



**SAN RAFAEL**  
THE CITY WITH A MISSION

Agenda Item No: 6.a

Meeting Date: December 19, 2022

## SAN RAFAEL CITY COUNCIL AGENDA REPORT

Department: Finance

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City Manager Approval: \_\_\_\_\_

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**TOPIC: PROPOSED MASTER FEE SCHEDULE UPDATE**

**SUBJECT: 1. AN ORDINANCE OF THE CITY OF SAN RAFAEL CITY COUNCIL REPEALING AND REPLACING CHAPTER 3.34 OF TITLE 3 OF THE SAN RAFAEL MUNICIPAL CODE, TITLED FEE AND SERVICE CHARGE REVENUE/COST COMPARISON SYSTEM**

**2. RESOLUTION AMENDING THE CITY MASTER FEE SCHEDULE**

**3. RESOLUTION RESCINDING RESOLUTION NO. 11942 AND ESTABLISHING AN AFFORDABLE HOUSING IN-LIEU FEE FOR DEVELOPMENTS WITHIN THE CITY OF SAN RAFAEL EQUAL TO \$362,817 FOR EACH AFFORDABLE HOUSING UNIT AND PROVIDING FOR ANNUAL ADJUSTMENT OF FEE**

**4. RESOLUTION AMENDING THE CITY'S PARKING CITATION FINES**

### EXECUTIVE SUMMARY:

Staff are proposing amendments to the City's Master Fee Schedule, affordable housing in-lieu fees, and parking citation fines, as well as an ordinance repealing and replacing Chapter 3.34 of the San Rafael Municipal Code. The changes to the Master Fee Schedule are based on a 2019 fee study conducted by MGT Consulting Group and aim to ensure the City maintains sustainable and effective operations. The primary changes proposed are to Building, Planning, Public Works, and Fire Department fees. Proposed changes to the Parking citation fines are intended to bring the City closer to neighboring cities and Marin County citation fines. The proposed affordable housing in-lieu fees are based on a recent Marin County study and help the City support the development of housing affordable to very low-, low- and moderate-income households.

### RECOMMENDATION:

1. Waive Reading, Refer to it by Title Only, and Introduce An Ordinance of the City of San Rafael City Council Repealing and Replacing Chapter 3.34 of Title 3 of the San Rafael Municipal Code, Titled Fee and Service Charge Revenue/Cost Comparison System

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FOR CITY CLERK ONLY

Council Meeting:

Disposition:

2. Adopt the Resolution Amending the City Master Fee Schedule
3. Adopt the Resolution Rescinding Resolution No. 11942 And Establishing an Affordable Housing In-Lieu Fee for Developments within the City of San Rafael Equal to \$362,817 for Each Affordable Housing Unit and Providing for Annual Adjustment of Fee
4. Adopt the Resolution Amending the City's Parking Citation Fines

**BACKGROUND:**

The City of San Rafael last conducted a *comprehensive* update to the City's fee schedules with a study by a third-party consultant in 2011, which included the fees and fines for a variety of City services and programs. The City has made numerous fee updates since that time such as the recent Library and Recreation fee changes in 2021 and 2022.

Fee schedule updates are intended to ensure that the City operates sustainably and recovers costs for activities including plan review, building and fire inspections, and use of the public right-of-way. State law, including Propositions 26 and 218, provide detailed guidance and restrictions on allowable rates, which are capped at 100% cost-recovery for most fees. Parking fees are not limited to cost-recovery levels due to the Proposition 26 exception for use or rent of public property and penalty fees. Past Master Fee Schedule updates, like this one, have recommended that some fees be kept below cost-recovery levels when deemed a public benefit.

Operational costs have increased since the most recent comprehensive master fee schedule update was completed. Increases in costs of goods and services due to inflation, as well as wage cost of living increases have resulted in higher costs than the fee schedule currently accounts for. The recommended fee updates support continued operations and ensure that service levels currently provided by departments such as Community Development, Public Works, and Fire can continue.

Parking Services is an enterprise fund and, as such, is completely reliant on revenue from two sources: parking revenue from meters and pay machines, and parking citation fines. Since mid-2020, due to the COVID-19 pandemic, parking revenues have been in steep decline and have been supplemented by the City's General Fund.

**ANALYSIS:**

**1. Ordinance Repealing and Replacing Chapter 3.34 of the San Rafael Municipal Code**

Staff proposes to repeal and replace the provisions of Chapter 3.34 of the SRMC, titled Fee and Service Charge Revenue/Cost Comparison System. This chapter, adopted in September 1997, provides the City's service charge revenue/cost comparison system to ensure that service fees do not exceed the reasonable estimated cost to provide the services for which the fees are charged. The code lists services provided by the City together with a percentage of cost recovery for each enumerated service. It also provides that the City Manager and other department directors review the listed services annually and propose recommended changes, if any, to the City Council to recover the listed percentage of costs in the ordinance.

The replacement language provides a "catch all" provision that the City Council may adopt by resolution fees and service charges to recover costs reasonably borne and such costs will be reflected in the "Master Fee Schedule". Government Code section 66016(b) permits a local agency to levy a new fee or service

charge or approve an increase in an existing fee or service charge, by ordinance or resolution. The legislative body may not delegate this authority.

The ordinance repeals the following substantive provisions of Chapter 3.34:

Section 3.34.020 (delegation of authority and direction to manager): This section directs the City Manager and directors to conduct rate reviews and issue executive orders to set effective dates of the fees, rate structures, and associated procedures. These provisions have not impacted how staff presents its recommendations to the City Council, in part because state law requires that the City Council set or increase new fees and service charges, and this authority cannot be delegated. Staff will continue its current process to study rates and recommend changes to the rates to be adopted by resolution of the City Council.

Section 3.34.030 (“costs reasonably borne” defined): Repeal will remove the details defining how “costs reasonably borne” be determined, which include direct and indirect costs, fixed asset recovery expenses, general overhead, departmental overhead, and debt service costs. Repeal of this code provision will allow staff to consider and apply best practices in developing and recommending fee structures. The government code sets clear guidelines for what staff can include in its cost recovery calculations. Staff will continue to provide the backup for all proposed fees in its recommendations to the City Council.

Section 3.34.040 (schedule of fees and service charges): Listing the schedule of fees and service charges constrains the City Council’s discretion to set cost recovery fees to those percentages listed in the code, some of which are set below 100%. By removing these restrictions from the code, the City Council may set new fees or service charges or approve increases to an existing fee or service charge, by resolution that are unconstrained by the discrete lists and capped percentages in the code. The fee setting will still be limited by state law including provisions requiring cost recovery as the basis for fees.

3.34.050 and 3.34.060 (statutory public meeting; provision of data): Repeal of these sections will have no impact. These sections mirror the State law requirements for public meeting and notices.

## **2. Amendment to Master Fee Schedule**

The City hired MGT Consulting Group to conduct a comprehensive review and update of the City’s Master Fee Schedule. MGT Consulting Group met with representatives from each department impacted by the fee schedules to evaluate the current fee structures and provide recommendations for updating both the structure and fee amounts to better align with current service offerings and cost recovery goals. The consultants and staff worked to calculate the fully burdened cost of each service, which includes the staff time dedicated directly to the fee-generating service as well as administrative support costs and physical infrastructure costs. The consultants and staff also evaluated best practices for how and when to collect fees, as well as what types of services the City has added or removed since the last master fee schedule update.

Staff evaluated these different elements to develop the proposed fee schedules (Attachment 5). The proposed fee schedules result in an incremental change to most of the fees. However, there are a number of fee categories where the proposal includes additional structural changes or more significant changes to the fee amount. The below sections provide more information on the fee categories where staff are proposing more significant changes to the current fee structure and/or amount. Staff have indicated which fees they recommend that the City subsidize (charge lower than actual cost) due to a wider public benefit.

### **Public Works**

Public Works fees cover a wide variety of service types within the public right of way. Each fee type was reviewed by staff and updated according to the hourly rate. Staff rounded to the lowest amount of time

required for a task to ensure fees do not exceed cost recovery. The primary changes, aside from adjusting for inflation, are to account for Public Works staff review of development applications. Several other adjustments are recommended to decrease permit costs for smaller encroachment permits. The changes recommended are summarized in the following four areas:

*Encroachment Permits Fees:* In order to encourage compliance, we are recommending subsidizing “temporary and small” permit fees. These permits have had a high rate of violation because the residents felt the fee was too high and did not apply for the required permits. An example of this type of application would be someone renting a dumpster for a short period of time to be placed in the public right of way. The proposed 71% subsidy (29% recovery amount) is intended to encourage all parties to apply for the appropriate permits and therefore decrease the rate of violations. When these construction activities are reviewed by the City, the public reaps the safety benefits of ensuring that activities within the right-of-way have been appropriately reviewed and inspected. The standard encroachment permit is recommended to be increased to \$358 which would recover the full projected actual cost.

**Table 1. Encroachment Permit Fees**

Service Name	Current Fee	Proposed Fee	Proposed Cost Recovery Amount
Minor Continuing	\$368	\$493	100%
Major Continuing	\$2,394	\$2,435	100%
<i>Utility/Special District</i>			
Base fee (includes one Traffic Control Plan [TCP])	\$919	\$986	100%
Each <i>additional</i> TCP		\$411	
<i>Temporary</i>			
Small (Debris Box Placement)	\$246	\$50	29%
Standard	\$246	\$358	100%

*Streetary Fees:* On October 3, 2022, the City Council approved the new Streetaries Program, including the fees included below in Table 2. No changes are proposed to the streetary fees. Moving forward, the fees will be included in the Master Fee Schedule.

**Table 2. Streetary Fees**

Fee	Fee Amount	Timeline
Application fee	\$2,000 (one time)	Fee waived until December 31, 2023
Annual Encroachment Lease fee	\$3,600 per parking space	<ul style="list-style-type: none"> <li>• Fee waived until June 1, 2023.</li> <li>• Between June 1, 2023 and May 30, 2024: Fee discount of 50% applies.</li> <li>• Between June 1, 2024 and May 30, 2025: Fee discount of 25% applies.</li> <li>• Beginning June 1, 2025: 100% of fee applies (no discounts or waivers)</li> </ul>
Deposit	\$2,000 (one time)	Fee due prior to the start of construction for new streetaries or before application is accepted for existing streetaries.

*Fees Tied to Public Works Review of Building and Planning Permits:* Public Works does not currently charge for the time spent reviewing building and planning permits, however staff is now recommending that the City charge for this critical service. The recommendations made in this section are based on the hourly rate multiplied by the time spent on a typical application. The level of review varies greatly depending on the complexity of the application. The fee rate is reasonable considering staff time requirements and the comparison with what developers pay to private consultants for plan preparation. If a development application contains specialty reports that require expert review, which is often contracted out by the City, the proposed fee is the cost of the study plus 20% to account for administrative management by the City.

**Table 3. DPW Fees to Review Planning and Building Permits**

Service Name	Current Fee	Proposed Fee	Proposed Cost Recovery Amount
Full Review	N/A	\$454	100%
Over the Counter Review	N/A	\$113	100%
Flood Zone Project	N/A	\$340	100%
Hydrology Study	N/A	\$454	100%
Traffic Study: Assumptions memo	N/A	\$817	100%
Traffic Study: Impact report	N/A	\$4,086	100%
Regulated Project/ Stormwater Control Plan	N/A	\$1,134	100%
Geotechnical Study	N/A	\$680	100%
Third-Party Geotechnical Peer Review	N/A	Consultant Cost + 20% Admin Fee	100%
Consultant Third Party Review	N/A	Consultant Cost + 20% Admin Fee	100%
City Surveyor Review	N/A	Consultant Cost + 20% Admin Fee	100%

*Plan Check & Inspection Fees:* This type of fee applies primarily to building permits and not to entitlement applications. Most building permits are reviewed by the Building Division and do not require review by Public Works. Permits for work within the right of way are routed to Public Works to ensure the stability of the infrastructure, storm drain issues, construction management and inspections. There is a low volume of this type of permits. A new scale based on the cost of the project is recommended. Larger projects (identified by cost) require more review by staff. If the project value is less than \$20K, the standard temporary encroachment permit fee of \$368 would apply.

**Table 4. Right-of-Way Plan Check and Inspection**

Service Name	Current Fee	Proposed Fee	Proposed Cost Recovery Amount
Under \$20K	\$246	\$368	100%
\$20K - \$50K	\$246	\$618	100%
\$50K - \$100K	\$246	\$1,235	100%
\$100K+	\$246	\$4,942	100%

*Grading Permit Fees:* Costs and time to process grading permits have decreased due to process and technological improvements. Seasonal grading usually requires a more involved review process as weathering the project area needs to meet storm water requirements.

**Table 5. Grading Permit Fees**

Service Name	Current Fee	Proposed Fee	Proposed Cost Recovery Amount
Permit & Plan Check	\$869	\$782	100%
Seasonal Grading Inspections / Rainy Season	N/A	\$1,563	100%

**Community Development**

*Building Permit Fees*

Staff recommends a realignment of base permit fees to reflect the estimated cost of inspections. There are no changes to the plan check fees, which will continue to be 75% of the building permit fee. The table below shows the comparison of the existing base fee amount versus the proposed base fee amount as well as the additional proposed multiplier for each \$1,000 above the base fee valuation. This is similar to the way fees are calculated under the current fee structure.

**Table 6. Building Permit Fees by Valuation**

Application Type		Current Fee	Proposed Fee		Proposed Cost Recovery
Valuation		Base Fee	Base Fee	Additional fee per \$1,000 above the base amount	Proposed Cost Recovery
From	To				
\$0	\$25,000.00	\$104	\$247	for first \$2,000 plus \$24.00 for each additional \$1,000 or fraction thereof up to and including \$25,000.00	100%
\$25,000.01	\$50,000.00	\$587	\$799	for first \$25,000 plus \$11.55 for each additional \$1,000 or fraction thereof Up to and including \$50,000.00	100%
\$50,000.01	\$100,000.00	\$947.50	\$1,087.75	for first \$50,000 plus \$16.07 for each additional \$1,000 or fraction thereof up to and including \$100,000.00	100%
\$100,000.01	\$500,000.00	\$1,483	\$1,891.25	for first \$100,000 plus \$7.36 for each additional \$1,000 or fraction thereof up to and including \$500,000.00	100%
\$500,000.01	\$ 1,000,000.00	\$4,837	\$4,835.25	for first \$500,000 plus \$13.56 for each additional \$1,000 or fraction thereof up to and including 1,000,000.00	100%
\$1,000,000.01	\$5,000,000.00	\$8,386	\$11,615.25	for first \$1,000,000 plus \$4.19 for each additional \$1,000 or fraction thereof up to and including \$5,000,000.00	100%

Application Type		Current Fee	Proposed Fee		Proposed Cost Recovery
\$5,000,000.01	and above	\$24,976	\$28,375.25	for first \$5,000,000 plus \$4.19 for each additional \$1,000 or fraction thereof.	100%

Sub fees for electrical, mechanical, plumbing (MEPs) are not included in this fee study and the City will continue to use the prior fee schedule for those, available in Attachment 5, Exhibit A2-A4. Residential Building Reports (RBRs) fees (Table 7. below) have been aligned with recommendations made during public outreach which included recommendations that portions the proposed fees, including fees for Multifamily and Condominium units, be partially subsidized.

**Table 7. Residential Building Report Fees**

Application Type	Current Fee	Full Cost Recovery Fee Level	Proposed Fee	Proposed Cost Recovery Amount
Single-family/duplex ( <i>per unit</i> )	\$290	\$463	\$350	75%
Multi-family				
<i>first unit</i>	\$270	\$463	\$330	71%
<i>each additional per unit</i>	\$30	\$40	\$40	100%
Condominiums ( <i>per unit</i> )	\$255	\$463	\$350	75%

**Planning Fees**

Planning fees fall under two categories: flat rate fees and deposit-based fees. The planning division fees currently recover anywhere from approximately 35% to full cost recovery and have required subsidizing from the General Fund to cover the remaining portion of the costs required to process an application. In formulating a recommendation, staff evaluated the existing fee structure with a lens toward increasing efficiency and transparency. These efforts resulted in recommendations to change the methodology of certain types of fee collection to more accurately reflect the full cost and to continue to subsidize select fee types. However, it is important to mention that over the past few years, staff has continued to find ways to streamline the review of planning applications. Below are just a few examples that demonstrate the planning division’s commitment to continue to improve our processes which can result in time and cost reductions.

- With the adoption of the Downtown Precise Plan, certain low impact uses (e.g., art studios, dance classes, billiards, and recreational uses) previously required a use permit with a fee of \$2,258. These uses are now allowed as permitted use and do not require a planning review fee. Other businesses (e.g., fitness facilities, medical offices) previously required a major use permit requiring a deposit of \$3,767 but can now be reviewed through an administrative use permit with a fee ranging between \$398 to \$1,420 depending on the type of use.
- Early in 2022, planning staff created a standard, easy to use template for review of administrative applications. What was previously an 8-page document that took 3 months to process is now a 3-page document (including a friendly 1-page approval letter) that takes a few weeks to process. The template has resulted in a time savings for planning staff and a time-cost reduction for the applicant. This change has resulted in a cost reduction of approximately \$1,022, depending on the type of project.

- In spring of 2022, the City Council approved a streamlined review process, allowing certain types of multi-family residential projects to be reviewed by representatives from both the planning commission and the design review board in one combined meeting. This change reduces the processing time by approximately 3 months.

**Flat Rate Fees**

Flat rate fees are fees charged to an applicant as a one-time fee and are expected to cover actual processing costs. The City does not charge additional fees if actual costs run higher. Below is a sampling of fees for common planning projects. For a full list of Flat Rate Planning Fees, see Exhibit D.

**Table 8. Flat Rate Planning Fees**

Application Type	Current Fee	Proposed Fee	Proposed Cost Recovery
Lot Line Adjustment	\$3,131	\$6,075	100%
Use Permit – Administrative/Over the Counter	\$398	\$387	100%
Design Review – Administrative/Over the Counter	\$398	\$387	100%
Design Review – Staff Level	\$1,167	\$2,938	100%
Sign Program – Minor Exception	\$1,043	\$1,397	100%

**Deposit-Based Fees**

Deposit-based fees are fees that are charged to applicants with the expectation of full cost recovery. Upon project application submittal, an initial deposit is made by the applicant. Planner time spent on processing the application is billed to this deposit at a fully burdened hourly rate until a decision is made. If, after the initial deposit, additional money is needed to complete project processing, the applicant is invoiced for the additional fees. The invoice will typically include an estimate of additional money needed to complete the project to a decision. For those current deposit-based projects that have a relatively consistent processing time, staff is recommending a change in methodology to a flat fee in order to provide financial certainty to applicants. However, the time needed to process some deposit-based fees can vary significantly. For those fees, staff is recommending that they remain deposit-based, but to adjust the initial deposit to reflect processing cost more accurately.

Table 9 shows a sampling of deposit-based fees that staff recommends converting to flat rate fees (see attached Exhibit D for the complete list). These are currently deposit-based fees associated with applications that have relatively consistent processing times and for which the cost of processing these types of applications is generally consistent from project to project. Therefore, staff recommends a change in methodology for these type of fees from deposit-based to a flat rate fee that is equal to the actual cost of processing these types of applications. This change in methodology would provide greater financial certainty for the applicant compared to the deposit-based approach.

**Table 9. Change in Methodology of Deposit-Based Planning Fees to Flat Rate Fees**

Service Name	Current Deposit-Based Fee	Proposed Flat-Rate Fee	Proposed Cost Recovery
Small Subdivision Map	\$3,735	\$13,457	100%
Use Permit - Planning Commission	\$4,305	\$8,815	100%
Design Review - Zoning Administrator	\$2,258	\$5,639	100%
Design Review – Planning Commission	\$6,872	\$15,152	100%



Service Name	Current Deposit-Based Fee	Proposed Flat-Rate Fee	Proposed Cost Recovery
Sign Program – Major (Planning Commission)	\$8,523	\$8,038	100%

Table 10 shows a sampling of typical deposit-based applications along with the current deposit amounts. (See attached Exhibit D for the complete list). The current initial deposit amount represents approximately 40% to 60% of the actual cost of processing an application for the type of project shown. Processing time for the project types shown below can vary greatly depending on the complexity of project. Therefore, staff recommends that these fees remain as deposit-based fees and that the fees be increased to reflect full estimated cost recovery. It should be noted that any unused deposit funds are refunded to the applicant.

**Table 10. Deposit-Based Planning Fees to Remain Deposit Based Fees**

Service Name	Current Deposit-Based Fee	Proposed Deposit-Based Fee	Proposed Cost Recovery
Tentative Map	\$7,293	\$17,588	100%
Development Agreement	\$11,534	\$28,606	100%
General Plan Amendment	\$8,646	\$17,889	100%
Rezoning/Pre-Zoning	\$7,176	\$17,889	100%
Planned District	\$11,194	\$18,879	100%

Table 11 shows application types with fees that staff are proposing to maintain at below the 100% recovery amounts (subsidized). The following explains the rationale for each of the fees described:

- Conceptual Design Review and Preapplication fees – These types of applications allow early consultation with developers and lead to more successful submittal of formal applications. One common response received during outreach to stakeholders is that these types of applications are an applicant’s first experience with the City and these fees should reflect the City’s desire to encourage development within the City. Therefore, staff recommends subsidizing a portion of this fee.
- Use Permit - Zoning Administrator – These types of permits are typically related to smaller, local startup businesses and increasing the fees to the recommended amount could make it difficult for a small business to get started in the City. To lower the bar for entry, staff recommends subsidizing a portion of this fee.
- Appeals to Planning Commission and City Council – To neither encourage or discourage appeals, but to reduce the likelihood that participation in the public process is barred by economic status, staff recommends continuing subsidizing a portion of this fee.
- Reasonable Accommodation for Disabled – To foster inclusion for all populations, staff recommends continuing subsidizing a portion of this fee.

**Table 11. Proposed Subsidized Fees**

Service Name	Current Fee	Proposed Fee	Proposed Cost Recovery
Conceptual Design Review	\$1,750	\$3,000	61%
Preapplication	\$1,191	\$2,086	30%

Service Name	Current Fee	Proposed Fee	Proposed Cost Recovery
Use Permit - Zoning Administrator	\$2,476	\$2,707	60%
Appeals by Non-Applicant Resident	\$300/\$350	\$350	4%
Appeals by Applicant, Non-Resident	\$4,476	\$5,000	65%
Reasonable Accommodations	\$964	\$964	25%

**Fire**

Staff recommends that Fire Department related fees are updated to ensure full cost recovery for all fees. In some cases, the results are a slight reduction in cost while others include a slight to moderate increase. Most Fire Department fees involve construction and operational permits or fire inspections. All inspections and reviews are conducted by trained professionals to reduce community fire risk and ensure safe occupancy of buildings.

*Construction Permits*

Construction permits are required for the installation of fire protection systems such as fire alarms, private fire mains and fire suppression systems, as well as for special event temporary structures. Full cost recovery for these types of fees results in a recommended 4.5% increase.

*Operational Permits*

Operational permits are required for certain activities that present a high fire or life safety risk. The permit is intended to ensure those activities are conducted in a safe manner. These include carnivals, fireworks, compressed gasses, hazardous processes, cutting and welding, motor fuel dispensing facilities and many other activities that carry an elevated risk to the community. Full cost recovery for these types of fees results in a recommended 4.5% increase.

*Fire Inspections*

Fire inspections are conducted on apartments, schools, commercial businesses, and new construction as required in many cases by state and local laws.

Commercial businesses are required to pass a fire inspection either annually or up to every 5 years depending on size. Staff is recommending that fees related to commercial business inspections increase by \$7 for the smallest businesses and up to \$51 for the largest type of businesses. This results in a roughly 25% increase over the current fees and full cost recovery.

Most new construction and large remodels require automatic fire extinguishing systems like sprinklers to be installed. These projects are reviewed, inspected, and approved by the Fire Department. To achieve full cost recovery, some sprinkler fees are increase by 4%. Other fees like backflow preventers and fire sprinklers of 11 or more are decreasing to ensure fees do not generate more revenue than actual cost. These changes affect a small number of new buildings a year in San Rafael. In addition, fees for consultation and plan review are proposed when necessary, in the development review process (Table 12). In many larger developments, these fees are already being collected to pay for third party review. No changes to that process are proposed.

*New Fees*

The Fire Department is recommending new fees be added to align with current costs that are not currently being captured.

Staff recommends including new consultation and planning fees for new projects. These fees are currently not assessed, and the department recommends charging a \$251 fee if required for a project. This fee would not be assessed on all new projects but for those projects that require more than one hour of staff support due to either complexities or substandard submittals. Ten or fewer projects a year would be affected by this change.

Table 12. Proposed New Fire Inspection and Development Fees

Service Name	Current Fee	Proposed Fee	Proposed Cost Recovery
Consultation – Flat rate 2 hours	\$0	\$251	100%
Plan Review – Flat rate 2 hours	\$0	\$251	100%
Inspection - Flat rate 2 hours	\$0	\$251	100%
Reinspection - Flat rate 2 hours	\$0	\$251	100%

With the addition of the City’s Wildfire Mitigation Division and new ordinances to prevent wildfires, certain homes are applying to obtain single specimen exemptions from new regulations. These exemptions require yearly staff inspections, and the department recommends instituting a new “Exemption from vegetation ordinance” fee to recover costs associated with these inspections. It is estimated that this fee will affect up to 100 homes but that the number of affected households would decrease over time as more become compliant.

Along with commercial businesses, the department conducts annual inspections on apartment buildings per state law. These inspections currently carry no fee which is not consistent with other commercial businesses that are currently assessed a fee. The department recommends adding a new fee of \$153 per inspection to inspect apartment buildings. These inspections require significant staff time and cost recovery will ensure the department can adequately inspect them all on an annual basis. The department estimates this will impact over 200 apartment buildings in the City.

Short-term rentals are permitted by the City and required to do a self-certification for outdoor wildfire safety. These inspections are currently done through self-certification by the property owner. The department plans to recommend conducting those inspections to ensure compliance and community safety. If the department conducts the inspections, the recommended fee is \$126 and would affect approximately 200 properties depending on the number of registered short-term rentals.

Excessive public calls when not necessary are not only a nuisance but also threaten public safety by diverting first responders away from other important calls. While these occur rarely, a new fee would allow the department to charge callers for staff response to excessive calls to offset the cost and to try and discourage the behavior. Excessive public calls are considered three or more non-emergency calls in a 12-month period. This fee is not intended to charge callers that need frequent necessary emergency assistance. The recommended cost for this new fee is \$413.

**CPI Increases**

Staff are recommending that the Council include a provision for an annual CPI increase with an annual maximum increase of 3% for all new and updated fees as part of this study. This increase would also apply to the Recreation and Library fees approved by Council in 2021 and 2022. The annual CPI increases would ensure that City fees keep up with increases in supply, contractual services, and labor costs to maintain consistent cost recovery levels. As is City practice, the CPI increase would be commensurate with the annual percentage increase, if any, in the previous year to the San Francisco-Oakland-Hayward Price Index for All Urban Consumers (“CPI”), calculated from February to February. It

would be capped at 3% annually, rounded to the nearest whole dollar, and would not adjust downwards in the event of deflation.

**Implementation Schedule**

One of the comments received by stakeholders during public outreach process (see Community Outreach section below) is that projects that have received land use entitlements would be hit with an unexpected increase in building permit fees and that applicants that may be looking at development opportunities in the City would be deterred by our fee increases. To provide the community with ample time to adapt to the new fees, the City recommends implementing all fees (except for parking citations) in the new fiscal year, on July 1, 2023.

CPI increases would go into effect based on the following schedule:

Table 13: Proposed CPI Schedule

<b>Fee Type</b>	<b>Annual Effective Date</b>
Recreation Fees	January 1 beginning 2024
Childcare Fees	New school year (mid-August) beginning 2023
All Other Fees	July 1 beginning 2024

**3. Amendment to Parking Citation Penalties**

Staff is recommending that the City Council adjust several of the parking violation penalties/fines to bring the City in line with other cities and towns in Marin. California Vehicle Code 40203.5 (a) states “to the extent possible, issuing agencies within the same county should standardize parking penalties”.

All cities and towns in Marin County have some level of parking enforcement and either collect revenue through paid public parking and/or issue citations for parking violations. Staff have surveyed the cities and towns in Marin to compare San Rafael citation rates to other nearby jurisdictions. In most cases, the other jurisdictions have fines that are higher than San Rafael, and on average the City’s citations fees are lower than our neighboring cities.

Staff is evaluating a variety of opportunities to improve the fiscal health of the Parking Fund, including changes in operations, sale of assets, and raising meter rates. The proposed citation increases would serve as an interim measure to support the Parking Fund while the City continues evaluating additional options. These fine increases are projected to raise revenue by approximately \$269,000 per year at current citation issuance rates but will not be enough to resolve the fiscal gap in the Parking Fund created by the pandemic and potential long-term changes in commuting patterns. To assist the City with the analysis of long-term parking operations and fiscal health, Parking Services has engaged a consultant, W-TRANS, to provide a financial assessment, including a detailed analysis and list of recommendations that consider both financial and equity impacts to the community of changes in parking rates or operations.

Table 14. Proposed Parking Citation Fines

<b>Description</b>	<b>Code</b>	<b>Current Rate</b>	<b>Proposed Rate</b>	<b>Change in Rate</b>
Expired Meter	5.60.050(E)	\$35	\$40	14%

Description	Code	Current Rate	Proposed Rate	Change in Rate
Red Zone	5.48.020-R	\$65	\$80	23%
Abandoned Vehicle or Parked Over 72hrs	5.40.030	\$150	\$205	37%
Expired Registration - Correctable	4000 A	\$165	\$215	30%
No Current Tab – Correctable	5204-A	\$93	\$135	45%
Compliance With Signs/Curb Markings	5.48.020	\$35	\$50	43%
Overtime Parking Zone 2hr	5.48.020(02)	\$35	\$45	29%
No Plates – Correctable	5200	\$93	\$114	23%
Wrong Way/18 Inches from Curb	22502-A	\$35	\$55	57%
Failure to Comply With Space Markings	5.48.030	\$35	\$45	29%
Blue Zone Physically Handicapped	22507.8	\$275	\$335	22%

**Implementation Schedule**

The increase in citation rates is recommended to commence on January 1, 2023.

**4. Amendment to Affordable Housing In-Lieu Fee**

The City of San Rafael requires market-rate residential development projects to contribute to affordable housing through provision of affordable units on-site, payment of an in-lieu fee, or donation of land to the City (SRMC Section 14.16.030). In-lieu fees are placed in the City’s Affordable Housing Trust Fund and used solely to increase and expand the supply of housing affordable to very low-, low- and moderate-income households.

The City’s current in-lieu fee is based on a 2003 study by David Paul Rosen and Associates and provides for an annual adjustment of the fee based on inflation in construction costs and land values. Last updated in February 2019, the current in-lieu fee for one (1) affordable unit is \$343,969.47.

Through a Senate Bill 2 Planning Grant, the City of San Rafael, Marin County and five other Marin jurisdictions jointly retained Strategic Economics and Vernazza Wolfe Associates to study and offer recommendations related to inclusionary housing policy and commercial linkage fees. The study was completed in 2022 and included calculation of the in-lieu fee based on the housing affordability gap – the difference between what households at various income levels (very low, low, and moderate) can pay for housing and the cost of developing market rate housing. A detailed explanation of the calculation of these fees is available on pages 15 - 32 of the consultant team’s study, Attachment X. Staff is recommending an in-lieu fee of \$362,817, informed by Strategic Economics’ 2021 affordability gap analysis for providing apartment units at 90% of Area Median Income rents, with annual adjustment of the fee based on the California Construction Cost Index or comparable index as selected by the Community Development Director.

As part of the study, the consultant team held two stakeholder forums at the onset of the project, one with market rate developers, and a second with affordable developers and housing advocates. Participating developers asked for a more common inclusionary policy among Marin County jurisdictions, stating that the variation and complexity in the inclusionary ordinances makes it difficult to assess project costs and establish project momentum during the pre-development process. Corte Madera has already adopted

the proposed in-lieu fee and other jurisdictions have indicated their intention to do so, which would increase consistency across Marin jurisdictions.

Staff is not recommending an update to the percentage of affordable housing required, given that the City Council amended the percentage in 2021 and staff is in the process of evaluating the effectiveness of the policy in increasing housing production. Staff plans to bring forward recommendations related to commercial linkage fees – the other component of the study – in the first half of 2023.

### **Implementation Schedule**

The increase in the affordable housing in-lieu fee is recommended to commence on July 1, 2023.

### **COMMUNITY OUTREACH:**

#### Community Development, Public Works and Fire Department:

Staff conducted joint targeted outreach to stakeholder groups including the Chamber of Commerce (August 16, 2022, and September 22, 2022), local developers (August 22, 2022), Marin Builders Association (August 31, 2022) and the Marin Association of Realtors (September 30, 2022). Feedback from community engagement meetings included concerns about the impacts of the pandemic and possible recession and an emphasis on the need for clarity and simplicity around fees from the beginning of a project. Community members commented on the need to support affordable housing and multi-family housing development. Staff also received feedback that community members appreciated the Community Development Department's great customer service and commitment to ongoing process and technology improvements.

In response to community feedback, staff are recommending that fees go into effect on July 1, 2023 to give the community time to adjust as needed. Staff are also recommending that a variety of high-volume fees, as well as permit fees for affordable and multi-family housing, be set below cost recovery levels. Additionally, staff are recommending that some fees be changed from deposit-based to flat fees to more accurately reflect the full fees up front, rather than return to applicants for payment multiple times over the lifecycle of a project.

#### Parking

City staff from the Parking Division conducted public outreach about the proposed fee increases. The community outreach included:

- September 1, 2022 – Briefed the CEO of the Chamber of Commerce and Director of the Business Improvement District (BID) on potential changes
- November 1, 2022 – Briefed the Chamber of Commerce CEO on the specific recommendations
- November 3, 2022 – Briefed the BID Director on the specific recommendations
- November 8, 2022 – At the request of the Chamber CEO, the Chamber of Commerce Economic Vitality Committee was briefed on the specific recommendations by Parking staff.
- November 17th, 2022 – At the request of the BID Director, the BID Board of Directors was briefed on the specific recommendations by Parking staff.

### **FISCAL IMPACT:**

The proposed changes to the Master Fee Schedule will result in increased revenue to the City, primarily to the City's General Fund in addition to the Parking Fund, General Plan Fund and Affordable Housing Trust Fund. Table 15 below provides a high-level summary of the current revenues and fee recovery levels by department and division as well as the cost recovery levels and estimated revenues from the recommended fee rates. Revenues from City fees fluctuate annually depending on economic

conditions, development activity, and other forces outside the City’s control. The estimated revenue totals are based on 2019 activity.

Table 15: Total Fee Change Impacts by Division/Department

	Annual Cost	Current		Proposed		
		Annual Revenue	Annual Subsidy	Annual Revenue	Increased Revenue	Recommended Subsidy
Public Works	\$779,000	\$555,000	29%	\$667,000	\$123,000	14%
Building and Safety	\$2,533,000	\$1,971,000	22%	\$2,533,000	\$562,000	0%
Planning	\$696,000	\$350,000	50%	\$570,000	\$221,000	18%
Fire Department	\$228,000	\$115,000	50%	\$228,000	\$113,000	0%
<b>Total</b>	<b>\$4,236,000</b>	<b>\$2,991,000</b>	<b>29%</b>	<b>\$3,998,000</b>	<b>\$1,019,000</b>	<b>5.6%</b>

The annual CPI increase will result in a variable fiscal impact depending on the prior year’s inflation estimates. These impacts will compound year over year but are designed to keep pace with rising wage and materials costs, not increase revenues for the City.

The fiscal impact related to the affordable housing in lieu fee is dependent on the number of projects that opt to use the in-lieu fee option. In 2021 and 2022, the City approved at least two projects that propose payment of an affordable housing in-lieu fee for a combined total payment of approximately \$3.5 million in in-lieu fees. Staff expects these payments to be made in fiscal year 2023/2024.

Parking

The increase in citation rates will generate an estimated \$269,000 in annual revenues. This potential increase will provide support to the Parking Fund while Parking Services works with a consulting firm to determine additional solutions to the fiscal gap and opportunities for the department.

**OPTIONS:**

The City Council has the following options to consider on the ordinance:

1. Introduce the ordinance for adoption as proposed.
2. Introduce the ordinance with amendments as directed by the Council.
3. Do not introduce the ordinance and provide alternative direction to staff.

The City Council has the following options to consider on each of the resolutions:

1. Adopt the resolution as presented.
2. Adopt resolution with modifications.
3. Direct staff to study other fee options and return to the City Council with more information.
4. Take no action.

**RECOMMENDED ACTION:**

1. Waive reading, refer to it by title only, and introduce An Ordinance of the City of San Rafael City Council Repealing and Replacing Chapter 3.34 of Title 3 of the San Rafael Municipal Code, Titled Fee and Service Charge Revenue/Cost Comparison System
2. Adopt the Resolution Amending the City Master Fee Schedule

3. Adopt the Resolution Rescinding Resolution No. 11942 And Establishing an Affordable Housing In-Lieu Fee for Developments within the City of San Rafael Equal to \$362,817 for Each Affordable Housing Unit and Providing for Annual Adjustment of Fee
4. Adopt the Resolution Amending the City's Parking Citation Fines

**ATTACHMENTS:**

1. Ordinance of the City of San Rafael Repealing and Replacing Chapter 3.34 of the San Rafael Municipal Code
2. Resolution Amending the City's Master Fee Schedule
3. Resolution Amending the City's Affordable Housing In-Lieu Fee
4. Resolution Amending the City's Parking Citation Fines
5. Proposed Fee Schedules
6. Current Fee Schedules
7. Consultant Reports



**ORDINANCE NO.**

**AN ORDINANCE OF THE CITY OF SAN RAFAEL CITY COUNCIL REPEALING AND REPLACING CHAPTER 3.34 OF TITLE 3 OF THE SAN RAFAEL MUNICIPAL CODE, TITLED FEE AND SERVICE CHARGE REVENUE/COST COMPARISON SYSTEM**

**WHEREAS**, pursuant to Article XIII B of the California Constitution, the City of San Rafael may adopt fees to cover the costs of providing regulation, products or services to the public, including direct costs, indirect costs, debt service and fixed asset recovery expenses; and

**WHEREAS**, State law under Government Code section 66016 permits a local agency to levy a new fee or service charge, or approve an increase in an existing fee or service charge, by ordinance or resolution; and

**WHEREAS**, the City Council adopts by resolution a master fee schedule of all of the various fees and charges for service collected by the City; and

**WHEREAS**, the City Council finds that the provisions of Chapter 3.34 of the San Rafael Municipal Code, providing a fee and service charge revenue/cost comparison system, are unnecessary because the Council desires to continue setting service fees in accordance with applicable State law and adopting such fees by resolution; and

**WHEREAS**, this Ordinance No. \_\_\_\_\_ was introduced and read by title only at a duly-noticed public meeting of the San Rafael City Council on the 19<sup>th</sup> day of December 2022.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SAN RAFAEL DOES ORDAIN AS FOLLOWS:**

**DIVISION 1.** Chapter 3.34 of Title 3 of the Municipal Code of the City of San Rafael is hereby repealed and replaced in its entirety to read as follows:

**Chapter 3.34 – FEES AND SERVICE CHARGES**

**3.34.010 – Schedule of fees and service charges.**

The city council may from time to time adopt or change fees and service charges to recover costs reasonably borne to provide any regulation, product or service to the public, including but not limited to direct costs, indirect costs, debt service, and fixed asset recovery expenses. Such fees and service charges will be adopted or changed by resolution of the city council and incorporated in a “Master Fee Schedule”.

**3.34.020 – Appeal to city council.**

(a) Any person who feels that any fee or service charge is in excess of the percentage of costs reasonably borne to be recovered as set out in this chapter, or that in adopting such fee or service charge the provisions of this chapter have not been complied with, may appeal in writing to the city clerk. Appeals under this

section must be filed within ninety (90) days of the adoption of the fee or service charge.

(b) No fee or service charge for which an appeal has been filed shall take effect until heard by the city council or its designee. Such appeal shall be heard within forty-five (45) days of the filing of the appeal. Such appealed fee or charge shall take effect, as originally imposed or as modified, immediately upon the decision following the hearing by the city council or its designee.

## **DIVISION 2.**

All former ordinances or parts thereof conflicting or inconsistent with the provisions of this Ordinance or the Codes hereby adopted are hereby repealed.

## **DIVISION 3.**

If any section, subsection, sentence, clause or phrase of this Ordinance is for any reason held to be invalid, such decision shall not affect the validity of the remaining portion of this Ordinance. The City Council of the City of San Rafael hereby declares that it would have adopted the Ordinance and each section, subsection, sentence, clause or phrase thereof, irrespective of the fact that any one or more sections, subsections, sentences, clauses or phrases shall be declared invalid.

## **DIVISION 4.**

The City Council finds that adoption of this Ordinance is exempt from the California Environmental Quality Act (CEQA), pursuant to 14 CCR Section 15061(b)(3), since it can be seen with certainty that there is no possibility that the adoption of this Ordinance may have a significant effect on the environment.

## **DIVISION 5.**

This Ordinance shall be published once, in full or in summary form, before its final passage, in a newspaper of general circulation, published and circulated in the City of San Rafael and shall be in full force and effect 30 days after its adoption. If published in summary form, the summary shall also be published within fifteen (15) days after the adoption, together with the names of those Council members voting for or against same, in a newspaper of general circulation published and circulated in the City of San Rafael, County of Marin, State of California.

Within fifteen (15) days after adoption, the City Clerk shall also post in the office of the City Clerk, a certified copy of the full text of this Ordinance along with the names of those Councilmembers voting for and against the Ordinance.

THE FOREGOING ORDINANCE was first read and introduced at a regular meeting of the San Rafael City Council on the 19<sup>th</sup> day of December 2022, and was passed and adopted at a regular meeting of the San Rafael City Council on the 17<sup>th</sup> day of January 2023 by the following vote, to wit:

AYES: COUNCILMEMBERS:  
NOES: COUNCILMEMBERS:  
ABSENT: COUNCILMEMBERS:

---

Kate Colin, Mayor

Attest:

---

LINDSAY LARA, City Clerk

**RESOLUTION NO.**

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL AMENDING THE CITY MASTER FEE SCHEDULE**

**WHEREAS**, the City of San Rafael has conducted an analysis of its services, the costs reasonably borne, the beneficiaries of those services, comparable fees charged by like agencies, and the revenues produced by those paying fees or any charges for special services; and

**WHEREAS**, the City wishes to comply with both the letter and spirit of Article XIII B of the California Constitution and limit the growth of taxes; and

**WHEREAS**, the City has a policy of recovering costs reasonably borne of providing special services of voluntary and/or limited nature, such that general taxes are not diverted from general services of a broad nature, and thereby utilized to subsidize unfairly and inequitably such special services; and

**WHEREAS**, the fees included in the City's Master Fee Schedule are structured in a manner that is consistent with the City policy; and

**WHEREAS**, the City's Master Fee Schedule was last updated comprehensively in 2011; and

**WHEREAS**, since 2011, there have been changes in City services offered and the costs borne to provide services; and

**WHEREAS**, the City wishes to amend the Master Fee Schedule based on the current costs reasonably borne to provide services; and

**WHEREAS**, an amendment to the City's Master Fee Schedule was prepared and published and determined to be in compliance with all of the requirements of California Government Code and other applicable laws.

**NOW, THEREFORE BE IT RESOLVED**, that the City Council hereby amends the Master Fee Schedule as follows:

**Section 1. Amendment to Fee Schedule**

The Master Fee Schedule presented in the staff report for this resolution, along with the existing Library and Recreation fee schedules approved in 2021 and 2022, is hereby approved and directed to be computed and applied by the appropriate Departments and collected by the City's Finance Department.

**Section 2. Separate Fee for Each Service**

All fees set by this resolution are for each identified service; additional fees shall be required for each additional service that is requested or required. Where fees are indicated on a per unit measurement basis, the fee is for each identified unit or portion thereof, within the indicated ranges of such units.

### **Section 3. Basis of Charges**

The Council finds and determines that the charges for services imposed by this Resolution are necessary to cover the costs of providing the specified services and do not exceed cost recovery levels, including direct and indirect costs, of providing the service.

### **Section 4. Interpretations**

The Administrative Services Director, in consultation with the City Manager may interpret this Resolution. Should there be a conflict between two fees applicable to the same service, then the lower in dollar amount of the two shall be applied.

### **Section 5. Waiver of Permit Fees and Charges**

The City Council may, on a case- by-case basis, grant a waiver of payment of all or portion of the fees established by this Resolution when it determines that it is in public interest to do so.

### **Section 6. Repeal**

Resolutions and other prior actions of the City Council in conflict with the contents of this Resolution are hereby repealed.

### **Section 7. Severability**

If any portion of this Resolution is held to be invalid or unconstitutional by any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions and all other portions shall remain in full force and effect. The City Council declares that it would have adopted this Resolution and each section or portion thereof irrespective of the validity of any other section or portion.

### **Section 8. Consumer Price Index (CPI) Increases**

Fees shall be increased annually based on the Bureau of Labor Statistics' annual CPI estimates for the San Francisco Bay Area. Annual fee increases shall go into effect based on the schedule below.

### **Section 9. Effective Date**

The fees provided herein shall become effective on July 1, 2023. CPI increases shall begin for Childcare fees for each new school year, beginning in August 2023. Recreation CPI increases shall begin on January 1, 2024. All other CPI increases shall be applied beginning July 1, 2024.

I, **LINDSAY LARA**, Clerk of the City of San Rafael, hereby certify that the foregoing Resolution was duly and regularly introduced and adopted at a regular meeting of the City Council of the City of San Rafael, held on Monday, the 19<sup>th</sup> day of December 2022, by the following vote, to wit:

**AYES:**           **Councilmembers:**  
**NOES:**          **Councilmembers:**  
**ABSENT:**       **Councilmembers:**

**Lindsay Lara, City Clerk**

RESOLUTION NO. \_\_\_\_\_

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL RESCINDING  
RESOLUTION NO. 11942 AND ESTABLISHING AN AFFORDABLE HOUSING IN-LIEU FEE FOR  
DEVELOPMENTS WITHIN THE CITY OF SAN RAFAEL EQUAL TO \$362,817 FOR EACH  
AFFORDABLE HOUSING UNIT AND PROVIDING FOR ANNUAL ADJUSTMENT OF FEE**

**WHEREAS**, the San Rafael General Plan 2040 sets forth the relationship between future development and the need for new housing affordable to very low, low and moderate income households; and

**WHEREAS**, Section 14.16.030 of the San Rafael Municipal Code establishes requirements for the provision of affordable housing units by new residential and non-residential development projects and the option to accept fees in-lieu of the creation of new affordable housing units, with such in-lieu fees being dedicated and used by the City for the creation, rehabilitation and acquisition of off-site affordable housing units; and

**WHEREAS**, SRMC Section 14.16.030(D)(4) states that an in-lieu fee will be established by resolution of the City Council; and

**WHEREAS**, State Housing Law (Government Code Section 65580) states that local governments have a responsibility “to facilitate the improvement and development of housing...[for] all economic segments of the community”; and

**WHEREAS**, for the 2014-2018 period, 31% of households in San Rafael were either extremely low or very low income, and 46% of households in San Rafael were low income, based on data from the Comprehensive Housing Affordability Strategy (CHAS); and

**WHEREAS**, the General Plan 2040 identifies a shortage of housing affordable to very-low or low-income households caused by a variety of factors including high land and construction costs; and

**WHEREAS**, the lack of local, affordable housing contributes to traffic congestion within and through San Rafael due to the need for lower-wage workers to commute from outside Marin County to jobs in San Rafael; and

**WHEREAS**, the State-imposed Housing Needs Determination for the period from 2023 to 2031 mandates the planning for 3,220 additional housing units in San Rafael, 1349 of which are to be very low and low income units; and

**WHEREAS**, the purpose of the in-lieu housing fee is to help provide affordable housing units which require public assistance in situations where it is infeasible or impractical to construct such units onsite; and

**WHEREAS**, developers have indicated that consistency in fees across jurisdictions facilitates development by reducing the time needed to understand fee policies of individual jurisdictions; and

**WHEREAS**, Resolution No. 11942, previously adopted by the Council to provide for the calculation of an in-lieu fee for residential development projects, uses a methodology that is not in alignment with other jurisdictions in Marin County; and

**WHEREAS**, the City Council determines that the affordable housing in-lieu fee shall be based on the difference between the cost to construct a residential unit, including the costs of site improvements, off-site improvements and land, and the affordable price at which it could be sold or rented. This affordability gap was analyzed for a range of rental and ownership housing developments constructed in Marin County in the “Inclusionary Program and In-Lieu Fee Study” by Strategic Economics and Vernazza Wolfe Associates (2022) (Exhibit A). The City Council wishes to adopt an in-lieu fee based on these assumptions and annually adjusted for inflation in construction costs and land values.

**NOW THEREFORE, BE IT RESOLVED** that the City Council of the City of San Rafael hereby adopts this Resolution, rescinding Resolution No. 11942, establishing a new affordable housing in-lieu fee equal to \$362,817 for each affordable housing unit required to be provided by Section 14.16.030 of the San Rafael Municipal Code, and providing for annual adjustment of the fee based on the changes in the California Construction Cost Index, or comparable index as selected by the Community Development Director. The first adjustment to the City’s in-lieu fee shall be made on July 1, 2023.

I, LINDSAY LARA, Clerk of the City of San Rafael, hereby certify that the foregoing Resolution was duly and regularly introduced and adopted at a regular meeting of the Council of said City on Monday, the 19th day of December, 2022, by the following vote, to wit:

AYES:            COUNCILMEMBERS:  
NOES:            COUNCILMEMBERS:  
ABSENT:        COUNCILMEMBERS:

LINDSAY LARA, City Clerk



## RESOLUTION NO.

### RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SAN RAFAEL AMENDING THE CITY'S PARKING CITATION FINES

**WHEREAS**, the City of San Rafael provides parking enforcement services throughout the City limits, including Downtown and in residential neighborhoods; and

**WHEREAS**, the City of San Rafael maintains parking spaces and garages that are available for use to the general public; and

**WHEREAS**, the City has the legal authority to levy and adjust parking meter and citation rates under Article XIII A, §3, of the California Constitution; and

**WHEREAS**, the City has not updated its citation fines since 2011 and is currently charging citation fines that are lower than its neighbors and peers; and

**WHEREAS**, the City desires to adjust parking citation fines to discourage parking violations, improve traffic conditions and compliance, and raise revenues.

**NOW, THEREFORE BE IT RESOLVED**, that the City Council hereby amends its Parking Citation Fines as follows:

#### **Section 1. Amendment to Fine Schedule**

The changes to the Parking Citation Fines presented in the staff report for this resolution are hereby approved and directed to be computed, applied and collected by the City's Parking Division.

#### **Section 2. Interpretations**

The Administrative Services Director, in consultation with the City Manager may interpret this Resolution. Should there be a conflict between two fines applicable to the same service, then the lower in dollar amount of the two shall be applied.

#### **Section 3. Severability**

If any portion of this Resolution is held to be invalid or unconstitutional by any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions and all other portions shall remain in full force and effect. The City Council declares that it would have adopted this Resolution and each section or portion thereof irrespective of the validity of any other section or portion.

**Section 4. Effective Date**

The fines provided herein shall become effective on January 1, 2023.

I, **LINDSAY LARA**, Clerk of the City of San Rafael, hereby certify that the foregoing Resolution was duly and regularly introduced and adopted at a regular meeting of the City Council of the City of San Rafael, held on Monday, the 19<sup>th</sup> day of December 2022, by the following vote, to wit:

**AYES: Councilmembers:**

**NOES: Councilmembers:**

**ABSENT: Councilmembers:**

**Lindsay Lara, City Clerk**

City of San Rafael Master Fee Schedule

City of San Rafael  
Community Development - Building/Safety and Code Enforcement

Service Name	Fee Description	Current		Staff Recommendation		
		Per Unit		Per Unit		
		Current Fee	Current Recovery %	Proposed Fee	Proposed Recovery %	
<b>Valuation-Based Building Permit Fees</b>						Incremental Fees to Add to Base Fee
Up to \$2,000.00	Flat	\$ 104	42%	\$ 247.00	100%	
\$2,000.01 to \$25,000	Valuation	\$ 104	42%	\$ 247.00	100%	\$ 24.00 per each additional \$1,000 above \$2,000
\$25,000.01 to \$50,000.00	Valuation	\$ 580	73%	\$ 799.00	100%	\$ 11.55 per each additional \$1,000 above \$25,000
\$50,000.01 to \$100,000.00	Valuation	\$ 958	88%	\$ 1,087.75	100%	\$ 16.07 per each additional \$1,000 above \$50,000
\$100,000.01 to \$500,000.01	Valuation	\$ 1,477	78%	\$ 1,891.25	100%	\$ 7.36 per each additional \$1,000 above \$100,000
\$500,001	Valuation	\$ 4,711	97%	\$ 4,835.25	100%	\$ 13.56 per each additional \$1,000 above \$500,000
\$1,000,000.01 to \$5,000,000.00	Valuation	\$ 8,176	70%	\$ 11,615.25	100%	\$ 4.19 per each additional \$1,000 above \$1M
Greater than \$5,000,000	Valuation	\$ 29,167	103%	\$ 28,375.25	100%	\$ 4.19 per each additional \$1,000 above \$5M
<b>Valuation-Based Plan Check Fees</b>						
Building/Structural	% of bldg pmt	65%	100%	65%	100%	
Energy	% of bldg pmt	10%	100%	10%	100%	
Additional Plan Review	Hourly, 1/2 hr. min.	\$ 125	70%	\$ 179	100%	
<b>Renewables</b>						
<b>Photovoltaic</b>						
<i>Residential System</i>						
15kW or less	Set by State	\$ 450		\$ 450	n/a	
More than 15kW	Set by State			\$450 + \$15 per kW above 15kW	n/a	
<i>Commercial System</i>						
50kW or less	Set by State	\$ 1,000		\$ 1,000	n/a	
50 - 250kW	Set by State	\$ -		\$1,000 + \$7 per kW above 50kW	n/a	
More than 250kW	Set by State	\$ -		\$2,400 + \$5 per kW above 250kW	n/a	
<b>Solar Thermal</b>						
<i>Residential System</i>						
10kW or less	Set by State	\$ 450		\$ 450	n/a	
More than 10kW	Set by State	\$ -		\$450 + \$15 per kW above 10kW	n/a	
<i>Commercial System</i>						
30kW or less	Set by State	\$ 1,000		\$ 1,000	n/a	
30 - 260kW	Set by State	\$ -		\$1,000 + \$7 per kW above 30kW	n/a	
More than 260kW	Set by State	\$ -		\$2,610 + \$5 per kW above 260kW	n/a	

## City of San Rafael Master Fee Schedule

Service Name	Fee Description	Current		Staff Recommendation	
		Per Unit		Per Unit	
		Current Fee	Current Recovery %	Proposed Fee	Proposed Recovery %
<b>Mechanical, Electrical and Plumbing Permits - Valuation</b>					
See Exhibits A2, A3 and A4					
<b>Residential Building Reports *</b>					
Appeal	Flat	\$ 100	50%	\$ 100	50%
Single Family, Duplex (per unit)	Flat	\$ 290	63%	\$ 350	75%
<b>Multi-Family</b>					
First Unit	Flat	\$ 270	58%	\$ 330	71%
Each Additional Unit	Flat	\$ 30	75%	\$ 40	100%
Condominiums	Flat	\$ 255	55%	\$ 350	75%
<b>Other Fees</b>					
Inspections outside normal hours:				\$	-
After hours	Hourly, 2 hr min.	\$ -	0%	\$ 269	100%
Weekends/Holidays	Hourly, 2 hr min.	\$ -	0%	\$ 359	100%
Reinspection fee	New, Hourly, 1 hr. min.	\$ -	0%	\$ 179	100%
Administrative Review	New, Hourly, 1/2 hr. min.	\$ -	0%	\$ 194	100%
Permit Renewal Fee (for expired permits) - 2 year permit	New, %	\$ -	0%	15%	75%
Board of Appeals Fee:	New, Flat	\$ -	0%	\$ 1,000	17%
Building Investigation Fee	3x Building Permit Fee	\$ -	0%	3x Building Permit Fee	100%

\*Non refundable

\*\*New fee to fund new and routine upgrades to Permit Management System, Electronic Plan Review Software, Digital Inspection Software, Record Digitalization, Software integrations, and Enterprise Resource Planning System.

**Note:** State mandated charges will be added to the building permit fees pursuant to state law as follows, or as state law may hereafter be amended:

CA Green Building Fund:

\$4 for every \$100,000 valuation (minimum of \$1 regardless of valuation).

10% of surcharge retained by City for administrative costs, code enforcement education, etc., per statute Health & Safety Code Section 18931.6)

S.M.I.P.:

0.013% (\$13 per \$100,000) of valuation for residential occupancies of no more than 3 stories

0.028% (\$28 per \$100,000) of valuation for all other occupancies

5% of surcharge retained by the City for data utilization, seismic mapping, etc.; per statute.

(Public Resources Code Section 2705)

## Exhibit A2

### Mechanical Permit Fees

		Current
Furnace or Heater:		
	Up to 100,000 BTU	\$20.00
	Over 100,000 BTU	\$24.70
	Floor Furnace	\$20.00
	Wall Furnace, unit heater	\$20.00
	Furnace/AC Alteration or Repair	\$19.00
	Diffuser (ea)	\$1.60
Gas Piping, up to 4 outlets		\$6.30
Each additional gas outlet		\$1.60
Boiler, Compressor, Refrigeration		
	0-3 HP 100 M BTU	\$20.00
	4-15Hp, 100-500M BTU	\$37.25
	16-30 Hp, 500-1000M BTU	\$51.00
	31-50 Hp, 1000-1750M BTU	\$75.60
	Over 50 Hp or 1750M BTU	\$126.50
Air Handlers		
	Under 10,000 CFM	\$14.70
	Over 10,000 CFM	\$24.70
Evaporative Coolers		\$14.70
Ventilation Hoods		\$14.70
Appliance Vent or Fan		\$10.00
Ventilation system, not part of furnace		\$14.70
Other not listed		\$14.70
Special Inspection/Investigation or reinspect		\$67.70
Permit Fee		
	Normal	\$32.00
	Supplemental	\$10.00
	Minimum	\$125.00

## Exhibit A3

### Electrical Permit Fees

		Current
New Residential Construction/Addition		
	Multi Family	\$0.068/sqft.
	Single Family	\$0.077/sqft.
Swimming Pools		\$67.70
Photovoltaic System-Residential		\$169.50
Photovoltaic Systems-Commercial		\$968.60
Carnivals & Circuses		
Generators, electric rides		\$32.00
Booths each		\$10.00
Temporary Power pole		\$32.00
Tamp. Lighting, Christmas Tree lots		\$16.80
Unit fee schedule		
Outlets: Plugs, switches		
	First 20	\$1.60
	Each additional	\$1.05
Fixtures:		
	First 20	\$1.60
	Each additional	\$1.05
	Pole lights	\$1.60
Appliances < 1 (hp) (kw) (kva)		
	Residential	\$6.30
	Non-residential	\$6.30
Power Apparatus (HP or KW)		
	Up to 1	\$6.30
	Over 1 and not over 10	\$16.80
	Over10 and not over 50	\$33.60
	Over 50 not over 100	\$67.70
	Over 100	\$102.00
Busways 100 ft or fraction		\$10.00
Signs, one circuit		\$33.60
	Circuit or subfeed	\$24.70
Services		
	<600v, up to 200A	\$37.25
	<600v, 200A to 1000A	\$75.60
	>600v or over 1000A	\$151.70
	Addnl. Meter (ea)	\$10.00
Miscellaneous Apparatus/panels		\$24.70
Special Inspection/Investigation or reinspect		FBHR
Permit Fee		
	Normal	\$32.00
	Supplemental	\$10.00
	Minimum	\$125.00

## Exhibit A4

### Plumbing Permit Fees

Water Closets		\$9.50
Wash Basins		\$9.50
Tubs/ Showers		\$9.50
Sinks		\$9.50
Floor Drains		\$9.50
Grease Trap		\$9.50
Other fixtures or traps		\$9.50
Sewage Ejector		\$54.60
Building Sewer		\$20.50
Private Sewage System		\$54.60
Water Heater		\$9.50
Gas Piping, 1-5 outlets		\$7.00
	Additional, ea.	\$1.60
Water Piping		\$9.50
Repair, waste and vents		\$9.50
Vacuum Breaker 1-2		\$7.00
Backflow prevention		
2" or less		\$9.50
Over 2"		\$20.50
Medical gas system		\$68.25
Additional outlets > 5		\$7.00
Rainwater System (inside)/per drain.		\$9.50
Graywater system		\$54.60
Lawn Sprinkler System		\$9.50
Special Inspection/Investigation or reinspect		FBHR
Permit Fee		
	Normal	\$27.30
	Supplemental	\$13.70
	Minimum	\$125.00

# City of San Rafael Master Fee Schedule

## City of San Rafael

### Planning Fees

Service Name	Fee Description	Current		Recommendations	
		Per Unit		Recommended Fee/Deposit	Recommended Recovery %
		Current Fee	Current Recovery %		
<b>Mapping</b>					
Lot Line Adjustment	Flat Fee	\$ 3,131	52%	\$ 6,075	100%
Small Subdivision	Flat Fee	\$ 3,735	28%	\$ 13,457	100%
Tentative Map	Deposit	\$ 7,293	41%	\$ 17,588	100%
Map Amendment and Extensions	Flat Fee	\$ 2,239	29%	\$ 7,833	100%
Certificates of Compliance	Flat Fee	\$ 3,410	60%	\$ 5,642	100%
Exception (Subdivision Ordinance)	Flat Fee	\$ 2,761	41%	\$ 6,760	100%
<b>Development and Annexation</b>					
Development Agreement	Deposit	\$ 11,534	40%	\$ 28,606	100%
<b>Use Permit</b>					
Use Permit - Administrative/Staff level	Flat Fee	\$ 398	103%	\$ 387	100%
Use Permit – Administrative/Temporary	Flat Fee	\$ 1,420	77%	\$ 1,840	100%
Use Permit - Zoning Administrator	Flat Fee	\$ 2,476	55%	\$ 2,707	60%
Use Permit - Planning Commission	Flat Fee	\$ 4,305	49%	\$ 8,815	100%



# City of San Rafael Master Fee Schedule

## City of San Rafael

### Planning Fees

Service Name	Fee Description	Current		Recommendations	
		Per Unit		Recommended Fee/Deposit	Recommended Recovery %
		Current Fee	Current Recovery %		
<b>Variances</b>					
Minor Variance - Zoning Administrator	Flat Fee	\$ 2,508	59%	\$ 4,239	100%
Variance - Planning Commission	Flat Fee	\$ 3,767	43%	\$ 8,815	100%
Reasonable Accommodation for Disabled	Flat Fee	\$ 964	26%	\$ 964	26%
Exception (Zoning)	Flat Fee	\$ 1,023	56%	\$ 1,840	100%
Exception (Hillside)	New, Flat Fee	\$ -	0%	\$ 2,742	100%
<b>Design Review</b>					
Design Review (Staff/Administrative)	Flat Fee	\$ 1,167	40%	\$ 2,938	100%
Design Review – Over the counter (Staff/Administrative)	Flat Fee	\$ 398	103%	\$ 387	100%
Design Review – Staff With DRB	Flat Fee	\$ 3,564	47%	\$ 7,650	100%
Design Review - Zoning Administrator	Flat Fee	\$ 2,258	40%	\$ 5,639	100%
Design Review – Planning Commission	Flat Fee	\$ 8,523	56%	\$ 15,152	100%
Conceptual Review	Flat Fee	\$ 1,750	35%	\$ 3,000	61%
Sign Review – Staff	Flat Fee	\$ 255	102%	\$ 249	100%

# City of San Rafael Master Fee Schedule

## City of San Rafael

### Planning Fees

Service Name	Fee Description	Current		Recommendations	
		Per Unit		Recommended Fee/Deposit	Recommended Recovery %
		Current Fee	Current Recovery %		
Sign Program – Minor (Staff)	Flat Fee	\$ 1,049	75%	\$ 1,397	100%
Sign Program – Major (Planning Commission)	Flat Fee	\$ 4,303	54%	\$ 8,038	100%
Sign Review – Minor Exception	Flat Fee	\$ 1,043	75%	\$ 1,397	100%
Sign Review – Major Exception	Flat Fee	\$ 4,220	52%	\$ 8,038	100%
Temporary Banner Permit	Flat Fee	\$ 132	71%	\$ 186	100%
Appeals to Planning Commission - Non-Applicant (Resident)	Flat Fee	\$ 300	4%	\$ 350	5%
Appeals to Planning Commission - Applicant or Non-Resident	Deposit	\$ 4,843	63%	\$ 5,000	65%
Appeals to City Council - Non-Applicant (Resident)	Flat Fee	\$ 350	4%	\$ 350	4%
Appeals to City Council - Applicant or Non-Resident	Deposit	\$ 4,476	51%	\$ 5,000	57%
Negative Declaration	Deposit	\$ 10,346	59%	\$ 17,658	100%
Monitoring of mitigation measures and conditions of approval	Deposit	\$ 5,000	77%	\$ 6,471	100%
General Plan Amendment	Deposit	\$ 8,646	48%	\$ 17,889	100%
Rezoning/Pre-Zoning	Deposit	\$ 7,176	40%	\$ 17,889	100%
Planned District	Deposit	\$ 11,194	59%	\$ 18,879	100%

# City of San Rafael Master Fee Schedule

## City of San Rafael

### Planning Fees

Service Name	Fee Description	Current		Recommendations	
		Per Unit		Recommended Fee/Deposit	Recommended Recovery %
		Current Fee	Current Recovery %		
Pre Application Meeting/Letter	Flat Fee	\$ 1,191	17%	\$ 2,086	30%
Licensing Agreement (Outdoor Dining)	Flat Fee	\$ 564	33%	\$ 1,717	100%
Certificate of Appropriateness for alteration of historic structure	Deposit	\$ 5,430	57%	\$ 9,554	100%
Certificate of Public Convenience and Necessity for alcoholic beverage license	Deposit	\$ 1,612	54%	\$ 2,992	100%
Neighborhood Meeting	Deposit	\$ 1,440	52%	\$ 2,796	100%
Planning/Zoning research (includes review of SB35 applications)	Deposit, Per Hour	Actual Cost	100%	\$ 157	100%
General Plan Maintenance Fee	Surcharge to building permit fee	35% of building permit fee		35% of building permit fee	N/A
Planning Review of Building Permits - Multi-family	Change from Hourly to % of Building Payment	N/A		10% of building permit fee	50%
Planning Review of Building permits - All Others	Change from Hourly to % of Building Payment	N/A		20% of building permit fee	100%
Archaeology Referral	Flat Fee	\$ 80	100%	\$ 80	100%
Small Cell Permit	Deposit	\$ 2,000	40%	\$ 4,970	100%
Telecomms Permit	Flat Fee	\$ 2,000	200%	\$ 1,000	100%
Short Term Rental Registration - first year	Flat Fee	\$ 170	100%	\$ 170	100%

# City of San Rafael Master Fee Schedule

**City of San Rafael**  
**Planning Fees**

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Service Name	Fee Description	Current		Recommendations	
		Per Unit		Recommended Fee/Deposit	Recommended Recovery %
		Current Fee	Current Recovery %		
Short Term Rental - renewal	Flat Fee	\$ 135	100%	\$ 135	100%
<b><i>Certified Massage Establishment Certificate or Operator Permit:</i></b>					
Certified Massage Establishment - Sole Proprietor Registration	Flat Annual Fee	\$ 63	31%	\$ 203	100%
Certified Massage Establishment - Registration with Employees	Flat Annual Fee	\$ 124	43%	\$ 290	100%
Certified Massage Establishment -Changes to File/Business	Flat Annual Fee	\$ 25	0%	\$ 25	100%
Certified Massage Establishment -time extension	new			50% of original fee	

Consultant costs will be charged to the deposit account plus 25% to cover contract administration and review of consultant work product.

Multiple application discount: when multiple applications are filed simultaneously, a 25% discount on each deposit-based application type will apply.

# City of San Rafael Master Fee Schedule

## City of San Rafael Public Works

Service Name	Fee Description	Current		Recommendations	
		Per Unit		Per Unit	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
<b>Document/Information Services</b>					
8.5" x 11"	Per Print	\$ 10	6650%	\$ 0.15	100%
11" x 17"	Per Print	\$ 15	7552%	\$ 0.20	100%
24" x 36"	Per Plot	\$ 25	9790%	\$ 0.26	100%
36" x 48"	Per Plot	\$ 30	294%	\$ 10	100%
Public Records Request <sup>1</sup>	Per Print	\$ -	0%	\$ 0.15	100%
Property Information Request	Per Request	\$ -	0%	\$ 208	100%
Flood Plain Letter Response	Per Response	\$ 167	74%	\$ 227	100%
Custom Map/ Document Production	Hourly Rates	\$ -	0%	Hourly Rates	100%
<b>Transportation Services</b>					
Oversize Load Review - Single Trip	Set by State	\$ 16	19%	\$ 16	19%
Oversize Load Review - Annual	Set by State	\$ 92	36%	\$ 92	36%
Oversize Load Review - Repetitive (6 month max)	Set by State	\$ 92	36%	\$ 92	36%
Police Escort Services (Two hr min.)	Flat + Hourly	\$ 301	86%	\$ 348	100%

# City of San Rafael Master Fee Schedule

## City of San Rafael Public Works

Service Name	Fee Description	Current		Recommendations	
		Per Unit		Per Unit	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
<b>Encroachment Permits</b>					
Minor Continuing Encroachment Permits	Flat Fee	\$ 368	75%	\$ 493	100%
Revocable License Agreements for Major Continuing Encroachment	Flat Fee	\$ 2,394	98%	\$ 2,435	100%
<b>Utility/Special District Encroachment Permits</b>		Flat + TCP count			
Base Fee (incls 1 Traffic Control Plan)	Flat	\$ 919	93%	\$ 986	100%
Each Additional TCP	Each	\$ -	0%	\$ 411	100%
<b>Temporary Encroachment Permit <sup>2</sup></b>					
Small - debris or moving boxes and parking changes	Flat Fee	\$ 246	144%	\$ 50	29%
Standard - all other (Up to \$20K of improvements/Infrastructure. Greater than \$20k see improvement section fees 32, 32.1 & 33)	Flat Fee	\$ 246	69%	\$ 358	100%
<b>PW Review of Building and Planning Permit <sup>3</sup></b>					
Full Review <sup>4</sup>	Per Review	\$ -	0%	\$ 454	100%
Over the Counter Review	Per Review	\$ -	0%	\$ 113	100%
Construction Inspection - Onsite Improvements	When required, per inspection	\$ -	0%	\$ 164	100%
Flood Zone Project	New, Flat	\$ -	0%	\$ 340	100%
Hydrology Study	New, Flat	\$ -	0%	\$ 454	100%

# City of San Rafael Master Fee Schedule

## City of San Rafael Public Works

Service Name	Fee Description	Current		Recommendations	
		Per Unit		Per Unit	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
Traffic Study: Assumptions Memo	New, Flat	\$ -	0%	\$ 817	100%
Traffic Study: Impact Report	New, Flat	\$ -	0%	\$ 4,086	100%
E.12 Regulated Project/Stormwater Control Plan	New -Flat Fee	\$ -	0%	\$ 1,134	100%
Geotechnical Study	New - Flat Fee	\$ -	0%	\$ 680	100%
3rd Party Geotechnical Peer Review	Actual Cost + Surcharge	\$ -	0%	Actual cost + 20% administrative fee	100%
Consultant 3rd Party Review	New, %	\$ -	0%	Actual cost + 20% administrative fee	100%
City Surveyor Review	New, %	\$ -	0%	Consultant actual cost + 20% administrative fee	100%
Parcel Map Plan Check (Minor Subdivision)	Flat Fee	\$ 713	63%	\$ 1,134	100%
Final Map Plan Check (Major Subdivision)	Deposit + Hourly	\$ 3,285	0%	\$1,815 Deposit	100%
Lot Line Adjustment Review	New - Flat Fee	\$ -	0%	\$ 1,134	100%
Tentative Map Review	New - Deposit + Hourly	\$ -	0%	\$1,815 Deposit	100%
<b>Right-of-Way Improvements/Infrastructure - Plan Checking and Inspection</b>					
\$0 - \$20k cost of improvements	Flat Fee	\$ 246			

# City of San Rafael Master Fee Schedule

## City of San Rafael Public Works

Service Name	Fee Description	Current		Recommendations	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
\$20k - \$50k cost of improvements	Flat Fee	\$ 246	40%	\$ 618	100%
\$50k - \$100k cost of improvements	Flat Fee	\$ 246	20%	\$ 1,235	100%
\$100k+ cost of improvements	Deposit + Hourly	\$ 246	5%	\$ 4,942	100%
<b>Improvement/Subdivision Inspections</b>					
<i>Curb and Gutter Inspection:</i>					
Projects under \$5,000	Delete	\$ 368			
Projects over \$5,000	Delete	\$ 2,615			
<i>Sidewalk Inspection:</i>					
Projects under \$5,000	Delete	\$ 368			
Projects over \$5,000	Delete	\$ 2,516			
<i>Driveway Approaches:</i>					
Projects under \$5,000	Delete	\$ 368			
<b>Information Request Services</b>					
Projects over \$5,000	Delete	\$ 2,615			
<b>Multiple Driveways</b>					
		\$ -	0%	\$ -	100%



# City of San Rafael Master Fee Schedule

## City of San Rafael Public Works

Service Name	Fee Description	Current		Recommendations	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
Projects under \$5,000	Delete	\$ 368			
Projects over \$5,000	Delete	\$ 2,615			
<b>Grading Permits - Plan Check and Inspections (includes NPDES)</b>					
Permit and Plan Check	Flat Fee	\$ 869	111%	\$ 782	100%
Seasonal Grading Inspections (rain seasons)	Per rainy season (Oct 15 - Apr 15)	\$ -	0%	\$ 1,563	100%
<b>Water Use Permits</b>					
Water Course Permits	Flat Fee	\$ 31	7%	\$ 454	100%
Tide Land Permits - Dredged Material	Flat Fee	\$ 1	0%	\$ 618	100%
Tide Land Permits - Other Tidelands Permits	deposit + hourly	\$ 500	81%	\$ 618	100%
<b>Streetary Permits</b>					
Application fee	Flat Fee	\$ 2,000	100%	\$ 2,000	100%
Annual Encroachment Lease fee	Annual Flat Fee	\$ 3,600	na	\$ 3,600	na

# City of San Rafael Master Fee Schedule

## City of San Rafael Public Works

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Service Name	Fee Description	Current		Recommendations	
		Per Unit		Per Unit	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
Deposit	Deposit	\$ 2,000	na	\$ 2,000	na
<b>Special Studies (new)</b>					
Special Studies (reimbursement)	Flat Fee	\$ 2,056	45%	Actual cost + 20% surcharge	100%

*Footnotes*

- 
- 1) Public Records Request fees may be waived at the City's sole discretion for requests totaling fewer than 50 pages per request.
  - 2) Temporary Encroachment Permit Fees: there is no charge for debris boxes if placed on private property.
  - 3) PW Review of Building & Planning Permit - All planning and building permit submissions may be referred to third-party review by an external consultant or the City Surveyor at the discretion of Department of Public Works staff. The applicant is responsible for reimbursement of any fees accrued by external consultants or City Surveyor.
  - 4) Fee is per review. Fee may be charged several times if there are multiple reviews of the project.

# City of San Rafael Master Fee Schedule

## City of San Rafael

### Fire

		Current		Recommended	
		Per Unit		Per Unit	
Service Name	Fee Description	Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
<b>Fire Inspections</b>					
Nuisance Alarm Fee	Engine Company FBHR, 2 hr minimum	\$ -	0%	\$ 413	100%
<b>Fire Inspections - Operational Permits</b>					
Aerosol Products	Flat Fee	\$ 240	95%	\$ 251	100%
Amusement Buildings	Flat Fee	\$ 240	95%	\$ 251	100%
Aviation Facilities	Flat Fee	\$ 240	95%	\$ 251	100%
Carnivals and Fairs	Flat Fee	\$ 240	95%	\$ 251	100%
Cellulose Nitrate Film	Flat Fee	\$ 240	95%	\$ 251	100%
Combustible Dust-Producing Operations	Flat Fee	\$ 240	95%	\$ 251	100%
Combustible Fibers	Flat Fee	\$ 240	95%	\$ 251	100%
Compressed Gases	Flat Fee	\$ 240	95%	\$ 251	100%
Covered Mall Buildings	Flat Fee	\$ 240	95%	\$ 251	100%
Cryogenic Fluids	Flat Fee	\$ 240	95%	\$ 251	100%
Cutting and Welding	Flat Fee	\$ 240	95%	\$ 251	100%
Dry Cleaning Plants	Flat Fee	\$ 240	95%	\$ 251	100%

# City of San Rafael Master Fee Schedule

## City of San Rafael Fire

Service Name	Fee Description	Current		Recommended	
		Per Unit		Per Unit	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
Exhibits and Trade Shows	Flat Fee	\$ 240	95%	\$ 251	100%
Explosives	Flat Fee	\$ 240	95%	\$ 251	100%
Blasting - First	Flat Fee	\$ 240	95%	\$ 251	100%
Blasting - Each Additional	Each Addtl	\$ 150	119%	\$ 126	100%
Fire Hydrants and Valves	Flat Fee	\$ 240	95%	\$ 251	100%
Flammable and Combustible Liquids	Flat Fee	\$ 240	95%	\$ 251	100%
Floor Finishing	Flat Fee	\$ 240	95%	\$ 251	100%
Fruit and Crop Ripening	Flat Fee	\$ 240	95%	\$ 251	100%
Fumigation and Thermal Insecticidal Fogging	Flat Fee	\$ 240	95%	\$ 251	100%
Hazardous Materials	Flat Fee	\$ 240	95%	\$ 251	100%
HPM Facilities	Flat Fee	\$ 240	95%	\$ 251	100%
High-piled Storage	Flat Fee	\$ 240	95%	\$ 251	100%
Hot Work Operations	Flat Fee	\$ 240	95%	\$ 251	100%
Industrial Ovens	Flat Fee	\$ 240	95%	\$ 251	100%
Lumber Yards and Woodworking Plants	Flat Fee	\$ 240	95%	\$ 251	100%

# City of San Rafael Master Fee Schedule

## City of San Rafael

### Fire

Service Name	Fee Description	Current		Recommended	
		Per Unit		Per Unit	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
Liquid-or Gas-fueled Vehicles or Equipment in Assembly Buildings	Flat Fee	\$ 240	95%	\$ 251	100%
LP-gas	Flat Fee	\$ 240	95%	\$ 251	100%
Magnesium	Flat Fee	\$ 240	95%	\$ 251	100%
Miscellaneous Combustible Storage	Flat Fee	\$ 240	95%	\$ 251	100%
Open Burnings	Flat Fee	\$ 240	95%	\$ 251	100%
Open Flames and Torches	Flat Fee	\$ 240	95%	\$ 251	100%
Open Flames and Candles	Flat Fee	\$ 240	95%	\$ 251	100%
Organic Coatings	Flat Fee	\$ 240	95%	\$ 251	100%
Places of Assembly	Flat Fee	\$ 240	95%	\$ 251	100%
Private Fire Hydrants	Flat Fee	\$ 240	95%	\$ 251	100%
Pyrotechnic Special Effects Material	Flat Fee	\$ 240	95%	\$ 251	100%
Public Fireworks Displays	Flat Fee	\$ 770	36%	\$ 2,138	100%
Pyroxylin Plastics	Flat Fee	\$ 240	95%	\$ 251	100%
Refrigeration Equipment	Flat Fee	\$ 240	95%	\$ 251	100%
Repair Garages and Motor Fuel-Dispensing Facilities	Flat Fee	\$ 240	95%	\$ 251	100%

# City of San Rafael Master Fee Schedule

## City of San Rafael

### Fire

Service Name	Fee Description	Current		Recommended	
		Per Unit		Per Unit	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
Rooftop Heliports	Flat Fee	\$ 240	95%	\$ 251	100%
Spraying or Dipping	Flat Fee	\$ 240	95%	\$ 251	100%
Storage of Scrap Tires and Tire Byproducts	Flat Fee	\$ 240	95%	\$ 251	100%
Temporary Membrane Structures and Tents	Flat Fee	\$ 240	95%	\$ 251	100%
Tire-Rebuilding Plants	Flat Fee	\$ 240	95%	\$ 251	100%
Waste Handling	Flat Fee	\$ 240	95%	\$ 251	100%
Wood Products	Flat Fee	\$ 240	95%	\$ 251	100%
Other Special Hazard Operations or Use	Flat Fee	\$ 240	95%	\$ 251	100%
*Multiple Operational Permits	First permit at full price, each additional at 50% of schedule above	\$ -	0%	First permit at full price, each additional at 50% of schedule above	100%
<b>Fire Inspections - Construction Permits</b>					
Automatic fire-extinguishing systems	Flat Fee	\$ 300	95%	\$ 314	100%
Fire sprinkler system single family dwelling	Base + \$4 per sprinkler	\$ 300	95%	\$ 314	100%
Fire sprinkler systems with 10 sprinklers or less	Base + \$4 per sprinkler	\$ 300	95%	\$ 314	100%

# City of San Rafael Master Fee Schedule

## City of San Rafael

### Fire

Service Name	Fee Description	Current		Recommended	
		Per Unit		Per Unit	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
Fire sprinkler systems with 11 sprinklers or more	Base + \$4 per sprinkler	\$ 450	143%	\$ 314	100%
Backflow Preventer Assembly	Flat Fee	\$ 150	119%	\$ 126	100%
Battery Systems	Flat Fee	\$ 300	95%	\$ 314	100%
Compressed Gases	Flat Fee	\$ 300	95%	\$ 314	100%
Emergency Response Radio Coverage System	Flat Fee	\$ 300	95%	\$ 314	100%
Fire Alarm and Detection Systems and Related Equipment	Base +4 per device	\$ 300	95%	\$ 314	100%
Fire Pumps and Related Equipment	Flat Fee	\$ 450	143%	\$ 314	100%
Flammable and Combustible Liquids - 1st tank	Flat Fee	\$ 300	95%	\$ 314	100%
Flammable and Combustible Liquids - each addtl tank	Each Addtl Tank	\$ 150	96%	\$ 157	100%
Hazardous Materials	Flat Fee	\$ 300	95%	\$ 314	100%
Industrial Ovens	Flat Fee	\$ 300	95%	\$ 314	100%
LP-Gas	Flat Fee	\$ 300	95%	\$ 314	100%
Private Fire Hydrant	Flat Fee	\$ 150	48%	\$ 314	100%
Spraying or Dipping Process	Flat Fee	\$ 300	95%	\$ 314	100%
Standpipe System	Flat Fee	\$ 300	95%	\$ 314	100%

# City of San Rafael Master Fee Schedule

## City of San Rafael

### Fire

Service Name	Fee Description	Current		Recommended	
		Per Unit		Per Unit	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
Temporary Membrane Structures and Tents	Flat Fee	\$ 300	95%	\$ 314	100%
Underground Fireline	Flat Fee	\$ 300	95%	\$ 314	100%
Vegetation Management Fire Protection Plan	Flat Fee	\$ 300	80%	\$ 377	100%
Work (repair, replacement, relocation)	Flat Fee	\$ 50	32%	\$ 157	100%
<b>Fire Inspections - Other Fire Prevention Fees</b>					
Consultation	Flat Fee -2 hour min	\$ -	0%	\$ 251	100%
Plans review	Flat Fee -2 hour min	\$ -	0%	\$ 251	100%
Inspection	Flat Fee -2 hour min	\$ -	0%	\$ 251	100%
Reinspection	Flat Fee -2 hour min	\$ -	0%	\$ 251	100%
Investigation fee for performing work without an approved permit	2 x normal permit fee + permit fee	\$ -	0%	2 x normal permit fee + permit fee	100%
Inspections outside normal work hours: Early or late inspections on normal work days	Flat Fee	\$ -	0%	\$ 359	100%
Inspections outside normal work hours: Call back or weekend inspections	Flat Fee	\$ -	0%	\$ 717	100%
Fire/Smoke damper inspection - up to 4 dampers	Delete	\$ 150			
Fire/Smoke damper inspection - each additional damper	Delete	\$ 40			



# City of San Rafael Master Fee Schedule

## City of San Rafael

### Fire

Service Name	Fee Description	Current		Recommended	
		Per Unit		Per Unit	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
Fire hydrant flow test and report	Flat Fee	\$ 200	80%	\$ 251	100%
<b>Fire Inspections - SFM Fire Clearance Inspections</b>					
Fire clearance inspection	Flat Fee	\$ 150	80%	\$ 189	100%
<b>Commercial Life Safety Inspections</b>					
Business type 1	Per Year	\$ 24	76%	\$ 31	100%
Business type 2	Per Year	\$ 63	100%	\$ 63	100%
Business type 3	Per Year	\$ 109	87%	\$ 126	100%
Business type 4	Per Year	\$ 200	80%	\$ 251	100%
Reinspection (after 2nd reinspection)	Each	\$ 61	49%	\$ 126	100%
<b>Fire and Life Safety Plan Checks</b>					
Fire Code Review of Building Permit	50% of building plan check fee	\$ -	0%	50% of building plan check fee	100%
<b>Fire Services - Fire Inspections</b>					
Liability for Persons Causing Emergencies	Actual Cost	\$ -	0%	Actual Cost	100%
Fire Watch	Actual Cost	\$ -	0%	Actual Cost	100%
<b>Fire Services - Hazardous Materials</b>					

# City of San Rafael Master Fee Schedule

## City of San Rafael

### Fire

Service Name	Fee Description	Current		Recommended	
		Per Unit		Per Unit	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
Fire Code Related Hazardous Materials Inspections	No Fee	\$ -	0%	\$ -	100%
Hazardous Materials – Residential	Actual Cost	\$ -	0%	Actual Cost	100%
Consultative Services – Hazardous Materials	No Fee	\$ -	0%	\$ -	100%
<b>Fire Services - Fire Reports</b>					
Fire Reports	Varies	\$ 17	43%	\$ 39	100%
<b>Fire Services - Emergency Medical Services</b>					
ALS Bundled Base Rate	Flat Fee	\$ 2,075	55%	\$ 2,075	55%
BLS Bundled Base Rate	Flat Fee	\$ 2,075	55%	\$ 2,075	55%
First Responder Fee	Flat Fee	\$ 358	55%	\$ 358	55%
Oxygen	Flat Fee	\$ 157	55%	\$ 157	55%
Mileage per mile	Per Mile	\$ 49	55%	\$ 49	55%
Treat No Transport	Flat Fee	\$ 423	55%	\$ 423	55%
<b>Fire Services</b>					
Fire/EMS Training and Education	Actual Cost	FBHR	100%	FBHR	100%
Fire Protection Services - CSA #19	CSA#19 Agreement	Per Contract	100%	Per Contract	100%

# City of San Rafael Master Fee Schedule

## City of San Rafael

### Fire

Service Name	Fee Description	Current		Recommended	
		Per Unit		Per Unit	
		Current Fee	Current Recovery %	Recommended Fee	Recommended Recovery %
<b>New Fees</b>					
Exemption from the Vegetation Ordinance	New	\$ -	0%	\$ 126	100%
Multi-Family dwelling inspections	New	\$ -	0%	\$ 153	100%
Short-Term Rental Inspection	New	\$ -	0%	\$ 126	100%
Excessive Public Assist Calls	New	\$ -	0%	\$ 413	100%

Fee # 124 based on an agreement with County Service Area 19 (unincorporated San Rafael)

Fee #116-122 Fire Services - Emergency Medical Services - Fees may include ambulance dispatch and fuel surcharge (mileage) component.

Fee #123 Fully burndended hourly rate (FBHR) plus any supplies or materials required to conduct training

## City of San Rafael Master Fee Schedule



01	General Services	Service Description	Charge
	<b>01.01</b>	<b>Bad Check Charges</b>	
		01.01.10 NSF Check Processing	\$ 25.00 (includes bank processing fee)
	<b>01.02</b>	<b>Business Licenses</b>	
		01.02.10 Business application review	\$ 88.00 home occupation \$ 118.00 commercial location \$ 98.00 in town moving fee (to commercial) \$ 68.00 in town moving fee (to residential) \$ 10.00 for change of ownership
		01.02.12 Regulatory License Processing –Tobacco, Gun Sales	\$ 99.00 for police permit \$ 99.00 for police permit renewal \$ 48.00 for tobacco permit \$ 3.00 for tobacco renewal
		01.02.13 Business License Renewal Processing	\$ 12.00 each
		01.02.15 Business License Listing	\$ 12.00 each
		01.02.20 Closing Out Sale permit	\$ 39.00 initial \$ 25.00 renewal
		01.02.25 Payment Plan Processing	\$ 35.00
	<b>01.03</b>	<b>Agenda Fees</b>	
		01.03.10 Agenda Subscription Service	\$ 74.00
		01.03.20 Minutes Subscription Service	\$ 74.00
	<b>01.04</b>	<b>Reproduction Work</b>	
		01.04.20 Photocopies	\$ 0.10 per page – FPPC \$ 0.15 per page – other public documents
		01.04.30 Bound Reports	Established at time of publication
		01.04.40 Annual Budget/CAFR/audit	Established at time of publication
		01.04.50 Copies from microfilming	Large format drawings (plans): \$ 4.50 first sheet plus \$ 1.50 each additional sheet  Small sheets (8 ½ x 11): \$ 3.00 first sheet plus \$ 0.15 each additional sheet
	<b>01.05</b>	<b>City Clerk Documents</b>	
		01.05.10 City of San Rafael Municipal Code	Actual cost per city clerk
		01.05.20 Certificate of Documents	\$ 8.00 plus copy fees of \$0.15 per page

## City of San Rafael Master Fee Schedule



01	General Services		Service Description	Charge
	01.06	Special Services		
		01.06.10	Public use - Council Chambers-inc. sound	\$ 200.00
		01.06.20	Public use - Council Chambers-no sound	\$ 175.00
		01.06.30	Banner Hanging - Downtown	\$ 275.00 Horizontal Banner \$ 20.00 each for Vertical Banners with minimum one block
		01.06.40	RDA - Application Processing Special Events Permit	\$ 40.00 Non-Profits and BID \$ 80.00 All Others
		01.06.41	RDA - Special Events Application Deposit. For cleaning and possible damages. Refundable if condition is acceptable.	Refundable Deposit: \$ 200.00 One block or plaza \$ 360.00 Two or more blocks
		01.06.42	RDA - Scouting of Film Location	Actual hours of FBHR
		01.06.43	Event Planning & Coordination	Actual hours of FBHR

## City of San Rafael Master Fee Schedule



03	Police Services	Service Description	Charge
	03.01	Fingerprinting	
		03.01.10	Fingerprinting - Non-criminal
			\$ 12.00 plus applicable state and federal fees as needed
	03.03	Concealed Weapons	
		03.03.00	Concealed Weapon Application Review
			\$ 100.00 - subject to State limitation
		03.03.20	Concealed Weapon Renewal Review
			\$ 25.00 - subject to State limitation
	03.07	Response Services	
		03.07.10	Alarm Permits
			\$ 74.00
			Per false alarm in a twelve-month period
			\$ 0.00 - 1st and 2nd response
			\$ 140.00 - 3rd response and subsequent responses
		03.07.12	False Alarm Responses
	03.08	DUI Fees	
		03.08.10	DUI Collision Restitution
			Actual cost, plus actual hours of staff billed at FBHR maximum of \$1,300
	03.10	Towing Services	
		03.10.10	Towing Operator Investigations
			\$ 740.00 plus applicable state fees
		03.10.15	Administrative Tow Fee - Suspended
			\$ 327.00
	03.11	Permits	
		03.11.14	Parade Permits
			\$ 74.00
		03.11.18	Special Events Permits
			Billing of actual costs for services rendered
		03.11.22	County Fair Support
			Overtime costs of police personnel
	03.12	Police Support Services Fees	
		03.12.10	Clearance Letter
			\$ 27.00
			Actual hours billed for police and other personnel using FBHR, not to exceed \$15.00 per hour under statutory limitation
		03.12.21	Research Time
	03.14	Subpoenas Duces Tecum	
			Actual hours billed for police and other personnel using FBHR, not to exceed \$15.00 per hour under statutory limitation
		03.14.20	Research Time
			Actual cost of duplicating
		03.14.40	Duplicating requiring special processing
	03.16	Massage Establishments	
			Operator Permit- Noncertified massage establishment
		03.16.11	
			\$ 350.00 first location-new owner
			\$ 350.00 each additional owner

## City of San Rafael Master Fee Schedule



03	Police Services	Service Description	Charge
			\$ 350.00 each additional location \$ 25.00 per each employee registered \$ 175.00 renewal per location (assumes no changes in owner(s) or location at time of renewal)
	03.16.12	Massage establishment-certified With employees (annual fee. employee includes an independent contractor hired by or renting/leasing space from the massage establishment owner.)	\$ 247.50 first location-new owner \$ 247.50 each additional owner \$ 247.50 each additional location \$ 25.00 per each employee registered \$ 123.75 renewal per location (assumes no changes in owner(s) or location at time of renewal)
	03.16.13	Massage establishment-certified no employees (sole provider/sole proprietorship) (annual fee. applies to: a) a home-based business location where the massage establishment owner provides on-site and/or outcall services; and b) a commercial- based location where the massage establishment owner rents/leases commercial space shared with another massage establishment owner – sole proprietorship, or another non-massage establishment	\$ 350.00 first location-new owner \$ 350.00 each additional location \$ 62.50 renewal per location
<b>03.17</b>	<b>Fortune Tellers</b>		
	03.17.00	Fortune Teller Permit	\$ 248.00 initial \$ 62.00 renewal
<b>03.18</b>	<b>Solicitors/Peddlers</b>		
	03.18.00	Mobile Vendor Permit	\$ 93.00 for new owner \$ 93.00 for additional owner \$ 93.00 renewal \$ 93.00 change/replacement of permit \$ 93.00 for additional location
<b>03.19</b>	<b>Taxi/Public Convenience</b>		
	03.19.00	Taxicab P C - Owner/operator (resolution granting a certificate of public convenience and necessity and license to operate)	No charge by the city as program is now administered by the Marin General Services Authority

## City of San Rafael Master Fee Schedule



05	Building Services/ Fire Prevention		Service Description	Charge
	05.01	Plan Checking		
		05.01.00	Construction Plan Checking	65% of the permit fee established by the California Building Code plus: (1) a 10% surcharge (adopted by Res. 8590) for the State mandated energy check
	05.02	Permits and Inspections		
		05.02.00	Building and MEP Permit Inspection	See Exhibits A to D
	05.06	Residential Inspection		
		05.06.10	Residential Inspection Reports (excluding condos)	\$ 165.00 per single family dwelling and first unit of multiple family dwelling \$ 50.00 for each additional multiple unit dwelling
		05.06.11	Condo Inspection Reports	\$ 150.00 per condo
	06.01	Fire Inspections		
		06.01.00	Fire Permit Inspections	See Exhibit E1
		06.01.01	Fire Code Explosive Permit	See Exhibit E1
		06.01.03	Inspection Outside Normal Business Hours	See Exhibit E1
		06.01.05	Nuisance Alarm Fee	third nuisance alarm within 30 days, FBHR of engine company, two (2) hour minimum
		06.01.06	Consultative Services - Fire Prevention	See Exhibit E1
	06.04	Commercial Life Safety Inspections		
		06.04.00	Commercial Life/Safety Inspection (Includes one re-inspection)	See Exhibit E2
	06.05	Reinspection Services		
		06.05.00	Commercial Life/Safety Reinspection	See Exhibit E2
	06.09	Fire and Life Safety Plan Checks		
		06.09.01	Fire Code Review of Building Permit	50% of building plan check fee
		06.09.02	Fire Permit Inspection	See Exhibit E1





## City of San Rafael Master Fee Schedule

06	Fire Services	Service Description	Charge
	<b>06.01</b>	<b>Fire Inspections</b>	
		06.01.02	Liability for Persons Causing Emergencies
			Full cost billed to responsible party pursuant to Municipal Code Section 4.08.130(A)
		06.01.04	Fire Watch
			FBHR of scene supervision two (2) hour minimum
	<b>06.02</b>	<b>Hazardous Materials</b>	
		06.02.01	Fire Code Related Hazardous Materials Inspections
			No charge by the City as program is administered by County CUPA
		06.02.15	Hazardous Materials – Residential
			City should be reimbursed on a full cost basis in accordance with data contained in cost study report - subject to negotiations with JPA
		06.02.16	Consultative Services – Hazardous Materials
			No charge by the City as program is administered by County CUPA
	<b>06.03</b>	<b>Fire Reports</b>	
		06.03.00	Fire Reports
			\$ 17.00 or the maximum allowable by the State pursuant to the Public Records Act*
	<b>06.07</b>	<b>Fire District Services</b>	
		06.07.00	Fire Protection Services - CSA #19
			Staff should utilize the information in this report when negotiating the renewal of the agreement with CSA#19*
	<b>06.08</b>	<b>Emergency Medical Assistance</b>	
		06.08.00	Emergency Medical Services
			The voters voted Paramedic Tax plus Third-Party Billing equals the paramedic budget. Third Party Billing - Bay area average of fees charged for transportation; rates are established by Fire Chief & City Manager, indexed for inflation and are subject to negotiations. Fee may include ambulance dispatch and fuel surcharge (mileage) components. paramedic tax subject to voter approved limits on city and outlying jurisdictions.
	<b>06.10</b>	<b>Fire/EMS Training and Education</b>	
		06.10.01	Fire/EMS training and education
			Fee set at cost per student, plus materials. Cost per student = share of class minimum number to recover FBHR of instructor



## City of San Rafael Master Fee Schedule

07	Library Services	Service Description	Charge
	07.01	Late Fines	
		07.01.10	Adult Fines
		07.01.20	Children's Fines
	07.02	Reserves - ILL (Inter Library Loan)	
		07.02.10	Reserve
		07.02.20	ILL - MARINet Consortium
		07.02.30	ILL - North Bay Cooperative Library System (NBCLS)
		07.02.40	ILL Outside Marin and NBCLS
	07.04	Lost/Damaged Items	
		07.04.10	Adult Books, Videos, Audio Tapes, Compact Discs
		07.04.20	Children's Books, Videos, Audio Tapes, Compact Discs
		07.04.30	Replacement Library Card
		07.04.40	Magazines



## City of San Rafael Master Fee Schedule

08	Recreation Services	Service Description	Charge
08.00	Recreation Programs		
	08.00.01	Contract Programs and Classes	City retains between 20 to 40% of cost of program provider as fee - subject to individual negotiation
	08.00.02	Facilities Reservation Fees	See Exhibit H
	08.00.03	Falkirk Reservation Fees	See Exhibit H
	08.00.04	Aquatics Fees	See Exhibit H
	08.00.05	Park & Field Fees	See Exhibit H
	08.00.06	Miscellaneous Fees	See Exhibit H
08.06	Child Care Programs		
	08.06.10	Child Care Programs (non-grant)	See Exhibit K

## City of San Rafael Master Fee Schedule



10	Planning Services		Service Description	Charge
	10.01	Mapping		
		10.01.10	Lot Line Adjustment	\$ 3,131.00 (flat fee)
		10.01.20	Small Subdivision Map	\$ 3,735.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
		10.01.30	Tentative Map	\$ 7,293.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
		10.01.40	Subdivision Exception	\$ 2,761.00 (flat fee). Accompanies and subordinate to Tentative Map and Small Subdivision Map.
		10.01.50	Map Amendments and Extensions	\$ 2,239.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
		10.01.60	Certificates of Compliance	\$ 3,410.00 (flat fee)
	10.02	Development and Annexation		
		10.02.40	Development Agreement	\$ 11,534.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
	10.03	Use Permits		
		10.03.10	Use Permit - Administrative/Temporary	\$ 1,420.00 (flat fee)
		10.03.30	Use Permit - Zoning Administrator	\$ 2,476.00 (flat fee)
		10.03.40	Use Permit - Planning Commission	\$ 4,305.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
	10.04	Variances		
		10.04.10	Minor Variance - Zoning Administrator	\$ 2,508.00 (flat fee)

## City of San Rafael Master Fee Schedule



10	Planning Services	Service Description	Charge
		10.04.20 Variance - Planning Commission	\$ 3,767.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.*
		10.04.30 Reasonable Accommodation for Disabled	\$ 964.00 (flat fee)
		10.04.40 Exception Request	\$ 1,023.00 (flat fee)
<b>10.05</b>	<b>Design Review</b>		
		10.05.20 Design Review (Staff/Administrative)	\$ 1,167.00 (flat fee)
		10.05.22 Design Review - over the counter (Staff/Administrative)	\$ 398.00 (flat fee)
		10.05.25 Design Review - Staff With DRB	\$ 3,564.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
		10.05.30 Design Review - Zoning Admin. Without Design Review Board (DRB)	\$ 2,258.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
		10.05.40 Design Review - Zoning Admin. With DRB	\$ 4,693.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
		10.05.50 Design Review single family residential - Planning Commission	\$ 6,872.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
		10.05.52 Design Review - All Others (Planning Commission)	\$ 8,523.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.

## City of San Rafael Master Fee Schedule



10	Planning Services	Service Description	Charge
	10.05.55	Design Review with Exception to Hillside Standards	\$ 8,493.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
	10.05.60	Conceptual Review	\$ 1,750.00 (flat fee), reflecting 70% discount of anticipated typical application cost to encourage applicants to receive preliminary design feedback prior to formal application filing.
<b>10.06</b>	<b>Sign Review</b>		
	10.06.10	Sign Review – Staff	\$ 255.00 (flat fee)
	10.06.15	Sign Review – Staff w/ DRB	\$ 2,285.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
	10.06.20	Sign Program – Minor (Staff)	\$ 1,049.00 (flat fee)
	10.06.21	Sign Program – Major (Planning Commission)	\$ 4,303.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
	10.06.22	Sign Review – Minor Exception	\$ 1,043.00 (flat fee)
	10.06.24	Sign Review – Major Exception	\$ 4,220.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
	10.06.30	Temporary Banner Permit	\$ 132.00 (flat fee)
<b>10.07</b>	<b>Appeal Fees</b>		
	10.07.00	Appeal to Planning Commission	<p>Non-applicant/resident - \$ 300.00 for the appeal* \$ 50.00 additional charge for request for continuation</p> <p>Applicant/Non-resident - \$4,834.00 staff billed at FBHR.</p>

## City of San Rafael Master Fee Schedule



10	Planning Services	Service Description	Charge
	10.07.10	Appeal to City Council	<p>Non-applicant/resident - \$ 350.00 for the appeal \$ 50.00 additional charge for request for continuation</p> <p>Applicant/Non-resident - \$4,476.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR.</p>
	<b>10.08</b>	<b>Environmental Impact Fees</b>	
	10.08.20	Negative Declaration	\$ 10,346.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR.
	10.08.30	Environmental Impact Report	Actual Cost for Environmental Consultant plus 25% surcharge for staff administration*
	10.08.40	Monitoring of mitigation measures and conditions of approval	\$ 6,540.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR.
	<b>10.13</b>	<b>General Plan Fees</b>	
	10.13.10	General Plan Amendment	\$ 8,646.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
	10.13.20	Rezoning/Pre-Zoning	\$ 7,176.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
	10.13.30	Planned District	\$11,194.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
	10.13.40	General Plan Maintenance	35.5% surcharge on Building Permits (05.02.00) for updating general plan elements (9.6%) and implementing existing plan (25.9%)*

## City of San Rafael Master Fee Schedule



10	Planning Services	Service Description		Charge
	10.14	Other Planning Services		
		10.14.02	Pre Application Meeting – Developer	\$ 1,191.00 (flat fee), reflecting 60% discount of anticipated typical application cost to encourage applicants to receive preliminary staff feedback prior to formal application filing.
		10.14.10	Project Selection Procedure (PSP)	This service is being proposed for elimination by staff
		10.14.20	Licensing Agreement (Outdoor Dining)	\$ 564.00 (flat fee)
		10.14.22	Certificate of Appropriateness for alteration of historic structure	\$ 5,430.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
		10.14.50	Certificate of Public Convenience and Necessity for alcoholic beverage license	\$ 1,612.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
		10.14.52	Neighborhood Meeting	\$ 1,444.00 initial deposit based on 70% of anticipated typical application cost. Staff time billed at FBHR. Submittals which include multiple deposit-based applications may reduce the initial deposit amount by 25%.
		10.14.60	Contract Planner/Consultant Administration	Actual cost of contract amount plus 10%.
		10.14.62	Planning Research	First 15 minutes of service at no charge, thereafter actual time of staff billed to nearest quarter hour at the FBHR
		10.14.72	Building Permit - Plan Checks	\$ 109.00 for 45 minutes and under; billed actual staff time at FBHR for over 45-minute plan check reviews
		10.14.82	Archaeology Referral	\$ 80.00 reimbursement for costs paid to Sonoma State University
		10.14.90	Zoning Research Letter Response	\$ 132.00 for one hour of staff time. \$ 198.00 for one and a half hours of staff time
	10.15	Code Enforcement		
		10.15.01	Hotel Room and Apartment Unit Inspection. Not charged to hotels/apartments with 2 or fewer	Apartments: \$316.00 per site, plus \$22.00 per unit over two on Site



## City of San Rafael Master Fee Schedule



10	Planning Services	Service Description	Charge
		rooms/units. Initial Inspection, Notice and Order of Violations, and Re-Inspection included	Hotels: \$ 261.00 per site, plus \$11.00 per room over two on Site
	10.15.02	Hotel /Apartment Second Re-Inspection and Noticing	Apartments: \$135.00 per hour with a 1 hour minimum calculated to the nearest 25 minutes
	10.15.03	Hotel/Apartment Final Inspection for Compliance	Staff recommends deleting this service as it is covered by T-10.15.02

## City of San Rafael Master Fee Schedule



11	Engineering Services (Public Works)		Service Description	Charge
	01.04	Maps		
		01.04.60	Engineering maps and documents:	
		01.04.61	Aerial Photos	<a href="#">See Map Sales Info (Exhibit I)</a>
		01.04.62	Topography maps	<a href="#">See Map Sales Info (Exhibit I)</a>
		01.04.63	Parcel Maps	<a href="#">See Map Sales Info (Exhibit I)</a>
		01.04.64	Right of Way (ROW) Maps	<a href="#">See Map Sales Info (Exhibit I)</a>
		01.04.65	Custom Maps	\$ 40.00 for staff and computer time plus cost of required maps
	03.05	Transportation Services		
		03.05.10	Oversize Load Review	State Mandated Fee Maximum: \$ 16.00 Single Trip (3-5 working day duration. Single origin to single destination on one direction of travel.) \$ 92.00 Annual One Year Duration \$ 92.00 Repetitive. Maximum of six-month Duration (same load on same route) Police Escort Services: \$ 301.00 minimum for two hours and any additional hours billed at FBHR of officer (refer to T-11.09.30 for trip permit)
	09.03	Refuse Fee		
		09.03.00	Refuse Impact Fee for street resurfacing	\$789,267.00 imposed on local waste hauler franchisee - Marin Sanitary Service
	09.04	Construction Fee		
		09.04.00	Construction Impact Fee for street resurfacing	1% of assessed valuation levied on all building permits and inspections - 1 <sup>st</sup> \$10,000.00 of valuation is exempt
	11.01	Encroachment Permits		
		11.01.20	Minor Encroachment Permits	\$ 368.00 City Manager or Public Works Director has the right to waive fees for governmental agencies.
		11.01.21	Revocable License Agreements for Major Continuing Encroachment	\$ 2,394.00 (flat fee) City Manager or Public Works Director has the right to waive fees for governmental agencies
		11.01.25	Utility/Special District Encroachment Permits	\$ 919.00 (flat fee) Additional fees may be assessed if staff work exceeds 2 hours of engineer time, 2 hours of Public Works Assistance Director time, and .5 hour Public Works

## City of San Rafael Master Fee Schedule



11	Engineering Services (Public Works)	Service Description	Charge
			Director time, to be billed at FBHR. City Manager or Public Works Director has the right to waive fees for governmental agencies.
	11.01.30	Temporary Encroachment Permits (debris box, scaffolding, tree trimming, public street/sidewalk closure, painting/washing of building exterior, sidewalk installation, construction fencing, and curb painting, and other items per the Director of Public Works	\$ 246.00 City Manager or Public Works Director has the right to waive fees for governmental agencies.
	<b>11.02</b>	<b>Public Works Services</b>	
	11.02.10	Abandonment Processing	\$ 2,056.00
	11.02.20	Baypoint Assessment District	\$ 406.00 per year
	11.02.21	Loch Lomond Assessment District	\$ 576.00 per year
	11.02.30	Parcel Map Plan Check	\$ 713.00
	11.02.40	Parcel Map Plan Check requiring Council action	\$ 713.00
	11.02.50	Final Map Plan Check	Actual cost against a deposit established by staff with a \$3,285.00 minimum
	<b>11.03</b>	<b>Improvement Plan Checking</b>	
	11.03.12	Subdivision Plan Checking (based upon improvement valuations: \$0 to \$10,000 \$10,001 to \$100,000 \$100,001 and over	\$2,615.00 (flat fee)
	<b>11.04</b>	<b>Improvement Inspection Fees</b>	
	11.04.10	Curb and Gutter Inspection: First 50 feet 51 to 100 feet 101 and over feet	Fees based on Sq. Ft/each deleted and Changed to:  Projects Under \$5,000: See Minor Encroachment Permit (11.01.20)  Projects Over \$5,000: See Improvement Plan Checking and Inspections: 11.03.12/11.04.50
	11.04.10	Sidewalk Inspection: First 500 sq. Ft.	See Above



## City of San Rafael Master Fee Schedule

11	Engineering Services (Public Works)	Service Description	Charge
		501 and over sq. Ft.	
	11.04.10	Driveway Approaches: up to 30 ft. Width 31 ft and over	See Above
	11.04.10	Multiple Driveways	See Above
	11.04.50	Subdivision and Assessment Districts: \$0 to \$10,000 \$10,001 to \$100,000 \$100,001 and over	\$1,464.00 (flat fee)
	<b>11.05</b>	<b>Street Cut Inspection (Utilities)</b>	
	11.05.10	PG&E, AT&T and MMWD	Staff recommends deleting as it duplicates encroachment process.
	11.05.20	All other Public Agencies	Staff recommends deleting as it duplicates encroachment process.
	<b>11.06</b>	<b>Grading Permits - Plan Checks and Inspections</b>	
	11.06.10	Grading Plan Check and inspection (based on cu. yds.): Less than 1,000 cu. yds.  1,001 to 10,000 cu. yds.  10,001 to 100,000 cu. yds.  100,001 to 200,000 cu. yds.  200,001 and over cu. yds.	\$ 250.00  \$ 869.00  \$ 869.00 + \$90.00 each add'l 10,000 cu yds or fraction \$ 1,679.00 + \$53.00 each add'l 10,000 cu. yds. or fraction \$ 1,866.00 + \$47.00 each add'l 10,000 cu. yds. or fraction
	<b>11.07</b>	<b>Grading Inspections</b>	
	11.07.10	Grading Inspection (based on cu. yds): 1,000 cu. yds. Or less  1,001 to 10,000 cu. yds.  10,001 to 100,000 cu. yds.  100,001 and over cu. yds.	Included in 11.06 above.

## City of San Rafael Master Fee Schedule



11	Engineering Services (Public Works)		Service Description	Charge
	11.08	Water Use Permits		
		11.08.10	Water Course Permits	\$ 31.00
		11.08.20	Tide Land Permits	\$ 1.25 per cu. yd. of dredged material \$500 for other tideland permits
	11.09	Information Request Services		
		11.09.11	Flood Plain Letter Response	\$ 167.00
		11.09.20	Property Information Requests	\$ 254.00
	11.10	Right-of-Way		
		11.10.10	Right-of-Way Agreement	Staff recommends deleting this service.
		11.10.15	Right-of-Way Encroachment Permit	Staff recommends deleting as it duplicates encroachment process.



## City of San Rafael Master Fee Schedule

13	Maintenance Services	Service Description	Charge
	13.00	Maintenance Services	
		13.03.00	Sewer Service - San Rafael Sanitation District Full cost recovery using business cost study data - subject to negotiations with SRSD Board
		13.90.25	Drainage - Storm Water Rate \$28.00 per EDU - rate subject to Proposition 218 requirements
	14.00	Other Services	
		01.05.22	Animal Control
			One Year     \$16
			Two Year     \$24
			Three Year    \$34
			Unaltered License
			One Year     \$45
			Two Year     \$55
			Three Year    \$77
			Senior & Disabled Discount - 25%
			<u>See Exhibit J for other fees</u>

**Operational Fire Permits\*****Fee**

Aerosol Products	\$240
Amusement Buildings	\$240
Aviation Facilities	\$240
Carnivals and Fairs	\$240
Cellulose Nitrate Film	\$240
Combustible Dust-Producing Operations	\$240
Combustible Fibers	\$240
Compressed Gases	\$240
Covered Mall Buildings	\$240
Cryogenic Fluids	\$240
Cutting and Welding	\$240
Dry Cleaning Plants	\$240
Exhibits and Trade Shows	\$240
Explosives	\$240
Blasting	\$240 first blast and \$150 each additional blast
Fire Hydrants and Valves	\$240
Flammable and Combustible Liquids	\$240
Floor Finishing	\$240
Fruit and Crop Ripening	\$240
Fumigation and Thermal Insecticidal Fogging	\$240
Hazardous Materials	\$240
HPM Facilities	\$240
High-piled Storage	\$240
Hot Work Operations	\$240
Industrial Ovens	\$240
Lumber Yards and Woodworking Plants	\$240
Liquid-or Gas-fueled Vehicles or Equipment in Assembly Buildings	\$240
LP-gas	\$240
Magnesium	\$240
Miscellaneous Combustible Storage	\$240
Open Burnings	\$240
Open Flames and Torches	\$240
Open Flames and Candles	\$240
Organic Coatings	\$240
Places of Assembly	\$240
Private Fire Hydrants	\$240
Pyrotechnic Special Effects Material	\$240
Public Fireworks Displays	\$770
Pyroxylin Plastics	\$240
Refrigeration Equipment	\$240

Repair Garages and Motor Fuel-Dispensing Facilities	\$240
Rooftop Heliports	\$240
Spraying or Dipping	\$240
Storage of Scrap Tires and Tire Byproducts	\$240
Temporary Membrane Structures and Tents	\$240
Tire-Rebuilding Plants	\$240
Waste Handling	\$240
Wood Products	\$240
Other Special Hazard Operations or Use	\$240

\*Multiple Operational Permits

First permit at full price,  
each additional at 50% of schedule above

**Construction Fire Permits\*\***

**Fee**

Automatic fire-extinguishing systems	\$300 per system
Fire sprinkler system single family dwelling	\$300 plus \$4.00 per sprinkler
Fire sprinkler system with 10 sprinklers or less	\$300 plus \$4.00 per sprinkler
Fire sprinkler system with 11 sprinklers or more	\$450 plus \$4.00 per sprinkler
Backflow Preventer Assembly	\$150
Battery Systems	\$300
Compressed Gases	\$300
Emergency Response Radio Coverage System	\$300
Fire Alarm and Detection Systems and Related Equipment	\$300 plus \$4.00 per device
Fire Pumps and Related Equipment	\$450
Flammable and Combustible Liquids	\$300 for the first tank and \$150 each additional tank
Hazardous Materials	\$300
Industrial Ovens	\$300
LP-Gas	\$300
Private Fire Hydrant	\$150
Spraying or Dipping Process	\$300
Standpipe System	\$300
Temporary Membrane Structures and Tents	\$300
Underground Fireline	\$300
Vegetation Management Fire Protection Plan	\$300
Work (repair, replacement, relocation)	\$50

\*\* Fee includes permit, plans review and inspection services



Other Fire Prevention Services	Fee
Consultation Plans review Inspection Reinspection Investigation for performing work without an approved permit Inspections outside normal work hours: Early or late inspections on normal work days Call back or weekend inspections Fire/Smoke damper inspection Fire hydrant flow test and report	FBHR - min 1 hour FBHR - min 1 hour FBHR - min 1 hour FBHR - min 1 hour 2 x normal permit fee + permit fee FBHR x # of hours x 1.5 - min 1 hour FBHR x # of hours x 1.5 - min 4 hour \$150 for up to 4 dampers and \$40 for each additional damper \$200.00
SFM Fire Clearance Inspection	Fee
Fire clearance inspection	\$150
Commercial Life/Safety Inspection	Fee
Bi-annual inspection of commercial business	See Exhibit E2

**Commercial Life/Safety Inspections**

<u>Description</u>	<u>FEE*</u>
Business type 1 Simple, small business, <b>approved for self-inspection</b> (inspected every 4 years) Small offices and retail stores - typically under 3000 sqft.	<b>\$23.90 per year</b>
Business type 2 Small, relatively uncomplicated business (inspected every 2 years) Business types, less than 10,000 sqft.	<b>\$62.95 per year</b>
Business type 3 Medium sized and/or medium complexity business (inspected every 2 years) 10,001 - 40,000 sqft businesses	<b>\$108.90 per year</b>
Business type 4 Large and/or complex business (inspected every 2 years) Over 40,000 sqft. businesses	<b>\$200.45 per year</b>
Reinspection (after 2nd reinspection)	<b>\$61.00 each</b>

**\*All fees listed above are billed at the total fee divided by the number of years in the inspection cycle**

CITY OF SAN RAFAEL  
Management Services Department  
Parking Services Division

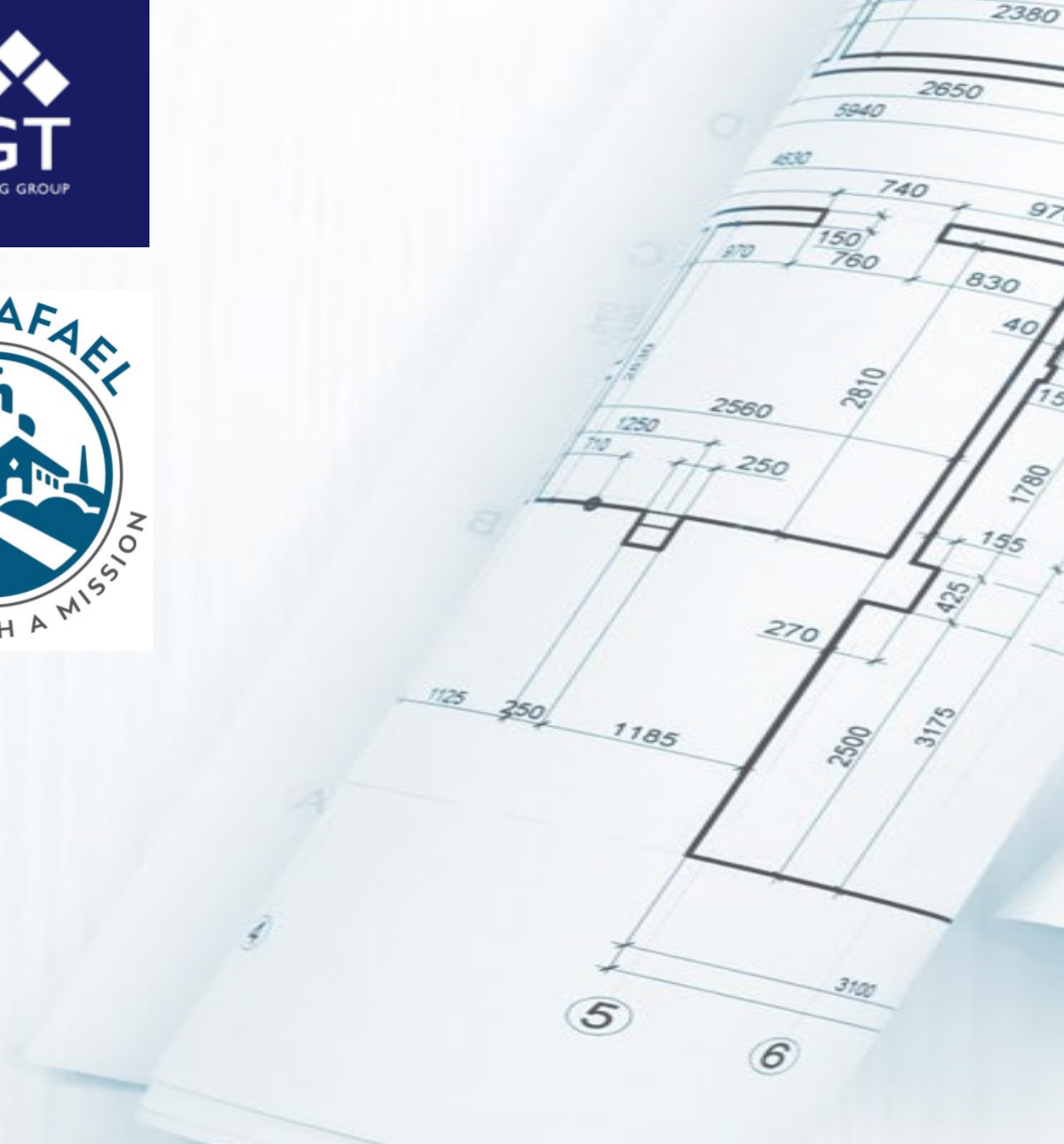
**Exhibit A**

Description	Authority	Code	Penalty- Effective 7/1/2012
<u>I. Parking Penalties</u>			
EXPIRED REGISTRATION - CORRECTABLE	C.V.C	4000a	Per County Bail
PLATE ISSUED TO ANOTHER VEHICLE	C.V.C		Per County Bail
ALTERED LICENSE PLATE(S)	C.V.C		Per County Bail
NO PLATES - CORRECTABLE	C.V.C		Per County Bail
PLATES IMPROPERLY PLACED/OBSCURED	C.V.C		Per County Bail
NO CURRENT TAB - CORRECTABLE	C.V.C	5204a	Per County Bail
PARKED ON SCHOOL GROUNDS	C.V.C		\$35.00
NO PARKING IN BICYCLE LANE	C.V.C		\$65.00
PARKED IN INTERSECTION	C.V.C		\$65.00
PARKED IN CROSSWALK	C.V.C		\$65.00
FIRE STATION ZONE	C.V.C		\$150.00
PARKED IN FRONT OF DRIVEWAY	C.V.C		\$65.00
PARKED ON SIDEWALK	C.V.C	22500F	\$65.00
OBSTRUCTING TRAFFIC	C.V.C		\$65.00
DOUBLE PARKED	C.V.C		\$65.00
PARKED IN A BUS STOP	C.V.C		\$250.00
WHEELCHAIR ACCESS	C.V.C		\$275.00
PARKED IN FIRE LANE	C.V.C		\$150.00
18 IN. FROM CURB /WRONG WAY	C.V.C		\$35.00
BLUE ZONE PHYSICALLY HANDICAPPED	C.V.C		\$275.00
BLOCKING ACCESS TO BLUE ZONE	C.V.C		\$275.00
ADJACENT TO DISABLED PARKING	C.V.C		\$275.00
MISUSE DISABLED PLACARD	C.V.C		\$500.00
PARKED WITHIN 15FT OF A FIRE HYDRANT	C.V.C		\$150.00
UNATTENDED VEHICLE WITH MOTOR RUNNING	C.V.C		\$25.00
UNATTENDED VEH/OCCUPNT UNABLE TO GET OUT	C.V.C		\$122.00
NO PARKING WITHIN 7 1/2 FT OF R/R TRACKS	C.V.C		\$25.00
DISABLED ACCESS RAMP W/IN 3FT	C.V.C		\$275.00
STOPPED/PARKED IN VEHICLE CROSSING	C.V.C		\$122.00
PROOF OF CORRECTION	C.V.C		\$10.00
FAILURE TO DISPLAY DISABLED PLACARD (1 x free, 2-3 times in 12 mo.)	C.V.C		\$10.00
FAILURE TO DISPLAY DISABLED PLACARD (4 or more times in 12 mo.)	C.V.C		\$20.00
PARKED IN PARKWAY	S.R.M.C	5.40.020	\$65.00
ABANDONED VEHICLE OR PARKED OVER 72HRS	S.R.M.C	5.40.030	\$150.00
REPAIRING/WASHING VEHICLE ON CITY STREET	S.R.M.C	5.40.040	\$105.00
PARKED FOR SALE	S.R.M.C	5.40.045	\$105.00
18 IN. FROM CURB	S.R.M.C	5.40.050	\$25.00
NO PKG WITHIN 6FT OF CENTER OF ROADWAY	S.R.M.C	5.40.08	\$65.00
FAILURE TO CURB WHEELS	S.R.M.C	5.40.090	\$25.00
CROSSWALK / SAFETY ZONE / INTERSECTION	S.R.M.C	5.40.100	\$65.00
PARKING-COMMERCIAL VEHICLES & TRAILERS	S.R.M.C	5.40.140	\$150.00
PARKED IN FRONT OF DRIVEWAY	S.R.M.C	5.40.150	\$50.00
RESTRICTED PARKING ON CITY PROPERTY	S.R.M.C	5.40.160	\$25.00
CAB ZONE ONLY	S.R.M.C	5.40.170	\$25.00
NO PARKING BETWEEN 3AM AND 6AM	S.R.M.C	5.40.180	\$50.00
VEHICLES OVER 6FT AT INTERSECTIONS	S.R.M.C	5.40.230	\$65.00
PASSENGER LOADING ZONE	S.R.M.C	5.40.182	\$25.00

CITY OF SAN RAFAEL  
Management Services Department  
Parking Services Division

**Exhibit A**

Description	Authority	Code	Penalty- Effective 7/1/2012
NO ALLEY PARKING	S.R.M.C	5.48.020(03)	\$25.00
PARKED IN A BUS STOP	S.R.M.C	5.48.060	\$250.00
OVERTIME PARKING ZONE 1HR	S.R.M.C	5.48.020(01)	\$35.00
OVERTIME PARKING ZONE 2HR	S.R.M.C	5.48.020(02)	\$35.00
OVERTIME PARKING ZONE 4HR	S.R.M.C	5.48.020(04)	\$35.00
OVERTIME PARKING ZONE 30 MIN	S.R.M.C	5.48.020(30)	\$35.00
PARKED IN GREEN ZONE	S.R.M.C	5.48.020(g)	\$25.00
NO PARKING ANYTIME	S.R.M.C	5.48.020(np)	\$65.00
RESTRICTED POLICE PARKING ONLY	S.R.M.C	5.48.020	\$35.00
RED ZONE	S.R.M.C	5.48.020( r)	\$65.00
RESTRICTED NO PARKING 7AM-4PM	S.R.M.C	5.48.020	\$35.00
TOW AWAY ZONE	S.R.M.C	5.48.020(ts)	\$65.00
TOW AWAY ZONE-COMMUTER LANES (LINCOLN, IRWIN, & MISSION)	S.R.M.C	5.48.020(t)	\$100.00
PARKED IN WHITE ZONE	S.R.M.C	5.48.020(w)	\$25.00
PARKED IN YELLOW ZONE	S.R.M.C	5.48.020(y)	\$25.00
FAILURE TO COMPLY w/ CURB/SIGN MARKING	S.R.M.C	5.48.020	\$35.00
FAILURE TO COMPLY WITH SPACE MARKINGS	S.R.M.C	5.48.030	\$35.00
EXPIRED METER	S.R.M.C	5.60.050(e)	\$35.00
EXPIRED METER WITH OVERTIME PARKING	S.R.M.C	5.60.050(mo)	\$45.00
OVERTIME METER PARKING	S.R.M.C	5.60.050(o)	\$35.00
CIRCUMVENTING OR DAMAGING PARKING EQUIPMENT TO AVOID FEES	S.R.M.C	5.60.052 (b)	\$350.00
FAILURE TO HONOR AN IOU FOR UNPAID PARKING FEES	S.R.M.C	5.60.052 (c1)	\$30.00
LEAVING A PARKING FACILITY W/O PAYMENT OF FEES	S.R.M.C	5.60.052 (c2)	\$30.00
PARKING OVERNIGHT IN A GATED PARKING GARAGE	S.R.M.C	5.60.053 (a)	\$30.00
OVERNIGHT PARKING IN CITY PARKING FACILITY W/O PERMIT	S.R.M.C	5.60.053 (b)	\$30.00
 <u>II. Late Payment Penalties</u>			
PAYMENT NOT RECEIVED 14 DAYS AFTER MAILING OF NOTIFICATION OF DELINQUENT VIOLATION	C.V.C		2x Violation Not to exceed \$150
PAYMENT NOT RECEIVED 21 DAYS AFTER 14 DAY PERIOD HAS ELAPSED	C.V.C		\$40.00
DMV REGISTRATION HOLD PROCESSING FEE	C.V.C		\$10



# CITY OF SAN RAFAEL CITYWIDE COMPREHENSIVE USE FEE STUDY

APRIL 2022

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# SECTION I

## Executive Summary

# SECTION I

## Executive Summary



### Introduction

MGT Consulting Group (MGT) is pleased to present the City of San Rafael with this summary of findings for the recently completed Citywide comprehensive user fee study.

The City of San Rafael had not performed a user fee study since 2011. In late 2019, the City contracted with MGT to perform a citywide user study using fiscal year 2019/2020 budgeted figures, staffing and operational information. The current City fees represent the fees being charged at the beginning of this study.

Due to the Covid-19 global pandemic, the analysis for Community Development (Building, Planning and Code) and Public Works was put on hold for a year. The analysis was once again picked up in early 2022 and finalized in April 2022. This report is the culmination of an extensive study conducted by MGT in collaboration with City management and staff. MGT would like to take this opportunity to gratefully acknowledge all management and staff who participated on this project for their efforts and coordination.

### Study Scope and Objectives

This study included a review of fee-for-service activities within the following areas:

- ❖ Building
- ❖ City Clerk
- ❖ Finance
- ❖ Fire
- ❖ Economic Development
- ❖ Library
- ❖ Planning
- ❖ Police
- ❖ Public Works
- ❖ Recreation/Child Care



# SECTION I

## Executive Summary



### Study Scope and Objectives continued..

The study was performed under the general direction of the Finance Department with participation from representatives from each department. The primary goals of the study were to:

- Develop a catalog of the fees within each department
- Streamline fees according to industry best practices
- Define what it costs the City to provide various fee-related services
- Compare full costs against current fee
- Survey what regional cities charge for similar services
- Identify additional revenue potential for each division
- Provide recommendations

The information summarized in this report addresses each of these issues and provides the City with the tools necessary to make informed decisions about any proposed fee adjustments and the resulting impact on city revenues.

### Study Findings

The study's primary objective is to provide the City's decision-makers with the basic data needed to make informed pricing decisions. This report details the full cost of services and presents recommended fee adjustments and their fiscal impact. Recommendations are based on careful consideration of the results of the cost analysis, industry best practices and market comparisons. With the exception of recreation, MGT in general recommends full cost recovery on most fees.

The exhibit on the following page displays the average cost recovery rates and FY 2019/2020 budgeted revenues of each department into the following categories:

**Column A, User Fee Costs**—\$7,925,812 of the City's costs are related to user fee services. It is this \$ 7,925,812 million that is the focus of this study and represents the total potential for user fee-related revenues for the City. These numbers exclude recreation.

**Column B, Current Revenues**— Based on current individual fee levels, the City generates fee-related revenues of \$6,533,490 and is experiencing an 82% overall cost recovery level. Current cost recovery levels for the departments range from 9% to 98%. These results exclude recreation.

# SECTION I

## Executive Summary



### Study Findings continued..

**Column C, Current Subsidy** – Current fee revenues recover 82% of full cost, leaving 18% or \$1,392,324 to be funded by other funding sources. This \$1,392,324 represents an opportunity for the City to adjust fees and revenues within the various departments. Note, some fees are set by statute and cannot be adjusted.

**Column D, Recommended Recovery** – Adjusting fees to the proposed cost recovery, based on the City’s User Fee Policy would balance the specified fee revenue to \$7,838,347. This would set the overall cost recovery level at 99%.

**Column E, Increased Revenue** – \$7,838,347 in potential revenue could be generated. This would represent a \$1,205,179 increase in the revenue currently being collected for these activities by the City on an annualized basis. Management should take a conservative approach to increase revenue projections in light of the current Covid-19 pandemic, as it could reduce construction activity and revenue.

City of San Rafael  
User Fee Cost & Revenue Analysis  
FY 2019/2020

User Fee Department					RECOMMENDED			
	(A) Costs, User Fee Services	(B) Current Revenue	(C) Current Subsidy	(D) Cost Recovery Policy	(E) Increased Revenue			
Building	\$ 2,533,254	\$ 1,971,147	78%	\$ 562,107	22%	\$ 2,533,254	100%	\$ 562,107
City Clerk	\$ 17,540	\$ 1,514	9%	\$ 16,026	91%	\$ 1,996	11%	\$ 482
Finance	\$ 63,476	\$ 34,166	54%	\$ 29,310	46%	\$ 63,476	100%	\$ 29,310
Fire	\$ 228,440	\$ 115,268	50%	\$ 113,173	50%	\$ 228,027	100%	\$ 112,760
Economic Development	\$ 82,651	\$ 53,922	65%	\$ 28,729	35%	\$ 82,651	100%	\$ 28,729
Planning	\$ 696,158	\$ 349,743	50%	\$ 346,415	50%	\$ 612,924	88%	\$ 263,181
Police	\$ 35,669	\$ 31,760	89%	\$ 3,909	11%	\$ 35,669	100%	\$ 3,909
Public Works	\$ 779,230	\$ 554,750	71%	\$ 224,480	29%	\$ 666,730	86%	\$ 12,301
Child Care	\$ 3,489,394	\$ 3,421,220	98%	\$ 68,175	2%	\$ 3,613,620	104%	\$ 192,400
Library	N/A	N/A		N/A		N/A		N/A
Recreation*	N/A	N/A		N/A		N/A		N/A
<b>Totals:</b>	<b>\$ 7,925,812</b>	<b>\$ 6,533,490</b>	<b>82%</b>	<b>\$ 1,392,324</b>	<b>18%</b>	<b>\$ 7,838,347</b>	<b>99%</b>	<b>\$ 1,205,179</b>

\* The proposed fee structures for Recreation and Library were changed significantly from their prior structure. Several categories were added, deleted, consolidated or broken-down into sub-categories. These changes were made primarily with the customer in mind to increase overall user-friendliness of the fee schedule. Due to the comprehensive changes in the new fee structure, we are not able to project the fiscal impact of fee adjustment recommendations.

# SECTION I

## Executive Summary



### Methodology

MGT’s standard approach for analyzing the cost of providing fee-related services is commonly referred to as a “bottom-up” approach. The bottom-up approach was used to analyze all of San Rafael user fees. A general description of the bottom-up approach is as follows:

#### 1. Identify all direct staff time spent on the fee related activity or service

MGT conducted a series of meetings with staff from each department to identify every employee, by classification, who performs work directly in support of fee related services. Direct staff costs are incurred by employees who are “on the front line” and most visible to the customers (e.g. inspectors, plan reviewers, etc.). Once all direct staff were identified, subject matter experts for each section estimated how much time those employees spend, on average, performing each fee-for-service.

Developing time estimates for fee related services can be challenging and departments should be commended for the time and effort they put into this. Although MGT provided departments with templates and other tools to assist them in developing average or “typical” time estimates, these calculations were necessarily developed by the subject matter experts within each fee area.

#### 2. Calculate direct cost of the staff time for each fee using productive hourly rates

“Productive hours” means the time staff are in their office or in the field. A full-time City employee typically has 1,950 paid hours per year. However, cost studies reduce this number to account for non-productive hours (sick leave, vacation, holidays, training days, meetings, etc.). MGT calculates the productive hourly rate for each staff classification by dividing annual salary and benefits by annual productive hour figures. The average productive hours for the City’s staff that provide these services is 1,670 per year.

#### 3. Determine indirect or “overhead” costs

Indirect costs are allocated across user fee services in order to capture the full cost of providing the service. If a department performs non-fee-related services, a commensurate amount of indirect cost is segregated and not allocated to the fee-related services.

- Departmental overhead costs – these costs include managers, supervisors and support staff as well as other operational costs, such as materials and supplies that are incurred for a common purpose and not readily assigned to a particular service or program.

# SECTION I

## Executive Summary



### Methodology

- Indirect Cost Rate. Many of the costs that support all city programs and services are budgeted in centralized activities such as 1) Finance, which provides payroll, budgeting, and accounting support, 2) Digital Services, which provides technology support, and 3) City Attorney. The costs of these activities and other centralized services are considered indirect overhead that support fee-for-service activities as well as other programs and functions within the city.

<b>City of San Rafael Centralized Overhead Costs Based on FY 2019/20 Budgeted Expenditures</b>	
	<b>2019/20 Budgeted Expenditures</b>
<b><u>Overhead Departments</u></b>	
Finance	\$4,686,176
Retirement	\$982,539
Non-Departmental	
City Manager/City Council	\$2,692,216
City Clerk	\$482,646
Digital Services	\$1,785,913
Mgt Serv: Adm,HR	\$500,223
City Attorney	\$1,291,138
Subtotal Overhead	<u>\$12,420,851</u>
<b><u>Operating Departments</u></b>	
All Other Departments	<u>\$68,590,338</u>
Total City Uses/Expenditures	<u>\$81,011,189</u>
<b>External Indirect Cost Rate:</b>	<u><u>18.11%</u></u>

# SECTION I

## Executive Summary



### Methodology Continued...

#### 4. Compare total costs to the current fee schedule

Once all direct and indirect costs were calculated, MGT compared the total cost for each fee-related service to the fee currently charged to the public. In most cases we found the total cost of providing a service exceeded the fee charged. In these instances, the fee can be increased to recover these subsidies, up to the full cost of the service provided - the maximum allowed fee. However, there were several services for which the total calculated cost was less than the fee charged. In these cases, the fee must be lowered to comply with State law.

#### 5. Recommend fee adjustments

MGT provides fee adjustment recommendations based on full cost information and industry best practices. For development-related departments we typically recommend 100% cost recovery. The overwhelming norm in California is to recover 100% of development related costs, and this is reflected in our recommendations. Of course, MGT's recommendations are advisory in nature only – ultimately, Council must decide what fee levels are appropriate for the San Rafael community.

### Legal, Economic, & Policy Considerations

Calculating the true cost of providing City services is a critical step in the process of establishing user fees and corresponding cost recovery levels. Although it is a principal factor, other factors must also be given consideration. City decision-makers must also consider the effects that establishing fees for services will have on the individuals purchasing those services, as well as the community.

The following legal, economic and policy issues help illustrate these considerations.

- **Legal restrictions** – In California user fees are limited to the "estimated reasonable cost of providing a service" by Government Code section 66014(a) and other supplementary legislation. Proposition 26 was approved by California voters in November of 2010 and clarified which charges are considered user fees and which are considered taxes. The significance of this distinction is that user fees may be raised by Council action up to the limit of actual cost, whereas taxes may not be increased without a vote of the public. None of the fee adjustments recommended by MGT are considered taxes per Proposition 26 guidelines. It should be noted that fees charged for the use of government property are exempt from Proposition 26. These include fees for parks and facility rentals as well as green fees, cart and other equipment rental fees. All of these fees may be set at a price the market will bear.

# SECTION I

## Executive Summary



### Legal Economic, & Policy Considerations Continued...

- **Economic barriers** - It may be a desired policy to establish fees at a level that permits lower income groups to use services that they might not otherwise be able to afford.
- **Community benefit** - If a user fee service benefits the community as a whole to some extent, it is appropriate to subsidize a portion of the fee. Many public health fees have very moderate cost recovery levels. Some programs are provided free of charge or for a minimal fee regardless of cost. Parks and recreation programs also tend to have low recovery levels. Development fees are typically considered to have zero community benefit, with the benefit accruing to the developer.
- **Private benefit** - If a user fee primarily benefits the fee payer, the fee is typically set at, or close to, 100% full cost recovery. Development related fees generally fall into this category; however, exceptions are sometimes made for services such as appeal fees or fees charged exclusively to residential applicants.
- **Service driver** - In conjunction with the third point above, the issue of who is the service recipient versus the service driver should also be considered. For example, code enforcement activities benefit the community as a whole, but the service is driven by the individual or business owner that violates City code.
- **Managing demand** - Elasticity of demand is a factor in pricing certain City services; increasing the price of some services results in a reduction of demand for those services, and vice versa.
- **Competition** - Certain services, such as park usage or facility rentals, may be provided by neighboring communities or the private sector. Therefore, demand for these services can be highly dependent on what else may be available at lower prices. Furthermore, if the City's fees are too low, demand enjoyed by private sector competitors could be adversely affected.
- **Incentives** - Fees can be set low to encourage participation in a service, such as obtaining a water heater permit.
- **Disincentives** - Penalties can be instituted to discourage undesirable behavior. Examples include fines for construction without a building permit and fines for excessive false alarms within a one-year period.



# SECTION 2

Analysis Highlights

# SECTION 2

## Analysis Highlights



Below is a brief discussion of findings for each department's analysis. Please see the user fee summary sheets in [Section 3](#) of this report for details on each fee calculation and cost analysis.

- ✓ **Building** – MGT analyzed San Rafael's valuation-based fees at each permit valuation level. Recommendations are made to re-align base permit fees to the actual cost of inspections. No changes are recommended for the plan check fees, which are set at industry best practice percentages of the building permit fee. The many subtrade (electrical, mechanical, plumbing) permit fees have been consolidated into three fee categories. This change will eliminate significant fee calculation work for both counter staff and the permit applicant.
- ✓ **City Clerk** – MGT performed a cost analysis for the various cost for service fees related to the City Clerk's Office. Most of these fees are related to copy services as well as council chamber rentals and planning appeals. We are recommending removing one fee from the current fee schedule as it has become obsolete. The overall recommendation is to increase these fees to recover 100% of full cost except for planning appeal fees.
- ✓ **Finance** – MGT performed a cost analysis for the various cost for service fees related to the Finance Department. We are recommending to remove 10 fees from the current fee schedule as many of those fees are no longer being processed or have become obsolete with new technology. The remaining seven fees are all being recommended to recover 100% of cost.



# SECTION 2

## Analysis Highlights



Below is a brief discussion of findings for each department's analysis. Please see the user fee summary sheets in [Section 3](#) of this report for details on each fee calculation and cost analysis.

- ✓ **Fire** — MGT performed a cost analysis for the various cost for service fees related to the Fire Department. We are recommending to add eight new fees to the current fee schedule to reflect the current processes in the department. We are also recommending to remove two fees as they no longer provide those services. Most of the fees are recommended to increase to recover 100% of cost. Two fees are being decreased to be within the legal limits of recovering a maximum of 100% of cost.
- ✓ **Economic Development** — MGT performed a cost analysis for the various cost for service fees related to the Economic Development Department. We are adding one new fee to the current fee schedule to register outside delivery companies within the City limits. Three fees are being increase to 100% full cost recovery while one fee is being decreased by 3% to be within the legal limits of recovering a maximum of 100% of cost.
- ✓ **Library** — We analyzed library fees via a very detailed comparison analysis which helped staff make their final fee recommendations on both the fee amounts and fee structure. The major change in Library fees is that they will no longer be charging for any late fees. This was done in order to be aligned with Marin County Free Library fees.
- ✓ **Planning** — MGT found that many fees currently charged via deposit/hourly rates can be more efficiently charged as flat fees. These are typically applications where the review time requirement is relatively consistent. This change will benefit developers as well, who typically prefer fixed fees over “blank check” deposits. Overall, the recommendation is to adjust fees to 100% full cost recovery with a few exception: conceptual review fees, appeals by city residents, and pre-application meeting fees. The City has historically subsidized these fees and MGT recommends this policy continue.

# SECTION 2

## Analysis Highlights

Below is a brief discussion of findings for each department's analysis. Please see the user fee summary sheets in [Section 3](#) of this report for details on each fee calculation and cost analysis.

- ✓ **Police**— MGT performed a cost analysis for the various cost for service fees related to the Police Department. We are adding one new fee to the current fee schedule for copies of PD reports. We are also removing five fees that have become obsolete. All fees are being recommended to increase to 100% cost recovery with the exception of the Repossession fee, which is decreasing to be within the legal limits of recovering a maximum of 100% of cost.
- ✓ **Public Works** — MGT worked with Public Works staff to revise fees into an industry-standard best practices format. The proposed fee schedule significantly streamlines and simplifies fee categories. Several new flat fees are recommended to recover the cost of required studies (hydrology, flood, traffic, etc.). All fees are recommended at full cost recovery rates, except for transportation fees, which are set at the State limit.
- ✓ **Recreation/Child Care**— We analyzed recreation and childcare fees at the total service level, rather than an individual fee by fee analysis. This was done through a macro-level analysis. The macro-level analysis allows us to review the current recovery levels for each program in the Recreation Department. That summary can be found on page 41. Additionally, we did a very detailed comparison analysis which helped staff make their final fee recommendations on both the fee amounts and fee structure. The comparison allows staff to compare their fees against their neighbors and set fees based on what the market can bear. Proposition 26 provides criteria for determining which governmental charges are considered “user fees” requiring cost justification. This proposition clarified that charges for use of public property or rental charges are not user fees and can be set at prevailing market rates.
  - ✓ **Recovery Levels:** MGT typically analyzes recreation departments using the same methodology that we used for the City of San Rafael. Based on our experience it is normal to see recreation departments recover about 50% of their cost. We often find that City Councils chose to subsidize programs in the recreation department to encourage participation from the community. The 72% currently being recovered in San Rafael is very healthy compared to industry standards. Increasing recovery levels to 100% would pass on an additional \$2.3M to the users of City of San Rafael Recreation and Childcare programs.

# SECTION 2

## Analysis Highlights



### Recommendations Going Forward:

MGT recommends that the City build on its investment in this cost-of-service analysis by continuing to analyze its fees and charges, whether this is done by staff or outside consultants. Once the commitment is made to understand the full cost of providing services, it is important to review and update the analysis in order to keep pace with changes in service delivery, staffing changes, and demand levels.

Most of our agencies ask us at the conclusion of the study: how often should this type of study be undertaken? Our advice is to perform this detailed analysis at least every three but not more than five years, with minor adjustments in the non-study years (to keep pace with economic impacts). MGT recommends the City apply an inflation adjustment to fees annually, based on April CPI from All Urban Consumers for the San Francisco Bay Area to keep pace with inflation. The industry best practice is to apply this index once per year as part of the City's annual budget process. This is particularly helpful once an agency has chosen to adopt a cost recovery policy – whether 100% of cost or something less – in order to keep fees at the desired level.



# SECTION 3

User Fee Summaries by  
Department



# Building

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Ord	Service Name	Fee Description	Annual Volume	Current				Recommendations							
				Per Unit		Annual		Per Unit		Annual					
				Current Fee	Full Cost	Current Recovery%	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue2	Increased Revenue	Recommended Subsidy	
<b>Valuation-Based Building Permit Fees</b>															
1													Incremental Fees to Add to Base Fee		
2	\$2,001	Valuation	302	\$ 104	\$ 247	42%	\$ 74,745	\$ 31,408	\$ 43,337	100%	\$ 247	\$ 74,745	\$ 43,337	\$ -	\$ 24.02 per each additional \$1,000 above \$2,000
3	\$25,001	Valuation	769	\$ 580	\$ 800	73%	\$ 615,116	\$ 446,020	\$ 169,096	100%	\$ 800	\$ 615,116	\$ 169,096	\$ -	\$ 11.55 per each additional \$1,000 above \$25,000
4	\$50,001	Valuation	203	\$ 958	\$ 1,089	88%	\$ 220,994	\$ 194,474	\$ 26,520	100%	\$ 1,089	\$ 220,994	\$ 26,520	\$ -	\$ 16.07 per each additional \$1,000 above \$50,000
5	\$100,001	Valuation	101	\$ 1,477	\$ 1,892	78%	\$ 191,104	\$ 149,177	\$ 41,927	100%	\$ 1,892	\$ 191,104	\$ 41,927	\$ -	\$ 7.36 per each additional \$1,000 above \$100,000
6	\$500,001	Valuation	83	\$ 4,711	\$ 4,835	97%	\$ 401,323	\$ 391,013	\$ 10,310	100%	\$ 4,835	\$ 401,323	\$ 10,310	\$ -	\$ 13.36 per each additional \$1,000 above \$500,000
7	\$1,000,001	Valuation	14	\$ 8,176	\$ 11,614	70%	\$ 162,592	\$ 114,464	\$ 48,128	100%	\$ 11,614	\$ 162,592	\$ 48,128	\$ -	\$ 4.19 per each additional \$1,000 above \$1M
7.1	\$5,000,001	Valuation	3	\$ 29,167	\$ 28,366	103%	\$ 85,099	\$ 87,501	\$ (2,402)	100%	\$ 28,366	\$ 85,099	\$ (2,402)	\$ -	\$ 4.19 per each additional \$1,000 above \$5M
<b>Valuation-Based Plan Check Fees</b>															
9	Building/Structural	% of bldg prnt	-	65%	65%	100%	\$ -	\$ -	\$ -	100%	65%	\$ -	\$ -	\$ -	
10	Energy	% of bldg prnt	-	10%	10%	100%	\$ -	\$ -	\$ -	100%	10%	\$ -	\$ -	\$ -	
11	Additional Plan Review	Hourly, 1/2 hour min.	89	\$ 125	\$ 179	70%	\$ 15,962	\$ 11,125	\$ 4,837	100%	\$ 179	\$ 15,962	\$ 4,837	\$ -	



Ord	Service Name	Fee Description	Annual Volume	Current				Recommendations												
				Current Fee	Full Cost	Current Recovery%	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Annual Increased Revenue	Recommended Subsidy							
12	Renewables																			
12.3	15KW or less	Set by State	-	\$ 450	-	0%	\$ -	\$ -	\$ -	-	n/a	\$ 450	\$ -	\$ -	-	-	-	-	-	-
12.4	More than 15KW	Set by State	-	\$ -	-	0%	\$ -	\$ -	\$ -	-	n/a	\$450 + \$15 per kW above 15KW	\$ -	\$ -	-	-	-	-	-	-
12.5	Commercial System																			
12.6	50KW or less	Set by State	-	\$ 1,000	-	0%	\$ -	\$ -	\$ -	-	n/a	\$ 1,000	\$ -	\$ -	-	-	-	-	-	-
12.7	50 - 250KW	Set by State	-	\$ -	-	0%	\$ -	\$ -	\$ -	-	n/a	\$1,000 + \$7 per kW above 50KW	\$ -	\$ -	-	-	-	-	-	-
12.8	More than 250KW	Set by State	-	\$ -	-	0%	\$ -	\$ -	\$ -	-	n/a	\$2,400 + \$5 per kW above 250KW	\$ -	\$ -	-	-	-	-	-	-
12.9	Solar Thermal																			
13.1	Residential System																			
13.2	10KW or less	Set by State	-	\$ 450	-	0%	\$ -	\$ -	\$ -	-	n/a	\$ 450	\$ -	\$ -	-	-	-	-	-	-
13.3	More than 10KW	Set by State	-	\$ -	-	0%	\$ -	\$ -	\$ -	-	n/a	\$450 + \$15 per kW above 10KW	\$ -	\$ -	-	-	-	-	-	-
13.4	Commercial System																			
13.5	30KW or less	Set by State	-	\$ 1,000	-	0%	\$ -	\$ -	\$ -	-	n/a	\$ 1,000	\$ -	\$ -	-	-	-	-	-	-
13.6	30 - 260KW	Set by State	-	\$ -	-	0%	\$ -	\$ -	\$ -	-	n/a	\$1,000 + \$7 per kW above 30KW	\$ -	\$ -	-	-	-	-	-	-
13.7	More than 260KW	Set by State	-	\$ -	-	0%	\$ -	\$ -	\$ -	-	n/a	\$2,610 + \$5 per kW above 260KW	\$ -	\$ -	-	-	-	-	-	-
15	Renewables	Flat	154	\$ -	-	0%	\$ -	\$ -	\$ -	-	100%	\$ -	\$ -	\$ -	-	-	-	-	-	-
16	Mechanical, Electrical and Plumbing Permits - Valuation																			
18	\$2,001	New, valuation	227	\$ -	\$ 267	0%	\$ 60,661	\$ 27,301	\$ 33,360	100%	100%	\$ 267	\$ 60,661	\$ 33,360	\$ 267	\$ 60,661	\$ 33,360	\$ -	\$ -	\$ -
19	\$25,001	New, valuation	4	\$ -	\$ 292	0%	\$ 1,169	\$ 823	\$ 346	100%	100%	\$ 292	\$ 1,169	\$ 346	\$ 292	\$ 1,169	\$ 346	\$ -	\$ -	\$ -

Ord	Service Name	Fee Description	Annual Volume	Current			Recommendations							
				Current Fee	Full Cost	Current Recovery %	Per Unit	Recovery Level	Annual Revenue	Annual Increased Revenue				
<b>Residential Building Reports</b>														
20	All Units	Flat	407	\$ 290	\$ 463	63%	\$ 188,253	\$ 118,030	\$ 70,223	100%	\$ 463	\$ 188,253	\$ 70,223	\$ -
24	<b>Other Fees</b>													
25	Inspections outside normal hours:													
25.1	After hours	Hourly, 2 hr min.	-	\$ -	\$ 269	0%	\$ -	\$ -	\$ -	100%	\$ 269	\$ -	\$ -	\$ -
25.2	Weekends/holidays	Hourly, 2 hr min.	-	\$ -	\$ 359	0%	\$ -	\$ -	\$ -	100%	\$ 359	\$ -	\$ -	\$ -
26	Reinspection fee	New, Hourly	-	\$ -	\$ 179	0%	\$ -	\$ -	\$ -	100%	\$ 179	\$ -	\$ -	\$ -
27	Administrative Review	New, Hourly	-	\$ -	\$ 194	0%	\$ -	\$ -	\$ -	100%	\$ 194	\$ -	\$ -	\$ -
30	Permit Renewal Fee (for expired permits) - 2 year permit	New, %	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	20%	\$ -	\$ -	\$ -
31	Board of Appeals Fee:	New, Flat	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ -	\$ -	\$ -	\$ -
32	All Appeals	New, Flat	-	\$ -	\$ 5,854	0%	\$ -	\$ -	\$ -	17%	\$ 1,000	\$ -	\$ -	\$ -
33	Software Integration and Support fee	New, % applied against all Building fees	-	\$ -	5%	0%	\$ 120,000	\$ 120,000	\$ -	100%	5%	\$ 120,000	\$ -	\$ -
34	Building Investigation Fee	3x Building Permit Fee	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	3x Building Permit Fee	\$ -	\$ -	\$ -
Total User Fees							\$2,533,254	\$1,971,147	\$562,107			\$2,533,254	\$562,107	\$0
% of Full Cost							78%	22%			100%	29%	0%	

**Footnotes**

Fee #3: New fee to fund new and routine upgrades to Permit Management System, Electronic Plan Review Software, Digital Inspection Software, Record Digitalization, Software Integrations, and Enterprise Resource Planning System.

State mandated charges will be added to the building permit fees pursuant to state law as follows, or as state law may hereafter be amended:

- \$4 for every \$100,000 valuation (minimum of \$1 regardless of valuation).
- 10% of surcharge retained by City for administrative costs, code enforcement education, etc., per statute Health & Safety Code Section 18931.6
- 0.013% (\$13 per \$100,000) of valuation for residential occupancies of no more than 3 stories
- 0.0288% (\$28 per \$100,000) of valuation for all other occupancies
- 5% of surcharge retained by the City for data utilization, seismic mapping, etc.; per statute. (Public Resources Code Section 2705)

Plan Retention Fee:

- Large format drawings (plans): \$4.50 first sheet plus \$1.50 each add'l sheet
- Small Sheets (8.5 x 11): \$3.00 first sheet plus \$0.15 each add'l sheet

Fee #27 - All planning and building permit submissions may be referred to third-party review by an external consultant or the City Surveyor at the discretion of CD staff. The applicant is responsible for reimbursement of any fees accrued by external consultants to be charged at \$194.







# City Clerk

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Agency: **City of San Rafael**  
 Department: **City Clerk**  
 Fiscal Year: **2019-2020**

Ord	Service Name	Fee Description	Annual Volume	Current				Recommendations							
				Per Unit		Annual		Per Unit		Annual					
				Current Fee	Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Recommended Subsidy	
1	Xerox copies - FPPC	Per Page	-	\$ 0.10	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ 0.10	\$ -	\$ -	\$ -	\$ -
2	Xerox copies - other public documents	Per Page	-	\$ 0.15	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ 0.15	\$ -	\$ -	\$ -	\$ -
3	City of San Rafael Municipal Code	Actual Cost	-	\$ -	This fee has been recommended to remain as is - Continue to charge at full cost.										
4	Certificate of Documents	+\$15 per page	3	\$ 8	\$ 25	32%	\$ 75	\$ 24	\$ 51	100%	\$ 25	\$ 75	\$ 51	\$ -	\$ -
5	Council Chambers w/ sound	Flat Fee	1	\$ 200	\$ 450	44%	\$ 450	\$ 200	\$ 250	100%	\$ 450	\$ 450	\$ 250	\$ -	\$ -
6	Council Chambers w/o sound	Delete	-	\$ 175	City Clerk staff recommends deleting this fee from the fee schedule.										
7	Attestations	Flat Fee	24	\$ 10	\$ 18	57%	\$ 420	\$ 240	\$ 180	100%	\$ 18	\$ 420	\$ 180	\$ -	\$ -
8	Planning Appeals - Resident	Flat Fee	3	\$ 350	\$ 5,532	6%	\$ 16,595	\$ 1,050	\$ 15,545	100%	\$ 350	\$ 1,050	\$ -	\$ 15,545	\$ -
9	Planning Appeals - Non-Resident	Flat Fee	-	\$ 4,476	\$ 5,532	81%	\$ -	\$ -	\$ -	100%	\$ 5,000	\$ -	\$ -	\$ -	\$ -
10	Council Chambers after hours	New Fee	-	\$ -	\$ 91	0%	\$ -	\$ -	\$ -	100%	\$ 91	\$ -	\$ -	\$ -	\$ -
Total User Fees							\$17,540	\$1,514	\$16,026		\$1,996	\$482	\$15,545		
% of Full Cost								9%	91%		11%	32%	89%		

**Footnotes**

Fee #1 - the fee limit of \$.10 per page is set by FPPC Code

Fee #2 - MGT is recommending to keep this fee as is, since it's already at the industry standard amount of \$0.15 per page

Fee #3 is very rare. Staff wants to leave it as charged at actual cost.



# **Economic Development**

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Agency: **City of San Rafael**  
 Department **Economic Development**  
 Fiscal Year: **2019-2020**

Ord	Service Name	Fee Description	Annual Volume	Current				Recommendations						
				Per Unit		Annual		Per Unit		Annual				
				Current Fee	Full Cost	Current Recovery%	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Recommened Subsidy	
1	Cannabis Application	Flat Fee	10	\$ 4,100	\$ 6,356	65%	\$ 63,562	\$ 41,000	\$ 22,562	100%	\$ 6,356	\$ 63,562	\$ 22,562	\$ -
2	Appeals	Flat Fee	1	\$ 1,672	\$ 4,814	35%	\$ 4,814	\$ 1,672	\$ 3,142	100%	\$ 4,814	\$ 4,814	\$ 3,142	\$ -
3	Tax Registration Fee	Flat Fee	5	\$ 250	\$ 428	58%	\$ 2,142	\$ 1,250	\$ 892	100%	\$ 428	\$ 2,142	\$ 892	\$ -
4	Annual License Renewal	Flat Fee	20	\$ 500	\$ 500	100%	\$ 9,992	\$ 10,000	\$ (8)	100%	\$ 500	\$ 9,992	\$ (8)	\$ -
5	Registration for Outside Company Delivery	New Fee	10	\$ -	\$ 214	0%	\$ 2,142	\$ -	\$ 2,142	100%	\$ 214	\$ 2,142	\$ 2,142	\$ -
<b>Total User Fees</b>							\$82,651	\$53,922	\$28,729		\$82,651	\$82,651	\$28,729	\$0
<b>% of Full Cost</b>								65%	35%		100%	100%	53%	0%





# Finance

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Ord	Service Name	Fee Description	Per Unit			Current			Recommendations						
			Annual Volume	Current Fee	Full Cost	Current Recovery %	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Annual Increased Revenue	Recommended Subsidy		
1	NSF Checks Processing	Flat Fee	9	\$ 25	\$ 25	100%	225	\$ -	225	\$ -	100%	25	\$ 225	\$ -	\$ -
2	<b>Business Licenses</b>														
3	Business Application Review - Home Occupation	Flat Fee	125	\$ 88	\$ 144	61%	\$ 17,939	\$ 11,000	\$ 6,939	100%	\$ 144	\$ 17,939	\$ 6,939	\$ -	\$ -
4	Business Application Review - Commercial Location	Flat Fee	123	\$ 118	\$ 214	55%	\$ 26,330	\$ 14,514	\$ 11,816	100%	\$ 214	\$ 26,330	\$ 11,816	\$ -	\$ -
5	Business Application Review - In town moving fee (Commercial)	Flat Fee	59	\$ 98	\$ 214	46%	\$ 12,630	\$ 5,782	\$ 6,848	100%	\$ 214	\$ 12,630	\$ 6,848	\$ -	\$ -
6	Business Application Review - In town moving fee (Residential)	Flat Fee	30	\$ 68	\$ 144	47%	\$ 4,305	\$ 2,040	\$ 2,265	100%	\$ 144	\$ 4,305	\$ 2,265	\$ -	\$ -
7	Business Application Review - Change of ownership	Flat Fee	57	\$ 10	\$ 35	28%	\$ 2,011	\$ 570	\$ 1,441	100%	\$ 35	\$ 2,011	\$ 1,441	\$ -	\$ -
8	Payment Plan Processing	Flat Fee	1	\$ 35	\$ 35	99%	\$ 35	\$ 35	\$ 0	100%	\$ 35	\$ 35	\$ 0	\$ -	\$ -
9	Regulatory License Processing - Tobacco Permit	Delete	-	\$ -	-	-	-	-	-	-	-	-	-	-	-
10	Regulatory License Processing - Tobacco Renewal	Delete	-	\$ -	-	-	-	-	-	-	-	-	-	-	-
11	Business License Listing	Delete	-	\$ -	-	-	-	-	-	-	-	-	-	-	-
12	Closing out Sale Permit - Initial	Delete	-	\$ -	-	-	-	-	-	-	-	-	-	-	-
13	Closing out Sale Permit - Renewal	Delete	-	\$ -	-	-	-	-	-	-	-	-	-	-	-
14	Agenda Subscription Service	Delete	-	\$ -	-	-	-	-	-	-	-	-	-	-	-
15	Minutes Subscription Service	Delete	-	\$ -	-	-	-	-	-	-	-	-	-	-	-
16	Bound Reports	Delete	-	\$ -	-	-	-	-	-	-	-	-	-	-	-
17	Annual Budget/CAFR/Audit	Delete	-	\$ -	-	-	-	-	-	-	-	-	-	-	-
18	Copies from Microfilming	Delete	-	\$ -	-	-	-	-	-	-	-	-	-	-	-
Total User Fees							\$63,476	\$34,166	\$29,310		\$63,476	\$29,310	\$0		
% of Full Cost							54%	46%		100%	86%	0%			

Footnotes

Fee #1 is set by the state at a maximum of \$25 per check.



# Fire

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Ord	Service Name	Fee Description	Annual Volume	Current			Recommendations							
				Per Unit	Annual	Annual	Per Unit	Annual	Annual					
			Current Fee	Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Recommen ded Subsidy	
1	<b>Fire Inspections</b>													
2	Nuisance Alarm Fee	Engine Company 1b/hr, 2 hr minimum	1	\$ -	\$ 413	0%	\$ 413	\$ -	413	100%	\$ -	413	n/a	n/a
3	<b>Fire Inspections - Exhibit E1 - Operational Permits</b>													
4	Aerosol Products	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
5	Amusement Buildings	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
6	Aviation Facilities	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
7	Carnivals and Fairs	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
8	Cellulose Nitrate Film	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
9	Combustible Dust-Producing Operations	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
10	Combustible Fibers	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
11	Compressed Gases	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
12	Covered Mall Buildings	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
13	Cryogenic Fluids	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
14	Cutting and Welding	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
15	Dry Cleaning Plants	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
16	Exhibits and Trade Shows	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
17	Explosives	Flat Fee	4	\$ 240	\$ 251	95%	\$ 1,006	\$ 960	46	100%	\$ 251	\$ 1,006	\$ 46	
18	Blasting - First	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
19	Blasting - Each Additional	Each Addtl	-	\$ 150	\$ 126	119%	\$ -	\$ -	-	100%	\$ 126	\$ -	\$ -	
20	Fire Hydrants and Valves	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
21	Flammable and Combustible Liquids	Flat Fee	1	\$ 240	\$ 251	95%	\$ 251	\$ 240	11	100%	\$ 251	\$ 251	\$ 11	
22	Floor Finishing	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
23	Fruit and Crop Ripening	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
24	Fumigation and Thermal Insecticidal Fogging	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
25	Hazardous Materials	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
26	HPM Facilities	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	
27	High-piled Storage	Flat Fee	-	\$ 240	\$ 251	95%	\$ -	\$ -	-	100%	\$ 251	\$ -	\$ -	



Ord	Service Name	Fee Description	Current						Recommendations						
			Per Unit		Annual		Per Unit		Annual						
			Annual Volume	Current Fee	Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Recommended Subsidy		
28	Hot Work Operations	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
29	Industrial Ovens	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
30	Lumber Yards and Woodworking Plants	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
31	Liquid-or Gas-fueled Vehicles or Equipment in Assembly Buildings	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
32	LP-gas	Flat Fee	1 \$	240 \$	251	95%	95%	251 \$	240 \$	11	100%	251 \$	251 \$	11 \$	- \$
33	Magnesium	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
34	Miscellaneous Combustible Storage	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
35	Open Burnings	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
36	Open Flames and Torches	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
37	Open Flames and Candles	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
38	Organic Coatings	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
39	Places of Assembly	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
40	Private Fire Hydrants	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
41	Pyrotechnic Special Effects Material	Flat Fee	1 \$	240 \$	251	95%	95%	251 \$	240 \$	11	100%	251 \$	251 \$	11 \$	- \$
42	Public Fireworks Displays	Flat Fee	1 \$	770 \$	2,138	36%	95%	2,138 \$	770 \$	1,368	100%	2,138 \$	2,138 \$	1,368 \$	- \$
43	Pyrolytic Plastics	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
44	Refrigeration Equipment	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
45	Repair Garages and Motor Fuel-Dispensing Facilities	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
46	Rooftop Halports	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
47	Spraying or Dipping	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
48	Storage of Scrap Tires and Tire Byproducts	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
49	Temporary Membrane Structures and Tents	Flat Fee	27 \$	240 \$	251	95%	95%	6,790 \$	6,480 \$	310	100%	251 \$	6,790 \$	310 \$	- \$
50	Tire-Rebuilding Plants	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
51	Waste Handling	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
52	Wood Products	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$
53	Other Special Hazard Operations or Use	Flat Fee	- \$	240 \$	251	95%	95%	- \$	- \$	- \$	- \$	100%	251 \$	- \$	- \$



Ord	Service Name	Fee Description	Current				Recommendations									
			Per Unit		Annual		Per Unit		Annual							
			Annual Volume	Current Fee	Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Recommen ded Subsidy			
54	*Multiple Operational Permits	First permit at full price, each additional at 50% of schedule above	-	-	-	0%	-	-	-	-	-	-	100%	n/a	n/a	n/a
<b>Fire Inspections - Exhibit E1 - Construction Permits**</b>																
55	Automatic fire-extinguishing systems	Flat Fee	88	\$ 300	\$ 314	95%	\$ 27,665	\$ 26,400	\$ 1,265	100%	\$ 314	\$ 27,665	\$ 1,265	\$ -	\$ -	\$ -
56	Fire sprinkler system single family dwelling	Base + \$4 per sprinkler	10	\$ 300	\$ 314	95%	\$ 3,144	\$ 3,000	\$ 144	100%	\$ 314	\$ 3,144	\$ 144	\$ -	\$ -	\$ -
57	Fire sprinkler systems with 10 sprinklers or less	Base + \$4 per sprinkler	10	\$ 300	\$ 314	95%	\$ 3,144	\$ 3,000	\$ 144	100%	\$ 314	\$ 3,144	\$ 144	\$ -	\$ -	\$ -
58	Fire sprinkler systems with 11 sprinklers or more	Base + \$4 per sprinkler	10	\$ 450	\$ 314	143%	\$ 3,144	\$ 4,500	\$ (1,356)	100%	\$ 314	\$ 3,144	\$ (1,356)	\$ -	\$ -	\$ -
59	Backflow Preventer Assembly	Flat Fee	2	\$ 150	\$ 126	119%	\$ 251	\$ 300	\$ (49)	100%	\$ 126	\$ 251	\$ (49)	\$ -	\$ -	\$ -
60	Battery Systems	Flat Fee	-	\$ 300	\$ 314	95%	\$ -	\$ -	\$ -	100%	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -
61	Compressed Gases	Flat Fee	-	\$ 300	\$ 314	95%	\$ -	\$ -	\$ -	100%	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -
62	Emergency Response Radio Coverage System	Flat Fee	-	\$ 300	\$ 314	95%	\$ -	\$ -	\$ -	100%	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -
63	Fire Alarm and Detection Systems and Related Equipment	Base +4 per device	49	\$ 300	\$ 314	95%	\$ 15,404	\$ 14,700	\$ 704	100%	\$ 314	\$ 15,404	\$ 704	\$ -	\$ -	\$ -
64	Fire Pumps and Related Equipment	Flat Fee	-	\$ 450	\$ 314	143%	\$ -	\$ -	\$ -	100%	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -
65	Flammable and Combustible Liquids - 1st tank	Flat Fee	-	\$ 300	\$ 314	95%	\$ -	\$ -	\$ -	100%	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -
66	Flammable and Combustible Liquids - each addit tank	Each Addit Tank	-	\$ 150	\$ 157	96%	\$ -	\$ -	\$ -	100%	\$ 157	\$ -	\$ -	\$ -	\$ -	\$ -
67	Hazardous Materials	Flat Fee	-	\$ 300	\$ 314	95%	\$ -	\$ -	\$ -	100%	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -
68	Industrial Ovens	Flat Fee	-	\$ 300	\$ 314	95%	\$ -	\$ -	\$ -	100%	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -
69	LP-Gas	Flat Fee	-	\$ 300	\$ 314	95%	\$ -	\$ -	\$ -	100%	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -
70	Private Fire Hydrant	Flat Fee	-	\$ 150	\$ 314	48%	\$ -	\$ -	\$ -	100%	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -
71	Spraying or Dipping Process	Flat Fee	-	\$ 300	\$ 314	95%	\$ -	\$ -	\$ -	100%	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -
72	Standpipe System	Flat Fee	-	\$ 300	\$ 314	95%	\$ -	\$ -	\$ -	100%	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -
73	Temporary Membrane Structures and Tents	Flat Fee	-	\$ 300	\$ 314	95%	\$ -	\$ -	\$ -	100%	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -
74	Underground fireline	Flat Fee	-	\$ 300	\$ 314	95%	\$ -	\$ -	\$ -	100%	\$ 314	\$ -	\$ -	\$ -	\$ -	\$ -
75	Vegetation Management Fire Protection Plan	Flat Fee	10	\$ 300	\$ 377	80%	\$ 3,772	\$ 3,000	\$ 772	100%	\$ 377	\$ 3,772	\$ 772	\$ -	\$ -	\$ -
76	Work (repair, replacement, relocation)	Flat Fee	-	\$ 50	\$ 157	32%	\$ -	\$ -	\$ -	100%	\$ 157	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Fire Inspections - Exhibit E1 - Other Fire Prevention Fees</b>																
77	Consultation	Flat Fee -2 hour min	10	\$ -	\$ 251	0%	\$ 2,515	\$ -	\$ 2,515	100%	\$ 251	\$ 2,515	\$ 2,515	\$ -	\$ -	\$ -



Ord	Service Name	Fee Description	Current					Recommendations							
			Per Unit		Annual			Per Unit		Annual					
			Annual Volume	Current Fee	Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Recommended Subsidy	
80	Plans review	Flat Fee-2 hour min	10	\$ -	\$ 251	0%	\$ 2,515	\$ -	\$ 2,515	100%	100%	\$ 251	\$ 2,515	\$ 2,515	\$ -
81	Inspection	Flat Fee-2 hour min	10	\$ -	\$ 251	0%	\$ 2,515	\$ -	\$ 2,515	100%	100%	\$ 251	\$ 2,515	\$ 2,515	\$ -
82	Reinspection	Flat Fee-2 hour min	10	\$ -	\$ 251	0%	\$ 2,515	\$ -	\$ 2,515	100%	100%	\$ 251	\$ 2,515	\$ 2,515	\$ -
83	Investigation fee for performing work without an approved permit	2 x normal permit fee + permit fee	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	100%	2 x normal permit fee + permit fee	n/a	n/a	n/a
84	Inspections outside normal work hours: Early or late inspections on normal work days	Flat Fee	10	\$ -	\$ 359	0%	\$ 3,587	\$ -	\$ 3,587	100%	100%	\$ 359	\$ 3,587	\$ 3,587	\$ -
85	Inspections outside normal work hours: Call back or weekend inspections	Flat Fee	10	\$ -	\$ 717	0%	\$ 7,173	\$ -	\$ 7,173	100%	100%	\$ 717	\$ 7,173	\$ 7,173	\$ -
86	Fire/Smoke damper inspection - up to 4 dampers	Delete	-	\$ -	\$ 150	Fire Staff recommends deleting this fee as they do not provide this service									
87	Fire/Smoke damper inspection - each additional damper	Delete	-	\$ -	\$ 40	Fire Staff recommends deleting this fee as they do not provide this service									
88	Fire hydrant flow test and report	Flat Fee	-	\$ -	\$ 200	80%	\$ -	\$ -	\$ -	100%	100%	\$ 251	\$ -	\$ -	\$ -
<b>Fire Inspections - Exhibit E1 - SPM Fire Clearance Inspections</b>															
89	Fire clearance inspection	Flat Fee	27	\$ 150	\$ 189	80%	\$ 5,093	\$ 4,050	\$ 1,043	100%	100%	\$ 189	\$ 5,093	\$ 1,043	\$ -
<b>Commercial Life Safety Inspections - Exhibit E2</b>															
92	Business type 1	Per Year	250	\$ 23.90	\$ 31.44	76%	\$ 7,859	\$ 5,975	\$ 1,884	100%	100%	\$ 31.44	\$ 7,859	\$ 1,884	\$ -
93	Business type 2	Per Year	150	\$ 62.95	\$ 62.87	100%	\$ 9,431	\$ 9,443	\$ (11)	100%	100%	\$ 62.87	\$ 9,431	\$ (11)	\$ -
94	Business type 3	Per Year	100	\$ 108.90	\$ 125.75	87%	\$ 12,575	\$ 10,890	\$ 1,685	100%	100%	\$ 125.75	\$ 12,575	\$ 1,685	\$ -
95	Business type 4	Per Year	100	\$ 200.45	\$ 251.50	80%	\$ 25,150	\$ 20,045	\$ 5,105	100%	100%	\$ 251.50	\$ 25,150	\$ 5,105	\$ -
96	Reinspection (after 2nd reinspection)	Each	10	\$ 61	\$ 126	40%	\$ 1,257	\$ 610	\$ 647	100%	100%	\$ 125.75	\$ 1,257	\$ 647	\$ -
<b>Fire and Life Safety Plan Checks</b>															
98	Fire Code Review of Building Permit	50% of building plan check fee	5	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	100%	50% of building plan check fee	n/a	n/a	n/a
<b>Fire Services - Fire Inspections</b>															
100	Liability for Persons Causing Emergencies	Actual Cost	2	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	100%	Actual Cost	n/a	n/a	n/a
101	Fire Watch	Actual Cost	2	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	100%	Actual Cost	n/a	n/a	n/a
<b>Fire Services - Hazardous Materials</b>															
103	Fire Code Related Hazardous Materials Inspections	No Fee	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	100%	\$ -	\$ -	\$ -	\$ -
104	Hazardous Materials - Residential	Actual Cost	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	100%	Actual Cost	n/a	n/a	n/a
105	Consultative Services - Hazardous Materials	No Fee	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	100%	\$ -	\$ -	\$ -	\$ -



Ord	Service Name	Fee Description	Annual Volume	Current				Recommendations						
				Per Unit		Annual		Per Unit		Annual				
				Current Fee	Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Recommended Subsidy	
106	<b>Fire Services - Fire Reports</b>													
107	Fire Reports	Varies	25	\$ 17	\$ 39	43%	\$ 986	\$ 425	\$ 561	100%	\$ 39	\$ 986	\$ 561	\$ -
108	<b>New Fees</b>													
109	Exemption from the Vegetation Ordinance	New	125	\$ -	\$ 126	0%	\$ 15,719	\$ -	\$ 15,719	100%	\$ 126	\$ 15,719	\$ 15,719	\$ -
110	Multi-Family dwelling inspections	New	200	\$ -	\$ 153	0%	\$ 30,584	\$ -	\$ 30,584	100%	\$ 153	\$ 30,584	\$ 30,584	\$ -
112	Short-Term Rental Inspection	New	200	\$ -	\$ 126	0%	\$ 25,150	\$ -	\$ 25,150	100%	\$ 126	\$ 25,150	\$ 25,150	\$ -
113	Excessive Public Assist Calls	New	15	\$ -	\$ 413	0%	\$ 6,190	\$ -	\$ 6,190	100%	\$ 413	\$ 6,190	\$ 6,190	\$ -
114	Wet Chem Hood System	New	-	\$ -	\$ 299	0%	\$ -	\$ -	\$ -	100%	\$ 299	\$ -	\$ -	\$ -
115	Fire Protection Services - CSA #19	CSA#19 Agreement	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ -	\$ -	\$ -	\$ -
116	Emergency Medical Services	Paramedic Tax + 3rd Party Billing	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ -	\$ -	\$ -	\$ -
117	Fire/EMS Training and Education	Fees per student	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ -	\$ -	\$ -	\$ -
Total User Fees							\$228,440	\$115,268	\$113,173		\$228,027	\$112,760	\$0	
% of Full Cost							50%	50%	50%		100%	98%	0%	

**Footnotes**

Fee # 115 based on an agreement with County Service Area 19 (unincorporated San Rafael)

Fee #116 Paramedic Tax plus Third Party Billing equals the Paramedic Budget. Third Party Billing – Bay Area average of fees charged for transportation; rates are established by Fire Chief and City Manager, indexed for inflation and are subject to negotiations. Fee may include ambulance dispatch and fuel surcharge (mileage) component. Paramedic Tax subject to voter approved limits on City and outlying jurisdictions.

Fee #117 conceivably be led by the Training and EMS Battalion Chief (Position 3315-04), with # of hours dependent on the type of instruction. FBHI is \$201.53



# Library

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San Rafael Public Library Comparison Survey

City of San Rafael	Proposed Fee	Sausalito	Marin County Free Library	San Anselmo	Larkspur	Mill Valley
<b>Fines</b>						
Books	No Longer will charge late fees	No longer charges late fees as of July 13, 2020	No longer charges late fees as of July 1, 2019	\$0.25 a day, max of \$10 per item for adult books. \$0.10 a day, max of \$5 per item for children's books.	No longer charges late fees as of April 19, 2020	\$0.20 per day for adult books, max of \$7. \$0.10 per day for children's books, max of \$3.
Most Wanted Books	No Longer will charge late fees	No longer charges late fees as of July 13, 2020	No longer charges late fees as of July 1, 2019	\$0.25 a day, max of \$10 per item for adult books. \$0.10 a day, max of \$5 per item for children's books.	No longer charges late fees as of April 19, 2020	\$0.50 per day, max of \$7 for adult materials and \$3 for children's materials.
Most Wanted DVD's	No Longer will charge late fees	No longer charges late fees as of July 13, 2020	No longer charges late fees as of July 1, 2019	\$0.50 a day, max of \$14 per item for adult DVD's. \$0.50 a day, max of \$7 per children's DVD.	No longer charges late fees as of April 19, 2020	\$1.00 per day, max of \$14.
DVD's	No Longer will charge late fees	No longer charges late fees as of July 13, 2020	No longer charges late fees as of July 1, 2019	\$0.50 a day, max of \$14 per item for adult DVD's. \$0.50 a day, max of \$7 per children's DVD.	No longer charges late fees as of April 19, 2020	\$1.00 per day, max of \$14.
Audio Books	No Longer will charge late fees	No longer charges late fees as of July 13, 2020	No longer charges late fees as of July 1, 2019	\$0.25 a day, max of \$10 per item for adult audio books. \$0.10 a day, max of \$5 per item for children's/teen audio books.	No longer charges late fees as of April 19, 2020	\$0.20 per day, max of \$7 for adult materials and \$3 for children's materials.
Other Media (music, childrens audio)	No Longer will charge late fees	No longer charges late fees as of July 13, 2020	No longer charges late fees as of July 1, 2019	\$0.25 a day, max of \$10 per item for adult other media. \$0.10 a day, max of \$5 per item for children's other media	No longer charges late fees as of April 19, 2020	\$0.20 per day, max of \$7 for adult materials and \$3 for children's materials.
Magazines	No Longer will charge late fees	No longer charges late fees as of July 13, 2020	No longer charges late fees as of July 1, 2019	\$0.25 a day, max of \$10 per item for adult magazines. \$0.10 a day, max of \$5 per item for children's magazines.	No longer charges late fees as of April 19, 2020	\$0.10 per day, max of \$7 for adult materials and \$3 for children's materials.
Link Plus	No Longer will charge late fees	Not on fee schedule	No longer charges late fees as of July 1, 2019	\$1 a day, max of \$15	Not on fee schedule	\$1 a day, no max late fee
<b>Replacement cost if lost/damaged</b>						
Books	Cost of item + \$8 processing fee	Cost of item + \$7 processing fee	Cost of item + \$6 processing fee	Cost of item + \$5 processing fee	Cost of item + \$7 processing fee for Adult book Cost of item + \$3.50 processing fee for Youth book	Cost of item + \$6 processing fee

San Rafael Public Library Comparison Survey

City of San Rafael	Proposed Fee	Sausalito	Marin County Free Library	San Anselmo	Larkspur	Mill Valley
Most Wanted Books	Cost of item + \$8 processing fee	Cost of item + \$7 processing fee	Cost of item + \$6 processing fee	Cost of item + \$5 processing fee	Cost of item + \$7 processing fee for Adult book Cost of item + \$3.50 processing fee for Youth book	Cost of item + \$6 processing fee
Most Wanted DVD's	Cost of item + \$8 processing fee	Cost of item + \$7 processing fee	Cost of item + \$6 processing fee	\$8 per A/V disc	Cost of item + \$7 processing fee for Adult DVD Cost of item + \$3.50 processing fee for Youth DVD	Cost of item + \$6 processing fee
DVD's	Cost of item + \$8 processing fee	Cost of item + \$7 processing fee	Cost of item + \$6 processing fee	\$8 per A/V disc	Cost of item + \$7 processing fee for Adult DVD Cost of item + \$3.50 processing fee for Youth DVD	Cost of item + \$6 processing fee
Audio Books	Cost of item + \$8 processing fee. Individual disc(s): if replaceable \$10/disc + \$8 processing fee	Cost of item + \$7 processing fee	Cost of item + \$6 processing fee Individual disc(s): if replaceable \$10/disc + \$6 processing fee	\$8 per A/V disc	Cost of item + \$7 processing fee for Adult book Cost of item + \$3.50 processing fee for Youth book Individual disc(s): if replaceable, \$10/disc	Cost of item + \$6 processing fee
Other Media (music, childrens audio)	Cost of item + \$8 processing fee	Cost of item + \$7 processing fee	Cost of item + \$6 processing fee	\$8 per A/V disc	Cost of item + \$7 processing fee for Adult media Cost of item + \$3.50 processing fee for Youth media	Cost of item + \$6 processing fee
Magazines	Cover price of magazine, no processing fee	Cost of item + \$7 processing fee	Cost of item + \$6 processing fee	Cost of item + \$5 processing fee	Cover price of magazine, no processing fee	Cost of item + \$6 processing fee
Link Plus	\$115 per item	Not on fee schedule	\$115 per item	\$115 per item	Not on fee schedule	115 per item
<b>Other Fees</b>						
Lost Library Card	Adults: \$1 Children: \$0	\$0.50 per card	No fee	\$1 per card	\$1 per card	\$1 per card
Printing and Photocopy	\$0.20 for black/white, \$1 color	\$0.10 per copy	\$0.15 for black/white, no color printing	\$0.20 for black/white, \$0.75 color	\$0.15/pg for photocopying \$0.15/pg for black and white printing, \$1/pg for color	\$0.15/pg for black and white printing, \$0.30/pg for color



# Planning

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Ord	Service Name	Fee Description	Annual Volume	Per Unit			Current			Recommendations				
				Current Fee	Full Cost	Current Recovery %	Annual Revenue	Annual Cost	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Annual Increased Revenue	Recommended Subsidy
<b>1 Mapping</b>														
2	Lot Line Adjustment	Flat Fee	4	\$ 3,131	\$ 6,075	52%	\$ 24,300	\$ 12,524	\$ 11,776	100%	\$ 6,075	\$ 24,300	\$ 11,776	\$ -
3	Small Subdivision Map	Change Dep -> Flat	-	\$ 3,735	\$ 13,457	28%	\$ -	\$ -	\$ -	100%	\$ 13,457	\$ -	\$ -	\$ -
4	Tentative Map	Deposit	-	\$ 7,293	\$ 17,588	41%	\$ -	\$ -	\$ -	100%	\$ 17,588	\$ -	\$ -	\$ -
5	Map Amendments and Extensions	Change Dep -> Flat	-	\$ 2,239	\$ 7,833	29%	\$ -	\$ -	\$ -	100%	\$ 7,833	\$ -	\$ -	\$ -
7	Certificates of Compliance	Flat Fee	3	\$ 3,410	\$ 5,642	60%	\$ 16,927	\$ 10,230	\$ 6,697	100%	\$ 5,642	\$ 16,927	\$ 6,697	\$ -
7.1	Exception (Subdivision Ordinance)	Flat Fee	6	\$ 2,761	\$ 6,760	41%	\$ 40,558	\$ 16,566	\$ 23,992	100%	\$ 6,760	\$ 40,558	\$ 23,992	\$ -
<b>8 Development and Annexation</b>														
9	Development Agreement	Deposit	-	\$ 11,534	\$ 28,606	40%	\$ -	\$ -	\$ -	100%	\$ 28,606	\$ -	\$ -	\$ -
<b>10 Use Permit</b>														
11	Use Permit - Administrative/Temporary	Flat Fee	17	\$ 1,420	\$ 1,840	77%	\$ 31,275	\$ 24,140	\$ 7,135	100%	\$ 1,840	\$ 31,275	\$ 7,135	\$ -
12	Use Permit - Zoning Administrator	Flat Fee	24	\$ 2,476	\$ 4,512	55%	\$ 108,284	\$ 59,424	\$ 48,860	100%	\$ 4,512	\$ 108,284	\$ 48,860	\$ -
13	Use Permit - Planning Commission	Change Dep -> Flat	-	\$ 4,305	\$ 8,815	49%	\$ -	\$ -	\$ -	100%	\$ 8,815	\$ -	\$ -	\$ -
<b>14 Variances</b>														
15	Minor Variance - Zoning Administrator	Flat Fee	7	\$ 2,508	\$ 4,239	59%	\$ 29,671	\$ 17,556	\$ 12,115	100%	\$ 4,239	\$ 29,671	\$ 12,115	\$ -
16	Variance - Planning Commission	Change Dep -> Flat	-	\$ 3,767	\$ 8,815	43%	\$ -	\$ -	\$ -	100%	\$ 8,815	\$ -	\$ -	\$ -
17	Reasonable Accommodation for Disabled	Flat Fee	1	\$ 964	\$ 3,742	26%	\$ 3,742	\$ 964	\$ 2,778	100%	\$ 3,742	\$ 3,742	\$ 2,778	\$ -
18	Exception (Zoning)	Flat Fee	10	\$ 1,023	\$ 1,840	56%	\$ 18,397	\$ 10,230	\$ 8,167	100%	\$ 1,840	\$ 18,397	\$ 8,167	\$ -
18.1	Exception (Hillside)	New, Flat Fee	-	\$ -	\$ 2,742	0%	\$ -	\$ -	\$ -	100%	\$ 2,742	\$ -	\$ -	\$ -
<b>19 Design Review</b>														
20	Design Review (Staff/Administrative)	Flat Fee	74	\$ 1,167	\$ 2,938	40%	\$ 217,440	\$ 86,358	\$ 131,082	100%	\$ 2,938	\$ 217,440	\$ 131,082	\$ -
21	Design Review - over the counter (Staff/Administrative)	Flat Fee	25	\$ 398	\$ 387	103%	\$ 9,666	\$ 9,950	\$ (284)	100%	\$ 387	\$ 9,666	\$ (284)	\$ -
22	Design Review - Staff With DRB	Change Dep -> Flat	-	\$ 3,564	\$ 7,650	47%	\$ -	\$ -	\$ -	100%	\$ 7,650	\$ -	\$ -	\$ -
23	Design Review - Zoning Admin. Without Design Review Board (DRB)	Change Dep -> Flat	-	\$ 2,258	\$ 5,639	40%	\$ -	\$ -	\$ -	100%	\$ 5,639	\$ -	\$ -	\$ -
24	Design Review - Zoning Admin. With DRB	Change Dep -> Flat	-	\$ 4,693	\$ 8,911	53%	\$ -	\$ -	\$ -	100%	\$ 8,911	\$ -	\$ -	\$ -



Ord	Service Name	Fee Description	Annual Volume	Current				Recommendations					
				Per Unit		Annual		Per Unit		Annual			
				Current Fee	Full Cost	Current Recovery %	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Recommended Subsidy
25	Design Review Single Family residential - Planning Commission	Change Dep -> Flat	-	\$ 6,872	\$ 12,883	53%	\$ -	\$ -	100%	\$ 12,883	\$ -	\$ -	\$ -
26	Design Review - All Others (Planning Commission)	Change Dep -> Flat	-	\$ 8,523	\$ 15,152	56%	\$ -	\$ -	100%	\$ 15,152	\$ -	\$ -	\$ -
27	Design Review with Exception to Hillside Standards	Delete	-	\$ 8,093									
Planning staff recommends deleting this fee as they no longer process these permits.													
28	Conceptual Review	Flat Fee	5	\$ 1,750	\$ 4,932	35%	\$ 24,659	\$ 8,750	41%	\$ 2,000	\$ 10,000	\$ 1,250	\$ 14,659
28.1	Administrative Review	Flat Fee	-	\$ 398	\$ 387	103%	\$ -	\$ -	100%	\$ 387	\$ -	\$ -	\$ -
<b>Sign Review</b>													
30	Sign Review - Staff	Flat Fee	50	\$ 255	\$ 249	102%	\$ 12,474	\$ 12,750	100%	\$ 249	\$ 12,474	\$ (276)	\$ -
31	Sign Review - Staff w/ DRB	Change Dep -> Flat	-	\$ 2,285	\$ 4,048	56%	\$ -	\$ -	100%	\$ 4,048	\$ -	\$ -	\$ -
32	Sign Program - Minor (Staff)	Flat Fee	-	\$ 1,049	\$ 1,397	75%	\$ -	\$ -	100%	\$ 1,397	\$ -	\$ -	\$ -
33	Sign Program - Major (Planning Commission)	Change Dep -> Flat	-	\$ 4,303	\$ 8,038	54%	\$ -	\$ -	100%	\$ 8,038	\$ -	\$ -	\$ -
34	Sign Review - Minor Exception	Flat Fee	-	\$ 1,043	\$ 1,397	75%	\$ -	\$ -	100%	\$ 1,397	\$ -	\$ -	\$ -
35	Sign Review - Major Exception	Change Dep -> Flat	-	\$ 4,220	\$ 8,038	52%	\$ -	\$ -	100%	\$ 8,038	\$ -	\$ -	\$ -
36	Temporary Banner Permit	Flat Fee	18	\$ 132	\$ 186	71%	\$ 3,357	\$ 2,376	981	\$ 186	\$ 3,357	\$ 981	\$ -
<b>Appeal Fees</b>													
38	Appeal to Planning Commission:		-	\$ -	\$ -	0%	\$ -	\$ -	100%	\$ -	\$ -	\$ -	\$ -
39	Non-Applicant (Resident)	Flat Fee	3	\$ 300	\$ 7,695	4%	\$ 23,085	\$ 900	22,185	\$ 350	\$ 1,050	\$ 150	\$ 22,035
40	Applicant or Non-Resident	Deposit	-	\$ 4,843	\$ 7,695	63%	\$ -	\$ -	65%	\$ 5,000	\$ -	\$ -	\$ -
41	Appeal to City Council:		-	\$ -	\$ -	0%	\$ -	\$ -	100%	\$ -	\$ -	\$ -	\$ -
42	Non-Applicant (Resident)	Flat Fee	-	\$ 350	\$ 8,708	4%	\$ -	\$ -	4%	\$ 350	\$ -	\$ -	\$ -
43	Applicant or Non-Resident	Deposit	-	\$ 4,476	\$ 8,708	51%	\$ -	\$ -	57%	\$ 5,000	\$ -	\$ -	\$ -
<b>Environmental Impact Fees</b>													
45	Negative Declaration	Deposit	-	\$ 10,346	\$ 17,658	59%	\$ -	\$ -	100%	\$ 17,658	\$ -	\$ -	\$ -
46	Environmental Impact Report	Consultant +25%	-	\$ -	\$ -	0%	\$ -	\$ -	100%	Consultant +25%	\$ -	\$ -	\$ -
47	Monitoring of mitigation measures and conditions of approval	Deposit	-	\$ 5,000	\$ 6,471	77%	\$ -	\$ -	100%	\$ 6,471	\$ -	\$ -	\$ -
<b>General Plan Fees</b>													



Ord	Service Name	Fee Description	Current					Recommendations						
			Per Unit		Annual			Per Unit		Annual				
			Annual Volume	Current Fee	Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Annual Increased Revenue	Recommended Subsidy
49	General Plan Amendment	Deposit	-	\$ 8,646	\$ 17,889	48%	\$ -	\$ -	\$ -	100%	\$ 17,889	\$ -	\$ -	\$ -
50	Rezoning/Pre-Zoning	Deposit	-	\$ 7,176	\$ 17,889	40%	\$ -	\$ -	\$ -	100%	\$ 17,889	\$ -	\$ -	\$ -
51	Planned District	Deposit	-	\$ 11,194	\$ 18,879	59%	\$ -	\$ -	\$ -	100%	\$ 18,879	\$ -	\$ -	\$ -
52	General Plan Maintenance	Surchg on bldg permits	-	\$ 0	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ -	\$ -	\$ -	\$ -
53	<b>Other Planning Services</b>													
54	Pre Application Meeting/Letter	Flat Fee	8	\$ 1,191	\$ 6,954	17%	\$ 55,629	\$ 9,528	\$ 46,101	22%	\$ 1,500	\$ 12,000	\$ 2,472	\$ 43,629
55	Project selection procedure (psp)	Delete	-	\$ -	-	-	Planning staff recommends deleting this fee as they no longer process these permits.						-	
56	Licensing Agreement (Outdoor Dining)	Flat Fee	4	\$ 564	\$ 1,717	33%	\$ 6,867	\$ 2,256	\$ 4,611	100%	\$ 1,717	\$ 6,867	\$ 4,611	\$ -
57	Certificate of Appropriateness for alteration of historic structure	Deposit	-	\$ 5,430	\$ 9,554	57%	\$ -	\$ -	\$ -	100%	\$ 9,554	\$ -	\$ -	\$ -
58	Certificate of Public Convenience and Necessity for alcoholic beverage license	Deposit	-	\$ 1,612	\$ 2,992	54%	\$ -	\$ -	\$ -	100%	\$ 2,992	\$ -	\$ -	\$ -
59	Neighborhood Meeting	Deposit	-	\$ 1,440	\$ 2,796	52%	\$ -	\$ -	\$ -	100%	\$ 2,796	\$ -	\$ -	\$ -
60	Contract Planner/Consultant Administration	Consultant Cost + 10%	-	\$ -	\$ -	0%	n/a	n/a	n/a	100%	Consultant Cost + 10%	-	\$ -	\$ -
61	Planning Research	Actual Cost	46	\$ -	\$ 157	-	\$ 7,202	\$ 7,202	\$ -	100%	\$ 157	\$ 7,202	\$ -	\$ -
62	Building Permit - Plan Checks	Change Hourly -> % of Bldg Pmt	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	20% of Building Permit fee	-	\$ -	\$ -
63	Archaeology Referral	Flat Fee	-	\$ 80	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ -	\$ -	\$ -	\$ -
64	Zoning Research Letter Response	Per Hour	-	\$ 132	\$ 157	84%	\$ -	\$ -	\$ -	100%	\$ 157	\$ -	\$ -	\$ -
65	Zoning Research Letter Response	Per 1.5 hours	-	\$ 198	\$ 235	84%	\$ -	\$ -	\$ -	100%	\$ 235	\$ -	\$ -	\$ -
67	Small Cell Permit	Deposit	3	\$ 2,000	\$ 4,970	40%	\$ 14,910	\$ 6,000	\$ 8,910	100%	\$ 4,000	\$ 12,000	\$ 6,000	\$ 2,910
68	Telecomms Permit	Flat Fee	18	\$ 2,000	\$ 1,000	200%	\$ 17,997	\$ 36,000	\$ (18,003)	100%	\$ 1,000	\$ 17,997	\$ (18,003)	\$ -
69	ADU/JADU	Flat Fee	30	\$ 300	\$ 300	100%	\$ 8,999	\$ 9,000	\$ (1)	100%	\$ 300	\$ 8,999	\$ (1)	\$ -
71	Short Term Rental Registration - first year	Flat Fee	-	\$ 170	n/a	0%	n/a	\$ -	n/a	100%	\$ 170	\$ -	\$ -	\$ -
72	Short Term Rental - renewal	Flat Fee	-	\$ 135	n/a	0%	n/a	\$ -	n/a	100%	\$ 135	\$ -	\$ -	\$ -



Ord	Service Name	Fee Description	Annual Volume	Current			Annual			Recommendations				
				Per Unit	Current Recovery %	Annual Revenue	Per Unit	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Annual Increased Revenue	Recommended Subsidy
72.1	<b>Certified Message Establishment Certificate or Operator Permit:</b>													
73	Sole Proprietor Registration	Flat; Annual	75 \$	63 \$	203	31%	15,200 \$	4,688 \$	10,513	100%	203 \$	15,200 \$	10,513 \$	-
74	Registration with Employees	Flat; Annual	19 \$	124 \$	290	43%	5,519 \$	2,351 \$	3,168	100%	290 \$	5,519 \$	3,168 \$	-
75	Changes to File/Business	Flat Fee	- \$	25 \$	25	100%	- \$	- \$	-	100%	25 \$	- \$	- \$	-
79	Time Extension	New	- \$	- \$	-	0%	- \$	- \$	-	100%	50% of the initial application fee	-	-	-
Total User Fees							\$696,158	\$349,743	\$346,415		\$612,924	\$263,181	\$83,234	
% of Full Cost							50%	50%	50%		88%	75%	12%	

**Footnotes**

Deposit-based fees: any consultant costs will be charged to the deposit account plus 25% to cover contract administration and review of consultant work product.

Multiple application discount: when multiple applications are filed simultaneously, a 25% discount on each deposit-based application type will apply.



# Police

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Ord	Service Name	Fee Description	Annual Volume	Current				Recommendations					
				Current Fee	Full Cost	Current Recovery %	Annual Revenue	Per Unit	Per Unit	Per Unit	Annual		
								Recovery Level	Fee @ Policy Level	Annual Revenue	Annual Revenue	Recommen- ided Subsidy	
1	Fingerprinting												
2	Fingerprinting – Live Scan	Flat Fee	22	\$ 12	\$ 22	54%	\$ 487	\$ 264	\$ 223	100%	\$ 22	\$ 487	\$ 223
3	Concealed Weapons												
4	Concealed Weapon Application	Flat Fee	-	\$ 100	\$ 135	74%	\$ -	\$ -	\$ -	100%	\$ 135	\$ -	\$ -
5	Concealed Weapon Renewal	Flat Fee	1	\$ 25	\$ 45	55%	\$ 45	\$ 25	\$ 20	100%	\$ 45	\$ 45	\$ 20
6	Response Services												
7	First False Alarm during permit year	Flat Fee	-	\$ 50	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ 50	\$ -	\$ -
8	Second False Alarm during permit year	Flat Fee	-	\$ 100	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ 100	\$ -	\$ -
9	Third False Alarm during permit year	Flat Fee	-	\$ 150	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ 150	\$ -	\$ -
10	Fourth False Alarm during permit year	Flat Fee	-	\$ 200	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ 200	\$ -	\$ -
11	Fifth False Alarm during permit year	Flat Fee	-	\$ 250	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ 250	\$ -	\$ -
12	Failure to Register or Renew permit	Flat Fee	-	\$ 100	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ 100	\$ -	\$ -
13	Other Violations of this chapter	Flat Fee	-	\$ 100	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ 100	\$ -	\$ -
14	DUI Fees												
15	DUI Collision Restitution/Emergency Response	Actual Cost - Max of \$1,300	1	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	Actual Cost - Max of \$12,000	n/a	n/a
16	Towing Services												
17	Tow Rotation Application	Flat Fee	-	\$ 740	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ 740	\$ -	\$ -
18	Administrative Tow Fee - Suspended	Flat Fee	62	\$ 327	\$ 368	89%	\$ 22,826	\$ 20,274	\$ 2,552	100%	\$ 368	\$ 22,826	\$ 2,552
19	Permits												
20	Parade Permits	Delete	-	\$ -	\$ -	-	\$ -	\$ -	\$ -	100%	Actual Cost	n/a	n/a
21	Special Events Permits	Delete	-	\$ -	\$ -	-	\$ -	\$ -	\$ -	100%	Actual Cost	n/a	n/a
22	County Fair Support Outside Events	Actual Cost	1	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	Actual Cost	n/a	n/a
23	Police Support Services Fees												
24	Clearance Letter	Flat Fee	50	\$ 27	\$ 58	46%	\$ 2,904	\$ 1,350	\$ 1,554	100%	\$ 58	\$ 2,904	\$ 1,554
25	Research Time	Delete	-	\$ -	\$ -	-	\$ -	\$ -	\$ -	100%	Actual Cost	n/a	n/a
26	Subpoenas Duces Tecum												
27	Research Time	Actual Cost	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	Actual Cost @ FBHR	n/a	n/a
28	Duplicating requiring special processing	Actual Cost	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	Actual Cost @FBHR	n/a	n/a
29	Fortune Tellers												
30	Fortune Teller Permit - Initial	Flat Fee	1	\$ 248	\$ 290	85%	\$ 290	\$ 248	\$ 42	100%	\$ 290	\$ 290	\$ 42

Ord	Service Name	Fee Description	Annual Volume	Current			Annual			Recommendations					
				Per Unit		Current Recovery %	Per Unit		Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Recommended Subsidy
				Current Fee	Full Cost		Annual Cost	Annual Revenue							
31	Fortune Teller Permit - Renewal	Flat Fee	0	\$ 62	\$ 87	71%	\$ -	\$ -	\$ -	\$ -	100%	\$ 87	\$ -	\$ -	
32	<b>Solicitors/Readers</b>														
33	Mobile Vendor Permit - for new owner	Flat Fee	-	\$ 93	\$ -	0%	\$ -	\$ -	\$ -	\$ -	100%	\$ 93	\$ -	\$ -	
34	Mobile Vendor Permit - for additional owner	Flat Fee	-	\$ 93	\$ -	0%	\$ -	\$ -	\$ -	\$ -	100%	\$ 93	\$ -	\$ -	
35	Mobile Vendor Permit - renewal	Flat Fee	-	\$ 93	\$ -	0%	\$ -	\$ -	\$ -	\$ -	100%	\$ 93	\$ -	\$ -	
36	Mobile Vendor Permit - charge/replacement of permit	Flat Fee	-	\$ 93	\$ -	0%	\$ -	\$ -	\$ -	\$ -	100%	\$ 93	\$ -	\$ -	
37	Mobile Vendor Permit - for additional location	Flat Fee	-	\$ 93	\$ -	0%	\$ -	\$ -	\$ -	\$ -	100%	\$ 93	\$ -	\$ -	
38	<b>Tax/Public Convenience</b>														
39	taxi cab p c - owner/operator (resolution granting a certificate of public convenience and necessity and license to operate)	Delete	-	\$ -	\$ -	-	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	
40	<b>Additional Miscellaneous Fees</b>														
41	Repossession Fee	Flat Fee	450	\$ 15	\$ 10	155%	\$ 4,355	\$ 6,750	\$ (2,395)	\$ -	100%	\$ 10	\$ 4,355	\$ (2,395)	
42	Civil Subpoena for Officer Appearance	Flat Fee	10	\$ 275	\$ 465	59%	\$ 4,646	\$ 2,750	\$ 1,896	\$ -	100%	\$ 465	\$ 4,646	\$ 1,896	
43	Social Host - 1st offense	Flat Fee	-	\$ 250	\$ -	0%	\$ -	\$ -	\$ -	\$ -	100%	\$ 250	\$ -	\$ -	
43.1	Social Host - 2nd Offense	Flat Fee	-	\$ 500	\$ -	0%	\$ -	\$ -	\$ -	\$ -	100%	\$ 500	\$ -	\$ -	
44	Copy request for PD reports	New Fee	-	\$ -	\$ 10	0%	\$ -	\$ -	\$ -	\$ -	100%	\$ 10	\$ -	\$ -	
45	Regulatory License Processing - Firearm Sales Permit	Flat Fee	-	\$ 99	\$ 116	85%	\$ -	\$ -	\$ -	\$ -	100%	\$ 116	\$ -	\$ -	
46	Regulatory License Processing - Firearm Sales Permit Renewal	Flat Fee	1	\$ 99	\$ 116	85%	\$ 116	\$ 99	\$ 17	\$ -	100%	\$ 116	\$ 116	\$ 17	
47	Message Establishments	Delete	-	\$ -	\$ -	-	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	
				Total User Fees	\$35,669	\$31,760	\$3,909	\$3,909	\$0	\$0		\$35,669	\$3,909	\$0	
				% of Full Cost	89%	11%	100%	12%	0%	0%		100%	12%	0%	

**Footnotes**

Fee Section: Message Establishments - PD staff has recommended to move this entire section over to Code Enforcement

Fee Section: Alarm Response Services - PD staff informed us that this is currently done by an outside contractor. They want to leave the fees as is.

Fee #2 - PD staff has recommended to adopt what Marin County is currently doing. MGT has made that recommendation above.

Fee #15 - MGT recommends this fee to be set at "Actual Cost" - Max of \$12,000 in alignment with Government Code 53155.

Fees 21 and 21 - PD staff has recommended to move these fees over to Community Services

Fee #22 - PD staff recommends leaving this fee at "Actual Cost" - Will be charged at FBHR.

Fee 27 and 28 - PD staff recommends leaving this fee at "Actual Cost" - The time requirements vary too widely and are treated case by case. Charging at the FBHR is the best approach.

Fee #43 Social Host fee, from the City ordinance - It's Administrative citation once the City issues the citation, PD can then charge the host for their time responding to the call. (Host contests the PD charges and goes for Administrative Hearing)



# Public Works

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# User Fee Study Summary Sheet

Agency: **City of San Rafael**  
 Department: **Public Works**  
 Fiscal Year: **2019-2020**

Ord	Document/Information Services	Service Name	Fee Description	Annual Volume	Current				Recommendations						
					Current Fee	Per Unit Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Annual Increased Revenue	Recommended Subsidy
1	8.5" x 11"	Per Print	- \$	10	\$0.15	650%	- \$	- \$	- \$	- \$	100%	\$0.15	- \$	- \$	- \$
3	11" x 17"	Per Print	- \$	15	\$0.20	7552%	- \$	- \$	- \$	- \$	100%	\$0.20	- \$	- \$	- \$
4	24" x 36"	Per Plot	- \$	25	\$0.26	9790%	- \$	- \$	- \$	- \$	100%	\$0.26	- \$	- \$	- \$
5	36" x 48"	Per Plot	- \$	30	\$10.21	294%	- \$	- \$	- \$	- \$	100%	10	- \$	- \$	- \$
6	Public Records Request <sup>1</sup>	Per Print	- \$	-	\$0.15	0%	- \$	- \$	- \$	- \$	100%	\$0.15	- \$	- \$	- \$
7	Property Information Request	Per Request	39 \$	-	208	0%	8,131 \$	- \$	8,131	- \$	100%	208	8,131 \$	8,131 \$	- \$
8	Flood Plain Letter Response	Per Response	5 \$	167 \$	227	74%	1,134 \$	835 \$	299	299	100%	227	1,134 \$	299 \$	- \$
9	Custom Map/ Document Production	Hourly Rates	- \$	-	Hourly Rates	0%	- \$	- \$	- \$	- \$	100%	Hourly Rates	- \$	- \$	- \$
<b>Transportation Services</b>															
11	Oversize Load Review - Single Trip	Set by State	97 \$	16 \$	85	19%	8,257 \$	1,552 \$	6,705	6,705	19%	16	1,552 \$	- \$	6,705
12	Oversize Load Review - Annual	Set by State	21 \$	92 \$	255	36%	5,363 \$	1,932 \$	3,431	3,431	36%	92	1,932 \$	- \$	3,431
13	Oversize Load Review - Repetitive (6 month max)	Set by State	- \$	92 \$	255	36%	- \$	- \$	- \$	- \$	36%	92	- \$	- \$	- \$
14	Police Escort Services (Two hr min.)	Flat + Hourly	- \$	301 \$	348	86%	- \$	- \$	- \$	- \$	100%	348	plus \$174 for 3rd + hour	- \$	- \$
<b>Encroachment Permits</b>															
16	Minor Continuing Encroachment Permits	Flat Fee	4 \$	368 \$	493	75%	1,972 \$	1,472 \$	500	500	100%	493	1,972 \$	500 \$	- \$
17	Revocable License Agreements for Major Continuing Encroachment	Flat Fee	1 \$	2,394 \$	2,435	98%	2,435 \$	2,394 \$	41	41	100%	2,435	2,435 \$	41 \$	- \$
18	Utility/Special District Encroachment Permits	Flat + TCP count													
18.1	Base Fee (Includes 1 Traffic Control Plan)	Flat	477 \$	919 \$	986	93%	470,267 \$	438,363 \$	31,904	31,904	100%	986	470,267 \$	31,904 \$	- \$
18.2	Each Additional TCP	Each	100 \$	- \$	411	0%	41,099 \$	- \$	41,099	41,099	100%	411	41,099 \$	41,099 \$	- \$
19	Temporary Encroachment Permit <sup>2</sup>	Flat + TCP													
20	Small - debris or moving boxes and parking changes	Flat Fee	43 \$	246 \$	170	144%	7,321 \$	10,578 \$	(3,257)	(3,257)	100%	50	2,150 \$	(8,428) \$	5,171
22	Standard - all other (Up to \$20K of improvements/Infrastructure. Greater than \$20K see Improvement section fees 32, 32.1 & 33)	Flat Fee	306 \$	246 \$	358	69%	109,554 \$	75,276 \$	34,278	34,278	100%	358	109,554 \$	34,278 \$	- \$
23	PW Review of Building and Planning Permits <sup>3</sup>														
23.1	Full Review <sup>4</sup>	Per Review	- \$	- \$	454	0%	- \$	- \$	- \$	- \$	100%	454	- \$	- \$	- \$
23.2	Over the Counter Review	Per Review	200 \$	- \$	113	0%	22,689 \$	- \$	22,689	22,689	100%	113	22,689 \$	22,689 \$	- \$



Ord	Service Name	Fee Description	Current				Recommendations								
			Per Unit		Annual		Per Unit		Annual						
			Annual Volume	Current Fee	Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Annual Revenue	Recommended Subsidy	
24.1	Flood Zone Project	New, Flat	10	\$ -	\$ 340	0%	\$ 340	\$ -	\$ -	\$ 3,403	100%	\$ 340	\$ 3,403	\$ 3,403	\$ -
24.2	Hydrology Study	New, Flat	6	\$ -	\$ 454	0%	\$ 2,723	\$ -	\$ -	\$ 2,723	100%	\$ 454	\$ 2,723	\$ 2,723	\$ -
24.3	Traffic Study: Assumptions Memo	New, Flat	4	\$ -	\$ 817	0%	\$ 3,269	\$ -	\$ -	\$ 3,269	100%	\$ 817	\$ 3,269	\$ 3,269	\$ -
24.4	Traffic Study: Impact Report	New, Flat	4	\$ -	\$ 4,086	0%	\$ 16,343	\$ -	\$ -	\$ 16,343	100%	\$ 4,086	\$ 16,343	\$ 16,343	\$ -
25.1	E-12 Regulated Project/Stormwater Control Plan	New - Flat Fee	-	\$ -	\$ 1,134	0%	\$ -	\$ -	\$ -	\$ -	100%	\$ 1,134	\$ -	\$ -	\$ -
25.2	Geotechnical Study	New - Flat Fee	-	\$ -	\$ 680	0%	\$ -	\$ -	\$ -	\$ -	100%	\$ 680	\$ -	\$ -	\$ -
25.3	3rd Party Geotechnical Peer Review	Actual Cost + Surcharge	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	100%	Actual cost + 20% surcharge	\$ -	\$ -	\$ -
26.1	Consultant 3rd Party Review	New, %	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	100%	Actual cost + 20% surcharge	\$ -	\$ -	\$ -
26.2	City Surveyor Review	New, %	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	100%	Consultant actual cost + 20% surcharge	\$ -	\$ -	\$ -
28	Parcel Map Plan Check (Minor Subdivision)	Flat Fee	-	\$ -	\$ 713	63%	\$ -	\$ -	\$ -	\$ -	100%	\$ 1,134	\$ -	\$ -	\$ -
29	Final Map Plan Check (Major Subdivision)	Deposit + Hourly	-	\$ -	\$ 3,285	0%	\$ -	\$ -	\$ -	\$ -	100%	\$1,815 Deposit	\$ -	\$ -	\$ -
29.1	Lot Line Adjustment Review	New - Flat Fee	-	\$ -	\$ 1,134	0%	\$ -	\$ -	\$ -	\$ -	100%	\$ 1,134	\$ -	\$ -	\$ -
29.2	Tentative Map Review	New - Deposit + Hourly	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -	100%	\$1,815 Deposit	\$ -	\$ -	\$ -
30	<b>Right-of-Way Improvements/Infrastructure - Plan Checking and Inspection</b>														
31	\$0 - \$20k cost of improvements	Flat Fee	20	\$ 246	See Encroachment Permits	-	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	\$ -
32	\$20k - \$50k cost of improvements	Flat Fee	20	\$ 246	618	40%	\$ 12,354	\$ 4,920	\$ 7,434	\$ 7,434	100%	\$ 618	\$ 12,354	\$ 7,434	\$ -
32.1	\$50k - \$100k cost of improvements	Flat Fee	10	\$ 246	1,235	20%	\$ 12,354	\$ 2,460	\$ 9,894	\$ 9,894	100%	\$ 1,235	\$ 12,354	\$ 9,894	\$ -
33	\$100k+ cost of improvements	Deposit + Hourly	3	\$ 246	4,942	5%	\$ 14,825	\$ 738	\$ 14,087	\$ 14,087	100%	\$ 4,942	\$ 14,825	\$ 14,087	\$ -
33.1	Subdivision Improvements	Delete	-	\$ -	7,364	See categories under PW Review of Planning/Building submissions	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	\$ -
33.5	Subdivision Map Final Review	Delete	-	\$ -	-	See categories under PW Review of Planning/Building submissions	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	\$ -
34	<b>Improvement/Subdivision Inspections</b>														
35	<b>Curb and Gutter Inspection:</b>														
36	Projects under \$5,000	Delete	-	\$ 368	These projects will now be charged according to fee #'s 31 through 33.6.	-	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	\$ -
37	Projects over \$5,000	Delete	-	\$ 2,615		-	\$ -	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	\$ -
38	Sidewalk Inspection:		0	\$ -	-	100%	\$ -	\$ -	\$ -	\$ -	100%	\$ -	\$ -	\$ -	\$ -

Ord	Service Name	Fee Description	Annual Volume	Current				Recommendations						
				Current Fee	Per Unit Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Annual Increased Revenue	Recommended Subsidy
39	Projects under \$5,000	Delete	-	\$ 368	These projects will now be charged according to fee #'s 31 through 33.6.									
40	Projects over \$5,000	Delete	-	\$ 2,516										
41	<b>Driveway Approaches:</b>													
42	Projects under \$5,000	Delete	-	\$ 368	These projects will now be charged according to fee #'s 31 through 33.6.									
43	Projects over \$5,000	Delete	-	\$ 2,615										
44	<b>Multiple Driveways</b>													
45	Projects under \$5,000	Delete	-	\$ 368	These projects will now be charged according to fee #'s 31 through 33.6.									
46	Projects over \$5,000	Delete	-	\$ 2,615										
51	<b>Grading Permits - Plan Check and Inspections (includes NPDES)</b>													
54	Permit and Plan Check	Flat Fee	13	\$ 869	\$ 782	111%	\$ 10,161	\$ 11,297	\$ (1,136)	100%	\$ 782	\$ 10,161	\$ (1,136)	\$ -
58	Seasonal Grading Inspections (rain seasons)	Per rainy season (Oct 15 - Apr 15)	8	\$ -	\$ 1,563	0%	\$ 12,506	\$ -	\$ 12,506	100%	\$ 1,563	\$ 12,506	\$ 12,506	\$ -
59	<b>Water Use Permits</b>													
60	Water Course Permits	Flat Fee	12	\$ 31	\$ 454	7%	\$ 5,445	\$ 372	\$ 5,073	100%	\$ 454	\$ 5,445	\$ 5,073	\$ -
61	Tide Land Permits - Dredged Material	Flat Fee	4	\$ 1	\$ 618	0%	\$ 2,471	\$ 5	\$ 2,466	100%	\$ 618	\$ 2,471	\$ 2,466	\$ -
62	Tide Land Permits - Other Tidelands Permits	deposit + hourly	1	\$ 500	\$ 618	81%	\$ 618	\$ 500	\$ 118	100%	\$ 618	\$ 618	\$ 118	\$ -
66	<b>Special Studies (new)</b>													
70.1	Special Studies (reimbursement)	Flat Fee	1	\$ 2,056	\$ 4,538	45%	\$ 4,538	\$ 2,056	\$ 2,482	100%	Actual cost + 20% surcharge	\$ 666,730	\$ 123,031	\$ 10,136
	Total User Fees						\$ 779,230	\$ 554,750	\$ 224,480	71%		\$ 666,730	\$ 123,031	\$ 10,136
	% of Full Cost								29%		86%		22%	1%

**Footnotes**

- 1 Fee #6 Public Records Request fees may be waived at the City's sole discretion for requests totaling fewer than 50 pages per request.
- 2 Fee #20 Temporary Encroachment Permits: there is no charge for debris boxes if placed on private property.
- 3 Fee #23 PW Review of Building & Planning Permit - All planning and building permit submissions may be referred to third-party review by an external consultant or the City Surveyor at the discretion of Department of Public Works staff. The applicant is responsible for reimbursement of any fees accrued by external consultants or City Surveyor.





# **Recreation/Child Care**

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<b>Recreation Facilities Reservation Fees</b>		
<b>Fee Category</b>	<b>Resident Fees</b>	<b>Non-Resident Fees</b>
<b>San Rafael Community Center</b>		
<b>Auditorium/Gymnasium</b>		
Non-profit organizations	\$90/hr, 4 hr min Sun-Fri; 8 hr. min Sat.	\$100/hr, 4 hr min Sun-Fri; 8 hr. min Sat.
Private use & non-profit fundraising events	\$110/hr, 4 hr min Sun-Fri; 8 hr. min Sat.	\$120/hr, 4 hr min Sun-Fri; 8 hr. min Sat.
Commercial groups	\$130/hr, 4 hr min Sun-Fri; 8 hr. min Sat.	\$140/hr, 4 hr min Sun-Fri; 8 hr. min Sat.
<b>Clubroom, Lounge</b>		
Non-profit organizations	\$30/room/hr	\$35/room/hr
Private use & non-profit fundraising events	\$40/room/hr	\$45/room/hr
Commercial groups	\$55/room/hr	\$60/room/hr
<b>Kitchen with Facility Rental</b>		
Non-profit organizations	\$120/flat	\$130/flat
Private use & non-profit fundraising events	\$150/flat	\$160/flat
Commercial groups	\$180/flat	\$190/flat
<b>Lonatese Garden (fees apply if not in conjunction with Auditorium Rental)</b>		
Non-profit organizations	\$25.00/hr	\$30.00/hr
Private use & non-profit fundraising events	\$35.00/hr	\$40.00/hr
Commercial groups	\$45.00/hr	\$50.00/hr
<b>Miscellaneous Fees</b>		
Reservation deposit fee for SRCC - Auditorium	\$1,000	\$1,000
Reservation deposit fee for SRCC – Clubrooms	\$100 per/room	\$100 per/room
Staff attendant fee	\$25/hr	\$25/hr
<b>Albert J Boro Community Center</b>		
<b>Auditorium/Gymnasium</b>		
Non-profit organizations	\$45/hr, 4 hr min Sun-Fri; 8 hr. min Sat.	\$50/hr, 4 hr min Sun-Fri; 8 hr. min Sat.
Private use & non-profit fundraising events	\$55/hr, 4 hr min Sun-Fri; 8 hr. min Sat.	\$120/hr, 4 hr min Sun-Fri; 8 hr. min Sat.



## Recreation Facilities Reservation Fees

Fee Category	Resident Fees	Non-Resident Fees
Commercial groups	\$130/hr, 4 hr min Sun-Fri; 8 hr. min Sat.	\$140/hr, 4 hr min Sun-Fri; 8 hr. min Sat.
<b>Classroom</b>		
Non-profit organizations	\$15/room/hr	\$18/room/hr
Private use & non-profit fundraising events	\$20/room/hr	\$45/room/hr
Commercial groups	\$55/room/hr	\$60/room/hr
<b>Kitchen with Facility Rental</b>		
Non-profit organizations	\$60/flat	\$65/flat
Private use & non-profit fundraising events	\$75/flat	\$160/flat
Commercial groups	\$180/flat	\$190/flat
<b>Miscellaneous Fees</b>		
Reservation deposit fee for ABCC - Auditorium/Gym	\$1,000	\$1,000
Reservation deposit fee for ABCC – Classrooms	\$100 per/room	\$100 per/room
Staff attendant fee	\$25/hr	\$25/hr
<b>Terra Linda Recreation Center</b>		
<b>Clubroom</b>		
Non-profit organizations	\$30/room/hr	\$35/room/hr
Private use & non-profit fundraising events	\$40/room/hr	\$45/room/hr
Commercial groups	\$55/room/hr	\$60/room/hr
<b>Kitchen</b>		
Non-profit organizations	\$50/flat	\$70/flat
Private use & non-profit fundraising events	\$60/flat	\$80/flat
Commercial groups	\$70/flat	\$90/flat
<b>Miscellaneous Fees</b>		
Deposit fee for Terra Linda Clubrooms	\$100 per room	\$100 per room
Staff attendant fee	\$25/hr	\$25/hr



## Falkirk Fees

Fee Category	Resident Fees	Non-Resident Fees
<b>Falkirk Cultural Center</b>		
<b>Monday - Thursday</b>		
Non-profit organizations	\$600 for 6 hr.	\$720 for 6 hr.
Private use & non-profit fundraising	\$900 for 6 hr.	\$1,020 for 6 hr.
Commercial groups	\$1,200 for 6 hr.	\$1,320 for 6 hr.
Reservation/Damage Refundable Deposit	\$1,000	\$1,000
<b>Fridays and Sundays</b>		
Non-profit organizations	\$900 for 6 hr.	\$1,020 for 6 hr.
Private use & non-profit fundraising	\$1,350 for 6 hr.	\$1,470 for 6 hr.
Commercial groups	\$1,800 for 6 hr.	\$1,920 for 6 hr.
Reservation/Damage Refundable Deposit	\$1,000	\$1,000
<b>Saturdays</b>		
Non-profit organizations	\$1,800 for 12 hr. rental	\$2,040 for 12 hr. rental
Private use & non-profit fundraising	\$2,700 for 12 hr. rental	\$2,940 for 12 hr. rental
Commercial groups	\$3,600 for 12 hr. rental	\$3,840 for 12 hr. rental
Reservation/Damage Refundable Deposit	\$1,000	\$1,000
<b>Long Term Rental</b>		
Non-profit organizations	\$100/hr	\$120/hr
Private use & non-profit fundraising	\$150/hr	\$170/hr
Commercial groups	\$200/hr	\$220/hr
Reservation/Damage Refundable Deposit	\$100	\$100

## Aquatics Fees

Fee Category	Resident Fees	Non-Resident Fees
<b>Pool Season Passes</b>		
<b>Memorial Day - Labor Day Passes</b>	<b>Memorial Day - Labor Day Passes</b> Adult Pass (18-61): \$140/\$160 Youth Pass (ages 1-17): \$100/\$120 Senior Pass (ages 62+): \$100/\$120 Under 1: No Charge	
<b>Lap Swim (15 admissions)</b>		
Adult Punch Pass (Lap & Rec Swim) - 15 Pre-Paid Visits	\$91	\$117
Youth & Senior Punch Pass (Lap & Rec Swim) - 15 Pre-Paid Visits	\$65	\$91
<b>Daily Admission (Lap &amp; Rec Swim) Drop-in</b>		
Adult (18 - 61 years)	\$7	\$10
Youth (1 - 17 years) & Seniors (62+ years)	\$5	\$8
Under 1 year old	Free	Free
<b>Pool Area Rentals</b>		
Rental of Terra Linda Community Pool facility	\$120/hr 2 hr. min. Residents/SR Non-Profits (includes 2 lifeguards)	\$150/hr 2 hr. min. Non-Residents & Outside Non-Profits; \$200/hr Commercial (includes 2 lifeguards)
Lifeguard fee	for groups >50, \$25/hr per additional Lifeguard; 1 Lifeguard per 25 additional swimmers Req.	for groups >50, \$25/hr per additional Lifeguard; 1 Lifeguard per 25 additional swimmers Req.
Water Inflatable Fee	\$40/hr	\$50/hr
Picnic Tables (2 hour minimum, attendees will be charged at Resident rates for pool entry)	\$42/hr	\$48/hr
Indoor Party Room (3 hour block, includes 30 entries)	\$350	\$385
<b>Lane Fee</b>		
Lane Fee for Local Swim Teams - standard practice	\$6/lane/hour	\$7/lane/hour
Lane Fee for Local Swim Teams - swim meets or practices for novice swimmers	\$9/lane/hour	\$10/lane/hour
Lane Fee for Commercial Groups	\$15/lane/hour	\$19/lane/hour
<b>Swim Lessons</b>		
Group Lessons - 30 minute	\$15 per lesson	\$18 per lesson
Group Lessons - 40 minute	\$17 per lesson	\$20 per lesson
Private Lessons - 30 minute	\$35 per lesson	\$40 per lesson



## Park & Field Reservation Fees

Fee Category	Resident Fees	Non-Resident Fees
<b>Park Facilities Fees</b>		
<b>Albert Park Stadium All Field</b>		
Non-profit organizations	\$45/hr	\$50/hr
Private use & non-profit fundraising	\$55/hr	\$60/hr
Commercial groups	\$65/hr	\$70/hr
Game Field Prep	\$30 flat fee	\$35 flat fee
Field Rental Deposit	\$300	\$300
Lights (evening uses)	\$42/hr	\$42/hr
<b>Pickleweed Field (per soccer field)</b>		
Non-profit organizations	\$20/hr	\$25/hr
Private use & non-profit fundraising	\$30/hr	\$35/hr
Commercial groups	\$40/hr	\$45/hr
Field Rental Deposit	\$300	\$300
<b>Bernard Hoffman Field</b>		
Non-profit organizations	\$20/hr	\$25/hr
Private use & non-profit fundraising	\$30/hr	\$35/hr
Commercial groups	\$40/hr	\$45/hr
Field Rental Deposit	\$100	\$100
<b>Victor Jones Field</b>		
Non-profit organizations	\$20/hr	\$25/hr
Private use & non-profit fundraising	\$30/hr	\$35/hr
Commercial groups	\$40/hr	\$45/hr
Field Rental Deposit	\$100	\$100
<b>Redwood Grove- Gestle Park Picnic Area (3hr min)</b>		
Non-profit organizations	\$30/hr.	\$35/hr.
Private use & non-profit fundraising	\$40/hr	\$45/hr
Commercial groups	\$50/hr.	\$55/hr
<b>Pickleweed Park Picnic Area (3hr min)</b>		
Non-profit organizations	\$15/hr.	\$18/hr.
Private use & non-profit fundraising	\$20/hr	\$45/hr
Commercial groups	\$50/hr.	\$55/hr



## Park & Field Reservation Fees

Fee Category	Resident Fees	Non-Resident Fees
<b>Small Group Picnic Areas (Gerstle Park 1 &amp; 2; Sun Valley, Victor Jones - Upper &amp; Lower; Terra Linda; Santa Margarita; Frietas) (3hr min)</b>		
Non-profit organizations	\$20/hr.	\$25/hr
Private use & non-profit fundraising	\$30/hr.	\$35/hr
Commercial groups	\$40/hr	\$45/hr
<b>Turf/Black Top Areas</b>		
Non-profit organizations	\$20/hr.	\$25/hr
Private use & non-profit fundraising	\$30/hr.	\$35/hr
Commercial groups	\$40/hr	\$45/hr
<b>Park Rental for Special Event - Use of a full park for a special event; will create list of parks where this is allowed. (Daily Rate - additional facility attendant of trash pick up fees may be applied)</b>		
Non-profit organizations	\$500/day	\$600/day
Private use & non-profit fundraising	\$600/day	\$700/day
Commercial groups	\$700/day	\$800/day
<b>Tennis Courts (Leagues/Tournament Play)</b>		
Non-profit organizations	\$15 court/hr	\$20 court/hr
Private use & non-profit fundraising	\$20 court/hr	\$25 court/hr
Commercial groups	\$25 court/hr	\$30 court/hr
Lights (evening uses)	\$20/hr	\$20/hr
<b>Tennis Keys</b>		
Tennis keys - Adult (18+ years)	\$50/yr	\$75/yr
Tennis keys - Youth (under 18)		
Tennis keys - seniors (60 and over)		
<b>Community Garden</b>		
Community Garden annual fee (Terra Linda)		
Full Plot = 450' sq. ft.	\$133	N/A
Half-Plot = 225' sq. ft.	\$115	N/A
Community Garden annual fee (Canal)		
Full Plot = 50' sq. ft.	\$75	\$90
Half-Plot = 25' sq. ft.	\$37	\$44



## Film, Photo & Event Fees

Fee Category	Resident Fees	Non-Resident Fees
<b>Filming</b>		
Private use & non-profit fundraising	\$ 53.00/hr for 4 hr minimum	N/A
Commercial groups	\$132.00/hr for 4 hr minimum	N/A
<b>Still Photography</b>		
Private use & non-profit fundraising	\$ 53.00/hr for 4 hr minimum	N/A
Commercial groups	\$ 79.00/hr for 4 hr minimum	N/A
<b>Additional Fees From Master Fee Schedule</b>	Resident or Local Non-Profit	Non-Resident NP or Commercial
Banner Hanging - Vertical Banners	1-4 Banners: \$150 each 5-9 Banners: \$105 each 10+ Banners: \$90 each	N/A
Banner Hanging - Horizontal Banners	\$450 per banner	N/A
Parade Permits/Street Closures	\$200 one block or plaza \$400 two or more blocks	\$250 one block or plaza \$500 two or more blocks
Special Events Permits	\$150	\$300



## City of San Rafael Child Care

Day	Approximate Time	Proposed Regular Rate	Proposed Drop in Rate
Full Day	7:30-6:30	\$56	\$61
Recreation Day	10:00-4:00	\$44	\$49
After School	2:30-6:30	\$25	\$30
Minimum Day/K-Full	1:25-6:30	\$36	\$41
Minimum Day Conf/ * K-Full 8/23-9/07	12:05-6:30	\$46	\$51
K-Part/TK-Part	1:25-2:30	\$16	\$21
*K-Part 8/23-9/07	11:50-2:30	\$21	\$26
Preschool Tuition		\$1,474	delete daily rate
Reg Fee		\$75/child	delete family discount



## COMMUNITY SERVICES SUMMARY

Program	Expenditure \$	Revenue \$	Actual % Recovery
Rentals - Picnic at the Pool	\$29,853	\$15,352	51%
Rentals - Fields	\$142,698	\$55,034	39%
Rentals - Facilities	\$1,405,697	\$586,530	42%
Rentals - Picnics	\$35,304	\$14,004	40%
Aquatics - Lap Swim and Rec Swin	\$328,379	\$168,872	51%
Community Gardens	\$56,450	\$8,852	16%
Banners	\$28,668	\$1,572	5%
Film and Photography	\$28,668	\$1,572	5%
Special Events	\$277,456	\$29,700	11%
Art Exhibits	\$22,747	\$8,904	39%
Contract Classes/Camps/Workshops/Programs	\$835,634	\$386,012	46%
Staff-Run Classes & Programs	\$465,584	\$192,426	41%
Programs/Services provided by a JAU or MOU	\$256,993	\$109,189	42%
Child care pre-school	\$873,461	\$732,430	84%
Child care afterschool program	\$2,615,933	\$2,688,922	103%
Child care afterschool contract instructor classes	\$732,417	\$830,000	113%
Child care grant funded programs	\$449,850	\$357,009	79%
<b>Community Services Total</b>	<b>\$8,585,791</b>	<b>\$6,186,380</b>	<b>72%</b>



# SECTION 4

## Fee Schedule Comparison Analysis



# SECTION 4

## Fee Schedule Comparison Analysis

A component of the Fee Analysis scope calls for a comparison of San Rafael fees against those charged by similar agencies. For the development and non-development fees, with help and recommendations from staff, MGT compared fee amounts and structure to the following agencies: Fairfield, Hayward, Napa, Novato, San Leandro, and Vallejo.

For the Recreation fees we compared San Rafael fees and fee structure to the following agencies: Fairfield, Nap, Novato, San Leandro and Vallejo. Additionally, because of the uniqueness of the Falkirk Cultural Center, staff recommended we compare fees and fee structures for this specific building to the following buildings: The Outdoor Art Club, Marin Art & Garden Center, Elks Club Maple Lawn, Camron-Sanford House, and Dunsmuir Hellman.

For Child Care fees we compared San Rafael fees and fee structures to the following childcare centers: Northbay Children's Center (Healdsburg USD), Lu Sutton Facility (Novato), Mill Valley Child Care Center (Mill Valley), and Twin Cities Rec Center (Corte Madera).

The purpose of this component is to give San Rafael an understanding of fee structures typical in the region. This analysis gives San Rafael management an opportunity to review fee structures and fee amounts employed by other agencies and emulate any as appropriate.

MGT understands the value of this information, but believes it is important to provide the following context: 1) unless MGT has performed a similar study for the surrounding jurisdiction, we do not know what cost components are included in the fees, 2) a simple comparison of fees does not provide the City with the knowledge of whether the neighboring city has a policy of full cost recovery, or something less than 100%, 3) service levels may vary widely from jurisdiction to jurisdiction, and 4) it can be difficult to ensure an exact match up of services when each agency describes a service in its own unique manner.

The following pages display the comparison analysis results.

San Rafael Non-Development Fee Comparison Survey

City of San Rafael	Proposed Fee	Fairfield	Vallejo	Hayward	San Leandro	Napa	Novato
<b>CITY CLERK</b>							
Facility Rental: Council Chambers w/ Sound	\$450 Flat Fee	n/a	\$115/hr	Not on fee schedule	Not on fee schedule	\$120/hr (first 4 hours) + \$36 per additional hour	n/a
Facility Rental: Council Chambers w/o Sound	Remove	n/a	\$115/hr	Not on fee schedule	Not on fee schedule	\$120/hr (first 4 hours) + \$36 per additional hour	n/a
City of San Rafael Municipal Code	Actual Cost	n/a	Not on fee schedule	Not on fee schedule	\$125	n/a	n/a
<b>FINANCE</b>							
Payment Processing	\$35	n/a	25	\$25	25	\$25	n/a
Xerox Copies	\$0.15	n/a	\$0.15	\$0.50/pg (first 10 pgs) + \$0.10 per additional pg	\$2 flat (first 10 pgs), \$0.10 per additional pg	\$0.30 per page	n/a
Business License: Home Occupation	\$144	n/a	Not on fee schedule	Not on fee schedule	Not on fee schedule	\$36	n/a
Business License: Commercial Location	\$214	n/a	Not on fee schedule	Not on fee schedule	Not on fee schedule	\$147	n/a
<b>ECONOMIC DEVELOPMENT</b>							
Cannabis Application	\$6,356	Not on fee schedule	\$8,288	\$15,000	Not on fee schedule	Not on fee schedule	Not on fee schedule
Appeals (for denied cannabis applications)	\$4,814	Not on fee schedule	\$4,773	Not on fee schedule	Not on fee schedule	Not on fee schedule	Not on fee schedule
Annual License Renewal	\$487	Not on fee schedule	Not on fee schedule	\$160	Not on fee schedule	Not on fee schedule	Not on fee schedule
Registration for Outside Company Delivery	\$214	Not on fee schedule	Not on fee schedule	N/A	Not on fee schedule	Not on fee schedule	Not on fee schedule
<b>POLICE</b>							
Fingerprinting	\$22	\$12 per card	\$30	\$26	\$25 residents; \$50 nonresidents	\$22	n/a
DUI Collision Restitution/Emergency Response	Actual Cost - Max of \$12,000	Actual Cost	Actual Cost	Actual Cost	Actual cost of city property + \$77/hr	Actual Cost	n/a
Police support for events	Actual Cost - Per Hour	\$49/hr per officer (3-hour min)	Actual Cost	Actual Cost	Direct costs in excess of \$500 per event	Not on fee schedule	n/a
Clearance Letter	\$58	Not on fee schedule	n/a	\$43	25	Not on fee schedule	n/a
Copy request for PD reports	\$10	\$5 (1-10 pages); \$11 (11-20 pages)	\$20	\$16	\$2 (1-10 pgs); \$10 per additional page	\$20 (first 10 pgs); \$39 per additional page	n/a
<b>FIRE</b>							
Fire sprinkler system single family dwelling	\$314 + \$4 per sprinkler	\$137/residence (\$275 min)	\$394 +\$4 per sprinkler	\$663	\$741 + \$1 per head	\$266	n/a
Fire sprinkler systems with 10 sprinklers or less	\$314 + \$4 per sprinkler	\$05/sq. ft.	\$394 +\$4 per sprinkler	\$663	\$741 + \$1 per head	\$378 (first 50 heads)	n/a
Fire sprinkler systems with 11 sprinklers or more	\$314 + \$4 per sprinkler	\$05/sq. ft.	\$394 +\$4 per sprinkler	\$663	\$741 + \$1 per head	\$112 (each additional 25 heads)	n/a
Fire Clearance Inspection	\$189	\$137	\$290	\$50 (6 or less occupants \$100 (7 or less occupants)	\$135	Full cost	n/a
Nuisance Alarm Fee	\$413 per hour, 2 hour minimum	Not on fee schedule	Not on fee schedule	Not on fee schedule	Not on fee schedule	Not on fee schedule	n/a



**San Rafael Development Fee Comparison Survey**

City of San Rafael		Proposed Fee	Fairfield	Vallejo	Hayward	San Leandro	Napa	Novato
<b>BUILDING</b>								
Construction Plan Checking		65%	n/a	70%	Not in fee schedule	Not in fee schedule	33%	65%
Valuation: \$25,001 to \$50,000		\$800 for first \$25,000 + \$11.55 for each addl \$1,000	n/a	\$2	\$495.68 for first \$25,000 + \$12.80 per additional \$1,000	\$447 for first \$10,000 + \$15.27 per additional \$1,000 up to \$50,000	n/a	\$401.10 for the first \$25,000 plus \$10.10 for each additional \$1,000
Plumbing Fee: Water Heater		Fee Removed due to structure changes	n/a	\$79	\$73.50	Not on fee schedule	Not in fee schedule	\$,035 per sq. ft. (\$74 min)
Mechanical Fee: Furnace or Heater: Over 100,000 BTU		Fee Removed due to structure changes	n/a	\$168	\$147	Not on fee schedule	Not in fee schedule	\$,035 per sq. ft. (\$74 min)
Technology Surcharge		5%	n/a	4%	6%	6%	Not in fee schedule	10%
<b>PLANNING</b>								
Lot Line Adjustment		\$4,888	\$1,309	\$2,094	\$4,000	Direct Costs + \$16,000 initial deposit	Full cost (\$2,500 min deposit)	\$2,219
Tentative Map		\$15,650	\$9,126 + \$52/lot	\$9,428	\$4,000 (processed administratively) \$6,000 (involved public hearing)	Direct Costs	Full cost (\$2,500 min deposit)	\$4,791
Certificate of Compliance		\$4,828	Not on fee schedule	\$2,699	\$4,000	Direct Costs + \$16,000 initial deposit	Full cost (\$2,500 min deposit)	\$2,256
Use Permit - Planning Commission		\$8,200	\$3,452	\$4,562	\$6,000	(Residential) Direct costs + \$6,000 deposit (Nonresidential) Direct Costs + \$10,000 deposit	Full cost (\$2,500 min deposit)	\$2,661
Variance - Minor Variance		\$7,297	\$3,452	\$6,582 (no minor variance fee)	\$2,000 (processed administratively) \$6,000 (involved public hearing)	Direct costs + \$6,000 deposit	Full cost (\$2,500 min deposit)	\$2,154
<b>PUBLIC WORKS</b>								
Minor Encroachment Permit		\$486	\$104	\$424 (no "minor" encroachment)	\$834	\$65 + direct costs	\$620	\$150
Subdivisions Plan Checking- \$10,001 - \$100,000		Fee broken out into different structure	Not on fee schedule	Not on fee schedule	\$4,000 (processed administratively) \$6,000 (involved public hearing)	Direct costs	Full cost (\$2,500 min deposit)	Not on fee schedule
Improvement Inspection Fee: Curb and Gutter Inspection: Projects over \$5,000		Fee broken out into different structure	\$133/day	Deposit + Direct costs	\$851 (up to 100 linear ft) + \$372 per additional 50ft	Direct costs	Full cost (\$2,500 min deposit)	3.6% of engineer cost estimate
Improvement Inspection Fee: Sidewalk Inspection: Projects over \$5,000		Fee broken out into different structure	\$133/day	Deposit + Direct costs	\$851 (up to 100 linear ft) + \$372 per additional 50ft	Direct costs	Full cost (\$2,500 min deposit)	3.6% of engineer cost estimate
Grading Permits: Plan Check and Inspection: 1,001 to 10,000 cu. Yds		\$771	Not on fee schedule	Deposit + Direct costs	\$4,000	(Inspection) \$125/hr (Plan Review) Direct costs	Full cost (\$2,500 min deposit)	\$2,740

# City of San Rafael Child Care Comparison Survey

## City of San Rafael Child Care

Day	Regular Rate	Drop in Rate	Time
Full Day	\$53	\$58	7:30-6:30
Recreation Day	\$41.50	\$46.50	10:00-4:00
After School	\$24	\$29	2:30-6:30
Minimum Day	\$34	\$39	1:25-6:30
Minimum Day Conf	\$44	\$49	12:05-6:30
K-Part/TK-Part	\$15	\$20	1:25-2:30
K-Full	\$34	\$39	1:25-6:30
* K-Full 8/23-9/07	\$44	\$49	11:50-6:30
*K-Part 8/23-9/07	\$20	\$25	11:50-2:30
Preschool Tuition	\$1,365	\$75/day	
Reg Fee	\$42/Child	\$58/Family	

Northbay Children's Center			
Healdsburg USD			
Day	Regular Rate	Drop In Rate	Time
<b>4&amp;5 Days</b>			
Full Day	\$47	Additional \$10	7:30am - 4:30pm
Full Day Monthly Rate	\$932		7:30am - 4:30pm
Part Day Monthly Rate	\$557		8:30am - 11:30am
<b>3 Days</b>			
Full Day	\$33	Additional \$10	7:30am - 4:30pm
Full Day Monthly Rate	\$665		7:30am - 4:30pm
Part Day Monthly Rate	\$387		8:30am - 11:30am
Late Pickup fee: \$5 per minute after 4:30pm			
Late Penalty fee: \$20			
Registration fee: \$50 per child, Materials fee \$100, per child, per year			

Lu Sutton Facility			
Novato			
Day	Regular Rate	Drop In Rate	Time
Full Day	\$50	Does not specify	6:30am - 6:30pm
<b>Pre-K</b>			
Month	Resident	Non-Resident	
February 2020	\$296	\$309	9:15am - 1:15pm
March 2020	\$424	\$437	9:15am - 1:15pm
April 2020	\$328	\$341	9:15am - 1:15pm
May 2020	\$392	\$405	9:15am - 1:15pm

## City of San Rafael Child Care Comparison Survey

### City of San Rafael Child Care

Day	Regular Rate	Drop in Rate	Time
Full Day	\$53	\$58	7:30-6:30
Recreation Day	\$41.50	\$46.50	10:00-4:00
After School	\$24	\$29	2:30-6:30
Minimum Day	\$34	\$39	1:25-6:30
Minimum Day Conf	\$44	\$49	12:05-6:30
K-Part/TK-Part	\$15	\$20	1:25-2:30
K-Full	\$34	\$39	1:25-6:30
* K-Full 8/23-9/07	\$44	\$49	11:50-6:30
* K-Part 8/23-9/07	\$20	\$25	11:50-2:30
Preschool Tuition	\$1,365	\$75/day	
Reg Fee	\$42/Child	\$58/Family	

Mill Valley Child Care Center			
Mill Valley			
Program	Ages	Rate	Time
Pre-School Program	2.5-4 year	\$39/day	7:30am -6pm
Kindergarten Program (before and after school)	Kindergarten age	\$26/day	7:30am -6pm
Kindergarten Program (before school)	Kindergarten age	\$14.50/day	7:30am -6pm
Kindergarten Program (after school)	Kindergarten age	\$16/day	7:30am -6pm
School Age Program	6-9 age	\$21/day	7:30am -6pm
Summer Camp program	6-9 age	\$39/day	9 am- 4:30pm
Registration fee - \$25			

Twin Cities Rec Center		
Corte Madera		
Program	Resident	Non-Resident
Summer Program	\$650/child	\$750/child
Daily Drop-in	\$50/child	\$55/child
Weekly Fee	\$175/child	\$185/child
Afterschool Program - Kinder	\$36	Doesn't specify
Afterschool Program - Grades 1-6	\$25	Doesn't specify
Afterschool Program - Non School days	\$47	Doesn't specify

## Recreation Fees

San Rafael			Vallejo		San Leandro		Napa		Novato	
Fee Category	Proposed Resident Fees	Proposed Non-Resident Fees	Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident
<b>San Rafael Community Center &amp; Redwood Community Center</b>										
<b>08.00.06.1 - Auditorium/Gymnasium</b>										
Non-profit organizations	\$90/hr	\$100/hr	\$44/hr	\$53/hr	\$58/hr	\$58/hr	\$20/hr, M-Th \$40/hr, Fri-Sun	Additional \$175 flat fee	\$132/hr	Add 10% to resident rate
Private use & non-profit fundraising events	\$110/hr	\$120/hr	\$58/hr	\$69/hr	\$75/hr	\$75/hr	\$80/hr, M-Th \$160/hr, Fri-Sun	Additional \$175 flat fee	\$167/hr	Add 10% to resident rate
Commercial groups	\$130/hr	\$140/hr	\$58/hr	\$69/hr	\$63/hr	\$63/hr	\$80/hr, M-Th \$160/hr, Fri-Sun	Additional \$175 flat fee	\$196/hr	Add 10% to resident rate
<b>08.00.06.2 - Clubroom, Lounge</b>										
Non-profit organizations	\$30/room/hr	\$35/room/hr	\$28/hr	\$34/hr	\$12/hr	\$12/hr	\$10/hr	Additional \$175 flat fee	\$55/hr	Add 10% to resident rate
Private use & non-profit fundraising events	\$40/room/hr	\$45/room/hr	\$35/hr	\$42/hr	\$40/hr	\$40/hr	\$20/hr	Additional \$175 flat fee	\$68/hr	Add 10% to resident rate
Commercial groups	\$55/room/hr	\$60/room/hr	\$35/hr	\$42/hr	\$61/hr	\$61/hr	\$20/hr	Additional \$175 flat fee	\$81/hr	Add 10% to resident rate
<b>08.00.06.3 - Kitchen with Facility Rental</b>										
Non-profit organizations	\$120/flat	\$130/flat	\$26/hr	\$32/hr	\$100/flat	\$100/flat	\$36/hr - 3 hour minimum	Included in the facility rental price		
Private use & non-profit fundraising events	\$150/flat	\$160/flat	\$33/hr	\$40/hr	\$100/flat	\$100/flat	\$55/hr - 3 hour minimum			
Commercial groups	\$180/flat	\$190/flat	\$33/hr	\$40/hr	\$150/flat	\$175/flat				
<b>Terra Linda Recreation Center</b>										
<b>08.00.06.6 - Clubroom</b>										
Non-profit organizations	\$30/room/hr	\$35/room/hr	\$28/hr	\$34/hr	\$14/hr	\$14/hr	Clubroom/Meeting Room	Clubroom/Meeting Room	Classroom	Non-profit
Private use & non-profit fundraising events	\$40/room/hr	\$45/room/hr	\$32/hr	\$38/hr	\$65/hr	\$96/hr	Private	Private	Private	Add 10% to resident rate
Commercial Groups	\$55/room/hr	\$60/room/hr	\$32/hr	\$38/hr	\$86/hr	\$112/hr	Commercial	Commercial	Commercial	Add 10% to resident rate

## Recreation Fees

San Rafael		Fairfield		Vallejo		San Leandro		Napa		Novato	
Fee Category	Proposed Resident Fees	Resident/Non-Resident	Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident	
<b>08.00.06.7 - Kitchen</b>											
Non-profit organizations	\$50/flat	Kitchen	\$42/hr	\$50/hr	Kitchen	\$100/hr	\$100/hr	Senior Center Kitchen	\$36/hr - 3 hour minimum	Included in the facility rental price	
Private use & non-profit fundraising events	\$60/flat	\$80 flat	\$50/hr	\$60/hr	\$100/hr	\$150/hr	\$55/hr - 3 hour minimum				
Commercial groups	\$70/flat	\$80 flat	\$50/hr	\$60/hr	\$150/hr	\$175/hr					
<b>Aquatics</b>											
Family (unlimited admission for 2 adults & 2 children)											
Full season (Apr - Sept)		Aquatics Complex	Cunningham Aquatic Complex								
Early bird before May 2 (Apr - Sept)	This Fee Section has been restructured	Season Pass	Family Pass (4 members)								
Mid season (after Aug 1)			\$225	\$250							
Additional family members in same household											
Individual (unlimited admission for 1 person)											
Full season (Apr - Sept)											
Early bird before May 2 (Apr - Sept)	This Fee Section has been restructured										
Mid season (after Aug 1)											
Couple (unlimited admission for 2 people)											
Full season (Apr - Sept)											
Early bird before May 2 (Apr - Sept)	This Fee Section has been restructured										
Mid season (after Aug 1)											
Senior Citizen (unlimited admission for one person age 50 and over)											
Full season (Apr - Sept)											
Early bird before May 2 (Apr - Sept)	This Fee Section has been restructured										
Mid season (after Aug 1)											
Senior couple (unlimited admission for 2 person 50 years and over)											
Full season (Apr - Sept)											
Early bird before May 2 (Apr - Sept)	This Fee Section has been restructured										
Mid season (after Aug 1)											
Lap Swim (15 admissions)											
Early bird before May 2 (Apr - Sept)	\$91										
Early bird before May 2 (Apr - Sept)	\$117										

## Recreation Fees

San Rafael			Fairfield		Vallejo		San Leandro		Napa		Novato			
Fee Category	Proposed Resident Fees	Proposed Non-Resident Fees	Resident/Non-Resident	Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident	
Daily Admission			Daily admission											
Adult (18 - 61 years)	\$7.00	\$10.00	\$5 per adult	\$5	\$5	\$6 flat fee		\$3	\$3	\$5	\$9			
Youth (1 - 17 years) & Seniors (62+ years)	\$5.00	\$8.00	\$5 per youth (3-12 years)	\$4	\$4			\$3	\$3	\$4	\$7			
<b>Park Facilities Fees</b>			<b>Outside Facilities</b>			<b>Parks</b>			<b>Parks</b>			<b>Parks</b>		
08.00.06.10 - City Athletic Fields			Athletic Fields			Athletic Fields			Athletic Fields			Athletic Fields		
Non-profit organizations	\$30-\$45/hr	\$25-\$50/hr	\$16.5/hr, without lights \$31.50/hr, with lights (Youth) \$37.50/hr, with lights (Adults)	\$12/hr (2 hr. min)	\$15/hr (2 hr. min)	\$20/hr	\$20/hr	\$20/hr	\$20/hr	\$11.25/hr, 2-hr min	Additional \$150 fee	\$32/hr	Add 10% to resident rate	
Private use & non-profit fundraising	\$30-\$55/hr	\$35-\$60/hr	\$22/hr, without lights \$42/hr, with lights (Youth) \$50/hr, with lights (Adults)	\$30/hr (2 hr min.)	\$35/hr (2 hr min.)	\$20/hr	\$30/hr	\$30/hr	\$30/hr	\$11.25/hr, 2-hr min	Additional \$150 fee	\$40/hr	Add 10% to resident rate	
Commercial groups	\$40-\$65/hr	\$55-\$70/hr	\$22/hr, without lights \$42/hr, with lights (Youth) \$50/hr, with lights (Adults)	\$30/hr (2 hr min.)	\$35/hr (2 hr min.)	\$30/hr	\$30/hr	\$35/hr	\$35/hr	\$11.25/hr, 2-hr min	Additional \$150 fee	\$56/hr	Add 10% to resident rate	
08.00.06.11 - Large group picnic areas, Redwood Grove at Gerstle, Pickleweed Park group barbecue (3 hour minimums)			Picnic Sites			Lakewood East, Dan Foley Picnic Area			Picnic Pavilion (All Users)			Picnic Areas		
Non-profit organizations	\$15-\$30/hr	\$18-\$35/hr	\$11.25/day, Single Table Areas \$11.25/day X no. of tables in group site, Group Areas	\$95/day	\$113/day	\$60/day	\$90/day	\$90/day	\$90/day	\$150/ half day	Additional \$150 fee	\$27/hr	Add 10% to resident rate	
Private use & non-profit fundraising	\$20-\$40/hr	\$45/hr	\$15/day, Single Table Areas \$15/day X no. of tables in group site, Group Areas	\$95/day	\$113/day	\$60/day	\$90/day	\$90/day	\$90/day	\$150/ half day	Additional \$150 fee	\$40/hr	Add 10% to resident rate	
Commercial groups	\$50/hr	\$55/hr	\$15/day, Single Table Areas \$15/day X no. of tables in group site, Group Areas	\$95/day	\$113/day	\$90/day	\$105/day	\$105/day	\$105/day	\$150/ half day	Additional \$150 fee	\$60/hr	Add 10% to resident rate	
08.00.6.13 - Tennis Courts			Tennis Courts			Tennis Courts			Tennis Courts			Tennis Courts		
Non-profit organizations	\$15 court/hr	\$20 court/hr	\$7.50 court/hr	\$80/hr	\$85/hr	\$20/hr	\$30/hr	\$30/hr	\$30/hr	\$30/hr	\$30/hr	\$7/court/hour	Add 10% to resident rate	
Private use & non-profit fundraising	\$20 court/hr	\$25 court/hr	\$10 court/hr	\$80/hr	\$85/hr	\$20/hr	\$30/hr	\$30/hr	\$30/hr	\$30/hr	\$30/hr	\$10/court/hour	Add 10% to resident rate	
Commercial groups	\$25 court/hr	\$30 court/hr	\$10 court/hr	\$80/hr	\$85/hr	\$20/hr	\$30/hr	\$30/hr	\$30/hr	\$30/hr	\$30/hr	\$15/court/hour	Add 10% to resident rate	
Lights (evening uses)	\$20/hr	\$20/hr	No Fee	No Fee	No Fee	No Fee	No Fee	No Fee	No Fee	No Fee	No Fee	No Fee	No Fee	
Tennis keys - individual														
Tennis keys - youth (under 18)	\$50/yr	\$75/yr												
Tennis keys - seniors (50 and over)														
08.00.6.14 - Other			Other			Other			Other			Other		
Stadium lights	\$42/hr	\$42/hr	N/A	\$25/hr (2 hr. min)	\$30/hr (2 hr. min)	\$26/hour	\$26/hour	\$26/hour	\$26/hour	\$18/hr	\$18/hr	\$18/hr	\$18/hr	
08.00.6.15 - Fitting			Fitting			Fitting			Fitting			Fitting		

## Recreation Fees

San Rafael			Fairfield		Vallejo		San Leandro		Napa		Novato	
Fee Category	Proposed Resident Fees	Proposed Non-Resident Fees	Resident/Non-Resident	Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident	
Private use & non-profit fundraising	\$ 53/hr for 4 hr minimum	N/A	No Fees currently	\$150 - all		\$150 - Application \$50 - Daily permit fee		\$250 - Application Fee \$275 - Per Day		\$250 flat fee		
Commercial groups	\$132/hr for 4 hr minimum	N/A	No Fees currently			\$6 - Daily Encroachment permit fee						
<b>06.00.6.16 - Still Photography</b>												
Private use & non-profit fundraising	\$ 53/hr for 4 hr minimum	N/A	No Fees currently	No current fee				They don't have these fees		They don't have this fee		
Commercial groups	\$ 79/hr for 4 hr minimum	N/A	No Fees currently							\$250 flat fee		

Falkirk Cultural Center - Because Falkirk is such a unique building, staff asked us to compare it to the following buildings:			The Outdoor at Club		Main Art & Garden Center		Elk Club Maple Lawn		Cameron-Stanford House		Dunsmuir Hallman	
Fee Category	Resident Fees	Non-Resident Fees	Resident/Non-Resident	Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident	Resident	Non-Resident	
<b>Monday - Thursday</b>												
Non-profit organizations	\$600 for 6 hr.	\$720 for 6 hr.	The current Rental fees are for full days only, they are not charged per hour. They do not charged based on groups (non-profit, private, res/non res, etc.									
Private use & non-profit fundraising	\$900 for 6 hr.	\$1,020 for 6 hr.	Saturdays - \$5,000 Monday-Friday and Sunday - \$4,600 Refundable Deposit - \$1,500 Additional Clean up time (if needed) - \$100/hour	Full Package Rental: (Includes pavilion, gazebo, fountain pond, and garden room) Saturdays - \$9,300 Sundays - \$7,500 Fridays - \$7,000 M-Thu - \$5,000 Capacity - 300								
Commercial groups	\$1,200 for 6 hr.	\$1,320 for 6 hr.	Capacity - 150 Guest	Livermore Pavilion only: Saturdays - \$7,300 Sundays - \$5,500 Fridays - \$5,500 M-Thu - \$3,000 Capacity - 180								
Reservation/Damage Refundable Deposit	\$1,000.00	\$1,000.00	Access to facility on rental days: Friday/Saturday - 10am-11pm Monday/Thursday/Sunday - 10am-10pm	Refundable Security Deposit - \$1,000 Price is for a 12 hour rental								
<b>Fridays and Sundays</b>												
Non-profit organizations	\$900 for 6 hr.	\$1,020 for 6 hr.	Capacity - 150 Guest	Weddings - Saturdays Only Includes: House, Veranda & Garden for 8 hours - \$5,000 Non-refundable deposit - \$1,000 (this is intended to hold your date and is applied to the total fee) Additional hours (over 10) - \$300/hr								
Private use & non-profit fundraising	\$1,350 for 6 hr.	\$1,470 for 6 hr.	Capacity - 150 Guest	Weekday Use Gallery A or B, or Victorian dining room - \$600 House, Veranda, & Garden - \$1,000 Non-profit rate - \$50/hr (4hr min.)								
Commercial groups	\$1,800 for 6 hr.	\$1,920 for 6 hr.	Capacity - 150 Guest	Refundable Deposit - \$1,500								
Reservation/Damage Refundable Deposit	\$1,000	\$1,000		The price are for 10 hour rental periods								
<b>Saturdays</b>												
Non-profit organizations	\$1,800 for 12 hr. rental	\$2,040 for 12 hr. rental										
Private use & non-profit fundraising	\$2,700 for 12 hr. rental	\$2,940 for 12 hr. rental										
Commercial groups	\$3,600 for 12 hr. rental	\$3,840 for 12 hr. rental										
Reservation/Damage Refundable Deposit	\$1,000	\$1,000										
<b>Long Term Rental</b>												
Non-profit organizations	\$100/hr	\$120/hr	No such fees	No such fees								
Private use & non-profit fundraising	\$150/hr	\$170/hr	No such fees	No such fees								
Commercial groups	\$200/hr	\$220/hr	No such fees	No such fees								
Reservation/Damage Refundable Deposit	\$100	\$100	No such fees	No such fees								



## MEMORANDUM

To: Alicia Giudice, City of San Rafael  
From: Strategic Economics and Vernazza Wolfe Associates  
Date: July 27, 2021  
Project: Marin Inclusionary Study  
Subject: DRAFT Inclusionary Program and In-Lieu Fee Study

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### Purpose and Background

The County of Marin, along with six of the jurisdictions within the County, are collaborating on a regional effort to implement or update existing affordable housing policy tools, namely inclusionary zoning and commercial linkage fees. Some of the jurisdictions currently have inclusionary zoning and/or commercial linkage fee programs they intend to review and update as necessary, while others are establishing new programs. Together, the seven jurisdictions have retained Strategic Economics and Vernazza Wolfe Associates (the Consultant Team) to study and offer recommendations for both these policies.

This memo report provides an assessment of the existing inclusionary housing programs, summarizes best practices for setting inclusionary housing requirements, including on-site affordable units and fees in-lieu of providing affordable units on-site. The report provides an updated calculation of in-lieu fees for all the jurisdictions participating in this study. The maximum in-lieu fees were calculated for three different housing product types – single-family subdivisions, townhomes/condominiums, and rental apartments.

This report also includes an analysis of key policy considerations and tailored recommendations for the City of San Rafael to guide decision-makers on potential changes to the inclusionary housing requirements and associated in-lieu fees.

The memo is organized into the following sections:

- I. Analysis of Existing Inclusionary Policies
- II. Best Practices for Inclusionary Policies
- III. Affordability Gap/In-lieu Fee Calculation
- IV. Policy Considerations and Recommendations



## I. Analysis of Existing Inclusionary Policies

Some of the communities in Marin County have a relatively long history with inclusionary zoning. Of the seven jurisdictions participating in this study, five already have inclusionary policies, some of which have existed in some form since the 1980s. Sausalito adopted its policy in 2019, while the communities of San Anselmo and Fairfax have not yet adopted a policy. Concurrent to the preparation of this memo, San Rafael adopted a significantly modified inclusionary policy; both the current policy and the newly adopted versions are shown in Figures 1 and 2.

Inclusionary programs typically have a specific onsite requirement to designate a portion of the project for affordable units (see Figure 1 for a comparison of onsite requirements for the seven jurisdictions) as well as alternative means of compliance with the policy, such as the payment of in-lieu fees or land dedication (Figure 2). Below are some key observations of the policy elements across the jurisdictions:

- **All jurisdictions apply an inclusionary requirement to both rental and for-sale projects.** Fairfax and San Anselmo do not have existing inclusionary housing ordinances.
- **Most of the programs have established lower income targets for rental housing than for ownership projects.** The policies tend to require affordable units for very low-income and low-income households on rental projects, and low-income and moderate-income units for for-sale housing. Unincorporated Marin County has lower income targets than the other jurisdictions: 60 percent of area median income (AMI) for for-sale and 50 percent of AMI for rental developments.
- **The percentage affordable requirement ranges from ten percent to 25 percent.** Some jurisdictions require smaller percentages for smaller projects: Larkspur has a lower requirement for projects less than twenty units in size, while both San Rafael's current and newly adopted policies include a modified requirement for larger projects. Sausalito requires a higher percentage (with deeper affordability) for projects in commercial districts.
- **The inclusionary policies generally have a relatively low unit threshold.** The unit thresholds (minimum number of units in a project for the policy to be applicable) range from 1 or more units in Corte Madera to 5 or more units in Larkspur. The relatively low unit thresholds reflect the smaller multifamily and subdivision developments characteristic of Marin County jurisdictions.
- **San Rafael recently modified its policy by relaxing the onsite inclusionary requirement, adding flexibility, and shifting the targeted income groups slightly higher.**
- **The jurisdictions take a mix of approaches to alternative means of compliance, but, overall, the alternatives are structured to encourage developers to build units onsite.** Most jurisdictions either accept in-lieu fees in specific circumstances (Corte Madera, Larkspur, San Rafael), and/or on fractional units (Larkspur and Unincorporated Marin County). Land dedication or the provision of off-site units is generally allowed under special circumstances in all of the jurisdictions.

FIGURE 1: ONSITE INCLUSIONARY REQUIREMENTS BY JURISDICTION

	Percentage Affordable by Project Size	Minimum Size Threshold	Affordability Target	
			Rental	For-Sale
<b>Corte Madera</b>	All projects: 25%	1 unit	5% Very Low-Income; 10% Low-Income; 10% Moderate-Income	
<b>Sausalito</b>				
Commercial Districts	1-5 units: 1 unit; 6+ units: 20%	1 unit	Low-income	Moderate-income
Other Areas	15%	4 units	Moderate-income	
<b>Larkspur</b>	5-19 units: 15% 20+ units: 20%	5 units	50% Very Low-Income; 50% Low-Income	50% Low-Income; 50% Moderate-Income
<b>Unincorporated Marin County</b>	2+ units or lots: 20%	2 units or lots	Very Low-Income (50% AMI)	Low-Income (60% AMI)
<b>San Rafael</b>				
Current Policy	2-10 units: 10% 11-20 units: 15% 21+ units: 20%	2 units	50% Very Low-Income; 50% Low-Income	50% Low-Income; 50% Moderate-Income
<b><i>New Policy (Approved by City Council 2/21/2021)</i></b>				
Primary Requirement	2-15 units: 10% 16+ units: 5%	2 units	Low-Income	
Secondary Requirement (in addition to the primary requirement for 16+ unit projects)	16+ units: Additional 5% or 10%	16 units	5% additional set-aside: Low-Income; 10% additional set-aside: Moderate-Income	
<b>Fairfax</b>			No Policy	
<b>San Anselmo</b>			No Policy	

Source: Staff from Jurisdictions, 2020; Strategic Economics, 2021.

FIGURE 2: INCLUSIONARY REQUIREMENT ALTERNATIVE MEANS OF COMPLIANCE BY JURISDICTION

<b>Alternative Means of Compliance</b>	
<b>Corte Madera</b>	1-9 unit projects can pay in lieu fee. 10+ unit projects must incorporate units on-site.
<b>Sausalito</b>	
Commercial Districts	Applicants can propose land dedication or off-site units if on-site units are not possible, though there is no in-lieu fee option.
Other Areas	Applicants can propose land dedication or off-site units if on-site units are not possible, though there is no in-lieu fee option.
<b>Larkspur</b>	Land donation, transfer of inclusionary credits, second dwelling units; In-lieu fee available for 5-14 unit projects and for fractional units (Rental: \$213,267, For-Sale: \$338,126).
<b>Unincorporated Marin County</b>	2+ unit projects and subdivisions: In-lieu fee available for fractional units (\$329,485 per unit).
<b>San Rafael</b>	
Former Policy	In-lieu fee for fractional units (\$343,969 per unit).
<b><i>New Policy (Approved by City Council 2/21/2021)</i></b>	
Primary Requirement	None (must be on-site)
Secondary Requirement	In-lieu fee, off-site units located within 1/2 mile of project, or land donation.
<b>Fairfax</b>	No Policy
<b>San Anselmo</b>	No Policy

## EFFECTIVENESS OF INCLUSIONARY POLICIES

The Consultant Team surveyed the five participating jurisdictions that currently have policies, and included questions about the units produced by their policies, the means of production, and fee revenues collected. The Team also held meetings with market-rate developers, affordable housing providers, and other stakeholders (see Appendix A) to gain their perspectives regarding the policies.

To summarize the results of the inclusionary policies, the Consultant Team summarized the number of units produced and the revenues generated from 2016 to 2020, shown in Figure 3. To provide more context on housing production, a summary of allocated and permitted units in the 2015-2023 Regional Housing Needs Assessment (RHNA) cycle is shown in Figure 4. The effectiveness of the inclusionary policies as a tool for affordable housing production is discussed below.

**The jurisdictions in this study produced 58 affordable units through their inclusionary programs over a five-year period.** In the last five years, the five jurisdictions with inclusionary policies produced a total of 41 affordable rental units, 17 affordable for-sale units, and approximately \$4 million for affordable housing development. San Rafael constituted most of the activity, with all 41 rental units produced there, 13 for-sale units produced, and \$3.6 million generated from a single development, the 81-unit Village at Loch Lomond Marina project.<sup>2</sup>

**Inclusionary programs accounted for about 14 percent of affordable housing production in the seven participating jurisdictions.** According to the RHNA progress report shown in Figure 4, the participating jurisdictions permitted a total 414 affordable units and 700 market-rate units from 2015 to 2020. This indicates that the majority of below-market rate housing development has been implemented through 100 percent affordable projects. The jurisdictions are on track to meet their market-rate (over 120% AMI) and low-income (80% AMI) housing allocations. However, they are less likely to meet the target for producing very-low income (50% AMI) and moderate-income (120%) units.

**The inclusionary programs have not resulted in significant production of new affordable units in part because of the complexity of residential development in the county.** Residential developers participating in this study cited many factors contributing to the complexity of housing development in Marin, including long and unpredictable approvals processes, opposition from some community members, lack of available sites, especially those that are zoned for multi-family housing, high land and construction costs, and inadequate or expensive infrastructure.

**Inclusionary requirements can be a secondary factor impacting the viability of new development in Marin, mainly in instances where the requirement is poorly matched to market conditions.** Market rate developers participating this study believed that new development projects can support inclusionary requirements for lower income households. However, some noted that the percentage requirement had been increased over time in many cities, without consideration of the relative market strengths of different locations in the county. For example, some jurisdictions have targeted very low-income households for for-sale projects, which requires a deeper subsidy than what is required for low- and moderate-income households.

**The conversion of off-site units as an alternative means of compliance with the inclusionary requirement can fall short of the communities' goals for affordable housing.** Allowing developers to convert existing units to deed-restricted affordable units can be challenging to implement. First, unlike

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<sup>2</sup> The \$3.6 million generated from the Loch Lomond Marina project were not from in-lieu fees but rather a "buyout" of a portion of the BMR requirement.

the construction of new units, the conversion of existing units fails to expand the overall supply of housing in the county, trading a market rate unit for one below market rate unit rather than expanding the overall supply. Second, converted units are often of lower quality than new units, and may come with hidden costs, such as additional maintenance costs.

**In Marin County, the current inclusionary requirement appears to encourage developers to reduce the scale of projects to allow for the payment of in-lieu fees rather than providing on-site units.** The County’s policy targets very low-income households: 50 percent of Area Median Income for rental developments and 60 percent for for-sale. These income targets are lower than other jurisdictions in the Bay Area. Projects with two units or more must provide units onsite, with the payment of in-lieu fees allowed only on fractional units. According to County staff, some development projects have reduced the scale of their projects to enable the payment of in-lieu fees rather than providing units on-site.

**The variation in inclusionary requirements from jurisdiction to jurisdiction can create confusion and unnecessary complexity for developers.** Because each jurisdiction in Marin County has set its inclusionary requirements in an uncoordinated way, the finer details of the many different policies can be difficult for developers to navigate. A more standardized approach that is closely tied to market conditions, rather than jurisdictional boundaries, would help to rationalize the process for developers.

**FIGURE 3: AFFORDABLE UNITS PRODUCED AND FEE REVENUES COLLECTED, BY JURISDICTION, 2016-2020.**

<b>Jurisdiction</b>	<b>Rental Units</b>	<b>For-sale Units</b>	<b>Fee Revenues</b>
Corte Madera	0	3	\$379,478
Fairfax <sup>[a]</sup>	n/a	n/a	n/a
Larkspur	0	0	0
Unincorporated Marin County	0	1 <sup>[d]</sup>	\$213,603
San Anselmo <sup>[b]</sup>	n/a	n/a	n/a
San Rafael	41	13	\$3,600,000 <sup>[e]</sup>
Sausalito <sup>[c]</sup>	0	0	0
<b>Total</b>	<b>41</b>	<b>17</b>	<b>\$4,193,081</b>

<sup>[a]</sup> Fairfax does not currently have an inclusionary program.

<sup>[b]</sup> San Anselmo does not currently have an inclusionary program.

<sup>[c]</sup> Sausalito adopted an inclusionary program in 2019.

<sup>[d]</sup> Produced through a shared agreement with Mill Valley.

<sup>[e]</sup> Revenues collected from a buy-out of six Below Market Rate units.

Source: Reported by each jurisdiction, 2016-2020.

FIGURE 4. RHNA FIFTH CYCLE ALLOCATION AND PERMITTED UNITS BY AFFORDABILITY LEVEL ACROSS JURISDICTIONS, AS OF 2020

	Corte Madera	Fairfax	Larkspur	San Anselmo	San Rafael	Sausalito	Unincorporated Marin County	Total
<b>Very Low Income (50% AMI)</b>								
RHNA	22	16	40	33	240	26	55	432
Permitted Units	16	13	6	15	5	12	26	93
% Complete	73%	81%	15%	45%	2%	46%	47%	22%
<b>Low Income (80% AMI)</b>								
RHNA	13	11	20	17	148	14	32	255
Permitted Units	13	60	11	21	79	20	27	231
% Complete	100%	545%	55%	124%	53%	143%	84%	91%
<b>Moderate Income (120% AMI)</b>								
RHNA	13	11	21	19	181	16	37	298
Permitted Units	8	4	9	23	12	6	28	90
% Complete	62%	36%	43%	121%	7%	38%	76%	30%
<b>Market-Rate (&gt;120% AMI)</b>								
RHNA	24	23	51	37	438	23	61	657
Permitted Units	179	10	90	39	201	7	174	700
% Complete	746%	43%	176%	105%	46%	30%	285%	107%
<b>Permitted Units Summary</b>								
Total Affordable Units (<120% AMI)	37	77	26	59	96	38	81	414
Total Market Rate Units (>120% AMI)	179	10	90	39	201	7	174	700
Affordable Units as Share of Total	17%	89%	22%	60%	32%	84%	32%	37%

Source: HCD, 2020; Strategic Economics, 2021.

## II. Best Practices for Inclusionary Policies

This section provides a discussion of key policy issues for jurisdictions to consider as they introduce a new inclusionary program or modify an existing program, and provides recommendations based on best practices. To identify best practices, the Consultant Team reviewed reports from the UC Berkeley Turner Center for Housing Innovation, Grounded Solutions Network, and the Lincoln Institute of Land Policy. To guide the recommendations for best practices, the Consultant Team first designated market area zones. Following that, the policy elements discussed in this section include:

- Market factors to consider when setting inclusionary requirements
- The income groups targeted in inclusionary requirements
- The minimum applicable development size
- Setting in-lieu fees as an alternative to on-site or off-site units, and
- Other alternative means of compliance.

### MARKET CONDITIONS

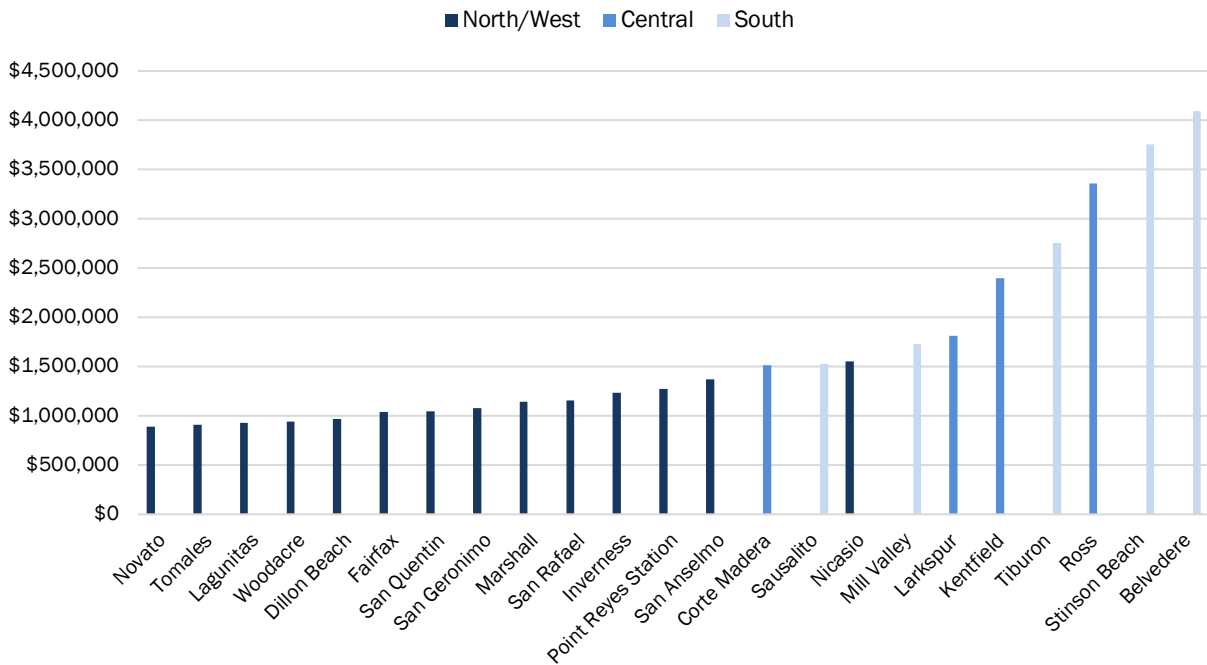
It is important to consider market conditions when setting an inclusionary housing requirement to ensure that the policy can be tailored to the unique context of each jurisdiction, and that the policy does not constrain the development of new housing. Jurisdictions that have stronger housing markets can establish higher inclusionary requirements than those with less established or weaker markets.

Based on Zillow home sale data and interviews with residential developers with experience working in Marin County (see Appendix A), the Consultant Team identified three market areas for for-sale housing across the participating jurisdictions in the County. Figures 5 and 6 show Zillow home value indices for both overall home sales and condominium sales.

As shown in Figure 5 , home values are highest in South Marin, which offer the best access to San Francisco via the Golden Gate Bridge and ferries. Home values are slightly lower in Central Marin, and drop in North/ West Marin areas, which are comparatively less accessible.

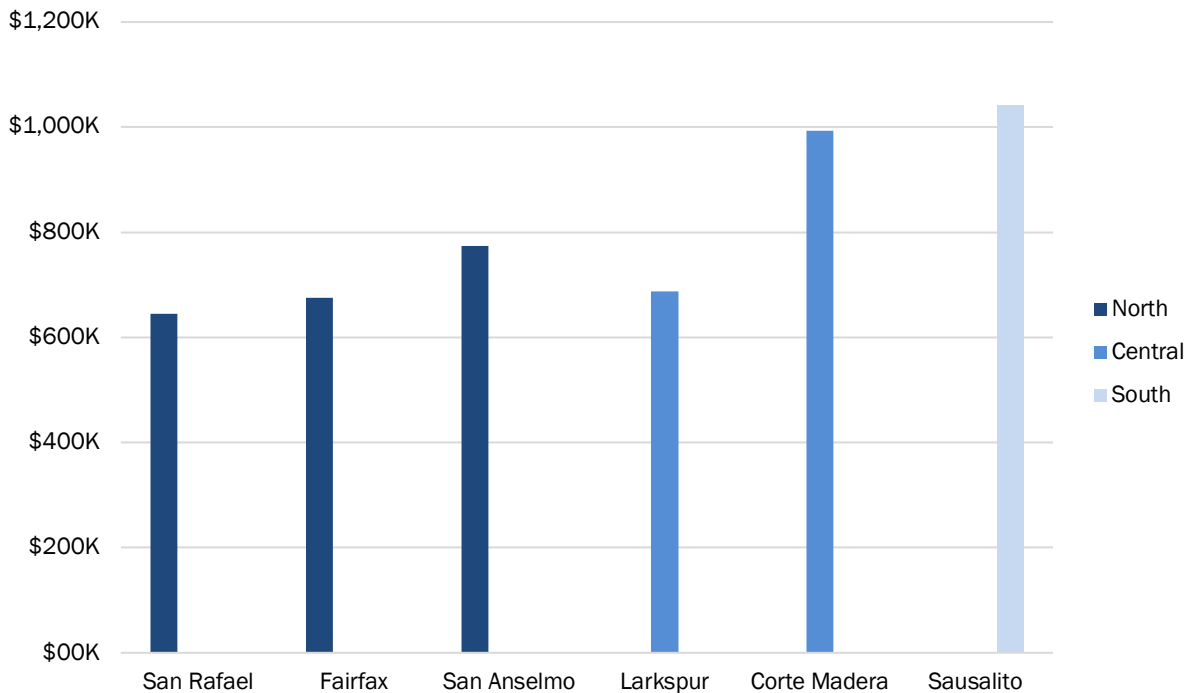
The market for rental housing is different from for-sale housing in Marin County. The rental housing market is strongest in the more urbanized areas that offer access to transportation infrastructure, jobs, and amenities. Most of the recent market-rate rental development activity has occurred in urban San Rafael. Tam Ridge is another significant rental project which was completed in Corte Madera in 2017.

FIGURE 5: ZILLOW HOME VALUE INDEX FOR MARIN COMMUNITIES



Source: Zillow, 2020; Strategic Economics, 2021.

FIGURE 6: ZILLOW HOME VALUE INDEX FOR CONDO/COOPS IN MARIN COMMUNITIES



Source: Zillow, 2020; Strategic Economics, 2021.



## PERCENTAGE REQUIREMENTS

Five of the seven participating jurisdictions already have inclusionary policies in place requiring affordable units onsite. The percentage of units varies by jurisdiction, ranging from 10 percent (San Rafael) to 25 percent (Corte Madera). Most of the jurisdictions have similar percentage requirements for for-sale and rental development, but the income targeted is typically lower for rental than for for-sale housing. The percentage requirements and income targets for each jurisdiction are summarized in Figure 1. They are also plotted in Figure 7 for rental development projects and in Figure 8 for for-sale developments.

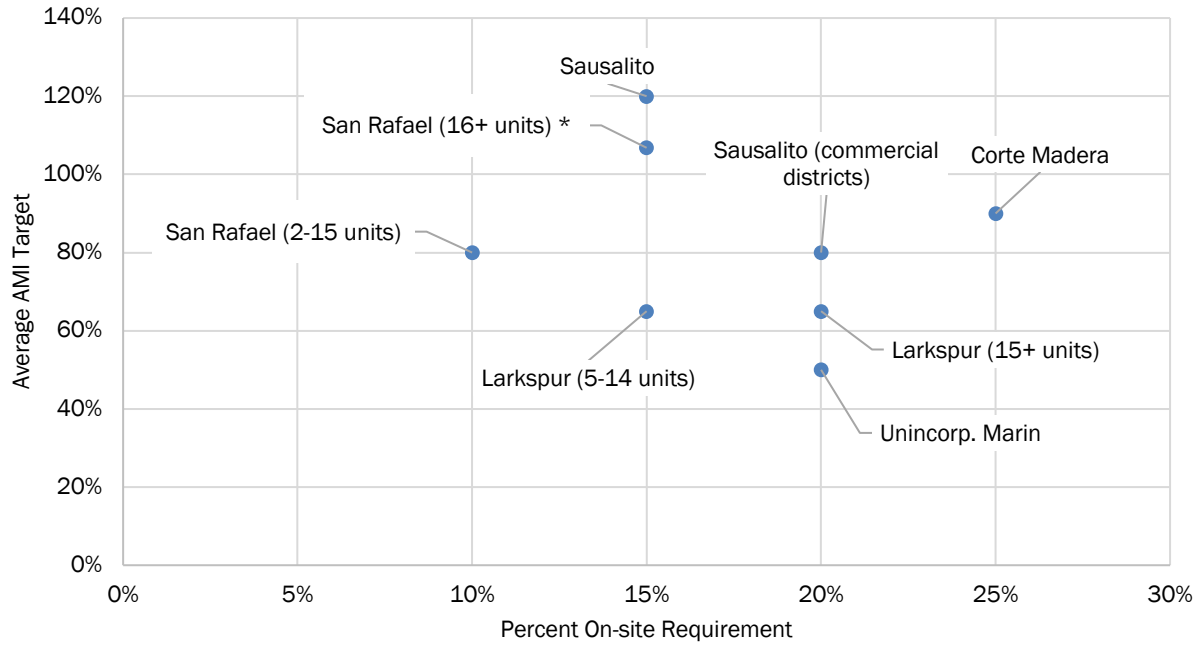
The percentage of affordable housing required in a project should be set at an economically feasible level so that the inclusionary requirement does not create an impediment to housing development.<sup>3</sup> According to market-rate housing developers, the market context for inclusionary requirements is particularly important in Marin. Development projects in the southern and central portions of the county, such as Corte Madera, Larkspur, Sausalito and parts of Unincorporated Marin, can more feasibly accommodate a higher percentage of inclusionary and/or a deeper level of affordability, compared to communities located in northern and western portions of the county.

Setting a high inclusionary requirement could be prohibitive for new rental projects in Marin County. San Rafael recently relaxed its inclusionary requirement to encourage new development, despite being the most active rental market in the county. Because rental developments tend to serve a lower income market segment than for-sale developments, the inclusionary requirement for rentals is sometimes slightly lower than that for for-sale developments. Local jurisdictions can help bridge that gap by providing zoning incentives to reduce development costs for rental projects.

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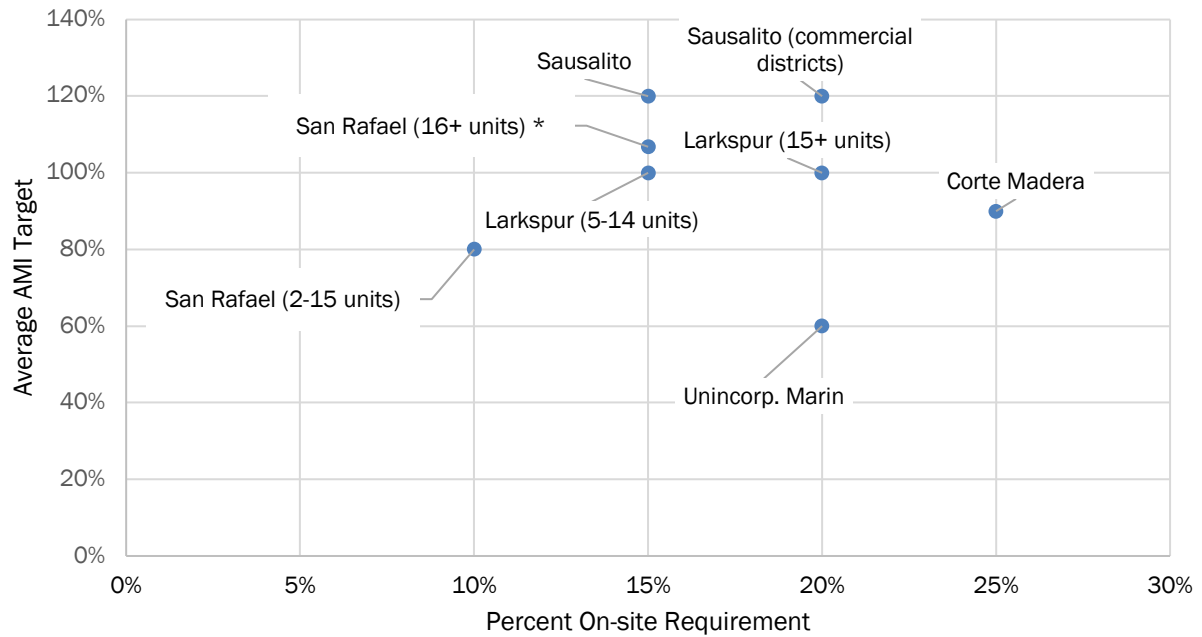
<sup>3</sup> AB1505, also known as the “Palmer Fix” permits California Department of Housing and Community Development (HCD) to review inclusionary zoning ordinances adopted or amended after September 15, 2017 if it requires more than 15% of the units to be affordable to lower income households and if the locality has failed to meet 75% of its share of the above moderate RHNA. HCD can request localities to provide an “economic feasibility study” to demonstrate that the higher inclusionary requirement will not impede development activity.

**FIGURE 7: AVERAGE AMI TARGETS AND PERCENT ONSITE REQUIREMENT FOR RENTAL DEVELOPMENTS**



\* Assumes the developer selects the 10% / moderate-income option for the secondary requirement.  
 Source: Participating jurisdictions, 2020; Strategic Economics, 2021.

**FIGURE 8: AVERAGE AMI TARGETS AND PERCENT SET-ASIDE FOR FOR-SALE DEVELOPMENTS**



\* Assumes the developer selects the 10% / moderate-income option for the secondary requirement.  
 Source: Participating jurisdictions, 2020; Strategic Economics, 2021.

## **INCOME TARGETS**

There is a wide range in the income targets for inclusionary programs among the participating jurisdictions, as shown in Figure 1, Figure 7 and Figure 8. It is common practice for jurisdictions to target lower-income households for renter housing than for ownership housing. This is because it is generally easier for low- and moderate-income households to meet typical lending requirements.

Larkspur, Sausalito, and Unincorporated Marin County target lower-income households for rental units compared to for-sale units. San Rafael and Corte Madera target moderate-income for both rental and for-sale housing.

### **RENTAL**

The income targets for rental units among the jurisdictions vary widely (Figure 7). Unincorporated Marin targets very low-income households, while Larkspur targets a mix of very low- and low-income households. The other jurisdictions have higher income targets overall, including targeting to some moderate-income households.

Currently, the most active rental market in Marin is San Rafael, which, of the jurisdictions in this study, produced the only affordable rental units in the last five years (Figure 3). These units were produced under the city's previous policy, which targeted low- and very low-income households. San Rafael has relaxed this requirement with its new ordinance, which is designed to further promote new development. Among other changes, the new ordinance eliminates targeting for very low-income households.

### **FOR-SALE**

In comparison to rentals, the income targets for for-sale development are overall more uniform across jurisdictions. The targeted income groups tend to consist of a mix of low- and moderate-income households.

The exception to this pattern is Unincorporated Marin County, which requires a significantly deeper level of affordability (60 percent of AMI) on for-sale projects. This policy can pose a challenge in two ways. First, it can make the County uncompetitive for development with its neighbors. Further, the lower-than-average income targets in Marin County's policy was identified by developers as being a financial burden on projects such that many do not pencil. As mentioned in Section I, County staff reports that developers tend to reduce the size of their projects in order to build fewer onsite BMR units than otherwise would have been required, preferring to pay the in-lieu fee on fractional units to the greatest extent possible.

## **UNIT THRESHOLDS**

One important element of an inclusionary policy is the minimum size of development (the threshold number of dwelling units) for which the policy will apply. Because smaller scale projects are often more complex and less efficient than larger projects, many inclusionary programs around the country have exemptions or lower requirements on small projects. According to Grounded Solutions Network, California jurisdictions typically set the minimum threshold for an inclusionary requirement at between

two to five units.<sup>7</sup> This is consistent with the policies of the jurisdictions in this study, where the minimum threshold ranges between one unit and five units.

Because a significant share of new development projects in Marin County's jurisdictions are quite small, it is important that all projects be required to provide affordable units. However, for smaller projects that have more challenging development feasibility, the percentage set-aside required could be lower, or the income group targeted could be set higher. In San Rafael projects with 5 to 15 units have a set-aside requirement of 10 percent, compared to 15 percent for larger projects. Similarly, Larkspur's ordinance requires 15 percent affordable units for projects with less than 15 units, compared to 20 percent for larger projects. San Francisco has a lower percentage requirement on projects between 10 to 24 units of 12 percent, compared to approximately 21 percent for larger projects.

### **SETTING IN-LIEU FEES**

A jurisdiction's approach to setting in-lieu fees should consider a number of factors. The first consideration is to compare the in-lieu fee option with the provision of onsite units – which of these options does the jurisdiction wish to encourage? In many California communities, collecting in-lieu fees and leveraging funding from other sources can allow them to build 100 percent affordable housing projects for extremely-low, very-low, and low-income households. However, this approach requires administrative capacity on behalf of city and county staff, capacity from local affordable housing developers, and access to other funding sources. It can also take a significant amount of time to acquire sites and secure funding to build 100 percent affordable projects.

For many of the above reasons, most of the jurisdictions participating in this study would prefer to incentivize on-site production rather than off-site units. Inclusionary housing is an important tool to promote mixed-income housing and to help correct historical patterns of economic and racial segregation. Setting the in-lieu fee at the maximum level can encourage more developers to provide units onsite. When the in-lieu fee option is available, developers are more likely to pay the fee when constructing high value or luxury units, because the reduced revenue from building units onsite is higher. (The potential value of luxury units is high, which means the developer must forgo more revenue for each unit that is designated affordable.)

Another consideration for in-lieu fees is the basis of the fee. Is the fee charged on the basis of dwelling units or square feet of residential area? While communities in Marin generally charge on a per unit basis, charging on the fee on a per-square-foot basis can encourage the development of smaller units, like studios and one-bedrooms. As an example, San Francisco's affordable housing in-lieu fee is charged on a per-square-foot basis.

It is recommended that fees be implemented with a schedule for annual adjustments. As economic factors, such as construction costs, change over time, the affordability gap will also change. Fees should be adjusted based on a regularly published cost index.

Further considerations for setting in-lieu fees on the basis of the affordability gap analysis are examined in Section IV.

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<sup>7</sup> Jacobus, Rick. "Inclusionary Housing: Creating and Maintaining Equitable Communities," Lincoln Institute of Land Policy, 2015.

## **ALTERNATIVE MEANS OF COMPLIANCE**

Because circumstances surrounding each project are different, it is important for an inclusionary program to provide alternative ways of meeting the inclusionary requirement other than with the provision of onsite units. Marin County has successfully used alternative means to produce new affordable units and raise revenue for housing; these alternative means include the provision of offsite units, land dedication, and partnerships with affordable housing developers. The option to construct units offsite typically requires a higher percentage of affordable units than what would be required onsite.

Market rate developers stress that flexibility in the inclusionary policy is a key determinant of the production of new housing. For some projects, the dedication of land to a jurisdiction or an affordable developer can result in the construction of a greater number of units for lower income households than the provision of on-site inclusionary units.

As mentioned in Section I, some developers may propose to fulfill an inclusionary requirement, not through the construction of new units offsite, but through the conversion of offsite market rate units to deed-restricted affordable units. However, this approach has some disadvantages. First, it does not result in net new housing units. Second, the off-site unit does not create a mixed-income development project. Finally, the conversion of older units can sometimes result in affordable housing units that are of lower quality than new construction. If the off-site provision of units is offered as a means of compliance, it is important for the jurisdiction to ensure that the offsite units are of equivalent quality and within close proximity to the market-rate development project. Other best practices are to require that the value of the off-site contribution is equivalent or greater than the value of the in-lieu fees.

## **BEST PRACTICES FOR SMALL LOT SUBDIVISIONS**

Recent state legislation (AB 1315 [2019-2020]) sets forth rules for small lot subdivisions to encourage affordable housing in areas zoned for multifamily development. The law allows developers to subdivide parcels into smaller lots for the construction of small, individual units with limited parking. For the purposes of applying an inclusionary policy, it is advisable to treat a small lot subdivision as if it were a new construction project of the same number of units.

As there may be a significant period of time between the sub-division and when new construction occurs, jurisdictions should clarify for developers the point in time when the inclusionary policy is applied and, for example, when any applicable in-lieu fees are paid. Ordinarily, it is the developer entitling the construction of the residential units, and not the developer performing the land division, who will be responsible for fulfilling whatever inclusionary policy is in effect at that time, and paying any applicable fees.

### **III. Calculation of In-Lieu Fee**

Inclusionary zoning requires that new developments provide affordable housing along with market-rate housing units, either on-site or off-site, or comply with alternative measures such as payment of fees “in-lieu” of providing affordable units. The in-lieu fee is calculated based on the housing affordability gap – the difference between what households at various income levels can pay for housing and the cost of developing market rate housing. If this is for-sale housing, then the gap is based on the difference between annual mortgage costs and affordable monthly housing payments, and for rental housing, it is the difference between market rate rents and affordable rents. Once the total gap is calculated, the actual fee that is adopted depends on financial feasibility of the costs of the fee on prototypical residential developments.

For the purposes of this study, the in-lieu fees were calculated for Marin County and participating jurisdictions for three development types:

- For-sale single-family subdivisions
- For-sale condominium townhomes
- Rental apartments

While the study presents the total affordability gap, the actual fee that is adopted in each jurisdiction depends on policy considerations, which are outlined in Section IV of this report.

#### **METHODOLOGY**

The affordability gap is defined as the difference between what very low-, low- and moderate-income households can afford to pay for housing and the cost of developing new housing. Because it measures this shortfall that must be made up by a developer offering Below Market Rate units, the affordability gap is useful for setting in-lieu fees as an alternative to producing units directly through the inclusionary program.

The following steps illustrate the methodology used for calculating the affordability gap:

1. Estimate affordable rents and housing prices for households in target groups;
2. Estimate development costs of building new housing units, based on current cost and market data;
3. Calculate the difference between what renters and homeowners can afford to pay for housing, and the cost of developing those rental and for-sale units

Because California Department of Housing and Community Development (HCD) and the U.S. Department of Housing and Urban Development (HUD) define the ability to pay for housing at the county level, the affordability gap is calculated on the same income categories for the entire county. The calculated in-lieu fees are valid for all of the jurisdictions participating in this study.

#### **RESIDENTIAL PROTOTYPES**

The Consultant Team established three housing prototypes that represent the types of development likely to occur in Marin County. The prototypes are informed by recently built and proposed development projects in Marin as well as conversations with developers with experience in Marin County. Example projects that represent the types of development likely to occur in Marin County are

shown in Figures 9 and 10. All five projects are in either San Rafael or Corte Madera, which have attracted most of the recent development activity among the participating jurisdictions.

**FIGURE 9. MARIN PROJECTS THAT INFORMED PROTOTYPES 1 AND 2 (FOR-SALE PROTOTYPES)**

<b>Project</b>	<b>The Strand</b>	<b>Enclave</b>	<b>350 Merrydale Rd.</b>
Building Type	Detached single-family and townhomes	Townhomes	Townhomes, plus flats
Jurisdiction	San Rafael	Corte Madera	San Rafael
Status	Built in 2015	Built in 2019	Proposed
Units	34 detached, 42 townhomes	16 townhomes	41 townhomes, 4 flats
Site Size (acres)	8.5 (approximate)	1.3	2.28
Units Per Acre	9	12	20
Unit Size Sq. Ft. (Approximate)	Townhome: 1,650-1,900 Sq. Ft.; Detached: 1,950-3,300 Sq. Ft.	2,020 Sq. Ft.	Townhome: 1,450-2,100 Sq. Ft.; Flat: 800 Sq. Ft.
Parking	2 car garage per unit plus visitor surface parking	2 car garage per unit plus visitor surface parking	2 car garage per townhome unit; 1 car garage per flat unit; Surface visitor parking.

Source: Costar, 2021; Various marketing materials for, and articles about projects; Interviews with developers; Strategic Economics, 2021.

**FIGURE 10. MARIN PROJECTS THAT INFORMED PROTOTYPE 3 (RENTAL PROTOTYPE)**

<b>Project</b>	<b>Tam Ridge</b>	<b>703 Third St.</b>
Building Type	Wood-frame apartment flats over podium, plus townhomes	Wood-frame apartment flats over podium, using density bonus, near SMART station
Jurisdiction	Corte Madera	San Rafael
Status	Built in 2017	Proposed
Units	154 flats, 25 townhomes	120 flats
Site Size (acres)	4.5	0.63
Unit Density	40	190
Unit Size Sq. Ft. Range (Approximate)	Flats: 750-1,100 Sq. Ft.; Townhome: 1,300 Sq. Ft.	450-900 Sq. Ft.
Parking	1.6 spaces per unit (tenant parking in podium garage plus visitor surface parking)	1 space per unit in podium (incorporates mechanical lifts)

Source: Costar, 2021; Various marketing materials for, and articles about projects; Interviews with developers; Strategic Economics, 2021.

The prototypes are generally based on developments built recently or proposed. Some communities in Marin typically see much smaller projects and are unlikely to see new projects of this scale. However, the per-unit cost of development is unlikely to be significantly different even for smaller and lower density projects, because the reductions in construction costs would be counterbalanced with the higher cost of land per unit.

The prototypes developed for the analysis are summarized below and further details are shown in Figure 11.

#### **Prototype 1: Single-Family Subdivision**

The single-family subdivision prototype has 14 detached for-sale units at a density of seven units per acre, making it typical for a “small-lot” subdivision. The units, which are two stories, are a mix of three and four-bedrooms and average 2,200 square feet.

#### **Prototype 2: Condominium Townhome**

The condominium townhome prototype includes 30 attached for-sale units at a density of 15 units per acre. Two-thirds of the units have three bedrooms while one-third have four bedrooms. The units are three stories with tuck-under garages on the ground level, and the average unit size is 1,800 square feet.

#### **Prototype 3: Rental Apartments**

The rental apartment prototype is a 100-unit apartment building. It has a density of 50 units per acre and is five stories. The building is a “Five-over-one” construction type, which means the first floor is a “Type I” concrete podium to accommodate parking, with four stories of “Type V” wood-frame construction for the residential area above. Typical of rental projects, the units in this prototype are a mix of studios, one-bedrooms, and two-bedrooms. The average unit size is 800 square feet.



FIGURE 11. SUMMARY OF PROTOTYPES

	<b>Prototype 1: Single-Family Subdivision</b>	<b>Prototype 2: Condominium Townhome</b>	<b>Prototype 3: Rental Apartments</b>
Tenure	For-Sale	For-Sale	Rental
Unit Mix	3, 4 bedrooms	3, 4 bedrooms	Studios, 1, 2 bedrooms
Construction Type	Wood-frame	Wood-frame	Type V over 1
Residential Stories	2	3	5
Number of Units	14	30	100
Parcel Size (Acres)	2	2	2
Parcel Size (Sq. Ft.)	87,120	87,120	87,120
Dwelling Units Per Acre	7	15	50
Unit Mix	50% 3-Bedrooms; 50% 4-Bedrooms	67% 3-Bedrooms; 33% 4-Bedrooms	10% Studios; 50% 1-Bedrooms; 40% 2-Bedrooms
Average Unit Size	2,200	1,800	800
Net Residential Sq. Ft.	30,800	54,000	80,000
Efficiency Ratio (a)	100%	100%	90%
Gross Residential Sq. Ft.	30,800	54,000	88,889
Parking Type	2-car garage plus surface	2-car garage plus surface	Podium
Parking Ratio (Per Unit) (b)	2.50	2.25	1.25
Total Parking Spaces	35	68	125
Garage Parking Sq. Ft. (c)	9,800	21,000	43,750
Floor-Area Ratio (Residential Only)	0.35	0.62	1.02
Floor-Area Ratio (Including Structured Parking)	0.47	0.86	1.52

Source: Strategic Economics, 2021.

Notes:

(a) Sq. Ft. associated with residential units divided by total interior square feet of building, (excludes space associated with parking).

(b) The urban design specifications of these three prototypes, such as their parking ratios, may vary from the building typologies suggested in Opticos' Objective Design and Development Standards study, currently in process. The parking ratios, as well as other metrics displayed here, are market-based, informed by conversation with residential developers familiar with Marin.

(c) Based on "350 sq. ft. per parking space" standard industry assumption, which incorporates circulation.

**ESTIMATING AFFORDABLE RENTS AND HOUSING PRICES**

Affordable rents and housing prices were identified based on resources from public agencies, such as HUD and HCD, which set income levels and maximum housing costs for federal and state-funded affordable housing programs. The Marin Housing Authority then provided the specific approach for calculating affordable sales prices, which currently vary across jurisdictions because of the different income levels that jurisdictions target as a part of their inclusionary programs.

The Consultant Team identified the affordability targets that would be tested in collaboration with the County of Marin, set at a level typical of existing inclusionary policies among participating jurisdictions. The affordable targets are shown below in Figure 12. Consistent with best practices from other inclusionary housing programs, the affordability gap for both rental and for-sale units was calculated for very low-, low-, and moderate-income households.<sup>9</sup> In consultation with the client, the Consultant Team identified specific AMI levels to reflect the average incomes of households that these units would serve, with for-sale units typically targeting households with incomes that are slightly higher than rental units within the income categories. The income levels tested for the for-sale prototypes are generally higher than for the rental prototypes because for-sale affordable housing programs tend to serve households at the higher end of the income target ranges.

**FIGURE 12. HOUSEHOLD INCOME TARGETS FOR AFFORDABLE UNITS BY TENURE**

	<b>For-sale Housing</b>	<b>Rental Housing</b>
Very Low-income	50% AMI	50% AMI
Low-income	70% AMI	65% AMI
Moderate Income	110% AMI	90% AMI

Source: County of Marin; Strategic Economics, 2021.

Figure 13 below shows the maximum affordable monthly rents for rental housing. The household sizes shown are for one, two, and three persons per household, reflecting the typical occupancies of studio, one-bedroom, and two-bedroom units, respectively, in Prototype 3.

Based on HCD guidelines, the affordable rent is calculated as 30 percent of a household’s gross monthly income, minus a deduction for utilities. The utility deduction includes costs that are usually passed onto the tenant, such as heating, water heating, cooking, and electricity. Natural gas is assumed for heating and water heating. (Water, sewer, and trash removal costs are typically covered by the property owner and excluded from the utility deduction.)

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<sup>9</sup> Households that fall between 30-50% AMI are considered very low-income; households that fall within 50-80% AMI are considered Low-income; households that fall between 80-120% AMI are considered moderate income.

FIGURE 13. MAXIMUM AFFORDABLE RENT ASSUMPTIONS FOR VERY LOW, LOW, AND MODERATE INCOME HOUSEHOLDS

Very Low-income (50%)	Household Size		
	1	2	3
Maximum Annual Household Income	\$50,075	\$57,250	\$64,400
Maximum Monthly Housing Cost (a)	\$1,252	\$1,431	\$1,610
	Unit Type		
	Studio	1-BR	2-BR
Maximum Monthly Housing Cost (a)	\$1,252	\$1,431	\$1,610
Utility Allowance (b)	\$43	\$52	\$71
<b>Maximum Rent</b>	<b>\$1,209</b>	<b>\$1,379</b>	<b>\$1,539</b>

Low-income (65%)	Household Size		
	1	2	3
Maximum Annual Household Income	\$65,098	\$74,425	\$83,720
Maximum Monthly Housing Cost (a)	\$1,627	\$1,861	\$2,093
	Unit Type		
	Studio	1-BR	2-BR
Maximum Monthly Housing Cost (b)	\$1,627	\$1,861	\$2,093
Utility Allowance (c)	\$43	\$52	\$71
<b>Maximum Rent</b>	<b>\$1,584</b>	<b>\$1,809</b>	<b>\$2,022</b>

Moderate Income (90%)	Household Size		
	1	2	3
Maximum Annual Household Income	\$90,135	\$103,050	\$115,920
Maximum Monthly Housing Cost (c)	\$2,253	\$2,576	\$2,898
	Unit Type		
	Studio	1-BR	2-BR
Maximum Monthly Housing Cost (a)	\$2,253	\$2,576	\$2,898
Utility Allowance (b)	\$43	\$52	\$71
<b>Maximum Rent</b>	<b>\$2,210</b>	<b>\$2,524</b>	<b>\$2,827</b>

Sources: Marin Housing Authority, 2020; U.S. Department of Housing and Urban Development, 2020; Strategic Economics, 2020.

Notes:

(a) 30 percent of maximum monthly household income.

(b) The maximum monthly cost for each unit type is associated with households that have one more person than bedroom. (Ex: Maximum costs for studios are associated with affordability for one-person households; One-bedroom costs are associated with 2-person households; Two-bedroom costs are associated with 3-person households).

(c) Utilities for rentals include an allowance for cooking (natural gas), heating (natural gas), water heating (natural gas), and "other electric" utility usage. Assumes water, sewer, and trash charges are included in the rent.

Figures 14 and 15 shows the calculations of affordable sales prices for for-sale housing. The calculations are based on the following assumptions:

- Based on the anticipated households that would occupy the 3- and 4-bedroom units in the two for-sale prototypes (prototypes 1 and 2), it is assumed that, on average, 6-person households

would occupy 4-bedroom units, while an even mix of 4- and 5-person households would occupy 3-bedroom units.

- Based on the approach used by Marin Housing Authority (MHA) for calculating affordable sales prices, homeowners were assumed to pay no more than 33 percent of their gross monthly income on housing costs.<sup>10</sup>
- The maximum affordable sales price is determined by the total monthly mortgage payment that a homeowner could afford, which incorporates standard assumptions related to the mortgage terms and other monthly housing costs associated with homeownership.
  - The mortgage is assumed to be 30-year fixed rate, with an interest rate of 3.8 percent, which is a typical rate at the time of research (December 2020). The owner is assumed to put down a 5 percent down payment, which is standard for conventional and CalFHA loans.
  - Other monthly housing costs include homeowners' association dues, property taxes, homeowners' insurance, interior property insurance, and premiums for private mortgage insurance required on home purchases with a down payment of less than 20 percent. Note there is no utility deduction, in accordance with MHA's approach.
- Other monthly housing costs overall are assumed to be slightly greater for condominium housing types than for single-family detached housing types, which is driven by different assumptions on monthly homeowner's association costs. The homeowner's association costs are expected to be higher on a per-unit basis for condominium units than for detached single-family units, which decreases the household budget available for a mortgage. (On the other hand, detached single-family homeowners are responsible for more costs that are not included in Figure 14.)

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<sup>10</sup> The percentage of income spent on for-sale housing is usually higher because it includes more expenses. Also, buyers typically have higher incomes than renters, which allow them to be able to spend more on housing costs while still having more discretionary income left over for other expenses.

FIGURE 14. MAXIMUM AFFORDABLE SALES PRICES FOR SINGLE-FAMILY DETACHED SUBDIVISION (PROTOTYPE 1)

Household Size (Persons per HH)	4.5	6
<b>Very Low Income (50% AMI)</b>		
Annual Household Income at 50% AMI	\$74,413	\$83,000
Maximum Monthly Housing Cost (a)	\$2,046	\$2,283
Monthly Deductions (b)	\$1,074	\$1,218
HOA Dues (c)	\$500	\$600
Property Taxes and Insurance (d)	\$574	\$618
Monthly Income Available for Mortgage Payment (e)	\$973	\$1,064
Maximum Mortgage Amount (f)	\$208,728	\$228,378
Maximum Affordable Sales Price (g)	\$219,714	\$240,398
<b>Low Income (70%)</b>		
Annual Household Income at 70% AMI	\$104,178	\$116,200
Maximum Monthly Housing Cost (a)	\$2,865	\$3,196
Monthly Deductions (b)	\$1,342	\$1,518
HOA Dues (c)	\$500	\$600
Property Taxes and Insurance (d)	\$842	\$918
Monthly Income Available for Mortgage Payment (e)	\$1,523	\$1,678
Maximum Mortgage Amount (f)	\$326,872	\$360,209
Maximum Affordable Sales Price (g)	\$344,076	\$379,167
<b>Moderate Income (110%)</b>		
Annual Household Income at 110% AMI	\$163,708	\$182,600
Maximum Monthly Housing Cost (a)	\$4,502	\$5,022
Monthly Deductions (b)	\$1,892	\$2,131
HOA Dues (c)	\$500	\$600
Property Taxes and Insurance (d)	\$1,392	\$1,531
Monthly Income Available for Mortgage Payment (e)	\$2,610	\$2,891
Maximum Mortgage Amount (f)	\$560,102	\$620,390
Maximum Affordable Sales Price (g)	\$589,581	\$653,042

Source: Strategic Economics, 2021.

Notes:

- (a) 33 percent of maximum monthly household income.
- (b) Unlike for rentals, monthly deductions for for-sale units do not include utility costs.
- (c) Homeowners Association dues are assuming to average \$0.25 per square foot.
- (d) Assumes annual effective property tax rate of 1.50% percent of sales price, after exemptions; annual private mortgage insurance premium rate of 0.85 percent of mortgage amount.
- (e) Maximum monthly housing cost minus deductions.
- (f) Assumes 3.8 percent interest rate and 30-year loan term. Interest rate is based on correspondence with Marin Housing Authority.
- (g) Assumes 5 percent down payment (95 percent loan-to-value ratio).

FIGURE 15. MAXIMUM AFFORDABLE SALES PRICES FOR CONDOMINIUM TOWNHOME (PROTOTYPE 2)

Household Size (Persons per HH)	4.5	6
<b>Very Low Income (50% AMI)</b>		
Annual Household Income at 50% AMI	\$74,413	\$83,000
Maximum Monthly Housing Cost (a)	\$2,046	\$2,283
Monthly Deductions (b)		
HOA Dues (c)	\$613	\$665
Property Taxes and Insurance (d)	\$537	\$597
Monthly Income Available for Mortgage Payment (e)	\$897	\$1,020
Maximum Mortgage Amount (f)	\$192,493	\$218,997
Maximum Affordable Sales Price (g)	\$202,624	\$230,523
<b>Low Income (70%)</b>		
Annual Household Income at 70% AMI	\$104,178	\$116,200
Maximum Monthly Housing Cost (a)	\$2,865	\$3,196
Monthly Deductions (b)	\$1,418	\$1,561
HOA Dues (c)	\$613	\$665
Property Taxes and Insurance (d)	\$805	\$896
Monthly Income Available for Mortgage Payment (e)	\$1,447	\$1,635
Maximum Mortgage Amount (f)	\$310,637	\$350,829
Maximum Affordable Sales Price (g)	\$326,986	\$369,293
<b>Moderate Income (110%)</b>		
Annual Household Income at 110% AMI	\$163,708	\$182,600
Maximum Monthly Housing Cost (a)	\$4,502	\$5,022
Monthly Deductions (b)	\$1,967	\$2,175
HOA Dues (c)	\$613	\$665
Property Taxes and Insurance (d)	\$1,355	\$1,510
Monthly Income Available for Mortgage Payment (e)	\$2,535	\$2,847
Maximum Mortgage Amount (f)	\$543,953	\$611,059
Maximum Affordable Sales Price (g)	\$572,582	\$643,220

Source: Strategic Economics, 2020.

Notes:

- (a) 33 percent of maximum monthly household income.
- (b) Unlike for rentals, monthly deductions for for-sale units do not include utility costs.
- (c) Homeowners Association dues are assuming to average \$0.35 per square foot.
- (d) Assumes annual effective property tax rate of 1.50% percent of sales price, after exemptions; annual private mortgage insurance premium rate of 0.85 percent of mortgage amount.
- (e) Maximum monthly housing cost minus deductions.
- (f) Assumes 3.8 percent interest rate and 30-year loan term. Interest rate is based on correspondence with Marin Housing Authority.
- (g) Assumes 5 percent down payment (95 percent loan-to-value ratio).

## MAXIMUM AFFORDABLE RENTS AND SALES PRICES

Figures 16 and 17 provide summaries for the maximum affordable rents and sales prices respectively for the various prototypes that were tested.

**FIGURE 16. SUMMARY OF MAXIMUM AFFORDABLE RENTS**

Income Level	Studio	1-BR	2-BR
Very Low-income (50%)	\$1,209	\$1,379	\$1,539
Low-income (65%)	\$1,584	\$1,809	\$2,022
Moderate Income (90%)	\$2,210	\$2,524	\$2,827

Source: Strategic Economics, 2021.

**FIGURE 17. SUMMARY OF MAXIMUM AFFORDABLE SALES PRICES**

	Single-Family Subdivision		Condominium Townhome	
	3-BR	4-BR	3-BR	4-BR
Very Low Income (50% AMI)	\$219,714	\$240,398	\$202,624	\$230,523
Low Income (70%)	\$344,076	\$379,167	\$326,986	\$369,293
Moderate Income (110%)	\$589,581	\$653,042	\$572,582	\$643,220

Source: Strategic Economics, 2021.

## ESTIMATING DEVELOPMENT COSTS

The second step in the affordability gap analysis is to estimate development costs for the three prototypes. Development costs include land costs, direct or “hard” construction costs, indirect or “soft” costs, as well as financing costs, a developer fee, and a contingency for overruns.

Because multi-unit residential projects are relatively rare in Marin, the Consultant Team collected available data on the few recent comparable development projects and land sales, and supplemented the data with feedback from local developers (see Appendix A), other available studies of costs in the Bay Area, and past experience with pro forma studies.

The development cost assumptions are shown below in Figure 18, and a chart that summarizes the breakdown of overall development costs for the prototypes is shown in Figure 19.

The development costs for for-sale housing are based on interviews with developers and homebuilders experienced with single-family and townhome development projects in Marin. This analysis estimated that total development costs for the single-family subdivision were \$355 per net residential square foot while the costs for the condominium townhome were \$373 per net residential square foot.

Because there are limited examples of recent multifamily development in Marin, the Consultant Team relied on a variety of sources to identify the multifamily cost assumptions. They are partly based on a pro forma for a proposed Type V development in Marin, as well as an interview with a multifamily developer. The team also relied on cost data and recently completed feasibility studies for similar rental apartment developments in the Bay Area. The analysis estimated that the total development cost for Prototype 3 was \$705 per net square foot.

The remainder of this section explains the costs assumptions in more detail.

FIGURE 18. SUMMARY OF DEVELOPMENT COST ASSUMPTIONS

	Single Family Subdivision	Condominium Townhome	Rental Apartments
<b>Land Cost (a)</b>			
Per Land Sq. Ft.	\$56	\$69	\$86
Per Unit	\$350,000	\$200,000	\$75,000
<b>Hard Costs</b>			
Site Costs per Land Sq. Ft. (b)	\$15	\$35	\$35
Construction Costs per Sq. Ft. of Residential Area	\$110	\$150	\$350
Parking Cost per Space (c)	n/a	n/a	\$32,500
<b>Other Costs (Displayed as % of Hard Cost)</b>			
Soft Costs (d)	12%	12%	12%
Contingency	5%	5%	5%
Developer Overhead	4%	4%	4%
<b>Financing Costs</b>			
Amount Financed (% of Hard and Soft Costs)	65%	65%	70%
Construction Loan Fee	1.5%	1.5%	1.5%
Term (Months)	18	18	24
Construction Interest Rate	4.5%	4.5%	5.0%

Source: Developer Interviews, 2021; Project Pro Formas, 2021; Strategic Economics, 2021.

Notes:

- (a) Entitled land
- (b) Assumes relatively flat site

(c) Parking costs for for-sale prototypes are incorporated into the construction cost. Cost for rental prototype refers to one level of podium

(d) Includes architectural, engineering, and consulting fees, as well as taxes, legal, insurance, accounting, and other costs.

FIGURE 19. TOTAL DEVELOPMENT COSTS BY PROTOTYPE

Cost Category	Single Family Subdivision	Condominium Townhome	Rental Apartments
<b>Total Project</b>			
Land Cost	\$4,900,000	\$6,000,000	\$7,500,000
Hard Costs	\$4,694,800	\$11,149,200	\$38,222,811
Soft Costs	\$1,344,396	\$3,001,696	\$10,660,521
<b>Development Costs</b>	<b>\$10,939,196</b>	<b>\$20,150,896</b>	<b>\$56,383,332</b>
<b>Per Unit</b>			
Land Cost	\$350,000	\$200,000	\$75,000
Hard Costs	\$335,343	\$371,640	\$382,228
Soft Costs	\$96,028	\$100,057	\$106,605
<b>Development Costs</b>	<b>\$781,371</b>	<b>\$671,697</b>	<b>\$563,833</b>
<b>Per Net Residential Sq. Ft.</b>			
Land Cost	\$159	\$111	\$94
Hard Cost	\$152	\$206	\$478
Soft Costs	\$44	\$56	\$133
<b>Development Costs</b>	<b>\$355</b>	<b>\$373</b>	<b>\$705</b>

Source: Strategic Economics, 2021.



The following subsections provide further details on how the cost assumptions were identified.

**LAND COST**

Land costs typically vary widely, depending on factors such as location, zoning, and the amount of site work required to prepare the land for development. Because the price of land is so strongly tied to what can be built upon it, land costs are characterized in this study as the cost per dwelling unit of development. Recent comparable sales that informed land cost for the three prototypes are shown below in Figures 20-22.

- There is only one relevant recent sale for an entitled single-family subdivision. The site is in Mill Valley, which tends to have high land costs compared to the Marin average.
- A range of \$180,000 per unit to approximately \$300,000 per unit was identified for the condominium townhome prototype based on two recent sales, which reflect the high end (Mill Valley) and the low end (Novato) of the Marin County market.
- For the rental apartment prototype, two sales for sites entitled for multifamily development had land costs of \$75,000 per unit, a number that was corroborated by a developer with experienced in multifamily development in Marin.

Based on these comparable examples and feedback from developers, the land cost assumptions were set at \$350,000 per unit for Prototype 1, \$200,000 per unit for Prototype 2, and \$75,000 per unit for Prototype 3.

**FIGURE 20. RECENT LAND SALE FOR SITE ZONED FOR SINGLE-FAMILY SUBDIVISION**

<b>Site Address</b>	<b>548 Miller Ave., Mill Valley</b>
Description	Single-family subdivision (13 fee simple lots, three of which include ADUs)
Site Acres	1.58
Site Sq. Ft.	68,825
Units Per Acre	10
Sale Date	September 2019
Sale Price for Site	\$8,500,000
Land Price Per Unit (including 3 ADUs)	\$531,250

Source: Costar, 2021; Strategic Economics, 2021.

FIGURE 21. RECENT LAND SALES FOR CONDOMINIUM TOWNHOMES

Site Address	500 Miller Ave., Mill Valley	7533-7537 Redwood Blvd., Novato
Description	Nine condominium townhomes with underground parking and corner retail space	50 condominium townhomes (Atherton Place)
Site Acres	1.2	3.7
Site Sq. Ft.	52,272	161,172
Units Per Acre	7.5	13.5
Sale Date	June 2017	July 2018
Sale Price for Site	\$2,900,000	\$9,000,000
Land Price Per Unit	\$322,222	\$180,000

Source: Costar, 2021; Strategic Economics, 2021.

FIGURE 22. RECENT LAND SALES FOR MULTIFAMILY HOUSING

Site Address	703 Third St., San Rafael (a)	1203-1211 Lincoln Ave., San Rafael (b)
Description	Proposed apartment project with 61 units and underground, automated parking and incorporating density bonus	36 condominium flats Type V over I construction
Site Acres	0.63	0.74
Site Sq. Ft.	27,395	32,234
Units Per Acre	97	49
Sale Date	August 2014	March 2017
Sale Price for Site	\$4,650,000	\$2,700,000
Land Price Per Unit	\$76,230	\$75,000

Source: Costar, 2021; Developer Pro Formas, 2021; Strategic Economics, 2021.

Notes:

(a) Reflects the site's "base case scenario" which is more comparable to Prototype 3

(b) Site is now associated with pipeline assisted living proposal but at time of sale, it had been planned for condominiums

## HARD COSTS

Hard costs refer to both horizontal site costs and vertical construction costs, including the residential area construction and parking construction.

According to developers active in Marin County, construction costs for the county are higher than other locations in the Bay Area because it is less accessible to construction workers. Subcontractors often charge a premium that is equivalent to prevailing wage. The construction cost estimates for residential buildings incorporate these cost factors specific to Marin County.

The construction costs also include horizontal/site costs that include demolition, grading, utility connection installation, paving, and landscaping. For the purposes of this analysis, it is assumed that

the hypothetical sites are relatively flat, with horizontal costs of \$15 per land square foot for the single-family subdivision, and \$35 per land square foot for the condominium townhomes and apartments.

The construction costs for the single-family subdivision and the condominium townhome, which are based on feedback from Marin developers and homebuilders, are \$110 and \$150 per gross residential square foot respectively. Note that the cost of garage parking is incorporated into the residential hard cost, while the cost of any surface parking is incorporated into the site cost for these prototypes.

For the rental prototype, the construction cost of the residential area is estimated to be \$350 per gross residential square foot. Because there are very few examples of recent and under construction apartments over podium in Marin, the Consultant Team also reviewed pro formas for planned affordable and market-rate projects in San Rafael and other Bay Area cities to estimate costs.

Based on this broad review of costs, the Consultant Team estimated that residential construction costs for Prototype 3 were approximately \$350 per gross residential square foot, which translates to per unit costs of \$564,000. A review of financial data from affordable housing projects in the San Francisco Bay Area supported these cost estimates, which show that affordable housing per unit costs are in the range of \$530,000 to \$678,000.<sup>11</sup>

#### SOFT COSTS

Soft costs refer to necessary costs of development that are not directly related to the physical construction of the building. They include architecture, engineering costs and other professional services fees, as well as other costs associated with doing business, such as insurance and taxes. Finally, soft costs include city permits and fees, and other miscellaneous costs. It is estimated that soft costs are 12 percent of hard costs for all three prototypes, a standard assumption that was confirmed by developer interviewees. The developer's contingency and overhead, also account for an additional five and four percent of hard costs, respectively.<sup>12</sup>

#### FINANCING COSTS

Financing assumptions are consistent for both for-sale prototypes because the two hypothetical projects would have similar loan terms and construction timelines. Based on input from developers that specialize in owner-occupied single-family and townhome developments, 65 percent of the project cost would be financed with debt, with a typical interest rate of approximately 4.5 percent. The development period for the for-sale prototypes is assumed to be 18 months.

The rental apartment prototype incorporates a slightly higher interest rate at 5 percent, to account for a higher level of risk, with a 24-month development period. The amount financed is also tends to be slightly higher at 70 percent of project cost, according to a multifamily developer.

All three prototypes incorporate a 1.5 percent construction loan fee, which is a standard industry assumption.

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<sup>11</sup> Even though affordable rental housing is rented at below market rates, the cost of construction is the same, and sometimes higher than market-rate housing.

<sup>12</sup> Developer profit is not included in the consideration of costs for the purposes of this analysis, but could be considered in a more detailed pro forma financial feasibility analysis.

## AFFORDABILITY GAP

The final step is to calculate the housing affordability gap, which is the difference between what very low-, low-, and moderate-income households can afford to pay and the cost of developing those units. The gap helps determine the in-lieu fee amount that would be required to cover the cost associated with developing affordable housing units.

### FOR-SALE HOUSING

Figures 23 and 24 shows the affordability gap calculation for the for-sale housing prototypes. For each unit type, the gap is calculated as the difference between the per-unit cost of development and the affordable sales price for each income level. The average housing affordability gap is weighted based on the unit mix in the prototypes.

FIGURE 23. AFFORDABILITY GAP FOR SINGLE-FAMILY SUBDIVISION

Income Level and Unit Type	Unit Size (Sq. Ft.)	Affordable Sales Price (a)	Development Costs (b)	Affordability Gap (c)
<b>Very Low Income (50%)</b>				
3 Bedroom	2,000	\$219,714	\$710,337	\$490,623
4 Bedroom	2,400	\$240,398	\$852,405	\$612,007
<b>Weighted Average</b>		<b>\$230,056</b>	<b>\$781,371</b>	<b>\$551,315</b>
<b>Low Income (70%)</b>				
3 Bedroom	2,000	\$344,076	\$710,337	\$366,261
4 Bedroom	2,400	\$379,167	\$852,405	\$473,237
<b>Weighted Average</b>		<b>\$361,622</b>	<b>\$781,371</b>	<b>\$419,749</b>
<b>Moderate Income (110%)</b>				
3 Bedroom	2,000	\$589,581	\$710,337	\$120,757
4 Bedroom	2,400	\$653,042	\$852,405	\$199,363
<b>Weighted Average</b>		<b>\$621,311</b>	<b>\$781,371</b>	<b>\$160,060</b>

Source: Strategic Economics, 2021.

Notes:

- (a) See calculation in Figure 14, above.
- (b) Assumes \$349 per SF for development costs
- (c) Calculated as the difference between affordable sales price and development cost
- (d) Includes 50% three-bedrooms and 50% four-bedrooms.

FIGURE 24. AFFORDABILITY GAP FOR CONDOMINIUM TOWNHOME

Income Level and Unit Type	Unit Size (Sq. Ft.)	Affordable Sales Price (a)	Development Costs (b)	Affordability Gap (c)
<b>Very Low Income (50%)</b>				
3 Bedroom	1,750	\$202,624	\$653,038	\$450,414
4 Bedroom	1,900	\$230,523	\$709,013	\$478,490
<b>Weighted Average</b>		<b>\$211,924</b>	<b>\$671,697</b>	<b>\$459,773</b>
<b>Low Income (70%)</b>				
3 Bedroom	1,750	\$326,986	\$653,038	\$326,052
4 Bedroom	1,900	\$369,293	\$709,013	\$339,720
<b>Weighted Average</b>		<b>\$341,089</b>	<b>\$671,697</b>	<b>\$330,608</b>
<b>Moderate Income (110%)</b>				
3 Bedroom	1,750	\$572,582	\$653,038	\$80,456
4 Bedroom	1,900	\$643,220	\$709,013	\$65,793
<b>Weighted Average</b>		<b>\$596,128</b>	<b>\$671,697</b>	<b>\$75,568</b>

Source: Strategic Economics, 2021.

Notes

(a) See calculation in Figure 15, above.

(b) Assumes \$393 per square foot for development costs

(c) Calculated as the difference between affordable sales price and development cost

(d) Includes two-thirds three-bedrooms and one-third four-bedrooms.

## RENTAL HOUSING

Figure 25 shows the affordability gap calculation for the rental prototype. For each rental unit type and income level, the gap is defined as the difference between the per-unit cost of development and the supportable debt per unit. The supportable debt is calculated based on the net operating income generated from the monthly rent from the affordable unit, and incorporates assumptions about operating expenses (including property taxes, insurance, maintenance, etc.), reserves, and vacancy. It also incorporates financing assumptions related to the permanent loan on the property. Assumptions on operating costs are informed by data on Victory Village, which is a recent affordable housing development built in Marin. The average housing affordability gap is also weighted based on the unit mix of the prototype.

FIGURE 25. HOUSING AFFORDABILITY GAP FOR RENTAL APARTMENTS

Income Level and Unit Type	Unit Size (Sq. Ft.)	Maximum Monthly Rent (a)	Annual Income	Net Operating Income (b)	Available for Debt Service (c)	Supportable Debt (d)	Development Costs (e)	Affordability Gap (f)
<b>Very Low-income (50%)</b>								
Studio	650	\$1,209	\$14,507	\$2,781	\$2,418	\$39,393	\$458,250	\$418,857
1 Bedroom	750	\$1,379	\$16,551	\$4,723	\$4,107	\$66,904	\$528,750	\$461,846
2 Bedroom	900	\$1,539	\$18,468	\$6,545	\$5,691	\$92,699	\$634,500	\$541,801
<b>Weighted Average (g)</b>						<b>\$74,471</b>	<b>\$564,000</b>	<b>\$489,529</b>
<b>Low-income (65%)</b>								
Studio	650	\$1,584	\$19,013	\$7,063	\$6,141	\$100,036	\$458,250	\$358,214
1 Bedroom	750	\$1,809	\$21,704	\$9,618	\$8,364	\$136,236	\$528,750	\$392,514
2 Bedroom	900	\$2,022	\$24,264	\$12,051	\$10,479	\$170,691	\$634,500	\$463,809
<b>Weighted Average (g)</b>						<b>\$146,398</b>	<b>\$564,000</b>	<b>\$417,602</b>
<b>Moderate Income (90%)</b>								
Studio	650	\$2,210	\$26,525	\$14,198	\$12,346	\$153,206	\$458,250	\$305,044
1 Bedroom	750	\$2,524	\$30,291	\$17,776	\$15,458	\$191,816	\$528,750	\$336,934
2 Bedroom	900	\$2,827	\$33,924	\$21,228	\$18,459	\$229,058	\$634,500	\$405,442
<b>Weighted Average (g)</b>						<b>\$202,852</b>	<b>\$564,000</b>	<b>\$361,148</b>

Notes:

- (a) Affordable rent levels based on 2020 income limits
- (b) Amount available for debt. Assumes 5% vacancy and collection loss and \$11,000 per unit for operating expenses and reserves, based on operating pro formas for recent affordable projects in Marin County.
- (c) Assumes 1.15 Debt Coverage Ratio.
- (d) Assumes 4.5% permanent financing interest rate and 30 year loan.
- (e) Assumes development cost of \$705 per net square foot on rental units.
- (f) Calculated as the difference between development costs and supportable debt.
- (g) Incorporates 10% studios, 50% one-bedrooms, and 40% two-bedrooms.

## SUMMARY OF MAXIMUM IN-LIEU FEE BY HOUSING TYPE

A summary of the affordability gaps by tenure and income level is displayed in Figure 26. The affordability gap is the basis for setting the maximum in-lieu fee. As shown, the maximum in-lieu fee per required affordable unit (rounded) is approximately \$377,000 for single-family subdivisions, \$289,000 for condominium townhomes, and \$423,000 for rental apartments.

The maximum in-lieu fee is highest for rental apartments because the average targeted income is lower (68 percent of AMI, compared to 78 percent AMI for for-sale housing), resulting in a wider affordability gap.

The calculated in-lieu fee is lower for condominium townhomes than single-family subdivisions because the construction cost for townhomes is slightly lower, while the targeted income groups remain the same.

It is important to note that the City can choose to adopt lower fees than the maximum calculated in-lieu fees shown in Figure 26.

**FIGURE 26. SUMMARY OF MAXIMUM IN-LIEU FEES**

Income Level	For-sale Gap		Rental Gap
	Single-Family Subdivision	Condominium Townhome	
Very Low-income (50% AMI)	\$551,315	\$459,773	\$489,529
Low-income (65% AMI Rental/ 70% Owner)	\$419,749	\$330,608	\$417,602
Moderate Income (90% AMI Rental)/ 110% AMI Owner)	\$160,060	\$75,568	\$361,148
<b>Average Affordability Gap/ Maximum In-Lieu Fee</b>	<b>\$377,042</b>	<b>\$ 288,650</b>	<b>\$422,760</b>

Source: Strategic Economics, 2021.

## **IV. Policy Considerations and Recommendations**

This section summarizes key policy issues for the City of San Rafael to consider when updating its inclusionary housing ordinance and in-lieu fee. The following questions are addressed:

- How do the calculated in-lieu fees compare with the County's existing fees?
- How do the calculated fees compare with in-lieu fees in other jurisdictions?
- How much do the calculated in-lieu fees raise development costs in Marin County and impact financial feasibility?
- How do the calculated fees compare with existing municipal fees, such as building permit and other impact fees?

Each of these questions is addressed in the sections below, followed by a set of recommendations.

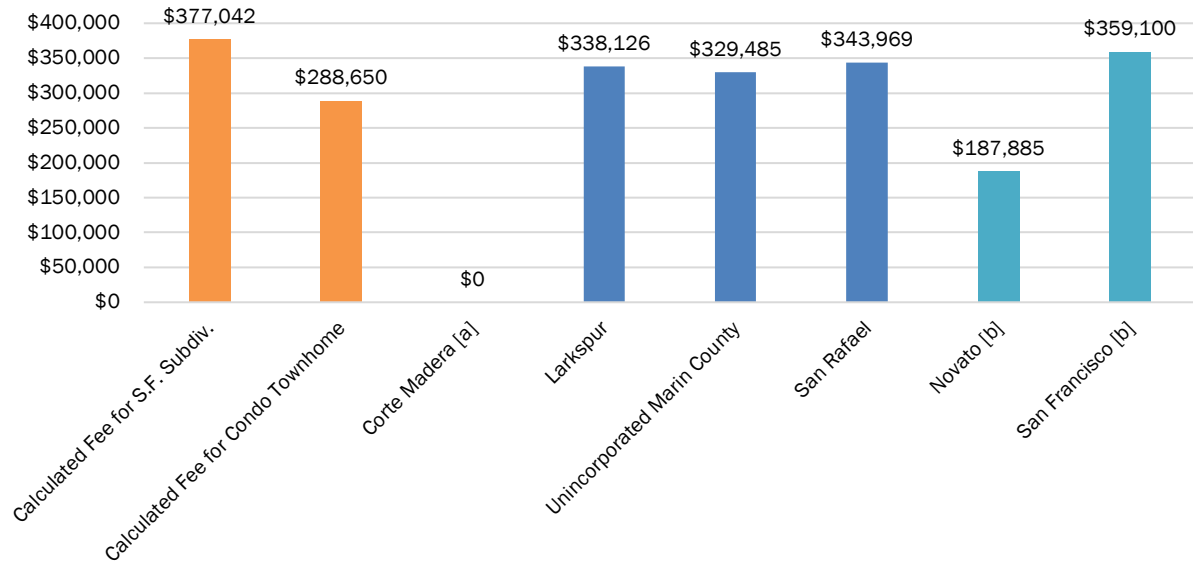
### **COMPARISON OF IN-LIEU FEES IN MARIN COUNTY AND NEIGHBORING JURISDICTIONS**

The newly calculated in-lieu fees from the previous section are shown along with the existing in-lieu fees for for-sale housing for the County and other nearby jurisdictions for comparison in Figure 27. As shown, the City of San Rafael currently has an in-lieu fee of nearly \$344,000 per unit for all for-sale housing. The newly calculated maximum in-lieu fee for single-family subdivisions is higher than the existing fee in all the other jurisdictions. However, the calculated fee for for-sale townhomes is lower than the County's existing fee but higher than the current in-lieu fee for for-sale housing in Novato.

The same information is shown for rental housing in Figure 28. As shown, the calculated maximum in-lieu fee for rental projects is higher than the existing fees in San Rafael, Marin County and the neighboring cities. Larkspur, Novato, and San Francisco charge lower in-lieu fees for rental projects, even though the affordability gap may be higher than for-sale housing.



**FIGURE 27: COMPARISON OF CALCULATED IN-LIEU FEES WITH EXISTING IN-LIEU FEES, FOR-SALE DEVELOPMENTS**

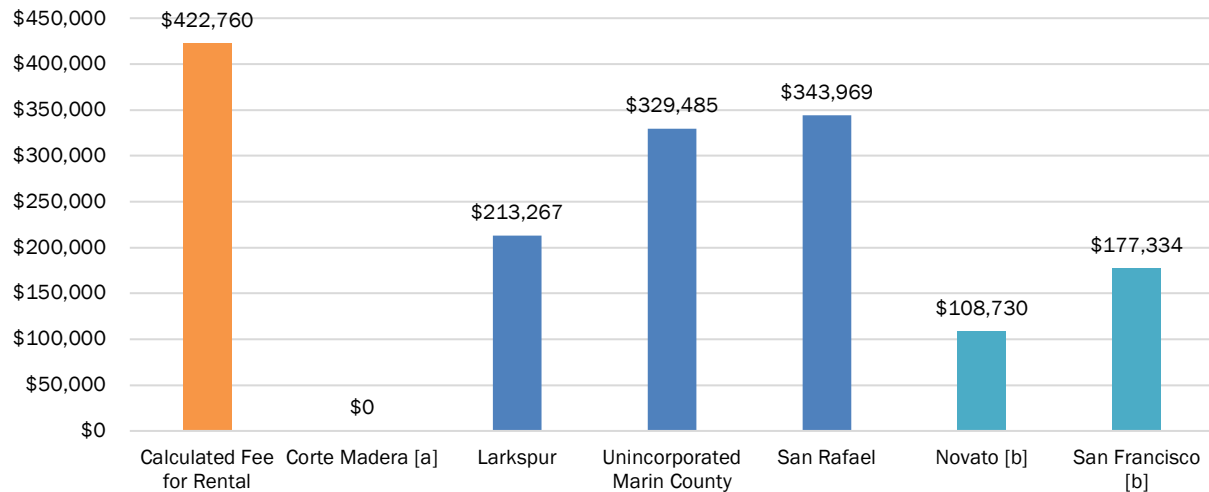


[a] Corte Madera has an in-lieu fee that is calculated based on construction costs and area median incomes. Because the assumptions in the calculation have not been updated for several years, the fee currently evaluates to zero.

[b] In-lieu fees for San Francisco and Novato vary by the number of units in the project. Both fee amounts assume the 30-unit condo townhome prototype.

Sources: Available documents from jurisdictions, 2020; Strategic Economics, 2021.

**FIGURE 28: COMPARISON OF CALCULATED IN-LIEU FEES WITH EXISTING IN-LIEU FEES, RENTAL DEVELOPMENTS**



[a] Corte Madera has an in-lieu fee that is calculated based on construction costs and area median incomes. Because the assumptions in the calculation have not been updated for several years, the fee currently evaluates to zero.

[b] In-lieu fees for San Francisco and Novato vary by the number of units in the project. Both fee amounts assume the 100-unit rental apartment prototype.

Sources: Available documents from jurisdictions, 2020; Strategic Economics, 2021. in-Lieu Fee in Relation to Development costs

Using the development cost estimates from the previous section, the Consultant Team calculated the increase in costs that would be experienced when charging the fee in-lieu of an onsite requirement at a level of 10 percent, 15 percent, 20 percent, and 25 percent. As shown in Figure 29, the cost of the fee for would range from five to 12 percent for the single-family subdivision

prototype, four to 11 percent for the condo townhome prototype, and seven to 19 percent for the apartment prototype.

**FIGURE 29: IMPACT OF IN-LIEU FEE ON TOTAL DEVELOPMENT COSTS BY PROTOTYPE**

	<b>Single Family Subdivision</b>	<b>Condo Townhome</b>	<b>Rental Apartment</b>
Total Development Costs per Unit	\$781,371	\$671,697	\$563,833
In lieu Fees per Affordable Unit	\$289,905	\$203,088	\$422,760
Increase in Total Development Costs			
@ 10% Onsite Requirement	5%	4%	7%
@ 15% Onsite Requirement	7%	6%	11%
@ 20% Onsite Requirement	10%	9%	15%
@ 25% Onsite Requirement	12%	11%	19%

Source: Strategic Economics, 2021.

The calculated in-lieu fee for the apartment prototype has the largest impact on development costs, due to the much higher affordability gap for apartments. Although rental apartments are the least expensive of the three prototypes to build per unit, the smaller households expected to occupy these units, which translates to lower tenant incomes, and the high operating costs of apartments mean that the affordability gap for rentals is higher in this case. This analysis suggests that for-sale developments will be able to accommodate a substantially higher percentage onsite requirement than will rental projects.

#### **BURDEN OF IN-LIEU COMBINED WITH OTHER MUNICIPAL FEES**

The Consultant Team reviewed the total burden of the calculated in-lieu fees in the context of other municipal fees charged by the cities, including fees such as building permits as well as any impact fees each jurisdiction might have in place.<sup>14</sup> A table of these costs for each jurisdiction is given in Figure 30 below, including the total fees that would be paid on each prototype in-lieu of hypothetical inclusionary requirements ranging from ten to 25 percent.

Because each jurisdiction has its own schedule of fees for new development, the cost of development in each community varies. For example, municipal fees for the prototypes in San Rafael range from three to four percent of development costs, while fees in Corte Madera are higher, ranging from four to five percent of development costs. The City of San Rafael will need to take into account these baseline costs when updating an in-lieu fee.

<sup>14</sup> Connection fees charged by a local sanitary sewer and water district were also estimated; they would be expected to represent an additional three to four percent of development costs above what is shown in the Figure 30.

FIGURE 30: IN-LIEU FEES AND OTHER MUNICIPAL FEES\* BY JURISDICTION

Current level of onsite requirement for each jurisdiction in bold.

	Per Unit			As % of Development Costs		
	S.F. Subdiv.	Condo	Apt.	S.F. Subdiv.	Condo	Apt.
<b>Corte Madera</b>						
Municipal Fees	\$35,776	\$27,116	\$23,339	5%	4%	4%
Tot. Fees @10% Rqmt.	\$64,767	\$47,424	\$65,615	8%	7%	12%
Tot. Fees @15% Rqmt.	\$79,262	\$57,579	\$86,753	10%	9%	15%
Tot. Fees @20% Rqmt.	\$93,757	\$67,733	\$107,891	12%	10%	19%
Tot. Fees @25% Rqmt.	<b>\$108,253</b>	<b>\$77,888</b>	<b>\$129,029</b>	<b>14%</b>	<b>12%</b>	<b>23%</b>
<b>Fairfax</b>						
Municipal Fees	\$13,231	\$11,258	\$8,104	2%	2%	1%
Tot. Fees @10% Rqmt.	\$42,221	\$31,567	\$50,380	5%	5%	9%
Tot. Fees @15% Rqmt.	\$56,717	\$41,722	\$71,518	7%	6%	13%
Tot. Fees @20% Rqmt.	\$71,212	\$51,876	\$92,656	9%	8%	16%
Tot. Fees @25% Rqmt.	\$85,707	\$62,030	\$113,794	11%	9%	20%
<b>Larkspur</b>						
Municipal Fees	\$39,839	\$25,951	\$19,449	5%	4%	3%
Tot. Fees @10% Rqmt.	\$68,830	\$46,260	\$61,725	9%	7%	11%
Tot. Fees @15% Rqmt.	<b>\$83,325</b>	<b>\$56,414</b>	<b>\$82,863</b>	<b>11%</b>	<b>8%</b>	<b>15%</b>
Tot. Fees @20% Rqmt.	<b>\$97,820</b>	<b>\$66,569</b>	<b>\$104,001</b>	<b>13%</b>	<b>10%</b>	<b>18%</b>
Tot. Fees @25% Rqmt.	\$112,316	\$76,723	\$125,139	14%	11%	22%
<b>Unincorporated Marin County</b>						
County Fees	\$25,397	\$23,656	\$5,470	3%	4%	1%
Tot. Fees @10% Rqmt.	\$63,101	\$52,521	\$47,746	8%	8%	8%
Tot. Fees @15% Rqmt.	\$81,953	\$66,954	\$68,884	10%	10%	12%
Tot. Fees @20% Rqmt.	<b>\$100,806</b>	<b>\$81,386</b>	<b>\$90,022</b>	<b>15%</b>	<b>12%</b>	<b>18%</b>
Tot. Fees @25% Rqmt.	\$119,658	\$95,819	\$111,160	17%	15%	22%
<b>San Anselmo</b>						
Municipal Fees	\$12,821	\$13,837	\$14,034	2%	2%	2%
Tot. Fees @10% Rqmt.	\$41,811	\$34,146	\$56,310	5%	5%	10%
Tot. Fees @15% Rqmt.	\$56,306	\$44,300	\$77,448	7%	7%	14%
Tot. Fees @20% Rqmt.	\$70,802	\$54,455	\$98,586	9%	8%	17%
Tot. Fees @25% Rqmt.	\$85,297	\$64,609	\$119,724	11%	10%	21%
<b>San Rafael</b>						
Municipal Fees	\$27,044	\$23,545	\$15,113	3%	4%	3%
Tot. Fees @10% Rqmt.	<b>\$56,034</b>	<b>\$43,854</b>	<b>\$57,389</b>	<b>7%</b>	<b>7%</b>	<b>10%</b>
Tot. Fees @15% Rqmt.	<b>\$70,530</b>	<b>\$54,009</b>	<b>\$78,527</b>	<b>9%</b>	<b>8%</b>	<b>14%</b>
Tot. Fees @20% Rqmt.	\$85,025	\$64,163	\$99,665	11%	10%	18%
Tot. Fees @25% Rqmt.	\$99,520	\$74,317	\$120,803	13%	11%	21%

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Sausalito						
Municipal Fees	\$7,448	\$7,694	\$9,987	1%	1%	2%
Tot. Fees @10% Rqmt.	\$36,438	\$28,003	\$52,263	5%	4%	9%
Tot. Fees @15% Rqmt.	<b>\$50,934</b>	<b>\$38,157</b>	<b>\$73,401</b>	<b>7%</b>	<b>6%</b>	<b>13%</b>
Tot. Fees @20% Rqmt.	<b>\$65,429</b>	<b>\$48,311</b>	<b>\$94,539</b>	<b>8%</b>	<b>7%</b>	<b>17%</b>
Tot. Fees @25% Rqmt.	\$79,924	\$58,466	\$115,677	10%	9%	21%

\* Municipal fees include all applicable permits and impact fees charged by the jurisdiction. Water and sanitary sewer connection fees are not included. Based on estimates from Marin Municipal Water District and Ross Valley Sanitary District, water and sewer fees represent and additional four percent to development costs of the single family subdivision and three percent to condo townhomes and apartments.

Source: Strategic Economics, 2021.

### CONVERSION TO PER SQUARE FOOT FEE

Jurisdictions can opt to implement the in-lieu fee as a per square foot fee, rather than a per unit fee, in order to incentivize development projects with smaller units. This may be useful for jurisdictions that primarily see developments with large, luxury units. The per square foot fees are calculated by dividing the per-unit in lieu fee by the weighted average unit square feet for each prototype. This calculation is shown below in Figure 31.

FIGURE 31. EQUIVALENT IN LIEU FEES PER UNIT SQUARE FOOT FOR PROTOTYPES

	Multifamily Rental	Condominium Townhome	Single Family Subdivision
Weighted Average Unit Sq. Ft.	800	1800	2,200
Affordability Gap per Unit			
Very Low Income (50% AMI Rental and Owner)	\$489,529	\$459,773	\$551,315
Low Income (65% AMI Rental/ 70% AMI Owner)	\$417,602	\$330,608	\$419,749
Moderate Income (90% AMI Rental)/ 110% AMI Owner)	\$361,148	\$75,568	\$160,060
Affordability Gap per Sq. Ft.			
Very Low Income (50% AMI)	\$612	\$255	\$251
Low Income (65% AMI Rental/ 70% AMI Owner)	\$522	\$184	\$191
Moderate Income (90% AMI Rental)/ 110% AMI Owner)	\$451	\$42	\$73

Source: Strategic Economics, 2021.

## COMPARISON OF INCLUSIONARY REQUIREMENTS IN SELECTED BAY AREA CITIES

Figure 32 summarizes the inclusionary requirements for selected Bay Area cities outside of Marin County for the purposes of comparison. As shown, the cities all have inclusionary requirements on for-sale development projects ranging from a minimum of 5 percent in Oakland to 22 percent in San Francisco. The income targets for for-sale housing are typically low-income and moderate-income households.

For rental housing, the percentage requirement ranges from 5 percent in Oakland to 20 percent in San Francisco. Most of the jurisdictions require some proportion of very low-income units, along with low-income and moderate-income units.

San Francisco, San Jose, and Cupertino have lower requirements for small projects.

**FIGURE 32. INCLUSIONARY POLICIES FOR SELECT BAY AREA JURISDICTIONS**

<b>Jurisdiction</b>	<b>For-Sale Housing</b>	<b>Rental Housing</b>	<b>Fee Option</b>	<b>Year Adopted/Updated</b>
Berkeley	20% affordable at or below 80% AMI.	20% must be affordable (10% at 80% AMI and 10% at 50% AMI).	For sale: In-lieu fee option (62.5% of difference between affordable and market price). Rental: Affordable housing impact fee \$39,716 per market-rate unit.	2020
Oakland	5% at 50% AMI or 10% at 80% AMI or 10% at 120% AMI.	5% at 50% AMI or 10% at 80% AMI or 10% at 120% AMI.	Fee permitted.	2016
San Francisco	Projects with 25+ units: 22% must be affordable to 80%-110% AMI. Projects with 10-24 units: 13% must be affordable.	Projects with 25+ units: 20% must be affordable to 55%-110% AMI. Projects with 10-24 units: 13% must be affordable to 55% AMI.	Fee permitted but with a higher percentage requirement than building on-site. Smaller projects pay a lower fee.	2017
San Jose	Projects with 20+ units must meet 15% affordable set-aside at or below 120% AMI. Smaller projects have lower percentage requirements.	5% at 100% AMI, 5% at 60% AMI, and 5% at 50% AMI, or 10% at 30% AMI. Smaller projects have lower percentage requirements.	Fee permitted.	2021
Santa Cruz	20% must be affordable to households at or 80% - 100% AMI.	20% must be affordable to households at or below 80% AMI.	On-site units encouraged.	2019
Palo Alto	15% must be affordable to households at 120% AMI or below.	No on-site requirement for rental.	For sale: Fee permitted but developer must demonstrate infeasibility of on-site units. Rental: Affordable housing impact fee charged.	2012
Cupertino	15% must be affordable to 120% or 100% AMI.	15% must be affordable to 120% or 80% AMI.	Projects with 1-6 units may provide a unit or pay a fee. For projects with 7 or more units, requires City Council approval.	2012

Source: Urban Displacement Project, 2021; City of Berkeley, 2021; Strategic Economics, 2021.



## Appendix A

The Consultant Team spoke with a range of stakeholders for this report, including market-rate housing developers, affordable housing developers, affordable housing advocates, Marin housing authority staff, and local community land trusts. Stakeholders that participated in either one-on-one interviews with the Consultant Team, or in developer forums, both of which helped inform this report, are listed below in Figure 33.

FIGURE 33. LIST OF STAKEHOLDERS INTERVIEWED FOR STUDY

<b>Name</b>	<b>Organization/ Affiliation</b>
Judith Bloomberg	Marin Organizing Committee
Arienne Dar	Bolinas Community Land Trust
Todd David	Housing Action Committee
Justin Derby	Meritage Homes
Bruce Dorfman	Thompson Dorfman
Aaron Eckhouse	California YIMBY
Michael Hooper	Campus Property Group
Larry Kennings	Marin Environmental Housing Collaborative
Stacey Laumann	Community Land Trust of West Marin
Marianne Lim	EAH Housing
Stephanie Lovette	Marin Housing Authority
Linda Mandolini	Eden Housing
Tom Monahan	Monahan Parker Development
Wick Polite	Seagate Properties
Kiki La Porta	Coalition for a Livable Marin
Phil Richardson	Individual developer
Suzanne Sadowsky	San Geronimo Valley Affordable Housing Association
Carmen Soruco	Marin Housing Authority
Mary Kay Sweeney	Homeward Bound Housing Crisis Action Group, San Rafael Chamber of Commerce
Joanne Webster	Commerce

Source: Strategic Economics, 2021.