



## Item No. 14 Town of Atherton

### **CITY COUNCIL STAFF REPORT – PUBLIC HEARINGS**

**TO: HONORABLE MAYOR AND CITY COUNCIL  
GEORGE RODERICKS, CITY MANAGER**

**FROM: ROBERT BARRON III, FINANCE DIRECTOR**

**DATE: AUGUST 21, 2013**

**SUBJECT: ADOPT RESOLUTION 13-?? APPROVING AN AMENDED TOWN  
MASTER FEE SCHEDULE**

#### **RECOMMENDATION**

1. Conduct a Public Hearing.
2. Adopt resolution 13-xx amending the master fee schedule for the Town of Atherton.

#### **BACKGROUND**

At the June 19 City Council meeting the User Fee Study was presented. During the meeting it was requested that staff return to the Council at the August Study Session to allow a more in-depth review of the Study and provide an opportunity for questions regarding any differences between the fees suggested by the consultant and those recommended by staff.

At the August 7 City Council Study Session the Master Fee Study was reviewed in detail. Dan Edd's of Capital Accounting Partners presented and discussed the components of the Master fee Study. Discussion included the process of the cost allocation plan, the hourly rate calculation and the user fee study. Most of the discussion revolved around the establishment of fees designed for full cost recovery where appropriate and the calculation of building permit fees.

The Master Fee schedule includes all the fees charged by all Town Departments. Most fees are set at full cost recovery; however, some fees, such as those for planning applications, are set below full cost recovery to encourage compliance and to account for customer service hours provided to applicants as part of the process.

The attached Cost Allocation Plan and User Fee Study provide details on the cost of service and the alignment of fees to costs.

The Town's Master Fee Schedule was last updated in FY 2009-2010. As the Town's staffing model and other concerns changed, in July 2012, the Town engaged the services of Capital Accounting Partners to prepare the attached fee schedule update.

## **FINDINGS**

Capital Accounting Partners was directed to prepare a 'full cost' indirect cost allocation plan, calculate productive hourly rates for each staff and contract position, and cost of each user fee. Dan Edds of Capital Accounting Partners prepared the comprehensive fee study. Mr. Edds met with individual departments in order to assess the true costs associated with services provided and calculating productive hourly rates.

Of particular note and discussed at the Study Session, the Fee Study identified two additional surcharges necessary for long-term operations: 1) Technology; and 2) General Plan Update. The technology surcharge is for an eventual upgrade to new permitting systems, routine upgrades, and hardware. This surcharge will be prorated to building, planning, and engineering fees. The second surcharge is for General Plan updates and is assigned to building fees.

One of the primary areas of discussion revolved around the fees charged for building permits. For building permits there are a number of "flat fees" for items such as pools, patios, gazebos, and re-roof permits. The "flat fee" assumes that the time for plan review and inspection is relatively constant for each type of project. The remainder of building permit fees use a service requirement factor (the time and resources it takes to service the project) times a multiplier to calculate a fee for plan review and inspection. In general, this applies to new home construction, major remodels of habitable construction, and major remodels of non-habitable construction.

The price to construct or remodel a home will vary with market conditions and commodity prices, but the Town costs to conduct plan review, permit, and inspect are constant. The cost of a building permit must be designed to allow the Town to recover the full cost of the service. To address this, for building permit fees, the Town's Cost Allocation Plan developed a service requirement factor for each square foot of permitted space. This factor is used in the calculation of a building permit fee. For Atherton, the Town's "service requirement" per square foot is \$350.

As an example, an 8,000 square foot new home has a service requirement value of \$2,800,000. This amount is multiplied by a multiplier of \$3.65 per \$1,000 of service requirement value – ( $\$2,800 \times \$3.65$ ) to get the permit price = \$10,220. Plan review is 45% of that amount or \$4,599. The total cost of a permit is \$14,819. The multiplier (\$3.65 per \$1,000 of service requirement value) is an adjustable number designed to align the permit cost with actual Town costs to service the permit.

In this manner, the building permit fee for a new home of 8,000 square feet made of the higher than normal quality materials is identical to a new home of 8,000 square feet with an identical floor plan made of less than the same quality materials. The ultimate value of the home itself and the cost of construction is not a factor in the cost of the building permit as the service requirement is solely based on the size of the home not its cost to construct.

Looking Ahead

Indexed Escalation

Adoption of the Fee Resolution will formally set the fees for the Town's services. The Study also suggests that the Town consider a regular escalator based on a local Consumer Price Index in the interim periods between adoption of the fee resolution and the next comprehensive review. Instead of building this escalator into the Resolution, staff suggests that the Resolution be returned for Council review each year as part of the budget cycle to consider changes in fees based on the appropriate price index or other factors, as necessary.

Alarm Calls and Monitoring

Within the Police Department fees is a fee for Alarm Registration. This fee was previously set at \$25 and was subsidized by the Town at \$36. Adoption of the fee schedule changes the fee to full cost recovery at \$61. However, the Town does *not charge* for 24-7 alarm monitoring or response to false alarms. The cost for 24-7 alarm monitoring was not evaluated as part of the fee resolution but does represent a cost to the Town that is subsidized.

Further, the Police Department responded to anywhere from 5 to 10 alarm calls *per day*. Most of these calls are false alarm calls triggered by residents, contractors, and/or their staff. The Town does not charge for False Alarm calls. The response represents a cost to the Town that is subsidized at an average rate of approximately \$400 per call.

At some point, the City Council may wish to consider a cost recovery model for these costs.

**FISCAL IMPACT**

The Fee Study articulates the fiscal impact of specified fees.

Prepared by:

Approved by:

\_\_\_\_\_  
Robert Barron III, Finance Director

\_\_\_\_\_  
George Rodericks, City Manager

Attachment:

Resolution No. 13-

Appendix Fees

Indirect Cost Allocation Plan Calculation of Staff Hourly Rates and Comprehensive User Fee Study Report

**RESOLUTION NO. 13-xx**

**A RESOLUTION OF THE CITY COUNCIL OF THE TOWN OF ATHERTON  
ADOPTING A MASTER FEE SCHEDULE FOR THE TOWN OF ATHERTON**

**WHEREAS**, the City Council commissioned Capital Accounting Partners to update the cost allocation plan and fully burdened staff hourly rate to establish a new Master Fee Schedule for the Town;

**WHEREAS**, the Comprehensive Fee Study provides the necessary data to substantiate that the proposed fees will not exceed the estimated reasonable cost of providing the services for which the fees are to be levied;

**WHEREAS**, the City Council has reviewed the Comprehensive Fee Study and determined that all of the proposed fees which are the subject of this resolution will not exceed the estimated reasonable cost of providing the services for which the fees are to be levied;

**WHEREAS**, none of the fees outlined in the Master Fee Schedule are Development Impact Fees (fees imposed as a condition of approval of a development project) subject to state law requirements pertaining to such fees;

**WHEREAS**, in accordance with state law, the Comprehensive Fee Study was made available for public review at least 10 days prior to the meeting at which the Master Fee Schedule was adopted; and

**WHEREAS**, in compliance with relevant provisions of the Mitigation Fee Act (Government Code sections 66000 et seq.), the City Council held a noticed public hearing on the proposed Master Fee Schedule at a regular meetings on June 19, 2013 and published notice in accordance with Government Code section 6062a.

**NOW, THEREFORE, THE CITY COUNCIL OF THE TOWN OF ATHERTON  
DOES RESOLVE, DECLARE, DETERMINE AND ORDER AS FOLLOWS:**

**Section 1.** Findings.

The City Council declares that the above recitations are true and correct.

**Section 2.** Amount of Fee.

The City Council hereby approves and adopts the Master Fee Schedule as set forth in Appendices of fees as Staff Recommended fee to this Resolution, attached hereto and incorporated by this reference.

**Section 3.** Waiver of Fee.

The City Council is hereby authorized to waive any of the fees outlined in Exhibit B- F. If such a waiver occurs, the City Manager or his/her designee will ensure that any fee category for which a waiver was granted does not exceed the estimated reasonable cost of providing the service.

**Section 4.** No Increase in Amount of Any Town Mitigation Fee.

In calculating any town mitigation fee based upon fees or factors modified by this resolution, the fee shall be calculated using the previously existing fees or factors if the result is a lower mitigation fee.

**Section 5.** Environmental Clearance.

The adoption of the Master Fee Schedule is not subject to the California Environmental Quality Act (CEQA) in that the establishment of such a funding mechanism is not a "project." Specifically, in accordance with CEQA Guidelines section 15378(b)(4), the creation of government funding mechanisms that do not involve any commitment to any specific project that may cause a significant effect on the environment is not deemed to be a "project" under CEQA.

**Section 6.** Severability.

If any action, subsection, sentence, clause or phrase of this Resolution or the fees levied by this Resolution shall be held invalid or unconstitutional by a court of competent jurisdiction, such invalidity shall not affect the validity of the remaining portions of this Resolution or the fees levied by this Resolution that can be given effect without the invalid provisions.

**Section 7.** Effective date.

Pursuant to Government Code section 66017(a), the fees identified in Exhibit A shall take effect 60 days following the adoption of this Resolution by the Town Council.

\* \* \* \* \*

*I hereby certify that the foregoing Resolution was duly and regularly passed and adopted by the City Council of the Town of Atherton at a regular meeting thereof held on this 21<sup>st</sup> day of August, 2013, by the following vote:*

*AYES: Council Members:  
NOES: Council Members:  
ABSENT: Council Members:  
ABSTAIN: Council Members:*

\_\_\_\_\_  
Elizabeth Lewis, Mayor

ATTEST:

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Theresa N. DellaSanta, City Clerk

APPROVED AS TO FORM:

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William Conners, City Attorney

# Appendix B: Planning Fees

**Town of Atherton**  
**Town of Atherton Planning Fees**

			Unit Cost Summary	
Service Location	Fee Name	Unit	Current Fee / Deposit	2013-2014 Fee
<b>A PLANNING FEES</b>				
PL_	Conditional Use Permit/Special Structure Permit		\$ 2,000	\$ 2,600
PL_	Variance		\$ 2,000	\$ 2,600
PL_	Heritage Tree Removal Permit		\$ 2,000	\$ 2,000
PL_	Exception Review		\$ 2,000	
PL_	Excessive Height		\$ 2,000	
PL_	Lot Line Redesignation		\$ 2,000	\$ 2,600
PL_	Lot Line Adjustment		\$ 2,500	\$ 1,500
PL_	Tentative Parcel Map		\$ 2,500	\$ 2,600
PL_	Final Parcel Map		\$ 2,500	\$ 2,600
PL_	Appeal		\$ 750	\$ 750
PL_	School Master Plan		\$ 750	\$ 750
PL_	Initial Review/Negative Declaration		\$ 2,000	\$ 2,000
PL_	Zoning Ordinance Amendment		\$ 2,500	\$ 5,000
PL_	General Plan Amendment		\$ 2,500	\$ 5,000
PL_	Zoning Review for Home Occupation Business		\$ 81	\$ 95
PL_	Pre-Application Review			\$ 45
PL_	Street Easement Vacation			\$ -
PL_	Code Enforcement - Administrative (Penalty)			\$ 949
PL_	Initial Review (2 reviews for fee amount; additional reviews billed hourly):			
PL_	a. Fence	Per app	\$ 157	\$ 160
PL_	b. Accessory Structures (includes pools)	Per app	\$ 314	\$ 450
PL_	c. Accessory Buildings	Per app	\$ 637	\$ 950
PL_	d. Additions	Per app	\$ 798	\$ 975
PL_	e. New Construction	Per app	\$ 1,282	\$ 1,400
PL_	Revisions to Previously Approved Plans			
PL_				
PL_	Technology Surcharge (upgrade and maintain development technology) (3.24% of fee)			3.24%
<b>POSITION HOURLY RATES</b>				
	Town Planner:	Hourly	\$ 225	
	Deputy Town Planner:	Hourly	\$ 177	
	Senior Planner:	Hourly	\$ 168	
	Associate Planner:	Hourly	\$ 135	
	Administrative Staff:	Hourly	\$ 119	
	Composite Rate for Fee Setting:	Hourly	\$ 161	

# Appendix C: Building Fees

**Town of Atherton**  
**Town of Atherton - Building Fees**

Fee Name	Unit	Unit Cost Summary	
		Current Fee / Revenue	2013-2014 Fee
<b>Flat Fees</b>			
			0.00%
			0.00%
			0.00%
			0.00%
<b>Permitted Value of Construction</b>			
New Habitable Construction	Valuation base: per SF	\$ 350	\$ 350
Remodeled Habitable Construction	Valuation base: per SF	\$ 300	\$ 300
New or Remodeled Non-Habitable Construction	Valuation base: per SF	\$ 200	\$ 125
Valuation - non defined project	Valuation base	\$ 1	\$ 1
Non-habitable construction: i.e. Patio covers & gazebos (> 1000 Sq Ft or attached to new construction)	Valuation base: per SF	\$ 100	\$ 100
<b>Flat Fees**</b>			
Swimming pools (first 1000 sf )	Plan check and inspection	\$ 1,800	\$ 1,095
Swimming pools (Over 1000 sf)	Plan check and inspection	\$ 2,200	\$ 1,313
Patio covers & gazebos (up to 1000 Sq Ft)	Plan check and inspection	\$ 1,900	\$ 813
Drive way gates	Plan check and inspection	\$ 1,500	\$ 661
Non Habitable new pool house including cabanas (up to and including 1500 sf)	Plan check and inspection	\$ 3,400	\$ 1,336
<b>Other Building (Flat) Fees</b>			
Plumbing, Mechanical, Electrical (MP&E) Permit (single inspection)		\$ 100	\$ 143
MP&E each additional inspection			\$ 97
MP&E plan check (min .5 hour)			\$ 88
Demolition Permit Fee		\$ 200	\$ 286
Landscape Screening Permit Fee		\$ 250	\$ 389
Water Well Permit Fee		\$ 500	\$ 397
Solar Panels Permit Fee *		\$ 250	\$ 500
Heritage Tree Removal - Staff Level (First Tree)		\$ 100	\$ 261
Heritage Tree Removal - Staff Level (Each Additional Tree)		\$ 38	\$ 103
Excavation Permit		\$ 457	
Plan check revision Fee (1 hour min)	Hourly	\$ 54	\$ 198.00
Address Change		\$ 250	\$ 275.00
Property Search (plus photocopying and/or printing posts and excludes public records searches)	Hourly	\$ 20	\$ 92.00
Reactivation of an Expired Permit (Up to One-Half the Amount Required for a New Permit for Such Work)			(Up to One-Half the Amount Required for a New Permit for Such Work)
Code Enforcement - Administrative (Penalty)	Hourly		
Second Utility Deposit (Ordinance 15.04.040)		\$ 5,000	\$ 5,000
Landscape Screening Deposit (Ordinance 17.50.060)		\$ 5,000	\$ 5,000
Temporary Occupancy Deposit:			\$ 5,000
		\$ 5,000	\$ 176
Administrative Fee (TOC)		\$ 152	\$ 176
Excavation Road Deposit (Ordinance 15.04.045)		\$ 5,000	\$ 5,000
Recycled Deposit			\$1000 Min & \$500 Min for reroof permits
Reinspection and additional inspections exceeding the normal number of inspections	T&M	\$ 54	\$ 120
Unusual custom projects not reflected in the fee schedule	T&M		
Technology surcharge (to fund updates and new acquisition of permit systems and digital storage of plans) (3.3% of fee)			3.30%

**Town of Atherton**  
**Town of Atherton - Building Fees**

Fee Name	Unit	Unit Cost Summary	
		Current Fee / Revenue	2013-2014 Fee
Storm water compliance review/inspection	T&M	\$ 500	\$ 500
Tree protection verification (deposit) + COP	T&M	\$ 2,500	\$ 2,500
Tree protection administration for flat fee permits (initial inspection)			\$ 229
Tree protection administration for flat fee permits (full inspection)			\$ 573
Surcharge for General Plan Maintenance and Update (2.0%)			2%
Reroofing < 5000SF	Per app		\$ 328
Reroofing > 5000SF	Per app		\$ 458
Reroofing requiring additional inspections	Per insp.		\$ 130
Reroofing requiring plan check (min one hour)	Per PC		\$ 176
SMIP Fee (State Mandate)			Residential: valuation amount X 0.0001 Commercial: valuation Amount X 0.00021
Building Standards Administration Special Revolving Fund ( Senate Bill No. 1473 State Mandate)			Permit Valuation: \$1-25,000 = \$1; \$25,001-50,000 = \$2; \$50,001 - 75,000 = \$3; \$75,001 - 100,000 = \$4; Every \$25,000 or fraction thereof above \$100,000 = Add \$1

\* State mandated limit of \$500

\*\* Current fee = comparable average current valuation based fee

Table for 10.43% increase

Total Valuation	Building Permit Fee	Plan Review Fee
\$1.00 to \$500	\$24.70	65% of Building Permit Fee
\$501 to \$2,000	\$25.95 for the first \$2,000, plus \$3.37 for each additional \$1,000, or fraction thereof, to and including \$2,000	65% of Building Permit Fee
\$2,001 to \$25,000	\$76.47 for the first \$2,000, plus \$15.46 for each additional \$1,000, or fraction thereof, to and including \$25,000	65% of Building Permit Fee
\$25,001 to \$50,000	\$432.06 for the first \$25,000, plus \$11.15 for each additional \$1,000, or fraction thereof, to and including \$50,000	65% of Building Permit Fee
\$50,001 to \$100,000	\$710.89 for the first \$50,000, plus \$7.73 for each additional \$1,000, or fraction thereof, to and including \$100,000	65% of Building Permit Fee
\$100,001 to \$500,000	\$1,097.40 for the first \$100,000, plus \$6.18 for each additional \$1,000, or fraction thereof, to and including \$500,000	65% of Building Permit Fee
\$500,001 to \$1,000,000	\$3571.03 for the first \$500,000, plus \$5.25 for each additional \$1,000, or fraction thereof, to and including \$1,000,000	45% of Building Permit Fee
1,000,001 and up	\$6,193.74 for the first \$1,000,000, plus \$4.03 for each additional \$1,000, or fraction thereof.	45% of Building Permit Fee

# Town of Atherton

## Town of Atherton Engineering Fees

Service Location	Fee Name	Unit	Unit Cost Summary	
			Current Fee / Revenue	2013-2014 Fee
Eng_	<b>Encroachment Permits</b>			
Eng_	<b>Class A - One Inspection Required:</b>	Per app		
Eng_	Driveway Connection to Street:	Per app	\$ 266	\$ 211
Eng_	Additional Plan Check	Per app	\$ 133	\$ 48
Eng_	Additional Inspection	Per app	\$ 133	\$ 71
Eng_		Per app		
Eng_	<b>Class B - Two Inspections Required:</b>	Per app		
Eng_	Driveway Connection to Street:	Per app	\$ 465	\$ 281
Eng_	Additional Plan Check	Per app	\$ 199	\$ 48
Eng_	Additional Inspection	Per app	\$ 133	\$ 71
Eng_		Per app		
Eng_	<b>Class C - Three or More Inspections Required:</b>	Per app		
Eng_	Driveway Connection to Street - Asphalt/Pavers:	Per app		
Eng_	Without Driveway Culvert (up to 3 inspections)	Per app	\$ 665	\$ 352
Eng_	Additional Plan Check	Per app	\$ 266	\$ 48
Eng_	Additional Inspection	Per app	\$ 133	\$ 71
Eng_		Per app		
Eng_	With Driveway Culvert (up to 4 inspections)	Per app	\$ 864	\$ 438
Eng_	Additional Plan Check	Per app	\$ 332	\$ 63
Eng_	Additional Inspection	Per app	\$ 133	\$ 71
Eng_		Per app		
Eng_	Driveway Connection to Street - Concrete:	Per app		
Eng_	Without Driveway Culvert (up to 4 inspections)	Per app	\$ 864	\$ 438
Eng_	Additional Plan Check	Per app	\$ 332	\$ 63
Eng_	Additional Inspection	Per app	\$ 133	\$ 71
Eng_		Per app		
Eng_	With Driveway Culvert (up to 5 inspections)	Per app	\$ 997	\$ 509
Eng_	Additional Plan Check	Per app	\$ 332	\$ 63
Eng_	Additional Inspection	Per app	\$ 133	\$ 71
Eng_	<b>Class D - Public Right of Way</b>	Per app		
Eng_	Right-of-Way Landscaping, Fence, Etc. - Minor Construction (up to 2 inspections)	Per app	\$ 199	\$ 284
Eng_	Additional Plan Check	Per app	\$ 66	\$ 96
Eng_	Additional Inspection	Per app	\$ 133	\$ 96
Eng_		Per app		
Eng_	Right-of-Way Landscaping, Fence, Etc. - Standard (up to 2 inspections)	Per app	\$ 399	\$ 379
Eng_	Additional Plan Check	Per app	\$ 133	\$ 96
Eng_	Additional Inspection	Per app	\$ 133	\$ 96
Eng_		Per app		
Eng_	Connection to Storm Drain or Atherton Channel:	Per app		
Eng_	a. In Pavement	Per app	\$ 1,197	\$ 471
Eng_	Additional Plan Check	Per app	\$ 399	\$ 96
Eng_	Additional Inspection	Per app	\$ 133	\$ 71
Eng_		Per app		
Eng_	b. Outside Pavement	Per app	\$ 864	\$ 400
Eng_	Additional Plan Check	Per app	\$ 399	\$ 96
Eng_	Additional Inspection	Per app	\$ 133	\$ 71
Eng_		Per app		

# Town of Atherton

## Town of Atherton Engineering Fees

Service Location	Fee Name	Unit	Unit Cost Summary	
			Current Fee / Revenue	2013-2014 Fee
Eng_	<b>Encroachment Permits</b>			
Eng_	Utility - Minor (One Inspection Required):	Per app	\$ 266	\$ 259
Eng_	Additional Plan Check	Per app	\$ 133	\$ 48
Eng_	Additional Inspection	Per app	\$ 133	\$ 71
Eng_		Per app		
Eng_	Utility Connect/Disconnect:	Per app		
Eng_	a. In Pavement	Per app	\$ 864	\$ 352
Eng_	Additional Plan Check	Per app	\$ 266	\$ 48
Eng_	Additional Inspection	Per app	\$ 133	\$ 71
Eng_		Per app		
Eng_	b. Outside Pavement	Per app	\$ 665	\$ 281
Eng_	Additional Plan Check	Per app	\$ 266	\$ 48
Eng_	Additional Inspection	Per app	\$ 133	\$ 71
Eng_		Per app		
Eng_	Utility Main:	Per app		
Eng_	a. In Pavement	Per app	\$ 598	\$ 471
Eng_	Additional Plan Check	Per app	\$ 665	\$ 96
Eng_	Additional Inspection	Per app	\$ 133	\$ 71
Eng_		Per app		
Eng_	b. Outside Pavement	Per app	\$ 665	\$ 400
Eng_	Additional Plan Check	Per app	\$ 665	\$ 96
Eng_	Additional Inspection	Per app	\$ 133	\$ 71
Eng_		Per app		
Eng_	Telecommunication and Utilities Installation Permit (25 ft or less):	Per app		
Eng_	i. Without Trenching	Per app	\$ 66	\$ 1,758
Eng_	ii. With Trenching	Per app	\$ 133	\$ 1,829
Eng_	iii With Trenching > 25 LF (per 100 LF or fraction thereof)	Per app	\$ 11	\$ 333
Eng_	Property Improvement Permits and Reviews	Per app		
Eng_	Grading and Drainage:	Per app		
Eng_	a. Without Detention System	Hourly/mi n	\$ 1,330	\$ 1,272
Eng_	b. With Detention System	Hourly/mi n	\$ 1,995	\$ 1,272
Eng_	c. With Multiple Detention Systems	Hourly/mi n	\$ 2,394	\$ 1,696
Eng_		Per app		
Eng_	Detention System Annual Report Filing	Per app	\$ 80	\$ 424
Eng_	Detention System Annual Report - Submittals Out of Compliance	Per app	\$ 199	\$ 424
Eng_	StormWater Permit Compliance Review/Inspection Deposit	Hourly		\$ 500
Eng_	StormWater Permit Compliance Review/Inspection	Hourly		
Eng_	Stop Work Order (Penalty)	50% of permit		
Eng_	Code Enforcement - Administrative (Penalty)	Hourly		
Eng_		Per app		
Eng_	Public Works application fee	Per app	\$ 199	\$ 117
Eng_	Oversized load permit (outside of right of way)	Per app		\$ 333
Eng_	Technology Surcharge (upgrade and maintain development technology) (1.9% of fee)	Per app		1.86%
Eng_	Additional work not reflected above - at cost	Hourly		
<b>PW Staff Hourly Rates</b>				
	Public Works Superintendent	Houly	\$ 133	

**Town of Atherton**  
*Town of Atherton Engineering Fees*

Service Location	Fee Name	Unit	Unit Cost Summary	
			Current Fee / Revenue	2013-2014 Fee
Eng_	<b>Encroachment Permits</b>			
Eng_	Asst/Assoc Engineer	Houly	\$ 133	
Eng_	Eng Tech	Houly	\$ 133	
Eng_	PW Director/Engineer		\$ 133	

# Appendix E: Police Fees

**Town of Atherton**  
**Town of Atherton - Police Fees**

Fee Name	Unit	Current Fee / Revenue	2013-2014 Fee
Copy of Police Report:			
Without Photos or Tape Copies		\$ 18	\$ 0.25
With Photos or Tape Copies	Hourly	\$ 106	\$ 50
Vehicle Releases		\$ 53	\$ 65
Alarm Registration		\$ 25	\$ 61
Alarm Alert Signs		\$ 30	\$ 40
Garage Sale/Estate Sale Permits		\$ 18	\$ 21
Fingerprints (plus DOJ processing of \$53)		\$ 53	\$ 75
Solicitor Permit (Valid for six months; business license required)		\$ 44	\$ 31
After Hours Emergency Construction Permits		\$ 141	\$ 62
Special Service Request:			\$ 21
Administrative Fee		\$ 18	\$ -
On-Site Personnel Fee	Hourly (2 Hr min)		\$ 260
Clearance Letter		\$ 18	\$ 21
Microfilmed Reports	Hourly	\$ 106	\$ 62
Code Enforcement - Administrative (Penalty)	Hourly		\$ -
False Alarms: (up to 3 false alarms annually)		\$ -	
4th false alarm*			
5th false alarm*			
6th false alarm*			
7th all succeeding false alarms*			
Records/Communications Staff:	Hourly	\$ 106	
Patrol/Investigations Staff:	Hourly	\$ 141	

Requires Town ordinance

**Appendix F: Parks and Facility Rental Fees**

# Town of Atherton

## Town of Atherton

		Unit Cost Summary	
Fee Name	Unit	Current Fee / Revenue	2013-2014 Fee
<b>Park Rental Fees</b>			
<b>The Main House</b>			
(Monday - Thursday afternoon)			
Half day			\$ 400
Full day (until 4:00PM)			\$ 700
Evenings (5:00 PM to midnight)			\$ 700
Friday evening (5:00 PM to midnight)			\$ 700
Saturday & Sunday day use (full day)			\$ 1,500
Saturday & Sunday evenings (5:00 PM - midnight)			\$ 1,500
<b>Carriage House</b>			
(Monday - Thursday afternoon)			
Half day			\$ 400
Full day (until 4:00PM)			\$ 700
Evenings (5:00 PM to midnight)			\$ 700
Friday evening (5:00 PM to midnight)			\$ 700
Saturday & Sunday day use (half day)			\$ 400
Saturday & Sunday day use (full day)			\$ 700
Saturday & Sunday evenings (5:00 PM - midnight)			\$ 700
<b>Jennings Pavilion</b>			
(Monday - Thursday afternoon)			
Half day			\$ 700
Full day (until 4:00PM)			\$ 900
Evenings (5:00 PM to midnight)			\$ 900
Friday evening (5:00 PM to midnight)			\$ 1,200
Saturday & Sunday day use (half day)			\$ 1,500
Saturday & Sunday day use (full day)			\$ 2,500
Saturday & Sunday evenings (5:00 PM - midnight)			\$ 2,500
<b>Security Deposit</b>			
Main House and Carriage House		\$ 500	\$ 500
Jennings Pavilion		\$ 1,000	\$ 1,000
<b>Staff labor rates</b>			
Facility maintenance staff for services related to facility maintenance and preparation (Before & After Events)		\$ 110	\$ 100

Facility attendant staff for services related to on-site availability during event		\$ 110	\$ 50
CLASSES: INDOOR			\$25/hour
CLASSES: OUTDOOR			\$40/hour
<b>POSITION HOURLY RATES</b>			
Town Planner:	Hourly	\$ 225	0.00%
Deputy Town Planner:	Hourly	\$ 177	0.00%
Senior Planner:	Hourly	\$ 168	0.00%
Assistant Planner:	Hourly	\$ 135	0.00%
Administrative Staff:	Hourly	\$ 119	0.00%
Composite Rate for Fee Setting:	Hourly	\$ 161	0.00%

Administration Percentage Disclaimer Fee

30% Administration fee will be added at time of booking,  
Town of Atherton Residents will have a 15% administration fee added at time of booking

COMPREHENSIVE USER FEE  
INDIRECT COST ALLOCATION PLAN  
AND  
PRODUCTIVE HOURLY RATE  
CALCULATIONS  
FOR STAFF

FINAL REPORT  
TOWN OF ATHERTON

2013

*August 2013*

Capital Accounting  
Partners

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# INTRODUCTION AND SCOPE

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As part of its effort to manage its financial resources wisely, the Town of Atherton engaged Capital Accounting Partners to prepare an indirect cost allocation plan, calculate staff productive hourly rates, and conduct a detailed cost analysis of its user fees. The Town's objectives for the study were to ensure that the Town is using comprehensive overhead rates and to accurately account for the true cost of providing the Town's various services.

The indirect cost allocation plan provides a method to assign Town overhead costs to direct service departments and their services so that the full cost of services can be recovered through the fees. The methodology used to assign Town overhead costs has been designed by the Federal Office of Management and Budget (OMB) and has been approved by the Federal Government to assign overhead to grants. Because of this, it is recognized as the universal method of allocating overhead cost within the public sector.

To develop the Indirect Cost Allocation plan we worked with Town Staff to develop allocation measures that reflect the level of effort and energy that is used in specific functions within the government. For example, the number of FTE's and part time employees per department was used to allocate the cost of payroll support. As an additional example, the number of personal computers (PCs) per department was used to allocate the cost of supporting the IT network.

The results of the full cost Indirect Cost Allocation Plan are contained in a separate document. The cost of service and cost recovery analysis establishes the full cost of such fee services, including Planning, Building, and Engineer services, as well as Police and Event Facilities. The cost recovery analysis provides the Town with information regarding the current level of cost recovery and will assist Town management and the Town Council in determining the appropriate cost recovery policies for the various fees it charges.

The scope of this study included the following:

- Develop a full cost, indirect cost allocation plan;
- Calculate fully burdened hourly rates for each staff position as well as those contract positions that are charged directly to external customers;
- Reviewing the Town's current fee schedules;
- Interviewing key Town staff from indirect and direct service departments;
- Calculating the total cost of fee generating services;
- Analyzing cost recovery levels for fee generating services;
- Surveying other cities;
- Developing a fee schedule that fully accounted for the range of services that the Town provides; and
- Providing recommendations or methodologies on how to adjust fees annually.

**Integrating Council Considerations**

As part of this process, two presentations were made to the town Council. One was a routine presentation as part of a normal Council meeting. The other was a more detailed presentation as part of a Council study session. During the study session Council reviewed in detail the project, the methodology used to calculate costs, and spent considerable time discussing and reviewing building fees. This report will reflect the comments and considerations of the Council.

**Staff Appreciation**

The process used for collecting and analyzing the data required active participation by the Town's management and staff. We want to take this opportunity to recognize their participation, time, and effort to collect the data and discuss the analysis, results, and recommendations.

# INDIRECT COST ALLOCATION PLANS

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The purpose of an indirect cost allocation plan is to assign the Town's overhead costs to for fee generating services. In this way, the Town can understand the full cost of providing these services and make informed decisions about cost recovery for these services. Assigned overhead costs usually include:

- Council expenses;
- Town manager and related administrative expenses;
- Finance and budgeting expenses;
- Information Technology expenses; and
- Facility maintenance expenses.

While larger agencies will have addition departmental structures, and this many more business units to include, these are the typical overhead expenses that are included in the preparation of an indirect cost allocation plan.

There are also two types of indirect cost allocation plans:

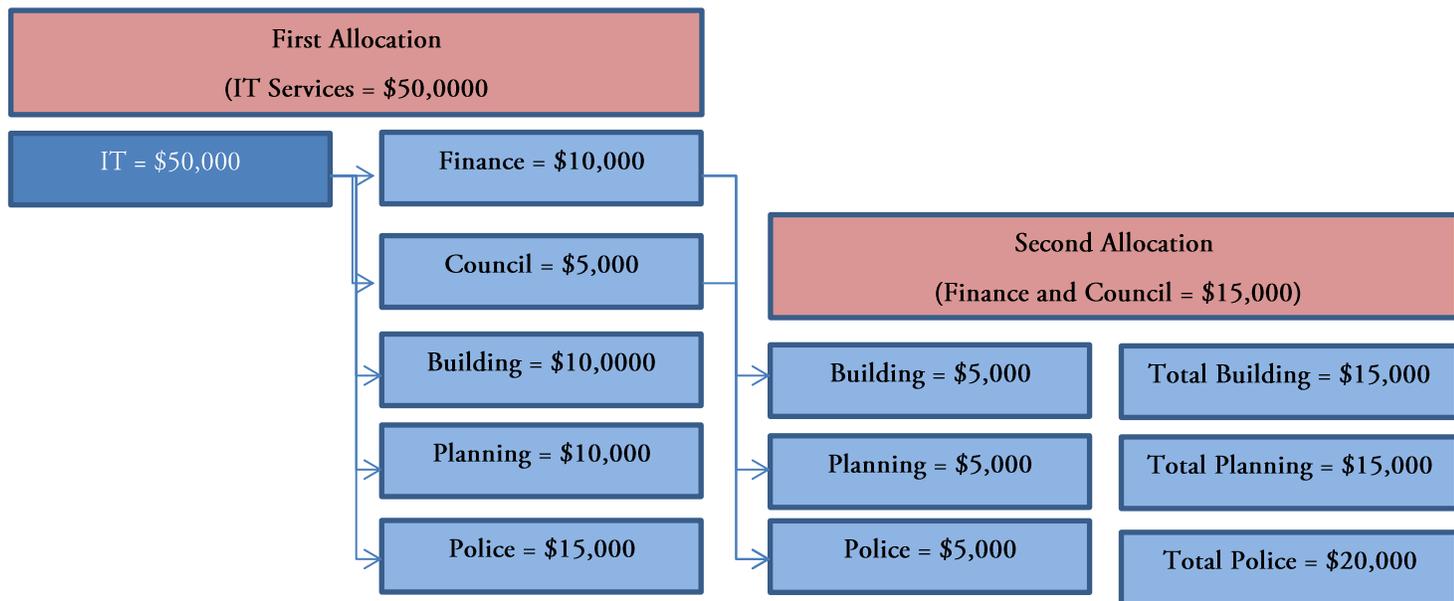
- Full cost, indirect cost allocation plan; and
- OMB A-87 compliant plan.

The difference between the two is that an OMB A-87 plan removes certain legislative expenses from the calculations. It should also be noted that the methodology used to calculate both plans is the same. This methodology has been designed by the Federal Office of Management and Budget. Because of the wide spread use of this methodology, it is the standard methodology used for the preparation of all indirect cost allocations.

What makes this methodology unique is the "double step down". This system assigns overhead costs using a two-step system. Step one assigns costs to all business units, both operating and support. The second step reassigns the cost of the supporting business units to operating units. For example, the costs of IT are assigned to all operating units as well as support units such as finance. In the second step, all cost coming into the finance department is then re-allocated to the operating units.

Graphically, it can be illustrated in this hypothetical example with the following illustration.

Hypothetical Illustration of Allocating IT Services



**METHOD OF ASSIGNING COST**

The first step of assigning overhead costs is to identify the various functions of each support unit. For example, the IT department may provide the following functions:

- Maintain city/town personal work stations;
- Maintain and support city/town software applications such as MS Word, Excel, etc;
- Maintain and support department specific software applications such as permitting software; and
- Maintain city/town websites, both internal and external.

The method of assigning overhead costs is based on either actual or estimates of cost. For some of these services, staff will maintain detailed time sheets. For others well ask for estimates of staff time. In this way, we can assign departmental costs to each core function of the business unit.

The second step is to work with staff to determine an appropriate allocation base for each business unit. These allocation basis are determined to best reflect the work, effort, and energy required to execute each function. For example, for maintaining city/town personal work stations, the number of work stations is often used to assign these costs. So if \$10,000 has been calculated to be the cost of maintain personal work stations and there are 100 personal work stations, then each work station will be assigned \$100 of cost. So if the finance department has 5 work stations, it will be assigned \$500 of cost from the function of maintaining personal work stations.

## SUMMARY OF RESULTS

The following graphic summarizes all indirect overhead costs that have been assigned to operating business units. These cost include both budgeted departmental expenses as well as incoming service costs such as those cost from IT to support the Finance Department.

Central Service Support Unit	Allocated Cost
10111 City Council	\$86,405
10112 Administration	\$390,372
10116 City Attorney	\$289,322
10118 Finance	\$757,447
10159 PW Building Maintenance	\$261,040
10130 Information Tech ND	\$35,313
<b>Totals</b>	<b>\$1,819,899</b>

A complete report of the results can be found under separate cover.

# STAFF PRODUCTIVE HOURLY RATE CALCULATIONS

One component of this project is the calculation of fully loaded productive hourly rates for all town staff. This was also extended to contract staff as well. The Town of Atherton is somewhat unique in that it utilizes contract staff for many functions that would normally be filled by full time employees. Prime examples of this are staff associated with the building and planning functions.

To calculate these rates we began with individual salary and benefit schedules for each Town staff or the billing rate (rate that is charged to the Town) for contract staff. Thus we calculated a productive hourly rate for each staff position. This is in contrast to the previous study that developed a simple blended rate for the entire work unit. This study added all labor cost for a work unit and then divided it by an estimated number of productive hours. This gave the Town a simple blended hourly rate for each work unit.

The following graphic illustrates our approach, which calculated a rate for each staff position. All numbers are strictly for illustrative purposes.

### Hypothetical Illustration of Productive Hourly Rate Calculation

Position A	
Total labor	\$100,000
Total benefit	\$50,000
Allocated materials & supplies	\$5,000
Allocated department overhead	\$7,500
Allocated Town overhead	\$10,000
<b>Total Position Cost</b>	<b>\$172,500</b>

Calculation of Annual Productive Hours	
Annual Work Hours	2080
Less Vacation	-200
Less Sick Leave	-96
Less Paid Holidays	-104
Less Daily Work Breaks	-105
Less Annual Training	-40
<b>Total Annual Productive Hours</b>	<b>1535</b>

Fully loaded productive hourly rate:  $\$172,500/1535 = \$112.38$  per hour

### Contract Staff

For contract staff, we modified this approach. Because the Town pays its building and planning staff based on an annual contract we asked the contractors to provide us with rates it would normally charge the Town

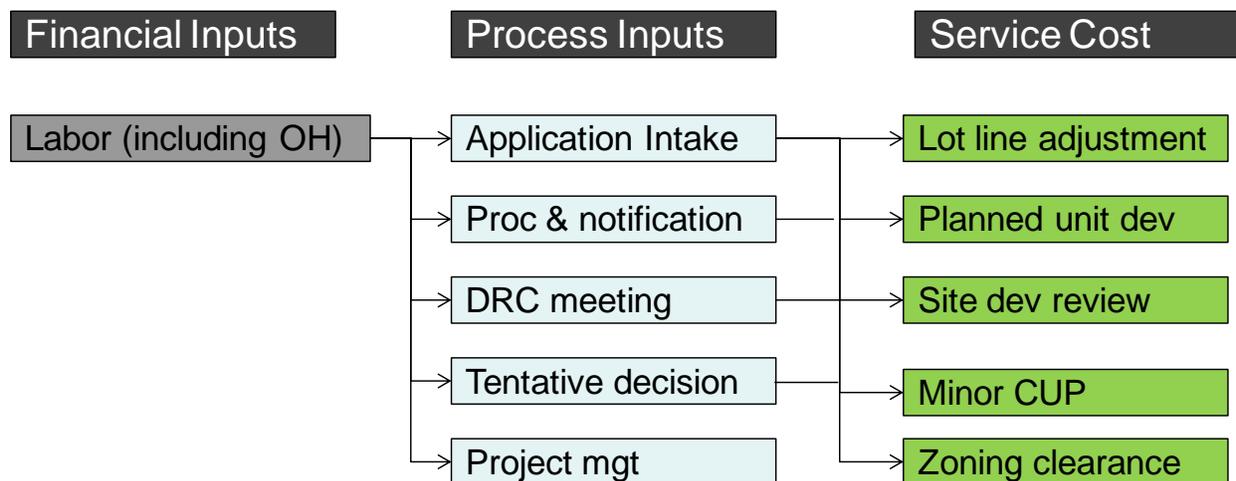
for hourly work. To this hourly rate we then added a prorated amount for materials & supplies, department overhead, and Town overhead. The following graphic illustrates this approach. All numbers are strictly for illustrative purposes and are purely hypothetical.

<b>Contract Staff Productive Hourly Rate Calculation</b>	
Contract Staff Cost	\$125.00
Allocated Materials & Services	\$1.25
Allocated Departmental Overhead	\$7.50
Allocated Town Overhead	\$15.00
<b>Total Cost / Contract Hour</b>	<b>\$148.75</b>

The full detail of the calculations can be found in appendix A

# SUMMARY OF COSTING METHODOLOGIES

The detailed costing methodology is based on the principles of activity based costing. This approach seeks to calculate costs at an operational level by considering the time staff invests in core business processes to provide fee and non-fee services. This provides the ability to understand staff time and cost as each staff position participates in providing fee services. Graphically, the following figure illustrates this methodology.



**Step 1: Collect Data** – This first step involves discussions with staff to identify those positions within each department that provide and support direct services. It also involves collecting departmental budget and expenditure data, identifying the salary and benefits for each position, and identifying non-personnel expenditures, as well as any departmental and Townwide overhead. Specifically, the steps involve the following:

- ◆ **Identifying staff positions** – This includes identifying both position titles and names.
- ◆ **Calculating the number of productive hours** – For each position, vacation time, sick leave, paid holidays, professional development (training), routine staff meetings, and daily work breaks are deducted from the standard 2,080 annual hours. The result is a range of hours available for each position on an annual basis. This range is typically 1,250 to 1,600 hours. Factors that influence this range are length of service with the jurisdiction and local policies for holiday and personal leave time.

- ◆ **Identifying and allocating non-personnel costs** – Costs for materials and supplies are allocated to the salary and benefits for each position.
- ◆ **Assigning any other expenses that are budgeted in other areas** – There are often expenses that should be included with the total cost of services. Examples of such costs might include amortized capital expenses for vehicles and technology.
- ◆ **Identifying core business processes or activities** – This step also involves discussions with staff to understand, at an operational level, the work of the operating unit. Core business processes used to provide services are identified and then defined by the tasks that are involved. Processes are also organized by direct and indirect categories:
  - **Direct processes and activities** – Those processes that directly contribute to the processing of an application or permit are first identified. Examples of a direct activity are electrical building inspection, application intake, and pre-application review.
  - **Indirect processes and activities** – Those processes that support, but do not directly apply to the processing of a specific application or permit. An example of an indirect activity is customer service or staff training to maintain certifications. Most jurisdictions highly value customer service, but it is difficult to assign a specific cost or unit of time to an individual service.

**Step 2: Building cost structures** – This second step involves significant interaction with staff and the development of time estimates for both direct and indirect processes in each department. Specifically, this step is at the core of the analysis. There are three processes that comprise this step:

- ◆ **Gathering time estimates for direct processes** – By interviewing staff in individual and group meetings, an estimate of time was assigned to each service by the process that is indicated. For example, in processing planning fees the following specific steps are involved in the processing of these fees:
  - Application intake;
  - Application completion review; and
  - Setting conditions of approval.

In this analysis, staff time is estimated and assigned to each step. The sum of all the process steps is the total time that is required to provide that specific service.

- ◆ **Assigning indirect and annual process time** – An annual time estimate is gathered from staff for those indirect or support processes in which they are involved. Some of these costs are assigned to the direct cost of a service on an allocated basis. Some might not be assigned at all. For example, in the case of planning fees, the costs associated with advanced planning have been identified but not allocated to the fees. Advanced planning has its own fee category, consistent with the current fee structure.
- ◆ **Calculating fully loaded hourly rates and the cost of service** – Once the total time for each direct and indirect service is estimated, the cost of service is calculated by using the fully loaded hourly rates for each staff member or position that is involved with the service. The fully loaded hourly rate for each employee is based on the employee's salary and benefit costs plus a share of non-personnel and Town overhead costs divided by the employee's available work hours (i.e. 2,080 hours minus all leave hours). Thus, the direct and indirect cost by activity also includes departmental and citywide overhead as well as non-labor costs. For this study, fiscal 2011-2012 budget expenses were used in all of the calculations.

The change to this was with the business license processing fee. For this fee, we calculated the annual costs for processing business licenses as part of the preparation for the indirect cost allocation plan. Then based on interviews with staff we determined the approximate amount of annual time that is spent processing new business license compared to a business license renewal. We then assigned an annual cost based on these total time estimates.

- ◆ **Gathering activity or volume data** – A critical element in the analysis is the number of times a given service is provided on an annual basis. This is critical data for three reasons:
  - It allows a calculated projection of current revenue based on current prices. This is compared with actual revenue to see if there is a close match as the data should match.
  - It allows for a calculated projection of revenue at full cost. This is compared to actual expenditures to see if there is a close match as the data should match.
  - It allows for a calculation of total hours consumed. Hours consumed must closely match actual hours available.
 If any of the three calculations do not approximate actual numbers, then time estimates and/or volume data need to be re-evaluated. These are critical quality checks for costing accuracy.

**Step 3: Calculating the full cost of services** – This third step calculates the full cost of service for each direct service in a department. In the previous step, the cost of service was calculated for each direct and indirect service. In this step, the cost layers are brought together to establish the full cost of service for a specific direct service, program, or activity. As previously mentioned the cost of each direct service is calculated. To determine the full cost of service, the cost of indirect services is allocated to each direct service. The indirect services costs are allocated to each direct service based on each direct services proportion of labor spent processing each permit and application. By summing the direct and allocated indirect costs and multiplying that by the activity data, a total cost of service is calculated for both an individual service and the operating unit as a whole.

The following figure illustrates an example of these calculations. This same process was used for planning fees, land development/environmental fees, building fees, and police fees.

**Hypothetical Illustration of Calculating the Cost of a Single Fee (service)**

Application or Fee Title	Assigning Staff Cost and Time				Totals
	Community Development Director	Planning Manager	Associate Planner	Executive Assistant	
<i>Signing Programs (Five or More Signs)</i>					
Pre-submittal meeting		0.5	0.5		1
Land Use Application Intake		0.25	0.25	0.25	0.75
Application Review		1	6.5		7.5
Development Review Committee (DRC)		0.5	2		2.5
Prepare for decision	0.5	1.25	5	1	7.75
Public hearing	0.33	0.33	2	0.33	2.99
Plan Check of accepted plans – post entitlement			1.25	0.5	1.75
<b>Total Time by Position</b>	<b>0.83</b>	<b>3.83</b>	<b>17.50</b>	<b>2.08</b>	<b>24.24</b>
<b>Calculated Full Loaded Hourly Rate</b>	<b>203.67</b>	<b>183.96</b>	<b>152.38</b>	<b>128.66</b>	
Total Direct Cost by Position	169	705	2,667	268	3,808
Total support or indirect costs assigned					\$ 574
<b>Total Cost Assigned</b>					<b>\$ 4,382</b>

**Step 4: Set cost recovery policy** – Once the full cost of service is calculated for each direct service in a department, the cost of service for that direct service is then compared to the revenue generated by the fee charged for the service. This cost recovery analysis identifies the cost recovery level for that direct service. Depending on Town policies and other considerations, the level of cost recovery is a decision that should be

made for each type or group of direct services. For example, the Town might want to recover the full cost for building related permits, but might only want to recover 80% for planning permits.

**Step 5: Set fees**

Based on any new, existing, or revised cost recovery policies, the recommended fees can be established. The recommended fees will be established based on Town staff recommendations and Council discussion in the future. The fee analyses in this report are based on full cost recovery.

# SUMMARY OF RESULTS FOR COMMUNITY DEVELOPMENT

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The Community Development Department is responsible for all current and advanced planning, code enforcement, building plan review, building inspection, and other development-related activities. User fees that were reviewed for this department include the current planning fees, and building related fees.

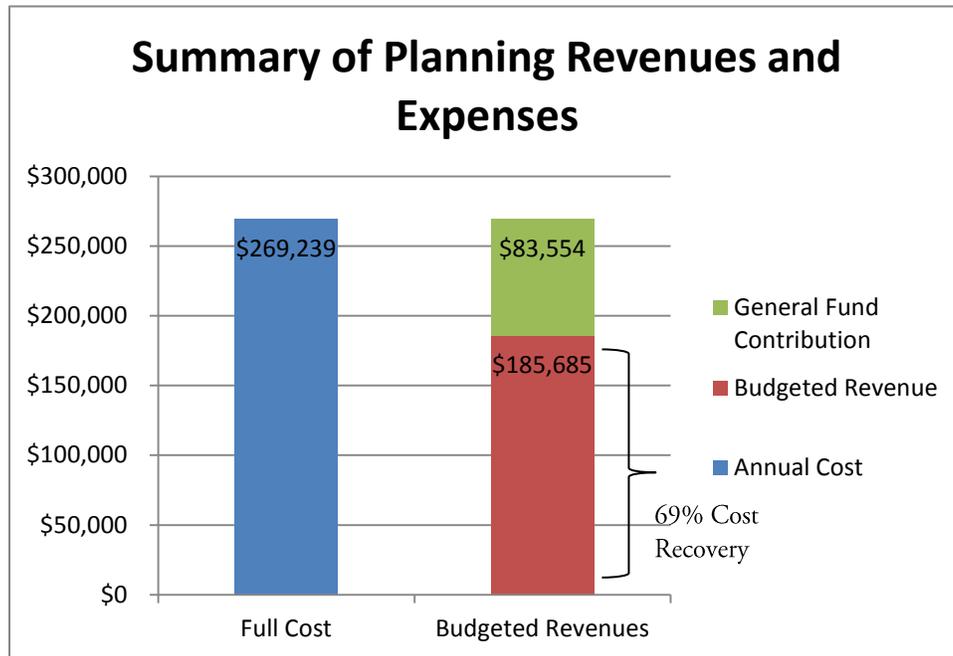
## PLANNING FEES

Planning services for the Town of Atherton are provided by a contracted firm. The contract covers the cost of the firm to provide services both to the Town as well as direct services to Town customers. These services include both current and long range planning. Current planning services are typically recoverable from Planning fees while long range planning can be recoverable if the Town chooses to do so. The contract does not cover services and supplies or Town overhead. These are both additional cost to be calculated into the user fees. In addition, contracted staff provide substantial services for prospective customers seeking information on potential development projects. In many cities and towns, planning staff often provide this function. These costs have also been calculated into the rates and fees. The following table details the budgeted costs associated with the Planning Division.

Contract Labor Costs	\$222,050
Services & Supplies*	\$5,600
Town Income Overhead Costs (CAP)	\$76,592
<b>Total Planning Costs</b>	<b>\$304,242</b>

## Cost Analysis

Most of the planning fees charged by the Town are collected on a time & materials basis. Therefore, it is difficult to establish a true “cost of service” since each service (fee) is going to be different. However, we did calculate and update the productive hourly rate for each planning position, (see appendix A). Based on our calculations the total cost of providing Planning services to the public is \$269,239. Our projection of revenue based on current activity is \$185,685. Therefore, we would project the Town of Atherton to generate an additional \$83,554 in Planning revenue of the Town brings its rates to full cost recovery. This suggests that the Town is currently recovering 69% of its total costs for these services.



## Technology Surcharge

A common issue with many municipal jurisdictions is paying for the cost of permitting technology. In the pressure to allocate scarce general fund dollars, the capital expense for state of the art permitting systems is an easy expense to delay. These delays often come with a price tag of lower productivity and lower cost recovery from user fees. Consequently, many California jurisdictions have opted to install a technology surcharge to recover the cost of both the capital expense and the maintenance charges for these systems. The benefit of the surcharge is that the revenues go into a dedicated fund. These resources can then be used maintain state of the art permitting technology.

By working with the Chief Building Official we calculated an annual cost for an upgraded permitting system. This cost was built upon a five year useful life. The annual cost for capital equipment and systems plus annual maintenance is \$43,000. This cost has then been split between planning, engineering, and building based on the projected revenue for each. This equates to a surcharge of 3.24% on top of all planning fees, 2% for building fees, and 1.9% for engineering fees.

A detailed schedule of fees showing unit costs, current cost recovery rates, and annual revenue impacts can be found in Appendix C.

## BUILDING FEES

The Building & Safety Division for the Town is largely outsourced. This means that basic plan review and inspection services are contracted to a private vender. However, the Town still provides some customer service and clerical assistance.

As part of our analysis, contracted staff recommended significant restructuring of the Building & Safety schedule of fees. There were two objectives in restructuring the schedule of Building fees:

1. Simplify the schedule and bring it more in line with the type of projects that come to the division; and
2. Move some of the valuation based projects to flat fees as there was consensus that some of these were generating more revenue that was required to cover expenses.

## Cost of Service Analysis

The total budgeted expenses for Building & Safety are \$1,320,370. In addition, we have also added three non-budgeted items.

- |   |           |
|---|-----------|
| 1. Technology fund (annual estimate, includes digital archiving capacity) | \$44,271  |
| 2. Allocated Share General Plan Update (annual estimate)                  | \$27,000  |
| 3. Town Indirect Costs (cost allocation plan)                             | \$177,747 |

These additional expenses bring the total expenses to the Town up to \$1,569,388. The breakdown of these expenses follows.

<b>Building Expenditures</b>	<b>Expenses</b>
Building Labor	\$ 153,971
Additional Bldg Labor (David)	\$ 58,513
Allocated Share Contract PW Director	\$ 19,140
Contract Labor Inspection	\$ 45,000
Code Enforcement	\$ 76,285
Contract Arborist	\$ 100,000
Contract Building & Safety	\$ 760,300
<b>Total Labor</b>	<b>\$ 1,213,209</b>
Building Services & supplies	\$ 107,162
<b>Total Building Budgeted Expenditures</b>	<b>\$ 1,320,370</b>
<b>Additional Building Costs</b>	
Technology fund (annual estimate)	\$ 44,271
Allocated Share General Plan Update (annual estimate)	\$ 27,000
Town Indirect Costs (cost allocation plan)	\$ 177,747
<b>Total Building Costs</b>	<b>\$ 1,569,388</b>

The additional expenses are added for three reasons:

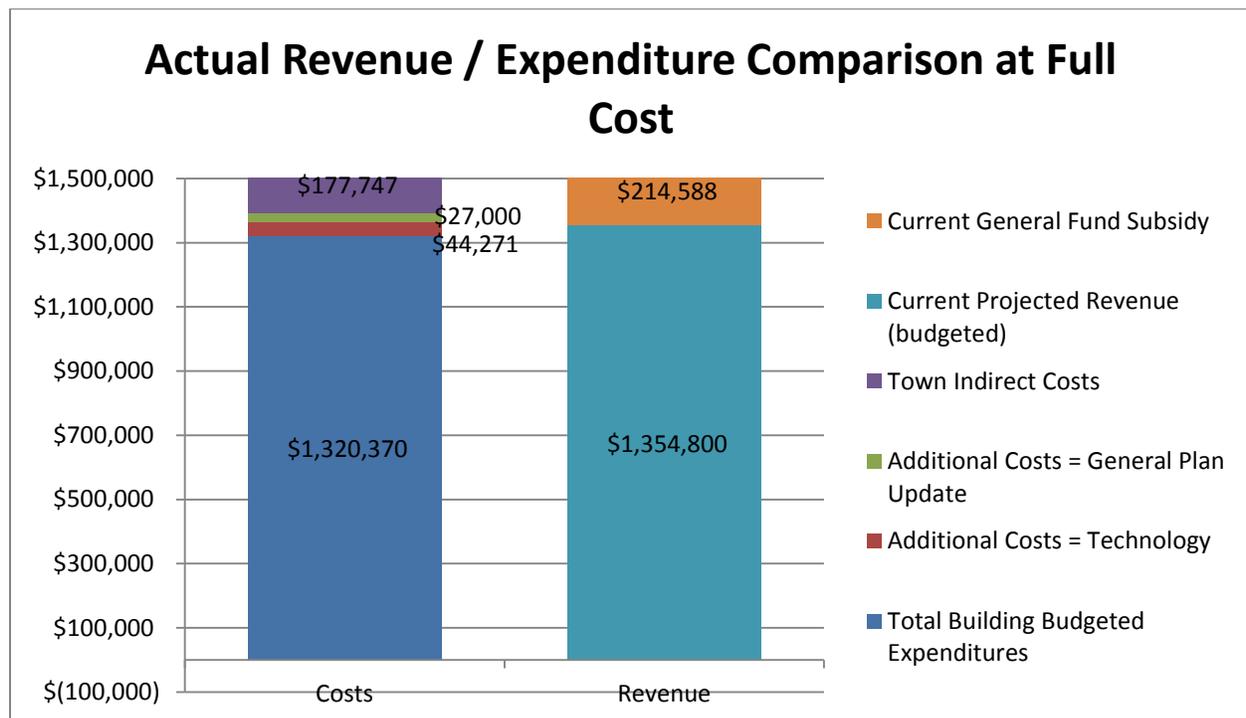
1. Including the Town's overhead achieves the objective of calculating the full cost of services from the perspective of the town;
2. Including an expense item for upgrading and maintaining the Town's permitting system achieves the goal of continuously upgrading technology. This will allow staff (either contract or employees) to

provide an efficient level of service. In addition, state of the art permitting systems provides a clear benefit to customers as they can work with the Town in a digital world rather than a paper based world. We have also included a cost for adding the ability to digitally archive plans previously submitted to the Town as well as any new paper based plans. A surcharge for technology is fairly common for California cities and counties. We recommend this approach as a way of maintaining the revenues to pay for system upgrades. In addition, we included in this surcharge cost the ability to begin scanning and archiving paper building plans.

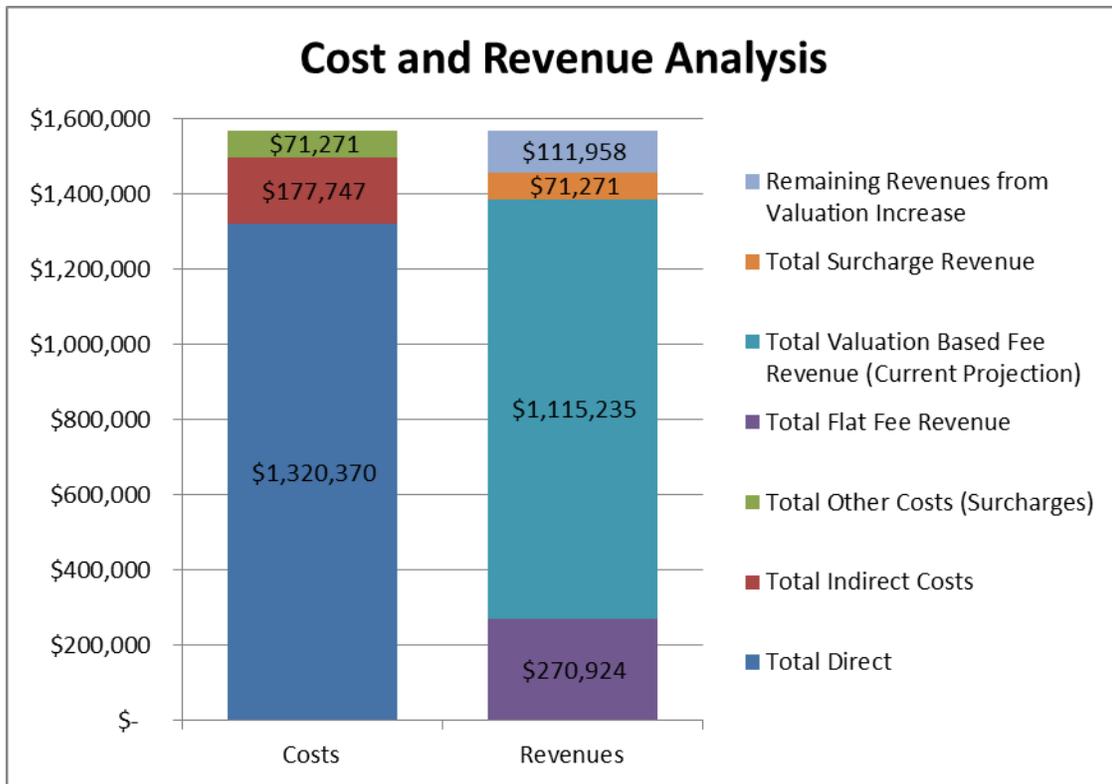
3. Including an expense item for updating and maintain the Town’s General Plan provides a similar benefit as a technology surcharge. It assures the Town of resources to stay complaint with the State of California code.

### Cost Recovery Analysis

Our analysis calculated the cost for the building program and shows that there is approximately 86% cost recovery for the Building & Safety division. The following graphic details individual expense items and compares these to total revenue. It shows that the Town is currently falling short of its total cost by \$214,588.



It is our opinion that some of the General Fund subsidy can be made up from the restructuring of flat fees, some can be made up by restructuring the valuation fee table, and some can be made up by initiating the two surcharges mentioned above. Changes in the valuation fee schedule will require a 10.4% increase in the valuation tables.



### Changes to the Valuation Tables

As stated above, for the Town to fully recover its cost, valuation based fees must increase by 10.4%. This analysis was completed by first calculating the full cost of the revised flat fees and projecting annual revenue based on the current level of activity. The balance of revenue required for the Town to achieve full cost recovery must come from the valuation based fees.

There are a variety of methods for the Town to raise its valuation based fees. We do not advocate one method over another. The exact method is often a function of what the permitting system will allow. Therefore, we suggest the Town find the simplest way of changing its valuation table that the permit system will allow.

Staff has recommended changes to the valuation tables that will achieve this increase. These changes involve the updating of the fee “multiplier”. This multiplier is one of two variables that are used to calculate the building fee. For most jurisdictions it averages \$3.00-\$6.00 per \$1,000 of “valuation”. Thus, a city that has a low “valuation” may have a high multiplier and generate the exact same fee as a city with the reverse relationships between the “valuation” or service requirement factor, and the fee multiplier.

### How Valuation Fees are Calculated

So called “valuation” fees are those building fees whereby the cost of the service is calculated based on three factors:

1. An assumed cost per square foot which creates a “value” that is independent of any construction cost. A better description would be a “service requirement factor” because it recognizes the differences between various types of new construction and establishes the drive of the Town cost, which is square

footage. For the Town, these types are new construction, major remodeling, and non-habitable construction.

2. A multiplier that is used across all construction types. It also adjusts as the as the size of the project increases.
3. Items #1 and #2 above calculates the cost of the permit so that the town can be compensated for its inspection requirements. The cost of the plan review is based on a percentage of the permit. This percentage also adjusts as the size of the project increases.

The combination of the “service requirement factor” and the multiplier calculates the permit fees for building inspection.

The following calculation is for illustration purposes only and is only designed to provide an example:

- ◆ New residential remodel – 5,000 SF
- ◆ Valuation (service requirement factor) - \$300/SF
- ◆ Service requirement factor - \$1,500,000
- ◆ Multiplier - \$3.65 / \$1000 of service requirement.
- ◆ Permit fee ( $\$3.65 \times 1500$ ) = \$5,475
- ◆ Plan review fee at 45% = \$2,464
- ◆ Total plan review and permit fee = \$7,939

There are other factors that go into the final fee calculation for the Town of Atherton. This analysis is for illustrative purposes only but does demonstrate how building fees are calculated so that the Town can fully recover its cost.

There is often a great deal of confusion about the “valuation” concept. One might expect it to be based on the cost of construction. However, it must actually be independent of the cost of construction. Construction costs are not aligned with the cost to the Town to provide plan review and inspection services.

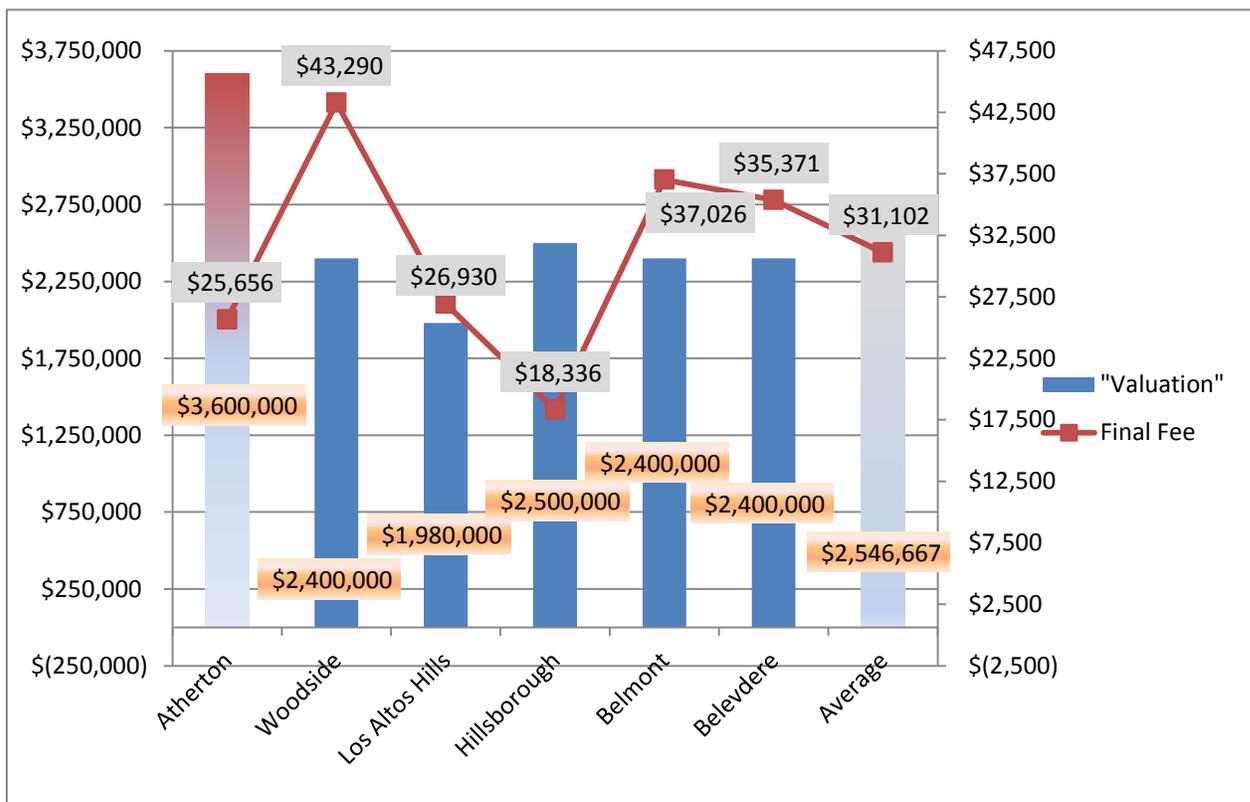
One of the standard examples of this, are two homes with the exact same floor plan and the exact same lot design. One house is constructed with high end furnishings, fixtures, and the best materials available during a time when labor costs are rising. The second house is built a few months later with moderately priced furnishings, moderately priced fixtures, and labor costs are falling. These two houses will have very different construction costs, but the cost to the city or Town to provide plan review and inspection services will be virtually identical. It needs to be clearly understood that:

The focus of a fee is to allow the Town to recover its cost to provide plan review and inspection services. The State requires that a fee must be aligned with the cost of providing the service. The cost to the Town to provide plan review and inspection services is not driven by construction costs. These costs have a closer relationship with the size or square footage of the project.

While the valuation table is often initially set based on a construction index, once set, our experience suggests most municipal agencies seldom change it as the multiplier is just easier to modify. For the Town of Atherton, we calculated that to fully recover its costs, the Town must increase its building “valuation” fees by 10.4%. Given this size of increase we would not recommend adjusting the service requirement factor or valuation table. Just adjust the multiplier.

Subsequent to the initial Council presentation, we did additional analysis of surrounding cities and compared their building fees with those of Atherton. Our intent was to determine if the Town’s costs were in line with its neighbors. The project (hypothetical) is for a new home, 8,000 SF of habitable space, two stories, and 4,000 SF of non-habitable space for a total size of 12,000 SF. We then asked the benchmark cities for their calculations of the permit and plan review fee.

The following graphic shows that the Town of Atherton would place the highest “value” on this house, but its actual fees would be among the lowest. This suggests that the Town’s building fees are not excessive relative with its neighbors.



A detailed schedule of fees showing unit costs, current cost recovery rates, and annual revenue impacts can be found in Appendix C.

## SUMMARY OF RESULTS FOR DEVELOPMENT ENGINEERING

Development Engineering provides plan review and inspection services. It works closely with the Planning function to provide a continuum of services for developers in the Town of Atherton

### Cost of Service Analysis

The primary focus on the analysis of engineering fees was the calculation of fully loaded hourly rates. A study done previously calculated a blended rate for the function. This analysis calculated a rate for each of the positions providing services. To calculate this rate we followed the following steps:

1. Determine the base salary and benefits for each position;
2. Determine the annual number of product hours available by calculating the total of vacation time, sick leave, paid holiday, and annual training time;
3. Prorated Town overhead, services and supplies, and an allocated amount for contract public works director to each position; and
4. Calculated the fully loaded rate.

The following figure summarizes the results of calculating product hourly rates for each position.

Job Classification	Productive Hourly Rate
Public Works Director	\$ 222.73
Public Works Superintendent	\$ 191.46
Assistant/Associate Engineer	\$ 141.32
Office Specialist	\$ 92.20
Average Composite PHR	\$ 161.93

In addition to calculating fully loaded hourly rates, we also interviewed key staff to determine the total time requirements to process each application type. As in Building there were some modifications to the fee schedule to make it simpler and more aligned with current procedures and regulations.

In addition, staff provided annual activity data, or the number of times each fee item was processed over the most recent 12 month period. This allows us to do two things:

1. Project and compare current revenue with revenue with full cost recovery, and
2. Verify the total time committed for fee services for each staff person. These results were confirmed by staff as being accurate.

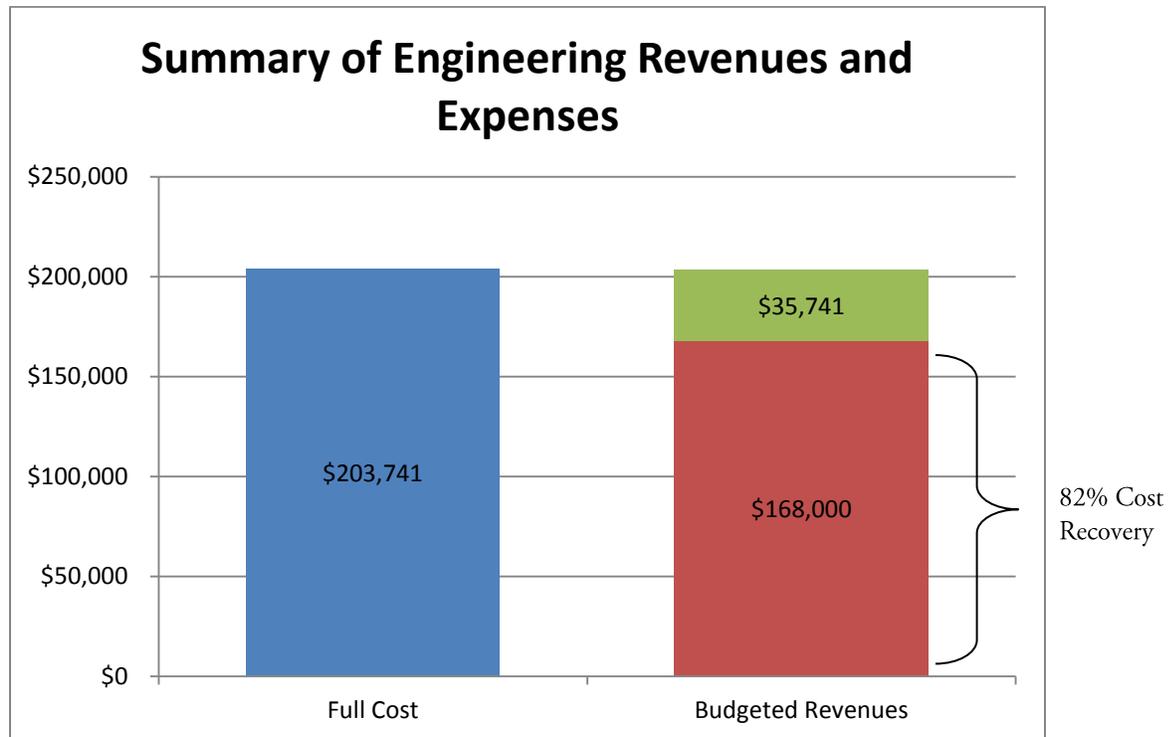
### Cost Recovery Analysis

Development Engineering has a goal of recovering its costs related to private development. Based on our calculations the function is recovering 82% of its cost.

- Calculated cost of providing engineering services \$203,741;

- Projected revenue from current engineering activity \$168,000; and
- Projected loss from providing engineering services (\$35,741).

The following graphic illustrates these relationships.



A detailed schedule of fees showing unit costs, current cost recovery rates, and annual revenue impacts can be found in Appendix D

## SUMMARY OF RESULTS FOR POLICE

### Police Fees

Police fees were calculated in much the same ways as planning, building, and engineering services, but with some minor modifications. Salary, benefits and non-personnel cost data were supplied by the Town to calculate a fully loaded labor rate for each position that contributes to processing police fees. Staff was interviewed in focus group style settings to estimate how much time each service requires. During this process, several new fees were identified and several outdated fees were identified for deletion. Among the new fees added are false alarm fees. Many California cities are finding the cost of responding to false alarms is becoming prohibitive. We are finding several that have stopped responding to alarms after a number of false alarm responses. Our method of structuring these fees is to calculate the total cost of responding to the first call and each additional call. We then spread the cost of the initial call that is provided without cost over

several additional responses. In this way, there is an escalating cost to the offending party if the alarm is not fixed.

A detailed schedule of police fees showing unit costs, current cost recovery rates, and annual revenue impacts can be found in Appendix E

## SUMMARY OF RESULTS FOR FACILITIES AND SPECIAL EVENTS

### Park Facilities

The Town of Atherton currently rents three park facilities for weddings, receptions, and special events. The three facilities are the Main House, the Carriage House, and the Jennings Pavilion. The Town rents these facilities generally by the half day and the full day. As part of our analysis some modifications were made at the request of staff that would simplify the schedule and make it more aligned with current operating procedures.

### Cost of Service Analysis

Our analysis included the calculated productive rates we generated as well as the activities required to process special event applications, show the property, provide all logistics, and clean the property after an event. In conjunction with staff, we also factored in the rental activity level for each facility. Based on this analysis, we calculated the following:

- Total cost of providing these services: \$98,800;
- Projected revenue based on current activity levels: \$76,000; and
- Project additional revenue if the Town were to charge full cost: \$22,800.

A detailed table of fees can be found in Appendix F

## COMPARISON REVIEW

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As part of this analysis, a survey was conducted of comparative fees and projects. To increase value and relevance staff identified individual services (fees) that provide a reasonable basis of comparison and selected projects. The combination of the two should provide the Council with an opportunity to see where the Town's fees are in relation to its neighbors. We also caution the reader about these comparisons. Many communities do not routinely update their fees, and when they do, it might not be based on a thorough analysis of cost. These means the data that follow is the Town's *cost* compared to another community's *price*. In addition, communities have different policies regarding user fees. Some desire to subsidize their fees while others want to charge full cost.

The selection of benchmark municipalities was made in conjunction with staff. The selection criteria were primarily municipalities that had similar social/economic demographics and communities with similar terrain and customers. In addition, our focus was on comparing highly relevant projects that are common to the Town as well as selected fees that have significant volume. This approach maximizes value and provides the Town with a higher level of comparison.

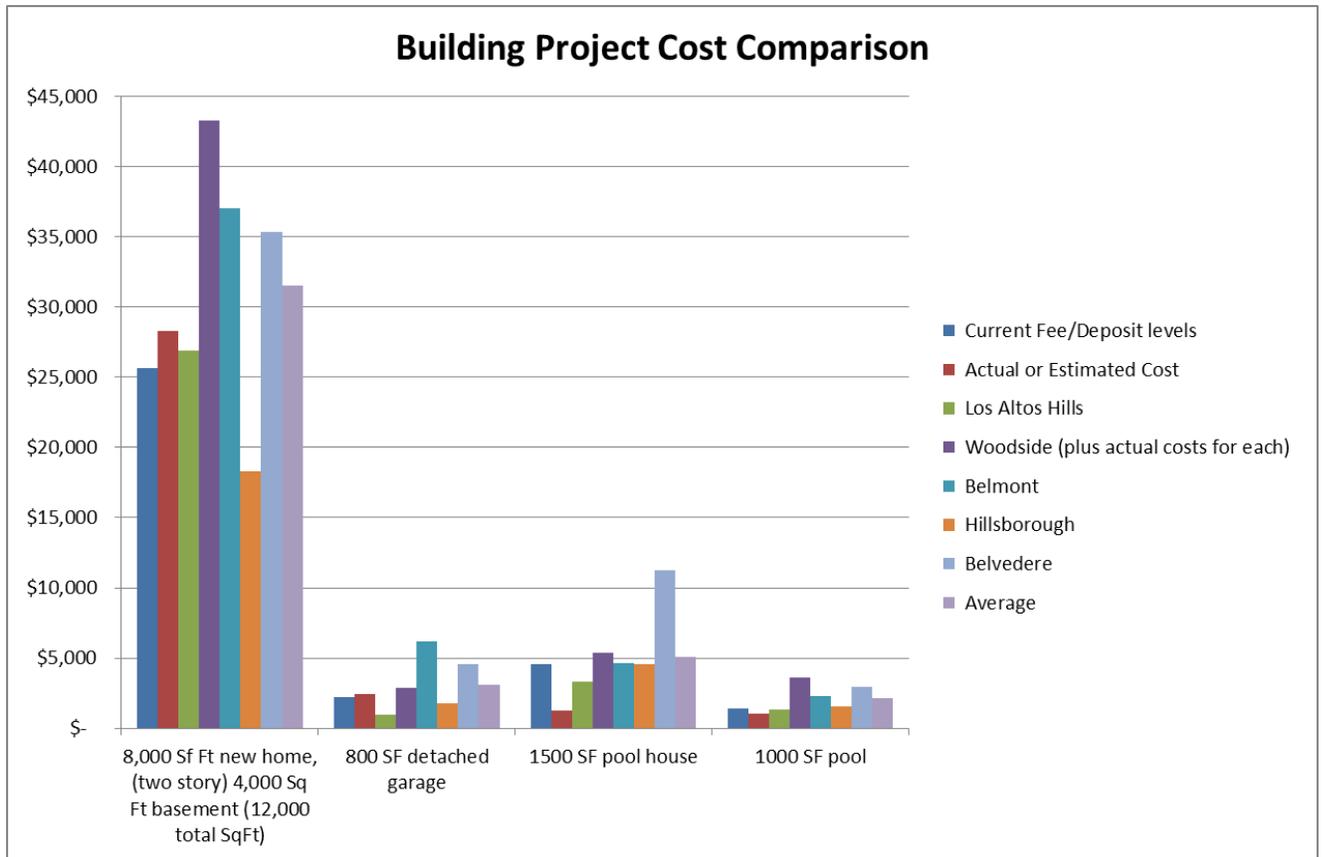
The following municipalities were selected:

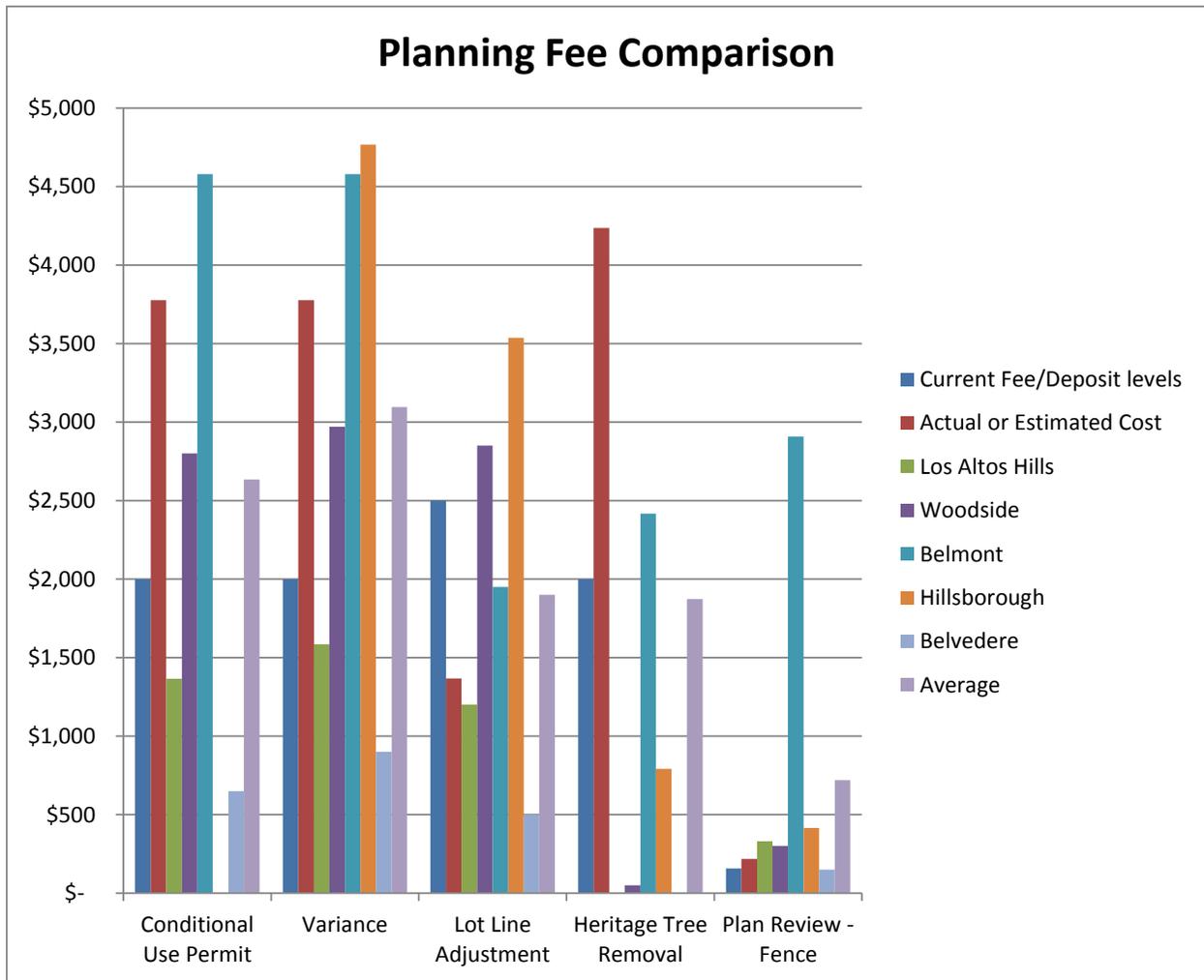
- ◆ Los Altos Hills;
- ◆ Woodside;
- ◆ Belmont;
- ◆ Hillsborough; and
- ◆ Belvedere

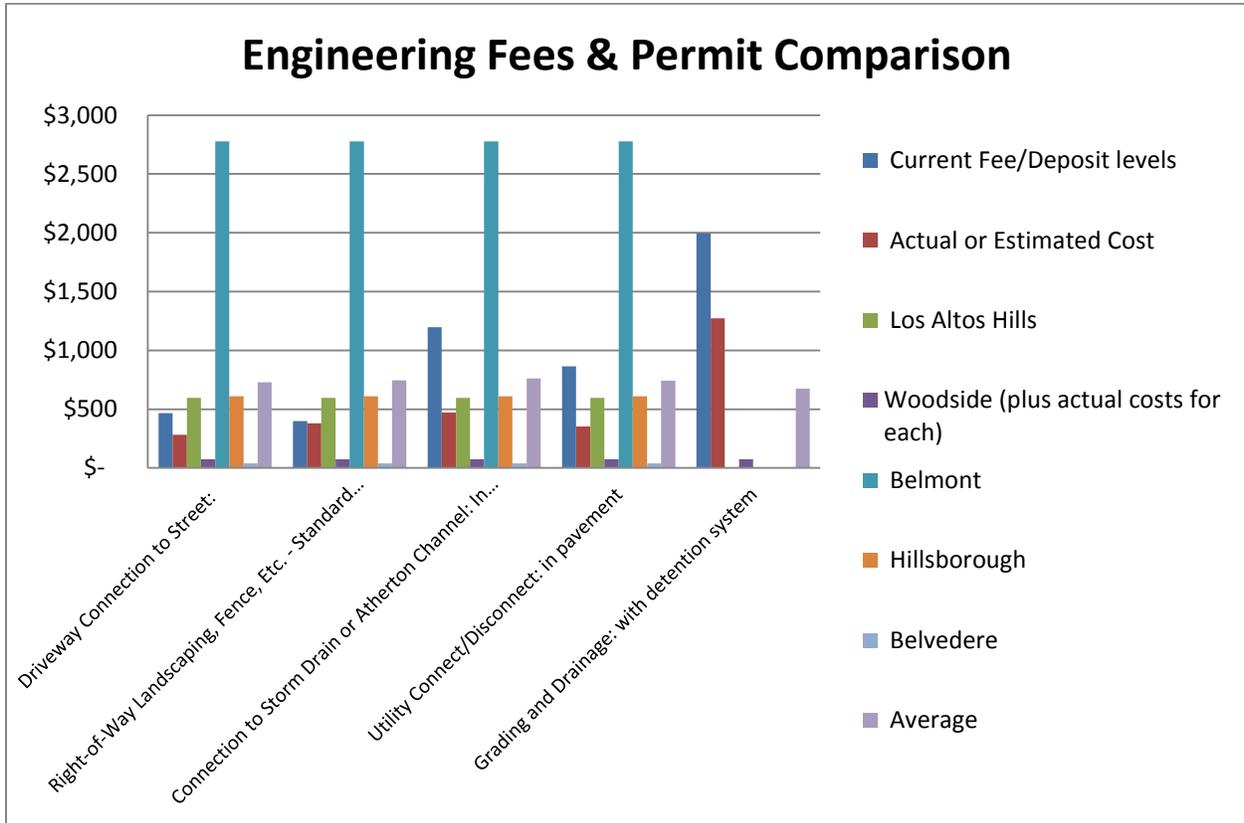
The figures that follow summarize the findings. The comparison focused on Planning, Engineering, and Building fees. It is our observation that the new fees, on balance, are in line with the benchmark communities. The following table illustrates each of the comparisons in detail.

	Town of Atherton	Town of Atherton	Los Altos Hills	Woodside	Belmont	Hillsborough	Belvedere	Average
<b>Current</b>								
<b>Planning Fees/Projects</b>	<b>Current Fee/Deposit levels</b>	<b>Actual or Estimated Cost</b>	<b>Los Altos Hills</b>	<b>Woodside</b>	<b>Belmont</b>	<b>Hillsborough</b>	<b>Belvedere</b>	<b>Average</b>
Conditional Use Permit	\$ 2,000	\$ 3,777	\$ 1,366	\$ 2,800	\$ 4,579		\$ 650	\$ 2,634
Variance	\$ 2,000	\$ 3,777	\$ 1,584	\$ 2,970	\$ 4,579	\$ 4,766	\$ 900	\$ 3,096
Lot Line Adjustment	\$ 2,500	\$ 1,368	\$ 1,201	\$ 2,850	\$ 1,950	\$ 3,536	\$ 500	\$ 1,901
Heritage Tree Removal	\$ 2,000	\$ 4,235	NA	\$ 50	\$ 2,416	\$ 792	N/A	\$ 1,873
Plan Review - Fence	\$ 157	\$ 218	\$ 330	\$ 300	\$ 2,908	\$ 415	\$ 150	\$ 720
<b>Current</b>								
<b>Engineering Fees/Permits</b>	<b>Current Fee/Deposit levels</b>	<b>Actual or Estimated Cost</b>	<b>Los Altos Hills</b>	<b>Woodside (plus actual costs for each)</b>	<b>Belmont</b>	<b>Hillsborough</b>	<b>Belvedere</b>	<b>Average</b>
Driveway Connection to Street:	\$ 465	\$ 281	\$ 595	\$ 75	\$ 2,776	\$ 609	\$ 40	\$ 729
Right-of-Way Landscaping, Fence, Etc. Standard (up to 2 inspections)	\$ 399	\$ 379	\$ 595	\$ 75	\$ 2,776	\$ 609	\$ 40	\$ 746
Connection to Storm Drain or Atherton Channel: In pavement	\$ 1,197	\$ 471	\$ 595	\$ 75	\$ 2,776	\$ 609	\$ 40	\$ 761
Utility Connect/Disconnect: in pavement	\$ 864	\$ 352	\$ 595	\$ 75	\$ 2,776	\$ 609	\$ 40	\$ 741
Grading and Drainage: with detention system	\$ 1,995	\$ 1,272		\$ 75				\$ 674
<b>Current</b>								
<b>Building</b>	<b>Current Fee/Deposit levels</b>	<b>Actual or Estimated Cost</b>	<b>Los Altos Hills</b>	<b>Woodside (plus actual costs for each)</b>	<b>Belmont</b>	<b>Hillsborough</b>	<b>Belvedere</b>	<b>Average</b>
8,000 SF Ft new home, (two story) 4,000 Sq Ft basement (12,000 total SqFt)	\$ 25,656	\$ 28,332	\$ 26,930	\$ 43,290	\$ 37,026	\$ 18,336	\$ 35,371	\$ 31,547
800 SF detached garage	\$ 2,194	\$ 2,423	\$ 939	\$ 2,886	\$ 6,191	\$ 1,804	\$ 4,553	\$ 3,133
1500 SF pool house	\$ 4,596	\$ 1,243	\$ 3,332	\$ 5,411	\$ 4,628	\$ 4,601	\$ 11,228	\$ 5,074
1000 SF pool	\$ 1,409	\$ 1,020	\$ 1,347	\$ 3,608	\$ 2,277	\$ 1,552	\$ 2,982	\$ 2,131
<b>Actual or Estimated Cost</b>								
<b>Sample Hourly Rates Charged</b>	<b>Actual or Estimated Cost</b>	<b>Actual or Estimated Cost</b>	<b>Los Altos Hills</b>	<b>Woodside</b>	<b>Belmont</b>	<b>Hillsborough</b>	<b>Belvedere</b>	<b>Average</b>
Town Planner	\$ 225	\$ 302	\$ 205		N/A	\$ 189	N/A	\$ 232
Assistant Planner	\$ 135		\$ 125	\$ 133	N/A		N/A	\$ 129
Associate Planner		\$ 157	\$ 135	\$ 142	N/A	\$ 117	N/A	\$ 138
Building Inspector/Plan Checker		\$ 127		\$ 120	N/A	\$ 115	N/A	\$ 121
Building Official		\$ 194		\$ 125	N/A	\$ 189	N/A	\$ 169
Town Engineer	\$ 133	\$ 223	\$ 220	\$ 202	N/A		N/A	\$ 215

The following graphics illustrated specific projects within each work group – Building, Planning, Development Engineering.







In addition, we also compared the calculated hourly rates for various positions within development services and compared them with a city in the Bay areas. These comparisons are hourly rates that we are confident reflect the full cost of staff as they are our calculations.

<b>Building Rates</b>		<b>Comparison</b>
Chief Building Official	\$ 194.44	\$ 299.53
Building Inspector	\$ 127.13	\$ 162.55
Building Plans Reviewer	\$ 172.01	\$ 262.48
Building Tech	\$ 89.74	\$ 161.21
<b>Planning Rates</b>		<b>Comparison</b>
Deputy Town Planner	\$ 206.07	\$ 246.61
Town Planner	\$ 301.57	\$ 269.86
Associate Planner	\$ 156.81	\$ 189.28
Sr. Planner	\$ 186.97	\$ 189.28
Admin	\$ 85.95	\$ 149.02
<b>Engineering Rates</b>		<b>Comparison</b>
Public Works Director	\$ 222.73	\$ 313.95
Public Works Superintendent	\$ 191.46	\$ 275.63
Assistant/Associate Engineer	\$ 141.32	\$ 155.47
Office Specialist	\$ 92.20	\$ 93.60

# OBSERVATIONS AND RECOMMENDATIONS

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## GENERAL OBSERVATIONS

1. We note that the Town relies on contract staff and outsourcing plan check and review of many services. Our observation is that these relationships have probably lowered total cost to the town.
2. We also note that the Town has not been recovering its full cost for many services. Much of the loss in revenue has been the absence of an indirect cost allocation plan. We have been able to include these costs in our calculations.
3. We note that the costs for development related services are in line with the benchmark communities. While individual services do vary, on balance the Town's services cost are within a reasonable range of its benchmark communities. We also note that calculated productive hourly rates that we compared are lower than another Bay area city.

## RECOMMENDATIONS – POLICY DEVELOPMENT

The scope of this project included recommending strategies to maintain and update fee schedules.

Our first recommendation is to establish policies governing the recovery of cost from fees. These policies should include:

- ◆ What costs should be recovered. These costs can include:
  - Direct costs;
  - Indirect activity costs such as customer service at the public counter;
  - Department overhead costs; and
  - Town-wide indirect costs.
- ◆ We recommend that municipal councils set cost recovery targets for those departments and divisions that generate substantial revenues from fees. For example, many cities set a goal that development “should pay for its self”. Our recommendation is that this should be defined for each department. For example, many cities want Building and Safety to pay for itself. However, there are often services within this work unit where full cost recovery is of less importance than compliance or innovation. The new technologies and code requirements for “green” building are prime examples of this. Because of this we recommend the Council define what costs should be recovered for each work unit.

Once the cost recovery levels are established, the Town has a number of different options for designing fees that will meet the cost recovery targets. The Town might simply increase existing fees so that in total, all fees

will recover the targeted amount. Additionally, the Town might also review each service and bring some to full cost, and others to something less than full cost so that in total, they generate the targeted cost recovery rate.

Other considerations in fee-setting beside the analytical cost recovery objectives include key questions such as:

- ◆ Is it feasible to set fees to the full cost recovery level?
- ◆ Will increasing fees result in compliance or public safety problems?
- ◆ Do adjustments in fees adversely affect other Town goals?
- ◆ Are there other opportunities or changes that might bring costs into better balance with revenues?

## **ADJUSTING THE FEE SCHEDULE**

### **General Recommendation on Adjusting Fee Schedules**

We recommend annual adjustments to fees wherever possible. We also recommend a complete review of costs for fee services every three to five years. With the annual update of fees we recommend using a simple CPI increase. For example, if the labor cost for the Town goes up by 2% then adjust each fee by 2%. This is the simplest and most common method of adjusting fees annually. It is our observation that the regulatory requirements change enough within a three to five year time frame that a comprehensive review of costs is then warranted.

### **Adjusting Building and Planning fees**

Both of these operations are outsourced to private firms. With regard to adjusting Planning fees, this should be fairly straight forward. It is either using the fully loaded productive hourly rates that we have calculated or using the flat fee tables we have provided which are based on the fully loaded rates.

With regard to Building fees, this program has a revenue sharing relationship with the contractor – Interwest. If the Building fees were to be adjusted so that the Town can be fully compensated for its cost, Interwest would also receive additional revenue. We would recommend a review of the contract so that the Town can be fully compensated for its cost and Interwest can still receive full compensation for the valuable service they provide.

# SECTION V: APPENDICES

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# Appendix A: Productive Hourly Rate Calculations

ADMINISTRATION STAFF						
NAME	Job Class	Total Labor & Benefits	Services & Supplies	Town Income Overhead Costs (CAP)		Total Staff Costs
George	City Manager	\$ 219,912		\$ 49,977.67		\$ 269,890
DellaSanta, Theresa	City Clerk	\$ 139,563		\$ 49,977.67		\$ 189,540
Vacant	Management Analyst	\$ -				\$ -
Bellmont, Judy	Office Specialist	\$ 89,089		\$ 49,977.67		\$ 139,067
	<b>Average Composite PHR</b>					
FINANCE STAFF						
Name	Job Class	Total Labor & Benefits	Services & Supplies	Town Income Overhead Costs (CAP)		Total Staff Costs
Robert Barron	Finance Director*	\$ 199,921		\$ 71,579.33		\$ 271,501
Jun Pan	Accountant	\$ 114,078		\$ 71,579.33		\$ 185,657
Noy Phonpradith	Finance Technician**	\$ 97,848		\$ 71,579.33		\$ 169,428
	<b>Average Composite PHR</b>					
BUILDING STAFF (see Kelli Roberson Public Works)						
Name	Job Class	Contract Labor Costs	Services & Supplies*	Town Income Overhead Costs (CAP) *	Contract CD/PW Director, Internal IM&A, Archiving Estimate	Total Contract Staff Costs
<b>Work Unit Summary</b>		\$ 905,300	\$ 107,162	\$ 177,747	\$ 163,848	
	Chief Building Official	\$ 130	\$ 15.39	\$ 25.52	\$ 23.53	\$ 194
	Building Inspector	\$ 85	\$ 10.06	\$ 16.69	\$ 15.38	\$ 127
	Building Plans Reviewer	\$ 115	\$ 13.61	\$ 22.58	\$ 20.81	\$ 172
	Building Tech	\$ 60	\$ 7.10	\$ 11.78	\$ 10.86	\$ 90
	Arborist	\$ 150	\$ 17.76	\$ 29.45	\$ 27.15	\$ 224
	<b>Average Composite PHR</b>					
PLANNING STAFF (contracted positions)						
		Contract Labor Costs	Services & Supplies*	Town Income Overhead Costs (CAP) *	Internal M&A and Customer Svc	Total Contract Staff Costs
<b>Work Unit Summary</b>		\$ 222,050	\$ 5,600	\$ 76,592	\$ 142,177	
	Deputy Town Planner	\$ 103	\$ 2.59	\$ 35.36	\$ 65.63	\$ 206
	Town Planner	\$ 150	\$ 3.78	\$ 51.74	\$ 96.04	\$ 302
	Associate Planner	\$ 78	\$ 1.97	\$ 26.90	\$ 49.94	\$ 157
	Sr. Planner	\$ 93	\$ 2.35	\$ 32.08	\$ 59.55	\$ 187
	Admin	\$ 43	\$ 1.08	\$ 14.75	\$ 27.37	\$ 86
	Arborist	\$ 150	\$ 3.78	\$ 51.74	\$ 96.04	\$ 302
	<b>Average Composite PHR (Including the Arborist)</b>					
PUBIC WORKS STAFF						
Name	Job Class	Total Labor & Benefits	Services & Supplies	Town Income Overhead Costs (CAP)	Contract CD/PW Director	Total Staff Costs
<b>Work Unit Summary</b>		\$ 414,286	\$ 39,420	\$ 207,610	\$ 22,185	
Contract Position	Public Works Director	\$ 135	\$ 13	\$ 68	\$ 7.23	\$ 223
Tyler, Steve	Public Works Superintendent	\$ 185,098	\$ 17,612	\$ 92,758	\$ 9,912	\$ 305,380
Huynh, David	Assistant/Associate Engineer	\$ 140,051	\$ 13,326	\$ 70,183	\$ 7,500	\$ 231,059
Kelli Roberson	Office Specialist	\$ 89,138	\$ 8,482	\$ 44,669	\$ 4,773	\$ 147,062
	<b>Average Composite PHR</b>					
POLICE						
Name	Job Class	Total Labor & Benefits	Services & Supplies	Town Income Overhead Costs (CAP)		Total Staff Costs
Edward Flint	Chief of Police	\$ 284,082		\$ 26,444		\$ 310,525
Joe Wade	Lieutenant	\$ 228,117		\$ 26,444		\$ 254,561
Kockler, Anthony	Sergeant (84 hrs)	\$ 215,525		\$ 26,444		\$ 241,969
Mills, Brad	Sergeant (84 hrs)	\$ 194,186		\$ 26,444		\$ 220,630
Hall, Sherman	Sergeant (84 hrs)	\$ 217,591		\$ 26,444		\$ 244,035
Lopez, Kristen	Sergeant (80 hrs)	\$ 202,648		\$ 26,444		\$ 229,092
Enberg, Rick	Sergeant (84 hrs)	\$ 204,346		\$ 26,444		\$ 230,790
Dennis, Tony	Officer (84 hrs)	\$ 184,509		\$ 26,444		\$ 210,953
Dere, Gordon	Officer (84hrs)	\$ 163,606		\$ 26,444		\$ 190,050

Product Hourly Labor Rate
\$ 169.21
\$ 115.93
\$ -
\$ 87.19
<b>\$ 124.11</b>
Product Hourly Labor Rate
\$ 170.22
\$ 113.55
\$ 101.15
<b>\$ 128.31</b>
Product Hourly Labor Rate
\$ 194.44
\$ 127.13
\$ 172.01
\$ 89.74
\$ 224.35
<b>\$ 161.54</b>
Product Hourly Labor Rate
\$ 206.07
\$ 301.57
\$ 156.81
\$ 186.97
\$ 85.95
\$ 301.57
<b>\$ 206.49</b>
Product Hourly Labor Rate
\$ 182.66
\$ 149.74
\$ 142.33
\$ 129.78
\$ 143.55
\$ 134.76
\$ 129.66
\$ 124.09
\$ 109.22

NAME	Job Class	Total Labor & Benefits	Services & Supplies	Town Income Overhead Costs (CAP)		Total Staff Costs	Product Hourly Labor Rate
Dunphy, Don	Officer (84 hrs)	\$ 180,680		\$ 26,444		\$ 207,124	\$ 121.84
Gomez, David	Officer (84 hrs)	\$ 171,123		\$ 26,444		\$ 197,567	\$ 116.22
Lane, Bill	Officer (84 hrs)	\$ 150,526		\$ 26,444		\$ 176,970	\$ 99.42
Marks, Tim	Officer (84 hrs)	\$ 183,623		\$ 26,444		\$ 210,067	\$ 123.57
Metzger, Dave	Officer (84 hrs)	\$ 182,295		\$ 26,444		\$ 208,739	\$ 122.79
Pronske, Krystal	Officer (84 hrs)	\$ 163,149		\$ 26,444		\$ 189,593	\$ 108.96
Yoakum, Jason	Officer (84 hrs)	\$ 183,758		\$ 26,444		\$ 210,202	\$ 123.65
Anthony Barron	Officer (84 hrs)	\$ 143,857		\$ 26,444		\$ 170,301	\$ 95.67
vacant	Officer (84 hrs)	\$ 142,754		\$ 26,444		\$ 169,198	\$ 95.06
vacant	Officer (84 hrs)	\$ 142,754		\$ 26,444		\$ 169,198	\$ 95.06
<b>Average Composite PHR</b>							<b>\$ 123.58</b>
Name	Job Class	Total Labor & Benefits	Services & Supplies	Town Income Overhead Costs (CAP)		Total Staff Costs	Product Hourly Labor Rate
Mattes, John	Dispatcher	\$ 121,490		\$ 26,444		\$ 147,934	\$ 90.48
Bonnevie, Nicole	Dispatcher	\$ 109,087		\$ 26,444		\$ 135,531	\$ 82.89
Miller, Janelle	Dispatcher	\$ 109,086		\$ 26,444		\$ 135,530	\$ 84.97
Gutierrez, Antoinette	Dispatcher	\$ 115,989		\$ 26,444		\$ 142,433	\$ 85.03
<b>Average Composite PHR</b>							<b>\$ 85.84</b>
Name	Job Class	Total Labor & Benefits	Services & Supplies	Town Income Overhead Costs (CAP)		Total Staff Costs	Product Hourly Labor Rate
Johnson, Erica	CSO/Dispatcher	\$ 98,390		\$ 26,444		\$ 124,834	\$ 78.27
Frew, Jennifer	Exec Assistant	\$ 114,081		\$ 26,444		\$ 140,524	\$ 85.95
<b>Average Composite PHR</b>							<b>\$ 82.11</b>

\* Assigned as a percentage of contract labor costs

# Appendix B: Planning Fees

**Town of Atherton**  
**Town of Atherton Planning Fees**

				Unit Cost Summary						
Service Location	Fee Name	Service / Fee Status	Actual Work Volume	Direct Unit Cost	Indirect Unit Allocated Costs	Other Costs	Total Cost Assigned	Current Fee / Deposit	Unit Surcharge or (Subsidy)	Staff Recommended Fee/Deposit
<b>A PLANNING FEES</b>										
PL_	Conditional Use Permit/Special Structure Permit	Current	8	\$ 3,728	\$49		\$3,777	\$ 2,000	(\$1,777)	\$ 2,600
PL_	Variance	Current	4	\$ 3,728	\$49		\$3,777	\$ 2,000	(\$1,777)	\$ 2,600
PL_	Heritage Tree Removal Permit	Current	7	\$ 4,180	\$55		\$4,235	\$ 2,000	(\$2,235)	\$ 2,000
PL_	Exception Review	Delete	0	\$ 3,728	\$49		\$3,777	\$ 2,000	(\$1,777)	
PL_	Excessive Height	Delete	0	\$ 3,577	\$47		\$3,624	\$ 2,000	(\$1,624)	
PL_	Lot Line Redesignation	Current	2	\$ 3,577	\$47		\$3,624	\$ 2,000	(\$1,624)	\$ 2,600
PL_	Lot Line Adjustment	Current	2	\$ 1,398	\$18		\$1,417	\$ 2,500	\$1,083	\$ 1,500
PL_	Tentative Parcel Map	Current		\$ -	\$0		\$0	\$ 2,500	\$2,500	\$ 2,600
PL_	Final Parcel Map	Current		\$ -	\$0		\$0	\$ 2,500	\$2,500	\$ 2,600
PL_	Appeal	Current	1	\$ 2,187	\$29		\$2,216	\$ 750	(\$1,466)	\$ 750
PL_	School Master Plan	Current	2	\$ 1,025	\$13		\$1,038	\$ 750	(\$288)	\$ 750
PL_	Initial Review/Negative Declaration	Current		\$ -	\$0		\$0	\$ 2,000	\$2,000	\$ 2,000
PL_	Zoning Ordinance Amendment	Current		\$ -	\$0		\$0	\$ 2,500	\$2,500	\$ 5,000
PL_	General Plan Amendment	Current		\$ -	\$0		\$0	\$ 2,500	\$2,500	\$ 5,000
PL_	Zoning Review for Home Occupation Business	Current	4	\$ 118	\$2		\$119	\$ 81	(\$38)	\$ 95
PL_	Pre-Application Review	Current	1	\$ 45	\$1		\$45		(\$45)	\$ 45
PL_	Street Easement Vacation	Current		\$ -	\$0		\$0		\$0	\$ -
PL_	Code Enforcement - Administrative (Penalty)	Current	3	\$ 936	\$12		\$949		(\$949)	\$ 949
PL_	Initial Review (2 reviews for fee amount; additional reviews billed hourly):	Current		\$ -	\$0		\$0		\$0	
PL_	a. Fence	Current	47	\$ 215	\$3		\$218	\$ 157	(\$61)	\$ 160
PL_	b. Accessory Structures (includes pools)	Current	93	\$ 443	\$6		\$449	\$ 314	(\$135)	\$ 450
PL_	c. Accessory Buildings	Current	48	\$ 953	\$13		\$965	\$ 637	(\$328)	\$ 950
PL_	d. Additions	Current	35	\$ 947	\$12		\$959	\$ 798	(\$161)	\$ 975
PL_	e. New Construction	Current	32	\$ 1,376	\$18		\$1,394	\$ 1,282	(\$112)	\$ 1,400
PL_	Revisions to Previously Approved Plans	Current		\$ -	\$0		\$0		\$0	
PL_				\$ -	\$0		\$0		\$0	
PL_	Technology Surcharge (upgrade and maintain development technology) (3.24% of fee)	Current		\$ -	\$0	\$8,692	3.24%		(\$0)	3.24%
				\$ -	\$0		\$0		\$0	
				\$ -	\$0		\$0		\$0	
<b>POSITION HOURLY RATES</b>										
	Town Planner:	Current		\$ -	\$0	\$ 301.57	\$302	\$ 225	(\$77)	
	Deputy Town Planner:	Current		\$ -	\$0	\$ 206.07	\$206	\$ 177	(\$29)	

**Town of Atherton**  
**Town of Atherton Planning Fees**

				Unit Cost Summary						
Service Location	Fee Name	Service / Fee Status	Actual Work Volume	Direct Unit Cost	Indirect Unit Allocated Costs	Other Costs	Total Cost Assigned	Current Fee / Deposit	Unit Surcharge or (Subsidy)	Staff Recommended Fee/Deposit
	Senior Planner:	Current		\$ -	\$0	\$ 186.97	\$187	\$ 168	(\$19)	
	Associate Planner:	Current		\$ -	\$0	\$ 156.81	\$157	\$ 135	(\$22)	
	Administrative Staff:	Current		\$ -	\$0	\$ 85.95	\$86	\$ 119	\$33	
	Composite Rate for Fee Setting:	Current		\$ -	\$0	\$ 187.47	\$187	\$ 161	(\$26)	

# Appendix C: Building Fees

**Town of Atherton**  
**Town of Atherton - Building Fees**

Service Location	Fee Name	Unit	Service / Fee Status	Indirect Unit Allocated Costs	Other Costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Staff Recommended Fee
A	<b>Flat Fees</b>								
PL_			Current	\$0		\$0		\$0	0.00%
PL_			Current	\$0		\$0		\$0	0.00%
PL_			Current	\$0		\$0		\$0	0.00%
PL_			Current	\$0		\$0		\$0	0.00%
Bldg	<b>Permitted Value of Construction</b>			\$0		\$0		\$0	
Bldg	New Habitable Construction	Valuation base: per SF	Current	\$0		\$0	\$ 350	\$350	\$ 350
Bldg	Remodeled Habitable Construction	Valuation base: per SF	Current	\$0		\$0	\$ 300	\$300	\$ 300
Bldg	New or Remodeled Non-Habitable Construction	Valuation base: per SF	Current	\$0		\$0	\$ 125	\$125	\$ 125
Bldg	Valuation - non defined project	Valuation base	New	\$0		\$0	\$ 1	\$1	\$ 1
Bldg	Non-habitable construction: ie. Patio covers & gazebos (> 1000 Sq Ft or attached to new construction)	Valuation base: per SF	New	\$0		\$0	\$ 100	\$100	\$ 100
Bldg	<b>Flat Fees**</b>								
Bldg	Swimming pools (first 1000 sf )	Plan check and inspection	New	\$23		\$1,096	\$ 1,800	\$704	\$ 1,095
Bldg	Swimming pools (Over 1000 sf)	Plan check and inspection	New	\$27		\$1,314	\$ 2,200	\$886	\$ 1,313
Bldg	Patio covers & gazebos (up to 1000 Sq Ft)	Plan check and inspection	New	\$17		\$813	\$ 1,900	\$1,087	\$ 813
Bldg	Drive way gates	Plan check and inspection	New	\$14		\$661	\$ 1,500	\$839	\$ 661
Bldg	Non Habitable new pool house including cabanas (up to and including 1500 sf)	Plan check and inspection	New	\$28		\$1,337	\$ 3,400	\$2,063	\$ 1,336
Bldg	<b>Other Building (Flat) Fees</b>		Current	\$0		\$0		\$0	
Bldg	Plumbing, Mechanical, Electrical (MP&E) Permit (single inspection)		Current	\$3		\$143	\$ 100	(\$43)	\$ 143
Bldg	MP&E each additional inspection		New	\$2		\$97		(\$97)	\$ 97
Bldg	MP&E plan check (min .5 hour)		New	\$2		\$88		(\$88)	\$ 88
Bldg				\$0		\$0		\$0	
Bldg	Demolition Permit Fee		Current	\$6		\$286	\$ 200	(\$86)	\$ 286
Bldg	Landscape Screening Permit Fee		Current	\$8		\$390	\$ 250	(\$140)	\$ 389
Bldg	Water Well Permit Fee		Current	\$8		\$397	\$ 500	\$103	\$ 397
Bldg	Solar Panels Permit Fee *		Current	\$15		\$710	\$ 250	(\$460)	\$ 500
Bldg	Heritage Tree Removal - Staff Level (First Tree)		Current	\$5		\$261	\$ 100	(\$161)	\$ 261
Bldg	Heritage Tree Removal - Staff Level (Each Additional Tree)		Current	\$2		\$103	\$ 38	(\$65)	\$ 103
Bldg	Excavation Permit		Delete	\$0		\$0	\$ 457	\$457	
Bldg	Plan check revision Fee (1 hour min)	Hourly	Current	\$4		\$199	\$ 54	(\$145)	\$ 198.00
Bldg	Address Change		Current	\$6		\$275	\$ 250	(\$25)	\$ 275.00
Bldg	Property Search (plus photocopying and/or printing posts and excludes public records searches)	Hourly	Current	\$2		\$92	\$ 20	(\$72)	\$ 92.00
Bldg	Reactivation of an Expired Permit (Up to One-Half the Amount Required for a New Permit for Such Work)		Current	\$0		\$0		\$0	(Up to One-Half the Amount Required for a New Permit for Such Work)
Bldg	Code Enforcement - Administrative (Penalty)	Hourly	Current	\$0		\$0		\$0	

**Town of Atherton**  
**Town of Atherton - Building Fees**

Unit Cost Summary

Fee Name	Unit	Service / Fee Status	Actual Work Volume	Direct Unit Cost	Indirect Unit Allocated Costs	Other Costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Staff Recommended Fee
Property Search (plus photocopying and/or printing posts and excludes public records searches)	Hourly	Current		\$ 90	\$2		\$92	\$ 20	(\$72)	\$ 92.00
Reactivation of an Expired Permit (Up to One-Half the Amount Required for a New Permit for Such Work)		Current		\$ -	\$0		\$0		\$0	(Up to One-Half the Amount Required for a New Permit for Such Work)
Code Enforcement - Administrative (Penalty)	Hourly	Current		\$ -	\$0		\$0		\$0	
Second Utility Deposit (Ordinance 15.04.040)		Current		\$ -	\$0		\$0	\$ 5,000	\$5,000	\$ 5,000
Landscape Screening Deposit (Ordinance 17.50.060)		Current		\$ -	\$0		\$0	\$ 5,000	\$5,000	\$ 5,000
Temporary Occupancy Deposit:				\$ -	\$0		\$0		\$0	\$ 5,000
Administrative Fee (TOC)		Current		\$ 172	\$4		\$176	\$ 152	(\$24)	\$ 176
Excavation Road Deposit (Ordinance 15.04.045)		Current		\$ -	\$0		\$0	\$ 5,000	\$5,000	\$ 5,000
Recycled Deposit		Current		\$ -	\$0		\$0		\$0	\$1000 Min & \$500 Min for reroof permits
Reinspection and additional inspections exceeding the normal number of inspections	T&M	Current		\$ 118	\$3		\$120	\$ 54	(\$66)	\$ 120
Unusual custom projects not reflected in the fee schedule	T&M	New		\$ -	\$0		\$0		\$0	
Technology surcharge (to fund updates and new acquisition of permit systems and digital storage of plans) (3.3% of fee)		New	1	\$ -	\$0	\$44,271	3.3%		(\$0)	3.30%
Storm water compliance review/inspection	T&M			\$ -	\$0		\$0	\$ 500	\$500	\$ 500
Tree protection verification (deposit) + COP	T&M	New		\$ -	\$0		\$0	\$ 2,500	\$2,500	\$ 2,500
Tree protection administration for flat fee permits (initial inspection)		New	148	\$ 224	\$5		\$229		(\$229)	\$ 229
Tree protection administration for flat fee permits (full inspection)		New		\$ 561	\$12		\$573		(\$573)	\$ 573
				\$ -	\$0		\$0		\$0	
Surcharge for General Plan Maintenance and Update (2.0%)		Current	1	\$ -	\$0	27,000.00	2.0%		(\$0)	2%
				\$ -	\$0		\$0		\$0	
Reroofing < 5000SF	Per app	New	95	\$ 322	\$7		\$328		(\$328)	\$ 328
Reroofing > 5000SF	Per app	New		\$ 449	\$10		\$458		(\$458)	\$ 458
Reroofing requiring additional inspections	Per insp.	New		\$ 127	\$3		\$130		(\$130)	\$ 130
Reroofing requiring plan check (min one hour)	Per PC	New		\$ 172	\$4		\$176		(\$176)	\$ 176

**Town of Atherton**  
**Town of Atherton - Building Fees**

Unit Cost Summary

Fee Name	Unit	Service / Fee Status	Actual Work Volume	Direct Unit Cost	Indirect Unit Allocated Costs	Other Costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Staff Recommended Fee
SMIP Fee (State Mandate)				\$ -	\$0		\$0		\$0	Residential: valuation amount X 0.0001 Commercial: valuation Amount X 0.00021
Building Standards Administration Special Revolving Fund ( Senate Bill No. 1473 State Mandate)				\$ -	\$0		\$0		\$0	Permit Valuation: \$1-25,000 = \$1; \$25,001-50,000 = \$2; \$50,001 - 75,000 = \$3; \$75,001 - 100,000 = \$4; Every \$25,000 or fraction thereof above \$100,000 = Add \$1

\* State mandated limit of \$500

\*\* Current fee = comparable average current valuation based fee

Table for 10.43% increase

Total Valuation	Building Permit Fee	Plan Review Fee
\$1.00 to \$500	\$24.70	65% of Building Permit Fee
\$501 to \$2,000	\$25.95 for the first \$2,000, plus \$3.37 for each additional \$1,000, or fraction thereof, to and including \$2,000	65% of Building Permit Fee
\$2,001 to \$25,000	\$76.47 for the first \$2,000, plus \$15.46 for each additional \$1,000, or fraction thereof, to and including \$25,000	65% of Building Permit Fee
\$25,001 to \$50,000	\$432.06 for the first \$25,000, plus \$11.15 for each additional \$1,000, or fraction thereof, to and including \$50,000	65% of Building Permit Fee
\$50,001 to \$100,000	\$710.89 for the first \$50,000, plus \$7.73 for each additional \$1,000, or fraction thereof, to and including \$100,000	65% of Building Permit Fee
\$100,001 to \$500,000	\$1,097.40 for the first \$100,000, plus \$6.18 for each additional \$1,000, or fraction thereof, to and including \$500,000	65% of Building Permit Fee
\$500,001 to \$1,000,000	\$3571.03 for the first \$500,000, plus \$5.25 for each additional \$1,000, or fraction thereof, to and including \$1,000,000	45% of Building Permit Fee
1,000,001 and up	\$6,193.74 for the first \$1,000,000, plus \$4.03 for each additional \$1,000, or fraction thereof.	45% of Building Permit Fee

# Appendix D: Engineering Fees

**Town of Atherton**  
**Town of Atherton Engineering Fees**

Service Location	Fee Name	Unit	Service / Fee Status	Actual Work Volume
Eng_	<b>Encroachment Permits</b>			
Eng_	<b>Class A - One Inspection Required:</b>	Per app	Current	
Eng_	Driveway Connection to Street:	Per app	Current	10
Eng_	Additional Plan Check	Per app	Current	
Eng_	Additional Inspection	Per app	Current	
Eng_		Per app	Current	
Eng_	<b>Class B - Two Inspections Required:</b>	Per app	Current	
Eng_	Driveway Connection to Street:	Per app	Current	4
Eng_	Additional Plan Check	Per app	Current	
Eng_	Additional Inspection	Per app	Current	
Eng_		Per app	Current	
Eng_	<b>Class C - Three or More Inspections Required:</b>	Per app	Current	
Eng_	Driveway Connection to Street - Asphalt/Pavers:	Per app	Current	
Eng_	Without Driveway Culvert (up to 3 inspections)	Per app	Current	13
Eng_	Additional Plan Check	Per app	Current	
Eng_	Additional Inspection	Per app	Current	
Eng_		Per app	Current	
Eng_	With Driveway Culvert (up to 4 inspections)	Per app	Current	2
Eng_	Additional Plan Check	Per app	Current	
Eng_	Additional Inspection	Per app	Current	
Eng_		Per app	Current	
Eng_	Driveway Connection to Street - Concrete:	Per app	Current	
Eng_	Without Driveway Culvert (up to 4 inspections)	Per app	Current	1
Eng_	Additional Plan Check	Per app	Current	
Eng_	Additional Inspection	Per app	Current	
Eng_		Per app	Current	
Eng_	With Driveway Culvert (up to 5 inspections)	Per app	Current	
Eng_	Additional Plan Check	Per app	Current	
Eng_	Additional Inspection	Per app	Current	
Eng_	<b>Class D - Public Right of Way</b>	Per app	Current	
Eng_	Right-of-Way Landscaping, Fence, Etc. - Minor Construction (up to 2 inspections)	Per app	Current	20
Eng_	Additional Plan Check	Per app	Current	
Eng_	Additional Inspection	Per app	Current	
Eng_		Per app	Current	
Eng_	Right-of-Way Landscaping, Fence, Etc. - Standard (up to 2 inspections)	Per app	Current	17

Unit Cost Summary					
Direct Unit Cost	Other Costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Staff Recommended Fee
\$ -		\$0		\$0	
\$ 211		\$211	\$ 266	\$55	\$ 211
\$ 48		\$48	\$ 133	\$85	\$ 48
\$ 71		\$71	\$ 133	\$62	\$ 71
\$ -		\$0		\$0	
\$ -		\$0		\$0	
\$ 281		\$281	\$ 465	\$184	\$ 281
\$ 48		\$48	\$ 199	\$151	\$ 48
\$ 71		\$71	\$ 133	\$62	\$ 71
\$ -		\$0		\$0	
\$ -		\$0		\$0	
\$ 352		\$352	\$ 665	\$313	\$ 352
\$ 48		\$48	\$ 266	\$218	\$ 48
\$ 71		\$71	\$ 133	\$62	\$ 71
\$ -		\$0		\$0	
\$ 438		\$438	\$ 864	\$426	\$ 438
\$ 63		\$63	\$ 332	\$269	\$ 63
\$ 71		\$71	\$ 133	\$62	\$ 71
\$ -		\$0		\$0	
\$ -		\$0		\$0	
\$ 438		\$438	\$ 864	\$426	\$ 438
\$ 63		\$63	\$ 332	\$269	\$ 63
\$ 71		\$71	\$ 133	\$62	\$ 71
\$ -		\$0		\$0	
\$ 509		\$509	\$ 997	\$488	\$ 509
\$ 63		\$63	\$ 332	\$269	\$ 63
\$ 71		\$71	\$ 133	\$62	\$ 71
\$ -		\$0		\$0	
\$ 284		\$284	\$ 199	(\$85)	\$ 284
\$ 96		\$96	\$ 66	(\$30)	\$ 96
\$ 96		\$96	\$ 133	\$37	\$ 96
\$ -		\$0		\$0	
\$ 379		\$379	\$ 399	\$20	\$ 379

**Town of Atherton**  
**Town of Atherton Engineering Fees**

					Unit Cost Summary					
Service Location	Fee Name	Unit	Service / Fee Status	Actual Work Volume	Direct Unit Cost	Other Costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Staff Recommended Fee
Eng_	Additional Plan Check	Per app	Current		\$ 96		\$96	\$ 133	\$37	\$ 96
Eng_	Additional Inspection	Per app	Current		\$ 96		\$96	\$ 133	\$37	\$ 96
Eng_		Per app	Current		\$ -		\$0		\$0	
Eng_	Connection to Storm Drain or Atherton Channel:	Per app	Current		\$ -		\$0		\$0	
Eng_	a. In Pavement	Per app	Current		\$ 471		\$471	\$ 1,197	\$726	\$ 471
Eng_	Additional Plan Check	Per app	Current		\$ 96		\$96	\$ 399	\$303	\$ 96
Eng_	Additional Inspection	Per app	Current		\$ 71		\$71	\$ 133	\$62	\$ 71
Eng_		Per app	Current		\$ -		\$0		\$0	
Eng_	b. Outside Pavement	Per app	Current		\$ 400		\$400	\$ 864	\$464	\$ 400
Eng_	Additional Plan Check	Per app	Current		\$ 96		\$96	\$ 399	\$303	\$ 96
Eng_	Additional Inspection	Per app	Current		\$ 71		\$71	\$ 133	\$62	\$ 71
Eng_		Per app	Current		\$ -		\$0		\$0	
Eng_	Utility - Minor (One Inspection Required):	Per app	Current	5	\$ 259		\$259	\$ 266	\$7	\$ 259
Eng_	Additional Plan Check	Per app	Current		\$ 48		\$48	\$ 133	\$85	\$ 48
Eng_	Additional Inspection	Per app	Current		\$ 71		\$71	\$ 133	\$62	\$ 71
Eng_		Per app	Current		\$ -		\$0		\$0	
Eng_	Utility Connect/Disconnect:	Per app	Current		\$ -		\$0		\$0	
Eng_	a. In Pavement	Per app	Current	78	\$ 352		\$352	\$ 864	\$512	\$ 352
Eng_	Additional Plan Check	Per app	Current		\$ 48		\$48	\$ 266	\$218	\$ 48
Eng_	Additional Inspection	Per app	Current		\$ 71		\$71	\$ 133	\$62	\$ 71
Eng_		Per app	Current		\$ -		\$0		\$0	
Eng_	b. Outside Pavement	Per app	Current	117	\$ 281		\$281	\$ 665	\$384	\$ 281
Eng_	Additional Plan Check	Per app	Current		\$ 48		\$48	\$ 266	\$218	\$ 48
Eng_	Additional Inspection	Per app	Current		\$ 71		\$71	\$ 133	\$62	\$ 71
Eng_		Per app	Current		\$ -		\$0		\$0	
Eng_	Utility Main:	Per app	Current		\$ -		\$0		\$0	
Eng_	a. In Pavement	Per app	Current	43	\$ 471		\$471	\$ 598	\$127	\$ 471
Eng_	Additional Plan Check	Per app	Current		\$ 96		\$96	\$ 665	\$569	\$ 96
Eng_	Additional Inspection	Per app	Current		\$ 71		\$71	\$ 133	\$62	\$ 71
Eng_		Per app	Current		\$ -		\$0		\$0	
Eng_	b. Outside Pavement	Per app	Current	4	\$ 400		\$400	\$ 665	\$265	\$ 400
Eng_	Additional Plan Check	Per app	Current		\$ 96		\$96	\$ 665	\$569	\$ 96

**Town of Atherton**  
**Town of Atherton Engineering Fees**

					Unit Cost Summary					
Service Location	Fee Name	Unit	Service / Fee Status	Actual Work Volume	Direct Unit Cost	Other Costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Staff Recommended Fee
Eng_	Additional Inspection	Per app	Current		\$ 71		\$71	\$ 133	\$62	\$ 71
Eng_		Per app	Current		\$ -		\$0		\$0	
Eng_	Telecommunication and Utilities Installation Permit (25 ft or less):	Per app	Current		\$ -		\$0		\$0	
Eng_	i. Without Trenching	Per app	Current		\$ 1,758		\$1,758	\$ 66	(\$1,692)	\$ 1,758
Eng_	ii. With Trenching	Per app	Current		\$ 1,829		\$1,829	\$ 133	(\$1,696)	\$ 1,829
Eng_	iii With Trenching > 25 LF (per 100 LF or fraction thereof)	Per app	Current		\$ 333		\$333	\$ 11	(\$322)	\$ 333
Eng_	Property Improvement Permits and Reviews	Per app	Current		\$ -		\$0		\$0	
Eng_	Grading and Drainage:	Per app	Current		\$ -		\$0		\$0	
Eng_	a. Without Detention System	Hourly/m in	Current	1	\$ 1,272		\$1,272	\$ 1,330	\$58	\$ 1,272
Eng_	b. With Detention System	Hourly/m in	Current	22	\$ 1,272		\$1,272	\$ 1,995	\$723	\$ 1,272
Eng_	c. With Multiple Detention Systems	Hourly/m in	Current	11	\$ 1,696		\$1,696	\$ 2,394	\$698	\$ 1,696
Eng_		Per app	Current		\$ -		\$0		\$0	
Eng_	Detention System Annual Report Filing	Per app	Current	34	\$ 424		\$424	\$ 80	(\$344)	\$ 424
Eng_	Detention System Annual Report - Submittals Out of Compliance	Per app	Current	0	\$ 424		\$424	\$ 199	(\$225)	\$ 424
Eng_	StormWater Permit Compliance Review/Inspection Deposit	Hourly	New		\$ -		\$0		\$0	\$ 500
Eng_	StormWater Permit Compliance Review/Inspection	Hourly	New		\$ -		\$0		\$0	
Eng_	Stop Work Order (Penalty)	50% of permit	Current		\$ -		\$0		\$0	
Eng_	Code Enforcement - Administrative (Penalty)	Hourly	Current		\$ -		\$0		\$0	
Eng_		Per app	Current		\$ -		\$0		\$0	
Eng_	Public Works application fee	Per app	Current	314	\$ 117		\$117	\$ 199	\$82	\$ 117
Eng_	Oversized load permit (outside of right of way)	Per app	Current		\$ 333		\$333		(\$333)	\$ 333
Eng_	Technology Surcharge (upgrade and maintain development technology) (1.9% of fee)	Per app	Current		\$ -	4156.5	1.9%		(\$0)	1.86%

**Town of Atherton**  
**Town of Atherton Engineering Fees**

					Unit Cost Summary					
Service Location	Fee Name	Unit	Service / Fee Status	Actual Work Volume	Direct Unit Cost	Other Costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Staff Recommended Fee
Eng_	Additional work not reflected above - at cost	Hourly	Current		\$ -		N/A			
<b>PW Staff Hourly Rates</b>										
	Public Works Superintendent	Hourly			\$ -	\$ 191.46	\$191	\$ 133	(\$58)	
Eng_	Asst/Assoc Engineer	Hourly	Current		\$ -	\$ 141.32	\$141	\$ 133	(\$8)	
Eng_	Eng Tech	Hourly	Current		\$ -	\$ 92.20	\$92	\$ 133	\$41	
Eng_	PW Director/Engineer		Current		\$ -	\$ 222.73	\$223	\$ 133	(\$90)	

# Appendix E: Police Fees

**Town of Atherton**  
**Town of Atherton - Police Fees**

				Unit Cost Summary						
Service Location	Fee Name	Unit	Service / Fee Status	Direct Unit Cost	Indirect Unit Allocated Costs	Project Mgt and Engineering Costs	Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Staff Recommended Fee
A										
PL_	Copy of Police Report:		Current	\$ -	\$0		\$0		\$0	
PL_	Without Photos or Tape Copies		Current	\$ 31	\$0		\$31	\$ 18	(\$13)	\$ 0.25
PL_	With Photos or Tape Copies	Hourly	Current	\$ 260	\$0		\$260	\$ 106	(\$154)	\$ 50
PL_	Vehicle Releases		Current	\$ 65	\$0		\$65	\$ 53	(\$12)	\$ 65
PL_	Alarm Registration		Current	\$ 61	\$0		\$61	\$ 25	(\$36)	\$ 61
PL_	Alarm Alert Signs		Current	\$ 124	\$0		\$124	\$ 30	(\$94)	\$ 40
PL_	Garage Sale/Estate Sale Permits		Current	\$ 21	\$0		\$21	\$ 18	(\$3)	\$ 21
PL_	Fingerprints (plus DOJ processing of \$53)		Current	\$ 28	\$0	53	\$81	\$ 53	(\$28)	\$ 75
PL_	Solicitor Permit (Valid for six months; business license required)		Current	\$ 31	\$0		\$31	\$ 44	\$13	\$ 31
PL_	After Hours Emergency Construction Permits		Current	\$ 62	\$0		\$62	\$ 141	\$79	\$ 62
PL_	Special Service Request:		Current	\$ 21	\$0		\$21		(\$21)	\$ 21
PL_	Administrative Fee		Current	\$ -	\$0		\$0	\$ 18	\$18	\$ -
PL_	On-Site Personnel Fee	Hourly (2 Hr min)	Current	\$ 260	\$0		\$260		(\$260)	\$ 260
PL_	Clearance Letter		Current	\$ 21	\$0		\$21	\$ 18	(\$3)	\$ 21
PL_	Microfilmed Reports	Hourly	Current	\$ 62	\$0		\$62	\$ 106	\$44	\$ 62
PL_	Code Enforcement - Administrative (Penalty)	Hourly	Current	\$ -	\$0		\$0		\$0	\$ -
PL_	False Alarms: (up to 3 false alarms annually)		Current	\$ 584	\$0		\$584	\$ -	(\$584)	
PL_	4th false alarm*		Current	\$ 195	\$0	\$ 87.60	\$282		(\$282)	
PL_	5th false alarm*		Current	\$ 195	\$0	\$ 146.01	\$341		(\$341)	
PL_	6th false alarm*		Current	\$ 195	\$0	\$ 204.41	\$399		(\$399)	
PL_	7th all succeeding false alarms*		Current	\$ 195	\$0	\$ 146.01	\$341		(\$341)	
PL_			Current	\$ -	\$0		\$0		\$0	
PL_			Current	\$ -	\$0		\$0		\$0	
	Records/Communications Staff:	Hourly	Current	\$ 122	\$0		\$122	\$ 106	(\$16)	
	Patrol/Investigations Staff:	Hourly	Current	\$ 130	\$0		\$130	\$ 141	\$11	

\* Requires Town ordinance

**Appendix F: Parks and Facility Rental Fees**

**Town of Atherton**  
*Town of Atherton*

Service Location	Fee Name	Unit	Service / Fee Status	Actual Work Volume	Recovered Revenue Volume	Variance
<b>A Park Rental Fees</b>						
PR	<b>The Main House</b>		New			0
PR	(Monday - Thursday afternoon)		New			0
PR	Half day		New	40	28	12
PR	Full day (until 4:00PM)		New	27	23	4
PR	Evenings (5:00 PM to midnight)		New	0		0
PR			New			0
PR	Friday evening (5:00 PM to midnight)		New	0		0
PR			New	0		0
PR	Saturday & Sunday day use (full day)		New	3	3	0
PR	Saturday & Sunday evenings (5:00 PM - midnight)		New	0		0
PR			New			0
PR	<b>Carriage House</b>		New			0
PR	(Monday - Thursday afternoon)		New			0
PR	Half day		New	3	1	2
PR	Full day (until 4:00PM)		New	12	12	0
PR	Evenings (5:00 PM to midnight)		New	0		0
PR			New			0
PR	Friday evening (5:00 PM to midnight)		New	0		0
PR	Saturday & Sunday day use (half day)		New	0		0
PR	Saturday & Sunday day use (full day)		New	8	6	2
PR	Saturday & Sunday evenings (5:00 PM - midnight)		New	0		0
PR			New			0
PR	<b>Jennings Pavalion</b>		New			0
PR	(Monday - Thursday afternoon)		New			0
PR	Half day		New	8	6	2
PR	Full day (until 4:00PM)		New	22	19	3
PR	Evenings (5:00 PM to midnight)		New	2	0	2
PR			New			0

Unit Cost Summary			
Total Cost Assigned	Current Fee / Revenue	Unit Surcharge or (Subsidy)	Staff Recommended Fees
\$0		\$0	
\$0		\$0	
\$786		(\$786)	\$ 400
\$1,054		(\$1,054)	\$ 700
\$1,054		(\$1,054)	\$ 700
\$0		\$0	
\$1,054		(\$1,054)	\$ 700
\$0		\$0	
\$1,054		(\$1,054)	\$ 1,500
\$1,143		(\$1,143)	\$ 1,500
\$0		\$0	
\$0		\$0	
\$0		\$0	
\$741		(\$741)	\$ 400
\$1,009		(\$1,009)	\$ 700
\$1,098		(\$1,098)	\$ 700
\$0		\$0	
\$1,098		(\$1,098)	\$ 700
\$741		(\$741)	\$ 400
\$1,009		(\$1,009)	\$ 700
\$1,009		(\$1,009)	\$ 700
\$0		\$0	
\$0		\$0	
\$0		\$0	
\$808		(\$808)	\$ 700
\$1,165		(\$1,165)	\$ 900
\$1,165		(\$1,165)	\$ 900
\$0		\$0	

PR	Friday evening (5:00 PM to midnight)		New	0		0	\$1,165		(\$1,165)	\$	1,200
PR	Saturday & Sunday day use (half day)		New	0		0	\$808		(\$808)	\$	1,500
PR	Saturday & Sunday day use (full day)		New	4	3	1	\$1,165		(\$1,165)	\$	2,500
PR	Saturday & Sunday evenings (5:00 PM - midnight)		New			0	\$1,165		(\$1,165)	\$	2,500
PR			New			0	\$0		\$0		
PR	Security Deposit		New			0	\$0		\$0		
PR	Main House and Carriage House		New	73		73	\$0	\$ 500	\$500	\$	500
PR	Jennings Pavilion		New	28		28	\$0	\$ 1,000	\$1,000	\$	1,000
PR			New				\$0		\$0		
PR	Staff labor rates		New			0	\$0		\$0		
PR	Facility maintenance staff for services related to facility maintenance and preparation (Before & After Events)		New			0	\$89	\$ 110	\$21	\$	100
PR	Facility attendant staff for services related to on-site availability during event		New			0	89	\$ 110	\$21	\$	50
	CLASSES: INDOOR										\$25/hour
	CLASSES: OUTDOOR										\$40/hour
<b>POSITION HOURLY RATES</b>											
	Town Planner:	Hourly	Current			0	\$0	\$ 225	\$225		0.00%
	Deputy Town Planner:	Hourly	Current			0	\$0	\$ 177	\$177		0.00%
	Senior Planner:	Hourly	Current			0	\$0	\$ 168	\$168		0.00%
	Assistant Planner:	Hourly	Current			0	\$0	\$ 135	\$135		0.00%
	Administrative Staff:	Hourly	Current			0	\$0	\$ 119	\$119		0.00%
	Composite Rate for Fee Setting:	Hourly	Current			0	\$0	\$ 161	\$161		0.00%

Administration Percentage Disclaimer Fee

30% Administration fee will be added at time of booking.

Town of Atherton Residents will have a 15% administration fee added at time of booking