



CITY OF COTATI

Report for:

User Fee Study

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Prepared by:



Corporate Headquarters
32605 Temecula Parkway, Suite 100
Temecula, CA 92592
Toll free: 800.676.7516

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1. EXECUTIVE SUMMARY

NBS performed a User Fee Study (Study) for the City of Cotati. The purpose of this report is to present the findings and recommendations of the various fee analyses performed as part of the Study and provide the City with the information needed to update and establish user and regulatory fees for service.

Throughout the process, the Study afforded much effort to ensure that not only are the fees and charges reasonable and equitable, but that they also meet industry standards and uphold the statutory requirements of the State of California.

California cities, counties, and special districts may impose user and regulatory fees for services and activities they provide through provisions set forth in the State Constitution, Article XIII C § 1. Under this legal framework, a fee may not exceed the reasonable cost of providing the service or performing the activity. For a fee to qualify as such, it must relate to a service or activity performed at the request of an individual or entity upon which the fee is imposed, or their actions specifically cause the local government agency to perform additional activities. In this instance, the service or underlying action causing the local agency to perform the service is either discretionary and/or is subject to regulation. As a discretionary service or regulatory activity, the user fees and regulatory fees considered in this Study fall outside of the definition and statutory requirement to impose general taxes, special taxes, and fees as a result of property ownership.

The City's main reason for conducting this Study was twofold: (1) first, to ensure that existing fees do not exceed the costs of service, and (2) second, to provide an opportunity for the City Council to re-align fee amounts with the adopted cost recovery policies.

1.1 Findings

This Study examined user and regulatory fees managed by the following City Departments/Services:

- ▮ City Clerk/Administrative Services Department
- ▮ Water and Sewer Services
- ▮ Community Development Department, which includes Planning and Building
- ▮ Police Department
- ▮ Public Works & Engineering Department
- ▮ Recreation Department

The Study identified approximately \$876,000 in eligible costs for recovery from fees for service compared to the estimated \$313,000 the City is currently collecting on average each year from fees. The following table provides a summary of the results:

Table 1. Report Summary

| Department | Estimated Annual Current Fee Revenue | Estimated Annual Full Cost Recovery Fee Revenue | Annual Cost Recovery Surplus / (Deficit) | Current Cost Recovery % | Estimated Annual Recommended Fee Revenue | Recommended Cost Recovery % |
|--------------------------------------|--------------------------------------|---|--|-------------------------|--|-----------------------------|
| City Clerk/Administrative Services | \$ - | \$ - | \$ - | n/a | \$ - | n/a |
| Water and Sewer Services | \$ - | \$ - | \$ - | n/a | \$ - | n/a |
| Community Development | | | | | | |
| Planning | \$ 63,025 | \$ 174,894 | \$ (111,869) | 36% | \$ 174,410 | 100% |
| Building | \$ 93,135 | \$ 190,244 | \$ (97,109) | 49% | \$ 125,207 | 66% |
| Public Works and Engineering | \$ 76,185 | \$ 151,598 | \$ (75,413) | 50% | \$ 151,598 | 100% |
| Police | \$ 22,144 | \$ 157,124 | \$ (134,980) | 14% | \$ 108,368 | 69% |
| Recreation (Permits, Camps, Classes) | \$ 58,225 | \$ 202,001 | \$ (143,776) | 29% | \$ 80,415 | 40% |
| Total | \$ 312,714 | \$ 875,861 | \$ (563,147) | 36% | \$ 639,999 | 73% |

As shown in Table 1 above, the City is recovering approximately 36% of the costs associated with providing user and regulatory fee-related services. Should Council adopt fees at 100% of the full cost recovery amounts determined by this Study, approximately \$563,000 in additional costs could be recovered.

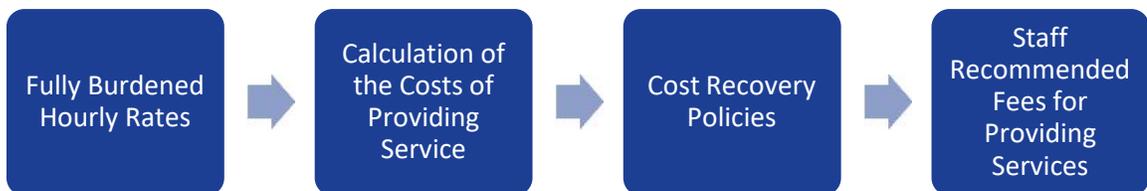
However, Section 2.2.3 later explains, there may be other local policy considerations that support adopting fees at less than the calculated full cost recovery amount. Since this element of the Study is subjective, NBS provided the maximum potential of fee amounts at 100% full cost recovery for the City to consider, while the City departments recommended the appropriate cost recovery levels at or below full cost amounts. Initial staff recommendations for adjusted fee amounts are projected to recover approximately 73% of the total costs of providing fee-related services, assuming the demand for services remains the same. At this cost recovery level, approximately \$327,000 in additional costs could be recovered.

Once City Council has reviewed and evaluated the results of the Study, the City can set appropriate cost recovery levels according to local policy goals and considerations.

1.2 Report Format

This report documents the analytical methods and data sources used in the Study, presents findings regarding current levels of cost recovery achieved from user and regulatory fees, and discusses recommended fee amounts. The report is organized into the following sections:

- ¶ Section 2 - Outlines the general framework, approach, and methodology of the Fee Study.
- ¶ Sections 3 through 8 - Discusses the results of the cost of service analysis performed by department and/or fee program. The analysis applied considers:



- ¶ Section 9 - Presents the conclusions of the analysis provided in the preceding sections.
- ¶ Appendices to this report - Include additional details of the analysis performed.

2. INTRODUCTION AND FUNDAMENTALS

2.1 Scope of Study

The following is a summary of the fees evaluated during the Study:

- ▮ City Clerk/Administrative Services Department
 - Finance fees
 - City Clerk fees
- ▮ Water and Sewer Services
- ▮ Community Development
 - Planning fees
 - Building fees
- ▮ Public Works and Engineering Department
- ▮ Police Department
- ▮ Recreation Department

The fees examined in this report specifically exclude development impact fees, utility rates, and any special tax assessments which fall under a different set of statutory and procedural requirements from the body of user and regulatory fees analyzed in this Study. The Study also excludes facility and equipment rental rates, as well as most fines and penalties imposed by the City for violations of its requirements or codes.

2.2 Methods of Analysis

The following represents the three phases of analysis completed for each City department studied:

Primary Components of a Fee Study



2.2.1 COST OF SERVICE ANALYSIS

This cost of service analysis is a quantitative effort that compiles the full cost of providing governmental services and activities. There are two primary types of costs considered: direct and indirect costs. Direct costs are those that specifically relate to an activity or service, including the real-time provision of the service. Indirect costs are those that support the provision of services in general but cannot be directly or easily assigned to a singular activity or service.

Direct Costs:

- ▮ **Direct personnel costs** – Salary, wages and benefits expenses for personnel specifically involved in the provision of services and activities to the public.

- ¶ **Direct non-personnel costs** – Discrete expenses incurred by the Department due to a specific service or activity performed, such as contractor costs, third-party charges, and very specific materials used in the service or activity.

Indirect Costs:

- ¶ **Indirect personnel costs** – Personnel expenses supporting the provision of services and activities. This can include line supervision and departmental management, administrative support within a department, and staff involved in technical support activities related to the direct services provided to the public.
- ¶ **Indirect non-personnel costs** – Expenses other than labor involved in the provision of services. In most cases, these costs are allocated across all services provided by a department, rather than directly assigned to individual fee/rate categories.
- ¶ **Overhead costs** – These are expenses, both labor and non-labor, related to agency-wide support services. Support services include general administrative services such as City Manager, Finance, Human Resources, etc.

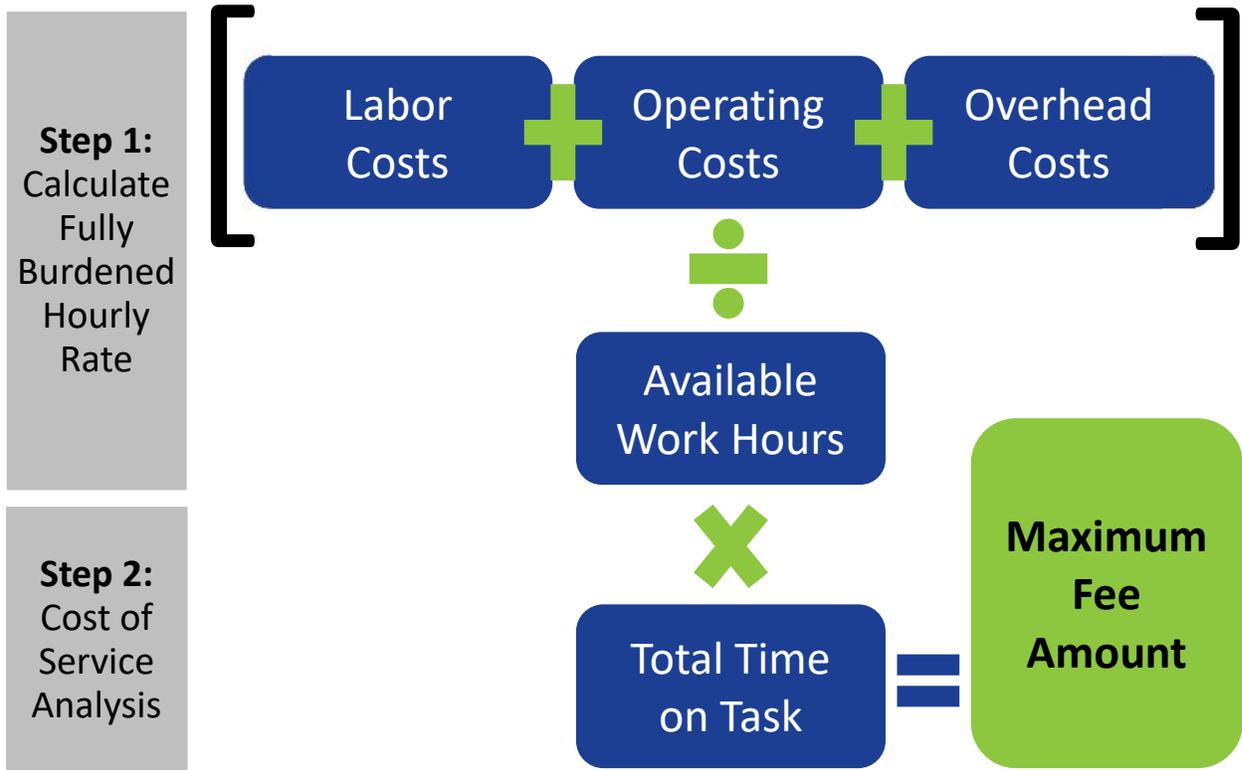
All cost components in this Study use annual (or annualized) figures, representing a twelve-month cycle of expenses incurred by the Department in the provision of all services and activities City-wide.

Nearly all the fees reviewed in this Study require specific actions on the part of City staff to provide the service or conduct the activity. Since labor is the primary underlying factor in these activities, the Study expresses the full cost of service as a fully burdened cost per labor hour. NBS calculated a composite, fully burdened, hourly rate for each department applicable to the specific organization and needs of each area studied. This rate serves as the basis for further quantifying the average full cost of providing individual services and activities. Determining the fully burdened labor rate for each department, and the various functional divisions within a department, requires two data sets: (1) the full costs of service, and (2) the number of staff hours available to perform those services. NBS derived the hours available based on the complete list of all City employees and/or available service hours of its contracted professionals (where applicable).

The City supplied NBS with the total number of paid labor hours for each employee involved in the delivery of services included in this Study. These available hours represent the amount of productive time available to provide both fee-recoverable and non-fee recoverable services and activities. Available labor hours divided into the annual full costs of service equal the composite, fully burdened, labor rate. Some agencies may also use the resulting rates for purposes other than setting fees, such as calculating the full cost of general services or structuring a cost recovery agreement with another agency or third party.

NBS also assisted the City in estimating the staff time for the services and activities listed in the City's fee schedule. Time tracking records for the fee programs studied as part of this analysis, when available, proved useful in identifying time spent providing general categories of service (e.g., division administration, plan review, inspection, public information assistance, etc.). However, the City does not systematically track the service time of activities for all departments or all individual fee-level services provided. Therefore, NBS also relied on interviews and questionnaires to develop the necessary data sets of estimated labor time. In many cases, the City provided estimates of the average amount of time (in minutes and hours) it took to complete a typical service or activity considered on a per-occurrence basis.

It should be noted that the development of these time estimates was not a one-step process but required careful review by both NBS and department managers to assess the reasonableness of such estimates. Based on the results of this review, the City reconsidered its time estimates until all parties were comfortable that the fee models reasonably reflected the average service level provided by the City. Finally, the fully burdened labor rate(s) calculated in earlier steps were applied at the individual fee level time estimates, yielding an average total cost of providing each fee for service or activity. The graphic below provides a visual representation of the steps discussed in this section.



2.2.2 FEE ESTABLISHMENT

The fee establishment process includes a range of considerations, including the following:

- **Addition to and deletion of fees** – The Study provided each department with the opportunity to propose additions and deletions to their current fee schedules, as well as re-name, re-organize, and clarify which fees were to be imposed. Many of these fee revisions allowed for better adherence to current practices, as well as the improvement in the calculation, application, and collection of the fees owed by an individual. Some additions to the fee schedule were simply the identification of existing services or activities performed by City staff for which no fee is currently charged.
- **Revision to the structure of fees** – In most cases, the focus was to re-align the fee amount to match the costs of service and leave the current structure of fees unchanged. However, in several cases, fee categories and fee names had to be simplified or re-structured to increase the likelihood of full cost recovery or to enhance the fairness of how the fee is applied to the various types of fee payers.

- ¶ **Documentation of the tools used to calculate special cost recovery** – The City’s fee schedule should include the list of fully burdened rates developed by the Study. Documenting these rates in the fee schedule provides an opportunity for the City Council to approve rates for cost recovery under a “time and materials” approach. It also provides clear publication of those rates so that all fee payers can readily reference the basis of any fee amounts. The fee schedule should provide language that supports special forms of cost recovery for activities and services not included in the adopted master fee schedule. In these rare instances, published rates are used to estimate a flat fee or bill on an hourly basis, which is at the City Manager and/or department director’s discretion.

2.2.3 COST RECOVERY EVALUATION

The NBS fee model compares the existing fee for each service or activity to the average total cost of service quantified through this analysis. Here are the possible outcomes of the fee analysis:

- ¶ Cost recovery rate of 0% - This signifies that there is currently no current recovery of costs from fee revenues (or insufficient information available for evaluation).
- ¶ Cost recovery rate of 100% - This means that the fee currently recovers the full cost of service.
- ¶ Cost recovery rate between 0% and 100% - This indicates partial recovery of the full cost of service through fees.
- ¶ Cost recovery rate greater than 100% - This means that the fee exceeds the full cost of service. User fees and regulatory fees should not exceed the full cost of service.

In all cases, the cost recovery rate achieved by a fee should not be greater than 100%. In most cases, imposing a fee above this threshold could change the definition of the charge from a cost of service based fee to a tax which has other procedural requirements, such as ballot protest or voter approval.

NBS assisted with modeling the “recommended” or “target” level of cost recovery for each fee, established at either 100% or any amount less than the calculated full cost of service. Targets and recommendations reflect discretion on the part of the agency based on a variety of factors, such as existing City policies and agency-wide or departmental revenue objectives, economic goals, community values, market conditions, level of demand, and others.

A general method of selecting an appropriate cost recovery target is to consider the public and private benefits of the service or activity in question, such as:

- ¶ To what degree does the public at large benefit from the service?
- ¶ To what degree does the individual or entity requesting, requiring, or causing the service benefit?

When a service or activity benefits the public at large, there is generally little to no recommended fee amount (i.e., 0% cost recovery), reinforcing the fact that a service which truly benefits the public is best funded by general resources of the City, such as revenues from the General Fund (e.g., taxes). Conversely, when a service or activity wholly benefits an individual or entity, the cost recovery is generally closer to or equal to 100% of cost recovery from fees collected from the individual or entity.

In some cases, a strict public-versus-private benefit judgment may not be sufficient to finalize a cost recovery target. Any of the following factors and considerations may influence or supplement the public-versus-private benefit perception of a service or activity:

- ▮ If optimizing revenue potential is an overriding goal, is it feasible to recover the full cost of service?
- ▮ Will increasing fees result in non-compliance or public safety problems?
- ▮ Are there desired behaviors or modifications to behaviors of the service population helped or hindered through the degree of pricing for the activities?
- ▮ Does current demand for services support a fee increase without adverse impact to the community served or current revenue levels? In other words, would fee increases have the unintended consequence of driving away the population served?
- ▮ Is there a good policy basis for differentiating between the type of user (e.g., residents vs. non-residents, residential vs. commercial, non-profit entities, and business entities)?
- ▮ Are there broader City objectives that merit a less than full cost recovery target from fees, such as economic development goals and local social values?

NBS provided the cost of service calculation based on 100% full cost recovery and the framework for the City's use to adjust the amount of cost recovery in accordance with its broader goals as they pertain to code compliance, cost recovery, economic development, and social values.

2.2.4 DATA SOURCES

The following data sources were used to support the cost of service analysis and fee establishment phases of this Study:

- ▮ The City's Adopted Budget for Fiscal Year 2020-21
- ▮ A complete list of all City personnel, salary/wage rates, regular hours, paid benefits, and paid leave amounts provided by the Administrative Services Department
- ▮ Prevailing fee schedules
- ▮ Annual revenue reports from Fiscal Year 2018-19 (last full Fiscal Year unaffected by Covid-19).
- ▮ Annual workload data provided by each department and/or fee program evaluated in the Study.

The City's adopted budget serves as an important source of information that affects the cost of service results. NBS did not audit or validate the City's financial documents and budget practices, nor was the cost information adjusted to reflect different levels of service or any specific, targeted performance benchmarks. This Study accepts the City's budget as a legislatively adopted directive describing the most appropriate and reasonable level of City spending. NBS consultants accept City Council's deliberative process and the City's budget plan and further assert that through this legislative process, the City has yielded a reasonable and valid expenditure plan to use in setting cost-based fees.

3. CITY CLERK AND ADMINISTRATIVE SERVICES

The City Clerk and Administrative Services section of the City’s fee schedule includes several miscellaneous administrative fees for services such as copy requests, solicitor permits, and subpoenas.

- ▮ Copy Fees – any City department can utilize the copy fees as set forth in this section of the fee schedule. This provides centralized visibility and limits the need to repeat copy fee information on individual department fee schedules. Due to the limitations of the California Public Records Act, most fees for copying services are for public document requests, and as such are limited to the cost of the copy itself. NBS did not evaluate these fees for services.
- ▮ Solicitor Permit – regulatory permit fees required for solicitation activities in Cotati.
- ▮ Subpoena – Note that these fees are subject to Government Code 68096.1. NBS did not evaluate these fees for services.
- ▮ Business License – Note that these fees are considered taxes, therefore NBS did not evaluate.
- ▮ Hourly Charges – for instances where administrative services can be charged hourly such as special service or research request.

The Administrative Services and City Clerk departments provide these services, as needed. For purposes of analysis, the fee calculation for solicitor permits is based on the fully burdened hourly rate for the Administrative Services Department, as shown below:

Table 2. Annual and Hourly Cost of Service Calculation

| Cost Element | Direct Services |
|-------------------------------------|-------------------|
| Labor | \$ 113,773 |
| Recurring Non-Labor | 61,097 |
| Citywide Overhead | 7,945 |
| Department Administration | 100,283 |
| Total | \$ 283,099 |
| Fully Burdened Hourly Rate | \$ 120 |
| <i>Reference: Direct Hours Only</i> | <i>2,365</i> |

Section 2.2, *Methods of Analysis*, further describes the types of expenditures and allocated costs considered in the development of the rate. All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **\$120**.

3.1 Cost Recovery Evaluation

Appendix A.1 presents the results of the detailed cost recovery analysis of fees for the City’s City Clerk / Administrative Services fees. In the Appendix, the “Cost of Service per Activity” column establishes the maximum adoptable fee amount for the corresponding service identified in the “Fee Name” list.

There were no instances of activity during the time period reflected in this analysis, therefore no projected revenue impact is provided.

4. WATER AND SEWER SERVICES

Citywide Water and Sewer services, are handled by a combination of Administrative Service staff and Public Works/Engineering staff. The Water and Sewer services section of the City’s fee schedule includes the following fees for service:

- ₺ Water Meter Test Charge
- ₺ Water Test Fee
- ₺ Water Turn On Fee
- ₺ Water Meter Install
- ₺ Delinquent Account Reconnection Charge
- ₺ Install/Removal of Service Deposit
- ₺ Temporary Service Rate
- ₺ After Hours Turn-On Fee
- ₺ Tampering Fee

4.1 Cost of Service Analysis

For purposes of this analysis, the fee calculations are based on the fully burdened hourly rate calculated for the applicable staff personnel in the Administrative Services and Public Works/Engineering Departments, as shown below:

Table 3. Fully Burdened Hourly Rate

| Cost Element | 401 - Water |
|-------------------------------------|---------------------|
| Labor | \$ 536,004 |
| Recurring Non-Labor | 190,308 |
| Citywide Overhead | 32,985 |
| Department Administration | 303,628 |
| Total | \$ 1,062,925 |
| Fully Burdened Hourly Rate | \$ 150 |
| <i>Reference: Direct Hours Only</i> | 7,074 |
| Overtime Rate | \$ 174 |

Section 2.2, *Methods of Analysis*, further describes the types of expenditures and allocated costs considered in the development of the rate. All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **\$150**. When work is performed after hours, a rate of **\$174** can be used.

4.2 Fee Establishment

The following is a summary of the overall changes to the Administrative Services fee schedule:

- Reorganization of fee categories or clarification of fee names to create a more user-friendly fee structure; and,
- Addition of new fee categories, notated as “New” in the Current Fee / Deposit column of Appendix A.2.¹ Since the City utilizes a third party/consultant to perform services such as Water Meter Tests, Installation and Removal of Services, fees were restructured to allow City staff to recover the administrative portion of providing services.

4.3 Cost Recovery Evaluation

Appendix A.2 presents the results of the detailed cost recovery analysis of fees for the Water and Sewer services. In the Appendix, the “Cost of Service per Activity” column establishes the maximum adoptable fee amount for the corresponding service identified in the “Fee Name” list.

During the fee establishment phase of the Study, all fees with activity during the time period reflected in this analysis, such as Water Turn On and Temporary Service, were moved to the Engineering fee schedule, and discussed in Chapter 6 of this report. There were no remaining instances of activity, therefore no annual projected revenue impact is provided. However, NBS provided a full cost of service evaluation and the framework for considering fees, while the City departments determined the appropriate cost recovery levels at or below full cost amounts.

The “Recommended Fee / Deposit Level” column in Appendix A.2 displays the City staff’s initial recommended fee amounts. Based on this information, the staff recommends that all fees recover 100% of the costs of providing services, except the following:

- Water Meter Test Charge
- Fees set by State such as Return Check Fee
- Delinquent Account Reconnection Charge
- Inspection of Modification of Service
- Fire Hydrant Meter – City Administrative Fee
- After Hours Turn-On Fee

Once the City Council has reviewed and evaluated the results of the Study, the City can set appropriate cost recovery levels according to local policy goals and considerations.

¹ Refer to Section 2.2, *Methods of Analysis*, for additional discussion on the Study’s approach to adding, deleting, and revising fee categories.

5. COMMUNITY DEVELOPMENT

The Community Development Department assists the public in managing multiple facets of community quality. They oversee planning, building permitting, and inspection, housing, economic development strategic planning and implementation, and enforcement of zoning and building codes. They strive to balance community, economic and environmental interests to ensure the highest possible quality of life for the City’s residents, business owners and visitors.

5.1 Cost of Service Analysis

The scope of this Study sought to establish the average total cost to provide support during the review process of Planning and Building applications. The following table shows the Community Development’s estimated full cost of providing services on an annual basis and the fully burdened cost per hour for Planning and Building.

Table 4. Fully Burdened Hourly Rates

| Cost Element | Public Counter / General Information | Grants, Housing, Long Range Planning | Code Enforcement | Direct Services - Planning | Direct Services - Building | Total |
|-------------------------------------|--------------------------------------|--------------------------------------|------------------|----------------------------|----------------------------|-------------------|
| Labor | \$ - | \$ 80,145 | \$ 35,356 | \$ 91,310 | \$ 23,528 | \$ 230,339 |
| Recurring Non-Labor | - | 17,180 | 7,579 | 19,574 | 101,044 | 145,377 |
| Citywide Overhead | - | 5,222 | 2,304 | 5,949 | 1,533 | 15,007 |
| Division Overhead | 113,242 | 53,083 | 23,418 | 60,478 | 65,278 | 315,498 |
| Total | \$ 113,242 | \$ 155,629 | \$ 68,657 | \$ 177,311 | \$ 191,383 | \$ 706,221 |
| Fully Burdened Hourly Rate | n/a | n/a | n/a | \$ 179 | \$ 268 | |
| <i>Reference: Direct Hours Only</i> | n/a | n/a | n/a | 991 | 713 | |
| Overtime Rate | n/a | n/a | n/a | \$ 209 | \$ 279 | |

As Table 4 above shows, the total cost of providing services is approximately \$706,000 per year. However, the results of the cost of service analysis only identified \$369,000 in cost for recovery from the City’s fees for service with the remaining \$338,000 recommended for recovery through funding sources other than fees. All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **\$179** for Planning applications and **\$268** for Building applications. When work is performed after hours, a rate of **\$209** can be used for Planning and **\$279** for Building.

Based on interviews with Department staff, the analysis segregated the total cost of services into four primary services categories: (1) Grants, Housing, Long Range Planning; (2) Code Enforcement; (3) Direct Services - Planning, (4) Direct Services - Building. In order to clarify the underlying costs and assumptions used to calculate the fully burdened hourly rate, here is a summary of the descriptions for each cost category:

- N **Grants, Housing and Long Range Planning** – Activities associated with staff support of the ongoing maintenance and cyclical update of the City’s General Plan, grants and housing projects. These costs are not recommended for recovery from fees for service.
- N **Code Enforcement** – Work activities in response to a complaint received by the Building Division related to violation of a prior condition of approval, City Ordinance or State law.

Includes complaint investigation, follow up, and any associated abatement or enforcement actions. None of these costs are recommended for recovery in the City's user and regulatory fees for service.

- ¶ **Direct Services – Planning** – Work activities associated with an active Planning application. 100% of these costs are recoverable in Planning user and regulatory fees for service.
- ¶ **Direct Services – Building** – Work activities associated with an active Building permit application. 100% of these costs are recoverable in Building user and regulatory fees for service.

The fully burdened hourly rate involves significant analytical and policy-related decisions regarding the inclusion of categorized activity costs. The decision to either include or exclude certain costs toward recovery in fees for service stems from the basic fee setting parameters set forth by the California State Constitution. These statutes require that any new fee that is levied or any existing fee that is increased should not exceed the estimated amount required to provide the service for which the charge is levied.

5.2 Fee Establishment

Section 2.2, *Methods of Analysis*, provides additional discussion on the Study's approach to adding, deleting, and revising fee categories. Overall, the Department's Planning fee schedule was not significantly modified, while the Building fee schedule was significantly restructured for better readability, and to better align with current practices and service offerings. Notable changes include:

- ¶ **Planning Applications:** Renamed fee names, and collapsed/expanded several fees to provide better readability
- ¶ **Building Permit and Plan Check:**
 - Separated scaled fee tables between Single Family/Residential and Commercial/Multi-Family/Industrial land uses
 - Expanded scaled tables for Commercial/Multi-Family/Industrial category to include higher tiers of construction valuation to better align with City's current development climate
- ¶ **Common Miscellaneous Residential Permits:**
 - Based on current trends in frequent types of smaller improvement projects, a list of over the counter permit projects was established
 - The list includes projects such as: solar systems, re-roofs, and minor repairs
- ¶ **Mechanical/Electrical/Plumbing Permits:** One of the biggest changes in the fee structure was an attempt to streamline work efforts associated with administering trade permits when not in combination with a building permit. The Department wanted to move away from the current process of counting individual fixtures, and outlets, and move into using a separate valuation table fee structure for standalone trade permits.

5.3 Cost Recovery Evaluation

Appendix A.3 & A.4 presents the results of the detailed cost recovery analysis of fees for the City's Community Development Department fees. In the Appendix, the "Cost of Service per Activity" column

establishes the maximum adoptable fee amount for the corresponding service identified in the “Fee Name” list.

Currently, the Department is recovering approximately 43% of the total cost of providing services from fees. As Table 5 shows, the City collects approximately \$156,000 per year in revenue at the current fee amounts. At full cost recovery and the same demand level for these services, the City would recover approximately \$365,000.

Table 5. Cost Recovery Outcomes

| Department | Estimated Annual Current Fee Revenue | Estimated Annual Full Cost Recovery Fee Revenue | Annual Cost Recovery Surplus / (Deficit) | Current Cost Recovery % | Estimated Annual Recommended Fee Revenue | Recommended Cost Recovery % |
|-----------------------|--------------------------------------|---|--|-------------------------|--|-----------------------------|
| Community Development | | | | | | |
| Planning | \$ 63,025 | \$ 174,894 | \$ (111,869) | 36% | \$ 174,410 | 100% |
| Building | \$ 93,135 | \$ 190,244 | \$ (97,109) | 49% | \$ 125,207 | 66% |
| Total | \$ 156,160 | \$ 365,138 | \$ (208,978) | 43% | \$ 299,618 | 82% |

NBS provided a full cost of service evaluation and the framework for considering fees, while the City departments determined the appropriate cost recovery levels at or below full cost amounts.

The “Recommended Fee / Deposit Level” column in Appendix A.3 & A.4 displays the City staff’s initial recommended fee amounts. Based on this information, the staff recommends that all fees recover 100% of the costs of providing services, except the following:

Planning

- ñ Appeals
- ñ Preliminary Design Review
- ñ Initial Study / Environmental Impact Report – City Administrative Fee
- ñ Limited Term Permits
- ñ Signs – New and Replacement
- ñ Tree Removal – First 5 Trees

Building

- ñ Residential and Commercial Building permits with a valuation less than \$25,000
- ñ Residential Re-roof permits
- ñ Minor Repair
- ñ Water Heater / HVAC / T24
- ñ Residential and Commercial Non-Itemized MEP Permits with a valuation less than \$2,000
- ñ Where the State caps a fee at lower than full cost recovery, such as solar permits.

Once the City Council has reviewed and evaluated the results of the Study, the City can set appropriate cost recovery levels according to local policy goals and considerations.

6. PUBLIC WORKS/ENGINEERING

The Public Works Department includes Streets, Storm Water, Sewer, Water, Government Buildings and Park Maintenance. These divisions provide services to the public and other City departments through engineering services; maintenance of publicly owned facilities and streets; operation and maintenance of water and sewer systems; and providing and maintaining related equipment.

The Engineering Department provides engineering services directly to customers performing most types of minor grading or utility work. For discretionary Land Development projects, Engineering provides support to the Community Development Department through the entitlement phase of work, and then take the lead during final improvement plans and project construction.

6.1 Cost of Service Analysis

NBS calculated the total estimated annual cost of services provided by the Public Works / Engineering Department, segregated by those costs that are eligible and/or targeted for recovery in fees for service and those that require another funding source other than fees. The following table shows the Public Works / Engineering Department's estimated full cost of providing services on an annual basis and the fully burdened cost per hour.

Table 6. Fully Burdened Hourly Rate - Engineering

| Cost Element | CIP/Other | Direct Services | Total |
|-------------------------------------|------------------|-------------------|-------------------|
| Labor | \$ 6,756 | \$ 65,174 | \$ 71,930 |
| Recurring Non-Labor | 1,565 | 15,098 | 16,663 |
| Citywide Overhead | 676 | 6,517 | 7,193 |
| Department Administration | 2,109 | 20,343 | 22,452 |
| Total | \$ 11,105 | \$ 107,133 | \$ 118,238 |
| Fully Burdened Hourly Rate | n/a | \$ 171 | |
| <i>Reference: Direct Hours Only</i> | n/a | 626 | |
| Overtime Rate | n/a | \$ 206 | |

As Table 6 above shows, the total cost of providing services is approximately \$118,000 per year. However, the results of the cost of service analysis only identified \$107,000 in cost for recovery from the City's fees for service with the remaining \$11,000 recommended for recovery through funding sources other than fees. All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **\$171**. When work is performed after hours, a rate of **\$206** can be used.

As discussed in Chapter 4, the Water and Sewer services hourly rate of **\$150** during normal business hours, or **\$174** after business hours is also applicable to the Public Works / Engineering fee schedule for fees such as Backflow Device, and Water Meter Installations.

Based on interviews with Department staff, the analysis segregated the total cost of services into two primary services categories: (1) CIP/Other; and (2) Direct Services. In order to clarify the underlying costs and assumptions used to calculate the fully burdened hourly rate, here is a summary of the descriptions for each cost category:

- ▮ **CIP/Other** – Engineering staff time spent managing City records, including improvement plans and utility mapping. These costs do not apply toward recovery from Engineering fees.
- ▮ **Direct Permitting Services** – Work activities associated with an active Engineering permit application. 100% of these costs are recoverable in user and regulatory fees for service.

The fully burdened hourly rate involves significant analytical and policy-related decisions regarding the inclusion of categorized activity costs. The decision to either include or exclude certain costs toward recovery in fees for service stems from the basic fee setting parameters set forth by the California State Constitution. These statutes require that any new fee that is levied or any existing fee that is increased should not exceed the estimated amount required to provide the service for which the charge is levied.

6.2 Fee Establishment

The following is a summary of the overall changes to the Public Works / Engineering fee schedule:

- ▮ Reorganization of fee categories or clarification of fee names to create a more user-friendly fee structure; and,
- ▮ Addition of new fee categories, notated as “New” in the Current Fee / Deposit column of Appendix A.5. Since the City utilizes a third party/consultant to perform services, fees were restructured to allow City staff to recover the administrative portion of providing services.

6.3 Cost Recovery Evaluation

Appendix A.5 presents the results of the detailed cost recovery analysis of fees for the City’s Public Works / Engineering Department. In the Appendix, the “Cost of Service per Activity” column establishes the maximum adoptable fee amount for the corresponding service identified in the “Fee Name” list.

Currently, the Department is recovering approximately 50% of the total cost of providing services from fees. As Table 7 shows, the City collects approximately \$76,000 per year in revenue at the current fee amounts. At full cost recovery and the same demand level for these services, the City would recover approximately \$152,000.

Table 7. Cost Recovery Outcomes

| Department | Estimated Annual Current Fee Revenue | Estimated Annual Full Cost Recovery Fee Revenue | Annual Cost Recovery Surplus / (Deficit) | Current Cost Recovery % | Estimated Annual Recommended Fee Revenue | Recommended Cost Recovery % |
|------------------------------|--------------------------------------|---|--|-------------------------|--|-----------------------------|
| Public Works and Engineering | \$ 76,185 | \$ 151,598 | \$ (75,413) | 50% | \$ 151,598 | 100% |

NBS provided a full cost of service evaluation and the framework for considering fees, while the City departments determined the appropriate cost recovery levels at or below full cost amounts.

The “Recommended Fee / Deposit Level” column in Appendix A.5 displays the City staff’s initial recommended fee amounts. Based on this information, the staff recommends that all fees recover 100% of the costs of providing services except for Certificate of Compliance.

7. POLICE

The Cotati Police Department is responsible for the enforcement of local, state, and federal laws, and with providing 24-hour protection of the lives and property of the public. In addition to the standard Police Department operations which includes dispatch, patrol, traffic enforcement, investigation, and community policing, the Police Department also handles Animal Services, such as licensing and animal control recovery.

7.1 Cost of Service Analysis

To establish the estimated and total cost of providing these services, NBS first calculated separate fully burdened hourly rates for the Sworn and Non-Sworn Personnel in the Police Department. A single composite rate (cost per hour) was calculated for each personnel group, as shown in Table 8:

Table 8. Police Fully Burdened Hourly Rate

| Cost Element | Sworn | Non-Sworn | Total |
|-------------------------------------|---------------------|---------------------|---------------------|
| Labor | \$ 1,230,966 | \$ 558,358 | \$ 1,789,324 |
| Recurring Non-Labor | 427,698 | 194,001 | 621,699 |
| Citywide Overhead | 69,441 | 31,498 | 100,938 |
| Department Administration | 1,272,986 | 577,418 | 1,850,404 |
| Total | \$ 3,001,091 | \$ 1,361,274 | \$ 4,362,365 |
| Fully Burdened Hourly Rate | \$ 198 | \$ 176 | |
| <i>Reference: Direct Hours Only</i> | <i>15,126</i> | <i>7,755</i> | |
| Overtime Rate | \$ 221 | \$ 196 | |

As mentioned earlier, descriptions of the types of expenditures and allocated costs considered in the development of the rate can be found in *Section 2.2* of this report. All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **\$198** for Sworn Direct Services and **\$176** for Non-Sworn Direct Services. When work is performed after hours, a rate of **\$221** can be used for Sworn personnel and **\$196** for Non-Sworn personnel.

7.2 Fee Establishment

The following is a summary of the overall changes to the Finance Departments fee schedule:

- Deletion of fees that are no longer used or needed, such as: Impound Vehicle Storage Fee, Disabled Parking Citation Administrative Review and Bicycle Registration;
- Reorganization of fee categories or clarification of fee names to create a more user-friendly fee structure; and,

- ¶ Addition of new fee categories, notated as “New” in the Current Fee / Deposit column of Appendix A.6.²

7.3 Cost Recovery Evaluation

Appendix A.6 presents the results of the detailed cost recovery analysis of fees for the City’s Police Department. In the Appendix, the “Cost of Service per Activity” column establishes the maximum adoptable fee amount for the corresponding service identified in the “Fee Name” list.

Currently, the Department is recovering approximately 14% of the total cost of providing services from fees. As Table 9 shows, the City collects approximately \$22,000 per year in revenue at the current fee amounts. At full cost recovery and the same demand level for these services, the City would recover approximately \$157,000.

Table 9. Cost Recovery Outcomes

| Department | Estimated Annual Current Fee Revenue | Estimated Annual Full Cost Recovery Fee Revenue | Annual Cost Recovery Surplus / (Deficit) | Current Cost Recovery % | Estimated Annual Recommended Fee Revenue | Recommended Cost Recovery % |
|------------|--------------------------------------|---|--|-------------------------|--|-----------------------------|
| Police | \$ 22,144 | \$ 157,124 | \$ (134,980) | 14% | \$ 108,368 | 69% |

NBS provided a full cost of service evaluation and the framework for considering fees, while the City departments determined the appropriate cost recovery levels at or below full cost amounts.

The “Recommended Fee / Deposit Level” column in Appendix A.6 displays the City staff’s initial recommended fee amounts. Based on this information, the staff recommends that all fees recover 100% of the costs of providing services, except the following:

- ¶ False Alarm Response
- ¶ Police Report Copy
- ¶ Private Alarm Permit
- ¶ Photo Reproduction
- ¶ Non-Criminal Based Impound
- ¶ Records Check/Clearance Letter
- ¶ Police Crime Verification Letter
- ¶ Video/Audio Tape Reproduction
- ¶ Animal Control Registration
- ¶ Animal Trap Rental

Once the City Council has reviewed and evaluated the results of the Study, the City can set appropriate cost recovery levels according to local policy goals and considerations.

² Refer to Section 2.2, *Methods of Analysis*, for additional discussion on the Study’s approach to adding, deleting, and revising fee categories.

8. RECREATION

The Recreation Department serves the community through camps, classes, City sponsored events and facility rentals. Each provide high-quality services and programs year-round for all ages.

8.1 Cost of Service Analysis

NBS developed composite, fully burdened, hourly rates for full-time and part-time personnel. This evaluation of the rates incorporated the unique manner in which the department typically staffs services and activities. Table 10 provides a summary of the hourly rate outcomes:

Table 10. Fully Burdened Hourly Rates - Recreation

| Cost Component | Full-Time | Part-Time | TOTAL |
|-------------------------------------|-------------------|------------------|-------------------|
| Salaries | \$ 108,234 | \$ 19,500 | \$ 127,734 |
| Benefits | 58,780 | - | 58,780 |
| Non-Labor Costs | 89,553 | 16,134 | 105,687 |
| Citywide Overhead | 10,776 | 1,941 | 12,717 |
| Department Admin | 80,309 | 14,469 | 94,778 |
| TOTAL | \$ 347,652 | \$ 52,045 | \$ 399,696 |
| Fully Burdened Rate | \$ 100 | \$ 37 | \$ 82 |
| <i>Reference: Direct Hours Only</i> | 3,487 | 1,412 | 4,899 |
| Overtime Rate | \$ 115 | \$ 44 | \$ 95 |

All subsequent cost of service calculations at the individual fee level assumes a fully burdened hourly rate of **\$100** for full-time employees and **\$37** for part-time employees in support of the City's Direct Services. When work is performed after hours, a rate of **\$115** can be used for Full-Time staff and **\$44** for Part-Time staff.

8.2 Fee Establishment

Due to the seasonal nature of recreation fees, the scope of this Study did not focus on the list of fee names and categories, which remained mostly unchanged. Rather, the Study focused on the overall annual cost recovery of the programs offered by the Recreation Department as well as individual fees pertaining to camps, classes and permitted events.

8.3 Cost Recovery Evaluation

The scope of the Study was for NBS to evaluate each program's estimated annual cost recovery performance by comparing the most recent fiscal year of revenues collected, to the total program costs established through the Study. For fees associated with individual service requests, such as camps, classes and permitted events, an evaluation of the cost of service for individual fees was performed.

The table on the following page summarizes results of the total program costs analysis. As shown, the City recovers approximately 28% of the full cost of running the Recreation Department per year through fees for services.

Table 11. Cost Recovery Evaluation by Program

| Cost Element | Camps | Classes | Special Events | Facility Rental/ Rec Non-Fee | Total |
|--------------------------------|------------------|-------------------|-------------------|---------------------------------|-------------------|
| Labor | \$ 23,631 | \$ 62,436 | \$ 59,793 | \$ 40,095 | \$ 185,954 |
| Recurring Non-Labor | 10,667 | 41,636 | 39,221 | 14,163 | 105,687 |
| Citywide Overhead | 1,616 | 4,270 | 4,089 | 2,742 | 12,717 |
| Department Administration | 11,184 | 33,738 | 32,106 | 17,750 | 94,778 |
| Total | \$ 47,098 | \$ 142,080 | \$ 135,209 | \$ 74,750 | \$ 399,136 |
| FY 18/19 Revenue | \$ 31,761 | \$ 27,062 | \$ 9,421 | \$ 44,259 | \$ 112,503 |
| <i>Current Cost Recovery %</i> | 67% | 19% | 7% | 59% | 28% |

Appendix A.7 provides an analysis of individual fees pertaining to camps, classes and permitted events. City Staff provided time estimates associated with providing each service. Using the fully burdened hourly rates calculated for full time and part time staff, NBS calculated the full cost for providing each service. In the Appendix, the “Cost of Service per Activity” column establishes the maximum adoptable fee amount for the corresponding service identified in the “Fee Name” list.

Table 12. Cost Recovery Outcomes – Camps and Permitted Events

| Department | Estimated Annual Current Fee Revenue | Estimated Annual Full Cost Recovery Fee Revenue | Annual Cost Recovery Surplus / (Deficit) | Current Cost Recovery % | Estimated Annual Recommended Fee Revenue | Recommended Cost Recovery % |
|--------------------------------------|--------------------------------------|---|--|-------------------------|--|-----------------------------|
| Recreation (Permits, Camps, Classes) | \$ 58,225 | \$ 202,001 | \$ (143,776) | 29% | \$ 80,415 | 40% |

Currently, the Department is recovering approximately 29% of the total cost of providing services from camps, classes and permitted event fees. As Table 12 shows, the City collects approximately \$58,000 per year in revenue at the current fee amounts. At full cost recovery and the same demand level for these services, the City would recover approximately \$202,000.

NBS provided a full cost of service evaluation and the framework for considering fees, while the City departments determined the appropriate cost recovery levels at or below full cost amounts. The “Recommended Fee / Deposit Level” column in Appendix A.7 displays the City staff’s initial recommended fee amounts. Based on this information, the staff recommends that fees recover 40% of the costs of providing services.

For facility rental and special event services, it is uncommon for cities to recover 100% of the costs of providing services as they are generally seen by both elected and residents as a service beneficial to the community that should remain affordable. An analysis of individual facility rental fees was not included in the scope of this Study. However, the Department and Council may want to consider an overall percentage increase to existing rental rates in order to come closer to 100% cost recovery. For more discussion on factors influencing policy decisions to recover 100%, or less, of any given service through fees for service, see Section 2.2.3, Cost Recovery Evaluation, of this Report.

9. CONCLUSION

Based on the outcomes of the Cost of Service Analysis, Fee Establishment, and Cost Recovery Evaluation presented in this Study, the proposed Master Fee Schedule has been prepared for implementation and included in the City's Staff Report.

As discussed throughout this report, the intent of the proposed fee schedule is to improve the City's recovery of costs incurred to provide individual services, as well as adjust fees where the fees charged exceed the average costs incurred. Predicting the amount to which any adopted fee increases will affect City revenues is difficult to quantify. For the near-term, the City should not count on increased revenues to meet any specific expenditure plan. Experience with the revised fee amounts should be gained first before revenue projections are revised. However, unless there is some significant, long-term change in activity levels at the City, proposed fee amendments should enhance the City's cost recovery performance over time, providing it the ability to stretch other resources further for the benefit of the public at-large.

The City's Master Fee Schedule should become a living document, but handled with care:

- A fundamental purpose of the fee schedule is to provide clarity and transparency to the public and to staff regarding fees imposed by the City. Once adopted by the City Council, the fee schedule is the final word on the amount and method in which fees should be charged and supersedes all previous fee schedules. If it is discovered that the master document is missing certain fees, those fees will eventually need to be added to the master fee schedule and should not exist outside the consolidated, master framework.
- The City should consider adjusting these user fees and regulatory fees on an annual basis to keep pace with cost inflation. For all fees and charges, the City could use either a Consumer Price Index adjustment or a percentage of Labor Cost increase that is applied to the new fee schedule. Conducting a comprehensive user fee Study is not an annual requirement, and only becomes worthwhile over time as shifts in organization, local practices, legislative values, or legal requirements result in significant change.

As a final note, it is worth mentioning the path that fees, in general, have taken in the State of California. In recent years, there is more public demand for the precise and equitable accounting of the basis for governmental fees and a greater say in when and how they are charged. It is likely that into the future, user and regulatory fees will require an even greater level of analysis and supporting data to meet the public's growing expectations. An agency's ability to meet these new pressures will depend on the level of technology they invest in their current systems. Continuous improvement and refinement of time tracking abilities will greatly enhance the City's ability to set fees for service and identify unfunded activities in years to come.

Disclaimer: In preparing this report and the opinions and recommendations included herein, NBS has relied on a number of principal assumptions and considerations with regard to financial matters, conditions and events that may occur in the future. This information and assumptions, including the City's budgets, time estimate data, and workload information from City staff, were provided by sources we believe to be reliable; however, NBS has not independently verified such information and assumptions. While we believe NBS' use of such information and assumptions is reasonable for the purpose of this report, some assumptions will invariably not materialize as stated herein and may vary significantly due to unanticipated events and circumstances. Therefore, the actual results can be expected to vary from those projected to the extent that actual future conditions differ from those assumed by us or provided to us by others.

APPENDIX A.1

Cost of Service Analysis – City Clerk/Administrative Services

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | Cost Recovery Analysis | | | |
|---|--|-----------------|-------|---|--------|------------------------------|-------------------------|---------------------------|--------------------------|--|-----------------------------|
| | | | | Estimated Average Labor Time per Activity (hours) | FBHR | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| CITY CLERK / ADMINISTRATIVE FEES | | | | | | | | | | | |
| 1 | Copy Fees | | | | | | | | | | |
| | 8.5" x 14" or smaller | per page | [2] | | | | | \$ 0.10 | | \$ 0.10 | |
| | Oversize documents, or documents requiring special processing | each | [2] | | | | | Actual Cost | | Actual Cost | |
| | Electronic copy (readily available) | each | [3] | | | | | No Charge | | No Charge | |
| | Electronic Copy (requiring data compilation, extraction, or programming to produce the record) | each | [3] | | | | | Actual Cost | | Actual Cost | |
| | CD Copy | each | | | | | | Actual Cost | | Actual Cost | |
| | DVD Copy | each | | | | | | Actual Cost | | Actual Cost | |
| | USB Drive Copy | each | | | | | | Actual Cost | | Actual Cost | |
| 2 | Solicitor Permit | | | | | | | | | | |
| | 501 (c) (3) | each | | 0.25 | \$ 120 | \$ 30 | \$ 31 | \$ - | 0% | \$ 31 | 100% |
| | All others - Blanket Permit | each | | 0.25 | \$ 120 | \$ 30 | \$ 31 | \$ 150 | 501% | \$ 31 | 100% |
| | Identification card | each | | 0.25 | \$ 120 | \$ 30 | \$ 31 | \$ 10 | 33% | \$ 31 | 100% |
| 3 | Subpoena | | | | | | | | | | |
| | Deposition Subpoena | per day | [2] | | | | | \$ - | % | \$275 per day as deposit in advance, plus actual cost. | % |
| | Records Subpoena | per request | [4] | | | | | \$ 15 | | \$ 15 | |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | Cost Recovery Analysis | | | |
|---------|---|-----------------|-------|---|--------|------------------------------|-------------------------|-------------------------------------|--------------------------|---------------------------------|-----------------------------|
| | | | | Estimated Average Labor Time per Activity (hours) | FBHR | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| | For services requested of City staff which have no fee listed in this fee schedule, the City Manager of the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this department/division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | hourly | | 1.00 | \$ 120 | \$ 120 | \$ 123 | Greater of \$35 or actual fbhr used | % | \$ 123 | 100% |

Notes

- [1] Sourced from "Fee Schedule Reso-Oct 2019.pdf" provided by City
- [2] Per Gov Code 68096.1
- [3] Per Gov Code 6253.9
- [4] Per Evidence Code 1563 (6)

APPENDIX A.2

Cost of Service Analysis – Water and Sewer Services

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | Cost Recovery Analysis | | | | |
|--------------------------------------|---|-----------------|-------|--------------------------------|-----------------------|--------|---|------------------------------|-------------------------|---------------------------|--------------------------|---------------------------------|-----------------------------|--|
| | | | | Admin Services | Eng/Pub Works - Water | Police | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % | |
| | | | | \$ 150 | \$ 150 | \$ 196 | | | | | | | | |
| WATER AND SEWER SERVICES FEES | | | | | | | | | | | | | | |
| 1 | Water Meter Test Charge | | [8] | | | | | | | | | | | |
| | On-site | each | | 0.33 | 1.50 | n/a | 1.83 | \$ 275 | \$ 282 | \$ - | 0% | \$ 100 | 35% | |
| | 3rd party | | | | | | | | | | | | | |
| | City Administrative Fee | each | | 0.33 | 1.50 | n/a | 1.83 | \$ 275 | \$ 282 | new | % | \$ 100 | 35% | |
| | Consultant Fee | actual cost | | | | | | | | Actual Cost | | Actual Cost | | |
| 2 | New Water Account | | [10] | | | | | | | | | | | |
| | Owner | deposit | | | | | | | | \$ 100 | % | \$ 150 | | |
| | Renter | deposit | | | | | | | | \$ 200 | % | \$ 250 | | |
| 3 | Water Test Fee | | [9] | | | | | | | | | | | |
| | City Administrative Fee | each | | 0.33 | 1.00 | n/a | 1.33 | \$ 200 | \$ 205 | new | % | \$ 205 | 100% | |
| | Consultant Fee | actual cost | | | | | | | | Actual Cost | | Actual Cost | | |
| 4 | Bill Delinquency Charge | per bill | [2] | 0.30 | n/a | n/a | 0.30 | \$ 45 | \$ 46 | \$ 15 | | \$ 20 | | |
| 5 | Return Check Fee | | [4] | | | | | | | | | | | |
| | First Returned Check | per check | | 0.30 | n/a | n/a | 0.30 | \$ 45 | \$ 46 | \$ 25 | | \$ 25 | 54% | |
| | Each Additional Check | per check | | 0.30 | n/a | n/a | 0.30 | \$ 45 | \$ 46 | \$ 35 | | \$ 35 | 76% | |
| 6 | Delinquent Account Reconnection Charge | each | [2] | 0.30 | 0.50 | n/a | 0.80 | \$ 120 | \$ 123 | \$ 25 | 21% | \$ 50 | 41% | |
| 7 | Inspection of Modification of Service | | [7] | | | | | | | | | | | |
| | City Administrative Fee | per service | | 0.33 | 2.00 | n/a | 2.33 | \$ 351 | \$ 359 | new | % | \$ 350 | 97% | |
| | Consultant Fee | actual cost | | | | | | | | Actual Cost | | Actual Cost | | |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | Cost Recovery Analysis | | | |
|-----------|---|----------------------|-------|--------------------------------|-----------------------|--------|---|------------------------------|-------------------------|--|--------------------------|--|-----------------------------|
| | | | | Admin Services | Eng/Pub Works - Water | Police | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| | | | | \$ 150 | \$ 150 | \$ 196 | | | | | | | |
| 8 | Fire Hydrant Meter | | | | | | | | | | | | |
| | Meter Deposit | deposit | | | | | | | | \$ 1,000 | | \$ 1,200 | |
| | Usage Deposit | deposit | | | | | | | | Est. Cost of Temp Service in Advance | | Est. Cost of Temp Service in Advance | |
| | City Administrative Fee | per meter/ per month | | 1.00 | n/a | n/a | 1.00 | \$ 150 | \$ 154 | new | % | \$ 50 | 32% |
| | Water Usage | actual cost | [5] | | | | | | | Actual Cost | | Actual Cost | |
| 9 | After Hours Turn-On Fee | each | [3] | 0.25 | 3.00 | 0.50 | 3.75 | \$ 662 | \$ 679 | \$ 100 | 15% | \$ 150 | 22% |
| 10 | Penalties | | | | | | | | | Greater of \$15 or current LAIF interest for penalization period | | Greater of \$15 or current LAIF interest for penalization period | |
| 11 | Tampering Fee | | [6] | | | | | | | | | | |
| | First occurrence | each | | | | | | | | \$ 100 | | \$ 150 | |
| | Each subsequent occurrence | each | | | | | | | | \$ 500 | | \$ 600 | |
| | For services requested of City staff which have no fee listed in this fee schedule, the City Manager of the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this department/division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | hourly | | 1.00 | n/a | n/a | 1.00 | \$ 150 | \$ 154 | Greater of \$35 or actual fbhr used | % | \$ 154 | 100% |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | Cost Recovery Analysis | | | | |
|---------|----------|-----------------|-------|--------------------------------|-----------------------|--------|---|------------------------------|-------------------------|---------------------------|--------------------------|---------------------------------|-----------------------------|
| | | | | Admin Services | Eng/Pub Works - Water | Police | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| | | | | \$ 150 | \$ 150 | \$ 196 | | | | | | | |

Notes

- [1] Sourced from "Fee Schedule Reso-Oct 2019.pdf" provided by City
- [2] When water service is discontinued for non-payment of bills, the City will apply a \$50 non-refundable fee to the delinquent account per SB 998. The City may demand that the full amount of the delinquent bill, any subsequent bills, as well as any applied fees, be paid in full before service is restored. Additionally, a non-refundable after-hours fee of \$150 is payable for service requests outside City Hall business hours as stated at footnote 3.
- [3] For after-hours water service (turn-on/service), a \$150 non-refundable fee per SB 998, plus any account balance due, as noted in footnote 2 above, is to be paid at the Cotati Police Department before the Public Works Department will be called out.
- [4] Fee amount set by State per CA Civ Code 1719 (a) (1).
- [5] Plus 2x the Tier 2 non-residential water rate
- [6] Penalty fee. NBS did not evaluate.
- [7] City inspection of modification to a service. Service equipment includes water meters, backflow prevention devices, and other water related devices.
- [8] Per City policy, fee is waived if the meter is faulty.
- [9] Cost of water sample test charged separately.
- [10] Deposits are fully refundable and applied directly to the account balance at the earlier of (1) close of account or (2) two years of service with only one late fee.

APPENDIX A.3

Cost of Service Analysis – Planning

City of Cotati
 Planning - User Fee Study FY 2021
 Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | | Cost Recovery Analysis | | | |
|-----------------|---|-----------------|-------|--------------------------------|----------------------------|-------------|--------|---|------------------------------|-------------------------|-------------------------------|--------------------------|---------------------------------|-----------------------------|
| | | | | Planning | Eng/Pub Works (City Staff) | City Manger | Police | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| | | | | \$ 179 | \$ 171 | \$ 120 | \$ 198 | | | | | | | |
| PLANNING | | | | [9] | | | | | | | | | | |
| 1 | Annexation | deposit | [2,6] | 40.00 | 2.00 | n/a | n/a | 42.00 | \$ 7,497 | \$ 7,684 | Determined after consultation | % | \$ 7,684 | 100% |
| 2 | Appeals | flat | | 20.00 | n/a | n/a | n/a | 20.00 | \$ 3,577 | \$ 3,667 | \$ 300 | 8% | \$ 500 | 14% |
| 3 | Commercial Cannabis Permit | | [6] | | | | | | | | | | | |
| | Application | per application | | 30.00 | 3.00 | 2.50 | 3.00 | 38.50 | \$ 6,774 | \$ 6,943 | \$ 3,000 | 44% | \$ 6,943 | 100% |
| | Renewal | bi-annual | | 15.00 | n/a | n/a | n/a | 15.00 | \$ 2,683 | \$ 2,750 | \$ 1,500 | 56% | \$ 2,750 | 100% |
| 4 | Design Review | | [4] | | | | | | | | | | | |
| | Administrative Review | flat | | 8.00 | 3.00 | n/a | n/a | 11.00 | \$ 1,944 | \$ 1,993 | \$ 1,000 | 51% | \$ 1,993 | 100% |
| | Preliminary Review | deposit | | 40.00 | 2.00 | n/a | n/a | 42.00 | \$ 7,497 | \$ 7,684 | \$ 4,500 | 60% | \$ 6,000 | 78% |
| | Final Review | deposit | | 10.00 | 2.00 | n/a | n/a | 12.00 | \$ 2,131 | \$ 2,184 | \$ 1,900 | 89% | \$ 2,184 | 100% |
| 5 | Environmental Review | | [5] | | | | | | | | | | | |
| | CEQA Exemption Determination | hourly | | 2.00 | n/a | n/a | n/a | 2.00 | \$ 358 | \$ 367 | \$ 500 | 140% | \$ 367 | 100% |
| | Initial Study / Negative Declaration / Mitigated Negative Declaration | | | | | | | | | | | | | |
| | City Administrative Fee | deposit | | 40.00 | n/a | n/a | n/a | 40.00 | \$ 7,154 | \$ 7,333 | \$ 5,000 | 70% | \$ 7,333 | 100% |
| | Consultant Costs | actual cost | [3] | | | | | | | | Actual Cost | | Actual Cost | |
| | Initial Study / Environmental Impact Report | | | | | | | | | | | | | |
| | City Administrative Fee | deposit | | 160.00 | n/a | n/a | n/a | 160.00 | \$ 28,618 | \$ 29,333 | \$ 20,000 | 70% | \$ 7,333 | 25% |
| | Consultant Costs | actual cost | [3] | | | | | | | | Actual Cost | | Actual Cost | |
| 6 | General Plan Amendment | deposit | | 80.00 | 8.00 | n/a | n/a | 88.00 | \$ 15,678 | \$ 16,070 | \$ 8,000 | 51% | \$ 16,070 | 100% |
| 8 | Hillside Development Permit | deposit | | 10.00 | 2.00 | n/a | n/a | 12.00 | \$ 2,131 | \$ 2,184 | \$ 1,700 | 80% | \$ 2,184 | 100% |
| 9 | Limited Term Permits | deposit | [6] | 8.00 | 1.00 | n/a | n/a | 9.00 | \$ 1,602 | \$ 1,642 | \$ 630 | 39% | \$ 1,000 | 61% |
| 11 | Pre-Application Reviews | | | | | | | | | | | | | |
| | Single Family Home (Owner Occupied) | flat | | | | | | | | | No Charge | | Actual Cost | |
| | Formal Conceptual Plan Review (w/written comments) | flat | | 10.25 | 3.00 | n/a | n/a | 13.25 | \$ 2,347 | \$ 2,406 | \$ 2,025 | 86% | \$ 2,406 | 100% |
| 12 | Public Noticing / Re-Noticing | flat | | | | | | | | | NEW | | Actual Cost | |
| 13 | Signs | | | | | | | | | | | | | |
| | New Sign | flat | | 4.00 | n/a | n/a | n/a | 4.00 | \$ 715 | \$ 733 | \$ 225 | 31% | \$ 250 | 34% |
| | Replacement | flat | | 2.00 | n/a | n/a | n/a | 2.00 | \$ 358 | \$ 367 | \$ 20 | 6% | \$ 100 | 27% |
| | Master Sign Program / Planning Commission Review | deposit | [7] | 12.00 | n/a | n/a | n/a | 12.00 | \$ 2,146 | \$ 2,200 | \$ 465 | 22% | \$ 2,200 | 100% |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Annual Estimated Revenue Analysis | | | | |
|-----------------|---|-----------------|-------|-----------------------------------|---------------------------|-----------|-------------|--|
| | | | | Estimated Volume of Activity | Annual Estimated Revenues | | | |
| | | | | | Current Fee | Full Cost | Recommended | |
| PLANNING | | | | [9] | | | | |
| 1 | Annexation | deposit | [2,6] | - | \$ - | \$ - | \$ - | |
| 2 | Appeals | flat | | - | \$ - | \$ - | \$ - | |
| 3 | Commercial Cannabis Permit | | [6] | | | | | |
| | Application | per application | | 6 | \$ 18,000 | \$ 41,659 | \$ 41,659 | |
| | Renewal | bi-annual | | - | \$ - | \$ - | \$ - | |
| 4 | Design Review | | [4] | | | | | |
| | Administrative Review | flat | | - | \$ - | \$ - | \$ - | |
| | Preliminary Review | deposit | | - | \$ - | \$ - | \$ - | |
| | Final Review | deposit | | 1 | \$ 1,900 | \$ 2,184 | \$ 2,184 | |
| 5 | Environmental Review | | [5] | | | | | |
| | CEQA Exemption Determination | hourly | | - | \$ - | \$ - | \$ - | |
| | Initial Study / Negative Declaration / Mitigated Negative Declaration | | | | | | | |
| | City Administrative Fee | deposit | | - | \$ - | \$ - | \$ - | |
| | Consultant Costs | actual cost | [3] | | | | | |
| | Initial Study / Environmental Impact Report | | | | | | | |
| | City Administrative Fee | deposit | | - | \$ - | \$ - | \$ - | |
| | Consultant Costs | actual cost | [3] | | | | | |
| 6 | General Plan Amendment | deposit | | - | \$ - | \$ - | \$ - | |
| 8 | Hillside Development Permit | deposit | | - | \$ - | \$ - | \$ - | |
| 9 | Limited Term Permits | deposit | [6] | 1 | \$ - | \$ - | \$ - | |
| 11 | Pre-Application Reviews | | | | | | | |
| | Single Family Home (Owner Occupied) | flat | | | | | | |
| | Formal Conceptual Plan Review (w/written comments) | flat | | 1 | \$ - | \$ - | \$ - | |
| 12 | Public Noticing / Re-Noticing | flat | | | | | | |
| 13 | Signs | | | | | | | |
| | New Sign | flat | | 1 | \$ 225 | \$ 733 | \$ 250 | |
| | Replacement | flat | | - | \$ - | \$ - | \$ - | |
| | Master Sign Program / Planning Commission Review | deposit | [7] | 1 | \$ - | \$ - | \$ - | |

City of Cotati
 Planning - User Fee Study FY 2021
 Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | Cost Recovery Analysis | | | | |
|--------------|---|--------------------|-------|--------------------------------|----------------------------|-------------|--------|---|------------------------------|-------------------------|--|--------------------------|--|-----------------------------|
| | | | | Planning | Eng/Pub Works (City Staff) | City Manger | Police | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| | | | | \$ 179 | \$ 171 | \$ 120 | \$ 198 | | | | | | | |
| 14 | Subdivisions | | | | | | | | | | | | | |
| | Parcel Map | deposit | | 40.00 | 8.00 | n/a | n/a | 48.00 | \$ 8,524 | \$ 8,737 | \$ 2,600 | 31% | \$ 8,737 | 100% |
| | Tentative Subdivision Map | deposit | | 80.00 | 8.00 | n/a | n/a | 88.00 | \$ 15,678 | \$ 16,070 | \$ 6,900 | 44% | \$ 16,070 | 100% |
| 15 | Time Extension | deposit | [7] | 25.00 | n/a | n/a | n/a | 25.00 | \$ 4,472 | \$ 4,583 | \$ 2,000 | 45% | \$ 4,583 | 100% |
| 16 | Tree Removal | | | | | | | | | | | | | |
| | Standard Removal | | | | | | | | | | | | | |
| | First 5 Trees | flat | | 2.00 | n/a | n/a | n/a | 2.00 | \$ 358 | \$ 367 | \$ 25 | 7% | \$ 250 | 68% |
| | Each Additional Removal Requiring Arborist | each | | 0.50 | n/a | n/a | n/a | 0.50 | \$ 89 | \$ 92 | \$ 10 | 11% | \$ 92 | 100% |
| | City Staff Review | flat | | 4.00 | n/a | n/a | n/a | 4.00 | \$ 715 | \$ 733 | \$ 150 | 21% | \$ 733 | 100% |
| | Consultant Review | actual cost | [3] | | | | | | | | Actual Cost | | Actual Cost | |
| | Penalty For Removal Without Permit | | [8] | | | | | | | | 2 x standard removal fee +2x replacement value | | 2 x standard removal fee +2x replacement value | |
| 17 | Use Determination | flat | | 2.00 | n/a | n/a | n/a | 2.00 | \$ 358 | \$ 367 | \$ 500 | 140% | \$ 367 | 100% |
| 18 | Use Permit | | | | | | | | | | | | | |
| | Minor Use Permit | deposit | | 8.00 | 2.00 | n/a | n/a | 10.00 | \$ 1,773 | \$ 1,818 | \$ 750 | 42% | \$ 1,818 | 100% |
| | Modification to previously approved Use Permit | deposit | | 16.00 | 2.00 | n/a | n/a | 18.00 | \$ 3,204 | \$ 3,284 | \$ 1,000 | 31% | \$ 3,284 | 100% |
| | Major Use Permit | deposit | | 20.00 | 4.00 | n/a | n/a | 24.00 | \$ 4,262 | \$ 4,369 | \$ 3,250 | 76% | \$ 4,369 | 100% |
| 19 | Variance | | | | | | | | | | | | | |
| | Minor | flat | | 8.00 | n/a | n/a | n/a | 8.00 | \$ 1,431 | \$ 1,467 | \$ 550 | 38% | \$ 1,467 | 100% |
| | Major | deposit | [7] | 20.00 | n/a | n/a | n/a | 20.00 | \$ 3,577 | \$ 3,667 | \$ 2,100 | 59% | \$ 3,667 | 100% |
| 20 | Zoning Code /Zoning Map / PUD Amendment | deposit | | 60.00 | n/a | n/a | n/a | 60.00 | \$ 10,732 | \$ 11,000 | \$ 4,500 | 42% | \$ 11,000 | 100% |
| 21 | Zoning Clearance or Research | actual cost | | | | | | | | | Actual Cost | | Actual Cost | |
| 22 | Planning Plan Check (of Building Plans/Permits) | per hour as needed | | 1.00 | n/a | n/a | n/a | 1.00 | \$ 179 | \$ 183 | \$ 90 | 50% | \$ 183 | 100% |
| | Reconciliation of Deposit billing | annual | | 450.00 | 72.50 | 43.00 | n/a | 565.50 | \$ 98,045 | \$ 100,497 | \$ 30,000 | 31% | \$ 100,497 | 100% |
| | For services requested of City staff which have no fee listed in this fee schedule, the City Manager of the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this department/division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | hourly | | 1.00 | n/a | n/a | n/a | 1.00 | \$ 179 | \$ 183 | Greater of \$35 or actual fbhr used | % | \$ 183 | 100% |
| TOTAL | | | | | | | | | | | | | | |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Annual Estimated Revenue Analysis | | | |
|--------------|---|--------------------|-------|-----------------------------------|---------------------------|-------------------|-------------------|
| | | | | Estimated Volume of Activity | Annual Estimated Revenues | | |
| | | | | | Current Fee | Full Cost | Recommended |
| 14 | Subdivisions | | | | | | |
| | Parcel Map | deposit | | - | \$ - | \$ - | \$ - |
| | Tentative Subdivision Map | deposit | | 1 | \$ 6,900 | \$ 16,070 | \$ 16,070 |
| 15 | Time Extension | deposit | [7] | 3 | \$ 6,000 | \$ 13,750 | \$ 13,750 |
| 16 | Tree Removal | | | | | | |
| | Standard Removal | | | | | | |
| | First 5 Trees | flat | | - | \$ - | \$ - | \$ - |
| | Each Additional | each | | - | \$ - | \$ - | \$ - |
| | Removal Requiring Arborist | | | | | | |
| | City Staff Review | flat | | - | \$ - | \$ - | \$ - |
| | Consultant Review | actual cost | [3] | | | | |
| | Penalty For Removal Without Permit | | [8] | | | | |
| 17 | Use Determination | flat | | - | \$ - | \$ - | \$ - |
| 18 | Use Permit | | | | | | |
| | Minor Use Permit | deposit | | - | \$ - | \$ - | \$ - |
| | Modification to previously approved Use Permit | deposit | | 1 | \$ - | \$ - | \$ - |
| | Major Use Permit | deposit | | 1 | \$ - | \$ - | \$ - |
| 19 | Variance | | | | | | |
| | Minor | flat | | - | \$ - | \$ - | \$ - |
| | Major | deposit | [7] | - | \$ - | \$ - | \$ - |
| 20 | Zoning Code /Zoning Map / PUD Amendment | deposit | | 1 | \$ - | \$ - | \$ - |
| 21 | Zoning Clearance or Research | actual cost | | | | | |
| 22 | Planning Plan Check (of Building Plans/Permits) | per hour as needed | | - | \$ - | \$ - | \$ - |
| | Reconciliation of Deposit billing | annual | | 1 | \$ 30,000 | \$ 100,497 | \$ 100,497 |
| | For services requested of City staff which have no fee listed in this fee schedule, the City Manager of the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this department/division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | hourly | | - | \$ - | \$ - | \$ - |
| TOTAL | | | | | \$ 63,025 | \$ 174,894 | \$ 174,410 |

City of Cotati
 Planning - User Fee Study FY 2021
 Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | | Cost Recovery Analysis | | | |
|---------|----------|-----------------|-------|--------------------------------|----------------------------|-------------|--------|---|------------------------------|-------------------------|---------------------------|--------------------------|---------------------------------|-----------------------------|
| | | | | Planning | Eng/Pub Works (City Staff) | City Manger | Police | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| | | | | \$ 179 | \$ 171 | \$ 120 | \$ 198 | | | | | | | |

Notes

- [1] Sourced from "Fee Schedule Reso-Oct 2019.pdf" provided by City
- [2] Additional Environmental/CEQA fees may apply
- [3] Service provided by third party consultant
- [4] Additional fee for hillside development may apply
- [5] See Sonoma County Clerk and CA Fish & Wildlife websites for additional applicable fees
- [6] Additional fee may apply if Public Noticing is required
- [7] Plus public noticing fee
- [8] NBS did not analyze.
- [9] Assumes project qualifies for a CEQA exemption.

APPENDIX A.4

Cost of Service Analysis – Building

City of Cotati
 Building - User Fee Study FY 2021
 Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | Cost Recovery Analysis | | | | |
|----------|---|--|-------|---|------------|--------|---|------------------------------|-------------------------|-----------------------|--------------------------|---------------------------------|-----------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | | | Estimated Average Labor Time Per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| | | | | Process | Plan Check | Insp | | | | | | | |
| | | | | \$ 268 | \$ 268 | \$ 268 | | | | | | | |
| I | BUILDING PERMIT AND PLAN CHECK FEES | | [1,2] | | | | | | | | | | |
| 1 | Building Permit/Inspection - Single Family Residential | | | | | | | | | | | | |
| | \$ 500 | base fee up to \$500 | | 1.00 | n/a | 1.30 | 2.30 | \$ 617 | \$ 632 | \$ 90 | 15% | \$ 100 | 16% |
| | | each additional \$100 or fraction thereof | | 0.000 | n/a | 0.000 | 0.00 | \$ - | \$ - | \$ 4.05 | n/a | \$ 5.00 | n/a |
| | \$ 2,001 | base fee @ 2,000 | | 1.00 | n/a | 1.30 | 2.30 | \$ 617 | \$ 632 | \$ 136 | 22% | \$ 175 | 28% |
| | | each additional \$1000 or fraction thereof | | 0.022 | n/a | 0.028 | 0.05 | \$ 13.41 | \$ 13.75 | \$ 21.51 | n/a | \$ 33.64 | n/a |
| | \$ 25,001 | base fee @ \$25,000 | | 1.50 | n/a | 1.95 | 3.45 | \$ 926 | \$ 949 | \$ 630 | 68% | \$ 949 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.020 | n/a | 0.039 | 0.06 | \$ 15.83 | \$ 16.22 | \$ 15.52 | n/a | \$ 16.22 | n/a |
| | \$ 50,001 | base fee @ \$50,000 | | 2.00 | n/a | 2.93 | 4.93 | \$ 1,321 | \$ 1,354 | \$ 1,018 | 77% | \$ 1,354 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.000 | n/a | 0.033 | 0.03 | \$ 8.72 | \$ 8.94 | \$ 10.75 | n/a | \$ 8.94 | n/a |
| | \$ 100,001 | base fee @ \$100,000 | | 2.00 | n/a | 4.55 | 6.55 | \$ 1,757 | \$ 1,801 | \$ 1,557 | 89% | \$ 1,801 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.005 | n/a | 0.008 | 0.01 | \$ 3.52 | \$ 3.61 | \$ 8.61 | n/a | \$ 3.61 | n/a |
| | \$ 500,001 | base fee @ \$500,000 | | 4.00 | n/a | 7.80 | 11.80 | \$ 3,166 | \$ 3,245 | \$ 5,001 | 158% | \$ 3,245 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.004 | n/a | 0.016 | 0.02 | \$ 5.26 | \$ 5.39 | \$ 7.30 | n/a | \$ 5.39 | n/a |
| | \$ 1,000,001 | base fee @ 1,000,000 | | 6.00 | n/a | 15.60 | 21.60 | \$ 5,795 | \$ 5,939 | \$ 8,651 | 149% | \$ 5,939 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.01 | n/a | 0.02 | 0.02 | \$ 5.79 | \$ 5.94 | \$ 4.82 | n/a | \$ 5.94 | n/a |

Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit / Type | Notes | Estimated Volume of Activity | Annual Estimated Revenue Analysis | | |
|----------|---|----------------------|-------|------------------------------|-----------------------------------|--------------------|-------------|
| | | | | | Annual Estimated Revenues | | |
| | | | | | Current Fee | Full Cost Recovery | Recommended |
| I | BUILDING PERMIT AND PLAN CHECK FEES | | [1,2] | | | | |
| 1 | Building Permit/Inspection - Single Family Residential | | | | | | |
| | \$ 500 | base fee up to \$500 | | 3 | \$ 270 | \$ 1,897 | \$ 300 |
| | each additional \$100 or fraction thereof | each add'l \$100 | | 13 | \$ 53 | \$ - | \$ 65 |
| | \$ 2,001 | base fee @ 2,000 | | 25 | \$ 3,394 | \$ 15,811 | \$ 4,375 |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | 221 | \$ 4,754 | \$ 3,038 | \$ 7,434 |
| | \$ 25,001 | base fee @ \$25,000 | | 7 | \$ 4,413 | \$ 6,641 | \$ 6,641 |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | 109 | \$ 1,692 | \$ 1,768 | \$ 1,768 |
| | \$ 50,001 | base fee @ \$50,000 | | 4 | \$ 4,074 | \$ 5,417 | \$ 5,417 |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | 131 | \$ 1,408 | \$ 1,171 | \$ 1,171 |
| | \$ 100,001 | base fee @ \$100,000 | | 1 | \$ 1,557 | \$ 1,801 | \$ 1,801 |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | 150 | \$ 1,292 | \$ 541 | \$ 541 |
| | \$ 500,001 | base fee @ \$500,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 1,000,001 | base fee @ 1,000,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |

City of Cotati
 Building - User Fee Study FY 2021
 Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | Cost Recovery Analysis | | | | |
|---------|--|--|-------|---|------------|--------|---|------------------------------|-------------------------|-----------------------|--------------------------|---------------------------------|-----------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | | | Estimated Average Labor Time Per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| | | | | Process | Plan Check | Insp | | | | | | | |
| | | | | \$ 268 | \$ 268 | \$ 268 | | | | | | | |
| 2 | Building Permit/Inspection - Commercial/Multi-Family/Industrial | | | | | | | | | | | | |
| | \$ 500 | base fee up to \$500 | | 1.00 | n/a | 1.30 | 2.30 | \$ 617 | \$ 632 | \$ 90 | 15% | \$ 100 | 16% |
| | | each add'l \$100 or fraction thereof | | 0.000 | n/a | 0.000 | 0.00 | \$ - | \$ - | \$ 4.05 | n/a | \$ 5.00 | n/a |
| | \$ 2,001 | base fee @ 2,000 | | 1.00 | n/a | 1.30 | 2.30 | \$ 617 | \$ 632 | \$ 136 | 22% | \$ 175 | 28% |
| | | each additional \$1000 or fraction thereof | | 0.022 | n/a | 0.000 | 0.02 | \$ 5.83 | \$ 5.98 | \$ 21.51 | n/a | \$ 25.87 | n/a |
| | \$ 25,001 | base fee @ \$25,000 | | 1.50 | n/a | 1.30 | 2.80 | \$ 751 | \$ 770 | \$ 630 | 84% | \$ 770 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.040 | n/a | 0.013 | 0.05 | \$ 14.22 | \$ 14.57 | \$ 15.52 | n/a | \$ 14.57 | n/a |
| | \$ 50,001 | base fee @ \$50,000 | | 2.50 | n/a | 1.63 | 4.13 | \$ 1,107 | \$ 1,134 | \$ 1,018 | 92% | \$ 1,134 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.000 | n/a | 0.046 | 0.05 | \$ 12.21 | \$ 12.51 | \$ 10.75 | n/a | \$ 12.51 | n/a |
| | \$ 100,001 | base fee @ \$100,000 | | 2.50 | n/a | 3.90 | 6.40 | \$ 1,717 | \$ 1,760 | \$ 1,557 | 91% | \$ 1,760 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.006 | n/a | 0.016 | 0.02 | \$ 6.04 | \$ 6.19 | \$ 8.61 | n/a | \$ 6.19 | n/a |
| | \$ 500,001 | base fee @ \$500,000 | | 5.00 | n/a | 10.40 | 15.40 | \$ 4,131 | \$ 4,235 | \$ 5,001 | 121% | \$ 4,235 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.008 | n/a | 0.031 | 0.04 | \$ 10.52 | \$ 10.78 | \$ 7.30 | n/a | \$ 10.78 | n/a |
| | \$ 1,000,001 | base fee @ \$500,000 | | 9.00 | n/a | 26.00 | 35.00 | \$ 9,389 | \$ 9,624 | \$ 8,651 | 92% | \$ 9,624 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.001 | n/a | 0.003 | 0.00 | \$ 1.07 | \$ 1.10 | \$ 4.82 | n/a | \$ 1.10 | n/a |
| | \$ 5,000,001 | base fee @ \$500,000 | | 12.00 | n/a | 39.00 | 51.00 | \$ 13,682 | \$ 14,024 | \$ 8,651 | % | \$ 14,024 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.001 | n/a | 0.004 | 0.00 | \$ 1.26 | \$ 1.29 | \$ 4.82 | n/a | \$ 1.29 | n/a |
| | \$ 10,000,001 | base fee @ 1,000,000 | | 16.00 | n/a | 58.50 | 74.50 | \$ 19,986 | \$ 20,486 | \$ 8,651 | 43% | \$ 20,486 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.00 | n/a | 0.01 | 0.01 | \$ 2.00 | \$ 2.05 | \$ 4.82 | n/a | \$ 2.05 | n/a |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Annual Estimated Revenue Analysis | | | |
|---------|--|----------------------|-------|-----------------------------------|---------------------------|--------------------|-------------|
| | | | | Estimated Volume of Activity | Annual Estimated Revenues | | |
| | | | | | Current Fee | Full Cost Recovery | Recommended |
| 2 | Building Permit/Inspection - Commercial/Multi-Family/Industrial | | | | | | |
| | \$ 500 | base fee up to \$500 | | - | \$ - | \$ - | \$ - |
| | each additional \$100 or fraction thereof | each add'l \$100 | | - | \$ - | \$ - | \$ - |
| | \$ 2,001 | base fee @ 2,000 | | 7 | \$ 950 | \$ 4,427 | \$ 1,225 |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | 91 | \$ 1,957 | \$ 544 | \$ 2,354 |
| | \$ 25,001 | base fee @ \$25,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 50,001 | base fee @ \$50,000 | | 3 | \$ 3,055 | \$ 3,403 | \$ 3,403 |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | 126 | \$ 1,355 | \$ 1,576 | \$ 1,576 |
| | \$ 100,001 | base fee @ \$100,000 | | 4 | \$ 6,230 | \$ 7,039 | \$ 7,039 |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | 611 | \$ 5,261 | \$ 3,780 | \$ 3,780 |
| | \$ 500,001 | base fee @ \$500,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 1,000,001 | base fee @ \$500,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 5,000,001 | base fee @ \$500,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 10,000,001 | base fee @ 1,000,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |

City of Cotati
 Building - User Fee Study FY 2021
 Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | Cost Recovery Analysis | | | |
|------------|--|-----------------|-------|---|------------|--------|---|------------------------------|-------------------------|------------------------|--------------------------|---------------------------------|-----------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | | | Estimated Average Labor Time Per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| | | | | Process | Plan Check | Insp | | | | | | | |
| | | | | \$ 268 | \$ 268 | \$ 268 | | | | | | | |
| 3 | Building Plan Check | | [4] | | | | | | | | | | |
| | City Processing Fee | | | | | | | | | | | | |
| | Up to \$10,000 valuation | flat | | 1.00 | 1.00 | n/a | 2.00 | \$ 537 | \$ 550 | \$ 360 | 67% | \$ 550 | 100% |
| | \$10,000+ Valuation | flat | | 1.00 | 3.00 | n/a | 4.00 | \$ 1,073 | \$ 1,100 | \$ 360 | 34% | \$ 1,100 | 100% |
| | Third Party Consultant | actual costs | | | | | | | | Actual Cost | | Actual Cost | |
| II | MISCELLANEOUS FEES - FLAT RATE PERMITS | | [2] | | | | | | | | | | |
| 4 | Photovoltaic Systems (Solar Systems) | | [6] | | | | | | | | | | |
| | Residential Roof Mount (Up to 15 kW) | each | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | \$ 519 | % | \$ 450 | % |
| | Per kW over 15 kW | each | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | NEW | % | \$ 15 | % |
| | Commercial (Up to 50 kW) | each | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | \$ 1,500 | % | \$ 1,000 | % |
| | Per kW between 51kW - 250kW | each | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | NEW | % | \$ 7 | % |
| | Per kW above 250kW | each | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | NEW | % | \$ 5 | % |
| 5 | Re-roof | | | | | | | | | | | | |
| | Residential | each | | 0.75 | n/a | 1.95 | 2.70 | \$ 724 | \$ 742 | \$ 180 | 25% | \$ 450 | 61% |
| | Commercial | each | | 0.75 | n/a | 2.60 | 3.35 | \$ 899 | \$ 921 | \$ 360 | 40% | \$ 921 | 100% |
| NEW | Minor Repair | flat | [5] | 1.00 | n/a | 2.60 | 3.60 | \$ 966 | \$ 990 | \$ 520 | 54% | \$ 520 | 53% |
| III | MECHANICAL, ELECTRICAL, PLUMBING PERMIT AND PLAN CHECK FEES | | | | | | | | | | | | |
| 7 | Water Heater / HVAC / T24 | each | | 0.50 | n/a | 0.98 | 1.48 | \$ 396 | \$ 406 | \$ 90 | 23% | \$ 120 | 30% |
| NEW | Electric Vehicle Charging Station | | | | | | | | | | | | |
| | Residential - Up to 50 Amps | flat | | 0.50 | n/a | 1.30 | 1.80 | \$ 483 | \$ 495 | \$ 90 | 19% | \$ 495 | 100% |
| | Commercial - Up to 50 Amps | flat | | 0.50 | n/a | 1.30 | 1.80 | \$ 483 | \$ 495 | NEW | % | \$ 495 | 100% |
| | Commercial - Over 50 Amps | flat | | 0.50 | n/a | 1.95 | 2.45 | \$ 657 | \$ 674 | NEW | % | \$ 674 | 100% |

Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit / Type | Notes | Estimated Volume of Activity | Annual Estimated Revenue Analysis | | |
|------------|--|-----------------|-------|------------------------------|-----------------------------------|--------------------|-------------|
| | | | | | Annual Estimated Revenues | | |
| | | | | | Current Fee | Full Cost Recovery | Recommended |
| 3 | Building Plan Check | | [4] | | | | |
| | City Processing Fee | | | | | | |
| | Up to \$10,000 valuation | flat | | 5 | \$ 1,800 | \$ 2,750 | \$ 2,750 |
| | \$10,000+ Valuation | flat | | 20 | \$ 7,200 | \$ 21,998 | \$ 21,998 |
| | Third Party Consultant | actual costs | | | | | |
| II | MISCELLANEOUS FEES - FLAT RATE PERMITS | | [2] | | | | |
| 4 | Photovoltaic Systems (Solar Systems) | | [6] | | | | |
| | Residential Roof Mount (Up to 15 kW) | each | | 22 | \$ 11,418 | \$ 9,900 | \$ 9,900 |
| | Per kW over 15 kW | each | | - | \$ - | \$ - | \$ - |
| | Commercial (Up to 50 kW) | each | | 1 | \$ 1,500 | \$ 1,000 | \$ 1,000 |
| | Per kW between 51kW - 250kW | each | | - | \$ - | \$ - | \$ - |
| | Per kW above 250kW | each | | - | \$ - | \$ - | \$ - |
| 5 | Re-roof | | | | | | |
| | Residential | each | | 53 | \$ 9,540 | \$ 39,349 | \$ 23,850 |
| | Commercial | each | | 1 | \$ 360 | \$ 921 | \$ 921 |
| NEW | Minor Repair | flat | [5] | 8 | \$ 4,160 | \$ 7,919 | \$ 4,160 |
| III | MECHANICAL, ELECTRICAL, PLUMBING PERMIT AND PLAN CHECK FEES | | | | | | |
| 7 | Water Heater / HVAC / T24 | each | | 16 | \$ 1,440 | \$ 6,489 | \$ 1,920 |
| NEW | Electric Vehicle Charging Station | | | | | | |
| | Residential - Up to 50 Amps | flat | | 1 | \$ 90 | \$ 495 | \$ 495 |
| | Commercial - Up to 50 Amps | flat | | - | \$ - | \$ - | \$ - |
| | Commercial - Over 50 Amps | flat | | - | \$ - | \$ - | \$ - |

City of Cotati
 Building - User Fee Study FY 2021
 Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | Cost Recovery Analysis | | | | |
|-----------|--|--|-------|---|------------|--------|---|------------------------------|-------------------------|-----------------------|--------------------------|---------------------------------|-----------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | | | Estimated Average Labor Time Per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| | | | | Process | Plan Check | Insp | | | | | | | |
| | | | | \$ 268 | \$ 268 | \$ 268 | | | | | | | |
| 10 | Non-itemized MEP Permit - Single Family Residential | | | | | | | | | | | | |
| | \$ 500 | base fee up to \$500 | | 0.50 | n/a | 0.98 | 1.48 | \$ 396 | \$ 406 | \$ 90 | 23% | \$ 90 | 22% |
| | | each additional \$100 or fraction thereof | | 0.000 | n/a | 0.000 | 0.00 | \$ - | \$ - | \$ 4.05 | n/a | \$ 21.03 | n/a |
| | \$ 2,001 | base fee @ 2,000 | | 0.50 | n/a | 0.98 | 1.48 | \$ 396 | \$ 406 | \$ 136 | 34% | \$ 406 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.011 | n/a | 0.014 | 0.03 | \$ 6.71 | \$ 6.87 | \$ 21.51 | n/a | \$ 6.87 | n/a |
| | \$ 25,001 | base fee @ \$25,000 | | 0.75 | n/a | 1.30 | 2.05 | \$ 550 | \$ 564 | \$ 630 | 115% | \$ 564 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.010 | n/a | 0.000 | 0.01 | \$ 2.68 | \$ 2.75 | \$ 15.52 | n/a | \$ 2.75 | n/a |
| | \$ 50,001 | base fee @ \$50,000 | | 1.00 | n/a | 1.30 | 2.30 | \$ 617 | \$ 632 | \$ 1,018 | 165% | \$ 632 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.005 | n/a | 0.013 | 0.02 | \$ 4.83 | \$ 4.95 | \$ 10.75 | n/a | \$ 4.95 | n/a |
| | \$ 100,001 | base fee @ \$100,000 | | 1.25 | n/a | 1.95 | 3.20 | \$ 858 | \$ 880 | \$ 1,557 | 181% | \$ 880 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.002 | n/a | 0.002 | 0.00 | \$ 1.16 | \$ 1.19 | \$ 8.61 | n/a | \$ 1.19 | n/a |
| | \$ 500,001 | base fee @ \$500,000 | | 2.00 | n/a | 2.93 | 4.93 | \$ 1,321 | \$ 1,354 | \$ 5,001 | 379% | \$ 1,354 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.001 | n/a | 0.003 | 0.00 | \$ 1.14 | \$ 1.17 | \$ 7.30 | n/a | \$ 1.17 | n/a |
| | \$ 1,000,001 | base fee @ 1,000,000 | | 2.50 | n/a | 4.55 | 7.05 | \$ 1,891 | \$ 1,939 | \$ 8,651 | 457% | \$ 1,939 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.00 | n/a | 0.00 | 0.01 | \$ 1.89 | \$ 1.94 | \$ 4.82 | n/a | \$ 1.94 | n/a |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Estimated Volume of Activity | Annual Estimated Revenue Analysis | | |
|---------|---|----------------------|-------|------------------------------|-----------------------------------|--------------------|-------------|
| | | | | | Annual Estimated Revenues | | |
| | | | | | Current Fee | Full Cost Recovery | Recommended |
| 10 | Non-itemized MEP Permit - Single Family Residential | | | | | | |
| | \$ 500 | base fee up to \$500 | | 99 | \$ 8,910 | \$ 40,153 | \$ 8,910 |
| | each additional \$100 or fraction thereof | each add'l \$100 | | - | \$ - | \$ - | \$ - |
| | \$ 2,001 | base fee @ 2,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 25,001 | base fee @ \$25,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 50,001 | base fee @ \$50,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 100,001 | base fee @ \$100,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 500,001 | base fee @ \$500,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 1,000,001 | base fee @ 1,000,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |

City of Cotati
 Building - User Fee Study FY 2021
 Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | Cost Recovery Analysis | | | | |
|---------|--|--|-------|---|------------|--------|---|------------------------------|-------------------------|-----------------------|--------------------------|---------------------------------|-----------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | | | Estimated Average Labor Time Per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| | | | | Process | Plan Check | Insp | | | | | | | |
| | | | | \$ 268 | \$ 268 | \$ 268 | | | | | | | |
| 11 | Non-itemized MEP Permit - Commercial/Multi-Family/Industrial (Includes T24 Energy / CalGreen) | | | | | | | | | | | | |
| | \$ 500 | base fee up to \$500 | | 0.50 | n/a | 0.98 | 1.48 | \$ 396 | \$ 406 | \$ 90 | 23% | \$ 90 | 22% |
| | | each add'l \$100 or fraction thereof | | 0.000 | n/a | 0.000 | 0.00 | \$ - | \$ - | \$ 4.05 | n/a | \$ 21.03 | n/a |
| | \$ 2,001 | base fee @ 2,000 | | 0.50 | n/a | 0.98 | 1.48 | \$ 396 | \$ 406 | \$ 136 | 34% | \$ 406 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.000 | n/a | 0.028 | 0.03 | \$ 7.58 | \$ 7.77 | \$ 21.51 | n/a | \$ 7.77 | n/a |
| | \$ 25,001 | base fee @ \$25,000 | | 0.50 | n/a | 1.63 | 2.13 | \$ 570 | \$ 584 | \$ 630 | 111% | \$ 584 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.010 | n/a | 0.013 | 0.02 | \$ 6.17 | \$ 6.32 | \$ 15.52 | n/a | \$ 6.32 | n/a |
| | \$ 50,001 | base fee @ \$50,000 | | 0.75 | n/a | 1.95 | 2.70 | \$ 724 | \$ 742 | \$ 1,018 | 141% | \$ 742 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.005 | n/a | 0.013 | 0.02 | \$ 4.83 | \$ 4.95 | \$ 10.75 | n/a | \$ 4.95 | n/a |
| | \$ 100,001 | base fee @ \$100,000 | | 1.00 | n/a | 2.60 | 3.60 | \$ 966 | \$ 990 | \$ 1,557 | 161% | \$ 990 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.003 | n/a | 0.007 | 0.01 | \$ 2.41 | \$ 2.47 | \$ 8.61 | n/a | \$ 2.47 | n/a |
| | \$ 500,001 | base fee @ \$500,000 | | 2.00 | n/a | 5.20 | 7.20 | \$ 1,932 | \$ 1,980 | \$ 5,001 | 259% | \$ 1,980 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.003 | n/a | 0.005 | 0.01 | \$ 2.20 | \$ 2.25 | \$ 7.30 | n/a | \$ 2.25 | n/a |
| | \$ 1,000,001 | base fee @ 1,000,000 | | 3.50 | n/a | 7.80 | 11.30 | \$ 3,031 | \$ 3,107 | \$ 8,651 | 285% | \$ 3,107 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.000 | n/a | 0.002 | 0.00 | \$ 0.62 | \$ 0.64 | \$ 4.82 | n/a | \$ 0.64 | n/a |
| | \$ 5,000,001 | base fee @ 5,000,000 | | 5.00 | n/a | 15.60 | 20.60 | \$ 5,526 | \$ 5,665 | \$ 8,651 | 157% | \$ 5,665 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.001 | n/a | 0.002 | 0.00 | \$ 0.72 | \$ 0.74 | \$ 4.82 | n/a | \$ 0.74 | n/a |
| | \$ 10,000,001 | base fee @ 10,000,000 | | 8.00 | n/a | 26.00 | 34.00 | \$ 9,121 | \$ 9,349 | \$ 8,651 | 95% | \$ 9,349 | 100% |
| | | each additional \$1000 or fraction thereof | | 0.00 | n/a | 0.00 | 0.00 | \$ 0.91 | \$ 0.93 | \$ 4.82 | n/a | \$ 0.93 | n/a |

Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit / Type | Notes | Estimated Volume of Activity | Annual Estimated Revenue Analysis | | |
|---------|--|-----------------------|-------|------------------------------|-----------------------------------|--------------------|-------------|
| | | | | | Annual Estimated Revenues | | |
| | | | | | Current Fee | Full Cost Recovery | Recommended |
| 11 | Non-itemized MEP Permit - Commercial/Multi-Family/Industrial (Includes T24 Energy / CalGreen) | | | | | | |
| | \$ 500 | base fee up to \$500 | | - | \$ - | \$ - | \$ - |
| | each additional \$100 or fraction thereof | each add'l \$100 | | - | \$ - | \$ - | \$ - |
| | \$ 2,001 | base fee @ 2,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 25,001 | base fee @ \$25,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 50,001 | base fee @ \$50,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 100,001 | base fee @ \$100,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 500,001 | base fee @ \$500,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 1,000,001 | base fee @ 1,000,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 5,000,001 | base fee @ 5,000,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |
| | \$ 10,000,001 | base fee @ 10,000,000 | | - | \$ - | \$ - | \$ - |
| | each additional \$1000 or fraction thereof | each add'l \$1,000 | | - | \$ - | \$ - | \$ - |

City of Cotati
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 Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | Cost Recovery Analysis | | | | |
|-----------|--|-------------------|-------|---|------------|--------|---|------------------------------|-------------------------|--|--------------------------|--|-----------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | | | Estimated Average Labor Time Per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| | | | | Process | Plan Check | Insp | | | | | | | |
| | | | | \$ 268 | \$ 268 | \$ 268 | | | | | | | |
| IV | ADDITIONAL SERVICES | | | | | | | | | | | | |
| 12 | Inspections outside of normal business hours | hourly (2 hr min) | | 0.00 | n/a | 1.00 | 1.00 | \$ 279 | \$ 286 | \$ 90 | 32% | \$ 286 | 100% |
| 13 | CASP Consultant | hourly | | | | | | | | Actual Cost | | Actual Cost | |
| | City Processing | flat | | 0.50 | n/a | n/a | 0.50 | \$ 134 | \$ 137 | NEW | % | \$ 137 | 100% |
| 14 | Re-inspection | hourly | | 0.00 | n/a | 1.00 | 1.00 | \$ 268 | \$ 275 | \$ 100 | 37% | \$ 275 | 100% |
| 15 | Growth Management Review | per unit | | 0.50 | n/a | n/a | 0.50 | \$ 134 | \$ 137 | \$ 175 | 130% | \$ 137 | 100% |
| 16 | Additional plan review required by changes, additions, or revisions to plans | hourly | | n/a | 1.00 | n/a | 1.00 | \$ 268 | \$ 275 | \$ 100 | 37% | \$ 275 | 100% |
| 17 | Technology Fee | | | | | | | | | | | | |
| | \$500 to \$100,000 valuation | flat | | | | | | | | .0010 times value (min \$6) | | .0010 times value (min \$6) | |
| | \$100,001 to \$500,000 valuation | flat | | | | | | | | .0008 times value (min \$80) | | .0008 times value (min \$80) | |
| | \$500,001 and above valuation | flat | | | | | | | | .0006 times value (min \$300, max \$500) | | .0006 times value (min \$300, max \$500) | |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Annual Estimated Revenue Analysis | | | |
|-----------|--|----------------------|-------|-----------------------------------|---------------------------|--------------------|-------------|
| | | | | Estimated Volume of Activity | Annual Estimated Revenues | | |
| | | | | | Current Fee | Full Cost Recovery | Recommended |
| IV | ADDITIONAL SERVICES | | | | | | |
| 12 | Inspections outside of normal business hours | hourly (2 hr min) | | | \$ - | \$ - | \$ - |
| 13 | CASP Consultant | hourly | | | | | |
| | City Processing | flat | | | \$ - | \$ - | \$ - |
| 14 | Re-inspection | hourly | | | \$ - | \$ - | \$ - |
| 15 | Growth Management Review | per unit | | | \$ - | \$ - | \$ - |
| 16 | Additional plan review required by changes, additions, or revisions to plans | hourly | | | \$ - | \$ - | \$ - |
| 17 | Technology Fee | | | | | | |
| | \$500 to \$100,000 valuation | flat | | | | | |
| | \$100,001 to \$500,000 valuation | flat | | | | | |
| | \$500,001 and above valuation | flat | | | | | |

City of Cotati
 Building - User Fee Study FY 2021
 Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | Cost Recovery Analysis | | | | |
|--------------|--|-----------------|-------|---|------------|--------|---|------------------------------|-----------------------------|-----------------------|-----------------------------|---------------------------------|-----------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | | | Estimated Average Labor Time Per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % |
| | | | | Process | Plan Check | Insp | | | | | | | |
| | | | | \$ 268 | \$ 268 | \$ 268 | | | | | | | |
| 18 | California Building Standards | each | [3] | | | | | | | | | | |
| | \$1 - \$25,000 | flat | | | | | | | \$ 1 | | \$ 1 | | |
| | \$25,001 - \$50,000 | flat | | | | | | | \$ 2 | | \$ 2 | | |
| | \$50,001 - \$75,000 | flat | | | | | | | \$ 3 | | \$ 3 | | |
| | \$75,001 - \$100,000 | flat | | | | | | | \$ 4 | | \$ 4 | | |
| | Every \$25,000 or fraction thereof above \$100,000 | flat | | | | | | | \$ 1 | | \$ 1 | | |
| 19 | SMIP Fee | | [3] | | | | | | | | | | |
| | Single Family Residential | each | | | | | | | .01% of valuation | | .01% of valuation | | |
| | Commercial/Multi-Family/Industrial | each | | | | | | | .021 % of valuation | | .021 % of valuation | | |
| 20 | Penalty Fee - Working without a permit | each | [3] | | | | | | 2 times building permit fee | | 2 times building permit fee | | |
| 21 | Permit Renewal | each | | 1.00 | 0.50 | n/a | 1.50 | \$ 402 | \$ 412 | \$ 38 | 9% | \$ 412 | 100% |
| TOTAL | | | | | | | | | | | | | |

[Notes]

- [1] Sourced from "Fee Schedule Reso-Oct 2019.pdf" provided by City
- [2] Includes MEP's
- [3] Placeholder for MFS. NBS did not analyze.
- [4] All plans will be reviewed in house to determine if a 3rd party consultant plan check is required. If 3rd party is required, additional fees will apply.
- [5] Including, but not limited to: broken water main, minor damage, dry rot, siding patchwork.
- [6] Fees set by GC 66015

| Fee No. | Fee Name | Fee Unit / Type | Notes | Estimated Volume of Activity | Annual Estimated Revenue Analysis | | |
|--------------|--|-----------------|-------|------------------------------|-----------------------------------|--------------------|----------------|
| | | | | | Annual Estimated Revenues | | |
| | | | | | Current Fee | Full Cost Recovery | Recommended |
| 18 | California Building Standards | each | [3] | | | | |
| | \$1 - \$25,000 | flat | | | | | |
| | \$25,001 - \$50,000 | flat | | | | | |
| | \$50,001 - \$75,000 | flat | | | | | |
| | \$75,001 - \$100,000 | flat | | | | | |
| | Every \$25,000 or fraction thereof above \$100,000 | flat | | | | | |
| 19 | SMIP Fee | | [3] | | | | |
| | Single Family Residential | each | | | | | |
| | Commercial/Multi-Family/Industrial | each | | | | | |
| 20 | Penalty Fee - Working without a permit | each | [3] | | | | |
| 21 | Permit Renewal | each | | 1 | \$ 38 | \$ 412 | \$ 412 |
| TOTAL | | | | | 93,135 | 190,244 | 125,207 |

[Notes]

- [1] Sourced from "Fee Schedule Reso-Oct 2019.pdf" provided by City
- [2] Includes MEP's
- [3] Placeholder for MFS. NBS did not analyze.
- [4] All plans will be reviewed in house to determine if a 3rd party consultant pla
- [5] Including, but not limited to: broken water main, minor damage, dry rot, sid
- [6] Fees set by GC 66015

APPENDIX A.5

Cost of Service Analysis – Public Works/Engineering

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | Cost Recovery Analysis | | | | Annual Estimated Revenue Analysis | | | | |
|--|---|-----------------|-------|--------------------------------|-----------------------|------------------------|---|------------------------------|-----------------------|---------------------------|--------------------------|---------------------------------|-----------------------------|-----------------------------------|---------------------------|-----------|-------------|------|
| | | | | Eng/Pub Works (City Staff) | Eng/Pub Works (Water) | Admin Services (Water) | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | | | |
| | | | | \$ 171 | \$ 150 | \$ 150 | | | | | | | | | Current Fee | Full Cost | Recommended | |
| ENGINEERING & PUBLIC WORKS FEES | | | | [7] | | | | | | | | | | | | | | |
| 1 | Backflow Device | | | | | | | | | | | | | | | | | |
| | Annual Administration | | | | | | | | | | | | | | | | | |
| | Annual Monitoring Administrative Fee | per year | | n/a | n/a | 0.50 | 0.50 | \$ 75 | \$ 77 | \$ 35 | 47% | \$ 77 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | City Tested Devices | | | | | | | | | | | | | | | | | |
| | City Staff Testing Administration | per year | | n/a | n/a | 0.50 | 0.50 | \$ 75 | \$ 77 | \$ - | 0% | \$ 77 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | 3rd party provider/contractor | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| | New Device | | | | | | | | | | | | | | | | | |
| | City Staff | per device | [2] | n/a | 1.50 | 0.50 | 2.00 | \$ 301 | \$ 308 | \$ 55 | 18% | \$ 308 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | 3rd party provider/contractor | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| 2 | Certificate of Compliance | each | [3] | 3.00 | n/a | n/a | 3.00 | \$ 514 | \$ 526 | \$ 670 | 130% | \$ 500 | 95% | - | \$ - | \$ - | \$ - | \$ - |
| 3 | Encroachment Permits | | | | | | | | | | | | | | | | | |
| | Minor (no construction/no inspection) | each | | 1.50 | n/a | n/a | 1.50 | \$ 257 | \$ 263 | \$ 60 | 23% | \$ 263 | 100% | 29 | \$ 1,710 | \$ 7,501 | \$ 7,501 | |
| | Major (short duration/inspection required) | each | | 6.00 | n/a | n/a | 6.00 | \$ 1,027 | \$ 1,053 | \$ 700 | 68% | \$ 1,053 | 100% | 29 | \$ 19,950 | \$ 30,004 | \$ 30,004 | |
| | Major (long duration/consultant required) | | | | | | | | | | | | | | | | | |
| | City Staff | deposit | | 32.00 | n/a | n/a | 32.00 | \$ 5,478 | \$ 5,615 | \$ 2,000 | 37% | \$ 5,615 | 100% | 3 | \$ 6,000 | \$ 16,844 | \$ 16,844 | |
| | Consultant | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| 4 | Engineering Review of Planning Application | | | | | | | | | | | | | | | | | |
| | Simple | each | | 3.00 | n/a | n/a | 3.00 | \$ 514 | \$ 526 | \$ 300 | 58% | \$ 526 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Complex | | | | | | | | | | | | | | | | | |
| | City Staff | hourly | | 1.00 | n/a | n/a | 1.00 | \$ 171 | \$ 175 | \$ 300 | 175% | \$ 175 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Consultant | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| 5 | Engineering Review of Building Application | | | | | | | | | | | | | | | | | |
| | Simple | each | | 3.00 | n/a | n/a | 3.00 | \$ 514 | \$ 526 | \$ 300 | 58% | \$ 526 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Complex | | | | | | | | | | | | | | | | | |
| | City Staff | hourly | | 1.00 | n/a | n/a | 1.00 | \$ 171 | \$ 175 | \$ 300 | 175% | \$ 175 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Consultant | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| 6 | Flood Plain Certificate Review | each | | 1.00 | n/a | n/a | 1.00 | \$ 171 | \$ 175 | NEW | % | \$ 175 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| 7 | Flood Plain Review | deposit | | 4.00 | n/a | n/a | 4.00 | \$ 685 | \$ 702 | \$ 845 | 123% | \$ 702 | 100% | - | \$ - | \$ - | \$ - | \$ - |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | Cost Recovery Analysis | | | | Annual Estimated Revenue Analysis | | | | |
|-----------|--|-----------------|-------|--------------------------------|-----------------------|------------------------|---|------------------------------|-----------------------|----------------------------|--------------------------|---------------------------------|-----------------------------|-----------------------------------|---------------------------|-----------|-------------|------|
| | | | | Eng/Pub Works (City Staff) | Eng/Pub Works (Water) | Admin Services (Water) | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | | | |
| | | | | \$ 171 | \$ 150 | \$ 150 | | | | | | | | | Current Fee | Full Cost | Recommended | |
| 8 | Grading Plan Check, Permit & Inspection | | | | | | | | | | | | | | | | | |
| | Plan Check | | | | | | | | | | | | | | | | | |
| | < 50 CY | flat | | 4.00 | n/a | n/a | 4.00 | \$ 685 | \$ 702 | \$ 100 | 15% | \$ 702 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | > 50 CY | | | | | | | | | | | | | | | | | |
| | City Staff | flat | | 8.00 | n/a | n/a | 8.00 | \$ 1,369 | \$ 1,404 | \$ 640 | 47% | \$ 1,404 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Consultant | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| | Permit & Inspection | | | | | | | | | | | | | | | | | |
| | < 50 CY | flat | | 8.00 | n/a | n/a | 8.00 | \$ 1,369 | \$ 1,404 | \$ 255 | 19% | \$ 1,404 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | > 50 CY | | | | | | | | | | | | | | | | | |
| | City Staff | flat | | 16.00 | n/a | n/a | 16.00 | \$ 2,739 | \$ 2,807 | \$ 255 | 9% | \$ 2,807 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Consultant | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| 9 | Improvement Plan Review | | | | | | | | | | | | | | | | | |
| | 4 lots or less | | | | | | | | | | | | | | | | | |
| | City Staff | deposit | | 20.00 | n/a | n/a | 20.00 | \$ 3,424 | \$ 3,509 | \$ 1,745 | 51% | \$ 3,509 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Consultant | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| | 5 lots or more | | | | | | | | | | | | | | | | | |
| | City Staff | deposit | | 40.00 | n/a | n/a | 40.00 | \$ 6,847 | \$ 7,018 | \$ 5,205 | 76% | \$ 7,018 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Consultant | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| 10 | Real Property Document Review | | | | | | | | | | | | | | | | | |
| | City Staff | deposit | | 32.00 | n/a | n/a | 32.00 | \$ 5,478 | \$ 5,615 | NEW | % | \$ 5,615 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Consultant | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| 11 | Maps | | | | | | | | | | | | | | | | | |
| | Parcel Map - 4 lots or less | | | | | | | | | | | | | | | | | |
| | City Staff | deposit | | 32.00 | n/a | n/a | 32.00 | \$ 5,478 | \$ 5,615 | \$ 4,000 | 73% | \$ 5,615 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Consultant | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| | Final Map - 5 lots or more | | | | | | | | | | | | | | | | | |
| | City Staff | deposit | | 40.00 | n/a | n/a | 40.00 | \$ 6,847 | \$ 7,018 | \$ 4,000 | 58% | \$ 7,018 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Consultant | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| 12 | Lot Line Adjustment/Lot Merger | | | | | | | | | | | | | | | | | |
| | City Staff | each | | | | | | | | | | | | | | | | |
| | Consultant | deposit | | 20.00 | n/a | n/a | 20.00 | \$ 3,424 | \$ 3,509 | \$ 1,500 | 44% | \$ 3,509 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| 13 | Public Improvement Inspections | | | | | | | | | | | | | | | | | |
| | 4 lots or less | | | | | | | | | | | | | | | | | |
| | City Staff | deposit | | 32.00 | n/a | n/a | 32.00 | \$ 5,478 | \$ 5,615 | \$ 9,710 | 177% | \$ 5,615 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Consultant | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| | 5 lots or more | by agreement | | | | | | | | Fee specified by agreement | | Fee specified by agreement | | | | | | |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | Cost Recovery Analysis | | | | Annual Estimated Revenue Analysis | | | | |
|---------|--|-----------------|-------|--------------------------------|-----------------------|------------------------|---|------------------------------|-----------------------|---------------------------|--------------------------|---------------------------------|-----------------------------|-----------------------------------|---------------------------|-----------|-------------|-----------|
| | | | | Eng/Pub Works (City Staff) | Eng/Pub Works (Water) | Admin Services (Water) | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | | | |
| | | | | \$ 171 | \$ 150 | \$ 150 | | | | | | | | | Current Fee | Full Cost | Recommended | |
| 14 | Street or Right-of-Way Vacation | | | | | | | | | | | | | | | | | |
| | City Staff | each | | 40.00 | n/a | n/a | 40.00 | \$ 6,847 | \$ 7,018 | \$ 1,455 | 21% | \$ 7,018 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Consultant | each | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| 15 | Temporary Water Meter Rental | | | n/a | n/a | 0.50 | 0.50 | \$ 75 | \$ 77 | \$ 35 | 47% | \$ 77 | 100% | 7 | \$ 245 | \$ 539 | \$ 539 | \$ 539 |
| 16 | Certificate of Correction | per application | | 4.00 | n/a | n/a | 4.00 | \$ 685 | \$ 702 | \$ 130 | 19% | \$ 702 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| 17 | Water Meter Installation/Charge | | | | | | | | | | | | | | | | | |
| | Turn On Service (City Administrative Processing) | each | | n/a | 0.75 | 0.33 | 1.08 | \$ 162 | \$ 166 | \$ 35 | 22% | \$ 166 | 100% | 358 | \$ 12,530 | \$ 59,552 | \$ 59,552 | \$ 59,552 |
| | Installation | | [4] | | | | | | | | | | | | | | | |
| | 2" or less | each | | n/a | 1.50 | 0.17 | 1.67 | \$ 250 | \$ 257 | \$ 150 | 60% | \$ 257 | 100% | 5 | \$ 750 | \$ 1,284 | \$ 1,284 | \$ 1,284 |
| | 3" or more | each | | n/a | 2.00 | 0.17 | 2.17 | \$ 326 | \$ 334 | \$ 150 | 46% | \$ 334 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Meter Charge | | | | | | | | | | | | | | | | | |
| | 3/4 inch | each | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | \$ 322 | % | \$ 322 | % | - | \$ - | \$ - | \$ - | \$ - |
| | 1 inch | each | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | \$ 373 | % | \$ 373 | % | - | \$ - | \$ - | \$ - | \$ - |
| | 1.5 inch | each | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | \$ 740 | % | \$ 740 | % | - | \$ - | \$ - | \$ - | \$ - |
| | 2 inch | each | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | \$ 945 | % | \$ 945 | % | - | \$ - | \$ - | \$ - | \$ - |
| | 3 inch | each | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | \$ 1,535 | % | \$ 1,535 | % | - | \$ - | \$ - | \$ - | \$ - |
| | 4 inch | each | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | \$ 2,143 | % | \$ 2,143 | % | - | \$ - | \$ - | \$ - | \$ - |
| | Downsizing Meter Size | each | [4] | n/a | 8.00 | n/a | 8.00 | \$ 1,202 | \$ 1,232 | NEW | % | \$ 1,232 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| 18 | Outside Utility Service Agreement | | | | | | | | | | | | | | | | | |
| | City Staff | deposit | [6] | 40.00 | n/a | n/a | 40.00 | \$ 6,847 | \$ 7,018 | \$ 5,000 | 73% | \$ 7,018 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Consultant | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| 19 | Condominium Plats | | | | | | | | | | | | | | | | | |
| | City Staff | deposit | | 40.00 | n/a | n/a | 40.00 | \$ 6,847 | \$ 7,018 | \$ 3,000 | 44% | \$ 7,018 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Consultant | actual cost | [3] | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| | Reconciliation of Deposit billing | annual | | 204.46 | n/a | n/a | 204.46 | \$ 35,000 | \$ 35,875 | \$ 35,000 | 100% | \$ 35,875 | 100% | 1 | \$ 35,000 | \$ 35,875 | \$ 35,875 | \$ 35,875 |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | Cost Recovery Analysis | | | | Annual Estimated Revenue Analysis | | | |
|--------------|---|-----------------|-------|--------------------------------|-----------------------|------------------------|---|------------------------------|-----------------------|-------------------------------------|--------------------------|---------------------------------|-----------------------------|-----------------------------------|---------------------------|------------|-------------|
| | | | | Eng/Pub Works (City Staff) | Eng/Pub Works (Water) | Admin Services (Water) | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | | |
| | | | | \$ 171 | \$ 150 | \$ 150 | | | | | | | | | Current Fee | Full Cost | Recommended |
| | For services requested of City staff which have no fee listed in this fee schedule, the City Manager of the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this department/division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | hourly | | 1.00 | n/a | n/a | 1.00 | \$ 171 | \$ 175 | Greater of \$35 or actual fbhr used | % | \$ 175 | 100% | - | \$ - | \$ - | \$ - |
| TOTAL | | | | | | | | | | | | | | \$ 76,185 | \$ 151,598 | \$ 151,598 | |

Notes

- [1] Sourced from "Fee Schedule Reso-Oct 2019.pdf" provided by City
- [2] Property owner responsible for purchase of equipment separately.
- [3] Service provided by third party consultant
- [4] Does not include meter installation. Figure provided is a baseline fee. Actual cost of meter will be charged.
- [5] Does not include turn on service. See Admin Services.
- [6] Requires approval from City Council.
- [7] All fees established by this fee schedule are non-refundable minimum fee amounts. City staff time and cost required above the minimum fee amount may be billed on an hourly / time and materials basis

APPENDIX A.6

Cost of Service Analysis – Police

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | Cost Recovery Analysis | | | | Annual Estimated Revenue Analysis | | | | |
|--------------------|--|-----------------|-------|--------------------------------|------------------|----------------|---|------------------------------|-------------------------|---------------------------|--------------------------|---------------------------------|-----------------------------------|------------------------------|---------------------------|-----------|-------------|
| | | | | Police Sworn | Police Non-Sworn | Admin Services | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | | |
| | | | | \$ 198 | \$ 176 | \$ 120 | | | | | | | | | Current Fee | Full Cost | Recommended |
| POLICE FEES | | | | | | | | | | | | | | | | | |
| 1 | Party Ordinance Response | | [8] | | | | | | | | | | | | | | |
| | Posting on Premises | flat | | | | | | | | | \$ 100 | | \$ 100 | | | | |
| | First Violation | flat | | | | | | | | | \$ 100 | | \$ 100 | | | | |
| | Second Violation | flat | | | | | | | | | \$ 200 | | \$ 200 | | | | |
| | Each Additional Violation | each | | | | | | | | | \$ 500 | | \$ 500 | | | | |
| 2 | Police False Alarm Response | | | | | | | | | | | | | | | | |
| | First response | flat | | 0.50 | n/a | n/a | 0.50 | \$ 99 | \$ 102 | No Charge | % | \$ - | 0% | - | \$ - | \$ - | \$ - |
| | Second response | per response | | 0.50 | n/a | n/a | 0.50 | \$ 99 | \$ 102 | \$ 50 | 50% | \$ 50 | 49% | 50 | \$ 2,500 | \$ 5,084 | \$ 2,500 |
| | Third response | per response | | 0.50 | n/a | n/a | 0.50 | \$ 99 | \$ 102 | \$ 75 | 76% | \$ 75 | 74% | - | \$ - | \$ - | \$ - |
| | Fourth response and thereafter | per response | | 0.50 | n/a | n/a | 0.50 | \$ 99 | \$ 102 | \$ 100 | 101% | \$ 102 | 100% | - | \$ - | \$ - | \$ - |
| 3 | Police Report Copy | | | | | | | | | | | | | | | | |
| | Documents requiring redaction | | | | | | | | | | | | | | | | |
| | Police Crime Report | per hour | | n/a | 1.00 | n/a | 1.00 | \$ 176 | \$ 180 | new | % | \$ 20 | 11% | - | \$ - | \$ - | \$ - |
| | Incident report/CAD printout | per hour | | n/a | 1.00 | n/a | 1.00 | \$ 176 | \$ 180 | new | % | \$ 20 | 11% | - | \$ - | \$ - | \$ - |
| | Vehicle Accident Investigation Report | per hour | | n/a | 1.00 | n/a | 1.00 | \$ 176 | \$ 180 | new | % | \$ 20 | 11% | - | \$ - | \$ - | \$ - |
| 4 | Private Alarm Permit | | | | | | | | | | | | | | | | |
| | Residential | per year | | n/a | 0.17 | n/a | 0.17 | \$ 29 | \$ 30 | \$ 10 | 34% | \$ 15 | 50% | 50 | \$ 500 | \$ 1,499 | \$ 750 |
| | Commercial or industrial alarm | per year | | n/a | 0.17 | n/a | 0.17 | \$ 29 | \$ 30 | \$ 20 | 68% | \$ 25 | 83% | - | \$ - | \$ - | \$ - |
| 5 | Photo Reproduction | per request | [2] | n/a | 0.50 | n/a | 0.50 | \$ 88 | \$ 90 | \$ 20 | 23% | \$ 50 | 56% | - | \$ - | \$ - | \$ - |
| 6 | Impound/Abandonment/Abatement Vehicle Release | | | | | | | | | | | | | | | | |
| | Non-criminal based | per incident | | 1.00 | 1.00 | n/a | 2.00 | \$ 374 | \$ 383 | \$ 100 | 27% | \$ 100 | 26% | 121 | \$ 12,100 | \$ 46,379 | \$ 12,100 |
| | Criminal based | | | | | | | | | | | | | | | | |
| | Misdemeanor Offense | per incident | | 0.50 | 0.50 | n/a | 1.00 | \$ 187 | \$ 192 | \$ 175 | 94% | \$ 192 | 100% | - | \$ - | \$ - | \$ - |
| | Felony Offense | per incident | | 0.50 | 0.50 | n/a | 1.00 | \$ 187 | \$ 192 | \$ 175 | 94% | \$ 192 | 100% | - | \$ - | \$ - | \$ - |
| | 72 Hour Impound | per incident | | 0.50 | 0.50 | n/a | 1.00 | \$ 187 | \$ 192 | \$ 175 | 94% | \$ 192 | 100% | - | \$ - | \$ - | \$ - |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | Cost Recovery Analysis | | | | Annual Estimated Revenue Analysis | | | | | |
|-----------|--|------------------|-------|--------------------------------|------------------|----------------|---|------------------------------|-------------------------|---------------------------|--------------------------|---------------------------------|-----------------------------------|------------------------------|---------------------------|-----------|-------------|--|
| | | | | Police Sworn | Police Non-Sworn | Admin Services | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | | | |
| | | | | \$ 198 | \$ 176 | \$ 120 | | | | | | | | | Current Fee | Full Cost | Recommended | |
| 7 | Concealed Weapon Permit | | | | | | | | | | | | | | | | | |
| | Renewal | per permit | [3] | n/a | 1.00 | n/a | 1.00 | \$ 176 | \$ 180 | \$ 25 | 14% | \$ 180 | 100% | - | \$ - | \$ - | \$ - | |
| | Department of Justice Fee - Payable to DOJ | actual cost | | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| 8 | Annual Taxi Permit | | | | | | | | | | | | | | | | | |
| | Initial owner or driver | per permit | | 15.00 | 15.00 | n/a | 30.00 | \$ 5,609 | \$ 5,750 | \$ 50 | 1% | \$ 5,750 | 100% | 14 | \$ 700 | \$ 80,493 | \$ 80,493 | |
| | Department of Justice Fee - Payable to DOJ | actual cost | | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| | Initial deposit | deposit | [9] | | | | | | | \$ 500 | | \$ 500 | | | | | | |
| | Annual owner or driver renewal | per permit | | 7.50 | 7.50 | n/a | 15.00 | \$ 2,805 | \$ 2,875 | \$ 25 | 1% | \$ 2,875 | 100% | - | \$ - | \$ - | \$ - | |
| | Department of Justice Fee - Payable to DOJ | actual cost | | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| 9 | Records Check/Clearance Letter | each | | n/a | 0.25 | n/a | 0.25 | \$ 44 | \$ 45 | \$ 18 | 40% | \$ 25 | 56% | - | \$ - | \$ - | \$ - | |
| 10 | Police Crime Verification Letter | each | | n/a | 0.50 | n/a | 0.50 | \$ 88 | \$ 90 | \$ 5 | 6% | \$ 25 | 28% | - | \$ - | \$ - | \$ - | |
| 11 | Video/Audio Tape Reproduction | | | | | | | | | | | | | | | | | |
| | Dispatch Recording | per request | | n/a | 0.50 | n/a | 0.50 | \$ 88 | \$ 90 | \$ 45 | 51% | \$ 45 | 50% | - | \$ - | \$ - | \$ - | |
| | Body Worn Camera Video Reproduction | per request | | n/a | 2.00 | n/a | 2.00 | \$ 351 | \$ 360 | \$ 45 | 13% | \$ 45 | 13% | - | \$ - | \$ - | \$ - | |
| 12 | Vehicle Equipment Correction Inspection | each | | 0.25 | 0.25 | n/a | 0.50 | \$ 93 | \$ 96 | No Charge | % | No Charge | % | - | \$ - | \$ - | \$ - | |
| 13 | Citation Correction Not Issued by CPD | each | | 0.25 | 0.25 | n/a | 0.50 | \$ 93 | \$ 96 | No Charge | % | No Charge | % | - | \$ - | \$ - | \$ - | |
| 14 | Vin Verification | per verification | | 1.00 | n/a | n/a | 1.00 | \$ 198 | \$ 203 | \$ 15 | 8% | \$ 203 | 100% | - | \$ - | \$ - | \$ - | |
| 15 | Animal Control Registration | | [4] | | | | | | | | | | | | | | | |
| | Spayed/neutered dog | per animal | | n/a | 0.25 | 0.20 | 0.45 | \$ 68 | \$ 70 | \$ 20 | 29% | \$ 20 | 29% | 225 | \$ 4,500 | \$ 15,642 | \$ 4,500 | |
| | Unspayed/un-neutered dog | per animal | | n/a | 0.25 | 0.20 | 0.45 | \$ 68 | \$ 70 | \$ 35 | 52% | \$ 35 | 50% | - | \$ - | \$ - | \$ - | |
| | Unlicensed dog found | per animal | | 1.00 | 1.00 | 0.20 | 2.20 | \$ 398 | \$ 408 | \$ 50 | 13% | \$ 50 | 12% | - | \$ - | \$ - | \$ - | |
| 16 | Animal Control Recovery | | [4] | | | | | | | | | | | | | | | |
| | 1st incident | per animal | | | | | | | | \$ 25 | | \$ 25 | | | | | | |
| | 2nd incident | per animal | | | | | | | | \$ 50 | | \$ 50 | | | | | | |
| | 3rd incident | per animal | | | | | | | | \$ 100 | | \$ 100 | | | | | | |
| 17 | Animal Trap Rental | deposit | | 0.25 | 0.25 | n/a | 0.50 | \$ 93 | \$ 96 | \$ 50 | 53% | \$ 50 | 52% | - | \$ - | \$ - | \$ - | |
| 18 | Vehicle Repossession Receipt | per receipt | [5] | n/a | 0.25 | n/a | 0.25 | \$ 44 | \$ 45 | \$ 15 | 34% | \$ 45 | 100% | 12 | \$ 180 | \$ 540 | \$ 540 | |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | Cost Recovery Analysis | | | | Annual Estimated Revenue Analysis | | | | |
|--------------|---|-----------------|-------|--------------------------------|------------------|----------------|---|------------------------------|-------------------------|-------------------------------------|--------------------------|---------------------------------|--|-----------------------------------|---------------------------|-------------------|-------------|------|
| | | | | Police Sworn | Police Non-Sworn | Admin Services | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | | | |
| | | | | \$ 198 | \$ 176 | \$ 120 | | | | | | | | | Current Fee | Full Cost | Recommended | |
| 19 | Subpoena Witness - Police | each | [6] | | | | | | | | \$ 150 | | \$275 per day as deposit in advance, plus actual cost. | | | | | |
| 20 | Police Special Services | | | | | | | | | | | | | | | | | |
| | Sworn | hourly | | 1.00 | n/a | n/a | 1.00 | \$ 198 | \$ 203 | Actual Cost | % | \$ 203 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Non-Sworn | hourly | | n/a | 1.00 | n/a | 1.00 | \$ 176 | \$ 180 | Actual Cost | % | \$ 180 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| 21 | Mandated Firearm Storage | | | | | | | | | | | | | | | | | |
| | Intake, recordation, and return/disposal of first 5 firearms | per request | | 0.50 | 0.50 | n/a | 1.00 | \$ 187 | \$ 192 | \$ 53 | 28% | \$ 192 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Intake, recordation, and return/disposal of additional firearms | per firearm | | 0.25 | 0.25 | n/a | 0.50 | \$ 93 | \$ 96 | \$ 5 | 5% | \$ 96 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Storage | per month | | 0.50 | 0.50 | n/a | 1.00 | \$ 187 | \$ 192 | \$ 5 | 3% | \$ 192 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| 22 | Transportation Permit | | | | | | | | | | | | | | | | | |
| | Per Day | per application | | 0.50 | 0.50 | n/a | 1.00 | \$ 187 | \$ 192 | \$ 20 | 11% | \$ 192 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Annual | per application | | 0.50 | 0.50 | n/a | 1.00 | \$ 187 | \$ 192 | \$ 100 | 53% | \$ 192 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| 23 | Livescan Fee | | | | | | | | | | | | | | | | | |
| | City's Processing Fee | each | | n/a | 0.50 | n/a | 0.50 | \$ 88 | \$ 90 | \$ 20 | 23% | \$ 90 | 100% | 83 | \$ 1,664 | \$ 7,485 | \$ 7,485 | |
| | Department of Justice Fee - Payable to DOJ | actual cost | | | | | | | | Actual Cost | | Actual Cost | | | | | | |
| | For services requested of City staff which have no fee listed in this fee schedule, the City Manager of the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this department/division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | | | | | | | | | | | | | | | | | |
| | Sworn | hourly | | 1.00 | n/a | n/a | 1.00 | \$ 198 | \$ 203 | Greater of \$35 or actual fbhr used | % | \$ 203 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| | Non-Sworn | hourly | | n/a | 1.00 | n/a | 1.00 | \$ 176 | \$ 180 | Greater of \$35 or actual fbhr used | % | \$ 180 | 100% | - | \$ - | \$ - | \$ - | \$ - |
| TOTAL | | | | | | | | | | | | | | \$ 22,144 | \$ 157,124 | \$ 108,368 | | |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | Cost Recovery Analysis | | | | Annual Estimated Revenue Analysis | | | |
|---------|----------|-----------------|-------|--------------------------------|------------------|----------------|---|------------------------------|-------------------------|---------------------------|--------------------------|---------------------------------|-----------------------------|-----------------------------------|---------------------------|-----------|-------------|
| | | | | Police Sworn | Police Non-Sworn | Admin Services | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | | |
| | | | | \$ 198 | \$ 176 | \$ 120 | | | | | | | | | Current Fee | Full Cost | Recommended |

Notes

- [1] Sourced from "Fee Schedule Reso-Oct 2019.pdf" provided by City
- [2] Plus actual reproduction costs
- [3] Per Penal Code 26190 (c)
- [4] Senior discount for owners over the age of 55
- [5] Per Government Code 26751
- [6] Per Government Code 68097.2
- [7] Per Evidence Code 1563 (1)
- [8] Fees set by Cotati Municipal Code 1.28.030 & 9.38. Late payment penalty & interest apply.
- [9] Set by City policy. NBS did not evaluate.

APPENDIX A.7

Cost of Service Analysis – Recreation

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | Cost Recovery Analysis | | | | Annual Estimated Revenue Analysis | | | |
|-------------------------------------|---|-----------------|-------|--------------------------------|--------|--------------|---|------------------------------|-------------------------|---------------------------|--------------------------|---------------------------------|-----------------------------|-----------------------------------|---------------------------|-----------|-------------|
| | | | | FT Rec | PT Rec | Public Works | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | | |
| | | | | \$ 100 | \$ 37 | \$ 171 | | | | | | | | | Current Fee | Full Cost | Recommended |
| Recreation Fees and Deposits | | | | | | | | | | | | | | | | | |
| 1 | Facility Rentals (Per Hour) | | [7] | | | | | | | | | | | | | | |
| | Classrooms | | | | | | | | | | | | | | | | |
| | Non-Profit/Community Service Org/Govt. Agency | Per Hour | | | | | | | | | \$ 10 | | \$ 15 | | | | |
| | Private (Resident) | Per Hour | | | | | | | | | \$ 15 | | \$ 20 | | | | |
| | Private (Non-Resident) | Per Hour | | | | | | | | | \$ 20 | | \$ 25 | | | | |
| | Cotati Room | | | | | | | | | | | | | | | | |
| | Non-Profit/Community Service Org/Govt. Agency | Per Hour | | | | | | | | | \$ 30 | | \$ 50 | | | | |
| | Private (Resident) | Per Hour | | | | | | | | | \$ 50 | | \$ 70 | | | | |
| | Private (Non-Resident) | Per Hour | | | | | | | | | \$ 60 | | \$ 80 | | | | |
| 2 | Facility Security Deposits | | [2,7] | | | | | | | | | | | | | | |
| | Classrooms | deposit | | | | | | | | | \$ 25 | | \$ 50 | | | | |
| | Cotati Room | deposit | | | | | | | | | \$ 400 | | \$ 400 | | | | |
| 3 | Miscellaneous Facility Rental Fees | | [7] | | | | | | | | | | | | | | |
| | Portable Stereo Rental | each | | | | | | | | | \$ 25 | | \$ 25 | | | | |
| | Cleaning Fee (Contractor) | each | [2] | | | | | | | | \$ 125 | | Actual Cost | | | | |
| | Cleaning (City Staff Provided) | per hour | | | | | | | | | NEW | | \$ 100 | | | | |
| | Cancellation Fee (Less than 30 days prior to event) | each | | | | | | | | | \$ 25 | | \$ 50 | | | | |
| | Cancellation Fee (Less than 7 days prior to event) | each | | | | | | | | | NEW | | Actual Facility Rental Fee | | | | |
| | Damage to Facility | each | | | | | | | | | NEW | | Actual Cost | | | | |
| | Lost Key | each | | | | | | | | | \$ 100 | | \$ 125 | | | | |
| 4 | Non-City Sponsored Events | | | | | | | | | | | | | | | | |
| | <i>Fees for Events If Applicable</i> | | | | | | | | | | | | | | | | |
| | Application Fee - Public Large Events | each | | 2.00 | 0.00 | 0.50 | 2.50 | \$ 285 | \$ 292 | \$ 25 | 9% | \$ 50 | 18% | 2 | \$ 50 | \$ 584 | \$ 100 |
| | Special Event Business License Fee | as applicable | | 0.20 | 0.00 | 0.00 | 0.20 | \$ 20 | \$ 20 | \$ 15 | 75% | \$ 15 | 75% | - | \$ - | \$ - | \$ - |
| | Street Closure Fee Small | each | | 0.00 | 0.00 | 4.00 | 4.00 | \$ 685 | \$ 702 | \$ 250 | 37% | \$ 702 | 103% | 2 | \$ 500 | \$ 1,404 | \$ 1,404 |
| | Street Closure With Traffic Re-routing | New | | 0.00 | 0.00 | 10.00 | 10.00 | \$ 1,712 | \$ 1,755 | NEW | % | \$ 1,755 | 103% | 2 | \$ - | \$ 3,509 | \$ 3,509 |
| | Restroom Cleaning (Contractor) | each | [7] | | | | | | | \$ 70 | | Actual Cost | | | | | |
| | Restroom Cleaning (City Staff Provided) | Per Hour | | 0.00 | 0.00 | 1.00 | 1.00 | \$ 171 | \$ 175 | NEW | % | \$ 175 | 103% | - | \$ - | \$ - | \$ - |
| | Event Related Damage | each | [7] | | | | | | | NEW | | Actual Cost | | | | | |
| | <i>Special Events Not In Parks</i> | | | | | | | | | | | | | | | | |
| | Approved Permit Fee | per day | | 0.90 | 0.00 | 0.40 | 1.30 | \$ 158 | \$ 162 | \$ 125 | 79% | \$ 125 | 79% | 1 | \$ 125 | \$ 162 | \$ 125 |
| | Security Deposit | | [7] | | | | | | | | | | | | | | |
| | Small Event - (Less than 50 Patrons) | each | | | | | | | | | \$ 100 | | \$ 100 | | | | |
| | Medium Event - (Less than 250 Patrons) | each | | | | | | | | | \$ 250 | | \$ 250 | | | | |
| | Large Event - (More than 250 Patrons) | each | | | | | | | | | \$ 500 | | \$ 500 | | | | |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | Cost Recovery Analysis | | | | Annual Estimated Revenue Analysis | | | | | |
|---------|---|-----------------|-------|--------------------------------|--------|--------------|---|------------------------------|-------------------------|---------------------------|--------------------------|---------------------------------|-----------------------------------|------------------------------|---------------------------|-----------|-------------|--|
| | | | | FT Rec | PT Rec | Public Works | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | | | |
| | | | | \$ 100 | \$ 37 | \$ 171 | | | | | | | | | Current Fee | Full Cost | Recommended | |
| | <i>Free Events in City Parks</i> | | [3] | | | | | | | | | | | | | | | |
| | Permit Fees | | | | | | | | | | | | | | | | | |
| | Small Event - (Less than 50 Patrons) | | | | | | | | | | | | | | | | | |
| | Resident Permit Fee | each | | 1.00 | 0.00 | 0.00 | 1.00 | \$ 100 | \$ 102 | \$ 50 | 50% | \$ 60 | 60% | 5 | \$ 250 | \$ 511 | \$ 300 | |
| | Non Resident Permit Fee | each | | 1.00 | 0.00 | 0.00 | 1.00 | \$ 100 | \$ 102 | \$ 75 | 75% | \$ 85 | 85% | - | \$ - | \$ - | \$ - | |
| | Medium Event - (Less than 250 Patrons) | | | | | | | | | | | | | | | | | |
| | Resident Permit Fee | each | | 1.50 | 0.00 | 0.00 | 1.50 | \$ 150 | \$ 153 | \$ 50 | 33% | \$ 60 | 40% | - | \$ - | \$ - | \$ - | |
| | Non Resident Permit Fee | each | | 1.50 | 0.00 | 0.00 | 1.50 | \$ 150 | \$ 153 | \$ 75 | 50% | \$ 85 | 57% | - | \$ - | \$ - | \$ - | |
| | Large Event - (More than 250 Patrons) | | | | | | | | | | | | | | | | | |
| | Resident Permit Fee | each | | 4.00 | 0.00 | 0.00 | 4.00 | \$ 399 | \$ 409 | \$ 50 | 13% | \$ 60 | 15% | 1 | \$ 50 | \$ 409 | \$ 60 | |
| | Non Resident Permit Fee | each | | 4.00 | 0.00 | 0.00 | 4.00 | \$ 399 | \$ 409 | \$ 75 | 19% | \$ 85 | 21% | - | \$ - | \$ - | \$ - | |
| | Security Deposits | | [7] | | | | | | | | | | | | | | | |
| | Small Event - (Less than 50 Patrons) | each | | | | | | | | \$ 100 | | \$ 100 | | | | | | |
| | Medium Event - (Less than 250 Patrons) | each | | | | | | | | \$ 250 | | \$ 250 | | | | | | |
| | Large Event - (More than 250 Patrons) | each | | | | | | | | \$ 350 | | \$ 350 | | | | | | |
| | <i>Fee for Admission Events in City Parks</i> | | [4] | | | | | | | | | | | | | | | |
| | Permit Fees | | | | | | | | | | | | | | | | | |
| | Small Event - (Less than 100 Patrons) | | | | | | | | | | | | | | | | | |
| | Resident Permit Fee | each | | 6.00 | 0.00 | 0.00 | 6.00 | \$ 598 | \$ 613 | \$ 200 | 33% | \$ 250 | 42% | - | \$ - | \$ - | \$ - | |
| | Non Resident Permit Fee | each | | 6.00 | 0.00 | 0.00 | 6.00 | \$ 598 | \$ 613 | \$ 300 | 50% | \$ 350 | 59% | - | \$ - | \$ - | \$ - | |
| | Medium Event - (Less than 250 Patrons) | | | | | | | | | | | | | | | | | |
| | Resident Permit Fee | each | | 6.00 | 0.00 | 0.00 | 6.00 | \$ 598 | \$ 613 | \$ 300 | 50% | \$ 350 | 59% | - | \$ - | \$ - | \$ - | |
| | Non Resident Permit Fee | each | | 6.00 | 0.00 | 0.00 | 6.00 | \$ 598 | \$ 613 | \$ 500 | 84% | \$ 550 | 92% | - | \$ - | \$ - | \$ - | |
| | Large Event - (More than 250 Patrons) | | | | | | | | | | | | | | | | | |
| | Resident Permit Fee | each | | 10.00 | 0.00 | 0.00 | 10.00 | \$ 997 | \$ 1,022 | \$ 650 | 65% | \$ 650 | 65% | 1 | \$ 650 | \$ 1,022 | \$ 650 | |
| | Non Resident Permit Fee | each | | 10.00 | 0.00 | 0.00 | 10.00 | \$ 997 | \$ 1,022 | \$ 750 | 75% | \$ 800 | 80% | - | \$ - | \$ - | \$ - | |
| | Security Deposits | | [7] | | | | | | | | | | | | | | | |
| | Small Event - (Less than 100 Patrons) | each | | | | | | | | \$ 250 | | \$ 100 | | | | | | |
| | Medium Event - (Less than 250 Patrons) | each | | | | | | | | \$ 350 | | \$ 250 | | | | | | |
| | Large Event - (More than 250 Patrons) | each | | | | | | | | \$ 350 | | \$ 500 | | | | | | |
| 5 | Recreation Space Rental Fees | | [7] | | | | | | | | | | | | | | | |
| | Vendor Fees | | | | | | | | | | | | | | | | | |
| | Small Event - (Less than 200 Patrons) | | | | | | | | | | | | | | | | | |
| | 10x10 Space - No Sales- Non-Profit | each | | | | | | | | \$ - | | \$ - | | | | | | |
| | 10x10 Space - With Sales- Non-Profit | each | | | | | | | | NEW | | \$ 25 | | | | | | |
| | 10x20 Space - No Sales- Non-Profit | each | | | | | | | | \$ 25 | | \$ 30 | | | | | | |
| | 10x20 Space - With Sales- Non-Profit | each | | | | | | | | NEW | | \$ 40 | | | | | | |
| | 10x10 -Other | each | | | | | | | | \$ 40 | | \$ 50 | | | | | | |
| | 10X20 -Other | each | | | | | | | | \$ 60 | | \$ 75 | | | | | | |
| | Electricity | each | | | | | | | | \$ 15 | | \$ 15 | | | | | | |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | Cost Recovery Analysis | | | | Annual Estimated Revenue Analysis | | | | | |
|--------------|--|-----------------|-------|--------------------------------|--------|--------------|---|------------------------------|-------------------------|---------------------------|--------------------------|---------------------------------|-----------------------------------|------------------------------|---------------------------|------------|-------------|--|
| | | | | FT Rec | PT Rec | Public Works | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | | | |
| | | | | \$ 100 | \$ 37 | \$ 171 | | | | | | | | | Current Fee | Full Cost | Recommended | |
| | Medium Event - (Less than 500 Patrons) | | | | | | | | | | | | | | | | | |
| | 10x10 Space - No Sales- Non-Profit | each | | | | | | | | | NEW | | \$ - | | | | | |
| | 10x10 Space - With Sales- Non-Profit | each | | | | | | | | | NEW | | \$ 25 | | | | | |
| | 10x20 Space - No Sales- Non-Profit | each | | | | | | | | | NEW | | \$ 30 | | | | | |
| | 10x20 Space - With Sales- Non-Profit | each | | | | | | | | | NEW | | \$ 40 | | | | | |
| | 10x10 -Other | each | | | | | | | | | NEW | | \$ 50 | | | | | |
| | 10x20 - Other | each | | | | | | | | | NEW | | \$ 75 | | | | | |
| | Electricity | each | | | | | | | | | NEW | | \$ 15 | | | | | |
| | Large Event - (More than 250 Patrons) | | | | | | | | | | | | | | | | | |
| | 10x10 Space - No Sales- Non-Profit | each | | | | | | | | | | | \$ - | | | | | |
| | 10x10 Space - With Sales- Non-Profit | each | | | | | | | | | | | \$ 30 | | | | | |
| | 10x20 Space - No Sales- Non-Profit | each | | | | | | | | | | | \$ 25 | | | | | |
| | 10x20 Space - With Sales- Non-Profit | each | | | | | | | | | | | \$ 60 | | | | | |
| | 10x10 -Other | each | | | | | | | | | | | \$ 75 | | | | | |
| | 10x20 - Other | each | | | | | | | | | | | \$ 125 | | | | | |
| | Electricity | each | | | | | | | | | | | \$ 15 | | | | | |
| 6 | Contract Classes | | | | | | | | | | | | | | | | | |
| | Contracted Classes in City Facilities | | [5] | | | | | | | | | | | | | | | |
| | Instructor uses the Rec Desk Registration | per person | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | 30% of Fees | % | 30% of Fees | % | - | \$ - | \$ - | \$ - | |
| | Instructor Manages Registration | per person | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | 20% of Fees | % | 20% of Fees | % | - | \$ 25,310 | \$ 142,080 | \$ 25,310 | |
| | Contracted Classes at Farm | | | | | | | | | | | | | | | | | |
| | Instructor uses the Rec Desk Registration | per person | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | 10% of Fees | % | 10% of Fees | % | - | \$ - | \$ - | \$ - | |
| | Instructor Manages Registration | per person | | n/a | n/a | n/a | 0.00 | \$ - | \$ - | NEW | % | 10% of Fees | % | - | \$ - | \$ - | \$ - | |
| 7 | Camps | | [6] | | | | | | | | | | | | | | | |
| | One Day Drop In | per person | | 0.10 | 0.90 | 0.00 | 1.00 | \$ 43 | \$ 44 | \$ 35 | 81% | \$ 44 | 103% | 70 | \$ 2,450 | \$ 3,096 | \$ 3,096 | |
| | Single Day Program/Class | per person | | 0.10 | 0.90 | 0.00 | 1.00 | \$ 43 | \$ 44 | \$ 35 | 81% | \$ 44 | 103% | 24 | \$ 840 | \$ 1,061 | \$ 1,061 | |
| | Camp Registration by Week | Per Week/Person | | 0.50 | 3.20 | 0.00 | 3.70 | \$ 168 | \$ 172 | \$ 100 | 60% | \$ 160 | 95% | 280 | \$ 28,000 | \$ 48,163 | \$ 44,800 | |
| | Late Fee | per minute | | 0.02 | 0.00 | 0.00 | 0.02 | \$ 2 | \$ 2 | \$ 1 | 60% | \$ 1 | 60% | - | \$ - | \$ - | \$ - | |
| 8 | Other | | | | | | | | | | | | | | | | | |
| | For services requested of City staff, or other programming of events, which have no fee listed in this fee schedule, the City Manager of the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this department/division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | | | | | | | | | | | | | | | | | |
| | Full Time | hourly | | 1.00 | 0.00 | 0.00 | 1.00 | \$ 100 | \$ 102 | \$ 35 | 35% | \$ 102 | 103% | - | \$ - | \$ - | \$ - | |
| | Part Time | hourly | | 0.00 | 1.00 | 0.00 | 1.00 | \$ 37 | \$ 38 | \$ 35 | 95% | \$ 38 | 103% | - | \$ - | \$ - | \$ - | |
| TOTAL | | | | | | | | | | | | | | \$ 58,225 | \$ 202,001 | \$ 80,415 | | |

| Fee No. | Fee Name | Fee Unit / Type | Notes | Activity Service Cost Analysis | | | | | | Cost Recovery Analysis | | | | Annual Estimated Revenue Analysis | | | |
|---------|----------|-----------------|-------|--------------------------------|--------|--------------|---|------------------------------|-------------------------|---------------------------|--------------------------|---------------------------------|-----------------------------|-----------------------------------|---------------------------|-----------|-------------|
| | | | | FT Rec | PT Rec | Public Works | Estimated Average Labor Time per Activity (hours) | Cost of Service Per Activity | CPI Adjustment - 1 year | Current Fee / Deposit [1] | Existing Cost Recovery % | Recommended Fee / Deposit Level | Recommended Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | | |
| | | | | \$ 100 | \$ 37 | \$ 171 | | | | | | | | | Current Fee | Full Cost | Recommended |

Notes

- [2] Facility deposits are fully refundable. Currently the Cotati Room Deposit includes balances held to cover cleaning fees. If fee schedule is adopted a separate fee will be collected for the actual cost of the cleaning in addition to the deposit.
 - [3] These represent non-city sponsored events where there is no charge for admission to the general public.
 - [4] These represent non-city sponsored events where the host of the event will be charging admission fees to the general public.
 - [5] Fees are set by instructors and the City collects a percentage of the total fees.
 - [6] The staff hours are developed based on a total hours for each staff type allocated over an average of 20 campers.
- Scholarships of up to 50% of the camp registration fees are available on an as needed basis based on availability of scholarship funds available from fundraising efforts in a given year.
- [7] Placeholder for fee schedule, pass-through, and penalty fees. NBS did not evaluate.