

Town of Paradise Valley, AZ

User Fee Study

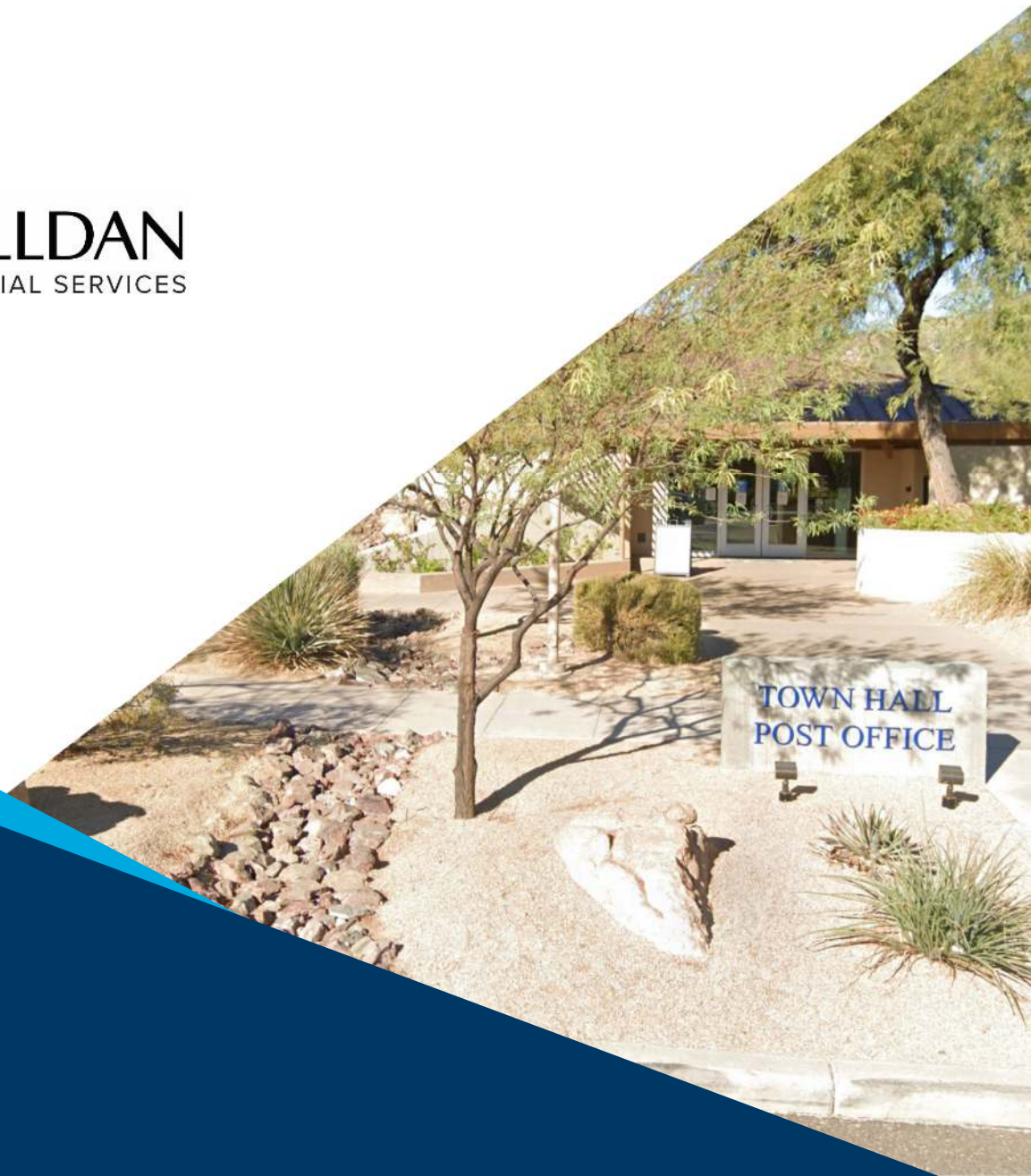




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Executive Summary

The Town of Paradise Valley engaged Willdan Financial Services (Willdan) to determine the full costs incurred by Building Services to support the various activities for which the Town charges user fees. Due to the complexity and the breadth of performing a comprehensive review of fees, Willdan employed a variety of fee methodologies to identify the full costs of individual fee and program activities. This report and the appendices herein identifies 100% full cost recovery for Town services and the recommended level of recovery as determined through discussion with departmental staff.

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



User Fee Background

Background

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



Additional Policy Considerations

The recent trend for municipalities is to update their fee schedules to reflect the actual costs of certain public services primarily benefitting users. User Fees recover costs associated with the provision of specific services benefiting the user, thereby reducing the use of General Fund monies for such purposes.

In addition to collecting the direct cost of labor and materials associated with processing and administering user services, it is common for local governments to recover support costs. Support costs are those costs relating to a local government's central service departments that are properly allocable to the local government's operating departments. Central services support cost allocations were incorporated using the Town's Cost Allocation Plan. This plan was developed by the Town prior to the User Fee study to determine the burden placed upon central services by operating departments and funds in order to allocate a proportionate share of central service cost.

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

The Town may employ many different inflationary factors. The most commonly used inflator is some form of the Consumer Price Index (CPI) as it is widely well known and accepted. A similar inflator is the implicit price deflator for GDP, which is much like the CPI except that while the CPI is based on the same "basket" of goods and services every year, the price deflators' "basket" can change year to year. Since the primary factor for the cost of a Town's services is usually the costs of the personnel involved, tying an inflationary factor that connects more directly to the personnel costs can be suitable if there is a clear method, or current practice of obtaining said factor.

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

Study Objective

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

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

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

- Developing a rational basis for setting fees
- Identifying subsidy amount, if applicable, of each fee in the model
- Enhancing fairness and equity
- Ensuring compliance with State law
- Developing an updatable and comprehensive list of fees
- Maintaining accordance with Town policies and goals

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

Scope of the Study

The scope of this study encompasses a review and calculation of user fees charged by the following:

- Police
- Building
- Planning
- Engineering
- Fire Prevention
- Administrative
- Town Court



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, and calculation of individual service costs (fees) or program cost recovery levels.

Aim of the Report

The User Fee Study focused on the cost of Town services, as Town staff currently provides them at existing, known, or reasonably anticipated service and staff levels. This report provides a summary of the study results, and a general description of the approach and methods Willdan and Town staff used to determine the recommended fee schedule. The report is not intended to document all of the numerous discussions throughout the process, nor is it intended to provide influential dissertation on the qualities of the utilized tools, techniques, or other approaches.



Project Approach and Methodology

Conceptual Approach

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

The professional enforcement of carefully developed and adopted Building and Related Code regulations is critical for the health and safety of the citizens of every community. The enforcement of these codes also requires the adoption of reasonable fees. Fees, by State mandate, may not be an unmetered revenue mechanism for the Town’s General Fund. Florida Statutes prohibit the use of permit fees for any use other than offsetting the reasonable costs of enforcing Building Codes. Accordingly, the Town of Claremont cannot financially profit from nor fund or subsidize other operations not reasonably related to the enforcement of the Florida Building and Related Codes. In order to maintain compliance with the letter and spirit of the law, a reasonable cost standard was used in determination of services, and every component of the fee study process included a related review.

Fully Burdened Hourly Rates

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

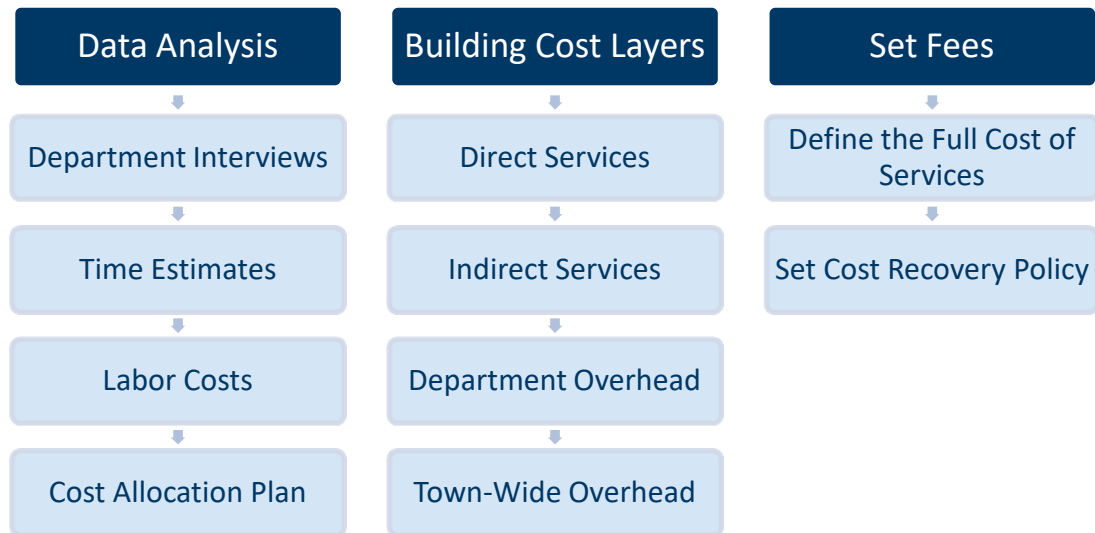
- Salaries & benefits of personnel involved
- Operating costs applicable to fee operations
- Departmental support, supervision, and administration overhead
- Indirect Town-wide overhead costs calculated through the Cost Allocation Plan

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

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

Summary Steps of the Study

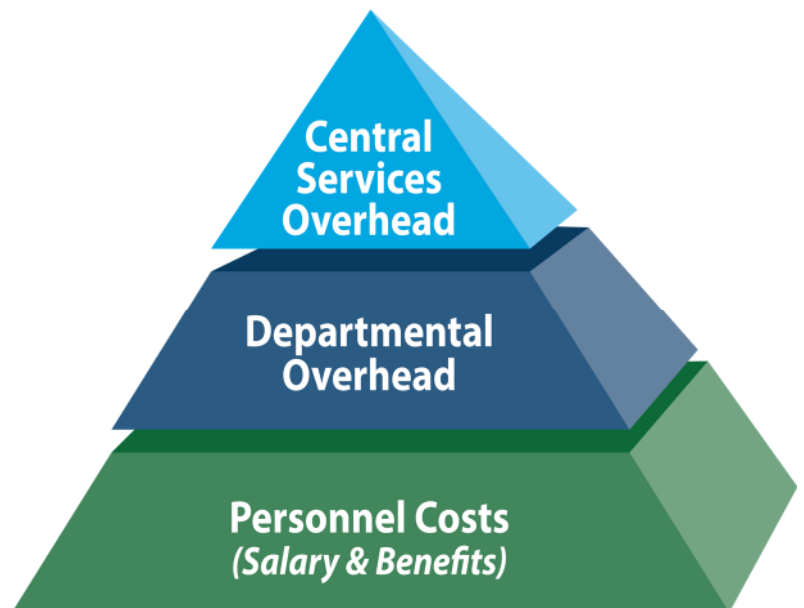
The methodology to evaluate most User Fee levels is straightforward and simple in concept. The following list provides a summary of the study process steps:



Allowable Costs

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

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



Methodology

The two methods of analysis for calculating fees used in this report is the:

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

Valuation Based Fees: This manner of collection is used when the valuation of the improvement can be used as a proxy for the amount of effort it would take for City staff to complete the service provided. More specifically, this approach is commonly used for certain User Fees in the Building Division. It is generally accepted that as a project's size scales up, the cost of the project increases, and the amount of effort needed to review and inspect also increases. Using a valuation-based fees provides for a system that can adjust as project sizes scale. Land is not included in the valuation.

Quality Control/Quality Assurance

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

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

Reasons for cost increases/decreases over current fees

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

- Previous fee levels may have been set at levels less than full cost intentionally, based on policy decisions
- Staffing levels and the positions that complete fee and service activity may vary from when the previous costs were calculated



- Personnel and materials costs could have increased at levels that differed from any inflationary factors used to increase fees since the last study
- Costs that this study has identified as part of the full cost of services may not have been accounted for in a previous study
 - Departmental overhead and administration costs
 - Indirect overhead from the Cost Allocation Plan
- Changes in processes and procedures within a department, or the Town as a whole

Town Staff Contributions

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

- Budget and other cost data
- Staffing structures
- Fee and service structures, organization, and descriptions
- Direct and indirect work hours (billable/non-billable)
- Time estimates to complete work tasks
- Current fee levels
- Review of draft results and other documentation

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



Paradise Valley User Fees

Cost Recovery

The cost recovery models, by department/division fee type, are presented in detail in [Appendix C](#). Full cost recovery is predominantly determined by summing the estimated amount of time each position (in increments of minutes or hours) spends to render a service. Time estimates for each service rendered were predominately determined by Willdan and Town Staff through a time and materials survey. The resulting cost recovery amount represents the total cost of providing each service. The Town's current fee being charged for each service, if applicable, is provided in this section, as well, for reference.

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

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

Town staff assumes the responsibility to develop specific fee level recommendations to present to the Town Council. Unfortunately, there are no hard and fast rules to guide the Town, since many of the considerations are based on the unique characteristics of the Town of Paradise Valley, and administrative and political discretion. However, in setting the level of full cost recovery for each fee, one should consider whether the service solely benefits one end user or the general community.

Subsidization

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

Further complicating the decision, opponents of fees often assert that the activities subject to the fees provide economic, cultural, "quality of life," or other community benefits that exceed the costs to the Town.

It is recommended the Town consider such factors during its deliberations regarding appropriate fee levels.

Of course, subsidization can be an effective public policy tool, since it can be used to reduce fees to encourage certain activities (such as compliance inspections to ensure public safety) or allow some people to be able to afford to receive services they otherwise could not at the full cost. In addition, subsidies can

be an appropriate and justifiable action, such as to allow citizens to rightfully access services, without burdensome costs.

Despite the intent, it is important for the Town and public to understand that subsidies 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 Town services will not receive funds that are otherwise directed to cover subsidies.

Impact on Demand (Elasticity)

Economic principles of elasticity suggest that increased costs for services (higher fees) will eventually curtail the demand for the services; whereas lower fees may spark an incentive to utilize the services and encourage certain actions. Either of these conditions may be a desirable effect to the Town. However, the level of the fees that would cause demand changes is largely unknown. While the Cost of Service Study did not attempt to evaluate the economic or behavioral impacts of higher or lower fees, the fee changes recommended in this report are not anticipated to incur any material impacts on demand for Building services. The fee recommendations are reasonable based on the cost and in comparison with other jurisdictions.

Summary

If the Town's principal goal of this study were to maximize revenues from user fees, Willdan would recommend setting user fees at 100% of the full cost identified in this study. However, we understand that revenue enhancement is not the only goal of a cost of service study, and sometimes full-cost recovery is not needed, desired, or appropriate. Other Town and departmental goals, Town Council priorities, policy initiatives, past experience, implementation issues, and other internal and external factors may influence staff recommendations and Town Council decisions. In this case, the proper identification of additional services (new or existing services) and creation of a consistent and comprehensive fee schedule was the primary objective of this study. Town staff has reviewed the full costs and identified the "recommended fee levels" for consideration by Town Council. The attached appendices exhibit these unit fees individually.

The preceding sections provide background for each department or division and the results of this study's analysis of their fees. For the full list of each fee's analysis, refer to [Appendix C](#) of this report.



Police

The Police Department provides high-quality police services to the community, reduce crime and the fear of crime, and by working with all citizens, to preserve life, protect property, promote individual responsibility and encourage community involvement.

Analysis

Willdan individually reviewed the services and programs associated with the Police Department. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of Police Services relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and the pro-rata share of departmental costs, including indirect costs for Town Central Services. Willdan then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee is recovering the costs associated with the requested service. The analysis found that the majority of current fees are currently set below the full cost of providing service. As such the fees are being subsidized, and staff has provided suggested fee levels to increase cost recovery. It is recommended that the Town set fees as detailed in [Appendix C](#). As a result, there would be:

- an increase to 4 fees;
- 16 fees would remain as currently set;
- 3 fees would be added, and;
- the average fee increase would be around 15%.

Building

The Building Division reviews and approves all building plans in accordance with adopted Town codes. Issues permits, inspects all construction within the Town, provides information and support to the general public, handles all zoning complaints, and is responsible for the Town's land use code compliance efforts.

Analysis

Willdan individually reviewed the services and programs associated with the Building Division. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of Building services relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for City Central Services. Willdan then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee is recovering the costs associated with the requested service. The analysis found that services are currently set below the full cost of providing them. It is recommended that the City increase cost recovery to at or near 100% for Building services as detailed in [Appendix C](#). As a result, there would be:

- an increase to 19 fees;
- 1 fee would decrease;
- 1 fee would change to a flat fee from a percentage based;
- 1 new fee would be added;
- 6 fees would remain as currently set, and;
- the average estimated fee increase would be around 16% as detail in [Appendix C](#).

In addition to the above referenced fees listed under Building, the Building Permit fees are also provided by this division. For the Building Permit fees, valuation is used as a proxy for measuring the amount of effort needed to provide services on a case-by-case basis. This method is an industry standard widely used by other jurisdictions to evaluate the cost of providing service. It is generally understood that the larger and more complex a project is, more time and effort that is required to provide the service. Project valuation also follows that trend, and so by using a combination of either project valuation or historical revenue figures along with a multiplier or cost recovery analysis for historical and anticipated future trends, current cost recovery along with variability in charges due to project type and scale is determined. The result of the cost analysis completed for the Building Permit program found that the program is currently operating at 55% cost recovery based on activity level averages over five years. It is suggested that the fees be adjusted to 75% cost recovery, which would be a 37% increase.



Planning

The Planning Division is responsible for the development and implementation of the Town's General Plan. Planning manages the review of all subdivision plats, lot splits, and special use permits. It provides staff support to the Planning Commission and Board of Adjustment.

Analysis

Willdan individually reviewed the services and programs associated with the Planning Division. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of Planning Services relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and the pro-rata share of departmental costs, including indirect costs for Town Central Services. Willdan then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee is recovering the costs associated with the requested service. The analysis found that the majority of current fees are currently set below the full cost of providing service. As such the fees are being subsidized, and staff has provided suggested fee levels to increase cost recovery. It is recommended that the Town increase cost recovery for Planning services to the levels shown for each fee as detailed in **Appendix C**. As a result, there would be:

- an increase to 39 fees;
- 8 fees would remain as currently set;
- 2 fees would decrease;
- 3 fees would be added, and;
- the average fee increase would be around 29%.

Engineering

The Engineering Department is responsible for the orderly development and safe placement of infrastructure within the Town's right of way.

The engineering staff is also responsible for maintenance and repair of the sanitary sewer system within the Town. The Town Engineer reviews and approves the grading and drainage plans for all new homes and remodeling, to ensure historical flows are maintained and storm water retention is provided.

Engineering also reviews and approves all right of way permits (PDF) and plans for all special use permits, as well as new subdivision permits. The Department determines and prepares the annual capital improvement projects budget. The Engineering staff also oversees the Town's Underground Utility Program.

Analysis

Willdan individually reviewed the services and programs associated with the Engineering Department. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of Engineering Services relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and the pro-rata share of departmental costs, including indirect costs for Town Central Services. Willdan then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee is recovering the costs associated with the requested service. The analysis found that current fee levels are subsidizing the cost for most services. It is recommended that the Town increase most Engineering Services fees to improve cost recovery as detailed in [Appendix C](#), with some specific fees set to retain subsidies. As a result, there would be:

- an increase to 20 fees;
- 17 new fees would be added;
- 6 fees would remain as currently set, and;
- the average estimated increase for current fees would be around 31%.

Fire

The Town contracts with the City of Phoenix to provide its fire suppression services. Emergency medical services are provided by a private company and the Town is responsible for the services normally provided by a Fire Marshal.

Analysis

Willdan individually reviewed the services and programs associated with Fire. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of Fire services relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and pro-rata share of departmental costs, including indirect costs for Town Central Services. Willdan then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee is recovering the costs associated with the requested service. The analysis found that services are currently set well below the full cost of providing them. It is recommended that the Town increase cost recovery at or near 100% for most Fire services as detailed in [Appendix C](#). As a result, there would be:

- an increase to 9 fees, and;
- 4 fees would remain as currently set.

Administrative

Administrative fees include Returned Checks fee, License Fees, Records and Documents, Town GIS Mapping, Data, and Services, Liens, and Collection Agency fees.

Analysis

Willdan individually reviewed the services associated with Administrative. The review also consisted of an evaluation of existing services in an effort to update the fee schedule.

The analysis of the Administrative services relied primarily upon a standard unit cost build-up approach, whereby we determined the reasonable cost of each fee occurrence using staff time to recover the direct cost of staff and the pro-rata share of departmental costs, including indirect costs for City Central Services. Willdan then compared the calculated full cost against the current fee amount to determine, if charged, whether the current fee is recovering the costs associated with the requested service. The analysis found that most flat rate fees are currently set below the full cost of providing the service. It is recommended that the City set Administrative fees at or near 100% cost recovery for most fees as detailed in [Appendix C](#):

- An increase to 1 fee;
- 1 fee would decrease;
- 1 new fee would be added, and;
- 15 fees would remain as currently set.



Town Court

Paradise Valley Municipal Court is the independent judicial branch of the Town government. The Court has jurisdiction over criminal and civil traffic violations, non-traffic misdemeanors and town code violations occurring within the Town of Paradise Valley. The Court also issues protective orders in cases of domestic violence and harassment. The Municipal Court is a court of limited jurisdiction within the Town of Paradise Valley. As a part of the Arizona State Court System, it is subject to the authority of the Arizona Supreme Court. The Municipal Court is one of eighty-two municipal courts in Arizona and is the sixth largest municipal court in the state in terms of case volume. The Presiding Judge, Associate Judges, and Pro-Tems/Hearing Officers are all volunteers. Judges are appointed by the Town Council and Pro-Tems/Hearing Officers are appointed by the Presiding Judge for two-year terms. The Paradise Valley Municipal Court is committed to serving the public and contributing to the quality of life in the community by fairly, impartially, and promptly administering justice in an effective, efficient and professional manner.

Analysis

No cost analysis was done with the services and programs associated with the Town Court. The fees are included in **Appendix C** to provide a complete town fee schedule.



Appendix A – Total Allowable Cost to be Recovered

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

Town of Paradise Valley, AZ

Overhead Rate Calculations

Department	Salaries & Benefits	Supplies & Services	Direct Overhead %	Indirect Allocation %
Public Works	324,000	320,400	99%	19%
Town Manager	980,900	782,300	80%	19%
Town Attorney	856,100	182,100	21%	19%
Finance	671,400	366,000	55%	19%
CD - Building	843,000	580,100	69%	19%
CD - Planning	862,900	112,200	13%	19%
CD - Engineering	823,600	217,600	26%	19%
Information Technology	695,600	460,200	66%	19%
Police	7,763,400	2,625,900	34%	19%



Appendix B – Fully Burdened Hourly Rates

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

Town of Paradise Valley, AZ Fully Burdened Hourly Rate Calculation

Department	Position	Fully Burdened Hourly Rate
Department Rates		
CD - Building		\$146.81
CD - Planning		\$100.57
CD - Engineering		\$125.31
Position Rates		
CD - Building	Bldg - Building and Zoning Inspector	\$140.53
CD - Building	Bldg - Building Safety Manager/Fire Marshal	\$213.15
CD - Building	Bldg - Code Compliance Officer	\$123.77
CD - Building	Bldg - Code Compliance Officer (STR)	\$125.36
CD - Building	Bldg - Planning & Building Clerk	\$95.48
CD - Building	Bldg - Plans Examiner/Deputy Fire Marshal	\$175.99
CD - Building	Bldg - Plans Examiner/Inspector	\$153.38
CD - Engineering	Eng - Capital Projects Administrator	\$136.63
CD - Engineering	Eng - Engineering tech	\$108.54
CD - Engineering	Eng - Hillside Development Administrator	\$120.41
CD - Engineering	Eng - Senior Engineering Technician	\$112.43
CD - Engineering	Eng - Sr Administrative Support Specialist	\$77.70
CD - Engineering	Eng - Town Engineer	\$196.13
Finance	Fin - Chief Financial Officer	\$251.92
Finance	Fin - Management Support Analyst	\$117.21
Finance	Fin - Procurmenet specialist (PT 29 hr)	\$131.22
Finance	Fin - Senior Finance & Budget Analyst	\$167.52



Town of Paradise Valley, AZ

Fully Burdened Hourly Rate Calculation

Department	Position	Fully Burdened Hourly Rate
Position Rates		
Information Technology	IT - Chief Information Officer	\$250.72
Information Technology	IT - Information Technology Analyst	\$138.84
Information Technology	IT - Sr. Information Technology Analyst	\$167.35
CD - Planning	Plng - CDD Assistant	\$60.11
CD - Planning	Plng - Community Development Director	\$174.81
CD - Planning	Plng - Hillside Development Planner	\$88.46
CD - Planning	Plng - Permit Tech	\$72.32
CD - Planning	Plng - Planner	\$100.39
CD - Planning	Plng - Planner I	\$87.53
CD - Planning	Plng - Senior Planner	\$120.33
Police	Police - Alarm Analyst	\$82.39
Police	Police - Community Resource Ofc (Police Ofc)	\$141.50
Police	Police - Crime Analyst	\$105.15
Police	Police - Photo Enforcement Technician	\$59.16
Police	Police - Police Administrative Assistant	\$96.31
Police	Police - Police Chief	\$260.50
Police	Police - Police Commander	\$245.47
Police	Police - Police Corporal	\$175.49
Police	Police - Police Dispatcher	\$87.99
Police	Police - Police Dispatcher Supervisor	\$100.76
Police	Police - Police Lead Dispatcher (placeholder)	\$98.89
Police	Police - Police Officer	\$135.53
Police	Police - Police Records Specialist	\$74.63
Police	Police - Police Sergeant	\$183.90
Police	Police - Police Sergeant Administrative	\$181.27
Police	Police - Property & Evidence Technician	\$77.82
Police	Police - Public Safety Systems Analyst	\$97.78
Public Works	PW - Building Maintenance Technician	\$148.34
Public Works	PW - Lead Building Maintenance Technician	\$146.53
Public Works	PW - Lead Fleet Technician	\$166.97
Town Attorney	Town Atty - Deputy Town Attorney (PT 32 hr)	\$186.37
Town Attorney	Town Atty - Legal Support Specialist	\$83.07
Town Attorney	Town Atty - Legal Support Specialist (temp 14hr)	\$60.50
Town Attorney	Town Atty - Paralegal (PT 32 hr)	\$87.47
Town Attorney	Town Atty - Prosecutor (reg pt 19.5 per wk)	\$142.50



Town of Paradise Valley, AZ

Fully Burdened Hourly Rate Calculation

Department	Position	Fully Burdened Hourly Rate
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Position Rates

Town Attorney	Town Atty - Town Attorney	\$252.09
Town Attorney	Town Atty - Victims Advocate (reg pt 19.5 per wk)	\$89.97
Town Manager	Town Mang - Executive Asst to Town Mgr/Council	\$142.17
Town Manager	Town Mang - Human Resources Manager	\$231.47
Town Manager	Town Mang - Senior Postal Clerk	\$110.37
Town Manager	Town Mang - Town Clerk/Management Analyst	\$244.20
Town Manager	Town Mang - TOWN MANAGER	\$398.52



Appendix C – Cost Recovery Analysis

The following tables provide the results of the analysis, resulting full cost recovery amount, and recommended fees. For fees, services, and penalties in which the full cost, existing fee and suggested fee is listed as “NA”, the amount or percentage was not calculable based on cost data or variable fee structure. This is most common when either the current or the suggested fee includes a variable component that is not comparable on a one-to-one basis, a full cost was not calculated (for penalties, fines, market-based fees, or items not included in the study), or when there is not a current fee amount to compare against.

Police

#	Description	Current Fee/Charge	Unit	Notes
1.4.1	Records and Documents			
	Police report copies (Fees waived for victims of violent Part I crimes) 1 through 20 pages	10.00		
	Each additional page up to 150 pages	0.50	per page	
	Over 150 pages	75.00		
	All other public documents	0.25	per page	\$1.00 minimum
	Incident Report (CAD)	New		Propose free up to 10 pages, plus \$.25 for each page after 10
	Accident Report	New		
	Letter of Good Conduct	New	per letter	
	Digital Photographs, per report:			
	First Flashdrive	10.00		
	Additional Flashdrive same report	5.00		
	Police audio recordings (Includes 911)	25.00	per Tape/CD	
	Police video recordings	25.00	per Tape/CD	Charge for each BWC/per officer or vehicle
	Photo enforcement photographs (fee is not set nor controlled by the Town and is subject to change without advance notice. Please check with the Police Department's Photo Enforcement Clerk for current cost and procedure for obtaining a photograph.	NA		
	Reprint of hoto Enforcement Photo (excluding court requests)	NA	per photo	
1.4.2	Licenses and Permits			
	Commercial/Residential Solicitation Permit Fee	25.00	each	
	Fingerprinting Fee	5.00	per card	
1.4.3	Police Off-Duty Fees			
	Officer Rate	60.00	per hour	
	Sergeant Rate	70.00	per hour	
	Vehicle Rate	5.00	per hour	
	Holiday Charge	10.00	per hour	

Full Cost	Subsidy %	Suggested Fee	Fee Δ
\$37.31	60%	\$15.00	\$5
NA	NA	\$0.50	\$0
\$279.86	60%	\$112.00	\$37
NA	NA	\$0.25	\$0
\$37.31	NA	Free up to 10 pages, plus \$.25 for each page after 10	NA
\$37.31	73%	\$10.00	NA
\$18.66	46%	\$10.00	NA
\$10.00	0%	\$10.00	\$0
\$5.00	0%	\$5.00	\$0
\$111.94	78%	\$25.00	\$0
\$149.26	83%	\$25.00	\$0
NA	NA	NA	\$0
\$24.08	NA	\$0.00	NA
\$72.24	0%	\$72.00	\$47
\$67.77	89%	\$7.50	\$3
NA	NA	\$60.00	\$0
NA	NA	\$70.00	\$0
NA	NA	\$5.00	\$0
NA	NA	\$10.00	\$0

Police

#	Description	Current Fee/Charge	Unit	Notes
	Short Notice Fee (<48 hrs)	5.00	per hour	
	Cancellation Fee (<24 hrs)	100.00		
	Shift Differential (11pm-7am)	5.00	per hour	
	Extended Shift Fee (>10 hrs)	15.00	per hour	
1.4.4	Miscellaneous Fees			
	Vehicle Impoundment Administrative Hearing Fee	150.00		

Full Cost	Subsidy %	Suggested Fee	Fee Δ
NA	NA	\$5.00	\$0
NA	NA	\$100.00	\$0
NA	NA	\$5.00	\$0
NA	NA	\$15.00	\$0
NA	NA	\$150.00	\$0

Building

#	Description	Current Fee/Charge	Unit	Notes
1.1.1.3	Pools	1% of Construction		
1.1.1.4	Haul Fee	9% of the Building Permit		New Construction or remodeling projects valued at \$500,000 or more. Construction in which more than 100 cubic yards of fill dirt will be brought onto or removed from the property shall be assessed an additional fee
1.1.2	Plumbing Permit fees	130.00		
1.1.3	Mechanical Permit fees	130.00		
1.1.4	Electrical Permit fees	130.00		
1.1.5	Banner Permit	35.00		Applicable for banners up for over 48 hours
	Solar Panels/System	New		
1.1.6	Building Plan Review			
	In-house plan review and Standard out-source plan review (two reviews)	65% of building permit fee		
	Standard out-source plan review and in-house plan review after the second review	130.00	per hour	
	Expedited out-sourced plan review (two reviews)	115% of building permit fee		
	Expedited out-sourced plan review after the second review	130.00	per hour	
	Commercial sprinkler plan review	0.10	sq foot	
	Fire alarm plan review	0.05	sq foot	
	Fire hydrant plan review	110.00	per plan	
	Residential sprinkler plan review	0.06	sq foot	
	Chemical fire system plan review	87.00	per plan	
	Hood system plan review	87.00	per plan	
	Processing fee for deferred submittal	26.00		
1.1.7	Demolition Permit			
	Plan Check			
	Complete Demo	130.00		
	Partial Demo	65.00		
	Demolition Permit			
	Complete Demo	260.00		
	Partial Demo	130.00		
1.1.8	Demolition Haul Permit			This Section shall apply when more than 100 cubic yards of other materials are removed from the property.
	Demolition Haul Permit	0.00	first 100 CY	+ \$100 each additional 100 CY or part thereof
1.1.9	Building Code Appeal			
	Appeal of Building Official's decision on construction codes	1,385.00		
1.1.10	Request for Change of Address Fee			
	Request for change of address	195.00		
1.1.11	Other Inspection Fees			
	Re-inspection fee when construction work is not in compliance with Code for third and subsequent inspections	65.00	per hour or part thereof	

Full Cost	Subsidy %	Suggested Fee	Notes	Fee Δ
\$1,591.77	0%	\$1,590.00		NA
NA	NA	9% of the Building Permit	New Construction or remodeling projects valued at \$500,000 or more. Construction in which more than 100 cubic yards of fill dirt will be brought onto or removed from the property shall be assessed an additional fee	\$0
\$146.81	1%	\$145.00		\$15
\$146.81	1%	\$145.00		\$15
\$146.81	1%	\$145.00		\$15
\$25.14	1%	\$25.00		-\$10
\$637.52	6%	\$600.00		NA
NA	NA	65% of building permit fee		\$0
\$146.81	1%	\$145.00		\$15
NA	NA	115% of building permit fee		\$0
\$146.81	1%	\$145.00		\$15
NA	NA	\$0.10		\$0
NA	NA	\$0.05		\$0
\$131.99	2%	\$130.00		\$20
NA	NA	\$0.06		\$0
\$97.28	0%	\$97.00		\$10
\$97.28	0%	\$97.00		\$10
\$29.36	1%	\$29.00		\$3
\$146.81	1%	\$145.00		\$15
\$73.40	1%	\$73.00		\$8
\$293.62	1%	\$290.00		\$30
\$146.81	1%	\$145.00		\$15
\$110.11	0%	\$110.00	+ \$110 each additional 100 CY or part thereof	\$110
\$1,589.00	1%	\$1,580.00		\$195
\$220.21	0%	\$220.00		\$25
\$73.40	1%	\$73.00		\$8

Building

#	Description	Current Fee/Charge	Unit	Notes
	Special inspection fee during normal business hours	65.00	per hour or part thereof	
	Special inspection fee outside of normal business hours	130.00	per hour or part thereof	Special inspections requested for holidays, Saturdays, or Sundays will be subject to a 3-hour minimum.
	A special inspection fee is (1) a request not made by 3 pm on the previous business day or (2) any request for inspection services outside of the normal work hours (8 am to 4 pm Monday – Friday). Special inspections are subject to prior approval and staff availability.			

Full Cost	Subsidy %	Suggested Fee	Notes	Fee Δ
\$73.40	1%	\$73.00		\$8
\$146.81	1%	\$145.00	Special inspections requested for holidays, Saturdays, or Sundays will be subject to a 3-hour minimum.	\$15

Building Permit Fee Schedule						
Minimum Value	Maximum Value	Current Base Rate	Suggested Base Rate	Current Plus \$\$	Suggested Plus \$\$	For every
0.00	0.00	0.00	0.00	0.00	0.00	0.00
1.00	800.00	24.73	33.98	0.00	0.00	0.00
801.00	3,000.00	24.73	33.98	2.14	2.94	100.00
3,000.01	38,000.00	72.86	100.13	9.82	13.49	1,000.00
38,000.01	75,000.00	411.67	565.73	7.08	9.73	1,000.00
75,000.01	150,000.00	677.35	930.84	4.91	6.75	1,000.00
150,000.01	750,000.00	1,045.62	930.84	3.93	6.75	1,000.00
750,000.01	1,500,000.00	3,402.56	8,110.07	3.33	3.04	1,000.00
1,500,000.01	and up	5,901.53	8,110.07	2.21	3.04	1,000.00

Percent Change = 37%
Cost Recovery Level = 100%

1.1.1.1 Building permit fees shall be based on the valuation of the construction which, at a minimum will not be less than \$225 / livable square footage, \$50/square footage garage, storage, etc., \$35/square foot patios, ramadas, porches, etc., \$30/ lineal foot for fences and shall be calculated as follows:

Interior remodel calculations are based upon one-half of the actual per square foot value.
Conversions (changing the use of an existing area) are valued using the per square foot value of the proposed use less the per square foot value of the existing use.

In addition, the following minimum valuations will be used for the following structures:

VALUATION

BBQ	\$4,200
Kiva Fireplace	\$5,250
Water Fountain	\$1,000
Water Feature	\$2,500

Planning				
#	Description	Current Fee/Charge	Unit	Notes
2.1	Board of Adjustment			
2.1.1	Application for Variance	1,765.00		
2.1.2	Appeal of Administrative Decision	1,765.00		
2.1.3	Request for Continuance by the Applicant	365.00		
2.1.4	Application for Variance for Non-livable detached structures having less than 10% impact on setback or disturbed area	1,615.00		
2.1.5	Administrative Relief from Zoning Code	450.00		
2.1.6	Zoning Interpretation	New		
2.1.7	Yard Designation Fee	New		
2.2	Planning Commission			
2.2.1	Subdivisions			
2.2.1.1	Application for approval of a preliminary subdivision plat:	3,850.00		
2.2.1.1	Application for approval of a preliminary subdivision plat:	25.00	per lot	
2.2.1.2	Application for approval of a final subdivision plat	2,835.00		
2.2.1.3	Replat	2,635.00		
2.2.1.4	Application for Subdivision Sign	2,125.00		
2.2.1.5	Subdivision Premises for Sale Sign	2,125.00		
2.2.2	If the proposed subdivision is partially or wholly within the Hillside Development Area, then the fees established above (§ 2.2.1) are doubled.			
2.2.3.a	Major Amendments: To file for a major amendment to the General Plan, each application	13,000.00		
2.2.3.b	Minor Amendments: To file for a minor amendment to the General Plan, each application	7,750.00		
2.2.4	To vacate a street or alley, each application	3,170.00		+ cost of appraisal
2.2.5	To amend the Zoning Ordinance, each application	14,625.00		
2.2.6	Application for Rezoning	11,850.00		
2.2.6	Application for Rezoning	75.00	per lot	
2.2.7	Request by applicant for a continuance (applies to all planning/zoning matters, special use permits, subdivisions, etc)	800.00	each	
2.2.8	Non-Administrative Land Modification	3,575.00		
2.2.9	Administrative Land Modification	2,225.00		
2.2.10	Release of Easement	5,200.00		
2.2.11	Annexation Application Fee	9,300.00		
2.3	Hillside Review			
2.3.1	Additions to existing structures (sec. 2204f1) requiring engineer approval only	1,490.00		
2.3.2.a	In addition to the permit fees established in paragraph 1.1, an application for Hillside Building Committee review of structures in a Hillside Development Area shall pay a fee and reimburse the Town for any fees charged by consultants relevant to the project.	6,375.00		
2.3.2.b	Review of plans for addition of a solar photovoltaic or solar hot water heater only application	1,785.00		
2.3.3	Hillside Building Committee Re-approval	850.00		

Full Cost	Subsidy %	Suggested Fee	Unit	Fee Δ
\$3,580.43	50%	\$1,775.00		\$10
\$4,098.94	50%	\$2,050.00		\$285
\$375.79	0%	\$375.00		\$10
\$3,394.22	50%	\$1,700.00		\$85
\$1,230.58	51%	\$600.00		\$150
\$994.35	2%	\$975.00		NA
\$972.78	7%	\$900.00		NA
\$5,715.38	0%	\$5,700.00		\$1,850
\$1,428.84	0%	\$1,425.00		\$1,400
\$3,713.78	0%	\$3,700.00		\$865
\$4,100.46	0%	\$4,100.00		\$1,465
\$2,629.79	0%	\$2,625.00		\$500
\$2,629.79	0%	\$2,625.00		\$500
\$14,562.65	0%	\$14,550.00		\$1,550
\$10,480.52	0%	\$10,475.00		\$2,725
\$8,882.61	50%	\$4,425.00		\$1,255
\$16,092.26	0%	\$16,075.00		\$1,450
\$13,960.68	0%	\$13,950.00		\$2,100
\$2,792.14	1%	\$2,775.00		\$2,700
NA	NA	\$800.00	each	\$0
\$7,304.08	0%	\$7,300.00		\$3,725
\$2,776.44	0%	\$2,775.00		\$550
\$7,744.51	0%	\$7,725.00		\$2,525
\$12,385.97	0%	\$12,375.00		\$3,075
\$1,559.61	1%	\$1,550.00		\$60
\$6,612.04	0%	\$6,600.00		\$225
\$1,827.36	0%	\$1,825.00		\$40
\$884.73	1%	\$875.00		\$25

Planning				
#	Description	Current Fee/Charge	Unit	Notes
2.3.4	Combined Hillside Reviews	4,125.00		
2.4	Special Use Permit Review			
2.4.1	Application for Special Use Permits			
2.4.1.1	Managerial Amendment for Schools, Government Buildings, and Places of Worship	950.00		
2.4.1.2	Managerial Amendment for all other uses	1,900.00		
2.4.1.3	Minor Amendment for Schools, Government Buildings, and Places of Worship	2,625.00		
2.4.1.4	Minor Amendment for all other uses	5,250.00		
2.4.1.5	Intermediate Amendment for Schools, Government Buildings, and Places of Worship	4,150.00		
2.4.1.6	Intermediate Amendment for all other uses	8,330.00		
2.4.1.6	Intermediate Amendment for all other uses	110.00	per acre or portion thereof	
2.4.1.7	SUP or Major Amendment to SUP for Schools, Government Buildings, and Places of Worship	7,750.00		
2.4.1.8	SUP or Major Amendment to SUP for all other uses	20,000.00		
2.4.1.8	SUP or Major Amendment to SUP for all other uses	110.00	per acre or portion thereof	
2.4.1.9	For Private Road, Guardgate, Guardhouse, or Observation Booth	4,800.00		
2.4.1.10	Amateur Radio Antenna Permit	5,275.00		
2.4.1.11	Conditional Use Permit	5,665.00		
2.4.1.12	Temporary Use Permit	1,800.00		
2.4.1.13	SUP for Small Wireless Facility that is not an Administrative Small Wireless Facility	1,000.00		
2.5	Administrative Small Wireless Facilities			
2.5.1	Applications for Administrative Small Wireless Facility Permits			
2.5.1.1	Individual Site Application	750.00		
2.5.1.2	Consolidated applications for the collocation of up to twenty-five small wireless facilities if the collocations involve substantially the same type of small wireless facilities and substantially the same type of structure (Note: this fee applies only to collocations that do not require a replacement pole or a new wireless support structure)	100.00	for each of the first five site applications and	\$50 each for the next 20 applications in a consolidated application
3.7	Planning Department – Special Event Permits			
3.7.1	Permits For Special Events Generally Walks, Parades, Bicycle Races, Foot Races, Designer/Showcase Home Events, Home And Garden Tours, Fireworks Displays, Film Productions	650.00		+ \$90 Per Hour For Permits Requiring More Than 8.5 Hours Of Staff Time
3.7.2	Permits For Special Events Utilizing Tents			
	Pre-Approved Tent Location Event	200.00		

Full Cost	Subsidy %	Suggested Fee	Unit	Fee Δ
\$4,220.22	0%	\$4,200.00		\$75
\$2,875.68	50%	\$1,437.00		\$487
\$3,398.15	1%	\$3,375.00		\$1,475
\$6,541.04	50%	\$3,270.00		\$645
\$8,492.70	0%	\$8,475.00		\$3,225
\$10,662.84	50%	\$5,325.00		\$1,175
\$13,441.02	0%	\$13,425.00		\$5,095
\$289.05	5%	\$275.00		\$165
\$15,235.04	50%	\$7,600.00		-\$150
\$19,060.73	0%	\$19,050.00		-\$950
\$409.91	2%	\$400.00		\$290
\$11,578.54	0%	\$11,575.00		\$6,775
\$6,266.00	0%	\$6,250.00		\$975
\$7,358.57	0%	\$7,350.00		\$1,685
\$3,201.19	0%	\$3,200.00		\$1,400
NA	NA	\$1,000.00		\$0
NA	NA	\$750.00		\$0
NA	NA	\$100.00	for each of the first five site applications and	\$0
\$733.84	11%	\$650.00		\$0
\$213.15	6%	\$200.00		\$0

Planning

#	Description	Current Fee/Charge	Unit	Notes
	Tent Events Without Pre-Approved Locations	300.00		
	Note: All Special Event Permit Fees will be doubled if request for special event permit is submitted within five business days of event.			
	Pre Application Meeting	New		
	Police Service Fee	Actual Costs		calculated per TC 10-13-7(C)
	Short Term Rental (Article 10-14)			
	Short Term Rental Permit Fee	250.00		(10-14-3(F)

Full Cost	Subsidy %	Suggested Fee	Unit	Fee Δ
\$336.92	4%	\$325.00		\$25
\$1,943.24	1%	\$1,925.00		NA
NA	NA	Actual Costs		\$0
NA	NA	\$250.00		\$0

Engineering

#	Description	Current Fee/Charge	Unit	Notes
1.2.1	Grading Permit Fees			
	Plan Check	48.00		
	Grading Permit	142.00	first 100 cy	+ \$95 each additional 100 cy
	Grading Permit > 10,000 CY	9,547.00	first 10,000 cy	+ \$95 each additional 1,000 cy
	Late Permit Fee	A late permit fee will be charged for any grading work (removal or placement of fill dirt on property) without first having obtained a grading permit equivalent to double the permit fee		
1.2.2	Right-of-Way Construction Permit Fees	75.00		Plus
	A.C. Paving	1.60	Sq. Yd.	
	Concrete Sidewalk/Recreation Path	0.50	Lin. Ft.	
	Dust Palliative	0.02	Sq. Yd.	
	Concrete Valley Gutter and Apron	0.50	Lin. Ft.	
	Concrete Curbing	1.00	Lin. Ft.	
	Utility, Water, Sewer Line and Trench - Paved	0.40	Lin. Ft.	
	Utility, Water, Sewer Line and Trench - Unpaved	0.40	Lin. Ft.	
	Repair Pit, etc. - Outside Pavement	95.00	Each	
	Concrete Box Culvert (Single Barrel)	142.00	Each	
	Survey Marker	50.00	Each	
	Sign (regulatory, street, etc.)	80.00	Each	
	Traffic Control Devices (including barricades) day or night, per location	250.00	Per location	
	Emergency Street Work, per location	250.00	Per location	
	Permanent Site Restoration	500.00	Each	
	Assurance is required prior to issuance of each permit	500.00		
1.2.3	Haul Permit Fees	This section shall apply when more than 100 cubic yards of dirt will be brought onto or removed from the property		
	Excavation Haul Fee	0.00	first 100 cy	+ \$95 each additional 100 cy or part thereof
1.2.4	Engineering Plan Review			
	Review 1st & 2nd, each	100.00		
	Each subsequent review	50.00		
1.2.5	Blasting Operations Permit			
	Blasting Permit	585.00		
1.2.6	Drilling Permit			
	Drilling Permit	100.00		
1.2.7	Grading & Drainage Permit			
	Grading & Drainage Permit	100.00		
	Floodplain Use Permit	New	Each	
	Pavement Surface/Slurry Seal	New	Sq. Yd.	
	Pavement Cuts	New	Lin. Ft.	
	Manhole and valve Adjustments	New	Each	
	Decorative Sidewalk, Paving, Pavers, etc.	New	Lin. Ft.	
	Sidewalk Ramps	New	Each	
	Scuppers	New	Each	
	Driveway/Driveway Modifications	New	Each	
	Guardrail/Handrail	New	Lin. Ft.	
	Storm Drain Pipe	New	Lin. Ft.	
	Catch Basins	New	Each	
	Headwalls	New	Each	
	Cutoff Wall	New	Lin. Ft.	
	Slope Protection	New	Sq. Yd.	
	RipRap	New	Sq. Yd.	
	Retaining Wall	New	Lin. Ft.	
	Splice Pit, Repair Pit, etc. - In Pavement	New	Each	

Full Cost	Subsidy %	Suggested Fee	Notes	Fee Δ
\$105.24	0%	\$105.00		\$57
\$168.64	0%	\$168.00	+ \$96 each additional 100 cy	\$26
\$11,242.51	0%	\$11,242.00	+ \$96 each additional 100 cy	\$1,695
NA	NA	A late permit fee will be charged for any grading work (removal or placement of fill dirt on property) without first having obtained a grading permit equivalent to double the permit fee		
\$100.00	0%	\$100.00	Plus	\$25
\$2.71	8%	\$2.50		\$1
\$1.50	0%	\$1.50		\$1
NA	NA	\$0.02		\$0
\$1.25	0%	\$1.25		\$1
\$1.50	0%	\$1.50		\$1
\$1.75	0%	\$1.75		\$1
\$1.50	0%	\$1.50		\$1
\$125.00	0%	\$125.00		\$30
\$162.80	8%	\$150.00		\$8
\$125.00	0%	\$125.00		\$75
\$125.00	0%	\$125.00		\$45
NA	NA	\$250.00		\$0
NA	NA	\$250.00		\$0
NA	NA	\$500.00		\$0
\$2,000.00	0%	\$2,000.00		\$1,500
\$150.00	0%	\$150.00	+ \$96 each additional 100 cy or part thereof	\$150
\$322.91	23%	\$250.00		\$150
\$161.46	38%	\$100.00		\$50
\$589.62	1%	\$585.00		\$0
\$210.49	29%	\$150.00		\$50
\$161.46	7%	\$150.00		\$50
\$210.49	29%	\$150.00		NA
\$54.27	100%	\$0.25		NA
\$54.27	98%	\$1.25		NA
\$125.00	0%	\$125.00		NA
\$1.50	0%	\$1.50		NA
\$125.00	0%	\$125.00		NA
\$125.00	0%	\$125.00		NA
\$54.27	98%	\$1.25		NA
\$54.27	97%	\$1.50		NA
\$125.00	0%	\$125.00		NA
\$125.00	0%	\$125.00		NA
\$54.27	98%	\$1.25		NA
\$54.27	98%	\$1.25		NA
\$54.27	97%	\$1.45		NA
\$150.00	0%	\$150.00		NA

Fire

#	Description	Current Fee/Charge	Unit	Notes
1.5.1	Fire Prevention Permit Fees			
	Tent Permit	75.00		
	Underground fuel tank storage permits	150.00		
	Above ground LPG permit	85.00		
	Underground LPG permit	85.00		
	Fireworks permit	125.00		
	Convention permit	75.00		
	Roofing operations permit	50.00		
	Hazardous Materials permit	75.00		
	All other permits required by Intl Fire Code	50.00		
1.6	Alarm Monitoring and Fines			
1.6.1	Town Alarm Monitoring (TAM) Subscription Rates			
	PAM Primary (Telephone) 1-24 Zones	35.00	per month	\$105 per quarter
	PAM Primary (Telephone) 25+ Zones	40.00	per month	\$120 per quarter
	PAM Backup (Radio or digital backup)	10.00	per month	\$30 per quarter
1.6.2	False Alarm Fines			
	1st False Alarm	0.00		
	2nd and Subsequent False Alarms in Same calendar year	100.00	each for permitted Users	

Full Cost	Subsidy %	Suggested Fee	Fee Δ
\$213.15	41%	\$125.00	\$50
\$213.15	6%	\$200.00	\$50
\$213.15	6%	\$200.00	\$115
\$213.15	6%	\$200.00	\$115
\$852.62	0%	\$850.00	\$725
\$213.15	6%	\$200.00	\$125
\$213.15	53%	\$100.00	\$50
\$213.15	6%	\$200.00	\$125
\$213.15	41%	\$125.00	\$75
NA	NA	\$35.00	\$0
NA	NA	\$40.00	
NA	NA	\$10.00	\$0
NA	NA	\$0.00	\$0
NA	NA	\$100.00	\$0

Administrative

#	Description	Current Fee/Charge	Unit	Notes
3.1	Returned Checks Fee			
3.1.1	For each check or electronic direct debit or credit card charge returned to the Town for any reason beyond the control of the Town	50.00		
3.2	License Fees			
3.2.1	General Business License	25.00		
3.2.2	Escort Bureau Application	1,000.00		
3.2.3	Escort Bureau Issuance	1,000.00		
3.2.4	Escort Bureau Renewal	1,000.00		
3.2.5	Escort application	1,000.00		
3.2.6	Escort Issuance	1,000.00		
3.2.7	Escort Renewal	1,000.00		
3.2.8	Special Event and Other Types Liquor License	25.00		
	New Liquor License	New		
3.2.9	Solid Waste and Recycling License	500.00		
3.3	Records and Documents			
3.3.1	Copying for Official Public Records Requests	0.25	per page	\$1.00 Minimum
3.3.2	8.5 X 11 Color Copy	1.00	per page	
3.3.3	Commercial Records Requests, Copies & Searches	As allowed by State law		
3.3.6	Town GIS Mapping, Data, and Services			
	Parcel Database			
	Non-Commercial	200.00		
	Commercial	400.00		
3.4	Liens			
3.4.1	Lien Filing Fees	70.00		
3.6	Collection Agency			
3.6.1	Collection Agency Fees	Collection fees and charges assessed by the collection agency shall be added to the sum or sums due.		

Full Cost	Subsidy %	Suggested Fee	Fee Δ
NA	NA	\$50.00	\$0
\$61.05	18%	\$50.00	\$0
NA	NA	\$1,000.00	\$0
NA	NA	\$1,000.00	\$0
NA	NA	\$1,000.00	\$0
NA	NA	\$1,000.00	\$0
NA	NA	\$1,000.00	\$0
NA	NA	\$1,000.00	\$0
\$61.05	59%	\$25.00	\$0
\$732.60	4%	\$700.00	NA
NA	NA	\$500.00	\$0
NA	NA	\$0.25	\$0
NA	NA	\$0.25	-\$0.75
NA	NA	As allowed by State law	\$0
NA	NA	\$200.00	\$0
NA	NA	\$400.00	\$0
NA	NA	\$70.00	\$0
NA	NA	Collection fees and charges assessed by the collection agency shall be added to the sum or sums due.	

Town Court

#	Description	Current Fee/Charge	Unit	Notes
1	Court Administration Fees			
2	Municipal Court Time Payment Fee	20.00	Per Case	
3	Warrant Fee	100.00	Per Warrant	
4	Default Fee	50.00	Per Charge	
5	Court Appointed Attorney Fee	250.00	Per Case	Determined by Judge based on financial affidavit
6	Diversion, Probation or Deferred Prosecution Fee	100.00	Per Case	
7	Court Enhancement Fee	20.00	Per Charge	
8	Public Safety Recovering Fee	10.00	Per Charge	
9	Prosecution Assessment Fee	100.00	Per Case	
10	Photo Enforcement Technology Fee	75.00	Per Charge	
11	Pursuant to A.R.S. §22-404			
12	Minimum Clerk Fee	17.00	Per Request	
13	Copy Fees	0.50	Per Page	
14	Certification Fee	17.00	Per Certification	
15	Audio CD Fee	17.00	Per CD	

Court fines, assessments and surcharges are set pursuant to state statutes

Full Cost	Subsidy %	Suggested Fee	Fee Δ
NA	NA	20.00	\$0
NA	NA	100.00	\$0
NA	NA	50.00	\$0
NA	NA	250.00	\$0
NA	NA	100.00	\$0
NA	NA	20.00	\$0
NA	NA	10.00	\$0
NA	NA	100.00	\$0
NA	NA	75.00	\$0
NA	NA	17.00	\$0
NA	NA	0.50	\$0
NA	NA	17.00	\$0
NA	NA	17.00	\$0



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