

CITY COUNCIL COMMITTEE

SPECIAL MEETING

POLICY DEVELOPMENT AND INTERNAL OPERATIONS

Mayor Laura Hoffmeister, Chair
Ron Leone, Committee Member

5:30 p.m.
Wednesday, April 6, 2016

Wing D, Permit Center Conference Room
1950 Parkside Drive, Concord

ROLL CALL

PUBLIC COMMENT PERIOD

1. CONSIDERATION – Receive information and provide recommendations to the City Council on the draft User Fee Setting Policy and Updates to User Fees and Charges. Report by Karan Reid, Director of Finance.

2. ADJOURNMENT

In accordance with the Americans with Disabilities Act and California Law, it is the policy of the City of Concord to offer its public programs, services and meetings in a manner that is readily accessible to everyone, including those with disabilities. If you are disabled and require a copy of a public hearing notice, or an agenda and/or agenda packet in an appropriate alternative format; or if you require other accommodation, please contact the ADA Coordinator at (925) 671-3361, at least five days in advance of the meeting. Advance notification within this guideline will enable the City to make reasonable arrangements to ensure accessibility.

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**REPORT TO POLICY DEVELOPMENT AND INTERNAL OPERATIONS
COMMITTEE**

TO THE HONORABLE MAYOR AND VICE-MAYOR:

DATE: April 6, 2016

SUBJECT: USER FEE SETTING POLICY AND USER FEES AND CHARGES STUDY

Report in Brief

At the February 1, 2016 meeting, the Policy Development & Internal Operations Committee reviewed the Draft User Fees and Charges Report and considered development of a Fee Recovery Policy. The Committee provided direction to staff and requested draft policy documents as well as a re-sorted Proposed Fee listing be provided at the next meeting. This report transmits these documents.

Staff requests the Committee review the documents, provide feedback and make recommendations to the City Council as part of a Study Session on User Fees and Charges, tentatively scheduled for April 26, 2016.

Background

On December 10, 2015, the Committee received an informational report providing a high-level overview of the city-wide Cost Allocation Plan and User Fees and Charges Analysis project and began discussions on developing a fee setting policy.

On February 1, 2016, the Committee received a report covering the results of the Draft User Fees and Charges Study; policy considerations for setting fee recovery levels; and staff recommendations on adjusting the City's fees and charges.

Attachment A contains the staff report from the February 1 meeting. A Study Session with the City Council is tentatively scheduled for April 26, 2016 and the Committee is asked to provide recommendations on establishing a user fee recovery policy and updates to the Master Fee Schedule.

Below are responses to those requests made by the PDIO Committee on February 1. This is followed by additional staff provided information and staff recommendations.

Responses to Requests for Additional Information

1. Re-sorted Fee Comparison Listing

The Committee requested a fee listing showing current and recommended fees sorted to more clearly display those fees increasing and those fees decreasing. **Attachment B** provides this listing and is

grouped by department. The fees that are recommended to increase are grouped at the beginning of each department section with those recommended to be reduced grouped at the end.

In addition, a number of fees in the Building and Engineering divisions have been restructured to be more transparent, easier for staff to implement and better match best business practices. Overall, these fees are expected to continue the current practice of being fully cost recovering but staff is not able to provide a side-by-side listing of fees showing the existing fees compared to recommended fees. **Attachment C** shows these fees grouped by the division and shown separately from the fee comparison listing.

2. Comparative Fee Information for Planning Fee Recommendations

The Committee requested information on how the proposed planning fee increases would impact the City's competitiveness for new development against neighboring jurisdictions. The scope of this User Fees and Charges Study did not include an in-depth review comparing common development projects across several jurisdictions. However, **Attachment D** provides a before and after comparison of how the recommended fee changes would impact four different, theoretical development projects. Overall, the recommended planning fees would remain substantially less than 1% of the total development cost. Development fees tend to represent a small portion of a development project's budget and generally are not a decision point as to where to locate a development. More important considerations are adequate staffing and the expediency in which permits are processed, because developers view time as money.

3. Draft Fee Cost Recovery Policy

The Committee supported establishment of a Fee Setting Policy and requested staff to bring back two options: one more general and one more detailed. **Attachments E and F** provide these draft policies.

4. Large Family Daycare Fee Survey

Chair Hoffmeister requested staff to survey other agencies in the County on how they process large family daycare applications and provide the results to the Committee at the next meeting. **Attachment G** provides the survey information staff gathered.

Additional Information Regarding User Fee Adjustments

Multifamily Rental Inspection Program

The Building Division proposes that fee changes for Multifamily Rental Inspection Program (MFRIP) become effective January 1, 2017 to avoid a mid-calendar year fee change during the first year of the current three-year cycle of the program. The MFRIP currently operates on a three year calendar cycle. We are in the first year of the three year cycle. The first year involves the self-certification processes. In order to have equal treatment for all facilities going through self-certification staff recommends the effective date of the new fees for this program start on January 1, 2017. For complexes that are in the self-certification program and that keep their property well maintained, they will experience lower fees. For complexes that are not able to self-certify, they will likely experience an increase in fees. The California Apartment Association endorses both the new fees and the proposed start date for the new fees.

Updated Parks and Recreation Fee Recommendations

Since the February 1, 2016 PDIO meeting, the Parks and Recreation Department has conducted market pricing surveys for core programs. A primary goal of the Department is to maximize the use of recreation facilities and program assets. Based on the results of the survey, the Department is recommending making several adjustments to continue to provide high quality, competitive programs. **Attachment H** provides a redline markup of the recommended changes to the Parks and Recreation Fees. The increased revenue resulting from the recommended fee increases will be used to help offset the costs of providing the programs.

Staff Recommendations/Fee Study Results

In consideration of the results of the User Fee Study and analysis regarding fee recovery policies, staff makes the following recommendations to the City's current fees. All but the Parks and Recreation fee are discussed in greater detail in the February 1, 2016 staff report, see **Attachment A, Pages 6-8**. The Parks and Recreation adjustments are new requests included with this report; see **Attachment H**.

- **Transition to full cost recovery for Planning activities**
Staff recommends that private development planning fees be adjusted to allow recovery of the actual staff costs of most private development entitlement, except in a few fee categories where public benefit moderates the appropriate percentage of cost recovery such as (1) large family daycare applications, (2) appeals of private development approvals, and (3) code enforcement actions.
- **Increase the General Plan Surcharge**
To ensure that sufficient funds are available for the General Plan Update activities, staff is recommending increasing the General Plan Maintenance and Update Surcharge to achieve a 50% cost recovery. The new surcharge fee would be 0.31% of building permit valuation.
- **Implement a Development Review Technology Surcharge**
This surcharge will provide a funding source for the purchase, maintenance and replacement costs of technology hardware and software utilized in providing Development Review services. Staff proposes a 7% surcharge be collected as part of the Planning, Engineering and Building administrative processing, plan review and inspection fees.
- **Set Multifamily Rental Inspection Fee changes for January 1, 2017**
This request will provide for equitable treatment for all multifamily facilities in the Multifamily Rental Inspection program as described on the previous page of this staff report.
- **Waive Business License Application and Renewal fees for online processing**
To support the Finance Department's focus on providing effective, high quality customer service, staff is recommending an incentive for business owners to renew and apply online for business licenses by waiving the associated processing fee, currently \$18. Online handling of business licenses will expedite processing and reduce physical paperwork associated with the traditional process, thus allowing redirection of staff time to new business discovery and improved auditing of business tax returns.

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- Recalibrate fees for Engineering, Building and Police
This recommendation will realign the City’s fees to the historical standard of fully recovering costs in the Police Department and in the Engineering and Building Divisions.
- Update fees for Parks and Recreation
Staff is recommending adjustments to some of the Parks and Recreation fees. Please refer to the discussion on the top of Page 3 of this report as well as Attachment H, which provides a redline mark-up of the recommended changes.

Summary User Fee Study Results

The City’s consultant has estimated the impact of the above changes, excluding the newly recommended Parks and Recreation fee changes, as follows:

Department/Division	Estimated Annual Current Fee Revenue	Current Cost Recovery Percentage	Amount of Costs Recovered per Staff Recommended Fees	Staff Recommended Cost Recovery Percentage
CED Planning	\$ 506,600	46%	\$ 1,096,244	100%
CED Gen Plan Surcharge	233,438	40%	291,797	50%
CED Engineering	1,044,000	100%	1,039,821	100%
CED Building	2,761,852	100%	2,750,225	100%
Police	124,252	125%	99,397	100%
Parks and Recreation	4,117,223	56%	4,117,223	56%
Total	\$ 8,787,365	68%	\$ 9,394,707	73%

The City could recover an additional \$600,000 annually. Approximately \$260,000 would be restricted for supporting development process technology needs and \$58,000 would be earmarked for the General Plan update, leaving about \$280,000 to offset the costs of providing these fee services.

Recommendations for Action

Provide direction to staff on fee recovery policy, recommended changes to the Master Fee Schedule and confirm next steps, which are outlined below:

Next Steps

- Receive direction from the Committee on how to proceed with the above fee recommendations
- Receive direction from the Committee on the development of a Draft User Fee Cost Recovery Policy
- Present Draft User Fee Cost Recovery Policy along with the Draft User Fee Report to the City Council at a Study Session April 26, 2016
- Fee Recovery Policy and Master Fee Schedule Adoption by the City Council in May

Fiscal Impact

The Draft User Fees and Charges Study report provides information as to the costs to provide various City services and programs. From this information, the Committee and ultimately, the City Council, may consider a fee recovery policy that could decrease the reliance on General Fund revenues in the provision of certain services and programs.



Jovan Grogan
Deputy City Manager
Jovan.Grogan@cityofconcord.org

Prepared by: Karan Reid
Finance Director
Karan.Reid@cityofconcord.org

Attachments:

1. Attachment A: Copy of the February 1, 2016 PDIO Committee Staff Report – “User Fees and Charges Study”
2. Attachment B: Re-sorted Proposed Master Fees Listing
3. Attachment C: Restructured Community and Economic Development Fees
4. Attachment D: Planning Development Fee Comparison for Prototype Development Projects
5. Attachment E: Draft Fee Cost Recovery Policy (General)
6. Attachment F: Draft Fee Cost Recovery Policy (Detailed)
7. Attachment G: Survey of Large Family Daycare Fees
8. Attachment H: Parks and Recreation Fee Recommendations

**REPORT TO POLICY DEVELOPMENT AND INTERNAL OPERATIONS
COMMITTEE**

TO THE HONORABLE MAYOR AND VICE-MAYOR:

DATE: February 1, 2016

SUBJECT: USER FEES AND CHARGES STUDY

Report in Brief

On December 10, 2015, Policy Development and Internal Operations (PDIO) Committee received a overview report from the City's consultant, NBS, on the Citywide Cost Allocation Plan and User Fees and Charges Study project that was initiated in September 2013. The Committee provided feedback to staff, and confirmed the next steps towards consideration of a Fee Recovery Policy and updated Master Fee Schedule.

At the February 1, 2016 meeting, the Committee will review the Draft User Fees and Charges Report and consider a Fee Recovery Policy. This report transmits NBS's draft report, recommends a User Fee Cost Recovery Policy, and outlines next steps.

Background

In September 2013, a City-wide Cost Allocation Plan and User Fee Analysis project was initiated. This project proceeded in two phases that were undertaken by a consultant (NBS, Inc.) and managed by staff in the Finance Department. The first phase was to prepare an updated Cost Allocation Plan, which spreads the cost of general government and support services across the direct services provided to the public. This phase was completed in January 2015. The second phase was an analysis of the City's user fees to confirm and update the efforts entailed in providing each of the City's services and programs. From this analysis, the Committee, and subsequently the City Council, will be asked to establish a fee recovery policy and update the City's fee schedule.

Propositions 13, 218 and 26 have placed both substantive and procedural limits on cities' ability to impose fees and charges. Collectively these constitutional amendments provide safeguards against taxes being imposed without a vote of the people. Proposition 26 contains a more general articulation of the cost of service principle and includes a requirement that the local government bear the burden of proof that [1] "a levy, charge, or other exaction is not a tax, [2] that the amount is no more than necessary to recover the reasonable costs of the government activity, and [3] that the manner in which those costs are allocated to a payor bear a fair or reasonable relationship to the payor's burden on, or benefits received from, the governmental activity." (Cal. Const. art. XIII C, § (e)). It is important to note that rental charges for rooms or facilities, fines, penalties and late charges are not technically user fees and are not required to be based on actual costs. Instead, these types of charges are more typically governed by market rates, reasonableness and other policy driven factors and can legally exceed the cost.

Discussion

This section provides a summary of the draft NBS report, recommends policy considerations for a proposed User Fee Cost Recovery Policy, and responds to PDIO information requests.

NBS Draft User Fees and Charges Report

Attachment A is NBS’s draft report dated December 1, 2015. NBS’s report was based on FY 2014/15 budget data and estimated annual fee revenue. Given the actual FY 2014/15 activity level, fee charged, and cost, the report provides the various cost recovery levels for fees and General Fund subsidies related to Planning, Engineering, Building, Police and Parks and Recreation. Administrative fees, such as processing fees for business licenses and permits, non-CED appeals and subpoena fees, were also reviewed but only an analysis of the fee level was performed. Due to the low volume of activity for administrative fees, projections were not done to calculate the total projected annual revenue.

Department/Division	Estimated Annual Current Fee Revenue	Eligible Cost Recovery from User/Regulatory Fee Revenue	Annual Cost Recovery Surplus/(Deficit)	Current Cost Recovery Percentage
CED Planning	\$ 506,600	\$ 1,096,244	\$ (589,644)	46%
CED Gen Plan Surcharge	233,438	583,594	(350,156)	40%
CED Engineering	1,044,000	1,039,821	4,179	100%
CED Building	2,761,852	2,764,001	(2,149)	100%
Police	124,252	99,397	24,855	125%
Parks and Recreation	4,117,223	7,354,089	(3,236,866)	56%
Total	\$ 8,787,365	\$ 12,937,146	\$ (4,149,781)	68%

Overall, NBS’s analysis indicates that the City recovered approximately 68% of the full cost of providing fee related services in FY 2014/15 for the departments/divisions mentioned above. Thus, the City’s General Fund subsidized 32%, or approximately \$4.1 million, of the cost of these services. As expected, cost recovery levels varied quite a bit between departments and programs. Based on that analysis, NBS also identified that 73 of the approximately 540 fees analyzed generated a cost recovery level above 100%. These fees do not meet the above described criteria to be set above 100% of the actual cost. Thus, in order to ensure that the City does not charge users fees with a cost recovery level above 100% based on estimated FY 2013/14 activity levels, adopted fees, and budgeted costs, staff recommends reductions to FY 2016/17 Fees to bring them to a 100% cost recovery level.

Fees Charged in Other Cities

NBS reviewed fees charged by five neighboring cities (Walnut Creek, Brentwood, Antioch, Pittsburg and Dublin) in order to understand how Concord’s fees place in comparison to these agencies (see Appendix B to Attachment A). It is important to note that conclusions that can be drawn from comparisons of fee levels across the surveyed cities are fairly limited due to agencies’ differences in defining and structuring their

respective fees. For example, certain services included in fees may be combined in some cities but separated in others; fees in other cities may be based on historical or other subjective factors unrelated to costs; and fees are also affected by differences in cost factors such as cost allocations of indirect support costs, employee benefit costs, community priorities and service efficiencies.

User Fee Cost Recovery Policy Considerations

As a best practice, Governmental Finance Officers' Association (GFOA) recommends public agencies adopt formal policies regarding fees and charges. The City of Concord has a long history being fiscally prudent through the adoption of sound budget and financial policies such as maintaining the 10-Year Financial Forecast. Adopting a Fee Recovery Policy will strengthen the City's budget policies further.

NBS's presentation on December 10, 2015 included an introduction into policy considerations for setting cost recovery levels. Based on NBS's report and a review of other cities' user fee cost recovery policies, the following policy considerations are presented to the Committee for discussion.

1. Community-wide vs. Private Benefit: The use of taxpayer dollars is appropriate for services that benefit the community as a whole such as police patrol services. When the service or program provides a benefit to specific individuals or groups such as the issuance of building permits, it is common for the individual(s) receiving that benefit to pay for all of the cost of that service.
2. Service Recipient vs. Service Driver: The concept of the service recipient vs. service driver is particularly important for regulated activities such as development review and police issued permits. It could be argued that the applicant is not the beneficiary of the City's development review efforts: the community is the primary beneficiary. However, the applicant is the driver of development review costs, and as such, cost recovery from the applicant is appropriate.
3. Consistency with City Goals and Policies: City policies and Council goals related to the community's quality of life may also be factors in setting cost recovery levels. For example, fee levels can be set to promote city-wide goals, facilitate environmental stewardship, encourage compliance with City regulations (e.g. water heater permits) or discourage certain actions (e.g. false alarms).
4. Elasticity of Demand for Services: The level of cost recovery can affect the demand for services. A higher level of cost recovery could ensure the City is providing services such as recreational classes or summer camps for children and youth without overly-stimulating a market by artificially low prices. Such low prices, which are a reflection of a high General Fund subsidy, may attract participants from other cities. Conversely, high cost recovery levels could negatively impact the demand for such services to low income individuals, children, or seniors. It should be noted, that the current Master Fee Schedule for recreational services includes a lower rate for Concord residents than residents living outside of Concord.
5. Availability of Services from the Private Sector: High cost recovery levels are generally sought in situations where the service is available from other sources in order to preserve taxpayer funds for core City services. Conversely, services that are not available from other sources and are typically delivered when residents experience an emergency typically have low or zero cost recovery levels.

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Based on these policy considerations, the following table overlays certain cost recovery levels grouped in low (0-30%), medium (30.1% to 70%), and high (70.1% to 100%) cost recovery percentage ranges. It is important to note that these groupings provide guidance and are not absolute. Some policy considerations may weigh more heavily than others, which will be considered in the development of the Fee Cost Recovery Policy and reflected in the FY 2016-17 Proposed Master Fee Schedule. For example, cities sometimes choose to set fees for recreational activities at the Medium cost recovery level. Additionally, cities often set permits for development activity at 100% cost recovery level.

Cost Recovery Levels	Cost Recovery Percentage Range	Policy Considerations (one or all may apply)
Low	0% – 30%	<ul style="list-style-type: none"> • Public at large benefits even if they are not the direct users of the service • No intended relationship between the amount paid and the benefit received • Fee collection would not be cost effective and/or would discourage compliance with regulatory requirements • No intent to limit the use of the service • Affordability of service to low-income residents
Medium	30.1% - 70%	<ul style="list-style-type: none"> • Services having factors associated with the low and high cost recovery levels
High	70.1% - 100%	<ul style="list-style-type: none"> • Individual users or participants receive most or all of the benefit of the service • Other private or public sector alternatives provide the service • The use of the service is specifically discouraged • The service is regulatory in nature

The City currently has no formal policies in place governing cost recovery targets for user fee services. Based on the Committee’s review and discussion, staff recommends presenting a draft User Fee Cost Recovery policy along with the Draft User Fees and Charges Report to the City Council at a Study Session in March. Such a policy will then inform the development of the FY 2016/17 Proposed Master Fee Schedule.

Attachment B provides examples of fee recovery policies for the Cities of San Luis Obispo, Sacramento and Palo Alto.

Annual Inflator for Setting Fees

Typically, a comprehensive fee update is performed every 5 years. At the December 10 meeting, the Committee requested information on the advantages and disadvantages of using different indices for making annual adjustments to fees in the interim years between comprehensive fee updates. Generally, fees are adjusted by either a Consumer Price Index (CPI) or change in Labor Costs.

Changes in Consumer Price Index will reflect overall economic changes for the region and are easily obtained through the Bureau of Labor Statistics. However, the CPI adjustment may not be representative of the actual change in costs borne by the City. Since labor and benefit costs represent approximately 71% of the City's General Fund budget, annual changes in labor costs may be a more reflective indicator to use for setting fees.

It is a best practice and a recommendation of NBS to include an automatic inflator in the fee resolution and to disclose specifically what is to be used in that Resolution. Generally, labor cost is more closely tied to the "actual cost," as this category represents the majority of costs in providing user fee services.

Staff Recommendations/Fee Study Results

In consideration of the above analysis regarding fee recovery policies, staff makes the following recommendations to the City's current fees. Each is discussed in detail following this summary.

- Transition to full cost recovery for Planning activities
- Increase the General Plan Surcharge
- Implement a Development Review Technology Surcharge
- Waive Business License Application and Renewal fees for online processing
- Recalibrate fees for Engineering, Building and Police
- No changes in fees for Parks and Recreation

Planning Fees

Currently, Planning fee levels recover about 61% of actual staff costs for private development entitlement (permit) processing. As a result, the City's General Fund subsidizes the cost of private development processing by approximately 39%.

The policy guidance for cost recovery discussed in the User Fees and Charges Study (Attachment A, page 8) is "that when a service or activity completely benefits an individual or entity, it can be reasonably argued that 100% of the cost should be recovered from fees collected from the individual or entity". Conversely, if the public at large derives some benefit from the service or activity, there is reasonable justification to subsidize the cost of providing the service or activity through the general fund. This line of reasoning would indicate that fees for private development application processing should strive toward 100%

cost recovery, except in those instances where a project or activity will result in a benefit to the public as a whole.

With that understanding, staff recommends that private development planning fees be adjusted to allow recovery of the actual staff costs of most private development entitlement, except in a few fee categories where public benefit moderates the appropriate percentage of cost recovery. Therefore, staff recommends that the following Planning permit fees continue to be partially subsidized because of the public benefit provided: (1) large family day care applications, (2) appeals of private development approvals, (3) second family (in-law) unit applications, and (4) code enforcement actions.

Large family day care facilities, which provide day care in residential homes for between 7-14 children, are greatly needed to support working families, but can result in neighborhood controversy. The day care operator is rarely able to afford the actual cost of processing and public review of these applications, public hearing notification of the surrounding neighborhood, the cost of extensive staff work associated with the review and approval documentation, representation in public meetings, etc. Further commentary and request for reduction of the existing Large Family Day Care permit fee is provided by the Contra Costa Child Care Council in Attachment C.

The fee to process an Appeal of a Planning Approval is often subsidized by a City or other public entity to ensure that those who protest a new development or permit approval are not hindered by lack of substantial funds. A neighborhood or business district may be negatively impacted by a new development approval and, unlike the applicant, these groups do not benefit from the new development or granting of a permit for a new use. If appellants had to bear the burden of the true cost of an appeal process, it would likely have a chilling impact on their ability to appeal a Planning approval or zoning determination.

Secondary family units are seen as an affordable housing opportunity and a public benefit for the city. The need for affordable housing has been growing in Concord as prices and rents have increased over the last three years. In particular, there is demand for affordable housing in and near the downtown that is close to transit services. The City currently subsidizes Secondary unit permit fees by reducing them to half the level of single family dwelling unit fees, and staff is proposing a pilot project to further reduce secondary unit fees, corresponding to a secondary unit fee reduction implemented by the Contra Costa Water District. Concurrent with this process, but on a separate track, this Committee is reviewing the secondary unit fee reduction, which (if approved) will then be forwarded to the City Council for consideration.

Code Enforcement activity often involves an initial notice of violation, with a given time period for project compliance. If the subject property is not brought into compliance, the owner may be cited with a \$100 fine, or additional fines, for as long as the violation continues. Frequently the staff involved in a Code Enforcement action includes several divisions, such as Planning, Engineering, Code Enforcement, and the City Attorney's Office, and the cost of staff time is not recouped. Development Code Enforcement activities are subsidized by the City to ensure abatement of nuisances and blight occur, which is a public benefit citywide.

For all other categories, such as Design Review, Minor and Major Use Permits, Re-zonings, General Plan Amendments, and other discretionary planning permits, planning fees are recommended to be set at 100% cost recovery.

Cost Recovery Policy Impacts. Over the past 4 years, the number of planning applications has increased by 43%, with a steady rise in the number of applications received annually. The size and complexity of proposed development projects has also increased during this period. Additionally, the City must comply with more State rules and regulations further adding to the complexity of the review.. During the recession, three Planner positions were eliminated, and none have been reinstated. This reduction represented a loss of 38% of the professional Planning staff capacity in the City. Between the significant increase in development activity due to the good news of economic recovery, and the reduced Planning Division staffing that the City continues to operate with, Planning staff is challenged to provide timely processing of all current applications and other required activities.

Staff's recommendation to increase Planning processing application fees for private development will allow the City to be appropriately reimbursed for the Planning staff costs to process these applications and will reduce the burden on the general fund. Moreover, it will capture the actual cost of the providing Planning permit processing and allow the City to increase the number of staff needed as the work load continues to increase.

Providing sufficient Planning staff resources is an extremely important economic development tool, ensuring that the entitlement process does not become unreasonably extended, and that the General Plan, Climate Action Plan and other advanced planning requirements are up to date, legally defensible and compliant with State law.

General Plan Maintenance and Update Surcharge

To ensure that sufficient funds are available for the General Plan Update activities, staff is recommending increasing this surcharge fee by 10%, allowing a 50% recovery of the operational costs of these activities. The City is current recovering 40% of its costs through a surcharge on building permits, at the current rate of .25 % of the building permit valuation. This fee has recovered \$233,438 in 2015. The actual average amount that needs to be generated each year is approximately \$584,000. This is based on budgeting for a comprehensive General Plan Update every 10 years, as well as interim advanced planning efforts, such as funding the Housing Element Update (approved in January, 2015), the Subdivision Ordinance Update (currently underway) and other such long-range plans and updates to plans.

Staff recommends increasing the General Plan Maintenance and Update Surcharge to achieve 50% cost recovery, so that the new surcharge fee would be increased to .31% building permit valuation. With this proposed increase, the Master Fee Study estimates the surcharge would yield approximately \$292,000 per year, an increase of about \$58,000 each year.

Development Review Technology Surcharge

Currently the City of Concord does not have any funding source, other than General Funds, for the purchase, maintenance, and replacement costs of software and technology hardware utilized to provide Development Review services. Without a dedicated funding source it is very difficult for the City to implement necessary technology improvements and upgrades to address key City initiatives, such as moving to a completely paperless development permit process and implementation of an online permit process. Also,

the City has not been in a strong financial position to replace outdated technology after the useful life of current technology has been reached.

To address this unfunded cost of development review, a Development Review Technology Surcharge is proposed to fund the purchase, maintenance and replacement of Development Review services software and hardware. The proposed Technology Surcharge is a 7% surcharge that would be collected as part of the Planning, Engineering, and Building administrative processing, plan review, and inspection fees. The estimated recurring fiscal cost of Development Review technology, which includes the replacement cost, is \$265,000 per year, as outlined in the User Fees and Charges Study. A technology replacement period for key technology software of 10 years and for technology hardware of 5 years has been used for analysis purposes.

Staff evaluated several methods that are used in other jurisdictions to impose a Technology Surcharge, including combinations of fixed fees per application, a surcharge per billable hour, and a valuation-based fee. The best method is to charge a percentage of actual Development Review service revenues because it directly relates to the level of development review services provided for each project. This surcharge is estimated to meet the targeted annual cost of the technology needs of the Development Review process.

Business License Application and Renewal Fees

Staff recommends an incentive for business owners to renew and apply on-line with the elimination of the administrative processing fee for on-line business license processing. Businesses using the traditional method of mailing in their renewals would continue to pay the \$18 processing fee. The City's third party software program will be upgraded in the upcoming months and be able to accept online applications and renewals of business licenses. Not only will this expedite processing of the applications and renewals, online processing will reduce the manual processes associated with printing, mailing and filing applications and decrease time spent on the associated banking. This will allow staff to focus on new business discovery and auditing business returns.

Currently, the City charges an \$18 processing fee for each business license application and renewal and generates approximately \$165,000 annually. The City licenses approximately 9,200 businesses and only about 30% or 2,800 renew online. Conversely, Walnut Creek licenses approximately 7,300 businesses and about 63% or 4,500 renew online and about 40% of new business license applications are processed electronically. Should the City be successful in encouraging half of the City's businesses to process their renewals online, the fiscal impact would be a revenue reduction of \$83,000. However, our system would be much more efficient and provide staff additional time for new business discovery and improved auditing of business tax returns.

Recalibrate Fees to Fully Recover City Costs

Historically, fees have been set to fully recover costs for fees that relate to permits (not law enforcement) in the Police Department and in the Engineering and Building Divisions. Process and technology changes have occurred since the last user fee study was performed, which has decreased processing costs for some services. To ensure compliance with State law and to fully recover the costs associated with providing the

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services, staff recommends recalibrating fees in Engineering, Building and Police to capture actual costs of providing services.

Status Quo for Park and Recreation Fees

Since the fees are primarily market driven, no change is recommended for fees for Parks and Recreation. Rather, staff recommends the City continue with its current process in establishing and adjusting fees by periodically conducting competitive market studies to determine and position recreational programs, facilities and services to attract sufficient participation levels at appropriate price points. Maximizing use of recreation facility assets is an important factor when considering fee increases. Prices charged for recreation programs are often the single greatest determinant of demand.

Summary User Fee Study Results

The consultant has estimated the impact of the above changes, as follows:

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Parks and Recreation	4,117,223	56%	4,117,223	56%
Total	\$ 8,787,365	68%	\$ 9,394,707	73%

The City could recover an additional \$600,000 annually. Approximately \$260,000 would be restricted for supporting development process technology needs and \$58,000 would be earmarked for the General Plan update, leaving about \$280,000 to offset the costs of providing these fee services.

Recommendation for Action

Provide direction to staff on fee recovery policy, recommended changes to the Master Fee Schedule and confirm next steps, which are outlined below:

Next Steps

- Receive direction from the Committee on how to proceed with the above fee recommendations
- Receive direction from the Committee on the development of a Draft User Fee Cost Recovery Policy
- Return to the Committee to review the Draft User Fee Cost Recovery Policy
- Present Draft User Fee Cost Recovery Policy along with the Draft User Fee Report to the City Council at a Study Session in March
- Fee Recovery Policy and Master Fee Schedule Adoption by the City Council in March/April

Fiscal Impact

The Draft User Fees and Charges Study report provides information as to the costs to provide various City services and programs. From this information, the Committee and ultimately, the City Council, may consider a fee recovery policy that could decrease the reliance on General Fund revenues in the provision of certain services and programs.

Prepared by: Karan Reid
Finance Director
Karan.Reid@cityofconcord.org



Jovan Grogan
Deputy City Manager
Jovan.Grogan@cityofconcord.org

Attachments:

1. Attachment A: Draft User Fees and Charges Study report
2. Attachment B: User Fee Recovery Policies for San Luis Obispo, Sacramento, Palo Alto
3. Attachment C: Contra Costa County Child Care Council request letter

**ATTACHMENTS TO THE FEBRUARY 1, 2016 POLICY DEVELOPMENT AND
INTERNAL OPERATIONS COMMITTEE STAFF REPORT ARE AVAILABLE VIA
THIS LINK ON THE CITY'S WEBSITE:**

<http://www.cityofconcord.org/citygov/agendas/committees/pdio/2016/02012016.pdf>

**City of Concord
Master Fee Schedule
Recommended Fee Changes**

Additional CED Rate Changes on Separate Schedule
Fee Activity

Community & Economic Development

Annexation

1 PL Planning Review (*Actual Hours*)

Condition Compliance and Mitigation Monitoring

2 PEB Major (with DRB)

3 P/E Development Agreement

Design and Site Review

4 PEB Minor (Admin with no DRB)

5 PEB Major (with DRB)

6 PL Animal Permit (*Actual hours*)

Engineering Review:

10 EN Area of 2.5 acres or less

11 EN Area larger than 2.5 acres, but not larger than 25 acres

12 EN Area larger than 25 acres

13 EN Out of area sewer service application
(LAFCO application processing)

Condition Compliance and Mitigation Monitoring

14 PEB Minor (Admin with no DRB)

Building Move

(90-days from date of permit issuance to complete)

15 EN Inspection:

	Current		Recommendation		Change		Estimated Annual Volume
	Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Amount Change	Percent Change	
1 PL Planning Review (<i>Actual Hours</i>)	\$ 2,000	10%	\$ 25,000	Deposit			
2 PEB Major (with DRB)	\$ 427	100%	\$ 15,000	Deposit			8
3 P/E Development Agreement	\$ 7,284	79%	\$ 10,000	Deposit			
4 PEB Minor (Admin with no DRB)	\$ 782	30%	\$ 3,000	Deposit			4
5 PEB Major (with DRB)	\$ 782	6%	\$ 15,000	Deposit			5
6 PL Animal Permit (<i>Actual hours</i>)	\$ 389	113%	\$ 500	Deposit			3
10 EN Area of 2.5 acres or less	\$ 2,000	70%	\$ 2,858	100%	\$ 858	43%	
11 EN Area larger than 2.5 acres, but not larger than 25 acres	\$ 3,000	74%	\$ 4,049	100%	\$ 1,049	35%	
12 EN Area larger than 25 acres	\$ 4,000	73%	\$ 5,478	100%	\$ 1,478	37%	
13 EN Out of area sewer service application (LAFCO application processing)	\$ 2,000	84%	\$ 2,382	100%	\$ 382	19%	
14 PEB Minor (Admin with no DRB)	\$ 427	45%	\$ 958	100%	\$ 531	124%	8
15 EN Inspection:	\$ 688	57%	\$ 1,210	100%	\$ 522	76%	

EN = Engineering PL = Planning P/E = Planning & Engineering

 Fees recommended to increase  Fees recommended to go down

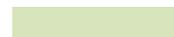
**City of Concord
Master Fee Schedule
Recommended Fee Changes**

Additional CED Rate Changes on Separate Schedule
Fee Activity

Community & Economic Development

	Current		Recommendation		Change		Estimated Annual Volume
	Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Amount Change	Percent Change	
16 EN Additional Plan Review - Planning & Engineering Review (single lot, part of subdivision) Engineering	\$ 172	42%	\$ 410	100%	\$ 238	138%	
Building Permit Stormwater Pollution Prevention Compliance							
17 P/E Temporary Use	\$ 358	62%	\$ 581	100%	\$ 223	62%	
Driveway (30-Days from date of permit to complete)							
18 EN Commercial	\$ 516	85%	\$ 605	100%	\$ 89	17%	
Curb / gutter / sidewalk, not in addition to major construction. (30-days issuance of Permit for complete)							
19 Each add'l 200 sq ft or fraction thereof	\$ -		\$ 76	100%	\$ 76	100%	
Administrative Permit (does not include design review)							
20 EN Additional time above minimum (per hour)	\$ 172	72%	\$ 238	100%	\$ 66	38%	
Right-of-way - Obstruction (street/parking space) (90-days from date of permit issuance to complete)							
Inspection:							
21 EN Parking space obstruction (per calendar day)	\$ 23	30%	\$ 76	100%	\$ 53	230%	
Building Permit Inspection Fees							
22 B Additional Inspections	\$ 92	75%	\$ 122	100%	\$ 30	33%	
Building Permit Stormwater Pollution Prevention Compliance							
23 EN Coordination (per 1/2 hour, 1/2 hour minimum)	\$ 86	72%	\$ 119	100%	\$ 33	38%	

EN = Engineering PL = Planning P/E = Planning & Engineering
PEB = Planning/Engineering/Building

 Fees recommended to increase  Fees recommended to go down

**City of Concord
Master Fee Schedule
Recommended Fee Changes**

		Current		Recommendation		Change		Estimated
Additional CED Rate Changes on Separate Schedule		Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Amount Change	Percent Change	Annual Volume
Fee Activity								
Community & Economic Development								
24	P/E Secondary Living Unit	\$ 1,847	186%	\$ 991	100%	\$ (856)	-46%	1
25	P/E Sidewalk Café Pre-Application Review (also requires Encroachment Permit see section 17)	\$ 702	171%	\$ 410	100%	\$ (292)	-42%	
26	PL Business License (Planning Review)	\$ 100	233%	\$ 43	100%	\$ (57)	-57%	
27	PL Vendor Permit	\$ 610	0%	\$ 581	100%	\$ (29)	-5%	10
28	PL Seasonal Outdoor Sales	\$ 584	341%	\$ 171	100%	\$ (413)	-71%	9
29	PL Seasonal Outdoor Sales - Refundable Security Deposit	\$ 2,500		\$ 2,500				9
Design and Site Review								
30	PEB Sign Design Review	\$ 1,074	184%	\$ 584	100%	\$ (490)	-46%	5
31	PEB Design and Site Review Extension Sign - Administrative Design Review	\$ 731	142%	\$ 514	100%	\$ (217)	-30%	1
32	PL Staff extension	\$ 598	349%	\$ 171	100%	\$ (427)	-71%	3
33	Board approval extension	\$ 438		\$ 343	100%	\$ (95)	-22%	
34	P/E Change of Use/Tenant	\$ 641	156%	\$ 410	100%	\$ (231)	-36%	
Driveway (30-Days from date of permit to complete) Inspection:								
35	EN Residential	\$ 516	171%	\$ 302	100%	\$ (214)	-41%	
Administrative Permit (does not include design review)								
36	PL Home Based Business	\$ 90	210%	\$ 43	100%	\$ (47)	-52%	23
37	PL Minor Exception	\$ 641	110%	\$ 581	100%	\$ (60)	-9%	
Administrative Permit (does not include design review)								
38	P/E New Use	\$ 641	110%	\$ 581	100%	\$ (60)	-9%	
Curb / gutter / sidewalk, not in addition to major construction. (30-days issuance of Permit for complete)								
38	EN Inspection fee up to 400 square feet	\$ 344	114%	\$ 302	100%	\$ (42)	-12%	



Fees recommended to increase



Fees recommended to go down

**City of Concord
Master Fee Schedule
Recommended Fee Changes**

**Additional CED Rate Changes on Separate Schedule
Fee Activity**

Community & Economic Development

Encroachment Permit Issuance and Processing

- 40 EN Application Processing
- 41 EN Filing fee exclusive of processing and inspection fees

- Additional Plan Review - Planning & Engineering
- 42 P/E Initial Application Review

Current		Recommendation		Change		Estimated Annual Volume
Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Amount Change	Percent Change	
\$ 172	130%	\$ 132	100%	\$ (40)	-23%	756
\$ 86	130%	\$ 66	100%	\$ (20)	-23%	
\$ 318	105%	\$ 304	100%	\$ (14)	-4%	

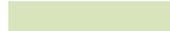
EN = Engineering PL = Planning P/E = Planning & Engineering
PEB = Planning/Engineering/Building

 Fees recommended to increase  Fees recommended to go down

**City of Concord
Master Fee Schedule
Recommended Fee Changes**

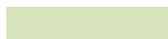
Fee Activity	Current		Recommendation		Change		Estimated Annual Volume
	Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Amount Change	Percent Change	
POLICE FEES							
OTHER FEES							
1 PD Referee Sample Request *	\$ 41	31%	\$ 132	100%	\$ 91	222%	
* Plus actual costs for shipping if applicable							
PD Cardroom Permits							
2 Application fees (CMC 6-121,(d)(12))	No Fee						
3 Annual cardroom license fee (CMC 6-121,(j))	\$ 525	87%	\$ 607	100%	\$ 82	16%	
4 Annual per table fee (CMC 6-121,(j))	\$ 525	87%	\$ 607	100%	\$ 82	16%	
5 Assignment or transfer of license fee (CMC 6-121,(n))	No Fee						
PD Escort Service Permits (CMC 18-121 - 18-130)							
6 License (owner)	\$ 530	87%	\$ 607	100%	\$ 77	15%	
Public Motor Vehicle Permits Vehicle Permit (CMC 118-58(a))							
7 Application fee - Renewal Plus State fee	\$ 77	51%	\$ 152	100%	\$ 75	97%	
PD Video Games Permits							
8 Use permit application fee to Police Department to cover cost of investigation (CMC 6-234) Does not include State fingerprint processing fee	\$ 677	91%	\$ 745	100%	\$ 68	10%	
9 PD Manager's license fee to Police Department to cover cost of investigation (charged only if manager is not a Use Permit applicant) CMC 6-236 (Does not include required State fingerprint processing fee)	\$ 440	87%	\$ 506	100%	\$ 66	15%	

*New Fee

 Fees recommended to increase  Fees recommended to go down

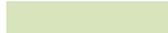
**City of Concord
Master Fee Schedule
Recommended Fee Changes**

Fee Activity	Current		Recommendation		Change		Estimated Annual Volume	
	Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Amount Change	Percent Change		
POLICE FEES								
PD Public Motor Vehicle Permits								
Vehicle Permit (CMC 118-58(a))								
10	Application processing fee for Taxi Business (includes State fee)	\$ 440	87%	\$ 506	100%	\$ 66	15%	
PD Entertainment Permits (CMC 6-193(8))								
11	Application fee	\$ 150	74%	\$ 202	100%	\$ 52	35%	
12	Resident Permit fee	\$ 20	98%	\$ 20	100%			
13	PD Fingerprinting processing fee	\$ 41		\$ 41	100%			
14	Late application renewal fee (<i>entertainment permit approved after expiration of existing permit</i>)	\$ 75		\$ 75	100%			
	Current Administrative Processing Fee for Business License Reduced Per Reso 13-6042.2 11/12/2013 (New & Renewals)							
PD Driver Permits (CMC 118-72(a))								
15	Application fee - New (02-07-12) Plus State and FBI Livescan fee	\$ 121	80%	\$ 152	100%	\$ 31	26%	
PD Tobacco Retailers License (CMC 38-70)								
16	Hearing Fee	\$ 375	93%	\$ 405	100%	\$ 30	8%	
PD Massage Parlors, Out-Call Massage Services, and Massage Therapy Technician Permits								
17	Massage Therapy Technician permit fee (CMC 18-278(b))	\$ 72	71%	\$ 101	100%	\$ 29	40%	
18	Administrative processing fee	\$ 18		\$ 18				
19	Fingerprinting processing fee	\$ 41	100%	\$ 41	100%			
20	Massage parlor permit fee (CMC 18-277,(b))	\$ 138	91%	\$ 152	100%	\$ 14	10%	

 Fees recommended to increase  Fees recommended to go down

**City of Concord
Master Fee Schedule
Recommended Fee Changes**

Fee Activity	Current		Recommendation		Change		Estimated Annual Volume
	Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Amount Change	Percent Change	
POLICE FEES							
PD Tobacco Retailers License (CMC 38-70)							
21 Administrative and Enforcement Fee	\$ 175	87%	\$ 202	100%	\$ 27	15%	
PD Public Motor Vehicle Permits Vehicle Permit (CMC 118-58(a))							
22 Annual permit fee - 1st vehicle	\$ 179	88%	\$ 202	100%	\$ 23	13%	
PD Tobacco Retailers License (CMC 38-70)							
23 Administrative processing fee	\$ 18		\$ 18				
24 Re-Inspection Fee	\$ 120	89%	\$ 135	100%	\$ 15	13%	
PD Escort Service Permits (CMC 18-121 - 18-130)							
25 Permit (employee)	\$ 92	91%	\$ 101	100%	\$ 9	10%	
26 Fingerprinting processing fee (as set by State and Federal agencies 11/92)	\$ 41	100%	\$ 41	100%			
27 Administrative processing fee	\$ 18		\$ 18	100%			
PD Public Motor Vehicle Permits Vehicle Permit (CMC 118-58(a))							
28 Each additional vehicle	\$ 92	91%	\$ 101	100%	\$ 9	10%	
Late payment penalty (per month)	20%		20%				
Maximum (cumulative)	50%		50%				
29 Reinspection fee (CMC 118-90(l))	\$ 25	74%	\$ 34	100%	\$ 9	36%	
30 Administrative processing fee	\$ 18		\$ 18	100%			



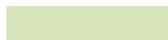
Fees recommended to increase



Fees recommended to go down

**City of Concord
Master Fee Schedule
Recommended Fee Changes**

Fee Activity	Current		Recommendation		Change		Estimated Annual Volume
	Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Amount Change	Percent Change	
POLICE FEES							
PD Door-to-Door Solicitation Permits							
31 Application and Investigation Fee	\$ 27	80%	\$ 34	100%	\$ 7	26%	
PD Cardroom Employee Work Permit:							
32 Work permit fee (CMC 6-123,(d))	\$ 45	89%	\$ 51	100%	\$ 6	13%	
33 PD Duplicate ID cards for cardroom employees	\$ 19	91%	\$ 21	100%	\$ 2	11%	
34 Fingerprinting processing fee	\$ 41		\$ 41	100%	\$ -		
35 Administrative processing fee	\$ 18	100%	\$ 18				
36 Driver Transfer Fee	\$ 80	98%	\$ 82	100%	\$ 2	3%	
PD Entertainment Permits (CMC 6-193(8))							
37 Nonresident	\$ 30	147%	\$ 20	100%	\$ (10)	-33%	
PD Public Motor Vehicle Permits							
Vehicle Permit (CMC 118-58(a))							
38 Replacement Driver ID Card	\$ 45	216%	\$ 21	100%	\$ (24)	-53%	
PD Cardroom Permits							
39 Renewal application fee (CMC 6-123,(c))	\$ 45	110%	\$ 41	100%	\$ (4)	-9%	

 Fees recommended to increase  Fees recommended to go down

**City of Concord
Master Fee Schedule
Recommended Fee Changes**

Fee Activity	Current		Recommendation		Change		Estimated Annual Volume
	Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Amount Change	Percent Change	
POLICE FEES							
PD Concealed weapons permits							
40 Annual renewal City processing fee	\$ 41	20%	\$ 202	100%	\$ 161	393%	
PD Gun Storage Services Pursuant to Court Orders							
41 Administration Processing Fee per incident	\$ 60	33%	\$ 183	100%	\$ 123	205%	11
PD Emergency Response Cost Recovery							
42 Recovery of expenses for police emergency response as permitted by Government Code, Title 5, Article 8, Sections 53150-53158, not to exceed \$12K per incident - Per Hour (2 hour minimum)	\$ 140	69%	\$ 202	100%	\$ 62	44%	
PD Concealed weapons permits							
43 City processing fee	\$ 155	77%	\$ 202	100%	\$ 47	30%	3
44 Emergency Response Administrative Fee	\$ 100	82%	\$ 122	100%	\$ 22	22%	
Electronic Data Request (non-existing file;copy of producing disk & mailing)	\$ 25	82%	\$ 31	100%	\$ 6	24%	
PD Vehicle Inspection and Citation Sign Off							
45 Concord Resident	\$ 15	72%	\$ 21	100%	\$ 6	40%	500
46 Non-Concord Resident	\$ 20	96%	\$ 21	100%	\$ 1	5%	
47 Storage Fee per month (or any fraction thereof) per gun	\$ 5	82%	\$ 6	100%	\$ 1	20%	
PD Vehicle Identification Numbers							
48 Administration Fee - Vehicle Abatement Procedure	\$ 50	99%	\$ 51	100%	\$ 1	2%	1



Fees recommended to increase



Fees recommended to go down

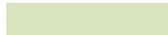
**City of Concord
Master Fee Schedule
Recommended Fee Changes**

Fee Activity	Current		Recommendation		Change		Estimated Annual Volume
	Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Amount Change	Percent Change	
POLICE FEES							
49 PD Concealed Weapons Dealer Permit (P&P 81) (confirm weapons dealer) Initial fee	\$ 520	257%	\$ 202	100%	\$ (318)	-61%	3
PD Rotation Towing Services (CMC 54-155) Application and Administration Fees							
50 Initial application fee for Rotational Tow Truck Business	\$ 425	232%	\$ 183	100%	\$ (242)	-57%	1
PD Second Hand Dealer							
51 Administrative processing fee (Covers the two-year permit period)	\$ 752	123%	\$ 612	100%	\$ (140)	-19%	10
PD Vehicle Abatement							
52 Administration Fee - Vehicle Abatement Procedure	\$ 105	343%	\$ 31	100%	\$ (74)	-70%	33
PD Rotation Towing Services (CMC 54-155)							
53 Driver Application Fee - New	\$ 121	198%	\$ 61	100%	\$ (60)	-50%	30
54 Driver Transfer Fee	\$ 80	385%	\$ 21	100%	\$ (59)	-74%	5
55 Driver Application Fee - Renewal	\$ 77	252%	\$ 31	100%	\$ (46)	-60%	15
56 Replacement I.D. card	\$ 45	460%	\$ 10	100%	\$ (35)	-78%	5
PD Clearance Letters							
57 Fee for non-resident	\$ 45	460%	\$ 10	100%	\$ (35)	-78%	
58 PD Review of Local Criminal History Summary information by individuals who may have records with Police Department (Non Refundable)	\$ 45	216%	\$ 21	100%	\$ (24)	-53%	5

 Fees recommended to increase  Fees recommended to go down

**City of Concord
Master Fee Schedule
Recommended Fee Changes**

Fee Activity	Current		Recommendation		Change		Estimated Annual Volume
	Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Amount Change	Percent Change	
POLICE FEES							
PD Clearance Letters							
59 Fee for resident	\$ 30	307%	\$ 10	100%	\$ (20)	-67%	180
PD Alarm Systems							
60 Alarm system use permit fee (CMC 18-93(e))	\$ 40	192%	\$ 21	100%	\$ (19)	-48%	900
PD Concealed Weapons Dealer Permit (P&P 81) (confirm weapons dealer)							
61 Initial fee							
Annual renewal of existing license	\$ 115	114%	\$ 101	100%	\$ (14)	-12%	1
PD Processing of Photographs							
62 Electronic Data Request (existing file)	\$ 25	409%	\$ 6	100%	\$ (19)	-76%	
OTHER ADMINISTRATIVE FEES							
Administrative Processing Fee for Business Licenses or Permits							
1 FN Business License Exemption Audit Fee	\$ 284	130%	\$ 219	100%	\$ (65)	-23%	
Administrative Processing Fee for licenses or permits submitted online	18	33%	\$ -	0%	\$ (18)	-100%	1,000



Fees recommended to increase



Fees recommended to go down

**City of Concord
Restructured Fees**

Description

Fee Basis	Combined Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Estimated Volume
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Community & Economic Development

Building Permit, Plan Review & Inspection

1 B

Administrative Fee (per each application)

Plan Review - Building Code Compliance Component
NOTE: Includes required plan review for all construction codes adopted by the City. The fee includes one round of comments plus one back check. Additional plan review required following the back check will be charged based upon the plan review hourly rate.

2 PEB

Express Review / Expedited Plan Review (Using Outside Consultants)

3 B

Valuation-based Plan Review

4 B

Valuation-based Plan Review - Plumbing/Electrical/Mechanical (PEM) only

Additional Plan Review - Planning & Engineering

NOTE: Includes required plan review for all construction codes adopted by the City. The fee includes one round of comments plus one back check. Additional plan review required following the back check will be charged based upon the plan review hourly rate.

Plot Plan (Final Grading and Drainage Improvements)

Building Permit Inspection Fees

NOTE: Includes required inspections for all construction codes adopted by the City.

5 B

Valuation-based Inspection Fees

6 B

Valuation-based Inspection - Plumbing/Electrical/Mechanical (PEM) only

[9,10]

Fixed Fee	\$ 30	100%	Per Building Cost Analysis	100%	857
Actual Hours or Cost + Admin Fee	\$ 318	100%	Actual Cost or Cost + Admin Fee	100%	
Valuation-Based			Per Building Cost Analysis		
Valuation-Based			Per Building Cost Analysis		
Valuation-Based			Per Building Cost Analysis		
Valuation-Based			Per Building Cost Analysis		

EN = Engineering PL = Planning P/E = Planning & Engineering
PEB = Planning/Engineering/Building B = Building

**City of Concord
Restructured Fees**

Description

Fee Basis	Combined Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Estimated Volume
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Community & Economic Development

Building Permit, Plan Review & Inspection

7	BE	Plot Plan (Final Grading and Drainage Improvements) Inspection (single lot, part of a subdivision)	[9]
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Actual Hours	\$ 344	100%	Hourly	100%	
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8	B	Building Permit Stormwater Pollution Prevention Compliance (Please refer to [Section 39] for related fees.)	
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8	B	C.3 service fee for permits increasing impervious surface	[3]
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Valuation-Based	.12% of valuation		.12% of valuation		
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9	B	Child Care Program (CMC 78-63) * (Placeholder for MFS; not included in cost analysis)	
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9	B	Non-restricted project fee due upon issuance of Certificate of Occupancy (% of value)	[3]
		Residential Projects	[3]

Valuation-Based	.5%		.5%		
N/A					

Condition Compliance and Mitigation Monitoring

10	PEB	Major (with DRB)	[9]
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Actual Hours	\$ 427	100%	Deposit \$15,000	100%	8
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11	E	Stormwater Facility Certification	[2,9]
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Actual Hours	\$ -	100%	Deposit \$1,500	100%	
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12	E	Specialized Condition Compliance - conducted by consultant	[2,10]
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Cost + Admin Fee	\$ -	100%	Cost + Admin Fee	100%	
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Design and Site Review

		Design and Site Review	
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13	PEB	Minor (Admin with no DRB)	[9]
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Actual Hours	\$ 782	30%	Deposit \$3,000	100%	4
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14	PEB	Sign - Administrative Design Review	
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Development Project Mitigation Fee for Fire Station No. 22

15	B	Mitigation fee	[3]
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	\$ 3,619				
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16	B	Plus Administrative fee	[3]
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	\$ 100				
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EN = Engineering PL = Planning P/E = Planning & Engineering

PEB = Planning/Engineering/Building B = Building

**City of Concord
Restructured Fees**

Description

Fee Basis	Combined Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Estimated Volume
-----------	----------------------	-----------------------------------	-----------------------	--------------------------------------	------------------

Community & Economic Development

Documents, Maps, Imaging and Technology

17	PEB	Documents	[10]	Cost + Admin Fee			Cost + Admin Fee		
18	PEB	Per page (per case law)	[14]	Fixed Fee	\$ 0.10		\$ 0.10		
19	PL	Maps	[10]	Cost + Admin Fee			Cost + Admin Fee		
	PEB	Other	[10]	Cost + Admin Fee			Cost + Admin Fee		
20	B	Technology Fee - Percent of Permit Fee	[1]	Fixed Fee	\$ -		7% of Fee for Plan review & Inspection	100%	
		Document Imaging Fee (per sheet)							
21	PL	≤ 11 x 17 - Per Sheet	[1]	Fixed Fee	\$ 1.50	88%	\$ 1.70	100%	
22	PL	> 11 x 17 - Per Sheet	[1]	Fixed Fee	\$ 3.50	90%	\$ 3.90	100%	
23	PL	Hearing Tape Copy (per tape)	[10]	Cost + Admin Fee			Cost + Admin Fee		
24	PL	Public Hearing Poster (each)	[10]	Cost + Admin Fee			Cost + Admin Fee		
25	PL	Copies of Public Documents	[10]	Cost + Admin Fee			Cost + Admin Fee		
26	PL	Photo copy, page size not to exceed 11"x17"	[10]	Cost + Admin Fee			Cost + Admin Fee		
27	PL	Prints from microfilm	[10]	Cost + Admin Fee			Cost + Admin Fee		
28	PL	Prints copy, page size exceeding 11"x17"	[10]	Cost + Admin Fee			Cost + Admin Fee		
	PL	Special service microfilm research request							
29	PL	Print from Microfilm (Per Sheet)	[14]	Fixed Fee		100%	Cost of Reproduction	100%	

PEB = Planning/Engineering/Building B = Building

PEB = Planning/Engineering/Building B = Building

**City of Concord
Restructured Fees**

Description

Fee Basis	Combined Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Estimated Volume
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Community & Economic Development

Encroachment Permit (CMC 90-234)	
Curb / gutter / sidewalk, not in addition to major construction. (30 days from date of permit issuance to complete)	
41 EN	Plan Review (if Required)
42 EN	Each add'l 200 sq ft or fraction thereof
Restoration Security Deposit = 100% cost to restore public right-of-way or watercourse to pre-encroachment condition. Applicant must complete work and request refund of deposit within 30 days from final inspection or 60 days from issuance (whichever is later) or deposit is forfeited.	
43 EN	
Driveway (30 days from date of permit issuance to complete)	
44 EN	Plan Review (if required)
Inspection:	
Restoration Security Deposit = 100% cost to restore public right-of-way or watercourse to pre-encroachment condition. Applicant must complete work and request refund of deposit within 30 days from final inspection or 60 days from issuance (whichever is later) or deposit is forfeited.	
45 EN	
Building Move (90 days from date of permit issuance to complete)	
*Note: encroachment permit only; other fees may apply	
46 EN	Plan Review (if required)
Restoration Security Deposit = 100% cost to restore public right-of-way or watercourse to pre-encroachment condition. Applicant must complete work and request refund of deposit within 30 days from final inspection or 60 days from issuance (whichever is later) or deposit is forfeited.	
47 EN	

[9]	Actual Hours	\$ 172	36%	Hourly	100%
	Fixed Fee (Increment)	\$ -	0%	\$ 76	100%
[3,8]	Security Deposit			Security Deposit \$10/ S.F. (\$500 minimum)	
[9]	Actual Hours	\$ 172	36%	Hourly	100%
[3,8]	Security Deposit			Security Deposit \$10/ S.F. (\$500 minimum)	
[9]	Actual Hours	\$ 172	18%	Hourly	100%
[3,8]	Security Deposit			Security Deposit 100% of Construction Costs	

EN = Engineering PL = Planning P/E = Planning & Engineering
PEB = Planning/Engineering/Building B = Building

**City of Concord
Restructured Fees**

Description

Fee Basis	Combined Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Estimated Volume
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Community & Economic Development

Sidewalk café	
(90 days from date of permit issuance to complete)	
NOTE: also requires encroachment agreement	
53 EN	Plan Review (if required)
54 EN	Restoration Security Deposit = 100% cost to restore public right-of-way or watercourse to pre-encroachment condition. Applicant must complete work and request refund of deposit within 30 days from final inspection or 60 days from issuance (whichever is later) or deposit is forfeited.
Other Inspection Charges	
Specialty inspection	
55 EN	a. Materials sampling, compaction testing and special materials testing
56 EN	b. Sewer air Test and Televising (per call out)
Environmental Review	
57 PE	Consultant prepared environmental analysis
58 PE	Peer review by consultant
59 PE	Staff review of consultant-prepared analysis/review
60 PL	Agency Filing Fees
Flood Zone/FEMA/Drainage	
NOTE: Includes one review and one revision	
Flood Zone Verification Certificate (requiring additional analysis due to	
61 EN	Drainage investigations (per hour)

[9]	Actual Hours	\$ 172	72%	Hourly	100%
[3,8]	Security Deposit			100% of Restoration Cost	
[10]	Cost + Admin Fee		100%	Cost + Admin Fee	100%
[10]	Cost + Admin Fee		100%	Cost + Admin Fee	100%
[12,0]	Cost + Admin Fee	\$ 172	100%	Cost + Admin Fee	100% 7
[2,10]	Cost + Admin Fee	\$ -	100%	Cost + Admin Fee	100%
[2]	Fixed Fee	\$ -	0%	\$ 857	100% 8
[2,9]	Actual Cost		100%	Actual Cost	100%
[9]	Actual Hours	\$ 172	114%	Hourly	100%

EN = Engineering PL = Planning P/E = Planning & Engineering
PEB = Planning/Engineering/Building B = Building

**City of Concord
Restructured Fees**

Description

Fee Basis	Combined Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Estimated Volume
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Community & Economic Development

Special Grading Plan Review Fees:	
	New Pool - Plan Review
	Additional document review, including SWPPP's and Soils report
71 PL	Geotechnical [2,9]
72 PEB	SWPPP [2,9]
73 PEB	Mylar Maps and Plans Security Deposit: \$200/page OR Minimum: \$500 (Plans) [2,8]
Grading Permit Inspection	
	Note: The permit fee includes inspections made during the specified timeline only. Up to 1,000 cubic yards: 30 days from date of permit Over 1,000 up to 10,000 cubic yards; 60 days from date of permit Over 10,000 up to 100,000 cubic yards: 90 days from date of permit Over 100,000 cubic yards: 120 days from date of permit
74 EN	101-1,000 cubic yards, for the first 100 cubic yards
75 EN	Over 100,000 cubic yards , for the first 100,000 cubic yards
Special Grading Permit Inspection Fees:	
	New Pool - Inspection
	Pool Demolition - Inspection

	Actual Hours	\$ 172	72%	Hourly	100%
	Actual Hours	\$ 172	72%	Hourly	100%
	Security Deposit			Security Deposit \$200/ page (\$500 minimum)	
	Fixed Fee	\$ 688	114%	\$ 605	100%
	Fixed Fee	Actual Cost	100%	\$ 15,572	100%

EN = Engineering PL = Planning P/E = Planning & Engineering
PEB = Planning/Engineering/Building B = Building

**City of Concord
Restructured Fees**

Description

Fee Basis	Combined Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Estimated Volume
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Community & Economic Development

Inclusionary Housing (Placeholder for MFS; Not included in cost analysis)	
83 B	In-lieu Fee per market-rate housing unit
84 B	Rental (per unit)
85 B	Ownership (per unit)
86 B	Compliance Monitoring
87 B	Rental (annual)
88 B	Ownership (per change of ownership)
Map Reviews	
Tentative Maps	
Parcel Maps (Minor Subdivision Maps) - recorded map process	
89 PL	<i>Mylar Maps and Plans Security Deposit:</i> \$200/page OR Minimum: \$500 (Parcel Map) and \$1,000 (Final Map)
90 PL	Final Maps (Major Subdivision or Tract Maps) <i>Mylar Maps and Plans Security Deposit:</i> \$200/page OR Minimum: \$500 (Parcel Map) and \$1,000 (Final Map)
Agreements	
Other Map Changes	
91 EN	Special engineering analysis
92 EN	Update of City Sanitary Sewer and Storm Drain Base Maps

[3]		\$ -			
		\$ -			
		\$ -			
		\$ 5,043			
		\$ -			
		\$ 38			
		\$ 262			
[8]	Security Deposit			Security Deposit \$200/ page or \$500 Minimum	
[8]	Security Deposit			Security Deposit \$200/ page or \$500 Minimum	
[10]	Cost + Admin Fee	\$ -	100%	Cost + Admin Fee	100%

EN = Engineering PL = Planning P/E = Planning & Engineering
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**City of Concord
Restructured Fees**

Description

Fee Basis	Combined Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Estimated Volume
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Community & Economic Development

106	B	Confiscated Signs (CMC 122-1029)	[3]		\$ -					
		First violation			\$ 30					
107	B	Second violation	[3]		\$ 40					
108	B	Third violation	[3]		\$ 40					
109	B	Plus Citation	[3]		\$ -					
110	B	Plus Reinspection Fee	[3]		\$ -					
111	B	Request for Exemption for Small Collection Facilities for Nonprofit Organizations (CMC 82-113)								
		Off-Site Street Improvement Program (OSIP) (CMC 78-154)	[3]		\$ -					
					\$ -					
112	EN	Single family unit (per dwelling unit)			\$ 3,251					
113	EN	Secondary living unit			\$ 1,626					
114	EN	Multi family unit, including condominium and townhouse (per dwelling unit)			\$ -					
					\$ 2,624					
115	EN	Commercial (per gross sq. ft.)			\$ 9					
116	EN	Office (per gross sq. ft.)			\$ 7					
117	EN	Industrial (per gross sq. ft.)			\$ 3					
118	EN	Mini-storage (per gross sq. ft.)			\$ 2					
119	PL	Street Name Change (included 8 hrs for IT and coord with PD,Fire)								
	PL	Continuance of Hearing Item								
120	PL	Republication and renotification	[10]	Cost + Admin Fee	\$ 219	100%	cost of publication	100%		
		Oversized Load Permit								
121	EN	A single day vehicle movement	[7]	Fixed Fee	\$ 16	1%	\$ 16	1%	160	
122	EN	Multiple movements of a vehicle for a one-year period (special conditions may apply)	[7]	Fixed Fee	\$ 90	6%	\$ 90	6%	36	

**City of Concord
Restructured Fees**

Description

Fee Basis	Combined Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Estimated Volume
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Community & Economic Development

	Park Land (Placeholder only; not included in analysis)	[3]	\$ -				
	Rural Residential-Conservation/Low-Density Residential Designations;		\$ -				
123 D	Park Land Requirement - 697 sq.ft. (per unit)		\$ -				
124 D			\$ -				
125 D	9/1/06	[3]	\$ 11,910				
126 D	9/1/07	[3]	\$ 13,504				
127 D	9/1/08	[3]	\$ 15,098				
128 D	9/1/09	[3]	\$ 16,691				
	Medium-Density Designation; Park Land Requirement - 479 sq. ft.		\$ -				
129 D			\$ -				
130 D	9/1/06	[3]	\$ 8,170				
131 D	9/1/07	[3]	\$ 9,271				
132 D	9/1/08	[3]	\$ 10,370				
133 D	9/1/09	[3]	\$ 11,470				
	Rural Residential-Conservation/Low-Density Residential Designations;		\$ -				
134 EN			\$ -				
135 EN	Park Land Requirement - 697 sq.ft. (per unit)		\$ -				
	High-Density Designation; Park Land Requirement - 414 sq. ft.		\$ -				
136 D			\$ -				
	(per unit)		\$ -				
137 D	9/1/06	[3]	\$ 7,055				
138 D	9/1/07	[3]	\$ 8,009				
139 D	9/1/08	[3]	\$ 8,962				
140 D	9/1/09	[3]	\$ 9,914				
	Downtown, Seniors and Special Needs Housing Units; Park Land		\$ -				
141 D			\$ -				
	Requirement - 305 sq. ft. (per unit)		\$ -				
142 D	9/1/06	[3]	\$ 5,233				
143 D	9/1/07	[3]	\$ 5,924				
144 D	9/1/08	[3]	\$ 6,613				
145 D	9/1/09	[3]	\$ 7,304				

**City of Concord
Restructured Fees**

Description

Fee Basis	Combined Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Estimated Volume
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Community & Economic Development

Sewer Connection	
162 EN	Application Processing Fee (1-hour minimum) (per hour)
163 EN	Connection Fee
164 EN	Single Family Home or 3-Bedroom Multiple Dwelling Unit (per unit)
165 EN	2-Bedroom Multiple Dwelling Unit (per unit)
166 EN	1-Bedroom or Studio Multiple Dwelling Unit (per unit)
167 EN	Secondary Living Unit (per unit)
168 EN	All other uses (per fixture)
169 EN	Any connection where the main sewer was installed by the
170 EN	Certificate of Entitlement to Reimbursement procedure
171 EN	Lateral Construction Area
171	Main Trunk reimbursement Fees
172 EN	Single Family Home or 3-Bedroom Multiple Dwelling Unit (per unit)
173 EN	2-Bedroom Multiple Dwelling Unit (per unit)
174 EN	1-Bedroom or Studio Multiple Dwelling Unit (per unit)
175 EN	Secondary Living Unit (per unit)
176 EN	All other uses (per fixture)
177 EN	Certificate of Entitlement Reimbursement Fee (CMC Article II, Section 110-40)

[3]		\$ -			
		\$ -			
		\$ 172			
[3]		\$ -			
[3]		\$ 5,043			
[3]		\$ 3,731			
[3]		\$ 2,774			
[3]		\$ 2,774			
[3]		\$ 1,009			
[3]		\$ -			
[3]		\$ -			
[3]					
[3]					
[3]		\$ -			
[3]		\$ -			
[3]		\$ -			
[3]		\$ -			
[3]		\$ -			
[3]		\$ 175			

**City of Concord
Restructured Fees**

Description

Fee Basis	Combined Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Estimated Volume
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Community & Economic Development

Tree Preservation & Protection

184 PL

Tree Removal

[1,9]

Actual Hours	\$ 968	141%	Deposit \$1,500	100%	
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Use Permit

Minor Use Permit

Minor Use Permit Amendment

Minor Use Permit Extension

Major Use Permit

185 PEB

New Construction

[2,9]

Actual Hours	\$ 8,808	129%	Deposit \$10,000	100%	2
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Variance

186 PEB

Variance (non-residential)

[1,9]

Actual Hours	\$ 3,436	136%	Deposit \$3,000	100%	
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OTHER FEES:

187 PEB

Refund processing fee (for overpayments < \$15 - see notes section)

[2,1
3]

Fixed Fee			\$ 15		
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188 EN

Deposit forfeiture (security deposits or trust accounts left unclaimed after 4 years - see notes section)

[2,1
3]

Unclaimed Deposit					
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EN = Engineering PL = Planning P/E = Planning & Engineering
PEB = Planning/Engineering/Building B = Building

**City of Concord
Restructured Fees**

Description

Fee Basis	Combined Current Fee	Existing Cost Recovery Percentage	Recommended Fee Level	Recommended Cost Recovery Percentage	Estimated Volume
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Community & Economic Development

HOURLY RATE WITH OVERHEAD	
189 PL	Planning Services
190 PL	Expedited Planning Services - performed by consultant
	Engineering Services
191 EN	a Processing
192 EN	b Engineering Plan Check
193 EN	c Engineering Inspection
	Building Services
194 B	Processing
195 B	Plan Check
196 B	Inspection

[9]	Actual Hours		\$ 171		
[1,10]	Cost + Admin Fee		Cost + Admin Fee		
[9]	Actual Hours		\$ 132		
[9]	Actual Hours		\$ 238		
[9]	Actual Hours		\$ 151		
[9]	Actual Hours		\$ 85		
[9]	Actual Hours		\$ 139		
[9]	Actual Hours		\$ 122		

Footnotes:

For services requested of City staff which have no fee listed in this fee schedule, the City Manager or the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application, including an administrative fee of 20% to cover the associated Citywide overhead costs.

EN = Engineering PL = Planning P/E = Planning & Engineering
PEB = Planning/Engineering/Building B = Building

- [1] Calculation per Building Cost of Service Analysis (COS)
- [2] New Fee / Significantly Modified Fee Structure
- [3] Placeholder for Master Fee Schedule (MFS); Not included in cost analysis
- [4] Current Fee listed is for Planning only

Notes, Continued

- [5] Recommended policy for combination projects is to collect the deposit for each application as if it is a stand alone application; it is more efficient and cost effective to refund money; see Trust Account Deposit footnotes below (9 and 10)
- [6] General Plan fee - separate calculation
- [7] Fee set by State maximum
- [8] **Security Deposits** are required in an amount equal to the expected cost of restoring City property, public infrastructure or right-of-way to its original condition. Security deposits (otherwise refundable) may be applied by the City to any unpaid fees, hourly charges, or other costs associated with the project, after construction or other pledged purposes have been met. Applicants must request refunds of security deposits within 30 days of acceptance by the City or 30 days of permit finalization (unless otherwise stated in the Master Fee Schedule.) Any deposits unclaimed after four years from the date of the deposit will be forfeited.
- [9] **Trust Account Deposit Required.** Fees billed on an hourly basis require an upfront deposit of estimated fees (see "Trust Account Information" below); the totals provided on this line item represent the required minimum deposit. The Chief Building Official, City Engineer, Planning Manager or Economic Development Manager may adjust the required minimum deposit based on the project parameters and any additional information they may have.

Notes, Continued

- [10] **Trust Account Deposit Required.** All outside consultant costs required for the project are billed at actual cost plus 20% administrative costs; a deposit to a trust account is required prior to any work commencing, and will be calculated based upon the consultant's estimate (including any contingency amount) plus 20%. Funds will be drawn down from the applicant's trust account as needed to pay the actual invoices and associated 20% admin fee on amounts paid.
- [11] **Security Deposit Information (Refundable)** In instances where the proposed permitted work may result in damage to public right of ways or property, security deposits are generally required. Unless otherwise stated in the Master Fee Schedule or Conditions of Approval, requests for refund of security deposits must be submitted to the City within 30 days of acceptance or permit finalization. All unclaimed deposits are automatically forfeited four years from the date of the deposit.
- [12] **Trust Account Information** In instances where fees are billed based on actual hours spent, or where a deposit to a trust account is required in order to fund outside costs, a trust account is required to be funded by applicant. Funds will be drawn down from the applicant's trust account as needed to pay the actual hours, outside costs and associated 20% administrative fees. Refunds of unused trust account balances will be provided upon request; any amounts remaining in an inactive trust account will be forfeited by the depositor and/or applicant (if the remaining balance is \$15 or less, account will be considered inactive after one year from date of last transaction, all others will be considered inactive after four years from date of last transaction.)
- [13] **Overpayment Information** Any permit overpayment made by check of \$15 or more will be processed for refund by check. Such refunds may take up to three weeks. Any permit overpayment made by check less than \$15 will be forfeited by the applicant, as the cost to the City of processing such refunds exceeds the refund amount. Overpayments made by credit card follow the same guidelines unless the charge can be voided and correctly processed.
- [14] **See Admin Fees** - Consistent with Admin Fees

**Planning Development Fee Comparison for Prototype Development Projects
Jan-16**

	Project Type							
	Single Family Residential		Medical Office		Multifamily Residential		Mixed-Use	
Site Acreage	2		1		2		2	
Number of Units	8		NA		100		80	
Retail Square Feet							15,000	
Total Square Feet	22,400		10,000		100,000		95,000	
Development cost	cost per unit \$ 588,000		cost per sq ft \$ 294		cost per unit \$ 392,000		cost per sq ft \$ 392	
	Current Fee	Proposed Plan Fee	Current Fee	Proposed Plan Fee	Current Fee	Proposed Plan Fee	Current Fee	Proposed Plan Fee
Development Cost (less planning)	\$ 4,697,728	\$ 4,697,728	\$ 2,940,000	\$ 2,940,000	\$ 39,200,000	\$ 39,200,000	\$ 37,240,000	\$ 37,240,000
Planning Fees - Use Permit	1,314	3,149	1,314	3,149	1,314	3,149	1,314	3,149
Planning Fees - Design Review	782	2,602	782	2,602	782	2,602	782	2,602
<i>subtotal Planning Fees</i>	2,096	5,751	2,096	5,751	2,096	5,751	2,096	5,751
TOTAL Dev. Cost (TDC)	\$ 4,699,824	\$ 4,703,479	\$ 2,942,096	\$ 2,945,751	\$ 39,202,096	\$ 39,205,751	\$ 37,242,096	\$ 37,245,751
Planning Fees as % of TDC	0.0446%	0.1223%	0.0712%	0.1952%	0.0053%	0.0147%	0.0056%	0.0154%



CITY OF CONCORD

Number:
Authority:
Effective:
Revised:
Reviewed:
Initiating Dept.:

1. PURPOSE

To establish policy guidelines for setting and updating User Fees and Charges; establish cost recovery goals; and ensure compliance with State law.

2. GENERAL

California Constitution Articles XIIC and XIID [Prop 218], Article XIIC §1(e) [Prop 26] and Article XIIA [Proposition 13] have placed both substantive and procedural limits on cities' ability to impose fees and charges. This policy establishes a process for Concord's User Fees and Charges to be reviewed and updated on an ongoing basis to ensure that fees do not exceed the City's costs of providing services; keep pace with changes in the costs of providing the services; and keep pace with changes in methods of levels of service delivery.

3. REVIEW AND UPDATE

A comprehensive analysis of City costs and fees should be conducted at least every five years. In the interim, fees will be adjusted by annual changes in labor costs as approved by the City Council. Fees may also be changed based on supplemental analysis whenever there have been significant changes in the method, level or cost of service delivery.

4. POLICY

It is the policy of the City of Concord to set User Fees and Charges based on cost recovery levels in lieu of fully subsidizing fee-related activities with General Fund dollars. The cost recovery levels are reflective of the following policy statements.

1. Community-wide vs. Private Benefit: The level of user fee cost recovery should consider the *community-wide* versus *private-benefit* nature of the program or activity. The use of general-purpose revenues is appropriate for community-wide services, while user fees are appropriate for services that are of special benefit to easily identified individuals or groups.
2. Service Recipient vs. Service Driver: The concept of the *service recipient* versus *service driver* is particularly important for regulated activities such as development review and police-issued permits. It could be argued that the applicant is not the beneficiary of the City's development review efforts and that the community is the primary beneficiary. However, the applicant is the driver of development review costs, and as such, cost recovery from the applicant is appropriate.

Number:
Authority:
Effective:
Revised:
Reviewed:
Initiating Dept.:

3. Consistency with City Goals and Policies: City policies and Council goals related to the community's quality of life may also be factors in setting cost recovery levels. For example, fees can promote city-wide goals, facilitate environmental stewardship, encourage compliance with City regulations (e.g. water heater permits, minor but important permits to ensure safety) or discourage certain actions (e.g. false alarms, which negatively impact law enforcement).
4. Elasticity of Demand for Services: The level of cost recovery and related pricing of services can significantly affect the demand and subsequent level of services provided. At full cost recovery, this has the specific advantage of ensuring that the City is providing services for which there is genuinely a market that is not overly-stimulated by low fees.

Conversely, high levels of cost recovery will negatively impact the delivery of services to lower income groups. This negative feature is especially pronounced, and works against public policy, if the services are specifically targeted to low income groups.

5. Availability of Services from the Private Sector: High cost recovery levels are generally sought in situations where the service is available from other sources in order to preserve taxpayer funds for core City services. Conversely, services that are not available from other sources and are typically delivered when residents experience an emergency typically have low or zero cost recovery levels (e.g. response to a 911 call).

It should be noted, that the current Master Fee Schedule for recreational services includes a lower rate for Concord residents than residents living outside of Concord.

6. Feasibility of Collection and Recovery: Although it may be determined that a high level of cost recovery may be appropriate for specific services, it may impractical or too costly to establish a system to identify and charge the user. Accordingly, the feasibility of assessing and collecting charges should also be considered in developing user fees, especially if significant program costs are intended to be financed from that source.

Number:
 Authority:
 Effective:
 Revised:
 Reviewed:
 Initiating Dept.:

Based on these policy statements, the following table overlays certain cost recovery levels grouped in low (0-40%), medium (40.1% to 80%), and high (80.1% to 100%) cost recovery ranges. It is important to note that these groupings provide policy guidance and are not absolute. Some policy statements may weigh more heavily than others, which may result in a different cost recovery level grouping for particular fees. For example, fees for recreational activities are expected to be set in general at the medium cost recovery level. However, fees for recreational activities for which there is high demand may have a high cost recovery level due to high enrollment levels per class. It is important to note that User Fees and Charges will be reviewed at least biennially by the City Council as part of approval of the Master Fee Schedule.

Cost Recovery Levels	Cost Recovery Percentage Range	Policy Considerations (one or all may apply)
Low	0% - 40%	<ul style="list-style-type: none"> • Public at-large benefits • No intended relationship between fee and benefit received • Fee collection not cost effective or would discourage compliance • No intent to limit use of service • Affordability of service to low-income residents
Medium	40.1% - 80%	<ul style="list-style-type: none"> • Services share factors of both low and high recovery levels
High	80.1% - 100%	<ul style="list-style-type: none"> • Individuals receive most of benefit of service • Other alternative service providers • Use is regulatory or specifically discouraged



**ATTACHMENT F:
Option 2: Detailed**

CITY OF CONCORD

Number:
Authority:
Effective:
Revised:
Reviewed:
Initiating Dept.:

1. PURPOSE

To establish policy guidelines for setting and updating User Fees and Charges; establish cost recovery goals; and ensure compliance with State law.

2. GENERAL

California Constitution Articles XIIC and XIID [Prop 218], Article XIIC §1(e) [Prop 26] and Article XIIA [Proposition 13] have placed both substantive and procedural limits on cities' ability to impose fees and charges. This policy establishes a process for Concord's User Fees and Charges to be reviewed and updated on an ongoing basis to ensure that fees do not exceed the City's cost of providing the service; keep pace with changes in the costs of providing the services; and keeps pace with changes in methods of levels of service delivery.

3. REVIEW AND UPDATE

A comprehensive analysis of City costs and fees should be conducted at least every five years. In the interim, fees will be adjusted by annual changes in labor costs as approved by the City Council. Fees may also be changed based on supplemental analysis whenever there have been significant changes in the method, level or cost service of service delivery.

4. FEE SETTING CONSIDERATIONS

As a recommended Best Practice by Government Finance Officers' Association (GFOA), the following factors in setting user fees and cost recovery levels will be considered:

- a) Generally, revenues should not exceed the reasonable cost of providing the service;
- b) Cost recovery goals should be based on the total cost of delivering the service, and include direct costs, departmental administration costs and organizational-wide support costs, such as internal services;
- c) The method of assessing and collecting fees should be as simple as possible in order to reduce administrative costs of collection;
- d) Pricing structures should be sensitive to the market for similar services as well as to smaller, infrequent users of the service;

Number:
Authority:
Effective:
Revised:
Reviewed:
Initiating Dept.:

- e) A unified approach should be used in determining cost recovery levels for various Programs based on the factors discussed above.
- f) For Enterprise funds, the City will set fees and rates at levels which fully cover the total direct and indirect costs, including operations, capital outlay and debt service of the enterprise programs; and the City will review and adjust enterprise fees and rate structures as required to ensure that they remain appropriate and equitable.

5. POLICY

It is the policy of the City of Concord to set User Fees and Charges based on cost recovery levels in lieu of fully subsidizing fee-related activities with General Fund dollars. The cost recovery levels are reflective of the following policy statements.

- a) ***Community-Wide versus Special Benefit.*** The level of user fee cost recovery should consider the *community-wide* versus *private-benefit* nature of the program or activity. The use of general-purpose revenues is appropriate for community-wide services, while user fees are appropriate for services that are of special benefit to easily identified individuals or groups.
- b) ***Service Recipient versus Service Driver.*** The concept of the *service recipient* versus *service driver* is particularly important for regulated activities such as development review and police issued permits. It could be argued that the applicant is not the beneficiary of the City's development review efforts and that the community is the primary beneficiary. However, the applicant is the driver of development review costs, and as such, cost recovery from the applicant is appropriate.
- c) ***Consistency with City Goals and Policies.*** City policies and Council goals related to the community's quality of life may also be factors in setting cost recovery levels. For example, fees can promote city-wide goals, facilitate environmental stewardship, encourage compliance with City regulations (e.g. water heater permits, minor but important permits to ensure safety) or discourage certain actions (e.g. false alarms, which negatively impact law enforcement).

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- d) ***Effect of Pricing on the Demand for Services.*** The level of cost recovery and related pricing of services can significantly affect the demand and subsequent level of services provided. At full cost recovery, this has the specific advantage of ensuring that the City is providing services for which there is genuinely a market that is not overly-stimulated by artificially low prices.

Conversely, high levels of cost recovery will negatively impact the delivery of services to lower income groups. This negative feature is especially pronounced, and works against public policy, if the services are specifically targeted to low income groups.

- e) ***Availability of Services from the Private Sector.*** High cost recovery levels are generally sought in situations where the service is available from other sources in order to preserve taxpayer funds for core City services. Conversely, services that are not available from other sources and are typically delivered when residents experience an emergency, typically have low or zero cost recovery levels (e.g. response to a 911 call).

It should be noted, that the current Master Fee Schedule for recreational services includes a lower rate for Concord residents than residents living outside of Concord.

- f) ***Feasibility of Collection and Recovery.*** Although a high level of cost recovery may be appropriate for specific services, it may be impractical or too costly to establish a system to identify and charge the user. Accordingly, the feasibility of assessing and collecting charges should also be considered in developing user fees, especially if significant program costs are intended to be financed from that source.

6. COST RECOVERY LEVELS

- a) ***Low Cost Recovery Considerations:***
- i. There is no intended relationship between the amount paid and the benefit received;
 - ii. Collection fees are not cost-effective or will significantly affect the accessibility of the service;

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- iii. The service is non-recurring, generally delivered on a peak demand or emergency basis, cannot be planned for and is not readily available from private sector source;
- iv. Collecting fees would discourage compliance with regulatory requirements and adherence is primarily self-identified, and as such failure to comply would not be readily detected by the City.
- v. Examples include: development application appeals, athletic field use permits, and group picnic site rentals.

b) High Cost Recovery Considerations:

- i. The service is similar to services provided by the private sector;
- ii. Other private or public sector alternatives could or do exist;
- iii. It is intended that there be a direct relationship between the amount paid and the level and cost of the service received;
- iv. The use of the service is discouraged;
- v. The service is regulatory in nature and voluntary compliance is not expected to be the primary method of detecting failure to meet regulatory requirements.
- vi. Examples include: development review services, adult sports programs such as softball leagues, and community center rentals.

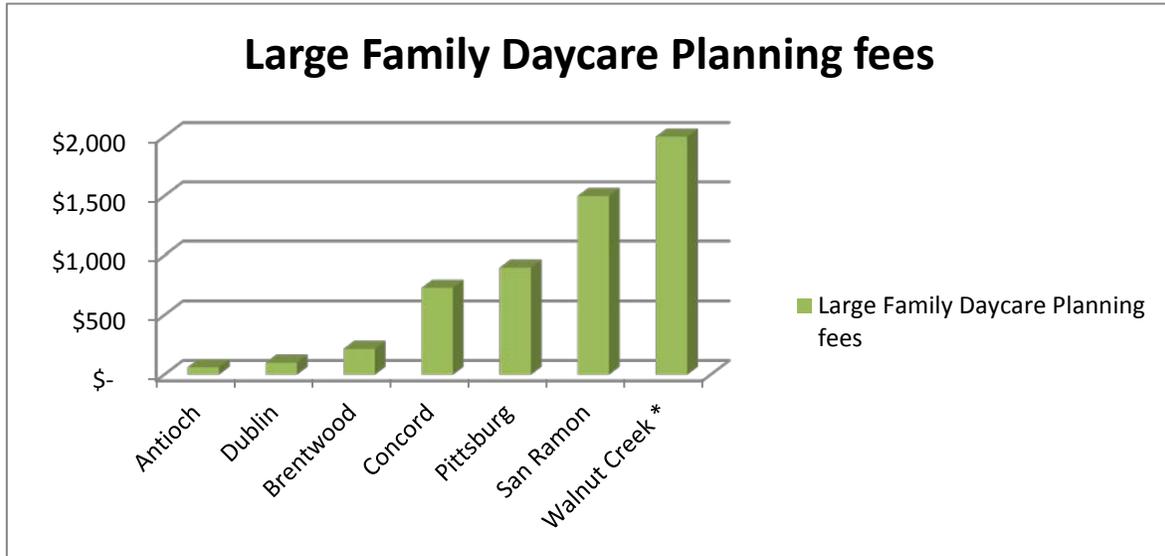
c) Departures from Above Considerations:

- i. Large Family Daycare
- ii. Online Business License Processing Fees

Number:
 Authority:
 Effective:
 Revised:
 Reviewed:
 Initiating Dept.:

Cost Recovery Levels	Cost Recovery Percentage Range	Policy Considerations (one or all may apply)
Low	0% - 40%	<ul style="list-style-type: none"> • Public at-large benefits • No intended relationship between fee and benefit received • Fee collection not cost effective or would discourage compliance • No intent to limit use of service • Affordability of service to low-income residents
Medium	40.1% - 80%	<ul style="list-style-type: none"> • Services share factors of both low and high recovery levels
High	80.1% - 100%	<ul style="list-style-type: none"> • Individuals receive most of benefit of service • Other alternative service providers • Use is regulatory or specifically discouraged

**Large Family Daycare Planning Fee Survey
Contra Costa Cities**



*Fee is for deposit, charged at \$185.00 hourly rate

	Large Family Daycare Planning fees	Process and Application Types
Antioch	\$ 62	Administrative UP with ZA sign-off
Dublin	100	ZC over the counter review
Brentwood	217	CUP and ZA Hearing approval
Concord	730	MUP and ZA hearing if requested
Pittsburg	900	ZA hearing approval
San Ramon	1,500	MUP and ZA hearing if requested
Walnut Creek *	2,000	*Fee is for deposit, ZA hearing approval

ZA – Zoning Administrator
 CUP – Conditional Use Permit
 MUP – Minor Use Permit
 ZC – Zoning Compliance

Note: The fees surveyed above represent only the planning fees charged by the various agencies. In Concord, engineering and building activities are added to the planning fees to arrive at the total use permit cost.

**City of Concord
Master Fee Schedule**

Recommended Parks and Recreation Fee Changes

Parks & Recreation Fees

FEES AND CHARGES FOR VARIOUS MUNICIPAL SERVICES

2. Aquatics, continued

- b. Lap Swimming
 - 1) Concord Community Pool
 - a) Single Admission - Resident (9-1-12)
 - Single Admission - Non Resident (9-1-12)
 - b) Swim Card (15 swims) - Resident (9-1-13)
 - Swim Card (15 swims) - Non-Resident (9-1-13).....
 - c) Swim Card (30 swims) – Resident (9-1-13)
 - Swim Card (30 swims) – Non-resident (9-1-13)
 - d) Swim Card (45 swims) – Resident (9-1-13)
 - Swim Card (45 swims) – Non-resident (9-1-13)
 - e) Monthly Swim Pass - Resident (5-1-11).....
 - Monthly Swim Pass - Non-Resident (5-1-11)
 - c. Special Rentals
 - 1) Concord Community Pool
 - a) Swim Meets
 - Daily Pool Rental (March through October) (7-1-12)
 - Daily Pool Rental (November through February) (7-1-12)
 - Hourly Pool rental (up to 5 hours) (7-1-16)
 - b) Picnic Pavilion/Birthday Parties (per event)
 - ~~Weekday (7-1-12).....~~
 - ~~Weekend (7-1-12)~~
 - 1-15 Participants - Weekday - (7-1-16)
 - 1-15 Participants - Weekend - (7-1-16)
 - 16-30 Participants - Weekday - (7-1-16)
 - 16-30 Participants - Weekend - (7-1-16)

Current Fee	Proposed Fee FY2016-17	Change	
		Amount	Percent
5.25			
6.25			
66.00			
76.00			
123.00			
133.00			
171.00			
181.00			
70.00			
75.00			
1,750.00			
1,250.00			
	250.00	new	
215.00			
260.00			
	125.00		
	140.00		
	225.00		
	270.00		

**City of Concord
Master Fee Schedule**

Parks & Recreation Fees

Recommended Parks and Recreation Fee Changes

FEES AND CHARGES FOR VARIOUS MUNICIPAL SERVICES

4. Camp Concord

a. Daily Rates (Summer 2012) - Family Campers (15% discount for Concord Residents)

Rates per person per day (includes accommodations, meals and activities)

- 1) Age 16 and over (7-1-11)
- 2) Age 11 to 15 (7-1-11)
- 3) Age 6 to 10 (7-1-11)
- 4) Age 3 to 5 (7-1-11)
- 5) Age 2 and under (7-1-11)

b. Off-Season (August through June) (fee based on number in group, nights and meals)

- 1) Adults - Age 13 and over (7-1-09)
- 2) Children - Age 5 to 12 years (7-1-09)

5. ~~City Facility~~ Alcohol Use Permit

~~Groups or individuals using City Community Centers and/or Group Picnic Sites (7-1-16)~~

~~Use Deposit (refundable, depending upon condition of facility) (7-1-08).....~~

6. Community Center Rental Fees

a. Rental Fees (~~Religious Organizations~~ and Non-profit organizations under IRC Section 501(c)(3) eligible for up to a 5% discount) (7-1-08)

1) **Centre Concord**

Weekend Rentals (Friday through Sunday)

- a) Friday ~~and Sunday~~ Full Ballroom (7 hours) (7-1-16)
- b) Saturday Full Ballroom (10 hours) (7-1-16).....
- c) Full Ballroom additional hourly rate (7-1-08)
- d) ~~Sunday~~ 1/3 Ballroom (per hour) (7-1-16).....
- e) ~~Sunday~~ 2/3 Ballroom (per hour) (7-1-16).....
- f) ~~Sunday~~ Full Ballroom (per hour) (7-1-16).....
- ~~g~~) Activity Center (per hour) (7-1-11)
- ~~h~~) Ballroom Refundable Damage Deposit (7-1-08).....
- ~~h~~) i) Activity Center Refundable Damage Deposit (7-1-11)
- ~~i~~) ~~j~~) ~~Alcohol Permit (7-1-12)~~

Current Fees	Proposed Fee FY2016-17	Change	
		Amount	Percent
99.00			
77.00			
56.00			
33.00			
No fee			
25.00-75.00			
25.00-75.00			
75.00			
200.00		Duplicate listing; included as 8.c.	
1,700.00			
2,500.00	2,600.00	100.00	4%
200.00			
140.00	160.00	20.00	14%
180.00	190.00	10.00	6%
	245.00	new	
120.00			
1,000.00			
500.00			
75.00			

**City of Concord
Master Fee Schedule**

Parks & Recreation Fees

Recommended Parks and Recreation Fee Changes

FEES AND CHARGES FOR VARIOUS MUNICIPAL SERVICES

6. 1) **Centre Concord, continued**

Weekday Rentals (Monday through Thursday)

- j) Classroom (per hour) (7-1-16).....
- All day (before 5pm) (7-1-16)
- k) 1/3 Ballroom (per hour) (7-1-16).....
- All day (before 5pm) (7-1-16).....
- l) 2/3 Ballroom (per hour) (7-1-16).....
- All day (before 5pm) (7-1-16).....
- m) Full Ballroom (per hour) (7-1-08)
- All day (before 5pm) (7-1-16).....
- n) Activity Center (per hour) (7-1-16).....
- All day (before 5pm) (7-1-16).....
- o) Kitchen Rental (per hour) (7-1-12)
- ~~p) Alcohol Permit (7-1-12)~~

2) Willow Pass Center

Weekend Rentals

- a) Main Hall (per hour) (Friday evening and Saturday) (7-1-13)
- b) Main Hall (per hour) (Sunday) (7-1-08)
- c) Main Hall Saturday Package 12 hours (7-1-16)**
- d) Meeting rooms (per hour) (Friday evening and Saturday) (7-1-11)
- ~~e) Alcohol Permit (7-1-12)~~

Weekday Rentals

- f) Main Hall (per hour) (Monday - Friday before 5pm) (7-1-12)**
- g) Meeting Rooms (per hour) (Monday - Friday before 5pm) (7-1-12).....
- h) Main Hall Weekday Package 9 hours (7-1-12).....

	Current Fees	Proposed Fee FY2016-17	Change	
			Amount	Percent
	35.00	40.00	5.00	14%
	250.00			
	90.00	100.00	10.00	11%
	525.00	585.00	60.00	11%
	110.00	120.00	10.00	9%
	675.00			
	140.00			
	825.00			
	75.00	80.00	5.00	7%
	475.00			
	30.00			
	75.00			
	170.00			
	135.00			
		1,700.00	new	
	45.00			
	75.00			
	75.00			
	32.00			
	610.00			

**City of Concord
Master Fee Schedule**

Recommended Parks and Recreation Fee Changes

Parks & Recreation Fees

FEES AND CHARGES FOR VARIOUS MUNICIPAL SERVICES

6. 2) **Willow Pass Center, continued**

Refundable Damage Deposit

- i) ~~Refundable Damage Deposit~~ Main Hall (7-1-08)
- j) ~~Refundable Damage Deposit~~ Meeting Rooms (7-1-08) ..
- ~~j) Alcohol Permit (7-1-12)~~

Holiday Rentals

- k) Main Hall (per hour) (7-1-12).....

3) **Senior Center**

Weekend Rentals (Saturday and Sunday)

- a) Wisteria Hall (~~Saturday~~) (~~8 9 hours~~) (7-1-16)
(Includes stage, kitchen ~~and lobby area~~)
- b) Hourly rate (Saturday) (7-1-13).....
- c) Hourly rate (Sunday) (7-1-13)
- d) Refundable Damage Deposit (7-1-11)
- e) **Lounge (7-1-16).....**
- f) **Hallway adjacent to Wisteria Hall (7-1-16).....**
- e) g) Audio visual charge (7-1-09).....
- ~~f) h) Alcohol Permit (7-1-14)~~

Weekday (Per hour rental, minimum 2 hrs. between the hours of 8am - 5pm)

- ~~g) h) Wisteria Hall (7-1-08)~~
- ~~h) Alcohol Permit (7-1-14)~~

Weekday and Weekend Rentals (Minimum 4 hours)

- i) Classroom (Full) (per hour) (7-1-08).....
- j) 1/2 Classroom (per hour) (7-1-08).....
- k) Audio visual charge (7-1-11).....
- l) Dianda and Garaventa Rooms (per hour) (7-1-08)
- m) Refundable Damage Deposit - Classroom (Full) (7-1-11).....
- n) Refundable Damage Deposit - 1/2 Classroom, Dianda and Garaventa Rooms (7-1-11)
- ~~e) Alcohol Permit (7-1-14)~~

Current Fees	Proposed Fee FY2016-17	Change	
		Amount	Percent
750.00			
250.00			
75.00			
190.00			
1,200.00	1,400.00	5.56 per hour	4%
185.00			
135.00			
750.00			
	125.00	new	
	75.00	new	
50.00			
75.00			
125.00			
75.00			
80.00			
40.00			
25.00			
25.00			
250.00			
100.00			
75.00			

**City of Concord
Master Fee Schedule**

Recommended Parks and Recreation Fee Changes

Parks & Recreation Fees

FEES AND CHARGES FOR VARIOUS MUNICIPAL SERVICES

- 4) **Bud Hansen Wisteria Arbor**
- Weekend Rentals (Available Saturday and Sunday 9am - 6pm)
- a) Residents (3-hour continuous block) (7-1-08).....
- b) Non-Residents (3-hour continuous block) (7-1-08).....
- c) Refundable Damage Deposit (7-1-08).....

7. Diablo Creek Golf Course (P&P No. 56)

- a. Daily Green Fees
- 1) Weekdays - Monday through Friday
- 9 holes (resident) (7-1-16)
- 9 holes (non-resident) (7-1-16)
- 18 holes (resident) (7-1-16)
- 18 holes (non-resident) (7-1-16).....
- Twilight/Late Rate (Approximately 4 hours before dusk) (7-1-16)
- Super Twilight (Approximately 2 hours before dusk) (7-1-11).....
- Seniors (resident) (7-1-16).....
- Seniors (non-resident) (7-1-16)
- Junior (18 years & under) (resident) (7-1-09)
- Junior (18 years & under) (non-resident) (7-1-11)
- First Tee Student (7-1-11)
- First Tee Student (non school hours) (per month) (7-1-11).....
- Plus per round (7-1-11).....
- 2) Weekends–Saturday, Sunday and Holidays
- 9 holes (resident) (7-1-16)
- 9 holes (non-resident) (7-1-13)
- 18 holes (resident) (7-1-13)
- 18 holes (non-resident) (7-1-13)

Current Fees	Proposed Fee FY2016-17	Change	
		Amount	Percent
500.00			
550.00			
300.00			
19.00	20.00	1.00	5%
21.00	22.00	1.00	5%
26.00	27.00	1.00	4%
32.00	33.00	1.00	3%
19.00	20.00	1.00	5%
15.00			
21.00	22.00	1.00	5%
24.00	25.00	1.00	4%
14.00			
16.00			
12.00			
40.00			
2.00			
22.00	23.00	1.00	5%
25.00			
35.00			
41.00	42.00	1.00	2%

**City of Concord
Master Fee Schedule**

Parks & Recreation Fees

Recommended Parks and Recreation Fee Changes

FEES AND CHARGES FOR VARIOUS MUNICIPAL SERVICES

10. Pre-School

- a. Two days per week (monthly installment)
- Resident (1-1-17)
- Non-Resident (1-1-17).....
- b. Three days per week (monthly installment)
- Resident (1-1-17)
- Non-Resident (1-1-17).....
- c. Registration Fee (non-refundable) (1-1-17).....
- d. ~~Program Cancellation Fee (7-1-12)~~

11. Special Events

- 1. Non-refundable Application/Permit Fee (7-1-08).....
- 2. Refundable Damage Deposit (7-1-08):
- a) Category I Event (7-1-08).....
- b) Category II Event (7-1-08)
- c) Category III Event (7-1-08)
- 3. Event Estimated Fees Deposit (percent of cost) (7-1-08) ..
- 4. Direct City Services (percent of cost) (7-1-08):
- a) Priority II through Priority IV (percent of cost) (7-1-08)
- b) Priority V (percent of cost) (7-1-08).....

	Current Fees	Proposed Fee FY2016-17	Change	
			Amount	Percent
	125.00	129.00	4.00	3%
	130.00	134.00	4.00	3%
	189.00	194.00	5.00	3%
	194.00	199.00	5.00	3%
	35.00	110.00		
	75.00			
	250.00			
	1,500.00			
	1,000.00			
	500.00			
	25%			
	80%			
	100%			