

# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Harry Freitas

**SUBJECT:** SEE BELOW

**DATE:** November 22, 2016

Approved

*D. D. Syl*

Date

*11/23/16*

## INFORMATION

**SUBJECT: CITY OF SAN JOSÉ DEVELOPMENT SERVICES COST RECOVERY ANALYSIS, PROCESS IMPROVEMENTS, CALCULATION OF UNEARNED REVENUES, AND REFUND PROCESSING**

This information memorandum is provide Council with the “City of San José Development Services Cost Recovery Analysis, Process Improvements, Calculation of Unearned Revenues, and Refund Processing” Report in advance of the Special Meeting on December 12, 2016. The report was prepared by the City’s consultant, Management Partners and its subconsultant, NBS Consulting. A presentation of the report will be made at the Special Meeting. City staff and the consultants will be available to answer questions.

Please note that the Implementation Action Plan which prioritizes implementation of the process improvement recommendations is still under development and will be forwarded with the materials for the Special Meeting.

/s/

HARRY FREITAS, DIRECTOR  
Planning, Building and Code Enforcement

For questions, please contact Page Benway, Senior Analyst, at (408) 535-7887.

Attachment

**City of San José**

**Development Services Cost Recovery Analysis,  
Process Improvements, Calculation of Unearned  
Revenues, and Refund Processing**

**November 2016**



**Management  
Partners**





# Management Partners



November 18, 2016

Mr. Harry Freitas  
Director – Planning, Building, Code Enforcement  
City of San José  
200 E. Santa Clara Street  
San José, CA 95112

Dear Mr. Freitas:

Management Partners and NBS Consulting are pleased to transmit this latest version of our comprehensive report of our review of the Development Services functions of the City of San José. Specifically, our work included the creation of a development services cost recovery model, review of development services processes, and recommended methods used to calculate unearned revenues and process refunds for each development services partner. Our analysis identified several areas of process improvements and fee structure changes that would help make the City's development services more efficient, timely, and predictable for the development community, and would help the City better capture and manage financial resources in the provision of those services.

As you know this work has extended over a number of months. During the course of this project, the City began implementing process improvements as they could, based on funding and other factors. In fact, when no resource or policy issues had to be resolved, a number of process improvements were already made. This reflects the spirit of the Development Services partners' team commitment to continuous improvement and we have recognized those accomplishments in this report.

We would like to thank you and the members of the City's Steering Committee from Planning, Building, Fire, Public Works, City Attorney's Office, Budget Office and Finance for their diligent efforts in supporting our teams throughout this project. We look forward to any final comments you may have prior to calendaring this item for the December 12<sup>th</sup> City Council study session.

Sincerely,

A handwritten signature in blue ink, appearing to read "Andrew S. Belknap".

Andrew S. Belknap  
Regional Vice President



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## Executive Summary

The City requested that Management Partners provide recommendations for a new service delivery and cost recovery model for the City's Development Services partners, which include Planning, Building, Fire and Public Works (referred to collectively as the "Partners"). The project includes reviewing the existing development services delivery model to identify operational challenges and improvements that reduce delays, streamline processes, enhance cost effectiveness, and improve customer service.

Key observations and recommendations are summarized below. They are based on the work we have completed in the areas of entitlement, plan check, and inspection processes, which included discussions with staff and stakeholders, an assessment of the City's use of technology in development services, a peer agency comparison, and a review of the chapters of the City's Municipal Code relevant to the delivery of development services. Each of these is discussed later in this report.

San José is viewed quite positively by the development community. Developers believe that San José is a great place to invest, and are pleased with the City's pro-development stature while still balancing the needs of residents and the rest of the community. Management Partners' team members concluded the City is doing many things well, including the following:

- Staff members are committed to providing a high level of customer service and accommodation.
- The City's Building Division has a well-defined inspection dispatch system.
- Inspectors do a thorough job and are committed to continuous learning.

- The departments embrace performance measurement to manage operations and communicate outcomes to help ensure plan check and inspection commitments can be met.
- There is a strong desire to use technology to support development services operations and enhance customer service and transparency.
- Planning staff has a positive attitude and is interested in facilitating the entitlement process.
- The practice of updating the Community and Economic Development (CED) Committee on major work plan items instills a sense of accountability among staff for those high-priority projects.

### **Improvements Implemented During the Project**

During our engagement, the City implemented a variety of process improvements based on a desire to quickly implement changes that would benefit customers and allow for more efficient and effective processing of development services permits. Typically, these were actions that staff as well as Management Partners' consultants identified from interviews and process mapping that did not require significant budget adjustments or policy considerations. In fact, during the course of the process improvement work, Management Partners received feedback from stakeholders that some of their suggestions had been almost immediately addressed once staff became aware of the issues (usually via the process mapping efforts). Some of the key process improvements implemented during this project are detailed below.

1. **Entitlement/CEQA Process Improvements.** The City implemented a variety of improvements in the entitlement/CEQA process, including:
  - Working closely with customers submitting an application to ensure that submittals are as complete as possible before being accepted.
  - Improving the interdepartmental coordination and scheduling of application reviews.

- Implementing staffing changes and training Planning Division staff to take greater ownership of development project coordination.
  - Creating a mentor program for newer staff to develop their skills and improve their performance working with developers and customers.
  - Scheduling public hearings to ensure that all Partners comments are incorporated into the staff reports that go before the Planning Commission or City Council.
  - Revising the Urban Design Review process by replacing the Architectural Review Committee with city-selected urban design professional contractors to work with City staff reviewing project compliance with urban design guidelines and the Municipal Code.
2. **Plan Check Process.** Process improvements were implemented in the plan check processes, including:
- Expanding the list of project applications that may be submitted through the over-the-counter review process.
  - Increasing the number of appointments available every day for over-the-counter applications.
  - Replacing the drop-off submittal program with greater counter staff capacity to increase the level of completeness of plan submittals and, thus, reduce time delays and decrease review iterations of project resubmittals.
  - Conducting technical workshops with development consultants to solicit feedback on existing City standards while providing technical training and guidance to consultants.
3. **Inspection Process.** The inspection process was also improved during the project, as detailed below.
- Expanding the use of combination inspections to maximize staff capacity and reduce turnaround times.
  - Expanding the use of overtime and contractors in Building and Fire to provide more inspections per day and reduce

the wait times for inspections as projects are being constructed.

4. **Technology Use.** The City has made changes in its use of technology that supports development services through:
  - Selecting a replacement system for the existing AMANDA development services application that will meet the current and future needs of the development services functions.
  - Incorporating training programs for all staff into the upgraded AMANDA system implementation plan and future annual operating budgets.
  - Ensuring that integration of GIS technology is built into the replacement system to allow for greater integration and efficiencies for staff.
5. **Municipal Code.** Changes were made to enhance the accuracy and relevance of the City's Municipal Code through:
  - Implementing annual surveys of staff and customers regarding Municipal Code changes that would better align with existing development standards and practices.
  - Conducting regular roundtable meetings with stakeholders regarding the applicability of urban village plans and impacts to the Municipal Code.

### **Opportunities for Additional Process Improvements**

While the City has taken great strides in the past year to implement process improvements with the customer in mind, there are other areas where San José can still improve its development services. These are highlighted below.

1. **Improved project coordination.** Discussions with staff and the development community indicated that coordination among Partners offers significant room for improvement. Developers must navigate what they view as a complicated bureaucratic system to ensure their projects get through the entitlement, plan check, and inspection phases on a timely basis. In many cases, customers must reconcile opposing comments from staff

themselves by holding conversations with different reviewers. Several of the recommendations in this report are provided to build cohesion among the Partners. They include:

- Assign a single project coordinator in planning to coordinate entitlement services, and a single project coordinator in building to coordinate plan check review services, with all Partners for projects. Project coordinators must be provided the necessary training in communication, facilitation, and problem solving skills.
- Require developers and staff to coordinate through a single point of contact with the City to ensure comments are comprehensive, consistent, and are appropriately addressed by the applicant.
- Ensure staff and applicants understand the coordination requirements with outside agencies such as the Army Corps of Engineers or the Santa Clara Valley Water District.
- Develop a pilot program to provide enhanced full project coordination services as an optional service at an additional cost based on the incremental staff time associated with providing such services.

2. **Intake of project applications.** More staff time is required to review an incomplete application than one that is complete. In several cases, we observed opportunities for the City to improve the process of accepting project applications. We also observed that the internal distribution process of plans at intake can also slow the application review process. Several recommendations address these issues, including:

- Provide one-hour appointments for applicants with complex projects to discuss conceptual plans and provide feedback on application requirements;
- Publish clearer information regarding application submittals;



- Ensure staff are properly trained in submittal requirements so customers know what is required of them when an application is first submitted;
  - Ensure plans are routed within three days from submittal or are returned to the applicant within this timeframe if the application is obviously incomplete;
  - Increase and coordinate the hours the public counters are open;
  - Increase the frequency, and reduce the time allotted, for plan check submittal appointments.
3. **Consistent standards for review processes and turnaround times.** Management Partners' team noted a lack of consistency across departments regarding the time commitment to review projects. We understand there may be challenges in reviewing applications and projects of differing scale, complexity, and requirements. Nonetheless, more consistent timeframes should be developed and agreed on by all reviewing departments to better serve customers. Standardized timeframes can become achievable through other enhancements to the internal review processes, such as:
- Having continuity of staff assigned to review a project from start to finish;
  - Implementing a tracking system used by all Partners that allows project coordinators (and ultimately, customers) to track where projects are in the review process; and
  - Establishing consistent, cross-department timeframes for initial comments, allowing sufficient time for all departments to undertake the necessary review and prepare comprehensive comments unless complex legal research is required or there are unusual requests.
4. **Performance measures.** San José has several performance measures that Partners use to track activities and report performance. However, inconsistencies in the use of the

AMANDA system have made it difficult to track performance on a project-level basis from the customer's point of view. The measures should be meaningful with a focus on the customer's experience. Measures should also help identify areas where staff can be more productive. Several recommendations address this area, including:

- Ensure total participation of all Partners in implementation of the new development services software application when it is selected.
- Develop meaningful metrics to understand performance (e.g., number of days to issue "simple" permits, mailing completeness determinations within 30 days of application, number of days from inspection request to completion).

5. **Sufficient resources to provide timely development services.** San José reduced staffing and financial resource commitments, as did nearly all other agencies in Silicon Valley, during what is now referred to as the Great Recession. Since 2013, the economic expansion in the Silicon Valley has placed significant pressures on development services departments in cities as businesses expand and desire more office space and housing to support the workforce. Planning staff, for example, are carrying a workload that is equivalent to approximately 60 open projects per planner. In our experience, this is an unreasonable workload for a planner in any municipality. The City believes that operating at a ratio of approximately 30 open projects per planner would be more appropriate to deliver the quality level of service to the community. There is no standard by which planning departments operate, as much depends on the nature and size of projects that a community experiences. Ultimately, the current workload impacts quality of service delivery, and creates an environment where recruitment and retention can be a challenge for the City. Other areas of the system are stressed as well given the level of current activity, including inspections and plan check in building, public works and fire. It will be important that the City use the performance measures mentioned earlier to identify when staffing

levels are impairing the ability to meet the development services demands of the community.

Developing staffing level standards based on workload will be important to meet demand and handle peaks in workload volume. As workload increases, the City needs to have established strategies to expand its staff capacity, including using temporary or contract workers and, in some cases, expanding permanent staff. The revised fee structure will help the City maintain financial solvency during times of both expansion and contraction.

6. **The California Environmental Quality Act (CEQA) process.** San José allows its development community great latitude in managing compliance with CEQA standards. This does not ultimately serve the best interests of the City, developers, and the community. San José is being responsive rather than leading the CEQA process by allowing developers to select their own consultants and establish a scope of services that may not comply with the City's requirements. This establishes an iterative process where the City reviews the consultant's work, finds environmental studies lacking, requires further study or peer review, a re-review of the revised studies by the City and applicant, etc.

The current process leads to delays, higher costs for environmental consultants, and higher review costs for the City. Moreover, the current process does not best serve the community's interests as it gives the applicant too much control over the process of evaluating their own project. Because of the complexities surrounding CEQA compliance, and the City's role established by California law as being the gatekeeper on CEQA compliance, Management Partners believes the City needs to take greater ownership of the CEQA process to fix these issues. Therefore, recommendations include:

- Provide training to staff planners to enable them, over time, to be more responsible for the CEQA review of their projects with the assistance of internal CEQA experts.

- Require developer-hired consultants to comply with a scope of services prior to starting work on the project.
  - Prequalify CEQA consultants and provide a list from which developers may choose until the City puts a system in place to form direct relationships with consultants. (See below.)
  - Implement a City-conducted CEQA process once appropriate systems are in place, and utilize existing standard contracts between the City and CEQA consultants, to provide timely turnaround of CEQA documents and reviews.
  - Refine and utilize standard contracts or establish fees for the advance payment of the costs of CEQA consultants to the City by the developer.
7. **Calculation of Unearned Revenues.** The City currently treats all permit revenues collected as earned revenues. We have identified recommendations based on best practices to ensure the proper calculation of unearned revenues for proper financial reporting, including:
- Implement the accounting treatment of development services-related fees and charges to clearly define when fees and charges will be considered revenue, and revise the accounting set-up in the AMANDA replacement system to reflect the timing of revenue recognition and any corresponding changes in the general ledger credit accounts.
  - Establish and maintain consistent use of the AMANDA replacement system throughout the life cycle of development projects.
8. **Refund Processing.** The City's current fee structure relies predominantly on a fixed fee approach for most of the development services fees charged to customers. Consequently, the need to refund excess fees collected primarily relates to either errors in fee calculations or projects being withdrawn by the

applicant. If the City were to consider the use of a deposit-based fee structure in the future, there would be an enhanced need for staff to track all time on projects and to ensure the timely processing of any excess deposits as refunds to customers. Several recommendations are made based on best practices for future consideration, including:

- Establishing consistent timeframes for refund processing.
- Ensuring refund policies are consistent with provisions of the San José Municipal Code.
- Publishing refund policies and timeframes to customers to make the process more transparent.
- Using the AMANDA replacement system to calculate refunds in a consistent manner and initiating the refund process when a project is deemed complete for those fees that are considered deposit-based fees and there are amounts remaining in the deposit.

### **Observations Regarding Cost Recovery**

The City Council's current policy is that development services should be operated such that all relevant costs are recovered from user fees. As currently defined this policy means that all development related costs associated with planning, building, fire and public works are to be offset with user fee revenue. It is generally accepted in California that development review costs are appropriately funded from user fees. The City of San José has a particularly rigorous process and system in place for capturing such costs, and it includes a portion of planning costs which in other settings might be considered to be of general benefit to the community.

With that policy in mind, Management Partners and NBS set out to perform a cost recovery analysis that first looked at the City's existing fee structure. The City's current fee structure for planning, building and fire development services has not been significantly and regularly updated since 2008. Public Works' development services fee structure was established in 2008, and updated in 2012. Since that time, the City's cost of providing services has increased, however the hourly rates incorporated in the existing fee model had not been changed. In

reviewing the fee structure with the City, we noted several areas where the structure was able to be simplified and made more reflective of development services that are currently provided to the community.

The simplification of the fee structure then allowed NBS to perform a cost recovery analysis to identify if Development Services partners were recovering their costs. Our analysis used FY 2016-17 budget appropriations as a basis to determine the costs associated with providing development services to the community. An important assumption flowing from this basis is that all service delivery positions within the development services organization are filled. The analysis considered both direct (e.g., staffing costs, supplies and services) and indirect (e.g., citywide overhead such as fleet services, information technology, risk management, finance, and other administrative services) costs of providing services so that the City could identify a thorough understanding of the total costs to provide those services.

The results of the study identified that, overall, the City is recovering approximately 81% of its costs in the form of fees and charges levied on customers. Certain individual fees and charges categories were found to currently be set at levels that are below the costs for providing those services, where others were found to be set at or above the level of costs incurred for providing those services. In total, however, the City is charging less in the form of fees and charges to customers than it costs to provide those services.

Table 1 below shows the estimated actual and potential cost recovery for the major service areas in planning, building, fire and public works by service type.

*Table 1. Analysis of Potential and Actual Cost Recovery of Development Services Fees and Charges*

Partner/Service Type	Total Cost of Service - Potential Revenue	Total Current Fee - Current Revenue	Total Cost Recovery Surplus (Deficit)	Existing Cost Recovery (%)
<b>Building</b>	<b>\$ 34,776,887</b>	<b>\$ 29,007,278</b>	<b>\$ (5,769,609)</b>	<b>83%</b>
Inspection	20,820,281	15,548,708	(5,271,573)	75%
Plan Review	9,545,320	10,221,040	675,720	107%
Permit Processing	4,411,286	3,237,530	(1,173,756)	73%
<b>Fire</b>	<b>7,551,309</b>	<b>6,360,571</b>	<b>(1,190,738)</b>	<b>84%</b>
Inspection	3,155,359	2,507,019	(648,340)	79%
Building Support	2,832,329	2,455,444	(376,885)	87%

Partner/Service Type	Total Cost of Service - Potential Revenue	Total Current Fee - Current Revenue	Total Cost Recovery Surplus (Deficit)	Existing Cost Recovery (%)
<b>Plan Check</b>	1,351,435	1,208,382	(143,053)	89%
<b>Planning Support</b>	212,186	189,726	(22,460)	89%
<b>Planning</b>	<b>8,236,419</b>	<b>6,233,759</b>	<b>(2,002,660)</b>	<b>76%</b>
<b>Planning Development Applications</b>	7,374,657	6,233,759	(1,140,898)	85%
<b>Building Plan Review</b>	861,762	-	(861,762)	0%
<b>Public Works</b>	<b>9,608,301</b>	<b>7,284,759</b>	<b>(2,323,542)</b>	<b>76%</b>
<b>Permits</b>	8,341,151	6,230,649	(2,110,502)	75%
<b>Planning Services</b>	1,267,150	1,054,110	(213,040)	83%
<b>Grand Total</b>	<b>\$ 60,172,916</b>	<b>\$ 48,886,367</b>	<b>\$ (11,286,549)</b>	<b>81%</b>

It is important to note that while overall the City is not recovering the aggregate costs of delivering development review services, for various individual fee types, the range of cost recovery varies tremendously. Later in this report in the discussion of cost recovery, Table 9 disaggregates the above information into fee categories and demonstrates the cost recovery variance for individual fee types.

The impact on developers and residents depends on the nature of the project being constructed. Later in this report in the discussion of cost recovery, Tables 11 and 12 identify six project types for which the cost of development services was calculated that are exemplary of the types of projects the City is experiencing in today's development environment. When development user fees alone are considered, recovery of full costs would translate into fee changes ranging from a reduction of 35.2% to an increase of 23.8%. When the total cost of development is considered including taxes and impact fees costs would increase ranging from 0.1% to 4.9% for five of the six projects studied if the City decided to set fees based on the cost recovery model.

As noted, the City Council's current policy is for development services, which is a part of the City's General Fund operations, to be operating at full cost recovery. If the City wishes to continue this policy without further reducing service levels, it will need to explore options to reduce the cost recovery gap, including such options as 1) transferring the costs of development services from General Fund revenues (which may be appropriate for some functions which are of general benefit); 2) implementing process improvements that would lower the cost of providing services; 3) utilizing technology improvements to streamline

operations; 4) adjusting fee levels to achieve full cost recovery; and 5) reducing the amount of regulation for various permit processes such as tree removal permits. Process improvements may assist in narrowing the gap, however we believe that a combination of all five of these options will be required should the City Council wish to maintain its policy of full cost recovery. These options may be implemented at once or over time, but delay in resolving the cost recovery gap will potentially erode General Fund reserves until which time measures are put in place to eliminate the cost recovery gap.

### **Recommended Action Steps**

Management Partners recommends that the City prioritize the following action steps in implementing the recommendations made within this report:

1. Implement changes to the existing fee schedule based on the cost recovery model developed as part of this project. Fees should be adjusted in anticipation of the FY 2017-18 budget cycle and should not be delayed in order to improve the fiscal sustainability of development services and mitigate the impact on the City's General Fund.
2. Prioritize and implement the high-value process improvements and the accompanying staffing changes in this report in FY 2017-18.
3. Adjust staffing levels now, especially in Planning, to meet the demands placed upon staff given the current pace of development in the city.
4. Once these changes are made, update the cost recovery model and determine the impact on the cost recovery model following three years of implementation.



## Background

The City of San José is a full-service charter city that has operated under a council-manager form of government since 1916. With a population estimated by the California Department of Finance of over 1,016,000, the City is the third largest city in California following Los Angeles and San Diego. The City is known as the “Capital of Silicon Valley,” and is considered to be among the region’s most business-friendly communities supporting the pace of growth of the region’s technology industries.

The City’s Development Services partners, which include Planning, Building, Fire and Public Works (referred to collectively as the “Partners”), are responsible for reviewing entitlement and planning applications, issuing building and encroachment permits, and scheduling inspections for development projects throughout the over approximately 180 square miles representing the incorporated areas of San José. Each year, the Partners collectively serve approximately 40,000 customers at the Permit Center, respond to 90,000 phone inquiries, process 650 planning applications, issue 25,000 building permits, issue 450 public works permits (e.g., grading, encroachment), approve \$30 million in new public improvements, and conduct 140,000 field inspections, making them one of the City’s busiest and most visible service providers.

In 2015, the City hired Management Partners to provide services in three areas:

1. Development Services Fee Structure – develop a new service delivery model and the associated fee structure for all Partners, including identifying process improvements for the service delivery methods, policies and practices of all Partners.
2. Calculation of Unearned Revenues – provide recommendations for the calculation of unearned revenues for financial reporting purposes for all Partners periodically throughout the year and at the end of the fiscal year.
3. Refund Processing – provide recommendations on methods to be used for processing development services refunds.

Management Partners contracted with NBS Consulting services as its subcontractor to perform the fee structure analysis and develop a baseline cost recovery model.

Upon conclusion of the study, the City desired a report that would help San José be efficient in its service delivery, support City Council policy to enhance economic development through its development services, create a cost recovery model to assist the City in developing a fee structure that would support the financial resources required to provide services, and identify internal processes to ensure that the accounting and refunding of development services fees were accurate, timely and efficient.

## Project Approach

Management Partners gathered information using five primary methods: 1) conducting interviews with City staff, 2) conducting interviews with external stakeholder groups, 3) reviewing documents, 4) developing process maps, and 5) conducting a peer survey of benchmark agencies. Each is described below.

The process of preparing this cost recovery study and process improvement analysis has been overseen by the project Steering Committee, composed of executive leadership from each of the Partners. The role of the Steering Committee has been to provide guidance and feedback to Management Partners during monthly meetings during the analytical process and development of recommendations.

### ***Interviews with City Staff***

Management Partners conducted interviews with 38 staff to gain an understanding of development services programs, policies and procedures, and opportunities for improvement. Our initial interviews primarily included individual division managers directly involved in the development review process, as well as representatives from the Budget Office, the City Attorney's Office, and the Economic Development Office. We then conducted interviews of those with an expertise in refunding processes and each division's methodology for calculating and reporting revenues. Finally, we interviewed those familiar with development review technology and its everyday use in the development review process across all partnering divisions.

### ***Interviews with External Stakeholder Groups***

Management Partners conducted 14 interviews with selected stakeholders and held meetings with the Developers and Construction Roundtable to better understand how the San José Development Services departments (Planning, Building, Public Works and Fire) could improve their performance to best serve the development community. Interviews focused on three areas:

1. Entitlement and permit processing improvements,
2. Municipal code changes, and

3. Customer service approach and performance relative to other communities.

The stakeholders interviewed represented a range of firms that routinely rely on the City's development services. Collectively, interviewees had experience in all aspects of the development review process, including entitlements, environmental review, plan check and inspections.

Management Partners presented project updates to and received feedback from the City's Community and Economic Development Committee. We also met with staff in the Mayor's Office to understand how the project supports the Smart City Vision initiative, particularly the Vision's tenets of creating a San José that is a safer, more inclusive, user-friendly, and sustainable community that can demonstrate impactful, transformative technologies to shape how communities can live and work in the future.

## ***Document Review***

During the course of this review Management Partners analyzed numerous City documents. They include the City's Municipal Code, policies and procedures, checklists, forms, budgets, reports obtained from the City's development services software application (AMANDA), staff reports to the Planning Commission, and other internal documents. Some of the key documents we reviewed include:

- Current Master Fee Schedule for the Partners;
- Development services workload and performance data;
- Organization charts and staffing;
- Budget and financial information;
- Previous organizational studies and reports;
- Customer satisfaction surveys;
- Development review brochures and customer information;
- Operational checklists, applications, and claim forms;
- Important policy documents (Municipal Code, general plan, etc.); and
- Work plans and CED Committee status updates.

## ***Process Mapping***

Based on interviews with City staff, the services delivered by Development Services were divided into the following three cycles:

1. **Entitlement process.** Describes the required steps to obtain discretionary approval for a land use application. Management Partners explored most aspects of the entitlement process, including options for preliminary review, application intake and routing, delivery of the 30-day completeness letter, the resubmittal process, and the public hearing and appeal process. The CEQA review process was explored separately as a parallel, but integrated process. Attachment B shows the general entitlement process in San José, while Attachment C presents the CEQA process.
2. **Plan check process.** Describes the required steps to obtain a building permit and ensure project plans are compliant with City regulations, applicable codes and conditions of approval. Management Partners prepared process maps documenting the preliminary meeting process, application intake and routing, delivery of comments to the customer, the resubmittal process, and permit issuance. The additional public improvement and fire system permits required through Public Works and Fire, respectively, were treated as separate but parallel processes. Attachment D shows the general plan check process in San José.
3. **Inspection processing.** Describes the sequence of inspections for new construction, the final inspection process, the steps customers must take to request an inspection, how departments deploy inspectors for scheduled inspections, and how inspection results are reported and tracked internally. Attachment E presents the general inspection process in San José.

To develop the process maps attached to this report, Management Partners first reviewed online resources designed to guide customers through different stages of the development review process. For example, our team reviewed online brochures and handouts describing steps in the process, expected turnaround times, and submittal requirements. We also held process mapping focus groups with City staff that specialize in each area to document how staff members perform each step in the process. During these meetings, Management Partners also asked staff to reflect on which parts of the development review process create delays, which steps or procedures offer little or no value, and where they see the most room for improvement.

After developing a draft set of process maps, Management Partners held a second meeting with the same set of employees to verify the maps. Finally, each set of maps were reviewed with the Steering Committee where we discussed major improvement areas uncovered as the process maps were developed.

### ***Peer Survey of Benchmark Agencies***

Management Partners prepared a questionnaire to solicit operational information from agencies identified as comparable to San José. The questionnaire was designed based on improvement areas identified in the preliminary interviews held with staff. It requested information about the following topics:

- Performance relative to published turnaround standards,
- Development review functions represented at public counter,
- Technology deployment and integration,
- Third-party plan check and inspection service delivery,
- Building inspector position classifications,
- Functional responsibilities in relation to CEQA requirements,
- Works in progress liability calculation methodologies,
- Policies for hourly work charged against development applications,
- Written refund policies, and
- Best practices and innovative strategies.

To identify comparable peers, Management Partners used the two sets of criteria in Figure 1.

Figure 1. Criteria Used to Select Comparable Peers

Criteria A	Criteria B
<p>California cities with a total population over 300,000 and under 2,000,000</p> <p><i>Peers selected based on criteria:</i></p> <ul style="list-style-type: none"> <li>• Sacramento</li> <li>• San Diego</li> <li>• San Francisco</li> </ul>	<p>Cities in either Santa Clara, San Mateo or Alameda County that:</p> <ul style="list-style-type: none"> <li>• Were included in San José’s FY 2012-13 “Cost of Development Report”</li> <li>• Have over 100,000 people in population</li> <li>• Have over 12.0 square miles in land area</li> </ul> <p><i>Peers selected based on criteria:</i></p> <ul style="list-style-type: none"> <li>• Fremont</li> <li>• Santa Clara</li> <li>• San Mateo</li> <li>• Sunnyvale</li> </ul>

After consultation with the City, a questionnaire was distributed to all peer agencies included in Table 2. Management Partners received responses from all except the City of San Mateo’s Community Development Department and the City of Santa Clara’s Planning and Inspection Department.

Table 2. Overview of Comparable Peer Organizations

City	County	Population	Land Area (square miles)	Lead Department(s)
Sunnyvale	Santa Clara	148,028	22.0	• Community Development Department
Fremont	Alameda	226,551	77.5	• Community Development Department
Sacramento	Sacramento	480,105	97.9	• Community Development Department
San Francisco	San Francisco	845,602	46.9	• Planning Department • Building Inspection Department
San Diego	San Diego	1,368,061	325.2	• Development Services Department
San José	Santa Clara	1,016,479	176.5	• Planning, Building and Code Enforcement (PBCE) Department

City	County	Population	Land Area (square miles)	Lead Department(s)
<b>San Mateo</b>	San Mateo	101,429	12.1	• Community Development Department
<b>Santa Clara</b>	Santa Clara	120,973	18.4	• Planning and Inspection Department

Sources: California Department of Finance Demographic Research Unit (2015 population estimate); US Census (2010 land area).

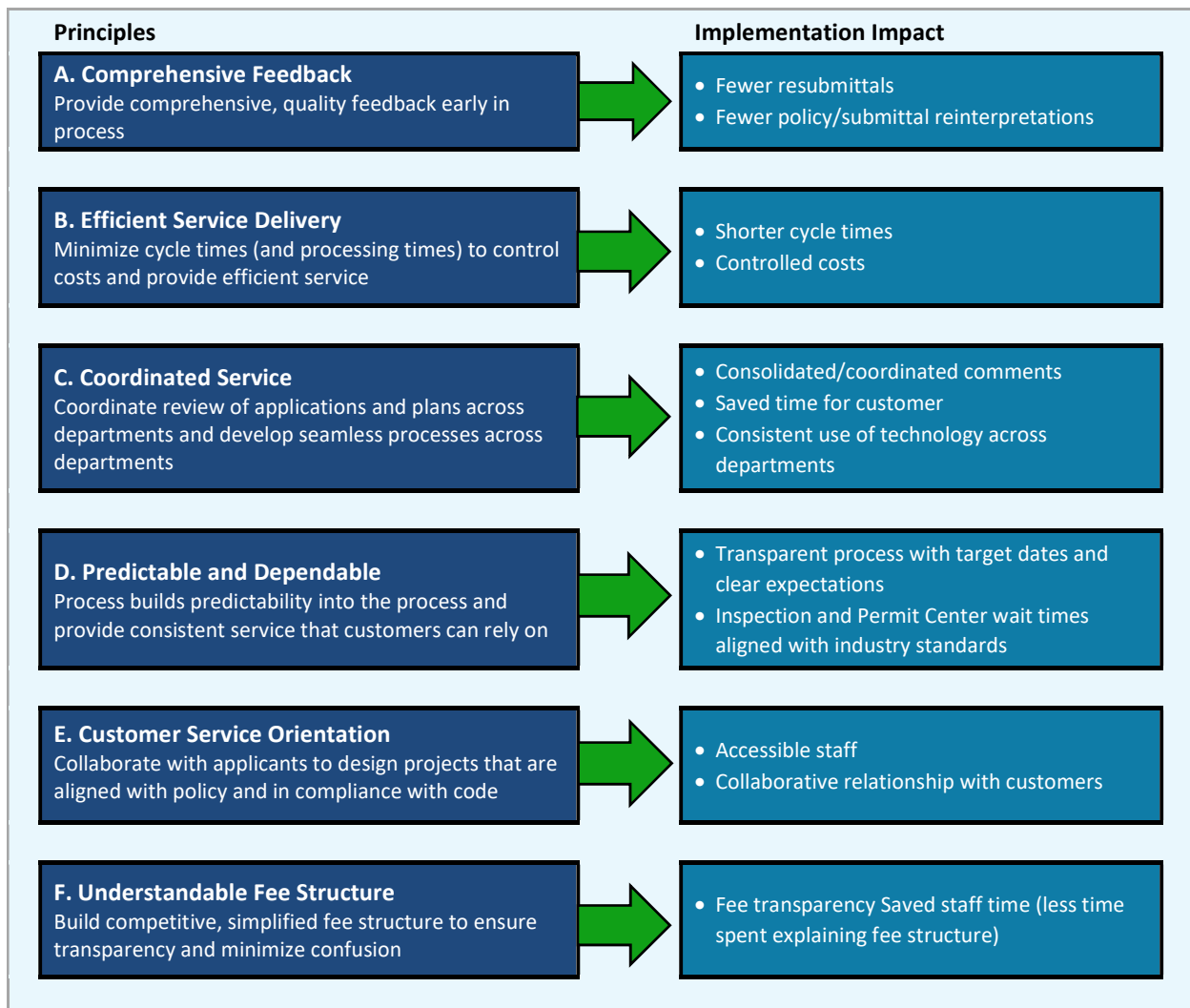
To better understand peer practices and clarify responses, Management Partners followed up with peers by phone when necessary. The results of the peer survey are summarized in Attachment F of this report.



## Principles of Process Improvements

To guide the process improvement analysis, Management Partners developed a set of six process improvement principles based on preliminary interviews with City staff and stakeholders from the development community. Figure 2 provides a definition of each principle and lists the impact it will have on the organization if San José improves in the area. For example, providing comprehensive, quality feedback early in the process (*Principle A*) will translate into fewer resubmittals and fewer staff reinterpretations of either the submittal or City policy.

Figure 2. Principles of Process Improvement



These six principles were used as the framework to evaluate the information gathered through interviews, process mapping, and the best practices identified among peer agencies. They contributed to the observations of the existing service delivery models and helped identify gaps in responsibilities and practices that are leading to inefficiencies and potential problems in the efficient, effective delivery of development services.

Management Partners' analysis and recommendations are provided in five categories as follows.

1. Entitlement/CEQA process
2. Plan check process
3. Inspection process
4. Technology use
5. Municipal code

## Process Improvements Implemented During the Project

The City demonstrated a desire to implement process improvements to improve its service delivery to customers as quickly as possible. Given that process improvements were developed from activities such as interviews and detailed process mapping, staff began implementing improvements where possible during this year-long project, often within existing resources. As mentioned previously, this has resulted in a variety of customer service improvements that are already underway or implemented.

In this section, we highlight some of the more significant improvements that Management Partners believes will have a direct positive impact on the City's ability to deliver consistent quality development services to its customers in a more efficient manner. The process improvements are identified using the five categories of entitlement/CEQA, plan check, inspection, technology use, and the Municipal Code.

### ***Entitlement/CEQA Process***

Improvements have been implemented in the entitlement/CEQA process during the course of this project in the following areas, and as more fully described below.

- Application and intake distribution,
- Comprehensive initial review of applications,
- Project and interdepartmental coordination,
- Staff development,
- Accountability,
- Using technology to provide performance metrics,
- Quality control, and
- Urban design review.

### **Application and Intake Distribution**

- Provided necessary training on what constitutes a complete submittal and developed a checklist for staff to assist in the evaluation of the completeness of the submittal.
- Provided greater opportunity for intake staff to have sufficient time to review a submittal

- Worked proactively with customers submitting an application to ensure that submittals are as complete as possible before being accepted.

### **Comprehensive Initial Review of Applications**

- Scheduled the timing for an interdepartmental meeting so all participants had adequate time to fully evaluate the project and come to the meeting prepared to discuss and resolve issues.

### **Project and Interdepartmental Coordination**

- Planning is now acting as project coordinator, having planners take the lead role in project coordination through the entitlement phase. They are beginning to implement the program in the plan check phase as well. Staff are implementing a training program to train planners to be project coordinators. Such training will include the importance of having regular communication with the applicant, setting clear expectations, and taking responsibility to facilitate resolution of issues between departments and between agencies.
- PBCE has implemented an administrative policy to require staff to respond to customer phone calls or emails within 48 hours, and has incorporated the policy into the performance goals and evaluations of planning staff. Planning is providing training about expectations for responsiveness and providing timely information to the customer. We encourage the City to expand this program by making it part of all Partners' staff performance goals and including them in their performance evaluations.
- Development Partners, and Planning specifically, are using the AMANDA system to a greater degree to determine actual active project load and balance project load among planners, and are actively engaged in building requirements into the AMANDA upgrade to ensure it will have the capacity to distinguish between active and inactive projects to allow for better, more proactive management of projects and workload distribution among staffing resources.
- Partners have instituted a practice to review the City's Municipal Code on an annual basis to identify and prioritize opportunities to

reduce the level of discretion required for appropriate types of permits. It is also noted that the Fire Department is updating the provisions of the Municipal Code related to fire code issues on a cycle with changes made to the International Fire Code and the California Fire Code.

### **Staff Development**

- In an effort to develop less-experienced Planning staff, the Planning Division is holding regular weekly meetings with all staff in Planning to discuss the application and interpretation of the Municipal Code, specific project issues, and to convey City Council policy determinations and direction affecting Planning.
- Planning is considering implementation of a mentor program by adding and filling the planner IV (supervising planner) position and reducing the number of Planner I to Planner III positions that report to each Planner IV. This program is allowing greater access to mentoring opportunities along with the more formal supervisory oversight of Planner I and II positions.

### **Accountability**

- Project coordinators are required to, and are being evaluated on, keeping customers informed about progress on a project, and promptly letting customers know when and why a project is unavoidably delayed.
- Planning is now creating and publishing periodic reports of current complex project progress for managers to evaluate departmental performance and hold staff accountable, and is evaluating performance metrics for action on complex applications for management to monitor project progress. These regular reports on complex project progress allow managers to identify where schedules are slipping, where intervention may be needed and when it may be appropriate to hold staff accountable.

### **Using Technology to Provide Performance Metrics**

- The City is implementing upgrades to the AMANDA system after a procurement process that identified the upgraded AMANDA product as the best solution in support of Development Services.

Staff from all divisions are being included on the teams to identify requirements, evaluate design, and oversee implementation of the upgraded system. Specifically related to entitlement processing, planners are serving on the team in the design of the upgraded permit tracking system. Once the system is implemented, managers must ensure it is used by all staff involved in the development review process so meaningful performance indicators may be analyzed based on data generated from the system to evaluate proper allocation of resources and performance.

### **Quality Control**

- Planners are being instructed to not schedule public hearings until all Partners agree a project is ready for hearing. This is helping to address problems regarding the completeness and accuracy of staff reports being submitted to the Planning Commission and/or City Council.

### **Urban Design Review**

- The City has revised its Urban Design Review (UDR) process by replacing the former Architectural Committee with an Urban Design Review panel that consists of qualified architects and urban planners hired under a professional services agreement with the City to handle the UDR process using City Municipal Code, design guidelines, and other City policies as the basis for architectural review. The process incorporates the following elements:
  - Creating a structure for when, where and how design review is to be performed;
  - Establishing quick timeframes to avoid project delays;
  - Creating design guidelines and principles that guide decisions;
  - Providing a clear end point to ensure the process comes to a close, decisions are made and projects may proceed as appropriate; and
  - Incorporating design review into the beginning of the development process, rather than the end of the process.

## ***Plan Check Process***

Improvements have been implemented in the plan check process during this project in the following areas, and as more fully described below:

- Completeness in plan check submittals,
- Expedited review,
- Plan check intake,
- Drop-off submittals, and
- Consultant technical workshops.

### **Completeness in Plan Check Submittals**

- The Building Division has created an intake checklist for staff use to determine completeness of a plan check submittal, helping to ensure that applications are more complete upon submittal rather than incomplete applications slowing down the internal review process.

### **Expedited Review**

- The City has expanded the list of projects eligible for over-the-counter (OTC) plan check, changing the appointment scheduling for projects eligible for express plan check from 1.5 hours to 2 hours to provide sufficient time, and has dedicated the appropriate resources to allow for the expanded OTC and express plan check services. They have indicated a noticeable improvement in the volume of applications processed since the OTC-eligible project list was expanded, and have noted a higher level of customer satisfaction as a result of the changes.

### **Plan Check Intake**

- The number of building plan check submittal meeting slots has been increased to 6 per day, or 30 per week. This was achieved by reducing the length of pre-scheduled plan check intake meetings from 90 minutes to 60 minutes. These changes still allow for sufficient time to review plans with the customer while increasing the number of plan check appointments to be held. As a result, more projects are being approved on a timelier basis.

### **Drop-Off Submittals**

- The City reviewed its drop-off submittal program in light of the number of submittals that were deemed incomplete and the inefficiencies caused by having to return applications to customers. As a result, the City applied the necessary staffing resources to the front counter. The quality of submittals has improved and customer turnaround times are shorter due to the initial meetings with customers to ensure submitted plans are complete.

### **Consultant Technical Workshops**

- Public Works has conducted several technical workshops with development consultants in an effort to solicit feedback on existing City standards (e.g., grading permit requirements, stormwater treatment/management, and subdivision mapping), while providing technical training and guidance to consultants. This effort has been welcomed by the engineers and surveyors that Public Works regularly work with and has demystified the reasons behind City standards and requirements. Staff has committed to holding these workshops throughout the year.

## ***Inspection Process***

Improvements have been implemented in the inspection process during this project in the following areas, and are more fully described below.

- Inspection requests and timeframes
- Specialty inspections
- Expedited inspections

### **Inspection Requests and Timeframes**

- The City revised and clarified its performance targets for all inspections such that building inspections are targeted for completion the next business day after request, and mechanical/electrical/plumbing (MEP) inspections and fire inspections are targeted for completion within two business days of request. Ultimately, however, meeting those targets will require additional staffing given the intense workload based on current development activity in the City.



### **Specialty Inspections**

- The City expanded the use of combination inspections in an effort to maximize inspector skill sets, resource availability, and the nature of development projects being completed. This has reduced customer wait times and maximized the efficiency of staffing resources available. The City continues to look for ways to expand the combination inspection program while ensuring staff are being used in accordance with job classifications, personnel rules, and bargaining agreements.

### **Expedited Inspections**

- The Building Division has reviewed and modified its practices to expand the use of overtime and contract inspectors to the fullest extent possible based on existing staffing resources and availability of qualified contract inspectors in the current development market to ensure adequate capacity for expedited inspections. The Fire Department has also implemented pilot programs to expand overtime and hire retired employees to provide greater capacity and reduce wait times for fire inspections. Ultimately, however, additional expansion will not be possible until vacant positions are filled and/or the supply of qualified contract inspectors in the region improves.

## ***Technology Use***

The City has implemented various recommendations made during this project in the area of technology use, and as more fully described below.

- Permitting software application
- Integration among separate systems
- Software training

### **Permitting Software Application**

- During this project, the City completed its RFP process to replace the development services software and selected the latest version of AMANDA as the solution. Based on conversations with staff, we understand that the City will be conducting a thorough requirements review, determining where the new system will fit those requirements or where gaps exist, identifying mitigation

measures, and actively participating in the final design and implementation of the system with the software vendor. The implementation will take into consideration the various process improvements recommended in this report.

### **Integration Among Separate Systems**

- As part of the implementation of the upgraded AMANDA system, the City is identifying and documenting the GIS mapping needs across all departments to ensure the new system incorporates all requirements. The City will determine whether an upgrade to the existing GIS platform is necessary to fix interoperability issues with AMANDA to ensure the GIS interface works consistently across all platforms.

### **Software Training**

- The City will be conducting training with all employees on the replacement AMANDA system as part of the upgraded system implementation. Ongoing training funds have been incorporated in the Partners' respective annual budgets to ensure that staff continue to be trained in the latest advances of the system.

### ***Municipal Code***

The City has implemented various recommendations made during this project in how it manages various aspects of its Municipal Code that have an impact on development services, as more fully described below.

- General Plan or changes to Municipal Code zoning provisions
- Urban Village plans

### **General Plan or Municipal Code Zoning Provisions Changes**

- The City has put a plan in place to survey staff and customers each year to identify the top three areas of inconsistency or confusion in land use regulations so they can be addressed. They plan to review each of these areas and prepare a written determination of the City's policy. If inconsistencies within the Municipal Code or unclear provisions are identified, staff will propose an amendment to the Municipal Code for City Council

consideration in order to resolve those conflicts or to provide greater clarity. This process will take place once every year.

### **Urban Village Plans**

- The City will be conducting regular roundtable meetings with stakeholders to explain the process to create urban villages and solicit feedback about how to prioritize the urban village concepts being proposed.

## Process Improvements Recommended for Implementation

As the City makes strides in implementing process improvements identified above, there are still other areas where processes could be improved in delivering services to the community. This section describes those additional improvements.

### ***Entitlement/CEQA Process***

Based on external and internal interviews, the process mapping, and our review of peer agencies, Management Partners' identified several places in the entitlement process where improvements could be made.

Environmental impact review of development applications under CEQA is an integral part of the entitlement process and is also considered in this section of the report.

The majority of development activity in a community is not subject to the entitlement process. Most home repairs and much remodeling/tenant improvement activity, although requiring a building permit, does not trigger the need for discretionary review. For those projects requiring discretionary review, the entitlement process in San José is subject to different levels of review: administrative review and approval by staff; a hearing before the planning director; action by the Planning Commission; and for a few applications, action by the City Council. In general, the lower the level of discretion, the lower the cost to process an application and the quicker the application can be approved.

As shown in the process maps, most discretionary applications involve review by multiple City departments, and sometimes review by outside agencies (Santa Clara Valley Transportation Authority [VTA], Santa Clara County Public Health Department, etc.).

Another element that contributes to the time and cost of an application is the environmental impact review process as required under CEQA. All discretionary projects are reviewed to determine what level of CEQA review is required, from exemption to preparation of an Environmental Impact Report (EIR). Since CEQA was first adopted in the 1970s, it has been subjected to years of interpretation by state courts and refinements by the legislature, and has become increasingly complex and subject to litigation for controversial projects. In San José, a separate section of the Planning Division manages most project environmental reviews.

Our observations on the Entitlement/CEQA process are organized in the following areas:

- Application intake and distribution,
- Timely completeness determinations and comprehensive initial review of applications,
- Project management and interdepartmental coordination,
- Accountability,
- Using technology to provide performance metrics,
- Quality control,
- Urban design review, and
- CEQA process improvements.

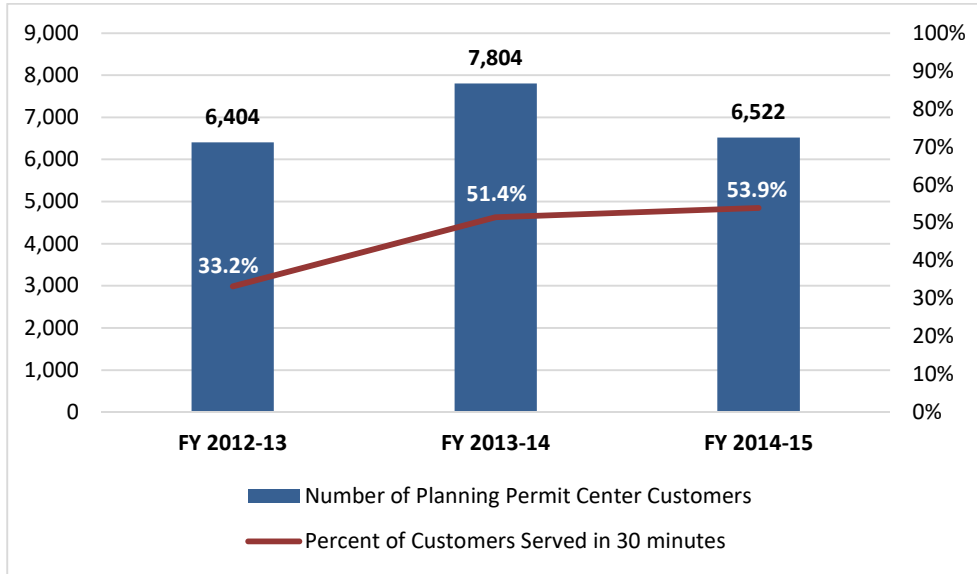
### **Application Intake and Distribution**

One of the keys to efficient processing of an application is to ensure that the City has done its job in informing applicants about what they need to submit. This means high quality information available online and at the counter, and assistance to provide information to the customer. The City of San José has a great deal of information online, but according to staff, some of that information is not complete or up-to-date. It is our understanding that the department is currently working to update its online documents.

In addition to reviewing information available on the website, most applicants want to speak to a planner to ensure they understand the regulatory framework for their project, get information about what is required to be submitted as part of an application, and get information on costs.

Customer wait times at the Permit Center for planning customers have been poor during the past three years, as indicated in Figure 3. Of the 6,522 planning customers served at the Permit Center in FY 2014-15, only 53.9% were served within 30 minutes, which is the City of San José's self-identified performance standard.

Figure 3. Planning Customer Wait Times and Workload at Permit Center



Source: Building Division Revenue and Activity Report for FY 2013-14, FY 2013-14 and FY 2014-15.

For those wishing to speak to a planner at the counter the message on the City's website is:

*Due to limited resources, tickets to meet with a Planner [at the counter] are in high demand, so it is recommended that you arrive early.*

The unintended message to potential applicants is that it is difficult to see a planner at the counter to get information, and when they do, the planner is likely to be under time pressure. Moreover, for customers submitting applications for complex projects, the counter environment is generally not conducive to receiving the kind of feedback a customer often needs to submit a complete application. (A discussion of counter operations is located later in this report.)

Another way to get feedback on a proposed project is to submit a preliminary review application. Counter staff remind applicants about the Preliminary Review Process (PRP), and staff has indicated that over 200 applicants take advantage of this service each year. However, the PRP requires at least a month for a "simple" review, and much longer for a comprehensive review. In interviews with stakeholders, they indicate that given the amount of time and cost associated with the PRP, they would rather just submit an application.

Staff says it is possible to schedule an hour with a planner (at an hourly cost), but this service is not advertised, and a customer would need to know who to call to set up such an appointment.

The Public Works' Development Services Division has created a new service in their fee schedule called a "Limited Review," which involves a sit-down meeting with the applicant to discuss the project, rather than a formal process of collecting comments on submitted development plans. Management Partners considers these types of preliminary sit-down meetings with applicants to be a best practice, as they give customers quick and useful feedback without overburdening them with submittal requirements and long wait times for preliminary comments.

Unfortunately, this option has not been utilized in practice partly because it has not been made explicitly available to customers. Without these opportunities to ask questions about potential development projects, it is hard for new customers, or those inexperienced with City procedures, to know how to get the information needed for a prospective application. Preliminary review systems should offer the following three things to ensure applicants use them.

1. **Thoroughness.** Preliminary reviews should be relatively thorough so that customers have enough information to develop good quality plans. This can be accomplished by using various checklist systems and having senior staff members conduct the reviews.
2. **Speed.** Preliminary reviews should be quick so that customers do not see them as a separate entitlement-like process before the actual entitlement process.
3. **Inexpensive.** Preliminary reviews should not be a financial burden on the customer. They should be provided at low or no cost in order to facilitate higher quality plan submittals and incentivize customers to use the process.

Two of these three goals are typically achievable at any one time. Achieving all three is very challenging, if not impossible. Preliminary reviews offer a way to maximize the potential of achieving all three goals. They are a benefit to the customer and City alike, so making the process user friendly is essential.

In most cities, for complex projects or those with potential issues, an experienced planner will sit down with the prospective applicant to take a look at a conceptual plan and provide initial feedback. Many times these initial meetings are free. They help weed out ill-considered applications, provide some very preliminary direction to an applicant, identify special studies that may be required, and help the applicant submit a complete application. Usually such a meeting can be done in an hour. It is intended to be informal, with no written product and no commitments made on either side. This process provides a balance between the limited information available at the counter and the more involved PRP process.

Providing one-hour appointments, however, might require additional staffing. The City would need to reorganize and balance workloads to allow for more experienced staff from Planning, as well as Public Works and possibly Fire depending on project scope, to conduct these meetings. To the extent that workloads cannot be effectively rebalanced, the City might need to hire one additional planning staff member and assign a Public Works development services engineer to provide the capacity for knowledgeable and trained staff to facilitate these meetings on a part-time basis. As such, the City may need to incorporate a fee for this service as part of the entitlement application fee and require payment when the entitlement application is submitted rather than at the time the meeting is being held in order to achieve cost recovery.

**Recommendation 1. Provide one-hour appointments for applicants with complex projects to review conceptual plans (if available), provide feedback, and information on application requirements.**

Given the lack of availability of staff, and especially experienced staff, to assist applicants early in the process, it is not surprising that the results are not satisfactory to planners or applicants. Planners complain about poor quality submittals, and applicants complain that they are often asked to supply additional or modified information that could have been provided at the initial submittal had they had complete information about submittal requirements.

**Recommendation 2. Create a master checklist for staff and customers to use to ensure preliminary reviews address all Partners' requirements based on project scope.**



**Recommendation 3. Establish an accelerated turnaround time and minimized cost for all levels of preliminary review to make the process more accessible and appealing to customers.**

Another common complaint from staff is that too many applications brought in at the counter are incomplete and not ready for processing. While Management Partners' team members heard this concern, we were not able to discern whether this was a problem of inadequate training, an effort to accommodate applicants, or a result of time pressure that would not allow the application to be scrutinized before submittal. Whatever the cause, it is a disservice to both the City and the customer. For the City, it means double work as other staff must send a letter outlining the missing materials and take further time reviewing the revised materials. For the customer, it can mean a month or more is lost before they are informed that the City has not begun to process an application because it is missing basic required information.

**Recommendation 4. Ensure that all application requirements are up to date and clearly set forth on the department website and in printed materials.**

Because it is difficult for applicants to determine the fees for an entitlement project in advance of submitting an application, they must often come back at a later time to pay fees. Applications are often taken in without fees but are not distributed for review until fees have been paid. However, the communication from staff members collecting fees back to staff members responsible for distributing the application is poor, and applications often sit for weeks until the applicant calls to find out what is happening.

**Recommendation 5. Establish a clear policy that applications are not to be accepted until all required fees are paid.**

According to staff, it sometimes takes five business days for a plan to reach the reviewing departments. Two to three days should be adequate to intake and distribute plans. Every delay in the routing process exerts additional pressure on planners, as well as Public Works and Fire staff, who have to review entitlement applications. Some staff and customers alerted our project team to instances when applications with plans sets are misplaced or lost during the routing process, which presents an even

greater need to take a close look at the step-by-step procedure for intercepting and routing applications.

The Public Works experience illustrates how the routing process can have a significant impact on project turnaround times. When a new entitlement application or plan check submittal is routed to Public Works for review, it is brought to the third floor in advance of the Monday or Thursday project engineers' meetings at which it should be assigned to an engineer. Assigning new projects twice a week is a reasonable practice. However, when compounded with regular routing delays it can lead to situations where a Public Works engineer is assigned one to two weeks after the project arrives at the Permit Center or is dropped off at the Planning desk on the 3<sup>rd</sup> floor.

**Recommendation 6. Evaluate the entitlement plan intake and routing/distribution process to identify ways to minimize routing delays.** Establish a goal for plans to reach all reviewing departments within two to three business days from submittal.

Another concern identified by staff during process mapping is that the assignment of staff to an application may occur prior to the submittal appointment, however upon actual distribution, the person assigned to work on the project may be different than what gets entered into the AMANDA system. This new information frequently does not get updated in AMANDA. As a result, the project coordinator must sometimes track down who is responsible to evaluate that project, causing extra work for the project coordinator, and confusion about roles for the project. While this is a relatively minor problem, it is inefficient, and can cause customer issues when an applicant is seeking to speak to the person assigned to the project in another department besides PBCE and reception staff is using AMANDA to identify the responsible staff person.

**Recommendation 7. Ensure that project assignments are confirmed or entered into the AMANDA system by all departments within one day of distribution.** This is the responsibility of whomever has been assigned to the project in each department.

## **Timely Completeness Determinations and Comprehensive Initial Review of Applications**

The Permit Streamlining Act (PSA) requires that a jurisdiction tells an applicant within 30 calendar days whether an entitlement application is complete. “Completeness” under the act is measured by the applicant fulfilling all of the requirements in a list prepared by the local agency that specifies “in detail the information that will be required from any applicant for a development project” (California Government Code §65940(a)). This means that San José must maintain a clear list of submittal requirements.

The City of San José has set the goal of getting back to applicants within 30 days with a determination of “completeness,” and an initial set of comments on the application. This is certainly a good goal, but has led to some unintended consequences. First, not all departments have been able to send complete comments on all aspects of the project to the customer within 30 days. A second frequent issue raised by customers is that in the rush to get comments back within 30 days (or close to 30 days), staff in reviewing departments are using “boilerplate” responses, rather than providing a detailed assessment. For example, the planning project manager is often rushed to get comments for the 30-day letter from the assigned Public Works engineer before a thorough review of the application can occur.

To appease the customer, the planning project manager will often informally reach out to Public Works to get a general sense of forthcoming comments and deliver that information informally to the customer. Most typically, these early requests for preliminary comments are about traffic, a key component of the CEQA process. This practice is problematic because it leads to instances where the applicant is told conflicting information by Planning (early in the process) and Public Works (once a thorough review has been completed).

As a result of San José’s expectation for complete comments within 30-days, the City is not providing comprehensive comments about the project from all participating departments at the same time. This is frustrating for customers, as issues that could have been identified and addressed early on are coming up much later in the review process (when City staff has the time to do a more detailed assessment of the project). Because each set of City comments often leads to design changes, late

comments can lead to multiple project redesigns, which is costly in both time and money for the applicant.

The turnaround times for entitlement applications are not aligned across departments. Public Works' established turnaround times aim for the initial memo to be completed and delivered to the applicant within 20 *business* days. However, the clock for this turnaround standard begins when the project is assigned during the Monday/Thursday project engineer meetings, not the day the application was submitted to the Permit Center. Planning's turnaround expectations for the 30-day memo are very different. They aim to provide a full set of comments within 30 *calendar* days of the application submittal. This misalignment of turnaround standards across departments makes it challenging for Public Works to regularly meet Planning's schedule.

Ultimately, the City is attempting to combine a completeness review under the provisions of the PSA with a comprehensive project review as a single step, and to do so within a 30-day window. More times than not, the City is failing to meet this goal because the timeframe is unreasonable. This is creating a level of stress and hurriedness that leads to lack of coordination and quality control of comments received from departments.

There are two primary options to address this: 1) sever the completeness review from the project review and establish appropriate timeframes for each step; or, 2) maintain the current combined process, but bifurcate the time goals to reflect a completeness review within 15 days, and a comprehensive project review within 45 days, of the submittal of the application, assuming the submittal was deemed complete.

**Recommendation 8. Ensure all departments understand the limited requirements of the PSA, and complete initial reviews for completeness within timeframes that allow a planner to meet the requirements of the PSA.**

**Recommendation 9. Establish consistent and reasonable timeframes following the completeness review for all Partners to provide project review comments.**

**Recommendation 10. Monitor performance of all Partners in meeting timing requirements for the PSA and initial project comments responding to entitlement applications.**

In trying to meet the 30-day turnaround time on comments to the applicant, the City holds an interdepartmental meeting to review the project approximately two weeks after submittal. Having an interdepartmental meeting to review projects is a best practice that Management Partners generally recommends. Such meetings allow staff from all reviewing departments, and the City Attorney's office when there are potential legal issues, an opportunity to discuss issues of concern, ensuring that interdepartmental issues and conflicts are surfaced as early as possible. Changes have recently been implemented to allow staff more time to review applications in advance of the interdepartmental meeting, which will help make those meetings more productive and allow staff to provide quality comments on the submittals.

### **Project and Interdepartmental Coordination**

San José assigns entitlement applications to planners to act as "project coordinators" throughout the entitlement process. The assigned planner is expected by PBCE department policy to call the applicant and introduce themselves as the project coordinator within 48 hours of receiving the application. Having a project coordinator who is responsible for and empowered to shepherd a project through the entitlement process, act to resolve issues between departments and the applicant, monitor and coordinate the overall process, and work closely with the applicant to achieve a successful and timely outcome, is a best practice and a core responsibility of a planning department.

While San José occasionally uses the term "project coordinator" for the planner assigned to an entitlement project, departments outside PBCE do not necessarily work through the planner/project coordinator during the review process. Meetings are held and comments passed back and forth between the applicant and a City department (or the CEQA section of PBCE and the applicant's consultant) without the "project coordinator" being in the loop.

Customers have said there has been a significant change in attitude within the Planning Division in the past few years, with planners being more "facilitative" and less "adversarial." Yet stakeholders also said they felt they were on their own when it came to dealing with the City's different departments and identifying issues between departments. Applicants did not see the planner as the go-to person to resolve

interdepartmental issues. Stakeholders also noted they felt they were on their own when it came to resolving issues with agencies outside the City. This has led applicants to bypass a City-assigned project coordinator and, instead, coordinate directly with other departments and outside agencies.

Just as interdepartmental review can lead to redesign and multiple rounds of review, outside agencies such as VTA, Caltrans, the California Department of Fish and Game, the County Health Department and even the Federal Aviation Administration (for tall buildings in Downtown), can have significant impacts on a project. To be effective, the project coordinator must be informed about aspects of the project, including working with outside agencies to help resolve issues.

While some planners may understand and accept the role of project coordinator/facilitator, it is challenging to act in that role if it is not clearly recognized by all departments, and project coordinator responsibilities are not clearly set forth by management. For example, when developers requested to receive Public Works comments on a project as soon as possible, Public Works engineers began copying the applicant when delivering their initial and final memos to the planning project coordinator. This practice somewhat undermines the concept of having one point of contact for development applications, yet it has persisted because Public Works engineers have experienced delays in getting the comments to the applicant when having to route everything through the assigned planner.

As a result of the project coordinator not being fully engaged in all aspects of the project, stakeholders and staff noted instances where unresolved issues too often surface at public hearings. For example, in an effort to appease customers and move the process along, the planner coordinating the project sometimes schedules the public hearing before Public Works has delivered its final memo. Scheduling the public hearing before all comments are delivered forces staff to scramble to put together appropriate conditions of approval days before a Planning Commission meeting, even with pending, unresolved issues that the applicant should have addressed beforehand. A proposed schedule with deadlines that are acknowledged and met by all participating departments (as well as the applicant) would help avoid these last-minute rushes before a public hearing. The schedule should be updated to the extent that circumstances related to the applicant's submittal require modification to timelines or

additional tasks that may be required. It should be the responsibility of the project coordinator to clearly communicate such a schedule.

If planners are not coordinating the whole process, including the input from other departments, then it is difficult to hold them accountable when projects are delayed or problems arise late in the process for issues that are not related to applicant delays. It is also not surprising that applicants often feel it is necessary to go up the organization chain of command to have issues resolved.

As indicated earlier, the City has taken some steps to implement the concept of planners serving as project coordinators on a limited number of projects. A best practice used by many cities is to have planners act as project coordinators for most, if not all, projects, as identified above. Implementing such a concept in San José would entail a significant shift in responsibilities for planning staff.

We also believe that incorporating this concept into the existing planning cost model would yield an increase in fees associated with planning services. Some customers are paying for project coordination services themselves by hiring independent development consultants to serve that coordination role. The City could implement a pilot program to provide full project coordination services as an optional service, identifying the additional fees associated with such a program, and offering it to customers on discretionary development projects.

**Recommendation 11. Route all formally written City comments through the project coordinator, and copy the project coordinator on informal written communication such as emails.** When a department is dealing directly with the customer, ensure that the project coordinator is copied on the correspondence.

**Recommendation 12. Modify the standard “30-day letter” to make it clear to the applicant what is required for completeness, and to include reference to any outside agencies that will be involved in the permit process.**

**Recommendation 13. Develop a public hearing schedule for each project with deadlines for all Partners and applicants, prepared by the project coordinator and distributed to all Partners staff and the applicant.**

**Recommendation 14. Implement a pilot program to provide full project coordination services as an optional service at an additional cost.** The program should be offered to customers of discretionary development projects of sufficient size that coordination services would yield sufficient benefit to the customer that outweighs the additional costs.

One reason applicants do not necessarily see the planner as the go-to person to address their concerns is because they often have a difficult time getting a hold of their assigned-planner by phone or email. A consistent comment from stakeholders is that planners do not return phone calls promptly, if they are returned at all. Many of the stakeholders said they had an easier time getting a hold of senior managers in planning than the project coordinator. When planners do not return phone calls and emails, it leads to applicants contacting higher level managers.

Another comment made by customers about the Planning Division's project coordinators is that they are relatively inexperienced. Some are new to the profession, and almost all are new to San José. There has been an almost complete turnover in staff during the recession. A planner's job during the entitlement phase of a development application is not just to apply the General Plan and zoning ordinance, but also understand the context for an application and help an applicant navigate community expectations. To do this, they must have experience in the "intangibles" outside the strict language of the General Plan and zoning ordinance that can affect an application. Those intangibles include past zoning code interpretations and practices, how adopted policies (General Plan, Specific Plans, Area Plans, etc.) may affect an application, neighborhood expectations, and past Planning Commission and City Council concerns, to mention a few issues that can impact the success of an application.

Some specific concerns heard from customers are provided below.

- Development policies are not clear. The City's development policies and regulations reside in many documents and, according to both staff and stakeholders, the documents are not always consistent. Planners with little institutional history are therefore not always able to know which policies apply or how they should be applied, and how they relate to a zoning ordinance that may not yet fully reflect new policies.



- In the face of inconsistent or unclear policies, planners seem to apply their own judgment about how to interpret or apply policies. In the view of some stakeholders, those judgments were not correct.
- Due to lack of experience, planners often feel uncertain making decisions and seek frequent guidance and direction from senior managers. This tends to slow application processing.

In the absence of experience, and in the face of what Management Partners heard was an overwhelming workload, planners will tend to defer decisions, consistently seek help from more experienced or higher-level staff, prepare reports that are incomplete or missing important contextual information, and generally take longer to get things done. Moreover, customers have complained that the City Attorney's Office has been increasingly relied upon to weigh in on decisions that had previously been settled among planning staff, which can create unanticipated delays over the course of a project. Over the next few years, as planners gain more experience in San José, some of these issues will be self-correcting. In the interim, Planning has implemented weekly meetings with staff to help them develop skills in current planning and zoning ordinances, and is developing a mentoring program, pairing senior staff with less-experienced planners. This is a positive step for the Planning Division. Taking the opportunity to reflect consistent comments back to developers that allow for a common understanding of the City's Municipal Code and applicable City policies will further the staff development process and clarify the reasons for the comments on application submittals.

**Recommendation 15. Ground direction, comments, proposed conditions and determinations in specific policy and/or zoning ordinance language for all Partners.**

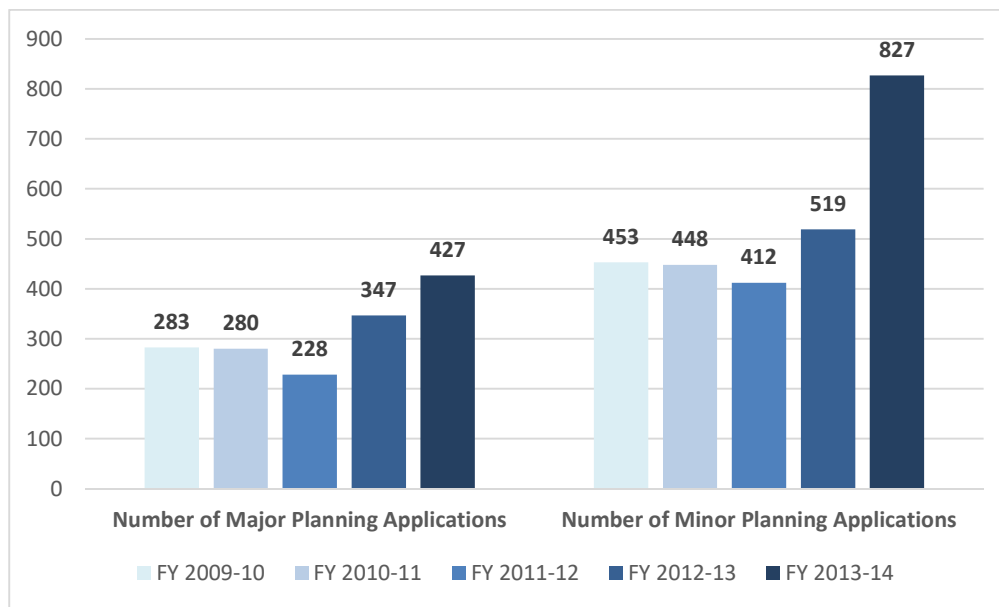
If there is inconsistent language or room for interpretation, clearly lay out the reasoning behind the interpretation. Recognizing that policy and guidelines are generally not legal requirements, explain why and how a policy is being applied. Seek guidance from "mentors" or other senior staff when in doubt.

One of the likely contributing factors to occasionally poor staff work is planners feeling (correctly or not) pressure to work quickly to meet

perceived or real deadlines. Most planners interviewed complained of being overwhelmed with work.

The number of applications processed by the Planning Division has increased dramatically over the past five years, as indicated in Figure 4. For example, workload associated with “major” planning applications (those applications that demand a significant amount of time and attention from planning staff) has increased by 51% between FY 2009-10 and FY 2013-14. Similarly, the number of “minor” planning applications has increased by 66% over the same period.

Figure 4. Planning Workload for Major and Minor Applications



Source: Adopted budgets for FY 2013-14, FY 2014-15, and FY 2015-16.

Planning Division managers expressed concerns about the inadequacy of the existing tracking tool, AMANDA, for measuring workload, noting it is difficult to differentiate between active projects and inactive projects. (See more on this matter in the Technology Use section of this report.) The issue of current planner project load and staffing is being considered in the fee study work by the Management Partners and NBS’ team, but there is currently a need to measure and balance workload. It is hard to be precise because of the time tracking issue, but project caseloads are very high for planners and this has the impact of delaying projects and impacting quality of service.

When the project work load is too high, the City has limited options which for professional planning activities essentially boil down to a couple of approaches:

- Add additional staff, or
- Modify relevant ordinances so that fewer projects are subject to discretion, and reduce the level of discretion where feasible, thereby also reducing the amount of time required to process the average project.

The second option, reducing the level of discretion, is a best practice that many cities are seeking to implement to encourage economic development and make the most efficient use of staff time. Cities engaged in active infill such as San José, face significant challenges in reducing discretion because almost every project affects someone, and those who are affected want an opportunity to influence the projects that affect them. Nevertheless, cities are finding opportunities in their codes to give the community an opportunity to be heard, but not necessarily requiring full hearings.

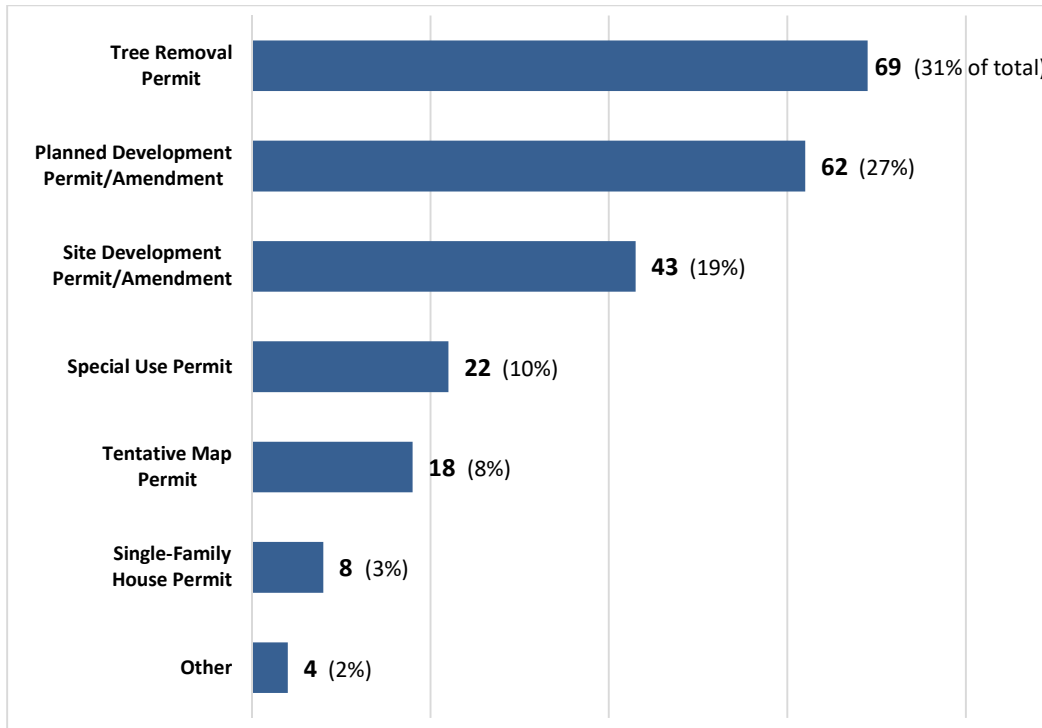
The City has recently taken steps to incorporate an annual review process of relevant City ordinances to address this matter. There is more that can be done. In particular, the current requirement for a public hearing for most tree removal permit applications constitutes approximately 31% of director's public hearings while the vast majority of such permit hearings have no commenters as demonstrated in Figure 5. Nevertheless, a staff report, public hearing notice and public information must be prepared for each project.

In other cities, tree removal permits are handled administratively, subject to hearing only if someone raises an objection after public notice is given. San José already handles certain types of tree removal permits administratively. Specifically, those designated as "unsuitable" or dead per the Municipal Code are approved administratively and do not go to the director's public hearing. This is a good first step, as most tree removal permits fall under those categories.

Another option for the City to take would be to have all retaining wall permits subject to administrative approval. Such permits are currently treated similar to tree removals, requiring a public notice. Staff indicate there have hardly ever been appeals or concerns raised by public members on retaining wall permits. This would further enhance

efficiency by reducing the time and effort by the applicants and staff to prepare information for public hearings.

Figure 5. Permits Approved in Director's Hearing by Permit Type over a Six-Month Period



Source: Director's Hearing Synopses (from April 29 to November 18, 2015).

**Recommendation 16. Modify the zoning ordinance so that all tree removal permits and retaining wall permits are subject to administrative approval unless an objection is received after sufficient public notice is given to neighbors and other interested parties.**

### Accountability

To achieve better performance, the department's managers must understand how it is currently performing. While interviews and process mapping have helped Management Partners gain qualitative insights into performance, the limited number of performance metrics has made it challenging to identify metrics compared to peers. Staff and customer perceptions and estimates of performance are useful, but not as valuable as data. Without policies in place that set expectations and metrics that monitor performance in relation to those policies, accountability is difficult and opportunities for innovation may be missed.

The key metric of interest to customers is turnaround time: How long does it take to process a permit? San José currently has a limited metrics for its various planning processes, and measures performance on some of them, as indicated below.

- **Activity measures.** The department maintains a “dashboard” called Activity/Performance Measures. This document primarily includes measures of application activity. The report includes three measures of customer service:
  - Timeframes are monitored for action on Administrative Use Permits. Based upon data provided by the City from FY 2013-14, the department met its goal of a 30-day turnaround 41% of the time.
  - Calls to applicants after initial submittal. It is valuable for City staff to acknowledge receipt of an application and to let the applicant know they have a project planner. However, an initial call to an applicant is probably not as critical a performance measure as tracking the time to return phone calls and emails.
  - Project comments within 30 or 45 days from initial submittal. This is a useful measure and, as will be discussed below, Management Partners recommends that these data continue to be tracked. However, as currently reported, this measure is only for the Planning Division’s review. The performance of all reviewing departments should be tracked and reported.
- **Response time to submittals.** Management Partners received a copy of “Development Plan Review Approximate Time Frames” indicating how long each reviewing department will take for a first review of a submittal, and then subsequent reviews. Based on interviews and process mapping, this document no longer seems to be applicable, as the turnaround timeframes were not noted by staff during the mapping process. The Planning Division has no tools in place to measure performance relative to these project-specific timeframes. Nevertheless, as will be discussed below, Management Partners believes it is a best practice for complex projects to be measured this way.

- **Approximate timeframes for action.** Approximate timeframes for action are provided in several of the City’s development brochures. For example, the Site Development Permit brochure indicates 90 days on average for action. Performance relative to these estimated timeframes is not tracked and based on our experience in other cities we believe the City’s timeframe estimates are low.

Every applicant wants to know how long the overall process will take. A measurable turnaround objective for action on simple, predictable entitlement projects (i.e., approved administratively) or a minor permit (approved by the director) is a best practice. San José is already measuring its performance for administratively approved permits and can establish reasonable performance metrics for other relatively simple permits, including some projects that go to a Director’s Hearing.

**Recommendation 17. Identify a set of permit application types (in addition to Administrative Permits) and establish reasonable and achievable turnaround objectives for them.** Monitor performance to identify whether the objectives are being met. After validating that the objectives are achievable, make them available to the public.

For complex applications such as re-zonings, Planned Developments, and Conditional Use Permits, it is important to give applicants an estimated timeline for how long a “typical” application will take (as indicated in brochures for some types of permits). These estimated timelines should be periodically validated or revised upon a review of the city’s actual performance over a prescribed period of time (e.g., six months). However, there are very few “typical” complex projects, and the City does not necessarily control the timeframe. Complex applications almost always involve a great deal of give and take between staff and the applicant. Environmental studies can require weeks or months and turnaround time is often dependent on the applicant or consultants to the applicant. Because complex applications are by their nature unpredictable, we do not recommend having a performance metric for action on complex projects because it creates expectations that are beyond staff’s control.

**Recommendation 18. Identify estimated times for action on more complex project types based on validated averages.**

**Recommendation 19. Make estimated times for action available in public information handouts, explicitly recognizing that these are not performance objectives and that times may vary widely depending on the project.**

For complex applications, rather than establishing an overall turnaround time for when action will occur, we recommend that the City establish a performance objective for how long it takes for staff to get back to applicants with comments on each new submittal. As noted above, San José had or has this type of objective, but is not measuring its performance in relation to it, except in regard to comments on first submittals. As noted earlier, for first submittals PBCE measures its performance in getting comments back to the applicant, but the City should be monitoring performance by all reviewing departments.

Best practices in actively managing projects require establishing performance objectives and corresponding management systems to track projects. Such oversight requires the ability to monitor each project individually, by type, by staff team/employee, and by overdue status.

A good example of active project oversight exists in the Development Services Division of Public Works. A “Weekly Report” prepared and regularly reviewed by Public Works managers identifies every project undergoing review. The data, which comes from the AMANDA system, can be sorted or organized in various ways to give Public Works managers insight into how the review process is working. More than just helping to determine whether the Division is meeting its overall turnaround goal, the Weekly Report can be used to troubleshoot individual projects and identify resource problems or bottlenecks in the system. Reports such as these are essential tools for improving a development review process.

There are aspects of the Public Works’ Weekly Report that need to be refined further, as previously noted in this report. It is our understanding that Public Works has used different metric assumptions to adjust for delays beyond its control, including measuring turnaround times from the time a project is assigned to an engineer (rather than from the time a

project is submitted) and using business days instead of calendar days as the unit of measurement to track performance. Public Works must use the same performance metric assumptions as PBCE and Fire.

**Recommendation 20. Establish a process to track and monitor turnaround times for all Development Services departments, and divisions' responses to any new or revised submittal for a complex application.**

The project developer and/or property owner (who may not be the applicant) should also be kept informed about how the application is proceeding by being copied on relevant communications between the City and the applicant or the applicant's consultant(s). Doing so allows the applicant to know when it is their consultant that may be responsible for a delay in the entitlement process.

**Recommendation 21. Utilize the new AMANDA system to copy the property owner and/or developer (if they are not the applicant) on relevant communications between the City and the applicant or the applicant's consultant.**

### **Using Technology to Provide Performance Metrics**

Virtually every planner interviewed commented on how poorly the AMANDA system works for the Planning Division. According to the staff members who were with the City when the system was first implemented, the Planning Division was not effectively involved in the design of the system, and did not establish appropriate expectations for the system. The result is that the planners use the system as little as possible, and have "workarounds" for many of the tasks AMANDA should track. While the AMANDA system *may* be capable of meeting the department's tracking and monitoring needs, the poor implementation and lack of ongoing follow-up mean that the current system is ineffective and, in fact, according to many planners, is an impediment rather than a help. The City has begun the process of replacing AMANDA, although the replacement process typically requires two to three years to implement.

Until the City has implemented a new system, some of the metrics described in this report will be difficult to track. However, the AMANDA system, even in its limited incarnation, can achieve some of the goals, and "ad hoc" systems could potentially meet others. Because



all projects are logged into AMANDA upon application, and are “finaled” at the end of the project, the City can measure overall turnaround times by type of project. As noted previously, Management Partners does not recommend establishing performance measures for how long it takes for action to occur on a complex project, but AMANDA could assist the City in validating “averages” for action.

Recommendations regarding implementing technology improvements are found elsewhere in this report.

**Recommendation 22. Ensure the new system is designed to allow easy reporting of key performance metrics.** In particular, the following metrics are recommended:

- Number of days to action on “simple” permits (e.g., administratively approved permits);
- Number of days from submittal of new or revised information to response by the City; and
- Mailing of completeness determinations within 30 days.

## Quality of Service

The pace of work within development services based on the current economy is causing a number of service issues as staff are simply unable to keep up with demand. The problem is particularly acute in planning but is apparent in plan check and inspection as well in all the development services partners.

Many customers and some staff identified an ongoing concern with the quality of staff reports. In the current development environment, the City is being tasked to deliver on a significant number of projects. However staffing levels have not kept up with the pace of development. Planners within the City’s Planning division are currently carrying a workload of approximately 60 projects per planner at one time. These projects range from small single-family residential additions to large mixed-use development projects. Differences in the nature and complexity of planning cases cause substantial variation in staff time required per case, but they are often substantial. For example, Reno, Nevada reported that each case requiring planning commission approval required 36 hours of planner time. Given the complexity of many cases in San José a case load of 60 projects is very high and will result in degraded processing times and customer service issues such as reported in stakeholder interviews.

Based on input received from City management and our own analysis Management Partners believes a target, nominal, workload for planners in a city the size of San José would equate to approximately 30 projects at one time. As noted, this case load will fluctuate based on complexity and service demands, and should not be considered an immutable “rule”. In the current environment, in order to keep pace with the needs of the development community, city staff often find themselves rushing in terms of work product in order to meet customer deadlines.

Despite multiple levels of review, many reports are incomplete and are missing key information and/or appropriate findings for action when they get to the City Attorney. Issues are being identified in public hearings (sometimes by Planning Commissioners) that should have been identified by staff and resolved before the hearing. During interviews, some staff indicated projects are scheduled for public hearing before all departments believe they are ready. The City has taken steps to address the scheduling issue by gaining consensus from all Partners that a project is ready for public hearing before being scheduled for that hearing.

The City Attorney’s Office has indicated that too often significant problems with staff reports lead to delays in hearings and/or last minute changes in projects. As discussed earlier, inexperienced staff and overwhelming workloads can contribute to these types of quality control problems. Planners seeking to be accommodating and under pressure from the applicant may give applicants unrealistic estimates for when action will occur, and then feel obligated to meet that expectation, despite a project not being ready for action. The discovery of last minute issues in projects does not serve either the applicant or the City well. Planners should be trained about staff report format and expectations for reporting findings and recommendations.

**Recommendation 23. Determine the appropriate staffing levels necessary to provide timely planning services to the community.** Use the performance benchmarks identified in this report and implement a recruitment plan to attract qualified planners. As discussed later in this report attention must also be given to resourcing plan check and inspection functions.

**Recommendation 24. Implement training for planners and their managers on writing and proofreading staff reports.**

## Urban Design Review

The City of San José has a rich history of effective urban design, which has helped to create successful and attractive commercial areas, office campuses, beautiful neighborhoods, vibrant mixed use areas, and busy industrial areas, and served to preserve historic resources in the City. Numerous design guidelines have been implemented covering different areas of the City and addressing particular uses or issues, such as residential uses or historic preservation. Additionally, there are design guidelines and City policies focused on specific elements including fencing, parking, trash enclosures, and lighting. Many of the guidelines were developed several years ago and are not relevant to today's design elements. For example, there is a City Council policy related to exterior lighting that does not recognize LED lighting technology for new or replacement fixtures.

The City has a basic design review foundation in its design guidelines. However, many of the guidelines are several years old and should be reviewed and updated. While design review can be an ad hoc process, it is most effective when it works as an extension of design guidelines that provide a framework of goals. The design review process should, in essence, implement the goals established in design guidelines. This gives developers and their designers a chance to review the goals in advance.

The single most important way to provide developers with consistent, timely and predictable design review is to ensure it flows from updated design guidelines. For these reasons, updating the existing design guidelines should be an important goal. The guidelines should be seen as a long-term investment that improves the development process and, more important, urban design in San José.

PBCE recommended a new planner position for the FY 2016-17 budget to serve as an urban designer. This position was allocated, but subsequently used to add additional staff support to the current planning program, which required supplementary resources to address incoming workload. Expanding urban design staff capacity within PBCE is still a top priority, including both training for planners and hiring a skilled staff urban designer. Reviewing and updating the design guidelines should be one aspect of the work portfolio assigned to the new urban designer. Management Partners believes the department should hire a planner to serve as the City's urban design specialist, increasing capabilities within

the department to work with the new Urban Design Review board to further the City's urban design goals.

**Recommendation 25. Review and update the various design guidelines as an investment in an improved process and better urban design in San José.** Once the initial updating has been completed, establish a schedule for periodic review of the design guidelines in the future.

**Recommendation 26. Dedicate a planner position to specialize in urban design.** The position would work closely with the Urban Design Review process.

### **CEQA Process Improvements**

As noted in the introduction to this section, every discretionary project is subject to review under the California Environmental Quality Act, and the acting body must take an action under CEQA determination prior to approving a project. San José has chosen to establish a section of planners devoted solely to preparing the CEQA assessments of projects, whether it results in a categorical exemption, Negative Declaration or Environmental Impact Report (EIR).

San José's current approach using a separate CEQA assessment group to prepare or oversee most environmental review documents is used by some large cities. However, in most cities, the project planner is also the lead planner for the CEQA work. This is the more typical practice because issues that arise during CEQA review can lead to changes in project plans or require that mitigations be incorporated into the project. The final project report needs to describe how appropriate mitigations are incorporated into the project and include appropriate findings. The CEQA evaluation can also affect other departments when the incorporation of mitigations, such as those related to storm water treatment, can have significant implications for the project design elements reviewed by engineers. Because of the often iterative nature of the CEQA process and project design, it is most efficient for the person working on the overall project to also have close knowledge about the CEQA process and integrate CEQA into the project review.

In theory, this integration could occur through very close coordination between a CEQA planner and the project coordinator. However, according to staff, this is not occurring effectively in San José at this time.

Because the entitlement and CEQA process is currently bifurcated, the final integration of the requirements from the traditional plan review and CEQA review often occurs late in the process. Management Partners heard complaints from developers about how the City Attorney's Office was "too involved in the process" and that the City Attorney's comments were causing significant delays in San José. Staff in the City Attorney's Office acknowledged that too often significant CEQA issues were being identified late in the process during their office's review of projects. This level of late engagement by the City Attorney's Office is a symptom of a lack of appropriate project integration and quality control prior to the project report being sent to the City Attorney for review.

In cities where the case planner supervises the CEQA process, they either prepare the CEQA documents or supervise the consultant who prepares the appropriate documents. However, because of the complexities of CEQA, few planners have the level of expertise required to fully administer the CEQA process for complex projects. This is likely the reason that San José (and some other large cities in California) decided to create a separate CEQA group, especially for managing EIRs.

An alternative approach used in many cities is to designate one or more staff planners (formally or informally) as "internal CEQA consultants" who assist project planners as needed to navigate the CEQA process. If all staff are trained in the basics of CEQA, planners can handle most routine CEQA work without much assistance. For complex situations, the "internal CEQA consultant" can help manage the process. Managing the CEQA process will also become much easier if the CEQA work submitted by consultants improves as a result of implementing some of the other recommendations below. Admittedly, given current staffing, workloads, and the training (classroom as well as on-the-job) that would be required, implementation of this recommendation would be problematic and may delay projects to the point of being unsatisfactory. The City should review this recommendation as a long-term goal and make strides over the next several years to enhance CEQA knowledge and skills of all planning staff.

**Recommendation 27. Modify procedures and provide training so staff planners can take greater responsibility over the next three to five years for the CEQA review of their projects, with the assistance of internal CEQA experts.** This may begin on a limited basis on less complex

CEQA assessments, and then progress to more complex CEQA work as staff becomes more confident. As CEQA is further integrated into project-planner workload, have CEQA planners take on projects as project-planners.

In San José, consultants selected by the applicant provide almost all CEQA documentation. The City does not maintain a list of “qualified consultants.” While two of the most comparable cities Management Partners surveyed follow a similar practice as San José of not establishing a list of qualified consultants from which applicants may choose (Sacramento and San Diego), most Bay Area cities manage the consultant selection process. The CEQA consultant is either selected by the city through an RFP process or from a pre-qualified list. The costs of the consultant are borne by the applicant, including a percentage (or other cost-recovery approach) to cover staff’s administration of the consultant and CEQA process.

In most instances, and especially for applicants who work regularly in San José, the current system works fine. If the applicant is knowledgeable about California law and familiar with the range of consultants available, they know the risks of choosing the wrong consultant or trying to shortcut the process are far greater than choosing a qualified consultant. But while the current process may work most of the time, according to San José staff, the current process is often leading to incomplete or inaccurate documents provided by the applicant’s consultant. This in turn requires a significant amount of staff time reviewing and commenting on the documents, multiple rounds of review, pressure from applicants to proceed prematurely, active engagement from the City Attorney’s Office that often occurs late in the process (leading to further delay), and ultimately poor quality control.

During interviews, staff cited numerous examples where the applicant interfered with the CEQA process after it was underway or chose unqualified consultants. They described applicants who, having selected consultants that provided clearly inadequate work, were unwilling to fund a “peer review” of that work, which is typically required when there is concern that the submitted work does not meet minimum standards of objectivity and quality. The “firewall” that is supposed to exist to ensure objectivity during the CEQA process between consultants undertaking the analysis and the applicant is too often being breached.

A City-contracted process would ensure the objective analysis required by CEQA. Concerns often cited with a potential city-led process are that the consultant selection process can be cumbersome and long, already stressed City staff will not be able to perform timely management of the process, and City staff are not as concerned with costs as the applicant. If the City chooses to take on management of the CEQA process, each of those concerns will need to be, and can be, addressed. The selection process can be efficient, performance measures can be established and monitored for timely project review, and hourly rates can be reviewed for reasonableness during the qualifications review process.

Should the City choose to move toward a city-led consultant process, several steps will need to be undertaken that are likely to require changes in ordinances and internal procedures. These changes, outlined below, will take time. In the interim, we recommend that the City take two steps that will pay immediate dividends in terms of process improvement: have the City approve the scope of services for CEQA work, and establish a list of qualified consultants.

According to staff, they have already moved forward to require City approval of the scope of services. Having approval authority over the scope of services ensures that the work performed is consistent with what the City believes is required for the project. While that scope will occasionally need to be modified as new information becomes available, the work performed will at least initially match what the City has already determined is needed. City staff are also moving forward with establishing a list of qualified consultants to ensure a minimum level of competency and experience with CEQA. Although these two actions are already moving forward, we nevertheless want to emphasize the importance of these steps by including them in our recommendations.

**Recommendation 28. Require that the scope of services for the consultant be reviewed and approved by the City prior to the consultant starting work on the project.**

**Recommendation 29. Establish a City-prepared prequalified list of CEQA consultants from which applicants may choose.**

While these two initial steps will help, we are also recommending moving from the current applicant-led process to a City-led process. This will require several implementation steps. Generally, these will include:

- Establishing a pre-qualified list of consultants (both “general” CEQA consultants and specialists) through a Request for Qualifications process.
- Utilizing the standardized template for consultant contracts, the pre-approved template for contracts, coupled with the pre-qualified list of consultants who will have already had contractual requirements approved (e.g., insurance), will allow the contract approval process to proceed efficiently and quickly.
- Obtaining City Council authority for the City Manager to execute CEQA consultant contracts. These contracts may sometimes exceed the City Manager’s spending authority to execute the contract on behalf of the City. Since this type of contract would be “pass-through” not impacting the General Fund, the City Manager should have signing authority rather than require City Council approval that can add several weeks of delay for the development projects.
- Developing a standardized agreement between the City and the development applicant to cover the costs of the CEQA consultant contract (and the contract administration costs of the City).
- Developing a system to track deposits, invoicing and payment systems. If the City is using an hourly fee for project management, an hourly tracking/billing system will be required.
- Developing a system to track contract performance. As part of project performance review, the City should establish appropriate objectives for turnaround times for CEQA documents and then monitor performance using the permit tracking system.

**Recommendation 30. Develop contracts between the City and CEQA consultants once appropriate systems are in place to ensure efficient turnaround and performance.**

While systems are established, create a qualified list of consultants and require that scopes of services be approved by the City.

Public Works staff are frequently asked to review initial studies prepared before their team has had an opportunity to review the scope of work proposed by CEQA consultants. When the environmental consultant has anticipated the needs of Public Works this does not present a problem,



but when the initial study leaves out key components required by Public Works, this creates significant delays and added costs for the applicant.

From the perspective of Public Works staff, the CEQA review process should include consistent expectations for environmental documents and interdepartmental communication. This is especially true for CEQA documents related to storm water and utilities.

The initial memo prepared by Public Works staff provides the scope of environmental analysis required for projects triggering CEQA review. Traffic is one of the most common issues included in such an environmental scope of work. To address this common area of concern, Public Works has a detailed manual/checklist for traffic that is used in preparing the initial memo. This helps improve the consistency of traffic studies, and promotes fairness in how all projects are handled. Having similar manuals/checklists for other areas within Public Works' purview would help to ensure consistency in the environmental review for those areas. For example, manuals/checklists would enhance reviews for projects involving utilities, storm water, and sanitation.

**Recommendation 31. Prepare an infrastructure implementation manual/checklist, similar to the current traffic manual/checklist, to articulate the scope of analysis required for environmental issues related to infrastructure subject to Public Works review.**

### ***Plan Check Process***

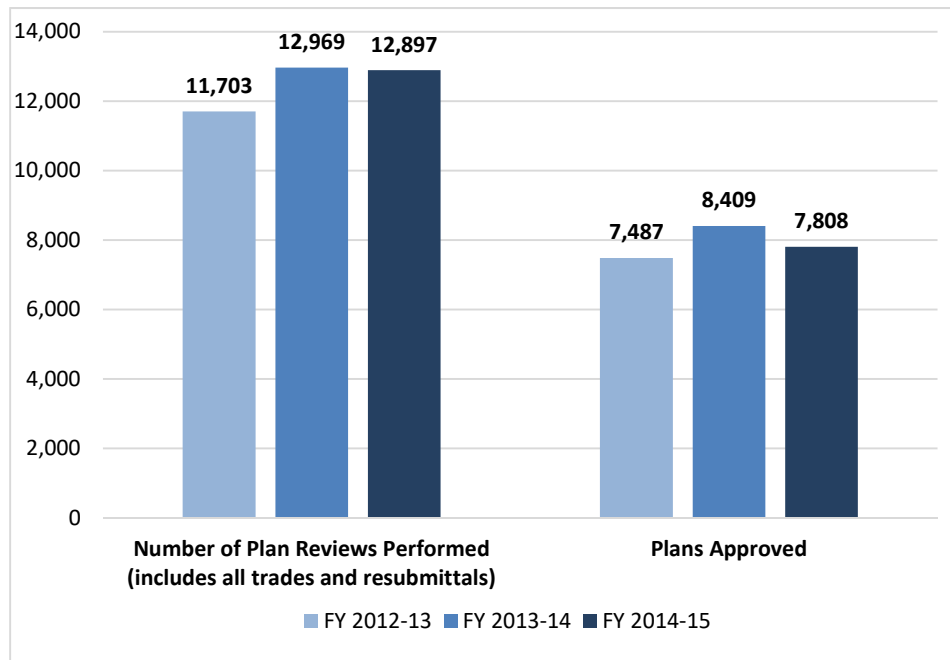
The process of reviewing plans and issuing building permits is fairly typical in California cities, in significant part because these efforts implement statewide codes and procedures. PBCE provides full-service building plan review and permitting services; however, the department does use contract plan reviewers to assist with peak workload. Using contract plan checkers is a best practice that should be continued.

In San José, licensed engineers perform building and structural plan reviews. Senior inspection staff are rotated through the plan check unit and they conduct the mechanical, electrical and plumbing (MEP) plan reviews. These staff members are not engineers. This division of labor for building and MEP review is common in California cities. The organization chart on the City's website indicates there are 16 engineer FTEs devoted to the building plan check function, though it appears that

four of these positions are presently vacant. The chart also shows five contract plan reviewers that assist with peak workload.

In FY 2014-15, the City performed 12,897 building and MEP plan check reviews and approved 7,808 sets of plans, as indicated in Figure 6.

*Figure 6. Number of Plan Reviews Performed and Plans Approved*



Source: Building Division Revenue and Activity Reports for FY 2012-13, FY 2013-14, and FY 2014-15.

Our observations regarding the plan check process are organized in the following areas.

- Preliminary review
- Building Division as primary contact point
- Completeness in entitlements versus completeness in plan check
- Review timeframes
- Incomplete or late comments
- Continuity of review and reviewers
- Cycles of review
- Special requirements and external agency reviews
- Expedited review
- Interdepartmental coordination
- Public counters
- Plan check intake
- Payment of fees

- Project routing, assignment and updating the customer
- Drop-off submittals

### **Preliminary Review**

The City's Building Division and Fire Division jointly offer customers a preliminary review meeting prior to submitting for building plan check. This preliminary review is a separate and later process from the preliminary review offered during the entitlement phase. During the plan check phase, customers may request that certain reviewing departments attend a preliminary review meeting. Meetings are typically scheduled in 1.5-hour increments. Some applicants also request meetings after they submit for plan check. City staff indicate these meetings are most often requested by customers with large projects, though staffing levels and workload constrain how many of the requests can be accommodated.

Preliminary meetings prior to submittal, especially for large projects, can be beneficial for both the customer and City staff. These meetings can be an opportunity for customers and their consultants to clarify issues and allow plans to be perfected before submittal. More complete and better quality plans make the review easier and, therefore, faster. Meetings requested after plan submittal may also be helpful, but generally less so than if convened prior to submittal.

**Recommendation 32. Establish guidelines for which project types are eligible for preliminary meetings prior to plan check submittal.**

### **Assigning a Primary Contact Point for Plan Check Services**

PBCE serves as a primary contact point for the building plan review process for plans requiring involvement of several of the Partners. These types of projects are submitted to the Building Division staff, who then route plans to the various reviewing departments. For other types of projects, such as grading and drainage permits, private street construction, and work in the rights-of-way (i.e., public street improvements such as sidewalk, streetlights pavement, traffic signals, public storm drain and sanitary sewers), Public Works typically is the initial point of contact, and will route plans if necessary to other departments for review.

Submitting projects to a single contact point in City Hall is a best practice because it provides clarity for customers. However, an efficient process to quickly route plans to reviewers is essential. Interviews with City staff indicate that resubmittals after the initial plan check review are sometimes made directly to the respective reviewers, such as the Public Works Department. This arrangement appears to be a workaround to avoid delays in routing the plans through PBCE.

Once internal systems are established, managing the plan check process will be more efficient with a single department/division serving as the primary contact point.

**Recommendation 33. Establish an administrative policy clarifying the Building Division is to serve as the City's primary contact point for building permits and plans requiring multiple Partners' review, and that Public Works is the primary contact point for work exclusively in the public right of way and for certain public works specific permits required on private property.** This responsibility includes intake of all related plans and applications, routing to the various reviewers, and tracking timeliness of the plan check system.

### **Completeness in Entitlements vs. Completeness in Plan Check**

Submittals for entitlements are by nature more general and do not include all the technical details associated with a project. As discussed in the entitlement section of this report, incomplete applications in the entitlement process should be rejected at submittal. Doing otherwise would slow the development process because processing the project cannot proceed. In addition to delay, it can add costs for both the customer and the City.

In contrast, submittals for the plan check process are highly technical. Plan check submittals can often be processed without certain minor pieces of information. In fact, plan check is an iterative process whose purpose is to review plans for compliance with established codes. The role of the plan checker is to review plans and provide detailed comments. Rejecting a submittal as incomplete prior to beginning the plan check simply delays the review process in many cases. It also requires additional (and unnecessary) efforts by permitting staff to communicate the deficiencies to customers, as well as to route, track and

store submittals awaiting customer pick up. These additional tasks are an extra burden on staff and customers, and are counter to the City's goals of having a streamlined development process.

Furthermore, the process maps prepared by Management Partners indicate there are redundancies in quality control, or review for completeness, of building plan check submittals. The first review for completeness is performed by a PBCE permit technician; a second review for completeness of the same submittal is performed by a principal permit specialist; and a third review for completeness is performed by a plan check supervisor. A single quality control check should be performed upon submittal and incomplete submittals should be rejected as discussed above. Furthermore, we understand there are no guidelines that outline the process for deferred submittals, when they are allowed, and how they are to be handled.

Management Partners notes this distinction between completeness for entitlement and plan check after observing the City's practices of rejecting plan check submittals. We observed during meetings in the Permit Center how the City devotes substantial resources to reviewing plan checks for completeness and contacting the applicant to explain the reasons for the rejection of the submittal. We observed that rejection of submittals is sometimes made because the submittal does not include minor details or information (e.g., a structural calculation related to the weight of restaurant equipment). In addition to the unnecessary delay this causes for applicants, rejecting plan check submittals for minor deficiencies is an inefficient use of staff time.

Further, it is Management Partners' experience that customers in most cities use the plan check process to "complete" their plans; that is, they submit incomplete plans and use the City's plan checker to provide specific direction and corrections. It would be difficult and serve little purpose to attempt to stop this practice.

There are instances when the City may allow an applicant to defer submitting portions of the plan check drawings. Examples of deferred submittals might include the fire/life safety plans, or certain MEP plans. Deferred submittals can be an appropriate part of the plan check process given the sequence of different parts of the design process. However, they should be limited to those projects deemed by the City to require a deferred submittal, and in these cases the plan check should not be rejected as incomplete.

It is in the City's interest to accept plan check submittals as long as they contain the essential information and the number and type of plans required for processing. Updating the plan check application requirements would provide guidance to customers and preparing an intake checklist for staff would allow the City to avoid rejecting submittals when only minor deficiencies are found.

**Recommendation 34. Ensure that all Partners' plan check application requirements are up to date and are clearly set forth.**

**Recommendation 35. Discontinue the second and third quality control checks for completeness during the plan check intake process.**

**Recommendation 36. Establish guidelines for allowing deferred submittals.** The guidelines should address which types of projects are eligible for deferred submittals, which submittals may be deferred and how long they may be deferred.

## **Review Timeframes**

The City maintains different performance goals for various project types. The goal for first plan check review ranges from 10 to 25 business days. The goal for reviewing resubmittals ranges from 5 to 15 days. The performance goal for review of mechanical, electrical and plumbing (MEP) plans is 10 business days for initial submittals and 5 business days for resubmittals.

Performance goals for plan check turnaround times in San José are generally longer than those in the peer cities. The goal for a new commercial or multiple-family development, for example, ranges from 15 days in Sunnyvale to 23 days in Fremont. According to data or estimates provided by most peer cities their goals are being met for a high percentage of projects, ranging from 69% to 95%.

As shown in Table 3, data compiled by the City of San José suggest that plan check turnaround times are being met for a high percentage of projects. Based on the methodology used to compile these data, however, it appears to Management Partners that the plan check turnaround times may be overstated. City staff indicated that express and over-the-counter (OTC) plan check totals are included in these totals. Express and OTC

plan checks represent 46% of all plan checks completed. It is important that performance metrics evaluate different functions separately to allow an accurate interpretation of the data.

Table 3. Plan Check Turnaround Timeframes for FY 2014-15

Type of Plan Check	Number of Plan Checks Completed	Percent Completed within Turnaround Timeframes
<b>Building</b>	4,511	85%
<b>Electrical</b>	1,318	84%
<b>Mechanical</b>	977	97%
<b>Plumbing</b>	694	85%
<b>Total Number of Plan Checks Completed</b>	7,500	
<b>Total Number of Express or OTC Plan Checks</b>	3,471	

Source: City of San José

The timeframes used by some peer cities also tend to be longer than ideal. Management Partners believes that cities should strive to provide initial building plan check comments within 21 calendar days for most projects. A 21-day turnaround is considered a high level of service among most cities. Our experience in other jurisdictions is that customer satisfaction is high and complaints about timing are low when cities deliver on these standards and provide this level of service. High-rise or other especially complex reviews may take longer but should be completed within 30 calendar days.

The review of resubmittals of these plan checks should take less time, ideally 10 days for typical building plan checks and 15 days for complex projects. Review of MEP plans should ideally be completed in less time than the building plans. Best practices suggest a 10-day turnaround for first reviews and 5 calendar days for resubmittals. These suggested timeframes are aggressive, even for cities with efficient systems and adequate staffing levels, but they are achievable. It is generally accepted that they will enable property owners to move through the development process without causing significant delay.

For some project types, particularly in MEP reviews, the City’s existing performance goal is closer to ideal as discussed above. However, other areas of plan review warrant a reevaluation of the performance goals in order to improve turnaround times by about 30%. The City should approach this improvement in plan check performance incrementally in

two steps. It is important to note that improving plan check response times would require additional staffing resources (including both full-time and contract positions). The added costs for these resources should be recovered through plan check fees.

**Recommendation 37. Reevaluate performance metrics to ensure that each of the six types of plan checks is analyzed separately by type and by reviewer.** The six types of plan checks are: building, electrical, mechanical, plumbing, express, and over-the-counter. Express and OTC plan checks may involve review of building, electrical, mechanical and plumbing plan checks. Therefore, each of these variables should also be analyzed separately in the performance measurement process. The metrics should also provide separate data for reviews conducted by Fire and Public Works.

### **Incomplete or Late Comments**

It is clear that the City of San José takes its plan review and permitting responsibilities seriously in an effort to ensure high quality construction and public safety. However, stakeholder feedback suggests that City staff sometimes rush plans review, which can result in incomplete comments being provided to customers. Consequently, additional comments to customers may be provided late in the plan check process.

Receiving late comments is an important complaint because it can represent more delay, cost and uncertainty for customers. Delays occur because late comments require the applicant to revise and resubmit plans. Plan revisions can increase architectural and engineering costs for the applicant. Late comments also add a level of frustration for customers and can foster mistrust in the City's review system. The complaint about late comments deserves serious review and action.

Late comments can occur in two ways, each of which is problematic. The first type of late comment relates to new comments or requirements being added after the initial review of plans. This occurs when the first review was not comprehensive or complete. However, we note there are times when revisions made to plans in response to the City's initial comments will trigger further comments from the City. For example, in responding to one deficiency an architect may inadvertently create another. Addressing this new deficiency should not be considered a late comment



from the City. The second type of late comment relates to departments providing their respective comments at different times. The schedule of review and turnaround time for all of the Partners should be consistent.

Furthermore, stakeholders and staff report they receive comments from Building Division reviewers at different times, for example when the building and MEP comments come in piecemeal.

**Recommendation 38. Establish an administrative policy requiring the first review of plan check to be comprehensive and cover all plan check issues.** It should require comments by all reviewing departments (including all internal consultant reviewers such as divisions within Public Works) to be provided at the same time, and applies to all required permits for a project. In addition, the director of PBCE should be notified whenever late comments from any department are added.

### **Continuity of Review and Reviewers**

The building plan check reviewers for a project typically do not change in the middle of the process. However, the reviewers for MEP reviews can change. Senior inspection staff members typically perform MEP reviews. These staff members are regularly rotated through plan check in an effort to maintain their skills and proficiencies. Maintaining continuity of the MEP reviewers is essential to avoid delays, inefficiencies and the potential for late comments to be added.

It would be more efficient to have the primary building plan checker also review the MEP plans when they are submitted concurrently with the building plan check. Having the plan check engineer review the entire project, including MEP plans, will improve the continuity of review and can potentially improve the review timeframes.

The process of assigning projects in the Fire Department and Public Works Development Services Divisions provide a model for the Building Division and Planning Division for the plan check process. The same fire planning engineer and public works engineer who review the project during the entitlement phase are assigned to review the plan check submittal later down the line and are involved in the inspection and construction process. This practice provides greater continuity for the

customer and contributes to a more efficient review process by minimizing the number hand-offs between reviewers.

Rotating the MEP reviewers serves an important purpose and should be continued. It appears that an unintended consequence, however, is that a new reviewer could be assigned every time a plan check is resubmitted. Assigning new reviewers mid-stream should be avoided. Such a reassignment creates inefficiencies in the review process and can also cause project delays.

**Recommendation 39. Establish an administrative policy providing that the initial reviewer assigned to a project will continue reviewing that project through completion.**

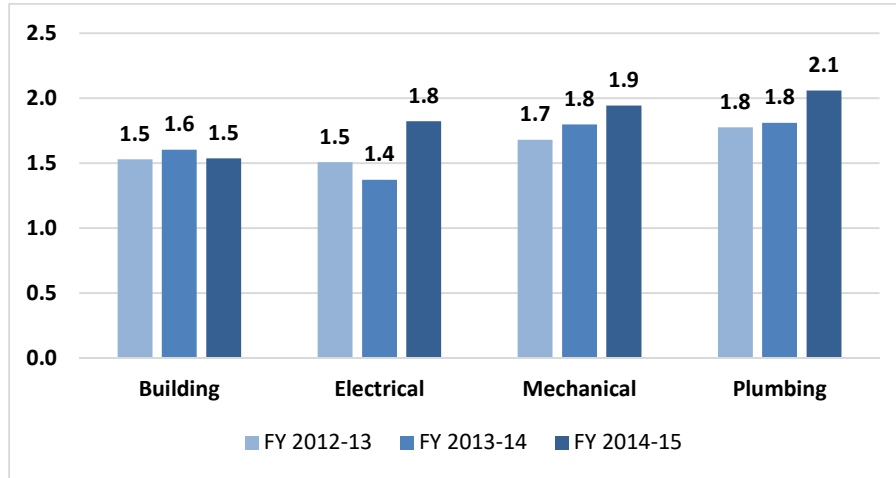
An MEP plan checker that has rotated back to performing field inspections would finish the review of a resubmittal, during which time their inspection workload would be adjusted to provide time to complete the MEP review.

### **Cycles of Review**

The plan check process is by nature iterative. However, limiting the number of review cycles is in the mutual interest of customers and the City. Fewer review cycles enable customers to proceed more quickly with their projects, and also limits the workload demands on staff.

While encouraging fewer review cycles is mutually beneficial, an analysis of the number of resubmittal cycles for plan checks suggests that the number of MEP resubmittals has increased. Figure 7 shows that the number of resubmittals reviewed per set of approved plans for MEP plan checks has grown over the last three years. More specifically, these data indicate that the MEP plan check process cycles through about two resubmittals on average before being approved.

Figure 7. Ratio of Resubmittals Reviewed to Plan Checks Approved



Source: Building Division Revenue and Activity Reports for FY 2012-13, FY 2013-14, and FY 2014-15.

Although the reasons for this increase are not known, they may be related to factors such as the City providing incomplete or late comments, or attrition/changes related to MEP plan check staff. The best approach to address this issue is to prepare (or update) checklists used by staff as part of the plan check process.

Checklists help to systematize plan checks and allow the building official to establish the standard of review. Checklists can also be provided to customers as a tool to explain the City's scope of review during the plan check process. Additionally, when projects remain out of compliance after two review cycles there is a likelihood an underlying problem needs to be addressed. Because it is in the customer's and City's best interest to complete the plan review as quickly as possible, Management Partners recommends that the City shift its approach if the project remains out of compliance after two review cycles (instead of subjecting the project to a third or fourth review cycle). This practice is already in use in the Fire Department.

**Recommendation 40. Prepare/update checklists for each of the four types of building plan checks, as well as public works plan checks.**

**Recommendation 41. Coordinate a meeting with the customer and staff from Building, Public Works and Fire for projects that remain out of compliance after two complete review cycles. The meeting should include each**

member of the customer's design team and each member of the City review team so outstanding comments can be discussed. This meeting will bring more timely closure to the review process.

### **Special Requirements and External Agency Reviews**

Certain projects, because of their type or location, may have special requirements that are not generally mandated for other projects. Examples of these special requirements relate to flood zone or geo hazard issues. Furthermore, the permit process for public improvements follows an entirely different process than the building permit process and is not always flagged early on.

Certain projects require external clearances as well. For example, the plan check process may require clearances by external agencies such as the VTA or the Federal Aviation Administration (FAA).

Stakeholders report that getting early notice of these requirements or clearances is very helpful but they can be difficult to obtain. Getting this information late in the process can delay the project or add to project costs, which are significant concerns.

It would serve both the City's and customer's interest to ensure all of the requirements, or the potential for there to be requirements, are disclosed early in the process. Although the City is not responsible for the requirements or procedures mandated by external agencies, it is also in the City's interest to adopt a more proactive approach to understanding the agencies' requirements and ensuring they are communicated to customers early in the plan check process.

**Recommendation 42. Ensure that the Partners' website and handouts adequately address the various special requirements that may be mandated for projects.**

**Recommendation 43. Discuss the potential for special requirements or external agency clearances upon project submittal for both Building and Public Works permitting.**

**Recommendation 44. Communicate all required public improvements to the customer in the first round of plan check comments to avoid surprising customers with**

**significant requirements later in the development process.**

**Recommendation 45. Incorporate comments about special requirements or external agency clearances in plan check checklists, and in the written comments provided to customers.**

**Recommendation 46. Meet with senior-level staff of external agencies, such as the VTA and FAA, to develop an understanding of their requirements and how they can best work to help San José's customers get timely results.** Meeting periodically (e.g., every two years) will help the City be proactive in understanding the requirements of external agencies and developing protocols for working together.

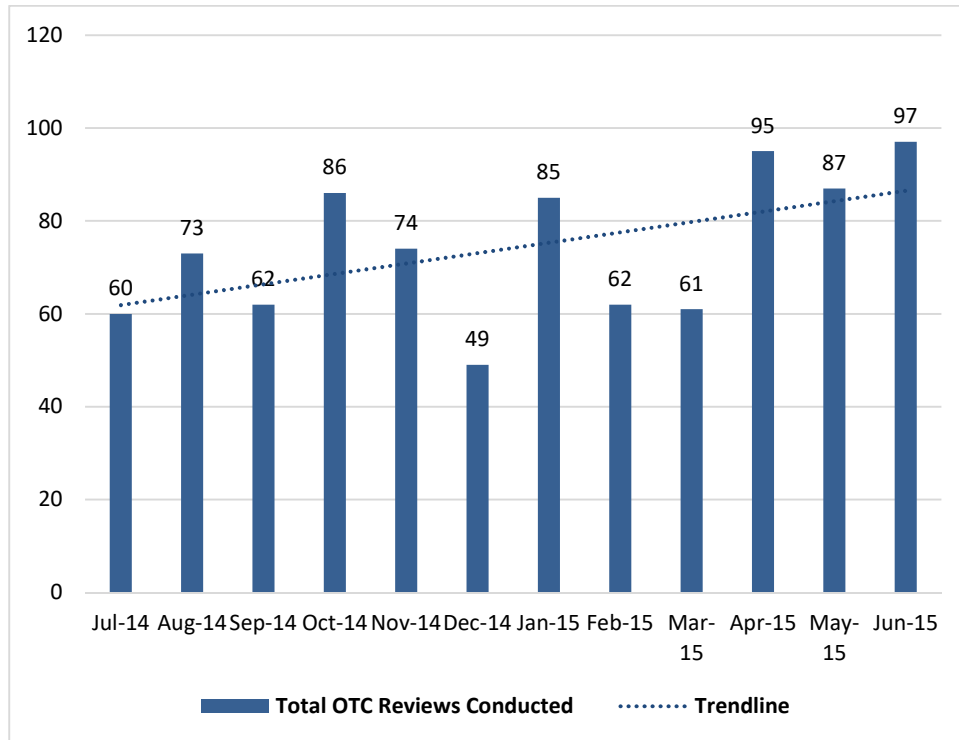
### **Expedited Review**

The City of San José offers two types of expedited reviews.

1. **Over-the-Counter Plan Checks.** These are available for relatively straightforward projects such as siding replacements, foundation repairs and single-story remodeling under 750 square feet.
2. **Express Plan Checks.** These are available to projects that can be reviewed in 1.5 hours or less.

San José has already made progress in expanding its OTC plan check program during FY 2014-15, as indicated in Figure 8.

Figure 8. Number of Over-the-Counter (OTC) Reviews Conducted in FY 2014-15



Source: Building Division Revenue and Activity Reports for FY 2014-15.

Expedited review is a best practice used by other cities, serving the interests of both customer and the city. The City of Newport Beach, for example, adopted a policy to complete over-the-counter reviews for 80% of all first plan checks that can be conducted within 1.5 hours. Stakeholder feedback about Newport Beach’s system is highly positive.

Expedited reviews serve the customer’s interest in terms of fast service and allowing construction to begin more quickly, which are also shared interests of the City. Once submitted into the formal plan check system, projects require substantially more staff effort (e.g., routing, storing, tracking, responding to inquiries, etc.). Therefore, completing a task while the customer waits can eliminate a number of required tasks and lessen the workload.

One of the critical differences between the Public Works permitting process and that of the Building Division in PBCE is the utilization of expedited permits and targeted programs. The utilities, grading and off-site permits offered by Public Works do not have analogous expedited options. This is especially problematic for types of projects that qualify

for expedited service from the Building Division, but require Public Works clearances or permits before the building permit can be issued. This puts customers in a situation where they pay more to quickly move through one process, only to be held up by another.

**Recommendation 47. Create analogous expedited options in Public Works for utilities, grading and off-site permits to reflect expedited services already available in the Building Division.** Align process schedules to ensure that, to the fullest extent possible, a project that pays expedited fees for both Building and Public Works services will receive approvals at the same time.

### **Interdepartmental Coordination**

Coordination among development services partner departments is important in both the entitlement and plan check phases of project review. At one time, the City offered a dedicated project coordinator to help customers through the plan check process for a premium fee. There has been discussion among City staff about reviving this option for high-profile projects. Stakeholder comments have also focused on the issue, particularly as it relates to an entitlement process that precedes the plan check process. Coordinated review is a best practice used in many cities, though it is most common during the entitlement process.

Standardizing the plan check submittal process will offer significant improvements for most customers. Standardization may involve establishing a primary contact, and ensuring that all departments complete their plan check reviews on the same schedule. Furthermore, more extensive interdepartmental coordination services may be appropriate for large or complex projects. Such projects will frequently require one or more discretionary approvals, and thus it is recommended that a project coordinator be assigned during the entitlement phase. In those cases, it would be appropriate for the project coordinator to continue coordinating the project throughout the plan check and construction phases.

**Recommendation 48. Assign the project coordinator from the entitlement phase to continue coordinating large and complex projects during the plan check and construction phases.**

The timing and sequencing of Public Works clearances is not always understood by customers, even when City documents reference these processes. This leads to situations where the customer comes to the Permit Center to pull their building permit and they find out they have outstanding Public Works clearances of which they were unaware. There are two primary questions that Public Works considers before issuing a clearance:

- Are other Public Works permits required? (*Utilities, grading, encroachments, geologic hazard zone, flood zone*)
- Have fees been paid? (*Parkland, storm water, sewer, new use*)

An assigned project coordinator for the plan check process could help ensure the customer is aware of pertinent Public Works permits before the building permit is to be issued. More specifically, the City could introduce checkpoints in the process, possibly during the submittal and resubmittal process, at which time a permit technician would notify the customer that certain Public Works clearances are required before moving on to the next step.

**Recommendation 49. Create programmed checkpoints in AMANDA to prompt the plan check project coordinator and permit technician to communicate Public Works' permit requirements early in the process.**

## **Public Counters**

The City of San José has a new, well-appointed one-stop permit center on the ground floor of City Hall. The Permit Center is conveniently located within the civic center, with good access for pedestrians and free parking for those who arrive by car. The Permit Center includes public counters for the information, business license, cashier, building, public works and planning functions. Other public counters are located on the second and third floors of City Hall. These counters serve the fire prevention and planning entitlement functions, respectively.

Though the work schedule for City staff varies depending upon function, many staff members begin their workday at 7:30 a.m. and City Hall is generally fully staffed by 8 a.m. each day. However, many of the counters in the Permit Center do not open until 9 a.m. Furthermore, many if not all of the counters in the permit center are closed during the lunch hour. These counters also close early each day, typically at 4 p.m.



Each department sets its own public counter hours even though its counter is located within a one-stop permit center. The varied hours reduce the time during which a customer can take care of multiple transactions during a single visit to City Hall. The Permit Center is effectively open only when all counters are staffed.

Inconsistent counter hours among the various departments can be frustrating to customers and defeat the purpose of a one-stop center. Upon reviewing the City's website, we were unable to locate the hours that the counter is open every business day. The limited hours can serve as a bottleneck in the development process. Scheduled closing of the public counters should be limited to brief periods in the early morning and late afternoon to enable staff to prepare for and follow up on the day's business, and for regular training or staff meeting purposes. Expanding the public counter hours is likely to require additional staff resources, which will need to be evaluated after a trial period of three to six months.

**Recommendation 50. Increase the public counter hours by opening the counters within 30 minutes after City Hall opens, keeping them open until at least 30 minutes before city hall closes, and keeping the counters open during the lunch hour in order to provide a higher level of customer service and accessibility.**

**Recommendation 51. Standardize the public counter hours between all development-related departments so they open and close at the same time.**

**Recommendation 52. Limit scheduled counter closures to a maximum of one 90-minute period each week to conduct staff meetings, provide training, etc.** The scheduled closure of counters should be consistent for all departments and posted on the website and in printed materials.

## **Plan Check Intake**

The City offers six scheduled appointments for building plan submittal intake per week (one in the morning and one in the afternoon on Tuesday, Wednesday, and Thursday). Alternatively, customers can drop off or mail in their plan check submittal at the Permit Center. Developers

submitting large projects prefer appointments. Appointments are scheduled in 90-minute increments, and customers currently wait approximately 10 business days for an appointment. The wait time for an appointment can be even longer; a little over a year ago, the wait time was six weeks. Customers make intake appointments by calling City Hall. The City has recently modified its appointment slots, reducing the time slot to 60 minutes and increasing the number of intake appointments to 30 per week. The City should include an option for customers to make an appointment online rather than merely having to call or appear at City Hall to make an appointment.

**Recommendation 53. Create an option that allows customers to make a plan check submittal appointment online.**

The Public Works team on the first floor responds to phone calls, addresses the needs of drop-in customers, and makes project assignment determinations for plan check based on scope of work. In addition to these responsibilities, there is the expectation that the first floor team will monitor the Public Works bin and deliver entitlement and plan check submittals to the appropriate team once the bin gets too full. Routing submittals from the Public Works' bin is a key part of the process that can cause unnecessary delays if not appropriately programmed into the daily work schedule of a specific employee. The task of delivering the applications and plan sets should occur twice a day – once before lunch and once in the afternoon.

**Recommendation 54. Schedule the delivery of newly submitted Public Works plan sets to occur twice a day.**

The responsibility should be clearly communicated to one staff member and programmed into their work day.

## **Payment of Fees**

San José uses flat fees for some portions of project review and a base fee system with an hourly rate for other portions of the review process. Plan check fees are currently paid after submittal. A primary reason for the delayed fee payment is that customers have no reliable way to know the total fee amount before coming to City Hall to submit their project. Afterwards, the plans can sit behind the counter indefinitely if a customer fails to notify the Permit Center that their fees have been paid. The Permit

Center staff tries to cross-check fees paid with pending applications at least once a week.

The system for the payment of fees, whether for the entitlement or plan check process, is problematic. It is confusing to customers, allows projects to get into the review system before fees have been paid and requires a significant level of monitoring by staff. The payment of fees should be concurrent with submittal of any project or application; it should happen during the same visit to City Hall. There should also be an automated process for the Permit Center staff to confirm the payment of fees. The customer should not be responsible for informing departments that fees have been paid.

A prime reason for the delay and confusing process for paying fees relates to the complicated fee methodology and fee amounts. Customers have no reliable way to calculate their project fees before coming to City Hall. The City's response to this challenge has been to let customers pay fees at a later point, presumably as a convenience. The irony is that such a system results in delays for the customers' projects.

**Recommendation 55. Implement the fee structure recommendations made as part of the fee study component of this project.**

Doing so will streamline the fee structure and make the fees more understandable, which will allow customers to be prepared to pay their fees upon project submittal.

**Recommendation 56. Adopt and enforce an administrative policy requiring full payment of plan check fees concurrent with project submittal.**

Customers with complex projects (to be defined in the administrative policy) may be allowed the option to make an initial deposit towards the payment of plan check fees with full payment required within 48 hours of submittal. The City should not, however, commence review of the project until all fees are paid in full. The clock for measuring turnaround time should begin after fees are paid in full.

**Recommendation 57. Create fee explanations and handouts that enable a customer to determine the required fees before project submittal, and publish these documents on the City's website.** This may also be

enhanced by creating a fee estimator feature on the City's website to allow customers the opportunity to estimate their fees in advance.

**Recommendation 58. Establish an automated process to confirm that all fees have been paid, discontinuing the practice of requiring customers to inform city departments once fees are paid.**

### **Project Routing, Assignment, and Communicating with the Customer**

After projects are submitted plans are routed to the various reviewing departments. Each department is then responsible for assigning the project to a specific staff member for review. Interviews with City staff indicate that some departments, such as Public Works, prefer that resubmittals be made directly to their offices. This arrangement is a response to delays encountered in the routing of plans.

One of the most important and often overlooked improvements to a development review process is to streamline and minimize the number of hand-offs. Overspecialization and multiple hand-offs between numerous staff members should be avoided wherever possible. Each hand-off requires additional staff effort and can cause delays, lost plans and other problems. Furthermore, process workarounds, such as changing the point of resubmittals, are an indication of other underlying problems in the system. Addressing these challenges may require additional staffing resources, particularly related to routing and tracking project submittals.

In addition to updating the customer with the name and contact information for each City staff member that will be reviewing a customer's project, it is important for staff to be highly responsive to customers when they call or write.

**Recommendation 59. Establish and enforce an administrative policy to specify that the Building Division is the submittal point for all building plan checks, including resubmittals.**

**Recommendation 60. Develop internal systems and staffing capacity to ensure that all building plan check submittals are routed to the reviewing departments within two business days.**

**Recommendation 61. Establish and enforce an administrative policy requiring that projects be assigned to the various individual reviewers (from Building, Planning, Public Works and Fire) within one business day after routing.** Fire assignments are made to a group, which works well and should continue.

**Recommendation 62. Provide automated notice of the name and contact information of all individual reviewers within one business day after project assignment to the customer by using the new development services software application (i.e., successor to the existing AMANDA system).** Staff should use technology to proactively “push” information to customers rather than expecting customers to contact the City to obtain it.

**Recommendation 63. Establish an administrative policy for all of the Partners on returning customer emails and phone calls within a clear timeframe, consistent with the timeframes established for entitlement applications.**

### **Drop Off Submittals**

In response to customer complaints about wait times for plan check submittal appointments, the City instituted a system to allow plan check submittals to be dropped off instead of being handled during a pre-scheduled meeting with staff. This drop off submittal program was created in part because of significant reductions in staff levels. These staff reductions limited the number of plan check submittal meetings available to customers.

Estimates provided by staff suggest that 40% of drop off submittals are later returned to the applicant because of insufficient materials or information. Management Partners reviewed a recent drop off submittal to better understand the program and noted that the submittal provided by the customer in the case we reviewed was incomplete. As a result, City staff had to contact the customer to obtain the necessary information to accept the plans and start the review process.

During this project the City reviewed its drop-off submittal program and in light of the issues noted above determined to discontinue the program, instead staffing the necessary resources and counter capacity. The quality

of submittals has improved and customer turnaround times are shorter due to the initial meetings with customers to ensure that plans submittals are complete.

## ***Inspection Process***

Management Partners interviewed City staff and stakeholders and prepared process maps to analyze the steps in the inspection process. We also attended the daily meeting to observe the typical systems in use to dispatch or assign each day's inspection workload in the Building Division. These systems are generally well organized and employ a number of best practices. The processes in place for Public Works inspections are explored at the end of this section, as they utilize different systems and practices than the Building Division.

Our observations about inspection processes are organized in the following areas:

- Staffing
- Geographic areas
- Existing paper systems
- Workload management
- Fees
- Inspection requests and timeframes
- Specialty inspections
- Expedited inspections
- Pre-construction meetings
- Continuity of inspectors
- Underground inspections
- Public Works inspections

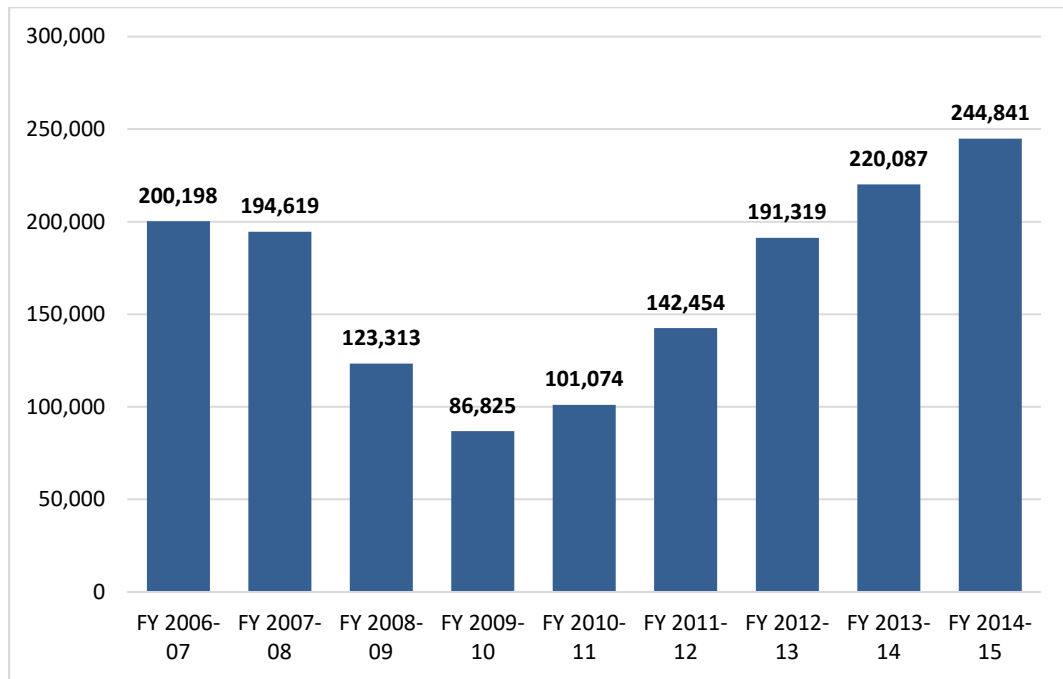
### **Staffing**

The inspection unit of the Building Division is comprised of approximately 108 FTE positions. These do not include part-time staffing positions (rehired retirees and peak staffing). A total of 18 (17%) of the full-time positions are support staff. While many members of the support staff are assigned to tasks related to the Imaging division, the City should be in a position to reassign certain positions once the new development services software application is implemented. Organization charts on the City's website show a total of 70 supervising and combination building inspectors. These are the principal positions responsible for performing

all building and MEP inspections. These inspectors are assisted by 14 part-time and 5 contract inspectors.

The growth in workload of the City’s inspection team is striking, as Figure 9 indicates. In FY 2014-15, a total of 244,841 building and MEP inspections were performed.

Figure 9. Number of Inspections Performed by San José Inspectors



Source: San José Building Division Revenue and Activity Reports for FY 2012-13, FY 2013-14, and FY 2014-15.

### Geographic Areas

Inspections in San José are organized into geographic areas. Each area of the City has a team of inspectors and a supervisor. A 6:30 a.m. meeting each day of managers and supervisors for the inspection unit is used to review a day’s inspection requests, reconcile the requests with available staff resources, and assign each inspection to one of the various teams.

### Existing Paper Systems

Though San José continues to use a paper inspection record system, it is well done and effective. The “Building Inspection Notice” forms contain comprehensive data and are produced on NCR paper, which allows

inspectors to provide a copy of required corrections to the customer while they are still in the field.

Inspectors consistently record the actual time spent on each inspection, which would enable the City to implement a customer deposit fee system with reliability as is being discussed in the Fee Study portion of this project. The second copy of the NCR form is later scanned into the AMANDA system by the City's imaging team. Certain key factors from the inspection form are also entered into AMANDA so data can be compiled and performance reports can be produced. Though the existing system works well, it is not a best practice. However, the City is planning to transition to an automated approach when the development services software application is implemented.

### **Workload Management**

The Building Division manages its inspection workload using a method of inspection equivalents called "counts." Each inspection count equates to .5 hours of inspection time. This method enables staff members to distinguish between inspections that are relatively simple, like water heater inspections, and those that are more complex, like final building inspections. For example, a water heater inspection might be designated as a 1-count (.5 hour) inspection while a final building inspection might be a 6-count (3 hour) inspection.

City managers assume that each full-time inspector position can handle 13 inspection counts, or 6.5 hours of inspection, per workday. This workload metric is appropriate in terms of maximizing productivity and not compromising inspection quality. This metric is also consistent in the majority of peer cities. This metric also provides inspectors with a window of time in the morning and in the afternoon when they can return calls to customers, complete administrative duties, confer with supervisors, etc.

The inspection "count" method enables workload to be matched with resources by comparing the total number of counts requested for a given day with the available inspection capacity (i.e., 13 times the number of available inspectors). The division uses one or more of four approaches to manage workload when inspection requests exceed capacity: overtime may be authorized, "peak staff" (contract staff) may be used, part-time staff may be used, and/or supervisors may handle a portion of the workload.



Reviewing the number of stops required during a day of inspections in addition to the number of inspections performed, is an important metric (and best practice) to understand the overall inspection workload of a building division. For example, 10 inspections performed with only 2 stops have a different workload demand than 10 inspections performed with 6 stops. San José currently accounts for these factors in two ways: by assigning inspections based on geographic distribution of inspection requests; and, assuming 10 minutes of travel time for each inspection count.

However, adding an analysis of the number of inspection stops to the other performance metrics already compiled and reviewed by the manager will provide further insights into workload management.

**Recommendation 64. Add a performance metric to track the number of building and MEP inspection stops.** This metric should be added when the new development services software application is implemented.

## **Fees**

As noted in the plan check section of this report, the calculation and payment of fees has important implications for the development process. If a customer's project requires more inspection hours compared to what was included in the base fee, they must pay for additional time (either online, through the call center, or in person in the Permit Center). This can be surprising for customers if they run out of inspection hours part way through a project and have to pay more to move forward, especially given the fact that they are not refunded for unused hours they have paid for at the end of the inspection process. This process can be confusing and stakeholders raised concerns about it.

**Recommendation 65. Increase the deposit amount for inspection fees and implement systems to provide a refund for all unused hours.**

## **Inspection Requests and Timeframes**

Customers may submit inspection requests by phone, online, or in person. The number of days it takes from request to inspection varies by type. Currently, staff estimates that inspectors are able to perform building inspections within two business days of initial request and

perform mechanical/ electrical/plumbing (MEP) inspections within five business days of initial request. For fire inspections, the turnaround time from inspection request to delivery of service varies by type, as indicated in Table 4. Fire inspection times for fire alarms and sprinklers improved during the course of the project from two to three weeks to five business days as a result of the implementation of an overtime pilot program and a “retire-rehire” pilot program, both of which seek to use existing or retired staff to provide additional capacity to improve fire inspection wait times.

Table 4. Estimates for Inspection Wait Times

Inspection Type	Estimated Wait Time (time between initial request and when the inspection is performed)
<b>Building Division</b>	
<b>Building inspection</b>	Two business days
<b>MEP inspection</b>	Five business days
<b>Fire Prevention<sup>1</sup></b>	
<b>Hazardous materials</b>	One to two business days
<b>Life safety</b>	Five business days
<b>Fire alarm</b>	Five business days
<b>Sprinklers</b>	Five business days

<sup>1</sup> Estimated wait times for Fire Prevention exclude expedited inspections (which can be performed within 24 hours of request using sworn staffing).

Interviews with staff indicated that the method of measuring performance of these targets is inconsistent among the departments. For example, we understand that fire inspections are evaluated by measuring the percent of time that inspections occur within the standards once the inspections are scheduled, rather than from the time the inspection is requested by the customer. Moreover, the actual time required for a fire inspection is considerably longer than those in the peer cities as indicated in Table 5.

Table 5. Estimated Fire Inspection Wait Times among Peers (in business days)

Peer City	Estimated Inspection Wait Times for Fire Inspection Requests
Fremont	Usually next day
Sacramento	Usually next day
San Diego	Three days
San Francisco	Two days
San José	One day to three weeks*
Sunnyvale	More than three days

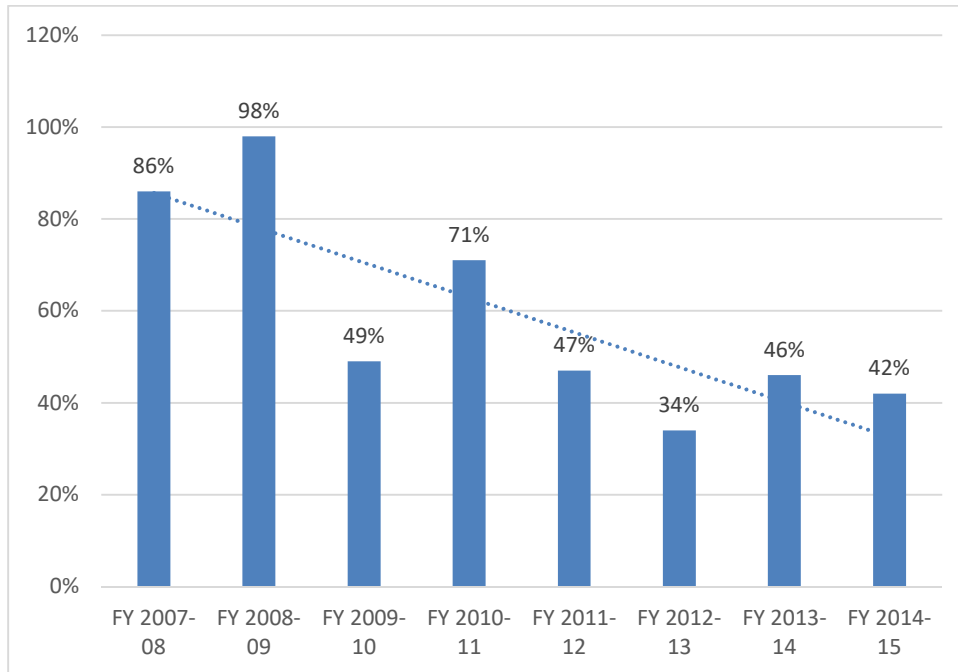
Source: Peer surveys completed by each city and phone interviews

\*The City of San José has fire inspections divided into separate inspection types. The average number of days for these types are one to two days for a hazardous material inspection, five days for a life safety inspection, two weeks for a fire alarm inspection, two to three weeks for a sprinkler inspection, and one day for any expedited inspection.

During interviews, some customers suggested that the inspection scheduling system should allow for time-certain appointments. Providing time-certain appointments, while more convenient for customers, would be unrealistic given the nature of a complex inspection program such as the one in San José. It would require increases in staffing and an increase in the minimum time allotted to perform each inspection to ensure that all inspection appointments could be honored as scheduled. Furthermore, such a change would also result in higher fees for customers to cover the increase in City costs. Time-certain inspection appointments are not a common practice in use by cities, and are not recommended in San José.

Many cities have seen inspection timeframes increase over the last several years given the increasing pace of development in the post-recession period, and the fact that staffing levels have not recovered at the same pace. Figure 10 shows the declining trend of inspections performed within 24 hours in San José over the last several years.

Figure 10. Percent Inspections Performed within 24 Hours in San José



Source: City of San José performance data

One reason for declining service levels in the timeliness of inspections over the last several years relates to the increase in the pace of development. As noted previously, Figure 9 shows the growth trend in inspections performed in San José over the last several years. There has been a substantial increase in development activity during the last several years, however staffing levels have not kept pace. For example, while there was a 192% growth in the number of inspections performed during the five-year period from FY 2010-11 to FY 2014-15, building inspection staff increased only 46% during this same period.

As the inspection performance, workload, and staffing data show, the department has been unable to keep pace with inspection demands. As further illustration, Table 6 provides an analysis of inspection capacity. To portray the department's maximum capacity, we assumed in Table 6 that supervising building inspectors will perform three hours of inspections per day. However, this may not be desirable because it limits supervisory capacity and the ability to perform other important duties. We also assumed the current levels of part-time staff would be available (rehired retirees and peak staffing) and that there were no vacancies.

Table 6. Building and MEP Inspection Capacity in San José

Inspector Type	Total Full Time Equivalents (FTE) in FY 2014-15	Gross Inspection Capacity at 13 Counts a Day/FTE	Net Inspection Capacity	Number Work Days in FY 2014-15	Net Annual Inspection Count Capacity	Inspections Performed in FY 2014-15	Difference in Inspection Capacity and Actual Inspections Performed	Percent Increase (Decrease)
Building Combination Inspectors (Full-Time)	60	780	624	249	155,376			
Supervising Building Inspectors	7	42	34	249	8,366			
Rehired Retirees (Part-Time)	14	84	84	249	20,916			
Peak Staffing (Part-Time)	5	30	30	249	7,470			
<b>TOTAL</b>	86	936	772		192,128	244,841	52,713	27.4%

Source: City of San José performance data

The department’s inspection capacity is inadequate to meet the current demand. During discussions with staff and observations during the daily inspection dispatch meeting we learned the department is managing the capacity/demand challenge by offering overtime to inspectors and relying on supervising inspectors to handle some of the workload. These approaches are understandable and commendable, but they are not sustainable. Authorizing overtime increases costs that, if not incorporated into the fee model, would not be recoverable. As noted earlier, relying too heavily on supervising building inspectors erodes their ability to perform other important duties.

Most cities are in the process of restoring service levels for building inspections. Table 7 shows benchmark data from the peer cities. These data indicate most peer cities are providing a better level of service than is currently provided in San José. While San José has established performance targets it is not meeting them. The lag time between an inspection request and an actual inspection in San José exceeds industry best practices and was the subject of many complaints during meetings with stakeholders. Next-day inspections have long been the industry standard.

*Table 7. Inspection Wait Times (in business days) and Daily Inspection Workload per Inspector*

Peer City	Building Inspections	Fire Inspections	Electrical Inspections	Mechanical Inspections	Average Number of Inspections Performed per Day per Building Inspector
Fremont	Usually next day	Usually next day	Usually next day	Usually next day	15 to 18 inspections
Sacramento	Usually next day	Usually next day	Usually next day	Usually next day	14 inspections
San Diego	Usually next day	3 days	Usually next day	Usually next day	12 to 15 inspections
San Francisco	3 days	2 days	3 days	3 days	12 to 15 inspections
San José	5 days	1 day to 3 weeks <sup>1</sup>	5 days	5 days	Not available <sup>2</sup>
Sunnyvale	2 days	More than 3 days	2 days	2 days	13 inspections

Source: Peer surveys completed by each city and phone interviews

<sup>1</sup>The City of San José has fire inspections divided into separate inspection types. The average is one to two days for a hazardous material inspection, five days for a life safety inspection, two weeks for a fire alarm inspection, two to three weeks for a sprinkler inspection, and one day for any expedited inspection.

<sup>2</sup>The City of San José does not record the number of inspections performed per day. Building Inspectors are scheduled based upon 6.5 hours of productive inspection time per day using 13 half hour counts. During the 6.5 hour day these counts are tracked by trade and by unit. A single count can produce multiple inspections.

Management systems for the inspection process in San José work well and employ best practices. Given this, and the data presented above, Management Partners attributes the longer inspection timeframes to inadequate staffing levels. While some additional full-time inspectors appear to be warranted we believe the City should also consider expanding its part-time workforce to prevent overstaffing to meet peak demand. A very real problem San José currently faces is that it is very difficult to recruit and retain inspectors, or indeed any development professionals given the state of the private sector economy in the area. Thus, the answer of adding “new inspectors” is not very helpful.

The part-time workforce may include both part-time City employees as well as employees provided through a temporary services firm. The City may also wish to explore an “apprenticeship” type approach with local training and educational institutions. Finally, the use of part-time workers, which may come from the ranks of retired inspectors from San José and elsewhere, should be explored. This would help the City to calibrate the staffing levels during periods of lower workload, or to address significant short-term fluctuations in workload.

An additional strategy is to designate a certain number of the new full-time positions as limited-term positions. Each of these approaches would enable the City to expand its capacity in the short term but retain flexibility to reduce staffing levels when the workload decreases. These are also good approaches to help the City build a “bench” for future full-time permanent employees.

Based upon the data shown in Table 6 and Figure 10 above, Management Partners estimates that the City will need at least 10 FTE combination building inspectors to meet the revised performance targets for the timeliness of inspections and the City’s ability to meet those targets 90% of the time. These permanent positions would increase the department’s annual capacity from 192,128 inspections to 218,028 inspections, a 13.5% increase. However, this still would not accommodate the workload demands experienced during the most recent fiscal year for which data were available. During FY 2014-15 the volume was 244,841 inspections. To prevent overstaffing, as well as to develop a bench of future employees, Management Partners believes the department should approach this remaining workload demand by using part-time, contract and limited-term staff.

**Recommendation 66. Increase inspection staffing levels by 10 FTE by filling the existing seven vacant positions and authorizing three new inspector positions to meet the recommended performance target at least 90% of the time.** The new positions could be identified as limited-term positions to allow the City the opportunity to lay off those positions in the event of a reduction in permit applications. The use of part-time positions should also be considered, given the economic market conditions which currently exist.

### **Specialty Inspections**

San José conducts separate inspections (by separate inspectors) for mechanical, electrical and plumbing projects (in addition to the building inspections). Accordingly, it is common that multiple inspectors are involved in a single construction project. Each of these inspections requires separate scheduling, recordkeeping, and management. They also require the customer or their contractor to coordinate and be available for these inspections.

Many cities are moving away from using specialized inspections in favor of broader combination inspections. A combination inspector can perform multiple inspections, often in one visit. Such a practice is more efficient from the City's vantage point and it streamlines the inspection process for customers. It should also be noted that recruiting specialty inspectors adds a level of complexity to the ongoing effort to attract and retain well-qualified employees.

Several cities in California have converted all specialty inspections to combination inspections. Management Partners does not believe that would be feasible in an urbanized community like San José where large, complex projects are built. These large projects often require the specialized knowledge and skills of inspectors in the various disciplines of mechanical, electrical and plumbing in order to effectively assess the complex building systems that are being constructed. The workload for these larger projects is also of sufficient size that multiple inspectors would be required to meet the customer's needs for timeliness. Such projects are often concentrated in central parts of the city and their volume may warrant continued use of specialty inspections within the urban core.

However, combination inspections may be more appropriate in low-rise, multi-family and other small-scale projects. A greater use of combination inspections would provide more efficiency for the department, convenience for customers, and help with improving overall inspection timeframes. During this project, the City has expanded the use of combination inspections, and is continually looking for ways to further expand the program given the nature of projects being developed and staffing resource availability.

### **Expedited Inspections**

Most cities have the ability to offer expedited inspections, though the method of providing them varies. Such inspections can be important for projects that face unusual deadlines, when the construction task requires extended inspections like a large concrete pour, or the work must be done during weekend or overnight hours. The Building Division provides expedited inspections upon request, and charges a higher fee. The Bureau of Fire Prevention also offers expedited inspections for three times the normal fee.



The Building Division has an existing system for offering overtime to inspectors, which it uses for expedited inspections. The Building Division also has five part-time and contract inspectors who presumably could also be used to provide expedited inspections. In the Fire Department, expedited inspections are provided by sworn fire personnel using overtime. These two approaches, using overtime and contract staff, are best practices for providing expedited services. As mentioned previously, the City has recently expanded its availability to conduct expedited inspections through the use of overtime and contract inspectors. However, in the current development market, obtaining the services of qualified contract inspectors is becoming more difficult. Should the City decided to increase staffing levels, it should consider designating some positions as limited-term positions in order to protect against long-term overstaffing and also to help build a bench of future permanent employees.

### **Pre-Construction Meetings**

Pre-construction meetings provide an opportunity to have questions answered about the inspection process and guide customers through inspection sequencing, especially for large, multi-phase or complex projects. Public Works inspectors will sometimes schedule pre-construction meetings after issuing public improvement permits, although this occurs informally and does not involve other departments.

The pre-construction meetings being held in San José are a best practice because they provide proactive help for customers and can help to minimize confusion for City staff. An often overlooked benefit of such meetings is that they can prevent construction period impacts on surrounding neighborhoods. Some cities use these meetings to reinforce permitted construction hours, dust and noise control measures, and similar mitigation measures.

### **Continuity of Inspectors**

Stakeholders reported concerns that different inspectors sometimes handle the same project. This can result in different interpretations of codes or other requirements, including a second inspector adding new requirements beyond that required by the first inspector.

Unlike the Building Division, Public Works already assigns a single inspector to serve a project from start to finish. Maintaining continuity of

inspectors is a best practice. It is more efficient because it eliminates the need for additional inspectors to learn the project background and inspection history. It also helps eliminate late comments or requirements that can delay projects and add costs.

**Recommendation 67. Establish and enforce an administrative policy and organizational structure to provide continuity of service by ensuring the building and MEP inspector originally assigned to the project remains with the project through its completion.**

### **Interdepartmental Coordination**

Underground inspections may involve staff members from more than one department or division. Interviews with staff indicated that the roles, responsibilities, and sequencing for these inspections can be confusing and clarification is needed. The confusion relates specifically to retaining walls and underground plumbing/piping systems. Furthermore, projects can vary greatly. One project may require retaining walls or may have more extensive utility installations, while others will not have those components. Consequently, the process used in one project may not be relevant for another project, further exacerbating confusion among staff. Clarifying roles and responsibilities will help ensure that important tasks are not missed, or that tasks are not duplicated by other departments.

**Recommendation 68. Provide training on the roles and responsibilities of underground inspections.**

Expectations around Public Works inspections are communicated on the building permit to a certain extent, but sometimes customers move through construction without realizing they are missing critical Public Works inspections. These types of mistakes can be very costly and time consuming for the customer, especially when they have to uncover storm drains or other already built infrastructure to have the inspection performed. These types of mistakes are more likely because the Building Division's and Public Works' inspection processes are not coordinated. For example, a customer may be getting approval from a Building inspector to move on to the next stage of construction even though Public Works has yet to inspect construction related to such elements as sewers, grading, drainage, storm drains, utilities, retaining walls, or private streets.

It should be noted that there are certain technical legal concerns and issues with holding a building clearance based on a public works condition. For this reason, during this review building initiated an effort to coordinate approvals involving public works with that department. This should address the above issue as best possible.

The only Public Works clearance required in AMANDA during the inspection process is the Final Elevation Clearance, but this clearance is only applicable to certain projects and is sometimes closed prematurely by staff from PBCE for inexplicable reasons.

**Recommendation 69. Incorporate all the various Public Works inspections as work flows within the upgraded AMANDA system.**

Building's final inspection process does not include a programmed check-in with Public Works, which can result in a certificate of occupancy being issued before critical public improvements such as street lighting or sidewalks are in place. There should be closer coordination between Building and Public Works on the final punch list before the certificate of occupancy can be issued. Checking in with other departments prior to issuing the certificate of occupancy is a best practice, making this a key deficiency in the Building Division's inspection process. According to Public Works inspection staff, the City lacks a clear policy on what public improvements are absolutely essential before a certificate of occupancy can be issued, which further complicates the process. Generally, only items for which surety bonds exist should be allowed to remain incomplete after issuance of a certificate of occupancy.

**Recommendation 70. Develop a system to ensure coordination between Public Works and Building inspectors as part of the final building inspection process.**

## **Public Works Inspections**

Public Works inspectors are assigned when the building permit is issued based on the geographic location of the construction site. Their name and contact information (phone number and email) is printed on the building permit. Unlike Building Division inspectors, a Public Works inspector is assigned to that project from start to finish. Having this continuity of

inspectors is a best practice and contributes to a more consistent and satisfying customer experience.

Customers contact their assigned Public Works inspector by phone to either set up a pre-construction meeting or their first public works inspection. Inspectors typically can perform the requested inspection the same day, or at least within 24 to 48 hours of the request. Public Works inspectors noted during staff focus groups that customers appreciate this flexibility and level of responsiveness. Public Works inspectors also frequently do more proactive inspections that involve showing up at a job site without a prior appointment to make sure construction in the public right-of-way is proceeding in accordance with specified plans.

Currently, Public Works exclusively relies on full-time public works inspectors, and has not used any contract inspectors to support existing staff. Based on anecdotal evidence, the inspectors seem to be responsive and keeping pace with customer demands for inspection services, though there is an absence of hard data on workload or specific stakeholder complaints.

Public Works inspectors have no electronic systems for managing workload, tracking inspection wait times, or reporting inspection results. Because each customer is working directly with their assigned inspector by phone rather than requesting appointments online or through a centralized call-in system, accurately monitoring inspection wait times is impossible. Moreover, without a system such as AMANDA to track workload, it is similarly impossible to know how many inspections are being performed by an individual inspector. This is especially problematic when questions about appropriate staffing levels arise. Without workload data, it is challenging to know whether staffing is keeping pace with demand, whether staffing capacity exceeds demand, or whether staffing capacity is being outstripped by demand.

Having metrics and data for the inspection process should not be optional, because it is the only way to ensure this function is operating properly. Additionally, the metrics would give Public Works an important tool in communicating about the Department's effectiveness.

**Recommendation 71. Utilize AMANDA to track and monitor Public Works inspector workload and inspection wait times.**

## ***Technology Use***

Management Partners conducted interviews with individuals responsible for implementing the technology tools that support all of the Partners. Our team members also reviewed the use of technology as part of the process map development, and during observations of various processes such as the intake of plans for entitlement applications and plan checks, and the inspection dispatch process.

We are aware that the City has elected to upgrade the existing AMANDA system to fill its long-term needs based on an extensive RFP process. It is our understanding that this replacement will occur over the next 24 to 36 months. The process for implementing a new permitting system will include a technical assessment, business assessment, migration planning, training, and knowledge transfer.

Management Partners' observations and recommendations take this replacement project into consideration. We have indicated in certain instances where modifications to the existing software applications should be made to enhance business processes today and in anticipation of a new software implementation. The time spent in these areas will be valuable during the replacement Integrated Permitting System project and allow for a smoother transition to the successor application.

Our observations regarding technology use are organized into the following areas:

- Permitting software application,
- Integration among separate systems,
- Online permits and e-plan review,
- Inspections and inspection scheduling,
- Software training, and
- Business continuity planning.

### **Permitting Software Application**

AMANDA is used by all the groups and is the main system used by PBCE to track development projects. AMANDA is customizable and allows the City to configure the system to implement each development partner's set of business rules. Business rules and logic are programmed into the system by an application programmer group in the Building Division. While used by all departments, only the Building Division has

dedicated staff to configure the AMANDA system to fully automate the permit application process.

We noted that AMANDA works quite well for the Building Division. However, that does not appear to be the case for the Planning Division and, to a lesser extent, Public Works and Fire. In the case of Planning, the original setup was configured as a training tool and not intended to be used for permit processing. Planning, Fire and Public Works have not dedicated staff to update the system for such things as new/updated fees or implementing business rules (which change over time).

The use of the software applications to handle permit intake, tracking and closeout are inconsistent between groups. Building finds AMANDA useful because of the dedicated programming staff that have customized the solution. Planning has minimally maintained and updated business requirements, which results in additional work performed outside of the permitting system. Staff members use a spreadsheet to calculate fees, referring to fee books and lists, to ensure all the necessary fees are included. Planning staff intake via AMANDA but are required to manually enter fee data. There is no direct tie to the fee schedule based on permit type. Planning staff can choose the code but must manually enter the fee amount, whereas Building staff enter the permit type and the fee is populated.

Staff from all four of the Partners stated that tracking development within the system is difficult and disrupts the workflow. Examples noted include: dates are required (i.e., hearing dates) even when the need for a hearing has not yet been established; the inability to easily change, delete or restart a process in the review phase; the need to manually check if fees have been paid; and inconsistency of project closeout within application types due to poor or incomplete setup within the system.

The City uses a mix of physical files, wall calendars, Outlook and excel spreadsheets along with AMANDA to manage the process. Inconsistencies and errors in Planning's use of AMANDA have led to an unreliable tracking system.

Public Works uses AMANDA to intake and track permits, which works relatively well for them overall. Researching information within AMANDA, however, is challenging. For example, querying existing permits related to an intersection is not possible. Public Works has no access to the Code Enforcement System (CES) and relies on other

departments to do their research. Most fees are in AMANDA, but newer fees are not. Public Works maintains a separate spreadsheet to track when to return a deposit and perform some fee calculations (i.e., Traffic Impact Fees). Associate engineers use their own tracking system for managing workload and project assignments throughout the entitlement process. Inspectors do not enter results in AMANDA; they are given to the project engineer. Public Works uses AMANDA to track such milestones as when a project is opened, closed, inspected, and approved.

Fire permits are typically straightforward. Intake and results are processed through AMANDA. Permit holders cannot request inspections online; they must phone the Call Center. Staff stated the system tracks the process well. Issues noted were related to adding fees (beyond initial estimate for plan review), pulling up documentation (associated with permit from imaging system), and tracking progression of the project (requires multiple drill downs).

We have mentioned earlier our observations and recommendations regarding fee calculation, collection and tracking. Our observations regarding the use of the AMANDA system parallel those comments. Our overall observations indicate that there is a lack of adequate resources to program the system and ensure fees are consistently calculated, applied, and managed, and this has impaired the department.

Staff mentioned there are varying versions of AMANDA client software installed on desktops throughout the departments. In the Integrated Data Tracking System (IDTS) documentation there appears to be three versions of AMANDA in use. Optimally all users should be using the same version (with the latest version preferred) to take advantage of cross-training and consistent entry, which is a best practice that should be employed in the implementation of the successor development services software application.

Separate logins to the software are used because AMANDA does not integrate with the network domain login (active directory). Ideally, a software solution would be integrated with the City's network server login to only require one login/password for both systems. This would ease the setup of users as well as ensure timely termination of access to the application upon separation of employment. Staff believes that the system is capable of single sign-on but that security feature had not been implemented.

The City has determined that any significant changes to their use of the AMANDA system would be best deferred until the upgraded system is implemented. We understand that decision in light of the other process improvements that are being recommended throughout this report and the timing of the system conversion that is anticipated. We understand that the City will take into consideration the recommendations in this report in completing a business process review in anticipation of the implementation of the upgraded AMANDA system. Nonetheless, there are a few recommendations that we believe the City should consider implementing in anticipation of the move to the upgraded system. Based on our observations of the use of the permit application system, we recommend the following actions be taken by the City.

**Recommendation 72. Modify the current AMANDA application to fully incorporate Planning and the other departments' new fee structure into the system.** The system will calculate fees and help process applications in a timelier manner in anticipation of the conversion to the upgraded system.

**Recommendation 73. Install the latest version of AMANDA on all computers that access the system and determine if older versions of AMANDA can be eliminated.**

**Recommendation 74. Implement single sign-on with Microsoft Active Directory, subject to City confirmation of the single sign-on security feature within the existing AMANDA application and in the upgraded system.**

### **Integration among Separate Systems**

Over the years, there has been a high level of integration to push/pull data between AMANDA with other systems to eliminate data entry. This has become challenging as older systems are maintained for historical purposes.

Legacy systems such as the City Hall Record Imaging System (CHRIS), which contains all permit history, is not available to all users nor included in training as a source of information. Some users are not aware of the information maintained in these legacy systems. For instance, Valley Fair has had many development projects over the years, and their records



have been stored in CHRIS. Using CHRIS, users are easily able to find documents related to that area's development history. Using AMANDA, however, users must use multiple features and drill downs to gather the same data. Better integration would allow users to incorporate the data from a records imaging system and expedite research on projects.

Multiple mapping solutions/versions of GIS are available but there is no consistency on who uses what. Older versions of systems are minimally upgraded (GeoMedia), which results in unreliable data. The GIS interface in AMANDA does not consistently work across desktops (after an upgrade the GIS link broke and has not been fixed). Mapping is a critical resource for staff. Ideally, the City would rely on one mapping solution to be used consistently. It was noted that a GIS upgrade is planned.

### **Online Permits and E-Plan Review**

The City of San José allows a wide range of permits to be issued online without a requirement to submit plans. Online permitting is a best practice that is being used or considered in most cities because it offers convenience for customers and is more efficient for staff.

While eligibility for online permitting is limited to simple projects that can be permitted without first reviewing plans, the range of permit types is quite broad in San José. For example: 36 permit types for single-family residential projects may be obtained online; 31 permit types may be obtained for multi-family residential projects online; and, 28 permit types for commercial and industrial projects may be obtained online.

San José offers an impressive array of online permitting, which enhances customer service and improves efficiency. The department should, however, remain diligent in regularly evaluating other permits or services that could be provided online.

The City has a pilot e-plan review program using Bluebeam software. There has been discussion about revamping this program when the new permitting system is implemented. One of the limitations to this program relates to creating a secure means of transferring large files to and from customers due to file size limitations within existing systems.

Paperless workflows in plan check are a best practice and are growing in use among cities. There are many benefits of e-plan review, including a reduction of work associated with project intake, routing and storing project files. Significant investment in hardware, software, and staff

training is required. However, e-plan should no longer be viewed as optional, particularly for the most prominent city in the Silicon Valley.

**Recommendation 75. Prepare a needs assessment for e-plan reviews, evaluate available e-plan review software, prepare a request for proposal and conduct process to select a vendor.**

### **Inspections and Inspection Scheduling**

The need for technology and automating systems is a common thread throughout the development review process in San José and in other cities. In addition, there are some technology and automation issues specifically related to the inspection program.

An inspection scheduling system was written in-house and is integrated with AMANDA. As mentioned previously, some permit inspections (e.g., building, plumbing/mechanical, electrical) can be scheduled online by permit holders while Fire scheduling is handled manually by Call Center staff. To schedule Public Works inspections, customers contact their assigned Public Works inspector directly by phone, which makes it challenging to accurately monitor inspection wait times.

Fire inspection requests are printed and sorted based on the area and type of inspection required. Staff then calls the contractor to set up an inspection time. This manual process is time-intensive for both staff and the customer.

A staff calendar is available that integrates data from AMANDA and the Inspection Scheduling system.

Inspectors do not currently have access to computers in the field for data entry. Instead, their handwritten inspection reports are imported into Amanda using optical character recognition (OCR) software. When the imaging personnel scan the reports, they automatically pull data into Amanda, including the number of hours used for the inspection, the results of the inspection (complete pass, partial pass, failed, inspection cancelled, not necessary, re-inspection fee due), and an imaged copy of the handwritten notes from the inspector. This system has worked relatively well for the Building Division as it has instilled within all inspectors the expectation that they will track their time and ensures AMANDA is kept up to date with accurate inspection information. However, the current system is inefficient in both cost and time.

In contrast, Public Works inspectors do not have consistent inspection reports that can be scanned to populate AMANDA, nor do they have any systematic method of tracking inspection results among their inspection team.

In addition to entering the results of their inspections while in the field, inspectors have a regular need to access permitting and inspection records. It is common that inspectors will use workarounds like calling City Hall to ask a staff member to research a project or property. There are also instances where inspectors are not able to complete an inspection or provide corrections to the customer until they return to City Hall and conduct the follow-up research.

Fire staff indicated that scans are not always accurate. For instance, the number of hours spent might be misread. Staff mentioned that only certain people in the department can fix this. This is problematic if not caught and corrected because a permit holder may be asked to pay more fees than warranted, or not charged enough if the time actually spent on the inspection exceeds the original estimate.

These scenarios can result in inefficiencies for the staff, as well as project delays and higher costs for customers. Fortunately, the City is currently evaluating technologies for deployment to the inspection staff. A pilot project is underway to document and update inspections in the field. Inspections updated immediately by the person performing the work will result in an increase in accuracy. The ability for inspectors to access the permitting system for additional or relevant information is useful. Under the current system the contractor is required to keep certain paperwork on site but unfortunately this is not always done. If the inspector could access data and other records it would save time and keep the process moving.

**Recommendation 76. Require that the new system have a single inspection scheduling element that can be used by all development partner departments.**

**Recommendation 77. Complete the electronic review mobile pilot project and develop a plan to implement the mobile interface for all planning, building, fire and public works permits.** Doing so will allow inspections to be completed in the field, which will improve accuracy, time and accelerate the application process.

## Software Training

During interviews it was apparent that training related to all the systems available is inconsistent or minimal. Some users are self-taught or rely on other users' tips. No overview training about system capabilities is provided to new staff. However, external training resources are available. For example, CSDC Systems (AMANDA) offers AMANDA University for existing administrators. The most recent user's conference was in Las Vegas in September 2015. User conferences provide an opportunity to learn the latest features and functions of an application and meet other users of the system to share knowledge and best practices. According to the CSDC website, two training programs are offered: Product Support and Configuration Specialist and Business Analyst.

Other than initial training for new staff in the next two to three years, the City intends to defer further training on the existing AMANDA system in favor of training on the new system as part of the implementation plan. The City will recommend incorporating all future training into the future annual budgets for all Partners.

## Business Continuity Planning

There is no current business continuity plan in place in the event of a system shutdown. Backups are performed by Citywide IT, but when the system is unavailable the counter work has to be shut down, revenue cannot be collected, project assignments are difficult, and inspections cannot be scheduled. A business continuity plan provides details about how operations can continue if business is interrupted. It addresses various scenarios, regional and local disasters to power outages and equipment failure. A good business continuity plan includes an impact analysis to identify time-sensitive or critical business functions and processes and the resources that support them.

**Recommendation 78. Develop a business continuity plan for all development services departments.** This will help ensure time-sensitive and critical functions/processes can continue to operate with the necessary resources.

## ***Municipal Code***

During interviews, stakeholders were asked about Municipal Code changes that should be made to reduce unreasonable impediments. Four themes emerged from stakeholder feedback:

1. The General Plan is inconsistent with other layers of City policy governing land use.
2. Requirements for urban village area plans significantly hinder development.
3. The process to rezone property to align with the General Plan should be simplified.
4. Historic District guidelines are outdated and in some cases ambiguous.

In addition to stakeholder feedback, PBCE asked Management Partners to review the Municipal Code process for establishing a planned development (PD). The department wanted an external perspective on this area of the Municipal Code given its importance for large-scale development projects in San José and their implications for the workload, staffing and efficiency.

Management Partners reviewed the Municipal Code with an emphasis on these issues, and looked at other provisions that may have implications for development in San José.

Our observations as a result of our review of the City's Municipal Code are organized in the following areas:

- General Plan or Municipal Code zoning provisions
- Urban village plans
- Zone changes
- Historic District guidelines
- Planned development districts

### **General Plan or Municipal Code Zoning Provisions**

The Envision San José 2040 General Plan was adopted by the City in 2011, which is relatively recent in comparison to general plans in other cities. The comprehensive plan “sets forth a vision and a comprehensive road map to guide the City's continued growth through the year 2040.”

California cities and counties are required to have comprehensive general plans, as they are ultimately the final authority of local government land use controls. Zoning ordinances, specific plans and other land use regulations are enacted to implement a jurisdiction's general plan.

Land use controls in California are complex. They include a myriad of regulatory and procedural requirements imposed under state law; the interwoven requirements of the California Environmental Quality Act; local standards adopted in zoning ordinances, specific plans and historic preservation ordinances; and health and safety regulations promulgated in various uniform codes like the building code, fire code, MEP codes, etc.

An important characteristic of a well-developed general plan is that it maintains consistency with the various land use laws and regulations and addresses or eliminates any contradictions in land use policies. In implementing the multi-faceted framework of regulations in California it is common that questions of consistency arise and must be addressed. It is important to draw a distinction between consistency and contradiction. Contradiction implies two mutually exclusive positions that cannot be reconciled. Management Partners' experience is that questions about consistency between land use policies are common, but true contradictions are not.

While the zoning provisions in the City's Municipal Code underwent a major update in 2001, a series of other code updates have been made since the comprehensive update to the General Plan in 2011. A review of these "approved amendments" indicates they were made to bring the zoning provisions in harmony with the General Plan.

In our experience, the concern about inconsistencies in city policies and regulations are common. Therefore, City staff and customers will benefit from an on-going process of reviewing areas where inconsistencies exist. The City has put a plan in place and will be periodically amending the Municipal Code (ideally every year) as necessary to ensure the Municipal Code remains consistent with federal/state law as may be applicable, City policies and other administrative policies and practices.

### **Urban Village Plans**

The concept of urban villages was established in the Envision San José 2040 General Plan in 2011. The policy is intended to create a framework that directs substantial job and housing growth within walkable and bike-

friendly areas that have good access to transit and other infrastructure and facilities. It is envisioned that much of the next phase of growth will occur within these urban villages. Zoning ordinance changes were subsequently adopted to implement these policies.

Five urban village plans have been approved to date:

- Roosevelt Park,
- Little Portugal,
- Alum Rock,
- Five Wounds, and
- 27<sup>th</sup> and William.

In addition to the approved plans, the City's website indicates eight urban villages are in the planning process:

- The Alameda (East),
- East Santa Clara Street,
- South Bascom (North),
- Stevens Creek,
- Valley Fair/Santana Row,
- West San Carlos Street,
- Winchester Boulevard, and
- Blossom Hill and Snell.

The complexities of establishing an urban village plan, particularly the need to create a sense of partnership among landowners and build support among other neighbors, is not unusual. Moreover, it appears that the General Plan policy to promote urban villages has been successful, although it is also apparent that this view is not shared universally among stakeholders. Some stakeholders believe that establishing new urban villages essentially requires the City to take the lead because it is infeasible to proceed without the various landowners being encouraged or compelled to participate in its development. The City will be conducting regular roundtable discussions with stakeholders to solicit feedback on urban village concepts.

### **Zone Changes**

Chapter 20.120 of the San José Municipal Code establishes the process for making zone changes. In general terms, changes to the zoning ordinance text or zoning map may be initiated by the City Council, by the

department director, or by property owners. Concurrent changes to both the text and maps are also possible. Zone changes require adoption of an ordinance, which is a decision made or a law enacted by a legislative body.

In general, the process required for zone changes (changing the zoning ordinance text or map) requires the ordinance be considered during a public hearing before the Planning Commission. This is true notwithstanding whether the City Council, the director, or property owners initiate the zone change. These hearings require prior public notice pursuant to state and local laws. After the public hearing, the Planning Commission forwards comments and/or recommendations to the City Council for review. The City Council review of the proposed ordinance is also a public hearing, which requires prior public notice.

A public hearing before the Planning Commission may not be required when a proposed zone change is determined to conform to the land use/transportation diagram of the City's General Plan. In such cases, the director is responsible for preparing a report or recommendation for the City Council's consideration.

Some stakeholders interviewed by Management Partners expressed concern that the zone change process is cumbersome and should be streamlined. It has been suggested that zone changes that conform to the General Plan should be handled entirely at the director's level in lieu of either Planning Commission or City Council review. This suggestion is not feasible because zoning amendments are made through the adoption of an ordinance and the City's Charter requires that the City Council enact ordinances. However, as recommended in the entitlement section of this report, the City should continually look to identify opportunities to reduce the level of discretion in the development process.

The San José Municipal Code already incorporates streamlining measures for zone changes. More specifically, it provides for streamlining by allowing for a report/recommendation from the director, in lieu of a Planning Commission hearing, when the proposed change conforms to the General Plan. It reduces processing time and costs for customers and the City. Such a process is not common in other cities.

The suggestion for further streamlining is a good one, and it may help to serve the City's policy interest to bring more properties into conformance with the General Plan. City fees are not assessed when the director files a



City-initiated zone change for purposes of establishing conformance with the General Plan. The director also has the ability to expedite such actions to some extent. Giving these same benefits to property owners who propose zone changes in conformance with the General Plan would serve to accelerate the implementation of General Plan policies.

### **Historic District Guidelines**

San José has a rich history and is known for its commitment to preserving it. The City enacted an historic preservation ordinance, maintains a current historic inventory of nearly 4,000 properties, has a trained historic preservation staff, created detailed historic design guidelines and is recognized by the State Office of Historic Preservation as a Certified Local Government (CLG). The City also has 15 historic districts/areas, which includes three national register historic districts.

Concerns expressed by stakeholders suggest that the historic guidelines are outdated and confusing, and they may not reflect current policies related to development.

As discussed in the urban design review section of this report, the City has a series of design guidelines to illustrate how development projects, or revisions to them, can be completed successfully. Historic design guidelines do not generally require regular updating because their purpose is to preserve existing resources. However, the nature of historic preservation requires an ongoing balancing of interests.

The goal of preservation may be to limit change (where it impacts historic resources) but the goal of economic development is to promote change and investment in the community. The natural tension between these two interests is common, and healthy. However, it is also true most historic preservation programs incorporate mechanisms to embrace change such as encouraging adaptive reuse, providing historic incentives, allowing for expansion or changes to existing historic buildings and establishing creative partnerships. But these concepts are not always well understood within the development community.

The historic guidelines were adopted by the City prior to the adoption of the Envision San José 2040 General Plan. Despite feedback from stakeholders, City staff believes the historic guidelines do conform to the General Plan. City staff's position is plausible because, as noted above, the nature of historic guidelines means they generally do not require

regular updating. Further, stakeholder feedback did not identify specific problems or inconsistencies.

However, since the General Plan serves as the overarching policy framework and its nature is also to balance a variety of interests, it makes sense to perform a quick review of the existing historic guidelines to ensure they conform with the General Plan. City staff concurs that the older guidelines should be reviewed. A systematic approach, beginning with the oldest guidelines first, would be an efficient way to handle this task. This should be a focused review of, not an update to, the historic guidelines.

**Recommendation 79. Review existing historic guidelines and re-evaluate those that do not conform to the Envision San José 2040 General Plan.** Based on this evaluation, determine if additional staffing or funding for consulting assistance will be required to implement any historic presentation initiatives.

### **Planned Development Districts**

At the request of PBCE, Management Partners also reviewed the San José Municipal Code (SJMC) with regard to the planned development districts (PDs), as outlined in SJMC §20.60. The PD district in San José is an important tool to create a regulatory framework for large, multi-phase development projects. It is intended to provide flexibility in both allowed land uses and development standards.

The PD district requires that specifics of the proposed development project(s) be approved through a planned development permit. A planned development permit provides the details of a proposed development, including a specific development plan with building locations, circulation, and site improvements. Once approved, the permit serves to “lock in” the approved development plan. Substantial changes to the development plan may require approval from the Planning Commission or City Council.

Until the planned development permit is issued and implemented, the PD district functions as an overlay in that the base zoning to which the PD designation is added remains in effect.

While the PD district is a flexible zoning tool it also can be confusing and complicated for applicants, community members, and staff. Though it is

not required, the PD process may be split into multiple steps. An applicant may first request the zoning framework be approved, but without providing any specific development plan. The planned development permit may be submitted on a later timetable. Further, amendments or changes to either the PD district or the planned development permit may also follow. It is common in San José that developers use this multiple step process.

Applicants should be advised of the benefits of concurrent processing of the PD district and the planned development permit in one step. This would also apply to zone changes separated from site development or conditional use permits. Concurrent processing would accomplish several objectives described below.

- Streamline the approval process into fewer steps,
- Give City decision makers and staff a clearer understanding of what is ultimately proposed,
- Provide clarity regarding the environmental review required under CEQA,
- Give community members a more meaningful opportunity to review and comment on the ultimate development proposal,
- Lower costs for both the applicant and the City, and
- Give a developer the quickest path to a decision on their project.

It is Management Partners' experience that flexible zoning tools like the PD are commonly used in other California cities, and they are a best practice generally. We also reviewed the zoning practices of the peer cities to provide a broader context for this discussion. Each of the peer cities except Sunnyvale has some form of flexible zoning tool similar to the PD in San José.

While flexible zoning tools such as the PD are a best practice, we also believe the practices used in Santa Clara to require the development plan to be approved concurrent with the zoning are preferable for the reasons mentioned above. The Santa Clara code also requires that construction in the PD commence within two years. Provisions such as these are meant to prevent speculation, however such requirements could cause some developers to shy away from the entitlement process as being inflexible and arbitrary in articulating standardized timeframes in which development projects must proceed.

Changing the Municipal Code to require the planned development permit to be processed concurrent with the PD rezoning would allow a clearer and more effective way to encourage investment in the community.

**Recommendation 80. Evaluate the advantages and disadvantages of modifying SJMC §20.60 to require the planned development permit to be processed with the PD rezoning.**

**Recommendation 81. Implement an outreach plan with the development community through the Development Community Roundtable and other fora to encourage concurrent submittals of zone changes, site development, and conditional use permit applications as part of planned development projects.**

## Cost Recovery Model and Analysis

### **Background**

Management Partners and its partner consultant, NBS, were engaged in 2015 as part of this project to perform a study on the fees and charges associated with development services of the Partner departments. It had been nearly eight years (2008) since the City conducted a fee study on its Planning, Building, Fire and Public Works fees and charges, and nearly four years (2012) since it had updated Public Works fees associated with development services.

The City's primary purpose for conducting this study was to ensure that existing fees were calibrated to the cost of service and to provide an opportunity for the City Council to adjust revenue sources, provided that any increased cost recovery from user and regulatory fees would not conflict with broader City goals and values related to economic and community development.

The authority to charge fees is derived from the City's Charter authority subject to the limitations in the State Constitution (Article XIII C), which allows an agency to establish fees for services so long as the fee does not exceed the estimated reasonable cost of providing the service or activity. The Development Services fees reviewed under this study are deemed to be considered discretionary and/or regulatory in nature, as further discussed in the NBS Fee Study report attached to this report as Attachment G.

Development Services partners' services are provided out of the City's General Fund using separate sub-funds to account for those activities. All fees and charges collected from customers are deposited into those sub-funds, as well as expenditures that are charged for the costs of providing those services.

### **Approach**

The approach to the cost recovery analysis portion of this project was conducted in five phases:

1. **Changes to Fee Structure.** The fee structure was reviewed to ensure a structure that is relevant to the current and projected future development market, aligned to the services provided,

simplified so that developers and property owners can better estimate the permit costs associated with their projects, and easier to administer.

2. **Cost of Service Analysis.** This phase reviewed the current revenues and expenditures associated with development services fees charged to the community, statistics associated with the number of applications and/or permits pulled, staffing levels, and the costs associated with providing services. Such costs included direct and indirect labor costs, direct non-labor costs, allocated indirect non-labor costs, and allocated indirect organization-wide overhead.
3. **Baseline Fee Model/Cost Recovery Evaluation.** Using the data gathered in a revised fee structure, baseline fee amounts were developed based upon budgeted and/or projected actual costs associated to provide the underlying services using FY 2016-17 budget information. This model allowed for an analysis of the baseline fees as a “snapshot” for the current fiscal year. The model can then be used to estimate cost recovery fees using projected costs (e.g., salaries, benefits, technology, services and supplies) based on future budgets.
4. **Identification of Options to Enhance Cost Recovery.** The model was reviewed by staff to identify the impacts on customers and to evaluate various policy choices that the City Council has in terms of reducing any gap between the cost of providing services and the fees and charges revenue generated through the development services fee program.
5. **Impacts of Process Improvements.** Finally, the impact on cost recovery was analyzed based upon the higher-priority process improvements identified in this report for implementation to inform staff and the City Council about the cost recovery implications of those process improvements.

## **Outcomes**

### **Fee Structure**

The City’s existing building fee structure was established by City staff to support the City’s interest in moving away from construction value as the

underlying basis for plan check and permit fee calculation. The current fee structure involves complex formulae that calculates fees based on a variety of project type and size factors such as square footage, occupancy type, number of floors of the building being constructed, etc. NBS and staff worked to identify changes to the fee structure that would continue the method developed by City staff, but make it easier for developers to estimate the application and/or permit costs associated with their development projects, and easier for the City to administer through the use of the AMANDA system.

Significant changes were identified in Planning, Building and Fire. There were few changes to the Public Works fee structure because it had been modified in 2012-2013 based on a fee study conducted at that time. The more significant areas of proposed change are summarized below:

- Planning
  - Implements a “base fee” approach, plus an additional fee per type of policy review required in the areas of conditional use permits, planned development zoning permits and site development permits
  - Eliminates duplicate fee names and categories
  - Eliminates unused fee categories
- Building
  - Revises complex fee formulae and modifiers from the fee structure
  - Changes focus from “per-piece” fee categories (e.g., number of sprinkler heads, number of electrical outlets) to categories based on occupancy type and square footage of the project
  - Implements greater consistency and easier interpretation of fee categories and calculations
- Fire
  - Revises structure to enhance fairness and equitability between smaller and larger projects
  - Modernizes fee categories based on current development standards and experience

- Public Works
  - Updates certain entitlement fees to match the “base-fee” methodology in Planning
  - Modernizes certain fee categories based on current practices
  - No other significant changes made as the department has overhauled fee categories in 2008

### **Cost of Providing Services**

The City’s cost of providing services has increased since the last significant fee adjustments in 2008, however the hourly rates incorporated in the existing fee model had not been adjusted to cover this increase in costs. Increases in compensation, benefits, retirement costs, and costs of services and supplies that directly support the provision of development services have all increased over the past eight years.

The cost recovery analysis relied on FY 2016-17 budget appropriations as a basis to determine the costs associated with providing development services to the community. The analysis considered both direct (e.g., staffing costs, supplies and services) and indirect (e.g., citywide overhead such as fleet services, information technology, risk management, finance, and other administrative services) costs of providing services so that the City could achieve a thorough understanding of the total costs to provide those services.

From the total costs to provide services, fully burdened hourly rates were calculated for each development services partner and for each type of service provided by each partner (e.g., entitlement applications, plan check, inspection services). These hourly rates were then used to determine the cost of providing services under the new fee structure.

### **Cost Recovery Analysis**

The simplified fee structure was then compared to the current costs of providing services to identify if Development Services partners were recovering their costs. The results of that study are aggregated and shown in Table 8 below.



Table 8. Summary Cost Recovery Analysis of Development Services by Partner FY 2016-17

Development Services Partner	Estimated Annual Current Fee Revenue	Estimated Eligible Cost Recovery from User/Regulatory Fee Revenue	Annual Estimated Cost Recovery Surplus (Deficit)	Estimated Annual Percentage of Costs Recovered
<b>Planning</b>	\$ 6,233,759	\$ 8,236,419	\$ (2,002,660)	76%
<b>Building</b>	29,007,278	34,776,886	(5,769,608)	83%
<b>Fire</b>	6,360,571	7,551,309	(1,190,738)	84%
<b>Public Works</b>	7,284,758	9,608,301	(2,323,543)	76%
<b>Total</b>	<b>\$ 48,886,367</b>	<b>\$ 60,172,915</b>	<b>\$ (11,286,548)</b>	<b>81%</b>

The City is recovering approximately 81% of its costs in the form of fees and charges levied on customers. Certain individual fees and charges categories were found to currently be set at levels that are below the costs for providing those services, where others were found to be set at or above the level of costs incurred for providing those services. For example, non-resident planned development zoning for a project up to 5,000 square feet is currently only at 78% cost recovery, yet for the same service for a larger project, cost recovery grows to over 100%. In general, larger non-infill projects have greater cost recovery than smaller projects in existing neighborhoods. In total, however, the City’s fees and charges are less than it costs to provide those services, as currently defined.

Attachment G to this report provides the disaggregated cost recovery findings. It shows the level of variance in cost recovery displayed in different fee types. Based on our experience, the City’s cost recovery results are not surprising and are in line with other local agencies. It is typical in our experience to see planning cost recovery to be significantly below 100% as many cities subsidize some planning operations with General Fund revenues for economic development services which are perceived to be of general benefit. Other Partners’ cost recovery results are in line with other local agencies as well. Given that fees have not been significantly and regularly adjusted in most cases since 2008, the 81% overall cost recovery level is not surprising. Nonetheless, the City Council has made it clear that cost recovery is an important policy choice in order to maintain fiscal sustainability of General Fund operations.

In order to understand the “real world” ramifications of the cost recovery analysis, City staff along with Management Partners and NBS developed

several prototype projects to show how moving to full cost recovery will impact costs.

These projects were generally selected from the City annual “Cost of Development” survey, and are further described in Table 9.

*Table 9. Description of Six Sample Projects*

Prototype #	Title	Description
1	Conditional use permit (restaurant) with tenant improvements	Conditional use permit for construction of a 2,320 sq. ft. restaurant in an existing facility zoned for commercial use
2	Downtown residential high-rise	Construction of a new, 22-story high-rise building in the downtown area with 330 residential units and 8,000 sq. ft. of street-level commercial use
3	Rezoning mixed-use residential above retail	Rezoning and redevelopment of a mixed-use residential-above-retail development including a 218-unit apartment building with 22,600 sq. ft. of retail and a parking garage on a 3.6 acre site
4	Residential addition/alteration	A 500 sq. ft. addition to an existing single-family residential property that includes a kitchen/bathroom remodel
5	Industrial R&D building	Construction of a new 100,000 sq. ft. 3-story research and development facility on a 4.5 acre lot
6	Single-family residential development	Construction of a new single-family residential development including 96 townhomes in 16 buildings, with living spaces ranging from 1,250 to 1,750 sq. ft., plus a 500 sq. ft. garage for each townhome.

The development service costs as well as other relevant costs are shown in Table 10, and Table 11 identifies the percentage change in total development costs that each sample project would experience if the City set its user/regulatory fee revenue to the eligible cost recovery amount.

In addition to user fees at the existing level, at the full cost recovery level, and the percentage level of current cost recovery, Table 10 shows additional costs of development which include impact fees and development taxes. This allows for consideration of how moving user fees to cost recovery levels would influence total development costs faced by the property owner/developer. It is notable that the development review user fees account for between 13% and 14% of total costs depending on whether current or full cost recovery fees are considered.

If user fees are considered independently, moving to full cost recovery would result in an increase ranging from 8% to 19% for four of the project types, essentially no change for one project (the downtown residential high rise), and a significant reduction for one project type (the residential addition/alteration.)

*Table 10. Current Revenues vs. Cost Recovery of Six Sample Projects*

Prototype	Estimated Current Fee Revenue	Estimated Eligible Cost Recovery from User/Regulatory Fee Revenue	Estimated Cost Recovery Surplus (Deficit)	Estimated Current Cost Recovery Percentage	Impact Fees	Development Taxes	Total Cost Of Development
<b>1 – Conditional use permit (restaurant)</b>	\$8,542	\$9,824	\$(1,282)	87%	\$14,811	\$2,776	\$27,411
<b>2 – Downtown residential high-rise</b>	1,100,636	1,107,003	(6,367)	99%	2,849,063	2,896,226	6,852,292
<b>3 – Rezoning mixed-use residential above retail</b>	781,640	952,939	(171,299)	82%	5,960,627	1,407,631	8,321,197
<b>4 – Residential addition/alteration</b>	3,574	2,316	1,258	154%	-	1,499	3,815
<b>5 – Industrial R&amp;D building</b>	216,314	236,512	(20,198)	92%	377,997	124,263	738,771
<b>6 – Single-family residential development</b>	443,094	548,376	(105,282)	81%	2,682,653	683,287	3,914,316

Table 11 indicates if the City were to implement its user/regulatory fees for development services based on the cost recovery model, most of the projects indicated in this study would experience an increase in the total cost of development ranging from 0.1% to 4.9%. The residential addition/alteration would actually experience a decrease of 24.8% if the user/regulatory fees for those related services were set to the amounts indicated in the cost recovery model.

*Table 11. Percentage Change in Total Cost of Development if User/Regulatory Fees Were Set at Cost Recovery Amounts*

Prototype	Increase (decrease) in Cost Recovery Amount	Total Cost of Development	Percentage Increase (Decrease) in Cost of Development
<b>1 – Conditional use permit (restaurant)</b>	\$1,282	\$27,411	4.9%
<b>2 – Downtown residential high-rise</b>	6,367	6,852,292	0.1%
<b>3 – Rezoning mixed-use residential above retail</b>	171,299	8,321,197	2.1%
<b>4 – Residential addition/alteration</b>	(1,258)	3,815	(24.8%)
<b>5 – Industrial R&amp;D building</b>	20,198	738,771	2.8%
<b>6 – Single-family residential development</b>	105,282	3,914,316	2.8%

## Options to Enhance Cost Recovery

A conundrum exists in regards to the City's current position of cost recovery: How can the City deliver \$60.2 million of development services to the community on an annual basis for \$48.9 million (see Table 8) and be considered self-supporting? Development Services partners are currently using four methods to maintain financial solvency, none of which are desirable nor sustainable in the long-term:

- **Use of reserves** – Development Services partners are drawing down their reserves in order to continue to provide services, however those reserves include revenues that have been collected in advance of services being provided (see the Calculation of Unearned Revenue section that follows).
- **Staff vacancies** – Due to retirements and normal turnover, exacerbated by the significant level of activity in the development industry that is eroding the labor supply markets, the City has had several staff vacancies that has led to actual costs being lower than budget projections.
- **Stretched turnaround times** – Due to the staff vacancies indicated above, partners are not able to deliver development permits in accordance with their existing performance standards. Turnaround times are being stretched, which is increasing the time that customers must wait for service and the time it takes to complete projects more generally.
- **Lower-than-desired quality levels** – Staff vacancies are impacting quality levels in that staff is feeling the pressure to get projects out on a timely basis and are not being as thorough in reviewing projects upon first submittal, catching errors later on in the review process, and not providing the level of service that the community expects or the City would like to provide.

The City Council's current policy is for development services, which is a part of the City's General Fund operations, to be operating at full cost recovery. If the City wishes to continue this policy without further reducing service levels, it will need to explore options to reduce the cost recovery gap. There are primarily five options for the City to consider:

1. Transferring some costs of development services through the use of General Fund revenues. For example by showing some general benefit associated with economic development.
2. Implementing process improvements that would streamline operations and lower the cost of providing services.
3. Implementing technology improvements in greater ways throughout development services operations that would reduce costs.
4. Adjust fees and charges towards the amounts identified in the cost recovery model to narrow the cost recovery gap.
5. Reduce regulation of certain permits to make the cost of providing those services lower for customers, such as converting certain tree removal permits to administrative approvals rather than requiring a public hearing with the planning commission.

Process improvements may assist in narrowing the gap, however it is broadly estimated by the consultants and City staff that process improvements alone may only assist in narrowing the gap by 1-2.5%. (Labor productivity increased by an average of about 1.8% annually between 1995 and 2005, and by less than 1% annually between 2005 and 2015, per the National Council of Economic Advisors.) Therefore, we believe that a combination of all five of these options will be required assuming current City Council policy.

These options may be implemented at once in consideration of the FY 2017-18 budget, or may be implemented over a longer period (e.g., three years). It should be noted, however, that delay in resolving the cost recovery gap will potentially erode General Fund reserves until which time measures are put in place to eliminate the cost recovery gap. Otherwise, the City will continue to rely on staffing vacancies, stretched turnaround times, and/or reduced levels of service.

### **Impacts on Process Improvements**

Management Partners worked with City staff to identify those process improvement areas which were considered high-priority for implementation and those that would have potential impact on costs associated with providing services. The five process improvement areas identified for evaluation were:

1. Tree removal permits,
2. Over-the-counter permit program for Public Works,
3. Plan routing service,
4. Counter services, and
5. Mobile inspection program.

Our analysis of each of these areas is summarized below. The net effect of these process improvement areas is that there would be an insignificant impact on fees and costs associated with the delivery of these services. Nevertheless, the City would introduce positive impacts in the form of customer service levels in each of these areas.

### **Tree Removal Permits**

The cost recovery model indicates approximately 190 tree removal permits that it processes each year that require public noticing, which does include dead tree or unsuitable tree removal permits that are reviewed administratively with no permit fee. As referred to in Recommendation #16, if the City amended the zoning provisions in the Municipal Code to allow those permits to be conducted administratively and created a cost-recovery fee for those that have no permit fee, we estimate that the City would be able to save nearly 370 hours of staff time, yielding a reduction in staff costs and additional revenues that improves the overall cost recovery of these services totaling \$230,000.

### **Over-the-Counter Permit Program for Public Works**

The Building and Fire divisions have implemented changes to increase the types of permits eligible for over-the-counter (OTC) permits. Recommendation #47 would have Public Works create analogous OTC programs for its customers. We identified 25 different services that might be eligible to transition to an over-the-counter program. Based on current volume of transactions for each of those services, Public Works might save about 200 staff hours per year, which likely will not have any significant impact on cost reductions. Instead, this change will provide administrative and permit specialist staff additional capacity to meet the current market demands being placed on the City, allowing customers to receive permits more quickly.

### **Plan Routing Services**

Recommendations #6 and #60 relate to improvements associated with the routing of plans once submitted by the applicant. The planning counter would likely need to invest in one additional full-time permit specialist position in order to achieve the benefits of faster plan routing times that would allow customers to receive their plans 2-5 days faster than current. The additional annual cost of the permit specialist would equate to approximately \$69,000, and would increase the fully burdened hourly rate for planning services by \$2 per hour. While fees would increase, developers would be able to receive their plans more quickly, which would very likely offset the increased fees associated with issuance of their permits.

### **Counter Services**

Recommendations #50, 51 and 52 call for the City to change its counter hours so that every Partner is open for business in the Permit Center from 8:30 a.m. to 4:30 p.m., including lunch, every business day that the Permit Center is open, and to cap closures of their respective counters to no more than 90 minutes per week. These recommendations would allow for greater service to customers and smooth out the workload throughout the day. In order to staff these hours, however, it would require approximately 1,000 hours of additional staff time at a cost of approximately \$67,000, primarily in the form of building inspectors (750 hours) and a planner (250 hours). Staffing these hours would have an impact on back-office activities and might be absorbed through a reorganization of permit-related administrative functions being performed by building inspectors and planners.

### **Mobile Inspection Program**

The implementation of the mobile inspection program, as identified in Recommendation #77, would allow inspectors to complete their paperwork electronically in the field, thereby reducing the need for imaging staff in the form of a senior office specialist to scan and file the associated paperwork in the City's inspection records. The annual cost of the technology for the mobile inspection program would be approximately \$147,000, which would almost entirely be offset by the cost savings of eliminating 1.5 FTE of a senior office specialist (annual cost equivalent of \$142,000). The greatest advantage of this program is

enabling the inspectors to download information from the City network and inspection database, so they can perform these tasks in the field rather than having to come to City Hall to find the information they needed, or otherwise having to rely on City Hall staff to find the information in real-time while onsite with the customer. Introduction of mobile printing will also enhance the customer service experience by providing copies of inspection results to the contractor, allowing them to move forward with their projects on a timelier basis.

Attachment G contains further information about the baseline cost recovery model, changes to the fee structure, current fee revenues and cost recovery.



## Calculation of Unearned Revenue

Accounting practices require that government agencies report revenues in their annual financial statements as earned. In the area of development services, this requires an agency to identify receipts that have been collected but for which services remain to be delivered.

The City of San José currently calculates the actual revenues collected and actual expenditures on an annual basis, but has indicated their desire for us to provide recommendations based on best practices for the recognition and calculation of unearned revenues that can be implemented as AMANDA is replaced. This section identifies areas for the City to consider in its periodic calculation of unearned revenues related to development services.

### ***Principles of Unearned Revenue Calculation for Development Services***

Based on our experience and best practices among local government agencies, the following five principles serve as a basis for implementing efficient and accurate calculation methods of unearned revenue.

- **State law regarding developer fees.** The California Mitigation Fee Act (1987) and Proposition 26 (2010) placed substantive limitations on cities' ability to impose fees and charges for development entitlements.
- **Generally accepted accounting principles (GAAP).** Under GAAP, fees are only recognized as revenue when an event occurs that indicates a city has performed work, in whole or in part, relative to the collection of those fees and the amount of revenue is measurable. Unearned revenue, on the other hand, is a liability that is created when monies are received for goods and services not yet provided.
- **Best practices related to private development cost recovery.** Best practices include establishing consolidated fee schedules, one-stop permitting centers, development fee calculation templates, etc. (some of which the City has already implemented).
- **San José development services peer survey.** Management Partners surveyed five cities mentioned previously (Fremont, Sacramento, San Diego, San Francisco, and Sunnyvale) regarding

unearned revenues and refund policies/practices for work in progress.

- **Transparency and consistency of governmental business processes.** One of the most common issues of concern to the development community is the need for both transparency and consistency of government business processes, such as those regarding service fees and related charges.

These criteria formed the basis of our recommendations in this area. Our observations and recommendations are provided below.

### ***Review of Existing Processes***

To better understand existing processes, we interviewed City staff in six small group sessions. City staff provided us with documents about the existing methods used in calculating their respective revenues during the interviews.

The City is already employing some best practices in addressing the proper recording of development services revenues, which include:

- Tracking revenues in separate general ledger accounts based on type and the development services partner that originates them.
- Calculating service fees at the time of submittal.
- Tracking status of projects in terms of key milestones and completion.
- For Building and Fire staff, consistently tracking time worked against each project to facilitate detailed calculation of revenue earned on each project.

Our analysis of process improvements earlier in this report identified recommendations yet to be implemented that will yield improvements in the unearned revenue calculation area. Examples of those areas are:

- Tracking time consistently across all development partners through the AMANDA replacement system.
- Using the AMANDA replacement system to calculate fees for each project to ensure consistency, accuracy, and compliance with the most recently adopted fees.

A significant issue identified in our review of the reporting of development services revenues is that the City is currently recognizing revenues as earned at the time of receipt. There is no adjustment to those revenues at the end of the fiscal year to account for revenues that have been collected but where services have not yet been provided – unearned revenue. This is inflating the amount of true fund balance reserves that is being reported in the City’s various financial and budget reports.

There are three specific areas based on best practices that we would like to highlight for the City’s consideration as staff look forward to implementing the AMANDA replacement system and taking full advantage of the system to handle its calculation of unearned revenues. Those areas are: 1) accounting treatment of service fees and related charges and reporting of reserves for Development Services partners; 2) use of technology to record fees and track hours charged against projects; and, 3) methods used in calculating the fiscal year end liability and reserve calculations.

## ***Accounting Treatment and Development Services Partner Reserves***

### **Accounting Treatment**

As the City looks toward implementation of the AMANDA replacement system, staff needs to consider the integration with the City’s financial accounting system to ensure AMANDA handles the accounting treatment of service fees and related charges as revenue at the time they are earned. Doing so will require the City to take into consideration two specific issues:

1. State laws regarding developer fees provide the basis for distinguishing service fees for processing development entitlements as user fees versus impact fees or other exactions.
2. Generally accepted accounting principles provide the basis for distinguishing service fees and development-related charges as revenues versus unearned revenues at the time of collection.

The City’s current accounting treatment of service fees and related charges divides revenue into five categories, which should be continued:

1. **Service fees.** Planning, permitting, plan check, inspection, and code enforcement fees
2. **Pass-through fees.** Fees and other charges collected by the City on behalf of other state and/or local governmental jurisdictions and some consultant reviews of projects (e.g., Urban Design Reviews (UDR))
3. **Supplemental fees.** Additional charges imposed to help fund the City’s development activities, such as the General Plan update, benchmark system maintenance, records retention, etc.
4. **Construction taxes.** Excise taxes imposed under the San José Municipal Code for revenue purposes as set forth in Title 4 of the Code
5. **Deposits.** Additional amounts collected as a condition of development-related permits.

It should be noted that development-related impact fees (outside the scope of this study) should also be considered in regards to the proper accounting treatment and incorporated into AMANDA. The accounting treatment at the time of collection should be taken into consideration in light of the timing of when those service fees and charges should be recognized as revenue.

A best practice employed by many local government agencies identifies the trigger in which revenues should be considered earned. This analysis is typically performed at the fee level as posted in the adopted fees and charges schedule. The most typical examples relevant to the City’s development services revenue streams is summarized in Table 12 below.

*Table 12. Best Practices for Recognizing Revenue from Service Fees and Related Charges for Development Services*

Category	Revenue Type (relevant to San José)	Point of Revenue Recognition
Service fee	Building/Planning (administrative)/Fire/ Public Works permits	Issuance of permit
Service fee	Planning permits – entitlement and environmental applications	Issuance of permit
Service fee	Plan checks (over the counter)	Completion of plan check
Service fee	Plan checks – detailed (not over the counter)	Completion of plan check
Service fee	Additional inspections (beyond those included in permit fees)	Completion of inspection
Supplemental fees	Expedited plan checks	Completion of plan check

Category	Revenue Type (relevant to San José)	Point of Revenue Recognition
Supplemental fees	Expedited inspections	Completion of inspection
Supplemental fees	General Plan update	Project closeout
Supplemental fees	Records retention	Project closeout
Taxes	Construction taxes	Issuance of permit
Deposit	Green building deposit	Project closeout
Deposits	Construction performance security and In-lieu Account	Construction groundbreaking

In our experience, standardizing the accounting treatment of development services fees is a best practice employed by agencies to provide clarity, consistency, and efficiency in their accounting practices. Implementing a standard, consistent approach to revenue recognition practices upon the initial receipt of these fees and charges will help the City reduce the amount of work required to analyze and record revenue properly, and provide better information to decision makers reviewing financial activity throughout the fiscal year.

**Recommendation 82. Implement the accounting treatment of development services-related fees and charges to clearly define the timing of when fees and charges will be considered revenue.**

**Recommendation 83. Revise the accounting set-up in the AMANDA replacement system to reflect the timing of revenue recognition and any corresponding changes in the general ledger accounts.**

**Development Services Fund Balance Reserve Policy**

Development services reserves are fund balance reserves. Fund balance reserves represent surplus funds that are maintained to provide future services. These are distinguished from unearned revenues, which would represent a liability on the City’s financial statements, representing services that have been paid for but, due to the difference in timing of collection and service delivery, have not yet been delivered.

The City maintains separate reserves for its Development Services partners and reports these reserves as “committed reserves” in the General Fund of its Comprehensive Annual Financial Report (CAFR). However, the amounts reported include both earned and unearned revenues, as the City’s accounting policies do not currently require that unearned revenues – those revenues from fees and charges that have been received for services not yet provided (i.e. permits in process) – be

reported for the Development Services partner funds. As such, reserves available to support operations when development revenue subsidies are being overstated.

Due to these current accounting practices, each development partner lacks a clear understanding (and has not been tasked with calculating) what portion of their development fee reserves are attributed to unearned revenue versus uncommitted reserves. This does not merely impact financial reporting, but also impacts the nature in which budgeted reserves are viewed in the preparation of the Partners' respective annual operating budgets. Departments may be led to believe that reserves exist that could be drawn from in times of reduced revenues, when in fact they really represent revenues that have been collected for services that still need to be performed.

While current accounting practices do not require partners to calculate unearned revenue, the building division has been able to estimate unearned revenue by relying on its detailed time tracking data. Unlike other development partners, building staff routinely track their time by development project. Using this data, building can estimate the remaining hours yet to be expended to support all active projects at the close of the fiscal year by generating a report from their AMANDA permitting system. This report uses the division's existing fully-burdened hourly rates (calculated as part of a prior fee study) to estimate the dollar value that will be needed to support future staff work.

Using building's estimate for unearned revenue alongside data from the budget office, Management Partners was able to estimate building's uncommitted reserves at around 12% of its operating expenditures at the close of FY 2015-16 (see Table 13).

*Table 13. Building Division Uncommitted Reserves Levels*

	FY 2015-16
Total reserves (close of fiscal year) <sup>1</sup>	\$17,580,449
<i>Estimated</i> Unearned Revenue <sup>2</sup>	\$13,673,009
Uncommitted Reserves	\$3,907,440
Actual Operating Expenditures <sup>1</sup>	\$32,980,844
<b>Uncommitted Reserves as a Percent of Operating Expenditures</b>	<b>12%</b>

<sup>1</sup> Source: Budget Office (data for FY 2015-16 received by email on September 14, 2016).

<sup>2</sup> Source: Building Division WIP/Liability Monthly Report - July 1, 2016.

This is an important finding because while total reserves appear to be slightly more than half of actual operating expenditures, after work estimated to complete the permits in process is subtracted from the reserves, the magnitude of actual uncommitted reserves is much lower. While this distinction is not critical in an expanding economy when revenues are typically rising with growing development activity, in a contraction, when revenues associated with incoming permits fall, the distinction takes on much greater importance.

While the other Development Services partners do not currently have the ability to estimate unearned revenue, our review of their services and activities indicate that Planning's and Public Works' reserve balances are likely more precarious than Building, while Fire may be slightly better off.

Currently a reserve policy does not exist that sets forth a targeted minimum reserve for the respective Partners' funds in the City's general ledger. The City has established a minimum reserve policy for its General Fund equal to 10% of annual operating expenditures. Logically, funds such as the development services funds for Planning, Building, Fire and Public Works should also have a minimum reserve level that ensures an adequate level of reserves are forecast into the City's long-term financial plan.

Unfortunately, state law concerning the charging of regulatory fees such as fees for development permits does not provide clear guidance to allow establishing reserves for funding development services during an economic downturn. Therefore, the cost recovery recommendations do not provide for such a reserve. The City will need to closely monitor unearned revenue levels, and in the event of an economic downturn it is possible development services will need supplementary short-term

funding from revenue sources other than user fee revenues. To the extent possible, any such subsidy should be tracked and repaid as soon as it is possible to do so under the legal authority then in effect.

## ***Technology Use***

For years, San José has invested in the AMANDA system to handle its permit and inspection tracking needs. The City Council recently approved the upgrade of the AMANDA system to the latest version based on a competitive proposal process. Development Services partners are committed to fully utilizing the replacement system. The City needs to ensure the selected system meets the needs of all of the partners in three key areas that will have a direct impact on the calculation of the unearned revenues for the future.

- **Information.** Provide the ability (fee estimating templates) to readily apply the City's fee schedule in a way that is more "user friendly" than AMANDA.
- **Business processes.** Facilitate the ability of all Partners to handle business in a more consistent manner to track time and milestones relative to the delivery of services for which the fees are charged
- **System integration.** Integrate the new system with the City's financial information system to record revenue, unearned revenue, and cash receipts as well as refunds and accounts payable.

The Development Services partners will need to be consistent in the use of the replacement system throughout the life cycle of development projects to calculate unearned revenues.

The following recommendations are made to take full advantage of automation the AMANDA replacement system will provide in handling the calculation of unearned revenues.



**Recommendation 84. Require that all Partners fully incorporate their fee schedule into AMANDA's replacement system, so that fees and related charges can be consistently calculated and recorded.**

**Recommendation 85. Require that all Development Services staff use AMANDA's replacement system to track their time and milestones relative to the delivery of services.**

Development Services partner staff would likely benefit from on-site reviews of the automated permit tracking systems used for calculating unearned revenues by one or more of the cities of Sacramento, San Diego, and San Francisco. Although the peer cities all use different permit tracking systems, City of San José staff could benefit from reviewing and assessing how the peer cities systems calculate fees; track staff time spent on permits, planning applications, plan checks, and inspections; and calculate both earned and unearned revenue.

**Recommendation 86. Conduct on-site interviews with the cities of Sacramento, San Diego and San Francisco to learn best practices associated with their uses of permit tracking systems to calculate unearned revenues.**

Management Partners commends staff from each of the Partners on its efforts to date. Each partner must continue to diligently participate in the implementation of the chosen solution and fully integrate its development services activities relative to calculating fees, tracking City staff time and milestones on a project level, tracking developer deposits (to the extent that deposit-based fees are continued), calculating fees earned.

## Refund Processing

### ***Criteria to Evaluate Refund Processes***

The same five principles referred to in the calculation of unearned revenues section also serve as a basis for implementing efficient and accurate methods of handling refund processing. Those five criteria are as follows:

- State law regarding developer fees,
- Generally accepted accounting principles,
- Best practices related to private development cost recovery,
- San José development services peer survey, and
- Transparency and consistency of governmental business processes.

These criteria form the basis of our recommendations about policies and practices that should be used by the City in issuing refunds to customers for development services fees, should future fee structures require the issuance of refunds to customers.

Our recommendations are categorized in the following four areas:

- Refund timeframes and provisions,
- Excess deposits,
- Technology use, and
- Municipal Code revisions.

### ***Refund Timeframes and Provisions***

The Partners should develop consensus regarding consistent timeframes for refund eligibility and provisions for refund processing. Table 14 summarizes the San José Municipal Code (SJMC) sections that govern City timeframes for refunding of service fees and related charges, and the maximum refund of service fees and related charges in various situations where: 1) no work has been done by City staff on permits or plan reviews; 2) a permit expires or is revoked; and 3) services fees have been erroneously paid or collected (or other reasons)

The first two rows of the table summarize SJMC sections that generally apply to all City departments issuing permits. However, where there is a specific provision in the SJMC applicable to refund applications (as is the

case with the Building Division), the longer 365-day period applies to refunds requested by the permittee. In the case of Planning, Fire, and Public Works, where no time period is specified for filing a refund request, it is arguable that the 60-day period applies when the grounds for refund are clerical or due to arithmetic errors. However, by practice, the City provides a one-year refund period. For all departments/divisions, the indefinite refund period applies to errors uncovered by a City audit.

The other rows of the table summarize SJMC sections and City fee resolutions that govern refunds by all Partners.

*Table 14. San José Municipal Code Sections Regarding Development Service Fees Subject to Refund*

Development Services Department/ Division	San José Municipal Code (SJMC) Section/ Fee Resolution (FR) Section	Maximum Refund Period	Refund Grounds/ Authorized Official	Maximum Refund of Plan Review Fee When No Work Has Been Done	Maximum Refund of Permit Fee When No Work Has Been Done	Maximum Refund of Services Fees Erroneously Paid or Collected (or Other Reasons)	Maximum Refund When Permit Expires or Is Revoked
All	<a href="#">SJMC 1.17.030</a>	Indefinite if error uncovered by a city audit; 60 days of payment if error discovered by permittee	Clerical error or arithmetic error  Director of Finance	N/A	N/A	100% (less refund fee, which applies when overpayment is the result of the permittee's error)	N/A
All	<a href="#">SJMC 1.17.040</a>	60 days of payment	Withdrawal of permit before initiation of processing  Applicable Department Head	N/A	N/A	100% (less refund fee)	N/A
<b>Building (permit and plan review)</b>	SJMC 24.02.450 FR 3.430 (refund fee is 20% of fees)	365 days          Indefinite	Withdrawal of permit before initiation of processing; no work under the permit has commenced   Erroneously paid or collected  Building Official	80%	80%	100%	N/A

Development Services Department/ Division	San José Municipal Code (SJMC) Section/ Fee Resolution (FR) Section	Maximum Refund Period	Refund Grounds/ Authorized Official	Maximum Refund of Plan Review Fee When No Work Has Been Done	Maximum Refund of Permit Fee When No Work Has Been Done	Maximum Refund of Services Fees Erroneously Paid or Collected (or Other Reasons)	Maximum Refund When Permit Expires or Is Revoked
<b>Building (construction taxes) <sup>1</sup></b>	<a href="#">SJMC 4.46.070</a> <a href="#">4.46.080</a> <a href="#">4.46.085</a> <a href="#">4.47.050</a> <a href="#">4.47.060</a> <a href="#">4.47.065</a> <a href="#">4.54.070</a> <a href="#">4.54.080</a> <a href="#">4.64.070</a> <a href="#">4.64.080</a>	One year of payment (SJMC <a href="#">4.82.300</a> ). In the case of Sections 4.46.085 and 4.47.065, one year from date of designation of the permitted structure as historical landmark.	Refund grounds: overpaid, paid more than once, erroneously or illegally collected or received; permit has expired or been revoked prior to construction	N/A	N/A	N/A	100%
<b>Fire (Fire Code)</b>	<a href="#">SJMC 17.12.100</a> FR 2.010 and 2.035	No time specified	Cancellation of permit or erroneously paid or collected Fire Marshal or Assistant Fire Marshal	60% if no plan review has begun (FR 2.035)	30% if plan review has begun but inspection has not (FR 2.035)	100% (FR 2.035)	N/A
<b>Fire (HazMat)</b>	<a href="#">SJMC 17.78.270</a>	No period specified	Same as above	Same as above	Same as above	Same as above	N/A

Development Services Department/ Division	San José Municipal Code (SJMC) Section/ Fee Resolution (FR) Section	Maximum Refund Period	Refund Grounds/ Authorized Official	Maximum Refund of Plan Review Fee When No Work Has Been Done	Maximum Refund of Permit Fee When No Work Has Been Done	Maximum Refund of Services Fees Erroneously Paid or Collected (or Other Reasons)	Maximum Refund When Permit Expires or Is Revoked
<b>Planning<sup>2</sup></b>	FR 3.435 provides for refund processing fee equal to time to process at Planning's hourly rate (one-hour minimum)	No period specified	No grounds specified	N/A	N/A	Fee less 10% refund processing fee	N/A
<b>Public Works (approvals for residential subdivisions and development permits pursuant to Title 20.100)</b>	<a href="#">SJMC 14.04.335</a>	No period specified	Collected in error, condition requiring payment has been amended or fee reduced  Director of Public Works	See refund grounds	See refund grounds	100% of plan check and inspection fees, less refund fee per FR 5.290 (o). Refund fee not charged if refund due to staff error.	100% of plan check and inspection fees, less refund fee per FR 5.290 (o) applies when no development has commenced.

Development Services Department/ Division	San José Municipal Code (SJMC) Section/ Fee Resolution (FR) Section	Maximum Refund Period	Refund Grounds/ Authorized Official	Maximum Refund of Plan Review Fee When No Work Has Been Done	Maximum Refund of Permit Fee When No Work Has Been Done	Maximum Refund of Services Fees Erroneously Paid or Collected (or Other Reasons)	Maximum Refund When Permit Expires or Is Revoked
<b>Public Works (grading permit, plan inspection fees)</b>	<a href="#">SJMC 17.04.350</a>	No period specified	Not a general refund provision. Fee for additional grading permit calculated based on the difference between the fee paid for the original permit and the fee shown for the entire project. Excess required to be refunded.	See grounds for refund	See grounds for refund	N/A	N/A

1 – Chapter 4.46: Building & Structure Construction Tax; Chapter 4.47: Commercial Residential Mobile Home Park Building Tax; Chapter 4.54: Construction Tax; Chapter 4.64 Residential Construction Tax. Tax refund provisions set forth in Chapter 4.82.

2 – The San José Municipal Code does not set forth specific refund provisions for planning fees. However, Section 20.10.100 authorizes the Director of Planning to charge fees consistent with the fee resolution which incorporates a refund processing fee.

Table 14 indicates a significant amount of variation in the refund processing timetables and provisions of the Partners, which could be improved to provide greater consistency in the treatment of refunds for customers.

**Recommendation 87. Standardize refund processing timetables in accordance with agreed-upon criteria.**

Present corresponding amendments to the Municipal Code to the City Council for consideration.

In implementing this recommendation, the City should consider standardizing the deadlines for of initiating a refund request in the event the City discovers errors. Possible options may include:

- Sixty days if applicant withdraws permit before initiation of processing,
- Sixty days if permittee discovers a payment error,
- Three years if arithmetic or clerical error is uncovered by a City audit, and
- For all other refund situations 180 days.

**Recommendation 88. Implement maximum refund amounts to standardize refund processing provisions.**

In implementing this recommendation, the City should consider using the same standards for determining the amount refunded.

### ***Excess Deposits***

As the City considers the greater use of deposit-based fees in its fee structure, it will be important to implement a consistent approach in refunding excess deposits upon the completion of a project. Deposit-based fees require the developer/applicant to deposit money covering all service fees and other related charges at the time they apply for a permit(s). If additional inspections or other services are required, it is relatively easy for the applicant to provide additional funds with a credit card through an online portal or through cashiers at the Permit Center counter.

If deposit-based fees are implemented, excess deposits should be refunded upon completion of the project. This observation is based on three principles:

- State laws and best practices regarding developer fees



- Generally accepted accounting principles distinguishing fees and related charges as revenues and unearned revenues
- Transparency and consistency of government business processes

**Recommendation 89. Establish a standard procedures to refund excess deposits for any deposits that are implemented in the Partners' respective fee schedules that also specifies a refund period (e.g., within 30 days of the completion of the project or the work performed under the permit).**

### ***Technology use***

As indicated previously, the replacement AMANDA system should be able to support the Partners to consistently calculate refunds of service fees, supplemental fees, construction taxes, and/or deposits based on a) the permittee's grounds for claiming a refund, b) the status of the permittee's project, and c) the extent of work already performed by City staff.

**Recommendation 90. Integrate refund processing for all appropriate fees and related charges into the implementation of the replacement AMANDA system.**

### ***Municipal Code Revisions***

Provisions governing refunds of development service fees are discussed in multiple sections of the San José Municipal Code. Consolidating the Municipal Code sections (or subsections) governing refund timeframes and provisions would be problematic to implement based on the structure of the City's Municipal Code. Instead, a list of refund provisions could be prepared and readily made available at the counter and through the City's website so customers and staff have one document to reference regarding refund standards, timetables and other provisions. As noted above, to the extent that standardized refund provisions are implemented, staff will need to bring forward amendments to the Municipal Code provisions governing refunds in order to implement the standardized provisions. A table similar to Table 14 provided earlier could be used as a basis for such a document.

**Recommendation 91. Consolidate the City's refund processing timetables and other provisions into a single**

**document that is available to staff and customers at the counter and through the City's website.**

## Attachment A – List of Recommendations

- Recommendation 1.** Provide one-hour appointments for applicants with complex projects to review conceptual plans (if available), provide feedback, and information on application requirements.
- Recommendation 2.** Create a master checklist for staff and customers to use to ensure preliminary reviews address all Partners' requirements based on project scope.
- Recommendation 3.** Establish an accelerated turnaround time and minimized cost for all levels of preliminary review to make the process more accessible and appealing to customers.
- Recommendation 4.** Ensure that all application requirements are up to date and clearly set forth on the department website and in printed materials.
- Recommendation 5.** Establish a clear policy that applications are not to be accepted until all required fees are paid.
- Recommendation 6.** Evaluate the entitlement plan intake and routing/distribution process to identify ways to minimize routing delays.
- Recommendation 7.** Ensure that project assignments are confirmed or entered into the AMANDA system by all departments within one day of distribution.
- Recommendation 8.** Ensure all departments understand the limited requirements of the PSA, and complete initial reviews for completeness within timeframes that allow a planner to meet the requirements of the PSA.
- Recommendation 9.** Establish consistent and reasonable timeframes following the completeness review for all Partners to provide project review comments.
- Recommendation 10.** Monitor performance of all Partners in meeting timing requirements for the PSA and initial project comments responding to entitlement applications.
- Recommendation 11.** Route all formally written City comments through the project coordinator, and copy the project coordinator on informal written communication such as emails.
- Recommendation 12.** Modify the standard "30-day letter" to make it clear to the applicant what is required for completeness, and to include reference to any outside agencies that will be involved in the permit process.
- Recommendation 13.** Develop a public hearing schedule for each project with deadlines for all Partners and applicants, prepared by the project coordinator and distributed to all Partners staff and the applicant.
- Recommendation 14.** Implement a pilot program to provide full project coordination services as an optional service at an additional cost.

- Recommendation 15.** Ground direction, comments, proposed conditions and determinations in specific policy and/or zoning ordinance language for all Partners.
- Recommendation 16.** Modify the zoning ordinance so that all tree removal permits and retaining wall permits are subject to administrative approval unless an objection is received after sufficient public notice is given to neighbors and other interested parties.
- Recommendation 17.** Identify a set of permit application types (in addition to Administrative Permits) and establish reasonable and achievable turnaround objectives for them.
- Recommendation 18.** Identify estimated times for action on more complex project types based on validated averages.
- Recommendation 19.** Make estimated times for action available in public information handouts, explicitly recognizing that these are not performance objectives and that times may vary widely depending on the project.
- Recommendation 20.** Establish a process to track and monitor turnaround times for all Development Services departments, and divisions' responses to any new or revised submittal for a complex application.
- Recommendation 21.** Utilize the new AMANDA system to copy the property owner and/or developer (if they are not the applicant) on relevant communications between the City and the applicant or the applicant's consultant.
- Recommendation 22.** Ensure the new system is designed to allow easy reporting of key performance metrics.
- Recommendation 23.** Determine the appropriate staffing levels necessary to provide timely planning services to the community.
- Recommendation 24.** Implement training for planners and their managers on writing and proofreading staff reports.
- Recommendation 25.** Review and update the various design guidelines as an investment in an improved process and better urban design in San José.
- Recommendation 26.** Dedicate a planner position to specialize in urban design.
- Recommendation 27.** Modify procedures and provide training so staff planners can take greater responsibility over the next three to five years for the CEQA review of their projects, with the assistance of internal CEQA experts.
- Recommendation 28.** Require that the scope of services for the consultant be reviewed and approved by the City prior to the consultant starting work on the project.
- Recommendation 29.** Establish a City-prepared prequalified list of CEQA consultants from which applicants may choose.
- Recommendation 30.** Develop contracts between the City and CEQA consultants once appropriate systems are in place to ensure efficient turnaround and performance.

**Recommendation 31.** Prepare an infrastructure implementation manual/checklist, similar to the current traffic manual/checklist, to articulate the scope of analysis required for environmental issues related to infrastructure subject to Public Works review.

**Recommendation 32.** Establish guidelines for which project types are eligible for preliminary meetings prior to plan check submittal.

**Recommendation 33.** Establish an administrative policy clarifying the Building Division is to serve as the City's primary contact point for building permits and plans requiring multiple Partners' review, and that Public Works is the primary contact point for work exclusively in the public right of way and for certain public works specific permits required on private property.

**Recommendation 34.** Ensure that all Partners' plan check application requirements are up to date and are clearly set forth.

**Recommendation 35.** Discontinue the second and third quality control checks for completeness during the plan check intake process.

**Recommendation 36.** Establish guidelines for allowing deferred submittals.

**Recommendation 37.** Reevaluate performance metrics to ensure that each of the six types of plan checks is analyzed separately by type and by reviewer.

**Recommendation 38.** Establish an administrative policy requiring the first review of plan check to be comprehensive and cover all plan check issues.

**Recommendation 39.** Establish an administrative policy providing that the initial reviewer assigned to a project will continue reviewing that project through completion.

**Recommendation 40.** Prepare/update checklists for each of the four types of building plan checks, as well as public works plan checks.

**Recommendation 41.** Coordinate a meeting with the customer and staff from Building, Public Works and Fire for projects that remain out of compliance after two complete review cycles.

**Recommendation 42.** Ensure that the Partners' website and handouts adequately address the various special requirements that may be mandated for projects.

**Recommendation 43.** Discuss the potential for special requirements or external agency clearances upon project submittal for both Building and Public Works permitting.

**Recommendation 44.** Communicate all required public improvements to the customer in the first round of plan check comments to avoid surprising customers with significant requirements later in the development process.

**Recommendation 45.** Incorporate comments about special requirements or external agency clearances in plan check checklists, and in the written comments provided to customers.

**Recommendation 46.** Meet with senior-level staff of external agencies, such as the VTA and FAA, to develop an understanding of their requirements and how they can best work to help San José’s customers get timely results.

**Recommendation 47.** Create analogous expedited options in Public Works for utilities, grading and off-site permits to reflect expedited services already available in the Building Division.

**Recommendation 48.** Assign the project coordinator from the entitlement phase to continue coordinating large and complex projects during the plan check and construction phases.

**Recommendation 49.** Create programmed checkpoints in AMANDA to prompt the plan check project coordinator and permit technician to communicate Public Works’ permit requirements early in the process.

**Recommendation 50.** Increase the public counter hours by opening the counters within 30 minutes after City Hall opens, keeping them open until at least 30 minutes before city hall closes, and keeping the counters open during the lunch hour in order to provide a higher level of customer service and accessibility.

**Recommendation 51.** Standardize the public counter hours between all development-related departments so they open and close at the same time.

**Recommendation 52.** Limit scheduled counter closures to a maximum of one 90-minute period each week to conduct staff meetings, provide training, etc.

**Recommendation 53.** Create an option that allows customers to make a plan check submittal appointment online.

**Recommendation 54.** Schedule the delivery of newly submitted Public Works plan sets to occur twice a day.

**Recommendation 55.** Implement the fee structure recommendations made as part of the fee study component of this project.

**Recommendation 56.** Adopt and enforce an administrative policy requiring full payment of plan check fees concurrent with project submittal.

**Recommendation 57.** Create fee explanations and handouts that enable a customer to determine the required fees before project submittal, and publish these documents on the City’s website.

**Recommendation 58.** Establish an automated process to confirm that all fees have been paid, discontinuing the practice of requiring customers to inform city departments once fees are paid.

**Recommendation 59.** Establish and enforce an administrative policy to specify that the Building Division is the submittal point for all building plan checks, including resubmittals.

**Recommendation 60.** Develop internal systems and staffing capacity to ensure that all building plan check submittals are routed to the reviewing departments within two business days.

**Recommendation 61.** Establish and enforce an administrative policy requiring that projects be assigned to the various individual reviewers (from Building, Planning, Public Works and Fire) within one business day after routing.

**Recommendation 62.** Provide automated notice of the name and contact information of all individual reviewers within one business day after project assignment to the customer by using the new development services software application (i.e., successor to the existing AMANDA system).

**Recommendation 63.** Establish an administrative policy for all of the Partners on returning customer emails and phone calls within a clear timeframe, consistent with the timeframes established for entitlement applications.

**Recommendation 64.** Add a performance metric to track the number of building and MEP inspection stops.

**Recommendation 65.** Increase the deposit amount for inspection fees and implement systems to provide a refund for all unused hours.

**Recommendation 66.** Increase inspection staffing levels by 10 FTE by filling the existing seven vacant positions and authorizing three new inspector positions to meet the recommended performance target at least 90% of the time.

**Recommendation 67.** Establish and enforce an administrative policy and organizational structure to provide continuity of service by ensuring the building and MEP inspector originally assigned to the project remains with the project through its completion.

**Recommendation 68.** Provide training on the roles and responsibilities of underground inspections.

**Recommendation 69.** Incorporate all the various Public Works inspections as work flows within the upgraded AMANDA system.

**Recommendation 70.** Develop a system to ensure coordination between Public Works and Building inspectors as part of the final building inspection process.

**Recommendation 71.** Utilize AMANDA to track and monitor Public Works inspector workload and inspection wait times.

**Recommendation 72.** Modify the current AMANDA application to fully incorporate Planning and the other departments' new fee structure into the system.

**Recommendation 73.** Install the latest version of AMANDA on all computers that access the system and determine if older versions of AMANDA can be eliminated.

**Recommendation 74.** Implement single sign-on with Microsoft Active Directory, subject to City confirmation of the single sign-on security feature within the existing AMANDA application and in the upgraded system.

**Recommendation 75.** Prepare a needs assessment for e-plan reviews, evaluate available e-plan review software, prepare a request for proposal and conduct process to select a vendor.

**Recommendation 76.** Require that the new system have a single inspection scheduling element that can be used by all development partner departments.

**Recommendation 77.** Complete the electronic review mobile pilot project and develop a plan to implement the mobile interface for all planning, building, fire and public works permits.

**Recommendation 78.** Develop a business continuity plan for all development services departments.

**Recommendation 79.** Review existing historic guidelines and re-evaluate those that do not conform to the Envision San José 2040 General Plan.

**Recommendation 80.** Evaluate the advantages and disadvantages of modifying SJMC §20.60 to require the planned development permit to be processed with the PD rezoning.

**Recommendation 81.** Implement an outreach plan with the development community through the Development Community Roundtable and other fora to encourage concurrent submittals of zone changes, site development, and conditional use permit applications as part of planned development projects.

**Recommendation 82.** Implement the accounting treatment of development services-related fees and charges to clearly define the timing of when fees and charges will be considered revenue.

**Recommendation 83.** Revise the accounting set-up in the AMANDA replacement system to reflect the timing of revenue recognition and any corresponding changes in the general ledger accounts.

**Recommendation 84.** Require that all Partners fully incorporate their fee schedule into AMANDA's replacement system, so that fees and related charges can be consistently calculated and recorded.

**Recommendation 85.** Require that all Development Services staff use AMANDA's replacement system to track their time and milestones relative to the delivery of services.

**Recommendation 86.** Conduct on-site interviews with the cities of Sacramento, San Diego and San Francisco to learn best practices associated with their uses of permit tracking systems to calculate unearned revenues.

**Recommendation 87.** Standardize refund processing timetables in accordance with agreed-upon criteria.



**Recommendation 88. Implement maximum refund amounts to standardize refund processing provisions.**

**Recommendation 89. Establish a standard procedures to refund excess deposits for any deposits that are implemented in the Partners' respective fee schedules that also specifies a refund period (e.g., within 30 days of the completion of the project or the work performed under the permit).**

**Recommendation 90. Integrate refund processing for all appropriate fees and related charges into the implementation of the replacement AMANDA system.**

**Recommendation 91. Consolidate the City's refund processing timetables and other provisions into a single document that is available to staff and customers at the counter and through the City's website.**

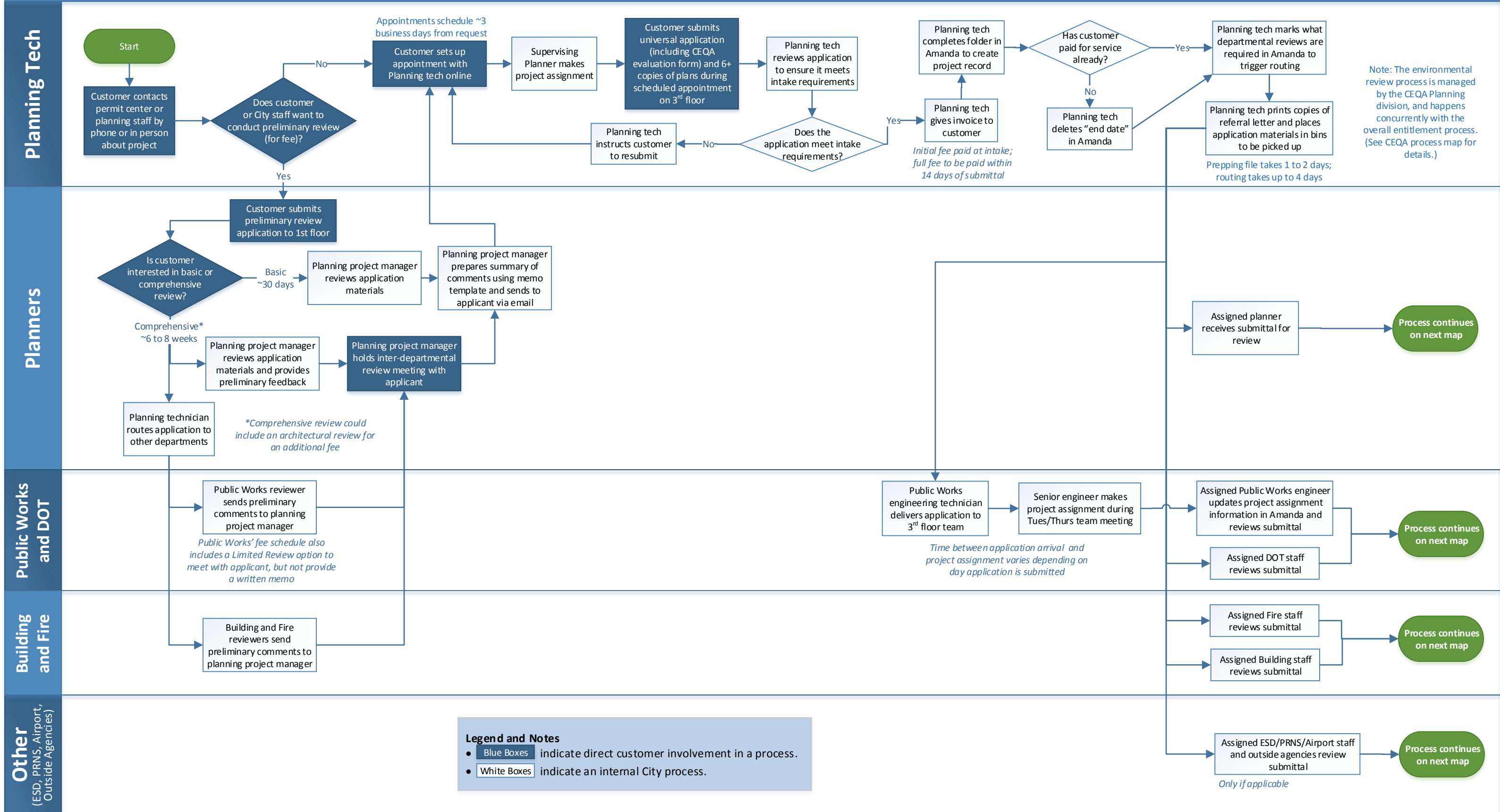
## Attachment B – Process Maps – Entitlement Process

*See attached process map.*



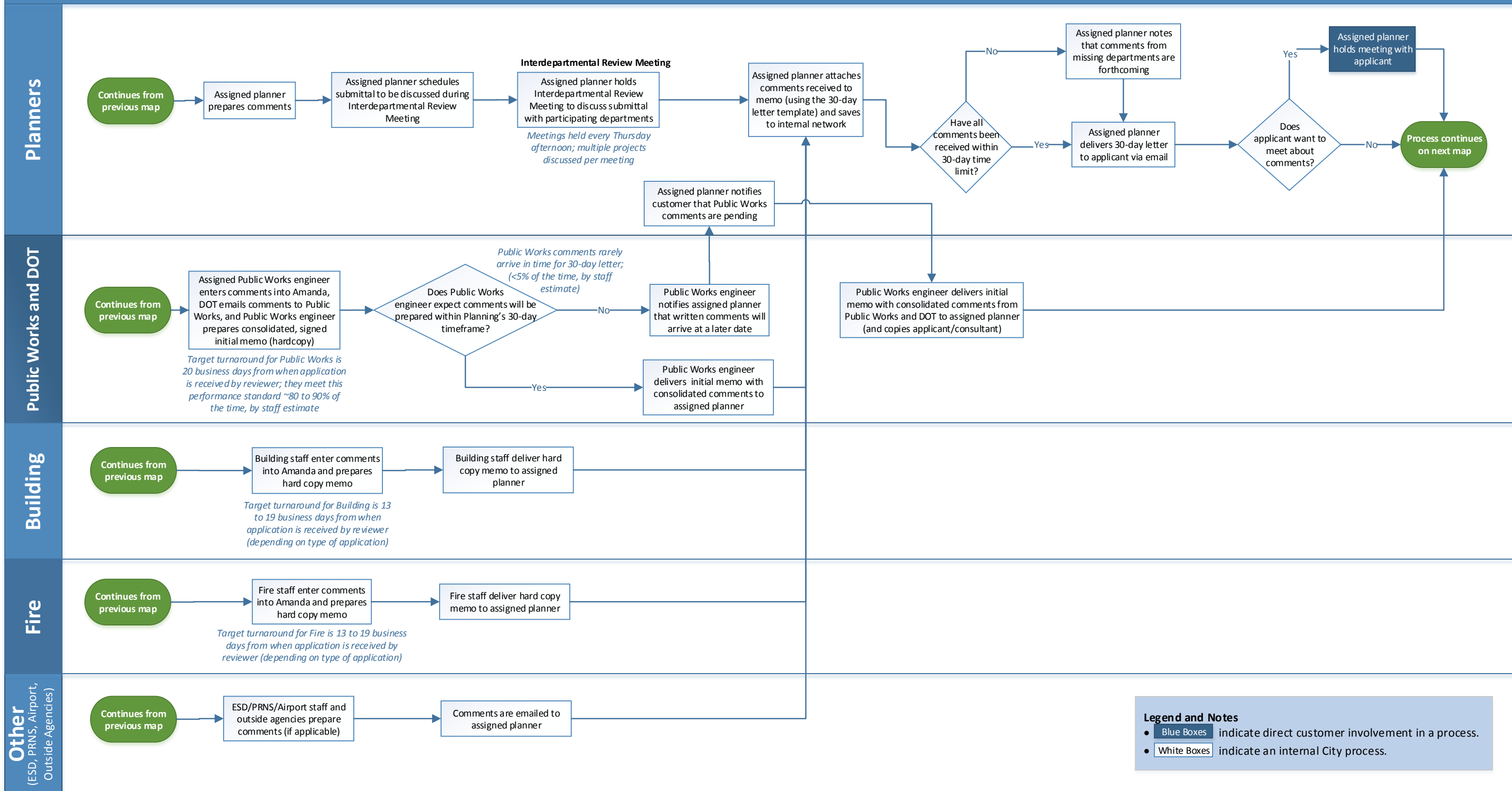
Entitlement Process (Map 1 of 4)

Preliminary Review, Application Intake and Project Assignment



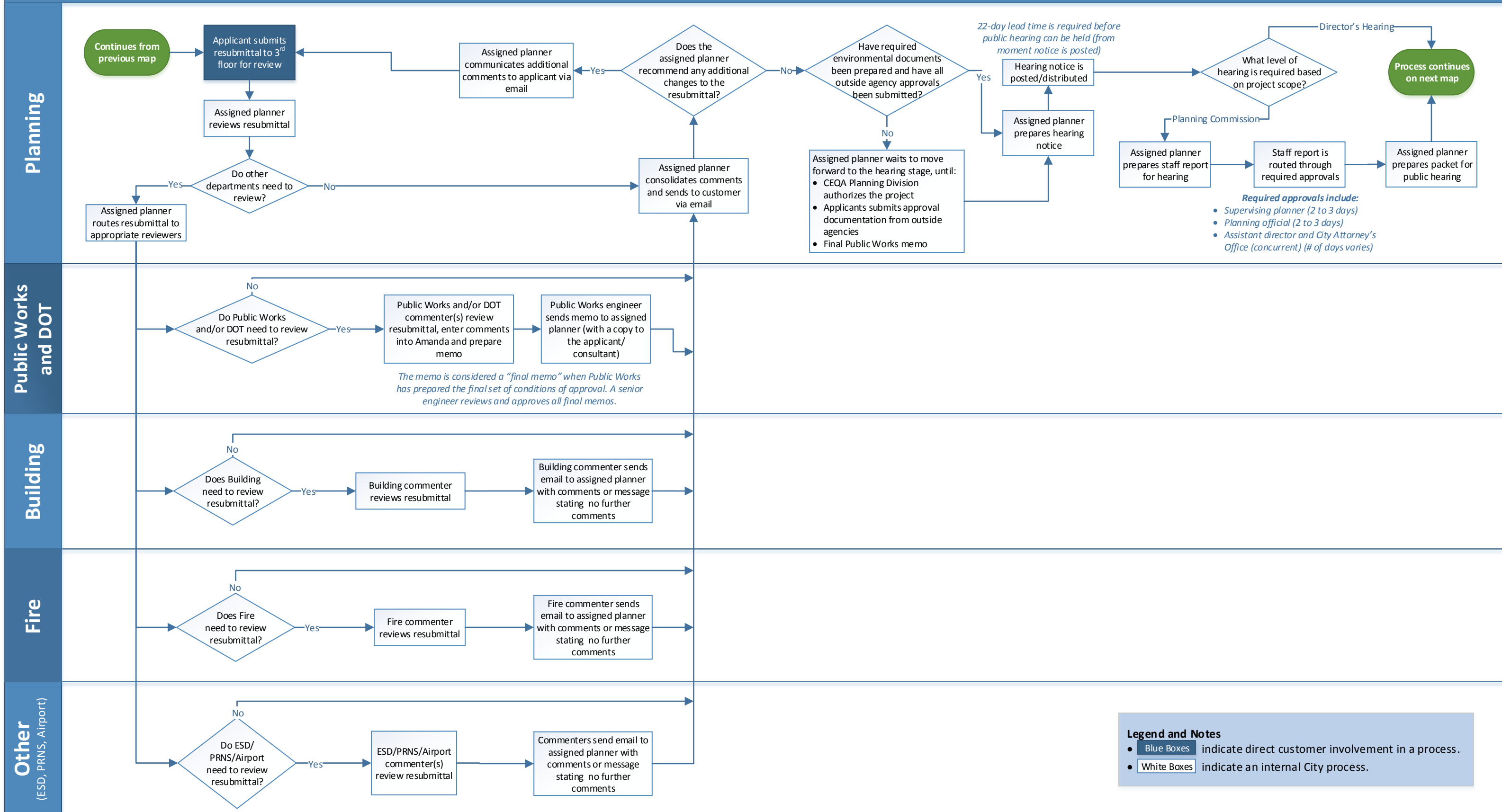
Entitlement Process (Map 2 of 4)

Preparation of 30-day Letter for First Submittal



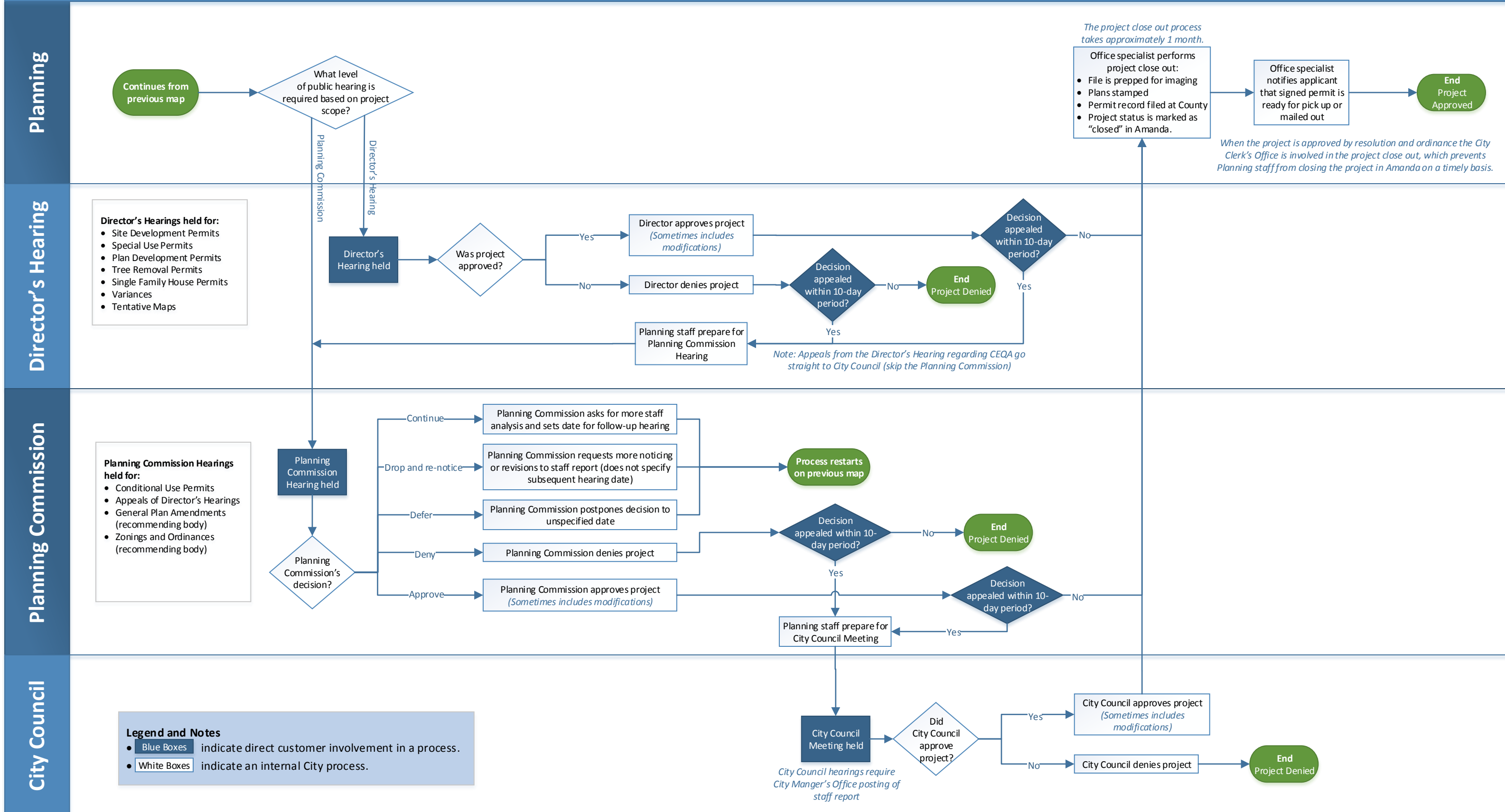
Entitlement Process (Map 3 of 4)

Resubmittal Process and Public Hearing Preparation



Entitlement Process (Map 4 of 4)

Entitlement Hearing and Appeals Process



## Attachment C – Process Maps – CEQA Process

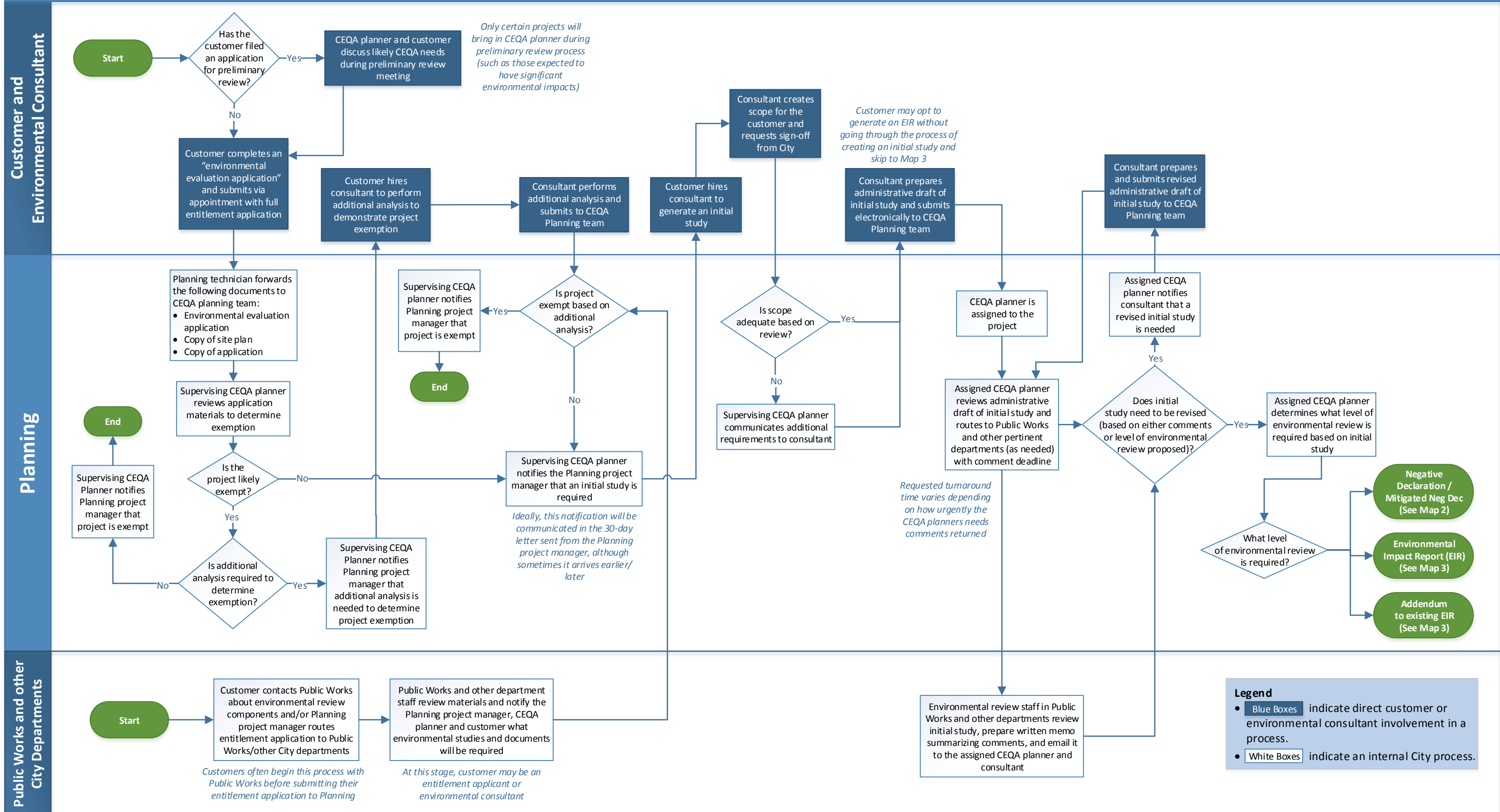
*See attached process map.*





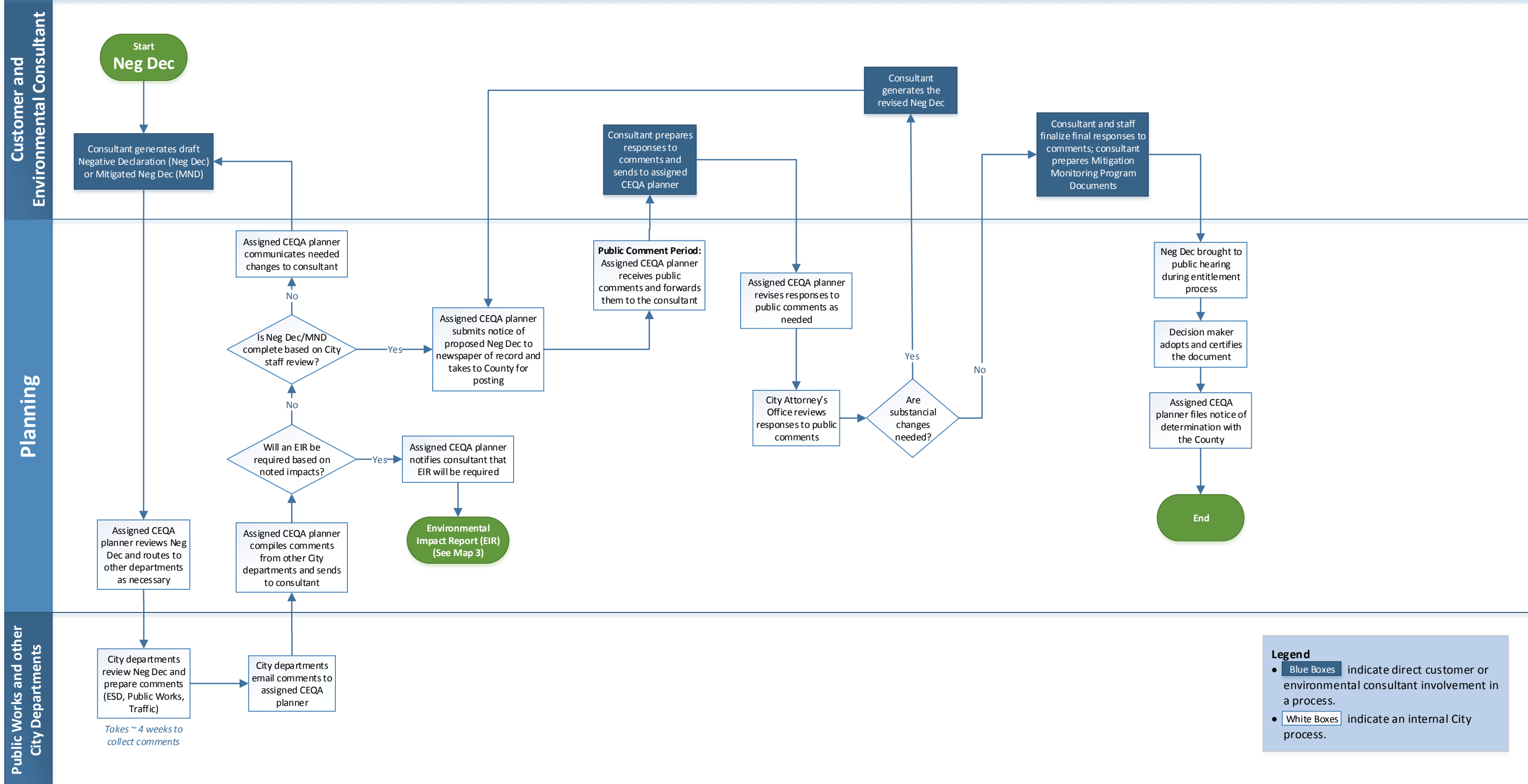
CEQA Process (Map 1 of 3)

Application Intake and Initial Study



CEQA Process (Map 2 of 3)

Negative Declaration / Mitigated Negative Declaration



**Legend**

- Blue Boxes indicate direct customer or environmental consultant involvement in a process.
- White Boxes indicate an internal City process.

Customer and Environmental Consultant

Planning

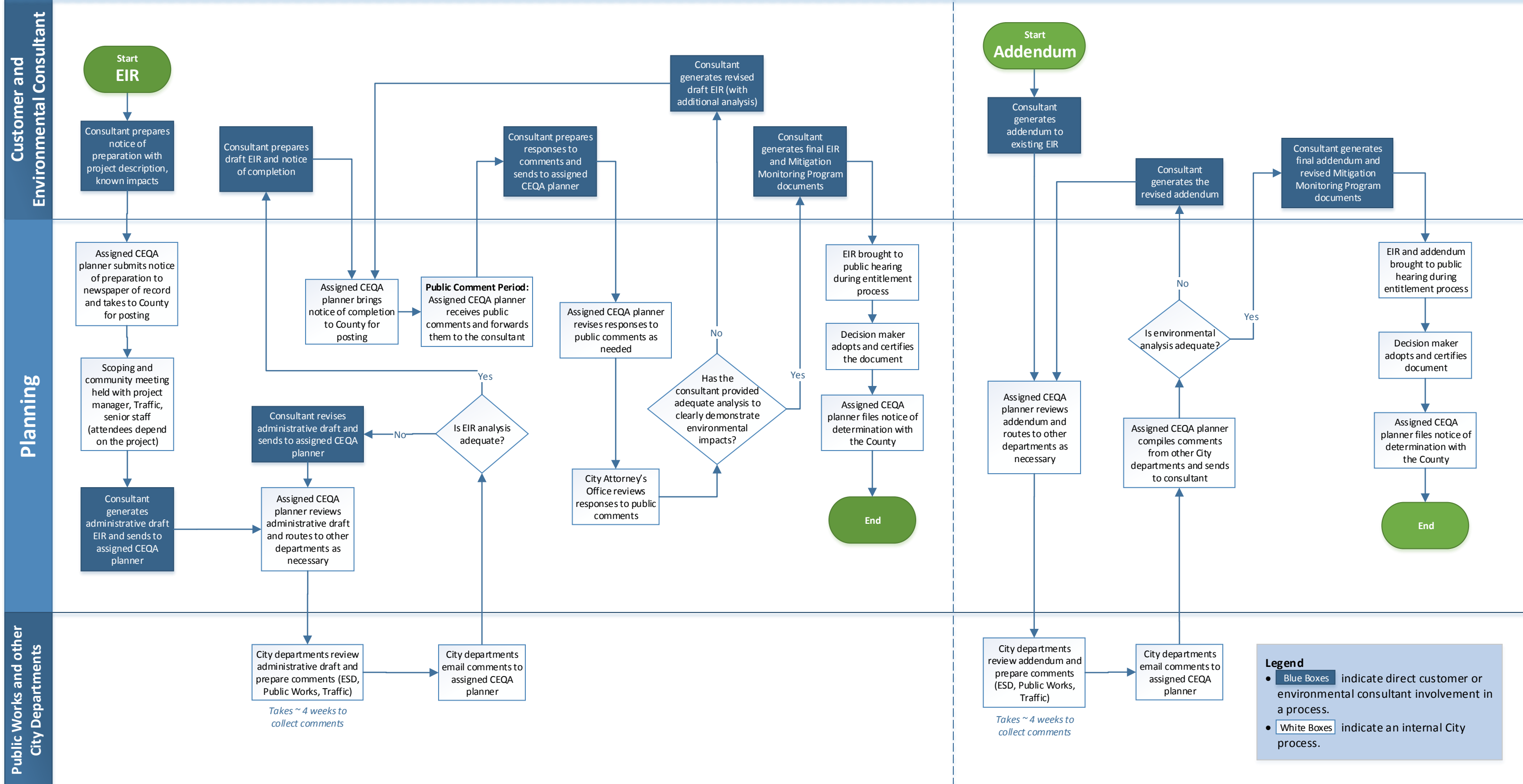
Public Works and other City Departments

*Takes ~ 4 weeks to collect comments*

CEQA Process (Map 3 of 3)

Environmental Impact Report (EIR)

Addendum to Existing EIR





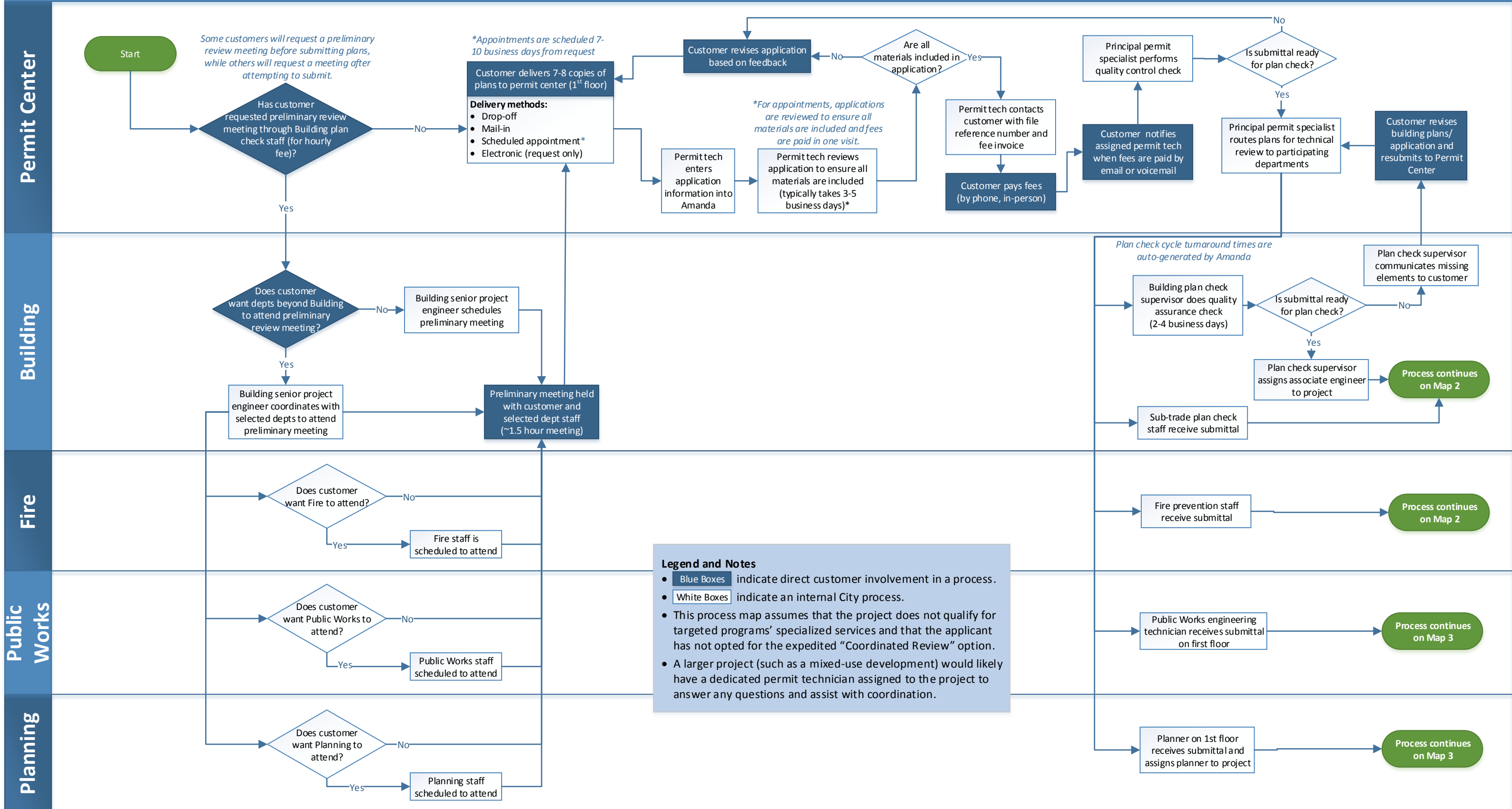
## Attachment D – Process Maps – Plan Check Process

*See attached process map.*



Plan Check Process for Building Permit (Map 1 of 4)

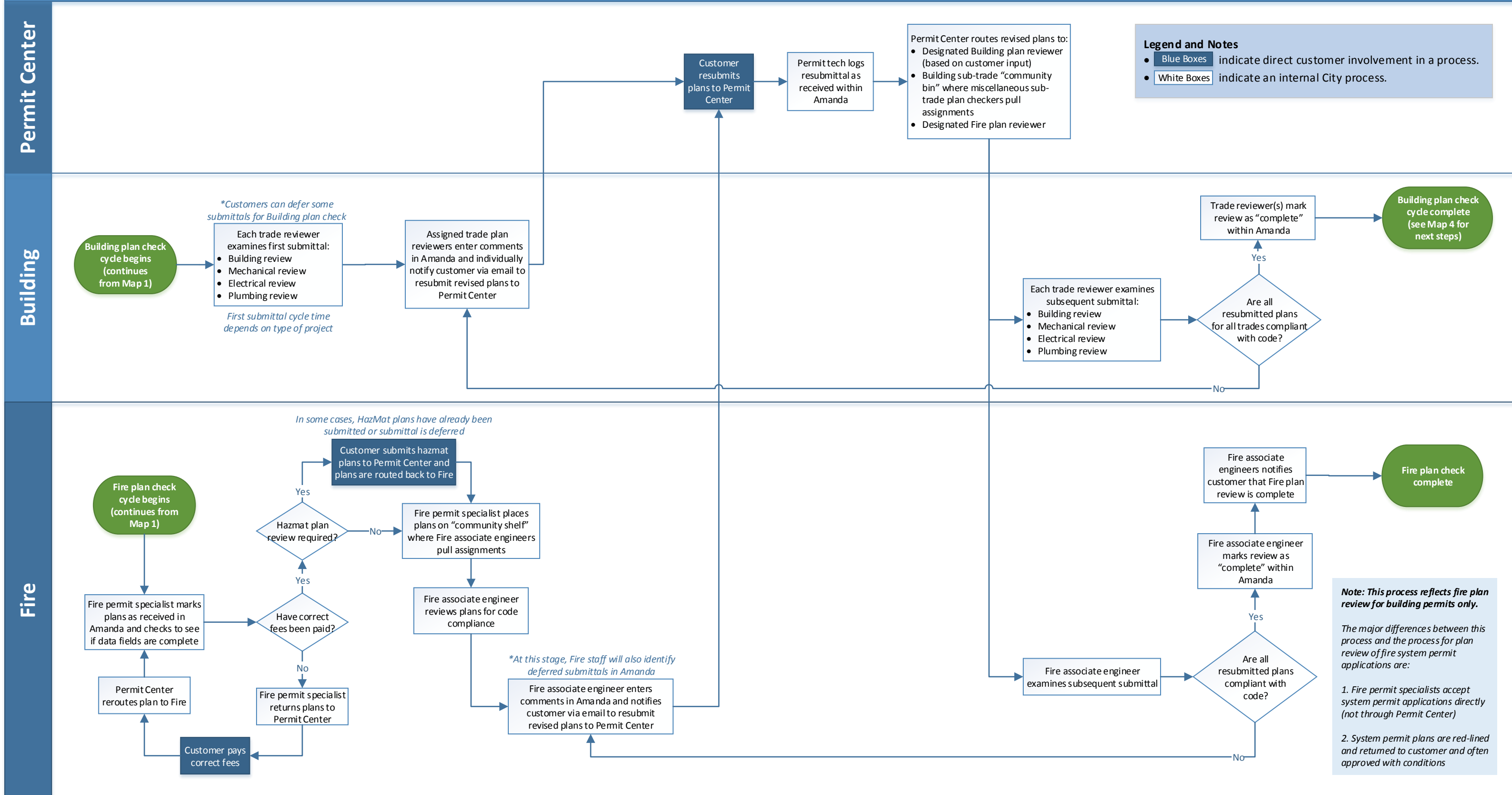
Preliminary Meeting, Application Intake and Project Assignment





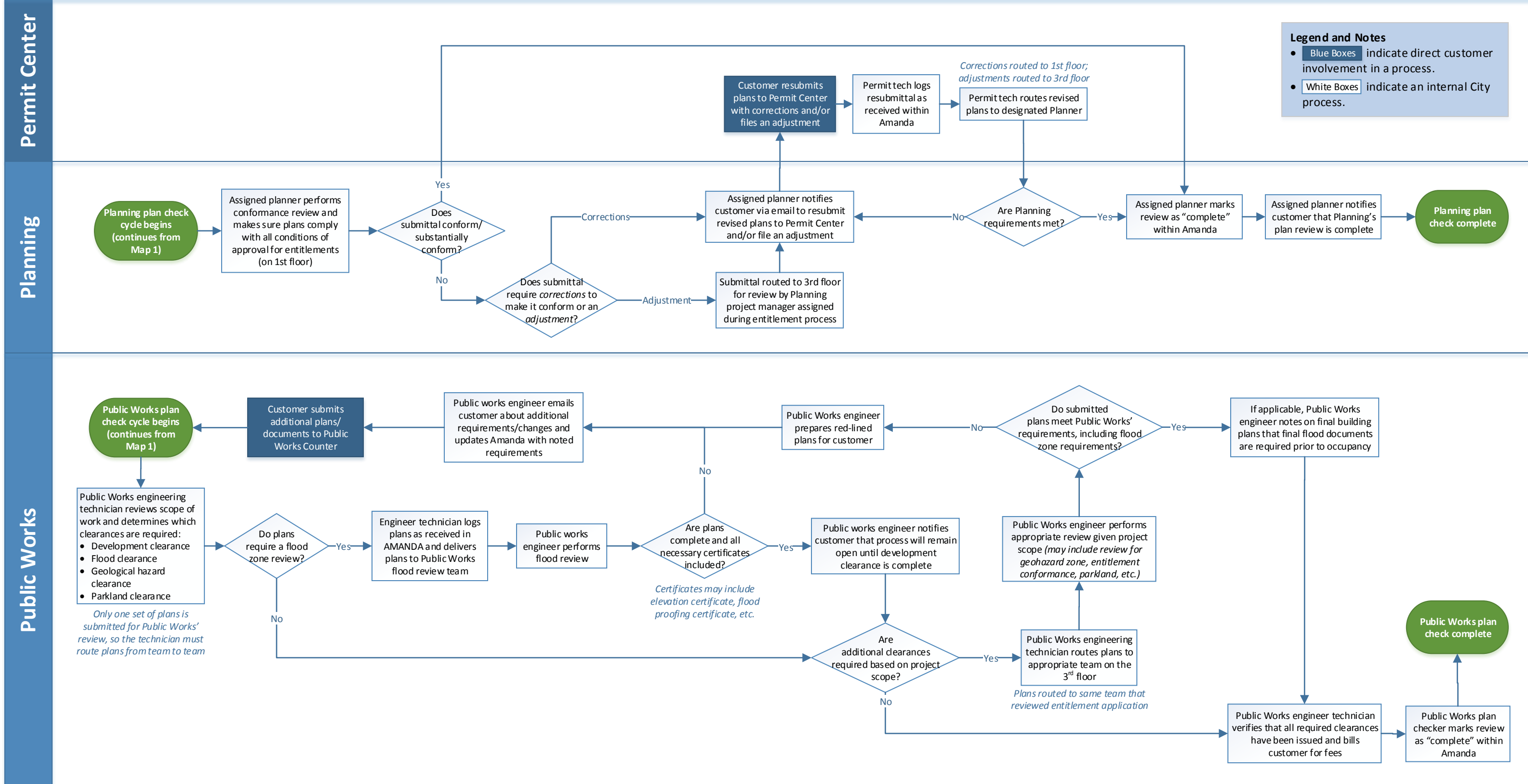
Plan Check Process for Building Permit (Map 2 of 4)

Building and Fire Technical Review



Plan Check Process for Building Permit (Map 3 of 4)

Planning and Public Works Plan Review

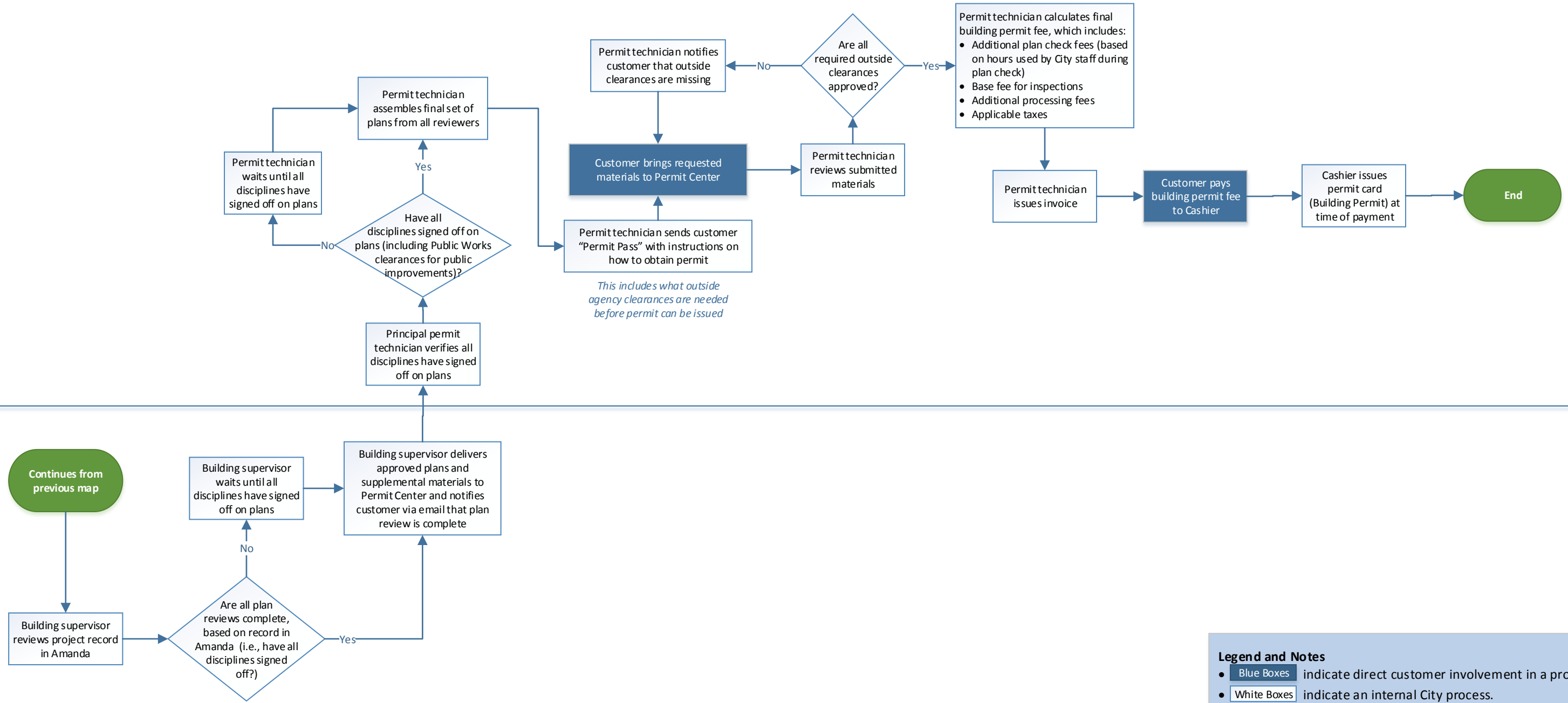


Plan Check Process for Building Permit (Map 4 of 4)

Building Permit Issuance

Permit Center

Building



**Legend and Notes**

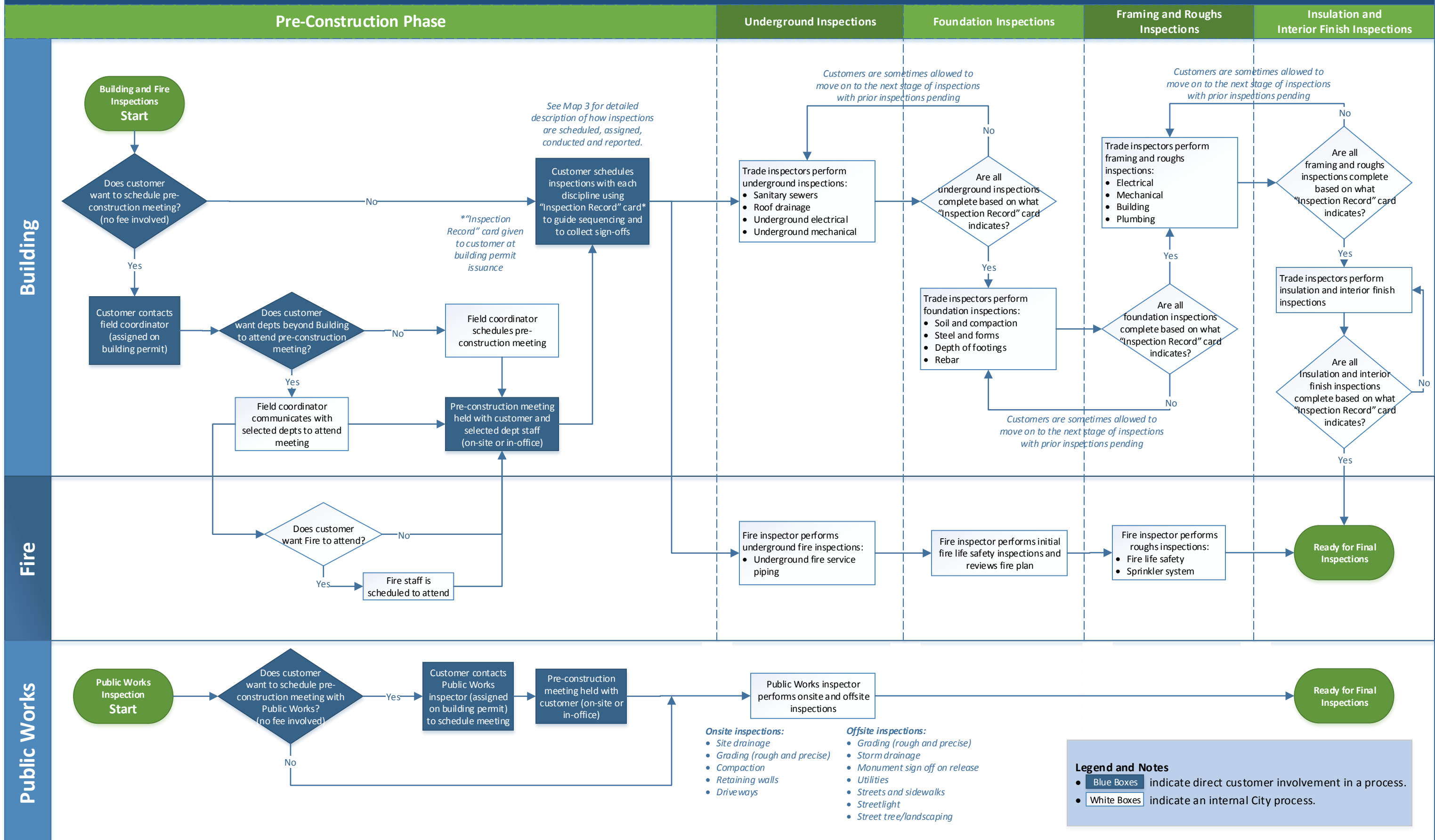
- **Blue Boxes** indicate direct customer involvement in a process.
- **White Boxes** indicate an internal City process.

## Attachment E – Process Maps – Inspection Process

*See attached process map.*

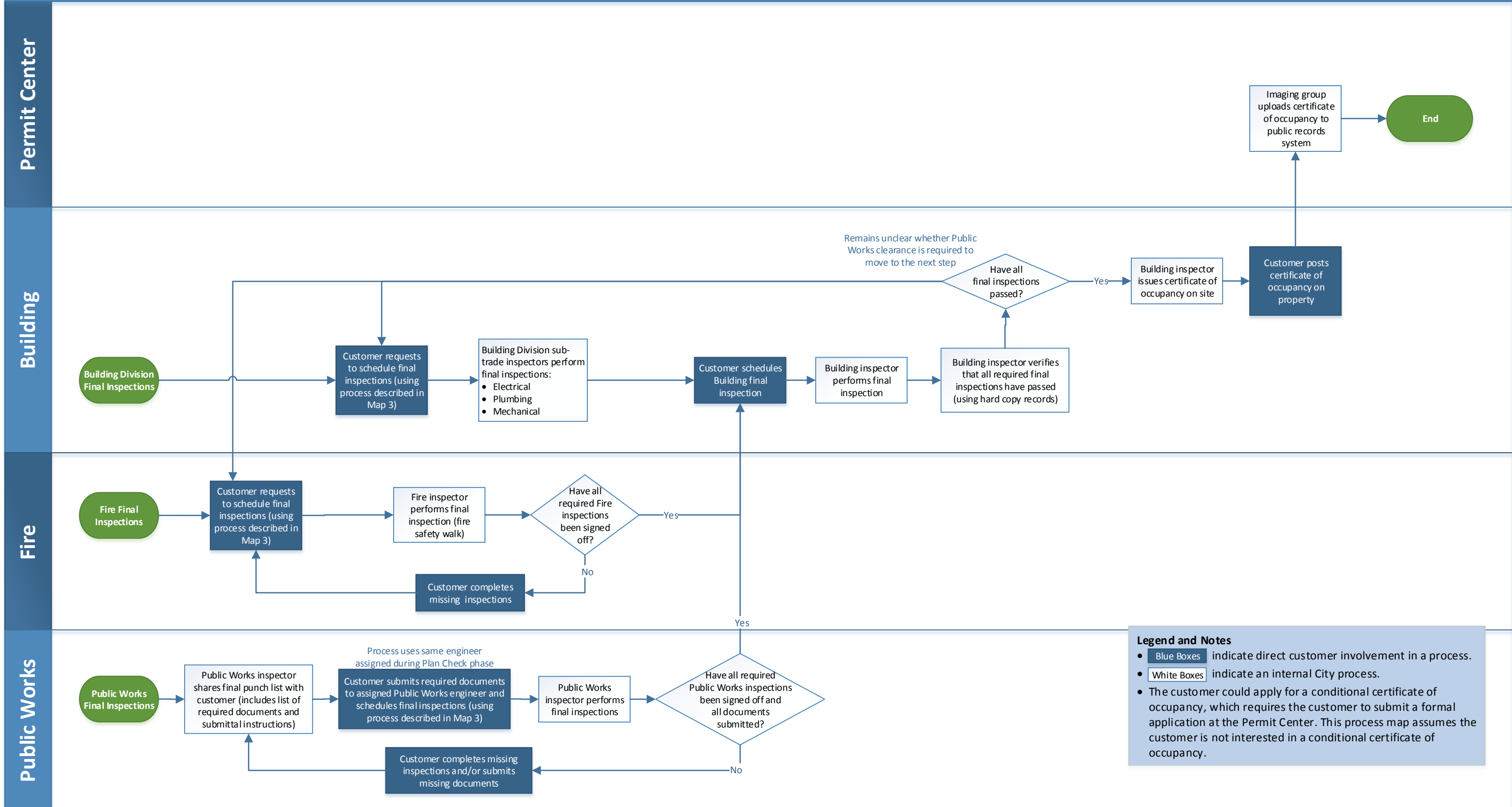


Inspection Sequencing Process (Map 1 of 3)



Final Inspection Process (Map 2 of 3)

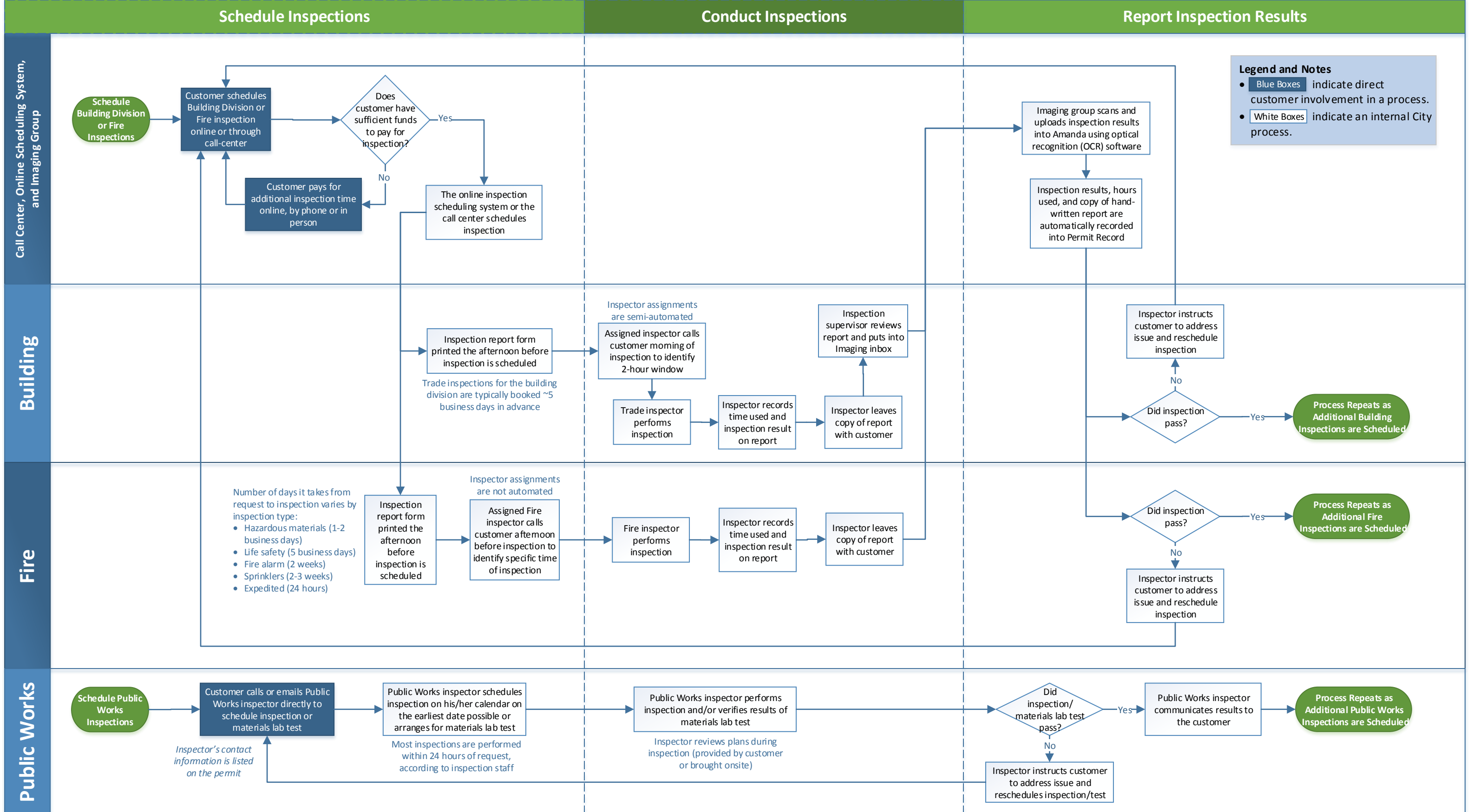
Final Inspections



**Legend and Notes**

- Blue Boxes indicate direct customer involvement in a process.
- White Boxes indicate an internal City process.
- The customer could apply for a conditional certificate of occupancy, which requires the customer to submit a formal application at the Permit Center. This process map assumes the customer is not interested in a conditional certificate of occupancy.

Inspection and Re-inspection Cycle (Map 3 of 3)



**Legend and Notes**

- Blue Boxes indicate direct customer involvement in a process.
- White Boxes indicate an internal City process.





## Attachment F – Peer Survey of Benchmark Agencies

This attachment summarizes the information and data collected from the five peer agencies identified as comparable to the City of San José Planning, Building and Code Enforcement (PBCE) Department. Most of this information was collected through a peer survey distributed to participating organizations in October 2015. The survey requested information about performance standards, turnaround times, technology deployment, development services operations, environmental review, fee deposits, and best practices in municipal development services.

### Introduction

*Table 15. Overview of Comparable Peer Agencies*

Peer City	County	Population	Land Area (square miles)	Lead Department(s)
<b>Fremont</b>	Alameda	226,551	77.5	• Community Development Department
<b>Sacramento</b>	Sacramento	480,105	97.9	• Community Development Department
<b>San Diego</b>	San Diego	1,368,061	325.2	• Development Services Department
<b>San Francisco</b>	San Francisco	845,602	46.9	• Planning Department • Building Inspection Department
<b>San José</b>	Santa Clara	1,016,479	176.5	• Planning, Building and Code Enforcement (PBCE) Department
<b>Sunnyvale</b>	Santa Clara	148,028	22.0	• Community Development Department

Sources: California Department of Finance Demographic Research Unit (2015 population estimate); US Census (2010 land area).

*Table 16. Overview of Adopted Expenditures for FY 2015-16*

Peer City	Adopted Expenditures for FY 2015-16*		Full-Time Equivalent Staffing for FY 2015-16*	
	Planning (Current and Long-Range)	Building Plan Check and Inspections	Planning (Current and Long-Range)	Building Plan Check and Inspections
<b>Fremont<sup>1</sup></b>	\$3,684,759	\$6,337,187	19.0	35.0
<b>Sacramento<sup>2</sup></b>	\$4,188,173	\$5,614,553	41.0	37.0
<b>San Diego</b>	\$20,635,159	\$22,305,808	161.3	203.4
<b>San Francisco<sup>3</sup></b>	\$27,584,861	\$37,892,001	182.8	176.5
<b>San José<sup>4</sup></b>	\$7,664,063	\$27,021,682	42.5	163.2
<b>Sunnyvale</b>	\$2,432,135	\$2,740,706	12.0	14.5
<b>Peer Average</b>	<b>\$11,705,017</b>	<b>\$14,978,051</b>	<b>83.2</b>	<b>93.3</b>

Source: Peer agency adopted budget documents and phone interviews.

\*Unless otherwise noted, costs do not include administrative overhead and permit counter costs for departments.

<sup>1</sup>The City of Fremont expenditures and staffing include administrative support and permit counter services.

<sup>2</sup>The City of Sacramento has a separate division for permit center costs and staff that is excluded from the information presented in this table. However, one to two planners in the planning function will assist with questions at the permit counter.

<sup>3</sup>San Francisco expenditures associated with permit counter staff were excluded from this table. This table does, however, include some non-staff related expenditures, which are included in the building plan check and inspections budget.

<sup>4</sup>San José building plan check and inspection data include all permit center staff, including some assigned planners, as well as imaging and call center support services staff. Administrative support positions and costs are not included in the table.

## Performance and Turnaround Times

Table 17. Peer Contents of 30 Day Letter Under the Permit Streamlining Act

Peer City	Does the 30 day letter provide comprehensive comments?	What is included in the 30 day letter?
<b>Fremont</b>	Sometimes	A completeness review (with more detailed comments added if there is time or information available).
<b>Sacramento</b>	No	A completeness review that does not provide specific comments.
<b>San Diego</b>	No	A completeness review that does not provide specific comments.
<b>San Francisco</b>	Not provided	Not provided
<b>San José</b>	Yes (ideally)*	A completeness review that also provides comprehensive comments on design and layout where possible.
<b>Sunnyvale</b>	Sometimes	A completeness review that also provides comprehensive comments on design and layout where possible.

Source: Peer surveys completed by each city and phone interviews.

\*San José planning staff aim to deliver a complete set of comments in the 30 day letter. However, due to mismatched turnaround times across departments, this goal is rarely met.

Table 18. Event Triggering the Beginning of a Review Cycle

City	Event Triggering the Beginning of a Review Cycle (i.e., when the turnaround clock “starts ticking”)
<b>Fremont</b>	First day that an application is submitted.
<b>Sacramento<sup>1</sup></b>	Once the application is deemed complete.
<b>San Diego<sup>2</sup></b>	Once the application is deemed complete.
<b>San Francisco</b>	Once the application is deemed complete.
<b>San José</b>	Once the reviewer receives the application (varies by department)
<b>Sunnyvale</b>	First day that an application is submitted.

Source: Peer surveys completed by each city and phone interviews.

<sup>1</sup>The City of Sacramento reports that the turnaround time starts as soon as the application is deemed complete, typically within two to three days of receipt.

<sup>2</sup>The City of San Diego reports that development services is currently facing low staffing levels with larger than normal workloads. This has caused errors in their process leading to start times being initiated before applications are deemed complete.

Table 19. Average Timeline for Peer Processes

	Condition Use Permit	Eligible Staff Approved Planning Entitlement
Peer City	Average number of calendar days from submission to Planning Commission	Average number of calendar days from submission to approval
<b>Fremont</b>	120	45
<b>Sacramento</b>	175	42
<b>San Diego</b>	180 to 240	120 to 180
<b>San Francisco</b>	180	90
<b>San José</b>	Not Provided	Not Provided
<b>Sunnyvale</b>	62 to 93	27

Source: Peer surveys completed by each city and phone interviews

\*Average turnaround times in this chart are not entirely comparable because agencies start their turnaround clocks at different points in the intake process, as indicated in the previous table. Fremont and Sunnyvale start their clock the first day the application is submitted, while Sacramento, San Diego and San Francisco start after the application is deemed complete (i.e., after the completeness determination).

Table 20. Peer Established Turnaround Time for Building Permit Plan Check

Category of Building Permit	First Review	Subsequent Reviews
	Standard Turnaround Time (in business days)	Standard Turnaround Time (in business days)
<b>Fremont</b>		
<ul style="list-style-type: none"> <li>• New Commercial Mixed-Use, and Quasi Public Uses</li> <li>• New Industrial Projects</li> <li>• New Multi-family Residential Projects</li> </ul>	23	12
<ul style="list-style-type: none"> <li>• New Industrial Projects</li> <li>• New Single family Projects</li> </ul>	12	7
<ul style="list-style-type: none"> <li>• SF Additions &lt;75 SF</li> <li>• Residential Interior Alterations &lt;\$75k in Valuation</li> <li>• Residential Accessory Buildings and Structures</li> <li>• Interior Modifications for Office Space &lt;7,500 SF</li> <li>• Interior Modifications for Warehouse &lt;50k SF</li> <li>• Interior Modifications of Retail Space &lt;5k SF</li> </ul>	Same business day	Same business day
<b>Sacramento</b>		
<ul style="list-style-type: none"> <li>• New residential</li> </ul>	20	15
<ul style="list-style-type: none"> <li>• Additions residential</li> </ul>	15	10
<ul style="list-style-type: none"> <li>• Interior alterations residential</li> </ul>	12	8

Category of Building Permit	First Review	Subsequent Reviews
	Standard Turnaround Time (in business days)	Standard Turnaround Time (in business days)
• New commercial	2	15
• Additions commercial	20	10
• Interior alterations commercial	15	10
• Small interior office/retail alterations commercial	10	5
<b>San Diego</b>		
Not provided	Not provided	Not provided
<b>San Francisco</b>		
• Over the counter/can be reviewed in one hour	1 to 2	Not provided
• Small projects/simple, signs, site retaining walls	10	Not provided
• Medium-sized/Three-plus stories, hillside with steel	20	Not provided
• Large projects/turnaround time varies case by case	Not established	Not provided
<b>San José</b>		
• New commercial	25	Not provided
• Commercial high rise	40	Not provided
• Minor structure commercial	15	Not provided
• One-story addition to a single family residence	10	Not provided
• Two-story addition to a single family residence	15	Not provided
• Alterations w/o structural calculations	10	Not provided
• New single family detached	20	Not provided
• Tract	25	Not provided
• New multi-family	25	Not provided
• Multi-family high rise	40	Not provided
• Miscellaneous multi-family	10	Not provided
<b>Sunnyvale</b>		
• Minor permits	Same business day	Not provided
• Express plan check	Same business day	Not provided
• Regular plan check	15	Not provided

Source: Peer surveys completed by each city and phone interviews

*Table 21. Average Number of Days Between Inspection Request and Inspection Performance (in business days)*

Peer City	Building Inspection Requests	Fire Inspection Requests	Electrical Inspection Requests	Mechanical Inspection Requests
<b>Fremont</b>	Usually next day	Usually next day	Usually next day	Usually next day
<b>Sacramento</b>	Usually next day	Usually next day	Usually next day	Usually next day
<b>San Diego</b>	Usually next day	3 days	Usually next day	Usually next day
<b>San Francisco</b>	3 days	2 days	3 days	3 days
<b>San José<sup>1</sup></b>	2-5 days	1 day to 3 weeks <sup>2</sup>	2-5 days	2-5 days
<b>Sunnyvale</b>	2 days	More than 3	2 days	2 days

Source: Peer surveys completed by each city and phone interviews

<sup>1</sup>Since this peer survey was conducted in October, the City of San José has lowered its building, electrical and mechanical inspection wait times from 5 to 2 business days.

<sup>2</sup>The City of San José has fire inspections divided into separate inspection types. The average number of days for these types are one to two days for a hazardous material inspection, five days for a life safety inspection, two weeks for a fire alarm inspection, two to three weeks for a sprinkler inspection, and one day for any expedited inspection.

*Table 22. Inspections Performed per Day by a Building Inspector*

Peer City	Average Number of Inspections Performed per Day per Building Inspector
<b>Fremont</b>	15 to 18 inspections
<b>Sacramento</b>	14 inspections
<b>San Diego</b>	12 to 15 inspections
<b>San Francisco</b>	12 to 15 inspections
<b>San José</b>	~13 inspection counts per day*
<b>Sunnyvale</b>	13 inspections

Source: Peer surveys completed by each city and phone interviews.

\*The City of San José does not record the number of inspections performed per day. Building Inspectors are scheduled based upon 6.5 hours of productive inspection time per day using 13 half hour counts. During the 6.5 hour day these counts are tracked by trade and by unit. A single count can produce multiple inspections.

Table 23. Peer Established Targets for Customer Wait Times at Permit Counter (in minutes)

Peer City	Does the City Have Established Targets?	Targeted Wait Time	Reported Wait Time for Customers
<b>Fremont</b>	Yes	15	8
<b>Sacramento<sup>1</sup></b>	Yes	25 (15 for express)	25
<b>San Diego<sup>2</sup></b>	Yes	22	48
<b>San Francisco</b>	No		Varies <sup>3</sup>
<b>San José</b>	Yes	30	Not recorded
<b>Sunnyvale</b>	No		10 to 15

Source: Peer surveys completed by each city and phone interviews

<sup>1</sup>The City of Sacramento uses Qflow, which allows them to accurately track a significant number of data points at the counter.

<sup>2</sup>The City of San Diego permit counter processes 46,000 permits per year.

<sup>3</sup>The City and County of San Francisco permit counter (one-stop shop) generally serves customers within 15 minutes. However, the City has a dedicated planning counter with an average reported wait time of 25 minutes.

## Technology Deployment

Table 24. Technology in Use by Peers to Track Planning and Land Use Applications

Peer City	Planning and Building Permit Tracking Technology	Can Customers Check Application Status Online?
<b>Fremont</b>	Tidemark <sup>1</sup>	No <sup>1</sup>
<b>Sacramento</b>	Accela	Yes <sup>2</sup>
<b>San Diego</b>	In-house developed system <sup>3</sup>	Yes
<b>San Francisco</b>	Oracle and Accela <sup>4</sup>	Yes
<b>San José</b>	AMANDA <sup>5</sup>	Yes
<b>Sunnyvale</b>	In-house developed system	Varies <sup>6</sup>

Source: Peer surveys completed by each city and phone interviews

<sup>1</sup>The City of Fremont uses Tidemark but is currently transitioning to Accela, which is anticipated to be live by fall 2016. Accela will allow customers to check application status online once it is implemented.

<sup>2</sup>The City of Sacramento uses Civic Insight to display Accela data more clearly.

<sup>3</sup>The City of San Diego uses an in-house developed system but will be transitioning to Accela in 18 months.

<sup>4</sup>The City and County of San Francisco Department of Building Inspection uses Oracle but is currently transitioning to Accela software, per existing contract. The Planning Department has already transitioned to Accela.

<sup>5</sup>The City of San José is currently in the process of selecting a new system to replace the existing AMANDA software (developed by CSDC systems).

<sup>6</sup>The City of Sunnyvale's online services include building inspection scheduling, permit histories, zoning information, and 19 minor permits are available online.



*Table 25. Peer Policies for Next Day Inspection Requests*

Peer City	Next Day Inspection Request Available?	Building Inspection Requests Cut-off Time	Fire Inspection Requests Cut-off Time
<b>Fremont</b>	Yes	3 pm the prior day	3 pm the prior day
<b>Sacramento<sup>1</sup></b>	Yes	6 pm the prior day	3 pm the prior day
<b>San Diego</b>	Yes	10 pm the prior day	Same day <sup>2</sup>
<b>San Francisco</b>	Yes	3 pm the prior day	3 pm the prior day
<b>San José</b>	No <sup>3</sup>		
<b>Sunnyvale</b>	Yes	5 pm or midnight the prior day <sup>4</sup>	5 pm the prior day

Source: Peer surveys completed by each city and phone interviews

<sup>1</sup>The City of Sacramento accommodates requests made after the cut-off time when possible.

<sup>2</sup>The City of San Diego schedules fire inspections the day of the request (7 am to 4 pm). However, they currently have a 2 to 3 day backlog for performing fire inspections.

<sup>3</sup>The City of San José has a next-day inspection policy, but the demand for building, electrical, plumbing, and mechanical inspections is so high that the City is unable to perform the inspection within one day of request. The Bureau of Fire Prevention faces a similar problem and has created an option for customers to pay for an “expedited” next-day (or same-day) inspection using overtime of sworn personnel.

<sup>4</sup>The City of Sunnyvale has a general cut off time of 5 pm for next day building requests but allows online requests to schedule next day inspections through to midnight.

*Table 26. Alternate Methods of Permit Issuance and Payment Among Peers\**

Type of Building Permit Issued	Method of Issuance	Payment Method(s) accepted	Payment Method
<b>Fremont</b>			
Re-roof	By fax	Credit card	In person or online
Payment of re-inspection or overtime inspection	By fax	Credit card	In person or online
Electrical service upgrades <200 amps	By fax	Credit card	In person or online
Small electrical (e.g., one circuit)	By fax	Credit card	In person or online
Replacement of heaters or furnaces with same or less BTU	By fax	Credit card	In person or online
Water heater replacement	By fax	Credit card	In person or online
Lawn sprinkler installation	By fax	Credit card	In person or online

Type of Building Permit Issued	Method of Issuance	Payment Method(s) accepted	Payment Method
Gas, water, and drainage line repair	By fax	Credit card	In person or online
<b>Sacramento</b>			
All minor permits such as water heaters, re-roofs, HVAC, etc.	Electronically	Credit card	Online
<b>San Diego</b>			
Mechanical, Gas, Plumbing Electrical	By fax or electronically	Cash, check, or credit card	Online
Transportation- Permits to Move	Electronically	Check or credit card	Online
<b>San Francisco</b>			
Electrical	Electronically	Check or credit card	In person or online
Plumbing	Electronically	Check or credit card	In person or online
<b>San José</b>			
All permits available in On-Line Permits	Electronically	Credit card	Online
<b>Sunnyvale</b>			
Minor permits for construction, plumbing, or energy (furnace, lighting, electrical panel... etc.)	Electronically	Credit Card	Online

Source: Peer surveys completed by each city and phone interviews

\*The permit issuance methods identified in this table represent those types of permits and methods used by peer agencies outside of the standard issuance of a hard copy permit at the counter.

*Table 27. Mobile Technology in Use by Peers to Assist Inspectors Working in the Field*

Peer City	Do Inspectors have Mobile Technology?	Mobile Technology
<b>Fremont</b>	No <sup>1</sup>	Not applicable
<b>Sacramento</b>	Yes	Laptops, iPads, iPhones are being utilized by staff in the field. These tools are allowing inspection results and notes to be retrieved if necessary within minutes of them being uploaded into Accela.
<b>San Diego</b>	No <sup>2</sup>	Not applicable
<b>San Francisco</b>	Yes	Inspectors are using smart phones to input field results directly into the system (except for the 15 housing inspectors, who still write Notices of Violations and have clerical staff input results into the system). Smart phone field uses have increased efficiencies and collect valuable data for metrics.
<b>San José</b>	Yes	The City of San José has implemented a pilot tablet program for a small group of inspectors, but the tablets do not connect with their permitting system in the field.
<b>Sunnyvale</b>	No	Not applicable

Source: Peer surveys completed by each city and phone interviews

<sup>1</sup>The City of Fremont will have tracking systems in the field when they switch the Accela in fall of 2016.

<sup>2</sup>The City of San Diego will have tracking systems in the field when they switch the Accela in 18 months.

## **Building Plan Check and Inspections**

*Table 28. Peer Policies for Over-The Counter Building Plan Checks*

Peer City	Does city perform over-the-counter building plan checks?	Application types generally eligible for over-the-counter plan checks
<b>Fremont</b>	Yes	<ul style="list-style-type: none"> <li>• SF additions less than 750 SF</li> <li>• Residential interior alterations less than \$75k in valuation</li> <li>• Residential accessory buildings and structures</li> <li>• Interior modifications for office space less than 7,500 SF</li> <li>• Interior modifications for warehouses less than 50K SF</li> <li>• Interior modifications of retail space less than 5K SF</li> </ul>
<b>Sacramento</b>	Yes	<ul style="list-style-type: none"> <li>• Residential activity that does not include structural calculations.</li> <li>• Commercial activity mostly associated with tenant improvement or remodel work.</li> </ul>
<b>San Diego</b>	Yes	<ul style="list-style-type: none"> <li>• Single family additions</li> <li>• Second story additions</li> </ul>

Peer City	Does city perform over-the-counter building plan checks?	Application types generally eligible for over-the-counter plan checks
<b>San Francisco</b>	Yes	<ul style="list-style-type: none"> <li>• Projects that can be exempt from CEQA using the exemption checklist and do not require neighborhood notification.</li> <li>• Projects that do not require planning review, such as electrical, plumbing, interior tenant improvements, re-roofing of non-historical buildings... etc.</li> </ul>
<b>San José</b>	Yes	<ul style="list-style-type: none"> <li>• Accessory structures ≤ 500 SF</li> <li>• Single-story additions ≤ 500 SF</li> <li>• Single-story remodeling ≤ 750 SF</li> <li>• ICC-approved engineered patios and screen rooms</li> <li>• Foundation improvements</li> <li>• Foundation repairs</li> <li>• Siding or stucco replacement</li> <li>• Repairs for fire or auto damage to a structure</li> <li>• Code compliance cases meeting size limitations</li> <li>• Pools with a current master structural file</li> <li>• Pool abatements</li> <li>• Septic tank abatements</li> <li>• Termite and dry rot repairs; must include a report from the company performing the work</li> </ul>
<b>Sunnyvale</b>	Yes	<p>Most projects are eligible except those that involve:</p> <ul style="list-style-type: none"> <li>- New construction</li> <li>- Second story additions</li> <li>- Very large tenant improvements (i.e. 3+ stories)</li> <li>- Projects including a significant amount of hazmat</li> </ul>

Source: Peer surveys completed by each city and phone interviews

*Table 29. Building Inspector Classifications for Peers*

Peer City	Does city have separate classifications for building inspectors?	Types of Building Inspector Classifications	Are all inspectors “combination inspectors”?
<b>Fremont</b>	Yes	<ul style="list-style-type: none"> <li>• Building Inspector (combination inspectors)</li> <li>• Building Inspector Specialist (specializes in one of the trades and plan checks these trades)</li> <li>• Supervising Building Inspector</li> </ul>	Yes
<b>Sacramento</b>	Yes	<ul style="list-style-type: none"> <li>• Building</li> <li>• Plumbing/Mechanical</li> <li>• Electrical for Commercial</li> <li>• Combo residential inspections</li> </ul>	No <sup>1</sup>
<b>San Diego</b>	Yes	<ul style="list-style-type: none"> <li>• Structural</li> <li>• Electrical</li> <li>• Mechanical</li> <li>• Combination</li> </ul>	No <sup>2</sup>
<b>San Francisco</b>	Yes	<ul style="list-style-type: none"> <li>• Building (new construction)</li> <li>• Electrical</li> <li>• Housing (existing structures)</li> <li>• Plumbing</li> </ul>	No
<b>San José</b>	No (but new hires designate their specialty within the classification) <sup>3</sup>	Not Applicable	Yes <sup>4</sup>
<b>Sunnyvale</b>	No	Not applicable	Yes

Source: Peer surveys completed by each city and phone interviews

<sup>1</sup>The City of Sacramento uses combination inspectors for residential projects only. Commercial and large projects require specialized inspectors.

<sup>2</sup>The City of San Diego only uses combination inspectors for work associated with single-family and duplex structures.

<sup>3</sup>The City of San José building inspector classification states that “building inspector combination classes are inclusive of three specialty groups: building, electrical, and plumbing/mechanical. Incumbents will be identified as holding one of the three specialties upon hire.”

<sup>4</sup>The City of San José only uses combination inspectors for work associated with single-family and duplex structures.

## California Environmental Quality Act (CEQA)

Table 30. How Environmental Consultants Are Selected for Negative Declarations and EIRs

How Environmental Consultant is Selected	Fremont	Sacramento	San Diego	San Francisco	San José	Sunnyvale
<b>Selected by applicant</b> (from a list of qualified consultants established by the City)				✓		✓
<b>Selected by applicant</b> (without a list established by the City)		✓ <sup>1</sup>	✓ <sup>2</sup>		✓	
<b>Selected by the City</b> (from a list of qualified consultants established by the City)	✓			✓		

Source: Peer surveys completed by each city and phone interviews.

<sup>1</sup>The City of Sacramento has most negative declarations and sections of EIRs prepared by consultants with work overseen by City staff.

<sup>2</sup>The City of San Diego has city staff prepare the majority of CEQA negative declarations and EIRs. Consultants work on sections of negative declarations and EIRs with work overseen by city staff who create the final report.

## Deposits for Hourly Work

Table 31. Peer Policies for Hourly Work Against Planning Applications

Peer City	Does city accept deposits for hourly work against Planning applications?	How is hourly work documented for Planning?	Does City issue refunds?	Responsible Agency for Refund Process
<b>Fremont</b>	Yes	<ul style="list-style-type: none"> <li>Billing work order program in PeopleSoft HR/Payroll system</li> </ul>	Yes	Planning
<b>Sacramento</b>	Yes	<ul style="list-style-type: none"> <li>Central payroll system</li> <li>Automatized permit tracking system</li> </ul>	Yes	Planning and Finance
<b>San Diego</b>	Yes	<ul style="list-style-type: none"> <li>Automated permit tracking system</li> </ul>	Yes	Planning
<b>San Francisco</b>	No <sup>1</sup>	<ul style="list-style-type: none"> <li>Central payroll system</li> <li>Automatized permit tracking system</li> </ul>	No	
<b>San José</b>	No			
<b>Sunnyvale</b>	No <sup>2</sup>			

Source: Peer surveys completed by each city and phone interviews.

<sup>1</sup>The City and County of San Francisco monitors the average hourly work performed on projects based on project type. The Finance Department uses this information to annually calculate the average hours and costs of each project type and then adjusts fees as necessary.

<sup>2</sup>The City of Sunnyvale uses a flat fee system for work on planning applications. The fee is reassessed annually.

Table 32. Peer Policies for Hourly Work Against Building Permit Plan Check Applications and Inspections

Peer City	Does city accept deposits for hourly work against permit plan check?	How is hourly work documented for Building services?	Does City issue refunds?	Agency responsible for refund process
<b>Fremont</b>	Yes <sup>1</sup>	<ul style="list-style-type: none"> <li>Paperless timesheets</li> </ul>	Yes	Building
<b>Sacramento</b>	Yes <sup>2</sup>	<ul style="list-style-type: none"> <li>Central payroll system</li> <li>Automatized permit tracking system</li> </ul>	Yes	Building and Finance <sup>3</sup>
<b>San Diego</b>	Yes <sup>4</sup>	<ul style="list-style-type: none"> <li>Automated permit tracking</li> </ul>	Yes	Building
<b>San Francisco</b>	Yes	<ul style="list-style-type: none"> <li>Automated permit tracking system</li> </ul>	Yes	Finance
<b>San José</b>	No			
<b>Sunnyvale</b>	No <sup>5</sup>			

Source: Peer surveys completed by each city and phone interviews

<sup>1</sup>The City of Fremont only accepts deposits for hourly work against applications for fire plan checks.

<sup>2</sup>The City of Sacramento only uses deposits for hourly work on fire, utility, and public works related work. Deposits are small with nearly all projects using all of the deposit. Hours over the deposited amount are tracked by project and customers are billed for the additional time at the conclusion of the project. The final permit or certificate of occupancy is not issued until all expenses are paid.

<sup>3</sup>The City of Sacramento has a refund system that involves the customer, Community Development Department, and the Finance Department. Customers must request a refund from Community Development. Accountants in Community Development check the customer account and then submit refund request to Finance for processing.

<sup>4</sup>The City of San Diego uses a fee payment system for all ministerial projects and an hourly deposit system for discretionary projects. Customers are provided a refund for excess funds on hourly deposits during the closeout process of the project.

<sup>5</sup>The City of Sunnyvale uses a flat fee system for work on planning applications. The fee is reassessed annually.

## Best Practices

Table 33. Overview of Peer Identified Best Practices

Peer City	Best Practices Identified by Peer Agencies
<b>Fremont</b>	<ul style="list-style-type: none"> <li>Fremont offers a one-hour pre-application meeting to potential applicants at no cost to ensure all submittal requirements are understood.</li> <li>Fremont implements a team-based approach to review development applications that cross multiple disciplines. Each team is assigned a project manager/team lead, who ensures all reviewers tend to the project review in a timely manner. The team-based approach has resulted in much more efficient processing of applications.</li> </ul>
<b>Sacramento</b>	<p><u>Building</u></p> <ul style="list-style-type: none"> <li>Issues permits the day they are applied for through the Over The Counter (OTC) review program for both residential and commercial projects</li> <li>Provides an online building permit tracker that shows customers the latest status of a specific project that can be searched by address or permit number</li> <li>Shows live counter wait times on the website</li> </ul>

Peer City	Best Practices Identified by Peer Agencies
	<ul style="list-style-type: none"> <li>• Created an electronic (online) permitting program for all types of minor permit work</li> <li>• Allows online payments for all CDD services</li> <li>• Expanded electronic plan review to now include residential projects</li> </ul> <p><u>Planning</u></p> <ul style="list-style-type: none"> <li>• Established a "fast-track" system for expediting staff level planning files that meet development/design standards and have only minor issues</li> <li>• Improved the Site Plan and Design Review exemption process to better address remodeling, window replacement, and repairs</li> <li>• Amended the zoning ordinance to introduce parking regulations that support urban development</li> <li>• Completed a comprehensive update to the zoning ordinance to streamline the review process for projects that meet development and design standards</li> </ul>
<b>San Francisco</b>	<ul style="list-style-type: none"> <li>• Streamlining Zoning/Design Review for small development projects. Recently created a team in Current Planning dedicated to reducing the backlog/improving turnaround times for small, principally permitted development projects. About eight FTE are dedicated to this effort. There are also two FTE in Environmental planning to help reduce the backlog of mid-size projects seeking Community Plan Exemptions.</li> <li>• Priority Processing for Small Businesses. Created a policy through the Planning Commission to expedite the review of Conditional Use Authorizations for independent/small businesses (called the "Community Business Priority Processing Program"). Target is 90-days from submittal to hearing, with a reduced staff report (to minimize staff time) and placement on the consent calendar if no public objections to the project.</li> <li>• Zoning Referrals from other City Agencies. Currently, the Planning Department receives zoning verification referrals from other agencies (Health Department, ABC, Entertainment Commission, etc.). We are working with the Health Department to make the referrals electronic to help expedite the review times. We recently transitioned to electronic reviews for Condo/Subdivision Applications from Public Works.</li> <li>• Over the Counter/One-Stop permit services</li> <li>• Code information sheets were developed through in-house discussions to ensure accuracy and consistency, and are posted on the web site</li> <li>• Digital scanning of all records for immediate retrieval</li> <li>• Online issuance of electrical and plumbing permits to qualified contractors</li> <li>• Online access to virtually all departmental records tied to specific address</li> </ul>

Source: Peer surveys completed by each city and phone interviews.



## Attachment G – Development Services Cost Recovery Study

*See attached fee tables.*

## ***ATTACHMENT G***

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### ***Cost of Service Analysis Outcome for Planning***

Fee No.	Fee Description	Fee Type: Hourly (T/M) / Flat	Notes	Activity Service Cost Analysis		Cost Recovery Analysis		Annual Estimated Revenue Analysis			
				Estimated Average Labor Time Per Activity	FBHR \$ 209	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenue at Current Fee	Annual Estimated Revenue at Full Cost Recovery Fee
<b>SECTION I: PLANNING DEVELOPMENT APPLICATIONS</b>											
1	Urban Design Review Committee Pass Through Fee	HOURLY		n/a			Actual Cost @ \$200 / hr		-	\$ -	\$ -
2	Adjustments		GP								
2.1	Over-the-Counter adjustment to a PD Permit, Site Development Permit, Conditional Use Permit, and Special Use Permit										
	Minimum Fee	FLAT		0.69		\$ 144	\$ 310.00	215%	1,149	\$ 356,294	\$ 165,961
	Per 1/4 hour additional	HOURLY		0.25		\$ 52	\$ 38.50	74%	-	\$ -	\$ -
2.2	Adjustment requiring application intake and internal City staff review										
	Minimum Fee	FLAT		2.76		\$ 578	\$ 740.00	128%	106	\$ 78,416	\$ 61,205
	Per each additional hour	HOURLY		1.00		\$ 209	\$ 154.00	74%	-	\$ -	\$ -
2.3	Sign Adjustment - first sign / single sign	FLAT		0.69		\$ 144	\$ 310.00	215%	330	\$ 102,159	\$ 47,585
2.4	Sign Adjustment - multiple sign review (per each additional sign)	FLAT		0.35		\$ 72	\$ 38.00	53%	-	\$ -	\$ -
3	Administrative Permit	FLAT	GP	10.06		\$ 2,105	\$ 850.00	40%	14	\$ 11,878	\$ 29,409
5	Annexations - City application processing fee	FLAT	GP	121.47		\$ 25,414	\$ 13,495.00	53%	1	\$ 15,715	\$ 29,594
6	Annexations – Outside Agency Fees										
6.1	County Surveyor's Fee for certifying the Annexation Map and Legal Description	FLAT		n/a			\$ 2,037.00				
6.2	LAFCO fees for City Conducted Annexations (plus State of Board of Equalization (SBE) fee)	FLAT	[1]	n/a			\$ 1,154.00				
6.3	Single Area Transactions (Acreage per Single Area)	FLAT		n/a							
	Less than 1 acre			n/a			\$ 300.00				
	1.00 – 5.99 acres			n/a			\$ 350.00				
	6.00 – 10.99 acres			n/a			\$ 500.00				
	11.00 – 20.99 acres			n/a			\$ 800.00				
	21.00 – 50.99 acres			n/a			\$ 1,200.00				
	51.00 – 100.99 acres			n/a			\$ 1,500.00				
	101.00 – 500.99 acres			n/a			\$ 2,000.00				
	501.00 – 1,000.99 acres			n/a			\$ 2,500.00				
	1,001.00 – 2,000.99 acres			n/a			\$ 3,000.00				

Fee No.	Fee Description	Fee Type: Hourly (T/M) / Flat	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenue at Current Fee	Annual Estimated Revenue at Full Cost Recovery
	2001.00 and above			n/a			\$ 3,500.00				
<b>7</b>	Appeal or Protest of Any Permit / Environmental Determination										
7.1	Appeal/Protest by Non-Applicant	FLAT		38.65		\$ 8,086	\$ 100.00	1%	3	\$ 349	\$ 28,249
7.2	Appeal or Protest by Applicant	FLAT		38.65		\$ 8,086	\$ 2,232.00	28%	3	\$ 7,797	\$ 28,249
7.3	Applicant's Non-Applicant Appeal Processing (Balance due between fee items 7.2 and 7.1)	FLAT					\$ 2,132.00	%	3	\$ 7,448	\$ -
<b>8</b>	Application Renewal										
	CUP	FLAT		41.41		\$ 8,664	\$ 2,250.00	26%	-	\$ -	\$ -
	SUP	FLAT		19.32		\$ 4,043	\$ 425.00	11%	-	\$ -	\$ -
	SUP Renewal for Church Providing Temporary Shelter for Homeless Persons	FLAT		19.32		\$ 4,043	\$ 36.00	1%	-	\$ -	\$ -
<b>9</b>	Billboard - Height Alteration Agreement Review Fee	FLAT		37.27		\$ 7,797	\$ 5,315.00	68%	-	\$ -	\$ -
<b>10</b>	Certificate of Compliance	FLAT	GP	18.75		\$ 3,923	\$ 2,465.00	63%	1	\$ 2,870	\$ 4,568
<b>11</b>	Community Meeting	FLAT	GP	11.46		\$ 2,397	\$ 770.00	32%	-	\$ -	\$ -
<b>12</b>	<b>CONDITIONAL USE PERMIT REVIEW AND AMENDMENTS</b>		GP								
12.1	CUP Application Review Fee (base review fee includes project processing and standard use review)	FLAT		54.85		\$ 11,477	\$ 6,662.00	58%	71	\$ 473,221	\$ 815,232
12.2	CUP Specific Use Regulation and/or Policy Review (additional fees may apply, reference Special Use Regulation and/or Policy Review section of fee schedule):										
<b>13</b>	Determination of Public Convenience or Necessity *GP	FLAT		19.67		\$ 4,115	\$ 3,280.00	80%	10	\$ 34,375	\$ 43,130
<b>14</b>	Development Agreements *GP	FLAT		58.66		\$ 12,274	\$ 11,805.00	96%	-	\$ -	\$ -
14.1	Amendments to Development Agreements	FLAT		32.44		\$ 6,787	\$ 5,970.00	88%	1	\$ 6,952	\$ 7,903

Fee No.	Fee Description	Fee Type: Hourly (T/M) / Flat	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenue at Current Fee	Annual Estimated Revenue at Full Cost Recovery
14.2	Annual Monitoring	FLAT		39.34		\$ 8,231	\$ 730.00	9%	-	\$ -	\$ -
15	Development Variance / Exception *GP	FLAT		21.39		\$ 4,476	\$ 1,580.00	35%	6	\$ 9,199	\$ 26,063
16	<b>ENVIRONMENTAL REVIEW</b>										
16.1	Exemption										
	Exemption - Infill	DEPOSIT		3.00		\$ 628	\$ 374.00	60%	-	\$ -	\$ -
	Exemption - All Other	FLAT		7.59		\$ 1,588	\$ 374.00	24%	368	\$ 137,622	\$ 584,478
	Exemption for an Historic Preservation Permit	FLAT	[4]	2.76		\$ 578	\$ -	0%	-	\$ -	\$ -
16.2	Environmental Clearance		[5]								
	Project including the preparation of the Negative Declaration, MND, or Addendum	DEPOSIT		20.71		\$ 4,334	\$ 3,366.00	78%	108	\$ 364,525	\$ 469,347
16.3	Environmental Impact Report										
	Preparation of an EIR	DEPOSIT		70.00		\$ 14,646	\$ 11,875.00	81%	6	\$ 69,141	\$ 85,273
	Re-use of a Certified EIR										
	A. For a project reusing a previous environmental clearance that is no more than 2 years old and where no additional environmental analysis is required.	FLAT		2.00		\$ 418	\$ -	0%	-	\$ -	\$ -
	B. For a project that is exempt under the provisions of Title 21 of the San Jose Municipal Code (SJMC) and conforming rezonings	DEPOSIT		2.00		\$ 418	\$ 374.00	89%	33	\$ 12,194	\$ 13,644
	C. Projects that are not exemption from provisions of Title 21 of SJMC and without proof of Environmental Clearance dated within 2 years of application submittal	DEPOSIT		2.00		\$ 418	\$ 3,179.00	760%	9	\$ 29,615	\$ 3,898
16.4	Notice of Determination										
	Negative Declaration Pursuant to Public Resources Code Section 21080(C)	FLAT		14.49		\$ -	\$2,210 (State Fish & Game Filing Fee)	%	-	\$ -	\$ -
	Environmental Impact Report Pursuant to Public Resources Code Section 21152	FLAT		46.24		\$ -	\$3,069.75 (State Fish & Game Filing Fee)	%	-	\$ -	\$ -
	County Administrative Fee for Processing	FLAT		3.45		\$ -	\$50 (County Clerk Required Fee)	%	-	\$ -	\$ -
	CEQA-NOD Pass-Through Processing Fee	FLAT		2.76		\$ -	\$ 154.00	%	-	\$ -	\$ -
16.5	Geotechnical Testing Environmental Review Fee	HOURLY		3.00		\$ -	\$187 per hour (1 hour minimum) plus additional time at \$187 per hour	%	-	\$ -	\$ -

Fee No.	Fee Description	Fee Type: Hourly (T/M) / Flat	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenue at Current Fee	Annual Estimated Revenue at Full Cost Recovery
16.6	Preparation of Mitigation Monitoring Reporting Program (MMRP)										
	Mitigation Monitoring Fee (Mitigated Negative Declaration / EIR)	DEPOSIT		12.00		\$ 2,511	\$748 - \$2,430	%	-	\$ -	\$ -
	Mitigation Monitoring Review - for Construction Activity (grading permits)	DEPOSIT		1.50		\$ 314	\$ 1,870.00	596%	2	\$ 4,355	\$ 731
	Mitigation Monitoring Review – prior to Issuance of Certificate of Occupancy (building permits)	DEPOSIT		26.00		\$ 5,440	\$ 748.00	14%	-	\$ -	\$ -
16.7	Mitigation Monitoring (Post Construction / On-Going)	HOURLY		1.00		\$ -	\$ 175.00	%	-	\$ -	\$ -
16.8	Santa Clara Valley Habitat Conservation Plan (HCP)	DEPOSIT	[6]	7.00		\$ 1,465	\$374 minimum deposit	%	-	\$ -	\$ -
<b>17</b>	<b>GENERAL PLAN AMENDMENT REQUESTS</b>		GP								
17.1	Land Use/Transportation Diagram Amendments	FLAT		58.63		\$ 12,268	\$ 14,420.00	118%	10	\$ 151,125	\$ 128,569
17.2	Expansion of Urban Service Area without application of land use change *GP	FLAT		58.63		\$ 12,268	\$ 32,185.00	262%	1	\$ 37,479	\$ 14,285
17.3	LAFCO (Local Agency Formation Commission) fee	FLAT		n/a			\$ 23,595.00			\$ -	\$ -
17.4	Urban Growth Boundary (UGB) Modifications	FLAT		58.63		\$ 12,268	\$ 7,360.00	60%	-	\$ -	\$ -
17.5	Text Amendments *GP	FLAT		58.63		\$ 12,268	\$ 4,775.00	39%	10	\$ 50,043	\$ 128,569
<b>18</b>	Historic Landmark Designation	FLAT	GP	30.37		\$ 6,353	\$ 3,388.00	53%	-	\$ -	\$ -
<b>19</b>	Historic District Designation	FLAT	GP	194.62		\$ 40,720	\$ 925.00	2%	-	\$ -	\$ -
<b>20</b>	Historic Preservation Permit and Amendment	FLAT	GP	24.16		\$ 5,054	\$ 270.00	5%	3	\$ 943	\$ 17,655
<b>21</b>	Historic Property Contract Application (Mills Act)	FLAT		30.37		\$ 6,353	\$ 1,008.68	16%	-	\$ -	\$ -
new	Landmark and Mills Act Combination Permit	FLAT		37.27		\$ 7,797	\$ -	0%	-	\$ -	\$ -
<b>22</b>	Historic Preservation Permit Adjustment *GP	FLAT		4.14		\$ 866	\$ 190.00	22%	-	\$ -	\$ -
<b>24</b>	Permit Violations (Administrative Processing fees - penalties may also apply)										

Fee No.	Fee Description	Fee Type: Hourly (T/M) / Flat	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenue at Current Fee	Annual Estimated Revenue at Full Cost Recovery
24.1	Compliance Review	FLAT		33.13		\$ -	\$ 770.00	%	-	\$ -	\$ -
24.2	Order to Show Cause	FLAT		33.13		\$ -	\$ 1,980.00	%	-	\$ -	\$ -
24.3	Notice of Non-Compliance	FLAT		33.13		\$ -	\$ 730.00	%	-	\$ -	\$ -
<b>26</b>	<b>PLANNED DEVELOPMENT (PD) PERMITS, SITE DEVELOPMENT PERMITS, AND AMENDMENTS *GP</b>										
26.1	PD Permit/Site Development/Amendments Application Review Fee - Non Residential										
	5,000	base fee up to 5,000 s.f.		28.84		\$ 6,033	\$ 1,830.00	30%	41	\$ 74,585	\$ 245,896
		each add'l s.f.		0.0001		\$ 0.03	\$ 0.27	939%	322,516	\$ 87,079	\$ 9,277
	50,000	base fee @ 50,000 s.f.		35.02		\$ 7,327.69	\$ 11,300.00	154%	10	\$ 118,427	\$ 76,796
		each add'l s.f.		0.0002		\$ 0.04	\$ 0.13	340%	212,331	\$ 27,603	\$ 8,127
	100,000	base fee @ 100,000 s.f.		44.17		\$ 9,241.41	\$ 18,000	195%	10	\$ 188,645	\$ 96,852
		each add'l s.f.		0.00006		\$ 0.01	\$ 0.07	606%	1,113,135	\$ 77,919	\$ 12,859
	300,000	base fee @ 300,000 s.f.		55.21		\$ 11,551.76	\$ 32,000	277%	7	\$ 223,579	\$ 80,710
		each add'l s.f.		0.0002		\$ 0.04	\$ 0.07	182%	6,519,831	\$ 456,388	\$ 251,052
26.2	PD Permit/Site Development/Amendments Application Review Fee - Residential										
	2	base fee up to 2 units		24.85		\$ 5,198.29	\$ 4,895.00	94%	23	\$ 114,002	\$ 121,066
		each add'l unit		1.62		\$ 339.02	\$ 178.00	53%	92	\$ 16,375	\$ 31,188
	25	base fee @ 25 units		62.11		\$ 12,995.73	\$ 1,930.00	15%	5	\$ 8,990	\$ 60,533
		each add'l unit		0.28		\$ 57.76	\$ 143.00	248%	218	\$ 31,139	\$ 12,577
	100	base fee @ 100 units		82.82		\$ 17,327.65	\$ 4,025.00	23%	22	\$ 89,053	\$ 383,374
		each add'l unit		0.03		\$ 7.22	\$ 64.00	886%	3,726	\$ 238,484	\$ 26,903
	500	base fee @ 500 units		96.62		\$ 20,215.59	\$ 6,470.00	32%	2	\$ 15,068	\$ 47,081

Fee No.	Fee Description	Fee Type: Hourly (T/M) / Flat	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenue at Current Fee	Annual Estimated Revenue at Full Cost Recovery
		each add'l unit		0.19		\$ 40.43	\$ 46.00	114%	186	\$ 8,571	\$ 7,533
26.3	PD Permit Specific Use Regulation and/or Policy Review (additional fees may apply, reference Special Use Regulation and/or Policy Review section of fee schedule):										
<b>27</b>	<b>PLANNED DEVELOPMENT (PD) ZONING AND AMENDMENTS *GP</b>										
27.1	PD Zoning Application Review Fee - Non Residential										
	5,000	base fee up to 5,000 s.f.		30.02		\$ 6,281.27	\$ 4,895.00	78%	21	\$ 102,602	\$ 131,659
		each add'l s.f.		0.0005		\$ 0.11	\$ 0.25	234%	170,026	\$ 42,507	\$ 18,141
	50,000	base fee @ 50,000 s.f.		52.97		\$ 11,082.47	\$ 17,975.00	162%	6	\$ 104,657	\$ 64,526
		each add'l s.f.		0.0002		\$ 0.05	\$ 0.14	277%	171,576	\$ 24,021	\$ 8,666
	100,000	base fee @ 100,000 s.f.		65.04		\$ 13,607.98	\$ 25,360.00	186%	9	\$ 236,249	\$ 126,769
		each add'l s.f.		0.00003		\$ 0.01	\$ 0.07	993%	5,237,395	\$ 366,618	\$ 36,906
	300,000	base fee @ 300,000 s.f.		71.78		\$ 15,017.29	\$ 39,360.00	262%	-	\$ -	\$ -
		each add'l s.f.		0.00024		\$ 0.05	\$ 0.07	140%	-	\$ -	\$ -
27.2	PD Zoning Application Review Fee - Residential										
	2	base fee up to 2 units		36.81		\$ 7,701.18	\$ 4,895.00	64%	9	\$ 45,601	\$ 71,743
		each add'l unit		0.36		\$ 76.34	\$ 178.00	233%	58	\$ 10,364	\$ 4,445
	25	base fee @ 25 units		45.20		\$ 9,457.04	\$ 7,045.00	74%	5	\$ 32,815	\$ 44,050
		each add'l unit		1.01		\$ 211.46	\$ 100.00	47%	218	\$ 21,776	\$ 46,047
	100	base fee @ 100 units		121.00		\$ 25,316.65	\$ 10,960.00	43%	16	\$ 178,677	\$ 412,728
		each add'l unit		0.12		\$ 24.43	\$ 62.00	254%	2,504	\$ 155,224	\$ 61,162



Fee No.	Fee Description	Fee Type: Hourly (T/M) / Flat	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenue at Current Fee	Annual Estimated Revenue at Full Cost Recovery
		500	base fee @ 500 units	167.71		\$ 35,088.48	\$ 17,450.00	50%	2	\$ 40,640	\$ 81,719
			each add'l unit	0.34		\$ 70.18	\$ 51.00	73%	186	\$ 9,502	\$ 13,075
<b>28</b>	<b>PRELIMINARY REVIEW</b>										
28.1	Preliminary Review - Single-Family House	FLAT		1.00		\$ 209.22	\$ 77.00	37%	10	\$ 807	\$ 2,193
28.2	Preliminary Review (not involving design or architectural review)	FLAT		3.00		\$ 627.67	\$ 310.00	49%	113	\$ 35,016	\$ 70,898
28.3	Preliminary Review (with design and/or architectural review)	FLAT		4.00		\$ 836.90	\$ 620.00	74%	127	\$ 78,695	\$ 106,225
28.4	Additional Charges for Optional Services										
	Public Works Referral	FLAT		n/a			\$ 1,230.00				
	Fire Referral	FLAT		n/a			\$ 206.00				
	Building Referral	FLAT		n/a			\$ 210.00				
	Meeting with Project Manager	FLAT		1.00		\$ 209.22	\$ 154.00	74%	-	\$ -	\$ -
	Inter-Departmental Project Meeting	FLAT		2.50		\$ 523.06	\$ 620.00	119%	-	\$ -	\$ -
	Technical Report Review	FLAT		2.00		\$ 418.45	\$ 310.00	74%	-	\$ -	\$ -
new	Environmental Scoping	FLAT		3.00		\$ 627.67	n/a	%	-	\$ -	\$ -
<b>29</b>	<b>PUBLIC NOTICING – mailing and/or newspaper advertising costs</b>										
29.1	300 ft. Radius Public Noticing Fee										
	First 100 Notices	FLAT	[10,11]	1.73		\$ 360.99	\$ 200.00	55%	-	\$ -	\$ -
	Each Additonal Notice	FLAT	[10,11]	0.02		\$ 3.61	\$ 1.00	28%	-	\$ -	\$ -
29.2	500 ft. Radius Public Noticing Fee										
	First 200 Notices	FLAT	[10,11]	2.76		\$ 577.59	\$ 300.00	52%	-	\$ -	\$ -
	Each Additonal Notice	FLAT	[10,11]	0.01		\$ 2.89	\$ 1.00	35%	-	\$ -	\$ -
29.3	1,000 ft. Radius Public Noticing										
	First 400 Notices	FLAT	[10,11]	5.52		\$ 1,155.18	\$ 575.00	50%	-	\$ -	\$ -
	Each Additonal Notice	FLAT	[10,11]	0.01		\$ 2.89	\$ 1.00	35%	-	\$ -	\$ -
29.5	Newspaper Noticing	FLAT									
	This fee is due at the time of filing an application for all Zoning changes, Tentative Maps, Environmental Impact Report (EIR) and Historic Landmark Designation, Historic District, and Historic Preservation Permits			n/a			Current advertising rate for newspaper used for noticing		-	\$ -	\$ -

Fee No.	Fee Description	Fee Type: Hourly (T/M) / Flat	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenue at Current Fee	Annual Estimated Revenue at Full Cost Recovery
	Per the City Council Public Outreach Policy pertaining to large and controversial projects, this fee is due prior to noticing for a Public Hearing			n/a			\$75 plus 75¢ per notice after the first 100 names on the mailing list		-	\$ -	\$ -
30	Reasonable Accommodation *GP	FLAT		26.23		\$ 5,487.09	\$ 695.00	13%	6	\$ 4,047	\$ 31,948
31	REZONING OR PREZONING (other than Planned Development) *GP	FLAT		29.88		\$ -	\$ 15,975.00	%	-	\$ -	\$ -
33	Sidewalk Café Permit *GP	FLAT		25.66		\$ 5,367.96	\$ 500.00	9%	10	\$ 5,240	\$ 56,258
34	Single Family House Permit		[12]								
34.1	Administrative – Historic Category 1 (no new square footage)	FLAT		2.00		\$ 418.45	\$ 325.00	78%	34	\$ 10,975	\$ 14,131
34.2	Administrative – All others	FLAT		7.59		\$ 1,588.37	\$ 770.00	48%	6	\$ 4,483	\$ 9,248
34.3	Public Hearing – Director – Historic & Non-Historic Category 2	FLAT		24.47		\$ 5,118.88	\$ 1,965.00	38%	17	\$ 34,323	\$ 89,412
36	<b>SPECIAL USE PERMIT AND AMENDMENTS</b>										
36.1	SUP Application Review Fee (includes project processing and standard use review)										
	Existing Single Family Use / No new construction	FLAT		18.07		\$ 3,780.80	\$ 1,425.00	38%	51	\$ 73,013	\$ 193,716
	Non-Single Family Use / New Construction	FLAT		37.35		\$ 7,815.49	\$ 16,053.00	205%	15	\$ 243,013	\$ 118,312
36.2	SUP Specific Use Regulation and/or Policy Review (additional fees may apply to Item 36.1, reference Special Use Regulation and/or Policy Review section of fee schedule):			n/a							
37	Street Renaming *GP										
37.1	Minor	FLAT		13.46		\$ 2,815.74	\$ 655.00	23%	5	\$ 3,051	\$ 13,115
37.2	Major			37.27		\$ 7,797.44	\$ 1,550.00	20%	-	\$ -	\$ -
39	<b>Specific Use Regulation and/or Policy Review (fees apply as additional to CUP, PD Permits, PD Zonings, and Site Plans. Fees are per item/policy reviewed):</b>										
	After Midnight (additional charge for uses operating between midnight and 6 a.m.) *GP	FLAT		31.86		\$ 6,666.33	\$ 3,280.00	49%	13	\$ 42,014	\$ 85,390
new	ALUC Referral			8.28		\$ 1,732.76	n/a	%	-	\$ -	\$ -
new	Community ID/Gateway Signs			30.37		\$ 6,353.47	n/a	%	-	\$ -	\$ -

Fee No.	Fee Description	Fee Type: Hourly (T/M) / Flat	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenue at Current Fee	Annual Estimated Revenue at Full Cost Recovery
	Communications Hill Specific Plan – Additional charge for the first PD Permit application filed for each property within the specific plan area which have not already contributed for the development of the adopted plan. The fee is required by ordinance to reimburse the City for its costs of developing the plan	FLAT	[x]	n/a			\$336 per acre		-	\$ -	\$ -
	Day Care/Private School	FLAT		43.13		\$ 9,024.82	\$ 2,250.00	25%	12	\$ 26,201	\$ 105,092
	Conversion of residential units to a condominium (up to 25 units)	FLAT		49.17		\$ 10,288.29	\$ 10,210.00	99%	-	\$ -	\$ -
new	Conversion of residential units to a condominium (each additional unit)	FLAT		0.12		\$ 25.17	\$ -	0%	-	\$ -	\$ -
	Drive-Through	FLAT		27.95		\$ 5,848.08	\$ 3,280.00	56%	6	\$ 19,097	\$ 34,050
	Evergreen Specific Plan – Additional charge for the first PD Permit application filed for each property within the specific plan area for parcels which have not already contributed for the development of the adopted plan. The fee is required by ordinance to reimburse the City and to reimburse private contributors who paid in excess of their share. *GP	FLAT	[x]	n/a			\$1,140 per acre	%	-	\$ -	\$ -
new	Gas Station Conversion			24.50		\$ 5,126.10	n/a	%	1	\$ -	\$ 5,969
new	HLC Referral			11.04		\$ 2,310.35	n/a	%	-	\$ -	\$ -
new	Hotel Supportive Housing			4.14		\$ 866.38	n/a	%	-	\$ -	\$ -
new	Live/Work			6.90		\$ 1,443.97	n/a	%	9	\$ -	\$ 13,452
	Mobile Home Conversions to another use	FLAT		59.70		\$ 12,490.34	\$ 7,090.00	57%	-	\$ -	\$ -
	Mobile Home Park Conversion to Ownership	FLAT		61.08		\$ 12,779.14	\$ 7,090.00	55%	-	\$ -	\$ -
new	Nightclubs and Bars			40.37		\$ 8,447.23	n/a	%	2	\$ -	\$ 19,673
new	Noise Exceeding Zoning Standards			23.12		\$ 4,837.30	n/a	%	1	\$ -	\$ 5,633
	Offsale of Alcohol	FLAT		31.17		\$ 6,521.93	\$ 3,280.00	50%	12	\$ 38,195	\$ 75,946
	Off-site parking, alternating or shared	FLAT		30.85		\$ 6,454.55	\$ 2,250.00	35%	1	\$ 2,620	\$ 7,516
	Uses where primary use is outdoors	FLAT		26.92		\$ 5,631.48	\$ 2,250.00	40%	12	\$ 26,201	\$ 65,577
	Property within 100 feet of top of the bank of a streambed (additional charge as required by project specifications)			38.65		\$ 8,086.23	\$1,425 - \$6,850	%	-	\$ -	\$ -
	Property on slopes of 5% or greater (additional charge as required by project specifications)			14.75		\$ 3,086.05	\$1,425 - \$6,850	%	-	\$ -	\$ -
new	SRO			13.11		\$ 2,743.54	n/a	%	-	\$ -	\$ -
new	Standby/Back-up Power			5.18		\$ 1,082.98	n/a	%	-	\$ -	\$ -
new	Temporary Outdoor Uses			17.14		\$ 3,585.86	n/a	%	2	\$ -	\$ 8,351
new	Wireless (non-building mounted)			25.50		\$ 5,335.47	\$ 2,930.00	55%	-	\$ -	\$ -
40	Supplemental Review Cycle *GP	FLAT		1/3 of base project fee		varies	\$ 1,080.00	n/a	-	\$ -	\$ -
41	TENTATIVE MAPS AND AMENDMENTS *GP										

Fee No.	Fee Description	Fee Type: Hourly (T/M) / Flat	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenue at Current Fee	Annual Estimated Revenue at Full Cost Recovery
		10	base fee up to 10 lots	26.23		\$ 5,487.09	\$ 4,470.00	81%	40	\$ 176,977	\$ 217,245
			each add'l lot	0.07		\$ 14.44	\$ -	0%	26	\$ -	\$ 370
		50	base fee @ 50 lots	28.99		\$ 6,064.68	\$ 4,470.00	74%	2	\$ 10,410	\$ 14,124
			each add'l lot	0.02		\$ 4.33	\$ 19.00	439%	234	\$ 4,447	\$ 1,014
		250	base fee @ 250 lots	33.13		\$ 6,931.06	\$ 7,320.00	106%	1	\$ 8,524	\$ 8,071
			each add'l lot	0.13		\$ 27.72	\$ 19.00	69%	30	\$ 575	\$ 839
42	Final Map/Parcel Map Review *GP	HOURLY		1.00		\$ 209.22	\$ 310.00	148%	-	\$ -	\$ -
43	Lot Line Adjustment *GP	FLAT		8.00		\$ 1,672.84	\$ 1,580.00	94%	-	\$ -	\$ -
44	Lot Line Correction *GP	FLAT		7.47		\$ 1,563.10	\$ 655.00	42%	-	\$ -	\$ -
45	Covenant of Easement *GP	FLAT		13.80		\$ 2,887.94	\$ 1,580.00	55%	-	\$ -	\$ -
45	Petition for Release of Covenant of Easement *GP	FLAT		11.39		\$ 2,382.55	\$ 2,000.00	84%	-	\$ -	\$ -
46	Reversion of Acreage Petition *GP	FLAT		4.14		\$ 866.38	\$ 615.00	71%	-	\$ -	\$ -
47	Tentative Map Extensions *GP	FLAT		4.83		\$ 1,010.78	\$ 1,000.00	99%	-	\$ -	\$ -
48	<b>TREE REMOVAL *GP</b>										
48.1	Dead Trees *GP	FLAT									
	Single-Family or Two-Family Lots			1.04		\$ 216.60	\$ -	0%	-	\$ -	\$ -
	For Multiple Family, Commercial & Industrial properties			1.73		\$ 360.99	\$ 325.00	90%	-	\$ -	\$ -
48.2	Unsuitable Trees	FLAT		0.69		\$ 144.40	\$ -	0%	250	\$ -	\$ 36,099
48.3	Live Trees *GP	FLAT									
	Single-Family or Two-Family Lots (includes public noticing)			4.83		\$ 1,010.78	\$ -	0%	160	\$ -	\$ 161,725
	Stand Alone Application for Multi-Family, Commercial, Industrial (includes public noticing and electronic environmental exemption)	FLAT									
	1-5 Trees			7.27		\$ 1,521.94	\$ 1,200.00	79%	24	\$ 29,345	\$ 37,218
	Each Additional Tree over 5			0.35		\$ 72.20	\$ 50.00	69%	348	\$ 17,409	\$ 25,138
48.3	Heritage Tree Surcharge	FLAT		33.13		\$ 6,931.06	\$ 1,270.00	18%	-	\$ -	\$ -

Fee No.	Fee Description	Fee Type: Hourly (T/M) / Flat	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenue at Current Fee	Annual Estimated Revenue at Full Cost Recovery
<b>49</b>	<b>Williamson Act *GP</b>	<b>FLAT</b>									
49.1	Application for inclusion in Agricultural Preserve			38.99		\$ 8,158.43	\$ 2,030.00	25%	-	\$ -	\$ -
49.2	Cancellation (Application to disestablish, enlarge or diminish size of Agricultural Preserve)			70.74		\$ 14,800.70	\$ 10,555.00	71%	-	\$ -	\$ -
49.3	Extension of time for tentative cancellation of expiration date			38.99		\$ 8,158.43	\$ 945.00	12%	-	\$ -	\$ -
49.4	Alternate Use Amendment			38.99		\$ 8,158.43	\$ 1,135.00	14%	-	\$ -	\$ -
<b>50</b>	<b>X - Miscellaneous Fees and Policies</b>										
50.1	Combination permit review policy [placeholder for further discussion]			(20.01)		\$ (4,187.51)	\$ -	0%	-	\$ -	\$ -
50.2	Hazardous Waste – Additional charge for a Hazardous Waste treatment, storage or disposal facility subject to Tanner Legislation. This fee applies to all new PD Zoning applications and to any PD Permit application for which the rezoning application was filed prior to July 1, 1990. *GP	FLAT		n/a			\$ 12,830.00	%	-	\$ -	\$ -
50.1	General Plan Update Fee										
	On applications for General Plan amendments, Zoning, Tentative Maps, Vesting Maps and Development Agreements with a "GP" footnote	%		n/a			5% of application permit fee	%	-	\$ -	\$ -
	On all other applications with a "GP" footnote	%		n/a			1 ¼% of application permit fee	%	-	\$ -	\$ -
50.2	Planning Division Hourly Rate *GP	HOURLY \$154		1.00		\$ 209.22	\$ 154.00	74%	-	\$ -	\$ -
50.3	Returned Check Fee	FLAT	[13]	n/a		\$ -	see finance fee schedule	%	-	\$ -	\$ -
50.4	Refund Processing Fee	FLAT		1.38		\$ 288.79	\$ 154.00	53%	-	\$ -	\$ -
<b>SECTION I: DEPARTMENT OF TRANSPORTATION</b>			<b>NOT IN FEE STUDY SCOPE</b>								
<b>SECTION III: DEPARTMENT OF PUBLIC WORKS</b>			<b>REFERENCE PW FEE ANALYSIS</b>								
<b>SECTION IV: FIRE DEPARTMENT</b>			<b>REFERENCE FIRE FEE ANALYSIS</b>								

Fee No.	Fee Description	Fee Type: Hourly (T/M) / Flat	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenue at Current Fee	Annual Estimated Revenue at Full Cost Recovery
<b>SECTION V: BUILDING DIVISION</b>				REFERENCE BUILDING FEE ANALYSIS							
<b>SECTION VI: POLICE DEPARTMENT</b>				NOT IN FEE STUDY SCOPE							
<b>SECTION VI: POLICE DEPARTMENT</b>				NOT IN FEE STUDY SCOPE							
<b>SECTION VII: PLANNING PUBLIC INFORMATION SERVICES</b>											
1	Maps and Publications			n/a			available on-line				
2	Research Services	hourly (minimum 1/2 hour)		1.00		\$ 209.22	\$ 187.00	89%	-	\$ -	\$ -
3	<b>VERIFICATIONS *GP</b>										
	Alcoholic Beverage Control (ABC) License Verification, Department of Motor Vehicles Verification, Massage Letter, Reconstruction of Legal Non-Conforming Structures (Burndown Letter)	FLAT		1.38		\$ 288.79	\$ 230.00	80%	466	\$ 107,132	\$ 134,517
	Marijuana Zoning Verification	FLAT		20.70		\$ 4,331.91	\$ 1,212.00	28%	52	\$ 62,949	\$ 224,992
	Comprehensive Research Letters	FLAT		11.04		\$ 2,310.35	\$ 620.00	27%	-	\$ -	\$ -
	Legal Non-Conforming Verification	FLAT		15.87		\$ 3,321.13	\$ 850.00	26%	16	\$ 13,857	\$ 54,143
<b>TOTAL</b>									<b>6,233,759</b>	<b>7,374,657</b>	

City of San Jose  
 PCBE (Planning) - User Fee Study  
 Cost of Service Estimate for Fee Related Services and Activities

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
					\$ 209						
<b>I</b>	<b>BUILDING PLAN REVIEW</b>										
<b>1</b>	Planning Permit Conformance										
	TI	MIN		2.76		\$ 578	\$ -	0%	1,289	\$ -	\$ 744,511
	SFR	MIN		2.76		\$ 578	\$ -	0%	28	\$ -	\$ 16,172
	MF/C/I	MIN		6.90		\$ 1,444	\$ -	0%	70	\$ -	\$ 101,078
<b>2</b>	Zoning Conformance	MIN		1.04		\$ 217	\$ -	0%	-	\$ -	\$ -
<b>3</b>	Plot Plan Review	Per Plot		0.25		\$ 52	\$ -	0%	-	\$ -	\$ -
<b>TOTAL</b>										-	861,762

## ***ATTACHMENT G***

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### ***Cost of Service Analysis Outcome for Building***



City of San Jose  
PCBE (Building) - User Fee Study  
Building and Structure Permits - Permit Processing Fees  
Cost of Service Estimate per Fee Activity

ATTACHMENT G

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
			Estimated Average Labor Time Per Activity (hours)	FBHR \$ 179	Cost of Service Per Activity	Estimated or Average Current Fee / Deposit	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>I</b>	<b>RESIDENTIAL PERMIT PROCESSING FEES</b>									
<b>1</b>	<b>New Construction</b>									
	Single Family Tracts		12.00		\$ 2,149	\$ 1,920.00	89%	9	\$ 17,280	\$ 19,345
	Custom Home		6.00		\$ 1,075	\$ 960.00	89%	2	\$ 1,920	\$ 2,149
	Multi-Family									
	0 - <10,000 sq-ft		6.00		\$ 1,075	\$ 1,920.00	179%	-	\$ -	\$ -
	10,001 - <20,000 sq-ft		10.00		\$ 1,791	\$ 2,880.00	161%	1	\$ 2,880	\$ 1,791
	20,0001 - <40,000 sq-ft		14.00		\$ 2,508	\$ 6,400.00	255%		\$ -	\$ -
	40,000 sq-ft +		32.00		\$ 5,732	\$ 6,400.00	112%	12	\$ 76,800	\$ 68,784
<b>2</b>	<b>Additions, Alterations and Site Accessory</b>		2.00		\$ 358	\$ 168.56	47%	6,734	\$ 1,135,096	\$ 2,412,442
<b>II</b>	<b>NON-RESIDENTIAL PERMIT PROCESSING FEES</b>									
<b>1</b>	<b>New Construction - Shell</b>									
	0 - <10,000 sq-ft		8.00		\$ 1,433	\$ 1,920.00	134%	16	\$ 30,720	\$ 22,928
	10,001 - <20,000 sq-ft		12.00		\$ 2,149	\$ 2,880.00	134%	10	\$ 28,800	\$ 21,495
	20,0001 - <40,000 sq-ft		16.00		\$ 2,866	\$ 5,120.00	179%	4	\$ 20,480	\$ 11,464
	40,000 sq-ft +		20.00		\$ 3,582	\$ 6,400.00	179%	14	\$ 89,600	\$ 50,155
<b>2</b>	<b>Finish Interior &amp; Tenant Improvement</b>									
	0 - <10,000 sq-ft		2.00		\$ 358	\$ 212.00	59%	2,071	\$ 439,052	\$ 741,931
	10,001 - <20,000 sq-ft		3.00		\$ 537	\$ 610.00	114%	65	\$ 39,650	\$ 34,929
	20,00 - <40,000 sq-ft		3.50		\$ 627	\$ 696.00	111%	22	\$ 15,312	\$ 13,793
	40,000 sq-ft +		4.00		\$ 716	\$ 668.00	93%	39	\$ 26,052	\$ 27,943
<b>3</b>	<b>Itemized Scope of Work Permits</b>		0.5		\$ 90	\$ 183.00	204%	142	\$ 25,986	\$ 12,718
<b>4</b>	<b>Parking Garage</b>									
	0 - 10,000 sq-ft		8.00		<del>\$ 1,433</del>	<del>\$ 1,280.00</del>	89%	<del>16</del>	<del>\$ 30,720</del>	<del>\$ 22,928</del>
	10,001 - 50,000 sq-ft		16.00		<del>\$ 2,866</del>	<del>\$ 2,560.00</del>	89%	<del>10</del>	<del>\$ 28,800</del>	<del>\$ 21,495</del>
	50,001+		20.00		<del>\$ 3,582</del>	<del>\$ 3,200.00</del>	89%	<del>14</del>	<del>\$ 89,600</del>	<del>\$ 50,155</del>

City of San Jose  
PCBE (Building) - User Fee Study  
Building and Structure Permits - Permit Processing Fees  
Cost of Service Estimate per Fee Activity

ATTACHMENT G

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
			Estimated Average Labor Time Per Activity (hours)	FBHR \$ 179	Cost of Service Per Activity	Estimated or Average Current Fee / Deposit	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>III</b>	<b>SPECIAL PROCESSING SERVICES</b>									
1	Sub-trade Issuance Fee		0.50		\$ 90	\$ 80.00	89%	9,875	\$ 790,000	\$ 884,425
2	<b>Services for which no fee is otherwise specified</b> per hour (30 minute minimum)		1.00		\$ 179	\$ 160.00	89%	-	\$ -	\$ -
3	<b>Time Extension (180 days)</b>		0.50		\$ 90	\$ 80.00	89%	143	\$ 11,440	\$ 12,807
4	<b>Document Research</b> Clerical, per hour (30 minute minimum) Permit Specialist, per hour (30 minute minimum)		1.00 1.00		\$ 179 \$ 179	\$ 80.00 \$ 160.00	45% 89%	17 -	\$ 1,360 \$ -	\$ 3,045 \$ -
5	<b>Addressing</b> First 2 hours Each additional hour		2.00 1.00		\$ 358 \$ 179	\$ 320.00 \$ 160.00	89% 89%	181 -	\$ 57,920 \$ -	\$ 64,843 \$ -
6	<b>Plan Copy Authorization Process (per affidavit)</b>		0.50		\$ 90	\$ 80.00	89%	48	\$ 3,840	\$ 4,299
7	<b>Returned Check Fee</b> First check Each Additional Check	[1]				\$ 25.00 \$ 35.00		26 -	\$ 650 \$ -	\$ - \$ -
8	<b>Refund Processing</b>	[3]	n/a			20% of fee				
9	<b>General Plan Update</b>	[2]	n/a							
<b>TOTAL</b>									<b>\$ 2,814,838</b>	<b>4,411,286</b>

[Notes]

[1] Set per Government Code at \$25 for first returned check; \$35 each subsequent check

[2] Per planning and zoning fee structure. NBS did not evaluate.

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY REVIEW	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
								\$ 246					
<b>1</b>	<b>SINGLE FAMILY RESIDENTIAL PLAN REVIEW FEES</b>												
<b>1</b>	<b>New Single Family Tracts (A1) - 1 Story</b>												
	1,000	base fee @ 1,000 sq-ft.		8.00	0.50	0.50	0.00		\$ 1,967.60	\$ 122.97	\$ 122.97	\$ -	\$ 2,213.54
		each add'l sq-ft >1000		0.002	n/a	n/a	n/a		\$ 0.49	n/a	n/a	n/a	\$ 0.49
	3,000	base fee @ 3,000 sq-ft		12.00	0.50	0.50	0.00		\$ 2,951.39	\$ 122.97	\$ 122.97	\$ -	\$ 3,197.34
		each add'l sq-ft > 3000		0.0016	n/a	n/a	n/a		\$ 0.39	n/a	n/a	n/a	\$ 0.39
<b>2</b>	<b>New Single Family Tracts (A2) - 2 Story</b>												
	1,000	base fee @ 1,000 sq-ft.		14.00	0.50	0.50	0.00		\$ 3,443.29	\$ 122.97	\$ 122.97	\$ -	\$ 3,689.24
		each add'l sq-ft >1000		0.002	n/a	n/a	n/a		\$ 0.49	n/a	n/a	n/a	\$ 0.49
	3,000	base fee @ 3,000 sq-ft		18.00	0.50	0.50	0.00		\$ 4,427.09	\$ 122.97	\$ 122.97	\$ -	\$ 4,673.04
		each add'l sq-ft > 3000		0.0016	n/a	n/a	n/a		\$ 0.39	n/a	n/a	n/a	\$ 0.39
<b>3</b>	<b>Tract Sub-Plot Plan Review</b>	hourly		0.50	0.00	0.00	0.00		\$ 122.97	\$ -	\$ -	\$ -	\$ 122.97
<b>4</b>	<b>New Custom Home (A1) - 1 Story</b>												
	1,000	base fee @ 1,000 sq-ft.		7.00	0.50	0.50	0.00		\$ 1,721.65	\$ 122.97	\$ 122.97	\$ -	\$ 1,967.60
		each add'l sq-ft >1000		0.002	n/a	n/a	n/a		\$ 0.49	n/a	n/a	n/a	\$ 0.49
	3,000	base fee @ 3,000 sq-ft		11.00	0.50	0.50	0.00		\$ 2,705.44	\$ 122.97	\$ 122.97	\$ -	\$ 2,951.39
		each add'l sq-ft > 3000		0.0016	n/a	n/a	n/a		\$ 0.39	n/a	n/a	n/a	\$ 0.39
<b>5</b>	<b>New Custom Home (A2) - 2 Story</b>												
	1,000	base fee @ 1,000 sq-ft.		13.00	0.50	0.50	0.00		\$ 3,197.34	\$ 122.97	\$ 122.97	\$ -	\$ 3,443.29
		each add'l sq-ft >1000		0.002	n/a	n/a	n/a		\$ 0.49	n/a	n/a	n/a	\$ 0.49
	3,000	base fee @ 3,000 sq-ft		17.00	0.50	0.50	0.00		\$ 4,181.14	\$ 122.97	\$ 122.97	\$ -	\$ 4,427.09
		each add'l sq-ft > 3000		0.0016	n/a	n/a	n/a		\$ 0.39	n/a	n/a	n/a	\$ 0.39

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY REVIEW	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
								\$ 246					
<b>6</b>	<b>New Residential Garage</b>												
	1,000	base fee @ 1,000 sq-ft		0.00	0.00	0.00	0.00		\$				\$
		each add'l 100 sq-ft		0.00	0.00	0.00	0.00		\$				\$
<b>7</b>	<b>Combinations (add/alt, garage, accessory) (A1) - 1 Story</b>												
	250	base fee @ 250 sq-ft.		3.00	0.50	0.50	0.00		\$ 737.85	\$ 122.97	\$ 122.97	\$ -	\$ 983.80
		each add'l sq-ft >250		0.003	n/a	n/a	n/a		\$ 0.74	n/a	n/a	n/a	\$ 0.74
	2,250	base fee @ 2 250 sq-ft.		9.00	0.50	0.50	0.00		\$ 2,213.54	\$ 122.97	\$ 122.97	\$ -	\$ 2,459.49
		each add'l sq-ft >2250		0.0025	n/a	n/a	n/a		\$ 0.61	n/a	n/a	n/a	\$ 0.61
<b>8</b>	<b>Combinations (add/alt, garage, accessory) (A2) - 2 Story</b>												
	250	base fee @ 250 sq-ft.		4.00	0.50	0.50	0.00		\$ 983.80	\$ 122.97	\$ 122.97	\$ -	\$ 1,229.75
		each add'l sq-ft >250		0.003	n/a	n/a	n/a		\$ 0.74	n/a	n/a	n/a	\$ 0.74
	2,250	base fee @ 2 250 sq-ft.		10.00	0.50	0.50	0.00		\$ 2,459.49	\$ 122.97	\$ 122.97	\$ -	\$ 2,705.44
		each add'l sq-ft >2250		0.0025	n/a	n/a	n/a		\$ 0.61	n/a	n/a	n/a	\$ 0.61
<b>9</b>	<b>Alterations - Non-Structural</b>												
	<b>Minor Projects:</b> Awning Aluminum or Canvas, Bathroom Alterations, Bay Windows #, Covered Porch, Deck 1 Story, Dishes >2' #, Fireplace, Foundation Bolting or Pier Blocks, Kitchen Alterations, Patio Cover, Residing, Stucco, Roof Structural Replacement, Skylight, Unfinished Room or Basement to Finish, Walls, Windows/Doors	per project		1.00	0.00	0.00	0.00		\$ 245.95	\$ -	\$ -	\$ -	\$ 245.95
	<b>Major Projects:</b> Any Structural Alteration, Attic Conversion, Deck 2-Story, Foundation Repair, Screen Room	per project		2.00	0.00	0.00	0.00		\$ 491.90	\$ -	\$ -	\$ -	\$ 491.90

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY REVIEW	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
								\$ 246					
<b>10</b>	<b>Accessory Site</b>												
	Retaining Wall	per project		3.00	0.00	0.00	0.00		\$ 737.85	\$ -	\$ -	\$ -	\$ 737.85
	Swimming Pool	per project		4.00	0.00	0.00	0.00		\$ 983.80	\$ -	\$ -	\$ -	\$ 983.80
<b>11</b>	<b>House Relocation</b>												
	(A1) - 1 Story	per project		4.00	0.00	0.00	0.00		\$ 983.80	\$ -	\$ -	\$ -	\$ 983.80
	(A2) - 2 Story	per project		6.00	0.00	0.00	0.00		\$ 1,475.70	\$ -	\$ -	\$ -	\$ 1,475.70
	Modular Home	per project		2.00	0.00	0.00	0.00		\$ 491.90	\$ -	\$ -	\$ -	\$ 491.90
<b>II</b>	<b>MULTI UNIT RESIDENTIAL (Apartments, Condominiums) PLAN REVIEW FEES</b>												
<b>1</b>	<b>New Building Combo Plan Review (Total BEPM)</b>												
	2,500	base fee @ 2,500 sq-ft.		30.00	1.50	2.50	1.00		\$ 7,378.48	\$ 368.92	\$ 614.87	\$ 245.95	\$ 8,608.23
		each add'l sq-ft >2,500		0.005	n/a	n/a	n/a		\$ 1.23	n/a	n/a	n/a	\$ 1.23
	10,000	base fee @ 10,000 sq-ft.		67.50	1.50	3.50	1.50		\$ 16,601.59	\$ 368.92	\$ 860.82	\$ 368.92	\$ 18,200.26
		each add'l sq-ft >10,000		0.002	n/a	n/a	n/a		\$ 0.55	n/a	n/a	n/a	\$ 0.55
	20,000	base fee @ 20,000 sq-ft.		90.00	3.00	5.00	2.00		\$ 22,135.45	\$ 737.85	\$ 1,229.75	\$ 491.90	\$ 24,594.94
		each add'l sq-ft >20,000		0.003	n/a	n/a	n/a		\$ 0.74	n/a	n/a	n/a	\$ 0.74
	40,000	base fee @ 40,000 sq-ft.		150.00	3.00	7.00	2.50		\$ 36,892.41	\$ 737.85	\$ 1,721.65	\$ 614.87	\$ 39,966.78
		each add'l sq-ft >40,000		0.002	n/a	n/a	n/a		\$ 0.49	n/a	n/a	n/a	\$ 0.49

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY REVIEW	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
								\$ 246					
<b>2</b>	<b>Building Plan Review</b>												
	2,500	base fee @ 2,500 sq-ft.		18.90	0.50	0.50	1.00		\$ 4,648.44	\$ 122.97	\$ 122.97	\$ 245.95	\$ 5,140.34
		each add'l sq-ft >2,500		0.003	n/a	n/a	n/a		\$ 0.77	n/a	n/a	n/a	\$ 0.77
	10,000	base fee @ 10,000 sq-ft.		42.53	0.50	0.50	1.50		\$ 10,459.00	\$ 122.97	\$ 122.97	\$ 368.92	\$ 11,073.87
		each add'l sq-ft >10,000		0.001	n/a	n/a	n/a		\$ 0.35	n/a	n/a	n/a	\$ 0.35
	20,000	base fee @ 20,000 sq-ft.		56.70	1.00	1.00	2.00		\$ 13,945.33	\$ 245.95	\$ 245.95	\$ 491.90	\$ 14,929.13
		each add'l sq-ft >20,000		0.002	n/a	n/a	n/a		\$ 0.46	n/a	n/a	n/a	\$ 0.46
	40,000	base fee @ 40,000 sq-ft.		94.50	1.00	1.00	2.50		\$ 23,242.22	\$ 245.95	\$ 245.95	\$ 614.87	\$ 24,348.99
		each add'l sq-ft >40,000		0.001	n/a	n/a	n/a		\$ 0.31	n/a	n/a	n/a	\$ 0.31
<b>2</b>	<b>Plumbing Plan Review</b>												
	2,500	base fee @ 2,500 sq-ft.		3.30	0.50	0.00	0.00		\$ 811.63	\$ 122.97	\$ -	\$ -	\$ 934.61
		each add'l sq-ft >2,500		0.0006	n/a	n/a	n/a		\$ 0.14	n/a	n/a	n/a	\$ 0.14
	10,000	base fee @ 10,000 sq-ft.		7.43	0.50	0.00	0.00		\$ 1,826.17	\$ 122.97	\$ -	\$ -	\$ 1,949.15
		each add'l sq-ft >10,000		0.0002	n/a	n/a	n/a		\$ 0.06	n/a	n/a	n/a	\$ 0.06
	20,000	base fee @ 20,000 sq-ft.		9.90	1.00	0.00	0.00		\$ 2,434.90	\$ 245.95	\$ -	\$ -	\$ 2,680.85
		each add'l sq-ft >20,000		0.0003	n/a	n/a	n/a		\$ 0.08	n/a	n/a	n/a	\$ 0.08
	40,000	base fee @ 40,000 sq-ft.		16.50	1.00	0.00	0.00		\$ 4,058.17	\$ 245.95	\$ -	\$ -	\$ 4,304.11
		each add'l sq-ft >40,000		0.0002	n/a	n/a	n/a		\$ 0.05	n/a	n/a	n/a	\$ 0.05

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY REVIEW	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
								\$ 246					
<b>3</b>	<b>Mechanical Plan Review</b>												
	2,500	base fee @ 2,500 sq-ft.		3.30	0.00	0.50	0.00		\$ 811.63	\$ -	\$ 122.97	\$ -	\$ 934.61
		each add'l sq-ft >2,500		0.0006	n/a	n/a	n/a		\$ 0.14	n/a	n/a	n/a	\$ 0.14
	10,000	base fee @ 10,000 sq-ft.		7.43	0.00	0.50	0.00		\$ 1,826.17	\$ -	\$ 122.97	\$ -	\$ 1,949.15
		each add'l sq-ft >10,000		0.0002	n/a	n/a	n/a		\$ 0.06	n/a	n/a	n/a	\$ 0.06
	20,000	base fee @ 20,000 sq-ft.		9.90	0.00	1.00	0.00		\$ 2,434.90	\$ -	\$ 245.95	\$ -	\$ 2,680.85
		each add'l sq-ft >20,000		0.0003	n/a	n/a	n/a		\$ 0.08	n/a	n/a	n/a	\$ 0.08
	40,000	base fee @ 40,000 sq-ft.		16.50	0.00	1.00	0.00		\$ 4,058.17	\$ -	\$ 245.95	\$ -	\$ 4,304.11
		each add'l sq-ft >40,000		0.0002	n/a	n/a	n/a		\$ 0.05	n/a	n/a	n/a	\$ 0.05
<b>4</b>	<b>Electrical Plan Review</b>												
	2,500	base fee @ 2,500 sq-ft.		4.50	0.00	1.00	0.00		\$ 1,106.77	\$ -	\$ 245.95	\$ -	\$ 1,352.72
		each add'l sq-ft >2,500		0.0008	n/a	n/a	n/a		\$ 0.18	n/a	n/a	n/a	\$ 0.18
	10,000	base fee @ 10,000 sq-ft.		10.13	0.00	2.00	0.00		\$ 2,490.24	\$ -	\$ 491.90	\$ -	\$ 2,982.14
		each add'l sq-ft >10,000		0.0003	n/a	n/a	n/a		\$ 0.08	n/a	n/a	n/a	\$ 0.08
	20,000	base fee @ 20,000 sq-ft.		13.50	0.00	2.00	0.00		\$ 3,320.32	\$ -	\$ 491.90	\$ -	\$ 3,812.22
		each add'l sq-ft >20,000		0.0005	n/a	n/a	n/a		\$ 0.11	n/a	n/a	n/a	\$ 0.11
	40,000	base fee @ 40,000 sq-ft.		22.50	0.00	4.00	0.00		\$ 5,533.86	\$ -	\$ 983.80	\$ -	\$ 6,517.66
		each add'l sq-ft >40,000		0.0003	n/a	n/a	n/a		\$ 0.07	n/a	n/a	n/a	\$ 0.07

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>I</b>	<b>SINGLE FAMILY RESIDENTIAL PLAN REVIEW FEES</b>								
<b>1</b>	<b>New Single Family Tracts (A1) - 1 Story</b>								
	1,000	base fee @ 1,000 sq-ft.		\$ 2,213.54	\$ 2,100.00	95%	13	\$ 27,300	\$ 28,776
		each add'l sq-ft >1000		\$ 0.49	\$ 0.21	43%	17,095	\$ 3,590	\$ 8,409
	3,000	base fee @ 3,000 sq-ft		\$ 3,197.34	\$ 2,520.00	79%	-	\$ -	\$ -
		each add'l sq-ft > 3000		\$ 0.39	\$ 0.21	53%	-	\$ -	\$ -
<b>2</b>	<b>New Single Family Tracts (A2) - 2 Story</b>								
	1,000	base fee @ 1,000 sq-ft.		\$ 3,689.24	\$ 3,360.00	91%	-	\$ -	\$ -
		each add'l sq-ft >1000		\$ 0.49	\$ 0.21	43%	-	\$ -	\$ -
	3,000	base fee @ 3,000 sq-ft		\$ 4,673.04	\$ 3,780.00	81%	-	\$ -	\$ -
		each add'l sq-ft > 3000		\$ 0.39	\$ 0.21	53%	-	\$ -	\$ -
<b>3</b>	<b>Tract Sub-Plot Plan Review</b>	hourly		\$ 122.97	\$ 210.00	171%	-	\$ -	\$ -
<b>4</b>	<b>New Custom Home (A1) - 1 Story</b>								
	1,000	base fee @ 1,000 sq-ft.		\$ 1,967.60	\$ 1,890.00	96%	-	\$ -	\$ -
		each add'l sq-ft >1000		\$ 0.49	\$ 0.21	43%	-	\$ -	\$ -
	3,000	base fee @ 3,000 sq-ft		\$ 2,951.39	\$ 2,310.00	78%	-	\$ -	\$ -
		each add'l sq-ft > 3000		\$ 0.39	\$ 0.21	53%	-	\$ -	\$ -
<b>5</b>	<b>New Custom Home (A2) - 2 Story</b>								
	1,000	base fee @ 1,000 sq-ft.		\$ 3,443.29	\$ 2,940.00	85%	6	\$ 17,640	\$ 20,660
		each add'l sq-ft >1000		\$ 0.49	\$ 0.21	43%	8,112	\$ 1,704	\$ 3,990
	3,000	base fee @ 3,000 sq-ft		\$ 4,427.09	\$ 3,360.00	76%	9	\$ 30,240	\$ 39,844
		each add'l sq-ft > 3000		\$ 0.39	\$ 0.21	53%	9,486	\$ 1,992	\$ 3,733



Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>6</b>	<b>New Residential Garage</b>								
	1,000	base fee @ 1,000 sq-ft		\$ -	\$ 630.00	%	-	\$ -	\$ -
		each add'l 100 sq-ft		\$ -	\$ 21.00	%	-	\$ -	\$ -
<b>7</b>	<b>Combinations (add/alt, garage, accessory) (A1) - 1 Story</b>								
	250	base fee @ 250 sq-ft.		\$ 983.80	\$ 1,470.0	149%	55	\$ 80,850	\$ 54,109
		each add'l sq-ft >250		\$ 0.74	\$ 0.21	28%	21,107	\$ 4,432	\$ 15,574
	2,250	base fee @ 2,250 sq-ft.		\$ 2,459.49	\$ 1,387	56%	613	\$ 849,952	\$ 1,507,670
		each add'l sq-ft >2250		\$ 0.61	\$ 0.21	34%	294,853	\$ 61,919	\$ 181,297
<b>8</b>	<b>Combinations (add/alt, garage, accessory) (A2) - 2 Story</b>								
	250	base fee @ 250 sq-ft.		\$ 1,229.75	\$ 1,733	141%	3	\$ 5,198	\$ 3,689
		each add'l sq-ft >250		\$ 0.74	\$ 0.21	28%	4,900	\$ 1,029	\$ 3,615
	2,250	base fee @ 2,250 sq-ft.		\$ 2,705.44	\$ 2,066	76%	246	\$ 508,234	\$ 665,539
		each add'l sq-ft >2250		\$ 0.61	\$ 0.35	57%	86,298	\$ 30,121	\$ 53,062
<b>9</b>	<b>Alterations - Non-Structural</b>								
	<b>Minor Projects:</b> Awning Aluminum or Canvas, Bathroom Alterations, Bay Windows #, Covered Porch, Deck 1 Story, Dishes >2' #, Fireplace, Foundation Bolting or Pier Blocks, Kitchen Alterations, Patio Cover, Residing, Stucco, Roof Structural Replacement, Skylight, Unfinished Room or Basement to Finish, Walls, Windows/Doors	per project		\$ 245.95	\$ 126.19	51%	1,405	\$ 177,302	\$ 345,559
	<b>Major Projects:</b> Any Structural Alteration, Attic Conversion, Deck 2-Story, Foundation Repair, Screen Room	per project		\$ 491.90	\$ 834.70	170%	109	\$ 90,982	\$ 53,617

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>10</b>	<b>Accessory Site</b>								
	Retaining Wall	per project		\$ 737.85	\$ -	0%	-	\$ -	\$ -
	Swimming Pool	per project		\$ 983.80	\$ -	0%	-	\$ -	\$ -
<b>11</b>	<b>House Relocation</b>								
	(A1) - 1 Story	per project		\$ 983.80	\$ -	0%	-	\$ -	\$ -
	(A2) - 2 Story	per project		\$ 1,475.70	\$ -	0%	-	\$ -	\$ -
	Modular Home	per project		\$ 491.90	\$ -	0%	-	\$ -	\$ -
<b>II</b>	<b>MULTI UNIT RESIDENTIAL (Apartments, Condominiums) PLAN REVIEW FEES</b>								
<b>1</b>	<b>New Building Combo Plan Review (Total BEPM)</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 8,608.23	\$ 16,275	189%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 1.23	\$ -	0%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 18,200.26	\$ 16,275	89%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 0.55	\$ 0.21	38%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 24,594.94	\$ 18,375	75%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 0.74	\$ 0.21	28%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 39,966.78	\$ 22,575	56%	-	\$ -	\$ -
		each add'l sq-ft >40,000		\$ 0.49	\$ 0.56	115%	-	\$ -	\$ -

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>2</b>	<b>Building Plan Review</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 5,140.34	\$ 10,605	206%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.77	\$ -	0%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 11,073.87	\$ 10,605	96%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 0.35	\$ 0.15	42%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 14,929.13	\$ 12,075	81%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 0.46	\$ 0.15	32%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 24,348.99	\$ 15,015	62%	13	\$ 195,195	\$ 316,537
		each add'l sq-ft >40,000		\$ 0.31	\$ 0.38	121%	395,500	\$ 148,461	\$ 122,564
<b>2</b>	<b>Plumbing Plan Review</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 934.61	\$ 1,890	202%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.14	\$ -	0%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 1,949.15	\$ 1,890	97%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 0.06	\$ 0.02	34%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 2,680.85	\$ 2,100	78%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 0.08	\$ 0.02	26%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 4,304.11	\$ 2,520	59%	13	\$ 32,760	\$ 55,953
		each add'l sq-ft >40,000		\$ 0.05	\$ 0.06	116%	395,500	\$ 24,917	\$ 21,400

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>3</b>	<b>Mechanical Plan Review</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 934.61	\$ 1,890	202%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.14	\$ -	0%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 1,949.15	\$ 1,890	97%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 0.06	\$ 0.02	34%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 2,680.85	\$ 2,100	78%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 0.08	\$ 0.02	26%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 4,304.11	\$ 2,520	59%	13	\$ 32,760	\$ 55,953
		each add'l sq-ft >40,000		\$ 0.05	\$ 0.06	116%	395,500	\$ 24,917	\$ 21,400
<b>4</b>	<b>Electrical Plan Review</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 1,352.72	\$ 1,890	140%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.18	\$ -	0%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 2,982.14	\$ 1,890	63%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 0.08	\$ 0.02	25%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 3,812.22	\$ 2,100	55%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 0.11	\$ 0.02	19%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 6,517.66	\$ 2,520	39%	13	\$ 32,760	\$ 84,730
		each add'l sq-ft >40,000		\$ 0.07	\$ 0.06	85%	395,500	\$ 24,917	\$ 29,182
<b>TOTAL</b>								<b>\$ 2,409,170</b>	<b>3,696,863</b>

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
								\$ 246					
<b>III</b>	<b>COMMERCIAL/INDUSTRIAL CONSTRUCTION</b>												
<b>1</b>	<b>New Building Combo Plan Review (Total BEPM)</b>		[1]										
	2,500	base fee @ 2,500 sq-ft.		14.00	1.50	2.50	1.00		\$ 3,443.29	\$ 368.92	\$ 614.87	\$ 245.95	\$ 4,673.04
		each add'l sq-ft >2,500		0.0035	n/a	n/a	n/a		\$ 0.85	n/a	n/a	n/a	\$ 0.85
	10,000	base fee @ 10,000 sq-ft.		40.00	1.50	3.50	1.50		\$ 9,837.98	\$ 368.92	\$ 860.82	\$ 368.92	\$ 11,436.65
		each add'l sq-ft >10,000		0.0010	n/a	n/a	n/a		\$ 0.25	n/a	n/a	n/a	\$ 0.25
	20,000	base fee @ 20,000 sq-ft.		50.00	3.00	5.00	2.00		\$ 12,297.47	\$ 737.85	\$ 1,229.75	\$ 491.90	\$ 14,756.96
		each add'l sq-ft >20,000		0.0008	n/a	n/a	n/a		\$ 0.20	n/a	n/a	n/a	\$ 0.20
	40,000	base fee @ 40,000 sq-ft.		66.00	3.00	7.00	2.50		\$ 16,232.66	\$ 737.85	\$ 1,721.65	\$ 614.87	\$ 19,307.03
		each add'l sq-ft >40,000		0.0007	n/a	n/a	n/a		\$ 0.17	n/a	n/a	n/a	\$ 0.17
<b>2</b>	<b>Building Plan Review</b>												
	2,500	base fee @ 2,500 sq-ft.		8.82	0.50	0.50	1.00		\$ 2,169.27	\$ 122.97	\$ 122.97	\$ 245.95	\$ 2,661.17
		each add'l sq-ft >2,500		0.0022	n/a	n/a	n/a		\$ 0.54	n/a	n/a	n/a	\$ 0.54
	10,000	base fee @ 10,000 sq-ft.		25.20	0.50	0.50	1.50		\$ 6,197.93	\$ 122.97	\$ 122.97	\$ 368.92	\$ 6,812.80
		each add'l sq-ft >10,000		0.0006	n/a	n/a	n/a		\$ 0.15	n/a	n/a	n/a	\$ 0.15
	20,000	base fee @ 20,000 sq-ft.		31.50	1.00	1.00	2.00		\$ 7,747.41	\$ 245.95	\$ 245.95	\$ 491.90	\$ 8,731.20
		each add'l sq-ft >20,000		0.0005	n/a	n/a	n/a		\$ 0.12	n/a	n/a	n/a	\$ 0.12
	40,000	base fee @ 40,000 sq-ft.		41.58	1.00	1.00	2.50		\$ 10,226.58	\$ 245.95	\$ 245.95	\$ 614.87	\$ 11,333.35
		each add'l sq-ft >40,000		0.0004	n/a	n/a	n/a		\$ 0.11	n/a	n/a	n/a	\$ 0.11

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
<b>3</b>	<b>Plumbing Plan Review</b>												
	2,500	base fee @ 2,500 sq-ft.		1.54	0.50	0.00	0.00		\$ 378.76	\$ 122.97	\$ -	\$ -	\$ 501.74
		each add'l sq-ft >2,500		0.0004	n/a	n/a	n/a		\$ 0.09	n/a	n/a	n/a	\$ 0.09
	10,000	base fee @ 10,000 sq-ft.		4.40	0.50	0.00	0.00		\$ 1,082.18	\$ 122.97	\$ -	\$ -	\$ 1,205.15
		each add'l sq-ft >10,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
	20,000	base fee @ 20,000 sq-ft.		5.50	1.00	0.00	0.00		\$ 1,352.72	\$ 245.95	\$ -	\$ -	\$ 1,598.67
		each add'l sq-ft >20,000		0.0001	n/a	n/a	n/a		\$ 0.02	n/a	n/a	n/a	\$ 0.02
	40,000	base fee @ 40,000 sq-ft.		7.26	1.00	0.00	0.00		\$ 1,785.59	\$ 245.95	\$ -	\$ -	\$ 2,031.54
		each add'l sq-ft >40,000		0.0001	n/a	n/a	n/a		\$ 0.02	n/a	n/a	n/a	\$ 0.02
<b>4</b>	<b>Mechanical Plan Review</b>												
	2,500	base fee @ 2,500 sq-ft.		1.54	0.00	0.50	0.00		\$ 378.76	\$ -	\$ 122.97	\$ -	\$ 501.74
		each add'l sq-ft >2,500		0.0004	n/a	n/a	n/a		\$ 0.09	n/a	n/a	n/a	\$ 0.09
	10,000	base fee @ 10,000 sq-ft.		4.40	0.00	0.50	0.00		\$ 1,082.18	\$ -	\$ 122.97	\$ -	\$ 1,205.15
		each add'l sq-ft >10,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
	20,000	base fee @ 20,000 sq-ft.		5.50	0.00	1.00	0.00		\$ 1,352.72	\$ -	\$ 245.95	\$ -	\$ 1,598.67
		each add'l sq-ft >20,000		0.0001	n/a	n/a	n/a		\$ 0.02	n/a	n/a	n/a	\$ 0.02
	40,000	base fee @ 40,000 sq-ft.		7.26	0.00	1.00	0.00		\$ 1,785.59	\$ -	\$ 245.95	\$ -	\$ 2,031.54
		each add'l sq-ft >40,000		0.0001	n/a	n/a	n/a		\$ 0.02	n/a	n/a	n/a	\$ 0.02

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
<b>5</b>	<b>Electrical Plan Review</b>												
	2,500	base fee @ 2,500 sq-ft.		2.10	0.00	1.00	0.00		\$ 516.49	\$ -	\$ 245.95	\$ -	\$ 762.44
		each add'l sq-ft >2,500		0.0005	n/a	n/a	n/a		\$ 0.13	n/a	n/a	n/a	\$ 0.13
	10,000	base fee @ 10,000 sq-ft.		6.00	0.00	2.00	0.00		\$ 1,475.70	\$ -	\$ 491.90	\$ -	\$ 1,967.60
		each add'l sq-ft >10,000		0.0002	n/a	n/a	n/a		\$ 0.04	n/a	n/a	n/a	\$ 0.04
	20,000	base fee @ 20,000 sq-ft.		7.50	0.00	2.00	0.00		\$ 1,844.62	\$ -	\$ 491.90	\$ -	\$ 2,336.52
		each add'l sq-ft >20,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
	40,000	base fee @ 40,000 sq-ft.		9.90	0.00	4.00	0.00		\$ 2,434.90	\$ -	\$ 983.80	\$ -	\$ 3,418.70
		each add'l sq-ft >40,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
<b>1</b>	<b>FI &amp; TI Combo Plan Review (Total BEPM)</b>												
	500	base fee @ 500 sq-ft.		4.00	1.00	2.00	1.00		\$ 983.80	\$ 245.95	\$ 491.90	\$ 245.95	\$ 1,967.60
		each add'l sq-ft >500		0.0030	n/a	n/a	n/a		\$ 0.74	n/a	n/a	n/a	\$ 0.74
	2,500	base fee @ 2,500 sq-ft.		10.00	1.00	2.00	1.00		\$ 2,459.49	\$ 245.95	\$ 491.90	\$ 245.95	\$ 3,443.29
		each add'l sq-ft >2,500		0.0013	n/a	n/a	n/a		\$ 0.33	n/a	n/a	n/a	\$ 0.33
	10,000	base fee @ 10,000 sq-ft.		20.00	1.00	2.00	1.50		\$ 4,918.99	\$ 245.95	\$ 491.90	\$ 368.92	\$ 6,025.76
		each add'l sq-ft >10,000		0.0012	n/a	n/a	n/a		\$ 0.30	n/a	n/a	n/a	\$ 0.30
	20,000	base fee @ 20,000 sq-ft.		32.00	1.50	4.50	2.00		\$ 7,870.38	\$ 368.92	\$ 1,106.77	\$ 491.90	\$ 9,837.98
		each add'l sq-ft >20,000		0.0009	n/a	n/a	n/a		\$ 0.22	n/a	n/a	n/a	\$ 0.22
	40,000	base fee @ 40,000 sq-ft.		50.00	1.50	4.50	2.50		\$ 12,297.47	\$ 368.92	\$ 1,106.77	\$ 614.87	\$ 14,388.04
		each add'l sq-ft >40,000		0.0007	n/a	n/a	n/a		\$ 0.17	n/a	n/a	n/a	\$ 0.17

Fee No.	Fee Description	Fee Unit	Notes	Estimated Average Labor Time Per Activity (hours)				FBHR	Cost of Service Per Activity				TOTAL
				PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW		PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	
<b>2</b>	<b>FI&amp;TI Building Plan Review</b>		[1]										
	500	base fee @ 500 sq-ft.		2.52	0.50	0.50	1.00		\$ 619.79	\$ 122.97	\$ 122.97	\$ 245.95	\$ 1,111.69
		each add'l sq-ft >500		0.0019	n/a	n/a	n/a		\$ 0.46	n/a	n/a	n/a	\$ 0.46
	2,500	base fee @ 2,500 sq-ft.		6.30	0.50	0.50	1.00		\$ 1,549.48	\$ 122.97	\$ 122.97	\$ 245.95	\$ 2,041.38
		each add'l sq-ft >2,500		0.0008	n/a	n/a	n/a		\$ 0.21	n/a	n/a	n/a	\$ 0.21
	10,000	base fee @ 10,000 sq-ft.		12.60	0.50	0.50	1.00		\$ 3,098.96	\$ 122.97	\$ 122.97	\$ 245.95	\$ 3,590.86
		each add'l sq-ft >10,000		0.0008	n/a	n/a	n/a		\$ 0.19	n/a	n/a	n/a	\$ 0.19
	20,000	base fee @ 20,000 sq-ft.		20.16	1.00	1.00	2.00		\$ 4,958.34	\$ 245.95	\$ 245.95	\$ 491.90	\$ 5,942.14
		each add'l sq-ft >20,000		0.0006	n/a	n/a	n/a		\$ 0.14	n/a	n/a	n/a	\$ 0.14
	40,000	base fee @ 40,000 sq-ft.		31.50	1.00	1.00	2.50		\$ 7,747.41	\$ 245.95	\$ 245.95	\$ 614.87	\$ 8,854.18
		each add'l sq-ft >40,000		0.0004	n/a	n/a	n/a		\$ 0.11	n/a	n/a	n/a	\$ 0.11
<b>3</b>	<b>FI &amp; TI Plumbing Plan Review</b>												
	500	base fee @ 500 sq-ft.		0.44	0.50	0.00	0.00		\$ 108.22	\$ 122.97	\$ -	\$ -	\$ 231.19
		each add'l sq-ft >500		0.0003	n/a	n/a	n/a		\$ 0.08	n/a	n/a	n/a	\$ 0.08
	2,500	base fee @ 2,500 sq-ft.		1.10	0.50	0.00	0.00		\$ 270.54	\$ 122.97	\$ -	\$ -	\$ 393.52
		each add'l sq-ft >2,500		0.0001	n/a	n/a	n/a		\$ 0.04	n/a	n/a	n/a	\$ 0.04
	10,000	base fee @ 10,000 sq-ft.		2.20	0.50	0.00	0.00		\$ 541.09	\$ 122.97	\$ -	\$ -	\$ 664.06
		each add'l sq-ft >10,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
	20,000	base fee @ 20,000 sq-ft.		3.52	0.50	0.00	0.00		\$ 865.74	\$ 122.97	\$ -	\$ -	\$ 988.72
		each add'l sq-ft >20,000		0.0001	n/a	n/a	n/a		\$ 0.02	n/a	n/a	n/a	\$ 0.02
	40,000	base fee @ 40,000 sq-ft.		5.50	0.50	0.00	0.00		\$ 1,352.72	\$ 122.97	\$ -	\$ -	\$ 1,475.70
		each add'l sq-ft >40,000		0.0001	n/a	n/a	n/a		\$ 0.02	n/a	n/a	n/a	\$ 0.02



Fee No.	Fee Description	Fee Unit	Notes	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
<b>4</b>	<b>FI &amp; TI Mechanical Plan Review</b>												
	500	base fee @ 500 sq-ft.		0.44	0.00	0.50	0.00		\$ 108.22	\$ -	\$ 122.97	\$ -	\$ 231.19
		each add'l sq-ft >500		0.0003	n/a	n/a	n/a		\$ 0.08	n/a	n/a	n/a	\$ 0.08
	2,500	base fee @ 2,500 sq-ft.		1.10	0.00	0.50	0.00		\$ 270.54	\$ -	\$ 122.97	\$ -	\$ 393.52
		each add'l sq-ft >2,500		0.0001	n/a	n/a	n/a		\$ 0.04	n/a	n/a	n/a	\$ 0.04
	10,000	base fee @ 10,000 sq-ft.		2.20	0.00	0.50	0.00		\$ 541.09	\$ -	\$ 122.97	\$ -	\$ 664.06
		each add'l sq-ft >10,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
	20,000	base fee @ 20,000 sq-ft.		3.52	0.00	0.50	0.00		\$ 865.74	\$ -	\$ 122.97	\$ -	\$ 988.72
		each add'l sq-ft >20,000		0.0001	n/a	n/a	n/a		\$ 0.02	n/a	n/a	n/a	\$ 0.02
	40,000	base fee @ 40,000 sq-ft.		5.50	0.00	0.50	0.00		\$ 1,352.72	\$ -	\$ 122.97	\$ -	\$ 1,475.70
		each add'l sq-ft >40,000		0.0001	n/a	n/a	n/a		\$ 0.02	n/a	n/a	n/a	\$ 0.02
<b>5</b>	<b>FI &amp; TI Electrical Plan Review</b>												
	500	base fee @ 500 sq-ft.		0.60	0.00	1.00	0.00		\$ 147.57	\$ -	\$ 245.95	\$ -	\$ 393.52
		each add'l sq-ft >500		0.0005	n/a	n/a	n/a		\$ 0.11	n/a	n/a	n/a	\$ 0.11
	2,500	base fee @ 2,500 sq-ft.		1.50	0.00	1.00	0.00		\$ 368.92	\$ -	\$ 245.95	\$ -	\$ 614.87
		each add'l sq-ft >2,500		0.0002	n/a	n/a	n/a		\$ 0.05	n/a	n/a	n/a	\$ 0.05
	10,000	base fee @ 10,000 sq-ft.		3.00	0.00	1.00	0.00		\$ 737.85	\$ -	\$ 245.95	\$ -	\$ 983.80
		each add'l sq-ft >10,000		0.0002	n/a	n/a	n/a		\$ 0.04	n/a	n/a	n/a	\$ 0.04
	20,000	base fee @ 20,000 sq-ft.		4.80	0.00	3.00	0.00		\$ 1,180.56	\$ -	\$ 737.85	\$ -	\$ 1,918.41
		each add'l sq-ft >20,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
	40,000	base fee @ 40,000 sq-ft.		7.50	0.00	3.00	0.00		\$ 1,844.62	\$ -	\$ 737.85	\$ -	\$ 2,582.47
		each add'l sq-ft >40,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
<b>14</b>	<b>USE MODIFIERS</b>												
	<i>There has been much discussion about this area of the fee table. Chu would like to eliminate this fee if projects to which these apply are "deposits". If "flat" then he would like to consider keeping them.</i>			1.00									
				1.20									
				1.40									
				1.50									
				1.60									
<b>15</b>	<b>Itemized Scope of Work Projects</b>												
	<b>Minor Projects:</b> Antenna, ATM, Awnings, Cooling Tower, Demising Walls, Demo Interior walls, Deck Repairs, Fountains, Hood Installations, Masonry Fence (per 100 ft.), Restroom Alterations, Retaining Walls, Signs, Skylights, Sound Walls, T-Bar Ceiling, Tools, Trailers Installed, Trellis(s) Patio Covers	per item		2.00	0.00	0.00	0.50		\$ 491.90	\$ -	\$ -	\$ 122.97	\$ 614.87
	<b>Major Projects:</b> Any Structural Alteration, Canopy Structure, Damage Repair, Façade changes, HVAC Systems, Racks, Spray Booth, Swimming Pools	per item		4.00	0.00	0.00	0.50		\$ 983.80	\$ -	\$ -	\$ 122.97	\$ 1,106.77
	Occupancy			1.00	0.50	0.50	1.00		\$ 245.95	\$ 122.97	\$ 122.97	\$ 245.95	\$ 737.85
	Rated Corridors			2.00	0.00	0.00	0.00		\$ 491.90	\$ -	\$ -	\$ -	\$ 491.90
	Seismic Upgrades			6.00	0.50	0.50	1.00		\$ 1,475.70	\$ 122.97	\$ 122.97	\$ 245.95	\$ 1,967.60
<b>TOTAL</b>													

[Notes]

[1]

City of San Jose  
 PCBE (Building) - User Fee Study  
 Building and Structure Permits - Non-residential Plan Review Fees  
 Cost Recovery and Recommended Fee Analysis

ATTACHMENT G

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>III</b>	<b>COMMERCIAL/INDUSTRIAL CONSTRUCTION</b>								
<b>1</b>	<b>New Building Combo Plan Review (Total BEPM)</b>		[1]						
	2,500	base fee @ 2,500 sq-ft.		\$ 4,673.04	\$ 5,460	117%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.85	\$ 0.36	43%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 11,436.65	\$ 8,190	72%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 0.25	\$ 0.21	85%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 14,756.96	\$ 10,290	70%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 0.20	\$ 0.20	104%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 19,307.03	\$ 14,385	75%	-	\$ -	\$ -
		each add'l sq-ft >40,000		\$ 0.17	\$ 0.36	209%	-	\$ -	\$ -
<b>2</b>	<b>Building Plan Review</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 2,661.17	\$ 3,675	138%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.54	\$ 0.29	55%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 6,812.80	\$ 5,880	86%	36	\$ 211,680	\$ 245,261
		each add'l sq-ft >10,000		\$ 0.15	\$ 0.21	133%	43,622	\$ 8,977	\$ 6,759
	20,000	base fee @ 20,000 sq-ft.		\$ 8,731.20	\$ 7,938	91%	4	\$ 31,752	\$ 34,925
		each add'l sq-ft >20,000		\$ 0.12	\$ 0.21	166%	46,085	\$ 9,484	\$ 5,713
	40,000	base fee @ 40,000 sq-ft.		\$ 11,333.35	\$ 12,054	106%	17	\$ 204,918	\$ 192,667
		each add'l sq-ft >40,000		\$ 0.11	\$ 0.30	278%	2,115,138	\$ 637,397	\$ 229,416

City of San Jose  
PCBE (Building) - User Fee Study  
Building and Structure Permits - Non-residential Plan Review Fees  
Cost Recovery and Recommended Fee Analysis

ATTACHMENT G

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>3</b>	<b>Plumbing Plan Review</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 501.74	\$ 840	167%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.09	\$ 0.03	30%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 1,205.15	\$ 1,050	87%	36	\$ 37,800	\$ 43,385
		each add'l sq-ft >10,000		\$ 0.03	\$ 0.01	39%	43,622	\$ 458	\$ 1,180
	20,000	base fee @ 20,000 sq-ft.		\$ 1,598.67	\$ 1,155	72%	4	\$ 4,620	\$ 6,395
		each add'l sq-ft >20,000		\$ 0.02	\$ 0.01	49%	46,085	\$ 484	\$ 997
	40,000	base fee @ 40,000 sq-ft.		\$ 2,031.54	\$ 1,365	67%	17	\$ 23,205	\$ 34,536
		each add'l sq-ft >40,000		\$ 0.02	\$ 0.03	180%	2,115,138	\$ 72,179	\$ 40,057
<b>4</b>	<b>Mechanical Plan Review</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 501.74	\$ 1,029	205%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.09	\$ 0.06	63%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 1,205.15	\$ 1,470	122%	36	\$ 52,920	\$ 43,385
		each add'l sq-ft >10,000		\$ 0.03	\$ 0.01	54%	43,622	\$ 641	\$ 1,180
	20,000	base fee @ 20,000 sq-ft.		\$ 1,598.67	\$ 1,617	101%	4	\$ 6,468	\$ 6,395
		each add'l sq-ft >20,000		\$ 0.02	\$ 0.01	68%	46,085	\$ 677	\$ 997
	40,000	base fee @ 40,000 sq-ft.		\$ 2,031.54	\$ 1,911	94%	17	\$ 32,487	\$ 34,536
		each add'l sq-ft >40,000		\$ 0.02	\$ 0.05	252%	2,115,138	\$ 101,051	\$ 40,057

City of San Jose  
PCBE (Building) - User Fee Study  
Building and Structure Permits - Non-residential Plan Review Fees  
Cost Recovery and Recommended Fee Analysis

ATTACHMENT G

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>5</b>	<b>Electrical Plan Review</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 762.44	\$ 1,029	135%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.13	\$ 0.06	46%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 1,967.60	\$ 1,470	75%	36	\$ 52,920	\$ 70,833
		each add'l sq-ft >10,000		\$ 0.04	\$ 0.01	40%	43,622	\$ 641	\$ 1,609
	20,000	base fee @ 20,000 sq-ft.		\$ 2,336.52	\$ 1,617	69%	4	\$ 6,468	\$ 9,346
		each add'l sq-ft >20,000		\$ 0.03	\$ 0.01	50%	46,085	\$ 677	\$ 1,360
	40,000	base fee @ 40,000 sq-ft.		\$ 3,418.70	\$ 1,911	56%	17	\$ 32,487	\$ 58,118
		each add'l sq-ft >40,000		\$ 0.03	\$ 0.05	185%	2,115,138	\$ 101,051	\$ 54,623
<b>1</b>	<b>FI &amp; TI Combo Plan Review (Total BEPM)</b>								
	500	base fee @ 500 sq-ft.		\$ 1,967.60	\$ 1,890	96%	-	\$ -	\$ -
		each add'l sq-ft >500		\$ 0.74	\$ 0.53	71%	-	\$ -	\$ -
	2,500	base fee @ 2,500 sq-ft.		\$ 3,443.29	\$ 2,940	85%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.33	\$ 0.42	128%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 6,025.76	\$ 6,090	101%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 0.30	\$ 0.17	57%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 9,837.98	\$ 7,770	79%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 0.22	\$ 0.13	59%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 14,388.04	\$ 10,395	72%	-	\$ -	\$ -
		each add'l sq-ft >40,000		\$ 0.17	\$ 0.26	151%	-	\$ -	\$ -

City of San Jose  
PCBE (Building) - User Fee Study  
Building and Structure Permits - Non-residential Plan Review Fees  
Cost Recovery and Recommended Fee Analysis

ATTACHMENT G

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>2</b>	<b>FI&amp;TI Building Plan Review</b>								
	500	base fee @ 500 sq-ft.		\$ 1,111.69	\$ 525	47%	-	\$ -	\$ -
		each add'l sq-ft >500		\$ 0.46	\$ 0.24	52%	-	\$ -	\$ -
	2,500	base fee @ 2,500 sq-ft.		\$ 2,041.38	\$ 1,007	49%	1,174	\$ 1,182,762	\$ 2,396,580
		each add'l sq-ft >2,500		\$ 0.21	\$ 0.24	116%	673,199	\$ 160,669	\$ 139,081
	10,000	base fee @ 10,000 sq-ft.		\$ 3,590.86	\$ 2,797	78%	66	\$ 184,632	\$ 236,997
		each add'l sq-ft >10,000		\$ 0.19	\$ 0.08	41%	271,541	\$ 20,879	\$ 50,490
	20,000	base fee @ 20,000 sq-ft.		\$ 5,942.14	\$ 3,566	60%	23	\$ 82,026	\$ 136,669
		each add'l sq-ft >20,000		\$ 0.14	\$ 0.15	111%	206,245	\$ 31,847	\$ 28,762
	40,000	base fee @ 40,000 sq-ft.		\$ 8,854.18	\$ 6,655	75%	26	\$ 173,019	\$ 230,209
		each add'l sq-ft >40,000		\$ 0.11	\$ 0.17	153%	795,776	\$ 132,389	\$ 86,313
<b>3</b>	<b>FI &amp; TI Plumbing Plan Review</b>								
	500	base fee @ 500 sq-ft.		\$ 231.19	\$ 420	182%	-	\$ -	\$ -
		each add'l sq-ft >500		\$ 0.08	\$ 0.16	194%	-	\$ -	\$ -
	2,500	base fee @ 2,500 sq-ft.		\$ 393.52	\$ 735	187%	763.10	\$ 560,879	\$ 300,294
		each add'l sq-ft >2,500		\$ 0.04	\$ 0.08	233%	437,579	\$ 36,757	\$ 15,785
	10,000	base fee @ 10,000 sq-ft.		\$ 664.06	\$ 1,365	206%	42.90	\$ 58,559	\$ 28,488
		each add'l sq-ft >10,000		\$ 0.03	\$ 0.01	32%	176,502	\$ 1,853	\$ 5,730
	20,000	base fee @ 20,000 sq-ft.		\$ 988.72	\$ 1,470	149%	15	\$ 21,977	\$ 14,781
		each add'l sq-ft >20,000		\$ 0.02	\$ 0.02	86%	134,059	\$ 2,815	\$ 3,264
	40,000	base fee @ 40,000 sq-ft.		\$ 1,475.70	\$ 1,890	128%	17	\$ 31,941	\$ 24,939
		each add'l sq-ft >40,000		\$ 0.02	\$ 0.05	249%	517,254	\$ 24,440	\$ 9,796

City of San Jose  
PCBE (Building) - User Fee Study  
Building and Structure Permits - Non-residential Plan Review Fees  
Cost Recovery and Recommended Fee Analysis

ATTACHMENT G

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>4</b>	<b>FI &amp; TI Mechanical Plan Review</b>								
	500	base fee @ 500 sq-ft.		\$ 231.19	\$ 420	182%	-	\$ -	\$ -
		each add'l sq-ft >500		\$ 0.08	\$ -	0%	-	\$ -	\$ -
	2,500	base fee @ 2,500 sq-ft.		\$ 393.52	\$ 420	107%	496	\$ 208,326	\$ 195,191
		each add'l sq-ft >2,500		\$ 0.04	\$ 0.03	89%	284,427	\$ 9,159	\$ 10,260
	10,000	base fee @ 10,000 sq-ft.		\$ 664.06	\$ 662	100%	28	\$ 18,446	\$ 18,517
		each add'l sq-ft >10,000		\$ 0.03	\$ 0.04	113%	114,726	\$ 4,216	\$ 3,725
	20,000	base fee @ 20,000 sq-ft.		\$ 988.72	\$ 1,029	104%	10	\$ 9,999	\$ 9,608
		each add'l sq-ft >20,000		\$ 0.02	\$ 0.01	60%	87,139	\$ 1,281	\$ 2,122
	40,000	base fee @ 40,000 sq-ft.		\$ 1,475.70	\$ 1,323	90%	11	\$ 14,533	\$ 16,211
		each add'l sq-ft >40,000		\$ 0.02	\$ 0.03	175%	336,215	\$ 11,120	\$ 6,367
<b>5</b>	<b>FI &amp; TI Electrical Plan Review</b>								
	500	base fee @ 500 sq-ft.		\$ 393.52	\$ 525	133%	-	\$ -	\$ -
		each add'l sq-ft >500		\$ 0.11	\$ -	0%	-	\$ -	\$ -
	2,500	base fee @ 2,500 sq-ft.		\$ 614.87	\$ 525	85%	322	\$ 169,265	\$ 198,241
		each add'l sq-ft >2,500		\$ 0.05	\$ 0.04	77%	184,877	\$ 6,988	\$ 9,094
	10,000	base fee @ 10,000 sq-ft.		\$ 983.80	\$ 809	82%	18	\$ 14,654	\$ 17,832
		each add'l sq-ft >10,000		\$ 0.04	\$ 0.02	50%	74,572	\$ 1,644	\$ 3,301
	20,000	base fee @ 20,000 sq-ft.		\$ 1,918.41	\$ 1,029	54%	6	\$ 6,500	\$ 12,117
		each add'l sq-ft >20,000		\$ 0.03	\$ 0.01	44%	56,640	\$ 833	\$ 1,881
	40,000	base fee @ 40,000 sq-ft.		\$ 2,582.47	\$ 1,323	51%	7	\$ 9,447	\$ 18,439
		each add'l sq-ft >40,000		\$ 0.03	\$ 0.03	128%	218,540	\$ 7,228	\$ 5,644

City of San Jose  
 PCBE (Building) - User Fee Study  
 Building and Structure Permits - Non-residential Plan Review Fees  
 Cost Recovery and Recommended Fee Analysis

ATTACHMENT G

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>14</b>	<b>USE MODIFIERS</b>								
	<i>There has been much discussion about this area of the fee table. Chu would like to eliminate this fee if projects to which these apply are "deposits". If "flat" then he would like to consider keeping them.</i>								
<b>15</b>	<b>Itemized Scope of Work Projects</b>								
	<b>Minor Projects:</b> Antenna, ATM, Awnings, Cooling Tower, Demising Walls, Demo Interior walls, Deck Repairs, Fountains, Hood Installations, Masonry Fence (per 100 ft.), Restroom Alterations, Retaining Walls, Signs, Skylights, Sound Walls, T-Bar Ceiling, Tools, Trailers Installed, Trellis(s) Patio Covers	per item		\$ 614.87	\$ 282.00	46%	240	\$ 67,680	\$ 147,570
	<b>Major Projects:</b> Any Structural Alteration, Canopy Structure, Damage Repair, Façade changes, HVAC Systems, Racks, Spray Booth, Swimming Pools	per item		\$ 1,106.77	\$ 686.00	62%	227	\$ 155,722	\$ 251,237
	Occupancy			\$ 737.85	\$ -	0%	-	\$ -	\$ -
	Rated Corridors			\$ 491.90	\$ -	0%	-	\$ -	\$ -
	Seismic Upgrades			\$ 1,967.60	\$ -	0%	-	\$ -	\$ -
<b>TOTAL</b>								<b>\$ 5,055,927</b>	<b>5,799,267</b>

[Notes]

[1]



City of San Jose  
PCBE (Building) - User Fee Study  
Building and Structure Permits - Special Services Plan Review Fees  
Cost of Service Estimate for Fee Related Services and Activities

ATTACHMENT G

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis		Cost Recovery Analysis		Annual Estimated Revenue Analysis			
				Estimated Average Labor Time Per Activity (hours)	FBHR \$ 246	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>IV</b>	<b>SPECIAL PLAN REVIEW SERVICES</b>										
<b>1</b>	<b>Hourly Plan Review Services, such as, but not limited to:</b>	per hour, 1/2 hour minimum		1.00		\$ 246	\$ 210.00	85%	-	\$ -	\$ -
	Factory-built dwelling or mobile home installed on a permanent foundation										
	Preliminary Plan Review										
	Condominium Conversion										
	Rough Framing										
	No Other Plan Review Fee Specified										
<b>2</b>	<b>Alternate Materials and Methods of Construction</b>										
	First 2 hours minimum	per project		2.00		\$ 492	\$ 420.00	85%	23	\$ 9,660	\$ 11,314
	Each Additional Hour	hourly		1.00		\$ 246	\$ 210.00	85%	-	\$ -	\$ -
<b>4</b>	<b>Expedited Plan Review</b>		[1]								
	Express	1.5 fee									
	STI/ITI	50% surcharge									
	<b>Major Project Express Plan Review</b>	1.5 fee	[1]								
<b>6</b>	<b>Accessibility Exemption Application</b>	per application		1.00		\$ 246	\$ 210.00	85%	-	\$ -	\$ -
<b>7</b>	<b>Replacement Permit Fee</b>	per request	[1]	1.00		\$ 246	varies	%	7	\$ -	
<b>8</b>	<b>Plan Check Extension</b>	per request		0.50		\$ 123	\$ 80.00	65%	-	\$ -	\$ -
<b>new</b>	<b>Building</b>										
	OTC Review	per project		0.25		\$ 61	\$ 420.00	683%	-	\$ -	\$ -
<b>9</b>	<b>Plumbing/Mechanical/Electrical</b>										
	OTC Review	per project		0.25		\$ 61	\$ 420.00	683%	-	\$ -	\$ -
<b>10</b>	<b>Electrical</b>										
	Regular OTC	per project		2.00		\$ 492	\$ 420.00	85%	-	\$ -	\$ -
<b>11</b>	<b>Record Retention Fees</b>		[1]								
	Building, Plumbing, Mechanical, Electrical Permits					\$ -	10% Permit Cost with \$20 min and \$2000 max				

City of San Jose  
 PCBE (Building) - User Fee Study  
 Building and Structure Permits - Special Services Plan Review Fees  
 Cost of Service Estimate for Fee Related Services and Activities

ATTACHMENT G

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis		Cost Recovery Analysis		Annual Estimated Revenue Analysis			
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
					\$ 246						
V.	<b>BUILDING DIVISION REVIEW OF PLANNING APPLICATIONS</b>										
1	<b>Hourly, 1 hour minimum:</b> Conditional Use Permit, Conventional Zoning/Conforming Zoning, Preliminary - Comprehensive, Development Variance/Exception, Annexations, Lot Line Adjustment, Special Use Permit, Tentative Maps	Hourly		1.00		\$ 246	\$ 210.00	85%	154	\$ 32,340	\$ 37,876
2	<b>Hourly, 3 hour minimum:</b> Planned Development Permit/PD Zoning Permit, Site Development Permit	Hourly		1.00		\$ 246	\$ 210.00	85%	-	\$ -	\$ -
<b>TOTAL</b>									\$ 42,000	\$ 49,190	

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
								\$ 251					
<b>I</b>	<b>SINGLE FAMILY RESIDENTIAL PERMIT / INSPECTION FEES</b>												
<b>1</b>	<b>New Single Family Tracts (A1) - 1 Story</b>												
	1,000	base fee @ 1,000 sq-ft.		8.00	0.00	0.30	0.00		\$ 2,004.61	\$ -	\$ 75.17	\$ -	\$ 2,079.78
		each add'l sq-ft >1000		0.0030	0.0000	0.0003	0.0000		\$ 0.75	\$ -	\$ 0.08	\$ -	\$ 0.83
	3,000	base fee @ 3,000 sq-ft		14.00	0.00	0.90	0.00		\$ 3,508.07	\$ -	\$ 225.52	\$ -	\$ 3,733.59
		each add'l sq-ft > 3000		0.0028	0.0000	0.0003	0.0000		\$ 0.70	\$ -	\$ 0.08	\$ -	\$ 0.78
<b>2</b>	<b>New Single Family Tracts (A2) - 2 Story</b>												
	1,000	base fee @ 1,000 sq-ft.		10.00	0.00	0.30	0.00		\$ 2,505.76	\$ -	\$ 75.17	\$ -	\$ 2,580.94
		each add'l sq-ft >1000		0.0030	0.0000	0.0003	0.0000		\$ 0.75	\$ -	\$ 0.08	\$ -	\$ 0.83
	3,000	base fee @ 3,000 sq-ft		16.00	0.00	0.90	0.00		\$ 4,009.22	\$ -	\$ 225.52	\$ -	\$ 4,234.74
		each add'l sq-ft > 3000		0.0028	0.0000	0.0003	0.0000		\$ 0.70	\$ -	\$ 0.08	\$ -	\$ 0.78
<b>3</b>	<b>New Custom Home (A1) - 1 Story</b>												
	1,000	base fee @ 1,000 sq-ft.		12.00	0.00	0.30	0.00		\$ 3,006.92	\$ -	\$ 75.17	\$ -	\$ 3,082.09
		each add'l sq-ft >1000		0.0030	0.0000	0.0003	0.0000		\$ 0.75	\$ -	\$ 0.08	\$ -	\$ 0.83
	3,000	base fee @ 3,000 sq-ft		18.00	0.00	0.90	0.00		\$ 4,510.37	\$ -	\$ 225.52	\$ -	\$ 4,735.89
		each add'l sq-ft > 3000		0.0028	0.0000	0.0003	0.0000		\$ 0.70	\$ -	\$ 0.08	\$ -	\$ 0.78
<b>4</b>	<b>New Custom Home (A2) - 2 Story</b>												
	1,000	base fee @ 1,000 sq-ft.		14.00	0.00	0.30	0.00		\$ 3,508.07	\$ -	\$ 75.17	\$ -	\$ 3,583.24
		each add'l sq-ft >1000		0.0030	0.0000	0.0003	0.0000		\$ 0.75	\$ -	\$ 0.08	\$ -	\$ 0.83
	3,000	base fee @ 3,000 sq-ft		20.00	0.00	0.90	0.00		\$ 5,011.53	\$ -	\$ 225.52	\$ -	\$ 5,237.05
		each add'l sq-ft > 3000		0.0028	0.0000	0.0003	0.0000		\$ 0.70	\$ -	\$ 0.08	\$ -	\$ 0.78

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL					
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity									
<b>5</b>	<b>New Residential Garage</b>																	
	1,000	base fee @- 4,000 sq-ft		0.00	0.00	0.00	0.00		\$		\$		\$					
		each add'l 100- sq-ft		0.00	0.00	0.00	0.00		\$		\$		\$					
<b>7</b>	<b>Combinations (add/alt, garage, accessory) - 1 Story</b>																	
	250	base fee @ 250 sq-ft.		3.00	0.00	0.075	0.00		\$	751.73	\$	-	\$	18.79	\$	-	\$	770.52
		each add'l sq-ft >250		0.0030	0.0000	0.0003	0.0000		\$	0.75	\$	-	\$	0.08	\$	-	\$	0.83
	2,250	base fee @2 250 sq-ft.		9.00	0.00	0.675	0.00		\$	2,255.19	\$	-	\$	169.14	\$	-	\$	2,424.33
		each add'l sq-ft >2250		0.0028	0.0000	0.0003	0.0000		\$	0.70	\$	-	\$	0.08	\$	-	\$	0.78
<b>8</b>	<b>Combinations (add/alt, garage, accessory) - 2 Story</b>																	
	250	base fee @ 250 sq-ft.		4.00	0.00	0.075	0.00		\$	1,002.31	\$	-	\$	18.79	\$	-	\$	1,021.10
		each add'l sq-ft >250		0.0030	0.0000	0.0003	0.0000		\$	0.75	\$	-	\$	0.08	\$	-	\$	0.83
	2,250	base fee @2 250 sq-ft.		10.00	0.00	0.675	0.00		\$	2,505.76	\$	-	\$	169.14	\$	-	\$	2,674.90
		each add'l sq-ft >2250		0.0028	0.0000	0.0003	0.0000		\$	0.70	\$	-	\$	0.08	\$	-	\$	0.78
<b>9</b>	<b>Alterations</b>																	
	<b>Minor Projects:</b> Awning Aluminum or Canvas, Minor Bathroom Alterations, Bay Windows #, Covered Porch, Deck 1 Story, Dishes >2' #, Fireplace, Foundation Bolting or Pier Blocks, Minor Kitchen Alterations, Patio Cover, Repipe w/Gyp or Shear, Residing, Stucco, Roof Structural Replacement, Skylight, Storage Shed, Unfinished Room or Basement to Finish, Walls, Windows/Doors	per project		2.00	0.00	0.00	0.00		\$	501.15	\$	-	\$	-	\$	-	\$	501.15
	<b>Major Projects:</b> Any Structural Alteration, Attic Conversion, Bath Alt (fixtures removed), Bay windows \$ (w/floor), Garage Conversion, Deck 2-Story, Foundation Repair, Pool/Spa, Screen Room	per project		4.00	0.00	0.00	0.00		\$	1,002.31	\$	-	\$	-	\$	-	\$	1,002.31

Fee No.	Fee Description	Fee Unit	Notes	Estimated Average Labor Time Per Activity (hours)				FBHR	Cost of Service Per Activity				
				PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW		PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
<b>10</b>	<b>Accessory Site</b>												
	Deck	base fee @ 500 sq-ft		1.00	0.00	0.00	0.00		\$ 250.58	\$ -	\$ -	\$ -	\$ 250.58
		each add'l 100 sq-ft		0.20	0.00	0.00	0.00		\$ 50.12	\$ -	\$ -	\$ -	\$ 50.12
	Fence	base fee @ 1,000 sq-ft		1.00	0.00	0.00	0.00		\$ 250.58	\$ -	\$ -	\$ -	\$ 250.58
		each add'l 100 sq-ft		0.10	0.00	0.00	0.00		\$ 25.06	\$ -	\$ -	\$ -	\$ 25.06
	Residing / Stucco	base fee @ 1,000 sq-ft		1.00	0.00	0.00	0.00		\$ 250.58	\$ -	\$ -	\$ -	\$ 250.58
		each add'l 100 sq-ft		0.10	0.00	0.00	0.00		\$ 25.06	\$ -	\$ -	\$ -	\$ 25.06
	Retaining Wall	base fee @ 500 sq-ft		1.50	0.00	0.00	0.00		\$ 375.86	\$ -	\$ -	\$ -	\$ 375.86
		each add'l 100 sq-ft		0.30	0.00	0.00	0.00		\$ 75.17	\$ -	\$ -	\$ -	\$ 75.17
	Package Spa/Hot Tub	per project		1.00	0.00	0.00	0.00		\$ 250.58	\$ -	\$ -	\$ -	\$ 251
<b>11</b>	<b>House Relocation</b>												
	(A1) - 1 Story	per project		4.00	0.00	0.00	0.00		\$ 1,002.31	\$ -	\$ -	\$ -	\$ 1,002
	(A2) - 2 Story	per project		6.00	0.00	0.00	0.00		\$ 1,503.46	\$ -	\$ -	\$ -	\$ 1,503
	Modular Home	per project		2.00	0.00	0.00	0.00		\$ 501.15	\$ -	\$ -	\$ -	\$ 501

Fee No.	Fee Description	Fee Unit	Notes	Estimated Average Labor Time Per Activity (hours)				FBHR	Cost of Service Per Activity				
				PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW		PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
<b>II</b>	<b>MULTI UNIT RESIDENTIAL (Apartments, Condominiums) Permit / Inspection FEES</b>												
<b>1</b>	<b>New Building Combo Permit (Total BEPM)</b>												
	2,500	base fee @ 2,500 sq-ft.		15.00	0.00	0.40	1.00		\$ 3,758.64	\$ -	\$ 100.23	\$ 250.58	\$ 4,109.45
		each add'l sq-ft >2,500		0.0060	0.0000	0.0002	0.0003		\$ 1.50	\$ -	\$ 0.04	\$ 0.07	\$ 1.61
	10,000	base fee @ 10,000 sq-ft.		60.00	0.00	1.60	3.00		\$ 15,034.58	\$ -	\$ 400.92	\$ 751.73	\$ 16,187.23
		each add'l sq-ft >10,000		0.0050	0.0000	0.0002	0.0002		\$ 1.25	\$ -	\$ 0.04	\$ 0.05	\$ 1.34
	20,000	base fee @ 20,000 sq-ft.		110.00	0.00	3.20	5.00		\$ 27,563.39	\$ -	\$ 801.84	\$ 1,252.88	\$ 29,618.12
		each add'l sq-ft >20,000		0.0040	0.0000	0.0002	0.0003		\$ 1.00	\$ -	\$ 0.04	\$ 0.06	\$ 1.11
	40,000	base fee @ 40,000 sq-ft.		190.00	0.00	6.40	10.00		\$ 47,609.50	\$ -	\$ 1,603.69	\$ 2,505.76	\$ 51,718.95
		each add'l sq-ft >40,000		0.0040	0.0000	0.0002	0.0003		\$ 1.00	\$ -	\$ 0.04	\$ 0.06	\$ 1.11
<b>2</b>	<b>New Building Permit / Inspection</b>												
	2,500	base fee @ 2,500 sq-ft.		8.25	0.00	0.20	1.00		\$ 2,067.25	\$ -	\$ 50.12	\$ 250.58	\$ 2,367.95
		each add'l sq-ft >2,500		0.0033	0.0000	0.0001	0.0003		\$ 0.83	\$ -	\$ 0.02	\$ 0.07	\$ 0.91
	10,000	base fee @ 10,000 sq-ft.		33.00	0.00	0.80	3.00		\$ 8,269.02	\$ -	\$ 200.46	\$ 751.73	\$ 9,221.21
		each add'l sq-ft >10,000		0.0028	0.0000	0.0001	0.0002		\$ 0.69	\$ -	\$ 0.02	\$ 0.05	\$ 0.76
	20,000	base fee @ 20,000 sq-ft.		60.50	0.00	1.60	5.00		\$ 15,159.87	\$ -	\$ 400.92	\$ 1,252.88	\$ 16,813.67
		each add'l sq-ft >20,000		0.0022	0.0000	0.0001	0.0003		\$ 0.55	\$ -	\$ 0.02	\$ 0.06	\$ 0.63
	40,000	base fee @ 40,000 sq-ft.		104.50	0.00	3.20	10.00		\$ 26,185.23	\$ -	\$ 801.84	\$ 2,505.76	\$ 29,492.83
		each add'l sq-ft >40,000		0.0026	0.0000	0.00008	0.0003		\$ 0.65	\$ -	\$ 0.02	\$ 0.06	\$ 0.74

Fee No.	Fee Description	Fee Unit	Notes	Estimated Average Labor Time Per Activity (hours)				FBHR	Cost of Service Per Activity				
				PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW		PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
<b>3</b>	<b>Plumbing Permit / Inspection</b>												
	2,500	base fee @ 2,500 sq-ft.		1.65	0.00	0.05	0.00		\$ 413.45	\$ -	\$ 12.53	\$ -	\$ 425.98
		each add'l sq-ft >2,500		0.0007	0.0000	0.00002	0.0000		\$ 0.17	\$ -	\$ 0.01	\$ -	\$ 0.17
	10,000	base fee @ 10,000 sq-ft.		6.60	0.00	0.20	0.00		\$ 1,653.80	\$ -	\$ 50.12	\$ -	\$ 1,703.92
		each add'l sq-ft >10,000		0.0006	0.0000	0.00002	0.0000		\$ 0.14	\$ -	\$ 0.01	\$ -	\$ 0.14
	20,000	base fee @ 20,000 sq-ft.		12.10	0.00	0.40	0.00		\$ 3,031.97	\$ -	\$ 100.23	\$ -	\$ 3,132.20
		each add'l sq-ft >20,000		0.0004	0.0000	0.00002	0.0000		\$ 0.11	\$ -	\$ 0.01	\$ -	\$ 0.12
	40,000	base fee @ 40,000 sq-ft.		20.90	0.00	0.80	0.00		\$ 5,237.05	\$ -	\$ 200.46	\$ -	\$ 5,437.51
		each add'l sq-ft >40,000		0.0005	0.0000	0.00002	0.0000		\$ 0.13	\$ -	\$ 0.01	\$ -	\$ 0.14
<b>4</b>	<b>Mechanical Permit / Inspection</b>												
	2,500	base fee @ 2,500 sq-ft.		1.65	0.00	0.05	0.00		\$ 413.45	\$ -	\$ 12.53	\$ -	\$ 425.98
		each add'l sq-ft >2,500		0.0007	0.0000	0.00002	0.0000		\$ 0.17	\$ -	\$ 0.01	\$ -	\$ 0.17
	10,000	base fee @ 10,000 sq-ft.		6.60	0.00	0.20	0.00		\$ 1,653.80	\$ -	\$ 50.12	\$ -	\$ 1,703.92
		each add'l sq-ft >10,000		0.0006	0.0000	0.00002	0.0000		\$ 0.14	\$ -	\$ 0.01	\$ -	\$ 0.14
	20,000	base fee @ 20,000 sq-ft.		12.10	0.00	0.40	0.00		\$ 3,031.97	\$ -	\$ 100.23	\$ -	\$ 3,132.20
		each add'l sq-ft >20,000		0.0004	0.0000	0.00002	0.0000		\$ 0.11	\$ -	\$ 0.01	\$ -	\$ 0.12
	40,000	base fee @ 40,000 sq-ft.		20.90	0.00	0.80	0.00		\$ 5,237.05	\$ -	\$ 200.46	\$ -	\$ 5,437.51
		each add'l sq-ft >40,000		0.0005	0.0000	0.00002	0.0000		\$ 0.13	\$ -	\$ 0.01	\$ -	\$ 0.14

Fee No.	Fee Description	Fee Unit	Notes	Estimated Average Labor Time Per Activity (hours)				FBHR	Cost of Service Per Activity				
				PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW		PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
<b>5</b>	<b>Electrical Permit / Inspection</b>												
	2,500	base fee @ 2,500 sq-ft.		3.45	0.00	0.10	0.00		\$ 864.49	\$ -	\$ 25.06	\$ -	\$ 889.55
		each add'l sq-ft >2,500		0.0014	0.0000	0.00004	0.0000		\$ 0.35	\$ -	\$ 0.01	\$ -	\$ 0.36
	10,000	base fee @ 10,000 sq-ft.		13.80	0.00	0.40	0.00		\$ 3,457.95	\$ -	\$ 100.23	\$ -	\$ 3,558.18
		each add'l sq-ft >10,000		0.0012	0.0000	0.00004	0.0000		\$ 0.29	\$ -	\$ 0.01	\$ -	\$ 0.30
	20,000	base fee @ 20,000 sq-ft.		25.30	0.00	0.80	0.00		\$ 6,339.58	\$ -	\$ 200.46	\$ -	\$ 6,540.04
		each add'l sq-ft >20,000		0.0009	0.0000	0.00004	0.0000		\$ 0.23	\$ -	\$ 0.01	\$ -	\$ 0.24
	40,000	base fee @ 40,000 sq-ft.		43.70	0.00	1.60	0.00		\$ 10,950.19	\$ -	\$ 400.92	\$ -	\$ 11,351.11
		each add'l sq-ft >40,000		0.0011	0.0000	0.00004	0.0000		\$ 0.27	\$ -	\$ 0.01	\$ -	\$ 0.28
<b>TOTAL</b>													



Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
I	<b>SINGLE FAMILY RESIDENTIAL PERMIT / INSPECTION FEES</b>								
1	<b>New Single Family Tracts (A1) - 1 Story</b>								
	1,000	base fee @ 1,000 sq-ft.		\$ 2,079.78	\$ 1,854.00	89%	10	\$ 19,282	\$ 21,630
		each add'l sq-ft >1000		\$ 0.83	\$ 0.62	75%	13,676	\$ 8,452	\$ 11,309
	3,000	base fee @ 3,000 sq-ft		\$ 3,733.59	\$ 3,090.00	83%	-	\$ -	\$ -
		each add'l sq-ft > 3000		\$ 0.78	\$ 0.62	80%	-	\$ -	\$ -
2	<b>New Single Family Tracts (A2) - 2 Story</b>								
	1,000	base fee @ 1,000 sq-ft.		\$ 2,580.94	\$ 2,060.00	80%	-	\$ -	\$ -
		each add'l sq-ft >1000		\$ 0.83	\$ 0.62	75%	-	\$ -	\$ -
	3,000	base fee @ 3,000 sq-ft		\$ 4,234.74	\$ 3,296.00	78%	-	\$ -	\$ -
		each add'l sq-ft > 3000		\$ 0.78	\$ 0.62	80%	-	\$ -	\$ -
3	<b>New Custom Home (A1) - 1 Story</b>								
	1,000	base fee @ 1,000 sq-ft.		\$ 3,082.09	\$ 2,472.00	80%	-	\$ -	\$ -
		each add'l sq-ft >1000		\$ 0.83	\$ 0.62	75%	-	\$ -	\$ -
	3,000	base fee @ 3,000 sq-ft		\$ 4,735.89	\$ 3,708.00	78%	-	\$ -	\$ -
		each add'l sq-ft > 3000		\$ 0.78	\$ 0.62	80%	-	\$ -	\$ -
4	<b>New Custom Home (A2) - 2 Story</b>								
	1,000	base fee @ 1,000 sq-ft.		\$ 3,583.24	\$ 2,678.00	75%	-	\$ -	\$ -
		each add'l sq-ft >1000		\$ 0.83	\$ 0.62	75%	-	\$ -	\$ -
	3,000	base fee @ 3,000 sq-ft		\$ 5,237.05	\$ 3,914.00	75%	5	\$ 18,787	\$ 25,138
		each add'l sq-ft > 3000		\$ 0.78	\$ 0.62	80%	6,490	\$ 4,011	\$ 5,041

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>5</b>	<b>New Residential Garage</b>								
	1,000	base fee @ 1,000 sq-ft		\$ _____	\$ 566.50	%	_____	\$ _____	\$ _____
		each add'l 100 sq-ft		\$ _____	\$ 30.90	%	_____	\$ _____	\$ _____
<b>7</b>	<b>Combinations (add/alt, garage, accessory) - 1 Story</b>								
	250	base fee @ 250 sq-ft.		\$ 770.52	\$ 1,497	194%	128	\$ 191,580	\$ 98,627
		each add'l sq-ft >250		\$ 0.83	\$ 0.62	75%	4,600	\$ 2,843	\$ 3,804
	2,250	base fee @ 2 250 sq-ft.		\$ 2,424.33	\$ 2,733	113%	-	\$ -	\$ -
		each add'l sq-ft >2250		\$ 0.78	\$ 0.62	80%	-	\$ -	\$ -
<b>8</b>	<b>Combinations (add/alt, garage, accessory) (A2) - 2 Story</b>								
	750	base fee @ 750 sq-ft.		\$ 1,021.10	\$ 1,766.61	173%	330	\$ 582,980	\$ 336,963
		each add'l 100 sq-ft		\$ 0.83	\$ 0.62	75%	14,700	\$ 9,085	\$ 12,155
	2,000	base fee @ 2,000 sq-ft		\$ 2,674.90	\$ 2,539	95%	-	\$ -	\$ -
		each add'l 100 sq-ft		\$ 0.78	\$ 0.62	80%	-	\$ -	\$ -
<b>9</b>	<b>Alterations</b>								
	<b>Minor Projects:</b> Awning Aluminum or Canvas, Minor Bathroom Alterations, Bay Windows #, Covered Porch, Deck 1 Story, Dishes >2' #, Fireplace, Foundation Bolting or Pier Blocks, Minor Kitchen Alterations, Patio Cover, Repipe w/Gyp or Shear, Residing, Stucco, Roof Structural Replacement, Skylight, Storage Shed, Unfinished Room or Basement to Finish, Walls, Windows/Doors	per project		\$ 501.15	\$ 319.19	64%	1,651	\$ 526,988	\$ 827,403
	<b>Major Projects:</b> Any Structural Alteration, Attic Conversion, Bath Alt (fixtures removed), Bay windows \$ (w/floor), Garage Conversion, Deck 2-Story, Foundation Repair, Pool/Spa, Screen Room	per project		\$ 1,002.31	\$ 881.17	88%	927	\$ 816,847	\$ 929,137

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>10</b>	<b>Accessory Site</b>								
	Deck	base fee @ 500 sq-ft		\$ 250.58	\$ 206.00	82%	-	\$ -	\$ -
		each add'l 100 sq-ft		\$ 50.12	\$ 20.60	41%	-	\$ -	\$ -
	Fence	base fee @ 1,000 sq-ft		\$ 250.58	\$ 206.00	82%	-	\$ -	\$ -
		each add'l 100 sq-ft		\$ 25.06	\$ 103.00	411%	-	\$ -	\$ -
	Residing / Stucco	base fee @ 1,000 sq-ft		\$ 250.58	\$ 309.00	123%	-	\$ -	\$ -
		each add'l 100 sq-ft		\$ 25.06	\$ -	0%	-	\$ -	\$ -
	Retaining Wall	base fee @ 500 sq-ft		\$ 375.86	\$ 309.00	82%	-	\$ -	\$ -
		each add'l 100 sq-ft		\$ 75.17	\$ 20.60	27%	-	\$ -	\$ -
	Package Spa/Hot Tub	per project		\$ 251	\$ 618.00	247%	-	\$ -	\$ -
<b>11</b>	<b>House Relocation</b>								
	(A1) - 1 Story	per project		\$ 1,002.31	\$ 1,545.00	154%	-	\$ -	\$ -
	(A2) - 2 Story	per project		\$ 1,503.46	\$ 1,545.00	103%	-	\$ -	\$ -
	Modular Home	per project		\$ 501.15	\$ 1,030.00	206%	-	\$ -	\$ -

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>II</b>	<b>MULTI UNIT RESIDENTIAL (Apartments, Condominiums) Permit / Inspection FEES</b>								
<b>1</b>	<b>New Building Combo Permit (Total BEPM)</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 4,109.45	\$ 6,695	163%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 1.61	\$ 0.33	20%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 16,187.23	\$ 9,167	57%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 1.34	\$ 0.92	68%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 29,618.12	\$ 18,334	62%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 1.11	\$ 0.92	83%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 51,718.95	\$ 36,668	71%	13	\$ 476,684	\$ 672,346
		each add'l sq-ft >40,000		\$ 1.11	\$ 0.92	83%	395,500	\$ 362,555	\$ 437,044
<b>2</b>	<b>Building Plan Review</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 2,367.95	\$ 3,605	152%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.91	\$ 0.19	21%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 9,221.21	\$ 5,047	55%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 0.76	\$ 0.50	66%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 16,813.67	\$ 10,094	60%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 0.63	\$ 0.50	80%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 29,492.83	\$ 20,188	68%	13	\$ 262,444	\$ 383,407
		each add'l sq-ft >40,000		\$ 0.74	\$ 0.50	68%	395,500	\$ 199,609	\$ 291,610

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>3</b>	<b>Plumbing Permit / Inspection</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 425.98	\$ 1,030	242%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.17	\$ -	0%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 1,703.92	\$ 1,030	60%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 0.14	\$ 0.10	72%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 3,132.20	\$ 2,060	66%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 0.12	\$ 0.10	89%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 5,437.51	\$ 4,120	76%	13	\$ 53,560	\$ 70,688
		each add'l sq-ft >40,000		\$ 0.14	\$ 0.10	76%	395,500	\$ 40,737	\$ 53,763
<b>4</b>	<b>Mechanical Permit / Inspection</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 425.98	\$ 1,030	242%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.17	\$ -	0%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 1,703.92	\$ 1,030	60%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 0.14	\$ 0.10	72%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 3,132.20	\$ 2,060	66%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 0.12	\$ 0.10	89%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 5,437.51	\$ 4,120	76%	13	\$ 53,560	\$ 70,688
		each add'l sq-ft >40,000		\$ 0.14	\$ 0.10	76%	395,500	\$ 40,737	\$ 53,763

City of San Jose  
 PCBE (Building) - User Fee Study  
 Building and Structure Permits - Permit / Inspection Fees  
 Cost Recovery and Recommended Fee Analysis

ATTACHMENT G

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis			Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
5	<b>Electrical Permit / Inspection</b>								
	2,500	base fee @ 2,500 sq-ft.		\$ 889.55	\$ 1,030	116%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.36	\$ 0.14	39%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 3,558.18	\$ 2,060	58%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 0.30	\$ 0.21	69%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 6,540.04	\$ 4,120	63%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 0.24	\$ 0.21	86%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 11,351.11	\$ 8,240	73%	13	\$ 107,120	\$ 147,564
		each add'l sq-ft >40,000		\$ 0.28	\$ 0.21	73%	395,500	\$ 81,473	\$ 112,234
<b>TOTAL</b>								<b>3,859,331</b>	<b>4,564,314</b>

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
								\$ 251					
<b>III</b>	<b>COMMERCIAL/INDUSTRIAL CONSTRUCTION</b>												
<b>1</b>	<b>New Shell Combo Permit (Total BEPM)</b>												
	2,500	base fee @ 2,500 sq-ft.		10.00	0.00	1.00	1.00		\$ 2,505.76	\$ -	\$ 250.58	\$ 250.58	\$ 3,006.92
		each add'l sq-ft >2,500		0.0040	n/a	n/a	n/a		\$ 1.00	n/a	n/a	n/a	\$ 1.00
	10,000	base fee @ 10,000 sq-ft.		40.00	0.00	1.25	1.50		\$ 10,023.05	\$ -	\$ 313.22	\$ 375.86	\$ 10,712.14
		each add'l sq-ft >10,000		0.0010	n/a	n/a	n/a		\$ 0.25	n/a	n/a	n/a	\$ 0.25
	20,000	base fee @ 20,000 sq-ft.		50.00	0.00	1.50	2.00		\$ 12,528.82	\$ -	\$ 375.86	\$ 501.15	\$ 13,405.83
		each add'l sq-ft >20,000		0.0005	n/a	n/a	n/a		\$ 0.13	n/a	n/a	n/a	\$ 0.13
	40,000	base fee @ 40,000 sq-ft.		60.00	0.00	2.00	2.50		\$ 15,034.58	\$ -	\$ 501.15	\$ 626.44	\$ 16,162.17
		each add'l sq-ft >40,000		0.00045	n/a	n/a	n/a		\$ 0.11	n/a	n/a	n/a	\$ 0.11
<b>2</b>	<b>New Shell Building Permit / Inspection</b>												
	2,500	base fee @ 2,500 sq-ft.		5.50	0.00	0.50	1.00		\$ 1,378.17	\$ -	\$ 125.29	\$ 250.58	\$ 1,754.03
		each add'l sq-ft >2,500		0.0022	n/a	n/a	n/a		\$ 0.55	n/a	n/a	n/a	\$ 0.55
	10,000	base fee @ 10,000 sq-ft.		22.00	0.00	0.75	1.50		\$ 5,512.68	\$ -	\$ 187.93	\$ 375.86	\$ 6,076.48
		each add'l sq-ft >10,000		0.0006	n/a	n/a	n/a		\$ 0.14	n/a	n/a	n/a	\$ 0.14
	20,000	base fee @ 20,000 sq-ft.		27.50	0.00	1.00	2.00		\$ 6,890.85	\$ -	\$ 250.58	\$ 501.15	\$ 7,642.58
		each add'l sq-ft >20,000		0.0003	n/a	n/a	n/a		\$ 0.07	n/a	n/a	n/a	\$ 0.07
	40,000	base fee @ 40,000 sq-ft.		33.00	0.00	1.50	1.50		\$ 8,269.02	\$ -	\$ 375.86	\$ 375.86	\$ 9,020.75
		each add'l sq-ft >40,000		0.0008	n/a	n/a	n/a		\$ 0.21	n/a	n/a	n/a	\$ 0.21

Fee No.	Fee Description	Fee Unit	Notes	Estimated Average Labor Time Per Activity (hours)				FBHR	Cost of Service Per Activity				TOTAL
				PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW		PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	
<b>3</b>	<b>New Shell Plumbing Permit / Inspection</b>												
	2,500	base fee @ 2,500 sq-ft.		1.10	0.00	0.00	0.00		\$ 275.63	\$ -	\$ -	\$ -	\$ 275.63
		each add'l sq-ft >2,500		0.0004	n/a	n/a	n/a		\$ 0.11	n/a	n/a	n/a	\$ 0.11
	10,000	base fee @ 10,000 sq-ft.		4.40	0.00	0.00	0.00		\$ 1,102.54	\$ -	\$ -	\$ -	\$ 1,102.54
		each add'l sq-ft >10,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
	20,000	base fee @ 20,000 sq-ft.		5.50	0.00	0.00	0.00		\$ 1,378.17	\$ -	\$ -	\$ -	\$ 1,378.17
		each add'l sq-ft >20,000		0.0001	n/a	n/a	n/a		\$ 0.01	n/a	n/a	n/a	\$ 0.01
	40,000	base fee @ 40,000 sq-ft.		6.60	0.00	0.00	0.00		\$ 1,653.80	\$ -	\$ -	\$ -	\$ 1,653.80
		each add'l sq-ft >40,000		0.0002	n/a	n/a	n/a		\$ 0.04	n/a	n/a	n/a	\$ 0.04
<b>4</b>	<b>New Shell Mechanical Permit / Inspection</b>												
	2,500	base fee @ 2,500 sq-ft.		1.10	0.00	0.25	0.00		\$ 275.63	\$ -	\$ 62.64	\$ -	\$ 338.28
		each add'l sq-ft >2,500		0.0004	n/a	n/a	n/a		\$ 0.11	n/a	n/a	n/a	\$ 0.11
	10,000	base fee @ 10,000 sq-ft.		4.40	0.00	0.25	0.00		\$ 1,102.54	\$ -	\$ 62.64	\$ -	\$ 1,165.18
		each add'l sq-ft >10,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
	20,000	base fee @ 20,000 sq-ft.		5.50	0.00	0.25	0.00		\$ 1,378.17	\$ -	\$ 62.64	\$ -	\$ 1,440.81
		each add'l sq-ft >20,000		0.0001	n/a	n/a	n/a		\$ 0.01	n/a	n/a	n/a	\$ 0.01
	40,000	base fee @ 40,000 sq-ft.		6.60	0.00	0.25	0.00		\$ 1,653.80	\$ -	\$ 62.64	\$ -	\$ 1,716.45
		each add'l sq-ft >40,000		0.0002	n/a	n/a	n/a		\$ 0.04	n/a	n/a	n/a	\$ 0.04



Fee No.	Fee Description	Fee Unit	Notes	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
<b>5</b>	<b>New Shell Electrical Permit / Inspection</b>												
	2,500	base fee @ 2,500 sq-ft.		2.30	0.00	0.25	0.00		\$ 576.33	\$ -	\$ 62.64	\$ -	\$ 638.97
		each add'l sq-ft >2,500		0.0009	n/a	n/a	n/a		\$ 0.23	n/a	n/a	n/a	\$ 0.23
	10,000	base fee @ 10,000 sq-ft.		9.20	0.00	0.25	0.00		\$ 2,305.30	\$ -	\$ 62.64	\$ -	\$ 2,367.95
		each add'l sq-ft >10,000		0.0002	n/a	n/a	n/a		\$ 0.06	n/a	n/a	n/a	\$ 0.06
	20,000	base fee @ 20,000 sq-ft.		11.50	0.00	0.25	0.00		\$ 2,881.63	\$ -	\$ 62.64	\$ -	\$ 2,944.27
		each add'l sq-ft >20,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
	40,000	base fee @ 40,000 sq-ft.		13.80	0.00	0.25	0.00		\$ 3,457.95	\$ -	\$ 62.64	\$ -	\$ 3,520.60
		each add'l sq-ft >40,000		0.0003	n/a	n/a	n/a		\$ 0.09	n/a	n/a	n/a	\$ 0.09
<b>6</b>	<b>FI &amp; TI Combo Permit / Inspection (Total BEPM)</b>		[1]										
	500	base fee @ 500 sq-ft.		3.00	0.00	0.33	0.17		\$ 751.73	\$ -	\$ 82.69	\$ 42.60	\$ 877.02
		each add'l sq-ft >500		0.0015	n/a	n/a	n/a		\$ 0.38	n/a	n/a	n/a	\$ 0.38
	2,500	base fee @ 2,500 sq-ft.		6.00	0.00	1.00	0.25		\$ 1,503.46	\$ -	\$ 250.58	\$ 62.64	\$ 1,816.68
		each add'l sq-ft >2,500		0.0016	n/a	n/a	n/a		\$ 0.40	n/a	n/a	n/a	\$ 0.40
	10,000	base fee @ 10,000 sq-ft.		18.00	0.00	1.25	0.50		\$ 4,510.37	\$ -	\$ 313.22	\$ 125.29	\$ 4,948.88
		each add'l sq-ft >10,000		0.0012	n/a	n/a	n/a		\$ 0.30	n/a	n/a	n/a	\$ 0.30
	20,000	base fee @ 20,000 sq-ft.		30.00	0.00	1.50	1.00		\$ 7,517.29	\$ -	\$ 375.86	\$ 250.58	\$ 8,143.73
		each add'l sq-ft >20,000		0.0010	n/a	n/a	n/a		\$ 0.24	n/a	n/a	n/a	\$ 0.24
	40,000	base fee @ 40,000 sq-ft.		49.00	0.00	2.00	2.00		\$ 12,278.24	\$ -	\$ 501.15	\$ 501.15	\$ 13,280.54
		each add'l sq-ft >40,000		0.0008	n/a	n/a	n/a		\$ 0.20	n/a	n/a	n/a	\$ 0.20

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
<b>7</b>	<b>FI &amp; TI - Building Permit / Inspection</b>												
	500	base fee @ 500 sq-ft.		1.65	0.00	0.17	0.17		\$ 413.45	\$ -	\$ 42.60	\$ 42.60	\$ 498.65
		each add'l sq-ft >500		0.0008	n/a	n/a	n/a		\$ 0.21	n/a	n/a	n/a	\$ 0.21
	2,500	base fee @ 2,500 sq-ft.		3.30	0.00	0.50	0.25		\$ 826.90	\$ -	\$ 125.29	\$ 62.64	\$ 1,014.83
		each add'l sq-ft >2,500		0.0009	n/a	n/a	n/a		\$ 0.22	n/a	n/a	n/a	\$ 0.22
	10,000	base fee @ 10,000 sq-ft.		9.90	0.00	0.63	0.50		\$ 2,480.71	\$ -	\$ 157.86	\$ 125.29	\$ 2,763.86
		each add'l sq-ft >10,000		0.0007	n/a	n/a	n/a		\$ 0.17	n/a	n/a	n/a	\$ 0.17
	20,000	base fee @ 20,000 sq-ft.		16.50	0.00	0.75	1.00		\$ 4,134.51	\$ -	\$ 187.93	\$ 250.58	\$ 4,573.02
		each add'l sq-ft >20,000		0.0005	n/a	n/a	n/a		\$ 0.13	n/a	n/a	n/a	\$ 0.13
	40,000	base fee @ 40,000 sq-ft.		26.95	0.00	1.00	2.00		\$ 6,753.03	\$ -	\$ 250.58	\$ 501.15	\$ 7,504.76
		each add'l sq-ft >40,000		0.0004	n/a	n/a	n/a		\$ 0.11	n/a	n/a	n/a	\$ 0.11
<b>8</b>	<b>FI &amp; TI Plumbing Permit / Inspection</b>												
	500	base fee @ 500 sq-ft.		0.33	0.00	0.00	0.00		\$ 82.69	\$ -	\$ -	\$ -	\$ 82.69
		each add'l sq-ft >500		0.0002	n/a	n/a	n/a		\$ 0.04	n/a	n/a	n/a	\$ 0.04
	2,500	base fee @ 2,500 sq-ft.		0.66	0.00	0.00	0.00		\$ 165.38	\$ -	\$ -	\$ -	\$ 165.38
		each add'l sq-ft >2,500		0.0002	n/a	n/a	n/a		\$ 0.04	n/a	n/a	n/a	\$ 0.04
	10,000	base fee @ 10,000 sq-ft.		1.98	0.00	0.00	0.00		\$ 496.14	\$ -	\$ -	\$ -	\$ 496.14
		each add'l sq-ft >10,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
	20,000	base fee @ 20,000 sq-ft.		3.30	0.00	0.00	0.00		\$ 826.90	\$ -	\$ -	\$ -	\$ 826.90
		each add'l sq-ft >20,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
	40,000	base fee @ 40,000 sq-ft.		5.39	0.00	0.00	0.00		\$ 1,350.61	\$ -	\$ -	\$ -	\$ 1,350.61
		each add'l sq-ft >40,000		0.0001	n/a	n/a	n/a		\$ 0.02	n/a	n/a	n/a	\$ 0.02

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
<b>9</b>	<b>FI &amp; TI Mechanical Permit / Inspection</b>												
	500	base fee @ 500 sq-ft.		0.33	0.00	0.00	0.00		\$ 82.69	\$ -	\$ -	\$ -	\$ 82.69
		each add'l sq-ft >500		0.0002	n/a	n/a	n/a		\$ 0.04	n/a	n/a	n/a	\$ 0.04
	2,500	base fee @ 2,500 sq-ft.		0.66	0.00	0.25	0.00		\$ 165.38	\$ -	\$ 62.64	\$ -	\$ 228.02
		each add'l sq-ft >2,500		0.0002	n/a	n/a	n/a		\$ 0.04	n/a	n/a	n/a	\$ 0.04
	10,000	base fee @ 10,000 sq-ft.		1.98	0.00	0.31	0.00		\$ 496.14	\$ -	\$ 77.68	\$ -	\$ 573.82
		each add'l sq-ft >10,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
	20,000	base fee @ 20,000 sq-ft.		3.30	0.00	0.38	0.00		\$ 826.90	\$ -	\$ 95.22	\$ -	\$ 922.12
		each add'l sq-ft >20,000		0.0001	n/a	n/a	n/a		\$ 0.03	n/a	n/a	n/a	\$ 0.03
	40,000	base fee @ 40,000 sq-ft.		5.39	0.00	0.50	0.00		\$ 1,350.61	\$ -	\$ 125.29	\$ -	\$ 1,475.89
		each add'l sq-ft >40,000		0.0001	n/a	n/a	n/a		\$ 0.02	n/a	n/a	n/a	\$ 0.02
<b>10</b>	<b>FI &amp; TI Electrical Permit / Permit / Inspection</b>												
	500	base fee @ 500 sq-ft.		0.69	0.00	0.08	0.00		\$ 172.90	\$ -	\$ 20.05	\$ -	\$ 192.94
		each add'l sq-ft >500		0.0003	n/a	n/a	n/a		\$ 0.09	n/a	n/a	n/a	\$ 0.09
	2,500	base fee @ 2,500 sq-ft.		1.38	0.00	0.25	0.00		\$ 345.80	\$ -	\$ 62.64	\$ -	\$ 408.44
		each add'l sq-ft >2,500		0.0004	n/a	n/a	n/a		\$ 0.09	n/a	n/a	n/a	\$ 0.09
	10,000	base fee @ 10,000 sq-ft.		4.14	0.00	0.31	0.00		\$ 1,037.39	\$ -	\$ 77.68	\$ -	\$ 1,115.06
		each add'l sq-ft >10,000		0.0003	n/a	n/a	n/a		\$ 0.07	n/a	n/a	n/a	\$ 0.07
	20,000	base fee @ 20,000 sq-ft.		6.90	0.00	0.38	0.00		\$ 1,728.98	\$ -	\$ 95.22	\$ -	\$ 1,824.20
		each add'l sq-ft >20,000		0.0002	n/a	n/a	n/a		\$ 0.05	n/a	n/a	n/a	\$ 0.05
	40,000	base fee @ 40,000 sq-ft.		11.27	0.00	0.50	0.00		\$ 2,824.00	\$ -	\$ 125.29	\$ -	\$ 2,949.28
		each add'l sq-ft >40,000		0.0002	n/a	n/a	n/a		\$ 0.05	n/a	n/a	n/a	\$ 0.05

Fee No.	Fee Description	Fee Unit	Notes	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	FBHR	PRIMARY PERMIT	GREEN BUILDING REVIEW	ENERGY REVIEW	ACCESS. REVIEW	TOTAL
				Estimated Average Labor Time Per Activity (hours)					Cost of Service Per Activity				
<b>10</b>	<b>USE MODIFIERS</b>												
	<i>There has been much discussion about this area of the fee table. Chu would like to eliminate this fee if projects to which these apply are "deposits". If "flat" then he would like to consider keeping them.</i>			1.00									
				1.20									
				1.40									
				1.50									
				1.60									
<b>11</b>	<b>Itemized Scope of Work Projects</b>												
	<b>Minor Projects:</b> Antenna, ATM, Awnings, Cooling Tower, Demising Walls, Demo Interior walls, Deck Repairs, Fountains, Hood Installations, Masonry Fence (per 100 ft.), Restroom Alterations, Retaining Walls, Signs, Skylights, Sound Walls, Spray Booths, T-Bar Ceiling, Tools, Trailers Installed, Trellis(s) Patio Covers	per project		2.00	0.00	0.00	1.00		\$ 501.15	\$ -	\$ -	\$ 250.58	\$ 751.73
	<b>Major Projects:</b> Any Structural Alteration, Canopy Structure, Damage Repair, Façade changes, HVAC Systems, Permit to Final, Racks, Swimming Pools	per project		4.00	0.00	0.00	1.00		\$ 1,002.31	\$ -	\$ -	\$ 250.58	\$ 1,252.88
	Occupancy			1.00	0.00	0.00	0.00		\$ 250.58	\$ -	\$ -	\$ -	\$ 250.58
<b>TOTAL</b>													

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis					Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Recommended Fee Level / Deposit	Recommended Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>III</b>	<b>COMMERCIAL/INDUSTRIAL CONSTRUCTION</b>										
<b>1</b>	<b>New Shell Combo Permit (Total BEPM)</b>		[1]								
	2,500	base fee @ 2,500 sq-ft.		\$ 3,006.92	\$ 5,665	188%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 1.00	\$ 0.43	43%	\$ -	0%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 10,712.14	\$ 8,899	83%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 0.25	\$ 0.21	85%	\$ -	0%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 13,405.83	\$ 11,021	82%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 0.13	\$ 0.21	169%	\$ -	0%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 16,162.17	\$ 15,265	94%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >40,000		\$ 0.11	\$ 0.38	338%	\$ -	0%	-	\$ -	\$ -
<b>2</b>	<b>New Shell Building Permit / Inspection</b>										
	2,500	base fee @ 2,500 sq-ft.		\$ 1,754.03	\$ 2,740	156%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.55	\$ 0.29	52%	\$ -	0%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 6,076.48	\$ 4,903	81%	\$ -	0%	29	\$ 141,201	\$ 175,003
		each add'l sq-ft >10,000		\$ 0.14	\$ 0.14	105%	\$ -	0%	34,898	\$ 5,032	\$ 4,809
	20,000	base fee @ 20,000 sq-ft.		\$ 7,642.58	\$ 6,345	83%	\$ -	0%	3	\$ 20,303	\$ 24,456
		each add'l sq-ft >20,000		\$ 0.07	\$ 0.14	209%	\$ -	0%	36,868	\$ 5,316	\$ 2,541
	40,000	base fee @ 40,000 sq-ft.		\$ 9,020.75	\$ 9,229	102%	\$ -	0%	14	\$ 125,512	\$ 122,682
		each add'l sq-ft >40,000		\$ 0.21	\$ 0.23	112%	\$ -	0%	1,692,110	\$ 390,404	\$ 349,802

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis				Annual Estimated Revenue Analysis			
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Recommended Fee Level / Deposit	Recommended Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>3</b>	<b>New Shell Plumbing Permit / Inspection</b>										
	2,500	base fee @ 2,500 sq-ft.		\$ 275.63	\$ 618	224%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.11	\$ 0.03	25%	\$ -	0%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 1,102.54	\$ 824	75%	\$ -	0%	29	\$ 23,731	\$ 31,753
		each add'l sq-ft >10,000		\$ 0.03	\$ 0.01	37%	\$ -	0%	34,898	\$ 359	\$ 962
	20,000	base fee @ 20,000 sq-ft.		\$ 1,378.17	\$ 927	67%	\$ -	0%	3	\$ 2,966	\$ 4,410
		each add'l sq-ft >20,000		\$ 0.01	\$ 0.01	75%	\$ -	0%	36,868	\$ 380	\$ 508
	40,000	base fee @ 40,000 sq-ft.		\$ 1,653.80	\$ 1,133	69%	\$ -	0%	14	\$ 15,409	\$ 22,492
		each add'l sq-ft >40,000		\$ 0.04	\$ 0.03	69%	\$ -	0%	1,692,110	\$ 47,929	\$ 69,960
<b>4</b>	<b>New Shell Mechanical Permit / Inspection</b>										
	2,500	base fee @ 2,500 sq-ft.		\$ 338.28	\$ 721	213%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.11	\$ 0.06	52%	\$ -	0%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 1,165.18	\$ 1,154	99%	\$ -	0%	29	\$ 33,224	\$ 33,557
		each add'l sq-ft >10,000		\$ 0.03	\$ 0.03	105%	\$ -	0%	34,898	\$ 1,006	\$ 962
	20,000	base fee @ 20,000 sq-ft.		\$ 1,440.81	\$ 1,442	100%	\$ -	0%	3	\$ 4,614	\$ 4,611
		each add'l sq-ft >20,000		\$ 0.01	\$ 0.03	209%	\$ -	0%	36,868	\$ 1,063	\$ 508
	40,000	base fee @ 40,000 sq-ft.		\$ 1,716.45	\$ 2,019	118%	\$ -	0%	14	\$ 27,456	\$ 23,344
		each add'l sq-ft >40,000		\$ 0.04	\$ 0.05	122%	\$ -	0%	1,692,110	\$ 85,401	\$ 69,960

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis					Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Recommended Fee Level / Deposit	Recommended Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>5</b>	<b>New Shell Electrical Permit / Inspection</b>										
	2,500	base fee @ 2,500 sq-ft.		\$ 638.97	\$ 1,586	248%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.23	\$ 0.06	25%	\$ -	0%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 2,367.95	\$ 2,019	85%	\$ -	0%	29	\$ 58,141	\$ 68,197
		each add'l sq-ft >10,000		\$ 0.06	\$ 0.03	50%	\$ -	0%	34,898	\$ 1,006	\$ 2,011
	20,000	base fee @ 20,000 sq-ft.		\$ 2,944.27	\$ 2,307	78%	\$ -	0%	3	\$ 7,383	\$ 9,422
		each add'l sq-ft >20,000		\$ 0.03	\$ 0.03	100%	\$ -	0%	36,868	\$ 1,063	\$ 1,062
	40,000	base fee @ 40,000 sq-ft.		\$ 3,520.60	\$ 2,884	82%	\$ -	0%	14	\$ 39,222	\$ 47,880
		each add'l sq-ft >40,000		\$ 0.09	\$ 0.07	83%	\$ -	0%	1,692,110	\$ 122,001	\$ 146,281
<b>6</b>	<b>FI &amp; TI Combo Permit / Inspection (Total BEPM)</b>										
	500	base fee @ 500 sq-ft.		\$ 877.02	\$ 1,751	200%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >500		\$ 0.38	\$ 0.32	85%	\$ -	0%	-	\$ -	\$ -
	2,500	base fee @ 2,500 sq-ft.		\$ 1,816.68	\$ 2,387	131%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >2,500		\$ 0.40	\$ 0.33	82%	\$ -	0%	-	\$ -	\$ -
	10,000	base fee @ 10,000 sq-ft.		\$ 4,948.88	\$ 4,852	98%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >10,000		\$ 0.30	\$ 0.17	57%	\$ -	0%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft.		\$ 8,143.73	\$ 6,572	81%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >20,000		\$ 0.24	\$ 0.18	74%	\$ -	0%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft.		\$ 13,280.54	\$ 10,115	76%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >40,000		\$ 0.20	\$ 0.25	126%	\$ -	0%	-	\$ -	\$ -

City of San Jose  
PCBE (Building) - User Fee Study  
Building and Structure Permits - Non-residential Permit / Inspection Fees  
Cost Recovery and Recommended Fee Analysis

ATTACHMENT G

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis					Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Recommended Fee Level / Deposit	Recommended Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>7</b>	<b>FI &amp; TI - Building Permit / Inspection</b>										
	500	base fee @ 500 sq-ft.		\$ 498.65	\$ 515	103%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >500		\$ 0.21	\$ 0.15	71%	\$ -	0%	-	\$ -	\$ -
	2,500	base fee @ 2,500 sq-ft.		\$ 1,014.83	\$ 809	80%	\$ -	0%	939	\$ 759,343	\$ 953,132
		each add'l sq-ft >2,500		\$ 0.22	\$ 0.15	67%	\$ -	0%	538,559	\$ 79,168	\$ 118,756
	10,000	base fee @ 10,000 sq-ft.		\$ 2,763.86	\$ 1,911	69%	\$ -	0%	53	\$ 100,901	\$ 145,932
		each add'l sq-ft >10,000		\$ 0.17	\$ 0.10	62%	\$ -	0%	217,233	\$ 22,353	\$ 35,926
	20,000	base fee @ 20,000 sq-ft.		\$ 4,573.02	\$ 2,940	64%	\$ -	0%	18	\$ 54,096	\$ 84,144
		each add'l sq-ft >20,000		\$ 0.13	\$ 0.10	79%	\$ -	0%	164,996	\$ 16,978	\$ 21,602
	40,000	base fee @ 40,000 sq-ft.		\$ 7,504.76	\$ 4,998	67%	\$ -	0%	21	\$ 103,958	\$ 156,099
		each add'l sq-ft >40,000		\$ 0.11	\$ 0.12	113%	\$ -	0%	636,621	\$ 79,546	\$ 70,190
<b>8</b>	<b>FI &amp; TI Plumbing Permit / Inspection</b>										
	500	base fee @ 500 sq-ft.		\$ 82.69	\$ 412	498%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >500		\$ 0.04	\$ 0.15	374%	\$ -	0%	-	\$ -	\$ -
	2,500	base fee @ 2,500 sq-ft.		\$ 165.38	\$ 721	436%	\$ -	0%	610	\$ 440,156	\$ 100,961
		each add'l sq-ft >2,500		\$ 0.04	\$ 0.04	93%	\$ -	0%	350,063	\$ 14,423	\$ 15,438
	10,000	base fee @ 10,000 sq-ft.		\$ 496.14	\$ 1,030	208%	\$ -	0%	34	\$ 35,350	\$ 17,028
		each add'l sq-ft >10,000		\$ 0.03	\$ 0.01	31%	\$ -	0%	141,201	\$ 1,454	\$ 4,670
	20,000	base fee @ 20,000 sq-ft.		\$ 826.90	\$ 1,133	137%	\$ -	0%	12	\$ 13,551	\$ 9,890
		each add'l sq-ft >20,000		\$ 0.03	\$ 0.02	59%	\$ -	0%	107,247	\$ 1,657	\$ 2,808
	40,000	base fee @ 40,000 sq-ft.		\$ 1,350.61	\$ 1,442	107%	\$ -	0%	14	\$ 19,496	\$ 18,260
		each add'l sq-ft >40,000		\$ 0.02	\$ 0.04	163%	\$ -	0%	413,804	\$ 14,918	\$ 9,125



Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis					Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Recommended Fee Level / Deposit	Recommended Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>9</b>	<b>FI &amp; TI Mechanical Permit / Inspection</b>										
	500	base fee @ 500 sq-ft.		\$ 82.69	\$ 412	498%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >500		\$ 0.04	\$ 0.07	168%	\$ -	0%	-	\$ -	\$ -
	2,500	base fee @ 2,500 sq-ft.		\$ 228.02	\$ 551	242%	\$ -	0%	397	\$ 218,743	\$ 90,483
		each add'l sq-ft >2,500		\$ 0.04	\$ 0.04	100%	\$ -	0%	227,541	\$ 10,035	\$ 10,035
	10,000	base fee @ 10,000 sq-ft.		\$ 573.82	\$ 882	154%	\$ -	0%	22	\$ 19,676	\$ 12,801
		each add'l sq-ft >10,000		\$ 0.03	\$ 0.01	44%	\$ -	0%	91,781	\$ 1,349	\$ 3,036
	20,000	base fee @ 20,000 sq-ft.		\$ 922.12	\$ 1,029	112%	\$ -	0%	8	\$ 7,999	\$ 7,169
		each add'l sq-ft >20,000		\$ 0.03	\$ 0.01	56%	\$ -	0%	69,711	\$ 1,025	\$ 1,825
	40,000	base fee @ 40,000 sq-ft.		\$ 1,475.89	\$ 1,323	90%	\$ -	0%	9	\$ 11,627	\$ 12,970
		each add'l sq-ft >40,000		\$ 0.02	\$ 0.03	150%	\$ -	0%	268,972	\$ 8,896	\$ 5,931
<b>10</b>	<b>FI &amp; TI Electrical Permit / Inspection</b>										
	500	base fee @ 500 sq-ft.		\$ 192.94	\$ 412	214%	\$ -	0%	-	\$ -	\$ -
		each add'l sq-ft >500		\$ 0.09	\$ 0.09	102%	\$ -	0%	-	\$ -	\$ -
	2,500	base fee @ 2,500 sq-ft.		\$ 408.44	\$ 588	144%	\$ -	0%	258	\$ 151,662	\$ 105,348
		each add'l sq-ft >2,500		\$ 0.09	\$ 0.06	64%	\$ -	0%	147,902	\$ 8,697	\$ 13,638
	10,000	base fee @ 10,000 sq-ft.		\$ 1,115.06	\$ 1,029	92%	\$ -	0%	15	\$ 14,921	\$ 16,169
		each add'l sq-ft >10,000		\$ 0.07	\$ 0.04	64%	\$ -	0%	59,658	\$ 2,631	\$ 4,126
	20,000	base fee @ 20,000 sq-ft.		\$ 1,824.20	\$ 1,470	81%	\$ -	0%	5	\$ 7,428	\$ 9,218
		each add'l sq-ft >20,000		\$ 0.05	\$ 0.04	81%	\$ -	0%	45,312	\$ 1,998	\$ 2,481
	40,000	base fee @ 40,000 sq-ft.		\$ 2,949.28	\$ 2,352	80%	\$ -	0%	6	\$ 13,435	\$ 16,847
		each add'l sq-ft >40,000		\$ 0.05	\$ 0.06	128%	\$ -	0%	174,832	\$ 10,280	\$ 8,061

Fee No.	Fee Description	Fee Unit	Notes	Cost Recovery Analysis					Annual Estimated Revenue Analysis		
				Total Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Recommended Fee Level / Deposit	Recommended Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>10</b>	<b>USE MODIFIERS</b>										
	<i>There has been much discussion about this area of the fee table. Chu would like to eliminate this fee if projects to which these apply are "deposits". If "flat" then he would like to consider keeping them.</i>										
<b>11</b>	<b>Itemized Scope of Work Projects</b>										
	<b>Minor Projects:</b> Antenna, ATM, Awnings, Cooling Tower, Demising Walls, Demo Interior walls, Deck Repairs, Fountains, Hood Installations, Masonry Fence (per 100 ft.), Restroom Alterations, Retaining Walls, Signs, Skylights, Sound Walls, Spray Booths, T-Bar Ceiling, Tools, Trailers Installed, Trellis(s) Patio Covers	per project		\$ 751.73	\$ 282.00	38%	\$ -	0%	240	\$ 67,680	\$ 180,415
	<b>Major Projects:</b> Any Structural Alteration, Canopy Structure, Damage Repair, Façade changes, HVAC Systems, Permit to Final, Racks, Swimming Pools	per project		\$ 1,252.88	\$ 686.00	55%	\$ -	0%	227	\$ 155,722	\$ 284,404
	Occupancy			\$ 250.58	\$ -	0%	\$ -	0%	-	\$ -	\$ -
<b>TOTAL</b>										<b>3,631,274</b>	<b>3,766,091</b>

[Notes]

[1]

City of San Jose  
 PCBE (Building) - User Fee Study  
 Building and Structure Permits - Sub-Trade Permits and Inspections Fees  
 Cost of Service Estimate per Fee Activity

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
					\$ 251						
<b>IV</b>	<b>SUB-TRADE PERMITS AND INSPECTION SERVICES</b>										
<b>1</b>	<b>Permit Issuance (see Permit Processing Section)</b>										
<b>2</b>	<b>Minor Plumbing, Mechanical, Electrical Items - Inspection</b>	Includes 2 Items off of Minor List		0.50		\$ 125	varies: Approx. \$138 - \$412	%	-	\$ -	\$ -
	<i>MINOR PLUMBING PERMITS: Backflow/Vacuum breaker, Condensate waste &amp; or inlet drain, Dry Well or French drains, DWV/Water Alteration, Fixture, Gas, Earthquake Valve, Gas Log Lighters, Gas Piping Extension/Retest, Indirect waste, Property Line Clean Out, Roof Drain/Rainwater Leaders, Sanitary Sewer per Bldg, Solar Systems (Hot water), Water Heater, Water Service Main (per outlet), Water treatment Equipment.</i>										
	<i>MINOR MECHANICAL PERMITS: Air Conditioning, Appliance, Condensate Waste &amp; or Inlet Drain, Dry Well/French Drains, Ducts and Flues Alteration, Evaporative Cooler, Exhaust Duct (type 2), Exhaust Fan, Fan Coil, Gas Line Extension/Retest, Heating &amp; Cooling App, Heat Pump (includes condensate), Mech Equipment Reinstall/Repair (w/reroof),</i>										

City of San Jose  
 PCBE (Building) - User Fee Study  
 Building and Structure Permits - Sub-Trade Permits and Inspections Fees  
 Cost of Service Estimate per Fee Activity

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis		Cost Recovery Analysis		Annual Estimated Revenue Analysis			
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
					\$ 251						
	<i>MINOR ELECTRICAL PERMITS: Air Conditioning, Appliance, Damage Survey Inspection, Elec Equipment reinstall/repair (w/reroof), Generators up to 150KW, Landscape Partitions (per connection), Light fixtures, Motors up to 75HP, Panel, Panel boards, Switchboard, Etc., Receptacles/Switches, Service/Survey 1 meter up to 200A, Service/Survey additional meter, Signs/Outline Lighting, Special Circuits, Swimming Pool Bond only, Temporary Power 1 meter up to 200A, Transformers up to 10KVA, Welding outlets.</i>										
3	<b>Major Plumbing, Mechanical, Electrical Items - Inspection</b>			1.00		\$ 251	varies: Approx. \$138 - \$412	%	-	\$ -	\$ -
	<i>MAJOR PLUMBING PERMITS: Boiler, Chemical Waste Piping, Chemical Waste Treatment System, Chemical Waste Secondary Containment, Grease Trap, Interceptor, Lift station, Sanitary Sewer Disposal System, Septic tank/abatement/sewer survey, Spray Booth, Steam/Hot Water System (Hydronics)</i>										
	<i>MAJOR MECHANICAL PERMITS: Cooling Tower, Exhaust Hood, New Furnace, Product Conveying system, Spray Booth</i>										
	<i>MAJOR ELECTRICAL PERMITS: Billboards, House Move, Light Poles, Modular Building, Motors over 75HP, Photovoltaic System (SFR) Service/Survey 1 greater than 200A, Spa/Hot tub Package Unit, Spray Booth, Temporary Power 1 meter greater than 200A, Transformers greater than 10KVA,</i>										
	Photovoltaic System >2 UNITS <15KV	per project		2.00		\$ 501	\$ 412.00	82%	-	\$ -	\$ -

City of San Jose  
 PCBE (Building) - User Fee Study  
 Building and Structure Permits - Sub-Trade Permits and Inspections Fees  
 Cost of Service Estimate per Fee Activity

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis		Cost Recovery Analysis		Annual Estimated Revenue Analysis			
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
					\$ 251						
<b>TOTAL</b>				1.60				26,761	8,645,548	10,729,077	

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR \$ 251	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery Percentage	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>V</b>	<b>SPECIAL INSPECTION AND PERMIT FEES</b>										
1	Inspections outside of normal business hours	per hour (4 hour minimum at OT rate)		1.00	\$ 281	\$ 251	\$ 309.00	123%	-	\$ -	\$ -
2	Reinspection	per hour, 1/2 hour minimum		0.50		\$ 125	\$ 103.00	82%	9,548	\$ 983,444	\$ 1,196,251
3	Inspection services for which no fee is otherwise specified	per hour, 1/2 hour minimum		0.50		\$ 125	\$ 103.00	82%	-	\$ -	\$ -
4	Expedited Inspections	per hour @ 1.5x hourly rate	[3]								
5	Building, Plumbing, Mechanical or Electrical Survey Requests (incl. Fire Surveys)	per hour, 1/2 hour minimum		1.00		\$ 251	\$ 103.00	41%	-	\$ -	\$ -
6	Priority Inspection Program	25% surcharge	[3]								
7	Temporary Certificate of Occupancy	each		2.00		\$ 501	\$ 412.00	82%	-	\$ -	\$ -
9	Compliance Reports	each		3.00		\$ 752	\$ 619.00	82%	-	\$ -	\$ -
10	Fee for Work Without a Permit	Penalty	[1]								
11	<b>Re-roof permit (Residential)</b>										
	First two inspections	each		1.00		\$ 251	\$ 154.50	62%	2,253	\$ 348,089	\$ 564,548
	Each Additional Inspection	per inspection		0.50		\$ 125	\$ 103.00	82%	-	\$ -	\$ -
12	<b>Re-roof permit (Commercial/Industrial)</b>										
	First two inspections	each		1.00		\$ 251	\$ 257.50	103%	-	\$ -	\$ -
	Each Additional Inspection	per inspection		0.50		\$ 125	\$ 103.00	82%	-	\$ -	\$ -
13	Replacement Permit	each	[2]	0.50		\$ 125	\$ 210.00	168%	-	\$ -	\$ -
<b>TOTAL</b>										<b>\$ 1,331,533</b>	<b>\$ 1,760,800</b>

[Notes]

- [1] Penalty - NBS did not evaluate  
Plus additional charges equal to the difference between current fees and previously paid unused fees. Expired permit must have been issued within the past 3 years and prior to any major code change as determined by CBO
- [2] issued within the past 3 years and prior to any major code change as determined by CBO

## ***ATTACHMENT G***

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### ***Cost of Service Analysis Outcome for Fire***

PLAN CHECK				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>I</b>	<b>FIRE PROTECTION SYSTEMS</b>										
<b>1</b>	<b>Sprinkler - Tenant Improvement</b> (hydraulic calculations not included)										
	Base fee @ 25 heads			1.03	\$ 230	\$ 237	\$ 212.18	89%	1,125	\$ 238,745	\$ 267,008
	Each Additional (1-50) Heads			0.28	\$ 230	\$ 65	\$ 58.25	89%	878	\$ 51,138	\$ 57,192
	Each hydraulic calculation			0.50	\$ 230	\$ 115	\$ 103.00	89%	-	\$ -	\$ -
<b>2</b>	<b>Sprinkler - New/Retrofit</b> (one hydraulic calculation included)										
	Base fee @ 50 heads			2.00	\$ 230	\$ 461	\$ 412.00	89%	1,125	\$ 463,582	\$ 518,463
	Each Additional (1-50) Heads			0.28	\$ 230	\$ 65	\$ 57.68	89%	996	\$ 57,430	\$ 64,229
	Each additional hydraulic calculation			0.25	\$ 230	\$ 58	\$ 51.50	89%	-	\$ -	\$ -
<b>3</b>	<b>Sprinkler - NFPA 13D System</b>	each unit		1.50	\$ 230	\$ 346	\$ 309.00	89%	-	\$ -	\$ -
<b>4</b>	<b>Fire Pump Installation</b>										
	First Pump			2.00	\$ 230	\$ 461	\$ 412.00	89%	5	\$ 1,912	\$ 2,138
	Each Additional Pump			1.00	\$ 230	\$ 230	\$ 206.00	89%	-	\$ -	\$ -
<b>5</b>	<b>Pre-Action Fire Suppression System</b> (one hydraulic calculation included, Fire Alarm review not included)										
	Base fee @ 50 heads			2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -
	Each Additional (1-50) Heads			0.28	\$ 230	\$ 65	\$ 57.68	89%	-	\$ -	\$ -
	Each hydraulic calculation			0.25	\$ 230	\$ 58	\$ 51.50	89%	-	\$ -	\$ -
<b>6</b>	<b>Fixed Fire Suppression System</b> (Wet/dry chem, water mist, etc.)										
	First System			1.04	\$ 230	\$ 240	\$ 214.24	89%	103	\$ 22,118	\$ 24,737
	Each Additional System			1.00	\$ 230	\$ 230	\$ 206.00	89%	847	\$ 174,441	\$ 195,092



PLAN CHECK				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>7</b>	<b>Standpipe System</b>										
	Base fee @ 20 Outlets			1.25	\$ 230	\$ 288	\$ 257.50	89%	5	\$ 1,195	\$ 1,336
	Each Additional (1-10) Outlets			0.28	\$ 230	\$ 65	\$ 57.68	89%	2	\$ 134	\$ 150
<b>8</b>	<b>Underground Piping System</b>										
	First 2 Appurtenances			1.50	\$ 230	\$ 346	\$ 309.00	89%	45	\$ 13,979	\$ 15,634
	Each Additional Appurtenance			0.25	\$ 230	\$ 58	\$ 51.50	89%	-	\$ -	\$ -
<b>9</b>	<b>Clean Agent Fire Suppression System (Wet/dry chem, water mist, etc.)</b>										
	First System			2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -
	Each Additional System			1.50	\$ 230	\$ 346	\$ 309.00	89%	-	\$ -	\$ -
<b>10</b>	<b>Fire Alarm - Tenant Improvement</b>										
	Base fee @ 10 Devices and/or Appliances			1.00	\$ 230	\$ 230	\$ 206.00	89%	380	\$ 78,379	\$ 87,658
	Each Additional (1-10) Devices			0.10	\$ 230	\$ 23	\$ 20.60	89%	1,438	\$ 29,626	\$ 33,134
	Each Additional (1-10) Appliances			0.10	\$ 230	\$ 23	\$ 20.60	89%	-	\$ -	\$ -
	Each Panel			0.50	\$ 230	\$ 115	\$ 103.00	89%	-	\$ -	\$ -
<b>11</b>	<b>Fire Alarm - New/Retrofit</b>										
	Base fee @ 10 Devices and/or Appliances and 1 Panel/Communicator			3.38	\$ 230	\$ 779	\$ 696.28	89%	-	\$ -	\$ -
	Each Additional (1-10) Devices			0.10	\$ 230	\$ 23	\$ 20.60	89%	-	\$ -	\$ -
	Each Additional (1-10) Appliances			0.10	\$ 230	\$ 23	\$ 20.60	89%	-	\$ -	\$ -
	Each Additional Panel			0.50	\$ 230	\$ 115	\$ 103.00	89%	-	\$ -	\$ -
<b>12</b>	<b>Fire Alarm - Dedicated Function System</b>										
				2.10	\$ 230	\$ 484	\$ 432.60	89%	56	\$ 24,087	\$ 26,939
<b>13</b>	<b>Emergency Responder Radio Coverage (ERRC)</b>										
	Buildings up to and including 4 stories (including and below grade levels)			2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -
	Buildings containing (5-7) stories			3.00	\$ 230	\$ 691	\$ 618.00	89%	-	\$ -	\$ -
	High-rise buildings			4.00	\$ 230	\$ 922	\$ 824.00	89%	-	\$ -	\$ -
<b>14</b>	<b>Firefighter Breathing Air Replenishment System</b>										
				2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -

PLAN CHECK				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>II</b>	<b>HAZMAT SYSTEMS</b>										
<b>1</b>	<b>Closure of Facilities Storing, Using, or Handling Hazardous Materials that Require Submittal of a Closure Plan</b>										
	Base Hours			2.00	\$ 230	\$ 461	\$ 412.00	89%	10	\$ 4,301	\$ 4,810
	Each Additional Hour			1.00	\$ 230	\$ 230	\$ 206.00	89%	3	\$ 717	\$ 802
<b>2</b>	<b>Hazardous Materials Systems that Require Submittal of a Plan</b>										
	Plan Check										
	First System			2.00	\$ 230	\$ 461	\$ 412.00	89%	6	\$ 2,390	\$ 2,672
	Each Additional System			1.00	\$ 230	\$ 230	\$ 206.00	89%	2	\$ 478	\$ 534
<b>3</b>	<b>Inert Gas Installation Permit</b>										
	Plan Check										
	First System			1.00	\$ 230	\$ 230	\$ 206.00	89%	2	\$ 478	\$ 534
	Each Additional System			0.50	\$ 230	\$ 115	\$ 103.00	89%	-	\$ -	\$ -
<b>4</b>	<b>Liquefied Petroleum Gases and Associated Piping Systems</b>										
	Plan Check										
	First System			2.00	\$ 230	\$ 461	\$ 412.00	89%	7	\$ 2,868	\$ 3,207
	Each Additional System			1.00	\$ 230	\$ 230	\$ 206.00	89%	1	\$ 239	\$ 267
<b>5</b>	<b>Ozone Generating Equipment</b>										
	Plan Check										
	First System / Equipment			2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -
	Each Additional System / Equipment			2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -

PLAN CHECK				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>6</b>	<b>Refrigeration/HVAC Systems Above Exempt Amount in Article 63 of UFC</b>										
	Plan Check										
	First System / Equipment			2.00	\$ 230	\$ 461	\$ 412.00	89%	17	\$ 7,169	\$ 8,017
	Each Additional System / Equipment			2.00	\$ 230	\$ 461	\$ 412.00	89%	7	\$ 2,868	\$ 3,207
<b>7</b>	<b>Tanks (Underground and Aboveground)</b>										
	Plan Check										
	First System			2.00	\$ 230	\$ 461	\$ 412.00	89%	58	\$ 23,896	\$ 26,725
	Each Additional System			1.00	\$ 230	\$ 230	\$ 206.00	89%	23	\$ 4,779	\$ 5,345
<b>8</b>	<b>Vapor Recovery System</b>										
	Plan Check										
	First System			2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -
	Each Additional System			2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -
<b>III</b>	<b>OTHER MISCELLANEOUS FEES</b>										
<b>1</b>	<b>Additional Plan Review</b>										
	Plan Check	Per 1/2 hour		0.50	\$ 230	\$ 115	\$ 103.00	89%	-	\$ -	\$ -
<b>2</b>	<b>Special Plan Check</b>		[2]								
	Express Plan Check	1.5 x PC fee									
	Intermediate/Coordinated Plan Check	1.5 x PC fee									
	Special Tenant Improvement Plan Check	1.5 x PC fee									
<b>3</b>	<b>Variance &amp; Alternate Materials/Methods</b>										
	First 3 hours (minimum)	per project		3.00	\$ 230	\$ 691	\$ 618.00	89%	2	\$ 1,434	\$ 1,603
	Each Additional Hour	per hour		1.00	\$ 230	\$ 230	\$ 206.00	89%	-	\$ -	\$ -

PLAN CHECK				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>4</b>	<b>Temporary Certificate of Occupancy Processing</b>										
	First 2 hours (minimum)	per project		2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -
	Each Additional Hour	per hour		1.00	\$ 230	\$ 230	\$ 206.00	89%	-	\$ -	\$ -
<b>5</b>	<b>Expedited Services Fee</b>		[2]								
	Plan Check			3.00							
<b>6</b>	<b>Buildings, Structures and Fire Systems Installed without Permits</b>	2 x fee	[1]	n/a							
<b>7</b>	<b>Hydrant Flow Test</b>										
	First 3 hours (minimum)	per project		0.00	\$ 230	\$ -	\$ -	%	-	\$ -	\$ -
	Each Additional Hour	per hour		0.00	\$ 230	\$ -	\$ -	%	-	\$ -	\$ -
<b>8</b>	<b>Hydrant Processing</b>										
	First 0.5 hours (minimum)	per project		0.50	\$ 230	\$ 115	\$ 103.00	89%	_____	\$ _____	\$ _____
	Each Additional 0.5 Hours	per .5 hour		0.50	\$ 230	\$ 115	\$ 103.00	89%	_____	\$ _____	\$ _____
<b>9</b>	<b>Preliminary Project Site Review</b>										
	First 1 hour (minimum)	per project		0.00	\$ 230	\$ -	\$ -	%	-	\$ -	\$ -
	Each Additional Hour	per hour		0.00	\$ 230	\$ -	\$ -	%	-	\$ -	\$ -
<b>10</b>	<b>Fire/Smoke Damper Functional Test</b>										
	First 1.5 hours (minimum)	per project		1.50	\$ 230	\$ 346	\$ 309.00	89%	_____	\$ _____	\$ _____
	Each Additional Hour	per hour		1.00	\$ 230	\$ 230	\$ 206.00	89%	_____	\$ _____	\$ _____
<b>11</b>	<b>Services with No Specific Fee</b>										
	First 1 hour (minimum)	per project		1.00	\$ 230	\$ 230	\$ 206.00	89%	-	\$ -	\$ -
	Each Additional Hour	per hour		1.00	\$ 230	\$ 230	\$ 206.00	89%	-	\$ -	\$ -
<b>12</b>	<b>Record Retention Fee</b>	%	[2]	n/a							
<b>13</b>	<b>Late Charges</b>	%	[1]	n/a							

PLAN CHECK				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>14</b>	<b>After Hours Plan Review</b>		[3]								
	First 3 hours (minimum)	per project		3.00	\$ 269	\$ 808	\$ -	0%	-	\$ -	\$ -
	Each Additional Hour	per hour		1.00	\$ 269	\$ 269	\$ -	0%	-	\$ -	\$ -
<b>TOTAL</b>										<b>1,208,382</b>	<b>1,351,435</b>

**[Notes]**

- [1] Penalties per City Policy, NBS did not evaluate.
- [2] Per City Policy, NBS did not evaluate

INSPECTION				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>1</b>	<b>FIRE PROTECTION SYSTEMS</b>										
<b>1</b>	<b>Sprinkler - Tenant Improvement</b> (hydraulic calculations not included)										
	Base fee @ 25 heads			2.37	\$ 259	\$ 614	\$ 488.22	79%	1,125	\$ 549,345	\$ 691,411
	Each Additional (1-50) Heads			0.98	\$ 259	\$ 254	\$ 201.74	79%	878	\$ 177,113	\$ 222,916
	Each hydraulic calculation			n/a	\$ 259	\$ -	\$ -	%	-	\$ -	\$ -
<b>2</b>	<b>Sprinkler - New/Retrofit</b> (one hydraulic calculation included)										
	Base fee @ 50 heads			3.00	\$ 259	\$ 778	\$ 618.00	79%	1,125	\$ 695,374	\$ 875,204
	Each Additional (1-50) Heads			1.04	\$ 259	\$ 270	\$ 214.24	79%	996	\$ 213,313	\$ 268,478
	Each additional hydraulic calculation			n/a	\$ 259	\$ -	\$ -	%	-	\$ -	\$ -
<b>3</b>	<b>Sprinkler - NFPA 13D System</b>	each unit		2.00	\$ 259	\$ 519	\$ 412.00	79%	-	\$ -	\$ -
<b>4</b>	<b>Fire Pump Installation</b>										
	First Pump			4.50	\$ 259	\$ 1,167	\$ 927.00	79%	5	\$ 4,301	\$ 5,414
	Each Additional Pump			4.00	\$ 259	\$ 1,037	\$ 824.00	79%	-	\$ -	\$ -
<b>5</b>	<b>Pre-Action Fire Suppression System</b> (one hydraulic calculation included, Fire Alarm review not included)										
	Base fee @ 50 heads			4.00	\$ 259	\$ 1,037	\$ 824.00	79%	-	\$ -	\$ -
	Each Additional (1-50) Heads			1.04	\$ 259	\$ 270	\$ 214.24	79%	-	\$ -	\$ -

INSPECTION				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	Each hydraulic calculation			0.00	\$ 259	\$ -	\$ -	%	-	\$ -	\$ -
<b>6</b>	<b>Fixed Fire Suppression System (Wet/dry chem, water mist, etc.)</b>										
	First System			2.33	\$ 259	\$ 604	\$ 479.98	79%	103	\$ 49,553	\$ 62,368
	Each Additional System			2.00	\$ 259	\$ 519	\$ 412.00	79%	847	\$ 348,882	\$ 439,106
<b>7</b>	<b>Standpipe System</b>										
	Base fee @ 20 Outlets			3.38	\$ 259	\$ 876	\$ 696.28	79%	5	\$ 3,231	\$ 4,066
	Each Additional (1-10) Outlets			1.00	\$ 259	\$ 259	\$ 206.00	79%	2	\$ 478	\$ 602
<b>8</b>	<b>Underground Piping System</b>										
	First 2 Appurtenances			4.30	\$ 259	\$ 1,115	\$ 885.80	79%	45	\$ 40,074	\$ 50,437
	Each Additional Appurtenance			0.25	\$ 259	\$ 65	\$ 51.50	79%	-	\$ -	\$ -
<b>9</b>	<b>Clean Agent Fire Suppression System (Wet/dry chem, water mist, etc.)</b>										
	First System			4.00	\$ 259	\$ 1,037	\$ 824.00	79%	-	\$ -	\$ -
	Each Additional System			3.00	\$ 259	\$ 778	\$ 618.00	79%	-	\$ -	\$ -
<b>10</b>	<b>Fire Alarm - Tenant Improvement</b>										
	Base fee @ 10 Devices and/or Appliances			1.50	\$ 259	\$ 389	\$ 309.00	79%	380	\$ 117,568	\$ 147,973
	Each Additional (1-10) Devices			0.85	\$ 259	\$ 220	\$ 175.10	79%	1,438	\$ 251,823	\$ 316,947
	Each Additional (1-10) Appliances			0.10	\$ 259	\$ 26	\$ 20.60	79%	-	\$ -	\$ -
	Each Panel			1.00	\$ 259	\$ 259	\$ 206.00	79%	-	\$ -	\$ -

INSPECTION				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>11</b>	<b>Fire Alarm - New/Retrofit</b>										
	Base fee @ 10 Devices and/or Appliances and 1 Panel/Communicator			3.31	\$ 259	\$ 858	\$ 681.86	79%	-	\$ -	\$ -
	Each Additional (1-10) Devices			0.85	\$ 259	\$ 220	\$ 175.10	79%	-	\$ -	\$ -
	Each Additional (1-10) Appliances			0.10	\$ 259	\$ 26	\$ 20.60	79%	-	\$ -	\$ -
	Each Additional Panel			1.00	\$ 259	\$ 259	\$ 206.00	79%	-	\$ -	\$ -
<b>12</b>	<b>Fire Alarm - Dedicated Function System</b>			2.40	\$ 259	\$ 622	\$ 494.40	79%	56	\$ 27,528	\$ 34,647
<b>13</b>	<b>Emergency Responder Radio Coverage (ERRC)</b>										
	Buildings up to and including 4 stories (including and below grade levels)			2.00	\$ 259	\$ 519	\$ 412.00	79%	-	\$ -	\$ -
	Buildings containing (5-7) stories			3.00	\$ 259	\$ 778	\$ 618.00	79%	-	\$ -	\$ -
	High-rise buildings			8.00	\$ 259	\$ 2,074	\$ 1,648.00	79%	-	\$ -	\$ -
<b>14</b>	<b>Firefighter Breathing Air Replenishment System</b>			4.00	\$ 259	\$ 1,037	\$ 824.00	79%	-	\$ -	\$ -
<b>II</b>	<b>HAZMAT SYSTEMS</b>										
<b>1</b>	<b>Closure of Facilities Storing, Using, or Handling Hazardous Materials that Require Submittal of a Closure Plan</b>										
	Base Hours			1.00	\$ 259	\$ 259	\$ 206.00	79%	10	\$ 2,151	\$ 2,707
	Each Additional Hour			1.00	\$ 259	\$ 259	\$ 206.00	79%	3	\$ 717	\$ 902



City of San Jose  
 Development Services - User Fee Study - Fire Department  
 Cost of Service Estimate for Fee Related Services and Activities

ATTACHMENT G

INSPECTION				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
2	<b>Hazardous Materials Systems that Require Submittal of a Plan</b>										
	Inspection										
	Base Hours			1.00	\$ 259	\$ 259	\$ 206.00	79%	6	\$ 1,195	\$ 1,504
	Each Additional Hour			1.00	\$ 259	\$ 259	\$ 206.00	79%	2	\$ 478	\$ 602
3	<b>Inert Gas Installation Permit</b>										
	Inspection										
	Base Hours			1.00	\$ 259	\$ 259	\$ 206.00	79%	2	\$ 478	\$ 602
	Each Additional Hour			1.00	\$ 259	\$ 259	\$ 206.00	79%	-	\$ -	\$ -
4	<b>Liquefied Petroleum Gases and Associated Piping Systems</b>										
	Inspection										
	Base Hours			1.00	\$ 259	\$ 259	\$ 206.00	79%	7	\$ 1,434	\$ 1,805
	Each Additional Hour			1.00	\$ 259	\$ 259	\$ 206.00	79%	1	\$ 239	\$ 301
5	<b>Ozone Generating Equipment</b>										
	Inspection										
	Base Hours			1.00	\$ 259	\$ 259	\$ 206.00	79%	-	\$ -	\$ -
	Each Additional Hour			1.00	\$ 259	\$ 259	\$ 206.00	79%	-	\$ -	\$ -
6	<b>Refrigeration/HVAC Systems Above Exempt Amount in Article 63 of UFC</b>										
	Inspection										
	Base Hours			1.00	\$ 259	\$ 259	\$ 206.00	79%	17	\$ 3,584	\$ 4,511
	Each Additional Hour			1.00	\$ 259	\$ 259	\$ 206.00	79%	7	\$ 1,434	\$ 1,805

City of San Jose  
 Development Services - User Fee Study - Fire Department  
 Cost of Service Estimate for Fee Related Services and Activities

ATTACHMENT G

INSPECTION				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>7</b>	<b>Tanks (Underground and Aboveground)</b>										
	Inspection										
	Base Hours			1.00	\$ 259	\$ 259	\$ 206.00	79%	58	\$ 11,948	\$ 15,038
	Each Additional Hour			1.00	\$ 259	\$ 259	\$ 206.00	79%	23	\$ 4,779	\$ 6,015
<b>8</b>	<b>Vapor Recovery System</b>										
	Inspection										
	Base Hours			1.00	\$ 259	\$ 259	\$ 206.00	79%	-	\$ -	\$ -
	Each Additional Hour			1.00	\$ 259	\$ 259	\$ 206.00	79%	-	\$ -	\$ -
<b>III</b>	<b>OTHER MISCELLANEOUS FEES</b>										
<b>1</b>	<b>Additional Inspection Services</b>										
	Inspection	Per hour		1.00	\$ 259	\$ 259	\$ 206.00	79%	-	\$ -	\$ -
<b>2</b>	<b>Special Plan Check</b>		[2]								
	Express Plan Check	1.5 x fee		0.00	\$ 259	\$ -	\$ -	%	-	\$ -	\$ -
	Intermediate/Coordinated Plan Check	1.5 x fee		0.00	\$ 259	\$ -	\$ -	%	-	\$ -	\$ -
	Special Tenant Improvement Plan Check	1.5 x fee		0.00	\$ 259	\$ -	\$ -	%	-	\$ -	\$ -
<b>3</b>	<b>Variance &amp; Alternate Materials/Methods</b>										
	First 3 hours (minimum)	per project		0.00	\$ 259	\$ -	\$ -	%	2	\$ -	\$ -
	Each Additional Hour	per hour		0.00	\$ 259	\$ -	\$ -	%	-	\$ -	\$ -

City of San Jose  
 Development Services - User Fee Study - Fire Department  
 Cost of Service Estimate for Fee Related Services and Activities

ATTACHMENT G

INSPECTION				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
4	<b>Temporary Certificate of Occupancy Processing</b>										
	First 2 hours (minimum)			0.00	\$ 259	\$ -	\$ -	%	-	\$ -	\$ -
	Each Additional Hour			0.00	\$ 259	\$ -	\$ -	%	-	\$ -	\$ -
5	<b>Expedited Services Fee</b>		[2]								
	Inspection			3.00							
6	<b>Buildings, Structures and Fire Systems Installed without Permits</b>	2 x fee	[1]	n/a							
7	<b>Hydrant Flow Test</b>										
	First 3 hours (minimum)	per project		3.00	\$ 259	\$ 778	\$ 618.00	79%	-	\$ -	\$ -
	Each Additional Hour	per hour		1.00	\$ 259	\$ 259	\$ 206.00	79%	-	\$ -	\$ -
8	<b>Hydrant Processing</b>										
	First 0.5 hours (minimum)	per project		0.50	\$ 259	\$ 130	\$ 103.00	79%		\$	\$
	Each Additional 0.5 Hours	per .5 hour		0.50	\$ 259	\$ 130	\$ 103.00	79%		\$	\$
9	<b>Preliminary Project Site Review</b>										
	First 1 hour (minimum)	per project		0.00	\$ 259	\$ -	\$ -	%	-	\$ -	\$ -
	Each Additional Hour	per hour		0.00	\$ 259	\$ -	\$ -	%	-	\$ -	\$ -
10	<b>Fire/Smoke Damper Functional Test</b>										
	First 1.5 hours (minimum)	per project		1.50	\$ 259	\$ 389	\$	0%		\$	\$
	Each Additional Hour	per hour		1.00	\$ 259	\$ 259	\$	0%		\$	\$

INSPECTION				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>11</b>	<b>Services with No Specific Fee</b>										
	First 1 hour (minimum)	per project		1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Each Additional Hour	per hour		1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
<b>12</b>	<b>Record Retention Fee</b>	%	[2]	n/a							
<b>13</b>	<b>Late Charges</b>	%	[1]	n/a							
<b>14</b>	<b>After Hours Plan Review</b>		[3]								
	First 3 hours (minimum)	per project		3.00	\$ 303	\$ 909	\$ -	0%	-	\$ -	\$ -
	Each Additional Hour	per hour		1.00	\$ 303	\$ 303	\$ -	0%	-	\$ -	\$ -
<b>TOTAL</b>										<b>2,507,019</b>	<b>3,155,359</b>

**[Notes]**

- [1] Penalties per City Policy, NBS did not evaluate.
- [2] Per City Policy, NBS did not evaluate
- [3] Services Charged at OT Rate

PLAN CHECK				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>IV</b>	<b>PLANNING APPLICATION REVIEW (one hour minimum)</b>		[2]								
	Conditional Use Permit	per hour		1.00	\$ 230	\$ 230	\$ 206.00	89%	61	\$ 12,566	\$ 14,054
	Planned Development Permit/PD Zoning Permit	per hour, min 3 hours		3.00	\$ 230	\$ 691	\$ 618.00	89%	160	\$ 98,880	\$ 110,586
	Conventional Zoning/Conforming Zoning	per hour		1.00	\$ 230	\$ 230	\$ 206.00	89%	-	\$ -	\$ -
	Site Development Permit	per hour, min 3 hours		3.00	\$ 230	\$ 691	\$ 618.00	89%	-	\$ -	\$ -
	Preliminary - Comprehensive	per hour		1.00	\$ 230	\$ 230	\$ 206.00	89%	270	\$ 55,620	\$ 62,205
	Development Variance/Exception	per hour		1.00	\$ 230	\$ 230	\$ 206.00	89%	5	\$ 1,030	\$ 1,152
	Annexations	per hour		1.00	\$ 230	\$ 230	\$ 206.00	89%	1	\$ 206	\$ 230
	Lot Line Adjustment	per hour		1.00	\$ 230	\$ 230	\$ 206.00	89%	-	\$ -	\$ -
	Special Use Permit	per hour		1.00	\$ 230	\$ 230	\$ 206.00	89%	57	\$ 11,742	\$ 13,132
	Tentative Maps	per hour		1.00	\$ 230	\$ 230	\$ 206.00	89%	47	\$ 9,682	\$ 10,828
<b>TOTAL</b>										<b>189,726</b>	<b>212,186</b>

PLAN CHECK				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>V. ARCHITECTURAL</b>											
	<b>R3 Occupancies</b>										
	Custom Single Family Dwelling			2.00	\$ 230	\$ 461	\$ 412.00	89%	20	\$ 8,034	\$ 8,985
	Single Family Tracts			3.00	\$ 230	\$ 691	\$ 618.00	89%	17	\$ 10,444	\$ 11,681
	<b>Multi-Family Buildings</b>		[1]								
	10,000	base fee up to 10,000 sq-ft		8.00	\$ 230	\$ 1,843	\$ 1,648	89%	-	\$ -	\$ -
		each add'l sq-ft over 10,000		0.0006	\$ 230	\$ 0.14	\$ 0.12	89%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft		14.00	\$ 230	\$ 3,225	\$ 2,884	89%	-	\$ -	\$ -
		each add'l sq-ft over 20,000		0.0005	\$ 230	\$ 0.12	\$ 0.10	89%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft		24.00	\$ 230	\$ 5,529	\$ 4,944	89%	17	\$ 83,554	\$ 93,445
		each add'l sq-ft over 40,000		0.0005	\$ 230	\$ 0.12	\$ 0.10	89%	514,150	\$ 52,957	\$ 59,227
	<b>Commercial, Industrial, and Garage - New Buildings (Shell) and Additions</b>		[1]								
	10,000	base fee up to 10,000 sq-ft		6.00	\$ 230	\$ 1,382	\$ 1,236	89%	47	\$ 57,845	\$ 64,693
		each add'l sq-ft over 10,000		0.0005	\$ 230	\$ 0.12	\$ 0.10	89%	56,709	\$ 5,841	\$ 6,532

PLAN CHECK				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	20,000	base fee @ 20,000 sq-ft		11.00	\$ 230	\$ 2,534	\$ 2,266	89%	5	\$ 11,783	\$ 13,178
		each add'l sq-ft over 20,000		0.0004	\$ 230	\$ 0.09	\$ 0.08	89%	59,911	\$ 4,937	\$ 5,521
	40,000	base fee @ 40,000 sq-ft		19.00	\$ 230	\$ 4,377	\$ 3,914	89%	22	\$ 86,499	\$ 96,740
		each add'l sq-ft over 40,000		0.0004	\$ 230	\$ 0.09	\$ 0.08	89%	2,749,679	\$ 226,574	\$ 253,396
	<b>Tenant Improvement, Alteration and Interior Finish (All Occupancies except R3)</b>										
	0 - 9,999	flat fee - projects <10,000 sq-ft		2.50	\$ 230	\$ 576	\$ 515	89%	1,395	\$ 718,374	\$ 803,417
	10,000	base fee up to 10,000 sq-ft		4.00	\$ 230	\$ 922	\$ 824	89%	131	\$ 108,191	\$ 120,999
		each add'l sq-ft over 10,000		0.0003	\$ 230	\$ 0.07	\$ 0.06	89%	353,003	\$ 21,816	\$ 24,398
	20,000	base fee @ 20,000 sq-ft		7.00	\$ 230	\$ 1,613	\$ 1,442	89%	30	\$ 43,116	\$ 48,220
		each add'l sq-ft over 20,000		0.00025	\$ 230	\$ 0.06	\$ 0.05	89%	268,119	\$ 13,808	\$ 15,443

PLAN CHECK				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	40,000	base fee @ 40,000 sq-ft		12.00	\$ 230	\$ 2,765	\$ 2,472	89%	34	\$ 83,554	\$ 93,445
		each add'l sq-ft over 40,000		0.00025	\$ 230	\$ 0.06	\$ 0.05	89%	1,034,509	\$ 53,277	\$ 59,584
	<b>Use Modifier for Tenant Improvement, Alteration, and Interior Finish</b>		[2]								
	<b>Complexity Modifier for Tenant Improvement, Alteration, and Interior Finish</b>		[2]								
	<b>Special Use</b>										
	Antenna/Cell Site			2.00	\$ 230	\$ 461	\$ 412.00	89%	607	\$ 250,125	\$ 279,736
	ATM			1.00	\$ 230	\$ 230	\$ 206.00	89%	-	\$ -	\$ -
	Canopy Structure			1.50	\$ 230	\$ 346	\$ 309.00	89%	-	\$ -	\$ -
	Cooling Tower			1.50	\$ 230	\$ 346	\$ 309.00	89%	-	\$ -	\$ -
	Damage Repair			1.50	\$ 230	\$ 346	\$ 309.00	89%	-	\$ -	\$ -
	Demising Walls Only			1.50	\$ 230	\$ 346	\$ 309.00	89%	-	\$ -	\$ -
	Demo Interior Walls			1.50	\$ 230	\$ 346	\$ 309.00	89%	-	\$ -	\$ -
	Façade Changes			1.50	\$ 230	\$ 346	\$ 309.00	89%	-	\$ -	\$ -
	Fences/Gates			1.50	\$ 230	\$ 346	\$ 309.00	89%	-	\$ -	\$ -
	Fountains			1.50	\$ 230	\$ 346	\$ 309.00	89%	-	\$ -	\$ -
	HVAC Systems			2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -
	Occupancy Changes			1.50	\$ 230	\$ 346	\$ 309.00	89%	-	\$ -	\$ -
	Occupancy Load Changes			2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -
	Racks			2.50	\$ 230	\$ 576	\$ 515.00	89%	-	\$ -	\$ -
	Seismic Upgrades			1.50	\$ 230	\$ 346	\$ 309.00	89%	-	\$ -	\$ -
	Spray Booth			2.50	\$ 230	\$ 576	\$ 515.00	89%	-	\$ -	\$ -
	Swimming Pools			2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -
	Tools			2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -
	<b>Hazardous Materials Building</b>										
	Hazmat New Construction Plan Check and Inspection			2.00	\$ 230	\$ 461	\$ 412.00	89%	-	\$ -	\$ -



City of San Jose  
 Development Services - User Fee Study - Fire Department  
 Cost of Service Estimate for Fee Related Services and Activities

ATTACHMENT G

PLAN CHECK				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	Hazmat Express Plan Check		[2]	1.5 times the hourly							
	Hazmat Intermediate or Coordinated Plan Check			1.5 times Hazmat New Construction Plan Check Fee							
	Hazmat Special Tenant Improvements			1.5 times Hazmat New Construction Plan Check Fee							
<b>TOTAL</b>										<b>1,840,728</b>	<b>2,058,641</b>

[Notes]

- [1] High-Rise Building Modifier - 1.1
- [2] Per City Policy, NBS did not evaluate

INSPECTION				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>V. ARCHITECTURAL</b>											
<b>R3 Occupancies</b>											
	Custom Single Family Dwelling			1.00	\$ 259	\$ 259	\$ 206.00	79%	15	\$ 3,090	\$ 3,889
	Single Family Tracts			2.00	\$ 259	\$ 519	\$ 412.00	79%	13	\$ 5,356	\$ 6,741
<b>Multi-Family Buildings</b>											
	10,000	base fee up to 10,000 sq-ft	[1]	2.00	\$ 259	\$ 519	\$ 412.00	79%	-	\$ -	\$ -
		each add'l sq-ft over 10,000		0.0003	\$ 259	\$ 0.08	\$ 0.06	79%	-	\$ -	\$ -
	20,000	base fee @ 20,000 sq-ft		5.00	\$ 259	\$ 1,296	\$ 1,030.00	79%	-	\$ -	\$ -
		each add'l sq-ft over 20,000		0.0002	\$ 259	\$ 0.05	\$ 0.04	79%	-	\$ -	\$ -
	40,000	base fee @ 40,000 sq-ft		9.00	\$ 259	\$ 2,333	\$ 1,854.00	79%	13	\$ 24,102	\$ 30,335
		each add'l sq-ft over 40,000		0.0002	\$ 259	\$ 0.05	\$ 0.04	79%	395,500	\$ 16,295	\$ 20,509

INSPECTION				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	<b>Commercial, Industrial, and Garage - New Buildings (Shell) and Additions</b>		[1]								
	10,000	base fee up to 10,000 sq-ft		3.00	\$ 259	\$ 778	\$ 618.00	79%	36	\$ 22,248	\$ 28,002
		each add'l sq-ft over 10,000		0.0001	\$ 259	\$ 0	\$ 0.02	79%	43,622	\$ 899	\$ 1,131
	20,000	base fee @ 20,000 sq-ft		4.00	\$ 259	\$ 1,037	\$ 824.00	79%	4	\$ 3,296	\$ 4,148
		each add'l sq-ft over 20,000		0.000125	\$ 259	\$ 0	\$ 0.03	79%	46,085	\$ 1,187	\$ 1,494
	40,000	base fee @ 40,000 sq-ft		6.50	\$ 259	\$ 1,685	\$ 1,339.00	79%	17	\$ 22,763	\$ 28,650
		each add'l sq-ft over 40,000		0.000125	\$ 259	\$ 0	\$ 0.03	79%	2,115,138	\$ 54,465	\$ 68,550
	<b>Tenant Improvement, Alteration and Interior Finish (All Occupancies except R3)</b>										
	0 - 9,999	flat fee - projects <10,000 sq-ft		1.00	\$ 259	\$ 259	\$ 206.00	79%	1,073	\$ 221,038	\$ 278,201
	10,000	base fee up to 10,000 sq-ft		2.75	\$ 259	\$ 713	\$ 566.50	79%	101	\$ 57,217	\$ 72,013
		each add'l sq-ft over 10,000		0.0001	\$ 259	\$ 0	\$ 0.03	79%	271,541	\$ 6,992	\$ 8,800

INSPECTION				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	20,000	base fee @ 20,000 sq-ft		4.00	\$ 259	\$ 1,037	\$ 824.00	79%	23	\$ 18,952	\$ 23,853
		each add'l sq-ft over 20,000		0.000125	\$ 259	\$ 0	\$ 0.03	79%	206,245	\$ 5,311	\$ 6,684
	40,000	base fee @ 40,000 sq-ft		6.50	\$ 259	\$ 1,685	\$ 1,339.00	79%	26	\$ 34,814	\$ 43,817
		each add'l sq-ft over 40,000		0.000125	\$ 259	\$ 0	\$ 0.03	79%	795,776	\$ 20,491	\$ 25,790
	<b>Use Modifier for Tenant Improvement, Alteration, and Interior Finish</b>		[2]								
	<b>Complexity Modifier for Tenant Improvement, Alteration, and Interior Finish</b>		[2]								
	<b>Special Use</b>										
	Antenna/Cell Site			1.00	\$ 259	\$ 259	\$ 206.00	79%	467	\$ 96,202	\$ 121,081
	ATM			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Canopy Structure			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Cooling Tower			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Damage Repair			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Demising Walls Only			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Demo Interior Walls			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Façade Changes			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Fences/Gates			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Fountains			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	HVAC Systems			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Occupancy Changes			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Occupancy Load Changes			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Racks			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Seismic Upgrades			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Spray Booth			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -

INSPECTION				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Fee Unit	Notes	Estimated Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	Swimming Pools			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Tools			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	<b>Hazardous Materials Building</b>										
	Hazmat New Construction Plan Check and Inspection			1.00	\$ 259	\$ 259	\$ -	0%	-	\$ -	\$ -
	Hazmat Express Plan Check			1.5 times the hourly							
	Hazmat Intermediate or Coordinated Plan Check			1.00							
	Hazmat Special Tenant Improvements			1.00							
<b>TOTAL</b>										<b>614,716</b>	<b>773,688</b>

**[Notes]**

- [1] High-Rise Building Modifier - 1.2
- [2] Per City Policy, NBS did not evaluate

## ***ATTACHMENT G***

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### ***Cost of Service Analysis Outcome for Public Works Engineering***

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	<b>HAZARD ZONE CLEARANCES</b>										
<b>1</b>	<b>Seismic Hazard Report Review</b>										
	City review of Consultant prepared report	per report	R	7.50	\$ 149	\$ 1,115	\$ 994.00	89%	62	\$ 61,707	\$ 69,248
<b>2</b>	<b>Geologic Hazard Zone</b>		R								
	Application	per application									
	Single Family Addition			2.00	\$ 149	\$ 297	\$ 265.00	89%	13	\$ 3,351	\$ 3,762
	Single Family New			8.00	\$ 149	\$ 1,190	\$ 1,061.00	89%	5	\$ 4,879	\$ 5,471
	Other			11.00	\$ 149	\$ 1,636	\$ 1,458.00	89%	11	\$ 16,761	\$ 18,808
	Assessment	per each review									
	Single Family Addition			4.00	\$ 149	\$ 595	\$ 331.00	56%	13	\$ 4,186	\$ 7,523
	Single Family New			10.00	\$ 149	\$ 1,487	\$ 994.00	67%	6	\$ 5,714	\$ 8,549
	Other			10.00	\$ 149	\$ 1,487	\$ 1,193.00	80%	9	\$ 10,972	\$ 13,679
	Investigation	per each review									
	Single Family Addition			8.00	\$ 149	\$ 1,190	\$ 862.00	72%	156	\$ 134,772	\$ 186,028
	Single Family New			15.00	\$ 149	\$ 2,231	\$ 1,458.00	65%	33	\$ 48,608	\$ 74,377
	Other			24.00	\$ 149	\$ 3,570	\$ 2,519.00	71%	17	\$ 43,438	\$ 61,553
	Special Geologic Hazard Study Area (SGHSA)	Initial Deposit - T/M		1.00	\$ 149	\$ 149	\$ 120.00	81%	-	\$ -	\$ -
<b>3</b>	<b>Flood Zone Building Permits</b>										
	New Structure	per project									
	Reviewed as New Engineering Application			3.00	\$ 149	\$ 446	\$ 220.00	49%	1	\$ 253	\$ 513
	Reviewed as Planning Application			2.00	\$ 149	\$ 297	\$ 140.00	47%	-	\$ -	\$ -
	New Accessory Structure	per project									
	Reviewed as New Engineering Application			3.00	\$ 149	\$ 446	\$ 165.00	37%	1	\$ 190	\$ 513
	Reviewed as Planning Application			2.00	\$ 149	\$ 297	\$ 105.00	35%	-	\$ -	\$ -

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	Existing Structure	per project									
	Non-Substantial Imp. Requiring Detailed Review			3.00	\$ 149	\$ 446	\$ 65.00	15%	9	\$ 598	\$ 4,104
	Non-Substantial Imp. Not Requiring Detailed Review			1.50	\$ 149	\$ 223	\$ 25.00	11%	113	\$ 2,817	\$ 25,134
	Substantial Improvement - Reviewed as New Engineering Application			2.00	\$ 149	\$ 297	\$ 260.00	87%	1	\$ 299	\$ 342
	Substantial Improvement - Reviewed as Planning Application			1.50	\$ 149	\$ 223	\$ 150.00	67%	-	\$ -	\$ -
	Existing Accessory Structure	per project									
	Non-Substantial Imp. Requiring Detailed Review			2.00	\$ 149	\$ 297	\$ 65.00	22%	-	\$ -	\$ -
	Non-Substantial Imp. Not Requiring Detailed Review			1.50	\$ 149	\$ 223	\$ 25.00	11%	-	\$ -	\$ -
	Substantial Improvement - Reviewed as New Engineering Application			1.50	\$ 149	\$ 223	\$ 205.00	92%	-	\$ -	\$ -
	Substantial Improvement - Reviewed as Planning Application			1.50	\$ 149	\$ 223	\$ 115.00	52%	-	\$ -	\$ -
	Field Inspection for Finished Construction	per inspection		2.00	\$ 149	\$ 297	\$ 175.00	59%	-	\$ -	\$ -
	<b>GRADING &amp; DRAINAGE, EROSION CONTROL, AND STORMWATER TREATMENT</b>										
<b>1</b>	<b>Grading and Drainage Permit</b>		R								
	<i>Fee Based on quantity of earthwork, Cut or Fill whichever is greater</i>										
	Non-Hillside	per project									
	250	base fee @ 250 CY		7.00	\$ 149	\$ 1,041	\$ 850.00	82%	29	\$ 24,429	\$ 29,922
		each add'l CY		0.0320	\$ 149	\$ 4.76	\$ 3.40	71%	763	\$ 2,595	\$ 3,633
	500	base fee @ 500 CY		15.00	\$ 149	\$ 2,231	\$ 1,701.00	76%	13	\$ 21,510	\$ 28,212
		each add'l CY		0.0100	\$ 149	\$ 1.49	\$ 1.13	76%	2,602	\$ 2,940	\$ 3,869
	1000	base fee @ 1,000 CY		20.00	\$ 149	\$ 2,975	\$ 2,267.00	76%	30	\$ 67,761	\$ 88,911



Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
		each add'l CY		0.0018	\$ 149	\$ 0.27	\$ 0.21	78%	75,745	\$ 15,906	\$ 20,278
	10000	base fee @ 10,000 CY		36.00	\$ 149	\$ 5,354	\$ 4,139.00	77%	14	\$ 57,099	\$ 73,864
		each add'l CY		0.0009	\$ 149	\$ 0.13	\$ 0.10	75%	294,543	\$ 29,454	\$ 39,427
	100000	Initial Deposit - T/M		115.00	\$ 149	\$ 17,104	\$ 13,139.00	77%	2	\$ 30,210	\$ 39,326
	Hillside										
	<i>Projects in a Geologic Hazard or Landslide Seismic Hazard Zone will be considered Hillside Grading</i>										
	250	base fee @ 250 CY		11.50	\$ 149	\$ 1,710	\$ 1,366.00	80%	14	\$ 18,845	\$ 23,595
		each add'l CY		0.0500	\$ 149	\$ 7.44	\$ 5.46	73%	-	\$ -	\$ -
	500	base fee @ 500 CY		24.00	\$ 149	\$ 3,570	\$ 2,731.00	77%	-	\$ -	\$ -
		each add'l CY		0.0100	\$ 149	\$ 1.49	\$ 1.37	92%	-	\$ -	\$ -
	1000	base fee @ 1,000 CY		29.00	\$ 149	\$ 4,313	\$ 3,416.00	79%	-	\$ -	\$ -
		each add'l CY		0.0029	\$ 149	\$ 0.43	\$ 0.33	77%	-	\$ -	\$ -
	10000	base fee @ 10,000 CY		55.00	\$ 149	\$ 8,180	\$ 6,401.00	78%	2	\$ 14,717	\$ 18,808
		each add'l CY		0.0018	\$ 149	\$ 0.27	\$ 0.21	78%	14,051	\$ 2,951	\$ 3,762
	100000	Initial Deposit - T/M		215.00	\$ 149	\$ 31,977	\$ 25,301.00	79%	2	\$ 58,173	\$ 73,522
	On-Site Storm Conveyance Plan Review										
	Storm Connection										
	1-25 Connections	per project		5.00	\$ 149	\$ 744	\$ 450.00	61%	256	\$ 115,364	\$ 190,645
	26-100 Connections	per project		12.00	\$ 149	\$ 1,785	\$ 2,500.00	140%	-	\$ -	\$ -
	100+ Connections (per each 100 Connections)	each add'l		15.00	\$ 149	\$ 2,231	\$ 2,500.00	112%	-	\$ -	\$ -
	On-Site Storm Conveyance Inspection										
	Storm Connection										
	1-25 Connections	per project		8.00	\$ 149	\$ 1,190	\$ 450.00	38%	-	\$ -	\$ -
	26-100 Connections	per project		20.00	\$ 149	\$ 2,975	\$ 2,500.00	84%	-	\$ -	\$ -

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	100+ Connections (per each 100 Connections)	each add'l		22.00	\$ 149	\$ 3,272	\$ 2,500.00	76%	-	\$ -	\$ -
	Storm Inlet /Area Drain										
	1-25 Inlets/Drains	per project		6.00	\$ 149	\$ 892	\$ 450.00	50%	-	\$ -	\$ -
	26-100 Inlets/Drains	per project		12.00	\$ 149	\$ 1,785	\$ 2,500.00	140%	-	\$ -	\$ -
	100+ Inlets/Drains (per each 100 Inlets/Drains)	each add'l		16.00	\$ 149	\$ 2,380	\$ 2,500.00	105%	-	\$ -	\$ -
	On-Site Earth Retaining Structure Plan Check (per plan type/same design)										
	Each Retaining Structure (Conventional/MSE Wall)	base fee & 4-foot tall wall		4.50	\$ 149	\$ 669	\$ 540.00	81%	97	\$ 52,147	\$ 64,631
		each additional foot (height)		0.90	\$ 149	\$ 134	\$ -	0%	-	\$ -	\$ -
	Each Retaining Structure (Pier/Grade BM, RTW w/ Tiebacks)	base fee & 4-foot tall wall		6.50	\$ 149	\$ 967	\$ 540.00	56%	97	\$ 52,147	\$ 93,356
		each additional foot (height)		1.00	\$ 149	\$ 149	\$ -	0%	-	\$ -	\$ -
	On-Site Earth Retaining Structure Inspection										
	Each Retaining Structure (Conventional/MSE Wall)	base fee @ 50 l.f.		3.50	\$ 149	\$ 521	\$ 540.00	104%	44	\$ 23,590	\$ 22,741
		each add'l 10 l.f.		0.70	\$ 149	\$ 104	\$ -	0%	-	\$ -	\$ -
	Each Retaining Structure (Pier/Grade BM, RTW w/ Tiebacks)	base fee @ 50 l.f.		5.00	\$ 149	\$ 744	\$ 540.00	73%	44	\$ 23,590	\$ 32,487
		each add'l 10 l.f.		1.00	\$ 149	\$ 149	\$ -	0%	-	\$ -	\$ -
<b>2</b>	<b>Grading and Drainage Miscellaneous</b>		<b>R</b>								
	Grading Plan Revision	per request		1.50	\$ 149	\$ 223	\$ 223.00	100%	29	\$ 6,409	\$ 6,412

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	Grading Permit Renewal	per request		0.50	\$ 149	\$ 74	\$ 169.00	227%	57	\$ 9,714	\$ 4,275
	Grading Permit Exemption	per request		2.50	\$ 149	\$ 372	\$ 226.00	61%	34	\$ 7,794	\$ 12,824
	Hydrant Water Use Exception	per request		0.75	\$ 149	\$ 112	\$ 111.00	100%	14	\$ 1,531	\$ 1,539
<b>3</b>	<b>Erosion and Sediment Control</b>		R								
	<i>All Grading permits require an approved Erosion and Sediment Control plan. (only for Type I &amp; II)</i>										
	Type I			45.00	\$ 149	\$ 6,693	\$ 5,428.00	81%	8	\$ 43,681	\$ 53,859
	Type II			23.00	\$ 149	\$ 3,421	\$ 3,080.00	90%	53	\$ 162,878	\$ 180,899
	Type III			9.00	\$ 149	\$ 1,339	\$ 1,133.00	85%	37	\$ 41,681	\$ 49,243
	Type IV			3.00	\$ 149	\$ 446	\$ 480.00	108%	40	\$ 19,314	\$ 17,953
<b>4</b>	<b>NPDES (C.3 Requirement)</b>		R								
	City review of Grading plan's compliance with C.3 provisions										
	(10,000 s.f - 1 acre)	per project		3.00	\$ 149	\$ 446	\$ 289.00	65%	68	\$ 19,602	\$ 30,264
	Each Additional Acre	per acre		1.50	\$ 149	\$ 223	\$ 289.00	130%	23	\$ 6,645	\$ 5,129
	Additional Reviews	Hourly - T/M		1.00	\$ 149	\$ 149	\$ 120.00	81%	-	\$ -	\$ -
NEW FEE	HM Conformance Review	Minimum Fee - T/M		8.00	\$ 149	\$ 1,190	\$ -	0%	-	\$ -	\$ -
	City inspection of Grading plan's compliance with C.3 provisions										
	Stormwater Treatment	per treatment measure		3.00	\$ 149	\$ 446	\$ 360.00	81%	592	\$ 213,139	\$ 264,167
	HM Controls	Minimum Fee - T/M		10.00	\$ 149	\$ 1,487	\$ 960.00	65%	3	\$ 3,311	\$ 5,129
NEW FEE	Storm Pump Review										

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	Plan Check	per review/per pump		3.50	\$ 149	\$ 521	\$ -	0%	30	\$ -	\$ 15,617
	Inspection	Hourly - T/M		5.50	\$ 149	\$ 818	\$ -	0%	17	\$ -	\$ 14,106
	<b>SEWER LATERAL PERMITS</b>										
			2, R, USA								
1	<b>Arterial Lateral (Sanitary/Storm)</b>			12.00	\$ 149	\$ 1,785	\$ 2,030.00	114%	17	\$ 35,006	\$ 30,777
	Property Line through 1st traffic lane										
	Each additional traffic lane			1.50	\$ 149	\$ 223	\$ 255.00	114%	6	\$ 1,466	\$ 1,282
2	Local Collector Lateral (Sanitary/Storm)			8.00	\$ 149	\$ 1,190	\$ 1,520.00	128%	-	\$ -	\$ -
3	Lateral Cleanout in Right-of-Way		3	3.00	\$ 149	\$ 446	\$ 600.00	134%	-	\$ -	\$ -
	<b>PRIVATE UTILITY PERMITS (Only Public Streets)</b>										
			4, R, USA								
1	<b>Arterial Utility Trench</b>	per project	5								
	0-40 LF			10.00	\$ 149	\$ 1,487	\$ 1,688.00	113%	46	\$ 77,622	\$ 68,393
	Each Additional 40 LF			1.50	\$ 149	\$ 223	\$ 368.00	165%	63	\$ 23,268	\$ 14,106
2	<b>Local/Collector Utility Trench</b>	per project	5								
	0-40 LF			6.00	\$ 149	\$ 892	\$ 1,064.00	119%	11	\$ 12,232	\$ 10,259
	Each Additional 40 LF			1.00	\$ 149	\$ 149	\$ 198.00	133%	23	\$ 4,552	\$ 3,420
3	Minor Utility Trench (0-20LF)		5	0.80	\$ 149	\$ 119	\$ 171.00	144%	6	\$ 983	\$ 684
4	<b>New Street utility Trench</b>	per project	5								
	0-40 LF			4.00	\$ 149	\$ 595	\$ 748.00	126%	6	\$ 4,300	\$ 3,420
	Each Additional 40 LF			0.50	\$ 149	\$ 74	\$ 113.00	152%	2	\$ 260	\$ 171
	<b>SPECIAL (ASSESSMENT) DISTRICT FEES</b>										
NEW FEE	<b>Annexations to an Existing District</b>	Initial Deposit - T/M		189.00	\$ 149	\$ 28,110	\$ -	0%	-	\$ -	\$ -

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
NEW FEE	<b>Special District Formation</b>	Initial Deposit - T/M		253.00	\$ 149	\$ 37,629	\$ -	0%	-	\$ -	\$ -
<b>3</b>	<b>Assessment Segregation Map Review</b>										
	Each original District Parcel segregated			3.00	\$ 149	\$ 446	\$ 150.00	34%	11	\$ 1,724	\$ 5,129
	Each resultant portion of each District Parcel			2.00	\$ 149	\$ 297	\$ 50.00	17%	-	\$ -	\$ -
<b>4</b>	Assessment Certificate		6	0.30	\$ 149	\$ 45	\$ 10.00	22%	-	\$ -	\$ -
	<b>REVOCALE ENCROACHMENT PERMITS</b>										
<b>1</b>	<b>Construction / Destruction of Water Monitoring Wells (also applies to Soil Sampling Borings and Potholing)</b>		R, USA								
	First 3 wells/locations			7.25	\$ 149	\$ 1,078	\$ 843.00	78%	53	\$ 44,580	\$ 57,022
	Additional wells/locations			1.50	\$ 149	\$ 223	\$ 169.00	76%	-	\$ -	\$ -
<b>2</b>	<b>Sanitary Manhole Flow Monitoring - same as Monitoring Wells without USA fees</b>		R								
	First 3 wells/locations			7.25	\$ 149	\$ 1,078	\$ 843.00	78%	1	\$ 969	\$ 1,240
	Additional wells/locations			1.50	\$ 149	\$ 223	\$ 169.00	76%	-	\$ -	\$ -
<b>3</b>	Water, Vapor, or Soil Remediation		R, USA	7.25	\$ 149	\$ 1,078	\$ 843.00	78%	-	\$ -	\$ -
<b>4</b>	Tie-back for Retaining Walls/Shoring	per item	R	14.00	\$ 149	\$ 2,082	\$ 843.00	40%	-	\$ -	\$ -
<b>5</b>	Façade Improvements	per frontage		7.25	\$ 149	\$ 1,078	\$ 843.00	78%	6	\$ 4,846	\$ 6,198
<b>6</b>	Scaffolding	per item		7.25	\$ 149	\$ 1,078	\$ 843.00	78%	-	\$ -	\$ -
<b>7</b>	Fence	per item		7.25	\$ 149	\$ 1,078	\$ 843.00	78%	-	\$ -	\$ -
<b>8</b>	Wall	per item		7.25	\$ 149	\$ 1,078	\$ 843.00	78%	-	\$ -	\$ -
<b>9</b>	Chutes	per item		7.25	\$ 149	\$ 1,078	\$ 843.00	78%	-	\$ -	\$ -

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>5</b>	<b>Sign Installation</b>										
	Sign installed with scissor lift	per project		4.00	\$ 149	\$ 595	\$ 843.00	142%	-	\$ -	\$ -
	Sign installed with Hydraulic Crane	per project		7.25	\$ 149	\$ 1,078	\$ 843.00	78%	24	\$ 20,352	\$ 26,032
<b>6</b>	Crane in Public ROW	per permit	R	12.00	\$ 149	\$ 1,785	\$ 843.00	47%	11	\$ 9,691	\$ 20,518
<b>7</b>	Street Closure (All or Half-Street)		7, R								
	All	per project		9.00	\$ 149	\$ 1,339	\$ 1,078.00	81%	11	\$ 12,393	\$ 15,388
	Half-Street	per project		7.00	\$ 149	\$ 1,041	\$ 1,078.00	104%	17	\$ 18,589	\$ 17,953
<b>8</b>	Private Trench Crossings			7.25	\$ 149		See Private Utility Rate Permit Section		2		
<b>9</b>	Temporary Portable Storage Unit in Right-of-Way	per storage unit	R	1.00	\$ 149	\$ 149	\$ 120.00	81%	9	\$ 1,104	\$ 1,368
<b>10</b>	Curb Cafes (To be collected with Planning's Sidewalk Café Permit)	per café		5.00	\$ 149	\$ 744	\$ 600.00	81%	6	\$ 3,449	\$ 4,275
<b>11</b>	Miscellaneous/Others	Hourly - T/M		1.00	\$ 149	\$ 149	\$ 120.00	81%	34	\$ 4,139	\$ 5,129
<b>12</b>	Revocable Permit Extensions						See Permit Extensions Section				
<b>13</b>	Inspections of Repairs to City Infrastructure	Hourly - T/M		1.00	\$ 149	\$ 149	\$ -	0%	-	\$ -	\$ -
<b>MAPPING AND VACATIONS/ABANDONMENTS</b>											
<b>1</b>	<b>Parcel Map</b>										
	With a Tentative Map		8,R	38.00	\$ 149	\$ 5,652	\$ 6,003.00	106%	8	\$ 48,308	\$ 45,481
	Parcel Map		9,R	43.00	\$ 149	\$ 6,395	\$ 4,847.00	76%	9	\$ 44,578	\$ 58,818

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>2</b>	<b>Final Map</b>		9,R								
	2	base fee @ 2 lots		45.00	\$ 149	\$ 6,693	\$ 4,219.00	63%	11	\$ 48,502	\$ 76,942
		each add'l lot		0.3961	\$ 149	\$ 58.91	\$ 126.00	214%	93	\$ 11,733	\$ 5,486
	20	base fee @ 20 lots		52.13	\$ 149	\$ 7,753	\$ 5,925.00	76%	1	\$ 6,811	\$ 8,913
		each add'l lot		0.3170	\$ 149	\$ 47.15	\$ 40.00	85%	3	\$ 138	\$ 163
	50	base fee @ 50 lots		61.64	\$ 149	\$ 9,168	\$ 6,146.00	67%	1	\$ 7,066	\$ 10,539
		each add'l lot		0.2798	\$ 149	\$ 41.61	\$ 36.00	87%	40	\$ 1,449	\$ 1,674
	100	base fee @ 100 lots		75.63	\$ 149	\$ 11,248	\$ 7,209.00	64%	1	\$ 8,288	\$ 12,931
		each add'l lot		0.2000	\$ 149	\$ 29.75	\$ 25.00	84%	74	\$ 1,839	\$ 2,189
<b>3</b>	1 Lot Parcel/Tract Map for Condos	per application	R	41.98	\$ 149	\$ 6,243	\$ 4,847.00	78%	6	\$ 27,861	\$ 35,885
NEW FEE	Land Subdivision and Condo Map Combined	per application	R	42.00	\$ 149	\$ 6,247	\$ -	0%	2	\$ -	\$ 14,362
NEW FEE	Vertical Subdivision	Hourly - T/M	R	51.75	\$ 149	\$ 7,697	\$ -	0%	2	\$ -	\$ 17,697
<b>4</b>	Certificate of Correction To Recorded Map	per certificate	10,R	5.25	\$ 149	\$ 781	\$ 659.00	84%	1	\$ 758	\$ 898
<b>5</b>	Amended Map		R	28.50	\$ 149	\$ 4,239	\$ 3,638.00	86%	2	\$ 8,365	\$ 9,746
<b>6</b>	Separate Instrument Easement Dedication	per easement	R	7.00	\$ 149	\$ 1,041	\$ 861.00	83%	24	\$ 20,786	\$ 25,134
							Fee				
<b>7</b>	<b>Street / Easement Vacation (Abandonment)</b>	per application	11,R								
	Summary Vacation			27.75	\$ 149	\$ 4,127	\$ 3,241.00	79%	10	\$ 33,533	\$ 42,703
	Standard Vacation			38.25	\$ 149	\$ 5,689	\$ 4,435.00	78%	5	\$ 20,394	\$ 26,160
	Vacation-with Sale			47.25	\$ 149	\$ 7,027	\$ 5,693.00	81%	2	\$ 13,090	\$ 16,158

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
8	Real Estate Analysis/Review Fee	Initial Deposit - T/M		4.00	\$ 149		\$ 1,440.00		1		
	<b>ENGINEERING AND INSPECTION (E&amp;I)</b>		12								
1	<b>Engineering &amp; Inspection for Public Street Improvements (Three plan checks are included)</b>		R								
	\$ 25,000	base fee @ \$25,000		56.79	\$ 149	\$ 8,446	\$ 6,658	79%	57	\$ 382,679	\$ 485,503
		each add'l \$1,000		0.8452	\$ 149	\$ 125.71	\$ 98.20	78%	272	\$ 26,725	\$ 34,211
	\$ 50,000	base fee @ \$50,000		77.92	\$ 149	\$ 11,589	\$ 9,113	79%	13	\$ 115,235	\$ 146,552
		each add'l \$1,000		1.3006	\$ 149	\$ 193.44	\$ 151.50	78%	232	\$ 35,182	\$ 44,921
	\$ 100,000	base fee @ \$100,000		142.95	\$ 149	\$ 21,261	\$ 16,690	79%	8	\$ 134,310	\$ 171,093
		each add'l \$1,000		0.7383	\$ 149	\$ 109.81	\$ 85.40	78%	347	\$ 29,650	\$ 38,123
	\$ 200,000	base fee @ \$200,000		216.78	\$ 149	\$ 32,242	\$ 25,234	78%	14	\$ 348,113	\$ 444,785
		each add'l \$1,000		0.4747	\$ 149	\$ 70.60	\$ 55.00	78%	1,237	\$ 68,034	\$ 87,334
	\$ 500,000	base fee @ \$500,000		359.19	\$ 149	\$ 53,422	\$ 41,721	78%	2	\$ 95,926	\$ 122,830
		each add'l \$1,000		0.4127	\$ 149	\$ 61.38	\$ 49.00	80%	232	\$ 11,379	\$ 14,254
	\$ 1,000,000	base fee @ \$1,000,000		565.54	\$ 149	\$ 84,112	\$ 66,168	79%	5	\$ 304,271	\$ 386,788
		each add'l \$1,000		0.3360	\$ 149	\$ 49.97	\$ 39.90	80%	14,114	\$ 563,142	\$ 705,312
2	<b>Engineering &amp; Inspection for Landscape Improvements in Public Right-of-Way (Three plan checks are included)</b>		R								



Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	\$ 25,000	base fee @ \$25,000		38.58	\$ 149	\$ 5,738	\$ 4,378	76%	1	\$ 5,032	\$ 6,596
		each add'l \$1,000		0.9364	\$ 149	\$ 139.27	\$ 108.50	78%	16	\$ 1,711	\$ 2,196
	\$ 50,000	base fee @ \$50,000		61.99	\$ 149	\$ 9,220	\$ 7,090	77%	-	\$ -	\$ -
		each add'l \$1,000		0.7856	\$ 149	\$ 116.84	\$ 89.60	77%	-	\$ -	\$ -
	\$ 100,000	base fee @ \$100,000		101.27	\$ 149	\$ 15,062	\$ 11,571	77%	-	\$ -	\$ -
		each add'l \$1,000		0.6027	\$ 149	\$ 89.64	\$ 69.10	77%	-	\$ -	\$ -
	\$ 200,000	base fee @ \$200,000		161.54	\$ 149	\$ 24,026	\$ 18,479	77%	-	\$ -	\$ -
		each add'l \$1,000		0.4104	\$ 149	\$ 61.04	\$ 46.90	77%	-	\$ -	\$ -
	\$ 500,000	base fee @ \$500,000		284.67	\$ 149	\$ 42,339	\$ 32,545	77%	-	\$ -	\$ -
		each add'l \$1,000		0.2913	\$ 149	\$ 43.32	\$ 33.40	77%	-	\$ -	\$ -
	\$ 1,000,000	base fee @ \$1,000,000		430.34	\$ 149	\$ 64,004	\$ 49,223	77%	2	\$ 113,175	\$ 147,161
		each add'l \$1,000		0.2460	\$ 149	\$ 36.59	\$ 28.10	77%	1,452	\$ 40,800	\$ 53,124
<b>3</b>	<b>Engineering &amp; Inspection for Private Street Improvements (Three plan checks are included)</b>		R								
	\$ 25,000	base fee @ \$25,000		31.25	\$ 149	\$ 4,648	\$ 3,750	81%	1	\$ 4,311	\$ 5,343
		each add'l \$1,000		0.6100	\$ 149	\$ 90.72	\$ 73.20	81%	21	\$ 1,515	\$ 1,877
	\$ 50,000	base fee @ \$50,000		46.50	\$ 149	\$ 6,916	\$ 5,580	81%	1	\$ 6,415	\$ 7,951
		each add'l \$1,000		0.3600	\$ 149	\$ 53.54	\$ 43.40	81%	45	\$ 1,946	\$ 2,401

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	\$ 100,000	base fee @ \$100,000		64.50	\$ 149	\$ 9,593	\$ 7,750	81%	2	\$ 17,819	\$ 22,057
		each add'l \$1,000		0.3380	\$ 149	\$ 50.27	\$ 41.30	82%	86	\$ 3,561	\$ 4,334
	\$ 200,000	base fee @ \$200,000		98.30	\$ 149	\$ 14,620	\$ 11,880	81%	5	\$ 54,630	\$ 67,230
		each add'l \$1,000		0.2407	\$ 149	\$ 35.80	\$ 28.60	80%	624	\$ 17,853	\$ 22,347
	\$ 500,000	base fee @ \$500,000		170.50	\$ 149	\$ 25,358	\$ 20,460	81%	3	\$ 70,563	\$ 87,457
		each add'l \$1,000		0.1990	\$ 149	\$ 29.60	\$ 24.10	81%	641	\$ 15,460	\$ 18,986
	\$ 1,000,000	base fee @ \$1,000,000		270.00	\$ 149	\$ 40,157	\$ 32,510	81%	7	\$ 224,244	\$ 276,991
		each add'l \$1,000		0.1648	\$ 149	\$ 24.51	\$ 21.90	89%	4,121	\$ 90,258	\$ 101,017
4	Multiple Plan Check >3	per review submittal		varies	\$ 149		4% surcharge	67%			
5	Plan Revision	per revision		3.00	\$ 149	\$ 446	\$ 398.00	89%	29	\$ 11,439	\$ 12,824
6	<b>Contract Extension - Extend expiration date by 6 months</b>										
	First two 6 month extensions (Tract or Major Contract)	per extension		6.50	\$ 149	\$ 967	\$ 749.00	77%	11	\$ 8,611	\$ 11,114
	Each additional extension past 2 (Tract or Major Contract)	per extension		15.00	\$ 149	\$ 2,231	\$ 1,717.00	77%	-	\$ -	\$ -
7	<b>Permit Extension - Extend expiration date by 6 months</b>										
	First two 6 month extensions (Revocable Permit, Private Utility Permit, Lateral Permit, Minor Permit)	per extension		3.25	\$ 149	\$ 483	\$ 382.00	79%	26	\$ 10,101	\$ 12,781

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	Each additional extension past 2 (Revocable Permit, Private Utility Permit, Lateral Permit, Minor Permit)	per extension		7.75	\$ 149	\$ 1,153	\$ 898.00	78%	-	\$ -	\$ -
	<b>STREETLIGHTS</b>		13								
1	<b>Design Fee (If Developer chooses to have City design streetlights). Number of Streetlights</b>										
0		per project	14	3.00	\$ 149	\$ 446	\$ 359.00	80%	51	\$ 18,159	\$ 22,570
1		per project		10.50	\$ 149	\$ 1,562	\$ 1,366.00	87%	9	\$ 12,563	\$ 14,362
2		per project		19.00	\$ 149	\$ 2,826	\$ 2,419.00	86%	8	\$ 19,466	\$ 22,741
3		per project		27.50	\$ 149	\$ 4,090	\$ 3,472.00	85%	5	\$ 15,966	\$ 18,808
4		per project		36.00	\$ 149	\$ 5,354	\$ 4,525.00	85%	6	\$ 26,010	\$ 30,777
5		per project		44.50	\$ 149	\$ 6,618	\$ 5,578.00	84%	3	\$ 19,238	\$ 22,826
6		per project		53.00	\$ 149	\$ 7,883	\$ 6,631.00	84%	3	\$ 22,869	\$ 27,186
7		per project		61.50	\$ 149	\$ 9,147	\$ 7,684.00	84%	7	\$ 53,002	\$ 63,092
8		per project		70.00	\$ 149	\$ 10,411	\$ 8,737.00	84%	2	\$ 20,088	\$ 23,937
9		per project		78.50	\$ 149	\$ 11,675	\$ 9,790.00	84%	3	\$ 33,764	\$ 40,266
10		per project		87.00	\$ 149	\$ 12,939	\$ 10,843.00	84%	-	\$ -	\$ -
11		per project		92.50	\$ 149	\$ 13,757	\$ 11,549.00	84%	-	\$ -	\$ -
12		per project		98.00	\$ 149	\$ 14,575	\$ 12,255.00	84%	-	\$ -	\$ -
13		per project		103.50	\$ 149	\$ 15,393	\$ 12,961.00	84%	1	\$ 14,900	\$ 17,697
14		per project		109.00	\$ 149	\$ 16,212	\$ 13,667.00	84%	-	\$ -	\$ -
15		per project		114.50	\$ 149	\$ 17,030	\$ 14,373.00	84%	-	\$ -	\$ -
16		per project		120.00	\$ 149	\$ 17,848	\$ 15,079.00	84%	-	\$ -	\$ -
17		per project		125.50	\$ 149	\$ 18,666	\$ 15,785.00	85%	-	\$ -	\$ -
18		per project		131.00	\$ 149	\$ 19,484	\$ 16,491.00	85%	-	\$ -	\$ -
19		per project		136.50	\$ 149	\$ 20,302	\$ 17,197.00	85%	1	\$ 19,770	\$ 23,339
20		per project		142.00	\$ 149	\$ 21,120	\$ 17,903.00	85%	-	\$ -	\$ -
	>20	each additional light		4.00	\$ 149	\$ 595	\$ 473.00	80%	3	\$ 1,631	\$ 2,052

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<b>2</b>	<b>Review Fee (If Developer chooses to hire a consultant for streetlight design). Number of Streetlights</b>										
	1	per project		8.00	\$ 149	\$ 1,190	\$ 911.00	77%	-	\$ -	\$ -
	2	per project		14.00	\$ 149	\$ 2,082	\$ 1,623.00	78%	-	\$ -	\$ -
	3	per project		20.00	\$ 149	\$ 2,975	\$ 2,335.00	78%	-	\$ -	\$ -
	4	per project		26.00	\$ 149	\$ 3,867	\$ 3,047.00	79%	-	\$ -	\$ -
	5	per project		32.00	\$ 149	\$ 4,759	\$ 3,759.00	79%	-	\$ -	\$ -
	6	per project		38.00	\$ 149	\$ 5,652	\$ 4,471.00	79%	-	\$ -	\$ -
	7	per project		44.00	\$ 149	\$ 6,544	\$ 5,183.00	79%	-	\$ -	\$ -
	8	per project		50.00	\$ 149	\$ 7,436	\$ 5,895.00	79%	1	\$ 6,777	\$ 8,549
	9	per project		56.00	\$ 149	\$ 8,329	\$ 6,607.00	79%	-	\$ -	\$ -
	10	per project		62.00	\$ 149	\$ 9,221	\$ 7,319.00	79%	-	\$ -	\$ -
	11	per project		65.50	\$ 149	\$ 9,742	\$ 7,752.00	80%	-	\$ -	\$ -
	12	per project		69.00	\$ 149	\$ 10,262	\$ 8,185.00	80%	1	\$ 9,410	\$ 11,798
	13	per project		72.50	\$ 149	\$ 10,783	\$ 8,618.00	80%	1	\$ 9,907	\$ 12,396
	14	per project		76.00	\$ 149	\$ 11,303	\$ 9,051.00	80%	-	\$ -	\$ -
	15	per project		79.50	\$ 149	\$ 11,824	\$ 9,484.00	80%	-	\$ -	\$ -
	16	per project		83.00	\$ 149	\$ 12,345	\$ 9,917.00	80%	-	\$ -	\$ -
	17	per project		86.50	\$ 149	\$ 12,865	\$ 10,350.00	80%	-	\$ -	\$ -
	18	per project		90.00	\$ 149	\$ 13,386	\$ 10,783.00	81%	-	\$ -	\$ -
	19	per project		93.50	\$ 149	\$ 13,906	\$ 11,216.00	81%	-	\$ -	\$ -
	20	per project		97.00	\$ 149	\$ 14,427	\$ 11,649.00	81%	-	\$ -	\$ -
	>20	each additional light		2.50	\$ 149	\$ 372	\$ 324.00	87%	-	\$ -	\$ -
<b>3</b>	<b>Inspection Fee (For all projects with streetlights). Number of Streetlights</b>										
	1	per project		12.00	\$ 149	\$ 1,785	\$ 1,454.00	81%	9	\$ 13,372	\$ 16,414
	2	per project		20.26	\$ 149	\$ 3,013	\$ 2,440.00	81%	8	\$ 19,635	\$ 24,249
	3	per project		28.52	\$ 149	\$ 4,242	\$ 3,426.00	81%	5	\$ 15,754	\$ 19,506
	4	per project		36.78	\$ 149	\$ 5,470	\$ 4,412.00	81%	6	\$ 25,361	\$ 31,444
	5	per project		45.04	\$ 149	\$ 6,699	\$ 5,398.00	81%	3	\$ 18,617	\$ 23,103
	6	per project		53.30	\$ 149	\$ 7,927	\$ 6,384.00	81%	3	\$ 22,017	\$ 27,340
	7	per project		61.56	\$ 149	\$ 9,156	\$ 7,370.00	80%	7	\$ 50,836	\$ 63,154
	8	per project		69.82	\$ 149	\$ 10,384	\$ 8,356.00	80%	3	\$ 28,819	\$ 35,814

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				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
9		per project		78.08	\$ 149	\$ 11,613	\$ 9,342.00	80%	3	\$ 32,219	\$ 40,051
10		per project		86.34	\$ 149	\$ 12,841	\$ 10,328.00	80%	-	\$ -	\$ -
11		per project		91.94	\$ 149	\$ 13,674	\$ 10,996.00	80%	-	\$ -	\$ -
12		per project		97.54	\$ 149	\$ 14,507	\$ 11,664.00	80%	1	\$ 13,409	\$ 16,678
13		per project		103.14	\$ 149	\$ 15,340	\$ 12,332.00	80%	2	\$ 28,354	\$ 35,270
14		per project		108.74	\$ 149	\$ 16,173	\$ 13,000.00	80%	-	\$ -	\$ -
15		per project		114.34	\$ 149	\$ 17,006	\$ 13,668.00	80%	-	\$ -	\$ -
16		per project		119.94	\$ 149	\$ 17,839	\$ 14,336.00	80%	-	\$ -	\$ -
17		per project		125.54	\$ 149	\$ 18,671	\$ 15,004.00	80%	-	\$ -	\$ -
18		per project		131.14	\$ 149	\$ 19,504	\$ 15,672.00	80%	-	\$ -	\$ -
19		per project		136.74	\$ 149	\$ 20,337	\$ 16,340.00	80%	1	\$ 18,785	\$ 23,380
20		per project		142.34	\$ 149	\$ 21,170	\$ 17,008.00	80%	-	\$ -	\$ -
	>20	each additional light		3.78	\$ 149	\$ 562	\$ 457.00	81%	3	\$ 1,576	\$ 1,939
	Streetlight Re-Inspection	per inspection past 2		1.75	\$ 149	\$ 260	\$ 210.00	81%	-	\$ -	\$ -
	<b>UNDERGROUND SERVICE ALERT (USA)</b>										
1	<del>Underground Service Alert for Residential projects</del>		R								
	\$ 25,000	base fee @ \$25,000		6.50	\$ 149	\$ 967	\$ 250.00	26%	199	\$ 49,750	\$ 192,381
		each add'l \$1,000		0.1800	\$ 149	\$ 26.77	\$ 3.10	12%	301	\$ 933	\$ 8,058
	\$ 50,000	base fee @ \$50,000		11.00	\$ 149	\$ 1,636	\$ 402.00	25%	22	\$ 8,844	\$ 35,993
		each add'l \$1,000		0.1400	\$ 149	\$ 20.82	\$ 9.70	47%	529	\$ 5,131	\$ 11,015
	\$ 100,000	base fee @ \$100,000		18.00	\$ 149	\$ 2,677	\$ 889.00	33%	7	\$ 6,223	\$ 18,740
		each add'l \$1,000		0.0700	\$ 149	\$ 10.41	\$ 8.70	84%	193	\$ 1,679	\$ 2,009
	\$ 200,000	base fee @ \$200,000		25.00	\$ 149	\$ 3,718	\$ 1,759.00	47%	13	\$ 22,867	\$ 48,337
		each add'l \$1,000		0.0467	\$ 149	\$ 6.95	\$ 1.80	26%	1,548	\$ 2,786	\$ 10,752

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	\$ 500,000	base fee @ \$500,000		39.00	\$ 149	\$ 5,800	\$ 2,299.00	40%	2	\$ 5,286	\$ 13,337
		each add'l \$1,000		0.0600	\$ 149	\$ 8.92	\$ 1.80	20%	783	\$ 1,410	\$ 6,991
	\$ 1,000,000	base fee @ \$1,000,000		69.00	\$ 149	\$ 10,262	\$ 3,210.00	31%	1	\$ 3,690	\$ 11,798
		each add'l \$1,000		0.0345	\$ 149	\$ 5.13	\$ 1.20	23%	5,965	\$ 7,158	\$ 30,606
<b>3</b>	<b>TRAFFIC</b>										
	<i>DOT Fees - Not in Scope</i>										
<b>4</b>	<b>Traffic Signal Inspection</b>										
	Minor			69.85	\$ 149	\$ 10,389	\$ 8,200.00	79%	2	\$ 18,854	\$ 23,886
	Major			116.65	\$ 149	\$ 17,349	\$ 16,958.00	98%	13	\$ 214,447	\$ 219,395
	New			145.65	\$ 149	\$ 21,662	\$ 13,574.00	63%	6	\$ 78,024	\$ 124,518
	<b>MATERIALS TESTING LABORATORY</b>										
<b>1</b>	<b>Pavement Design</b>										
	Research Design	per project		3.25	\$ 149	\$ 483	\$ 378.00	78%	11	\$ 4,346	\$ 5,557
	Standard Design										
	10000	base fee @ 10,000 SF		31.00	\$ 149	\$ 4,611	\$ 2,761.00	60%	10	\$ 28,567	\$ 47,704
		each add'l. SF		0.0006	\$ 149	\$ 0.09	\$ 0.065	73%	51,733	\$ 3,363	\$ 4,617
	40000	base fee @ 40,000 SF		50.00	\$ 149	\$ 7,436	\$ 1,949.00	26%	1	\$ 2,241	\$ 8,549
		each add'l. SF		0.0013	\$ 149	\$ 0.19	\$ 0.09	48%	216,128	\$ 19,452	\$ 40,181
	Non-Standard: (i.e. Non-Standard Construction Materials such as Pavers or Architectural Pavement Treatment)	Hourly - T/M - on top of Standard Design fee		1.00	\$ 149	\$ 149	\$ -	0%	-	\$ -	\$ -

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>2</b>	<b>Material Lab Testing</b>										
	Standard Testing (Includes Initial Test and One Re-Test)										
	1-3,000 SF	per project		18.00	\$ 149	\$ 2,677	\$ 2,256.00	84%	6	\$ 12,968	\$ 15,388
	3,001 - 10,000 SF	per project		52.00	\$ 149	\$ 7,734	\$ 4,751.00	61%	23	\$ 109,237	\$ 177,821
	10000	base fee @ 10,000 SF		52.00	\$ 149	\$ 7,734	\$ 1,949.00	25%	11	\$ 22,406	\$ 88,911
		each add'l. SF		0.0024	\$ 149	\$ 0.36	\$ 0.28	78%	41,687	\$ 11,672	\$ 14,880
	40000	base fee @ 40,000 SF		125.00	\$ 149	\$ 18,591	\$ 4,751.00	26%	5	\$ 21,847	\$ 85,491
		each add'l. SF		0.0023	\$ 149	\$ 0.33	\$ 0.21	63%	220,864	\$ 46,382	\$ 73,910
	Bus Pad Testing Fee (Per Bus Pad)	per Bus pad		32.00	\$ 149	\$ 4,759	\$ 3,898.00	82%	1	\$ 4,481	\$ 5,471
	Sewer Pipe Plant Q/A Inspection Fee										
	400' - 1,200' RCP	per project		16.00	\$ 149	\$ 2,380	\$ 1,340.00	56%	11	\$ 15,405	\$ 27,357
	Greater than 1,200' RCP	base fee @ 1200 LF		16.00	\$ 149	\$ 2,380	\$ 2,316.00	97%	6	\$ 13,313	\$ 13,679
		each add'l. LF		0.0125	\$ 149	\$ 1.86	\$ 1.93	104%	-	\$ -	\$ -
	Non-Standard: (i.e. Bridges, Major Concrete Structure, Lime Treated Base, Other Treated Bases, Non-Standard Materials or Specifications)	Hourly - T/M - on top of Standard Testing fee		50.50	\$ 149	\$ 7,511	\$ 6,060	81%	-	\$ -	\$ -
	Other Material Testing Lab: (i.e. Retesting of Failed Materials, Failure Analysis, Outside Consultant Services)	Hourly - T/M		50.50	\$ 149	\$ 7,511	\$ 6,060	81%	-	\$ -	\$ -
<b>new fee</b>	<b>Re-Test (3rd and subsequent test)</b>										
	1-3,000 SF	per project		24.00	\$ 149	\$ 3,570	\$ -	0%	-	\$ -	\$ -
	3,001 - 10,000 SF	per project		54.50	\$ 149	\$ 8,106	\$ -	0%	-	\$ -	\$ -

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
	10000	base fee @ 10,000 SF		128.50	\$ 149	\$ 19,112	\$ -	0%	-	\$ -	\$ -
		each add'l. SF		0.0031	\$ 149	\$ 0.46	\$ -	0%	-	\$ -	\$ -
	40000	base fee @ 40,000 SF		222.00	\$ 149	\$ 33,018	\$ -	0%	-	\$ -	\$ -
		each add'l. SF		0.0056	\$ 149	\$ 0.83	\$ -	0%	-	\$ -	\$ -
<b>MISCELLANEOUS FEES</b>											
1	Street Tree trimming (Residential projects only)	Not in Scope									
2	Residential Driveway Permit	per driveway	R	1.00	\$ 149	\$ 149	\$ 120.00	81%	74	\$ 8,829	\$ 10,943
3	Overhead Utility Undergrounding In-lieu Fee	Not in Scope									
4	Municipal Water Service	Not in Scope									
5	Park Fees	Not in Scope									
6	Record Retention Fee	Set by PCBE	R								
7	Benchmark Maintenance Fee (per plan)	Not In Scope	B				\$ 150.00		161		
<b>TOTAL</b>										<b>6,230,649</b>	<b>8,341,151</b>

**[Notes]**

- Sourced from  
 [1] "PWorks%20Fee%20Schedule%20PW%20Permits%20FY%202014"  
 Fees listed are for construction permits only. Connection to City sanitary and storm mains requires the payment of sewer fees in accordance with the fee schedule titled "Sewer Fees".  
 [2]



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				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
[3]	Lateral cleanouts to be installed on private property. Public Right-of-Way lateral cleanouts only allowed in situations where there is no property line setback. Please contact staff for more information.										
[4]	Private Utility permits are for the construction of utility facilities in the public right-of-way by private contractors for future ownership by a franchised utility company. If the franchised utility company will be doing the construction, they need to call the Utilities section of Public Works at (408) 975-7455 for permit information and fees.										
[5]	In situations where a permit is issued for work on multiple street types, the base fee (0-40 LF) will only be collected once. The highest base fee will be collected and the work performed on the lesser street type(s) will be calculated at the additional 40LF rate. Example: 75LF on an Arterial, and 50LF on a Local. Base fee will be based on the Arterial (\$1,688) which pays for the first 40LF of the Arterial. The remaining 35LF on the Arterial will be at the additional rate of \$368. The 50LF on the Local will be charged at the additional local rate of \$198 for every 40LF, which equals \$396. The total fee is then \$1,688 + \$368 + \$396 = \$2,452. The USA fee is calculated in the same manner.										
[6]	California Government Code section 53340.2										
[7]	A Street Closure is defined as the complete closure of all lanes on any City street, or the closure of half the street (all lanes in a single direction) on an Arterial street. This fee is a surcharge to any of the revocable permits listed above where the work requires a street closure.										
[8]	Planning Division Exemption of Environmental Review Fee, Planning Division Review of Parcel Map Fee, Fire Department Review Fee, and Building Division Review Fee apply separately										
[9]	A \$310 Planning Conformance Review Fee applies to all Map Reviews.										
[10]	County Recorder's fee applies separately										

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				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
[11]	Additional Planning Division Fees for Planning Condition Hearing and Exemption of Environmental Review may be required										
[12]	An initial deposit of 50% (\$1,000 minimum) of the calculated fee is due when the plan is first submitted for review										
[13]	Fee for relamping = Fee for streetlight x 50%; Fee for relocation = Fee for streetlight.										
[14]	A \$359 evaluation fee is applicable if the existing street lighting is reviewed, but no new lights are required										
[15]	Note: Park fees are collected by the Building Department prior to the issuance of a Building Permit										
<b>R</b>	RECORD RETENTION FEE: This fee is applied to all permit service fees, but not to sewer fees, in-lieu fees, and park fees. Fee is 4% of total permit / application fees - \$15 minimum fee (where applicable), \$1,500 maximum fee										
<b>USA</b>	Underground Service Alert fees apply										
<b>B</b>	BENCHMARK MAINTENANCE FEE: This fee is applied to all permits utilizing City Benchmarks (Grading Plans, Public Improvement Plans, and Private Street Plans) Benchmark Maintenance Fee is \$150 per applicable permit/plan										
<b>T/M</b>	TIME AND MATERIALS: Any service for which there is no fee, or for additional service provided above and beyond the services included in the standard fees, will be billed on a time and materials basis. Time and Materials rate is \$120 per hour										

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				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>1</b>	<b>Preliminary Review</b>										
	Comprehensive	Each. T&M for additional reviews		9.00	\$ 149	\$ 1,339	\$ 1,230	91.89%	35	\$ 43,050	\$ 46,850
	Limited	Each. T&M for additional reviews		6.00	\$ 149	\$ 892	\$ 600	67.24%	10	\$ 6,000	\$ 8,924
<b>2</b>	General Plan Amendment	Each		4.00	\$ 149	\$ 595	\$ 440	73.96%	15	\$ 6,600	\$ 8,924
<b>3</b>	Conventional Zoning	Each		4.00	\$ 149	\$ 595	\$ 579	97.32%	39	\$ 22,581	\$ 23,202
<b>4</b>	<b>PD Zoning (PDC)</b>										
<b>4.1</b>	Residential										
	0-2 DU	per project		7.25	\$ 149	\$ 1,078	\$ 825	76.51%	-	\$ -	\$ -
	3	base fee up at 3 units		8.00	\$ 149	\$ 1,190	\$ 2,848	239.36%	4	\$ 11,392	\$ 4,759
		each add'l unit		1.3409	\$ 149	\$ 199.43	\$ 71	35.60%	13	\$ 923	\$ 2,593
	25	base fee @ 25 units		37.50	\$ 149	\$ 5,577	\$ 4,136	74.16%	4	\$ 16,544	\$ 22,309
		each add'l unit		0.1367	\$ 149	\$ 20.33	\$ 19	93.45%	142	\$ 2,698	\$ 2,887
	100	base fee @ 100 units		47.75	\$ 149	\$ 7,102	\$ 6,043	85.09%	5	\$ 30,215	\$ 35,509
		each add'l unit		0.0500	\$ 149	\$ 7.44	\$ 6.42	86.33%	300	\$ 1,926	\$ 2,231
	500	base fee @ 500 units		67.75	\$ 149	\$ 10,076	\$ 8,611	85.46%	3	\$ 25,833	\$ 30,229
		each add'l unit		0.05	\$ 149	\$ 7.44	\$ 6.42	86.33%	800	\$ 5,136	\$ 5,949

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				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>4.1</b>	Non-Residential										
	0-500 s.f.	per project		7.25	\$ 149	\$ 1,078	\$ 825.00	76.51%	3	\$ 2,475	\$ 3,235
	4,999	base fee up to 4,999 s.f.		8.00	\$ 149	\$ 1,190	\$ 3,715.67	312.28%	6	\$ 22,294	\$ 7,139
		each add'l s.f.		0.0007	\$ 149	\$ 0.10	\$ 0.164	157.52%	30,566	\$ 5,013	\$ 3,182
	50,000	base fee @ 50K s.f.		37.50	\$ 149	\$ 5,577	\$ 5,099.00	91.42%	4	\$ 20,396	\$ 22,309
		each add'l s.f.		0.0002	\$ 149	\$ 0.03	\$ 0.016	53.79%	87,506	\$ 1,400	\$ 2,603
	100,000	base fee @ 100K s.f.		47.75	\$ 149	\$ 7,102	\$ 4,618.00	65.03%	3	\$ 13,854	\$ 21,305
		each add'l s.f.		0.0001	\$ 149	\$ 0.01	\$ 0.006	86.33%	742,261	\$ 4,765	\$ 5,520
<b>5</b>	<b>Environmental Clearance</b>										
	Initial Study	Each		13.00	\$ 149	\$ 1,933	\$ 1,703	88.08%	1	\$ 1,703	\$ 1,933
	EIR	Each		32.50	\$ 149	\$ 4,834	\$ 4,230	87.51%	1	\$ 4,230	\$ 4,834
<b>6</b>	<b>NPDES C.3 Requirements</b>										
<b>6.1</b>	Numeric Sizing Not Required	Each		1.25	\$ 149	\$ 186	\$ 145	77.99%	84	\$ 12,180	\$ 15,617
<b>6.2</b>	Numeric Sizing Required										
	10,000 sqft-1 acre	Each		8.50	\$ 149	\$ 1,264	\$ 1,022	80.84%	30	\$ 30,660	\$ 37,926
	1-5 acres	Each		10.50	\$ 149	\$ 1,562	\$ 1,267	81.13%	18	\$ 22,806	\$ 28,110
	5+ acres	Each		13.00	\$ 149	\$ 1,933	\$ 1,598	82.65%	21	\$ 33,558	\$ 40,603
<b>6.3</b>	Additional Review(s)	Time and Materials		1.00	\$ 149	\$ 149	\$ 120.00	80.68%	185	\$ 22,152	\$ 27,455
<b>6.4</b>	HMP Analysis/Review	Time and Materials		1.00	\$ 149	\$ 149	\$ 120.00	80.68%	-	\$ -	\$ -
<b>7</b>	<b>Sanitary Sewer Model Analysis</b>	Time and Materials		25.00	\$ 149	\$ 3,718	Time and Materials	%	1	\$ -	\$ 3,718

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				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>8</b>	<b>Streamside Protection</b>										
	Basic Review	Per Review		2.00	\$ 149	\$ 297	\$ 25	8.40%	3	\$ 75	\$ 892
	Comprehensive Review	Per Review		5.00	\$ 149	\$ 744	\$ 223	29.99%	2	\$ 446	\$ 1,487
<b>9</b>	<b>Flood Review of Planning Application</b>										
	Base Fee	Each		1.25	\$ 149	\$ 186	\$ 166	89.29%	22	\$ 3,652	\$ 4,090
	NSJ Flood Blockage Review	Each		3.75	\$ 149	\$ 558	\$ 497	89.11%	-	\$ -	\$ -
	CLOMR/LOMR Review	Each		6.50	\$ 149	\$ 967	\$ 862	89.17%	3	\$ 2,586	\$ 2,900
	Flood Study Review	Each		5.00	\$ 149	\$ 744	\$ 663	89.16%	1	\$ 663	\$ 744
	Public Outreach	Time and Materials		5.00	\$ 149	\$ 744	Time and Materials	%	-	\$ -	\$ -
<b>10</b>	<b>Traffic Analysis</b>										
<b>10.1</b>	In House Analysis	Each		8.50	\$ 149	\$ 1,264	\$ 949	75.07%	12	\$ 11,388	\$ 15,170
<b>10.2</b>	Standard TIA										
	Workscope										
		99	base fee @ 99 PHT	21.00	\$ 149	\$ 3,123	\$ 2,059	65.92%	30	\$ 61,770	\$ 93,700
			per add'l PHT	0.0400	\$ 149	\$ 5.95	\$ 4	67.24%	-	\$ -	\$ -
		199	base fee @ 199 PHT	25.00	\$ 149	\$ 3,718	\$ 2,392	64.33%	6	\$ 14,352	\$ 22,309
			per add'l PHT	0.0350	\$ 149	\$ 5.21	\$ 3	57.63%	-	\$ -	\$ -
<b>10.3</b>	Report Review										
		99	base fee @ 99 PHT	24.00	\$ 149	\$ 3,570	\$ 2,044.00	57.26%	30	\$ 61,320	\$ 107,085
			per add'l PHT	0.0750	\$ 149	\$ 11.15	\$ 9	80.68%	-	\$ -	\$ -
		199	base fee @ 199 PHT	31.50	\$ 149	\$ 4,685	\$ 2,296.00	49.01%	6	\$ 13,776	\$ 28,110
			per add'l PHT	0.0625	\$ 149	\$ 9.30	\$ 7	75.30%	-	\$ -	\$ -

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				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>10.4</b>	Operational Analysis Workslope										
		99 base fee @ 99 PHT		13.50	\$ 149	\$ 2,008	\$ 1,433.00	71.37%	30	\$ 42,990	\$ 60,235
		per add'l PHT		0.0200	\$ 149	\$ 2.97	\$ 2	67.24%	-	\$ -	\$ -
		199 base fee @ 199 PHT		15.50	\$ 149	\$ 2,305	\$ 1,655.00	71.79%	6	\$ 9,930	\$ 13,832
		per add'l PHT		0.0100	\$ 149	\$ 1.49	\$ 1	67.24%	-	\$ -	\$ -
<b>10.5</b>	Report Review										
		99 base fee @ 99 PHT		14.50	\$ 149	\$ 2,157	\$ 1,307.00	60.61%	10	\$ 13,070	\$ 21,566
		per add'l PHT		0.0500	\$ 149	\$ 7.44	\$ 5	67.24%	-	\$ -	\$ -
		199 base fee @ 199 PHT		19.50	\$ 149	\$ 2,900	\$ 1,327.00	45.76%	2	\$ 2,654	\$ 5,800
		per add'l PHT		0.0283	\$ 149	\$ 4.21	\$ 5	118.79%	-	\$ -	\$ -
		499 base fee @ 499 PHT		28.00	\$ 149	\$ 4,164	\$ 3,827.00	91.90%	-	\$ -	\$ -
	Additional trips above 499 PHT	T&M									
<b>11</b>	Seismic Hazards Review (Liquefaction and Landslide)	Per review		see engineering permit fee schedule							
<b>12</b>	<b>Geologic Hazard Zone Clearance</b>			see engineering permit fee schedule							
<b>12.1</b>	New Development										
	Application	Per review					\$ 1,458	%		\$ -	\$ -
	Assessment	Per review					\$ 1,193	%		\$ -	\$ -
	Investigation	Per review					\$ 2,519	%		\$ -	\$ -
<b>12.2</b>	One New Single Family Home										
	Application	Per review					\$ 1,061	%		\$ -	\$ -
	Assessment	Per review					\$ 994	%		\$ -	\$ -

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12.3	Investigation	Per review					\$ 1,548	%		\$ -	\$ -
	Addition to Existing Single Family Home										
	Application	Per review					\$ 265	%		\$ -	\$ -
	Assessment	Per review					\$ 331	%		\$ -	\$ -
	Investigation	Per review					\$ 862	%		\$ -	\$ -
13	<b>Tentative Map</b>										
	T Map	Each		15.50	\$ 149	\$ 2,305	\$ 1,775	77.00%	11	\$ 19,525	\$ 25,358
	PT Map	Each		7.25	\$ 149	\$ 1,078	\$ 856	79.39%	22	\$ 18,832	\$ 23,722
14	<b>PD Permit (PD)</b>										
14.1	Residential										
	No Construction	per project		2.00	\$ 149	\$ 297	\$ 234	78.67%	10	\$ 2,340	\$ 2,975
	0-2 Units	per project		3.00	\$ 149	\$ 446	\$ 350	78.44%	6	\$ 2,100	\$ 2,677
	3	base fee at 3 units		4.00	\$ 149	\$ 595	\$ 1,390	233.65%	10	\$ 13,900	\$ 5,949
		each add'l unit		0.7841	\$ 149	\$ 116.62	\$ 47	40.30%	88	\$ 4,136	\$ 10,262
	25	base fee @ 25 units		21.25	\$ 149	\$ 3,160	\$ 2,253	71.29%	5	\$ 11,265	\$ 15,802
		each add'l unit		0.0900	\$ 149	\$ 13.39	\$ 12	89.65%	307	\$ 3,684	\$ 4,109
	100	base fee @ 100 units		28.00	\$ 149	\$ 4,164	\$ 3,452	82.89%	7	\$ 24,164	\$ 29,151
		each add'l unit		0.0400	\$ 149	\$ 5.95	\$ 5.10	85.73%	1,026	\$ 5,233	\$ 6,104
	500	base fee @ 500 units		44.00	\$ 149	\$ 6,544	\$ 5,492.00	83.92%	1	\$ 5,492	\$ 6,544
		each add'l unit		0.0400	\$ 149	\$ 5.95	\$ 5.10	85.73%	1,700	\$ 8,670	\$ 10,114

City of San Jose  
 Development Services - User Fee Study - Public Works Department  
 Cost of Service Estimate for Fee Related Services and Activities

ATTACHMENT G

Fee No.	Fee Description	Fee Unit	Notes	Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
				Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Volume of Activity (Workload)	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
<b>14.2</b>	Non-Residential										
	No Construction	per project		2.00	\$ 149	\$ 297	\$ 234	78.67%	-	\$ -	\$ -
	0-500 s.f.	per project		3.00	\$ 149	\$ 446	\$ 825	184.90%	6	\$ 4,950	\$ 2,677
	4,999	base fee up to 4,999 s.f.		10.00	\$ 149	\$ 1,487	\$ 1,962	131.90%	32	\$ 62,777	\$ 47,593
		each add'l s.f.		0.0002	\$ 149	\$ 0.03	\$ 0.11	363.08%	216,891	\$ 23,424	\$ 6,452
	50,000	base fee @ 50K s.f.		19.00	\$ 149	\$ 2,826	\$ 2,856.00	101.07%	2	\$ 5,712	\$ 5,652
		each add'l s.f.		0.0002	\$ 149	\$ 0.03	\$ 0.01	33.62%	63,120	\$ 631	\$ 1,878
	100,000	base fee @ 100K s.f.		28.00	\$ 149	\$ 4,164	\$ 3,452.00	82.89%	14	\$ 48,328	\$ 58,302
		each add'l s.f.		0.00004	\$ 149	\$ 0.01	\$ 0.01	85.73%	3,623,996	\$ 18,482	\$ 21,560
<b>15</b>	Conditional Use Permit (CP) - Base Fee			19.00	\$ 149	\$ 2,826	\$ 2,500.00	88.47%	61	\$ 152,500	\$ 172,377
	Day Care / Private School			10.00	\$ 149	\$ 1,487	\$ -	0.00%	-	\$ -	\$ -
	Drive Thru			8.00	\$ 149	\$ 1,190	\$ -	0.00%	-	\$ -	\$ -
<b>16</b>	Miscellaneous Permits (A2, V, AT, etc.)	Each		2.00	\$ 149	\$ 297	\$ 262	88.08%	34	\$ 8,908	\$ 10,114
<b>TOTAL</b>										<b>1,054,110</b>	<b>1,267,150</b>

[Notes]