Meeting Date: **7/23/2013**

Report Type: Public Hearing

Report ID: 2013-00556

City of SACRAMENTO

City Council Report
915 I Street, 1st Floor
www.CityofSacramento.org

Title: Community Development Department Operational Fees and Charges Update (Published on 07/09/2013)

Location: Citywide

Issue: Pursuant to the Citywide Fees and Charges policy, Council approval is required to add, modify, or delete any fees and charges.

Recommendation: 1) Receive and file report from Management Partners; and 2) conduct a public hearing and upon conclusion pass a Resolution approving the proposed fee and charge adjustments.

Contact: Scot Mende, Principal Planner, (916) 808-4756, Community Development Department

Presenter: Scot Mende, Principal Planner, (916) 808-4756, Community Development Department

Department: Community Development Dept

Division: Administrative Services

Dept ID: 21001011

Attachments:

1-Description/Analysis
2-Attachment 1 (Background)
3-Attachment 2 (Fee Policy)
4-Attachment 3 (Proposition 26)
5-Resolution
6-Exhibit A (Fee Schedule)
7-Exhibit B
8-Management Partners Report
9-Fee Study

City Attorney Review

Approved as to Form
Jeffrey Heeren
7/18/2013 1:39:05 PM

City Treasurer Review

Reviewed for Impact on Cash and Debt
Russell Fehr
7/9/2013 11:03:38 AM

Approvals/Acknowledgements

Department Director or Designee: Max Fernandez - 7/17/2013 11:02:03 AM

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Description/Analysis

Issue: On February 7, 2006 (Resolution 2006-106), the City Council formally adopted a citywide Fees and Charges Policy (Attachment 2). This policy ensures that City fees and charges reflect the Council's direction regarding recovery of costs related to providing programs and services.

Consistent with the Fees and Charges Policy, changes to City fees and charges requiring Council approval are included in Exhibit A of the Resolution.

Policy Considerations: Maintaining the objectives outlined in the Fees and Charges Policy is consistent with and supports the City's goals of budget sustainability and fiscal responsibility. The City's development services fee structure supports economic development objectives and cost recovery policies and goals.

Economic Impacts: None.

Environmental Considerations: Approval of fees does not constitute a "project" and is therefore exempt from the California Environmental Quality Act (CEQA) according to Section 15601(b)(3) of the CEQA guidelines.

Sustainability: None.

Commission/Committee Action: None.

Rationale for Recommendation: The periodic review of departmental fees and charges helps to ensure that the City's recovery of costs for services provided keep pace with changes in the cost-of-living index, as well as changes in methods or levels of service delivery. Management Partners provided 22 specific recommendations; over the course of the next several months, the Community Development Department will be implementing the recommendations as the budget and timing allows.

Financial Considerations: The review and adjustment of the Community Development Department's cost recovery through fees and charges is an appropriate mechanism to offset General Fund expenditures. The proposed fee and charges modifications will not change budgets within the department, but these changes will allow the Department to meet its existing revenue forecast.

Proposition 26 was passed by the voters on November 2, 2010, to amend Article XIII C of the state Constitution. Under Proposition 26, a tax is defined very broadly to include any levy, charge, or exaction of any kind imposed by a local government, except for seven specified exemption categories. The City bears the burden of proving that a fee or charge is not a tax. Toward this end, the report contains summary information, as appropriate, explaining why each proposed fee or fee increase is not a tax under Proposition 26.

Emerging Small Business Development (ESBD): There are no ESBD considerations with this report.

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Management Partners Report

The City of Sacramento's Community Development Department engaged Management Partners to review specific operational areas and services of the Community Development Department. The purpose was to ensure service delivery and staffing align to support current and future service demand and Sacramento's development services fee structure supports economic development objectives and cost recovery policies and goals, resulting in a sustainable operation. Informed by best practices and the project approach described below, this report identifies areas of focus for the department to optimize its service delivery by:

- Implementing specified organization, staffing, operation, and process changes
- Aligning staffing levels and structures with current and projected work programs and the department's service delivery model
- Improving development fee cost recovery, consistent with departmental and City policies
- Restructuring development services fees (planning, building, and code enforcement) in support of transparency and improved customer service

Operational Fees for Planning, Building, and Code Enforcement

A major focus of the engagement was to examine the building and planning services fee structure and a component of the code enforcement fee structure. With the assistance of City staff, Management Partners developed a streamlined fee structure that provides:

- A predictable, consistent and reasonable fee structure on behalf of the customer based upon a clear methodology
- A clear nexus between the development services provided and the cost of services
- A framework that is able to sustain a professional, trained and responsive staff through the ebb and flow of development activity

The new proposed operational fee structures by division are found in Attachment B of the Management Partners report. A more streamlined version – by division – is found in the exhibits to the resolution.

Planning: The Planning fee structure was re-engineered to reflect the current operational model and revisions to the Planning & Development Code

(brought to City Council on April 9, 2013, and effective September 30, 2013) pursuant to Ordinance 2013-0007. Many fees were eliminated or consolidated as a result of the streamlined processes, some fees remained the same, others went down, while still others went up to reflect the current cost of service. Examples of the changes include:

- Consolidation of appeal types, while preserving the distinction between applicant appeals and 3rd party appeals.
- Consolidation of conditional use permit types, while preserving the distinction between director-level and Commission-level approvals.
- New Planning fees for review of building plans and site and building inspections to follow-through on conditions of approval from the planning entitlement phase.
- Elimination of design review, plan review, and preservation fees - replaced by site plan and design review fees - pursuant to the revised Planning & Development Code fees adopted April 9, 2013 by Resolution 2013-0111.
- Full cost recovery for legislative entitlements (e.g., rezone, General Plan amendment, planned unit developments, development agreements, etc.)
- Full cost recovery for environmental assessment

Building: Most of the Building Services Division operational fees remain the same, some have been updated to reflect the current cost of service, and some new categories were established to streamline minor permit issuance. Most of the reduced fees (from valuation-based to flat fee) are for minor permits, such as bathroom & kitchen remodels and patio covers.

Code Enforcement: Code enforcement has been successfully recovering costs for service so departmental staff decided not to review a majority of their fees. The City's weed abatement function was transferred to the Code Enforcement Division about six months ago with an existing fee structure, which is likely low. However, Management Partners recommended that at least a year's worth of data would need to be gathered to determine if the fees warrant changes. Only one category of code enforcement fees was modified during this process: Notice & Order to Abate Public Nuisance. This will change the associated fees with this category to be calibrated to the estimated cost of service.

Fees Not Examined: The following fee types were <u>not</u> examined or modified as part of this process:

- Operational fees for planning and building processes from other departments (e.g., Public Works, Utilities, and Fire Departments)

- Development Impact Fees (e.g., sewer/water connection fees, park impact fees, transportation impact fees, school fees, etc.)

Hourly Rates for Staff

The last Planning fee update occurred in 2008. Limited changes to building fees were approved in 2010. The last *major* building permit fee update occurred in 1998 with an update to the building valuation tables.

In this study, Management Partners worked with the Community Development Department staff to determine an indirect cost methodology. Indirect costs include department overhead expenses, including staff training and leave time, administrative support, and services and supplies. The methodology was then applied to the hourly rates of specific positions to calculate the full cost of services upon which development fees would be based. The updated hourly rates are shown on Exhibit B of the Resolution.

Peer Review

A peer review survey was distributed to the nine peer agencies shown in Table 1. Nine cities, including the cities of Long Beach, Fresno and San Jose, were identified for comparison based on population, geographic proximity, and general functional and service similarities. Questions in the survey focused on the building, planning and code enforcement functions. Peer agency information typically provides a snapshot and general comparison of services, organizational structure, and staffing. Specific comparison within functions is often not possible as the composition of a function varies from agency to agency.

Some key areas documented in the attached peer survey results are:

- Most peer agencies structure their fees to recover costs for building services and have increased their cost recovery goals for planning and code enforcement services
- While Long Beach has established planning permit turnaround times for every decision-making body (Planning Commission, etc.) and San Jose has established them for each planning permit submittal, most peer cities do not have formally advertised turnaround times for planning or land use permits
- The City of Sacramento's projected turnaround times for building permits are comparable to peer cities
- The City of Sacramento's current over-the-counter building plan check service is similar to the peer cities surveyed and some cities, such as San Jose, view enhancing this as a key customer service and efficiency innovation

Management Partners Recommendations

Management Partners offered other operational-related recommendations that will be addressed and implemented by the Community Development Department as budget and time permits.

Structure & Staffing Levels – Building Division

1. Hire plan examiners in plan review and the permit counter to provide the capability of reviewing all aspects of minor commercial projects, such as remodels and tenant improvements, as well as over-the-counter plan review.
2. Meet the need for more building inspection staff: first through the reallocation of existing staff from the public counter and plan review, and thereafter through contract staff during short-term peak periods.
3. Hire a Permit Services Manager to oversee day-to-day operations of the public counter and customer service.
4. Inventory the project and work program supported by the Program Analyst and the project managers to determine an effective and sustainable staffing plan to accomplish it.
5. Review the development project managers' work program and potential workload on a regular basis to ensure a supportable staffing level to meet the objective of the program and cost recovery objectives.
6. Establish a development services reserve fund (e.g., Fund 2016) during periods of high volume to support baseline staffing levels, completion of multi-year projects, and ongoing training during fluctuating economic cycles.

Structure & Staffing Levels – Planning Division

1. Consolidate the existing five Planning Division sections into a Current Planning section and Long Range Planning section in the near term to provide increased flexibility in assignments, and to effectively implement new procedures under the revised zoning ordinance.
2. Hire mid-level and junior staff positions as vacancies and increased service demands occur, resulting in new permanent staff positions that rebuild "bench strength."
3. Restore counter technician positions as an entry level opportunity for the counter planning functions.
4. Train and empower project planners to undertake most CEQA reviews to allow for more efficient and consolidated project review.

5. Explore the costs and benefits of contracting with planning consulting firms and individual planners in the near future to respond to the potential for rapidly increasing demand for services.

Customer Service Opportunities

1. Review the Department's website and compare it with industry best practices to ensure those services most valued by customers are visible, easily accessible, and up-to-date.
2. Establish an online fee calculator on the Department's website.
3. Provide a clear and user-friendly listing of all fees that might be assessed upon issuance of a building permit at the time of an application submittal.
4. Expand over-the-counter plan check with the goal of making the City's Building Services Division a leader in the region in providing streamlined permit issuance based on decisions at the lowest possible level.
5. Develop and implement a tracking system to monitor activity at the permit counter as well as the types of decisions being made and deferred until after the application in-take process.
6. Display building turnaround times prominently on the Department's website, and hand them out to each customer upon submission of a building permit application.
7. Establish, adopt, and implement revised policies and procedures for implementing the new zoning ordinance.
8. Establish, track, and monitor turnaround time objectives for planning applications.

Management Information

1. Research and determine the feasibility of allowing the Accela permit software to be the time entry system for all Planning Division and Building Services Division staff for all projects and also for payroll purposes, if possible.
2. Require all planning staff to enter project or program codes into Accela on a daily basis to provide reliable data in support of performance and resource allocation decision making.
3. Adopt the recommended department indirect cost allocation system (or as modified by department financial staff) and produce revenue and expenditure reports on a quarterly or monthly basis for building and planning (long range and current) to ensure revenues cover costs in accordance with established policy.

Innovative Service Delivery Opportunities

Management Partners interviewed staff in several cities to learn more about the strategies they employ to meet customer demands, and assessed the applicability to Sacramento. The following represent innovative service delivery opportunities:

1. Train staff to be able to make substantive decisions at the frontline as distinguished from deferring them to a post-application intake process.
2. Expand over-the-counter building plan check and increase utilizing the counter as an opportunity to make decisions and speed up the process, not just as a processing point.
3. Issue as many permits as possible as electronic permits, effectively freeing up staff to focus on more substantive and technical issues.
4. Change online information to be more comprehensive for property and permits.
5. Place greater emphasis on performance measurement and tracking in support of making the development review process predictable and transparent.
6. Survey and monitor customer satisfaction.
7. Move to full cost recovery in as many areas as possible.

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Attachment 2

CITY OF SACRAMENTO FEES AND CHARGES POLICY

The City of Sacramento has the ability to determine the extent to which fees should be used to fund City facilities, infrastructure and services.

There are five main categories of fees that the City currently implements[1]:

- ✓ **Impact/development fees** are typically one-time charges levied by the City against new development to generate revenue for the construction of infrastructure and capital facilities needed to offset the impacts of the new development.
- ✓ **Service fees** are charges imposed on persons or property that are designed to offset the cost of providing a government service. Sometimes these services are elective, such as fees for processing voluntary development permit applications, or providing service/recreation programs, while other service fees are not, such as mandatory service fees for trash or utility services. Such fees are typically reasonably related to the cost of providing the service for which the fee is imposed. Otherwise, the fee may constitute a special tax for which voter approval is required by Propositions 13, 62, and 218.
- ✓ **Regulatory fees** are imposed to offset the cost of a regulatory program, such as business regulatory fees, or to mitigate the past, present or future adverse impact of a fee payer's operations. While payment of a regulatory fee does not necessarily provide any direct benefit from payment of the fee, there must be a "nexus" between the activity and the adverse consequences addressed by the fee. Common examples of regulatory fees include inspection fees and business license fees designed to reimburse a local agency for the cost of monitoring the business and enforcing compliance with City code.
- ✓ **Rental fees** are charged for the rental of public property and include the rental of real property, parking spaces in a public parking lot, or the rental of community facilities such as a recreation or community room or picnic area. Rental fees are not subject to the general rule that the fee must bear a direct relationship to the reasonable cost of providing the service for which the fee is charged, however, rental fees must be fair and reasonable.
- ✓ **Penalties/Fines** are payment required for non-compliance or failure to adhere to specific rules and/or requirements.

This document sets forth guidelines for:

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1 League of California Cities Website: Spring Meeting May 13-15, 1998Laurence S. Wiener, Esq.City Attorney of Beverly Hills and Westlake Village ***THE CITY ATTORNEY'S ROLE IN EVALUATING FEE STUDIES.***

- Establishing cost recovery goals;
- Determining the categories of cost recovery levels in which to categorize/organize fees;
- Methods for determining which category a fee falls under; and
- Establishment and modification of fees and charges.

A. Cost Recovery Goals

In setting user fees and cost recovery levels, the following factors will be considered[2]:

1) The amount of a fee should not exceed the overall cost of providing the facility, infrastructure or service for which the fee is imposed. In calculating that cost, direct and indirect costs may be included. That is:
   - Costs which are directly related to the provision of the service; and,
   - Support costs which are more general in nature but provide support for the provision of the service. For example, service fees can include reimbursement for the administrative costs of providing the service. Development fees can include the cost of administering the program to construct public facilities that are necessary to serve new development.
2) The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.
3) Fees should be sensitive to the "market" for similar services.

   In addition, in setting enterprise fund fees and cost recovery levels, the following factors will be considered:
4) 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.
5) The City will review and adjust enterprise fees and rate structures as required to ensure that they remain appropriate and equitable.

B. Categories of Cost Recovery Levels in Which to Categorize/Organize Fees

There are five categories of cost recovery levels in which to classify fees:

1. **Enterprise**: Full direct and indirect cost recovery (100% of total costs) for enterprise services such as water, sewer and solid waste, as well as impact/development fees.
2. **High**: Full direct cost recovery (81-100% of total costs).

2 Government Finance Officers Association Website, Best Practices in Public Budgeting, City of San Luis Obispo: User Fee Cost Recovery Goals, 2005.

3. **Medium**: Recovery between 41-80% of direct costs.
4. **Low**: Recovery between 0-40% of direct costs.
5. **Other**: Fees based on market, geography, assessment, project specific, legal limits or specific Council policy.

The City may choose, for policy reasons, to set fees at less than full recovery. For example, fees based on market, geography, assessment, project specific, statutory/legal limits or specific Council policy. In some cases, the City will acknowledge that a subsidy is acceptable, or even necessary to ensure program access and viability.

C. Methods for Determining Which Category a Fee Falls Under

Implementation of higher cost recovery levels is appropriate under the following conditions (up to 100% of the cost of the service or program):

- The service is regulatory in nature (e.g. building permits, plan check fees);
- The service is similar to services provided through the private sector;
- Other private or public sector alternatives could or do exist for the delivery of the service;
- The use of the service is specifically discouraged (e.g. police responses to disturbances or false alarms might fall into this category).
- The service or facility is a specialized use that could be provided at a lower cost if not for specific nature or service (e.g. lighted fields).

Lower cost recovery levels are appropriate under the following conditions:

- There is no intended relationship between the amount paid and the benefit received. (It is likely that some recreation and human service programs fall into this category as it is expected that these programs will be subsidized by funds);
- Collecting fees is not cost-effective or will significantly impact the accessibility to the service;
- The service is non-recurring, generally delivered on a peak demand or emergency basis, cannot be planned for and is not readily available from a private sector source (e.g. public safety services);
- 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.

Other:

- Market pricing requires that there be a direct relationship between the amount paid and the level and cost of the service received or a direct relationship to actual prices being charged for the service in the current market.
- Legal specifications and/or limitations to the amount that is charged.

- Adopted Council Policy setting specific fee.

Factors to Consider
The extent to which the total cost of service should be recovered through fees depends upon the following factors:

- ✓ The nature of the facilities, infrastructure or services;
- ✓ The nature and extent of the benefit to the fee payer;
- ✓ The effect of pricing on the demand for services; and
- ✓ The feasibility of collection and recovery.

The chart below reflects these factors and the potential options for higher or lower cost recovery[3]:

3 Government Finance Officers Association Website, Best Practices in Public Budgeting, City of Fort Collins, CO: User Fee Policies, 2005.

	The Nature of the Facilities, Infrastructure or Services	The Nature and Extent of the Benefit to The Fee Payers	Effect of Pricing on the Demand for Services	Feasibility of Collection and Recovery
Higher Cost Recovery	In the case of fees for facilities, infrastructure and proprietary services[4], total cost recovery may be warranted.	When a particular facility or service results in substantial, immediate and direct benefit to fee payers, a higher percentage of the cost of providing the facility or service should be recovered by the fee.	Because the pricing of services can significantly affect demand, full cost recovery for services is more appropriate when the market for the services is strong and will support a high level of cost recovery.	In the case of impact fees, which can be collected at the time of issuance of a building permit, ease of collection is generally not a factor.
Lower Cost Recovery	In the case of governmental services[5], it may be appropriate for a substantial portion of the cost of such services to be borne by the City's taxpayers, rather than the individual users of such services.	When a particular facility or service benefits not only the fee payer but also a substantial segment of the community, lower cost recovery is warranted.	If high levels of cost recovery affect accessibility to or negatively impact the delivery of services to lower income groups, this should be considered based on the overall goals of the program being implemented.	Some fees may prove to be impractical for the City to utilize if they are too costly to administer.

D. Establishment and Modification of Fees and Charges

Fees will be reviewed and updated on an ongoing basis as part of the annual budget process to ensure that they keep pace with changes in the cost-of-living as well as changes in methods or levels of service delivery. At the beginning of the budget process each department will submit a list of proposed adjustments to their section of the master fee schedule. Each service must be assigned a target cost recovery level as defined above.

Maintaining competitive status and comparability with other cities should be considered when determining new fee levels. Those fees that are proposed for adjustment should be benchmarked against neighboring jurisdiction fee schedules or

4 Proprietary services are those which are provided for the benefit and enjoyment of the residents of the City

5 Governmental services are those which are provided by the City for the public good such as regulating land use, maintaining streets, and providing police and fire protection.

appropriate service markets. The benchmark analysis should be taken into consideration when making final pricing decisions.

However, the City may choose, for policy reasons, to set fees at less than full recovery. (for example, fees based on market, geography, assessment, project specific, statutory/legal limits or specific Council policy). As stated above, in some cases, the City will acknowledge that a subsidy is acceptable, or even necessary to ensure program access and viability. Where appropriate, fees that have not been increased in some time should have increases phased in over several years to avoid 'sticker shock' increases.

If a particular fee is not adjusted in the budget process, to the extent feasible and/or appropriate, it should be increased biannually by a CPI factor to keep pace with inflation. For CPI adjustments the City will use the *Employee Cost Index for State and Local Government Employees, Total Compensation* as published by the Bureau of Labor Statistics. Biannually, the Finance Department shall determine the percentage change in this index and apply the increase or decrease to the master fee schedule, rounding up to the nearest whole dollar. Certain fees are exempt from an index adjustment, such as fees set by the State of California, percentage-based fees or those that have been identified as inappropriate for indexed fee increases (e.g. feasibility or fees that are based on market for services). Exempt fees are noted in the master fee schedule. Council may consider fee issues outside of the annual budget process on a case by case basis.

The City should conduct a comprehensive cost of service analysis every five to seven years to ensure fees and charges are set appropriately. Generally, fees may be adjusted based on supplemental analysis whenever there have been significant changes in the method, level or cost of service delivery. For example, changes in processes and technology change the staff time required to provide services to the public. A cost of service study will identify and quantify these changes.

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Proposition 26

Proposition 26, the "Stop Hidden Taxes Initiative" was passed by the voters on November 2, 2010, to amend Article XIII C of the state Constitution. According to the ballot measure, the intent of the measure is to ensure the effectiveness of Propositions 13 and 218 by providing a definition of a "tax" for state and local purposes "so that neither the Legislature nor local governments can circumvent these restrictions on increasing taxes by simply defining new or expanded taxes as 'fees'" Accordingly, under Proposition 26 a tax has been very broadly defined.

Tax Defined:
"Tax" now means "any levy, charge, or exaction of any kind imposed by a local government, except for the following seven categories of charges:

Exception 1 – Benefit Conferred or Privilege Granted
A charge imposed for a specific benefit conferred or privilege granted directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of conferring the benefit or granting the privilege
Examples:
- Residential parking permit fees
- professional licenses
- business improvement assessments

Exception 2 – Government Service or Product
A charge imposed for a specific government service or product provided directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of providing the service or product
Examples:
- User fees for park and recreation programs
- Weed abatement fees
- Sidewalk curb repairs

Exception 3 – Licenses and Permits
A charge imposed for the reasonable regulatory costs to a local government for issuing licenses and permits, performing investigations, inspections and audits, enforcing agricultural marketing orders, and the administrative enforcement and adjudication thereof
Examples:
- Building inspections
- Cardroom license
- Business licenses

Exception 4 – Use of City property
A charge imposed for entrance to or use of local government property, or the purchase, rental, or lease of local government property
Examples:
- City-owned parking lots
- Swimming pools
- Convention Center rentals
- Golf green fees

Exception 5 – Fines and Penalties
A fine, penalty, or other monetary charge imposed by the judicial branch of government or a local government as a result of a violation of law
Examples:
- City Code fines and penalties (e.g., 1.28.020)
- Parking fines

Exception 6 – Property Development Charges
A charge imposed as a condition of property development
Examples:
- Development impact fees

Exception 7 – Proposition 218 Fees
Assessments and property related fees imposed in accordance with the provisions of Proposition 218, Article XIII D
Examples:
- Utility fees for water, sewer, drainage, and solid waste
- Street lighting assessments

Burden of Proof:
The paragraph following the seven enumerated exceptions states:
"The local government bears the burden of proving by a preponderance of the evidence [1] that a levy, charge, or other exaction is not a tax, [2] that the amount is no more than necessary to cover 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 burdens on, or benefits received from, the governmental activity"

Thus, with the burden of proof now shifted to the City, that requires each department to take into consideration how it aims to prove that a proposed fee or fee increase is not a tax. The following analytical framework can assist in this regard.

Burden of Proof: A 3-step Analysis

1. The City must make a threshold determination whether one of the exceptions apply
   - If none apply, it is a tax subject to voter approval
2. If Exceptions 1, 2, or 3 apply, the City must also show that the fee revenue will not exceed the reasonable costs of providing the related governmental activity (at the aggregate level).
3. Finally, the City must show that the costs are fairly allocated to the individual payors

The Fees and Charges Report has added a comment section to each Fee and Charge to show compliance with Proposition 26. The following is an example of what might be provided as a Proposition 26 comment:

> **Proposition 26:** This charge is not a tax under Proposition 26, as it falls under Exception 3, a regulatory fee. Our fee of $200 recoups ___% of the Department's actual cost of administering this regulatory program. No fee waivers are provided, and costs are allocated equally to anyone receiving the service.

If you have any questions as to whether a proposed fee is a tax, consult with your legal counsel in the City Attorneys Office.

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Attachment 5

RESOLUTION NO. 2013-xxx

Adopted by the Sacramento City Council

July 23, 2013

APPROVING COMMUNITY DEVELOPMENT DEPARTMENT (CDD) FEE AND CHARGE ADJUSTMENTS

BACKGROUND:

A. On February 7, 2006, the City Council adopted the Citywide Fees and Charges policy (Resolution No. 2006-106).

B. Implementation of the policy requires a necessary mechanism to ensure that the City's fees and charges reflect the City's current costs and that those fees and charges are periodically reviewed by City Council. Staff – with assistance of Management Partners - has conducted the required review and recommends certain new fees and fee adjustments.

C. Proposed new fees, deleted fees, and fee adjustments are set forth in Exhibit A.

D. Proposed hourly rates for staff are set forth in Exhibit B.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:

Section 1. The fee and charge adjustments as set forth in Exhibit A are hereby approved and shall be effective immediately after Ordinance number 2013-0007 takes effect.

Section 2. Exhibit A is part of this resolution.

Section 3. Exhibit B is part of this resolution.

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Exhibit A - Adjustments to the Community Development Department (CDD) Fees and Charges
- A-1 Planning
- A-2 Building
- A-3 Code Enforcement

Exhibit B – Staff Hourly Rates

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Exhibit A-1 Planning Division Fee & Charges

Fee Category	Fee Name	Current Fee	Current Fee Type	Proposed Amended or New Fee	Proposed Fee Type	Justification*
Annexation / Sphere of Influence						
	Annexation: Commercial/Mixed Use Project	$20,000	Flat Fee	$18,000	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
	Annexation: Residential Project	$8,000	Flat Fee	$7,000	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
	Annexation: Residential Project Up to 2 Acres	$1,000	Flat Fee	DELETE		Eliminate distinction between residential projects < 2 acres, as fees based on actual cost.
	Sphere of Influence Amendment	$10,000	Flat Fee	$8,500	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
Appeals						
	(Applicant or 3rd Party) Appeal of Planning Director Action to Planning and Design Commission	$179	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into either an Applicant Appeal to Commission or 3rd Party Appeal to Commission
	Applicant Appeal of Design Director Decision to Planning & Commission	$596	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into an Applicant Appeal to Commission
	Applicant Appeal of Preservation Director Decision to Preservation Commission	$596	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into an Applicant Appeal to Commission
	Applicant Appeal of Zoning Administrator Decision to Planning & Commission	$1,000	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into an Applicant Appeal to Commission
	Applicant Appeal of Staff-Level (Design Director, Preservation Director, Planning Director, or Zoning Administrator) Decision to Commission	varies (see above)	Flat Fee	$4,000	Flat Fee	The proposed fee approaches actual cost for this service.
	Applicant Appeal of Planning and Design Commission Decision to Council	$1,192	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into an Applicant Appeal to Council
	Applicant Appeal of Preservation Commission Decision to Council	$1,192	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into an Applicant Appeal to Council
	Applicant Appeal of a Commission's Environmental Decision to Council	$650	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into an Applicant Appeal to Council
	Applicant Appeal of Commission Decision to Council	varies (see above)	Flat Fee	$4,000	Flat Fee	The proposed fee approaches actual cost for this service.

3rd Party Appeal of Design Director Decision to Planning and Design Commission	$298	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a 3rd Party Appeal to Commission
3rd Party Appeal of Preservation Director Decision to Preservation Commission	$298	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a 3rd Party Appeal to Commission
3rd Party Appeal of Zoning Administrator Decision to Planning and Design Commission	$298	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a 3rd Party Appeal to Commission
3rd Party Appeal of Director-level (Zoning Administrator, Planning Director, or Design Director) Decision to Commission	$298	Flat Fee	$298	Flat Fee	This fee represents a consolidation of appeals of staff-level decisions
3rd Party Appeal from Planning and Design Commission to Council	$298	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a 3rd Party Appeal to Council
3rd Party Appeal from Preservation Commission to Council	$298	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a 3rd Party Appeal to Council
3rd Party Appeal of Environmental Decision to Council	$40	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a 3rd Party Appeal to Council
3rd Party Appeal to Council	$298	Flat Fee	$298	Flat Fee	This fee represents a consolidation of appeals of commission-level decisions
Request for Reconsideration of Staff Action by the Design Director	N/C	Flat Fee	$298	Flat Fee	This fee is equated to the 3rd party appeal of a Director-level decision.

Building Inspection - Planning Division					
	Mitigation Monitoring	N/A	$135 per hour	Actual Cost	If warranted by extraordinary mitigation monitoring requirements specified in the MMP.
	Planning Inspection - Commercial < $100,000 Valuation	N/A	$113	Flat Fee	Restores site conditions planning inspection services
	Planning Inspection - Commercial < $3M Valuation	N/A	$339	Flat Fee	Restores site conditions planning inspection services
	Planning Inspection - Commercial > $3M Valuation	N/A	$565	Flat Fee	Restores site conditions planning inspection services
	Planning Inspection - Residential - Single Unit and Duplex Dwelling	N/A	$113	Flat Fee	Restores site conditions planning inspection services. 3+ residential units are classified as commercial.
Building Permit Plan Review - Planning Division					
	Planning Review - Projects < $100,000 Valuation [3]	N/A	$113 + Actual Cost for More than 3 Review Cycles	Fixed Rate	Restores site conditions plan review services
	Planning Review - Projects ≥ $100,000 Valuation [3]	N/A	15% of Building Plan Review Fee + Actual Cost for More than 3 Review Cycles	Fixed Rate	Restores site conditions plan review services
	Planning Review - Master Plan - Production Housing or Same Commercial Buildings [3]	N/A	15% of First Building Plan Review Fee, 7.5% on Subsequent Units	Fixed Rate	Restores site conditions plan review services
	Planning Review - Signs [3]	N/A	$113	Flat Fee	Restores site conditions plan review services

Conditional Use Permits (CUP)					
Antennas, Zoning Administrator	$7,500	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
Bed & Breakfast Inn, Zoning Administrator	$4,000	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
Condominium Conversion (A1)	$9,298	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
Deep Lot, Zoning Administrator	$3,000	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
Fence/Wall, Zoning Administrator	$600	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
Major Project (Commercial)	$12,500	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
Major Project (Residential)	$5,000	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
Non-Conforming Building, Zoning Administrator	$600	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
CUP - Building < 100,000 sq. ft. - Planning and Design Commission	$9,000	Flat Fee	$7,150	Flat Fee	Differentiating small and large uses reduces costs for smaller projects
CUP - Building ≥ 100,000 sq. ft. - Planning and Design Commission	N/A		$20,000	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
CUP - Zoning Administrator	$2,750	Flat Fee	$2,600	Flat Fee	Reduced hourly billing rate
CUP Major Modification - Zoning Administrator	$2,000	Flat Fee	$2,000	Flat Fee	No change in fee - clarification of fee name only
CUP Minor Modification - Zoning Administrator	$700	Flat Fee	$850	Flat Fee	Recalibration of average estimated cost of service
CUP - Medical Marijuana Dispensary - Zoning Administrator	$13,815	Flat Fee	$13,815	Flat Fee	No change in fee - clarification of fee name only
CUP - Medical Marijuana Dispensary Major Modification - Zoning Administrator	$3,500	Flat Fee	$3,500	Flat Fee	No change in fee - clarification of fee name only
CUP - Medical Marijuana Dispensary - Planning and Design Commission	$19,415 + Cost Recovery at $140/Hour + Environmental Costs	Deposit (Actual Cost)	$19,415 + Cost Recovery at Hourly Billing Rates + Environmental Costs	Deposit (Actual Cost)	Fee based on new hourly rates
CUP Modification - Commission	N/A		$2,600	Flat Fee	Estimated cost of service based on previous special permit modification process

	Planning and Design Commission Special Permit (Residential)	$4,000	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
	Planning Commission Special Permit Modification - Alcohol	$9,000	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
	CUP, Planning Director	$3,500	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
	Special Permit Major Modification, Planning Director	$1,400	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
	Special Permit Minor Modification, Planning Director	$500	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
	Special Permit or Plan Review Major Modification, Zoning Administrator (Residential)	$1,000	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
	Special Permit or Plan Review Minor Modification, Zoning Administrator (Residential)	$500	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
	Special Permit Time Extension (Commercial)	$2,500	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
	Special Permit Time Extension (Residential)	$1,500	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of CUPs
	CUP - Time Extension	varies	Flat Fee	$572	Flat Fee	Recalibration of average estimated cost of service; clarification of fee name

Design Review Fees					
	Additions & Rehabilitations, Non-Residential Exterior work valued over $100,000 (staff level)	$800	Flat Fee	DELETE	Design Review fees have been replaced by Site Plan and Design Review fees - pursuant to revised Planning & Development Code - effective September 30, 2013
	Additions & Rehabilitations, Projects with $10,000 to under $50,000 of work to be reviewed (staff level)	$300	Flat Fee	DELETE	
	Additions & Rehabilitations, Projects with $50,000 to under $100,000 of work to be reviewed (staff level)	$500	Flat Fee	DELETE	
	Additions & Rehabilitations, Projects with less than $10,000 of work to be reviewed (staff level)	$140	Flat Fee	DELETE	
	Additions & Rehabilitations, Projects with over $100,000 of work to be reviewed (Director or Commission level)	$1,500	Flat Fee	DELETE	
	Additions & Rehabilitations, Residential & Non-Residential Projects with exterior work valued up to $100,000 (staff level)	$140	Flat Fee	DELETE	
	Additions & Rehabilitations, Residential Projects with exterior work valued over $100,000 (staff level)	$325	Flat Fee	DELETE	
	Alternative Design Ordinances, 1 & 2 Family Units requiring Director level review	$1,400	Flat Fee	DELETE	
	Alternative Design Ordinances, 1 & 2 Family Units with extensive staff level or modification required	$280	Flat Fee	DELETE	
	Alternative Design Ordinances, 1 & 2 Family Units with minimal or moderate staff level or modification required	$140	Flat Fee	DELETE	
	Building moves with less than $100,000 of improvements	$410	Flat Fee	DELETE	
	Building moves with more than $100,000 of improvements	$1,451	Flat Fee	DELETE	
	Entitlement Review (Engineering)	$500	Flat Fee	DELETE	
	Design Review Modification, Planning Director	$350	Flat Fee	DELETE	
	Design Review, Planning Director	$500	Flat Fee	DELETE	
	New Construction, 1 & 2 Family Units	$325	Flat Fee	DELETE	
	New Construction, 1 & 2 Family Units with minimal staff level	$140	Flat Fee	DELETE	
	New Construction, 1 & 2 Family Units with moderate staff	$140	Flat Fee	DELETE	
	New Construction, 1 & 2 Family Units with extensive staff	$280	Flat Fee	DELETE	
	New Construction, Accessory Structure	$270	Flat Fee	DELETE	
	New Construction, Commercial (Commission level) more than 4 stories, more than 60' height, and more than 40,000 sq. ft. (75K CBD)	$5,000	Flat Fee	DELETE	
	New Construction, Commercial (Director level) 4 stories or less, less than 60' in height, and less than 40,000 sq. ft. (75K CBD)	$2,500	Flat Fee	DELETE	
	New Construction, Multi-Family (3 or more)	$400	Flat Fee	DELETE	
	New Construction, Multi-Family (Director level)	$1,850	Flat Fee	DELETE	
	New Construction, Commercial/Non-Residential Developments	$800	Flat Fee	DELETE	
	Parking lots with less than $100,000 of improvements	$270	Flat Fee	DELETE	
	Parking lots with over $100,000 of improvements	$1,311	Flat Fee	DELETE	

Development Agreement						
	Development Agreement	$20,000	Flat Fee	$18,568	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
	Development Agreement Amendment	N/A		$18,568	Deposit (Actual Cost)	At present, there is no standard fee for this service. Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
Environmental Impact Evaluation						
	Addendum	N/A		$2,700	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
	Environmental Impact Report	$20,000	Deposit (Actual Cost)	$25,000	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
	Environmental Review Fee One Category (A1)	$560	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of Negative Declaration
	Environmental Review Fee One Category (A2)	$1,669	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of Negative Declaration
	Environmental Review Fee One Category (A3)	$4,494	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of Negative Declaration
	Environmental Review Fee Two or More Category (A1)	$1,109	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of Negative Declaration
	Environmental Review Fee Two or More Category (A2)	$2,801	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of Negative Declaration
	Environmental Review Fee Two or More Category (A3)	$7,271	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of Negative Declaration
	Exemption	$140	Flat Fee	$113	Flat Fee	Fee based on new hourly rates and estimated cost of service.
	Exemption - Commission Level	$140	Flat Fee	$226	Flat Fee	Fee based on new hourly rates and estimated cost of service.
	General Plan Master EIR Finding	N/A		$2,500	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
	Negative Declaration	varies	Flat Fee	$2,500	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.

General Plan						
	Specific Plan Amendment	$10,000	Flat Fee	$10,000	Deposit (Actual Cost)	Community Plan Amendment fee replaced with Specific Plan Amendment fee; fee based on actual hours spent on the project multiplied by the planners' bililng rate
	General Plan Amendment	$20,000	Flat Fee	$15,000	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
	General Plan Amendment (0-2 acre to Residential Project)	$1,500	Flat Fee	DELETE		Eliminate distinction between residential projects < 2 acres, as fees based on actual cost.
	General Plan Maintenance Fee	$2 per $1000 of valuation	Fixed Rate	$2 per $1000 of valuation	Fixed Rate	No change; Paid with building permit
	Plan Consistency Review - CIP	$2,146	Flat Fee	$2,000	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
	Plan Consistency Review - Alley Abandonment	N/A		$340	Flat Fee	Estimated 3 hours of planner effort; replaces street/alley abandonment entitlement under Streets.
Hearing Fees						
	City Council Hearing Fee	$800	Flat Fee	DELETE		This fee is deleted because this charge was associated with a time & materials approach no longer used for small projects.
	Planning and Design Commission Hearing Fee (for fees calculated on hourly basis)	$150	Flat Fee	DELETE		This fee is deleted because this charge was associated with a time & materials approach no longer used for small projects.
	Subdivision Review Committee Fee	$85	Flat Fee	DELETE		This fee is deleted because this charge was associated with a time & materials approach no longer used for small projects.
Home Occupation Permits						
	Home Occupation Permit	$154	Flat Fee	$154	Flat Fee	No change
	Home Occupation Permit - Exceptions to Regulations	$1,200	Flat Fee	$2,612	Flat Fee	Recalibration of average estimated cost of service
Inclusionary Housing						
	Inclusionary Housing Plan	$1,000	Flat Fee	$1,000	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.

Landmark & Historic District Review						
	Structure Demolition/Relocation (50 Year Old Structure)[1]	$140	Flat Fee	$117 + Consultant Cost	Fixed Rate	Fee based on new hourly rates and clarification that consultant costs are extra.
	Building move of a landmark structure or structure into or out of a historical district (Commission review)	$2,500	Flat Fee	DELETE		Preservation fees have been replaced by Site Plan and Design Review fees - pursuant to revised Planning & Development Code - effective September 30, 2013
	Demolition of landmark structure or contributing structure in a historic district (Commission review)	$3,500	Flat Fee	DELETE		
	Demolition/Relocation of Historic Building Time Extension		Flat Fee	DELETE		
	Entitlement Review (Engineering)	$500	Actual Cost	DELETE		
	New Construction on Vacant Lot (Commercial)	$3,500	Flat Fee	DELETE		
	New Construction on Vacant Lot (Residential)	$1,000	Flat Fee	DELETE		
	New Construction, 1 & 2 Family Units	$325	Flat Fee	DELETE		
	New Construction, Accessory Structures	$322	Flat Fee	DELETE		
	New Construction, Commercial Development	$3,500	Flat Fee	DELETE		
	New Construction, Multi-Family	$1,800	Flat Fee	DELETE		
	Rehabilitations/Additions, Projects with less than $10,000 of work to be reviewed	$140	Flat Fee	DELETE		
	Rehabilitations/Additions, Projects with $10,000 to under $50,000 of work to be reviewed	$280	Flat Fee	DELETE		
	Rehabilitations/Additions, Projects with $50,000 to under $100,000 of work to be reviewed	$800	Flat Fee	DELETE		
	Rehabilitations/Additions, Projects with over $100,000 of work to be reviewed	$1,800	Flat Fee	DELETE		
	Research for Sacramento Register Eligibility	$500	Fixed Rate	$117 + Consultant Cost	Fixed Rate	Fee based on new hourly rates and clarification that consultant costs are extra.
Miscellaneous						
	Administrative Permits - Other	N/A		$270	Flat Fee	Fee based on new hourly rates
	DMV Signoff	N/A		$57	Flat Fee	Fee based on new hourly rates
	Revocable Permit (Without Other Entitlements)	$500	Flat Fee	DELETE		No longer a Planning function

Planned Unit Development (PUD)						
	PUD Establishment	$6,200	Flat Fee	$10,000	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
	Establishment (Residential)	$4,500	Flat Fee	DELETE		Eliminate distinction between commercial and residential projects, as fees based on actual cost.
	PUD Guideline Amendment	$4,500	Flat Fee	$5,000	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
	Guideline Amendment (Residential)	$3,300	Flat Fee	DELETE		Eliminate distinction between commercial and residential projects, as fees based on actual cost.
	PUD Schematic Plan Amendment	$4,000	Flat Fee	$5,000	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
	Schematic Plan Amendment (Residential)	$2,900	Flat Fee	DELETE		Eliminate distinction between commercial and residential projects, as fees based on actual cost.
Plan Review						
	Planning Director's Plan Review	$3,750	Flat Fee	DELETE		Plan Review fees have been replaced by Site Plan and Design Review fees - pursuant to revised Planning & Development Code - effective September 30, 2013
	Planning Director's Plan Review - Major Modification	$1,400	Flat Fee	DELETE		
	Planning Director's Plan Review - Minor Modification	$500	Flat Fee	DELETE		
	Zoning Administrator's Plan Review - Residential	$1,400	Flat Fee	DELETE		
	Zoning Administrator's Plan Review - Commercial	$2,000	Flat Fee	DELETE		
	Planning and Design Commission Development Plan Review	$7,500	Flat Fee	DELETE		
Pre-Application Plan Review						
	Early Policy Review of Major Projects	$4,000	Flat Fee	DELETE		Program deleted
	Pre-Application Staff Preliminary Review[2]	$2,600	Flat Fee	$4,500	Flat Fee[2]	Recalibration of average estimated cost of service
	Pre-Application Staff Preliminary Review (w/o rpt)	$500	Flat Fee	DELETE		No charge for preliminary review where no written report is provided.
Rezoning						
	Rezone (0-2 Acres Residential Project)	$1,000	Flat Fee	$5,000	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
	Rezone/Pre-zone	$20,000	Flat Fee	$15,000	Deposit (Actual Cost)	Fee will be based on actual hours spent on the project multiplied by the planners' billing rate.
	Rezone/Pre-zone (Residential)	$8,000	Flat Fee	DELETE		Eliminate distinction between commercial and residential projects, as fees based on actual cost.

Sign Program						
	Sign Program - Planning Director (CBD)	$420	Flat Fee	$420	Flat Fee	In the future, City Code Section 15.148.190 CBD-SPD and arts and entertainment district boundary, is proposed for deletion. Until it is removed from City Code, the fee remains.
Site Plan and Design Review						
	Hearing Fee - Director (Preservation) for Existing Historic Single Unit or Duplex Dwelling	$1,400	Flat Fee	$500	Flat Fee	Recalibration of average estimated cost of service
	Hearing Fee - Director (all others)	$1,400	Flat Fee	$1,130	Flat Fee	Recalibration of average estimated cost of service
	Hearing Fee - Commission	$2,240	Flat Fee	$1,808	Flat Fee	Recalibration of average estimated cost of service
	<10,000 Sq. Ft.	$1,680 + 0.08 for Each Additional Sq. Ft. after 5,000 up to 9,999 Sq. Ft.	Fixed Rate	$2,700	Flat Fee	Recalibration of average estimated cost of service; simplified rate structure
	10,000 - 20,000 Sq. Ft.	$2,100 + 0.08 for Each Additional Sq. Ft. after 10,000 up to 19,999 Sq. Ft.	Fixed Rate	$3,500	Flat Fee	Recalibration of average estimated cost of service; simplified rate structure
	20,000 - 50,000 Sq. Ft.	$2,940 + 0.04 for Each Additional Sq. Ft. after 20,000 up to 99,999 Sq. Ft.	Fixed Rate	DELETE		Simplified rate structure; collapse range
	50,000 - 100,000 sq. ft.	$2,940 + 0.04 for Each Additional Sq. Ft. after 20,000 up to 99,999 Sq. Ft.	Fixed Rate	DELETE		Simplified rate structure; collapse range
	Non-SFR 20,000 - 100,000 Sq. Ft.	$2,940 - $6,140		$4,400	Flat Fee	Simplified rate structure; consolidated range

	>100,000 Sq. Ft.	$6,160 + 0.02 for Each Additional Sq. Ft. after 100,000	Fixed Rate	$10,000	Flat Fee	Recalibration of average estimated cost of service; simplified rate structure
	Minor Additions/Alterations, as determined by the Director	$140/Hour, $70 Min.	Actual Cost	$113	Deposit (Actual Cost)	Fee based on new hourly rates
	Single Unit Dwelling 0-2,500 sq. ft.	$350	Flat Fee	DELETE		Collapse Range
	Single Unit Dwelling 2,501+ sq. ft.	$700	Flat Fee	DELETE		Collapse Range
	Single Unit & Duplex Dwelling	$350-$700	Flat Fee	$350	Flat Fee	Consolidated range
	Site Plan Review Only, No Building < 1 Acre	$350	Flat Fee	$350	Flat Fee	No Change
	Site Plan Review Only, No Building ≥ 1 Acre or Greater	$1,400	Flat Fee	$1,400	Flat Fee	No Change
	Time Extension - Site Plan & Design Review	N/A		$572	Flat Fee	Consistent fee for all time extensions (except maps)
Streets						
	Street Name Change	$2,100	Flat Fee	$2,100	Flat Fee	No change
	Street/Alley Abandonment	$3,000	Flat Fee	DELETE		No longer a Planning function
Subdivision Ordinance						
	Extension of Planning and Design Commission Entitlement to ZA	$1,500	Flat Fee	DELETE		No fee differentiation between map approved by Commission or Zoning Administrator
	Extension of ZA Entitlements to ZA	$750	Flat Fee	DELETE		No fee differentiation between map approved by Commission or Zoning Administrator
	Lot line Adjustment (Plan Consistency)	$140	Flat Fee	$113	Flat Fee	Fee based on new hourly rates
	Post Subdivision Modification	$1,500	Flat Fee	$2,000	Flat Fee	Recalibration of estimated cost of service
	Post Subdivision Modification, Zoning Administrator	$500	Flat Fee	DELETE		No fee differentiation between map approved by Commission or Zoning Administrator
	Subdivision Modification - Commission	$500	Flat Fee	DELETE		No fee differentiation between map approved by Commission or Zoning Administrator
	Subdivision Modification - Zoning Administrator	$500	Flat Fee	DELETE		No fee differentiation between map approved by Commission or Zoning Administrator
	Tentative Map 1-4 Parcels, Zoning Administrator	$2,500	Flat Fee	DELETE		No fee differentiation between map approved by Commission or Zoning Administrator
	Tentative Map 1-4 Parcels	$500/Lot	Fixed Rate	$2,000	Flat Fee	Simplified rate structure
	Tentative Map 5-50 Parcels	$500/Lot	Fixed Rate	$500/Lot	Fixed Rate	No change
	Tentative Map 51+ Parcels	$25,000+ $20/Lot over 50 lots	Fixed Rate	$25,000+ $20/Lot over 50 lots	Fixed Rate	No change
	Tentative Map Time Extension	$2,384	Flat Fee	$2,384	Flat Fee	No change
	Tentative Map Time Extension, Zoning Administrator	$2,000	Flat Fee	DELETE		No differentiation between time extension approved by Commission or Zoning Administrator

Urban Development Permit (Railyards - outside Historic District)						
	Urban Development Permit - Planning Director	$25,000	Flat Fee	$25,000	Flat Fee	No change
	Urban Development Permit - Major Modification	N/A		$10,000	Flat Fee	Estimated cost of service for new service
	Urban Development Permit - Minor Modification	N/A		$5,000	Flat Fee	Estimated cost of service for new service
	Time Extension - Urban Development Permit	N/A		$572	Flat Fee	Consistent fee for all time extensions (except maps)
Variances						
	Garage, Zoning Administrator	$1,250	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of variance
	Height, Zoning Administrator	$1,250	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of variance
	Lot Coverage, Zoning Administrator	$3,000	Flat Fee	DELETE		This fee is deleted because this fee type has been consolidated into a broader category of variance
	Variances, Zoning Administrator	$1,650	Flat Fee	$2,612	Flat Fee	Recalibration of estimated cost of service; new P&D code allows simple variances to be handled as deviations - within the discretion of a site plan & design review
	Planning and Design Commission Variances	$5,000	Flat Fee	$5,632	Flat Fee	
	Planning and Design Commission Variances (Residential)	$1,500	Flat Fee	DELETE		Eliminate distinction between commercial and residential projects
	Setback, Zoning Administrator	$1,250	Flat Fee	DELETE		Eliminate distinction between commercial and residential projects
	Variance Time Extension	$5,000	Flat Fee	$572	Flat Fee	Consistent fee for all time extensions (except maps)
	Variance Time Extension (Residential)	$1,500	Flat Fee	DELETE		Eliminate distinction between commercial and residential projects

Footnotes:

* None of the planning and development charges is considered a tax under Proposition 26, as each fee falls under Exception 2, a fee for government services.

1 Charge is 1 hour, $150 for main structures. Application for Investigation & Report (I&R), no charge if accessory structure. If warranted, applicant also pays cost of consultant.

2 Pre-Application Staff Preliminary Review fees may be used as a credit against planning entitlement fees for an application project, filed within 6 months following the date of the Preliminary Review report, on the same site substantially similar to that analyzed in the preliminary review.

3 If an expedited plan review process is requested for the building process, then the 15% planning surcharge to the building plan check shall apply also to the expedited plan check service.

Staff Hourly Rate means the current staff hourly salary plus benefits, plus the Division Indirect Cost Percentage, in accordance with policies set forth by the Community Development Department.

Actual Cost means the actual number of staff hours (calculated at the current staff hourly rate) incurred to review the project, plus any third party consultant or contract costs.

For multiple requests of the same entitlements (e.g. two or more conditional use permits) only a single fee shall be charged for this class of entitlement; the fee shall be the highest of the applicable fees in the same class.

Footnotes to be Deleted:

2 In house Negative Declaration, full cost recovery.

3 Environmental Impact Study/Additional Costs: If the review of an application requires an environmental issue study, consultant services costs and staff time at the staff hourly rate will be charged in addition to the category fee. Environmental Impact Report preparation and follow-up costs will be based on full cost recovery, which includes staff costs at $140 per hour, consultant services and other related costs. Advance payment will be required based on an estimate of the total costs.

A "Multiple Legislative Entitlement" discount of 25% will be granted for applications submitted which requires two or more legislate entitlements (Rezone, General Plan Amendment or Community Plan Amendment) which require approval by the City Council. The entitlement with the highest planning fee will be subject to the full fee amount; any additional legislative entitlement planning entitlement will be at 75% of the listed fee for that entitlement. The discount does not apply to Environmental fees; fees charged by other division, departments, or agencies; or for entitlements requiring only Planning Commission approval (e.g., Tentative Maps, Special Permits, Variances, etc.). The 25% discount does not apply when an hourly rate is applied.

Multiple Entitlements Special Permit and Plan Review: For multiple entitlements heard by the Planning Commission specifically for a special permit and plan review -- the fee shall be applied only to the special permit, with no additional fees for the plan review.

Infill Development: Applicants submitting projects, which qualify as an infill development, are entitled to request in writing for a 25% reduction in the total Planning Entitlement fees which will be assessed to the project. The 25% reduction of fees does not apply to miscellaneous and environmental fees.

If the city determines that the fees calculated using the schedules will not reflect the projected costed to perform the review, the project cost may be based on actual review cost using the hearing fees, review hours multiplied by the hourly rate, and any other associated costs.

Exhibit A-2 Building Division Fee & Charges

Fee Category	Fee Name	Current Fee	Current Fee Type	Proposed Amended or New Fee	Proposed Fee Type	Justification*
Appeals						
	Appeal to Construction Code Advisory Appeal Board	N/A		$250	Flat Fee	Former fee to be formally reauthorized.
	Appeal to Disabled Access Advisory Appeal Board	$250	Flat Fee	DELETE		Board no longer exists; fee to be deleted from listing.
Building Inspection - Building Division						
	Building Code Compliance Inspection Fee	$140/Hour, Half Hour Minimum	Actual Cost	Actual Cost	Actual Cost	Transition to Staff Hourly Rate
	Building Permit $0 to $99,999 (Commercial)	See Fee Schedule	Fixed Rate	See Fee Schedule	Fixed Rate	No change
	Building Permit > $100,000 to $3,000,000 (Commercial)	Multiply $0.006787 for Each Dollar over $100,000 and Add $1,078	Fixed Rate	Multiply $0.006787 for Each Dollar over $100,000 and Add $1,078	Fixed Rate	No change
	Building Permit $0 to $99,999 (Residential)	See Fee Schedule	Fixed Rate	See Fee Schedule	Fixed Rate	No change
	Building Permit >$100,000 (Residential)	Multiply $0.006787 for Each Dollar over $100,000 and Add $1,078	Fixed Rate	Multiply $0.006787 for Each Dollar over $100,000 and Add $1,078	Fixed Rate	No change
	Building Permit >$3,000,000 (Commercial)	Multiply $0.005133 for Each Dollar over $3 Million and Add $20,761	Fixed Rate	Multiply $0.005133 for Each Dollar over $3 Million and Add $20,761	Fixed Rate	No change
	Emergency Inspection	Staff Hourly Rate, 2 Hour Minimum for Residential/Commercial Permits, 1 Hour Minimum for Residential	Actual Cost	2 Hour Minimum for Residential/Commercial Permits, 1 Hour Minimum for Residential Minors	Actual Cost	Change in definition of Actual Cost and staff hourly rate.

	Overtime Inspection	Staff Hourly Rate, 2 Hour Minimum, per Inspection Discipline Required	Actual Cost	Actual Cost, 2 Hour Minimum per Inspection Discipline Required	Actual Cost	Change in definition of Actual Cost.
	Partial Permit Fee	$350	Flat Fee	DELETE		Proposed to be deleted
	Permit Renewal Fee	Staff Hourly Rate, Half Hour Minimum	Actual Cost	Actual Cost, Half Hour Minimum	Actual Cost	Hourly rate change
	Phased Building Permits	20% of Total Plan Review and Permit Fees per Phase + Regular Plan Review and Permit Fee	Fixed Rate	20% of Plan Review + Building Permit Fee (of Main Project Permit) Not to Exceed $7,546.20 (= $3 Mill. Project Value), per Phase. Payment of All Other Building Permit Fees Associated with the Main Project Permit must be made prior to issuance of 1st Phased Permit.	Fixed Rate	No change to the overall fee rate, but installation of a Not to Exceed limiter for projects over 3 Million. This better aligns the fee with the actual staff costs for this service.
	Re-inspection Fee	Staff Hourly Rate, 1 Hour Minimum	Actual Cost	Actual Cost, Half Hour Minimum	Actual Cost	Change in definition of Actual Cost.
	Safety Inspection Fee	Staff Hourly Rate, 1 Hour Minimum	Actual Cost	Actual Cost, Half Hour Minimum	Actual Cost	Change in definition of Actual Cost.
	Special Occupancy Building Permit	2 x Building Permit Fee	Fixed Rate	Actual Cost	Actual Cost	
	Time Specific Inspection (Residential)	Staff Hourly Rate, 2 Hour Minimum	Actual Cost	Actual Cost, 2 Hour Minimum	Actual Cost	Change in definition of Actual Cost.
Certificates of Occupancy						
	Temporary Certificate of Occupancy (Commercial)	$350	Flat Fee	$485	Flat Fee	Recalibration of service costs

Certification Program						
	Certification of Journey Level Plumbers Application Fee w/ Testing Charge	$44	Flat Fee	$115	Flat Fee	Recalibration of service costs
	Certification of Journey Level Plumbers Re-Examination Fee	$44	Flat Fee	$115	Flat Fee	Recalibration of service costs
	Certification of Journey Level Plumbers Duplication Certificate	$3	Flat Fee	$40	Flat Fee	Recalibration of service costs
	Certification of Plumber Trainees Application Fee	$33	Flat Fee	$100	Flat Fee	Recalibration of service costs
	Certification of Plumber Trainees Duplicated Certification	$3	Flat Fee	$40	Flat Fee	Recalibration of service costs
Facilities Permit Program (FPP)						
	Facilities Permit Program (FPP) Annual Registration Fee	$140 per Building per Year	Fixed Rate	Staff Hourly Rate per Building per	Fixed Rate	Hourly rate change
	Facilities Permit Program (FPP) Inspection	$140/Hour, Half Hour Minimum	Actual Cost	Actual Cost, Half Hour Minimum, Unless Valuation	Actual Cost	Hourly rate change
	Facilities Permit Program (FPP) Plan Review	$140/Hour, Half Hour Minimum	Actual Cost	Actual Cost, Half Hour Minimum, Unless Valuation	Actual Cost	Hourly rate change
	Facilities Permit Program (FPP) Standard Hourly Rate	$140/Hour, Half Hour Minimum	Actual Cost	Actual Cost, Half Hour Minimum, Unless Valuation	Actual Cost	Hourly rate change
Landscape Review						
	Landscape Document Package Application	N/A		Actual Cost, 1 hour minimum	Actual Cost	Authorization approved by Ordinance 2009-052.
	Landscape Review Fee	$50	Flat Fee	DELETE		Fee repealed by ordinance
Minor Permits						
	Accelerated Minor Permit Program	$210	Flat Fee	$210	Flat Fee	No change
	Bath Remodels - Non-Structural	Valuation Based, See Building Permit Fee Schedule		$263	Flat Fee	Recalibration of service costs
	HVAC Permit (SFR - New and Replacement)	$175	Flat Fee	$175	Flat Fee	No change
	Kitchen Remodels - Non-Structural	Valuation Based, See Building Permit Fee Schedule		$287	Flat Fee	Recalibration of service costs
	Minor Permits, Multiple Trades (Residential)	Valuation Based, See Building Permit Fee	Fixed Rate	Valuation Based, See Building Permit Fee Schedule	Fixed Rate	No change
	Minor Permits, One Trade (Residential)	$75	Flat Fee	$75	Flat Fee	No change

	Patio Covers Pre-Engineered	Valuation Based, See Building Permit Fee Schedule		$266	Flat Fee	Recalibration of service costs
	Patio Covers Site-Built	Valuation Based, See Building Permit Fee Schedule		$452	Flat Fee	Recalibration of service costs
	Pools	Valuation Based	Fixed Rate	Valuation Based	Fixed Rate	No change
	Re-roof (Residential)	$175	Flat Fee			No change
	Re-roof less than 10 squares (Residential)	$88	Flat Fee	DELETE		Inspection history research revealed a reduced fee for re-roof projects less than 10 squares was not borne out.
	Water Heater	$75	Flat Fee	$75	Flat Fee	No change
Penalties						
	Penalty/Quad Fee, Building Permit Fee < $250	Building Permits with a value such that the Building Permit Fee is less than $250.00 pay a penalty fee of – 4X the Building Permit Fee minus one Building permit Fee or 3X the	Fixed Rate	3 x Building Permit Fee, in addition to standard Building Permit Fee	Fixed Rate	Rate clarified

	Penalty/Quad Fee, Building Permit Fee > $250	Building permits with values such that the Building Permit Fee is over $250.00 pay a penalty fee of $500.00 plus 2X the calculated Building Permit Fee minus Building Permit Fee or $500.00 plus the Building Permit Fee.	Fixed Rate	$500 + Building Permit Fee, in addition to standard Building Permit Fee	Fixed Rate	Rate clarified
Plan Review - Building Division						
	Master Plan Review	50% of the Full Plan Review Fee	Fixed Rate	50% of the Full Plan Review Fee for Each Subsequent Unit of the Identical Design, Submitted for Permitting within the Same Project.		No change
	Plan Review $0 to $99,999 project value (Commercial)	See Fee Schedule	Fixed Rate	See Fee Schedule	Fixed Rate	No change
	Plan Review $0 to $99,999 project value (Residential)	See Fee Schedule	Fixed Rate	See Fee Schedule	Fixed Rate	No change
	Plan Review > $100,000 to $3,000,000 project value (Commercial)	Multiply $0.005553 for Each Dollar over $100,000 and Add $866	Fixed Rate	Multiply $0.005553 for Each Dollar over $100,000 and Add $866	Fixed Rate	No change

	Plan Review >$99,000 project value (Residential)	When Valuation is over $100,000 Plan Review is 42% of the Building Permit	Fixed Rate	When Valuation is over $99,000 Plan Review is 42% of the Building Permit	Fixed Rate	No change
	Plan Review Expedited	50% Surcharge of Plan Review Fee	Fixed Rate	50% Surcharge of Plan Review Fee	Fixed Rate	No change
	Plan Review Over $3,000,000 project value (Commercial)	Multiply $0.0042 for Each Dollar over $3 Million and Add $16,970	Fixed Rate	Multiply $0.0042 for Each Dollar over $3 Million and Add $16,970	Fixed Rate	No change
	Plan Revision Review	$140/Hour	Actual Cost	Staff Hourly Rate	Actual Cost	Hourly rate change
	Preliminary Review - Building	$140/Hour	Actual Cost	Staff Hourly Rate	Actual Cost	Hourly rate change
	Special Occupancy Plan Review	2 x Plan Review Fee	Fixed Rate	2 x Plan Review Fee	Fixed Rate	No change
Service Charges						
	Administrative Processing Fee	$140.00 for All Non-Minor Permits Greater than $7,000.	Flat Fee	Actual Cost, 1 Hour, for All Non-Minor Permits Greater than $7,000	Flat Fee	Renaming of existing fee; Formerly Staff Hourly rate- technician. No fee increase.
	CD (Copy of Plans and Documents)	$1	Flat Fee	$1	Flat Fee	Materials cost only; no change
	Copies (per Sheet 8 1/2 by 11)	$0.25 1st Page, $0.10 thereafter	Flat Fee	$0.25 1st Page, $0.10 thereafter	Flat Fee	Materials cost only; no change
	Copies of Large Size Plans (per Sheet)	$5	Flat Fee			No change
	Estimating Fee	$140/hr, Quarter Hour Minimum	Actual Cost	Actual Cost, Half Hour Minimum	Actual Cost	Hourly rate and minimum change
	Microfilm copies (per sheet)	$1	Flat Fee	DELETE		Technology outmoded
	Refund Service Charge Fee	$50	Flat Fee	$152	Flat Fee	Recalibration of service costs
	Refund Service Charge for Plan Review Fee	No Refund Allowed	N/A	DELETE		Plan Review fees are non-refundable - pursuant to City Code Section 15.08.120.
	Replacement (Job Site) Cards	$25	Flat Fee	$25	Flat Fee	No change

	Replacement Plans	1 Hour of Staff Time + $5.00 per Sheet	Flat Fee	1 Hour of Staff Time + $5.00 per Sheet	Flat Fee	No change
	Staff Hourly Rate	$140/Hour	Actual Cost	Current Staff Hourly Rate	Actual Cost	Hourly rate change
	Technology Surcharge	8% of Permit and Plan Review Fee	Fixed Rate	8% of Permit and Plan Review Fee	Fixed Rate	No change
Sign Permits						
	Application Fee, Valuation < $500	$75	Flat Fee	$75	Flat Fee	No change
	Application Fee, Valuation > $500	$100	Flat Fee	$100	Flat Fee	No change
	Electrical Fee	$30	Flat Fee	$30	Flat Fee	No change
	Permit Fee	See Sign Permit Fee Schedule	Fixed Rate	See Sign Permit Fee Schedule	Fixed Rate	No change
	Plan Review/Engineering Fee	$140/Hour	Actual Cost	Current Staff Hourly Rate	Actual Cost	Hourly rate change
Solar Energy Installations						
	Streamlined Permit for Residential & Commercial Solar PV and SWHS Permit Fee	See Solar PV & SWHS Fee Schedule	Fixed Rate	Current Building and Planning Staff Hourly Rate	Fixed Rate	Fixed Rate to be Updated to Reflect Current Staff Hourly Rates for Building and Planning

Footnotes:

* None of the planning and development charges is considered a tax under Proposition 26, as each fee falls under Exception 2, a fee for government services.

Actual Cost means the actual number of staff hours (calculated at the current staff hourly rate) incurred to provide the entitlement, project or permit, plus any third party consultant or contract costs. If the city determines that a Flat Fee may not reflect the projected cost to perform the review or issue a permit, the project cost may be based on Actual Cost.

Staff Hourly Rate for Building Services means the current average staff hourly salary plus benefits, plus the Division Indirect Cost Percentage, in accordance with policies set forth by the Community Development Department.

Plan Review fees are non-refundable - pursuant to City Code Section 15.08.120.

Exhibit A-3 Code Enforcement Fee & Charges

Fee Category	Fee Name	Current Fee	Current Fee Type	Proposed Amended or New Fee	Proposed Fee Type	Justification*
Business Compliance						
	Entertainment Permit Application Fee - One Day Event	$1,405	Flat Fee	$1,405	Flat Fee	No Change
	Entertainment Permit Application Fee - New (2 Year Permit)	$1,722	Flat Fee	$1,722	Flat Fee	No Change
	Entertainment Permit Application Fee - Renewal (2 Year)	$1,331	Flat Fee	$1,331	Flat Fee	No Change
	Tobacco Retailer License Application Fee	$370	Flat Fee	$370	Flat Fee	No Change
	Tobacco Retailer License Renewal Application Fee	$370	Flat Fee	$370	Flat Fee	No Change
	Taxicab Permit Appeal Fee	$400	Flat Fee	$400	Flat Fee	No Change
	Pedicab Appeal Fee	$175	Flat Fee	$175	Flat Fee	No Change
Housing and Dangerous Buildings						
	Administrative Fee for All Housing and Dangerous Buildings Inspection Abatements	20% of Abatement Cost	Fixed Rate	20% of Abatement Cost	Fixed Rate	No Change
	Housing Permit Processing Fee (Permit Surcharge)	$150	Flat Fee	$150	Flat Fee	No Change
	Notice & Order Appeal Processing Fee for Any Notice Issued by the Code Enforcement Division	$400	Flat Fee	$400	Flat Fee	No Change
	Notice & Order to Repair, Rehabilitate or Demolish (Including Environmental Health Program), 1-2 Units	$1,400	Flat Fee	$1,400	Flat Fee	No Change
	Notice & Order to Repair, Rehabilitate or Demolish (Including Environmental Health Program), 3rd Unit	$1,400	Flat Fee	$1,400	Flat Fee	No Change
	Notice & Order to Repair, Rehabilitate or Demolish (Including Environmental Health Program), Each Additional Unit >3	$38	Flat Fee	$38	Flat Fee	No Change
	Termination of Declarations Filed as per Health and Safety Code with County Recorder's Office	$100	Flat Fee	$100	Flat Fee	No Change
	Tenant Relocation per Unit (Administrative Cost)	$500	Flat Fee	$500	Flat Fee	No Change
	Vacant Building Monthly Monitoring Fee	$150	Flat Fee	$150	Flat Fee	No Change
	Vacant Building Enforcement Response Fee per Response	$150	Flat Fee	$150	Flat Fee	No Change
Neighborhood Code Compliance						
	Administrative Fee for All Code Enforcement Abatements	20% of Abatement Cost	Fixed Rate	20% of Abatement Cost	Fixed Rate	No Change
	Graffiti Abatement	$373	Flat Fee	$373	Flat Fee	No Change
	Notice & Order Appeal Processing Fee for Any Notice Issued by the Code Enforcement Division	$400	Flat Fee	$400	Flat Fee	No Change
	Notice & Order to Abate Public Nuisance	$800	Flat Fee	$970	Flat Fee	Recalibration of estimated cost of service
	Termination of Declarations filed as per Health and Safety Code with County Recorder's Office	$100	Flat Fee	$100	Flat Fee	No Change

Rental Housing Inspection Program						
	Rental Housing Inspection Late Penalty Fee	20% of Amount Due	Fixed Rate	20% of Amount Due	Fixed Rate	No Change
	Rental Housing Inspection Program Fee (Annual Fee)	$28	Flat Fee	$28	Flat Fee	No Change
	Rental Housing Inspection Rescheduling Fee	$80	Flat Fee	$80	Flat Fee	No Change
	Rental Housing Inspection Reinspection Fee	$150	Flat Fee	$150	Flat Fee	No Change
Weed Abatement						
	Weed Abatement [Lot Size <2,500]	$140	Flat Fee	$140	Flat Fee	No Change
	Weed Abatement [Lot Size 2,501 to 5,000]	$225	Flat Fee	$225	Flat Fee	No Change
	Weed Abatement [Lot Size 5,001 to 10,000]	$240	Flat Fee	$240	Flat Fee	No Change
	Weed Abatement [Lot Size 10,001 to 15,000]	$250	Flat Fee	$250	Flat Fee	No Change
	Weed Abatement [Lot Size 15,001 to 20,000]	$260	Flat Fee	$260	Flat Fee	No Change
	Weed Abatement [Lot Size 20,001 to 25,000]	$270	Flat Fee	$270	Flat Fee	No Change
	Weed Abatement [Lot Size 25,001 to 30,000]	$278	Flat Fee	$278	Flat Fee	No Change
	Weed Abatement [Lot Size 30,001 to 35,000 Sq. Ft.]	$285	Flat Fee	$285	Flat Fee	No Change
	Weed Abatement [Lot Size 35,001 to 1 Acre Sq. Ft.]	$295	Flat Fee	$295	Flat Fee	No Change
	Weed Abatement [Lot Size 1 to 5 Acres]	$159/ac + $100	Fixed Rate	$159/ac + $100	Fixed Rate	No Change
	Weed Abatement [Lot Size > 5 Acres]	$150/ac + $100	Fixed Rate	$150/ac + $100	Fixed Rate	No Change
Miscellaneous						
	Audio File Duplication (per Hearing)	20% of Amount Due	Fixed Rate	20% of Amount Due	Fixed Rate	No Change
	Non-Certified Document Copies (per Page)	$0.25 1st Page; $0.10 per Page thereafter	Flat Fee	$0.25 1st Page; $0.10 per Page thereafter	Flat Fee	No Change

Footnotes:

* None of the planning and development charges is considered a tax under Proposition 26, as each fee falls under Exception 2, a fee for government services.

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EXHIBIT B

FY2013/14 ADJUSTMENTS TO FEES AND CHARGES
COMMUNITY DEVELOPMENT DEPARTMENT
HOURLY RATES

Planning – General Fund (Fund 1001)

Planning Staff Hourly Rates
Current Rate: $140/hour
Proposed Rates:

Job Classification	Hourly Rate
Planner	$135.00
Architect, Junior/Assistant	$120.00
Architect, Senior	$131.00
New Growth Manager	$155.00
Planner, Junior/Assistant	$ 93.00
Planner, Associate	$113.00
Planner, Senior	$117.00
Planner, Principal	$145.00
Program Specialist	$127.00
Urban Design Manager	$156.00
Zoning Investigator	$106.00

Justification: Hourly rates are based on salary plus benefits by job classification, then departmental overhead and indirect costs are added. The Administrative Analyst, Administrative Technician, Senior Development Project Manager, and Planning Director positions are included as overhead. The "Planner" position represents a blended (average) rate for all Planner classifications and is used for planning involvement in the building processes.
Proposition 26: This charge is not a tax under Proposition 26, as it falls under Exception 2, a fee for government services.

Building – General Fund (Fund 1001)

Building Staff Hourly Rates
Current Rate: $140/hour
Proposed Rate: $152/hour
Justification: Hourly rates are based on the average salary and benefits for all positions in the Building Division, plus departmental overhead and indirect costs. Indirect costs for the Building Division are higher than for the Planning Division because staff from the Customer Service and Administrative Divisions are necessary to support the front counter operations.

Proposition 26: This charge is not a tax under Proposition 26, as it falls under Exception 2, a fee for government services.

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City of Sacramento Community Development Department

Operational Fee Study

July 2013

Management Partners

July 1, 2013

Mr. Scot Mende
Principal Planner
Community Development Department
City of Sacramento
300 Richards Boulevard, 3rd Floor
Sacramento, CA 95811

Dear Mr. Mende:

Management Partners is pleased to transmit this Community Development Operational Fee Study Report. This project report provides recommendations in support of the Community Development Department's ongoing commitment to improve development services operations. One of the ways to do so is to ensure service delivery and staffing are aligned to support current and future service demand and that the development services fee structure supports economic development objectives and cost recovery policies and goals.

Our analysis is based on data collected through interviews, a review of a variety of documents, a survey of other cities, our own experience and industry best practices. The proposed operational fee structure changes were also developed in close consultation with Community Development staff.

We believe that the report recommendations and operational fee methodology and structure established during this engagement will support the department's continuing commitment to providing streamlined, innovative and cost effective development services to its customers and the community.

Sincerely,

Gerald E. Newfarmer
President and CEO

1730 Madison Road • Cincinnati, OH 45206 • 513 861 5400 • Fax 513 861 3480 managementpartners.com
2107 North First Street, Suite 470 • San Jose, California 95131 • 408 437 5400 • Fax 408 453 6191
3152 Red Hill Avenue, Suite 210 • Costa Mesa, California 92626 • 949 222 1082 • Fax 408 453 6191

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Executive Summary

Management Partners was engaged by the City of Sacramento Community Development Department to review specific operational areas and services of the Community Development Department. The purpose was to ensure service delivery and staffing are aligned to support current and future service demand, the operation is sustainable and Sacramento's development services fee structure supports economic development objectives and cost recovery policies and goals. In part, this engagement was also in response to an October 2010 Performance Audit of the Community Development Department on behalf of the Sacramento City Auditor's Office by Sjoberg Evashenk Consulting Inc. The Audit recommended that "CDD management conduct a comprehensive fee study of its building services fees and analyze the relationship between the cost of providing service and fees charged, including whether fees should be addressed for services." The Audit further specifically recommended (Recommendation 39) that the Department "conduct a comprehensive fee study of its building services fees and analyze the relationship between the cost of providing service and fees charged, including whether fees should be assessed for services provided by CDD that do not currently have an associated fee."

Informed by best practices and the project approach described below, this report identifies areas of focus for the department to optimize its service delivery by:

- Implementing specified organization, staffing, operation and process changes.
- Aligning staffing levels and structures with current and projected work programs and the department's service delivery model.
- Improving development fee cost recovery, consistent with departmental and City policy.
- Restructuring development services fees (planning, building, and code enforcement) in support of transparency and improved customer service.

Management Partners expended a significant part of the engagement on the department's fee structure and related issues. As a result, the operational and service improvement elements were necessarily conducted at a high level. The intent was not to conduct a full organizational or development services assessment across all related departmental functions, e.g., engineering and fire, but rather to identify areas of opportunity that the department could pursue in its ongoing continuous improvement efforts.

Following the sections on Project Approach and Setting the Context, the report describes Management Partners' analysis and provides 22 recommendations (see Attachment A) in five areas:

- Development Services Fees,
- Structure and Staffing Levels,
- Customer Service Opportunities,
- Management Information, and
- Innovative Service Delivery Approaches.

A major focus of the engagement was to examine the building and planning services fee structure and a component of the code enforcement fee structure. With the assistance of City staff, Management Partners developed a streamlined operational fee structure that provides:

- A predictable, consistent and reasonable operational fee structure on behalf of the customer based upon a clear methodology.
- A clear nexus between the development services provided and the cost of services.
- A framework that is able to sustain a professional, trained and responsive staff through the ebb and flow of development activity.

The new proposed operational fee structures are found in Attachment B. The Planning fee structure was re-engineered to reflect their current operational model and recent zoning code revisions. Many fees were eliminated or consolidated as a result of the streamlined processes, some fees remained the same, others went down, while still others went up to reflect the current cost of service. Most Building Services operational fees remained the same, some were updated to reflect the current cost of service and some new categories were established to streamline minor permit issuance. Only one category of Code Enforcement fees was modified during this process.

The Sacramento Community Development Department has worked aggressively in the last few years to reposition itself in support of

predictable and timely service delivery for its development services customers. Stakeholders have noticed many of the improvements and have expressed appreciation for the work the department continues to do. Staff members in the development services functions are keenly aware of the need to be efficient and effective, and are responsive to innovative strategies and recommendations about how to deliver service differently. As important, staff members expressed support of their fellow staff and believe communication within their division and their department is generally good. These are all important indicators of an organizational culture generally willing to embrace change and position the department for future innovation and streamlined services.

Project Approach

Management Partners conducted the Sacramento Community Development Operational Fee study using a range of analytical, research and interview techniques. Management Partners' project team members gained an understanding of the Community Development operation, its organizational culture and service delivery model and its fees and charges structure. Community Development team members also identified issues that might influence opportunities to improve customer service, staffing utilization, organizational structure and the fee structure that supports the delivery of services. The interviews, data and documents were important and helped shape the framework of this report and fee recommendations. Each of these elements is described below.

Interviews

Employees are the bedrock of quality service delivery organizations. They know and have opinions about how work is accomplished within the organization, including practices that are done well and those that could be improved. Tapping into that knowledge base through individual interviews and professionally conducted focus groups is an important and valuable source of learning. It is also an empowering experience for employees because it allows them to make suggestions for improvement in a safe and comfortable way. Interviews also can reveal issues and problems in operational areas. Management Partners' project team members conducted over 20 interviews with the following individuals or representatives of specific functions:

- Department director,
- Planning, Building and Code Enforcement Division heads,
- Administrative Services managers, and
- Planning, Building and Code Enforcement Division line staff.

Focus Groups

Individual interviews were supplemented by focus groups with staff members from different disciplines within the division. Each group was asked to answer the same general questions with some specific questions tailored to the participating work group. The effort was intended to elicit common themes and topics including the division's strengths, customer service, fee collections processes, information technology elements and areas of potential improvement.

The focus groups informed our understanding of the work, reinforcing many of the themes that emerged during the interviews, and provided some new information that had not surfaced previously. Thirty-one staff members participated across three sessions.

Themes from the groups are provided below.

- Employees appreciate their fellow staff members and the good communication within their groups.
- Counter staff believe they are well-trained for their jobs.
- The permitting system can be difficult to work with, especially with respect to making changes in an existing project (lengthy process); the system is generally slow to use.
- Fee collection on behalf of other agencies continues to be a challenge and frustration.
- Estimating fees is frustrating for both the employees and the customers (except for planning fees).
- Penalties for work without permits should be sufficient to encourage compliance and compliance should be enforced.
- The City's website could be improved and made more customer-friendly. New and improved options, such as on-line permits, should be added.
- Code enforcement staff like their current technology (CitizenServe) but would like greater access to Information Technology staff to solve problems and address issues.
- Some fees are difficult to calculate, while some others are unclear and require too much discretion; still others are not sufficient to cover the cost of service.
- Participants in each focus group commented they are overworked and do not have enough time to complete their work.

Process Maps

As part of our engagement, Management Partners was asked to create process maps for two processes: 1) Site Plan and Design Review, based on a proposed new staff-level process and 2) Building Plan Check. The process maps (sometimes called flowcharts) were developed based on information provided in meetings with staff members who are involved in these processes.

The process maps (Attachment C) represent the general flow of the City's processes for pre-application, submittal, internal review cycles, land use approvals, building plan submittal, plan review and permit issuance. Once the maps were drafted, CDD staff members met to review and validate them. They then provided feedback to Management Partners, and were further refined. The City and Management Partners used the process maps to identify specific areas which may benefit from improvement to streamline service or improve customer service.

Peer Agency Comparison

A peer review survey was distributed to the nine peer agencies shown in Table 1. Nine cities were identified for comparison based on population size, geographic proximity, and general functional and service similarities. The larger cities of Long Beach, Fresno and San Jose were included because they are Sacramento's peers in terms of population and the development services issues they address. Questions in the survey focused on the building, planning and code enforcement functions.

Table 1. Peer Agencies

Peer	Population[1]
San Jose	971,372
Sacramento County	560,675
Long Beach	464,662
Fresno	505,009
Elk Grove	155,937
Roseville	122,060
Folsom	72,725
Rancho Cordova	66,093
West Sacramento	49,292
Sacramento	470,956

[1] *Source: California Department of Finance; January 2012 data*

Because of the inherent differences between cities (such as organizational structure and assigned functions) and inconsistencies in posting and reporting information, it should be understood that peer agency information typically provides a snapshot and general comparison of services, organizational structure and staffing. Specific comparison within functions is often not possible as the composition of a function varies from agency to agency. For example, the City of Sacramento's code enforcement division includes a rental inspection program which may not be found in other jurisdictions. Also, Sacramento's code enforcement function also includes housing and dangerous building inspection staff which is often found in building services in other agencies. A peer agency review provides context and should be evaluated within the entire range of information available when assessing community development operations, staffing and services. The peer comparison informs the overall review, but should not serve as the entire basis for any recommendation.

The response to the survey was good. All of the requested agencies responded, though some did not answer every question. Overall, peer agencies put a significant effort into their responses. Attachment D provides information on staffing, organizational structure, finance, turnaround times, fees, building permit activity and best practices of these agencies.

Some key areas documented in the attached peer survey results are:

- Most peer agencies structure their fees to recover costs for building services and have increased their cost recovery goals for planning and code enforcement services (Table 5).
- While Long Beach has established planning permit turnaround times for every decision-making body (Planning Commission, etc.) and San Jose has established them for each planning permit submittal, most peer cities do not have formally advertised turnaround times for planning or land use permits (Table 7).
- The City of Sacramento's projected turnaround times for building permits are comparable to peer cities. (Table 11).
- The City of Sacramento's current over-the-counter building plan check service is similar to the peer cities surveyed. (Table 12). Some cities, such as San Jose, view enhancing this as a key customer service and efficiency innovation.

Stakeholders

Management Partners conducted interviews with eight individuals suggested by the department for this project. Stakeholders interviewed included representatives of the building industry, affordable housing builders, architects who process applications and organizations focused on economic development in the City and region. Those stakeholders with recent contact with the department expressed that things are improving. Of special note was the positive feedback for recent efforts to improve customer service and a more customer-focused department. A sample of the comments included:

- "People in leadership are good."
- "Operations have improved a lot in the past year. They have a good team. "
- "Staff is motivated to make things happen; prompt return of calls; open to review and change to be more efficient and effective."

Many commented that the departmental operational fees should be considered in the context of all fees, including impact fees and fees of other departments. When pressed, none of the stakeholders interviewed could identify any specific fees that they believed to be egregious. Most stakeholders with whom we talked were more concerned with time and predictability for their projects than with operational fees. A few stakeholders noted the "Council call-up" provisions of the code as a particular concern. Even if not used much, the threat of a call-up causes significant uncertainty. One stakeholder commented that the approach the department had recently taken to address and improve processes to reduce costs, rather than focus on fee levels, was good..

For those that knew of it, they thought the "permit book" (Accelerated Minor Permit Program) whereby trained contractors could receive several relatively straightforward permits (e.g., water-heater replacement) at reduced costs and with reduced inspections, was a very good idea and should be expanded. In general, having more streamlined processes for the "consistently prepared applicant" was felt to be one way to be more efficient.

Stakeholders appreciate the ability to pay fees for other agencies at the City's permit counter. Stakeholders also would appreciate a reasonably accurate on-line fee calculator and, in general, the ability to do more on-line. In regard to innovations, stakeholders noted a desire to be able to pay fees later in the process, or bond for them. This would spread out

costs and they would be incurred closer to the time when revenues could be expected (upon project completion and sales).

Document Review

Management Partners reviewed a variety of documents during the course of this engagement. These included:

- City of Sacramento Fees and Charges Policy
- Performance Audit of the Sacramento Community Development Department dated October 6, 2010
- Documentation and staff reports in support of various fee resolutions
- Department budget and financial reports
- Department performance metrics and statistics
- Planning and Building activity statistics
- Staffing level histories
- Building and Planning process maps
- Economic activity, population and housing forecasts
- Peer agency information and attachments
- Handouts and other customer service information on the websites of peer agencies and several Silicon Valley public agencies

Setting the Context

The City Manager of Sacramento has set a goal that Sacramento will be among the best managed cities in the country. The Community Development Department has made great strides in the past two years to streamline its services, be more efficient, and position itself to meet that goal. As Sacramento continues its recovery from the "great recession," the Community Development Department has an opportunity to further consider its current operations and structure, and prepare itself for the next wave of development activity that has likely already begun.

There is substantial evidence that the recession of the past five years is over, and some evidence, albeit still anecdotal, that the recovery in some parts of the state is happening much more quickly than previously anticipated. A March 20, 2013 article in the *New York Times* highlighted the quickly shrinking inventory of vacant housing in the Sacramento area and the resulting increase in housing values. According to a June 17, 2013 article in the Sacramento Bee, the University of the Pacific's Business Forecasting Center forecasted "that home building will return in force in line with population growth by 2017." The same article also reported a 42 percent increase in the median price for resale homes in Sacramento County. Finally, recent estimates indicate a fast recovering state economy, with higher than anticipated state tax revenues.

With improved tax revenue, it is likely that the significant cutbacks in government employment that occurred during the past few years will begin to abate. As the major employer in Sacramento County, growth in state employment will have an immediate impact on the City of Sacramento. Reports from the Bay Area indicate a housing market that has already returned to pre-recession value in many areas. Sacramento may not be far behind.

The level of demand for the services of the Community Development Department is largely determined by the amount of development in the community. Given a recovering economy, the demand for service will increase and potentially, very quickly. Sacramento is well-poised to take advantage of many of the more recent trends in development and

demographics: the demand for more walkable communities with good access to transit, jobs and amenities. When physical constraints associated with some of the major non-infill development areas in the City such as North Natomas are removed, development activity is likely to rapidly accelerate in those locations as well.

The department has used the past several years of reduced demand for services to streamline some of its processes and increase predictability for development. At the same time, changes in state law and other factors have generally increased the requirements on development.

At almost every level, the requirement for development to mitigate its impacts has increased, leading to a more complex development review process. For example, there are increasing requirements for developers to address the quality and the quantity of water coming from a development site, to address green-house gas emissions and reduce traffic.

The California Environmental Quality Act (CEQA) continues to become more complex and is often the source of litigation. Projects are more heavily scrutinized during entitlement as well as during the building process. Similarly, building codes have changed and have placed significant new demands on plan examiners and building inspectors to meet a variety of new requirements.

As the regulatory framework has become more challenging, Sacramento has been transitioning from a community that has largely "grown out" to one that is increasingly "growing up." There are few "greenfield" sites in the City available for typical residential subdivisions. The vast majority of remaining development opportunities are infill sites, and every infill site presents a unique set of development issues to be addressed during the entitlement process. Infill development must also be sensitive to neighbors, and neighbors will want to play an increasing role in reviewing projects that affect them, meaning more community engagement throughout the process.

To maintain a high quality of customer service, turn around projects expeditiously and ensure high-quality development that meets community expectations as development activity ramps up over the next few years, the City will need to be increasingly efficient in its service delivery and be prepared to add and/or augment staff when necessary.

Development Services Fees

Since January, Management Partners worked in close coordination with Sacramento Community Development staff to achieve the objectives of this study. The existing building and planning fee structures have been reviewed extensively and alternative fee structures discussed in depth with respect to their applicability to meeting the business model of the department.

Background on Development Fee Approaches

Many local governments in California are transitioning to full job cost recovery for development services provided by planning and engineering; however, the extent to which this is achieved varies widely from one agency to another. Local governments' development policies and economic development interests, as well as customer interests, influence the extent to which planning and engineering development services are subsidized by the General Fund or other sources. Building services fees, on the other hand (utilizing varying building permit fee structures), typically achieve full cost recovery. This movement by cities and counties not only stems from continuing budget challenges and the inability of the General Fund to subsidize development services, but a realization that streamlined processes and predictability are as important to economic development and development customers as the actual cost of processing applications through the regulatory process.

Cost recovery can be achieved through more than one approach, with the amount of costs recovered varying to more or lesser degrees.

- **Actual Cost (Job Cost)** is a time and materials approach that applies an hourly charge (fully burdened rate) to capture the full cost of services, including overhead (department and/or citywide) and indirect costs. Typically, a deposit is made for a particular type of project, against which staff time and materials (consulting costs or document production, etc.) are charged. The deposit should represent the average cost of processing such an

application or issuing a permit, with billings above the deposit occurring only when the deposit is exhausted.

- **Flat Fee** involves assessing the average cost for a particular unit of development service or project and requiring payment of a set fee as the total cost for the project. An average cost means that some projects may actually cost less to process, while others can cost considerably more.

- **Fixed Rate** is similar to a flat fee in that it is typically a finite cost, but is assessed based on a rate per unit, e.g., $.05 per square foot.

- **Combination of Actual Costs and Flat or Fixed Rate Fees** involves assessing flat or fixed fees for a range of permits or projects and actual costs for other, larger development applications such as commercial buildings, development agreements or complex site development permits, where an average cost can vary widely.

Advantages and Challenges of Full Actual Cost Recovery

The advantages of full cost recovery include:

- No hidden subsidies for development review.
- The concept being understood by the applicant, similar to professional service fees.
- Better application and material submittals by the applicant because the cost is based on the time needed to review and process planning application or building permit documents.
- Fees that do not need to be adjusted annually (except deposits when necessary) for Actual Cost projects or permits as the hourly fee should only have to be adjusted when there are changes in labor rates.
- Allowance for more accountability to both the applicant and City management for staff time because hours are tracked.

There are challenges to a full cost recovery methodology as well and these include:

- Maintenance of a comprehensive charge code and accounting system can be viewed as burdensome by staff.
- A detailed tracking system must be in place for project or permit submittals and active monitoring is required to ensure full cost recovery and accountability for service.

Cost Recovery – Development Services Functions

The following describes the general approach to cost recovery employed by most local governments in California.

Planning Fees

Most California local governments provide current planning services based upon a fee structure which includes actual costs and flat fees. Many also still maintain flat fees for all planning entitlement services, with some exceptions for contract consulting costs. These fee systems result in some planning services having their full costs covered while others are subsidized by the General Fund. Additionally, many planning functions are supported by an array of funding sources such as the General Fund and a General Plan maintenance fee for advance planning work programs, work on redevelopment projects and associated planning efforts (when that was an option) and CDBG or specialized housing funds, e.g., HOME, for work on CDBG or housing projects. Currently, most of Sacramento's planning fees are flat or fixed rate fees, with a few actual cost fees.

Building Services Fees

A number of cities and counties in California have migrated to a cost-based or actual cost fee recovery approach for building permit services. The cost-based fee approach typically requires an assessment of the number of hours to process a particular building permit or plan check fee type, a calculation of an hourly cost and the establishment of a flat fee based on a policy decision regarding full cost or subsidy. The flat fee typically represents an average cost for the service, which may be either lower or higher than the actual cost. An actual cost approach requires a deposit for most services against which plan check, inspection and support time are assessed and ultimately any additional costs are billed to the applicant.

While some agencies have moved to either a cost-based or actual cost approach for building services, most have not done so because such systems can be labor intensive to develop, apply and maintain. Most cities and counties in California maintain a valuation based building permit system. A valuation-based building permit system assesses the building permit based on a valuation table to generate the building permit (inspection) fee and then applies a percentage (65% to 80%) for plan check services. Typically, there are also flat fees for a small number of building permits such as safety related items, e.g., water heaters, and

electrical, mechanical and plumbing permits not associated with new construction. In effect, a valuation based building permit system results in a flat fee because the fee assessed is finite. State law requires that development fees for service must be reasonably related to the cost of providing that service. When implemented appropriately, valuation-based systems, with some exceptions, have met that requirement successfully throughout the state and remain the standard practice among most California jurisdictions.

Cost Recovery – Sacramento Development Services

Management Partners conducted a high-level review of the cost recovery levels within Planning, Building Services and Code Enforcement. First, Administrative Services and Customer Services (two major indirect cost divisions within the Community Development Department) were distributed across the three major functions in accordance with a methodology developed by the department and determined to be generally representative of the services used by each. Due to the way data are aggregated within the department, we were unable to allocate indirect costs and certain revenues within Planning among Long Range and Current Planning functions. Therefore, the percentage of cost recovery is across the entire Planning Division.

Tables 2 and 3 show the results of revenues against expenditures for Fiscal Years 2010-11 and 2011-12.

Table 2. FY 2010-11 Community Development Revenues and Expenditures

FY 2010-11	*Collected Revenue	Expended Amount	** Net Collected	% Cost Recovery
Building	$6,247,632	$5,657,503	$590,129	110%
Planning	$2,027,468	$5,325,056	$(3,297,589)	38%
Code Enforcement	$6,307,343	$9,012,537	$(2,705,195)	70%
Total	$14,582,442	$19,995,097	$(5,412,655)	73%

** Collected Revenue does not include Technology Surcharge*
*** Net Collected = General Fund Support*

Table 3. FY 2011-12 Revenues and Expenditures

FY 2011-12	*Collected Revenue	Expended Amount	** Net Collected	% Cost Recovery
Building	$5,817,008	$5,556,821	$260,187	105%
Planning	$2,326,705	$5,024,207	$(2,697,502)	46%
Code Enforcement	$7,392,122	$8,665,641	$(1,273,519)	85%
Total	$15,535,834	$19,246,669	$(3,710,835)	81%

** Collected Revenue does not include Technology Surcharge*
*** Net Collected = General Fund Support*

Building Services is recovering their service delivery costs through permit and other fees, which is fairly typical among building departments in California.

Planning is achieving almost 50% cost recovery across the entire division. Long range planning costs are often offset, in part, by General Plan fees on building permits designed to support the cost of maintaining the General Plan so development can occur within an already approved land use plan. Sacramento has such a fee which does offset a significant portion of these costs. However, the remainder of long range planning is typically supported by the General Fund for the benefit of the general community. The amount of General Fund allocation needed depends on the planning and special plan initiatives directed by the policy bodies.

Cost recovery for current planning services varies among agencies (as discussed above), but a goal of 40-60% is typically found among planning entitlement services functions. Many agencies though, again as described previously, believe that current planning or most legislative entitlements should be fully cost supported through fees and not subsidized by the General Fund. The variation depends on policy decisions by the respective City Council. Major developers, though, are typically more concerned by timely and predictable processes and development impact fees than the legislative entitlement fees themselves.

Cost Allocation

Cost allocation in government agencies is a process often used to attribute the cost of providing certain governmental services to cost centers specifically established for the purpose of providing those particular services. The goal is to support the delivery of services that benefit specific individuals or groups that are not of general public benefit, where subsidy by other governmental funding sources is not desired or

should be minimized. The costs of development-related services are frequently recovered from fees intended to recover all or nearly all of costs of the service providers and general organizational support of those service providers.

To determine appropriate fees for city development services, the full cost to provide the services first needs to be established. The full cost of a service includes both direct and indirect costs. Direct costs are those that are solely attributable to providing that service, such as labor and materials consumed. Indirect costs are those that may not be directly accountable to the service rendered but are nonetheless required for the government agency to provide development services, such as departmental and general administrative overhead. Allocating indirect and direct costs is a best practice. Careful use of generally accepted accounting principles are required to determine the true cost of providing a service. This ensures costs are appropriately charged and one funding source is not inappropriately subsidizing another operation.

An example of an indirect cost is the amount spent on office supplies. It would be complex and labor intensive to track and charge office supplies used by the Community Development Director's office in support of each individual department service so each funding source is charged appropriately. Likewise, directly charging the cost of the paper for a building permit form would be unreasonable. Thus, the use of indirect cost allocation methodologies properly allocates those types of costs.

The federal government provides guidance for indirect cost allocation plans in the Office of Management and Budget (OMB) Circular A-87, "Cost Principles for State, Local, and Indian Tribal Governments," for use in requesting reimbursements from federal grants. This provides specific requirements for which costs are allowable as an indirect cost and how to allocate them. OMB A-87 requires detailed calculations for larger organizations, e.g., allocating purchasing department costs based on ratios of the number of purchasing orders by department and funding source. For smaller organizations, simplified methods may be used and the allocations may be made based on ratios of personnel costs or ratios of operating budgets. For the sake of consistency, most governmental agencies use the methods in the OMB A-87 plan to calculate indirect costs for all functions. Management Partners recommends that practice as both convenient and defensible to external scrutiny.

Generally, there are two types of indirect cost allocations: central service overhead and department overhead. Central service overhead includes the overall services provided in an organization, e.g., accounting, human

resources, legal services and information technology. Department overhead includes the general management costs of a department or function, e.g., department director, support staff, supplies and department-level services.

Indirect cost allocations are typically calculated as percentage rates and are used in two ways:

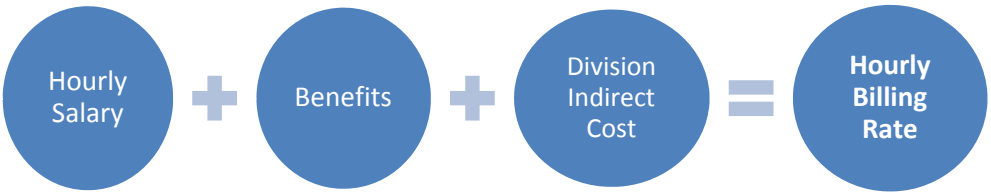
1. To allocate indirect costs to various funding sources during the budget process; and
2. To add indirect costs to personnel hourly rates to calculate the costs of services upon which fees are based.

Sacramento Hourly Rates

Based on the general framework described in the previous section, Management Partners worked with Community Development Department staff to determine an indirect cost methodology. The methodology would then be applied to the hourly rates of specific positions to calculate the full cost of services upon which development fees would be based. A consensus was reached that:

1. Direct costs would include the average compensation and associated benefits of selected position classifications (those that provide direct line services).
2. Indirect costs would include all other division or department costs, except direct labor and benefits in the adopted department budget.
3. The administrative and customer service functions were classified as indirect costs and distributed by Community Development budget staff to each of the three line functions.
4. Based on current practice, no citywide overhead was included in the departmental indirect cost structure.

The hourly billing rate formula that was agreed upon is as follows:



Indirect Cost and Hourly Billing Rate Methodologies

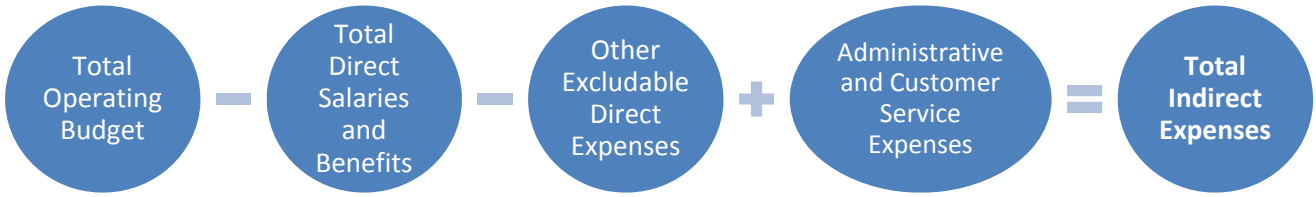
An average salary by position classification hourly billing rate was calculated for each division using the following:

- By position classification, not individual employee.
- For direct line position classifications as determined by Community Development staff.

Indirect Cost

Step 1: Determine the total operating budget for each section (building, planning, and code enforcement).

Step 2: Calculate total indirect expenses, as shown below.



Step 3: Calculate indirect cost, as shown below.

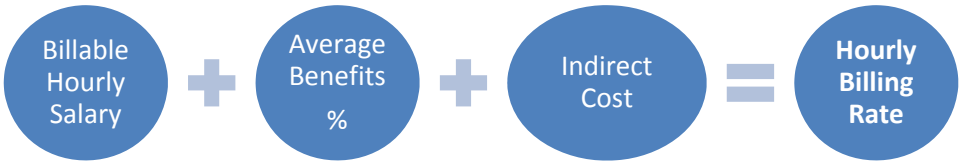
The resulting "indirect cost" is applied to the "hourly salary" when calculating the "hourly billing rate."

Hourly Billing Rate (by position classification)

Step 1: Calculate the "average annual salary" by position type and the "average benefits percentage" by bargaining unit.

Step 2: Calculate the "billable hourly salary" as shown below.

Step 3: Calculate the "hourly billing rate" as shown below.



The resulting calculation is "hourly billing rate" by position classification.

An Excel document providing the calculations and methodology has been provided to the Community Development staff under separate cover to enable staff to calculate fees in the future.

Proposed Operational Fee Structure

To update the Community Development planning, building and a specific subset of code enforcement fees, Management Partners worked in close consultation with staff to update the existing development fee structure by carrying out the following general steps:

1. Inventoried and verified all existing fees (except development impact fees) and consolidated them into one document, by function.
2. Organized the existing fees into fee categories and an alphabetical structure that represented industry best practice so customers or applicants can find them more easily.
3. For all fee or fee categories proposed to be changed, Community Development staff populated a worksheet with the average number of hours required to perform that service. Using the new hourly rates, the actual cost of each fee proposed to be changed was calculated.
4. Based on industry practice, Management Partners and Community Development staff then reviewed the resulting calculations and determined whether the actual cost as represented by the hourly fee calculation should be recommended for each particular fee proposed to be changed.

The results of this methodology can be found in Attachment B, the Proposed Operational Fee Structure Changes for Planning, Building and

Code Enforcement. The tables provide the current fee, those proposed to be deleted, the actual cost using the methodology described above and the recommended fee.

Planning Fees

The last major Planning fee update was in 2008. The proposed planning operational fee structure went through a substantial restructuring during this major update. As a result in part of recent zoning code revisions in support of re-engineering and streamlining a significant number of entitlement processes, staff examined their fee structure and recommended an almost complete reorganization of fees. A number of fees or fee categories are proposed to be deleted.

The objective was to establish fee categories more in line with standard planning practices and reduce the amount of separate fees for specific processes, e.g., public hearings. Instead, the costs of these processes have for the most part now been incorporated in the basic fee. Also, staff is recommending (and Management Partners is in agreement) that legislative entitlements move to actual cost to ensure full cost recovery for those processes. Still, others remained as flat fees, representing the average cost to accomplish the work. Some flat fees remained at levels that do not capture the full cost of those services. Department or City policy indicated that a subsidy of the costs for those services should continue for customer service or economic development reasons. Finally, to recover planning costs of reviewing building permits and on-site inspections when planning entitlements transition to construction, new fees have been established in the building process operational fee structure.

Current planning revenue projections as a result of these changes are challenging at this point due in part to the recently adopted revisions to the zoning code. The changes streamlined many processes, thereby not only reducing the time to obtain planning entitlements, but associated costs (revenue) as well. The streamlined process may, though, be more attractive to business and result in more economic activity.

Finally, a high-level review of two categories of planning fees, conditional use permits and subdivisions indicated that the proposed operational fee structure is generally within the same range as the peer agencies studied for this engagement. However, a comparison is often difficult because the fee descriptions and categories are not always exactly comparable and it is not known what the policy or analysis is behind the fee, i.e., full cost recovery, all relevant staff costs, etc.

Building Fees

The last major building permit fee update was in 1998 with an update to the building valuation tables. Management Partners recommended and building staff agreed to retain building valuation as the primary method by which building permit fees would be established. Other fee categories and flat fees, though, were reviewed in accordance with the methodology described and minor permit fee categories were clarified. Of particular note is the establishment of additional minor permit fee categories with lower permit fees.

Code Enforcement Fees

Code enforcement is a model at recovering costs for service and there was a decision by departmental staff not to review a majority of their fee structure. The City's weed abatement function was transferred to code enforcement about six months ago with an existing fee structure which is likely low. However, Management Partners recommended that code enforcement get at least a year's experience with the program to determine how the fees warrant change.

Other Fees

In addition to standard regulatory fees, department management expressed interest in other options (not including development impact fees) found in the industry used to offset the costs of providing streamlined service in a complex regulatory process. The City currently employs a General Plan maintenance fee to offset the costs of the continuing process of keeping a viable General Plan to ensure development can proceed. The City also imposes a technology fee to support and improve their service model and streamline customer service.

These fee categories represent fairly standard approaches to the objectives found in regulatory agencies today. In California, state law also authorizes the collection of fees to offset the cost of Specific Plans when developed and adopted by a local agency. Such fees must be the result of a specific analysis regarding the cost of developing and implementing the Specific Plan and a clear nexus must be established for imposing a fee on future development to recover costs. Sacramento has used this option in some cases, e.g., North Natomas, but as future Specific Plans are considered, it will be important to track staff and consultant costs carefully to establish any such offsetting fee.

Outside Department/Agency Fees

Community Development Department Building Services Division staff expressed understandable frustration with the continuing challenges of collecting fees on behalf of other City departments and programs, and outside agencies at the time of building permit issuance. See Other Fees and Taxes in the Building Permit Process Operational Fee Structure (Attachment B) for a list of miscellaneous fees collected by the division on behalf of other departments and Attachment E for a list of development impact fees collected by the City. It is extensive.

The issues described by Building Services Division staff range from surprise about the fee from the customer (it's not an operational building permit fee), to complex fee structures set by outside agencies that can be challenging to apply to the land use entitlement and subsequent diverse building permit types issued by the city. These issues are not atypical in other cities, but are problematic nonetheless.

Most building services functions continue to collect the fees because it is generally most efficient for the applicant to pay their fees at one time in one place. In fact, this is an industry best practice. An in-depth analysis of those outside fees responsible for the greatest number of issues was beyond the scope of this engagement, but documentation and analysis are needed to begin to address the problem. Also, and consistent with best practices, Building Services Division staff must clearly present and note these outside fee obligations to the applicant when building permit applications are received, not at the end of the process.

Structure and Staffing Levels

As part of the high-level study of the Community Development Department, Management Partners focused on the structure and staffing of the Planning and Building Services Divisions of the department. Each has an influence on the delivery of effective development services. Attachment F provides an existing functional organization chart of the current Community Development Department. Again, Management Partners did not conduct an in-depth review of these line functions, but provides the following as areas in which each of these line functions may benefit as the economy begins to improve.

Building Services

The Building Services Division appears to be on a continuous improvement effort, examining their services, reviewing ideas regarding innovation, and streamlining its service delivery model. Engaging both lead supervisory and line staff on a regular basis in these efforts remains an important element to the success of these efforts.

Building Services Division staffing levels have decreased significantly (71%, not including the Customer Service Unit) since FY 2005-06, commensurate with the decline in building valuation (60%). Table 2 shows construction valuation by calendar year.

Table 4. Construction Valuation by Calendar Year (millions)

Year	New Construction	Repairs/Additions	Total Valuation
2005	$551.9	$246.5	$798.4
2009	$90.7	$256.2	$346.9
2010	$67.4	$229.2	$296.6[1]
2011	$200.7	$256.1	$456.8
2012	$95.6	$222.2	$317.8

Source: City of Sacramento, Community Development Department
[1] In 2010, repair valuation was exceptionally high because of some institutional projects.

However, the function is now facing increased economic activity, which provides an opportunity for a realignment of the staffing structure over time to meet increased service demands and implement alternative service delivery models. It also provides an opportunity to examine how the public counter should be staffed to further streamline operations and respond to an expanding on-line set of services.

In times of economic decline and lean staffing, functions often are forced to organize around the staff remaining after layoffs based on seniority, who may have a range of skills, but not the technical depth that may be desired to perform the full range of duties required for a particular position. Additionally, former department management employed building inspectors extensively at both the public counter and in plan review. This may not be the most effective staffing plan for these functions, although they have a role to play in both areas.

Building inspection expertise is always valued at the permit counter for technical issues and also for training purposes. Prior operational policy encouraged and in some cases re-assigned inspectors (rotational opportunities) to provide customer service at the public counter. It can be an opportunity to diversify skill sets for professional growth and development during both high and low periods of construction activity. In both plan review and the public counter, some of the building inspectors have fared well, while others aspire to be back in the field. Nonetheless, permit technicians typically have more broad-based permit experience, can address procedural and basic code questions, meet a range of other customer interests, and are more cost-effective from a staffing standpoint. Building Services recognized this and has been moving recently to hire development services or permit technicians for the public counter as opportunities allow. This has also allowed the re-assignment of building inspectors from counter operations to field inspections.

Sacramento building plan review and the public counter have also relied extensively over the past five years on building inspectors to provide an array of plan review services, which are typically accomplished by more broad-based plans examiners and technical specialists (engineers). Plans examiners are typically certified in a broad range of building code and compliance issues and their certifications require continuing education and training across a range of code issues to maintain them.

Recommendation 1. Hire plans examiners (or equivalent professional position) in plan review and the permit counter to provide the capability of reviewing all aspects of minor commercial projects, such as remodels and tenant improvements, as well as over-the-counter plan review. Doing so will diversify and strengthen the plan review capacity and likely streamline some permit issuance at the public counter.

Building inspectors are fielding 12 to 14 inspections per day, which is robust but on the edge of what can be effectively done, depending upon building activity and the types of inspections. As economic activity increases, additional building inspection staff will be needed. Initially, they may be able to come from existing ranks at the permit counter and plan review.

Recommendation 2. Meet the need for more building inspection staff first through the reallocation of existing staff from the public counter and plan review and thereafter through contract staff during short term peak periods. An additional supervising building inspector will likely be required as building inspection expands.

When fully implemented, the building official estimates an impact of one less FTE across the public counter as a result of on-line permitting, which will allow resources to be reallocated as needed as economic activity increases. This resource gain, though, will be partially offset by the need to monitor and manage the new on-line permitting services. Currently, the Deputy Building Official has a broad range of duties and responsibilities including the public counter. Management Partners recommends that the department migrate to a permit services manager for day-to-day oversight of the public counter and associated customer service activities.

Recommendation 3. Hire a permit services manager to oversee day-to-day operations of the public counter and customer service.

This is an industry best practice, especially in a development services operation with the scope provided by the City of Sacramento. Implementation of this recommendation would also provide additional capacity from a high-level resource (Deputy Building Official) to be reallocated to more complex, multi-disciplinary tasks.

In response to the October 2010 performance audit of the department, a portion (about one FTE) of the building project managers' (three FTEs) staff time were reallocated to general staff or analyst work to assist with implementation of the recommendations. This work should conclude in six to 12 months. These staff members may have been the primary resource available to accomplish this implementation and related general analyst staff work, but it was not what they are trained to do. As the economy improves there will be less capacity for general staff work and analysis in the division as the project managers return full-time to their duties and responsibilities.

> **Recommendation 4. Inventory the project and work program supported by the program analyst and the project managers to determine an effective and sustainable staffing plan to accomplish it.** This will be especially important as development activity increases.

The City of Sacramento development services customers have benefited significantly from the project management concept since its inception in 2003 whereby project managers are assigned to facilitate and move certain projects through the system, depending on scope and size. This project management concept has served the city well, representing a best practice and development services efficiency for issue resolution. The number of project managers supporting the program has varied significantly over the years in response to not only the economy, but the type of development going on in the city. As development activity increases, project managers' ongoing work program and staffing levels should be evaluated on a regular basis to ensure a sustainable level of resource allocation in support of customer service, as well as cost recovery objectives.

> **Recommendation 5. Review the development project managers' work program and potential workload on a regular basis to ensure a supportable staffing level to meet the objective of the program and cost recovery objectives.** This should include a clear definition of when a project manager will be employed (scope and size of a project) and the cost recovery for such services. (Such a review was beyond the scope of this project.)

Building Services, especially those provided by plan check and inspection, are often the development services function that are least flexible in response to changing economic conditions. When the economy begins to contract, building plan check and inspection can continue

unabated for some time as permits issued or about to be issued are still being requested by the applicant. Additionally, as the economy begins to expand, the demand for plan check and inspection is almost immediate as applicants want to get under construction, especially if funds have been tied up in projects without prospect of a return. As a result, Building Services needs to be positioned from a staffing level standpoint to be able to respond to customer demand. This requires a careful assessment of minimum staffing to be carried through a down economy, and ongoing training to be able to plan check and inspect capably as building codes change regardless of the economy. In order to do this, many community development departments sustain a reserve funded by building permit revenue to support minimum building services staffing levels through fluctuating economic cycles. Generally, customers and applicants agree with this objective because time and predictability are the single most important factors in development services.

Recommendation 6. Establish a development services reserve fund during periods of high volume to support baseline staffing levels, completion of multi-year projects, and ongoing training during fluctuating economic cycles.

Planning Division

The zoning ordinance revisions (adopted April 9, 2013) which streamlined the entitlement process provide an opportunity to reconsider the structure of the Planning Division. The existing separation between Zoning Administrator (ZA) and Planning & Design Commission (P & DC) level of reviews should be considered for modification to reflect the larger number of administratively approved (either staff or director level) projects. Some associate planners in the Current Planning Section already have a mix of project types (ZA and P &DC), and the revised ordinance is likely to increase the need for flexibility in project assignments. The design review function will be a component of site planning and design review permits, but there will no longer be standalone design review permits. The design review staff will increasingly play an advisory role to project planners, rather than operate as a standalone function.

Recommendation 7. Consolidate the existing five Planning Division Sections into a Current Planning Section and Long Range Planning Section in the near term to provide increased flexibility in assignments, and to effectively implement new procedures under the revised zoning ordinance. The consolidated sections would likely be under new section-head level staff members, e.g., planning managers, which will require staffing transitions and consideration of the overall senior level Planning staff structure.

During the prolonged recession and the accompanying staff reductions, labor agreements and other factors resulted in the Planning Division having senior staff with substantial experience, but losing many of its junior staff positions. Additionally, the number of managers to staff is low, ranging from 1:4 to 2:6, in some cases, with a management position reporting to a management position within a small section. Succession planning as retirements and transitions occur should focus on building the division's lower level staff. Junior staff can undertake some of the less complex work and grow with the department over time with additional training. This will help the division build depth over the long term and reduce the number of management positions.

Recommendation 8. Hire mid-level and junior staff positions as vacancies and increased service demands occur, resulting in new permanent staff positions that rebuild "bench strength."

The planning counter is currently staffed with relatively senior staff, including associate planners and senior planners, although the vast majority of questions at the counter are usually for basic information or relatively routine issues. It is helpful to have experienced staff at the counter to address more complex questions; however, it is inefficient to have those staff addressing basic zoning questions and processing simple permits.

Recommendation 9. Restore counter technician positions as an entry level opportunity for the counter planning functions.

While it is valuable to maintain at least some senior staff at the counter to provide quick responses to complex planning questions that arise there, having a more junior, entry-level position to handle requests for basic information and routine requests would reduce the cost of counter

service and allow senior staff to focus on more complex work. Planning management recognizes the merits of this objective and is taking steps in support of its implementation.

The assignment of all CEQA review work to an independent section in the Planning Division can be inefficient and is contrary to trends that empower professional staff to be trained, knowledgeable, and able to manage all aspects of a project. Under the current system, two planners must become highly familiar with a project rather than one. While the increasingly complex and litigious nature of CEQA suggest an ongoing need for CEQA expertise within a large city department such as Sacramento's, project planners in other cities handle exemptions and negative declarations, and with appropriate training and supervision, could do so in Sacramento.

> **Recommendation 10. Train and empower project planners to undertake most CEQA reviews to allow for more efficient and consolidated project review.** Existing, trained staff currently assigned solely to this function can be available to provide advice as necessary.

This change should be phased in over time, recognizing that planners are also expected to undertake expanded roles in plan check, site inspections and implementation of the zoning code update. Senior staff with experience and focus on CEQA would continue to be important to manage and review environment impact reports (EIRs), provide timely advice to project planners on the appropriate level of CEQA review, and assist in preparing various CEQA documents. The in-house experts can also provide ongoing training in CEQA, which is constantly changing as a result of new court cases, and also manage CEQA for other departments. The current separate CEQA section should be consolidated into the Current Planning Section.

Over the past five years, as the number of planning permits has decreased (see Appendix 1), so has the level of staffing. Now, with the economy improving, there is a potential for a rapid increase in demand for services from the division. Because there is almost always a long lead time to bring on new staff, this potential increase in permitting activity could lead to increased turnaround times for entitlements. To address this, the City should consider engaging in contracts now with consultants and individual contract planners to provide staff assistance when needed.

Recommendation 11. Explore the costs and benefits of contracting with planning consulting firms and individual planners in the near future to respond to the potential for rapidly increasing demand for services.

The City could quickly turn to outside resources if the necessary work (RFP, interviews, selection, and training) to place individuals and firms under contract has been completed in advance. The City may also wish to have contracts with firms with technical expertise in environmental issues (geo-technical, water quality, toxics, Climate Action Plan, etc.) to assist in peer review of CEQA documents provided by applicants.

Customer Service Opportunities

As part of our high-level review of the Sacramento development services operation, we examined some customer service processes we believe the department should address to continue its commitment to a predictable and innovative development services function.

Website

The Sacramento development services website is fairly comprehensive and robust in some areas. The City understands the importance of communicating and providing information through this portal and efforts are continuing to improve the site. Cities rely on their development services websites to inform and empower their customers to the greatest extent possible before they walk into a permit counter. Complete online application information and checklists are one of the most important opportunities to reduce operational costs because customers know what to expect and have available before they make an application for either an entitlement or a building permit. Additionally, and as important, a successful website that provides multiple routes to key information increases the likelihood it will be found by a searcher. The most successful development services websites:

- Are organized from the perspective of an applicant or customer, not the regulatory process, i.e., the navigation process supports "thinking like a customer or applicant." Key services are visible and transparent to the average user.
- Provide development services information and materials which are aesthetically readable, easily understood and able to be downloaded.
- Provide a robust FAQ section for building permits.
- Provide online application information.
- Include comprehensive checklists.
- Are kept up to date.

The department's website contains a significant amount of information, including forms and documents meant to enable the customer to be

successful through the process; however, components of the site are not user friendly (easily searchable), and some areas are not up to date.

One of the department's best technology initiatives is the queue flow technology that provides customers with information on public counter wait times. This information is shown at the bottom of the department's home page, but if a customer does not see it or enters through another page, e.g., the customer service page, the information is not easily discovered. The website should be streamlined as some of the existing multiple paths end in broken links and in some cases, inconsistent or outdated documents. Discrete processes, e.g., building permits or plan check, should have a single, direct path without having to drill down multiple layers to obtain information.

Outdated materials include building plan check turnaround times with two conflicting sets of cycle times. Customers also have to search under the Permit Center Section to find over-the-counter plan check, with little explanation of what it is or how to do it.

> **Recommendation 12. Review the department's website and compare it with industry best practices to ensure those services most valued by customers are visible, easily accessible and up to date.**

Electronic permitting (including on-line payment) for some minor building permits and a seamless, improved on-line building plan check process are imminent (July). (The city has had electronic plan check for some time). This has been an important strategic initiative citywide and remains a priority of the City Manager's Office and the department head for development services.

Providing an online permit fee calculator represents a best practice currently unavailable to Sacramento development services customers. The City does have some fee calculation tools on-line; however, it is not yet complete. Staff recognizes the merits of this and is currently in the process of establishing a more comprehensive on-line fee calculator. The following are examples of on-line fee calculators in use by other jurisdictions:

> Pasadena, California which also estimates planning fees and development impact fees:
> http://www.ci.pasadena.ca.us/PermitCenter/Fee_Estimator/
>
> Tampa, Florida
> http://www.tampagov.net/csd_fee_estimator_webapp/

Berkeley, California
http://www.cityofberkeley.info/PermitFeeEstimator.aspx

Recommendation 13. Establish an online fee calculator on the department's website.

Development services customers are interested in generally how much planning review or a building permit is going to cost and they want an estimate at the beginning of the process, not the end. While development impact fees and charges by other agencies add a layer of complexity, these do not represent a significant obstacle to this objective.

Recommendation 14. Provide a clear and user friendly listing of all fees that might be assessed upon issuance of a building permit at the time of an application submittal. The fees need not be calculated at the time, but a document that allows a checklist of those fee categories likely to be assessed will inform the applicant of what to expect.

Over-the-Counter Plan Check

Expanded over-the-counter plan check and building permit issuance represents one of the most effective opportunities to improve customer service, particularly in commercial projects. The Building Services Division's current over-the-counter plan check program focuses on minor modifications to single-family residences and some small commercial projects.

Current over-the-counter plan check service is generally comparable to the peer cities surveyed; however, as a large city with more staff, Sacramento has the opportunity to be the leader in its region for this service. Additionally, the City's website provides easily retrievable information about what is eligible for residential over-the-counter plan check, but we found that was not the case for commercial over-the-counter plan check.

Recommendation 15. Expand over-the-counter plan check with the goal of making the City's Building Services Division a leader in the region in providing streamlined permit issuance based on decisions at the lowest possible level. Focus on expanding commercial over-the-counter plan check and issuing building permits in support of economic development objectives and

provide clear and user friendly information on the department's website.

The Accelerated Minor Permit Program (AMPP) and the electronic permitting initiatives are good examples of an ongoing commitment to cost-effective and improved customer service. Both of these efforts are designed to reduce both City and development services customer costs and to streamline permit issuance. An expanded focus and analysis by department staff of process improvement opportunities that reduce City costs and are of most interest to its customers should continue to be a priority that is scheduled and monitored.

Tracking and Monitoring What You Do

Innovation, efficiency, effective management and good customer service are typically achieved by improving existing systems or through alternative service delivery mechanisms. Within a development services function, these might include technology-based improvements, such as on-line permitting, electronic plan review and a robust, informative website as well as contracting a portion of some services during peak workloads.

The use of performance measures enables an organization to evaluate the effectiveness and efficiency of its services and programs by documenting how well they are accomplishing set goals. Performance measurement provides a means to identify where service outcomes are meeting objectives and where they are not. As importantly, it helps identify where improvement efforts should be focused.

Performance measures should not be the sole source of information for management decisions, nor should they be used in a punitive manner. However, they can serve as sound reference points for management and customers, can track progress against organizational goals and standards, and can serve as early warning signs when staffing is not adequate to meet service demands. Measuring performance, analyzing data and making improvements where indicated will lead to higher quality services and increased customer satisfaction. In short, performance measurement helps get results.

The process of providing development services is complex. Therefore it is necessary to analyze performance from different perspectives. Developing a family of measures for each specific program allows managers to get a complete picture, both qualitatively and quantitatively, of how well that program is performing. For example, if an agency only

measures how many times it met a turnaround goal for a building permit plan check, managers will not know if the established standard meets the interests or needs of the development customer. Similarly, such a measure tells nothing about the quality of the plan check among individuals.

Once performance measures are identified, it is critical that data be collected and analyzed on a continuous cycle. The Building Services Division has made significant progress with many of the measures now in place. Planning on the other hand has been handicapped by the lack of an effective system to collect data and monitor applications. Collecting and monitoring such data allows an organization to make service delivery changes when necessary. In some cases, this review and improvement cycle also can mitigate future potential problems by providing early warning signs if program performance, e.g., next day inspections or plan check turnaround times, is declining.

Tracking the flow of customers through the Sacramento development services public counter has also resulted in significantly improving customer service satisfaction. While this is important, assessing what gets accomplished and how cost effectively it does so is equally important. Research into best practices in high-volume development services agencies indicate that permit centers are deliberately engaging in-depth problem solving and decision making at the public counter instead of deferring them to later in the process. Community development has a large staff commitment at its public counter and assessing what is actually occurring beyond taking in applications (serving as an in-take valve) and answering questions is critical to its cost-effectiveness and customer service. (This level of analysis was beyond the scope of this project.)

> **Recommendation 16. Develop and implement a tracking system to monitor activity at the permit counter as well as the types of decisions being made and deferred until after the application in-take process.** Inventory and develop process maps for discrete counter processes with respect to levels of decision making, permit issuance, and the most effective staff assignments.

The Building Services Division began monitoring internally established turnaround times by the division about two years ago. Establishing, meeting and monitoring turnaround times are major markers for ensuring predictability for building applicants. This means proactively providing the applicant with a clear set of expectations. Monitoring

turnaround times also allows the staff to determine why the review process is slowing down. Staff can then make adjustments, such as adding contract help for plan checks and construction inspections.

Recommendation 17. Prominently display building turnaround times on the department's website and hand them out to each customer upon submission of a building permit application.

The City Council adopted a revised zoning ordinance in April, 2013 that significantly modifies the levels of discretion and types of development applications reviewed. As noted earlier, this revised ordinance has significant implications for the organization and structure of the Planning Division. It also requires the development of administrative policies and procedures to ensure staff members are provided a viable framework for its implementation. Procedures are needed for determining the level of review (staff, planning director or Planning Commission) and how and when a project is modified from one level of entitlement to another. Design review and CEQA review need to be integrated into the new permit procedures.

Staff has made significant progress toward formally establishing the administrative procedures necessary to implement the new zoning to reflect the new permit types, formalize public information/noticing procedures, and integrate the CEQA and design review process into project reviews. While staff continues to make substantial progress, it will be important that it complete the process, adopt formal policies and procedures and make relevant information regarding them (such as how public information on staff approved projects will be made available to the public) prior to the ordinance being effective in October.

Recommendation 18. Establish, adopt and implement revised policies and procedures for implementing the new zoning ordinance.

The length of time required to complete planning reviews and the uncertainty of the entitlement process continue to be major sources of comment by stakeholders interviewed for this project. The recent change to the zoning ordinance to streamline development review and allow many more types of projects to be approved at the staff or director level is a significant response by the Planning Division to address these concerns. These new procedures reduce the uncertainty and the amount of time to review and approve a development project.

The next step for the department would be to establish average turnaround times for the entitlement process, and especially projects at the staff or director level. Sacramento does not have formally established planning application turnaround times, nor does it formally monitor planning applications for total time or progress, or track hours spent on the project. Tracking planning application turnaround times and staff hours allocated to a project are integrally related in terms of monitoring entitlement predictability and timeliness. Each of these efforts, though, can be tracked separately or together, depending upon the software and electronic systems used.

Establishing firm Planning Division turnaround times is challenging because applicants often take varying lengths of time to respond to staff comments and because elements of the process, such as CEQA review, are dependent on outside consultants, requiring their own review procedures. Most peer cities do not have formally advertised times. However, some major cities that have experienced significant criticism in this area, e.g., San Jose, are now doing so, at least in regard to the amount of time for staff to review and comment on submittals at each step in the process.

As Sacramento gains more experience with its new less discretionary procedures, and assuming it tracks turnaround times, it should soon be able to establish internal turnaround times, and ultimately establish them as publicly advertised goals.

Recommendation 19. Establish, track and monitor turnaround time objectives for planning applications.

This effort begins with analyzing and aggregating data to establish to establish average, projected turnaround times for fairly standard projects. Once that data is assembled and analyzed, it can be followed by the establishment of turn-around objectives which are displayed on the department's website.

There are many uses for performance measurement data, both internal and external to the local government organization. As a management tool, performance measurement should be used to assist with day-to-day management decisions, including budgeting. Measures also can help program planning and aligning services with customer needs, ensuring appropriate staffing levels and allocations, identifying areas for improvement and exploring alternative service delivery options. For the public, performance measurement is a tool that can be used to communicate how well services are being delivered, whether standards

are being met, and how efficiently and effectively fees for service are being utilized. Most importantly, performance should be transparent to the public and development services customers.

When effective mechanisms, metrics and policies are in place that document and monitor performance, accountability is possible and opportunities for innovation and efficiency will become more apparent. If an organization does not measure what it does or is committed to do, it does not know whether what is getting done is important, cost-effective or valued.

Management Information

The scope of this engagement did not provide for an in-depth analysis of the department's business or management information systems. Nonetheless, Management Partners' project team members observed generally that the department has been working on improving systems and expanding their use of electronic hardware and software systems in support of improving service delivery, e.g., monitoring queue times at the public counter, providing the status of building permits electronically, and on-line property information systems. In response to customer comments and as a result of the reorganization of the department a few years ago, the department has placed a greater emphasis on those systems that support greater transparency, accountability and accessibility to information by the public. Additionally, in part as a result of the reorganization of the department, department management continues to examine and refine its financial systems to better understand what is needed to support a lean, cost effective, well-functioning development services operation that is responsive to its customers.

Tracking and Managing Planning Costs

The department has been investing in technology, which has greatly expanded its capacity for managing its operations; however, separate systems make monitoring projects and providing good and readily accessible management information a challenge. There are two processing systems for the regulatory side of the operation. Accela is used for building and planning permits and Citizen Serve is used for code enforcement. Additionally, there is a third major system for reporting staff time in the overall City financial system, eCaps. Each of the systems works fairly well, but integrating them to provide good management information has been a challenge. Nonetheless, this should be an objective. Two primary issues surfaced during our review:

- The need to research two systems to ensure there is no encumbrance on a piece of property as a result of code enforcement issues.

- The limited ability of Accela to talk to eCaps (challenges of communicating between two different software platforms), which results in a need for double time entry if project hours are to be tracked.

Department staff must enter hours spent on projects for those projects tracked by the hour twice, once in Accela and also in eCAPS for general time tracking (for payroll) and for some specific projects. This double time entry is inefficient and does not result in reliable data. Requiring double entry of project hours also makes staff less willing to track hours in Accela, and may lead to under-reporting hours for projects charged on an hourly basis. Finally, incomplete entry of project data does not allow management to take advantage of the power of the Accela system to consider efficient provision of services, account for costs and performance or efficiently track turnaround times for entitlement projects.

Recommendation 20. Research and determine the feasibility of allowing Accela to be the time entry system for all Planning Division and Building Services Division staff for all projects and also for payroll purposes, if possible.

Management Partners recognizes there are significant challenges in implementing this recommendation, including possible fundamental changes in the way staff records their time. Other departments in the city have had to use Access databases and similar duplicative systems to accomplish this objective, but on a smaller scale. Nonetheless, Management Partners believes the objective is important to provide needed information for effective management of the function and accountability to customers.

At a minimum, though, management should receive regular reports from Accela on hours spent on each project.

Recommendation 21. Require all planning staff to enter project or program codes into Accela on a daily basis to provide reliable data in support of performance and resource allocation decision making.

Additionally, the proposed operational fee structure for Planning proposes a transition to Actual Cost in a number of the fee categories. This fee methodology requires a deposit by the applicant against which planning staff will record and charge their time. At the conclusion of the project, the deposit will either be adequate for the services provided, or it may be exceeded in which case the applicant may owe additional funds

or a refund may be owed to the applicant. In any case, financial systems must be established which allow any given planning project supported by an Actual Cost fee type to be carried over from fiscal year to fiscal year in order to track costs and revenues. This is similar to capital improvement projects which typically carry forward from fiscal year to fiscal year to allow staff to continue to charge their time until they are completed.

Beyond Data Collection

To manage efficiently and effectively requires a management information system that informs decisions about strategic and operational activities. Typically, this requires the aggregation of financial, resource and operational data in a way that allows managers to analyze it in support of decision making and control. Electronic computers and related software programs are the technical foundation. However, the information they collect and track must provide managers with reports and in some cases online access to meet the basic functions of management: planning, controlling and decision making. In development services, management needs to ensure the delivery of competent, professional service, and must also fully understand what it really costs to provide it and the benefits of doing so. Only when this occurs can fully informed resource allocation decisions be made and public policy effectively and efficiently implemented.

The Community Development Department provides an array of fairly typical financial information regarding line item revenues and expenditures for each department division or unit. The department continues to work on the aggregation of this information among budget units to reflect the current service delivery model. However, the department has not historically tracked and monitored revenues and expenditures within major development services disciplines, i.e., planning (long range and current) or building, in a way that informs a strategic or operational assessment beyond compliance with the current fiscal year's budget. In addition to standard budget reports, information should be aggregated and reports generated to provide management the following, at a minimum:

1. Total annual revenues by line function, including a specific allocation of revenues between long range and current planning.
2. Total costs by line function, including a specific allocation between long range and current planning.
3. Total revenues and costs, not just those budgeted.

4. Total revenues and costs for specific categories of fees for service such as the general plan maintenance and the technology permit fee.

The information is available and the administrative and budget staff members are committed to working with line function management staff to provide it in a reporting system that assists the entire department in making informed decisions about the true cost of service delivery. The most effective management and policy decisions regarding fees, resource allocation and performance can only occur with information that goes beyond traditional line item budget information. The department is migrating to systems and models that now support this objective, but it will require a sustained commitment before they are accomplished.

Recommendation 22. Adopt the recommended department indirect cost allocation system (or as modified by department financial staff) and produce revenue and expenditure reports on a quarterly or monthly basis for building and planning (long range and current) to ensure revenues cover costs in accordance with established policy.

The Citywide indirect cost allocation methodology and approach is not intended to be amended or altered as a result of the Community Development Department indirect cost allocation system.

Innovative Service Delivery Opportunities

The City of Sacramento's Community Development Department has been focused in the last several years on continuous improvement in its development function with a goal of being a leader in the field in terms of innovative and streamlined service. As a result of the department's strong interest in current best practices in the field, Management Partners interviewed staff in several cities to learn more about the strategies they employ to meet customer demands within the heart of the high technology industry. At a certain level, these cities have historically been required to be responsive to a demanding customer base, but it has only intensified with the fierce competition for economic development in the area. The cities researched are:

- City of Sunnyvale
- City of Mountain View
- City of San Jose

Major Strategies

Our interviews identified the following major strategies being employed by these cities to meet the changing development services demands by their customers.

1. ***Training staff to be able to make substantive decisions at the front-line as distinguished from deferring them to a post-application intake process.*** This requires a change in thinking regarding the depth and technical expertise of the staff at the public counter as well as a reengineering of how some building plans are processed.
2. ***Expanding over-the-counter building plan check and increasingly utilizing the counter as an opportunity to make decisions and speed up the process, not just as a processing point.***

   Sunnyvale is considered a leader in one-stop permit processing and over-the-counter building plan check. Staff members review 90% of all building permits over the counter and within one business day.

Projects with significant structural issues and high-rises are not included. To accomplish this requires:

- Staffing at the counter that includes individuals with the technical expertise needed to make decisions. "Staff members are trained to think on their feet."
- A significant part of the permit volume to be single-family review.
- Not excluding multimillion dollar projects or large projects from over-the-counter reviews. For example, Apple Inc. leased 1,000,000 square feet of space and the City accomplished the entire plan check over the counter.
  - Applicants with large projects are encouraged to make an appointment for same-day plan check
  - The City team and the applicant bring their entire teams to the meeting.
- Making an investment in more costly staff at the counter, as technical expertise is required to render major decisions. It is important to note that greater efficiency and reduced behind-the-scenes administrative costs as a result of not distributing and tracking plans help offset these costs.
- Complete and quality applications.

Mountain View and San Jose are also expanding over-the-counter plan check. Mountain View finds it easier to do for commercial submittals than residential submittals because commercial plans typically have better quality submittals.

3. ***Issuing as many permits as possible as electronic permits, effectively freeing up staff to focus on more substantive and technical issues.*** Sunnyvale is again a leader as they process 20% of their building permits (mostly simple residential permits) online. Field inspection is relied upon to catch issues in the field, but the City maintains there have been few issues.

   San Jose also issues online permits for simple permits such as water heaters and reroofing, but intends to expand to some planning permits (e.g., removal of unsuitable trees).

4. ***Moving to more comprehensive property and permit information online.*** San Jose has an online permit base where someone can enter an address and view the entire permit history. The City's goal is to reduce staff time on general inquiries about property from the public,

freeing staff to perform more technical work and focus on complex problem solving.

5. ***Placing greater emphasis on performance measurement and tracking in support of making the development review process predictable and transparent.*** San Jose has established turnaround times for planning and building.
    - Many of their innovations are linked to economic development. Their goal is to work at the speed of business.
    - San Jose tracks turnaround times and meets monthly with a detailed dashboard of performance, which they publish, so the process is transparent.

    Sunnyvale also tracks performance closely. If timelines are slipping, Sunnyvale gets contract help on plan checking and building inspection.

    Both San Jose and Mountain View use the amount of time it takes staff to review an applicant's planning submittal as the documented turnaround time for planning permits. Mountain View used to provide a documented time to complete the entire planning permit review. They have moved away from that practice because of the increasing decentralization of planning issues (water runoff which involves engineering, etc.) and the difficulty of addressing the amount of time an applicant takes to revise their project.

6. ***Surveying and monitoring customer satisfaction***.
    Mountain View and San Jose have expanded their efforts to survey customers. San Jose conducts an annual customer survey using an outside consultant. They select 1,000 customers (i.e., applicants) at random to be surveyed. The results of those surveys are sent to the City Council.

    Every individual who comes to the counter in Mountain View is given a survey. There are also links to the survey on the website. And the city provides incentives such as door prizes and gift cards to encourage people to complete the survey.

7. ***Moving to full cost recovery across as many disciplines as possible.*** Mountain View has a successful building enterprise fund that collects building revenues and uses them to cover all the costs of building activities, including planning division activities related to building

permit review. The city is currently looking at expanding this fund to cover some engineering costs as well. Sunnyvale and San Jose also use building revenues to cover the cost of planning staff involvement in the building permit review process.

Conclusion

A development services function in California today operates in an extremely complex environment of land use policies and regulation, building codes and regulatory compliance with outside agencies. City development services staff members do not and will never have control over all the requirements and enforcement obligations. Within this environment, though, the Sacramento Community Development Department understands that an effective and efficient development services function requires three main things:

- A seamless and predictable building permit process; effectively a single line of business.
- Comprehensive public information in many forms, e.g., print and electronic brochures, a robust, informative website, etc., so that customers come into the Permit Center prepared, with most of the information and application materials they need to do business.
- Technology and business systems that support an efficient, seamless operation *and* provide valued information to applicants and future customers.

Management Partners encourages Sacramento to continue a deliberate, programmed and focused effort in support of these objectives.

Attachment A – List of Recommendations

Recommendation 1. Hire plans examiners (or equivalent professional position) in plan review and the permit counter to provide the capability of reviewing all aspects of minor commercial projects, such as remodels and tenant improvements, as well as over-the-counter plan review.

Recommendation 2. Meet the need for more building inspection staff first through the reallocation of existing staff from the public counter and plan review and thereafter through contract staff during short term peak periods.

Recommendation 3. Hire a permit services manager to oversee day-to-day operations of the public counter and customer service.

Recommendation 4. Inventory the project and work program supported by the program analyst and the project managers to determine an effective and sustainable staffing plan to accomplish it.

Recommendation 5. Review the development project managers' work program and potential workload on a regular basis to ensure a supportable staffing level to meet the objective of the program and cost recovery objectives.

Recommendation 6. Establish a building services reserve fund during periods of high volume to support baseline staffing levels, completion of multi-year projects, and ongoing training during fluctuating economic cycles.

Recommendation 7. Consolidate the existing five Planning Division Sections into a Current Planning Section and Long Range Planning Section in the near term to provide increased flexibility in assignments, and to effectively implement new procedures under the revised zoning ordinance.

Recommendation 8. Hire mid-level and junior staff positions as vacancies and increased service demands occur, resulting in new permanent staff positions that rebuild "bench strength."

Recommendation 9. Restore counter technician positions as an entry level opportunity for the counter planning functions.

Recommendation 10. Train and empower project planners to undertake most CEQA reviews to allow for more efficient and consolidated project review.

Recommendation 11. Explore the costs and benefits of contracting with planning consulting firms and individual planners in the near future to respond to the potential for rapidly increasing demand for services.

Recommendation 12. Review the department's website and compare it with industry best practices to ensure those services most valued by customers are visible, easily accessible and up to date.

Recommendation 13. Establish an online fee calculator on the department's website.

Recommendation 14. Provide a clear and user friendly listing of all fees that might be assessed upon issuance of a building permit at the time of an application submittal.

Recommendation 15. Expand over-the-counter plan check with the goal of making the City's Building Services Division a leader in the region in providing streamlined permit issuance based on decisions at the lowest possible level.

Recommendation 16. Develop and implement a tracking system to monitor activity at the permit counter as well as the types of decisions being made and deferred until after the application in-take process.

Recommendation 17. Prominently display building turnaround times on the department's website and hand them out to each customer upon submission of a building permit application.

Recommendation 18. Establish, adopt and implement revised policies and procedures for implementing the new zoning ordinance.

Recommendation 19. Establish, track and monitor turnaround time objectives for planning applications.

Recommendation 20. Research and determine the feasibility of allowing Accela to be the time entry system for all Planning Division and Building Services Division staff for all projects and also for payroll purposes, if possible.

Recommendation 21. Require all planning staff to enter project or program codes into Accela on a daily basis to provide reliable data in support of performance and resource allocation decision making.

Recommendation 22. Adopt the recommended department indirect cost allocation system (or as modified by department financial staff) and produce revenue and expenditure reports on a quarterly or monthly basis for building and planning (long range and current) to ensure revenues cover costs in accordance with established policy.

Attachment B – Proposed Operational Fee Structure Changes

This attachment is transmitted under separate cover.

Attachment C – Process Maps

This attachment is transmitted under separate cover.

Attachment D – Peer Survey Results

This document provides a comparison of peer community development departments (or equivalent functions). Unless otherwise noted, the data were gathered through an electronic survey, which was sent to peer jurisdictions on February 7, 2013. The peer jurisdictions are listed in Table 1.

Table 1. Peer Agency Populations

Peer	Population [1]
San Jose	971,372
Sacramento County	(unincorporated) 560,675
Fresno	505,009
Long Beach	464,662
Elk Grove	155,937
Roseville	122,060
Folsom	72,725
Rancho Cordova	66,093
West Sacramento	49,292
Sacramento	470,956

[1] *Source: California Department of Finance; January 2012 data*

Staffing and Organizational Structure

Table 2 lists each peer's community development related functions, position classifications and authorized full-time equivalent (FTEs) employees for FY 2012-13 reported for each function.

Table 2. Staffing and Organizational Structure

Peer	Department Name	Division/ Section Name	Functions of Division/Section	Division FTEs
San Jose	Planning, Building & Code Enforcement	Building	Construction permit issuance, plan check and inspection.	124.00
		Planning	Review and manage entitlement permits, long range planning,	36.77
		Code Enforcement - Special Programs and CDBG Grant	Enforce and promote compliance with local and state codes. Special Programs CDBG	65.60
		Code Enforcement - General Code Enforcement	Enforce and promote compliance with local and state codes. General Code Enforcement.	4.63
Sacramento County	Community Development	Building	Building Permits, Plan Check and Inspection	52.60
		Planning	General Plan Specific and Master Planning for new growth areas Community planning Current Planning Sustainability Program Environmental Review and Assessment	37.70
		Code Enforcement	Housing, zoning and vehicle abatement	24.00
		County Engineering	Site improvement and permits Surveys Special Districts – oversee public infrastructure	24.70
		Administrative Services	Provides Administrative Support to the other divisions in the department.	39.30
Fresno	Development & Resource Management (DARM)	Building	Plan Check, Permitting and Inspection	32.00
		Planning	Data not provided	
		Code Enforcement	Community Revitalization and Code Enforcement	52.00
Long Beach	Development Services	Building	Permit, plan check & Inspection	61.00
		Planning	Current Planning, Advance Planning & Historic Preservation	25.00
		Code Enforcement	Resolution of violations of the Long Beach Municipal Code	40.72
Elk Grove	Development Services	Building	Regulate current California Building, Plumbing, Electrical, Mechanical, CALGreen and Energy Codes	1.00

Peer	Department Name	Division/ Section Name	Functions of Division/Section	Division FTEs
		Planning	Development Review Public Information Customer assistance/front counter CEQA General Plan Zoning Ordinance Housing and Grant Programs	3.00
		Code Enforcement	Enforce the state housing code and Elk Grove Nuisance Code	9.00
Roseville	Planning	Planning	Current and long range planning	14.00
	Development Services	Building	Plan Check and inspection	17.00
		Code Enforcement	Code compliance	2.00
		Engineering	City Engineer Plan check and inspection	12.00
		Permit Center	Permit counter for building, engineering, fire, EU, and planning	6.00
		Admin	Administration	2.00
Folsom	Community Development	Building	Buidlign Permits/Inspections	9.00
		Planning	Long Range Planning & Development Permitting	5.00
		Code Enforcement	Code Enforcement	2.00
		Development Engineering	New development engineering, grading plans, encroachment permits, final maps	5.00
		Administation	Administration	1.00
Rancho Cordova	Public Works	Building	Provide plan review, inspection and permit services to ensure the quality of construction and appropriate use of property	5.00
	Planning	Planning	Development review: zoning, specific plans, SPA's, design guidelines, general plan updates, environmental review	4.50
	Economic Development	Code Enforcement	Enforce State, local municipal, & zoning codes	6.00
West Sacramento	Community Development	Building	Plan review and inspection of buildings	5.90
		Planning	General Plan and Zoning Ordinance administration, review of land use entitlements and CEQA	4.00
		Code Enforcement	Enforcement of all city codes and applicable state codes	5.00
		Economic Development, Housing & Community Investment	Administration and implementation of all city economic development, housing programs and special projects	8.00
		Development Engineering	Plan review and inspection of site improvement permits	3.00
		Administration	Management, clerical and support services to all CDD divisions	4.00
Sacramento	Community Development	Building	Building safety, customer service, building plan check, field inspections, issue bldg permits, collection for other depts and agencies.	40.00

Peer	Department Name	Division/ Section Name	Functions of Division/Section	Division FTEs
		Planning	Current and long range planning, General Plan, conditional use permits, environmental/zoning clearances, urban redevelopment, historic preservation, planning commission.	41.00
		Code Enforcement	Investigate code violations, abandoned vehicles, junk and debris, uphold sign regulations, housing and substandard bldgs, rental inspection program, graffiti abatement, business license requirements.	70.00[1]
		Administration	Overall support for dept including budget, accounting, personnel, procurement, information technology.	13.50

[1] *The City of Sacramento's Code Enforcement positions reflect the total number budgeted in Code Enforcement. Ten of the budgeted positions actually report to other Divisions, which is reflected in the Current Functional Organization Chart for Community Development (Attachment F).*

Finance

Table 3 lists community development (or equivalent) divisions/sections and FY 2012-2013 operating budgets.

Table 3. Division/Section Operating Budgets

Peer	Department Name	Division/Section Name	FY 2012-13 Operating Budget
San Jose	Planning, Building & Code Enforcement	Building	$19,946,576
		Planning	$5,535332
		Code Enforcement	$10,587,556
Sacramento County	Community Development	Building	$11,432,100
		Planning	$9,990,800
		Code Enforcement	$4,789,850
		County Engineering	$8,295,350
		Administrative Services	Included in budgets above
Fresno	Development and Resource Management Administration	Building	Data not provided
		Planning	Data not provided
		Code Enforcement	$6,245,200
Long Beach	Development Services	Building	$7,586,888
		Planning	$4,467,263
		Code Enforcement	$5,746,327
Elk Grove	Development Services	Building	$2,489,999
		Planning	$2,373,856
		Code Enforcement	Data not provided
Roseville	Planning	Planning	Data not provided
	Development Services Department was created September 2012 and will have its first operating budget in FY 13-14	Building	Being developed
		Code Enforcement	
		Engineering	
		Permit Center	
Folsom	Community Development	Building	$1,322,466
		Planning	$792,904
		Code Enforcement	$262,517
		Development Engineering	$707,664
		Administration	$331,375
Rancho Cordova	Public Works	Building	$1,092,000
	Planning	Planning	$1,302,600
	Economic Development	Code Enforcement	$1,130,800
West Sacramento	Community Development	Building	$642,209
		Planning	$1,056,470
		Code Enforcement	$507,467
		Economic Development, Housing and Community Investment	$1,233,286
		Development Engineering	$541,153
		Administration	$305,851
Sacramento	Community Development	Building	$4,218,458

Peer	Department Name	Division/Section Name	FY 2012-13 Operating Budget
		Planning	$4,031,111
		Code Enforcement	$8,622,587
		Administration	$2,053,355
		Customer Service	$997,772

Table 4 shows the funding sources (e.g., permit fees, General Fund, capital improvement program) for the FY 2012-13 Community Development Department (or equivalent) operating budget, and the approximate percentage of each funding source.

Table 4. Funding Sources

Peer	Division/Department Name (if different)	Funding Source(s)	Approximate Percentage
San Jose	Building	Permit Fees	100%
	Planning	Permit Fees / General Fund / Grants	53% / 38% / 9%
	Code Enforcement	Special Program Fees / General Fund / CDBG grant	82% / 6% / 12%
Sacramento County	Building	Permit, Violation Fees	100%
	Planning	Application fees, grants,other departments for services provided General Fund	Data not provided
	Code Enforcement	Inspection Fees, rental housing code compliance fee, enforcement/abatement action cost recovery, Administrative penalties, SAVSA funds, Solid Waste Authority funds, Interagency funds for services provided	100%
	County Engineering	Fees for services	100%
	Administrative Services	Built into departmental fee structures, General Fund	100%
Fresno	Building	Permit Fees (General Fund)	100%
	Planning	Data not provided	Data not provided
	Code Enforcement	General Fund / CDBG / Tire Grants	47% / 46% / 6%
Long Beach	Building	Development Services Fee Revenue	100%
	Planning	Development Services Revenue/General Grants/General Fund	98% / 1% / 1%
	Code Enforcement	Development Services Revenue / Community Development Grants / General Fund	30% / 18% / 52%
Elk Grove	Building	Permit Fees	100%
	Planning	Permit Fees, General Fund, Other (CDBG)	Data not provided
	Code Enforcement	General Fund / Fees and Fines / Enterprise and Grant Funds	50% / 25% / 25%
Roseville	Building	Permit fees	90-100%
	Planning	Permit fees / General Fund	65% / 35%
	Code Enforcement	Permit fees / General Fund	50% / 50%
Folsom	Building	Fees / General Fund	72% / 28%
	Planning	Fees / General Fund	28% / 72%
	Code Enforcement	Fees / General Fund	26% / 74%
	Development Engineering	Fees / General Fund	28% / 72%
	Administration	Fees / General Fund	28% / 28%
Rancho Cordova	Building	Building Permit Revenues	100%
	Planning	Fees / General Fund	40% / 60%

Peer	Division/Department Name (if different)	Funding Source(s)	Approximate Percentage
	Code Enforcement	General Fund Subsidy / Fees, Fines & Forfeitures / Charges for Service / Grant Revenues	43% / 40% / 1% / 16%
West Sacramento	Building	Permit Revenue	100%
	Planning	Permit Revenue/General Fund	70/30%
	Code Enforcement	Abatement Fees/General Fund	15/85%
	ED, Housing and Community Investment	Grants/General Fund	50/50%
	Development Engineering	Permit Revenue	100%
	Administration	Permit Revenue/General Fund	70/30%
Sacramento	Community Development Department	General Fund	98%
		Lighting and Landscaping Fund	1%
		Community Devel Block Grant	1%

Cost Recovery

Table 5 provides the reported (not actual) cost recovery for each division in FY 2011-2012 and cost recovery goals for FY 2012-2013. Cost recovery means revenue collected for development services, such as permit fees.

Table 5. Cost Recovery

Peer	Division/Department Name (if different)	FY 2011- 2012 cost recovery achieved (% of division cost)	FY 2012- 2013 cost recovery goal (% of division cost)
San Jose	Building	100%	100%
	Planning	Data not provided	Data not provided
	Code Enforcement	Data not provided	Data not provided
Sacramento County	Building	100%	100%
	Planning	72%	73%
	Code Enforcement	100% all sources	100% all sources
Long Beach	Building	173%	133%
	Planning	73%	61%
	Code Enforcement	32%	43%
Fresno	Building	75%	100%
	Planning	Data not provided	Data not provided
	Code Enforcement	35%	40%
Elk Grove	Building	100%	100%
	Planning	Data not provided	Data not provided
	Code Enforcement	Data not provided	Data not provided
Roseville	Building	100%	100%
	Planning	65%	65% increases annually
	Code Enforcement	50%	0%
Folsom	Building	72%	75%
	Planning	28%	30%
	Code Enforcement	26%	30%
	Development Engineering	28%	30%

Peer	Division/Department Name (if different)	FY 2011- 2012 cost recovery achieved (% of division cost)	FY 2012- 2013 cost recovery goal (% of division cost)
	Administration	28%	30%
Rancho Cordova	Building	100%	100%
	Planning	44.9%	40.2%
	Code Enforcement	85%	57%
West Sacramento	Building	100%	100%
	Planning	70%	70%
	Code Enforcement	15%	7%
	ED, Housing and Community Investment	N/A	N/A
	Development Engineering	70%	100%
	Administration	70%	70%
Sacramento	Building	100.8%	100.8%
	Planning	50.1%	50.1%
	Code Enforcement	67.4%	67.4%

Table 6 summarizes whether the jurisdictions have special reserves or enterprise funds for building or planning to address fluctuations in development cycles or the economy.

Table 6. Reserves

Peer	Reserves (Yes/No)
San Jose	Yes
Sacramento County	Yes
Fresno	No
Long Beach	Yes
Elk Grove	Yes
Roseville	No
Folsom	No
Rancho Cordova	No
West Sacramento	No
Sacramento	Yes

Turnaround Times

Table 7 indicates whether peers have documented or formally established development application cycles/turnaround times for **planning or land use permits or entitlements**, and if so, whether the turnaround times are documented.

Table 7. Agencies Which Have Planning Land Use Permit or Entitlement Turnaround Times

Peer	Turn Around times?	Document?
San Jose	Yes	Yes
Sacramento County	No	No
Fresno	Data not provided	Data not provided
Long Beach	Yes	Yes
Elk Grove	No	No
Roseville	Yes	No

Peer	Turn Around times?	Document?
Folsom	Yes	No
Rancho Cordova	Yes	No
West Sacramento	Yes	No
Sacramento	No	No

Table 8 lists Planning turnaround times.

Table 8. Turnaround Times for Planning or Land Use Permits or Entitlements

Peer[1]	Category of Planning/Land Use Permit	Turnaround Time (days)
San Jose	*List of various permit Turnaround times is attached (Appendix 2).*	
Long Beach	*Turnaround times for projects going to the Planning Commission, Zoning Administrator, and Cultural Heritage Commission are attached (Appendix 3).*	
Folsom	Gen Plan Amendment/Rezoning	120-180
	Use Permit	60
	Design & Site Review Major	60-90
	Design & Site Review Minor	45
Rancho Cordova	Land use entitlements – review for completeness	30
West Sacramento	All planning entitlement application review and first set of comments	20
Sacramento	City Council w/ EIR	395
	Planning Commission w/ EIR	365
	Planning Commission w/ Neg Dec	180
	Planning Commission w/ Exemption	120

[1] *Though Sacramento County and Roseville indicate that they have documented turnaround times for planning or land use permits or entitlements, the data was not provided*

Table 9 summarizes actual experience with planning turnaround times. Peers indicated:

1. How many days, on average, it takes from application submission for a quasi judicial Use Permit to get to the Planning Commission
2. How many days, on average, it takes from submission to disposition for a staff-level planning entitlement?

Table 9. Planning Turnaround Times

Peer	Quasi judicial Use Permit to get to the Planning Commission (days)	Submission to disposition for a staff-level planning entitlement (days)
San Jose	106 calendar days for conditional use permits	117 calendar days for special use permits 115 calendar days for site permit permits 144 calendar days for planned development permits
Sacramento County	180	120-160
Fresno	Data not provided	Data not provided
Long Beach	90-100	45
Elk Grove	Data not provided	Data not provided

Peer	Quasi judicial Use Permit to get to the Planning Commission (days)	Submission to disposition for a staff-level planning entitlement (days)
Roseville	Data not provided	Data not provided
Folsom	35-42	14-30
Rancho Cordova	60-90	30
West Sacramento	120	40
Sacramento	180	75

Table 10 indicates whether peers have documented or formally established development application cycles/turnaround times for **building permits**, and if so, whether the turnaround times are documented.

Table 10. Agencies Which Have Building Permit Turnaround Times

Peer	Turn Around times?	Document?
San Jose	Yes	Yes
Sacramento County	Yes	Yes
Fresno	No	Blank
Long Beach	Yes	No
Elk Grove	Yes	Yes
Roseville	Yes	No
Folsom	Yes	No
Rancho Cordova	Yes	Yes
West Sacramento	No	No
Sacramento	Yes	Yes

Table 11 lists Building turnaround times.

Table 11. Turnaround Times for Building Permits

Peer	Category of Building Permit	Turnaround Time (days)
San Jose	*List of various turnaround times is attached (Appendix 2).*	
Sacramento County	*List of various turnaround times is attached (Appendix 4).*	
Fresno	New Commercial	21
	Alterations/Additions (Commercial and Residential)	14
	Multi-family Projects	21
	New Single Family Residence	21
Long Beach	Building	20
	Electrical & Health	10
	Plumbing & Mechanical	7
	Fire	15
Elk Grove	Commercial Project initial reviews	15
	Commercial Project subsequent reviews	10
	Residential Project initial reviews	10
	Residential Project subsequent reviews	5

Peer	Category of Building Permit	Turnaround Time (days)
Roseville	Standard 1st submittal	21
	Standard review subsequent submittals	14
	Expedited review	7
	Third party review	Same day
Folsom	Tenant Improvement/Residential Rehab Expedite	1
	Other major building permits plan check	15
	2nd Plan Check	10
Rancho Cordova	First plan review	10
	Re-submittal plan review	10
West Sacramento	Plan Review - non major project	5
	First Plan Review - major project	15
	Subsequent Plan Reviews - major project	10
Sacramento	New commercial (under $3 million valuation) – First submittal	20
	New commercial (under $3 million valuation) – Subsequent review	15
	New commercial (over $3 million valuation) – First submittal	25
	New commercial (over $3 million valuation) – Subsequent review	20
	Commercial interior alterations (under $400,000 valuation) – First submittal	15
	Commercial interior alterations (under $400,000 valuation) – Subsequent review	10
	Commercial interior alterations (over $400,000 valuation) – First submittal	20
	Commercial interior alterations (over $400,000 valuation) – Subsequent review	15
	New Residential – First submittal	20
	New Residential – Subsequent review	15
	Residential interior alterations – First review	12
	Residential interior alterations – Subsequent review	5

The survey asked peers whether their jurisdictions perform over-the-counter building plan checks. All peers answered 'Yes' to this question. Table 12 indicates which application types are generally eligible for over-the-counter plan checks.

Table 12. Over-the-Counter Plan Checks

Peer	Eligible Application Types
San Jose	Residential and Commercial projects with different criteria for Regular or Enhanced Express Review.
Sacramento County	Residential patio covers, residential pools, miscellaneous plumbing, mechanical and electrical permits
Fresno	Residential Patios, Standard Residential Swimming Pools, Minor Revisions, Minor Residential Addition/Alterations
Long Beach	Small, less complex residential projects such as single-family dwellings and related accessory uses of light-frame wood construction not more than 1-story in height.
Elk Grove	Patio Covers, Swimming Pools, Gas Lines, Residential Vehicle Charging Stations, Tile Roofs, Solar Panels, minor Tenant Improvement projects.
Roseville	Minor permits and revisions
Folsom	Business/Mercantile Tenant Improvements under 3,000 SF by appointment & small Res Rehab or improvements (HVAC, reroof, water heater, minor electric, etc.) over counter
Rancho Cordova	Building: Re-roofs, water heaters, residential additions, misc. permits (PME), signs, pools, patio covers, etc. Planning: Patio, pools, set backs
West Sacramento	Patio cover, sign, HVAC, fencing, and minor remodels
Sacramento	Commercial: Interior Remodels for B or M occupancies (no changes of use), Electrical Minor permits, HVAC installations. Residential: Tile Roof Structural Calculation, Garage Conversions, Outdoor Pools and Spas, Patio Enclosures, Remodels with Minor Structural Changes, and Most attached Patio Covers and Trellises All minor permits are issued over-the-counter.

Table 13 lists typical turn-around times for responding to Code enforcement issues.

Table 13. Turnaround Times for Code Enforcement

Peer	Category of Code Enforcement	Turnaround Time (days)
San Jose	Emergency	1
	Priority	3
	Routine - initial complaint generate letter, 60 day follow up by staff if complaint persists	60
Sacramento County	Zoning	Case opened: within 5 days after receipt of complaint Advisory letter: mailed within 3 days Inspection: within 21 days Average time to case closure: 77 days
	Vehicle abatement	Case opened: within 5 days after receipt of complaint Inspection: within 3 days Average time to case closure: 19 days
	Substandard Housing Priority Issues: surfacing sewage, no heat, no utilities, collapsing structures	Case opened: within 24 hours of complaint Inspection: within 72 hours Average time to case closure: 81 days
	Substandard Housing Non Priority Issues: substandard housing conditions, plumbing, electrical, sanitation, vectors	Case opened: within 3 days of complaint Advisory letter: mailed within 3 days Inspection: 35 days from date of advisory letter Average time to case closure: 81 days
Fresno	Imminent – Life Health & Safety Issues	Immediately
	Non-hazardous Housing Complaints	2-3
	Public Nuisance & Zoning Complaints	2-4
Long Beach	Non-Life/Safety	5-10
	Life/Safety	1-2
Elk Grove	All complaints responded with cases opened	1
Roseville	Initial response to complaint	2
	Inspection preformed	7
	Cases closed 70%	30
Folsom	Grafitti/nuisance	2 days
	Trash/Weed abatement/abandoned auto	2 days
	Health & Safety problem	Same day
	Signs/Planning violations	7
Rancho Cordova	Health & Safety (no utilities, etc)	1
	Vacant Buildings	1-3
	Low Level (junk & rubbish, lawn parking, etc)	3-5
West Sacramento	Junk/rubbish	3
	Abandoned vehicle	3
	Substandard housing	1
	Unpermitted construction	Same day
Sacramento	Code	5.5
	Housing	13.0
	Graffiti	2.2
	Vehicle	3.6

Fee Collection Procedures

Table 14 summarizes whether the peers have a General Plan Maintenance Fee or Long Range Planning Fee for development applications.

Table 14. General Plan Maintenance/Long Range Planning Fees

Peer	General Plan Maintenance Fee	Fee Amount	How fee is charged
San Jose	Yes	1.25% of planning entitlement and building permit costs	
Sacramento County	Yes (Long Range Planning fee)	A fee of 7% of the total permit fee (building permit fee and plan review fee) charged for all permits that require a review by the Department of Planning	
Fresno	Yes	10% of building permit fee	Assessed on each building. plumbing, mechanical, electrical permit
Long Beach	Yes	3.1% surcharge of both Planning and Building permit and plan check fees except for impact fees and certain specialized activities	
Elk Grove	Yes	$0.23 per $1,000 of new construction valuation.	The fee is assessed by project valuation, only new contruction projects, not remodels or additions.
Roseville	No	NA	NA
Folsom	Yes	3% of building permit fee	Collected prior to issuance of building permit
Rancho Cordova	Yes	$0.658 per $1,000 of permit valuation	Collected prior to issuance of bulding permits. Excludes improvements to existing single family dwellings.
West Sacramento	No	NA	NA
Sacramento	Yes	$2 per $1,000 of building permit valuation	Surcharge on building valuation

Table 15 summarizes whether the peers have phased building permit fees.

Table 15. Phased Building Permit Fees

Peer	Phased Building Permit Fee	Fee Amount	How fee is charged
San Jose	Yes	Fees are accessed by the level of completion. Example 1: Foundation only is 20% of the total project fees. The balance of foundation would be 80% of total project fees. Example 2 SHELL: Foundation only is 20% of the total project fees. The balance of foundation of the shell would be 60% of total project fees and the interior build out (Tenant Improvement) would be the remaining 20%.	
Sacramento County	No	NA	NA
Fresno	No	NA	NA
Long Beach	Yes	25% of the permit fees based on total construction valuation is paid at the time the permit is issued, as well as any special inspection, Construction & Demolition Deposit, and processing and surcharge fees. The remaining 75% is paid at the time the subsequent building permit is issued.	
Elk Grove	No	NA	NA
Roseville	No	NA	NA
Folsom	Yes	Foundation permit based upon construction valuation, then the rest of the building based upon construction valuation.	
Rancho Cordova	Yes	$260 for partial permits	At permit issuance
West Sacramento	Yes	10% of the overall plan review fee	At phased permit issuance
Sacramento	Yes	Additional 20% of Plan Review and Permit Fees, per phase	Surcharge on the total project value as a function of the (Main Building Permit fee + Main Plan Review fee)

Table 16 summarizes whether the peers have a Technology fee for planning and building permits.

Table 16. Technology Fees

Peer	Technology Fee	Fee Amount	How fee is charged
San Jose	No	NA	NA
Sacramento County	Yes	3% of the total amount of fees assessed per automated permitting system case number, as determined by the Administratior of the Municipal Services Agency or his designee, but shall not exceed two hundred twenty-five dollars ($225.00)	
Fresno	No	NA	NA
Long Beach	Yes	6.2% surcharge of both Planning and Building permit and plan check fees except for impact fees.	
Elk Grove	Yes	The fee is assessed by project valuation, only new construction projects, not remodels or additions. Fee is .40 per $1,000 of new construction valuation.	
Roseville	Yes	3% of processing fee for entitlements, plan check and inspection	
Folsom	No	NA	NA
Rancho Cordova	Yes	Charged only on building permits for new construction: • Residential Single Family: $47.47 • Residential Multifamily: $37.51 • Commercial: $0.01 per building square foot • Industrial: $0.003 per building square foot	
West Sacramento	Yes	8% of permit fee up to $1,600; applied towards maintenance of enterprise permit system, document scanning and geographic information system	
Sacramento	Yes	Building: 8% of Permit and Plan Review Fee Planning: (A+B) x 0.08	8% surcharge multiplied by the planning entitlement fees (planning) and/or sum of the building permit fee + Plan review fee

Table 17 summarizes whether the peers have an Administrative fee to cover document processing costs.

Table 17. Administrative Fees

Peer	Administrative Fee	Fee Amount	How fee is charged
San Jose	Yes	Record retention fee for Building/Plumbing/Mechanical/Electrical permits is 10% of permit cost with a $20.00 minimum and $2,000 maximum.	Record retention fee for is charged for all issued building permits.
Sacramento County	No	NA	NA
Fresno	Yes	$21.43	Part of the permit fees
Long Beach	Yes	$44.90 processing fee	
Elk Grove	Yes	The administrative fees are built into the Permit Fee. An estimate of administrative time was calculated based on each project type and applied when the Permit Fees were established.	
Roseville	No	NA	NA
Folsom	No	NA	NA
Rancho Cordova	No	NA	NA
West Sacramento	No	NA	NA
Sacramento	Yes	Flat fee of $140.00 for building permits with a valuation of $7,000 or greater (not including minor/flat fee building permits)	Charged for each building permit

Table 18 summarizes whether the peers have a Convenience or Processing fee, to cover credit card or check processing fees.

Table 18. Convenience or Processing Fees

Peer	Convenience/ Processing Fee	Fee Amount	How fee is charged
San Jose	No	NA	NA
Sacramento County	Yes	2.35% with a minimum of $2	Each transaction is subject to a $2.00 fee for any transaction up to $85.00 or 2.35% for any transaction over $85.00.
Fresno	Data not provided	Data not provided	Data not provided
Long Beach	No	NA	NA
Elk Grove	No	NA	NA
Roseville	No	NA	NA
Folsom	No	NA	NA
Rancho Cordova	No	NA	NA
West Sacramento	No	NA	NA
Sacramento	No	NA	NA

Outside Agencies

The survey asked peers whether their jurisdictions collect fees for other city department or any outside agencies. All peers answered 'Yes' to this question. Table 19 below indicates which agencies fees are collected for, they type of fee, and when the fee is collected.

Table 19. Outside Agencies

Peer	Outside Agency / City Department Name	Type of Fee	When is the fee collected? (i.e., at issuance of building permit, Certificate of Occupancy)
San Jose	City Managers Department - Budget Office	Construction Taxes	Bldg permit issuance
	State of California	Strong Motion Instrumentation Program Assessment (SMIPA) and Building Standard Administration Special Revolving Fund (BSASRF)	Bldg permit issuance
	Environmental Services Department	Construction Demolition and Diversion Deposit	Bldg permit issuance
	Local Agency Formation Commission (LAFCO)	LAFCO Annexation Fee	Collected at beginning of city conducted annexation
	State Board of Equalization (SBE)	SBE Annexation Fee	Collected at the end of a city conducted annexation
	California Department of Fish and Wildlife	CEQA document filing fees	Submittal of entitlement permit application
Sacramento County	SacDOT	Encroachment Permit Application fee	Encroachment Permit
	SacDOT	Transportation Over-size Permit Fee	Transportation Permit
	SacDOT	SCTDF Impact Fees	Building Permit Stage
	Sacramento Transportation Authority	Measure A	Building Permit Stage
	Park Districts	Park Development Impact Fees	Building Permit Stage
	Park Districts	Quimby Act - Park Fees	Building Permit Stage
	List of outside agencies is attached (Appendix 5).		
Long Beach	Financial Management	Business License	Bldg permit issuance
	Public Works & Fire Depts	Services & Impact Fees	Bldg permit issuance
	Health Department	Restaurant permits & Plan Checks	Bldg permit issuance
	Water Department	Sewer Capacity Fee	Bldg permit issuance
	Police and Parks Departments	Impact Fees	Bldg permit issuance
	California Building Standards Commission	Green Fees	Bldg permit issuance
	California Department of Conservation Division of Administration	Strong Motion Instrumentation and Seismic Hazard Mapping (SMIP)	Bldg permit issuance
Elk Grove	State of California	Bldg Standards Special Revolving Fund	Bldg permit issuance
	CSD Fire Department	Fire Impact Fee	Bldg permit issuance
	Sacramento County	Transportation Mitigation Fee	Bldg permit issuance
	CSD Parks	Plan Area Development Impact Fee	Bldg permit issuance

Peer	Outside Agency / City Department Name	Type of Fee	When is the fee collected? (i.e., at issuance of building permit, Certificate of Occupancy)
Roseville	*List of outside agencies is attached (Appendix 6).*		Collected at issuance except for single family deferrals which allow approximately 50% to be collected prior to C of O
Folsom	Sac Regional Sanitation	Residential sewer connection	Bldg permit issuance
	Sacramento County	Major Road Fee	Bldg permit issuance
Rancho Cordova	CA Dept of Conservation	Strong Motion/Seismic	Bldg permit issuance
	CA Bldg Standards Commission	Green Bulding	Bldg permit issuance
	Sac Transportation Authority	Measure A	Bldg permit issuance
	City of Rancho Cordova Housing Division	Housing Trust Development Impact Fee	Bldg permit issuance
	City of Rancho Cordova Public Works Dept	Transportation Impact Fee	Bldg permit issuance
	City of Rancho Cordova City-wide	Community Facilities Fee	Bldg permit issuance
	Sac County Library Authority	Library Fee	Bldg permit issuance
West Sacramento	SRCSD	SRCSD sewer fee	Bldg permit issuance
	Yolo County Development Fee	Facility fee	Bldg permit issuance
	State of California	Building Codes and Standards maintenance fee	Bldg permit issuance
	Washington Unified School District	School development impact fee	Bldg permit issuance
	State of California	Seismic mapping fee (SMIP)	Bldg permit issuance
Sacramento	Various	Development Impact Fees	Bldg permit issuance
	Fire Department	Administrative Fee, Fire Protection Review Fee, Inspection Fees, After Hours Inspection Fee	Bldg permit issuance
	Utilities Department	ESC Building and Grading Fees, Temporary Water Services Fee, Utilities Fee, Utilities Fee Deposit, Water Meter Fee, Water Supply Report Fee	Bldg permit issuance
	Revenue Department	Residential Construction Tax	Bldg permit issuance
	General Services Department	Construction Debris Fee	Bldg permit issuance
	California Building Standards Commission	Green Building Fee	Bldg permit issuance
	California Fish and Wildlife Service	Habitat Conservation Administrative Fee	Bldg permit issuance
	Sacramento Housing and Redevelopment Agency	Housing Surcharge, Housing Trust Fund Processing Fees	Bldg permit issuance
	California State Resource Agency, Department of Conservation, and Division of Mines and Geology	Strong Motion Fee	Bldg permit issuance
	City	City Business Operations Tax, Construction Excise Tax	Bldg permit issuance
	Community Development - Planning	General Plan Maintenance Fee	Bldg permit issuance
		Coach Recording Fee	Bldg permit issuance

Building Permit Activity

Peers completed the building permit activity table below for the past three calendar years.

Table 20. San Jose

Total Permits Issued	CY 2009	CY 2010	CY 2011
Building Permits			
Residential	60	126	109
Commercial	63	80	98
Industrial	14	8	17
Additions / Alterations	3,361	3,761	4,210
Signs			
Other	2,414	2,651	9,457
Total Number of Permits			
Total Building Construction Valuation	$439,789,486	$851,201,504	$718,818,521
EMP Permits			
Total Electrical / Mechanical / Plumbing Permits	13,797	16,531	17,174

Table 21. Sacramento County

Total Permits Issued	CY 2009	CY 2010	CY 2011
Building Permits			
Residential	2,022	2,058	2,130
Commercial	875	705	899
Industrial			
Additions / Alterations			
Signs	328	267	248
Other	9,450	11,094	10,554
Total Number of Permits	14,033	14,124	15,587
Total Building Construction Valuation	$360,492,456	$286,369,827	$370,223,535
EMP Permits			
Total Electrical / Mechanical / Plumbing Permits	1,358	1,486	1,756

Table 22. Fresno

Total Permits Issued	CY 2009	CY 2010	CY 2011
Building Permits			
Residential	1,314	1,047	480
Commercial	49	33	150
Industrial	33	15	12
Additions / Alterations	6,184	6,870	6,615
Signs	217	257	234
Other	307	222	163
Total Number of Permits	8,104	8,444	7,645
Total Building Construction Valuation	$490,753,766	$386,406,107	$344,373,429
EMP Permits			
Total Electrical / Mechanical / Plumbing Permits	4,862	4,644	4,204

Table 23. Long Beach

Total Permits Issued	CY 2009	CY 2010	CY 2011
Building Permits			
Residential	**33**	**81**	**35**
Commercial	**13**	**6**	**7**
Industrial	**4**	**4**	**8**
Additions / Alterations	**4,966**	**5,312**	**4,972**
Signs			
Other	**29**	**13**	**15**
Total Number of Permits	**5,045**	**5,416**	**5,037**
Total Building Construction Valuation	**$210,045,341**	**$272,059,354**	**$315,444,728**
EMP Permits			
Total Electrical / Mechanical / Plumbing Permits	**3,488**	**3,572**	**3,679**

Table 24. Elk Grove

Total Permits Issued	CY 2009	CY 2010	CY 2011
Building Permits			
Residential	204	297	266
Commercial	7	7	23
Industrial	0	1	3
Additions / Alterations	297	294	364
Signs	101	81	101
Other	683	958	1096
Total Number of Permits	2,526	2,921	3,074
Total Building Construction Valuation	$82,496,934	$132,236,190	$152,026,828
EMP Permits			
Total Electrical / Mechanical / Plumbing Permits	1,234	1,283	1,221

Table 25. Roseville

Total Permits Issued	CY 2009	CY 2010	CY 2011
Building Permits			
Residential	610	642	417
Commercial	6	10	4
Industrial			
Additions / Alterations	373	505	470
Signs			
Other	2,603	3,248	2,889
Total Number of Permits	3,593	4,404	3,780
Total Building Construction Valuation			
EMP Permits			
Total Electrical / Mechanical / Plumbing Permits			

Table 26. Folsom

Total Permits Issued	CY 2009	CY 2010	CY 2011
Building Permits			
Residential	94	34	58
Commercial	8	5	16
Industrial	0	1	0
Additions / Alterations	332	422	472
Signs	91	93	93
Other	1,184	1,592	1,630
Total Number of Permits	1,704	2,147	2,269
Total Building Construction Valuation	$169,477,756	$65,668,326	$85,409,386
EMP Permits			
Total Electrical / Mechanical / Plumbing Permits	835	984	905

Table 27. Rancho Cordova

Total Permits Issued	CY 2009	CY 2010	CY 2011
Building Permits			
Residential	1,368	1,310	1,378
Commercial	397	353	449
Industrial	0	2	1
Additions / Alterations			
Signs	50	39	49
Other			
Total Number of Permits	1,765	1,663	1,827
Total Building Construction Valuation	$120,846,136	$87,070,964	$100,660,598
EMP Permits			
Total Electrical / Mechanical / Plumbing Permits			

Table 28. West Sacramento

Total Permits Issued	CY 2009	CY 2010	CY 2011
Building Permits			
Residential	97	84	59
Commercial	18	11	4
Industrial	1	0	2
Additions / Alterations	1,122	1,124	967
Signs	56	40	28
Other			
Total Number of Permits	1,294	1,259	1,060
Total Building Construction Valuation	$89,951,931	$49,369,644	$32,940,845
EMP Permits			
Total Electrical / Mechanical / Plumbing Permits	278	303	231

Table 29. Sacramento

Total Permits Issued	CY 2009	CY 2010	CY 2011
Building Permits			
Residential	9,441	8,878	8,664
Commercial	2,690	2,560	2,833
Industrial			
Additions / Alterations	11,692	11,112	11,293
Signs	308	245	260
Other			
Total Number of Permits	12,619	11,828	11,900
Total Building Construction Valuation	$176,315,202	$803,774,881	$388,193,395
EMP Permits			
Total Electrical / Mechanical / Plumbing Permits			

Third Party Plan Check

Table 30 indicates whether the peer cities provide the option to use an outside plan check firm to perform building plan check services. If the cities provide that option, the table indicates who decides when to use a third party, who chooses the third party (from a list of outside contract plan check firms), and the percentage of the building plan check fee retained by the city for processing/administering the third party plan checks.

Table 30. Third Party Plan Check

Peer	Third Party Option	Who decides when to use third party?	Who chooses third party firm?	Percentage of fee retained by city for processing?
San Jose	No	NA	NA	NA
Sacramento County	No	NA	NA	NA
Fresno	No	NA	NA	NA
Long Beach	No	NA	NA	NA
Elk Grove	No	NA	NA	NA
Roseville	Yes	The applicant	The City	All
Folsom	Yes	The City	The applicant	45%
Rancho Cordova	Yes	The City	The City	35%-60% of the fee goes to the third party depending on the level of plan review
West Sacramento	No	NA	NA	NA
Sacramento	Yes	The City	The City	25-30%

Efficiency Metrics

Table 31 indicates how soon after an inspection request is made that inspections occur, and the average number of inspection that a building inspector makes per day.

Table 31. Efficiency Metrics

Peer	Average days after inspection request for Building Inspection	Average days after inspection request for Fire Inspection	Average number of inspections per day, per building inspector
San Jose	Usually next day	Usually next day	14
Sacramento County	Usually next day	Data not provided	15
Fresno	Usually next day	Data not provided	Commercial (per specialty inspector): 15 Residential (combination inspector): 25
Long Beach	Usually next day	Usually next day	Combo/Residential = 12-16 Commercial = 8-12
Elk Grove	Usually next day	Data not provided	15
Roseville	Usually next day	2 days	20
Folsom	Usually next day	Usually next day	12-15 stops (each stop may include multiple inspections)
Rancho Cordova	Usually next day	2 days	15-20

Peer	Average days after inspection request for Building Inspection	Average days after inspection request for Fire Inspection	Average number of inspections per day, per building inspector
West Sacramento	Usually next day	Usually next day	23 per day average for 2012
Sacramento	Usually next day	3 days	14

Table 32 lists the types of building permits peer jurisdictions issue electronically or by fax, and whether they are issued electronically or by fax (or both). The table also indicates the method of payment for permits (i.e., credit card, check) and whether payment can be made online or must be made in person.

Table 32. Issuance and Payment Methods of Building Permits

Peer	Type of Building Permit Issued Electronically or by FAX	Method of Issuance	Payment Method(s) accepted(s) accepted (i.e., check, credit card)	Payment Method (in-person, on-line, either)
San Jose	Re-roofs - SF, MF, Commercial	Electronically	Credit card	Online
	Chimney Repair - SF	Electronically	Credit card	Online
Sacramento County	Commercial or Residential Miscellaneous Plumbing, Mechanical, and Electrical	Electronically	Check and credit card	Either in person or online
	Commercial or Residential Reroof Permits	Electronically	Check and credit card	Either in person or online
	Residential Siding Permits	Electronically	Check and credit card	Either in person or online
	Residential Window replacement	Electronically	Check and credit card	Either in person or online
Long Beach	Building Permit for Re-roofs, window replacements	Both	Credit/Debit Card	In person
	Simple Electrical Upgrades	Both	Credit/Debit Card	In person
	Mechanical (residential only)	Both	Credit/Debit Card	In person
	Plumbing Permit (water Heater Re-Piping)	Both	Credit/Debit Card	In person
Fresno	Simple Plumbing such as water heater, gas or water line repairs, etc.	By fax	Credit card on file with Building Division. (payment processed by staff)	Blank
	Simple Electrical such as electrical service change	By fax	Credit card on file with Building Division. (payment processed by staff)	Blank
	Simple Mechanical such as Heating and cooolinf unit change-outs, etc.	By fax	Credit card on file with Building Division. (payment processed by staff)	Blank
	Reroof Permits	By fax	Credit card on file with Building Division. (payment processed by staff)	Blank
Elk Grove	Reroof Permit	By fax	Credit Card, Cash or Check	Either in person or online
	Water Heater C/O Permits	By fax	Credit Card, Cash or Check	Either in person or online
	HVAC C/O Permits	By fax	Credit Card, Cash or Check	Either in person or online
	Sewer Line Permits	By fax	Credit Card, Cash or Check	Either in person or online
	Water Line Permits	By fax	Credit Card, Cash or Check	Either in person or online

Peer	Type of Building Permit Issued Electronically or by FAX	Method of Issuance	Payment Method(s) accepted(s) accepted (i.e., check, credit card)	Payment Method (in-person, on-line, either)
	Electrical Service	By fax	Credit Card, Cash or Check	Either in person or online
Roseville	Water heater	Electronically	Credit card	Online
	Reroof	Electronically	Credit card	Online
	Minor electrical	Electronically	Credit card	Online
	Minor plumbing	Electronically	Credit card	Online
Folsom	Can only apply (not issue) for HVAC, Water Heaters and very minor electric	By fax	Cash or check	In person
Rancho Cordova	Residential HVAC change-outs	By fax	Check, cash, credit	Either in person or online
	Residential water heater change-outs	By fax	Check, cash, credit	Either in person or online
	Residential water softener installations	By fax	Check, cash, credit	Either in person or online
	Residential service panel / meter change-outs	By fax	Check, cash, credit	Either in person or online
	Residential main breaker replacements	By fax	Check, cash, credit	Either in person or online
	Residential sewer / water line replacements	By fax	Check, cash, credit	Either in person or online
	Residential re-roofs	By fax	Check, cash, credit	Either in person or online
West Sacramento	Did not respond			
Sacramento	Reroof (Resid or Comm)	By fax	Credit card	In person
	HVAC (resid)	By fax	Credit card	In person
	Water Heater (replace or move) - Residential	Both	Credit card	In person
	Electrical Panel Change; new branch circuit, rewire -- Residential	By fax	Credit card	In person
	Re-plumb, water or sewer service replacement or repair - Residential	By fax	Credit card	In person
	Gas Service replace or repair - Residential	By fax	Credit card	In person

Best Practices

Peers were asked to briefly describe creative ways of conducting business and/or innovative solutions that have been implemented in their jurisdiction. Table 33 lists these best practices.

Table 33. Best Practices and Contact Information

Peer	Description of best practice	Contact Name	Contact Number/Email
San Jose	Special Tenant Improvement (STI) and Industrial Tool Installation (ITI) programs offer expedited plan review and inspection for industrial, office and R&D uses. All design professionals are present in the review meeting to identify and resolve issues on the spot. The review fees are surcharged 50%.	Joyce Liu	408-535-7729 joyce.liu@sanjoseca.gov
Sacramento County	1. Implemented ESIPs, the Electronic Submittal of Improvement Plans 2. In the process of installing an Electronic Data Review program to allow the submittal of construction projects digitally thereby allowing us to go as paperless as possible.	1. Tony Santiago 2. Robert Logsdon	1. 916-874-7093, santiagoa@saccounty.net 2. 916-874-2622 logsdonr@saccounty.net
Fresno	We are continually working on streamiling processes and establishing policies which create a more business friendly environment. Use of our web page to communicate information and make application forms available is an important tool to achieve this.	Brian Leong	559-621-8094 Brian.Leong@fresno.gov
Long Beach	By providing face to face rechecks, each reviewer meets with the customer to go over corrections. This eliminates time spent filing and tracking plans and improves communication and customer service.	Truong Huynh	562.570.6921 truong.huynh@longbeach.gov
Elk Grove	Continued development of streamlined programs and services i.e. TI Tuesday (see attached handout).	Richard Renfro	(916) 478-2235 rrenfro@elkgrovecity.org
Roseville	Creation of Development Services Department consolidating building, Engineering and Permit Center into a single department. Fire and Environmental Utilities staff are also represented within development services. Provides a single point of contact and response for the development customer.	Chris Robles	(916) 774-5421 crobles@roseville.ca.us
Folsom	Blank		
Rancho Cordova	Development Services Team (See attachment) Long-Term Accessibility Program (See attachment)	Joe Cuffe	916-851-8866 jcuffe@cityofranchocordova.org
West Sacramento	Blank		

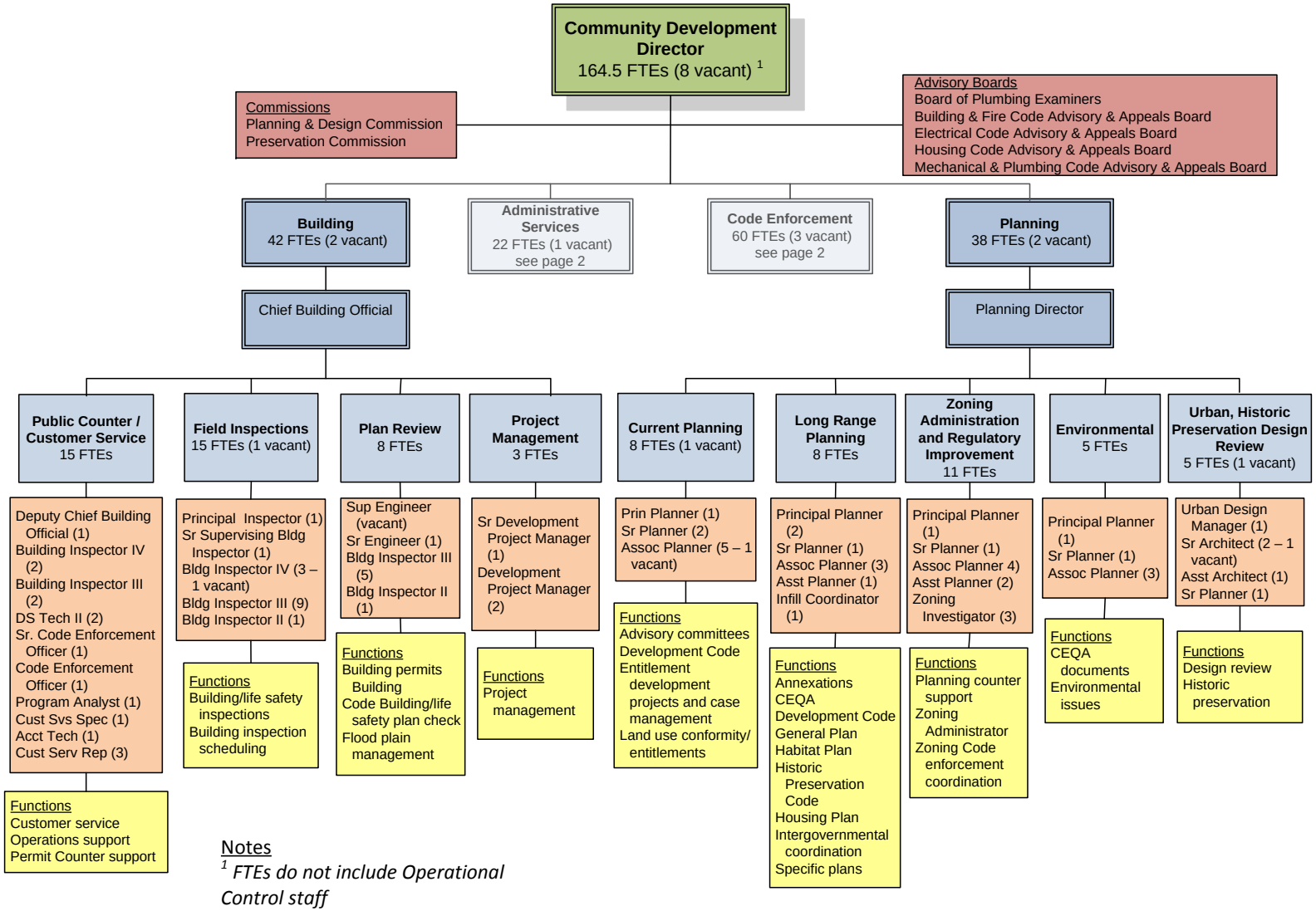
Peer	Description of best practice	Contact Name	Contact Number/Email
Sacramento	1. Changes to the Planning and Development Code to streamline development review (see above) 2. Cutting edge (and award winning) specific plans (e.g., River District) 3. AMPP program- accelerated minor permit- experienced contractors (that have been through City Training) can get a packet of 5 minor Hot Water Heater permits all at once at roughly half price and they only have to come to the City to pay for them. 4. Queue flow at the counter 5. Electronic re-submittal of building plan check applications. 6. Nearly full-cost recovery in code enforcement	Scot Mende	916-808-4756 Smende@cityofsacramento.org

Attachment E – City of Sacramento Development Impact Fees

Development Impact Fees	Fee	Responsible Agency
Combined Sewer	$119.45 for each Equivalent Single Dwelling Unit (ESD) to 25 ESDs, $2,980.86 for ESD thereafter	Utilities
Downtown Transportation Fee	See Fee Schedule	Public Improvement Financing
Exaction Agreement Development Fee	See South Natomas SNCIF Fee	Public Works
Habitat Conservation Fee	$32,861 per gross acre; with Land Dedication option, $21,611 per gross acre	Engineering Services
Housing Trust Fund Fee	See Fee Schedule	Planning
Jacinto Creek Channel Fee	See Fee Schedule	Planning or Public Improvement Financing
Jacinto Creek Facilities Fee	See Fee Schedule	Planning or Public Improvement Financing
Jacinto Drainage #1	See Fee Schedule	Planning or Public Improvement Financing
Jacinto Drainage #2	See Fee Schedule	Planning or Public Improvement Financing
Jacinto Drainage #3	See Fee Schedule	Planning or Public Improvement Financing
Jacinto Drainage #4	See Fee Schedule	Planning or Public Improvement Financing
Jacinto Drainage #5	See Fee Schedule	Planning or Public Improvement Financing
Jacinto Drainage #6	See Fee Schedule	Planning or Public Improvement Financing
Jacinto Drainage #7	See Fee Schedule	Planning or Public Improvement Financing
North Natomas Administration Fees	See Fee Schedule	Public Improvement Financing
North Natomas Drainage Fee	See Fee Schedule	Public Improvement Financing
North Natomas Public Facilities Fee	See Fee Schedule	Public Improvement Financing
North Natomas Public Facilities Fee Adjustment	See Fee Schedule	Public Improvement Financing
North Natomas Public Land Acquisition Fee	See Fee Schedule	Public Improvement Financing
North Natomas Transit Fee	See Fee Schedule	Public Improvement Financing
Park Development Impact Fee	See Fee Schedule	Parks and Recreation
Pocket Area Bridge Fee	Determined by Engineering during entitlement process	Engineering Services
Pocket Area Road Fee	Determined by Engineering during entitlement process	Engineering Services

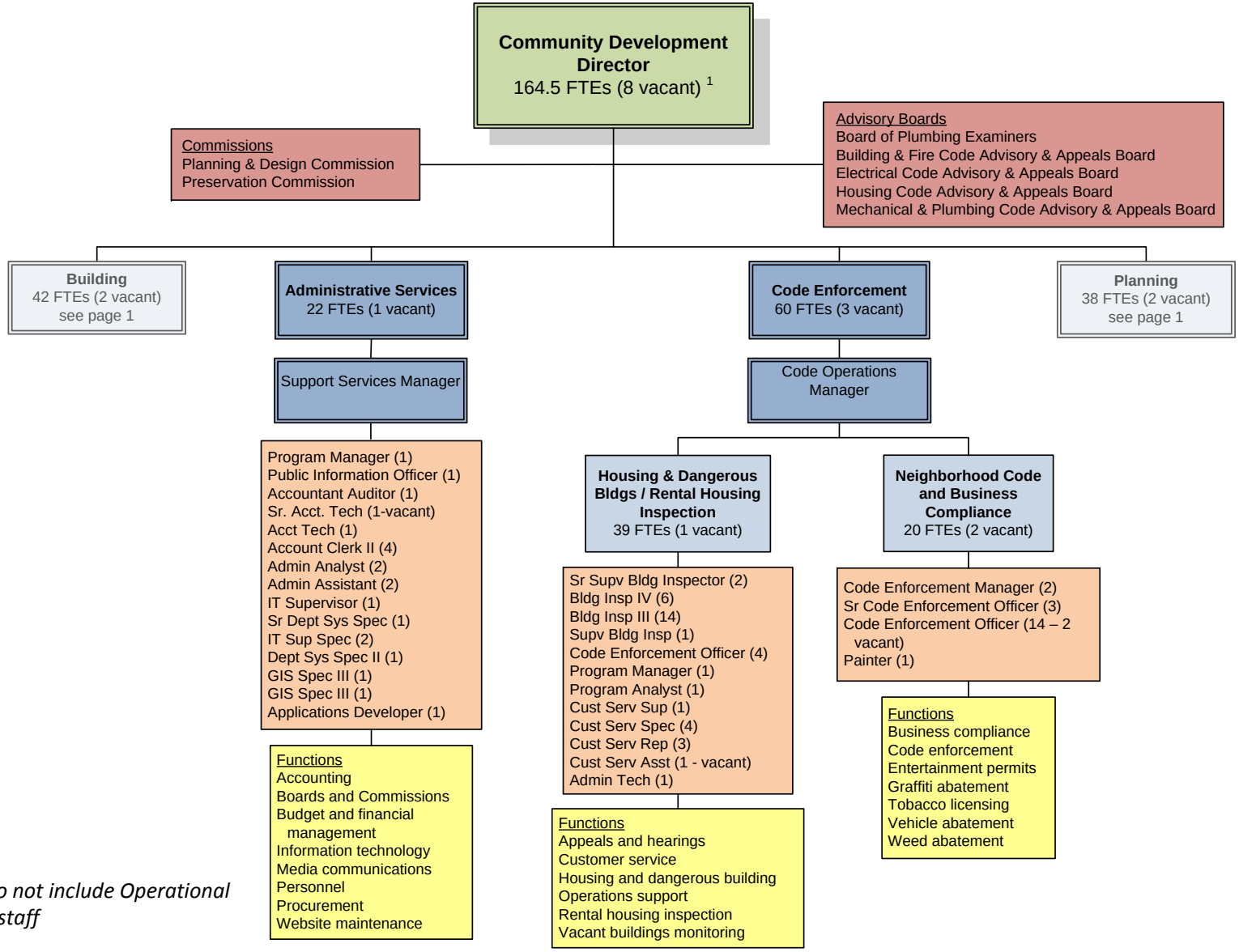
Development Impact Fees	Fee	Responsible Agency
Quimby Park Fees	Calculated when the tentative map is submitted	Parks and Recreation & General Services
Railyards Public Facilities Fee	See Fee Schedule	Public Improvement Financing
Railyards Transportation Fee	See Fee Schedule	Public Improvement Financing
Regional Sanitation	See Fee Schedule	Regional Sanitation District
Richards Blvd Public Facilities Fee	See Fee Schedule	Public Improvement Financing
Richards Blvd Transportation Fee	See Fee Schedule	Public Improvement Financing
SAFCA DIF	See Fee Schedule	Sacramento Area Flood Control Agency
School Impact Fees	Varies by school district	Applicable school district
Sewer Development Fee	See Fee Schedule	Utilities
Sacramento Transportation Authority Fee	See Fee Schedule	STA, Public Works & Building
Water Development Fee	See Fee Schedule	Utilities

Attachment F – Functional Organization Chart



Notes

[1] *FTEs do not include Operational Control staff*



Notes

[1] *FTEs do not include Operational Control staff*

Appendix 1 – Planning Application by Year

City of Sacramento
Planning Applications by Calendar Year

Year	DR	ER	HOP	P	PB	Z
2005	414	310	2,602	212	124	341
2006	339	254	1,793	222	154	271
2007	416	241	1,454	168	174	332
2008	285	122	1,005	108	97	345
2009	269	73	1,917	62	93	194
2010	213	106	2,371	93	96	190
2011	160	54	1,450	93	86	147
2012	151	49	829	45	68	140

Data based on project intake. Data does not correspond with number of projects *completed* during a calendar year. Data does not net out "void" or "withdrawn".

- DR = Design Review
- ER = Expanded Design Review
- HOP = Home Occupation Permit
- P -= Planning
- PB = Preservation
- Z = Zoning Administrator

Data Prepared by Scot Mende, Principal Planner

Date: February 19, 2013

Source: Accela

Appendix 2 – San Jose Development Plan Review Targets

DEVELOPMENT PLAN REVIEW
APPROXIMATE TIME FRAMES

Listed below are approximate time frames for specific project reviews. These estimates are provided to assist you in developing a realistic project schedule. All times provided are in working days (i.e., Monday through Friday, excluding City holidays and closures). All times assume that the first submittal is complete and meets the City's minimum standards for plan/report review, and that subsequent submittal addresses all City plan/report review comments.

For Planning applications, the Planning Division is responsible for obtaining, compiling, and reconciling comments from other departments and outside agencies. As such, the review times for Building, Fire, and Public Works fit within the Planning review times.

	TYPE OF PROJECT REVIEW	Standard Reviews					
		Planning		Building/ Fire		Public Works	
		First	Subsequent	First	Subsequent	First	Subsequent
COMMERCIAL/INDUSTRIAL							
1	Minor Additions (≤5,000 sf or 50% of existing building) [1]	5	n/a	n/a	n/a	n/a	n/a
2	Minor Site/Building Modifications[1]	5	n/a	n/a	n/a	n/a	n/a
3	Minor Site/Building Modifications to Previous Approval[1]	15	10	13	8	14	9
4	Lot Line Adjustments[2]	15	10	13	8	n/a	n/a
5	Minor New Construction (<10,000 sf)[2,3]	21	10	19	8	20	15
6	Major Site/Building Modifications[2,3]	21	15	19	8	20	15
7	Use Changes[2,3]	21	15	19	8	20	15
8	Minor Annexations/Prezonings	21	10	19	8	20	15
9	Major Annexations/Prezonings	21	15	19	8	20	15
10	Conventional/Conforming Rezonings[2,3]	21	10	19	8	20	15
11	Planned Development Rezonings[2]	21	15	19	13	20	15
12	Mixed-Use Developments[2]	21	15	19	13	20	15
13	Major New Construction (≥10,000 sf or ≥4 stories) [2]	21	15	19	13	20	15
14	High-Rises (>150 feet) [2]	21	15	19	13	20	15
15	Significant New Construction (>50,000 sf) [2]	21	15	19	13	20	15
RESIDENTIAL							
1	Minor Site/Building Modifications to Previous Approval[1]	15	10	13	8	14	9
2	≤10 Dwelling Units with no grading or geologic hazard	21	10	19	8	20	15
3	≤10 Dwelling Units with grading or geologic hazard	21	15	19	13	20	15
4	>10-49 Dwelling Units	21	15	19	13	20	15
5	Podium Developments	21	15	19	13	20	15

6	Minor Subdivisions	21	10	19	8	20	15
7	Major Subdivisions	21	15	19	13	20	15
ENVIRONMENTAL REVIEW							
1	Exemption from Environmental Review[4]	21	n/a	n/a	n/a	n/a	n/a
2	Addendum to Environmental Impact Report[4]	21	15	19	13	20	15
3	Negative Declaration[4]	21	15	19	13	20	15
4	Environmental Impact Report[4]	21	21	19	18	20	20
BUILDING PLAN CHECK							
1	Planning Conformance Review	12	10	n/a	n/a	n/a	n/a

Notes:

1. Administrative permits that do not require a public hearing.
2. Expedited project review service is available for projects that qualify, such as major economic development and high-rise projects. Expedited project review will be completed in approximately one-half the regular plan review time frame noted in the table above. All high-rise projects should be processed within 120 days unless they involve significant environmental review.
3. CEQA processes are concurrent with development permit review.

Last Updated: 2/28/13

Appendix 3 – Long Beach Management Schedules

Planning Commission ESTIMATED FILING AND HEARING SCHEDULE – 2013

An application will not be deemed complete until all filing requirements have been met. Planning Commission hearings are held the first and third Thursday of each month. Planning staff will contact the applicant to schedule a hearing date after the internal Staff Site Plan Review Committee meeting.

Date of Complete Application (Thursday)	Internal Site Plan Review Meeting (Wednesday)
10/18/12	11/28/12
11/1/12	12/12/12
11/22/12	12/26/12
12/6/12	1/9/13
12/20/12	1/23/13
1/3/13	2/13/13
1/17/13	2/27/13
1/31/13	3/13/13
2/14/13	3/27/13
2/28/13	4/10/13
3/21/13	4/24/13
4/4/13	5/8/13
4/18/13	5/22/13
5/2/13	6/12/13
5/16/13	6/26/13
5/30/13	7/10/13
6/20/13	7/24/13
7/3/13**	8/14/13
7/18/13	8/28/13
8/1/13	9/11/13
8/22/13	9/25/13
9/5/13	10/9/13
9/19/13	10/23/13
10/3/13	11/13/13
10/17/13	11/27/13
10/31/13	12/11/13
11/21/13	12/26/13**

** Day of the week adjusted due to City Holiday

2013 Planning Commission Hearing Dates (1st and 3rd Thursdays)							
January	1/3/13	April	4/4/13	July	7/4/13	October	10/3/13
	1/17/13		4/18/13		7/18/13		10/17/13
February	2/7/13	May	5/2/13	August	8/1/13	November	11/7/13
	2/21/13		5/16/13		8/15/13		11/21/13
March	3/7/13	June	6/6/13	September	9/5/13	December	12/5/13
	3/21/13		6/20/13		9/19/13		12/19/13

Zoning Administrator
ESTIMATED FILING AND HEARING SCHEDULE – 2013

An application will not be deemed complete until all filing requirements have been met.

Date of Complete Application (Thursday)	Notice Mailed Out (Wednesday)	Z.A. Hearing (2nd and 4th Mondays)
11/21/12**	12/26/12	1/14/13
12/6/12	1/9/13	1/28/13
12/20/12	1/23/13	2/11/13
1/3/13	2/6/13	2/25/13
1/17/13	2/20/13	3/11/13
1/31/13	3/6/13	3/25/13
2/14/13	3/20/13	4/8/13
2/28/13	4/3/13	4/22/13
3/21/13	4/24/13	5/13/13
4/4/13	5/8/13	5/28/13**
4/18/13	5/22/13	6/10/13
5/2/13	6/5/13	6/24/13
5/16/13	6/19/13	78/13
5/30/13	7/3/13	7/22/13
6/20/13	7/24/13	8/12/13
7/3/13**	8/7/13	8/26/13
7/18/13	8/21/13	9/9/13
8/1/13	9/4/13	9/23/13
8/22/13	9/25/13	10/14/13
9//5/13	10/9/13	10/28/13
9/19/12	10/23/13	11/11/13
10/3/13	11/6/13	11/25/13
10/17/13	11/20/13	12/9/13
10/31/13	12/14/13	12/23/13

** Day of the week adjusted due to City Holiday

Cultural Heritage Commission
ESTIMATED FILING AND HEARING SCHEDULE – 2013

An application will not be deemed complete until all filing requirements have been met.

Date of Complete Application (Monday)	Notice Mailed Out (Wednesday)	C.H.C. Hearing (1st Mondays)
11/19/12	12/26/12	1/14/13
12/17/12	1/23/13	2/11/13
1/14/13	2/20/13	3/11/13
2/11/13	3/20/13	4/8/13
3/18/13	4/24/13	5/13/13
4/15/13	5/22/13	6/10/13
5/13/13	6/19/13	7/8/13
6/17/13	7/24/13	8/12/13
7/15/13	8/21/13	9/9/13
8/19/13	9/25/13	10/14/13
9/16/13	10/23/13	11/11/13
10/14/13	11/20/13	12/9/13

** Day of the week adjusted due to City Holiday

Appendix 4 – Sacramento County Plan Review Turn Around Times

Community Development
Building Permits and Inspection
General Information: (916) 875-5296
www.bldginspection.org

4101 Branch Center Rd Sacramento 95827 Fax 916-854-9228	5229 Hazel Ave • Suite B Fair Oaks 95628 Fax (916) 854-9034
827 7th St • Room 102 Sacramento 95814 Fax (916) 854-9229	6015 Watt Ave • Suite 4 North Highlands 95660 Fax (916) 874-2632

Plan Review Turnaround Times

(Estimated time to complete our first plan review for your building project)

Below is the general time-frame duration from the time your submittal is received by the plan review staff to when our office will contact you with plan review results. This does not guarantee a building permit upon our completion of the plan review. Your assigned project coordinator will be your primary contact and will be the person that contacts you when the plan review is complete. Please refer to forms CO-01 & CO-28 for plan submittal requirements.

RESIDENTIAL PLAN REVIEW TURNAROUND TIMES

Plan review start date is the next working day after permit application submittal acceptance (for target calculation)

PERMIT/PROJECT TYPE	ESTIMATED BUILDING PROJECT VALUE*	TARGET TURNAROUND TIME (first review)
Description of work	**Valuation**	**Working Days** (excludes weekends and holidays)
Addition/Remodel/Miscellaneous/Ag	Less than $50,000	5
Alteration/Addition/Remodel/MHC/Ag	$50,000 to $149,999	10
SFD/Custom House	$150,000 to $499,999	15
Any Project	$500,000 or greater	20
Master Plans	Any Value	20

COMMERCIAL PLAN REVIEW TURNAROUND TIMES

Plan review start date is the next working day after permit application submittal acceptance (for target calculation)

ESTIMATED BUILDING PROJECT VALUE*	TARGET TURNAROUND TIME In Working Days (first review) (excludes weekends and holidays)
Less than $100,000	5
$100,000 to $399,999	10
$400,000 to $2,999,999	15
$3,000,000 and over	20

***Estimated target turnaround times are based on the project's construction valuation. The project valuation is provided by the applicant and should be the contract or fair market value of all materials, equipment and labor. New square footage will be valued per our internal construction valuation tables, or per the estimated construction valuation, whichever is higher. The permit fee is based on this valuation.**

The above target turnaround times may vary slightly due to the current staff workload, complexity and clarity of the project and plans.

Recheck turnaround times: Recheck turnaround times should be approximately one half of the target turnaround times shown above. The amount of time required for recheck turnaround will also depend upon your compliance with plan review comments and compliance with all other department and agency requirements for your building project.

Appendix 5 – Sacramento County Outside Agencies

FEE COLLECTION TABLE ADDENDUM, SECTION 5, QUESTION 6		
OUTSIDE ABENCY	TYPE OF FEE	WHEN COLLECTED
Sac Metro Fire District	Fire Development Impact Fees	Building Permit Stage
CCSD Fire District	Fire Development Impact Fees	Building Permit Stage
Sacramento Regional Sanitation District	Sewer Development Impact Fees	Building Permit Stage
Sacramento Area Sanitation District	Sewer Development Impact Fees	Building Permit Stage & map recordation
Sacramento County Water Agency	Drainage and Water Impact Fees	Improvement Plan & Building Permit Stage
Planning	Planning Dept zone check reviews	At Building Department Plan Review submittal
State	SB 1473 - Green Buildings	At issuance of building permit

Appendix 6 – Roseville Outside Agencies

APPLICATION FEES		
Planning Department Application	$0.00	Planning Application fees (Design Review Permit)
FEES WHEN PLANS ARE SUBMITTED TO BUILDING & PUBLIC WORKS DEPARTMENT		
Building Plan Check Fee	$931.35	
Engineering Plan Check Fee	$0.00	Deposit is 2.5% of estimated cost of public improvements
Planning Plan Check Fee	$64.00	
SUB-TOTAL	**$995.35**	
CITY FEES -- PAID UPON ISSUANCE OF BUILDING PERMIT		
Building Permit Fee	$1,552.25	
Strong Motion Tax	$48.74	
Building Standards Fund	$10.00	
Drainage Fees	$406.00	
Fire Service Construction Tax	$1,160.50	
Public Facilities Fee	$2,486.00	
Local Sewer Fee	$310.00	
Sewer Special Benefit Area	$0.00	Not within an SSBA
Water Connection Fee	$6,551.00	
Water Pressure/Reimb. Zone Fee	$0.00	N/A
Traffic Mitigation Fee	$1,286.00	
Park Fees	$5,239.00	
Solid Waste Impact Fee	$410.00	
Electic Backbone fee	$1,211.00	
So Placer Animal Shelter Fee	$182.00	
SUB-TOTAL	**$20,852.49**	
PUBLIC WORKS INSPECTION FEES -- PAID UPON ISSUANCE OF BUILDING PERMIT		
Engineering Plan Check/Insp. Fee Deposit	$0.00	Deposit is 2.5% of estimated cost of public improvements
Engineering Map Checking Fee	$0.00	not applicable unless parcel map proposed
Grading Plan Review/Permit Fee Deposit	$0.00	not applicable unless grading proposed
SUB-TOTAL	**$0.00**	
DEVELOPMENT AGREEMENT FEES -- PAID UPON ISSUANCE OF BUILDING PERMIT		
Public Benefit Fee	$1,280.00	
General Fund Contribution	$1,060.00	
Water Meter Retrofit Program	$143.00	
Air Quality Program Fee	$90.84	
SUB-TOTAL	**$2,573.84**	
SETTLEMENT AGREEMENT FEES -- PAID UPON ISSUANCE OF BUILDING PERMIT		
Air Quality Mitigation Fee	$134.10	WRSP Fee per unit/**lot** fee
Traffic Signal Coordination Fee	$100.00	WRSP Fee per unit/**lot** fee
Sierra College Boulevard (Town of Loomis Fee)	$75.00	WRSP Fee per unit/**lot** fee
Transit Shuttle Service Tax	$59.02	WRSP Fee per unit/**lot** fee
SUB-TOTAL	**$309.10**	
REGIONAL & OTHER FEES -- PAID UPON ISSUANCE OF BUILDING PERMIT		
Regional Sewer Fee	$6,547.00	
Highway 65 JPA Fee	$487.09	
South Placer Regional Traffic Fee	$885.26	
City-County Transportation Traffic Fee	$412.25	
Placer County Capital Facilities Fee	$1,899.73	
School Fees	$11,933.00	Fees paid directly to School Districts
Public Safety Fees	$0.00	Varies - Fee based on number of plan checks/inspections reqd by Fire
Burglar Alarm System Permit Fee	$0.00	
SUB-TOTAL	**$22,164.33**	
TOTAL	**$46,895.11**	

Prepared by L. Conti, City of Roseville, 2/19/2013

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Sacramento Community Development Department
Proposed Planning Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
Annexation / Sphere of Influence									
	Annexation: Commercial/Mixed Use Project	Flat Fee	Actual Cost	$20,000	$17,936			$18,000	
	Annexation: Residential Project ~~>2 Acres~~	Flat Fee	Actual Cost	$8,000	$7,050			$7,000	Consolidate residential project fees
	~~Annexation: Residential Project Up to 2 Acres~~	Flat Fee		$1,000	$7,050				Proposed to be deleted
	Sphere of Influence Amendment	Flat Fee	Actual Cost	$10,000	$8,888			$8,500	
Appeals									
	~~Appeal of Planning Director Action to Planning and Design Commission~~	Flat Fee		$179					Consolidate; proposed to be deleted
	~~Applicant Appeal of Environmental Decision to Council~~	Flat Fee		$650					Consolidate; proposed to be deleted
	~~Applicant Appeal of Planning and Design Commission to City Council~~	Flat Fee		$1,192					Consolidate; proposed to be deleted
	Applicant Appeal of Commission Decision to City Council	Flat Fee	Flat Fee	$1,192	$5,371	$5,000			
	~~Applicant Appeal to City Council on Preservation Commission Decision~~	Flat Fee		$1,192					Consolidate; proposed to be deleted
	~~Applicant Appeal to Preservation Commission~~	Flat Fee		$596					Consolidate; proposed to be deleted
	Applicant Appeal of Staff Decision to ~~Planning and Design~~ Commission	Flat Fee	Flat Fee	$596	$4,028	$4,000			
	~~Applicant Appeal to the Zoning Administrator~~	Flat Fee		$1,000					Consolidate; proposed to be deleted
	~~Applicant Appeal to Commission of Chief of Police Decision~~	Flat Fee		$650					Consolidate; proposed to be deleted
	Request for Reconsideration of Staff Action by the Design Director		Flat Fee		$298	$298			There is no current charge for this request
	Third Party Appeal of Commission Decision to City Council	Flat Fee		$298	$5,371				No change
	~~Third Party Appeal to City Council of Preservation Commission Decision~~	Flat Fee		$298					Consolidate; proposed to be deleted
	~~Third Party Appeal of Environmental Decision to Council~~	Flat Fee		$40					Consolidate; proposed to be deleted
	~~Third Party Appeal of Planning and Design Commission to City Council~~	Flat Fee		$298					Consolidate; proposed to be deleted
	Third Party Appeal of Staff Decision to ~~Planning and Design~~ Commission	Flat Fee		$298	$4,028				No change
	~~Third Party Appeal to Preservation Commission~~	Flat Fee		$298					Consolidate; proposed to be deleted
	~~Third Party Appeal to the Zoning Administrator~~	Flat Fee		$500					Consolidate; proposed to be deleted
Conditional Use Permits (CUP)									
	~~Antennas, Zoning Administrator~~	Flat Fee		$7,500					Consolidate; proposed to be deleted
	~~Bed & Breakfast Inn, Zoning Administrator~~	Flat Fee		$4,000					Consolidate; proposed to be deleted
	~~Condominium Conversion (A1)~~	Flat Fee		$9,298					Consolidate; proposed to be deleted
	~~Deep Lot, Zoning Administrator~~	Flat Fee		$3,000					Consolidate; proposed to be deleted
	Entitlement Review (Engineering)	Actual Cost		$500					Not a CDD fee
	~~Fence/Wall, Zoning Administrator~~	Flat Fee		$600					Consolidate; proposed to be deleted
	~~Major Project (Commercial) (A3)~~	Flat Fee		$12,500					Proposed to be deleted
	~~Major Project (Residential) (A3)~~	Flat Fee		$5,000					Proposed to be deleted
	~~Major Project (Utilities)~~	Actual Cost							Proposed to be deleted

Sacramento Community Development Department
Proposed Planning Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
	~~Non-Conforming Building, Zoning Administrator~~	Flat Fee		$600					Proposed to be deleted

Sacramento Community Development Department
Proposed Planning Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
	Building < 100,000 sq. ft. - Planning and Design Commission ~~Special Permit (Commercial)~~	Flat Fee	Flat Fee	$9,000	$7,150	$7,150			
	Building ≥ 100,000 sq. ft. - Planning and Design Commission (Proposed New)		Actual Cost					$20,000	
	~~Other Special~~ CUP - Zoning Administrator	Flat Fee	Flat Fee	$2,750	$2,600	$2,600			
	~~Special Permit or Plan Review~~ Major Modification - Zoning Administrator ~~(Commercial)~~	Flat Fee		$2,000	$2,612				No change
	~~Special Permit or Plan Review~~ Minor Modification - Zoning Administrator ~~(Commercial)~~	Flat Fee	Flat Fee	$700	$848	$850			
	Medical Marijuana Dispensary - Zoning Administrator	Flat Fee		$13,815					No change
	Medical Marijuana Dispensary Major Modification - Zoning Administrator	Flat Fee		$3,500					No change
	Medical Marijuana Dispensary - Planning and Design Commission	Actual Cost	Actual Cost				$19,415 + Cost Recovery at $140/Hour + Environmental Costs	$19,415 + Cost Recovery at Hourly Billing Rates + Environmental Costs	Change for new hourly rate
	~~Special Permit or Plan Review~~ Modification - Commission (Proposed New)		Flat Fee		$2,612	$2,600			
	~~Planning and Design Commission Special Permit (Residential)~~	Flat Fee		$4,000					Consolidate; proposed to be deleted
	~~Planning Commission Special Permit Modification - Alcohol~~	Flat Fee		$9,000					Proposed to be deleted
	Special Permit - Drive Thru (255) (Engineering)	Actual Cost		Actual Cost					Not a CDD fee
	Special Permit - Major Project (255) (Engineering)	Actual Cost		Actual Cost					Not a CDD fee
	Special Permit (Utilities)	Actual Cost		Actual Cost					Not a CDD fee
	~~CUP, Planning Director~~	Flat Fee		$3,500					Proposed to be deleted
	~~Special Permit Major Modification, Planning Director~~	Flat Fee		$1,400					Proposed to be deleted
	~~Special Permit Minor Modification, Planning Director~~	Flat Fee		$500					Proposed to be deleted
	~~Special Permit or Plan Review Major Modification, Zoning Administrator (Residential)~~	Flat Fee		$1,000					Consolidate; proposed to be deleted
	~~Special Permit or Plan Review Minor Modification, Zoning Administrator (Residential)~~	Flat Fee		$500					Consolidate; proposed to be deleted
	~~Special Permit Time Extension (Commercial)~~	Flat Fee		$2,500					Consolidate; proposed to be deleted
	~~Special Permit Time Extension (Residential)~~	Flat Fee		$1,500					Consolidate; proposed to be deleted
	Time Extension ~~of Entitlements (Except for Maps)~~	Flat Fee	Flat Fee	$1,500	$572	$572			
~~Design Review Fees~~									
	~~Additions & Rehabilitations, Non-Residential Exterior work valued over $100,000 (staff level)~~	Flat Fee		$800					Proposed to be deleted
	~~Additions & Rehabilitations, Projects with $10,000 to under $50,000 of work to be reviewed (staff level)~~	Flat Fee		$300					Proposed to be deleted
	~~Additions & Rehabilitations, Projects with $50,000 to under $100,000 of work to be reviewed (staff level)~~	Flat Fee		$500					Proposed to be deleted
	~~Additions & Rehabilitations, Projects with less than $10,000 of work to be reviewed (staff level)~~	Flat Fee		$140					Proposed to be deleted
	~~Additions & Rehabilitations, Projects with over $100,000 of work to be reviewed (Director or Commission level)~~	Flat Fee		$1,500					Proposed to be deleted
	~~Additions & Rehabilitations, Residential & Non-Residential Projects with exterior work valued up to $100,000 (staff level)~~	Flat Fee		$140					Proposed to be deleted

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
	~~Additions & Rehabilitations, Residential Projects with exterior work valued over $100,000 (staff level)~~	Flat Fee		$325					Proposed to be deleted

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
	~~Alternative Design Ordinances, 1 & 2 Family Units requiring Director level review~~	Flat Fee		$1,400					Proposed to be deleted
	~~Alternative Design Ordinances, 1 & 2 Family Units with extensive staff level or modification required~~	Flat Fee		$280					Proposed to be deleted
	~~Alternative Design Ordinances, 1 & 2 Family Units with minimal or moderate staff level or modification required~~	Flat Fee		$140					Proposed to be deleted
	~~Building moves with less than $100,000 of improvements~~	Flat Fee		$410					Proposed to be deleted
	~~Building moves with more than $100,000 of improvements~~	Flat Fee		$1,451					Proposed to be deleted
	~~Entitlement Review (Engineering)~~	Actual Cost		$500					Proposed to be deleted
	~~Design Review Modification, Planning Director~~	Flat Fee		$350					Proposed to be deleted
	~~Design Review, Planning Director~~	Flat Fee		$500					Proposed to be deleted
	~~New Construction, 1 & 2 Family Units~~	Flat Fee		$325					Proposed to be deleted
	~~New Construction, 1 & 2 Family Units with minimal staff level~~	Flat Fee		$140					Proposed to be deleted
	~~New Construction, 1 & 2 Family Units with moderate staff~~	Flat Fee		$140					Proposed to be deleted
	~~New Construction, 1 & 2 Family Units with extensive staff~~	Flat Fee		$280					Proposed to be deleted
	~~New Construction, Accessory Structure~~	Flat Fee		$270					Proposed to be deleted
	~~New Construction, Commercial (Commission level) more than 4 stories, more than 60' height, and more than 40,000 sq. ft. (75K CBD)~~	Flat Fee		$5,000					Proposed to be deleted
	~~New Construction, Commercial (Director level) 4 stories or less, less than 60' in height, and less than 40,000 sq. ft. (75K CBD)~~	Flat Fee		$2,500					Proposed to be deleted
	~~New Construction, Multi-Family (3 or more)~~	Flat Fee		$400					Proposed to be deleted
	~~New Construction, Multi-Family (Director level)~~	Flat Fee		$1,850					Proposed to be deleted
	~~New Construction, Commercial/Non-Residential Developments~~	Flat Fee		$800					Proposed to be deleted
	~~Parking lots with less than $100,000 of improvements~~	Flat Fee		$270					Proposed to be deleted
	~~Parking lots with over $100,000 of improvements~~	Flat Fee		$1,311					Proposed to be deleted
Development Agreement									
	Development Agreement ~~(A3)~~[2]	Flat Fee	Actual Cost	$20,000	$18,568			$20,000	
	Development Agreement Amendment (Proposed New)		Actual Cost					$5,000	
~~**Development Plan Review**~~									
	~~Plan Review - Major, Planning Director~~	Flat Fee		$1,400					Proposed to be deleted
	~~Plan Review - Minor, Planning Director~~	Flat Fee		$500					Proposed to be deleted
	~~Plan Review, Planning Director~~	Flat Fee		$3,750					Proposed to be deleted
	~~Plan Review (A2)~~	Flat Fee		$7,500					Proposed to be deleted
	~~Plan Review Time Extension or Modification~~	Flat Fee		$3,500					Proposed to be deleted
Environmental Impact Evaluation[3]									
	Addendum (Proposed New)		Actual Cost		$2,276			$2,700	
	Environmental Impact Report	Actual Cost	Actual Cost	Actual Cost			$20,000	$25,000	
	~~Environmental Review Fee One Category (A1)~~	Flat Fee		$560					Proposed to be deleted
	~~Environmental Review Fee One Category (A2)~~	Flat Fee		$1,669					Proposed to be deleted
	~~Environmental Review Fee One Category (A3)~~	Flat Fee		$4,494					Proposed to be deleted
	~~Environmental Review Fee Two or More Category (A1)~~	Flat Fee		$1,109					Proposed to be deleted
	~~Environmental Review Fee Two or More Category (A2)~~	Flat Fee		$2,801					Proposed to be deleted
	~~Environmental Review Fee Two or More Category (A3)~~	Flat Fee		$7,271					Proposed to be deleted
	Exemption	Flat Fee	Flat Fee	$140	$113	$113			
	Exemption - Commission Level	Flat Fee	Flat Fee	$140	$226	$226			
	General Plan Master EIR Finding (Proposed New)		Actual Cost		$2,861			$2,500	
	Negative Declaration	Flat Fee	Actual Cost	$1,600	$2,304			$2,500	
	~~Negative Declaration Tier I (proposed new)~~								Retract tiered proposal
	~~Negative Declaration Tier II (proposed new)~~								Retract tiered proposal

Sacramento Community Development Department
Proposed Planning Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
General Plan									
	~~Community~~ Specific Plan Amendment	Flat Fee	Actual Cost	$10,000	$10,203			$10,000	
	~~General or Community Plan Amendment (255) (Engineering)~~	Actual Cost					$1,500		Proposed to be deleted
	General Plan Amendment	Flat Fee	Actual Cost	$20,000	$14,851			$15,000	
	~~General Plan Amendment (0-2 acre to Residential Project)~~	Flat Fee		$1,500					Proposed to be deleted; deposit can be reduced
	Plan Consistency Review - CIP	Flat Fee	Actual Cost	$2,146	$2,246			$2,000	
	Plan Consistency Review - Alley Abandonment (Proposed New)		Flat Fee		$339	$340			
~~**Hearing Fees**~~									
	~~City Council Hearing Fee~~	Flat Fee		$800					Proposed to be deleted
	~~Planning and Design Commission Hearing Fee (for fees calculated on hourly basis)~~	Flat Fee		$150					Proposed to be deleted
	~~Subdivision Review Committee Fee~~	Flat Fee		$85					Proposed to be deleted
Home Occupation Permits									
	Home Occupation Permit	Flat Fee		$154					No change
	Home Occupation Permit - Exceptions to Regulations	Flat Fee	Flat Fee	$1,200	$2,612	$2,612			
Inclusionary Housing									
	Inclusionary Housing Plan	Flat Fee	Actual Cost	$1,000	$6,153			$1,000	
Landmark & Historic District Review									
	Structure Demolition (50 Year Old Structure)[1]	Flat Fee	Fixed Rate	$140	$117	$117 + Consultant Cost			
	~~Building move of a landmark structure or structure into or out of a historical district (Commission review)~~	Flat Fee		$2,500					Proposed to be deleted
	~~Demolition of landmark structure or contributing structure in a historic district (Commission review)~~	Flat Fee		$3,500					Proposed to be deleted
	~~Demolition/Relocation of Historic Building Time Extension~~	Flat Fee	Flat Fee						Proposed to be deleted
	~~Entitlement Review (Engineering)~~	Actual Cost		$500					Proposed to be deleted
	~~New Construction on Vacant Lot (Commercial)~~	Flat Fee		$3,500					Proposed to be deleted
	~~New Construction on Vacant Lot (Residential)~~	Flat Fee		$1,000					Proposed to be deleted
	~~New Construction, 1 & 2 Family Units~~	Flat Fee		$325					Proposed to be deleted
	~~New Construction, Accessory Structures~~	Flat Fee		$322					Proposed to be deleted
	~~New Construction, Commercial Development~~	Flat Fee		$3,500					Proposed to be deleted
	~~New Construction, Multi-Family~~	Flat Fee		$1,800					Proposed to be deleted
	~~Rehabilitations/Additions, Projects with less than $10,000 of work to be reviewed~~	Flat Fee		$140					Proposed to be deleted
	~~Rehabilitations/Additions, Projects with $10,000 to under $50,000 of work to be reviewed~~	Flat Fee		$280					Proposed to be deleted
	~~Rehabilitations/Additions, Projects with $50,000 to under $100,000 of work to be reviewed~~	Flat Fee		$800					Proposed to be deleted
	~~Rehabilitations/Additions, Projects with over $100,000 of work to be reviewed~~	Flat Fee		$1,800					Proposed to be deleted
	Research for Sacramento Register Eligibility	Fixed Rate	Fixed Rate	$500	$117	$117 + Consultant Cost			Consultant Cost + 1 hour staff time

Sacramento Community Development Department
Proposed Planning Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
Miscellaneous									
	~~ABC Signoff (proposed new)~~								Delete from fee model
	Administrative Parking Permit	Flat Fee	Flat Fee	$2,000	$1,873	$2,000			Effective Jan 1, 2013
	Administrative Permits - Other (Proposed New)		Flat Fee			$270			
	All Other Entitlements (269) (Engineering)	Actual Cost							Not a CDD fee
	DMV Signoff (Proposed New)		Flat Fee	$37.50	$57	$57			
	Planning Miscellaneous (Utilities)	Actual Cost							Not a CDD fee
	~~Revocable Permit (Without Other Entitlements)~~	Flat Fee		$500					Proposed to be deleted
	Transportation Management Plan	Flat Fee	Flat Fee	$2,000		$2,000			
	~~Transportation Management Plan - Annual Monitoring~~		Flat Fee		$113				Retract proposal
Planned Unit Development (PUD)									
	Entitlement Review (Engineering)	Actual Cost		$500					Not a CDD fee
	Establishment ~~(Commercial) (A3)~~	Flat Fee	Actual Cost	$6,200	$10,018			$10,000	
	~~Establishment (Residential) (A3)~~	Flat Fee		$4,500					Consolidated w/ above; proposed to be deleted
	Guideline Amendment ~~(Commercial) (A3)~~	Flat Fee	Actual Cost	$4,500	$5,660			$5,000	
	~~Guideline Amendment (Residential) (A3)~~	Flat Fee		$3,300					Consolidated w/ above; proposed to be deleted
	Schematic Plan & Guideline Establishment/Amendment	Actual Cost		$1,500					Not a CDD fee
	Schematic Plan Amendment ~~(Commercial) (A3)~~	Flat Fee	Actual Cost	$4,000	$5,186			$5,000	
	~~Schematic Plan Amendment (Residential) (A3)~~	Flat Fee		$2,900					Consolidated w/ above; proposed to be deleted
Pre-Application Plan Review									
	~~Early Policy Review of Major Projects~~	Flat Fee		$4,000					Proposed to be deleted
	Pre-Application (Utilities)	Actual Cost							Not a CDD fee
	Pre-Application Staff Preliminary Review[52] ~~(w/ rpt)~~	Flat Fee	Flat Fee[52]	$2,600	$4,971	$4,500			Consolidate
	~~Pre-Application Staff Preliminary Review (w/o rpt)~~	Flat Fee	Actual Cost	$500	$690				Consolidated w/ above; proposed to be deleted
Rezoning									
	Rezone (0-2 Acres Residential Project)	Flat Fee	Actual Cost	$1,000	$5,878			$5,000	
	Rezone (255) (Engineering)	Flat Fee		$1,500					Not a CDD fee
	Rezone/Pre-zone ~~(Commercial) (A3)~~	Flat Fee	Actual Cost	$20,000	$14,996			$15,000	
	~~Rezone/Pre-zone (Residential)~~	Flat Fee		$8,000					Proposed to be deleted
Service Charges									
	Planning Technology Fee	Fixed Rate		(A+B) x $0.08					No change
	Staff Hourly Rate	Actual Cost	Actual Cost	$140/Hour		Current Staff Hourly Rate			Change in hourly rate
~~Plan Review (Proposed to be deleted)~~									
	~~Planning and Design Commission Development Plan Review~~	Flat Fee		$7,500					Proposed to be deleted
	~~Planning Director's Plan Review~~	Flat Fee		$3,750					Proposed to be deleted
	~~Planning Director's Plan Review - Major Modification~~	Flat Fee		$1,400					Proposed to be deleted
	~~Planning Director's Plan Review - Minor Modification~~	Flat Fee		$500					Proposed to be deleted
	~~Zoning Administrator's Plan Review - Commercial~~	Flat Fee		$2,000					Proposed to be deleted
	~~Zoning Administrator's Plan Review - Residential~~	Flat Fee		$1,400					Proposed to be deleted
~~Sign Program~~									
	~~Master Sign Program~~	Actual Cost							Proposed to be deleted
	~~Sign Permit - Planner Review (Proposed New)~~		Flat Fee		$244				Retract proposal
	Sign Program - Planning Director (CBD)	Flat Fee		$420					No change

Sacramento Community Development Department
Proposed Planning Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
Site Plan and Design Review									
	Entitlement Review (Engineering)	Actual Cost							Not a CDD fee
	Hearing Fee - Director	Flat Fee	Flat Fee	$1,400	$1,130	$1,130			Add to base fee. If there is another entitlement requiring a hearing do not add the hearing fee.
	Hearing Fee - Planning and Design Commission	Flat Fee	Flat Fee	$2,240	$1,808	$1,808			Add to base fee. If there is another entitlement requiring a hearing do not add the hearing fee.
	~~Non-SFR~~ <10,000 Sq. Ft.	Fixed Rate	Flat Fee	$1,680 + 0.08 for Each Additional Sq. Ft. after 5,000 up to 9,999 Sq. Ft.	$2,677	$2,700			
	~~Non-SFR~~ 10,000 - 20,000 Sq. Ft.	Fixed Rate	Flat Fee	$2,100 + 0.08 for Each Additional Sq. Ft. after 10,000 up to 19,999 Sq. Ft.	$3,543	$3,500			
	~~Non-SFR~~ 20,000 - ~~50,000~~ 100,000 Sq. Ft.	Fixed Rate	Flat Fee	$2,940 + 0.04 for Each Additional Sq. Ft. after 20,000 up to 99,999 Sq. Ft.	$4,396	$4,400			
	~~Non-SFR 20,000 - 50,000 - 100,000 sq. ft.~~	Fixed Rate		$2,940 + 0.04 for Each Additional Sq. Ft. after 20,000 up to 99,999 Sq. Ft.	$4,340				Retract tier, expand 20K to 100K
	~~Non-SFR~~ >100,000 Sq. Ft.	Fixed Rate	Flat Fee	$6,160 + 0.02 for Each Additional Sq. Ft. after 100,000	$10,131	$10,000			
	Over-the-Counter Review & Minor Additions/Alterations as Determined by the Design Director	Actual Cost	Actual Cost	$140/Hour, $70 Min.		Staff Hourly Rate			
	Single Unit & Duplex Dwelling ~~SFR 0-2,500 sq. ft.~~	Flat Fee	Flat Fee	$350-$700	$433	$350			
	~~SFR 2,501+ sq. ft.~~	Flat Fee			$433	$700			Proposed to be deleted; consolidate
	Site Plan Review Only, No Building < 1 Acre	Flat Fee		$350	$574				No change
	Site Plan Review Only, No Building ≥ 1 Acre or Greater	Flat Fee		$1,400	$1,413				No change
	Time Extension (Proposed New)		Flat Fee		$572	$572			
Streets									
	Street Name Change	Flat Fee		$2,100	$2,092				No change
	~~Street/Alley Abandonment~~	Flat Fee		$3,000					Proposed to be deleted
Subdivision Ordinance									
	~~Extension of Planning and Design Commission Entitlement to ZA~~	Flat Fee		$1,500					Proposed to be deleted

Sacramento Community Development Department
Proposed Planning Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
	~~Extension of ZA Entitlements to ZA~~	Flat Fee		$750	$2,612				
	Lot line Adjustment (Plan Consistency)	Flat Fee	Flat Fee	$140	$113	$113			Collected by Public Works; CDD receives 1 hour
	Post Subdivision Modification ~~(A2)~~	Flat Fee	Flat Fee	$1,500	$2,412	$2,000			
	~~Post Subdivision Modification, Zoning Administrator~~	Flat Fee		$500					Consolidate; proposed to be deleted
	Subdivision Modification ~~(A1)~~ - Commission	Flat Fee		$500	$705				No change
	Subdivision Modification - Zoning Administrator	Flat Fee		$500	$1,800				No change
	Tentative Map (252) (Engineering)	Actual Cost		$1,000					Not a CDD fee
	Tentative Map (Utilities)	Actual Cost		$250					Not a CDD fee
	~~Tentative Map 1-4 Parcels, Zoning Administrator~~	Flat Fee		$2,500					Proposed to be deleted
	Tentative Map 1-4 Parcels ~~(A1)~~	Fixed Rate	Flat Fee	$500/Lot	$2,579	$2,000			
	Tentative Map 5-50 Parcels ~~(A3)~~	Fixed Rate		$500/Lot	$9,651				No change
	Tentative Map 51+ Parcels ~~(A3)~~	Fixed Rate		$25,000+ $20/Lot over 50	$20,178				No change
	Tentative Map Time Extension (252) (Engineering)	Actual Cost		$1,000					Not a CDD fee
	Tentative Map Time Extension	Flat Fee		$2,384	$2,412				No change
	Tentative Map Time Extension (Utilities)	Actual Cost		$250					Not a CDD fee
	~~Tentative Map Time Extension, Zoning Administrator~~	Flat Fee		$2,000					Proposed to be deleted
Urban Development Permit									
	Urban Development Permit ~~or Modification~~ (Rail Yards Only) Planning Director	Flat Fee		$25,000	$25,041				No change
	Urban Development Permit - Major Modification (Proposed New)		Flat Fee		$10,120	$10,000			
	Urban Development Permit - Minor Modification (Proposed New)		Flat Fee		$5,060	$5,000			
	Time Extension (Proposed New)		Flat Fee		$572	$572			
Variances									
	Entitlement Review (Engineering)	Actual Cost		$500					Not a CDD fee
	~~Garage, Zoning Administrator~~	Flat Fee		$1,250					Proposed to be deleted
	~~Height, Zoning Administrator~~	Flat Fee		$1,250					Proposed to be deleted
	~~Lot Coverage, Zoning Administrator~~	Flat Fee		$3,000					Proposed to be deleted
	~~Other~~ Variances, Zoning Administrator	Flat Fee	Flat Fee	$1,650	$2,612	$2,612			
	Planning and Design Commission Variances ~~(Commercial) (A1)~~	Flat Fee	Flat Fee	$5,000	$5,632	$5,632			
	~~Planning and Design Commission Variances (Residential) (A1)~~	Flat Fee		$1,500					Proposed to be deleted
	~~Setback, Zoning Administrator~~	Flat Fee		$1,250					Proposed to be deleted
	Variance Time Extension ~~(Commercial)~~	Flat Fee	Flat Fee	$5,000	$572	$572			
	~~Variance Time Extension (Residential)~~	Flat Fee		$1,500					Proposed to be deleted; consolidate

1 Charge is 1 hour, $150 for main structures. Application for I&R, no charge if accessory structure. If warranted, applicant also pays cost of consultant.

2 Pre-Application Staff Preliminary Review fees may be used as a credit against planning entitlement fees for an application project, filed within 6 months following the date of the Preliminary Review report, on the same site substantially similar to that analyzed in the preliminary review.

Actual Cost means the actual number of staff hours (calculated at the current staff hourly rate) incurred to provide the entitlement, project or permit, plus any third party consultant or contract costs. If the city determines that a Flat Fee may not reflect the projected cost to perform the review or issue a permit, the project cost may be based on Actual Cost. ~~If the city determines that the fees calculated using the schedules will not reflect the projected costed to perform the review, the project cost may be based on actual review cost using the hearing fees, review hours multiplied by the hourly rate, and any other associated costs~~.

Staff Hourly Rate means the current staff hourly salary plus benefits, plus the Division Indirect Cost Percentage, in accordance with policies set forth by the Community Development Department.

~~2. In-house Negative Declaration, full cost recovery.~~

~~3. Environmental Impact Study/Additional Costs: If the review of an application requires an environmental issue study, consultant services costs and staff time at the staff hourly rate will be charged in addition to the category fee. Environmental Impact Report preparation and follow-up costs will be based on full cost recovery, which includes staff costs at $140 per hour, consultant services and other related costs. Advance payment will be required based on an estimate of the total costs~~.

~~City Council Multiple Entitlement: A "Multiple Legislative Entitlement" discount of 25% will be granted for applications submitted which requires two or more legislate entitlements (Rezone, General Plan Amendment or Community Plan Amendment) which requir approval by the City Council. The entitlement with the highest planning fee will be subject to the full fee amount; any additional legislative entitlement planning entitlement will be at 75% of the listed fee for that entitlement. The discount does not apply to Environmenta fees; fees charged by other division, departments, or agencies; or for entitlements requiring only Planning Commission approval (e.g., Tentative Maps, Special Permits, Variances, etc.). The 25% discount does not apply when an hourly rate is applied~~.

Multiple Requests for the Same Entitlement: For multiple requests of the same entitlements (e.g. two or more conditional use permits) only a single fee shall be charged for this class of entitlement; the fee shall be the highest of the applicable fees in the same class.

~~Multiple Entitlements Special Permit and Plan Review: For multiple entitlements heard by the Planning Commission specifically for a special permit and plan review – the fee shall be applied only to the special permit, with no additional fees for the plan review~~.

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
~~Infill Development: Applicants submitting projects, which qualify as an infill development, are entitled to request in-writing for a 25% reduction in the total Planning Entitlement fees which will be assessed to the project. The 25% reduction of fees does not apply to miscellaneous and environmental fees.~~									

Sacramento Community Development Department
Proposed Building Permit Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
Appeals									
	Appeal to Construction Code Advisory Appeal Board (Proposed New)		Flat Fee			$250			Former fee to be formally reauthorized.
	~~Appeal to Disabled Access Advisory Appeal Board~~	Flat Fee		$250					Board no longer exists; fee to be deleted from listing.
Building Inspection - Building Division									
	Building Code Compliance Inspection Fee	Actual Cost	Actual Cost	$140/Hour, Half Hour Minimum		Actual Cost			Transition to Staff Hourly Rate
	Building Permit $0 to $99,999 Project Value (Commercial)	Fixed Rate		See Fee Schedule					No change
	Building Permit $100,000 to $3,000,000 Project Value (Commercial)	Fixed Rate		Multiply $0.006787 for Each Dollar over $100,000 and Add $1,078					No change
	Building Permit $0 to $99,999 Project Value (Residential)	Fixed Rate		See Fee Schedule					No change
	Building Permit ~~$100,000 to $3,000,000~~ > $99,000 Project Value (Residential)	Fixed Rate		Multiply $0.006787 for Each Dollar over $99,000 and Add $1,078					No change
	Building Permit Over $3,000,000 Project Value (Commercial)	Fixed Rate		Multiply $0.005133 for Each Dollar over $3 Million and Add $20,761					No change
	Emergency Inspection	Actual Cost		Staff Hourly Rate, 2 Hour Minimum for Residential/Commercial Permits, 1 Hour Minimum for Residential Minors		Actual Cost, 2 Hour Minimum for Residential/Commercial Permits, 1 Hour Minimum for Residential Minors			Change in definition of Actual Cost.
	Fire Department After Hours Inspection	Flat Fee		$200/Hour, 1 Hour Minimum					Not a CDD fee
	Fire Department Inspection (Residential)	Fixed Rate		$0.038 x Project Area					Not a CDD fee
	Fire Inspection Fee (Commercial)	Fixed Rate		$0.038 x Sq. Ft.					Not a CDD fee
	Overtime Inspection	Actual Cost	Actual Cost	Staff Hourly Rate, 2 Hour Minimum, per Inspection Discipline Required		Actual Cost, 2 Hour Minimum per Inspection Discipline Required			Change in definition of Actual Cost.
	~~Partial Permit Fee~~	Flat Fee		$350					Proposed to be deleted
	Permit Renewal Fee	Actual Cost	Actual Cost	Staff Hourly Rate, Half Hour Minimum		Actual Cost, Half Hour Minimum			
	Phased Building Permits	Fixed Rate	Fixed Rate	20% of Total Plan Review and Permit Fees per Phase + Regular Plan Review and Permit Fee	$399	20% of Plan Review + Building Permit Fee (of Main Project Permit) Not to Exceed $7,546.20 (= $3 Mill. Project Value), per Phase. Payment of All Other Building Permit Fees Associated with the Main Project Permit must be made prior to issuance of 1st Phased Permit.			
	Re-inspection Fee	Actual Cost	Actual Cost	Staff Hourly Rate, 1 Hour Minimum		Actual Cost, Half Hour Minimum			Change in definition of Actual Cost.
	Safety Inspection Fee	Actual Cost	Actual Cost	Staff Hourly Rate, 1 Hour Minimum		Actual Cost, Half Hour Minimum			Change in definition of Actual Cost.
	Special Occupancy Building Permit	Fixed Rate	Actual Cost	2 x Building Permit Fee		Actual Cost			
	Time Specific Inspection (Residential)	Actual Cost	Actual Cost	Staff Hourly Rate, 2 Hour Minimum		Actual Cost, 2 Hour Minimum			Change in definition of Actual Cost.
Building Inspection - Planning Division									
	Mitigation Monitoring (Proposed New)		Actual Cost			$135/Hour			If warranted by extraordinary mitigation monitoring requirements specified in the MMP.

Sacramento Community Development Department
Proposed Building Permit Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
	Planning Inspection - Commercial < $100,000 Valuation (Proposed New)		Flat Fee		$113	$113			
	Planning Inspection - Commercial < $3M Valuation (Proposed New)		Flat Fee		$339	$339			
	Planning Inspection - Commercial > $3M Valuation (Proposed New)		Flat Fee		$565	$565			
	Planning Inspection - Residential - Single Unit and Duplex Dwelling (Proposed New)		Flat Fee			$113			Residential to 1-2 units; 3+ units classified as commercial (by valuation).

Sacramento Community Development Department
Proposed Building Permit Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
Certificates of Occupancy									
	Temporary Certificate of Occupancy (Commercial)	Flat Fee	Flat Fee	$350	$634	$485			
Certification Program									
	Certification of Journey Level Plumbers Application Fee w/ Testing Charge	Flat Fee	Flat Fee	$44	$228	$115			
	Certification of Journey Level Plumbers Re-Examination Fee	Flat Fee	Flat Fee	$44	$228	$115			
	Certification of Journey Level Plumbers Duplication Certificate	Flat Fee	Flat Fee	$3	$134	$40			
	Certification of Plumber Trainees Application Fee	Flat Fee	Flat Fee	$33	$134	$100			
	Certification of Plumber Trainees Duplicated Certification	Flat Fee	Flat Fee	$3	$100	$40			
Facilities Permit Program (FPP)									
	Facilities Permit Program (FPP) Annual Registration Fee	Fixed Rate	Fixed Rate	$140 per Building per Year	$141	Staff Hourly Rate per Building per Year			Hourly rate change
	Facilities Permit Program (FPP) Inspection	Actual Cost	Actual Cost	$140/Hour, Half Hour Minimum		Actual Cost, Half Hour Minimum, Unless Valuation is Applied			Hourly rate change
	Facilities Permit Program (FPP) Plan Review	Actual Cost	Actual Cost	$140/Hour, Half Hour Minimum		Actual Cost, Half Hour Minimum, Unless Valuation is Applied			Hourly rate change
	Facilities Permit Program (FPP) Standard Hourly Rate	Actual Cost	Actual Cost	$140/Hour, Half Hour Minimum		Actual Cost, Half Hour Minimum, Unless Valuation is Applied			Hourly rate change
Landscape Review									
	Landscape Document Package Application (Proposed New)		Actual Cost			Actual Cost, 1 Hour Minimum			Authorization approved by Ordinance 2009-052.
	~~Landscape Review Fee~~	Flat Fee		$50					Fee repealed by ordinance; proposed to be deleted.
Minor Permits									
	Accelerated Minor Permit Program	Flat Fee		$210	$228	$210			
	Bath Remodels - Non-Structural (Proposed New)		Flat Fee		$263	$263			
	HVAC Permit (SFR - New and Replacement)	Flat Fee		$175					No change
	Kitchen Remodels - Non-Structural (Proposed New)		Flat Fee		$287	$287			
	Minor Permits, Multiple Trades (Residential)	Fixed Rate		Valuation Based, See Building Permit Fee Schedule					No change
	Minor Permits, One Trade (Residential)	Flat Fee		$75					No change
	Patio Covers Pre-Engineered (Proposed New)		Flat Fee		$266	$266			
	Patio Covers Site-Built (Proposed New)		Flat Fee		$452	$452			
	Pools (Proposed New)	Fixed Rate		Valuation Based	$1,064				No change
	Re-roof (Residential)	Flat Fee		$175					No change

Sacramento Community Development Department
Proposed Building Permit Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
	~~Re-roof less than 10 squares (Residential)~~	Flat Fee		$87.50	$200	$175			Proposed to be deleted
	Water Heater (Proposed New)	Flat Fee		$75	$186				No change

Sacramento Community Development Department
Proposed Building Permit Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
Other Fees and Taxes (Does not include Development Impact Fees)									
	City Business Operations Tax	Fixed Rate		Valuation x 0.0004 ($5,000 Maximum per Year, per Contractor)					Not a CDD fee
	Coach Recording Fee	Flat Fee		$11 per Transportable Section					Not a CDD fee
	Construction Debris Fee	Fixed Rate		0.04% of Project Value, or $40, whichever is Greater, Max. $800 Fee					Not a CDD fee
	Construction Excise Tax	Fixed Rate		Valuation of All New Sq. Ft. x $.008					Not a CDD fee
	ESC Building Fee, 0 - 4,999 Sq. Ft.	Flat Fee		$50					Not a CDD fee
	ESC Building Fee, 5,000 - 9,999 Sq. Ft.	Flat Fee		$100					Not a CDD fee
	ESC Building Fee, 10,000 - 19,999 Sq. Ft.	Flat Fee		$200					Not a CDD fee
	ESC Building Fee, 20,000 - 49,999 Sq. Ft.	Flat Fee		$500					Not a CDD fee
	ESC Building Fee, 50,000+ Sq. Ft.	Flat Fee		$1,000					Not a CDD fee
	ESC Grading Fee, 0 - .99 Acreage	Flat Fee		$100					Not a CDD fee
	ESC Grading Fee, 1 - 1.99 Acreage	Flat Fee		$200					Not a CDD fee
	ESC Grading Fee, 2 - 4.99 Acreage	Flat Fee		$500					Not a CDD fee
	ESC Grading Fee, 5 - 9.99 Acreage	Flat Fee		$800					Not a CDD fee
	ESC Grading Fee, 10+ Acreage	Flat Fee		$1,500					Not a CDD fee
	ESC Grading Fee, Single Family Residential	Flat Fee		$70					Not a CDD fee
	General Plan Maintenance Fee	Flat Fee		$2 per $1,000 of Valuation					Not a Building Division fee
	Green Building Fee	Flat Fee		$1 per $25,000 of Valuation (Min. $1)					Not a CDD fee
	Housing Surcharge	Flat Fee		$140					Not a CDD fee
	Housing Trust Fund Processing Fees	Flat Fee		$50					Not a CDD fee
	Residential Construction Tax, Mobile Home	Flat Fee		$250					Not a CDD fee
	Residential Construction Tax, One Bedroom Dwelling	Flat Fee		$250					Not a CDD fee
	Residential Construction Tax, Two Bedroom Dwelling	Flat Fee		$315					Not a CDD fee
	Residential Construction Tax, Three or More Bedroom Dwelling	Flat Fee		$385					Not a CDD fee
	Strong Motion Fee	Fixed Rate		1-3 Stories, Except Hotels and Motels, $.0001 x Valuation. All Other at $.00021 x Valuation. Minimum SMI Fee is $.50					Not a CDD fee
	Temporary Water Services Fee	Fixed Rate		$124/Lot					Not a CDD fee
	Utilities Fee	Actual Cost		$140/Hour					Not a CDD fee
	Utilities Fee Deposit	Actual Cost		$300					Not a CDD fee
	Water Meter Fee	Flat Fee		Varies by Size, See Fee Schedule					Not a CDD fee
	Water Supply Report	Flat Fee		$420					Not a CDD fee
	Water Supply Test	Flat Fee		$774					Not a CDD fee

Sacramento Community Development Department
Proposed Building Permit Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
Penalties									
	Fire Failure to Prepare	Flat Rate		$322 Each Occurrence					Not a CDD fee
	Penalty/Quad Fee, Building Permit Fee < $250	Fixed Rate		Building Permits with a value such that the Building Permit Fee is less than $250.00 pay a penalty fee of – 4X the Building Permit Fee minus one Building permit Fee or 3X the Building permit fee.		3 x Building Permit Fee, in Addition to Standard Building Permit Fee			
	Penalty/Quad Fee, Building Permit Fee > $250	Fixed Rate		Building permits with values such that the Building Permit Fee is over $250.00 pay a penalty fee of $500.00 plus 2X the calculated Building Permit Fee minus Building Permit Fee or $500.00 plus the Building Permit Fee.		$500 + Building Permit Fee, in Addition to Standard Building Permit Fee			
Plan Review - Building Division									
	Fire Plan Review Fee	Flat Fee		$140/Hour					Not a CDD fee
	Fire Plan Review Deposit	Actual Cost		$140					Not a CDD fee
	Master Plan Review	Fixed Rate		50% of the Full Plan Review Fee		50% of the Full Plan Review Fee for Each Subsequent Unit of the Identical Design, Submitted for Permitting within the Same Project.			No change
	Plan Review $0 to $99,999 (Commercial)	Fixed Rate		See Fee Schedule					No change
	Plan Review $0 to $99,999 (Residential)	Fixed Rate		See Fee Schedule					No change
	Plan Review $100,000 to $3,000,000 (Commercial)	Fixed Rate		Multiply $0.005553 for Each Dollar over $100,000 and Add $866					No change
	Plan Review $100,000 to $3,000,000 (Residential)	Fixed Rate		When Valuation is over $100,000 Plan Review is 42% of the Building Permit					No change
	Plan Review Expedited	Fixed Rate		50% Surcharge of Plan Review Fee					No change
	Plan Review Over $3,000,000 (Commercial)	Fixed Rate		Multiply $0.0042 for Each Dollar over $3 Million and Add $16,970					No change
	Plan Revision Review	Actual Cost	Actual Cost	$140/Hour		Actual Cost			Hourly rate change
	Preliminary Review - Building	Actual Cost	Actual Cost	$140/Hour		Actual Cost			Hourly rate change
	Special Occupancy Plan Review	Fixed Rate		2 x Plan Review Fee					No change
Plan Review - Planning Division									
	Planning Review - Projects < $100,000 (Proposed New)[1]		Fixed Rate		$113	$113 + Actual Cost for More than 3 Review Cycles			
	Planning Review - Projects ≥ $100,000 Valuation (Proposed New)[1]		Fixed Rate			15% of Building Plan Review Fee + Actual Cost for More than 3 Review Cycles			
	Planning Review - Master Plan - Production Housing or Same Commercial Buildings (Proposed New)[1]		Fixed Rate			15% of First Building Plan Review Fee, 7.5% on Subsequent Units			
	Planning Review - Signs (Proposed New)[1]		Flat Fee		$113	$113			

Sacramento Community Development Department
Proposed Building Permit Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
Service Charges									
	Administrative Processing Fee	Flat Fee	Flat Fee	$140.00 for All Non-Minor Permits Greater than $7,000.		Actual Cost, 1 Hour, for All Non-Minor Permits Greater than $7,000			Renaming of existing fee: Formerly Staff Hourly rate - technician. No Fee increase.
	CD (Copy of Plans and Documents)	Flat Fee		$1					Materials cost only
	Copies (per Sheet 8 1/2 by 11)	Flat Fee		$0.25 1st Page, $0.10 thereafter					Materials cost only
	Copies of Large Size Plans (per Sheet)	Flat Fee		$5					No change
	Estimating Fee	Actual Cost	Actual Cost	$140/hr, Quarter Hour Minimum		Actual Cost, Half Hour Minimum			Hourly rate and minimum change
	Fire Administrative Fee	Flat Fee		$154 Each Occurrence					Not a CDD fee
	~~Fire Protection Review~~								Proposed to be deleted
	~~Microfilm copies (per sheet)~~	Flat Fee		$1					Proposed to be deleted
	Refund Service Charge ~~for Permit~~ Fee	Flat Fee	Flat Fee	$50	$152	$152			
	~~Refund Service Charge for Plan Review Fee~~	N/A		No Refund Allowed					
	Replacement (Job Site) Cards	Flat Fee		$25					No change
	Replacement Plans	Flat Fee		1 Hour of Staff Time + $5.00 per Sheet					No change
	Staff Hourly Rate	Actual Cost	Actual Cost	$140/Hour		Current Staff Hourly Rate			Hourly rate change
	Technology Surcharge	Fixed Rate		8% of Permit and Plan Review Fee					No change
Sign Permits									
	Application Fee, Valuation < $500	Flat Fee		$75					No change
	Application Fee, Valuation > $500	Flat Fee		$100					No change
	Electrical Fee	Flat Fee		$30					No change
	Permit Fee	Fixed Rate		See Sign Permit Fee Schedule					No change
	Historical Surcharge	Flat Fee		$30					Not a CDD fee
	Plan Review/Engineering Fee	Actual Cost	Actual Cost	$140/Hour		Current Staff Hourly Rate			Hourly rate change
Solar Energy Installations									
	Streamlined Permit for Residential & Commercial Solar PV and SWHS Permit Fee	Fixed Rate		See Solar PV & SWHS Fee Schedule		Fixed Rate to be Updated to Reflect Current Staff Hourly Rates for Building and Planning			

Actual Cost means the actual number of staff hours (calculated at the current staff hourly rate) incurred to provide the entitlement, project or permit, plus any third party consultant or contract costs. If the city determines that a Flat Fee may not reflect the projected cost to perform the review or issue a permit, the project cost may be based on Actual Cost.

Staff Hourly Rate for Building Services means the current average staff hourly salary plus benefits, plus the Division Indirect Cost Percentage, in accordance with policies set forth by the Community Development Department.

1. If an expedited plan review process is request for the building process, then the 15% planning surcharge to the building plan check shall apply also to the expedited plan check service.

Sacramento Community Development Department
Proposed Code Enforcement Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
Business Compliance									
	Entertainment Permit Application Fee - One Day Event	Flat Fee		$1,405					No change
	Entertainment Permit Application Fee - New (2 Year Permit)	Flat Fee		$1,722					No change
	Entertainment Permit Application Fee - Renewal (2 Year)	Flat Fee		$1,331					No change
	Tobacco Retailer License Application Fee	Flat Fee		$370					No change
	Tobacco Retailer License Renewal Application Fee	Flat Fee		$370					No change
	Taxicab Permit Appeal Fee	Flat Fee		$400					No change
	Pedicab Appeal Fee	Flat Fee		$175					No change
Housing and Dangerous Buildings									
	Administrative Fee for All Housing and Dangerous Buildings Inspection Abatements	Fixed Rate		20% of Abatement Cost					No change
	Housing Permit Processing Fee (Permit Surcharge)	Flat Fee		$150					No change
	Notice & Order Appeal Processing Fee for Any Notice Issued by the Code Enforcement Division	Flat Fee		$400					No change
	Notice & Order to Repair, Rehabilitate or Demolish (Including Environmental Health Program), 1-2 Units	Flat Fee		$1,400					No change
	Notice & Order to Repair, Rehabilitate or Demolish (Including Environmental Health Program), 3rd Unit	Flat Fee		$1,400					No change
	Notice & Order to Repair, Rehabilitate or Demolish (Including Environmental Health Program), Each Additional Unit >3	Flat Fee		$38					No change
	Termination of Declarations Filed as per Health and Safety Code with County Recorder's Office	Flat Fee		$100					No change
	Tenant Relocation per Unit (Administrative Cost)	Flat Fee		$500					No change
	Vacant Building Monthly Monitoring Fee	Flat Fee		$150					No change
	Vacant Building Enforcement Response Fee per Response	Flat Fee		$150					No change
Neighborhood Code Compliance									
	Administrative Fee for All Code Enforcement Abatements	Fixed Rate		20% of Abatement Cost	$240				No change
	Graffiti Abatement	Flat Fee		$373	$628				No change
	Notice & Order Appeal Processing Fee for Any Notice Issued by the Code Enforcement Division	Flat Fee		$400	$728				No change
	Notice & Order to Abate Public Nuisance	Flat Fee	Flat Fee	$800	$970	$970			
	Termination of Declarations filed as per Health and Safety Code with County Recorder's Office	Flat Fee		$100	$48				No change; county fines not included in actual cost of service calculations.
Rental Housing Inspection Program									
	Rental Housing Inspection Late Penalty Fee	Fixed Rate		20% of Amount Due					No change
	Rental Housing Inspection Program Fee (Annual Fee)	Flat Fee		$28					No change
	Rental Housing Inspection Rescheduling Fee	Flat Fee		$80					No change
	Rental Housing Inspection Reinspection Fee	Flat Fee		$150					No change

Sacramento Community Development Department
Proposed Code Enforcement Process Operational Fee Structure Changes

Fee Category	Fee Name	Current Fee Type	Proposed Fee Type	Current Fee	Estimated Calculated Cost	Proposed Amended or New Fee	Current Deposit	Proposed Deposit	Comments
Weed Abatement									
	Weed Abatement [Lot Size <2,500]	Flat Fee		$140					No change
	Weed Abatement [Lot Size 2,501 to 5,000]	Flat Fee		$225					No change
	Weed Abatement [Lot Size 5,001 to 10,000]	Flat Fee		$240					No change
	Weed Abatement [Lot Size 10,001 to 15,000]	Flat Fee		$250					No change
	Weed Abatement [Lot Size 15,001 to 20,000]	Flat Fee		$260					No change
	Weed Abatement [Lot Size 20,001 to 25,000]	Flat Fee		$270					No change
	Weed Abatement [Lot Size 25,001 to 30,000]	Flat Fee		$278					No change
	Weed Abatement [Lot Size 30,001 to 35,000 Sq. Ft.]	Flat Fee		$285					No change
	Weed Abatement [Lot Size 35,001 to 1 Acre Sq. Ft.]	Flat Fee		$295					No change
	Weed Abatement [Lot Size 1 to 5 Acres]	Fixed Rate		$159/ac + $100					No change
	Weed Abatement [Lot Size > 5 Acres]	Fixed Rate		$150/ac + $100					No change
Miscellaneous									
	Audio File Duplication (per Hearing)	Fixed Rate		20% of Amount Due					No change
	Non-Certified Document Copies (per Page)	Flat Fee		$0.25 1st Page; $0.10 per Page thereafter					No change

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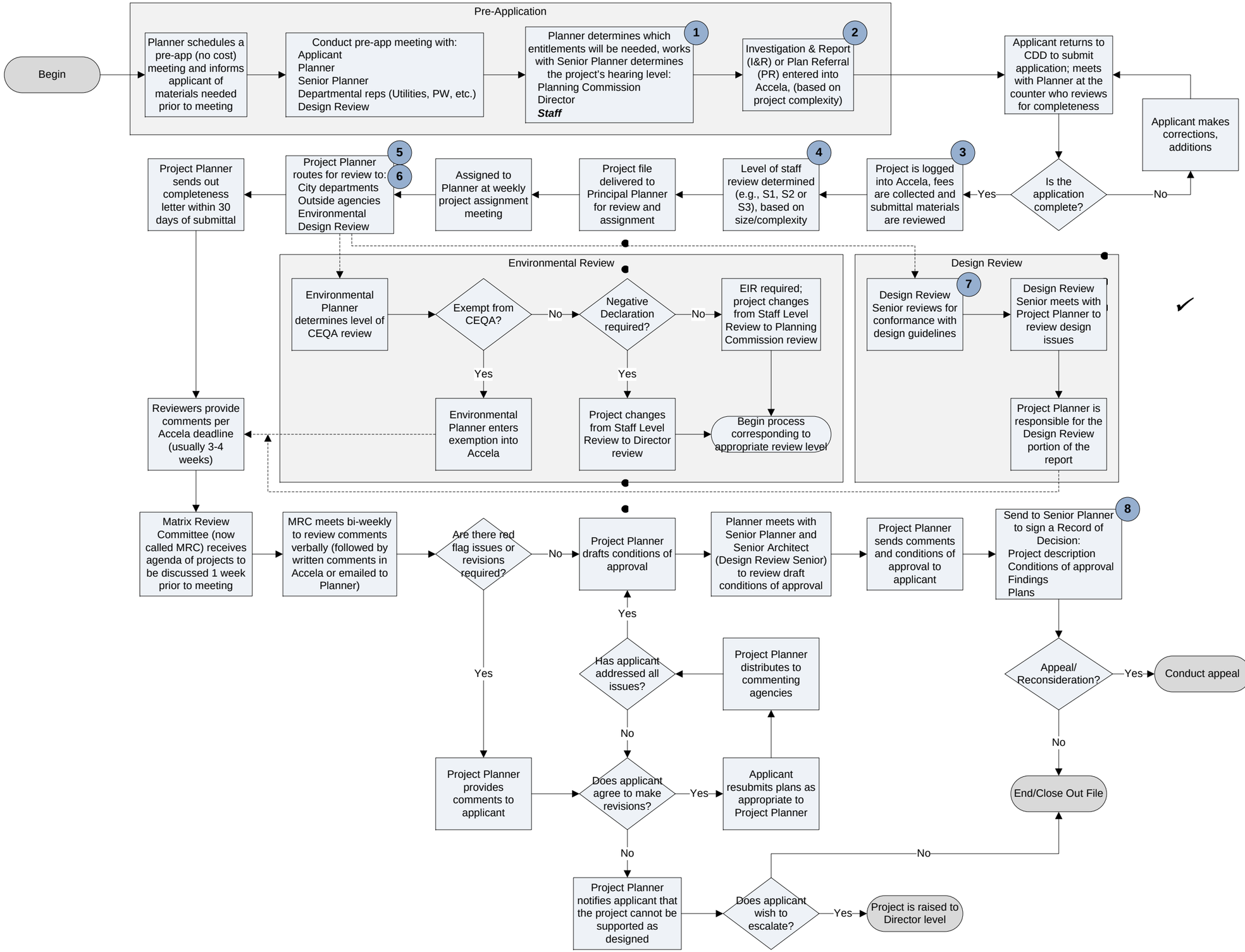
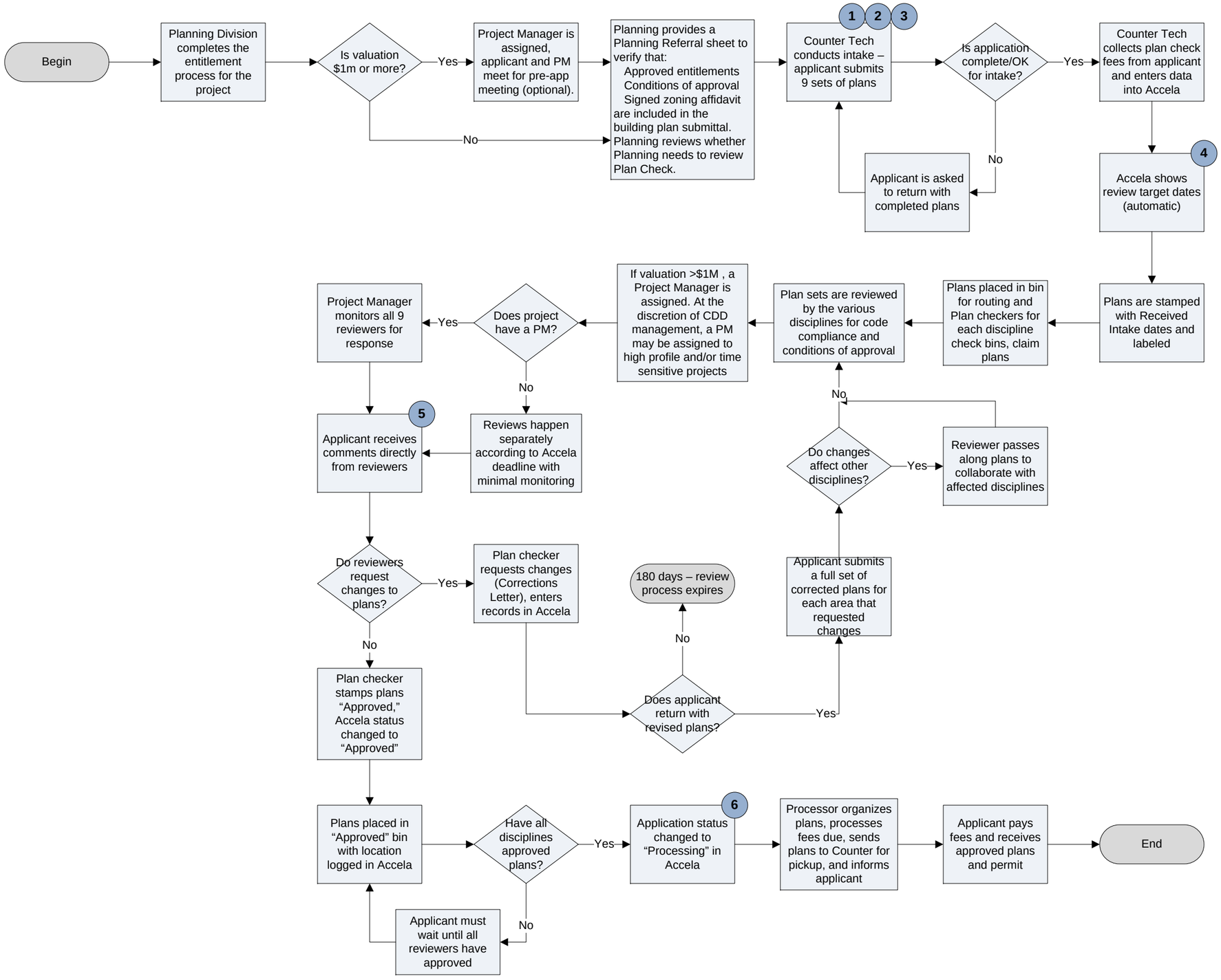
Staff Hourly Rate means the current staff hourly salary plus benefits, plus the Division Indirect Cost Percentage in accordance with policies set forth by the Community Development Department.



Notes:

1. For this example, Staff Level review is required. If the project includes a subdivision of more than 4 units, Planning Commission level review is required. If it is 4 or fewer units, Director level review is required.
2. Follow-up with the applicant is provided as necessary (e.g., letter, phone call, report, etc.).
3. Project types to log into Accela include:
   P Files
   Z Files
   DR Files
   PB Files
   ER Files
   IR files
4. Need to determine specific file types and fees for different levels of staff review (e.g., OTC, simple, moderate, complex).
5. City department reviewers can include:
   Building*
   Fire*
   Utilities*
   Police
   Parks*
   Public Works
   - Traffic Engineering
   - Development Services
   - Urban Forest

   * Denotes Accela users. In Public Works, it depends on the engineer.
6. Determine levels of community and neighborhood outreach/noticing for staff level reviews.
7. For this project, the Historic District requirements are not applicable.
8. Who signs approval determinations?



Notes:

1. For plan intake, the applicant may choose to make an appointment on a Tuesday or Thursday morning.
2. The application checklist informs the applicant that nine sets of plans are required at intake. It is uncertain if all nine sets are still required if the applicant chooses electronic plan submittal. Plan sets are required for: Life Safety/Structural, Mechanical/Plumbing, Electrical, Development Engineering, Fire, Utilities, Landscape and Planning.
3. For projects that have a Project Manager, intake may be done by the Project Manager.
4. Counter Techs will share with customers projected cycle times for building plan review from the Building Division's website.
5. Review status is available to applicant form all 9 reviewers online, via phone or in person
6. List of "Processing" status applications is printed daily