

- **TO:** Mayor and Councilmembers
- **FROM:** Daniel Singer, City Manager
- **CONTACT:** Tina Rivera, Finance Director
- **SUBJECT:** Cost Allocation and User Fee Study Session

RECOMMENDATION:

- A. Receive the results of the City's Cost Allocation and User Fee studies by MuniFinancial; and
- B. Provide direction to staff to return to Council in July for adoption of said Fees.

BACKGROUND:

Upon incorporation the City adopted the County of Santa Barbara's user fees and rates. Various other fees were established by the Council soon after incorporation and have not been adjusted since.

On September 18, 2006, the City Council awarded a contract to MuniFinancial for Cost Allocation and User Fee studies. Since that time, staff has been working with MuniFinancial compiling the information to complete these studies, the purpose of which is to determine the actual costs of the services rendered by the City that benefit individual users.

According to the Mitigation Fee Act, public agencies can impose fees for government services when, 1) the individual's decision to use the service is voluntary, and 2) the fees charged to an individual user are reasonably related to the level of service rendered and the cost of providing that service.

DISCUSSION:

At this time, the Council is being presented with the results of both a cost allocation study and user fee study for purposes of discussion and further direction.

Cost Allocation Study

The primary objective of a cost allocation study is to determine the appropriate allocation of costs from central City services to all other departments. It is prudent to allocate costs from the central services departments, such as Finance, General Government and Administrative Services because these departments provide vital services and support to those operational departments directly serving the community and various end-users.

The methodology used in this study is approved by the Federal Office of Management and Budget, which has approved five methods for allocating indirect costs. Of those five methods, the Step Down method, which was used in this study, is believed to be the most accurate and equitable.

Briefly stated, the allocation method works by taking the central services department budgets for FY 08-09 and:

- 1. Determining what portion of the budget is eligible for allocation (for example 20% of Council expenses are not allocable as they are ceremonial in nature, neither are the grants to other agencies).
- 2. Basing amounts on applicable criteria (Agenda Frequency, number of employees, department budget) allocated to arrive at a Total Allocation per Department figure.
- 3. Redistributing the total allocation to only the operating departments (Planning, Community Services, Neighborhood Services, Police, and RDA).

The establishment of a cost allocation system will allow the City to accurately charge overhead costs to outside agencies, special funds, grants, and user fees.

User Fee Study

A user fee is a payment made by an individual for a requested service that primarily benefits that individual. The primary objective of this User Fee Study is to determine the full cost to the City for providing services, although the establishment of the actual fee structure is a policy matter made by the City Council.

The total cost of each service included in this analysis is based on the fully burdened ("FB") hourly rates that were determined for personnel directly involved in providing a service. The FB hourly rates not only include personnel salary and benefits but also departmental overhead costs (operation costs and administration personnel costs), and central services costs (per the cost allocation study). The FB hourly rates are then multiplied by the average estimated number of hours, or portion thereof, by position, needed to complete each service. The result is the total cost to the City for providing a service. The cost is also referred to as the full cost recovery fee throughout the User Fee Study report. A complete copy of the MuniFinancial user fee and cost allocation study is attached to this report.

Review of Study Findings

Set Fees - In cases where a particular service is fairly predictable as to the time and resources required to perform the service, a fixed fee amount may be set. The set fee is base on the FB hourly rates of the position performing the service, multiplied by the average estimated time to perform such service. Table A.1 of the MuniFinancial study

compares the City's current fees charged for services with the Full Cost Recovery Fees by type of service rendered. While the Full Cost Recovery Fees is the cost of providing each service, the Council may wish to consider how the City's fees compare to those of surrounding communities in determining the desired fees for Goleta. In order to facilitate that consideration, this study includes a comparison of the common fees to those charged by the City of Santa Barbara and the County of Santa Barbara as they are our two nearest and most applicable neighbors. These tables are located at the end of the report and are identified as B.1, B.2, and B.3.

Planning Deposit Cases – Currently the number of staff hours devoted to working on any given project is charged to the project at a rate of \$95 per hour. Assuming a Full Cost Recovery figure, which varies by the staff position performing the work, the hourly rate charged to the project would range between \$84.26 and \$161.27 (per Table 2.2: Planning – FB Hourly Rates Summary). In addition, the City proposes charging for legal services for such items as the drafting of Development Agreements or responding to legal issues on discretionary projects. Deposit cases involving staff from other departments would have a similar effect.

While the study results identify the full cost recover fees, the fees charged to the user are a matter of Council policy. The City Council has complete discretion of setting user fees up to the level for full cost recovery and may want to closely consider what neighboring jurisdictions are charging so that Goleta fees are not too far out of proportion with other communities. While from a financial perspective it may be practical to implement a full cost recovery, there may be other motivations the City Council has for altering the fee schedule.

CONCLUSION:

Representatives from MuniFinancial will provide a Power Point presentation (Attachment 3) on the methodology of these fee structures and will be available to answer Council's questions.

Following the presentation, Council should provide further direction to staff on the development of a fee schedule so that staff can prepare the matter for final approval in July.

Submitted By:

Reviewed By:

Approved By:

Tina Rivera Finance Director Michelle Greene Admin. Services Director Daniel Singer City Manager

Attachments:

- 1. City of Goleta Cost Allocation Plan
- 2. City Of Goleta User Fee Study
- 3. Power Point Presentation

Attachment 1

City of Goleta Cost Allocation Plan

CITY OF GOLETA COST ALLOCATION PLAN JANUARY 31, 2008



Corporate Office:

27368 Via Industria Suite 110 Temecula, CA 92590 Tel: (951) 587-3500 Tel: (800) 755-MUNI (6864) Fax: (951) 587-3510

Office Locations:

Anaheim, CA Lancaster, CA Oakland, CA Sacramento, CA Orlando, FL Memphis, TN

www.muni.com

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Executive Summary

This cost allocation plan summarizes a comprehensive analysis completed for the City of Goleta, California ("the City") to determine the appropriate allocation of costs from City central services departments to all other departments. The primary objective is to allocate costs from departments generally known as central services departments because they provide services and support to operational departments and cost centers that conduct the operations necessary to serve the community.

To ensure that all costs associated with the provision of central services are appropriately allocated to the respective operational departments, we have analyzed and identified all central service expenditures and determined which are allocable to operational departments as indirect costs, otherwise known as overhead.

Additionally, this report describes the methodology used for distributing costs associated with the operation of each of the central services expenditures, as allocated to each of the operating departments, for cost recovery.

Table 13 summarizes the allowable central services expenditures, as allocated to each of the operating departments, for cost recovery.

Introduction

In the early 1970's, the cost allocation plan concept was introduced to many government agencies by identifying the indirect costs related to providing services, and allocating them to direct cost programs in a fair and equitable manner. Since then, local governments have found that through this process, city departments that are supported substantially by other departments can be allocated their fair share of the City's overhead costs, and that service fees, or user fees can more accurately reflect the total costs involved in providing services to the public.

City governments have administrative and general management departments and related cost centers. Central services departments provide services to operating departments and cost centers. These operating departments provide services directly to the community. A City may allocate a portion of the costs of the central services departments to the operating departments to more accurately represent the costs of the operating departments and to permit a more accurate calculation of fees charged by the operating departments.

The purpose of this study is twofold: first, to determine the allocable portions of costs from the central services departments to the operating departments, and second, to provide user fees with the appropriate overhead costs to determine the actual cost of services. To accomplish this, this report should be used as a supplement to the comprehensive user fee study.

Methodology

The methodology used in the Cost Allocation Plan is based on the methods of the federal Office of Management and Budget (OMB). OMB Circular A-87 describes five different methods for allocating indirect costs. The double step down method, chosen for this study, is considered the most accurate and equitable method described in Circular A-87. The double step down method utilizes two steps to allocate indirect costs. In the first step, central services department expenditures are identified and allocated as indirect costs to both central services departments and operating departments. The second step allocates indirect costs from the central services departments to the operating departments.

COST ALLOCATION ANALYSIS

There are six (6) departments that comprise the City's Central Services Departments. These are: City Council, City Manager, City Clerk, City Attorney, Administrative Services, and Finance. Costs from these Central Services Departments are distributed to Operating Departments to ensure that the City of Goleta is maximizing the recovery of general fund indirect costs from its various chargeable funds.

Indirect costs are not always identifiable with a specific operating program, but are incurred for a joint purpose that benefits more than one cost objective in the City. Common examples include finance, procurement, human resources and utility costs, and others such as postage and telephones that are sometimes budgeted in non-departmental accounts and utilize allowance costs (similar to depreciation schedules for capital assets).

The following is a description of each of the central service departments, a description of the methodology used in allocating indirect costs to operating departments, and a table for each central services department showing the methodology utilized in allocating indirect costs to operating departments.

City Council

The primary responsibility of the City Council is to determine the best use of allocation of the City's financial and human resources by providing policy direction and enacting municipal legislation. But in addition to legislative and policy decisions, the City Council deals with a number of administrative functions such as serving in a quasi-judicial role on certain administrative appeals and directing the administration of its policy decisions through the City Manager for delegation to appropriate City staff. Due to this, we estimate that 80% of the City Council's budget is allocable to the operating departments, while the remaining 20% is not allocable.

Of the eighty percent allocable, we have determined that forty percent (40%) should be allocated to operating departments based upon the frequency with which each operating department has items listed on City Council agendas. To determine this frequency, a survey was conducted on a random sampling of eight City Council agendas selected from each of the past four quarters to determine the number of times each department had matters on the agenda. We believe that the remaining forty percent (40%) should be allocated based upon the number of Full-Time Equivalent (FTE) employees assigned to each department. Lastly, the 20% of the budget that is not allocable is considered to be time that the City Council spends on ceremonial duties that is reasonably subsidized by the General Fund.

Table 1: City Council Budget and Allocation Summary

Table 1 below summarizes the Total Department Budget, Total Allocable Funds, and provides a Percent Allocation Detail for the distribution of allocable funds.

Sources of Funds: ^{1,2}	
General Fund	\$ 148,048
Total Department Budget	\$ 148,048
Uses of Funds: ¹	
Personnel Cost	\$ 52,748
Operations Expenses	95,300
Total Department Budget	\$ 148,048
Allocable Funds:	
General Fund	\$ 148,048
Total	\$ 148,048
Percent Allocation Detail:	
20.0% Unallocable	\$ (29,610
40.0% Agenda Frequency	59,219
40.0% Total FTE	59,219
Total Allocable	\$ 118,438

¹ From City of Goleta Fiscal Year 2008-09 Budget.

² Excludes support to other agencies

Table 2: Total Allocable City Council Budget

Table 2 below provides an account of how the total allocable amount of the City Council budget should be dis	stributed to each Operating
Department.	

Depart. No.	Departments	Agenda Frequency ¹	Dept. $\%^2$	Allocation ³	Total FTE ⁴	Dept. % 5	Allocation ⁶	Total	Allocation ⁷
	Central Services Departments								
1100	City Council	2	2.99%	\$ 1,768	-	0.00%	\$ -	\$	1,768
1200	City Manager	22	32.84%	19,445	3.75	8.00%	4,740		24,185
1300	City Clerk	-	0.00%	-	2.00	4.27%	2,528		2,528
1400	City Attorney	6	8.96%	5,303	-	0.00%	-		5,303
2100	Administrative Services	6	8.96%	5,303	3.00	6.40%	3,792		9,095
3100	Finance	-	0.00%	-	4.00	8.54%	5,056		5,056
	Operating Departments								
4100	Planning & Environmental Serv.	10	14.93%	8,839	13.50	28.82%	17,064		25,903
5100	Community Services	9	13.43%	7,955	15.00	32.02%	18,960		26,915
6100	Neighborhood Services	5	7.46%	4,419	1.60	3.42%	2,022		6,442
7100	Police	4	5.97%	3,535	1.60	3.42%	2,022		5,558
	RDA	3	4.48%	2,652	2.40	5.12%	3,034		5,685
	Total ⁸	67	100%	\$ 59,219	46.85	100%	\$ 59,219	\$	118,438

¹ Allocation based on the frequency that a City department has agenda items listed on City Council agendas. Departmental totals derived from a survey of eight City of Goleta

City Council agendas from February 21, 2006 through December 18, 2006.

² Percentage derived by dividing the number of departmental items on agendas by the total number of agenda items from City Council agenda survey.

³ Dollar amount allocable to each City department based upon agenda frequency data.

⁴ Number of Full-Time Equivalent ("FTE") employees in each department based upon data received from the City.

⁵ Percentage derived by dividing the total number of FTE employees in each Department by the total number of FTE positions.

⁶ Dollar amount of City Council budget allocated to each department based upon the number of FTE employees in each department.

⁷ Allocable portion of total City's FY 2008-2009 City Council budget expenditures distributed to other departments.

⁸ Total City Council budget allocable to City departments.

City Manager

The Office of the City Manager is responsible for the implementation of City Council policy by directing and coordinating the operations of the City and providing leadership and direction to the City departments in the administration of their operations. The City Manager is the Chief Executive Officer and is responsible for providing direct support to the City Council in developing and executing policy. The City Manager is responsible for managing the day-to-day operations of the City.

One hundred percent (100%) of the City Manager's budget is reasonably allocated among other departments based on the City Council agenda frequency and the number of Full-Time Equivalent (FTE) employees in each department.

Table 3: City Manager Budget and Allocation Summary

Table 3 below summarizes the Total Department Budget, Total Allocable Funds, and provides a Percent Allocation Detail for the distribution of allocable funds.

Sources of Funds: ¹		
General Fund	\$	572,274
Total Department Budget	\$	572,274
Uses of Funds: ¹		
	đ	102 171
Personnel Cost	\$	493,474
Operations Expenses		78,800
Total Department Budget	\$	572,274
Allocable Funds:		
General Fund	\$	572,274
Total	\$	572,274
Percent Allocation Detail:		
50.0% Agenda Frequency	\$	286,137
50.0% Total FTE		286,137
Total Allocable	\$	572,274

¹ From City of Goleta Fiscal Year 2008-09 Budget.

Table 4: Total Allocable City Manager Budget

Table 4 below provides an account of how the total allocable amount of the City Manager budget should be distributed to each Operating Department.

Depart. No.	Departments	Agenda Frequency ¹	Dept. $\%^2$	Allocation ³	Total FTE ⁴	Dept. % 5	Allocation ⁶	Tota	Allocation ⁷
	Central Services Departments								
1100	City Council	2	2.99%	\$ 8,541	-	0.00%	\$ -	\$	8,541
1200	City Manager	22	32.84%	93,955	3.75	8.00%	22,903		116,859
1300	City Clerk	-	0.00%	-	2.00	4.27%	12,215		12,215
1400	City Attorney	6	8.96%	25,624	-	0.00%	-		25,624
2100	Administrative Services	6	8.96%	25,624	3.00	6.40%	18,323		43,947
3100	Finance	-	0.00%	-	4.00	8.54%	24,430		24,430
	Operating Departments								
4100	Planning & Environmental Serv.	10	14.93%	42,707	13.50	28.82%	82,451		125,158
5100	Community Services	9	13.43%	38,436	15.00	32.02%	91,613		130,049
6100	Neighborhood Services	5	7.46%	21,354	1.60	3.42%	9,772		31,126
7100	Police	4	5.97%	17,083	1.60	3.42%	9,772		26,855
	RDA	3	4.48%	12,812	2.40	5.12%	14,658		27,470
	Total ⁸	67	100%	\$ 286,137	46.85	100%	\$ 286,137	\$	572,274

¹ Allocation based on the frequency that a City department has agenda items listed on City Council agendas. Departmental totals derived from a survey of eight City of Goleta

City Council agendas from February 21, 2006 through December 18, 2006.

² Percentage derived by dividing the number of departmental items on agendas by the total number of agenda items from City Council agenda survey.

³ Dollar amount allocable to each City department based upon agenda frequency data.

⁴ Number of Full-Time Equivalent ("FTE") employees in each department based upon data received from the City.

⁵ Percentage derived by dividing the total number of FTE employees in each Department by the total number of FTE positions.

⁶ Dollar amount of City Manager budget allocated to each department based upon the number of FTE employees in each department.

⁷ Allocable portion of total City's FY 2008-2009 City Manager budget expenditures distributed to other departments.

⁸ Total City Manager budget allocable to City departments.

City Clerk

The City Clerk's office works with the City Council, City Manager, Department Directors, and the Public. The department is responsible for overseeing the preparation of the agenda and minutes for the City Council and Redevelopment Agency, processing documents to carry out the legislative actions of the City Council, preserving official City records, responding to public record requests, and administering the City's General Municipal Elections.

One hundred percent (100%) of the City Clerk's budget is reasonably allocated among other departments based on the City Council agenda frequency and the number of Full-Time Equivalent (FTE) employees in each department as summarized in Table 5 and shown in Table 6.

Table 5: City Clerk Budget and Allocation Summary

Table 5 below summarizes the Total Department Budget, Total Allocable Funds, and provides a Percent Allocation Detail for the distribution of allocable funds.

Sources of Funds: ¹	
General Fund	\$ 269,521
Total Department Budget	\$ 269,521
Uses of Funds: ¹	
Personnel Cost	\$ 237,021
Operations Expenses	32,500
Total Department Budget	\$ 269,521
Allocable Funds:	
General Fund	\$ 269,521
Total	\$ 269,521
Percent Allocation Detail:	
50.0% Agenda Frequency	\$ 134,761
50.0% Total FTE	134,761
Total Allocable	\$ 269,521

¹ From City of Goleta Fiscal Year 2008-09 Budget.

Table 6: Total Allocable City Clerk Budget

Table 6 below provides an account of how the total allocable amount of the City Clerk's budget should be distributed to each Operating Department.

Depart. No.	Departments	Agenda Frequency ¹	Dept. $\%^2$	Allocation ³	Total FTE ⁴	Dept. % 5	Allocation ⁶	Total	Allocation ⁷
	Central Services Departments								
1100	City Council	2	2.99%	\$ 4,023	-	0.00%	\$ -	\$	4,023
1200	City Manager	22	32.84%	44,250	3.75	8.00%	10,787		55,036
1300	City Clerk	-	0.00%	-	2.00	4.27%	5,753		5,753
1400	City Attorney	6	8.96%	12,068	-	0.00%	-		12,068
2100	Administrative Services	6	8.96%	12,068	3.00	6.40%	8,629		20,697
3100	Finance	-	0.00%	-	4.00	8.54%	11,506		11,506
	Operating Departments								
4100	Planning & Environmental Serv.	10	14.93%	20,114	13.50	28.82%	38,832		58,945
5100	Community Services	9	13.43%	18,102	15.00	32.02%	43,146		61,249
6100	Neighborhood Services	5	7.46%	10,057	1.60	3.42%	4,602		14,659
7100	Police	4	5.97%	8,045	1.60	3.42%	4,602		12,648
	RDA	3	4.48%	6,034	2.40	5.12%	6,903		12,937
	Total ⁸	67	100%	\$ 134,761	46.85	100%	\$ 134,761	\$	269,521

¹ Allocation based on the frequency that a City department has agenda items listed on City Council agendas. Departmental totals derived from a survey of eight City of Upland City Council agendas from February 21, 2006 through December 18, 2006.

² Percentage derived by dividing the number of departmental items on agendas by the total number of agenda items from City Council agenda survey.

³ Dollar amount allocable to each City department based upon agenda frequency data.

⁴ Number of Full-Time Equivalent ("FTE") employees in each department based upon data received from the City.

⁵ Percentage derived by dividing the total number of FTE employees in each Department by the total number of FTE positions.

⁶ Dollar amount of City Clerk's budget allocated to each department based upon the number of FTE employees in each department.

⁷ Allocable portion of total City's FY 2008-2009 Community Promotion budget expenditures distributed to other departments.

⁸ Total City Clerk budget allocable to City departments.

City Attorney

The City Attorney is responsible for advising City Council regarding ordinances, resolutions, and contracts before the Council. The Office also provides legal advice to city departments and other agencies, boards and committees, as well as drafting ordinances, contracts, resolutions, and agreements. The City Attorney's office represents the City in litigation matters and prosecutes violators of City laws.

As the City Attorney provides services that relate to all aspect of government business, one hundred percent (100%) is reasonably allocated among other departments based upon their percentage of the total City budget and the number of Full-Time Equivalent (FTE) employees in each department as summarized in Table 7 and shown in Table 8.

Table 7: City Attorney Budget and Allocation Summary

Table 7 below summarizes the Total Department Budget, Total Allocable Funds, and provides a Percent Allocation Detail for the distribution of allocable funds.

Sources of Funds: ¹	
General Fund	\$ 560,000
Total Department Budget	\$ 560,000
Uses of Funds: ¹	
Operations Expenses	\$ 560,000
Total Department Budget	\$ 560,000
Allocable Funds:	
General Fund	\$ 560,000
Total	\$ 560,000
Percent Allocation Detail:	
50.0% Total Dept. Budget	\$ 280,000
50.0% Total FTE	\$ 280,000
Total Allocable	\$ 560,000

¹ From City of Goleta Fiscal Year 2008-09 Budget.

Table 8: Total Allocable City Attorney Budget

Table 8 below provides an account of how the total allocable amount of the City Attorney's budget should be distributed to each Operating Department.

		Total Dept.							
Depart. No.	Departments	Budget ¹	Dept. $\%^2$	Allocation ³	Total FTE	Dept. %	Allocation	Tota	l Allocation ⁴
	Central Services Departments								
1100	City Council	\$ 148,048	0.68%	\$ 1,912	0	0.00%	\$ -	\$	1,912
1200	City Manager	572,274	2.64%	7,391	3.75	8.00%	22,412		29,803
1300	City Clerk	269,521	1.24%	3,481	2	4.27%	11,953		15,434
1400	City Attorney	560,000	2.58%	7,233	0	0.00%	-		7,233
2100	Administrative Services	1,812,497	8.36%	23,410	3	6.40%	17,930		41,340
3100	Finance	498,507	2.30%	6,439	4	8.54%	23,906		30,345
	Operating Departments								
4100	Planning & Environmental Serv.	2,003,434	9.24%	25,876	13.5	28.82%	80,683		106,559
5100	Community Services	6,194,759	28.58%	80,011	15	32.02%	89,648		169,658
6100	Neighborhood Services	409,153	1.89%	5,285	1.6	3.42%	9,562		14,847
7100	Police	6,202,754	28.61%	80,114	1.6	3.42%	9,562		89,676
	RDA	3,007,833	13.87%	38,849	2.4	5.12%	14,344		53,192
	Total ⁵	\$ 21,678,780	100%	\$ 280,000	46.85	100%	\$ 280,000	\$	560,000
	Total [°]	\$ 21,678,780	100%	\$ 280,000	46.85	100%	\$ 280,000	\$	560

¹ Allocation based on the total dollar amount of each departmental budget.

² Percentage derived by dividing the total departmental budget by the total City budget.

³ Dollar amount allocable to each City department based upon total dollar amount of each departmental budget.

⁴ Allocable portion of total City's FY 2008-09 City Attorney's budget expenditures distributed to other departments.

⁵ Total City Attorney's budget allocable to City departments.

Administrative Services

The Administrative Services Department provides overall support to the organization. The department's areas of responsibility include: Administrative Services/Employee Relations, Human Resources, Support Services, Risk Management and Library Services.

The Administrative Services Department is comprised of Human Resources, Risk Management, Information and Communication Systems.

- Human Resources is responsible for administration of the City's classification and compensation plan, employee recruitment and selection, employee benefits, employee training and development, employee relations, equal opportunity requirements, and administration of personnel policies.
- Risk Management provides for the protection of the City's assets through risk identification, avoidance, and resolution; and evaluation of public liability insurance, safety, and loss prevention activities and programs.
- Information and Communication Systems is responsible for maintenance of the City's computer network, City website, and telephone system.

Table 9: Administrative Services Budget and Allocation Summary

Table 9 below summarizes the Total Department Budget, Total Allocable Funds, and provides a Percent Allocation Detail for the distribution of allocable funds.

Sources of Funds: ¹	
General Fund	\$ 1,594,383
Library Assessment Fund	\$ 218,114
Total Department Budget	\$ 1,812,497
Uses of Funds: ¹	
Personnel Cost	\$ 365,288
Operations Expenses	1,447,209
Total Department Budget	\$ 1,812,497
Allocable Funds:	
General Fund	\$ 1,594,383
Total	\$ 1,594,383
Percent Allocation Detail:	
33.3% Total Dept. Budget	\$ 531,461
33.3% Total FTE	531,461
	531,461
33.3% Agenda Frequency	551,40

¹ From City of Goleta Fiscal Year 2008-09 Budget.

Table 10: Total Allocable Administrative Services Budget

Table 10 below provides an account of how the total allocable amount of the Administrative Services budget should be distributed to each Operating Department.

		Total Dept.						Agenda			
Depart. No.	Departments	Budget 1	Dept. % ²	Allocation ³	Total FTE ⁴	Dept. % ⁵	Allocation ⁶	Frequency 7	Dept. % ⁸	Allocation ⁹	Total Allocation ¹⁰
	Central Services Departments										
1100	City Council	\$ 148,048	0.68%	\$ 3,629	-	0.00%	\$ -	2.00	2.99%	\$ 15,865	\$ 19,494
1200	City Manager	572,274	2.64%	14,029	3.75	8.00%	42,540	22.00	32.84%	174,510	231,079
1300	City Clerk	269,521	1.24%	6,607	2.00	4.27%	22,688	-	0.00%	-	29,295
1400	City Attorney	560,000	2.58%	13,729	-	0.00%	-	6.00	8.96%	47,594	61,322
2100	Administrative Services	1,812,497	8.36%	44,434	3.00	6.40%	34,032	6.00	8.96%	47,594	126,059
3100	Finance	498,507	2.30%	12,221	4.00	8.54%	45,376	-	0.00%	-	57,597
	Operating Departments										
4100	Planning & Environmental Serv.	2,003,434	9.24%	49,115	13.50	28.82%	153,142	10.00	14.93%	79,323	281,580
5100	Community Services	6,194,759	28.58%	151,866	15.00	32.02%	170,158	9.00	13.43%	71,390	393,415
6100	Neighborhood Services	409,153	1.89%	10,030	1.60	3.42%	18,150	5.00	7.46%	39,661	67,842
7100	Police	6,202,754	28.61%	152,062	1.60	3.42%	18,150	4.00	5.97%	31,729	201,941
	RDA	3,007,833	13.87%	73,738	2.40	5.12%	27,225	3.00	4.48%	23,797	124,760
	Total ¹¹	\$ 21,678,780	100%	\$ 531,461	46.85	100%	\$ 531,461	67.00	100%	\$ 531,461	\$ 1,594,383

¹ Allocation based on the total dollar amount of each departmental budget.

² Percentage derived by dividing the total departmental budget by the total City budget.

³ Dollar amount allocable to each City department based upon total dollar amount of each departmental budget.

⁴ Number of Full-Time Equivalent ("FTE") employees in each department based upon data received from the City.

⁵ Percentage derived by dividing the total number of FTE employees in each Department by the total number of FTE positions.

⁶ Dollar amount of Administrative Services budget allocated to each department based upon the number of FTE employees in each department.

⁷ Allocation based on the frequency that a City department has agenda items listed on City Council agendas. Departmental totals derived from a survey of eight City of Goleta City Council agendas from February 21, 2006 through December 18, 2006.

⁸ Percentage derived by dividing the number of departmental items on agendas by the total number of agenda items from City Council agenda survey.

⁹ Dollar amount allocable to each City department based upon agenda frequency data.

¹⁰ Allocable portion of total City's FY 2008-2009 Administrative Services budget expenditures distributed to other departments.

¹¹ Total Administrative Services budget allocable to City departments.

Finance

The Finance Department is responsible for the establishment and maintenance of an effective financial accounting system, which accurately reflects the financial operations of the City and offers a framework for financial planning and analysis. It also oversees and handles the investment program of the City. The primary goal is providing accurate, reliable and timely financial information using professional standards to the City Council, City Manager, City departments and outside requests.

To provide for a fair and reasonable allocation of the Finance Department budget to operating departments, we have assumed that the costs are proportionately divided between all aspects of government business. Similarly as the City Attorney, one hundred percent of the Finance budget is reasonably allocated among other departments based upon their percentage of the total City budget and the number of Full-Time Equivalent (FTE) employees in each department as summarized in Table 11 and shown in Table 12.

Table 11: Finance Budget and Allocation Summary

Table 11 below summarizes the Total Department Budget, Total Allocable Funds, and provides a Percent Allocation Detail for the distribution of allocable funds.

Sources of Funds: ¹	
General Fund	\$ 498,507
Total Department Budget	\$ 498,507
Uses of Funds: ¹	
Personnel Cost	\$ 441,007
Operations Expenses	57,500
Total Department Budget	\$ 498,507
Allocable Funds:	
General Fund	\$ 498,507
Total	\$ 498,507
Percent Allocation Detail:	
50.0% Total Dept. Budget	\$ 249,254
50.0% Total FTE	\$ 249,254

¹ From City of Goleta Fiscal Year 2008-09 Budget.

Table 12: Total Allocable Finance Budget

Table 12 below provides an account of how the total allocable amount of the Finance Department budget should be distributed to each operating department.

	Total Dept.							
Departments	Budget ¹	Dept. $\%^2$	Allocation ³	Total FTE	Dept. %	Allocation	Tota	al Allocation ⁴
Central Services Departments								
City Council	\$ 148,048	0.68%	\$ 1,702	0	0.00%	\$ -	\$	1,702
City Manager	572,274	2.64%	6,580	3.75	8.00%	19,951		26,531
City Clerk	269,521	1.24%	3,099	2	4.27%	10,640		13,739
City Attorney	560,000	2.58%	6,439	0	0.00%	-		6,439
Administrative Services	1,812,497	8.36%	20,839	3	6.40%	15,961		36,800
Finance	498,507	2.30%	5,732	4	8.54%	21,281		27,013
Operating Departments								
Planning & Environmental Serv.	2,003,434	9.24%	23,035	13.5	28.82%	71,823		94,858
Community Services	6,194,759	28.58%	71,225	15	32.02%	79,804		151,028
Neighborhood Services	409,153	1.89%	4,704	1.6	3.42%	8,512		13,217
Police	6,202,754	28.61%	71,317	1.6	3.42%	8,512		79,829
RDA	3,007,833	13.87%	34,583	2.4	5.12%	12,769		47,351
Total ⁵	\$ 21,678,780	100%	\$ 249,254	46.85	100%	\$ 249,254	\$	498,507
	Central Services Departments City Council City Manager City Clerk City Attorney Administrative Services Finance Operating Departments Planning & Environmental Serv. Community Services Neighborhood Services Police RDA	Central Services DepartmentsCity Council\$ 148,048City Manager572,274City Clerk269,521City Attorney560,000Administrative Services1,812,497Finance498,507Operating DepartmentsPlanning & Environmental Serv.2,003,434Community Services409,153Police6,202,754RDA3,007,833	Central Services Departments City Council \$ 148,048 0.68% City Manager 572,274 2.64% City Clerk 269,521 1.24% City Attorney 560,000 2.58% Administrative Services 1,812,497 8.36% Finance 498,507 2.30% Operating Departments 2 9.24% Community Services 6,194,759 28.58% Neighborhood Services 409,153 1.89% Police 6,202,754 28.61% RDA 3,007,833 13.87%	Central Services Departments City Council \$ 148,048 0.68% \$ 1,702 City Manager 572,274 2.64% 6,580 City Clerk 269,521 1.24% 3,099 City Attorney 560,000 2.58% 6,439 Administrative Services 1,812,497 8.36% 20,839 Finance 498,507 2.30% 5,732 Operating Departments Planning & Environmental Serv. 2,003,434 9.24% 23,035 Community Services 6,194,759 28.58% 71,225 Neighborhood Services 409,153 1.89% 4,704 Police 6,202,754 28.61% 71,317 RDA 3,007,833 13.87% 34,583	Central Services Departments Control 148,048 0.68% 1,702 0 City Council \$ 148,048 0.68% \$ 1,702 0 City Manager 572,274 2.64% 6,580 3.75 City Clerk 269,521 1.24% 3,099 2 City Attorney 560,000 2.58% 6,439 0 Administrative Services 1,812,497 8.36% 20,839 3 Finance 498,507 2.30% 5,732 4 Operating Departments 2,003,434 9.24% 23,035 13.5 Community Services 6,194,759 28.58% 71,225 15 Neighborhood Services 409,153 1.89% 4,704 1.6 Police 6,202,754 28.61% 71,317 1.6 RDA 3,007,833 13.87% 34,583 2.4	Central Services Departments Image: Control of the contr	Central Services Departments 1 1 1 City Council \$ 148,048 0.68% \$ 1,702 0 0.00% \$ - City Manager 572,274 2.64% 6,580 3.75 8.00% 19,951 City Clerk 269,521 1.24% 3,099 2 4.27% 10,640 City Attorney 560,000 2.58% 6,439 0 0.00% - Administrative Services 1,812,497 8.36% 20,839 3 6.40% 15,961 Finance 498,507 2.30% 5,732 4 8.54% 21,281 Operating Departments	Central Services DepartmentsCity Council\$ 148,048 0.68% \$ 1,7020 0.00% \$City Manager $572,274$ 2.64% $6,580$ 3.75 8.00% $19,951$ City Clerk $269,521$ 1.24% $3,099$ 2 4.27% $10,640$ City Attorney $560,000$ 2.58% $6,439$ 0 0.00% -Administrative Services $1,812,497$ 8.36% $20,839$ 3 6.40% $15,961$ Finance $498,507$ 2.30% $5,732$ 4 8.54% $21,281$ Operating DepartmentsPlanning & Environmental Serv. $2,003,434$ 9.24% $23,035$ 13.5 28.82% $71,823$ Community Services $6,194,759$ 28.58% $71,225$ 15 32.02% $79,804$ Neighborhood Services $409,153$ 1.89% $4,704$ 1.6 3.42% $8,512$ Police $6,202,754$ 28.61% $71,317$ 1.6 3.42% $8,512$ RDA $3,007,833$ 13.87% $34,583$ 2.4 5.12% $12,769$

¹ Allocation based on the total dollar amount of each departmental budget.

² Percentage derived by dividing the total departmental budget by the total City budget.

³ Dollar amount allocable to each City department based upon total dollar amount of each departmental budget.

⁴ Allocable portion of total City's FY 2008-09 Finance budget expenditures distributed to other departments.

⁵ Total Finance budget allocable to City departments.

Allocation of Central Service Department Expenditures

The second step of a Full-Cost Allocation plan is known as the 'close out' step. This step allocates the indirect costs from the central services departments to all central services departments and on to the operating departments. Once the 'close out' step has been completed, all central services costs will have been passed on to operating departments.

Table 13 on the following page summarizes this process by calculating the total indirect costs for the central services departments, subtracting them out, and then allocating them to the operating departments. The footnotes in Table 13 describe how this process is accomplished.

Table 13: Total Indirect Cost Summary

								First Step	Second Step	Final
Depart. No.	Departments	City Council	City Manager	City Clerk	City Attorney	Administrative Services	Finance	Direct Depts Only	Re-distribution to Operating Departments	Total Allocation
	Central Services Departments (1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1100	City Council	\$ 1,768	\$ 8,541	\$ 4,023	\$ 1,912	\$ 19,494	\$ 1,702	\$ 37,440	\$ (37,440)	\$ -
1200	City Manager	24,185	116,859	55,036	29,803	231,079	26,531	483,493	(483,493)	-
1300	City Clerk	2,528	12,215	5,753	15,434	29,295	13,739	78,965	(78,965)	-
1400	City Attorney	5,303	25,624	12,068	7,233	61,322	6,439	117,989	(117,989)	-
2100	Administrative Services	9,095	43,947	20,697	41,340	126,059	36,800	277,938	(277,938)	-
3100	Finance	5,056	24,430	11,506	30,345	57,597	27,013	155,946	(155,946)	-
	Subtotal	\$ 47,935	\$ 231,616	\$ 109,083	\$ 126,067	\$ 524,845	\$ 112,224	\$ 1,151,770	\$ (1,151,770)	\$ -
	Operating Departments (11)									
4100	Planning & Environmental Serv.	25,903	125,158	58,945	106,559	281,580	94,858	693,003	324,285	1,017,289
5100	Community Services	26,915	130,049	61,249	169,658	393,415	151,028	932,314	436,269	1,368,583
6100	Neighborhood Services	6,442	31,126	14,659	14,847	67,842	13,217	148,132	69,317	217,449
7100	Police	5,558	26,855	12,648	89,676	201,941	79,829	416,507	194,901	611,408
	RDA	5,685	27,470	12,937	53,192	124,760	47,351	271,397	126,998	398,394
	Subtotal	\$ 70,503	\$ 340,658	\$ 160,438	\$ 433,933	\$ 1,069,538	\$ 386,283	\$ 2,461,353	\$ 1,151,770	\$ 3,613,123
	Total	\$ 118,438	\$ 572,274	\$ 269,521	\$ 560,000	\$ 1,594,383	\$ 498,507	\$ 3,613,123	\$ -	\$ 3,613,123

(1) Central Service Departments are identified as providing some or all of their services directly to City departments.

(2) The distribution of specific City Council costs to City department from Table 2.

(3) The distribution of specific City Manager costs to City department from Table 4.

(4) The distribution of specific City Clerk costs to City department from Table 6.

(5) The distribution of specific City Attorney costs to City department from Table 8.

(6) The distribution of specific Administrative Services costs to City department from Table 10.

(7) The distribution of specific Finance costs to City department from Table 12.

(8) The sum of allocations from a Central Service Department to City departments.

(9) The Second Step takes the subtotal allocation from the Central Services Departments of \$1,151,770 and redistributes it to the Operating Departments based on their percent of the allocation in the First Step.

(10) The Total Allocation is the total amount which can be allocated to Operating Departments as an overhead charge for services rendered.

(11) Departments that provide services directly to the public and receive some or all of their overhead support from Central Services Departments.

Attachment 2

City of Goleta User Fee Study

CITY OF GOLETA

USER FEE STUDY

JUNE 19, 2008

Draft Report



Corporate Office:

27368 Via Industria Suite 110 Temecula, CA 92590 Tel: (951) 587-3500 Tel: (800) 755-MUNI (6864) Fax: (951) 587-3510

Office Locations:

Anaheim, CA Lancaster, CA Los Angeles Regional Office Memphis, TN Oakland, CA Orlando, FL

www.muni.com

Phoenix, AZ Sacramento, CA Seattle, WA

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Executive Summary

As local governments deal with increased fiscal limitations in California, service fees, or user fees have become an important source of revenue. A user fee is a payment made by an individual for a requested service provided by a local government that primarily benefits that individual.

The primary objective of this User Fee Study completed for the City of Goleta, California ("City") is to determine the full cost to the City for providing services. The City requested that this report determine the full cost recovery fees that may be charged to users for each service to:

Recover up to 100% of the total cost of rendering the service, and

Identify and recommend additions or deletions to the City's existing service fee schedule.

The City can impose fees under the authority granted by California Government Code §§66000 et. seq. ("Code") and is required by the Code to hold at least one public hearing as part of a regularly scheduled City Council meeting to allow for public comment on its proposed fees. The Code also requires that the City Council adopt approved fees by either ordinance or resolution, and any fees in excess of the estimated total cost of rendering the related services must be approved by a popular vote of two-thirds of those electors voting on the issue.

The total cost of each service included in this analysis is based on the fully burdened ("FB") hourly rates that were determined for City personnel directly involved in providing a service. The FB hourly rates not only include personnel salary and benefits but also departmental overhead costs (operation costs and administration personnel costs), and central services costs. The FB hourly rates are then multiplied by the average estimated number of hours, or portion thereof, by position, needed to complete each service. The result is the total cost to the City for providing a service. The total cost is also referred to as the full cost recovery fee throughout this report.

1

Introduction

According to the *Mitigation Fee Act*, public agencies can impose fees for government services when 1) the individual's decision to use the service is voluntary and 2) the fees charged to an individual user are reasonably related to the level of service rendered and the cost of providing that service.

Fees in California are required to conform to the statutory requirements of the California Constitution, the Act, and the California Code of Regulations. According to the Act and subsequent court rulings, fees may not exceed the reasonable cost of providing the service for which they are collected unless the excess fee is approved by a two-thirds vote of the electorate.

The City expressed an interest to determine whether the current fee schedule accurately reflects the actual costs associated with providing fee-related services and if its General Fund is subsidizing many services that benefit users. To address these issues, the City has requested an update of its fee schedule that consists of an analysis of fee amounts to assure that support costs are included in service costs. As a part of the update, this study reviews current fees for services and identifies the full cost recovery fee or the total cost associated with delivering each service.

Policy Considerations

Economists and government practitioners in California advocate the use of fees to finance the actual costs of certain public services that primarily benefit users. Fees are imposed because they recover costs associated with the provision of specific services benefiting the user, thereby reducing the use of General Fund monies for such purposes.

Increasingly, local governments not only want to collect the full cost of staff labor associated with processing and administering services that benefit users, but also wish to recover support costs. Support costs are those costs relating to a local government's central service departments that are properly allocable to the effective functioning of the local government's operating departments. Appropriate support costs are generally derived from a local government's Cost Allocation Plan. For the purpose of this study, MuniFinancial prepared a Cost Allocation Plan for the City, which is used in conjunction with this User Fee Study.

As labor effort and costs associated with the provision of services fluctuate over time, a significant element in the development of any fee schedule is that it be adopted with the flexibility to remain current. A fee schedule that is flexible and easy to use will assist the City in its effort to ensure that fees are based on current and reasonable costs for providing services. As a result, it is recommended that the City include an annual inflation factor in the resolution adopting the fee schedule that allows the Council, by resolution, to annually increase or decrease the fees based upon published information such as the <u>Consumer Price Index</u> (CPI) or the <u>Employee Cost Index for State and Local Government Employees. Total Compensation</u> as released by the U.S. Department of Labor's Bureau of Labor Statistics.

Shortly after January 1 of each calendar year, the City should consider determining the percentage change in the selected adjustment factor and applying the resulting increase or decrease to the fee schedule by adopting the change through Council resolutions. Fees set by federal or state law are exempt from such adjustment. It is recommended that the City perform this internal review annually with a comprehensive review of services and fees performed every three to five years.

Methodology

The methods of analyses for calculating fees that have been used in this report are the:

Case Study Method: This approach estimates the actual labor and material costs associated with providing a unit of service to a single user. Costs are estimated based upon interviews with City staff regarding the time typically spent on tasks, a review of available records, and a time and materials analysis.

Time and Materials Analysis: The time and materials analysis involves charging a fee based on actual costs, including staff time, material costs and outside contractor costs, if applicable. Use of the time and materials analysis is suitable when City staff time requirements vary dramatically for a service, or for special projects where the time and cost requirements are not easy to identify at the project's outset. Further, the use of the time and materials analysis method is effective in instances when a staff member from one department assists on an application, service or permit for another department on an as-needed basis. To use the time and materials analysis for any of the services provided, the City may want to consider adopting the following policy or a similar one approved by the City Attorney:

Concurrent with the submittal of an application, the project applicant shall pay deposit amounts (when specified) and enter into an agreement to fully reimburse the City for processing costs. The City shall not be required to perform any work on the application prior to receipt of the deposit and execution of the agreement. The agreement shall also include a provision for amendments to the agreement and scope of work to cover work that was unforeseen or substantially exceeded time and materials estimates.

Data Collection

This report identifies three cost layers that, when combined, constitute the FB cost of a service. For the purpose of this study, the cost layers are defined as: direct labor, including salary and benefits, departmental overhead costs, and City central services overhead. These layers are described as follows:

Direct Labor. The salary and benefits cost of staff hours spent directly on fee-related services as shown on the FB Hourly Rate tables

Departmental Overhead. A proportional allocation of departmental overhead costs, including operation costs such as supplies and materials and costs associated with departmental management staff spent on supervising other staff, to the fully burdened hourly rate as shown on the FB Hourly Rate tables

Central Services Overhead. These costs, detailed in the Cost Allocation Plan, represent services provided by those central service departments whose primary function is to support other City departments.

Finally, data collection included a thorough review of relevant City documentation, such as the City General Fund budget, the City's current fee schedules, and City correspondence related to fee services.

3

Composition of Report

The services and fees for each department are addressed separately in chapters 1 through 3 of this report. The materials included in each chapter consist of a description of the services provided by the department, an analysis of the actual costs of each service, and a summary of the study's findings for each department.

Included in each chapter is the Full Cost Recovery Fee table exhibiting:

A list of services provided by the department.

The result of time and materials survey conducted for each department and completed by City staff. The purpose of the time and material survey is to determine how long it takes City staff to render each service.

The actual cost in terms of staff time and materials to provide each service. This is the result of multiplying each position's FB hourly rate by the estimated number of hours each position spent to render a service, then summing the products. This represents the actual cost in term of staff time and materials of providing a service. This actual cost or total cost is also referred to as the full cost recovery fee.

The City's current fee being charged for each service.

Also included in each chapter is the FB Hourly Rate table, illustrating the FB hourly rates of the positions included in the study.

FB Hourly Rate

The FB Hourly Rate table lists the FB hourly rate for each position directly involved in providing the services included in the fee schedule for each department. FB hourly rates include the direct annual salaries and benefits costs of each position, the allocations of departmental overhead costs (operation costs and administration personnel costs), and the allocations of central services overhead costs based on the position's proportional share of departmental personnel costs. These tables are included in each chapter.

Time & Materials Survey

Determining the amount of time each employee spends on assisting in the provision of the services listed on the fee schedule is essential to identify the total cost of providing each service. Further, in providing these services, a number of employees may become involved in various aspects of the process, spending anywhere from a few minutes to several hours on the service.

Identification of these time elements relative to a particular service is most readily determined through the completion of a time and materials survey. The "time" portion of the survey reflects the average estimated time each department staff position spends on a given service. The "materials" portion of this survey refers to the costs of materials spent by the department and is contained within the departmental overhead allocation in the FB hourly rates. The result of multiplying the FB hourly rates by the time spent by each position reflects the actual costs of time and materials of providing a service.

A time and materials survey provides department management with an opportunity to assess the time requirements for each service by position and record that information onto a spreadsheet that is used to develop the Full Cost Recovery Fee tables. The table shows the amount of time, listed in minutes for each employee, spent in providing a specific service to the user. The table also shows the actual costs (staff time and materials) of providing each service resulting from multiplying each position's FB hourly rate by the time spent on the service and summing all of those results for each service. The actual cost or total cost is also known as the full cost recovery fee as shown in the Full Cost Recovery Fee tables and represents how much it costs the City to render a service.

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Description of Services

The Finance and Administration program is responsible for the financial system, general accounting, payroll, accounts payable, budget preparation, debt administration, annual audits, and financial reporting. It provides coordination and direction of the financial operation of the City. This includes directing, monitoring, and controlling the establishment and maintenance of an effective financial accounting system, controlling the assets and financial operation of the City and providing a framework for financial planning and analysis to support the operation and management of all City Departments. The Finance Program is also responsible for processing and maintaining records of all financial transactions of the City.

Analysis and Recommendations

The Finance Department requested that we analyze fees for the following services:

Business License Renewals Returned Checks Duplication of Public Records Business Setup Election Sign Pick Up

Based on the analysis conducted in this chapter, we conclude the following:

The Finance and Administration department is not currently charging fees for the services listed above.

The City can charge a separate photocopy fee for materials not set at maximum limits by State law.

Photocopy fees are governed by California Public Records Act, (the "CPRA") which limits the fee charged to "the actual direct cost of duplication" (Government Code Section 6256). The CPRA prohibits incorporation of document retrieval costs into the photocopy fee. Actual photocopy costs fluctuate according to the number of copies requested, thus adversely affecting the validity of any cost/revenue comparison.

For fees that are regulated by the State laws, it is recommended the City comply with the regulations.

Table 1.1 presents the full cost recovery fee or the total cost to the City's Finance Department for providing a service; however, it is the City's decision to determine the fee level, up to 100.00% of the total cost, for each service based on local policy and political considerations.

Table 1.2 lists the FB hourly rate for each position directly involved in providing the services included in the fee schedule for the Finance Department.

TABLE 1.1: FINANCE AND ADMINISTRATION - FULL COST RECOVERY FEE SUMMARY

			City Staff												1
	Finance Director	Senior Accountant	Accounting Specialist	Maintenance Worker	Permit Technician										
FB Hourly Rate 1	\$114.68	\$55.75	\$46.61	\$53,46	\$99.72			Third Pa	rty/ Required/		Full Cost Recovery Fee				
FB Minute Rate (FB Hourly Rate/60 Minutes)		\$0.93	\$0.78	\$0.89	\$1.66	Fully Burd		Pen	alty Fee		(includes 3rd party/required fees) ³	Curre	ent Fee	Subsidy / Ove	Y
Service/Application	Amount o	f Time Each Staf	f Member Spends	on Each Service i	n Minutes	Fee	Notes	Fee	Notes	Fee	Notes	Fee	Notes		Subsidy%
Business License Renewal			20			\$15.54				\$15.00			New Fee		
Process Returned Checks			15		15	\$36.58		\$6.00	Bank Charge		Per Civil Code 1719, fee for the first returned check is \$25. \$35 for each subsequent check.		New Fee	Subsidy: \$42.00	100.00%
Duplication of Public Records															
Photocopy			5			\$3.88				\$3.00				Subsidy: \$3.00	100.00%
DVD			10			\$7.77				\$7.00				Subsidy: \$7.00	100.00%
Business License Setup			30			\$23.30				\$23.00				Subsidy: \$23.00	
Election Sign Pick Up (per sign)				15		\$13.37				\$13.00	Per Sign		New Fee	Subsidy: \$13.00	100.00%

¹ FB Hourly Rates from Finance - Fully Burdened Rates Table A1, Planning - Fully Burdened Rates Table A2, and Community Services - Fully Burdened Rates Table A3

²Derived by multiplying each position's FB Hourly Rate by the number of minutes spent on each service

³ Full Cost Recovery Fee represents Total Cost including cost of services and all Third Party costs

⁴ Amount by which General Fund currently subsidizes/overcharges the service.

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TABLE 1.2: - FINANDE AND ADMINIBTRATION - FB HOURLY RATED BUMMARY

Personnel Costs ¹	900'21P	
Dept Direct Allognilon Administrative Personnel Costa ¹¹	•	Párcont tó Paraonnal Coats
Operations ^t Subtotal	005 ⁷ 25	13,79% 14
Central Services Overhead Allocation ¹⁵		al %00'0
Total Cost Attocation	474.564	

	Aumual salary &	INVITIBUEL DE	Houry Salary & Benefit	% of time qualitied	Annual Salary &	% Non-billable	Non-billable	% Billable Annual Billable Annual	Billable Amual		Central Services	Fully Burdened	Productive	Fully Rudened
	Benefits '	Personnel	Raton ³	for Uner Related	Bonefits Allocated	Annual Salary &	Annual Salary &	Salary & Benefits Balary & Benefits *	Salary & Benefita *		Overhead	Direct Labor ⁹	Manne 10	
				Fee Work to User Fees ⁴ Benefits to	to User Feen	Benefits to	Benefits to			Attornting	Athration *			
						Department	Department							
						Overhead	Overhead 5							
	*									13.79%	0.00%			
	<		8	0	0	ш	ч.	9	-	_	ſ	×	1	W
											()-1*Indirect		(Productive	
			(AProductive Fours)		(A.C)		(A'E)*C	(100%-E)°C	(V.C)		Overhend %)	0000	Houre G)	(901)
Finance Offector	181,420	-	100.79	100%		%0	•	100%	181.420			206 432	1 800	114 68
Senior Accountant	88,184	-	48.99	100%		%0	•	100%	88 184		,	100.342	1 800	66.76
Accounting Spectalist	147,460	2	40.96	100%	147,460	0%0	E	100%	147 460	20 330	1	167 790	1009	46.61
Position Total	\$ 417,064				5		5		\$ 417.064		•	\$ 474.564	2022	10-01

¹ From City's 2007/09 & 2006/09 Budget Plan. Excludes Capital Costs.
² From City's 2006/09 Salory & Benefits Projections; total employeo salory & bonefits paid by the Department (Column D Total) less Non-billable Annual Salory & Benefits (Column F Total).

³ Hourly Salary & Benefit costs per employee; not including overhead costs.

⁴ Portion of employee salaries and benefits allocation to User Fees determined by multiplying Columns A and C.

 $^{\rm 5}$ Non-billable salary and benefits determined by multiplying Columns A, C and E.

^a Billable safary and benefits determined by multiplying Column A and Column G.

7 Derived by multiplying Billable Salary & Benefits (Column H) by the Departmental Indirect Labor percentage, which is 13.79%.

^a Derived by multiplying the Billable Salary & Benefits (Column H) by the Central Services Overtrend percentage, which is 0%.

⁹ Fully Burdened Direct Labor is the sum of Billable Ammel Safary & Benefits (Column H); Total Dept Overhead Allocation (Column H); Central Services Overhead Allocation (Column J). ¹⁰ Hours are derived by 2,000 ammel working hours minus an estimated 280 vacation/holidary hours (1,800 hrs) and multiplied by % of time allocated to User Fees lass any Non-billable percent.

¹¹ Derived by Fully Burdened Direct Labor divided by Productive Hours. Not applicable (k/A) If non-billable percentage (Column E) = 100%.

¹² Indirect Departmental personnel overhead costs not directly impacted by the user fees. Derived from Column F "Non-billable Annual Salary & Benefits."

¹³ Allocation determined from the Central Services Allocation Calculation.

¹⁴ Department Overhead Allocation Percent determined by dividing total Dept Direct Allocation at \$57,500 by Personnel Costs of \$417,064.

¹⁸ Contral Services Overhead Allocation Percent determined by dividing total Central Services Overhead Allocation of \$0 by Personnel Costs of \$417,064.

∞

Description of Services

The Planning and Environmental Services Department guides or regulates land uses, development projects, the growth of the community, the preparation of housing programs, as well as the safe construction of buildings and structures. The Department includes four divisions: Current Planning, Advance Planning, Building and Safety, and Planning Commission/Design Review Board. Functions and services include public information and application assistance at the Permit & Design Center, land use project review and permitting, subdivision review, design review, environmental review, administration of the General Plan/Costal Land use Plan, administration of the Zoning Code, plan check of building applications, issuance of building and grading permits, inspections, issuance of occupancy permits, and permit compliance review.

Analysis and Recommendations

The Planning Department requested that we analyze fees for all planning services including but not limited to the following:

- > Conditional Use Permits
- > Development Permits and Plans
- > Land Use Permits
- Tentative and Final Maps
- ➢ Lot Line Adjustments
- Hearing Related Charges
- > Various Other Fees

Based on our analysis, we conclude the following:

- > For service that requires a wide range of staff time and to be completed by different staff each time, it is more reasonable for the City to charge actual costs of delivering the service or to calculate fee based on the FB hourly rate of staff who rendered the service.
- > For fees that are regulated by the State laws, it is recommended the City comply with the regulations.

Table 2.1 presents the full cost recovery fee or the total cost to the City's Planning Department for providing a service; however, it is the City's decision to determine the fee level, up to 100.00% of the total cost, for each service based on local policy and political considerations.

Table 2.2 lists the FB hourly rate for each position directly involved in providing the services included in the fee schedule for the Planning Department.

TABLE 2.1: PLANNING - FULL COST RECOVERY FEE SUMMARY

TABLE 2.1: PLANNING - FULL COST R				·····		City Staff										
-		Sheering Manager Bringing C	the Engineer	Senior Planner	Associata Planner		Planning Technicia	Administrative n Assist	Acting Bidg & Safety Manager Permit Tech	Senior Planner (Emited nician 1 year term)	Third Party/					
FB Hourly Rate 1	N/A		7.20	\$127.20	\$106.67	\$98,70	\$99.72	\$84,26 \$1,40	\$130,45 \$89.77 \$2.17 \$1.66	\$105.68	Fully Burdened Rate Required/ Pena	Full Cost Recovery Fee / Prog (Includes 3rd party/required)			Current Fee	Subsidy / Overcharge 4
FB Minute Rate (FB Hourly Rate/60 Minutes)	\$0.00	\$2.69 \$2.1	.12	S2.12 Amount c	\$1.78 f Time Each Staff I		S1.66 Each Service in M		3211 31.00	1 11/0	Fee Notes Fee Notes			Fee	e Notes	Subsidy%
Service/Application Atticave I			4800		45						\$80.00 \$10.176.04	580.00 \$10,176.00		\$100.00 \$200.00		Overcharge: \$20.00 -25.003 Subsidy: \$9,976.00 98.035
Appeals Coastal Development Permit (Local)												\$600.00	Actual Cost Deposit	\$500.00	Same as land use permit Actual Cost Deposit	1
Coastal Development Permit (Local) w/ hearing												51,000,00	Actual Cost Depositi Actual Cost Depositi	\$1,000.00 \$3,520.00	Actual Cost Deposit Actual Cost Deposit Actual Cost Deposit	1
Certificate of Compliance Conditional Certificate of Compliance												53,520,00 \$3,020,00	Actual Cost Deposit	\$3,020.00	Actual Cost Deposit	1
Conditional Use Permit - Major Conditional Use Permit - Minor												\$1.520.00 \$2,520.00	Actual Cost Deposit Actual Cost Deposit	\$1,520,00		1
Conditional Use Permit Amendment - Director Review						1					44 979 94	\$2,520.00	Actual Cost Deposit	\$2.520.00 \$395.00	Actual Cost Deposit	t Subsidy: \$1,255.00 76,10
Conditional Use Permit Compliance Review Design Review Board			780) 210]			1					\$1,653,61 \$445,20	\$1.653.00 \$445.00		\$100.00)	Subsidy: \$345,00 77,531
Design Review Board Revised Final Determination of Similar Use			210			1						\$445.00 \$2.02.00 \$5.022.00 \$5.022.00 \$4.020.00 \$4.020.00	Actual Cost Depositi Actual Cost Depositi	\$2,020.00	Actual Cost Deposit	1
Development Plan I Development Plan - Diractor Review - New or Revised I						1	1					\$4,020,00 \$2,520,00	Actual Cost Deposit Actual Cost Deposit	\$4,020.00 \$2,520.00	Actual Cost Deposit Actual Cost Deposit	t
Development Plan - Amendment							1	_				\$2,520,00	Actual Cost Deposit	\$2,520.00	Actual Cost Deposit	4
Development Plan - As Built Development Plan - Director			1088			1					\$1,399.20	52,520,00 \$1,399,00	Actual Cost Deposit	\$2.520.00 \$1.200.00	Actual Cost Deposi	Subsidy: \$199.00 14.224
Emergancy Permit Exemption Fee (if research required)			45								\$95.40	\$95.00		\$95.00	Current fees, if any, as required b	No subsidy / overcha 0.001
														F40.000.00	State and Co.	1
Fish and Game Filing Fees								1				\$10.000.00 \$2,520.00	Actual Cost Deposit Actual Cost Deposit	\$10.000.00 \$2.520.00		
Govt, Code Consistency Determination (65402)																
Residendal Structures							7	20			\$1,196,59	\$1.196.00		\$600,00		Subsidy: \$596.00 49.831 Subsidy: \$168.00 37,501
New Residence Accessory Structures							2	20			\$448.72 \$1.196.59	\$448,00 \$1,196,00		\$280.00 \$380.00	<u>></u>	Subsidy: \$816.00 68.23%
Additions to Buildings		1	1				1	50			\$249.29 \$299.15	\$249.00 \$299.00		\$255.00 \$205.00	3	Overcharge: \$5.00 -2.415 Subsidy: \$54.00 31.445
Fences and Walls (Over Permitted Height)							24	101 101			\$356,86	00,855 00,858 01,958		\$205.00 \$205.00)	Subsidy: \$193.00 48.495
Pools and Spas							2	10			\$349.01 \$897.44	5358,00 5349,00 5389,00,5897		\$205.00 \$380.00		Subsidy: \$144.00 41.261 Subsidy: \$517.00 57.645
Guest Houses/ Pool Houses/ Artist studios			1								\$853.38	\$853.00		\$255.00)	l ISubsidy: \$598.00 70,119
Minor Alterations					480						\$1,173.40	\$1,173.00		\$805.00 \$265.00)	Subsidy: \$368.00 31.37% Subsidy: \$94.00 26.93%
New or Addition to Existing Structure Monument Sign Structure LAND USE PERMIT (OTHER)							2	10			\$349,01	\$349.00				
LAND USE PERMIT (OTHER) Change of Use					160						\$320.02 \$1,600.09	5320.00 \$1,500.00		\$280.00 \$280.00		Subsidy: \$40.00 12.50% Subsidy: \$1,320.00 82.50%
Community Care Facility					900		24	40			\$398.86	\$398.00 \$505.00	Actual Cost Depositi	\$505.00 \$505.00)	Overcharge: \$107.026.889
Demolition (Energy/ Public Works Facilities		<u> </u>	455								\$954,00	\$954.00	Actal Cost Deposit	\$290.00	D	Subsidy: \$664.00 69.60%
Grading Stockpile Permit			450								\$954.00 \$448.72	S954.00 \$448.00		\$290.00		Subsidy: \$654.00 69.609 Subsidy: \$168.00 37.509
Temporary Usa Permit			Di Ci				4	20			\$695.01 \$763.20	5658.00		\$280.00 \$455.00 \$455.00		Subsidy: \$105.00 31.007 Subsidy: \$243.00 34.819 Subsidy: \$308.00 40.379
Trailers Tree Bush Removal			360									\$753.00 \$1.520.00	Actual Cost Deposit	\$1,520.00	Actual Cost Deposit	
permiti Land Use Permit Extension			150								\$318.00 \$318.00	\$318.00 \$318.00		\$150.00		Subsidy: \$168.00 52.83% Subsidy: \$168.00
Land Use Permit Revision			150									\$150,00 \$550,00	Actual Cost Deposit Actual Cost Deposit	\$150,00 \$500.00	Actual Cost Deposit	1
Landscape Review - Major												\$2,520,00	Actual Cost Depositi	\$2,520.00	Actual Cost Deposi	t
Lot Line Adjustment Lot Line Adjustment Clearance	1											\$1,520.00 \$1,020.00	Actual Cost Deposit Actual Cost Deposit	\$1,520,00 \$1,020,00		4
Lot Line Adjustment Modification (Prior to recorcation)												\$1,520.00 \$2,520.00	Actual Cost Deposit Actual Cost Deposit	\$1,520,00 \$2,520,00	Actual Cost Deposi Actual Cost Deposi Actual Cost Deposi	
Map Clearance w/ conditions (TM)								-				\$255.00	Actual Cost Deposit	\$255.00	<u>.</u>	1
Map Clearance w/ no conditions			1									\$2,020.00 \$2,500.00	Actual Cost Deposit Actual Cost Deposit	\$2,020,00 \$2,500,00	Actual Cost Deposi	4
Oil and Gas Production/ Exploration Plans Parcel Map Waiver												\$2,520,00 \$2,000,00	Actual Cost Deposit	\$2,520.00 \$2,000.00	Actual Cost Deposi Actual Cost Deposi	4
Permit Compliance														\$190.00	Set (Actual Cost Deposit for Large	e Subsidy: \$446.00 70.139
Planner Consult			300								\$635.00	\$636.0 \$1,500.00		\$190.00		
Pre-Application Consultation														D	Actual Costs Deposit TBD by	
Projects for which there is no appropriate category												TBD by Planning and Environmental Service \$190.00	Actual Cost Deposit	\$190.00	t Planning and Environmental Service Actual Costs Deposits - 2 hr min	1
Research Recorded Map Modification												\$2,520,00 \$10,000,00	Actual Cost Depositi Actual Cost Depositi	\$2,520.00		
Rezone Renaming Existing Road			900								\$1,905.01	\$1,908,00		\$1,105.00 \$905.00	3	Subsidy: \$803.00 42.095 Subsidy: \$494.00 35.315 Subsidy: \$293.00 55.405
Road Naming - New Road		<u> </u>	660				2	70			\$1,399,20 \$448,72	\$1.399.00 \$448.00		\$155.00	0	Subsidy: \$293.00 55.409
Sign Certificate of Conformance (sign permit)		<u></u>										\$1.520.00 \$5.020.00	Actual Cost Depositi Actual Cost Depositi	\$1,520,00 \$5,020,00		
Specific Plan Substantial Conformity Determination							1					\$1,500.0	Actual Cost Deposit	\$400.00	New Fee	
Residental		[]	720			1	3	<u> </u>			\$493.58 \$1.526.41	\$498.00 \$1,526.00		\$1,220.00	0	Subsidy: \$305.00 20.055
Commercial/Industrial												\$2,520,00 \$4,020,00	Actual Cost Deposit Actual Cost Deposit	\$2,520,00 \$4,020,00	0 Artual Costs Deposi 0 Actual Costs Deposi	
Tentative Tract Map							1					\$1,520.00	Actual Cost Deposit	\$1,520.00	2 Actual Costs Deposi 50% of original permit Actual Cos	đ
													50% of original permit Actual Cost Deposit		Deposi	it
Time Extension (discretionary permit) Time Extension (ministerial permit)												\$2,520,00	50% of original permit Set Fee Actual Cost Depositi	\$2,520.00	50% of original permit Set Fer Actual Costs Deposi	
Variance		1		1			2	10			\$349.01	\$349.00	ii	\$2.520.00 \$190.00)	Subsidy: \$159.00 45.56%
Zening Centermity Determination HEARING RELATED CHARGES												Deposit equal to 2 months cost of a typical project	of			
Zoning Administrator												the same type - Determined by Direct	ar Actual Cost Deposit		New Fee	e
											1	Deposit equal to 2 months cost of a typical project the same type - Determined by Direct			New Fee	e
Planning Commission												Deposit equal to 2 months cost of a typical project the same type - Determined by Direct			New Fed	e.
City Council								-				Deposit equal to 2 months cost of a typical project	at l			
Continuance (Applicant Recuested)							L					the same type - Determined by Direct Deposit equal to 2 months cost of a typical project			New Fes	•
			1	A CONTRACTOR OF A CONTRACTOR OFTA CONTRACTOR OFTA C								the same type - Detarmined by Direct	or Actual Cost Deposit		New Fee	•
Environmental Hearing		1										Deposit equal to 2 months cost of a typical project the same type - Determined by Direct			New Fee	e
1		+	i		······································			1			1	Deposit equal to 2 months cost of a typical project	at		New Fee	
Hearing Secretary							1	1		1	1	the same type - Determined by Direct	or Actual Cost Depositi		New tee	
Hearing Secretary								-				Deposit equal to 2 months cost of a typical project	at 1			
Permit Compliance/Revocation Hearing												Deposit equal to 2 months cost of a typical project i the same type - Determined by Direct	or Actual Cost Deposit		New Fee	e
Perma Compliance/Revocation Hearing Special Planning Commission Hearing													or Actual Cost Deposid		New Fee New Fee	
Permit Compliance/Revocation Hearing												the same type - Determined by Direct Deposit equal to 2 months cost of a typical project	or Actual Cost Deposid			

						City Staff											
			Designed State Free	Senior Planner		A second at the	Classics Teamping	Administrative Assist	Acong Bidg & Sefety Manager	Permit Technician	Senior Planner (limited 1 year term)		Third Party/				
		Planning Manager	Principal City Engineer	Senior Planner \$127_20			Planning Technician \$99.72	584.26	Safety Manager \$130.45			Fully Burdened Rate	Third Party/ Required/Penalty/	Full Cost Recovery Fee / Proposed De	posit		
FB Hourly Rate 1		\$161.27 \$2.69	\$127.20	\$127.20	\$105.57	\$98.70 \$1.66	\$1.65	\$1.40	\$2.17	\$1.65	\$1.78	:	Fee	(includes 3rd party/required fees)		Current Fee St	ubsidy / Overcharg
FB Minute Rate (FB Hourfy Rate/60 Minutes)	\$0.00	32.09	32:2	94.12	31.78	31.00	\$1.00						1	\$200,00	Actual Cost Deposit	New Feel	and for a second s
ctor Decision					1						1		1		Actual Cost	New Feel	
lay Ad in Newspaper						+				1		1			Actual Costi	New Feel	
al Notices			†		· · · · · · · · · · · · · · · · · · ·	+	1			1	1		1		Actual Cost	New Feel	
led Notice											1		-				
RCHARGES					1					1	1	1	1		1	New Feel	
5 on all Contractor Invoices						1				1	1	1	1				
SCELLANEOUS			1			1		5		1	1	\$7.02		\$7.00 \$7.00	1	New Feel	
ntoopies							1	5		1		\$7.02		\$7.00		New Feel	
V Paga					1		1								Actual Cost	New Fee	
rofiche Copies					1		1								Actual Cost	New Feel	
aring Tapes			1			1	1				1				Actual Cost	New Fee	
PS ERGY PROJECTS			1		I											New Fee	
			1		1		1								1		
-Application Consultation oduction and Processing							1						1	\$5.000.00	Actual Cost Deposit	New Fee	
ansportation Facilities					1									\$5,000,00	Actual Cost Depositi	New Fee	
	i					1				1				\$5,000.00	Actual Cost Deposit	New Fee	
upply Base xploratory Drilling	i i													\$2,500.00	Actual Cost Deposit	New Fee	
Ine or Power Generation														\$5,000.00	Actual Cost Depositi	New Fee	
ther Energy Projects	1					1	1							\$2,500,00	Actual Cost Deposit	New Fee	
ther Industrial Projects														\$5,003,50	Actual Cost Deposit	New Feel	
se Processing Ongoing																	
apital Costs < \$5,000,000	1													\$12,500,00	Actual Cost Deposit	New Fee	
apital Costs between \$5,000,000 & \$30,000,000	1													\$25,000.00	Actual Cost Deposit	New Feel	
otal Capital Costs greater than \$30,000,000	1		1				1							\$50,500,00	Actual Cost Deposit	New Feei	
ertificate of Financial Responsibility					1									\$5,000.00	Actual Cost Deposit	New Feel	
ertificate of Financial Responsibility (certificate for																No. 7	
ance upon owner of facility and snipper of oil)	1						i							\$2,500,00	Actual Cost Deposit	New Fee	
mit Compliance - Ongoing			1				L							540 TOD 00	1 - 10 - 5	New Fee	
tal Assessed Value less than \$5,000,000			1		1	<u> </u>				1				\$12,500,00 \$25,000,60	Actual Cost Depositi	New Fee	
stal Assessed Value between \$5,000,000 & \$30,000,000 stal Assessed Value greater than \$30,000,000	1					1	1				1			\$25,000,00	Actual Cost Deposit		
otal Assessed Value creater than \$30,000.000					1									\$50,000,00	Actual Cost Depositi Actual Cost Depositi	New Feel	
mit Compliance - Minor			1											350000	Actual Cost Deposit	IVEW FBE;	
ange of Owner					_	1								1050 AD	1	New Fee	·
sisting Partner becomes managing partner / Change of non-managing partner of owner														\$250.00	Actual Cost Deposit	New Fee	
erger or change of form of business organization of owner or operator			!											use existing deposit \$5,000,00	Actual Cost Depositi Actual Cost Depositi	New Feel	
hange of owner / guarantor														\$12,500.00	Actual Cost Deposit	New Feel	
hange of operation / temporary operator														512,000.00	Actual COSt DEDON.		
ILDING AND SAFETY	į					1								A707.07		New Fee	
xeal Hearing					1	1								\$300.00	Actual Cost Deposit	New Fee	
curring Compliance Inspections (as per conditions of approval)	1				<u>i</u>	1									Actual Cost Per Hr.		
aurring Maintenance Inspections (required by law; tanks, compressors)	1														Actual Cost Per Hr.	New Fee	
ECTOR DETERMINED FEES	1				1		1					1					
astal Development Permit (local)			1	·····	1	1	1		1		1		1		Actual Cost Deposit	New Fee	
astal Development Permit w/ Hearing (lotal)	1		1		1				1					\$1,500.00	Actual Cost Deposit	New Fee	
ticate of Compliance			1		1	ŧ	1		1					\$3,000.00	Actual Cost Deposit	Now Fee	
drional Use Permit Compliance Review	i				1	1				1				\$1,500.00	Actual Cost Deposit	New Fee	
ion Review Board Revised Final			I		1	1				1	1			5500.00	Actual Cost Deposit	New Feel	
elopment Plan Revised					1	1					1			\$8,000,00	Actual Cost Depositi	New Fee	
elopment Plan - Amendment	T					1					1			\$6,000.00	Actual Cost Depositi	New Fee	
elopment Plan – As Bult						1				1				\$8,000.00	Actual Cost Deposit	New Fest	
elopment Plan Director	1]	I								\$3,000,00	Actual Cost Depositi	New Fee	
eropinism man – bireola Ingency Permit	1				1	1								\$1,000.00	Actual Cost Deposit	New Fee	
mpton Fea					1	1								\$150,00	Actual Cost Deposit	New Feel	
eral Plan Amendment	1				1	1	1			1				\$8,000,00	Actual Cost Deposit	New Fee	
Consistency Determination					1									\$1,500,00	Actual Cost Deposit	New Feel	
d Usa Permit (dearance)	1					1								\$1,000.00	Actual Cost Deposit	New Fee	
1 Use Permit Time Extension	1				1				1	1				\$2,500,00	Actual Cost Deposit	New Feel	
Use Permit Revision															Actual Cost Deposit	New Fee	
Line Adjustment Clearance					1	1								\$760.00	Actual Cost Deposit	New Faa	
Clearance - TPM	1				1	1	11							\$750.00	Actual Cost Deposit	New Feel New Feel	
Clearance - TM	1				1	1	1							\$3,000.00	Actual Cost Deposit		
ification	1				1	1	11							\$3,000.00	Actual Cost Depositi	New Fee	
0178							1							\$3,000,00	Actual Cost Deposit	New Fee	
stanbal Conformity Determination	1				1		1		1					\$1.500.00	Actual Cost Deposit		
sidential	1	1			1	1									Actual Cost Deposit	New Fea	
mercial/industrial					1	1	1	-		1					Actual Cost Deposit	New Feel	
Extension (discretonary project)						1	1			1				\$2,500.00	Actual Cost Deposit	Now Fee	
Extension (ministenal project)					1	1						1	1	\$249,00	Actual Cost Deposit	New Fee	
c Conformity Determination					1	1				1					Actual Cost Deposit	New Fee	
MITS NOT PRESENTLY ON ANY FEE SCHEDULE			1	arrable to a defense of	1	1	1										
ALTO NOT I REDETILI OR ANT FEE GOREGULE					1	1				l l	1				Actual Cost Depositi	New Fee	
ixaton Recuest License Sign Off (Wholesala, Retail) Sice Plan Amendment				<u> </u>	1	<u>i</u>	1								Actual Cost Depositi	New Fee	
															Actual Cost Depositi	New Feej	

¹ FB Hourty Rates from Planning - Fully Burdened Rates Table A2 ² Darived by multiplying each postion's FB Hourty Rate by the number of minutes spent on each service ³ Full Cost Recovery Fee represents Total Cost indusing cost of services and all Third Party costs ⁴ Amount by which General Fund currently subsidizes/overtranages the service.

TABLE 2.2: PLANNING - FB HOURLY RATEB BUMMARY

Personnel Conts ¹	1,484,000	
Dept Direct Allocation		Percent to Personnel Coste
Administrative Personnel Costs ¹² Operations ¹	380,900 380,900	
Subtotal	445,204	29.96% 14
Contral Services Overhead Allocation	on \$1,014,212	08.30% ¹⁸
Total Cost Allocation	2,944,285	

	Annual Salary &	Number of	Hourly Salary &	-% of The	Annual Salary &	% Non-billable	Non-billable	% Billable	Billable Annual	Total Dept	Central	Fully Burdenned	Productive	Fully
	Benefits '	Personnel	Benefit Rates ³	Qualified for User	Benefits Allocated	Annual Salary &	Annual Salary &	Annual Galary & Salary & Benefile	Salary & Benefile ⁶	Overhead	Services	Direct 1 abor 8	Hourse 10	Burdened
				Related Fee Work	to User Fees 4	Benefits to	Benefils to	Benefite		Allocation 7	Overhead			Hourty Labor
						Department	Department				Allocation ⁵			Rates 11
						Overhend	Overhead ⁵							
										29.98%	68,30%			
	<		Ð .		-	ш	u.	0	Ŧ		~	×		Σ
-			(NProductive							(FDept	(H*Indirect		(Productive	
Job Classifications			Hours)		(A*C)		(A'E)'C	(100%-E)*C	(V.C)	Overhead %)	Overhead %)	(CHHH)	Hours*G)	(IKIL)
Planning Director	176,680	-	98.16	33%		100%	58,304	0%0	1	-			-	NIA
Planning Manager	292,800	2	81.33	100%		%0	1	100%	292.800	87.790	199.997	580 581	3 600	161 27
Principal City Engineer	115.470	-	64.15	100%		0%0	•	100%	115.470	34.621	78.870	228.961	1 800	127.20
Senior Planner	230,940	2	64.15	100%		%0	1	100%	230.940	69.242	157.739	457.922	3 600	127.20
Associate Planner	193,670	2	53.80	100%		%0	'	100%	193,670	58.068	132,283	384 020	3 600	106.67
Assistant Planner	179,200	2	49.78	100%		%0	1	100%	179,200	53.729	122.399	355.328	3.600	98.70
Planning Technician	90,520		50.29	100%		0%0	1	100%	90,520	27.140	61.828	179.488	1.800	99.72
Administrative Assist	76,488		42.49	100%	76,488	0%0	•	100%	76,488	22,933	52,244	151,665	1.800	84.26
Acting Bidg & Safety Manager	118,420	-	62.79	100%		0%0	•	100%	118,420	35,506	80,885	234,810	1,800	130,45
Pernit Technician	90,520	-	50.29	100%	90,520	0%0	'	100%	90,520	27,140	61.828	179.488	1.800	99.72
Senlor Planner (limited 1 year term)	96,840	1	53.80	100%	96,840	%0	1	100%	96,840	29,035	66,145	192,020	1,800	106.68
Position Total	\$ 1,661,548				\$ 1,543,172		\$ 58,304		\$ 1,484,868	\$ 445,204	\$ 1,014,212	\$ 2,944,285		
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¹ From City's 2007/08 & 2008/09 Budget Plan. Excludes Capital Costs.

² From City's 2008/09 Salary & Benefits Projections; total employee salary & benefits paid by the Department (Column D Total) less Non-billable Annual Salary & Benefits (Column F Total).

^a Hourly Salary & Benefit costs per employee; not including overhead costs.

⁴ Portion of employee salaries and benefits allocation to User Fees determined by multiplying Columns A and C.

⁵ Non-billable salary and benefits determined by multiplying Columns A, C and E.

^e Billable salary and benefits determined by multiplying Column A and Column G.

^a Derived by multiplying the Billable Salary & Benefits (Column H) by the Central Services Overhead percentage, which is 68.3%. 7 Derived by multiplying Billable Salary & Benefits (Column H) by the Departmental Indirect Labor percentage, which is 29.98%.

^a Fully Burdened Direct Labor is the sum of Billable Annual Salary & Benefits (Column H); Total Dept Overhead Allocation (Column I); Central Services Overhead Allocation (Column J).

¹⁰ Hours are derived by 2,000 annuel working hours minus an estimated 280 vacation/holiday hours (1,800 hrs) and multiplied by % of time allocated to User Fees less any Non-billable percent. ¹¹ Derived by Fully Burdened Direct Labor divided by Productive Hours. Not applicable (NA) if non-billable percentage (Column E) = 100%.

¹² Indirect Departmental personnel overhead costs not directly impacted by the user fees. Derived from Column F "Non-billable Annual Salary & Benefits."

13 Allocation determined from the Central Services Allocation Calculation (Appendix B).

¹⁴ Department Overhead Allocation Percent determined by dividing total Dept Direct Allocation of \$445,204 by Personnel Costs of \$1,484,868.
¹⁵ Contral Services Overhead Allocation Percent determined by dividing total Central Services Overhead Allocation of \$1,014,212 by Personnel Costs of \$1,484,868.

Description of Services

The Community Services Department is comprised of four divisions that oversee eight separate budget programs. The Administration Division includes the Department Director, who provides direction to the other divisions. The Engineering Division oversees engineering design and construction of the street improvement program and land development projects required to construct improvements within the public right of way, land development review, encroachment permits for work within the public right of way and the street lighting and solid waste programs. The Public Works Maintenance Division oversees the City's street and facility maintenance programs. The Parks and Open Space Division oversee the parks and open space program. The Capital Project Division oversees the City's Capital Improvement Program.

Analysis and Recommendations

The Community Services Department requested that we analyze fees for all services including but not limited to the following:

- ➢ Trenching Fees
- Road Closure Permits Fee
- Special Event Permits Fee
- Encroachment Permits Fee
- Filming Permits Fee
- Traffic Control Plan Review Fee
- > Various Other Fees

Based on our analysis, we conclude the following:

- For services that require a wide range of staff time and to be completed by different staff each time, it is more reasonable for the City to charge fees based on the FB Hourly Rate of staff who renders the services.
- > For fees that are regulated by the State laws, it is recommended the City comply with the regulations.

Table 3.1 presents the full cost recovery fee or the total cost to the City's Community Services Department for providing a service; however, it is the City's decision to determine the fee level, up to 100.00% of the total cost, for each service based on local policy and political considerations.

Table 3.2 lists the FB hourly rate for each position directly involved in providing the services included in the fee schedule for the Community Services Department, Engineering Division.

TABLE 3.1: COMMUNITY SERVICES DEPARTMENT - FULL COST RECOVERY FEE SUMMARY

Community Services Director FB Hourty Rate (5 Hourty Rate/60 Minutes) \$2155.53 ervice/Application		Manager S103.52 S103.52 S1.73 S1.	Manager \$98.90 \$1.65	Engineer \$84.06 \$1.40	Public Works Public Inspector Man \$80,68 \$11 \$1,34 \$1 Member Spends on E 60 60 30 45 50 45 50 45 50 45 50 45 50 45 50 45 50 45 50 45 50 45 50 45 50 45 50 45 50 45 50 45 50 45 50 60 45 50 60 50 50 50 50 50 50 50 50 50 50 50 50 50	5.52 \$60.31 93 \$1.01	Worker II \$53.46 \$0.89	Manager \$106.07	Maintenance Maintenan Norker Worker II S61.57 S54.46 S1.03 S0.91	Fully Burdened Rate Fee Notes 5156.20 5176.37 5176.37 5252.05 3375.56 5156.20 5156.20 5156.20 5113.33 5409.73	Fee ³ Fee Notes	Full Cost Recovery Fee (includes 3rd party/required fees) 3 Fee Notes \$156,00 \$176,00 \$176,00 \$176,00 \$262,00 \$375,00 \$375,00 \$176,00 \$176,00 \$175,00 \$176,00 \$171,00 \$153,00 \$177,00 \$177,00 \$177,00 \$177,00 \$220,00	\$55.00	Notes Actual Costs Deposit Actual Costs Deposit Actual Costs Deposit Actual Costs Deposit Actual Costs Deposit 5 + \$5 = \$90 (Waive \$5 for Utility Co)) \$90 - \$3/CY over 10 CY \$2210 - \$2.25/CY over 50 CY \$560 + \$2/CY over 250 CY	Subsidy: \$91.00 58.33 Subsidy: \$88.00 48.86 Subsidy: \$111.00 63.07 Subsidy: \$197.00 75.19 Subsidy: \$91.00 58.33 Subsidy: \$113.00 100.00 Subsidy: \$409.00 100.00 Subsidy: \$409.00 100.00
FB Minute Rate (FB Hourly Rate/60 Minutes) \$2.76 ervice/Application	\$1.44 \$2.18	\$1.73 15 16 17 18 19 10 10 11 12 13 145 15 16	\$1.65	\$1.40 Time Each Staff M 45 45 45 45 45 45 45 45 45 45	\$1.34 \$1. Member Spends on E 45 50 60 30 45 50 45 60 45 60 60 60 60 60 90	93 \$1.01	\$0.89	S1.77		Fully Burdened Rate Fee Notes S156.20 S176.37 S176.37 S262.05 S375.56 S156.20 S113.33 S409.73 S409.73 S177.22 S197.39 S20.03	Fee ³ Fee Notes	3 Fee Notes \$155,00 1 \$176,00 5 \$262,00 1 \$375,00 2 Actual Cost Deposit Actual Cost Deposit Actual Cost Deposit Actual Cost Deposit \$156,00 \$113,00 \$409,00 \$147,00 \$177,00 \$177,00 \$167,00 \$167,00	Fee \$85,00 \$90,00 \$55,00 \$55,00 \$300 Motion / \$100 Still \$65,00	Notes Actual Costs Deposit Actual Costs Deposit Actual Costs Deposit Actual Costs Deposit Actual Costs Deposit 5 + \$5 = \$90 (Waive \$5 for Utility Co)) \$90 - \$3/CY over 10 CY \$2210 - \$2.25/CY over 50 CY \$560 + \$2/CY over 250 CY	Subsidy: \$91.00 58.33 Subsidy: \$91.00 58.33 Subsidy: \$111.00 63.07 Subsidy: \$111.00 75.19 Subsidy: \$197.00 78.33 Subsidy: \$91.00 58.33 Subsidy: \$91.00 100.00 Subsidy: \$409.00 100.00 Subsidy: \$409.00 100.00 Subsidy: \$409.00 49.15
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250-500		45 60		60 60	90 90							1 4403.00			
500-750		45 60		60	901					\$270,37		\$270.00			
Over 750 Image: Control of Control o				60	150					\$303.02		\$303.00		\$1,160 + \$1,75/CY over 500 CY \$400 + City's Inspection Costs	
Permits requiring engineering review, (e.g., drainage facilities, special soil onsiderations, structural analysis), material testing or extensive coordination th other agencies, will require an additional fee to equal the costs to the City or services rendered (STS minimum for engineering review) Outside the Paved Roadway - Cubic Yards of Excavation D-15 15-50 15-50 15-20 250-500 1000					I					\$416.35	1	\$416.00		SHOU + Gity's hispection cosis	
th other agencies, will require an additional fee to equal the costs to the City or services rendered (S75 minimum for engineering review) Outside the Paved Roadway - Cubic Yards of Excavation 0-15 15-0 15-0 250-25			4 I												
15-50															
15-50												5155.00	\$90.00		Subsidy: \$55.00 42.3
15-50		15		45	45					\$156.20 \$176.37		\$156.00 \$176.00	590.00	\$90 + \$2,5/CY over 15 CY	
50-250 250-500 250-500 250-500 250-500 250-750-750-750-750-750-750-750-750-750-7		15		45	60					\$216.71		\$216.00		\$177.5 + \$1.75/CY over 50 CY	
500-750	[15		45	90					\$216,71		\$216.00		\$527.5 + \$1.25/CY over 250 CY	
		30		45	120					\$289,70		\$289.00		\$840 + \$1/CY over 500 CY	
		45		45	150					\$362.69		\$362.00		\$400 + City's Inspection Costs	
EES FOR PUBLIC/PRIVATE ROAD IMPROVEMENT PLAN REVIEW AND ONSTRUCTION INSPECTION*															
ased on a Percentage of the cost of construction											1		\$350		
Minimum Fee														Based on a % of cost of construction	
First \$20,000														Based on a % of cost of construction Based on a % of cost of construction	
Next \$50.000											1			Based on a % of cost of construction	
alance Over \$100.000 Permits requiring extensive engineering revisions during the plan review and onstruction process will require an additional fee to equal the costs to the City r services rendered. Additional fees (according to the adopted Material															
esting Fee Schedule.									l						
oad Closure are permitted only after all alternatives have been carefully eviewed												0.02.00	\$750.00		Overcharge: \$283.00 -60.60
Road Closure Permit Fee 15		120	1	60	60					\$467.31		\$467.00	\$750.00		Overcharge, 3263,50 -50,50
Permits for closures that are particularly lengthy or complicated will require an															
dditional fee to equal the costs to the City for services rendered. PECIAL EVENT PERMITS*										45 \$317.72		\$317.00	\$50.00		Subsidy: \$257.00 84.23
Each Permit 15	120			45						40 3017.72		3517.00	000.00		000010000000000
Check to be submitted with permit, except when special arrangement have een made.															
TRIPING FEE SCHEDULE* his fee shall be charged when striping by City forces is necessary as a result work performed under a Road Excavation Permit. The Fee Schedule is															
zsed on actual City costs. This fee shall be deposited into a separate fund for tribing (S50 minimum)													\$0.15 per LF		
Dashed Stripe					5			+			1		S0.15 per LF		
Solid Strip											-		\$5,50 per SaFt		
Replacement of these and other traffic control devices by the permitted may be							and the second se								
auired before City acceptance of the work performed under the permit.															
a deposited into a separate fund for restoring pavement cuts.			-										0.75 per If w/ a min. of \$75		
ivement Cut Restoration Fee iiity Companies and Special Districts are required to continually maintain in od condition the utility trenches constructed for their utilities, and therefore,															
all be exempt from the Pavement Cut Restoration Fee.										\$678.09		\$575.00		New Feel	Subsidy: \$678.00 100.
tor Encroachments		120		240	60										
isting improvements post 2/2/2002															
RAFFIC CONTROL PLAN REVIEW										\$82.37	1	\$82.00		New Feel	Subsidy: \$82.00 100. Subsidy: \$405.00 100.
inor (over the counter permit)	·	120		30 60	30			1		\$405,75	<u> </u>	\$405,00			
ajor (Requires Traffic Engineer's review)		30	-	60	60					\$230.03	1	\$230.00		New Feel	Subsidy: \$230.00 100
DNITORING WELLS	i											-		New Feel	Subsidy: \$381.00 100
chitoring		60		150	30					\$381.08		\$381.00 \$197.00		New Feel New Feel	
stallation/Abandonment		15		60 120	60					\$233,41	1	\$233.00		New Feel	Subsidy: \$233.00 100.
NNUAL UTILITY PERMITS		30		30	120					\$268.69	1	\$268.00 plus actual testing costs		New Fee	Subsidy: \$268.00 100.
LEGAL DISCHARGE MITIGATION					.20						1				
iding Plan Review	<u> </u>		-							\$42.03	1	\$42.00	32		Subsidy: \$10.00 23.

	1						City Staf	f												
	Community Services Director	Management Analyst	Principal Civil Engineer	Senior Project Manager	Project Manager	Assistant Engineer	Public Works Inspector	Manager	Worker	Worker II	Public Works Manager	Worker	Worker II		Third Party/	Full Cost Recovery Fee				
FB Hourly Rate	\$165.58	\$86.22	\$130.59	\$103.52	\$98.90	\$84,06	\$80.68	\$115.52	\$60.31	\$53.46	\$106.07	\$61.57	\$54.46			(includes 3rd party/required fees)				
FB Minute Rate (FB Hourly Rate/60 Minutes)		\$1.44	\$2.18	\$1.73	\$1.65	\$1,40	\$1.34	\$1.93	\$1.01	\$0.89	\$1.77	\$1.03	\$0.91	Fully Burdened Rate ²	Fee	-	Current Fee		Subsidy / Overchar	
	1		15	il .	1	60	1	1						S116.71		\$116.00	138			-19,14%
Minor Projects			60	1		60	1	1	1					\$214.65	1	\$214.00	391	0	Overcharge: \$176,70	-82.57%
Major Projects	1		60	1	60	6(\$313.55		\$313.00		New Feel	Subsidy: \$313.00	100.009
DRC Review Fixed Case Review			15			30	1 15							\$94,85		\$94,00		New Fee	Subsidy: \$94,00	
Fixed Case Review				21 N	1				1					\$130,59		\$130.00		New Feel	Subsidy: \$130,00	
Planner Consult WORK WITHOUT A PERMIT PENALTY			51									(i					2 times original pe			
WORK WITHOUT A PERMIT PENALTY																				
PARK RESERVATION					ļ								150	\$135.14		\$136.00	155		Overcharge: \$19,00	-13.97%
Area 1				<u> </u>									150				20			
Area 2				<u> </u>		1							150	and the second se		\$136.00	27 22		Subsidy: \$56.00	
			1	1	1	1	1	1	<u> </u>				150			\$136.00	55			59,56%
Area 3 Bouncer (area 2 and 3 only)	1		1	1	l		1	1					150	\$136,14		\$136.00	20		Subsidy: \$116.00	
OTHER COMMUNITY SERVICE ASSISTANCE	1		1	1			1		1						1	Actual Cost Per Hr.		New Fee		

¹ FB Hourly Rates from Public Works / Building - Fully Burdened Rates Table A3 ² Derived by multiplying each position's FB Hourly Rate by the number of minutes spent on each service ³ Full Cost Recovery Fee represents Total Cost including cost of services and all Third Party costs ⁴ Amount by which General Fund currently subsidizes/overcharges the service.

Table 3.31 - Community Berviced Defantment - FB Hourly Rated Bummary

Jersonnel Casts?	1,250,022	WHAT AND A DATE AND A
Dapt Ditect Allocation Mahiristrative Personnel Costa ^U	45,061	Percent to Personnel Caste
Operations ⁴ Subioinal	370,900	*1 2402.66
Central Services (Overliend Allocation)	919/262	w %14762
Total Cost Allocation	1,903,598	

	Annual Salary &	Number of	Hourty Salary & Benefit % of Time Qualified	% of Time Qualified,	Annual Salary &	% Non-billable	Non-billable Arms	Von-billable Armun % Billable Armuni Salary	Billable Arnual	fotal Dept	Central Services	Fully Burdened	Productive	Fully Burdened
	Benefia '	Personnel	Rates 3	for User Related	Benefita Allocated	2	Salary & Benefits to	& Denefits	Salary & Benefits"	Overhend	Overhead	Direct Labor*	Hours to	Hourty Labor
				Fee Work	to User Fees 4	Deneils to	Department			Allocation 7	Allocation			Rates "
						Department Overhead	Overhead ⁵							
										33.28%	23.81%		******	
	V		1	0	0	1		0	1	_	<u> </u>	¥	1	W
-									_	(H*Dept Overhead	(H*Indirect		(Productive	
Job Classifications			(AProductive Hours)		(v.c)		(A'E)'C	(100%-E)°C	(V.C)	(92	Overhead %)	(1+1+1)	Hours G	(KAL)
Community Servicen Director	169,730	-	105.41	25%	47,433	%98	45,061	1%		682	565	3,725	23	165.58
Management Analyst	98,800	-	54,69	100%	90,800	%0	•	100%	98,800	32,677	23,523	155,200	1,800	06,22
Principal Civil Engineer	149,640	-	63.13	100%		0//0	•	100%	149,640	49,795	35,628	235,062	1,800	130.59
Sanior Project Manager	118,620	-	65,90	100%		0%0	'	100%	118,620	39,472	28,242	186,334	1,800	103.52
Project Manager	113,330	-	62.96	100%	113,330	%0	1	100%	113,330	37,712	26,983	178,025	1,800	98,90
Ansistant Engineer	06,320	-	53.51	100%	96,320	%0	•	100%	96,320	32,052	22,933	151,304	1,800	04.06
Public Works Inspector	92,450	-	51.36	100%	92,450	0%0	1	100%	92,450	30,764	22,011	145,225	1,800	80.68
Public Works Managet	132,370	-	73.54	100%	132,370	%0	•	100%	132,370	44,048	31,516	207,934	1,800	116.62
Lead Maintenance Worker	69,110	-	38,39	100%	69,110	0%0	1	100%	69,110	22,997	16,454	108,562	1,800	60.31
Meintenuuce Worker II	122,520	2	24.03	100%	122,520	0//0	•	100%	122,520	40,770	29,171	192,461	3,600	53.46
Public Works Manager	121,540	-	67.52	100%	121,540	%0	T	100%	121,540	40,444	28,937	190,921	1,800	106.07
I. cad Mairkenance Worker	70,550	-	39,19	100%	70,550	50%	1	100%	70,550	23,476	16,797	110,824	1,800	61.57
Maintenance Worker II	62,400	-	34.67	100%	62,400	0%0	,	100%	62,400	20,764	14,857	98,021	1,800	54.46
Position Total	\$ 1,437,380				\$ 1,295,083		\$ 45,061		\$ 1,250,022	\$ 415,961	\$ 297,615	\$ 1,963,598		

1 Fram City's 2007/08 & 2008/09 Budget Plan, Exchudes Capital Coste. 2 Fram City's 2008/09 Safary & Benefits Projections; total employee safary & benefits paid by the Depurtment (Column D Total) less Non-billable Amnual Safary & Benefits (Column F Total).

3 Hourly Salary & Benefit coata per employee, not including overlered coata.
4 Poution of employee salaries and benefits allocation to Daer Fees determined by multiplying Columna A and C.

Non-Millohi and barrefs determined by nulliphylo Column A. Cand E.
 Bun-Millohi and barrefs determined by nulliphylo Column A. Cand E.
 Billohi entry and barrefs determined by multiphylo Column A. Cand E.
 Benked by multiphylo Billohi Salary A Benefia (Column H) by the Cantan Action precentinge, which is 23.29%.
 Denived by multiphylo Billohi Salary A Benefia (Column H) by the Cantan Action precentinge, which is 23.29%.
 Penked by multiphylo Billohi Salary A Benefia (Column H) by the Cantal Bravices Overhead Annual Salary A Benefia (Column H); Trial Day Overhead Annual Salary A Benefia (Colu

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Appendix A: Comprehensive User Fees Schedule

BCHEDULE
FE F
: COMPREHENSIVE
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TABLE

Servlee/Application	Full Cost Ro	st Rocavery Fan ¹	Currant Eos	Fees Recommended by
EINANGEAND ADMINISITRATION		Fcc Notes	силения се Маналистически составляется и поставляется и поставляется и поста Маналистически составляется и поставляется и поставляется и поставляется и поставляется и поставляется и постав	City Staff ² as Fee Notes
1 Business License. Renewal Process Returned Chocks		15.00 Per Civil Code 1719, fee for the first returned	usaanaa ahaa ahaa ahaa ahaa ahaa ahaa aha	00
1 Duplication of Public Records			New Fo	00
6 Buelness License Setus Filteretion Stim Prok Up ferre stim FilterANINIGE 2014 2014 Provider Providence Setup 2014	213.00 513.00 513.00 513.00 513.00	2.00 3.00 Per Sign	New Foo New Foo New Foo	00 00 00 00 00 00 00 00 00 00 00 00 00
Alcoholic Boverage Control Affidavi Apprais Conduit Praneformati Praneform /	\$10,17	00.00	алили на как макета по коло на 100.00 \$2.00.00 \$2.00.00	
4 Constal Development Formit (Local) w hearing 5 Certificate of Compliance	\$00 \$1,00	00.00 00.00	San	54
o Conditional Certificate of Compliance 7 Conditional Use Permi - Major 6 Conditional Use Permi - Minor	\$3,65 \$3,00 \$3,00	00.00		511 511
P Conditional Use Permit Amendment - Director Review 10 Conditional Use Permit Compliance Review	\$2,55	\$2,520.00 \$2,520.00	22.520.00 Actual Cost Depos \$2,520.00 Actual Cost Depos \$2,520.00 Actual Cost Depos	
12 Docint review Bord Revised Final 12 Docint Review Bord Revised Final 13 Dotermination of Shmilar Use	31,6 \$4 \$2,0	03.00 15.00 00.00		
14 Operationment Plan 15 Development Plan. Director Review - New or Revised 10 Development Plan A stronochanal	2510 2410	00.00	\$5,020.00 Actual Cost Depos \$4,020.00 Actual Cost Depos \$4,020.00 Actual Cost Depos	10
o coversitenti rent - Antenintina 11 Dovelopment Plan - As Built 19 Dovelopment Plan - Director	\$2,15 \$2,55 \$2,55	00.00 00.00 00.00		511
10 Emergancy Permit 20 Exemption Fee (if research required) Leterta and come Ettine, required)	51,33	9.00		886
21 Frair and Suttor Frairy Fraes 22 General Plan Amendment	\$10.00	00.00	Current foos, if any, as required by State and Co.	00 00
23 Govt. Code Consistency Detornination (65402) 24 LAND USE PERMITS	\$2,520.00	00.00	\$15,000.00 Actual Cost Depo: \$2,520.00 Actual Cost Depo:	510
25 Rosidontial Structures 20 New Residence 21 Structures	31,11	00.00	\$600.00	
7/ Accessory Structures 0 Additions to Buildings 00 Mm Allocations 10 Externations 10 PM	\$4	18,00 16,00	\$200.00 \$300.00	
2) Participant Antennon - e.g. incpared, auco, parcenty 20) Fences and Walls (Over Permitted Height) 21) Pools and Stars	\$23 \$22	\$249.00 \$299.00 \$209.10	\$255.00 \$205.00	
32 Patio Cover 33 Guest Houses/ Pool Houses/ Attist studios	<u>58</u> 58	000 12,000 12,000	9205.00 \$205.00 \$240.00	
34 COMMERCIAL/INDUS FRIAL 35 Milior Altertitions	900 m m m m m m m m m m m m m m m m m m		9300.00	
20 Now or Addition to Existing Structure 37 Monument Stip Structure	\$111 \$33	\$1,173.00 53400 53400	20000000000000000000000000000000000000	
20 LAND USE PERMIT (OTHER) 30 Changa of Usa	S3	0.00		
40 Community Care Facility 41 Demolition	\$1,0 \$33	1,600.00 \$399.00	2200.00 \$260.00 \$260.00 \$505.00	
42 Energy/ Public Works Facilities 43 Grading	165	A, 00	\$505,00 \$290.00	
44 Stockolle Permit 6 Temporary Use Permit 0. transmission	\$0 80	8054.00 5418.00	\$290.00 \$280.00	
47 Trenerse 47 Trene Dush Removal 40 Land Use Permit Cherrance (following malor discretionary permit)	24	0.00 33.00	\$455,00 \$455,00 \$4570.00 \$41570.00	
49 Land Use Permit Extension 60 Land Use Permit Rovision	\$3	18.00		
81 Landscape Review - Minor 22 Landscape Review - Major	51	\$150.00 \$500.00		
es Lot Lite Adjustment et Lot Line Adjustment Clearance	\$2,5 \$1,5	0.00 20.00	\$2,520.00 Actual Cost Dopo \$1,520.00 Actual Cost Dopo	sit
⁵⁵ Lot Line Adjustment Modification (Prior to recordation) ⁵⁶ Marc Clearance w/ conditions (TPM)	\$1,0 51,5	0.00 00.00		sit
or Map Clearance w/ conditions (TM) nan Clearance w/ no conditions	\$2,5	20.00 55.00		sit
ee Modification to Oil and Gas Production/Exploration Plans	\$2,0 \$2,5	20.00 30.00		sit sit
ol l'arcei Map Waiver 21 Pernit Compliance 21 Pernit Compliance	\$2,0 \$2,0	20.00 00.00	\$2,520.00 Actual Cost Dopo \$2,000.00 Actual Cost Dopo	sti sit
63 64 Pre-Analication Consultation	40 41 5	\$636.00 \$1 500 00	\$190.00 Set (Yound Cost Deposit on Lang \$1 600.00 Set (Yound Cost Deposit on Lang	06) 101
05 Projects for which there is no appropriate category	TBD by Planning and Environmental Se	rvices	Deposit Actual Costs Deposit TBD by Planning and Environmental Service	503 ()(1)
to Research 7 Recorded Map Modification 10 Recorded Map Modification	\$1 \$2.0	90.00 20.00		lin. Isit
on Road Naming - Naming or Renaming Existing Road 70 Road Naming - New Road	\$1.0 51.0 51.3	00,00 00,00 10,00		1150
71 Sign Certificate of Conformance (sign permit) 72 Sign Plan - overall for shopping center or large developments	\$4 \$1,5	48.00 20,00	\$155.00 \$1,520.00 \$1,520.00	55it
 ²³ Specific Plan ²⁴ Substantial Conformity Determination 	\$5,0 51,5	20.00		<u>150</u>
76 [Rosidontia] 76 Commercial/Industrial	\$1 \$	<u>93.00</u> 26.00		
77 Tentalve Parcel Map 19 Tentalve Tract Map 19 Tentalve Tract Map	\$2.5 \$4,0	\$2,620,00 \$4,020,00	\$2,520.00 Actual Costs Deposi \$4,020.00 Actual Costs Deposi	osit osit
²⁹ LUTIDATE INCOMPANION (PLOS TO LOCOLOGIC) 00 Timo Extension (discretionary permit)	<u>c.1.6</u>	50.00 50.00	50% of origi	1351 1351 1441
ol Timo Extension (ministerial permit)	y 63	20.00	50% of original permit Set Fee	00
al Zoning Conformity Determination al Zoning Conformity Determination determing the ATED CHARGES		\$349.00	\$190,00 Activity Costs Uppo	N80
05 Zoning Administrator	ionths cost of a type on two - Determin	jaci of inverse	New F	100
	ionths cost of a type type - Determit	inet of Irector	Now F	00
ar City Council	ionths cost of a tyr ne type - Determir	lect of irector	New F	00;
Continuance (Applice	ionths cost of a type ne type - Determin	lact of fractor	New F	00;
69 L	Deposit equal to 2 months cost of a typical project of the same type - Determined by Director	loci of trector	Now Fee	.eo
	no type - Determin onths cost of a type	rector fector	Naw F.	00
u g, Special Planning Commission Hearing	ne type - Determin conthe cost of a type	itector loci of	New F	00
us Special City Council Heating	ne type - Determir conths cost of a type	rrector rect of	Now Fac	00
04 OTHER NON-SALARY CHARGES	ne type - <u>Vetermined D</u>	by birector #200.00	Month 1	
b) Director Doction 30 Director Doction 31 Director Doction 31 Director Doction	** \$2	\$200.00 \$200.00	New For New For New For	00
00 Legal Noticos 10 Mainte Noticos		\$0.00 \$0.00	New F New F	00
100 Structures 101 15% on all Coffice Involces				
102 MISCELLANEOUS 103 Photocoptes		27.00	New F	00.
tor APN Page tos Microficho Copies		\$7.00 \$0.00	New F New F	00
100 Heuring Tapes 107 Maps		\$0.00 \$0,00	Now Fee Now Fee	00
uo Enteriori Fricoge 15 100 Pre-Application Consultation 110 Driverpointention Consultation	55 0	00.00	Now F	00.
111 Transportation Facilities 112 Supply Base	\$5,0	00.00 00.00	Now F New F	00
113 Exploratory Drilling Mino of Power Seneration	\$2,5 \$6,0	\$2,500.00 \$5,000.00 \$5,000.00		00
116 Other Energy Projects 116 Other Industrial Projects 117 Care Provension Ourching	292 792	00:00	New Foo Now Foo	00
116 Capital Costs < 55,000,000 119 Capital Costs < 55,000,000	\$12,5	00.00	Now F	00
	\$50,0	\$50,000.00 \$5,000.00	Now F Now F	00.
¹²² Certificate of Financial Responsibility (certificate for reliance upon owner of lacelity and shipper of oil)	\$2,5	00.00	Now Foe	-oe
123 Permit Compliance - Ongoing 124 Total Assessed Value less than \$5,000,000	\$12.5	00.00	Now F	00
125 Total Assessed Value between \$5,000,000 & \$30,000,000 120 Total Assessed Value greater than \$30,000,000	\$25,0	\$25,000.00 \$50,000.00	New Fee New Fee	00
127 Petinit Compliance - Minor 128 Change of Owner	0.06	00.00	7 WOW	00.
129 Existing Partner becomes managing partner / Change of non-managing partner	r.o.	50.00	NGW 1-	100.

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Table A1: Comprehensive Fees Schedule

BCHEDULE
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COMPREHENBIVE
TABLE A.1:

	Interface Interface Interface Information 1000000 1000000 1000000 1000000 1000000 1000000 1000000 1000000 1000000 100000000 100000000 1000000000000000 100000000000000000000	Current Fee Now Fee No	City Staff ² e Notes
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	90.00 91.00 </td <td></td> <td></td>		
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		\$500 Molion / \$100 Sili	a de la compansión de la c
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	81100 817000 817000 817000 817000 817000 8170000 81700000 817000	\$90.00	
	\$10010 \$10010 \$10010 \$10010 \$20010		
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Nren 1 310500 Ven 2 \$130.00 Ven 3 \$130.00 Bounder (area 2 and 3 only) \$136.00		2.45K DD	
Vrei 3 \$130.00 Bourcer (area 2 and 3 only) \$130.00 Bourcer (area 2 and 3 only)	Nea 1 Nea 2	00.008	
	hren 3 Bouncer (aren 2 mid 3 only)	\$20.00	

¹ FB Hourly Rates from Tables A1, A2, A3 ² Faes recommended by staff for adop³

Table B.1: Finance and Administration - Common Fee Comparison

Service/Application Full Cost Recovery Fee ¹	leta		
	overy	City of Goleta Fee Recommended By Staff ²	City of Santa Barbara
	Notes	Fee Notes	Fee Notes
\$15.00			The City requires annual payment based on the type of business and the estimated first year's groups. For example, if the rary year gross is \$185,000 Varies and the business is a carde the transmin durin is sen on
Per Civil Code 17 \$42.00 Checks \$42.00 check is \$25, \$35 f	Per Civil Code 1719, fee for the first returned check is \$25, \$35 for each subsequent check.		\$10.00
Iblic Records			
Photocopy \$3.00			\$0.20 Daria
DVD \$7.00			
Businoss Lucense Setup \$23,00			The City requires annual payment based on the type of business and the estimated the return groups sets. For example, if the first year groos is \$185,000 Virtice and the business are a cafe the two amount due is can not
Election Sign Pick Up (per sign) \$13.00	Per Sign		

¹ Table 1.1 ² Table A1

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COMPARIBON
F E E E
COMMON
1
PLANNING
З Н
TABLE

Service/Application	City of Goleta Full Cost Recovery Fee ¹	City of Goleta Fee Recommended By Staff ²	County of Santa Barbara	arbara
	Fce Notes	Fce Notes	Fee	Nates
Conditional Use Permit - Major	\$3 020 00 Actual Cart Danari			
Conditional Use Permit - Minor			\$5,000.00	Actual Costs Deposit
Conditional Use Permit Amendment - Director Review	ł		\$2,024.00 \$5,540.00	Fixed Fee
Tentative Parcel Man			\$5,000	Planning - Deposit
Tentative Tract Man			\$3,000	Zoning - Deposit
I of I ine Adjustment				Actual Cost Deposit Less than 49 Lots
I of I ine Adhement Modification (Drive to recordicion)	az, 520.00 Actual Cost Deposit			Actual Costs Deposit
LAND USE PERMITS	\$1,320,00 Actual Cost Deposit		\$3,000.00	Actual Costs Deposit
Residential Structures				
Now Residence	\$1,196.00		\$1.088.00	
Accessory Structures	\$448.00		\$507.00	FIXED FOR
Additions to Buildings	\$1,196.00		\$571.00	Fixed Fac
Milhor Alteration - e.g. fireplace, deck, balcony	\$249.00		\$507.00	Elved Eoo
rences and Walls (Over Permitted Height)	\$299.00		\$313.00	Fixed Fee
Pools and Spas	\$398.00			
Patio Cover	CU 0005		9313.00	Fixed Fee
Gund Houses/ Pool Houses/ Artist studios	00,0104		\$507.00	Fixed Fee
	nn' / Rot		\$636.00	Fixed Fee

¹ Table 2.1 ² Table A1

62

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TADLE 8.31 COMMUNITY BERVIDES - COMMON FEE COMPARISON

Service/Application	City of Golana Full Coatta Fee	City of Goletia Fee Recommended By Staff ²	City of Sanla Barbara		County of Santa Barbara	ara
Murtic control, PLANTERVEW Mort from the constant a constant	fee liots	Fre-	Tree Notes		7.0	llates
Maior (Recultes Traffic Enclorer's review)	\$82,00 6406 00		00'00\$		206 first day	II5 each additional day
Hind Routes	\$230.00		\$68,60		VΝ	VN
MONITORING WELLS			W	VN	\$920,00	 95 per additional day
Monitag	\$381.00		HA		1	
Bristoffallon/Abandomeval	3197,00		5484 30 /\$833.10	Carley Condensite of the second	lealine cut	
Hoad Clusure Pertrik Fee	\$467,00		C 2014 201		VE	NN
liteo Removalut' lantriga	\$409.00			rempotary succession	172. 126. 4	
Kesklenliai Drivevray	\$159,00		5100 AD			
Commercial Driveway	\$170.00		5140 AD		00,1144	
IV Fixulug / Photography - Application & Processing	\$3/5,00			Allowed and the second of the	00'00:4	
On Street Trash Bins	\$113,00		200 00 Total 100	motel and Ann taddung fan tad	W17074	+review, inspection/hour
Stifewalk (+ \$.50/ft over 60 ft)	\$170.00		40.10/129.20247.60 under ten 1.1/11-30.11/milen \$3.60 mer 11. fovor 30.11	1 3.1 6(8 mor 1 1, fovor 36) 61	- C101 - 26 for 1001 of 1 CAUG 101 to 260 of	Annual Supplier Comp on
PEES FOR PUBLICATIONALE HOAD IMPROVEMENT PLAN REVIEW AND CONSTRUCTION INSPECTION*					in how number only sin half high - land	
Baned on a Percentage of the cost of construction						
Minimum Fea	\$350.00		5 (62 DD			
First \$20,000			3 14+0 4%.		VINO 151	3.07.9107.7
Next \$30,000	\$0.07 Based on a % of cost of construction		2.78+5.6%		VICT INTE	107 0 407 1
Next \$50,000			2 004.3 0%.			N 67 7 407 1
Uatance Over \$100,000	Based on a		1 74+2 8%			
Penulta requiring extensive engineering revisions during the plain forview and construction process with require an additional fee to equic the sorte and construction process with requirements of the plain equilation of the sorte of the so					1011 1 1340	W.NC.1 + NC.U

¹ Table 3.1 ² Tabla A1

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Attachment 3

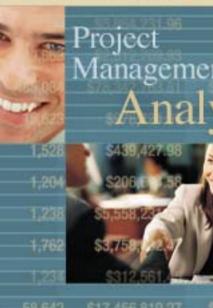
Power Point Presentation



City of Goleta **Overhead Cost Allocation** E User Fee Studies

June 24, 2008

Bill Moses





37,853 \$1,567,913.07 Data Management 50,070,14

Information **People Count**

Analysis

\$5,864,231.95	\$57,328.27
\$2,512,769.93	\$23,140.96
\$78,342,763.81	\$680,271.18
\$978,724.67	\$8,714.92
\$439,427.98	\$4,723.12
\$206,654.58	\$2,168.93
\$5,558,231.53	\$51,678.03
\$3,758,032.47	\$31,140.92
\$312,561:45	
\$17,456,819.27	
\$1,567,918.07	\$9,879.14
Data	\$9,532.96
Managem	ent _{1,002.27}

Information People Count

Introduction to MuniFinancial

Muni Team:

- Bill Moses, Senior Project Manager

Analysis

\$5,884,231.96	\$57,328.27
\$2,512,769.93	\$23,140.96
\$78,342,763,81	\$580,271.18
\$978,724.67	\$8,714.92
\$439,427.98	\$4,723.12
\$206,654.58	\$2,168.93
\$5,558,231.53	\$51,678.03
\$3,758,032.47	\$31,140.92
\$312;561:45	
\$17,456,819.27	
\$1,567,918.07	\$9,879.14
Data Managem	\$9,532.96 ent

Information People Count

Project Approach

- Phase I: Overhead Cost Allocation Plan (CAP)
 - \checkmark Develop updatable cost allocation model
 - ✓ Provided as an Excel Workbook Model
- Phase II: Comprehensive User Fee Study
 ✓ Develop supportable and consistent service fees
 ✓ Requires minimal staff time
 - ✓ Provided as an Excel Workbook Model

Analysis

\$5,864,231.96	\$57,328,27
\$2,512,769.93	\$23,140.96
\$78,342,763,81	\$580,271.18
\$978,724.67	\$8,714.92
\$439,427.98	\$4,723.12
\$206,654.58	\$2,168.93
\$5,558,231.53	\$51,678.03
\$3,758,032.47	\$31,140.92
\$312,561:45	
\$17,456,819.27	
\$1,567,018.07	\$9,879.14
Data	\$9,532.96
Managem	ent _{1.002.27}

Information People Count

Overhead Cost Allocation Plan



Analysis

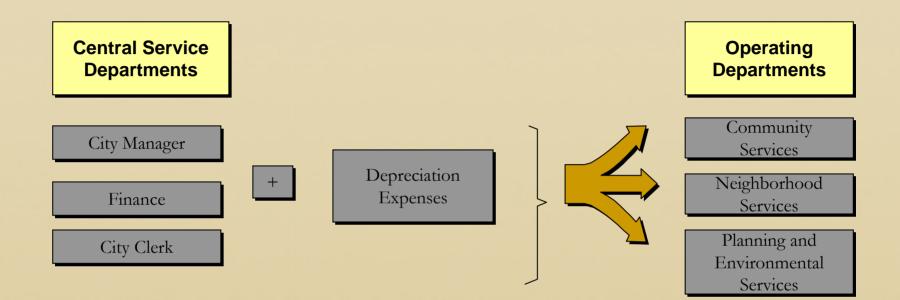
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\$5,864,231.96	\$57,328,27
\$2,512,769.93	\$23,140.96
\$78,342,763.81	\$680,271.18
\$978,724.67	\$8,714.92
\$439,427.98	\$4,723.12
\$206,654.58	\$2,168.93
\$5,558,231.53	\$51,678.03
\$3,758,032.47	\$31,140.92
\$312,561:45	\$2,567.10
\$17,456,819.27	\$150,240.68
\$1,567,918.07	\$9,879.14
Data	\$9,532.96
Managem	ent

Information People Count

What is a Cost Allocation Plan (CAP)?

- A comprehensive City-wide CAP ensures that all costs associated with the City's central service departments are appropriately allocated to the operational departments.
- CAP creates a tool that formulates a fair and equitable methodology to identify and allocate indirect costs to direct cost programs.

Cost Allocation Plan



Central service departments provide support to operating departments Operating departments provide services directly to the public

Analysis

\$5,884,231.95	\$57,328.27
\$2,512,769.93	\$23,140.96
\$78,342,763,81	\$680,271.18
\$978,724.67	\$8,714.92
\$439,427.98	\$4,723.12
\$206,654.58	\$2,168.93
\$5,558,231.53	\$51,678.03
\$3,758,032.47	\$31,140.92
\$312,561:45	\$2,567.10
\$17,456,819.27	\$150,240.68
\$1,567,918.07	\$9,879.14
Data	\$9,532.96
Managem	ent _{1.002.27}

Information People Count

Building Blocks of a CAP

- An evaluation of the details of the City's actual costs from its adopted budget for each of the central service departments to determine which amounts are appropriately allocable to the operating departments.
- Direct costs are those that can specifically be identified with a particular service.
- Indirect costs are not inherently identifiable with a specific operating program.

City of Goleta

Analysis

\$5,884,231.96	\$57,328,27
\$2,512,769.93	\$23,140.96
\$78,342,763,81	\$680,271.18
\$978,724.67	\$8,714.92
\$439,427.98	\$4,723.12
\$205,654.58	\$2,168.93
\$5,558,231.53	\$51,678.03
\$3,758,032.47	\$31,140.92
\$912;561:45	\$2,567.16
\$17,456,819.27	\$150,240.68
\$1,567,918.07	\$9,879.14
Data	\$9,532.96
Managem	ent _{1,002.27}

Information People Count

Direct Costs

- Direct program costs are readily identifiable in the City's budget.
- Direct costs are those that can be specifically identified with a particular service, such as park maintenance, fire suppression or building and safety.

Analysis

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\$5,884,231.95	\$57,328,27
\$2,512,769.93	\$23,140.96
\$78,342,763,81	\$680,271.18
\$978,724.67	\$8,714.92
\$439,427.98	\$4,723.12
\$206,654.58	\$2,168.93
\$5,558,231.53	\$51,678.03
\$3,758,032.47	\$31,140.92
\$312;561:45	\$2,567.16
\$17,456,819.27	\$150,240.68
\$1,567,918.07	\$9,879.14
Data	\$9,532.96
Managem	ent _{1,002.27}

Information People Count

Indirect Costs

- Indirect costs are not inherently identifiable with a specific operating program, but are incurred for a joint purpose that benefits more than one cost objective.
- Examples of indirect costs are citywide expenditures that are budgeted in what are commonly called nondepartmental accounts
 - ✓ utilities
 - ✓ postage
 - ✓ telephones

Analysis

\$5,864,231.96	\$57,328,27
\$2,512,769.93	\$23,140.96
\$78,342,763.81	\$680,271.18
\$978,724.67	\$8,714.92
\$439,427.98	\$4,723.12
\$206,654.58	\$2,168.93
\$5,558,231.53	\$51,678.03
\$3,758,032.47	\$31,140.92
\$312,561:45	
\$17,456,819.27	
\$1,567,918.07	\$9,879.14
Data	\$9,532.96
Managem	ent _{1,002.27}

Information

Data Collection

- CAP depends on the fundamental determination of how to appropriately allocate each central service department's costs to the operating departments.
 - ✓ The Human Resources Department may allocate its services based on the number of employees in each of the other departments
 - ✓ The Finance Department may allocate according to the size of each department's budget.
 - ✓ The actual allocation process is determined by review and discussion.

Analysis

\$5,884,231.95	
-90,009,ca1.29;	\$57,328,27
\$2,512,769.93	\$23,140.96
\$78,342,763,81	\$680,271.18
\$978,724.67	\$8,714.92
\$439,427.98	\$4,723.12
\$206,654.58	\$2,168.93
\$5,558,231.53	\$51,678.03
\$3,758,032.47	\$31,140.92
\$912;561:45	
\$17,456,819.27	
\$1,567,018.07	\$9,879.14
Data	\$9,532.96
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Information People Count

Methodology

- Double Step-Down
 - \checkmark Most accurate and equitable
 - ✓ Utilizes two steps to allocate indirect costs

Analysis

\$57,328.27
\$23,140.96
\$680,271.18
\$8,714.92
\$4,723.12
\$2,168.93
\$51,678.03
\$31,140.92
\$9,879.14
\$9,532.96

Information People Count

Double Step-Down

First Step

- ✓ Identify allocable budget of each central service department
- ✓ Distribute the allocable budget of each central service department to other central service departments and operating departments as indirect costs
- ✓ Distribute depreciation expenses to central service departments and operating departments as indirect costs

City of Goleta

Analysis

\$5,864,231.95	\$57,328.27
\$2,512,769.93	\$23,140.96
\$78,342,763,81	\$580,271.18
\$978,724.67	\$8,714.92
\$439,427.98	\$4,723.12
\$206,654.58	\$2,168.93
\$5,558,231.53	\$51,678.03
\$3,758,032.47	\$31,140.92
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Information People Count

Double Step-Down

- Second Step
 - ✓ "Close Out" Step
 - ✓ Allocate indirect costs from central service departments to just operating departments
 - Calculate the total indirect costs for the central service departments, subtract them out, and then allocate them to the operating departments
 - Once this step is complete, all central service departments' indirect costs will be passed on to the operating departments

Analysis

\$5,864,231.96	\$57,328.27
\$2,512,769.93	\$23,140.96
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Information People Count

User Fee Study

Analysis

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Information People Count

Overview

- City can impose fees for government services
 - \checkmark Individual use of the service is voluntary
 - ✓ The fee charged is reasonably related to the level of service and the cost of providing the service
- A User Fee Study helps to ensure that the City's fees ✓ Meet the statutory test
 - ✓ Recover up to 100% of its costs in providing services depending on City cost recovery policy
 - \checkmark Identifies where the General Fund is subsidizing current fees

Analysis

\$5,884,231.95	\$57,328.27
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\$312,561:45	\$2,567.10
\$17,456,819.27	\$150,240.68
\$1,567,018.07	\$9,879.14
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Information People Count

Components of a User Fee Study

- A review of the department budgets
- Identification of appropriate overhead cost allocations
- A clear description of the services provided by each City department
- A comprehensive listing of each department's staffing levels and associated fully burdened hourly pay rates
 - A Time/Materials Survey of each service for which a fee is contemplated
 - User Fee Schedule

Analysis

\$2,512,769.93 \$23,140.96 \$78,342,763.81 \$680,271.18 \$978,724.67 \$8,714.92 \$439,427.98 \$4,723.12 \$205,654.58 \$2,168.93 \$5,558,231.53 \$51,678.03 \$3,758,032.47 \$31,140.92 \$312,561.45 \$2,507.10 \$17,456,819.27 \$150,240.68
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Information People Count

User Fee Data Collection

- User Fee Studies use three cost layers that, when combined, constitute the fully burdened cost of a service; these cost layers are defined as:
 - ✓ *Direct Labor* staff hours spent directly on fee-related services
 - ✓ Departmental Indirect Labor hours spent on staff supervision and administrative activities
 - Central Services Overhead Central Services Departments such as the City Manager, Finance, and the City Attorney provide services and support to the operating departments such as Public Works, Planning & Building, and Community Services. The Central Services Departments allocable cost are allocated to the Operating Departments though a Cost Allocation Plan.

June 24, 2008

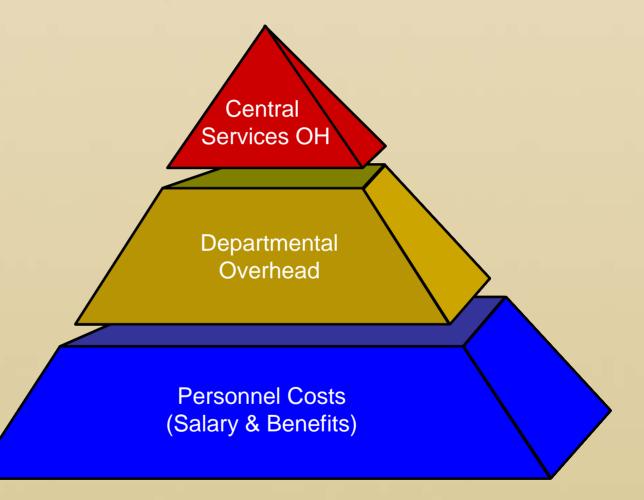
City of Goleta

Analysis

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Information People Count

Fully Burdened Costs



Analysis

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Information People Count

User Fee Analysis Methodology

- *Case Study Method* estimates actual labor and material costs associated with providing a unit of service to a single user
 - ✓ Costs are based on:
 - Interviews with staff
 - A records review
 - A "time and materials" analysis based on actual costs including staff time (at fully burdened rates) and material costs (including outside contractor costs)

Analysis

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Information People Count

Time and Materials Method

- Fees are based on actual costs; variations of this method include charging fees based on:
 - ✓ A Deposit System used when City staff time requirements vary dramatically for a service, or for special projects where the time and cost requirements are not easy to identify at the project's outset
 - ✓ An Hourly Rate fees set on an hourly rate without a deposit requirement

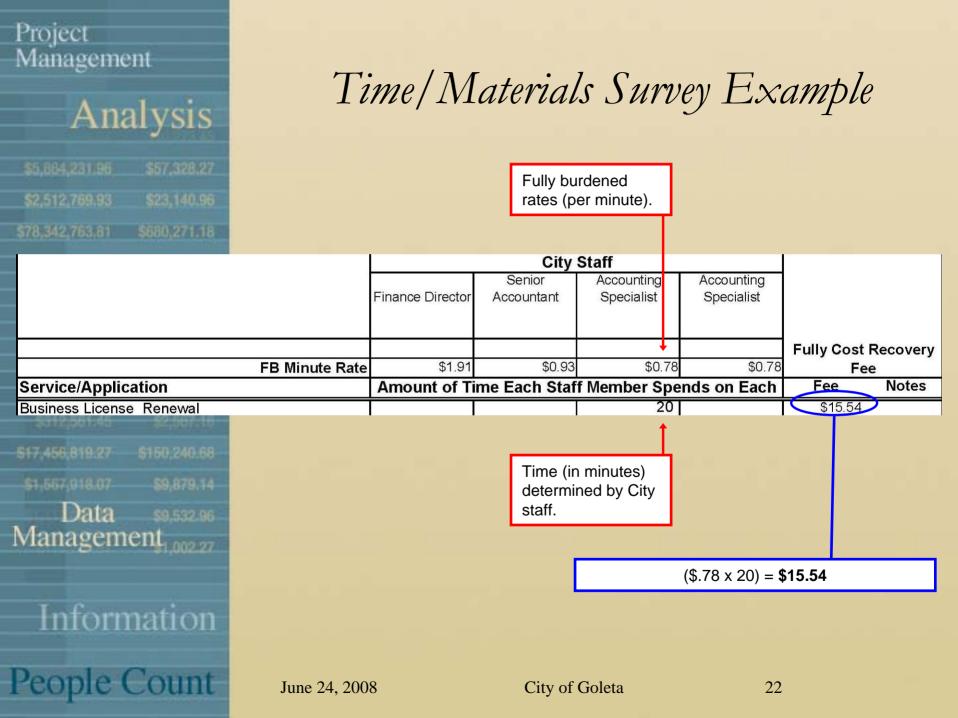
Analysis

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Information People Count

Time/Materials Surveys

- A Time/Materials Survey determines the amount of time each employee spends on a service
 - Employees may spend anywhere from a few minutes to several hours on a service
- A Time/Materials Survey provides department management with an opportunity to assess the time requirements for each service
 - \checkmark Recorded onto a spreadsheet



Analysis

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Information

Develop and Apply Adjustment Factor

- Develop a cost adjustment factor suitable for use in updating the City's user fees
 - ✓ Typically, based on:
 - The local Consumer Price Index
 - The Employee Cost Index for State and Local Government Employees, Total Compensation
 - Muni provides an updatable copy of the User Fee model
 - Or, a mixture of the adjustment factors listed above

Analysis

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Information People Count

City Council Recommendations

- To complete the User Fee study, staff and MuniFinancial would like Council direction on the following items:
 - Is 100% cost recovery the goal if not what % of cost recovery is appropriate?
 - Should park facility fees for Non profits or residents recover less than 100% of costs?
 - Should all proposed new fees be implemented?
 - Should staff and MuniFinancial Pursue Advanced Planning Fees. Advanced Planning Fees recover the costs associated with preparing, updating, and maintaining the City's General Plan and other advanced planning goals.

City of Goleta

Analysis

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Information People Count

Questions & Answers