequately respond to increased service demands, it needs a variety of tools. These tools provide assurance that the City has the best information and the best resources available to make sound decisions, fairly and legitimately set fees, maintain compliance with state law and local policies, and meet the needs of the City administration and its constituency. Given the limitations on raising revenue in local government, the City recognizes that a User Fee Study is a very cost-effective way to understand the total cost of services and identify potential fee deficiencies. Essentially, a User Fee is a payment for a requested service provided by a local government that primarily benefits an individual or group.

The total cost of each service included in this analysis is based on the full cost of providing City services, including direct salaries and benefits of City staff, direct departmental costs, and indirect costs from central service support. This study determines the full cost recovery fee for the City to provide each service; however, each fee is set at the City's discretion, up to 100% of the total cost, as specified in this report.

The principle goal of the study was to help the City determine the full cost of the services that the City provides. In addition, Willdan established a series of additional objectives including:

- Developing a rational basis for setting fees
- Identifying subsidy amount, if applicable, of each fee in the model
- Enhancing fairness and equity
- Ensuring compliance with State law
- Developing an updatable and comprehensive list of fees
- Maintaining accordance with City policies and goals

The study results will help the City better understand its true costs of providing services and may serve as a basis for making informed policy decisions regarding the most appropriate fees, if any, to collect from individuals and organizations that require individualized services from the City.

SCOPE OF THE STUDY

The scope of this study encompasses a review and calculation of the user fees charged by the following Coalinga departments and fee groups:

- Administration
- Airport
- Building
- Finance
- Fire
- Cannabis
- Planning
- Police
- Public Works

The study involved the identification of existing and potential new fees, fee schedule restructuring, data collection and analysis, orientation and consultation, quality control, communication and presentations, and calculation of individual service costs (fees) or program cost recovery levels.

AIM OF THE REPORT

The User Fee Study focused on the cost of City services, as City staff currently provides them at existing, known, or reasonably anticipated service and staff levels. This report provides a summary of the study results, and a general description of the approach and methods Willdan and City staff used to determine the recommended fee schedule. The report is not intended to document all of the numerous discussions throughout the process, nor is it intended to provide influential dissertation on the qualities of the utilized tools, techniques, or other approaches.

PROJECT APPROACH AND METHODOLOGY

CONCEPTUAL APPROACH

The basic concept of a User Fee Study is to determine the “reasonable cost” of each service provided by the City for which it charges a user fee. The full cost of providing a service may not necessarily become the City’s fee, but it serves as the objective basis as to the maximum amount that may be collected.

The standard fee limitation established in California law for property-related (non-discretionary) fees is the “estimated, reasonable cost” principle. In order to maintain compliance with the letter and spirit of this standard, every component of the fee study process included a related review. The use of budget figures, time estimates, and improvement valuation clearly indicates reliance upon estimates for some data.

FULLY BURDENED HOURLY RATES

The total cost of each service included in this analysis is primarily based on the Fully Burdened Hourly Rates (FBHRs) that were determined for City personnel directly involved in providing services. The FBHRs include not only personnel salary and benefits, but also any costs that are reasonably ascribable to personnel. The cost elements that are included in the calculation of fully burdened rates are:

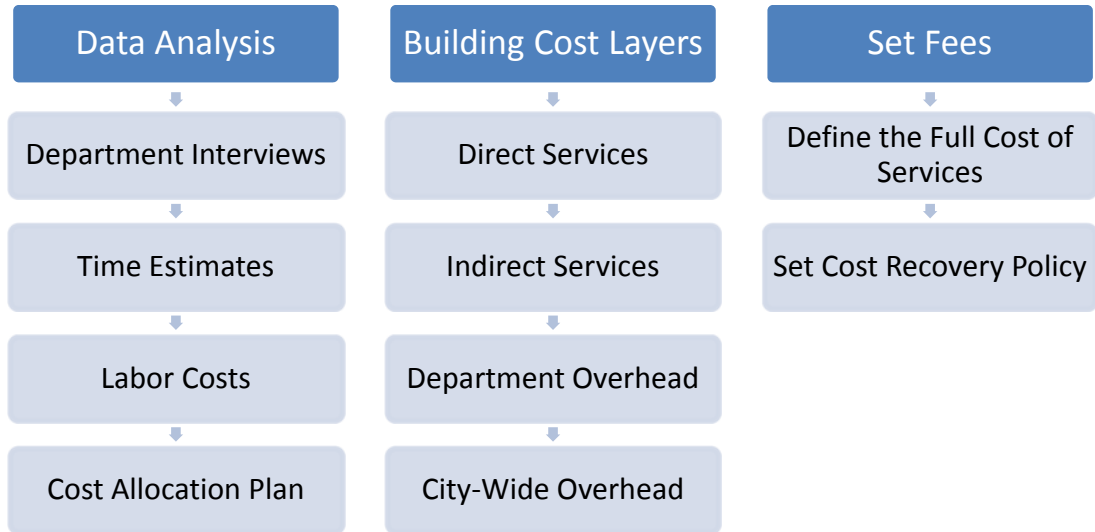
- Salaries & benefits of personnel involved
- Operating costs applicable to fee operations
- Departmental support, supervision, and administration overhead
- Internal Service Costs charged to each department
- Indirect City-wide overhead costs calculated through the Cost Allocation Plan

An important factor in determining the fully burdened rate is in the calculation of productive hours for personnel. This calculation takes the available workable hours in a year of 2,080 and adjusts this figure to account for calculated or anticipated hours’ employees are involved in non-billable activities such as paid vacation, sick leave, emergency leave, holidays, and other considerations as necessary. Dividing the full cost by the number of productive hours provides the FBHR.

The FBHRs are then used in conjunction with time estimates, when appropriate, to calculate a fees’ cost based on the personnel and the amount of their time that is involved in providing each service.

SUMMARY STEPS OF THE STUDY

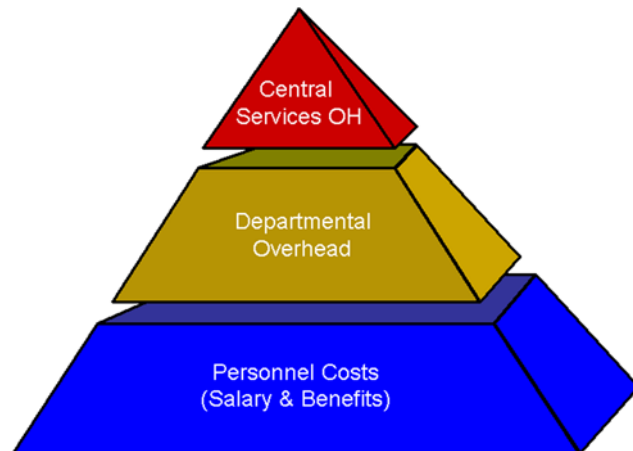
The methodology to evaluate most User Fee levels is straightforward and simple in concept. The following list provides a summary of the study process steps:



ALLOWABLE COSTS

This report identifies three types of costs that, when combined, constitute the fully burdened cost of a service (**Appendix A**). Costs are defined as direct labor, including salary and benefits, departmental overhead costs, and the City’s central services overhead, where departmental and central service overhead costs constitute support costs. These cost types are defined as follows:

- **Direct Labor (Personnel Costs):** The costs related to staff salaries for time spent directly on fee-related services.
- **Departmental Overhead:** A proportional allocation of departmental overhead costs, including operation costs such as supplies and materials that are necessary for the department to function.
- **Central Services Overhead:** These costs, detailed in the City’s Cost Allocation Plan, represent services provided by those Central Services Departments whose primary function is to support other City departments.



METHODOLOGY

The two methods of analysis for calculating fees used in this report are the:

Case Study Method (Standard Unit Cost Build-Up Approach): This approach estimates the actual labor and material costs associated with providing a unit of service to a single user. This analysis is suitable when City staff time requirements do not vary dramatically for a service, or for special projects where the time and cost requirements are easy to identify at the project's outset. Further, the method is effective in instances when a staff member from one department assists on an application, service or permit for another department on an as-needed basis. Costs are estimated based upon interviews with City staff regarding the time typically spent on tasks, a review of available records, and a time and materials analysis.

Programmatic Approach: The standard Case Study approach relies upon the detailed analysis of specific time estimates, salaries and benefits, expenditures, and overhead costs. In many instances, the underlying data are not available or vary widely, leaving a standard unit cost build-up approach impractical. In addition, market factors and policy concerns (as opposed to actual costs) tend to influence fee levels more than other types of services. With these general constraints, and to maximize the utility of this analysis, Willdan employed a different methodology where appropriate to fit the programs' needs and goals.

Valuation Based Fees: This manner of collection is used when the valuation of the improvement can be used as a proxy for the amount of effort it would take for City staff to complete the service provided. More specifically, this approach is commonly used for certain User Fees in Building.

QUALITY CONTROL/QUALITY ASSURANCE

All study components are interrelated, thus flawed data at any step in the process will cause the ultimate results to be inconsistent and unsound. The elements of our Quality Control process for User Fee calculations include:

- Involvement of knowledgeable City staff
- Clear instructions and guidance to City staff
- Reasonableness tests and validation
- Normalcy/expectation ranges
- FTE balancing
- Internal and external reviews
- Cross-checking

REASONS FOR COST INCREASES/DECREASES OVER CURRENT FEES

Within the fee tables in [Appendix C](#), the differences identified between the full costs calculated through the study and the fee levels currently in effect. The reasons for differences between the two can arise from a number of possible factors including:

- Previous fee levels may have been set at levels less than full cost intentionally, based on a policy decisions
- Staffing levels and the positions that complete fee and service activity may vary from when the previous costs were calculated
- Personnel and materials costs could have increased at levels that differed from any inflationary factors used to increase fees since the last study
- Costs that this study has identified as part of the full cost of services may not have been accounted for in a previous study
 - Departmental overhead and administration costs
 - Indirect overhead from the Cost Allocation Plan
- Changes in processes and procedures within a department, or the city as a whole

CITY STAFF CONTRIBUTIONS

As part of the study process, Willdan received tremendous support and cooperation from City staff, which contributed and reviewed a variety of components to the study, including:

- Budget and other cost data
- Staffing structures
- Fee and service structures, organization, and descriptions
- Direct and indirect work hours (billable/non-billable)
- Time estimates to complete work tasks
- Frequency and current fee levels
- Review of draft results and other documentation

A User Fee Study requires significant involvement of the managers and line staff from the departments—on top of their existing workloads and competing priorities. The contributions from City staff were critical to this study. We would like to express our appreciation to the City and its staff for their assistance, professionalism, positive attitudes, helpful suggestions, responsiveness, and overall cooperation.

COALINGA USER FEES

COST RECOVERY

The cost recovery models, by department/division fee type, are presented in detail in [Appendix C](#). Full cost recovery is determined by summing the estimated amount of time each position (in increments of minutes or hours) spends to render a service. Time estimates for each service rendered were predominately determined by Willdan and City Staff through a time and materials survey conducted for each department/division fee included in the study. The resulting cost recovery amount represents the total cost of providing each service. The City's current fee being charged for each service, if applicable, is provided in this section, as well, for reference.

It is important to note that the time and materials survey used to determine the amount of time each employee spends assisting in the provision of the services listed on the fee schedule is essential in identifying the total cost of providing each service. Specifically, in providing services, a number of employees are often involved in various aspects of the process, spending anywhere from a few minutes to several hours on the service.

The principle goal of this study was to identify the cost of City services, to provide information to help the City make informed decisions regarding the actual fee levels and charges. The responsibility to determine the final fee levels is a complicated task. City staff must consider many issues in formulating recommendations, and the City Council must consider those same issues and more in making the final decisions.

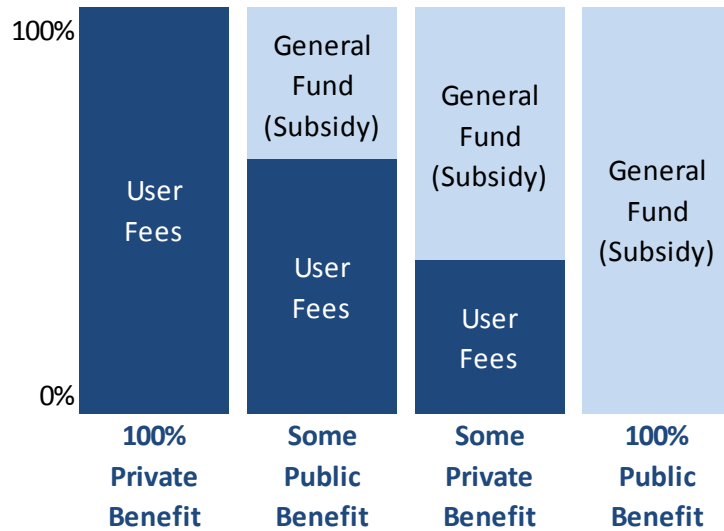
City staff assumes the responsibility to develop specific fee level recommendations to present to the City Council. Unfortunately, there are no hard and fast rules to guide the City, since many of the considerations are based on the unique characteristics of the City of Coalinga, and administrative and political discretion. However, in setting the level of full cost recovery for each fee, one should consider whether the service solely benefits one end user or the general community.

SUBSIDIZATION

Recalling the definition of a user fee helps guide decisions regarding subsidization. The general standard is that individuals (or groups) whom receive a wholly private benefit should pay 100% of the full cost of the services. In contrast, services that are simply public benefit should be funded entirely by the general fund's tax dollars. Unfortunately, for the decision makers, a many services fall into the range between these two extremes. The graphic on the following page illustrates the potential decision basis.

Further complicating the decision, opponents of fees often assert that the activities subject to the fees provide economic, cultural, "quality of life," or other community benefits that exceed the costs to the City. It is recommended the City consider such factors during its deliberations regarding appropriate fee levels.

Of course, subsidization can be an effective public policy tool, since it can be used to reduce fees to encourage certain activities (such as compliance inspections to ensure public safety) or allow some people to be able to afford to receive services they otherwise could not at the full cost. In addition, subsidies can be an appropriate and justifiable action, such as to allow citizens to rightfully access services, without burdensome costs.



Despite the intent, it is important for the City and public to understand that subsidies must be covered by another revenue source, such as the General

Fund. Therefore, the general taxpayer will potentially help to fund private benefits, and/or other City services will not receive funds that are otherwise directed to cover subsidies.

IMPACT ON DEMAND (ELASTICITY)

Economic principles of elasticity suggest that increased costs for services (higher fees) will eventually curtail the demand for the services; whereas lower fees may spark an incentive to utilize the services and encourage certain actions. Either of these conditions may be a desirable effect to the City. However, the level of the fees that would cause demand changes is largely unknown. The Cost of Service Study did not attempt to evaluate the economic or behavioral impacts of higher or lower fees; nevertheless, the City should consider the potential impacts of these issues when deciding on fee levels.

SUMMARY

If the City’s principal goal of this study were to maximize revenues from user fees, Willdan would recommend setting user fees at 100% of the full cost identified in this study. However, we understand that revenue enhancement is not the only goal of a cost of service study, and sometimes full-cost recovery is not needed, desired, or appropriate. Other City and departmental goals, City Council priorities, policy initiatives, past experience, implementation issues, and other internal and external factors may influence staff recommendations and City Council decisions. In this case, the proper identification of additional services (new or existing services) and creation of a consistent and comprehensive fee schedule was the primary objective of this study. City staff has reviewed the full costs and identified the “recommended fee levels” for consideration by City Council. The attached appendices exhibit these unit fees individually.

The preceding sections provide background for each department or division and the results of this study’s analysis of their fees. For the full list of each fee’s analysis, refer to [Appendix C](#) of this report.

ADMINISTRATIVE SERVICES

The Administrative Services Department performs responsible and confidential administrative and secretarial duties for the City Manager, administration staff, and members of City Council; and to provide information and respond to questions from the public.

ANALYSIS

Willdan individually reviewed the services associated with the Administrative Services Department. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The user fee activity associated with Administrative Services is predominantly related to providing for records requests. These activities are regulated by the California Public Records Act, and the fees listed [Appendix C](#) are set in accordance to recover the cost of duplication of records and research requests that go beyond the guidelines set in the Act. One fee is proposed to stay at its current level, with three new fees added as detailed in [Appendix C](#).

AIRPORT

The Coalinga Municipal Airport is a general aviation airport located on Phelps Avenue approximately 4 miles east of downtown Coalinga. The facility was built in 1995 and is authorized by the Federal Aviation Administration (FAA) to service single-wheel aircraft with a gross weight of less than 12,500 pounds and dual-wheel aircraft with a gross weight of less than 30,000 pounds. The main runway is 100 feet X 5,000 feet, is made of asphalt concrete, and has night lighting.

The crosswind runway is 60 feet X 2,500 feet and is made of light asphalt (a combination of sand and road oils) and is available for daytime use only. The airport provides 100LL fuel. Fuel is available self-serve, twenty-four hours a day.

In addition to the runways and fueling area, the Airport has a helipad that is used by the California Highway Patrol. The helipad is located at the Coalinga Municipal Airport to provide law enforcement support, medical evacuation and search and rescue services to Coalinga and the surrounding area. It has a 500 – gallon fuel tank that provides fuel to Highway Patrol aircraft and helicopters. In cases of emergency, the Highway Patrol will provide fuel to other law enforcement and fire protection planes and helicopters.

Facilities available for lease are 16 private aircraft hangars and a 3,000 square foot maintenance hangar. A Flight Service Center Building located on the southern portion of the property houses a pilot lounge, airport office, and living quarters. The tenant receives a reduced rent in return for providing airport security evenings and weekends.

ANALYSIS

Willdan individually reviewed the services and programs associated with the Airport. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

There were five fees analyzed in the Airport department. The analysis was based upon a comparison of nearby airports. This analysis has shown that the current fees in place are less than surrounding Airports. As a result, four fees are suggested to increase, one remained the same, and three new fees were added as detailed in [Appendix C](#).

BUILDING

The Building & Safety Division of the Community Development Department is responsible for the administration and enforcement of the California Building Codes and related Federal, State, and City adopted laws and ordinances. This responsibility includes compliance with state mandates assuring all structures meet or exceed the minimum life safety standards of codes, laws, and ordinances. The Building Division assures these standards are met by providing organized procedures for reviewing and approving plans and specifications, issuing permits, and providing building inspections.

ANALYSIS

Willdan individually reviewed the services and programs associated with Building & Safety. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of Building & Safety Services relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for City Central Services. It is recommended that the City set Building and Safety services at 100% cost recovery which would result in an average fee increase of 7%. On an individual fee basis, there would be an increase for 71 fees, a decrease for 25 fees, 9 fees would remain as currently set, and 5 new fees are added as detailed in [Appendix C](#).

In addition to the fees listed under Building and Safety, the Building Permit fees are also provided by this department. For the Building Permit fees, valuation is used as a proxy for measuring the amount of effort needed to provide services. This method is an industry standard and is widely used by other jurisdictions to evaluate the cost of providing service. It is generally understood that the larger and more complex a project is, more time and effort that is required to provide the service. Project valuation also follows that trend, and so by using a combination of either project valuation or historical revenue figures along with a multiplier or cost recovery analysis for historical and anticipated future trends, current cost recovery along with variability in charges due to project type and scale is determined. In the analysis, the current valuation data in use by the City has not been updated for many years. It is recommended the department implement the most up to date valuation tables, and perform the same update on an annual basis to keep up with the changes in construction costs. This update to the most current BVD was incorporated into the analysis for the affected fees which resulted in an increase to the range of valuation covered by each tier listed to offset the increase in fees that would be needed to obtain full cost recovery for services. In order to reach full cost recovery there would need to be a 128% increase in the fee amounts listed in the modified fee table listed in [Appendix C](#).

FINANCE

The Finance Department is responsible for all financial management services and activities provided by the City. This includes payroll, accounts payable, business license, and general accounting of the City.

ANALYSIS

Willdan individually reviewed the services and programs associated with Finance. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

Listed under Finance are the Business License services provided by the City. Per State regulations most of these are considered taxes and therefore not included as part of this analysis. The penalties for Utility services are also listed under Finance, and two have been increased in order to deter those activities. One fee was added to allow for the City to recover cost associated with Credit Card fees. All services are listed in [Appendix C](#).

FIRE

The Coalinga Fire Department (CFD) was established in 1903. The CFD was all volunteered until 1906, when the city hired a full-time Fire Chief. Today, the CFD is a combination department, with 20 full-time and 6 reserve personnel. The Fire Department provides fire prevention, fire suppression, paramedic level ambulance transport, public education and community service.

ANALYSIS

Willdan individually reviewed the services and programs associated with Fire. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of Fire services relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for City Central Services. Willdan then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee would recover the costs associated with the requested service. The suggested fees represent 100% cost recovery which would result in an average fee increase of 54%. On an individual fee basis, there would be an increase for 31 fees, a decrease for 7 fees, 12 fees would remain as currently set, and 19 new fees are added as detailed in [Appendix C](#).

CANNABIS

The Cannabis Program Administration: Personnel who administer the City of Coalinga Commercial Cannabis Program through, conducting pre-application screening, processing of commercial cannabis regulatory permits and background checks, managing critical IT infrastructure and databases, in addition to administering a comprehensive monitoring and compliance program for all permitted commercial cannabis operations in the City of Coalinga.

ANALYSIS

Willdan individually reviewed the services and programs associated with the Cannabis Program. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of Marijuana services relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for City Central Services. Willdan then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee would recover the costs associated with the requested service. The suggested fees represent 100% cost recovery which would result in an average fee increase of 3%. On an individual fee basis, there would be an increase for 14 fees, 4 fees would remain as currently set, and 3 new fees as detailed in [Appendix C](#).

PLANNING

The Planning Division of the Community Development Department maintains and updates the City's General Plan, Annexation Projects, Zoning Ordinance, Subdivision Ordinance, and other development related ordinances and regulations. The Planning Division informs developers and business owners regarding the process and requirements for constructing new projects in the City, and provides economic development information such as population projections, median household income levels, availability of commercial and industrial sites, and location of City infrastructure. The Planning Division also processes applications for conditional use permits, variances, general plan amendments, tentative subdivision maps, and zone changes for private development projects in the City.

ANALYSIS

Willdan individually reviewed the services provided by Planning. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of services in Planning fees relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for City Central Services. Willdan then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee is recovering the costs associated with the requested service. The analysis has shown that in general Planning services are currently underrecovering the cost of providing services. The suggested fees represent 100% cost recovery which would result in an average fee increase of 1%. The result would be an increase in 21 fees, decrease in 9 fees, and 4 fees would remain as currently set, and 14 new fees added for those that could be measured as detailed in [Appendix C](#).

POLICE

The Police Department is charged with the protection of life and property, conducting of criminal investigations, apprehending criminal offenders, animal control and code enforcement.

ANALYSIS

Willdan individually reviewed the services and programs associated with Police. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of Police services relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for City Central Services. Willdan then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee would recover the costs associated with the requested service. It is recommended that the City set fees at 100% cost recovery which would result in an average fee increase of 43%. As a result, 34 fees would see an increase, 6 would decrease, and 1 new fee would be added as detailed in [Appendix C](#).

PUBLIC WORKS

The Public Works and Utilities Department is comprised of the Treatment Operations Division and the Field Services Division. The Treatment Operations Division operates and maintains both the water treatment facilities and the wastewater treatment facilities. The Field Services Division is responsible for operating and maintaining the water distribution system, sanitary sewer collection system, the natural gas distribution system, street maintenance which includes storm drains, grounds maintenance and construction inspection for compliance of current City standards.

ANALYSIS

Willdan individually reviewed the services and programs associated with Public Works. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of services in Public Works relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for City Central Services. Willdan then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee would recover the costs associated with the requested service. It is recommended that the City increase the fees for Public Works services as detailed in [Appendix C](#) result in an average fee increase of 91%. As a result, all four fees would be increased as detailed in [Appendix C](#).

APPENDIX A – TOTAL ALLOWABLE COST TO BE RECOVERED

Below are the total allowable costs that may be recovered through User Fees; however, only a percentage of the total allowable cost is realized as staff not only works on services related to User Fees, but also works on an array of other City functions during the operational hours of the City.

Fee Category	Total Allocable Budget	Department Personnel Cost	Department O&M Cost	Direct Overhead %	Indirect Overhead %
Community Development	301,856	263,856	38,000	14.4%	10.0%
Administrative Services	41,331	34,546	6,785	19.6%	0.0%
Finance	78,970	63,920	15,050	23.5%	0.0%
Human Resources	122,656	90,468	32,188	35.6%	0.0%
Police Department	3,033,000	2,684,500	348,500	13.0%	10.0%
Fire Department	2,670,596	2,312,926	357,670	15.5%	10.0%
Service Center	157,416	138,416	19,000	13.7%	10.0%
Building Maintenance	73,573	45,933	27,640	60.2%	10.0%
Airport Operations	15,860	11,980	3,880	32.4%	10.0%
Municipal Grounds Maintenance	67,588	46,188	21,400	46.3%	10.0%
Water Enterprise Fund	1,001,101	855,233	145,868	17.1%	10.0%
Gas Enterprise Fund	406,232	406,232	0	0.0%	10.0%

APPENDIX B – FULLY BURDENED HOURLY RATES

Below are fully burdened hourly rates of staff positions that provide for the services detailed in [Appendix C](#). The FBHRs were used to determine the full cost of each service. They include the salary and benefit costs for each position as well as all applicable overhead amounts for each position. For positions in central service departments, such as the City Clerk and Finance, what is shown is the salary and benefit rate only, as the overhead of central service departments is recovered through the cost allocation plan. When a central service department position works on a fee or project in the purview of an operating department, the overhead rates of the operating department (shown in [Appendix A](#)) will be applied to that central service positions’ salary and benefit rate for full cost recovery. For any user fee service request that is outside the scope of the fees detailed in [Appendix C](#), or for services for which there is no fee currently set up, the City can charge up to the full cost of the FBHR for personnel involved.

Position	Fully Burdened Hourly Rate
Admin - Assit to City Manager/Deputy City Clerk	75.49
Admin - Senior Administrative Analyst	59.15
Airport - Airport Maintenance Worker	52.53
Airport - Senior Administrative Analyst	70.40
BM - Custodian	54.23
CD - Certified Building Official	79.11
CD - Code Enforcement Officer	48.19
CD - Commissioner	1.36
CD - Community Development Director	118.60
CD - Office Assistant	30.22
Fin - Account Clerk (Accounts Payable)	47.86
Fin - Account Clerk (Front Counter)	47.86
Fin - Account Clerk(Business Licenses)	47.86
Fin - Account Clerk (Medical Marijuana)	35.61
Fin - Financial Services Director	117.78
Fin - Financial Supervisor	61.08
Fire - Captain	73.98
Fire - Engineer	67.11
Fire - Fire Chief	119.61
Fire - Firefighter/EMT	52.58
Fire - Firefighter/Paramedic	57.97
Fire - Office Assistant	38.08
Fire - Reserve Firefighter	13.22
Gas - Airport Maintenance Worker	40.58
Gas - Assistant Field Services Manager	66.10
Gas - City Manager	155.60
Gas - Field Services Manager	80.35
Gas - Human Resources Generalist	38.65
Gas - Maintenance Worker	40.58

Position	Fully Burdened Hourly Rate
Gas - Maintenance Worker III	42.61
Gas - Maintenance Worker/Lead Groundskeeper	40.58
Gas - Office Assistant	26.72
Gas - Public Works & Utilities Director	104.87
HR - City Manager	191.78
HR - Human Resources Generalist	47.64
MGM - Groundskeeper	47.45
MGM - Maintenance Worker/Lead Groundskeeper	57.68
Police - Animal Control Officer	43.21
Police - Corporal	65.78
Police - Crossing Guard	5.12
Police - Lieutenant	107.92
Police - Part-time Animal Control Officer	12.96
Police - Police Chief	117.24
Police - Police Officer	54.09
Police - Property and Evidence Technician	43.21
Police - Public Safety Dispatchers	43.21
Police - Records Clerk	43.21
Police - Records Clerk (Medical Marijuana)	36.87
Police - Reserve Police Officer	12.96
Police - Secretary to Chief of Police	50.02
Police - Sergeant	75.97
Service - Equipment Mechanic	52.84
Water - Airport Maintenance Worker	46.88
Water - Assistant Field Services Manager	76.35
Water - Chief Plant Operator	92.81
Water - City Manager	179.73
Water - Field Services Manager	92.81
Water - Human Resources Generalist	44.64
Water - Maintenance Worker	46.88
Water - Maintenance Worker III	49.22
Water - Maintenance Worker/Lead Groundskeeper	46.88
Water - Office Assistant	30.86
Water - Operations Superintendent	76.35
Water - Public Works & Utilities Director	121.13
Water - Water Conservation Assistant	8.75
Water - Water Operator	62.82
Water - Water Operator Apprentice	8.75
Water - Water Operator III	62.82

APPENDIX C – COST RECOVERY ANALYSIS

The following tables provide the results of the analysis, resulting full cost recovery amount, and recommended fees. For fees in which the full cost, existing fee and suggested fee is listed as “NA”, the amount or percentage was not calculable based on cost data or variable fee structure. This is most common when either the current or the suggested fee includes a variable component that is not comparable on a one to one basis, a full cost was not calculated (for penalties and fines), or when there is not a current fee amount to compare against.

Admin

Admin				Recovery Level				
Fee Group	Fee Description	Unit	Notes	Full Cost	Current Fee	(%)	Suggested Fee	Percent Change
Admin	Copy Fee			Variable	\$0.25	NA	\$0.25	0%
Admin	FPCC Copy Fee			NA	New	NA	\$0.10	NA
Admin	Research Fee			Variable	New	NA	Actual Cost	NA
Admin	Public Records Search	per page	When allowable per CPRA	NA	New	NA	\$0.25 plus staff time including City Attorney	NA

Airport

Fee Group	Fee Description	Unit	Full Cost	Current Fee	Recovery Level (%)	Suggested Fee	Percent Change
	Tiedown Fee	per day	NA	\$5.00	NA	\$7.00	40%
	Tiedown Fee	per month	NA	\$22.00	NA	\$30.00	36%
	Vehicle Parking	per day	NA	\$5.00	NA	\$7.00	40%
	Vehicle Parking	per month	NA	\$25.00	NA	\$30.00	20%
	Hanger Lease	per month	NA	\$115.00	NA	\$115.00	0%
	Film Fee - Minimum cost for use of the Airport Facility	per day	NA	New	NA	\$1,500.00	NA
	Film Fee - Nominal water, power & sewer	per day	NA	New	NA	\$50.00	NA
	Film Fee - Staff time	per hour	NA	New	NA	\$38.15	NA

Notes:

Any other requested type of events not listed are based on fair market value for the event type and suggestion/input from the Federal Aviation Administration (FAA)

Building

Fee Group	Fee Description	Unit	Notes	Full Cost	Current Fee	Recovery Level (%)	Suggested Fee	Percent Change
Building Permit Issuance Fees	Plan Check Fee		of Building Permit Fee	Variable	65%	NA	NA	NA
Building Permit Issuance Fees	Re-Roof with Sheathing (up to 2,300 square feet)			\$106.44	\$93.50	100%	\$106.00	13%
Building Permit Issuance Fees	Re-Roof with Sheathing (over 2,300 square feet)			\$126.22	\$108.50	100%	\$126.00	16%
Building Permit Issuance Fees	Swimming Pool (Residential)			\$139.41	\$100.00	100%	\$139.00	39%
Building Permit Issuance Fees	Swimming Pool (Commercial)			\$165.78	\$150.00	100%	\$165.00	10%
Building Permit Issuance Fees	Re-Inspection Fee			\$66.89	\$50.00	99%	\$66.00	32%
Building Permit Issuance Fees	Solar Plan Check (Residential)	per hour		\$66.89	\$70.00	99%	\$66.00	-6%
Building Permit Issuance Fees	Solar Permit Issuance (Residential)			\$99.85	\$100.00	99%	\$99.00	-1%
Building Permit Issuance Fees	Solar Permit Issuance (Commercial Roof Mount)			\$165.78	\$150.00	100%	\$165.00	10%
Building Permit Issuance Fees	Demolition Permit			\$77.55	\$50.00	99%	\$77.00	54%
Building Permit Issuance Fees	Administrative Fee (New Construction Only)			\$287.25	\$300.00	100%	\$287.00	-4%
Building Permits	Commercial Solar Plan Review (Roof Mount)			\$126.22	New	100%	\$126.00	NA
Building Permits	Stucco			\$86.67	New	100%	\$87.00	NA
Building Permits	Gas Pressure Test (Reinspection Fee)			\$27.69	New	98%	\$27.00	NA
Strong Motion Instrumentation Fee (Earthquake Tax)- Applied to all permits	Residential Permits		Min fee \$.50	NA	Multiply valuation by .0001	NA	Multiply valuation by .0001	NA
Strong Motion Instrumentation Fee (Earthquake Tax)- Applied to all permits	Commercial Permits		Min fee \$.50	NA	Multiply valuation by .00021	NA	Multiply valuation by .00021	NA
Building Standards Administration Special Revolving Fund	Valuation Between 1 and 25,000			NA	\$1.00	NA	\$1.00	0%
Building Standards Administration Special Revolving Fund	Valuation Between 25,000 and 50,000			NA	\$2.00	NA	\$2.00	0%
Building Standards Administration Special Revolving Fund	Valuation Between 50,000 and 75,000			NA	\$3.00	NA	\$3.00	0%
Building Standards Administration Special Revolving Fund	Valuation Between 75,000 and 100,000			NA	\$4.00	NA	\$4.00	0%
Building Standards Administration Special Revolving Fund	Every 25,000 or fraction there of above 100,000			NA	\$1.00	NA	\$1.00	0%
Electrical Permits	PERMIT ISSUANCE			\$32.88	\$23.50	100%	\$32.80	40%
Electrical Permits	SINGLE FAMILY RESIDENTIAL	per sq ft		\$0.07	\$0.06	100%	\$0.07	10%
Electrical Permits	MULTI-FAMILY RESIDENTIAL	per sq ft		\$0.06	\$0.05	100%	\$0.06	19%
Electrical Permits	RESIDENTIAL SWIMMING POOL			\$39.56	\$30.00	100%	\$39.50	32%
Electrical Permits	COMMERCIAL SWIMMING POOL			\$79.11	\$60.00	100%	\$79.10	32%
Electrical Permits	SERVICE PANEL <=200A			\$19.78	\$15.00	100%	\$19.70	31%
Electrical Permits	SERVICE PANEL >200A<=1000A			\$39.56	\$30.00	100%	\$39.50	32%
Electrical Permits	SERVICE PANEL >1000A			\$59.33	\$45.00	100%	\$59.30	32%
Electrical Permits	SERVICE PANEL (SOLAR)			\$32.96	\$20.00	91%	\$30.00	50%
Electrical Permits	OUTLETS/FIXTURES/SWITCH (FIRST 20)	per unit		\$1.98	\$2.00	99%	\$1.95	-3%
Electrical Permits	OUTLETS/FIXTURES/SWITCH (20+)	per unit		\$0.99	\$0.75	96%	\$0.95	27%
Electrical Permits	SIGNS/MARQUEE (w/ Lights)			\$26.37	\$50.00	100%	\$26.30	-47%
Electrical Permits	EACH ADD SIGN/MARQUEE			\$15.82	\$4.75	100%	\$15.80	233%
Electrical Permits	POWER APPARATUS <= 1HP			\$2.64	\$4.75	99%	\$2.60	-45%
Electrical Permits	POWER APPARATUS > 1HP <= 10HP			\$7.91	\$12.30	100%	\$7.90	-36%
Electrical Permits	POWER APPARATUS > 10HP <= 50HP			\$14.50	\$24.60	100%	\$14.50	-41%
Electrical Permits	POWER APPARATUS > 50HP			\$29.01	\$49.50	100%	\$29.00	-41%

Building

Fee Group	Fee Description	Unit	Notes	Full Cost	Current Fee	Recovery Level (%)	Suggested Fee	Percent Change
Electrical Permits	ELECTRICAL PANEL			\$43.51	\$45.00	100%	\$43.50	-3%
Electrical Permits	MISCELLANEOUS APPARATUS			\$29.01	\$18.20	100%	\$29.00	59%
Electrical Permits	TEMP POWER SERVICE POLE			\$43.51	\$58.00	100%	\$43.50	-25%
Electrical Permits	TEMP POWER SERVICE DIST SYSTEM			\$7.91	\$12.30	100%	\$7.90	-36%
Mechanical Permits	Permit Issuance			\$39.47	\$23.50	100%	\$39.40	68%
Mechanical Permits	FURNACE: <= 100,000 BTUH			\$13.19	\$14.80	99%	\$13.10	-11%
Mechanical Permits	FURNACE: => 100,000 BTUH			\$19.78	\$18.20	100%	\$19.70	8%
Mechanical Permits	DUO PAC A/C			\$43.51	\$40.00	100%	\$43.50	9%
Mechanical Permits	EVAPORATIVE COOLER			\$26.37	\$23.00	100%	\$26.30	14%
Mechanical Permits	VENTILATION FAN			\$6.59	\$7.25	99%	\$6.50	-10%
Mechanical Permits	COMMERCIAL HOOD			\$65.93	\$45.00	100%	\$65.90	46%
Mechanical Permits	AIR HANDLER < 10,000 CFM			\$6.59	\$10.65	99%	\$6.50	-39%
Mechanical Permits	AIR HANDLER >= 10,000 CFM			\$11.87	\$18.10	99%	\$11.80	-35%
Mechanical Permits	<= 3HP, COMPRESSOR/BOILER			\$13.19	\$14.70	99%	\$13.10	-11%
Mechanical Permits	=>3HP <=15HP, COMP BROILER			\$19.78	\$27.00	100%	\$19.70	-27%
Mechanical Permits	15HP <= 30HP, COMP/BOILER			\$26.37	\$37.25	100%	\$26.30	-29%
Mechanical Permits	30HP <= 50HP, COMP/BOILER			\$32.96	\$55.45	100%	\$32.90	-41%
Mechanical Permits	< 50HP, COMPRESSOR/BOILER			\$52.74	\$92.65	100%	\$52.70	-43%
Mechanical Permits	APPLIANCE VENT			\$5.27	\$7.25	100%	\$5.25	-28%
Mechanical Permits	Ducting			\$26.37	New	100%	\$26.30	NA
Mechanical Permits	Air Purification Ventilation			\$19.78	New	100%	\$19.70	NA
Plumbing Permits	Permit Issuance			\$39.47	\$23.50	100%	\$39.40	68%
Plumbing Permits	FIXTURE/TRAP	per unit		\$5.27	\$3.00	99%	\$5.20	73%
Plumbing Permits	REP / ALTER FIXTURE OR TRAP	per unit		\$3.96	\$2.00	99%	\$3.90	95%
Plumbing Permits	SEWAGE DISPOSAL SYSTEM			\$29.01	\$29.00	100%	\$29.00	0%
Plumbing Permits	WATER HEATER (RESIDENTIAL)			\$7.91	\$10.00	100%	\$7.90	-21%
Plumbing Permits	WATER HEATER (COMMERCIAL)			\$26.37	\$25.00	100%	\$26.30	5%
Plumbing Permits	GAS PIPING			\$19.78	\$8.25	100%	\$19.70	139%
Plumbing Permits	WATER PIPING			\$13.19	\$6.15	99%	\$13.10	113%
Plumbing Permits	LAWN SPRINKLER SYSTEM			\$39.56	\$29.00	100%	\$39.50	36%
Plumbing Permits	LAWN SPRINKLER BACKFLOW DEVICE			\$13.19	\$78.00	99%	\$13.10	-83%
Plumbing Permits	PUBLIC POOL			\$118.67	\$100.00	99%	\$118.00	18%
Plumbing Permits	PUBLIC SPA			\$118.67	\$75.00	99%	\$118.00	57%
Plumbing Permits	PRIVATE SWIMMING POOL			\$52.74	\$50.00	99%	\$52.00	4%
Plumbing Permits	PRIVATE SPA			\$52.74	\$35.00	99%	\$52.00	49%
Plumbing Permits	MISC APPLIANCE			\$13.19	\$9.80	99%	\$13.10	34%
Plumbing Permits	PRESSURE TEST			\$27.69	\$8.25	100%	\$27.60	235%
	Contract Environmental Markup		of Contract Price	24%	30%	100%	24%	-20%

Building

Building Permit Fees (Schedule A2)- Current						
Valuation	Fee					
\$1 - \$500	\$23.50					
\$501 - \$2,000	\$23.50 for first	\$500	plus	\$3.05 for each additional	\$100 or fraction thereof, to and including	\$2,000
\$2,001 - 25,000	\$69.25 for first	\$2,000	plus	\$14.00 for each additional	\$1,000 or fraction thereof, to and including	\$25,000
\$25,001 - 50,000	\$391.75 for first	\$25,000	plus	\$10.10 for each additional	\$1,000 or fraction thereof, to and including	\$50,000
\$50,001 - \$100,000	\$643.75 for first	\$50,000	plus	\$7.00 for each additional	\$1,000 or fraction thereof, to and including	\$100,000
\$100,001 - \$500,000	\$993.75 for first	\$100,000	plus	\$5.60 for each additional	\$1,000 or fraction thereof, to and including	\$500,000
\$500,001 - \$1,000,000	\$3,233.75 for first	\$500,000	plus	\$4.75 for each additional	\$1,000 or fraction thereof, to and including	\$1,000,000
\$1,000,000 and up	\$5,608.75 for first	\$1,000,000	plus	\$3.65 for each additional	\$1,000 or fraction thereof	

Building Permit Fees (Schedule A2)- Suggested						
Valuation	Fee					
\$1 - \$800	\$54.19					
\$800 - \$3,000	\$54.19 for first	\$800	plus	\$4.80 for each additional	\$100 or fraction thereof, to and including	\$3,000
\$3,001 - 38,000	\$159.68 for first	\$3,000	plus	\$21.25 for each additional	\$1,000 or fraction thereof, to and including	\$38,000
\$38,001 - 75,000	\$903.31 for first	\$38,000	plus	\$15.70 for each additional	\$1,000 or fraction thereof, to and including	\$75,000
\$75,001 - \$150,000	\$1,484.39 for first	\$75,000	plus	\$10.76 for each additional	\$1,000 or fraction thereof, to and including	\$150,000
\$150,001 - \$750,000	\$2,291.43 for first	\$150,000	plus	\$8.61 for each additional	\$1,000 or fraction thereof, to and including	\$750,000
\$750,001 - \$1,500,000	\$7,456.52 for first	\$750,000	plus	\$7.30 for each additional	\$1,000 or fraction thereof, to and including	\$1,500,000
\$1,500,000 and up	\$12,932.91 for first	\$1,500,000	plus	\$6.17 for each additional	\$1,000 or fraction thereof	

Finance

Fee Group	Fee Description	Unit	Notes	Full Cost	Current Fee	Recovery Level (%)	Suggested Fee	Percent Change
	Annual Business Tax Certificate			NA	\$25.00	NA	\$25.00	0%
	Transfer for Business Tax Certificate			NA	\$25.00	NA	\$25.00	0%
	Duplicate Business Tax Certificate			NA	\$25.00	NA	\$25.00	0%
	Non-Payment of Annual Business Tax Certificate		of the Tax Delinquent + 1.5% Interest	NA	25%	NA	\$0.25	0%
License Fees per quarter (based on monthly sales)	Less than \$1,000.00			NA	\$7.50	NA	\$7.50	0%
License Fees per quarter (based on monthly sales)	\$1,000.00 to \$1,999.99			NA	\$12.50	NA	\$12.50	0%
License Fees per quarter (based on monthly sales)	\$2,000.00 to \$2,999.99			NA	\$15.00	NA	\$15.00	0%
License Fees per quarter (based on monthly sales)	\$3,000.00 to \$4,999.99			NA	\$20.00	NA	\$20.00	0%
License Fees per quarter (based on monthly sales)	\$5,000.00 and over		plus \$.50 per month for each increase of \$1,000.00	NA	\$20.00	NA	\$20.00	0%
Specific Business Rates	Theatres, Minstrels, Opera, or Concert (Less than one month)	per day		NA	\$10.00	NA	\$10.00	0%
Specific Business Rates	Theatres, Minstrels, Opera, or Concert (one month)	per month		NA	\$20.00	NA	\$20.00	0%
Specific Business Rates	Theatres, Minstrels, Opera, or Concert (quarter year)	per quarter		NA	\$20.00	NA	\$20.00	0%
Specific Business Rates	Circus, Caravan, Menagerie or side show	per day		NA	\$150.00	NA	\$150.00	0%
Specific Business Rates	Parading	per day		NA	\$75.00	NA	\$75.00	0%
Specific Business Rates	Carnivals		plus \$25.00 per day per ferris wheel	NA	\$150.00	NA	\$150.00	0%
Specific Business Rates	Fortune Telling, Palmistry	per day		NA	\$25.00	NA	\$25.00	0%
Specific Business Rates	Boxing and Sporting Matches	per match		NA	\$10.00	NA	\$10.00	0%
Specific Business Rates	Shooting Gallery	per quarter	per table, alley, or lane	NA	\$5.00	NA	\$5.00	0%
Specific Business Rates	Billiards, Pool Tables, Bowling			NA	\$5.00	NA	\$5.00	0%
Specific Business Rates	Dances	per dance		NA	\$10.00	NA	\$10.00	0%
Specific Business Rates	Hotels (not more than 15 bedrooms)	per quarter		NA	\$15.00	NA	\$15.00	0%
Specific Business Rates	Hotels (16-25 bedrooms)	per quarter		NA	\$20.00	NA	\$20.00	0%
Specific Business Rates	Hotels (more than 25 bedrooms)	per quarter		NA	\$2.50	NA	\$2.50	0%
Specific Business Rates	Rooming House (no more than 5 furnished rooms)	per quarter		NA	\$5.00	NA	\$5.00	0%
Specific Business Rates	Rooming House (6-25 furnished rooms)	per quarter		NA	\$10.00	NA	\$10.00	0%
Specific Business Rates	Rooming House (More than 25 furnished rooms)	per quarter		NA	\$10.00	NA	\$10.00	0%
Specific Business Rates	Brokerage Business	per quarter		NA	\$5.00	NA	\$5.00	0%
Specific Business Rates	Rent and Debt Collector	per quarter		NA	\$10.00	NA	\$10.00	0%
Specific Business Rates	Attorneys at law	per quarter		NA	\$10.00	NA	\$10.00	0%
Specific Business Rates	Physician or Surgeon	per quarter		NA	\$10.00	NA	\$10.00	0%
Specific Business Rates	Dentists	per quarter		NA	\$10.00	NA	\$10.00	0%
Specific Business Rates	Undertakers	per quarter		NA	\$10.00	NA	\$10.00	0%
Specific Business Rates	Service Station			NA	based upon gross sales	NA	gross sales	NA
Specific Business Rates	Sale of Motor Vehicles	per quarter		NA	\$100.00	NA	\$100.00	0%
Specific Business Rates	Auctions	per day		NA	\$25.00	NA	\$25.00	0%
Specific Business Rates	Auctioneer for hire	per day		NA	\$3.00	NA	\$3.00	0%
Specific Business Rates	Garages			NA	based upon gross sales	NA	gross sales	NA
Specific Business Rates	Printers	per quarter		NA	\$10.00	NA	\$10.00	0%
Specific Business Rates	Handbill Distributors	per quarter		NA	\$10.00	NA	\$10.00	0%
Specific Business Rates	Peddlers	per day		NA	\$60.00	NA	\$60.00	0%
Specific Business Rates	Horned Toad Derby Temporary Business License	per day		NA	\$25.00	NA	\$25.00	0%
Specific Business Rates	Vending of Musical Instruments	per quarter		NA	\$25.00	NA	\$25.00	0%
Specific Business Rates	Pawn Shops	per quarter		NA	\$25.00	NA	\$25.00	0%
Specific Business Rates	Freight Business	per quarter	per vehicle	NA	\$5.00	NA	\$5.00	0%
Specific Business Rates	Barber and Beauty Shops	per quarter	per chair	NA	\$5.00	NA	\$5.00	0%
Specific Business Rates	House Movers	per house		NA	\$20.00	NA	\$20.00	0%

Finance

Fee Group	Fee Description	Unit	Notes	Full Cost	Current Fee	Recovery Level (%)	Suggested Fee	Percent Change
Specific Business Rates	Hospitals (for profit)	per quarter		NA	\$7.50	NA	\$7.50	0%
Specific Business Rates	Hospitals (not-for-profit)		exempt	NA		NA		NA
Specific Business Rates	Shore Repair	per quarter		NA	\$2.50	NA	\$2.50	0%
Specific Business Rates	Tailoring	per quarter		NA	\$2.50	NA	\$2.50	0%
Specific Business Rates	Soliciting of Pictures	per year		NA	\$100.00	NA	\$100.00	0%
Specific Business Rates	Public Utility Company	per quarter		NA	\$5.00	NA	\$5.00	0%
Specific Business Rates	Contractors	per year		NA	\$50.00	NA	\$50.00	0%
Specific Business Rates	Gaming Establishments (gaming tables)	per quarter	per table	NA	\$25.00	NA	\$25.00	0%
Specific Business Rates	Gaming Establishments (slot machines)	per quarter	per machine	NA	\$25.00	NA	\$25.00	0%
Delinquent Account Fees (utilities)	Late Fee		Minimum Fee \$2.50	NA	5% per month	NA	per month	NA
Delinquent Account Fees (utilities)	Shut-Off Notice Process Fee			NA	\$10.00	NA	\$10.00	0%
Delinquent Account Fees (utilities)	Reconnection Fee During Business Hours		request before 2pm	NA	\$45.00	NA	\$60.00	33%
Delinquent Account Fees (utilities)	Reconnection Fee After Business Hours		request after 2pm	NA	\$105.00	NA	\$150.00	43%
Delinquent Account Fees (utilities)	Meter Tampering Fee			NA	\$300.00	NA	\$300.00	0%
Delinquent Account Fees (utilities)	Unauthorized Connection Fee			NA	\$300.00	NA	\$300.00	0%
Delinquent Account Fees (utilities)	Return check Fee			NA	\$25.00	NA	\$25.00	0%
Delinquent Account Fees (utilities)	Missed Appointment Fee After Second Time			NA	\$20.00	NA	\$20.00	0%
	Credit Card pass thru			Variable	New	NA	\$2.95	NA

Fire

Fee Group	Fee Description	Unit	Fee Type	Full Cost	Current Fee	Recovery Level (%)	Suggested Fee	Percent Change
Fire Plan Check Fees	Fire Hood / Duct Plan Check and Inspection Fee		Flat Fee	\$299.03	\$247.00	100%	\$299.00	21%
Fire Plan Check Fees	Fire Alarm Plan Check and Inspection (+ Device)		Flat Fee	\$358.83	\$230.00	100%	\$358.00	56%
Fire Plan Check Fees	Per Device		Flat Fee	\$2.00	\$20.00	100%	\$2.00	-90%
Fire Plan Check Fees	Fire Sprinkler Plan Check and Inspection - NFPA 13D Systems		Flat Fee	\$358.83	\$200.00	100%	\$358.00	79%
Fire Plan Check Fees	Fire Sprinkler Plan Check and Inspection - NFPA 13D Subdivision (per model)		Flat Fee	\$239.22	\$200.00	100%	\$239.00	20%
Fire Plan Check Fees	Fire Sprinkler Plan Check and Inspection - NFPA 13D Subdivision (per permit)		Flat Fee	\$119.61	\$200.00	99%	\$119.00	-41%
Fire Plan Check Fees	Fire Sprinkler Plan Check and Inspection NFPA 13 or 13R Systems (Base Fee + Number Heads + Floor/Riser)		Flat Fee	\$437.94	\$200.00	100%	\$437.00	119%
Fire Plan Check Fees	Heads 1-99		Flat Fee	\$119.61	\$45.00	99%	\$119.00	164%
Fire Plan Check Fees	Heads 100-199		Flat Fee	\$239.22	\$105.00	100%	\$239.00	128%
Fire Plan Check Fees	Heads 200 or more (Each additional head over 199 + 199 Head Fee)		Flat Fee	\$0.50	\$60.00	100%	\$0.50	-99%
Fire Plan Check Fees	Each Floor / Riser over 1 (Apartments Exempt)		Flat Fee	\$119.61	\$60.00	99%	\$119.00	98%
Fire Plan Check Fees	Stationary Fire Pump		Flat Fee	\$478.44	New	100%	\$478.00	NA
Fire Plan Check Fees	Site Plan Review		Flat Fee	\$119.61	New	99%	\$119.00	NA
Fire Plan Check Fees	Fire Main, 3 or less Hydrants		Flat Fee	\$239.22	New	100%	\$239.00	NA
Fire Plan Check Fees	Fire Main, 4 or more Hydrants (Base Fee + per hydrant		Flat Fee	\$239.22	New	100%	\$239.00	NA
Fire Plan Check Fees	Per Hydrant over 3		Flat Fee	\$59.81	New	99%	\$59.00	NA
Fire Plan Check Fees	Deferred Submittal Request		Flat Fee	\$119.61	New	99%	\$119.00	NA
Fire Plan Check Fees	Spray Booth / Paint Room (Not including Fire Prot) System		Flat Fee	\$119.61	New	99%	\$119.00	NA
Fire Plan Check Fees	Re-Submittal Fee (Each, after First resubmittal or After plan approval)		Flat Fee	\$119.61	New	99%	\$119.00	NA
Tenant Improvements (TI)	Tenant Improvements Sprinkler Plan Check - Install or Relocate 7 Heads or more		Flat Fee	\$239.22	\$247.00	100%	\$239.00	-3%
Tenant Improvements (TI)	Tenant Improvements Sprinkler Plan Check - Install or Relocate Less than 7 Heads		Flat Fee	\$119.61	\$175.00	99%	\$119.00	-32%
Tenant Improvements (TI)	Onsite Sprinkler or Hydrant Mains Flush and Pressure Check (Underground System)		Flat Fee	\$89.71	\$60.00	99%	\$89.00	48%
Tenant Improvements (TI)	Overhead System Pressure Test		Flat Fee	\$119.61	\$60.00	99%	\$119.00	98%
Tenant Improvements (TI)	5 Year Certification Sprinkler Test		Flat Fee	\$119.61	\$100.00	99%	\$119.00	19%
Tenant Improvements (TI)	US - Antifreeze System		Flat Fee	\$239.22	\$166.00	100%	\$239.00	44%
Tenant Improvements (TI)	US - Foam Systems		Flat Fee	\$239.22	\$221.00	100%	\$239.00	8%
Tenant Improvements (TI)	US - Fire Pump		Flat Fee	\$358.83	\$635.00	100%	\$358.00	-44%
Tenant Improvements (TI)	US - Medical Gas		Flat Fee	\$239.22	\$60.00	100%	\$239.00	298%
Tenant Improvements (TI)	Fire Standpipe System		Flat Fee	\$119.61	\$166.00	99%	\$119.00	-28%
Fire Code Enforcement Inspections	Residential (first and second inspection)		Flat Fee	NA	no charge	NA	NA	NA
Fire Code Enforcement Inspections	Commercial (first and second inspection)		Flat Fee	NA	no charge	NA	NA	NA
Fire Code Enforcement Inspections	Third inspection		Flat Fee	\$119.61	\$50.00	99%	\$119.00	138%
Fire Code Enforcement Inspections	Non Compliant Citation - Fire Code, Building Code, or Municipal Code (First Citation)		Penalty	\$100.00	\$100.00	100%	\$100.00	0%

Fire

Fee Group	Fee Description	Unit	Fee Type	Full Cost	Current Fee	Recovery Level (%)	Suggested Fee	Percent Change
Fire Code Enforcement Inspections	Non Compliant Citation - Fire Code, Building Code, or Municipal Code (Second Citation)		Penalty	\$500.00	\$200.00	100%	\$500.00	150%
Fire Code Enforcement Inspections	Non Compliant Citation - Fire Code, Building Code, or Municipal Code (Third Citation)		Penalty	\$1,000.00	\$300.00	100%	\$1,000.00	233%
Fire Code Enforcement Inspections	False Alarm Response (First)		Penalty	NA	no charge	NA	NA	NA
Fire Code Enforcement Inspections	False Alarm Response (Second)		Penalty	NA	no charge	NA	NA	NA
Fire Code Enforcement Inspections	False Alarm Response (Third)		Penalty	\$100.00	\$100.00	100%	\$100.00	0%
Fire Code Enforcement Inspections	False Alarm Response (Fourth)		Penalty	\$200.00	\$150.00	100%	\$200.00	33%
Fire Code Enforcement Inspections	False Alarm Response (Fifth)		Penalty	\$400.00	\$200.00	100%	\$400.00	100%
Fire Code Enforcement Inspections	State Mandated 850 Inspection for Licensing and Certification (per hour - 3/4 Hour minimum)		Flat Fee	\$119.61	\$80.00	99%	\$119.00	49%
Fire Code Enforcement Inspections	Fire Report		Flat Fee	\$15.00	\$10.00	100%	\$15.00	50%
Fire Code Enforcement Inspections	Hydrant Testing, Inspect and Flow		Flat Fee	\$105.82	\$45.00	99%	\$105.00	133%
Fire Code Enforcement Inspections	Special Hazard Use Permit		Flat Fee	\$119.61	\$45.00	99%	\$119.00	164%
Fire Code Enforcement Inspections	Tank Installation/Removal Permit		Flat Fee	\$239.22	\$45.00	100%	\$239.00	431%
Fire Code Enforcement Inspections	Tank Plan Review		Flat Fee	\$239.22	\$100.00	100%	\$239.00	139%
Fire Code Enforcement Inspections	Tents, Canopies, or Temporary Membrane Structures		Flat Fee	\$119.61	\$75.00	99%	\$119.00	59%
Fire Code Enforcement Inspections	Burn Permit		Flat Fee	NA	no charge	NA	NA	NA
Fire Code Enforcement Inspections	Permitted Control Burn Escape Response		Flat Fee	Variable	A/C	NA	A/C	NA
Fire Code Enforcement Inspections	Illegal Burn Charges		Penalty	Variable	A/C	NA	A/C	NA
Fire Code Enforcement Inspections	Right-of-way Clean Up		Flat Fee	Variable	A/C	NA	A/C	NA
Fire Code Enforcement Inspections	Fireworks Stand Permit and Inspection		Flat Fee	\$132.30	\$100.00	100%	\$132.00	32%
Fire Code Enforcement Inspections	Public Fireworks Display Permit		Flat Fee	\$132.30	\$100.00	100%	\$132.00	32%
Fire Code Enforcement Inspections	Public Fireworks Display Engine Company Standby		Flat Fee	Variable	A/C	NA	A/C	NA
Fire Code Enforcement Inspections	Carnivals/Fairs Permit and Inspection		Flat Fee	\$358.83	\$175.00	100%	\$358.00	105%
Fire Code Enforcement Inspections	Special Event: Park Booth Fire inspection		Flat Fee	\$29.90	\$20.00	97%	\$29.00	45%
Fire Code Enforcement Inspections	Bonfire Permit and Inspection		Flat Fee	\$119.61	\$45.00	99%	\$119.00	164%
Fire Code Enforcement Inspections	Haunted Houses		Flat Fee	\$119.61	New	99%	\$119.00	NA
Court Appearance or Deposition	Fee for Civil Case Appearance (Actual Cost)		Flat Fee	Variable	A/C	NA	A/C	NA
Legal Processing Fee	Fee for Civil Case Subpoena of Records, whether records found or not (per Hour, 15 Minute Increments)		Flat Fee	\$38.08	New	100%	\$38.00	NA
Legal Processing Fee	Copy per page (.10)		Flat Fee	\$0.10	New	100%	\$0.10	NA
Legal Processing Fee	Postage (Actual Cost)		Flat Fee	Variable	New	NA	A/C	NA
Other Plan Check / Inspection	Per Hour		Flat Fee	\$119.61	New	99%	\$119.00	NA
Inspection Fee	Overtime Inspection / Review - After normal business hours (2 hour minimum)		Flat Fee	\$179.42	New	100%	\$179.00	NA
Fire Code Enforcement	Citation - First Violation of Fire Code, Building Code, or Municipal Code		Penalty	\$100.00	New	100%	\$100.00	NA
Fire Code Enforcement	Citation - Second Violation of Fire Code, Building Code, or Municipal Code		Penalty	\$500.00	New	100%	\$500.00	NA
Fire Code Enforcement	Citation - Third Violation of Fire Code, Building Code, or Municipal Code		Penalty	\$1,000.00	New	100%	\$1,000.00	NA
File Search	Providing Research, Etc (30 Minute Minimum)		Flat Fee	\$38.08	New	100%	\$38.00	NA
File Search	Copy per page (.10)		Flat Fee	\$0.10	New	100%	\$0.10	NA

Cannabis

Fee Description	Unit	Notes	Full Cost	Current Fee	Recovery Level (%)	Suggested Fee	Percent Change
Live Scan Processing			\$453.50	\$400.00	100%	\$453.00	13%
Live Scan Processing Renewal			\$303.50	New	100%	\$303.00	NA
Pre-Application			\$503.93	\$300.00	100%	\$503.00	68%
Regulatory Permit Application			\$2,055.77	\$2,000.00	100%	\$2,055.00	3%
Employee Permit			\$490.24	\$400.00	100%	\$490.00	23%
Annual Regulatory Permit Renewal			\$382.92	New	100%	\$382.00	NA
Indoor Cultivation (Up to 5,000 S/F Canopy)			\$45,522.42	\$44,787.00	100%	\$45,522.00	2%
Indoor Cultivation (5,001 - 10,000 S/F Canopy)			\$49,920.22	\$49,174.00	100%	\$49,920.00	2%
Indoor Cultivation (10,001 - 22,000 S/F Canopy)			\$54,307.22	\$53,561.00	100%	\$54,307.00	1%
Manufacturing (nonvolatile)			\$61,758.22	\$61,012.00	100%	\$61,758.00	1%
Manufacturing (volatile)			\$64,242.22	\$63,496.00	100%	\$64,242.00	1%
Testing Laboratory			\$11,798.22	\$11,562.00	100%	\$11,798.00	2%
Distributor			\$11,102.22	\$6,965.00	99%	\$11,012.00	58%
Nursery			\$45,533.22	\$44,787.00	100%	\$45,533.00	2%
Penalties on or after 1/15			NA	5%		5%	0%
Penalties on or after 2/1			NA	10%		10%	0%
Penalties on or after 3/1			NA	25%		25%	0%
Combined Licenses (Fee Reduction)			NA	10%		10%	0%
Combined Licenses (Fee Reduction)			NA	10%		15%	50%
Employee Transfer			\$60.91	\$50.00	99%	\$60.00	20%
Retailer Permit			\$53,532.00	New	100%	\$53,532.00	NA

Planning

Fee Group	Fee Description	Unit	Notes	Full Cost or Deposit Estimate	Current Fee	Recovery Level (%)	Suggested Fee	Percent Change
	Determination of Unspecified Uses		Deposit, plus A/C	\$615.03	\$500.00	100%	\$615.00	23%
	Zone Text Amendments		Deposit, plus A/C	\$1,258.38	\$1,000.00	100%	\$1,258.00	26%
	Re-Zoning		Deposit, plus A/C	\$1,969.79	\$2,000.00	100%	\$1,969.00	-2%
	Conditional Use Permit		Deposit, plus A/C	\$1,767.30	\$1,500.00	100%	\$1,767.00	18%
	Home Occupation Permits		Deposit, plus A/C	\$110.99	\$100.00	99%	\$110.00	10%
	Variance		Deposit, plus A/C	\$516.57	\$500.00	100%	\$516.00	3%
	Modification/Revocation of Conditional Use Permit/Variance		Deposit, plus A/C	\$1,220.61	\$1,000.00	100%	\$1,220.00	22%
	Minor Deviations to Ordinance/Standards		Deposit, plus A/C	\$279.38	\$350.00	100%	\$279.00	-20%
	Site Plan Review		Deposit, plus A/C	\$1,227.82	\$1,000.00	100%	\$1,227.00	23%
	Tentative Subdivision Map		Deposit, plus A/C	\$1,465.01	\$2,000.00	100%	\$1,465.00	-27%
	Revised Tentative Subdivision Map		Deposit, plus A/C	\$1,039.75	\$1,000.00	100%	\$1,039.00	4%
	Final Map		Deposit, plus A/C	\$696.35	\$1,000.00	100%	\$696.00	-30%
	Revised Final Map		Deposit, plus A/C	\$390.06	\$500.00	100%	\$390.00	-22%
	Tentative Parcel Map		Deposit, plus A/C	\$1,032.47	\$1,000.00	100%	\$1,032.00	3%
	Revision to Acreage Map		Deposit, plus A/C	\$318.53	\$200.00	100%	\$318.00	59%
	Parcel Map Waiver		Deposit, plus A/C	\$486.36	\$1,000.00	100%	\$486.00	-51%
	Lot Line Adjustment		Deposit, plus A/C	\$390.42	\$350.00	100%	\$390.00	11%
	Certificate of Compliance		Deposit, plus A/C	\$177.65	\$150.00	100%	\$177.00	18%
	General Plan Amendments		Deposit, plus A/C	\$1,930.09	\$1,500.00	100%	\$1,930.00	29%
	Annexation		Deposit, plus A/C	\$2,522.74	\$2,500.00	100%	\$2,522.00	1%
	Appeal Decision of Planning Director		Deposit, plus A/C	\$259.23	\$250.00	100%	\$259.00	4%
	Temporary Use Permit		Deposit, plus A/C	\$197.33	\$150.00	100%	\$197.00	31%
	Sign Permit			\$78.82	\$75.00	99%	\$78.00	4%
	General Plan Colored Map			\$21.85	\$5.00	96%	\$21.00	320%
	Contract Environmental Documentation & Master Plans		of Contract Amount	24%	20%	100%	24%	20%
	Zoning Map			\$13.87	\$7.00	94%	\$13.00	86%
	Environmental Documents - Public Review			\$26.27	\$40.00	99%	\$26.00	-35%
	City standards and Specifications			\$13.87	\$30.00	94%	\$13.00	-57%
	Misc. Copies		per page	Variable	\$0.25	NA	\$0.25	0%
	Non-Conforming Use Letter			\$132.66	\$150.00	100%	\$132.00	-12%
Improvement Engineering, Plan Checking and Construction Inspection Fees.	First \$70,000 of estimated improvement fees		6% fee	Variable	6%	100%	6%	0%
Improvement Engineering, Plan Checking and Construction Inspection Fees.	Next \$430,000 of estimated improvement cost		3 1/2% fee	Variable	3.5%	100%	4%	14%
Improvement Engineering, Plan Checking and Construction Inspection Fees.	Next \$500,000 of estimated improvement cost		2% fee	Variable	2%	100%	2%	0%
Improvement Engineering, Plan Checking and Construction Inspection Fees.	Over \$1,000,000 of estimated improvement cost		1% fee	Variable	1%	100%	1%	0%
	Zoning Certification	per hour	Reimbursed at hourly rate	\$68.32	New	100%	\$68.00	NA
	Environmental Review (Notice of Exemption)			\$136.65	New	100%	\$136.00	NA
	Environmental Review (ND/MND/EIR)			\$646.79	New	100%	\$646.00	NA
	Environmental Review (ND/MND/EIR) Contract Administrative Fee		15% of Contract	15%	New	100%	15%	NA
	Master Sign Permit			\$248.74	New	100%	\$248.00	NA
	Second Residential Unit			\$130.14	New	100%	\$130.00	NA
	Landscape Plan Check		15% of Contract Cost	\$100.49	New	100%	\$100.00	NA
	Development Agreements		Plus Actual Cost	\$493.49	New	100%	\$493.00	NA
	Revised Parcel Map		Plus Actual Cost	\$562.67	New	100%	\$562.00	NA

Planning

Fee Group	Fee Description	Unit	Notes	Full Cost or Deposit Estimate	Current Fee	Recovery Level (%)	Suggested Fee	Percent Change
	Residential Plot Plan Review			\$41.19	New	100%	\$41.00	NA
	Administrative Site Plan Review		Plus Actual Cost	\$493.32	New	100%	\$493.00	NA
	General Plan Conformity Finding			\$248.74	New	100%	\$248.00	NA
	Density Bonus			\$137.69	New	99%	\$137.00	NA
	Tentative Subdivision Map (Condominium)		Plus Actual Cost	\$1,223.83	New	100%	\$1,223.00	NA

Notes:

Deposits determined by department based on scope of work

Police

Fee Group	Fee Description	Unit	Fee Type	Full Cost	Current Fee	Recovery Level (%)	Suggested Fee	Percent Change
	Vehicle Release			\$44.32	\$80.00	99%	\$44.00	-45%
	Clearance Letter			\$48.21	\$15.00	100%	\$48.00	220%
	Repo Administrative Fee			\$26.61	\$15.00	98%	\$26.00	73%
	Fingerprints			\$15.80	\$12.00	95%	\$15.00	25%
	Copy of Citation			\$26.61	\$2.00	98%	\$26.00	1200%
	DUI Recovery			\$102.30	\$400.00	100%	\$102.00	-75%
	Copy of Report			\$48.21	\$12.00	100%	\$48.00	300%
	Bicycle License Renewal			\$26.61	\$1.00	98%	\$26.00	2500%
	Bicycle License 3 Years			\$26.61	\$5.00	98%	\$26.00	420%
	Copy of Report			\$48.21	\$12.00	100%	\$48.00	300%
	Copy of Photos			\$53.21	\$15.00	100%	\$53.00	253%
	DOJ Livescan Fee		Flat Fee	\$26.61	\$32.00	98%	\$26.00	-19%
	DOJ & FBI Livescan Fee			\$26.61	\$49.00	98%	\$26.00	-47%
	Other Livescan Fees			\$26.61	New	98%	\$26.00	NA
	Livescan Rolling Fee			\$26.61	\$12.00	98%	\$26.00	117%
	CCW Permit			\$85.23	\$75.00	100%	\$85.00	13%
	CCW Renewal & Additions			\$85.23	\$25.00	100%	\$85.00	240%
Code Enforcement	Abatement Administrative Fee		Flat Fee	\$144.32	\$100.00	100%	\$144.00	44%
Animals	Redemption Fee: Spayed/Neutered/Microchipped			\$42.41	\$10.00	99%	\$42.00	320%
Animals	Redemption Fee: Sprayed/Neutered			\$42.41	\$12.00	99%	\$42.00	250%
Animals	Redemption Fee: Unfixed			\$42.41	\$35.00	99%	\$42.00	20%
Animals	Redemption Fee: Un-License Animal			\$42.41	\$12.50	99%	\$42.00	236%
Animals	Pick-up Fee			\$42.41	\$15.00	99%	\$42.00	180%
Animals	Cat Trap Rental (with signed Rental Agreement for each rental)			\$42.41	\$2.50	99%	\$42.00	1580%
Animals	Animal License Fee: Spayed/Neutered/Microchipped			\$42.41	\$10.00	99%	\$42.00	320%
Animals	Animal License Fee: Sprayed/Neutered			\$42.41	\$12.00	99%	\$42.00	250%
Animals	Animal License Fee: Unfixed			\$42.41	\$35.00	99%	\$42.00	20%
Animals	Dog License Fee (un-spayed or un-neutered)			\$42.41	\$12.50	99%	\$42.00	236%
Animals	Dog License Fee (spayed or neutered)			\$42.41	\$6.25	99%	\$42.00	572%
Animals	Boarding Fees per day (Dog)			NA	\$5.00	NA	\$10.00	100%
Animals	Boarding Fees per day (Cat)			NA	\$3.50	NA	\$10.00	186%
Animals	Adoption Fee (Dog)			\$53.21	\$9.00	100%	\$53.00	489%
Animals	Adoption Fee (Cat)			\$53.21	\$4.50	100%	\$53.00	1078%
Animals	Replace Tags			\$41.61	\$2.00	99%	\$41.00	1950%
Animals	Euthanasia Fee			\$143.21	\$30.00	100%	\$143.00	377%
Animals	Second Time Redemption Fee: Spayed/Neutered/Microchipped			\$53.21	\$25.00	100%	\$53.00	112%
Animals	Second Time Redemption Fee: Sprayed/Neutered			\$53.21	\$30.00	100%	\$53.00	77%

Police

Fee Group	Fee Description	Unit	Fee Type	Full Cost	Current Fee	Recovery Level (%)	Suggested Fee	Percent Change
Animals	Second Time Redemption Fee: Unfixed			\$53.21	\$50.00	100%	\$53.00	6%
Animals	Third Time Redemption Fee: Spayed/Neutered/Microchipped			\$53.21	\$50.00	100%	\$53.00	6%
Animals	Third Time Redemption Fee: Sprayed/Neutered			\$53.21	\$55.00	100%	\$53.00	-4%
Animals	Third Time Redemption Fee: Unfixed			\$53.21	\$75.00	100%	\$53.00	-29%

Public Works

Fee Group	Fee Description	Unit	Notes	Full Cost	Current Fee	Recovery Level (%)	Suggested Fee	Percent Change
Public Works	Downtown Banner Installation Fee	per banner	Bucket truck and two workers needed for installation	\$115.35	\$50.00	100%	\$115.00	130%
Public Works	Special Request Waiver Form - Residential Event	per form	Usually only 2 locations to block off or up to 10 barricades	\$115.35	\$50.00	100%	\$115.00	130%
	Special Request Waiver Form - Organization/Group Sponsor Event	per form	4 locations to block off or up to 30 barricades	\$230.70	\$150.00	100%	\$230.00	53%
Building Permit Issuance Fees	Encroachment Permit			\$66.89	\$25.00	99%	\$66.00	164%