

AGENDA
Blue Ribbon Commission Phase II

September 24, 2009 Meeting
6:00 p.m. to 8:00 p.m.
Twenty Ninth Street Community Rooms

Food will be provided since several members of the Commission are coming from other meetings or work.

<u>Time</u>	<u>Topic</u>
6:00 to 6:10	Public Participation
6:10 to 7:30	General Fund Transfers Cost of Services Report
7:30 to 8:00	Review Chapters 1 & 2 Outline

City of Boulder – Overview of 2009 General Fund Transfers to Other Funds

	Planning and Development Services	Recreation Activity	Affordable Housing	Community Housing Assistance Program (CHAP)	Downtown Commercial District	University Hill Commercial District	Open Space
Purpose	Established to provide a source of funding for General Fund services provided by Community Planning & Sustainability and Public Works/Development & Support Services	Established to provide a source of funding to subsidize recreation programs that do not cover 100% of their direct costs	Established to provide funding to support affordable housing goals	Established to provide funding to support affordable housing goals.	A portion of the General Fund's on-street parking kiosk revenue (collected within the DCD's boundaries) is transferred to offset costs of associated General Fund programs.	A portion of the General Fund's on-street parking kiosk revenue (collected within the UHCD's boundaries) is transferred to offset costs of associated General Fund programs.	Established to provide funding to maintain the mountain park system after it was merged with Open Space. Prior to the merger, the funding was allocated to Parks and Recreation for mountain parks).
Total 2009 Budget	\$2,333,000	\$1,854,000	\$416,000	\$1,363,000	\$1,955,000	\$255,000	\$1,099,000
Legally Restricted	No	No	No	No (a 0.80 mil of General Fund property tax allocated to CHAP based on council direction in 1992)	No (Meter revenues pledged as repayment in CAGID bonds)	No	No
Service Examples	Long –range planning, historic preservation, code enforcement, development review	Programs for people with disabilities, low-income youth, Pottery lab, other programs/facilities	Funds used to increase permanently affordable housing units in Boulder	Funds used to increase permanently affordable housing units in Boulder	Ecopass program, parking kiosk maintenance/ops, economic vitality, Mall improve/mgmt, event permitting	Parking kiosk maintenance/operations, economic vitality, supplemental maintenance	Maintenance of mountain parks
Is GF transfer segregated or commingled w/other revenues?	Segregated based on service costs and accepted cost recovery rates	Funds commingled	Funds commingled	Funds commingled	Segregated based on service type	Segregated based on service type	Funds commingled

BUSINESS PLAN SUBMISSION

FISCALLY CONSTRAINED PLAN

2009 BUDGET

Fund Title	Program/Service	Budget	Program/ Service Amount Provided by General Fund (GF)	%	Program/ Service Amount Provided by PW Transfer	%	Program/ Service Amount Funded by Fees or Dedicated Taxes	%	Essential		Desirable		Discretionary		Total
									%	Cost	%	Cost	%	Cost	
P&DS	General Fund														
	Business License Zoning and Use Verification	5,692	5,692	100%	0	0%	0	0%	0%	0	100%	5,692	0%	0	5,692
	Comprehensive Planning	512,754	512,754	100%	0	0%	0	0%	50%	256,377	50%	256,377	0%	0	512,754
	Capital Improvements Program Coordination	31,850	31,850	100%	0	0%	0	0%	100%	31,850	0%	0	0%	0	31,850
	Environmental and Zoning Enforcement	484,954	484,954	100%	0	0%	0	0%	25%	121,239	65%	315,220	10%	48,495	484,954
	Downtown Design Advisory Board (DDAB)	6,575	6,575	100%	0	0%	0	0%	0%	0	100%	6,575	0%	0	6,575
	Environmental Planning	54,115	54,115	100%	0	0%	0	0%	0%	0	100%	54,115	0%	0	54,115
	Title 9 Code Maintenance	22,397	22,397	100%	0	0%	0	0%	50%	11,199	50%	11,199	0%	0	22,397
	Historic Preservation Designation	46,819	46,819	100%	0	0%	0	0%	0%	0	100%	46,819	0%	0	46,819
	Historic Preservation Design Review	136,393	136,393	100%	0	0%	0	0%	0%	0	100%	136,393	0%	0	136,393
	Intergovernmental Relations and Referrals	71,517	71,517	100%	0	0%	0	0%	50%	35,759	50%	35,759	0%	0	71,517
	Landmarks Board	76,485	76,485	100%	0	0%	0	0%	0%	0	100%	76,485	0%	0	76,485

PLANNING AND DEVELOPMENT SERVICES (P&DS)

BUSINESS PLAN SUBMISSION

FISCALLY CONSTRAINED PLAN

2009 BUDGET

Fund Title	Program/Service	Budget	Program/Service Amount Provided by General Fund (GF)	%	Program/Service Amount Provided by PW Transfer	%	Program/Service Amount Funded by Fees or Dedicated Taxes	%	Essential		Desirable		Discretionary		Total
									%	Cost	%	Cost	%	Cost	
	Map Data Maintenance	80,709	80,709	100%	0	0%	0	0%	100%	80,709	0%		0%		80,709
	Planning Board/City Council - Long Range	70,470	70,470	100%	0	0%	0	0%	50%	35,235	50%	35,235	0%	0	70,470
	Residential Permit Allocation System	961	961	100%	0	0%	0	0%	0%	0	0%	0	100%	961	961
	Sales and Use Tax Processes	36,151	36,151	100%	0	0%	0	0%	0%	0	100%	36,151	0%	0	36,151
	Wetland Management	22,382	22,382	100%	0	0%	0	0%	0%	0	100%	22,382	0%	0	22,382
	General Fund Total	1,660,224	1,660,224		-	0%	-	0%	34%	572,367	63%	1,038,401	3%	49,456	1,660,224
	Fund Transfers and Revenue														
	Administrative Review	168,423	52,211	31%	32,000	19%	84,212	50%	5%	8,421	95%	160,002	0%	0	168,423
	Board of Zoning and Building Appeals (BOZA)	31,007	19,007	0%	0	0%	12,000	0%		0	100%	31,007	0%	0	31,007
	Land Use Review	940,678	291,610	31%	178,729	19%	470,339	50%	25%	235,170	75%	705,509	0%	0	940,678
	Landmarks Board Demolition Permit Review	31,686	15,843	50%	0	0%	15,843	50%	0%	0	100%	31,686	0%	0	31,686
	Prairie Dog Permits	3,070	1,535	50%	0	0%	1,535	50%	0%	0	100%	3,070	0%	0	3,070
	Pre-Application	66,087	40,974	62%	25,113	38%	0	0%	0%	0	100%	66,087	0%	0	66,087
	Rental Housing Licensing and Enforcement	145,845	58,338	40%	0	0%	87,507	60%	0%	0	100%	145,845	0%	0	145,845
	Technical Document Review	387,693	60,092	16%	36,831	10%	290,770	75%	25%	96,923	75%	290,770	0%	0	387,693

BUSINESS PLAN SUBMISSION
FISCALLY CONSTRAINED PLAN

2009 BUDGET

Fund Title	Program/Service	Budget	Program/Service Amount Provided by General Fund (GF)		Program/Service Amount Provided by PW Transfer		Program/Service Amount Funded by Fees or Dedicated Taxes		Essential		Desirable		Discretionary		Total
			%	%	%	%	%	Cost	%	Cost	%	Cost			
	Planning Board/City Council- Land Use Review	89,369	27,704	31%	16,980	19%	44,685	50%	25%	22,342	75%	67,027	0%	0	89,369
	Engineering Review	396,076	0	0%	396,076	100%	0	0%	100%	396,076	0%	0	0%	0	396,076
	Fund Transfer and Revenue Total	2,259,934	567,315	25%	685,729	30%	1,006,890	45%	34%	758,932	66%	1,501,002	0%	0	2,259,934
	Reimbursed Activities														
	Dangerous Building Abatement	8,788	0	0%	0	0%	8,788	100%	100%	8,788	0%	0	0%	0	8,788
	Environmental Enforcement Abatement	18,402	0	0%	0	0%	18,402	100%	0%	0	100%	18,402	0%	0	18,402
	Reimbursed Activities Total	27,190	-	0%	-	0%	27,190	100%	32%	8,788	68%	18,402	0%	0	27,190
	Revenue/Fee Service Total														
	Building Permits and Inspections	3,831,220	0	0%	0	0%	3,831,220	100%	90%	3,448,098	10%	383,122	0%	0	3,831,220
	Floodplain Permits	50,600	0	0%	0	0%	50,600	100%	100%	50,600	0%	0	0%	0	50,600
	GIS Services	141,750	0	0%	0	0%	141,750	100%	0%	0	100%	141,750	0%	0	141,750
	Historic Preservation Tax Credit Review	5,366	0	0%	0	0%	5,366	100%	0%	0	100%	5,366	0%	0	5,366
	Revocable Processes	50,004	0	0%	0	0%	50,004	100%	0%	0	100%	50,004	0%	0	50,004
	Right-of-Way Permits, Inspections and Enforcement	319,013	0	0%	0	0%	319,013	100%	100%	319,013	0%	0	0%	0	319,013
	Sign Code Permits, Inspections and Enforcement	52,474	0	0%	0	0%	52,474	100%	0%	0	100%	52,474	0%	0	52,474
	Utility Permits and Inspection	189,127	0	0%	0	0%	189,127	100%	100%	189,127	0%	0	0%	0	189,127
	Wetland Permits	21,063	0	0%	0	0%	21,063	100%	0%	0	100%	21,063	0%	0	21,063
	Sound Monitoring	14,448	0	0%	0	0%	14,448	100%	0%	0	100%	14,448	0%	0	14,448
	Revenue/Fee Service Total	4,675,065	0	0%	0	0%	4,675,065	100%	86%	4,006,838	14%	668,227	0%	0	4,675,065
	Other														

PLANNING AND DEVELOPMENT SERVICES (P&DS)

BUSINESS PLAN SUBMISSION

FISCALLY CONSTRAINED PLAN

2009 BUDGET

Fund Title	Program/Service	Budget	Program/Service Amount Provided by General Fund (GF)		Program/Service Amount Provided by PW Transfer		Program/Service Amount Funded by Fees or Dedicated Taxes		Essential		Desirable		Discretionary		Total
			Amount	%	Amount	%	Amount	%	%	Cost	%	Cost	%	Cost	
	Operating Reserves	25,000	0	0%	0	0%	25,000	100%	0%	0	0%	0	100%	25,000	25,000
TOTALS		8,647,413	2,227,539	26%	685,729	8%	5,734,145	66%	62%	5,346,925	37%	3,226,032	1%	74,456	8,647,413
Cost allocation and administration are included in the above program costs															

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**BUSINESS PLAN BUDGET SUBMISSION
FISCALLY CONSTRAINED PLAN
2009 BUDGET**

Fund	Program/Service	Total 2009 Budget	Program/ Service Budget funded by user fees	%	Program/ Service budget funded by General Fund (GF) or Cross-Subsidized by other Program Revenue	%	FTE	Essential		Desirable		Discretionary	
								Category	Cost	Category	Cost	Category	Cost
	Recreation												
130	Recreation Administration	\$ 839,702		0%	\$ (839,702)	-100%	7.00	75%	629,777	25%	\$ 209,926		
130	Flatirons Golf Course	\$ 1,378,378	\$ 1,607,854	117%	\$ 231,476	17%	7.80			20%	\$ 275,276	80%	\$ 1,101,102
130	Boulder Reservoir	\$ 651,822	\$ 828,102	127%	\$ 174,280	27%	3.62	20%	130,364	20%		60%	\$ 391,093
130	North Boulder Recreation Center	\$ 845,656	\$ 994,924	118%	\$ 149,268	18%	7.90	20%	169,131	80%	\$ 676,525		
130	East Boulder Community Center	\$ 743,418	\$ 762,320	103%	\$ 19,902	3%	5.85	20%	148,684	80%	\$ 594,734		
130	South Boulder Recreation Center	\$ 368,508	\$ 337,031	91%	\$ (31,477)	-9%	3.50	20%	73,702	80%	\$ 294,806		
130	Saiberg Shelter	\$ 13,997	\$ -	0%	\$ (13,997)	-100%						100%	\$ 13,997
130	Iris Studio	\$ 15,000	\$ -	0%	\$ (15,000)	-100%						100%	\$ 15,000
130	Child Care	\$ 88,501	\$ 42,307	48%	\$ (46,194)	-52%	1.00					100%	\$ 88,501
130	Dance	\$ 375,717	\$ 396,480	106%	\$ 20,763	6%	2.95					100%	\$ 375,717
130	Fitness & First Aid	\$ 198,171	\$ 56,967	29%	\$ (141,204)	-71%	1.35	5%	9,909	25%	\$ 49,543	70%	\$ 138,720
130	Gymnastics	\$ 680,342	\$ 732,357	106%	\$ 52,015	8%	5.45				\$ -	100%	\$ 680,342
130	Mind & Body	\$ 419,008	\$ 328,695	78%	\$ (90,313)	-22%	2.20				\$ -	100%	\$ 419,008
130	Pottery Lab	\$ 336,764	\$ 279,761	83%	\$ (57,003)	-17%	3.20				\$ -	100%	\$ 336,764
130	Weight Training	\$ 252,856	\$ 203,711	81%	\$ (49,145)	-19%	2.10				\$ -	100%	\$ 252,856
130	Aquatics	\$ 892,608	\$ 278,149	31%	\$ (614,459)	-69%	3.75	80%	714,086	20%	\$ 178,522		
130	Scott Carpenter Pool	\$ 87,622	\$ 115,024	131%	\$ 27,402	31%		100%	87,622				
130	Spruce Pool	\$ 90,136	\$ 144,952	161%	\$ 54,816	61%				100%	\$ 90,136		
130	Sports Programs & Operations	\$ 887,050	\$ 1,169,398	132%	\$ 282,348	32%	5.25					100%	\$ 887,050

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130	Access & Inclusion	\$ 755,977	\$ 111,944	15%	\$ (644,033)	-85%	8.00	65%	491,385	35%	\$ 264,592		
130	Field Maintenance Operations	\$ 477,419	\$ 201,009	42%	\$ (276,410)	-58%	5.00	10%	47,742	70%	\$ 334,193	20%	\$ 95,484
	TOTAL USES OF FUNDS	\$ 10,396,652	\$ 8,588,985	83%	\$ (1,807,667)	-17%	75.92		2,502,401		\$ 2,968,252		\$ 4,795,634

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HOUSING AND HUMAN SERVICES

BUSINESS PLAN BUDGET SUBMISSION
FISCALLY CONSTRAINED PLAN
2009 BUDGET

1% Total = \$64,148 (non-grant GF, including GF subsidy to AHF (fund 114) + .15% sales tax Fund); grants have been excluded, as no reallocation is possible outside of the grant program or service due to grant restrictions.
1% lowest priority has not been noted for restricted funds as no additional resources are expected and all reallocation must take place within the funds due to the restrictions of the funds.

Fund Title	Fund #	Rev	Program/Service	Budget	Program/Service Amount Provided by General Fund Transfer	%	Program/Service Amount funded by cash-in-lieu (IZ)	%	Program/Service Amount Provided by other (interest, etc.)	%	FTE	Essential			Desirable		Discretionary	
												%	Cost	%	Cost	%	Cost	
DEPARTMENT OF HOUSING & HUMAN SERVICES																		
DIVISION: Housing																		
AHF	114	89%	Housing Project Funding (local funds) Note: 81% of fund 114's funding comes from cash-in-lieu.	\$2,982,402	\$319,630	11%	\$2,662,772	89%			0.00	11%	\$328,064	32%	\$954,369	57%	\$1,699,989	
		This program and corresponding GF transfer has been cut as of 2010	Affordable Housing Fee Subsidy Program	\$96,370	\$96,370	100%	\$0	0%			0.00			100%	\$96,370			
		89%	Funding and Finance/Management & Reporting	\$108,486					\$108,486	100%	1.25	57%	\$60,697	43%	\$45,789			
		89%	Homeownership Programs	\$207,539			\$207,539	100%			3.07	60%	\$124,524	40%	\$83,016			
		89%	Planning and Development Review	\$93,571			\$93,571	100%			1.00	13%	\$12,164	62%	\$58,014	25%	\$23,393	
		89%	Debt Service/Cost Allocation	\$254,849			\$63,849	25%	\$191,000	75%	0.00	100%	\$254,849					
		89%	Transfer to Boulder Housing Partners	\$101,000			\$101,000	100%			0.00			100%	\$101,000			
		89%	Sick/Vac/Bonus Liability & PP27 reserve	\$21,188			\$21,188	100%			0.00	100%	\$21,188					
TOTALS:				\$3,863,405	\$416,000		\$3,149,919		\$297,486		5.32		\$801,486		\$1,338,558		\$1,723,362	

Service Standards:

- exceeds minimum acceptable service standards
- meets minimum acceptable service standards
- does not meet minimum acceptable service standards



HOUSING AND HUMAN SERVICES

**BUSINESS PLAN BUDGET SUBMISSION
FISCALLY CONSTRAINED PLAN
2009 BUDGET**

1% Total = \$64,148 (non-grant GF, including GF subsidy to AHF (fund 114) + .15% sales tax Fund); grants have been excluded, as no reallocation is possible outside of the grant program or service due to grant restrictions.
1% lowest priority has not been noted for restricted funds as no additional resources are expected and all reallocation must take place within the funds due to the restrictions of the funds.

Fund Title	Fund #	Program/Service	Budget	Program/Service Amount Provided by Property Tax	%	Program/Service Amount Provided by Housing Excise Tax	%	Program/Service Amount Provided by other (interest, etc.)	%	Essential		Desirable		Discretionary	
										%	Cost	%	Cost	%	Cost
		DEPARTMENT OF HOUSING & HUMAN SERVICES													
		DIVISION: Housing													
CHAP	115	Housing Project Funding (local funds)	\$2,166,873	\$951,873	44%	\$250,000	11%	\$965,000	45%	5%	\$108,344	95%	\$2,058,529		
		Funding and Finance/Management & Reporting	\$49,667	\$14,667	30%			\$35,000	70%			100%	\$49,667		
		Homeownership Programs	\$142,722	\$142,722	100%					60%	\$85,633	40%	\$57,089		
		Asset Management	\$69,265	\$69,265	100%					100%	\$69,265				
		Planning and Development Review	\$74,040	\$74,040	100%							100%	\$74,040		
		Cost Allocation	\$33,040	\$33,040	100%					100%	\$33,040				
		Transfer to Boulder Housing Partners	\$74,939	\$74,939	100%							100%	\$74,939		
		Sick/Vac/Bonus Liability & PP27 reserve	\$29,541	\$29,541	100%					100%	\$29,541				
TOTALS:			\$2,640,087	\$1,390,087		\$250,000		\$1,000,000			\$325,823		\$2,314,264		

exceeds minimum acceptable service standards
meets minimum acceptable service standards
does not meet minimum acceptable service standards

BUSINESS PLAN BUDGET SUBMISSION

FISCALLY CONSTRAINED PLAN

2010 BUDGET

Fund	Program/Service	2010 Budget	Program/Service Budget Funded by General Fund (GF)		Program/Service Budget Funded by Downtown Commercial District Fund (CAGID)		Essential		Desirable		Discretionary	
			%	Cost	%	Cost	%	Cost	%	Cost	%	Cost
Downtown Commercial District Fund - CAGID												
540	CAGID Administration	426,170	123,299	29%	304,871	71%	95%	406,762	5%	21,409		
		244,719	-		244,719	100%	95%	232,483	5%	12,236		
	CAGID Refunds	16,000			16,000	100%			100%	16,000		
	CAGID other operations and administration	78,445	78,445	100%					100%	78,445		
	BID 23,530	41,815	41,815	100%					100%	41,815		
	On Mall and Off Mall Newspaper boxes	2,873	2,873	100%					100%	2,873		
	CAGID Civic Plaza	1,800	1,800	100%					100%	1,800		
	CAGID Other Events and Admin-BID	38,060	38,060	100%					100%	38,060		
	CAGID Community Improvements	10,500	10,500	100%					100%	10,500		
	CAGID Downtown Improvement	100,000	100,000	100%					100%	100,000		
	CAGID Economic Vitality-BID	13,500	13,500	100%					100%	13,500		
	CAGID Transportation Demand Management Total 1.0 FTE (EcoPass,70,Race,25,TDM,05)	62,498	46,249	74%	16,249	26%	90%	56,248	10%	6,250		
		2,000	1,480	74%	520	26%	90%	1,800	10%	200		
	CAGID Eco Pass	722,173	534,408	74%	187,765	26%	100%	722,173				
		70,000	70,000	100%			100%	70,000				
	CAGID major maintenance	1,264,800			1,264,800	100%	100%	1,264,800				
	CAGID Parking operations/maintenance	780,761	13,000	2%	767,761	98%	100%	780,761				
	Lot attendants collect/deposit Parking Fees 10.94	662,945			662,945	100%	100%	662,945				
	Repair and Maintenance of 5 facilities 4.0											
	CAGID Capital Replacement and Renovation	165,675			165,675	100%	100%	165,675				
	CAGID Meters	82,494	82,494	100%			100%	82,494				



	Maintenance, collection and depositing of pkg fees	326,270	326,270	100%			100%	326,270				
	CAGID Public Information	27,000	2,700	10%	24,300	90%			100%	27,000		
	CAGID Debt Service	957,760			957,760	100%	100%	957,760				
	CAGID Operating Transfers-Mall Loan	500,000	500,000	100%			100%	500,000				
Sub Fund	CAGID Operating Transfers-Cost Allocation	212,261	50,943	24%	161,318	76%	100%	212,261				
542	10th and Walnut - TIF waterfall	676,713			676,713	100%	100%	676,713				
	10th and Walnut - Debt	916,844			916,844	100%	100%	916,844				
	Downtown Commercial District TOTAL	8,406,076	2,037,835		6,368,241			8,035,968		370,087		-
University Hill Commercial District Fund - UHGID												
		2010						Essential		Desirable		Discretionary
Fund	Program/Service	Budget	Program/Service Amount Provided by General Fund (GF)	%	Program/Service Amount Provided by Downtown Commercial District Fund (CAGID)	%	%	Cost	%	Cost	%	Cost
550	University Hill Commercial District - Administration	93,421	62,592	67%	30,829	33%	95%	88,750	5%	4,671		
		39,406	26,402	67%	13,004	33%	95%	37,436	5%	1,970		
	University Hill Commercial District -other operations and administrati	8,716	5,840	67%	2,876	33%			100%	8,716		
		-	-		-				100%	-		
	University Hill Commercial District - Economic Vitality	10,000	10,000	100%	-				100%	10,000		
	University Hill Commercial District - other TDM's	3,289	2,204	67%	1,085	33%			100%	3,289		
	University Hill Commercial District - Eco Pass	675	-		675	100%					100%	675
	University Hill Commercial District - Parking Operations/Maintenance	112,773	16,916	15%	95,857	85%	100%	112,773				
		65,367	9,805	15%	55,562	85%	100%	65,367				
	University Hill Commercial District - Meters	31,855	28,670	90%	3,186	10%	100%	31,855				
		77,894	70,105	90%	7,789	10%	100%	77,894				
	University Hill Commercial District - Public Information											
	University Hill Commercial District - Operating transfers	43,738	17,495	40%	26,243	60%	100%	43,738				
	University Hill Commercial District TOTAL	487,134	250,028		237,106			457,813		28,646		675

OPEN SPACE MOUNTAIN PARKS

BUSINESS PLAN BUDGET SUBMISSION
 FISCALLY CONSTRAINED PLAN
 2009 BUDGET
 BRC II - 9/24/2009

Office of the Director																	
Fund Title	Rev	Program/Service	Budget	Funding by Open Space Fund: sales & use tax; GF transfer; ag leases; interest; fees collected	%	GF Approp. For Real Estate	%	Lottery Fund	%	Essential		Desirable		Discretionary		Total	
										%	Cost	%	Cost	%	Cost		
OS		Open Space Fund															
OS		Office of the Director - R	\$270,000	\$270,000	100%							100%	\$270,000				\$270,000
OS		Office of the Director - P	\$188,340	\$188,340	100%					82%	\$154,439	18%	\$33,901				\$188,340
OS		Support Services Group	\$389,526	\$389,526	100%					34%	\$132,439	66%	\$257,087				\$389,526
OS		OSBT support	\$78,268	\$78,268	100%					50%	\$39,134	50%	\$39,134				\$78,268
OS		Front Desk Services	\$156,537	\$156,537	100%					100%	\$156,537						\$156,537
OS		Transfers to General Fund	\$885,465	\$885,465	100%					100%	\$885,465						\$885,465
TOTALS - Open Space Fund			\$1,968,136								\$1,368,014		\$600,123		\$0		\$1,968,136

OPEN SPACE MOUNTAIN PARKS

BUSINESS PLAN BUDGET SUBMISSION																
FISCALLY CONSTRAINED PLAN																
2009 BUDGET																
BRC II - 9/24/2009																
Central Services																
Fund Title	Rev	Program/Service	Budget	Funding by Open Space Fund: sales & use tax; GF transfer; ag leases; interest; fees collected	%	GF Approp. For Real Estate	%	Lottery Fund	%	Essential		Desirable		Discretionary		Total
										%	Cost	%	Cost	%	Cost	
Open Space Fund																
OS		CSD - Divisional Services	\$144,268	\$144,268	100%					50%	\$72,134	50%	\$72,134			\$144,268
OS		Financial Management Services	\$137,891	\$137,891	100%					75%	\$103,418	25%	\$34,473			\$137,891
OS		Budget Preparation/Review	\$125,540	\$125,540	100%					100%	\$125,540					\$125,540
OS		Media Services	\$78,406	\$78,406	100%					50%	\$39,203	50%	\$39,203			\$78,406
OS		Cultural Resources Program	\$107,936	\$107,936	100%					0%	\$0	100%	\$107,936			\$107,936
OS		Fleet Services	\$634,041	\$634,041	100%					90%	\$570,637	10%	\$63,404			\$634,041
TOTALS - Open Space Fund			\$1,228,081								\$910,931		\$317,150		\$0	\$1,228,081

OPEN SPACE MOUNTAIN PARKS

	A	C	E	F	H	I	J	K	L	M	N	O	R	S	V	W	AC
1	BUSINESS PLAN BUDGET SUBMISSION																
2	FISCALLY CONSTRAINED PLAN																
3	2009 BUDGET																
4	BRC II - 9/24/2009																
5																	
6			Real Estate Services														
7													Essential	Desirable	Discretionary		
8	Fund Title	Rev	Program/Service	Budget	Funding by Open Space Fund: sales & use tax; GF transfer; ag leases; interest; fees collected	%	GF Approp.	%	Lottery Fund	%	%	Cost	%	Cost	%	Cost	Total
9			General Fund														
10	GF		Real Estate Services - Property Agents - General Fund	\$138,401			\$138,401	100%						100%	\$138,401		\$138,401
11																	
12			Open Space Fund														
13	OS		Real Estate Acquisition	\$228,989	\$228,989	100%					100%	\$228,989					\$228,989
14	OS		Real Estate Services to OSMP	\$228,989	\$228,989	100%					100%	\$228,989					\$228,989
15	OS		Conservation Easement Compliance	\$90,548	\$90,548	100%					50%	\$45,274	50%	\$45,274			\$90,548
16																	
17	OS		Debt Service (BMPA)	\$2,541,112	\$2,541,112	100%					100%	\$2,541,112					\$2,541,112
18	OS		Debt Service (Non-BMPA)	\$8,191,182	\$8,191,182	100%					100%	\$8,191,182					\$8,191,182
19																	
20	OS		Acquisition Program	\$3,400,000	\$3,400,000	100%					100%	\$3,400,000					\$3,400,000
21	OS		Water Rights Acquisition	\$200,000	\$200,000	100%					100%	\$200,000					\$200,000
22	OS		Mineral Rights Acquisition	\$100,000	\$100,000	100%					100%	\$100,000					\$100,000
35																	
36																	
37	TOTALS - Open Space Fund			\$14,980,820			\$138,401					\$14,935,546		\$45,274		\$0	\$14,980,820
38	TOTALS - General Fund			\$138,401			\$138,401					\$0		\$138,401		\$0	\$138,401
39																	
40																	
41																	
42																	
43																	
44																	
45																	

15

OPEN SPACE MOUNTAIN PARKS

	A	C	E	F	H	I	J	K	L	M	N	O	R	S	V	W	AC		
1	BUSINESS PLAN BUDGET SUBMISSION																		
2	FISCALLY CONSTRAINED PLAN																		
3	2009 BUDGET																		
4	BRC II - 9/24/2009																		
5																			
6			Resource Systems																
7																			
8	Fund Title	Rev	Program/Service	Budget	Funding by Open Space Fund: sales & use tax; GF transfer; ag leases; interest; fees collected	%	GF Approp.	%	Lottery Fund	%	Essential	Cost	%	Desirable	Cost	%	Discretionary	Cost	Total
9			Open Space Fund																
10	OS		RSD - Divisional Services	\$119,460	\$119,460	100%					50%	\$59,730	50%	\$59,730					\$119,460
11																			
12	OS		VMP Implementation - visitation study	\$394,670	\$394,670	100%					50%	\$197,335	25%	\$98,667	25%	\$98,667			\$394,670
13																			
14	OS		Grassland Ecosystem Plan	\$71,618	\$71,618	100%					50%	\$35,809	50%	\$35,809					\$71,618
15																			
16	OS		Resource Planning and Management	\$393,125	\$393,125	100%					75%	\$294,844	25%	\$98,281					\$393,125
17																			
18	OS		Ecological Systems	\$790,339	\$790,339	100%					50%	\$395,170	50%	\$395,170					\$790,339
19																			
20	OS		Forest ecosystem management which includes thinning, brush removal and weed management.	\$105,241	\$105,241	100%					50%	\$52,620	50%	\$52,620					\$105,241
21																			
22	OS		Prairie dog management including mapping, updating the prairie dog management plan and relocating tier 3 prairie dogs.	\$0	\$0									0%	\$0	0%	\$0		\$0
23																			
24	OS		Wildlife/CWD, West Nile, P. Dogs	\$84,598	\$84,598	100%								100%	\$84,598				\$84,598
25																			
26	OS		Fire District Annual Payments	\$78,030	\$78,030	100%					100%	\$78,030							\$78,030
27																			
28	OS		Ranger Naturalist Services	\$1,199,751	\$1,199,751	100%					70%	\$839,826	20%	\$239,950	10%	\$119,975			\$1,199,751
29	OS		Wildland Fire Services	\$12,000	\$12,000	100%					100%	\$12,000							\$12,000
30																			
31	OS		Resource Information Services	\$456,595	\$456,595	100%					50%	\$228,298	40%	\$182,638	10%	\$45,660			\$456,595
32																			
33	OS		Community Services	\$657,298	\$657,298	100%					25%	\$164,324	65%	\$427,244	10%	\$65,730			\$657,298
34																			
35																			
36																			
37	TOTALS - Open Space Fund			\$4,362,724								\$2,357,985		\$1,674,707		\$330,032		\$4,362,724	

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OPEN SPACE MOUNTAIN PARKS

	A	C	E	F	H	I	J	K	L	M	N	O	R	S	V	W	AC
1	BUSINESS PLAN BUDGET SUBMISSION																
2	FISCALLY CONSTRAINED PLAN																
3	2009 BUDGET																
4	BRC II - 9/24/2009																
5																	
6			Land & Facilities Services														
7													Essential	Desirable	Discretionary		
8	Fund Title	Rev	Program/Service	Budget	Funding by Open Space Fund: sales & use tax; GF transfer; ag leases; interest; fees collected	%	GF Approp.	%	Lottery Fund	%	%	Cost	%	Cost	%	Cost	Total
9			Open Space Fund														
10	OS		LFSD - Divisional Services	\$115,376	\$115,376	100%						50%	\$57,688	50%	\$57,688		\$115,376
11												75%	\$338,953	25%	\$112,984		\$451,937
12	OS		Resource Operations Services	\$451,937	\$451,937	100%						50%	\$256,015	50%	\$256,015		\$512,030
13												50%	\$350,256	50%	\$350,256		\$700,512
14	OS		Trails Construction	\$512,030	\$512,030	100%						25%	\$271,593	75%	\$814,779		\$1,086,372
15												50%	\$225,000	25%	\$112,500	25%	\$112,500
16	OS		Trailheads Construction	\$700,512	\$700,512	100%											\$450,000
17																	
18	OS		Project Management Svcs. Group	\$1,086,372	\$1,086,372	100%											
19																	
20	OS		Trails and Trailhead Construction CIP	\$450,000	\$450,000	100%											
21																	
22	Lottery		Capital Projects - OSMP	\$525,000					\$525,000	100%	80%	\$420,000	20%	\$105,000			\$525,000
23																	
36																	
37	TOTALS - Open Space Fund			\$3,316,227								\$1,499,505		\$1,704,222		\$112,500	\$3,316,227
38	TOTALS - Lottery Fund			\$525,000					\$525,000			\$420,000		\$105,000			\$525,000

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OPEN SPACE MOUNTAIN PARKS

	A	C	E	F	H	I	J	K	L	M	N	O	R	S	V	W	AC		
1	BUSINESS PLAN BUDGET SUBMISSION																		
2	FISCALLY CONSTRAINED PLAN																		
3	2009 BUDGET																		
4	BRC II - 9/24/2009																		
5																			
6			Wildland Fire - Dept 26																
7																			
8	Fund Title	Rev	Program/Service	Budget	Funding by Open Space Fund: sales & use tax; GF transfer; ag leases; interest; fees collected	%	GF Approp.	%	Lottery Fund	%	Essential	Cost	%	Desirable	Cost	%	Discretionary	Cost	Total
9			Wildland Fire (Open Space)																
10	Fire Dept.		Wildland Fire (Open Space)	\$78,780	\$78,780	100%					100%	\$78,780							\$78,780
35																			
36																			
37	TOTALS			\$78,780								\$78,780		\$0			\$0		\$78,780
38																			
39	DEPARTMENTAL TOTALS - Open Space Fund (OSMP)			\$25,934,768								\$21,150,761		\$4,341,475			\$442,532		\$25,934,768
40	DEPARTMENTAL TOTALS - General Fund			\$138,401								\$0		\$138,401			\$0		\$138,401
41	DEPARTMENTAL TOTALS - Lottery Fund			\$525,000								\$420,000		\$105,000					\$525,000

April 1994 City of Boulder Comprehensive Fee Study Overview

1. Study purpose/background

- a. The primary goal of the study was to identify City policies regarding the recovery of costs related to services provided including:
 - i. Determining of which service a fee should be charged
 - ii. Establishing methods for costing service and setting fees
 - iii. Developing a process for routinely updating fees
- b. An outside consultant (David M. Griffiths and Associates) was hired to complete the study while the majority of the study was completed by the then current staff
- c. Guidelines were developed to provide a framework for departments in establishing reasonable, consistent, and equitable user fees or charges
- d. Provide direction on moving current user fees in line with Citywide Pricing Policy Guidelines

2. Fee study process

- a. Department costing of services
 - i. Each department generated a list of services and presented a proposed pricing option for each one by:
 1. charging no fees for the service
 2. charging a fee base on partial cost recovery
 3. charging a fee based on full cost recovery
 4. charging a fee based on the current market rate
 - ii. **This listing was then used by staff as the basis for determining the full cost of providing each service for a full year. Full costs included all direct costs associated with the service (i.e. total compensation, materials/supplies), building and equipment depreciation, division/department overhead and citywide overhead**
 - iii. Included in the costing of services that were multiple components performed in more than one department
- b. Department listing of services and the then current pricing policies
 - i. Departments developed a listing of services for which a fee is charged and a corresponding summary of the departments then current pricing policies with proposed pricing options of full cost recovery, partial cost recovery, or market rate (see attached Parks and Rec. Dept. example) including:
 1. An overview of the departments overall approach to setting fees and particular program or sets of services
 2. The services listing included a service descriptor, the number of annual service units generated and detailed costing information
 3. The unit cost basis and included direct, department/citywide overhead and total costs
 - ii. Services provided to the public with a "no fee" proposed pricing option (general governance services) were not included in the study.

3. Citywide Pricing Guidelines were generated (see attached)
4. The process for implementation of the citywide guidelines would bring all user fees to a reasonable level of consistency over a five year period and incorporated the defined User Fee Review Process in the annual budget process
5. Non-resident user fees
 - a. The majority of services utilized by non-residents were provided by the Parks and Recreation Department
 - b. At the time of the study, non-residents paid a 20% premium over the stander service or program fee with a recommendation to increase the premium charged to 25%
6. Subsidization of fees for programs and services
 - a. Subsidies should be based on economic or financial need
 - b. The majority of subsidies were provided in:
 - i. Parks and Recreation
 - ii. Housing and Human Services
 - iii. The Housing Authority
 - iv. Finance Department (Food Tax Rebate Program)
 - c. The result was different criteria were used to determine eligibility by the different departments
 - d. The recommendation was to form an interdepartmental work group to coordinate and create consistency the subsidization of services.

1994 COMPREHENSIVE FEE STUDY PARKS AND RECREATION

CURRENT DEPARTMENT PRICING POLICIES

In general, the Parks and Recreation Department has a target of recovering 50% of their direct operating and program overhead costs through user fees.

In 1993, the department recovered 46% of its operating costs, which does not include citywide overhead and debt service.

Recreation Classes/Programs:

- All adult activities are priced to recover at least 100% of direct; youth and senior activities to recover 80% of direct costs. If appropriate, adult, youth and senior activities are also adjusted to reflect the going market rate in the community for comparable services.
- Special programs such as Therapeutics and low-income are further subsidized (Therapeutics pay between 10-15% of direct costs, i.e., the same fee as charged for non-disabled participants).
- Low-income residents (Reduced Rate Program) pay 25% of direct costs.
- Non-resident fees are 20% more than the resident fee for the service/program. Non-resident participants make up approximately 21% of all classes/programs. Approximately 20% of soccer participants and softball participants are comprised of non-residents.

Recreation Centers and Outdoor Swimming Pools:

- Recreation Center and outdoor swimming pool fees are based on resident adult fee usage. The subsidy is due to the discount rate for low-income, children (ages 4-12), teens (ages 13-18) and seniors (ages 60+).
- Group and individual multiple use discounts are also available, i.e., 20 punch cards and annual passes.

- The first adult family member pays full price for an annual pass, all other family members pay 1/2 price.
- Non-resident fees are 20% more than the resident fee for the service/program. Non-Resident participants account for approximately 50% of all drop-in activities at the Recreation Centers (Weight Room, Swim, Fitness, and Gym), 19% of 20 punch passes, and 15% of annual passes.

Reservoir:

- Fees for the Reservoir are structured to recover direct costs of all southshore and lake activity. This goal is often not met because of under enrollment in classes/programs.

Golf Course:

- Flatirons Golf Course fees cover all departmental costs (including capital improvements).

Parks:

- There is currently no access fee for city park areas. Fees for facility in city park areas, such as shelters, have been set at a low level.

Mountain Parks:

- The parking permit system in Mountain Parks is a new program and the fees have been set specifically to generate revenue from non-residents. The fees for shelter rentals in the Mountain Parks system is the same as fees for facility rental in city park areas.

13-Apr-94

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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PARKS AND RECREATION

RECREATION CLASSES/PROGRAMS

✓ 1	Classes/Programs	368,730	Part. Hours	\$2.68	\$0.36	\$0.36	\$3.41	\$2.64	77.42%	Current fee is an average.
4	Therapeutics	20,800	Part. Hours	\$18.69	\$1.65	\$2.43	\$22.77	\$2.54	11.15%	Stay same as Non-Disabled Participants.
4	Reduced Rate Program	2,500	Participants	\$18.40	\$0.05	\$2.21	\$20.66	\$1.28	6.20%	Current fee is an average.
2	Playgrounds	133,000	Part. Hours	\$1.19	\$0.23	\$0.17	\$1.59	\$0.95	59.66%	Current fee is an average.
✓ 2	Special Events	11,767	Part. Hours	\$5.03	\$0.40	\$0.55	\$5.97	\$3.85	64.44%	Current fee is an average.
2	Leagues	175,819	Part. Hours	\$4.13	\$0.55	\$0.56	\$5.24	\$3.27	62.43%	Current fee is an average.

RECREATION CENTERS/OUTDOOR POOLS/RESERVOIR

4	Facility rentals (Recreation)	25,000	Hours	\$8.85	\$0.61	\$1.13	\$10.59	\$2.48	23.42%	Current fee is an average.
3	Drop-in Programs/Activities (Recreation/Outdoor Pools)	567,978	Participants	\$3.15	\$0.51	\$0.44	\$4.10	\$1.31	31.94%	Current fee is an average.
1	Beach operations (Reservoir)	85,000	Participants	\$2.08	\$0.04	\$0.25	\$2.38	\$2.59	108.89%	Current fee is an average.
1	Boating operations (Reservoir)	564	Permits	\$120.65	\$10.76	\$15.73	\$147.14	\$180.00	108.74%	Current fee is an average.
3	Marina operations (Reservoir)	1,904	Hours	\$27.55	\$2.11	\$3.55	\$33.22	\$10.24	30.83%	Current fee is an average.
3	SPECIAL EVENTS (Reservoir)	125	Special Events	\$404.86	\$32.39	\$52.34	\$489.60	\$243.47	49.73%	Current fee is an average.
3	Sailing classes (Reservoir)	150	Participants	\$145.87	\$24.69	\$20.41	\$190.97	\$93.33	48.87%	Current fee is an average.
2	Boat mooring (Reservoir)	136	Mooring	\$201.71	\$21.71	\$26.74	\$250.16	\$180.15	72.01%	Current fee is an average.

GOLF COURSE

1	Golf lessons	760	Lesson	\$23.24	\$1.71	\$2.98	\$27.92	\$39.47	141.35%	Current fee is an average.
2	Junior golf program	196	Participants	\$66.84	\$6.03	\$8.57	\$80.24	\$51.02	63.58%	Current fee is an average.
2	Course operations	63,000	Participants	\$10.40	\$0.55	\$1.31	\$12.26	\$8.45	68.92%	\$130,000 revs (also) in Perm Parks Fund.
1	Merchandise sales	9,114	Purchases	\$18.92	\$0.50	\$2.32	\$21.75	\$19.20	88.29%	20% materials mark-up.
1	Driving range	42,000	Participants	\$1.23	\$0.11	\$0.16	\$1.50	\$2.62	174.53%	Current fee is an average.
1	Rentals	11,492	Participants	\$4.98	\$0.18	\$0.62	\$5.78	\$8.92	154.35%	Current fee is an average.

MOUNTAIN PARKS

4	Public Information and Education (Mountain Parks)	25,000	Contacts	\$2.81	\$0.20	\$0.36	\$3.37	\$0.10	2.97%	Current fee is an average.
2	Parking Permit System	50,875	Permits	\$2.00	\$0.20	\$0.26	\$2.46	\$1.67	67.86%	Current fee is an average.

OTHER

1	BOULDER CREEK FESTIVAL	1	Event	\$71,487.00	\$1,959.00	\$7,407.00	\$80,853.00	\$84,601.00	104.64%	
2	Wood recovery	47	Cords	\$124.94	\$4.30	\$15.45	\$144.68	\$85.00	58.75%	Current fee is an average.
4	SPECIAL EVENTS	16	Events	\$1,634.69	\$99.13	\$207.31	\$1,941.13	\$16.00	0.82%	Current fee is an average.
2	Shelter Rental	1,756	Hours	\$80.73	\$4.73	\$10.22	\$95.68	\$57.95	60.57%	Current fee is an average.
4	Mall maintenance	4	Acre	\$62,000.75	\$2,847.50	\$7,753.25	\$72,601.50	\$12,000.00	16.53%	Current fee is an average.
3	Babysitting	7,200	Part. Hours	\$11.76	\$3.09	\$1.78	\$16.63	\$4.81	28.92%	Current fee is an average.
4	Head Start Program	18	Part. Hours	\$613.22	\$119.28	\$87.56	\$820.06	\$66.67	8.13%	Current fee is an average.

**COMPREHENSIVE FEE STUDY
ANALYSIS OF GENERAL FUND SUBSIDIZATION
PARKS AND RECREATION**

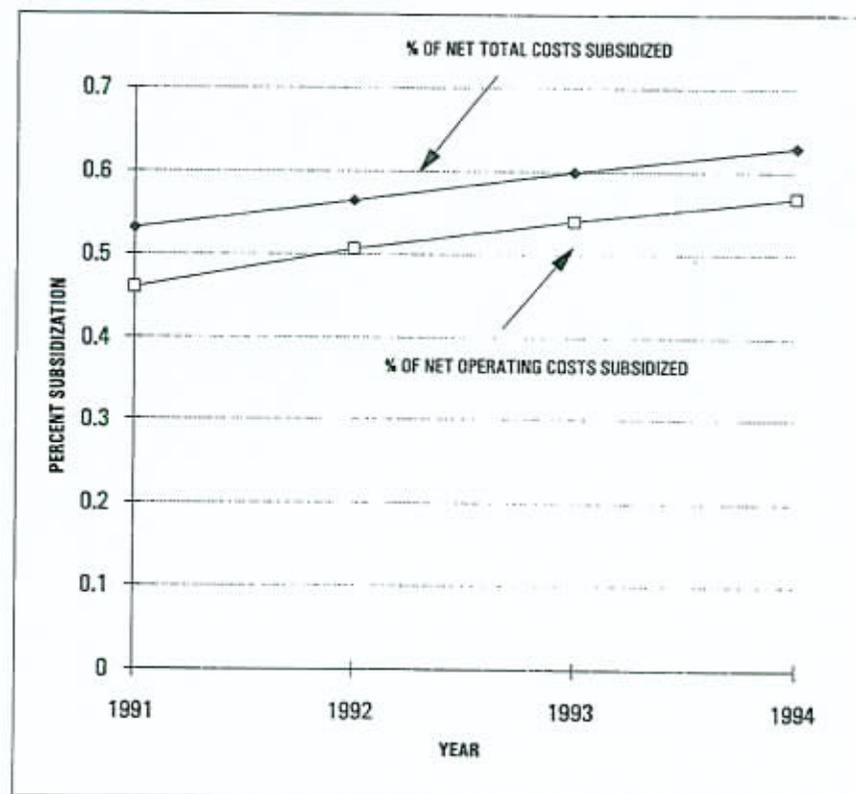
	1991 ACTUAL	1992 ACTUAL	1993 ACTUAL	1994 BUDGETED
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NET OPERATING COSTS (Direct plus Dept Overhead):

Operating Costs (1)	7,588,516	8,948,490	9,897,459	10,858,838
Less: User Fees	4,097,790	4,416,054	4,544,842	4,681,050
Net Operating Costs	3,490,726	4,532,436	5,352,617	6,177,788
% of Net Operating Costs Subsidized by General Fund	46.00%	50.65%	54.08%	56.89%

NET TOTAL COSTS (Operating plus Citywide Overhead):

Citywide Overhead (2)	1,170,596	1,207,851	1,465,225	1,754,236
Operating Costs	7,588,516	8,948,490	9,897,459	10,858,838
Less: User Fees	4,097,790	4,416,054	4,544,842	4,681,050
Net Total Costs	4,661,322	5,740,287	6,817,842	7,932,024
% of Total Operating Costs Subsidized by General Fund	53.22%	56.52%	60.00%	62.89%



NOTES:

(1) Operating Costs exclude grants.

(2) Allocating citywide overhead began in 1992; citywide overhead also includes debt service.

ATTACHMENT A
CITY OF BOULDER
CITYWIDE PRICING POLICY GUIDELINES

I. INTRODUCTION

The guidelines in this document represent the City of Boulder's approach to establishing user fees. The guidelines provide a framework for individual departments to use in identifying services which should be fee-based and in determining the appropriate level for the fee.

In addition to the citywide guidelines, each department will have a written policy describing the method for setting user fees within that area. As an individual department's user fees come up for a comprehensive review by Council, they will be evaluated in terms of the guidelines and, if appropriate, a plan for aligning them more closely with the citywide guidelines will be implemented.

II. OVERVIEW

A. When establishing user fees, the following should be taken into consideration:

1. Whether the service benefits the community in general or only the individual or group receiving the service.
2. Whether the individual or group receiving the service generated the need and therefore the costs of providing the service.
3. Whether imposing the full cost fee would pose a hardship on specific service users or other providers.
4. Whether community values sanction taxpayer subsidization of the cost of service for certain special needs individuals (e.g. disabled or low-income).
5. Whether the level of the fee affects demand for the service:
 - a. Is it possible and desirable to manage demand for a service by changing the level of the fee? (Increasing a fee may cause significant decline in demand for the service and, correspondingly, decreasing a fee may create a significant increase in demand.)
 - b. Are there competing providers of the service in the public or private sector? (The existence of competition may determine a competitive "market rate" for the service.)

III. PRICING POLICY GUIDELINES

The general guidelines of the City of Boulder regarding user fees is based upon the following considerations:

A. Full Cost Recovery:

1. User fees should recover the full cost of services which benefit specific groups or individuals. An example of this type of service is beach operations at the Boulder Reservoir.
2. User fees should recover the full cost for those services provided to persons who generate the need for those services. An example of this type of service is a special event that requires Police presence.
3. The following criteria are used to determine if a service should be included in this category, **keeping in mind that a service does not have to meet every criteria:**
 - a) The individual or group using the service is the primary beneficiary.
 - b) The level of service use attributed to a user is known.
 - c) Administrative costs of imposing and collecting the fee are not excessive.
 - d) Imposing a full cost fee would not place the City at a competitive disadvantage.
 - e) The service is usually provided by the private sector, but may also be provided by the public sector.

B. Partial Cost Recovery:

1. User fees may recover less than full cost for those services for which the City desires to manage demand. An example of this type of service is the Downtown Employees Bus Pass Program.
2. User fees may recover only partial cost from those individuals who cannot pay full cost due to economic hardship. An example of this type of service is the Reduced Rate Program in the Parks and Recreation Department.
3. A user fee may not recover full cost if competitive market conditions make a full cost fee undesirable. An example of this type of service is an aerobics class offered through the Parks and Recreation Department.
4. The following criteria are used to determine if a service should be included in this category, **keeping in mind that a service does not have to meet every criteria:**
 - a) Services benefit those who participate but the community at large also benefits.
 - b) The level of service use attributed to a user is known.
 - c) Administrative costs of imposing and collecting the fee are not excessive.

- d) Imposing a full cost fee would place the City at a competitive disadvantage.
- e) The service is usually provided by the public sector, but may also be provided by the private sector.

C. No Cost Recovery:

- 1. Tax dollars should support essential City services that are available to and benefit everyone in the community. An example of this type of service is City Clerk election services.
- 2. The following criteria are used to determine if a service should be included in this category, **keeping in mind that a service does not have to meet every criteria:**
 - a) The service is equally available to everyone in the community and should benefit everyone. *(and by any benefits all)*
 - b) Because the service is basic, it is difficult to determine benefits received by one user.
 - c) The level of service attributable to a user is not known.
 - d) Administrative costs of imposing and collecting a fee exceed revenue expected from the fee.
 - e) Imposing the fee would place the City at a serious competitive disadvantage.
 - f) The service is **primarily** provided by the public sector.
 - g) Charging a fee would result in undesirable behavior.

D. Enterprise Center:

- 1. User fees could recover more than the full cost for a service in order to subsidize other services provided to the community.
- 2. The following criteria are used to determine if a service should be included in this category, **keeping in mind that a service does not have to meet every criteria:**
 - a) Individuals or groups benefit from the service and there is little community benefit.
 - b) The level of service use attributable to a user is known.
 - c) There is excess demand for the service; therefore, allocation of limited services is required.
 - d) Administrative costs of imposing and collecting the fee are not excessive.
 - e) The service is provided at market price by the private sector.

E. Other Considerations:

- 1. Administrative costs of collecting fees should be small relative to the revenue generated from the fee.

2. Non-residents do not pay the full level of City taxes. Therefore, non-residents will pay a premium of ___ above the standard fee for the service. (The current pricing policy guideline is 20% above the standard fee; would Council like to increase this percentage?)

IV. DEFINITIONS

A. Costs

1. Direct Costs

Direct costs are all the specific, identifiable expenses associated with the actual provision of a service.

2. Indirect Costs

a. Department Overhead

Department overhead includes the administrative costs of the Department and earmarked operating reserve accounts, Fund debt service (when part of the cost of providing a service), and contractual payments as appropriate.

b. Citywide Overhead

Citywide overhead includes the costs of all the City's general support services (e.g. Finance, Human Resources...) as well as citywide equipment replacement costs. In this costing of services, the 1994 Cost Allocation Plan identifies these costs, which are then distributed to cost centers.

3. Add-Ins/Take-Outs

When a service to the public is supported by activity budgeted in another cost center, fund or department, the costs that activity are "taken out" of the cost center providing support and "added in" to the cost center most directly providing the identified service to the public.

B. Fees

1. Full Cost Fee

A fee that recovers the total cost of a service (the sum of direct and all indirect costs).

2. Partial Cost Fee

A fee that recovers something less than the full cost. This could be a percentage of direct costs, all direct costs, direct plus a percentage of indirect, etc.

3. Market Rate Fee

Once the market is defined by identifying all providers of an identical service (i.e., private sector providers, other municipalities, etc.), then a market rate fee can be set. A market rate fee is based on demand for a service. The fee is set at the highest level the market will bear for the service in question.

C. Sources of Funds

Funding sources for services provided directly to the public can include revenues generated from taxes, grants, fees, or some combination of these three.

MEMORANDUM

TO: Mayor and Members of City Council

FROM: Stephen T. Honey, City Manager
Benita Duran, Assistant to the City Manager
Kathleen Simson, Finance Director
Tom Hagerty, Budget Director
Ron Barracks, Parks & Recreation/Fee Study Work Group
Julya Bridgewater, Fire/Fee Study Work Group
Kathy McGuire, Budget/Fee Study Work Group
Phyllis Resnick, Fire/Fee Study Work Group
Shirley Sadecky, Parks & Recreation/Fee Study Work Group
Susan Simpson, Public Works/Fee Study Work Group
Mary Ann Weideman, Planning/Fee Study Work Group
Cathie Williamson, Public Works/Fee Study Work Group

DATE: April 15, 1994

SUBJECT: April 26, 1994 Study Session
Comprehensive Fee Study

APRIL 26 STUDY SESSION PURPOSE

The April 26 study session represents the final phase of the Comprehensive Fee Study initiated by Council during the 1993 budget process. The purpose of this session is to present study findings and to receive direction from Council on implementation of study results. Specifically, Council is being asked to:

- 1) Support the implementation of Citywide Pricing Policy Guidelines (previously referred to as the User Fee Policy). The guidelines were developed to provide a framework for departments in establishing reasonable, consistent and equitable user fees or charges. They provide parameters for the majority of issues inherent in municipal user fees and will make development, implementation and updating of user fees more routine and efficient.
- 2) Provide direction on moving current user fees in line with the Citywide Pricing Policy Guidelines. This process of aligning current user fees is to take place gradually over a five year period in order to alleviate confusion within the community and to provide staff with ample time for implementation.

5. Does Council agree that an interdepartmental work group should be established to increase the consistency of service subsidization based on economic need (see page 9 of this memorandum)?

6. Are there any other issues that Council would like to see addressed regarding the Comprehensive Fee Study?

I. UPDATE ON THE COMPREHENSIVE FEE STUDY

Fee Study Background

During the 1993 budget hearings, Council requested staff to conduct a Comprehensive User Fee Study in conjunction with the 1995 budget process. The primary goal of the study was to identify City policies regarding the recovery of costs related to services provided including:

- determining for which service a fee should be charged
- establishing methods for costing services and setting fees, and
- developing a process for routinely updating fees.

To accomplish this, it was determined that staff would work in conjunction with an outside consultant to complete the study. An RFP was issued and a consulting firm, David M. Griffith and Associates, was chosen to provide expertise and guidance to staff throughout the process. In addition, an interdepartmental working group was established to provide an overview function for the study to assure a consistent and comprehensive review of fees/services across departments. The majority of the study was completed by current staff working within the constraints of regular annual workloads.

As requested by Council, staff has provided updates regarding the status of the Comprehensive Fee Study throughout the process. The first update was provided to Council in their February 4, 1993 non-agenda packet and included a preliminary draft policy for user fees. Comments/suggestions regarding the draft were requested to ensure staff was on the right track. The feedback received from Council was incorporated into a revised version of the document and circulated via Council's March 25, 1993 non-agenda packet. Included in this packet was a description of the overall fee study process, which was subsequently

discussed as part of the 1994 Budget Study Session.

In response to questions raised by Council at the 1994 Budget Study Session, a workshop was held to receive direct input from Council on the fee study. The workshop was designed to expand on fee study materials previously distributed to Council and to address specific issues/questions that were raised in response to those materials. The Council members who attended the June 17, 1993 workshop were Sally Martin, B.J. Miller, and Steve Pomerance. A significant portion of the workshop was spent discussing the appropriate sequence of review for the fee study. The Council members present felt strongly that two half study sessions should be scheduled with Council later in the year.

The first study session was held on October 12, 1993 and focused on reviewing with Council the citywide listing of services, which became the basis for costing services and clarifying department pricing policies. In general, Council supported the direction staff was taking in developing pricing policy and in completing the fee study.

Fee Study Process

The following information is provided to update Council on fee study activities completed since the study session held on October 12, 1993.

Department Costing of Services

As described in the October 12, 1993 study session packet, each department generated a list of services and presented a proposed pricing option for each one. The options included charging no fee for the service, charging a fee based on partial cost recovery, a fee based on full cost recovery or one based on a current market rate. The citywide service listing, with corresponding proposed pricing options, was reviewed by Council on October 12 and no changes were recommended to the original list.

This listing was then used by staff as the basis for determining the full cost of providing each service for a year. Full costs include all direct costs associated with the service (i.e., total compensation and materials/supplies), building and equipment depreciation, division/department overhead and citywide overhead (as reflected in Cost Allocation). To determine the cost for providing one unit of service, the total costs for a service were divided by the total number of service units provided in a year.

Through the costing process, staff also coordinated the costing of services that have components performed in more than one department. For instance, the Development Review Process incorporates services performed in Planning, Public Works, Fire, etc. These departments worked to identify related service costs and combined them to develop the total cost of providing this service. This is one of the City's first attempts at identifying the total costs of providing a program which crosses departmental lines.

Once the departments had completed the costing of services, their analyses were submitted to the Fee Study Working Group and the consultants (DMG) for review. The working group reviewed the cost information to verify that (1) all direct costs for the department were distributed, (2) department overhead was appropriately allocated, (3) citywide overhead was appropriately allocated and (4) interdepartmental services were appropriately identified and distributed. The cost analyses were also reviewed by our consultants to verify that the type of service units used and the resulting costs per unit were reasonable and consistent with other departments and other municipalities.

Department Listing of Services and Current Pricing Policies

Based on the review of their costing analyses and the proposed pricing options presented at the October 12 study session, departments developed a listing of services for which a fee is charged and a corresponding summary of the department's current pricing policies. The department service listings are based on those services that were categorized as services provided directly to the public and had a proposed pricing option of full cost recovery, partial cost recovery or market rate.

The department service listings and current pricing policies are displayed in Attachment B of this packet. The service listings include a service descriptor, the number of annual service units generated and detailed costing information. The costing information is presented on a unit cost basis and includes direct, department/citywide overhead and total costs (the summation of the direct and overhead components).

In addition, the service listing includes the current fee for the service as well as the current rate of total cost recovery for each service. The recovery rate is calculated by either dividing the current fee by the total unit cost or by dividing the total (annual) revenues by the total (annual) costs. For instance, the average current fee for a class/program in Parks and Recreation (\$2.64) was divided by the average total cost per unit (\$3.41) to determine the current level of total cost recovery (77.42%). In Housing/Human Services, the total cost recovery rate for senior services classes (15.74%) was calculated by dividing the total revenues for the service (\$25,000) by the total service costs (\$158,838). For quick review purposes, the first column on the listing indicates the current stage of cost recovery for the service.

Prior to each service listing, is a summary page describing the current pricing policies for each department/division. Each pricing policy page provides an overview of the department's current overall approach to setting fees as well as more specific explanations for particular programs or sets of services. As an example, Parks and Recreation has an overall target of recovering 50% of their direct operating and program overhead costs through the establishment of user fees. In terms of specific programs, however, the cost recovery rate varies. For instance, fees at Flatirons Gold Course are set to recover all departmental costs (including capital improvements).

For General Fund departments, an historical analysis of subsidization by the General Fund has also been included after the service listing. The analysis shows the percent of subsidization for (1) direct plus department overhead costs and (2) full costs from 1991 through 1994.

It is important to note that the services categorized as a service to the public with a "no fee" proposed pricing option (referred to as a general governance service) are not presented since they are outside the scope of this study. It was necessary to cost all services, however, and a copy of the detailed costing spreadsheets by department can be obtained by contacting Kathy McGuire in the Budget Office.

II. CITYWIDE PRICING POLICY GUIDELINES

The primary goal of the Comprehensive Fee Study was to identify City policies regarding the recovery of costs related to services provided. As the study progressed, however, it became evident that the diversity of services provided and the uniqueness of current department pricing policies made immediate implementation of very specific citywide pricing policies difficult at best. For instance, immediately requiring Parks and Recreation to set all fees based on 100% of total cost recovery would not be feasible given existing fee levels for the department and the market for these services within the community.

As an alternative, staff is recommending that Council support the development of Citywide Pricing Policy Guidelines and a corresponding approach for moving user fees gradually in line with these guidelines. The proposed guidelines provide departments with a framework for establishing reasonable, consistent and equitable user fees without requiring an immediate and drastic change in current pricing practices. By implementing the citywide guidelines, and the corresponding plan for aligning current user fees, the development, implementation and updating of user fees will gradually become more routine and efficient.

The proposed Citywide Pricing Policy Guidelines are reflected in Attachment A of this packet. They were derived in part from the most recent draft of the User Fee Policy distributed to Council as part of the October 12, 1993 study session materials. The following provides a brief description and/or explanation for each of the four sections included in the guidelines document:

- The first and second sections provide a context for the guidelines and an overview of the issues to address when considering a user fee.
- The next and most important section of the document lists the general guidelines to be considered when establishing user fees. For example, the first segment on full cost recovery indicates that a user fee should be set to recover the full cost of the service if it benefits specific groups or individuals. This would be the starting point for setting a fee. If, however, the goal of the fee is to encourage utilization

of the service, the fee may be set to recover only a partial cost of the service, as reflected in the second segment on partial cost recovery.

- The last section provides definitions for terms most commonly used in the process of establishing fees.

III. PROCESS FOR ALIGNING CURRENT USER FEES WITH THE CITYWIDE GUIDELINES

If Council supports the proposed Citywide Pricing Policy Guidelines, staff recommends moving forward with a process for gradually aligning current user fees with the citywide guidelines. The goal of the process would be to bring all user fees to a reasonable level of consistency with the Citywide Pricing Policy Guidelines over a five year period. The process would include the following steps and would be incorporated into the annual budget process.

USER FEE REVIEW PROCESS

- Specific departments and/or programs chosen for comprehensive review as part of annual budget retreat with City Council. (Other departments will recommend fee changes as they consider appropriate.) August
- Staff prepares recommended modifications to fees based on citywide guidelines. September-December
- Finance/budget, in conjunction with appropriate department staff, oversee the process for incorporating Board/Commission input on recommended fee modifications. January
- Finance/budget, in conjunction with appropriate department staff, oversee process for taking recommended fee modifications through public administration hearing. February

- Recommended fee modifications incorporated into City Manager's recommended budget. April-May
- Proposed budget document produced. June-July
- Recommended fee modifications reviewed by Council during budget retreat; also, user fees chosen for comprehensive review as part of next budget process. August

The "alignment" process would be dynamic and would allow for a "phasing in" of fee modifications over a specified period. In addition, even though a process for aligning all user fees over a five year process would be in place, it does not preclude departments from modifying fees annually in the usual manner, i.e. increased by the Consumer Price Index (CPI).

IV. APPROACH FOR REVIEWING USER FEES DURING THE 1995 BUDGET PROCESS

If Council supports the Citywide Pricing Policy Guidelines, departments will begin, as part of the 1995 budget process, to identify user fees that need to be brought into alignment with the guidelines. In subsequent years, the User Fee Review Process described above will be followed to accomplish the identification of user fees to be aligned in the current budget cycle. However, given the current timeframes for the 1995 budget, the review process will need to be modified in the following manner.

*11/20 3rd
beginning
June*

During the upcoming 1995 budget overview session with Council, staff will raise specific options for adjusting user fees in the context of the overall 1995 budget. In addition, Council will be asked to identify key issues related to specific user fees or categories of fees that should be taken into consideration throughout the alignment process.

Based on options identified by staff and corresponding input from Council, identified user fees will be analyzed and proposed adjustments developed. Final recommendations for adjusting user fees will be brought to Council at the 1995 budget retreat.

It is important to note that the process for incorporating Board/Commission and public input will also need to be modified for the 1995 budget process.

V. NON-RESIDENT USER FEES

Since non-residents do not pay the full level of City taxes, it has been city policy to charge these individuals a higher rate for fee-based services. Currently, non-residents pay 20% more than the standard fee for the service or program.

The majority of services utilized by non-residents are provided by the Parks and Recreation Department. In terms of recreation classes and programs, non-residents comprise approximately 21% of the total participants. In addition, non-residents account for approximately 50% of all drop-in activity at the Recreation Centers and represent 19% of all punch pass users and 15% of all annual pass users.

Based on the continued tax subsidization levels inherent in the current fee structure, staff is recommending that the premium charged to non-residents be increased to 25% as part of the 1995 budget process.

VI. CITYWIDE APPROACH FOR SUBSIDIZING SERVICES BASED ON ECONOMIC NEED

At the October 12, 1993 study session, Council discussed the subsidization of various user fees. There was general agreement that subsidies should be based primarily on economic or financial need. Given this, staff began compiling information on current citywide programs for subsidizing user fees to determine if a citywide approach based on economic need only is feasible.

The majority of subsidized programs and services are provided in Parks and Recreation, Housing/Human Services and by the Housing Authority. In addition, the annual Food Tax Rebate Program, which provides sales tax rebates to low income individuals, is managed by the Finance Department. Currently, all four areas serve a special set of needs and focus on slightly different client groups. As a result, they have used different criteria to determine eligibility and, correspondingly, access to subsidized programs and services.

If Council agrees, an interdepartmental work group will be formed to explore the possibility of coordinating citywide services which are subsidized. The goal of the group would be to increase the consistency of service subsidization based on economic need while maintaining a sufficient level of flexibility to meet the needs of each program's unique client base. If Council supports this approach, the initial findings of the group would be brought forward as part of the 1995 budget process.

Boulder City Council

April 26, 1994

Study Session:

**Comprehensive Fee Study, Part II
7:00 pm to 8:30 pm**

ADDENDUM

City Council Chambers

Public Written Comment due by Mon. April 25, to City Council, 1777 Broadway, Second floor, or FAX 441-4478, Attn: Benita Duran.

M E M O R A N D U M

TO: Mayor and Members of City Council

FROM: Kathy McGuire, Budget/Fee Study Work Group

DATE: April 21, 1994

SUBJECT: April 26, 1994 Study Session
Comprehensive Fee Study
Addendum to Original Packet

Attached are revised pages to the Comprehensive Fee Study packet which was distributed to Council on April 15. Please replace the corresponding pages in Attachment B from the original packet with the corrected pages included in this addendum.

Also, when reviewing the historical analyses for departments (pages 5, 11, 17, 23, 29, 35 and 41 in Attachment B), please note that the scale of the graph varies by department and is dependent on the percentage range of subsidization by the General Fund. If you have any questions regarding the interpretation of the analyses or corresponding graphics, please contact me in the Budget Office at 441-3007.

**COMPREHENSIVE FEE STUDY
ANALYSIS OF GENERAL FUND SUBSIDIZATION
LIBRARY**

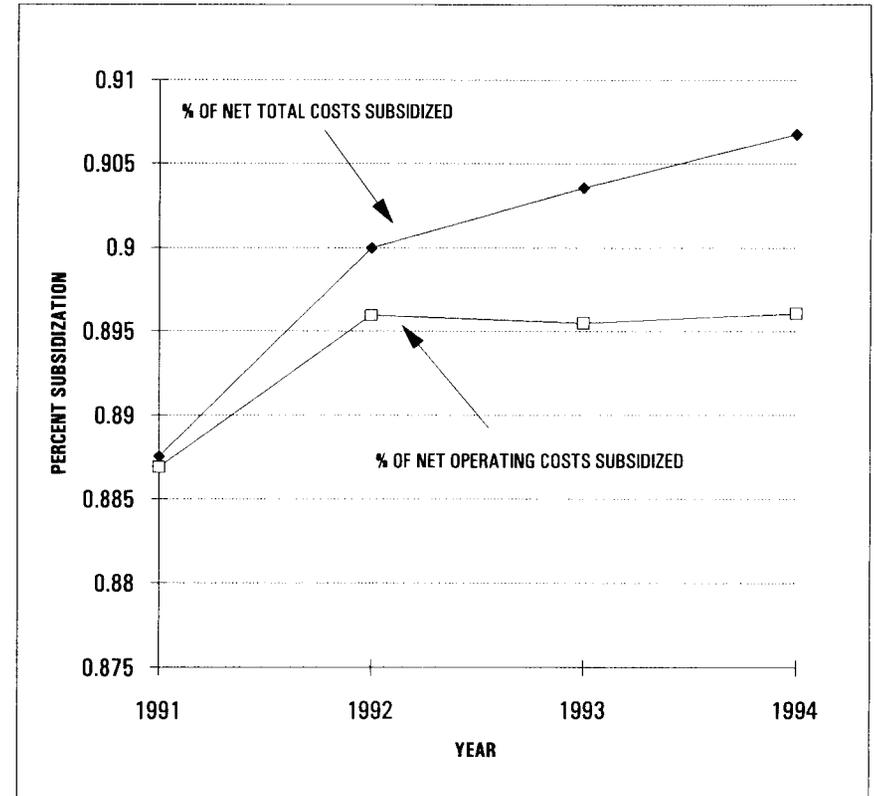
1991 ACTUAL	1992 ACTUAL	1993 ACTUAL	1994 BUDGETED
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NET OPERATING COSTS (Direct plus Dept Overhead):

Operating Costs (1)	3,562,478	3,884,820	4,054,194	4,283,927
Less: Revenues (2)	402,862	404,213	423,682	445,162
Net Operating Costs	3,159,616	3,480,607	3,630,512	3,838,765
% of Net Operating Costs Subsidized by General Fund	88.69%	89.60%	89.55%	89.61%

NET TOTAL COSTS (Operating plus Citywide Overhead):

Citywide Overhead (3)	19,303	156,209	338,559	489,395
Operating Costs	3,562,478	3,884,820	4,054,194	4,283,927
Less: Revenues	402,862	404,213	423,682	445,162
Net Total Costs	3,178,919	3,636,816	3,969,071	4,328,160
% of Total Operating Costs Subsidized by General Fund	88.75%	90.00%	90.35%	90.67%



NOTES:

- (1) Operating Costs exclude grants.
- (2) Revenues include user fees, property tax earmarked for the Library, and other miscellaneous Library Fund revenues.
- (2) Allocating citywide overhead began in 1992; citywide overhead also includes debt service.

**COMPREHENSIVE FEE STUDY
ANALYSIS OF GENERAL FUND SUBSIDIZATION
HOUSING/HUMAN SERVICES**

1991 ACTUAL	1992 ACTUAL	1993 ACTUAL	1994 BUDGETED
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NET OPERATING COSTS (Direct plus Dept Overhead):

Operating Costs (1)	2,499,151	2,953,659	3,070,690	3,131,662
Less: User Fees	286,993	277,637	243,783	83,864
Net Operating Costs	2,212,158	2,676,022	2,826,907	3,047,798
% of Net Operating Costs Subsidized by General Fund	88.52%	90.60%	92.06%	97.32%

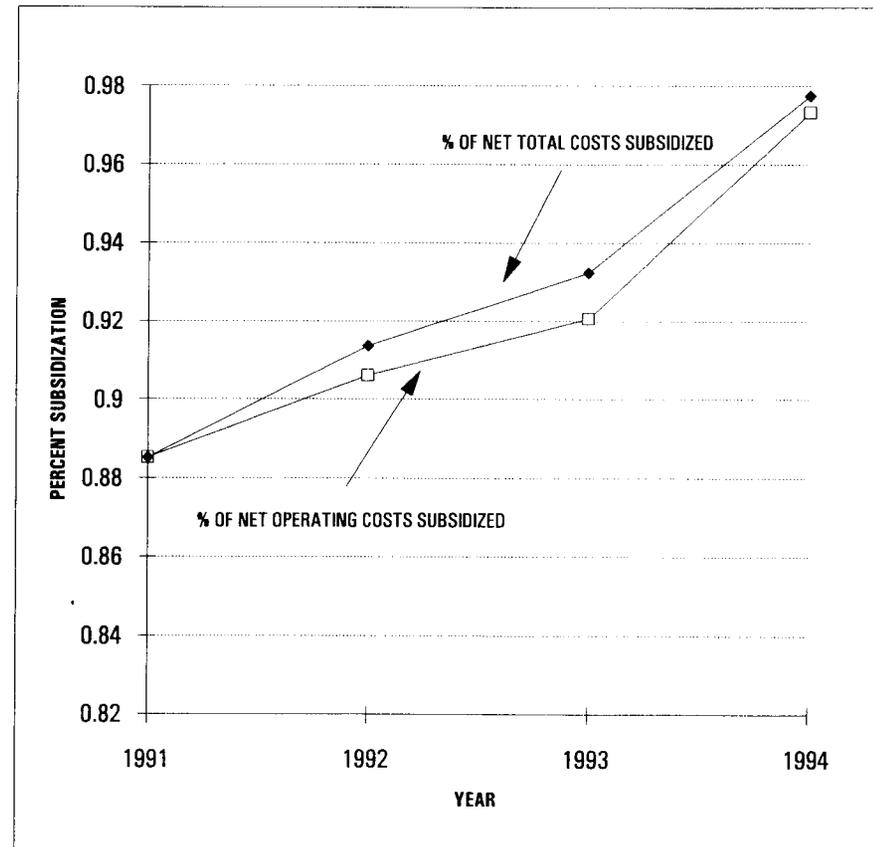
NET TOTAL COSTS (Operating plus Citywide Overhead):

Citywide Overhead (2)	2,044	257,540	535,292	599,513
Operating Costs	2,499,151	2,953,659	3,070,690	3,131,662
Less: User Fees	286,993	277,637	243,783	83,864
Net Total Costs	2,214,202	2,933,562	3,362,199	3,647,311
% of Total Operating Costs Subsidized by General Fund	88.53%	91.35%	93.24%	97.75%

NOTES:

(1) Operating Costs exclude grants.

(2) Allocating citywide overhead began in 1992; citywide overhead also includes debt service.



11
(revised)

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PROPOSED FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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PUBLIC WORKS DIS

											(Total Revs/Total Costs)
3	Bandshell Concert Sound Monitoring	35	Hour	\$45.09	\$3.80	\$5.31	\$54.20	\$20.00	\$35/hr	36.90%	
1	Bldg-Related Fees (bld insp, permit, licensing, plan chk)	1	Year	\$1,165,829.00	\$101,130.00	\$137,231.00	\$1,404,190.00	\$1,418,500.00	\$1,404,190	101.02%	Project Break Even by 1996
1	Book/Code/Flood Sign Sales	1	Year	\$6,772.00	\$237.00	\$442.00	\$7,451.00	\$8,000.00	\$7,500	107.37%	
1	Dangerous Building Abatement	1	Year	\$7,579.00	\$154.00	\$267.00	\$8,000.00	\$8,000.00	\$8,000	100.00%	
3	Housing Code Licensing Program	1	Year	\$335,414.00	\$22,135.00	\$34,465.00	\$392,014.00	\$157,000.00	\$201,248	40.05%	
3	Sign Code Permits and Licensing Program	1	Year	\$29,696.00	\$2,601.00	\$3,293.00	\$35,590.00	\$12,000.00	\$14,848	33.72%	
4	Mapping and Records Assistance and Information	1	Year	\$67,667.00	\$4,403.00	\$8,741.00	\$80,811.00	\$4,000.00	\$7,661	4.95%	
4	Misc Boulder Map Sales	1	Year	\$4,470.00	\$301.00	\$521.00	\$5,292.00	\$1,000.00	\$686	18.90%	
	Design Criteria & Standard Specifications Book Sales	1	Year	\$6,787.00	\$302.00	\$52.00	\$7,141.00	NA	\$3,250		New Book Available end of May 1994
3	Right-of-Way Permits and Licensing Program	1	Year	\$373,563.00	\$23,703.00	\$41,459.00	\$438,725.00	\$175,000.00	\$438,725	39.89%	

39
(revised)

**COMPREHENSIVE FEE STUDY
ANALYSIS OF GENERAL FUND SUBSIDIZATION
PUBLIC WORKS - DEVELOPMENT AND INSPECTION SERVICES**

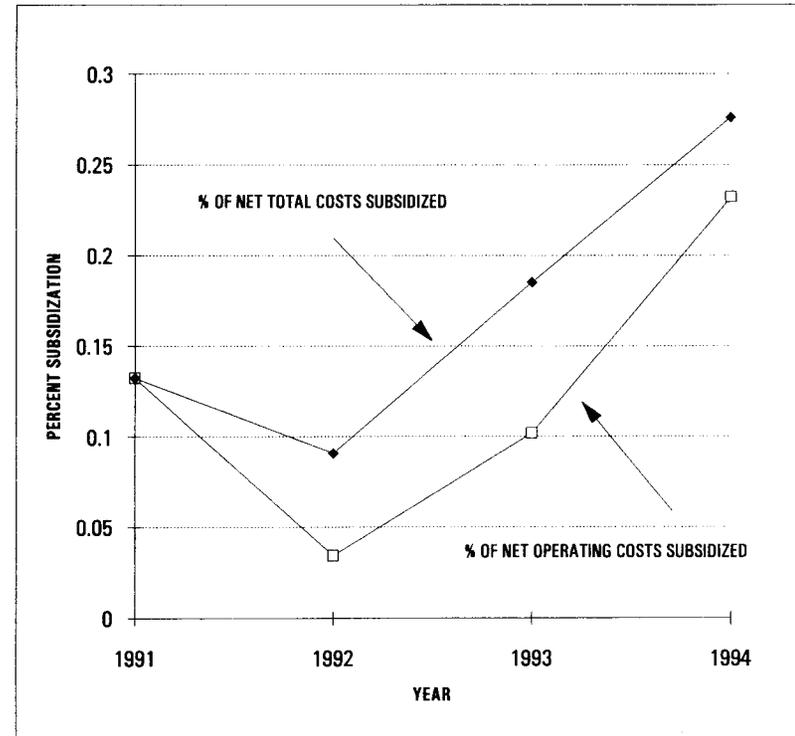
1991 ACTUAL	1992 ACTUAL	1993 ACTUAL	1994 BUDGETED
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NET OPERATING COSTS (Direct plus Dept Overhead):

Operating Costs (1)	1,617,131	2,377,517	2,561,097	3,026,582
Less: Revenues (2)	1,403,428	2,295,938	2,299,787	2,324,397
Net Operating Costs	213,703	81,579	261,310	702,185
% of Net Operating Costs Subsidized by General Fund	13.21%	3.43%	10.20%	23.20%

NET TOTAL COSTS (Operating plus Citywide Overhead):

Citywide Overhead (3)	0	147,924	261,744	185,674
Operating Costs	1,617,131	2,377,517	2,561,097	3,026,582
Less: Revenues	1,403,428	2,295,938	2,299,787	2,324,397
Net Total Costs	213,703	229,503	523,054	887,859
% of Total Operating Costs Subsidized by General Fund	13.21%	9.09%	18.53%	27.64%



NOTES:

(1) Operating Costs exclude grants. The following changes occurred in DIS:

1992 - The Development Support Fund was eliminated and expenditures/revenues for these services were moved to the General Fund.

1993 - 1 FTE was added in zoning/environmental enforcement; 1 FTE custodian was added for the Atrium Bldg and Municipal Service Center.

1994 - Added an increased level of building maintenance services; one-time monies were added for the Housing Program; the budget was also reduced by 1%.

(2) Revenues include user fees, interagency charges to non-General Fund departments and costs recovered through the citywide cost allocation program. 1992 was a peak year for building activity.

(3) Allocating citywide overhead began in 1992; citywide overhead also includes debt service.

ATTACHMENT A
CITY OF BOULDER
CITYWIDE PRICING POLICY GUIDELINES

I. INTRODUCTION

The guidelines in this document represent the City of Boulder's approach to establishing user fees. The guidelines provide a framework for individual departments to use in identifying services which should be fee-based and in determining the appropriate level for the fee.

In addition to the citywide guidelines, each department will have a written policy describing the method for setting user fees within that area. As an individual department's user fees come up for a comprehensive review by Council, they will be evaluated in terms of the guidelines and, if appropriate, a plan for aligning them more closely with the citywide guidelines will be implemented.

II. OVERVIEW

A. When establishing user fees, the following should be taken into consideration:

1. Whether the service benefits the community in general or only the individual or group receiving the service.
2. Whether the individual or group receiving the service generated the need and therefore the costs of providing the service.
3. Whether imposing the full cost fee would pose a hardship on specific service users or other providers.
4. Whether community values sanction taxpayer subsidization of the cost of service for certain special needs individuals (e.g. disabled or low-income).
5. Whether the level of the fee affects demand for the service:
 - a. Is it possible and desirable to manage demand for a service by changing the level of the fee? (Increasing a fee may cause significant decline in demand for the service and, correspondingly, decreasing a fee may create a significant increase in demand.)
 - b. Are there competing providers of the service in the public or private sector? (The existence of competition may determine a competitive "market rate" for the service.)

III. PRICING POLICY GUIDELINES

The general guidelines of the City of Boulder regarding user fees is based upon the following considerations:

A. Full Cost Recovery:

1. User fees should recover the full cost of services which benefit specific groups or individuals. An example of this type of service is beach operations at the Boulder Reservoir.
2. User fees should recover the full cost for those services provided to persons who generate the need for those services. An example of this type of service is a special event that requires Police presence.
3. The following criteria are used to determine if a service should be included in this category, **keeping in mind that a service does not have to meet every criteria:**
 - a) The individual or group using the service is the primary beneficiary.
 - b) The level of service use attributed to a user is known.
 - c) Administrative costs of imposing and collecting the fee are not excessive.
 - d) Imposing a full cost fee would not place the City at a competitive disadvantage.
 - e) The service is usually provided by the private sector, but may also be provided by the public sector.

B. Partial Cost Recovery:

1. User fees may recover less than full cost for those services for which the City desires to manage demand. An example of this type of service is the Downtown Employees Bus Pass Program.
2. User fees may recover only partial cost from those individuals who cannot pay full cost due to economic hardship. An example of this type of service is the Reduced Rate Program in the Parks and Recreation Department.
3. A user fee may not recover full cost if competitive market conditions make a full cost fee undesirable. An example of this type of service is an aerobics class offered through the Parks and Recreation Department.
4. The following criteria are used to determine if a service should be included in this category, **keeping in mind that a service does not have to meet every criteria:**
 - a) Services benefit those who participate but the community at large also benefits.
 - b) The level of service use attributed to a user is known.
 - c) Administrative costs of imposing and collecting the fee are not excessive.

- d) Imposing a full cost fee would place the City at a competitive disadvantage.
- e) The service is usually provided by the public sector, but may also be provided by the private sector.

C. No Cost Recovery:

- 1. Tax dollars should support essential City services that are available to and benefit everyone in the community. An example of this type of service is City Clerk election services.
- 2. The following criteria are used to determine if a service should be included in this category, **keeping in mind that a service does not have to meet every criteria:**
 - a) The service is equally available to everyone in the community and should benefit everyone. *(and by using benefits all)*
 - b) Because the service is basic, it is difficult to determine benefits received by one user.
 - c) The level of service attributable to a user is not known.
 - d) Administrative costs of imposing and collecting a fee exceed revenue expected from the fee.
 - e) Imposing the fee would place the City at a serious competitive disadvantage.
 - f) The service is **primarily** provided by the public sector.
 - g) Charging a fee would result in undesirable behavior.

D. Enterprise Center:

- 1. User fees could recover more than the full cost for a service in order to subsidize other services provided to the community.
- 2. The following criteria are used to determine if a service should be included in this category, **keeping in mind that a service does not have to meet every criteria:**
 - a) Individuals or groups benefit from the service and there is little community benefit.
 - b) The level of service use attributable to a user is known.
 - c) There is excess demand for the service; therefore, allocation of limited services is required.
 - d) Administrative costs of imposing and collecting the fee are not excessive.
 - e) The service is provided at market price by the private sector.

E. Other Considerations:

- 1. Administrative costs of collecting fees should be small relative to the revenue generated from the fee.

2. Non-residents do not pay the full level of City taxes. Therefore, non-residents will pay a premium of ___ above the standard fee for the service. (The current pricing policy guideline is 20% above the standard fee; would Council like to increase this percentage?)

IV. DEFINITIONS

A. Costs

1. Direct Costs

Direct costs are all the specific, identifiable expenses associated with the actual provision of a service.

2. Indirect Costs

a. Department Overhead

Department overhead includes the administrative costs of the Department and earmarked operating reserve accounts, Fund debt service (when part of the cost of providing a service), and contractual payments as appropriate.

b. Citywide Overhead

Citywide overhead includes the costs of all the City's general support services (e.g. Finance, Human Resources...) as well as citywide equipment replacement costs. In this costing of services, the 1994 Cost Allocation Plan identifies these costs, which are then distributed to cost centers.

3. Add-Ins/Take-Outs

When a service to the public is supported by activity budgeted in another cost center, fund or department, the costs that activity are "taken out" of the cost center providing support and "added in" to the cost center most directly providing the identified service to the public.

B. Fees

1. Full Cost Fee

A fee that recovers the total cost of a service (the sum of direct and all indirect costs).

2. Partial Cost Fee

A fee that recovers something less than the full cost. This could be a percentage of direct costs, all direct costs, direct plus a percentage of indirect, etc.

3. Market Rate Fee

Once the market is defined by identifying all providers of an identical service (i.e., private sector providers, other municipalities, etc.), then a market rate fee can be set. A market rate fee is based on demand for a service. The fee is set at the highest level the market will bear for the service in question.

C. Sources of Funds

Funding sources for services provided directly to the public can include revenues generated from taxes, grants, fees, or some combination of these three.

**1994 COMPREHENSIVE FEE STUDY
FIRE**

CURRENT DEPARTMENT PRICING POLICIES

The majority of the services provided by the Fire Department fall into the broad category of "protecting the public welfare and safety." As such, it is the Fire Department's policy to not charge a fee for service for the majority of services provided. The exceptions, and the associated pricing policies are listed below.

Hazardous Material Clean-up

- In accordance with State law, the Fire Department recovers from responsible parties the partial cost of cleaning up a hazardous release.

Contractor Certification Program

- As a result of the Fee Study, the Department has decided to consider a change to the Contractor Certification Program. Under the current system, the contractors are certified for life after the successful completion of a certification exam. The contractors are charged a one time fee for this certification exam and then charged an annual charge as they renew their licenses with the Building Department. The Fire and Building Departments are beginning a study to consider alternatives to this system. As such, there is not yet a proposal for a new pricing guideline for the Contractor Certification Program.

Permits

- The costs associated with issuing permits appear in the costing spreadsheets for the Fire Department. However, it is Department policy to use the permitting process as a code compliance mechanism rather than as a revenue enhancer. As such, permit fees are not directly tied to cost.

Corporate Training Programs

- It is Fire Department policy to work with local businesses, particularly those involving higher hazards, through periodic training sessions. These sessions provide benefits to both the business and the Fire Department. By teaching training classes, fire personnel learn the physical layout as well as the location and composition of hazards at many of these sites, and the local businesses receive the training necessary to keep them in compliance with State and Federal laws. Since the local businesses are required to provide these training sessions to their employees, and this is an area in which the Fire Department competes with the private sector, the Department recommends charging a fee for this service. The Department proposal is to perform a market study to determine the appropriate fee for this service, and then to set fees competitively.

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COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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FIRE

										(Unit Fee/Total Unit Cost)
1	Hazardous materials cleanup	616	Hrs/Eng Co	\$158.38	\$20.03	\$7.71	\$186.12	\$150.00	80.59%	Cost Recovery per State Statute
4	Contractor testing	50	Tests	\$161.74	\$8.88	\$8.98	\$179.60	\$20.00	11.14%	Program currently under study
4	Service Station Permit	35	Permit	\$117.31	\$6.43	\$6.51	\$130.26	\$10.00	7.68%	
	Corporate training	110	Hours	\$168.78	\$9.25	\$9.37	\$187.41	\$0.00		Department undertaking market study

**COMPREHENSIVE FEE STUDY
ANALYSIS OF GENERAL FUND SUBSIDIZATION
FIRE**

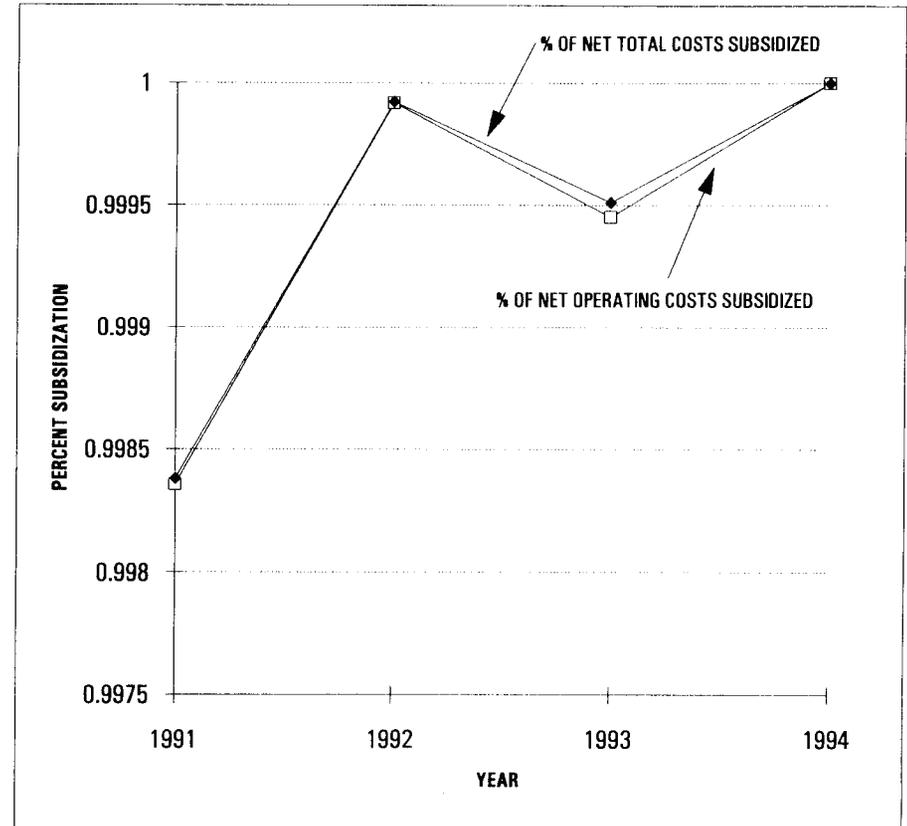
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NET OPERATING COSTS (Direct plus Dept Overhead):

Operating Costs (1)	4,872,429	5,375,599	5,770,920	6,230,062
Less: User Fees	8,003	450	3,158	0
Net Operating Costs	4,864,426	5,375,149	5,767,762	6,230,062
% of Net Operating Costs Subsidized by General Fund	99.84%	99.99%	99.95%	100.00%

NET TOTAL COSTS (Operating plus Citywide Overhead):

Citywide Overhead (2)	73,432	317,624	697,572	608,616
Operating Costs	4,872,429	5,375,599	5,770,920	6,230,062
Less: User Fees	8,003	450	3,158	0
Net Total Costs	4,937,858	5,692,773	6,465,334	6,838,678
% of Total Operating Costs Subsidized by General Fund	99.84%	99.99%	99.95%	100.00%



NOTES:

(1) Operating Costs exclude grants.

(2) Allocating citywide overhead began in 1992; citywide overhead also includes debt service.

1994 COMPREHENSIVE FEE STUDY HOUSING AND HUMAN SERVICES

CURRENT DEPARTMENT PRICING POLICIES

In general, fees for the Department of Housing and Human Services are set to recover 100% of direct costs (materials/supplies and personnel directly consumed by the participant). If appropriate, fees are adjusted to reflect the market rate charged in the community for comparable services, which allows the department to recover a portion of its overhead costs. In Senior Services, where the majority of revenues from fees are generated from social and recreation activities, 57% of the Social Recreation budget is recovered through fees when costs for the activity programmer's time and non-personnel expenses are included. Since the goal of Senior Services is to keep seniors active, self-sufficient, and independent, encouraging senior participation in these programs, particularly those with limited resources, is a way to achieve this goal.

Additional Fees Collected by Private Providers

- Several services offered by the Department of Housing and Human Services are provided through contracts with private providers which charge fees to program participants. The providers set and collect the fees associated with their programs. Services provided by the department through private contractors that charge fees include: the Senior Services Nutrition Programs, the Senior Services Employment Program, the Family Resource Schools Child Care Program, and the Family Resource Schools Counseling Program. In addition, Housing and Human Services contracts with 30 to 40 providers of human services through the Human Relations Commission. The majority of these agencies charge a fee for service.

Grant Funding

- Several of the services provided by the Department of Housing and Human Services are funded totally or partially by grants, which supplement the fees charged by the department to produce funding for the services provided. These services include: Child Care Resource and Referral Services; the Child Care Food Program; Child Care Provider Recruitment and Training; Multi-cultural Peer Leadership Classes for Youth; Intervention Programs for Youth around drug, alcohol, suicide, mental health, and counseling; the Boulder Valley School District's contribution to the Family Resource Schools Project; the Community Development Block Grant Program; and the HOME grant program which funds housing projects. Several of these grants stipulate that the City cannot charge fees for the services funded by the grant so that these services can be offered as a free community service. In addition, the Community Housing Assistance Program is funded by property and dvlpmnt taxes.

Senior Services Programs:

- For all of the Senior Services activities, non-residents are charged 20% more than the advertised resident fee for the activity. Low-income residents are charged half of the advertised resident price.

Child Care Publications:

- Fees are typically charged for the Child Care Center Directory and businesses are charged for the Choosing Child Care Brochure. The majority of publications provided to the public are related to the Child Care Resource and Referral Program and are offered free of charge for education and prevention purposes. These publications are paid for from grant funding sources.

Family Resource Schools Family Education & Support Programs:

- Fees for the services listed in the attached spreadsheet are adjusted on a sliding fee scale for low-income participants.

Fees for Facility Rental

- Facility rental fees are not listed in the attached spreadsheet since these fees fall under the Administrative Pricing Procedures for facility rental and copies. Fees for the use of Housing and Human Services facilities are based on market rate surveys of comparable facilities. These fees generate approximately \$23,000 per year.

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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HOUSING AND HUMAN SERVICES

(Total Revs/Total Costs)										
4	Senior Services Classes	893	Participants	\$55.99	\$87.75	\$34.13	\$177.87	\$4 to \$81	15.74%	\$25,000 Revenues
3	Senior Services Day Trips	1,481	Participants	\$20.11	\$31.51	\$12.26	\$63.87	\$3 to \$60	26.43%	\$25,000 Revenues
4	Senior Craft Fair Participation	75	Participants	\$30.53	\$47.86	\$18.62	\$97.01	\$12.00	13.74%	\$1000 Revenues
4	Special Events/Tournaments (Seniors)	1,400	Participants	\$10.59	\$16.60	\$6.46	\$33.65	\$0 to \$10	5.31%	\$2500 Revenues
3	Senior Sports	198	Participants	\$23.14	\$36.26	\$14.10	\$73.50	\$35.00	27.77%	\$4000 Revenues; Per Softball Season
	Senior Sports							\$2.00		Per Volleyball Session
	Senior Sports							\$10.00		Per Sports Club
4	Child Care Publications	36,048	Publications	\$0.32	\$0.03	\$0.03	\$0.38	\$0 to \$6	7.30%	\$1000 Revenues
4	FRS: Family Education & Support	130	Contacts	\$927.90	\$65.82	\$60.30	\$1,054.02	\$1.50	3.65%	\$5000 Revs; Per hour/after school enrich
	FRS: Family Education & Support							\$3.00		Per dance class
	FRS: Family Education & Support							\$60.00		Per 8 week Summer Learning Program
	FRS: Family Education & Support							\$3 to \$5		Per field trip
	FRS: Family Education & Support							\$15.00		Per parent workshop
	FRS: Family Education & Support							\$2.00		Per week/breakfast club

**COMPREHENSIVE FEE STUDY
ANALYSIS OF GENERAL FUND SUBSIDIZATION
HOUSING/HUMAN SERVICES**

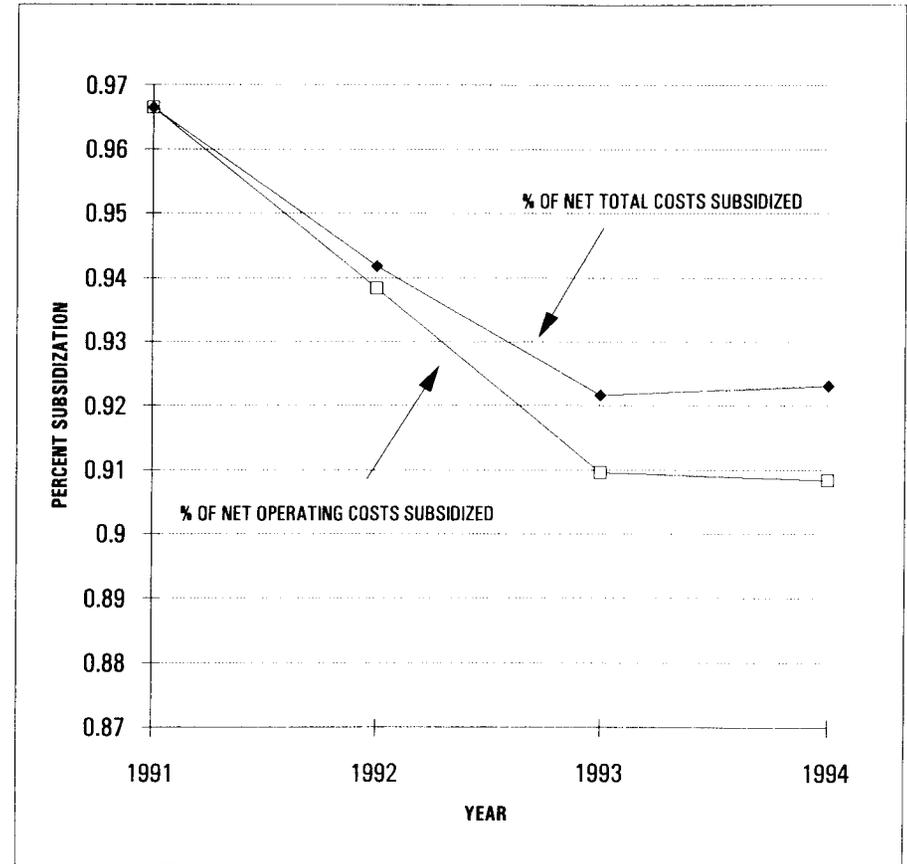
1991 ACTUAL	1992 ACTUAL	1993 ACTUAL	1994 BUDGETED
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NET OPERATING COSTS (Direct plus Dept Overhead):

Operating Costs (1)	2,499,151	3,953,659	3,070,690	3,131,662
Less: User Fees	83,864	243,783	277,637	286,993
Net Operating Costs	2,415,287	3,709,876	2,793,053	2,844,669
% of Net Operating Costs Subsidized by General Fund	96.64%	93.83%	90.96%	90.84%

NET TOTAL COSTS (Operating plus Citywide Overhead):

Citywide Overhead (2)	2,044	235,548	469,056	599,513
Operating Costs	2,499,151	3,953,659	3,070,690	3,131,662
Less: User Fees	83,864	243,783	277,637	286,993
Net Total Costs	2,417,331	3,945,424	3,262,109	3,444,182
% of Total Operating Costs Subsidized by General Fund	96.65%	94.18%	92.16%	92.31%



NOTES:

(1) Operating Costs exclude grants.

(2) Allocating citywide overhead began in 1992; citywide overhead also includes debt service.

1994 COMPREHENSIVE FEE STUDY LIBRARY

CURRENT DEPARTMENT PRICING POLICIES

In general, the Library's policy is to provide for the community's informational needs, whether through print or non-print media, without imposing user fees.

Basic Library Services:

- The pricing policy for library services is based on the theory that assuring free public access to information is a legitimate function of government, and provides an overall community benefit. It is the intent of the Library Commission to avoid creating any economic or psychological barriers to library use through the institution of user fees.

The philosophy of free public libraries is supported by state law, CRS 24-90-102, which states that..."it is the policy of the state, as part of its provision for public education, to promote the establishment and development of all types of publicly-supported free library service through the state to ensure equal access to information without regard to age, physical or mental health, place of residence, or economic status...". Compliance with this law is a condition of Federal funding passed through the state, and also a condition of the State Payment-for-Lending Program (CCR 301-23-2490-R-101.00) which supports the interlibrary loan service.

Other Library Fee-Based Services: Extended Use of Materials, Personal Copies, Facility Rental

No spreadsheet for library fees is attached, since most library fee-based services fall under the Administrative Pricing Procedures for facility rental and copies. The remaining fee which does not fall under this policy is inter-library loan charges. Boulder Public Library does not normally charge for this service, unless a fee is imposed by the lending library. In this case, the fee is passed on to the patron.

- Fees are charged for all personal copies made from computer printers, photocopy machines, microfilm/fiche printers, the Braille printer, and for copies of historic photographs.

- Fees for the use of the Main Library auditorium are based on a market rate survey. Additional fees beyond the basic rental are charged for time involved in staff instruction or operation of auditorium equipment, set-up assistance, etc.
- While there is some difference of opinion in whether to categorize the library overdue fees as fines or fees, the library's view of this charge is that it is a fee for the privilege of extended use of materials. When materials remain in use for extended periods of time, it puts pressure on the library to provide additional materials, hence the overdue charge. Fees currently parallel those of other Colorado libraries, with \$.10/day for printed materials, and \$1.00/day for videotapes.

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NO SPREADSHEET PROVIDED FOR THE LIBRARY

**COMPREHENSIVE FEE STUDY
ANALYSIS OF GENERAL FUND SUBSIDIZATION
LIBRARY**

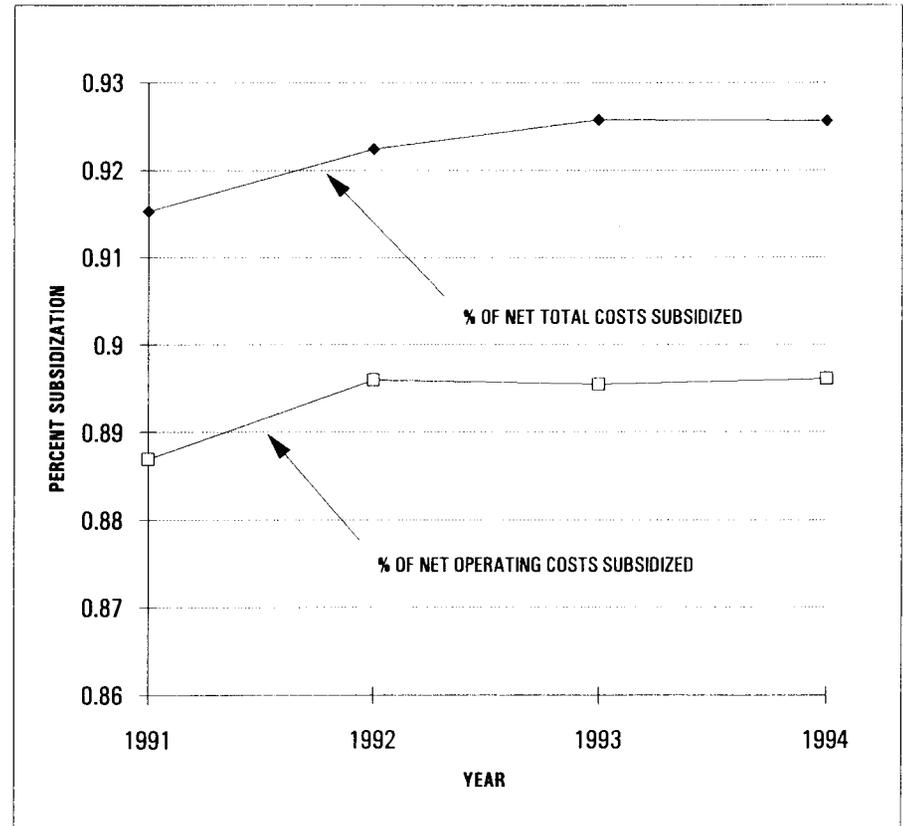
1991 ACTUAL	1992 ACTUAL	1993 ACTUAL	1994 BUDGETED
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NET OPERATING COSTS (Direct plus Dept Overhead):

Operating Costs (1)	3,562,478	3,884,820	4,054,194	4,283,927
Less: User Fees	402,862	404,213	423,682	445,162
Net Operating Costs	3,159,616	3,480,607	3,630,512	3,838,765
% of Net Operating Costs Subsidized by General Fund	88.69%	89.60%	89.55%	89.61%

NET TOTAL COSTS (Operating plus Citywide Overhead):

Citywide Overhead (2)	1,191,353	1,327,199	1,653,168	1,703,135
Operating Costs	3,562,478	3,884,820	4,054,194	4,283,927
Less: User Fees	402,862	404,213	423,682	445,162
Net Total Costs	4,350,969	4,807,806	5,283,680	5,541,900
% of Total Operating Costs Subsidized by General Fund	91.53%	92.24%	92.58%	92.56%



NOTES:

- (1) Operating Costs exclude grants.
- (2) Allocating citywide overhead began in 1992; citywide overhead also includes debt service.

1994 COMPREHENSIVE FEE STUDY PARKS AND RECREATION

CURRENT DEPARTMENT PRICING POLICIES

In general, the Parks and Recreation Department has a target of recovering 50% of their direct operating and program overhead costs through user fees.

In 1993, the department recovered 46% of its operating costs, which does not include citywide overhead and debt service.

Recreation Classes/Programs:

- All adult activities are priced to recover at least 100% of direct; youth and senior activities to recover 80% of direct costs. If appropriate, adult, youth and senior activities are also adjusted to reflect the going market rate in the community for comparable services.
- Special programs such as Therapeutics and low-income are further subsidized (Therapeutics pay between 10-15% of direct costs, i.e., the same fee as charged for non-disabled participants).
- Low-income residents (Reduced Rate Program) pay 25% of direct costs.
- Non-resident fees are 20% more than the resident fee for the service/program. Non-resident participants make up approximately 21% of all classes/programs. Approximately 20% of soccer participants and softball participants are comprised of non-residents.

Recreation Centers and Outdoor Swimming Pools:

- Recreation Center and outdoor swimming pool fees are based on resident adult fee usage. The subsidy is due to the discount rate for low-income, children (ages 4-12), teens (ages 13-18) and seniors (ages 60+).
- Group and individual multiple use discounts are also available, i.e., 20 punch cards and annual passes.

- The first adult family member pays full price for an annual pass, all other family members pay 1/2 price.
- Non-resident fees are 20% more than the resident fee for the service/program. Non-Resident participants account for approximately 50% of all drop-in activities at the Recreation Centers (Weight Room, Swim, Fitness, and Gym), 19% of 20 punch passes, and 15% of annual passes.

Reservoir:

- Fees for the Reservoir are structured to recover direct costs of all southshore and lake activity. This goal is often not met because of under enrollment in classes/programs.

Golf Course:

- Flatirons Golf Course fees cover all departmental costs (including capital improvements).

Parks:

- There is currently no access fee for city park areas. Fees for facility in city park areas, such as shelters, have been set at a low level.

Mountain Parks:

- The parking permit system in Mountain Parks is a new program and the fees have been set specifically to generate revenue from non-residents. The fees for shelter rentals in the Mountain Parks system is the same as fees for facility rental in city park areas.

**COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION**

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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PARKS AND RECREATION

RECREATION CLASSES/PROGRAMS

										(Unit Fee/Total Unit Cost)
✓ 1	Classes/Programs	368,730	Part. Hours	\$2.68	\$0.36	\$0.36	\$3.41	\$2.64	77.42%	Current fee is an average.
4	Therapeutics	20,800	Part. Hours	\$18.69	\$1.65	\$2.43	\$22.77	\$2.54	11.15%	Stay same as Non-Disabled Participants.
4	Reduced Rate Program	2,500	Participants	\$18.40	\$0.05	\$2.21	\$20.66	\$1.28	6.20%	Current fee is an average.
2	Playgrounds	133,000	Part. Hours	\$1.19	\$0.23	\$0.17	\$1.59	\$0.95	59.68%	Current fee is an average.
2	Special Events	11,767	Part. Hours	\$5.03	\$0.40	\$0.55	\$5.97	\$3.85	64.44%	Current fee is an average.
✓ 2	Leagues	175,819	Part. Hours	\$4.13	\$0.55	\$0.56	\$5.24	\$3.27	62.43%	Current fee is an average.

RECREATION CENTERS/OUTDOOR POOLS/RESERVOIR

										(Unit Fee/Total Unit Cost)
4	Facility rentals (Recreation)	25,000	Hours	\$8.85	\$0.61	\$1.13	\$10.59	\$2.48	23.42%	Current fee is an average.
3	Drop-in Programs/Activities (Recreation/Outdoor Pools)	567,978	Participants	\$3.15	\$0.51	\$0.44	\$4.10	\$1.31	31.94%	Current fee is an average.
1	Beach operations (Reservoir)	85,000	Participants	\$2.08	\$0.04	\$0.25	\$2.38	\$2.59	108.89%	Current fee is an average.
1	Boating operations (Reservoir)	564	Permits	\$120.65	\$10.76	\$15.73	\$147.14	\$160.00	108.74%	Current fee is an average.
3	Marina operations (Reservoir)	1,904	Hours	\$27.55	\$2.11	\$3.55	\$33.22	\$10.24	30.83%	Current fee is an average.
3	SPECIAL EVENTS (Reservoir)	125	Special Events	\$404.86	\$32.39	\$52.34	\$489.60	\$243.47	49.73%	Current fee is an average.
3	Sailing classes (Reservoir)	150	Participants	\$145.87	\$24.69	\$20.41	\$190.97	\$93.33	48.87%	Current fee is an average.
2	Boat mooring (Reservoir)	136	Moorings	\$201.71	\$21.71	\$26.74	\$250.16	\$180.15	72.01%	Current fee is an average.

GOLF COURSE

										(Unit Fee/Total Unit Cost)
1	Golf lessons	760	Lesson	\$23.24	\$1.71	\$2.98	\$27.92	\$39.47	141.35%	Current fee is an average.
2	Junior golf program	196	Participants	\$65.64	\$6.03	\$8.57	\$80.24	\$51.02	63.58%	Current fee is an average.
2	Course operations	63,000	Participants	\$10.40	\$0.55	\$1.31	\$12.26	\$8.45	68.92%	\$130,000 revs (also) in Perm Parks Fund.
1	Merchandise sales	9,114	Purchases	\$18.92	\$0.50	\$2.32	\$21.75	\$19.20	88.29%	20% materials mark-up.
1	Driving range	42,000	Participants	\$1.23	\$0.11	\$0.16	\$1.50	\$2.62	174.53%	Current fee is an average.
1	Rentals	11,492	Participants	\$4.98	\$0.18	\$0.62	\$5.78	\$8.92	154.35%	Current fee is an average.

MOUNTAIN PARKS

										(Unit Fee/Total Unit Cost)
4	Public Information and Education (Mountain Parks)	25,000	Contacts	\$2.81	\$0.20	\$0.36	\$3.37	\$0.10	2.97%	Current fee is an average.
2	Parking Permit System	50,875	Permits	\$2.00	\$0.20	\$0.26	\$2.46	\$1.67	67.86%	Current fee is an average.

OTHER

										(Unit Fee/Total Unit Cost)
1	BOULDER CREEK FESTIVAL	1	Event	\$71,487.00	\$1,959.00	\$7,407.00	\$80,853.00	\$84,601.00	104.64%	
2	Wood recovery	47	Cords	\$124.94	\$4.30	\$15.45	\$144.68	\$85.00	58.75%	Current fee is an average.
4	SPECIAL EVENTS	16	Events	\$1,634.69	\$99.13	\$207.31	\$1,941.13	\$16.00	0.82%	Current fee is an average.
2	Shelter Rental	1,756	Hours	\$80.73	\$4.73	\$10.22	\$95.68	\$57.95	60.57%	Current fee is an average.
4	Mall maintenance	4	Acre	\$62,000.75	\$2,847.50	\$7,753.25	\$72,601.50	\$12,000.00	16.53%	Current fee is an average.
3	Babysitting	7,200	Part. Hours	\$11.76	\$3.09	\$1.78	\$16.63	\$4.81	28.92%	Current fee is an average.
4	Head Start Program	18	Part. Hours	\$613.22	\$119.28	\$87.56	\$820.06	\$66.67	8.13%	Current fee is an average.



**COMPREHENSIVE FEE STUDY
ANALYSIS OF GENERAL FUND SUBSIDIZATION
PARKS AND RECREATION**

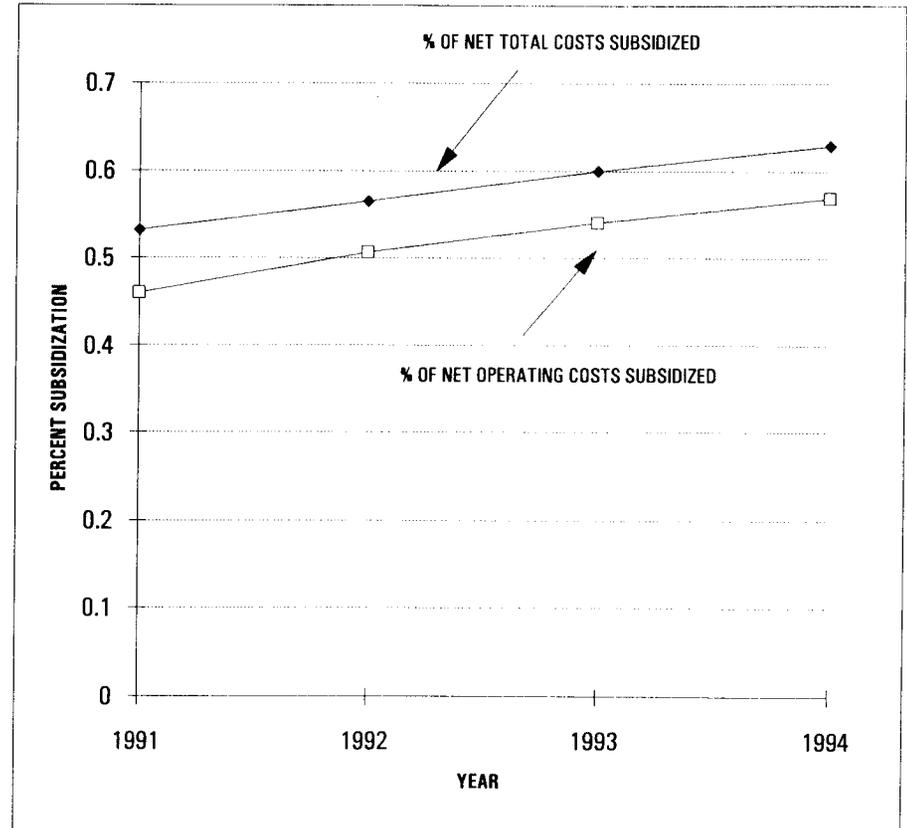
1991 ACTUAL	1992 ACTUAL	1993 ACTUAL	1994 BUDGETED
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NET OPERATING COSTS (Direct plus Dept Overhead):

Operating Costs (1)	7,588,516	8,948,490	9,897,459	10,858,838
Less: User Fees	4,097,790	4,416,054	4,544,842	4,681,050
Net Operating Costs	3,490,726	4,532,436	5,352,617	6,177,788
% of Net Operating Costs Subsidized by General Fund	46.00%	50.65%	54.08%	56.89%

NET TOTAL COSTS (Operating plus Citywide Overhead):

Citywide Overhead (2)	1,170,596	1,207,851	1,465,225	1,754,236
Operating Costs	7,588,516	8,948,490	9,897,459	10,858,838
Less: User Fees	4,097,790	4,416,054	4,544,842	4,681,050
Net Total Costs	4,661,322	5,740,287	6,817,842	7,932,024
% of Total Operating Costs Subsidized by General Fund	53.22%	56.52%	60.00%	62.89%



NOTES:

(1) Operating Costs exclude grants.

(2) Allocating citywide overhead began in 1992; citywide overhead also includes debt service.

1994 COMPREHENSIVE FEE STUDY PLANNING

CURRENT DEPARTMENT PRICING POLICIES

In general, the Planning Department has a target of recovering 60% of the combined direct costs of processing development review applications.

Development Review:

- The current fees are based on the following: 1) Council's policy direction of achieving a 60% rate of cost recovery for the combined direct costs of processing development review applications, 2) Consistency with fees charged by other jurisdictions for similar services, 3) Providing for an equitable fee schedule, and 4) Incorporating the revisions to the Land Use Regulations.
- The goal is for development review services to be priced to recover 100% of the full cost of each individual application submitted. The fee schedule would be designed to include a base fee plus a graduated hourly rate schedule. The base fee would be in place to primarily recover the City-controlled costs during the first three weeks of the application process. A graduated full-cost hourly rate schedule would be applied when the full-costs of the application begin to exceed the base fee. At this time, it is projected that the full-cost hourly rates could range up to \$69.00 an hour.
- Due to a lack of reliable data, it is recommended that the current fee schedule be used as the base fee schedule in 1995. In addition to the base fee schedule, a graduated, full-cost hourly rate schedule would be developed using the information stemming from the costing study.
- In 1996, it is anticipated that the base fees and graduated hourly rate structure would be adjusted to reflect more accurate costs as a result of improved budget and time-keeping information.

Boulder Valley Comprehensive Plan (BVCP) Changes:

- It is recommended that the fees for Major Land Use & Road Designation Changes and Boulder Valley Planning Area Changes be priced to match Boulder County.

- It is recommended that the fees for Area IIb to IIa Changes and Minor Land Use & Road Designation Changes be priced to reflect a lower level of required analysis and review and to encourage public involvement in the BVCP change process.

Historic Preservation:

- The fees for historic preservation designations are currently priced to encourage applications for individual landmarks or historic district designations.

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**COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION**

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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PLANNING

								(1)	(2)	(3)
								(Unit Fee/Total Unit Cost)		
4	Solar Access Permit Application	128	Hours	\$42.38	\$11.36	\$15.28	\$69.02	\$200.00	7.00%	60% Cost Recovery for Combined Direct Costs
2	Accessory Dwelling Unit Application	255	Hours	\$27.39	\$11.40	\$15.34	\$54.13	\$500.00	53.00%	60% Cost Recovery for Combined Direct Costs
3	Site Review Application	2169	Hours	\$34.71	\$11.39	\$15.33	\$61.43	1000/1250+100/ac	48.00%	60% Cost Recovery for Combined Direct Costs
1	Subdivision Application	766	Hours	\$34.95	\$11.39	\$15.32	\$61.65	750+100/ac	88.00%	60% Cost Recovery for Combined Direct Costs
1	Variance Application Review	128	Hours	\$36.29	\$11.36	\$15.28	\$62.93	\$200.00	100.00%	60% Cost Recovery for Combined Direct Costs
	Administrative Variance Review	102	Hours	\$35.65	\$11.40	\$15.33	\$62.38	\$0.00		60% Cost Recovery for Combined Direct Costs
4	Vacation/Easement Application	383	Hours	\$38.66	\$11.39	\$15.32	\$65.36	\$200.00	8.00%	60% Cost Recovery for Combined Direct Costs
1	Vacation - Street/Alley Application	64	Hours	\$34.31	\$11.36	\$15.28	\$60.95	\$750.00	100.00%	60% Cost Recovery for Combined Direct Costs
	Outside City Utility Permit/Res. Application	38	Hours	\$32.82	\$11.47	\$15.45	\$59.74	\$0.00		60% Cost Recovery for Combined Direct Costs
	Temp. Connection Permit/Non-Res. Application	0	Hours	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		60% Cost Recovery for Combined Direct Costs
	Temp. Connection Permit/Residential Application	0	Hours	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		60% Cost Recovery for Combined Direct Costs
	Outside City Utility Permit/Non-Res. Application	0	Hours	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		60% Cost Recovery for Combined Direct Costs
	Blue Line Amendment Application	38	Hours	\$30.63	\$11.47	\$15.45	\$57.55	\$0.00		60% Cost Recovery for Combined Direct Costs
4	Annexation & Initial Zoning Application	893	Hours	\$33.98	\$11.40	\$15.33	\$60.71	\$200.00	5.00%	60% Cost Recovery for Combined Direct Costs
4	Lot Line Adjustment Application	638	Hours	\$32.19	\$11.39	\$15.33	\$58.91	\$200.00	8.00%	60% Cost Recovery for Combined Direct Costs
4	Lot Line Elimination Application	128	Hours	\$37.49	\$11.36	\$15.28	\$64.13	\$200.00	10.00%	60% Cost Recovery for Combined Direct Costs
4	Wetlands Permit Application	447	Hours	\$29.18	\$11.38	\$15.31	\$55.87	\$200.00	6.00%	60% Cost Recovery for Combined Direct Costs
1	Rezoning Application	51	Hours	\$34.47	\$11.39	\$15.33	\$61.20	\$1,500.00	100.00%	60% Cost Recovery for Combined Direct Costs
4	Use Review Application	2297	Hours	\$33.45	\$11.39	\$15.32	\$60.16	1000/1250	18.00%	60% Cost Recovery for Combined Direct Costs
	Major Land Use & Road Desig. Changes	204	Hours	\$46.83	\$12.11	\$16.29	\$75.24	\$0.00		Match Boulder County
	Boulder Valley Planning Area Changes	153	Hours	\$44.67	\$12.11	\$16.29	\$73.07	\$0.00		Match Boulder County
	Area IIB to IIA Changes	102	Hours	\$53.39	\$12.11	\$16.29	\$81.79	\$0.00		Lower Lvl Rev/Encourage Citizen Involvement
	Minor Land Use & Road Desig. Changes	102	Hours	\$46.83	\$12.11	\$16.29	\$75.24	\$0.00		Lower Lvl Rev/Encourage Citizen Involvement
4	Ind. Landmark Designations	158	Hours	\$41.34	\$13.03	\$17.53	\$71.90	\$25.00	3.00%	City Encourages Historic Designations
	Historic District Designations	53	Hours	\$41.08	\$12.94	\$17.42	\$71.43	\$75.00		City Encourages Historic Designations
	Planning Photocopies									

(1) The current fees are based on the following: a) Council's policy direction of achieving a 60% rate of cost recovery for the combined direct processing costs of development review, b) Consistency with fees charged by other jurisdictions for similar services, c) Providing an equitable and moderate resolution, and d) Incorporating the revisions to the Land Use Regulations

(2) Percent total cost recovery is an approximation only. For purposes of this column, the current fee was recalculated into an hourly rate using 1991 application activity data and the unit of measure information from the costing project. These calculations were necessary to derive an estimated percentage of cost recovery and should not be construed as being completely factual due to a lack of reliable data.

(3) The current fees established a 60% level of cost recovery for the combined direct costs associated with the development review process within the Current Planning Division.

**COMPREHENSIVE FEE STUDY
ANALYSIS OF GENERAL FUND SUBSIDIZATION
PLANNING**

1991 ACTUAL	1992 ACTUAL	1993 ACTUAL	1994 BUDGETED
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NET OPERATING COSTS (Direct plus Dept Overhead):

Operating Costs (1)	1,088,576	1,220,395	1,444,580	1,916,532
Less: User Fees	21,500	27,063	21,060	150,000
Net Operating Costs	1,067,076	1,193,332	1,423,520	1,766,532
% of Net Operating Costs Subsidized by General Fund	98.02%	97.78%	98.54%	92.17%

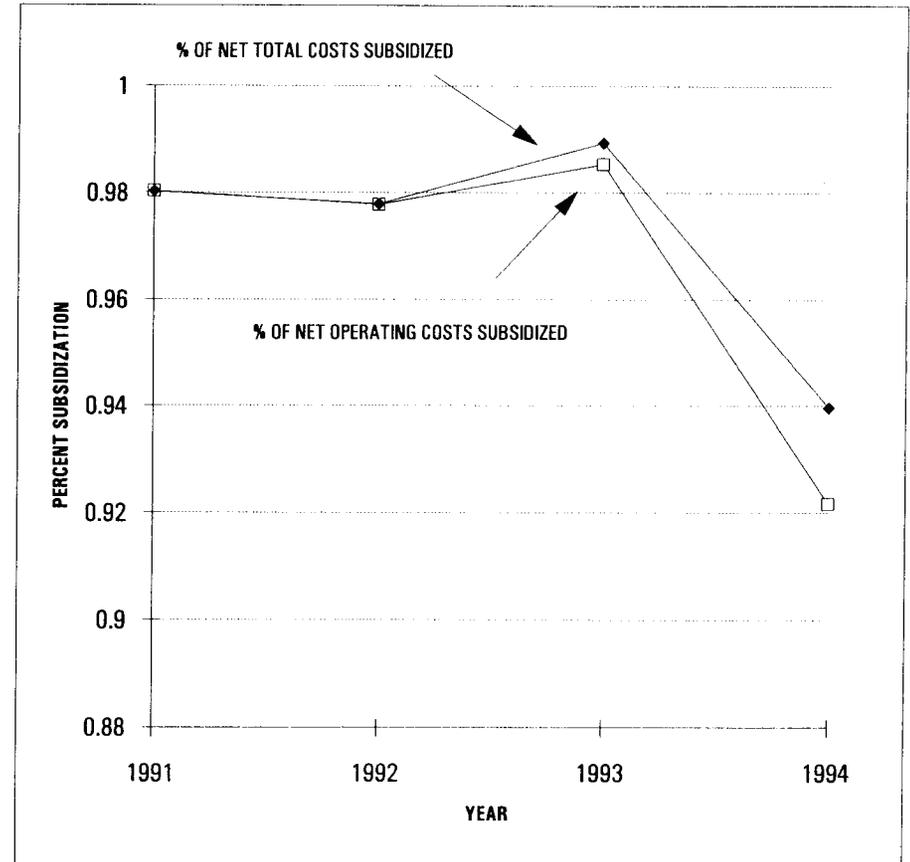
NET TOTAL COSTS (Operating plus Citywide Overhead):

Citywide Overhead (2)	2,488	2,448	540,041	571,601
Operating Costs	1,088,576	1,220,395	1,444,580	1,916,532
Less: User Fees	21,500	27,063	21,060	150,000
Net Total Costs	1,069,564	1,195,780	1,963,561	2,338,133
% of Total Operating Costs Subsidized by General Fund	98.03%	97.79%	98.94%	93.97%

NOTES:

(1) Operating Costs exclude grants.

(2) Allocating citywide overhead began in 1992; citywide overhead also includes debt service.



**1994 COMPREHENSIVE FEE STUDY
POLICE**

CURRENT DEPARTMENT PRICING POLICIES

The Boulder Police Department is responsible for using its resources both effectively and efficiently in making Boulder a safe community. As such, fees can be a barrier to the department's partnership with the community and in its effort to provide quality service.

Records Searches/Copies of Reports:

- State Law only authorizes the Department to assess reasonable fees, not to exceed actual costs, including but not limited to personnel and equipment, for the search, retrieval, and copying of criminal justice records and may waive fees at their discretion.
- Under current procedures, the department does not charge the victim(s) of a crime for one copy of their report.
- On walk-in accident reports, if a person involved in an accident is completing their own accident report, they are charged \$0.10 cents for one copy of that report. All other persons, insurance companies, witnesses, suspects, etc. are charged the standard rate.

Special Events:

- Police presence at a special event (i.e., CU Football game, Kinetics) is covered by off-duty officers. Fees for off-duty employment are set yearly in conjunction with the University of Colorado Police Department, Boulder County Sheriff's Department, Boulder Police Department staff and the Boulder Police Benefit Association.
- Special Event sponsors are charged a set rate for off-duty officers and also an administrative fee per each officer present at the event. The portion for covering the officers compensation is basically a pass-through; the administrative fee covers the City costs for arranging for the coverage and for issuing payment to the officer via the City's payroll system.

Humane Society:

- Dog licensing and impound fees are set in conjunction with the Humane Society and approved by contract on a yearly basis. Staff, in conjunction with the Humane Society, will analyze costs and current fees as part of 1995 contract negotiations.

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COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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POLICE

		(Included in Direct Costs)				(Unit Fee/Total Unit Cost)				
1	Fingerprinting	2038	Card	\$1.92	\$0.00	\$0.17	\$2.09	\$3.00	143.54%	Metro Area Market Rate
2	Records Clearances/Searches	NA	Hours	\$24.38	\$0.00	\$2.11	\$26.49	\$15.13	57.12%	Metro Area Market Rate
1	Copies Accident Reports	2296	Report	\$3.62	\$0.00	\$0.34	\$3.96	\$3.50	88.38%	Metro Area Market Rate
1	Copies of Crime Reports	766	Report	\$3.62	\$0.00	\$0.34	\$3.96	\$3.50	88.38%	Metro Area Market Rate
1	Special Events-Admin Fee	518	Event Officer	\$2.00	\$0.00	\$0.00	\$2.00	\$2.00	100.00%	Fee Set in Conjunction w/CUPD & BCSO

**COMPREHENSIVE FEE STUDY
ANALYSIS OF GENERAL FUND SUBSIDIZATION
POLICE**

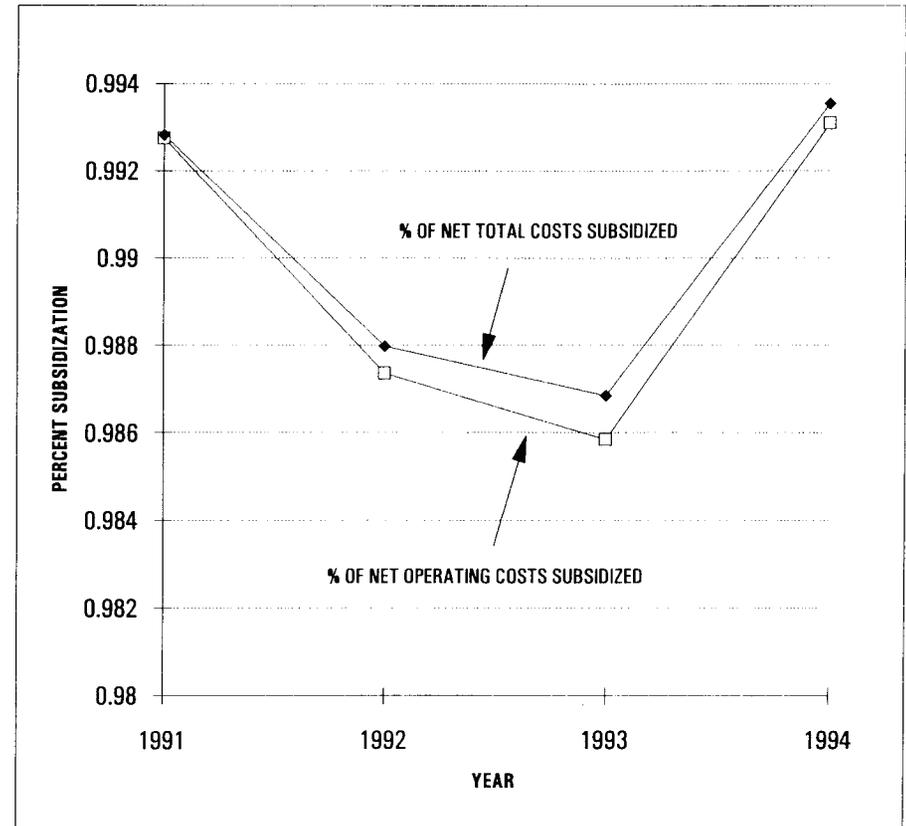
1991 ACTUAL	1992 ACTUAL	1993 ACTUAL	1994 BUDGETED
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NET OPERATING COSTS (Direct plus Dept Overhead):

Operating Costs (1)	9,774,869	10,386,862	11,259,210	12,165,390
Less: User Fees	70,795	131,337	159,421	84,000
Net Operating Costs	9,704,074	10,255,525	11,099,789	12,081,390
% of Net Operating Costs Subsidized by General Fund	99.28%	98.74%	98.58%	99.31%

NET TOTAL COSTS (Operating plus Citywide Overhead):

Citywide Overhead (2)	95,201	541,703	864,060	846,909
Operating Costs	9,774,869	10,386,862	11,259,210	12,165,390
Less: User Fees	70,795	131,337	159,421	84,000
Net Total Costs	9,799,275	10,797,228	11,963,849	12,928,299
% of Total Operating Costs Subsidized by General Fund	99.28%	98.80%	98.69%	99.35%



NOTES:

- (1) Operating Costs exclude grants.
- (2) Allocating citywide overhead began in 1992; citywide overhead also includes debt service.

**1994 COMPREHENSIVE FEE STUDY
PUBLIC WORKS - DEVELOPMENT AND INSPECTION SERVICES**

CURRENT DEPARTMENT PRICING POLICIES

The total current fees for this Division reflect a total cost recovery rate of 75% of full cost.

Development Services

- Fees should reflect the philosophy that Development pays its own way.

Enforcement Programs

- When the service provided benefits the community as a whole, fees are set to pursue less than full cost recovery to encourage participation in a specific code enforcement program.
- In 1994, two programs under study are the Rental Housing Inspection and Licensing Program and the Right of Way Enforcement Program. We will provide detailed fee recommendations with the results of these studies.

Public Information

- When facilitating the availability of public information, fees recover the cost of time and materials (or just materials in some cases).

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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PUBLIC WORKS DIS

										(Total Revs/Total Costs)
3	Bandshell Concert Sound Monitoring	35	Hour	\$45.09	\$3.80	\$5.31	\$54.20	\$20.00	36.90%	
1	Bldg-Related Fees (bld insp, permit, licensing, plan chk)	1	Year	\$1,103,154.00	\$95,275.00	\$129,054.00	\$1,327,483.00	\$1,418,500.00	106.86%	Project Break Even by 1996
1	Book/Code/Flood Sign Sales	1	Year	\$6,772.00	\$237.00	\$442.00	\$7,451.00	\$8,000.00	107.37%	
2	Dangerous Building Abatement	1	Year	\$10,525.00	\$154.00	\$267.00	\$10,946.00	\$8,000.00	73.09%	
3	Housing Code Licensing Program	1	Year	\$335,414.00	\$22,135.00	\$34,465.00	\$392,014.00	\$157,000.00	40.05%	
3	Sign Code Permits and Licensing Program	1	Year	\$29,696.00	\$2,601.00	\$3,293.00	\$35,590.00	\$12,000.00	33.72%	
4	Mapping and Records Assistance and Information	1	Year	\$67,667.00	\$4,403.00	\$8,741.00	\$80,811.00	\$4,000.00	4.95%	
4	Misc Boulder Map Sales	1	Year	\$4,470.00	\$301.00	\$521.00	\$5,292.00	\$1,000.00	18.90%	
	Design Criteria & Standard Specifications Book Sales	1	Year	\$6,787.00	\$302.00	\$52.00	\$7,141.00	NA		New Book Available end of May 1994
3	Right-of-Way Permits and Licensing Program	1	Year	\$373,563.00	\$23,703.00	\$41,459.00	\$438,725.00	\$175,000.00	39.89%	
4	Revokable Right-of-Way Program	1	Year	\$62,675.00	\$5,855.00	\$8,177.00	\$76,707.00	\$6,000.00	7.82%	

**COMPREHENSIVE FEE STUDY
ANALYSIS OF GENERAL FUND SUBSIDIZATION
PUBLIC WORKS - DEVELOPMENT AND INSPECTION SERVICES**

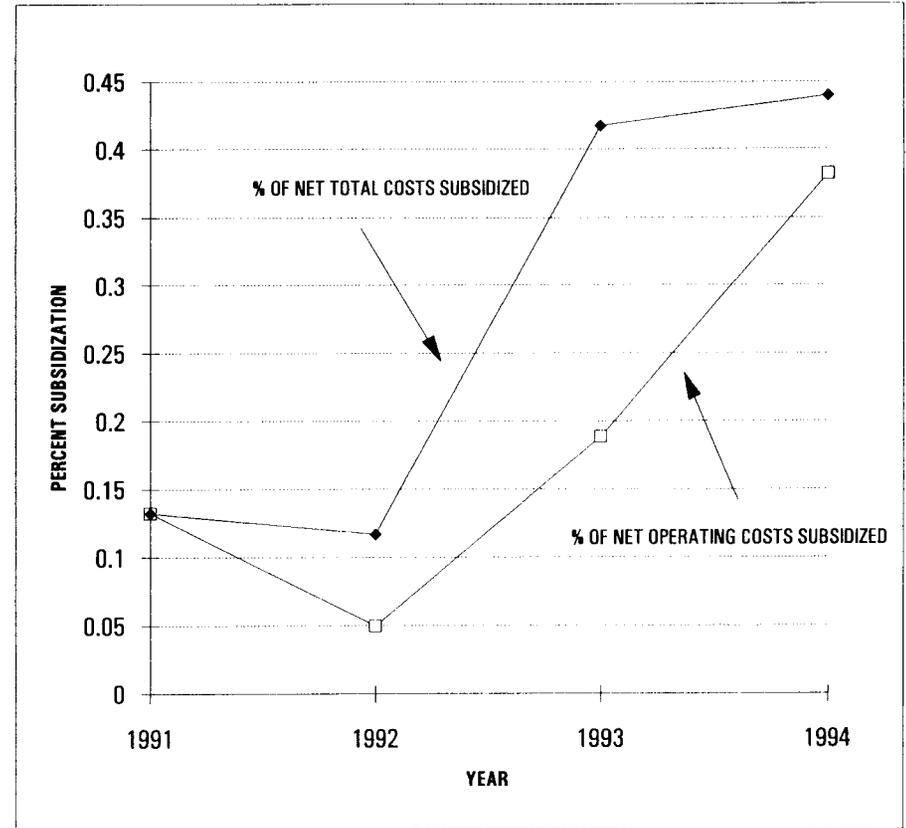
1991 ACTUAL	1992 ACTUAL	1993 ACTUAL	1994 BUDGETED
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NET OPERATING COSTS (Direct plus Dept Overhead):

Operating Costs (1)	1,617,131	2,377,517	2,561,097	3,026,582
Less: User Fees	1,403,428	2,260,496	2,078,869	1,870,000
Net Operating Costs	213,703	117,021	482,228	1,156,582
% of Net Operating Costs Subsidized by General Fund	13.21%	4.92%	18.83%	38.21%

NET TOTAL COSTS (Operating plus Citywide Overhead):

Citywide Overhead (2)	0	181,755	1,006,887	310,375
Operating Costs	1,617,131	2,377,517	2,561,097	3,026,582
Less: User Fees	1,403,428	2,260,496	2,078,869	1,870,000
Net Total Costs	213,703	298,776	1,489,115	1,466,957
% of Total Operating Costs Subsidized by General Fund	13.21%	11.67%	41.74%	43.96%



NOTES:

- (1) Operating Costs exclude grants.
- (2) Allocating citywide overhead began in 1992; citywide overhead also includes debt service.

**1994 COMPREHENSIVE FEE STUDY
PUBLIC WORKS - TRANSPORTATION**

CURRENT DIVISION PRICING POLICIES

Pricing policies for the Transportation Division vary by program as discussed below.

Airport

- All leases and fees are market based tied to the Consumer Price Index (CPI). The Airport Manager reevaluates these fees annually. Landing fees for commercial carriers are the exception and these are listed in the B.R.C. 4-20-22, 1981, as thirty cents per one thousand pounds of maximum gross landing weight, or one dollar, whichever is greater. Landing fees last were revised in 1986. Commercial carriers are not common at the airport.

Transportation

- In general, Transportation Operations, Alternate Modes and Street Maintenance fees are based on partial cost recovery. The exception is Traffic Control at special events, e.g., CU Folsom Stadium Events, for which full cost recovery is obtained.
- In terms of Alternative Modes, the following also applies:

Promotional Items

This program is charged with promoting alternate modes of transportation which includes a vigorous marketing program. Promotional items are used primarily as incentives for such programs as the van pool, find another way day, and the eco pass. Various promotional items, including bike maps, are available for purchase by the general citizenry and are designed to help offset the direct costs of these items and not to attain full cost recovery. Full cost recovery would inhibit the positive promotion of alternative transportation.

Van Pool Membership

DRCOG administers the program, collects fees, and contracts with Special Transit for repair and maintenance of the vehicles. Employees are charged a per seat fee based on a cost/mile divided by the number of seats/vehicle. Fees are designed to recover 50% of capital costs (replacement of vehicles) and 100% of operating and maintenance costs. Fees will vary amongst participants based on distance travelled and ridership levels.

Bike Racks

Businesses are encouraged to purchase their own racks, the philosophy being that bike parking is just as important as car parking and is seen as a benefit for employees. However, if businesses make cost an issue and it seems that a lot of people will benefit from the bike rack, a 50% cost share is offered. If the rack is located in such a spot as to benefit LOTS of people and seems to be "for public good", such that it's not a benefit for just the employees or patrons of one small business, we may provide a rack at no cost, except for installation. The program has not been worked out in detail and we did not split the cost of any racks in 1993.

- In reference to sidewalk maintenance, the policy is to recover 50% of project costs up to \$450 per property.

Parking

- Generally, all Parking Fees are market based and were established per the 1993 Parking Study. Residential Parking Permit fees, however, were established in 1986 and are listed in the B.R.C. 4-23. Initially, the program was intended to fully recover all costs. The program was implemented in the fall of 1993 and is proving only to recover minimal costs. In the context of analyzing the goals and objectives of the program, it may be appropriate to revise fees.

**COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION**

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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PUBLIC WORKS AIRPORT

1	Airport Operations			\$137,645.00	\$23,034.00	\$18,304.00	\$178,983.00		(Total Revs/Total Costs) 102%	\$181,880 Total Airport Revenues
								Per lease		Bldg Lease fees (dtd by survey, CPI)
								0.30 - 1.00		Landing fees (Commercial carriers only)
								\$30.00		Tie Down Fees - asphalt
								\$145.00		T-Hangar fees (a/c storage only)
								Per lease		Ground Lease fees
								0.06 - 0.075		Fuel Flowage Fees

PUBLIC WORKS CAGID AND UHGID

CAGID

		(Unit Fee/Total Unit Cost)								
1	Metered Parking	2,576,250	Metered Hours	\$0.06	\$0.01	\$0.01	\$0.07	\$0.50	670.15%	amortization of meters not included in total cost
1	Tokens	51,750	Metered Hours	\$0.05	\$0.01	\$0.01	\$0.07	\$0.50	724.79%	amortization of meters not included in total cost
1	Meterhoods	54,000	Metered Hours	\$0.01	\$0.01	\$0.01	\$0.03	\$0.50	1659.50%	amortization of meters not included in total cost
1	Parking Permits	4,108	Annual Spaces	\$97.50	\$18.22	\$4.07	\$119.79	\$90-\$140/qr	75% to 120%	
2	Residential Parking Permits	339	Annual Spaces	\$74.96	\$55.21	\$0.00	\$130.17	\$12-75/permit/yr	9% to 58%	
3	Short-Term Parking	834,000	S.T. Space Hrs	\$0.92	\$0.05	\$0.04	\$1.01	\$0.50	49.64%	
3	Punch Cards	45,000	S.T. Space Hrs	\$0.80	\$0.30	\$0.03	\$1.13	\$0.50	44.27%	
3	Validation Stamps	45,000	S.T. Space Hrs	\$0.80	\$0.30	\$0.03	\$1.13	\$0.50	44.27%	

UHGID

		(Unit Fee/Total Unit Cost)								
1	Metered Parking	710,100	Metered Hours	\$0.03	\$0.02	\$0.01	\$0.05	\$0.50-\$0.75/meter/hr	1000% to 1500%	amortization of meters not included in total cost
1	Tokens	13,500	Metered Hours	\$0.03	\$0.02	\$0.01	\$0.05	\$0.50	915.88%	amortization of meters not included in total cost
1	Meterhoods	13,500	Metered Hours	\$0.01	\$0.02	\$0.01	\$0.03	\$0.50	1430.08%	amortization of meters not included in total cost
1	Parking Permits	208	Annual Spaces	\$40.74	\$55.70	\$3.52	\$99.96	\$360.00	360.16%	Fee of \$90 per quarter
2	Residential Parking Permits	115	Annual Spaces	\$108.83	\$30.44	\$0.00	\$139.28	\$12-75/permit/yr	9% to 54%	
1	Short-Term Parking	86,400	S.T. Space Hrs	\$0.49	\$0.09	\$0.04	\$0.62	\$0.50	80.38%	
	MAINTENANCE & AMENITIES	1,675	Hours	\$70.82	\$15.76	\$6.13	\$92.70	No Fee		

COMBINED CAGID and UHGID DISTRICTS

	PARKING ENFORCEMENT	106,000	Tickets Issued	\$3.76	\$0.88	\$0.34	\$4.98	Varies		
	SCHOOL CROSSING GUARDS	524	Hours	\$23.36	\$5.49	\$2.10	\$30.95	No Fee		
	ECO-PASS PROGRAM	3,020	Eco-pass	\$62.42	\$1.57	\$0.07	\$64.06	No Fee		

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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PUBLIC WORKS TRANSPORTATION

(Unit Fee/Total Unit Cost)										
✓	Traffic Control at Special Events	164	Hours	\$54.15	\$13.63	\$5.76	\$73.54	Varies		Full Cost Recovery
✓ 3	Bicycle Maps	1,166	Map	\$3.32	\$0.48	\$0.58	\$4.38	\$2.00	45.69%	Partial Cost Recovery
✓ 4	Dist, purch promo items (helmet cover, canvas bags, etc)	2,362	Hours	\$137.80	\$3.52	\$5.76	\$147.08	4.50-20.00	3% to 14%	Partial Cost Recovery
✓	Bike Racks	61	Rack	\$127.05	\$18.18	\$22.11	\$167.34	See Division Policies		Partial Cost Recovery
✓ 2	Alley Sweeping (extra sweeping-downtown)	1,368	Hours	\$62.99	\$10.03	\$5.76	\$78.78	\$50.00	63.47%	Partial Cost Recovery
✓	Informal Assessments (ie: speed bumps)	459	Hours	\$110.76	\$3.53	\$5.76	\$120.04	50% of cost		Partial Cost Recovery
✓	Sidewalk Maintenance	30,000	Square Feet	\$3.56	\$0.34	\$0.20	\$4.10	See Division Policies		Partial Cost Recovery
✓ 1	Pedestrian Conference - non-resident/late registration	228	Registration	\$193.57	\$17.12	\$20.83	\$231.51	\$250-\$275	108% to 119%	
✓	Van Pool Membership - Employer Fee		Mile					See Division Policies		Partial Cost Recovery

**1994 COMPREHENSIVE FEE STUDY
PUBLIC WORKS - UTILITIES**

CURRENT DIVISION PRICING POLICIES

All fees charged by the Division of Utilities, including monthly user charges, should be equitable to the best of our ability, should recover at least total direct costs and should provide a mechanism for managing demand.

Specific Service Charges

- The Division of Utilities currently recovers total direct cost of providing the service. The Division recommends moving towards recovering total costs associated with the services provided including indirect and overhead costs.

Industrial Pretreatment Charges

- The Division of Utilities currently recovers a fee for managing the Industrial Pretreatment program. This fee does not recover 100% of total costs. Industrial Pretreatment Charges are not included on the following spreadsheet. They are developed during the annual utility rate evaluation and incorporate factors other than current direct and indirect costs.

Monthly User Charges & Plant Investment Fees

- The Division of Utilities currently recovers total costs associated with providing water delivery, wastewater treatment and stormwater mitigation, including the anticipated costs of expansion due to increases in development. Monthly User Charges are not included on the following spreadsheet. They are developed during the annual utility rate evaluation and incorporate factors other than current direct and indirect costs.

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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PUBLIC WORKS (UTILITIES)

										(Unit Fee/Total Unit Cost)
1	Water Resale Permit	2	Each	\$10.73	\$1.41	\$1.91	\$14.06	\$25.00	177.85%	
1	Detached Residential Permit Fee	393	Each	\$10.73	\$1.41	\$1.91	\$14.06	\$11.00	78.25%	
1	Attached Residential Permit Fee	17	Each	\$85.86	\$11.30	\$15.31	\$112.47	\$88.00	78.24%	
1	Non-Residential Permit Fee	24	Each	\$171.72	\$22.60	\$30.63	\$224.95	\$176.00	78.24%	
1	Detached Residential Remodel Permit Fee	351	Each	\$10.73	\$1.41	\$1.91	\$14.06	\$11.00	78.25%	
1	Attached Residential Remodel Permit Fee	24	Each	\$42.93	\$5.65	\$7.66	\$56.24	\$44.00	78.24%	
1	Non-Residential Remodel Permit Fee	207	Each	\$107.32	\$14.12	\$19.14	\$140.59	\$110.00	78.24%	
1	Demolition Permits	22	Each	\$7.08	\$0.93	\$1.26	\$9.28	\$8.00	86.25%	
1	Fire Line Tap	58	Each	\$7.08	\$0.93	\$1.26	\$9.28	\$78.75	848.99%	
1	Irrigation Permit - Detached Residential	12	Each	\$16.10	\$2.12	\$2.87	\$21.09	\$17.00	80.61%	
1	Irrigation Permit - Attached Residential	18	Each	\$16.10	\$2.12	\$2.87	\$21.09	\$17.00	80.61%	
1	Irrigation Permit - Non-Residential	20	Each	\$16.10	\$2.12	\$2.87	\$21.09	\$17.00	80.61%	
1	Terminate Water Service	123	Each	\$9.57	\$1.55	\$2.11	\$13.23	\$12.00	90.71%	
1	Deliver Termination Notice	1,500	Each	\$11.54	\$1.92	\$2.60	\$16.06	\$14.00	87.15%	
1	Remove Water Meter	10	Each	\$18.69	\$2.82	\$3.83	\$25.34	\$24.00	94.70%	
1	Reset Water Meter	1	Each	\$9.35	\$1.41	\$1.91	\$12.68	\$12.00	94.66%	
1	Resume Water Service	148	Each	\$9.57	\$1.55	\$2.11	\$13.23	\$12.00	90.71%	
1	Final Read at Transfer of Ownership	2,000	Each	\$13.54	\$2.26	\$3.06	\$18.86	\$17.00	90.12%	
1	Bulk Sales from City Yards	900	1000 Gals	\$3.00	\$0.00	\$0.00	\$3.00	\$3.00	100.00%	
1	Metered Fire Hydrant Water Sales	20,000	1000 Gals	\$0.90	\$0.00	\$0.00	\$0.90	\$3.00	333.33%	
1	Floodplain Permit	55	Each	\$27.83	\$2.82	\$3.83	\$34.48	\$28.00	81.20%	
1	Floodplain Analysis	10	Each	\$254.95	\$28.25	\$38.29	\$321.49	\$306.00	95.18%	
1	Floodplain Variance Application	2	Each	\$500.94	\$50.85	\$68.92	\$620.71	\$500.00	80.55%	
1	Install Water 3/4" Meters	500	Each	\$149.40	\$3.53	\$4.79	\$157.72	\$150.00	95.11%	
1	Install Water 1" Meters	40	Each	\$234.62	\$3.53	\$4.79	\$242.94	\$235.00	96.73%	
1	Install Water 1 1/2" Meters	50	Each	\$1,072.22	\$6.36	\$8.61	\$1,087.19	\$1,073.00	98.69%	
1	Install Water 2" Meters	20	Each	\$1,255.43	\$6.36	\$8.61	\$1,270.40	\$1,256.00	98.87%	
1	Install Remote 3/4" Meter Register	1	Each	\$58.89	\$3.53	\$4.79	\$67.21	\$59.00	87.79%	
1	Install Remote 1" Meter Register	1	Each	\$95.96	\$3.53	\$4.79	\$104.28	\$96.00	92.06%	
1	Install Remote 1 1/2" Meter Register	1	Each	\$314.71	\$6.36	\$8.61	\$329.68	\$315.00	95.55%	
1	Install Remote 2" Meter Register	1	Each	\$398.81	\$6.36	\$8.61	\$413.78	\$399.00	96.43%	
1	Call Back for Installing a Meter 3/4" & 1"	1	Each	\$22.77	\$3.53	\$4.79	\$31.09	\$29.00	93.29%	
1	Call Back for Installing a Meter 1 1/2" & 2"	1	Each	\$39.93	\$6.36	\$8.61	\$54.90	\$49.00	89.25%	
1	Water Tap Fees 3/4" not in AC/PVC	25	Each	\$63.02	\$3.53	\$4.79	\$71.34	\$64.00	89.71%	
1	Water Tap Fees 3/4" in AC/PVC	15	Each	\$112.33	\$3.53	\$4.79	\$120.65	\$113.00	93.66%	
1	Water Tap Fees 1" in AC/PVC	30	Each	\$65.82	\$3.53	\$4.79	\$74.14	\$68.00	91.72%	
1	Water Tap Fees 1" not in AC/PVC	10	Each	\$115.13	\$3.53	\$4.79	\$123.45	\$116.00	93.97%	
1	Water Tap Fees 1 1/2"	10	Each	\$204.07	\$6.36	\$8.61	\$219.04	\$207.00	94.50%	

15-Apr-94

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
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4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
1	Water Tap Fees 2"	10	Each	\$254.14	\$6.36	\$8.61	\$269.11	\$255.00	94.76%	
1	Water Tap Fees 4"	40	Each	\$298.85	\$6.36	\$8.61	\$313.82	\$299.00	95.28%	
1	Water Tap Fees 6"	15	Each	\$348.17	\$6.36	\$8.61	\$363.14	\$349.00	96.11%	
1	Water Tap Fees 8"	15	Each	\$416.75	\$6.36	\$8.61	\$431.72	\$417.00	96.59%	
1	Water Tap Fees 12"	2	Each	\$552.71	\$6.36	\$8.61	\$567.68	\$553.00	97.41%	
1	Call Back for Installing a Water Tap	1	Each	\$64.36	\$4.24	\$5.74	\$74.34	\$68.00	91.47%	
1	Sewer Tap Fees 4" PVC/VCP	60	Each	\$75.54	\$3.53	\$4.79	\$83.86	\$77.00	91.82%	
1	Sewer Tap Fees 4" RCP	1	Each	\$123.67	\$6.36	\$8.61	\$138.64	\$126.00	90.88%	
1	Sewer Tap Fees 6" PVC/VCP	10	Each	\$84.39	\$3.53	\$4.79	\$92.71	\$87.00	93.84%	
1	Sewer Tap Fees 6" RCP	1	Each	\$132.62	\$6.36	\$8.61	\$147.59	\$135.00	91.47%	
1	Manhole Tap	1	Each	\$337.11	\$12.01	\$16.27	\$365.39	\$335.00	91.68%	
1	Call Back for Installing a Sewer Tap	1	Each	\$52.21	\$3.53	\$4.79	\$60.53	\$54.00	89.22%	
3	Thaw Water Line	1	Each	\$136.15	\$12.01	\$16.27	\$164.43	\$50.00	30.41%	
1	Video Inspection of Lines	40	Inspections	\$112.51	\$9.89	\$13.40	\$135.80	\$113.00	83.21%	
1	Jet Sewer Lines	2	Jettings	\$55.04	\$4.24	\$5.74	\$65.02	\$56.00	86.13%	
2	Air Test Sewer Mains	50	Testing	\$60.00	\$10.03	\$13.59	\$83.62	\$60.00	71.75%	
1	Blue Card Billing	25	Each	\$13.07	\$1.61	\$2.18	\$16.86	\$14.00	83.02%	

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RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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FIRE

										(Unit Fee/Total Unit Cost)
1	Hazardous materials cleanup	616	Hrs/Eng Co	\$158.38	\$20.03	\$7.71	\$186.12	\$150.00	80.59%	Cost Recovery per State Statute
4	Contractor testing	50	Tests	\$161.74	\$8.88	\$8.98	\$179.60	\$20.00	11.14%	Program currently under study
4	Service Station Permit	35	Permit	\$117.31	\$6.43	\$6.51	\$130.26	\$10.00	7.68%	
	Corporate training	110	Hours	\$168.78	\$9.25	\$9.37	\$187.41	\$0.00		Department undertaking market study

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

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HOUSING AND HUMAN SERVICES

(Total Revs/Total Costs)										
4	Senior Services Classes	893	Participants	\$55.99	\$87.75	\$34.13	\$177.87	\$4 to \$81	15.74%	\$25,000 Revenues
3	Senior Services Day Trips	1,481	Participants	\$20.11	\$31.51	\$12.26	\$63.87	\$3 to \$60	26.43%	\$25,000 Revenues
4	Senior Craft Fair Participation	75	Participants	\$30.53	\$47.86	\$18.62	\$97.01	\$12.00	13.74%	\$1000 Revenues
4	Special Events/Tournaments (Seniors)	1,400	Participants	\$10.59	\$16.60	\$6.46	\$33.65	\$0 to \$10	5.31%	\$2500 Revenues
3	Senior Sports	198	Participants	\$23.14	\$36.26	\$14.10	\$73.50	\$35.00	27.77%	\$4000 Revenues; Per Softball Season
	Senior Sports							\$2.00		Per Volleyball Session
	Senior Sports							\$10.00		Per Sports Club
4	Child Care Publications	36,048	Publications	\$0.32	\$0.03	\$0.03	\$0.38	\$0 to \$6	7.30%	\$1000 Revenues
4	FRS: Family Education & Support	130	Contacts	\$927.90	\$65.82	\$60.30	\$1,054.02	\$1.50	3.65%	\$5000 Revs; Per hour/after school enrich
	FRS: Family Education & Support							\$3.00		Per dance class
	FRS: Family Education & Support							\$60.00		Per 8 week Summer Learning Program
	FRS: Family Education & Support							\$3 to \$5		Per field trip
	FRS: Family Education & Support							\$15.00		Per parent workshop
	FRS: Family Education & Support							\$2.00		Per week/breakfast club

**COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION**

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RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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PARKS AND RECREATION

RECREATION CLASSES/PROGRAMS

										(Unit Fee/Total Unit Cost)
✓ 1	Classes/Programs	368,730	Part. Hours	\$2.68	\$0.36	\$0.36	\$3.41	\$2.64	77.42%	Current fee is an average.
4	Therapeutics	20,800	Part. Hours	\$18.69	\$1.65	\$2.43	\$22.77	\$2.54	11.15%	Stay same as Non-Disabled Participants.
4	Reduced Rate Program	2,500	Participants	\$18.40	\$0.05	\$2.21	\$20.66	\$1.28	6.20%	Current fee is an average.
2	Playgrounds	133,000	Part. Hours	\$1.19	\$0.23	\$0.17	\$1.59	\$0.95	59.68%	Current fee is an average.
2	Special Events	11,767	Part. Hours	\$5.03	\$0.40	\$0.55	\$5.97	\$3.85	64.44%	Current fee is an average.
✓ 2	Leagues	175,819	Part. Hours	\$4.13	\$0.55	\$0.56	\$5.24	\$3.27	62.43%	Current fee is an average.

RECREATION CENTERS/OUTDOOR POOLS/RESERVOIR

										(Unit Fee/Total Unit Cost)
4	Facility rentals (Recreation)	25,000	Hours	\$8.85	\$0.61	\$1.13	\$10.59	\$2.48	23.42%	Current fee is an average.
3	Drop-in Programs/Activities (Recreation/Outdoor Pools)	567,978	Participants	\$3.15	\$0.51	\$0.44	\$4.10	\$1.31	31.94%	Current fee is an average.
1	Beach operations (Reservoir)	85,000	Participants	\$2.08	\$0.04	\$0.25	\$2.38	\$2.59	108.89%	Current fee is an average.
1	Boating operations (Reservoir)	564	Permits	\$120.65	\$10.76	\$15.73	\$147.14	\$160.00	108.74%	Current fee is an average.
3	Marina operations (Reservoir)	1,904	Hours	\$27.55	\$2.11	\$3.55	\$33.22	\$10.24	30.83%	Current fee is an average.
3	SPECIAL EVENTS (Reservoir)	125	Special Events	\$404.86	\$32.39	\$52.34	\$489.60	\$243.47	49.73%	Current fee is an average.
3	Sailing classes (Reservoir)	150	Participants	\$145.87	\$24.69	\$20.41	\$190.97	\$93.33	48.87%	Current fee is an average.
2	Boat mooring (Reservoir)	136	Moorings	\$201.71	\$21.71	\$26.74	\$250.16	\$180.15	72.01%	Current fee is an average.

GOLF COURSE

										(Unit Fee/Total Unit Cost)
1	Golf lessons	760	Lesson	\$23.24	\$1.71	\$2.98	\$27.92	\$39.47	141.35%	Current fee is an average.
2	Junior golf program	196	Participants	\$65.64	\$6.03	\$8.57	\$80.24	\$51.02	63.58%	Current fee is an average.
2	Course operations	63,000	Participants	\$10.40	\$0.55	\$1.31	\$12.26	\$8.45	68.92%	\$130,000 revs (also) in Perm Parks Fund.
1	Merchandise sales	9,114	Purchases	\$18.92	\$0.50	\$2.32	\$21.75	\$19.20	88.29%	20% materials mark-up.
1	Driving range	42,000	Participants	\$1.23	\$0.11	\$0.16	\$1.50	\$2.62	174.53%	Current fee is an average.
1	Rentals	11,492	Participants	\$4.98	\$0.18	\$0.62	\$5.78	\$8.92	154.35%	Current fee is an average.

MOUNTAIN PARKS

										(Unit Fee/Total Unit Cost)
4	Public Information and Education (Mountain Parks)	25,000	Contacts	\$2.81	\$0.20	\$0.36	\$3.37	\$0.10	2.97%	Current fee is an average.
2	Parking Permit System	50,875	Permits	\$2.00	\$0.20	\$0.26	\$2.46	\$1.67	67.86%	Current fee is an average.

OTHER

										(Unit Fee/Total Unit Cost)
1	BOULDER CREEK FESTIVAL	1	Event	\$71,487.00	\$1,959.00	\$7,407.00	\$80,853.00	\$84,601.00	104.64%	
2	Wood recovery	47	Cords	\$124.94	\$4.30	\$15.45	\$144.68	\$85.00	58.75%	Current fee is an average.
4	SPECIAL EVENTS	16	Events	\$1,634.69	\$99.13	\$207.31	\$1,941.13	\$16.00	0.82%	Current fee is an average.
2	Shelter Rental	1,756	Hours	\$80.73	\$4.73	\$10.22	\$95.68	\$57.95	60.57%	Current fee is an average.
4	Mall maintenance	4	Acre	\$62,000.75	\$2,847.50	\$7,753.25	\$72,601.50	\$12,000.00	16.53%	Current fee is an average.
3	Babysitting	7,200	Part. Hours	\$11.76	\$3.09	\$1.78	\$16.63	\$4.81	28.92%	Current fee is an average.
4	Head Start Program	18	Part. Hours	\$613.22	\$119.28	\$87.56	\$820.06	\$66.67	8.13%	Current fee is an average.



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PLANNING

								(1)	(2)	(3)
								(Unit Fee/Total Unit Cost)		
4	Solar Access Permit Application	128	Hours	\$42.38	\$11.36	\$15.28	\$69.02	\$200.00	7.00%	60% Cost Recovery for Combined Direct Costs
2	Accessory Dwelling Unit Application	255	Hours	\$27.39	\$11.40	\$15.34	\$54.13	\$500.00	53.00%	60% Cost Recovery for Combined Direct Costs
3	Site Review Application	2169	Hours	\$34.71	\$11.39	\$15.33	\$61.43	1000/1250+100/ac	48.00%	60% Cost Recovery for Combined Direct Costs
1	Subdivision Application	766	Hours	\$34.95	\$11.39	\$15.32	\$61.65	750+100/ac	88.00%	60% Cost Recovery for Combined Direct Costs
1	Variance Application Review	128	Hours	\$36.29	\$11.36	\$15.28	\$62.93	\$200.00	100.00%	60% Cost Recovery for Combined Direct Costs
	Administrative Variance Review	102	Hours	\$35.65	\$11.40	\$15.33	\$62.38	\$0.00		60% Cost Recovery for Combined Direct Costs
4	Vacation/Easement Application	383	Hours	\$38.66	\$11.39	\$15.32	\$65.36	\$200.00	8.00%	60% Cost Recovery for Combined Direct Costs
1	Vacation - Street/Alley Application	64	Hours	\$34.31	\$11.36	\$15.28	\$60.95	\$750.00	100.00%	60% Cost Recovery for Combined Direct Costs
	Outside City Utility Permit/Res. Application	38	Hours	\$32.82	\$11.47	\$15.45	\$59.74	\$0.00		60% Cost Recovery for Combined Direct Costs
	Temp. Connection Permit/Non-Res. Application	0	Hours	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		60% Cost Recovery for Combined Direct Costs
	Temp. Connection Permit/Residential Application	0	Hours	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		60% Cost Recovery for Combined Direct Costs
	Outside City Utility Permit/Non-Res. Application	0	Hours	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00		60% Cost Recovery for Combined Direct Costs
	Blue Line Amendment Application	38	Hours	\$30.63	\$11.47	\$15.45	\$57.55	\$0.00		60% Cost Recovery for Combined Direct Costs
4	Annexation & Initial Zoning Application	893	Hours	\$33.98	\$11.40	\$15.33	\$60.71	\$200.00	5.00%	60% Cost Recovery for Combined Direct Costs
4	Lot Line Adjustment Application	638	Hours	\$32.19	\$11.39	\$15.33	\$58.91	\$200.00	8.00%	60% Cost Recovery for Combined Direct Costs
4	Lot Line Elimination Application	128	Hours	\$37.49	\$11.36	\$15.28	\$64.13	\$200.00	10.00%	60% Cost Recovery for Combined Direct Costs
4	Wetlands Permit Application	447	Hours	\$29.18	\$11.38	\$15.31	\$55.87	\$200.00	6.00%	60% Cost Recovery for Combined Direct Costs
1	Rezoning Application	51	Hours	\$34.47	\$11.39	\$15.33	\$61.20	\$1,500.00	100.00%	60% Cost Recovery for Combined Direct Costs
4	Use Review Application	2297	Hours	\$33.45	\$11.39	\$15.32	\$60.16	1000/1250	18.00%	60% Cost Recovery for Combined Direct Costs
	Major Land Use & Road Desig. Changes	204	Hours	\$46.83	\$12.11	\$16.29	\$75.24	\$0.00		Match Boulder County
	Boulder Valley Planning Area Changes	153	Hours	\$44.67	\$12.11	\$16.29	\$73.07	\$0.00		Match Boulder County
	Area IIB to IIA Changes	102	Hours	\$53.39	\$12.11	\$16.29	\$81.79	\$0.00		Lower Lvl Rev/Encourage Citizen Involvement
	Minor Land Use & Road Desig. Changes	102	Hours	\$46.83	\$12.11	\$16.29	\$75.24	\$0.00		Lower Lvl Rev/Encourage Citizen Involvement
4	Ind. Landmark Designations	158	Hours	\$41.34	\$13.03	\$17.53	\$71.90	\$25.00	3.00%	City Encourages Historic Designations
	Historic District Designations	53	Hours	\$41.08	\$12.94	\$17.42	\$71.43	\$75.00		City Encourages Historic Designations
	Planning Photocopies									

(1) The current fees are based on the following: a) Council's policy direction of achieving a 60% rate of cost recovery for the combined direct processing costs of development review, b) Consistency with fees charged by other jurisdictions for similar services, c) Providing an equitable and moderate resolution, and d) Incorporating the revisions to the Land Use Regulations

(2) Percent total cost recovery is an approximation only. For purposes of this column, the current fee was recalculated into an hourly rate using 1991 application activity data and the unit of measure information from the costing project. These calculations were necessary to derive an estimated percentage of cost recovery and should not be construed as being completely factual due to a lack of reliable data.

(3) The current fees established a 60% level of cost recovery for the combined direct costs associated with the development review process within the Current Planning Division.

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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POLICE

		(Included in Direct Costs)				(Unit Fee/Total Unit Cost)				
1	Fingerprinting	2038	Card	\$1.92	\$0.00	\$0.17	\$2.09	\$3.00	143.54%	Metro Area Market Rate
2	Records Clearances/Searches	NA	Hours	\$24.38	\$0.00	\$2.11	\$26.49	\$15.13	57.12%	Metro Area Market Rate
1	Copies Accident Reports	2296	Report	\$3.62	\$0.00	\$0.34	\$3.96	\$3.50	88.38%	Metro Area Market Rate
1	Copies of Crime Reports	766	Report	\$3.62	\$0.00	\$0.34	\$3.96	\$3.50	88.38%	Metro Area Market Rate
1	Special Events-Admin Fee	518	Event Officer	\$2.00	\$0.00	\$0.00	\$2.00	\$2.00	100.00%	Fee Set in Conjunction w/CUPD & BCSO

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
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4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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PUBLIC WORKS DIS

										(Total Revs/Total Costs)
3	Bandshell Concert Sound Monitoring	35	Hour	\$45.09	\$3.80	\$5.31	\$54.20	\$20.00	36.90%	
1	Bldg-Related Fees (bld insp, permit, licensing, plan chk)	1	Year	\$1,103,154.00	\$95,275.00	\$129,054.00	\$1,327,483.00	\$1,418,500.00	106.86%	Project Break Even by 1996
1	Book/Code/Flood Sign Sales	1	Year	\$6,772.00	\$237.00	\$442.00	\$7,451.00	\$8,000.00	107.37%	
2	Dangerous Building Abatement	1	Year	\$10,525.00	\$154.00	\$267.00	\$10,946.00	\$8,000.00	73.09%	
3	Housing Code Licensing Program	1	Year	\$335,414.00	\$22,135.00	\$34,465.00	\$392,014.00	\$157,000.00	40.05%	
3	Sign Code Permits and Licensing Program	1	Year	\$29,696.00	\$2,601.00	\$3,293.00	\$35,590.00	\$12,000.00	33.72%	
4	Mapping and Records Assistance and Information	1	Year	\$67,667.00	\$4,403.00	\$8,741.00	\$80,811.00	\$4,000.00	4.95%	
4	Misc Boulder Map Sales	1	Year	\$4,470.00	\$301.00	\$521.00	\$5,292.00	\$1,000.00	18.90%	
	Design Criteria & Standard Specifications Book Sales	1	Year	\$6,787.00	\$302.00	\$52.00	\$7,141.00	NA		New Book Available end of May 1994
3	Right-of-Way Permits and Licensing Program	1	Year	\$373,563.00	\$23,703.00	\$41,459.00	\$438,725.00	\$175,000.00	39.89%	
4	Revokable Right-of-Way Program	1	Year	\$62,675.00	\$5,855.00	\$8,177.00	\$76,707.00	\$6,000.00	7.82%	

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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PUBLIC WORKS AIRPORT

1	Airport Operations			\$137,645.00	\$23,034.00	\$18,304.00	\$178,983.00		(Total Revs/Total Costs) 102%	\$181,880 Total Airport Revenues
								Per lease		Bldg Lease fees (dtd by survey, CPI)
								0.30 - 1.00		Landing fees (Commercial carriers only)
								\$30.00		Tie Down Fees - asphalt
								\$145.00		T-Hangar fees (a/c storage only)
								Per lease		Ground Lease fees
								0.06 - 0.075		Fuel Flowage Fees

PUBLIC WORKS CAGID AND UHGID

CAGID

		(Unit Fee/Total Unit Cost)								
1	Metered Parking	2,576,250	Metered Hours	\$0.06	\$0.01	\$0.01	\$0.07	\$0.50	670.15%	amortization of meters not included in total cost
1	Tokens	51,750	Metered Hours	\$0.05	\$0.01	\$0.01	\$0.07	\$0.50	724.79%	amortization of meters not included in total cost
1	Meterhoods	54,000	Metered Hours	\$0.01	\$0.01	\$0.01	\$0.03	\$0.50	1659.50%	amortization of meters not included in total cost
1	Parking Permits	4,108	Annual Spaces	\$97.50	\$18.22	\$4.07	\$119.79	\$90-\$140/qr	75% to 120%	
2	Residential Parking Permits	339	Annual Spaces	\$74.96	\$55.21	\$0.00	\$130.17	\$12-75/permit/yr	9% to 58%	
3	Short-Term Parking	834,000	S.T. Space Hrs	\$0.92	\$0.05	\$0.04	\$1.01	\$0.50	49.64%	
3	Punch Cards	45,000	S.T. Space Hrs	\$0.80	\$0.30	\$0.03	\$1.13	\$0.50	44.27%	
3	Validation Stamps	45,000	S.T. Space Hrs	\$0.80	\$0.30	\$0.03	\$1.13	\$0.50	44.27%	

UHGID

		(Unit Fee/Total Unit Cost)								
1	Metered Parking	710,100	Metered Hours	\$0.03	\$0.02	\$0.01	\$0.05	\$0.50-\$0.75/meter/hr	1000% to 1500%	amortization of meters not included in total cost
1	Tokens	13,500	Metered Hours	\$0.03	\$0.02	\$0.01	\$0.05	\$0.50	915.88%	amortization of meters not included in total cost
1	Meterhoods	13,500	Metered Hours	\$0.01	\$0.02	\$0.01	\$0.03	\$0.50	1430.08%	amortization of meters not included in total cost
1	Parking Permits	208	Annual Spaces	\$40.74	\$55.70	\$3.52	\$99.96	\$360.00	360.16%	Fee of \$90 per quarter
2	Residential Parking Permits	115	Annual Spaces	\$108.83	\$30.44	\$0.00	\$139.28	\$12-75/permit/yr	9% to 54%	
1	Short-Term Parking	86,400	S.T. Space Hrs	\$0.49	\$0.09	\$0.04	\$0.62	\$0.50	80.38%	
	MAINTENANCE & AMENITIES	1,675	Hours	\$70.82	\$15.76	\$6.13	\$92.70	No Fee		

COMBINED CAGID and UHGID DISTRICTS

	PARKING ENFORCEMENT	106,000	Tickets Issued	\$3.76	\$0.88	\$0.34	\$4.98	Varies		
	SCHOOL CROSSING GUARDS	524	Hours	\$23.36	\$5.49	\$2.10	\$30.95	No Fee		
	ECO-PASS PROGRAM	3,020	Eco-pass	\$62.42	\$1.57	\$0.07	\$64.06	No Fee		

13-Apr-94

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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PUBLIC WORKS TRANSPORTATION

(Unit Fee/Total Unit Cost)										
✓	Traffic Control at Special Events	164	Hours	\$54.15	\$13.63	\$5.76	\$73.54	Varies		Full Cost Recovery
✓ 3	Bicycle Maps	1,166	Map	\$3.32	\$0.48	\$0.58	\$4.38	\$2.00	45.69%	Partial Cost Recovery
✓ 4	Dist, purch promo items (helmet cover, canvas bags, etc)	2,362	Hours	\$137.80	\$3.52	\$5.76	\$147.08	4.50-20.00	3% to 14%	Partial Cost Recovery
✓	Bike Racks	61	Rack	\$127.05	\$18.18	\$22.11	\$167.34	See Division Policies		Partial Cost Recovery
✓ 2	Alley Sweeping (extra sweeping-downtown)	1,368	Hours	\$62.99	\$10.03	\$5.76	\$78.78	\$50.00	63.47%	Partial Cost Recovery
✓	Informal Assessments (ie: speed bumps)	459	Hours	\$110.76	\$3.53	\$5.76	\$120.04	50% of cost		Partial Cost Recovery
✓	Sidewalk Maintenance	30,000	Square Feet	\$3.56	\$0.34	\$0.20	\$4.10	See Division Policies		Partial Cost Recovery
✓ 1	Pedestrian Conference - non-resident/late registration	228	Registration	\$193.57	\$17.12	\$20.83	\$231.51	\$250-\$275	108% to 119%	
✓	Van Pool Membership - Employer Fee		Mile					See Division Policies		Partial Cost Recovery

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
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PUBLIC WORKS (UTILITIES)

										(Unit Fee/Total Unit Cost)
1	Water Resale Permit	2	Each	\$10.73	\$1.41	\$1.91	\$14.06	\$25.00	177.85%	
1	Detached Residential Permit Fee	393	Each	\$10.73	\$1.41	\$1.91	\$14.06	\$11.00	78.25%	
1	Attached Residential Permit Fee	17	Each	\$85.86	\$11.30	\$15.31	\$112.47	\$88.00	78.24%	
1	Non-Residential Permit Fee	24	Each	\$171.72	\$22.60	\$30.63	\$224.95	\$176.00	78.24%	
1	Detached Residential Remodel Permit Fee	351	Each	\$10.73	\$1.41	\$1.91	\$14.06	\$11.00	78.25%	
1	Attached Residential Remodel Permit Fee	24	Each	\$42.93	\$5.65	\$7.66	\$56.24	\$44.00	78.24%	
1	Non-Residential Remodel Permit Fee	207	Each	\$107.32	\$14.12	\$19.14	\$140.59	\$110.00	78.24%	
1	Demolition Permits	22	Each	\$7.08	\$0.93	\$1.26	\$9.28	\$8.00	86.25%	
1	Fire Line Tap	58	Each	\$7.08	\$0.93	\$1.26	\$9.28	\$78.75	848.99%	
1	Irrigation Permit - Detached Residential	12	Each	\$16.10	\$2.12	\$2.87	\$21.09	\$17.00	80.61%	
1	Irrigation Permit - Attached Residential	18	Each	\$16.10	\$2.12	\$2.87	\$21.09	\$17.00	80.61%	
1	Irrigation Permit - Non-Residential	20	Each	\$16.10	\$2.12	\$2.87	\$21.09	\$17.00	80.61%	
1	Terminate Water Service	123	Each	\$9.57	\$1.55	\$2.11	\$13.23	\$12.00	90.71%	
1	Deliver Termination Notice	1,500	Each	\$11.54	\$1.92	\$2.60	\$16.06	\$14.00	87.15%	
1	Remove Water Meter	10	Each	\$18.69	\$2.82	\$3.83	\$25.34	\$24.00	94.70%	
1	Reset Water Meter	1	Each	\$9.35	\$1.41	\$1.91	\$12.68	\$12.00	94.66%	
1	Resume Water Service	148	Each	\$9.57	\$1.55	\$2.11	\$13.23	\$12.00	90.71%	
1	Final Read at Transfer of Ownership	2,000	Each	\$13.54	\$2.26	\$3.06	\$18.86	\$17.00	90.12%	
1	Bulk Sales from City Yards	900	1000 Gals	\$3.00	\$0.00	\$0.00	\$3.00	\$3.00	100.00%	
1	Metered Fire Hydrant Water Sales	20,000	1000 Gals	\$0.90	\$0.00	\$0.00	\$0.90	\$3.00	333.33%	
1	Floodplain Permit	55	Each	\$27.83	\$2.82	\$3.83	\$34.48	\$28.00	81.20%	
1	Floodplain Analysis	10	Each	\$254.95	\$28.25	\$38.29	\$321.49	\$306.00	95.18%	
1	Floodplain Variance Application	2	Each	\$500.94	\$50.85	\$68.92	\$620.71	\$500.00	80.55%	
1	Install Water 3/4" Meters	500	Each	\$149.40	\$3.53	\$4.79	\$157.72	\$150.00	95.11%	
1	Install Water 1" Meters	40	Each	\$234.62	\$3.53	\$4.79	\$242.94	\$235.00	96.73%	
1	Install Water 1 1/2" Meters	50	Each	\$1,072.22	\$6.36	\$8.61	\$1,087.19	\$1,073.00	98.69%	
1	Install Water 2" Meters	20	Each	\$1,255.43	\$6.36	\$8.61	\$1,270.40	\$1,256.00	98.87%	
1	Install Remote 3/4" Meter Register	1	Each	\$58.89	\$3.53	\$4.79	\$67.21	\$59.00	87.79%	
1	Install Remote 1" Meter Register	1	Each	\$95.96	\$3.53	\$4.79	\$104.28	\$96.00	92.06%	
1	Install Remote 1 1/2" Meter Register	1	Each	\$314.71	\$6.36	\$8.61	\$329.68	\$315.00	95.55%	
1	Install Remote 2" Meter Register	1	Each	\$398.81	\$6.36	\$8.61	\$413.78	\$399.00	96.43%	
1	Call Back for Installing a Meter 3/4" & 1"	1	Each	\$22.77	\$3.53	\$4.79	\$31.09	\$29.00	93.29%	
1	Call Back for Installing a Meter 1 1/2" & 2"	1	Each	\$39.93	\$6.36	\$8.61	\$54.90	\$49.00	89.25%	
1	Water Tap Fees 3/4" not in AC/PVC	25	Each	\$63.02	\$3.53	\$4.79	\$71.34	\$64.00	89.71%	
1	Water Tap Fees 3/4" in AC/PVC	15	Each	\$112.33	\$3.53	\$4.79	\$120.65	\$113.00	93.66%	
1	Water Tap Fees 1" in AC/PVC	30	Each	\$65.82	\$3.53	\$4.79	\$74.14	\$68.00	91.72%	
1	Water Tap Fees 1" not in AC/PVC	10	Each	\$115.13	\$3.53	\$4.79	\$123.45	\$116.00	93.97%	
1	Water Tap Fees 1 1/2"	10	Each	\$204.07	\$6.36	\$8.61	\$219.04	\$207.00	94.50%	

15-Apr-94

COMPREHENSIVE FEE STUDY
LISTING OF SERVICES BY DEPARTMENT/DIVISION

Recovery Stage Key	
1	75% to 100% (or greater) Recovery
2	50% to 75% Recovery
3	25% to 50% Recovery
4	0% to 25% Recovery

RECOVERY STAGE (See key)	SERVICE NAME	NUMBER OF UNITS	TYPE OF UNIT	DIRECT PER UNIT	DEPT OVERHEAD PER UNIT	CITYWIDE OVERHEAD PER UNIT	TOTAL COST PER UNIT	CURRENT FEE	PERCENT TOTAL COST RECOVERY	COMMENTS
1	Water Tap Fees 2"	10	Each	\$254.14	\$6.36	\$8.61	\$269.11	\$255.00	94.76%	
1	Water Tap Fees 4"	40	Each	\$298.85	\$6.36	\$8.61	\$313.82	\$299.00	95.28%	
1	Water Tap Fees 6"	15	Each	\$348.17	\$6.36	\$8.61	\$363.14	\$349.00	96.11%	
1	Water Tap Fees 8"	15	Each	\$416.75	\$6.36	\$8.61	\$431.72	\$417.00	96.59%	
1	Water Tap Fees 12"	2	Each	\$552.71	\$6.36	\$8.61	\$567.68	\$553.00	97.41%	
1	Call Back for Installing a Water Tap	1	Each	\$64.36	\$4.24	\$5.74	\$74.34	\$68.00	91.47%	
1	Sewer Tap Fees 4" PVC/VCP	60	Each	\$75.54	\$3.53	\$4.79	\$83.86	\$77.00	91.82%	
1	Sewer Tap Fees 4" RCP	1	Each	\$123.67	\$6.36	\$8.61	\$138.64	\$126.00	90.88%	
1	Sewer Tap Fees 6" PVC/VCP	10	Each	\$84.39	\$3.53	\$4.79	\$92.71	\$87.00	93.84%	
1	Sewer Tap Fees 6" RCP	1	Each	\$132.62	\$6.36	\$8.61	\$147.59	\$135.00	91.47%	
1	Manhole Tap	1	Each	\$337.11	\$12.01	\$16.27	\$365.39	\$335.00	91.68%	
1	Call Back for Installing a Sewer Tap	1	Each	\$52.21	\$3.53	\$4.79	\$60.53	\$54.00	89.22%	
3	Thaw Water Line	1	Each	\$136.15	\$12.01	\$16.27	\$164.43	\$50.00	30.41%	
1	Video Inspection of Lines	40	Inspections	\$112.51	\$9.89	\$13.40	\$135.80	\$113.00	83.21%	
1	Jet Sewer Lines	2	Jettings	\$55.04	\$4.24	\$5.74	\$65.02	\$56.00	86.13%	
2	Air Test Sewer Mains	50	Testing	\$60.00	\$10.03	\$13.59	\$83.62	\$60.00	71.75%	
1	Blue Card Billing	25	Each	\$13.07	\$1.61	\$2.18	\$16.86	\$14.00	83.02%	

ATTACHMENT C
CITY OF BOULDER
COMPREHENSIVE FEE STUDY
ADMINISTRATIVE HEARING PROCESS

Background

Council requested at the October 12, 1993, study session that staff develop a draft administrative hearing process for the citywide Comprehensive Fee Study. The purpose of conducting an administrative hearing is to engage in a dialogue with members of the community in a productive format that would provide information, address questions, acknowledge concerns, and obtain public feedback prior to the formal Council adoption process.

Staff determined that the administrative hearing process should be organized in a manner that would facilitate the communication of specific policy-based fee information and issues on a departmental basis, limit confusion, and derive the most helpful information to assist Council in adopting policy-based fees.

Three administrative hearing process options were reviewed. The options include: 1) Scheduling two to three comprehensive administrative hearings, 2) Addressing the fee study during the 1995 Budget Workshops, and 3) Holding separate administrative hearings on a departmental basis.

Option Description and Analysis

The following is a brief description and analysis of each option:

1) Scheduling Two to Three Comprehensive Administrative Hearings

Description

This option would encompass scheduling two or three administrative hearings in different areas of the community. Each administrative hearing would address all of the recommended policies and fees at one time.

Analysis

Since all of the policies and fees would be addressed at one time, a benefit of this option would be that the public would only have to attend one meeting to participate in the process. The difficulty with this option is the enormity and complexity of the information that would be presented and the potential of presenting too many issues in one setting. The diversity of the issues that may be discussed and the variety of comments that may be received would make the management and subsequent packaging of the information for Council difficult at best.

2) **Addressing the Fee Study During the 1995 Budget Workshops**

Description

This option would entail being a part of the 1995 Budget Workshop agenda. Each scheduled workshop would address all of the recommended policies and fees at one time.

Analysis

The analysis of this option is the same as described in 1 above. In fact, some of the difficulties would be exacerbated due to the combination of presenting the complexities of the fee study and 1995 Budget issues at the same meeting.

3) **Holding Separate Administrative Hearings on a Departmental Basis**

Description

This option would separate the administrative hearings on a departmental basis. Departmental board meetings, where appropriate, would be utilized as the natural communication venue for the hearings. Departments without a Board would conduct separate administrative hearings or conduct joint hearings with other departments who have related services.

Analysis

This option utilizes Departmental advisory boards, where appropriate, as a natural communication venue for the public. Members of the community that are more inclined to follow certain departmental issues over others would be better served if the hearings were conducted on a departmental basis. Further, departments would conduct hearings jointly when the issues and/or services are related to enhance convenience for citizens interested in a subject that crosses departments, such as development. The utilization of a Board meeting agenda would provide the context and necessary structure to provide and receive information in a manageable manner. Other necessary steps in the process, such as obtaining a Board recommendation on the policies and fees, would occur at the same time and this would provide for greater efficiency.

Recommendation

Staff recommends that option three (3) be the method for conducting the administrative hearing process. Staff recommends option three (3) due to the efficiencies gained by utilizing a communication venue that already exists, the expediency in which Council would obtain Board recommendations, the separation of the issues on a departmental basis, and the ability to limit unnecessary confusion and waste of citizen time discussing issues not of interest to them. This option is reflected in the flow chart included as Attachment C-1.

Recommended Meeting Format

The format suggested to inform the public and receive feedback is provided below:

1) Board Authority to Provide a Recommendation on Fees to City Council

The administrative hearing should be noticed in the newspaper and presented as an item on the agenda during a regularly scheduled meeting. An outline would be provided to assist in introducing the issue and guiding the process. Packet information would be disseminated and made available in the same manner as all other Board items. The proceeding should consist of a staff presentation, an opportunity for the Board to ask questions for information only, a public hearing, Board motion, Board discussion, and Board action.

2) Board Courtesy Review

The administrative hearing should be noticed in the newspaper and presented as an item on the agenda (perhaps, under "Matters from the Director") during a regularly scheduled meeting. An outline would be provided to assist in introducing the issue and guiding the process. Packet information would be disseminated and made available in the same manner as all other Board items. The proceeding should consist of a staff presentation, an opportunity for the Board to ask questions for information only, a public hearing, and Board discussion. Comments from the Board and the public should be noted for the record.

3) Departments/Divisions without a Board

A Department without a Board would be responsible for scheduling an administrative hearing for the public. The hearing should be noticed in the newspaper. An outline would be provided to assist in introducing the issue and guiding the process. Packet information would be disseminated and made available in the same manner as if this were an item before a Board. The proceeding should consist of a staff presentation, an opportunity for the public to ask questions for information only, and a public

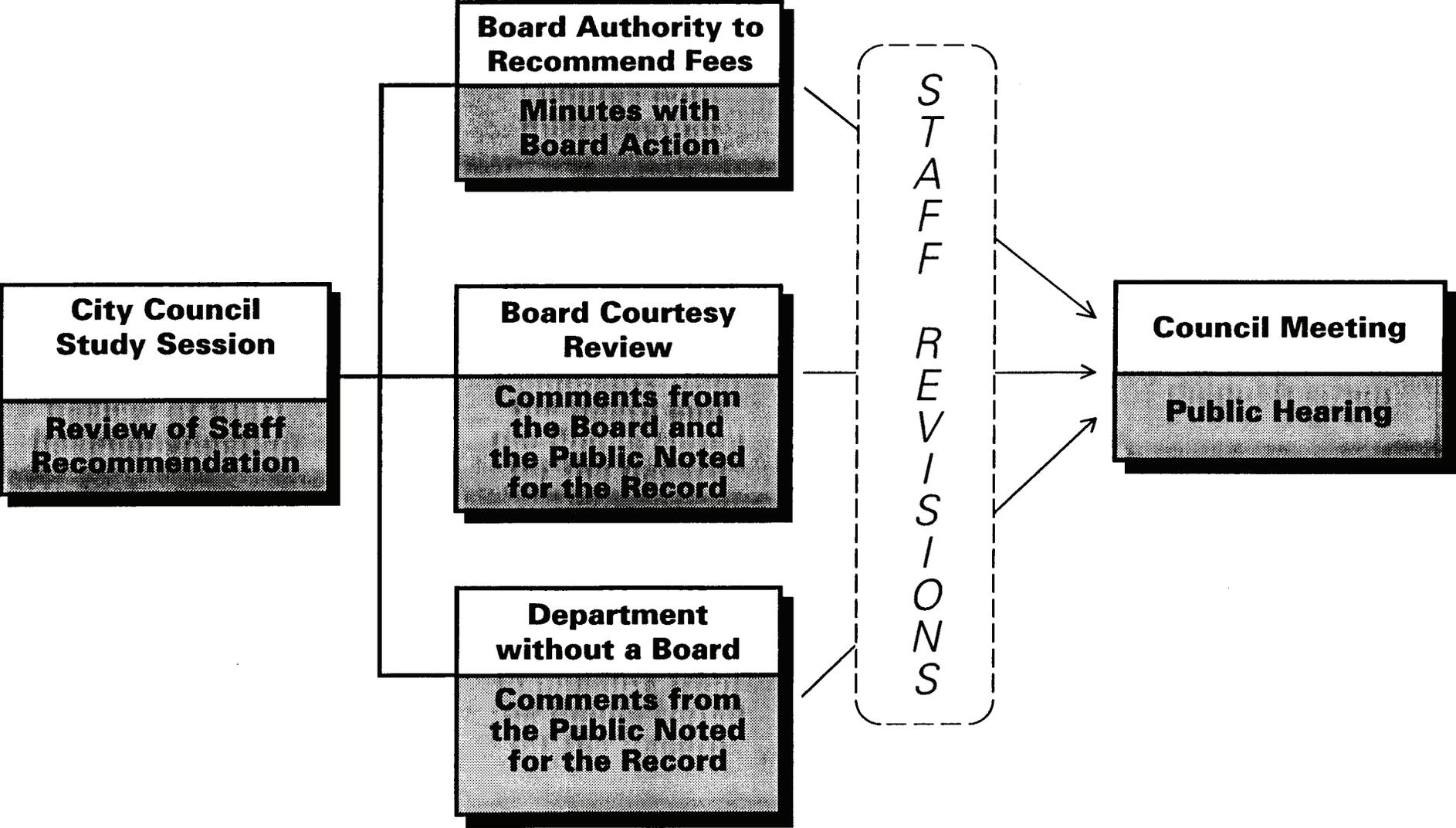
hearing. Comments from the public should be noted for the record.

4) **Interdepartmental or Integrated Services**

Services, such as those related to development, that cross departments will be presented at an administrative hearing conducted jointly by the appropriate boards and departments. The hearing should be noticed in the newspaper. An outline would be provided to assist in introducing the issue and guiding the process. Packet information would be disseminated and made available in the same manner as if this were an item before a Board. The proceeding should consist of a staff presentation, an opportunity for the public to ask questions for information only, and a public hearing. Comments from the public should be noted for the record.

wp51\feesty\bdcomm.inp

City-wide Comprehensive Fee Study Administrative Hearing Process



CITY OF BOULDER, COLORADO

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TO: Paul Fetherston
FROM: Jerry Gordon *JPG*
CC: ✓ Kathy McGuire
James Reasor
DATE: August 17, 2009
RE: Follow Up to BRC Presentation

This memo addresses your follow up questions from the City Attorney's presentation to the Blue Ribbon Commission on June 11, 2009. You requested the following:

- Quantify city expenditures on legal services (internal and external) and identify types of work outsourced (2008 actual would probably be best);
- Range of performance measures that are used by other CAOs in the front range that could be adopted by Boulder's CAO; and
- Description regarding the frequency of cost allocation reports about CAO charges to internal customers and how could customer satisfaction with services be more consistently measured

I have prepared a list of legal costs that were reviewed and approved by the City Attorney's Office in 2008. That document is attached at Tab A. This is not a city-wide audit of all legal expenditures, it is only the expenditures that were approved through this office. It does not include electronic filing charges or any expenses that were not submitted on an invoice through outside legal counsel.

The document at Tab B details the responses from various municipalities regarding their performance measures. Supporting documents from Fort Collins and Westminster are attached. The cities of Englewood, Greeley, Lakewood, Longmont, Littleton and Thornton did not respond to the request.

With regard to cost allocation reports, the City Attorney's Office distributes quarterly "time reports" to the departments detailing the time spent on each of their matters. These reports are fairly straight forward and are generated through our case management and time keeping software system.

I hope this memo supplies the information you requested. If you need further information, or would like to meet to discuss these issues, please let me know.

Legal Invoices Reviewed and Approved by the City Attorney's Office - 2008

Paid To / CAO File Reference	Purpose	Amount
CU Law School Clinical Education	Legal Defense for Indigent Municipal Court Defendants	\$ 10,000.00
Andrea Anderson Holland & Hart PR CO MDI PR LO LPV	Trademarking (Parks)	\$ 961.27
Mike Cook Sherman & Howard TR PM LRN	28th Street Construction Project Closeout Issues New Design Construction (Transportation)	\$ 1,547.42
Peter Dietze Dietze & Davis HO AD MCE	Affordable Housing Covenant Issue (HHS - Housing)	\$ 4,000.00
Peter Dietze Dietze & Davis HO AD 228	Affordable Housing Covenant Issue (HHS - Housing)	\$ 4,126.60
Ken Fellman Kissinger & Fellman PL CU 592	FCC Deemed Approval Petition (Planning)	\$ 4,613.42
Tom Howard Garlin Driscoll & Howard CM EN 222	Climate Action Plan Trademark (Office of Environmental Affairs)	\$ 882.62
Robert Liechty Cross & Liechty PO PA MBY	Lemery v. City of Boulder (Police)	\$ 9,061.09
Mark May May & Associates TR PM 451	Elmer's Two Mile Condemnation (Transportation)	\$ 20,301.67
Josh Marks Berg Hill Greenleaf & Ruscitti TR AD 187	Gutierrez v. City of Boulder (Transportation)	\$ 5,311.20
Ken Morris FI PE 360	Old Hire Police Pension (Finance)	\$ 8,600.00
Jeff Pearson CM EN LYZ	XCEL Franchise (City Manager's Office)	\$ 1,632.00
Elizabeth Temkin Temkin Wielga Hardt & Longenecker FM AD LSR	Valmont Butte (FAM)	\$ 47,997.78
		\$ 119,035.07

Arvada: The City of Arvada, City Attorney's Office does not have anything like this. (from "Legal Support Supervisor")

Aurora: We too have had a difficult time trying to come up with performance measures for the CAO. In fact, we have been unable to come up with any for our Civil Division. Don't know if this will help you or not, but we finally developed one for our Criminal Justice Division (municipal prosecutions). The measure is "Prosecution of City ordinance violations." We had 76,000 case filings with an estimated cost of \$26.13 per case filing. 2009 net cost is \$1,986,211. (Budget Office determined net cost which for some reason isn't exactly filings x cost per case.)

Loveland: My office does not currently have any performance measures but we have had a couple in the past. One was that I did a survey every year of the office's customers to see what % were satisfied or very satisfied with the office's legal services. The other way simply a "cost per hour" of the services provided to give some sense of how competitive we were with the rates being charged by outside legal counsel. I don't think these are very good performance measures but these are the best we could come up with. Loveland has done a lot of work on developing performance measures for all of its various departments, but I was told by our experts on this that there really aren't any good performance measures for attorneys. Let me know if you have any questions about this and if Boulder City Attorney's Office comes up with any other performance measures I would be very interesting in knowing about them. (from John Duval, "Loveland City Attorney")

Broomfield: At this point, the Broomfield City & County Attorney's Office does not currently participate in tracking performance measures. Good Luck in your endeavor! (from "Administrative Technician")

Fort Collins: Fort Collins has gone to a new performance based program for evaluations. Steve Roy, the City Attorney, is working with Carrie Daggett, Deputy City Attorney, to pull together all the info that we used in our last performance evaluation cycle for the attorneys and will hopefully get that to you by the end of the week. (from "Senior Legal Assistant")

From Steve Roy: I hope this is still in time to meet your needs. Because the City's performance review system has been substantially revised over the last couple of years, I had some trouble pulling together the most current performance measures that we used for the attorneys. The attached is a combination of the city-wide performance measures, as recently revised, and the more job-specific measures that I added for the purpose of last year's evaluations. Please let me know if you need additional information or if you would like to discuss the attachment. (ATTACHMENTS)

Westminster: In response to your request for performance measures information, please find attached a copy of the current Performance Measures for our office, as well as a copy of the customer service survey that is the basis of the data for Performance Measure 1a. Please let me know if I can answer any questions or provide further information. Thanks. (from "Legal Secretary") (ATTACHMENTS)

CRITERIA FOR FORT COLLINS CITY ATTORNEY EVALUATION - 2008 REVIEWS (1/1/2008 - 12/31/2008)

A. JOB RESPONSIBILITIES

RATING AND EVALUATION OF PERFORMANCE OF JOB RESPONSIBILITIES MAKING REFERENCE TO SPECIFIC JOB DESCRIPTION (ASSISTANT CITY ATTORNEY I, ASSISTANT CITY ATTORNEY II, SENIOR ASSISTANT CITY ATTORNEY, OR DEPUTY CITY ATTORNEY) AND THE FOLLOWING ADDITIONAL CONSIDERATION: KNOWLEDGEABLE IN PERTINENT AREAS OF LAW AND ABLE TO EFFECTIVELY RESEARCH DEVELOPMENTS IN THE LAW AND ANALYZE THE FACTS AND LEGAL PRINCIPLES INVOLVED IN PARTICULAR SITUATIONS.

B. COMPETENCY ASSESSMENT

1. CUSTOMER SERVICE

RATING AND EVALUATION OF: THE DEGREE OF SATISFACTION WITH THE EMPLOYEE'S WORK IN SUPPORT OF THE CITY'S PRIMARY VALUE TO PROVIDE CUSTOMER SERVICES THAT EXCEEDS CUSTOMER EXPECTATIONS.

- SEEKS TO UNDERSTAND THE CUSTOMER'S BUSINESS AND HOW OUR OPERATIONS AFFECT THEM
- DEMONSTRATES FLEXIBILITY AND CONSIDERATION DURING INTERACTIONS WITH CUSTOMERS
- RECOGNIZES THE NEED FOR PARTNERSHIPS WITH CUSTOMERS; WORKS COOPERATIVELY WITH CUSTOMERS; BALANCES COMPETING INTERESTS; UNDERSTANDS WHEN AND WHEN NOT TO SEEK INPUT AND INVOLVE CUSTOMERS IN DECISION-MAKING PROCESSES
- ANTICIPATES NEEDS AND PROVIDES SOLUTIONS TO CUSTOMERS. TAKES OWNERSHIP OF CUSTOMER ISSUE BY FOLLOWING-UP WITH CUSTOMER TO ENSURE ISSUE IS RESOLVED TO CUSTOMER'S SATISFACTION OR OFFERS EDUCATION/ ALTERNATIVES/ REFERRALS IF UNABLE TO MEET CUSTOMER'S REQUEST OR SATISFACTION LEVELS
- IN ALL SITUATIONS, AND ESPECIALLY WHEN RESOLVING CONFLICTS, SPEAKS CLEARLY, LISTENS TO DETAILS AND GETS CLARIFICATIONS AS NEEDED. REMAINS RESPECTFUL AND USES TACT AND DIPLOMACY, PARTICULARLY DURING DIFFICULT DISCUSSIONS
- ATTENTIVE TO DETAIL, ABLE TO SEE THE BIG PICTURE, ADAPTABLE, CREATIVE, "CAN DO," AND ABLE TO THINK STRATEGICALLY.
- GOES BEYOND THE OBVIOUS IN RESPONDING TO QUESTIONS AND SERVICE REQUESTS WITH AN EYE TOWARD THE CLIENT'S NEEDS AND OBJECTIVES.
- RESPONDS TO CLIENTS IN A WAY THAT COMMUNICATES THE CLIENTS' IMPORTANCE AND PUTS FORTH EXTRA EFFORT, WHEN NECESSARY, TO MEET THEIR NEEDS.
- GOES BEYOND THE OBVIOUS IN RESPONDING TO QUESTIONS AND SERVICE REQUESTS WITH AN EYE TOWARD THE CLIENT'S NEEDS AND OBJECTIVES.
- ABLE TO BUILD RAPPORT AND RELATE WELL TO ALL KINDS OF PEOPLE.
- AN ACTIVE LISTENER

2. *RESULTS

RATING AND EVALUATION OF THE DEGREE TO WHICH AN EMPLOYEE UNDERSTANDS, WORKS FOR AND ACCOMPLISHES STATED ORGANIZATION, DEPARTMENT, AND/OR WORK UNIT GOALS, OBJECTIVES AND TIMELINES. THIS COMPETENCY ALSO ADDRESSES AND EMPLOYEE'S DEMONSTRATION OF THE CITY VALUES OF INITIATIVE AND STEWARDSHIP.

- COMPLETES ASSIGNMENTS WITHIN REQUIRED DEADLINES (ON SCHEDULE) IN A MANNER THAT REFLECTS POSITIVELY ON THE WORK UNIT AND THE CITY
- SETS APPROPRIATE PRIORITIES AND ORGANIZES WORK ASSIGNMENTS IN ORDER TO ACCOMPLISH PROJECTS ON TIME, WITH AVAILABLE RESOURCES, AND WITHIN BUDGET
- FINDS INNOVATIVE WAYS TO ACHIEVE INDIVIDUAL AND ORGANIZATIONAL GOALS AND OVERCOME PROBLEMS OR BARRIERS WHILE WORKING EFFECTIVELY WITHIN THE FRAMEWORK OF POLICIES, PROCEDURES, RULES, AND REGULATIONS
- ADAPTS EFFECTIVELY TO UNEXPECTED WORKLOAD FLUCTUATIONS, SUCH AS MULTIPLE, SHIFTING PRIORITIES AND CHANGES IN PROCEDURES, DUTIES, AND RESPONSIBILITIES
- LOOKS FOR ALTERNATIVE WAYS TO DO WORK, DEVELOPS NEW METHODS/PROCEDURES IN ORDER TO ACCOMPLISH MORE WITH AVAILABLE RESOURCES AND/OR TO MEET CHANGING REQUIREMENTS
- IS PROACTIVE AND SEEKS TO TAKE ON ADDITIONAL RESPONSIBILITY WHERE APPROPRIATE AND WHEN WORKLOAD ALLOWS
- ACTS AS A RESPONSIBLE STEWARD OF THE COMMUNITY'S NATURAL, HUMAN, AND FINANCIAL RESOURCES.
- OPINIONS AND RECOMMENDATIONS ARE WELL REASONED, WELL RESEARCHED AND EFFECTIVELY AND SUCCINCTLY COMMUNICATED.

GOAL PERFORMANCE OBJECTIVES

RATING AND EVALUATION OF THE EMPLOYEE'S EFFORTS TOWARD COMPLETION OF PERFORMANCE OBJECTIVES DEVELOPED AND AGREED UPON AT THE BEGINNING OF THE PERIOD EVALUATED (2008).

ID OVERALL RATING

OVERALL RATING INCORPORATES THE RESULTS OF THE ABOVE RATINGS AND EVALUATIONS (NOT A NUMERICAL AVERAGE)



WESTMINSTER

Office of the City Attorney

Customer Service Survey - 2008

Please assist us in improving customer service by completing the following survey. You may complete this form electronically by using the tab key or your mouse to move to each entry field. If you choose this method, you will need to save the completed form to your own directory under a new file name, and then e-mail it as an attachment to Eileen Ling in our Office. Or, you may print the form, complete it, and return it to us by interoffice mail. Please return your response to our office no later than September 8, 2008. Thank you for taking the time to complete this survey!

1. Please indicate the approximate number of contacts you have with the City Attorney's Office per year:				
• More than once a week	<input type="checkbox"/>	• Once every six months	<input type="checkbox"/>	
• Once a week	<input type="checkbox"/>	• Once a year	<input type="checkbox"/>	
• Once a month	<input type="checkbox"/>	• Less than once a year	<input type="checkbox"/>	
2. Please indicate your level of satisfaction with the following services:				
	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied
<u>TIMELINESS OF SERVICE</u>				
• Formal Work Requests returned in a timely manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Responsiveness to other requests for assistance (walk-ins, e-mail, telephone)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Availability of CAO Staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OVERALL TIMELINESS OF SERVICE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>PROFESSIONALISM OF STAFF</u>				
• Competence of attorneys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Competence of support staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Courtesy and helpfulness of attorneys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Courtesy and helpfulness of support staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OVERALL PROFESSIONALISM OF STAFF	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

QUALITY OF SERVICE				
• Answers to legal issues conveyed clearly and concisely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Information provided is accurate and reliable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• City Attorney's Office services and staff reflect City's SPIRIT values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• End products (memos, deeds, contracts, etc.) are of high quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
OVERALL QUALITY OF SERVICE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. If you are dissatisfied or very dissatisfied with any aspect of our services, please explain:				
4. Additional comments:				
5. Name/Department (Optional):				

Performance Measure Report

Strategic Plan Goals	Strategic Plan Objectives	Performance Measures	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Target	2008 Actual	2009 Target	
  	Safe public gathering places and secure city facilities; citizens are safe anywhere in the city; well-designed	3 Goal: Criminal Division: Provide efficient, valuable, and professional prosecution services.										
		Measures:										
		3a Percentage of jurors who conclude that Prosecutor conducted professional trial	n/a	100		100	91%	97%				
		3b Percentage of officers/witnesses satisfied with interaction with Prosecutors	n/a	95		100	94%	98%				
		3d Number of court appearances from case initiation to disposition (average)		1.65	1.5	1.5	n/a	n/a				
		Internal delays: (percentages)	n/a	30%	13%	25%	n/a	n/a				
		External delays: (percentages)	n/a	60%	77%	50%	n/a	n/a				
3c Money recovered for the City through the efforts of CPO in restitution ordered for damages to City	n/a	\$5,868	\$6,902	\$8,000	\$4,446	\$5,000						
3f Percentage of convictions in FastTrack domestic violence cases					93%	95%	95%	96%				
	Revenues to maintain and expand city services based upon community need; Effective cost containment/control measures for living within revenues and	4 Goal: Civil Division: Practice preventive law - proactively minimize liability risks to City										
		Measures:										
		4a Total hours devoted by CAO/CPO to providing proactive legal training and education to City officials and City staff	n/a	49	213	150	106	100				
		4b Percentage of suspensions, demotions, and dismissals resulting in grievances	n/a	0	0.0%	0.5%	0.0%	0.5%				
4c Number of formal liability claims received under state or federal law	n/a	19	19	18	n/a	n/a						

NOTES:

Measures 1e and 4c deleted in 2008. Determined not to be of sufficient value to our operation.

Measure 3d deleted in 2008. May be reinstated later pending better data collection method.

Target for 4a lowered for 2009, due to the departure of Asst. City Attorney Eugene Mei

DEFINITIONS:

1a: Survey conducted every other year (in even years) in order to avoid survey "overkill" and encourage participation.

1d, 4a: Includes both CAO (civil) and CPO (prosecution) Staff.

Performance Measure Report

CITY ATTORNEY'S OFFICE

Program Statement of Purpose:

To provide professional, timely and high quality legal services by representing the City in trials and administrative proceedings and delivering sound legal advice to City Council and other City departments.

Strategic Plan Goals	Strategic Plan Objectives	Performance Measures	2002 Actual	2003 Actual	2004 Actual	2005 Actual	2006 Actual	2007 Actual	2008 Target	2008 Actual	2009 Target	
    	A financially sustainable city government with vibrant neighborhoods and commercial areas that support a balanced and sustainable local economy. Also, a beautiful city where citizens feel safe and secure.	1 Goal: Civil Division: Effectively provide professional and, timely, valuable, and high-quality legal services.										
		Measures:										
		1a % of survey respondents satisfied or very satisfied with the quality, timeliness, value, and professionalism of services	97%	n/a	99%	n/a	99%	n/a	99%	97%	99%	
		1b Number of Service Requests completed	1,031	1,117	1,152	1264	1359	1412	1400	1480	1450	
		1c Average turnaround time (in days)	4.1	4.6	4.9	4.5	4.8	4.4	4	4.3	4	
		1d Total hours of professional training completed	n/a	n/a	n/a	n/a	510	610	650	617	610	
	1e Percentage of contested bankruptcy and sales and use tax claims resulting in recovery with the assistance of the CAO	n/a	n/a	n/a	n/a	90%	90%	100%	n/a	n/a		
	Revenues to maintain and expand city services based upon community need; Effective cost containment/control measures for living within revenues and	2 Goal: Civil Division: Economically provide valuable high-quality legal services.										
		Measures:										
		2a Effective hourly rate (with overhead) - civil (routine & specialty)	\$96	\$98	\$100	\$102	\$103	\$106	\$109	\$107	\$109	
		Effective hourly rate (with overhead) - prosecution	\$58	\$59	\$60	\$61	\$62	\$64	\$67	\$65	\$66	
		2b Prevailing private municipal attorney hourly rate - routine civil	\$165	\$175	\$200	\$225	\$145	\$150	\$150	\$150	\$150	
Prevailing private municipal attorney hourly rate - prosecution	\$75	\$85	\$85	\$100	\$120	\$120	\$120	\$120	\$120			
2c % of total City budget	0.65%	0.67%	0.73%	1.10%	1.06%	0.75%	1.20%	1.21%	1.23%			