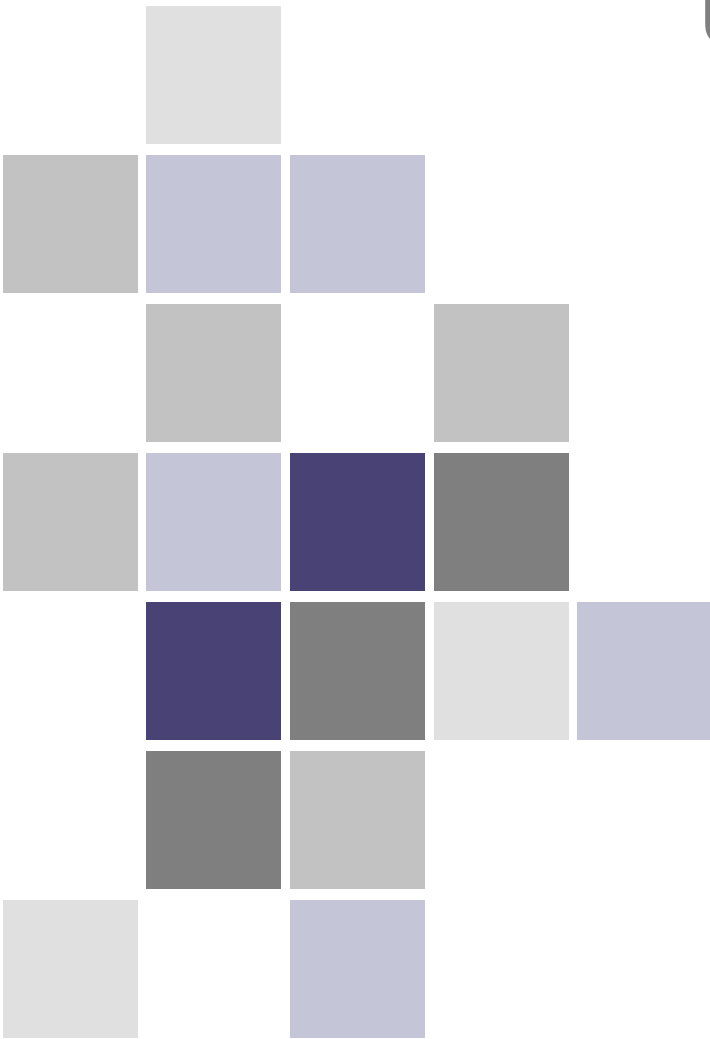




USER FEE STUDY – NON-DEVELOPMENT CITY OF VALLEJO, CA

FINAL REPORT

April 2019



EXECUTIVE SUMMARY

INTRODUCTION

MGT Consulting Group (MGT) is pleased to present the City of Vallejo (City) with this summary of user fee findings for the City's user fee related departments.

The City has not undertaken a comprehensive analysis of its user fees in over 7 years. Since that time, most fees have increased annually by a CPI factor. The City is interested in knowing the current full cost of its various services and exploring the options of modifying fees to better reflect Council priorities. In 2017, the City contracted with MGT to perform this review using fiscal year 2016/17 budget figures, staffing and operational information. MGT was also tasked with recommending fee adjustments based on industry best-practices.

This report is the culmination of the past eighteen months of work between MGT and City management and staff. MGT would like to take this opportunity to acknowledge all who participated on this project for their efforts and coordination. Their responsiveness and continued interest in the outcome of this study contributed greatly to the success of this study.

STUDY AND SCOPE OBJECTIVES

This study included a review of fee-for-service activities for non-development departments. These include:

- Administration/City Clerk
- Filming and Special Events
- Fire
- Police and Code Enforcement
- Water

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

- Determine what it cost the City to provide various fee-related services.
- Recommend fee adjustments based on full cost analysis and industry best practices.
- Develop revenue projections based on recommended increases (or decreases) to fees.
- Provide user fee models and templates to City staff enabling staff to update the study results in future years and incorporate new fees as they occur.

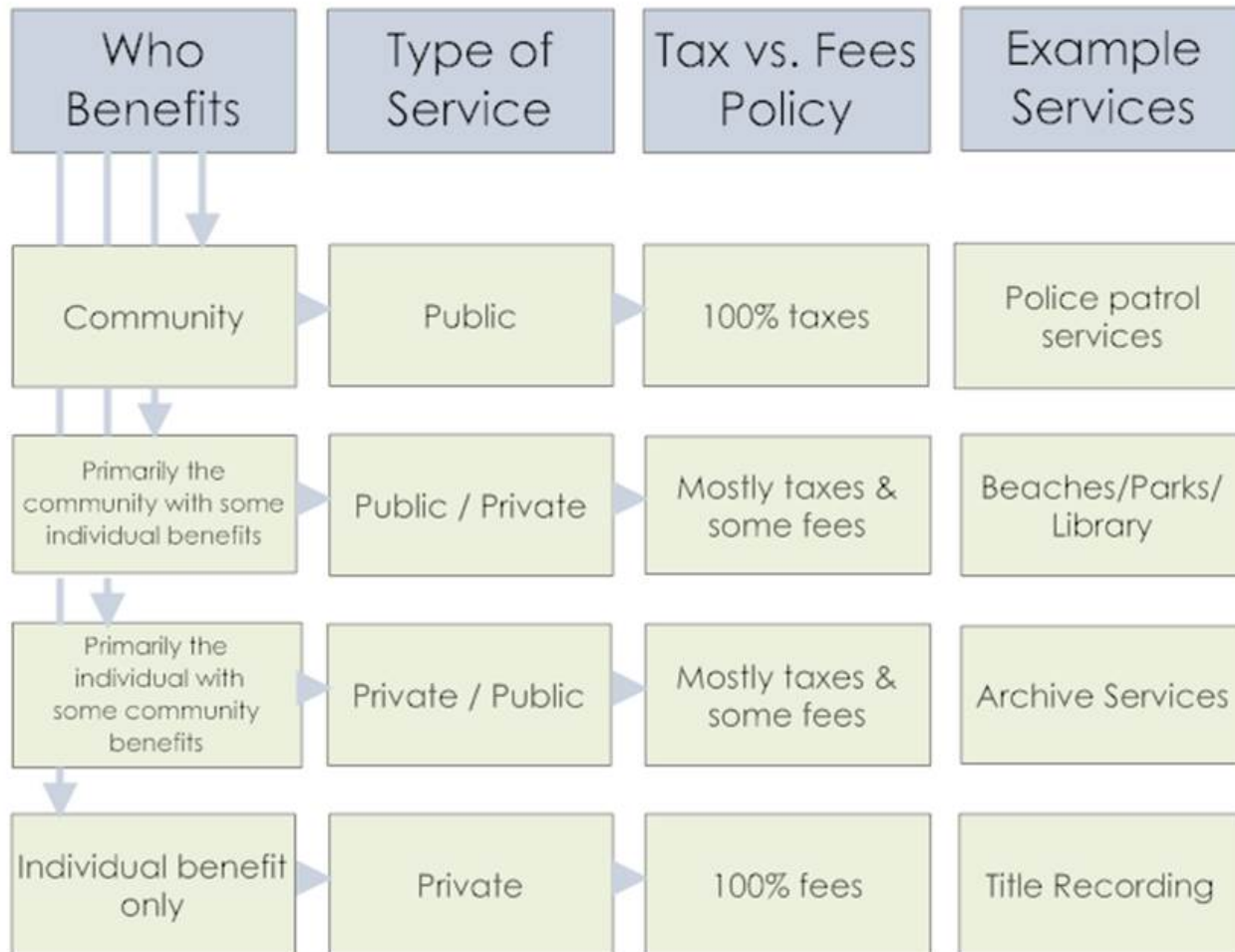
The information summarized in this report addresses each of these issues and provides City management with the tools necessary to make informed decisions about any proposed fee adjustments and the resulting impact on revenues.

The following is a list of legal, economic and policy issues that governmental agencies typically take into consideration when determining cost recovery levels.

- **State Law** – In California user fees are limited to the “estimated reasonable cost of providing a service” by Government Code section 66014(a) and other supplementary legislation. Proposition 26 was approved by California voters in November of 2010 and clarified which charges are considered user fees and which are considered taxes. The significance of this distinction is that user fees may be raised by Council action up to the limit of actual cost, whereas taxes may not be increased without a majority vote of the public. None of the fee adjustments recommended by MGT are considered taxes per Proposition 26 guidelines.
- **Economic barriers** - It may be a desired policy to establish fees at a level that permits lower income groups to use services that they might not otherwise be able to afford.
- **Community benefit** - If a user fee service benefits the community as a whole to some extent, it may be appropriate to subsidize a portion of the fee.
- **Private benefit** – If a user fee primarily benefits the fee payer, the fee is typically set at, or close to 100% full cost recovery. Development-related fees generally fall into this category; however, exceptions are sometimes made for services such as water heater permits, appeal fees or fees charged exclusively to small residential applicants.
- **Managing demand** - Elasticity of demand is a factor in pricing certain city services; increasing the price may result in a reduction of demand for those services, and vice versa. However, for most fees studied within the report, demand is highly inelastic.
- **Incentives** – Fees can be set low to encourage participation in a service, such as water heater permitting or photo-voltaic installations.
- **Disincentives** – Penalties can be instituted to discourage undesirable behavior. Examples include fines for constructing without first obtaining a building permit.

The flow chart in the following page helps illustrate the economic and policy consideration listed above.

DECISION-MAKING FLOW CHART



METHODOLOGY

The standard approach for analyzing the cost of providing fee-related services is commonly referred to as a “bottom up” approach. The bottom up approach was used to analyze all of Vallejo’s user fees with the exception of Administration-Clerk fees. Admin-Clerk were analyzed by comparing their fees to their relatable neighbors. A general description of the “bottom up” approach is as follows:

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

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

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

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

“Productive hours” means the time staff are in their office or in the field. A full-time City employee typically has 2,080 paid hours per year (40 hours x 52 weeks). However, cost studies reduce this number to account for non-productive hours (sick leave, vacation, holidays, training days, meetings, etc.). MGT calculates the productive hourly rate for each staff classification by dividing annual salary and benefits by annual productive hour figures. The average productive hours for the City’s staff that provide these services is 1,620 per year.

3. Determine indirect or “overhead” costs

Generally, there are two types of indirect costs: division-specific and citywide overhead. These indirect costs are allocated across user fee services in order to capture the full cost of providing the service. If a department performs non-fee related services, a commensurate amount of indirect cost is segregated and not allocated to the fee related services.

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

❖ Citywide overhead costs – each department and fund within the city receives an allocation of cost from the city’s various central service departments. Central service departments are those whose main function is to support other city departments and funds. Such departments include the City Manager, Finance, City Attorney, Human Resources, etc. The methods for allocating central service costs can vary but must demonstrate a causal relationship between the allocation methodology and the costs allocated to the operating department. The State Controller’s Office guidelines stress the importance of allocating citywide overhead costs in a way that “equitably reflect the value of service” provided to the department receiving the service(s). Examples of methodologies used to allocate central services costs include:

- ▶ Number of full-time equivalent staff per department
- ▶ Number of encumbered purchase orders per department
- ▶ Number of accounts payable transactions per department

4. Compare total costs to the current fee schedule.

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

5. Annual volume figures are incorporated.

Up to this point we have calculated fee costs and revenues on a per-unit basis. By incorporating annual volume figures into the analysis, we extrapolate the per-unit results into annual cost and annual revenue information. This annualization of results gives management an estimate of the fiscal impact of proposed fee adjustments.

Because annual volume will vary from one year to the next, these figures are estimates only. Actual revenue will depend on future demand level and collection rates. Also, some of the proposed fees include a restructuring of existing fee categories. In these cases, management should be conservative with fiscal impact projections. Additionally, we would like to clarify that the Administrative/City Clerk, Filming/Special Events, and Water departments were not analyzed with volume.

6. Maximum allowed fee levels.

MGT identifies the maximum fee that may be charged for each fee service based on full cost information and any State or Federal limitations. City staff may present alternative fee recommendations based on their knowledge of the community and historical practices. Ultimately Council must decide what fee levels are appropriate.

STUDY FINDINGS

The study's primary objective is to provide the City's decision-makers with the basic data needed to make informed pricing decisions. This report details the full cost of services and presents forecasted potential fee adjustments and their fiscal impact.

The results of the study identified that overall, most fee areas generate less revenue than the actual cost of providing services. It is not unusual to find that costs have outpaced revenues over a period of years. Often this is the result of a) increased service-level demands by the general public for improved technology or response times or b) additional inspections and standards mandated by the State. As a recent example, in January of 2014 the State enacted CALGreen Title 24 regulations. These more stringent energy regulations require additional time on jobsites by inspection staff and additional checks by plan review staff.

The exhibit on the following page displays the summary of costs and revenues for each fee area:

CITY OF VALLEJO - NON-DEVELOPMENT DEPARTMENTS

USER FEE REVENUE ANALYSIS

<i>Department/Division</i>	Current			Forecasted	
	<i>Costs, User Fee Services (A)</i>	<i>Current Revenue (B)</i>		<i>Maximum Revenue Allowed (D)</i>	<i>Potential Increased Revenue (E)</i>
Code Enforcement	\$1,273,626	\$671,530	53%	\$716,095	\$238,069
Fire - Non-Development	\$838,839	\$670,208	80%	\$801,649	\$120,521
Police	\$1,499,991	\$1,159,428	77%	\$1,076,134	\$302,617
Total	\$3,612,456	\$2,501,166	69%	\$2,593,878	\$116,172

Column A, Costs of Fee Services – The full cost of providing fee related services to the public in FY 2016/17 was \$3,612,456. These figures are derived by multiplying individual costs by annual volume for each fee schedule category.

Column B, Current Revenue – Based on current individual fee schedules, the City generates fee related revenue of \$2,501,166 and is experiencing a 69% cost recovery level. This recovery rate is in the mid-range of most rates MGT has studied. Within each fee area, cost recovery levels fluctuate significantly. Several of the fees analyzed are currently set above actual cost. These fees must be reduced to comply with State law. The analyses of individual fees are presented in subsequent sections of this report.

Column C, Subsidy – Current fee levels recover 69% of full cost, leaving 31% or \$1,111,290 to be funded by other funding sources. This represents a “window of opportunity” for the City to increase fees and revenues, with a corresponding decrease in the subsidization of services.

Column D, Maximum Allowable Revenue – At the recommended recovery levels, maximum user-fee revenue available to the City is \$2,593,878. This would bring the overall cost recovery level up 72% of fee-related operating costs.

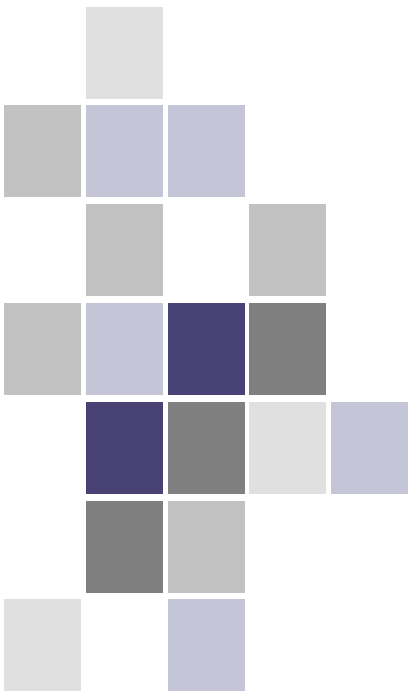
Column E, Potential Increased Revenue – Increased fees to the recommended recovery level would generate approximately \$116,172 in additional revenue. This presents a 5% increase over revenue currently being collected for these activities by the City on an annual basis.

DEPARTMENT SUMMARY CHARTS

The subsequent pages display the results of our individual fee analysis. For each section the current charge, total cost and recommended fee are listed for each fee-related service.

The summaries are presented in the following order:

1. Administration/City Clerk
2. Code Enforcement
3. Film and Special Events
4. Fire
5. Police
6. Water

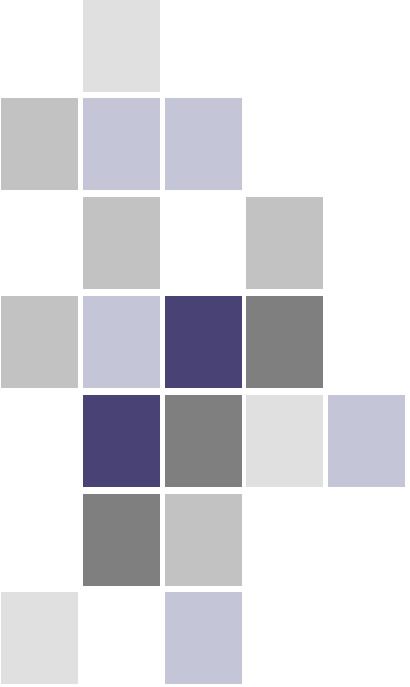


ADMINISTRATION/CITY CLERK

Administrative & City Clerk Fees

Service Name	Fee Description	Current Fee	Staff Involved	Hourly Rates	Estimated time based on best practices	Full Cost	MGT Recommended Fee	Footnotes
Universal Copy Fees								
1. Records Research	Hourly	hourly	City Clerk	\$98.78	60-Minutes	\$98.78	\$98.78	Remove
2. Photocopy, single-sided sheet of paper	Per page	\$0.10 per page	City Clerk	\$98.78	6 seconds	\$0.16	\$0.15	
3. Photocopy, double-sided sheet of paper	Per page		City Clerk	\$98.78			\$0.30	
4. Photocopy, each add'l	Per page	\$0.10 per page	City Clerk	\$98.78	6 seconds	\$0.16	\$0.15	
5. Search for Inactive Records	Copy	hourly	City Clerk	\$98.78	60-Minutes	\$98.78	\$98.78	Remove
6. Documents in Stock & Printed	Per page	\$0.10/ page	City Clerk	\$98.78	6 seconds	\$0.16	\$0.15	Remove
7. Copies of Miscellaneous City Documents	Per page	cost	City Clerk	\$98.78	6 seconds	\$0.16	\$0.15	Remove
8. Special Reports by Consultant	Per page	Cost + 10%	City Clerk	\$98.78	7 seconds	\$0.19	\$0.18	Remove
9. Copies on CD	Copy	\$5.50	City Clerk	\$98.78	5 minutes	\$8.23	\$8.00	Remove
10. Extract of Doc & Certification	Copy	\$11.00	City Clerk	\$98.78	7 minutes	\$11.52	\$11.00	Remove
11. Certify Existing Docs	Copy	\$11.00	City Clerk	\$98.78	7 minutes	\$11.52	\$11.00	
12. Video Tapes	Copy	\$29.10	City Clerk	\$98.78	30 Minutes	\$49.39	\$35.00	
13. Active Record Searches	Hourly	hourly	City Clerk	\$98.78	60 minutes	\$98.78	\$98.78	Remove
14. Returned Check Fee	Copy	\$25, \$35 ea addtl	Customer Svc Rep Finance	\$91.46	\$25 first is standard	\$25.00	\$25.00	
15. Budget/ CAFR copy	Copy	\$30.10	Customer Svc Rep Finance	\$91.46	20-Minutes	\$30.49	\$30.10	Remove
16. Initiative Processing Fee	Set by Code	\$200.00	City Clerk	\$98.78	N/A	\$200.00	\$200.00	1
17. Data Compilation, Redaction, Extraction or Programming	Hourly		City Clerk	\$98.78	N/A	Hourly	Hourly	
Facility Rentals								
17. Vallejo Room	Hourly + Deposit + Security Cost	No Current Fee	Various	N/A	N/A	N/A	Hourly Charge - \$115/Hour Refundable Deposit - \$250 Security After Hours - Actual Cost	2
18. N. Mare Island Conference Center Meeting Room	Hourly + Deposit + Security Cost	No Current Fee	Various	N/A	N/A	N/A	Hourly Charge - \$45/Hour Refundable Deposit - \$250 Security After Hours - Actual Cost	2
Building								
19. Copy of Maps/Drawings (2' x 3' or smaller): 1st	Copy	\$8.80	Secretary	\$87.95	6 minutes	8.80	\$9.00	
20. Copy of Maps/Drawings (2' x 3' or smaller): each add'l	Copy	\$3.00	Secretary	\$87.95	2 minutes	2.93	\$3.00	
21. Copy of Maps/Drawings (larger than 2' x 3'): 1st	Copy	\$13.30	Secretary	\$87.95	7.5 minutes	10.99	\$13.00	
22. Copy of Maps/Drawings (larger than 2' x 3'): each add'l	Copy	\$4.40	Secretary	\$87.95	2 minutes	4.40	\$4.00	
23. Print from Microfilm, 1st	Copy	\$5.50	Secretary	\$87.95	3.5 Minutes	5.13	\$5.00	
24. Print from Microfilm, each add'l	Copy	\$1.00	Secretary	\$87.95	30 seconds	0.73	\$1.00	
Removing from Fee Schedule								
Copy of Audio Tape	Remove	\$11.00						3
Transcription from Tapes	Remove	hourly						3
Standard Specifications	Remove	\$62.00						3
Computer Data/ Use of Equip	Remove	\$17.80						3
Listing of Vallejo Businesses	Remove	\$33.60						3
Set up for Listening of Tapes	Remove	\$1.00						3

- Footnotes:**
- 1 Election code allows a maximum filing fee of \$200.
 - 2 "For use of City property, Proposition 26 direct cities to set rental fees at market rates. \$500 for Audio/Video.
 - 3 City staff recommends for these fees to be removed from the fee schedule.

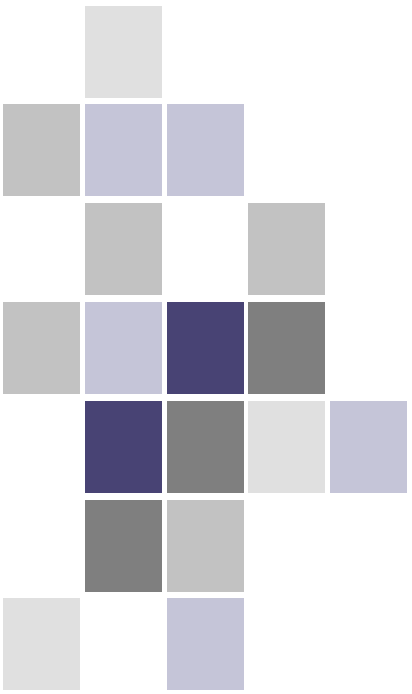


FILMING AND SPECIAL EVENTS

User Fee Study Summary Sheet

City of Vallejo
 Filming and Special Event Fees
 2016-2017

Ord	Service Name	Fee Description	Annual Volume	Current Fee	Current						Recommendations			
					Full Cost	Per Unit		Annual Revenue	Annual Subsidy	Recovery Level	Per Unit		Recommended Subsidy	
						Current Recovery %	Annual Cost				Annual Revenue ²	Increased Revenue		
1 FILMING FEES														
2	Application/Permit Fee	Per Day	No Data	\$ 150	\$ 153	98%	No Data	No Data	No Data	98%	\$ 150	No Data	No Data	No Data
3	Street Closure/Sidewalk/Traffic Lane Closure	Per Day, Per Block	No Data	\$ 100	\$ 102	98%	No Data	No Data	No Data	98%	\$ 100	No Data	No Data	No Data
4	City Staff Monitoring Fee on City Property	Per Hour	No Data	\$ 225	\$ 230	98%	No Data	No Data	No Data	98%	\$ 225	No Data	No Data	No Data
5 Public Safety Fees:														
6	Police Personnel	Actual Cost, Per Hour	No Data	\$ -	\$ -	0%	No Data	No Data	No Data	100%	-- Actual Cost, Per Hour --			
7	Police Equipment Overhead	10% of Police personnel total cost	No Data	\$ 50	\$ 51	98%	No Data	No Data	No Data	98%	\$ 50	No Data	No Data	No Data
8	Fire Inspector	Actual Cost, Per Hour	No Data	\$ -	\$ -	0%	No Data	No Data	No Data	100%	-- Actual Cost, Per Hour --			
9	Fire Safety Spot Check	Actual Cost, Per Hour	No Data	\$ -	\$ -	0%	No Data	No Data	No Data	100%	-- Actual Cost, Per Hour --			
10	Fire Vehicle (fully staffed)	Per Vehicle, Per Hour	No Data	\$ 650	\$ 655	99%	No Data	No Data	No Data	99%	\$ 650	No Data	No Data	No Data
11	Public Works Fee	Actual Cost, Per Hour	No Data	\$ -	\$ -	0%	No Data	No Data	No Data	100%	-- Actual Cost, Per Hour --			
12	Film Permit Violations	Per Violation	No Data	\$ -	\$ 1,023	98%	No Data	No Data	No Data	98%	\$ 1,000	No Data	No Data	No Data
13	Noise Violations	Per Violation	No Data	\$ -	\$ 7,571	99%	No Data	No Data	No Data	13%	\$ 1,000	No Data	No Data	No Data
14	City Staff-Meeting Coordination Fee	Per Hour	No Data	\$ -	\$ 1,228	98%	No Data	No Data	No Data	98%	\$ 1,200	No Data	No Data	No Data
15	Staffing Fee	Per Hour	No Data	\$ -	\$ -	0%	No Data	No Data	No Data	100%	-- Hourly Rate --			
16	Security Deposit on City Property	Variable, Deposit	No Data	\$ -	\$ -	0%	No Data	No Data	No Data	100%	\$ 2,000	No Data	No Data	No Data
17 SPECIAL EVENT FEES														
18	Application Fee	One Time	No Data	\$ 150	\$ 153	98%	No Data	No Data	No Data	98%	\$ 150	No Data	No Data	No Data
19	Daily Land Use Fee	Per Day	No Data	\$ 150	\$ 153	98%	No Data	No Data	No Data	98%	\$ 150	No Data	No Data	No Data
20	Security Deposit Fee	Deposit	No Data	\$ -	\$ 2,046	98%	No Data	No Data	No Data	39%	\$ 800	No Data	No Data	No Data
21	Parade Permit Processing Fee	Per Day	No Data	\$ -	\$ 307	98%	No Data	No Data	No Data	98%	\$ 300	No Data	No Data	No Data
22	Encroachment Permit - Special Events	Per Day	No Data	\$ 606	\$ 419	69%	No Data	No Data	No Data	50%	\$ 210	No Data	No Data	No Data
23	Street Closure Fee	Per Day	No Data	Varies	\$ 534	99%	No Data	No Data	No Data	100%	\$ 534	No Data	No Data	No Data
24	Public Safety Fees	Actual Cost, Per Hour	No Data	\$ -	\$ -	0%	No Data	No Data	No Data	100%	-- Actual Cost, Per Hour --			
25	Staffing Fee	Per Hour	No Data	\$ -	\$ -	0%	No Data	No Data	No Data	100%	-- Hourly Rate --			
26	Late Application Penalty	Penalty	No Data	\$ -	\$ -	100%	No Data	No Data	No Data	100%	\$ 250	No Data	No Data	No Data



FIRE

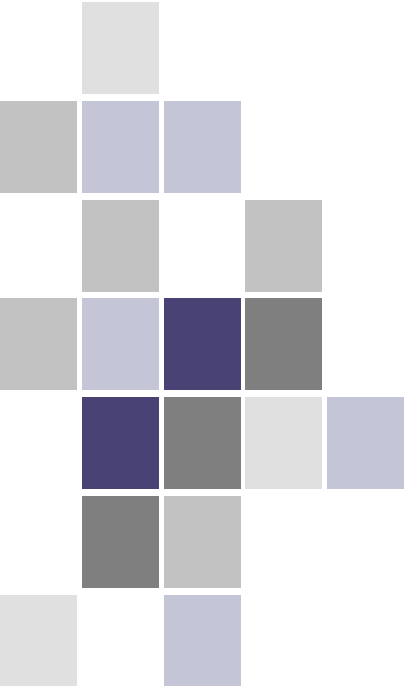
City of Vallejo
 Fire Department
 2016-2017

Ord	Service Name	Fee Description	Annual Volume	Current						Recommendations				
				Per Unit			Annual			Per Unit		Annual		
				Current Fee	Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue2	Increased Revenue	Recommended Subsidy
46 Base Fee by Occupancy														
47	Pre-insp of residential care facil <25	Fee	2	\$ 203	\$ 263	77%	\$ 525	\$ 406	\$ 119	100%	\$ 263	\$ 525	\$ 119	\$ -
48	Pre-insp of residential care facil >25	Fee	-	\$ 273	\$ 304	90%	\$ -	\$ -	\$ -	100%	\$ 304	\$ -	\$ -	\$ -
49	Fire Clearance Inspection Fee	Fee	116	\$ 203	\$ 386	53%	\$ 44,756	\$ 23,548	\$ 21,208	75%	\$ 290	\$ 33,640	\$ 10,092	\$ 11,116
50	Clinics requiring licensing clearance	Fee	6	\$ 273	\$ 202	135%	\$ 1,215	\$ 1,638	\$ (423)	100%	\$ 202	\$ 1,215	\$ (423)	\$ -
51	Residential Care Homes	Fee	22	\$ 273	\$ 304	90%	\$ 6,682	\$ 6,006	\$ 676	100%	\$ 304	\$ 6,682	\$ 676	\$ -
52	R-1 Residential Occupancies: Up to 20 Rooms	Fee	22	\$ 478	\$ 304	157%	\$ 6,682	\$ 10,516	\$ (3,834)	100%	\$ 304	\$ 6,682	\$ (3,834)	\$ -
53	R-1 Residential Occupancies: 20 Rooms +	Fee	18	\$ 478	\$ 386	124%	\$ 6,945	\$ 8,604	\$ (1,659)	100%	\$ 386	\$ 6,945	\$ (1,659)	\$ -
54	R-2 Residential Occupancies: 3-5 Units	Fee	491	\$ 284	\$ 380	75%	\$ 186,422	\$ 139,199	\$ 47,223	100%	\$ 380	\$ 186,422	\$ 47,223	\$ -
55	R-2 Residential Occupancies: 6-15 units	Fee	90	\$ 378	\$ 503	75%	\$ 45,252	\$ 34,020	\$ 11,232	100%	\$ 503	\$ 45,252	\$ 11,232	\$ -
56	R-2 Residential Occupancies: 16-25 units	Fee	113	\$ 473	\$ 626	75%	\$ 70,730	\$ 53,393	\$ 17,337	100%	\$ 626	\$ 70,730	\$ 17,337	\$ -
57	R-2 Residential Occupancies: 26-60 units	Fee	12	\$ 567	\$ 749	76%	\$ 8,989	\$ 6,804	\$ 2,185	100%	\$ 749	\$ 8,989	\$ 2,185	\$ -
58	R-2 Residential Occupancies: 61-100 units	Fee	10	\$ 662	\$ 872	76%	\$ 8,722	\$ 6,615	\$ 2,107	100%	\$ 872	\$ 8,722	\$ 2,107	\$ -
59	R-2 Residential Occupancies: 101-200 units	Fee	15	\$ 756	\$ 1,036	73%	\$ 15,545	\$ 11,340	\$ 4,205	100%	\$ 1,036	\$ 15,545	\$ 4,205	\$ -
60	R-2 Residential Occupancies: 201-300 units	Fee	3	\$ 851	\$ 1,159	73%	\$ 3,478	\$ 2,552	\$ 927	100%	\$ 1,159	\$ 3,478	\$ 927	\$ -
61	R-2 Residential Occupancies: 301-400+ units	Fee	-	\$ 945	\$ 1,283	74%	\$ -	\$ -	\$ -	100%	\$ 1,283	\$ -	\$ -	\$ -
62	R-2.1 Assisted Living & Social Rehabilitation Facilities	Fee	10	\$ 273	\$ 386	71%	\$ 3,858	\$ 2,730	\$ 1,128	100%	\$ 386	\$ 3,858	\$ 1,128	\$ -
63	R-3 Residential Occupancies	Fee	41	\$ 180	\$ 386	47%	\$ 15,819	\$ 7,380	\$ 8,439	50%	\$ 193	\$ 7,913	\$ 533	\$ 7,906
64	R-4 Residential Occupancies	Fee	-	\$ 273	\$ 386	71%	\$ -	\$ -	\$ -	100%	\$ 386	\$ -	\$ -	\$ -
65	Family Day Care (7-12)	Fee	43	\$ 180	\$ 222	81%	\$ 9,532	\$ 7,740	\$ 1,792	100%	\$ 222	\$ 9,532	\$ 1,792	\$ -
66	I-2 Hospitals, Nursing Homes & Other Non-Amb Health Care Facilities	Fee	10	\$ 616	\$ 550	112%	\$ 5,500	\$ 6,160	\$ (660)	100%	\$ 550	\$ 5,500	\$ (660)	\$ -
67	I-2.1 Ambulatory Health Care Facilities	Fee	5	\$ 547	\$ 386	142%	\$ 1,929	\$ 2,735	\$ (806)	100%	\$ 386	\$ 1,929	\$ (806)	\$ -
68	I-3 Jails, Correctional Centers & Other Places of Involuntary Restraint	Fee	2	\$ 547	\$ 386	142%	\$ 772	\$ 1,094	\$ (322)	100%	\$ 386	\$ 772	\$ (322)	\$ -
69	I-4 Day Care Facilities	Fee	33	\$ 273	\$ 386	71%	\$ 12,732	\$ 9,009	\$ 3,723	100%	\$ 386	\$ 12,732	\$ 3,723	\$ -
70	High-rise annual inspection	Fee	1	\$ 1,440	\$ 733	196%	\$ 733	\$ 1,440	\$ (707)	100%	\$ 733	\$ 733	\$ (707)	\$ -
71	Business License Inspection, (under 1,500 sq ft)	Fee	400	\$ 203	\$ 222	92%	\$ 88,666	\$ 81,200	\$ 7,466	75%	\$ 166	\$ 66,500	\$ (14,700)	\$ 22,167
72	Business License Inspection, (over 1,500 sq ft)	Fee	173	\$ 203	\$ 386	53%	\$ 66,749	\$ 35,119	\$ 31,630	75%	\$ 289	\$ 50,062	\$ 14,943	\$ 16,687
73 Fire Safety Inspections														
74	Various	Fee	-	\$ 203	\$ 164	124%	\$ -	\$ -	\$ -	100%	\$ 164	\$ -	\$ -	\$ -
75	Stand By	Fee	-	\$ 203	\$ 164	124%	\$ -	\$ -	\$ -	100%	\$ 164	\$ -	\$ -	\$ -
76	Aerosol Products	Fee	-	\$ 203	\$ 222	92%	\$ -	\$ -	\$ -	100%	\$ 222	\$ -	\$ -	\$ -
77	Aircraft/boat refueling vehicles	Fee	-	\$ 340	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ 340	\$ -	\$ -	\$ -
78	Aircraft repair hangers	Fee	-	\$ 891	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ 891	\$ -	\$ -	\$ -
79	Automobile wrecking yard	Fee	2	\$ 616	\$ 557	111%	\$ 1,113	\$ 1,232	\$ (119)	100%	\$ 557	\$ 1,113	\$ (119)	\$ -
80	Candles and open flame in assembly areas	Fee	-	\$ 226	\$ 222	102%	\$ -	\$ -	\$ -	100%	\$ 222	\$ -	\$ -	\$ -
81	Carnivals & Fairs	Fee	4	\$ 478	\$ 386	124%	\$ 1,543	\$ 1,912	\$ (369)	100%	\$ 386	\$ 1,543	\$ (369)	\$ -
82	Cellulose nitrate film	Fee	-	\$ 135	\$ 202	67%	\$ -	\$ -	\$ -	100%	\$ 202	\$ -	\$ -	\$ -
83	Cellulose nitrate storage	Fee	-	\$ 135	\$ 304	44%	\$ -	\$ -	\$ -	100%	\$ 304	\$ -	\$ -	\$ -
84	Combustible fiber storage	Fee	-	\$ 226	\$ 386	59%	\$ -	\$ -	\$ -	100%	\$ 386	\$ -	\$ -	\$ -
85	Combustible material storage	Fee	3	\$ 340	\$ 386	88%	\$ 1,157	\$ 1,020	\$ 137	100%	\$ 386	\$ 1,157	\$ 137	\$ -
86	Compressed gases Cryogens	Fee	-	\$ 273	\$ 506	54%	\$ -	\$ -	\$ -	100%	\$ 506	\$ -	\$ -	\$ -

Ord	Service Name	Fee Description	Annual Volume	Current						Recommendations					
				Per Unit			Annual			Per Unit			Annual		
				Current Fee	Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue ²	Increased Revenue	Recommended Subsidy	
133	EMS First Responder	New	-	\$ -	\$ 470	0%	\$ -	\$ -	\$ -	100%	\$ 470	\$ -	\$ -	\$ -	
134	DUI Collision with Injury (per staff hour - equipment is billed separately)	New, Hourly	-	\$ -	\$ 258	0%	\$ -	\$ -	\$ -	100%	\$ 258	\$ -	\$ -	\$ -	
135	Unsafe Buildings Fire Code Hearing Appeal Fee - Residential (1-2 Units)	New	-	\$ -	\$ 458	0%	\$ -	\$ -	\$ -	98%	\$ 450	\$ -	\$ -	\$ -	
136	Unsafe Buildings Fire Code Hearing Appeal Fee - Residential (3-5 Units)	New	-	\$ -	\$ 772	0%	\$ -	\$ -	\$ -	97%	\$ 750	\$ -	\$ -	\$ -	
137	Unsafe Buildings Fire Code Hearing Appeal Fee - Residential (6-25 Units)	New	-	\$ -	\$ 1,545	0%	\$ -	\$ -	\$ -	97%	\$ 1,500	\$ -	\$ -	\$ -	
138	Unsafe Buildings Fire Code Hearing Appeal Fee - Residential (26+ Units)	New	-	\$ -	\$ 3,781	0%	\$ -	\$ -	\$ -	100%	\$ 3,780	\$ -	\$ -	\$ -	
139	Unsafe Buildings Fire Code Hearing Appeal Fee - Commercial	New	-	\$ -	\$ 3,781	0%	\$ -	\$ -	\$ -	100%	\$ 3,780	\$ -	\$ -	\$ -	
140	Company Inspections	Remove	---	\$ ---	\$ 774	0%	\$ ---	\$ ---	\$ ---	22%	\$ 179	\$ ---	\$ ---	\$ ---	
141	Company - Level Fire Prevention (Business and Mercantile)	New, Hourly	-	\$ -	\$ 492	0%	\$ -	\$ -	\$ -	46%	\$ 225	\$ -	\$ -	\$ -	
142	Bowling pin or alley refinishing	Remove	---	\$ 340	\$ ---	0%	\$ ---	\$ ---	\$ ---	100%	\$ ---	\$ ---	\$ ---	\$ ---	
143	Repair of Automatic Fire Sprinkler System	Remove	---	\$ 111	\$ ---	0%	\$ ---	\$ ---	\$ ---	100%	\$ ---	\$ ---	\$ ---	\$ ---	
144	Sprinkler system 5-year service test (per test/report)	Remove	---	\$ 273	\$ ---	0%	\$ ---	\$ ---	\$ ---	100%	\$ ---	\$ ---	\$ ---	\$ ---	
145	Late or non-renewal of permit	Remove	---	\$ 203	\$ 222	92%	\$ ---	\$ ---	\$ ---	100%	\$ 222	\$ ---	\$ ---	\$ ---	
Total User Fees								\$838,839	\$670,208	\$168,631		\$780,962	\$110,755	\$57,876	
% of Full Cost									80%	20%		93%	17%	7%	

Footnotes

- 1 Plus \$6 per device
- 2 These fees are collected through the Building department. Fee = 26% of the building permit fee.
- 3 These fees have been inactive for many years. Recommendation is to maintain fee at current level.
California State law allows for hourly rate charges of up to \$12,000 per DUI incident (those involving an accident). Equipment costs shall be billed according to the most recent California
- 4 Fire Assistance Agreement (FAA) approved rates. **Non-Residents Only**



POLICE AND CODE ENFORCEMENT

User Fee Study Summary Sheet

City of Vallejo
 Police Department
 2016-2017

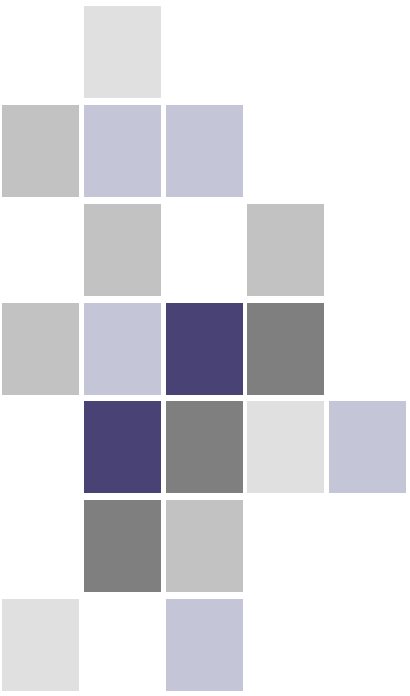
Ord	Service Name	Fee Description	Annual Volume	Current						Recommendations						Footnotes
				Per Unit			Annual			Per Unit		Annual				
				Current Fee	Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Recommended Subsidy		
1	Concealed Weapon - Renewal (2 yr)	Flat	-	\$ 25	\$ 216	12%	\$ -	\$ -	\$ -	12%	\$ 25	\$ -	\$ -	\$ -	1	
2	Concealed Weapon Permit Initial (2 yr)	Flat	-	\$ 100	\$ 216	46%	\$ -	\$ -	\$ -	46%	\$ 100	\$ -	\$ -	\$ -	1	
3	Police Reports - All	Flat	2,152	\$ 18	\$ 20	89%	\$ 43,483	\$ 38,736	\$ 4,747	100%	\$ 20	\$ 43,483	\$ 4,747	\$ -		
4	Background Checks	Flat	80	\$ 26	\$ 34	77%	\$ 2,694	\$ 2,080	\$ 614	89%	\$ 30	\$ 2,400	\$ 320	\$ 294		
5	Vehicle Release - Regular Impound	Flat	254	\$ 364	\$ 197	185%	\$ 50,027	\$ 92,456	\$ (42,429)	102%	\$ 200	\$ 50,800	\$ (41,656)	\$ (773)		
6	Vehicle Release - V.E.T.O. Impound	Flat	220	\$ 453	\$ 310	146%	\$ 68,107	\$ 99,660	\$ (31,553)	97%	\$ 300	\$ 66,000	\$ (33,660)	\$ 2,107		
7	Vehicle Release - Repossessed	Flat	120	\$ 9	\$ 17	53%	\$ 2,021	\$ 1,080	\$ 941	89%	\$ 15	\$ 1,800	\$ 720	\$ 221	3	
8	Dance Review	Flat	41	\$ 106	\$ 94	113%	\$ 3,869	\$ 4,381	\$ (513)	21%	\$ 20	\$ 827	\$ (3,555)	\$ 3,042		
9	ABC Review	Flat	41	\$ 106	\$ 94	113%	\$ 3,837	\$ 4,346	\$ (509)	21%	\$ 20	\$ 820	\$ (3,526)	\$ 3,017		
10	Sound Review	No Fee	41	\$ 106	\$ 94	113%	\$ 3,837	\$ 4,346	\$ (509)	0%	\$ -	\$ -	\$ (4,346)	\$ 3,837	6	
11	Taxi- Initial Driver Permit	Flat	10	\$ 167	\$ 210	80%	\$ 2,098	\$ 1,670	\$ 428	72%	\$ 150	\$ 1,500	\$ (170)	\$ 598		
12	Taxi- Driver Permit Annual Renewal	Flat	40	\$ 65	\$ 105	62%	\$ 4,195	\$ 2,600	\$ 1,595	48%	\$ 50	\$ 2,000	\$ (600)	\$ 2,195		
13	Taxi- Driver Permit Replacement/Trans	Flat	5	\$ 30	\$ 35	86%	\$ 175	\$ 150	\$ 25	72%	\$ 25	\$ 125	\$ (25)	\$ 50		
14	Taxi- Initial Annual Taxi Insp (med +1 reinsp)	Flat	35	\$ 244	\$ 210	116%	\$ 7,341	\$ 8,540	\$ (1,199)	95%	\$ 200	\$ 7,000	\$ (1,540)	\$ 341		
15	Taxi- Replace Medallion	Flat	-	\$ 30	\$ 47	64%	\$ -	\$ -	\$ -	54%	\$ 25	\$ -	\$ -	\$ -		
16	False Alarm- Alarm Company in Substantial Non-Comp	Per Day	-	\$ 85	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ 300	\$ -	\$ -	\$ -	4	
17	False Alarm- Holdup Alarm	Flat	84	\$ 350	\$ 309	113%	\$ 25,967	\$ 29,400	\$ (3,433)	113%	\$ 350	\$ 29,400	\$ -	\$ (3,433)	5	
18	False Alarm- Intrusion Alarm	Flat	5,204	\$ 150	\$ 221	68%	\$ 1,150,871	\$ 780,600	\$ 370,271	68%	\$ 150	\$ 780,600	\$ -	\$ 370,271	5	
19	False Alarm- Panic Alarm	Flat	591	\$ 150	\$ 221	68%	\$ 130,700	\$ 88,650	\$ 42,050	68%	\$ 150	\$ 88,650	\$ -	\$ 42,050	5	
20	Miscellaneous Fee	Actual Cost	-	\$ -	\$ 109	0%	\$ -	\$ -	\$ -	100%	Actual Cost	\$ -	\$ -	\$ -		
21	DUI Response	Actual Cost	-	\$ -	\$ 177	0%	\$ -	\$ -	\$ -	100%	Actual Cost	\$ -	\$ -	\$ -		
22	Second Hand Dealer Permit	Flat	3	\$ 226	\$ 210	108%	\$ 629	\$ 678	\$ (49)	100%	\$ 210	\$ 629	\$ (49)	\$ -		
23	Tow Company Fingerprint Fee	Flat	1	\$ 55	\$ 140	39%	\$ 140	\$ 55	\$ 85	72%	\$ 100	\$ 100	\$ 45	\$ 40		
24	Unpaid Parking Ticket booting	NEW - Actual Cost	-	\$ -	\$ -	0%	\$ -	\$ -	\$ -	100%	Actual Cost	\$ -	\$ -	\$ -		
25	Additional Taxi-Convenience and Necessity Evaluation	Remove		\$ 3,343	\$ 2,335	143%	\$ -	\$ -	\$ -	100%	\$ 2,335	\$ -	\$ -	\$ -		
26	Police Photo-1st	Remove	4	\$ 20	\$ -	0%	\$ -	\$ 80	\$ (80)	100%	\$ -	\$ -	\$ (80)	\$ -	2	
27	Police Photo-each add'l	Remove		\$ 3	\$ -	0%	\$ -	\$ -	\$ -	100%	\$ -	\$ -	\$ -	\$ -	2	
28	Photos-on CD	Remove		\$ 5	\$ 6	89%	\$ -	\$ -	\$ -	89%	\$ 5	\$ -	\$ -	\$ -		
Total User Fees							\$1,499,991	\$1,159,428	\$340,563		\$1,076,134	-\$83,294	\$423,857			
% of Full Cost								77%	23%		72%	-7%	28%			

Footnotes

- 1 Fees 1 & 2 shall remain the same. Under the current Chief, they are not approving these.
- 2 These fees are being analyzed in the Admin-Clerk Fee schedule
- 3 Repossessed Vehicle Release is set by California Government Code 41612 - \$15
- 4 Set by Ordinance 7.81.060 (D)(3) - \$300/day
- 5 Staff told me this is set by ordinance 7.81 However If you want to recover full cost these can be set to full cost, or somewhere in between.
- 6 Fee number 10 has no fee as set per new ordinance

City of Vallejo
Code Enforcement
2016-2017

Ord	Service Name	Fee Description	Annual Volume	Current						Recommendations					
				Per Unit			Annual			Per Unit		Annual			
				Current Fee	Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue	Increased Revenue	Recommended Subsidy	
1	Warrant Processing Fee	Flat	30	\$ 1,229	\$1,301	94%	\$ 39,033	\$ 36,870	\$ 2,163	100%	\$ 1,301	\$ 39,033	\$ 2,163	-	
2	Warrant Lien Process Admin. Charge	Flat	30	\$ 834	\$436	191%	\$ 13,078	\$ 25,020	\$ (11,942)	100%	\$ 436	\$ 13,078	\$ (11,942)	-	
3	Notice of Violations Appeal Fees	Flat	15	\$ 450	\$1,267	36%	\$ 19,005	\$ 6,750	\$ 12,255	36%	\$ 450	\$ 6,750	\$ -	12,255	
4	Administrative Citation Fine Per Code Section Violated - 1st Citation	Per Violation	300	\$ 200	\$635	32%	\$ 190,475	\$ 60,000	\$ 130,475	39%	\$ 250	\$ 75,000	\$ 15,000	115,475	
5	Administrative Citation Fine Per Code Section Violated - 2nd Citation	Per Violation	100	\$ 500	\$635	79%	\$ 63,492	\$ 50,000	\$ 13,492	79%	\$ 500	\$ 50,000	\$ -	13,492	
6	Administrative Citation Fine Per Code Section Violated - 3rd and All Subsequent Citati	Per Violation	70	\$ 750	\$660	114%	\$ 46,191	\$ 52,500	\$ (6,309)	114%	\$ 750	\$ 52,500	\$ -	(6,309)	
7	Administrative Citation Lien Processing and Late Payment Penalty	Per Citation	394	\$ 445	\$869	51%	\$ 342,250	\$ 175,330	\$ 166,920	51%	\$ 445	\$ 175,330	\$ -	166,920	
8	Notice of Violation Admin. Charge	Flat	400	\$ 236	\$722	33%	\$ 288,807	\$ 94,400	\$ 194,407	50%	\$ 361	\$ 144,404	\$ 50,004	144,404	
9	Vacant Buildings Annual Registration Fee	Flat	400	\$ 368	\$602	61%	\$ 240,919	\$ 147,200	\$ 93,719	66%	\$ 400	\$ 160,000	\$ 12,800	80,919	
10	Abandoned Shopping Cart Prevention Plan	Move to Planning	10	\$ 1,806	\$2,325	78%	\$ 23,245	\$ 18,060	\$ 5,185	Moved to Planning	Moved to	N/A	N/A	N/A	
11	Annual Eval. Report of Shopping Cart Plan	Remove	10	\$ 270	\$345	78%	\$ 3,449	\$ 2,700	\$ 749	0%	\$ -	\$ -	\$ -	\$ -	
12	Modification of Abandoned Shopping Cart Prev. Plan	Move to Planning	10	\$ 270	\$368	73%	\$ 3,681	\$ 2,700	\$ 981	Moved to Planning	Moved to	N/A	N/A	N/A	
Total User Fees							\$1,273,626	\$671,530	\$602,096						
% of Full Cost								53%	47%			\$716,095	\$68,025	\$527,156	
												56%	10%	41%	



WATER

City of Vallejo
 Water
 2016-2017

Ord	Service Name	Fee Description	Current						Recommendations				
			Per Unit		Current Recovery %	Annual Cost	Annual		Per Unit		Annual		
			Current Fee	Full Cost			Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue2	Increased Revenue	Recommended Subsidy
WATER CHARGES													
1	Disinfection Basic cost	Fee	\$210	\$365	58%	No Data	No Data	No Data	100%	\$365	No Data	No Data	No Data
Pipeline cost													
		Per Lineal foot, Per Flush											
2	up to 14" Line	plus lab fee 2"	\$0.78	\$1.18	66%	No Data	No Data	No Data	85%	\$1	No Data	No Data	No Data
3	14" Line and larger	Fee	\$2.50	\$2.15	116%	No Data	No Data	No Data	93%	\$2	No Data	No Data	No Data
4	Tie-in inspection (per tie-in)	Per tie-in	\$50	\$326	15%	No Data	No Data	No Data	100%	\$326	No Data	No Data	No Data
5	Developer water service to unbuilt lots fee - City System	Per lot (5,000 sqft)	\$12	\$30	40%	No Data	No Data	No Data	100%	\$30	No Data	No Data	No Data
6	Developer water service to unbuilt lots fee - Green Valley / Lakes System	Per lot (5,000 sqft)	\$12	\$64	19%	No Data	No Data	No Data	100%	\$64	No Data	No Data	No Data
WATER FIELD SERVICE CHARGES													
7	Charge for miscellaneous repairs due to customer action or neglect	Per hr + materials	\$62	\$204	30%	No Data	No Data	No Data	100%	\$204	No Data	No Data	No Data
New Service Installation Charges													
Tap and Meter Set: (does not include backflow device)													
		Contractor to excavate and restore surfaces											
8	up to 1-inch tap and meter set	Fee	\$5,380	\$2,078	259%	No Data	No Data	No Data	100%	\$2,078	No Data	No Data	No Data
9	1-1/2" inch tap and meter set	Fee	\$6,336	\$3,531	179%	No Data	No Data	No Data	100%	\$3,531	No Data	No Data	No Data
10	2-inch tap and meter set	Fee	\$7,075	\$3,992	177%	No Data	No Data	No Data	100%	\$3,992	No Data	No Data	No Data
11	3-inch tap and meter sets	Fee	Actual Cost	\$4,769	n/a	No Data	No Data	No Data	100%	\$4,769	No Data	No Data	No Data
12	4-inch tap and meter sets	Fee	Actual Cost	\$6,019	n/a	No Data	No Data	No Data	100%	\$6,019	No Data	No Data	No Data
13	6-inch tap and meter sets	Fee	Actual Cost	\$8,511	n/a	No Data	No Data	No Data	100%	\$8,511	No Data	No Data	No Data
14	8-inch tap and meter sets	Fee	Actual Cost	\$13,063	n/a	No Data	No Data	No Data	100%	\$13,063	No Data	No Data	No Data
15	10-inch tap and meter sets	Fee	Actual Cost	\$16,498	n/a	No Data	No Data	No Data	100%	\$16,498	No Data	No Data	No Data
16	12-inch tap and meter sets	Actual Cost	Actual Cost	Actual Cost	n/a	No Data	No Data	No Data	No Data	Actual Cost	No Data	No Data	No Data
Meter Set:													
17	up to 1-inch meter set	Fee	\$541	\$1,021	53%	No Data	No Data	No Data	100%	\$1,021	No Data	No Data	No Data
18	1-1/2 inch meter set	Fee	\$1,374	\$2,559	54%	No Data	No Data	No Data	100%	\$2,559	No Data	No Data	No Data
19	2-inch meter set	Fee	\$1,999	\$3,667	55%	No Data	No Data	No Data	100%	\$3,667	No Data	No Data	No Data
20	3-inch and larger meter sets	Fee	Actual cost	Actual cost	n/a	n/a	n/a	n/a	n/a	Actual Cost	No Data	No Data	No Data
Backflow Device (Standart Installation)													
Double Check Installation:													
21	up to 1-inch double check valve	Fee	\$1,124	\$969	116%	No Data	No Data	No Data	100%	\$969	No Data	No Data	No Data
22	1-1/2" inch double check valve	Fee	\$1,665	\$1,165	143%	No Data	No Data	No Data	100%	\$1,165	No Data	No Data	No Data
23	2-inch double check valve	Fee	\$2,044	\$1,466	139%	No Data	No Data	No Data	100%	\$1,466	No Data	No Data	No Data
24	3-inch or larger double check valve	Fee	Actual Cost	Actual Cost	n/a	No Data	No Data	No Data	100%	Actual Cost	No Data	No Data	No Data
Reduced Pressure Installation:													
25	3/4" reduced pressure	Fee	\$1,064	\$1,084	98%	No Data	No Data	No Data	100%	\$1,084	No Data	No Data	No Data
26	1-inch reduced pressure	Fee	\$1,243	\$1,122	111%	No Data	No Data	No Data	100%	\$1,122	No Data	No Data	No Data
27	1-1/2" inch reduced pressure	Fee	\$1,825	\$1,362	134%	No Data	No Data	No Data	100%	\$1,362	No Data	No Data	No Data
28	2-inch reduced pressure	Fee	\$2,194	\$1,420	154%	No Data	No Data	No Data	100%	\$1,420	No Data	No Data	No Data
29	3-inch or larger reduced pressure	Fee	Actual Cost	Actual Cost	n/a	n/a	n/a	n/a	n/a	Actual Cost	No Data	No Data	No Data
Double Detector Check Valve Installation:													
30	3-inch or larger double detector check valve	Fee	Actual Cost	Actual Cost	n/a	No Data	No Data	No Data	100%	Actual Cost	No Data	No Data	No Data
Monthly Fee for Annual Backflow Device testing and inspection cost. For Standard Installations:													
31	3/4" double check valve	Fee	\$5	\$10	49%	No Data	No Data	No Data	100%	\$10	No Data	No Data	No Data
	1" double check valve	Fee	\$5	\$10	49%	No Data	No Data	No Data	100%	\$10	No Data	No Data	No Data
	1-1/2" double check valve	Fee	\$7	\$10	69%	No Data	No Data	No Data	100%	\$10	No Data	No Data	No Data
	2" double check valve	Fee	\$7	\$11	64%	No Data	No Data	No Data	100%	\$11	No Data	No Data	No Data

Ord	Service Name	Fee Description	Current							Recommendations				
			Per Unit		Current Recovery %	Annual Cost	Annual		Per Unit		Annual			
			Current Fee	Full Cost			Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue2	Increased Revenue	Recommended Subsidy	
32	3" double check valve	Fee	\$18	\$20	87%	No Data	No Data	No Data	100%	\$20	No Data	No Data	No Data	
	4" double check valve	Fee	\$21	\$22	95%	No Data	No Data	No Data	100%	\$22	No Data	No Data	No Data	
	6" double check valve	Fee	\$31	\$30	105%	No Data	No Data	No Data	100%	\$30	No Data	No Data	No Data	
	8" double check valve	Fee	\$48	\$49	98%	No Data	No Data	No Data	100%	\$49	No Data	No Data	No Data	
	10" double check valve	Fee	\$71	\$70	102%	No Data	No Data	No Data	100%	\$70	No Data	No Data	No Data	
33	3/4" reduced pressure to 2"	Fee	\$6	\$12	53%	No Data	No Data	No Data	100%	\$12	No Data	No Data	No Data	
34	3" reduced pressure	Fee	\$21	\$23	93%	No Data	No Data	No Data	100%	\$23	No Data	No Data	No Data	
	4" reduced pressure	Fee	\$26	\$27	96%	No Data	No Data	No Data	100%	\$27	No Data	No Data	No Data	
	6" reduced pressure	Fee	\$40	\$36	109%	No Data	No Data	No Data	100%	\$36	No Data	No Data	No Data	
	8" reduced pressure	Fee	\$61	\$62	98%	No Data	No Data	No Data	100%	\$62	No Data	No Data	No Data	
	10" reduced pressure	Fee	\$81	\$78	104%	No Data	No Data	No Data	100%	\$78	No Data	No Data	No Data	
	3" double detector	Fee	\$20	\$20	100%	No Data	No Data	No Data	100%	\$20	No Data	No Data	No Data	
	4" double detector	Fee	\$25	\$22	110%	No Data	No Data	No Data	100%	\$22	No Data	No Data	No Data	
	6" double detector	Fee	\$36	\$30	122%	No Data	No Data	No Data	100%	\$30	No Data	No Data	No Data	
	8" double detector	Fee	\$55	\$49	113%	No Data	No Data	No Data	100%	\$49	No Data	No Data	No Data	
	10" double detector	Fee	\$81	\$70	116%	No Data	No Data	No Data	100%	\$70	No Data	No Data	No Data	
	Monthly fee for Backflow Device (Non-Standard Installation)													
35	Customer Required Testing Notification Letter Fee	Fee	\$2.25	\$3	82%	336%	24%	1381%	100%	\$3	No Data	No Data	No Data	
	Charges related to Delinquency Shut-Off and Unauthorized Turn-On:													
36	Lock box installation, 1st occurrence	Fee	\$201	\$221	91%	No Data	No Data	No Data	100%	\$221	No Data	No Data	No Data	
37	2nd occurrence	New Fee	\$0	\$129	0%	No Data	No Data	No Data	295%	\$381	No Data	No Data	No Data	
38	Each Add'l occurrence	New Fee	\$0	\$129	0%	No Data	No Data	No Data	373%	\$481	No Data	No Data	No Data	
39	Lock box repair/replacement	Fee	\$201	\$154	130%	No Data	No Data	No Data	100%	Actual Cost	No Data	No Data	No Data	
40	Meter removal Less than or equal to 1"	Fee	\$174	\$171	102%	No Data	No Data	No Data	100%	Actual Cost	No Data	No Data	No Data	
41	Meter removal Greater than 1"	Fee	\$174	\$371	47%	No Data	No Data	No Data	100%	Actual Cost	No Data	No Data	No Data	
42	Meter reinstallation	Fee	\$174	\$122	143%	No Data	No Data	No Data	100%	Actual Cost	No Data	No Data	No Data	
43	Water service turn-on	Fee	\$31	\$144	21%	No Data	No Data	No Data	100%	Actual Cost	No Data	No Data	No Data	
44	Jumper removal	Fee	\$174	\$112	156%	No Data	No Data	No Data	100%	Actual Cost	No Data	No Data	No Data	
45	Capping of service to stop water theft (Kill tap at the main)	Fee	\$889	\$1,769	50%	No Data	No Data	No Data	100%	Actual Cost	No Data	No Data	No Data	
46	Removal of cap and install new service	Fee	\$3,976	\$2,300	173%	No Data	No Data	No Data	100%	Actual Cost	No Data	No Data	No Data	
	Service Calls:													
47	During regular work hours for meter turn on or off (non delinquent and not to initiate or discontinue service)	Remove	\$15	\$82	18%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	
	Miscellaneous Services:													
48	Meter test for 5/8" inch to 1-1/2 inch (in shop)	Fee	\$174	\$216	81%	No Data	No Data	No Data	100%	\$216	No Data	No Data	No Data	
49	Meter test for 2-inch and larger (in field)	Fee	\$265	\$307	86%	No Data	No Data	No Data	100%	\$307	No Data	No Data	No Data	
50	Service analysis (flow and pressure test)	Remove	\$174	\$194	90%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	
51	Construction Pre -Tie in analysis (CIP pressure test)	Fee	\$174	\$326	53%	No Data	No Data	No Data	100%	\$326	No Data	No Data	No Data	
52	Fire hydrant flow test	Fee	\$664	\$531	125%	No Data	No Data	No Data	100%	\$531	No Data	No Data	No Data	
53	Finance Fee	Fee	1.5% per mo	1.5% per mo	n/a	No Data	No Data	No Data	100%	1.5% per mo	No Data	No Data	No Data	
54	Delinquency Penalty	Fee	10% per mo	10% per mo	n/a	No Data	No Data	No Data	100%	10% per mo	No Data	No Data	No Data	
55	Water shutoff fee	Fee	\$61.68	\$135	46%	No Data	No Data	No Data	100%	\$135	No Data	No Data	No Data	
	Water Service Security Deposit:													
56	Residential sfd	Fee	\$125	\$125	100%	No Data	No Data	No Data	100%	\$125	No Data	No Data	No Data	
57	Multifamily/Commercial	Fee	2x avg bill; min \$300	2x avg bill; min \$300	n/a	No Data	No Data	No Data	100%	2x avg bill; min \$300	No Data	No Data	No Data	
58	Water engineering services	Fee	Actual Cost	Actual Cost	n/a	No Data	No Data	No Data	100%	Actual Cost	No Data	No Data	No Data	
	New Fees													
59	Meter obstruction penalty	New Fee	\$2	\$144	1%	No Data	No Data	No Data	35%	\$50	No Data	No Data	No Data	
60	Escorted Green Valley Hike Weekday	Remove	\$145	\$291	\$0	No Data	No Data	No Data	\$-----1	\$-----291	No Data	No Data	No Data	
61	Escorted Green Valley Hike Saturday	Remove	\$190	\$411	46%	No Data	No Data	No Data	\$-----1	\$-----411	No Data	No Data	No Data	
62	Escorted Green Valley Hike Sunday/Holiday	Remove	\$235	\$531	44%	No Data	No Data	No Data	\$-----1	\$-----531	No Data	No Data	No Data	

Ord	Service Name	Fee Description	Current						Recommendations					
			Per Unit			Annual			Per Unit			Annual		
			Current Fee	Full Cost	Current Recovery %	Annual Cost	Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue2	Increased Revenue	Recommended Subsidy	
63	Backflow annual inspection fees (charged monthly) \$95.90 per year	Remove	\$96	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
64	After Hours Service Fee (from 5pm to 9am)	Remove	\$123	\$30	407%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
65	Customer Damage to Water Meter (labor plus cost of new meter)	New Fee	Actual Cost	\$50	n/a	No Data	No Data	No Data	100%	Unit Price plus Labor	No Data	No Data	No Data	No Data
66	Door Hang Notice Fee (48-hour notice or other notices)	Remove	\$10	\$118	8%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
67	ILLEGAL Turn-On Penalty	New Fee	\$0	\$99	n/a	No Data	No Data	No Data	100%	\$99	No Data	No Data	No Data	No Data
68	Meter Removal Obstruction Fee	New Fee	\$0	\$81	n/a	No Data	No Data	No Data	136%	\$110	No Data	No Data	No Data	No Data
69	Customer Requested Meter Re-Read, 1st occurrence free, 2nd occurrence within 12 months \$40	New Fee	\$30	\$98	31%	No Data	No Data	No Data	41%	\$40	No Data	No Data	No Data	No Data
70	New Account Setup with Same Day Turn-On (if available, within Regular business hours)	Remove	\$0	\$131	n/a	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
71	Illegal turn on Administrative Penalty - 1st Offense	New Fee	\$0	\$99	n/a	No Data	No Data	No Data	203%	\$200	No Data	No Data	No Data	No Data
72	Illegal turn on Administrative Penalty - 2nd Offense	New Fee	\$0	\$99	n/a	No Data	No Data	No Data	405%	\$400	No Data	No Data	No Data	No Data
73	Illegal turn on Administrative Penalty - each additional occurrence	New Fee	\$0	\$99	n/a	No Data	No Data	No Data	608%	\$600	No Data	No Data	No Data	No Data
74	Water Diversion, Tampering, and/or Theft	New Fee	\$348	\$99	352%	No Data	No Data	No Data	203%	\$200	No Data	No Data	No Data	No Data
75	Water Meter Lock Tampering Penalty - 1st Offense	New Fee	\$348	\$132	264%	No Data	No Data	No Data	49%	\$65	No Data	No Data	No Data	No Data
76	Water Meter Lock Tampering Penalty - 2nd Offense	New Fee	\$0	\$132	n/a	No Data	No Data	No Data	76%	\$100	No Data	No Data	No Data	No Data
77	Water Meter Lock and/or Lock Box Tampering (post water shut off)	New Fee	\$0	\$132	n/a	No Data	No Data	No Data	152%	\$200	No Data	No Data	No Data	No Data
78	Water Theft Prevention Device Within Water Pipes (blind washer)	New Fee	\$201	\$129	156%	No Data	No Data	No Data	100%	\$129	No Data	No Data	No Data	No Data
Tapping Fees														
79	2" by 4"	Remove	\$323	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
80	2" by 6"	Remove	\$363	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
81	2" by 8"	Remove	\$403	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
82	2" by 10"	Remove	\$443	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
83	2" by 12"	Remove	\$483	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
84	2" by 14"	Remove	\$523	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
85	2" by 16"	Remove	\$563	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
86	2" by 20"	Remove	\$643	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
87	2" by 24"	Remove	\$723	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
88	2" by 30"	Remove	\$843	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
89	2" by 36"	Remove	\$963	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
90	2" by 39"	Remove	\$1,023	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
91	2" by 4"	Remove	\$364	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
92	2" by 6"	Remove	\$404	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
93	2" by 8"	Remove	\$444	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
94	2" by 10"	Remove	\$484	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
95	2" by 12"	Remove	\$524	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
96	2" by 14"	Remove	\$564	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
97	2" by 16"	Remove	\$604	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
98	2" by 20"	Remove	\$684	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
99	2" by 24"	Remove	\$764	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
100	2" by 30"	Remove	\$884	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
101	2" by 36"	Remove	\$1,044	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
102	2" by 39"	Remove	\$1,064	\$0	0%	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
103	4" by 4"	Remove	\$429	\$954	45%	No Data	No Data	No Data	\$-----1	\$-----954	No Data	No Data	No Data	No Data
104	4" by 6"	Remove	\$469	\$954	49%	No Data	No Data	No Data	\$-----1	\$-----954	No Data	No Data	No Data	No Data
105	4" by 8"	Remove	\$509	\$954	53%	No Data	No Data	No Data	\$-----1	\$-----954	No Data	No Data	No Data	No Data
106	4" by 10"	Remove	\$549	\$954	58%	No Data	No Data	No Data	\$-----1	\$-----954	No Data	No Data	No Data	No Data
107	4" by 12"	Remove	\$589	\$954	62%	No Data	No Data	No Data	\$-----1	\$-----954	No Data	No Data	No Data	No Data
108	4" by 14"	Remove	\$629	\$954	66%	No Data	No Data	No Data	\$-----1	\$-----954	No Data	No Data	No Data	No Data
109	4" by 16"	Remove	\$669	\$954	70%	No Data	No Data	No Data	\$-----1	\$-----954	No Data	No Data	No Data	No Data
110	4" by 20"	Remove	\$749	\$954	79%	No Data	No Data	No Data	\$-----1	\$-----954	No Data	No Data	No Data	No Data

Ord	Service Name	Fee Description	Current						Recommendations				
			Per Unit		Current Recovery %	Annual Cost	Annual		Per Unit		Annual		
			Current Fee	Full Cost			Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue2	Increased Revenue	Recommended Subsidy
111	4" by 24"	Remove	\$829	\$954	87%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
112	4" by 30"	Remove	\$949	\$954	100%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
113	4" by 36"	Remove	\$1,069	\$954	112%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
114	4" by 39"	Remove	\$1,129	\$954	118%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
115	6" by 6"	Remove	\$504	\$954	53%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
116	6" by 8"	Remove	\$544	\$954	57%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
117	6" by 10"	Remove	\$584	\$954	61%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
118	6" by 12"	Remove	\$624	\$954	65%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
119	6" by 14"	Remove	\$664	\$954	70%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
120	6" by 16"	Remove	\$704	\$954	74%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
121	6" by 20"	Remove	\$784	\$954	82%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
122	6" by 24"	Remove	\$864	\$954	91%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
123	6" by 30"	Remove	\$984	\$954	103%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
124	6" by 36"	Remove	\$1,104	\$954	116%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
125	6" by 39"	Remove	\$1,164	\$954	122%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
126	8" by 8"	Remove	\$612	\$954	64%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
127	8" by 10"	Remove	\$652	\$954	68%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
128	8" by 12"	Remove	\$692	\$954	73%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
129	8" by 14"	Remove	\$732	\$954	77%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
130	8" by 16"	Remove	\$772	\$954	81%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
131	8" by 20"	Remove	\$852	\$954	89%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
132	8" by 24"	Remove	\$932	\$954	98%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
133	8" by 30"	Remove	\$1,052	\$954	110%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
134	8" by 36"	Remove	\$1,172	\$954	123%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
135	8" by 39"	Remove	\$1,232	\$954	129%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
136	10" by 10"	Remove	\$688	\$954	72%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
137	10" by 12"	Remove	\$728	\$954	76%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
138	10" by 14"	Remove	\$769	\$954	81%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
139	10" by 16"	Remove	\$808	\$954	85%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
140	10" by 20"	Remove	\$888	\$954	93%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
141	10" by 24"	Remove	\$968	\$954	102%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
142	10" by 30"	Remove	\$1,088	\$954	114%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
143	10" by 36"	Remove	\$1,208	\$954	127%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
144	10" by 39"	Remove	\$1,268	\$954	133%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
145	12" by 12"	Remove	\$765	\$954	80%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
146	12" by 14"	Remove	\$805	\$954	84%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
147	12" by 16"	Remove	\$845	\$954	89%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
148	12" by 20"	Remove	\$825	\$954	87%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
149	12" by 24"	Remove	\$1,005	\$954	105%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
150	12" by 30"	Remove	\$1,125	\$954	118%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
151	12" by 36"	Remove	\$1,245	\$954	131%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
152	12" by 39"	Remove	\$1,305	\$954	137%	No-Data	No-Data	No-Data	\$-----1	\$-----954	No-Data	No-Data	No-Data
153	14" to 30" by 14" to 39"	Remove	\$855	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
154	14" by 16"	Remove	\$895	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
155	14" by 20"	Remove	\$975	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
156	14" by 24"	Remove	\$1,055	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
157	14" by 30"	Remove	\$1,175	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
158	14" by 36"	Remove	\$1,295	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
159	14" by 39"	Remove	\$1,355	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
160	16" by 16"	Remove	\$945	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
161	16" by 20"	Remove	\$1,025	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data

Ord	Service Name	Fee Description	Current						Recommendations				
			Per Unit		Current Recovery %	Annual Cost	Annual		Per Unit		Annual		
			Current Fee	Full Cost			Annual Revenue	Annual Subsidy	Recovery Level	Fee @ Policy Level	Annual Revenue2	Increased Revenue	Recommended Subsidy
162	16" by 24"	Remove	\$1,105	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
163	16" by 30"	Remove	\$1,225	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
164	16" by 36"	Remove	\$1,345	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
165	16" by 39"	Remove	\$1,405	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
166	20" by 20"	Remove	\$1,125	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
167	20" by 24"	Remove	\$1,205	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
168	20" by 30"	Remove	\$1,325	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
169	20" by 36"	Remove	\$1,445	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
170	20" by 39"	Remove	\$1,505	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
171	24" by 24"	Remove	\$1,305	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
172	24" by 30"	Remove	\$1,425	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
173	24" by 36"	Remove	\$1,545	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
174	24" by 39"	Remove	\$1,605	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
175	30" by 30"	Remove	\$1,575	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
176	30" by 36"	Remove	\$1,695	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
177	30" by 39"	Remove	\$1,755	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
178	36" by 36"	Remove	\$1,845	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
179	36" by 39"	Remove	\$1,905	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
180	39" by 39"	Remove	Actual-Cost	Actual-Cost	n/a	n/a	n/a	n/a	n/a	Actual-Cost	No-Data	No-Data	No-Data
181	4"-12" tap	Tapping Fee	Actual Cost	\$954	n/a	n/a	n/a	n/a	100%	\$954	No Data	No Data	No Data
182	Larger than 12" tap	Tapping Fee	Actual Cost	Actual Cost	n/a	n/a	n/a	n/a	n/a	Actual Cost	No Data	No Data	No Data

Footnotes:

All tapping fees are set to be removed. They are all addressed by fees 181 and 182.