

Report on Cost of Services (User Fee) Study

CITY OF REDLANDS, CALIFORNIA

FINAL REPORT

September 2023



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1. Introduction and Executive Summary

The report, which follows, presents the results of the Cost of Services (User Fee) Study conducted by the Matrix Consulting Group for the City of Redlands, California.

1 Project Background and Overview

The City of Redlands last conducted a comprehensive citywide formal fee study over 10 years ago. However, in the interim the City has increased fees based upon CPI, as well as done studies of its Building and Safety fees in 2016, and Fire Prevention fees in 2019. The purpose of this study is to comprehensively evaluate and determine the full cost (direct and indirect) of providing all city fee-related services. The Matrix Consulting Group analyzed the cost-of-service relationships that exist between fees for service activities in the following areas: Development Services: Building, Planning, and Engineering, Facility and Community Services: Administration, Animal Services, Code Enforcement, Parks, and Recreation, Fire, Library, Finance, and Police. The results of this Study provide a tool for understanding current service levels and the cost for those services.

2 General Project Approach and Methodology

The methodology employed by the Matrix Consulting Group is a widely accepted “bottom up” approach to cost analysis, where time spent per unit of fee activity is determined for each position within a Department or Division. Once time spent for a fee activity is determined, all applicable City costs are then considered in the calculation of the “full” cost of providing each service. The following table provides an overview of types of costs applied in establishing the “full” cost of services provided by the City:

Table 1: Overview of Cost Components

Cost Component	Description
Direct	Fiscal Year 2023 Budgeted salaries, benefits and allowable expenditures.
Indirect	Division, departmental, clerical, and Citywide support.

Together, the cost components in the table above comprise the calculation of the total “full” cost of providing any particular service, regardless of whether a fee for that service is charged.

The work accomplished by the Matrix Consulting Group in the analysis of the proposed fees for service involved the following steps:

- **Department / Division Staff Interviews:** The project team interviewed department / division staff regarding their needs for clarification to the structure of existing fee items, or for addition of new fee items.
- **Data Collection:** Data was collected for each permit / service, including time estimates. In addition, all budgeted costs and staffing levels for Fiscal Year 2023 were entered into the Matrix Consulting Group’s analytical software model.
- **Cost Analysis:** The full cost of providing each service included in the analysis was established.
- **Review and Approval of Results with City Staff:** Department management has reviewed and approved these documented results.

A more detailed description of user fee methodology, as well as legal and policy considerations are provided in subsequent chapters of this report.

3 Summary of Results

When comparing FY23 fee-related budgeted expenditures with fee-related revenue the City is under-recovering its costs by approximately \$874,000 or recovering 82% of its costs. The following table shows by major service area¹: the revenue collected, the total annual cost, the resulting difference, and the resulting cost recovery percentage.

Table 2: Annual Cost Recovery Analysis

Service Area	Total Revenue	Total Annual Cost	Difference	Cost Recovery %
Building	\$2,348,085	\$2,363,735	(\$15,651)	99%
Planning	\$395,561	\$682,465	(\$286,904)	58%
Engineering	\$588,511	\$710,754	(\$122,242)	83%
Animal Services	\$15,593	\$91,226	(\$75,634)	17%
Code Enforcement	\$149,680	\$158,302	(\$8,622)	95%
Fire	\$92,263	\$202,706	(\$110,443)	46%
Library	\$9,802	\$11,855	(\$2,053)	83%
Finance	\$256,438	\$486,560	(\$230,122)	53%
Police	\$95,118	\$117,825	(\$22,707)	81%
Total	\$3,951,050	\$4,825,429	(\$874,379)	82%

All major service areas under-recover. Animal Services has the lowest cost-recovery percentage at 17%, representing a \$76,000 deficit, while Planning at 58% cost recovery has the largest monetary deficit at \$287,000. These differences highlight the disparity between current fees charged and the actual cost of providing services. As a means to help bridge the cost-recovery gap, the City should closely evaluate all service areas, adjusting fees where appropriate.

¹ Due to Park & Recreation fees being market-value driven this service area has been excluded.

The detailed documentation of this study will show an over-collection for some fees (on a per unit basis), and an undercharge for most others. The results of this analysis will provide the Department and the City with guidance on how to right-size their fees to ensure that each service unit is set at an amount that does not exceed the full cost of providing that service. The display of the cost recovery figures shown in this report are meant to provide a basis for policy development discussions among Council members and City staff, and do not represent a recommendation for where or how the Council should act. The setting of the “rate” or “price” for services, whether at 100 percent full cost recovery or lower, is a policy decision to be made only by the Council, with input from City staff and the community.

4 Considerations for Cost Recovery Policy and Updates

The Matrix Consulting Group recommends that the City use the information contained in this report to discuss, adopt, and implement a formal Cost Recovery Policy, including a mechanism for the annual update of fees for service.

1 Adopt a Formal Cost Recovery Policy

The Matrix Consulting Group strongly recommends that the Council adopt a formalized, individual cost recovery policy for each service area included in this Study. Whenever a cost recovery policy is established at less than 100% of the full cost of providing services, a known gap in funding is recognized and may then potentially be recovered through other revenue sources. The Matrix Consulting Group considers a formalized cost recovery policy for various fees for service an industry Best Management Practice.

2 Adopt an Annual Fee Update / Increase Mechanism

The purpose of a comprehensive update is to completely revisit the analytical structure, service level estimates and assumptions, and to account for any major shifts in cost components or organizational structures that have occurred since the City’s previous analysis. It’s recommended the City adopts the practice of conducting comprehensive analyses every three to five years as this practice captures any changes to organizational structure, processes, as well as any new service areas.

In between comprehensive updates, the City should utilize published industry economic factors such as Consumer Price Index (CPI) or other regional factors to update the cost calculations established in the Study on an annual basis. Utilizing an annual increase mechanism would ensure that the City receives appropriate fee increases that reflect growth in costs.

2. Legal Framework and Policy Considerations

This section of the report is intended to provide an overview regarding overall legal rules and regulations as well as general policy considerations for fees for service. A “user fee” is a charge for service provided by a governmental agency to a public citizen or group. In California, several constitutional laws such as Propositions 13, 4, and 218, State Government Codes 66014 and 66016, and more recently Prop 26 and the Attorney General’s Opinion 92-506 set the parameters under which the user fees typically administered by local government are established and administered. Specifically, California State Law, Government Code 66014(a), stipulates that user fees charged by local agencies “...may not exceed the estimated reasonable cost of providing the service for which the fee is charged”.

1 General Principles and Philosophies Regarding User Fees

Local governments are providers of many types of general services to their communities. While all services provided by local government are beneficial to constituents, some services can be classified as globally beneficial to all citizens, while others provide more of a direct benefit to a specific group or individual. The following table provides examples of services provided by local government within a continuum of the degree of community benefit received:

Table 3: Services in Relation to Benefit Received

“Global” Community Benefit	“Global” Benefit and an Individual or Group Benefit	Individual or Group Benefit
<ul style="list-style-type: none"> • Police • Park Maintenance • Fire Suppression 	<ul style="list-style-type: none"> • Recreation / Community Services • Fire Prevention 	<ul style="list-style-type: none"> • Building Permits • Planning and Zoning Approval • Site Plan Review • Engineering Development Review • Facility Rentals

Funding for local government is obtained from a myriad of revenue sources such as taxes, fines, grants, special charges, user fees, etc. In recent years, alternative tax revenues, which typically offset subsidies for services provided to the community, have become increasingly limited. These limitations have caused increased attention on user fee activities as a revenue source that can offset costs otherwise subsidized (usually) by the general fund. In Table 3, services in the “global benefit” section tend to be funded primarily through voter approved tax revenues. In the middle of the table, one typically finds a mixture of taxes, user fee, and other funding sources. Finally, in the “individual /

group benefit” section of the table, lie the services provided by local government that are typically funded almost entirely by user fee revenue.

The following are two central concepts regarding the establishment of user fees:

- **Fees should be assessed according to the degree of individual or private benefit gained from services.** For example, the processing and approval of a land use or building permit will generally result in monetary gain to the applicant, whereas Police services and Fire Suppression are examples of services that are essential to the safety of the community at large.
- **A profit-making objective should not be included in the assessment of user fees.** In fact, California laws require that the charges for service be in direct proportion to the costs associated with providing those services. Once a charge for service is assessed at a level higher than the actual cost of providing a service, the term “user fee” no longer applies. The charge then becomes a tax subject to voter approval.

Therefore, it is commonly accepted that user fees are established at a level that will recover up to, and not more than, the cost of providing a particular service.

2 General Policy Considerations Regarding User Fees

Undoubtedly, there are programs, circumstances, and services that justify a subsidy from a tax based or alternative revenue source. However, it is essential that jurisdictions prioritize the use of revenue sources for the provision of services based on the continuum of benefit received.

Within the services that are typically funded by user fees, the Matrix Consulting Group recognizes several reasons why City staff or the Council may not advocate the full cost recovery of services. The following factors are key policy considerations in setting fees at less than 100 percent of cost recovery:

- **Limitations posed by an external agency.** The State or an outside agency will occasionally set a maximum, minimum, or limit the jurisdiction’s ability to charge a fee at all. An example includes time spent copying and retrieving public documents and / or transportation permits.
- **Encouragement of desired behaviors.** Keeping fees for certain services below full cost recovery may provide better compliance from the community. For example, if the cost of a permit for charging a water heater in residential home is higher than the cost of the water heater itself, many citizens will avoid pulling the permit.

- **Benefit received by user of the service and the community at large is mutual.** Many services that directly benefit a group or individual equally benefit the community as a whole. Examples include Planning Design Review, historical dedications and certain types of special events.

The Matrix Consulting Group recognizes the need for policies that intentionally subsidize certain activities. The primary goals of a User Fee Study are to provide a fair and equitable basis for determining the costs of providing services and ensure that the City complies with State law.

3 Parks and Recreation Specific Regulations

There are specific rules and regulations within the State Law that impact Parks and Recreation related activities directly. These can be separated into two categories – rental rates and recreation programs. The following points provide further information regarding these items:

1. **Rental Rates:** One of the exceptions to the tax category under proposition 26 is a charge imposed for entrance to or use of local government property, or the purchase, or rental, or lease of local government property². There is no requirement that these rates must be limited to the cost of service, as they can be dependent upon a variety of features of the facility or park being rented.
2. **Recreation Programs:** Under Proposition 26, the exception to the tax category is a charge that is “imposed”. Based upon the League of California Cities implementation guide for Proposition 26, as well as other legal opinions, recreation classes, youth sports, adult sports, are not a charge that is “imposed upon residents”. Rather residents have the option to voluntarily participate in those programs and utilize a private entity (non-governmental entity) for those activities. Therefore, these rates are allowed to be set based upon the market options within the area rather than being restricted to the cost of service being provided.

Utilizing these two principals is key to understanding the results generated through this analysis. As such, any surpluses reflected in the report do not need to be reduced to the cost of service, as the fee amount(s) should be based upon the rates that the market can bear.

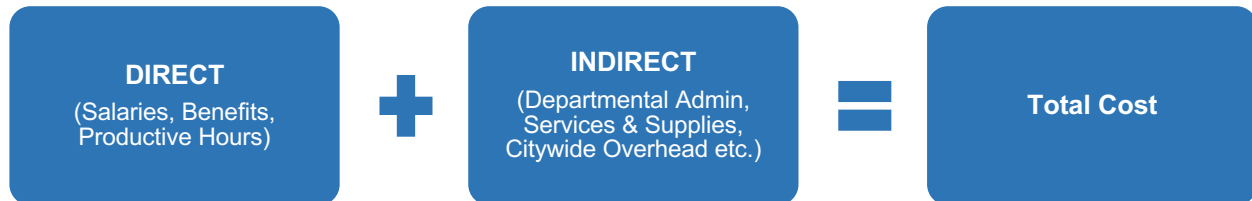
² Proposition 26 Article XIII C(1)(e)(4)

4 Summary of Legal Restrictions and Policy Considerations

Once the full cost of providing services is known, the next step is to determine the “rate” or “price” for services at a level which is up to, and not more than the full cost amount. The Council is responsible for this decision, which often becomes a question of balancing service levels and funding sources. The placement of a service or activity within the continuum of benefit received may require extensive discussion and at times fall into a “grey area”. However, with the resulting cost of services information from a User Fee Study, the Council can be assured that the adopted fee for service is reasonable, fair, and legal. The City will need to review all fees for service in this analysis and where subsidies are identified increase them to reduce the deficit, and where over-recoveries are identified the fee must be reduced to be in compliance with the law.

3. User Fee Study Methodology

The Matrix Consulting Group utilizes a cost allocation methodology commonly known and accepted as the “bottom-up” approach to establishing User Fees. The term means that several cost components are calculated for each fee or service. These components then build upon each other to comprise the total cost for providing the service. The following chart describes the components of a full cost calculation:



The general steps utilized by the project team to determine allocations of cost components to a particular fee or service are:

- Calculate fully burdened hourly rates by position, including direct & indirect costs;
- Develop time estimates for the average time spent to deliver each service included in the study;
- Distribute the appropriate amount of the other cost components to each fee or service based on the staff time allocation basis, or another reasonable basis.

The results of these allocations provide detailed documentation for the reasonable determination of the actual cost of providing each service.

One of the key study assumptions utilized in the “bottom up” approach is the use of time estimate averages for the provision of each fee related service. Utilization of time estimates is a reasonable and defensible approach, especially since experienced staff members who understand service levels and processes unique to the City developed these estimates.

The project team worked closely with City staff in developing time estimates with the following criteria:

- Estimates are representative of average times for providing services. Extremely difficult or abnormally simple projects are not factored in the analysis.

- Estimates reflect the time associated with the position or positions that typically perform a service.
- Estimates provided by staff are reviewed and approved by the department / division, and often involve multiple iterations before a Study is finalized.
- Estimates are reviewed by the project team for “reasonableness” against their experience with other agencies.
- Estimates were not based on time in motion studies, as they are not practical for the scope of services and time frame for this project.
- Estimates match the current or proposed staffing levels to ensure there is no over-allocation of staff resources to fee and non-fee related activities.

The Matrix Consulting Group agrees that while the use of time estimates is not perfect, it is the best alternative available for setting a standard level of service for which to base a jurisdiction’s fees for service and meets the requirements of California law.

The alternative to time estimating is actual time tracking, often referred to billing on a “time and materials” basis. Except in the case of anomalous or sometimes very large and complex projects, the Matrix Consulting Group believes this approach to not be cost effective or reasonable for the following reasons:

- Accuracy in time tracking is compromised by the additional administrative burden required to track, bill, and collect for services in this manner.
- Additional costs are associated with administrative staff’s billing, refunding, and monitoring deposit accounts.
- Customers often prefer to know the fees for services in advance of applying for permits or participating in programs.
- Departments can better predict revenue streams and staff needs using standardized time estimates and anticipated permit volumes.

Situations arise where the size and complexity of a given project warrants time tracking and billing on a “time and materials” basis. The Matrix Consulting Group has recommended taking a deposit and charging Actual Costs for such fees as appropriate and itemized within the current fee schedule.

4. Results Overview

The motivation behind a cost of services (User Fee) analysis is for the City Council and Departmental staff to maintain services at a level that is both accepted and effective for the community, and also to maintain control over the policy and management of these services.

It should be noted that the results presented in this report are not a precise measurement. In general, a cost-of-service analysis takes a “snapshot in time”, where a fiscal year of financial and operational information is utilized. Changes to the structure of fee names, along with the use of time estimates allow only for a reasonable projection of subsidies and revenue. Consequently, the Council and Department staff should rely conservatively upon these estimates to gauge the impact of implementation going forward.

Discussion of results in the following chapters is intended as a summary of extensive and voluminous cost allocation documentation produced during the Study. Each chapter will include detailed cost calculation results for each major permit category including the following:

- **Modifications:** discussions regarding any proposed revisions to the current fee schedule, including elimination or addition of fees.
- **“Per Unit” Results:** comparison of the full cost of providing each unit of service to the current fee for each unit of service (where applicable).
- **Annualized Results:** utilizing volume of activity estimates annual subsidies and revenue impacts were projected.

The full analytical results were provided to City staff under separate cover from this summary report.

5. DSD: Building and Safety

The Building and Safety Division is responsible for conducting structural, mechanical, electrical, and plumbing plan review and inspections for compliance with state and local building laws and codes. The fees examined within this study relate to various residential and commercial inspections. The following subsections discuss fee schedule modifications, detailed per unit results, and annual revenue impacts.

1 Fee Schedule Modifications

In discussions with staff, the building and safety division proposed adding the following two new fee categories:

- 'New Cellular / Mobile Phone, free standing'
- 'New Cellular / Mobile Phone, co-location'

The modifications ensure that the proposed fee schedule more accurately reflects the services being provided by Building & Safety staff.

2 Detailed Results – Flat Fees

The Building Division collect flat fees for plan review and inspection of many services including: carports, antenna, decks, demolition, fences, patios, and various mechanical, electrical, and plumbing fixtures. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 4: Total Cost Per Unit Results – Building

Fee Name	Current Fee	Total Cost	Difference
Miscellaneous Items Permit Fees			
Standard Hourly Rate	\$128	\$137	(\$9)
Balcony addition	\$511	\$548	(\$37)
Change of Occupancy	\$575	\$616	(\$41)
Compliance Inspections/Re-inspections	\$511	\$546	(\$35)
Lighting Pole	\$255	\$273	(\$18)
Service Required in Excess of Standard	\$128	\$137	(\$9)
Re-inspection	\$128	\$137	(\$9)
Plan Re-Check	\$128	\$137	(\$10)
Research	\$128	\$137	(\$10)
Residential Building Reports	\$64	\$69	(\$5)
Landscaping	\$639	\$685	(\$46)
Skylight (any size)	\$255	\$274	(\$19)

Fee Name	Current Fee	Total Cost	Difference
Spa or Hot Tub (in-ground private)	\$319	\$342	(\$23)
Antenna			
Equipment Container, any size	\$383	\$411	(\$28)
Cellular/Mobile Phone, free-standing	\$447	\$617	(\$170)
Cellular/Mobile Phone, co-location	\$383	\$549	(\$165)
New Cellular/Mobile Phone, free-standing	New	\$1,783	N/A
New Cellular/Mobile Phone, co-location	New	\$1,302	N/A
Carport			
Minor (< or = 200 sq ft.)	\$319	\$342	(\$23)
Major (> 200 sq ft.)	\$447	\$479	(\$32)
Close Existing Openings			
Interior wall	\$255	\$274	(\$19)
Exterior wall	\$383	\$339	\$44
Deck (wood)			
Up to 200 sq ft.	\$319	\$342	(\$23)
Each additional 100 sq ft.	\$255	\$274	(\$18)
With Calcs			
Up to 200 sq ft.	\$383	\$411	(\$27)
Over 200 sq ft.	\$447	\$479	(\$32)
Demolition			
Single Family Dwelling	\$255	\$410	(\$155)
Multi Family/ Commercial	\$383	\$410	(\$27)
New Door			
Residential	\$319	\$342	(\$23)
Fence or Freestanding Wall			
Non-Masonry			
Any Size	\$319	\$342	(\$23)
Masonry			
6 - 8 feet high, pre-engineered	\$383	\$411	(\$27)
Each additional 100 linear feet	\$64	\$205	(\$141)
Special Design			
6 - 10 feet high	\$575	\$616	(\$41)
Each additional 100 linear feet	\$192	\$205	(\$14)
Over 10 feet high	\$575	\$616	(\$41)
Each additional 100 linear feet	\$192	\$205	(\$14)
Fireplace			
Pre-Fabricated / Metal	\$255	\$274	(\$18)
Flag pole (over 30 feet in height)	\$255	\$274	(\$18)
Grading (Cut and Fill)			
0 - 100 CY	\$192	\$206	(\$15)
101 - 1,000 CY	\$255	\$275	(\$20)
1,000 - 10,000 CY	\$383	\$412	(\$29)
10,001 - 100,000 CY	\$447	\$481	(\$34)
100,001 - 200,000 CY	\$639	\$687	(\$49)
Each Additional 10,000 CY or portion thereof	\$77	\$82	(\$6)
Partition - Commercial			
Interior (up to 30 l.f.)	\$255	\$274	(\$18)
Additional partition	\$128	\$137	(\$9)
Patio Cover, Awning, Canopy, Trellis and Arbors			
Wood Frame			
City Standard	\$255	\$273	(\$18)
With calcs	\$319	\$342	(\$23)

Fee Name	Current Fee	Total Cost	Difference
Other frame	\$319	\$342	(\$23)
Additional Patio	\$128	\$137	(\$9)
Enclosure	\$319	\$342	(\$23)
Solar Energy Systems³			
Residential			
0 -10 kW	\$450	\$479	(\$29)
Each Additional kW > 10 kW	\$15	\$14	\$1
Non-Residential			
0-50 kW	\$1,000	\$1,094	(\$94)
51-250 kW	\$7	\$9	(\$2)
Each Additional kW >250kW	\$5	\$6	(\$1)
Stucco Applications			
Stucco Applications	\$192	\$205	(\$14)
Additional Stucco Application	\$128	\$137	(\$9)
Repairs For Fire, Water, Decay & Pests			
<\$10,000	\$766	\$821	(\$55)
\$10,000 - 25,000	\$766	\$821	(\$55)
\$25,001 - 100,000	\$1,022	\$1,095	(\$74)
> \$100,000	\$1,149	\$1,232	(\$82)
Retaining Wall (concrete or masonry)			
First 50 linear feet	\$383	\$411	(\$27)
Additional retaining wall	\$64	\$68	(\$4)
Special Design			
3 - 10 feet high (up to 50 linear feet)	\$447	\$479	(\$32)
Additional retaining wall	\$64	\$68	(\$4)
Over 10 feet high (up to 50 linear feet)	\$702	\$753	(\$51)
Additional retaining wall	\$64	\$68	(\$4)
Remodel - Residential			
500 square foot Single Story	\$639	\$685	(\$46)
501 - 1,000 sq. ft.	\$702	\$1,027	(\$325)
Additional remodel	\$255	\$274	(\$18)
Re-roof			
Single Family Dwelling / Duplex			
Any Size	\$383	\$411	(\$27)
Re-roof Multi-Family/Comm./Ind.			
Minor Repair < 500 sq. ft.	\$192	\$205	(\$14)
501 - 3,000 sq. ft.	\$319	\$342	(\$23)
3,001 - 10,000 sq. ft.	\$447	\$478	(\$31)
> 10,001 sq. ft.	\$64	\$68	(\$4)
Roof Structure Replacement			
Roof Structure Replacement	\$639	\$684	(\$45)
Additional roof structure replacement	\$128	\$137	(\$9)
Residential Additions (one story)			
Up to 500 sq. ft.	\$575	\$685	(\$110)
501 - 1,000 sq. ft.	\$766	\$1,027	(\$261)
> 1,000 sq. ft.	\$96	\$274	(\$178)
Siding			
Stone and Brick Veneer (interior or exterior)	\$255	\$274	(\$18)
Additional siding	\$96	\$102	(\$7)
Signs			

³ Current fees for Solar Energy Systems are based on AB1414.

Fee Name	Current Fee	Total Cost	Difference
Monument	\$511	\$547	(\$36)
Wall-mounted Fixture	\$255	\$274	(\$19)
Free-standing	\$319	\$342	(\$23)
Storage Racks			
Any Height (up to 100 linear feet)	\$383	\$411	(\$27)
Each additional 100 linear feet	\$32	\$34	(\$2)
Swimming Pool / Spa			
Private			
< 800 sq. ft.	\$639	\$684	(\$45)
> 800 sq. ft.	\$766	\$749	\$18
Heater	\$96	\$102	(\$7)
Temporary Utility Connection or Occupancy	\$128	\$137	(\$9)
Window or Sliding Glass Door			
Residential Replacement			
Quantity 1-4	\$192	\$205	(\$14)
Quantity 5 or more	\$32	\$34	(\$2)
New Window (non-structural)	\$255	\$274	(\$18)
Off-hours inspection (min 3 hours)			
First Hour	\$383	\$410	(\$27)
Each Additional Hour	\$192	\$205	(\$13)
Mechanical, Electrical & Plumbing Permit Fees			
Administrative and Misc. Fees			
Permit Issuance	\$64	\$69	(\$5)
Mechanical Permit Fees			
Stand Alone Mechanical Plan Check (hourly rate)	\$128	\$137	(\$10)
Unit Fees			
A/C, Residential	\$192	\$206	(\$14)
Heater (Wall)	\$192	\$206	(\$14)
Appliance Vent / Chimney (only)	\$192	\$206	(\$14)
Boiler	\$192	\$206	(\$14)
Chiller	\$511	\$548	(\$37)
Evaporative Cooler	\$192	\$206	(\$14)
Moisture Exhaust Duct (Clothes Dryer)	\$192	\$206	(\$14)
Vent Fan, Single Duct	\$192	\$206	(\$14)
Vent System	\$383	\$411	(\$27)
Exhaust Hood and Duct (Residential)	\$383	\$411	(\$27)
Non-Residential Incinerator	\$255	\$274	(\$19)
Appliance or piece of equipment not classed in other appliance categories, or for which no other fee is listed	\$192	\$206	(\$14)
Other Fees			
Installation or relocation of any duct system	\$192	\$206	(\$14)
For Each Process Piping System of 1 to 2 Outlets	\$128	\$137	(\$9)
For each additional process piping outlet	\$64	\$69	(\$5)
Other Mechanical Inspections	\$128	\$137	(\$9)
Plumbing / Gas Permit Fees			
Permit Issuance	\$64	\$69	(\$5)
Stand Alone Plumbing Plan Check	\$128	\$137	(\$10)
Unit Fees			
Plumbing fixture or trap or set of fixtures on one trap, including water, drainage piping, and backflow protection	\$192	\$206	(\$14)

Fee Name	Current Fee	Total Cost	Difference
Building or trailer park sewer	\$192	\$206	(\$14)
Rainwater system inside building	\$192	\$206	(\$14)
Private sewage disposal system	\$192	\$206	(\$14)
Water Heater	\$192	\$206	(\$14)
Industrial waste pretreatment interceptor, including its trap and vent, excepting kitchen-type grease interceptors functioning as fixture traps	\$575	\$616	(\$42)
Underground utilities (sewer, storm, water) Exception: Single Family Dwellings	\$192	\$206	(\$14)
Other Fees			
Install/Alter/Repair water piping and/or water treating equipment	\$192	\$205	(\$14)
For repair or alteration of drainage or vent piping	\$192	\$205	(\$14)
For each lawn sprinkler system on any one meter, including backflow protection devices therefor	\$192	\$206	(\$14)
Backflow Protective Devices			
Atmospheric-type vacuum breakers	\$192	\$206	(\$14)
1 to 5	\$64	\$68	(\$4)
over 5 (each)	\$38	\$41	(\$3)
Devices other than atmospheric-type vacuum breakers	\$192	\$206	(\$14)
Gas Piping System			
1 - 4 outlets	\$192	\$206	(\$14)
5 or more outlets	\$192	\$206	(\$14)
Other Plumbing and Gas Inspections	\$128	\$137	(\$9)
Electrical Permit Fees			
Permit Issuance	\$64	\$69	(\$5)
Stand Alone Electrical Plan Check	\$128	\$137	(\$10)
Swimming pools, therapeutic whirlpools, spas and alterations to existing swimming pools. Use unit fee schedule for itemized work.	\$192	\$206	(\$14)
Temporary power; Temporary power to a permanent location; Temporary service power pole or pedestal including all pole or pedestal-mounted receptacle outlets and appurtenances	\$192	\$206	(\$14)
For a temporary distribution system and temporary lighting and receptacle outlets for construction sites, decorative light, Christmas tree lots, firework stands, etc.	\$192	\$206	(\$14)
Unit Fees			
Receptable, Switch, and Light Outlets			
First 20	\$192	\$206	(\$14)
Each Additional 20 Outlets	\$64	\$69	(\$5)
Lighting Fixtures			
First 20	\$192	\$206	(\$14)
Each Additional Outlet	\$64	\$69	(\$5)
For pole or platform-mounted lighting fixtures	\$64	\$69	(\$5)
For theatrical-type lighting fixtures or assemblies	\$128	\$137	(\$9)
Residential Appliances			
Appliances or receptacle outlets	\$192	\$206	(\$14)
Non-Residential Appliances			
Appliances	\$192	\$206	(\$14)

Fee Name	Current Fee	Total Cost	Difference
Power Apparatus			
Up to and including 1	\$192	\$206	(\$14)
Over 1 and not over 10	\$192	\$206	(\$14)
Over 10 and not over 50	\$255	\$274	(\$19)
Over 50 and not over 100	\$383	\$411	(\$28)
Over 100	\$447	\$479	(\$32)
Panelboards			
Installation or relocation of panelboard	\$192	\$206	(\$14)
Busways			
For trolley and plug-in-type busways	\$192	\$206	(\$14)
Signs, Outline Lighting, and Marquees			
One branch circuit	\$192	\$206	(\$14)
Electrical Services			
600 volts or less; up to 1,000 amperes in rating	\$192	\$206	(\$14)
Over 600 volts or over 1,000 amperes in rating	\$511	\$548	(\$37)
Other Fees			
For electrical apparatus, conduits and conductors for which a permit is required but for which no fee is herein set forth	\$192	\$206	(\$14)
Other Electrical Inspections	\$128	\$137	(\$9)

With the exception of 'Swimming Pool / Spa – Private – greater than 800 sq. ft.' which over-recovers by \$18, all of Buildings flat fees under-recover. The largest deficits are a result of staff providing increased estimates for the amount of time it takes them to provide the services. Compared to the previous Development Services fee study conducted, staff increased the time estimate for 'Remodel – Residential – 501-1,000 sq. ft.' from five hours to seven hours, resulting in a deficit of \$325. Additional large deficits are in relation to 'Residential Additions (one story) – 501-1,000 sq. ft.' and 'Residential Additions (one story) > 1,000 sq. ft.' at \$261 and \$178 respectively.

2 Detailed Results – Occupancy, Construction Material, & Square Footage

The Building Division collect various fees based on occupancy type, construction material, and square footage of the project. The total cost calculated for each service includes direct staff costs, cross-departmental support,⁴ and Departmental and Citywide overhead. The following three table are broken out by construction type and include: IBC class, building use / occupancy type, square footage, and the current fee, total cost calculated, and the resulting difference.

⁴ Building receives cross-departmental support from the Planning and Engineering Divisions and Fire Department.

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type IA, IB		Construction Type IA, IB		Construction Type IA, IB	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
A-1	Assembly uses, usually with fixed seating, intended for the production and viewing of the performing arts or motion pictures.	2,000	\$7,433	\$5.44	\$5,781	\$24.10	\$1,652	(\$18.66)
		10,000	\$7,867	\$13.11	\$7,709	\$19.42	\$159	(\$6.30)
		20,000	\$9,179	\$4.27	\$9,650	\$4.74	(\$472)	(\$0.47)
		40,000	\$10,033	\$4.67	\$10,599	\$5.98	(\$566)	(\$1.32)
		100,000	\$12,832	\$1.62	\$14,188	\$2.06	(\$1,356)	(\$0.44)
		200,000	\$14,457	\$7.03	\$16,250	\$3.94	(\$1,793)	\$3.08
A-2	Assembly uses intended for food and/or drink consumption	1,000	\$10,634	\$15.31	\$8,408	\$70.67	\$2,227	(\$55.35)
		5,000	\$11,248	\$34.70	\$11,234	\$51.05	\$13	(\$16.36)
		10,000	\$12,982	\$12.25	\$13,787	\$15.00	(\$805)	(\$2.75)
		20,000	\$14,207	\$13.06	\$15,287	\$16.78	(\$1,080)	(\$3.72)
		50,000	\$18,125	\$4.42	\$20,321	\$5.74	(\$2,195)	(\$1.32)
		100,000	\$20,336	\$19.93	\$23,190	\$15.27	(\$2,854)	\$4.66
A-3, A-4	Assembly uses intended for worship; intended for viewing of outdoor sporting events and activities with spectators.	1,000	\$10,157	\$14.50	\$8,073	\$67.56	\$2,084	(\$53.06)
		5,000	\$10,737	\$33.19	\$10,776	\$47.89	(\$39)	(\$14.69)
		10,000	\$12,397	\$11.72	\$13,170	\$14.92	(\$773)	(\$3.21)
		20,000	\$13,568	\$12.45	\$14,662	\$16.06	(\$1,094)	(\$3.61)
		50,000	\$17,302	\$4.23	\$19,480	\$5.51	(\$2,177)	(\$1.28)
		100,000	\$19,416	\$19.01	\$22,233	\$15.85	(\$2,817)	\$3.16
A-4	See Above	500	\$8,206	\$23.17	\$6,458	\$108.10	\$1,748	(\$84.93)
		2,500	\$8,670	\$53.16	\$8,620	\$76.62	\$50	(\$23.46)
		5,000	\$9,999	\$18.73	\$10,536	\$23.87	(\$537)	(\$5.14)
		10,000	\$10,936	\$19.94	\$11,730	\$25.69	(\$794)	(\$5.76)
		25,000	\$13,926	\$6.75	\$15,584	\$8.81	(\$1,657)	(\$2.06)
		50,000	\$15,614	\$30.42	\$17,787	\$19.50	(\$2,172)	\$10.92
A-5	Assembly—Outdoor Activities Amusement Park, Bleacher, Stadium	1,500	\$10,470	\$9.99	\$8,331	\$46.14	\$2,138	(\$36.15)
		7,500	\$11,069	\$23.79	\$11,100	\$33.87	(\$31)	(\$10.08)
		15,000	\$12,853	\$8.04	\$13,640	\$10.20	(\$787)	(\$2.17)
		30,000	\$14,059	\$8.74	\$15,170	\$11.19	(\$1,112)	(\$2.45)
		75,000	\$17,992	\$2.92	\$20,207	\$3.86	(\$2,215)	(\$0.94)
		150,000	\$20,182	\$13.18	\$23,102	\$10.86	(\$2,919)	\$2.33

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type IA, IB		Construction Type IA, IB		Construction Type IA, IB	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
A	A Occupancy Tenant Improvements	1,000	\$8,394	\$8.79	\$6,922	\$57.87	\$1,471	(\$49.07)
		5,000	\$8,745	\$26.90	\$9,237	\$28.74	(\$491)	(\$1.84)
		10,000	\$10,090	\$9.86	\$10,674	\$18.56	(\$584)	(\$8.70)
		20,000	\$11,077	\$9.99	\$12,530	\$13.58	(\$1,453)	(\$3.59)
		50,000	\$14,075	\$3.42	\$16,605	\$4.66	(\$2,530)	(\$1.24)
		100,000	\$15,785	\$15.38	\$18,934	\$11.82	(\$3,148)	\$3.56
B	Business – Professional Office. Buildings or spaces for office professional or service type transactions, including storage of records and accounts;	1,000	\$8,999	\$13.95	\$7,237	\$62.22	\$1,763	(\$48.27)
		5,000	\$9,558	\$28.61	\$9,726	\$42.18	(\$168)	(\$13.57)
		10,000	\$10,987	\$10.41	\$11,835	\$11.87	(\$847)	(\$1.46)
		20,000	\$12,029	\$10.85	\$13,022	\$11.86	(\$993)	(\$1.01)
		50,000	\$15,285	\$3.74	\$16,581	\$4.46	(\$1,295)	(\$0.71)
		100,000	\$17,157	\$16.75	\$18,809	\$15.61	(\$1,652)	\$1.14
B	B Occupancy Tenant Improvements. Buildings or spaces for office professional or service type transactions, including storage of records / accounts.	200	\$7,539	\$8.17	\$3,227	\$131.79	\$4,312	(\$123.61)
		1,000	\$7,866	\$24.29	\$4,281	\$19.58	\$3,585	\$4.70
		2,000	\$9,080	\$8.86	\$4,477	\$66.43	\$4,603	(\$57.57)
		4,000	\$9,966	\$8.93	\$5,806	\$31.09	\$4,161	(\$22.16)
		10,000	\$12,646	\$3.11	\$7,671	\$10.81	\$4,975	(\$7.70)
		20,000	\$14,204	\$13.80	\$8,752	\$10.19	\$5,452	\$3.61
E	Educational Buildings or rooms used by more than 6 persons for educational purposes up to the 12 th grade. Daycare for 6 or more children older than 2.5 yrs of age.	500	\$8,324	\$22.87	\$6,766	\$113.52	\$1,558	(\$90.65)
		2,500	\$8,782	\$52.37	\$9,036	\$60.21	(\$254)	(\$7.85)
		5,000	\$10,091	\$18.74	\$10,541	\$34.58	(\$450)	(\$15.84)
		10,000	\$11,027	\$20.01	\$12,270	\$26.74	(\$1,243)	(\$6.73)
		25,000	\$14,029	\$6.75	\$16,281	\$9.15	(\$2,253)	(\$2.41)
		50,000	\$15,716	\$30.58	\$18,569	\$27.82	(\$2,854)	\$2.76
E	E Occupancy Tenant Improvements Buildings or rooms used by more than 6 persons for educational purposes up to the 12 th grade. Daycare for 6 or more children older than 2.5 yrs of age.	1,000	\$7,643	\$8.02	\$4,936	\$39.59	\$2,707	(\$31.57)
		5,000	\$7,964	\$23.35	\$6,519	\$16.47	\$1,445	\$6.88
		10,000	\$9,132	\$8.99	\$7,343	\$15.94	\$1,789	(\$6.96)
		20,000	\$10,030	\$8.84	\$8,937	\$9.82	\$1,093	(\$0.99)
		50,000	\$12,682	\$3.05	\$11,884	\$4.32	\$798	(\$1.27)
		100,000	\$14,206	\$13.78	\$14,043	\$6.45	\$164	\$7.33

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type IA, IB		Construction Type IA, IB		Construction Type IA, IB	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
F-1	Factory Industrial—Moderate Hazard. Factory and Industrial Uses that include the fabrication or manufacturing of Moderate & Low Hazard Materials.	20,000	\$8,407	\$3.85	\$8,882	\$4.19	(\$475)	(\$0.34)
		50,000	\$9,562	\$3.41	\$10,138	\$3.92	(\$577)	(\$0.51)
		100,000	\$11,266	\$1.21	\$12,098	\$1.31	(\$832)	(\$0.10)
		250,000	\$13,080	\$1.10	\$14,065	\$1.20	(\$985)	(\$0.10)
		500,000	\$15,823	\$0.93	\$17,057	\$1.01	(\$1,234)	(\$0.08)
		1,000,000	\$20,471	\$2.01	\$22,095	\$1.80	(\$1,624)	\$0.21
F	F Occupancy Tenant Improvements. Factory and Industrial Uses that include the fabrication or manufacturing of Moderate & Low Hazard Materials.	2,000	\$4,918	\$5.34	\$4,081	\$16.33	\$836	(\$10.99)
		10,000	\$5,346	\$9.86	\$5,388	\$12.06	(\$42)	(\$2.20)
		20,000	\$6,331	\$2.89	\$6,594	\$4.57	(\$263)	(\$1.67)
		40,000	\$6,910	\$3.26	\$7,507	\$4.33	(\$597)	(\$1.07)
		100,000	\$8,865	\$1.20	\$10,104	\$1.53	(\$1,240)	(\$0.33)
	200,000	\$10,065	\$4.87	\$11,636	\$3.75	(\$1,570)	\$1.12	
H-1, H-2	High Hazard: Detonation Hazard; Deflagration Hazard or hazard from accelerated burning; Materials that readily support combustion; Materials that are health hazards.	1,000	\$5,124	\$10.00	\$4,180	\$33.59	\$944	(\$23.60)
		5,000	\$5,524	\$21.88	\$5,524	\$28.54	\$1	(\$6.65)
		10,000	\$6,618	\$5.68	\$6,950	\$8.39	(\$332)	(\$2.71)
		20,000	\$7,186	\$7.11	\$7,789	\$9.31	(\$603)	(\$2.20)
		50,000	\$9,320	\$2.57	\$10,582	\$3.29	(\$1,263)	(\$0.72)
	100,000	\$10,605	\$10.27	\$12,228	\$7.96	(\$1,623)	\$2.32	
H	High Hazard: Detonation Hazard	1,000	\$5,231	\$11.00	\$4,352	\$34.68	\$878	(\$23.69)
		5,000	\$5,671	\$21.61	\$5,739	\$8.15	(\$69)	\$13.46
		10,000	\$6,751	\$5.85	\$6,147	\$18.94	\$604	(\$13.10)
		20,000	\$7,336	\$7.14	\$8,041	\$9.40	(\$705)	(\$2.27)
		50,000	\$9,478	\$2.59	\$10,863	\$3.34	(\$1,385)	(\$0.74)
		100,000	\$10,775	\$10.44	\$12,531	\$7.13	(\$1,756)	\$3.32
I-1	Housing of clients on a 24-hour basis in a supervised residential environment providing personal care services.	1,000	\$6,730	\$12.25	\$5,477	\$44.44	\$1,254	(\$32.18)
		5,000	\$7,221	\$27.18	\$7,254	\$35.99	(\$33)	(\$8.81)
		10,000	\$8,580	\$7.60	\$9,053	\$10.81	(\$474)	(\$3.21)
		20,000	\$9,339	\$9.13	\$10,134	\$11.85	(\$795)	(\$2.72)
		50,000	\$12,079	\$3.25	\$13,688	\$4.16	(\$1,609)	(\$0.91)
		100,000	\$13,706	\$13.37	\$15,769	\$9.01	(\$2,063)	\$4.36

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type IA, IB		Construction Type IA, IB		Construction Type IA, IB	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
I-2, I-3	Medical, surgical, psychiatric, nursing or custodial care on a 24-hour basis for more than 6 persons; facilities where persons are restrained.	1,000	\$8,330	\$15.32	\$6,846	\$55.54	\$1,484	(\$40.23)
		5,000	\$8,943	\$33.97	\$9,067	\$44.98	(\$124)	(\$11.01)
		10,000	\$10,641	\$9.50	\$11,317	\$13.52	(\$676)	(\$4.01)
		20,000	\$11,592	\$11.41	\$12,668	\$14.81	(\$1,076)	(\$3.39)
		50,000	\$15,016	\$4.07	\$17,111	\$5.20	(\$2,094)	(\$1.13)
		100,000	\$17,050	\$16.72	\$19,711	\$13.39	(\$2,662)	\$3.32
I-4	Day care operations of more than 6 people of any age where the care is for less than 24 hours a day.	1,000	\$7,837	\$14.63	\$6,451	\$52.44	\$1,386	(\$37.81)
		5,000	\$8,423	\$30.66	\$8,549	\$40.92	(\$126)	(\$10.26)
		10,000	\$9,956	\$8.94	\$10,595	\$12.84	(\$639)	(\$3.90)
		20,000	\$10,850	\$10.53	\$11,879	\$13.68	(\$1,029)	(\$3.15)
		50,000	\$14,007	\$3.73	\$15,983	\$4.80	(\$1,976)	(\$1.07)
		100,000	\$15,872	\$15.54	\$18,381	\$14.48	(\$2,509)	\$1.06
I	I Occupancy Tenant Improvements	1,000	\$4,851	\$10.40	\$4,041	\$32.45	\$810	(\$22.05)
		5,000	\$5,266	\$18.72	\$5,339	\$21.43	(\$73)	(\$2.71)
		10,000	\$6,202	\$5.45	\$6,410	\$10.06	(\$208)	(\$4.61)
		20,000	\$6,748	\$6.37	\$7,416	\$8.49	(\$669)	(\$2.12)
		50,000	\$8,658	\$2.32	\$9,963	\$3.00	(\$1,305)	(\$0.67)
		100,000	\$9,820	\$9.49	\$11,461	\$5.53	(\$1,641)	\$3.95
M	Display and sale of merchandise accessible to the public.	1,000	\$7,214	\$14.09	\$5,982	\$48.50	\$1,233	(\$34.41)
		5,000	\$7,778	\$28.24	\$7,922	\$37.61	(\$144)	(\$9.37)
		10,000	\$9,191	\$8.23	\$9,802	\$12.06	(\$611)	(\$3.83)
		20,000	\$10,014	\$9.66	\$11,008	\$12.66	(\$994)	(\$3.01)
		50,000	\$12,910	\$3.44	\$14,807	\$4.45	(\$1,897)	(\$1.01)
		100,000	\$14,629	\$14.30	\$17,029	\$11.44	(\$2,401)	\$2.85
M	M Occupancy Tenant Improvements	1,000	\$6,836	\$13.79	\$5,699	\$45.92	\$1,137	(\$32.12)
		5,000	\$7,388	\$26.90	\$7,536	\$29.78	(\$148)	(\$2.88)
		10,000	\$8,732	\$7.78	\$9,025	\$14.52	(\$292)	(\$6.74)
		20,000	\$9,510	\$9.18	\$10,476	\$12.04	(\$966)	(\$2.85)
		50,000	\$12,264	\$3.28	\$14,087	\$4.24	(\$1,823)	(\$0.96)
		100,000	\$13,903	\$13.57	\$16,208	\$6.58	(\$2,305)	\$6.99

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type IA, IB		Construction Type IA, IB		Construction Type IA, IB	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
R-1, R-2	Transient and nontransient lodging including hotels, motels, apartments, and boarding houses.	2,000	\$9,994	\$0.64	\$9,758	\$41.85	\$237	(\$41.21)
		10,000	\$10,046	\$15.93	\$13,105	\$32.26	(\$3,059)	(\$16.33)
		20,000	\$11,638	\$3.76	\$16,331	\$7.80	(\$4,693)	(\$4.04)
		40,000	\$12,390	\$3.71	\$17,891	\$10.01	(\$5,501)	(\$6.31)
		100,000	\$14,614	\$1.92	\$23,898	\$3.39	(\$9,284)	(\$1.47)
		200,000	\$16,534	\$7.73	\$27,284	\$10.80	(\$10,750)	(\$3.07)
R-3, R-3.1, R-4	One and two-family homes; Residentially based 24-hour facility for 6 or fewer clients of any age; Residential care / assisted living for more than 6 ambulatory clients.	1,000	\$6,618	\$5.10	\$5,799	\$83.79	\$819	(\$78.69)
		2,000	\$6,669	\$71.78	\$6,637	\$157.73	\$32	(\$85.96)
		3,000	\$7,387	\$42.09	\$8,214	\$80.70	(\$828)	(\$38.62)
		4,000	\$7,807	\$112.80	\$9,021	\$130.29	(\$1,214)	(\$17.49)
		5,000	\$8,936	\$16.62	\$10,324	\$25.18	(\$1,389)	(\$8.56)
		10,000	\$9,766	\$89.66	\$11,583	\$80.50	(\$1,817)	\$9.16
R-3	REPEAT OF MODEL One and two family homes.	1,000	\$4,906	\$3.91	\$4,338	\$88.29	\$568	(\$84.38)
		2,000	\$4,944	\$44.67	\$5,221	\$62.06	(\$277)	(\$17.39)
		3,000	\$5,391	\$28.43	\$5,842	\$135.60	(\$451)	(\$107.17)
		4,000	\$5,676	\$73.54	\$7,198	\$168.11	(\$1,522)	(\$94.57)
		5,000	\$6,411	\$10.15	\$8,879	\$24.82	(\$2,468)	(\$14.67)
		10,000	\$6,919	\$61.18	\$10,120	\$51.07	(\$3,201)	\$10.10
S-1	Storage—Moderate Hazard, Repair Garage, Motor Vehicles (not High Hazard)	500	\$4,701	\$14.16	\$5,268	\$85.94	(\$567)	(\$71.79)
		2,500	\$4,985	\$35.00	\$6,987	\$40.78	(\$2,002)	(\$5.78)
		5,000	\$5,860	\$10.42	\$8,006	\$32.63	(\$2,146)	(\$22.22)
		10,000	\$6,381	\$12.08	\$9,638	\$21.76	(\$3,257)	(\$9.68)
		25,000	\$8,193	\$4.26	\$12,902	\$9.71	(\$4,709)	(\$5.45)
		50,000	\$9,258	\$17.85	\$15,330	\$20.63	(\$6,072)	(\$2.78)
S-2	Storage—Low Hazard Storage	500	\$5,770	\$17.55	\$5,117	\$83.16	\$653	(\$65.60)
		2,500	\$6,120	\$42.93	\$6,780	\$38.80	(\$659)	\$4.13
		5,000	\$7,194	\$12.99	\$7,750	\$32.09	(\$556)	(\$19.10)
		10,000	\$7,843	\$14.93	\$9,354	\$21.10	(\$1,511)	(\$6.17)
		25,000	\$10,083	\$5.24	\$12,519	\$7.39	(\$2,436)	(\$2.14)
		50,000	\$11,393	\$22.12	\$14,365	\$19.89	(\$2,972)	\$2.24

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type IA, IB		Construction Type IA, IB		Construction Type IA, IB	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
S	S Occupancy Tenant Improvements	1,000	\$4,856	\$8.23	\$4,620	\$37.66	\$236	(\$29.42)
		5,000	\$5,185	\$19.27	\$6,127	\$14.65	(\$941)	\$4.62
		10,000	\$6,148	\$5.44	\$6,859	\$16.35	(\$711)	(\$10.91)
		20,000	\$6,693	\$6.44	\$8,494	\$9.73	(\$1,802)	(\$3.29)
		50,000	\$8,626	\$2.36	\$11,414	\$3.40	(\$2,788)	(\$1.05)
		100,000	\$9,804	\$9.47	\$13,116	\$8.68	(\$3,312)	\$0.79
U	Accessory and miscellaneous structure not specifically classified.	1,000	\$4,948	\$7.89	\$4,521	\$36.83	\$427	(\$28.94)
		5,000	\$5,264	\$17.02	\$5,994	\$15.93	(\$730)	\$1.09
		10,000	\$6,115	\$5.84	\$6,791	\$13.78	(\$676)	(\$7.94)
		20,000	\$6,699	\$6.02	\$8,169	\$8.88	(\$1,470)	(\$2.86)
		50,000	\$8,504	\$2.18	\$10,833	\$3.10	(\$2,329)	(\$0.92)
		100,000	\$9,594	\$9.26	\$12,382	\$6.39	(\$2,788)	\$2.87
B, M, S	All Shell Buildings	1,000	\$5,432	\$2.20	\$6,056	\$54.22	(\$624)	(\$52.02)
		5,000	\$5,873	\$4.22	\$8,225	\$36.63	(\$2,352)	(\$32.41)
		10,000	\$6,928	\$1.29	\$10,056	\$11.48	(\$3,128)	(\$10.19)
		20,000	\$7,574	\$1.41	\$11,204	\$12.71	(\$3,630)	(\$11.30)
		50,000	\$9,691	\$0.57	\$15,017	\$4.19	(\$5,327)	(\$3.62)
		100,000	\$11,111	\$2.16	\$17,110	\$17.11	(\$5,999)	(\$14.95)

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type IIA, IIB, IIIA, IIIB, IV		Construction Type IIA, IIB, IIIA, IIIB, IV		Construction Type IIA, IIB, IIIA, IIIB, IV	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
A-1	Assembly uses, usually with fixed seating, intended for the production and viewing of the performing arts or motion pictures.	2,000	\$6,319	\$4.97	\$4,817	\$20.08	\$1,502	(\$15.11)
		10,000	\$6,717	\$11.07	\$6,424	\$16.18	\$293	(\$5.11)
		20,000	\$7,823	\$3.63	\$8,042	\$3.95	(\$219)	(\$0.33)
		40,000	\$8,548	\$3.93	\$8,832	\$4.98	(\$284)	(\$1.06)
		100,000	\$10,907	\$1.38	\$11,823	\$1.72	(\$917)	(\$0.34)
		200,000	\$12,287	\$5.94	\$13,542	\$3.28	(\$1,255)	\$2.66
A-2	Assembly uses intended for food and/or drink consumption	1,000	\$9,012	\$14.06	\$7,006	\$58.89	\$2,006	(\$44.83)
		5,000	\$9,574	\$29.25	\$9,362	\$42.54	\$212	(\$13.29)
		10,000	\$11,037	\$10.35	\$11,489	\$12.50	(\$452)	(\$2.15)
		20,000	\$12,072	\$11.01	\$12,739	\$13.98	(\$668)	(\$2.98)
		50,000	\$15,373	\$3.75	\$16,934	\$4.78	(\$1,561)	(\$1.03)
		100,000	\$17,251	\$16.84	\$19,325	\$12.73	(\$2,075)	\$4.12
A-3, A-4	Assembly uses intended for worship; intended for viewing of outdoor sporting events and activities with spectators.	1,000	\$8,609	\$13.31	\$6,728	\$56.30	\$1,881	(\$42.99)
		5,000	\$9,141	\$27.99	\$8,980	\$39.91	\$162	(\$11.91)
		10,000	\$10,541	\$9.91	\$10,975	\$12.43	(\$434)	(\$2.53)
		20,000	\$11,532	\$10.49	\$12,218	\$13.38	(\$687)	(\$2.90)
		50,000	\$14,677	\$3.59	\$16,233	\$4.59	(\$1,556)	(\$1.00)
		100,000	\$16,474	\$16.07	\$18,528	\$13.21	(\$2,054)	\$2.86
A-4	See Above	500	\$6,968	\$21.25	\$5,382	\$90.08	\$1,586	(\$68.83)
		2,500	\$7,393	\$44.84	\$7,184	\$63.85	\$209	(\$19.01)
		5,000	\$8,514	\$15.84	\$8,780	\$19.90	(\$266)	(\$4.06)
		10,000	\$9,307	\$16.80	\$9,775	\$21.41	(\$468)	(\$4.61)
		25,000	\$11,826	\$5.73	\$12,986	\$7.34	(\$1,160)	(\$1.61)
		50,000	\$13,261	\$25.71	\$14,822	\$16.25	(\$1,562)	\$9.46
A-5	Assembly—Outdoor Activities Amusement Park, Bleacher, Stadium	1,500	\$8,870	\$9.14	\$6,943	\$38.45	\$1,927	(\$29.32)
		7,500	\$9,418	\$20.05	\$9,250	\$28.22	\$168	(\$8.17)
		15,000	\$10,922	\$6.79	\$11,367	\$8.50	(\$445)	(\$1.71)
		30,000	\$11,940	\$7.36	\$12,642	\$9.33	(\$702)	(\$1.97)
		75,000	\$15,253	\$2.47	\$16,839	\$3.22	(\$1,586)	(\$0.74)
		150,000	\$17,109	\$11.13	\$19,251	\$9.05	(\$2,143)	\$2.09

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type IIA, IIB, IIIA, IIIB, IV		Construction Type IIA, IIB, IIIA, IIIB, IV		Construction Type IIA, IIB, IIIA, IIIB, IV	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
A	A Occupancy Tenant Improvements	1,000	\$7,100	\$7.82	\$5,768	\$48.22	\$1,332	(\$40.40)
		5,000	\$7,413	\$22.68	\$7,697	\$23.95	(\$284)	(\$1.28)
		10,000	\$8,547	\$8.35	\$8,895	\$15.47	(\$347)	(\$7.12)
		20,000	\$9,382	\$8.38	\$10,441	\$11.32	(\$1,059)	(\$2.94)
		50,000	\$11,895	\$2.90	\$13,838	\$3.88	(\$1,942)	(\$0.98)
		100,000	\$13,345	\$12.94	\$15,778	\$9.85	(\$2,433)	\$3.09
B	Business – Professional Office. Buildings or spaces for office professional or service type transactions, including storage of records and accounts;	1,000	\$7,651	\$12.93	\$6,031	\$51.85	\$1,621	(\$38.92)
		5,000	\$8,169	\$24.21	\$8,105	\$35.15	\$64	(\$10.94)
		10,000	\$9,379	\$8.83	\$9,862	\$9.89	(\$483)	(\$1.06)
		20,000	\$10,262	\$9.17	\$10,852	\$9.88	(\$590)	(\$0.71)
		50,000	\$13,014	\$3.20	\$13,817	\$3.71	(\$803)	(\$0.52)
		100,000	\$14,613	\$14.21	\$15,674	\$13.01	(\$1,061)	\$1.20
B	B Occupancy Tenant Improvements. Buildings or spaces for office professional or service type transactions, including storage of records / accounts.	200	\$6,388	\$7.30	\$2,689	\$109.82	\$3,699	(\$102.52)
		1,000	\$6,681	\$20.50	\$3,568	\$16.32	\$3,113	\$4.18
		2,000	\$7,705	\$7.51	\$3,731	\$55.35	\$3,974	(\$47.84)
		4,000	\$8,457	\$7.49	\$4,838	\$25.91	\$3,619	(\$18.42)
		10,000	\$10,704	\$2.65	\$6,393	\$9.01	\$4,312	(\$6.36)
		20,000	\$12,028	\$11.62	\$7,294	\$8.49	\$4,734	\$3.13
E	Educational Buildings or rooms used by more than 6 persons for educational purposes up to the 12 th grade. Daycare for 6 or more children older than 2.5 yrs of age.	500	\$7,067	\$20.96	\$5,638	\$94.60	\$1,429	(\$73.64)
		2,500	\$7,486	\$44.09	\$7,530	\$50.18	(\$44)	(\$6.09)
		5,000	\$8,588	\$15.80	\$8,784	\$28.82	(\$196)	(\$13.02)
		10,000	\$9,378	\$16.86	\$10,225	\$22.28	(\$847)	(\$5.43)
		25,000	\$11,906	\$5.73	\$13,568	\$7.63	(\$1,662)	(\$1.90)
		50,000	\$13,338	\$25.82	\$15,474	\$23.19	(\$2,136)	\$2.64
E	E Occupancy Tenant Improvements Buildings or rooms used by more than 6 persons for educational purposes up to the 12 th grade. Daycare for 6 or more children older than 2.5 yrs of age.	1,000	\$6,479	\$7.17	\$4,113	\$32.99	\$2,365	(\$25.82)
		5,000	\$6,765	\$19.72	\$5,433	\$13.72	\$1,332	\$5.99
		10,000	\$7,751	\$7.62	\$6,119	\$13.29	\$1,632	(\$5.66)
		20,000	\$8,513	\$7.41	\$7,448	\$8.19	\$1,065	(\$0.77)
		50,000	\$10,737	\$2.59	\$9,903	\$3.60	\$833	(\$1.00)
		100,000	\$12,033	\$11.61	\$11,702	\$5.38	\$331	\$6.23

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type IIA, IIB, IIIA, IIIB, IV		Construction Type IIA, IIB, IIIA, IIIB, IV		Construction Type IIA, IIB, IIIA, IIIB, IV	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
F-1	Factory Industrial—Moderate Hazard. Factory and Industrial Uses that include the fabrication or manufacturing of Moderate & Low Hazard Materials.	20,000	\$7,190	\$3.32	\$7,402	\$3.49	(\$212)	(\$0.17)
		50,000	\$8,186	\$2.91	\$8,449	\$3.27	(\$263)	(\$0.36)
		100,000	\$9,639	\$1.02	\$10,081	\$1.09	(\$442)	(\$0.07)
		250,000	\$11,176	\$0.93	\$11,721	\$1.00	(\$545)	(\$0.07)
		500,000	\$13,489	\$0.78	\$14,214	\$0.84	(\$726)	(\$0.06)
		1,000,000	\$17,394	\$1.71	\$18,412	\$1.50	(\$1,019)	\$0.20
F	F Occupancy Tenant Improvements. Factory and Industrial Uses that include the fabrication or manufacturing of Moderate & Low Hazard Materials.	2,000	\$4,226	\$5.02	\$3,401	\$13.61	\$825	(\$8.59)
		10,000	\$4,627	\$8.39	\$4,490	\$10.05	\$137	(\$1.66)
		20,000	\$5,466	\$2.49	\$5,495	\$3.81	(\$29)	(\$1.31)
		40,000	\$5,965	\$2.77	\$6,256	\$3.61	(\$291)	(\$0.84)
		100,000	\$7,625	\$1.03	\$8,420	\$1.28	(\$795)	(\$0.24)
		200,000	\$8,658	\$4.16	\$9,696	\$3.12	(\$1,038)	\$1.04
H-1, H-2	High Hazard: Detonation Hazard; Deflagration Hazard or hazard from accelerated burning; Materials that readily support combustion; Materials that are health hazards.	1,000	\$4,383	\$9.25	\$3,483	\$28.00	\$900	(\$18.74)
		5,000	\$4,753	\$18.47	\$4,603	\$23.78	\$150	(\$5.31)
		10,000	\$5,676	\$4.83	\$5,792	\$6.99	(\$116)	(\$2.16)
		20,000	\$6,159	\$6.01	\$6,491	\$7.76	(\$332)	(\$1.75)
		50,000	\$7,962	\$2.19	\$8,819	\$2.74	(\$857)	(\$0.55)
		100,000	\$9,059	\$8.73	\$10,190	\$6.63	(\$1,131)	\$2.10
H	High Hazard: Detonation Hazard	1,000	\$4,483	\$10.27	\$3,627	\$28.90	\$856	(\$18.63)
		5,000	\$4,894	\$18.29	\$4,783	\$6.79	\$111	\$11.50
		10,000	\$5,808	\$4.99	\$5,122	\$15.79	\$686	(\$10.80)
		20,000	\$6,308	\$6.05	\$6,701	\$7.84	(\$393)	(\$1.79)
		50,000	\$8,122	\$2.22	\$9,052	\$2.78	(\$930)	(\$0.56)
		100,000	\$9,235	\$8.90	\$10,443	\$5.94	(\$1,208)	\$2.97
I-1	Housing of clients on a 24-hour basis in a supervised residential environment providing personal care services.	1,000	\$5,732	\$11.32	\$4,564	\$37.03	\$1,168	(\$25.71)
		5,000	\$6,185	\$22.93	\$6,045	\$29.99	\$140	(\$7.06)
		10,000	\$7,332	\$6.45	\$7,544	\$9.01	(\$213)	(\$2.56)
		20,000	\$7,977	\$7.71	\$8,445	\$9.87	(\$468)	(\$2.16)
		50,000	\$10,290	\$2.77	\$11,407	\$3.47	(\$1,117)	(\$0.69)
		100,000	\$11,677	\$11.35	\$13,141	\$7.51	(\$1,464)	\$3.83

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type IIA, IIB, IIIA, IIIB, IV		Construction Type IIA, IIB, IIIA, IIIB, IV		Construction Type IIA, IIB, IIIA, IIIB, IV	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
I-2, I-3	Medical, surgical, psychiatric, nursing or custodial care on a 24-hour basis for more than 6 persons; facilities where persons are restrained.	1,000	\$7,083	\$14.15	\$5,705	\$46.29	\$1,378	(\$32.14)
		5,000	\$7,649	\$28.66	\$7,556	\$37.48	\$93	(\$8.82)
		10,000	\$9,082	\$8.07	\$9,430	\$11.26	(\$348)	(\$3.20)
		20,000	\$9,888	\$9.64	\$10,557	\$12.34	(\$669)	(\$2.70)
		50,000	\$12,780	\$3.47	\$14,259	\$4.33	(\$1,479)	(\$0.87)
		100,000	\$14,513	\$14.18	\$16,426	\$11.16	(\$1,913)	\$3.02
I-4	Day care operations of more than 6 people of any age where the care is for less than 24 hours a day.	1,000	\$6,672	\$13.57	\$5,376	\$43.70	\$1,296	(\$30.13)
		5,000	\$7,214	\$25.90	\$7,124	\$34.10	\$90	(\$8.20)
		10,000	\$8,510	\$7.60	\$8,829	\$10.70	(\$319)	(\$3.10)
		20,000	\$9,269	\$8.90	\$9,899	\$11.40	(\$630)	(\$2.50)
		50,000	\$11,939	\$3.18	\$13,319	\$4.00	(\$1,380)	(\$0.81)
		100,000	\$13,532	\$13.20	\$15,317	\$12.07	(\$1,786)	\$1.13
I	I Occupancy Tenant Improvements	1,000	\$4,166	\$9.77	\$3,367	\$27.04	\$798	(\$17.27)
		5,000	\$4,557	\$15.88	\$4,449	\$17.86	\$108	(\$1.98)
		10,000	\$5,351	\$4.66	\$5,342	\$8.38	\$9	(\$3.73)
		20,000	\$5,817	\$5.41	\$6,180	\$7.07	(\$363)	(\$1.67)
		50,000	\$7,439	\$2.00	\$8,302	\$2.50	(\$863)	(\$0.50)
		100,000	\$8,439	\$8.11	\$9,550	\$4.61	(\$1,112)	\$3.50
M	Display and sale of merchandise accessible to the public.	1,000	\$6,154	\$13.12	\$4,985	\$40.42	\$1,169	(\$27.29)
		5,000	\$6,679	\$23.89	\$6,602	\$31.34	\$77	(\$7.45)
		10,000	\$7,873	\$7.00	\$8,168	\$10.05	(\$296)	(\$3.04)
		20,000	\$8,573	\$8.17	\$9,173	\$10.55	(\$600)	(\$2.38)
		50,000	\$11,025	\$2.94	\$12,339	\$3.70	(\$1,314)	(\$0.76)
		100,000	\$12,496	\$12.16	\$14,191	\$9.54	(\$1,696)	\$2.63
M	M Occupancy Tenant Improvements	1,000	\$5,837	\$12.88	\$4,749	\$38.26	\$1,088	(\$25.39)
		5,000	\$6,353	\$22.77	\$6,280	\$24.82	\$73	(\$2.05)
		10,000	\$7,491	\$6.63	\$7,521	\$12.10	(\$30)	(\$5.47)
		20,000	\$8,154	\$7.78	\$8,730	\$10.03	(\$577)	(\$2.25)
		50,000	\$10,487	\$2.81	\$11,739	\$3.53	(\$1,252)	(\$0.73)
		100,000	\$11,891	\$11.56	\$13,506	\$5.48	(\$1,615)	\$6.07

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type IIA, IIB, IIIA, IIIB, IV		Construction Type IIA, IIB, IIIA, IIIB, IV		Construction Type IIA, IIB, IIIA, IIIB, IV	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
R-1, R-2	Transient and nontransient lodging including hotels, motels, apartments, and boarding houses.	2,000	\$8,508	\$0.53	\$8,131	\$34.87	\$376	(\$34.34)
		10,000	\$8,551	\$13.27	\$10,921	\$26.88	(\$2,371)	(\$13.61)
		20,000	\$9,878	\$3.13	\$13,609	\$6.50	(\$3,731)	(\$3.37)
		40,000	\$10,504	\$3.09	\$14,909	\$8.34	(\$4,405)	(\$5.25)
		100,000	\$12,358	\$1.60	\$19,915	\$2.82	(\$7,557)	(\$1.22)
		200,000	\$13,958	\$6.44	\$22,737	\$9.00	(\$8,779)	(\$2.56)
R-3, R-3.1, R-4	One and two-family homes; Residentially based 24-hour facility for 6 or fewer clients of any age; Residential care / assisted living for more than 6 ambulatory clients.	1,000	\$5,648	\$4.25	\$4,833	\$69.82	\$815	(\$65.57)
		2,000	\$5,691	\$59.82	\$5,531	\$131.45	\$160	(\$71.63)
		3,000	\$6,289	\$35.07	\$6,845	\$67.25	(\$556)	(\$32.18)
		4,000	\$6,640	\$94.00	\$7,518	\$108.58	(\$878)	(\$14.58)
		5,000	\$7,580	\$13.85	\$8,604	\$20.98	(\$1,023)	(\$7.13)
		10,000	\$8,272	\$74.72	\$9,653	\$67.08	(\$1,381)	\$7.63
R-3	REPEAT OF MODEL One and two family homes.	1,000	\$4,221	\$3.25	\$3,615	\$73.57	\$606	(\$70.32)
		2,000	\$4,254	\$37.22	\$4,351	\$51.72	(\$97)	(\$14.49)
		3,000	\$4,626	\$23.69	\$4,868	\$113.00	(\$242)	(\$89.31)
		4,000	\$4,863	\$61.28	\$5,998	\$140.09	(\$1,135)	(\$78.81)
		5,000	\$5,476	\$8.46	\$7,399	\$20.68	(\$1,923)	(\$12.23)
		10,000	\$5,899	\$50.98	\$8,433	\$42.56	(\$2,535)	\$8.42
S-1	Storage—Moderate Hazard, Repair Garage, Motor Vehicles (not High Hazard)	500	\$4,011	\$12.93	\$4,390	\$71.62	(\$379)	(\$58.69)
		2,500	\$4,269	\$29.49	\$5,822	\$33.98	(\$1,554)	(\$4.49)
		5,000	\$5,006	\$8.82	\$6,672	\$27.20	(\$1,666)	(\$18.38)
		10,000	\$5,447	\$10.18	\$8,032	\$18.13	(\$2,585)	(\$7.95)
		25,000	\$6,973	\$3.63	\$10,752	\$8.09	(\$3,778)	(\$4.47)
		50,000	\$7,880	\$15.10	\$12,775	\$17.19	(\$4,895)	(\$2.10)
S-2	Storage—Low Hazard Storage	500	\$4,909	\$16.04	\$4,264	\$69.30	\$645	(\$53.26)
		2,500	\$5,230	\$36.17	\$5,650	\$32.33	(\$420)	\$3.84
		5,000	\$6,134	\$11.00	\$6,458	\$26.74	(\$324)	(\$15.74)
		10,000	\$6,684	\$12.58	\$7,795	\$17.58	(\$1,111)	(\$5.00)
		25,000	\$8,571	\$4.46	\$10,432	\$6.16	(\$1,861)	(\$1.69)
		50,000	\$9,687	\$18.71	\$11,971	\$16.57	(\$2,284)	\$2.14

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type IIA, IIB, IIIA, IIIB, IV		Construction Type IIA, IIB, IIIA, IIIB, IV		Construction Type IIA, IIB, IIIA, IIIB, IV	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
S	S Occupancy Tenant Improvements	1,000	\$4,148	\$7.57	\$3,850	\$31.38	\$298	(\$23.81)
		5,000	\$4,451	\$16.26	\$5,106	\$12.21	(\$655)	\$4.05
		10,000	\$5,264	\$4.62	\$5,716	\$13.63	(\$452)	(\$9.00)
		20,000	\$5,725	\$5.43	\$7,079	\$8.11	(\$1,353)	(\$2.67)
		50,000	\$7,356	\$2.02	\$9,511	\$2.84	(\$2,155)	(\$0.82)
		100,000	\$8,364	\$8.03	\$10,930	\$7.23	(\$2,566)	\$0.80
U	Accessory and miscellaneous structure not specifically classified.	1,000	\$4,230	\$7.31	\$3,768	\$30.69	\$463	(\$23.39)
		5,000	\$4,522	\$14.47	\$4,995	\$13.28	(\$474)	\$1.19
		10,000	\$5,246	\$5.01	\$5,659	\$11.49	(\$413)	(\$6.48)
		20,000	\$5,746	\$5.08	\$6,808	\$7.40	(\$1,062)	(\$2.32)
		50,000	\$7,271	\$1.87	\$9,028	\$2.58	(\$1,756)	(\$0.71)
		100,000	\$8,208	\$7.88	\$10,318	\$5.33	(\$2,110)	\$2.55
B, M, S	All Shell Buildings	1,000	\$4,659	\$2.07	\$5,046	\$45.19	(\$387)	(\$43.12)
		5,000	\$5,072	\$3.60	\$6,854	\$30.53	(\$1,781)	(\$26.93)
		10,000	\$5,972	\$1.11	\$8,380	\$9.57	(\$2,408)	(\$8.45)
		20,000	\$6,528	\$1.20	\$9,337	\$10.59	(\$2,809)	(\$9.40)
		50,000	\$8,325	\$0.49	\$12,515	\$3.49	(\$4,190)	(\$2.99)
		100,000	\$9,562	\$1.85	\$14,258	\$14.26	(\$4,697)	(\$12.41)

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type VA, VB		Construction Type VA, VB		Construction Type VA, VB	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
A-1	Assembly uses, usually with fixed seating, intended for the production and viewing of the performing arts or motion pictures.	2,000	\$5,206	\$4.51	\$3,854	\$16.07	\$1,352	(\$11.56)
		10,000	\$5,566	\$9.02	\$5,139	\$12.94	\$427	(\$3.92)
		20,000	\$6,469	\$2.98	\$6,434	\$3.16	\$35	(\$0.18)
		40,000	\$7,065	\$3.19	\$7,066	\$3.99	(\$1)	(\$0.80)
		100,000	\$8,981	\$1.14	\$9,459	\$1.37	(\$478)	(\$0.24)
		200,000	\$10,117	\$4.86	\$10,833	\$2.63	(\$716)	\$2.23
A-2	Assembly uses intended for food and/or drink consumption	1,000	\$7,389	\$12.81	\$5,605	\$47.11	\$1,784	(\$34.30)
		5,000	\$7,901	\$23.81	\$7,490	\$34.03	\$411	(\$10.22)
		10,000	\$9,092	\$8.46	\$9,191	\$10.00	(\$100)	(\$1.54)
		20,000	\$9,937	\$8.95	\$10,191	\$11.19	(\$254)	(\$2.24)
		50,000	\$12,623	\$3.09	\$13,547	\$3.83	(\$925)	(\$0.74)
		100,000	\$14,166	\$13.76	\$15,460	\$10.18	(\$1,294)	\$3.58
A-3, A-4	Assembly uses intended for worship; intended for viewing of outdoor sporting events and activities with spectators.	1,000	\$7,061	\$12.11	\$5,382	\$45.04	\$1,678	(\$32.93)
		5,000	\$7,546	\$22.79	\$7,184	\$31.92	\$362	(\$9.13)
		10,000	\$8,685	\$8.10	\$8,780	\$9.95	(\$95)	(\$1.85)
		20,000	\$9,495	\$8.52	\$9,775	\$10.71	(\$280)	(\$2.18)
		50,000	\$12,052	\$2.96	\$12,986	\$3.67	(\$934)	(\$0.71)
		100,000	\$13,532	\$13.12	\$14,822	\$10.57	(\$1,291)	\$2.56
A-4	See Above	500	\$5,730	\$19.34	\$4,306	\$72.07	\$1,424	(\$52.73)
		2,500	\$6,117	\$36.53	\$5,747	\$51.08	\$370	(\$14.55)
		5,000	\$7,030	\$12.94	\$7,024	\$15.92	\$6	(\$2.97)
		10,000	\$7,677	\$13.67	\$7,820	\$17.13	(\$143)	(\$3.46)
		25,000	\$9,728	\$4.72	\$10,389	\$5.87	(\$662)	(\$1.16)
		50,000	\$10,907	\$21.00	\$11,858	\$13.00	(\$951)	\$8.00
A-5	Assembly—Outdoor Activities Amusement Park, Bleacher, Stadium	1,500	\$7,269	\$8.28	\$5,554	\$30.76	\$1,715	(\$22.48)
		7,500	\$7,766	\$16.31	\$7,400	\$22.58	\$366	(\$6.27)
		15,000	\$8,990	\$5.55	\$9,093	\$6.80	(\$104)	(\$1.25)
		30,000	\$9,822	\$5.98	\$10,114	\$7.46	(\$291)	(\$1.48)
		75,000	\$12,514	\$2.03	\$13,471	\$2.57	(\$957)	(\$0.55)
		150,000	\$14,034	\$9.09	\$15,401	\$7.24	(\$1,367)	\$1.85

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type VA, VB		Construction Type VA, VB		Construction Type VA, VB	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
A	A Occupancy Tenant Improvements	1,000	\$5,807	\$6.84	\$4,615	\$38.58	\$1,193	(\$31.74)
		5,000	\$6,082	\$18.45	\$6,158	\$19.16	(\$76)	(\$0.71)
		10,000	\$7,004	\$6.84	\$7,116	\$12.37	(\$112)	(\$5.54)
		20,000	\$7,688	\$6.76	\$8,353	\$9.06	(\$665)	(\$2.30)
		50,000	\$9,715	\$2.38	\$11,070	\$3.11	(\$1,355)	(\$0.72)
		100,000	\$10,907	\$10.50	\$12,623	\$7.88	(\$1,716)	\$2.62
B	Business – Professional Office. Buildings or spaces for office professional or service type transactions, including storage of records and accounts;	1,000	\$6,304	\$11.91	\$4,824	\$41.48	\$1,480	(\$29.57)
		5,000	\$6,781	\$19.81	\$6,484	\$28.12	\$297	(\$8.31)
		10,000	\$7,771	\$7.26	\$7,890	\$7.92	(\$119)	(\$0.66)
		20,000	\$8,497	\$7.49	\$8,681	\$7.91	(\$185)	(\$0.42)
		50,000	\$10,742	\$2.65	\$11,054	\$2.97	(\$312)	(\$0.32)
		100,000	\$12,068	\$11.66	\$12,539	\$10.41	(\$471)	\$1.25
B	B Occupancy Tenant Improvements. Buildings or spaces for office professional or service type transactions, including storage of records / accounts.	200	\$5,238	\$6.43	\$2,151	\$87.86	\$3,087	(\$81.43)
		1,000	\$5,495	\$16.71	\$2,854	\$13.06	\$2,641	\$3.65
		2,000	\$6,330	\$6.17	\$2,985	\$44.28	\$3,345	(\$38.11)
		4,000	\$6,948	\$6.05	\$3,870	\$20.73	\$3,077	(\$14.68)
		10,000	\$8,763	\$2.18	\$5,114	\$7.21	\$3,648	(\$5.03)
		20,000	\$9,852	\$9.45	\$5,835	\$6.79	\$4,017	\$2.65
E	Educational Buildings or rooms used by more than 6 persons for educational purposes up to the 12 th grade. Daycare for 6 or more children older than 2.5 yrs of age.	500	\$5,809	\$19.05	\$4,510	\$75.68	\$1,299	(\$56.63)
		2,500	\$6,190	\$35.81	\$6,024	\$40.14	\$166	(\$4.33)
		5,000	\$7,085	\$12.86	\$7,028	\$23.05	\$58	(\$10.20)
		10,000	\$7,729	\$13.70	\$8,180	\$17.83	(\$452)	(\$4.13)
		25,000	\$9,783	\$4.71	\$10,854	\$6.10	(\$1,071)	(\$1.39)
		50,000	\$10,960	\$21.07	\$12,379	\$18.55	(\$1,419)	\$2.52
E	E Occupancy Tenant Improvements Buildings or rooms used by more than 6 persons for educational purposes up to the 12 th grade. Daycare for 6 or more children older than 2.5 yrs of age.	1,000	\$5,313	\$6.32	\$3,291	\$26.39	\$2,023	(\$20.07)
		5,000	\$5,566	\$16.08	\$4,346	\$10.98	\$1,220	\$5.11
		10,000	\$6,371	\$6.26	\$4,895	\$10.63	\$1,476	(\$4.37)
		20,000	\$6,996	\$5.99	\$5,958	\$6.55	\$1,038	(\$0.56)
		50,000	\$8,793	\$2.14	\$7,923	\$2.88	\$870	(\$0.74)
		100,000	\$9,860	\$9.43	\$9,362	\$4.30	\$498	\$5.13

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type VA, VB		Construction Type VA, VB		Construction Type VA, VB	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
F-1	Factory Industrial—Moderate Hazard. Factory and Industrial Uses that include the fabrication or manufacturing of Moderate & Low Hazard Materials.	20,000	\$5,973	\$2.79	\$5,922	\$2.79	\$51	(\$0.00)
		50,000	\$6,810	\$2.41	\$6,759	\$2.61	\$51	(\$0.21)
		100,000	\$8,013	\$0.84	\$8,065	\$0.87	(\$52)	(\$0.04)
		250,000	\$9,271	\$0.75	\$9,377	\$0.80	(\$105)	(\$0.04)
		500,000	\$11,154	\$0.63	\$11,372	\$0.67	(\$218)	(\$0.04)
		1,000,000	\$14,317	\$1.40	\$14,730	\$1.20	(\$413)	\$0.20
F	F Occupancy Tenant Improvements. Factory and Industrial Uses that include the fabrication or manufacturing of Moderate & Low Hazard Materials.	2,000	\$3,535	\$4.69	\$2,721	\$10.89	\$814	(\$6.20)
		10,000	\$3,910	\$6.92	\$3,592	\$8.04	\$318	(\$1.12)
		20,000	\$4,601	\$2.09	\$4,396	\$3.04	\$205	(\$0.95)
		40,000	\$5,020	\$2.28	\$5,005	\$2.89	\$15	(\$0.61)
		100,000	\$6,386	\$0.86	\$6,736	\$1.02	(\$350)	(\$0.16)
		200,000	\$7,251	\$3.46	\$7,757	\$2.50	(\$506)	\$0.96
H-1, H-2	High Hazard: Detonation Hazard; Deflagration Hazard or hazard from accelerated burning; Materials that readily support combustion; Materials that are health hazards.	1,000	\$3,641	\$8.51	\$2,787	\$22.40	\$854	(\$13.89)
		5,000	\$3,982	\$15.06	\$3,682	\$19.02	\$299	(\$3.97)
		10,000	\$4,735	\$3.98	\$4,634	\$5.59	\$101	(\$1.61)
		20,000	\$5,133	\$4.91	\$5,193	\$6.21	(\$60)	(\$1.30)
		50,000	\$6,606	\$1.82	\$7,055	\$2.19	(\$449)	(\$0.38)
		100,000	\$7,515	\$7.18	\$8,152	\$5.30	(\$638)	\$1.88
H	High Hazard: Detonation Hazard	1,000	\$3,735	\$9.54	\$2,901	\$23.12	\$834	(\$13.58)
		5,000	\$4,116	\$14.97	\$3,826	\$5.43	\$290	\$9.54
		10,000	\$4,865	\$4.13	\$4,098	\$12.63	\$767	(\$8.50)
		20,000	\$5,278	\$4.96	\$5,361	\$6.27	(\$83)	(\$1.31)
		50,000	\$6,767	\$1.85	\$7,242	\$2.22	(\$475)	(\$0.37)
		100,000	\$7,694	\$7.36	\$8,354	\$4.75	(\$660)	\$2.61
I-1	Housing of clients on a 24-hour basis in a supervised residential environment providing personal care services.	1,000	\$4,735	\$10.38	\$3,651	\$29.62	\$1,084	(\$19.24)
		5,000	\$5,150	\$18.68	\$4,836	\$23.99	\$314	(\$5.31)
		10,000	\$6,084	\$5.30	\$6,035	\$7.21	\$48	(\$1.91)
		20,000	\$6,614	\$6.29	\$6,756	\$7.90	(\$142)	(\$1.61)
		50,000	\$8,501	\$2.29	\$9,126	\$2.77	(\$625)	(\$0.48)
		100,000	\$9,648	\$9.32	\$10,513	\$6.01	(\$865)	\$3.31

			Current Fee		Total Cost		Difference	
			Construction Type VA, VB		Construction Type VA, VB		Construction Type VA, VB	
Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
I-2, I-3	Medical, surgical, psychiatric, nursing or custodial care on a 24-hour basis for more than 6 persons; facilities where persons are restrained.	1,000	\$5,835	\$12.97	\$4,564	\$37.03	\$1,271	(\$24.06)
		5,000	\$6,355	\$23.35	\$6,045	\$29.99	\$310	(\$6.64)
		10,000	\$7,522	\$6.63	\$7,544	\$9.01	(\$22)	(\$2.38)
		20,000	\$8,185	\$7.86	\$8,445	\$9.87	(\$261)	(\$2.01)
		50,000	\$10,543	\$2.87	\$11,407	\$3.47	(\$864)	(\$0.60)
		100,000	\$11,977	\$11.65	\$13,141	\$8.93	(\$1,164)	\$2.72
I-4	Day care operations of more than 6 people of any age where the care is for less than 24 hours a day.	1,000	\$5,507	\$12.52	\$4,301	\$34.96	\$1,206	(\$22.45)
		5,000	\$6,007	\$21.15	\$5,699	\$27.28	\$308	(\$6.14)
		10,000	\$7,065	\$6.25	\$7,063	\$8.56	\$2	(\$2.31)
		20,000	\$7,690	\$7.27	\$7,919	\$9.12	(\$229)	(\$1.85)
		50,000	\$9,871	\$2.64	\$10,655	\$3.20	(\$785)	(\$0.56)
		100,000	\$11,192	\$10.86	\$12,254	\$9.66	(\$1,062)	\$1.20
I	I Occupancy Tenant Improvements	1,000	\$3,481	\$9.14	\$2,694	\$21.63	\$787	(\$12.49)
		5,000	\$3,847	\$13.04	\$3,559	\$14.29	\$288	(\$1.24)
		10,000	\$4,499	\$3.86	\$4,274	\$6.70	\$225	(\$2.84)
		20,000	\$4,885	\$4.45	\$4,944	\$5.66	(\$59)	(\$1.21)
		50,000	\$6,220	\$1.67	\$6,642	\$2.00	(\$421)	(\$0.32)
		100,000	\$7,057	\$6.73	\$7,640	\$3.69	(\$583)	\$3.04
M	Display and sale of merchandise accessible to the public.	1,000	\$5,092	\$12.16	\$3,988	\$32.33	\$1,104	(\$20.18)
		5,000	\$5,578	\$19.53	\$5,281	\$25.07	\$297	(\$5.54)
		10,000	\$6,555	\$5.78	\$6,535	\$8.04	\$20	(\$2.26)
		20,000	\$7,133	\$6.69	\$7,338	\$8.44	(\$206)	(\$1.75)
		50,000	\$9,139	\$2.45	\$9,871	\$2.96	(\$732)	(\$0.52)
		100,000	\$10,363	\$10.03	\$11,353	\$7.63	(\$990)	\$2.40
M	M Occupancy Tenant Improvements	1,000	\$4,839	\$11.96	\$3,799	\$30.61	\$1,040	(\$18.65)
		5,000	\$5,318	\$18.64	\$5,024	\$19.85	\$294	(\$1.21)
		10,000	\$6,249	\$5.48	\$6,016	\$9.68	\$233	(\$4.20)
		20,000	\$6,797	\$6.37	\$6,984	\$8.02	(\$187)	(\$1.65)
		50,000	\$8,709	\$2.34	\$9,391	\$2.83	(\$683)	(\$0.49)
		100,000	\$9,879	\$9.55	\$10,805	\$4.39	(\$926)	\$5.16

Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Current Fee		Total Cost		Difference	
			Construction Type VA, VB		Construction Type VA, VB		Construction Type VA, VB	
			Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
R-1, R-2	Transient and nontransient lodging including hotels, motels, apartments, and boarding houses.	2,000	\$7,021	\$0.42	\$6,505	\$27.90	\$516	(\$27.47)
		10,000	\$7,055	\$10.62	\$8,737	\$21.51	(\$1,682)	(\$10.89)
		20,000	\$8,117	\$2.51	\$10,888	\$5.20	(\$2,771)	(\$2.69)
		40,000	\$8,618	\$2.47	\$11,927	\$6.67	(\$3,309)	(\$4.20)
		100,000	\$10,101	\$1.28	\$15,932	\$2.26	(\$5,831)	(\$0.98)
		200,000	\$11,381	\$5.15	\$18,190	\$7.20	(\$6,809)	(\$2.04)
R-3, R-3.1, R-4	One and two-family homes; Residentially based 24-hour facility for 6 or fewer clients of any age; Residential care / assisted living for more than 6 ambulatory clients.	1,000	\$4,679	\$3.40	\$3,866	\$55.86	\$813	(\$52.46)
		2,000	\$4,713	\$47.85	\$4,425	\$105.16	\$289	(\$57.30)
		3,000	\$5,192	\$28.06	\$5,476	\$53.80	(\$284)	(\$25.75)
		4,000	\$5,472	\$75.20	\$6,014	\$86.86	(\$543)	(\$11.66)
		5,000	\$6,224	\$11.08	\$6,883	\$16.79	(\$659)	(\$5.70)
		10,000	\$6,778	\$59.77	\$7,722	\$53.67	(\$944)	\$6.11
R-3	REPEAT OF MODEL One and two family homes.	1,000	\$3,537	\$2.60	\$2,892	\$58.86	\$645	(\$56.26)
		2,000	\$3,563	\$29.78	\$3,481	\$41.37	\$82	(\$11.60)
		3,000	\$3,861	\$18.96	\$3,894	\$90.40	(\$33)	(\$71.45)
		4,000	\$4,050	\$49.02	\$4,798	\$112.07	(\$748)	(\$63.05)
		5,000	\$4,541	\$6.77	\$5,919	\$16.55	(\$1,378)	(\$9.78)
		10,000	\$4,879	\$40.78	\$6,747	\$34.05	(\$1,868)	\$6.74
S-1	Storage—Moderate Hazard, Repair Garage, Motor Vehicles (not High Hazard)	500	\$3,319	\$11.70	\$3,512	\$57.30	(\$193)	(\$45.60)
		2,500	\$3,552	\$23.98	\$4,658	\$27.19	(\$1,106)	(\$3.21)
		5,000	\$4,152	\$7.22	\$5,338	\$21.76	(\$1,186)	(\$14.54)
		10,000	\$4,513	\$8.28	\$6,425	\$14.51	(\$1,912)	(\$6.23)
		25,000	\$5,755	\$2.99	\$8,601	\$6.47	(\$2,847)	(\$3.48)
		50,000	\$6,502	\$12.34	\$10,220	\$13.76	(\$3,718)	(\$1.41)
S-2	Storage—Low Hazard Storage	500	\$4,049	\$14.53	\$3,411	\$55.44	\$638	(\$40.91)
		2,500	\$4,340	\$29.42	\$4,520	\$25.87	(\$180)	\$3.56
		5,000	\$5,075	\$9.00	\$5,166	\$21.39	(\$92)	(\$12.39)
		10,000	\$5,525	\$10.23	\$6,236	\$14.06	(\$711)	(\$3.84)
		25,000	\$7,060	\$3.68	\$8,346	\$4.92	(\$1,286)	(\$1.24)
		50,000	\$7,980	\$15.30	\$9,577	\$13.26	(\$1,596)	\$2.04

			Current Fee		Total Cost		Difference	
			Construction Type VA, VB		Construction Type VA, VB		Construction Type VA, VB	
Related IBC Class	Building Use (e.g., IBC Occupancy Type)	Sq. Ft.	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *	Base Cost @ Threshold Size	Cost for Each Additional 100 sf *
S	S Occupancy Tenant Improvements	1,000	\$3,439	\$6.90	\$3,080	\$25.10	\$359	(\$18.20)
		5,000	\$3,716	\$13.25	\$4,084	\$9.77	(\$369)	\$3.48
		10,000	\$4,379	\$3.81	\$4,573	\$10.90	(\$194)	(\$7.09)
		20,000	\$4,759	\$4.43	\$5,663	\$6.49	(\$904)	(\$2.06)
		50,000	\$6,087	\$1.68	\$7,609	\$2.27	(\$1,522)	(\$0.59)
		100,000	\$6,926	\$6.59	\$8,744	\$5.79	(\$1,818)	\$0.81
U	Accessory and miscellaneous structure not specifically classified.	1,000	\$3,511	\$6.72	\$3,014	\$24.55	\$497	(\$17.83)
		5,000	\$3,780	\$11.91	\$3,996	\$10.62	(\$216)	\$1.29
		10,000	\$4,376	\$4.17	\$4,527	\$9.19	(\$151)	(\$5.02)
		20,000	\$4,794	\$4.15	\$5,446	\$5.92	(\$652)	(\$1.77)
		50,000	\$6,039	\$1.57	\$7,222	\$2.06	(\$1,184)	(\$0.49)
		100,000	\$6,824	\$6.49	\$8,255	\$4.26	(\$1,431)	\$2.23
B, M, S	All Shell Buildings	1,000	\$3,887	\$1.93	\$4,037	\$36.15	(\$150)	(\$34.22)
		5,000	\$4,273	\$2.97	\$5,483	\$24.42	(\$1,210)	(\$21.45)
		10,000	\$5,015	\$0.93	\$6,704	\$7.65	(\$1,689)	(\$6.72)
		20,000	\$5,482	\$0.98	\$7,469	\$8.47	(\$1,987)	(\$7.49)
		50,000	\$6,958	\$0.42	\$10,012	\$2.79	(\$3,053)	(\$2.37)
		100,000	\$8,013	\$1.54	\$11,407	\$11.41	(\$3,394)	(\$9.87)

Generally, based upon the analysis, the Building Division is over-recovering for the smaller projects and under-recovering for the base costs for larger projects. The reevaluation of time estimates ensures that each project is paying for their fair share of plan check and inspection costs.

3 Annual Revenue Impact

Based on the prior year's permit information and the total cost calculated through this study Building has an annual deficit of roughly \$16,000. The following table shows by major fee category: revenue at current fee, total projected annual cost, and the resulting difference.

Table 5: Annual Results - Building

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Square Footage Fees	\$1,502,180	\$1,388,902	\$113,278
Flat Fees	\$845,905	\$974,833	(\$128,929)
Total	\$2,348,085	\$2,363,735	(\$15,651)

Building has an annual cost recovery of 99%, which reflects a roughly \$16,000 subsidy. Currently, the projects based on square footage are subsidizing the flat fees charged, specifically, 'Residential Remodels' and 'Residential Additions' which account for roughly \$61,000 of the flat fee deficit. The remaining deficit is spread among all other flat fee categories. The City should review these and other service areas and increase fees where appropriate, as even a small increase would impact the Division's cost recovery.

6. DSD: Planning

The Planning Division is responsible for ensuring development applications comply with zoning regulations and ordinances. Additionally, they are responsible for long-range planning activities as a means to inform policy decisions related to the growth and development of the City. The fees examined within this study relate to conditional use permits, variance, environmental impact reporting, demolition permits, annexations, along with various others. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Planning.

1 Fee Schedule Modifications

In discussions with staff, the following modifications were proposed to the current fee schedule:

- **New Fees:** The following six fees were added to highlight new services offered by Planning or to allow staff to capture their time and effort providing the services more accurately.
 - 'Conditional Use Permit – Planned Residential Development'
 - 'Parcel Map – Administrative Parcel Map (SB9)'
 - 'Environmental - Legal Noticing (Public Hearing)'
 - 'Legal Noticing Publication (CEQA Notice)'
 - 'Preliminary Housing Application (SB 330)'
 - 'Measure U Exemption'
- **Addition of Fees:** 'Tribal Government Notification (AB52 and / or SB18)' was added to address a service the City current charges.

The modifications ensure that the proposed fee schedule more accurately reflects the services currently being provided by Planning.

2 Detailed Results

The Planning Division collect fees for conditional use permits, variance, environmental impact reporting, demolition permits, annexations, along with various others. The total cost calculated for each service includes direct staff costs, cross-departmental support,⁵ and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

⁵ Planning receives cross-departmental support from the Building Division and Fire Department.

Table 6: Total Cost Per Unit Results – Planning

Fee Name	Current Fee	Total Cost	Difference
Concept Plan			
Concept plan	\$10,405	\$18,650	(\$8,245)
Concept plan amendment	\$4,235	\$10,553	(\$6,318)
Specific Plan			
Specific plan	\$9,725	\$19,747	(\$10,022)
Specific plan amendment	\$4,427	\$11,197	(\$6,770)
Conditional Use Permit			
New construction	\$6,712	\$12,643	(\$5,931)
No new construction	\$2,234	\$3,976	(\$1,742)
Planned Residential Development	New	\$4,123	
Time extension	\$369	\$2,960	(\$2,591)
Daycare home (13 + clients)	\$2,425	\$1,719	\$706
Revised Conditional Use Permit			
Construction	\$3,152	\$6,978	(\$3,826)
No Construction	\$1,590	\$2,755	(\$1,165)
Variance			
Minor Fence Exception Permit	\$632	\$2,116	(\$1,484)
SFR	\$2,775	\$3,283	(\$508)
Commercial / Multi-family	\$3,098	\$4,419	(\$1,321)
Parking modification	\$2,277	\$2,235	\$42
Minor commission review	\$1,982	\$2,749	(\$767)
Building Moving			
Main Structure	\$1,845	\$1,919	(\$74)
Garage / Secondary structure	\$1,749	\$1,870	(\$121)
Commission Review and Approval			
Major >1 acre	\$7,564	\$10,428	(\$2,864)
Minor 1 acre or less	\$5,779	\$7,966	(\$2,187)
Time extension	\$304	\$2,597	(\$2,293)
Revised			
Major	\$6,051	\$7,266	(\$1,215)
Minor	\$5,217	\$5,483	(\$266)
Maps, Subdivision, & Lot Line Adjustments			
Parcel Map			
Parcel map	\$5,045	\$9,977	(\$4,932)
Revised parcel map	\$3,979	\$6,478	(\$2,499)
Administrative parcel map (SB 9)	New	\$2,872	N/A
Tentative tract map			
Tentative tract map	\$12,493	\$14,242	(\$1,749)
Revised tentative tract map	\$8,335	\$7,524	\$811
Reversion to acreage/merger	\$2,814	\$3,549	(\$735)
Subdivision time extension	\$395	\$4,894	(\$4,499)
Lot line adjustment	\$706	\$2,053	(\$1,347)
Certificate of compliance	\$750	\$1,438	(\$688)
Environmental			
Environmental Impact Report (by consultant)	Contract plus 10% administrative fee		
Legal Noticing Publication (CEQA Notice)	New	\$500	N/A
Environmental project assessment	\$808	\$2,112	(\$1,304)
Mitigation Monitoring Plan Review & Implementation	Actual Cost		

Fee Name	Current Fee	Total Cost	Difference
Negative Declaration			
By Staff	\$5,700	\$9,096	(\$3,396)
By Consultant	Contract plus 10% administrative fee		
Residential Development Allocation (RDA)			
Residential Development Allocation (RDA)	\$3,857	\$5,231	(\$1,374)
Alteration of approved project	\$609	\$2,036	(\$1,427)
Transfer of development allocation	\$595	\$2,036	(\$1,441)
Zone Change			
Commission determination	\$2,345	\$7,012	(\$4,667)
Ordinance text amendment	\$2,952	\$12,778	(\$9,826)
Zone Change	\$3,797	\$12,724	(\$8,927)
Signs, Flags, Banners, & Searchlights			
Sign Review			
One sign review	\$681	\$770	(\$89)
Sign review by staff	\$139	\$193	(\$54)
Sign Program			
Sign program	\$1,542	\$2,351	(\$809)
Sign program amendment	\$830	\$1,487	(\$657)
Conditional Use Permit - signs >120 SF	\$2,667	\$2,817	(\$150)
Flag test	\$1,479	\$1,424	\$55
Annual banner permit	\$134	\$154	(\$20)
Additional banner display	\$68	\$67	\$1
Searchlights	\$134	\$135	(\$1)
Demolition > 50 yr. old building			
Single Family Zones	\$646	\$1,910	(\$1,264)
Multi-Family, Commercial & Industrial	\$683	\$2,294	(\$1,611)
Accessory Building	\$564	\$1,680	(\$1,116)
Historic Designated			
SFR	\$957	\$2,721	(\$1,764)
Multi-Family, Commercial & Industrial	\$957	\$3,488	(\$2,531)
Accessory Building	\$667	\$2,375	(\$1,708)
Demolition Permit < 50 yr. old building			
Single Family Zones	\$387	\$1,108	(\$721)
Multi-Family, Commercial & Industrial	\$402	\$1,492	(\$1,090)
Accessory Building	\$430	\$993	(\$563)
Annexation			
Annexation	\$7,070	\$9,998	(\$2,928)
Service plan for annexation	\$1,371	\$3,141	(\$1,770)
Pre annexation agreement	\$2,565	\$1,668	\$897
Zoning Verification Letter			
Basic	\$384	\$506	(\$122)
Research	\$682	\$736	(\$54)
Preliminary Review			
One acre or less	\$332	\$982	(\$650)
Over one acre	\$430	\$1,734	(\$1,304)
Certificate of Appropriateness			
Minor Certificate of Appropriateness	\$356	\$504	(\$148)
Certificate of Appropriateness	\$615	\$950	(\$335)
Misc. Permits and Fees			
Mills Act Contract Application	\$480	\$1,084	(\$604)
Administrative Use Permit	\$795	\$2,291	(\$1,496)
Zoning Clearance Form	\$46	\$171	(\$125)

Fee Name	Current Fee	Total Cost	Difference
Agriculture preserve removal	\$2,524	\$8,307	(\$5,783)
General plan amendment	\$6,068	\$13,289	(\$7,221)
Legal Noticing (Public Hearing)	New	\$500	N/A
Street vacation	\$2,602	\$3,138	(\$536)
Appeal - Various Fees Paid	\$2,254	\$3,252	(\$998)
Addendum to planning commission	\$1,188	\$2,341	(\$1,153)
Continued item by applicant	\$370	\$1,030	(\$660)
Temporary occupancy	\$200	\$645	(\$445)
News rack impound fee	\$376	\$750	(\$374)
Development agreement	\$6,108	\$15,141	(\$9,033)
Williamson Act contract removal	\$2,800	\$5,230	(\$2,430)
Socio Economic Study	\$3,265	\$4,626	(\$1,361)
Home occupation permit - review	\$50	\$137	(\$87)
Special / Temporary Events	\$175	\$1,110	(\$935)
Temporary Holiday Sales	\$37	\$1,110	(\$1,073)
Preliminary Housing Application (SB 330)	New	\$1,407	N/A
Mine & Reclamation Plan Review		Actual Cost	
Mitigation Monitoring Plan Review & Implementation		Actual Cost	
Measure U Exemption	New	\$3,648	N/A
Tribal Government Notification (AB52 and / or SB18)	New	\$551	N/A

Planning generally under-recovers for its fees. The largest deficits are in relation to 'Specific Plan' at \$10,022, 'Zone Change – Ordinance Text Amendment' at \$9,826, and 'Development Agreement' at \$9,033. Additionally, the full cost calculated for Planning fees includes the staff time and cost from Building and Fire, lending to these under-recoveries. The five fees which over-recover, range from a low of \$1 for 'Additional Banner Display' to a high of \$897 for 'Annexation - Pre Annexation Agreement'.

3 Annual Revenue Impact

Based on the prior year's permit information and the full cost calculated through this study, Planning has an annual deficit of roughly \$287,000. The following table shows by major fee category: revenue at current fee, total projected annual cost, and the resulting difference.

Table 7: Annual Results - Planning

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Concept plan	\$10,405	\$18,650	(\$8,245)
Specific Plan	\$8,854	\$22,394	(\$13,540)
Conditional Use Permit	\$57,746	\$109,691	(\$51,945)
Variance	\$21,212	\$46,993	(\$25,781)
Commission Review and Approval	\$114,068	\$161,613	(\$47,545)
Maps, Subdivision, & Lot Line Adjustments	\$61,371	\$85,417	(\$24,046)

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Zone Change	\$18,140	\$63,675	(\$45,535)
Signs, Flags, Banners, & Searchlights	\$15,744	\$21,625	(\$5,881)
Demolition	\$3,483	\$9,973	(\$6,490)
Annexation	\$5,130	\$3,336	\$1,794
Preliminary Review	\$8,632	\$25,531	(\$16,899)
Certificate of Appropriateness	\$9,904	\$14,651	(\$4,747)
Misc. Permits and Fees	\$60,872	\$98,918	(\$38,046)
Total	\$395,561	\$682,465	(\$286,904)

Planning has an annual cost recovery of 58%, which reflects a roughly \$287,000 subsidy. Approximately, half of the Division's deficit is in relation to Conditional Use Permit (\$52,000), Commission Review and Approval (\$48,000), and Zone Change (\$46,000). Collectively, these service areas account for 19% of the prior year's workload, meaning that even a small increase in fees where appropriate would impact the Division's cost recovery. For example, 'Commission Review and Approval – Major >1 acre' is currently charged at \$7,564 each but it costs the City \$11,983 to provide this service. Last year the Division completed 15 of these, increasing the cost of this fee alone would result in roughly \$43,000 more in recovered costs.

7. DSD and MUED: Engineering

The Engineering Division is responsible for reviewing development proposals for adherence to state and local codes and laws. The City has recently reorganized and development engineering is provided by two different departments: Development Services (DSD) and Municipal Utilities Engineering Department (MUED). The plan review services are provided by DSD, whereas inspections are conducted by MUED staff. The fees examined within this study relate to review and inspections of subdivisions, grading, drainage, and right-of-way improvements. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Engineering.

1 Fee Schedule Modifications

In discussions with Engineering staff, the following modifications were proposed:

- **Removed Fees:** The following fee sections and all fees within were removed as these services are covered under other fees or services on the fee schedule or by other departments / divisions:
 - A. Plan Check - Parcel Map**
 - 'Base Fee'
 - 'Lot Fee'
 - 'Acre Fee'
 - B. Plan Check - Tract Map**
 - 'Base Fee'
 - 'Lot Fee'
 - 'Acre Fee'
 - C. Construction Inspections**
 - 'Hourly Inspections'
 - 'Out of Compliance Site, weekly'
 - 'High – Non-Rainy season, priority once'
 - 'High – Rainy Season, priority monthly'
 - 'Medium – Non-Rainy season, priority once'
 - 'Medium – Rainy Season, priority monthly'
 - 'Low – Non-Rainy season, priority once'
 - 'Low – Rainy Season, priority monthly'
 - D. Testing**
 - 'Chlorination Removal Discharge Testing'
 - 'pH Testing'

- E. SWPPP**
 - 'Preliminary check'
 - 'Final check erosion control plan'
 - F. WQMOP**
 - 'Preliminary check'
 - 'Final check erosion plan'
 - 'WQMP BMP Inspection – Complex Projects'
 - 'WQMP BMP Inspection – Standard Projects'
 - 'WQMP BMP Inspection – Basic Project'
 - G. Outdoor Dining**
 - 'New'
 - 'Annual Renewal'
 - H. Outdoor Display**
 - 'New'
 - 'Annual Renewal'
- **New Fees:** The following three per lot fees were added, which will allow Engineering to more accurately capture their time spent on subdivision fees.
 - 'SWPPP – Nonresidential – Nonresidential Subdivision Lot Fee'
 - 'WQMP – Preliminary – Entitlement Project – Residential Subdivision Lot Fee'
 - 'WQMP – Final – Entitlement Project – Residential Subdivision Lot Fee'
 - **Renamed Fees:** In the Plan Check section, all fees named 'Project Base Fee' were changed to 'Nonresidential', this modification more accurately portrays to applicants the service being offered.

The modifications noted ensures that the proposed fee schedule more accurately reflects the services being provided by the Engineering Division.

2 Detailed Results

The Engineering Division collect fees for review and inspections of subdivisions, grading, drainage, and right-of-way improvements. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 8: Total Cost Per Unit Results – Engineering

Fee Name	Current Fee	Total Cost	Difference
Easement/Dedication Review	\$739	\$742	(\$3)
Conditional Use Permit	\$1,066	\$1,230	(\$164)
Commission Review and Approval	\$1,066	\$1,230	(\$164)
Building Moving Permit	\$240	\$283	(\$43)
Lot Line Adjustment	\$690	\$723	(\$33)
Certificate of Compliance	\$306	\$848	(\$542)
Street Vacation	\$1,124	\$1,133	(\$9)
Subordination Agreement/Lien Release	\$715	\$849	(\$134)
Public Improvement Agreement	\$1,049	\$996	\$53
Water Efficient Landscape Plan	\$834	\$907	(\$73)
Plan research records request	\$114	\$114	\$0
Sign Installation⁶			
Street Name Sign	\$592	\$177	\$415
Stop Sign	\$720	\$177	\$543
Environmental Impact Review			
Environmental Impact Review	\$392	\$934	(\$542)
Environmental Impact Report Review	\$1,858	\$1,868	(\$10)
Tract Map			
Tentative Tract Map	\$1,469	\$2,149	(\$680)
Revised Tract Map	\$1,469	\$2,133	(\$664)
Final Tract Map	\$2,567	\$6,051	(\$3,484)
Parcel Map			
Tentative Parcel Map	\$1,469	\$2,149	(\$680)
Revised Parcel Map	\$1,887	\$2,133	(\$246)
Final Parcel Map	\$2,308	\$5,551	(\$3,243)
Building Permit			
Residential	\$736	\$412	\$324
Commercial/Industrial	\$1,066	\$541	\$525
Room Addition	\$137	\$126	\$11
Commercial TI	\$137	\$174	(\$37)
Landscape Covenant			
Landscape Covenant	\$919	\$889	\$30
Landscape Covenant w/ Caltrans Agreement	\$1,179	\$1,143	\$36
Plan Check			
Grading⁷			
Base Fee 0-500 c.y.	\$506	\$1,933	(\$1,427)
Each addtl 500 cy or fraction thereof, 501-5,000 c.y.	\$70	\$0	\$70
Each addtl 5,000 cy or fraction thereof, 5,001-50,000 c.y.	\$84	(\$4)	\$84
Each addtl 10,000 cy or fraction thereof, 50,001-100,000 c.y.	\$104	(\$14)	\$104
Each addtl 10,000 cy or fraction thereof, 100,001-200,000 c.y.	\$10	(\$0)	\$10
>200,001 c.y. each addtl 10,000 cy or fraction thereof	\$6	\$0	\$6
Erosion Control			
SFR	\$582	\$676	(\$94)

⁶ The total costs for Sign Installations does not include the material cost of signs.

⁷ The full cost calculated includes Fire Department cost.

Fee Name	Current Fee	Total Cost	Difference
Nonresidential	\$1,102	\$1,226	(\$124)
SWPPP			
SFR	\$1,076	\$882	\$194
Nonresidential	\$1,422	\$1,009	\$413
Nonresidential Subdivision Lot Fee	\$149	\$92	\$57
Nonresidential Subdivision Acre Fee	\$149	\$185	(\$36)
WQMP			
Preliminary			
SFR	\$1,226	\$1,251	(\$25)
Nonresidential	\$1,795	\$2,174	(\$379)
Nonresidential Subdivision Lot Fee	New	\$75	N/A
Nonresidential Subdivision Acre Fee	\$65	\$250	(\$185)
Final			
SFR	\$1,136	\$1,251	(\$115)
Nonresidential	\$1,715	\$2,359	(\$644)
Nonresidential Subdivision Lot Fee	New	\$50	N/A
Nonresidential Subdivision Acre Fee	\$65	\$200	(\$135)
Street Construction			
Base Fee	\$1,430	\$1,653	(\$223)
Per Sheet	\$571	\$623	(\$52)
Storm Drains			
Base Fee	\$825	\$855	(\$30)
Per Sheet	\$330	\$395	(\$65)
Hydrology Study			
Hydrology Study	\$1,477	\$1,431	\$46
Street Lights			
Base Fee	\$664	\$613	\$51
Per Sheet	\$376	\$395	(\$19)
Sewer Construction			
Base Fee	\$825	\$997	(\$172)
Per Sheet	\$330	\$434	(\$104)
Water Construction			
Base Fee	\$825	\$997	(\$172)
Per Sheet	\$330	\$434	(\$104)
Traffic Signals			
New Installations	\$1,689	\$1,525	\$164
Modifications	\$1,152	\$940	\$212
Street Trees			
Base Fee	\$551	\$697	(\$146)
Per Sheet	\$274	\$370	(\$96)
Signs and Striping			
Base Fee	\$825	\$997	(\$172)
Per Sheet	\$330	\$434	(\$104)
Encroachment Permit			
Processing Fee	\$339	\$366	(\$27)
Driveway Approach			
Base	\$86	\$58	\$28
Each	\$43	\$29	\$14
Sidewalk			
Base	\$86	\$58	\$28
Per sq. ft. up to 300 sq. ft.	\$0.44	\$0.29	\$0.15
Each additional sq. ft. over 300 sq. ft.	\$0.11	\$0.07	\$0.04

Fee Name	Current Fee	Total Cost	Difference
<u>Cross Gutter / Spandrel</u>			
Base	\$86	\$58	\$28
Per sq. ft.	\$0.87	\$0.29	\$0.58
<u>Curb and Gutter</u>			
Base	\$86	\$58	\$28
Per linear foot up to 50 l.f.	\$3.28	\$0.29	\$2.99
Each additional linear foot up to 200 l.f.	\$1.64	\$0.15	\$1.50
Each additional linear foot over 200 l.f.	\$0.82	\$0.04	\$0.79
<u>Curb / Berm</u>			
Base	\$86	\$58	\$28
Per linear foot up to 50 l.f.	\$2.19	\$0.29	\$1.90
Each additional linear foot up to 200 l.f.	\$1.09	\$0.15	\$0.95
Each additional linear foot over 200 l.f.	\$0.55	\$0.04	\$0.51
<u>Crushed Aggregate Base</u>			
Base	\$86	\$58	\$28
Per sq. ft.	\$0.09	\$0.29	(\$0.20)
<u>Asphalt Pavement</u>			
Base	\$10	\$58	(\$48)
Per sq. ft.	\$0.09	\$0.29	(\$0.20)
<u>Street Light</u>			
Base	\$86	\$58	\$28
Each	\$43	\$29	\$14
<u>Traffic Signal</u>			
<u>New</u>			
Base	\$86	\$58	\$28
Each	\$2,568	\$29	\$2,539
<u>Modification</u>			
Base	\$86	\$29	\$57
Each	\$2,011	\$19	\$1,992
<u>Reinforced Concrete</u>			
Base	\$86	\$58	\$28
Per cubic yard	\$130.00	\$29.07	\$100.93
<u>Storm Drain Pipe</u>			
Base	\$86	\$58	\$28
Per linear foot up to 100 l.f.	\$5.21	\$0.58	\$4.63
Each additional linear foot	\$0.82	\$0.29	\$0.53
<u>Curb Inlet / Outlet Structures</u>			
Base	\$86	\$58	\$28
Each	\$43	\$29	\$14
<u>Storm Drain Manhole / Junction Box</u>			
Base	\$86	\$58	\$28
Each	\$43	\$29	\$14
<u>Curb Core</u>			
Base	\$86	\$58	\$28
Each	\$43	\$29	\$14
<u>Sewer Main</u>			
Base	\$86	\$58	\$28
Per linear foot up to 50 l.f.	\$1.73	\$1	\$1.15
Each additional Linear Foot	\$0.27	\$0	(\$0.02)
<u>Sewer Manhole</u>			
Base	\$86	\$58	\$28
Each	\$43	\$29	\$14

Fee Name	Current Fee	Total Cost	Difference
Sewer Cleanout			
Base	\$86	\$58	\$28
Each	\$43	\$29	\$14
Sewer Lateral			
Base	\$86	\$116	(\$30)
Each	\$43	\$58	(\$15)
Water Main			
Potable			
Base	\$86	\$58	\$28
Per linear foot up to 50 l.f.	\$1.73	\$0.58	\$1.15
Each additional Linear Foot	\$0.27	\$0.29	(\$0.02)
Non-Potable			
Base	\$86	\$58	\$28
Per linear foot up to 50 l.f.	\$1.73	\$0.58	\$1.15
Each additional Linear Foot	\$0.27	\$0.29	(\$0.02)
Water Service Lateral			
Base	\$86	\$116	(\$30)
Each	\$43	\$58	(\$15)
Fire Hydrant Assembly			
Base	\$86	\$58	\$28
Each	\$43	\$29	\$14
Water Shutdown			
Base	\$86	\$174	(\$88)
Each	\$43	\$116	(\$73)
Fire Services			
Base	\$86	\$116	(\$30)
Each	\$43	\$58	(\$15)
Excavation, Trench, Street Cut			
Base	\$86	\$58	\$28
Per linear foot up to 50 l.f.	\$1.73	\$0.58	\$1.15
Each additional Linear Foot	\$0.27	\$0.29	(\$0.02)
Street Patch			
Base	\$86	\$58	\$28
Per sq. ft. up to 200 sq. ft.	\$0.18	\$0.29	(\$0.11)
Each additional sq. t. over 200 sq. ft.	\$0.13	\$0.15	(\$0.02)
Grading Permit (Inspection)			
0-500 c.y.	\$583	\$743	(\$160)
Each add'l 2,000 c.y. or fraction thereof, 501-10,000 c.y.	\$70	\$48	\$22
Each add'l 5,000 c.y. or fraction thereof, 10,001-100,000 c.y.	\$84	\$63	\$21
Each add'l 10,000 c.y. or fraction thereof, 100,001-200,000 c.y.	\$10	\$16	(\$6)
>200,001 c.y. each add'l 10,000 c.y. or fraction thereof	\$7	\$16	(\$9)
Permits			
Truck Route (up to 5 days)	\$74	\$96	(\$22)
Permit - Parklet	\$296	\$454	(\$158)
Wide Load⁸			
Single Trip	\$16	\$16	\$0

⁸ Set by California Department of Transportation (Caltrans)

Fee Name	Current Fee	Total Cost	Difference
Annual	\$90	\$90	\$0
NPDES			
Program Fee			
Industrial			
High	\$172	\$196	(\$24)
Medium	\$85	\$146	(\$61)
Low	\$36	\$53	(\$17)
Commercial			
High	\$172	\$196	(\$24)
Medium	\$85	\$146	(\$61)
Low	\$36	\$53	(\$17)

Engineering is generally over-recovering for its fees. The over-recoveries have to do with the reorganization of services. The largest over-recoveries are within the ‘Encroachment Permits’ section and are in relation to ‘Traffic Signal – New - Each’ at \$2,539 and ‘Traffic Signal - Modification – Each’ at \$1,992. The largest under-recoveries are in relation to ‘Parcel Map – Final Parcel Map’ and ‘Tract Map – Final Tract Map’ at \$2,361 and \$2,102 respectively.

3 Annual Revenue Impact

Based on the prior year’s permit information and the full cost calculated through this study, Engineering has an annual deficit of roughly \$122,000. The following table shows by major fee category: revenue at current fee, total projected annual cost, and the resulting difference.

Table 9: Annual Results - Engineering

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Easement/Dedication Review	\$6,651	\$6,676	(\$25)
Conditional Use Permit	\$11,726	\$13,530	(\$1,804)
Commission Review and Approval	\$14,924	\$17,220	(\$2,296)
Water Efficient Landscape Plan	\$834	\$907	(\$73)
Tract Map	\$41,072	\$96,813	(\$55,741)
Landscape Covenant	\$919	\$889	\$30
Grading Plan Check	\$21,164	\$75,488	(\$54,324)
Erosion Control	\$6,612	\$7,353	(\$741)
WQMP	\$6,130	\$5,330	\$800
Steet Construction	\$19,136	\$21,166	(\$2,030)
Storm Drains	\$1,155	\$1,249	(\$94)
Hydrology Study	\$25,109	\$24,330	\$779
Street Lights	\$2,456	\$2,410	\$46
Sewer Construction	\$7,260	\$9,367	(\$2,107)
Water Construction	\$5,280	\$6,765	(\$1,485)

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Street Trees	\$8,509	\$11,259	(\$2,750)
Signs and Striping	\$2,970	\$3,730	(\$760)
Encroachment Permit - Processing Fee	\$107,802	\$116,481	(\$8,679)
Driveway Approach	\$2,580	\$1,744	\$836
Sidewalk	\$409	\$276	\$133
Traffic Signal	\$2,654	\$87	\$2,567
Sewer Main	\$17,373	\$5,873	\$11,500
Sewer Cleanout	\$129	\$87	\$42
Water Main	\$115,963	\$57,563	\$58,400
Water Service Lateral	\$129	\$174	(\$45)
Water Shutdown	\$129	\$291	(\$162)
Fire Services	\$129	\$174	(\$45)
Excavation, Trench, Street Cut	\$1,526	\$981	\$546
Grading Permit (Inspection)	\$37,895	\$48,285	(\$10,390)
NPDES	\$119,886	\$173,330	(\$53,444)
Total	\$588,511	\$710,754	(\$122,242)

Engineering has an annual cost recovery of 83%, which reflects a \$122,000 subsidy. The largest deficits are in relation to Grading Plan Check (\$54,000) and the NPDES program (\$53,000). When evaluating the current fees for Grading Plan Check the primary deficit is in relation to 'Base Fee 0-500 c.y.'. Currently, the City charges \$506 for this services but the full-cost to the City is \$1,933, resulting in a per unit deficit of \$1,427. The large deficit is due to the inclusion of Fire Prevention support. Likewise, the NPDES program services range from \$36 to \$172, but it costs the city \$53 to \$196 to provide these inspections, resulting in a \$17 to \$61 per inspection deficit.

These deficits are partially offset by the \$58,000 surplus in relation to Water Main Encroachments. The primary driving force of this surplus is 'Potable – per linear foot up to 50 l.f.'. This service is priced at \$1.73 but it only costs \$0.58, resulting in a \$1.15 over charge per liner foot up to 50.

Overall, the City should evaluate these service areas and increase or decrease fees where appropriate, as even small modifications would impact the Division's cost recovery.

8. FCS: Administration & Street Tree

The Administration and Street Tree Divisions are responsible for enhancing the experiences of the community through the oversight of special projects and management of trees present on City property. The fees examined within this study relate to street banner and tree permits. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by the Administration and Street Tree Divisions.

1 Fee Schedule Modifications

In discussions with staff, staff consolidated transplant, removal, trimming, and relocation into a singular 'Tree Service' fee category. This more simplistically captures all of the tree-related services that can be provided by the City.

2 Detailed Results

The Administration and Street Tree Divisions collect fees for street banner and tree permits. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 10: Total Cost Per Unit Results – Administration and Street Tree Divisions

Fee Name	Current Fee	Total Cost	Difference
Annual License Fee for Use of City Facilities	\$270	\$372	(\$102)
Administration Division			
Street Banner Permit	\$25	\$266	(\$241)
Prospect Park Sign	\$60	\$149	(\$89)
Street Tree Division			
Street Tree Permits			
Tree Services	\$134	\$175	(\$41)
Planting	\$81	\$350	(\$269)
Processing Fee	\$40	\$42	(\$2)

The Administration and Street Tree Division under-recovers for all fees, ranging from a low of \$2 for 'Street Tree Permit – Processing Fee' to a high of \$269 for 'Street Tree Permit – Planting'.

9. FCS: Animal Services

The Animal Services Division is responsible for ensuring the welfare of animals by enforcing state and local laws and providing various services including: apprehension of strays, response to reports of animal disturbances or aggression, and investigation of animal abuse or neglect. The fees examined within this study relate to animal apprehension, boarding, spay / neuter, vetting, and adoption. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Animal Services.

1 Fee Schedule Modifications

In discussions with Animal Services' staff, the following modifications were proposed to the current fee schedule:

- **Consolidated Fees:** The following fees were consolidated into three separate flat fees as a means to streamline the fee schedule:
 - **Apprehension:** 'Livestock – Large', 'Livestock – Medium', and 'Livestock – Small' were consolidated into a single 'Livestock' fee.
 - **Cat:** 'Cat – Neuter' and 'Cat – Spay' are now 'Cat – Spay / Neuter'
 - **Small-Native-Exotic Animals:** 'Native birds - parakeets, finch, lovebirds, canaries, etc.', 'Exotic birds - parrots, macaws, toucans, etc.', 'Turtle – Red Razor', 'Turtle – Snapping', 'Tortoise', 'Snakes', and 'Livestock' were removed as they are now captured under 'All Other Animals'.
 - **Dog:** 'Dog – Neuter' and 'Dog – Spay' are now 'Dog – Spay / Neuter' – with their weight still factored, but into a singular category.
- **New Fees:** A fee for 'Flea and Tick Treatment' was added to the fee schedule to reflect a service for which there is currently no fee.

The modifications ensure that the proposed fee schedule more accurately reflects the services being provided by the Animal Services Division.

2 Detailed Results

The Animal Services Division collect fees for animal apprehension, boarding, spay / neuter, vetting, and adoption. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 11: Total Cost Per Unit Results – Animal Services

Fee Name	Current Fee	Total Cost	Difference
Animal Boarding			
Cats	\$10	\$97	(\$87)
Dogs	\$20	\$97	(\$77)
Apprehension			
Livestock	\$50	\$201	(\$151)
Cat			
Cat adoption	\$10	\$97	(\$87)
Cat Release Owner	\$30	\$130	(\$100)
Apprehension, cat	\$15	\$268	(\$253)
Cat Vaccine	\$15	\$72	(\$57)
Cat - Spay / Neuter	\$50	\$169	(\$119)
Dog			
Dog adoption	\$15	\$97	(\$82)
Dog Release Owner	\$50	\$130	(\$80)
Apprehension			
Unaltered - 1st	\$35	\$268	(\$233)
Unaltered - 2nd	\$50	\$268	(\$218)
Unaltered - 3rd	\$100	\$268	(\$168)
Dog Vaccine	\$25	\$37	(\$12)
Dog Spay / Neuter			
Up to 30 lbs.	\$75	\$199	(\$124)
31 - 50 lbs.	\$75	\$209	(\$134)
51 to 75 lbs.	\$75	\$224	(\$149)
76 - 100 lbs.	\$75	\$262	(\$187)
Small-Native-Exotic Animals			
Small animals - Rabbit, Guinea Pig, Hamster	\$10	\$196	(\$186)
All Other Animals	\$10	\$196	(\$186)
Other Fees			
Owner Release for Euthanasia	\$75	\$133	(\$58)
Flea and Tick Treatment	New	\$34	N/A
Microchipping	\$25	\$34	(\$9)

Animal Services under-recovers for all fees, ranging from a low of \$9 for 'Microchipping' to a high of \$233 for 'Apprehension – Unaltered – 1st'. These services are generally subsidized. Due to the nature of these types of fees and how the needs of the community can impact the utilization of the Animal Shelter, under-recovery for these services is expected.

3 Annual Revenue Impact

Based on the prior year's permit information and the full cost calculated through this study Animal Services has an annual deficit of roughly \$76,000. The following table shows by major fee category, revenue at current fee, total projected annual cost, and the resulting difference.

Table 12: Annual Results – Animal Services

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Animal Boarding	\$2,750	\$17,802	(\$15,052)
Apprehension	\$2,200	\$8,852	(\$6,652)
Cat	\$3,782	\$27,752	(\$23,970)
Dog	\$6,618	\$32,064	(\$25,446)
Small-Native-Exotic Animals	\$243	\$4,757	(\$4,514)
Total	\$15,593	\$91,226	(\$75,634)

Animal Services has an annual cost recovery of roughly 17%, which reflects a \$76,000 subsidy. The largest subsidy is in relation to Dog (\$25,000) and Cat (\$24,000) fees, which includes fees for 'adoption' and 'owner release'. Currently, the City charges \$15 for a dog adoption and \$10 for a cat adoption; however, it costs the City \$97 to provide adoption services. The City completed roughly 489 adoptions last year at the current fee, resulting in a deficit of roughly \$39,000. Meaning even a small increase to the adoption fee for dog and cat would have a substantial impact towards this Division's cost recovery.

10. FCS: Code Enforcement

The Code Enforcement Division is responsible for ensuring compliance and overseeing enforcement of state laws and municipal codes. The fees examined within this study relate to abandoned or vacant properties and rental dwelling permits. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Code Enforcement.

1 Fee Schedule Modifications

In discussions with Code Enforcement staff, no modifications were proposed to the current fee schedule.

2 Detailed Results

The Code Enforcement Division collect fees for abandoned or vacant properties and rental dwelling permits. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 13: Total Cost Per Unit Results – Code Enforcement

Fee Name	Current Fee	Total Cost	Difference
Abandoned Property Inspections	\$85	\$210	(\$125)
Vacant, abandoned property registration	\$93	\$130	(\$37)
Rental Dwelling Permit			
< 1 acre	\$80	\$85	(\$5)
1-3 acres	\$94	\$102	(\$8)
3.01-5 acres	\$106	\$128	(\$22)
> 5.01 acres	\$116	\$155	(\$39)
Reinspection	\$40	\$157	(\$117)

As the above table indicates, Code Enforcement under-recovers for all fees, ranging from a low of \$5 for ‘Rental Dwelling Permit 1-3 acres’ to a high of \$125 for ‘Abandoned Property Inspections’.

3 Annual Revenue Impact

Based on the prior year’s workload information and the full cost calculated through this study Code Enforcement has an annual deficit of roughly \$9,000. The following table

shows by major fee category: revenue at current fee, total projected annual cost, and the resulting difference.

Table 14: Annual Results – Code Enforcement

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Rental Dwelling Permit	\$149,680	\$158,302	(\$8,622)
Total	\$149,680	\$158,302	(\$8,622)

Code Enforcement has an annual cost recovery of roughly 95%, which reflects a roughly \$9,000 subsidy. ‘Rental Dwelling Permits’, are the primary source of Code Enforcement’s revenue. The City should closely evaluate these service areas and increase fees where appropriate to help bridge this gap.

11.FCS: Parks & Recreation and Senior Services

The Parks Division is responsible for the routine maintenance and upkeep of the City's parks and landscape, along with assisting in the facilitation of special event. The fees examined within this study relate to park reservation rates and refundable clean-up deposits. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Parks.

The Recreation and Senior Services Division is responsible for the daily operations of the City's Community and Senior Centers. Additionally, this Division facilitates various senior, adult, and youth educational and leisure programs. The fees examined within this study relate to field / court rentals' senior, adult, and youth activities; and facility rentals. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Recreation and Senior Services.

1 Fee Schedule Modifications

In discussions with staff, the following modifications were proposed:

- **Removed Fees:** The following two fees were removed as these areas are already consider part of the base rental of the Redlands Bowl:
 - 'Prosellis (includes stage area)
 - 'Bowl'

The following eight fees were removed as the City no longer offers these services or they are captured other existing fees:

- 'Tennis Machine Rental'
 - 'Senior Transport Program – Bus Pass – Round Trip'
 - 'Senior Transport Program – Bus Pass – On Way Trips'
 - 'Computer Class Room'
 - 'Annual License Fee for Use of City Facilities'
 - 'Vendor Fees – Vendor Participation Fee'
 - 'Vendor Fees – Additional Per Table'
 - 'Redlands Community Center – Conference Room'
- **New Fees:** The following seven fees were added to highlight new rental opportunities or programs offered by the City:
 - 'Skate Park'
 - 'Tennis Court – Court Rental'
 - 'Pickleball Court – Court Rental'

- 'Adult Open Pickleball'
 - 'Parking Lot'
 - 'Special Events Application'
- **Fee Name Change:** 'Teen Dance' is now 'Teen Activities' as the City now offers more activities for teens than just dances.

The above modifications ensure that the fee schedules reflect the most up-to-date rentals and programs offered.

2 Detailed Results

The Parks and Recreation and Senior Services Divisions collect fees for facility rentals, picnic rentals, field rentals, after school programs, camp, classes, and sports programs. The total cost calculated for each service includes direct staff costs, Departmental, and Citywide overhead. However, for these types of fees a different methodology was utilized to calculate the cost of service. There are two main types of services within these Division:

1. **Programs:** This represents programmatic activities such as sports leagues, tournaments, bingo, contract classes, etc. For these types of activities, the cost was calculated based upon staff time and effort associated with managing, and running the activity, and estimated number of participants (as needed).
2. **Rentals:** This represents the costs associated with park and facility rentals. For these services, the cost was based upon the area being rented (square footage or acre), cost per acre or square foot based upon city's existing depreciations, estimated annual use of hours, the staff time to process the information, and average amount of time to rent the space.

The following subsections provide detail on current fees, total cost, and difference associated with each service offered.

2.1 Detailed Results – Parks

The Parks Division collect fees for park reservation rates and refundable clean-up deposits. The following table details the fee name, current fee, total cost (based upon the distinct rental methodology previously explained), and difference associated with each service offered.

Table 15: Total Cost Per Unit Results – Parks

Fee Name	Current Fee	Total Cost	Difference
Park Reservation Rates			
Redlands Bowl	\$121	\$127	(\$6)
Stage (outdoor area of Prosellis only)	\$20	\$942	(\$922)
Mandatory Park Attendant	\$50	\$86	(\$36)
Avice Meeker Sewall Theatre	\$121	\$127	(\$6)
Apron (full stage not available)	\$20	\$860	(\$840)
Mandatory Park Attendant	\$50	\$86	(\$36)
Sylvan Park	\$121	\$127	(\$6)
Section A (Group Picnic):			
Tables 1 through 8 (seats 128)	\$30	\$26	\$4
Tables 9 through 17 (seats 64)	\$30	\$26	\$4
Tables 17 through 25 (seats 64)	\$30	\$26	\$4
Section C (Group Picnic):			
Tables 1 through 7 (seats 65)	\$30	\$24	\$6
Rose Garden	\$25	\$59	(\$34)
Covered Picnic Area (Shelter Area)	\$40	\$12	\$28
Gazebo	\$40	\$15	\$25
Skate Park	New	\$238	N/A
All Other Parks			
Park Reservation	\$94	\$238	(\$144)
Covered Picnic Area	\$40	\$12	\$28
Clean-up deposit (refundable)			
up to 50 persons	\$100	\$100	\$0
50 to 150 persons	\$200	\$200	\$0
150 or more persons	\$300	\$300	\$0

With the exception of the 'Rose Garden' rental, all of the Sylvan Park rentals over-recover ranging from a low of \$4 for 'Section A (Group Picnic)' rentals to a high of \$28 for 'Covered Picnic Area (Shelter Area)'. With the exception of 'All Other Parks – Covered Picnic Area' which over-recovers by \$28, the rest of Park Division fees under-recover. The largest under-recovery is in relation to 'Redlands Bowl – Stage (outdoor area of Prosellis only)' at \$922, followed by 'Avice Meeker Sewall Theatre – Apron (full stage not available)' at \$840 and 'All Other Parks – Park Reservation' at \$144.

2.2 Detailed Results – Recreation and Senior Services

The Recreation and Senior Services Division collect fees for field / court rentals' senior, adult, and youth activities; and facility rentals. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 16: Total Cost Per Unit Results – Recreation and Senior Services

Fee Name	Current Fee	Total Cost	Difference
Field / Court Rentals			
Staff Call-Out fee	\$43	\$125	(\$82)
Tennis Court:			
Court Rental	New	\$36	N/A
Pickleball Court:			
Court Rental	New	\$27	N/A
Recreational Organizations			
Resident	\$5	\$30	(\$25)
Non-Resident	\$25	\$30	(\$5)
Non-Recreational Organizations			
Field Rental No Lights	\$25	\$30	(\$5)
Tournament			
Field Use	\$50	\$51	(\$1)
Field Deposit	\$200	\$200	\$0
Field Preparation			
Field Preparation	\$65	\$119	(\$54)
Banner			
Banner	\$60	\$98	(\$38)
On-Site Storage			
Storage Fee	\$50	\$50	\$0
Programs			
Adult Services, Programs and Activities (18 and over)			
Adult Open Gym			
Resident	\$1	\$9	(\$8)
Non-Resident	\$2	\$9	(\$7)
Adult Open Racquet ball			
Resident	\$1	\$9	(\$8)
Non-Resident	\$2	\$9	(\$7)
Adult Open Pickleball			
Resident	\$1	\$9	(\$8)
Non-Resident	\$2	\$9	(\$7)
Annual Pass: I.D., Game Room, Gym Usage, Racquetball, and Pickleball Courts			
Resident	\$25	\$8	\$17
Non-Resident	\$35	\$8	\$27
Adult Group Homes	\$50	\$8	\$42
Senior Services, Programs and Activities			
Bingo	\$0.50	\$26.94	(\$26.44)
Bingo Tournaments			
Per Person	\$20	\$4	\$16
Per Team	\$100	\$22	\$78
Senior Classes		Actual Cost	
Trips		Actual Cost	
Youth Services, Programs, and Activities			
Youth Annual Pass for use at Community Center	Free	\$8	(\$8)
Annual Pass - group homes: I.D., Game Room, Gym Usage, Racquetball and Tennis Courts	\$50	\$8	\$42
Teen Activities	\$3	\$10	(\$7)
Facility Rentals			

Fee Name	Current Fee	Total Cost	Difference
Facility / Room Rates - \$200 deposit required			
Miscellaneous Charges			
Security / Refundable Cleaning Deposit	\$200	\$200	\$0
Attendant / Staff Supervision Fee	\$20	\$108	(\$88)
Attendant & Room Set up Fee	\$20	\$108	(\$88)
Refunds	\$10	\$27	(\$17)
Expedited Processing Fee	\$10	\$27	(\$17)
Redlands Community Senior Center			
Kitchen Flat Fee	\$54	\$32	\$22
Room Rentals (Mon-Fri 10am - 2 pm)			
Mary Sanchez Banquet Room	\$27	\$86	(\$59)
Grand View Room	\$27	\$49	(\$22)
Lugonia Room	\$27	\$143	(\$116)
Entire Building			
First 4 Hours	\$752	\$1,975	(\$1,223)
Each Additional Hour	\$54	\$502	(\$448)
Weekend Rates			
Friday PM Block			
6 - 10 PM	\$208	\$2,008	(\$1,800)
Extended 4 - 10 PM	\$302	\$3,012	(\$2,710)
Saturday AM Block			
10 AM - 2 PM	\$208	\$2,008	(\$1,800)
Extended 8 AM - 2 PM	\$302	\$3,012	(\$2,710)
Saturday FM Block			
6 - 10 PM	\$208	\$2,008	(\$1,800)
Extended 4 - 10 PM	\$302	\$3,012	(\$2,710)
Saturday All Day 10 AM - 10 PM	\$584	\$6,024	(\$5,440)
Redlands Community Center			
Kitchen Flat Fee	\$54	\$32	\$22
Room Rentals, Business Hours Monday - Friday 2 PM - 7:30 PM, Saturday 9 AM - 3PM			
Multipurpose Room	\$27	\$82	(\$55)
Dance Studio	\$27	\$118	(\$91)
Classroom	\$27	\$54	(\$27)
Game Room	\$27	\$69	(\$42)
Weekend Rate Add-ons (Multipurpose, Dance Studio, & Classroom)			
Saturday PM Block			
6 - 10 PM	\$208	\$339	(\$131)
Extended 4 - 10 PM	\$302	\$508	(\$206)
Saturday All Day 10 AM - 10 PM	\$584	\$1,017	(\$433)
Gymnasium	\$65	\$316	(\$251)
Weekend Rate Add-ons (Gymnasium)			
Saturday PM Block			
6 - 10 PM	\$340	\$1,262	(\$922)
Extended 4 - 10 PM	\$510	\$1,893	(\$1,383)
Racquetball Court	\$21	\$79	(\$58)
Joslyn Senior Center (temporarily closed)			
Kitchen Flat Fee	\$54	\$32	\$22
Room Rentals (Wed and Frid 10 AM to 3 PM)			
Auditorium	\$27	\$114	(\$87)
Lounge	\$27	\$52	(\$25)

Fee Name	Current Fee	Total Cost	Difference
C-1	\$27	\$62	(\$35)
Weekend Rate Add-ons			
Friday PM Block			
6 - 10 PM	\$208	\$303	(\$95)
Extended 4 - 10 PM	\$302	\$454	(\$152)
Saturday AM Block			
Saturday AM Block 10 AM - 2 PM	\$208	\$303	(\$95)
Saturday AM Block Extended 8 AM - 2 PM	\$302	\$454	(\$152)
Saturday PM Block			
Saturday PM Block 6 - 10 PM	\$208	\$303	(\$95)
Saturday PM Block Extended 4 - 10 PM	\$302	\$454	(\$152)
Saturday All Day 10 AM - 10 PM	\$584	\$909	(\$325)
Carriage House - Prospect Park			
Carriage House, Outside Pavilion, Grassy Area			
Friday PM Block			
6 - 10 PM	\$834	\$1,180	(\$346)
Extended 4 - 10 PM	\$976	\$1,770	(\$794)
Saturday AM Block			
10 AM - 2 PM	\$834	\$1,180	(\$346)
Extended 8 AM - 2 PM	\$976	\$1,770	(\$794)
Saturday PM Block			
6 - 10 PM	\$834	\$1,180	(\$346)
Extended 4 - 10 PM	\$976	\$1,770	(\$794)
Saturday All Day 10 AM - 10 PM	\$1,402	\$3,541	(\$2,139)
Miscellaneous			
Boutique Spaces			
Without Table	\$10	\$18	(\$8)
With Table	\$20	\$18	\$2
Garden Plot Spaces			
Smiley Gardens	\$20	\$27	(\$7)
Clement Gardens	\$30	\$81	(\$51)
Lugonia Gardens	\$35	\$49	(\$14)
Program Attendant Fee	\$20	\$108	(\$88)
City Parking Lot Facilities			
Parking Lot	New	\$1	N/A
Special Events			
Special Events Application	New	\$1,050	N/A

Recreation and Senior Services under-recovers for a majority of their fees. The largest under-recoveries are seen in relation to rentals of the Community Senior Center, ranging from a low of \$22 for ‘Grand View Room’ to a high of \$5,440 for ‘Weekend Rates – Saturday All Day 10 AM – 10 PM’. Due to the nature of these types of fees and how the needs of the community impact their usage or offering, under-recovery is expected. The largest surplus at \$42, is seen in relation to annual passes both for adult and youth services, programs, and activities.

2.3 Detailed Results – Summary

Overall, this analysis calculates the cost of service based upon certain assumptions, however, parks and recreation fees can be set based upon the market demand. Since the market demand will fluctuate depending upon the amenities offered, the supply of services, and the quality of services, the information in this report should be utilized to determine a range of cost recovery. This range of cost recovery should be considered in conjunction with other factors to determine cost estimates for setting these fees.

13. Fire

The Fire Department is responsible overseeing the safety of the community through fire prevention and inspections. The fees examined within this study relate to fire plan review; state mandated, prevention, and construction inspections; weed abatement; hydrant / hydro flow test; and first responder fees. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Fire.

1 Fee Schedule Modifications

In discussions with staff, two modifications were proposed:

- **Removed Fees:** The following four fees were removed as the City no longer offers these services:
 - 'Building Occupant Safety Survey (BOSS)'
 - 'Administration fee only – Disking'
 - 'Administration fee only – Mowing'
 - 'Administration fee only – Hand Work'
- **New Fees:** 'Standby (Engine Crew)' was added to allow for the Department to charge for staff on-call time at events which include pyrotechnics.
- **Expanded Fees:** 'New Sprinkler System Plan Review' and 'Fire Sprinkler Systems Modifications Plan Review' were both parsed out into the following four categories to better capture the level of plan check effort:
 - '1-99 heads'
 - '100-499 heads'
 - '500-1,000 heads'
 - '1,000+ heads'
- **Unit Change:** The unit by which 'Automatic Fire-Extinguishing System – Each Additional head above 100 heads' is charged at was changed to 'Each Additional Head'.

The modifications noted above ensures that the proposed fee schedule more accurately reflects the services being provided by the Fire Department.

2 Detailed Results

The Fire Department collects fees for fire plan review; state mandated, prevention, and construction inspections; weed abatement; hydrant / hydro flow test; and first responder fees. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 17: Total Cost Per Unit Results – Fire

Fee Name	Current Fee	Total Cost	Difference
High Fire Hazard Area Landscaping	\$271	\$298	(\$27)
False Alarm			
Residential	\$177	\$278	(\$101)
Commercial	\$299	\$382	(\$83)
Plan Review			
Commercial	\$404	\$515	(\$111)
Multi-family	\$324	\$412	(\$88)
Other (access, grading, house moving)	\$243	\$309	(\$66)
Residential tract	\$324	\$412	(\$88)
Single family	\$163	\$206	(\$43)
Commercial fire pump	\$208	\$412	(\$204)
High-piled storage	\$324	\$412	(\$88)
Consultations (hourly fee)	\$484	\$309	\$175
Fuel dispensing	\$163	\$206	(\$43)
Hood & duct	\$163	\$206	(\$43)
Medical gas	\$243	\$309	(\$66)
Portables	\$163	\$206	(\$43)
Spray booths	\$243	\$309	(\$66)
Other Reviews			
Landscape/Vegetation Management	\$163	\$206	(\$43)
Resubmittal/Revision of previously reviewed plan (after 2nd sub)	\$123	\$155	(\$32)
Where no permit or inspection is required, i.e. solar (commercial/residential, TI)	\$123	\$206	(\$83)
Private Underground Fire Line			
1-10 appliances	\$163	\$206	(\$43)
11-20 appliances	\$203	\$258	(\$55)
21-30 appliances	\$203	\$258	(\$55)
31-40 appliances	\$243	\$309	(\$66)
Each additional appliance over 40	\$123	\$51	\$72
Aboveground and Underground Storage Tank			
First tank at location	\$123	\$206	(\$83)
Each tank after first at same location	\$163	\$51	\$112
New Alarm System Plan Review			
Sprinkler monitoring only	\$123	\$309	(\$186)
10 or less initiating devices	\$203	\$309	(\$106)
11-20 initiating device	\$203	\$360	(\$157)
20 or more devices	\$268	\$515	(\$247)

Fee Name	Current Fee	Total Cost	Difference
Commercial Fire Alarm Modifications Plan Review			
Sprinkler monitoring only	\$123	\$206	(\$83)
10 or less initiating devices	\$163	\$258	(\$95)
11-20 initiating device	\$231	\$309	(\$78)
20 or more devices	\$311	\$412	(\$101)
New Sprinkler System Plan Review			
1-99 heads	\$120	\$412	(\$292)
100-499 heads	\$243	\$515	(\$272)
500-1,000 heads	\$292	\$617	(\$325)
1,000+ heads	New	\$720	N/A
Fire Sprinkler System Modification Plan Review			
1-99 heads	\$123	\$309	(\$186)
100-499 heads	\$163	\$412	(\$249)
500-1,000 heads	\$203	\$515	(\$312)
1,000+ heads	\$243	\$720	(\$477)
Smoke Control System Plan Review			
Review of rational analysis	\$364	\$463	(\$99)
Design Testing	\$444	\$566	(\$122)
In-rack Sprinklers (plan review, permit, & 2 inspections)			
1-10,000 square feet	\$191	\$589	(\$398)
10,001-50,000 square feet	\$271	\$743	(\$472)
50,001-100,000 square feet	\$351	\$920	(\$569)
Each additional 1-50,000 square feet over 100,000 square feet	\$431	\$492	(\$61)
State Mandated Fire Marshal Inspections			
High rise	\$632	\$619	\$13
Facility Pre-Inspection	\$40	\$286	(\$246)
Annual Clearance	\$80	\$286	(\$206)
Hospital - I	\$912	\$619	\$293
Schools - E	\$552	\$509	\$43
Preschools/Day Care	\$271	\$286	(\$15)
Commercial home- 24 hour care	\$298	\$286	\$12
Churches - A	\$80	\$286	(\$206)
Jail, lock up, detention facilities	\$258	\$619	(\$361)
Failure to Keep Scheduled Appointment for Inspection	\$160	\$160	(\$0)
After hours inspection (OT inspection)	\$160	\$160	(\$0)
In-home (to include care facilities)			
6 or less	\$258	\$286	(\$28)
7 or more	\$311	\$286	\$25
Prevention Inspections			
Apartment / Condo			
1-10 units	\$191	\$286	(\$95)
11-30 units	\$204	\$360	(\$156)
31-50 units	\$218	\$435	(\$217)
51-75 units	\$258	\$435	(\$177)
76-100 units	\$338	\$435	(\$97)
101 + units	\$351	\$509	(\$158)
Certificate of Occupancy			

Fee Name	Current Fee	Total Cost	Difference
Ordinary hazard	\$218	\$569	(\$351)
High hazard	\$231	\$569	(\$338)
Hotels / Motels			
1-20 units	\$231	\$360	(\$129)
21-40 units	\$231	\$360	(\$129)
41-50 units	\$271	\$509	(\$238)
51+ units	\$311	\$583	(\$272)
Inspections By Group			
F - Fabrication, Finishing, Manufacturing	\$458	\$378	\$80
L - Laboratory	\$338	\$378	(\$40)
S - Storage	\$258	\$459	(\$201)
U - Utility	\$191	\$286	(\$95)
B, M, F, and S - Large Warehouse inspections	\$632	\$459	\$173
Miscellaneous Inspections			
Ordinary Hazard	\$80	\$286	(\$206)
Commercial high hazard	\$271	\$459	(\$188)
Re-Inspection-Ordinary Hazard	\$80	\$148	(\$68)
All Other Inspections			
Inspection			
100,000 sq. ft. or less	\$391	\$378	\$13
100,000 – 500,000 sq. ft.	\$472	\$499	(\$27)
500,001 sq. ft. and above	\$552	\$579	(\$27)
Construction Inspections			
Kitchen Hood and Duct	\$191	\$310	(\$119)
Clean Agent System	\$191	\$396	(\$205)
Battery Systems	\$231	\$396	(\$165)
Compressed Gases	\$231	\$396	(\$165)
Cryogenic fluids	\$231	\$310	(\$79)
Fire pumps and related equipment	\$311	\$483	(\$172)
Flammable and combustible liquids	\$231	\$310	(\$79)
Hazardous Materials	\$311	\$310	\$1
Industrial ovens	\$191	\$310	(\$119)
LP-gas	\$191	\$310	(\$119)
Private fire hydrants	\$191	\$396	(\$205)
Spraying or dipping	\$231	\$310	(\$79)
Standpipe systems	\$191	\$310	(\$119)
Temporary membrane structures and tents	\$183	\$298	(\$115)
Gates/Barricades	\$191	\$298	(\$107)
Smoke Control/Exhaust	\$391	\$483	(\$92)
Solar - Photovoltaic	\$40	\$298	(\$258)
Emergency responder radio coverage systems	\$203	\$310	(\$107)
Automatic Fire-Extinguishing System			
25 heads or less	\$191	\$483	(\$292)
26-99 heads	\$231	\$569	(\$338)
Each additional head above 100 heads	\$1.14	\$1.72	(\$0.58)
Alarm and Detection Systems / Equip			
Sprinklers monitoring only	\$191	\$396	(\$205)
10 or less initiating devices	\$191	\$396	(\$205)
11-20 initiating devices	\$231	\$483	(\$252)
20 or more devices	\$311	\$569	(\$258)
Engine Company Inspections			
Ordinary hazard	\$150	\$556	(\$406)

Fee Name	Current Fee	Total Cost	Difference
Permits			
Aerosol products	\$258	\$298	(\$40)
Amusement buildings	\$258	\$298	(\$40)
Bowling pin/Alley refurbish	\$40	\$218	(\$178)
Carbon Dioxide System (at/over 100 lbs.) - Beverage Systems	\$218	\$245	(\$27)
Cellulose Nitrate Film/Storage	\$218	\$298	(\$80)
Cryogenic Fluids	\$258	\$298	(\$40)
Fire Hydrants & Valves	\$218	\$218	\$0
Floor Finishing	\$258	\$298	(\$40)
Fumigation or Thermal Insecticidal Fogging	\$191	\$298	(\$107)
HPM Facilities	\$231	\$298	(\$67)
Hood and Duct Permit	\$271	\$258	\$13
Hot-work operations	\$231	\$258	(\$27)
Industrial Ovens	\$231	\$258	(\$27)
Liquid or gas fueled vehicles or equipment in assembly buildings	\$231	\$258	(\$27)
Miscellaneous Combustible Storage (over 2500 cubic feet)	\$271	\$298	(\$27)
Open Burning (bonfire, rubbish, BBQ, recreational or ceremonial Fire, etc.)	\$231	\$258	(\$27)
Organic Coatings	\$231	\$258	(\$27)
Private Hydrant Removal	\$204	\$218	(\$14)
Proxylin Plastics	\$218	\$258	(\$40)
Rocket launching (model rockets)	\$244	\$298	(\$54)
Special Activities (Production Facilities, Live Audience, Tradeshows, Exhibits, Special Events) - seasonal events: haunted houses/mazes, pumpkin patches, Christmas tree lots, etc.)	\$258	\$298	(\$40)
Spraying/Dipping	\$218	\$245	(\$27)
Tire storage/recapping/rebuilding	\$218	\$245	(\$27)
Waste handling	\$218	\$245	(\$27)
Wood Products (over 200 cubic feet)	\$218	\$258	(\$40)
Compressed gas/LPG permit	\$271	\$258	\$13
Covered mall permit	\$552	\$1,019	(\$467)
Dry cleaning permit	\$311	\$338	(\$27)
Combustible Fiber Storage or Dust Producing	\$258	\$298	(\$40)
Explosives permit	\$258	\$298	(\$40)
Fruit ripening permit	\$218	\$298	(\$80)
Flammable/combustible liquid permit	\$231	\$378	(\$147)
Hazardous / toxic / corrosive permit	\$231	\$378	(\$147)
High piled combustible permit	\$512	\$539	(\$27)
Junk yard permit	\$271	\$298	(\$27)
Lumber yard permit	\$218	\$298	(\$80)
Medical gas system permit	\$218	\$245	(\$27)
Pesticides permit	\$271	\$298	(\$27)
Pipeline - excavation / operation permit	\$271	\$298	(\$27)
Poison gas permit	\$271	\$298	(\$27)
Radioactive material permit	\$271	\$298	(\$27)
Refrigeration equip permit	\$351	\$378	(\$27)
Repair garage permit	\$231	\$258	(\$27)

Fee Name	Current Fee	Total Cost	Difference
Spray booth permit	\$271	\$298	(\$27)
Tanks permit	\$231	\$258	(\$27)
Welding / cutting permit	\$231	\$258	(\$27)
Carnival / fair permit	\$231	\$258	(\$27)
Open flame permit	\$231	\$258	(\$27)
Parade float permit	\$271	\$298	(\$27)
Tents/Canopy	\$231	\$258	(\$27)
Pyrotechnics Special Effects - Fireworks Permit			
Small show	\$321	\$459	(\$138)
Large show	\$1,218	\$619	\$599
Standby (Engine Crew)	New	\$1,253	N/A
Aircraft			
Repair hangar permit	\$271	\$298	(\$27)
Refueling vehicle permit	\$271	\$298	(\$27)
Assembly			
50-299 persons	\$271	\$298	(\$27)
300-500 persons	\$271	\$338	(\$67)
501-999 persons w/ stage	\$311	\$378	(\$67)
1000+ persons w/ stage	\$351	\$459	(\$108)
Weed Abatement			
Landscape / Vegetation Management Admin	\$416	\$276	\$140
Landscape / Vegetation Management Inspection	\$258	\$160	\$98
Landscape / Vegetation Management Re-inspection	\$190	\$120	\$70
Hydrant / Hydro Flow Test			
Install			
1 tank	\$218	\$258	(\$40)
2 tanks	\$231	\$298	(\$67)
3 tanks	\$271	\$338	(\$67)
Removal			
1 tank	\$218	\$258	(\$40)
2 tanks	\$231	\$298	(\$67)
3 tanks	\$271	\$338	(\$67)
Flow Test Fire Flow	\$231	\$298	(\$67)
Miscellaneous Inspection/Permit	\$351	\$298	\$53
Fire Miscellaneous Fees			
Admin fee - Cost Recovery	\$249	\$319	(\$70)

The Fire Department is under-recovering for the majority of its fees. Under-recoveries range from a low of \$0.58 for 'Automatic Fire-Extinguishing System – Each Additional head above 100 heads' to a high of \$569 for 'In-rack Sprinklers (plan review, permit, & 2 inspections) – 50,0001-100,000 square feet'. The largest over-recoveries are in relation to 'Pyrotechnics Special effects – Fireworks Permit – Large Show', 'Hospital – I' and 'Consultations (hourly fee) at \$599, \$293, \$175 respectively.

3 Annual Revenue Impact

Based on the prior year's workload information and the full cost calculated through this study Fire has an annual deficit of roughly \$110,000. The following table shows by major fee category: revenue at current fee, total projected annual cost, and the resulting difference.

Table 18: Annual Results – Fire

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Plan Review	\$1,620	\$2,059	(\$439)
Other Reviews	\$25,756	\$57,366	(\$31,610)
Construction Inspections	\$62,327	\$140,587	(\$78,260)
Permits	\$2,560	\$2,693	(\$133)
Total	\$92,263	\$202,706	(\$110,443)

Fire has an annual cost recovery of roughly 46%, which reflects a \$110,000 subsidy. The largest subsidy at \$78,000 is in relation to Construction Inspections, specifically 'Automatic-Fire Extinguishing System', which accounts for 65% of the Department's deficit. In particular, 'Automatic-Fire Extinguishing System – 25 heads or less' is currently charged at \$191 while the full cost calculated is \$483; representing a \$292 per unit deficit. Due to the high volume of these types of inspections and the per unit cost difference, even a small increase in the fee would result in a significant impact on the Department's ability to recover costs.

14. Library

Library is responsible for overseeing the daily operations of A.K. Smiley Public Library, along with various other City and Library-operated facilities. The fees examined within this study relate to reservation of library materials, computer usage, replacement of library cards, and non-resident access. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Library.

1 Fee Schedule Modifications

In discussions with Library staff, the following modifications were proposed to the current fee schedule:

- **Addition of Fee:** ‘Day Pass for Computer Usage’ is a fee Library currently charges but is not documented on the fee schedule. The addition of this fee will ensure all fee currently charged by Library are housed in this document.
- **New Fee:** ‘Annual Internet Card – Non-Resident’ is a new service offered by Library

The modifications noted above ensures that the proposed fee schedule more accurately reflects the services being provided by Library.

2 Detailed Results

Library collects fees for reservation of library materials, computer usage, replacement of library cards, and non-resident access. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 19: Total Cost Per Unit Results – Library

Fee Name	Current Fee	Total Cost	Difference
Reservation of library materials	\$1	\$9	(\$9)
Non-resident Library Card fee	\$30	\$32	(\$2)
Replacement of Lost Library Card	\$2	\$3	(\$1)
Day Pass for Computer Usage	\$1	\$4	(\$3)
Annual Internet Card - Non-Resident	New	\$19	N/A

Library under-recovers for all fees, ranging from a low of \$1 for ‘Replacement of Lost Library Card’ to a high of \$9 for ‘Reservation of library materials’.

3 Annual Revenue Impact

Based on the prior year's workload information and the full cost calculated through this study Library has a deficit of roughly \$2,000. The following table shows by major fee category: workload, revenue at current fee, total projected annual cost, and the resulting difference.

Table 20: Annual Results – Library

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Non-resident Library Card fee	\$7,860	\$6,230	\$1,630
Replacement of Lost Library Card	\$1,302	\$2,064	(\$762)
Day Pass for Computer Usage	\$640	\$2,374	(\$1,734)
Annual Internet Card - Non-Resident	\$0	\$1,187	(\$1,187)
Total	\$9,802	\$11,855	(\$2,053)

Library has an annual cost recovery of roughly 83%, which reflects a \$2,000 subsidy. The only over-recovery is in relation to the 'Non-Resident Library Card Fee' at \$1,600. The largest subsidy is in relation to 'Day Pass for Computer Usage' at roughly \$1,700. Additionally, the addition of a new 'Annual Internet Card – Non-resident' fee has the potential to impact Library's future cost-recovery.

15. Finance Department

The Finance Department is responsible for overseeing the City’s finances, along with the preparation of all financial reports. The fees examined within this study relate to business and dog licensing, yard sale permits, along with returned check, and TEFRA hearings. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Management Services / Finance.

1 Fee Schedule Modifications

In discussions with staff, two modifications were proposed:

- **Addition of Fee:** It was determined that while the ‘Parking Permit’ is administered through the Municipal Utilities and Engineering Department and enforced by the Police Department; the fee is managed by Finance staff and should be added to the Finance fee schedule.
- **Expanded Fee:** The ‘Returned Check’ fee would be parsed out into two categories: ‘First Check’ and ‘Subsequent Check’, as a means more accurately align with the state set fee structure.

The modifications ensure that the proposed fee schedule more accurately reflects the services being provided by the Finance Department.

2 Detailed Results

The Finance Department collects fees for to business and dog licensing; yard sale permits; and returned check, CASp services, and TEFRA hearings. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 21: Total Cost Per Unit Results – The Management Services / Finance

Fee Name	Current Fee	Total Cost	Difference
Business License			
New	\$46	\$57	(\$11)
Renewal	\$20	\$43	(\$23)
Dog Licensing			
Base Fee	\$24	\$50	(\$26)
Spayed/Neutered	\$12	\$50	(\$38)

Fee Name	Current Fee	Total Cost	Difference
Replacement Tag	\$17	\$25	(\$8)
Other Fees			
Yard Sale Permit	\$4	\$13	(\$9)
Parking Permit (New or Replacement)	\$10	\$20	(\$10)
Returned Check⁹			
First Check	\$43	\$25	\$18
Subsequent Check	\$43	\$35	\$8
TEFRA Hearing Fee	Actual Costs		

The City is currently under-recovering for all non-state set fees. Based upon the City’s current fee amount it is over-charging for the returned check fee. The under-recoveries, ranging from a low of \$8 for ‘Dog Licensing – Replacement Tag’ to a high of \$38 for ‘Dog Licensing – Spayed / Neutered’.

3 Annual Revenue Impact

Based on the prior year’s workload information and the full cost calculated through this study Finance has an annual deficit of roughly \$230,000 The following table shows by major fee category workload, revenue at current fee, total projected annual cost, and the resulting difference.

Table 22: Annual Results – Management Services / Finance

Fee Category	Revenue at Current Fee	Annual Cost	Difference
Business License	203,446	376,843	(\$173,397)
Dog Licensing	\$52,992	\$109,718	(\$56,726)
Total	\$256,438	\$486,560	(\$230,122)

Finance has an annual cost recovery of roughly 53%, which reflects a \$230,000 subsidy. Business License accounts for a majority of the current annual volume, specifically renewals of business licenses. Currently, the City charges \$20 for a renewed business license, but it costs the City \$43 to provide the services. Meaning even a small increase in the business license fee amount would result in a significant impact on the Departments ability to bridge the gap in recovered costs.

⁹ State Set per CIV § 1719(a)

16. Police

The Police Department is responsible for ensuring the safety of the City through enforcement of state and City codes and laws. The fees examined within this study relate to background checks, bicycle license, concealed carry permits, vehicle impounds, and various business permits. The following subsections discuss fee schedule modifications and detailed per unit results for the fee-related services provided by Police.

1 Fee Schedule Modifications

In discussions with staff, two modifications were proposed:

- **Removed Fee:** ‘Miscellaneous – Permits’ was removed as the City no longer offers this permit.
- **Fee Name Change:** ‘Miscellaneous – Photos’ was changed to ‘Miscellaneous – Photo / Videos’. This modification aims to clarify the medium by which applicants can request data.

The modifications ensure that the proposed fee schedule more accurately reflects the services being provided by the Police Department.

2 Detailed Results

The Police Department collects fees for background checks, bicycle license, concealed carry permits, vehicle impounds, and various business permits. The total cost calculated for each service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service offered.

Table 23: Total Cost Per Unit Results – Police

Fee Name	Current Fee	Total Cost	Difference
Background Checks	\$22	\$69	(\$47)
False alarm response	\$212	\$182	\$30
Bicycle license	\$5	\$16	(\$11)
Concealed Carry Weapons (CCW)			
Initial Permit	\$100	\$1,191	(\$1,091)
Permit Renewal	\$25	\$841	(\$816)
Modification Fee	\$10	\$260	(\$250)
Fingerprint - rolling	\$26	\$41	(\$15)
Miscellaneous			

Fee Name	Current Fee	Total Cost	Difference
Photos / Videos	\$67	\$55	\$12
Repossession Received	\$20	\$31	(\$11)
Vehicle Impound			
All others	\$258	\$164	\$94
DUI	\$258	\$279	(\$21)
Tow Services Agreement	\$80	\$157	(\$77)
Visa Clearance	\$11	\$24	(\$13)
Film Permits			
Film Permits	\$446	\$192	\$254
Locally owned and operated video production companies	\$223	\$192	\$31
Massage Therapy			
Massage therapist permit	\$113	\$122	(\$9)
Massage Therapy Business Owner permit - initial	\$417	\$122	\$295
Massage Therapy Business Owner permit - renewal	\$214	\$92	\$122
Solicitor permit	\$113	\$122	(\$9)
Taxi Driver permit (3 yr. permit)	\$316	\$122	\$194
Tow Truck Driver permit	\$80	\$122	(\$42)
Adult Oriented Business permit	\$372	\$210	\$162
Adult Entertainer permit	\$113	\$122	(\$9)
Remote Bingo	\$599	\$403	\$196
Subpoena			
Records ¹⁰	\$15	\$15	\$0
Appearance ¹¹	\$275	\$275	\$0
Cost Recovery - Delinquent Parking Citations		15% of citation + \$5.00	

Police over-recovers on roughly half of their fees. The largest over-recovery is in relation to 'Massage Therapy Business Owner permit initial' at \$295, followed by 'Remote Bingo' at \$196 and 'Taxi Driver permit (3 yr. permit)' at \$194. Under-recoveries range from a low of \$9 for 'Massage therapist permit' and 'Solicitor permit' to a high of \$1,091 for 'Concealed Carry Weapons (CCW) – Initial Permit'.

3 Annual Revenue Impact

Based on the prior year's workload information and the full cost calculated through this study Police has an annual deficit of roughly \$23,000. The following table shows by major fee category: revenue at current fee, total projected annual cost, and the resulting difference.

¹⁰ State set per EVI § 1563(b)(1)

¹¹ State set per GOV § 68097(1)(b)

Table 24: Annual Results – Police

Fee Category	Revenue at Current Fee	Annual Cost	Difference
False alarm response	\$8,056	\$6,899	\$1,157
Fingerprint – rolling	\$1,508	\$2,352	(\$844)
Repossession Received	\$9,660	\$14,905	(\$5,245)
Vehicle Impound	45,150	34,287	10,863
Tow Services Agreement	\$30,000	\$58,962	(\$28,962)
Adult Oriented Business permit	\$744	\$420	\$324
Total	\$95,118	\$117,825	(\$22,707)

Police has an annual cost recovery of 81. The largest subsidy is from the 'Tow Services Agreement' is due to the City charging \$80 when the full cost of providing the service is \$157, resulting in a \$77 per unit deficit. Changing this fee will help increase the revenue for the City.

17. Development Services Surcharges

There are two typical surcharges assessed as part of the development review process – General Plan Maintenance Fee and Technology fee. The City of Redlands currently charges a General Plan Maintenance and Technology fee as part of the building phase of various projects within the City. The following subsections discuss the calculation of the General Plan Maintenance Fee and the Technology Fee.

1 General Plan Maintenance Fee

The City of Redlands currently assesses a General Plan Maintenance Fee as part of its building process. The fee is meant to account for updates to the general plan, zoning ordinance, housing elements, and other long-range planning activities that are part of the larger General Plan. This is a fairly typical fee charged by many jurisdictions. Redlands’ currently charges this fee as a per square foot of new construction or additions greater than 50% of existing floor area, at the time of building permit submittal.

The General Plan Maintenance fee is governed by Government Code Section 66014(b) which states that fees “may include the costs reasonably necessary to prepare and revise the plans and policies that a local agency is required to adopt before it can make any necessary findings and recommendations.” This code states that fees can be charged against zoning changes, zoning variances, use permits, building inspections, and filing applications.

More typically, the fee is charged during the building permit phase so as to ensure any development project, which gets to that phase, makes enough of an impact to require the need for an update to the Zoning Code or the General Plan. This fee should only be applied to major building permits (i.e., new or remodel / tenant improvements) rather than standalone permits for water heaters or electrical outlets.

Since Redlands tracks their General Plan fee as a line item in their budget, the project team used a four-year average¹² of revenue generated to represent the total annual cost. The below table show the cost category and the resulting annual cost.

Table 25: General Plan Maintenance Fee Cost Components

Cost Category	Total Annual Cost
General Plan Review Fee Revenue	\$135,387

¹² Revenue generated in fiscal years 20-21, 21-22, and 22-23, along with projected revenue for fiscal year 23-24 were averaged.

The total annual costs associated with updating the General Plan are approximately \$136,000.

In order to assess this fee based on square footage, the project team took the annual cost associated with general plan upkeep and divided it by the total square footage associated with new construction or large remodels for building permit submitted in the prior year. The following table shows this calculation:

Table 26: General Plan Maintenance Fee Calculation

Category	Amount
Total Annual Cost	\$135,387
Total Square Footage	926,779
General Plan Maintenance Fee	\$0.15

The calculated General Plan Maintenance Fee is \$0.15 per square foot of new construction or additions greater than 50% of existing floor area. The following table compares the City’s current fee to the full cost fee calculated through this study:

Table 27: General Plan Maintenance Fee Per Unit Result Comparison

Category	Current Fee	Full Cost	Surplus / (Deficit)
General Plan Maintenance Fee	\$0.10	\$0.15	(\$0.05)

The City’s current fee is \$0.10 per square foot of new construction or additions greater than 50% of existing floor area. The full cost fee would result in an increase of the City’s current fee from \$0.10 to \$0.15, resulting in a 68% increase in cost recovery.

As part of this analysis, the project team conducted a comparative survey of other local jurisdictions and their assessment of the General Plan Maintenance Fee. Like other comparative efforts, the survey below simply shows the fees charged by the jurisdiction and does not include the basis upon which the other jurisdictions calculated or developed their fee. The following table shows the results of this comparative analysis:

Table 28: General Plan Maintenance Fee – Comparative Survey

Jurisdiction	Fee Amount
Fontana	N / A
Rancho Cucamonga	N / A
Rialto	N / A
Ontario	5% of Building Permit & Planning Application
San Bernardino	2% of Plan Review and Permit Fees

Of the comparative jurisdictions, only San Bernardino and Ontario charge a General Plan Maintenance fee, however, neither charge their fee the same way as Redlands. Overall,

updating the City’s fee will allow Redlands to better recover its costs for long-range planning efforts.

2 Technology Surcharge Fee

A Technology Fee allows the City to support the costs associated with the City’s permitting system, staff time for managing the systems, acquiring the system, mobile devices used for permitting, etc. Currently, the City collects a Technology fee of 2% which is applied to Building, Engineering, Fire, and Planning permits. The project team used knowledge from previous fee studies for cities similar to Redlands as a way to estimate annual permit-related technology costs. The costs included in this estimate are the annual depreciation or capital costs for a permitting system, as well as the annual maintenance cost paid to the permitting vendor. The following table shows by cost category the annual cost:

Table 29: Technology Surcharge Fee Cost Components

Cost Category	Total Annual Cost
Annual Capital Cost for Permitting System	\$100,000
Annual Maintenance Cost	\$75,000
Total Annual Costs	\$175,000

Based upon the items needed to provided development-related services, the annual technology-related costs are approximately \$175,000.

The project team determined that the most relatable nexus for the Technology Fee is proportionate to the permit fee. This means, the greater the permit fee, the greater the Technology Fee as there is more software utilization and storage space for larger projects. Therefore, the project team took the total Technology Annual Cost and divided it by the annual fee-related cost associated with Building, Planning, and Engineering. The following table shows this calculation:

Table 30: Technology Fee Calculation

Category	Amount
Total Technology Annual Cost	\$175,000
Total Projected Development Annual Cost	\$4,005,974
Technology Fee as % of Permit Fee	4%

Based upon this calculation, the City’s Technology fee would be 4% of the permit fee. Therefore, if a permit fee was \$100, the technology fee collected would be \$4; whereas if a permit fee was \$1,000; the Technology fee collected would be \$40. This type of structure, enables the Technology fee to be more proportionately distributed based upon

the projects and their impact upon the system. The following table compares the city’s current fee to the full cost fee calculated through this study:

Table 31: Technology Fee Per Unit Result Comparison

Category	Current Fee	Full Cost	Difference
Technology Fee	2%	4%	(2%)

The City’s current fee is 2% of the plan review and permit fees, the full cost fee would result in an increase of the City’s current fee from 2% to 4%, resulting in a 46% increase in cost recovery.

As part of this analysis, the project team conducted a comparative survey of other local jurisdictions and their assessment of a Technology Fee. Like other comparative efforts, the survey below simply shows the fees charged by the jurisdiction and does not include the basis upon which the other jurisdictions calculated or developed their fee. The following table shows the results of this comparative analysis:

Table 32: Technology Fee – Comparative Survey

Jurisdiction	Fee Amount
Fontana	\$0.45 Per Sq. Ft.
Ontario	\$1.50 Per Page
Rancho Cucamonga	7% of Permit
Rialto	\$3 Per Permit
San Bernardino	2% of Permit

Of the cities which charge a Technology Fee, Rancho Cucamonga and San Bernardino are the only jurisdiction which charge their fees as a percentage of permit fees. Redlands’ current (2%) and full-cost (4%) are lower than Rancho Cucamonga’s 7% but on par with San Bernardino’s 2%. Adjusting the City’s Technology Fee will ensure appropriate funding is set aside to support existing and future technological needs.

3 Surcharge Funds

It is a best practice to collect and account for General Plan Maintenance and Technology surcharges in separate accounts. The City of Redlands currently has a separate subaccount for the General Plan Maintenance Fee in the General Plan Fee but none for the Technology Fee. The City should develop a separate fund or subaccount within the General Fund to house the Technology Fee surcharge. This will ensure compliance with funding requirements, enable appropriate allocation of funds to general plan or technology-related activities, and mitigate any potential issues with comingling of funds.

18. Cost Recovery Considerations

The following sections provide guidance regarding how and where to increase fees, determining annual update factors, and developing cost recovery policies and procedures.

1 Fee Adjustments

This study has documented and outlined on a fee-by-fee basis where the City is under and over collecting for its fee-related services. City and Department management will now need to review the results of the study and adjust fees in accordance with Departmental and City philosophies and policies. The following dot points outline the major options the City has in adjusting its fees.

- **Over-Collection:** Upon review of the fees that were shown to be over-collecting for costs of services provided, the City should reduce the current fee to be in line with the full cost of providing the service.
- **Full Cost Recovery:** For fees that show an under-collection for costs of services provided, the City may decide to increase the fee to full cost recovery immediately.
- **Phased Increase:** For fees with significantly low cost recovery levels, or which would have a significant impact on the community, the City could choose to increase fees gradually over a set period of time.

The City will need to review the results of the fee study and associated cost recovery levels and determine how best to adjust fees. While decisions regarding fees that currently show an over-recovery are fairly straight forward, the following subsections, provide further detail on why and how the City should consider either implementing Full Cost Recovery or a Phased Increase approach to adjusting its fees.

1 Full Cost Recovery

Based on the permit or review type, the City may wish to increase the fee to cover the full cost of providing services. Certain permits may be close to cost recovery already, and an increase to full cost may not be significant. Other permits may have a more significant increase associated with full cost recovery.

Increasing fees associated with permits and services that are already close to full cost recovery can potentially bring a Department's overall cost recovery level higher. Often,

these minimal increases can provide necessary revenue to counterbalance fees which are unable to be increased.

The City should consider increasing fees for permits for which services are rarely engaged to full cost recovery. These services often require specific expertise and can involve more complex research and review due to their infrequent nature. As such, setting these fees at full cost recovery will ensure that when the permit or review is requested, the City is recovering the full cost of its services.

2 Phased Increases

Depending on current cost recovery levels some current fees may need to be increased significantly in order to comply with established or proposed cost recovery policies. Due to the type of permit or review, or the amount by which a fee needs to be increased, it may be best for the City to use a phased approach to reaching their cost recovery goals.

As an example, you may have a current fee of \$200 with a full cost of \$1,000, representing 20% cost recovery. If the current policy is 80% cost recovery, the current fee would need to increase by \$600, bringing the fee to \$800, in order to be in compliance. Assuming this particular service is something the City provides quite often, and affects various members of the community, an instant increase of \$600 may not be feasible. Therefore, the City could take a phased approach, whereby it increases the fee annually over a set period until cost recovery is achieved.

Raising fees over a set period of time not only allows the City to monitor and control the impact to applicants, but also ensure that applicants have time to adjust to significant increases. Continuing with the example laid out above, the City could increase the fee by \$150 for the next four years, spreading out the increase. Depending on the desired overall increase, and the impact to applicants, the City could choose to vary the number of years by which it chooses to increase fees. However, the project team recommends that the City not phase increases for periods greater than five years, as that is the maximum window for which a comprehensive fee assessment should be completed.

2 Annual Adjustments

Conducting a comprehensive analysis of fee-related services and costs annually would be quite cumbersome and costly. The general rule of thumb for comprehensive fee analyses is between three and five years. This allows for jurisdictions to ensure they account for organizational changes such as staffing levels and merit increases, as well as process efficiencies, code or rule changes, or technology improvements.

Developing annual update mechanisms allow jurisdictions to maintain current levels of cost recovery, while accounting for increases in staffing or expenditures related to permit services. The two most common types of update mechanisms are Consumer Price Index (CPI) and Cost of Living Adjustment (COLA) factors. The following points provide further detail on each of these mechanisms.

- **COLA / Personnel Cost Factor:** Jurisdictions often provide their staff with annual salary adjustments to account for increases in local cost of living. These increases are not tied to merit or seniority, but rather meant to offset rising costs associated with housing, gas, and other livability factors. Sometimes these factors vary depending on the bargaining group of a specific employee. Generally, these factors are around two or three percent annually.
- **CPI Factor:** A common method of increasing fees or cost is to look at regional cost indicators, such as the Consumer Price Index. These factors are calculated by the Bureau of Labor Statistics, put out at various intervals within a year, and are specific to states and regions.

The City of Redlands should review its current options internally (COLA) as well as externally (CPI) to determine which option better reflects the goals of the Department and the City. If choosing a CPI factor, the City should outline which CPI should be used, including specific region, and adoption date. If choosing an internal factor, again, the City should be sure to specify which factor if multiple exist.

3 Policies and Procedures

This study has identified areas where the City is under-collecting the cost associated with providing services. This known funding gap is therefore being subsidized by other City revenue sources.

Development of cost recovery policies and procedures will serve to ensure that current and future decision makers understand how and why fees were determined and set, as well as provide a road map for ensuring consistency when moving forward. The following subsections outline typical cost recovery levels and discuss the benefits associated with developing target cost recovery goals and procedures for achieving and increasing cost recovery.

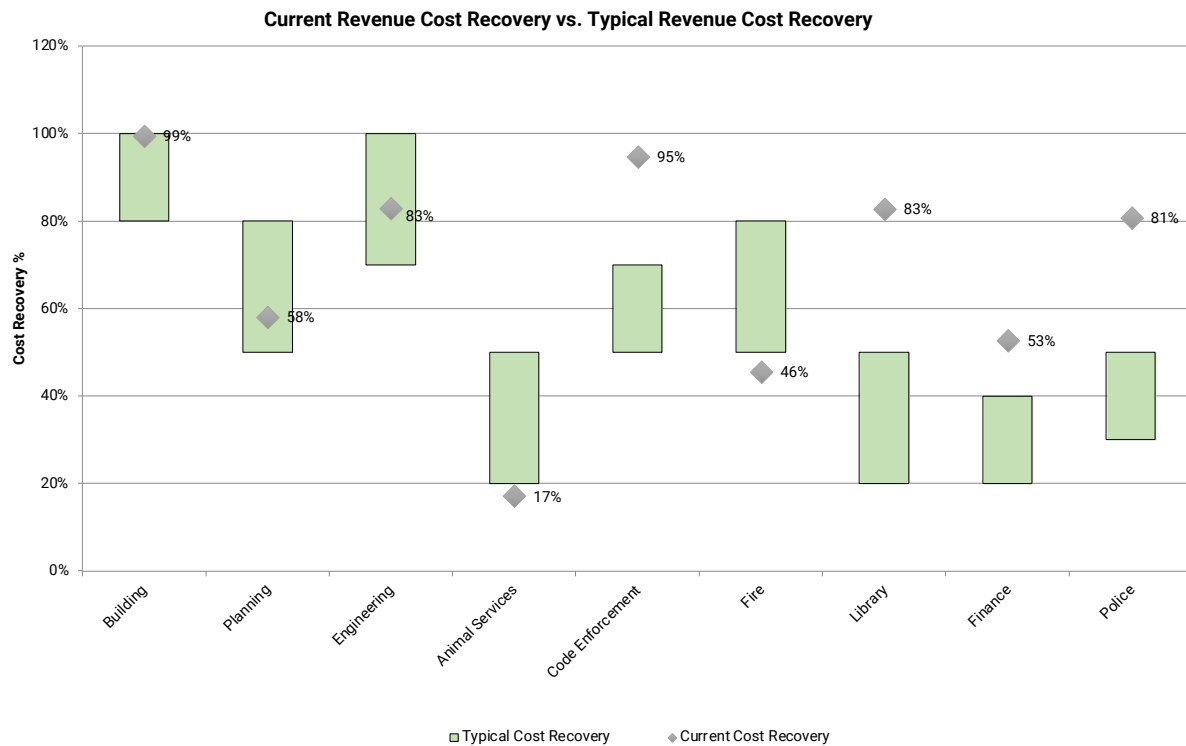
1 Typical Cost Recovery

The Matrix Consulting Group has extensive experience in analyzing local government operations across the United States and has calculated typical cost recovery ranges. The following table outlines these cost recovery ranges by major service area.

Table 33: Typical Cost Recovery Ranges by Major Service Area

Service Areas	Typical Cost Recovery Ranges
Building	80-100%
Planning	50-80%
Engineering	70-100%
Animal Services	20-50%
Code Enforcement	50-70%
Fire	50-80%
Library	20-50%
Finance	20-40%
Police	30-50%

Information presented in the table above is based on the Matrix Consulting Group’s experience in analyzing local governments’ operations across the United States and within California and reflects *typical* cost recovery ranges observed by local adopting authorities. The following graph depicts how Redlands compares to industry cost recovery range standards.



Redland’s cost recovery varies. Code Enforcement, Library, Finance, and Police are higher than typical cost recovery. Building, Planning, and Engineering are within the typical cost recovery range. Animals Services and Fire are below their cost recovery ranges.

2 Development of Cost Recovery Policies and Procedures

The City should review the current cost recovery levels and adopt a formal policy regarding cost recovery. This policy can be general in nature and can apply broadly to the City as a whole, or to each department and division specifically. A department specific cost recovery policy would allow the City to better control the cost recovery associated with different types of services being provided and the community benefit received.

Appendix – Comparative Survey

As part of the Cost of Services (User Fee) study for the City of Redlands, the Matrix Consulting Group conducted a comparative survey of development service fees. The Department identified five (5) California jurisdictions to be included in the comparative survey: Fontana, Rancho Cucamonga, Ontario, Rialto, and San Bernardino. The project team then reviewed public documents (i.e., agenda items, staff reports, budgets, fee schedules, and ordinances), and or contacted jurisdictions to get comparative information.

While this report will provide the City with a reasonable estimate and understanding of the true costs of providing services, many jurisdictions also wish to consider the local “market rates” for services as a means for assessing what types of changes in fee levels their community can bear. However, a comparative survey does not provide adequate information regarding the relationship of a jurisdiction’s cost to its fees.

The following sections detail various factors to consider when reviewing comparative survey results, as well as graphical comparisons of current fees and total calculated costs for various permits issued or services provided by the City of Redlands.

1 Economic Factors

In order to provide additional context to the comparative survey information, the project team collected economic factors for the jurisdictions included. Three important economic factors to consider when comparing fees across multiple jurisdictions are: population, budget, and workforce size. The following tables rank each jurisdiction from smallest to largest for each of these economic factors:

Table 34: Ranking of Jurisdictions by Population

Jurisdiction	2020 Population ¹³
Redlands	73,168
Rialto	104,026
Rancho Cucamonga	174,453
Ontario	175,265
Fontana	208,393
San Bernardino	222,101

¹³ Population data is pulled from April 2020 census.

Table 35: Ranking of Jurisdictions by Citywide Total Budget¹⁴

Jurisdiction	FY23 Budget
Rialto	\$104,233,560
Redlands	\$228,571,432
Fontana	\$247,729,600
San Bernardino	\$264,864,092
Rancho Cucamonga	\$267,974,450
Ontario	\$657,481,036

Table 36: Ranking of Jurisdictions by FTE

Jurisdiction	FY22/23 FTE
Rialto	417
Redlands	545
Fontana	600
Rancho Cucamonga	613
San Bernardino	700
Ontario	1,219

Based on the data shown in the previous tables, the City of Redlands ranks on the low end of surveyed jurisdictions in terms of population, budget, and FTE count.

2 Recency Factor

While the previous comparative information can provide some perspective when comparing the City of Redlands’s fees with surveyed jurisdictions, other key factors to consider are when a jurisdiction’s fee schedule was last updated and when the last comprehensive analysis was completed. The following tables detail when each surveyed jurisdiction last updated their fee schedule and last conducted a fee study.

Table 37: Last Fee Schedule Updated

Jurisdiction	Response
San Bernardino	5/20/20
Fontana	9/1/21
Ontario	5/1/22
Rancho Cucamonga	6/1/22
Rialto	7/1/22

Table 38: Last Fee Study Conducted

Jurisdiction	Response
Ontario	2019
San Bernardino	Currently Ongoing
Fontana	N / A

¹⁴ To ensure appropriate comparisons, full operating budget (all funds) has been used for all jurisdictions.

Jurisdiction	Response
Rancho Cucamonga	2018 ¹⁵
Rialto	N / A

Of the jurisdictions which the project team was able to find data on, two have conducted fee studies within the last five years. However, most jurisdictions do adjust their fees annually.

It is important to note that even though jurisdictions may have conducted fee studies, fees are not always adopted at full cost recovery. The comparative results will only show the adopted fees for the surveyed jurisdictions, not necessarily the full cost associated with the comparable service.

3 Additional Factors

Along with keeping the statistics outlined in the previous sections in mind, the following issues should also be noted regarding the use of market surveys in the setting of fees for service:

- Each jurisdiction and its fees are different, and many are not based on the actual cost of providing services.
- The same “fee” with the same name may include more or less steps or sub-activities. In addition, jurisdictions provide varying levels of service and have varying levels of costs associated with providing services such as staffing levels, salary levels, indirect overhead costs, etc.

Market surveys can run the risk of creating a confusing excess of data that will obscure rather than clarify policy issues. Because each jurisdiction is different, the Matrix Consulting Group recommends that the information contained in the market comparison of fees be used as a secondary decision-making tool, rather than a tool for establishing an acceptable price point for services.

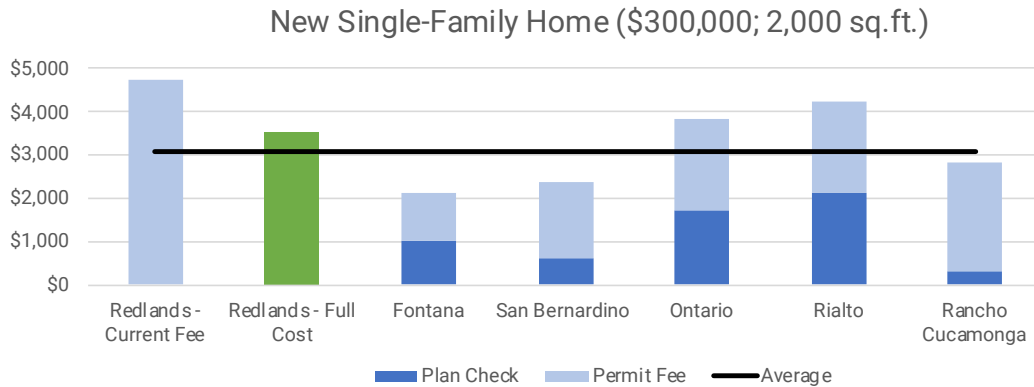
4 Comparative Survey Results

As part of this study, the project team conducted a survey of how the City’s current user fees and calculated full cost compare to other identified jurisdictions. The following subsections provide a comparative look at several fee-related services provided by the City versus the surveyed jurisdictions.

¹⁵ This study only covered building and planning fees.

1 New Single-Family Home – \$300,000 Valuation and 2,000 sq. ft.

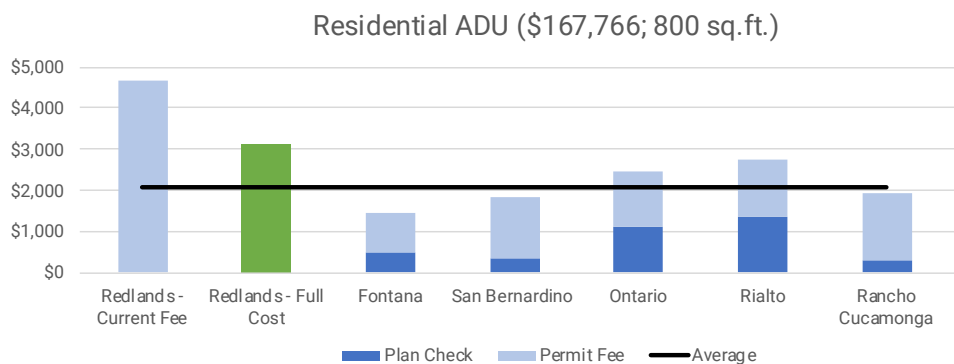
Currently, Redlands charges a \$4,713 fee, including plan check and permit costs, for a new 2,000 square foot single-family home valued at \$300,000. Through this study, the project team calculated the full cost of this service to be \$3,530. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is above all comparable jurisdictions surveyed and is closest to Rialto’s fee of \$4,228. Redland’s full cost is slightly above the jurisdictional average of \$3,060 and is closest to Ontario’s fee of \$2,357.

2 Residential ADU –\$167,766 Valuation and 800 sq. ft.

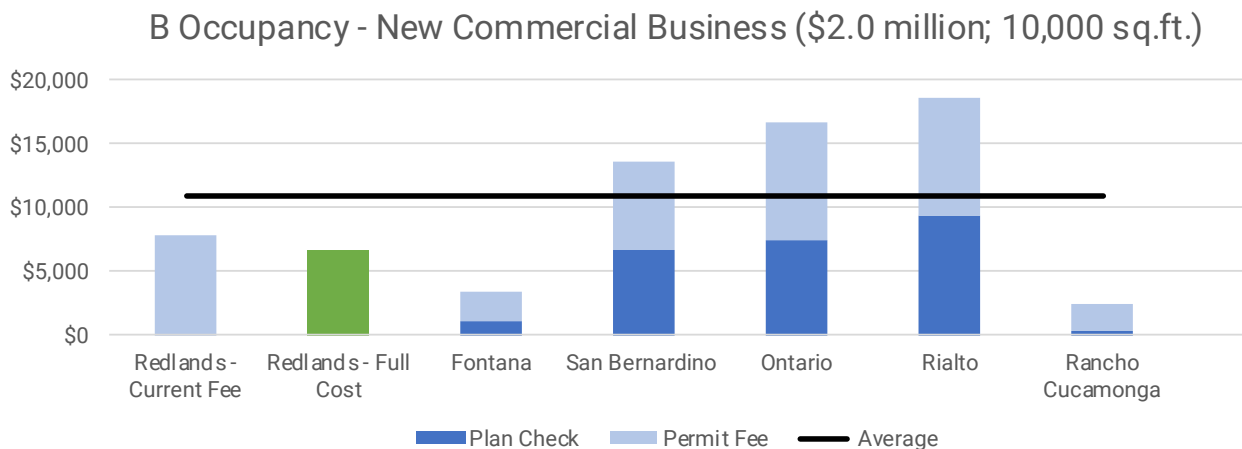
Currently, Redlands charges a \$4,679 fee, including plan check and permit costs, for an 800 sq. ft. residential accessory dwelling unit (ADU) valued at \$167,766. Through this study, the project team calculated the full cost of this service to be \$3,112. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are above all surveyed jurisdictions and are closest to Rialto’s fee of \$2,746.

3 B Occupancy - New Commercial Business - \$2 M Valuation and 10,000 sq. ft.

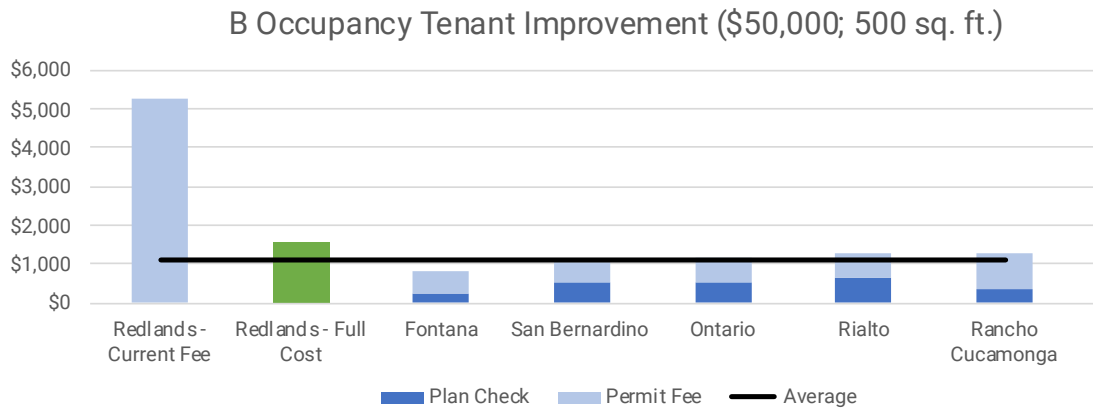
Currently, Redlands charges a \$7,771 fee, including plan check and permit costs, for a 10,000 sq. ft. new commercial business (B occupancy) valued at \$2 million. Through this study, the project team calculated the full cost of this service to be \$6,586. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are below the jurisdictional average and are closest to is above the jurisdictional average of \$10,585 and is closest to Fontana’s fee of \$3,387.

4 B Occupancy Tenant Improvement - \$50,000 Valuation and 500 sq. ft.

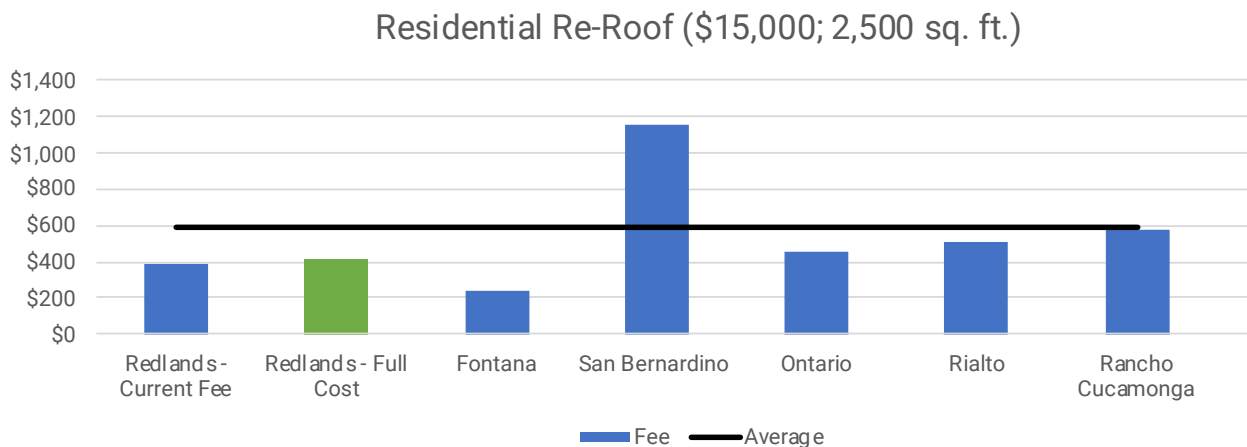
Currently, Redlands charges a \$5,257 fee, including plan check and permit costs, for a 500 sq. ft. B Occupancy Tenant Improvement valued at \$50,000. Through this study, the project team calculated the full cost of this service to be \$1,579. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are above all comparable jurisdictions; the closest fee of \$1,257 is charged by Rancho Cucamonga.

5 Residential Re-Roof – \$15,000 Valuation and 2,500 sq. ft.

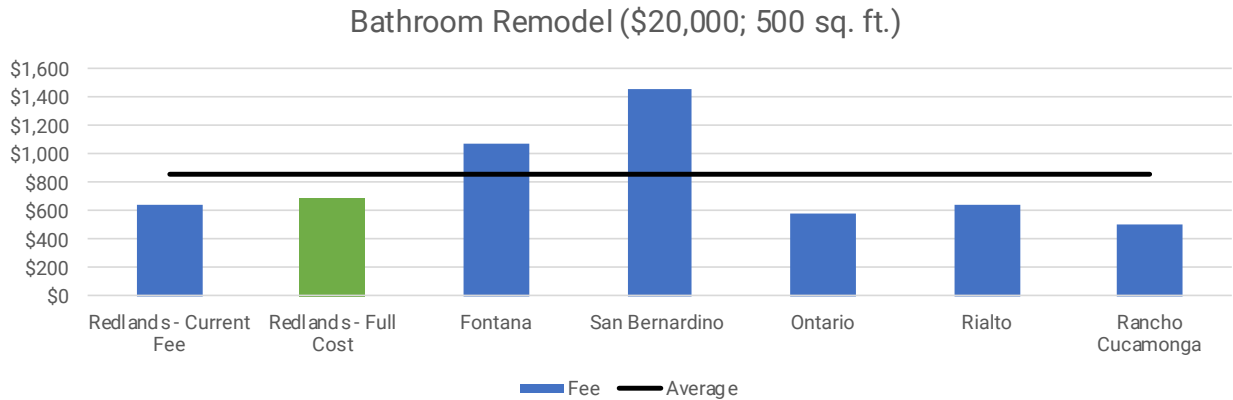
Currently, Redlands charges a fee of \$383 to approve a 2,500 sq. ft. residential re-roof permit for a project valued at \$15,000. Through this study, the project team calculated the full cost of this service to be \$411. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are below the jurisdictional average of \$583 and are closest to Ontario’s fee of \$452. The highest fee is assessed by San Bernardino at \$1,150.

6 Residential Remodel - \$20,000 Valuation and 500 sq. ft.

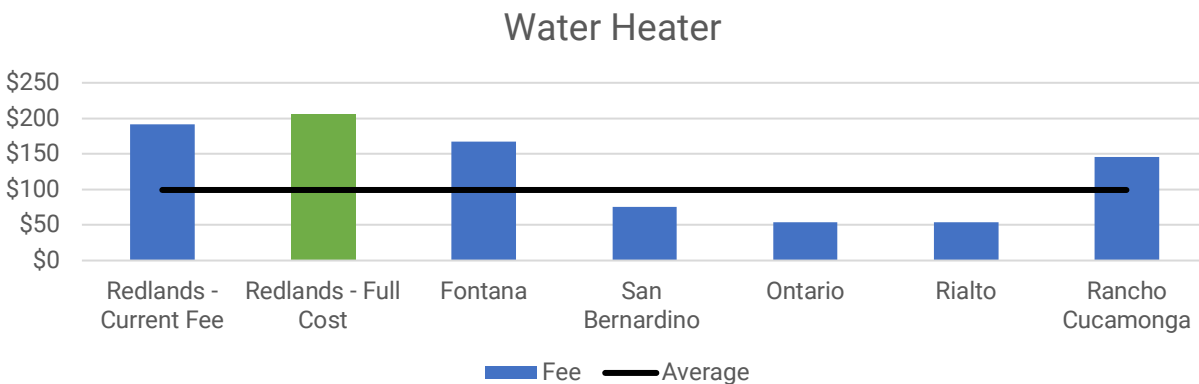
Currently, Redlands charges a fee of \$639 to permit a 500 sq. ft. bathroom remodel valued at \$20,000. Through this study, the project team calculated the full cost of this service to be \$685. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are below the jurisdictional average of \$850 and are closest to Rialto’s fee of \$642.

7 Water Heater

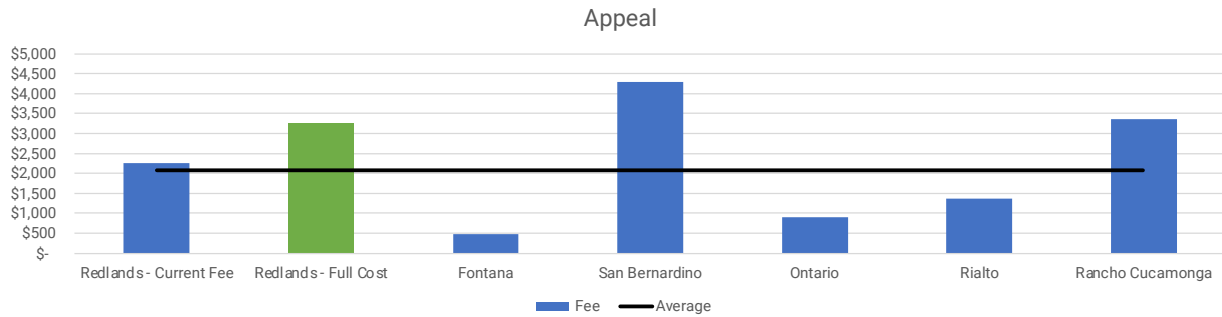
Currently, Redlands charges a fee of \$192 to permit water heaters. Through this study, the project team calculated the full cost of this service to be \$206. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are above the jurisdictional average of \$99 and are closest to Fontana’s fee of \$167.

8 Appeal

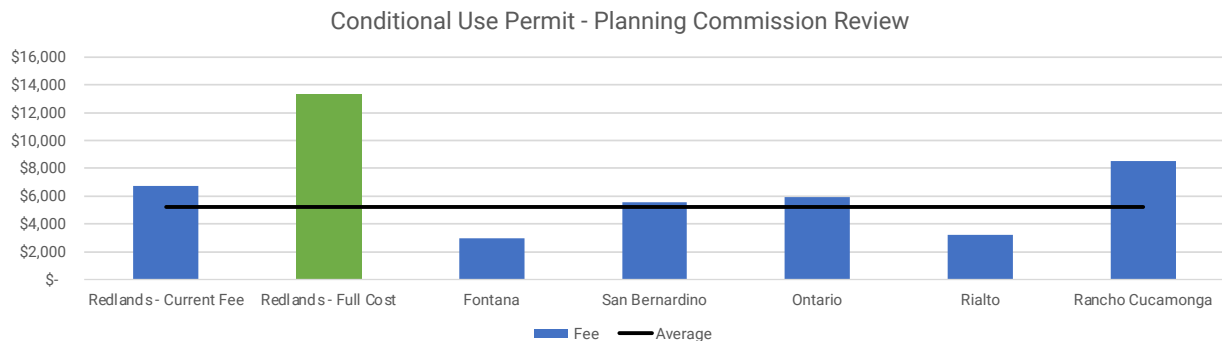
Currently, Redlands charges a fee of \$2,254 for an appeal. Through this study, the project team calculated the full cost of this service to be \$3,252. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is above the jurisdictional average of \$2,083 and is closest to Rialto’s fee of \$1,370. Redland’s full cost is also above the jurisdictional average and is closest to Rancho Cucamonga’s fee of \$3,365.

9 Conditional Use Permit – New Construction

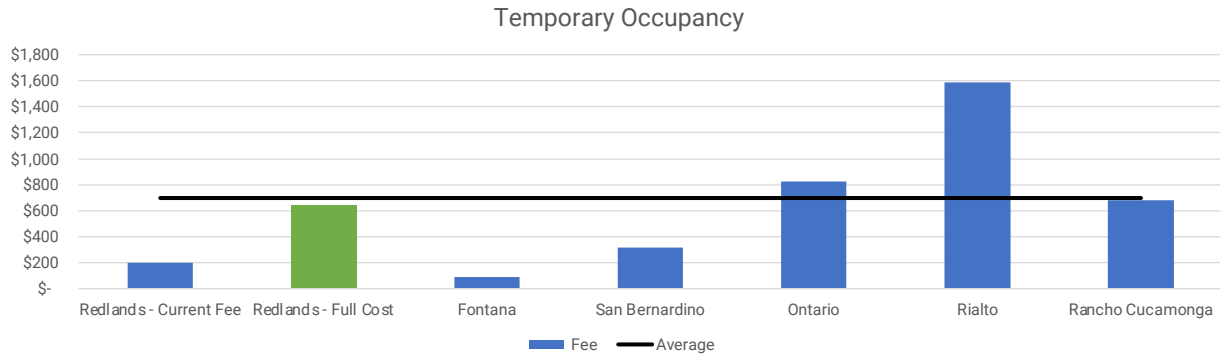
Currently, Redlands charges a fee of \$6,712 for conditional use permits for new construction. Through this study, the project team calculated the full cost of this service to be \$13,362. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is above the jurisdictional average of \$5,240 and is closest to Ontario’s fee of \$5,901. Redland’s full cost is also above the jurisdictional average and is closest to Rancho Cucamonga’s fee of \$8,518.

10 Temporary Occupancy

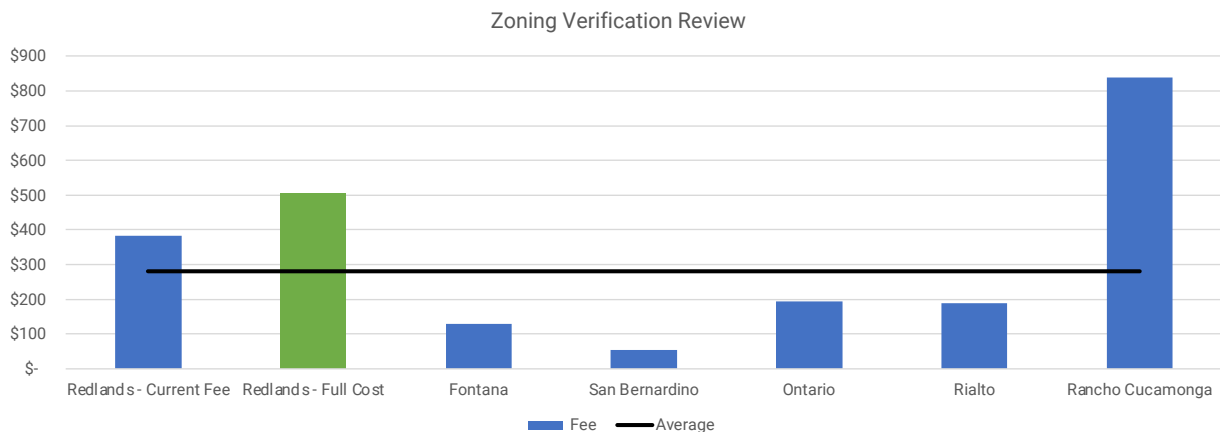
Currently, Redlands charges a fee of \$200 for administrative review of a temporary occupancy permit. Through this study, the project team calculated the full cost of this service to be \$645. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are below the jurisdictional average of \$700 and are closest to San Bernardino’s fee of \$315.

11 Zoning Verification Review

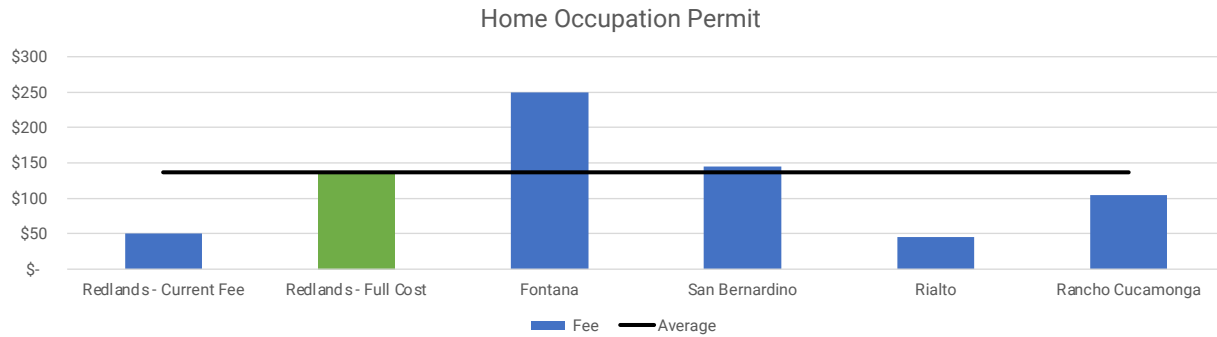
Currently, Redlands charges a fee of \$384 for zoning verification review. Through this study, the project team calculated the full cost of this service to be \$506. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are above the jurisdictional average of \$281 and are closest to Ontario’s fee of \$193.

12 Home Occupation Permit

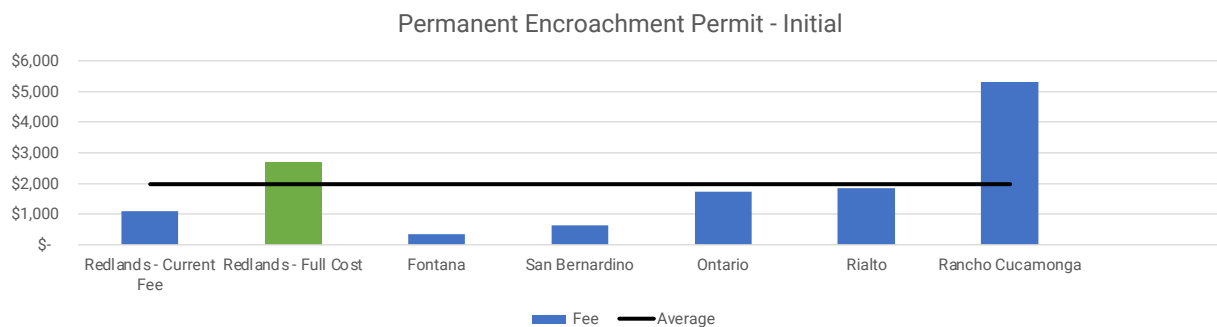
Currently, Redlands charges \$50 for a home occupation permit. Through this study, the project team calculated the full cost of this service to be \$137. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is below the jurisdictional average of \$137, while the full cost calculated is in direct alignment with the average. Both fees and are closest to Rancho Cucamonga fee of \$105.

13 Grading (0 - 500 Cubic Yards) – Plan Check and Inspection

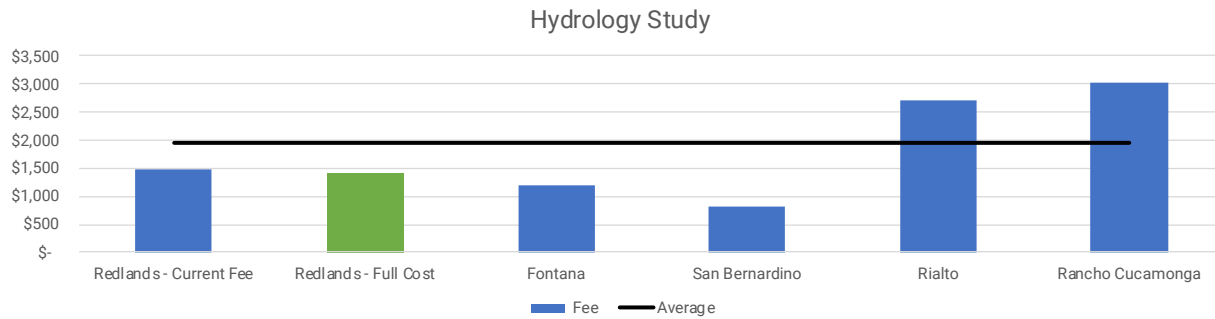
Currently, Redlands charges a \$1,089 fee for plan check and inspection services for grading 0 to 500 cubic yards. Through this study, the project team calculated the full cost of this service to be \$2,676. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is below the jurisdictional average of \$1,964 and is closest to San Bernardino’s fee of \$615. Redlands’s full cost exceeds the jurisdictional average and is closest to Rialto’s fee of \$1,840.

14 Hydrology Study

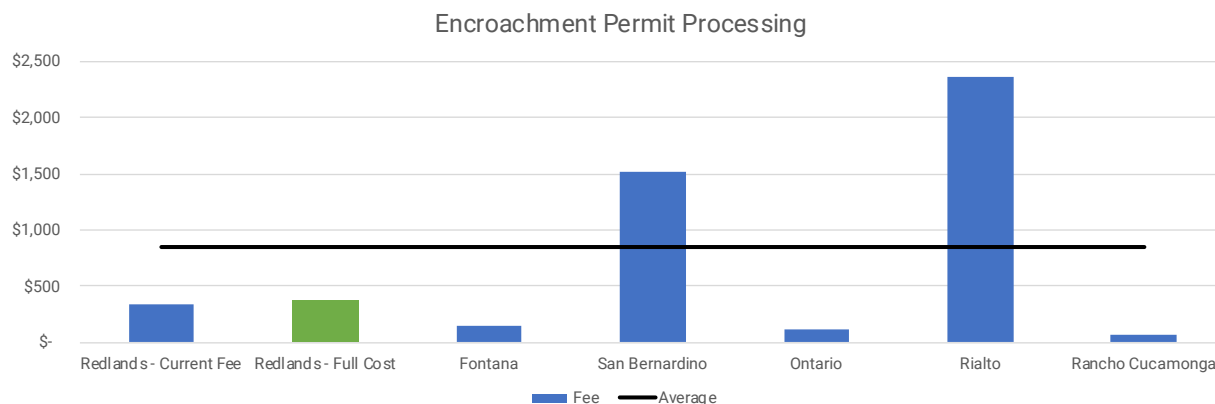
Currently, Redlands charges \$1,477 for a hydrology study. Through this study, the project team calculated the full cost of this service to be \$1,431. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are below the jurisdictional average of \$1,940 and are closest to Fontana’s fee of \$1,200.

15 Encroachment Permit Processing

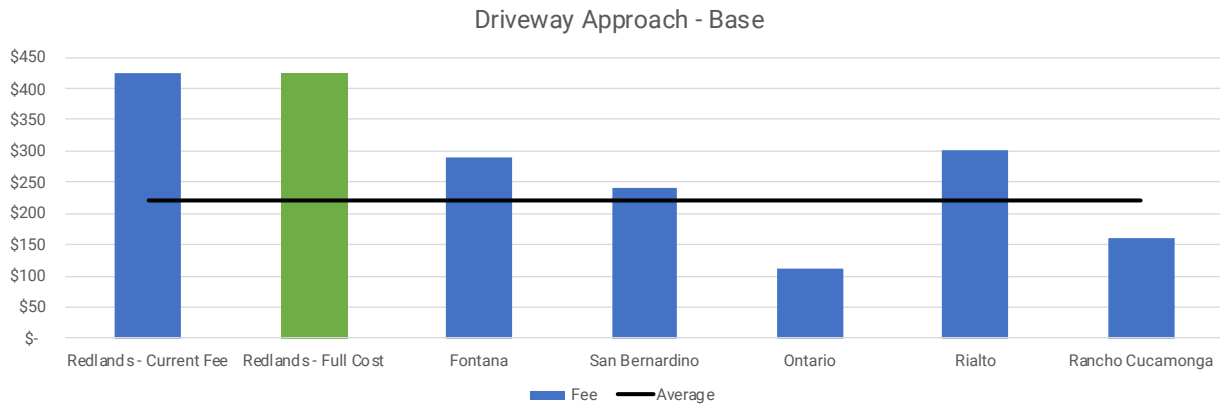
Currently, Redlands charges \$339 to process an encroachment permit. Through this study, the project team calculated the full cost of this service to be \$366. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are below the jurisdictional average of \$842. The closest fee of \$145 is charged by Fontana. The City of Rialto charges the highest fee at \$2,368.

16 Driveway Approach - Base

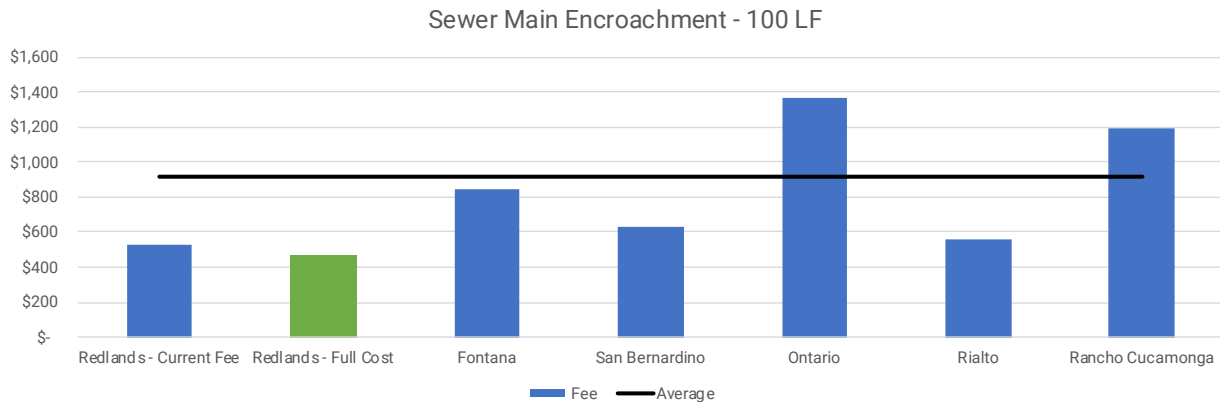
Currently, Redlands charges a \$425 base fee for driveway approaches. Through this study, the project team calculated the full cost of this service to be \$424. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost exceed fees charged by all comparable jurisdictions and are closest to Rialto’s fee of \$300.

17 Sewer Main Encroachment – 100 Linear Feet

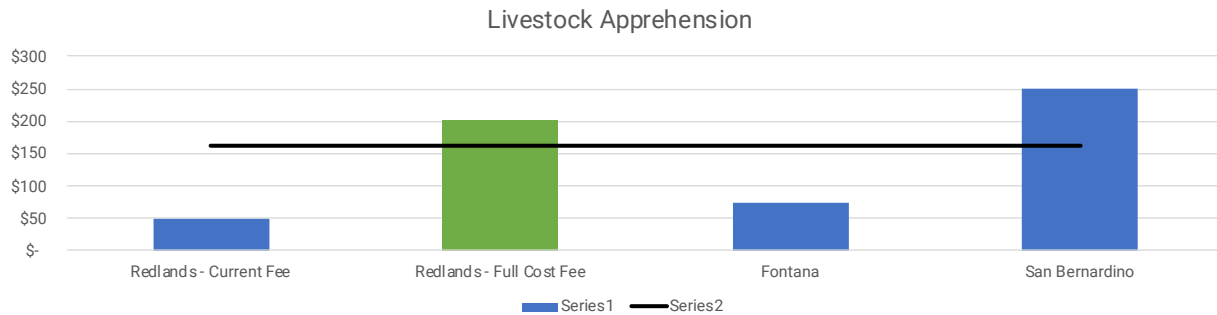
Currently, Redlands charges a \$525 fee for a sewer main encroachment of 100 linear feet. Through this study, the project team calculated the full cost of this service to be \$468. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is below the jurisdictional average of \$917 and is closest to San Bernardino’s fee of \$630. Redland’s full cost is also below the jurisdictional average and is closest to Rialto’s fee of \$558.

18 Livestock Apprehension

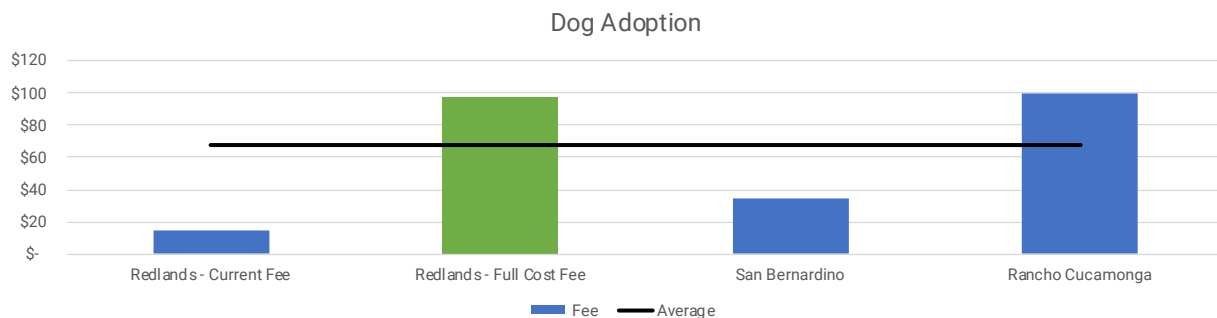
Currently, Redlands charges \$50 for livestock apprehension. Through this study, the project team calculated the full cost of this service to be \$201. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is the lowest charged among comparable jurisdictions and is closest to Fontana’s fee of \$75. Redland’s full cost is above the jurisdictional average of \$163 and is closest to San Bernardino’s fee of \$250.

19 Dog Adoption

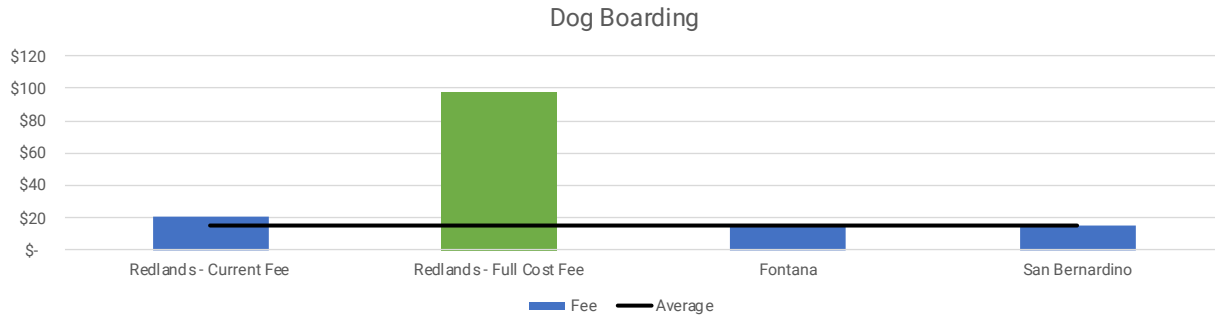
Currently, Redlands charges \$15 for dog adoption. Through this study, the project team calculated the full cost of this service to be \$97. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is below the jurisdictional average of \$67 and is closest to San Bernardino’s fee of \$35. Redlands’s full cost is above the jurisdictional average and is also closest to Rancho Cucamonga’s fee of \$100.

20 Dog Boarding

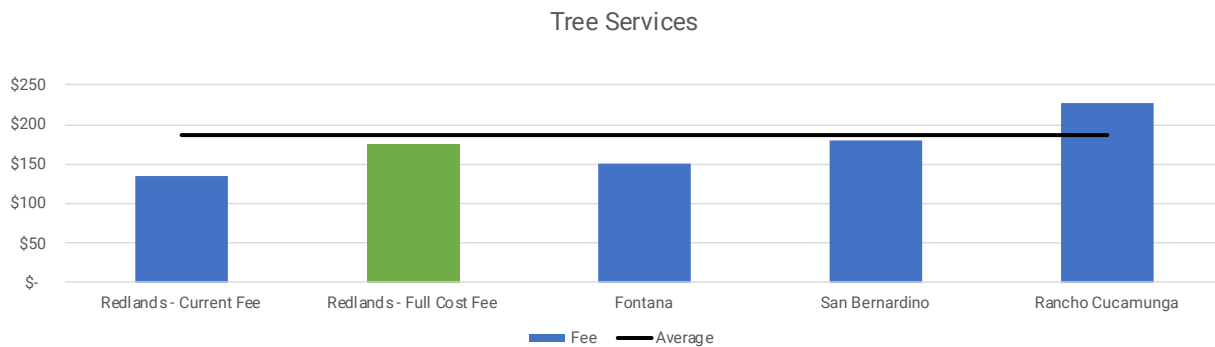
Currently, Redlands charges \$20 for dog boarding. Through this study, the project team calculated the full cost of this service to be \$97. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is slightly above the jurisdictional average of \$15, which is the fee charged by both Fontana and San Bernardino. Redlands’s full cost exceeds fees charged by comparable jurisdictions.

21 Tree Services

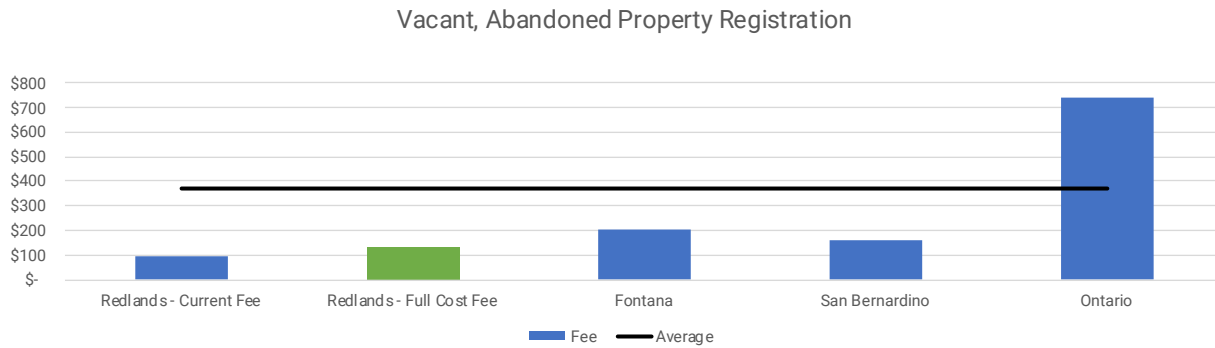
Currently, Redlands charges \$134 for tree services. Through this study, the project team calculated the full cost of this service to be \$175. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is below the jurisdictional average of \$186 and is closest to Fontana’s fee of \$150. Redland’s full cost is also below the jurisdictional average and is closest to San Bernardino’s fee of \$180.

22 Vacant, Abandoned Property Registration

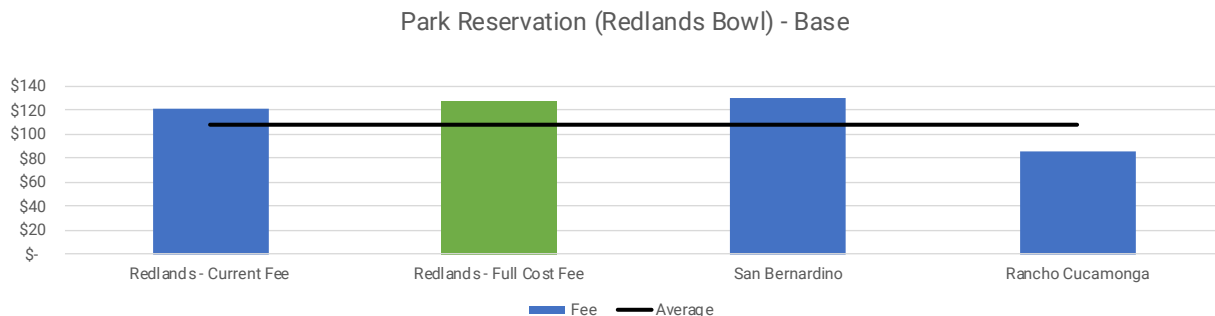
Currently, Redlands charges \$93 for vacant, abandoned property registration. Through this study, the project team calculated the full cost of this service to be \$130. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are below the jurisdictional average of \$370 and are closest to San Bernardino’s fee of \$165.

23 Park Reservation (Redlands Bowl) - Base

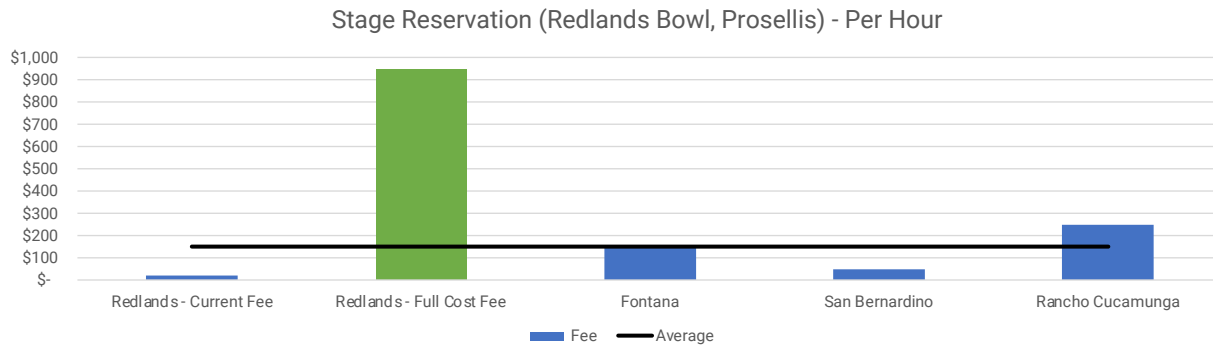
Currently, Redlands charges a base fee of \$121 to reserve the Redlands Bowl Park. Through this study, the project team calculated the full cost of this service to be \$127. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are above the jurisdictional average of \$108 and are closest to San Bernardino’s fee of \$130.

24 Stage Reservation (Redlands Bowl, Prosellis) – Per Hour

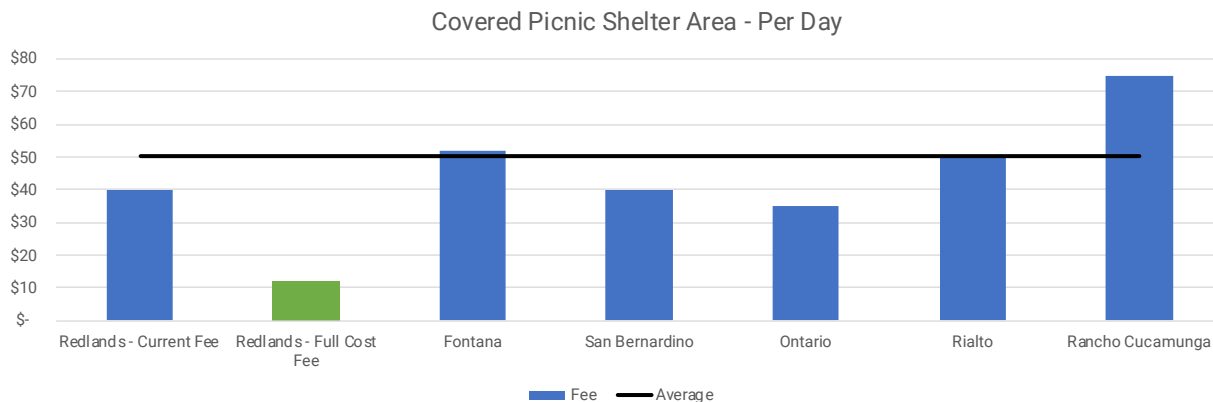
Currently, Redlands charges an hourly fee of \$20 to reserve the outdoor area of the Redlands Bowl Prosellis Stage. Through this study, the project team calculated the full cost of this service to be \$924. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is the lowest charged among comparable jurisdictions and is closest to San Bernardino’s fee of \$50. Redland’s full cost is higher than all comparable jurisdictions, exceeding the jurisdictional average of \$150, and is closest to Rancho Cucamonga’s fee of \$250.

25 Covered Picnic Shelter Area – Per Day

Currently, Redlands charges an hourly fee of \$40 to reserve a covered picnic shelter area per day. Through this study, the project team calculated the full cost of this service to be \$12. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.

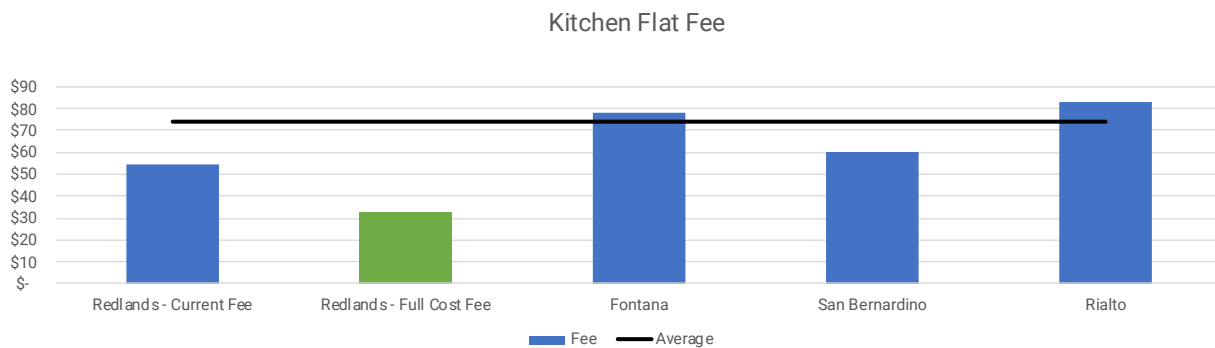


Redlands’s current fee is below the average fee of \$50 and is the same as San Bernardino’s fee. Redland’s full cost is lower than all comparable jurisdictions and is closest to Ontario’s fee of \$35.

26 Kitchen Flat Fee at Facilities

Currently, Redlands charges a flat fee of \$54 for kitchen use as part of a facility rental. Through this study, the project team calculated the full cost of this service to be \$32. The

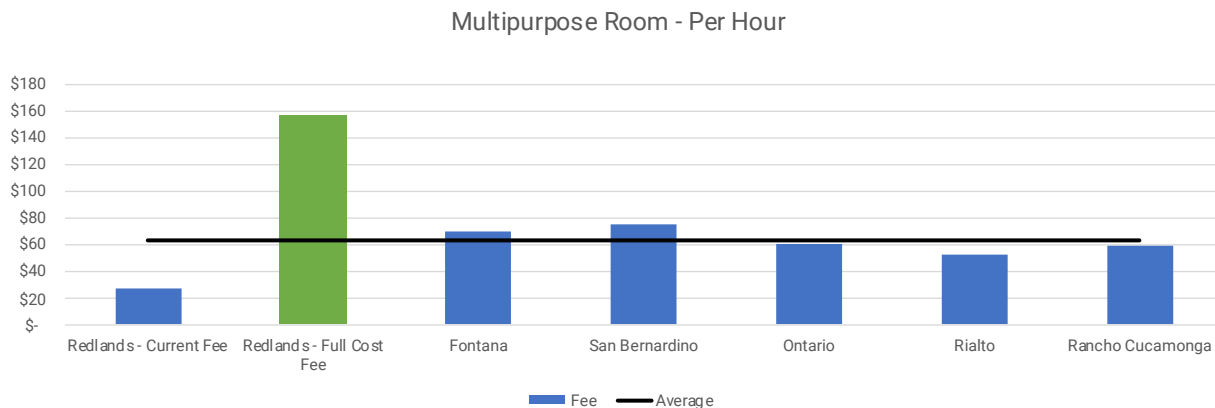
following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are below the jurisdictional average of \$74 and are closest to San Bernardino’s fee of \$60.

27 Multipurpose Room – Per Hour

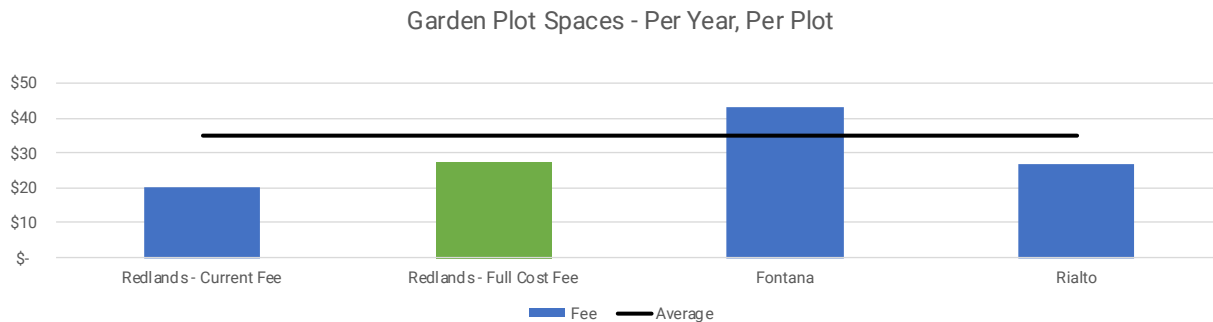
Currently, Redlands charges an hourly fee of \$27 for multipurpose room reservations. Through this study, the project team calculated the full cost of this service to be \$157. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is below all fees charged by comparable jurisdictions and is closest to Rialto’s fee of \$52. Redland’s full cost is higher than all fees charged by comparable jurisdictions, exceeding the jurisdictional average of \$63. The closest comparable fee to Redland’s full cost is San Bernardino’s fee of \$75.

28 Garden Plot Spaces – Per Year, Per Plot

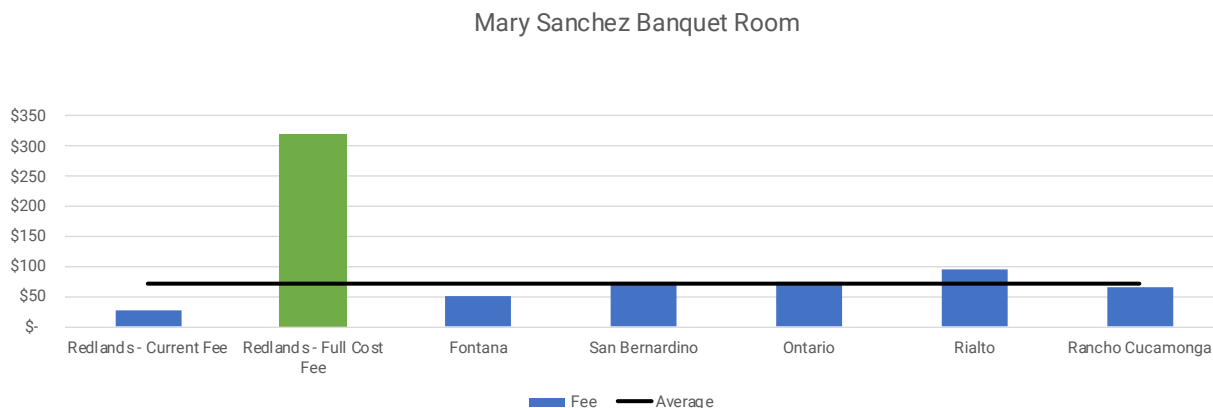
Currently, Redlands charges an annual fee of \$20 for one garden plot. Through this study, the project team calculated the full cost of this service to be \$27. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are below the jurisdictional average of \$35 and are closest to Rialto’s fee of \$27.

29 Mary Sanchez Banquet Room Reservation

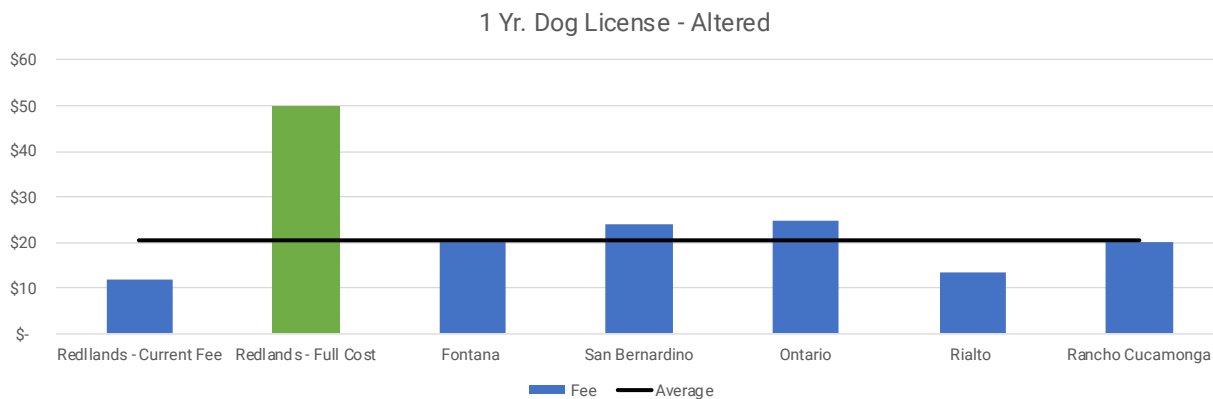
Currently, Redlands charges an hourly rental fee of \$27 for the Mary Sanchez banquet room. Through this study, the project team calculated the full cost of this service to be \$319. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is below all comparable jurisdictions and is closest to Fontana’s fee of \$52. Redland’s full cost is higher than all fees charged by comparable jurisdictions, exceeding the jurisdictional average of \$72. The closest comparable fee to Redland’s full cost is Rialto’s fee of \$94.

30 1 Yr. Dog License – Altered

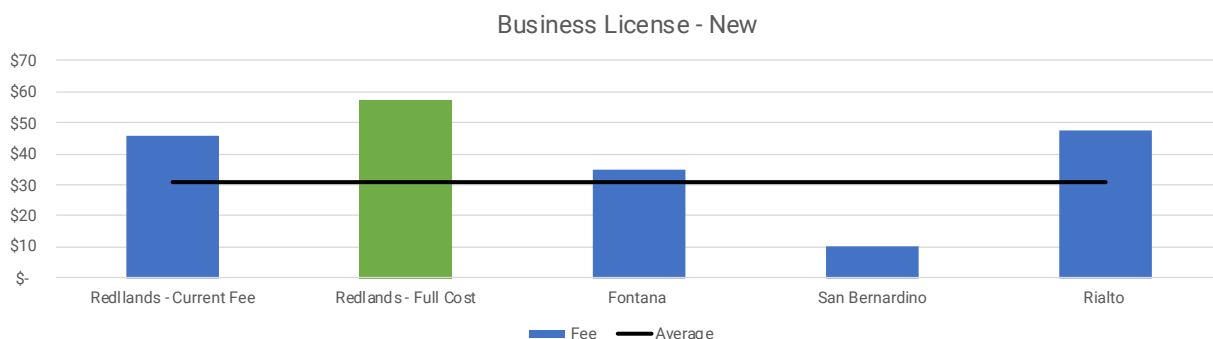
Currently, Redlands charges \$12 for a one-year altered dog license. Through this study, the project team calculated the full cost of this service to be \$50. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is below all comparable jurisdictions and is closest to Rialto’s fee of \$13. Redland’s full cost is higher than all fees charged by comparable jurisdictions, exceeding the jurisdictional average of \$21. The closest comparable fee to Redland’s full cost is Ontario’s fee of \$25.

31 Business License - New

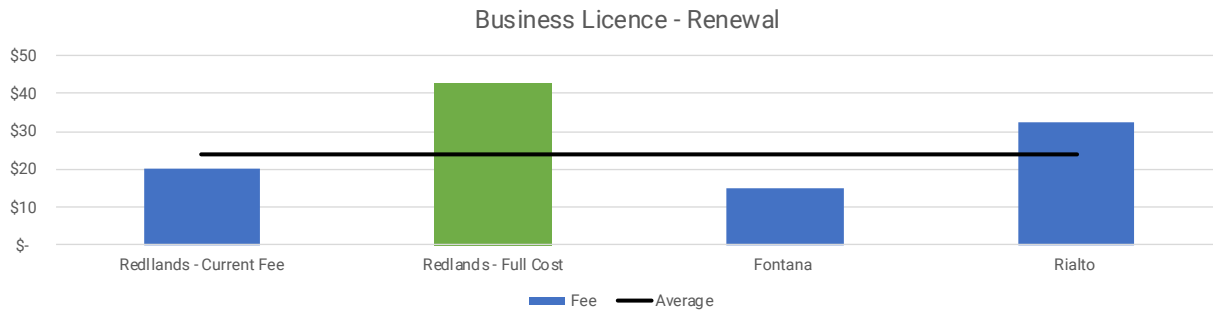
Currently, Redlands charges \$46 for a new business license. Through this study, the project team calculated the full cost of this service to be \$57. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are above the jurisdictional average of \$31 and are closest to Rialto’s fee of \$47.

32 Business License - Renewal

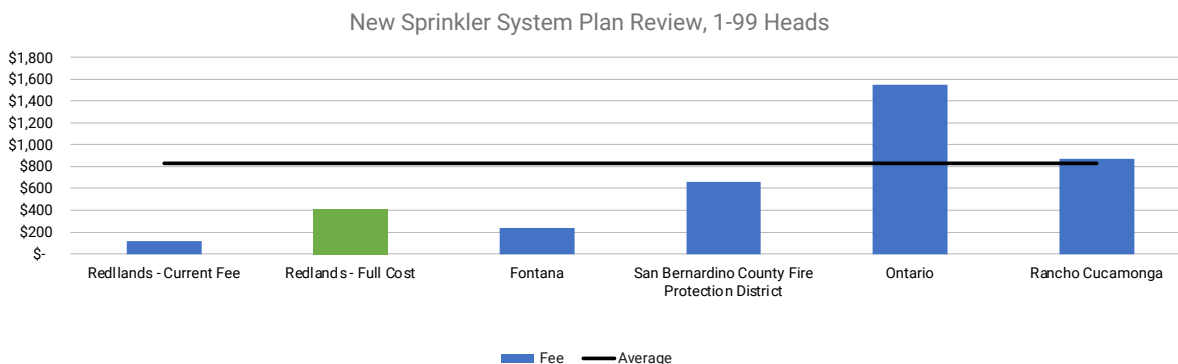
Currently, Redlands charges \$20 for a business license renewal. Through this study, the project team calculated the full cost of this service to be \$43. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is below the jurisdictional average of \$24 and is closest to Fontana’s fee of \$15. Redland’s full cost is above the jurisdictional average and is closest to Rialto’s fee of \$32.

33 New Sprinkler System Plan Review, 1-99 Heads

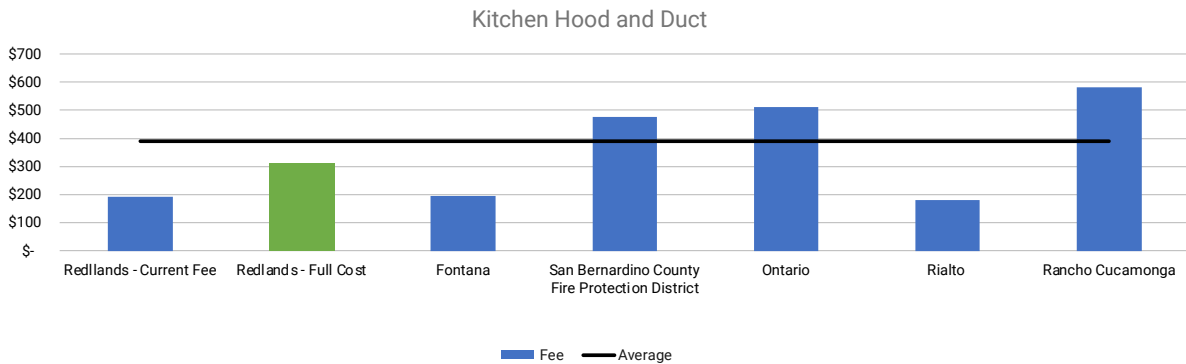
Currently, Redlands charges \$120 to review a new sprinkler system plan for 1 to 99 heads. Through this study, the project team calculated the full cost of this service to be \$412. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are below the jurisdictional average of \$830 and are closest to Fontana’s fee of \$235. Th City of Ontario charges the highest fee at \$1,552, however, their fee is charged per property rather than per head which may account for the large differences in fees.

34 Kitchen Hood and Duct

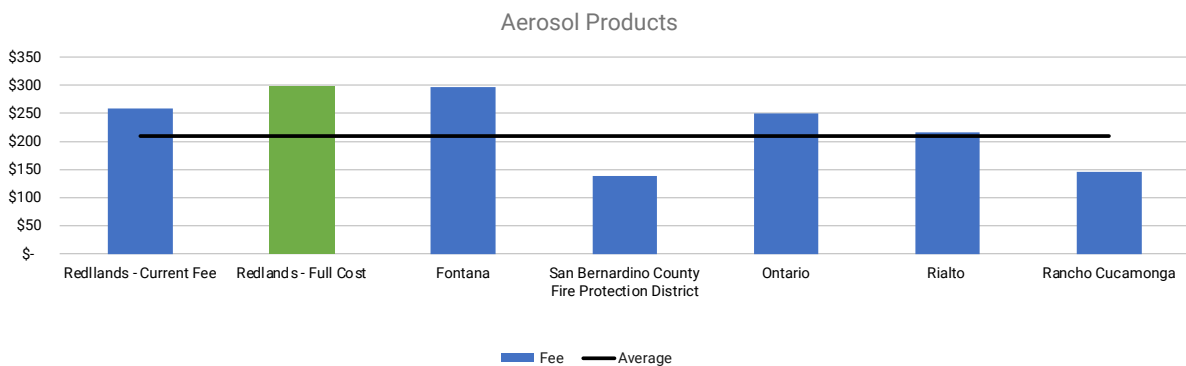
Currently, Redlands charges \$191 to review a kitchen hood and duct permit. Through this study, the project team calculated the full cost of this service to be \$310. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are below the jurisdictional average of \$389 and are closest to Fontana’s fee of \$195.

35 Aerosol Products

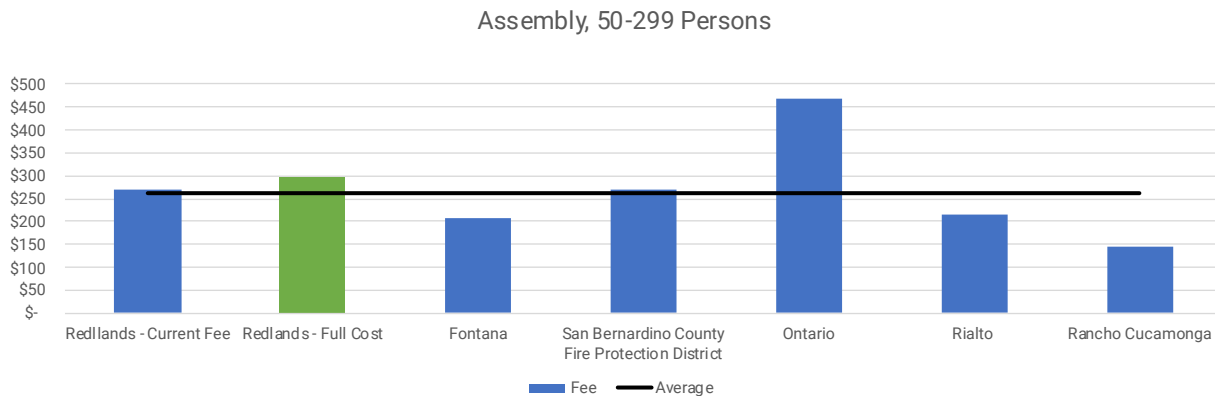
Currently, Redlands charges \$258 to permit aerosol products. Through this study, the project team calculated the full cost of this service to be \$298. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is above the jurisdictional average of \$210 and is closest to Ontario’s fee of \$250. Redlands full cost is also above the jurisdictional average and is closest to Fontana’s fee of \$297.

36 Assembly, 50 - 299 Persons

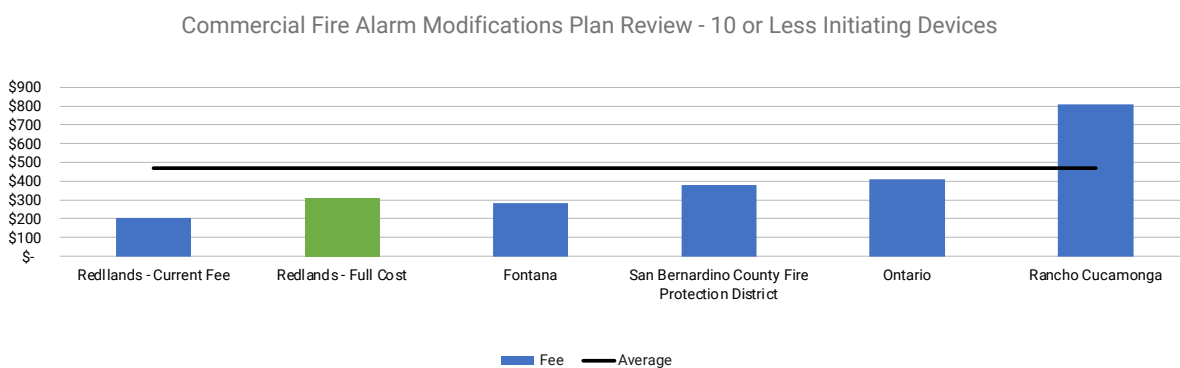
Currently, Redlands charges \$271 to permit a place of assembly with a capacity of 50 to 299 persons. Through this study, the project team calculated the full cost of this service to be \$298. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are above the jurisdictional average of \$261 and are closest to San Bernardino County Fire Protection District’s fee of \$269.

37 Commercial Fire Alarm Modifications Plan Review – 10 or Less Devices

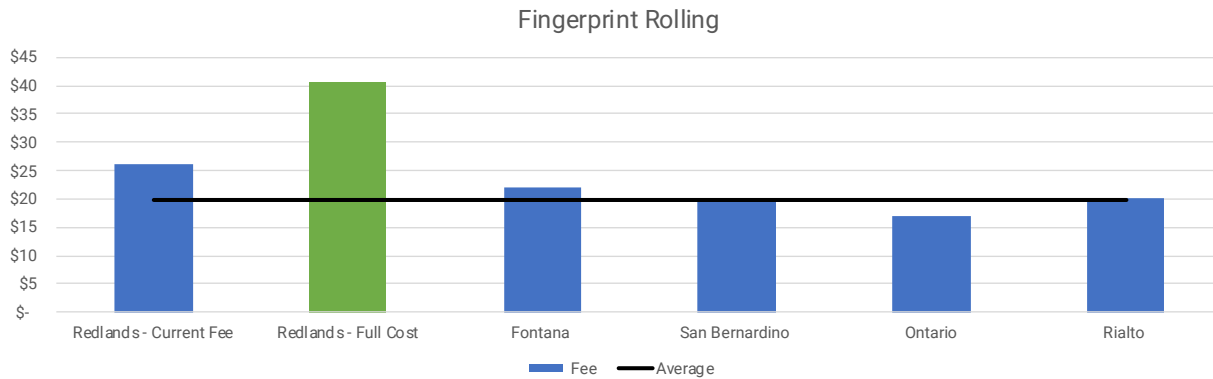
Currently, Redlands charges \$203 to for commercial fire alarm modifications plan review for 10 or less initiating devices. Through this study, the project team calculated the full cost of this service to be \$309. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee and full cost are below the jurisdictional average of \$470 and are closest to Fontana’s fee of \$284.

38 Fingerprint Rolling

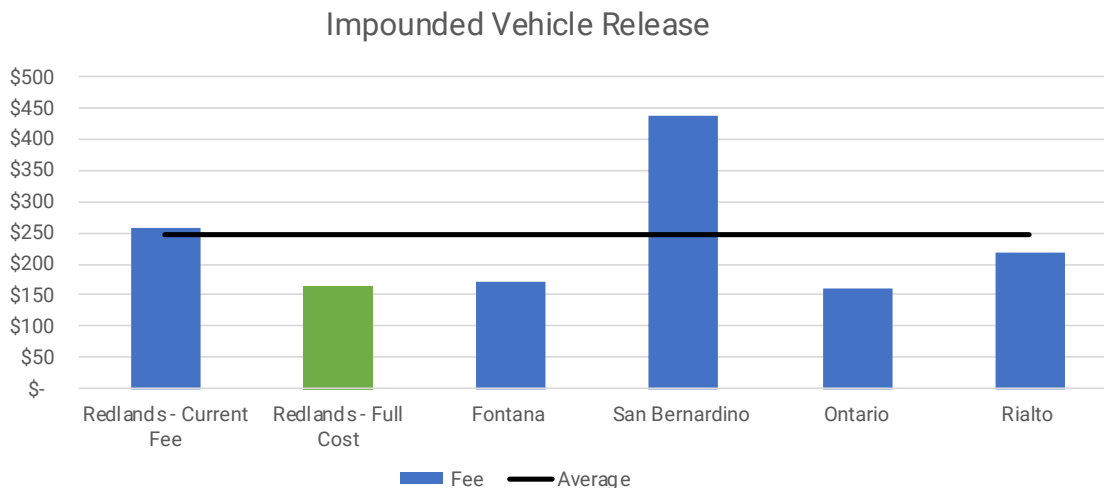
Currently, Redlands charges a \$26 fee for fingerprint rolling. Through this study, the project team calculated the full cost of this service to be \$41. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee (\$26) is above the jurisdictional average of \$20 and is closest to Fontana’s fee of \$22. The full cost fee of \$41 is above all other surrounding jurisdictions.

39 Impounded Vehicle Release

Currently, Redlands charges \$258 to release an impounded vehicle. Through this study, the project team calculated the full cost of this service to be \$164. The following graph shows how the department’s current fee and full cost compared to the surveyed jurisdictions.



Redlands’s current fee is above the jurisdictional average of \$247 and is closest to Rialto’s fee of \$217. Redland’s full cost is below the jurisdictional average and is closest to Ontario’s fee of \$162.

5 Summary

Based upon the comparative survey, the full cost calculated is generally higher than the current fee charged. The majority of the fees compared in this survey showed full costs that exceeded the average fee charged by comparable jurisdictions. However, as the majority of the jurisdictions have not conducted a fee study in the last ten years, it is not accurate to compare these fees. It is important to note that the results of this survey only show the fees adopted by council, not the cost recovery policy decisions for departments or a jurisdiction. As such, the results of this survey should be used as a secondary decision-making tool.