

Town of Fountain Hills

Comprehensive
User Fee Study
2020





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Executive Summary

The Town of Fountain Hills engaged Willdan Financial Services and Pat Walker Consulting LLC (Willdan Team) to determine the full costs incurred by the Town to support the various activities for which the Town charges user fees. Due to the complexity and the breadth of performing a comprehensive review of fees, the Willdan Team employed a variety of fee methodologies to identify the full costs of individual fee and program activities. This report and the appendices herein identify 100% full cost recovery for Town services and the proposed fees through discussion with departmental staff.

The reality of the local government fee environment is that significant increases to achieve 100% cost recovery can often not be feasible, desirable, or appropriate depending on policy direction —particularly in a single year. The proposed fees identified herein are either at or less than full cost recovery.



User Fee Background

Background

As part of a general cost recovery strategy, local governments adopt user fees to fund programs and services that provide limited or no direct benefit to the community as a whole. As towns and cities struggle to maintain levels of service and variability of demand, they have become increasingly aware of subsidies provided by the General Fund and have implemented cost-recovery targets. To the extent that governments use general tax monies to provide individuals with private benefits, and not require them to pay the full cost of the service (and, therefore, receive a subsidy), the government is limiting funds that may be available to provide other community-wide benefits. Unlike most revenue sources, towns and cities have more control over the level of user fees they charge to recover costs, or the subsidies they can institute.

User Fee Calculations

Municipalities should evaluate and update their fee schedules every three to five years to reflect the actual costs of certain public services primarily benefitting users. User Fees recover costs associated with the provision of specific services benefitting the user, thereby reducing the use of General Fund monies for such purposes. For the Town this is the first comprehensive user fee study that has been completed.

In addition to collecting the direct cost of labor and materials associated with processing and administering user services, it is common for local governments to recover support costs. Support costs are those costs relating to a local government's central service departments that are properly allocable to the local government's operating departments. Central services support cost allocations were incorporated using the indirect overhead percentage of 10% of department costs. The federal Office of Management and Budget (OMB) defines a 10% de minimis rate in cases where there is not a cost allocation plan present (2 CFR Part 200 Cost Principles, §200.414). This standard designated by the OMB is for a more stringent overhead allocation requirement than is required for fee determination, and so is thus a conservative factor to use.

As labor effort and costs associated with the provision of services fluctuate over time, a significant element in the development of any fee schedule is that it has the flexibility to remain current. Therefore, it is recommended that the Town include an inflationary factor in the resolution adopting the fee schedule to allow the Town Council, by resolution, to annually increase or decrease the fees.

The Town may employ many different inflationary factors. The most commonly used inflator is some form of the Consumer Price Index (CPI) such as the Western Region CPI, as it is widely well known and accepted. Since the primary factor for the cost of a Town's services is usually the costs of the personnel involved, tying an inflationary factor that connects more directly to the personnel costs can be suitable if there is a clear method, or current practice of obtaining said factor.

Each Town should use an inflator that they believe works the best for their specific situation and needs. It is also recommended that the Town perform this internal review annually with a comprehensive review of services and fees performed every three to five years, which would include adding or removing fees for any new or eliminated programs/services.



Study Objective

As the Town of Fountain Hills seeks to efficiently manage limited resources and adequately respond to increased service demands, it needs a variety of tools. These tools provide assurance that the Town has the best information and the best resources available to make sound decisions, fairly and legitimately set fees, maintain compliance with state law and local policies, and meet the needs of the Town administration and its constituency. Given the limitations on raising revenue in local government, the Town recognizes that a User Fee Study is a very cost-effective way to understand the total cost of services and identify potential fee deficiencies. Essentially, a User Fee is a payment for a requested service provided by a local government that primarily benefits an individual or group.

The total cost of each service included in this analysis is based on the reasonable full cost of providing Town services, including direct salaries and benefits of Town staff, direct departmental costs, and indirect costs from central service support. This study determines the full cost recovery fee for the Town to provide each service; however, each fee is set at the Town's discretion, up to 100% of the total cost, as specified in this report.

The principal goal of the study was to help the Town determine the full cost of the services that the Town provides. In concert with that goal, the Willdan Team established a series of additional objectives including:

- Developing a rational basis for setting fees
- Ensuring compliance with State law
- Developing an updatable and comprehensive list of fees
- Maintaining accordance with Town policies and goals

The study results will help the Town better understand its true costs of providing services and may serve as a basis for making informed policy decisions regarding the most appropriate fees, if any, to collect from individuals and organizations that require individualized services from the Town.

Scope of the Study

The scope of this study encompasses a review and calculation of the user fees charged by the following Fountain Hills departments and fee groups:

- Development Services (Planning and Building)
- Fire
- Public Works (Engineering)
- Community Services (Parks, Community Center and Special Events)
- Court
- Clerk
- Finance



The study involved the identification of existing fees, fee schedule restructuring, data collection and analysis, orientation and consultation, quality control, communication and presentations, and calculation of individual service costs (fees) or program cost recovery levels.

Report Objective

The User Fee Study focused on the cost of Town services, as Town staff currently provides them at existing, known, or reasonably anticipated service and staff levels. This report provides a summary of the study results, and a general description of the approach and methods the Willdan Team and Town staff used to determine the recommended fee schedule. The report is not intended to document all of the numerous discussions throughout the process.



Project Approach and Methodology

Conceptual Approach

The basic concept of a User Fee Study is to determine the “reasonable cost” of each service provided by the Town for which it charges a user fee. The full cost of providing a service may not necessarily become the Town’s fee, but it serves as the objective basis as to the maximum amount that may be collected.

Every component of the fee study process included a related review. The use of budget figures, time estimates, and improvement valuation clearly indicates reliance upon estimates for some data, and subsequent cost calculation.

Fully Burdened Hourly Rates

The total cost of each service included in this analysis is primarily based on the Fully Burdened Hourly Rates (FBHRs) that were determined for Town personnel directly involved in providing services. The FBHRs include not only personnel salary and benefits, but also any costs that are reasonably ascribable to personnel. The cost elements that are included in the calculation of fully burdened rates are:

- Salaries & benefits of personnel involved
- Operating costs applicable to fee operations
- Departmental support, supervision, and administration overhead
- Internal Service Costs charged to each department
- Indirect Town-wide overhead costs

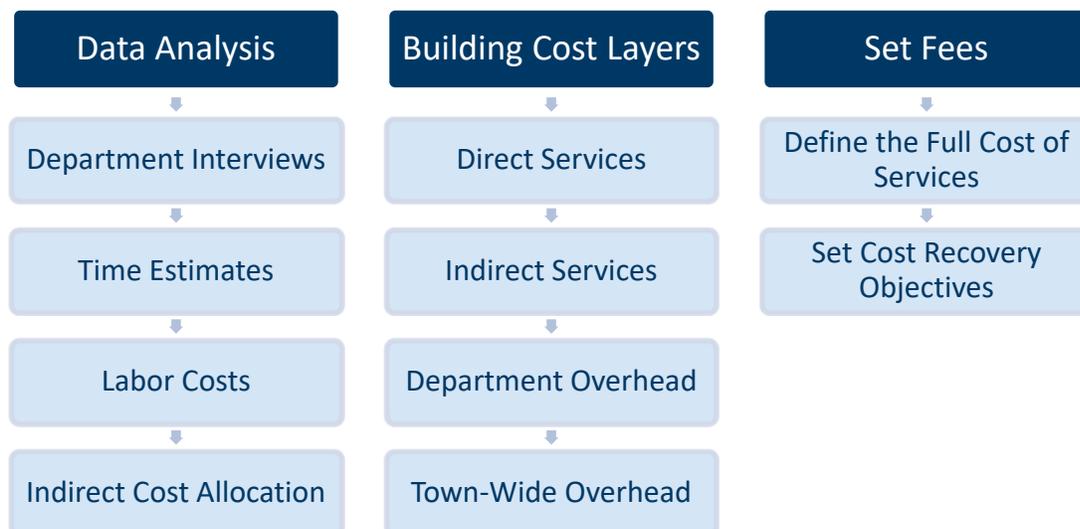
An important factor in determining the fully burdened rate is in the calculation of productive hours for personnel. This calculation takes the available workable hours in a year of 2,080 and adjusts this figure to account for an average calculated or anticipated hours’ employees are involved in non-billable activities such as paid vacation, sick leave, emergency leave, holidays, and other considerations as necessary. Dividing the full cost by the number of productive hours provides the FBHR.

The FBHRs are then used in conjunction with time estimates, when appropriate, to calculate a fees' cost based on the personnel and the amount of their time that is involved in providing each service.



Summary Steps of the Study

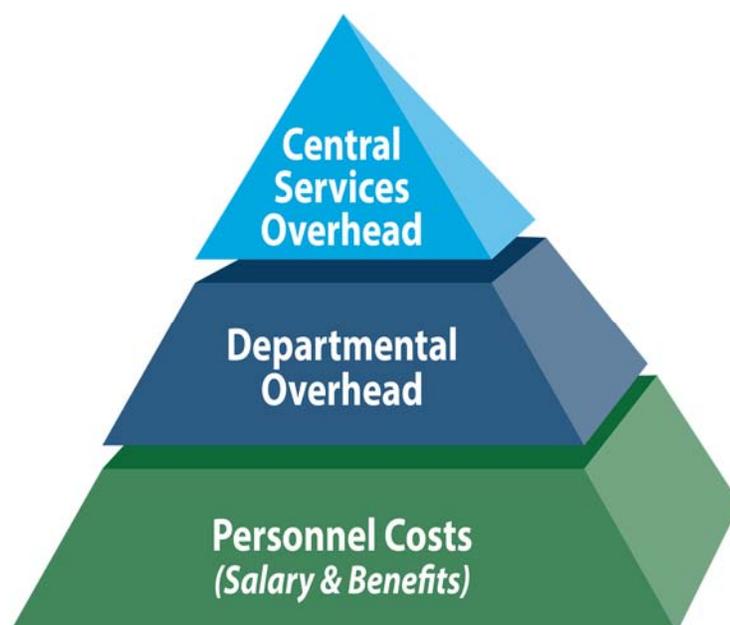
The methodology to evaluate most User Fee levels is straightforward and simple in concept. The following list provides a summary of the study process steps:



Allowable Costs

This report identifies three types of costs that, when combined, constitute the fully burdened cost of a service (**Appendix A**). Costs are defined as direct labor, including salary and benefits, departmental overhead costs, and the Town's central services overhead, where departmental and central service overhead costs constitute support costs. These cost types are defined as follows:

- **Direct Labor (Personnel Costs):** The costs related to staff salaries for time spent directly on fee-related services.
- **Departmental Overhead:** A proportional allocation of departmental overhead costs, including operation costs such as supplies and materials that are necessary for the department to function.
- **Central Services Overhead:** These costs represent services provided by those Central Services Departments whose primary function is to support other Town departments.





Methodology

The two generally accepted methods of analysis for calculating fees used in this report are:

Case Study Method (Standard Unit Cost Build-Up Approach): This approach estimates the actual labor and material costs associated with providing a unit of service to a single user. This analysis is suitable when Town staff time requirements do not vary dramatically for a service, or for special projects where the time and cost requirements are easy to identify at the project's outset. Further, the method is effective in instances when a staff member from one department assists on an application, service or permit for another department on an as-needed basis. Costs are estimated based upon interviews with Town staff regarding the time typically spent on tasks, a review of available records, and a time and materials analysis.

Programmatic Approach: The standard Case Study approach relies upon the detailed analysis of specific time estimates, salaries and benefits, expenditures, and overhead costs. In many instances, the underlying data are not available or vary widely, leaving a standard unit cost build-up approach impractical. In addition, market factors and policy concerns (as opposed to actual costs) tend to influence fee levels more than other types of services. With these general constraints, and to maximize the utility of this analysis, the Willdan Team employed a different methodology where appropriate to fit the programs' needs and goals. Examples include a community benefit from having community parks where assessing the full cost of park use may discourage or be cost prohibitive to youth sports programs. In such cases a less than full cost may be recommended.

Quality Control/Quality Assurance

All study components are interrelated, thus flawed data at any step in the process will cause the ultimate results to be inconsistent and unsound. The elements of our Quality Control process for User Fee calculations include:

- Involvement of knowledgeable Town staff
- Clear instructions and guidance to Town staff
- Reasonableness tests and validation
- Normalcy/expectation ranges
- FTE balancing
- Internal and external reviews
- Cross-checking



Reasons for cost increases/decreases over current fees

Within the fee tables in **Appendix C**, there were differences identified between the full costs calculated through the study and the fee levels currently in effect. The reasons for differences between the two can arise from several possible factors including:

- Previous fee levels may have been set at levels less than full cost intentionally, based on policy decisions
- Staffing levels and the positions that complete fee and service activity have changed
- Personnel and materials costs could have increased at levels that differed from any inflationary factors used to increase fees
- Costs that this study has identified as part of the full cost of services may not have been accounted for previously
 - Departmental overhead and administration costs
 - Indirect overhead
- Changes in processes and procedures within a department, or the Town as a whole

Town Staff Contributions

As part of the study process, the Willdan Team received tremendous support and cooperation from Town staff, which contributed and reviewed a variety of components to the study, including:

- Budget and other cost data,
- Staffing structures,
- Fee and service structures, organization, and descriptions,
- Direct and indirect work hours (billable/non-billable),
- Time estimates to complete work tasks,
- Frequency and current fee levels,
- Incorporation of the Town's cost recovery objectives in fee suggestions,
- Review of draft results and other documentation.

A User Fee Study requires significant involvement of the managers and line staff from the departments on top of their existing workloads and competing priorities. The contributions from Town staff were critical to this study. We would like to express our appreciation to the Town and its staff for their assistance, professionalism, positive attitudes, helpful suggestions, responsiveness, and overall cooperation.



Fountain Hills User Fees

Cost Recovery

In general, full cost recovery is determined by summing the estimated amount of time each position (in increments of minutes or hours) spends to render a service, as well as any material costs, third party costs, opportunity costs (in the case of renting park facilities) and any costs used to incentivize behavior (fines or deposits). Time estimates for each service rendered were predominately determined by the Willdan Team and Town Staff through a time and materials survey conducted for each department/division fee included in the study. The resulting cost recovery amount represents the total cost of providing each service. The Town's current fee being charged for each service, if applicable, is provided in this section, as well, for reference.

It is important to note that the time and materials survey used to determine the amount of time each employee spends assisting in the provision of the services listed on the fee schedule is essential in identifying the total cost of providing each service. Specifically, in providing services, several employees and Departments are often involved in various aspects of the process, spending anywhere from a few minutes to several hours on the service.

The principal goal of this study was to identify the cost of Town services, to provide information to help the Town make informed decisions regarding the actual fee levels and charges. The responsibility to determine the final fee levels is a complicated task. Town staff must consider many issues in formulating recommendations, and the Town Council must consider those same issues in making the final decisions.

Town staff assumes the responsibility to develop specific fee level recommendations to present to the Town Council. Unfortunately, there are no hard and fast rules to guide the Town, since many of the considerations are based on the unique characteristics of the Town of Fountain Hills, and administrative and political discretion.

Subsidization

Recalling the definition of a user fee helps guide decisions regarding subsidization. The general standard is that individuals (or groups) whom receive a wholly private benefit should pay 100% of the full cost of the services. In contrast, services that are simply public benefit should be funded entirely by the general fund's tax dollars. For the decision makers, many services fall into the range between these two extremes.

Of course, subsidization can be an effective public policy tool, since it can be used to reduce fees to encourage certain activities (such as compliance inspections to ensure public safety) or allow some people to be able to afford to receive services they otherwise could not at the full cost. In addition, subsidies can be an appropriate and justifiable action, such as to allow citizens to rightfully access services, without burdensome costs.

Despite the intent, it is important for the Town and public to understand that subsidies will be covered typically by the General Fund. Therefore, the general taxpayer will potentially help to fund private benefits, and/or other Town services will not receive funds that are otherwise directed to cover subsidies.



Impact on Demand (Elasticity)

Economic principles of elasticity suggest that increased costs for services (higher fees) will eventually curtail the demand for the services; whereas lower fees may spark an incentive to utilize the services and encourage certain actions. Either of these conditions may be a desirable effect to the Town. However, the level of the fees that would cause demand changes is largely unknown. The user fee study did not attempt to evaluate the economic or behavioral impacts of higher or lower fees; nevertheless, the Town should consider the potential impacts of these issues when deciding on fee levels.

Summary

If the Town's principal goal of this study were to maximize revenues from user fees, and participation from the public in Town services was guaranteed to remain constant, the Willdan Team would recommend setting user fees at 100% of the full cost identified in this study. However, we understand that revenue enhancement is not the only goal of a user fee study, and sometimes full-cost recovery is not needed, desired, or appropriate. Other Town and departmental goals, Town Council priorities, policy initiatives, experience, implementation issues, and other internal and external factors may influence staff recommendations and Town Council decisions. In this case, the proper identification of additional services (new or existing services) and creation of a consistent and comprehensive fee schedule was the primary objective of this study.

All of the fees for each department or division are summarized in Appendix C.



Development Services User Fees

Planning Fees

The Planning & Zoning Division is dedicated to enhancing the quality of life in Fountain Hills through innovative, proven planning techniques, and providing excellent customer service in a professional and timely manner. The Division implements land-use planning-related goals, policies and programs as approved by the Town Council. The division processes applications for zoning interpretations and verifications, preliminary and final sub-division plats, variances from the requirements of the Zoning Ordinance, Temporary Use Permits, Special Use Permits, Commercial Site Plans, signs and amendments to the General Plan and Area Specific Plans. The division also processes amendments to the Town's regulations, Zoning Ordinance, Subdivision Ordinance and Town Code.

Analysis

The Willdan Team individually reviewed the services provided by the Planning Division. The review also consisted of an evaluation of existing services to update the fee schedule.

The analysis of services in Planning relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for Town Central Services. The time estimates for each of the individual fees were based on extensive interviews with Town staff to identify their process in providing the requested service and the amount of time they spent on each step of the process. In addition to the time involved in providing services, some fees reflect additional costs reflecting material costs (such as area specific plans and amendments which includes publication, and postage costs etc.), and penalties (for example continuance at applicant request) to incentivize behaviors to complete applications in a timely manner. The Willdan Team then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee would recover the costs associated with the requested service. The analysis has shown that in general Planning services are currently under recovering the cost of providing many services.

It is recommended 17 of the Town's fees increase, and 2 are recommended to decrease. There are 11 fees which are currently assessed a flat fee, for example final plats, however the recommended fee consists of a base charge (for up to 10 lots) plus an incremental charge for each lot above 10. The fee assessed in these instances will be higher or lower than the current fee based on the size of the development. None of the planning fees are recommended to remain unchanged. On an individual fee basis, there are variable rates of increase/decrease that are detailed in **Appendix C**.

Building Fees

The Building Safety Division uses the building codes to establish minimum requirements to safeguard the public safety, health and general welfare through affordability, structural strength, means of egress, facilities, stability, sanitation, light and ventilation, and energy conservation to life and property from fire and other hazards attributed to the built environment, and to provide safety to fire fighters and emergency responders during emergency operations.



Analysis

The Willdan Team individually reviewed the services provided by the Building Division. The review also consisted of an evaluation of existing services to update the fee schedule.

The analysis of services in Building fees relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for Town Central Services. The time estimates for each of the individual fees were based on extensive interviews with Town staff to identify their process in providing the requested service and the amount of time they spent on each step of the process. Additionally, almost all of the services included costs for materials and some instances penalties (for example reinspection fees) which were included to incentivize a specific behavior.

The Town currently assesses building permit/plan check fees on a per unit basis (square foot, linear foot) basis. Town staff indicated that the current approach is working well, and they were interested in continuing with the approach. In order to develop fees on a per unit basis it was first necessary to develop the cost of providing service (as described above) for a typical or standard request. With the cost of providing the service identified, the cost was divided by the typical or standard size (square feet or linear feet) of the project to identify an updated cost per unit. The recommended fees for building permit/plan check fees were derived using the updated cost per unit calculation.

The Willdan Team then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee is recovering the costs associated with the requested service. This cost analysis yielded differing cost recovery results between the 47 current fees and the recommended fees for each service. The recommended fees result in an increase for 30 fees and 9 fees would decrease. The remaining 8 fees include a combination of fees that would remain unchanged or includes fees that are currently assessed on a flat fee basis and are proposed to change to a base fee plus an incremental size based charge (per square foot, or linear foot) which could result in an overall fee increase or decrease depending upon the size of the development. Similarly, there is an instance of a fee that is currently assessed based on a percentage of the building permit fee which is proposed to be assessed on a flat fee basis. The recommended fee schedule is in **Appendix C**.

Miscellaneous Fees

The miscellaneous fees associated with development services are related to the production of maps.

Analysis

The Willdan Team individually reviewed the map services provided by the Development Services. The review also consisted of an evaluation of existing services to update the fee schedule.

The analysis of miscellaneous services relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for Town Central Services. The time estimates for each of the individual fees were based on extensive interviews with Town staff to



identify their process in providing the requested service and the amount of time they spent on each step of the process.

The Willdan Team then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee is recovering the costs associated with the requested service. This cost analysis yielded differing cost recovery results between the 7 current fees and the recommended fees for each service. One fee is recommended to increase, while four fees are recommended to decrease. The remaining two fees are recommended to be assessed at the current level. The recommended fee schedule is in **Appendix C**.

Fire User Fees

Fire fees are directly related to the building related user fees discussed in the prior section and are generally related to various fire protection related inspections.

Analysis

The Willdan Team individually reviewed the services provided by the Town's Fire Department. The review also consisted of an evaluation of existing services to update the fee schedule.

The analysis of services in Fire fees relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for Town Central Services. The time estimates for each of the individual fees were based on extensive interviews with Town staff to identify their process in providing the requested service and the amount of time they spent on each step of the process.

The Town currently assesses the fire inspection component of plan review fees on a per unit basis (square foot) basis. Town staff indicated that the current approach is working well, and they were interested in continuing with the approach. In order to develop fees on a per unit basis it was first necessary to develop the cost of providing service (as described above) for a typical or standard request. With the cost of providing the service identified, the cost was divided by the typical or standard size (square feet) of the project to identify an updated cost per unit. The recommended fees for fire component of the plan review fees were derived using the updated cost per unit calculation.

The Willdan Team then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee is recovering the costs associated with the requested service. This cost analysis yielded differing cost recovery results between the 13 current fees and the recommended fees for each service. The recommended fees result in an increase for 8 fees and 1 fee would decrease. The remaining 2 fees are fees that are currently assessed on a per square foot basis and are proposed to change to a base fee plus an incremental size based charge (per square foot) which could result in an overall fee increase or decrease depending upon the size of the development. The recommended fee schedule is in **Appendix C**.



Public Works Fees

Engineering Fees

The Engineering Division is responsible for the review of excavations, encroachment/engineering permits, inspections, etc.

Analysis

The Willdan Team reviewed in conjunction with the Town the existing services provided by the Engineering Division.

The analysis of services in Engineering relied primarily upon a standard unit cost build-up approach whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for Town Central Services. The time estimates for each of the individual fees were based on extensive interviews with Town staff to identify their process in providing the requested service and the amount of time they spent on each step of the process. Additionally, almost all of the services included costs for materials and some instances penalties (for example reinspection fees) which were included to incentivize a specific behavior.

The Town currently assesses encroachment/engineering permits on a per unit basis (square foot, linear foot, square yard, cubic yard or sheet), while building permit/plan check fees are assessed on a per square foot basis. Town staff indicated that the current approach is working well, and they were interested in continuing with the approach. In order to develop fees on a per unit basis it was first necessary to develop the cost of providing service (as described above) for a typical or standard request. With the cost of providing the service identified, the cost was divided by the typical or standard size (square feet, linear feet etc.) of the project to identify an updated cost per unit. The recommended fees for encroachment/engineering permits fees were derived using the updated cost per unit calculation.

The Willdan Team then compared the calculated full cost against the current fee amount to determine whether the current fee is recovering the costs associated with the requested service. The recommended fees for Engineering services are in **Appendix C**. On an individual basis, of the 82 engineering fees, 44 fees would increase from their current levels and four new fees would be added (traffic study, third party or expedited reviews and inspections, inspections not associated with an active building permit, off hour inspections). Of the remaining 34 fees, six fees are recommended to decrease, and 28 fees are recommended to remain at the current levels.

Miscellaneous Fees

Within the Public Works fee schedule there is one miscellaneous fee, the fee per sign for Adopt a Street.

Analysis

The Willdan Team reviewed in conjunction with the Town the existing fee per sign service provided by the Engineering Division.



The analysis of fee per sign for Adopt a Street relied primarily upon a standard unit cost build-up approach whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for Town Central Services. The time estimates for the fee was based on extensive interviews with Town staff to identify their process in providing the requested service and the amount of time they spent on each step of the process.

The Willdan Team then compared the calculated full cost against the current fee amount to determine whether the current fee is recovering the costs associated with the requested service. The recommended fee per sign for Adopt a Street service is in **Appendix C**.



Community Services Fees

Parks Fees

The Parks Division staff is dedicated to providing safe, clean, and green parks that will meet the intellectual, social, cultural, and leisure needs of all park patrons. The Town's park system has been developed to enhance the quality of life of Fountain Hills residents with park facilities for youth and adult sports programs, youth and teen programs, special events, and facility rentals. Each year, staff works to meet the goals through efficient park maintenance and operations methods.

Analysis

The Willdan Team reviewed the services and programs associated with park fees. The review also consisted of an evaluation of existing services to update the fee schedule.

The analysis of most park programs encompassed facility rentals and other recreation services. The fee for use for government owned facilities and property can be set discretionally by the Town. The cost of acquisition, maintenance, repair, and upgrade to the Town and subsequently the community is offset through rental or use fees. As such these fees should be set using the knowledge of activity use for the facilities, policy desires of the Town, and market factors when desirable. It is generally accepted that some Recreation programs provide a measure of public benefit to the residents and Town as a whole. In addition, municipalities generally want to ensure that their programs and services remain affordable to the community at large, and that the programs remain competitive with surrounding jurisdictions. The time estimates for each of the individual fees were based on extensive interviews with Town staff to identify their process in providing the requested service and the amount of time they spent on each step of the process. In addition to the time involved in providing services, some fees reflect additional costs reflecting exclusivity such as open space fees, where the parks are being reserved for a specific purpose and therefore not available for use by others.

The Town currently assesses 23 parks related fees. All of the fees are recommended to increase as presented in **Appendix C**.

Community Center Fees

This fee area falls under the purview of Community Center Division staff as it relates to rental and use of the Town's community center and associated amenities.

Analysis

The Willdan Team reviewed the services and programs associated with community center fees. The review also consisted of an evaluation of existing services to update the fee schedule.

The analysis encompassed facility rentals related services. The fee for use for government owned facilities and property can be set discretionally by the Town. The cost of acquisition, maintenance, repair, and upgrade to the Town and subsequently the community is offset through rental or use fees. As such these fees should be set using the knowledge of activity use for the facilities, policy desires of the Town, and market factors when desirable. Municipalities generally want to ensure that their programs and services



remain affordable to the community at large, and that the facility costs remain competitive with surrounding jurisdictions. The time estimates for each of the individual fees were based on extensive interviews with Town staff to identify their process in providing the requested service and the amount of time they spent on each step of the process.

The Town currently assesses 34 community center related fees. Of the fees currently assessed, 25 are recommended to increase and 6 are recommended to decrease. The remaining 3 fees are related to the setup of a dance floor which is currently assessed a fee on per piece basis whereas the recommendation is for a flat charge. Depending upon the number of “pieces” requested, the recommended fee may be higher or lower than what is currently assessed. All of the fees are presented in **Appendix C**.

Special Event Fees

This fee area falls under the purview of Recreation Division staff as it relates to special events held within the Town and makes use of the Town’s facilities and associated amenities.

Analysis

The Willdan Team reviewed the services and programs associated with community center fees. The review also consisted of an evaluation of existing services to update the fee schedule.

The analysis encompassed facility rentals related services. The fee for use for government owned facilities and property can be set discretionally by the Town. The cost of acquisition, maintenance, repair, and upgrade to the Town and subsequently the community is offset through rental or use fees. As such these fees should be set using the knowledge of activity use for the facilities, policy desires of the Town, and market factors when desirable. Municipalities generally want to ensure that their programs and services remain affordable to the community at large, and that the facility costs remain competitive with surrounding jurisdictions. The time estimates for each of the individual fees were based on extensive interviews with Town staff to identify their process in providing the requested service and the amount of time they spent on each step of the process.

The Town currently assesses 25 special event fees. Of the fees currently assessed, 7 are recommended to increase and 17 are recommended to stay at the current level. There is 1 fee (application fee) which is currently assessed a flat fee regardless of event size whereas the recommendation is for a higher fee for larger events. All of the fees are presented in **Appendix C**.



Court Fees

The Fountain Hills Municipal Court is the judicial branch of the Fountain Hills government.

As part of the Arizona State Court System, the Fountain Hills Municipal Court is subject to the authority and administrative supervision of the Arizona Supreme Court. The Fountain Hills Municipal Court has legal obligations and reporting responsibilities to the State, as well as to the Town of Fountain Hills.

In addition to the Presiding Judge, the Fountain Hills Municipal Court has a Court Administrator and supporting court service specialists for providing the administrative, clerical, scheduling, record-keeping and reporting functions of the Court. All are committed to the mission of the Court - to provide professional, fair, efficient and respectful service to our citizens in the administration of justice.

Analysis

The Willdan Team individually reviewed the services and programs associated with the Municipal Court. The review also consisted of an evaluation of existing services to update the fee schedule. As a component of the review Town Staff identified which fees were mandated by either State Statutes or the Supreme Court.

The analysis of Court services relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for Town Central Services. The time estimates for each of the individual fees were based on extensive interviews with Town staff to identify their process in providing the requested service and the amount of time they spent on each step of the process. Additionally, there were some instances where there were costs for materials (for example photocopy services) that were included and instances of penalties (for example civil traffic defaults) which were included to incentivize a specific behavior. There were also some services such as Public Defender which are assessed at the actual cost of the appointed attorney, while other fees are dictated by State Statute (ARS 22-281).

The Willdan Team then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee would recover the costs associated with the requested service. Also, comparisons were undertaken to show what surrounding municipalities are charging for similar services. The fee recommendations result in 5 of the 11 fees are proposed to see an increase, 2 are proposed to see a decrease, 3 are recommended to be assessed based on actual or third party costs and the remaining 1 is proposed to stay at the current level as presented in **Appendix C**.



Clerk Fees

Clerk fees are related to campaign fees within the Town.

Analysis

The Willdan Team individually reviewed the services and programs associated with clerk fees. The review also consisted of an evaluation of existing services to update the fees.

The analysis of clerk services herein relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for Town Central Services. The time estimates for each of the individual fees were based on extensive interviews with Town staff to identify their process in providing the requested service and the amount of time they spent on each step of the process. As a result, the 2 clerk fees are proposed to stay at their current levels as presented in **Appendix C**.



Finance Fees

Finance fees provide a variety of services for residents and visitors in the Town. Responsibilities include, business license fees, false alarms, wireless communications, alcohol license, copying public records and more.

Analysis

The Willdan Team individually reviewed the services and programs associated with finance fees. The review also consisted of an evaluation of existing services to update the fees.

The analysis of finance services herein relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for Town Central Services. The time estimates for each of the individual fees were based on extensive interviews with Town staff to identify their process in providing the requested service and the amount of time they spent on each step of the process. A total of 63 finance related fees were identified in the study. Of the 63 fees, 44 are recommended to increase and 18 are recommended to remain unchanged. The Town currently has an art commission fee of 20% of the selling price of the artwork. The recommendation is to change to a flat fee of \$35 per transaction. Depending upon the selling price this may result in an increase or a decrease from the current fee. The Town's finance fees are presented in **Appendix C**.



Appendix A – Total Allowable Cost to be Recovered

Below are the total allowable costs that may be recovered through User Fees; however, only a percentage of the total allowable cost is realized as staff not only works on services related to User Fees, but also works on an array of other Town functions during the operational hours of the Town. The amounts listed below will not reconcile to Town budgets as costs that should not be included in overhead for personnel in the application of determining fully burdened hourly rates were excluded. Examples of these costs are capital, debt, monetary transfers, contract costs, and any other costs that is charged directly to the service requestor.

Town of Fountain Hills - User Fee Overhead Rate Calculations

Department	Salary and Benefits	Department Operations & Administration	Direct Overhead %	Indirect Allocation %
Town Manager	294,115	51,904	17.6%	0.0%
Information Tech	97,705	70,391	72.0%	0.0%
Town Clerk	148,300	59,292	40.0%	0.0%
Administrative Services	126,581	19,508	15.4%	0.0%
Finance	333,396	188,457	56.5%	0.0%
Court	297,637	22,769	7.6%	0.0%
Community Services	1,091,016	285,657	26.2%	10.0%
Development Services	648,618	53,348	8.2%	10.0%
Public Works	315,389	173,873	55.1%	10.0%
Streets	368,203	134,204	36.4%	10.0%
Council	64,250	13,530	21.1%	0.0%
Fire	3,518,819	363,014	10.3%	10.0%



Appendix B – Fully Burdened Hourly Rates

Below are fully burdened hourly rates of staff positions that provide for the services detailed in the report. The FBHRs were used to determine the full cost of each service. They include the salary and benefit costs for each position as well as all applicable overhead amounts for each position. When a central service department position works on a fee or project in the purview of an operating department, the overhead rates of the operating department (shown in **Appendix A**) will be applied to that central service positions' salary and benefit rate for full cost recovery. For any user fee service request that is outside the scope of the fees detailed, or for services for which there is no fee currently set, the Town can charge up to the full cost of the FBHR for personnel involved.

Town of Fountain Hills - User Fee Fully Burdened Hourly Rate Calculation

Department	Position	Fully Burdened Hourly Rate
Position Rates		
Administrative Services	Admin - Administrative Services Director	92.90
Administrative Services	Admin - Economic Develop Analyst	66.01
Administrative Services	Admin - Economic Develop Director	106.27
Administrative Services	Admin - Procurement Officer	56.63
Town Clerk	Clerk - Account Clerk	32.97
Town Clerk	Clerk - Town Clerk	119.43
Court	Court - Court Administrator	61.95
Court	Court - Presiding Judge	93.36
Community Services	CS - Activities Coordinator	31.96
Community Services	CS - Communication & Marketing Coordinator	56.06
Community Services	CS - Community Center Manager	70.49
Community Services	CS - Community Services Director	111.00
Community Services	CS - Customer Service Rep II	38.69
Community Services	CS - Executive Assistant	60.29
Community Services	CS - Home Delivered Meals Coordinator	31.93
Community Services	CS - Lead Operations Support Worker	33.27
Community Services	CS - Lead Park Attendant	26.64
Community Services	CS - Operations Coordinator-Community Center	56.41
Community Services	CS - Operations Support Worker	29.84
Community Services	CS - Park Attendant	27.49
Community Services	CS - Park Operations Lead	49.08
Community Services	CS - Parks Manager	74.32
Community Services	CS - Recreation Manager	81.50
Community Services	CS - Recreation Program Coordinator	57.00
Community Services	CS - Senior Programs Supervisor	65.39



Town of Fountain Hills - User Fee

Fully Burdened Hourly Rate Calculation

Department	Position	Fully Burdened Hourly Rate
Position Rates		
Development Services	Dev Serv - Building Permit Technician	44.45
Development Services	Dev Serv - Chief Building Official/Plans Examiner	88.36
Development Services	Dev Serv - Code Enforcement Officer	46.14
Development Services	Dev Serv - Development Services Director	93.47
Development Services	Dev Serv - Executive Assistant	43.54
Development Services	Dev Serv - GIS Technician/CAD Operator	66.42
Development Services	Dev Serv - Senior Building Inspector	67.58
Development Services	Dev Serv - Senior Code Enforcement Officer	54.51
Development Services	Dev Serv - Senior Planner	71.04
Finance	Fin - Accountant	74.02
Finance	Fin - Customer Service Rep II	37.53
Finance	Fin - Finance Director	130.48
Finance	Fin - Financial Services Technician	60.22
Fire	Fire - Fire Marshall	96.58
Information Tech	IT - I/T Administrator	106.89
Information Tech	IT - I/T Support Specialist	73.97
Town Manager	Manager - Communications and Marketing Coordinator	47.52
Town Manager	Manager - Town Manager	117.17
Town Manager	Manager - Volunteer Coordinator	47.52
Public Works	PW - Assistant Town Engineer	114.22
Public Works	PW - Civil Engineer Inspector	63.98
Public Works	PW - Custodian	48.51
Public Works	PW - Executive Assistant	62.41
Public Works	PW - Facilities Maintenance Tech	80.20
Public Works	PW - Facilities/Environmental Supervisor	100.91
Public Works	PW - Public Works Director	142.06
Public Works	PW - Town Engineer	153.35
Streets	Streets - Civil Engineer Inspector	56.28
Streets	Streets - Fleet Mechanic/Open Space	74.12
Streets	Streets - Public Works Director	124.95
Streets	Streets - Street Maintenance Tech	56.71
Streets	Streets - Street Superintendent	106.16



Appendix C – Cost Recovery Analysis - Summary

The following tables provide the summary results of the analysis, full cost recovery amount, and recommended fees. For fees in which the full cost or percent change is listed as “NA”, the amount or percentage was not calculable based on cost data or variable fee structure. This is most common when either the current or the suggested fee includes a variable component that is not comparable on a one to one basis, a full cost was not calculated (for penalties and fines), or when there is not a current fee amount to compare against. For rental or use of Town property the revenues serve to offset the cost of purchasing, maintaining, operating, and improving the publicly owned property. The cost of the facilities themselves were not determined as part of this study, so the full cost is noted by “NA” as well.

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Development Services			
<i>Planning Fees</i>			
Administrative Use Permit/Temporary Sign Permit	\$25.00 ⁽¹⁾	\$50.00	\$138.24
Appeal of a Decision by the Zoning Administrator	\$1,000.00	\$1,530.00	\$1,536.51
Comprehensive Sign Plans and amendments	\$200.00	\$280.00	\$284.32
Commercial/Industrial/Multi-Family Site Plan Review	\$500.00	\$680.00 for first 5,000 square feet of property, then \$130.00 for every thousand square feet thereafter	\$684.27
Continuance at Applicant Request	\$250.00	\$140.00	\$144.58
Cut & Fill Waiver	\$300.00	\$350.00	\$358.36
Development Agreements	\$5,000.00	\$3,975.00 for up to 5 acres, plus \$795.00 per acre thereafter	\$3,975.09
Development Agreements - Amendment	\$5,000.00	\$1,900.00 for up to 5 acres plus \$380.00 per acre thereafter	\$1,909.69
Final Plats	\$1,500.00	\$1,690.00 for up to 10 lots plus \$169 per lot thereafter	\$1,698.09
General Plan Amendments - Minor	\$3,000.00	\$2,500.00 for the first 5 acres plus \$500.00 per acre thereafter	\$2,516.43
General Plan Amendments - Major	\$5,000.00	\$3,760.00 for the first 40 acres plus \$94.00 per acre thereafter	\$3,762.65
Hillside Protection Easement (HPE)	\$20.00	\$170.00 Plus recording fees	\$174.92
Landscape Plan Review	\$420.00	\$510.00	\$511.64
Public Notice in Newspaper (for all actions requiring newspaper notifications)	Actual newspaper posting cost plus \$10.00 processing	\$260.00 ⁽²⁾	\$261.68

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Notification fee (for all actions requiring mailed notifications)	\$5.00	\$175.00 ⁽³⁾	\$175.42
Ordinances (Text Amendments)	\$2,000.00	\$1,975.00	\$1,976.78
Planned Area Developments (PAD)	\$2,000.00	\$3,620.00 for the first 5 acres plus \$725.00 per acre	\$3,623.72
Planned Area Developments (PAD) - Amendment	\$2,000.00	\$1,850.00 for the first 5 acres plus \$370.00 per acre thereafter	\$1,851.86
Plat Abandonments	\$500.00	\$1,150.00 plus County Fees ⁽⁴⁾	\$1,154.45
Preliminary Plats	\$2,000.00	\$2,045.00 for the first 10 lots, plus \$205.00 per lot thereafter	\$2,047.23
Recording Fees (subject to change without notice)	\$10.00	\$150.00	\$153.62
Replats (lot joins, lot divisions, lot line adjustments)	\$500.00	\$575.00	\$577.41
Rezoning (Map)	\$2,000.00	\$3,623.00 up to 10 acres plus \$360.00 per acre thereafter	\$3,623.72
Saguaro Cactus Permit	\$90.00	\$110.00	\$112.95
Special Use Permits and amendments	\$500.00	\$2,000.00	\$2,073.47
Temporary Use Permits	\$200.00	\$230.00 plus notification	\$234.61
Temporary Visitor Permit (RV Parking):	\$25.00	\$50.00	\$52.66
Tract Housing	\$500.00	\$325.00 plus \$100.00 per façade	\$326.72
Variances	\$1,000.00	\$1,190.00 for the first variance plus \$300.00 for each additional variance	\$1,190.83
Zoning Verification Letter	\$200.00	\$280.00	\$284.78

(1) Plus mailing costs

(2) Plus actual newspaper posting costs

(3) Plus \$5 per mailing label

(4) Minimum \$150 recording fee

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
<i>Building Fees</i>			
Building Permit/Plan Check Single Family Residential:			
Single Family Homes (Includes Permit and Plan Review)			
Livable Area with A/C	\$0.75	\$0.73	\$0.73
Covered Area: Garage and/or Patio (non A/C)	\$0.45	\$0.55	\$0.55
Single Family Addition	\$0.75	\$0.73	\$0.73
Single Family Remodel	\$0.23	\$0.24	\$0.24
Single Family Remodel non A/C	\$0.14	\$0.15	\$0.15
Specialized Permits (Includes Permit and Plan Review)			
Solar Photovoltaic	\$140.00	\$150.00	\$154.21
Fence Walls	\$70.00	\$200.00 for first 100 feet plus \$2.00 per linear foot	\$213.56
Retaining Walls	\$70.00	\$300.00 for 100 linear feet plus \$3.20 per linear foot thereafter	\$319.68
Pools & Spas Attached	\$290.00	\$320.00 up to 450 square feet plus \$0.72 per square foot above 450	\$323.01
Stand Alone Spas	\$235.00	\$140.00	\$154.21
Landscape Deposit	\$420.00	\$2,500.00 refundable deposit. Deposit required for Certificate of Occupancy (C of O) if landscaping is not installed; refundable upon landscaping approval by Town within six (6) months.	\$2,500.00
Miscellaneous Plan Review/Inspection (1 hour minimum)			
One Discipline Permit	\$70.00	\$140.00	\$143.99

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Minimum Plan Review	\$70.00	\$115.00	\$118.94
Addendum	\$70.00	\$115.00	\$118.94
Demolition (minor)	\$120.00	\$60.00	\$64.18
Plan Review Add On (After 3rd Review)	50% of Bldg Permit/Plan Review Fee	50% of Bldg Permit/Plan Review Fee	\$590.85
Reinspection Fee	\$150.00	\$170.00	\$193.36
Permit Extensions - Residential new construction only (If Town has all records and within current Code cycle)	\$400.00	\$460.00 as a penalty	\$462.52
Permit Extensions - Residential remodel only (If Town has all records and within current Code cycle)	\$100.00	\$120.00	\$120.34
Penalty for failure to obtain a building permit	50% of Bldg Permit/Plan Review Fee	100% of Bldg Permit/Plan Review Fee	\$113.37
Building Permit/Plan Check Commercial:			
<i>Commercial/Tenant Building Permit (Includes Permit and Plan Review)</i>			
Area with A/C	\$0.75	\$0.80	\$0.80
Covered Area (non A/C)	\$0.45	\$0.65	\$0.65
<i>Commercial Building Addition</i>			
Area with A/C	\$0.75	\$0.80	\$0.80
Covered Area (non - A/C)	\$0.45	\$0.65	\$0.65
<i>Commercial Remodel (Existing)</i>			
Area with A/C	\$145.00	\$585.00 for 3,000 square feet plus \$0.20 per square foot thereafter	\$587.36
Covered Area (non - A/C)	\$145.00	\$275.00 for 3,000 square feet plus \$0.09 per square foot thereafter	\$278.09
<i>Apartments/Condominiums</i>			
Livable Area with A/C	\$0.60	\$1.10	\$1.13
Covered Area (non - A/C)	\$0.37	\$0.75	\$0.78
Landscape Plan Review	\$420.00	\$50.00	\$50.52
Miscellaneous Permits (Plan Review Fee is Separate)	\$70.00	\$13.00	\$13.00
Minimum Permit (one discipline)	\$70.00	\$140.00	\$143.99
Sign Permit, less than 32 square feet (New/Modified)	\$190.00	\$85.00	\$87.61
Sign Permit, 32 or greater square feet (New/modified)	\$240.00	\$105.00	\$105.37
<i>Miscellaneous Plan Review</i>			
Minimum Plan Review/Inspection (1 hour minimum)	\$70.00	\$115.00	\$118.94
Revisions to Approved Plans	\$70.00	\$170.00	\$174.21
Plumbing - Water heater replacement/solar (minor)	\$70.00	\$140.00	\$138.99

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Mechanical - HVAC replacement (minor)	\$70.00	\$140.00	\$138.99
Electrical - panel repair (minor)	\$70.00	\$150.00	\$138.99
Demolition (minor)	\$120.00	\$60.00	\$64.18
Plan Review Add On (After 3rd Review)	50% of Bldg Permit/Plan Review Fee	50% of Bldg Permit/Plan Review Fee	
Reinspection Fee	\$150.00	\$170.00	\$168.34
Permit Extensions - Commercial new construction only (If Town has all records and within current Code cycle)	\$400.00	\$460.00	\$462.52
Permit Extensions - Commercial remodel only (If Town has all records and within current Code cycle)	\$100.00	\$120.00	\$120.34
Penalty for failure to obtain a building permit	50% of Bldg Permit/Plan Review Fee	50% of Bldg Permit/Plan Review Fee	\$113.37
Refund for cancelled Commercial Building permit (must be done in writing)	35% of building permit fee paid - request must be made within 180 days of original payment	35% of building permit fee paid - request must be made within 180 days of original payment	\$28.34
Appeal of Decision by Building Official/Fire Marshall	\$1,000.00	\$1,000.00 All fees include up to 3 reviews by staff. Any additional reviews will be subject to an additional fee	\$1,030.30

Planning Fees - Miscellaneous

Maps:			
8 1/2" x 11"	\$3.00	\$3.00	\$17.10
11" x 17" Street/Index Map "Typical"	\$6.00	\$5.00	\$17.60
11" x 17" Aerial Site Plan	\$20.00	\$18.00	\$17.60
24" x 36" Custom Map	\$20.00	\$20.00	\$21.60
36" x 36" Bldg/Plat/Zoning Map	\$30.00	\$25.00	\$26.60
60" x 60" Street/Bldg/Develop/Plat/Plot	\$50.00	\$35.00	\$36.60
Map Book	\$25.00	\$100.00	\$102.78

Fire Fees

Residential Automatic Sprinkler System Plan Review/Inspection	\$0.05	\$340.00 for up to 4,400 square feet then \$0.08 per square foot	\$341.04
Commercial Automatic Sprinkler System Plan Review/Inspection	\$0.10	\$340.00 for the first 3,000 square feet then \$0.11 per square foot	\$341.04
Commercial Auto Sprinkler System Modification Plan Review/Inspection	\$75.00	\$195.00	\$196.17
Commercial Hood System Plan Review/Inspection	\$100.00	\$290.00	\$292.75

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Commercial Fire Alarm System Plan Review/Inspection	\$100.00	\$385.00	\$389.34
Commercial Fire Alarm System Modification Plan Review/Inspection	\$50.00	\$385.00	\$389.34
Residential LPG Installation Review/Inspection	\$50.00	\$170.00	\$173.20
Annual Adult Residential Group Care Inspection	\$100.00	\$130.00	\$131.78
Annual Commercial Fire Inspection Fee	\$0.00	\$0.00	\$107.63
Tent Permit Fee (any tent over 200 square	\$100.00	\$65.00	\$67.39
Reinspection Fee (beyond one re-check)	\$150.00	\$150.00	\$157.88
Abatement Fees:			
Inspection fee	\$70.00	\$340.00	\$341.04
Reinspection fee	\$150.00	\$340.00	\$341.04

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Public Works			
Excavations/In-Lieu Fees:			
Base fee (per excavation)	\$250.00	\$250.00	\$253.27
Trench cut fees:			
Newly paved or overlaid 0 - 1 yrs.	\$55.00	\$55.00	\$55.00
Newly paved or overlaid 1 - 2 yrs.	\$45.00	\$45.00	\$45.00
Newly paved or overlaid 2 - 3 yrs.	\$35.00	\$35.00	\$35.00
Newly paved or overlaid 3 - 4 yrs.	\$25.00	\$25.00	\$25.00
Newly paved or overlaid 4 - 5 yrs.	\$15.00	\$15.00	\$15.00
Newly paved or overlaid 5 - 6 yrs.	\$10.00	\$10.00	\$10.00
Slurry or chip sealed 0 - 2 years	\$4.00	\$4.00	\$4.00
Pavement replacement greater than 300 feet in length	\$2.50	\$2.50	\$2.50
Utility Pit fees:			
Newly paved or overlaid 0 - 1 yrs.	\$5.00	\$5.00	\$5.00
Newly paved or overlaid 1 - 2 yrs.	\$4.50	\$4.50	\$5.00
Newly paved or overlaid 2 - 3 yrs.	\$3.50	\$3.50	\$5.00
Newly paved or overlaid 3 - 4 yrs.	\$2.50	\$2.50	\$5.00
Newly paved or overlaid 4 - 5 yrs.	\$1.50	\$1.50	\$5.00
Newly paved or overlaid 5 - 6 yrs.	\$1.00	\$1.00	\$5.00
Slurry or chip sealed 0 - 2 years	\$5.00	\$5.00	\$5.00
Adjustment (MH, valve, monument, etc.)	\$500.00	\$500.00	\$1,500.00
Striping	\$0.55	\$3.00	\$145.69
Lane Markers	\$150.00	\$175.00	\$176.93
Stop Bars	\$2.50	\$3.00	\$176.93
Crosswalks	\$0.79	\$3.00	\$176.93
RPMs	\$7.00	\$7.00	\$176.93
Seal-Coat	\$2.00	\$3.00	\$270.64
Encroachment/Engineering Permits:			
Base Permit Fee	\$70.00	\$200.00	\$209.50
2"/6" Paving A.C.	\$0.35	\$2.25	\$2.30
Permanent Barricading	\$25.00	\$220.00	\$222.23
Guard Rail/Hand Rail	\$0.20	\$1.50	\$1.74
Survey Monuments	\$10.00	\$145.00	\$145.69
Concrete Aprons	\$15.00	\$145.00	\$145.69
Scuppers	\$15.00	\$145.00	\$145.69
Review for Adjustments MH, etc.	\$10.00	\$145.00	\$145.69
4" Paving - PC Concrete	\$0.22	\$1.45	\$1.46
Decorative Sidewalk or Paving	\$0.30	\$2.70	\$2.71
Sidewalk & Bike path	\$0.30	\$2.70	\$2.71
Curb & Gutter	\$0.20	\$1.70	\$1.74
Valley Gutter	\$0.50	\$1.45	\$1.46
Sign (regulator, street etc.)	\$5.00	\$145.00	\$145.69
Pavement Cuts	\$2.00	\$1.45	\$1.46
Driveway/Driveway Modifications	\$30.00	\$145.00	\$145.69
Utility, Water Line, Sewer Line Trench - Paved	\$0.15	\$2.00	\$2.02
Utility, Water Line, Sewer Line Trench - Unpaved	\$0.15	\$1.45	\$1.46
Storm Drain Pipe	\$2.00	\$1.70	\$1.74

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Catch Basins, Headwells	\$50.00	\$145.00	\$145.69
Cutoff Walls	\$0.35	\$1.45	\$1.46
Slope Protection	\$0.30	\$1.45	\$1.46
Rip Rap	\$0.90	\$1.45	\$1.46
Retaining Wall	\$1.53	\$1.45	\$1.46
Cut/Fill (Materials Moved)	\$0.40	\$2.00	\$2.02
Box Culverts	5% of engineer estimate	5% of engineer estimate	\$0.00
Miscellaneous	5% of engineer estimate	5% of engineer estimate	\$0.00
Landscaping	5% of engineer estimate	5% of engineer estimate	\$0.00
Irrigation	5% of engineer estimate	5% of engineer estimate	\$0.00
Lighting	5% of engineer estimate	5% of engineer estimate	\$0.00
Grading	5% of engineer estimate	5% of engineer estimate	\$0.00
Utility Splice/Repair Pits Up to 25 square feet (outside pvmt)	\$2.00	\$140.00	\$5.83
Other	5% of engineer estimate	5% of engineer estimate	\$0.00
In Lieu Payments	Calculated for cuts greater than 300 feet in length	n/a	n/a
Traffic Control Plan Review	\$200.00	\$170.00	\$173.83
Engineering Plan Review Fee	\$350.00	\$575.00 per sheet (includes three reviews) \$190 per sheet for each subsequent review	\$576.10
Failure to obtain an Encroachment Permit	\$200.00	\$230.00	\$230.10
Failure to obtain a Final Inspection	\$100.00	\$170.00	\$173.83
Reinspection Fee	\$150.00	\$150.00	\$161.28
Investigation Fee for Work Done Without Permit	\$250.00 or the permit fee, whichever is greater, but not to exceed \$2,500.00 for every day or a portion of a day from the time unpermitted work began until a permit is obtained.	\$400.00 or the permit fee, whichever is greater, but not to exceed \$2,500.00 for every day or a portion of a day from the time unpermitted work began until a permit is obtained.	\$423.83

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Oversize/Overweight Vehicle Permit	\$210.00	\$250.00	\$275.34
Haul Route Permit (greater than or equal to 500 cubic yards)	\$210.00	\$160.00	\$166.73
Failure to barricade or improper barricading	Up to \$1,000.00	\$1,00.00 to \$5,000.00	\$138.59
Permit Extension	\$50.00	\$50.00	\$51.81
Penalty for work w/o permit	50% of Permit Fee	50% of Permit Fee	NA
Minimum Plan Review	\$70.00	\$115.00	\$143.99
Traffic Study - Cost to recover staff time and materials	New	\$150.00 base fee plus \$50.00 per additional location request	\$166.73
Easement or Right-of-Way Abandonment	\$350.00	\$730.00	\$730.88
Hillside Protection Reconfiguration and/or Replacement of Hillside Protection Easement	\$350.00	\$350.00	\$370.78
Revocation Administrative Fee	\$300.00	\$60.00	\$62.75
Engineering Plan Review Fee	\$350.00	\$1,610.00	\$1,614.47
Final Plat Improvement:			
Plan Checking	\$350.00	\$1,750.00	\$1,756.54
Except water and sewer plans	\$175.00	\$1,610.00	\$1,614.47
Water and sewer plans only	\$200.00	\$1,610.00	\$1,614.47
Engineering Report/Calculations Review Fee (Drainage, Environmental, Traffic, Structural, Water, Sewer, etc.)	\$350.00	\$1,535.00	\$1,538.45
New/Address Change	\$25.00	\$50.00	\$104.63
Third-Party or Expedited Plan Review & Inspections	New	Actual costs for third party	NA
Inspections not associated with an active Building Permit	New	\$60.00	\$59.28
Off-Hours Inspections (Nights & Weekends)	New	\$85.00	\$84.41
<i>Public Works Fees - Miscellaneous</i>			
Adopt a Street:			
Fee, per sign	\$30.00	\$60.00	\$295.42

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Community Services			
<i>Parks Fees</i>			
Park Rental Fees - Resident:			
Small Ramada - 2 hour minimum	\$10.00	\$15.00	\$26.31
Saguaro Ramada - 2 hour minimum	\$20.00	\$30.00	\$39.64
Meeting Rooms 2 hour minimum	\$10.00	\$15.00	\$26.31
Athletic Fields - 2 hour minimum	\$15.00	\$20.00	\$26.31
Sports Courts - 1 hour reservation	\$5.00	\$10.00	\$46.05
Half Day Open Park space, including Amphitheater, Avenue of the Fountains Plaza, Great Lawn, Centennial Circle and other lawns	\$400.00	\$800.00	\$1,354.46
Full Day Open Park space, including Amphitheater, Avenue of the Fountains Plaza, Great Lawn, Centennial Circle and other lawns	\$750.00	\$1,500.00	\$2,354.46
Park Rental Fees - Non-Resident/Commercial:			
Small Ramada - 2 hour minimum	\$15.00	\$22.50	\$26.31
Saguaro Ramada - 2 hour minimum	\$30.00	\$40.00	\$39.64
Meeting Rooms 2 hour minimum	\$15.00	\$20.00	\$26.31
Athletic Fields - 2 hour minimum	\$22.50	\$30.00	\$26.31
Sports Courts - 1 hour reservation	\$10.00	\$15.00	\$46.05
Half Day Open Park space, including Amphitheater, Avenue of the Fountains Plaza, Great Lawn, Centennial Circle and other lawns	\$750.00	\$1,350.00	\$1,354.46
Full Day Open Park space, including Amphitheater, Avenue of the Fountains Plaza, Great Lawn, Centennial Circle and other lawns	\$1,400.00	\$2,350.00	\$2,354.46
Park Rental Fee Extras:			
Power Distribution Box Rental Fee & Deposit	\$15.00	\$25.00 plus \$200 deposit	\$1,220.88
Quick Coupler	n/a	\$25.00 plus \$200 deposit	\$227.80
Athletic Field Lights (2 hour minimum)	\$10.00	\$15.00	\$50.88
Athletic Field Prep – Baseball/Softball	\$25.00	\$30.00	\$46.64
Athletic Field Prep – Soccer/Football	\$25.00	\$500.00	\$522.42
Batting Cage Rental - 1 hour	n/a	\$10.00	\$46.05
Alcohol Permit with Park Reservation	\$10.00	\$20.00	\$39.64
Fountain Operation	\$265.00	\$300.00	\$307.28
Staff - 2 hour minimum	\$21.00 - \$38.00	\$40.00	\$52.80
<i>Community Center Fees</i>			
Community Center Rentals - Resident/Organization:			
Classrooms - 2 hour minimum	\$17.00	\$25.00	\$86.41
Ballroom - Per Ballroom; Minimum 4 hours			
Lobby	\$34.00	\$50.00	\$192.16

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Weekend Rates: Friday & Saturday (no rentals on Sunday)			

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Ballroom - Per Ballroom; Minimum 4 hours	\$41.00	\$75.00	\$192.16
Groups meeting 6 or More Times per Year	50% of Resident/Non-Profit rate	Rent 5 Times Get 6th Rental Free	
Community Center Rentals - Non-Resident/Commercial:			
Classrooms - 2 hour minimum	\$39.00	\$50.00	\$86.41
Ballroom - Per Ballroom; Minimum 4 hours	\$83.00	\$100.00	\$192.16
Lobby	\$69.00	\$100.00	\$192.16
Weekend Rates: Friday & Saturday (no rentals on Sunday)			
Ballroom - Per Ballroom; Minimum 4 hours	\$124.00	\$75.00	\$192.16
Groups meeting 6 or More Times per Year	50% of Resident/Non-Profit rate	Rent 5 Times Get 6th Rental Free	
Community Center Extra Service Fees - Non-Resident/Commercial:			
Video Projector	\$75.00	\$55.00 plus \$300.00 deposit	\$556.41
Flat Screen TV	\$50.00	\$55.00 plus \$500.00 deposit	\$1,031.72
Small Screen	\$10.00	\$55.00 plus \$250.00 deposit	\$278.20
Large Screen (8' x 10')	\$20.00	\$55.00 plus \$600.00 deposit	\$642.30
Ping Pong Table	\$30.00	\$55.00 plus \$500.00 deposit	\$528.20
Sound Reinforcement			
Wireless Microphones	\$15.00	\$25.00	\$28.20
Speaker Table (Includes Mixing Board)	\$15.00	\$25.00	\$28.20
Conference Phone	\$20.00	\$55.00 plus \$100.00 deposit	\$109.40
Portable Sound System (Includes Mixing Board and/or Portable Speaker)	\$50.00	\$85.00 plus \$500.00 deposit	\$528.20
Electricity (per booth)	\$0.00	n/a	\$0.00
Portable White Board	\$10.00	\$5.00	\$61.72
Walker Display Board	\$10.00	\$5.00	\$61.72
Items for Sale	\$0.00	\$5.00	\$0.00
Miscellaneous	\$0.00	n/a	\$0.00
Dance Floor - per 3' x 3' parquet square (15' x 15')	\$5.00	\$225.00	\$875.62
Dance Floor - per 3' x 3' parquet square (18' x 18')	\$5.00	\$280.00	\$1,182.03
Dance Floor - per 3' x 3' parquet square (21' x 21')	\$5.00	\$325.00	\$1,563.44
Staging 6' x 8" section (1 piece)	\$10.00	\$25.00	\$356.41
Coffee Service	\$5.00	\$20.00	\$56.41

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Portable Bar	\$50.00	\$50.00 plus \$250.00 deposit	\$306.41
Labor Charges	\$25.00	\$55.00	\$56.41

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Senior Services Annual Membership Fees:			
Resident	\$20.00	\$30.00	\$190.35
Non - Resident	\$30.00	\$45.00	\$190.35
<i>Special Event Fees</i>			
Special Events Permits:			
<i>Special Event Permits - Food/Event Vendors</i>			
Application Fee	\$350.00	\$0.00 to \$500.00	\$564.24
<i>Special Event Permits - Business</i>			
Application Fee - Business (If submitted at least 60 days prior to the event date)	\$100.00	\$300.00	\$314.24
Application Fee - If submitted 59 days or less prior to the event date	\$300.00	\$550.00	\$564.24
Permit Fee	\$50.00	\$50.00	\$53.88
<i>Special Event Permits - Non-Profit</i>			
Application Fee - Charitable Organization (If submitted at least 60 days prior to the event date)	\$50.00	\$150.00	\$314.24
Application Fee - If submitted 59 days or less prior to the event date	\$200.00	\$275.00	\$564.24
Permit Fee	\$25.00	\$50.00	\$84.63
<i>Special Event Permits - Extra Fees</i>			
Special Event Liquor Application Fee	See alcohol license application fees - non-refundable	\$25.00	\$599.34
<i>Special Event Permits - Park Fee (Open Park space: amphitheater, AOTF Plaza, Great Lawn, Other)</i>			
Non-Profit:			
Small Event	\$400.00/\$750.00	\$400.00/\$750.00	\$0.00
Medium Event	\$2,500.00	\$2,500.00	\$0.00
Large Event	\$3,500.00	\$3,500.00	\$0.00
Business/Commercial:			
Small Event	\$750.00/\$1,400.00	\$750.00/\$1,400.00	\$0.00
Medium Event	\$2,500.00	\$2,500.00	\$0.00
Large Event	\$3,500.00	\$3,500.00	\$0.00
Special Event Permits - Deposit Fees			
Events with less than 1,000 attendance	\$500.00	\$500.00	
Events with 1,000 - 1,999 attendance	\$1,000.00	\$1,000.00	
Events with 2,000 - 5,000 attendance	\$2,500.00	\$2,500.00	
Events with over 5,000 attendance	\$5,000.00	\$5,000.00	
Special Event Permit Fees - Road Closure Admin Fees			
Events with less than 1,000 attendance	\$500.00	\$500.00	
Events with 1,000 - 1,999 attendance	\$750.00	\$750.00	
Events with 2,000 - 5,000 attendance	\$1,000.00	\$1,000.00	
Events with over 5,000 attendance	\$1,500.00	\$1,500.00	
Special Event Permit Fees - Vendor Compliance Fine			
First time penalty	\$250.00	\$250.00	\$293.88
Recurring penalty	\$750.00	\$750.00	\$793.88

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Film permit application	\$50.00	\$85.00	\$84.63

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Court Fees			
Non-Sufficient Funds (checks returned to Court)	\$30.00	\$50.00	\$63.55
Public Defender	Actual costs for appointed attorney	Actual costs for appointed attorney	\$0.00
Jail Reimbursement	Actual costs billed by County for jail time served	Actual costs billed by County for jail time served	\$0.00
Jury Costs (assessed if jury trial canceled within five days of trial)	Actual administrative costs	Actual administrative costs	\$0.00
Civil Traffic Default	\$50.00	\$50.00	\$55.49
Warrant	\$50.00	\$65.00	\$66.37
Diversion Program Rescheduling	\$25.00	\$22.00	\$22.40
Court Clerk	\$17.00	\$28.00	\$10.49
Court User	\$30.00	\$10.00	\$10.49
Public Records Search	\$2.00	\$28.00	\$26.45
Certified Copies	\$17.00	\$28.00	\$25.76
Clerk Fees			
Campaign Fees:			
Pro/Con Argument Fee	\$100.00	\$100.00	\$109.72
Campaign Finance - Late Filing Fee	\$10.00	\$10.00	\$10.00

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Finance Fees			
Services:			
Notarization	\$2.00	\$2.00	\$2.00
Affix Town Seal	\$2.00	\$5.00	\$5.71
Returned Check Fee	\$30.00	\$50.00	\$63.55
Convenience Fee - credit card payment	\$3.00	\$4.00	\$4.76
Art Commission	20% of selling price	\$35.00	\$37.93
Copies			
Photocopies 8 1/2 x 11	\$0.50	\$0.65	\$3.63
Photocopies 8 1/2 x 14	\$0.60	\$0.70	\$3.73
Photocopies 11 x 17	\$0.70	\$0.75	\$3.83
Reports:			
License Report (Non - Commercial Use)	\$25.00	\$30.00	\$33.55
License Report (Commercial Use)	\$50.00	\$30.00	\$33.55
Business License Fees:			
New Business License	\$50.00	\$50.00	\$53.46
Annual renewal fee for business within the Town limits	\$35.00	\$35.00	\$38.30
Annual renewal fee for business without a fixed place of business within the Town limits	\$50.00	\$50.00	\$58.30
Late fee for renewal of business license fee	25% of renewal fee	25% of renewal fee	\$20.00
Penalty for operating a business without a license	\$100.00	\$150.00	\$170.55
Peddlers, solicitors and mobile merchants	\$250.00	\$250.00	\$267.02
Peddler investigation fee (per person)	\$41.00	\$55.00	\$59.97
Promoters of entertainments, circuses, bazaars, etc., who receive a percentage of receipts or other consideration for their services. Each such promoter shall also obtain liability insurance of a minimum of \$1 million naming the Town as insured.	\$100.00	\$150.00	\$162.02
Handbill Distributor	\$10.00	\$50.00	\$67.02
Amusement Company, such as ferris wheel, merry - go - round, etc., not part of a circus. Tent Show. Wrestling Exhibition. Road Show, Carnival or Circus.	\$100.00	\$150.00	\$149.96
Practice of palmistry, phrenology, astrology, fortune telling, mind reading, clairvoyancy, magic or any healing practices not licensed by the State of Arizona, or any similar calling without a fixed place of business	\$50.00	\$50.00	\$53.46
Duplicate Business License	\$10.00	\$15.00	\$16.14
Verification of License Letter	\$10.00	\$15.00	\$16.14
False Alarm Service Charges:			
First and Second	None	\$0.00	\$67.38
Third	\$50.00	\$100.00	\$127.20
Fourth	\$75.00	\$150.00	\$152.20
Fifth and Sixth	\$100.00	\$175.00	\$177.20

Description	Current Fee/Charge	Proposed Fee	Full Cost Recovery
Seventh or more	\$200.00	\$275.00	\$277.20
Wireless Communications:		Per State Statute	
Lease Agreement Application Fee, each	\$250.00	\$285.00	\$287.12
Amendments to Cell Tower Lease	\$250.00	\$285.00	\$287.12
Small Cell Wireless Facilities: (all fees are non refundable)	\$0.00		
ROW Use Fee	\$50.00	\$50.00	\$287.50
Authority utility pole attachment	\$50.00	\$50.00	\$465.08
Small Wireless Facilities (SWF) collocation	\$100.00	\$100.00	\$514.97
Small Wireless Facilities (SWF) collocation	\$50.00	\$50.00	\$514.97
Batched applications for up to 25 SWF's	\$100.00	\$100.00	\$978.85
Batched applications for up to 25 SWF's	\$50.00	\$50.00	\$2,258.53
Applications for new, replacement or modified utility poles NOT subject to zoning review	\$750.00	\$750.00	\$235.99
Applications for new, replacement or modified utility poles and collocation of wireless facilities subject to zoning review	\$1,000.00	\$1,000.00	\$251.99
Alcohol License Application:			
Person Transfer Fee	\$150.00	\$200.00	\$244.60
Location Transfer Fee	\$150.00	\$200.00	\$244.60
Probate/Will Assignment/Divorce Decree	\$150.00	\$200.00	\$244.60
Extension of Premise	\$50.00	\$200.00	\$244.60
Sampling Permit	\$50.00	\$200.00	\$244.60
Acquisition of Control/Restructure/Agent Change	\$100.00	\$200.00	\$244.60
Initial/Interim Application Fee			
01 - In State Producer	\$500.00	\$600.00	\$599.34
02 - Out of State Producer	\$500.00	\$600.00	\$599.34
03 - Domestic Microbrewery	\$500.00	\$600.00	\$599.34
04 - In State Wholesaler	\$500.00	\$600.00	\$599.34
05 - Government	\$500.00	\$600.00	\$599.34
06 - Bar, All Spirituous Liquors	\$500.00	\$600.00	\$599.34
07 - Beer & Wine Bar	\$500.00	\$600.00	\$599.34
08 - Conveyance	\$500.00	\$600.00	\$599.34
09 - Liquor Store	\$500.00	\$600.00	\$599.34
10 - Beer & Wine Store	\$500.00	\$600.00	\$599.34
11 - Hotel/Motel	\$500.00	\$600.00	\$599.34
12 - Restaurant	\$500.00	\$600.00	\$599.34
13 - Domestic Farm Winery	\$500.00	\$600.00	\$599.34
14 - Private Club	\$500.00	\$600.00	\$599.34
Alcohol Permit Renewal	n/a	\$200.00	\$244.60



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