



**Resource Management
Agency
COUNTY OF TULARE
AGENDA ITEM**

BOARD OF SUPERVISORS

KUYLER CROCKER
District One
PETE VANDER POEL
District Two
AMY SHUKLIAN
District Three
EDDIE VALERO
District Four
DENNIS TOWNSEND
District Five

AGENDA DATE: April 9, 2019

Public Hearing Required	Yes	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Scheduled Public Hearing w/Clerk	Yes	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Published Notice Required	Yes	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Advertised Published Notice	Yes	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Meet & Confer Required	Yes	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Electronic file(s) has been sent	Yes	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>
Budget Transfer (Aud 308) attached	Yes	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Personnel Resolution attached	Yes	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
Agreements are attached and signature line for Chairman is marked with tab(s)/flag(s)	Yes	<input type="checkbox"/>	N/A	<input checked="" type="checkbox"/>
CONTACT PERSON: Celeste Perez PHONE: (559) 624-7010				

SUBJECT: Fee Adjustments to Planning and Development Fee Schedule

REQUEST(S):
That the Board of Supervisors:

1. Conduct a public hearing considering the proposed fee adjustments as listed in Attachment "A" (2019/2020 Proposed Fee Changes) and Attachment "B" (2019/20 Summary of Proposed Fee Changes)
2. Receive a report from the Tulare County Resource Management Agency on Exhibit "D" Code Compliance Fee Study.
3. Approve the Proposed Fees for the Tulare County Resource Management Agency, effective July 1, 2019, listed in Attachment "C."

SUMMARY:

The Resource Management Agency (RMA) performs services for which fees may be charged for a reasonable recovery of incurred costs. Annually, RMA reviews its fee schedule and calculates fees for reasonable cost recovery. None of the proposed fees exceed the reasonable cost of providing the given service.

In conjunction with this annual fee review, RMA engaged Chad Wohlford Consulting to conduct a Code Compliance Fee Study in the spring of 2018. The last comprehensive fee study was prepared by Zucker Systems in 2005. The Wohlford fee study was finalized recently and indicated that the County's current Code Compliance fees are well below the cost of providing those functions. Based on these findings, RMA is recommending a number of changes to Code Compliance fees for FY

SUBJECT: Fee Adjustments to Planning and Development Fee Schedule

DATE: April 9, 2019

2019/20.

Additionally, in an effort to streamline the planning department application process and improve customer service, several planning fees are proposed to be consolidated or eliminated. RMA staff has identified a number of fees that are unnecessary or outdated, and after revision propose to reduce the total number of planning fees from 201 to 125 (76 fees removed). Consolidation of certain fees would result in a few increasing (a total of 5) and several decreasing (a total of 46) in cost. There has been no activity in recent years for the majority of the fees proposed to be consolidated. Apart from the fee adjustment resulting from the proposed consolidation, all other proposed planning fee adjustments this year are part of previously approved, multi-year escalations.

The Proposed Fee Changes (Attachment "A") and Summary of Proposed Fees for next fiscal year are contained in Attachment "B." RMA's proposed complete fee schedule for next fiscal year is shown in Attachment "C."

RMA has received approval from the Auditor's office on the cost recovery methodology in establishing the fees listed in the proposed summary of fees.

Notice of the hearing regarding the fees was published in the Visalia Times-Delta on March 25, 2019 and April 1, 2019.

Planning Division

The following section discusses the proposed fee adjustments for RMA's Planning Division.

On May 19, 2015, by Resolution No. 2015-0310, the Board approved annual, multi-year increases to the fees for Notices of Non-Renewal and Tentative Parcel Maps, to gradually bring them closer to full cost-recovery.

Furthermore, on April 26, 2016 by Resolution No. 2016-0280, the Board approved annual, multi-year fee increases for Setback Variances to achieve better cost-recovery.

The fees proposed herein are consistent with the Master Fee Schedule increase approved by the Board of Supervisors on in the aforementioned resolutions.

1. Notice Non-Renewal (Ag Preserve Program)

The planning component of the Notice of Non-Renewal (Formerly the Notice of Partial Non-Renewal) fee increase has been prorated over a five-year period, which began on July 19, 2015, at the increased amount of \$30 per year.

The fees are being increased overall by \$150 (from \$300 to \$450 in FY 2019/20) for applicant-initiated notices and notices that fulfill conditions of approval. This year's pro rata increase brings the fees from \$420 to \$450, which is the final increase.

SUBJECT: Fee Adjustments to Planning and Development Fee Schedule

DATE: April 9, 2019

The projected annual increase in revenue would be approximately \$240 based on an estimated 8 cases received each year.

2. Tentative Parcel Map (1-4 lots)

The planning component of the Tentative Parcel Map fee increase has been prorated over a five-year period, which began on July 19, 2015, at the increased amount of \$100 per year.

The fee is being increased \$500 total over five years (from \$1,500 to \$2,000 in FY 2019/20). This year's pro rata increase brings the fee from \$1,900 to \$2,000, which is the final increase. The annual increase in revenue would be about \$3,400 based on 34 cases per year.

3. Setback Variance

The planning component fee increase for Variance from Building Line Setback Ordinance is being prorated over a five-year period, which began on July 1, 2016, at the increased amount of \$90 per year.

The fee is being increased \$450 total over five years (from \$900 to \$1,350 in FY 2020/21). This year's pro rata increase would bring the fee from \$1,170 to \$1,260. The projected annual increase in revenue would be about \$90 based on average of 1 case per year.

Code Enforcement Division

The following section discusses the proposed fee adjustments for RMA's Code Enforcement.

1. 30-Day Notice to Abate Violation Fee

The current 30-Day Notice to Abate Violation Fee costs \$676.60 per case. The current fee for this service is \$270.00 per case, a 39.9% cost recovery rate. RMA staff recommends increasing the fee to \$400.00 per case, which would provide a 59.1% cost recovery rate.

2. Administrative Hearing

The current Administrative Hearing Fee costs \$1,367.29 per case. The current fee for this service is \$1,050.00 per case. RMA staff recommends decreasing the fee to \$300.00 per case to make it equivalent to other County appeal fees. This modification is proposed to ensure an equitable appeals process, eliminating a financial burden as a barrier to an appeal.

3. Violation Abatement Fee Hourly Rate

The current Administrative Hearing Fee hourly rate is \$68.00/hr and has been set at that amount since 2008. Per the fee study, to achieve proper cost recovery on an hourly basis, the rate should be \$117.80/hr. RMA staff proposes to increase the rate to \$100.00/hr, which will be equivalent to the hourly charge for other RMA Planning Department staff time.

SUBJECT: Fee Adjustments to Planning and Development Fee Schedule
DATE: April 9, 2019

Employee Housing Division

The following Employee Housing fees are proposed to be updated in order to comply with the Employee Housing Act. As part of the Employee Housing Act, the State establishes these fees, which are proposed to be incorporated into this fee schedule (See Attachment C for detailed rates).

- Non-Operation Fee
- Reinspection Fee
- Technical Service Fee

FISCAL IMPACT/FINANCING:

The proposed fee adjustments for RMA’s Project Processing Division will result in an estimated \$3,730 increase in revenue annually. (001-230-6110).

The proposed fee adjustments for RMA’s Code Enforcement Division will result in an estimated \$72,675 increase in revenue annually. (001-230-4401 & 001-230-4526)


LINKAGE TO THE COUNTY OF TULARE STRATEGIC BUSINESS PLAN:

The County’s five-year strategic plan includes the Quality of Life initiative to promote natural resource management strategies that ensures land use compatibility, and the Economic Well Being Initiative to promote economic development. The Planning and Economic Development Fee Schedule helps fulfill these initiatives by ensuring adequate resources are available to review and process land use applications at an expedited pace with a higher degree of quality. Additionally, enforcing property standards through code enforcement creates safer environments and eliminates blight improving the Quality of Life for all residents.

ADMINISTRATIVE SIGN-OFF:



Sherman Dix, CPA
Assistant Director – Fiscal Services



Reed Schenke P.E.
Director

cc: Auditor-Controller
County Counsel
County Administrative Office (2)

Attachment(s)
Attachment “A” - 2019/2020 Proposed Fee Changes
Attachment “B” - 2019/2020 Summary of Proposed Fee Changes

SUBJECT: Fee Adjustments to Planning and Development Fee Schedule

DATE: April 9, 2019

Attachment "C" - Planning and Development Fee Schedule effective July 1, 2019

Attachment "D" – Wohlford Consulting Fee Study

Attachment "E" - Resolution No. 2015-0310

Attachment "F" - Resolution No. 2016-0280

**BEFORE THE BOARD OF SUPERVISORS
COUNTY OF TULARE, STATE OF CALIFORNIA**

IN THE MATTER OF FEE ADJUSTMENTS) Resolution No. _____
TO PLANNING AND DEVELOPMENT) Agreement No. _____
FEE SCHEDULE)

UPON MOTION OF SUPERVISOR _____, SECONDED BY
SUPERVISOR _____, THE FOLLOWING WAS ADOPTED BY THE
BOARD OF SUPERVISORS, AT AN OFFICIAL MEETING HELD APRIL 9, 2019, BY
THE FOLLOWING VOTE:

AYES:
NOES:
ABSTAIN:
ABSENT:

ATTEST: JASON T. BRITT
COUNTY ADMINISTRATIVE OFFICER/
CLERK, BOARD OF SUPERVISORS

BY: _____
Deputy Clerk

* * * * *

1. Conducted a public hearing considering the proposed fee adjustments as listed in Attachment "A" (2019/2020 Proposed Fee Changes) and Attachment "B" (2019/20 Summary of Proposed Fee Changes)
2. Received a report from the Tulare County Resource Management Agency on Exhibit "D" Wohlford Code Compliance Fee Study.
3. Approved the Proposed Fees for the Tulare County Resource Management Agency, effective July 1, 2019, listed in Attachment "C."

Attachment “A”

2019/2020 Proposed Fee Changes

ATTACHMENT A

TULARE COUNTY RESOURCE MANAGEMENT AGENCY						
PLANNING & DEVELOPMENT FEE SCHEDULE						
FOR PLANNING, BUILDING, AND ENGINEERING FEES						
2019-2020 Changes						
PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA						
CODE	APPLICATION	Total Fees effective 7/1/2018	Proposed Fee	Incr/Decr	Amount	Notes
	GENERAL					
CPY	Copy Fee for Printed Materials					
	Documents on 8.5" x 11" paper	\$0.10 per page	No Change	-		
	Documents on 11" x 17" paper	\$1.00 per page	No Change	-		
	Documents on larger size paper	\$2.00 per page	No Change	-		
	CD	\$1.50	No Change	-		
MIM	Research Requests/Additional CEQA Research Request Fee	\$300.00	Consolidated	-		Changed to REA - Fee #2
	deposit	\$100/hour				
PRC	Pre-Application Review (Project Review Committee)	\$601.00	No Change	-		
PRF	Recordation Fee for Resolutions/Decisions (Including SB 2 Fee)	\$150.00	No Change	-		
	RIVER RAFTING LICENSES					
CRL	Commercial Rafting License	\$360.00	No Change	-		
	GENERAL PLAN AMENDMENTS					
GPI	Request to Initiate General Plan Amendment	\$5,321.00	No Change	-		
	deposit	\$100/hour				
GPA	General Plan Amendment	\$10,321.00	No Change	-		
	deposit	\$100/hour				
	includes cost of zone change if processed concurrently					
GPA	Additional Ordinance publication charge if zone filed with General Plan Amendment	\$200.00	Eliminated	Decrease	-\$200.00	Covered under GPA Fee # 11
	GENERAL PLAN AMENDMENTS - continued					
GPA	Appeals of Planning Commission decisions on General Plan Amendments	\$500.00	Consolidated	Decrease	-\$200.00	Changed to APP Fee #4
SPA	Specific Plan	\$5,321.00	No Change	-		
	deposit	\$100/hour				
	WILLIAMSON ACT - AG PRESERVE PROGRAM					

ATTACHMENT A

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA						
		Total Fees	Proposed Fee	Incr/Decr	Amount	Notes
		effective				
CODE	APPLICATION	7/1/2018				
PAC	Agricultural Preserve Cancellation	\$3,116.00	Consolidated	-		Changed to WAC Fee #13
		\$1,000.00				
		deposit				
		\$100/hour				
	Agricultural Preserve Cancellation	\$684.00	Eliminated	Decrease	-\$684.00	Covered under WAC Fee #13
	Revised Site Plan for					
PAD	Agricultural Preserve Diminishment					
	1 owner	\$476.00	Consolidated	Decrease	-\$476.00	Changed to PAD Fee #14
	2-3 owners	\$558.50	Consolidated	Decrease	-\$558.50	
	4-5 owners	\$641.00	Consolidated	Decrease	-\$641.00	
	6 or more owners	\$723.50	Consolidated	Decrease	-\$247.50	Includes \$476 flat fee
PAP	Agricultural Preserve Formation					
	1 owner	\$476.00	Eliminated	Decrease	-\$476.00	No longer forming Ag Preserve
	2-3 owners	\$558.50	Eliminated	Decrease	-\$558.50	No longer forming Ag Preserve
	4-5 owners	\$641.00	Eliminated	Decrease	-\$641.00	No longer forming Ag Preserve
	6 or more owners	\$723.50	Eliminated	Decrease	-\$723.50	No longer forming Ag Preserve
PAP	Agricultural Preserve Contract-New	\$125.00	Eliminated	Decrease	-\$125.00	No longer forming Ag Preserve
PAP	Agricultural Preserve Contract	\$85.00	Eliminated	Decrease	-\$85.00	No longer forming Ag Preserve
	Reinstatement					
WAN	Williamson Act Non-Renewal					
	Full Non Renewal (Applicant)	\$353.00	Consolidated	Decrease	-\$353.00	Changed to WAN Fee #15
	Full Non-Renewal (to fulfill a condition of approval)	\$253.00	Consolidated	Decrease	-\$253.00	
	Partial Non-Renewal	\$493.00	Approved Escalation	Increase	\$30.00	Reso #2015-0310
PSZ	Farmland Security Zone					
	One owner	\$626.00	Eliminated	Decrease	-\$626.00	No Longer Creating Farmland SZ
	2-3 owners	\$706.00	Eliminated	Decrease	-\$706.00	No Longer Creating Farmland SZ
	4-5 owners	\$786.00	Eliminated	Decrease	-\$786.00	No Longer Creating Farmland SZ
	6 or more owners	\$866.00	Eliminated	Decrease	-\$866.00	No Longer Creating Farmland SZ
	Contract: New					
	Per # of contracts	\$125.00	Eliminated	Decrease	-\$125.00	No Longer Creating Farmland SZ
	Contract : Reinstatement					
	Per # of contracts	\$85.00	Eliminated	Decrease	-\$85.00	No Longer Creating Farmland SZ
PSZ	Farmland Security Zone-Cancellation	\$1,010.00	Consolidated	-		Changes to FSC Fee#16
		deposit				
		\$100/hour				
PCE	Agricultural Conservation Easement	\$510.00	No Change	-		
	CERTIFICATES OF COMPLIANCE					
PCC	Certificates of Compliance where (a)					
	the present owner was not the					
	subdivider, the buyer or the person					
	contracting the purchase the property					
	when it was first divided, or (b) not					
	subject to the Subdivision Map Act at					
	the time it was first divided.					
	1-4 lots/parcels	\$822.00	No Change	-		
		plus \$211.00				
		per lot				

ATTACHMENT A

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA						
		Total Fees	Proposed Fee	Incr/Decr	Amount	Notes
		effective				
CODE	APPLICATION	7/1/2018				
	More than 4 lots/parcels	\$1,903.00 plus \$28 per lot over 4	Eliminated	Decrease	-\$1,903.00	This is handled as PCC Fee #18
PCC	Certificate of Compliance which does not qualify under (a) and (b) of the foregoing fee					
	1-4 lots/parcels	\$2,334.00 plus \$843 per lot	No Change	-		
	More than 4 lots/parcels	\$6,931.00 plus \$112 per lot over 4	Eliminated	Decrease	-\$6,931.00	This is handled as PCC Fee #19
PCC	Appeals on Certificates of Compliance	\$300.00	Consolidated	-		Changed to APP Fee #4
PLANNED DEVELOPMENTS & DEVELOPMENT AGREEMENTS						
PD	Planned Development in PD Zone (SECTION 18.6)	\$8,304.00 deposit \$100/hour	No Change	-		
PUD	Amendments to Planned Developments	\$3,368.00	Eliminated	Decrease	-\$3,368.00	Changed to PD Fee #20
PD	Appeals on Planned Developments	\$300.00	Consolidated	-		Changed to APP Fee #4
PD	Additional charge on Planned Unit Development and Planned Development located in SRA's	\$375.00	No Change	-		
PDA	Development Agreements	\$1,303.00 deposit \$100/hour	No Change	-		
MIM	Minor Modification to Development Agreement	\$510.00	Consolidated	-		Changed to MIM Fee #3
FLOOD DAMAGE PREVENTION						
PFV	Variance from Flood Damage Prevention Ordinance	\$3,313.00	No Change	-		
LOT LINE ADJUSTMENTS						
PLA	Lot Line Adjustment	\$1,681.00	No Change	-		
PLA	Appeals on Lot Line Adjustments	\$300.00	Consolidated	-		Changed to APP Fee #4
PLA	Exception to Lot Line Adjustment	\$249.00	No Change	-		
SURFACE MINING & RECLAMATION						
PMR	Surface Mining Permit/ Reclamation Plan	\$3,441.00 deposit \$100/hour	No Change	-		
PMR	Mining Permit and/ Reclamation plan processed by the Planning Commission	\$3,023.00 deposit \$100/hour	Eliminated	-		Handled under PMR Fee #26

ATTACHMENT A

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA						
		Total Fees	Proposed Fee	Incr/Decr	Amount	Notes
		effective				
CODE	APPLICATION	7/1/2018				
PMR	Mining Permit and/or Reclamation Plan processed by the PC determined to be Categorically Exempt.	\$2,567.00 deposit \$100/hour	Eliminated	-		Handled under PMR Fee #26
PMR	Application for Amendment to: Mining permit and/or Reclamation Plan processed by Planning Commission	\$2,457.00 deposit \$100/hour	Eliminated	-		Handled under PMR Fee #26
PMR	Mining Permit and/or Reclamation Plan processed by Planning Commission	\$1,309.00 deposit \$100/hour	Eliminated	-		Handled under PMR Fee #26
PMR	Director's Approval-Minor Modifications to: PC SMARA Permits	\$535.00	Consolidated	Decrease	-\$25.00	Changed to MIM Fee #3
PMR	Request for Approvals of Financial Assurance	\$135.00	Consolidated	Decrease	-\$135.00	Changed to PMR Fee #27
PMR	Appeal on SMARA Decisions	\$450.00	Consolidated	Decrease	-\$150.00	Changed to APP Fee #4. Reduced to \$300.
PMR	Inspection Fee for release of Financial Assurances.	\$350.00 deposit \$100/hour	Consolidated	-		Changed to PMR Fee #27
PMR	Annual Inspection Fees	\$400.00	No Change	-		
PMR	Extension of time for Surface Mining Permits: Planning Commission Permits	\$400.00	Consolidated	-		Changed to EOT Fee #5
PMR	Interim Management Plans	\$1,510.00 deposit \$100/hour	No Change	-		
	ROAD NAMING					
PRN	Road Name Changes: Public Roads	\$710.00	Consolidated	-		Changed to PRN Fee #30
	Private Roads	\$710.00	Consolidated	-		
PRN	Appeals to Road Name changes	\$100.00	Consolidated	Increase	\$200.00	Changed to APP Fee #4. Now \$300
	PARCEL MAPS					
PPM	Tentative Parcel Map: 1-4 lots	\$2,407.00	Approved Escalation	Increase	\$100.00	Reso # 2015-0310
PPM	Tentative Parcel Map: more than 4 lots	\$3,568.00 plus \$65.00 per lot over 4	No Change	-		
	PARCEL MAPS - Continued					
PPM	Refiling of expired tentative parcel map within one year of expiration	1/2 of tentative parcel map fee	Eliminated	-		Change to PPM Fee #31
PPM	Additional charges on Tentative Parcel Map located in SRA's	\$113.00	No Change	-		

ATTACHMENT A

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA						
		Total Fees	Proposed Fee	Incr/Decr	Amount	Notes
		effective				
CODE	APPLICATION	7/1/2018				
PPM	Additional fee for vesting Tentative Parcel Map	\$274.00	No Change	-		
PPM	Waiver of Final Parcel Map	\$168.00	No Change	-		
PPM	Extension of Time for Parcel Map	\$209.00	Consolidated	Increase	\$191.00	Changed to EOT Fee #5
PPM	Waiver of Preliminary Parcel Map	\$156.00	Eliminated	Decrease	-\$156.00	Not Required
PPM	Minor Revision for Parcel Map	\$1,312.00	Consolidated	-		Changed to HRY PPM Fee # 36
PPM	Major Revision for Parcel Map	1/2 of fee for tentative map not less than \$1,354	Consolidated	-		Changed to HRY PPM Fee # 36
PPM	Exception of Parcel Map	\$249.00	No Change	-		
PPM	After the Fact Exception for Parcel Map					
	Hearing	\$476.00	Eliminated	Decrease	-\$476.00	Not Required
	No Hearing	\$249.00	Eliminated	Decrease	-\$249.00	Not Required
PPM	Appeals on Parcel Maps	\$344.00	Consolidated	Decrease	-\$44.00	Changed to APP Fee #4
PPM	Final Parcel Map	\$1,624.00	No Change	-		
PPM	Compliance Monitoring & Reporting for Parcel Maps	\$130.00 (deposit required for each project based on \$65 per investigation)	Consolidated	-		Changed to CPL Fee #6
PPM	Compliance Investigation & Reporting for Parcel Maps	\$100/hour	Consolidated	-		Changed to REA Fee #2
PPM	Improvement Plan Check & Inspection (Includes PVAE)	3% of Est. Imp. Cost \$100.00 minimum	No Change	-		
PPM	Inspection Only Private Vehicular Access Improvements	2% of Est. Imp. Cost \$67.00 minimum	No Change	-		
PPM	Recheck Fee	\$140.00	No Change	-		
PPM	Review of geological-hydrological reports by Environmental Health for subdivisions and parcel maps.	\$77.00	No Change	-		
PRELIMINARY SITE PLANS & MAPS						
MIM	Minor Modification	\$510.00	Consolidated	-		Changed to MIM Fee #3
SPECIAL USE PERMITS						
PSP	Special Use Permit for:	\$3,005.00	Consolidated	-		Removed some description
	1) Temporary use of one mobilehome or recreation vehicle - other than older or handicapped persons	deposit \$100/hour				
	2) To be processed by Planning Commission which are categorically exempt from CEQA	no maximum				
	3) Mobile home older or handicapped persons					
	4) Additional housing-older or handicapped persons- processed by Planning Commission					

ATTACHMENT A

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA						
		Total Fees	Proposed Fee	Incr/Decr	Amount	Notes
		effective				
CODE	APPLICATION	7/1/2018				
	which are categorically exempt from CEQA					
PSP	Special Use Permits:	\$5,750.00	No Change	-		
	1) To be processed by Planning Commission deposit					
	2) Amendments to Special Use Permits	\$100/hour				
	no maximum					
PSP	Special Use Permit - Large Day Care	\$2,010.00	Eliminated	-		Changed to PSP Fee #43
PSP	Administrative Special Use Permit	\$1,069.00	No Change	-		
PSP	Cottage Food Operation: Off-Site Sales	\$144.00	Consolidated	Increase	\$100.00	Changed to PSP Fee #46
	Cottage Food Operation: On-Site Sales	\$244.00	Consolidated	-		
PSP	Non-Commercial Kennel: 5 animals	\$144.00	Eliminated	Decrease	-\$144.00	Not Required
	Non-Commercial Kennel: 6-8 animals	\$269.00	Eliminated	Decrease	-\$269.00	Not Required
	Non-Commercial Kennel: 9-12 animals	\$569.00	Eliminated	Decrease	-\$569.00	Not Required
	Non-Commercial Kennel: over 12 animals	\$1,069.00	Eliminated	Decrease	-\$1,069.00	Not Required
PSP	Specified Hazardous Waste Facility	\$39,655.00	Eliminated	Decrease	-\$39,655.00	Changed to PSP Fee #44
	Plus actual cost					
	over \$39,655					
	plus 20%					
PSP	Amendments to Use Permit for Specified Hazardous Waste Facility	\$27,473.00	Eliminated	Decrease	-\$27,473.00	Changed to PSP Fee #44
	initial fee (plus					
	actual cost over					
	\$27,473.00					
	plus 20%)					
PSP	Additional charge on Special use Permit located in State Responsibility Area (SRA's)	\$150.00	No Change	-		
PSP	Extension of Time for Special Use Permit	\$400.00	Consolidated	-		Changed to EOT Fee #5
PSP	Compliance Monitoring & Reporting for Special Use Permits	\$130.00	Consolidated	-		Changed to CPL Fee #6
	(deposit required for					
	each project based on					
	\$65 per investigation)					
SPECIAL USE PERMITS - Continued						
PSP	Compliance Investigation & Reporting for Special Use Permits	\$100/hour	Consolidated	-		Changed to REA Fee #2
PSP	Director's Approval - Minor modifications to Special Use Permits/Grandfathering Agreements	\$510.00	Consolidated	-		Changed to MIM Fee #3
PSP	Appeals on Special Use Permits	\$300.00	Consolidated	-		Changed to APP Fee #4
PSP	Double application fees required for uses commenced without approval under the Zoning Ordinance and for which a citation has been issued or if the application is submitted 30 or more days after a notice of violation, order to correct or show cause and notice of assessment of civil fines and penalties is issued for.	Double Fee	No Change	-		
	Special Use Permits					

ATTACHMENT A

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA						
		Total Fees	Proposed Fee	Incr/Decr	Amount	Notes
		effective				
CODE	APPLICATION	7/1/2018				
	Variances					
	Use Permits Amendments					
PSP	Temporary Use Permit - one event per year	\$278.00	No Change	-		
PSP	Temporary Use Permit - two events per year	\$546.00	Consolidated	Decrease	-\$268.00	Changed to PSP Fee #49
PSP	Temporary Use Permit - three to four events per year	\$578.00	Consolidated	-		Change to more than 4 PSP Fee #50
PSP	Special Use Permit (SRA's) Site Inspection	\$150.00	No Change	-		
	FINAL SITE PLANS					
PSR	Appeals on Site Plans	\$300.00	Consolidated	-		Changed to APP Fee #4
PSR	Final Site Plan	\$3,415.00	No Change	-		
		deposit				
		\$100/hour				
		no maximum				
PSR	Extension for Final Site Review	\$209.00	Consolidated	Increase	\$191.00	Changed to EOT Fee #5
MIM	Minor Modification	\$510.00	Consolidated	-		Changed to MIM Fee #3
	PLANNED UNIT DEVELOPMENTS					
PUD	Planned Development (Section 18.5)	\$8,203.00	No Change	-		Added Hourly to description
		(plus any applicable				
		subdivision fees and				
		less any fees paid				
		for preliminary				
		development plan)				
PUD	Extension of Time for PUDs	\$370.00	Consolidated	Increase	\$30.00	Changed to EOT Fee #5
PUD	Compliance Monitoring & Reporting for PUD's	\$130.00	Consolidated	-		Changed to CPL Fee #6
		Deposit required for				
		each program based				
		on \$65/investigation				
PUD	Compliance Investigation & Reporting for PUD's	\$100/hour	Consolidated	-		Changed to REA Fee #2
PUD	Amendments to Planned Development and PUD's	\$3,368.00	Eliminated	Decrease	-\$3,368.00	Covered in PUD Fee #53
PUD	Director's Approval -					
	Minor modifications to PUDs/PD Permits	\$1,010.00	No Change	-		
		deposit				
		\$100/hour				
	PLANNED UNIT DEVELOPMENTS - continued					
PUD	Additional charge on Planned Unit Development and Planned Dev. located in SRA's	\$375.00	No Change	-		
	ZONE CHANGE					
PZI	Request to Authorize Zone Change Application - deduct fee from PZ application fee (Interim policy until GP2025 update is adopted).	\$3,333.00	Eliminated	-		Changed to PZC Fee #56
		deposit				
		\$100/hour				

ATTACHMENT A

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA							
		Total Fees	Proposed Fee	Incr/Decr	Amount	Notes	
		effective					
CODE	APPLICATION	7/1/2018					
PZC	Zone Change	\$6,451.00 deposit \$100/hour no maximum	No Change	-			
PZC	Appeals on Zone Changes	\$300.00	Consolidated	-		Changed to APP Fee #4	
PZC	Text Amendments	\$1,010.00 deposit \$100/hour no maximum	No Change	-			
	ZONE AND SETBACK VARIANCE						
PZV	Variance from Zoning Ordinance	\$3,490.00 deposit \$100/hour	No Change	-			
PZV	Minor Deviation Variance	\$910.00	No Change	-			
PZV	Amendments to Zone Variances	\$5,750.00 deposit \$100/hour no maximum	Eliminated	-		Covered by PZV Fee #58	
PZV	Compliance Monitoring & Reporting for Variances	\$130.00 Deposit required for each program based on \$65/investigation	Consolidated	-		Changed to CPL Fee #6	
PZV	Compliance Investigation & Reporting for Variances	\$100/hour	Consolidated	-		Changed to REA Fee #2	
PZV	Appeals on Variances and Minor Deviations	\$300.00	Consolidated	-		Changed to APP Fee #4	
PZV	Double application fees required for uses commenced without approval under the Zoning Ordinance and for which a citation has been issued or if the application is submitted 30 or more days after a notice of violation, order to correct or show cause and notice of assessment of civil fines and penalties is issued.	Double Fee	No Change	-			
PSV	Variance from Building Line Setback Ord.	\$1,621.00	Approved Escalation	Increase	\$90.00	Reso 2016-0280	
MIM	Minor Modification to Zoning or Setback Variances	\$510.00	Consolidated	-		Changed to MIM Fee #3	
	SUBDIVISION MAPS						
TSM	Tentative Subdivision Map:						
	1-12 lots	\$3,798.00 deposit \$100/hour	No Change	-			
	13-25 lots	\$4,035.00 deposit \$100/hour plus \$124 per lot	No Change	-			

ATTACHMENT A

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA									
		Total Fees	Proposed Fee	Incr/Decr	Amount	Notes			
		effective							
CODE	APPLICATION	7/1/2018							
		over 12 lots							
	26-50 lots	\$6,126.00	No Change	-					
		deposit							
		\$100/hour							
		plus \$105 per lot							
		over 25 lots							
	51-100	\$6,281.00	No Change	-					
		deposit							
		\$100/hour							
		plus \$53 per lot							
		over 50 lots							
	SUBDIVISION MAPS - continued								
	more than	\$11,422.00	No Change	-					
		deposit							
		\$100/hour							
	100 lots	plus \$17 per lot							
		over 100 lots							
TSM	Additional charge on Tentative Subdivision Map located in SRA's	\$225.00	No Change	-					
TSM	Additional fee for Vesting Tentative Subdivision Map	\$669.00	No Change	-					
TSM	Extension of Time for Subdivision Map	\$499.00	Consolidated	Decrease	-\$99.00	Changed to EOT Fee #5			
TSM	Minor Revisions for Subdivision Map	\$1,976.00	Consolidated	-		Changed to Hourly			
TSM	Major Revisions for Subdivision Maps	\$612.00	Consolidated	Decrease	-\$612.00	Covered by TSM Fee #65			
		Plus 1/2 of fee							
		for tentative map							
		but not less							
		than \$2,140							
TSM	Exception for Subdivision Map	\$1,085.00	No Change	-					
TSM	After the Fact Exception for Subdivision Map								
	Hearing:	\$1,438.00	Consolidated	Decrease	-\$1,438.00	Covered by TSM Fee #66			
	No Hearing:	\$1,085.00	Consolidated	Decrease	-\$1,085.00				
TSM	Appeals on Subdivision Maps	\$502.00	Consolidated	Decrease	-\$202.00	Changed to APP Fee #4. Now \$300			
TSM	Waiver of Preliminary Subdivision Map	\$245.00	Eliminated	Decrease	-\$245.00	Not Required			
TSM	Final Subdivision Map	\$2,482.00	No Change	-					
		Plus \$26.00/lot							
TSM	Improvement Plan Check and Inspection:								
	Less than \$200,000 Improvement Cost	3% of Est. Imp. Cost	No Change	-					
	\$200,001-\$500,000 Improvement Cost	\$6,000.00	No Change	-	-				
		Plus 2% of Est. Imp.							
		Cost Over \$200,000							
	More than \$500,000 Improvement Cost	\$12,000.00	No Change	-	-				

ATTACHMENT A

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA									
		Total Fees	Proposed Fee	Incr/Decr	Amount	Notes			
		effective							
CODE	APPLICATION	7/1/2018							
		Plus 1.5% of Est. Imp. Cost Over \$500,000							
	Improvement Plan, Recheck Fee	\$140.00	No Change	-	-				
TSM	Review of geological-hydrological reports by Environmental Health for subdivisions and parcel maps.	\$77.00	No Change	-	-				
TSM	Compliance Monitoring & Reporting for Tentative Subdivision Maps	\$130.00	Consolidated	-	-	Changed to CPL Fee #6			
		Deposit required for each program based on \$65/investigation							
TSM	Compliance Investigation & Reporting for Tentative Subdivision Maps	\$100/hour	Consolidated	-	-	Changed to REA Fee #2			
	ENV. REVIEW (CEQA)								
	EIR prepared by County Department	\$5,286.00	No Change	-	-				
		deposit \$100/hour Plus costs for technical studies							
	Draft EIR, Final EIR or Initial Assessment of Archaeological Resources Prepared by Consultant	\$165.00	No Change	-	-				
		Plus total amount of estimated cost of the DEIR or environmental work as provided in the Contract plus \$5,000.00 deposit \$100/hour							
	Mitigated Negative Declaration prepared by County	\$43.00	No Change	-	-				
		Plus total amount of estimated cost as provided in the contract plus \$3,000.00 deposit \$100/hour							
	Mitigated Negative Declaration prepared by Consultant	\$43.00	No Change	-	-				
		Plus total amount of estimated cost as provided in the contract plus \$2,700.00 deposit \$100/hour							
	ENV. REVIEW (CEQA) - Continued								
	Initial Environmental Assessment work performed by private consultant	Total Amount of estimated cost as provided in the contract plus \$1,500.00 deposit	No Change	-	-				

ATTACHMENT A

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA									
		Total Fees	Proposed Fee	Incr/Decr	Amount	Notes			
		effective							
CODE	APPLICATION	7/1/2018							
		\$100/hour							
	Mitigation Monitoring and Reporting performed by County Dept.	Deposit required for each program based on total cost	No Change	-	-				
	Review of developer-submitted EIRs	Total Cost of review \$2,700.00 deposit	No Change	-	-				
	*Deposit agreements may be required-see section 110.3 of the County CEQA Guidelines; Policy 300.								
	Administration of Mitigation Monitoring & Reporting Agreements by consultants	\$100/hour	No Change	-	-				
	Appeals on EAO determinations and determinations by a County Department official or decision making body on the adequacy of environmental documents	\$300.00	No Change	-	-				
	a) The project is subject to CEQA b) An existing EIR or Neg. Dec can be used, and c) No subsequent or supplemental EIR or Neg. Dec. is required								
	ALUC FEES								
	Additional Charge on ALL development project application fees to offset ALUC review costs - C, H, LT, AT, AA and L Zones - Information Items	\$200.00	No Change	-	-				
	Additional Charge on ALL development project application fees to offset ALUC review costs - C, H, LT, AT, AA and L Zones - Action Items	\$1,500.00 deposit \$100/hour	No Change	-	-				
	ALUC Consistency Determinations	\$1,510.00 deposit \$100/hour	No Change	-	-				
	WATER EFFICIENT LANDSCAPING								
	Water Efficient Landscaping Plan Check	\$90.00	No Change	-	-				
	PUBLIC NOTICE / AGENDA REQUESTS								
	Annual Fees for Notices Requests: Request within a particular geographic area or community for:								
	Notices of Public hearings	\$30.00	No Change	-	-				
	Notices of availability of EIRs and Negative Declarations	\$20.00	No Change	-	-				

ATTACHMENT A

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA									
		Total Fees	Proposed Fee	Incr/Decr	Amount	Notes			
		effective							
CODE	APPLICATION	7/1/2018							
	Notices concerning selected projects or Projects types	\$1.00	No Change	-	-				
		per notice as determined by the Planning/Develop. Director							
	All other requests for:								
	Notices of all hearings	\$430.00	No Change	-	-				
	Notices of availability of EIRs and \ Negative Declarations	\$350.00	No Change	-	-				
	Notices concerning selected projects or Projects types	\$1.00	No Change	-	-				
		per notice as determined by the Planning Director							
	Annual Fees for Mailing Agendas:								
	Planning Commission Agendas	\$25.00	No Change	-	-				
	The foregoing annual fee shall not be charged any individual or group								
	SURVEYOR								
	Record of Survey Map Check	\$536.00	No Change	-	-				
	Correctory/Amended Record of Survey Map Check	\$268.00	No Change	-	-				
	Survey Corner Record Check	\$11.00	No Change	-	-				
	Assessment District Formation	\$2,090.00	No Change	-	-				
	Road Abandonment	\$2,148.00	No Change	-	-				
SVM	Voluntary Merging of Parcels	\$675.00	No Change	-	-				
	EMPLOYEE HOUSING								
	Issuance Fee	\$200.00	No Change	-	-				
	Permit to Operate - Per Employee Housing Capacity	\$27.00	No Change	-	-				
	Amended Permit Fee - transfers/increases	\$20.00	No Change	-	-				
	Exemption Issuance Fee	\$35.00	No Change	-	-				
	Amended Exemption Fee - transfers/increases	\$20.00	No Change	-	-				
	Exemption Fee - Per Housing Unit	\$20.00	No Change	-	-				
	Reinspection Fee - Per Hour	\$100.00	Updated Per Housing Act	-	-				
	Appeal Fee	\$150.00	No Change	-	-				
	CODE COMPLIANCE								
	The following additional charges are applicable to uses commenced prior to approval and a notice of violation has been								
	Planning Commission Use Permit	\$200.00	No Change	-	-				
	Zoning Administrator Use Permit	\$130.00	No Change	-	-				

ATTACHMENT A

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA						
		Total Fees	Proposed Fee	Incr/Decr	Amount	Notes
		effective				
CODE	APPLICATION	7/1/2018				
	Variance	\$130.00	No Change	-	-	
	Site Plan Review	\$130.00	No Change	-	-	
	Technical Service Fee - Per Hour	\$60.00	Updated Per Housing Act	-	-	
	Permit to Operate - facilities established without a permit	\$0.00	No Change	-	-	
	Additional penalties for second or subsequent occurrence within 5 years.	\$0.00	No Change	-	-	
	30-Day Notice to Abate Violation Fee (Compliance after 2nd Notice)	\$270.00	\$400.00	Increase	\$130.00	Increased per Fee Study
	Notice of Violation and Order to Correct (Compliance after 3rd notice, but before Administrative Hearing occurs)	\$765.00	\$800.00	Increase	\$35.00	Increased per Fee Study
	Administrative Hearing Fee (Compliance after hearing , but before abatement occurs)	\$1,050.00	\$300.00	Decrease	-\$750.00	Adjusted to Board Appeal Rate
	Violation Abatement Fee (Compliance through abatement by the County)	\$1,050.00	\$1,050.00	Increase	-	Increased per Fee Study
		plus \$68hr	plus \$100hr			
	Daily fine assessed for every day the property is in violation. (Started on the date that the Notice of Violation and order to correct is mailed)	\$100.00	No Change	-	-	
	DAIRY COMPLIANCE	\$0.00	No Change	-	-	
	Annual Compliance Inspection & Monitoring Reports for Each Bovine Confined Animal Feeding Operation (CAFO)	Per Animal Unit, But Not Less than \$50.00				
	Reinspection of CAFOs for Violations of Zoning Ordinance Section 22.1	per CAFO				
	First Hour	\$60.00				
	Each Additional Half Hour	\$30.00				
	Number of Fees "No Change"	98				
	Number of Fees "Eliminated"	36				
	Number of Fees "Consolidated"	58				
	Number of Fees "Approved Escalation"	3				
	Number of Fees "Updated per Housing Act"	2				
	Number of Fees " Adjusted Per Fee Study"	4				
	Number of Fees "Increase"	11				
	Number of Fees "Decrease"	46				
	Number of Fees "No Increase or Decrease"	144				

Attachment “B”

2019/2020 Summary of Proposed Fee Changes

ATTACHMENT B

Summary of Proposed Changes

Planning Fees

Number of Fees Unchanged	98
Number of Fees Eliminated	36
Number of Fees Consolidated	58
Number of Fees Approved Escalation	3
Number of Fees Updated per Housing Act	2
Number of Fees Adjusted Per Fee Study	4

Number of Fees Increased (3 previously approved)	11
Number of Fees Decreased	46
Number of Fees No Increase or Decrease	144

Selected Planning Fee Type	Annual # of Cases	Cost Per Case	Current Fee	Recovery %	Proposed Fee	Recovery %	Additional Annual Revenue
Non - Renewal Notice (Ag Preserve)	8	\$ 880.24	\$ 420.00	47.7%	\$ 450.00	51.1%	\$ 240.00
Tentative Parcel Map	34	\$ 3,509.69	\$ 1,900.00	54.1%	\$ 2,000.00	57.0%	\$ 3,400.00
Setback Variance	1	\$ 2,981.63	\$ 1,170.00	39.2%	\$ 1,260.00	42.3%	\$ 90.00

Code Fees

(Data Provided From Fee Study)

Selected Code Fee Type	Annual # of Cases	Total Cost of Service	Current Fee Amount	Estimated Loss	Proposed Fee	Revised Estimated Loss	Additional Annual Revenue
Complaint Review - Unfounded / Resolved	189	\$ (51,198.95)	\$ -	\$ (51,198.95)	\$ -	\$ (51,198.95)	\$ -
Notice of Violation	517	\$ (349,799.74)	\$ 270.00	\$ (210,209.74)	\$ 400.00	\$ (142,999.74)	\$ 67,210.00
Notice of Violation /Order to Correct/Intent to Abate	199	\$ (170,482.47)	\$ 765.00	\$ (18,247.47)	\$ 800.00	\$ (11,282.47)	\$ 6,965.00
Administrative Hearing	2	\$ (2,734.58)	\$ 1,050.00	\$ (634.58)	\$ 300.00	\$ (2,134.58)	\$ (1,500.00)
Violation Abatement Fee	30	\$ (94,487.75)	\$ 1,050.00	\$ (62,987.75)	\$ 1,050.00	\$ (62,987.75)	\$ -
Total		\$ (668,703.49)		\$ (343,278.49)		\$ (270,603.49)	\$ 72,675.00

Selected Code Fee Type	Cost Per Case	Cumulative Cost	Current Fee Amount	Cumulative Fee	Recovery %	Proposed Fee	Proposed Cumulative Fee	Recovery %
Notice of Violation	\$ 676.60	\$ 676.60	\$ 270.00	\$ 270.00	39.9%	\$ 400.00	\$ 400.00	59.1%
Notice of Violation /Order to Correct/Intent to Abate	\$ 856.70	\$ 1,533.29	\$ 765.00	\$ 1,035.00	67.5%	\$ 800.00	\$ 1,200.00	78.3%
Administrative Hearing	\$ 1,367.29	\$ 2,900.58	\$ 1,050.00	\$ 2,085.00	71.9%	\$ 300.00	\$ 1,500.00	51.7%
Violation Abatement Fee	\$ 3,149.59	\$ 6,050.17	\$ 1,050.00	\$ 3,135.00	51.8%	\$ 1,050.00	\$ 2,550.00	42.1%

Hourly Rate Analysis

Current Hourly Code Rate	\$ 68.00/HR
Actual Blended Rate (Per Fee Study)	\$117.80/HR
Planning Department Rate	\$100.00/HR
Recommended Rate	\$100.00/HR

Attachment “C”

Planning and Development Fee Schedule effective July 1, 2019

ATTACHMENT C

TULARE COUNTY RESOURCE MANAGEMENT AGENCY

PLANNING & DEVELOPMENT FEE SCHEDULE

FOR PLANNING, BUILDING, AND ENGINEERING FEES

Effective Date: July 1, 2019

PART I: Planning, Land Use Application, Engineering and Code Fees Pages 2-14

PART II: Building Permit Fees on Page 15-23

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA

		Total Fees	Fees By Department					
		effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR
#	CODE	APPLICATION	7/1/2018	FEES	FEES	FEES	FEES	FEES
		GENERAL						
1	CPY	Copy Fee for Printed Materials						
		Documents on 8.5" x 11" paper	\$0.10 per page					
		Documents on 11" x 17" paper	\$1.00 per page					
		Documents on larger size paper	\$2.00 per page					
		CD	\$1.50					
2	REA	Research Requests/Additional CEQA Research Request Fee	\$300.00	\$300.00	\$0.00	\$0.00	\$0.00	\$0.00
		deposit	deposit					
		\$100/hour	\$100/hour					
3	MIM	Minor Modification	\$510.00	\$500.00	\$0.00	\$10.00	\$0.00	\$0.00
4	APP	Appeals	\$300.00	\$300.00	\$0.00	\$0.00	\$0.00	\$0.00
5	EOT	Extension of Time	\$400.00	\$400.00	\$0.00	\$0.00	\$0.00	\$0.00
6	CPL	Compliance Monitoring & Reporting for Parcel Maps	\$130.00	\$130.00	\$0.00	\$0.00	\$0.00	\$0.00
		(deposit required for each project based on \$65 per investigation)	(deposit required for each project based on \$65 per investigation)					
7	PRC	Pre-Application Review (Project Review Committee)	\$601.00	\$400.00	\$0.00	\$10.00	\$116.00	\$75.00
8	PRF	Recordation Fee for Resolutions/Decisions (Including SB 2 Fee)	\$150.00	\$150.00	\$0.00	\$0.00	\$0.00	\$0.00
		RIVER RAFTING LICENSES						
9	CRL	Commercial Rafting License	\$360.00	\$350.00	\$0.00	\$10.00	\$0.00	\$0.00
		GENERAL PLAN AMENDMENTS						
10	GPI	Request to Initiate General Plan Amendment	\$5,321.00	\$5,000.00	\$250.00	\$10.00	\$61.00	\$0.00
		deposit	deposit					
		\$100/hour	\$100/hour					
11	GPA	General Plan Amendment	\$10,321.00	\$10,000.00	\$250.00	\$10.00	\$61.00	\$0.00
		deposit	deposit					
		\$100/hour	\$100/hour					
		includes cost of zone change if processed concurrently	includes cost of zone change if processed concurrently					

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA									
			Total Fees	Fees By Department					
#	CODE	APPLICATION	effective 7/1/2018	PLANNING FEES	ENGINEERING FEES	COMPUTER MAINTENANCE FEES	ENV'T HEALTH FEES	FIRE FEES	ASSESSOR FEES
GENERAL PLAN AMENDMENTS - continued									
12	SPA	Specific Plan	\$5,321.00	\$5,000.00	\$250.00	\$10.00	\$61.00	\$0.00	\$0.00
		deposit		deposit					
		\$100/hour		\$100/hour					
WILLIAMSON ACT - AG PRESERVE PROGRAM									
13	WAC	Agricultural Preserve Cancellation	\$3,116.00	\$2,500.00	\$103.00	\$10.00	\$41.00	\$0.00	\$462.00
			\$1,000.00	deposit					
			deposit	\$100/hour					
			\$100/hour						
14	PAD	Agricultural Preserve Diminishment	\$476.00	\$340.00	\$0.00	\$10.00	\$0.00	\$0.00	\$126.00
15	WAN	Williamson Act -Non Renewal	\$523.00	\$450.00	\$0.00	\$10.00	\$0.00	\$0.00	\$63.00
16	FSC	Farmland Security Zone-Cancellation	\$1,010.00	\$1,000.00	\$0.00	\$10.00	\$0.00	\$0.00	\$0.00
			deposit	deposit					
			\$100/hour	\$100/hour					
17	PCE	Agricultural Conservation Easement	\$510.00	\$0.00	\$0.00	\$10.00	\$0.00	\$0.00	\$500.00
CERTIFICATES OF COMPLIANCE									
		Certificates of Compliance where (a) the present owner was not the subdivider, the buyer or the person contracting the purchase the property when it was first divided, or (b) not subject to the Subdivision Map Act at the time it was first divided.							
18	PCC	All Cases	\$822.00	\$539.00	\$63.00	\$10.00	\$42.00	\$0.00	\$168.00
			plus \$211.00	plus \$211.00					
			per lot	per lot					
		Certificate of Compliance which does not qualify under (a) and (b) of the foregoing fee							
19	PCC	All Cases	\$2,334.00	\$1,892.00	\$100.00	\$10.00	\$164.00	\$0.00	\$168.00
			plus \$843	plus \$843					
			per lot	per lot					

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA

#	CODE	APPLICATION	Fees By Department						
			Total Fees	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR
			effective 7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES
PLANNED DEVELOPMENTS & DEVELOPMENT AGREEMENTS									
20	PD	Planned Development in PD Zone (SECTION 18.6)	\$8,304.00	\$7,500.00	\$250.00	\$10.00	\$244.00	\$300.00	\$0.00
		deposit		deposit					
		\$100/hour		\$100/hour					
21	PD	Additional charge on Planned Development located in SRA's	\$375.00	\$0.00	\$0.00	\$0.00	\$0.00	\$375.00	\$0.00
22	PDA	Development Agreements	\$1,303.00	\$1,000.00	\$250.00	\$10.00	\$43.00	\$0.00	\$0.00
		deposit		deposit					
		\$100/hour		\$100/hour					
FLOOD DAMAGE PREVENTION									
23	PFV	Variance from Flood Damage Prevention Ordinance	\$3,313.00	\$3,000.00	\$260.00	\$10.00	\$43.00	\$0.00	\$0.00
				deposit					
				\$100/hour					
LOT LINE ADJUSTMENTS									
24	PLA	Lot Line Adjustment	\$1,681.00	\$900.00	\$383.00	\$10.00	\$61.00	\$75.00	\$252.00
25	PLA	Exception to Lot Line Adjustment	\$249.00	\$249.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
SURFACE MINING & RECLAMATION									
26	PMR	Surface Mining Permit / Reclamation Plan	\$3,441.00	\$2,500.00	\$492.00	\$10.00	\$326.00	\$113.00	\$0.00
		deposit		deposit					
		\$100/hour		\$100/hour					
		Director's Approval-Minor Modifications to:							
27	PMR	Inspection Fee for release/approvals of Financial Assurances.	\$350.00	\$350.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		deposit		deposit					
		\$100/hour		\$100/hour					
28	PMR	Annual Inspection Fees	\$400.00	\$400.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
29	PMR	Interim Management Plans	\$1,510.00	\$1,500.00	\$0.00	\$10.00	\$0.00	\$0.00	\$0.00
		deposit		deposit					
		\$100/hour		\$100/hour					
ROAD NAMING									
30	PRN	Road Name Change	\$710.00	\$700.00	\$0.00	\$10.00	\$0.00	\$0.00	\$0.00

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA

			Total Fees	Fees By Department					
#	CODE	APPLICATION	effective 7/1/2018	PLANNING FEES	ENGINEERING FEES	COMPUTER MAINTENANCE FEES	ENV'T HEALTH FEES	FIRE FEES	ASSESSOR FEES
PARCEL MAPS									
31	PPM	Tentative Parcel Map: 1-4 lots	\$2,507.00	\$2,000.00	\$297.00	\$10.00	\$125.00	\$75.00	\$0.00
32	PPM	Tentative Parcel Map: more than 4 lots	\$3,568.00	\$3,000.00	\$297.00	\$10.00	\$186.00	\$75.00	\$0.00
			plus \$65.00	deposit					
			per lot over 4	\$100/hour					
33	PPM	Additional charges on Tentative Parcel Map located in SRA's	\$113.00	\$0.00	\$0.00	\$0.00	\$0.00	\$113.00	\$0.00
34	PPM	Additional fee for vesting Tentative Parcel Map	\$274.00	\$253.00	\$0.00	\$0.00	\$21.00	\$0.00	\$0.00
35	PPM	Waiver of Final Parcel Map	\$168.00	\$168.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
36	PPM	Revision for Parcel Map	\$1,312.00	\$880.00	\$297.00	\$10.00	\$50.00	\$75.00	\$0.00
			deposit	deposit					
			\$100/hour	\$100/hour					
37	PPM	Exception of Parcel Map	\$249.00	\$182.00	\$67.00	\$0.00	\$0.00	\$0.00	\$0.00
38	PPM	Final Parcel Map	\$1,624.00	\$0.00	\$1,278.00	\$10.00	\$0.00	\$0.00	\$336.00
39	PPM	Improvement Plan Check & Inspection (Includes PVAE)	3% of Est. Imp. Cost	\$0.00	3% of Est. Imp. Cost	\$0.00	\$0.00	\$0.00	\$0.00
			\$100.00 minimum		\$100.00 minimum				
40	PPM	Inspection Only Private Vehicular Access Improvements	2% of Est. Imp. Cost	\$0.00	2% of Est. Imp. Cost	\$0.00	\$0.00	\$0.00	\$0.00
			\$67.00 minimum		\$67.00 minimum				
41	PPM	Recheck Fee	\$140.00	\$0.00	\$140.00	\$0.00	\$0.00	\$0.00	\$0.00
42	PPM	Review of geological-hydrological reports by Environmental Health for subdivisions and parcel maps.	\$77.00	\$0.00	\$0.00	\$0.00	\$77.00	\$0.00	\$0.00
SPECIAL USE PERMITS									
43	PSP	Special Use Permit for: To be processed by Planning Commission which are categorically exempt from CEQA	\$3,005.00	\$2,500.00	\$323.00	\$10.00	\$59.00	\$113.00	\$0.00
			deposit	deposit					
			\$100/hour	\$100/hour					
			no maximum						
44	PSP	Special Use Permits: 1) To be processed by Planning Commission 2) Amendments to Special Use Permits	\$5,750.00	\$5,000.00	\$383.00	\$10.00	\$244.00	\$113.00	\$0.00
			deposit	deposit					
			\$100/hour	\$100/hour					

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA									
			Total Fees	Fees By Department					
#	CODE	APPLICATION	effective 7/1/2018	PLANNING FEES	ENGINEERING FEES	COMPUTER MAINTENANCE FEES	ENV'T HEALTH FEES	FIRE FEES	ASSESSOR FEES
		<u>SPECIAL USE PERMITS- continued</u>							
			no maximum						
45	PSP	Administrative Special Use Permit	\$1,069.00	\$1,000.00	\$0.00	\$10.00	\$59.00	\$0.00	\$0.00
46	PSP	Cottage Food Operation	\$244.00	\$175.00	\$0.00	\$10.00	\$59.00	\$0.00	\$0.00
47	PSP	Additional charge on Special use Permit located in State Responsibility Area (SRA's)	\$150.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150.00	\$0.00
48	PSP	Double application fees required for uses commenced without approval under the Zoning Ordinance and for which a citation has been issued or if the application is submitted 30 or more days after a notice of violation, order to correct or show cause and notice of assessment of civil fines and penalties is issued for: Special Use Permits Variances Use Permits Amendments	Double Fee	Double Fee	Double Fee	Double Fee	Double Fee	Double Fee	Double Fee
49	PSP	Temporary Use Permit - one event per year	\$278.00	\$100.00	\$0.00	\$10.00	\$68.00	\$100.00	\$0.00
50	PSP	Temporary Use Permit - up to four events per year	\$578.00	\$400.00	\$0.00	\$10.00	\$68.00	\$100.00	\$0.00
51	PSP	Special Use Permit (SRA's) Site Inspection	\$150.00	\$150.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		<u>FINAL SITE PLANS</u>							
52	PSR	Final Site Plan	\$3,415.00 deposit \$100/hour no maximum	\$3,000.00 deposit \$100/hour	\$323.00	\$10.00	\$82.00	\$0.00	\$0.00
		<u>PLANNED UNIT DEVELOPMENTS</u>							
53	PUD	Planned Unit Development (Section 18.5)	\$8,203.00 (plus any applicable subdivision fees and less any fees paid for preliminary development plan) \$100/hour	\$6,943.00	\$323.00	\$10.00	\$527.00	\$400.00	\$0.00

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA

#	CODE	APPLICATION	Fees By Department						
			Total Fees	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR
			effective 7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES
PLANNED UNIT DEVELOPMENTS - continued									
54	PUD	Director's Approval - Minor modifications to PUDs/PD Permits	\$1,010.00 deposit \$100/hour	\$1,000.00 deposit \$100/hour	\$0.00	\$10.00	\$0.00	\$0.00	\$0.00
55	PUD	Additional charge on Planned Unit Development and Planned Dev. located in SRA's	\$375.00	\$0.00	\$0.00	\$0.00	\$0.00	\$375.00	\$0.00
ZONE CHANGE									
56	PZC	Zone Change	\$6,451.00 deposit \$100/hour no maximum	\$6,000.00 deposit \$100/hour	\$323.00	\$10.00	\$43.00	\$75.00	\$0.00
57	PZC	Text Amendments	\$1,010.00 deposit \$100/hour no maximum	\$1,000.00 deposit \$100/hour	\$0.00	\$10.00	\$0.00	\$0.00	\$0.00
ZONE AND SETBACK VARIANCE									
58	PZV	Variance from Zoning Ordinance	\$3,490.00 deposit \$100/hour	\$3,000.00 deposit \$100/hour	\$323.00	\$10.00	\$82.00	\$75.00	\$0.00
59	PZV	Minor Deviation Variance	\$910.00	\$900.00	\$0.00	\$10.00	\$0.00	\$0.00	\$0.00
60	PZV	Double application fees required for uses commenced without approval under the Zoning Ordinance and for which a citation has been issued or if the application is submitted 30 or more days after a notice of violation, order to correct or show cause and notice of assessment of civil fines and penalties is issued.	Double Fee	Double Fee	Double Fee	Double Fee	Double Fee	Double Fee	Double Fee
61	PSV	Variance from Building Line Setback Ord.	\$1,711.00	\$1,260.00	\$323.00	\$10.00	\$43.00	\$75.00	\$0.00
SUBDIVISION MAPS									
62	TSM	Tentative Subdivision Map: 1-12 lots	\$3,798.00 deposit	\$3,000.00 deposit	\$344.00	\$10.00	\$244.00	\$200.00	\$0.00

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA

#	CODE	APPLICATION	Total Fees	Fees By Department						
			effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR	
			7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES	
		<u>SUBDIVISION MAPS - continued</u>								
			\$100/hour	\$100/hour						
		13-25 lots	\$4,035.00	\$3,000.00	\$420.00	\$10.00	\$405.00	\$200.00	\$0.00	
		deposit		deposit						
		\$100/hour		\$100/hour						
		plus \$124 per lot								
		over 12 lots								
		26-50 lots	\$6,126.00	\$5,000.00	\$430.00	\$10.00	\$486.00	\$200.00	\$0.00	
		deposit		deposit						
		\$100/hour		\$100/hour						
		plus \$105 per lot								
		over 25 lots								
		51-100	\$6,281.00	\$5,000.00	\$506.00	\$10.00	\$565.00	\$200.00	\$0.00	
		deposit		deposit						
		\$100/hour		\$100/hour						
		plus \$53 per lot								
		over 50 lots								
		more than	\$11,422.00	\$10,000.00	\$563.00	\$10.00	\$649.00	\$200.00	\$0.00	
		100 lots		deposit						
		\$100/hour		\$100/hour						
		plus \$17 per lot								
		over 100 lots								
63	TSM	Additional charge on Tentative Subdivision Map located in SRA's	\$225.00	\$0.00	\$0.00	\$0.00	\$0.00	\$225.00	\$0.00	
64	TSM	Additional fee for Vesting Tentative Subdivision Map	\$669.00	\$669.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	
65	TSM	Revisions for Subdivision Map	\$1,976.00	\$1,387.00	\$445.00	\$10.00	\$59.00	\$75.00	\$0.00	
		deposit		deposit						
		\$100/hour		\$100/hour						
66	TSM	Exception for Subdivision Map	\$1,085.00	\$997.00	\$67.00	\$0.00	\$21.00	\$0.00	\$0.00	
67	TSM	Final Subdivision Map	\$2,482.00	\$0.00	\$1,128.00	\$10.00	\$0.00	\$0.00	\$1,344.00	
		Plus \$26.00/lot			Plus \$26.00/lot					
68	TSM	Improvement Plan Check and Inspection:								

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA

		Total Fees		Fees By Department					
#	CODE	APPLICATION	effective 7/1/2018	PLANNING FEES	ENGINEERING FEES	COMPUTER MAINTENANCE FEES	ENV'T HEALTH FEES	FIRE FEES	ASSESSOR FEES
SUBDIVISION MAPS - continued									
69	TSM	Less than \$200,000 Improvement Cost	3% of Est. Imp. Cost	\$0.00	3% of Est. Imp. Cost	\$0.00	\$0.00	\$0.00	\$0.00
70	TSM	\$200,001-\$500,000 Improvement Cost	\$6,000.00 Plus 2% of Est. Imp. Cost Over \$200,000	\$0.00	\$6,000.00 Plus 2% of Est. Imp. Cost Over \$200,000	\$0.00	\$0.00	\$0.00	\$0.00
71	TSM	More than \$500,000 Improvement Cost	\$12,000.00 Plus 1.5% of Est. Imp. Cost Over \$500,000	\$0.00	\$12,000.00 Plus 1.5% of Est. Imp. Cost Over \$500,000	\$0.00	\$0.00	\$0.00	\$0.00
72	TSM	Improvement Plan, Recheck Fee	\$140.00	\$0.00	\$140.00	\$0.00	\$0.00	\$0.00	\$0.00
73	TSM	Review of geological-hydrological reports by Environmental Health for subdivisions and parcel maps.	\$77.00	\$0.00	\$0.00	\$0.00	\$77.00	\$0.00	\$0.00
ENV. REVIEW (CEQA)									
74	CEQ	EIR prepared by County Department	\$5,286.00 deposit \$100/hour Plus costs for technical studies	\$5,000.00 deposit \$100/hour Plus costs for technical studies	\$0.00	\$0.00	\$286.00	\$0.00	\$0.00
75	CEQ	Draft EIR, Final EIR or Initial Assessment of Archaeological Resources Prepared by Consultant	\$165.00 Plus total amount of estimated cost of the DEIR or environmental work as provided in the Contract plus \$5,000.00 deposit \$100/hour	Total amount of estimated cost of the DEIR or environmental work as provided in the Contract plus \$5,000.00 deposit \$100/hour	\$0.00	\$0.00	\$165.00	\$0.00	\$0.00
76	CEQ	Mitigated Negative Declaration prepared by County	\$43.00 Plus total amount of estimated cost as provided in the contract plus \$3,000.00 deposit \$100/hour	Total amount of estimated cost as provided in the contract plus \$3,000.00 deposit \$100/hour	\$0.00	\$0.00	\$43.00	\$0.00	\$0.00

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA

#	CODE	APPLICATION	Total Fees	Fees By Department						
			effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR	
			7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES	
		ENV. REVIEW (CEQA) - Continued								
			\$100/hour							
77	CEQ	Mitigated Negative Declaration prepared by Consultant	\$43.00 Plus total amount of estimated cost as provided in the contract plus \$2,700.00 deposit \$100/hour	Total amount of estimated cost as provided in the contract plus \$2,700.00 deposit \$100/hour	\$0.00	\$0.00	\$43.00	\$0.00	\$0.00	\$0.00
78	CEQ	Initial Environmental Assessment work performed by private consultant	Total Amount of estimated cost as provided in the contract plus \$1,500.00 deposit \$100/hour	Total Amount of estimated cost as provided in the contract plus \$1,500.00 deposit \$100/hour	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
79	CEQ	Mitigation Monitoring and Reporting performed by County Dept.	Deposit required for each program based on total cost	\$100/hour	Total Cost of service	\$0.00	\$82.00/hr	\$50.00/hr	\$0.00	\$0.00
80	CEQ	Review of developer-submitted EIRs	Total Cost of review \$2,700.00 deposit \$100/hour	\$2,700.00 deposit \$100/hour	Total Cost	\$0.00	Total Cost	Total Cost	\$0.00	\$0.00
		*Deposit agreements may be required-see section 110.3 of the County CEQA Guidelines; Policy 300.								
81	CEQ	Administration of Mitigation Monitoring & Reporting Agreements by consultants	\$100/hour	\$100/hour	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
82	CEQ	Appeals on EAO determinations and determinations by a County Department official or decision making body on the adequacy of environmental documents	\$300.00	\$300.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		a) The project is subject to CEQA								
		b) An existing EIR or Neg. Dec can be used, and								
		c) No subsequent or supplemental EIR or Neg. Dec. is required								

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA

#	CODE	APPLICATION	Total Fees	Fees By Department						
			effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR	
			7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES	
		ALUC FEES								
83	ALU	Additional Charge on ALL development project application fees to offset ALUC review costs - C, H, LT, AT, AA and L Zones - Information Items	\$200.00	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
84	ALU	Additional Charge on ALL development project application fees to offset ALUC review costs - C, H, LT, AT, AA and L Zones - Action Items	\$1,500.00 deposit \$100/hour	\$1,500.00 deposit \$100/hour	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
85	ALU	ALUC Consistency Determinations	\$1,510.00 deposit \$100/hour	\$1,500.00 deposit \$100/hour	\$0.00	\$10.00	\$0.00	\$0.00	\$0.00	\$0.00
		WATER EFFICIENT LANDSCAPING								
86	WEL	Water Efficient Landscaping Plan Check	\$90.00	\$90.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		PUBLIC NOTICE / AGENDA REQUESTS								
		Annual Fees for Notices Requests:								
		Request within a particular geographic area or community for:								
		Notices of Public hearings	\$30.00	\$30.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Notices of availability of EIRs and Negative Declarations	\$20.00	\$20.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Notices concerning selected projects or Projects types	\$1.00	\$1.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
			per notice as determined by the Planning/Develop. Director	per notice as determined by the Planning/Develop. Director						
		All other requests for:								
		Notices of all hearings	\$430.00	\$430.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Notices of availability of EIRs and \ Negative Declarations	\$350.00	\$350.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Notices concerning selected	\$1.00	\$1.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA

		Total Fees	Fees By Department						
#	CODE	APPLICATION	effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR
			7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES
		PUBLIC NOTICE / AGENDA REQUESTS - continued							
		projects or Projects types	per notice as determined	per notice as determined					
			by the Planning Director	by the Planning Director					
		The foregoing annual fee shall not be required for requesting notices for a specific project, request pursuant to Governmemnt Code Section 65945, or where the total number of notices will not exceed tw							
		Further, the fee shall not be charged for requests by public agencies.							
		Annual Fees for Mailing Agendas:							
		Planning Commission Agendas	\$25.00	\$25.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		The foregoing annual fee shall not be charged any individual or group (excluding public agencies or representatives of the media) who request mailing of the foregoing agendas on a regular basis.							
		SURVEYOR							
		Record of Survey Map Check	\$536.00	\$0.00	\$536.00	\$0.00	\$0.00	\$0.00	\$0.00
		Correctory/Amended Record of Survey Map Check	\$268.00	\$0.00	\$268.00	\$0.00	\$0.00	\$0.00	\$0.00
		Survey Corner Record Check	\$11.00	\$0.00	\$11.00	\$0.00	\$0.00	\$0.00	\$0.00
		Assessment District Formation	\$2,090.00	\$0.00	\$2,090.00	\$0.00	\$0.00	\$0.00	\$0.00
		Road Abandonment	\$2,148.00	\$1,000.00	\$1,148.00	\$0.00	\$0.00	\$0.00	\$0.00
87	SVM	Voluntary Merging of Parcels	\$675.00	\$166.00	\$383.00	\$0.00	\$0.00	\$0.00	\$126.00
		EMPLOYEE HOUSING							
		Issuance Fee	\$200.00	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Permit to Operate - Per Employee Housing Capacity	\$27.00	\$27.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Amended Permit Fee - transfers/increases	\$20.00	\$20.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Exemption Issuance Fee	\$35.00	\$35.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Amended Exemption Fee - transfers/increases	\$20.00	\$20.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Exemption Fee - Per Housing Unit	\$20.00	\$20.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Non-Operation (2 Years)	\$200.00	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Reinspection Fee:							
		1-5 Violations	\$50.00	\$50.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		6-10 Violations	\$100.00	\$100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		More than 10 Violations	\$178.00	\$178.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA									
			Total Fees	Fees By Department					
#	CODE	APPLICATION	effective 7/1/2018	PLANNING FEES	ENGINEERING FEES	COMPUTER MAINTENANCE FEES	ENV'T HEALTH FEES	FIRE FEES	ASSESSOR FEES
		EMPLOYEE HOUSING-continued							
		Appeal Fee	\$150.00	\$150.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Technical Service Fee :							
		First Hour	\$196.00	\$196.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Each Hour After	\$82.00	\$82.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Permit to Operate - facilities established without a permit	\$0.00	Double Fee	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Additional penalties for second or subsequent occurrence within 5 years.	\$0.00	10 X Fee	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		CODE COMPLIANCE							
		The following additional charges are applicable to uses commenced prior to approval and a notice of violation has been							
		Planning Commission Use Permit	\$200.00	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Zoning Administrator Use Permit	\$130.00	\$130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Variance	\$130.00	\$130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Site Plan Review	\$130.00	\$130.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		30-Day Notice to Abate Violation Fee (Compliance after 2nd Notice)	\$400.00	\$400.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Notice of Violation and Order to Correct (Compliance after 3rd notice, but before Administrative Hearing occurs)	\$800.00	\$800.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Administrative Hearing Fee (Compliance after hearing , but before abatement occurs)	\$300.00	\$300.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Violation Abatement Fee (Compliance through abatement by the County)	\$1050.00 plus \$100hr & Court Filing Fees	\$1050.00 plus \$100hr & Court Filing Fees	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
		Daily fine assessed for every day the property is in violation. (Started on the date that the Notice of Violation and order to correct is mailed)	\$100.00 per day per violation	\$100.00 per day per violation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

PART I: PLANNING FEES, LAND USE APPLICATION, ENGINEERING FEES FOR TULARE COUNTY RMA

		Total Fees	Fees By Department					
		effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR
#	CODE	7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES
		<u>DAIRY COMPLIANCE</u>						
		Annual Compliance Inspection & Monitoring Reports for Each Bovine	\$0.00	\$100 flat fee	\$0.00	\$0.00	\$0.00	\$0.00
		Confined Animal Feeding Operation (CAFO)	Per Animal Unit, But Not Less than \$50.00	Per CAFO with 800 animal units or more	\$0.00	\$0.00	\$0.00	\$0.00
		Reinspection of CAFOs for Violations of Zoning Ordinance Section 22.1	per CAFO	\$50 flat fee	\$0.00	\$0.00	\$0.00	\$0.00
		First Hour	\$60.00	Less than 800 animal units	\$0.00	\$0.00	\$0.00	\$0.00
		Each Additional Half Hour	\$30.00	\$100.00				
				\$50.00				

PART II: BUILDING PERMIT FEES FOR TULARE COUNTY RMA

		Total Fees	Fees By Department					
		effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR
CODE	APPLICATION	7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES
	BUILDING PERMITS							
1.	Permit Issuance per permit (Application Fee)	\$86.00	\$86.00					
2.	Computer Maintenance Fee	\$10.00	\$0.00		\$10.00			
	RESIDENTIAL SINGLE FAMILY DWELLINGS							
3.	1-1,700 sq. ft. custom or model Single Family Dwelling							
	Plan Check	\$381.00	\$381.00					
	Inspection	\$543.00	\$543.00					
4.	1-1,700 sq. ft. tract production Single Family Dwelling							
	Plan Check	\$76.00	\$76.00					
	Inspection	\$543.00	\$543.00					
5.	1,700-5,000 sq. ft. custom or model Single Family Dwelling							
	Plan Check	\$435.00	\$435.00					
	Inspection	\$578.00	\$578.00					
6.	1,700-5,000 sq. ft. tract production Single Family Dwelling							
	Plan Check	\$154.00	\$154.00					
	Inspection	\$1,020.00	\$1,020.00					
7.	Over 5,000 sq. ft. custom or model Single Family Dwelling							
	Plan Check	\$800.00	\$800.00					
	Inspection	\$1,360.00	\$1,360.00					
8.	Over 5,000 sq. ft. tract production Single Family Dwelling							
	Plan Check	\$170.00	\$170.00					
	Inspection	\$1,442.00	\$1,442.00					
9.	Residential Remodel up to 5,000 sq. ft.							
	Plan Check	\$256.00	\$256.00					
	Inspection	\$408.00	\$408.00					
10.	Residential Alteration per sq. ft. for each 3,000 sq. ft.							
	Plan Check	\$96.00	\$96.00					
	Inspection	\$510.00	\$510.00					
	MULTIPLE FAMILY DWELLINGS							
11.	Up to 3,500 sq. ft. Multiple Family Dwelling							
	Plan Check	\$381.00	\$381.00					
	Inspection	\$1,357.00	\$1,357.00					
12.	3,500 to 20,000 sq. ft. Multiple Family Dwelling							
	Plan Check	\$1,920.00	\$1,920.00					
	Inspection	\$6,800.00	\$6,800.00					
13.	Over 20,000 sq. ft. Multiple Family Dwelling							
	Plan Check	\$2,688.00	\$2,688.00					
	Inspection	\$9,384.00	\$9,384.00					

PART II: BUILDING PERMIT FEES FOR TULARE COUNTY RMA

		Total Fees	Fees By Department					
		effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR
CODE	APPLICATION	7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES
COMMERCIAL/INDUSTRIAL								
14.	1-150,000 sq.ft. concrete building shell only							
	Plan Check	\$2,880.00	\$2,880.00					
	Inspection	\$4,080.00	\$4,080.00					
15.	1-150,000 sq.ft. concrete building fully improved							
	Plan Check	\$3,840.00	\$3,840.00					
	Inspection	\$5,100.00	\$5,100.00					
16.	Over 150,000 sq.ft. concrete building shell only							
	Plan Check	\$3,840.00	\$3,840.00					
	Inspection	\$5,100.00	\$5,100.00					
17.	Over 150,000 sq.ft. concrete building fully improved							
	Plan Check	\$5,376.00	\$5,376.00					
	Inspection	\$7,650.00	\$7,650.00					
18.	1-150,000 sq.ft. masonry building shell only							
	Plan Check	\$2,880.00	\$2,880.00					
	Inspection	\$4,080.00	\$4,080.00					
19.	1-150,000 sq.ft. masonry building fully improved							
	Plan Check	\$3,840.00	\$3,840.00					
	Inspection	\$5,100.00	\$5,100.00					
20.	Over 150,000 sq.ft. masonry building shell only							
	Plan Check	\$4,032.00	\$4,032.00					
	Inspection	\$5,712.00	\$5,712.00					
21.	Over 150,000 sq.ft. masonry building fully improved							
	Plan Check	\$4,800.00	\$4,800.00					
	Inspection	\$7,650.00	\$7,650.00					
22.	improved							
	Plan Check	\$5,760.00	\$5,760.00					
	Inspection	\$8,160.00	\$8,160.00					
23.	1-150,000 sq.ft. wood framed commercial/industrial building shell only							
	Plan Check	\$3,840.00	\$3,840.00					
	Inspection	\$6,120.00	\$6,120.00					
24.	Transmission Tower							
	Plan Check	\$96.00	\$96.00					
	Inspection	\$136.00	\$136.00					
TENANT IMPROVEMENTS								
25.	Up to 1,500 sq. ft. tenant improvement							
	Plan Check	\$58.00	\$58.00					
	Inspection	\$469.00	\$469.00					
26.	1,500 to 5,000 sq. ft. tenant improvement							
	Plan Check	\$256.00	\$256.00					
	Inspection	\$1,020.00	\$1,020.00					
27.	1,500 to 5,000 sq. ft. tenant improvement							
	Plan Check	\$240.00	\$240.00					
	Inspection	\$1,224.00	\$1,224.00					
RE-ROOFING								
28.	Residential Re-roof							

PART II: BUILDING PERMIT FEES FOR TULARE COUNTY RMA

		Total Fees	Fees By Department					
		effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR
CODE	APPLICATION	7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES
	Plan Check	\$16.00	\$16.00					
	Inspection	\$136.00	\$136.00					
29.	Commercial/Industrial Re-roof							
	Plan Check	\$128.00	\$128.00					
	Inspection	\$272.00	\$272.00					
	PLUMBING							
30.	Each Plumbing Fixture							
	Plan Check	\$16.00	\$16.00					
	Inspection	\$17.00	\$17.00					
31.	Plumbing Re-Pipe or Repair Residential							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$66.00	\$66.00					
32.	Plumbing Re-Pipe or Repair Commercial							
	Plan Check	\$64.00	\$64.00					
	Inspection	\$204.00	\$204.00					
33.	Water Service Replacement							
	Inspection	\$102.00	\$102.00					
34.	Water Heater Each							
	Inspection	\$51.00	\$51.00					
35.	Gas Pipe Each 50 ft. or Fraction Thereof							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$66.00	\$66.00					
	MECHANICAL							
36.	Mechanical Appliances Each Residential							
	Inspection	\$34.00	\$34.00					
37.	Mechanical Appliances Each Commercial/Industrial							
	Plan Check	\$48.00	\$48.00					
	Inspection	\$66.00	\$66.00					
38.	Mechanical Ducts Each 50 ft. or Fraction Thereof							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$51.00	\$51.00					
39.	Mechanical Outlets and Inlets Each							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$34.00	\$34.00					
40.	HVAC Replacements Residential							
	Plan Check	\$48.00	\$48.00					
	Inspection	\$66.00	\$66.00					
41.	HVAC Replacements Commercial/Industrial							
	Plan Check	\$64.00	\$64.00					
	Inspection	\$102.00	\$102.00					
	ELECTRICAL							
42.	Electrical Each Plug, Switch or Similar Outlet Each (See Item 63)							
	Plan Check							
	Inspection							
43.	Electrical Appliance Each							
	Inspection	\$17.00	\$17.00					

PART II: BUILDING PERMIT FEES FOR TULARE COUNTY RMA

		Total Fees	Fees By Department					
		effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR
CODE	APPLICATION	7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES
44.	Motors/Device							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$51.00	\$51.00					
45.	Bus Way Each 50 ft. or Fraction Thereof							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$66.00	\$66.00					
46.	Conduit Each 50 ft. or Fraction Thereof							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$51.00	\$51.00					
47.	Electric Service Up to 200 Amps							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$66.00	\$66.00					
48.	Electric Service 201 to 400 Amps							
	Plan Check	\$48.00	\$48.00					
	Inspection	\$68.00	\$68.00					
49.	Electric Service 401 to 600 Amps							
	Plan Check	\$96.00	\$96.00					
	Inspection	\$136.00	\$136.00					
50.	Electric Service Over 600 Amps							
	Plan Check	\$128.00	\$128.00					
	Inspection	\$272.00	\$272.00					
	OTHER FEES							
51.	Plan Submittal and One Correction							
	Plan Check	\$128.00	\$128.00					
52.	Inspection After One Inspection							
	Inspection	\$68.00	\$68.00					
53.	Building Official Code Variance Consideration							
	Plan Check	\$256.00	\$256.00					
54.	Appeals Board Application							
	Building Official Code Variance Consideration	\$272.00	\$272.00					
55.	Parking Lot Restriping							
	Plan Check	\$128.00	\$128.00					
	Inspection	\$204.00	\$204.00					
56.	Non Listed Fees (Per Hour) Determined by Chief Building Official	\$68.00	\$68.00					
57.	Returned Checks	\$60.00	\$60.00					
58.	Challenge to Fees (Per Hour) Determined by CBO based on time	\$68.00	\$68.00					
59.	Inspections W/O Required Permit (Per Hour) Determined by CBO	\$68.00	\$68.00					
60.	Application After Construction Began	Double normal fee	Double normal fee					
61.	Drain Pipe and Connection							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$66.00	\$66.00					
62.	Sewer Pipe and Connection							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$66.00	\$66.00					
63.	Gas Pipe and Connection							
	Plan Check	\$32.00	\$32.00					

PART II: BUILDING PERMIT FEES FOR TULARE COUNTY RMA

		Total Fees	Fees By Department					
		effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR
CODE	APPLICATION	7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES
	Inspection	\$66.00	\$66.00					
64.	Electrical Each Plug, Switch or Similar Outlet Each (First 20)							
	Plan Check	\$64.00	\$64.00					
	Inspection	\$68.00	\$68.00					
	Add On for Each Increment of 30 or Part Thereof over 20							
	Plan Check	\$96.00	\$96.00					
	Inspection	\$102.00	\$102.00					
65.	Wood Detached Garage or Shop W/O Utilities							
	Plan Check	\$64.00	\$64.00					
	Inspection	\$68.00	\$68.00					
66.	Patio/Porch Not part of Original Construction							
	Plan Check	\$64.00	\$64.00					
	Inspection	\$204.00	\$204.00					
67.	Car Ports							
	Plan Check	\$64.00	\$64.00					
	Inspection	\$136.00	\$136.00					
68.	Pool/Spa/Waterfall							
	Plan Check	\$128.00	\$128.00					
	Inspection	\$272.00	\$272.00					
69.	Wood Frame Accesory Building 1-5,000 sq. ft. (Shell Only)							
	Electrical, Mechanical, Plumbing Additional							
	Plan Check	\$128.00	\$128.00					
	Inspection	\$272.00	\$272.00					
70.	Wood Frame Accesory Building over 5,000 sq. ft. (Shell Only)							
	Electrical, Mechanical, Plumbing Additional							
	Plan Check	\$192.00	\$192.00					
	Inspection	\$408.00	\$408.00					
71.	Steel Building W/O Improvements 1,000 to 5,000 sq. ft.							
	Electrical, Mechanical, Plumbing Additional							
	Plan Check	\$128.00	\$128.00					
	Inspection	\$204.00	\$204.00					
72.	Steel Building W/O Improvements Over 5,000 sq. ft.							
	Electrical, Mechanical, Plumbing Additional							
	Plan Check	\$128.00	\$128.00					
	Inspection	\$272.00	\$272.00					
73.	Seismic Foundation, Mobile Home Piers							
	Plan Check	\$64.00	\$64.00					
	Inspection	\$68.00	\$68.00					
74.	Pole Barn or Shade Structure W/O Utilities							
	Electrical, Mechanical, Plumbing Additional							
	Plan Check	\$64.00	\$64.00					
	Inspection	\$136.00	\$136.00					
75.	Relocation Fee (per hour) Required by Chief Building Official Based on							
	Plan Check	\$64.00	\$64.00					
	Inspection	\$68.00	\$68.00					
76.	Collection and Processing of School Fees (Per Fee)	\$68.00	\$68.00					

PART II: BUILDING PERMIT FEES FOR TULARE COUNTY RMA

		Total Fees	Fees By Department					
		effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR
CODE	APPLICATION	7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES
77.	Senate Bill 1473 Building Standards Administration Special Revolving							
	Permit Valuation \$1-25,000	\$1.00	\$1.00					
	Permit Valuation \$25,001-50,000	\$2.00	\$1.00					
	Permit Valuation \$50,001-75,000	\$3.00	\$1.00					
	Permit Valuation \$75,001-100,000	\$4.00	\$1.00					
	Permit Valuation every \$25,000 or fraction thereof above \$100,000	\$1.00	\$1.00					
78.	Inspection Prior to Building Permit Issuance Determined by CBO	\$68.00	\$68.00					
	Solar Energy Systems							
79.	Residential Rooftop Solar Energy Systems	\$211.00	\$200.00				\$11.00	
		plus \$15/kW more than	plus \$15/kW more than					
80.	Residential Ground Solar Energy Systems	\$341.00	\$330.00				\$11.00	
		plus \$15/kW more than	plus \$15/kW more than					
81.	Commercial Rooftop Solar Energy Systems	\$895.00	\$800.00				\$95.00	
		plus \$7/kW between 51kW	plus \$7/kW between					
		plus \$5/kW more than	plus \$5/kW more than					
82.	Commercial Ground Solar Energy Systems	\$1,295.00	\$1,200.00				\$95.00	
		plus \$7/kW between 51kW	plus \$7/kW between					
		plus \$5/kW between	plus \$5/kW between					
		plus \$3/kW more than	plus \$3/kW more than					
83.	Deposit for the purpose of making payments for building permits	\$1,000.00	\$1,000.00					
84.	Building Relocation:							
	Within County - Inspection Fee (per building)	\$50.00	\$50.00					
	Outside County - Inspection Fee (one building)	\$75.00	\$75.00					
	Outside County - Inspection Fee (each additional building)	\$10.00	\$10.00					
85.	Supplemental Inspection Fee for Issuance of Occupancy	\$70.00	\$70.00					
86.	Mobilehome Installation:							
	Application Filing Fee	\$10.00	\$10.00					
	Permit Fee	\$70.00	\$70.00					
	Reinspection Fee	\$60.00	\$60.00					
	Additional Fee for each 30 minutes Inspection or Re-Inspection	\$15.00	\$15.00					
87.	Evaporative Cooler							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$34.00	\$34.00					
88.	Gas Heater							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$34.00	\$34.00					
89.	Septic System							
	Residential							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$102.00	\$102.00					
	Commercial							
	Plan Check	\$32.00	\$32.00					
	Inspection	\$102.00	\$102.00					
90.	Leach Line							
	Residential							

PART II: BUILDING PERMIT FEES FOR TULARE COUNTY RMA

		Total Fees	Fees By Department					
		effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR
CODE	APPLICATION	7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES
	Plan Check	\$0.00	\$0.00					
	Inspection	\$68.00	\$68.00					
	Commercial							
	Plan Check	\$0.00	\$0.00					
	Inspection	\$68.00	\$68.00					
91.	General Plan Maintenance: Residential (per square foot)	\$0.08	\$0.08	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	General Plan Maintenance: Commercial (per square foot)	\$0.04	\$0.04	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	General Plan Maintenance: Ag Commercial (per square foot)	\$0.02	\$0.02	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	General Plan Maintenance: Minimum Fee	\$80.00	\$80.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	General Plan Maintenance: Maximum Fee	\$200.00	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Zoning & Subdivision Ordinance Maintenance	\$38.00	\$38.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Computer Maintenance Fee	\$10.00	\$0.00	\$0.00	\$10.00	\$0.00	\$0.00	\$0.00
	Applicable to:							
	-Permit for construction of new buildings excluding accessory buildings with less than 1,000 sq. ft. and buildings classified as Group U Occupancy							
	-Permit for relocation of buildings							
	-Permit for mobilehome installations							
92.	Grading, Drainage & Erosion Control Plan Check	\$441.00	\$0.00	\$441.00	\$0.00	\$0.00	\$0.00	\$0.00
93.	Additional Charge if within a Urban Area Boundary (UAB), Urban Development Boundary (UDB), Hamlet Development Boundary (HDB) or Legacy Plan Boundary Area for Community Plans	\$150.00	\$150.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
94.	Charge when review by Env. Health is required for septic system repairs and sewer connections.	\$49.00	\$0.00	\$0.00	\$0.00	\$49.00	\$0.00	\$0.00
95.	Charge when review by Env. Health is required for all other building permits.	\$68.00	\$0.00	\$0.00	\$0.00	\$68.00	\$0.00	\$0.00
96.	Charge when review by Engineering Branch is required.	\$93.00	\$0.00	\$93.00	\$0.00	\$0.00	\$0.00	\$0.00
97.	Additional Charge for review of Flood Elevation Certificates	\$140.00	\$0.00	\$140.00	\$0.00	\$0.00	\$0.00	\$0.00
	Fire Department Fees for Building Permits							
98.	Charge when reviewed by Fire Warden is required:							
	Commercial Permit:	\$300.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300.00	\$0.00
	Residential Permit:	\$150.00	\$0.00	\$0.00	\$0.00	\$0.00	\$150.00	\$0.00
99.	Water/Fire Suppression System Plan Check	\$262.00	\$0.00	\$262.00	\$0.00	\$0.00	\$0.00	\$0.00
100.	Fire Pump -including acceptance test	\$700.00	\$0.00	\$0.00	\$0.00	\$0.00	\$700.00	\$0.00
101.	New Hydrant inspection & flow tests - per Hydrant	\$100.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100.00	\$0.00
102.	Tank inspection - H2O, fuel, LPG	\$300.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300.00	\$0.00
103.	Underground Fire Main	\$375.00	\$0.00	\$0.00	\$0.00	\$0.00	\$375.00	\$0.00
104.	Fire Sprinkler Systems - up to 19 heads	\$350.00	\$0.00	\$0.00	\$0.00	\$0.00	\$350.00	\$0.00
105.	Fire Sprinkler Systems - additional heads	\$5.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5.00	\$0.00

PART II: BUILDING PERMIT FEES FOR TULARE COUNTY RMA

		Total Fees	Fees By Department					
		effective	PLANNING	ENGINEERING	COMPUTER MAINTENANCE	ENV'T HEALTH	FIRE	ASSESSOR
CODE	APPLICATION	7/1/2018	FEES	FEES	FEES	FEES	FEES	FEES
106.	New Residential Sprinkler System - up to 14 heads	\$300.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300.00	\$0.00
107.	New Residential Sprinkler System - additional heads	\$5.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5.00	\$0.00
108.	Halon, CO2 or Foam System	\$400.00	\$0.00	\$0.00	\$0.00	\$0.00	\$400.00	\$0.00
109.	Spray Booth	\$300.00	\$0.00	\$0.00	\$0.00	\$0.00	\$300.00	\$0.00
110.	Hood & Duct Extinguishing System	\$350.00	\$0.00	\$0.00	\$0.00	\$0.00	\$350.00	\$0.00
111.	Fire Alarm System (panel & 10 initiator or detection devices)	\$400.00	\$0.00	\$0.00	\$0.00	\$0.00	\$400.00	\$0.00
112.	Fire Alarm System (additional devices)	\$8.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8.00	\$0.00
113.	Residential Fire Inspections in SRA's	\$600.00	\$0.00	\$0.00	\$0.00	\$0.00	\$600.00	\$0.00
114.	Additional Return Trip Inspections	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200.00	\$0.00
115.	Site Inspections	\$200.00	\$0.00	\$0.00	\$0.00	\$0.00	\$200.00	\$0.00
116.	Standpipe System - Commercial	\$132.00	\$0.00	\$0.00	\$0.00	\$0.00	\$132.00	\$0.00

Attachment “D”

Wohlford Consulting Fee Study

2018

FULL COST OF SERVICES STUDY

for the



CODE COMPLIANCE DIVISION

FINAL REPORT

February 12, 2019

WOHLFORD CONSULTING

372 Florin Road, #293

Sacramento, CA 95831

(916) 205-7050

chad@wohlfordconsulting.com

[THIS PAGE INTENTIONALLY LEFT BLANK]



TABLE OF CONTENTS

EXECUTIVE SUMMARY _____ **1**

PROJECT BACKGROUND _____ **3**

 Purpose and Intent.....**3**

 Scope of the Study.....**4**

 Purpose of the Report.....**4**

 About Wohlford Consulting**4**

LOCAL GOVERNMENT USER FEE ISSUES _____ **5**

 User Fees Defined.....**5**

 Background**5**

 Impetus for User Fees and Increased Scrutiny**6**

 Basic User Fee Principles**8**

PROJECT APPROACH AND METHODOLOGY _____ **10**

 Conceptual Approach.....**10**

 Summary Steps of the Study.....**11**

 Basic Assumptions and Standards**13**

 Quality Control**16**

FINDINGS AND RESULTS _____ **17**

 Summary.....**17**

Table: Summary Results – Fee Services **17**

Table: Summary Results – All Services **18**

 Cost Results and Findings.....**19**

Table: Cost Results by Program Category **20**

Graph: Current Funding Sources of Fee Services.....**21**

 Impact of Fee Activity Levels.....**23**

 Results for Staff Hourly Rates (Cost Recovery Rates).....**24**

Table: Staff Hourly Rates Results **24**

 Definition of Results.....**27**

 Potential Cost Changes from Prior Studies and Fee-Setting.....**27**

 Considerations Concerning Recommended Fees.....**28**

 Limitations for Use of Revenue Results**29**

 Other Beneficial Outcomes of the Study.....**29**



TABLE OF CONTENTS (continued)

OTHER ISSUES AND INFORMATION _____ **31**

Fee Setting Considerations.....**31**

Fee Comparison Issues**33**

Cost “Reasonableness”**34**

Enhanced Fee Flexibility**35**

Implementation Issues**35**

Potential Implementation Strategies.....**37**

Future Updates.....**40**

GENERAL OBSERVATIONS _____ **42**

Purpose and Scope**42**

Operational and Process Issues**42**

Organizational and Staffing Issues.....**44**

Policy Issues.....**45**

Access and Communication Issues**46**

Other Issues**47**

Additional Analysis Needed**47**

CONCLUSION _____ **48**

Thank You to County Staff.....**48**

Closing Comments**48**

APPENDIX: Cost Results for Code Compliance _____



EXECUTIVE SUMMARY

The Tulare County Resource Management Agency engaged *Wohlford Consulting* to conduct an objective analysis of the full costs incurred by the Code Compliance Division in support of various activities for which the Division charges user fees. In order to ensure accuracy and establish a clear nexus between the cost of those services and the fees, the study utilized a unit cost build-up methodology to identify the full cost for individual fee activities. By projecting an estimated average annual volume for each fee activity, the study also identified the annual cost of the services and the potential annual revenue for the fee activities if charged at current unit fee levels.

The following table illustrates the results for the Division:

Summary Results (Fee Services)

FULL COST: Annual Cost of Fee-Related Services	POTENTIAL ANNUAL REVENUE AT CURRENT FEES	PROJECTED ANNUAL SURPLUS / (SUBSIDY)	PROJECTED COST RECOVERY RATE
\$ 414,000	\$ 248,000	\$ (166,000)	60 %

As the table shows, the current total cost of County fee activities included in this study is approximately \$414,000 annually. Given the current fee levels charged by the County, the potential annual revenue (assuming a consistent activity level and complete collection) is \$248,000, which represents a current cost-recovery ratio of 60% overall and an annual fund deficit (subsidy) of \$166,000.

The potential revenue at current fees shown in the table above assumes that the County will charge existing fees in all code compliance instances. However, for practical and customer service reasons (to facilitate good community relations and encourage overall compliance), the Code Compliance Division does not actually charge for all possible instances where fees could be levied. Consequently, based on the prior year revenues, a more realistic current revenue figure is \$114,000, for a cost recovery rate of 28% and a current annual fee subsidy closer to \$300,000.

The overall annual cost recovery is comprised of 30 individual fee results calculated in the study. In most cases (24 of 30, or 80%), the current unit fees are less than the full cost of providing the service, resulting in fee subsidies. Some examples of this situation are presented in the table below:



Sample Unit Fee Cost Results

Fee Title	Current Fee	Full Cost per Unit	Surplus / (Subsidy) per Unit	Full Cost Recovery Rate
<i>Code Compliance:</i> 30-Day Notice to Abate Violation	\$ 270	\$ 361	\$ (91)	75%
<i>Code Compliance:</i> Notice of Violation and Order to Correct	\$ 495	\$ 389	\$ 106	127%
<i>Code Compliance:</i> Violation Abatement Fee with Warrant	\$ 1,560	\$ 1,450	\$ 110	108%
<i>Substandard Buildings / Occupancies:</i> Notice and Order to Abate Dangerous Building (by Owner)	\$ 0	\$ 270	\$ (270)	0%
<i>Marijuana Program:</i> 10-Day Notice of Violation	\$ 270	\$ 317	\$ (47)	85%
<i>Marijuana Program:</i> Notice of Violation and Order to Correct	\$ 495	\$ 341	\$ 154	145%
<i>Staff Cost Recovery Hourly Rates:</i> Building & Zoning Inspector II	\$ 68	\$ 113	\$ (45)	60%

While the average cost recovery rate for all fees is 60%, the individual recovery rates for subsidized fees vary widely. Some fees are at 0% cost recovery (i.e., no current fee exists), such as all of the Substandard Buildings / Occupancies services, review of Planning applications for User Permits, and Small Claims Court preparation and prosecution. Some fee levels are currently greater than the cost of services. The appendix to this report presents the results for each fee and service in format similar to the above table.

The results of the study demonstrate the potential for improved cost recovery and revenue enhancement through fee increases (offset by some potential decreases), as well as the institution of new fees for services the Division currently provides but for which it does not charge fees. The reality of the local government fee environment, however, is that significant increases to achieve 100% cost recovery in a single year are often not feasible, desirable, or appropriate. In addition, some of the “fee” activities, while technically possible to establish as full cost fees, are likely not feasible to charge full cost (e.g., First Notices, Courtesy Notices). In recognition of this situation in Tulare County, staff will develop recommended fees that will likely result in less than full cost recovery in the first year. The annual amount of revenue from the recommended fees and the actual cost-recovery ratio will not be known until County staff prepares their analysis and submits recommendations to the Board of Supervisors.

It is important to note that these results do not represent the entire budget and operations of the Division, which has a number of non-fee programs and services. The results section of this report will address these broader results in more detail.

The details and explanations behind these summary results are contained in the body of this report and the appendix. The background and comprehensive data analysis for the Cost of Services Study was provided to the Resource Management Agency and is available for review.



PROJECT BACKGROUND

Purpose and Intent

In its effort to manage resources wisely and meet service demands, Tulare County utilizes a variety of tools to ensure that it has the best information to make good decisions, fairly and legitimately set fees, affect revenues, maintain compliance with state law and local policies, and meet the needs of the County administration and the public. Given the limitations on raising revenue in local government, the County recognized that a Cost of Service Study is the most cost-effective way to understand its total cost of services and identify potential fee changes and revenue impacts.

A quality Cost of Service Study is much more than a method to identify the cost of service and potential fee increases. This type of analysis can also become a management tool, providing information and perspectives that can help the County better understand its operations and financial circumstances. Other important outcomes from the study processes and results include the ability to:

- Calculate specific fee subsidies and revenue impacts of current and potential fees;
- Identify new fees and cost recovery strategies and delete obsolete or ineffective fees;
- Enhance internal understanding of program operations and support activities;
- Allow the County to compare its costs or fee levels with neighboring jurisdictions;
- Quantify productivity and staffing shortages, inefficiencies, or overages;
- Measure the distribution of staff effort of specific positions to individual tasks and service areas, which can help managers more effectively prioritize work tasks;
- Ensure that fees are fair and defensible;
- Ensure that the County's fees are consistent with state law;
- Ensure County fees are defensible to the public, interest groups, and the courts; and
- Foster a better understanding of workflow and staff involvement in specific activities.

The principal goal of the consultant study was to determine the full cost of the services provided by the Code Compliance Division. Other objectives of the project included:

- ✓ Establish objective and transparent fee information
- ✓ Develop insight and a rational basis for setting fees
- ✓ Understand individual fee subsidies and overall funding deficits
- ✓ Balance revenues and/or cost-recovery
- ✓ Understand the context and principles of user fees
- ✓ Improve fairness and equity

The County can use the study results to better understand its true costs and as the basis for making informed policy decisions regarding the most appropriate charges (fees), if any, to levy against individuals and organizations that require discretionary services from the County.



Scope of the Study

The scope of this study encompasses a review and calculation of the user fees charged by the Code Compliance Division of the Tulare County Resource Management Agency.

The study involved the identification of existing and potential new fees, fee schedule restructuring, data collection and analysis, orientation and consultation, quality control, communication and presentations, project management, and calculation of individual service costs (fees).

The Study focused on the cost of Division services at anticipated service and staffing levels. This study was not a management study intended to identify, evaluate, or quantify potential cost savings opportunities, efficiency and effectiveness improvements, performance or productivity, staffing or organizational structure, process changes, risk mitigation, or other factors that could later influence operating practices and the cost of the services. However, this report will provide some initial general observations related to operations and processes, which the Division and Agency should consider and investigate further. The analysis did not seek to compare the service levels, fee structures, quality, or operating practices of Tulare County to other counties or cities. This study also did not address potential economic or social impacts of possible fee increases on the community.

Purpose of the Report

This report presents a summary of the study results and a general description of the approach and methods used to determine the cost of services. Some issues are presented as background for the results and the study processes. However, the report is not intended to document all of the issues and discussions involved with the study, nor is it intended to provide persuasive discourse on the relative merits of the tools, techniques, methods, or other approaches used in the study. The main source of detailed information from this study is the series of worksheets and workbooks that contain the source data and calculations that lead to the final results.

About Wohlford Consulting

The consultant for this study, Chad Wohlford, has over 30 years of experience analyzing and managing government costs and operations, including 12 years of direct government management and analytical service. He has personally engaged in over 245 cost analysis studies with more than 70 different government clients (many of them for multiple projects) in California and seven other Western states. Before forming *Wohlford Consulting*, Mr. Wohlford was the state director of the cost services practice for a large national consulting corporation.



LOCAL GOVERNMENT USER FEE ISSUES

User Fees Defined

A *User Fee* is:

A fee or rate charged to an individual or group that receives a *private benefit* from services provided by the County.

The defining principle behind a user fee is the nature of the *individual* or *private* benefit that results from the service for which the fee is charged. With the inflexibility and categorical requirements of many funding sources, taxes (as embodied by the General Fund) are generally levied and used to pay for services that benefit the public as a whole (i.e., community benefit). Of course, a number of gray areas exist to complicate the specific categorization of charges, since many services that appear to benefit a single group may have secondary benefits to others. It is the prerogative of the Board of Supervisors or other governing body to determine the final fee levels that reflect the local policies and intent regarding cost recovery and subsidies.

A type of local government fees that is similar in nature, but otherwise separated from, user fees is utility rates. Utility rates seek to recover for the usage of a particular commodity provided by the government agency, such as water or sewage treatment. In contrast, the traditional user fees addressed in this Study relate to services for which employee time is the most prominent feature of the service and regulatory approval is the normal product of the transaction.

Another common type of fees in local government is Development Impact Fees (DIF or AB 1600 fees). These fees are often confused with user fees, since DIF's are authorized by some of the same state statutes and also relate to development. However, DIFs are intended to recover the cost for additional infrastructure that becomes necessary due to new development. The fees collected for development impacts can only be used for capital projects—not ongoing operations. User fees are intended to fund the current operations of the Divisions that provide the services.

Background

As part of an overall funding strategy, local government relies upon user fees to fund programs and services that provide limited or no direct benefit to the community as a whole. With rising demands for services and restrictions on most other funding sources, cities have increased scrutiny of subsidies provided by the General Fund to other funds and to service recipients that reap a disproportionate share of the benefits. To the extent that the government uses general tax monies (General Fund) to provide an individual with a private benefit and not require the individual to pay the cost of the service (and, therefore, receive a subsidy), the government is unable to use those resources to provide benefits to the community as a whole. In effect, then, the government is using community funds to pay for a private benefit. Unlike other revenue sources, cities have greater control over the amount of user fees they charge to recover costs.



Impetus for User Fees and Increased Scrutiny

Prior to Proposition 13, California cities were not as concerned as they are today with potential subsidies and recovering the cost of their services from individual fee payers. In times of fiscal shortages, cities could raise property taxes, which funded everything from police and recreation to development-related services. However, this situation changed with the passage of Proposition 13 in 1978.

Proposition 13 ushered in the era of revenue limitation in California local government. In subsequent years, the state saw a series of additional limitations to local government revenues. Proposition 4 (1979) defined the difference between a tax and a fee: a fee can be no greater than the cost of providing the service; and Proposition 218 (1996) further limited the imposition of taxes for certain classes of fees. As a result, cities were required to secure a supermajority vote in order to enact or increase taxes. Since significant resistance usually emerges to any efforts to raise local government taxes, cities have little control and very few successful options for new revenues.

To compound the revenue problems faced by local government, the state of California took a series of actions in the 1990's and 2000's to improve the state's fiscal situation—at the expense of local government. The “Educational Revenue Augmentation Fund” (ERAF) take-away of property taxes and the reduction of Vehicle License Fees severely reduced local tax revenues.

Cities (and counties) faced significant funding troubles in the face of rising and sometimes uncontrollable costs, increased citizen demands, and continued imposition of state mandates. The flexibility of local government budgets to address their own priorities was hampered by categorical grants, earmarked funds, mandates, maintenance of effort requirements, and funding match requirements. As expected, cities and counties sought relief.

To cope with the funding shortages, local government was forced to enact service reductions, seek reimbursement from the state for more and more mandated services (SB 90 Mandated Cost Reimbursement), and impose a wider range and higher levels of user fees and impact fees. In turn, to placate local government and transfer some control and responsibility, the state delegated more authority to charge user fees. The state also codified limitations to user fee levels and administration and put more of the responsibility and liability for user fees to the local level.

With greater need and authority to charge fees, many local governments took to the concept readily and enacted new and increased fees. After a series of real and/or perceived abuses, a focused and influential user fee backlash occurred in the mid-1990's that required further clarification and limitation of user fee practices. Special interest groups challenged the fees in a number of cities and counties, resulting in a series of lawsuits, special studies, and formal opinions from the California Attorney General (1995) and Legislative Counsel of California (1997).

The end result of all of these user fee actions is an environment of significant scrutiny of any and all fee actions. Local government has been forced to pay greater attention to the methods and



bases for new fees, since they can be readily challenged. The focus of fee-setting decisions has shifted from the revenue needs to the actual cost of the services provided. “Pay to play” principles have become more prominent as a way to ensure equity and fairness for all citizens. In addition, the issue of subsidies has come to the forefront, since it has become less tolerable to use general taxpayer funds to subsidize the private activities and profits of developers (for example) and other individual beneficiaries of County services—at the expense of more public safety and social services.

Most Recent Change: Proposition 26

In 2010 the trend to limit fee progression continued when California voters approved Proposition 26. This measure attempted to further define and clarify which local government charges are to be considered taxes (subject to public vote) and which are fees (subject only to city council or board of supervisors approval). In summary, the measure established that any “levy, charge, or exaction of any kind imposed by a local government” is a tax, unless it falls into one of seven categories (exceptions):

- (1) A charge imposed for a specific benefit conferred or privilege granted directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of conferring the benefit or granting the privilege.
- (2) A charge imposed for a specific government service or product provided directly to the payor that is not provided to those not charged, and which does not exceed the reasonable costs to the local government of providing the service or product.
- (3) A charge imposed for the reasonable regulatory costs to a local government for issuing licenses and permits, performing investigations, inspections, and audits, enforcing agricultural marketing orders, and the administrative enforcement and adjudication thereof.
- (4) A charge imposed for entrance to or use of local government property or the purchase rental or lease of local government property.
- (5) A fine, penalty, or other monetary charge imposed by the judicial branch of government or a local government as a result of a violation of law, including late payment fees, fees imposed under administrative citation ordinances, parking violations, etc.
- (6) A charge imposed as a condition of property development.
- (7) Assessments and property related fees imposed in accordance with the provisions of Article XIII D (Proposition 218).



According to analyses by the *League of California Cities*, the “vast majority of fees that cities would seek to adopt will most likely fall into one or more of these exemptions.”¹ County fees fall under the same general status and conditions, so the analysis should be applicable to counties also, so most or all properly structured and calculated user fees will be exempt from Proposition 26² under exception numbers one, two, three or six.

As a cost of services study, this analysis sought to evaluate the cost of a wide range of services and activities conducted by the Division regardless of whether the services are associated with specific fees. While this study includes cost analysis of services that could be considered for fee adoptions, it does not, in and of itself, establish fees or fee levels for Tulare County, which is the purview of the Board of Supervisors. If recommended fees are provided in the study, the types of fees and charges that are likely to be considered “taxes” under Proposition 26 are normally and intentionally excluded. (Note: In rare instances where a recommendation would be provided to set a cost recovery level for a service considered a “tax” under Proposition 26 definitions, the recommendation assumes that the County will implement those taxes in compliance with state law. There are no such instances in this study for Tulare County.)

While the study evaluates the cost of many direct services, including some that are unrecoverable and/or may not ever become recommended fees, the fees likely to be adopted are designed to recover the reasonable cost of providing the service to the individual fee payers. As noted above and as defined in Proposition 26, these fees fall within the definitions of the exceptions. Due to its relatively recent enactment, however, Proposition 26 has not yet been subject to review by the courts, some uncertainties exist regarding its application. Prior to any new fee implementation, it would be prudent for the County’s own legal counsel to evaluate the impact of Proposition 26 (and all other related laws) to ensure full compliance with state law.

Basic User Fee Principles

The definition of a user fee, the modern environment for their existence and administration, and general public administration concepts all affect a Cost of Service Study. Wohlford Consulting considered a variety of related principles to assist Tulare County in the determination of user fee structures, service costs, and implementation. Under these principles, User Fees should be:

- Based on the Cost of Services:
 - ✓ Not arbitrary
 - ✓ Not unintentionally subsidized
 - ✓ Not unfairly subsidized
- Fair and Equitable
- Consistent with County Goals / Objectives
- Compliant with State Law
- Dynamic (for updates & anomalies)

¹ *Living with Proposition 26 of 2010: Many Local Fees Will Fit Within Seven Categories of Exemptions*, November 2010, Page 1

² *Proposition 26 Implementation Guide*, April 2011, Page 43



For most development-related user fees, state law establishes that “...fees may not exceed the estimated reasonable cost of providing the service for which the fee is charged...” (Government Code §66014). The “fee” exceptions in Proposition 26 also state that the charge must “not exceed the reasonable costs” to provide the service. Although it specifically applies to development-related fees, this code and associated sections are commonly referenced for other fee areas, so this general admonition is the dominating principle in this Cost of Service Study. The methodology, approach, data collection, quality control, and other efforts of the study are intended to establish compliance with this principle. The costs calculated in the study represent the estimated reasonable full cost for each service and, therefore, the maximum fee the County may charge for its services.

User fee activities are primarily discretionary services provided only to those who request the services or cause the services to be required. These services are not provided to the public at large, which is why local government and taxpayers often consider it appropriate to recover the full cost of the services from those applicants that receive the services. The alternative is for taxpayers (through the General Fund, typically) to subsidize the services on behalf of the individuals or entities that benefit directly from the services.



PROJECT APPROACH AND METHODOLOGY

Conceptual Approach

The basic concept of a Cost of Service Study is to determine the *full cost* of each service provided by the Division for which the Division charges a user fee. The full cost may not necessarily become the County’s fee, but it serves as the objective basis from which the County can make informed decisions regarding the final fee level.

In order to determine the full cost for each fee service, the cost analysis incorporates the following “full cost” components:

- Direct Salaries & Benefits
- Services and Supplies
- Indirect and Support Activities
- Supervision and Support
- Cross-Division Support
- Division Administration
- Countywide Administration
- Facility Use
- Capital (annualized)
- Anticipated Growth

A critical method to ensure full cost recovery rates is to establish annual billable (productive / available) hours for staff. The Study reduces the full-time annual hours (2,080) for each position classification by non-billable hours, such as holiday, vacation, and sick leave, staff meetings, mandated breaks, and training. In studies conducted by Wohlford Consulting, the typical number of billable hours for the average full-time employee is approximately 1,400 hours per year, but this figure might normally range from 1,200 to 1,500, depending on the type of position. The Tulare County study calculated a billable hour total for each position classification in the study. By using the billable hours, rather than the full 2,080 hours of full-time pay, the Study ensures that hourly rates and the resultant costs reflect the levels necessary to recover the full cost of services in a particular year given the practical availability of staff to provide services.

The standard fee limitation for fees is the “estimated, reasonable cost” principle. In order to maintain compliance with the letter and spirit of this standard, every major component of the fee study process included a related review. The use of budget figures and time estimates indicates reliance upon estimates for some data. In other areas, the study includes actual known figures that exceed the estimated, reasonable standard. The key to the defensibility of the Study, therefore, is a dedication to the reasonableness of the data and results. The quality control measures implemented ensure the Study satisfies the reasonableness standard. The study does not utilize arbitrary data or other information that would not satisfy the estimated/reasonable standard.

In those cases where it was possible to establish reasonably consistent time/workload standards for specific services, the analysis develops the cost of the service as a “flat” or “fixed” fee. In



addition to providing consistent cost information, this approach is the most common method for developing the full cost of Division services.

The alternative to fixed fees is to track actual staff time for every staff member for every service. This approach creates an administrative burden and leaves the County and the fee payer unable to predict the final fee amount. This alternate “real time” billing approach is appropriate, however, when the fee activity varies widely between occurrences and would thus cause fixed fees to be unfair and unreasonable in a significant number of cases. In those cases where real-time billing is recommended, the County may require a deposit to ensure a minimum fee is received. The Study established some fees as “real time” billing charges when necessary and calculated potential deposit levels based upon staff time estimates for common service levels.

The cost figures used as the basis for the study were from Tulare County’s FY 2017/18 final approved budget.

Summary Steps of the Study

The methodology used to determine individual user fee costs is fairly straightforward. This analysis employs a “unit cost build-up” approach to determine the cost of individual services. The approach uses the following factors:

- Staff time to complete activities and services
- Direct cost of individual staff positions (converted to productive hourly rates)
- Rational distribution of overhead and support costs

Multiplying the first two factors (# of hours by hourly rate) identifies the direct cost for each service. By distributing the remaining indirect/overhead costs, the analysis establishes the full cost. The following list provides a summary of the study process steps:

Fee Study Process Outline

1. Establish the inventory of fee services (current and potential)
 2. Identify the staff positions that work on each fee service
 3. Calculate the direct productive hourly rate for each position
 4. Determine the time necessary for each position to perform fee tasks
 5. Calculate the direct cost of the staff time for each fee
 6. Distribute indirect and overhead costs to each fee
 7. Sub-allocate supporting activities to fee services
 8. Perform quality control processes (constant)
 9. Calculate revenue impacts
 10. Perform the “gap analysis” (unit and total subsidies/deficits)
 11. Perform review processes
 12. Document and present results
-

To ensure a high degree of accuracy and thoroughness for the study, each of these steps in the process involves a rigorous set of subtasks, iterations, reviews, and quality control requirements.



Both County staff and the consultant were involved with the performance and/or review of each of these steps.

The following table illustrates the methodology using hypothetical information in a simplified format:

Simplified Unit Cost Calculation

Service ("Fee" or Program) / Activity	Time to Complete 1 Activity (hours)	X	Productive Hourly Rate	=	Full Cost (per Unit of Fee Activity)	X	Annual Volume of Activity	=	Annual Cost or Potential Annual Revenue
FEE #1:							10		
Intake	0.5		\$ 100		\$ 50		10		\$ 500
Plan Check	1		\$ 100		\$ 100		10		\$ 1,000
Inspection	2		\$ 100		\$ 200		10		\$ 2,000
Filing	0.5		\$ 100		\$ 50		10		\$ 500
Salaries & Benefits Total:	4		\$ 100		\$ 400		10		\$ 4,000
Indirect Costs					\$ 50		10		\$ 500
TOTAL COST					\$ 450		10		\$ 4,500

The above table of hypothetical data indicates that Fee #1 takes staff a total of four hours to complete the necessary services, so at \$100 per hour, the direct staff cost is \$400 per unit. The addition of \$50 for indirect and overhead costs brings the total unit cost to \$450. With 10 units a year, the total annual cost for the service is \$4,500.

It is important to note that this simple example indicates only a single position at four hours consumed per unit. The actual time analysis is much more detailed, and includes individual time estimates for each employee who works on each service for which the County charges a fee.

By multiplying the unit costs by the annual number of fee activities, the analysis estimates the total annual cost of the fee-related activities. By using the same annual activity volumes and multiplying them by current fees, the Study establishes potential cost recovery from current fees. The difference between the two figures is the actual cost-current fee gap. If the current fees are greater than the actual cost, the gap is an over collection or profit. If the full cost is greater than the current fees, the gap represents a subsidy, or individual fee deficit. The following table illustrates a simplified example of a gap analysis:



Simplified Annual Subsidy/Gap Analysis

Fee	Annual Volume of Activity	X	Current Fee	=	Annual Revenue @ Current Fee	-	Annual Revenue @ Full Cost	=	Current Annual (Subsidy) / Surplus
Fee #1	10		\$ 100		\$ 1,000		\$ 4,500		\$ (3,500)
Fee #2	15		\$ 75		\$ 1,125		\$ 2,000		\$ (875)
Fee #3	20		\$ 50		\$ 1,000		\$ 500		\$ 500
Fee #4	25		\$ 25		\$ 625		\$ 100		\$ 525
Total:					\$ 3,750		\$ 7,100		\$ (3,350)

The above table indicates that Fee #1 is currently subsidized \$3,500 per year, while the County is charging fee payers \$500 more per year than the cost for the service represented by Fee #3.

Basic Assumptions and Standards

The study relied upon a series of underlying assumptions and basic considerations to achieve the results. These issues are described below:

Time Data & Estimates:

One of the principal building blocks of this cost analysis was the time data provided by Division staff to represent their workload related to each fee service and/or subordinate activity. The principal source of the time data were the Code Compliance staff themselves. For the individual time data for each service, qualified Division staff provided time estimates based upon their professional experience. The use of staff-provided time estimates is necessary in the absence of actual time data, such as the kind that could be developed through a long-term time and motion study or other more formal methods. A study to determine actual time consumed for each project type is not feasible for a municipal cost of service (user fee) study, as it would take several years for every project type to occur in the County (in order to collect the associated data), and the variability between instances of each type would render the actual data unreliable anyway. Furthermore, the cost to conduct such an analysis to achieve useful data would be extensive and would greatly offset any value of the cost of service study—all without improving the acceptability, defensibility, or accuracy of the cost study results.

If conscientiously considered by qualified staff, time estimates satisfy the requirement that a non-discretionary fee must not exceed the “...estimated reasonable cost of providing the service for which the fee is charged...” (GC § 66014 a).



For this Study, Division staff provided time estimates that represent a normal level of effort for each fee activity, as determined by past experience, and necessary to perform an acceptable professional level of service. This data was reviewed by other experienced staff in the organization, in order to utilize other perspectives and experiences and further ensure reasonableness. This approach is “industry standard” for cost of service and user fee analysis.

Full Cost: The study determines the full cost of services. To this end, the analysis includes all direct costs for the Division services, such as the salaries and benefits of the employees who perform the services. The analysis also includes the appropriate distribution of legitimate indirect and overhead costs that support the operations and personnel that perform the services. These costs include general supplies and services, utilities, insurance, facility and equipment costs, technology upgrades, division and department overhead, annualized capital costs, annualized supporting plan maintenance, and Countywide overhead—all whenever applicable. Countywide overhead is comprised of central service costs, such as county executive, finance, county counsel, and human resources. These costs are universally accepted as components to be included in service cost (fee) calculations, because the underlying services provide the organizational and operational support necessary for the employees and administrative infrastructure to exist and conduct the fee activities. It is important to note that all of these costs are distributed to the fee-related services, as well as the non-fee-related services. In other words, the costs for fee-related services are not burdened with all of the cost, but only their fair share of the cost. The costs assigned to most direct non-fee services are considered unrecoverable.

Non-Fee Services: As a full cost of service analysis, the study for each division/fee area also calculates the cost of non-fee services. These services include areas such as public information and support to other county departments, which do not have associated fees. The purpose of including these other services is to ensure the fair and appropriate distribution of overhead and indirect costs to all areas, instead of concentrating these costs only on the fee-related activities. This approach also allows the analysis to distribute staff hours across all activities to ensure a true picture of the utilization of staff time and cost and provide a quality control check. The detailed study results in the appendices indicate whether a summary total includes “All Services” (including non-fee categories) or “Fee Services Only” (excluding non-fee services). The figures in the body of this report only include the “Fee Services” totals.

Service Level Assumptions: The entire analysis was based upon the current County organization and business practices. The study assumed continued consistency in the time consumption for each service, as well as future staffing, quality, productivity, efficiency, and all other qualitative and quantitative standards.



The analysis is also based upon a level of service determined by Division management to be the minimum professional standard. As a result, in some cases, the time estimates may represent a higher level of service than that of the current Division organization and business practices. The study assumed consistency in the future time consumption for each service, as well as future staffing, quality, productivity, efficiency, and all other qualitative and quantitative standards.

*Consistent
Workload:*

Most of the service costs in this study were developed as “flat” or fixed fees. Under this approach, the Study calculates the cost of the services after assuming that all services for a specific fee will require the same workload (time), regardless of the characteristics of the particular fee activity or the applicant. Time estimates that reflect the “typical” level of effort required for a particular fee activity. The flat fee approach ignores the variance in time that may exist from applicant to applicant, due to qualitative or other differences in the applicants themselves or their submitted materials. The overall efficacy of this approach relies upon the assumption that the variances will average out over the course of time, resulting in a consistent and reasonably fair fee for all.

Subsidy:

A deficit exists when the cost of a particular service is greater than the fee charged and recovered for that service. This deficit creates the need for a subsidy from another funding source, so the use of either term in this report or in subsequent discussions is appropriate for the same meaning.

Individual fee subsidies can take different forms. In cases where different size fees within the same category are set at different cost-recovery levels, one fee payer may subsidize another for the same type of service. This situation exists, because the individual fees are not each priced to recover the individual costs of the services (i.e., one payer is overcharged and one is undercharged). In these instances, there is a basic imbalance and/or unfairness between fee payers built into the system. Other fee subsidies are more general or larger in overall scope, such as when all of the fee levels are set below the costs of the individual services. The overall cost of services is very real, so if the recipients of the services are not asked to pay full cost, the balance must be borne by one or more County funding sources, so the concept of a subsidy is not just theoretical. In local government, subsidies are normally covered by General Fund revenues, since most other funding sources are limited in what they can be used to fund.

This reliance upon General Fund revenues to fund private-benefit services, such as septic system inspections, creates some criticism, since it reduces the availability of those revenues for other public benefit services, such as public safety. However, subsidies can also reflect positive public policy goals, since they can be used to encourage or reward certain desired activities.

This study identifies existing subsidies for individual fee activities, as well as the resulting annual operating deficits for the Division. The purpose of the subsidy



analysis is to inform the County regarding current subsidy levels and give County leaders information to help make informed fee setting and policy decisions.

Costs vs. Fees:

The Study and appendices reference “fees” in titles and descriptions. In the context of the full cost analysis, the terms “cost” and “fees” are interchangeable. The full cost of a service serves as the potential fee until the County has an opportunity to review the results and establish new fee levels for implementation. This study does not presume to establish County fees, since the decisions about fee levels are the purview of the Board of Supervisors and require additional information (e.g., community input, economic impacts, etc.) that was not evaluated as part of this study.

Quality Control

The quality of a cost study is dependent on the data that is used for the analysis. All study components are interrelated, so it is critical that the study utilize good data. To avoid accuracy problems and other quality flaws, the study incorporated a rigorous quality control process with checks at every step in the analysis. The quality control measures ensure that the study covers all of the issues, appropriately accounts for positions and resources in the models, and factors all other data fairly and accurately. The elements of the quality control process used for the User Fee calculations include:

Quality Control Steps / Initiatives

- | | |
|----------------------------------------------------------------|---------------------------------------------------------|
| ✓ Involvement of knowledgeable County staff and managers | ✓ Normalcy/expectation ranges (data inputs and results) |
| ✓ Clear instructions and guidance to County staff and managers | ✓ Challenge and questioning |
| ✓ Process checklists | ✓ Utilization of staff hours |
| ✓ Reasonableness tests and validation | ✓ FTE balancing |
| | ✓ Internal and external reviews |
| | ✓ Cross-checking |



FINDINGS AND RESULTS

Summary

In a cost of service (user fee) analysis, the principal output and findings are the full cost figures for the fee activities. The process for development of recommended fee levels for consideration by the Board of Supervisors will occur later. The appendix to this report exhibits the unit fees individually. In order to put the results in context, the analysis also extrapolated the unit fees into a one-year period, which indicates the potential revenue impacts to the Code Compliance Division.

The following table illustrates these results for the Division:

Summary Results - Fee Services

FULL COST: Annual Cost of Fee-Related Services	POTENTIAL ANNUAL REVENUE AT CURRENT FEES	PROJECTED ANNUAL SURPLUS / (SUBSIDY)	PROJECTED COST RECOVERY RATE
\$ 414,000	\$ 248,000	\$ (166,000)	60 %

As the table shows, the current total cost of County fee activities included in this study is approximately \$414,000 annually. Given the current fee levels charged by the County, the potential annual revenue (assuming a consistent activity level and complete collection) is \$248,000, which represents a current cost-recovery ratio of 60% overall and an annual fund deficit (subsidy) of \$166,000. Even if the Code Compliance Division charged for all code compliance instances with current fees, without fee increases the Resource Management Agency (or other general sources) will continue to offset the cost versus fee revenue gap by at least \$166,000 annually.

The potential revenue at current fees shown in the table above assumes that the County will charge existing fees in all code compliance instances. However, for practical and customer service reasons (to facilitate good community relations and encourage overall compliance), the Code Compliance Division does not actually charge for all possible instances where fees could be levied. Consequently, based on the prior year revenues, a more realistic current revenue figure is \$114,000, and the current annual fee subsidy is closer to \$300,000.

Given the current unit fee levels charged by the County, the annual fee revenue will always fall below the cost of the services, which currently results in a projected annual subsidy of approximately \$166,000. In other words, if the County set fee levels at the full cost of each service, (100% cost-recovery) the County could reap an additional \$166,000 annually in revenue from fee activities.



The reality of the local government fee environment, however, is that significant increases to achieve 100% cost recovery are often not feasible, desirable, or appropriate. In recognition of this situation in Tulare County staff will develop recommended fees that will likely result in less than full cost recovery. The annual amount of revenue from the recommended fees and the actual cost-recovery ratio will not be known until County staff prepares their analysis and recommendations to the Board of Supervisors.

It should be noted that the “full cost” figures presented in the table reflect only the total annual cost of the *fee-related activities*. The Division also has a number of non-fee activities that are not included in this table. Therefore, the table’s focused cost figures will not match any budgets or other financial documents that include every component of the Division. The Full Cost Results, including all fee and non-fee services are as follows:

Summary Results – All Services

FULL COST: Annual Cost of All Division Services	PROJECTED REVENUE: Annual Fees and Other Revenues	PROJECTED SURPLUS / (SUBSIDY)	PROJECTED COST RECOVERY RATE
\$ 991,000	\$ 490,000	\$ (501,000)	49%

The appendix to this report contains the unit cost and Division summary results from the Cost of Service Study. To achieve these results, the consultant prepared and utilized a variety of worksheets and workbooks to document and calculate the full costs of each service. Printouts and electronic files of these materials comprise the background documentation of the study and were provided separately to the Resource Management Agency.

Clarifications

This report presents a variety of cost and revenue figures to demonstrate and explain various elements of the Code Compliance Division’s costs and revenues. Given the complex revenue situation, the different figures presented, and the potential for confusion, it may be beneficial to briefly clarify some of the key revenue issues at this point in the report:

- The study focused on the fee-related services provided by the division, so most cost figures only on those services, and not the entire Code Compliance Division budget.
- The summary revenue shown in the first table above and in the Executive Summary is based only on the fee-related services. The second table above includes the non-fee services also.
- The revenues are “potential” levels, based on the assumption that the Division will charge the appropriate fees for each eligible instance, with no waivers.
- The revenues are “potential” levels, based on the assumed collection of all fees.



- The Division does not always charge for all fee-related services, in order to meet customer service and operational policy goals, so the actual revenue collections have been less than the potential fees would indicate.
- Non-fee-related services were included in the analysis and form the overall picture of the Division costs, revenues, and subsidies.
- Table titles and descriptions in the paragraphs differentiate between the results being discussed.

Cost Study Results vs. The Budget

It is important to note that the subsidy identified in the study may differ from any previously identified or existing budget subsidies, because the analysis included factors that are not necessarily part of the budget process. For example, there is a current *budgeted* subsidy for the program units comprising the Code Compliance Division of \$327,007, while the Cost of Service Study identified an overall subsidy (including non-fee services) of \$500,710. This difference is explained by the fact that the budget for the Division does not include all of the direct staff support from other RMA divisions (e.g., Building Inspection) or support costs from other County departments. In addition, the budget may not align with updated annual workload data as utilized in this study. Since Code Compliance shares staff resources with Building Inspection, for example, changes to workload in each division and the mix of services will affect the anticipated costs and revenues. In addition, the study data included anticipated service and staffing levels, which may differ from assumptions employed for the budget. In fact, the budgeted cost for Code Compliance staff (shared) is approximately \$453,000, but the amount included in the study to address the actual workload is \$724,000, which is a difference of \$271,000.

Cost Results and Findings

The Code Compliance Division fees consist of a mix of flat (fixed) fees and time and materials fees (variable @ staff hourly rates). For those fees where the staff could identify a typical or standard service, with only slight variability of staff effort (i.e., cost) between projects, we established fixed costs. In contrast, services where significant variability of staff effort exists between projects were designated as time and materials fees. For the time and materials fees, we used the calculated staff hourly rates to establish the “cost” of a typical project, which can serve as a base deposit.

The study determined that 80% (24 of 30) of all current unit fees (flat and variable) are less than the full cost of the associated services. The current hourly rate charged for every position in the Division is less than the full cost recovery rate calculated in the study. The current rates average only 57% of the calculated billable rates for full cost recovery. When extrapolated over a full year, these individual findings account for the overall subsidy and cost-recovery rate presented in the tables of this report.



Note: One potential uncertainty in these general figures is that the actual gap (subsidy) may be mitigated by greater cost recovery through deposit-based fees that exceed the average deposits and fees included in the cost analysis.

Results for Programs

The Division operates a series of distinct programs to provide services to the businesses and citizens of the County. By grouping the fee services for each program, we can identify the fee-related cost-recovery performance of the programs. The programs results are presented in the following table:

Cost Results by Program Category (Fee and Non-Fee Services)

Division Program Category	Potential Annual Revenue with Current Fees	Annual Program Cost	Annual Program Surplus / (Subsidy)	Current Cost Recovery
Fee Services (all services)*:				
Code Compliance	\$ 99,908	\$ 410,878	\$ (310,970)	24%
Substandard Buildings / Occupancies	\$ 0	\$ 38,394	\$ (38,394)	0%
Marijuana Program	\$ 148,472	\$ 219,431	\$ (70,959)	68%
Planning Support	\$ 0	\$ 8,216	\$ (8,216)	0%
Fee Services Subtotal:	\$ 248,380	\$ 676,919	\$ (428,539)	37%
Non-Fee Services:				
Employee Housing	\$ 65,112	\$ 146,563	\$ (81,451)	44%
Dairy Compliance	\$ 4,636	\$ 11,662	\$ (7,026)	40%
Abandoned Vehicle Abatement	\$ 170,800	\$ 90,656	\$ 80,144	188%
Code Compliance Staff Cost-Recovery Hourly Rates	\$ 884	\$ 1,591	\$ (707)	56%
Support to Other Departments and Divisions	\$ 0	\$ 25,133	\$ (25,133)	0%
General Non-Fee Categories	\$ 0	\$ 37,998	\$ (37,998)	0%
Non-Fee Services Subtotal:	\$ 241,432	\$ 313,603	\$ (72,171)	77%
Division Total:	\$ 489,812	\$ 990,522	\$ (500,710)	49%

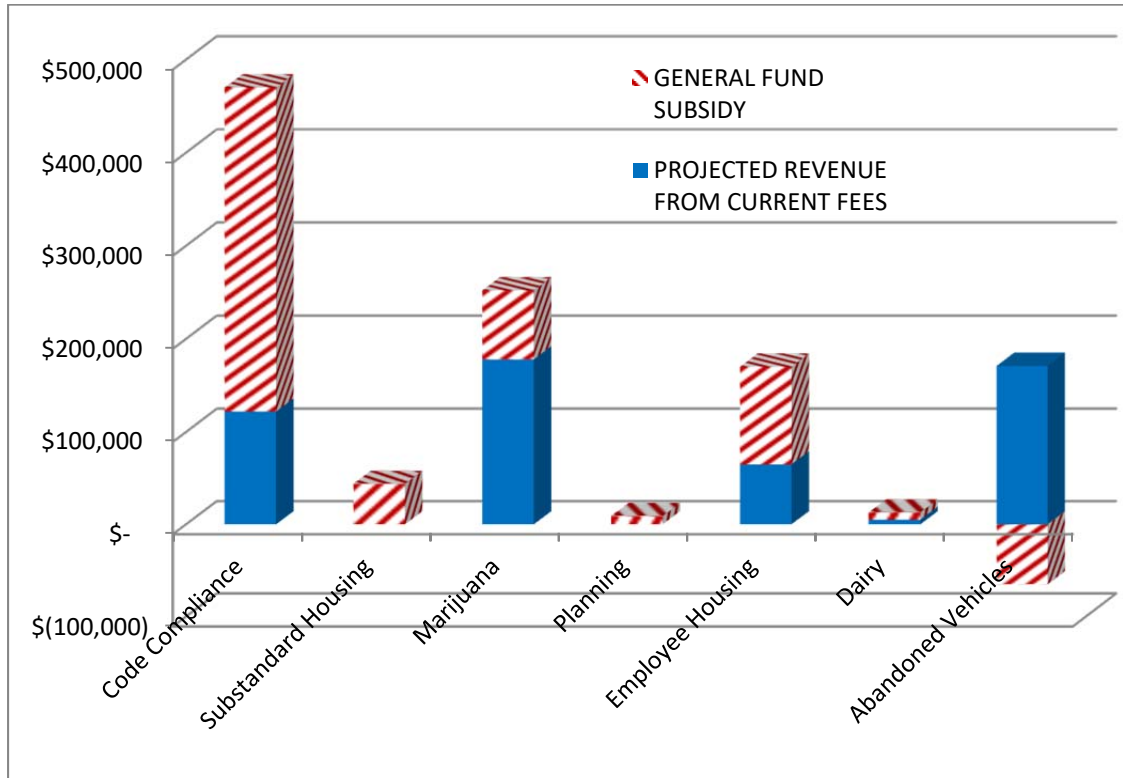
* The costs in this section include non-fee services (e.g., courtesy notices) contained within the overall fee-related programs, which explains why the subtotal costs exceed the fee-related services costs shown in prior tables.

As the table shows, the cost of most of the program services exceeds the fee revenues under the current fees. Every program in the Code Compliance Division, except for Vehicle Abatement, operates with a subsidy from the Resource Management Agency.



Another way to view these results is to consider the funding sources for the full cost of fee-related activities. In the following graph, the bottom portion of each program indicates the amount of the fees funded by current fees, and the upper portion represents the funding provided by the General Fund or other non-fee sources:

Current Funding Sources of Fee Services



Cost Impact of “Free” Services for Greater Cost Recovery

The County does not charge for most first contacts with potential code violators. These contacts include:

- Investigations of complaints that the Division determines are unfounded or require no further action...
- Courtesy notices (non-cannabis)
- First notice of violation (non-cannabis)

Since the County does not have authorized fees for those services, and discussions during the course of the study indicated that such fees would not be recommended, the associated cost is not included in the cost results shown elsewhere in this report. The total cost of these services is approximately \$246,000 annually, which will not be recovered, unless the Division changes policies or decides to charge for those actions once a violation becomes more severe (charge back to the beginning to incentivize earlier compliance).



Certain other services in the Division also currently have no fees, but the associated costs are still included in the study results, since they are more likely to have fees instituted. Examples of these services are the review of planning applications, abatement administrative fees, substandard housing fees, and other “new” fees that result from a restructuring of fees to better fit the services conducted by the Division. The various permutations of excluding individual services from the cost totals are too numerous to provide a clear impact on the potential revenue changes.

Opportunities for Greater Cost Recovery

The results shown in this study demonstrate the existence of subsidies for almost all of the services provided by the Division. Opportunities exist for the Division to enhance the recovery of costs for individual services and programs through increases to existing fees. The major source of potential new revenue identified by this study is through fee increases from current levels to full cost.

It is important to note, however, that some of the potential fee-related revenues identified in this study would come from “new” fees. In some of these cases, the Division is providing the service, but does not have a fee currently authorized, and would need to seek Board of Supervisor approval to set the fee. (These fees can be identified in the appendix through the absence of a current fee in the results.) In other cases, a current fee exists, but past policy direction or other initiatives have instituted waivers of these fees, so the enhancement of cost recovery hinges on whether the Division reverses these waivers. (These fees can be identified in the appendix by the existence of a current fee, but with no associated annual current fee revenue.)

The revenue results presented in this report assume that the Division will set fees for all potential fee-related services at 100% of full cost. If the Division maintains its current cost-recovery practices and does not attempt to recover the cost for all services (e.g., no fees, full subsidy, fee waivers), the potential revenues will be less than indicated by the results shown in the tables of this report.

Unit Fee Cost Calculations vs. Cumulative Charges

In order to charge fees to recover the actual cost of service, the Division needs to be mindful of what the fees in the study represent within the overall code compliance processes.

The cost study identified the unit cost of each individual fee-related service identified in the study, so each result stands alone as the cost of that particular service. The results reflect the incremental cost at each stage of the compliance process and do not display the total cost of cumulative services that might result in a single fee under the County’s current procedures.

For example, the cost for the Administrative Hearing Fee calculated in the study includes only the costs related to the hearing itself, such as preparation, scheduling, participation,



and follow up tasks. It does not include the cost of the procedural steps or enforcement milestones conducted up to the point where a hearing is warranted. These interim steps may have included a 30-Day Notice and a Notice of Violation, which have their own costs not included in the Administrative Hearing Fee.

For our Administrative Hearing example, if the County desires to recover the total cost of all of the services incurred, the Division would need to charge the Administrative Hearing Fee, in addition to the fees for the 30-day Notice to Abate (10-day for Cannabis) and the Notice of Violation. Since the First Notice of Violation is also part of the continuum of services that eventually lead to an administrative hearing, the Division could also justifiably charge for the cost of the First Notice (which currently has no fee and would not be charged if the case did not progress to the more “serious” level.)

Unit Fee Accumulation Example

Individual Fee (Process Milestone)	Potential Full Cost Fee
First Notice of Violation (current fee = \$0)	\$ 331
30-Day Notice to Abate Violation	\$ 361
Notice of Violation and Order to Correct	\$ 389
Administrative Hearing Fee (Compliance after hearing, but before Abatement occurs)	\$ 899
Total Cost of Administrative Hearing	\$ 1,980

The Division could choose to charge these incremental fees as each milestone occurs or wait until the case concludes and charge the accumulation of individual fees in a single invoice at the end.

Impact of Fee Activity Levels

To the extent that the County increases its fees to the full cost levels, Division revenue from fee services could increase by the amount described. However, it is important to note that activity levels could have great impact on the final revenues resulting from fee changes. In addition to the final fee levels, the annual volume of fees (e.g., number of activities) will materially drive the revenues.

The study calculated potential revenues based upon the fee activity projections / assumptions provided by the County, which were based on past experience, current trends, and anticipated changes. The potential for additional cost recovery is grounded in a consistent comparison between the current fees and the full cost fees at the same activity levels. Consequently, if economic activity and the resultant fee workload declines, initial compliance improves, or overall violations decline, the County would experience an overall drop in Code Compliance fee revenues that is unconnected to the results of this study. (The particular nature of code compliance is that the job of the staff is to “put themselves out of business,” so their success would ultimately result in decreased revenue for the Division.)



Results for Staff Hourly Rates (Cost Recovery Rates)

Full Cost Recovery Hourly Rates

The study results include a series of “Full Cost Recovery Rates” associated with various position classifications (e.g., Building & Zoning Inspector). These rates are calculated to recover 100% of each position’s fully loaded cost within the hours available to perform billable/direct services to customers and other direct Division activities (both fee and non-fee). The cost components factored into these rates are the same as the costs included in the unit fees, as described in the “Full Cost” section above. In addition, these rates take into account the available billable hours for each position.

For example, if a position’s fully burdened cost is \$150,000, and the position’s billable hours are 1,500, the full cost recovery rate would be \$100 per hour.

These rates should not be confused with pay or other compensation rates. Due to the cost burden added to these rates (e.g., overhead, operating expenditures, indirect costs) and use of billable hours, a Full Cost Recovery rate typically ranges from three to four times the hourly pay rate of the employee.

The County can use these rates to recover full Division costs whenever a real-time billing situation is present. A salary-only or salary+benefits rate would fail to recover the full cost of the position.

The study found that the full cost-recovery rate for every position classification evaluated in this study is higher than the current hourly rate used by the County.

Staff Hourly Rates Results

Position Classification	Current Rate	Total Full Cost per Hour	Subsidy per Hour	Full Cost Recovery Rate
Building & Zoning Inspector I	\$ 68.00	\$ 110.81	\$ (42.81)	61%
Building & Zoning Inspector II	\$ 68.00	\$ 112.80	\$ (44.80)	60%
Building & Zoning Inspector III	\$ 68.00	\$ 132.69	\$ (64.69)	51%
Building & Zoning Inspector IV	\$ 68.00	\$ 139.56	\$ (71.56)	49%
Building & Zoning Inspection Aide	\$ 68.00	\$ 96.88	\$ (28.88)	70%
Code Enforcement Officer I	\$ 68.00	\$ 112.77	\$ (44.77)	60%
Code Enforcement Officer II	\$ 68.00	\$ 117.38	\$ (49.38)	58%
Code Compliance Officer III	\$ 68.00	\$ 112.80	\$ (44.80)	60%
Building & Housing Manager	\$ 68.00	\$ 183.69	\$ (115.69)	37%
Permit Center Staff	\$ 68.00	\$ 124.62	\$ (56.62)	55%
Clerical Support	\$ 68.00	\$ 106.43	\$ (38.43)	64%
Blended Building & Zoning Inspector	\$ 68.00	\$ 117.80	\$ (49.80)	58%
Standard Re-Check or Re-Inspection Rate	\$ 68.00	\$ 122.52	\$ (54.52)	56%



Blended Rates

The study results include a “blended” hourly rate for Standard Re-Check or Re-Inspection that is not specific to any particular position. This rate enables the Division to utilize a general rate when specific employee rates are not feasible or desirable, such as when the Division is attempting to provide an estimate of cost when the actual employee assignments or project complexity is not fully known.

The study calculated the blended rate by using portions of the hourly cost of multiple positions that are typically involved in hourly fees. All of the portions combined to equal one hour. To determine the relative portions from each position, the study used a ratio that generally corresponds to the typical work assignments of those employees. (i.e., non-fee-related positions are excluded.)

Variable (Hourly) Fee Deposits

For some fee-related services (especially anomalous situations) the Division may choose to track actual staff time consumed by the project and charge full cost-recovery hourly rates to establish the specific fee level. This “real-time billing” process may require the applicant to pay an initial deposit (i.e., down payment) to ensure that the County will collect a base amount of fees for the project. If the project consumes more time/cost than the initial deposit, the Division will request an additional infusion of funds from the applicant. Ultimately, the applicant will pay the full cost of all staff time devoted to the project.

However, it should be noted that the County does not currently allow deposits or down-payment-type arrangements for code compliance fees or charges. This approach may not be feasible or desirable for the future either, since the nature of code compliance processes and interactions with the public are different from many other County functions, which may present insurmountable difficulties to adapt for these services. Consequently, this discussion merely presents the idea for future potential consideration by the County.

This cost analysis calculated the typical cost of each service, which appears in the results as the resultant full cost. If the County wants to establish deposits, instead of fixed fees, the unit costs identified in this study can serve as the deposit levels. When considering fee setting, the County does not *need* to establish the deposit at this level to ensure full cost recovery, because the fees charged will be based upon the actual time consumed—not the deposit level. The deposit merely serves as the first payment.

The County *may* choose to use the results from the cost study as the basis to set the deposit levels, since they represent “typical” projects. This approach may not be desirable, however, because it could result in a greater number of necessary refunds of overpayments, and because it would “front load” fee payments for projects which have a longer review process.



Issues Regarding Comparisons with External Hourly Rates

Local government hourly rates are occasionally compared to the rates charged by private contractors or other external agencies, in order to ascertain the “reasonableness” of the counties’ or cities’ rates. Although an attempt is usually made to compare equivalent positions, the government rates are commonly higher than those from private enterprises. There are a variety of valid reasons for the differences in rates, which contribute to the potential assessment of whether the rates are reasonable.

Even when the services and products are similar, significant differences exist in the costs and operations between government agencies and private enterprises. The differences are most evident in their organizational missions, cost structures, and service levels.

Most significantly, the differences are due to the fact that private firms typically do not have to account for the same underlying costs as a government agency, including:

- Permit system (purchase and maintenance)
- Board of Supervisors (or other committees and commissions) support/meetings (attendance, status reports, etc.)
- Supporting plans or documentation (development and maintenance), such as emergency management and incident response plans, code updates, General Plan, Zoning Code, Municipal Service Review, and Sphere of Influence updates
- Code enforcement
- Public information (pre-project support)
- Routine non-technical training (e.g., sexual harassment, workplace violence)
- Administrative oversight tasks (e.g., Economic Interest statements)
- Fee studies performed by outside contractors
- Employer contributions to defined benefit retirement plans (vs. 401K or no plan)
- Competitive comprehensive health insurance coverage and post-employment benefits
- Recruitment processes that require extra steps (e.g., exams and formal applications) to ensure fairness and equity, and review processes to prevent issues such as nepotism. (Private firms can use whatever processes they want and can hire anybody they want.)
- Purchasing processes that require extra steps to ensure fairness and protect public money (i.e., formal bidding processes). (Private firms can purchase however they choose.)
- Additional administrative support, such as a Finance Division that must track public funds and prepare/publish reports with greater detail than required in private firms (to protect public money and ensure public access to information).

All of the above costs (some partially) may be allocated to County fees and cost-recovery rates established in the studies (with exceptions for some positions). Consequently, even when salaries are equal, total County employee costs are greater than private firm employee costs. Even if the County “privatized” some or all of the fee services, most of



these costs would still exist in the County and would have to be recovered. Therefore, private firms would have to either raise their rates or bill for more hours—or the County would have to add a premium/surcharge to the private fees. Either way, the cost would be greater than simple public-private rate comparisons would indicate.

In addition, the fees (based on worker time) also have the following built into them:

- Review and approval processes to ensure accountability and protect the public.
- Systems and processes designed for fairness and equity among customers (can create inefficiencies). (Private firms can provide different service levels to different customers.)
- Standard fees must also include services to difficult projects and customers, because the County must serve everyone equally and cannot refuse to serve any customers. (Private firms can avoid “unprofitable” customers.)

In summary, private enterprises generally do not have the same level of cost inputs that need to be recovered in rates charged by a County, in order to recover costs and avoid subsidies from non-fee sources. Conversion to privatized services would not necessarily eliminate those additional costs, as the County would still incur many of them regardless of the final service provider.

Definition of Results

The results of this Study reflect the *full cost* of fee-related services provided by the County. The results are not necessarily the fees that the County will charge. The Board of Supervisors has the authority and responsibility to set the fee levels following receipt of staff recommendations, public meetings, and deliberations.

Potential Cost Changes from Prior Studies and Fee-Setting

This cost analysis identified significant gaps (subsidies) between the full cost of individual services (as calculated in the study) and the current fees for almost all fees in the study. This finding may surprise those who assume that the County is already charging full cost for its services.

Tulare County last completed a comprehensive fee analysis of the Code Compliance Division in approximately 2005. At that time, according to County staff knowledge, the County did not establish all fees at 100% of full cost, so the results of this study indicate continued fee subsidies. Even if the County established user fees at 100% of full cost following a previous study, and regularly applied an inflation factor, there are a variety of reasons why the cost calculations from this study would identify significant gaps between the current fees and the full cost. This Study did not attempt to evaluate and quantify factors that resulted in changes to the gap, but common variables include:



- New or changes to state or federal regulatory requirements that must be implemented or enforced through Division programs
- Current fees may not have been previously set at full cost (policy decisions).
- Increases in per-unit workload (i.e., time required to complete tasks) due to new codes and regulations that add complexity and additional required checks and services to tasks.
- Increases in County costs that exceed inflationary measures (e.g., Consumer Price Index) such as:
 - Employee salaries (COLA's, step increases)
 - Employee benefits (PERS, healthcare)
 - Services and supplies (electricity, fuel, insurance)
 - Countywide overhead costs (Cost Allocation Plan results)
- Inclusion of new costs not in existence or identified in the previous study, such as:
 - Internal administrative and supervision costs (Division and division overhead)
 - Annualized capital or asset replacement costs
 - Cross-Division support costs
 - Support functions authorized to be included in user fees (e.g., code enforcement costs in building and planning fees; general plan update costs)
- Changes in technology and/or business processes
- Staff turnover resulting in reduced personnel costs.
- Improved analytical methodologies with enhanced rigor and comprehensiveness
- Improved recognition of the role and treatment of productive / billable hours factors (direct vs. indirect work hours)
- Potential decreases due to streamlining/expenditure reductions

Considerations Concerning Recommended Fees

If the County's primary goal is to maximize cost recovery from user fees, Wohlford Consulting would recommend setting user fees at 100% of the full cost identified in the study, with few exceptions. This approach would reduce the burden on external funding sources. This position reflects a philosophy that fee payers should pay the full share for the services they consume from the County for their private benefit.

Maximizing cost recovery may not be the only goal of a cost of service study, however, and sometimes full-cost recovery is not needed, desired, or appropriate. Other County and Division goals, Board of Supervisors priorities, policy initiatives, past experience, implementation issues, community expectations, and other internal and external factors may influence staff recommendations and Board of Supervisors decisions.

In recognition of these other issues, staff will work to develop recommended fees that address the County's current needs. Wohlford Consulting anticipates that the Board of Supervisors may provide further direction to staff regarding acceptable fee levels. In the meantime, *the cost recovery results shown in the Study are based upon full cost calculations* and do not reflect any specific or general fee recommendations provided by Wohlford Consulting.



Limitations for Use of Revenue Results

The annual results are based upon an estimated annual volume of activity provided by Division staff during the study. The purpose of these total figures is to provide a sense of scale that puts the fund deficit and other results in context. These figures are not perfect, since a number of variables will ultimately alter the final cost recovery totals. Variables include:

- Fees set at less than full cost
- Increased or decreased activity from assumed levels
- Change in the blend of service types and fees
- Timing of the implementation of the fees and revenue collection
- Service activities and fee collections that cross multiple fiscal years
- Project tasks (activity volume count) and fee collection which occur in different years

This Study presents the potential cost recovery figures and annual costs only to provide a basis for comparison of current fee levels to full cost (as well as a basis to establish recommended fees). Since the impacts of these variable factors are unknown, Wohlford Consulting cautions the County against using the annualized figures for the purpose of revenue projections or other budgeting decisions.

Other Beneficial Outcomes of the Study

Although it is the primary focus of the Study, the cost analysis is not the only part of this effort that can benefit the County. A series of secondary outcomes and benefits resulted from the steps of the processes used in the Study, the analysis of data, and the myriad of discussions between the consultant and staff.

Since these secondary benefits are not the focus of the Study, the descriptions presented below are not intended to fully explain and document all of the elements and benefits of these outcomes. Instead, the intent of the descriptions is to briefly describe their existence and to encourage follow-up in some cases.

Orientation and Training

The long-term success of the project is affected by the ability of Division staff to continue to understand, use, and explain the study methodologies and results after the consultant is gone. Consequently, as part of the study process, staff spent a considerable amount of time working with the consultant to learn the conceptual and practical elements of the data collection, analysis, and calculations. This informal training process not only ensures the future success of the project, but it also facilitated effective data collection and the County's internal review of the results.

Management Information

The processes of data collection, analysis, and validation produce beneficial management information. The background documentation and fee models, as well as the discussions



with the consultant, highlighted information that is beneficial for managers who wish to pursue additional in-house analysis. Division managers have access to the auxiliary information developed and documented during the Study, including current and potential:

- Utilization of Time and Staff (productivity and staffing needs)
- Revenue Impacts (potential new revenue)
- Distribution of Staff Effort across Services (who does what and for how long)
- Total Time for Each Service (workload impacts)
- General Staff Productivity (direct vs. indirect activities)

Intangibles

During the course of this Study, the consultant provided the Division with experience-based advice intended to help the County best achieve its current and future fee objectives. Staff and the consultant discussed implementation strategies and alternatives, future steps, common questions and complaints, public policy considerations, economic considerations, legal considerations, how to address criticism and support the study, other analysis needed, and update techniques. These discussions and the other contributions from the consultant do not necessarily appear elsewhere in the formal documentation, such as this report.



OTHER ISSUES AND INFORMATION

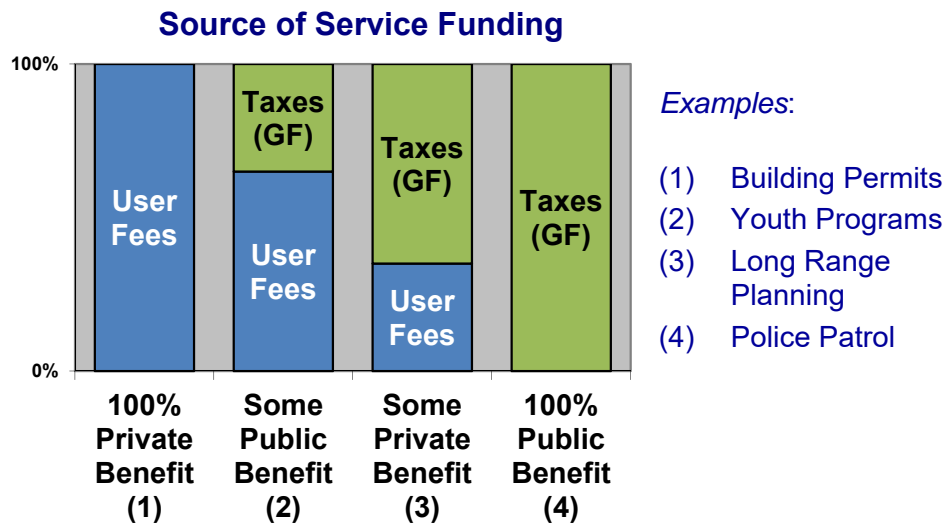
Fee Setting Considerations

The principal goal of this Study is to identify the cost of Division services to help the County make informed decisions regarding fee levels and charges. Determining appropriate fee levels is an involved and dynamic process. Staff must consider many issues in formulating recommendations, and the Board of Supervisors must consider those issues and more in making final decisions.

County staff will develop fee level recommendations to present to the Board of Supervisors. Unfortunately, there are no hard and fast rules to guide the County, since the most important issues are subject to administrative and political discretion. To assist the County’s deliberations, Wohlford Consulting offers the following general considerations:

Subsidization

Recalling the definition of a user fee helps guide decisions regarding subsidization. One general principle is that individuals or groups that receive a purely private benefit should pay 100% of the full cost of the services. In contrast, services that provide a purely public benefit should be funded entirely by tax dollars. The complicating reality for local government is that a large number of services fall into the range between these two extremes. The following graphic illustrates the potential decision basis:



A common justification for subsidizing certain fees with general fund contributions is that some fee-related services provide a “public benefit” to the larger community, in addition to the private benefits obtained by the applicants. This approach assumes that, for example, subsidized development activities provide economic, cultural, quality of life, or other community benefits that equal or exceed the costs to the County. Code



compliance activities and the impacts on the community vary with the situations and violators, so individual cases could fit into any category, but most likely would fall somewhere in category #2 or #3.

Subsidization can also be an effective public policy tool, since it can be used to reduce fees to encourage certain activities or allow some people to afford services they otherwise could not at the full cost. In addition, subsidies may be appropriate to allow citizens access to services (such as appeals) without burdensome costs.

Regardless of the intent, it is important for County leaders and the public to understand that subsidies must be covered by another revenue source, such as the General Fund. Therefore, the general taxpayer will potentially help to fund private benefits, and/or other County services will not receive funds that would otherwise be available.

Consistency with County Public Policy and Objectives

User fees are part of the fabric of County administration. The fee levels and policies should be consistent with other established policy objectives, strategies, and statements. If the County espouses cost recovery and fairness, fees should reflect those standards by minimizing subsidies. If the County has stated a desire, for example, to encourage low-income housing, the fee structure should make allowances to encourage this type of development. In summary, the existing policy stances should influence the fee decisions.

Fairness and Equity

The fees should be fair and equitable to all fee payers. Some fee payers should not pay more than the full cost, in order to subsidize the lower/subsidized fees of others. If the County wants to provide subsidies, the extra funding should come from a general source, such as the General Fund or other distributed revenues, not from other individual fee payers who are already paying their fair share.

Compliance with Legal Standards

By following a non-profit ethic and the applicable general standards (e.g., reasonable cost) set forth in the Government Code, this cost study identified the full-cost-recovery fee levels that the County can use to establish fees in compliance with both the spirit and letter of established legal standards. (Note: Nothing herein should be construed as legal advice, and the County should consult its own counsel for questions of a legal nature.)

Constituencies Affected

As a public body of elected officials, the Board of Supervisors may wish to consider various political issues and constituent concerns that could arise from fee changes. For example, the Board of Supervisors may want to benchmark certain fees to neighboring communities, in order to avoid appearing to be “expensive” or overly generous with



subsidies. Also, some fee changes will impact specific constituencies that may attempt to influence decision-making.

Fee Comparison Issues

With the availability of the cost results from this study, a comparison of the County’s service costs and/or proposed fees to fees from neighboring jurisdiction is often an attractive concept to local government. However, the County should recognize a number of significant limitations that affect the validity and reliability of comparisons.

With the potential for numerous factors to affect the differences in fee levels between counties, it is important to realize that the value of a fee comparison is generally limited to market-based decision-making. There is very little relevance of current fee levels in other counties to the actual costs in Tulare County, since fee schedules tend to be highly variable expressions of local policy, rather than true barometers of service costs or cost-recovery intent.

Direct comparisons of fee levels across surveyed counties are usually somewhat limited, due to wide differences in fee structures, definitions, and program types. The value of a comparison may be to allow a County to develop a sense of its place in the range of fee levels among comparative jurisdictions, but it does not establish a clear understanding of each County’s specific cost circumstances, including actual cost, service levels, or cost-recovery performance. This situation may exist for a variety of reasons, including:

- Many counties have not conducted an actual cost study, so their fees may be based upon historical or other subjective factors unrelated to actual cost.
- Most counties do not publish their subsidy rates, so their fees may be subsidized (knowingly or unknowingly). Even if they have completed a cost study, there is often no way to know whether cost subsidies exist.
- The services included in fees may be combined in some counties and separated in others, thus making direct comparisons unreliable.
- The methodology used to determine the fees in other counties may be deficient or designed to recover less than full cost.
- Other jurisdictions may have different policy goals and considerations that affect the level of cost they desire to recover.

Even if the studies treated the costs equally, there are number of additional qualifying factors that would create legitimate and reasonable variances in costs between different counties and cities. These cost factors include:



- Salaries and benefits
- Services and supplies
- Overhead levels (Division, division, and administrative)
- Post Employment Benefits (OPEB)
- Leave time (holiday, vacation, sick)
- Other non-direct time (training, meetings, breaks)
- Capital costs (annualized)
- Cross-Division costs
- Cost-recovery of associated services (e.g., General Plan update, code enforcement)
- Reserve contributions
- Staff longevity (affects the time necessary to complete tasks)
- Service levels (affect the number of associated tasks and the overall time necessary to complete fee services)
- Efficiency

Cost “Reasonableness”

A common question posed at the conclusion of a Cost of Service Study, particularly when reviewing the results, is whether the data and results are reasonable. Although the scope of this study did not include an evaluation of the service levels in the County, the following discussion addresses this question and related issues.

The notion of “reasonableness” is a function of different definitions and assumptions. The most basic consideration is whether the reasonableness standard applies to the *cost of the service* or to the *fee charged*--which can be two entirely different issues.

The reasonableness of a fee is largely a policy matter after cost has been established, since each individual’s perspective influences his or her definition of reasonableness. For example, whether a particular fee is considered reasonable certainly depends on whether one is the person paying the fee or a disinterested party. Concepts of subsidization are also important to consider, particularly when the fee payer will realize a profit as a result of the County’s action (e.g., private developers). Political considerations, jurisdictional comparisons, economic sympathy, desired incentives and disincentives, and historical trends may also play a part in the determination of fee reasonableness.

A Cost of Service Study establishes the true cost of providing individual services. The most common standard for this analysis, as directed by the California Government Code, is that the fees can be no greater than the “estimated reasonable cost” of providing the service for which a fee is charged. However, there is no best practice or specific “reasonableness” definition or standard for providing individual services—and, by extension, there is no best cost level. Often, the only commonality across different jurisdictions is difference. Attempts to create a standard through rough statistical analysis of past data from other jurisdictions are problematic, and imply a level of accuracy and meaningfulness that does not exist. The cost components, service structures, staffing arrangements, services levels, overhead levels, and many other factors vary widely (and legitimately) among even neighboring jurisdictions.



Tulare County’s Cost of Service Study employed quality control measures to ensure that the analysis identified the most accurate costs for the County’s current operations, which represents one commonly accepted measure of reasonableness.

However, if the County expands its definition of reasonableness to include consideration of the most *efficient* and *effective* operational practices, it is important to note that the scope of this Cost of Service Study focused on the current operational costs of County services only and did not delve into issues of service performance or quality. In contrast, a true best practices evaluation and determination of cost reasonableness based upon an idealized service approach requires a more robust management and operations study. To be successful, this type of study should involve meaningful observations and evaluations of business processes and management practices, operational reviews, comprehensive line staff interviews, concept definition processes, and a wider scope and intensity of investigation and analysis. Anything short of this full analysis would lack credibility, utility, and relevance.

Enhanced Fee Flexibility

The time estimates in this Study represent the best estimates for the level of effort necessary to complete each of the fee activities, based on past experience. Since unforeseen circumstances and requests are possible, there is a need for flexibility in fees to address new or anomalous situations. In these situations, a Division can identify the need for additional staff time and apply standard or individual position hourly rates to establish charges. The Study calculated full-cost recovery rates for all key positions. To facilitate use of these rates, the Board of Supervisors should grant the authority to charge these supplemental rates by including them in the approved fee ordinance or resolution.

Implementation Issues

Following Board of Supervisors approval of a new fee schedule, the County will be faced with the practical task of implementing the new fees. While the County develops a project plan for implementation, it may wish to consider the information and issues presented below.

Timing

To ensure more accurate revenue and service expectations, it is important for the County to recognize the realistic limitations to a speedy implementation of new fees.

1. In addition to the mandated noticing and public hearing requirements, the County may be prohibited from charging some of the new fees until at least 60 days following approval by the Board of Supervisors (Government Code § 66017).
2. The County may identify the need for additional public hearings/meetings, which would add time for additional noticing and hearing requirements that could also delay full implementation.



3. The County will also be faced with a series of practical and customer service limitations. Fee schedules must be produced and published in the usual places (brochures and handouts, website, staff handbooks). The Division's permit systems must be updated to reflect the new fee levels. Staff must be trained on new fee structures and/or procedures in some instances. Fortunately, if planned effectively, Division staff can complete many of these administrative tasks while waiting for the legal waiting period to pass.

Permit Systems

The Cost of Service Study did more than calculate the full cost of existing services. In many cases the consultant and Division staff reorganized or otherwise modified the existing fee structures. We added new fees, deleted obsolete fees, combined fees, and established entirely new approaches for some. As a result, the County will need to modify the structure and organization of the fees in the permitting systems and structures used by the Division before any new fees go into effect.

Phasing

Due to the large gaps between some current fees and their full cost recovery levels identified in the Study, many of the County's fees may be subject to significant increases. If implemented all at once, these increases may surprise local businesses, citizens, and other fee-payers, and could conceivably have an adverse impact on the local economy. If the County plans to institute significant fee increases for these services, phasing in the fee increases helps to minimize impacts to the community and to give it a chance to plan for, and adapt to, the increases.

There are, however, two key downsides to enacting a phased approach to fee increases. The first issue is the delay of cost recovery, since fees will continue to be subsidized at higher levels until the full cost (or desired cost-recovery goal) fee levels are achieved. The second issue is the potential for additional administrative and/or operational cost resulting from more frequent fee changes. Each fee change can result in the need for additional contracted services to modify permit systems, supplemental staff training, reprinting of forms or other documentation, and other additional internal workload.

Public Communication

Public and interest group acceptance of new or increased fees can often be improved through an awareness campaign and direct communication with affected parties. Having the opportunity to review the fees (and perhaps the analysis behind them) builds confidence in the credibility of the analysis and reduces objections. Conversely, last-minute notices cause the community to question the veracity of the fee analysis and County motives behind the apparently rushed approval process.

The public communication needs associated with fee changes vary by Division and by the types of fees. Each Division should develop a public notification and communication



plan that is appropriate for the types of fees affected, the degree of potential fee changes, and the customer base and others affected by the changes.

Potential Implementation Strategies

Wohlford Consulting generally recommends setting fees at 100% of cost and implementing the new fees as soon as possible. This approach for the County would result in a large number of individual fee increases, a smaller number of fee decreases, and a significant overall increase in annual revenue.

This standard recommendation would minimize individual fee subsidies and maximize cost recovery. However, Wohlford Consulting understands that current economic conditions, and the County's desire to attain community support, warrant the consideration of alternative fee implementation approaches and timing. We recognize that a decline in economic activity and vitality, political desire to spur economic recovery, and anticipated criticism and extraordinary resistance to fee increases, may make the typical fee implementation approach especially difficult.

Consequently, Wohlford Consulting has identified several approaches for the County to consider that will facilitate implementation and achievement of the County's cost-recovery objectives. The alternatives are presented below:

Option 1: Adopt the Fee Schedule at 100% Cost-Recovery

Under this option, the County would implement almost all fees at 100% of full cost as soon as possible, with a limited number of reasonable exceptions determined by the Division for critical areas of public safety or public involvement. This approach would result in the maximum cost recovery (i.e., new revenue gains), absent any impact of price elasticity (which is unknown), and is the only approach that will mitigate the underfunding of Division services. However, the full cost recovery approach may not be the most palatable option to the County, as discussed above, so one of the other options may be more appropriate.

Option 2: Increase Selected Fees Only

Under this option, the County would select a limited number of fees to increase. To select the fees targeted for increase, the County should consider a variety of factors that affect progress towards revenue, subsidy, or policy goals. These factors may include which fees are burdensome to customers, which ones are the most frequently charged, which ones are the least successful at current cost recovery (i.e., most subsidized), potential controversy and opposition, targeted customers, and past experience.

While this approach will not result in full cost recovery and will perpetuate subsidization of fee-related services, it may be the most practical and achievable option. It may also result in greater overall success for the County. A successful *partial* implementation may achieve greater overall cost recovery gains and subsidy reduction than a failed complete implementation. Before selecting this approach, the County should evaluate whether the



determination of targeted fees would require a significant secondary analysis that may, in itself, cause considerable controversy and opposition.

Option 3: Standard Discount

If full cost recovery is not intended, the easiest option to administer is to apply a standard discount to the cost results. For example, the Board of Supervisors could decide to charge a specified percentage (e.g., 80%) of full cost for all fees. Under this scenario, the County would increase fees that are currently less than the specified percentage of full cost and decrease any fees that are currently greater than that percentage.

Even if the percentage cost-recovery rate is standardized, the rate of change for individual fees could be inconsistent, to the extent that these fees are not currently set at a consistent ratio to full cost. As a result, the fee payers could still experience sticker shock and see significant percentage and/or dollar increases to individual fees. However, the notion of a discount applied to fees may have strong appeal to customers and other interested parties.

Option 4: Capped Increase

Under this option, the Board of Supervisors would limit individual fee increase to a specified percentage increase (cap) above its current level (e.g., a 50% increase only).

This approach applies an understandable consistency to the increases, but it separates the fees from a relationship with full cost. Depending on the cap selected, this approach can prevent significant increases to fees that would occur under a full-cost-recovery scenario. However, it also could limit the cost-recovery performance of individual fees, and thus result in continued underfunding of services.

Option 5: Phased Implementation

The option to phase the implementation of fee changes over time is applicable to each of the other options. Under this approach, the County would select a period of years over which to achieve its overall goal. For example, the County could decide to achieve full cost recovery over a period of three years (or some other desired period), rather than all in the first year. To achieve a “full cost in three years” goal, the County would increase the fees by 33% of the gap between current fees and full cost each year for three years. The County should also consider annual inflation into the annual phased growth factors, to ensure that full cost is included for the duration of the phasing.

This approach would smooth out the fee increases, which might allow customers to adjust their business plans, plan for future development projects, absorb the increases over time, and build the increases into their cost calculations. This approach may also stimulate some development activity, as customers schedule their projects earlier to take advantage of reduced fees. However, this approach will also maintain a level of deficit for a longer duration and perpetuate an underfunding of services.



Option 6: Hybrid Approach

The County has the option to mix and match the components of each of the options to establish a process and an outcome that best meets its needs. Further evaluation and understanding of County objectives would be necessary to more fully define the most appropriate recommendation for the County.

Consultant’s Recommendation Regarding Implementation Strategies

The ideal fee implementation strategy for Tulare County can only be determined through careful evaluation of Board of Supervisors priorities, community input, future County budget conditions, County policy, and potential community impact and response. Most of this information is unavailable at this time and is likely to change periodically; so in order to provide a recommendation in the absence of this direct knowledge, Wohlford Consulting must rely upon successful experiences with other communities and knowledge of Tulare County gained through this Study.

To improve the cost-recovery performance of the County, Wohlford Consulting recommends a blended, or hybrid, implementation approach that combines the full-cost-recovery goals of Option #1 with the customer and community-centric features of a phased approach from Option #5.

In recognition that the Board of Supervisors may not want to set all fees at full cost, this general recommended approach is flexible and acknowledges that the County will likely seek 100% cost-recovery only for certain fees. In addition, the County will likely set different phasing schedules for individual fees, ranging from immediate implementation at 100% of cost to a schedule of increases over many years to achieve a level of full-cost recovery in the future.

The phased approach is intended to “soften” the larger fee increases, including many that could increase from zero to hundreds or thousands of dollars at full cost. The potential for “sticker shock” and customer frustration is real, and a phased approach may help the County achieve community acceptance of the fees with less controversy and rancor. The County’s revenue goals and financial condition should be the primary driver for determining the specific time frame for the phased approach.

Wohlford Consulting believes that this blended/hybrid approach would be most beneficial to Tulare County, because the County can maintain the relationship between fees and full cost (thus facilitating future adjustments), as well as maintain focus on an overall goal of full cost recovery—while retaining flexibility to adapt to changing local conditions. In addition, the phasing of some fee changes will make it easier for customers to accept and adjust to the cost increases, and it will allow time for the economy to continue to recover before the full impact of the final fee increases is borne by customers.



Note: This recommendation also recognizes the potential need to continue subsidizing a few specific services, in order to ensure continued public safety and/or reasonable public involvement in some processes.

Future Updates

This Study represents a snapshot in time of the costs to provide fee related services. This analysis is based upon the FY 2018/19 Adopted Budget, including the staffing and budgeted expenditures. However, the study's specific applicability to the budget and current costs will effectively end when the Division experiences significant budget changes. With budget/cost increases over time, the fee levels would fall further behind in future years. Consequently, the County needs a method to keep the fees relatively current with changes in costs over time. Some of the most common approaches include:

Status Quo: Many cities simply allow their fees to remain constant over the years. Not only does this approach negatively affect revenue recovery, it also causes potentially dramatic increases when the next update is completed. Wohlford Consulting *recommends against* the status quo approach.

Full Review: Tulare County can elect to conduct a complete Cost of Service Study each year. This would be the most accurate and defensible update strategy, but it would be the most expensive and time consuming. The payback for this level of effort and scrutiny does not usually warrant this approach, so Wohlford Consulting *does not* recommend it.

Minor Update: A minor update would involve changing only the basic cost factors in the existing fee models to recalculate fees at the new levels. Time estimates, allocation bases, staffing levels, and other key components would remain the same. This level of analysis would require the re-involvement of a consultant. This approach would be more cost-effective than a full review, since consultant fees would be merely a fraction of the cost of an entire study. *Wohlford Consulting recommends the minor update approach as the optimal way to stay current and remain defensible.*

Inflation Factor: One of the easiest and least expensive update approaches is to apply an inflation factor to existing fees in an attempt to mirror cost increases over time. This method simply entails the development of a spreadsheet to apply a percentage increase to current fees. The flaw in this approach is the potential inaccuracy of any inflation factor applied generically to a wide range of cost types. However, this approach is generally accepted (and seldom challenged) as a convenient and reasonable way to modify fees in future years. For this reason, *Wohlford Consulting recommends the inflation factor approach, if the County does not wish to conduct a minor update.*

The key to an effective inflation factor approach is to select the right factor. A variety of CPI-type factors are available for the County to use, with the most



common and recognized source being the U.S. Division of Labor, Bureau of Labor Statistics (<http://www.bls.gov/cpi>).

However, the West Urban Area CPI (All Urban Consumers, All Items), for example, has experienced an annual rate of increase of 2.8% or less since 2010—and actually demonstrated an overall *decline* of .4% in 2009. The increase in 2018 was 3.3%.

The average annual growth in most California indexes over the past 10 years has been less than 2%, and the annual increases have exceeded 3% only once. Considering energy, health care, retirement, insurance, and other key local government costs, the actual costs for Tulare County have probably far exceeded a 2-4% average annual growth over the past decade. Based on this assumption, Wohlford Consulting recommends that the County establish its own inflation factor that represents local cost growth. The use of an average factor would mitigate radical swings from year to year. The basis for this factor could be one of the following:

1. *Division labor costs.* Labor costs (salaries and benefits) comprise the majority of operating costs and the largest component of fees for the Division, so they are the key driver for overall cost increases. In addition, these costs are the most predictable costs, which will allow the Division to calculate prospective fee modifications sooner. With faster base information, the Division will be able to increase fees earlier and more accurately, which will help to maximize cost recovery performance. To create this factor, the Division can calculate the overall percentage increases to salaries and benefits from year to year and apply this same percentage increase to existing fee levels. If there is concern that the labor costs have increased without a corresponding increase in all other budgeted costs, the Division can moderate the labor cost factor, by determining the specific ratio of labor costs to all other costs, and applying this ratio to reduce the labor cost factor accordingly. For example, if labor costs are 80% of total costs, and the labor costs increase 10% from one year to the next, the Division can apply an 8% increase to all fees.
2. *Total Budget Costs.* The Division could calculate the overall percentage increases to the budget and apply this increase to existing fee levels. These costs may also be predictable, but the Division must take special care to exclude cost components from the calculations that are not related to fee activities, as was done in the original fee study.



GENERAL OBSERVATIONS

Purpose and Scope

During the course of the cost analysis of Code Compliance Division services, the consultant discussed operations and structures with Division management to foster a better understanding of how to structure the study and evaluate the costs. Although the study was never intended to be a management or operational analysis, these discussions allowed the consultant to recognize a number of current issues that may warrant further consideration or evaluation by the County. A description of each observation or reported issue is provided in subsequent sections.

It is important to recognize that no attempt was made to fully evaluate the impacts of each issue, identify alternatives, develop solutions, identify costs and/or benefits, present findings, or otherwise determine any conclusions. Instead, these initial observations are presented merely to identify areas for the County to conduct further investigation to determine if any of the issues merit additional attention or changes. If any of the observations and associated discussions are interpreted to include specific recommendations, it should be understood that none of the discussions below reflect a full or complete evaluation of the current situation by the consultant, and the County should act upon these observations accordingly.

By their very nature and purpose, critical observations are intended to identify potential areas for improvement, so they focus on existing deficiencies. It should be noted, however, that the consultant's interactions and overall observations of Code Compliance staff and operations revealed a very positive environment, with knowledgeable, helpful, responsive, productive, and caring staff and management that seemed to cooperate well with each other and other divisions. They expressed dedication to doing a good job to serve the community and were interested in finding ways to get even better. Consequently, the observations described below should not be interpreted as an overall condemnation of the Division, its operations, its staff, or management.

Operational and Process Issues

Compliance Issue Routing: County residents routinely contact the Resource Management Agency counter or other County department frontline staff to report concerns in their communities. When these frontline staff are uncertain of the appropriate County department to handle the complaint, these issues are often referred to Code Compliance as the default, regardless of whether Code Compliance is the appropriate resource. Code Compliance staff report that a significant amount of labor is required to assess each issue and route them to the appropriate County department or division. In addition to the unnecessary workload performed by Code Compliance staff (and associated cost), incorrectly routed complaints can result in delayed resolution, confusion, redundancy, and complainant dissatisfaction. The County may wish to consider training and other resources (e.g., handouts, checklists) for all frontline staff to help them better understand the services performed by Code Compliance (and other departments) and the issues that should be addressed to the respective departments and divisions.



Cost-Recovery Timing: The fee study identified the individual cost-recovery performance of each fee, and whenever a fee was less or greater than the cost of the service, it revealed a structural issue relating to the fee schedule. However, there is also an issue with the implementation of the fees that affects cost recovery. In many instances, when a case progresses through increasing levels of sanctions, the Division waits until the case is finalized before charging only the fee that represents the highest level of sanction. This approach reduces cost-recovery, because fees are not imposed at each of the intervening stages of the case. If the fees are cumulative and imposed/collected at each step in the process, it would demonstrate the serious intent of the Division (make the situation “real” to the violator) and incentivize the responsible party to comply earlier in the process, as they bear clear responsibility for increasing costs for non-compliance.

Mitigation of Staff Errors: The Code Compliance case process involves a number of steps for staff to document actions and decisions by inputting/recording the information into the appropriate and system or file. When staff commit errors or otherwise fail to enter the information properly, it could lead to unclosed cases (left “in limbo), with a corresponding need for redundant future staff follow-up labor and/or a loss of revenue if final fees are not appropriately charged. (Unresolved or improperly closed cases may also leave the County open to liability.) The Division currently has no formal or regular process for management to audit closed cases (Note: long-open cases are reviewed.) to ensure that the closures followed proper procedures and policies. The County should consider establishing a process to conduct regular audits, either random or targeted selections. Adverse findings from these audits could be used to identify staff that would benefit from additional training or counseling, as well as identify structural or process issues with the close-out procedures. One potential issue is the ability for unauthorized staff to issue/designate a closure in the permit system. If the audits identify that a problem actually exists, the County may wish to consider establishing/revising the administrative authority in the permit system to restrict the types of designations that can be applied to cases by individual staff members.

Collections Via the Tax Roll: When Code Compliance case fees or charges become delinquent, the Division’s most severe current collection method is to place a lien on the violator’s property. When the property is sold and goes through escrow, the seller is compelled to pay the amounts owed. However, if a property is deeded to another party without escrow, or is never sold, the Division has no other recourse to force payment. Furthermore, even if a property is sold in the distant future (perhaps years or generations hence), the Division must forego collection until that future time. In these cases, the County is incurring cost for the enforcement, but is not recovering those same costs in a timely manner.

The cases that result in liens tend to be the most egregious cases and involve the most troublesome and uncooperative violators. These cases are likely to be the most expensive for the County, due to the disproportionate demands for staff and management time, as well as external abatement costs. If the County is unable to recover the costs for those cases, it can have a significant impact on overall cost-recovery and the need for



subsidization by other funding sources, such as the General Fund. In addition to the cost-recovery deficiencies, the lack of forced payment sets an undesirable example and does not incentivize compliance or cooperation with the County by current or future violators, which may compound future difficulties ensuring compliance. Violators who owe fees may choose to “out wait” the County and never attempt to pay their obligations.

A potentially more effective approach is available to the County, whereby it can incorporate the Code Compliance fee and penalty obligations into the violator’s property taxes. By creating a “special assessment” to the property taxes in the current year, these obligations become part of the semi-annual property tax bill and collection becomes part of the regular County efforts to collect property taxes. Failure on the part of the violator’s to pay the bills initiates processes to recover the costs through more stringent and effective measures, including legal actions up to the point of property seizure and liquidation. This process is reportedly utilized by other County departments for recovery of outstanding obligations, but is currently not available to the Code Compliance Division.

This tax roll process can ensure more timely and effective collections of fees and charges for the most expensive cases, which will likely improve the annual cost-recovery in Code Compliance, which would free-up funds for additional services and/or reduced reliance on General Fund resources. The threat of this action may incentivize some of the more obstinate violators to comply more quickly and readily, which will further improve cost-recovery efforts.

Given the potential benefits of the special tax assessment process, and the lack of any immediately obvious downsides, the County may wish to consider making this collection method available to the Code Compliance Division.

Organizational and Staffing Issues

Non-Specialized Position Classifications: The Code Compliance Division is primarily comprised of Building and Zoning Inspectors shared with the Building Division. Of the approximately 20 personnel identified as directly performing code compliance services (e.g., complainant and violator contact, investigations, etc.), only one position was a “Code Compliance Officer” classification, and that position conducts primarily administrative activities. The Building and Zoning Inspectors largely perform traditional building-related plan checks and inspections, with lesser responsibilities for code compliance services. While there is some minor crossover in duties, code compliance activities and building plan check and inspection activities require very different experience bases, skill-sets, communication styles, and customer service sensibilities. A “typical” building project is very different from a “typical” code compliance case that requires enforcement and potential sanctions. A number of case factors commonly vary greatly between building services and code compliance services, including client types, economic circumstances, types of issues, communication approaches, antagonism and adversarial situations, processes, and fee acceptability. Consequently, it is most common



for local governments to utilize specialized and dedicated classifications for each type of service.

By separating the classifications and dedicating them to specific functions/division, the County can establish clear work and workload priorities for staff members, more effectively and efficiently train staff for their specific responsibilities, and allow staff to focus their efforts and strategy on fewer areas. This approach may have the overall effect of improving the effectiveness of each operating area. The loss of any efficiencies or other value resulting from cross-sharing of positions may be offset by improvements in efficiency by more focused, trained, and effective staff that has less downtime or unnecessary efforts whenever they must transition from one area of service to another.

In addition even for the positions identified as “Building” or “Code Compliance” in the County budget and personnel lists, they seem to be readily shared between divisions. While no specific personnel issues were observed (nor was there any attempt to interview staff or otherwise investigate further), unclear reporting arrangements and assignments are classic examples of causes for employee confusion and dissatisfaction.

The County may wish to consider conducting a more comprehensive review of the staffing situation for Code Compliance and consider the advantages, disadvantages, and cost-benefit of establishing (or further utilizing) and assigning specific Code Compliance classifications to the Division.

Policy Issues

Cost-Recovery Comprehensiveness: The Division does not charge for all services that could potentially be subject to fees. The fee study clearly identified the cost for the individual services that the Division provides but recovers zero cost, such as first notices of violations, substandard housing, planning support, and others. Of course, these areas may be fee-free as a matter of intentional policy by County leaders, so this issue may not warrant any additional scrutiny or action. However, there were anecdotal indications of regular instances where existing fees are not charged, such as when Division staff grant waivers or otherwise decline to charge fees for policy or customer service reasons. If the County prioritizes cost-recovery, it may be beneficial to initiate fees for the current non-fee areas and review existing policies for the consistent application of fees whenever they apply.

Waiver Policy: Division staff currently have the option to waive certain fees when they feel it is warranted. This leaves the potential for actual or perceived discrimination or favoritism. While no observations of actual discrimination were made, and the examples of fee waivers described to the consultant seemed appropriate, the County may wish to establish clear policies and approval processes for waivers. A clear policy and direction could ensure consistency in granting waivers and protection for staff and the county against potential future claims of impropriety.



Access and Communication Issues

Webpage Access: At one point during the study, the Code Compliance webpage and the online reporting tool on the County’s website were difficult to locate and access, with broken links and indirect navigation. These issues appear to have been resolved, as the links are working as of the time of this report. If the County desires to encourage online referrals (and save the associated staff time), as well as ensure public access and customer service, it may wish to consider establishing a protocol for County (i.e., IT) or Division staff to regularly review and test the accessibility of the webpage and reporting tool.

Webpage Content: The Code Compliance Division homepage includes several sections (with adjacent photos) to represent the Division’s service areas and provide a direct way to navigate to more specific webpages for each service area. These sections include Abandoned Vehicles, Employee Housing, Marijuana, and Substandard Housing. No equivalent selection exists for public nuisance and other common code compliance issues, which are the most frequent types of complaints. The only selection for public nuisance is a link to the actual County codes. For consistency and enhance public access, the County may wish to enhance the Division webpage to include sections for all service areas, as well as review the content for completeness and accuracy.

Online Reporting Tool: The Code Compliance “Citizen Request Form” is webpage on the County’s website that allows County citizens and others to report code violations. (<http://tularecounty.ca.gov/rma/index.cfm/code-compliance/report-a-violation/>) Use of the form reduces Code Compliance staff time to receive and input complaints. This form has minor issues that could affect complainants’ usage and experience.

- The form includes mandatory sections to complete (e.g., complaint type, address, description of violation), but the page does not include any clear instructions or mention that some sections are mandatory. There are asterisks located to the right of each selection or box title, but there is no legend for the asterisk to explain its meaning. Only by attempting to submit an incomplete report will error codes appear. In addition, every potential Complaint Type selection (checkbox) has an asterisk next to it, which should mean that they are all required, but they are not. These issues could cause frustration and confusion for complainants and drive them to contact County staff via phone or in person.
- When required sections are not completed, error messages appear. These messages are written more like programmer notes and do not clearly explain the problem or offer suggested solutions. For example, if a complaint type is not selected, the following error message appears: “The property named 'complainttype' is not valid.”

To assist complainants with proper completion of the form, the County may wish to consider revising the Citizen Request Form page to include additional instructions and clarifications, as well as provide more descriptive error messages.



Other Issues

Service Tracking Data: The annual activity data (service counts) provided to the consultant included items/services that were not on the current fee list. Examples included 10-day notices for substandard housing and 30-day notice for marijuana. Since these activities are not conducted by the Division, it appears that there may be some issues with service categorization and/or data input by staff. The County may wish to eliminate the options to select or input these items/codes and provide additional training for staff regarding available and appropriate options.

Permit Software Capability: The Division is unable to utilize the full capacity of the PALMS software to maximize the permit system’s utility and efficiency benefits. This system has a module that can calculate user fees, for example, but this capability is not currently available to the Division staff, so they must calculate them by hand. Although the issue was not explored further as part of this study, there is some indication from staff that additional capability will help facilitate the use of the “tax roll” process for compliance and collection of delinquent fees and charges.

Additional Analysis Needed

The discussions presented above for the individual observations are *intentionally* and necessarily vague and do not contain detailed findings, conclusions, or definitive recommendations. These discussions are limited in scope, because the study did not specifically include an analysis of operations, processes, procedures, staffing, effectiveness, efficiency, or any other “management” information. Instead, these are ancillary observations and comments from the fee study consultant that are merely intended to identify targets of opportunity for the County to investigate and decide upon further consideration and action. The consultant discussed each issue with the manager of the Code Compliance Division, so he would be an excellent source of additional information, including specific details and examples, as well as the potential outcomes of any associated changes.



CONCLUSION

Thank You to County Staff

As part of the study process, the consultant received tremendous support and cooperation from County staff, who contributed and reviewed a variety of components to the study, including:

- Staffing structures, budgets, and other cost data
- Fee and service structures, organization, and descriptions
- Time estimates to complete work tasks
- Activity statistics (fee volumes) and current fee levels
- Multiple reviews of draft results and other documentation
- Information and characterizations of existing relevant issues and policies

A Cost of Service Study requires significant involvement of the managers and line staff from the Resource Management Agency—on top of their existing workloads and competing priorities. The contributions of County staff were critical to the success of the study. The individuals involved should be commended for their assistance, professionalism, positive attitudes, helpful suggestions, responsiveness, and overall cooperation. In particular, *Wohlford Consulting* would like to recognize and thank the following County staff for their considerable assistance:

- Michael Grove
- Glendi Osornio
- Hector Ramos
- Laura Fernandez
- Lucinda Peton
- Michael Washam
- Sherman Dix
- Dennis Lehman

Other division staff contributed to the study with data collection and input behind the scenes, but they did not work directly with the consultant (so their names are unknown to the consultant). Nevertheless, they should be commended for their assistance towards the completion of the study, as well.

Closing Comments

Tulare County engaged *Wohlford Consulting* to conduct an objective analysis of the full costs incurred by the County in support of various activities for which the County charges user fees. The consultant used high-quality study processes and a unit cost build-up methodology to identify the full cost for individual fee activities.

Through this study, Tulare County now has a more complete understanding of the full cost to provide County user fee services to the community. With this information, the County can more fully consider the public policy and financial implications of its current approach to cost recovery for these services. The end result can be a new fee schedule that is based upon informed consideration and rational decisions.



APPENDIX:

COST RESULTS FOR CODE COMPLIANCE

The follow pages contain a summary of the results for the Code Compliance Division of the Resource Management Agency.

County of Tulare
 2018 USER FEE STUDY
 FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information				Full Cost Results (Unit)			
Fee #	Fee Title	Annual Workload Activity Level	Projected Annual Revenue Activity Level	Current Fee / Deposit	Total Full Cost per Unit	Surplus / (Subsidy) per Unit	Full Cost Recovery Rate
1	CODE COMPLIANCE FEES: [All fees/service costs are stand-alone and represent the cost of services at that tier of service or activity.]*	-	-	\$ -	\$ -	\$ -	0%
2	Complaint Review - Unfounded / Resolved Issues (no fee)	152.00	-	\$ -	\$ 281.77	\$ (281.77)	0%
3	Courtesy Notice	338.00	-	\$ -	\$ 363.52	\$ (363.52)	0%
4	First Notice of Violation	218.00	-	\$ -	\$ 331.24	\$ (331.24)	0%
5	30-Day Notice to Abate Violation Fee (Compliance after 2nd Notice) [Does NOT include time/cost for courtesy notice and first notice Potential policy change to charge for first notices upon 30-day notice also.]	175.00	170.00	\$ 270.00	\$ 360.99	\$ (90.99)	75%
6	Notice of Violation and Order to Correct (Compliance after 3rd Notice, but before Administrative Hearing occurs) [Note: The current fee is actually \$765, but the 30-day and NOV fees are currently administered as cumulative and not additional, so the fee is listed here as \$495 to ensure that the projected current revenues are calculated appropriately.]	90.00	90.00	\$ 495.00	\$ 389.16	\$ 105.84	127%
7	Administrative Hearing Fee (Compliance after hearing, but before Abatement occurs)	1.00	1.00	\$ 1,050.00	\$ 898.51	\$ 151.49	117%
8	Violation Abatement Fee - VOLUNTARY - Base Fee for services to establish the Abatement action in instances where the violator agrees to the Abatement without requiring a warrant.- Plus County staff time to abate the violations, plus contractor costs (see below) - NO COURT FEES OR WARRANT COSTS REQUIRED	1.00	1.00	\$ -	\$ 505.45	\$ (505.45)	0%

County of Tulare
2018 USER FEE STUDY
FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information				Full Cost Results (Unit)			
Fee #	Fee Title	Annual Workload Activity Level	Projected Annual Revenue Activity Level	Current Fee / Deposit	Total Full Cost per Unit	Surplus / (Subsidy) per Unit	Full Cost Recovery Rate
9	Violation Abatement Fee - WITH WARRANT - Base Fee for services to establish the Abatement action, including the tasks necessary to secure a warrant. - Plus County staff time to abate the violations, plus contractor costs (see below) - INCLUDES COURT FEES AND STAFF COSTS TO SECURE A WARRANT	5.00	5.00	\$ 1,560.00	\$ 1,450.08	\$ 109.92	108%
10	Violation abatement staff costs - Actual time at Staff Cost-Recovery Rates (in addition to base Violation Abatement Fee) to abate the violations	35.00	35.00	\$ -	\$ 602.04	\$ (602.04)	0%
11	Violation abatement contractor costs - Actual contractor costs (in addition to base Violation Abatement Fee)	-	-	\$ -	\$ -	\$ -	0%
12	{unused}	-	-	\$ -	\$ -	\$ -	0%
13	Each Additional Site Visit - Charge for every site visit (e.g., inspection) beyond the initial visit related to a notice, violation, order to correct, abatement, verification, or follow-up covered by another fee	1.00	1.00	\$ -	\$ 196.72	\$ (196.72)	0%
14	{unused}	-	-	\$ -	\$ -	\$ -	0%
15	Daily Fine - Assessed for every day the property is in violation (Begins on the date the Notice of Violation and Order to Correct is Mailed)	-	-	\$ 100.00	\$ -	\$ 100.00	0%
16	Work Without Permit Fee (Building or Land Use changes initiated prior to obtaining appropriate permits) - Double the Original Required Permit Fee	-	-	\$ -	\$ -	\$ -	0%
17	{unused}	-	-	\$ -	\$ -	\$ -	0%
18	Courtesy Correction Notice - Water Conservation	45.00	45.00	\$ -	\$ 260.36	\$ (260.36)	0%
19	{unused}	-	-	\$ -	\$ -	\$ -	0%
20	Small Claims Letter Sent	54.00	54.00	\$ -	\$ 97.80	\$ (97.80)	0%

County of Tulare
 2018 USER FEE STUDY
 FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information				Full Cost Results (Unit)			
Fee #	Fee Title	Annual Workload Activity Level	Projected Annual Revenue Activity Level	Current Fee / Deposit	Total Full Cost per Unit	Surplus / (Subsidy) per Unit	Full Cost Recovery Rate
21	Small Claims Court Preparation and Prosecution (Actual cost at staff hourly rates is charged to the defendant. This calculation is only to establish a typical amount and identify utilization in this category.)	54.00	54.00	\$ -	\$ 233.48	\$ (233.48)	0%
22	Small Claims Court Preparation and Prosecution (Actual cost at staff hourly rates is charged to the defendant. This calculation is only to establish a typical amount and identify utilization in this category.)	29.00	29.00	\$ -	\$ 194.04	\$ (194.04)	0%
23	Recorded Lien	33.00	33.00	\$ -	\$ 143.19	\$ (143.19)	0%
24	Lien Release - Including County Recorder pass-through costs (limited by state law at \$19)	32.00	32.00	\$ 19.00	\$ 143.19	\$ (124.19)	13%
25	Tax Roll Process (Staff efforts to insert the amount owed into a lien on the tax roll to ensure recovery of funds owed.)	1.00	1.00	\$ -	\$ 309.35	\$ (309.35)	0%
26	* Note: All fees/service costs are stand-alone and represent the cost of services at that tier of service or activity.	-	-	\$ -	\$ -	\$ -	0%

County of Tulare
 2018 USER FEE STUDY
 FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information				Full Cost Results (Unit)			
Fee #	Fee Title	Annual Workload Activity Level	Projected Annual Revenue Activity Level	Current Fee / Deposit	Total Full Cost per Unit	Surplus / (Subsidy) per Unit	Full Cost Recovery Rate
27	SUBSTANDARD BUILDINGS / OCCUPANCIES:	-	-	\$ -	\$ -	\$ -	0%
28	Complaint Review - Unfounded / Resolved Issues (no fee)	21.00	-	\$ -	\$ 223.55	\$ (223.55)	0%
29	First Notice of Dangerous / Substandard Building - Including Survey Report	46.00	-	\$ -	\$ 313.59	\$ (313.59)	0%
30	Each Additional Site Visit after original First Notice	1.00	1.00	\$ -	\$ 182.60	\$ (182.60)	0%
31	Notice and Order to Abate Dangerous / Substandard Building (Property Owner Abatement)	35.00	35.00	\$ -	\$ 269.55	\$ (269.55)	0%
32	Notice of Intent to Abate Dangerous / Substandard Building (County Abatement)	16.00	16.00	\$ -	\$ 377.84	\$ (377.84)	0%
33	Violation Abatement Fee - VOLUNTARY - Base Fee for services to establish the Abatement action in instances where the violator agrees to the Abatement without requiring a warrant.- Plus County staff time to abate the violations, plus contractor costs (see below) - NO COURT FEES OR WARRANT COSTS REQUIRED	2.00	2.00	\$ -	\$ 425.71	\$ (425.71)	0%
34	Violation Abatement Fee - WITH WARRANT - Base Fee for services to establish the Abatement action, including the tasks necessary to secure a warrant. - Plus County staff time to abate the violations, plus contractor costs (see below) - INCLUDES COURT FEES AND STAFF COSTS TO SECURE A WARRANT	3.00	3.00	\$ -	\$ 688.54	\$ (688.54)	0%
35	Violation abatement staff costs - Actual time at Staff Cost-Recovery Rates (in addition to base Violation Abatement Fee) to abate the violations	1.00	1.00	\$ -	\$ 695.36	\$ (695.36)	0%
36	Violation abatement contractor costs - Actual contractor costs (in addition to base Violation Abatement Fee)	-	-	\$ -	\$ -	\$ -	0%
37	{unused}	-	-	\$ -	\$ -	\$ -	0%
38	{unused}	-	-	\$ -	\$ -	\$ -	0%

County of Tulare
2018 USER FEE STUDY
FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information				Full Cost Results (Unit)			
Fee #	Fee Title	Annual Workload Activity Level	Projected Annual Revenue Activity Level	Current Fee / Deposit	Total Full Cost per Unit	Surplus / (Subsidy) per Unit	Full Cost Recovery Rate
39	MARIJUANA FEES:	-	-	\$ -	\$ -	\$ -	0%
40	Complaint Review - Unfounded / Resolved Issues (no fee)	16.00	-	\$ -	\$ 229.71	\$ (229.71)	0%
41	10-Day Notice of Violation	307.00	307.00	\$ 270.00	\$ 317.48	\$ (47.48)	85%
42	Notice of Violation and Order to Correct (Compliance after 2nd Notice, but before Administrative Hearing occurs) [Note: The current fee is actually \$765, but the 30-day and NOV fees are currently administered as cumulative and not additional, so the fee is listed here as \$495 to ensure that the projected current revenues are calculated appropriately.	93.00	93.00	\$ 495.00	\$ 340.76	\$ 154.24	145%
43	Administrative Hearing Fee (Compliance after hearing, but before Abatement occurs)	1.00	1.00	\$ 1,050.00	\$ 853.94	\$ 196.06	123%
44	Violation Abatement Fee - VOLUNTARY - Base Fee for services to establish the Abatement action in instances where the violator agrees to the Abatement without requiring a warrant.- Plus County staff time to abate the violations, plus contractor costs (see below) - NO COURT FEES OR WARRANT COSTS REQUIRED	71.00	71.00	\$ -	\$ 518.71	\$ (518.71)	0%
45	Violation Abatement Fee - WITH WARRANT - Base Fee for services to establish the Abatement action, including the tasks necessary to secure a warrant. - Plus County staff time to abate the violations, plus contractor costs (see below) - INCLUDES COURT FEES AND STAFF COSTS TO SECURE A WARRANT	22.00	22.00	\$ 1,050.00	\$ 859.14	\$ 190.86	122%
46	Violation abatement staff costs - Actual time at Staff Cost-Recovery Rates (in addition to base Violation Abatement Fee) to abate the violations	22.00	22.00	\$ -	\$ 1,353.27	\$ (1,353.27)	0%

County of Tulare
 2018 USER FEE STUDY
 FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information				Full Cost Results (Unit)			
Fee #	Fee Title	Annual Workload Activity Level	Projected Annual Revenue Activity Level	Current Fee / Deposit	Total Full Cost per Unit	Surplus / (Subsidy) per Unit	Full Cost Recovery Rate
47	Violation abatement costs - Actual external or internal expenditures and equipment use or cost-recovery rates (in addition to base Violation Abatement Fee) to abate the violations	-	-	\$ -	\$ -	\$ -	0%
48	Violation abatement contractor costs - Actual contractor costs (in addition to base Violation Abatement Fee)	-	-	\$ -	\$ -	\$ -	0%
49	{unused}	-	-	\$ -	\$ -	\$ -	0%
50	Daily Fine - Assessed for every day the property is in violation (Begins on the date the Notice of Violation is mailed and continued through the date of abatement, as verified by a Code Compliance Officer / Code Inspector.)	-	-	\$ 1,000.00	\$ -	\$ 1,000.00	0%
51	{unused}	-	-	\$ -	\$ -	\$ -	0%
52	Each Additional Site Visit - Charge for every site visit (e.g., inspection) beyond the initial visit related to a notice, violation, order to correct, abatement, verification, or follow-up covered by another fee	1.00	1.00	\$ -	\$ 242.91	\$ (242.91)	0%
53	{unused}	-	-	\$ -	\$ -	\$ -	0%
54	Work Without Permit Fee (Building or Land Use changes initiated prior to obtaining appropriate permits) - Double the Original Required Permit Fee	1.00	1.00	\$ -	\$ -	\$ -	0%
55	Cannabis Patrol and Proactive Case Identification (annual)	1.00	1.00	\$ -	\$ -	\$ -	0%
56	{unused}	-	-	\$ -	\$ -	\$ -	0%

County of Tulare
 2018 USER FEE STUDY
 FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information				Full Cost Results (Unit)			
Fee #	Fee Title	Annual Workload Activity Level	Projected Annual Revenue Activity Level	Current Fee / Deposit	Total Full Cost per Unit	Surplus / (Subsidy) per Unit	Full Cost Recovery Rate
57	PLANNING FEES:	-	-	\$ -	\$ -	\$ -	0%
58	The following additional charges are applicable to uses commenced prior to approval and a notice of violation has been issued:	-	-	\$ -	\$ -	\$ -	0%
59	Planning Commission Use Permit	25.00	25.00	\$ -	\$ 19.47	\$ (19.47)	0%
60	Zoning Administrator Use Permit	90.00	90.00	\$ -	\$ 85.88	\$ (85.88)	0%
61	Additional penalties for second or subsequent occurrence within 5 years.	-	-	\$ -	\$ -	\$ -	0%
62	{unused}	-	-	\$ -	\$ -	\$ -	0%
63	{unused}	-	-	\$ -	\$ -	\$ -	0%
64	{unused}	-	-	\$ -	\$ -	\$ -	0%
65	{unused}	-	-	\$ -	\$ -	\$ -	0%
66	{unused}	-	-	\$ -	\$ -	\$ -	0%
67	{unused}	-	-	\$ -	\$ -	\$ -	0%
68	{unused}	-	-	\$ -	\$ -	\$ -	0%
69	EMPLOYEE HOUSING:	-	-	\$ -	\$ -	\$ -	0%
70	ANNUAL COST for all program services (Current Fee is 2017-18 projected revenue)	1.00	-	\$ 65,112	\$ 146,562.74	\$ (81,450.74)	44%
71	{unused}	-	-	\$ -	\$ -	\$ -	0%
72	DAIRY COMPLIANCE:	-	-	\$ -	\$ -	\$ -	0%
73	ANNUAL COST for all program services (Current Fee is 2017-18 projected revenue)	1.00	-	\$ 4,636	\$ 11,661.62	\$ (7,025.62)	40%
74	{unused}	-	-	\$ -	\$ -	\$ -	0%
75	ABANDONED VEHICLE ABATEMENT:	-	-	\$ -	\$ -	\$ -	0%
76	ANNUAL COST for all program services (Current Fee is 2017-18 projected revenue)	1.00	-	\$ 170,800	\$ 90,656.25	\$ 80,143.75	188%
77	{unused}	-	-	\$ -	\$ -	\$ -	0%

County of Tulare
 2018 USER FEE STUDY
 FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information				Full Cost Results (Unit)			
Fee #	Fee Title	Annual Workload Activity Level	Projected Annual Revenue Activity Level	Current Fee / Deposit	Total Full Cost per Unit	Surplus / (Subsidy) per Unit	Full Cost Recovery Rate
78	CODE COMPLIANCE STAFF COST-RECOVERY HOURLY RATES:	-	-	\$ -	\$ -	\$ -	0%
79	Building & Zoning Inspector I (per hour)	1.00	-	\$ 68.00	\$ 110.81	\$ (42.81)	61%
80	Building & Zoning Inspector II (per hour)	1.00	-	\$ 68.00	\$ 112.80	\$ (44.80)	60%
81	Building & Zoning Inspector III (per hour)	1.00	-	\$ 68.00	\$ 132.69	\$ (64.69)	51%
82	Building & Zoning Inspector IV (per hour)	1.00	-	\$ 68.00	\$ 139.56	\$ (71.56)	49%
83	Building & Zoning Inspection Aide (per hour)	1.00	-	\$ 68.00	\$ 96.88	\$ (28.88)	70%
84	Code Enforcement Officer I (per hour)	1.00	-	\$ 68.00	\$ 112.77	\$ (44.77)	60%
85	Code Enforcement Officer II (per hour)	1.00	-	\$ 68.00	\$ 117.38	\$ (49.38)	58%
86	Code Compliance Officer III (per hour)	1.00	-	\$ 68.00	\$ 112.80	\$ (44.80)	60%
87	Building & Housing Manager (per hour)	1.00	-	\$ 68.00	\$ 183.69	\$ (115.69)	37%
88	Permit Center Staff (per hour)	1.00	-	\$ 68.00	\$ 124.62	\$ (56.62)	55%
89	Clerical Support (per hour)	1.00	-	\$ 68.00	\$ 106.43	\$ (38.43)	64%
90	Blended Building & Zoning Inspector (per hour)	1.00	-	\$ 68.00	\$ 117.80	\$ (49.80)	58%
91	Standard Re-Check or Re-Inspection Rate for Non-Compliance or Extraordinary Circumstance (per hour) - At the Discretion of the Director or Deputy Director	1.00	-	\$ 68.00	\$ 122.52	\$ (54.52)	56%
92	Service in Excess of Standard (per hour) - At the Discretion of the Director or B&H Manager	1.00	-	\$ -	\$ -	\$ -	0%

County of Tulare
2018 USER FEE STUDY
FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information				Full Cost Results (Unit)			
Fee #	Fee Title	Annual Workload Activity Level	Projected Annual Revenue Activity Level	Current Fee / Deposit	Total Full Cost per Unit	Surplus / (Subsidy) per Unit	Full Cost Recovery Rate
93	SUPPORT TO OTHER DEPARTMENTS AND DIVISIONS:	-	-	\$ -	\$ -	\$ -	0%
94	Support to Environmental Health Department (annual)	1.00	-	\$ -	\$ -	\$ -	0%
95	Support to Building Division (annual)	1.00	-	\$ -	\$ 21,823.98	\$ (21,823.98)	0%
96	Support to Planning Division (annual)	1.00	-	\$ -	\$ -	\$ -	0%
97	Support to Office of Emergency Services (annual)	1.00	-	\$ -	\$ -	\$ -	0%
98	Support to Sheriff's Department (annual)	1.00	-	\$ -	\$ -	\$ -	0%
99	Support to Health and Human Services (HHSA) (annual)	1.00	-	\$ -	\$ -	\$ -	0%
100	Support to Vector Control (annual)	1.00	-	\$ -	\$ -	\$ -	0%
101	Support to Animal Control (annual)	1.00	-	\$ -	\$ -	\$ -	0%
102	Support to Hazardous Materials (annual)	1.00	-	\$ -	\$ -	\$ -	0%
103	Support to Public Health Programs (annual)	1.00	-	\$ -	\$ -	\$ -	0%
104	Support to Solid Waste (annual)	1.00	-	\$ -	\$ -	\$ -	0%
105	{unused}	-	-	\$ -	\$ -	\$ -	0%
106	{unused}	-	-	\$ -	\$ -	\$ -	0%
107	Support to Other County Departments and Programs (annual)	1.00	-	\$ -	\$ 3,308.59	\$ (3,308.59)	0%
108	{unused}	-	-	\$ -	\$ -	\$ -	0%
109	NON-FEE CATEGORIES:	-	-	\$ -	\$ -	\$ -	0%
110	General Public Information / Counter - Non-Case-Related (annual)	1.00	-	\$ -	\$ -	\$ -	0%
111	Public Information Requests (annual)	1.00	-	\$ -	\$ 4,849.62	\$ (4,849.62)	0%
112	Support to General Code Compliance / Zoning (annual)	1.00	-	\$ -	\$ -	\$ -	0%
113	Special Projects (annual)	1.00	-	\$ -	\$ 6,766.84	\$ (6,766.84)	0%
114	Support to Grants (annual)	1.00	-	\$ -	\$ -	\$ -	0%
115	Support to Staff Training (annual)	1.00	-	\$ -	\$ -	\$ -	0%
116	Transient / Homeless Program (annual)	1.00	-	\$ -	\$ 14,427.46	\$ (14,427.46)	0%
117	Water Conservation Proactive Patrol (annual)	1.00	-	\$ -	\$ 11,661.72	\$ (11,661.72)	0%
118	General Support to Cannabis Code Compliance (annual)	1.00	-	\$ -	\$ -	\$ -	0%
119	Other Non-Fee Activities (annual)	1.00	-	\$ -	\$ 292.75	\$ (292.75)	0%
	END OF FEE LIST						

TOTALS:

County of Tulare
2018 USER FEE STUDY
FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information		Full Cost Results (Annual - All Services)				Potential Revenue Results (Fee Services Only)			
Fee #	Fee Title	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Full Cost	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Revenue at Full Cost per Unit	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate
1	CODE COMPLIANCE FEES: [All fees/service costs are stand-alone and represent the cost of services at that tier of service or activity.]*	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
2	Complaint Review - Unfounded / Resolved Issues (no fee)	\$ -	\$ 42,829.04	\$ (42,829.04)	0%	\$ -	\$ -	\$ -	0%
3	Courtesy Notice	\$ -	\$ 122,869.76	\$ (122,869.76)	0%	\$ -	\$ -	\$ -	0%
4	First Notice of Violation	\$ -	\$ 72,210.32	\$ (72,210.32)	0%	\$ -	\$ -	\$ -	0%
5	30-Day Notice to Abate Violation Fee (Compliance after 2nd Notice) [Does NOT include time/cost for courtesy notice and first notice Potential policy change to charge for first notices upon 30-day notice also.]	\$ 45,900.00	\$ 63,173.25	\$ (17,273.25)	73%	\$ 45,900.00	\$ 61,368.30	\$ (15,468.30)	75%
6	Notice of Violation and Order to Correct (Compliance after 3rd Notice, but before Administrative Hearing occurs) [Note: The current fee is actually \$765, but the 30-day and NOV fees are currently administered as cumulative and not additional, so the fee is listed here as \$495 to ensure that the projected current revenues are calculated appropriately.]	\$ 44,550.00	\$ 35,024.40	\$ 9,525.60	127%	\$ 44,550.00	\$ 35,024.40	\$ 9,525.60	127%
7	Administrative Hearing Fee (Compliance after hearing, but before Abatement occurs)	\$ 1,050.00	\$ 898.51	\$ 151.49	117%	\$ 1,050.00	\$ 898.51	\$ 151.49	117%
8	Violation Abatement Fee - VOLUNTARY - Base Fee for services to establish the Abatement action in instances where the violator agrees to the Abatement without requiring a warrant.- Plus County staff time to abate the violations, plus contractor costs (see below) - NO COURT FEES OR WARRANT COSTS REQUIRED	\$ -	\$ 505.45	\$ (505.45)	0%	\$ -	\$ 505.45	\$ (505.45)	0%

County of Tulare
2018 USER FEE STUDY
FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information		Full Cost Results (Annual - All Services)				Potential Revenue Results (Fee Services Only)			
Fee #	Fee Title	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Full Cost	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Revenue at Full Cost per Unit	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate
9	Violation Abatement Fee - WITH WARRANT - Base Fee for services to establish the Abatement action, including the tasks necessary to secure a warrant. - Plus County staff time to abate the violations, plus contractor costs (see below) - INCLUDES COURT FEES AND STAFF COSTS TO SECURE A WARRANT	\$ 7,800.00	\$ 7,250.40	\$ 549.60	108%	\$ 7,800.00	\$ 7,250.40	\$ 549.60	108%
10	Violation abatement staff costs - Actual time at Staff Cost-Recovery Rates (in addition to base Violation Abatement Fee) to abate the violations	\$ -	\$ 21,071.40	\$ (21,071.40)	0%	\$ -	\$ 21,071.40	\$ (21,071.40)	0%
11	Violation abatement contractor costs - Actual contractor costs (in addition to base Violation Abatement Fee)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
12	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
13	Each Additional Site Visit - Charge for every site visit (e.g., inspection) beyond the initial visit related to a notice, violation, order to correct, abatement, verification, or follow-up covered by another fee	\$ -	\$ 196.72	\$ (196.72)	0%	\$ -	\$ 196.72	\$ (196.72)	0%
14	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
15	Daily Fine - Assessed for every day the property is in violation (Begins on the date the Notice of Violation and Order to Correct is Mailed)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
16	Work Without Permit Fee (Building or Land Use changes initiated prior to obtaining appropriate permits) - Double the Original Required Permit Fee	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
17	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
18	Courtesy Correction Notice - Water Conservation	\$ -	\$ 11,716.20	\$ (11,716.20)	0%	\$ -	\$ 11,716.20	\$ (11,716.20)	0%
19	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
20	Small Claims Letter Sent	\$ -	\$ 5,281.20	\$ (5,281.20)	0%	\$ -	\$ 5,281.20	\$ (5,281.20)	0%

County of Tulare
 2018 USER FEE STUDY
 FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information		Full Cost Results (Annual - All Services)				Potential Revenue Results (Fee Services Only)			
Fee #	Fee Title	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Full Cost	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Revenue at Full Cost per Unit	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate
21	Small Claims Court Preparation and Prosecution (Actual cost at staff hourly rates is charged to the defendant. This calculation is only to establish a typical amount and identify utilization in this category.)	\$ -	\$ 12,607.92	\$ (12,607.92)	0%	\$ -	\$ 12,607.92	\$ (12,607.92)	0%
22	Small Claims Court Preparation and Prosecution (Actual cost at staff hourly rates is charged to the defendant. This calculation is only to establish a typical amount and identify utilization in this category.)	\$ -	\$ 5,627.16	\$ (5,627.16)	0%	\$ -	\$ 5,627.16	\$ (5,627.16)	0%
23	Recorded Lien	\$ -	\$ 4,725.27	\$ (4,725.27)	0%	\$ -	\$ 4,725.27	\$ (4,725.27)	0%
24	Lien Release - Including County Recorder pass-through costs (limited by state law at \$19)	\$ 608.00	\$ 4,582.08	\$ (3,974.08)	13%	\$ 608.00	\$ 4,582.08	\$ (3,974.08)	13%
25	Tax Roll Process (Staff efforts to insert the amount owed into a lien on the tax roll to ensure recovery of funds owed.)	\$ -	\$ 309.35	\$ (309.35)	0%	\$ -	\$ 309.35	\$ (309.35)	0%
26	* Note: All fees/service costs are stand-alone and represent the cost of services at that tier of service or activity.	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%

County of Tulare
2018 USER FEE STUDY
FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information		Full Cost Results (Annual - All Services)				Potential Revenue Results (Fee Services Only)			
Fee #	Fee Title	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Full Cost	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Revenue at Full Cost per Unit	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate
27	SUBSTANDARD BUILDINGS / OCCUPANCIES:	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
28	Complaint Review - Unfounded / Resolved Issues (no fee)	\$ -	\$ 4,694.55	\$ (4,694.55)	0%	\$ -	\$ -	\$ -	0%
29	First Notice of Dangerous / Substandard Building - Including Survey Report	\$ -	\$ 14,425.14	\$ (14,425.14)	0%	\$ -	\$ -	\$ -	0%
30	Each Additional Site Visit after original First Notice	\$ -	\$ 182.60	\$ (182.60)	0%	\$ -	\$ 182.60	\$ (182.60)	0%
31	Notice and Order to Abate Dangerous / Substandard Building (Property Owner Abatement)	\$ -	\$ 9,434.25	\$ (9,434.25)	0%	\$ -	\$ 9,434.25	\$ (9,434.25)	0%
32	Notice of Intent to Abate Dangerous / Substandard Building (County Abatement)	\$ -	\$ 6,045.44	\$ (6,045.44)	0%	\$ -	\$ 6,045.44	\$ (6,045.44)	0%
33	Violation Abatement Fee - VOLUNTARY - Base Fee for services to establish the Abatement action in instances where the violator agrees to the Abatement without requiring a warrant.- Plus County staff time to abate the violations, plus contractor costs (see below) - NO COURT FEES OR WARRANT COSTS REQUIRED	\$ -	\$ 851.42	\$ (851.42)	0%	\$ -	\$ 851.42	\$ (851.42)	0%
34	Violation Abatement Fee - WITH WARRANT - Base Fee for services to establish the Abatement action, including the tasks necessary to secure a warrant. - Plus County staff time to abate the violations, plus contractor costs (see below) - INCLUDES COURT FEES AND STAFF COSTS TO SECURE A WARRANT	\$ -	\$ 2,065.62	\$ (2,065.62)	0%	\$ -	\$ 2,065.62	\$ (2,065.62)	0%
35	Violation abatement staff costs - Actual time at Staff Cost-Recovery Rates (in addition to base Violation Abatement Fee) to abate the violations	\$ -	\$ 695.36	\$ (695.36)	0%	\$ -	\$ 695.36	\$ (695.36)	0%
36	Violation abatement contractor costs - Actual contractor costs (in addition to base Violation Abatement Fee)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
37	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
38	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%

County of Tulare
2018 USER FEE STUDY
FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information		Full Cost Results (Annual - All Services)				Potential Revenue Results (Fee Services Only)			
Fee #	Fee Title	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Full Cost	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Revenue at Full Cost per Unit	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate
39	MARIJUANA FEES:	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
40	Complaint Review - Unfounded / Resolved Issues (no fee)	\$ -	\$ 3,675.36	\$ (3,675.36)	0%	\$ -	\$ -	\$ -	0%
41	10-Day Notice of Violation	\$ 82,890.00	\$ 97,466.36	\$ (14,576.36)	85%	\$ 82,890.00	\$ 97,466.36	\$ (14,576.36)	85%
42	Notice of Violation and Order to Correct (Compliance after 2nd Notice, but before Administrative Hearing occurs) [Note: The current fee is actually \$765, but the 30-day and NOV fees are currently administered as cumulative and not additional, so the fee is listed here as \$495 to ensure that the projected current revenues are calculated appropriately.	\$ 41,431.50	\$ 31,690.68	\$ 9,740.82	131%	\$ 41,431.50	\$ 31,690.68	\$ 9,740.82	131%
43	Administrative Hearing Fee (Compliance after hearing, but before Abatement occurs)	\$ 1,050.00	\$ 853.94	\$ 196.06	123%	\$ 1,050.00	\$ 853.94	\$ 196.06	123%
44	Violation Abatement Fee - VOLUNTARY - Base Fee for services to establish the Abatement action in instances where the violator agrees to the Abatement without requiring a warrant.- Plus County staff time to abate the violations, plus contractor costs (see below) - NO COURT FEES OR WARRANT COSTS REQUIRED	\$ -	\$ 36,828.41	\$ (36,828.41)	0%	\$ -	\$ 36,828.41	\$ (36,828.41)	0%
45	Violation Abatement Fee - WITH WARRANT - Base Fee for services to establish the Abatement action, including the tasks necessary to secure a warrant. - Plus County staff time to abate the violations, plus contractor costs (see below) - INCLUDES COURT FEES AND STAFF COSTS TO SECURE A WARRANT	\$ 23,100.00	\$ 18,901.08	\$ 4,198.92	122%	\$ 23,100.00	\$ 18,901.08	\$ 4,198.92	122%
46	Violation abatement staff costs - Actual time at Staff Cost-Recovery Rates (in addition to base Violation Abatement Fee) to abate the violations	\$ -	\$ 29,771.94	\$ (29,771.94)	0%	\$ -	\$ 29,771.94	\$ (29,771.94)	0%

County of Tulare
 2018 USER FEE STUDY
 FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information		Full Cost Results (Annual - All Services)				Potential Revenue Results (Fee Services Only)			
Fee #	Fee Title	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Full Cost	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Revenue at Full Cost per Unit	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate
47	Violation abatement costs - Actual external or internal expenditures and equipment use or cost-recovery rates (in addition to base Violation Abatement Fee) to abate the violations	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
48	Violation abatement contractor costs - Actual contractor costs (in addition to base Violation Abatement Fee)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
49	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
50	Daily Fine - Assessed for every day the property is in violation (Begins on the date the Notice of Violation is mailed and continued through the date of abatement, as verified by a Code Compliance Officer / Code Inspector.)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
51	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
52	Each Additional Site Visit - Charge for every site visit (e.g., inspection) beyond the initial visit related to a notice, violation, order to correct, abatement, verification, or follow-up covered by another fee	\$ -	\$ 242.91	\$ (242.91)	0%	\$ -	\$ 242.91	\$ (242.91)	0%
53	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
54	Work Without Permit Fee (Building or Land Use changes initiated prior to obtaining appropriate permits) - Double the Original Required Permit Fee	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
55	Cannabis Patrol and Proactive Case Identification (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
56	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%

County of Tulare
2018 USER FEE STUDY
FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information		Full Cost Results (Annual - All Services)				Potential Revenue Results (Fee Services Only)			
Fee #	Fee Title	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Full Cost	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Revenue at Full Cost per Unit	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate
57	PLANNING FEES:	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
58	The following additional charges are applicable to uses commenced prior to approval and a notice of violation has been issued:	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
59	Planning Commission Use Permit	\$ -	\$ 486.75	\$ (486.75)	0%	\$ -	\$ 486.75	\$ (486.75)	0%
60	Zoning Administrator Use Permit	\$ -	\$ 7,729.20	\$ (7,729.20)	0%	\$ -	\$ 7,729.20	\$ (7,729.20)	0%
61	Additional penalties for second or subsequent occurrence within 5 years.	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
62	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
63	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
64	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
65	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
66	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
67	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
68	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
69	EMPLOYEE HOUSING:	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
70	ANNUAL COST for all program services (Current Fee is 2017-18 projected revenue)	\$ 65,112.00	\$ 146,562.74	\$ (81,450.74)	44%	\$ -	\$ -	\$ -	0%
71	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
72	DAIRY COMPLIANCE:	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
73	ANNUAL COST for all program services (Current Fee is 2017-18 projected revenue)	\$ 4,636.00	\$ 11,661.62	\$ (7,025.62)	40%	\$ -	\$ -	\$ -	0%
74	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
75	ABANDONED VEHICLE ABATEMENT:	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
76	ANNUAL COST for all program services (Current Fee is 2017-18 projected revenue)	\$ 170,800.00	\$ 90,656.25	\$ 80,143.75	188%	\$ -	\$ -	\$ -	0%
77	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%

County of Tulare
 2018 USER FEE STUDY
 FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information		Full Cost Results (Annual - All Services)				Potential Revenue Results (Fee Services Only)			
Fee #	Fee Title	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Full Cost	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Revenue at Full Cost per Unit	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate
78	CODE COMPLIANCE STAFF COST-RECOVERY HOURLY RATES:	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
79	Building & Zoning Inspector I (per hour)	\$ 68.00	\$ 110.81	\$ (42.81)	61%	\$ -	\$ -	\$ -	0%
80	Building & Zoning Inspector II (per hour)	\$ 68.00	\$ 112.80	\$ (44.80)	60%	\$ -	\$ -	\$ -	0%
81	Building & Zoning Inspector III (per hour)	\$ 68.00	\$ 132.69	\$ (64.69)	51%	\$ -	\$ -	\$ -	0%
82	Building & Zoning Inspector IV (per hour)	\$ 68.00	\$ 139.56	\$ (71.56)	49%	\$ -	\$ -	\$ -	0%
83	Building & Zoning Inspection Aide (per hour)	\$ 68.00	\$ 96.88	\$ (28.88)	70%	\$ -	\$ -	\$ -	0%
84	Code Enforcement Officer I (per hour)	\$ 68.00	\$ 112.77	\$ (44.77)	60%	\$ -	\$ -	\$ -	0%
85	Code Enforcement Officer II (per hour)	\$ 68.00	\$ 117.38	\$ (49.38)	58%	\$ -	\$ -	\$ -	0%
86	Code Compliance Officer III (per hour)	\$ 68.00	\$ 112.80	\$ (44.80)	60%	\$ -	\$ -	\$ -	0%
87	Building & Housing Manager (per hour)	\$ 68.00	\$ 183.69	\$ (115.69)	37%	\$ -	\$ -	\$ -	0%
88	Permit Center Staff (per hour)	\$ 68.00	\$ 124.62	\$ (56.62)	55%	\$ -	\$ -	\$ -	0%
89	Clerical Support (per hour)	\$ 68.00	\$ 106.43	\$ (38.43)	64%	\$ -	\$ -	\$ -	0%
90	Blended Building & Zoning Inspector (per hour)	\$ 68.00	\$ 117.80	\$ (49.80)	58%	\$ -	\$ -	\$ -	0%
91	Standard Re-Check or Re-Inspection Rate for Non-Compliance or Extraordinary Circumstance (per hour) - At the Discretion of the Director or Deputy Director	\$ 68.00	\$ 122.52	\$ (54.52)	56%	\$ -	\$ -	\$ -	0%
92	Service in Excess of Standard (per hour) - At the Discretion of the Director or B&H Manager	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%

County of Tulare
 2018 USER FEE STUDY
 FINAL RESULTS

Code Compliance Division

FINAL RESULTS

Fee Service Information		Full Cost Results (Annual - All Services)				Potential Revenue Results (Fee Services Only)			
Fee #	Fee Title	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Full Cost	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate	Projected Annual Revenue at Current Fee / Deposit	Projected Annual Revenue at Full Cost per Unit	Projected Annual Surplus / (Subsidy)	Full Cost Recovery Rate
93	SUPPORT TO OTHER DEPARTMENTS AND DIVISIONS:	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
94	Support to Environmental Health Department (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
95	Support to Building Division (annual)	\$ -	\$ 21,823.98	\$ (21,823.98)	0%	\$ -	\$ -	\$ -	0%
96	Support to Planning Division (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
97	Support to Office of Emergency Services (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
98	Support to Sheriff's Department (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
99	Support to Health and Human Services (HHSA) (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
100	Support to Vector Control (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
101	Support to Animal Control (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
102	Support to Hazardous Materials (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
103	Support to Public Health Programs (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
104	Support to Solid Waste (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
105	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
106	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
107	Support to Other County Departments and Programs (annual)	\$ -	\$ 3,308.59	\$ (3,308.59)	0%	\$ -	\$ -	\$ -	0%
108	{unused}	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
109	NON-FEE CATEGORIES:	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
110	General Public Information / Counter - Non-Case-Related (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
111	Public Information Requests (annual)	\$ -	\$ 4,849.62	\$ (4,849.62)	0%	\$ -	\$ -	\$ -	0%
112	Support to General Code Compliance / Zoning (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
113	Special Projects (annual)	\$ -	\$ 6,766.84	\$ (6,766.84)	0%	\$ -	\$ -	\$ -	0%
114	Support to Grants (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
115	Support to Staff Training (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
116	Transient / Homeless Program (annual)	\$ -	\$ 14,427.46	\$ (14,427.46)	0%	\$ -	\$ -	\$ -	0%
117	Water Conservation Proactive Patrol (annual)	\$ -	\$ 11,661.72	\$ (11,661.72)	0%	\$ -	\$ -	\$ -	0%
118	General Support to Cannabis Code Compliance (annual)	\$ -	\$ -	\$ -	0%	\$ -	\$ -	\$ -	0%
119	Other Non-Fee Activities (annual)	\$ -	\$ 292.75	\$ (292.75)	0%	\$ -	\$ -	\$ -	0%
END OF FEE LIST									
TOTALS:		\$ 489,812	\$ 990,522	\$ (500,710)	49%	\$ 248,380	\$ 414,410	\$ (166,031)	60%
		Revenue Totals				Revenue Totals			

Attachment “E”

Resolution No. 2015-0310

BEFORE THE BOARD OF SUPERVISORS COUNTY OF TULARE, STATE OF CALIFORNIA

IN THE MATTER OF FEE ADJUSTMENTS) ** CORRECTED COPY **
TO PLANNING AND DEVELOPMENT) Resolution No. 2015-0310
FEE SCHEDULE)

UPON MOTION OF SUPERVISOR VANDER POEL, SECONDED BY SUPERVISOR ENNIS, THE FOLLOWING WAS ADOPTED BY THE BOARD OF SUPERVISORS, AT AN OFFICIAL MEETING HELD MAY 19, 2015, BY THE FOLLOWING VOTE:

AYES: SUPERVISORS ISHIDA, VANDER POEL, COX, WORTHLEY AND ENNIS
NOES: NONE
ABSTAIN: NONE
ABSENT: NONE



ATTEST: JEAN M. ROUSSEAU
COUNTY ADMINISTRATIVE OFFICER/
CLERK, BOARD OF SUPERVISORS

BY: *Danica A. Ybarra*
Deputy Clerk

1. Conducted a public hearing considering the proposed fee adjustments as listed in Attachment "A" (2015/2016 Summary of Proposed Fees) and
2. Approved the Proposed Fees for the Tulare County Resource Management Agency, effective July 19, 2015, listed in Attachment "A".
3. Approved the prorated fee increase over a four-year period for Lot Line adjustment at the increased amount of \$50 per year.
4. Approved the prorated fee increase over a five-year period for Notice of Partial Non-Renewals (Agricultural Reserve Program) at the increased amount of \$30 per year, Notice of Full Non-Renewals (Agricultural Preserve Program) at the increased amount of \$20 per year and Tentative Parcel map (1-4 lots) at the increased amount of \$100 per year.

Corrected Copy

RMA
Auditor

DAY
8/13/15

Attachment “F”

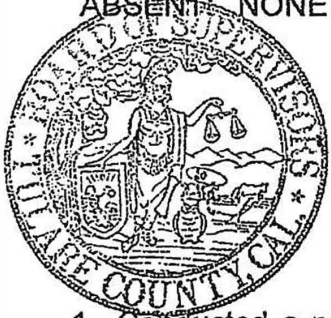
Resolution No. 2016-0280

BEFORE THE BOARD OF SUPERVISORS COUNTY OF TULARE, STATE OF CALIFORNIA

IN THE MATTER OF FEE ADJUSTMENTS)
TO PLANNING AND DEVELOPMENT) Resolution No. 2016-0280
FEE SCHEDULE)

UPON MOTION OF SUPERVISOR WORTHLEY, SECONDED BY SUPERVISOR ISHIDA, THE FOLLOWING WAS ADOPTED BY THE BOARD OF SUPERVISORS, AT AN OFFICIAL MEETING HELD APRIL 26, 2016, BY THE FOLLOWING VOTE:

AYES: SUPERVISORS ISHIDA, VANDER POEL, COX, WORTHLEY AND ENNIS
NOES: NONE
ABSTAIN: NONE
ABSENT: NONE



ATTEST: MICHAEL C. SPATA
COUNTY ADMINISTRATIVE OFFICER/
CLERK, BOARD OF SUPERVISORS

BY: *Dominic A. Ybarra*
Deputy Clerk

1. Conducted a public hearing considering the proposed fee adjustments as listed in Attachment "A" (2016/2017 Summary of Proposed Fees) and
2. Approved the Proposed Fees for the Tulare County Resource Management Agency, effective July 1, 2016, listed in Attachment "A."
3. Approved the second of four annual, prorated fee increases for Lot Line adjustment in the amount of \$50, and
4. Approved the second of five annual, prorated fee increases for Notice of Partial Non-Renewals (Agricultural Reserve Program) in the amount of \$30, Notice of Full Non-Renewal (Agricultural Preserve Program) in the amount of \$20, and Tentative Parcel Map (1-4 lots) in the amount of \$100, and
5. Approved an annual, prorated fee increase over a five-year period for Setback Variance at the increased amount of \$90 per year (to reach a fee of \$1,350 in FY 2020/21).

RMA
Auditor

DAY
4/27/16