

File No. 240601

Committee Item No. 15

Board Item No. _____

COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

Committee: Budget and Appropriations Committee Date June 20, 2024

Board of Supervisors Meeting Date _____

Cmte Board

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| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Department/Agency Cover Letter and/or Report |
| | | • MYR Transmittal Letter and Trailing Legislation List 5/31/2024 |
| | | • MYR Memo 5/31/2024 |
| | | • MYR 30-Day Waiver Request Letter 5/31/2024 |
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| <input checked="" type="checkbox"/> | <input type="checkbox"/> | Public Works Fee Study |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | PLN CEQA Determination 6/4/2024 |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | 10-Day Fee Ad Notice |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> | FYI Referral 6/3/2024 |
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Completed by: Brent Jalipa Date June 14, 2024

Completed by: Brent Jalipa Date _____

[Public Works Code - Fee Modification]

Ordinance amending the Public Works Code to modify certain permit fees and other charges and affirming the Planning Department's determination under the California Environmental Quality Act.

NOTE: **Unchanged Code text and uncodified text** are in plain Arial font.
Additions to Codes are in *single-underline italics Times New Roman font*.
Deletions to Codes are in ~~*strikethrough italics Times New Roman font*~~.
Board amendment additions are in double-underlined Arial font.
Board amendment deletions are in ~~strikethrough Arial font~~.
Asterisks (* * * *) indicate the omission of unchanged Code subsections or parts of tables.

Be it ordained by the People of the City and County of San Francisco:

Section 1. Environmental Findings and Fee Study.

(a) The Planning Department has determined that the actions contemplated in this ordinance comply with the California Environmental Quality Act (California Public Resources Code Sections 21000 et seq.). Said determination is on file with the Clerk of the Board of Supervisors in File No. 240601 and is incorporated herein by reference. The Board affirms this determination.

(b) Public Works prepared a fee study that analyzed various permit fees and other fee charges. A copy of said study is on file with the Clerk of the Board of Supervisors in File No. 240601.

Section 2. The Public Works Code is hereby amended by amending Sections 2.1.1 (in Article 2.1) and 724.1 (in Article 15), to read as follows:

SEC. 2.1.1. FEES.

1 Notwithstanding the permit fee provisions listed elsewhere in this Code, the permit fee
2 and assessment schedule for the permit categories and uses specifically listed below shall be:

3 (a) Street Flower Market Permit pursuant to Article 5 (Sections 155 et seq.): \$103.36
4 administrative fee and inspection fee of \$6.75 per square foot of occupancy;

5 (b) Tables and Chairs Permit pursuant to Article 5.2 (Sections 176 et seq.):
6 administrative fee of ~~\$52.00~~ for permit renewal without prior Department enforcement action
7 and ~~\$104.00~~ for new permits or permit renewal resulting from prior Department enforcement
8 action; and inspection fee of \$4.80 per square foot of occupancy for renewal permits without
9 prior Departmental enforcement action, \$5.67 per square foot of occupancy for new permits,
10 and \$6.77 per square foot of occupancy for permit renewal resulting from prior Departmental
11 enforcement action;

12 (c) Display Merchandise Permit pursuant to Article 5.3 (Sections 183 et seq.): \$112.95
13 administrative fee and inspection fee of \$7.34 per square foot of occupancy;

14 (d) Street Improvement Permit in an accepted or unaccepted right-of-way in order to
15 satisfy requirements under Sections 416, 706, 708, and 724.2: \$1,010.03 permit fee;

16 (~~#1~~) Street Improvement Permit for Sidewalk Repair that is not the subject of a
17 Departmental Notice to Repair: ~~\$15.99~~29.67 per 100 square feet permit fee;

18 (e) Special Sidewalk Permit pursuant to Section 703.1: ~~\$376.14~~704.90 permit fee;
19 \$250.39 for existing special sidewalk or if needed in conjunction with a street improvement permit;

20 (f) Automobile Runway (Driveway) Permits (also known as Curb Reconfiguration
21 Permits) pursuant to Sections 715 et seq.

22 (~~#1~~) Standard Permit: \$120.43 permit fee; and

23 (~~#2~~) Over-wide Driveway Permit (30+ feet): \$969.30 for new permit fee; \$250.39
24 for existing driveway or if needed in conjunction with a street improvement permit;

25 (g) ~~{Reserved}~~Additional street space permit under Section 724:

1 (1) New Permit: \$704.90;

2 (2) Permit Renewal/Extension: \$398.73;

3 (h) Minor Sidewalk Encroachment Permits (also known as Minor Encroachment
4 Permits) pursuant to Section 723;

5 (~~i~~1) Standard Minor Encroachment Permit: ~~\$938.39~~1,683.45 permit fee; ~~if~~
6 existing or if needed in conjunction with a street improvement (except shoring) \$239.84; and, if
7 applicable pursuant to Section 723.2(n), the annual public right-of-way occupancy
8 assessment fee;

9 (~~ii~~2) Underground Storage Tank Abandonment: \$275.80 permit fee;

10 (~~iii~~3) Underground Vault, which shall be comprised of (A) a permit fee of
11 ~~\$973.80~~1,745.97 and (B) an annual public right-of-way occupancy assessment fee ~~of \$12.58~~ per
12 square foot of occupied space;

13 (~~iv~~4) Permits for Tier 2 Love Our Neighborhoods Projects pursuant to Section
14 723.1: \$500 permit application fee for a permit applicant that is a community-based
15 organization, nonprofit organization, community benefits district, or merchants' association;

16 (~~v~~5) Pipe Barrier Permit pursuant to Section 723.1;

17 (A) Standard Permit: \$969.30 permit fee; and

18 (B) Security Bollard Barrier: \$1,943.80 permit fee;

19 (i) Debris Box Permit pursuant to Section 725;

20 (~~i~~1) 7-day Permit: \$83.12 permit fee; and

21 (~~ii~~2) Annual Permit: \$551.62 permit fee;

22 (j) Street Encroachment Permit (also known as a Major Encroachment Permit)
23 pursuant to Section 786:

24 (~~i~~1) ~~\$3,643.66~~6,533.75 permit fee and the annual public right-of-way occupancy
25 assessment fee in Section 786.7; and

(~~ii~~2) Permits for Tier 3 Love Our Neighborhoods Projects pursuant to Section 723.1: \$1,000 permit application fee for a permit applicant that is a community-based organization, nonprofit organization, community benefits district, or merchants' association;

(k) Commemorative Plaque Permit pursuant to Section 789.2: \$1,162.63 permit fee;

(l) If any of the abovementioned permits are associated with a Street Improvement Permit, the permit fee is the Street Improvement Permit fee plus \$133.20 for each additional permit unless the fee for said permit is less, in which case the additional fee is the lower permit fee amount;

(m) Under permit categories in ~~S~~subsections (d), (e), or (f), if the permit is associated with a Department of Public Works Notice to Repair, the permit fee is \$330.32 per permit;

(n) Under permit categories in ~~S~~subsections (e), ~~(g)~~, or (h)(~~i~~1), if the permit is associated with a subdivision map approval, the permit fee is \$133.20 per permit;

(o) Sidewalk width change fee: \$3,875.00, with \$1,375.00 of this fee allocated to the Planning Department for its review;

(p) Nighttime work permit fee: ~~\$123~~171.64;

(q) Preapplication meeting or staff consultation fee: \$404.76 for the first two hours or portion thereof and \$202.38 for each additional hour or portion thereof; ~~and~~

(r) Autonomous Delivery Device Testing fees pursuant to Section 794:

(~~i~~1) Application fee: for one device - \$860; for two devices - \$1,540; and for three devices - \$1,995;

(~~ii~~2) Permit extension fee: for one device - \$555; for two devices - \$1,010; and for three devices - \$1,465; and

(~~iii~~3) Referrals to Department of Public Health: The Department of Public Health may charge up to \$191 per hour for referrals sent by Public Works pursuant to Section 794;

(s) Curbside Parklet Fee. The permit and license fees for the types of Curbside Shared Space Permits issued pursuant to Administrative Code Chapter 94A and Public Works Code Section 793 et seq. are as follows, with one-half of the fees allocated to the San Francisco Municipal Transportation Authority, and one-half of the fees allocated to Public Works. The permit and license fees shall be due and payable as provided in Chapter 94A of the Administrative Code.:

(i) Public Parklet fees:

(A) Permit fee of \$1,000 for the first parking space and \$250 for each additional parking space;

(B) Annual license fee of \$100 per parking space.;

(ii) Movable Commercial Parklet fees:

(A) Permit fee of \$2,000 for the first parking space and \$1,000 for each additional parking space;

(B) Annual license fee of \$1,500 per parking space.;

(iii) Fixed Commercial Parklet fees:

(A) Permit fee of \$3,000 for the first parking space and \$1,500 for each additional parking space;

(B) Annual license fee of \$2,000 per parking space.;

~~(t) Temporary Curbside Parklet Fee Waiver. For any Curbside Shared Space Permit approved before June 30, 2024, including any Parklet Permittee or pandemic Shared Spaces Permittee that seeks to convert to a Curbside Shared Space Permit, the following fees shall apply:~~

~~—(i) Public Parklet fees:~~

~~—(A) No permit fee;~~

~~—(B) Annual license fee of \$100 per parking space.~~

~~—(ii) Movable Commercial Parklet fees:~~

1 ~~——(A) No permit fee;~~

2 ~~——(B) Annual license fee of \$1,500 per parking space.~~

3 ~~——(iii) Fixed Commercial Parklet fees:~~

4 ~~——(A) No permit fee;~~

5 ~~——(B) Annual license fee of \$2,000 per parking space.~~

6 ~~——(iv) Sunset. Subsection (t) of Section 2.1.1 shall expire by operation of law on June 30,~~
7 ~~2024, unless the duration of the subsection has been extended by ordinance effective on or before that~~
8 ~~date. Upon expiration, the City Attorney shall cause subsection (t) to be removed from the Public~~
9 ~~Works Code.~~

10 Review of Contractor Parking Plan:

11 (1) Under Section 724 (Temporary Occupancy of Street/Street Space): \$869.58;

12 (2) Under Section 2.4.20 (Excavation): \$712.71.

14 SEC. 724.1. TEMPORARY OCCUPANCY OF STREET – FEES TO BE PAID.

15 (a) No permit shall be issued to a private or public entity for the temporary
16 occupancy of the street for building construction operations unless a fee and public right-of-
17 way occupancy assessment are paid. The fee shall be ~~\$15.42~~26.11, per month, per 20 linear
18 feet, or fraction thereof, occupied as measured parallel with the face of curb. In addition to the
19 fee, the permit applicant shall pay a public right-of-way occupancy assessment of
20 ~~\$100.00~~173.26, per month, per 20 linear feet, or fraction thereof, occupied as measured
21 parallel with the face of curb. For purposes of calculating fees and assessment costs, the
22 Department shall use one-month increments even though the permittee may occupy for less
23 than a one-month term. In instances where a contractor parking plan is required, the applicant
24 shall pay the following non-refundable fees:

1 (1) an administrative fee of \$135.00 per permit for Departmental review of the
2 plan, and an additional \$55.00 each time the permittee requests a modification to the permit
3 that will impact on street parking unless the permit results in a reduction of the amount of on-
4 street parking that is impacted; and

5 (2) an inspection fee of \$446.00 per permit for Departmental inspection regarding
6 implementation of the plan and per modified permit unless the modified permit results in a
7 reduction of the amount of on-street parking that is impacted.

8 (b) For temporary street space occupancy for any purpose other than a building
9 construction operation, the fee shall be \$57.62^{295.48} per day with no assessment cost. Unless
10 specified otherwise, such occupation is subject to all provisions of Sections 724 et seq.

11 (c) Nonprofit organizations with tax exempt status under the Internal Revenue Code
12 shall be exempt from payment of the fee where the street occupancy is necessary for the
13 development of low- and moderate-income housing as defined by the United States Department
14 of Housing and Urban Development.

15 (d) Refund. If a permittee elects to relinquish all or a portion of the occupied street
16 space prior to termination of the permit, the permittee may seek a refund of fees and
17 occupancy assessment from the Department. There shall be no fee charged for a refund
18 request. Refunds shall be issued based only on one-month increments.

19 (e) Fee and Assessment Review. Beginning with fiscal year 2012-2013, the permit
20 fee and street occupancy assessment set forth in this Section 724.1 may be adjusted each
21 year, without further action by the Board of Supervisors, to reflect changes in the relevant
22 Consumer Price Index, as determined by the Controller. No later than April 15th of each year,
23 the Director shall submit ~~it~~the current fee and occupancy assessment schedule to the
24 Controller, who shall apply the price index adjustment to produce a new fee schedule and
25 occupancy assessment for the following year. No later than May 15th of each year, the

1 Controller shall file a report with the Board of Supervisors reporting the new fee schedule and
2 occupancy assessment and certifying that: (a) the permit fees produce sufficient revenue to
3 support the costs of providing the services for which the permit fee is assessed, and (b) the
4 permit fees do not produce revenue which is significantly more than the costs of providing the
5 services for which each permit fee is assessed. Notwithstanding the above, the Board of
6 Supervisors, in its discretion, may modify the street occupancy assessment at any time.

7 (f) Additional Fees. In instances where administration of this permit program or
8 inspection of a street space occupancy is or will be unusually costly to the Department, the
9 Director, in ~~his or her~~ the Director's discretion, may require an applicant or permittee to pay any
10 sum in excess of the amounts charged above. This additional sum shall be sufficient to
11 recover actual costs incurred by the Department and shall be charged on a time and materials
12 basis. The Director also may charge for any time and materials costs incurred by other
13 agencies, boards, commissions, or departments of the City in connection with the
14 administration or inspection of the street space occupancy. Whenever additional fees are
15 charged, the Director, upon request of the applicant or permittee, shall provide in writing the
16 basis for the additional fees and an estimate of the additional fees.

17
18 Section 3. Effective Date. This ordinance shall become effective 30 days after
19 enactment. Enactment occurs when the Mayor signs the ordinance, the Mayor returns the
20 ordinance unsigned or does not sign the ordinance within ten days of receiving it, or the Board
21 of Supervisors overrides the Mayor's veto of the ordinance.

22
23 Section 4. Scope of Ordinance. In enacting this ordinance, the Board of Supervisors
24 intends to amend only those words, phrases, paragraphs, subsections, sections, articles,
25 numbers, punctuation marks, charts, diagrams, or any other constituent parts of the Municipal

Code that are explicitly shown in this ordinance as additions, deletions, Board amendment additions, and Board amendment deletions in accordance with the “Note” that appears under the official title of the ordinance.

APPROVED AS TO FORM:
DAVID CHIU, City Attorney

By: /s/ JOHN D. MALAMUT
JOHN D. MALAMUT
Deputy City Attorney

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LEGISLATIVE DIGEST

[Public Works Code - Fee Modification]

Ordinance amending the Public Works Code to modify certain permit fees and other charges and affirming the Planning Department's determination under the California Environmental Quality Act.

Existing Law

The Public Works Code contains various permit fees and other charges. Most of these fees and charges adjust annually based on the applicable consumer price index after Public Works staff and the Controller's Office conduct a Board of Supervisors established fee analysis process. If there is a proposal to increase permit fees and other charges in excess of the consumer price index formula, then the Board of Supervisors legislatively considers such increased fees and charges.

Amendments to Current Law

This ordinance would amend the Public Works Code to increase certain Public Works permit fees and other charges. This legislation also adopts environmental findings under the California Environmental Quality Act.

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SAN FRANCISCO

DEPARTMENT OF PUBLIC WORKS

Final Report for:

User Fee Study

June 5, 2024

Prepared by:



Corporate Headquarters
32605 Temecula Parkway, Suite 100
Temecula, CA 92592
Toll free: 800.676.7516

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1. EXECUTIVE SUMMARY

NBS performed a User Fee Study (Study) for the San Francisco Department of Public Works (Public Works). The purpose of this report is to present the findings and recommendations of the various fee analyses performed and provide Public Works and the City/County Board of Supervisors with the information needed to update and establish user and regulatory fees for service. Throughout the process, the Study afforded much effort to ensure that not only are the fees and charges reasonable and equitable, but that they also meet industry standards and uphold the statutory requirements of the State of California.

California cities, counties, and special districts may impose user and regulatory fees for services and activities they provide through provisions set forth in the State Constitution, Article XIII C § 1. Under this legal framework, a fee may not exceed the reasonable cost of providing the service or performing the activity. For a fee to qualify as such, it must relate to a service or activity performed at the request of an individual or entity upon which the fee is imposed, or their actions specifically cause the local government agency to perform additional activities. In this instance, the service or underlying action causing the local agency to perform the service is either discretionary and/or is subject to regulation. As a discretionary service or regulatory activity, the user fees and regulatory fees considered in this Study fall outside of the definition and statutory requirement to impose general taxes, special taxes, and fees as a result of property ownership.

The main reason for conducting this Study was twofold: (1) first, to ensure that existing fees do not exceed the costs of providing the service, and (2) second, to provide an opportunity for the Board of Supervisors to re-align fee amounts with localized cost recovery policies.

1.1 Findings

This Study examined user and regulatory fees charged by the Public Works Bureau of Street-Use and Mapping, which includes fees for Permits, Inspection, and Subdivision and Mapping, as well as the Bureau of Urban Forestry. Additionally, the Study included one inspection fee within the Bureau of Street & Environmental Services' Community Preservation and Blight Reduction Act. The Study identified an estimated \$16.9 million per year in eligible costs for recovery from fees, compared to approximately \$9.5 million currently collected from fees. The following table provides a summary of the Study's results:

Table 1. Report Summary

| Fee Category | Annual Estimated Revenues at Current Fee | Annual Estimated Revenues at Full Cost Recovery Fee | Annual Cost Recovery Surplus/ Deficit | Existing Cost Recovery Percentage |
|---|--|---|---------------------------------------|-----------------------------------|
| Bureau of Street-Use and Mapping | | | | |
| Permits & Inspection divisions | 3,885,875 | 8,827,262 | (4,941,387) | 44% |
| Subdivision and Mapping division | 3,705,870 | 6,117,075 | (2,411,205) | 61% |
| Bureau of Urban Forestry | 1,232,973 | 1,316,983 | (84,010) | 94% |
| Bureau of Street & Environmental Services - Community Preservation and Blight Reduction Act | 690,880 | 699,093 | (8,213) | 99% |
| Total | \$ 9,515,598 | \$ 16,960,412 | \$ (7,444,814) | 56% |

As shown in Table 1 on the previous page, Public Works is recovering approximately 56% of the costs associated with providing user and regulatory fee-related services. Should the Board adopt fees at 100% of the full cost recovery amounts determined by this Study, an additional \$7.4 million in costs could be recovered.

However, Section 2.2.3 later explains, there may be other local policy considerations that support adopting fees at less than the calculated full cost recovery amount. Since this element of the Study is subjective, NBS provided the maximum potential of fee amounts at 100% full cost recovery for Public Works to consider. Once the Board of Supervisors has reviewed and evaluated the results of the Study, Public Works can set fees at appropriate cost recovery levels according to local policy goals and considerations.

1.2 Fee Study Sensitivity Analysis

As part of the scope of this project, NBS subcontracted with a San Francisco local business enterprise (LBE) consulting firm, Urban Analytics, to perform a review of the benefits of different types of fees for service activities through an analysis of potential market sensitivities to those fees and the interaction of those fees with established Public Works goals and policies. A memorandum provided by Urban Analytics has been provided as an Appendix to this report which documents the results of the sensitivity analysis.

1.3 Report Format

This report documents the analytical methods and data sources used in the Study, presents findings regarding current levels of cost recovery achieved from user and regulatory fees, and provides a comparative survey of fees to neighboring agencies for similar services. The report is organized into the following sections:

- Section 2 - Outlines the general framework, approach, and methodology of the Fee Study.
- Sections 3 through 5 - Discusses the results of the cost of service analysis performed. The analysis includes: (1) fully burdened hourly rate(s); (2) calculation of the costs of providing service; and, (3) the cost recovery performance of each fee category.
- Section 6 - Presents the conclusions of the analysis provided in the preceding sections.
- Appendices to this report - Include additional details of the analysis performed, a comparison of the fees imposed by neighboring agencies for similar services and the Urban Analytics fee study sensitivity analysis.

2. INTRODUCTION AND FUNDAMENTALS

2.1 Scope of Study

The following is a summary of the fees evaluated during the Study:

- Bureau of Street-Use and Mapping
 - Permits & Inspection divisions
 - Subdivisions and Mapping division
- Bureau of Urban Forestry
- Bureau of Street & Environmental Services
 - Community Preservation and Blight Reduction Act

The fees examined in this report specifically exclude development impact fees, utility rates, and any special tax assessments which fall under a different set of statutory and procedural requirements from the body of user and regulatory fees analyzed in this Study. The Study also excludes facility and equipment rental rates, as well as most fines and penalties imposed by Public Works for violations of its requirements or codes.¹

2.2 Methods of Analysis

Three phases of analysis were completed for Public Works:



2.2.1 COST OF SERVICE ANALYSIS

This cost of service analysis is a quantitative effort that compiles the full cost of providing governmental services and activities. There are two primary types of costs considered: direct and indirect costs. Direct costs are those that specifically relate to an activity or service, including the real-time provision of the service. Indirect costs are those that support the provision of services in general but cannot be directly or easily assigned to a singular activity or service.

Direct Costs:

- **Direct personnel costs** – Salary, wages and benefits expenses for personnel specifically involved in the provision of services and activities to the public.
- **Direct non-personnel costs** – Discrete expenses attributable to a specific service or activity performed, such as contractor costs, third-party charges, and materials used in the service or activity.

¹ According to the California Constitution Article XIII C § 1 (e) (4) and (5), the Public Works is not limited to the costs of service when charging for entrance to or use of government property, or when imposing fines and penalties.

Indirect Costs:

- **Indirect personnel costs** – Personnel expenses supporting the provision of services and activities. This can include line supervision and departmental management, administrative support within a department, and staff involved in technical support activities related to the direct services provided to the public.
- **Indirect non-personnel costs** – Expenses other than labor involved in the provision of services. In most cases, these costs are allocated across all services provided by a department, rather than directly assigned to individual fee/rate categories.
- **Overhead costs** – These are expenses, both labor and non-labor, related to department wide support services. The amount of overhead costs included in this Study were sourced from the Indirect Cost Plan prepared by Public Works. Countywide overhead costs as typically sourced from a Countywide Cost Allocation Plan were omitted from this analysis as directed by Public Works.

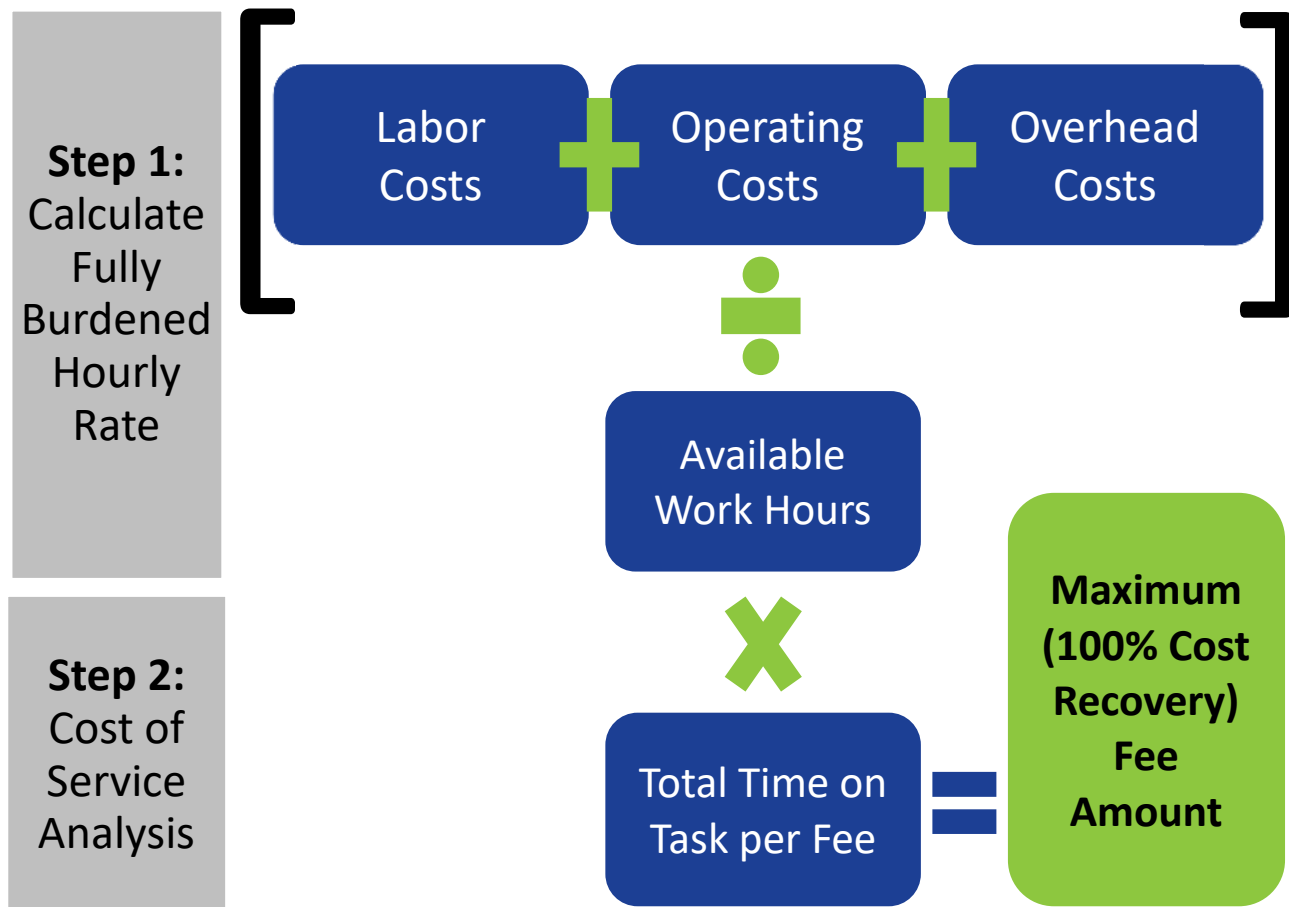
All cost components in this Study use annual (or annualized) figures, representing a twelve-month cycle of expenses incurred in the provision of all services and activities.

Nearly all the fees reviewed in this Study require specific actions on the part of Public Works staff to provide the service or conduct the activity. Since labor is the primary underlying factor in these activities, the Study expresses the full cost of service as a fully burdened cost per labor hour. NBS calculated a composite, fully burdened, hourly rate for each Bureau or division included in the Study. This rate serves as the basis for further quantifying the average full cost of providing individual services and activities. Determining the fully burdened labor rate requires two data sets: (1) the full costs of service, and (2) the number of staff hours available to perform those services. NBS derived the hours available based on the complete list of all employees.

The total number of paid labor hours for each employee was derived from the City & County of San Francisco's Memoranda of Understandings & Labor Agreements. These available hours represent the amount of productive time available to provide both fee-recoverable and non-fee recoverable services and activities. Available labor hours divided into the annual full costs of service equal the composite, fully burdened, labor rate. Some agencies may also use the resulting rates for purposes other than setting fees, such as calculating the full cost of general services or structuring a cost recovery agreement with another agency or third party.

NBS also assisted Public Works in estimating the staff time for the services and activities listed in the published fee schedule. Since Public Works does not systematically track the service time of activities at the individual fee-level, NBS relied on interviews and questionnaires to develop the necessary data sets of estimated labor time. In many cases, Public Works provided estimates of the average amount of time (in minutes and hours) it took to complete a typical service or activity considered on a per-occurrence basis.

It should be noted that the development of these time estimates was not a one-step process but required careful review by both NBS and managers to assess the reasonableness of such estimates. Based on the results of this review, Public Works reconsidered its time estimates until all parties were comfortable that the fee models reasonably reflected the average service level provided. Finally, the fully burdened labor rate(s) calculated in earlier steps were applied at the individual fee level time estimates, yielding an average total cost of providing each fee for service or activity. The graphic below provides a visual representation of the steps discussed in this section.



2.2.2 FEE ESTABLISHMENT

The fee establishment process includes a range of considerations, including the following:

- **Addition to and deletion of fees** – The Study provided the Department with the opportunity to propose additions and deletions to their current fee schedules, as well as re-name, re-organize, and clarify which fees were to be imposed. Many of these fee revisions allowed for better adherence to current practices, as well as the improvement in the calculation, application, and collection of the fees owed by an individual. Some additions to the fee schedule were simply the identification of existing services or activities performed by Public Works staff for which no fee is currently charged.

- **Revision to the structure of fees** – In most cases, the focus was to re-align the fee amount to match the costs of service and leave the current structure of fees unchanged. However, in several cases, fee categories and fee names had to be simplified or re-structured to increase the likelihood of full cost recovery or to enhance the fairness of how the fee is applied to the various types of fee payers.
- **Documentation of the tools used to calculate special cost recovery** –Public Works’ fee schedule should include the list of fully burdened rates developed by the Study. Documenting these rates in the fee schedule provides an opportunity for the Board of Supervisors to approve rates for cost recovery under a “time and materials” approach. It also provides clear publication of those rates so that all fee payers can readily reference the basis of any fee amounts. The fee schedule should provide language that supports special forms of cost recovery for activities and services not included in the adopted master fee schedule. In these rare instances, published rates are used to estimate a flat fee or bill on an hourly basis, which is at the department director’s discretion.

2.2.3 COST RECOVERY EVALUATION

The NBS fee model compares the existing fee for each service or activity to the average total cost of service quantified through this analysis. Here are the possible outcomes of the fee analysis:

- Cost recovery rate of 0% - This signifies that there is currently no current recovery of costs from fee revenues (or insufficient information available for evaluation).
- Cost recovery rate of 100% - This means that the fee currently recovers the full cost of service.
- Cost recovery rate between 0% and 100% - This indicates partial recovery of the full cost of service through fees.
- Cost recovery rate greater than 100% - This means that the fee exceeds the full cost of service. User fees and regulatory fees should not exceed the full cost of service.

In all cases, the cost recovery rate achieved by a fee should not be greater than 100%. In most cases, imposing a fee above this threshold could change the definition of the charge from a cost of service based fee to a tax which has other procedural requirements, such as ballot protest or voter approval.

NBS provided the framework for setting “recommended” or “target” level of cost recovery for each fee, established at either 100% or any amount less than the calculated full cost of service. Targets and recommendations reflect discretion on the part of the agency based on a variety of factors, such as existing Public Works policies and agency-wide or departmental revenue objectives, economic goals, community values, market conditions, level of demand, and others.

A general method of selecting an appropriate cost recovery target is to consider the public and private benefits of the service or activity in question, such as:

- To what degree does the public at large benefit from the service?
- To what degree does the individual or entity requesting, requiring, or causing the service benefit?

When a service or activity benefits the public at large, there is generally little to no recommended fee amount (i.e., 0% cost recovery), reinforcing the fact that a service which truly benefits the public is best funded by general resources of Public Works, such as revenues from the General Fund (e.g., taxes). Conversely, when a service or activity wholly benefits an individual or entity, the cost recovery is generally closer to or equal to 100% of cost recovery from fees collected from the individual or entity.

In some cases, a strict public-versus-private benefit judgment may not be sufficient to finalize a cost recovery target. Any of the following factors and considerations may influence or supplement the public-versus-private benefit perception of a service or activity:

- If optimizing revenue potential is an overriding goal, is it feasible to recover the full cost of service?
- Will increasing fees result in non-compliance or public safety problems?
- Are there desired behaviors or modifications to behaviors of the service population helped or hindered through the degree of pricing for the activities?
- Does current demand for services support a fee increase without adverse impact to the community served or current revenue levels? In other words, would fee increases have the unintended consequence of driving away the population served?
- Is there a good policy basis for differentiating between the type of user (e.g., residents vs. non-residents, residential vs. commercial, non-profit entities, and business entities)?
- Are there broader Public Works objectives that merit a less than full cost recovery target from fees, such as economic development goals and local social values?

NBS provided the cost of service calculation based on 100% full cost recovery and the framework for Public Works' use to adjust the amount of cost recovery in accordance with its broader goals as they pertain to code compliance, cost recovery, economic development, and social values.

2.2.4 COMPARATIVE FEE SURVEY

Appendix B presents the results of the Comparative Fee Survey for Public Works. Policy makers often request a comparison of their jurisdictional fees to those of surrounding or similar communities. The purpose of a comparison is to provide a sense of the local market pricing for services, and to use that information to gauge the impact of recommendations for fee adjustments.

In this effort, NBS worked with Public Works to choose five comparative agencies – cities of Berkeley, Los Angeles, Oakland, Sacramento and Seattle. It is important to keep the following in mind when interpreting the general approach to, and use of, comparative survey data:

- Comparative surveys do not provide information about cost recovery policies or procedures inherent in each comparison agency.
- A “market-based” decision to price services below the full cost of service calculation is the same as deciding to subsidize that service.
- Comparative agencies may or may not base their fee amounts on the estimated and reasonable cost of providing services. NBS did not perform the same level of analysis of the comparative agencies' fees.
- The results of comparative fee surveys are often non-conclusive for many fee categories. Comparison agencies typically use varied terminology for the provision of similar services.

NBS made every reasonable attempt to source each comparison agency's fee schedule from their respective websites and compile a comparison of fee categories and amounts for the most readily comparable fee items that match the Public Works' existing fee structure.

2.2.5 DATA SOURCES

The following data sources were used to support the cost of service analysis and fee establishment phases of this Study:

- Public Works' Adopted Budget for Fiscal Year 2023-2024 with a COLA adjustment to bring labor costs in line with FY 25.
- A complete list of all Public Works personnel, salary/wage rates, regular hours, paid benefits, and paid leave amounts provided by the Finance Department
- Prevailing fee schedules
- Annual workload data provided by each fee program evaluated in the Study

Public Works' adopted budget serves as an important source of information that affects the cost of service results. NBS did not audit or validate Public Works' financial documents and budget practices, nor was the cost information adjusted to reflect different levels of service or any specific, targeted performance benchmarks. This Study accepts Public Works' budget as a legislatively adopted directive describing the most appropriate and reasonable level of Public Works spending. NBS consultants accept the Board of Supervisors' deliberative process and Public Works' budget plan and further assert that through this legislative process, Public Works has yielded a reasonable and valid expenditure plan to use in setting cost-based fees.

3. BUREAU OF STREET-USE AND MAPPING (BSM)

The Bureau of Street-Use and Mapping (BSM) ensures that residents and visitors in San Francisco experience a safe, accessible, and aesthetically pleasing public right of way. The staff is organized into five divisions: Permits, Mapping, Inspection, Special Projects, and Administration. This Study focused on the Permits, Inspection and Mapping divisions of BSM.

- The Permits & Inspection divisions ensure that City sidewalks and streets are safe and accessible by permitting and inspecting the use of the public right-of-way, including the installation and inspection of sidewalks.
- The Subdivision and Mapping division processes and reviews all subdivision projects that occur in San Francisco, including all condominium conversions. Additionally, the division provides surveying services for all city agencies and maintains the official map of the City and County of San Francisco.

3.1 Cost of Service Analysis

NBS developed composite, fully burdened, hourly rates for the Bureau of Street-Use and Mapping as shown in table 2 below:

Table 2. Fully Burdened Hourly Rate

| Cost Element | BSM Public Information/ Phone and Counter Duty | BSM Non-fee Related Services | BSM Permits & Inspection Direct Fees for Service | BSM Subdivision and Mapping Direct Fees for Service | Total |
|-----------------------------------|---|------------------------------|--|---|----------------------|
| Labor | \$ - | \$ 2,139,966 | \$ 6,984,679 | \$ 2,518,503 | \$ 11,643,147 |
| Recurring Non-Labor | - | 5,658 | 18,466 | 6,659 | 30,783 |
| CCSF Overhead | - | 1,279,974 | 4,177,735 | 1,506,388 | 6,964,098 |
| Allocated Common Activities | 1,912,998 | 1,731,322 | 5,650,897 | 2,037,574 | 11,332,791 |
| Department Total | \$ 1,912,998 | \$ 5,156,920 | \$ 16,831,778 | \$ 6,069,123 | \$ 29,970,818 |
| Fully Burdened Hourly Rate | | | \$ 229 | \$ 238 | |
| | <i>Reference: Direct Hours Only</i> | | 73,537 | 25,529 | |

As shown, the total cost of BSM is approximately \$30 million per year. However, the results of the cost of service analysis identified \$16.8 million in eligible costs for recovery from fee for service activities provided by the Permits & Inspection divisions, and \$6.1 million in eligible costs for recovery from fee for service activities provided by the Subdivision and Mapping division. All subsequent cost of service calculations at the individual fee level for these divisions assume a fully burdened hourly rate of **\$229** for the Permits & Inspection divisions, and **\$238** for the Subdivision and Mapping division.

Based on interviews with staff, the analysis segregated the total cost of services into four primary services categories: (1) Public Information/Phone and Counter Duty; (2) Non-fee Related Services; (3) Permits & Inspection Direct Fees for Service; and, (4) Subdivision and Mapping Direct Fee for Service. In order to clarify the underlying costs and assumptions used to calculate the fully burdened hourly rate, here is a summary of the descriptions for each cost category:

- **BSM Public Information/Phone and Counter Duty** – Activities associated with responding to phone calls and general information requests that support the development review process. Typically, some portion of costs for the provision of general public information and assistance do not apply toward recovery from fees and are considered a basic function of governmental services to the public. The portion of costs indirectly attributable to fee for service activity has been included in Permitting & Inspection and Subdivision & Mapping Direct Fees for Service columns, while the remaining costs should not be considered in the calculation of fees for services.
- **BSM Non-fee Related Services** – Costs associated with Staff’s time spent on non-fee related services. These activities have alternate funding sources, therefore should not be considered in the calculation of fees for services.
- **BSM Permits & Inspection Direct Fees for Service** – This category includes Staff time spent providing routine permitting and inspection fee for service activities, therefore, 100% of these costs are recoverable from fees for service.
- **BSM Subdivision and Mapping Direct Fees for Service** – This category includes Staff time spent providing routine subdivision and mapping fee for service activities, therefore, 100% of these costs are recoverable from fees for service.

The fully burdened hourly rate involves significant analytical and policy-related decisions regarding the inclusion of categorized activity costs. The decision to either include or exclude certain costs toward recovery in fees for service stems from the basic fee setting parameters set forth by industry standard fee calculation methods and the California State Constitution. State statutes require that any new fee that is levied or any existing fee that is increased should not exceed the estimated amount required to provide the service for which the charge is levied.

3.2 Fee Establishment

The following is a summary of the overall changes to the Permits & Inspection fee schedule:

- Deletion of fees that are no longer used or needed:
 - Debris Box
 - Sign Printing
 - News Racks
- Reorganization of fee categories or clarification of fee names to create a more user-friendly fee structure:
 - Banners – split fee into processing vs inspection.
 - Contractor Parking Plan – excavation fee split into separate administrative, inspection and modification fees.
 - Mobile Food Facilities – split new application with one (1) location into separate filing, notification and inspection fees. Added in “Each additional location” and “Modification of location, or hours of operations” fee categories for clarification on how the fees are intended to be charged.
- Addition of new fee categories, notated as “New” in the Current Fee column of Appendix A.1.
 - Major Encroachment – added at risk and City Attorney fee sub-categories.
 - Minor Sidewalk Encroachment – added a public hearing fee.

- Publishing Inspection fees for: nighttime work, overwide driveway, pipe barriers, security bollards, sidewalk repair, and special sidewalk.
- Street Improvement – split minimum submittal fee into a simple vs complex category.
- Street Space – added occupancy assessment fee
- Transient Shelters – added a fee for exiting location when no public notice is required

The following is a summary of the overall changes to the Subdivision and Mapping fee schedule:

- Deletion of fees that are no longer used or needed, such as flood letter request.
- Reorganization of fee categories or clarification of fee names to create a more user-friendly fee structure, such as displaying the additional fee for sidewalk legislation, and street vacation.
- No new fees were added at this time.

3.3 Cost Recovery Evaluation

Appendix A.1 and A.2 presents the results of the detailed cost recovery analysis of fees for the Bureau of Street-Use and Mapping. In the Appendix, the “Cost of Service per Activity” column establishes the maximum adoptable fee amount for the corresponding service identified in the “Fee Name” list.

Currently, approximately 51% of the total cost of providing BSM services is being recovered from fees. As Table 3 shows, approximately \$7.6 million is collected per year in revenue at the current fee amounts. At full cost recovery and the same demand level for these services, approximately \$14.9 million could be recovered.

Table 3. Cost Recovery Outcomes

| Fee Category | Annual Estimated Revenues at Current Fee | Annual Estimated Revenues at Full Cost Recovery Fee | Annual Cost Recovery Surplus/ Deficit | Existing Cost Recovery Percentage |
|----------------------------------|--|---|---------------------------------------|-----------------------------------|
| Bureau of Street-Use and Mapping | | | | |
| Permits & Inspection divisions | 3,885,875 | 8,827,262 | (4,941,387) | 44% |
| Subdivision and Mapping division | 3,705,870 | 6,117,075 | (2,411,205) | 61% |
| Total | \$ 7,591,745 | \$ 14,944,337 | \$ (7,352,592) | 51% |

NBS provided a full cost of service evaluation and the framework for considering fees, while it is up to Public Works and the Board to determine the appropriate cost recovery levels at or below full cost amounts.

In addition to the “Annual Estimated Revenues at Current Fee” amount shown above, the Permits & Inspection divisions also collect approximately \$7.1 million in revenue from occupancy assessment/street space rentals. NBS did not evaluate these fees based on the stipulations of California Constitution Article XIII C § 1 (e) (4) which may consider these occupancy assessment fees as part of the “entrance to or use of government property” exemption from the definition of a charge as a tax, therefore they would not be limited to the cost of providing services.

4. BUREAU OF URBAN FORESTRY (BUF)

The Bureau of Urban Forestry (BUF) enhances the City's green infrastructure by preserving and growing the trees and plants that make up San Francisco's urban forest. The Bureau also repairs tree-related sidewalk damage and provides emergency tree response.

4.1 Cost of Service Analysis

NBS developed a composite, fully burdened, hourly rate for the Bureau of Urban Forestry as shown in table 4 below:

Table 4. Fully Burdened Hourly Rate

| Cost Element | BUF Non-fee Related Services | BUF Direct Permitting & Inspection Fees for Service | Total |
|-----------------------------------|-------------------------------------|---|---------------------|
| Labor | \$ 448,145 | \$ 541,485 | \$ 989,629 |
| Recurring Non-Labor | 36,571 | 44,189 | 80,760 |
| CCSF Overhead | 196,119 | 236,966 | 433,085 |
| Allocated Common Activities | 227,544 | 274,936 | 502,480 |
| Bureau Total | \$ 908,378 | \$ 1,097,576 | \$ 2,005,954 |
| Fully Burdened Hourly Rate | n/a | \$ 205 | |
| | <i>Reference: Direct Hours Only</i> | 5,358 | |

As shown, the total cost of BUF is approximately \$2 million per year. However, the results of the cost of service analysis identified \$1 million in eligible costs for recovery from fee for service activities. All subsequent cost of service calculations at the individual fee level for these divisions assume a fully burdened hourly rate of **\$205**.

Based on interviews with staff, the analysis segregated the total cost of services into two primary services categories: (1) Non-fee Related Services; and (2) Direct Permitting & Inspection Fees for Service. In order to clarify the underlying costs and assumptions used to calculate the fully burdened hourly rate, here is a summary of the descriptions for each cost category:

- **BUF Non-fee Related Services** – Costs associated with Staff's time spent on non-fee related services. These activities have alternate funding sources, therefore should not be considered in the calculation of fees for services.
- **BUF Direct Permitting & Inspection Fees for Service** – This category includes Staff time spent providing routine permitting and inspection fee for service activities, therefore, 100% of these costs are recoverable from fees for service.

The fully burdened hourly rate involves significant analytical and policy-related decisions regarding the inclusion of categorized activity costs. The decision to either include or exclude certain costs toward recovery in fees for service stems from the basic fee setting parameters set forth by industry standard fee

calculation methods and the California State Constitution. State statutes require that any new fee that is levied or any existing fee that is increased should not exceed the estimated amount required to provide the service for which the charge is levied.

4.2 Fee Establishment

The following is a summary of the overall changes to the Permitting & Inspection fee schedule:

- No fees were deleted at this time
- Reorganization of fee categories or clarification of fee names to create a more user-friendly fee structure:
 - Sidewalk Landscaping – recategorized the list of per application based on property count fees into a “non-construction related” category. To account for the difference in the level of service required for “construction related” activities, a new set of fee categories was added based on lineal feet of frontage.
 - In-lieu Tree Fee – to provide the fee payor with a better understanding of what is included, the fee was broken up into the time staff spends processing the request and then adding in the pass through cost of the tree itself and the cost of watering.
- Addition of new fee categories, notated as “New” in the Current Fee column of Appendix A.3.²
 - Construction related sidewalk landscaping
 - New planting (standalone, no tree removal permit)
 - Re-inspection fee / additional site visit

4.3 Cost Recovery Evaluation

Appendix A.3 presents the results of the detailed cost recovery analysis of fees for the Bureau of Urban Forestry. In the Appendix, the “Cost of Service per Activity” column establishes the maximum adoptable fee amount for the corresponding service identified in the “Fee Name” list.

Currently, approximately 94% of the total cost of providing services is being recovered from fees. As Table 5 shows, approximately \$1.2 million is collected per year in revenue at the current fee amounts. At full cost recovery and the same demand level for these services, approximately \$1.3 million could be recovered.

Table 5. Cost Recovery Outcomes

| Fee Category | Annual Estimated Revenues at Current Fee | Annual Estimated Revenues at Full Cost Recovery Fee | Annual Cost Recovery Surplus/ Deficit | Existing Cost Recovery Percentage |
|--------------------------|--|---|---------------------------------------|-----------------------------------|
| Bureau of Urban Forestry | 1,232,973 | 1,316,983 | (84,010) | 94% |

NBS provided a full cost of service evaluation and the framework for considering fees, while it is up to Public Works and the Board to determine the appropriate cost recovery levels at or below full cost amounts.

² Refer to Section 2.2, *Methods of Analysis*, for additional discussion on the Study’s approach to adding, deleting, and revising fee categories.

5. BUREAU OF STREET & ENVIRONMENTAL SERVICES (SES)

The Bureau of Street & Environmental Services' (SES) Community Preservation and Blight Reduction Act aims to reduce the number of blighted properties in San Francisco neighborhoods. A blighted property is one that is under significant deterioration or disrepair. It is a dilapidated building or an abandoned lot that is inadequately maintained and an eyesore in the neighborhood. The ordinance specifically focuses on conditions of blight visible from the street or sidewalk. These properties can attract illegal activities, cause general neighborhood instability, are a public nuisance, and can endanger the health and safety of its residents and neighbors. Enforcement of anti-blight provisions is vital to ensuring the quality of life in San Francisco and the City can take action to rehabilitate these properties.

5.1 Cost of Service Analysis

Upon notification of a blighted property, Public Works will send an inspector to assess the property to determine if enforcement of the Blight Ordinance is warranted. If violations are found, an action notice will be issued to abate the blighted property and an inspection fee will be assessed. If owners fail to correct the blighted issue, additional notice of violations will be assessed. Due to the punitive nature of most of the charges in the Blight Ordinance, the focus of this Study was the cost of service of the initial inspection fee only.

Based on interviews with the Public Works staff responsible for performing the inspection, the time it takes to complete the initial inspection is approximately 2.5 hours. To determine the total cost of providing this service, the average fully burdened cost per hour of an inspector performing these services was calculated using the base hourly rate of a SES Inspector, multiplied by the bureau and department overhead, as well as the fringe benefits and paid time off overhead rates calculated by Public Works staff in the FY 2022-23 indirect cost plan. For purposes of this analysis, all subsequent fees for service assume a fully burdened hourly rate of **\$130**.

5.2 Cost Recovery Evaluation

Appendix A.4 presents the results of the cost recovery analysis of inspection fee assessed as part of the Bureau of Street & Environmental Services' Community Preservation and Blight Reduction Act. In the Appendix, the "Cost of Service per Activity" column establishes the maximum adoptable fee amount for the corresponding service identified in the "Fee Name" list.

Currently, approximately 99% of the total cost of providing services is being recovered from fees. As Table 6 shows, approximately \$691,000 is collected per year in revenue at the current fee amounts. At full cost recovery and the same demand level for these services, approximately \$700,000 could be recovered.

Table 6. Cost Recovery Outcomes

| Fee Category | Annual Estimated Revenues at Current Fee | Annual Estimated Revenues at Full Cost Recovery Fee | Annual Cost Recovery Surplus/ Deficit | Existing Cost Recovery Percentage |
|---|--|---|---------------------------------------|-----------------------------------|
| Bureau of Street & Environmental Services - Community Preservation and Blight Reduction Act | 690,880 | 699,093 | (8,213) | 99% |

NBS provided a full cost of service evaluation and the framework for considering fees, while it is up to Public Works and the Board to determine the appropriate cost recovery levels at or below full cost amounts.

6. CONCLUSION

Based on the outcomes of the Cost of Service Analysis, Fee Establishment, and Cost Recovery Evaluation presented in this Study, the proposed Master Fee Schedule has been prepared by Public Works for implementation and included in the accompanying Staff Report.

As discussed throughout this report, the intent of the proposed fee schedule is to improve Public Works' recovery of costs incurred to provide individual services, as well as adjust fees where the fees charged exceed the average costs incurred. Predicting the amount to which any adopted fee increases will affect revenue is difficult to quantify. For the near-term, Public Works should not count on increased revenues to meet any specific expenditure plan. Experience with the revised fee amounts should be gained first before revenue projections are revised. However, unless there is some significant, long-term change in activity levels, proposed fee amendments should enhance cost recovery performance over time, providing the ability to stretch other resources further for the benefit of the public at-large.

The Master Fee Schedule should become a living document, but handled with care:

- A fundamental purpose of the fee schedule is to provide clarity and transparency to the public and to staff regarding fees imposed by Public Works. Once adopted by the Board of Supervisors, the fee schedule is the final word on the amount and method in which fees should be charged and supersedes all previous fee schedules. If it is discovered that the master document is missing certain fees, those fees will eventually need to be added to the master fee schedule and should not exist outside the consolidated, master framework.
- Public Works should consider adjusting these user fees and regulatory fees on an annual basis to keep pace with cost inflation. For all fees and charges, for example, an annual Consumer Price Index adjustment could be applied to the new fee schedule. Conducting a comprehensive user fee study is not an annual requirement, and only becomes worthwhile over time as shifts in organization, local practices, legislative values, or legal requirements result in significant change.

As a final note, it is worth mentioning the path that fees, in general, have taken in the State of California. In recent years, there has been more public demand for the precise and equitable accounting of the basis for governmental fees and a greater say in when and how they are charged. It is likely that in the future, user and regulatory fees will require an even greater level of analysis and supporting data to meet the public's growing expectations. An agency's ability to meet these new pressures will depend on the level of technology they invest in their current systems. Continuous improvement and refinement of time tracking abilities will greatly enhance Public Works' ability to set fees for service and identify unfunded activities in years to come.

Disclaimer: In preparing this report and the opinions and recommendations included herein, NBS has relied on a number of principal assumptions and considerations with regard to financial matters, conditions and events that may occur in the future. This information and assumptions, including the Public Works's budgets, time estimate data, and workload information from Public Works staff, were provided by sources we believe to be reliable; however, NBS has not independently verified such information and assumptions. While we believe NBS' use of such information and assumptions is reasonable for the purpose of this report, some assumptions will invariably not materialize as stated herein and may vary significantly due to unanticipated events and circumstances. Therefore, the actual results can be expected to vary from those projected to the extent that actual future conditions differ from those assumed by us or provided to us by others.

APPENDIX A.1

Cost of Service Analysis – Bureau of Street-Use and Mapping – Permits & Inspection Divisions

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|---------|--|--------------------|-------|---|----------------------------|------------------------------|--|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee 2023-24 PW Permit Fee Schedule | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| I | STREET-USE | | [4,5] | | | | | | | | |
| 1 | Additional Street Space | | | | | | | | | | |
| | New Application | each | | 9.00 | \$ 229 | \$ 2,060 | \$ 594 | 29% | 5 | \$ 2,970 | \$ 10,300 |
| | Renewal | each | | 4.00 | \$ 229 | \$ 916 | \$ 336 | 37% | 63 | \$ 21,168 | \$ 57,680 |
| | per SF/month - assessment (<80' bulk & height) | per SF/month | | | | | \$ 6.50 | | | | |
| | per SF/month - assessment (over 80' bulk & height) | per SF/month | | | | | \$ 17 | | | | |
| 2 | Banners | | [2] | | | | | | | | |
| | Processing | per 20 banners | | 2.30 | \$ 229 | \$ 526 | \$ 121 | 23% | 652 | \$ 78,892 | \$ 343,242 |
| | Inspection | per 20 banners | | 0.50 | \$ 229 | \$ 114 | \$ 208 | 182% | 671 | \$ 139,568 | \$ 76,792 |
| 3 | Board of Appeals Surcharge | each | | | | | \$ 10 | | | | |
| 4 | Café Tables & Chair (annual) | | | | | | | | | | |
| | New | each | | 13.00 | \$ 229 | \$ 2,976 | \$ 165 | 6% | 186 | \$ 30,690 | \$ 553,454 |
| | plus each additional SF | each SF | | 0.03 | \$ 229 | \$ 7 | \$ 9.25 | 135% | 13,198 | \$ 122,082 | \$ 90,626 |
| | Renewal | each | | 2.40 | \$ 229 | \$ 549 | \$ 82 | 15% | 465 | \$ 38,130 | \$ 255,440 |
| | plus each additional SF | each SF | | 0.01 | \$ 229 | \$ 2 | \$ 8.00 | 350% | 54,267 | \$ 434,136 | \$ 124,211 |
| | Requiring Departmental Action | each | | 6.90 | \$ 229 | \$ 1,579 | \$ 165 | 10% | - | \$ - | \$ - |
| | plus each additional SF | each SF | | 0.05 | \$ 229 | \$ 11 | \$ 10.50 | 92% | - | \$ - | \$ - |

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|---------|--------------------------------|--------------------|-------|---|----------------------------|------------------------------|--|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee 2023-24 PW Permit Fee Schedule | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| 5 | Commemorative Plaque | each | [3] | 19.60 | \$ 229 | \$ 4,486 | \$ 1,833 | 41% | 1 | \$ 1,833 | \$ 4,486 |
| 6 | Contractor Parking Plan | | | | | | | | | | |
| | Street Space | each | | 4.00 | \$ 229 | \$ 916 | \$ 765 | 84% | 1 | \$ 765 | \$ 916 |
| | Excavation | each | | | | | | | | | |
| | Administrative Fee | each | | 1.25 | \$ 229 | \$ 286 | \$ 168 | 59% | 70 | \$ 11,760 | \$ 20,028 |
| | Inspection | each | | 1.00 | \$ 229 | \$ 229 | \$ 390 | 170% | 71 | \$ 27,690 | \$ 16,251 |
| | Modification | each | | 1.25 | \$ 229 | \$ 286 | \$ 69 | 24% | - | \$ - | \$ - |
| 7 | Consultation / Pre-Application | | | | | | | | | | |
| | First 2 hours | flat | | 2.50 | \$ 229 | \$ 572 | \$ 533 | 93% | 4 | \$ 2,132 | \$ 2,289 |
| | each additional hour | hourly | | 1.00 | \$ 229 | \$ 229 | \$ 266 | 116% | - | \$ - | \$ - |
| 8 | Display Merchandise | | | | | | | | | | |
| | Annual | each | | 4.95 | \$ 229 | \$ 1,133 | \$ 178 | 16% | 286 | \$ 50,908 | \$ 324,038 |
| | plus each additional SF | each SF | | 0.08 | \$ 229 | \$ 18 | \$ 11.75 | 64% | 9,412 | \$ 110,591 | \$ 172,344 |

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|---------|---|--------------------|-------|---|----------------------------|------------------------------|--|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee 2023-24 PW Permit Fee Schedule | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| 9 | Excavation | | | | | | | | | | |
| | Administrative Fee | | | | | | | | | | |
| | Small project - to 100 SF | per permit | | 1.80 | \$ 229 | \$ 412 | \$ 111 | 27% | 1,382 | \$ 153,402 | \$ 569,385 |
| | Medium project - 100 to 1,000 SF | per block | | 1.50 | \$ 229 | \$ 343 | \$ 140 | 41% | 360 | \$ 50,400 | \$ 123,600 |
| | Large project - 1,000+ SF | per block | | 2.50 | \$ 229 | \$ 572 | \$ 186 | 33% | 227 | \$ 42,222 | \$ 129,895 |
| | General Inspection Fee | | | | | | | | | | |
| | Small project - to 100 SF | per permit | | 2.00 | \$ 229 | \$ 458 | \$ 600 | 131% | 1,383 | \$ 829,800 | \$ 633,107 |
| | Medium project - 100 to 1,000 SF | per day | | 0.14 | \$ 229 | \$ 32 | \$ 92 | 287% | 359 | \$ 33,028 | \$ 11,504 |
| | Large project - 1,000+ SF | per day | | 0.09 | \$ 229 | \$ 21 | \$ 136 | 660% | 227 | \$ 30,872 | \$ 4,676 |
| | Tank removal, standard side sewer, boring/monitoring wells) | per hour | [6] | 1.00 | \$ 229 | \$ 229 | \$ 150 | 66% | 364 | \$ 54,600 | \$ 83,316 |
| | Utility Inspection Fee | | | | | | | | | | |
| | Small project - to 100 SF | per permit | | 2.00 | \$ 229 | \$ 458 | \$ 26 | 6% | - | \$ - | \$ - |
| | Medium project - 100 to 1,000 SF | per day | | 0.14 | \$ 229 | \$ 32 | \$ 92 | 287% | - | \$ - | \$ - |
| | Large project - 1,000+ SF | per day | | 0.16 | \$ 229 | \$ 37 | \$ 136 | 371% | - | \$ - | \$ - |
| 10 | Flower Markets | each | | 5.50 | \$ 229 | \$ 1,259 | \$ 1,213 | 96% | 4 | \$ 4,852 | \$ 5,036 |
| 11 | Free Sample Merchandise | per day | [9] | 1.55 | \$ 229 | \$ 355 | \$ 100 | 28% | 52 | \$ 5,200 | \$ 18,448 |
| 12 | Inspection of Conformity | each | | 3.00 | \$ 229 | \$ 687 | \$ 300 | 44% | 216 | \$ 64,800 | \$ 148,320 |

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|-----------|--|--------------------|-------|---|----------------------------|------------------------------|---|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee 2023-24 PW Permit Fee Schedule | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| 13 | Major Encroachment | | [3] | | | | | | | | |
| | New Application | each | | 43.00 | \$ 229 | \$ 9,842 | \$ 5,748 | 58% | 10 | \$ 57,480 | \$ 98,422 |
| | At Risk | each | | 4.00 | \$ 229 | \$ 916 | NEW | % | | \$ - | \$ - |
| | City Attorney | actual cost | | | | | NEW | | | | |
| | Annual Assessment Fee (min \$100) | per SF/year | | | | | \$ 5.25 | | | | |
| 14 | Minor Sidewalk Encroachment | | [3] | | | | | | | | |
| | New Application | each | | 22.00 | \$ 229 | \$ 5,036 | \$ 1,481 | 29% | 629 | \$ 931,549 | \$ 3,167,368 |
| | Public Hearing Required (additional fee) | each | | 6.00 | \$ 229 | \$ 1,373 | NEW | % | | \$ - | \$ - |
| | Annual Assessment Fee (min \$100) | per SF/year | | | | | \$ 5.25 | | | | |
| | Existing Conditions or Submittal with SI Permit (except shoring MSE permits) | each | | 2.00 | \$ 229 | \$ 458 | \$ 211 | 46% | - | \$ - | \$ - |
| 15 | Mobile Food Facilities | | [6,7] | | | | | | | | |
| | One (1) Location | each | | | | | | | | \$ - | \$ - |
| | Filing Fee | each | | 6.00 | \$ 229 | \$ 1,373 | \$ 228 | 17% | 135 | \$ 30,780 | \$ 185,400 |
| | Notification Fee | each | | 2.00 | \$ 229 | \$ 458 | \$ 277 | 61% | 38 | \$ 10,526 | \$ 17,396 |
| | Inspection Fee | each | | 1.00 | \$ 229 | \$ 229 | \$ 528 | 231% | 13 | \$ 6,864 | \$ 2,976 |
| | Each additional location | | | | | | | | | | |
| | Notification Fee | each | | 2.00 | \$ 229 | \$ 458 | \$ 277 | 61% | 40 | \$ 11,080 | \$ 18,311 |
| | Inspection Fee - first additional location | each | | 1.00 | \$ 229 | \$ 229 | \$ 264 | 115% | 44 | \$ 11,616 | \$ 10,071 |
| | Inspection Fee - each additional location | each | | 1.00 | \$ 229 | \$ 229 | \$ 264 | 115% | - | \$ - | \$ - |
| | Modification of location, or hours of operation | | | | | | | | | | |
| | Filing Fee | each | | 4.00 | \$ 229 | \$ 916 | \$ 117 | 13% | - | \$ - | \$ - |
| | Notification Fee | each | | 2.00 | \$ 229 | \$ 458 | \$ 277 | 61% | - | \$ - | \$ - |
| | Inspection Fee | each | | 1.00 | \$ 229 | \$ 229 | \$ 264 | 115% | - | \$ - | \$ - |
| | Renewal (no violations within previous year) | each | | 1.00 | \$ 229 | \$ 229 | \$ 183 | 80% | - | \$ - | \$ - |
| | Per Decal (if applicable) | each | | 0.50 | \$ 229 | \$ 114 | \$ 50 | 44% | 82 | \$ 4,100 | \$ 9,384 |

Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|---------|------------------------------------|--------------------|-------|---|----------------------------|------------------------------|--|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee 2023-24 PW Permit Fee Schedule | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| 16 | Nighttime Work (new application) | | | | | | | | | | |
| | Permit | each | | 4.70 | \$ 229 | \$ 1,076 | \$ 151 | 14% | 687 | \$ 103,737 | \$ 739,060 |
| | Inspection | per night | | 4.00 | \$ 229 | \$ 916 | NEW | % | - | \$ - | \$ - |
| 17 | Overwide Driveway (30+ feet) | | [3] | | | | | | | | |
| | New Application | each | | 6.25 | \$ 229 | \$ 1,431 | \$ 1,158 | 81% | - | \$ - | \$ - |
| | Existing Condition | each | | 2.00 | \$ 229 | \$ 458 | \$ 211 | 46% | 14 | \$ 2,954 | \$ 6,409 |
| | Annual Assessment Fee | per SF/year | | | | | \$ 5.25 | | | | |
| | Inspection | each | | 2.00 | \$ 229 | \$ 458 | \$ 371 | 81% | - | \$ - | \$ - |
| 18 | Shared Spaces/Parklet | | [11] | | | | | | | | |
| | Tier 1: Public Parklet | | | | | | | | | | |
| | First parking space | each | | 13.00 | \$ 229 | \$ 2,976 | \$ 1,090 | 37% | - | \$ - | \$ - |
| | Each additional parking space | each | | 3.00 | \$ 229 | \$ 687 | \$ 272 | 40% | - | \$ - | \$ - |
| | Annual license per parking space | each | | 1.00 | \$ 229 | \$ 229 | \$ 109 | 48% | - | \$ - | \$ - |
| | Tier 2: Movable Commercial Parklet | | | | | | | | | | |
| | First parking space | each | | 13.00 | \$ 229 | \$ 2,976 | \$ 2,180 | 73% | - | \$ - | \$ - |
| | Each additional parking space | each | | 3.00 | \$ 229 | \$ 687 | \$ 1,090 | 159% | - | \$ - | \$ - |
| | Annual license per parking space | each | | 1.00 | \$ 229 | \$ 229 | \$ 1,635 | 714% | - | \$ - | \$ - |
| | Tier 3: Fixed Commercial Parklet | | | | | | | | | | |
| | First parking space | each | | 15.00 | \$ 229 | \$ 3,433 | \$ 3,270 | 95% | - | \$ - | \$ - |
| | Each additional parking space | each | | 3.00 | \$ 229 | \$ 687 | \$ 1,635 | 238% | - | \$ - | \$ - |
| | Annual license per parking space | each | | 1.00 | \$ 229 | \$ 229 | \$ 2,180 | 952% | - | \$ - | \$ - |
| 19 | Pipe Barriers | | [3] | | | | | | | | |
| | New Application | each | | 4.25 | \$ 229 | \$ 973 | \$ 1,040 | 107% | 30 | \$ 31,192 | \$ 29,183 |
| | Inspection Fee | per 25 ft | | 2.00 | \$ 229 | \$ 458 | \$ 489 | 107% | - | \$ - | \$ - |
| | Existing Conditions | each | | 2.00 | \$ 229 | \$ 458 | \$ 211 | 46% | 6 | \$ 1,266 | \$ 2,747 |

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|---------|--|---------------------|-------|---|----------------------------|------------------------------|--|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee 2023-24 PW Permit Fee Schedule | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| 20 | Security Bollards (new application) | | [3] | | | | | | | \$ - | \$ - |
| | Application Fee | each | | 8.00 | \$ 229 | \$ 1,831 | \$ 3,067 | 167% | - | \$ - | \$ - |
| | Inspection Fee | per 25 ft | | 4.00 | \$ 229 | \$ 916 | NEW | % | - | \$ - | \$ - |
| 21 | Sidewalk Repair | per 100 SF | | 1.00 | \$ 229 | \$ 229 | \$ 25 | 11% | 617 | \$ 15,425 | \$ 141,225 |
| | Inspection Fee | each | | 3.00 | \$ 229 | \$ 687 | NEW | % | - | \$ - | \$ - |
| 22 | Special Sidewalk | | [3] | | | | | | | | |
| | New Application | each | | 4.00 | \$ 229 | \$ 916 | \$ 594 | 65% | 34 | \$ 20,196 | \$ 31,129 |
| | Non-Std Cross Slopes, Existing Conditions/Submittal with SI Permit | each | | 2.00 | \$ 229 | \$ 458 | \$ 211 | 46% | - | \$ - | \$ - |
| | Inspection Fee (Special Coating) | each | | 6.00 | \$ 229 | \$ 1,373 | NEW | % | - | \$ - | \$ - |
| 23 | Storage Container (registered companies only) | | | | | | | | | | |
| | Annual | each | | 2.10 | \$ 229 | \$ 481 | \$ 841 | 175% | - | \$ - | \$ - |
| | Deposit | each | [10] | | | | \$30,000 refundable bond | | | | |
| | Individual Location | | | | | | | | | | |
| | 1st Day | each | | 1.00 | \$ 229 | \$ 229 | \$ 84 | 37% | 14 | \$ 1,176 | \$ 3,204 |
| | 2nd & 3rd Day | each | | 1.00 | \$ 229 | \$ 229 | \$ 169 | 74% | - | \$ - | \$ - |
| | Over 3 days | each | | 1.00 | \$ 229 | \$ 229 | \$ 169 | 74% | - | \$ - | \$ - |
| | plus per container / day | per container / day | | 0.50 | \$ 229 | \$ 114 | \$ 84 | 73% | - | \$ - | \$ - |

Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|---------|---|--------------------------|-------|---|----------------------------|------------------------------|--|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee 2023-24 PW Permit Fee Schedule | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| 24 | Street Improvement | | | | | | | | | | |
| | Minimum Submittal Fee (w/Building Permit App) - Simple | each | | 11.00 | \$ 229 | \$ 2,518 | \$ 1,660 | 66% | 122 | \$ 202,520 | \$ 307,169 |
| | Minimum Submittal Fee (w/Building Permit App) - Complex | each | | 39.00 | \$ 229 | \$ 8,927 | NEW | % | - | \$ - | \$ - |
| | Minimum Notice to Repair | each | | 5.00 | \$ 229 | \$ 1,144 | \$ 554 | 48% | - | \$ - | \$ - |
| | Curb Cut Only Annual Assessment Fee (min \$100) | per SF/year | | | | | \$ 5.25 | | | | |
| 25 | Street Space | | | | | | | | | | |
| | Permit | each | | 2.00 | \$ 229 | \$ 458 | \$ 168 | 37% | 34 | \$ 5,712 | \$ 15,564 |
| | Occupancy Assessment | per month/per 20 LF | | | | | NEW | | | | |
| 26 | Street Vending | | | | | | | | | | |
| | Application | each | | 6.00 | \$ 229 | \$ 1,373 | \$ 454 | 33% | - | \$ - | \$ - |
| | Renewal | each | | 1.00 | \$ 229 | \$ 229 | \$ 106 | 46% | - | \$ - | \$ - |
| 27 | Temporary Occupancy | per day / per block face | | 1.55 | \$ 229 | \$ 355 | \$ 84 | 24% | 92 | \$ 7,728 | \$ 32,640 |
| 28 | Transit Shelters (registered companies only) | | | | | | | | | | |
| | New Location | each | | 12.30 | \$ 229 | \$ 2,815 | \$ 470 | 17% | 26 | \$ 12,220 | \$ 73,199 |
| | Existing location (if no public notice required) | each | | 3.00 | \$ 229 | \$ 687 | NEW | % | - | \$ - | \$ - |
| 29 | Vault (Transformer) Encroachment | | [3] | | | | | | | | |
| | New Application | each | | 14.00 | \$ 229 | \$ 3,204 | \$ 1,536 | 48% | 49 | \$ 75,264 | \$ 157,018 |
| | Annual Assessment Fee | per SF/year | | | | | \$ 19.75 | | | | |

Cost of Service Estimate for Fee Related Services and Activities

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|---------|---|--------------------|-------|---|----------------------------|------------------------------|--|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee 2023-24 PW Permit Fee Schedule | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| 30 | SFMTA Parking Meter Occupancy Fees | per 25 LF / day | | | | | \$ 18 | | | | |
| 31 | For services requested of City staff which have no fee listed in this fee schedule. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | hourly | | 1.00 | \$ 229 | \$ 229 | \$ - | % | - | \$ - | \$ - |
| TOTAL | | | | | | | | | | 3,885,875 | 8,827,262 |

NOTES

- [1] Sourced from: 2022-23 Public Works Permit Fee Schedule, effective 7-1-22.
- [2] Prorate if less than 20 banners.
- [3] Permit may require notarization and recordation. Fees for such requirements are not included.
- [4] All permits are subject to Board of Appeal Surcharge (\$9) except for Commemorative Plaque, Flower Markets, Inspection of Conformity and Major Encroachments.
- [5] Additional fees may apply for any additional time and materials, for processing permits as set forth in the Public Works Code, Section 2.1.3. Any expired or inactivated permits shall be subject to an additional renewal fee. Additional permits and fees may be required by other agencies.
- [6] Boring, Monitoring Well, Side Sewer, Tank Removal, General Excavation and Mobile Food Facilities fees vary due to duration and size of the project. Please contact the main office for a plan checker at (415) 554-5810 for assistance.
- [7] May require referral to Department of Public Health. The Department of Public Health may charge up to \$191 per hour for referrals sent by Public Works.
- [8] Separate fees shall be paid to the Department of Health and the Fire Marshal for the annual approvals required by each department for a valid permit. Fees for Department of Public Health are set forth in the Business and Taxation Code.
- [9] \$500 refundable bond applies
- [10] \$30,000 refundable bond applies
- [11] Published fees are split between SFMTA and SFPDW

APPENDIX A.2

Cost of Service Analysis – Bureau of Street-Use and Mapping – Subdivision and Mapping Division

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|---------|---|--------------------|-------|---|----------------------------|------------------------------|--|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee 2023-24 Subdivision & Mapping Fee Schedule | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| II | SUBDIVISION AND MAPPING | | | | | | | | | | |
| 1 | Application Processing | each | | 6.00 | \$ 238 | \$ 1,426 | \$ 1,000 | 70% | - | \$ - | \$ - |
| 2 | Parcel Map | | [3] | | | | | | | | |
| | Condominium Conversions of 4 Units or Less | each | | 57.00 | \$ 238 | \$ 13,551 | \$ 12,429 | 92% | 147 | \$ 1,827,063 | \$ 1,991,993 |
| | New Construction Condominiums & Subdivisions of 4 Units or Less | each | | 57.00 | \$ 238 | \$ 13,551 | \$ 11,518 | 85% | 58 | \$ 668,044 | \$ 785,956 |
| | plus per lot | per lot | | 0.25 | \$ 238 | \$ 59 | \$ 50 | 84% | - | \$ - | \$ - |
| 3 | Final Map | | [3] | | | | | | | | |
| | Condominium Conversions of 5 or 6 Units | each | | 94.00 | \$ 238 | \$ 22,347 | \$ 12,592 | 56% | - | \$ - | \$ - |
| | plus per lot | per lot | | 0.25 | \$ 238 | \$ 59 | \$ 50 | 84% | - | \$ - | \$ - |
| | plus per lot (air space subdivision) | per lot | | 2.00 | \$ 238 | \$ 475 | \$ 806 | 170% | - | \$ - | \$ - |
| | New Construction Condominiums & Subdivisions of 5 Units or More | each | | 94.00 | \$ 238 | \$ 22,347 | \$ 12,592 | 56% | 6 | \$ 75,552 | \$ 134,083 |
| | plus per lot | per lot | | 0.25 | \$ 238 | \$ 59 | \$ 50 | 84% | - | \$ - | \$ - |
| | plus per lot (air space subdivision) | per lot | | 2.00 | \$ 238 | \$ 475 | \$ 806 | 170% | - | \$ - | \$ - |

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|---------|---|--------------------|-------|---|----------------------------|------------------------------|--|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee 2023-24 Subdivision & Mapping Fee Schedule | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| 4 | Vertical Subdivision Map | | [3,4] | | | | | | | | |
| | Parcel Map (4 Lots or Less) | each | | 59.00 | \$ 238 | \$ 14,026 | \$ 12,852 | 92% | 14 | \$ 179,928 | \$ 196,370 |
| | Final Map (5 Lots or More) | each | | 96.00 | \$ 238 | \$ 22,823 | \$ 12,852 | 56% | - | \$ - | \$ - |
| | Each Additional Lot (air space subdivision) | each | | 2.00 | \$ 238 | \$ 475 | \$ 806 | 170% | - | \$ - | \$ - |
| 5 | Vesting Tentative Map | each | [3,4] | 98.00 | \$ 238 | \$ 23,298 | \$ 13,592 | 58% | 3 | \$ 40,776 | \$ 69,894 |
| 6 | Amended Map | each | | 35.00 | \$ 238 | \$ 8,321 | \$ 4,357 | 52% | - | \$ - | \$ - |
| 7 | Lot Line Adjustment | each | | 57.00 | \$ 238 | \$ 13,551 | \$ 4,357 | 32% | 17 | \$ 74,069 | \$ 230,367 |
| 8 | Certificate of Compliance | each | | 35.00 | \$ 238 | \$ 8,321 | \$ 3,446 | 41% | 12 | \$ 41,352 | \$ 99,849 |
| 9 | Certificate of Correction | each | | 35.00 | \$ 238 | \$ 8,321 | \$ 3,446 | 41% | - | \$ - | \$ - |
| 10 | Sidewalk Legislation, Street Vacation | per block | | 43.00 | \$ 238 | \$ 10,223 | \$ 3,293 | 32% | 106 | \$ 349,058 | \$ 1,083,602 |
| | Additional Fee (fronting/re-circulation) | per lot | | 8.00 | \$ 238 | \$ 1,902 | \$ 1,750 | 92% | 4 | \$ 7,000 | \$ 7,608 |

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|---------|---|--------------------|-------|---|----------------------------|------------------------------|------------------------|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| 11 | Record of Survey | each | | 58.00 | \$ 238 | \$ 13,789 | \$ 816 | 6% | 81 | \$ 66,096 | \$ 1,116,885 |
| 12 | Corner Record | each | [2] | 3.00 | \$ 238 | \$ 713 | \$ 25 | 4% | 48 | \$ 1,200 | \$ 34,234 |
| 13 | Department of Building Inspection (DBI) Review Fee | each | [6] | | | | \$ 538 | | | | |
| 14 | Pre-application Meeting or Staff Consultation (first 2 hours) | flat | | 2.50 | \$ 238 | \$ 594 | \$ 533 | 90% | - | \$ - | \$ - |
| | each additional hour | hourly | | 1.00 | \$ 238 | \$ 238 | \$ 266 | 112% | - | \$ - | \$ - |
| 15 | Project Reinstatement (Unterrmination) | each | | 4.00 | \$ 238 | \$ 951 | \$ 1,000 | 105% | 8 | \$ 8,000 | \$ 7,608 |
| 16 | Incomplete Submittal | each | | 2.50 | \$ 238 | \$ 594 | \$ 500 | 84% | 17 | \$ 8,500 | \$ 10,104 |
| 17 | Appeal of Tentative Map Decision Fee | each | [5] | 4.00 | \$ 238 | \$ 951 | \$ 381 | 40% | 2 | \$ 762 | \$ 1,902 |
| 18 | Monument Reference | each | | 18.00 | \$ 238 | \$ 4,279 | \$ 4,070 | 95% | 81 | \$ 329,670 | \$ 346,620 |
| 19 | For services requested of City staff which have no fee listed in this fee schedule. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | hourly | | 1.00 | \$ 238 | \$ 238 | \$ - | % | - | \$ - | \$ - |
| TOTAL | | | | | | | | | | 3,705,870 | 6,117,075 |

| | | | | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|---------|----------|--------------------|-------|---|----------------------------|------------------------------|--|--------------------------|-----------------------------------|---------------------------|------------------------|
| Fee No. | Fee Name | Fee Unit of Charge | Notes | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee 2023-24 Subdivision & Mapping Fee Schedule | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |

NOTES

- [1] Sourced from: 2022-23 Public Works Subdivision and Mapping Fee Schedule, effective 7-1-22.
- [2] Maximum fee amount is set by State.
- [3] Submit two (2) separate checks, payable to San Francisco Public Works or SFPW. One check is a non-refundable application processing fee of \$1,000; and the second check is for the remaining map review fee. Please date checks no more than 15 days from the day of application submittal.
- [4] Minimum fee. Additional fees may be assessed on time and material basis.
- [5] Legislated fee
- [6] Passthrough fee for DBI review

APPENDIX A.3

Cost of Service Analysis – Bureau of Urban Forestry

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|---------|--|--------------------|-------|---|----------------------------|------------------------------|--|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee 2023-24 PW Permit Fee Schedule | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| III | URBAN FORESTRY | | | | | | | | | | |
| 1 | Sidewalk Landscaping | | | | | | | | | | |
| | Non-Construction Related | | | | | | | | | | |
| | One (1) Property | per app | | 2.50 | \$ 205 | \$ 512 | \$ 340 | 66% | 123 | \$ 41,820 | \$ 62,995 |
| | 2-4 Properties | per app | | 3.50 | \$ 205 | \$ 717 | \$ 292 | 41% | 4 | \$ 1,168 | \$ 2,868 |
| | 5+ Properties | per app | | 4.50 | \$ 205 | \$ 922 | \$ 253 | 27% | 97 | \$ 24,541 | \$ 89,423 |
| | Construction Related | | | | | | | | | | |
| | Single Property / Small Parcel / Residential - Retroactive (no changes required) | per app | | 2.00 | \$ 205 | \$ 410 | NEW | % | - | \$ - | \$ - |
| | Up to 25 lf of frontage | flat | | 2.50 | \$ 205 | \$ 512 | NEW | % | - | \$ - | \$ - |
| | 26-75 lf of frontage | flat | | 3.00 | \$ 205 | \$ 615 | NEW | % | - | \$ - | \$ - |
| | 76-200 lf of frontage | flat | | 3.25 | \$ 205 | \$ 666 | NEW | % | - | \$ - | \$ - |
| | 201+ lf of frontage | flat | | 3.50 | \$ 205 | \$ 717 | NEW | % | - | \$ - | \$ - |
| 2 | In-Lieu Tree Fee | | | | | | | | | | |
| | DPW Labor | per tree | | 1.50 | \$ 205 | \$ 307 | | | | | |
| | 36 inch box tree | actual cost | [1] | | | \$ 538 | | | | | |
| | Water -3 years, 1350 gallons per week | actual cost | [1] | | | \$ 1,600 | | | | | |
| | Subtotal | | | | | \$ 2,446 | \$ 2,431 | 99% | 360 | \$ 875,160 | \$ 880,419 |
| | DPW Labor | per tree | | 1.50 | \$ 205 | \$ 307 | | | | | |
| | 48 inch box tree | actual cost | [1] | | | \$ 1,658 | | | | | |
| | Water -3 years, 1350 gallons per week | actual cost | [1] | | | \$ 1,600 | | | | | |
| | Subtotal | | | | | \$ 3,566 | \$ 2,431 | 68% | - | \$ - | \$ - |
| | DPW Labor | per tree | | 1.50 | \$ 205 | \$ 307 | | | | | |
| | 60 inch box tree | actual cost | [1] | | | \$ 3,317 | | | | | |
| | Water -3 years, 1350 gallons per week | actual cost | [1] | | | \$ 1,600 | | | | | |
| | Subtotal | | | | | \$ 5,224 | \$ 2,431 | 47% | - | \$ - | \$ - |

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|--------------|---|--------------------|-------|---|----------------------------|------------------------------|--|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee 2023-24 PW Permit Fee Schedule | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| 3 | Tree Removal Permit Application (includes New Planting) | | | | | | | | | | |
| | Non-Construction Related | | | | | | | | | | |
| | 1 - 3 Trees | flat | | 3.00 | \$ 205 | \$ 615 | \$ 458 | 75% | 31 | \$ 14,198 | \$ 19,052 |
| | 4-9 Trees | flat | | 4.00 | \$ 205 | \$ 819 | \$ 1,228 | 150% | 19 | \$ 23,332 | \$ 15,570 |
| | 10+ Trees | flat | | 5.00 | \$ 205 | \$ 1,024 | \$ 1,845 | 180% | 10 | \$ 18,450 | \$ 10,243 |
| | Construction Related | | | | | | | | | | |
| | 1 - 3 Trees | flat | | 4.00 | \$ 205 | \$ 819 | \$ 923 | 113% | 237 | \$ 218,751 | \$ 194,210 |
| | 4-9 Trees | flat | | 5.00 | \$ 205 | \$ 1,024 | \$ 1,228 | 120% | - | \$ - | \$ - |
| | 10+ Trees | flat | | 6.00 | \$ 205 | \$ 1,229 | \$ 1,845 | 150% | - | \$ - | \$ - |
| 4 | Tree Protection Plan | | | | | | | | | | |
| | 1-3 Trees | per app | | 2.00 | \$ 205 | \$ 410 | \$ 151 | 37% | 103 | \$ 15,553 | \$ 42,202 |
| | 4+ Trees | per app | | 3.00 | \$ 205 | \$ 615 | \$ 151 | 25% | | \$ - | \$ - |
| 5 | New Planting (standalone, no tree removal permit) | | | | | | | | | | |
| | Non-Construction Related | each | | 1.50 | \$ 205 | \$ 307 | NEW | % | - | \$ - | \$ - |
| | Construction Related | | | | | | | | | | |
| | Up to 50 lf of frontage | each | | 2.50 | \$ 205 | \$ 512 | NEW | % | - | \$ - | \$ - |
| | 51-125 lf of frontage | each | | 3.50 | \$ 205 | \$ 717 | NEW | % | - | \$ - | \$ - |
| | 126-250 lf of frontage | each | | 5.00 | \$ 205 | \$ 1,024 | NEW | % | - | \$ - | \$ - |
| | 251+ lf of frontage | each | | 6.50 | \$ 205 | \$ 1,332 | NEW | % | - | \$ - | \$ - |
| 6 | Reinspection Fee / Additional Site Visit | per inspection | | 2.00 | \$ 205 | \$ 410 | NEW | % | - | \$ - | \$ - |
| 7 | Billboard Permit | each | [2] | | | | \$ 300 | | | | |
| 8 | For services requested of City staff which have no fee listed in this fee schedule. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | hourly | | 1.00 | \$ 205 | \$ 205 | \$ - | % | - | \$ - | \$ - |
| TOTAL | | | | | | | | | | 1,232,973 | 1,316,983 |

NOTES

- [1] Actual costs are passed through to applicant. NBS did not evaluate.
- [2] Fee set by San Francisco Public Works code 805.1. NBS did not evaluate.

APPENDIX A.4

Cost of Service Analysis –

Bureau of Street & Environmental Services – Community Preservation and Blight Reduction Act

Cost of Service Estimate for Fee Related Services and Activities - Blight

| Fee No. | Fee Name | Fee Unit of Charge | Notes | Activity Service Cost Analysis | | | Cost Recovery Analysis | | Annual Estimated Revenue Analysis | | |
|---------|---|--------------------|-------|---|----------------------------|------------------------------|------------------------|--------------------------|-----------------------------------|---------------------------|------------------------|
| | | | | Estimated Average Labor Time Per Activity (hours) | Fully Burdened Hourly Rate | Cost of Service Per Activity | Current Fee | Existing Cost Recovery % | Estimated Volume of Activity | Annual Estimated Revenues | |
| | | | | | | | | | | Current Fee | Full Cost Recovery Fee |
| IV | BLIGHT | | | | | | | | | | |
| 1 | Blight Violations | | [1] | | | | | | | | |
| | Inspection Fee | per inspection | | 2.50 | \$ 130 | \$ 324 | \$ 320 | 99% | 2,159 | \$ 690,880 | \$ 699,093 |
| | Failure to Correct Notice of Violation | | | | | | | | | | |
| | 15 days - 90 days following notice | per day | | | | | \$ 100 | | | | |
| | 91 days - 120 days following notice | per day | | | | | \$100 - \$500 | | | | |
| | 121 days or more following notice | per day | | | | | \$500 - \$1,000 | | | | |
| 2 | For services requested of City staff which have no fee listed in this fee schedule. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | hourly | | 1.00 | \$ 130 | \$ 130 | NEW | % | - | \$ - | \$ - |
| TOTAL | | | | | | | | | | 690,880 | 699,093 |

NOTES

- [1] Includes: Overgrown weeds and grass, Landscaping, Trash, litter and debris, Outside storage of household items, Property blight, Disrepair and exterior property conditions, Graffiti, Abandoned or junk vehicles, Vehicles parked on lawn or unpaved area, Home auto repair

APPENDIX B.1

Comparative Fee Survey – Bureau of Street-Use and Mapping – Permits & Inspection Divisions

| City of San Francisco | | | | Comparison Agencies | | | | | | | |
|-----------------------|--|-----------------|-----------------------|---|------------------------------------|--|---|--------------------------------------|--|--|--|
| Fee No. | Fee Description | Fee Unit / Type | Current Fee / Deposit | Berkeley | LA | Oakland | Sacramento | Seattle | | | |
| | | | | | | | | | | | |
| I | STREET-USE | | | | | | | | | | |
| | | | | | | | | | | | |
| 1 | Additional Street Space | | | | | | | | | | |
| | New Application | each | \$ 594 | see street space | see street space | see street space | see street space | see street space | | | |
| | Renewal | each | \$ 336 | | | | | | | | |
| | per SF/month - assessment (<80' bulk & height) | per SF/month | \$ 6.50 | see street space | see street space | see street space | see street space | see street space | | | |
| | per SF/month - assessment (over 80' bulk & height) | per SF/month | \$ 17 | | | | | | | | |
| | | | | | | | | | | | |
| 2 | Banners | | | | | | | | | | |
| | Processing | per 20 banners | \$ 121 | \$582 (from Planning fee schedule) | Actual Cost | no comparison available | New: \$600 Renew/Ext: \$300 | Event Pole Banner Issuance: \$300 | | | |
| | Inspection | per 20 banners | \$ 208 | | | | | | | | |
| | | | | | | | | | | | |
| 3 | Board of Appeals Surcharge | each | \$ 10 | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available | | | |
| | | | | | | | | | | | |
| 4 | Café Tables & Chair (annual) | | | no comparison available | \$1,854 + sewerage facility charge | see street space | Staff issued: \$190 City Council approval: \$390 | see street space | | | |
| | New | each | \$ 165 | | no fee | | | | | | |
| | plus each additional SF | each SF | \$ 9.25 | | | | | | | | |
| | Renewal | each | \$ 82 | | Actual Cost | | | | | | |
| | plus each additional SF | each SF | \$ 8.00 | | | | | | | | |
| | Requiring Departmental Action | each | \$ 165 | | | | | | | | |
| | plus each additional SF | each SF | \$ 11 | | | | | | | | |
| | | | | | | | | | | | |
| 5 | Commemorative Plaque | each | \$ 1,833 | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available | | | |
| | | | | | | | | | | | |
| 6 | Contractor Parking Plan | | | | | | | | | | |
| | Street Space | each | \$ 765 | see street space | see street space | see street space | see street space | see street space | | | |
| | Excavation | each | | Base Fee: \$34 No Parking Sign: \$15 Daily: \$15.80 Weekly: \$79 | no comparison available | Short-term (14 days): Metered area: \$34.50/meter/day Un-metered area: \$17/25 ft/day Signs: \$3/sign Long-term (15-180 days): Metered: \$1,037/meter/30 days Un-metered: \$519/25 ft/30 days | no comparison available | no comparison available | | | |
| | Administrative Fee | each | \$ 168 | | | | | | | | |
| | Inspection | each | \$ 390 | | | | | | | | |
| | Modification | each | \$ 69 | | | | | | | | |

| City of San Francisco | | | | Comparison Agencies | | | | |
|-----------------------|---|--------------------|-----------------------|--|---|--|----------------------------|-------------------------|
| Fee No. | Fee Description | Fee Unit / Type | Current Fee / Deposit | Berkeley | LA | Oakland | Sacramento | Seattle |
| | | | | | | | | |
| 7 | Consultation / Pre-Application | | | | | | | |
| | First 2 hours | hourly (2 hr. min) | \$ 533 | no comparison available | \$149/hr | \$174 - \$199.16 per hour | \$120/hr | \$269/hr |
| | each additional hour | hourly | \$ 266 | | | | | |
| | | | | | | | | |
| 8 | Display Merchandise | | | see street space | No investigation: \$556 Investigation: \$1,854 Board Report Required: Actual Cost (\$7,000 min deposit) | see street space | see street space | see street space |
| | Annual | each | \$ 178 | | | | | |
| | plus each additional SF | each SF | \$ 11.75 | | | | | |
| | | | | | | | | |
| 9 | Excavation | | | Filing Fee: \$22 Base Permit: \$127 Plan Check: \$190 Insp: \$153 | | Permit (2 hrs insp time): \$454.65 Add'l insp: \$211.05/hr | Min fee \$74 / actual cost | no comparison available |
| | Administrative Fee | | | | U Permit: \$191 E Permit: \$438 | | | |
| | Small project - to 100 SF | per permit | \$ 111 | | U Permit: Act Cost E Permit: Act Cost | | | |
| | Medium project - 100 to 1,000 SF | per block | \$ 140 | | U Permit: \$114 E Permit: \$114 | City-performed repairs: Act Cost + 2% surcharge Admin fee: \$1,953 | | |
| | Large project - 1,000+ SF | per block | \$ 186 | | U Permit: \$2.20/sq.ft. E Permit: \$2.20/sq.ft. | | | |
| | General Inspection Fee | | | | U Permit: Act Cost E Permit: Act Cost | Permit Review <300 ft: \$454.65 300+ ft: \$1,257.90 ea 300 ft | | |
| | Small project - to 100 SF | per permit | \$ 600 | | see above | | | |
| | Medium project - 100 to 1,000 SF | per day | \$ 92 | | | | | |
| | Large project - 1,000+ SF | per day | \$ 136 | | | | | |
| | Tank removal, standard side sewer, boring/monitoring wells) | per hour | \$ 150 | | | | | |
| | Utility Inspection Fee | | | | | | | |
| | Small project - to 100 SF | per permit | \$ 26 | | | Permit: No Fee Inspection: \$180.83/hr (normal hours, \$316.05/hr outside normal hours) | | |
| | Medium project - 100 to 1,000 SF | per day | \$ 92 | | | | | |
| | Large project - 1,000+ SF | per day | \$ 136 | | | | | |
| | | | | | | | | |
| 10 | Flower Markets | each | \$ 1,213 | no comparison available | No investigation: \$556 Investigation: \$1,854 Board Report Required: Actual Cost (\$7,000 min deposit) | see street space | see street space | \$ 181 |

| City of San Francisco | | | | Comparison Agencies | | | | |
|-----------------------|--|-----------------|-----------------------|-------------------------|---|---|---|--|
| Fee No. | Fee Description | Fee Unit / Type | Current Fee / Deposit | Berkeley | LA | Oakland | Sacramento | Seattle |
| | | | | | | | | |
| 11 | Free Sample Merchandise | each | \$ 100 | see street space | No investigation: \$556 Investigation: \$1,854 Board Report Required: Actual Cost (\$7,000 min deposit) | see street space | see street space | no comparison available |
| 12 | Inspection of Conformity | each | \$ 300 | \$190/hr | \$149/hr | \$174/hr | \$120/hr | \$269/hr |
| 13 | Major Encroachment | | | | No investigation: \$556 Investigation: \$1,854 Board Report Required: Actual Cost (\$7,000 min deposit) | see street space | Non-billable accounts: \$300 min Billable accounts: monthly invoicing Temp Street Use: \$0-\$75 | see street space and occupancy use fee |
| | New Application | each | \$ 5,748 | \$ 454 | | | | |
| | At Risk | each | NEW | Approval Fee: \$1,774 | | | | |
| | City Attorney | each | NEW | | | | | |
| | Annual Assessment Fee (min \$100) | per SF/year | \$ 5.25 | | | | | |
| 14 | Minor Sidewalk Encroachment | | | | No investigation: \$556 Investigation: \$1,854 Board Report Required: Actual Cost (\$7,000 min deposit) | see street space | Non-billable accounts: \$300 min Billable accounts: monthly invoicing Temp Street Use: \$0-\$75 | see street space and occupancy use fee |
| | New Application | each | \$ 1,481 | \$ 454 | | | | |
| | Public Hearing Required (additional fee) | each | NEW | Approval Fee: \$1,228 | | | | |
| | Annual Assessment Fee (min \$100) | per SF/year | \$ 5.25 | | | | | |
| | Existing Conditions or Submittal with SI Permit (except shoring MSE permits) | each | \$ 211 | | | | | |
| 15 | Mobile Food Facilities | | | no comparison available | no comparison available | \$100/yr or pro-rata Downtown Park Sites: \$40/hr/date/site Other Park Sites: \$30/hr/date/site | no comparison available | Annual Food-vehicle zone vending (paid parking): \$478 (each 4-hr period x each day per week) Annual Food-vehicle zone vending (unpaid parking): \$104 (each 4-hr period x each day per week) |
| | One (1) Location | | | | | | | |
| | Filing Fee | each | \$ 228 | | | | | |
| | Notification Fee | each | \$ 277 | | | | | |
| | Inspection Fee | each | \$ 528 | | | | | |
| | Each additional location | | | | | | | |
| | Notification Fee | each | \$ 277 | | | | | |
| | Inspection Fee - first additional location | each | \$ 264 | | | | | |
| | Inspection Fee - each additional location | each | \$ 264 | | | | | |
| | Modification of location, or hours of operation | | | | | | | |
| | Filing Fee | each | \$ 117 | | | | | |
| | Notification Fee | each | \$ 277 | | | | | |
| | Inspection Fee | each | \$ 264 | | | | | |
| | Renewal (no violations within previous year) | each | \$ 183 | | | | | |
| | Per Decal (if applicable) | each | \$ 50 | | | | | |
| 16 | Nighttime Work (new application) | | | | | | | |
| | Permit | each | \$ 151 | \$190/hr | Weekday: \$95/hr | \$316.05/hr | \$120/hr | \$538/hr |
| | Inspection | per night | NEW | | Weekend/Holiday: \$380/hr (4 hr min) | | | |

| City of San Francisco | | | | Comparison Agencies | | | | |
|-----------------------|-------------------------------------|-----------------|-----------------------|---|----------------------------|--|--|-------------------------|
| Fee No. | Fee Description | Fee Unit / Type | Current Fee / Deposit | Berkeley | LA | Oakland | Sacramento | Seattle |
| 17 | Overwide Driveway (30+ feet) | | | | | | Variance: Residential/< 2 lots: \$120 Commercial/>2 lots: \$320 deposit | |
| | New Application | each | \$ 1,158 | Filing Fee: \$22 Base Permit: \$127 Plan Check: \$190 | \$273 + \$0.85 per sq. ft. | Permit: \$433 Over 200 ft: \$0.93/sq. ft. | Appeal: Actual Cost | no comparison available |
| | Existing Condition | each | \$ 211 | | | | Permit & Inspection: <23 ft: \$250 24-35 ft: \$325 36-45 ft: \$400 Asphaltic Concrete: \$175 | |
| | Annual Assessment Fee | per SF/year | \$ 5.25 | see street space | see street space | see street space | see street space | see street space |
| | Inspection | each | \$ 371 | Insp: \$28 per 100 sq. ft. | no comparison available | no comparison available | see street space | see street space |
| 18 | Shared Spaces/Parklet | | | | | | | |
| | Tier 1: Public Parklet | | | | | | | |
| | First parking space | each | \$ 1,090 | | | | | |
| | Each additional parking space | each | \$ 272 | | | | | |
| | Annual license per parking space | each | \$ 109 | | | | | |
| | Tier 2: Movable Commercial Parklet | | | | | | | |
| | First parking space | each | \$ 2,180 | no comparison available | no comparison available | no comparison available | Staff issued: \$190 | no comparison available |
| | Each additional parking space | each | \$ 1,090 | | | | City Council approval: \$390 | |
| | Annual license per parking space | each | \$ 1,635 | | | | | |
| | Tier 3: Fixed Commercial Parklet | | | | | | | |
| | First parking space | each | \$ 3,270 | | | | | |
| | Each additional parking space | each | \$ 1,635 | | | | | |
| | Annual license per parking space | each | \$ 2,180 | | | | | |
| 19 | Pipe Barriers | | | | | | | |
| | New Application | each | \$ 1,040 | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |
| | Inspection Fee | per 25 ft | \$ 489 | | | | | |
| | Existing Conditions | each | \$ 211 | | | | | |
| 20 | Security Bollards (new application) | | | | | | | |
| | Application Fee | each | \$ 3,067 | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |
| | Inspection Fee | per 25 ft | NEW | | | | | |

| City of San Francisco | | | | Comparison Agencies | | | | |
|-----------------------|--|---------------------|--------------------------|---|--|---|---|-------------------------|
| Fee No. | Fee Description | Fee Unit / Type | Current Fee / Deposit | Berkeley | LA | Oakland | Sacramento | Seattle |
| 21 | Sidewalk Repair | per 100 SF | \$ 25 | Filing Fee: \$22 Base Permit: \$127 Insp: \$28/100 sf | \$273 + \$0.85 per sq. ft. No Fee if due to City tree | Voluntary: Repair: Act cost Admin Fee: \$454.65 Interest on unpaid balance: 10%/5% low income Mandatory: Repair: Act cost Admin Fee: \$454.65 Surcharge: 2% No Fee if due to City tree | Admin Fee: \$40 Repair: Act Cost Root Inspection: \$100 | no comparison available |
| | Inspection Fee | each | NEW | | | | | |
| 22 | Special Sidewalk | | | | | | | |
| | New Application | each | \$ 594 | no comparison available | see sidewalk | see sidewalk | see street space | no comparison available |
| | Non-Std Cross Slopes, Existing Conditions/Submittal with SI Permit | each | \$ 211 | | | | | |
| | Inspection Fee (Special Coating) | each | NEW | | | | | |
| 23 | Storage Container (registered companies only) | | | | | | | |
| | Annual | each | \$ 841 | see street space | see street space | see street space | see street space | see street space |
| | Deposit | each | \$30,000 refundable bond | | | | | |
| | Individual Location | | | | | | | |
| | 1st Day | each | \$ 84 | | | | | |
| | 2nd & 3rd Day | each | \$ 169 | | | | | |
| | Over 3 days | each | \$ 169 | | | | | |
| | plus per container / day | per container / day | \$ 84 | | | | | |

| City of San Francisco | | | | Comparison Agencies | | | | |
|-----------------------|---|---------------------|-----------------------|--|--|---|---|--|
| Fee No. | Fee Description | Fee Unit / Type | Current Fee / Deposit | Berkeley | LA | Oakland | Sacramento | Seattle |
| 24 | Street Improvement | | | | Class "A" Permit - \$273 Insp: Curb: \$3.7/lf Paving/Gutter/Sidewalk/Driveway: \$0.85/sf | \$1-\$5k: \$1,000 \$5,001-\$10k: \$3,046 \$10,001-\$50k: \$3,046 + \$73/add'l \$1,000 val | | |
| | Minimum Submittal Fee (w/Building Permit App) - Simple | each | \$ 1,660 | \$190/hr | Resurfacing: \$3.30/sf Area Drain/Tree well: \$15.95 each Pipe: \$5.50 each Density Test: \$300 ea Relative Compaction: \$115 ea Concrete Cylinder Test: \$100 ea | \$50,001-\$100k: \$5,966 + \$52/add'l \$1,000 val \$100,001-\$500k: \$8,566 + \$47/add'l \$1,000 val \$500,001-\$2.5 mil: \$27,366 + \$45/add'l \$1,000 val | Min fee \$74 / actual cost | no comparison available |
| | Minimum Submittal Fee (w/Building Permit App) - Complex | each | NEW | | | | | |
| | Minimum Notice to Repair | each | \$ 554 | | Class "B" Permit: Actual Cost | \$2.5 mil+: \$117,366 + \$21/add'l \$1,000 val | | |
| | Curb Cut Only Annual Assessment Fee (min \$100) | per SF/year | \$ 5.25 | see street space | see street space | see street space | see street space | see street space |
| 25 | Street Space | | | | | City Engineer Action: New encroach: \$1,781 Existing: \$3,176 Private Bike Rack: \$74 New Bike Share: \$1,781 Encroach R3 Occup: \$1,781 Amend/Recession: \$1,084 City Council Action: \$4,980 | Encroachment - non-billable account: \$300 min deposit Encroachment - billable account: monthly invoicing Encroachment - temp use: \$0-\$75 Revocable - no Council action: \$300 Revocable - Council action - \$600 | ROW - Simple: \$194 ROW - Complex: \$698 General Long Term Issuance: \$395 General Renewal: \$300 Major Permits: \$8,262 |
| | Permit | each | \$ 168 | Filing Fee: \$22 Base Permit Fee: \$127 Temp ROW Inspection: \$190 Monthly Fee: \$221 | No investigation: \$556 Investigation: \$1,854 Board Report Required: Actual Cost (\$7,000 min deposit) | Obstruction - Short (14 day max): Metered: \$34.50/day Un-Metered: \$17/25 ft/day Obstruction - Long (15-180 day max): Metered: \$1,037/meter/30 days Un-Metered: \$519/25 ft/30 days | | |
| | Occupancy Assessment | per month/per 20 LF | NEW | \$7.50/LF/Month | no comparison available | no comparison available | no comparison available | Arterial: \$0.90 - \$1.40/per sf Non-arterial: \$0.70 - \$1.20 per sf |

| City of San Francisco | | | | Comparison Agencies | | | | |
|-----------------------|---|--------------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|--|
| Fee No. | Fee Description | Fee Unit / Type | Current Fee / Deposit | Berkeley | LA | Oakland | Sacramento | Seattle |
| 26 | Street Vending | | | | | | | |
| | Application | each | \$ 454 | no comparison available | no comparison available | no comparison available | no comparison available | rear-round Street/Sidewalk Activities: \$200 |
| | Renewal | each | \$ 106 | | | | | |
| 27 | Temporary Occupancy | per day / per block face | \$ 84 | see street space | see street space | see street space | see street space | see street space |
| 28 | Transit Shelters (registered companies only) | | | | | | | |
| | New Location | each | \$ 470 | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |
| | Existing location (if no public notice required) | each | NEW | | | | | |
| 29 | Vault (Transformer) Encroachment | | | | | | | |
| | New Application | each | \$ 1,536 | see street space | see street space | see street space | see street space | see street space |
| | Annual Assessment Fee | per SF/year | \$ 19.75 | see street space | see street space | see street space | see street space | see street space |
| 30 | SFMTA Parking Meter Occupancy Fees | per 25 LF / day | \$ 18 | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |
| 31 | For services requested of City staff which have no fee listed in this fee schedule. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | hourly | \$ - | \$ 190 | no comparison available | no comparison available | no comparison available | no comparison available |

APPENDIX B.2

Comparative Fee Survey – Bureau of Street-Use and Mapping – Subdivision and Mapping Division

| City of San Francisco | | | | Comparison Agencies | | | | |
|-----------------------|---|-----------------|-----------------------|-------------------------|---|---|---|-------------------------|
| Fee No. | Fee Description | Fee Unit / Type | Current Fee / Deposit | Berkeley | LA | Oakland | Sacramento | Seattle |
| II | SUBDIVISION AND MAPPING | | | | | | | |
| 1 | Application Processing | each | \$ 1,000 | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |
| 2 | Parcel Map | | | | | | | |
| | Condominium Conversions of 4 Units or Less | each | \$ 12,429 | no comparison available | Prelim Parcel: Map: \$8,240 Revision/Mod: \$824 Exemption: \$1,262 Tent Sub: < 20: \$8,240 >= 20: Act Cost Revision/Mod: \$1,854 | Condominium Conversion: \$3,624 Tentative Map: \$6,532 | Tentative map (parcel, master parcel, sub): \$1,000 deposit Extension: \$950 | no comparison available |
| | New Construction Condominiums & Subdivisions of 4 Units or Less | each | \$ 11,518 | | | | | |
| | plus per lot | per lot | \$ 50 | | | | | |
| 3 | Final Map | | | | | | | |
| | Condominium Conversions of 5 or 6 Units | each | \$ 12,592 | no comparison available | Final Parcel: \$8,240 Resubmit: \$824 Reversion to acerage: \$1,854 Waiver: \$1,262 | Final map: \$4,033.50 first 2.5 hours, \$417.90 each additional 2 hrs | Final Parcel: \$3,200 deposit Final Sub: \$3,800 dep + \$25/lot Master Parcel check: \$3,800 deposit | no comparison available |
| | plus per lot | per lot | \$ 50 | | | | | |
| | plus per lot (air space subdivision) | per lot | \$ 806 | | | | | |
| | New Construction Condominiums & Subdivisions of 5 Units or More | each | \$ 12,592 | | Final Sub: <20: \$8,240 >=20: Act Cost Resubmit: \$824 Reversion to acerage: \$2,549 | | | |
| | plus per lot | per lot | \$ 50 | | | | | |
| | plus per lot (air space subdivision) | per lot | \$ 806 | | | | | |

| City of San Francisco | | | | Comparison Agencies | | | | |
|-----------------------|---|-----------------|-----------------------|----------------------------|-------------------------------|--|--|-------------------------|
| Fee No. | Fee Description | Fee Unit / Type | Current Fee / Deposit | Berkeley | LA | Oakland | Sacramento | Seattle |
| 4 | Vertical Subdivision Map | | | | | | | |
| | Parcel Map (4 Lots or Less) | each | \$ 12,852 | no comparison available | Airspace: Actual Cost | no comparison available | no comparison available | no comparison available |
| | Final Map (5 Lots or More) | each | \$ 12,852 | | | | | |
| | Each Additional Lot (air space subdivision) | each | \$ 806 | | | | | |
| 5 | Vesting Tentative Map | each | \$ 13,592 | no comparison available | no comparison available | no comparison available | \$950 dep | no comparison available |
| 6 | Amended Map | each | \$ 4,357 | no comparison available | Parcel: \$824 Sub: \$1,854 | \$1,709/map | \$600 dep | no comparison available |
| 7 | Lot Line Adjustment | each | \$ 4,357 | \$1,743 plus \$588 deposit | no comp | \$ 320 | 2-4 parcels: \$2,600 > 2 acres: \$2,600 dep | \$ 1,970 |
| 8 | Certificate of Compliance | each | \$ 3,446 | no comparison available | \$ 1,262 | First 6 hours: \$1,311 Each add'l: \$226.80/hr | Lot splits: \$1,800 Lot mergers: \$2,300 Admin fee waiver: \$1,000 dep | no comparison available |
| 9 | Certificate of Correction | each | \$ 3,446 | no comparison available | no comparison available | \$ 1,157 | \$600 dep | no comparison available |
| 10 | Sidewalk Legislation, Street Vacation | per block | \$ 3,293 | no comparison available | Actual Cost | City Council: \$4,980 City Engineer: \$2,564 Shared Access Eng Review: \$1,804 | \$ 2,500 | \$ 6,500 |
| | Additional Fee (fronting/re-circulation) | per lot | \$ 1,750 | | | | | |
| 11 | Record of Survey | each | \$ 816 | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |
| 12 | Corner Record | each | \$ 25 | no comparison available | no comparison available | Pre-const: \$2,228.10 Post-const: \$522.90 | no comparison available | no comparison available |
| 13 | Department of Building Inspection (DBI) Review Fee | each | \$ 538 | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |

| City of San Francisco | | | | Comparison Agencies | | | | |
|-----------------------|---|-----------------|-----------------------|-------------------------|-------------------------|---------------------------|-------------------------|-------------------------|
| Fee No. | Fee Description | Fee Unit / Type | Current Fee / Deposit | Berkeley | LA | Oakland | Sacramento | Seattle |
| 14 | Pre-application Meeting or Staff Consultation (first 2 hours) | hourly | \$ 533 | no comparison available | \$149/hr | \$174 - \$199.16 per hour | \$120/hr | \$269/hr |
| | each additional hour | hourly | \$ 266 | | | | | |
| 15 | Project Reinstatement (Untermiation) | each | \$ 1,000 | no comparison available | no comparison available | no comparison available | \$ 500 | no comparison available |
| 16 | Incomplete Submittal | each | \$ 500 | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |
| 17 | Appeal of Tentative Map Decision Fee | each | \$ 381 | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |
| 18 | Monument Reference | each | \$ 4,070 | no comparison available | no comparison available | \$ 6,757 | no comparison available | no comparison available |
| 19 | For services requested of City staff which have no fee listed in this fee schedule. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | hourly | \$ - | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |

APPENDIX B.3

Comparative Fee Survey – Bureau of Urban Forestry

| City of San Francisco | | | | Comparison Agencies | | | | |
|-----------------------|--|-----------------|-----------------------|-------------------------|---|-------------------------|--|-------------------------|
| Fee No. | Fee Description | Fee Unit / Type | Current Fee / Deposit | Berkeley | LA | Oakland | Sacramento | Seattle |
| III | URBAN FORESTRY | | | | | | | |
| 1 | Sidewalk Landscaping | | | no comparison available | no cost | no comparison available | no comparison available | no comparison available |
| | Non-Construction Related | | | | | | | |
| | One (1) Property | per app | \$ 340 | | | | | |
| | 2-4 Properties | per app | \$ 292 | | | | | |
| | 5+ Properties | per app | \$ 253 | | | | | |
| | Construction Related | | | | no comparison available | | | |
| | Single Property / Small Parcel / Residential - Retroactive (no changes required) | per app | NEW | | | | | |
| | Up to 25 lf of frontage | flat | NEW | | | | | |
| | 26-75 lf of frontage | flat | NEW | | | | | |
| | 76-200 lf of frontage | flat | NEW | | | | | |
| | 201+ lf of frontage | flat | NEW | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| 2 | In-Lieu Tree Fee | per tree | \$ 2,431 | no comparison available | Development Tree Planting: \$2,612 per tree Public Works Tree Planting: \$1,945 per tree (reduced by \$267 per tree for residential property with 4 or fewer dwelling units) | \$619/tree | Trees other than palm trees - \$325 per inch DSH Palm Trees - \$100 per linear foot | no comparison available |

| City of San Francisco | | | | Comparison Agencies | | | | |
|-----------------------|---------------------------------|-----------------|-----------------------|-------------------------|--|--|----------------------|---|
| Fee No. | Fee Description | Fee Unit / Type | Current Fee / Deposit | Berkeley | LA | Oakland | Sacramento | Seattle |
| | | | | | | | | |
| 3 | Tree Removal Permit Application | | | | | | | |
| | Non-Construction Related | | | | | | | |
| | 1 - 3 Trees | flat | \$ 458 | no comparison available | Broadhead/Palm: \$343 <10: 2% surcharge Oak Trees: \$1,084 | Non-development: 1-10: \$503.53 11+: \$503.53 + \$10/tree | \$50 application fee | Performing • a street tree removal, • a street tree planting, • major pruning of street tree branches or roots greater than 2” diameter, or • major pruning comprising more than 15% of foliagebearing area: no cost |
| | 4-9 Trees | flat | \$ 1,228 | | | | | |
| | 10+ Trees | flat | \$ 1,845 | | | | | |
| | Construction Related | | | | | | | |
| | 1 - 3 Trees | flat | \$ 923 | | | Development: 1-10: \$503.53 11-100: \$503.53 + \$10/tree 100+: \$503.53 + \$125.83/hr | | Work is on a non-arterial street and will take more than 8 hours per day;\$599 + Street use fees |
| | 4-9 Trees | flat | \$ 1,228 | | | | | |
| | 10+ Trees | flat | \$ 1,845 | | | | | |

| City of San Francisco | | | | Comparison Agencies | | | | |
|-----------------------|---|-----------------|-----------------------|---|---|--|--|-------------------------|
| Fee No. | Fee Description | Fee Unit / Type | Current Fee / Deposit | Berkeley | LA | Oakland | Sacramento | Seattle |
| 4 | Tree Protection Plan | | | | | | | |
| | 1-3 Trees | per app | \$ 151 | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |
| | 4+ Trees | per app | \$ 151 | | | | | |
| 5 | New Planting (standalone, no tree removal permit) | | | | | | | |
| | Non-Construction Related | | NEW | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |
| | Construction Related | | | | | | | |
| | Up to 50 lf of frontage | each | NEW | Tree planting in public-right of-way: City plants a tree or residents can plant their own tree All trees considered City property Pruning to be done by City Staff Resident will water for at least 3 years (approx 20 gal per week for 7 mo) | 15 gallon: \$427 24" box size: \$434 | Concrete cutting: Actual Cost 15 gallon: \$490.26 24" box size: \$814.39 | Corner lot: \$200 per tree Interior lot: \$100 per tree | no cost |
| | 51-125 lf of frontage | each | NEW | | | | | |
| | 126-250 lf of frontage | each | NEW | | | | | |
| | 251+ lf of frontage | each | NEW | | | | | |
| 6 | Reinspection Fee / Additional Site Visit | per inspection | NEW | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |
| 7 | Billboard Permit | each | \$ 300 | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |
| 8 | For services requested of City staff which have no fee listed in this fee schedule. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application. | hourly | \$ - | no comparison available | no comparison available | no comparison available | no comparison available | no comparison available |

APPENDIX C

Fee Study Sensitivity Analysis



Memorandum

To: Bruce Robertson, Deputy Director for Financial Management and Administration, San Francisco

Department of Public Works

From: David Mealy

RE: San Francisco Department of Public Works Fee Study Sensitivity Analysis

Date: May 23, 2023

CC: Nicole Kissam, NBS; Lauren Guido, NBS

Introduction

As part of the scope of the Fee Study for the San Francisco Department of Public Works (the Department), NBS and Urban Analytics were asked to facilitate the Department's review of the benefits of different types of fees for service activities through an analysis of potential market sensitivities to those fees and the interaction of those fees with established Department goals and policies. This memorandum sets out the results of our sensitivity analysis.

Summary

Permit fees are a cost recovery mechanism for public agencies, compensating for the time and materials needed to ensure projects meet public safety and regulatory requirements. Fee reductions, deferrals, waivers and rebates are employed in San Francisco and elsewhere to further particular public policies, provide needs-based assistance on a case-by-case basis, offset past inequities for defined populations and as an emergency response tool. Revenue forgone from fee reduction, waivers and rebates can be treated as non-recoverable, be capped to limit budget impact, be offset by outside funding, be provided in return for other impact mitigation, or simply be treated as a cost necessary to achieve larger public policy goals; however, the forgone revenue cannot be recaptured from increased fees on other fee-payers.

San Francisco has implemented a number of innovative policies to reduce permitting costs in response to the economic hardships caused by the COVID-19 pandemic, including permit streamlining, notification waivers and business license, permit and tax waivers. Some of these and other policies have been extended post-pandemic to ameliorate the impact fees may have on particular public policy goals intended to rebuild San Francisco's economic resilience and increase housing supply.

Background

The initial scope for this task was developed in conjunction with Department staff in late 2019, a time when soaring costs for both housing and commercial space were raising concerns about the affordability of the City for residents and small businesses. The focus of this portion of the fee study at the time was on potential impacts related to the retention of both businesses and affordable housing in the City.

In the intervening three years, the shelter-in-place requirements brought on by the COVID pandemic upended the local economy by virtually eliminating most local activity related to office, retail, restaurant, tourism, hospitality, the arts and sports for much of that period. The pandemic also brought to the fore social equity issues around exposure to COVID for essential service workers, often people of color living in close quarters because of the lack of housing affordability. Beyond the pandemic, racial justice and systemic racism became a major and ongoing public concern with the deaths of numerous Black Americans at the hands of law enforcement as well as with racist attacks here and elsewhere on Asian Americans and Pacific Islanders.

The City established the Office of Racial Equity (ORE) as a division of the Human Rights Commission in 2019 and required all departments within the City to prepare a Racial Equity Action Plan in two phases. The first phase, completed in January 2021, focused on the internal dynamics and operations of City departments and the second phase focusses on how they deliver services and community programs. The ORE is charged with implementing, among other things, a Racial Equity Policy Analysis Tool for Legislation at the Board of Supervisors to illuminate the impact of policy on communities of color as well as a Budget Equity Tool to assess how the City budget decisions and priorities benefit and/or burden communities, specifically communities of color.

The challenges of retaining small businesses and residents that were top-of-mind in 2019 remain a major concern today. These issues have been exacerbated by the pandemic-caused economic shutdown and subsequent layoffs in technology, restaurant, hospitality and other industry sectors, leading in part to a 7.5% decline in San Francisco's population¹ – conditions that are a near inverse of

the overheated economy three years ago. The following analysis will focus on particular tools – cost-recovery adjustments, waivers, deferrals and rebates – related to permit fees that have been employed by San Francisco and other cities.

Analysis

User fees and regulatory fees in California must be adopted by the elected governing body during a public hearing² and may not exceed the full cost of providing services for which the fee is charged³. In other words, the cost recovery rate achieved by a fee may not be greater than 100%. Local governments will typically select cost recovery targets that meet local priorities. Targets can be applied to fee programs such as recreation services, or to individual fees such as a building permit for a water heater.

A general means of selecting an appropriate cost recovery target is to consider the public and private benefits of the service or activity in question:

- To what degree does the public at large benefit from the service?
- To what degree does the individual or entity requesting, requiring, or causing the service benefit?

When a service or activity completely benefits the public at large, significantly lowered fee amounts as relates to costs of providing services typically apply. A low or 0% cost recovery policy for a service or fee program reflects a policy directive to subsidize a service, utilizing general funds from taxes or other sources than fees to finance the services provided. Conversely, when a service or activity completely benefits an individual or entity, there is generally closer or equal to 100% of cost recovery from fees collected from the individual or entity.

Each governing body establishes fee amounts in accordance with local community goals including code compliance, financial constraints, economic development, social values, and equity considerations. Once fees are established, waivers, deferrals, reductions and rebates are all additional tools and incentives that can be applied in response to particular circumstances such as economic need, racial and social equity or disaster response.

Targeted Fee Mitigation

While the Covid pandemic is generally considered to be behind us, and the public health shut-down orders have ended, the City's economy is still reeling from the pandemic for several reasons: most businesses had to close for some time during the pandemic and many never re-opened; some re-

opened but owe back rent and City fees that were deferred; many businesses are open but don't have clientele, staff, cash flow, tourist spending, etc. that they had before the pandemic began.

According to a recent report by the San Francisco Controller's Office⁴, businesses located in the downtown core were decimated by the pandemic and some have not rebounded,⁵ with office vacancies above 25%. A significant number of office workers have been laid off, not fully returned to downtown offices or are working hybrid schedules while many employers have given up or sublet their San Francisco office leases or shut down altogether. Although the public-health crisis is largely over, many San Francisco businesses of all types, especially downtown and in industrial areas, small and homegrown, and those in low-income communities, are still struggling and likely will be for the foreseeable future.

To identify where businesses most in need of economic support are located, the San Francisco County Transportation Authority developed a map identifying "communities of concern" by several demographic measures at a census block group level that is useful for this purpose⁶. In addition, the San Francisco Controller's Office released The Status of the Re-Opening of the San Francisco Economy in November 2022⁷ that shows new business licenses by type pre- and post-Covid. A 2015 collaboration between U.C. Berkeley's Urban Displacement Project and the Mayor's Office of Housing and Community Development produced a map of gentrification and displacement risk by census tract⁸. The San Francisco Office of Cannabis' Equity Applicant program uses a map to qualify applicants by residency in particular census tracts with 17% or more of households at or below the federal poverty level⁹. There are a number of broad strategies in furtherance of racial and social equity goals in Oakland and Alameda County described in reports from PolicyLink¹⁰ and the Dellums Institute¹¹.

The San Francisco Department of Public Health tracking of Covid by neighborhood¹² shows the highest rates of infection, hospitalizations and death were and continue to be in low-income communities of concern. The data also shows significant overlap between negative economic impacts from the pandemic with low-income communities of concern that also experienced the City's highest rates of Covid infection and death. As the City evaluates ways to mitigate the Department's fee impacts a focus should be maintained on historically underserved, low-income, disproportionately BIPOC (Black, Indigenous and People of Color) neighborhoods as defined by SFCTA, SFDPH, and others.

In addition to geographic targeting of fee mitigation, it is also important to look at the variety and types of businesses that interface with the Department, pay permit fees, and may also be impacted

by the post-Covid struggle to regain a foothold in the City. Many retailers, food and hospitality, and sales/service providers downtown, in neighborhood commercial districts, and especially in communities of concern, still do not have sufficient clientele, staff or cash flow to be stable or thrive.

Restaurants (primarily) were thrown a lifeline during the pandemic by being allowed to open “Shared Spaces” or “parklets” on City streets and sidewalks. The Department administers this program which has evolved over time in terms of locations, construction and material requirements, permit costs, etc. The initial permit fees were waived during the pandemic and legislation was recently introduced to eliminate permit fees for “curbside” Shared Spaces entirely¹³. Other recently passed legislation extends the grace period for an additional 120 days for permit applicants to operate under pandemic Shared Spaces permits and convert the shared spaces use into a post-pandemic permit.

Many businesses quickly opened shared spaces with materials on hand, only to find after opening that they didn’t meet the evolving criteria (for example, spaces on the street near intersections had to remove the upper “ceilings” so fire trucks could navigate around corners safely)¹⁴. The cost of building the spaces, then altering them, was too expensive for some businesses, and many were removed or abandoned. But these spaces effectively saved the life of San Francisco neighborhoods by enabling residents to gather safely outdoors, eat together with family and friends, and bring activity back to the streets. While not without controversy, the Shared Spaces program (also the JAM program – Just Add Music – that allows live music in Shared Spaces) was a success story that came out of the pandemic and helped keep neighborhood commercial districts alive. Whether the recently-introduced legislation passes, fee mitigation could be prioritized in low-income communities of concern that had a harder time building and maintaining Shared Spaces due to long-standing poor street conditions and exacerbated economic challenges. The same prioritization could be applied to fee mitigation for stand-alone outdoor tables and chairs.

Food trucks were key to feeding residents safely during the pandemic, either individually or collectively in outdoor food hubs. While they also come with some controversy (some feel they compete unfairly with near-by brick-and-mortar restaurants), food trucks can add economic and social life to City streets, in parks, and in the downtown core. Fee mitigations could be applied to permit applications for food trucks located in communities of concern, in neighborhood parks, and downtown to help bring vitality to areas that are struggling or that need more “eyes on the streets”.

Street vendors also fall within the Department’s permitting purview. The City has stepped up permit requirements and enforcement recently due to complaints about an increase in unpermitted and unmanaged street vendors around the City. These actions have been noted by the City’s Office of

Racial Equity as problematic because street vendors may be targeted unfairly due to ethnicity, immigrant status and/or locations. The Office issued an analysis¹⁵ that discourages permit requirements/enforcement and instead recommends designing enforcement based on the needs of the vendors.

Businesses in industrial areas zoned as PDR (Production, Distribution and Repair) - are experiencing a lack of basic City services (street and sidewalk construction, repair and maintenance, parking enforcement, timely SF311 report responses, pedestrian infrastructure upkeep, safety oversight, etc.) that are prioritized in commercial and residential areas in part because of pandemic-related budget and staff shortages. This leads to economic hardship for PDR businesses as well as potential danger to workers and clients.

PDR areas often are located in communities of concern that have been historically underserved long before the pandemic. For example, in the Bayview, many streets are deemed “unaccepted” as public rights-of-way by the City and therefore are not maintained by City agencies including the Department. As a result, public infrastructure and roadway conditions do not meet City standards nor serve employers and workers in these areas. These conditions themselves may have occurred due to under-investment, red-lining and other longstanding policies that were (and continue to be) the product of social inequality and racism¹⁶. Businesses on these and other streets in industrial areas rely on the Department for basic upkeep of public rights-of-way but often do not receive the services that their commercial and residential counterparts receive, even though they are subject to the same permit fees and taxes. Many of these PDR businesses are food-service related (for example non-profits like Meals on Wheels and the SF Produce Market, family-owned firms like BiRite and Legacy Businesses like Wilcox Foods) while others are large anchor businesses like Amazon and Prologis; many have workers that arrive at night and by public transportation and most have delivery and distribution requirements that rely on public infrastructure.

While the Department issues permits for General Excavation and Major Encroachments for new building construction, the November 2022 SF Controller’s Economic Report highlighted a weakening housing market and decline in residential permit activity. Housing-related fee mitigation opportunities could help reverse this trend. The Board of Supervisors recently passed legislation to allow 4 and 6-unit dwellings in RH (residential housing) zones throughout the City. The legislation is intended to increase housing availability and affordability for City residents. However, the City’s Office of Racial Equity reviewed the legislation¹⁷ and noted concerns that low-income communities of color may be inadvertently negatively impacted by this legislation because the cost would be so high

that only the most expensive units could be built, perpetuating exclusionary zoning and worsening the City's racial wealth gap.

Other Forms of Fee Mitigation

Annually in May, the Department and DBI waive 18 of the 23 permit fees normally charged for awning replacement and pedestrian lighting as part of a Small Business Month support program. These waivers apply to small businesses (100 or fewer employees) submitting over-the-counter permit applications for these storefront improvements during May; the applicant submits a simple one-line affidavit attesting to their employee count¹⁸. The City has also implemented the "First Year Free" program to waive certain first-year permit, license and business registration fees from November 2021 through June 2023¹⁹.

In 2020, the City implemented voter-approved Proposition H, the Save Our Small Businesses Initiative, imposing a number of amendments to the Planning Code and the Business and Tax Regulations Code²⁰. These include a coordinated, simplified and expedited 30-day review process among City departments for storefront commercial uses principally permitted in Neighborhood Commercial Districts and Neighborhood Commercial Transit (NCT) Districts, elimination of neighborhood notifications for most storefront land use changes in Neighborhood Commercial Districts, and other changes intended to provide small businesses with added flexibility in adapting their operations to current conditions. To the extent that they reduce the number of fee-based permits required for covered projects, these changes could have the effect of reducing fees²¹. The Initiative implemented a waiver for fees charged by any City department for additional reviews that result from errors in that department's interpretation of code requirements or their determination of required approvals²².

The City has instituted a number of programs offering financial assistance to small businesses affected by the pandemic. Among these is a program funding business license and registration fee deferrals for restaurants, subsequently turned into one-year fee waivers, and two-year business license and registration fee waivers for entertainment venues; both types of businesses also received waivers of their payroll taxes for 2020²³. These fee waivers are limited to businesses with qualifying permit types and gross receipts under certain amounts.

San Francisco also offers a cannabis equity program similar to those in Los Angeles, Oakland and elsewhere that includes priority permit processing and application and cannabis business permit fee waivers²⁴.

On March 23, 2023, Mayor Breed announced a new legislative proposal of over 100 changes in the Planning Code to facilitate easier permitting for small businesses, encourage economic recovery and growth, and fill commercial vacancies. This comes after passing Prop H in 2020 (Save Our Small Business Initiative) and the Small Business Recovery Act (expanded provisions in Prop H to NCTs and other commercial areas, added use flexibility, deleted the definition for a few uses so they fall under General Retail, etc.). According to the Mayor's office, *"...since the City began implementing Proposition H in January 2021, over 3,500 businesses have benefited from the program, which allows more commercial projects to be processed within a shorter timeframe as over-the-counter permit applications are processed immediately upon submission"*. In addition, Prop H and the Small Business Recovery Act enabled the Office of Small Businesses to add two new Small Business Permit Specialist positions in March 2022 that have supported over 870 business owners with researching permit requirements, serving as a main point of contact for permits being routed through multiple agencies, and resolving permitting questions. A new Permit Center²⁵ opened in July 2021 and offers 23 distinct service areas through the Planning Department, Department of Building Inspection, Department of Public Health and Department of Public Works, among others. The Mayor's office says, *"By centralizing services in one place, customers can move between permitting departments efficiently, resulting in a better experience and improved government function. Since the start of this year, the Permit Center has served an average of 191 customers per day and provides on average 531 services daily"*.

As of April 2023, the Mayor's new legislative proposal had not been introduced at the Board of Supervisors so the additional code changes are not yet available for review. In her announcement²⁶ the Mayor gives some information as to how her proposal will be applied to permit changes to expand small business reforms tailored to neighborhood commercial areas – they include:

- Reduce the number of barriers small businesses experience when trying to open a new storefront or expand into a new space;
- Provide small business entrepreneurs greater flexibility to adapt to the changing times caused not only by the pandemic, but also due to shifts in consumer behavior as seen globally;
- Allow more businesses to open without going through the months-long Conditional Use Authorization process by principally permitting more uses throughout the City, and reducing the ability for appeals to cause even longer delays;
- Allow more business use types to open on the ground floor to provide more options in filling vacant commercial ground floor spaces;

-
- Address challenges for venues that provide entertainment and/or alcohol, as well as for businesses that offer outdoor patios for patrons

These all appear to be changes to Planning/Building permit processes but there may be changes to the Department permitting included as well. It should also be noted that these changes are focused on easing permitting for small businesses, while the Department permit fee mitigations we are discussing may apply to other sorts of businesses as well as small businesses.

As noted previously, San Francisco recently implemented business license and registration fee waivers as well as payroll tax waivers for entertainment venues and restaurants in response to the widespread economic damage done to those business sectors by the pandemic. These waivers represent foregone general fund revenue in an amount that was somewhat predictable based on the number of permits for establishments that fall within the revenue limits, and were authorized by the Board of Supervisors as a citywide response to a citywide issue. The City also allows annual fee waivers for certain storefront improvements by small businesses, at a minimal cost to the City.

Conclusions

Fee waivers and reductions through permit consolidation has been a prominent strategy with respect to small businesses as the City emerges from the pandemic. This strategy can be extended to meet racial and social equity goals as well by, among other means, geographic targeting of fee waivers and permit streamlining.

While the actual delineation of neighborhoods and communities would be determined in close collaboration with individuals, organizations and representatives in those communities, several tools are available to facilitate such targeting.

Examples of equity programs that could incorporate fee waivers include:

- Legacy and Anchor Business Retention:
 - Legislation passed in 2021 established a Neighborhood Anchor Business Registry which is managed, in addition to the Legacy Business Program, by the Office of Small Business for businesses located at or near their original location for over 15 years. Assistance offered to Anchor Businesses must be consistent with the City's racial equity and language access goals. Permit fee waivers or rebates could be offered to Anchor Businesses located in communities of concern.

- Anti-Displacement:
 - Aging-in-place programs: fee waivers for improvements required to enable elderly residents to remain in their homes or with their families; the target communities could be geographic areas identified as experiencing displacement having large elderly populations.
 - Retention of long-time residents: waivers of permit fees for long-time residents buying homes in their neighborhoods, targeting communities experiencing high levels of displacement with residential longevity established through public records, neighborhood organizations or other means.
- Anti-Racism:
 - First-time homebuyers from previously redlined areas, areas that experienced displacement through urban renewal and redevelopment, segregated public housing developments or other areas in which homeownership was closed off for communities of color could be provided with fee waivers for home renovations for a period of time after a home purchase; eligibility criteria would be developed in conjunction with the communities affected.

Waivers and reductions have been demonstrated as reasonable to effective, especially in communities of concern. Fee deferrals are not recommended because many businesses still owe what they deferred during the pandemic and may never be able to pay, let alone future deferred fees. Fee rebates are not very helpful because they require paying the full fees at the outset, and many businesses (some new and some existing but struggling) still can't afford them.

Gross receipts may not be an appropriate measure for fee mitigations post-pandemic because most businesses took a big hit during Covid and many have not fully come back, so their gross receipts may not be an accurate measure for the foreseeable future. On the other hand, fee mitigation could be directed to businesses that stayed afloat but whose gross receipts dropped by a significant percentage between 2019 – 2023 (50% for example).

As discussed previously, businesses that are deemed small (less than 100 employees), Legacy Businesses and Anchor Businesses could be prioritized for Department fee waivers or reductions, especially in communities of concern, or where new business licenses are still lagging post-pandemic according to the SF Controller's Office.

Recognizing that Department fees are only part of the permit and regulatory fees that apply to most commercial and residential projects, fee waivers implemented solely by the Department in the

absence of similar waivers of other departmental fees would be less effective than a coordinated fee waiver program across all departments. Coordinated fee reductions through permit consolidation, streamlining and expediting, such as those implemented through Proposition H, would serve a similar end. The “First Year Free” small business fee waivers program may serve as a model for the application of fee waivers in other circumstances, including meeting City goals for racial and social equity.

Permit fee waivers that are part of broader multi-departmental programs to achieve economic, racial and social equity goals will require Citywide administration to establish eligibility criteria and provide consistent and funded program administration across departments. There are a number of programs in San Francisco – pandemic-related business assistance and public health outreach, cannabis equity, affordable housing, homeless assistance – that are interdepartmental in nature and may provide useful models.

¹ The San Francisco Standard [It's Official: A Quarter Million People Fled the Bay Area Since Covid](#), March 31, 2023

² California Government Code 66016

³ California Constitution Article XIII C, Section 1

⁴ San Francisco Controller's Office [Status of the San Francisco Economy](#), January 2023

⁵ Yahoo.com [Houston, Dallas Lead the Country in Office Attendance and Empty Office Space](#), April 16, 2023

⁶ San Francisco County Transportation Authority [Equity Priority Communities map](#)

⁷ San Francisco Controller's Office [Status of the Re-Opening of the San Francisco Economy](#), November 2022

⁸ Urban Displacement Project, U.C. Berkeley [Mapping Displacement, Gentrification and Exclusion in the San Francisco Bay Area](#), 2015

⁹ San Francisco Office of Cannabis [Equity Applicant Eligibility Criteria](#)

¹⁰ PolicyLink and the City of Oakland, [A Roadmap Towards Equity: Housing Solutions for Oakland, California](#), 2015

¹¹ The Dellums Institute for Social Justice, [Saving Homes Today: Immediate Anti-Displacement Solutions for the Alameda County Housing Bond](#), April 2016

¹² San Francisco Department of Public Health [Covid-19 Case Maps](#)

¹³ San Francisco Board of Supervisors [Shared Spaces legislation](#)

¹⁴ Impacts on small businesses developed through conversations with Dee Dee Workman, Workman Associates San Francisco, May 2023; Ms. Workman is a policy advisor to San Francisco's small business community.

¹⁵ [ORE Racial Equity Impacts - Street Vendor Regulation](#)

¹⁶ [Unaccepted Streets in Bayview Hunters Point](#)

¹⁷ [ORE Racial Equity Impacts - Density Exceptions in Residential Districts](#)

¹⁸ [Small Business Month Fee Waivers Affidavit](#)

¹⁹ San Francisco Office of the Treasurer and Tax Collector [First Year Free](#)

²⁰ [Proposition H Implementation Press Release](#), November 19, 2020

²¹ Conversation with Dee Dee Workman, Ibid.

²² San Francisco Municipal Code, Article 1, [Section 32\(f\)](#), added by Proposition H, effective 12/18/2020

²³ [News Release: Mayor London Breed's Legislation Providing Fee Waivers and Deferrals for Small Businesses Passes at Board of Supervisors](#), Jan 5 2021

²⁴ San Francisco Police Code [Section 1604](#)

²⁵ [SF.GOV: San Francisco Permit Center](#)

²⁶ San Francisco Office of the Mayor [Small Business Permitting Improvements and Permit Center](#), March 23, 2023

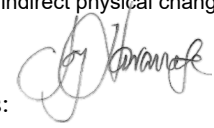
BOARD of SUPERVISORS



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MEMORANDUM

Date: June 3, 2024
To: Planning Department / Commission
From: Brent Jalipa, Clerk of the Budget and Finance Committee
Subject: Board of Supervisors Legislation Referral - File No. 240601 - Public Works Code - Fee Modification

- ☒ California Environmental Quality Act (CEQA) Determination
(*California Public Resources Code, Sections 21000 et seq.*) Not defined as a project under CEQA Guidelines Sections 15378 and 15060(c)(2) because it would not result in a direct or indirect physical change in the environment.
☒ Ordinance / Resolution
☐ Ballot Measure
6/4/2024 
- ☐ Amendment to the Planning Code, including the following Findings:
(*Planning Code, Section 302(b): 90 days for Planning Commission review*)
☐ General Plan ☐ Planning Code, Section 101.1 ☐ Planning Code, Section 302
- ☐ Amendment to the Administrative Code, involving Land Use/Planning
(*Board Rule 3.23: 30 days for possible Planning Department review*)
- ☐ General Plan Referral for Non-Planning Code Amendments
(*Charter, Section 4.105, and Administrative Code, Section 2A.53*)
(Required for legislation concerning the acquisition, vacation, sale, or change in use of City property; subdivision of land; construction, improvement, extension, widening, narrowing, removal, or relocation of public ways, transportation routes, ground, open space, buildings, or structures; plans for public housing and publicly-assisted private housing; redevelopment plans; development agreements; the annual capital expenditure plan and six-year capital improvement program; and any capital improvement project or long-term financing proposal such as general obligation or revenue bonds.)
- ☐ Historic Preservation Commission
☐ Landmark (*Planning Code, Section 1004.3*)
☐ Cultural Districts (*Charter, Section 4.135 & Board Rule 3.23*)
☐ Mills Act Contract (*Government Code, Section 50280*)
☐ Designation for Significant/Contributory Buildings (*Planning Code, Article 11*)

Please send the Planning Department/Commission recommendation/determination to Brent Jalipa at Brent.Jalipa@sfgov.org.

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. (415) 554-5184
Fax No. (415) 554-5163
TDD/TTY No. (415) 554-5227

NOTICE OF PUBLIC HEARING

BUDGET AND APPROPRIATIONS COMMITTEE

BOARD OF SUPERVISORS OF THE CITY AND COUNTY OF SAN FRANCISCO

NOTICE IS HEREBY GIVEN THAT the Board of Supervisors of the City and County of San Francisco's Budget and Appropriations committee will hold a public hearing to consider the following proposal and said public hearing will be held as follows, at which time all interested parties may attend and be heard:

Date: June 20, 2024

Time: 10:00 a.m.

Location: Legislative Chamber, Room 250, located at City Hall
1 Dr. Carlton B. Goodlett Place, San Francisco, CA

Subject: **File No. 240601.** Ordinance amending the Public Works Code to modify certain permit fees and other charges and affirming the Planning Department's determination under the California Environmental Quality Act.

If this legislation passes, Public Works Code, Sections 2.1.1 and 724.2, will be revised to increase Street Improvement Permit for Sidewalk Repair that is not the subject of a Departmental Notice to Repair from \$15.99 to 29.67 per 100 square feet; permit fees for a special sidewalk permit pursuant to Section 703.1 will increase from \$376.14 to \$704.90 and establish a \$250.39 fee for an existing special sidewalk or if needed in conjunction with a street improvement permit; a \$250.39 fee will be established for over-wide driveway permits for an existing driveway or if needed in conjunction with a street improvement permit; a \$704.90 fee for new permits, and a \$398.73 fee for permit renewal/extension will be established for additional street space permits under Section 724; standard minor encroachment permit fees will increase from \$938.39 to \$1,683.45 and a \$239.84 fee will be established if existing or if needed in conjunction with a street improvement (except shoring); the permit fee for underground vaults will increase from \$973.80 to \$1,745.97; street encroachment permits (also known as major encroachment permits) fees will increase from \$3,643.66 to \$6,533.75; nighttime work permit fees will increase from \$123 to \$171.64; a fee of \$869.58 and \$712.71 will be established for review of a contractor parking plan under Section 724 (Temporary Occupancy of Street/Street Space) and under Section 2.4.20 (Excavation), respectively; permits issued for the temporary occupancy of a street for building construction operations will increase from \$15.42 to \$26.11 per month, per 20 linear feet or fraction thereof, and public right-of-way occupancy assessment will increase from \$100 to

NOTICE OF PUBLIC HEARING

File No. 240601 (10-Day Fee Ad)

Hearing Date: June 20, 2024

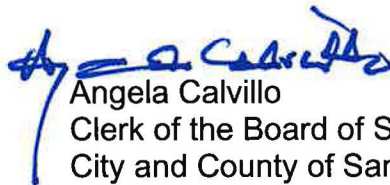
Page 2

\$173.26 per month, per 20 linear feet, or fraction thereof; and temporary street space occupancy for any purpose other than a building construction operation will increase from \$57.62 to \$95.48.

In accordance with Administrative Code, Section 67.7-1, persons who are unable to attend the hearing on this matter may submit written comments. These comments will be made as part of the official public record in this matter and shall be brought to the attention of the Board of Supervisors. Written comments should be addressed to Angela Calvillo, Clerk of the Board, City Hall, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA, 94102 or sent via email (board.of.supervisors@sfgov.org). Information relating to this matter is available in the Office of the Clerk of the Board or the Board of Supervisors' Legislative Research Center (<https://sfbos.org/legislative-research-center-lrc>). Agenda information relating to this matter will be available for public review on Friday, June 14, 2024.

For any questions about this hearing, please contact the Assistant Clerk for the Budget and Appropriations committee:

Brent Jalipa (Brent.Jalipa@sfgov.org) – (415) 554-7712)



Angela Calvillo
Clerk of the Board of Supervisors
City and County of San Francisco

bjj:jec:ams

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BRENT JALIPA
CCSF BD OF SUPERVISORS (OFFICIAL NOTICES)
1 DR CARLTON B GOODLETT PL #244
SAN FRANCISCO, CA 94102

COPY OF NOTICE

Notice Type: GPN GOVT PUBLIC NOTICE

Ad Description

BJJ Fee Ad File No. 240601

To the right is a copy of the notice you sent to us for publication in the SAN FRANCISCO EXAMINER. Thank you for using our newspaper. Please read this notice carefully and call us with ny corrections. The Proof of Publication will be filed with the County Clerk, if required, and mailed to you after the last date below. Publication date(s) for this notice is (are):

06/09/2024 , 06/16/2024

The charge(s) for this order is as follows. An invoice will be sent after the last date of publication. If you prepaid this order in full, you will not receive an invoice.

| | |
|-------------|-----------|
| Publication | \$1636.20 |
| Total | \$1636.20 |

EXM# 3821805

**NOTICE OF PUBLIC
HEARING
BUDGET AND APPROPRIATIONS COMMITTEE
BOARD OF SUPERVISORS
OF THE CITY AND
COUNTY OF SAN FRANCISCO THURSDAY, JUNE
20, 2024 - 10:00 AM
LEGISLATIVE CHAMBER,
ROOM 250, CITY HALL
1 DR. CARLTON B.
GOODLETT PLACE, SAN
FRANCISCO, CA 94102**

NOTICE IS HEREBY GIVEN THAT the Board of Supervisors of the City and County of San Francisco's Budget and Appropriations committee will hold a public hearing to consider the following proposal and said public hearing will be held as follows, at which time all interested parties may attend and be heard: **File No. 240601**: Ordinance amending the Public Works Code to modify certain permit fees and other charges and affirming the Planning Department's determination under the California Environmental Quality Act. If this legislation passes, Public Works Code, Sections 2.1.1 and 724.2, will be revised to increase Street Improvement Permit for Sidewalk Repair that is not the subject of a Departmental Notice to Repair from \$15.99 to 29.67 per 100 square feet; permit fees for a special sidewalk permit pursuant to Section 703.1 will increase from \$376.14 to \$704.90 and establish a \$250.39 fee for an existing special sidewalk or if needed in conjunction with a street improvement permit; a \$250.39 fee will be established for over-wide driveway permits for an existing driveway or if needed in conjunction with a street improvement permit; a \$704.90 fee for new permits, and a \$398.73 fee for permit renewal/extension will be established for additional street space permits under Section 724; standard minor encroachment permit fees will increase from \$938.39 to \$1,683.45 and a \$239.84 fee will be established if existing or if needed in conjunction with a street improvement (except shoring); the permit fee for underground vaults will increase from \$973.80 to \$1,745.97; street encroachment permits (also known as major encroachment permits) fees will increase from \$3,643.66 to \$6,533.75; nighttime work permit fees will increase from \$123 to \$171.64; a fee of \$869.58 and \$712.71 will be established for review of a contractor parking plan

under Section 724 (Temporary Occupancy of Street/Street Space) and under Section 2.4.20 (Excavation), respectively; permits issued for the temporary occupancy of a street for building construction operations will increase from \$15.42 to \$26.11 per month, per 20 linear feet or fraction thereof, and public right-of-way occupancy assessment will increase from \$100 to \$173.26 per month, per 20 linear feet, or fraction thereof; and temporary street space occupancy for any purpose other than a building construction operation will increase from \$57.62 to \$95.48. In accordance with Administrative Code, Section 67.7-1, persons who are unable to attend the hearing on this matter may submit written comments. These comments will be made as part of the official public record in this matter and shall be brought to the attention of the Board of Supervisors. Written comments should be addressed to Angela Calvillo, Clerk of the Board, City Hall, 1 Dr. Carlton B. Goodlett Place, Room 244, San Francisco, CA, 94102 or sent via email (board.of.supervisors@sfgov.org). Information relating to this matter is available in the Office of the Clerk of the Board or the Board of Supervisors' Legislative Research Center (<https://sfbos.org/legislative-research-center-lrc>). Agenda information relating to this matter will be available for public review on Friday, June 14, 2024. For any questions about this hearing, please contact the Assistant Clerk for the Budget and Appropriations committee: Brent Jalipa (Brent.Jalipa@sfgov.org - (415) 554-7712) Angela Calvillo - Clerk of the Board of Supervisors, City and County of San Francisco

EXM-3821805#



* A 0 0 0 0 0 6 7 8 6 3 6 0 *

EXM-3921805F

NOTICE OF PUBLIC HEARING
BUDGET AND APPROPRIATIONS
COMMITTEE MEETING

BOARD OF SUPERVISORS
OF THE CITY AND COUNTY
OF SAN FRANCISCO
THURSDAY, JUNE 20, 2024
- 10:00 AM LEGISLATIVE
CHAMBER, ROOM 250,
1000 CALIFORNIA
1 D. DR. CLAYTON B.
GOODLETT PLACE, SAN
FRANCISCO, CA 94102

NOTICE IS HEREBY
GIVEN THAT the Board of
Supervisors of the City and
County of San Francisco's
Budget and Appropriations
Committee will hold a public
hearing to consider the
following proposal and said
public hearing will be held
as follows: On which time
all interested parties may
attend and be heard: **File No.
240598**, Ordinance amending
the Police Code to adjust to
current amounts the license
fees for Billiard, Air, Dance
and Music, Extended Hours
Premises, Fixed Place
Outdoor Amplified Sound,
Limited Live Performance,
Mechanical Amusement
Devices, and Place of
Entertainment permits. This
legislation passes, Police
Code, Section 2.27 will be
revised to align with current
cost recovery calculations.
Billiard Park permits for the
first year will increase from
\$159 to \$268; Dance Hall
keeper permits will increase
from \$448 to \$756; Extended
Hours permits will increase
from \$531 to \$896; Fixed
Place Outdoor Amplified
Sound permits will increase
from \$274 to \$345; Limited
Live Performance permits will
increase from \$157 to \$265;
Mechanical Amusement

The proposed official Clerk records on file with the County Clerk, per Section 62.9, will increase from \$7 to \$8; fictitious business name or marriage license records for one day and one week will increase from \$3 to \$4 and \$3 to \$4 respectively. The monthly subscription fees will increase from \$5 to \$6; delivery handling fees will increase from \$15 to \$17; and the administration fee for environmental impact reports will increase from \$10 to \$12. Administrative Code, Section 62.9, will also be revised to conform with the increase of the performance of civil ceremonies for marriage/civil partnerships at the regular business hours in City Hall from \$60 to \$108, and the performance of civil ceremonies for marriage/domestic partnerships on weekends or holidays from \$108 to \$150, according to Administrative Code, Section 67-7.1, persons who are unable to attend the hearing on this matter may submit written comments, which shall be placed on file as part of the official public record in this matter and shall be brought to the attention of the Board of Supervisors. Written comments should be addressed to Angela Cavillo, Director of Planning Services, Dr. Carlton B. Goodlett Place, Room 2442, San Francisco, CA 94102 or sent via email (board.of.supervisors@sfgov.org). Information relating to this matter can be obtained from the Office of the Clerk of the Board or the Board of Supervisors' Legislative Research Center (<https://sfso.org/legislative-research-center/>). Agenda information relating to this matter can be located on the public website on Friday, June 14, 2024. For any questions

Judge of the Superior Court
6/9, 6/16, 6/23, 6/30/24
SPEN-3821066#
EXAMINER - REDWOOD
CITY TRIBUNE

(are) doing business as:
Malamute, 313 Alpine Ct,
South San Francisco, CA
94080 County of SAN MATEO
Jennifer Chia Wu, 313 Alpine
Ct, South San Francisco, CA
94080
This business is conducted by
an Individual
The registrant(s) commenced
to transact business under
the fictitious business name
or names listed above on
12/19/2018.
I declare that all information
in this statement is true and
correct. ~~(A registrant who~~

BART's is now accepting proposals from consulting firms to provide On-Call Professional Services for special projects related to budget, finance, financial planning, funding strategy, internal audit, and performance & innovation. The awarded consultants will provide services for (4) service areas: 1) budget / management and administration, 2) financial management and business analysis, 3) capacity building services and performance measurement, and 4) cost of service optimization. We intend to assist BART's Office of Performance & Budget. All solicitation documents, including the RFP, must be downloaded directly from the Portal. Interested firms must register on BART's Procurement Portal at: <https://www.bart.gov/procurement>. A Pre-Proposal Meeting will be held on Thursday, June 20, 2024, at 10:00 - 10:30 am local time via Zoom - instructions on registering are included within the RFP. The District's Equity Program(s), proposal template, and the scope of service for each of the (4) Service Areas will

If you object to the granting of the petition, you should appear at the hearing and state your objections or file written objections with the court before the hearing. Your appearance may be in person or by your attorney. If you are a creditor or a contingent creditor of the decedent, you must file your claim with the court and mail a copy to the personal representative appointed by the court within the later of either (1) four months from the date of first issuance of letters to a general

CALIFORNIA, THE
UNDESIGNED,
TEGSCLO LDC 2650
BAYSHORE BLVD DAILY
CITY CA 90141
WILL SELL AT PUBLIC SALE
ON JUNE 19, 2024 10:00AM
THE FOLLOWING
PROPERTY:
10000 FORD VIN#
1G1G1C7N1554 CA VIN#
1A5P00000026931#
2012 CHEVY MALBU
LIC# 9FY9BE1 CA VIN#
1G1ZD55T1M0F4361
2014 BUICK ENCOR
LIC# 85E2075 CA VIN#
KLC4J38BEE687842
2014 BUICK ENCOR
LIC# 85L3989 CA VIN#
KNDJN2A247F74497
2006 MBZ ML500 LIC#
8SLK428 CA VIN#
4JGB8758A060549
2016 AUDI Q3
LIC# 85L3939 CA VIN#
WA1EFCF389K021448
2015 NISS ALTI LIC#
9B8T458 CA VIN#
19AL3AP8FC196601
2014 JEEP CHRKEE
LIC# BG5558 CA VIN#
1G1G1C7N15513632
6/9/24
PEN-382149#
EXAMINER - BOUTIQUE &
VILLAGER

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. (415) 554-5184
Fax No. (415) 554-5163
TDD/TTY No. (415) 554-5227

MEMORANDUM

TO: Carla Short, Director, Public Works
Jeffrey Tumlin, Executive Director, Municipal Transportation Agency

FROM: Brent Jalipa, Assistant Clerk, Budget and Appropriations Committee

DATE: June 3, 2024

SUBJECT: LEGISLATION INTRODUCED

The Board of Supervisors' Budget and Appropriations Committee has received the following proposed legislation, introduced by Mayor London Breed:

File No. 240601

Ordinance amending the Public Works Code to modify certain permit fees and other charges and affirming the Planning Department's determination under the California Environmental Quality Act.

If you have any comments or reports to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

c: David Steinberg, Public Works
Ian Schneider, Public Works
Lena Liu, Public Works
Janet Martinsen, Municipal Transportation Agency
Joel Ramos, Municipal Transportation Agency

BOARD of SUPERVISORS



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102-4689
Tel. No. (415) 554-5184
Fax No. (415) 554-5163
TDD/TTY No. (415) 554-5227

MEMORANDUM

Date: June 3, 2024
To: Planning Department / Commission
From: Brent Jalipa, Clerk of the Budget and Finance Committee
Subject: Board of Supervisors Legislation Referral - File No. 240601 - Public Works Code - Fee Modification

- ☒ California Environmental Quality Act (CEQA) Determination
(*California Public Resources Code, Sections 21000 et seq.*)
 - ☒ Ordinance / Resolution
 - ☐ Ballot Measure
- ☐ Amendment to the Planning Code, including the following Findings:
(*Planning Code, Section 302(b): 90 days for Planning Commission review*)
 - ☐ General Plan ☐ Planning Code, Section 101.1 ☐ Planning Code, Section 302
- ☐ Amendment to the Administrative Code, involving Land Use/Planning
(*Board Rule 3.23: 30 days for possible Planning Department review*)
- ☐ General Plan Referral for Non-Planning Code Amendments
(*Charter, Section 4.105, and Administrative Code, Section 2A.53*)
(Required for legislation concerning the acquisition, vacation, sale, or change in use of City property; subdivision of land; construction, improvement, extension, widening, narrowing, removal, or relocation of public ways, transportation routes, ground, open space, buildings, or structures; plans for public housing and publicly-assisted private housing; redevelopment plans; development agreements; the annual capital expenditure plan and six-year capital improvement program; and any capital improvement project or long-term financing proposal such as general obligation or revenue bonds.)
- ☐ Historic Preservation Commission
 - ☐ Landmark (*Planning Code, Section 1004.3*)
 - ☐ Cultural Districts (*Charter, Section 4.135 & Board Rule 3.23*)
 - ☐ Mills Act Contract (*Government Code, Section 50280*)
 - ☐ Designation for Significant/Contributory Buildings (*Planning Code, Article 11*)

Please send the Planning Department/Commission recommendation/determination to Brent Jalipa at Brent.Jalipa@sfgov.org.

OFFICE OF THE MAYOR
SAN FRANCISCO



LONDON N. BREED
MAYOR

To: Aaron Peskin, President of the Board of Supervisors
From: Anna Duning, Mayor's Budget Director
Date: May 31, 2024
Re: 30-Day Waiver Requests

President Peskin,

The Mayor's Office respectfully requests 30-day hold waivers for the following ordinances and trailing legislation introduced with the budget on Friday, May 31, 2024:

- Proposed Interim Annual Appropriation Ordinance (AAO) for Selected Departments
- Proposed Interim Annual Salary Ordinance (ASO) for Selected Departments
- Proposed Annual Appropriation Ordinance (AAO) for Selected Departments
- Proposed Annual Salary Ordinance (ASO) for Selected Departments
- Proposed Interim Budget and the Proposed Budget for the Office of Community Investment and Infrastructure (OCII)
- Police Code – License fees
- Administrative Code – County Clerk fees
- Health Code – DPH Patient Rates
- Public Works Code – Permit fees and charges
- Park Code – Tennis court reservation fees
- Park Code – Recreation program fees
- Homelessness and Supportive Housing Fund – FYs 2024-25 and 2025-26 Expenditure Plan
- Funding Reallocation – Our City, Our Home Homelessness Gross Receipts Tax
- Early Care and Education Commercial Rents Tax Baseline
- Resolution Adjusting the Access Line Tax with the Consumer Price Index of 2024
- Neighborhood Beautification and Graffiti Clean-up Fund Tax Designation Ceiling
- Administrative Code – Maddy Emergency Services Fund
- Administrative Code – Competitive solicitation requirements for DPH Grant
- Overtime Supplemental Appropriation for Police Department and Sheriff Department
- Business and Tax Regulations Code – DPH cannabis fees

Should you have any questions, please contact Tom Paulino at 415-554-6153.

Sincerely,

A handwritten signature in blue ink, appearing to read "Anna Duning", written over a large, stylized blue ink flourish.

Anna Duning
Mayor's Budget Director

RECEIVED
BOARD OF SUPERVISORS
SAN FRANCISCO
2024 MAY 31 PM 3:47
BY [Signature]

OFFICE OF THE MAYOR
SAN FRANCISCO



LONDON N. BREED
MAYOR

RECEIVED
CITY OF SAN FRANCISCO
2024 MAY 31 PM 3:32
BY [Signature]

To: Angela Calvillo, Clerk of the Board of Supervisors
From: Anna Duning, Mayor's Budget Director
Date: May 31, 2024
Re: Mayor's June 1 FY 2024-25 and FY 2025-26 Budget Submission

Madam Clerk,

In accordance with City and County of San Francisco Administrative Code, Section 3.3, the Mayor's Office hereby submits the Mayor's proposed June 1 budget, corresponding legislation, and related materials for Fiscal Year (FY) 2024-25 and FY 2025-26.

In addition to the Mayor's Proposed FY 2024-25 and FY 2025-26 June 1 Budget Book, the following items are included in the Mayor's submission:

- The June 1 Proposed Interim Annual Appropriation Ordinance (AAO) and Proposed Interim Annual Salary Ordinance (ASO)
- The June 1 Proposed Annual Appropriation Ordinance (AAO) and Proposed Annual Salary Ordinance (ASO), along with Administrative Provisions
- The Proposed Interim Budget and the Proposed Budget for the Office of Community Investment and Infrastructure (OCII)
- 30 separate pieces of trailing legislation (see list attached)
- A Transfer of Function letter detailing the transfer of positions from one City department to another
- An Interim Exception letter to the ASO
- A letter addressing funding levels for nonprofit corporations or public entities for the coming two fiscal years
- A letter and supporting documentation detailing technical adjustments to the Mayor's Proposed May 1 Budget for FY 2024-25 and FY 2025-26, per Charter Section 9.101
- Memo to the Board President requesting for 30-day rule waivers on ordinances

Please note the following:

- Technical adjustments to the June 1 budget are being prepared, but are not submitted with this set of materials.

Sincerely,

A handwritten signature in blue ink, appearing to read "Anna Duning", with a long, sweeping flourish extending to the right.

Anna Duning
Mayor's Budget Director

cc: Members of the Board of Supervisors
Budget & Legislative Analyst's Office
Controller

| DEPT | Item | Description | Type of Legislation | File # |
|-------|-------------------|--|---------------------|--------|
| ADM | New Prop J | Office of the Medical Examiner security services | Resolution | 240613 |
| ADM | Continuing Prop J | City Administrator's Office fleet security services, Real Estate Division custodial services and security services, and convention facilities management for FY 2024-25 | Resolution | 240612 |
| BOS | Continuing Prop J | Board of Supervisors Budget and Legislative Analyst Services for FY 2024-25 | Resolution | 240612 |
| DPH | Continuing Prop J | Department of Public Health security services for FY 2024-25 | Resolution | 240612 |
| DPW | Continuing Prop J | Department of Public Works security services for FY 2024-25 | Resolution | 240612 |
| HOM | Continuing Prop J | Homelessness and Supportive Housing security services for FY 2024-25 | Resolution | 240612 |
| HSA | Continuing Prop J | Human Services Agency Security Services for FY 2024-25 | Resolution | 240612 |
| MOHCD | Continuing Prop J | Mayor's Office of Housing and Community Development security services for FY 2024-25 | Resolution | 240612 |
| REG | Continuing Prop J | Department of Elections Assembly of Vote by Mail Services for FY 2024-25 | Resolution | 240612 |
| SHF | Continuing Prop J | Sheriff's Department County Jails Food Services for FY 2024-25 | Resolution | 240612 |
| ADM | Code Amendment | Amending the Police Code to adjust to current amounts the license fees for Billiard Parlor, Dance Hall Keeper, Extended Hours Premises, Fixed Place Outdoor Amplified Sound, Limited Live Performance, Mechanical Amusement Device, and Place of Entertainment permits | Ordinance | 240598 |
| ADM | Code Amendment | Amending the Administrative Code to adjust the fees imposed by the County Clerk, and authorizing the Controller to make future adjustments to the fees | Ordinance | 240597 |
| DPH | Patient Rates | Amending the Health Code to set patient rates and rates for other healthcare services provided by the Department of Public Health, for Fiscal Years 2024-2025 and 2025-2026 | Ordinance | 240600 |
| DPW | Code Amendment | Amending the Public Works Code to modify certain permit fees and other charges and affirming the Planning | Ordinance | 240601 |

| | | | | |
|---------|---|---|------------|--------|
| | | Department's determination under the California Environmental Quality Act | | |
| REC | Code Amendment | Amending the Park Code to authorize the Recreation and Park Department to charge a fee for reserving tennis and pickleball courts at locations other than the Golden Gate Park Tennis Center | Ordinance | 240603 |
| REC | Code Amendment | Amending the Park Code to impose an additional \$5 charge for recreation programs | Ordinance | 240602 |
| DAT | Joint Powers Grant | Authorizing the Office of the District Attorney to accept and expend a grant in the amount of \$2,530,992 from the California Victim Compensation Board | Resolution | 240617 |
| REC | Habitat Conservation Fund Grants | Retroactively authorizing the Recreation and Park Department to accept and expend grant funding in the amount of \$400,000 from the Habitat Conservation Fund | Resolution | 240615 |
| REC | BAAQMD Grant | Authorizing the Recreation and Park Department to accept and expend a grant in the amount of \$619,085 from the Bay Area Air Quality Management District to install level-2 electric vehicle chargers at six park sites | Resolution | 240614 |
| REC | USDA Urban Forest Grant | Authorizing the Recreation and Park Department to accept and expend a grant in the amount of \$2,000,000 from the USDA Forest Service to develop a Workforce Development Program and implement Reforestation Projects | Resolution | 240616 |
| DPH | Recurring State Grants | Authorizing the acceptance and expenditure of Recurring State grant funds by the San Francisco Department of Public Health for Fiscal Year (FY) 2024-2025 | Resolution | 240618 |
| HOM/HSR | CAAP Client Housing Legislation | Approving the FYs 2024-2025 and 2025-2026 Expenditure Plan for the Department of Homelessness and Supportive Housing Fund | Resolution | 240620 |
| HSR/DPH | Funding Reallocation – Our City, Our Home Homelessness Gross Receipts Tax | Reallocating approximately \$13,676,000 in unappropriated earned interest revenues from the Our City, Our Home Fund to allow the City to use such revenues from the | Ordinance | 240607 |

| | | | | |
|---------|--|--|------------|--------|
| | | Homelessness Gross Receipts Tax for certain types of services to address homelessness | | |
| DEC | Early Care and Education Commercial Rents Tax Baseline | Amending the baseline funding requirements for early care and education programs in Fiscal Years 2024-2025 through 2027-2028, to enable the City to use the interest earned from the Early Care and Education Commercial Rents Tax for those baseline programs | Ordinance | 240604 |
| OCII | OCII Interim Budget Resolution | Approving the Fiscal Year 2024-25 Interim Budget of the Office of Community Investment and Infrastructure | Resolution | 240610 |
| OCII | OCII Budget Resolution | Approving the Fiscal Year 2024-25 Budget of the Office of Community Investment and Infrastructure | Resolution | 240611 |
| CON | Access Line Tax (ALT) Tax Rates | Concurring with the Controller's establishment of the Consumer Price Index for 2024, and adjusting the Access Line Tax by the same rate | Resolution | 240619 |
| CON | Neighborhood Beautification Fund | Adopting the Neighborhood Beautification and Graffiti Clean-up Fund Tax designation ceiling for tax year 2024 | Ordinance | 240608 |
| DPH | Code Amendment | Amending the Administrative Code to repeal the Maddy Emergency Services Fund | Ordinance | 240606 |
| DPH | Code Amendment | Authorizing the Department of Public Health to award a one-time grant to Planned Parenthood Northern California by waiving the competitive solicitation requirements of the Administrative Code | Ordinance | 240605 |
| POL/SHF | Overtime Supplemental | De-appropriating surplus amounts from and re-appropriating amounts to overtime at the Police Department and Sheriff Department to support projected increases in spending as required per Administrative Code Section 3.17 | Ordinance | 240609 |
| ADM/DPH | Cannabis Inspection Fees | Amending the Business and Tax Regulations Code to eliminate fees charged to permitted cannabis businesses to cover the cost of inspections of those businesses by the Department of Public Health | Ordinance | 240599 |

OFFICE OF THE MAYOR
SAN FRANCISCO



LONDON N. BREED
MAYOR

To: Angela Calvillo, Clerk of the Board of Supervisors
From: Anna Duning, Mayor's Budget Director
Date: May 31, 2024
Re: Public Works Code – Modify certain permit fees and other charges

Ordinance amending the Public Works Code to modify certain permit fees and other charges and affirming the Planning Department's determination under the California Environmental Quality Act.

Should you have any questions, please contact Tom Paulino at 415-554-6153.

RECEIVED
JUN 01 2024
2024 JUN 31 PM 3:40
CITY OF SAN FRANCISCO
OFFICE OF THE MAYOR