



Staff Report

PUBLIC HEARING TO CONSIDER PROPOSED BUDGET FOR FISCAL YEAR 2010

Honorable Mayor and Council Members:

Summary

At the close of the public hearing, and after consideration of testimony given, it is recommended that the City Council approve the attached resolutions implementing the Fiscal Year 2010 Budget, Approving Budget Correction Plan, Appropriations Limit, Master Revenue Schedule, and the Special Library Tax for the City of Belmont.

Background

On June 9th, City Council received a report from staff introducing the FY 2010 Budget. Prior to the City Council meeting, the Finance Commission reviewed the document on June 4th in detail and the questions and responses have been provided. After hearing testimony, the City Council gave direction to staff and set June 23rd as the public hearing to adopt the budget.

Discussion

The purpose of the public hearing is to hear testimony regarding the FY 2010 Budget and consider any adjustments, if any, and adopt the budget. A resolution for this purpose is shown as Attachment A.

▪ 5% Correction Plan

On June 9th, the City Council held a study session to introduce the Proposed FY 2010 Based Budget and Budget Correction Plan and give direction to staff prior to budget adoption. The purpose of the public hearing this evening is to hear testimony regarding the FY 2010 Budget, consider the \$1.26 million reduction in appropriations and additional revenues of \$311 thousand as presented in the Budget Correction Plan and provide City Council with the opportunity to make any further adjustments to the Plan before adoption.

Attached for City Council's review and consideration is a resolution implementing the Budget Correction Plan, as directed at the June 9th meeting. This resolution amends the FY 2010 Base Budget and incorporates the Budget Correction Plan into a consolidated financial plan.

The resolution shown as Attachment B implementing the 5% Budget Correction Plan only reflects strategies that address recessionary impacts attributable to the City.

At this time, staff is not recommending the budget be amended for potential State adverse actions.

Staff will return in the future with a separate correction action, if needed, once the picture has become clearer on the State’s course of action.

▪ **Gann Limit**

Proposition 4, approved by California voters in 1979, requires cities to calculate and establish an appropriations limit every year. The limit is based on actual appropriations in the 1978-79 fiscal year and is allowed to increase each year to the extent of population growth and inflation.

The City of Belmont’s FY 2010 Appropriations Limit is \$12,648,228. The FY 2010 budget is within the stated limit. The calculations are attached to the implementing resolution, which is Attachment C.

▪ **Master Revenue Schedule**

As part of the annual budget process, departments review their fee structure to ensure compliance with the City’s fee policy that specifies, where possible, the fee recovers the full cost (direct and indirect) of providing the service.

Consistent with policy, the Master Revenue Schedule has been revised to reflect the following adjustments:

Type	Description	Amount
CPI	To reflect general increase in cost of service when not specifically based on level of effort.	1.16 %
Hourly Rate	To reflect increase or decrease in productive hourly rates for service provided	Various
Markup	To reflect increase or decrease in markup for staff time and related costs to manage consultant work	No change
Level of Effort	To reflect increase or decrease in level of effort to complete one unit of service	Various

To facilitate City Council’s review of the proposed changes, both the current and proposed fees are shown in the exhibit with Attachment D, the implementing resolution. Shading is used to denote the prior fee.

▪ **Solid Waste Collection Fees**

At the April 28th meeting, City Council directed a notice of intent to raise collection rates and

set a protest hearing for June 23 for the consideration of rate increases of 4.87% on July 1, 2009, January 1, 2010 and July 1, 2010. A separate ordinance in a companion report has been prepared for implementation of the rate increases.

- **Special Tax for Community Facilities District No. 2000-1 (Library Project)**

Annually, the City Council is required to authorize the annual special tax for library (Community Facilities District No. 2000-1). The resolution shown as Attachment E accomplishes this requirement for FY 2010 and requests that the County of San Mateo collect the special tax on the property tax rolls.

- **Financial Policies**

As part of the annual financial policy update, on May 12th staff provided the Audit Committee with a list of new and revised financial policies for inclusion in the City’s financial policies manual. A resolution shown as Attachment G will update the financial policies for these revisions.

- **Finance Commission Budget Review**

On June 4th, the FY 2010 Budget was introduced to the Finance Commission. On June 11th, the Finance Commission reviewed the responses to their questions submitted to staff. The Commission recommended the adoption of the budget. The Finance Commission further recommended that Council adopt the 5% Budget Correction Plan, excluding the proposal to establish a utility user tax. In addition, staff has provided Council with copies of their questions and staff’s response.

- **Fiscal Hardship**

On May 5, 2009 the California Department of Finance announced it had proposed to the Governor that the State “borrow” over \$2 billion in local property taxes from cities, counties and special districts to balance the State budget, causing deeper cuts in local public safety and other vital service. In order to start that process, the Governor would have to issue a proclamation declaring the existence of a “severe fiscal hardship.” The legislature would then have to implement the “borrowing” program by passing urgency legislation (2/3 vote) which identifies how the “loan” would be repaid with interest.

The resolution shown as Attachment F was drafted by the League of California Cities and cites the cumulative property tax losses of cities statewide since the State began taking these funds in the early 1990s—which is \$8.6 billion statewide even after deducting payments cities receive from the Prop. 172 public safety sales tax the State COPS grant program. The cumulative loss for the City of Belmont is \$7.6 million since 1991.

Should the State be unable to repay, the City will find a severe fiscal hardship if this proposed property tax raid is added to the pressures of the ongoing property tax losses and the serious revenue losses due to the economic recession. The State is taking property tax

funds from already stressed city budgets is ludicrous and irresponsible, as part of the reason cities are cutting their budgets today, in fact, is because of past and continuing property tax raids. Furthermore, the redirection of local gas tax funds will cause irreparable damage to City streets.

▪ **Budget Adoption**

1. Implementing Resolution

Attached for the Council's review and approval are the following resolutions implementing the FY 2010 Budget:

- Resolution establishing the base revenue, appropriation (expenditure) and capital improvement program budgets for the year (Attachment A).
- Resolution amending the FY 2010 Budget, revising revenue and reducing appropriations for the 5% Corrective Action Plan (Attachment B)
- Resolution approving Article XIII B appropriations (Gann Limit) (Attachment C)
- Resolution adopting Master Revenue Schedule (Attachment D)
- Resolution Establishing the Special Tax for Community Facilities District No. 2000-1 (Library Project) (Attachment E).
- Resolution finding a severe fiscal hardship will exist if additional local property tax funds are seized and additional unfunded mandates are adopted by the State of California (Attachment F)
- Resolution updating the financial policies (Attachment G)

2. Recommended Process

To facilitate implementing the FY 2010 Budget, at the close of the public hearing and after hearing from the Finance Commission, staff recommends the following actions be taken:

- Step 1 Make motion to adopt FY 2010 Budget as proposed in the attached Resolution (Attachment A). Entertain a second to that motion.
- Step 2 Prior to voting on main motion, entertain motion(s) to amend main motion to reflect any individual amendments. Each proposed amendment would require a second and should be voted upon separately.
- Step 3 Take a vote on main motion, as amended, to adopt FY 2010 Budget.
- Step 4 Make motions and take vote on other resolutions.

Follow Up

1. Revise documents as directed.
2. Publish budget.
3. Update website.

Fiscal Impact

Establish the City of Belmont’s Base revenue budget at \$54,838,317, appropriation budget at \$88,042,123 and Capital Improvement Program budget at \$19,841,545, Net Other Sources (Uses) at \$71,510,991 and permanent staffing at 135.65 full time equivalents for Fiscal Year 2010.

Public Contact

Public hearing was legally noticed. The Finance Commission has been informed of the meeting and will be represented at the meeting.

Recommendation

Adopt budget and related resolutions as proposed.

Alternatives

1. Amend the resolution(s) and adopt an alternative budget.
2. With direction, refer the budget back to staff for further consideration.

Attachments:

- A. Budget Resolution
- B. Budget Amendment Resolution
- C. Appropriations Limit Resolution
- D. Master Revenue Resolution
- E. Library CFD Resolution
- F. Fiscal Hardship Resolution
- G. Financial Policies Resolution

Respectfully submitted,

Brooke Lazzari,
Deputy Finance Director

Thomas Fil
Finance Director

Jack Crist
Executive Director

Staff Contact:

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RESOLUTION NO. _____

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT ADOPTING THE PROPOSED FY 2010 BASE BUDGET REVENUE, APPROPRIATIONS, CAPITAL IMPROVEMENT PROGRAM BUDGETS AND PERMANENT STAFFING PLAN FOR THE CITY OF BELMONT

WHEREAS, the City Council desires to have a fiscal and staffing plan for the City of Belmont in order to plan for anticipated revenues and control expenditures; and

WHEREAS, the fiscal year revenue, appropriation, capital improvement program and permanent staffing plan for the City of Belmont is expressed in the budget documents entitled “City of Belmont FY 2010 Budget”; and

WHEREAS, the City Council and the Finance Commission reviewed the proposed budgets for compliance with the goals and objectives of the community; and

WHEREAS, the City Council has held Public Hearings on the programs and fiscal policies to obtain public comments regarding the Proposed Budget document.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Belmont that the Revenue, Appropriations and Capital Improvement Program (CIP) budgets for Fiscal Year 2010 shall be adopted as follows:

Fund	Fund Title	Revenue	Appropriation	Capital Improvement Program	Net Other Sources (Uses)
101	General Fund	\$16,036,193	\$15,934,224		(\$1,225,580)
205	Recreation Services	1,062,813	1,808,339		745,526
206	Library Maintenance & Operation	308,705	395,234	\$25,000	
207	Athletic Field Maintenance	55,179	50,000		
208	City Tree Fund	25,741	25,000	15,000	
210	Development Services	1,196,600	1,446,955		191,317
212	General Plan Maintenance Fee	80,779	50,000		
223	Belmont Fire Protection District	6,601,834	6,754,785		1,093,191
225	Public Safety Grants	99			
227	Supplemental Law Enforcement Services	100,000	170,496		70,496
229	Police Education Services	55,326	55,326		
231	Street Maintenance (Gas Tax)	1,320,102	1,722,837		100,000
234	Street Improvements (Measure A/Grants)	4,265,355	4,523,106	4,364,855	(100,000)
235	Traffic Mitigation	1,170			
308	General Facilities	3,707	184,000	184,000	
310	Unanticipated Infrastructure Repair	3,975			
312	Comcast PEG Fund	4,036	126,000	126,000	
341	Planned Park	297,285	787,192	783,200	
343	Open Space	29			
351	RDA Capital	699,269	5,587,687	5,541,500	7,084,262
406	Library CFD Bond	655,984	659,301		
501	Sewer Enterprise-Operations	6,383,587	4,807,033		(2,750,967)
503	Sewer Enterprise-Capital	104,582	3,313,849	1,814,800	9,581,184
505	Sewer Enterprise-Treatment Plant	34,251	292,743		925,114

	Connection				
507	Sewer Enterprise-Treatment Plan Facility		6,826,094		27,980,000
525	Storm Drainage Enterprise	909,700	3,369,097	2,075,500	1,776,533
530	Solid Waste Fund	397,652	504,043		
601	Workers' Compensation	459,506	427,071		
605	Liability Insurance	484,546	516,251		
607	Self Insured Vision	35,890	29,589		
620	Fleet & Equipment Management	2,072,170	2,267,845	108,590	52,300
625	Facilities Management	964,522	1,141,263		176,741
704	Special Assessment Districts	3,533			
708	Benefit Stabilization	829,478	857,151		
801	Redevelopment	21,012	756,448		735,436
822	Low and Moderate Income Housing	1,913,898	8,736,146	4,803,100	16,650,000
841	Redevelopment Debt Service	7,437,060	13,917,019		8,438,189
843	Redevelopment Debt Service Reserve	12,751			(12,751)
	Totals	\$54,838,317	\$88,042,123	\$19,841,545	\$71,510,991

NOW, THEREFORE, BE IT FURTHER RESOLVED that the City Council of the City of Belmont finds that the Development Services Fund is projecting an operating budget shortfall of \$295,000 for the 2009 fiscal year and authorizes a loan from the Fleet Management Fund repayable no later than 2014 fiscal year with interest indexed to the LAIF rate, and

NOW, THEREFORE, BE IT FURTHER RESOLVED that the City Council of the City of Belmont establishes the permanent staffing plan at 135.65 full time equivalent positions.

* * * * *

I hereby certify that the foregoing Resolution was duly and regularly passed and adopted by the City Council of the City of Belmont at a regular meeting thereof held on June 23, 2009 by the following vote:

AYES, COUNCILMEMBERS: _____

NOES, COUNCILMEMBERS: _____

ABSTAIN, COUNCILMEMBERS: _____

ABSENT, COUNCILMEMBERS: _____

CLERK of the City of Belmont

APPROVED:

MAYOR of the City of Belmont

RESOLUTION NO. _____

RESOLUTION AMENDING THE FISCAL YEAR 2010 BUDGET FOR THE BUDGET CORRECTION PLAN AND APPROVING REVISIONS TO REVENUES AND APPROPRIATIONS

WHEREAS, City of Belmont requires additional funding and reduced expenditures, and

WHEREAS, the City of Belmont City Council finds that it is necessary to adopt a Budget Correction Plan and amend the Base Budget for those revenue and expenditure strategies, and

WHEREAS, the fiscal year revenue, appropriation, and permanent staffing plan for the City of Belmont is expressed in the budget documents entitled “City of Belmont FY 2010 Budget”; and

WHEREAS, the City of Belmont finds it necessary to increase revenues and has instructed that a plan to increase the Transient Occupancy Tax from 10% to 12% be presented to the City Council for consideration; and

WHEREAS, the City Council has held Public Hearings on the programs and fiscal policies to obtain public comments regarding the Budget Correction Plan.

NOW, THEREFORE, BE IT RESOLVED by the City Council that the Revenue and Appropriations budgets for Fiscal Year 2010 shall be adjusted as follows:

Fund	Fund Title	Revenue	Appropriation
101	General Fund	\$270,941.00	\$(915,844.43)
205	Co-Sponsored Recreation		
210	Development Services		(114,350.00)
229	Police Education Services		(1,708.32)
231	Gas Tax		(64,500.00)
	Sewer Enterprise-		
501	Operations		
525	Storm Drainage Enterprise	40,832.00	
	Fleet & Equipment		
620	Management		(73,063.00)
625	Facilities Management		(50,000.00)
	Low & Moderate Income		
822	Housing		(45,000.00)
	TOTAL	\$311,773.00	\$(1,264,465.75)

RESOLVED FURTHER by the City Council that the permanent staffing plan be adjusted to 133.65 full time equivalent positions.

* * * * *

I hereby certify that the foregoing Resolution was duly and regularly passed and adopted by the City Council of the City of Belmont at a regular meeting thereof held on June 23, 2009 by the following vote:

AYES, COUNCIL MEMBERS: _____

NOES, COUNCIL MEMBERS: _____

ABSTAIN, COUNCIL MEMBERS: _____

ABSENT, COUNCIL MEMBERS: _____

Clerk of the City of Belmont

APPROVED:

Mayor of the City of Belmont

RESOLUTION NO. _____

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT APPROVING
THE ARTICLE XIIIIB APPROPRIATIONS LIMIT FOR THE FISCAL YEAR 2010**

WHEREAS, the voters of California on November 6, 1979 added Article XIIIIB to the State Constitution placing various limitations on the appropriations of the State and local governments; and

WHEREAS, Proposition 111 adopted by the California voters on June 5, 1990, amended Article XIIIIB to provide that the Appropriations Limit for each fiscal year be calculated by adjusting the base year appropriations of fiscal year 1986-87 for changes in the cost of living and populations; and

WHEREAS, Article XIIIIB requires public entities in the State of California to set an annual appropriations limit; and

WHEREAS, the appropriations limit is based on factors which include the appropriations limit for the prior fiscal year; and

WHEREAS, the League of California Cities issued in March, 1991, uniform guidelines for the implementation of the provisions of Article XIIIIB; and

WHEREAS, Article XIIIIB requires the City Council to select the population and inflation factors for each year's appropriations limit calculation; and

WHEREAS, information for making this limit calculation for the City of Belmont has been available for public inspection in the City offices for the 15 days prior to the scheduled adoption of this resolution, in accordance with Government Code Section 7910 requirements; and

WHEREAS, the information necessary for making these adjustments is attached; and

WHEREAS, Exhibit 1 attached hereto is provided in support of the Gann Limit calculation.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Belmont takes the following action:

Section 1. The Appropriations Limit for the City of Belmont for the FY 2010 shall be \$12,648,228.

Section 2. The inflation factor being utilized to calculate the FY 2010 appropriations limit is the California per capita income.

Section 3. The population factor being utilized to calculate the FY 2010 appropriations limit is the City of Belmont's population growth provided by the County of San Mateo.

* * * * *

I hereby certify that the foregoing Resolution was duly and regularly passed and adopted by the City Council of the City of Belmont at a regular meeting thereof held on June 23, 2009 by the following vote:

AYES, COUNCILMEMBERS: _____

NOES, COUNCILMEMBERS: _____

ABSTAIN, COUNCILMEMBERS: _____

ABSENT, COUNCILMEMBERS: _____

CLERK of the City of Belmont

APPROVED:

MAYOR of the City of Belmont

CITY OF BELMONT
Gann Appropriation Limit

Years/Factors	Amount	% Change	Years/Factors	Amount	% Change
FY 1995/96			FY 2004/05		
POPULATION CHANGE		1.31%	POPULATION CHANGE		0.44%
CPI/PERSONAL INCOME		4.72%	CPI/PERSONAL INCOME		3.28%
COMBINED PERCENTAGE	\$377,399	6.09%	COMBINED PERCENTAGE	\$361,329	3.73%
GANN LIMIT-95/96	\$6,574,419		GANN LIMIT-04/05	\$10,048,438	
FY 1996/97			FY 2005/06		
POPULATION CHANGE		0.90%	POPULATION CHANGE		0.62%
CPI/PERSONAL INCOME		4.67%	CPI/PERSONAL INCOME		5.26%
COMBINED PERCENTAGE	\$368,825	5.61%	COMBINED PERCENTAGE	\$593,863	5.91%
GANN LIMIT-96/97	\$6,943,244		GANN LIMIT-05/06	\$10,642,301	
FY 1997/98			FY 2006/07		
POPULATION CHANGE		1.05%	POPULATION CHANGE		1.12%
CPI/PERSONAL INCOME		4.67%	CPI/PERSONAL INCOME		3.96%
COMBINED PERCENTAGE	\$400,625	5.77%	COMBINED PERCENTAGE	\$544,886	5.12%
GANN LIMIT-97/98	\$7,343,869		GANN LIMIT-06/07	\$11,187,187	
FY 1998/99			FY 2007/08		
POPULATION CHANGE		2.23%	POPULATION CHANGE		0.67%
CPI/PERSONAL INCOME		4.15%	CPI/PERSONAL INCOME		4.42%
COMBINED PERCENTAGE	\$475,148	6.47%	COMBINED PERCENTAGE	\$572,784	5.12%
GANN LIMIT-98/99	\$7,819,017		GANN LIMIT-07/08	\$11,759,971	
FY 1999/00			FY 2008/09		
POPULATION CHANGE		0.45%	POPULATION CHANGE		1.27%
CPI/PERSONAL INCOME		4.53%	CPI/PERSONAL INCOME		4.29%
COMBINED PERCENTAGE	\$390,951	5.00%	COMBINED PERCENTAGE	\$659,734	5.61%
GANN LIMIT-99/00	\$8,209,968		GANN LIMIT-08/09	\$12,419,705	
FY 2000/01			FY 2009/10		
POPULATION CHANGE		0.78%	POPULATION CHANGE		1.21%
CPI/PERSONAL INCOME		4.91%	CPI/PERSONAL INCOME		0.62%
COMBINED PERCENTAGE	\$470,431	5.73%	COMBINED PERCENTAGE	\$228,523	1.84%
GANN LIMIT-00/01	\$8,680,399		GANN LIMIT-09/10	\$12,648,228	
FY 2001/02					
POPULATION CHANGE		0.88%			
CPI/PERSONAL INCOME		7.82%			
COMBINED PERCENTAGE	\$761,271	8.77%			
GANN LIMIT-01/02	\$9,441,670				
FY 2002/03					
POPULATION CHANGE		0.65%			
CPI/PERSONAL INCOME		-1.27%			
COMBINED PERCENTAGE	(\$59,483)	-0.63%			
GANN LIMIT-02/03	\$9,382,188				
FY 2003/04					
POPULATION CHANGE		0.92%			
CPI/PERSONAL INCOME		2.31%			
COMBINED PERCENTAGE	\$304,921	3.25%			
GANN LIMIT-03/04	\$9,687,109				

RESOLUTION NO. _____

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT
ADOPTING FY 2010 MASTER REVENUE SCHEDULE**

WHEREAS, the City Council has determined the need to charge fees for general government, police, recreation, development, engineering, park in-lieu, sewer, storm drainage and other services; and

WHEREAS, staff reviewed and updated the Master Revenue Schedule to ensure that an appropriate fee is charged by reflecting one of the following adjustments:

Type	Description	Amount
CPI	To reflect general increase in cost of service	1.16%
Hourly Rate	To reflect increase or decrease in productive hourly rates for service provided	Various
Markup	To reflect increase or decrease in markup for staff time and related costs to manage consultant work	No change
Level of Effort	To reflect increase or decrease in level of effort to complete one unit of service	Various

WHEREAS, the City of Belmont desires to have all fees located in one document; and

WHEREAS, a public hearing was held and all objections or protests were heard on the proposed fees.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Belmont adopts the attached Master Revenue Schedule (Exhibit 1).

* * * * *

I hereby certify that the foregoing Resolution was duly and regularly passed and adopted by the City Council of the City of Belmont at a regular meeting thereof held on June 23, 2009 by the following vote:

AYES, COUNCILMEMBERS: _____

NOES, COUNCILMEMBERS: _____

ABSTAIN, COUNCILMEMBERS: _____

ABSENT, COUNCILMEMBERS: _____

CLERK of the City of Belmont

APPROVED:

MAYOR of the City of Belmont

I. GENERAL GOVERNMENT SERVICE FEES

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009**

	OLD	NEW
CITY COUNCIL		
Appeals to City Council		
Administrative	\$ 100.00	\$ 100.00
Planning Commission	\$ 950.00	\$ 950.00
Agendas & Minutes	\$ 60.00	\$ 60.00
Agendas Only	\$ 35.00	\$ 35.00
Video tape duplication	\$ 20.00	\$ 20.00
Video duplication with a tape provided	\$ 10.00	\$ 10.00
Audio CD-Rom of Council/Commission Meeting *	\$ 20.00	\$ 20.00
RETURNED CHECK FEE		
Returned Check Fee		
First returned check	\$ 25.00	\$ 25.00
Subsequent checks	\$ 35.00	\$ 35.00
BUSINESS LICENSE		
Change of Address	\$ 16.00	\$ 17.50
Duplicate Business License	\$ 16.00	\$ 17.50
Business Name Change	\$ 16.00	\$ 17.50
NOTARY SERVICES		
Acknowledgement - per signature	\$ 10.00	\$ 10.00
Jurat - per signature	\$ 10.00	\$ 10.00
Depositions	\$ 20.00	\$ 20.00
OTHER REPRODUCTION COSTS		
Publications	Actual Cost	Actual Cost
Miscellaneous Reproductions	Actual Cost	Actual Cost
Standard 8 1/2 x 11 Copy	\$ 0.10	\$ 0.10 <i>per page</i>
SPECIAL SERVICES		
Business Data Mining	\$ 148.00	\$ 171.00 <i>per hour</i>
(includes business data mining, records requests, data compilation and bookkeeping)		+ 30% <i>(billed in 1/4 h</i>
	(for accounting, planning, treasury, debt & risk management services)	

* Fee may be waived for elected/appointed officials who are unable to attend related meeting.

**CITY OF BELMONT
 MASTER REVENUE SCHEDULE
 EFFECTIVE JULY 1, 2009**

	Old	New	
1. Fingerprint Fee	\$ 25.00	\$ 40.00	per person
2. Crime Report Fee	\$ 5.00	\$ 10.00	No charge to victim, 1st copy
	\$ 0.25	\$ 0.25	per page thereafter
3. Accident Report Fee	\$ 5.00	\$ 10.00	No charge to involved party, 1st copy
	\$ 0.25	\$ 0.25	per page thereafter
4. Local Clearance Letter	\$ 25.00	\$ 30.00	per person
5. Photos: Color 4 x 6	\$ 5.50	\$ 7.50	each (minimum of 5)
Photos: Digital 8-1/2 x 11	\$ 5.50	\$ 7.50	per page
Photos: CD Rom	\$ 5.50	\$ 50.00	each - unlimited photos
6. Solicitors Permit	\$ 100.00	\$ 200.00	per person
7. Vehicle Release Fee	\$ 100.00	\$ 200.00	impound per vehicle
	\$ 50.00	\$ 50.00	storage
8. Lost Citations	\$ 5.00	\$ 10.00	per citation
9. Incident Print-out	\$ 5.00	\$ 10.00	per incident
10. Records Search/Print-out	\$ 88.00	\$ 88.00	per hour; billed in 1/4 hour increments
11. Audio Tape Duplication	\$ 88.00	\$ 88.00	per hour ; minimum of \$20.00 + cost of tape
12. Street Closure Request	\$ 44.00	\$ 50.00	per request
13. Video Tape Duplication	\$ 88.00	\$ 88.00	per hour ; 1 hour minimum + cost of tape
14. Ticket Sign-off (outside agency)	\$ 7.00	\$ 10.00	per vehicle
15. Emergency Cost Recovery	\$ 176.00	\$ 165.00	1st two hours
	\$ 88.00	\$ 82.50	additional hours
16. False Alarm Fees		No charge	Up to 2nd incident
	\$ 75.00	\$ 75.00	3rd incident
	\$ 100.00	\$ 100.00	4th incident
	\$ 125.00	\$ 125.00	5th incident or more
17. Alarm Permit Fee	\$ 35.00	\$ 50.00	per address
18. Massage Permit Fee (initial)	\$ 490.00	\$ 500.00	
19. Massage Permit (renewal)	\$ 150.00	\$ 150.00	
20. Massage Annual Inspection Fee	\$ 150.00	\$ 150.00	

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009**

CODE	VIOLATION	NEW BAIL	OLD BAIL
C.O. 14-6	OLD COUNTY RD PARKED ON RIGHT OF WAY DOING WORK	\$ 35.00	\$ 35.00
C.O. 14-7a	OLD COUNTY RD PARKED ON RIGHT OF WAY (2000-0600 HRS)	\$ 35.00	\$ 35.00
C.O. 14-7b	OLD COUNTY RD PARKED 3' EASEMENT (0600-2000 HRS)	\$ 35.00	\$ 35.00
C.O. 14-10	PARKED IN EXCESS OF 72 HRS	\$ 35.00	\$ 35.00
C.O. 101-1	NO PARKING ANYTIME	\$ 35.00	\$ 35.00
C.O. 101-1	PARKING IN VIOLATION OF REGULATORY SIGN	\$ 35.00	\$ 35.00
C.O. 101-1	TIMED ZONE PARKING	\$ 35.00	\$ 35.00
C.O. 377	WHEELS NOT CURBED	\$ 35.00	\$ 35.00
CVC 4000a	EXPIRED REGISTRATION	\$ 50.00	\$ 50.00
CVC 4462b	FALSE DISPLAY OF REGISTRATION (TAB)	\$ 50.00	\$ 50.00
CVC 5200	FRONT AND/OR REAR PLATE MISSING	\$ 35.00	\$ 35.00
CVC 5201	IMPROPER POSITION OF PLATES	\$ 35.00	\$ 35.00
CVC 5202	PERIOD OF DISPLAY/LICENSE PLATE	\$ 35.00	\$ 35.00
CVC 5204	YEAR AND/OR MONTH TAB MISSING	\$ 35.00	\$ 35.00
CVC 21113a	PARKED/DRIVE ON PUBLIC GROUND WITHOUT A PERMIT	\$ 35.00	\$ 35.00
CVC 21211b	PARKED BLOCKING A BICYCLE LANE	\$ 35.00	\$ 35.00
CVC 22500a	PARKED IN INTERSECTION	\$ 35.00	\$ 35.00
CVC 22500b	PARKED IN CROSSWALK	\$ 35.00	\$ 35.00
CVC 22500d	PARKED WITHIN 15' OF FIRE STATION DRIVEWAY	\$ 35.00	\$ 35.00
CVC 22500e	PARKED BLOCKING DRIVEWAY	\$ 35.00	\$ 35.00
CVC 22500f	PARKED ON SIDEWALK	\$ 35.00	\$ 35.00
CVC 22500h	DOUBLE PARKED	\$ 35.00	\$ 35.00
CVC 22500i	PARKED IN BUS ZONE	\$ 250.00	\$ 250.00
CVC 22500l	PARKED IN FRONT OF LOWERED CURB-HANDICAP ACCESS	\$ 350.00	\$ 350.00
CVC 22500.1	PARKED IN POSTED FIRE LANE	\$ 35.00	\$ 35.00
CVC 22502a	PARKED ON WRONG SIDE OF ROADWAY/18" FROM CURB	\$ 35.00	\$ 35.00
CVC 22507.8a	PARKED IN DISABLED PERSON MARKING	\$ 350.00	\$ 350.00
CVC 22514	PARKED WITHIN 15' OF FIRE HYDRANT	\$ 35.00	\$ 35.00
CVC 22521	PARKED WITHIN 7 ½' OF RAILROAD TRACKS	\$ 35.00	\$ 35.00
CVC 22522	PARKED WITHIN 3' OF SIDEWALK ACCESS RAMP	\$ 350.00	\$ 350.00
CVC 22523a	ABANDONED VEHICLE	\$ 250.00	\$ 250.00
CVC 22523b	ABANDONED VEHICLE	\$ 250.00	\$ 250.00
FIRE CODE			
F.C. 13.111.3	PARKED IN FIRE LANE	\$ 35.00	\$ 35.00

IV. DEVELOPMENT REVIEW FEES

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009**

	New	Old	New	Old
	Planning*	Planning	Engineering*	Engineering
1. DESIGN REVIEW				
1. New Construction	\$ 4,037	\$3,738	\$2,563	\$2,373
2. Exterior Modifications	\$ 3,392	\$3,141		
3. Building or sign colors, Planning Commission review	\$ 2,338	\$2,164		
4. Preliminary Design Review Same Project - Formal Application Credit	\$ 1,719	\$1,592	\$1,110	\$1,028
5. Administrative Design Review	\$ 1,719	\$1,592	\$1,110	\$1,028
6. Administrative Sign Review	\$ 840	\$777		
7. Single-Family Design Review	\$ 3,715	\$3,440	\$1,623	\$1,503
8. Temporary Banner Permit	\$ 195	\$181		
2. CONDITIONAL USE PERMIT				
1. No New Construction	\$ 4,036	\$3,737	\$1,110	\$1,028
2. All Others	\$ 4,036	\$3,737	\$1,110	\$1,028
3. Administrative Permit	\$ 1,719	\$1,592	\$1,110	\$1,028
3. VARIANCE AND FAR EXCEPTION				
1. Single Family Residential	\$ 4,036	\$3,737	\$513	\$475
2. Other Uses	\$ 4,036	\$3,737	\$513	\$475
3. Administrative Permit	\$ 1,719	\$1,592	\$513	\$475
4. GEOLOGIC REVIEW				
1. Geotechnical/geologic report (includes \$1500 deposit for city geologic services)	\$ 3,206	\$2,968		
2. Map modification	\$ 3,515	\$3,254		
3. Exception (a, b, and c) City Code Sec. 7-12	\$ 2,781	\$2,575		
4. Exception (d) City Code Sec. 7-12	\$ 2,993	\$2,772		
5. ENVIRONMENTAL FEES				
1. Base fee (Categorical-CEQA exemptions)	\$ 521	\$483		
2. Initial study - staff	\$ 3,338	\$3,090		
3. Negative declaration - staff	\$ 1,268	\$1,174		
4. Mitigated Negative Declaration-% of cost of contract				
5. EIR - percentage of cost of contract				
6. ADDITIONAL PLAN FEES				
1. Subdivision Ordinance and City Code Exception	\$ 4,030	\$3,731		
2. Miscellaneous administrative permits	\$ 312	\$289		
3. General Plan Amendment, Rezoning, or Zoning Ordinance Amendment	\$ 4,876	\$4,515		
4. Historic building alteration, planning comm. review	\$ 2,973	\$2,753		
5. Grading Plan, Planning Commission Review	\$ 4,030	\$3,731		
6. Appeals		Refer to Sec. 1 Governmental		
7. Extension of Permits	\$ 1,529	\$1,416		
8. Lot Line Adjustment, Certificate of Compliance	\$ 1,719	\$1,592	\$1,623	\$1,503
9. Lot Line Adjustment - Record of Survey			\$1,623	\$1,503
10. City Code Permits	\$ 926	\$858		
11. Property Profile Report	\$ 291	\$270		
12. Antenna	\$ 387	\$358		
13. Landscape plan checking	\$ 312	\$289	\$341	\$316

* Fees include review cost for 3 submittals only. Hourly rate of \$189/hr to be charged for review time in excess of 3 submittals.

(continued)

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009**

	Planning	Planning * Old	Engineering
14. Tree Removal Permit - requiring tree board review	\$ 2,130	\$1,972	
15. Arborist Fees	\$ 567	525.00	
16. Tentative Parcel Map	\$ 4,037	\$3,738	\$4,271+\$341/lot
17. Resubmittal Fee (after 2nd resubmittal)			\$ 341 \$316
18. Street Modifications			\$ 2,050 \$1,898
19. Retaining Walls			\$ 2,563 \$2,373
20. Sewers			\$ 1,233 \$1,142
21. Storm Drains			\$ 2,050 \$1,898
22. Grading (No P.C. Review)			\$ 1,367 \$1,266
23. New Street			\$ 3,930 \$3,639

* Fees include review cost for 3 submittals only. Hourly rate of \$179 per hour (Planning) and \$189 (Engineering) to be charged for review time in excess of 3 submittals.

7. COMPLEX PROJECT--PROJECT FEE

Definition: Complex projects are those which, because of their size and issue complexity, are expected to take more staff time and effort than typical projects. Complex projects include new buildings totaling more than 10,000 gross square feet, major subdivisions of land into 5 or more lots or condominium units, tentative maps, all vesting tentative maps and extension of unimproved roads in the San Juan Hills area. Projects which would otherwise be subject to fixed processing fees may be deemed by the Community Development Director to be complex projects if multiple plan revisions or unusual circumstances require collection of a complex project fee to cover the costs of staff time.

FEE BASIS :	<u>Community Development</u>	<u>Engineering</u>	<u>Engineering</u>
1. Minimum, non-refundable fee of:	\$13,272	\$6,834	\$6,328
2. Fee at time of application calculated based on the following :			
Non-Residential	\$13,397 minimum complex project fee plus \$1,410 for each additional 10,000 square feet or portion thereof.	+ \$341/acre	+ \$316/acre
Residential	\$13,997 minimum complex project fee plus \$262 per additional unit.	+ \$341/acre	+ \$316/acre
Major Subdivisions (5 or more lots)	\$11,856 minimum complex project fee plus \$445 per lot.	\$4,442 + \$341/lot	\$4,113 + \$316/lot
3. Charges for City Staff time in excess of:	70 hours	40 hours	40 hours
billed at hourly rate of:	\$179	\$189	\$183
4. Services provided by private consultants are charged at actual cost plus 30%.		+30%	30%
5. All complex project charges must be paid prior to public hearing.			

NOTES

- A. All fees to be paid at time of filing an application.
- B. Fees are additive; multiple applications require multiple fees.
- C. Each parcel requires separate Use Permit or Variance Fee.
- D. City geologist services will be charged at full cost to City. If deposit does not cover costs, applicant will be notified and billed for the additional work. Unused funds deposited for geologic services will be refunded to the applicant.
- E. City projects are subject to the fee schedule.
- F. For development review applications which require Engineering review but with no fee specified in the fee schedule, the MASTER REVENUE SCHEDULE allows Engineering Division to collect up to 10 hours staff time as deposit and at an hourly rate of \$189/hr plus 130% of actual consultant costs.

(continued)

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009**

8. TREE REMOVAL FEES- DEVELOPMENT PROJECTS OR GENERAL PROPERTY MAINTENANCE

Tree removal fees are assessed for the removal of trees required for the development or general maintenance of property. They are collected to mitigate the loss of trees from the City's tree population. Fees are deposited in the City Tree Planting and Establishment Fund.

FEE BASIS:

<u>Tree Size (DBH)</u>	<u>Protected Trees</u>		<u>All Other Species</u>	
	NEW	OLD	NEW	OLD
24" or greater	\$4,506	\$4,172	\$2,253	\$2,086
18" but less than 24"	\$3,379	\$3,129	\$1,126	\$1,043
10" but less than 18"	\$2,253	\$2,086	\$845	\$782
6" but less than 10"	\$1,126	\$1,043	\$563	\$521
Less than 6"	No Fee	No Fee	No Fee	No Fee

NOTES:

- 1) Protected Trees as defined in Chapter 25 of the City Code include: Oaks (all species), Bay, California Buckeye, Monterey Cypress, Coast Redwood, Giant Sequoia and Madrone.
- 2) All Other Species include all other trees except: Acacia (all species), Eucalyptus globulus, Eucalyptus globulus "Compacta" and Monterey Pine.
- 3) Tree size is defined by diameter at breast height (DBH), which means the diameter (at the widest point) of the tree trunk measured at 4.5 feet above natural grade. In the case of multiple stemmed trees, the measurement shall be the sum of the diameter of all stems measured at DBH.
- 4) Payment shall be made prior to the issuance of a grading permit. If no grading permit is required, payment shall be made prior to the issuance of a building permit. If no building permit is required, payment shall be made prior to removal of any protected tree.

9. TREE PLANTING IN-LIEU FEES - DEVELOPMENT OR GENERAL MAINTENANCE PROJECTS

When a requirement to plant trees on the subject property cannot be met, the applicant shall pay a tree planting in-lieu fee to the City Tree Planting and Establishment Fund.

FEE BASIS:

<u>Size of Tree to be Planted</u>	<u>In-lieu Fee</u>	Old
24" Box	\$450	\$417

CITY OF BELMONT
 MASTER FEE SCHEDULE
 EFFECTIVE JULY 1, 2009

1. BUILDING PERMIT FEES - NEW CONSTRUCTION

Class	Occupancy Type	Plan Check Fee						Inspection Fee					
		Type of Construction						Type of Construction					
		I FR	I FR	II 1-HR	II 1-HR	III N	III N	I FR	I FR	II 1-HR	II 1-HR	III N	III N
		II FR	II FR	V 1-HR	V 1-HR	V N	V N	II FR	II FR	V 1-HR	V 1-HR	V N	V N
		OLD	NEW	OLD	NEW	OLD	NEW	OLD	NEW	OLD	NEW	OLD	NEW
A-1/A-2	THEATER/CHURCH	\$0.46	\$0.50	NP	NP	NP	NP	\$0.77	\$0.83	NP	NP	NP	NP
A-2 1/A-3	Restauran/SMALL ASSEMBLY ROOM	\$0.77	\$0.83	NP	NP	NP	NP	\$0.77	\$0.83	NP	NP	NP	NP
B	Office Bldg	\$0.92	\$0.99	\$0.79	\$0.86	\$0.61	\$0.65	\$0.81	\$0.87	\$0.69	\$0.75	\$0.53	\$0.57
B	High Rise Office Bldg	\$0.52	\$0.56	\$0.44	\$0.48	\$0.34	\$0.37	\$0.57	\$0.61	\$0.49	\$0.53	\$0.38	\$0.41
E-1 - E-3	PRESCHOOL / DAYCARE BUILDINGS	\$1.37	\$1.48	\$1.20	\$1.29	\$0.92	\$0.99	\$0.92	\$0.99	\$0.79	\$0.86	\$0.61	\$0.65
F	FACTORY TYPE ESTABLISHMENTS	\$0.61	\$0.66	\$0.53	\$0.57	\$0.40	\$0.44	\$0.61	\$0.65	\$0.53	\$0.57	\$0.40	\$0.44
H	HAZARDOUS OCCUPANCIES	\$1.53	\$1.65	\$1.32	\$1.43	\$1.02	\$1.10	\$1.15	\$1.24	\$1.00	\$1.08	\$0.77	\$0.83
I	INSTITUTIONAL OCCUPANCIES	\$1.37	\$1.48	\$1.20	\$1.29	\$0.92	\$0.99	\$0.92	\$0.99	\$0.79	\$0.86	\$0.61	\$0.65
M	Market/DEPARTMENT STORE	\$1.83	\$1.98	\$1.59	\$1.72	\$1.22	\$1.32	\$1.15	\$1.24	\$1.00	\$1.08	\$0.77	\$0.83
M	Retail Store	\$0.61	\$0.66	\$0.53	\$0.57	\$0.40	\$0.44	\$0.45	\$0.49	\$0.40	\$0.44	\$0.30	\$0.33
R-1	Apartment Bldg/HILLSIDE	\$4.12	\$4.45	\$3.58	\$3.87	\$2.75	\$2.97	\$3.44	\$3.72	\$2.98	\$3.21	\$2.30	\$2.48
R-1	APARTMENT BLDG/FLAT	\$2.75	\$2.97	\$2.38	\$2.57	\$1.83	\$1.98	\$2.30	\$2.48	\$1.99	\$2.15	\$1.53	\$1.65
R-2 1/R2.1	Elderly Care Facilities	\$1.83	\$1.98	\$1.59	\$1.72	\$1.22	\$1.32	\$1.83	\$1.98	\$1.59	\$1.72	\$1.22	\$1.32
R-3	HILLSIDE	\$4.12	\$4.45	\$3.58	\$3.87	\$2.75	\$2.97	\$3.44	\$3.72	\$2.98	\$3.21	\$2.30	\$2.48
R-3	FLAT	\$2.75	\$2.97	\$2.38	\$2.57	\$1.83	\$1.98	\$2.30	\$2.48	\$1.99	\$2.15	\$1.53	\$1.65
S-1 - S-5	STORAGE FACILITIES / PARKING GARAGES	\$1.37	\$1.48	\$1.20	\$1.29	\$0.92	\$0.99	\$0.69	\$0.75	\$0.59	\$0.64	\$0.45	\$0.49
U	PRIVATE GARAGES / SHEDS	\$4.59	\$4.96	\$3.97	\$4.29	\$3.05	\$3.30	\$5.73	\$6.18	\$4.97	\$5.37	\$3.82	\$4.13
U-1	Patio Cover 300 sf	\$3.82	\$4.13	\$3.32	\$3.58	\$2.55	\$2.75	\$6.12	\$6.61	\$5.30	\$5.72	\$4.07	\$4.40
B	Office Tenant Improvements 5,000 sf	\$0.73	\$0.79	\$0.63	\$0.68	\$0.49	\$0.53	\$0.45	\$0.49	\$0.40	\$0.44	\$0.30	\$0.33
B	Office Tenant Improvements 500 sf	\$3.67	\$3.96	\$3.18	\$3.43	\$2.45	\$2.64	\$3.67	\$3.96	\$3.18	\$3.43	\$2.45	\$2.64
M	Retail Tenant Imprv 5,000 sf Type II-N	\$0.73	\$0.79	\$0.63	\$0.68	\$0.49	\$0.53	\$0.45	\$0.49	\$0.40	\$0.44	\$0.30	\$0.33
M	Retail Tenant Imprv 5,000 sf Type V-N	\$0.73	\$0.79	\$0.63	\$0.68	\$0.49	\$0.53	\$0.45	\$0.49	\$0.40	\$0.44	\$0.30	\$0.33

**CITY OF BELMONT
MASTER FEE SCHEDULE
EFFECTIVE JULY 1, 2009**

II. BUILDING PERMIT FEES - REMODELS AND ADDITIONS

Residential Alteration Category	Plan Check Hrs	Plan Check Hrs	Bldg Insp Hrs	Bldg Insp Hrs	Plmb Insp Hrs	Plmb Insp Hrs	Mech Insp Hrs	Mech Insp Hrs	Elect Insp Hrs	Elect Insp Hrs
Alteration Nonstructural	3 hrs	3 hrs	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Alteration Structural	4 hrs	4 hrs	2.00	2.00	1.50	1.50	1.50	1.50	1.50	1.50
Atic conversion	3 hrs	3 hrs	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Antenna Tower	2 hrs	2 hrs	1.00	1.00						
Awning	2 hrs	2 hrs	0.50	0.50						
Balcony	2 hrs	2 hrs	1.50	1.50	0.50	0.50	0.50	0.50	1.00	1.00
Basement (Unfinished To finish)	2 hrs	2 hrs	2.00	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Basement (Unfinished to Build)	3 hrs	3 hrs	2.00	2.00	1.50	1.50	1.50	1.50	1.50	1.50
Bath room	2 hrs	2 hrs	1.00	1.00	1.50	1.50	1.00	1.00	1.00	1.00
Bay windows #	2 hrs	2 hrs	1.50	1.50					0.50	0.50
Carport	2 hrs	2 hrs	1.50	1.50					1.00	1.00
Cellular Antenna	4 hrs	4 hrs	2.00	2.00					2.00	2.00
Commercial Façade improvement	2 hrs	2 hrs	3.00	3.00					1.00	1.00
Commercial Hood	2 hrs	2 hrs	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Covered Porch	2 hrs	2 hrs	1.50	1.50					1.00	1.00
Deck	2 hrs	2 hrs	1.50	1.50					1.00	1.00
Dishes > 2' #	2 hrs	2 hrs	0.50	0.50						
Drainage System	2 hrs	2 hrs	2.00	2.00						
Fence (wood, chain link)	2 hrs	2 hrs	1.00	1.00						
Fence/Sound Wall (Masonry)	2 hrs	2 hrs	2.00	2.00						
Fence (wrought iron)	2 hrs	2 hrs	0.50	0.50						
Fireplace (Chimney rebuild) #	1 hrs	1 hrs	1.00	1.00						
Fireplace (complete rebuild) #	2 hrs	2 hrs	1.50	1.50						
Garage (Attached Framed)	2 hrs	2 hrs	2.00	2.00	1.50	1.50	0.50	0.50	0.50	0.50
Garage (Attached Masonry)	2 hrs	2 hrs	2.50	2.50	1.50	1.50	0.50	0.50	0.50	0.50
Garage (Detached Framed)	2 hrs	2 hrs	2.00	2.00	1.50	1.50	0.50	0.50	1.00	1.00
Garage (Detached Masonry)	2 hrs	2 hrs	2.50	2.50	1.50	1.50	0.50	0.50	1.00	1.00
Habitable area added	2 hrs	2 hrs	3.00	3.00	1.50	1.50	1.50	1.50	1.50	1.50
Kitchen Remodel	2 hrs	2 hrs	1.50	1.50	1.50	1.50	1.00	1.00	1.50	1.50
Patio cover (lattice)	2 hrs	2 hrs	1.00	1.00					0.50	0.50
Patio cover (metal)	2 hrs	2 hrs	0.50	0.50					0.50	0.50
Patio cover (wood)	2 hrs	2 hrs	1.00	1.00					0.50	0.50
Photo Voltaic System	3 hrs	3 hrs	2.00	2.00					2.00	2.00
Pool Cabana	2 hrs	2 hrs	3.00	3.00	1.50	1.50	0.50	0.50	1.50	1.50

(continued)

**CITY OF BELMONT
MASTER FEE SCHEDULE
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ADDITIONAL FEES:

Plan Check Fee	shall be 65% of the building fee. The plan check fees are separate fees from the building fees above.
Microfilm Charge	shall be 5% of the building fee. The microfilm charge is a separate fee from the building fees above.
State Energy	shall be 40% of the building fee. The state energy charges are separate fees from the building fees above.
Noise Insulation	shall be 8% of the building fee. This fee is for apartments and condominiums only. The noise insulation charges are separate fees from the building fees.
Handicapped Plan Check	shall be 25% of the building fee. The handicapped plan check charges are separate fees from the building fees.
Planning Plan Check	shall be 35% of the building fee. The planning plan check charges are separate fees from the building fees.
Engineering Plan Check	See Section VIII-Engineering Fees, Subsection 2: Building Permit Plan Check
Business License Valuation	shall be \$48.00 per structure up to \$50,000 valuation, over \$50,000, \$1.60 per \$1,000. The business license valuation charges are separate fees from the building fees.
General Plan Maintenance Fee	shall be 0.25% of the building valuation. The general plan maintenance charges are separate from the building fees.

OTHER INSPECTIONS AND FEES:

1. Inspections outside of normal business hours - per hour (minimum charge - two hours)	\$179.00	\$162.00
2. Reinspection fees assessed under provisions of Section 108.8 of the Uniform Building Code. - per hour	\$ 179.00	\$162.00
3. Inspections for which no fee is specifically indicated - per hour (minimum charge - one-half hour)	\$179.00	\$162.00
4. Additional plan review required by changes, additions or revisions to approved plans - per hour. (minimum charge - one-half hour)	\$179.00	\$162.00
5. For use of outside consultants for plan checking and inspections, or both.	Actual Cost - 30% Cost	Actual Cost + 30% Cost

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
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	NEW	OLD
PERMIT ISSUANCE		
Issuance of each electrical permit	\$103	\$95
Issuance of each supplemental electrical permit	\$11	\$10

SYSTEM FEE SCHEDULE

(Note: The following do not include permit-issuing fee.)

1. New Residential Buildings

The following fees shall include all wiring and electrical equipment in or on each building, or other electrical equipment on the same premises constructed at the same time.

Multifamily

For new multifamily residential buildings (apartments and condominiums) having three or more living units not including the area of garages, carports and other noncommercial automobile storage areas constructed at the same time, per square foot.

	\$0.09	\$0.08
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Single-and Two-Family

For new single and two-family residential buildings not including the area of garages, carports and other minor accessory buildings constructed at the same time, per square foot.

	\$0.09	\$0.08
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For other types of residential occupancies and alterations, additions and modifications to existing residential buildings, use the UNIT FEE SCHEDULE.

2. Private Swimming Pools

For new private, residential, in-ground, swimming pools for single-family and multifamily occupancies including a complete system of necessary branch circuit wiring, bonding, grounding, underwater lighting, water pumping and other similar electrical equipment directly related to the operation of a swimming pool, each pool.

	\$283	\$262
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For other types of swimming pools, therapeutic whirlpools, spas and alterations to existing swimming pools, use the UNIT FEE SCHEDULE.

3. Carnivals and Circuses

Carnivals, circuses, or other traveling shows or exhibitions utilizing transportable-type rides, booths, displays and attractions.

For electric generators and electrically driven rides, each

	\$37	\$34
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For mechanically driven rides and walk-through attractions or displays having electric lighting, each

	\$11	\$10
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For a system of area and booth lighting, each

	\$11	\$10
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For permanently installed rides, booths, displays and attractions, use the UNIT FEE SCHEDULE.

(continued)

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009**

4. Temporary Power Service

For a temporary service power pole or pedestal including all pole or pedestal-mounted receptacle outlets and appurtenances, each	\$94	\$87
For a temporary distribution system and temporary lighting and receptacle outlets for construction sites, decorative lights, Christmas tree sales lots, fireworks stands, etc., each	\$87	\$81

UNIT FEE SCHEDULE

(Note: The following do not include permit issuing fee.)

1. Receptacle, Switch and Light Outlets

For receptacle, switch, lighting or other outlets at which current is used or controlled, except services, feeders and meters.

First 20 fixtures, each	\$2	\$2
Additional outlets, each	\$1	\$1

Note: For multioutlet assemblies, each 5 feet or fraction thereof may be considered as one outlet.

2. Lighting Fixtures

For lighting fixtures, sockets or other lamp-holding devices

First 20 fixtures, each	\$2	\$2
Additional fixtures, each	\$1	\$1

For pole or platform-mounted lighting fixtures, each
 \$2 | \$2 |

For theatrical-type lighting fixtures or assemblies, each
 \$2 | \$2 |

3. Residential Appliances

For fixed residential appliances or receptacle outlets for same, including wall-mounted electric ovens; counter-mounted cooking tops; electric ranges; self-contained room; console, or through-wall air conditioners; space heaters; food waste grinders; dishwashers; washing machines; water heaters; clothes dryers; or other motor-operated appliances not exceeding one horsepower (HP) (746W) in rating, each
 \$8 | \$7 |

Note: For other types of air conditioners and other motor-driven appliances having larger electrical ratings, see Power Apparatus.

(continued)

CITY OF BELMONT
 MASTER REVENUE SCHEDULE
 EFFECTIVE JULY 1, 2009

4. Nonresidential Appliances

For residential appliances and self-contained factory-wired, nonresidential appliances not exceeding one horsepower (HP), kilowatt (KW), or kilovolt-ampere (KVA), in rating including medical and dental devices; food beverage, and ice cream cabinets; illuminated show cases; drinking fountain; vending machines; laundry machines; or other similar types of equipment, each

\$8 \$7

Note: For other types of air conditioners and other motor-driven appliances having larger electrical ratings, see Power Apparatus.

5. Power Apparatus

For motors, generators, transformers, rectifiers, synchronous converters, capacitors, industrial heating, air conditioners and heat pumps, cooking or baking equipment and other apparatus, as follows:

Rating in horsepower (HP), kilowatts (KW), kilovolt-amperes (KVA), or kilovolt-amperes-reactive (KVAR):

Up to and including 1, each	\$8	\$7
Over 1 and not over 10, each	\$1	\$1
Over 10 and not over 50, each	\$39	\$36
Over 50 and not over 100, each	\$78	\$72
Over 100, each	\$117	\$108

Notes:

1. For equipment or appliances having more than one motor, transformer, heater, etc., the sum of the combined ratings may be used.
2. These fees include all switches, circuit breakers, contractors, thermostats, relays, and other directly related control equipment.

6. Busways

For trolley and plug-in-type busways, each 100 feet or fraction thereof

\$11 \$10

Note: An additional fee will be required for lighting fixtures, motors and other appliances that are connected to trolley and plug-in-type busways. No fee is required for portable tools.

7. Signs, Outline Lighting and Marquees

For signs, outline lighting systems or marquees supplied from one branch circuit, each

\$36 \$33

For additional branch circuits within the same sign, outline lighting system or marquee, each

\$8 \$7

(continued)

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009**

8. Services

For services of 600 volts or less and not over 200 amperes in rating, each	\$103	\$95
For services of 600 volts or less and over 200 amperes to 1000 amperes in rating, each	\$103	\$95
For services over 600 volts or over 1000 amperes in rating, each	\$205	\$190

9. Miscellaneous Apparatus, Conduits and Conductors

required but for which no fee is herein set forth	\$29	\$27
Note: This is not applicable when a fee is paid for one or more services, outlets, fixtures, appliances, power apparatus, busways, signs or other equipment.		

OTHER INSPECTION AND FEES:

1. Inspection outside of normal business hours - per hour (minimum charge-two hours)	*	\$179	\$242
2. Reinspection fees assessed under provisions of Section 305.8 - per hour		\$179	\$162
3. Inspection for which no fee is specifically indicated - per hour (minimum charge-one-half hour)	*	\$179	\$162
4. Additional plan review required by changes, additions or revisions to approved plans - per hour (minimum charge-one-half hour)	*	\$179	\$162

* Per hour charge or the total hourly cost to the jurisdiction, whichever is the greatest. This cost shall include supervision, overhead, equipment, supplies, hourly wages and fringe benefits of the employees involved.
(Supplies is added as a cost component above.)

NOTES REGARDING FEES:

1) The City hereby sets the UBC valuation schedule methodology as a minimum fee.

2) If projects do not fit into one of the categories defined in Tab IV., Building Permit Fees, the Building Official should either a) substitute another category of occupancy that best fits the nature of the project, or b) base the fee on the valuation found in the most recent edition of the Building Standards Magazine as published by the International Conference of Building Officials (ICBO).

3) If a project requires significantly more work than average, the Building Official may require the applicant be charged on an hourly basis (i.e., each inspection = 1/2 hour).

4) City projects are subject to the fee schedule.

CITY OF BELMONT
 MASTER REVENUE SCHEDULE
 EFFECTIVE JULY 1, 2009

	NEW	OLD
PERMIT ISSUANCE		
1. Issuance of each plumbing permit	\$103	\$95
2. Issuance of each supplemental plumbing permit	\$46	\$43

UNIT FEE SCHEDULE

(Note: The following do not include permit-issuing fee.)

1. Fixtures and Vents		
For each plumbing fixture or trap or set of fixtures on one trap (including water, drainage piping, and backflow protection thereof)	\$15	\$14
For repair or alteration of drainage or vent piping, each fixture	\$8	\$7
2. Sewers, Disposal Systems and Interceptors		
For each building sewer and each trailer park sewer	\$39	\$36
Rainwater systems-per drain (inside building)	\$15	\$14
For each cesspool (where permitted)	\$58	\$54
For each private sewage disposal system	\$117	\$108
For each industrial waste pretreatment interceptor including its trap and vent, except kitchen type grease interceptors functioning as fixture	\$31	\$29
3. Water Piping and Water Heaters		
For installation, alteration, or repair of water piping and/or water-treating equipment or both, each	\$8	\$7
For repair or alteration of drainage or vent piping, each fixture	\$8	\$7
For each water heater including vent	\$94	\$87
4. Gas Piping Systems		
For each gas piping system of one to five outlets	\$94	\$87
For each additional outlet over five, each	\$19	\$18
5. Lawn Sprinklers, Vacuum Breakers and Backflow Devices		
For each lawn sprinkler system on any one meter, including backflow protection devices therefore	\$25	\$23
For atmospheric-type vacuum breakers not included in Item 1:		
1 to 5 devices	\$19	\$18
over 5 devices each	\$4	\$4
For each backflow protective device other than atmospheric-type vacuum breakers:		
2 inches (50.8mm) and smaller	\$19	\$18
Over 2 inches (50.8mm)	\$39	\$36
6. Swimming Pools		
For each swimming pool or spa:		
Public pool	\$144	\$133
Public spa	\$95	\$88
Private pool	\$95	\$88
Private spa	\$48	\$44

(continued)

**CITY OF BELMONT
 MASTER REVENUE SCHEDULE
 EFFECTIVE JULY 1, 2009**

7. Miscellaneous

For each appliance or piece of equipment regulated by the Plumbing Code but not classed in other appliance categories, or for which no other fee is listed this code.

\$15 \$14

OTHER INSPECTIONS AND FEES:

1. Inspections outside of normal business hours - per hour (minimum charge - two hours)	\$358 *	\$242
2. Reinspection fees assessed under provisions of Section 305.8 - per hour	\$179 *	\$162
3. Inspections for which no fee is specifically indicated - per hour (minimum charge - one-half hour)	\$179 *	\$162
4. Additional plan review required by changes, additions or revisions to approved plans (minimum charge - one-half hour) - per hour	\$179 *	\$162

*Or the total hourly cost to the jurisdiction, whichever is the greatest. This cost shall include supervision, overhead, equipment, supplies, hourly wages and fringe benefits of the employees involved. (Supplies is added as a cost component.)

NOTES REGARDING FEES:

- 1) The City hereby sets the UBC valuation schedule methodology as a minimum fee.
- 2) If projects do not fit into one of the categories defined in Tab IV., Building Permit Fees, the Building Official should either a) substitute another category of occupancy that best fits the nature of the project, or b) base the fee on the valuation found in the most recent edition of the Building Standards Magazine as published by the International Conference of Building Officials (ICBO).
- 3) If a project requires significantly more work than average, the Building Official may require the applicant be charged on an hourly basis (i.e., each inspection = 1/2 hour).
- 4) City projects are subject to the fee schedule.

VIII. MECHANICAL PERMIT FEES

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009**

	NEW	OLD
PERMIT ISSUANCE		
1. For the issuance of each mechanical permit	\$103	\$95
2. For issuing each supplemental mechanical permit	\$12	\$11

UNIT FEE SCHEDULE

(Note: The following do not include permit-issuing fee.)

1. Furnaces		
For the installation or relocation of each forced-air or gravity-type furnace or burner, including ducts and vents attached to such appliance, up to and including 100,000 Btu/h.	\$103	\$95
For the installation or relocation of each forced-air or gravity-type furnace or burner including ducts and vents attached to such appliance over 100,000 Btu/h.	\$103	\$95
For the installation or relocation of each floor furnace, including vent.	\$25	\$23
For the installation or relocation of each suspended heater, recessed wall heater or floor-mounted unit heater.	\$25	\$23
2. Appliance Vents		
For the installation, relocation or replacement of each appliance vent installed and not included in an appliance permit.	\$12	\$11
3. Repairs or Additions		
For the repair of, alteration of, or addition to each heating appliance, refrigeration unit, cooling unit absorption unit, or each heating, cooling, absorption, or evaporative cooling system, including installation of controls regulated by this code.	\$22	\$20
4. Boilers, Compressors and Absorption Systems		
For the installation or relocation of each boiler or compressor to and including three horsepower, or each absorption system to and including 100,000 Btu/h. (29.3 kW)	\$103	\$95
For the installation or relocation of each boiler or compressor over three horsepower to and including 15 horsepower, or each absorption system over 100,000 Btu/h and including 500,000 Btu/h. (146.6 kW)	\$43	\$40
For the installation or relocation of each boiler or compressor over 15 horsepower to and including 30 horsepower, or each absorption system over 500,000 Btu/h to and including 1,000,000 Btu/h. (293.1 kW)	\$58	\$54

(continued)

CITY OF BELMONT
 MASTER REVENUE SCHEDULE
 EFFECTIVE JULY 1, 2009

For the installation or relocation of each boiler or compressor over 30 horsepower to and including 50 horsepower, or for each absorption system over 1,000,000 Btu/h to and including 1,750,000 Btu/h. (512.9 kW)	\$86	\$80
For the installation or relocation of each boiler or refrigeration compressor over 50 horsepower, or each absorption system system over 1,750,000 Btu/h. (512.9 kW)	\$145	\$134
5. Air Handlers		
For each air-handling unit to and including 10,000 cubic feet per minute, including ducts attached thereto.	\$94	\$87
Note: This fee shall not apply to an air-handling unit which is a portion of a factory-assembled appliance, cooling unit, evaporative cooler or absorption unit for which a permit is required elsewhere in this code.		
For each air-handling unit over 10,000 cfm. (4719 L/s)	\$29	\$27
6. Evaporative Coolers		
For each evaporative cooler other than portable type.	\$94	\$87
7. Ventilation and Exhaust		
For each ventilation fan connected to a single duct	\$12	\$11
For each ventilation system which is not a portion of any heating or air-conditioning system authorized by a permit.	\$17	\$16
For the installation of each hood which is served by mechanical exhaust, including the ducts, for such hood.	\$17	\$16
8. Incinerators		
For the installation or relocation of each domestic-type incinerator.	\$29	\$27
For the installation or relocation of each commercial or industrial-type incinerator.	\$23	\$21
9. Miscellaneous		
For each appliance or piece of equipment regulated by this code but not classed in other appliance categories, or for which no other fee is listed in this code.	\$17	\$16
OTHER INSPECTIONS AND FEES:		
1. Inspections outside of normal business hours - per hour. (minimum charge-two hours)	\$179	\$162
2. Reinspection fees assessed under provisions of Section 305.8 per hour.	\$179	\$162
3. Inspections for which no fee is specifically indicated - per hour (minimum charge-one-half hour)	\$179	\$162

(continued)

CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009

- | | | | |
|--|-------|---|-------|
| 4. Additional plan review required by changes, additions or revisions to approved plans. - per hour (minimum charge-one-half hour) | \$179 | * | \$162 |
|--|-------|---|-------|

*Or the total hourly cost to the jurisdiction, whichever is the greatest.
This cost shall include supervision, overhead, equipment, supplies, hourly wages and fringe benefits of the employees involved.
(Supplies is added as a cost component above.)

NOTES REGARDING FEES:

- 1) The City hereby sets the UBC valuation schedule methodology as a minimum fee.
- 2) If projects do not fit into one of the categories defined in Tab IV., Building Permit Fees, the Building Official should either a) substitute another category of occupancy that best fits the nature of the project, or b) base the fee on the valuation found in the most recent edition of the Building Standards Magazine as published by the International Conference of Building Officials (ICBO).
- 3) If a project requires significantly more work than average, the Building Official may require the applicant be charged on an hourly basis (i.e., each inspection = 1/2 hour).
- 4) City projects are subject to the fee schedule.

IV. ENGINEERING

**CITY OF BELMONT
MASTER FEE SCHEDULE
EFFECTIVE JULY 1, 2009**

	NEW	OLD
1. SUBDIVISION MAPS		
A. Parcel Maps	a. \$5,126+ \$341/lot for deposit. b. \$ 189/hr. for time in excess of deposit c. Consultant actual cost plus 30%.	a. \$4,746+ \$316/lot for deposit. b. \$ 183/hr. for time in excess of deposit c. Consultant actual cost plus 30%.
B. Final Maps	a. \$8,030 plus \$341/lot for deposit b. \$ 189/hr. for time in excess of deposit c. Consultant actual cost plus 30%.	a. \$7,435 plus \$316/lot for deposit b. \$ 183/hr. for time in excess of deposit c. Consultant actual cost plus 30%.
2. BUILDING PERMIT PLAN CHECK		
A. Estimated project cost less than \$4,000	a. \$171 b. \$ 189/hr. for time in excess of 1hrs.	a. \$158 b. \$ 183/hr. for time in excess of 1hrs.
B. Estimated project cost \$4,001-\$10,000	a. \$341 b. \$ 189/hr. for time in excess of 2 hrs.	a. \$316 b. \$ 183/hr. for time in excess of 2 hrs.
C. Estimated project cost \$10,001-\$50,000	a. \$598 b. \$ 189/hr. for time in excess of 3.5 hrs.	a. \$554 b. \$ 183/hr. for time in excess of 3.5 hrs.
D. Estimated project cost \$50,001-\$100,000	a. \$854 b. \$ 189/hr. for time in excess of 5 hrs.	a. \$791 b. \$ 183/hr. for time in excess of 5 hrs.
E. Estimated project cost \$100,001-\$250,000	a. \$1,196 b. \$ 189/hr. for time in excess of 7 hrs.	a. \$1,107 b. \$ 183/hr. for time in excess of 7 hrs.
F. Estimated project cost over \$250,000	a. 5% of improvement cost as deposit or \$1,879 minimum. b. \$ 189/hr. for time in excess of deposit c. Consultant actual cost plus 30%.	a. 5% of improvement cost as deposit or \$1,740 minimum. b. \$ 183/hr. for time in excess of deposit c. Consultant actual cost plus 30%.
3. HAULING PERMIT	\$173+\$2/CY	\$160+\$2/CY
4. GRADING PERMIT FEES		
Cubic Yards :		
50 - 500CY	\$513 Plus \$3/CY over 50CY	\$475 Plus \$3/CY over 50CY
Over 500CY or within San Juan Area	a. 5% of estimated project cost as deposit or \$2,563 minimum b. \$ 189/hr. for time in excess of deposit c. Consultant actual cost plus 30%.	a. 5% of estimated project cost as deposit or \$2,373 minimum b. \$ 183/hr. for time in excess of deposit c. Consultant actual cost plus 30%.
5. NPDES INSPECTION FEES:		
Acres:		
0-1 Acres	\$593	\$549
1-5 Acres	\$2,408	\$2,379
>5 Acres	\$7,349	\$7,320
6. ENCROACHMENT PERMIT		
(All encroachment permits will be subject to a payment of a separate notary fee.)		
A. Permanent Encroachments on City Right-of-Way (Does not include permit for construction)		
1. Minor Structure (fence, stairs, etc.)	a. \$2,569 b. Consultant actual cost plus 30%.	\$2,379 Consultant actual cost plus 30%.
2. Major Structure (retaining wall after Ord. 994 etc.)	a. \$2,866 b. Consultant actual cost plus 30%.	\$2,654 Consultant actual cost plus 30%.
3. Major Structure (retaining wall built before Ord. 994 that requires only PWD to approve and no need for Council Resolution)	a. \$972 plus encroachment lease value b. Consultant actual cost plus 30%.	a. \$900 plus encroachment lease value b. Consultant actual cost plus 30%.
B. Temporary Encroachment Permit that requires only PWD approval (Permit is for Construction)		
1. Residential Single Family		
a. Sidewalk	Plan Check \$189 Inspection \$567	Plan Check \$183 Inspection \$549
b. Driveway approach	\$189 \$567	\$183 \$549
c. Storm Drain Connection	\$189 \$567	\$183 \$549
d. Sewer lateral and cleanout	\$189 \$567	\$183 \$549
e. Sewer cleanout only	\$189 \$567	\$183 \$549
2. Commercial and Residential Development		
a. Estimated Cost of Construction		
\$0 - \$5,000	Fee schedule for all items in 2a:	Fee schedule for all items in 2a:
\$5,001 - \$25,000	a. 5% of construction cost as deposit or minimum \$567	a. 5% of construction cost as deposit or minimum \$549
\$25,001 +	b. \$ 189 /hr. in excess of deposit	b. \$ 183 /hr. in excess of deposit

IV. ENGINEERING

**CITY OF BELMONT
MASTER FEE SCHEDULE
EFFECTIVE JULY 1, 2009**

C. Stop Work Notice	200% of appropriate fees	200% of appropriate fees
D. Surety deposit (Deposit amount may vary based on construction value as directed by the Director of Public Works.)	\$500 minimum cash deposit + 100% of construction value	\$500 minimum cash deposit + 100% of construction value
7. MISCELLANEOUS		
A. Engineering and inspection services not covered by any of the above:	\$ 189 per hour.	\$ 183 per hour.
B. Services provided by private consultant are charged at actual cost plus 30%		
C. Work performed by Public Works maintenance forces will be paid as follows:		
Labor	Actual wages + Administrative cost+ benefits and 30%mark up	Actual wages + Administrative cost+ benefits and 30%mark up
Material	Actual cost and 30% mark up	Actual cost and 30% mark up
Equipment	Equipment rental rates* including minimum	Equipment rental rates* including minimum
* based on the current Caltrans editions of "Labor Surcharge and Equipment Rental Rates"		
D. Easement Vacation	1. \$3,162 for deposit 2. \$ 189/hr. for time in excess of 15 hr. 3. Actual consultant cost plus 30%.	1. \$2,928 for deposit 2. \$ 183/hr. for time in excess of 15 hr. 3. Actual consultant cost plus 30%.
E. Street Vacation	1. \$4,348 for deposit 2. \$189/hr. for time in excess of 20 hrs. 3. Actual consultant cost plus 30%.	1. \$4,026 for deposit 2. \$183/hr. for time in excess of 20 hrs. 3. Actual consultant cost plus 30%.
8. COPIES OF DOCUMENTS		
Copies of drawings (any size)	\$ 16.00 for first page \$ 1.35 per page thereafter	\$ 15.00 for first page \$ 1.25 per page thereafter
Architect Search	\$43	\$40
Microfilm Re-production	\$38	\$35
Xerox copies, 8 1/2" x 11"	\$.10 per copy	\$.10 per copy

**CITY OF BELMONT
MASTER FEE SCHEDULE
EFFECTIVE JULY 1, 2009**

A. Cottage, Barrett Community Center, Conference Center, Library

Facility	Group II, III, IV Non-Recreation Hours	Group V	Group VI Residents	Group VI Non-Residents	Group VII Commercial
Barrett Multi Use	\$30 per hour	\$50 per hour	\$85 per hour	\$95 per hour	\$110 per hour
Barrett Multi Use - Alcohol Permit Fee	\$115 per rental	\$115 per rental	\$115 per rental	\$115 per rental	\$115 per rental
Barrett Class Rooms	\$25 per hour	\$30 per hour	\$30 per hour	\$40 per hour	\$50 per hour
Barrett Class Rooms - Alcohol Permit Fee	\$115 per rental	\$115 per rental	\$115 per rental	\$115 per rental	\$115 per rental
Conference Center	\$35 per hour	\$55 per hour	\$105 per hour	\$155 per hour	\$165 per hour
Conference Center - Alcohol Permit Fee	\$115 per rental	\$115 per rental	\$115 per rental	\$115 per rental	\$115 per rental
Library - Taube Room *	\$35 per hour	\$55 per hour	\$105 per hour	\$150 per hour	\$160 per hour
Cottage	\$30 per hour	\$35 per hour	\$55 per hour	\$65 per hour	\$75 per hour
Cottage - Alcohol Permit Fee	\$115 per rental	\$115 per rental	\$115 per rental	\$115 per rental	\$115 per rental
Refundable Trust Deposit	\$275 Cottage/ Barrett	\$275 Cottage/ Barrett	\$275 Cottage/ Barrett	\$275 Cottage/ Barrett	\$275 Cottage/ Barrett
	\$385 Conf. Ctr	\$385 Conf. Ctr	\$385 Conf. Ctr	\$385 Conf. Ctr	\$385 Conf. Ctr
Barrett & Conference Center set up fee	\$30 per rental	\$30 per rental	Included in rental fee	Included in rental fee	Included in rental fee

Processing Fee:	\$25
Change of Original Date Fee - (Change to Reservation)	\$25
The non-refundable processing fee is due within five (5) days after the applicant receives their approved permit.	

Payment of Fees

The Security Trust Deposit (when applicable) and a non-refundable processing fee is due within five (5) days after the applicant receives their approved permit.

The remaining fees will be due thirty (30) days prior to the event or program.

The payment of the security trust deposit and processing fee and the use fees may be made by two separate checks, payable to the "City of Belmont."

All use fees for meeting rooms shall be due prior to the use.

* The fee will be waived for the Belmont Based, Non For Profit Organizations, during the Library's normal business hours, where there will be no food service.

(continued)

**CITY OF BELMONT
MASTER FEE SCHEDULE
EFFECTIVE JULY 1, 2009**

B. Twin Pines Senior & Community Center, Lodge Recreation Facility

Facility	Group II, III, IV Non-Recreation Hours	Group V	Group VI Resident	Group VI Non-Residents	Group VII Commercial
Multi Use Room	\$65 per hour	\$85 per hour	\$150 per hour	\$215 per hour	\$225 per hour
Multi Use Room - Kitchen Fee	\$125 per rental	\$125 per rental	\$125 per rental	\$125 per rental	\$125 per rental
Game Room (separate)	\$25 per hour	\$30 per hour	\$30 per hour	\$35 per hour	\$40 per hour
Crafts Room (separate)	\$25 per hour	\$30 per hour	\$30 per hour	\$35 per hour	\$40 per hour
Craft Room (with Multi Use rental)	Included in Multi Use Fee	Included in Multi Use Fee	Included in Multi Use Fee	Included in Multi Use Fee	Included in Multi Use Fee
Lodge Rm # 1	\$35 per hour	\$55 per hour	\$105 per hour	\$155 per hour	\$165 per hour
Lodge Rm # 1 - Kitchen Fee	\$100 per rental	\$100 per rental	\$100 per rental	\$100 per rental	\$100 per rental
Lodge Rm #3 or #4	\$25 per hour	\$30 per hour	\$30 per hour	\$35 per hour	\$40 per hour
Lodge & Senior Center set up fee (up to 175 people)	\$30 per rental	\$30 per rental	Included in rental fee	Included in rental fee	Included in rental fee
Senior Center set up fee (over 175 people)	\$50 per rental	\$50 per rental	Included in rental fee	Included in rental fee	Included in rental fee
Lodge & Senior Center - Alcohol Permit Fee	\$115 per rental	\$115 per rental	\$115 per rental	\$115 per rental	\$115 per rental
Refundable Trust Deposit	\$385	\$385	\$385	\$385	\$385

C. Twin Pines Large Group Picnic Areas (Does not include satellite picnic areas and playground.)

Resident A non-refundable reservation fee of \$85
 Non-Resident A non-refundable reservation fee of \$140
 Alcohol Permit Fee \$40

Processing Fee:	\$25
Change of Original Date Fee - (Change to Reservatio	\$25
The non-refundable processing fee is due within five (5 days) after the applicant receives their approved permit.	

**CITY OF BELMONT
MASTER FEE SCHEDULE
EFFECTIVE JULY 1, 2009**

- A. This Section is enacted pursuant to the authority granted by Subdivision Map Act of the State of California. As a condition of approval of a final subdivision or parcel map, the subdivider shall dedicate land, pay a fee in lieu thereof, or both, at the option of the City for parks or recreational purposes as herein set forth.
- B. It is hereby found and determined that the public interest, convenience, health, welfare and safety require that five (5) acres of property for each one thousand (1,000) persons residing within the City be devoted to local park and recreational purposes.
- C. The subdivider shall dedicate land or pay fees in lieu thereof for parks and recreational facilities to serve the residents of the subdivision. The amount of land to be provided or fees paid shall be determined pursuant to the following formula:
 - 1. The amount of land to be dedicated shall be equal to:

The estimated number of residents of the subdivision based on the average number of persons per household by unit as disclosed by the most recent available Federal census or a census taken pursuant to Chapter 17 (commencing with Section 40200 of Part 2, Division 3 of Title 4 of the Government Code).

Multiplied by .005 acres.
 - 2. If the subdivider provides park and recreational improvements to the dedicated land, the value of the improvements together with any equipment located thereon shall be a credit against the payment of fees or dedication of land required by this ordinance.
 - 3. Planned developments and real estate developments, as defined in Sections 11003 and 11003.1 respectively of the Business and Professions Code, not including condominium developments, shall be eligible to receive a credit, as determined by the City Council against the amount the fee imposed pursuant to this Section, for the value of private open space within the development which is usable for active recreational uses, provided that the following standards are met:

Turf Playfield	1.00 - 3.00
Swimming Pool (42' x 75')	
with adjacent deck and lawn area	.25 - .50
Recreational Center Building	.15 - .25
 - 4. Only the payment of fees shall be required in subdivisions containing fifty (50) parcels or less.
 - 5. Whether land shall be dedicated or fees paid or both in subdivisions containing more than fifty (50) parcels shall be determined by the City Council.

(continued)

- D. When a fee is required to be paid in lieu of park land dedication, the amount of the fee shall be based upon the average estimated fair market value of the land which would otherwise be required to be dedicated. The fair market value shall be as determined by prevailing market rates at the time of final map or parcel map approval. If the subdivider and the City do not agree on the fair market value of the property, the value shall be determined by a qualified real estate appraiser. All cost to obtain such appraisal shall be borne by the subdivider.
- E. The fees paid in lieu of the dedication of property shall be used only for the purpose of providing park or recreational facilities reasonably related to serving the subdivision by way of the purchase of necessary land, or, the improving of City land for park and recreational purposes consistent with State law. Said fee shall be committed within five (5) years after payment or the issuance of building permits on one half of the lots created by the subdivision, whichever occurs later. If the fees are not committed, they, without any deductions, shall be distributed and paid to the then record owners of the subdivision in the same proportion that the size of their lot bears to the total area of all lots within the subdivision. (Ordinance 757, 11-25-86)

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009**

Service charges shall be the sum of a service charge and a flow charge determined as follows:

1. Service Charge

- a. Residential Customers (single-family and multi-family):
\$254.83 per dwelling unit per year.
- b. Non-Residential Customers
\$254.83 per parcel per year.

2. Flow Charge

- a. Low-strength customer class (all residential and non residential other than Supermarkets with Grinders and Restaurants with On-Site Food Preparation)
\$3.34 per hundred cubic feet (hcf) of estimated annual wastewater discharge
- b. High-strength customer class - (Supermarkets with Grinders and Restaurants with On-Site Food Preparation)
\$6.51 per hundred cubic feet (hcf) of estimated annual wastewater discharge

Notes:

- * Annual wastewater discharge for a sewer connection will be estimated as twelve times the estimated monthly winter water use at the location served by the connection.
- * The winter water use for a location will be estimated as the average of the meter readings provided by the Mid-Peninsula Water District for the December through March period from the second year prior to the year for which charges are calculated. If December through March readings are not available for that year, but are available for the December through March period from the year prior to the year for which the charges are calculated, then the later readings shall be used for the average.
- * If December through March readings are not available for a residential connection (as when a connection is established after the most recent December), then annual wastewater discharge will be estimated based on an estimated monthly winter water use of 8 hcf.
- * For non-residential connections, if December through March readings are not available, or, where in the determination of the Director of Finance, the type of business using the commercial connection has changed such that prior readings cannot accurately predict future wastewater discharge, annual wastewater discharge will be estimated by the Director of Finance based upon his or her best estimation based upon the type of use of the connection, but in no event shall the estimated flow in such case be less than half of the average estimated flow for all commercial connections in the City during the prior year.
- * Sewer charges will be billed on the San Mateo County tax rolls with a pass-through charge to the ratepayer of \$1.35 per parcel to cover county fees related to collecting the sewer charges on the tax roll.
- * The \$245.40 standby charge for parcels that are undeveloped and not currently using sewer service or being charged a sewer service charge will continue unchanged

CONNECTION FEE:

Residential Use - including but not limited to:

Single family dwellings, duplex and multiple family dwellings
apartments and multiple dwelling structures used for human
inhabitation, per living unit.

	NEW	OLD
<i>Belmont System Component</i>	\$6,937.58	\$ 3,986.04
<i>SBSA Treatment Component</i>	\$1,662.30	\$1,188.90
Total Fee	\$8,599.88	\$5,174.94

Non Residential Use

Occupancies where the calculated flow to the sanitary sewer
is less than 270 gallons per day, per connection.

<i>Belmont System Component</i>	\$6,937.58	\$ 3,986.04	270 GPD per City ordinance
<i>SBSA Treatment Component</i>	\$1,662.30	\$1,188.90	
Total Fee	\$8,599.88	\$5,174.94	

Occupancies where the calculated flow to the sanitary sewer
is greater than 270 gallons per day, per connection.

<i>Belmont System Component</i>	\$6,937.58	\$ 3,986.04	270 GPD per City ordinance
<i>plus</i>	\$25.16	\$ 13.70	(Vi-270)
<i>SBSA Treatment Component</i>	\$1,662.30	\$ 1,188.90	
<i>plus</i>	\$6.16	\$4.40	(Vi-270)
Total Fee	\$8,599.88	\$5,174.94	
<i>plus</i>	\$31.32	\$ 18.10	(Vi-270)

Where:

Vi = Volume of waste water in gallons per day to be discharged
from the nonresidential use. 270 GPD is the maximum flow,
per City ordinance, not subject to the additional fee

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009**

Solid Waste Service Rates

Residential Service - Progressive Rates, 1x per week garbage service-Quarterly Rate			
Number of Cans	Typical Service Subscriptions	7/1/2009	1/1/2010
1	20 gallon	\$39.66	\$41.58
1	32 gallon	\$63.45	\$66.54
1	40 gallon	\$81.12	\$85.08
1	45 gallon	\$91.26	\$95.70
2	32 gallon	\$129.78	\$136.11
2	45 gallon	\$186.57	\$195.66
3	32 gallon	\$199.02	\$208.71

Commercial Can Service- Progressive Rates, Frequency Surcharges Service 1 to 3 times per week-Monthly Rate			
Pickup Frequency	Volume (gallons)	7/1/2009	1/1/2010
1 x weekly	32.00	\$21.15	\$22.18
2 x weekly	32.00	\$44.22	\$46.37
3 x weekly	32.00	\$69.22	\$72.59
1 x weekly	64.00	\$43.26	\$45.37
2 x weekly	64.00	\$92.30	\$96.80
3 x weekly	64.00	\$147.09	\$154.25

Commercial Bins - Progressive Rates, Frequency Surcharges Service 1 to 3 times per week-Monthly Rate			
Pickup Frequency	Volume (yards)	7/1/2009	1/1/2010
1 x weekly	1	\$101.40	\$106.34
2 x weekly	1	\$205.80	\$215.82
1 x weekly	2	\$202.80	\$212.68
2 x weekly	2	\$411.59	\$431.63
3 x weekly	2	\$630.91	\$661.64
1 x weekly	3	\$304.19	\$319.00
2 x weekly	3	\$621.90	\$652.19
3 x weekly	3	\$946.37	\$992.46

Commercial Compactor - Cost per Compacted Yard	
Wet	Recyclable
\$60.09	\$45.06

Visit www.belmont.gov for Complete Schedule.

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009**

- | | |
|-------------------------------|--|
| 1. Single Family | \$30.00 under one acre
\$30.00 x acreage (over one
acre) |
| 2. Institutional | \$30.00 per acre |
| 3. Condominium | \$30.00 per unit |
| 4. Multi-Family | \$30.00 times 2/3 times Number of units |
| 5. Commercial | \$30.00 times 20 times Number of Acres |
| 6. Undeveloped | \$30.00 times Number of Acres |
| 7. Additional Transaction Fee | \$1.35 per Parcel |

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009**

Recreation fees are charged based on the following formula:

(1) Actual Costs - (2) Actual Costs x Subsidy % = (3) Fee

The City's Recreation subsidy policy levels are as follows:

High (67% - 100%)

Teens, Seniors, and Aquatics

Medium (34% - 66%)

Camps, Summer School, and Special Events

Low (0% - 33%)

Adult Sports, Special Classes, and Day Care

**CITY OF BELMONT
MASTER REVENUE SCHEDULE
EFFECTIVE JULY 1, 2009**

The Finance Director has the authority to charge actual costs incurred including time, materials, and overhead if a fee does not approximate actual costs incurred.

RESOLUTION NO. _____

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT
ESTABLISHING THE ANNUAL SPECIAL TAX FOR COMMUNITY FACILITIES
DISTRICT NO. 2000-1 (LIBRARY PROJECT) FOR FISCAL YEAR 2010 AND
REQUESTING THAT THE COUNTY OF SAN MATEO COLLECT THE SPECIAL
TAX ON THE REAL ESTATE TAX ROLLS**

WHEREAS, the City Council of the City of Belmont, California (hereinafter referred to as the “legislative body”), has initiated proceedings, held a public hearing, conducted an election and received a favorable vote from the qualified electors relating to the levy of a special tax in a community facilities district, as authorized pursuant to the terms and provisions of the “Mello-Roos Community Facilities Act 1982,” being Chapter 2.5, Part 1, Division 2, Title 5 of the Government Code of the State of California. This Community Facilities District is designated as Community Facilities District No. 2000-1 (Library Project), hereinafter referred to as the “Community Facilities District”; and

WHEREAS, this legislative body, by Ordinance as authorized by Section 53340 of the Government code of the State of California, has authorized the levy of a special tax to pay for costs and expenses related to said Community Facilities District, and this legislative body is desirous to establish the specific rate of the special tax to be collected for the fiscal year.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Belmont of Belmont of the Community Facilities District No. 2000-1 (Library Project) as follows:

- Section 1. That the above is true and correct and adopted as findings.
- Section 2. That the specific rate and amount of the special tax for each Taxable Property (as such term is defined in the Rate and Method of Apportionment of Special Tax applicable to the Community Facilities District) is to be collected to pay for the costs and expenses for Fiscal Year 2010.
- Section 3. That the rate as set forth in Section 2 above does not exceed the amount as previously authorized by Ordinance of this legislative body, and is not in excess of that as previously approved by the qualified electors of the Community Facilities District.
- Section 4. That the proceeds of the special tax shall be used to pay, in whole or in part, the costs and expenses of authorized “library project”; construction of a new City library located in the City, the necessary equipment and facilities required to relocate the existing library to the new location, and improvements to the park area adjacent to the library.

Section 5.

The special tax shall be collected in the same manner as ordinary ad valorem property taxes are collected, and shall be subject to the same penalties and same procedure and sale in cases of any delinquency for ad valorem taxes, and the Tax Collector is hereby authorized to include reasonable administrative costs incurred in collected any said tax

* * * * *

I hereby certify that the foregoing Resolution was duly and regularly passed and adopted by the City Council of the City of Belmont at a regular meeting thereof held on June 23, 2009 by the following vote:

AYES, COUNCILMEMBERS: _____

NOES, COUNCILMEMBERS: _____

ABSTAIN, COUNCILMEMBERS: _____

ABSENT, COUNCILMEMBERS: _____

CLERK of the City of Belmont

APPROVED:

MAYOR of the City of Belmont

RESOLUTION NO. _____

RESOLUTION ADOPTING FINANCIAL POLICIES

WHEREAS, in 2001, the City Council adopted a comprehensive set of financial policies; and

WHEREAS, the policies are designed to provide staff with guidance on sound financial management practices; and

WHEREAS, the policies are intended to enhance techniques and provide effective strategies for staff; and

WHEREAS, the policies have been updated to include new and modified recommended practices; and

WHEREAS, the new and modified policies shown in Exhibit 1 were provided to the Audit Committee; and

WHEREAS, the financial policies fall into two levels: Level 1 and 2, and Level 1 policies can only be added, modified or deleted by an act of City Council and Level 2 policies can be added, modified or deleted by staff, the Level 2 policies have been adopted; and

NOW, THEREFORE, BE IT RESOLVED that the City Council adopts the Level 1 Financial Policies as presented by staff on June 23, 2009.

* * * * *

I hereby certify that the foregoing Resolution was duly and regularly passed and adopted by the City Council of the City of Belmont at a regular meeting thereof held on June 23, 2009 by the following vote:

AYES, COUNCIL MEMBERS: _____

NOES, COUNCIL MEMBERS: _____

ABSTAIN, COUNCIL MEMBERS: _____

ABSENT, COUNCIL MEMBERS: _____

Clerk of the City of Belmont

APPROVED:

Mayor of the City of Belmont

A16**Website Presentation of Official Financial Documents****Background**

GFOA has long encouraged governments to demonstrate accountability and transparency by making financial information of the highest quality readily accessible to citizens and other interested parties. The City's website is especially well suited for this purpose. Benefits of using Belmont's website to communicate financial information include:

- *Heightened awareness. Many potential users of Belmont's financial information may only discover that it is available because they find it on the website.*
- *Universal accessibility. Information furnished on the City's website is readily available to a wide range of potential users (e.g., citizens, rating agencies, regulatory agencies, other governments, and the press) without charge.*
- *Increased potential for interaction with users. A website can offer two-way, multi-conversational, or interactive formats which can be especially helpful for proposed documents or for citizen surveys.*
- *Enhanced diversity. A website may offer the possibility of providing the same financial information in a variety of languages.*
- *Facilitated analysis. Computerized tools can be used to find, extract, and analyze data presented in electronic form.*
- *Increased efficiency. Presenting all financial information in a single location can help to avoid calls for redundant specialized reports (e.g., reproducing data already presented in the comprehensive annual financial report or the budget document).*
- *Lowered costs. Electronic publication can be accomplished relatively quickly and can reduce or eliminate many of the costs associated with producing a hardcopy report, including those associated with handling and mailing the reports.*
- *Contribution to sustainability. Using a website to disseminate financial information may reduce paper consumption, thereby contributing to the core value of sustainability.*
- *Broadened potential scope. The use of hyperlinks allows for easy referencing of relevant information from other sites.*

While posting financial documents on a website is a tremendous resource to citizens and an important investor relations tool, Belmont realizes that it does not meet the continuing disclosure responsibilities for issuers of municipal debt set forth in Securities and Exchange Commission Rule 15c2-12.

Policy

Belmont will use its website as a primary means of communicating financial information to citizens and other interested parties and may comply with the following guidelines when presenting official financial documents on its website:

1. **Formatting.** The practical usefulness of a document is enhanced when the City observes the following formatting conventions:

- *Consistency with hardcopy version (if any)*. If a document is issued in hardcopy form, the website version should be identical. Any subsequent changes will be made to both.
 - *Legibility*. Font size, page layout (i.e., portrait versus landscape), and direction should be consistent throughout the report.
 - *Pagination*. Pages should be numbered sequentially.
 - *File size*. A single electronic file should be presented for the entire document. Individual files for the various components of large reports might also be presented in view of the limitations that some users face when attempting to download or receive large files. In such situations, the number of individual files should not be so great as to make it difficult to review the material or relate the various sections to one another.
2. Technological Infrastructure. A number of issues related to the City's technological infrastructure may be considered when presenting financial documents on Belmont's website:
- *Security*. The security of the website will be evaluated and all reasonable steps should be taken to protect documents from unauthorized changes.
 - *Placement*. A link to the document may appear prominently on the homepage or there should be some other tool for easily locating the document (e.g., internal search tool).
 - *Software compatibility*. The software used should be suitable for the particular information being presented and be broadly compatible with other commonly used software.
 - *Features*. The downloaded file may allow for basic features such as zooming and continuous page format (e.g., so rows on financial schedules can be viewed on facing pages). A search mechanism may also be available within the document.
 - *Instructions*. General user instructions (e.g., how to download Adobe software) should be provided. A notation also may be needed to direct the user on how best to view the document (e.g., laptop or desktop computer versus a handheld device).
 - *Linking*. The table of contents may allow the user to go to specific pages with a click of the mouse. The inclusion of bookmarks also can enhance flexibility and maneuverability in navigating the document.
 - *Testing*. Website-based financial documents may be tested to ensure that they will function with different computer operating systems.
3. Electronic financial reporting language. Belmont may monitor developments in standardized electronic financial reporting (e.g., extensible business reporting language [XBRL]) and apply that language to the electronic document process when appropriate.
4. Distribution. Belmont will strive to meet the objective of providing financial information in a timely manner through electronic publication. Once published electronically, potential users may be informed that financial documents are available on the website. Local newspapers, cable television, Council meetings, mailings, and the printed document itself (if prepared) can be used for this

purpose. For users without access to the Internet, other electronic media (e.g., CDs or flash drives) may be made available at locations such as the Library or City Hall. Before electronic publication, the City may consult with the City Attorney to ensure that any legal issues related to the distribution of the financial information have been appropriately addressed, including compliance with all applicable provincial, state and federal laws and regulations (e.g., American Disabilities Act).

5. Information disclaimer. If applicable, Belmont's website may prominently notify users that the information in the financial document has not been updated for developments subsequent to its issuance.
6. Historical information. If Belmont elects to present documents of prior years, the website may identify those documents as "dated information for historical reference only" and clearly segregate them from current information. A "library" or "archive" section of the website is advisable for this purpose.

References

- GFOA Recommended Practices
 - Improving the Timeliness of Financial Reports (2008)*
 - Using a Web Site for Disclosure (2002)*
 - Sustainability (2002)*
- *Extensible Business Reporting Language (XBRL) web site, <http://www.xbrl.org/Home/>*

Adoption Date:
June 23, 2009

Policy Level:
2

B11

Analyzing the Cost of Economic Development Projects

Background

Belmont's economic development incentives have very different objectives from the businesses receiving them. The City of Belmont is responsible for providing services to citizens while businesses are focused on maximizing profits. Because of these competing interests, the best returns on public investment through economic development incentives are those that have been examined carefully against the cost of the public expenditure. To ensure Belmont's accountability and thoughtful long-term policymaking, an examination of the benefit to the City must be compared to the offered incentives, the need for those incentives, and the public cost or willingness to forgo future revenue.

Policy

Belmont officials make it a priority to examine the fiscal costs associated with economic development projects, programs, and policies. At a minimum, the City examines cost elements and costing methodologies as part of its analyses.

Cost Elements:

1. **Opportunity Costs.** The City evaluates other potential uses for the funds, land, and other incentives. This can also include one-time upfront developer subsidies. The evaluation includes uses discussed to date or that may develop in the future, recognizing that future uses inherently involve uncertainty. Is the considered project the highest and best use of the incentive(s)? Or, does a future project generate sufficient benefits to justify the risk that a more desirable project won't appear for some time?
2. **Operational Costs.** Within the scope of the project, Belmont will identify direct and indirect costs, and whether these costs will be an expansion of ongoing operations that will require that additional resources be determined. Examples of additional costs include police, fire, social services, roads, public transport, utilities, and recreational facilities.
3. **Multi-jurisdictional Impacts.** Whether direct or indirect, Belmont considers cost impacts to multiple government levels – counties, townships, school districts, park districts, social service agencies, libraries, water/sewer districts – when possible within the scope of the project.
4. **Market Impact.** Whether direct or indirect, the City considers market impacts to the City, including market absorption or saturation, capacity for growth, and potential displacement or substitution of existing local businesses and service providers.
5. **Assessing Intangible Costs.** Project impact considerations may also take into account a variety of intangible factors. Such factors may include quality-of-life or amenities, and, while they may not be readily quantified, these factors can be very influential from the perspective of the taxpayers, neighbors, etc., who may be impacted by the project. Following the identification of applicable factors (e.g., noise, light pollution, traffic, and congestion), Belmont may address the respective issues, while identifying mitigating factors if possible.

Cost Analysis Methodologies (See references below):

1. Net Present Value Consideration. Belmont will account for the timing of the costs in the analysis, as additional revenue generated from a project will most likely be realized in the future.
2. Average/Marginal Methods. Two generally accepted methods for cost analysis are the average (or per capita) method and the marginal cost approach. Belmont will use the most appropriate of these methodologies on a case-by-case basis. When presenting the results, Belmont will include in the analysis a clear description of the net impact for the City, the constructed methodology, and the assumptions employed. It is important to acknowledge the strengths, weaknesses, and limitations of results so that decision makers are fully informed.

References

- GFOA Recommended Practice: Developing an Economic Development Incentive Policy (2008).
- GFOA Recommended Practice: Monitoring Economic Development Performance (2009).
- Mike Mucha, *Fiscal Impact Analysis: How to Use It and What to Look Out for*, Government Finance Review, October 2007.
- Paul Harris and Ronald Berkebile, *A Financial Analyst's Toolkit: Analyzing the Fiscal Impacts of Economic Development Projects*, Government Finance Review, June 2008.
- Preparing A Local Fiscal Benefit-Cost Analysis, International City/County Management Association (ICMA) Report, Volume 37, Number 3, 2005.

Adoption Date:
June 23, 2009

Policy Level:
2

B12 Monitoring Economic Development Performance

Background

Belmont uses economic development incentives to pursue goals and objectives set forth in an economic development policy. Incentives can be provided in a variety of forms, including cash, debt financing, credit enhancement, tax and fee waivers, credits and rebates. To accomplish objectives established in an economic development policy, agreements often include performance requirements the recipient must fulfill as a condition of the incentive extended by the jurisdiction. For this reason, Belmont evaluates the performance requirements of individual incentives as well as the cumulative impact of those incentives and agreements to ensure that the City's economic development objectives are realized.

Policy

For the purposes of consistency, transparency, and accountability, Belmont implements a clearly defined monitoring process as part of its economic development policy.

Objectives of the monitoring process include periodic evaluations of individual project performance by incentive and an evaluation of the cumulative costs, benefits, and degree of goal attainment of Belmont's overall program. The finance officer will be responsible for reporting the fiscal impact on the City of each incentive used and the cumulative impact of all incentives on the overall financial condition.

1. **Monitoring Project Performance.** Each project receiving an incentive may undergo periodic evaluations. Belmont may implement these project evaluation to examine conditions attached to the incentives in the economic development agreement and to ensure that compliance standards for physical development and fiscal performance are met. Project performance can include both the timing of benchmarks and actual results compared to targets provided in the economic development agreement. This process may identify specific risks throughout the project life cycle.

Examples of project specific measures might include:

- Comparison of actual to estimated investment,
- Comparison of actual to estimated land use,
- Numbers, type of jobs created, and residency requirements,
- Average wage,
- Dollar amount of private investment,
- Net increase in property tax base,
- Living wage requirements,
- Low-to-moderate income employee qualifications,
- Actual market value and/or sales tax performance,
- Occupancy requirements,
- Disclosure of any tax delinquencies,
- Actual to estimated debt service cash flow,
- Debt coverage ratio, and

- Any conditions which might change the tax status of any related public bond offering.

Project evaluations that reveal unfavorable variances will trigger further review and possible implementation of remedies as outlined in the agreement.

2. **Monitoring Jurisdictional Impacts.** Belmont may measure the performance of its economic development program against the overall goals and objectives set forth in the economic development policy. Financial projections and impacts of economic development projects may be evaluated for the collective impact and incorporated into the City's annual financial forecast and budget process. Regular reviews of this revenue stream in conjunction with debt service requirements and other obligations may also be performed.

Examples of jurisdictional impact related to the use of incentives might include:

- Tax base changes,
- Economic activity changes (e.g., employment, property valuations, average wages and income levels),
- Redeveloped activities in blighted areas, and
- Housing opportunities.

In addition, other elements to consider include:

- Cumulative use of incentives on ability to fund operations and other programs,
- Risk, and if necessary quantification, of accessing general revenues or other jurisdictional credit support in the event of project underperformance, and
- Credit rating impacts.

References

- GFOA Recommended Practice, The Role of Finance Officer in Economic Development (2006)
- GFOA Recommended Practice, Developing an Economic Development Incentive Policy (2008)

Adoption Date:
June 23, 2009

Policy Level:
2

B13

Public Participation in Planning, Budgeting, and Performance Management

Background

Good public participation practices can help Belmont be more accountable and responsive, and can also improve the public's perception of the City's performance and the value the public receives from the government. The National Advisory Council on State and Local Budgeting Recommended Budget Practices includes recommendations for stakeholder input throughout the planning and budgeting process.

Traditionally, public participation meant voting, running for office, being involved in political campaigns, attending public hearings, and keeping informed on important issues of the day by reading government reports or the local newspaper. At an increased level of involvement, the public, acting as individuals and in groups, advocated specific government policies by attending or sponsoring public meetings, lobbying government officials, or bringing media attention to policy issues. More recently, governments have used new forms of public involvement – surveys, focus groups, neighborhood councils, and Citizen Relationship Management systems, among others – as inputs to decisions about service levels and preferences, community priorities, and organizational performance.

While public participation efforts can be extremely valuable, superficial or poorly designed efforts may simply waste valuable staff time and financial resources, and at worst can increase public cynicism if the public perceives that its input has not been taken seriously.

Policy

Belmont may incorporate public participation efforts in planning, budgeting, and performance management results processes. In addition, in order to ensure effective and well implemented public participation processes, Belmont may include the following considerations in those efforts:

- Purposes for involving the public;
- Assurances that the City is getting the public's perspective rather than only that of a small number of highly vocal special interest groups;
- Approaches to eliciting public participation and the points in the planning-budgeting-performance management cycle those approaches are likely to be most effective;
- Information that the process will be incorporated into decision making;
- Communication to the public regarding how the information collected will be and was used; and
- Buy-in from City Council

1. Establishing Purposes for Public Participation Efforts

Articulating the purpose for conducting a public participation process is critical because the purpose becomes the foundation for deciding who to involve, how to select them, what activities they will be involved in, what information will be collected, and how Belmont will use the information. Consequently, determining the purpose will be the first

step in designing a participation effort. Belmont will not initiate public participation processes without establishing a tangible purpose or objectives, nor is it sufficient to create a public participation process simply because it is a best practice or because other cities have done so.

Purposes may include one or more of the following, and, in addition, individual cities may identify other purposes for involving the public:

- To improve performance by better understanding what the public wants and expects from Belmont;
- To adjust services and service levels more closely to citizens' preferences;
- To establish performance measures that incorporate the public's perspective;
- To differentiate among the expectations of the City's various demographic groups in policy and service design;
- To understand public priorities in planning, budgeting, and managing services. (Public priorities are particularly important in making budget decisions when revenues are not sufficient to continue to provide all services at their current levels);
- To establish long-term strategies to provide for a fiscally sustainable future for Belmont;
- To ensure that capital investment decisions, such as the location of infrastructure elements, are informed by public input;
- To provide information to the public about Belmont's services and results.

2. Identifying the Public's Perspective

Citizens are diverse. Not only do citizen viewpoints differ from those of government "insiders," but from citizen to citizen. No single citizen or group of citizens is able to represent the views of all citizens. The best way to assure a broad perspective is to collect information in a variety of ways and from a variety of sources.

3. Timing and Approaches to Public Participation

Timing and approaches are related because approaches that work in one phase of planning, budgeting, and performance management may not be effective in other phases. For example, a community goal setting session may be very appropriate in assisting Belmont to establish priorities in developing a strategic plan or in the early stages of the budget process. General approaches and timing are listed below:

- Identifying citizen preferences and satisfaction levels. Such efforts should occur before a decision has been made, or to test various ideas and approaches. Belmont may solicit information for general purposes, such as strategic planning, or may solicit targeted information as input for specific projects, plans, or initiatives. Unless there is a compelling reason to target only certain segments, Belmont's public involvement approaches may encourage all citizens to participate. In addition, Belmont may make involvement opportunities accessible to all citizens and hold meetings at various times to provide maximum participation. Local governments have used numerous mechanisms for eliciting

public input. Common methods for soliciting information include the following:

- ❑ Surveys, either in person or via mail, phone, or Internet.
 - ❑ Focus groups
 - ❑ Interviews
 - ❑ Comment (or point of service) cards
 - ❑ Public meetings, such as public hearings, “Town Hall” meetings, and community vision sessions
 - ❑ Interactive priority setting tools
- Creating public or neighborhood advisory groups, committees, and informal task forces. These are often ongoing and can be used both to seek information during planning and information gathering and can in connection with subsequent phases, including consideration of alternatives, decision making, implementation, evaluation, and reporting. It is important to identify specific groups that will be affected the most by the decisions made.
 - Providing information to the public. This approach is appropriate at all stages and may include:
 - ❑ Newsletters
 - ❑ Public notices in community media
 - ❑ Public hearings
 - ❑ Public reports, such as Budgets-in-Brief, Popular Annual Financial Reports, or performance reports
 - ❑ Websites
 - ❑ Individual or group emails, phone calls, and in-person contact
 - Using technology, such as Constituent Relationship Management (CRM) systems. CRM may be used to manage service relationships as well as to identify public preferences and priorities.

4. Deciding how to incorporate information into decision-making

Information derived from public involvement processes provides a critical perspective for making decisions in planning, budgeting, and management. However, Belmont may consider such information along with expert knowledge and judgment (such as the engineering expertise necessary to build a bridge) and objective data (such as economic and demographic information, both of which are also critical to good decision making).

5. Providing feedback to the public on how their input has been used

Belmont may systematically collect, maintain, monitor, and analyze information gained from public involvement activities, maintain contact information on individuals and groups that wish to be kept informed, and use multiple communication mechanisms to ensure that those involved or interested in the process are notified of opportunities for additional feedback and of decisions made based on the public involvement process. Most importantly, Belmont may explain how public involvement has made a difference in plans, budgets, and performance, and gather public feedback on how successful the

process has been through the public's eyes.

References

- Barbara J. Cohn Berman, The Voices of the People: Missing Links in Performance Measurement and Management, GFOA, 2006
- Alfred Tat-Kei Ho and Paul Coates, Citizen Participation: Legitimizing Performance Measurement as a Decision Tool, GFR, April 2002.
- NACSLB Best Practices in Public Budgeting, <http://www.gfoa.org/services/nacslb/>

Adoption Date:
June 23, 2009

Policy Level:
2

Background

Lockbox services are designed to expedite the collection of paper-based payments and provide timely payment information to update accounts receivable records. A third party processor (usually a bank) that receives, opens and processes payments for the City of Belmont provides Lockbox services. The City's lockbox services should: increase payment and posting accuracy; improve cash flow by reducing processing time between delivery of mail and depositing of payments; and increase staff productivity by freeing personnel from the labor intensive process of manually handling mail and payments. There are two basic types of lockbox services: wholesale (used for high dollar, low volume payments) and retail (used for high volume, low dollar payments such as taxes, utilities, licenses and fees, accompanied by standardized remittance documents). Retail lockbox services generally are of primary interest to the City of Belmont.

Policy

The City of Belmont will evaluate the benefits and costs of utilizing lockbox services to determine if advantages can be gained in the areas of accuracy, cash flow, internal controls, and efficiency. The evaluation will consider:

1. Availability of Lockbox Services. Belmont will encourage local banks to enter the lockbox business or attract a lockbox processor into an area that is not serviced. Belmont will investigate how local utilities and cable television firms process their payments. In areas that are not serviced, the City of Belmont may evaluate the use of regional lockbox processors.
2. Workflow and Cash Flow. The evaluation of lockbox services must include:
 - an analysis of the existing workflow from receiving mail to depositing payments and posting receivables,
 - volume of transactions,
 - staffing requirements,
 - time necessary to complete,
 - lockbox service charges,
 - enhanced cash flow and increased interest earnings from using a lockbox,
 - ability of the provider to accept payments other than checks (i.e., credit cards),
 - security of the process,
 - employee accuracy,
 - customer service,

- any capital requirements, and
 - service charges associated with any required bank accounts.
3. Costs associated with these processes are evaluated against the costs and benefits of outsourcing to a lockbox processor. Particular attention will be paid to any delays in depositing funds as most lockbox processors guarantee that payments received are deposited into the organization's bank account the same day they are received. Some lockbox processors offer the conversion of checks into Automated Clearing House (ACH) payments at the lockbox site to decrease processing time. ACH processing may result in a cost savings as compared to check processing and will be evaluated as an option for future and existing lockbox services.
 4. Technical Requirements. Automated lockbox processing has certain technical requirements. The process must begin with a remittance document that meets the processor's specifications. Primary among these specifications is that the document contains an optical character recognition (OCR) scan line that includes identification and payment information. Other document requirements typically include form size, character placement, inclusion of a check digit, ink type and paper quality. The type of printer used to produce the remittance document can have an impact on lockbox processing error rates and thus on overall costs.
 5. Depending on the needs and capabilities of Belmont, the transmission of data from the lockbox processor back to Belmont can range in sophistication from the exchange of hard copy records to electronic transmission via the Internet. Internet data exchange will usually require changes to existing software. Lockbox processors can also offer data storage services by converting remittances to electronic data.
 6. Staffing Levels and Workload. Belmont billings and cash flows are often cyclical, causing problems in cash management operation staffing levels. Shifting payment processing responsibility to a lockbox processor alleviates the dilemma of adequately staffing to meet a limited number of peak periods versus overburdening a small staff during critical periods. Belmont may analyze the efficiency and cost/benefit of using payment consolidation services to expedite the processing of online payments processed through the customer's financial institution. Belmont may also consider the benefits of remote deposit capture compared to the benefits of lockboxes.

Any contract entered into by the City of Belmont and a lockbox provider at a minimum include the following:

1. treatment of exception (non-standard) items,
2. ability of the lockbox provider to handle payments containing multiple remittance advices,
3. turnaround time,
4. disposition of documents,
5. funds availability schedule,

6. technical specifications for transmission of data to the City,
 7. error tolerance, and
 8. bonding requirements of lockbox personnel, including subcontractors.
- In the event these services are procured through the use of a request for proposal, the request for proposal and the vendor response should be included as part of the contract.

References

- *Banking Services: A Guide for Governments*, Nick Greifer, GFOA, 2004.
- *An Introduction to Treasury Management Practices*, GFOA, 1998.
- *An Introduction to Treasury Agreements for State and Local Governments*, Linda Sheimo, GFOA, 1993.

Adoption Date:
June 23, 2009

Policy Level:
2

Background

Protecting public funds is a high priority for all governments. The Uniform Commercial Code (UCC) regulates and defines the responsibilities of counterparties in business and banking transactions. The code states that liability and monetary loss in a fraudulent transaction is split between the counterparties in a transaction based on each party's due diligence and negligence. Consequently, to reduce liability in the event of a fraudulent transaction, it is important to have proper controls in place.

Policy

The City of Belmont has developed the following fraud prevention tools:

1. Conduct periodic surprise audits and annual reviews of procedures;
2. Provide for the physical security of all checks.
 - Maintain check images in preference to paper copies.
 - Keep check stock in a locked and secure location with a formal inventory listing maintained.
 - Secure check stock daily. Remove continuous check stock from printers.
 - Lock and secure check specific printers.
 - Physically void returned checks and check copies, and retain in a locked and secure location or destroy on a schedule.
 - Provide for the temporary physical security of electronically deposited checks, including storage in a secure facility, timely destruction via secure shredding and incineration, and dual control of the process.
3. Ensure appropriate security over signature plates, cards, and software.
4. Require additional review process for all checks over a specified amount.
5. Require two-party authorizations on all wires and ACH files.
6. Require daily staff reconciliation of wires and ACH releases.
7. Ensure proper segregation of duties among staff initiating, authorizing, preparing, signing, and mailing payments and reconciling bank statements.
8. Review signature cards and authority levels whenever any changes occur and annually at a minimum. Remove individuals from bank transaction authority immediately upon resignation or termination.

Fraud Prevention Measures in Cooperation with Belmont's Financial Institution(s)

1. Implement positive pay on all disbursement bank accounts and reconcile exceptions daily.
 - Instruct the bank to *return* all non-conforming positive pay items as the default instruction.
 - Ensure that a clear policy exists to separate responsibilities between staff approving positive pay exceptions and staff initially preparing the check.
2. Direct the bank to reject any and all withdrawals not initiated by the government from accounts that only accept deposits.
3. Place ACH filters on all accounts.

4. Ensure that Belmont's financial institutions provide for multi-factor identification for on-line banking services.
5. Ensure that Belmont's financial institution provides a quarterly listing, by account, of all approved signers and access-only individuals.
6. Utilize bank partial reconciliation services to reduce time on reconciliation and focus on exception items.

References

- *Banking Services: A Guide for Governments*, Nick Greifer, GFOA, 2004.
- *Evaluating Internal Controls: A Local Government Manager's Guide*, Stephen J. Gauthier, GFOA, 1996.
- Uniform Commercial Code as cited on the following website:
<http://www.law.cornell.edu/ucc/ucc.table.html>

Adoption Date:
June 23, 2009

Policy Level:
2

D7

Pricing Bonds in a Negotiated Sale

Background

One of the most important outcomes of the sale of bonds, the cost of borrowing, is established through the pricing process. Unlike a competitive sale, bond pricing in a negotiated sale requires a much greater degree of Belmont's involvement. The Belmont issuer negotiates both the yield on the bonds and the underwriters' compensation, which includes the takedown (or sales commission), management fee, underwriting risk, and expenses. Belmont issuer's success in negotiating the price of its bonds depends on its ability and willingness to devote sufficient time to understanding the market and the historical performance of its bonds.

Policy

The City of Belmont strives for the best balance between the yield for each maturity and the takedown (sales commission) to achieve the lowest overall cost of financing. The following actions by Belmont are to improve the pricing process:

1. Select negotiated sale underwriters through a formal request for proposals (RFP) process. Among the information requested in the RFP, proposers will be required to state their estimated underwriter's discount for the proposed bonds by component (takedown, management fees, and expenses). The proposed underwriter's discount will be used by the Belmont issuer during the final bond pricing negotiations as the basis for the amount of compensation to be paid to the underwriter. Any significant increase in any component of the underwriter's discount from the proposal to the actual bond pricing will be fully explained to Belmont's satisfaction and its financial advisor.
2. Communicate to the underwriter specific goals to be achieved in the pricing of bonds and expectations regarding the roles of each member of the financing team, including the Belmont issuer and an independent financial advisor employed to assist in the pricing process. Identify the Belmont representative who has authority to make key decisions and be available throughout the pricing process.
3. Take steps during the underwriter selection process and prior to final pricing to manage the compensation to underwriters (also called underwriter discount or gross spread) by:
 - including a provision in the request for proposal that requires respondents to indicate the range of costs for each component of compensation and specify an expected maximum for each,
 - setting a cap on fees and expenses, and
 - obtaining and reviewing information on each component of underwriters' compensation for other recent similar sales.
3. Develop an understanding of prevailing market conditions, evaluate key economic and financial indicators, and assess how these indicators likely will affect the timing and outcome of the pricing. Obtain a pricing book from the

underwriter and/or the financial advisor which would include the following information:

- the near-term supply and expected demand for municipal bonds;
 - the release of key economic indicators, actual or anticipated actions by regulatory or political bodies, and other factors that might affect the capital markets;
 - the interest rates and current market yields of recently priced and outstanding bonds with similar characteristics;
 - the interest rates and interest rate indices for bonds with similar characteristics provided by independent services that track pricing performance; and
 - the historic benchmark index data for the bond issue being sold and for other bond issues being sold; and
 - the proposed underwriter's discount for the bonds.
4. Prepare independent bond pricing ideas separate from those of the underwriter. In order to ensure an active negotiation and successful bond pricing, Belmont's issuer and financial advisor will not rely solely on information provided by the underwriter and, as such, will assemble data on recent pricings of comparable bonds (especially bonds sold through competitive sale), Belmont's historic indexed pricing data, and Belmont's independent determination of expected market yields for the proposed bonds.
 5. Work with the underwriter to develop an appropriate premarketing effort to gauge and build investor interest. Consider inclusion of a one- or two-day retail order period.
 6. Request that the senior managing underwriter propose a consensus pricing scale on the day prior to the pricing that represents the individual views of the members of the underwriting syndicate and obtain a number of interest rate scales from other syndicate members.
 7. Evaluate carefully whether structural features, such as call features and original issue discount, that impact the true interest cost (TIC) of a bond offering, but limit future flexibility in managing the debt portfolio, will result in greater overall borrowing costs.
 8. Belmont issuers have a legitimate role in determining how bonds will be allocated among syndicate members and ultimate investors. Belmont issuers consider order priority and the designation policies in reviewing the preliminary pricing wire and the Agreement Among Underwriters prior to the sale. To a large extent the designation policy controls the distribution of underwriter compensation among the syndicate members.
 9. During the marketing of the bonds, the Belmont issuer will obtain sufficient current market information and be in close contact with the lead underwriter. Consider repricing at lower interest rates at the end of the order period, giving consideration to order flow and order volumes.
 10. The Belmont issuer reviews the proposed allotments of the bonds to ensure achievement of the Belmont issuer's objectives.
 11. Evaluate the bond sale after its completion to assess the level of up-front costs of issuance, including whether the underwriters' compensation was fair given the level of effort and market conditions; and the pricing of the bonds, both in terms of the overall TIC and on a maturity-by-maturity basis.

12. Document and evaluate the final pricing of the bonds and compare the results to the pricing data that was prepared prior to the sale. Belmont may observe secondary market trading activity on the bonds for several days following bond pricing as a further indication of the fairness of the pricing of the bonds. Belmont's issuer will retain pre- and post-sale bond pricing data in order to fully document the bond pricing.
10. Develop a database with information on each Belmont issue sold with regard to pricing performance, including the types of bonds sold (general obligation or revenue bonds), credit rating, maturities, yield and takedown by maturity, and the TIC.

References

- GFOA Recommended Practices:
 - Selecting and Managing the Method of Sale of State and Local Government Bonds (2008)
 - Selecting Underwriters for Negotiated Bond Sales (2008)
 - Selecting Financial Advisors (2008)
- *Pricing Bonds in a Negotiated Sale: How to Manage the Process*, J.B. Kurish, GFOA, 1994.

Adoption Date:
June 23, 2009

Policy Level:
2

Background

Funding and maintaining infrastructure and critical services is a vital and recurring function of the City of Belmont. The need to provide cost-effective options while maintaining expected levels of service can cause the City to search for alternative service delivery options. While not a guaranteed solution, privatization provides an alternative that, given the proper research and due diligence, may present Belmont with numerous advantages. Recent examples demonstrate the effectiveness as well as the concerns surrounding privatization initiatives. This recommended practice develops the role of the Finance Director and presents a high-level framework for evaluating the policy decisions if a government decides to pursue a privatization initiative.

Privatization encompasses the long-term transfer or sale of public assets or asset management rights to a private entity in exchange for a range of City financial, liability transfer, and risk mitigation benefits. Privatization resulting in an outright sale is a permanent transaction where title transfers from Belmont to a private entity(s). This may consist of all or part of the entire City facilities/asset network. Outright sales may include potential reversionary provisions should the private entity fail to perform, particularly in the sale of core government functions.

As opposed to outright sale, privatization initiatives may also result in management contracts, in which a private entity(s) assumes day-to-day operational responsibility for financial compensation from the City counterparty. Other responsibilities may also include ongoing capital maintenance, repair, and replacement. Operational responsibilities such as staffing and customer service are normally subject to government quality standards and enforcement. In a lease or concession agreement, the private entity(s) assumes operational responsibility and certain incidence of ownership such as rate setting, service area expansion, capital financing (which, as with management contracts, is normally subject to government procedures), mandates, and other limits. In lease agreements, Belmont may retain revenue sharing rights. At the termination of the agreements, all affected asset rights and responsibilities revert to Belmont.

Public institutions assume a fundamental role in developing and pursuing privatization. Included in this role are a number of factors that public institutions often follow. Belmont establishes the direction for the privatization initiative and participates in the due diligence process, which includes confirming or, as necessary, establishing required legal authority to implement the intended privatization approach. Moreover, the public entity defines and documents the City's objectives and major constraints in privatization. This includes identifying available alternatives and establishing a privatization approach that best achieves the stated privatization objectives. When pursuing privatization, Belmont solicits proposals from qualified private entities, which may include a prequalification phase and should determine the feasibility of privatization proposals. This includes establishing a method for accepting a proposal and negotiating a privatization agreement. Following implementation of privatization, according to the due

diligence process, Belmont will closely monitor the performance of the private entity throughout the term of the agreement and enforce contract provisions. Effective management and monitoring of privatization includes continued communication and reporting with interested parties throughout the privatization process.

Policy

Belmont recognizes the risks and rewards associated with privatization initiatives and therefore plays an active role in performing due diligence and facilitating privatization policy decisions. Belmont's Finance Director may assume the following roles:

1. The Finance Director should play a central, functional role in considering the feasibility of a long term Privatization. Many, if not most, privatization initiatives are driven by a government's financial needs and constraints. As such, Belmont's Finance Director is well positioned to function as the lead member of the City team exploring privatization. In the decision-making process and in implementation, the Finance Director will act as steward to protect the long-term public interest associated with the asset. In the implementation stage, Belmont's Finance Director plays a vital role in promoting adequate controls and standards of safety and maintenance. Recognizing that privatization agreements will involve not only public-private entity agreements, but also major intra-governmental financial decisions that include major, complex financial matters (use of privatization proceeds, public debt defeasance, accounting-financial reporting, etc.), the Finance Director acts as an interpreter and communicator of financial results to elected officials and the general public.
2. The Finance Director may lead the development of a process to evaluate and implement a potential privatization. In leading this process, the Finance Director helps establish a competent, experienced team to assist in the entire privatization undertaking. Once constituted, the team works to produce clear, documented objectives of the privatization at the outset along with measurable standards/criteria to gauge achievement of those objectives. This process includes a thorough feasibility analysis and, if justified, a broadly competitive and transparent solicitation of private entities to serve as privatization counterparty(s). The Finance Director assumes primary responsibility in assessing the financial strength and viability of all bidders to the privatization agreement to evaluate their capacity. The assessment process needs to exhibit professional due diligence in establishing and applying the asset valuation methods used to support the privatization agreement. Within the evaluation process, the privatization agreement should include appropriate enforcement features to promote service quality and compliance with all standards and requirements. The Finance Director will also help incorporate suitable accounting, auditing, and financial reporting requirements and standards in the privatization agreement.
3. The Finance Director provides options and policy recommendations for the prudent, sustainable application and use of all financial benefits expected as a result of the privatization agreement. This policy should be in effect prior to the receipt of any funds by the City. The Finance Director will help establish a plan for the funds BEFORE the funds are received. This includes the disposition and

use of government cash proceeds at the beginning of deal. The Finance Director establishes a dialogue on how to apply that cash, including the creation of an “endowment” or permanent reserve. This dialogue helps facilitate the decision-making process and determines how financial benefits will be applied. As a result, the Finance Director helps establish policies for how to apply this money (e.g., to reduce or eliminate one-time unfunded liabilities instead of taking for short-term benefit). During negotiations, the Finance Director will keep management and elected officials apprised to help these decision-makers fully understand the type and nature of the give and take occurring. This helps to ensure that priorities are laid out in advance to prevent Council from making ill-informed decisions.

The Finance Director will help ensure good stewardship of the proceeds by properly structuring the on-going management of such upfront proceeds. For example, creating a permanent endowment capitalized by the proceeds and establishing a professional board of trustees functioning as a fiduciary for the endowment institutionalizes a permanent public asset. Coupled with the use of a professional advisor and fund managers, this structure promotes long-term return and safety of principal.

References

- *An Elected Official's Guide Competitive Options: From Managed Competition to Privatization*, Government Finance Officers Association, 2008.
- GFOA Recommended Practice: Public-Private Partnerships for Economic Development (2008)
- GFOA Recommended Practice: Managed Competition as a Service Delivery Option (2006)
- “Alternative Service Delivery”, The Civic Federation, December 2006.

Adoption Date:
June 23, 2009

Policy Level:

2

E6

Communicating Health-Care Benefits to Employees and Retirees

Background

Maintaining health-care benefits is a growing challenge. Health-care benefits are generally viewed favorably, and the employers have the opportunity to increase the perceived value if the benefit is properly communicated when changes to the health-care plan are to be implemented.

Policy

The City of Belmont develops effective communication strategies that support its communicating health-care benefit goals, including:

1. Educating the elected and appointed officials, employees, retirees, labor groups, other agencies, and the public on plan and benefit provisions in a simple and straight-forward manner.
2. Establishing and maintaining credibility with the workforce, increasing understanding of the plan, and supporting a smooth transition when plan changes occur.
3. Sharing information on the impact of rising health-care costs on the government and the services it provides, and how this may affect plan participants. Include data from outside experts to enhance credibility.
4. Shaping attitudes and perceptions to create an atmosphere of responsible health-care consumerism. This includes emphasizing health and the wise use of health-care resources.
5. Providing participants with information to
 - a. help them make coverage choices that best meet their needs, and
 - b. locate and evaluate health-care providers.
6. Determining what kinds of communication work best for the organization:
 - a. face-to-face meetings
 - b. publications, including letters, newsletters, and bulletins
 - c. e-mail
 - d. bulletin boards, including electronic bulletin boards
 - e. videos, CDs, DVDs, etc.
7. When undertaking a significant new initiative or change, consider using focus groups, surveys, and participant committees to solicit feedback and disseminate information. Examples of the type or scope of plan or benefit changes that may warrant participant involvement include:
 - a. material increases in deductibles or co-pays
 - b. material changes in coverage, including access to prescription drugs
 - c. changes in availability of dependent coverage
 - d. changes in providers or in the process for accessing providers
8. Belmont may find it necessary to retain outside expertise to help implement communication strategies. The outside advisor's role should be explicitly stated.

Adoption Date:
June 23, 2009

Policy Level:
2

Background

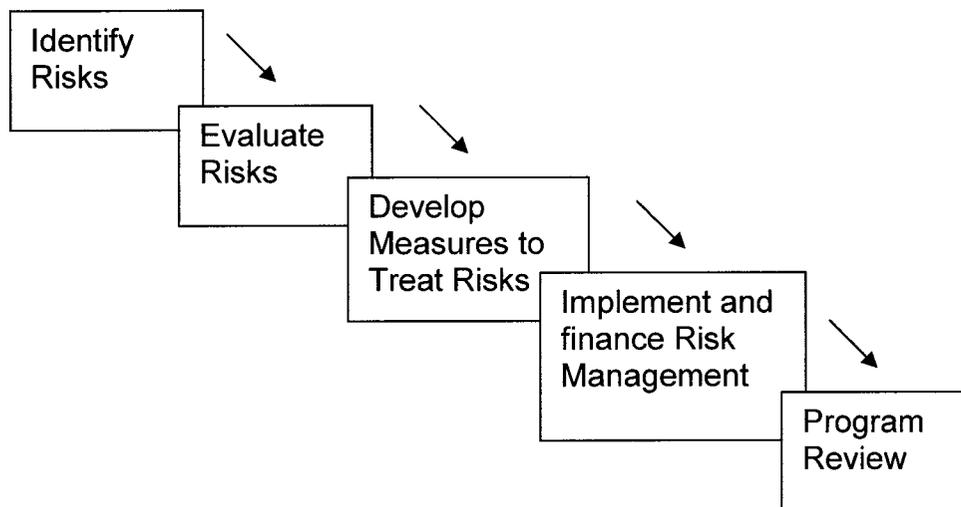
Risk management is a discipline designed to identify potential events that may affect Belmont and to protect and minimize risks to Belmont's property, services, and employees. Effective risk management ensures the continuity of government operations. The importance of risk management has been growing steadily over the last several years for a variety of reasons, including legal, political, and medical liability, increased use of technology, and higher litigation costs.

Risk management is geared to achieving the City's objectives through strategic decisions that flow through high-level goals, effective use of resources, reliability of reporting, and compliance with applicable laws and regulations.

Policy

The City of Belmont's comprehensive risk management program is one that identifies, reduces, or minimizes risk to its property, interests, and employees. The City strives to contain any costs and consequences of harmful or damaging incidents arising from those risks. Adequate and timely compensation for restoration and recovery is another consideration.

The following steps should be included in an effective risk management program.



- Risk Identification – An essential component in identifying risk is to understand the sources, types, and likelihood of risk. Belmont's risk identification may identify at a minimum the exposure in each of these areas:
 - ❑ Physical environment (natural or man-made disasters and infrastructure)
 - ❑ Legal environment (laws and legal precedents)
 - ❑ Operational environment (day-to-day activities and actions within Belmont,

- including services provided and workforce demographics)
 - Political environment (legislative activity, elections)
 - Social environment (socio-economic composition of the community)
 - Economic environment (market trends, interest rates)
 - Internal environment (the attitude of individuals towards risk)
- Risk Evaluation – The frequency and severity of claims may be monitored and modifications made as necessary. Risk evaluation reports often include such information as the number of open claims, the amount paid out, and the amount reserved. Report results may be communicated in a form and timeframe that enable employees to carry out their responsibilities. Over time, these reports reveal Belmont’s risk profile.
- Risk Treatment – After identifying and evaluating risk exposures, the next step is to decide how best to treat the exposures. Management may select a variety of risk responses – avoiding, accepting, reducing, sharing, or transferring risk. A risk management program should be a well-rounded combination of preventative and control measures, risk transfer, and risk retention. The latter two methods refer to Belmont either shifting the financial burden of risk to another entity or performing the task of risk financing in-house. In addition to these three methods, Belmont may occasionally choose not to provide a service altogether, a risk management technique known as risk avoidance.
 - Loss prevention and control – Training, workshops, and inspections are common loss control measures.
 - Risk transfer – Two basic types of risk transfer involve financial or contractual risk:
 - Financial risk transfer may involve the use of an insurance company or risk managements pools. The criteria for procuring insurance should involve quality and scope of service, breadth of coverage (level of deductibles), financial stability, and cost. Most governments typically begin with three basic types of coverage:
 - Property insurance protects against damage or loss of property.
 - Liability insurance covers losses related to Belmont being found negligent in the performance of operations.
 - Worker’s compensation provides employees with coverage for all medical bills resulting from job-related injuries or disabilities as well as lost income.
 - Risk management pools may be classified through various factors like type of service, lines of coverage, or type of government. Belmont can also transfer risk by having a contractor pick up the liability.
 - Risk retention – When Belmont retains risk (i.e., self-insures), it assumes financial responsibility for some losses. By retaining some risk (e.g., paying a deductible) Belmont can lower its. However, in this case, the City needs to be well aware of its exposures through self-insurance.
 - Risk avoidance – Belmont may avoid providing specific services if the risk management costs are excessive.
- Risk Management Implementation – To implement a risk management program,

Belmont may consider the establishment of risk management policies and procedures that includes a statement of the City's goals, identifies staff charged with carrying out risk-related functions (e.g., planning, organizing, coordinating, implementing, monitoring, and controlling the government's risk management program), and contains guidelines for making decisions about fundamental activities (e.g., risk control and risk finance). It is essential that Belmont's officials are aware of not only the policies and procedures, but that the risk responses are implemented and effectively carried out.

- Risk Program Review – In the environment of shrinking budgets and increased accountability within the government, Belmont may review the effectiveness and efficiency of the risk management programs functioning within its organization and make changes or modifications as necessary.

References

- GFOA Recommended Practice: Business Preparedness and Continuity Guidelines (2005 and 2008)
- The Committee of Sponsoring Organizations of the Treadway Commission, "Enterprise Risk Management-Integrated Framework," September 2004 (<http://www.coso.org/>)
- Association of Government Risk Pools (AGRiP) (<http://www.agrip.org/homepage/>)
- Public Risk Management Association (PRIMA) (<http://www.primacentral.org/>)
- Nicholas Greifer and Berman Schwarz, "Risk Management," Elected Officials Guide (EOG), GFOA, 2001

Adoption Date:
June 23, 2009

Policy Level:
2

Background

Health-care cost inflation has put Belmont in the position of continually reacting to increased costs, rather than following a long-term plan. The City need to find ways to manage the costs of its health-care plans within the organization's financial framework and structure in order to be more efficient while continuing to offer stable, sustainable health-care benefits.

Policy

The City will consider developing and formally adopting a long-term, strategic plan to provide the desired level of health-care coverage while maintaining those costs at sustainable levels. Accordingly, the City adopted the following:

1. Determine the purpose of the health-care plan.
 - a. Define the plan the City's overall objective for providing benefits
 - i. Develop a strategy for determining who is eligible to participate in the health-care plan.
 - ii. Articulate separate strategies for both active and retired employees.
 - iii. Develop a contribution rate strategy for both employers and employees.
 - b. Clarify the role of the health-care plan as part of the overall compensation package
 - c. Define the economic and labor market in which the health-care plan and compensation package exists, and where the plan should fall within those markets.
2. Use analytical tools to measure the cost drivers and health risk factors of plan participants. Understanding what diseases, conditions, facilities, and treatments are driving cost increases.
3. Determine appropriate cost-containment measures as needed, and review the purpose of the health-care plan in light of the cost objectives and related performance goals that have been set.
4. Work with other departments, including Human Resources, to make sure the long-term strategic plan design for health care is understood and can be taken into consideration during labor negotiations and integrated with the City's long term financial plan.
5. Educate participants about benefit provisions, including benefit limitations, employer and employee costs, and the benefit's value to employees and retirees.

References

- GFOA Recommended Practice, *Communicating Health-Care Benefits to Employees and Retirees*, 2009.
- GFOA Recommended Practices, *Long-term Financial Planning*, Budget Committee, 2008.
- GFOA Recommended Practice, *Ensuring the Sustainability of Other Postemployment Benefits*, 2007.

Adoption Date:
June 26, 2001

Policy Level:
2

RESOLUTION NO. _____

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT
FINDING A SEVERE FISCAL HARDSHIP WILL EXIST IF ADDITIONAL LOCAL
PROPERTY TAX FUNDS ARE SEIZED, ADDITIONAL UNFUNDED MANDATES ARE
ADOPTED OR ADDITIONAL LOCAL REVENUES ARE REDIRECTED BY THE
STATE OF CALIFORNIA**

WHEREAS, the current economic crisis has placed cities under incredible financial pressure and caused city officials to reopen already adopted budgets to make painful cuts, including layoffs and furloughs of city workers, decreasing maintenance and operations of public facilities, and reductions in direct services to keep spending in line with declining revenues; and

WHEREAS, since the early 1990s the state government of California has seized over \$8.6 billion of city property tax revenues statewide to fund the State budget even after deducting public safety program payments to cities by the State; and

WHEREAS, in FY 2007-08 alone the State seized \$895 million in city property taxes statewide to fund the State budget after deducting public safety program payments and an additional \$350 million in local redevelopment funds were seized in FY 2008-09; and

WHEREAS, the most significant impact of taking local property taxes has been to reduce the quality of public safety services cities can provide since public safety comprises the largest part of any city's general fund budget; and

WHEREAS, in 2004 the voters by an 84% vote margin adopted substantial constitutional protections for local revenues, but the legislature can still "borrow" local property taxes to fund the State budget; and

WHEREAS, on May 5 the Department of Finance announced it had proposed to the Governor that the State "borrow" over \$2 billion in local property taxes from cities, counties and special districts to balance the State budget, causing deeper cuts in local public safety and other vital services; and

WHEREAS, in the past the Governor has called such "borrowing" proposals fiscally irresponsible because the State will find it virtually impossible to repay and it would only deepen the State's structural deficit, preventing the State from balancing its budget; and

WHEREAS, the Legislature is currently considering hundreds bills, many of which would impose new costs on local governments that can neither be afforded nor sustained in this economic climate; and

WHEREAS, State agencies are imposing, or considering, many regulations imposing unfunded mandates on local governments without regard to how local agencies will be able comply with these mandates while meeting their other responsibilities; and

WHEREAS, the combined effects of the seizure of the City's property taxes, increasing unfunded State mandates, redirecting local revenues and the revenue losses due to the economic downturn have placed the city's budget under serious fiscal pressure; and

WHEREAS, our city simply can not sustain the loss of any more property tax funds or to be saddled with any more State mandates as they will only deepen the financial challenge facing our City; and

WHEREAS, a number of the City's financial commitments arise from contracts, including long term capital leases and debt obligations which support securities in the public capital markets, that the City must honor in full unless modified by mutual agreement of the parties.

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Belmont has determined that the City will experience a severe fiscal hardship if the recommendation of the Department of Finance to "borrow" \$2 billion of local property taxes is supported by the Governor and the Legislature; and

RESOLVED FURTHER, that the City Council strongly and unconditionally opposes the May 5 proposal of the Department of Finance and any other state government proposals to borrow or seize any additional local funds, including the property tax, redevelopment tax increment, and the City's share of the Prop. 42 transportation sales tax; and

RESOLVED FURTHER, that the City Council strongly urges the State Legislature and Governor to suspend the enactment of any new mandates on local governments until such time as the economy has recovered and urges the State to provide complete funding for all existing and any new mandates.

RESOLVED FURTHER, that the City shall send copies of this resolution to the Governor, our State Senator(s), our State Assembly member(s) and the League of California Cities.

* * * * *

I hereby certify that the foregoing Resolution was duly and regularly passed and adopted by the City Council of the City of Belmont at a regular meeting thereof held on June 23, 2009 by the following vote:

AYES, COUNCILMEMBERS: _____

NOES, COUNCILMEMBERS: _____

ABSTAIN, COUNCILMEMBERS: _____

ABSENT, COUNCILMEMBERS: _____

CLERK of the City of Belmont

APPROVED:

MAYOR of the City of Belmont