



City of Lake Geneva, 626 Geneva St, Lake Geneva, WI 53147- 262.248.3673- www.cityoflakegeneva.gov

**Personnel Committee Agenda
Monday, January 5, 2026 - 4:00 PM
Lake Geneva City Hall; Council Chambers**

Members:

Chairperson - Joel Hoiland; Members - JaNelle Powers, Mary Jo Fesenmaier, Brian Smith and Cindy Yager.

1. Call to Order
2. Roll Call
3. Comments from the public limited to 5 minutes, limited to items on this agenda
4. Approval of the minutes from December 1, 2025
5. City Administrator's Report
6. Discussion/Recommendation regarding Interim Performance Review Policy Framework and Form
7. Discussion/Recommendation regarding a Training & Development Policy Framework & Plan
8. Discussion/Recommendation regarding a City Services Pricing & Fee Equity Policy Framework and Fee Equity & Cost-of-Service Gap Analysis
9. Discussion regarding Memo: Duties, Responsibilities, and Ethical Standards for Elected Officials
10. Adjournment

A quorum of the Council may be present; however, no official Council action will be taken.
Requests from persons with disabilities who need assistance to participate in this meeting should be made to the City Clerk's office in advance so that the appropriate accommodations can be made.

City of Lake Geneva Personnel Committee Minutes
Monday, December 1, 2025 - 4:00 PM
Lake Geneva City Hall; Council Chambers (Main Level)

Members: Chairperson - Joel Hoiland; Members - JaNelle Powers, Mary Jo Fesenmaier, Brian Smith and Cindy Yager.

Call to Order

by Chairperson Hoiland at 4:00 pm.

Roll Call

Present: Joel Hoiland, JaNelle Powers, Brian Smith and Cynthia Yager. Absent: Mary Jo Fesenmaier. Others present: City Administrator Dave De Angelis, City Clerk Lacey L. Reynolds, Finance Director Laura Pisarcik, Alderperson Sherri Ames and media.

Comments from the public limited to 5 minutes, limited to items on this agenda

None.

Approval of the minutes from November 5, 2025

Motion by Smith to approve, second by Powers. Voice vote, approved, motion carried.

City Administrator's Report

Review of search process for Assistant City Administrator and Short-Term Rental & Code Enforcer

Administrator De Angelis announced the advertisements should be completed tomorrow and job openings posted.

Review timeline for the transition of Harbormaster position from part-time to full-time

Administrator De Angelis reported the transition to full-time should happen in the first quarter of next year.

Discussion/Recommendation regarding updates to City Organizational Chart

Administrator De Angelis reviewed the updates and discussion took place. Motion by Yager to approve with addition of approval dates and spelling corrections, second by Smith. Voice vote, approved, motion carried.

Discussion/Recommendation regarding Interim Performance Review Policy Framework and Form

Administrator De Angelis reviewed the form and discussion took place. Motion by Smith to approve, second by Powers. Alder Smith asked about adding a self-evaluation section to the form and more discussion took place. Motion by Smith to amend and add a self-evaluation section to the form, second by Powers. Voice vote, approved, motion carried. Main motion vote - Voice vote, approved, motion carried.

Review 6-month goals and current activities

De Angelis reviewed current and future projects and policies. De Angelis asked the Committee to review and provide a list of which projects and policies are a priority.

Discussion regarding a Training & Development Policy Framework and Plan

Chairperson Hoiland asked if the new HR software will include a training and development plan. Discussion took place.

Review Municipal Government Policy Manual: Chapter 6 Personnel (*starting at section 608*)

The committee reviewed sections 608-623.

Adjournment

Motion by Yager to adjourn, second by Powers. Voice vote, approved, motion carried. Adjourned at 5:12 pm.

Lacey L. Reynolds
City Clerk

City of Lake Geneva

Executive Performance Review & Evaluation Framework Policy

(City Administrator & Department Heads)

Purpose

Establish a uniform, fair, objective, and strategic-aligned performance evaluation process for the City Administrator and all department heads, ensuring performance measurement is tied to adopted council policies, strategic plan implementation, annual operating priorities, financial stewardship, service delivery quality, and professional leadership standards.

Core Principles

1. **Council Governs Outcomes (Ends); Administration Governs Methods (Means)**
 Council defines *what* results the city must achieve.
 Administration determines *how* to achieve them (“nose in / fingers out”).
2. **One Employee Doctrine**
 The City Administrator is the *only employee of the Common Council*.
 All other employees report only to the City Administrator.
3. **Strategic Alignment**
 All performance reviews must clearly connect to:
 - adopted strategic plan pillars
 - annual operating budget priorities
 - comprehensive plan principles
 - council-approved policy limitations (financial, personnel, asset protection, etc.)
4. **Continuous Evaluation**
 Annual reviews summarize a year of ongoing feedback — not substitute for it.
 Regular check-ins are required.
5. **Evidence-Based**
 Evaluations must cite observable outcomes, metrics, and documented performance examples
 — not personal preferences, politics, or personality traits.
6. **Performance Management Cascade**
 City Administrator → evaluates department heads
 Common Council → evaluates City Administrator

Evaluation Levels

Level	Entity	Evaluator(s)
Tier I	City Administrator	Common Council (<i>personnel committee chair leads coordination</i>)
Tier II	Department Heads	City Administrator

Evaluation Cadence

Interval	Purpose	Deliverable
Semi-annual	Real-time alignment, corrective action, coaching	Check-in summary notes
Annual	Roll-up evaluation	Formal written evaluation, retained in employment file

Annual reviews shall occur between **January 1 – March 15** each year.

Evaluation Structure

All performance evaluations shall include five universal domains:

1. **Strategic Execution**
Achieving council-approved strategic outcomes
2. **Operational Performance**
Service delivery, efficiency, timeliness, budgetary stewardship
3. **Leadership & Organizational Culture**
Work environment, accountability, cross-department collaboration
4. **Public / Stakeholder Engagement & Communication**
Responsiveness, clarity, transparency, accuracy of information
5. **Compliance with Governing Limitations**
Financial, legal, personnel, ethics, asset protection, procurement policy

Each domain shall be scored using a **0–4 scale**:

0 fails to meet / 1 below / 2 meets / 3 exceeds / 4 exceptional

Documentation Requirements

- All annual evaluations shall be in writing
- All evidence shall be attached or referenced
- All metrics used must be made available for review
- Evaluations are employment records and filed via HR

Appeal / Clarification

For the City Administrator: final rating is the Council’s determination.

For department heads: final rating is the Administrator’s determination.

Either party may attach a written response for the official record.

Governance & Policy Limitations

Council shall not substitute itself into day-to-day management nor issue directives to department heads. All direction flows solely through the City Administrator.

This is essential to:

- avoid political interference
- maintain legal chain of command
- preserve professional management

Outcome of Evaluation

Evaluation shall directly inform:

- compensation adjustment decisions
- professional development goals for next period

Adoption Recommendation

This framework should be adopted by council resolution — separate from the form — so that the form may be adjusted annually as strategic priorities change without re-writing policy foundation.

City of Lake Geneva

CITY ADMINISTRATOR – ANNUAL PERFORMANCE REVIEW FORM

Evaluation Period: _____

Date of Review Meeting: _____

Administrator Name: _____

Evaluation Type: Annual Interim

NOTE: Annual evaluation must reflect previously identified issues— not introduce new issues for the first time.

PART 1 — STRATEGIC OUTCOMES ACHIEVED

List approved annual priorities (from council’s adopted strategic plan, annual budget priorities, and comprehensive plan alignment). *Each MUST be scored 0–4 based on observable outcomes.*

Strategic Priority	Expected Result	Achieved Result Summary	Self Score (0-4)	Rater Score (0-4)

Strategic Outcome Score Average: _____

PART 2 — CORE COMPETENCY DOMAINS

0 = Fails to Meet | 1 = Below | 2 = Meets | 3 = Exceeds | 4 = Exceptional

Domain	Self Score (0-4)	Rater Score (0-4)	Evidence / Examples Required for 0–1 or ≥3
Strategic Execution & Alignment			
Operational Management & Service Delivery			
Leadership & Organizational Culture			
Stakeholder / Public Engagement & Communication			
Compliance with Policy Limitations (financial / legal / personnel / ethics / procurement / asset protection)			

Core Competency Score Average: _____

PART 3 — SUMMARY PERFORMANCE RATING

Formula (recommended):

50% Strategic Outcomes + 50% Core Competencies

Overall Annual Performance Rating (0–4): _____

PART 4 — PROFESSIONAL DEVELOPMENT PLAN

(To be written collaboratively between Personnel Chair/Mayor + Administrator)

Areas identified for improvement:

Training / capacity-building recommended:

PART 5 — EMPLOYMENT IMPLICATIONS *(CHECK ALL THAT APPLY)*

Item	Council Determination
Compensation adjustment based on rating?	Yes <input type="checkbox"/> / No <input type="checkbox"/>
Performance-improvement plan required?	Yes <input type="checkbox"/> / No <input type="checkbox"/>
Commendation for exceptional performance?	Yes <input type="checkbox"/> / No <input type="checkbox"/>

PART 6 — ACKNOWLEDGEMENT

This evaluation has been shared and discussed.

Signature	Date
City Administrator	
City Council	

Administrator may attach a written response to be included in the official record.

City of Lake Geneva

DEPARTMENT HEAD — ANNUAL PERFORMANCE REVIEW FORM

Evaluation Period: _____

Date of Review Meeting: _____

Department Head Name: _____

Department: _____

Evaluator: City Administrator

Evaluation Type: Annual Interim

NOTE: Annual evaluation summarizes four quarterly check-ins — not a substitute for them.

PART 1 — OPERATIONAL OUTCOMES & TARGETS

List the department’s annual priorities / service delivery expectations / operating plan targets.

0 = Fails to Meet | 1 = Below | 2 = Meets | 3 = Exceeds | 4 = Exceptional

Domain	Self Score (0-4)	Rater Score (0-4)	Evidence / Examples Required for 0–1 or ≥3
Strategic Execution & Alignment		___	
Operational Management & Service Delivery		___	
Leadership & Organizational Culture		___	
Stakeholder / Public Engagement & Communication		___	
Compliance with Policy Limitations (financial / legal / personnel / ethics / procurement / asset protection)		___	

Operational Outcomes Score Average: _____

PART 2 — CORE COMPETENCY DOMAINS

0 = Fails to Meet | 1 = Below | 2 = Meets | 3 = Exceeds | 4 = Exceptional

Domain	Self Score (0-4)	Rater Score (0-4)	Evidence / Examples Required for 0–1 or ≥3
Execution of Department Operations (timeliness, accuracy, workload mgmt.)		___	
Financial Stewardship (budget discipline, procurement compliance)		___	
Leadership & Culture Within Dept (accountability, morale, delegation)		___	
Internal Collaboration (cross-department cooperation, joint problem solving)		___	

Domain	Self Score (0-4)	Rater Score (0-4)	Evidence / Examples Required for 0-1 or ≥3
Public / Stakeholder Communication (responsiveness, clarity, professionalism)		—	
Compliance w/ City Policy Limits (HR, ethics, asset protection, safety, legal)		—	

Core Competency Score Average: _____

PART 3 — SUMMARY PERFORMANCE RATING

Formula (recommended):

50% Operational Outcomes + 50% Core Competencies

Overall Annual Performance Rating (0-4): _____

PART 4 — PROFESSIONAL DEVELOPMENT PLAN

Areas identified for improvement:

Training / capacity-building recommended:

PART 5 — EMPLOYMENT IMPLICATIONS (CHECK ALL THAT APPLY)

Item	Administrator Determination
Compensation adjustment based on rating?	Yes <input type="checkbox"/> / No <input type="checkbox"/>
Assignment of special projects warranted?	Yes <input type="checkbox"/> / No <input type="checkbox"/>
Performance-improvement plan required?	Yes <input type="checkbox"/> / No <input type="checkbox"/>
Commendation for exceptional performance?	Yes <input type="checkbox"/> / No <input type="checkbox"/>

PART 6 — ACKNOWLEDGEMENT

This evaluation has been shared and discussed.

Signature	Date
Department Head	
City Administrator (Evaluator)	

Department Head may attach a written response for the official record.



Agenda Item Memo

City of Lake Geneva

Committee: Personnel

Meeting Date: January 5, 2026

Agenda Item Number: _____

Subject / Title: Training and Development Policy

Submitted By: David De Angelis _____

Background / Request

This policy language was proposed by Alderman Hoiland after the discussion regarding the annual performance review policy discussion and adoption. City has staff has started the review of this policy but it is not complete as we continue to discuss process, needed level of trainings and the necessity for the level of detail and specificity proposed.

Fiscal Impact / Budget

- Estimated Cost: _____
- Funding Source: _____ (e.g., General Fund, TID, Water Utility, Grants)
- Budget Status: Within Budget Over Budget Budget Amendment Required

(If applicable, note grant awards, cost-sharing, or capital plan references.)

Ordinance/Policy Implications/Changes:

This policy will establish guidelines for department head level staff to determine and implement the desired training schedules and professional growth for staff.

Recommendation:

It is recommended at this time for continuance to allow staff further time to discuss and modify the proposed policy.

Implementation/Next Steps

Name of Committee	Date of Meeting	Outcome
Personnel	January	
Personnel		
Common Council		

Attachments: ██████████

Reviewed by	Date:	Comments

City of Lake Geneva

Training & Development Policy Framework

Draft for Review – December 2025

Purpose

The purpose of this policy is to establish a clear, consistent, and forward-looking framework for professional development, training, and continuous learning across all City of Lake Geneva departments.

This policy ensures that:

- Employees have access to the training necessary to perform their jobs safely, effectively, and in compliance with laws and municipal standards.
- Supervisors and department heads have structured guidance to evaluate training needs, plan development pathways, and budget responsibly.
- The city cultivates a high-performing workforce aligned with long-term strategic goals, technological modernization, and community expectations.
- Training supports a culture of accountability, equity, transparency, and operational excellence.

Guiding Principles

1. **Operational Excellence** – Training strengthens the City’s ability to deliver high-quality services efficiently, consistently, and professionally.
2. **Legal & Regulatory Compliance** – Training ensures adherence to all municipal, state, and federal requirements (e.g., OSHA, DOJ, public records, ethics, emergency response).
3. **Continuous Improvement** – Staff at all levels are encouraged to pursue ongoing learning aligned with job duties and future career growth.
4. **Equity & Accessibility** – Training opportunities should be accessible to all employees, regardless of department, schedule, or tenure.
5. **Fiscal Responsibility** – Training and development activities should be cost-effective, budgeted, and produce measurable ROI.
6. **Transparency & Accountability** – Expectations for training completion, documentation, and performance improvement must be clear and reportable.
7. **Professional Growth & Retention** – Investing in staff development enhances job satisfaction, succession planning, and long-term retention.

Applicability

This policy applies to:

- All City of Lake Geneva full-time, part-time, seasonal, and temporary employees.
- Department Heads and managers with supervisory responsibilities.
- The City Administrator, who oversees policy implementation and ensures citywide consistency.

The Personnel Committee provides legislative oversight and reviews recommended updates to the policy.

Types of Training

4.1 Mandatory Training (Required by Law or Policy)

Examples include:

- Safety and OSHA compliance
- Fire, EMS, and police certification standards
- Anti-harassment, anti-discrimination, and workplace respect
- Ethics and Standards of Conduct (Municipal Policy Manual Chapter 1)
- Public records and open meetings law
- Cybersecurity and data privacy
- Defensive driving (for staff operating City vehicles)
- Emergency preparedness and incident command (ICS/NIMS)
- Finance, procurement, and purchasing protocols

Mandatory training must be completed within the required timeframe and tracked.

4.2 Job-Specific/Departmental Training

Training directly related to assigned duties or departmental operations, such as:

- Public Works technical operations
- Water utility certifications
- Building & Zoning code compliance training
- Parks and outdoor recreation management
- Library science and patron-service skill development
- Customer service and front-desk operations
- Police field training program (FTO)
- Fire/EMS ongoing medical certifications

4.3 Leadership & Management Training

Provided for City Administrator, Department Heads, supervisors, and emerging leaders:

- Performance management and coaching
- Budgeting, finance, and capital planning
- Labor law and personnel administration
- Conflict resolution and workplace communication
- Project management and strategic planning
- Interdepartmental collaboration and process improvement

4.4 Professional Development / Career Growth

Optional but encouraged:

- Conferences, workshops, webinars
- Professional association training (e.g., League of Wisconsin Municipalities, ICMA, APA, AWWA)
- Tuition reimbursement (based on budget and job relevance)
- Certifications (e.g., HR, finance, planning, IT, public safety specialties)
- Cross-training between departments

Roles & Responsibilities

5.1 City Administrator

- Leads citywide implementation.
- Ensures department heads maintain annual training budgets.
- Approves high-cost or multi-department training programs.
- Provides an annual Training & Development Report to the Personnel Committee.

5.2 Department Heads

- Conduct annual staff training needs assessments.
- Submit training plans and budgets during the budget cycle.
- Ensure timely completion of mandatory training.
- Track participation and maintain training documentation.
- Identify emerging leaders and succession needs.

5.3 Human Resources

- Maintains a centralized training database.
- Coordinates citywide training (ethics, harassment, cyber, OSHA, etc.).
- Provides orientation for all new employees.
- Monitors training compliance and produces quarterly compliance reports.

5.4 Employees

- Complete all required training.
- Seek opportunities to enhance their skills.
- Apply learned skills to daily performance.
- Notify supervisors when training needs arise.

Annual Training & Development Plan

Each department will prepare an annual plan that includes:

- 1. Training Needs Assessment**
 - Required compliance training
 - Skill gaps
 - Future service demands
 - Succession planning considerations
- 2. Training Schedule & Priorities**
 - Quarterly planning
 - Seasonal/operational workload considerations
- 3. Budget & Resource Planning**
 - Training registrations
 - Travel (if necessary)
 - Backfilling of shifts or cross-coverage
- 4. Performance Measures**
 - Completion rates
 - Skill improvement indicators
 - Safety incident reductions
 - Operational efficiency outcomes

This plan will be reviewed by the City Administrator during budget preparation.

Documentation & Recordkeeping

- HR maintains a digital training record for each employee.
- Departments must submit attendance and certification documentation within 14 days of completion.
- Training records must be retained per Wisconsin public records rules and retention schedules.
- Training documentation is part of an employee's performance review.

Budgeting & Fiscal Management

- Departments will request training funds during the annual budget cycle.
- The City Administrator may consolidate redundant training across departments (e.g., cybersecurity).
- Professional development requests beyond the approved budget require Administrator approval.

Grant funding (e.g., DNR, DOJ, FEMA, Workforce Development grants) should be pursued when available.

Performance & Accountability

Training outcomes will be incorporated into:

- Annual performance evaluations
- Departmental KPIs aligned with the Strategic Plan
- Corrective action when training is not completed
- Recognition programs for exceptional professional development

Succession Planning & Leadership Development

The city will maintain a forward-looking leadership pipeline by:

- Identifying emerging leaders in each department
- Providing mentorship and supervisory training
- Supporting credentialing and certifications aligned with future roles
- Creating opportunities for job shadowing and cross-department rotation
- Aligning personnel development with long-range staffing needs

Technology, Innovation & Modernization Training

In alignment with the city's modernization priorities:

- Training on new software systems
- Digitization and customer-service platforms
- Cybersecurity and data protection
- AI literacy and responsible municipal applications
- GIS, asset management systems, and mobile workforce tools

Policy Review & Updates

- This policy will be reviewed every two years by HR, the City Administrator, and the Personnel Committee.
- Departments may propose revisions at any time as technologies, legal standards, or city needs evolve.

Next Steps for Implementation

1. Review by Personnel Committee.
2. Feedback session with City Administrator and Department Heads.
3. Add the training matrix and supervisor checklist.
4. Align the rollout with the 2026 budget and the operational study recommendations.
5. Post on internal SharePoint/employee portal

Appendices *(Optional for Adoption)*

1. **Appendix A – Annual Department Training Plan Template**
2. **Appendix B – Training Request Form**
3. **Appendix C – Tuition Reimbursement Request**
4. **Appendix D – Supervisor’s Training Checklist**
5. **Appendix E – Citywide Required Training Matrix**

City Services Pricing & Fee Equity Policy Framework

December 23, 2025 *(Draft for Council Consideration)*

I. Purpose and Guiding Principle

The purpose of this policy is to establish a consistent, transparent, and equitable framework for setting, adjusting, and reviewing City fees and charges.

City fees are not taxes. They are intended to:

- Recover the reasonable cost of providing a service
- Allocate costs fairly among users
- Encourage compliance and responsible behavior
- Maintain public trust through predictable and open processes

This framework is informed by recent discussions surrounding Short-Term Rental (STR) license fees, the City's Schedule of Fees, and the 2026 adopted budget.

II. Core Pricing Principles

All City fees shall be evaluated using the following principles:

1. Cost-of-Service Alignment

Fees should be reasonably related to the actual cost of administering, regulating, and enforcing the activity, including:

- Staff time
- Benefits and overhead
- Equipment and technology
- Required inspections or monitoring

Fees shall not be set to generate surplus revenue beyond service costs.

2. Equity Across Comparable Uses

Activities that:

- Serve similar markets, or
- Create similar operational, enforcement, or public-safety impacts should be evaluated side-by-side, regardless of zoning or historical classification.

Selective application of cost recovery to a single user group should be avoided unless clearly justified by data.

3. Proportionality and Scaling

Fees should be:

- Proportional to the intensity of use
- Sensitive to compliance history
- Scalable where impacts vary (e.g., repeat violations, special events, seasonal intensity)

Flat fees that do not distinguish between compliant and non-compliant users should be used cautiously.

4. Behavior-Based Enforcement

Where costs arise primarily from behavioral or nuisance issues (noise, disorderly conduct, repeated police response):

- Costs should be recovered through citations, penalties, or graduated enforcement
- Not embedded broadly into base license fees borne by compliant users

III. Fee Categories and Application

A. Base Licensing & Registration Fees

Base fees should cover:

- Registration
- Routine administration
- Standard inspections

These fees should be comparable across similar activities, including:

- STRs
- Commercial indoor rentals
- Lodging establishments
- Lakefront permits
- Event permits

(See Schedule of Fees, Licenses & Permits; Lakefront; Events sections)

B. Enhanced Oversight & Staffing Adjustments

When the City adds:

- Dedicated staff
- Expanded enforcement roles
- New technology or software

The City shall:

1. Document the incremental cost
2. Identify all programs benefiting from the service
3. Allocate costs proportionally across those programs

Example: The transition of the Harbormaster from part-time to full-time (*Lakefront Fund, 2026 Budget*) should trigger a fee review for lakefront users, just as STR staffing changes triggered STR fee review.

C. Impact-Based Fees and Charges

Activities that generate variable or episodic impacts should rely on:

- Event fees
- Special use permits
- Overtime or service-call charges

This approach is already reflected in:

- Event rentals
- Police, fire, and EMS fee schedules
- Riviera and park usage fees

This model should be expanded where appropriate, rather than relying on blanket annual fee increases.

IV. Process Standards for Fee Changes

1. Notice and Transparency

For any material fee increase:

- Affected users shall receive direct notice
- Supporting cost data shall be published
- Adequate time shall be provided for review and comment

2. Prospective Application

Fee increases should:

- Apply prospectively
- Avoid mid-cycle or retroactive impacts
- Not follow issuance of renewal invoices unless clearly disclosed

3. Periodic Review

All major fee categories should be reviewed on a rotating schedule (e.g., every 3–5 years), rather than reactively.

V. Role of the Annual Budget

The annual budget shall:

- Identify programs with growing service demands
- Flag where costs are being subsidized by the General Fund
- Trigger parallel fee reviews when staffing or enforcement expands

The 2026 Budget demonstrates that many departments – including Police, Fire, Lakefront, Parks, and Building & Zoning – experience staffing and cost increases that merit coordinated fee evaluation, not isolated adjustments.

VI. Desired Outcomes

Adoption of this framework will:

- Improve fairness and consistency
- Reduce legal and reputational risk
- Reward compliance
- Align fees with actual service costs
- Strengthen public trust in City decision-making

VII. Closing Principle

A fee system perceived as fair is easier to enforce, harder to challenge, and more likely to earn voluntary compliance.

Fee Equity & Cost-of-Service Gap Analysis

December 23, 2025

Below is a mapping of existing City of Lake Geneva fees against the City Services Pricing & Fee Equity Policy Framework, with clear gaps identified. It is written as a diagnostic tool for Council and staff and organized by major fee categories, assessed against the framework principles, and identified where alignment exists and where gaps are evident, drawing from the Schedule of Fees and the 2026 Budget.

Fee Equity & Cost-of-Service Gap Analysis

1. Short-Term Rentals (STRs)

Previous / Newly Adopted Fees

- \$683 → \$1,300 annual license

Framework Alignment

- ✓ Cost-of-service analysis prepared
- ✓ Staffing and software costs identified
- ✗ Costs applied uniformly, not behavior-based
- ✗ Fee increase isolated to STRs only
- ✗ Notice and prospective application deficiencies

Key Gap

- STRs are the only program where:
 - New staffing + technology = near-immediate, full cost pass-through
 - Compliant operators subsidize non-compliance
 - Comparable programs were not simultaneously reviewed

2. Commercial Indoor Rentals, Hotels, Motels, B&Bs

Current Fees

- Business license: \$25
- Room tax license: \$10
- Total: \$35 annually

Framework Alignment

- ✓ Basic registration achieved
- ✗ No cost-of-service review
- ✗ No linkage to enforcement, police calls, or complaints
- ✗ No proportionality to scale or intensity of use

Key Gap

- Substantial under-recovery of administrative and public-safety costs
- Similar behavioral impacts to STRs but no comparable fee logic applied

3. Lakefront Operations (Buoys, Slips, Launches, Beach)

Current Fees

- Buoys: \$966–\$2,236
- Slips: \$2,140–\$2,640
- Launch passes and beach fees

Framework Alignment

- ✓ Tiered fees by size and use
- ✓ User-pays model largely accepted
- ✗ No explicit cost-of-service justification tied to staffing changes
- ✗ Harbormaster transition to full-time not yet linked to fee review

Key Gap

- Same justification used for STRs (new staff → higher cost) has not yet been applied to lakefront users

4. Events, Riviera, Park Rentals

Current Fees

- Events: \$75–\$7,500+
- Riviera events scaled by season and impact

Framework Alignment

- ✓ Strong proportionality
- ✓ Behavior- and impact-based pricing
- ✓ Clear notice and published schedules
- ✓ Overtime and staffing embedded

Key Gap

- This category already models best practice
- The gap is not here—but in failure to extend this logic elsewhere

5. Police, Fire, EMS Fees

Current Fees

- EMS transport fees
- Fire inspections
- Special services billed hourly

Framework Alignment

- ✓ Incident-based cost recovery
- ✓ Behavior-linked charges
- ✓ Clear separation from licensing

Key Gap

- Police costs related to visitor lodging impacts are not systematically attributed
- No cross-departmental reporting linking calls for service to fee policy

6. Parking, Traffic, Public Works

Current Fees

- Parking meters, tickets, permits
- Street use and closure permits

Framework Alignment

- ✓ High proportionality
- ✓ Use-based pricing
- ✓ Escalating penalties

Key Gap

- Minimal—these systems already reflect framework principles

7. Building & Zoning Permits

Current Fees

- Highly detailed, scaled, inspection-based fees

Framework Alignment

- ✓ Strong cost-of-service logic
- ✓ Scaled by size, complexity, and intensity
- ✓ Clear periodic updates

Key Gap

- None significant; serves as a model for other departments

8. General Observation Across the Fee System

Where the Framework Is Working

- Building & zoning
- Events
- Parking
- Fire/EMS special services

Where the Framework Breaks Down

- STR licensing
- Commercial lodging
- Lakefront operations (relative to staffing changes)
- Cross-department enforcement cost attribution

9. Summary Gap Matrix

Area	Cost-Based	Proportional	Behavior-Based	Consistent	Gap Severity
STRs	✓	✗	✗	✗	High
Commercial Lodging	✗	✗	✗	✗	High
Lakefront	Partial	Partial	✗	✗	Moderate
Events	✓	✓	✓	✓	Low
Police/Fire	✓	✓	✓	Partial	Moderate
Parking	✓	✓	✓	✓	Low
Building/Zoning	✓	✓	✓	✓	Low

10. Key Takeaway for Council

STR fees are not the problem in isolation. The problem is selective application of cost-of-service logic. Until comparable programs are reviewed, behavioral costs are separated from base licensing, staffing expansions trigger parallel fee reviews, the system will continue to feel uneven, reactive, and vulnerable.

11. Recommended Next Step

Staff direction:

1. Perform a cross-department cost attribution review
2. Identify which programs rely on general fund subsidy

3. Propose aligned, phased fee adjustments across categories

This reframes the issue from “STR controversy” to “Citywide fee modernization.”