



# City of Emeryville

INCORPORATED 1896

1333 Park Avenue

Emeryville, California 94608-3517

Tel: (510) 596-4300 | Fax: (510) 596-4389

Budget Advisory Committee

William C. Reuter, Chair  
Benay Curtis-Bauer, Vice Chair  
Brian Cross, Member  
Fran Quittel, Member  
VACANT, Member

## Joint Meeting of the Budget Advisory Committee & Budget and Governance Committees

Special Meeting

Civic Center, Garden Level

1333 Park Avenue, Emeryville, CA 94608

July 13, 2016, 1:30 PM

Budget and Governance Committee

Councilmember Jac Asher, Chair  
Councilmember Nora Davis, Vice Chair

### AGENDA

**Actions taken by Advisory Committees are not official actions of the City Council, but must be ratified at a regular City Council meeting.**

1. Roll Call
2. Public Comment
3. Approval of May 19, 2016, Minutes
4. Action Items
  - 4.1. Review of Master Fee Schedule
  - 4.2. Annual Investment Policy Update
5. Information Items
6. Future Agenda Items
7. Announcements/Member Comments
8. Adjournment

All writings that are public records and relate to an agenda item below which are distributed to a majority of the Joint Meeting of the Budget Advisory Committee & Budget and Governance Committees (including writings distributed to a majority of the committee less than 72 hours prior to the meeting noticed below) will be available at the Information Counter, 1333 Park Avenue, Emeryville, CA, during normal business hours (9am to 5pm, Monday through Friday, excluding legal holidays).

In compliance with the Americans with Disabilities Act, a person requiring an accommodation, auxiliary aid, or service to participate in this meeting should contact the committee secretary at (510) 596-4352 as far in advance as possible but no later than 72 hours before the scheduled meeting. The best effort to fulfill the request will be made. Assistive listening devices are available for anyone with hearing difficulty from the committee secretary prior to the meeting, and must be returned to the committee secretary at the end of the meeting. All documents are available in alternative formats, upon request. No dogs, cats, birds or any other animal or fowl shall be allowed at or brought in to a public meeting by any person except (i) as to members of the public or City staff utilizing the assistance of a service animal, which is defined as a guide dog, signal dog, or other animal individually trained to provide assistance to an individual with a disability, or (ii) as to police officers utilizing the assistance of a dog(s) in law enforcement duties. All committee meetings are recorded and are available through the City's website.

**FURTHER INFORMATION** may be obtained by contacting Susan Hsieh, Committee Secretary, at (510) 596-4352 or [shsieh@emeryville.org](mailto:shsieh@emeryville.org).

**DATED: July 5, 2016**

City Clerk

Post on: July 8, 2016  
Post until: July 14, 2016

**City of Emeryville**  
**Joint Meeting of Budget & Governance Committee and Budget Advisory Committee Minutes**  
**May 19, 2016, 1:30 p.m.**

**Members Present:**

**Budget & Governance Committee**

Jac Asher, Chair  
Nora Davis, Vice Chair

**Staff Present:**

Carolyn Lehr, City Manager  
Susan Hsieh, Finance Director  
Michelle Strawson O'Hara, Finance Supervisor

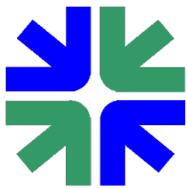
**Budget Advisory Committee**

William C. Reuter, Chair  
Benay Curtis-Bauer, Vice Chair  
Fran Quittel, Resident

**Excused:**

Brian Cross, Business Rep

1. **Roll Call:** The meeting was called to order at 1:34 p.m.
2. **Public Comments:** None
3. **Minutes from April 25, 2016 Meeting:** Approved
4. **Action Items:**
  - 4.1 **Election of Committee Chair** – Vice Chair Nora Davis nominated Acting Chair Jac Asher. Ms. Asher accepted nomination.
  - 4.2 **Review of Proposed Budget for FY16-17 and FY17-18-** Finance Director, Susan Hsieh presented the upcoming two year proposed budget report.
    - Ms. Davis reminded staff to note that fire services are categorized under Professional Services and not Salaries & Benefits.
    - Ms. Davis requested that staff consider the impact to Transient Occupancy Taxes of the temporarily 2016 closure of the Moscone Conference Center for renovations.
    - Chair William Reuter and Ms. Asher asked staff to reconsider sales tax projections to ensure the budgeted amounts are conservative. Staff described the projections the City received from MuniServices, LLC and agreed to forward this information to the Committee (emailed 5/23/16).
    - Ms. Asher requested a regular reporting of investments be available to Council.
    - Member Fran Quittel asked for a regular reporting of the pension funding status.
    - Ms. Davis asked that Public Works update their budget narrative to include the progress and goals relating to the new tracking software.
    - Members recommended moving forward with the presentation of the Proposed Budget for FY16-17 and FY17-18 to Council at the May 24, 2016 Special Meeting.
5. **Informational items:** None
6. **Future Agenda Items:** None
7. **Announcements/Member Comments:** None
8. **Adjournment:** The meeting was adjourned at 2:40 p.m.



**MEMORANDUM**

**DATE:** July 13, 2016  
**TO:** Carolyn Lehr, City Manager  
**FROM:** Susan Hsieh, Finance Director  
**SUBJECT:** Master Fee Schedule

**STAFF RECOMMENDATION**

Staff recommends that the Budget & Governance and Budget Advisory Committees review the Master Fee Schedule and recommend that the City Council adopt it.

**BACKGROUND**

The City of Emeryville charges fees for a variety of specific services offered by City departments. These fees are intended to recover the costs of services provided to the extent possible. In February 2015, the City contracted with NBS to prepare a Comprehensive User Fees and Charges Study. The Study examined the structure of the existing cost recovery fees being charged by the City. The consultants compared these fees with the actual costs of providing the services. Attached to this staff report are the Narrative Report (Attachment 1) and the proposed Master Fee Schedule (Attachment 2) prepared by NBS. The Narrative Report describes the scope of study, methods of analysis, and proposed fees. These findings and recommendations serve as the basis for updating and establishing user and regulatory fees for services. The Master Fee Schedule presents the updated and proposed new fees.

The last comprehensive fee analysis was conducted in fiscal year 2003-04 and updated in May 2006 by Public Resource Management Group (PRM). Since then the Master Fee Schedule has been further updated with the San Francisco Bay Area Consumer Price Index (CPI). The best practice is to conduct a comprehensive analysis every three to five years or when there are significant organizational changes. Staff will utilize this new practice going forward.

**DISCUSSION**

User fee services are those performed by a governmental agency on behalf of a private citizen or group. The underlying assumption for the user fee is that costs of services benefiting individuals and not the entire community should be borne by the individuals receiving the service; therefore, setting user fees is equivalent to establishing prices for services. Unlike private organizations, making a profit in providing services to the public

is not a legally allowable objective for local governments. The City may only set fees at a level to recover the full cost of providing the service. However, in certain circumstances it is reasonable to set policies in establishing fees for certain services at a level that does not recover the full cost, resulting in General Fund subsidy.

## **Summary of Study**

NBS examined the fees for the following departments/divisions: City Manager & City Clerk, Planning, Public Works, Building, Economic Development & Housing, Fire, Police, and Community Services. For Building and Community Services, the analysis has been conducted at a high level (or program level) as opposed to the individual fee level. For these programs, it is more appropriate to use the existing structure to establish fees due to our desire to keep the City's fees "user friendly" and comparable to those of other cities. The Finance Department collects several miscellaneous fees such as photocopying and special parking permits. These fees were reviewed and adjusted by internal staff.

The study process provided each department the opportunity to propose additions and deletions to their fee schedules, as well as rename, reorganize, and clarify fees imposed. Many such revisions were performed to better conform fees to current practices and provide greater clarity and transparency.

Based on the consultant's recommendations, certain fees were increased or decreased to reflect current program costs while other fees remain unchanged due to the reasons stated above. As part of the study, the City-wide overhead rate has been calculated to be 45.76%. The appendices in the Narrative Report present the fees analyzed by the consultant.

## **Highlights of Proposed Changes**

The proposed Master Fee Schedule attached to this staff report presents the fees by department/division. The tables contain a description of the fee and the proposed fee. New or significantly revised updates are summarized by department/division below. All proposed changes are to take effect on July 19, 2016.

### *1. Building Division*

The sewer lateral permit fees and the sewer connection fees have been updated to reflect the cost of providing the services. Other building fees remain unchanged to ensure our fees are comparable to those of other cities and to encourage development activities. Building Division fees are presented in the attached Master Fee Schedule.

### *Sewer Lateral Permit Fees*

A sewer lateral permit is required if any repair, replacement, or abandonment work is to be performed on the private sewer lateral, including modification to an existing lateral in order to perform a verification test. Staff proposes increasing the fees to reflect costs of services. The current fees for various categories range from \$101 to \$404. The proposed fees range from \$122 to \$488.

### *Sewer Connection Fees*

The sewer connection fee is a one-time fee that is paid to the City when a property owner/developer pulls a building permit that includes new connections to the Sanitary Sewer collection system. The fee is used to make capital improvements to the sewer collection system. Section 7-8.306 of Chapter 8 of Title 7 of the Emeryville Municipal Code provides that the rate "***shall*** be adjusted annually on July 1 by resolution of the City Council to reflect the change in the Engineering News Record (ENR) Construction Cost Index during the preceding twelve (12) months". Staff has reviewed the ENR Construction Cost Index and has determined there has been a 6% increase from March 2014 to March 2016. Therefore, fees for residential dwellings and all other uses have been increased accordingly for the 2016/2017 fiscal year.

## *2. Planning Division*

Various planning fees and deposits have been adjusted to reflect current program costs and activity levels. Many planning activities are "charged per formula" in which 100% cost recovery is expected; the City's costs are recovered through our cost recovery system (billing of staff time and consultant costs). Appendix A.2 of the attached Narrative Report presents the current and proposed fees and deposits.

## *3. City Manager / City Clerk Departments*

Staff proposes adjusting and adding two new fees. The specialized retrieval of documents that requires the writing of software or code will be charged based on actual cost, and administration of consultant hired projects will be charged at \$108 per hour. Appendix A.1 of the attached Narrative Report presents the current and proposed fees.

## *4. Economic Development & Housing*

Staff proposes adjusting and adding new fees to include loan program related fees (below market unit resale fee, inspection fee, etc.). These proposed new fees range from \$100 to \$500. Many of these new fees are activities that the division has historically provided services for but did not have an appropriate estimate for cost recovery. Please note that the cost recovery for this division is less than 100% (by design) to ensure the costs are affordable to borrowers.

Appendix A.4 of the attached Narrative Report presents the current and proposed fees.

#### *5. Fire Department*

Fire fees have been updated based on the consultant's recommendations. Staff proposes adding a first responder fee for \$109. The fee covers the cost of the response and is consistent with similar fees charged by other cities. Appendix A.5 of the attached Narrative Report presents the current and proposed fees.

#### *6. Police Department*

The study shows that overall the Police Department is under recovering with regards to fee related services. The fees have been adjusted to reflect full cost recovery. Staff also proposes adding a medical marijuana delivery permit fee for \$1,081 and a firearms storage fee for \$470. The firearms storage fee covers the cost to intake, process, enter, and release a firearm, which is allowed under California Family Code 6389 and Penal Code 33880(a). Appendix A.6 of the attached Narrative Report presents the current and proposed fees.

#### *7. Public Works Department*

As part of the study, staff performed a comprehensive review of Public Works fees and added new fees to various categories including encroachment permits, private development projects, subdivisions, stormwater, and other miscellaneous fees. Many of these new fees were previously included in high-level categories while other fees are activities that the department has historically provided services for but did not have an appropriate estimate for cost recovery. These changes will provide greater transparency and simplify our billing process. Appendix A.3 of the attached Narrative Report presents the current and proposed fees.

#### *8. Community Services Department*

The consultant has conducted a program level analysis for the Community Service Department and concluded that the current fees charged are under recovering. Appendix A.7 of the attached Narrative Report presents the analysis. In general, community service programs are subsidized by the General Fund. It is our desire to keep the fees low to ensure they are affordable to residents and non-residents. Community Services Department fees are presented in the attached Master Fee Schedule.

#### *Child Development Center Division*

Staff proposes increasing the Child Development Center fees by 3%, as approved by the City Council in discussions at their March 1, 2016 and December 15, 2015 meetings. Based on our research, the center's fees appear to be low compared to those of other centers. Staff proposes eliminating part-time options to improve continuity of care and cost. Staff also recommends increasing late pick-up fee to \$2 per minute after the first minute. Staff hopes the increase will discourage frequent late pickups.

#### *Rental Fees*

Staff proposes adjusting Doyle-Hollis park fees to reflect use of areas and size of space. The Emeryville Center of Community Life (ECCL) project brings back facilities (i.e. gym, fields, and pool), and the fees have been updated based on comparison and time of programs. Staff also proposes adding new rental fees for the facilities at ECCL, including Community Center Building A, Multipurpose Room Building C, Classrooms, Teen Center, and other rental areas.

#### *Youth Services Division*

Staff recommends adjusting after school program fees for 1<sup>st</sup> through 6<sup>th</sup> grades since they have less program hours than kindergarten (\$169 per month for residents and \$174 for non-residents). In an effort to update and add programs and services for the community, staff proposes adjusting aquatic program fees to be consistent with market comparison. These fees range from \$2 to \$90 depending on the types of passes. Staff recommends adding three advertising options to the Recreation Guide to hopefully increase revenue opportunities.

#### *Adult Services Division*

Staff proposes replacing Open Gym passes with Fitness passports, which would provide use of other programs like the fitness center, gym and pool for lap swim and water exercise during public hours. These proposed fees range from \$4 to \$125.

**PREPARED BY:** Susan Hsieh, Finance Director

**APPROVED AND FORWARDED TO THE  
BUDGET & GOVERNANCE AND BUDGET ADVISORY COMMITTEES:**



---

Carolyn Lehr, City Manager

Attachments:

1. Narrative Report
2. Proposed Master Fee Schedule



**City of Emeryville**

**User Fees and Charges Study**

**July 4, 2016**

**OFFICE LOCATIONS:**

*San Francisco - Regional Office*  
870 Market Street, Suite 1223  
San Francisco, CA 94102

*Davis - Regional Office*  
1260 Lake Boulevard, Suite 202  
Davis, CA 95616

*Irvine - Regional Office*  
18012 Cowan Street, Suite 290  
Irvine, CA 92614

*Temecula - Corporate Headquarters*  
32605 Temecula Parkway, Suite 100  
Temecula, CA 92592  
(P) 800.676.7516

[nbsgov.com](http://nbsgov.com)

**TABLE OF CONTENTS**

Section 1 – Introduction and Fundamentals ..... 1

    Purpose..... 1

    Report Format..... 1

    Scope of Study ..... 2

    Methods of Analysis..... 2

        Cost of Service Analysis..... 3

        Cost Recovery Evaluation..... 5

        Fee Establishment ..... 7

    Data Sources ..... 8

Section 2 – City Clerk Fees ..... 9

    Cost of Service Analysis ..... 9

    Cost Recovery Evaluation and Proposed Fees..... 10

Section 3 – Planning Fees ..... 11

    Cost of Service Analysis ..... 11

    Cost Recovery Evaluation and Proposed Fees..... 12

Section 4 – Public Works Fees ..... 13

    Cost of Service Analysis ..... 13

    Cost Recovery Evaluation and Proposed Fees..... 14

Section 5 – Building Fees ..... 15

    Cost of Service Analysis ..... 15

    Cost Recovery Evaluation and Proposed Fees..... 16

Section 6 – Economic Development and Housing Fees..... 17

    Cost of Service Analysis ..... 17

    Cost Recovery Evaluation and Proposed Fees..... 17

Section 7 – Fire Fees..... 19

    Cost of Service Analysis ..... 19

    Cost Recovery Evaluation and Proposed Fees..... 20

Section 8 – Police Fees..... 21

    Cost of Service Analysis ..... 21

    Cost Recovery Evaluation and Proposed Fees..... 21

Section 9 – Community Service Fees ..... 23  
    Impacts of Proposition 26 on Community Services Fee Analysis ..... 23  
    Cost of Service Analysis ..... 24  
    Cost Recovery Evaluation and Fee Establishment..... 24  
Section 10 – Conclusion ..... 26

**Appendices**

**Cost of Service Analysis (Fee Tables)**

City Clerk	Appendix A.1
Planning	Appendix A.2
Public Works	Appendix A.3
Economic Development and Housing	Appendix A.4
Fire	Appendix A.5
Police	Appendix A.6
Community Services	Appendix A.7

## Section 1 – Introduction and Fundamentals

### Purpose

NBS performed a User Fees and Charges Study (Study) for the City of Emeryville (City). The purpose of this report is to describe the Study's findings and recommendations, which intend to defensibly update and establish user and regulatory fees for service for the City of Emeryville, California.

It is generally accepted in California that cities are granted the authority to impose these user fees and regulatory fees for services and activities they provide through provisions of the State Constitution. First, cities are granted the ability to perform broad activities related to their local policing power and other service authority as defined in Article XI, Sections 7 and 9. Second, cities are granted the ability to establish fees for service through the framework defined in Article XIII C, Section 1. Under this latter framework, a fee may not exceed the estimated reasonable cost of providing the service or performing the activity. For a fee to qualify as such, it must relate to a service or activity under the control of the individual/entity on which the fee is imposed. For example, the individual/entity requests service of the municipality or his or her actions specifically cause the municipality to perform additional activities. In this manner, the service or the underlying action causing the municipality to perform service is either discretionary and/or is subject to regulation. As a discretionary service or regulatory activity, the user fees and regulatory fees considered in this study fall outside requirements that must otherwise be followed by the City to impose taxes, special taxes, or fees imposed as incidences of property ownership.

The City's chief purposes in conducting this study were to ensure that existing fees were calibrated to the costs of service and to provide an opportunity for the City Council to optimize its revenue sources, provided that any increased cost recovery from user fees and regulatory fees would not conflict with broader City goals and values.

### Report Format

This report documents the analytical methods and data sources used throughout the Study, and presents analytical results regarding current and potential levels of cost recovery achieved from user and regulatory fees.

- Section 1 of the report outlines the foundation of the study and general approach.
- Sections 2 through 9 discuss the results of the cost of service analysis performed, segmented by category of fee and/or department studied. The analysis applied to each category/department falls into analyses of: fully-burdened hourly rate(s), costs of providing service, cost recovery policies for each fee category, and recommended fee amounts.
- Section 10 provides the grand scope conclusions of the analysis provided in the preceding sections.
- Appendices to this report include summarized cost of service results for each fee studied.

The initial outcomes of this Study will be presented to the Budget Committee. At the time actual fee amounts are proposed to Council for adoption, the City's staff report will include a Master Fee Schedule document, which incorporates recommendations contained within this report as well as the review provided by the Budget Committee.

## Scope of Study

The following categories of fees were examined in this study:

- City Clerk services, including:
  - Document reproduction, research, and delivery
- Planning services, including:
  - Zoning, subdivisions, maps, conditional use permits, and variances.
- Public Works services, including:
  - Encroachment permits, trash plans, wastewater, subdivisions, and signs.
- Building services, including:
  - Plan review and inspection of construction projects, as well as mechanical, plumbing, and electrical activities.
- Economic Development and Housing Services, including:
  - Loan Fees, publications, and program fees.
- Fire services, including:
  - Fire prevention inspection, alarm, and training.
- Police services, including:
  - Various administrative processing fees, business regulatory fees, alarm permitting, and vehicle release.
- Community Services, including:
  - Youth and Adult services and the Child Development Center.

The fees examined in this study specifically excluded utility rates, development impact fees, and special assessments, all of which fall under distinct analytical and procedural requirements different from the body of user/regulatory fees analyzed in this effort. Additionally, this study and the resultant master fee schedule excluded facility and equipment rental rates, as well as most of the fines and penalties that may be imposed by the City for violations of local policies or municipal codes. The City is not limited to the costs of service when charging for entrance to or use of government property, or when imposing fines and penalties.

## Methods of Analysis

There are three primary phases of analysis applied within this User Fees and Charges Study:

- 1) Cost of Service Analysis
- 2) Cost Recovery Evaluation
- 3) Fee Establishment

## Cost of Service Analysis

This Cost of Service Analysis is a quantitative effort that compiles the full cost of providing governmental services and activities. There are two primary types of costs considered: direct and indirect costs. Direct costs are those that specifically relate to the activity in question, including the real-time provision of the service. Indirect costs are those that support the provision of services but cannot be directly or easily assigned to the activity in question. An example of a direct cost is the salary and benefit expense associated with an individual performing a service. In the same example, an indirect cost would include the expenses incurred to provide an office and equipment for that individual to perform his or her duties, including (but not exclusive to) the provision of the service in question.

Components of the full cost of service include direct labor costs, indirect labor costs, specific direct non-labor costs where applicable, allocated non-labor costs, and allocated organization-wide overhead. Definitions of these cost components are as follows:

- **Labor costs** – These are the salary/wage and benefits expenses for City personnel specifically involved in the provision of services and activities to the public.
- **Indirect labor costs** – These are the salary/wage and benefits expenses for City personnel supporting the provision of services and activities. This can include line supervision and departmental management, administrative support within a department, and staff involved in technical activities related to the direct services provided to the public.
- **Specific direct non-labor costs** – These are discrete expenses incurred by the City due to a specific service or activity performed, such as contractor costs, third-party charges, and very specific materials used in the service or activity. (In most fee types, this component is not used, as it is very difficult to directly assign most non-labor costs at the activity level.)
- **Allocated indirect non-labor costs** – These are expenses other than labor for the departments involved in the provision of services. In most cases, these costs are allocated across all services provided by a department, rather than directly assigned to fee categories.
- **Allocated indirect organization-wide overhead** – These are expenses, both labor and non-labor, related to the City's agency-wide support services. Support services include general administrative services provided by the City Council, City Manager's, City Clerk's, and City Attorney's Offices, the Human Resources, Finance, Non-Department, Planning and Building Administration, Police Administration, Public Works Administration, Community Services Administration, and cost burdens for building and equipment use and maintenance. These support services departments provide functions to the direct providers of public service, such as human resources, payroll, financial management, and other similar business functions. The amount of costs attributable to each department or division included in this study were developed through a separate Cost Allocation Plan, also recently reviewed and updated by NBS.

These cost components were expressed using annual (or annualized) figures, representing a twelve-month cycle of expenses incurred by the City in the provision of all services and activities agency-wide.

Nearly all of the fees under review in this study require specific actions on the part of City staff to provide the service or conduct the activity. Because labor is an underlying factor in these activities, the full cost of service was most appropriately expressed as a fully burdened cost per available labor hour. This labor rate – expressed as an individual composite rate for each division in the City's organization – served as the basis for further quantifying the average full cost of providing individual services and activities.

To derive the fully burdened labor rate for each department, and various functional divisions within a department, two figures were required: the full costs of service and the number of hours available to perform those services. The full costs of service were quantified generally through the earlier steps described in this analysis. The number of hours was derived from a complete listing of all personnel employed by the City and reflected in the labor expenses embedded in the full cost of service.

The City of Emeryville employs a 7-hour workday for all City departments. Using this as an initial benchmark of labor time, each employee's full-time equivalent factor was applied to generate the total annual number of regular paid hours per employee in each department or division studied. Next, each employee's annual paid leave hours were approximated. Paid leave included holidays, vacation, sick leave, and any other regular leave indicated in personnel data. Once quantified for the entire department, annual paid leave hours were removed from the total number of regular paid hours to generate the total number of available labor hours in each department. These available hours represent the amount of time during which various services and activities can be performed.

The productive labor hours were then divided into the annual full costs of service to derive a composite fully burdened labor rate for each department/division. This schedule of composite labor rates by department/division was used in this Fee Study to quantify costs at an individual fee level. It should be noted, however, that the composite labor rates may also be used by the City for other purposes when the need arises to calculate the full cost of general services. For nearly all services and activities in a governmental agency – not just those reflected in a fee schedule – labor time is the most accessible and reasonable underlying variable.

NBS applied each fully burdened hourly rate at the individual fee level to estimate an average full cost of providing each service or activity. This step required the development of staff time estimates for the services and activities listed in the Master Fee Schedule. Currently the City does not systematically track activity service time at a level of detail that could be used to provide estimated time required to perform an individual request for service. Consequently, interviews and questionnaires were used to develop the necessary data sets describing estimated labor time. In most cases, departments were asked to estimate the average amount of time (in minutes and hours) it would take to complete a typical occurrence of each service or activity considered. Every attempt was made to ensure that each department having a direct role in the provision of each service or activity provided a time estimate.

The development of these time estimates was not a one-step process: estimates received were carefully reviewed by both consultant and departmental management to assess the reasonableness of such estimates. Based on this review, sometime estimates were reconsidered until all parties were comfortable that they reasonably reflected average workload at the City. Once finalized, the staff time estimates were then applied to the fully burdened labor rate for each department and functional division to yield an average full cost of the service or activity.

The average full cost of service was just that: an average cost at the individual fee level. The City does not currently have the systems in place to impose fees for every service or activity based on the actual amount of time it takes to serve each individual. Moreover, such an approach is almost universally infeasible without significant – if not unreasonable – investments in costly technology. Much of the City's fee schedule is composed of flat fees, which by definition, are linked to an average cost of service; thus, use of this average cost method was the predominant approach in proceeding toward a schedule of revised fees. Flat fee structures based on average costs of service are widely applied among other California municipalities, and it is a generally accepted approach. (Refer to the subsection below regarding "Fee Establishment" for

further discussion.) In cases where a deposit approach was maintain, the average cost of service approach was utilized to determine an appropriate deposit level. This methodology will help to reduce the amount of transactions whereby the City requires additional funds or is required to provide refunds in fee related service activities.

The above-described steps were used for each department to describe the costs of general services, including those activities related to an existing or newly considered fee. For several subsets of fees, some deviations in analytical methods were taken to provide supplemental information in defining the full costs of services.

The complete cost of service analysis developed for each department or division considered in this study are discussed in the subsequent chapters and appendices of this report.

### Cost Recovery Evaluation

Current levels of cost recovery from existing fee revenues were stated simply by comparing the existing fee for each service or activity – if a fee was imposed – to the average full cost of service quantified through this analysis. Cost recovery was expressed as a percentage of the full cost. A cost recovery rate of 0% means no costs are recovered from fee revenues. A rate of 100% means that the full cost of service is recovered from the fee. A rate between 0% and 100% indicated partial recovery of the full cost of service through fees. A rate greater than 100% means that the fee exceeded the full cost of service. Currently the City employs a percentage based formula calculation for many of the fees charged. Where appropriate, percentage based fees were converted to a flat, per hour or deposit based fee. In these cases a comparison of the existing fee could not be compared to the average full cost of service derived from the analysis. Fees currently calculated by the City's formula calculation that were not moved to a cost of service based fee were not analyzed in this study.

User fees and regulatory fees examined in this study should not exceed the full cost of service. In other words, the cost recovery rate achieved by a fee should not be greater than 100%. In most cases, imposing a fee above this threshold could require the consensus of the voters.

Determining the targeted level of cost recovery from a new or increased fee is not an analytical exercise. Instead, targets reflect agency-specific judgments linked to a variety of factors, such as existing City policies, agency-wide or departmental revenue objectives, economic goals, community values, market conditions, level of demand, and others. A general means of selecting an appropriate cost recovery target is to consider the public and private benefits of the service or activity in question. For example:

- To what degree does the public at large benefit from the service?
- To what degree does the individual or entity requesting, requiring, or causing the service benefit?

When a service or activity completely benefits the public at large, it can be argued reasonably that there should be no cost recovery from fees (i.e., 0% cost recovery): that a truly public-benefit service is best funded by the general resources of the City, such as General Fund revenues (e.g., taxes). Conversely, when a service or activity completely benefits an individual or entity, it can be argued reasonably that 100% of the cost should be recovered from fees collected from the individual or entity. An example of a completely private benefit service may be a request for exemption from a City regulation or process.

Under this approach, it is often found that many governmental services and activities fall somewhere between these two extremes, which is to say that most activities have a mixed benefit. In the majority of those cases, the initial cost recovery level targeted may attempt to reflect that mixed public and private benefit. For example, an activity that seems to have a 40% private benefit and a 60% public benefit would yield a cost recovery target from fees of 40%. An example of a mixed benefit service may be the review and approval of private work that would affect the public right-of-way; the City's involvement allows the private work to proceed while protecting the safety in and access to the area by the general public.

In some cases, a strict public-versus-private benefit judgment may not be sufficient to finalize a cost recovery target. Any of the following other factors and considerations may influence exclusively or supplement the public/private benefit of a service or activity:

- If optimizing revenue potential is an overriding goal, is it feasible to recover the full cost of service?
- Will increasing fees result in non-compliance or public safety problems?
- Are there desired behaviors or modifications to behaviors of the service population that could be helped or hindered through the degree of pricing for the activities?
- Could fee increases adversely affect City goals, priorities, or values?

For specific subsets of City fees, even more specific questions may influence ultimate cost recovery targets:

- Does current demand for services support a fee increase without adverse impact to the citizenry served or current revenue levels? (In other words, would fee increases have the unintended consequence of driving away the population served?)
- Is there a good policy basis for differentiating between type of users (e.g., residents and non-residents, residential and commercial, non-profit entities and business entities)?
- Are there broader City objectives that inform a less than full cost recovery target from fees, such as economic development goals and local social values?

Because this element of the study is subjective, the consultant in charge of the analytical outcomes of this study has provided the full cost of service information and the framework for considering fees, while those closest to the fee-paying population – the City departments – have considered appropriate cost recovery levels at or below that full cost.

The initial outcomes of this Study will be presented to the Budget Committee. At the time actual fee amounts are proposed to Council for adoption, the City's staff report will include a Master Fee Schedule document, which incorporates recommendations contained within this report as well as the review provided by the Budget Committee.

## Fee Establishment

Once the full cost of service was established and cost recovery targets were set, fees were calculated. The fully burdened rate was applied to an average labor time estimate to generate the average full cost of service. If less than full cost recovery was targeted, this figure was then adjusted downward to match the intended level of cost recovery from the fee. In nearly all cases, once these few steps were complete, the proposed fee was complete.

Because a majority of the City's fees are flat fees, they correspond directly to the average full cost of service result. For the activities where estimating an average was impossible – due to the highly variable nature of the service – use of fully burdened hourly rates coupled with time-tracking was suggested as the fee structure. (In other words, the City would impose a fee per hour of staff time, requiring some degree of time estimation or outright time-tracking at the case level.)

Calculating fees during this study also included a range of other activities, described below:

- **Addition to and deletion of fees imposed** – The study process provided each department the opportunity to propose additions and deletions to their fee schedules, as well as rename, reorganize, and clarify fees imposed. Many such revisions were performed to better conform fees to current practices, as well as improve the calculation of fees owed by an individual, the application of said fees, and the collection of revenues. In other words, as staff is more knowledgeable and comfortable working with the fee schedule, the accuracy achieved in both imposing fees on users and collecting revenues for the City is greater. Beyond this, some additions to the fee schedule were simply identification of existing services or activities performed by City staff for which no fee was imposed.
- **Revision to the structure of fees** – In most cases, the current structure of fees was sustained; the level of the fee was simply recalibrated to match the costs of service and targeted cost recovery level. In several cases, however, the manner in which a fee is imposed on a user was changed. In the majority of cases in which this was done, the primary objective was to simplify the fee structure, or increase the likelihood that the full cost of service would be recovered.
- **Documentation of tools to calculate special cost recovery** – An element included in the City's fee schedule was the fully burdened hourly rates by department. Documenting these rates in the fee schedule provides an opportunity for the City Council to approve rates that should be used whenever the City computes a special form of cost recovery under a "time and materials" approach. It also provides clear publication of those rates, so ultimate fee payers of any uniquely determined fee can reference the amounts. Publication of these rates in the master fee schedule is accompanied by language providing that special forms of cost recovery for activities and services not contemplated by the adopted master fee schedule can be computed at the discretion of the director of each department, following the rates adopted by the City Council in the master fee schedule.

The initial outcomes of this Study will be presented to the Budget Committee. At the time actual fee amounts are proposed to Council for adoption, the City's staff report will include a Master Fee Schedule document, which incorporates recommendations contained within this report as well as the review provided by the Budget Committee.

## Data Sources

The following City data sources were used to support the cost of service analysis and fee establishment phases of this study:

- The City of Emeryville's Adopted Mid-year Budget for Fiscal Year Fiscal Year 2015-16.
- A complete listing of all City personnel, salary/wage rates, regular hours, paid benefits, and paid leave amounts – provided by the Finance Department.
- Various correspondences with the City staff supporting the adopted budgets and current fees, including budget notes and expenditure detail not shown in the published document.
- Prevailing fee schedules provided by each involved department.
- Annual volumetric (workload) data from the prior fiscal year provided by each involved department where this information was available.

The City's adopted budget is the most significant source of information affecting cost of service results. It should be noted that consultants did not conduct separate efforts to audit or validate the City's financial management and budget practices, nor was cost information adjusted to reflect different levels of service or any specific, targeted performance benchmarks. This study has accepted the City's budget as a legislatively adopted directive describing the most appropriate and reasonable level of City spending. Consultants accept the City Council's deliberative process and ultimate acceptance of the budget plan and further assert that through that legislative process, the City has yielded a reasonable expenditure plan, valid for use in setting cost-based fees.

Beyond data published by the City, original data sets were also developed to support the work of this study: primarily, estimated staff time at various levels of detail. To develop these data sets, consultants prepared questionnaires and conducted meetings and interviews with individual departments. In the fee establishment phase of the analysis, departmental staff provided estimates of average time spent providing a service or activity corresponding with an existing or new fee. Consultants and departmental management reviewed and questioned responses to ensure the best possible set of estimates.

## Section 2 – City Clerk Fees

The City Clerk is appointed by the City Manager with the confirmation by the City Council. The City Clerk is the local Elections Official who administers democratic processes such as elections, access to city records, and all legislative actions ensuring transparency to the public. The City Clerk acts as a compliance officer for federal, state and local statutes including the Political Reform Act, the Brown Act, and the Public Records Act. The City clerk also serves as the Secretary to the Emeryville Housing Authority, Emeryville Financing Authority, the Successor Agency to the Emeryville Redevelopment Agency, and the Emeryville Oversight Board.

### Cost of Service Analysis

The following categorizes the City Clerk’s costs across both fee related and non-fee related services, as well as the resulting fully-burdened hourly rate applicable toward establishing the “full” or “maximum” charge for fee related services.

Expenditure Type	Direct Activities	Non-Fee Related Activities	Special Projects	Total
Labor	\$ 45,615	\$ 127,798	\$ 50,514	\$ 223,927
Recurring Non-Labor	7,485	20,971	8,289	36,744
Allocated Common Activities	16,501	46,230	18,273	81,003
Citywide Overhead	42,298	118,506	46,841	207,645
<b>Division Total</b>	<b>\$ 111,898</b>	<b>\$ 313,505</b>	<b>\$ 123,917</b>	<b>\$ 549,320</b>
Eligible Cost Recovery from Fees for Service	100%	0%	0%	20%
Amount Eligible for Consideration in Billings/Fees	\$ 111,898	\$ -	\$ -	\$ 111,898
<b>Division Totals:</b>				
<b>Amount Targeted for Recovery in Billings/Fees</b>	<b>\$ 111,898</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 111,898</b>
<b>Amount Requiring Another Funding Source</b>	<b>-</b>	<b>313,505</b>	<b>123,917</b>	<b>437,422</b>
<b>Cost per Direct Hour Recoverable from Fees for Service</b>	<b>\$ 108</b>			
<i>Reference: Direct Hours</i>	1,035			

The calculation of this hourly rate for the City Clerk Department includes all allowable direct and indirect costs associated with providing services included in the fee study.

The “Amount Targeted for Consideration in Billings/Fees” row of this table identifies all service areas that NBS supports as justifiable components of the fully-burdened hourly rate applied toward establishing user/regulatory fee recovery limits. All subsequent cost of service calculations at the individual fee level assume a fully-burdened hourly rate of \$ 108, with a target to recover approximately \$111,898 in costs from fees for service.

Cost category nomenclature shown in the table above was adapted and summarized from Division staff interviews. To assist the reader in understanding the underlying costs and assumptions used to calculate the fully-burdened hourly rate, summaries of the cost categories are provided as follows:

- **Direct Activities:** Work activities associated with an active land use approval application. 100% of these costs are recoverable in City Clerk user and regulatory fees for service.
- **Non-Fee Related Activities** – Groups of tasks and activities devoted to the general support activities the City Clerk provide to the internal departments within the City and general, non-specific activities provided to the public. These costs are not targeted for recovery in City Clerk fees for service.
- **Special Project** – Specific activities related to city initiated projects that require departmental coordination and support. These costs are not targeted for recovery in City Clerk fees for service.

The “Amount Requiring Another Funding Source” row of the table identifies service areas that NBS recommends as best funded via alternate revenue sources than fees for service. Significant analytical and policy decisions often revolve around inclusion of categorized activity costs in the fully-burdened hourly rate. The decision whether to include or exclude some or all of a particular cost category in user/regulatory fees for service is guided by basic fee setting parameters offered by the California State Constitution and Statutes, which requires that any new fee levied or existing fee increased should not exceed the estimated amount required to provide the service for which the charge is levied.

## Cost Recovery Evaluation and Proposed Fees

The City Clerk Department’s analysis shows that existing fee amounts recover less than their costs of providing services. Appendix A.1 presents the results of the detailed cost recovery analysis for the City Clerk’s fee recoverable services. The “Cost of Service per Activity Column” establishes the maximum at which a fee could be charged for the corresponding service identified in the “Fee Description” list.

Overall, the City Clerk’s fee schedule was not changed or modified at great length. The majority of the fee related services provided are either regulated (capped) by State legislation, or to be adopted by City Council below the maximum full cost recovery amount established through a user and regulatory fee study. When not regulated by the State, final determination on appropriate “pricing” for each service at an amount either equal to, or less than, the cost of providing the service determined by this Study, will largely depend on the local City Council’s policy. Section 1 of this report may be referenced for considerations regarding establishing cost recovery targets and policies.

In addition to the specific fee related services that are provided by the City Clerk’s office, the City Clerk provides administrative and oversight support to many city and private entity/individual initiated projects. A majority of these projects are conducted with the use of outside consultants. In these cases it is the City Clerk Department that is responsible for managing and coordinating efforts between city staff and outside consultants. In order to assist the City in capturing the specific costs related to these activities an administrative fee was developed and added to the City Clerk’s fee schedule. This fee will allow for cost recovery of staff time related to these types of projects where appropriate.

## Section 3 – Planning Fees

The Planning Division serves the residents and businesses of the City of Emeryville by administering land use laws including the California Environmental Quality Act, the Subdivision act, and City Planning Regulations. The planning Division also creates, maintains, and oversees the general plan which lays out City goals for future growth, development, and beautification.

### Cost of Service Analysis

The following categorizes the Current Planning Division’s costs across both fee related and non-fee related services, as well as the resulting fully-burdened hourly rate applicable toward establishing the “full” or “maximum” charge for fee related services.

Expenditure Type	Advance Planning Duties	Planning Commission	Current Planning - Direct Services	Total
Labor	\$ 39,821	\$ 47,820	\$ 166,453	\$ 254,093
Recurring Non-Labor	3,328	10,996	13,910	\$ 28,233
Department and Citywide Overhead	9,806	11,776	40,990	\$ 62,572
Allocated Common Activities	56,115	74,805	234,564	\$ 365,484
<b>Division Total</b>	<b>\$ 109,070</b>	<b>\$ 145,397</b>	<b>\$ 455,916</b>	<b>\$ 710,382</b>
Eligible Cost Recovery from Fees for Service Amount Eligible for Consideration in Billings/Fees	0% \$ -	0% \$ -	100% \$ 455,916	64% \$ 455,916
<b>Division Totals:</b>				
<b>Amount Targeted for Recovery in Billings/Fees</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 455,916</b>	<b>\$ 455,916</b>
<b>Amount Requiring Another Funding Source</b>	<b>\$ 109,070</b>	<b>\$ 145,397</b>	<b>\$ -</b>	<b>\$ 254,466</b>
<b>Cost per Direct Hour Recoverable from Fees for Service</b>			<b>\$ 198</b>	
	<i>Reference: Direct Hours</i>		2,297	

The “Amount Targeted for Consideration in Billings/Fees” row of this table identifies all service areas that NBS supports as justifiable components of the fully-burdened hourly rate applied toward establishing user/regulatory fee recovery limits. All subsequent cost of service calculations at the individual fee level assume a fully-burdened hourly rate of \$ 198, with a target to recover approximately \$455,916 in costs from fees for service.

Cost category nomenclature shown in the table above was adapted and summarized from Division staff interviews. To assist the reader in understanding the underlying costs and assumptions used to calculate the fully-burdened hourly rate, summaries of the cost categories are provided as follows:

- **Advance Planning Duties** – Groups of tasks and activities devoted to the advance or long range planning efforts of the City, including the maintenance, update of the Citywide General Plan document and related studies. These costs are not targeted for recovery in planning application fees for service.
- **Planning Commission** – Groups of tasks related to the initiation and conduction of studies with respect to those matters affecting the orderly growth and development of the City, and to make recommendations to the City Council with respect to such matters; to make the necessary findings, and to grant or deny variances, use permits, and other planning entitlements, as set forth in the

Chapter 4 of Title 9 of the Municipal Code; and to perform other duties as set for in Section 2-3.314 of the Municipal Code.

- **Current Planning - Direct Services:** Work activities associated with an active land use approval application. 100% of these costs are recoverable in Planning user and regulatory fees for service.

With the exception of Advance Planning Duties, the “Amount Requiring Another Funding Source” row of the table identifies service areas that NBS recommends as best funded via alternate revenue sources than fees for service. Significant analytical and policy decisions often revolve around inclusion of categorized activity costs in the fully-burdened hourly rate. The decision whether to include or exclude some or all of a particular cost category in user/regulatory fees for service is guided by basic fee setting parameters offered by the California State Constitution and Statutes, which requires that any new fee levied or existing fee increased should not exceed the estimated amount required to provide the service for which the charge is levied.

### Cost Recovery Evaluation and Proposed Fees

Overall the Planning Department shows a mixture of fees that are under recovering and over recovering the costs of providing services. Planning employs several deposit level fees for projects that can vary greatly in the level of work required. For these types of fees the deposit amount was analyzed to ensure deposit levels are representative of an average project for each fee type. In many cases deposit levels were adjusted. Appendix A.2 presents the results of the detailed cost recovery analysis for fee recoverable services. The “Cost of Service per Activity Column” establishes the maximum at which a fee could be charged for the corresponding service identified in the “Fee Description” list. NBS worked extensively with Department staff to gather estimates of time required to perform each service identified in the Appendix. Time estimates were independently evaluated on separate occasions by staff members and also analyzed by NBS to determine whether the time estimates provided seemed reasonable when compared against the numerous fee studies NBS staff have performed.

When the Cost of Service per Activity is compared to the Department’s “Current Fee”, some fees will appear to under recover their costs, some will come close to 100% recovery, and some will appear to collect more than their cost of providing services. This is a typical outcome of any Cost of Service Analysis.

It should be noted that the results shown in Appendix A.2 do not include the costs of City departments or divisions external to the Planning Division that may routinely or periodically review planning submittals. More information on the cost of service study results for these departments can be found in those sections of this report.

## Section 4 – Public Works Fees

The Public Works Department monitors, manages, and repairs City parks, sidewalks, street lights, and storm drains. In addition, the department designs and builds new capital improvement projects to keep infrastructure in line with the City's growth and development needs.

### Cost of Service Analysis

Based on the City's current organizational and cost accounting structure, NBS studied the costs of the Public Works Department in relation to both fee related and non-fee related services provided. The following table categorizes the Department's costs across its primary services provided, as well as develops a fully-burdened hourly rate applicable toward establishing the "full" or "maximum" charge for fee related services.

Expenditure Type	Engineering Services - Fee Related	Maintenance	Environmental Programs	Capital Projects	Total
Labor	\$ 134,851	\$ 670,118	\$ 82,657	\$ 207,263	\$ 1,094,889
Recurring Non-Labor	29,071	1,332,017	17,819	44,681	1,423,587
Allocated Common Activities	57,693	286,693	35,363	88,672	468,421
Department and Citywide Overhead	47,821	493,895	29,312	73,500	644,528
<b>Division Total</b>	<b>\$ 269,436</b>	<b>\$ 2,782,722</b>	<b>\$ 165,151</b>	<b>\$ 414,116</b>	<b>\$ 3,631,425</b>
Eligible Cost Recovery from Fees for Service	100%	100%	0%	0%	84%
Amount Eligible for Consideration in Billings/Fees	\$ 269,436	\$ 2,782,722	\$ -	\$ -	\$ 3,052,158
<b>Division Totals:</b>					
Amount Targeted for Recovery in Billings/Fees	\$ 269,436	\$ 2,782,722	\$ -	\$ -	\$ 3,052,158
Amount Requiring Another Funding Source	-	-	165,151	414,116	579,266
<b>Cost per Direct Hour Recoverable from Fees for Service</b>	<b>\$ 123</b>	<b>\$ 226</b>			
<i>Reference: Direct Hours</i>	2,194	12,332			

The "Amount Targeted for Consideration in Billings/Fees" row of this table identifies all service areas that NBS supports as justifiable components of the fully-burdened hourly rate applied toward establishing user/regulatory fee recovery limits. For Engineering Services, subsequent cost of service calculations at the individual fee level assume a fully-burdened hourly rate of \$123, with a target to recover approximately \$269,436 in costs from fees for service. Although Maintenance services are not user and regulatory fee recoverable, the City desired a fully-burdened blended hourly rate for these services in order to internally establish the appropriate City costs related to maintenance activities.

Cost category nomenclature shown in the table above was adapted and summarized from Division staff interviews. To assist the reader in understanding the underlying costs and assumptions used to calculate the fully-burdened hourly rate, summaries of the cost categories are provided as follows:

- **Engineering Services – Fee Related** Work activities associated with an active land use approval application. 100% of these costs are recoverable in Engineering user and regulatory fees for service.
- **Maintenance** – Staff from the Public Works Department directly perform duties related to routine maintenance of City property. None of these costs are targeted for recovery in fee related services.
- **Environmental Programs** – Staff time and activities devoted to City environmental events, climate and sustainability action plans, community beautification, construction and demolition waste, energy conservation, green building and business program, storm water and waste reduction and conservation. Engineering staff confirmed that none of the efforts associated with these activities are attributable to the calculation of fees for services.

- **Capital Projects** – Staff time devoted to responding to phone calls and public inquiries not specifically associated with an active permit, as well as duties associated with capital improvement projects. Engineering staff confirmed that none of the efforts associated with these activities are attributable to the calculation of fees for services.

The “Amount Requiring Another Funding Source” row of the table identifies service areas that NBS recommends as best funded via alternate revenue sources than fees for service. Significant analytical and policy decisions often revolve around inclusion of categorized activity costs in the fully-burdened hourly rate. The decision whether to include or exclude some or all of a particular cost category in user/regulatory fees for service is guided by basic fee setting parameters offered by the California State Constitution and Statutes, which requires that any new fee levied or existing fee increased should not exceed the estimated amount required to provide the service for which the charge is levied.

### Cost Recovery Evaluation and Proposed Fees

Overall the Public Works Department shows that the current fees under recover the cost of providing services. The Public Work’s fee schedule was significantly changed by adding many new fees in an effort to assist the Department in better recovery options for fee related activities. Many of these new fees are activities that the Department has historically provided services for but did not have an appropriate method or fee category established for cost recovery. With these new fees in place, the Public Work’s Department could reduce the subsidy provided by the general fund for these activities. Appendix A.3 presents the results of the detailed cost recovery analysis for fee recoverable services. The “Cost of Service per Activity Column” establishes the legal maximum at which a fee could be charged for the corresponding service identified in the “Fee Description” list. NBS worked extensively with Department staff to gather estimates of time required to perform each service identified in the Appendix. Time estimates were independently evaluated on separate occasions by staff members and also analyzed by NBS to determine whether the time estimates provided seemed reasonable when compared against the numerous fee studies NBS staff have performed.

When the Cost of Service per Activity is compared to the Department’s “Current Fee”, some fees will appear to under recover their costs, some will come close to 100% recovery, and some will appear to collect more than the cost of providing services. This is a typical outcome of any Cost of Service Analysis. Currently the City employs a percentage based formula calculation for many of the fees charged. Where appropriate, percentage based fees were converted to a flat, per hour or deposit based fee. In these cases a comparison of the existing fee could not be compared to the average full cost of service derived from the analysis. Fees currently calculated by the City’s formula calculation that were not moved to a cost of service based fee were not analyzed in this study.

## Section 5 – Building Fees

The Building Division is a section of the City of Emeryville’s Community Development Department. Its primary purpose is to ensure that all construction related activity within the City adheres to state and local laws for building, electrical, mechanical and plumbing codes. Currently, the Building Division fee related activities are contracted out. With the support of outside consultants and oversight but the Building Division staff, the Department performs plan review services, issues permits and conducts field inspections of construction work for compliance with those codes, among others. The Division issues permits for construction or remodeling related to residential, multi-family and commercial construction. Building Inspections are conducted during construction activities for builders and consumers to ensure that the built environment meets these established health and safety standards.

### Cost of Service Analysis

Per the request of City management, NBS did not perform a full scale analysis of Building Division fees. The City currently utilizes support from an outside consultant to perform the majority of the Building Division’s fee related services with oversight provided by City staff. This approach has been in place for several years. NBS offered the option of an in-depth analysis and a change in approach that would move the Building fees from a valuation based structure to a cost for service structure. This change in approach is extensive and a larger effort than the Division wishes to pursue. Based on the City’s professional experience and a desire to keep the City’s fees “user friendly” and comparable to those of other cities, Building Division staff determined that the existing valuation based structure should remain in place.

In-lieu of a full scale analysis for each fee in the Building Division’s fee schedule, NBS conducted a high level analysis of the annual allocation of costs and staff time related to the primary activities conducted by the Division. The first step in completing this analysis was to determine the total costs in the department related to fee related and non-fee related activities. The following table provides a breakdown of the estimated total annual costs of providing City Building Division Services:

Program Cost Type	Total Cost	Percentage of Total Costs
City Labor Costs	\$ 554,094	26.91%
Contract Building Costs	\$ 1,243,680	60.40%
PT/Temp Labor Expenses	\$ 1,562	0.08%
Recurring Non-Labor Costs	\$ 30,412	1.48%
Citywide Overhead	\$ 229,308	11.14%
<b>Total</b>	<b>\$ 2,059,056</b>	<b>100%</b>

Once the full cost to the department was established, these costs could be allocated amongst the primary activities conducted by the Department, based on staff and consultant annual time estimate input. These activities included:

- General Admin Activities
- Permit Issuance
- Building Plan Review
- Building Inspection
- Plumbing, Electrical, and Mechanical Inspections
- Title 24 Energy Review
- Photovoltaic Review
- Temporary Certificate of Occupancy
- Microfilming
- Alternate Methods Material Request
- Meter Release
- Administrative Fees Related to Building Sewer
- General Miscellaneous Activities
- Graffiti Abatement

### Cost Recovery Evaluation and Proposed Fees

The focus of the analysis of the City's Building fees is to ensure that current fees allow the City to recover the total cost of providing building plan check and inspection services including the City's indirect costs. The total revenue recorded for FY 14/15 is \$1,906,055. Based on the allocation of departmental costs to the specific building activities noted above it was established that the Building Division currently recovers approximately 93% of the eligible costs of providing fee related services.

Fee Description	Estimated Annual Cost of Providing Services	Annual Estimated Revenues at Current Fee	Existing Cost Recovery %	Recommended Cost Recovery %	Annual Estimated Revenues at Recommended Fee
Building Division	\$ 2,059,056	\$ 1,906,686	92.6%	100%	\$ 2,059,056

It is uncommon for most Building plan review and inspection fees to be set below the maximum full cost recovery amount established through a user and regulatory fee study. However, pricing will largely depend on the local economic environment. The consultant in charge of the analytical outcomes of this study has provided the full cost of service information and the framework for considering fees, while those closest to the fee-paying population – the City departments – have considered appropriate cost recovery levels at or below that full cost. Section 1 of this report may be referenced for cost recovery evaluation guidelines.

## Section 6 – Economic Development and Housing Fees

The Economic Development and Housing Division is tasked with serving the citizens of Emeryville by overseeing the implementation of programs necessary to the growth and development of the city. This program evaluates the city's economic situation and guides it towards further growth. The Division also oversees the City's Affordable Housing Program, which encourages the development of affordable housing and works to house homeless residents. Finally, The Economic Development and Housing Division acquires and displays artwork for public enjoyment through the Public Art Program.

### Cost of Service Analysis

Because the majority of services provided by Economic Development and Housing are not user and regulatory fee recoverable, NBS developed one composite fully-burdened blended hourly rate for this Department. The details of this rate calculation are presented below:

Expenditure Type		Total
Labor		\$ 376,408
Recurring Non-Labor		257,306
Citywide Overhead		98,184
Allocated Common Activities		389,142
<b>Division Total</b>		<b>\$ 1,121,040</b>
<b>Cost per Direct Hour</b>		<b>\$ 207</b>
	<i>Reference: Direct Hours Only</i>	<b>5,416</b>

The "Amount Targeted for Consideration in Billings/Fees" row of this table identifies all service areas that NBS supports as justifiable components of the fully-burdened hourly rate applied toward establishing user/regulatory fee recovery limits. All subsequent cost of service calculations at the individual fee level assume a fully-burdened hourly rate of \$207, with a target to recover approximately \$1,121,040 in costs from fees for service.

### Cost Recovery Evaluation and Proposed Fees

Overall the Economic Development and Housing Division shows that the current fees charged are under recovering. The Economic Development and Housing's fee schedule was dramatically changed by adding many new fees in an effort for the department to more appropriately cost recover for fee related activities. Many of these new fees are activities that the Department has historically provided services for but did not have an appropriate estimate for cost recovery. With these new fees in place, the Economic Development and Housing Department will be able to reduce the subsidy provided by the general fund for these activities. Appendix A.4 presents the results of the detailed cost recovery analysis for Economic Development and Housing's fee recoverable services. The "Cost of Service per Activity Column" establishes the legal maximum at which a fee could be charged for the corresponding service identified in the "Fee Description" list. NBS worked extensively with Department staff to gather estimates of time required to perform each service identified in the Appendix. Time estimates were independently evaluated on separate occasions by staff members and also analyzed by NBS to determine whether the time estimates provided seemed reasonable when compared against the numerous fee studies NBS staff have performed.

When the Cost of Service per Activity is compared to the Department's Current Fee, some fees will appear to under recover their costs, some will come close to 100% recovery, and some will appear to collect more than the their cost of providing services. This is a typical outcome of any Cost of Service Analysis.

## Section 7 – Fire Fees

The City of Emeryville contracts for fire services from the Alameda County Fire Department. The department provides a full range of fire services, including prevention, emergency response, training, and community preparedness. The department inspects buildings, plans, and fire suppression systems for safety and regulatory compliance.

### Cost of Service Analysis

Based on the City's current organizational and cost accounting structure, NBS studied the costs of the Department's Fire Prevention and Fire Suppression services separately.

#### Fire Prevention Services

The following categorizes the Fire Prevention Division's costs across both fee related and non-fee related services, as well as the resulting fully-burdened hourly rate applicable toward establishing the "full" or "maximum" charge for fee related services.

Expenditure Type	Emeryville Fire Services - Prevention	Total
Labor	\$ 44,000	\$ 44,000
Recurring Non-Labor	\$ 437,620	\$ 5,749,427
Citywide Overhead	\$ 54,803	\$ 459,091
<b>Division Total</b>	<b>\$ 536,423</b>	<b>\$ 6,252,518</b>
<b>Cost per Direct Hour</b>	<b>\$ 106</b>	
	<i>Reference: Direct Hours</i>	5,075

The "Amount Targeted for Consideration in Billings/Fees" row of this table identifies all service areas that NBS supports as justifiable components of the fully-burdened hourly rate applied toward establishing user/regulatory fee recovery limits. All subsequent cost of service calculations at the individual fee level assume a fully-burdened hourly rate of \$106, with a target to recover approximately \$536,423 in costs from fees for service.

The "Amount Requiring Another Funding Source" row of the table identifies service areas that NBS recommends as best funded via alternate revenue sources than fees for service. Significant analytical and policy decisions often revolve around inclusion of categorized activity costs in the fully-burdened hourly rate. The decision whether to include or exclude some or all of a particular cost category in user/regulatory fees for service is guided by basic fee setting parameters offered by the California State Constitution and Statutes, which requires that any new fee levied or existing fee increased should not exceed the estimated amount required to provide the service for which the charge is levied.

## Fire Suppression Services

The majority of Fire Suppression services are not user and regulatory fee recoverable; however, Suppression does provide support to the annual inspection process for certain occupancies. Therefore, NBS calculated a single composite fully-burdened blended hourly rates for this Division.

Expenditure Type		Emeryville Fire Services - Suppression
City Labor		\$ -
Contract Staff		\$ 5,311,807
Citywide Overhead		\$ 404,287
<b>Division Total</b>		<b>\$ 5,716,094</b>
<b>Cost per Direct Hour</b>		<b>\$ 109</b>
	<i>Reference: Direct Hours</i>	52,416

All subsequent cost of service calculations at the individual fee level assume a fully-burdened hourly rate as shown above, when applicable.

## Cost Recovery Evaluation and Proposed Fees

Overall, the Fire Department shows that the fees are under recovering. Appendix A.5 presents the results of the detailed cost recovery analysis for fee recoverable services. The “Cost of Service per Activity Column” establishes the legal maximum at which a fee could be charged for the corresponding service identified in the “Fee Description” list. NBS worked extensively with City staff to gather estimates of time required to perform each service identified in the Appendices. Time estimates were independently evaluated on separate occasions by staff members and also analyzed by NBS to determine whether the time estimates provided seemed reasonable when compared against the numerous fee studies NBS staff have performed.

When the Cost of Service per Activity is compared to the Department’s “Current Fee”, some fees will appear to under recover their costs, some will come close to 100% recovery, and some will appear to collect more than the cost of providing services. This is a typical outcome of any Cost of Service Analysis.

It is common for certain fire services, such as routine annual inspection programs, to be set below the maximum full cost recovery amount established through a user and regulatory fee study; whereas development review activities and services recover closer to 100%.

## Section 8 – Police Fees

The scope of this user and regulatory fee analysis for Police focused on various administrative processing fees, document fees, business regulatory fees, alarm permitting, vehicle release, and special event services.

### Cost of Service Analysis

Similar to the City Clerk Department, the majority of services provided by the Police Department are not recoverable in user/regulatory fees for service. For the Police Department, fees were calculated following fully-burdened labor rates that were derived for several specific categories of personnel. This was performed uniquely for this Department, in order to conform to the manner in which it examines and understands its own provision of services and activities. It is simply an alternate methodology that allowed the Department to better participate in the Fee Establishment phase of the analysis.

The table below illustrates the fully-burdened hourly rate for labor performed by personnel in the Management Services, Community Services, and Operations Bureaus of the Police Department:

Expenditure Type	Direct Services & Activities-Non-Sworn	Direct Services & Activities-Sworn	Total
Labor	\$ 128,258	\$ 4,286,002	\$ 4,414,260
Recurring Non-Labor	15,917	544,483	560,400
Allocated Common Activities	115,074	3,845,413	3,960,487
Department and Citywide Overhead	87,113	2,915,273	3,002,385
<b>Division Total</b>	<b>\$ 346,361</b>	<b>\$ 11,591,171</b>	<b>\$ 11,937,532</b>
Eligible Cost Recovery from Fees for Service	100%	100%	100%
Amount Eligible for Consideration in Billings/Fees	\$ 346,361	\$ 11,591,171	\$ 11,937,532
<b>Division Totals:</b>			
<b>Amount Targeted for Recovery in Billings/Fees</b>	<b>\$ 346,361</b>	<b>\$ 11,591,171</b>	<b>\$ 11,937,532</b>
<b>Amount Requiring Another Funding Source</b>	-	-	-
<b>Cost per Direct Hour Recoverable from Fees for Service</b>	<b>\$ 157</b>	<b>\$ 276</b>	
	<i>Reference: Direct Hours</i>	2,209	42,035

All subsequent cost of service calculations at the individual fee level assume a fully-burdened hourly rate as shown above, as applicable.

### Cost Recovery Evaluation and Proposed Fees

Overall, the Police Department shows that currently the department is under recovering with regards to their fee related services. Many fee related activities in the Police Department require the efforts of both sworn and non-sworn officers. The current fees charged for the department do not capture the full cost for all officer activities. The new fees established account for both sworn and non-sworn fee related support in order for the analyzed fees to be fully cost recoverable. Appendix A.6 presents the results of the detailed cost recovery analysis for the Police Department's fee recoverable services. The "Cost of Service per Activity Column" establishes the legal maximum at which a fee could be charged for the corresponding service identified in the "Fee Description" list. NBS worked extensively with Department staff to gather estimates of time required to perform each service identified in the Appendix. Time estimates were

independently evaluated on separate occasions by staff members and also analyzed by NBS to determine whether the time estimates provided seemed reasonable when compared against the numerous fee studies NBS staff have performed.

It is common for Police administrative fees to be either set (capped) by the State, or set below the maximum full cost recovery amount established through a user and regulatory fee study.

## Section 9 – Community Service Fees

The Community Services Department offers a wide variety of recreation services and programs serving Emeryville’s youth, seniors and adults. Specific current program and class offerings can be found in the City’s seasonal Activity Guide. Unlike other areas of the study, this Department’s analysis has been conducted mostly at the program level (as opposed to the individual fee level) and includes an annual estimated cost recovery evaluation of the following programs:

- **Youth Services** – After school and enrichment programs, camps and swimming activities that help to foster and develop the Emeryville youth population between the ages of five years old to twelve years old.
- **Adult Services** – Classes, fitness programs, health and wellness education and sports leagues dedicated to the adult population of Emeryville.
- **Community Services, Child Development Center** – A California state licensed center that provides year-round care and early education to children four months to five years old.

The expenses of administering, operating, and maintaining the City’s Community Services programs and facilities are primarily funded by resources from the General Fund. However, fees collected from various Department programs, including classes, contracts, and specific uses of public spaces can represent a significant source of funding to help cover costs and sustain – if not improve – the level of service provided by the City.

### Impacts of Proposition 26 on Community Services Fee Analysis

In 2010, Proposition 26 was affirmed by nearly 53% of the electorate and became a new law. Proposition 26 mandates a two-thirds approval by registered voters before a public agency may impose any “regulatory fee.” Based on the plain language of the new law, NBS believes the regulatory fees covered by Prop 26 are intended to cover regulatory actions of broad public benefit. For example: a “fee” on a can of paint to pay for air quality mitigation; a “fee” on a bottle of wine to pay for substance abuse programs; or a “fee” on sugary beverages to pay for public health programs. Notice in all of these examples, the “fee” is levied on every user, regardless of whether that user individually mitigated their effect on the environment or avoided burdening the public health system. We believe it is these types of “fees” that Prop 26 has labeled instead as “taxes,” which are subject to the pre-existing approval threshold for taxes of two-thirds of the electorate.

There are seven exemptions provided in the Proposition’s definition of taxes. This Cost of Service Study for Emeryville’s Community Services Department focuses on fees for efforts expended by the City to fulfill the specific requests for services of an individual or entity. Under the guidance of Proposition 26, fees included in this Study fall under one of the first four exceptions of the Proposition:

1. **Exceptions with Cost of Service Limitations** - Including Section 1 (e)(1) Exception for Fees for Benefits and Privileges Conferred, (e)(2) Exception for Fees for Services and Products Provided, and (e)(3) Exception for Permitting and Inspection Fees. The exceptions require that fee amounts be limited to the estimated costs to the local government of conferring the benefit or privilege, and/or providing the service.
2. **Exception for Use of Government Property** - Section 1 (e)(4), Exception for Fees for Use of Government Property includes fees imposed for services such as admission to parks, as well as rental of government property such as recreational equipment, fields and meeting rooms. The language of this exception does not include the “reasonable costs” limitation mentioned above.

In NBS' opinion, the types of fees included in this Study are not subject to Proposition 26, which means existing law and approval thresholds apply. The City Council may approve the fees based on a majority vote of the body alone. For user fee services covered in item 1 above, the fee may not exceed the "cost of providing the service"; fee services covered in item 2 are considered market sensitive and are not necessarily governed by the reasonable cost requirement.

Many legal opinions and interpretive guides have been published to date on Proposition 26 by prominent local government professionals and professional organizations, namely the League of California Cities. NBS relies on the League's "*Proposition 26 Implementation Guide*", April 2011, for further interpretation of current issues and applications of the Proposition.

NBS' professional opinion on Proposition 26 is provided for informational purposes, and as background to support this Study's results. NBS does not intend their interpretation of the law as a definitive legal opinion, and recommends each agency consult with their legal counsel for additional support in this area.

### Cost of Service Analysis

NBS calculated the estimated total cost of each Community Services program noted above. The following table summarizes results of that analysis:

Program Description	Cost of Service Activity (Expenses FY 15/16 Budgeted)	Current Fee (Revenue FY 14/15 Actual)	Existing Cost Recovery %
<b>COMMUNITY SERVICES PROGRAMS</b>	<b>\$4,711,642</b>	<b>\$1,645,603</b>	<b>35%</b>
COMMUNITY SERVICES ADMIN - 101505000	\$ 335,593	\$ 40,481	12.06%
COMMUNITY SERVICES - YOUTH SERVICES - 101505450	\$ 1,811,124	\$ 299,974	16.56%
COMMUNITY SERVICES ADULT SERVICES - 101505460	\$ 364,009	\$ 155,849	42.81%
COMMUNITY SERVICES CHILD DEVELOPMENT CENTER 230-5200	\$ 2,104,987	\$ 1,095,828	52.06%
COMMUNITY SERVICES - FUND 240 MEASURE B	\$ 95,929	\$ 53,471	55.74%

The total estimated cost of Community Services programs is approximately \$4.7 million per year. Section 1, *Methods of Analysis*, provides further definition and discussion of the elements of the total program cost calculation for each Department.

It should be noted that the costs of service expressed in the table above do not include the value (historical or market) of land or building improvements associated with facility operations or rentals. The costs of service calculations also do not attempt to consider the annual cost of park, fields or facility maintenance. These potential cost components have been excluded from this analysis mostly due to a lack of readily available data for determining the applicability of such costs to Department program areas within the context of this study. Additionally, as noted previously, Proposition 26 does not require a detailed cost analysis for establishment of fees related to the use of or entrance to government property.

### Cost Recovery Evaluation and Fee Establishment

NBS evaluated each Community Services program's estimated annual cost recovery level by matching the most recent calendar year of revenues collected, to the total program costs established through this study.

Overall, Community Services programs recover approximately 35% of the citywide costs of providing services.

Due to the unique nature of Community Services, the study performed by NBS provides an annual cost and revenue analysis at the program level. This provides City staff and City Council with current cost recovery data and allows the City to establish and/or update a cost recovery policy per program.

In the table above, existing revenue for each area of service is shown next to the “Cost of Service Activity”. In most cases, the results of this analysis will show that current revenue amounts recover less than the cost of service calculated by NBS.

The Study performed by NBS provided estimated annual cost of service information and the framework for considering fees, while those closest to the fee-paying population – the Community Services Department – considered appropriate cost recovery levels at or below that full cost amount for fees, depending on the adopted cost recovery policy.

Because of the changing nature of recreational services and classes offered by the Department, NBS recommends all class fees, program fees, and special event fees to be calculated by the Department Director using the analytical methods described below:

$$\text{Program Cost of Service} = [ (A \times B) + C + D + E + F + G ]$$

- A = Estimated time for City staff to implement the individual program.
- B = Applicable hourly rates for the staff functions involved in the implementation of the individual program (below).
- C = Actual cost incurred by the City for any outside service provider involved in the individual program.
- D = Actual cost incurred by the City for any specific materials acquired for use during the individual program.
- E = Prevailing facility rental and/or field use fees imposed by the City and reflected in its master fee schedule.
- F = Prevailing Department/City Administrative Fee (below).
- G = Actual costs incurred by the City to rent and/or use facilities/fields from other entities.

Per Item B above, many fees will require application of staff hourly rates for establishing a program’s cost of service. The Department may choose to apply hourly rates per classification or position, if desired.

Fees imposed for the use (entrance or rental) of Community Services facilities ensure that some revenues are made available to offset the operation, maintenance, and restoration costs of those facilities, so they may continue to be open to all. However, as noted in the discussion of Proposition 26, above, these fee amounts are not limited to the costs of providing service, and generally seek to conform to the “market” price for similarly sized facilities available in the community and/or similar comparative public agencies.

It is important to recognize that fee waivers do not simply reflect an opportunity cost (i.e., a missed chance at revenue). Fee waivers mean that costs associated with the event or use – such as those documented in this study – must be made up elsewhere in the City’s budget when a fee is not collected. This study encourages both City staff and City Council members to take advantage of the data in this study to ensure that all information is available during the decision-making process about implementing a new fee, or waiving an existing fee.

## Section 10 – Conclusion

Based on the Cost of Service Analysis, Cost Recovery Evaluation, and Proposed Fee phases of analysis in this study, the proposed master schedule of fees formatted for implementation has been prepared and included in the City's accompanying staff report.

The consultant in charge of the analytical outcomes of this study has provided the full cost of service information and the framework for considering fees, while those closest to the fee-paying population – the City departments – have considered appropriate cost recovery levels at or below that full cost. Section 1 of this report may be referenced for cost recovery evaluation guidelines. Pricing for these services will largely depend on the local economic environment, as well as the degree to which planning-related activities are viewed as generally beneficial to all taxpayers versus providing specific benefit to an individual or entity requiring planning services.

As discussed throughout this report, the proposed fee schedule includes fee increases intended to greatly improve the City's recovery of costs incurred to provide individual services, as well as to adjust fees downward where fees charge exceed the average costs incurred.

Predicting the amount to which any adopted fee increases will affect Department revenues is difficult to quantify. For the near-term, the City should not count on increased revenues to meet any specific expenditure plan. Experience with these fee increases should be gained first before revenue projections are revised. However, unless there is some significant, long-term change in activity levels at the City, proposed fee amendments should – over time – enhance the City's revenue capabilities, providing it the ability to stretch other resources further for the benefit of the public at large.

The City's Master Fee Schedule should become a living document but handled with care:

- A fundamental purpose of the fee schedule is to provide clarity and transparency to the public and to staff regarding fees imposed by the City. Once adopted by the Council, the fee schedule is the final word on the amount and manner in which fees should be imposed by the departments. Old fee schedules should be superseded by the new master document. If the master document is found to be missing fees, those fees need eventually to be added to the master schedule and should not continue to exist outside the consolidated, master framework.
- The City should consider adjusting these user fees and regulatory fees on an annual basis to keep pace at least with cost inflation. For all fees and charges, the City could use either a Consumer Price Index adjustment or a percentage of Labor Cost increase, and that practice would be well applied to the new fee schedule. Conducting a comprehensive user fee study is not an annual requirement; it becomes worthwhile only over time as significant shifts in organization, local practices, legislative values, or legal requirements change. In NBS' experience, a comprehensive analysis such as this should be performed every three to five years. It should be noted that when an automatic adjustment is applied annually, the City is free to use its discretion in applying the adjustment; not all fees need to be adjusted, especially when there are good policy reasons for an alternate course. The full cost of service is the City's only limit in setting its fees.

As a final note in this study, it is worth acknowledging the path that fees in general have taken in California. The public demands ever more precise and equitable accounting of the basis for governmental fees and a greater say in when and how they are imposed. It is inevitable in the not too distant future that user fees

and regulatory fees will demand an even greater level of analysis and supporting data to meet the public's evolving expectations. Technology systems will play an increased and significant role in an agency's ability to accomplish this. Continuous improvement and refinement of time tracking abilities will greatly enhance the City's ability to set fees for service and identify unfunded activities in years to come.

In preparing this report and the opinions and recommendations included herein, NBS has relied on a number of principal assumptions and considerations with regard to financial matters, conditions and events that may occur in the future. This information and assumptions, including the City's budgets, time estimate data, and workload information from City staff, were provided by sources we believe to be reliable; however, NBS has not independently verified such information and assumptions.

While we believe NBS' use of such information and assumptions is reasonable for the purpose of this report, some assumptions will invariably not materialize as stated herein and may vary significantly due to unanticipated events and circumstances. Therefore, the actual results can be expected to vary from those projected to the extent that actual future conditions differ from those assumed by us or provided to us by others.

The initial outcomes of this Study will be presented to the Budget Committee. At the time actual fee amounts are proposed to Council for adoption, the City's staff report will include a Master Fee Schedule document, which incorporates recommendations contained within this report as well as the review provided by the Budget Committee.

## ***APPENDIX A.1***

---

### ***Cost of Service Analysis – City Clerk***

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 City Clerk - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.1

Fee No.	Fee Description [3]	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
1	<b>Copies:</b>								
1.1	Photocopying, Per Page- One-sided(all including Municipal Codes, Agendas, Packets, Resolutions, etc.)	[1,5]	n/a			\$ 0.10		\$ 0.10	
	Photocopying, Per Page- Double-sided(all including Municipal Codes, Agendas, Packets, Resolutions, etc.)	[1,5]	n/a			\$ 0.20		\$ 0.20	
1.2	Financial Disclosure Statements Retrieval Fee (For Documents over 5 years old) per request	[4]	0.50	\$ 108	\$ 54	\$ 25	46%	\$ 5	9%
1.3	Specialized Retrieval of Document (writing software) - Actual Cost	[5]				New		Actual Cost	
2	<b>DVD/Audiotape copy of City Council/Agency/Planning Commission or Advisory Body Meeting</b>								
2.1	Normal Delivery, Per Meeting		0.50	\$ 108	\$ 54	\$ 10	19%	\$ 10	19%
2.2	Rush Delivery (Within 3 working days) - Additional Charge Per Meeting		0.75	\$ 108	\$ 81	\$ 15	19%	\$ 15	19%
2.3	Electronic Data Record Request (existing file; cost of disk)	[5]				Cost of Materials		Cost of Materials	
2.4	Electronic Data Record Request (non-existing file; staff time to produce disk and disk actual costs)	[5]				Cost of Materials		Cost of Materials	
3	<b>Measure C</b>								
	Annual Permit Fee								
3.1	For all City staff and/or consultant time expended to determine Large Hotel compliance with Measure C in connection with issuance of annual permit by City of Emeryville. <i>Deposit in the event the City undertakes an audit</i>	[3,5]	55.00	\$ 108	\$ 5,944	At cost, charged per formula	%	\$ 5,944	100%
4	City Administrative Fee for Admin of Consultant hired Projects - Per Hour		1.00	\$ 108	\$ 108	New	%	\$ 108	100%
	<b>City Clerk Hourly Rate</b>		<b>\$108</b>						

**City of Emeryville**  
**City of Emeryville - User Fee Study FY 16**  
**City Clerk - Cost of Service Estimate for Fee Related Services and Activities**

**Appendix A.1**

Fee No.	Fee Description [3]	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
	For services requested of City staff which have no fee listed in this fee schedule, the City Manager or the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application.								

**[Notes]**

- [1] CA Government Code §6253. "A common standard that is viewed is legally defensible is 10 cents per page."
- [2] Fee Schedule Sourced [MFS FY 2014-15 Final Approved  
 For any services or permits requiring staff time or the time of City hired consultants, charges will be as follows, which is referred to above as "charged per formula":
- [3] City's cost plus a 10% administrative fee - Not Analyzed by NBS
- [4] Set by the State at a maximum of \$5
- [5] Not included in the fee analysis

## **APPENDIX A.2**

---

### ***Cost of Service Analysis – Planning***

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Planning - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.2

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
	<b>Publications, Document Charges</b>								
1	<b>Maps</b>								
1.1	Set of 11 x 17 Zoning/General Plan maps	[14, 15]	n/a			\$ 10		\$ 10	
1.2	Individual maps	[14, 15]	n/a			\$ 3		\$ 3	
1.3	General Plan	[14, 15]	n/a			\$ 69		\$ 69	
1.4	General Plan EIR (Per Photocopy Rate)	[14, 15]	n/a			\$ 0.10		\$ -	
1.5	Park Avenue District Plan	[14, 15]	n/a			\$ 27		\$ 27	
1.6	North Hollis Area Urban Design Program	[14, 15]	n/a			\$ 27		\$ 27	
1.7	Planning Regulations	[14, 15]	n/a			\$ 35		\$ 35	
1.8	Housing Element of the General Plan	[14, 15]	n/a			\$ 50		\$ 50	
1.9	Storm water Guidelines	[14, 15]	n/a			\$ 25		\$ 25	
1.10	Parks and Recreation Strategic Plan	[14, 15]	n/a			\$ 69		\$ 69	
1.11	Emeryville Design Guidelines	[14, 15]	n/a			\$ 69		\$ 69	
1.12	Sustainable Transportation Plan	[14, 15]	n/a			\$ 15		\$ 15	

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Planning - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.2

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
1.13	Sustainable Transportation Background Report	[14, 15]	n/a			\$ 94		\$ 94	
1.14	Pedestrian and Bicycle Plan	[14, 15]	n/a			\$ 104		\$ 104	
1.15	Pedestrian and Bicycle Plan Appendices	[14, 15]	n/a			\$ 82		\$ 82	
1.16	Photocopying per page	[12]	n/a			\$ 0.10		\$ 0.10	
1.17	Faxing Per Page	[12]	n/a			\$ 0.10		\$ 0.10	
2	<b>Sidewalk Café Permits (including Parklets)</b>								
2.1	Application Fee		3.00	\$198	\$ 595	\$ 100	17%	\$ 100	17%
2.2	Annual Renewal Fee		0.50	\$198	\$ 99	No fee	%	No fee	%
2.3	Appeal to Planning Commission		1.00	\$198	\$ 198	\$ 50	25%	\$ 50	25%
2.4	Appeal to City Council		1.00	\$198	\$ 198	\$ 50	25%	\$ 50	25%
3	Notification Fee /Property Owner Mailing Lists charged for all applications requiring Planning Commission and/or City Council Review		2.00	\$198	\$ 397	\$ 91	23%	\$ 397	100%
4	Planning Commission Study Session	[5]	15.00	\$198	\$ 2,977	\$ 1,000	34%	\$ 2,000	67%
5	General Plan Amendment - Deposit	[4]	20.00	\$198	\$ 3,969	\$ 3,000	76%	\$ 3,000	76%
6	Rezoning - Deposit	[4]	20.00	\$198	\$ 3,969	\$ 3,000	76%	\$ 3,000	76%
7	Development Agreement - Deposit	[4]	20.00	\$198	\$ 3,969	\$ 2,000	50%	\$ 3,000	76%
8	<b>Planned Unit Development</b>								
8.1	Preliminary Development Plan - Deposit	[4]	35.00	\$198	\$ 6,946	\$ 3,000	43%	\$ 5,000	72%
8.2	Final Development Plan - Deposit	[4]	20.00	\$198	\$ 3,969	\$ 1,000	25%	\$ 3,000	76%

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Planning - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.2

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
9	<b>Conditional Use Permits</b>								
9.1	Minor Conditional Use Permits - Flat Fee		5.00	\$198	\$ 992	\$ 471	47%	\$ 992	100%
	Major Conditional Use Permits - Deposit								
9.2	Residential, up to 3 units		15.00	\$198	\$ 2,977	\$ 471	16%	\$ 2,000	67%
9.3	Demolition of significant or residential structure - Deposit	[4]	20.00	\$198	\$ 3,969	\$ 3,000	76%	\$ 3,000	76%
9.4	All other	[4]	20.00	\$198	\$ 3,969	\$ 2,000	50%	\$ 3,000	76%
10	Temporary Use Permits		7.00	\$198	\$ 1,389	\$ 471	34%	\$ 500	36%
11	Exceptions to Standards		5.00	\$198	\$ 992	\$ 471	47%	\$ 992	100%
12	Variances - Deposit	[4]	7.00	\$198	\$ 1,389	\$ 2,000	144%	\$ 1,000	72%
13	Design Review, including Signs								
13	Minor Design Review for Signs		4.00	\$198	\$ 794	\$ 471	59%	\$ 794	100%
13	Major Design Review for Signs - Deposit		15.00	\$198	\$ 2,977	\$ 707	24%	\$ 1,000	34%
13	Master Sign Programs - Deposit	[4]	20.00	\$198	\$ 3,969	\$ 1,000	25%	\$ 2,000	50%
13	Individual signs under Master Sign Programs - Zoning Compliance Review		2.00	\$198	\$ 397	See Zoning Compliance Review	%	\$ 397	100%
14	All Other Minor Design Review		4.00	\$198	\$ 794	\$ 471	59%	\$ 794	100%
14	All Other Major Design Review - Deposit	[4]	20.00	\$198	\$ 3,969	\$ 2,000	50%	\$ 3,000	76%
14	Construction Work, Sign Installation and/or Commencement of Use Without Required Planning Permits or Approvals - Penalty					5 times cost of actual permit/approval			
15	Tree Removal Permits								
15	Not in conjunction with other planning permits - Deposit	[6]	15.00	\$198	\$ 2,977	\$ 689	23%	\$ 2,000	67%
16	Subdivisions								
16	Major Subdivisions, including residential condominium conversions - Deposit	[4,7]	20.00	\$198	\$ 3,969	\$ 2,000	50%	\$ 3,000	76%
16	Minor Subdivisions, including residential condominium conversions		5.00	\$198	\$ 992	\$ 589	59%	\$ 992	100%
16	Lot Line Adjustments		5.00	\$198	\$ 992	\$ 589	59%	\$ 992	100%
16	Parcel Mergers		5.00	\$198	\$ 992	\$ 589	59%	\$ 992	100%
17	Certificate of Compliance		5.00	\$198	\$ 992	\$ 589	59%	\$ 992	100%
17	Covenant of Easement - Deposit	[4,19]	15.00	\$198	\$ 2,977	\$ 1,000	34%	\$ 2,000	67%

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Planning - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.2

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
17	<b>Assessment District Apportionment (Required for lot configuration changes for parcels in the West Emeryville, Bay Shellmound or East Baybridge Assessment Districts.)</b>								
17	Lot Line Adjustments/Parcel Map Waivers		2.00	\$198	\$ 397	\$ 291	73%	\$ 343	86%
17	Major/Minor Subdivisions (10 parcels or less)		8.00	\$198	\$ 1,588	\$ 1,181	74%	\$ 1,370	86%
17	Major/Minor Subdivisions (more than 10 parcels, + \$25 Per Parcel Over 20 Parcels)		20.00	\$198	\$ 3,969	\$ 2,959	75%	\$ 3,425	86%
18	Environmental Review								
18	Preparation of Negative Declaration - Deposit	[4,18]	100.00	\$198	\$ 19,845	\$ 10,000	50%	\$ 15,000	76%
18	Environmental Impact Report - Deposit	[4,18]	200.00	\$198	\$ 39,691	\$ 50,000	126%	\$ 30,000	76%
18	Preparation of Notice of Determination	[17]	0.50	\$198	\$ 99	\$ 12	12%	\$ 86	86%
19	<b>Filing Fees Required by State Department of Fish &amp; Game</b>	[9]							
19	Negative Declaration	[2]	n/a			\$ 2,181			
19	Environmental Impact Report (EIR)	[2]	n/a			\$ 3,030			
	<b>Administrative Fees</b>	[16]							
20	Appeals								
20	to Planning Commission		10.00	\$198	\$ 1,985	\$ 100	5%	\$ 100	5%
20	to City Council		10.00	\$198	\$ 1,985	\$ 200	10%	\$ 200	10%
21	Time Extensions (Permit Applications)								
21	If Granted Administratively		2.00	\$198	\$ 397	\$ 233	59%	\$ 343	86%
21	If Planning Commission or City Council consideration is required - Deposit		5.00	\$198	\$ 992	\$ 553	56%	At cost, charged per formula	%



**City of Emeryville**  
**City of Emeryville - User Fee Study FY 16**  
**Planning - Cost of Service Estimate for Fee Related Services and Activities**

**Appendix A.2**

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %

**[Notes]**

- [1] Dictated by State Law
- [2] Updated at Beginning of Each Calendar Year
- [3] As Instructed by Council at 5/6/14 Meeting
- [4] For any services requiring staff time or the time of city hired consultants, charges for: Planning Staff charged at calculation of direct salary, fringe benefits plus 45.76% overhead rate; Consultants charged at cost plus 10% administrative fee. This is referred to as a "Charged Per Formula."
- [5] year.
- [6] Other related fees from Public Works Master Fee Schedule may apply
- [7] Cost of any technical assistance such as engineer's review  
Charged to applicants requesting recording of lot line adjustments, parcel maps, parcel map waivers and final maps within the City of Emeryville
- [8] Effective 1/1/2014
- [9] Letter, Secondary Residential Units, and Individual Signs Under Master Sign Programs
- [10] Final Sign off by Planning staff of Building Plan review/inspection included in planning application deposit
- [11] CA Government Code §6253. "A common standard that is viewed is legally defensible is 10 cents per page."
- [12] Revenues sourced [FY1718 Revenue Worksheet - CD]  
all maps are available on website and can be downloaded for free. If the city charges the current fee is cost for duplication. Will charge the public the actual cost to the city.
- [13] Not analyzed by NBS
- [14] Per City Council Resolution, cost must not change  
Applicant expected to file with county and pay county cost and fish and game fee
- [15] initial study included in deposit level when needed
- [16] requires planning commission approval

## ***APPENDIX A.3***

---

### ***Cost of Service Analysis – Public Works***

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Public Works - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.3

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
1	<b>Encroachment Permits</b>								
1.1	Encroachment Permit Application Fee		1.50	\$ 123	\$ 184	\$ 175	95%	\$ 184	100%
1.2	Encroachment Permit Plan Check	[9,16]	2.00	\$ 123	\$ 246	New	%	\$ 246	100%
1.3	Encroachment "No Parking" Signs (Each) <i>Plus Actual Cost of the Signs</i>		0.25	\$ 123	\$ 31	\$ 4	13%	\$ 31	100%
1.4	Encroachment Permit Performance Security	[1,7]				\$ 1,000		\$ 1,000	
1.5	Encroachment Permit Inspection Fee (2 Hour minimum)	[7,22,24]	2.00	\$ 111	\$ 222	\$ 202	91%	\$ 244	
1.6	Encroachment Permit Inspection Fee (Cost Recovery) - Per Hour	[7,22,24]	1.00	\$ 111	\$ 111	\$ 101	91%	\$ 122	
1.7	Long Term Encroachment Permit (Beyond 30 Days) - Per Month	[2,7]				\$ 115		\$ 115	
1.8	Final inspection for certificate of occupancy	[17]	3.00	\$ 123	\$ 368	New	%	\$ 368	100%
1.9	Encroachment Agreements	[18]	4.00	\$ 123	\$ 491	New	%	\$ 491	100%
1.10	Discharge of Ground Water into Sanitary Sewer <i>(plus \$1.25 per \$100 cf of discharge based on City Ordinance)</i>	[10,28]	2.00	\$ 123	\$ 246	New	%	\$ 246	100%
	<b>Private Development Projects</b>								
2	Site Improvement Plan Check (Engineering) - Small	[3,5,9]	6.00	\$ 123	\$ 737	New	%	\$ 737	100%
3	Site Improvement Plan Check (Engineering) - Large (per hour)	[21,22]	1.00	\$ 123	\$ 123	New	%	\$ 123	100%
4	Grading and Demolition Permits Plan Check (Engineering)	[9]	3.00	\$ 123	\$ 368	Charge per Current Building Permit Fee Schedule.	%	Charge per Current Building Permit Fee Schedule.	%
5	Trash Plan Review	[12]	4.00	\$ 123	\$ 491	New	%	\$ 491	100%
6	Construction and Demolition Waste Management Plan Review	[19]	3.00	\$ 123	\$ 368	\$ 175	48%	\$ 368	100%

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Public Works - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.3

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
7	Green Halo Systems C&D Waste Management	[11]	1.00	\$ 123	\$ 123	New	%	\$ 123	100%
8	SWPPP Inspection on Private Developments	[3,4,5]	5.00	\$ 123	\$ 614	New	%	\$ 614	100%
9	Trash Plan Inspection	[9]	2.00	\$ 123	\$ 246	New	%	\$ 246	100%
10	Site Improvements Inspection	[7,22,24]	3.00	\$ 111	\$ 333	New		\$ 122	37%
11	<b>Subdivisions</b>								
11	Lot Line Adjustment Plan Check and Certificate of Compliance	[9]	5.00	\$ 123	\$ 614	New	%	\$ 614	100%
11	Parcel Map Plan Check	[9]	5.00	\$ 123	\$ 614	New	%	\$ 614	100%
11	Tentative Map Plan Check - Per Hour		1.00	\$ 123	\$ 123	New	%	\$ 123	100%
11	Final Map Plan Check	[9]	8.00	\$ 123	\$ 982	New	%	\$ 982	100%
12	Plat and Legal Description Plan Check		2.00	\$ 123	\$ 246	New	%	\$ 246	100%
12	Digital Basemap Processing Fee	[6,8]	1.00	\$ 123	\$ 123	\$ 293	239%	\$ 123	100%
12	<b>Stormwater</b>								
12	Storm water Permit Application Fee	[20]	1.50	\$ 123	\$ 184	New	%	\$ 184	100%
12	Storm water Permit C3 Plan Check - Deposit	[21,22]	2.00	\$ 123	\$ 246	New	%	\$ 246	100%
	<i>Plus Actual Consultant Costs - Per Hour</i>	[7,24]	1.00	\$ 140	\$ 140	At Cost, Charged per Formula		\$ 154	
12	Storm water Permit C3 Inspection - Per Hour	[7,22,24]	1.00	\$ 111	\$ 111	New	%	\$ 111	100%
12.4	Storm water C10 Plan Check	[9]	1.00	\$ 123	\$ 123	New	%	\$ 123	100%
12.5	Storm water Maintenance Agreement Review		3.00	\$ 123	\$ 368	New	%	\$ 368	100%
12.6	Maintenance Agreement Recording at County		1.00	\$ 123	\$ 123	New	%	\$ 123	100%
12.7	Storm water C3 O & M Inspections	7,21,22,24	1.50	\$ 165	\$ 248	At Cost, Charged per Formula		At Cost, Charged per Formula	
12.8	Commercial / Industrial Storm water Inspections	7,21,22,24	3.00	\$ 165	\$ 495	At Cost, Charged per Formula		At Cost, Charged per Formula	



**City of Emeryville**  
**City of Emeryville - User Fee Study FY 16**  
**Public Works - Cost of Service Estimate for Fee Related Services and Activities**

**Appendix A.3**

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %

**[Notes]**

- [1] Or \$10,000 Bond or as required by Encroachment Agreement
- [2] Per Month After Initial 30 Days
- [3] Calculation of direct salary, fringe benefits plus 45.76% overhead rate.
- [4] Requiring City Oversight for Review of Improvement Plans and Inspections
- [5] Deposit of Estimated Charges to be Paid at Application/Permit Issuance  
Charged to applicants requesting recording of lot line adjustment's, parcel maps, parcel map waivers and final maps within the City of Emeryville
- [6] Placeholder for MFS; not included in cost analysis
- [7] plus actual cost of County recording fee
- [8] 1 check, 1 re-check
- [9] 2 check, 1 re-check, post check
- [10] 1 pre-check, 1 post-check
- [11] 1 meeting with Architect, 1 check and 1 recheck
- [12] Includes site visit and report
- [13] Revenue Sourced [FY15 Revenue Details 9.8.15]
- [14] Volume of activity, labor time sourced from "PW\_COS-040116 mk edit.xlsx"
- [15] Excludes private development
- [16] Includes two site visits
- [17] Plus City Attorney Time
- [18] 1 check, 1 re-check, 1 post check
- [19] 1 check for completeness
- [20] Actual cost of consulting inspector
- [21] Plus actual cost of City Staff Time
- [22] Plus actual costs to purchase bench, plaque and contractor installation
- [23] Rate for consultant PW Inspector
- [24] Rate for consultant plan check engineer
- [25] Rate for consultant inspection
- [26] Consulting Cost \$200 per tree
- [27] Plus \$1.25 per 100cf of discharge based on City Ordinance
- [28]

## **APPENDIX A.4**

---

### ***Cost of Service Analysis – Economic Development and Housing***

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Economic Development & Housing - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.4

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
1	Loan Subordination Fee		8.00	\$ 207	\$ 1,656	\$ 100	6%	\$ 400	24%
2	Loan Origination Fee		10.00	\$ 207	\$ 2,070	New	%	\$ 400	19%
3	Income Verification Fee		10.00	\$ 207	\$ 2,070	New	%	\$ -	0%
4	<b>Publications</b>								
4.1	1987 Shellmound Park Redevelopment Plan		n/a			n/a			
4.2	1987 Shellmound Park Agency's Final Report, Section 33352		n/a			n/a			
4.3	1987 Shellmound Park Final EIR		n/a			n/a			
4.4	1976 Redevelopment Plan		n/a			n/a			
4.5	Housing Element		n/a			n/a			
4.6	Urban Design Plan-San Pablo Avenue		n/a			n/a			
	<b>Program Fees</b>								
5	City regulatory oversight and Technical review/assistance by Site Manager ( <i>Hazardous Materials</i> ) - Deposit	[1]	2.50	\$ 207	\$ 517	At cost, charged per formula, \$500 Minimum Deposit	%	\$ 517	100%
6	Capital Improvement Credit Fee	[2]	8.00	\$ 207	\$ 1,656	New	%	\$ 400	24%
7	Rental Monitoring Fee - Deposit	[4]	25.00	\$ 207	\$ 5,174	\$ 5,000	97%	\$ 5,000	97%
8	Below Market Rate (BMR) Resale Fee		20.00	\$ 207	\$ 4,139	New	%	\$ 400	10%
9	Below Market Rate (BMR) Inspection Fee - Deposit	[3]	2.50	\$ 207	\$ 517	New	%	\$ 500	97%
10	Loan Payoff Fee		7.00	\$ 207	\$ 1,449	New	%	\$ 100	7%
11	BMR Inspection (any inspections after the first 2) - Per Hour		1.00	\$ 207	\$ 207	New	%	\$ 100	48%
	<b>Economic Housing and Development Hourly Rate</b>			<b>\$ 207</b>					

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Economic Development & Housing - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.4

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
	For services requested of City staff which have no fee listed in this fee schedule, the City Manager or the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application.								

**[Notes]**

- Certain applicants request hazardous materials oversight pursuant to the MOU. The regulatory agencies occasionally request the City assistance in reviewing and/or monitoring response actions on their behalf. In either of these instances, the City's Site Manager will conduct certain activities, conditionally approve actions, subject to the approval of the regulatory agency(is).
- [1] Certain applicants request hazardous materials oversight pursuant to the MOU. The regulatory agencies occasionally request the City assistance in reviewing and/or monitoring response actions on their behalf. In either of these instances, the City's Site Manager will conduct certain activities, conditionally approve actions, subject to the approval of the regulatory agency(is).
  - [2] Process consists of 1) reviewing invoices and proof of payment, and 2) depreciating, if necessary.
  - [3] Includes 2 inspections
  - [4] The affordability agreements do not allow for increases.

## ***APPENDIX A.5***

---

### ***Cost of Service Analysis – Fire***

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Fire Prevention - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.5

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
1	Bicycle License		0.25	\$ 106	\$ 26	\$ 10	38%	\$ 10	38%
	<b>Fire Prevention Safety Inspections for compliance with Fire Code.</b>								
2	Re-Inspection, if required - Prevention Specific (per hour)								
2.1	Re-Inspection, all deficiencies corrected		1.00	\$ 106	\$ 106	\$ 129	122%	\$ 106	100%
2.2	Re-Inspection, deficiencies remaining		1.00	\$ 106	\$ 106	\$ 129	122%	\$ 106	100%
3	Special Inspections or Research - Per Hour								
3.1	During regular business hours (2 hour minimum)		2.00	\$ 106	\$ 211	Charged per formula - 2 hour minimum	%	\$ 211	100%
3.2	Scheduled outside of regular business hours (2 hour minimum)		2.00	\$ 106	\$ 211	Charged per formula - 2 hour minimum	%	\$ 211	100%
	<b>Fire Safety Inspection</b>								
4	Fire prevention annual inspections (per hour)		1.00	\$ 106	\$ 106	\$ 143	135%	\$ 106	100%
5	Engine Company Inspections - Minor (per hour)	[1]	3.00	\$ 109	\$ 327	\$ 129	39%	\$ 327	100%
6	Engine Company Inspections - Major (per hour)	[1]	3.00	\$ 109	\$ 327	\$ 129	39%	\$ 327	100%
7	Special Inspections (per hour) - Prevention	[1]	1.00	\$ 106	\$ 106	\$ 129	122%	\$ 106	100%
8	Special Inspections (per hour) - Suppression	[1]	3.00	\$ 109	\$ 327	\$ 129	39%	\$ 327	100%
	<b>PERMITS</b>								
9	Fire Code Permits (Tents, Haunted Houses, Carnival or Fair, etc)		1.00	\$ 106	\$ 106	\$ 146	138%	\$ 106	100%

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Fire Prevention - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.5

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
	<b>OTHER FEES</b>								
10	Fire Personnel Costs Per Hour:		1.00	\$ 106	\$ 106	Charged per formula	%	\$ 106	100%
11	Fire Equipment Costs Per Hour, to be charged in the following situations:								
	a) Commercial stand by services provided upon request	[6]							
	b) Response to Hazardous material release	[6]							
	c) Response to chronic false alarms	[6]							
	d) Recovery for Emergency Response Expenses under Code& Sections 53150-53157 to a maximum of \$1,001	[6]							
	Engine Company (3 persons) (staff per hour)								
11.1	Regular Duty Company (per hour) <i>plus Equipment Actual Cost</i>		3.00	\$ 109	\$ 327	\$ 433	132%	\$ 327	100%
11.2	Special Duty Company (staff per hour) <i>plus Equipment Actual Cost</i>		3.00	\$ 109	\$ 327	\$ 275	84%	\$ 327	100%
11.3	Aerial Truck (one person) (staff per hour) <i>plus Equipment Actual Cost</i>		1.00	\$ 106	\$ 106	\$ 418	395%	\$ 106	100%
11.4	Staff Vehicle (one person) (staff per hour) <i>plus Equipment Actual Cost</i>		1.00	\$ 106	\$ 106	\$ 138	131%	\$ 106	100%
12	First Responder Fee	[1]	1.00	\$ 109	\$ 109	New	%	\$ 109	100%
	<i>All consumable materials used in emergency incidents to be reimbursed at cost plus 30% restocking charge.</i>								
	<b>PLAN REVIEW</b>								
13	Review of construction, rehabilitation or remodeling plans for occupancies under the jurisdiction of the State Fire Marshall.  (collected by Planning and Building Department)	[5]				35% of Building Permit Fee			

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Fire Prevention - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.5

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
<b>PLAN REVIEW and PERMIT FEES for FIRE SUPPRESSION AND ALARM SYSTEMS</b>									
14	Plan review fee for submitting plans and specifications for review - Base Fee	[7]	1.75	\$ 106	\$ 185	65% of permit fee for installation of the equipment	%	65% of permit fee for installation of the equipment	%
14.1	Plus Per Sprinkler Device		0.05	\$ 106	\$ 5	\$ 0.50		\$ 4	76%
14.2	Plus Per Alarm Device		0.17	\$ 106	\$ 18	\$ 0.50		\$ 10	57%
15	Additional plan review and/or inspection required by changes, additions, or revisions to approved plans. (Per hr and 1 hr minimum)		1.00	\$ 106	\$ 106	\$ 123	116%	\$ 106	100%
16	Permit for installation of Fire Suppression Equipment (Including sprinklers, alarm systems, smoke detection systems)	[6]				1% of the total valuation			
<b>PLANNING AND TRAINING PROGRAMS</b>									
17	Emergency Preparedness Planning								
17.1	Private Business--Employee Training - Per Hour		1.00	\$ 48	\$ 48	\$ 102	213%	\$ 48	100%
17.2	Public/Non Profit Organization--Employee Training - Per Hour		1.00	\$ 48	\$ 48	\$ 50	104%	\$ 48	100%
18	CPR Training and First Aid Training, 5 student minimum								
18.1	Non-Certified - Per Hour		1.00	\$ 48	\$ 48	\$ 61	127%	\$ 48	100%
19	Emergency Preparedness Supplies and Equipment	[6]				At Cost			

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Fire Prevention - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.5

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours)	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
	<p><b>Note:</b> For any services requiring staff time or the time of city hired consultants, charges will be as follows: <b>Fire Staff</b> charged at FBHR calculated by direct salary, fringe benefits, citywide overhead; <b>Consultants</b> charged at cost plus 10% administrative fee. <i>This is referred to as "Charged per Formula."</i></p>								
	<p>For services requested of City staff which have no fee listed in this fee schedule, the City Manager or the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application.</p>								

- [Notes]**
- [1] 3 person crew assumed one hour each
  - [2] 3 person crew assumed 20 minutes each
  - [3] Revenue sourced [FY1718 RevWorksheet-Fire]  
 Emeryville is not a CUPA agency, it cannot bill for cost recovery associated with HazMat calls. Non-CUPA agency HM billing is handled by County Environmental Health for all locations with HM business plan (HMBP), HW generators, tiered permitting, aboveground petroleum storage, underground storage tanks and California accidental release prevention (CalARP).
  - [4] Per County request fee remains a percentage based fee, not analyzed by NBS
  - [5] Not analyzed by NBS
  - [6] City has decided to maintain current fee structure for the MFS.
  - [7]

## ***APPENDIX A.6***

---

### ***Cost of Service Analysis – Police***

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Police - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.6

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours) [11]	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
<b>Report &amp; Document Reproduction</b>									
1	Citizen Request, Per Page	[12]	0.20	\$ 157	\$ 31	\$ 0.10	0%	\$ 0.10	0%
2	Crime/Accident Report-Insurance Company, Per Page	[12]	0.20	\$ 157	\$ 31	\$ 0.10	0%	\$ 0.10	0%
3	Computer Generated Report from Police	[2,12]	0.20	\$ 157	\$ 31	\$ 0.10	0%	\$ 0.10	0%
4	Faxing, Per Page	[12]	0.20	\$ 157	\$ 31	\$ 0.10	0%	\$ 0.10	0%
<b>Identification Services</b>									
5	Fingerprinting		1.00	\$ 157	\$ 157	\$ 79	50%	\$ 157	100%
6	DVD Copy of Communications Voice Tapes		1.00	\$ 157	\$ 157	\$ 10	6%	\$ 157	100%
7	Vehicle Release Certificate Fee	[5]	0.30	\$ 276	\$ 83	\$ 80	97%	\$ 83	100%
8	Stolen Vehicle Release		1.00	\$ 157	\$ 157	\$ 80	51%	\$ 157	100%
<b>Permit &amp; Application Fees</b>									
9	Alarm Application Fees (Commercial Alarms only)	[6]	0.25	\$ 276	\$ 157	\$ 112	71%	\$ 157	100%
10	Cabaret Permit Annual Application Fee	[7]	5.00	\$ 276	\$ 1,379	\$ 708	51%	\$ 1,379	100%
11	One Day Cabaret Permit		3.00	\$ 276	\$ 827	\$ 293	35%	\$ 827	100%
12	One Day Dance Hall Permit		2.00	\$ 276	\$ 552	\$ 293	53%	\$ 552	100%
13	Bingo Game Permit		1.50	\$ 276	\$ 414	\$ 293	71%	\$ 414	100%
14	Card Room Fees								
14	Card Room Annual License Application	[7]	10.00	\$ 276	\$ 2,758	\$ 1,387	50%	\$ 2,758	100%
15	Card Room Employee Permit								
15	Application Fee								
	Sworn		0.50	\$ 276	\$ 138				
	Non-Sworn		1.50	\$ 157	\$ 235				
	<b>Total</b>		2.00		\$ 373	\$ 159	43%	\$ 373	100%

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Police - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.6

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis				
			Estimated Average Labor Time Per Activity (hours) [11]	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %	
15	Renewal Fee		0.50	\$ 276	\$ 138	\$ 96	70%	\$ 138	100%	
15	Replacement/Change Card Room		0.50	\$ 276	\$ 138	\$ 56	41%	\$ 138	100%	
16	Taxicab Drivers' Permit Fees									
16	Application Fee		1.00	\$ 157	\$ 157	\$ 162	103%	\$ 157	100%	
16	Application Renewal Fee		1.00	\$ 157	\$ 157	\$ 115	73%	\$ 157	100%	
16	Driver's Identification Card Replacement Fee		0.50	\$ 157	\$ 78	\$ 57	73%	\$ 78	100%	
17	Fleet Management Permit Fees									
17	Application Fee		2.00	\$ 157	\$ 314	\$ 215	69%	\$ 314	100%	
17	Substitution/Additional Fee for each additional vehicle not listed on Fleet Management Permit Application		2.00	\$ 157	\$ 314	\$ 20	6%	\$ 314	100%	
18	Vehicle Permit Fees									
18	Application Fee		0.50	\$ 157	\$ 78	\$ 50	64%	\$ 78	100%	
18	Certified Copy of Emeryville Police Department Vehicle Inspection Report (to be used by other cities)		0.30	\$ 157	\$ 47	\$ 27	57%	\$ 47	100%	
18	Vehicle Replacement Card Fee		0.25	\$ 157	\$ 39	\$ 20	51%	\$ 39	100%	
19	Peddler - Vendor - Catering Truck Permit Fees									
19	Application Fee		1.00	\$ 276	\$ 276	\$ 159	58%	\$ 276	100%	
19	Renewal Fee		1.00	\$ 276	\$ 276	\$ 155	56%	\$ 276	100%	
19	Replacement Fee		0.30	\$ 276	\$ 83	\$ 158	191%	\$ 83	100%	
20	Massage Parlor and Massage Establishment Charges									
20	Annual Permit Application, due each December 1st									
			Non-Sworn	2.00	\$ 157	\$ 314				
			Sworn	3.00	\$ 276	\$ 827				
			<b>Total</b>	[8] 5.00		\$ 1,141	\$ 2,556	224%	\$ 1,141	100%
21	Massage Establishment Fee:									
21	Annual Permit Application, due each December 1st									
			Sworn	0.10	\$ 157	\$ 16				
			Non-Sworn	1.90	\$ 276	\$ 524				
			<b>Total</b>	2.00		\$ 540	\$ 253	47%	\$ 540	100%

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Police - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.6

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours) [11]	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
	<b>Massage Establishment Employee Permits</b>								
22	Annual Employee Permit	[3,4]							
22	Application Fee								
	Sworn		1.00	\$ 276	\$ 276				
	Non-Sworn		1.00	\$ 157	\$ 157				
	<b>Total</b>		<b>2.00</b>		<b>\$ 433</b>	<b>\$ 159</b>	37%	<b>\$ 433</b>	100%
22	Renewal Fee								
	Sworn		1.00	\$ 276	\$ 276				
	Non-Sworn		1.00	\$ 157	\$ 157				
	<b>Total</b>		<b>2.00</b>		<b>\$ 433</b>	<b>\$ 98</b>	23%	<b>\$ 433</b>	100%
22	Replacement Fee		0.30	\$ 157	\$ 47	\$ 73	155%	\$ 47	100%
23	Dog License Fee								
23	For One Year		0.30	\$ 157	\$ 47	\$ 15	32%	\$ 20	43%
23	For Three Years		0.30	\$ 157	\$ 47	\$ 25	53%	\$ 30	64%
23	For One Year - Spayed/Neutered		0.30	\$ 157	\$ 47	\$ 15	32%	\$ 10	21%
23	For Three Years - Spayed/Neutered		0.30	\$ 157	\$ 47	\$ 25	53%	\$ 15	32%
23	For One Year - Seniors (55+) - Not Spayed/Neutered		0.30	\$ 157	\$ 47	\$ 15	32%	\$ 5	11%
23	For Three Years - Seniors (55+) - Not Spayed/Neutered		0.30	\$ 157	\$ 47	\$ 25	53%	\$ 10	21%
23	For One Year - Seniors (55+) - Spayed/Neutered		0.30	\$ 157	\$ 47	\$ 15	32%	\$ 2.50	5%
23	For Three Years - Seniors (55+) - Spayed/Neutered		0.30	\$ 157	\$ 47	\$ 25	53%	\$ 5	11%
24	<b>Application for Concealed Weapon Permit, Police Investigation</b>								
24	Background Investigation		5.00	\$ 157	\$ 784	\$ 100	13%	\$ 784	100%
24	Psychological Examination, if contracted by City		4.00	\$ 157	\$ 627	\$ 150	24%	\$ 627	100%
24	Range Certification		10.00	\$ 276	\$ 2,758	\$ 110	4%	\$ 2,758	100%
25	Application for Firearm Dealer Permit								
25	Background Investigation		5.00	\$ 276	\$ 1,379	\$ 2,556	185%	\$ 1,379	100%
26	Emergency Response Expenses (Alcohol/Drug Related)								
26	Arrest Only		5.00	\$ 276	\$ 1,379	\$ 764	55%	\$ 1,379	100%
26	Arrest With Accident Investigation		7.00	\$ 276	\$ 1,930	\$ 892	46%	\$ 1,930	100%

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Police - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.6

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours) [11]	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %
27	Police Department Personnel Costs for Short Term Encroachments, Special		1.00	\$ 276	\$ 276	At Cost, Charge Per Formula	%	\$ 276	100%
28	Short Term Encroachment Permit		1.00	\$ 276	\$ 276	\$ 175	63%	\$ 276	100%
29	Personnel Services	[9,10]	1.00	\$ 157	\$ 157	At Cost, Charge Per Formula	%	\$ 157	100%
30	Medical Marijuana Delivery Permit - New or Renewal	[14]							
	Non-Sworn		2.50	\$ 157	\$ 392				
	Sworn		2.50	\$ 276	\$ 689				
	<b>Total</b>		5.00		\$ 1,081	New		\$ 1,081	100%
31	Firearms Storage Fee	[15]	3.00	\$ 157	\$ 470	New	%	\$ 470	100%
	<b>Police - Non-Sworn Hourly Rate</b>			\$ 157					
	<b>Police - Sworn Hourly Rate</b>			\$ 276					
	For services requested of City staff which have no fee listed in this fee schedule, the City Manager or the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application.								

**City of Emeryville**  
**City of Emeryville - User Fee Study FY 16**  
**Police - Cost of Service Estimate for Fee Related Services and Activities**

**Appendix A.6**

Fee No.	Fee Description	Notes	Activity Service Cost Analysis			Cost Recovery Analysis			
			Estimated Average Labor Time Per Activity (hours) [11]	FBHR	Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Recommended Fee Level / Deposit	Recommended Cost Recovery %

**[Notes]**

- For any services requiring staff time or the time of city hired consultants, charges for:  
 Police Staff charged at calculation of direct salary, fringe benefits plus 45.76% overhead rate; Consultants charged at cost plus 10% administrative fee. This is referred to as a "Charged Per Formula."
- [1] Department CAD/Records Management System, Per Page
  - [2] Applies to both Massage Parlors and Massage Practitioners
  - [3] Due each October 1st for renewal by January 1st. Valid on a calendar year basis.
  - [4] Except recovered/stolen vehicle
  - [5] one time initial fee
  - [6] Due, each December 1st
  - [7] one business grandfathered
  - [8] Police Staff - calculation of direct salary, fringe benefits plus 86% overhead rate
  - [9] Consultants - Cost plus 10% administrative fee
  - [10] Source document from client "master fee shcedule.xlsx"  
CA Government Code §6253. "A common standard that is viewed is legally defensible is 10 cents per page."
  - [11] Revenue Sourced [FY1718 Revenue Worksheet-PD]
  - [12] In accordance with City Ordinance 16-004
  - [13] California Family Code 6389 and Penal Code 33880(a)

## ***APPENDIX A.7***

---

### ***Cost of Service Analysis – Community Services***

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Community Services - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.7

Fee Activity					
Program Description		Cost of Service Activity (Expenses FY 15/16 Budgeted)		Current Fee (Revenue FY 14/15 Actual)	Existing Cost Recovery %
<b>COMMUNITY SERVICES PROGRAMS</b>		<b>\$4,711,642</b>		<b>\$1,645,603</b>	<b>35%</b>
<b>COMMUNITY SERVICES ADMIN - 101505000</b>	[1]	<b>\$ 335,593</b>	[3]	<b>\$ 40,481</b>	<b>12.06%</b>
Community Services Admin - Direct Program Support					
Indirect Citywide Overhead	[2,6]	\$ 177,385			
Facility Rental		\$ 113,836		\$ 36,606	
PT Salaries & Benefits	[7]	\$ 111,836			
Operating		\$ 2,000			
Community Events Permit		\$ -		\$ 1,595	
PT Salaries	[7]	\$ -			
Operating		\$ -			
Recreation Special Events/Community Meeting		\$ 44,371		\$ 2,280	
PT Salaries	[7]	\$ 15,000			
Operating		\$ 29,371			
<b>COMMUNITY SERVICES - YOUTH SERVICES - 101505450</b>	[1]	<b>\$ 1,811,124</b>	[3]	<b>\$ 299,974</b>	<b>16.56%</b>
Youth Services					
Indirect Citywide Overhead	[2,6]	\$ 281,324			
Personnel Expenses		\$ 749,600			
Afterschool Program		\$ 408,000		\$ 204,009	
PT Salaries	[7]	\$ 288,000			
Operating		\$ 120,000			

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Community Services - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.7

Fee Activity					
Program Description			Cost of Service Activity (Expenses FY 15/16 Budgeted)	Current Fee (Revenue FY 14/15 Actual)	Existing Cost Recovery %
	Camps		\$ 239,000	\$ 70,228	
	PT Salaries	[7]	\$ 189,000		
	Operating		\$ 50,000		
	Aquatics (Previously Swimming Lessons & Public Swim)		\$ 25,000	\$ 5,400	
	PT Salaries	[7]	\$ 20,000		
	Operating		\$ 5,000		
	Field Trips		\$ 13,456	\$ 30	
	PT Salaries	[7]	\$ 3,456		
	Operating		\$ 10,000		
	Youth Sports (73500)		\$ 34,008	\$ 2,258	
	PT Salaries	[7]	\$ 24,008		
	Operating		\$ 10,000		
	Kinderbuddy (73500)		\$ 25,736	\$ 5,026	
	PT Salaries	[7]	\$ 20,736		
	Operating		\$ 5,000		
	Recreation Fee Classes (Professional Services)		\$ 35,000	\$ 13,023	
	PT Salaries	[7]	\$ 5,000		
	Operating		\$ 30,000		

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Community Services - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.7

Fee Activity					
Program Description		Cost of Service Activity (Expenses FY 15/16 Budgeted)		Current Fee (Revenue FY 14/15 Actual)	Existing Cost Recovery %
<b>COMMUNITY SERVICES ADULT SERVICES - 101505460</b>	[1]	\$ 364,009	[3]	\$ 155,849	42.81%
Adult Services					
Indirect Citywide Overhead	[2,6]	\$ 111,001			
Field Trips		\$ 142,500		\$ 120,050	
PT Salaries	[7]	\$ 2,500			
Operating		\$ 140,000			
Adult Sports		\$ 5,000		\$ 3,600	
PT Salaries	[7]	\$ 2,500			
Operating		\$ 2,500			
Recreation Special Events (82100)		\$ 16,000		\$ 2,000	
PT Salaries	[7]	\$ 2,000			
Operating		\$ 14,000			
Recreation Fee Classes (Professional Services)		\$ 20,164		\$ 11,400	
PT Salaries	[7]	\$ 2,500			
Operating		\$ 17,664			
Nutrition - Congregate Meal		\$ 6,350		\$ 2,234	
PT Salaries	[7]	\$ 5,850			
Operating		\$ 500			

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Community Services - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.7

Fee Activity					
Program Description			Cost of Service Activity (Expenses FY 15/16 Budgeted)	Current Fee (Revenue FY 14/15 Actual)	Existing Cost Recovery %
	Nutrition - Meals on Wheels		\$ 13,350	\$ 770	
	PT Salaries	[7]	\$ 5,850		
	Operating		\$ 7,500		
	Senior Center Fee Classes (80050)		\$ 28,836	\$ 5,800	
	PT Salaries	[7]	\$ 1,500		
	Operating		\$ 27,336		
	Senior Center Special Events (Call Community Pub/Mt)		\$ 15,500	\$ 2,495	
	PT Salaries	[7]	\$ 1,500		
	Operating		\$ 14,000		
	Senior Transit Program		\$ 5,308	\$ 7,500	
	PT Salaries	[7]	\$ 800		
	Operating		\$ 4,508		
				\$ -	

City of Emeryville  
 City of Emeryville - User Fee Study FY 16  
 Community Services - Cost of Service Estimate for Fee Related Services and Activities

Appendix A.7

Fee Activity					
Program Description		Cost of Service Activity (Expenses FY 15/16 Budgeted)		Current Fee (Revenue FY 14/15 Actual)	Existing Cost Recovery %
<b>COMMUNITY SERVICES CHILD DEVELOPMENT CENTER 230-5200</b>	[1]	\$ 2,104,987	[3]	\$ 1,095,828	52.06%
Community Services Child development Center 230-5200	[9]			\$ 1,095,828	
Indirect Citywide Overhead	[2,6]	\$ 721,295			
Projected expenditures	[8]	\$ 2,104,987			
<b>COMMUNITY SERVICES - FUND 240 MEASURE B</b>	[1]	\$ 95,929	[3]	\$ 53,471	55.74%
Shuttle Services		\$ 72,000		\$ 29,542	
Paratransit Program (240-240-88400)		\$ 23,929		\$ 23,929	
For services requested of City staff which have no fee listed in this fee schedule, the City Manager or the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application.					

Notes

- [1] Sourced from FY 15/16 Budget Expenses
- [2] Citywide overhead numbers sourced [Emeryville Full CAP 051016], prepared by NBS
- [3] Sourced revenue from FY 14/15
- [4] \* Re-allocations from & to assumptions per Comm Svcs Staffing Tab and staff interviews
- [5] A portion of the Senior Services is grant funded (\$300K of Sr Services is provided by grant funded programs, not included in the above analysis
- [6] Community Services Admin included on a percentage base of true Cost Allocated Expenses
- [7] Expenditure breakouts provided by City Staff sourced [Emeryville\_CommSvcs\_Review\_toclient\_022316- pj edits -3-4-16]
- [8] FY15-16 projected expenditures per client source [Narrative Report Edits]
- [9] FY14-15 actual expenditures per client source email 070116

©2015 NBS Government Finance Group. All rights reserved. This computer model delivered to the City contains NBS's proprietary approach to fee analysis. The delivery of this computer model to the City by NBS is provided only for the City's internal use by City staff and shall not be distributed to, or used by, any third parties, including outside consultants or contractors without the prior written consent of NBS. In addition, Consultant shall have no liability or responsibility for subsequent edits made by City staff to the completed computer model delivered to the City on July 19, 2016, or for decisions made by the City based on future versions of the model where edits were not performed by Consultant's professional staff.



## **Emeryville Fee Study**

*Prepared for the*

**City of Emeryville**

**July 19, 2016**

### **OFFICE LOCATIONS:**

San Francisco - Regional Office  
870 Market Street, Suite 1223  
San Francisco, CA 94102

Davis - Regional Office  
1260 Lake Boulevard, Suite 202  
Davis, CA 95616

Temecula - Corporate Headquarters  
32605 Temecula Parkway, Suite 100  
Temecula, CA 92592  
(P) 800.676.7516

[nbsgov.com](http://nbsgov.com)



**City of Emeryville  
Master Fee Schedule  
Effective July 19, 2016**

**Table of Contents**

<b>Division/Department</b>	<b>Page No.</b>
Building Division	3-5
Planning Division	6-9
City Manager & City Clerk Departments	10
Economic Development & Housing Department	11
Finance Division	12
Fire Department	13-14
Police Department	15-17
Public Works Department	18-20
Child Development Center Division	21
Community Services Department	22-25
Youth Services Division	26-27
Adult Services Division	28

**City of Emeryville  
Master Fee Schedule  
Building Division**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
<b>BUILDING PERMIT</b>	0.80% of construction valuation <sup>1</sup>
<b>Includes Sign and Demolition Permits</b>	\$ 123 minimum
Phased Construction (Applicant requests to proceed with first phase of construction prior to issuance of all building permits.)	Full permit fee, including all permit types and plan check fees, plus 25%, due at issuance of first permit.
Permit Renewal	\$ 123 Expired Permits requiring 1 inspection for final
<b>GENERAL PLAN MAINTENANCE<sup>2</sup></b>	0.50% of construction valuation <sup>1</sup>
Applied to all permits except solar panels.	
<b>TECHNOLOGY FEE</b>	0.10% of construction valuation <sup>1</sup>
Applied to all permits except solar panels.	
<b>PLAN CHECK – To be paid with submittal of application</b>	
Initial Review plus review of one resubmittal	65% of Building Permit Fee
	50% of Building Permit Fee
	for Residential under \$100,000.00
	\$ 168 minimum
Approved Resubmittals and/or changes to approved plans, including deferred submittals	
In house	\$ 168 per hour, 1 hour minimum
Outside Consultant	Consultant's hourly fee plus 15%
Expedited Plan Check (first review in 3-5 days or less) (requires Chief Building Official approval of request, based upon applicant's demonstrated need for expedited review and staff workloads)	Full plan check fees plus 50% due at submittal of application; minimum \$500
<b>ENERGY CONSERVATION – To be paid with submittal of application</b>	
Review of Title 24 Energy conservation documentation (only if Title 24 is required for the project).	12.5% of Building Permit Fee
<b>ELECTRICAL, PLUMBING, MECHANICAL PERMITS</b>	
<b>When issued with Building Permit</b>	
Electrical	20% of Building Permit Fee
Plumbing	18% of Building Permit Fee
Mechanical	17% of Building Permit Fee
<b>When issued separately</b>	
Electrical, Plumbing or Mechanical	\$ 123 1% of construction valuation <sup>1</sup> minimum
<b>Photo Voltaic Solar Panel Building Permit Fees<sup>3</sup></b>	
Single family residences	\$ 250
Residential except single family residences	
Up to 15 kW	\$ 500
Over 15 kW	\$ 500 plus \$15 per kW over 15 kW.
All Other	
Up to 50 kW	\$ 1,000
Over 50 kW	\$ 1,000 plus \$7 per kW between 50 kW and 250 kW plus \$5 per kW over 250 kW

**City of Emeryville  
Master Fee Schedule  
Building Division**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
<b>Sewer Lateral Permit</b>	
Per Parcel, Administrative fee	\$ 190
Plus a fee for each new, repaired, replaced or abandoned lateral of:	\$ 488
or, plus a fee based on cost recovery for large or complex private sewer systems, or for inspections requiring overtime, as determined by the City Engineer	\$ 122 per hour \$ 183 overtime per hour
Verification Test (only), on an existing sewer lateral	\$ 122 per test
Traffic signal or street light conduit utility locate (as needed)	\$ 295
Sewer Lateral Performance Security	\$ 1,000
Plan Check for new sewer laterals	\$ 192
<b>SEWER CONNECTION</b>	
Residential Dwellings	\$ 1,321 per unit
All Others Uses	\$ 264 per plumbing trap
(Note: Credit given for removed traps when previous use is abandoned for less than one year)	
<b>STRONG MOTION INSTRUMENTATION PROGRAM (SMIP)<sup>2</sup></b>	
1 to 3 Story Residential	0.01% of construction valuation <sup>1</sup> \$ 0.50 minimum
All Other Construction	0.02% of construction valuation <sup>1</sup> \$ 0.50 minimum
<b>GRADING PERMIT</b>	
Grading Permit	1% of construction valuation <sup>1</sup>
Plan Review of Grading Permits	65% of Grading Permit Fee \$ 123 minimum
<b>MICROFILM and PHOTOCOPIES</b>	
Project Valuation to \$100,000.00	
8.5" x 14"	\$ 0.50 per page
Larger than 8.5" x 14"	\$ 1.00 per page
Project Valuation over \$100,000.00	1% of Building Permit Fee
<b>CONSTRUCTION WORK WITHOUT REQUIRED PERMITS</b>	
	5 times cost of the actual permit
<b>OTHER INSPECTIONS AND FEES</b>	
Building Inspection Requests after Business Hours (Business Hours: Monday-Friday 8:00am-4:00 pm) Minimum 2 hours weekday; 4 hours weekend.	\$ 135 per hour
Subsequent Re-inspections of work made necessary by faulty or incorrect work (CBO discretion; fee shall be paid prior to next inspection request)	\$ 123 each re-inspection
Certified Access Specialist Inspections (CASp)	
Inspections	\$ 143 per hour or consultant costs <sup>4</sup>
Inspection for Reconnection of Utilities	\$ 123 per request
Pre-Plan check prior to permit application (2 hr minimum)	\$ 168 per hour
Pre-Construction Meeting Consultation (2 hr minimum)	\$ 168 per hour
Alternate Methods and Materials Request	\$ 168 per hour
Certificate of Occupancy/Temporary Certificate of Occupancy Requests	\$ 256 per request
Gas/Electrical Meter Release	\$ 256 per request
Assigned Property/Business Address	\$ 123 per request
Plans Copy Request (except counter review)	\$ 123 per request

**City of Emeryville  
Master Fee Schedule  
Building Division**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
<b>FIRE DEPARTMENT FEES</b>	
Charge per current Fire Department Fee Schedule	
<b>SCHOOL FEES (effective June 1, 2008)<sup>2</sup></b>	
Commercial	\$ 0.47 per square foot
Residential (500 sq. ft. or more)	\$ 2.97 per square foot
Self Storage	\$ 0.07 per square foot
Live/Work	\$ 1.73 per square foot
<b>CALIFORNIA BUILDING STANDARDS COMMISSION FEES (effective January 1, 2009)<sup>2</sup></b>	
Permit valuation \$1 to \$25,000	\$ 1.00
Permit valuation \$25,001 to \$50,000	\$ 2.00
Permit valuation \$50,001 to \$75,000	\$ 3.00
Permit valuation \$75,001 to \$100,000	\$ 4.00
Permit valuation over \$100,000	\$ 1.00 per \$25,000 or fraction thereof

**Note: For any services requiring staff time or the time of city hired consultants,**

<b>Planning Staff</b> charged at	calculation of direct salary, fringe benefits plus 45.76% overhead rate
<b>Consultants [20]</b> charged at	Cost plus 10% administrative fee

This is referred to as "Charged per formula."

NOTE: Fees for the Building Division were not analyzed by NBS. All Calculations were completed by the City.

NOTE: Fees for Traffic Impact, Art in Public Places, or Bay/Shellmound Assessment District may apply<sup>2</sup>. For guidelines and calculations of these fees, consult the Building Division.

<sup>1</sup> Construction valuation shall be determined by the Chief Building Official, and shall be based on the valuation declared by the applicant, or on the most recent "Building Cost Index" published by Engineering News Record and adjusted for the San Francisco Bay Area, whichever is higher.

<sup>2</sup> These fees have been established by and are collected on behalf of other departments or agencies, are listed here for reference only, and are subject to change. Please consult Building Division to determine current fees.

<sup>3</sup> No other fees are charged for Photo Voltaic Solar Panels, except fees that are not controlled by the City, including but not limited to Strong Motion Instrumentation Program (SMIP), School Fees, and California Building Standards Commission Fees.

<sup>4</sup> Cost recovery for special cases requiring outside consultants

**City of Emeryville  
Master Fee Schedule  
Planning**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>	
<b><u>Publications, Document Charges</u></b>		
Maps: [19, 20]		
Set of 11 x 17 Zoning/General Plan maps	\$	10
Individual maps	\$	3
General Plan [19, 20]	\$	69
General Plan EIR (Per Photocopy Rate) [19, 20]	\$	0.10 Per photocopy rate
Park Avenue District Plan [19, 20]	\$	27
North Hollis Area Urban Design Program [19, 20]	\$	27
Planning Regulations [19, 20]	\$	35
Housing Element of the General Plan [19, 20]	\$	50
Stormwater Guidelines [19, 20]	\$	25
Parks and Recreation Strategic Plan [19, 20]	\$	69
Emeryville Design Guidelines [19, 20]	\$	69
Sustainable Transportation Plan [19, 20]	\$	15
Sustainable Transportation Background Report [19, 20]	\$	94
Pedestrian and Bicycle Plan [19, 20]	\$	104
Pedestrian and Bicycle Plan Appendices [19, 20]	\$	82
Photocopying, Per Page [17, 20]	\$	0.10
Faxing, Per Page [17, 20]	\$	0.10
<b><u>Sidewalk Café Permits (including Parklets)</u></b>		
Application Fee	\$	100
Annual Renewal Fee		No fee
Appeal to Planning Commission	\$	50
Appeal to City Council	\$	50
<b><u>Planning Fees</u></b>		
Notification Fee /Property Owner Mailing Lists charged for all applications requiring Planning Commission and/or City Council Review	\$	397 + charged per formula if excess of 1 hour
<b><u>Planning Commission Study Session [5]</u></b>	\$	2,000 Flat Rate
Note: Deposit to be credited to application fee if application submitted within one year.		
<b><u>General Plan Amendment [4]</u></b>	At cost, charged per formula	\$3,000 Deposit
<b><u>Rezoning [4]</u></b>	At cost, charged per formula	\$3,000 Deposit
<b><u>Development Agreement [4]</u></b>	At cost, charged per formula	\$3,000 Deposit
<b><u>Planned Unit Development [4]</u></b>		
Preliminary Development Plan	At cost, charged per formula	\$5,000 Deposit
Final Development Plan	At cost, charged per formula	\$3,000 Deposit
<b><u>Conditional Use Permits</u></b>		
Minor Conditional Use Permits - Flat Fee	\$	992
Major Conditional Use Permits - Deposit		
Residential, up to 3 units	At cost, charged per formula	\$2,000 Deposit
Demolition of significant or residential structure [4]	At cost, charged per formula	\$3,000 Deposit
All other [4]	At cost, charged per formula	\$3,000 Deposit

**City of Emeryville  
Master Fee Schedule  
Planning**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
<b><u>Temporary Use Permits</u></b>	\$ 500
<b><u>Exceptions to Standards</u></b>	\$ 992
<b><u>Variances [4]</u></b>	At cost, charged per formula \$1,000 Deposit
<b><u>Design Review, including Signs</u></b>	
Minor Design Review for Signs	\$ 794
Major Design Review for Signs	At cost, charged per formula \$1,000 Deposit
Master Sign Programs [4]	At cost, charged per formula \$2,000 Deposit
Individual signs under Master Sign Programs	\$ 397 zoning compliance review
All Other Minor Design Review:	\$ 794
All Other Major Design Review [4]	At cost, charged per formula \$3,000 Deposit
<b><u>Construction Work, Sign Installation and/or Commencement of Use Without Required Planning Permits or Approvals [20]</u></b>	5 times cost of actual permit/approval
<b><u>Tree Removal Permits [6]</u></b>	
	At cost, charged per formula \$2,000 Deposit
Not in conjunction with other planning permits (Other related fees from Public Works Master Fee Schedule may apply)	
<b><u>Subdivisions</u></b>	
Major Subdivisions, including residential condominium conversions [9,12]	At cost, charged per formula \$3,000 Deposit plus cost of any technical assistance such as engineer's review
Minor Subdivisions, including residential condominium conversions	\$ 992
Lot Line Adjustments	\$ 992
Parcel Mergers	\$ 992
Certificate of Compliance	\$ 992
Covenant of Easement [9,24]	At cost, charged per formula \$2,000 Deposit
<b><u>Assessment District Apportionment</u></b> <i>(Required for lot configuration changes for parcels in the West Emeryville, Bay Shellmound or East Baybridge Assessment Districts.)</i>	
Lot Line Adjustments/Parcel Map Waivers	\$ 343
Major/Minor Subdivisions (10 parcels or less)	\$ 1,370
Major/Minor Subdivisions (more than 10 parcels)	\$ 3,425 Plus \$25 Per Parcel Over 20 Parcels

**City of Emeryville  
Master Fee Schedule  
Planning**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>	
<b>Environmental Review</b>		
Preparation of Negative Declaration [9,23]	At cost, charged per formula	\$15,000 deposit
Environmental Impact Report [9,23]	At cost, charged per formula	\$30,000 deposit
Preparation of Notice of Determination [22]	\$	86
<b>Filing Fees Required by State Department of Fish &amp; Game (Effective 7/20/2016) [14,20]</b>		
Negative Declaration [2, 20]	\$	2,181
Environmental Impact Report (EIR) [2, 20]	\$	3,030
<b>Administrative Fees [21]</b>		
Appeals		
to Planning Commission	\$	100
to City Council	\$	200
Time Extensions (Permit Applications)		
If Granted Administratively	\$	343
If Planning Commission or City Council consideration is required	At cost, charged per formula	
Zoning Compliance Review		
Building Permit Sign-Off		No fee
Business License Sign-Off, including Home Occupations and Live/Work Unit Occupancy		No fee
All Other, Including Zoning Compliance or Code Interpretation [10]	\$	397
Amendments to conditions of approval by Planning Commission or City Council		
Any project that was originally flat fee (ie major use permits, residential up to 3 units, individual signs)	\$	992
Any project that was originally cost recovery (ie items to do not fall in a previous fee) [4]	At cost, charged per formula	\$1,000 Deposit
Request for Waiver of construction noise hours by City Council	\$	1,200
<b>In Lieu Fees [3, 15, 20]</b>		
Open Space, pursuant to EMC Section 9-4.303(a)(3)b	\$	200 Per square foot of required open space not provided
Parking, pursuant to EMC Section 9-4.407(d)	\$	7,500 Per required parking space not provided

**Note: For any services requiring staff time or the time of city hired consultants, charges will be**

<b>Planning Staff</b>	charged at	calculation of direct salary, fringe benefits plus 45.76% overhead rate
<b>Consultants [20]</b>	charged at	Cost plus 10% administrative fee

**This is referred to as "Charged per formula."**

**City of Emeryville  
Master Fee Schedule  
Planning**

**Effective July 19, 2016**

**DESCRIPTION****FEE****NOTES**

- [1] The cost of processing applications includes all direct personnel costs in all appropriate departments including Planning & Building, Economic Development and Housing Public Works, Fire and Police. Personnel costs include actual salary plus fringe benefits and indirect overhead.
- [2] All applications that are charged on a cost recovery basis require an initial deposit to be paid at the time of filing. If the costs incurred in processing an application exceed this deposit, the City will bill the applicant for this additional amount, except for charges that are less than \$25. Likewise, if the deposit exceeds the costs, the balance will be refunded to the applicant.
- [3] An assessment District Apportionment is required for lot configuration changes for parcels in West Emeryville, Bay Shellmound or the East Bay Bridge Assessment Districts.
- [4] If more than one application is being filed, such as a conditional use permit and design review, the deposits will be combined, with the applications processed concurrently at cost.
- [5] Filing fees required by the State Department of Fish & Game are established by the State of California, are listed here for reference only, and are subject to change. Please consult State Department of Fish & Game to determine current fees.
- [6] Dictated by State Law
- [7] Updated at Beginning of Each CY
- [8] As Instructed by Council at 5/6/14 Meeting
- [9] For any services requiring staff time or the time of city hired consultants, charges for: Planning Staff charged at calculation of direct salary, fringe benefits plus 45.76% overhead rate; Consultants charged at cost plus 10% administrative fee. This is referred to as a "Charged Per Formula."
- [10] Deposit to be credited to application fee if application submitted within one year.
- [11] Other related fees from Public Works Master Fee Schedule may apply
- [12] Cost of any technical assistance such as engineer's review
- [13] Charged to applicants requesting recording of lot line adjustments, parcel maps, parcel map waivers and final maps within the City of Emeryville
- [14] Effective 7/20/2016
- [15] Letter, Secondary Residential Units, and Individual Signs Under Master Sign Programs
- [16] Final Sign off by Planning staff of Building Plan review/inspection included in planning application deposit
- [17] CA Government Code §6253. "A common standard that is viewed as legally defensible is 10 cents per page."
- [18] Revenues sourced [FY1718 Revenue Worksheet - CD]
- [19] all maps are available on website and can be downloaded for free. If the city charges the current fee is cost for duplication. Will charge the public the actual cost to the city.
- [20] Not analyzed by NBS
- [21] Per City Council Resolution, cost must not change
- [22] Applicant expected to file with county and pay county cost and fish and game fee
- [23] initial study included in deposit level when needed
- [24] requires planning commission approval
- [25] Overhead Rate charged at 45.76% derived from the City's Cost Allocation Plan

**City of Emeryville  
Master Fee Schedule  
City Manager & City Clerk**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
Photocopying, One Sided [1, 5] (Including all municipal codes, agendas, packets, resolutions, etc.)	\$ 0.10 per page
Photocopying, double sided [1, 5] (Including all municipal codes, agendas, packets, resolutions, etc.)	\$ 0.20
Financial Disclosure Retrieval Fee (For Documents over 5 years old) per carton [3]	\$ 5
Specialized Retrieval of Document (writing software) [5]	Actual Cost
<b>DVD/Audiotape copy of City Council/Agency/Planning Commission or Advisory Body Meeting</b>	
Normal Delivery Per Meeting	\$ 10
Rush Delivery (Within 3 working days) Additional Charge Per Meeting	\$ 15
Electronic Data Record Request - Existing File [5] Per Disk	Cost of materials
Electronic Data Record Request - Non-existing file [5] Per Disk	Cost of materials and staff time to prod
<b>Measure C</b>	
Annual Permit Fee For all City staff and/or consultant time expended to determine Large Hotel compliance with Measure C in connection with issuance of annual permit by City of Emeryville. [5]	At cost, \$5,944 Deposit in the event charged per formula the City undertakes an audit
City Administrative Fee for Admin of Consultant hired Projects	\$ 108 per hour
City Clerk Hourly Rate	\$ 108 per hour

**Note: For any services or permits requiring staff time or the time of City hired consultants, charges will be as follows, which is referred to above as "charged per formula":**

<b>City Staff [4]</b>	charged at	the calculated hourly rate of their direct salary and fringe benefits, plus 45.76% for overhead
<b>Consultants [2,5]</b>	charged at	City's cost plus a 10% administrative fee

**Notes**

---

[1] CA Government Code §6253. "A common standard that is viewed is legally defensible is 10 cents per page."  
 [2] For any services or permits requiring staff time or the time of City hired consultants, charges will be as follows, which is referred to above as "charged per formula": City's cost plus a 10% administrative fee - Not Analyzed by NBS  
 [3] Set by the State at a maximum of \$5  
 [4] Overhead Rate charged at 45.76% derived from the City's Cost Allocation Plan  
 [5] Not analyzed by NBS

**City of Emeryville  
Master Fee Schedule  
Economic Dev & Housing**

**Effective July 19, 2016**

<u>DESCRIPTION</u>	<u>FEE</u>
Loan Subordination Fee	\$ 400
Loan Origination Fee	\$ 400
Income Verification Fee	\$ -
 <b>Publications</b>	
1987 Shellmound Park Redevelopment Plan [7]	see photocopying fee
1987 Shellmound Park Agency's Final Report, Section 33352 [7]	see photocopying fee
1987 Shellmound Park Final EIR [7]	see photocopying fee
1976 Redevelopment Plan [7]	see photocopying fee
Housing Element [7]	see photocopying fee
Urban Design Plan-San Pablo Avenue [7]	see photocopying fee
 <b>Program Fees</b>	
City regulatory oversight and Technical review/assistance by Site Manager	Certain applicants request hazardous materials oversight pursuant to the MOU. The regulatory agencies occasionally request the City assistance in reviewing and/or monitoring response actions on their behalf. In either of these instances, the City's Site Manager will conduct certain activities, conditionally approve actions, subject to the approval of the regulatory agency(ies). [1]  At cost, charged \$517 Minimum Deposit per formula
Capital Improvement Credit Fee [2]	\$ 400
Rental Monitoring Fee [5]	At cost, charged \$5,000 minimum deposit per formula
Below Market Rate Resale Fee	\$ 400
Below Market Rate Inspection Fee [4]	At cost, charged \$500 minimum deposit per formula
Loan Payoff Fee	\$ 100
Below Market Rate Inspection (after first 2)	\$ 100 Per hour
Economic Housing and Development Hourly rate	\$ 207 Per hour

**Note: For any services requiring staff time or the time of city hired consultants, charges will be**

<b>Econ Dev Staff</b>	charged at	calculation of direct salary, fringe benefits plus 45.76% overhead rate
<b>Consultants [7]</b>	charged at	Cost plus 10% administrative fee

**This is referred to as "Charged per formula."**

**[Notes]**

[1] Certain applicants request hazardous materials oversight pursuant to the MOU. The regulatory agencies occasionally request the City assistance in reviewing and/or monitoring response actions on their behalf. In either of these instances, the City's Site Manager will conduct certain activities, conditionally approve actions, subject to the approval of the regulatory agency(is).

[2] Process consists of 1) reviewing invoices and proof of payment, and 2) depreciating, if necessary.

[3] Revenue Sourced [FY15 Revenue Details 9.8.15]

[4] Includes 2 inspections

[5] The affordability agreements do not allow for increases.

[6] Overhead Rate charged at 45.76% derived from the City's Cost Allocation Plan

[7] Not analyzed by NBS

**City of Emeryville  
Master Fee Schedule  
Finance**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
Photocopying, Per Page [1]	\$ 0.10
<b>Miscellaneous Fees</b>	
Ordinances administered by Finance Division [6]	no charge
Returned check fee [7]	
1st check	\$ 25
2nd and each subsequent check	\$ 35
<b>Program Fees</b>	
<u>Business License Processing</u>	
New Business License [6]	\$ 57
Annual Business License renewal [6]	\$ 10
<u>Preferential Parking Permit Program</u>	
Annual Permit [2, 6]	\$ 50 per vehicle
Annual permit for low income household [2,6]	\$ 25 per vehicle
Maximum of 3 annual permits per residential address	
Maximum of 1 annual permit per business address	
Visitor's Permit-One Day [3,6]	\$ 3
Maximum of 10 per household per year	
Visitor's Permit-Two Weeks [4,6]	\$ 25
Maximum of 2 per household per year	
Visitor's Permit-52 week [5,6]	\$ 150
Maximum of one per year per household or business.	

Permit year is September 1 to August 31.

**Note: For any services requiring staff time or the time of city hired consultants, charges will be as follows:**

<b>Finance Staff</b>	charged at	calculation of direct salary, fringe benefits plus 45.76% overhead rate
<b>Consultants [9]</b>	charged at	Cost plus 10% administrative fee

**This is referred to as "Charged per formula."**

- [Notes]**
- [1] CA Government Code §6253. "A common standard that is viewed is legally defensible is 10 cents per page."
  - [2] Minimum of 3 annual permits per residential address. Maximum of 1 annual permit per business address.
  - [3] Maximum of 10 per household per year, permit year is September 1 to August 31
  - [4] Maximum of 2 per household per year, permit year is September 1 to August 31
  - [5] Maximum of 1 per household or business per year, permit year is September 1 to August 31
  - [6] Placeholder for Master Fee Schedule; Not included in the NBS cost analysis
  - [7] Per CA Civil Code; 1st NSF Check is limited to \$25 fee; each subsequent NSF check is limited to \$35 fee
  - [8] Overhead Rate charged at 45.76% derived from the City's Cost Allocation Plan
  - [9] Not analyzed by NBS

**City of Emeryville  
Master Fee Schedule  
Fire Department**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
<b>REPORT AND DOCUMENT REPRODUCTION</b>	
<b>BICYCLE LICENSE</b>	\$ 10
<b>INSPECTIONS</b>	
Fire Prevention Safety Inspection of Businesses for compliance with Fire Code; Annual Fire Sprinkler Test Inspection.	
Re-Inspection, if required - Prevention Specific	
Reinspection, all deficiencies corrected	\$ 106 Per hour, minimum charge of 1/2 hr.
Reinspection, deficiencies remaining	\$ 106 Per hour, minimum charge of 1/2 hr.
Special Inspections or Research	
during regular business hours	\$ 211 Per hour, minimum charge of 1/2 hr.
scheduled outside of regular business hours	\$ 211 Per hour, minimum charge of 1/2 hr.
Fire Safety Inspection	
Fire prevention annual inspection	\$ 106 Per hour, minimum charge of 1/2 hr.
Engine Company Inspections - Minor [1]	\$ 327 Per hour, minimum charge of 1/2 hr.
Engine Company Inspections - Major [1]	\$ 327 Per hour, minimum charge of 1/2 hr.
Special Inspections - Prevention [1]	\$ 106 Per hour, minimum charge of 1/2 hr.
Special Inspections - Suppression [1]	\$ 327 Per hour, minimum charge of 1/2 hr.
<b>PERMITS</b>	
Fire code permits (Tents, haunted houses, carnival or fair, etc.)	\$ 106 Per hour, minimum charge of 1/2 hr.
<b>OTHER FEES</b>	
Fire Personnel Costs Per Hour:	\$ 106 Per hour, minimum charge of 1/2 hr.
Fire Equipment Costs Per Hour, to be charged in the following situations:	
a) Commercial stand by services provided upon request [6]	
b) Response to Hazardous material release [6]	
c) Response to chronic false alarms [6]	
d) Recovery for Emergency Response Expenses [6]	
under Code& Sections 53150-53158	
to a maximum of \$1,000	
Engine Company (3 persons)	
Regular Duty Company	\$ 327 Staff per hour plus equipment cost
Special Duty Company	\$ 327 Staff per hour plus equipment cost
Aerial Truck (one person)	\$ 106 Staff per hour plus equipment cost
Staff Vehicle (one person)	\$ 106 Staff per hour plus equipment cost
First Responder Fee [1]	\$ 109
All consumable materials used in emergency incidents to be reimbursed at cost plus 30% restocking charge.	

**City of Emeryville  
Master Fee Schedule  
Fire Department**

Effective July 19, 2016

**DESCRIPTION**

**FEE**

**PLAN REVIEW**

Review of construction, rehabilitation or remodeling plans for occupancies under the jurisdiction of the State Fire Marshall. [5,6] (collected by Planning and Building Department)	35% of Building Permit Fee
--	----------------------------

**PLAN REVIEW and PERMIT FEES for FIRE SUPPRESSION EQUIPMENT**

Plan review fee for submitting plans and specifications for review - Base Fee	65% of permit fee (for installation of the equipment)
Additional plan review and/or inspection required by changes, additions, or revisions to approved plans. (Per hr and 1 hr minimum)	\$ 106 Per hour
Permit for installation of Fire Suppression Equipment [6] (Including sprinklers, alarm systems, smoke detection systems)	\$ 123 1% of the total valuation Minimum

**PLANNING AND TRAINING PROGRAMS**

Emergency Preparedness Planning	
Private Business--Employee Training	\$ 48 per hour + Materials
Public/Non Profit Organization--Employee Training	\$ 48 per hour + Materials
CPR Training and First Aid Training, 5 student minimum Non-Certified	\$ 48 per hour
Emergency Preparedness Supplies and Equipment [6]	At cost

**Note: For any services requiring staff time or the time of city hired consultants, charges will be as follows:**

<b>Fire Staff</b>	charged at	calculation of direct salary, fringe benefits plus 45.76% overhead rate
<b>Consultants [6]</b>	charged at	Cost plus 10% administrative fee

**This is referred to as "Charged per formula."**

**[Notes]**

- [1] 3 person crew assumed one hour each
- [2] 3 person crew assumed 20 minutes each
- [3] Revenue sourced [FY1718 RevWorksheet-Fire]  
Emeryville is not a CUPA agency, it cannot bill for cost recovery associated with HazMat calls. Non-CUPA agency HM billing is handled by County Environmental Health for all locations with HM business plan (HMBP), HW generators, tiered permitting, aboveground petroleum storage, underground storage tanks and California accidental release prevention (CalARP).
- [4]
- [5] Per County request fee remains a percentage based fee, not analyzed by NBS
- [6] Not analyzed by NBS
- [7] Overhead Rate charged at 45.76% derived from the City's Cost Allocation Plan

**City of Emeryville  
Master Fee Schedule  
Police Department**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
<b>Report &amp; Document Reproduction</b>	
Citizen Request, Per Page [12, 16]	\$ 0.10
Crime/Accident Report-Insurance Company, Per Page [12, 16]	\$ 0.10
Computer Generated Report from Police Department CAD/Records Management System, Per Page [2,12, 16]	\$ 0.10
Faxing, Per Page [12, 16]	\$ 0.10
<b>Identification Services</b>	
Fingerprinting	\$ 157
DVD Copy of Communications Voice Tapes	\$ 157
Vehicle Release Certificate Fee [5] (Except recovered/stolen vehicle)	\$ 83
Stolen vehicle release	\$ 157
<b>Permit &amp; Application Fees</b>	
Alarm Application Fees (Commercial Alarms only) [6] one time initial fee	\$ 157
Cabaret Permit Annual Application Fee [7] (Due, each December 1st)	\$ 1,379
One Day Cabaret Permit	\$ 827
One Day Dance Hall Permit	\$ 552
Bingo Game Permit	\$ 414
Card Room Fees:	
Card Room Annual License Application [7] (Due, each December 1st)	\$ 2,758
Card Room Employee Permit	
1. Application Fee	\$ 373
2. Renewal Fee	\$ 138
3. Replacement/Change Card Room	\$ 138
Taxicab Drivers' Permit Fees	
1. Application Fee	\$ 157
2. Application Renewal Fee	\$ 157
3. Driver's Identification Card Replacement Fee	\$ 78
Fleet Management Permit Fees	
1. Application Fee	\$ 314
Management Permit Application	\$ 314
Vehicle Permit Fees	
1. Application Fee	\$ 78
by other cities)	\$ 47
3. Vehicle Replacement Card Fee	\$ 39

**City of Emeryville  
Master Fee Schedule  
Police Department**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>	
Peddler - Vendor - Catering Truck Permit Fees		
1. Application Fee	\$ 276	
2. Renewal Fee	\$ 276	
3. Replacement Fee	\$ 83	
Massage Parlor and Massage Establishment Charges [8]:		
Annual Permit Application, due each December 1st	\$ 1,141	
Massage Establishment Fee:		
Annual Permit Application, due each December 1st	\$ 540	
Employee Permits		
Annual Employee Permit [3,4]		
(Applies to both Massage Parlors and Massage Practitioners)		
(Due each October 1st for renewal by January 1st. Valid on a calendar year basis.)		
1. Application Fee	\$ 433	
2. Renewal Fee	\$ 433	
3. Replacement Fee	\$ 47	
Dog License Fee		
For One Year - Not Spayed/Neutered	\$ 20	
For Three Years - Not Spayed/Neutered	\$ 30	
For One Year - Spayed/Neutered	\$ 10	
For Three Years - Spayed/Neutered	\$ 15	
For One Year - Seniors (55+) - Not Spayed/Neutered	\$ 5	
For Three Years - Seniors (55+) - Not Spayed/Neutered	\$ 10	
For One Year - Seniors (55+) - Spayed/Neutered	\$ 2.50	
For Three Years - Seniors (55+) - Spayed/Neutered	\$ 5	
Application for Concealed Weapon Permit, Police Investigation:		
1. Background Investigation	\$ 784	Penal Code Sec.22190 (b)(1) & (f)(1)
2. Psychological Examination, if contracted by City	\$ 627	Penal Code Sec.22190 (b)(1) & (f)(1)
3. Range Certification	\$ 2,758	
Application for Firearm Dealer Permit		
Background Investigation	\$ 1,379	
Emergency Response Expenses (Alcohol/Drug Related)		
Arrest Only	\$ 1,379	
Arrest With Accident Investigation	\$ 1,930	
Police Department Personnel Costs for Short Term Encroachments, Special	\$ 276	
Short Term Encroachment Permit	\$ 276	
Personnel Services [9,10]	\$ 157	
Medical marijuana delivery permit - new or renewal [14]	\$ 1,081	
Firearms Storage Fee [17]	\$ 470	
Police Non-Sworn Hourly Rate	\$ 157	
Police Sworn Hourly Rate	\$ 276	

**City of Emeryville  
Master Fee Schedule  
Police Department**

Effective July 19, 2016

**DESCRIPTION**

**FEE**

<b>Note: For any services requiring staff time or the time of city hired consultants, charges will be</b>		
<b>Police Staff</b>	charged at	calculation of direct salary, fringe benefits plus 45.76% overhead rate
<b>Consultants [16]</b>	charged at	Cost plus 10% administrative fee
<b>This is referred to as "Charged per formula."</b>		

**[Notes]**

- [1] For any services requiring staff time or the time of city hired consultants, charges for:
- [2] Department CAD/Records Management System, Per Page
- [3] Applies to both Massage Parlors and Massage Practitioners
- [4] Due each October 1st for renewal by January 1st. Valid on a calendar year basis.
- [5] Except recovered/stolen vehicle
- [6] one time initial fee
- [7] Due, each December 1st
- [8] one business grandfathered
- [9] overhead
- [10] Consultants - Cost plus 10% administrative fee
- [11] Source document from client "master fee shcedule.xlsx"
- [12] CA Government Code §6253. "A common standard that is viewed is legally defensible is
- [13] Revenue Sourced [FY1718 Revenue Worksheet-PD]
- [14] In accordance with City Ordinance 16-004
- [15] Overhead Rate charged at 45.76% derived from the City's Cost Allocation Plan
- [16] Not analyzed by NBS
- [17] California Family Code 6389 and Penal Code 33880(a)

**City of Emeryville  
Master Fee Schedule  
Public Works**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
<b>PERMITS/LICENSES</b>	
<u>Encroachment Permits</u>	
Application Fee	\$ 184
Plan Check [9,16]	\$ 246
"No Parking" signs (each)	\$ 31 plus cost of signs
Encroachment Permit Performance Security [1,7,30]	\$ 1,000 or \$10,000 bond or as provided in Encroachment Agreement
Encroachment Permit Inspection Fee (2 hr minimum) [7,22,24,30]	\$ 244
Encroachment Permit Inspection Fee (Cost Recovery) [7,22,24]	\$ 122 per hour
Long Term Encroachment Permit (beyond 30 days) [2,7,30]	\$ 115 Per month after initial 30 days
Final inspection for certificate of occupancy [17,]	\$ 368
Encroachment Agreements [18]	\$ 491
Discharge of Ground Water into Sanitary Sewer [10, 28] Plus \$1.25 per \$100 cf of discharge based on City Ordinance	\$ 246
<u>Private Development Projects</u>	
Site Improvement Plan Check (Engineering) - Small [3,5,9]	\$ 737
Site Improvement Plan Check (Engineering) - Large [21,22]	\$ 123 Per Hour
Grading and Demolition Permits [9]	Charge Per Current Building Permit Fee Schedule.
Trash Plan Review [12]	\$ 491
Construction and Demolition Waste Management Plan review [19]	\$ 368
Green Halo Systems C&D Waste Management [11]	\$ 123
SWPPP Inspection on Private Developments [3,4,5]	\$ 614
Trash Plan Inspection [9]	\$ 246
Site Improvements Inspection [7,22,24,30]	\$ 122
<u>Subdivisions</u>	
Lot Line Adjustment Plan Check and Certificate of Compliance [9]	\$ 614
Parcel Map Plan Check [9]	\$ 614
Tentative Map Plan Check	\$ 123 Per Hour
Final Map Plan Check [9]	\$ 982
Plat and Legal Description Plan Check	\$ 246
Digital Basemap Processing Fee [6,8]	\$ 123

**City of Emeryville  
Master Fee Schedule  
Public Works**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
<u>Stormwater</u>	
Storm water Permit Application Fee [20]	\$ 184
Storm water Permit C3 Plan Check [21,22]	\$ 246 Deposit
Plus Actual Consultant Costs [7,24,30]	At Cost Charged per Formula
Storm water Permit C3 Inspection [7,22,24,30]	\$ 111 Per Hour
Storm water C10 Plan Check [9]	\$ 123
Storm water Maintenance Agreement Review	\$ 368
Maintenance Agreement Recording at County	\$ 123
Storm water C3 O & M Inspections [7,21,22,26,30]	At Cost Charged per Formula
Commercial / Industrial Storm water Inspections [7,21,22,26,30]	At Cost Charged per Formula
<u>Sign Permit</u>	
Application fee	\$ 184
Annual permit Renewal Fee	\$ 123
<u>Arborist</u>	
Arborist Valuation Report for one (1) tree [7, 21, 22, 27,30] Included site visit and report	\$ 220 first tree
Valuation of additional tree(s) [7, 21, 22, 27,30] Same property, same report	\$ 55 per additional tree
Street tree soil investigation and planting report from consulting arborist [7,21,22,27]	\$ 110
<b>OTHER/MISCELLANEOUS</b>	
Memorial bench with plaque (new bench) [23] (plus cost to purchase and install bench and plaque	\$ 491
Memorial bench with plaque (existing bench) [23]	\$ 246

**City of Emeryville  
Master Fee Schedule  
Public Works**

Effective July 19, 2016

<b>DESCRIPTION</b>	<b>FEE</b>
<b>Note: For any services requiring staff time or the time of city hired consultants, charges will be</b>	
<b>Public Works Staff</b> charged at	calculation of direct salary, fringe benefits plus 45.76% overhead rate
<b>Consultants</b> charged at	Cost plus 10% admin fee
<b>This is referred to as "Charged per formula."</b>	

**[Notes]**

- [1] Or \$10,000 Bond or as required by Encroachment Agreement
- [2] Per Month After Initial 30 Days
- [3] Calculation of direct salary, fringe benefits and departmental & citywide overhead
- [4] Requiring City Oversight for Review of Improvement Plans and Inspections
- [5] Deposit of Estimated Charges to be Paid at Application/Permit Issuance
- [6] Charged to applicants requesting recording of lot line adjustment's, parcel maps, parcel map waivers and final maps within the City
- [7] Placeholder for MFS; not included in cost analysis
- [8] plus actual cost of County recording fee
- [9] 1 check, 1 re-check
- [10] 2 check, 1 re-check, post check
- [11] 1 pre-check, 1 post-check
- [12] 1 meeting with Architect, 1 check and 1 recheck
- [13] Includes site visit and report
- [14] Revenue Sourced [FY15 Revenue Details 9.8.15]
- [15] Volume of activity, labor time sourced from "PW\_COS-040116 mk edit.xlsx"
- [16] Excludes private development
- [17] Includes two site visits
- [18] Plus City Attorney Time
- [19] 1 check, 1 re-check, 1 post check
- [20] 1 check for completeness
- [21] Actual cost of consulting inspector
- [22] Plus actual cost of City Staff Time
- [23] Plus actual costs to purchase bench, plaque and contractor installation
- [24] Rate for consultant PW Inspector
- [25] Rate for consultant plan check engineer
- [26] Rate for consultant inspection
- [27] Consulting Cost \$200 per tree
- [28] Plus \$1.25 per 100cf of discharge based on City Ordinance
- [29] Overhead Rate charged at 45.76% derived from the City's Cost Allocation Plan
- [30] Not analyzed by NBS

**City of Emeryville  
Master Fee Schedule  
Child Development Center**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
Application Fee (applied against first month's tuition upon approval)	\$ 50
<b>Non-Subsidized Fees: (Full Cost)</b>	
	<b>Monthly Fee*</b>
Infants (4 mos to 18 mos) Resident	\$ 1,676 Per Month
Infants (4 mos to 18 mos) Non-Resident	\$ 1,862 Per Month
Toddler (18 mos to 36 mos) Resident	\$ 1,523 Per Month
Toddler (18 mos to 36 mos) Non- Resident	\$ 1,694 Per Month
Pre-Schooler (3-5 Years Old), Resident	\$ 1,220 Per Month
Pre-Schooler (3-5 Years Old), Non-Resident	\$ 1,354 Per Month

\* Monthly Fee is a flat amount per month. There are no fee reductions for City observed holidays, recesses or for time away due to illness or vacation. There is a 10% sibling discount applicable on the lowest paid tuition.

**State Subsidized Co-Pay Fees:**

Children who participate in the State Subsidy Program pay fees between \$1.00 and \$17.75 per day based on annual household income and number of family members as determined by the State of California Department of Education.

**Other Charges**

Center provided diapers	\$1 each
Late pickup of child	\$1 per minute - first late pickup per minute - each late pick up after the first
Late pickup of child	\$2
Late payment of tuition. (Tuition is due on or before the 1st of the Month)	\$3 per day, not to exceed \$50
<b>Photocopying at CDC, Per Page</b>	<b>\$ 0.10</b>

**Note: For any services requiring staff time or the time of city hired consultants, charges will be as follows:**

<b>CDC Staff</b>	charged at	calculation of direct salary, fringe benefits plus 45.76% overhead rate
<b>Consultants [3]</b>	charged at	Cost plus 10% administrative fee

**This is referred to as "Charged per formula."**

**NOTE:**

[1] Fees for the Child Development Center were not analyzed by NBS. All Calculations were completed by the City.

[2] Overhead Rate charged at 45.76% derived from the City's Cost Allocation Plan

[3] Not analyzed by NBS

**City of Emeryville  
Master Fee Schedule  
Community Services**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>	
<b>Community Events Permit</b>		
Community Event Permit, Application Fee, Resident	\$	40 per application
Community Event Permit, Application Fee, Non-Profit	\$	60 per application
Community Event Permit, Application Fee, Non-Resident	\$	100 per application
Community Event Permit, Security Deposit	\$	0-1,000 per permit
<b>Park Rental Fees for Picnic Areas</b>		
Park Rental Application Fee, Resident	\$	5 per application
Park Rental Application Fee, Non-Profit	\$	7 per application
Park Rental Application Fee, Non-Resident	\$	10 per application
Marina Park, Site A or E, 49 People or Less, Resident	\$	20 per hour
Marina Park, Site A or E, 49 People or Less, Non-Profit	\$	40 per hour
Marina Park, Site A or E, 49 People or Less, Non-Resident	\$	50 per hour
Marina Park, Site A or E, 50 People or More, Resident	\$	40 per hour
Marina Park, Site A or E, 50 People or More, Non-Profit	\$	60 per hour
Marina Park, Site A or E, 50 People or More, Non-Resident	\$	100 per hour
Marina Park, Site B, C, or D, Resident	\$	10 per hour
Marina Park, Site B, C, or D, Non-Profit	\$	20 per hour
Marina Park, Site B, C, or D, Non-Resident	\$	30 per hour
Doyle-Hollis Park, Sites A/B, Resident	\$	30 per hour
Doyle-Hollis Park, Sites A/B, Non-Profit	\$	50 per hour
Doyle-Hollis Park, Sites A/B, Non-Resident	\$	80 per hour
Doyle-Hollis Park, Site C, Resident	\$	40 per hour
Doyle-Hollis Park, Site C, Non-Profit	\$	60 per hour
Doyle-Hollis Park, Site C, Non-Resident	\$	90 per hour
Doyle-Hollis Park, Site D, Resident	\$	50 per hour
Doyle-Hollis Park, Site D Non-Profit	\$	75 per hour
Doyle-Hollis Park, Site D, Non-Resident	\$	100 per hour
All Other Parks, Resident	\$	5 per day
All Other Parks, Non-Profit	\$	10 per day
All Other Parks, Non-Resident	\$	15 per day
Bounce House Use Fee - All Facilities, Resident	\$	10 per rental
Bounce House Use Fee - All Facilities, Non-Profit	\$	15 per rental
Bounce House Use Fee - All Facilities, Non-Resident	\$	20 per rental
Alcohol Use Fee - All Facilities, 49 People or Less, Resident	\$	20 per rental
Alcohol Use Fee - All Facilities, 49 People or Less, Non-Profit	\$	30 per rental
Alcohol Use Fee - All Facilities, 49 People or Less, Non-Resident	\$	40 per rental
Alcohol Use Fee - All Facilities, 50 People or More, Resident	\$	40 per rental
Alcohol Use Fee - All Facilities, 50 People or More, Non-Profit	\$	50 per rental
Alcohol Use Fee - All Facilities, 50 People or More, Non-Resident	\$	60 per rental
Deposit for Park Rentals	\$	0-50 per rental

**City of Emeryville  
Master Fee Schedule  
Community Services**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>	
<b>ECCL School Gym, Pool, and Field Rental Fees *</b>		
ECCL Rental Application Fee, Resident (per application)	\$	20 per application
ECCL Rental Application Fee, Non-Profit (per application)	\$	30 per application
ECCL Rental Application Fee, Non-Resident (per application)	\$	40 per application
ECCL Gym Rental Fee, Resident (M-TH)	\$	24 per hour
ECCL Gym Rental Fee, Non-Profit and Youth Group (M-TH)	\$	49 per hour
ECCL Gym Rental Fee, Non-Resident (M-TH)	\$	44 per hour
ECCL Gym Rental Fee, Resident (Fri - Sun)	\$	44 per hour
ECCL Gym Rental Fee, Non-Profit and Youth Group (Fri - Sun)	\$	69 per hour
ECCL Gym Rental Fee, Non-Resident (Fri - Sun)	\$	64 per hour
ECCL Gym Rental Preparation Fee	\$30-1,000	per rental
ECCL Gym Rental Deposit	\$150-1,000	per rental
ECCL Athletic Field Rental Fee, Resident	\$	4 per hour
ECCL Athletic Field Rental Fee, Non-Profit and Youth Group	\$	24 per hour
ECCL Athletic Field Rental Fee, Non-Resident	\$	34 per hour
ECCL Athletic Field Rental Preparation Fee	\$ 30-1,000	per rental
ECCL Athletic Field Rental Deposit	\$ 150-1,000	per rental
ECCL Swimming Pool Rental Fee (1-50 People), Resident	\$	34 per hour
ECCL Swimming Pool Rental Fee (1-50 People), Non-Profit	\$	59 per hour
ECCL Swimming Pool Rental Fee (1-50 People), Non-Resident	\$	84 per hour
ECCL Swimming Pool Rental Fee - Each Additional 1-25 People Per Rental/Hour	\$	20 per hour
ECCL Swimming Pool Rental Preparation Fee (per rental)	\$ 30-1,000	per rental
ECCL Swimming Pool Rental Deposit (per rental)	\$ 150-1,000	per rental
ECCL "Recreation Swim Party Area Rental", Resident	\$	35 per rental
ECCL "Recreation Swim Party Area Rental", Non-Profit	\$	40 per rental
ECCL "Recreation Swim Party Area Rental", Non-Resident	\$	45 per rental
ECCL Building C Rental Fee Resident	\$	100 per hour
ECCL Building C Rental Fee Non-Profit	\$	125 per hour
ECCL Building C Rental Fee Non-Resident	\$	150 per hour
* ECCL Cleaning Fee [4]	Market Rate	
* ECCL LG/Facility Attendant [4]	\$	16
<b>ECCL Teen Center</b>		
ECCL Teen Center Resident	\$	24 per hour
ECCL Teen Center Non-Profit	\$	49 per hour
ECCL Teen Center Non-Resident	\$	54 per hour
<b>ECCL Classrooms</b>		
ECCL Classrooms Resident	\$	24 per hour
ECCL Classrooms Non-Profit	\$	34 per hour
ECCL Classrooms Non-Resident	\$	39 per hour
<b>City of Emeryville Indoor Facility Rental Prices</b>		
City Indoor Facilities Rental Application Fee, Resident	\$	20 per application
City Indoor Facilities Application Fee, Non-Profit	\$	30 per application
City Indoor Facilities Application Fee, Non-Resident	\$	40 per application
<b>Bridgecourt Room</b>		
Bridgecourt Room Rental Fee, Resident	\$	40 per hour
Bridgecourt Room Rental Fee, Non-Profit	\$	50 per hour
Bridgecourt Room Rental Fee, Non-Resident	\$	55 per hour
Bridgecourt Room Rental Deposit	\$	150 per rental

**City of Emeryville  
Master Fee Schedule  
Community Services**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
<b>Recreation Center</b>	
Recreation Center, One Room Rental Fee, Resident	\$ 40 per hour
Recreation Center, One Room Rental Fee, Non-Profit	\$ 50 per hour
Recreation Center, One Room Rental Fee, Non-Resident	\$ 55 per hour
Recreation Center, Entire Facility Rental Fee, Resident	\$ 80 per hour
Recreation Center, Entire Facility Rental Fee, Non-Profit	\$ 90 per hour
Recreation Center, Entire Facility Rental Fee, Non-Resident	\$ 100 per hour
Recreation Center Rental Deposit - Entire Facility	\$ 500 per rental
Recreation Center Rental Deposit - One Room	\$ 150 per rental
<b>ECCL Building A Multi-Purpose Room</b>	
ECCL Building A Multi-Purpose Room Resident	\$ 59 per hour
ECCL Building A Multi-Purpose Room Non-Profit	\$ 84 per hour
ECCL Building A Multi-Purpose Room Non-Resident	\$ 114 per hour
<b>Senior Center</b>	
Senior Center Main Hall, Stage, Kitchen Rental Fee, Resident	\$ 75 per hour
Senior Center Main Hall, Stage, Kitchen Rental Fee, Non-Profit	\$ 100 per hour
Senior Center Main Hall, Stage, Kitchen Rental Fee, Non-Resident	\$ 130 per hour
Senior Center Kitchen Rental Fee, Resident	\$ 30 per hour
Senior Center Kitchen Rental Fee, Non-Profit	\$ 40 per hour
Senior Center Kitchen Rental Fee, Non-Resident	\$ 45 per hour
Senior Center Upstairs Multi-Purpose Room Rental Fee, Resident	\$ 50 per hour
Senior Center Upstairs Multi-Purpose Room Rental Fee, Non-Profit	\$ 65 per hour
Senior Center Upstairs Multi-Purpose Room Rental Fee, Non-Resident	\$ 70 per hour
Senior Center Billiards/Bar Rooms Rental Fee, Resident	\$ 40 per hour
Senior Center Billiards/Bar Rooms Rental Fee, Non-Profit	\$ 65 per hour
Senior Center Billiards/Bar Rooms Rental Fee, Non-Resident	\$ 70 per hour
Senior Center, Entire Facility Rental Fee, Resident	\$ 125 per hour
Senior Center, Entire Facility Rental Fee, Non-Profit	\$ 150 per hour
Senior Center, Entire Facility Rental Fee, Non-Resident	\$ 185 per hour
Senior Center Janitorial Fees	Market Rate
Senior Center Main Hall, Stage, Kitchen OR Entire Facility Rental Deposit	\$ 500 per rental
Senior Center Kitchen OR Upstairs Multi-Purpose OR Billiards/Bar Rooms Rental Deposit	\$ 150 per rental
Senior Center Rental Rate for Any Area(s) for Emeryville Veterans Organizations	No Charge
Senior Center Janitorial Fees for Any Area(s) for Emeryville Veterans Organizations	Market Rate
<b>Child Development Center</b>	
Resident - CDC Multipurpose Room, Kitchen, Play Areas	\$ 50
Non-Profit - CDC Multipurpose Room, Kitchen, Play Areas	\$ 75
Non-Resident - CDC Multipurpose Room, Kitchen, Play Areas	\$ 80
Deposit - CDC Multipurpose Room, Kitchen, Play Areas	\$ 500
Setup Fee - CDC Multipurpose Room, Kitchen, Play Areas	\$ 60
<b>Special Event Sponsorship Fee</b>	
Special Event Sponsorship Fee	\$ 100-15,000 per event
Special Event Booths, Tents, Chairs, and Tables Rental Fee	Market Rate
Special Event Booths, Tents, Chairs, and Tables - Security Deposit	\$ 100-1,000
<b>Photocopying at Senior, Recreation, or CDC Center, Per Page</b>	\$ 0.10

City of Emeryville  
 Master Fee Schedule  
 Community Services

Effective July 19, 2016

DESCRIPTION

FEE

<b>Note: For any services requiring staff time or the time of city hired consultants, charges will be</b>	
<b>Community Services Staff</b> charged at	calculation of direct salary, fringe benefits plus 45.76% overhead rate
<b>Consultants [3]</b> charged at	Cost plus 10% administrative fee
<b>This is referred to as "Charged per formula."</b>	

**NOTE:**

[1] Fees for the Community Services Division were not analyzed by NBS. All Calculations were completed by the City.

[2] Overhead Rate charged at 45.76% derived from the City's Cost Allocation Plan

[3] Not analyzed by NBS

[4] Required for all ECCL rentals. Number of staff TBD by manager.

**City of Emeryville  
Master Fee Schedule  
Youth Services**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
<b>Pre-School Summer Camps *</b>	
<i>Pre-School</i> <i>(3.5-5 years old)</i>	M/W/F Resident \$ 46 per three days
	M/W/F Non-Resident \$ 51 per three days
	T/H Resident \$ 33 per two days
	T/H Non-Resident \$ 38 per two days
<i>Pre-K</i> <i>(5-6 years old)</i>	Resident \$ 84 per week
	Non-Resident \$ 89 per week
	Sibling Discount \$ 10
<b>Summer Basic Day Camp *</b>	
<i>(9am - 6pm)</i>	Resident \$ 103 per 1 week session
	Non-resident \$ 108 per 1 week session
	Sibling Discount \$ 10
	Daily Drop in Fee \$ 15 per day
<b>Summer Extended Day Camp *</b>	
<i>(7:30am - 6pm)</i>	Resident \$ 121 per 1 week session
	Non-resident \$ 126 per 1 week session
	Sibling Discount \$ 10
	Daily Drop in Fee \$ 30 per day
	Sliding Scale; fees based on monthly income & family size \$0-\$121
* Summer camps offered June through August 2016 are charged fees based on the 7/1/14-6/30/15 master fee schedule while camps offered June through August 2017 are charged based on the 7/1/16-6/30/17 fee schedule.	
<b>After School Program</b>	
<i>Kindergarten</i>	Resident \$ 231 per month
	Non-resident \$ 236 per month
	Daily Drop in Fee \$ 15 per day
<i>1st through 6th Grades</i>	Resident \$ 169 per month
	Non-resident \$ 174 per month
	Sibling Discount \$ 10
	Daily Drop in Fee \$ 15 per day
	Sliding Scale; fees based on monthly income & family size \$0-\$231
Late Payment Fee for After-School Program	\$ 10
Late Pick up Fee for After-School Program	\$ 1 per minute
Sibling Discount for the After-School Program	\$ 10
<b>Before School Program</b>	
<i>K through 9th Grade</i>	Resident \$ 25 per month
	Non-Resident \$ 30 per month
<b>Kinderbuddies</b>	
<i>Mon/Wed/Fri Class</i>	Residents \$ 116 per month
	Non-Residents \$ 121 per month
<i>Tue/Thu Class</i>	Residents \$ 80 per month
	Non-Residents \$ 85 per month
<b>Youth Sports</b>	
<i>All Youth Sports</i>	Residents Direct Cost Recovery
	Non-Residents Direct Cost Recovery Plus \$5
<b>Youth Field Trips</b>	
<i>Major Trips</i>	Residents Direct Cost Recovery
	Non-Residents Direct Cost Recovery Plus \$5

**City of Emeryville  
Master Fee Schedule  
Youth Services**

Effective July 19, 2016

**DESCRIPTION**

**FEE**

**Youth Fee Classes**

Fee Classes	Residents	Direct Cost Recovery
	Non-Residents	Direct Cost Recovery + \$5

**Teen Programs**

Leaders In Training	Residents	\$ 49 per session
	Non-Residents	\$ 54 per session
After school teen program	Residents	\$ 25 per month
	Non-Residents	\$ 30 per month
	Drop in fee	\$ 3 per day

**Youth Seasonal/Special Events**

Special Event Entrance Fees	Various
-----------------------------	---------

**AQUATICS PROGRAM**

**Swim Lessons**

Resident	\$ 38 per session
Non-Resident	\$ 43 per session

**Life Guard Training**

\$ 207 per session
--------------------

**Master Swim Program**

Residents	\$ 5 per class
Non Residents	\$ 7 per class

**Public Recreation Swimming**

Recreation Open Swim, Adults (18+ years old), Per Day	\$ 3 per day
Recreation Open Swim, Adults (18+ years old), Per 10-Day Pass	\$ 20 per 10-day pass
Recreation Open Swim, Adults (18+ years old), Per Season	\$ 90 per season pass
Recreation Open Swim, Children (5-17 years old), Per Day	\$ 2 per day
Recreation Open Swim, Children (5-17 years old), Per 10-Day Pass	\$ 10 per 10-day pass
Recreation Open Swim, Children (5-17 years old), Per Season	\$ 50 per season pass
Recreation Open Swim, Infant/Toddler (<5 years old), Per Day	Free

**Advertising Fees**

Activity Guide Advertising (Per Issue)	
3 1/2" x 2" (business card)	\$ 97 per placement
3 5/8" x 4 1/2" (quarter page)	\$ 182 per placement
Half Page	\$ 315 per placement
Full Page	\$ 582 per placement
Discount for 3 or more guides	20%

**Discount for registering at annual Community Expo**

10%

Applies to all fees

**Returned Check Fee**

\$ 25 per check

**Photocopying at Recreation Center, Per Page**

\$ 0.10

**Note: For any services requiring staff time or the time of city hired consultants, charges will be as follows:**

<b>Youth Services Staff</b>	charged at	calculation of direct salary, fringe benefits plus 45.76% overhead rate
<b>Consultants [3]</b>	charged at	Cost plus 10% administrative fee

**This is referred to as "Charged per formula."**

**NOTE:**

[1] Fees for the Youth Services Division were not analyzed by NBS. All Calculations were completed by the City.

[2] Overhead Rate charged at 45.76% derived from the City's Cost Allocation Plan

[3] Not analyzed by NBS

**City of Emeryville  
Master Fee Schedule  
Adult Services**

Effective July 19, 2016

<u>DESCRIPTION</u>	<u>FEE</u>
<b>Adult Sports Leagues</b>	
Residents	Direct Cost Recovery
Non-Residents	Direct Cost Recovery Plus \$5
<b>Adult Fee Classes</b>	
Residents	Direct Cost Recovery
Non-Residents	Direct Cost Recovery + \$5
<b>ECCL Fitness Passport</b>	Includes open gym, fitness ctr., water exercise & lap swim
Per Day - Resident	\$ 4 per day
Per Day - Non-Resident	\$ 5 per day
Per 10-Day Pass	\$ 40
Per Season	\$ 125
<b>Senior Center Fee Classes</b>	Market Rate
<b>Senior Center Member Classes</b>	
Senior Center Members	FREE
General Public Under 50 and Member Guests	\$ 7 per class
<b>Senior Center Membership Fee</b>	
Residents	\$ 20 per year
Non-Residents	\$ 20 per year
<b>Senior Center Trips Fee</b>	
Residents	Market Rate
<b>Senior Center Special Events Fee</b>	various
<b>Photocopying at Senior Center, Per Page</b>	\$ 0.10 per page

**Note: For any services requiring staff time or the time of city hired consultants, charges will be as follows:**

<p><b>Adult Services Staff</b> charged at</p> <p><b>Consultants [3]</b> charged at</p>	<p>calculation of direct salary, fringe benefits plus 45.76% overhead rate</p> <p>Cost plus 10% administrative fee</p>
---	--

**This is referred to as "Charged per formula."**

**NOTE:**

[1] Fees for the Adult Services Division were not analyzed by NBS. All Calculations were completed by the City.

[2] Overhead Rate charged at 45.76% derived from the City's Cost Allocation Plan

[3] Not analyzed by NBS



**MEMORANDUM**

**DATE:** July 13, 2016  
**TO:** Carolyn Lehr, City Manager  
**FROM:** Susan Hsieh, Finance Director  
**SUBJECT:** Annual Investment Policy Update

**STAFF RECOMMENDATION**

Staff recommends that the Budget & Governance and Budget Advisory Committees review the attached annual Statement of Investment Policy and recommend approval to the full City Council.

**BACKGROUND**

California Government Code Section 53646 requires the Treasurer of a local agency to render to the legislative body an annual investment policy, which the legislative body shall consider at a public meeting. The intent is to provide the local governing body with the authority to accept the policy. The City last adopted its investment policy in June 2015 (Resolution No. 15-66).

Prior to the dissolution of redevelopment, the City and Redevelopment Agency (RDA) pooled cash and investments; after the dissolution, the former RDA cash and investment balances are classified as accounts under the control of the City as Successor Agency to the RDA and not pooled with City assets. These Successor Agency assets will continue to be invested by the Treasurer and will follow the Investment Policy.

The Investment Policy affirms the Treasurer's fiduciary responsibility to safeguard public assets. The policy places a high priority on ensuring safety of principal first and then ensuring that the liquidity needs for payment of City obligations are met prior to considering yield on investments.

The City continues to abide by the highest professional standards in the management of public funds. While investment strategy is flexible and can change based on market and economic conditions, the legal and policy guidelines governing these investment decisions remain relatively static. After staff's review of the investment policy, minor changes were made to the Authorized and Suitable Investments section to clarify guidelines for purchases of commercial paper and investments with the California Local Agency Investment Fund. In addition, the Socially Responsible Investing section was

added to reflect the City's practice. Although these provisions were not included in the City's prior investment policy, the City has been following these guidelines to invest in entities that promote community well-being and not to invest in companies that produce tobacco/firearms related products.

## **ANALYSIS**

### **Summary of the City's Investment Policy**

The objectives of the City's Investment Policy include capital preservation (safety of principal); minimizing the potential for capital losses from market changes by having sufficient funds on hand to meet operating requirements (liquidity) and achieving a reasonable rate of return (yield).

#### Allowable Investments:

- California State Local Agency Investment Pool (LAIF)
- U.S. Treasuries maturing within five years
- Insured or fully collateralized certificates of deposit or passbook savings accounts
- Obligations issued by agencies or instrumentalities of the U.S. Government
- Obligations issued by the City of Emeryville
- Commercial paper
- Negotiable certificates of deposit
- Medium term corporate notes rated "AA" or better
- Money market mutual funds

There is a five year maximum maturity unless specifically extended by grant of the City Council.

Certain investments allowed by State Code will continue to be excluded from the policy. These include: Repurchase agreements, reverse repurchase agreements, interest only strips, collateralized mortgage obligations, County investment pools, other investment pools, notes and bonds issued by the State of California and local agencies within California.

### **Delegation of Investment Transaction Authority to the Treasurer**

California Government Code Section 53607 authorizes a legislative body to delegate its authority over investment transactions to the Treasurer. The authority may be delegated for a one-year period. Subject to review, the legislative body may renew the delegation of authority each year.

As noted above, the City Council adopted the current Investment Policy in June 2015. Part of that Investment Policy delegated authority of Investment Transactions to the

Treasurer, as authorized by Government Code Section 53607. The updated Investment Policy proposed by staff continues the delegation of investment transactions to the Treasurer.

**FISCAL IMPACT**

None.

**LEGAL IMPACT**

The Statement of Investment Policy dated June 2015 has been reviewed by the City's auditors for compliance with the California Government Code. The revised policy will be reviewed by our auditors as part of the fiscal year 2015-16 audit. The policy will be submitted to the City Council for consideration on July 19, 2016.

**PREPARED BY:** Susan Hsieh, Finance Director/Treasurer

**APPROVED AND FORWARDED TO THE  
BUDGET & GOVERNANCE AND BUDGET ADVISORY COMMITTEES:**



---

Carolyn Lehr, City Manager

Attachments:

1. Draft Statement of Investment Policy

**CITY OF EMERYVILLE**  
**STATEMENT OF INVESTMENT POLICY**  
~~June~~ July 20165

**POLICY**

It is the policy of the City to invest public funds in a manner which will safely preserve portfolio principal, provide adequate liquidity to meet the City's cash flow needs and optimize returns while conforming to all federal, state, and local statutes governing the investment of public funds.

**SCOPE**

This investment policy applies to all cash and financial investment of the various funds of the City of Emeryville as reported in the City's Comprehensive Annual Financial Report, with the exception of those financial assets explicitly excluded from coverage for legal or operational reasons. The provisions of the related bond indentures or resolutions shall govern investments of bond proceeds. City funds to which this policy applies are as follows:

- General Fund
- Special Revenue Funds
- Capital Projects Funds
- Debt Service Funds
- Internal Service Funds
- Enterprise Funds
- Fiduciary Funds
- Any new fund created by the City Council unless specifically exempted.

**PRUDENCE**

Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in management of their own affairs, not for speculation, but for investment considering the probable safety of their capital as well as the probably income to be derived.

The standard of prudence to be used by investment officials shall be the "prudent person" and/or "prudent investor" standard in accordance with CA Government Code Section 53600.3, and shall be applied in the context of managing an overall portfolio.

*53600.3. [ . . .all governing bodies of local agencies or persons authorized to make investment decisions on behalf of those local agencies investing public funds pursuant to this chapter are trustees and therefore fiduciaries subject to the prudent investor standard. When investing, reinvesting, purchasing, acquiring, exchanging, selling, or managing public funds, a trustee shall act with care, skill, prudence, and diligence under the circumstances then prevailing, including, but not limited to, the general economic conditions and the anticipated needs of the agency, that a prudent person acting in a like capacity and familiarity with those matters would use in the conduct of funds of a like*

*character and with like aims, to safeguard the principal and maintain the liquidity needs of the agency. Within the limitations of this section and considering individual investments as part of an overall strategy, investments may be acquired as authorized by law.]*

Investment officers acting in accordance with the investment policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

## **INVESTMENT OBJECTIVES**

The criteria for investing and managing public funds and the order of priority are as follows:

Safety of Principal: Safety of principal is the foremost objective of the investment program. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, the City will diversify its investments by investing funds among a variety of securities offering independent returns and financial institutions.

### Liquidity:

Liquidity is the ability to change an investment into its cash equivalent on short notice at its prevailing market value. The City's investment portfolio shall remain sufficiently liquid to enable the City to meet all operating requirements which might be reasonable anticipated. This is accomplished by structuring the portfolio so that securities mature concurrently with anticipated cash needs. Since all possible cash demands cannot be anticipated, the portfolio will maintain a liquidity "buffer" equivalent to six months of expenses and invest in short-term, highly liquid vehicles such as LAIF and/or money market funds.

Rate of Return (Yield): The portfolio shall be designed with the objective of attaining a benchmark rate of return throughout budgetary and economic cycles, taking into account safety and liquidity requirements. The benchmark may vary from time to time depending on the economic and budgetary conditions present.

## **DELEGATION OF AUTHORITY**

Authority to manage the City's investment program is derived from the California Government Code Section 53607. Management responsibility is hereby delegated by the City Council to the Treasurer, who shall establish procedures for the operation of the investment program consistent with this investment policy. The Treasurer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinates. The Treasurer can designate a staff person(s) to be responsible for investment transactions. Any and all independent investment managers used by the City must be approved by the City Council. No persons may engage in an investment transaction for the City except as provided under the terms of this policy.

## **ETHICS AND CONFLICTS OF INTEREST**

The Treasurer and all investment personnel shall refrain from personal business activities that could conflict with proper execution of the investment program and/or which could impair their ability to make impartial investment decisions. The Treasurer and all investment personnel shall disclose to the City Manager and the City Council any material financial interests in financial institutions that conduct business within this jurisdiction and shall disclose any material investment positions which could be related in a conflicting manner to the performance of the City's investment portfolio.

The State of California Fair Political Practices Commission Statement of Economic Interests shall be completed on an annual basis by the Treasurer.

## **AUTHORIZED FINANCIAL INSTITUTIONS AND DEALERS**

The Treasurer will maintain a list of financial institutions, selected on the basis of credit worthiness, financial strength, experience, references and minimal capitalization that are authorized to provide investment capacity. No public deposit shall be made except in a qualified public depository as established by state laws.

An annual audited financial statement is required to be submitted by each financial institution and broker/dealer. The registration status and standing of all brokers/dealers shall be verified with the Financial Industry Regulatory Authority (FINRA), the Securities and Exchange Commission (SEC), or other applicable self-regulatory organizations.

Annually and before engaging in investment transactions with a broker/dealer, the firm shall sign a certification form, attesting that the individual responsible for the City's account with that firm has reviewed the investment policy and that the firm understands the policy and intends to present only those investment transactions appropriate under the policy.

## **AUTHORIZED AND SUITABLE INVESTMENTS**

The City is empowered by California Government Code Section 53601 to invest in the following types of securities:

- United States Treasury bills, notes, bonds, or certificates of indebtedness, or those for which the faith and credit of the United States are pledged for the payment of principal and interest with a maximum maturity of five (5) years.
- Obligations issued by agencies or instrumentalities of the U.S. Government with a maximum maturity of five (5) years.
- Bonds, notes, warrants or other evidence of debt issued by a City of Emeryville entity with a maximum maturity of five (5) years.
- The Local Agency Investment Fund (LAIF) maintained by the State of California. Current policies of LAIF set minimum and maximum amounts of monies that may

be invested as well as maximum number of transactions that are allowed per month.

- ~~Prime e~~Commercial paper ~~assigned with a term not to exceed 270 days and~~ the highest rating issued by Moody's Investors Service or Standard & Poor's Corporation. Purchases of eligible commercial paper may not exceed 270 days to maturity nor represent more than 10% of the outstanding paper of the issuing corporation. Commercial paper cannot exceed 15% of total surplus funds, provided that if the average maturity of all commercial paper does not exceed 31 days, up to 30% of surplus funds can be invested in this type of security. Eligible paper shall be issued by corporations that are organized and operating within the United States, having total assets in excess of \$500,000,000 and having an "AA" or higher rating for the debt, other than commercial paper, if any, as provided by Moody's Investors Service or Standard & Poor's Corporation.
- Negotiable certificates of deposit issued by federally or state chartered banks or associations or by a state licensed branch of a foreign bank with a maximum maturity of five (5) years. Purchases may not exceed 30% of surplus funds.
- Medium term notes with a maximum maturity of five (5) years, by corporations organized and operating in the United States and rated "AA" or better by a recognized rating service. No more than 15% of surplus funds can be invested in this type of security.
- Money Market Mutual Funds. Shares of beneficial interest issued by diversified management companies investing in the securities and obligations authorized by this section. Such funds must carry the highest rating of at least two of the largest national rating agencies. No more than 20% of surplus funds can be invested in such funds. The companies shall retain an investment adviser registered with the Securities and Exchange Commission with not less than five (5) years' experience investing in the securities and obligations as authorized by this section, and with assets under management in excess of \$500,000,000. The purchase price of shares of beneficial interest purchased pursuant to this subdivision shall not include any commission that these companies may charge.
- Insured or collateralized time deposits or savings accounts secured in accordance with the provisions of Sections 53651 and 53652 of the California Government Code. If the collateral is government securities, 110% of market value to the face amount and accrued interest of the deposit is required. If secured by first mortgages and first deeds of trust, the market value must be 150% of the face amount and accrued interest of the deposit. The collateral must be held by a third party.

Required ratings will be deemed to be the rating on the date of purchase.

A five (5) year maximum remaining maturity is allowed unless an extension of maturity is granted by the City Council.

## **PROHIBITED INVESTMENTS**

Certain investments allowed by California Government Code will continue to be excluded from the policy. These include: repurchase agreements, reverse repurchase agreements, interest only strips, collateralized mortgage obligations, County investment pools, other investment pools, notes and bonds issued by the State of California and local agencies within California.

## **SOCIALLY RESPONSIBLE INVESTING**

City funds should be guided by the following provisions when investing in securities of non-governmental entities:

- Priority shall be given to investments in entities that support community well-being through safe and environmentally sound practices and fair labor practices.
- Priority shall be given to investments in entities that promote equality of rights regardless of race, religion, color, ancestry, age, national origin, gender, marital status, sexual orientation, disability or place of birth.
- Priority shall be given to investments in entities that promote community economic development

In addition the direct investment of City funds is restricted as follows:

- No investments are to be made in tobacco or tobacco-related products.
- No investments are to be made to support the production of weapons or military systems.

The City Treasurer shall periodically verify compliance with the guidelines either through direct contact with company or through the use of a third party resource.

## **COLLATERALIZATION**

California Government Code Section 53652, et seq. requires depositories to post certain types of collateral for public funds above the Federal Deposit Insurance Corporation (FDIC) insurance amounts. The collateral requirements apply to bank deposits, both active (checking and savings accounts) and inactive (non-negotiable certificates of deposit).

## **SAFEKEEPING AND CUSTODY**

In accordance with California Government Code Section 53601, all securities owned by the City shall be held in safekeeping by the City's custodial bank or a third party bank trust department, acting as an agent for the city under terms of the custody agreement.

All securities will be received and delivered using a delivery vs. payment (DVP) basis,

which ensures that securities are deposited with the third party custodian prior to the release of funds. Securities held by the third party custodian will be evidenced by safekeeping receipts and/or bank statements. Investments in the State Local Agency Investment Fund (LAIF) or money market mutual funds are undeliverable and are not subject to delivery or third party safekeeping.

Investment trades shall be verified against bank transactions and broker confirmation tickets. On a monthly basis, the custodial asset statement shall be reconciled with the month-end portfolio holdings.

## **DIVERSIFICATION AND OTHER GUIDELINES**

The City will diversify its investments by security type, except for securities issued by the U.S. Government and its agencies, and by institution to reduce or eliminate risk of loss. The following guidelines shall apply:

- Maturities shall be matched against projected liabilities to avoid an over-concentration in a specific series of maturities.
- Maturities selected shall provide for stability and liquidity.
- Every transaction will be reviewed by the Treasurer and City Manager.
- Expenditures and revenues will be carefully monitored and forecast to allow as much money to be invested as possible.
- In general, securities will be bought and kept to maturity.
- The City's cash should be pooled.
- The Local Agency Investment Fund should be used to provide daily liquidity to the portfolio. The portfolio will be diversified to balance yield with other objectives.

## **PERFORMANCE STANDARDS**

The investment portfolio will be managed in accordance with the standards established within this investment policy and should obtain a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints, cash flow needs and maturities of the investments. The basis to determine whether market yields are being achieved shall be the total return of the portfolio. The U.S. Treasury and U.S. Government agency securities yield curves shall be considered useful benchmarks of the City's portfolio performance.

## **REPORTING**

The Treasurer shall submit to each member of the City Council a monthly report. The report shall contain a complete description of the portfolio, including the types of

investments, issuers, maturity dates, par values and current market values. The report will also include a certification of the following:

- All investments meet the requirements of the City's investment policy.
- Sufficient investment liquidity and anticipated revenues are available to meet the City's budgeted expenditure requirements for the next six months.

#### **ADOPTION**

The investment policy shall be adopted annually by resolution of the City Council.

#### **GLOSSARY**

The attached Glossary is incorporated as part of the policy.

## GLOSSARY

The following technical words are included in the policy because they are common treasury and investment terminology.

**Agencies:** Debt instruments issued by the U.S. government agencies, departments, government-sponsored corporations and related instrumentalities to finance their own programs. Some examples of these agencies are Federal Farm Credit, Federal Home Loan and Student Loan Marketing Association.

**Ask:** The price at which securities are offered. The offer price is the cost of the security to the buyer.

**Bankers' Acceptance (BA):** A draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

**Basis Point:** A basis point equals one one-hundredths of 1% (.01%).

**Bid:** The price offered by a buyer of securities. This is payment that the seller gets when a security is sold.

**Broker:** A broker brings a buyer and seller together for a commission.

**Callable:** Securities subject to payment of the principal amount and accrued interest prior to the stated maturity date, with or without premium.

**Certificate of Deposit (CD):** A time deposit with a specific maturity evidenced by a certificate issued by commercial banks and savings institutions. The first \$250,000 is insured by the FDIC. For governmental agency, deposits in excess of \$250,000 are required to be collateralized by the financial institutions.

**Collateral:** Securities, evidences of deposit or other property which a borrower pledges to secure repayment of a loan or to secure deposits of public moneys. Also refers to securities pledged by a bank to secure deposits of public monies.

**Comprehensive Annual Financial Report (CAFR):** The official annual report for the City of Emeryville. It includes basic financial statements for each individual fund and account group prepared in conformity with GAAP. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.

**Commercial Paper:** An unsecured promissory note with a fixed maturity no longer than 270 days. Usually sold in discount form.

**Coupon:** The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value. A certificate attached to a bond evidencing interest due on a payment date.

**CUSIP Number:** An identifying number developed by the Committee on Uniform Security Identification Procedures, under the auspices of the American Bankers Association to provide a uniform method of identifying municipal, U.S. government, and

corporate securities.

**Dealer:** A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

**Debenture:** A bond secured only by the general credit of the issuer.

**Delivery versus Payment:** There are two methods of delivery of securities: Delivery versus payment and delivery versus receipt. Delivery versus payment is delivery of securities with an exchange of money for the securities. Delivery versus receipt is delivery of securities with an exchange of signed receipt for the securities.

**Discount:** The difference between the cost price of a security and its maturity when quoted at lower than face value. A security selling below original offering price shortly after sale also is considered to be at a discount.

**Discount securities:** Non-interest bearing money market instruments that are issued below the face amount and redeemed at maturity at full face value, such as Treasury Bills.

**Diversification:** Dividing investments of funds among a variety of securities offered independent returns, maturity and market risks.

**Duration:** A measure of the timing of the cash flows, such as the interest payments and the principal repayment, to be received from a given fixed-income security. This calculation is based on three variables: term to maturity, coupon rate, and yield to maturity. The duration of a security is a useful indicator of its price volatility for given changes in interest rates.

**Federal Deposit Insurance Corporation (FDIC):** A federal agency that insures bank deposits currently up to \$250,000 per deposit.

**Federal Home Loan Banks (FHLB):** Government sponsored wholesale banks (currently 12 regional banks) which lend funds and provide correspondent banking services to member commercial banks, thrift institutions, credit unions, and insurance companies. The mission of the FHLBs is to liquefy the housing related assets of members who must purchase stock in their district bank.

**Federal National Mortgage Association (FNMA):** FNMA was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing & Urban Development, H.U.D. It is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The corporation's purchases include a variety of adjustable mortgages and second loans in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted, FNMA assumes and guarantees that are security holders will receive timely payment of principal and interest.

**Federal Home Loan Mortgage Corporation (Freddie Mac):** A Government Sponsored Enterprise that provides liquidity to the mortgage markets, much like FNMA and FHLB.

**Federal Reserve System:** The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington, D.C., 12 regional banks and about 5,700 commercial banks that are members of the system.

**Liquidity:** Liquidity is the ability to change an investment into its cash equivalent on short notice at its prevailing market value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

**Local Agency Investment Fund (LAIF):** The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment.

**Market Value:** The price at which a security is trading and could presumably be purchased or sold.

**Master Repurchase Agreement:** A secured contractual obligation between an investor and an issuing financial institution establishing each party's rights in the transactions. It specifies the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower. The investor exchanges cash for temporary ownership of the collateral securities with an understanding the seller-borrower (financial institution) will repurchase the securities. Interest income earned during the term belongs to the investor.

**Maturity:** The date upon which the principal or stated value of an investment becomes due and payable.

**Money Market:** The market in which short-term instruments (bills, commercial paper, bankers' acceptances, etc.) are issued and traded.

**Offer:** The price asked by a seller of securities. When buying securities the investor asks for an offer.

**Portfolio:** Collection of securities held by an investor.

**Primary Dealer:** A group of government securities dealers who submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange (SEC)-registered securities broker-dealers, banks and a few unregulated firms.

**Prudent Person Rule:** A standard followed by a person of discretion and intelligence seeking a reasonable income and preservation of capital.

**Rate of Return:** The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond or the current income return.

**Safekeeping:** A service to customers rendered by financial institutions for a fee whereby securities and valuables of all types and descriptions are held in the bank's vault for protection. Other services which are normally provided are marking the portfolio to market value, reporting investments held and investment activities.

**Securities & Exchange:** Agency created by Congress to protect investors in securities transactions by administering securities legislation.

**Treasury Bills:** A non-interest bearing discount security issued by the U.S. Treasury to finance the national debt. Most bills are issued to mature in three months, six months or one year.

**Treasury Bond:** Long-term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities of more than 10 years.

**Treasury Notes:** Intermediate term coupon-bearing U.S. Treasury securities issued as direct obligations of the U.S. Government and having initial maturities of one to ten years.

**Variable rate note:** Securities which pay interest at rates that can fluctuate during the life of the security.

**When issued:** A conditional transaction that takes place between the time a new issue is offered and the time of physical delivery of the bonds. It is understood between the buyer and the seller that transactions will occur when and if the bonds are issued.

**Yield:** The rate of annual income return on an investment, expressed as a percentage. (a) Income yield is obtained by dividing the current dollar income by the current market price for the security. (b) Net yield or yield to maturity is the current income yield minus a premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the purchase date to the maturity date.

**Yield to Maturity:** The rate of return yielded by a debt security held to maturity when both interest payments and the investor's capital gain or loss on the security are taken into account.