

# JEFF WAKEFIELD

## CONSULTANT TO LOCAL GOVERNMENT



GOVERNMENT CONSULTING PARTNERS,  
Inc.  
SENIOR MANAGER

*"I Joined GCP with a desire to help municipalities modernize and streamline their development fee schedules and implement best practice policies that further the goals of City Council and the development community. "*

### SUBJECT MATTER EXPERTISE

**User Fee Studies** Mr. Wakefield has conducted numerous successful user fee studies over his 30+ years in business. Over his career he developed several fee structures that are commonly used today, including square-footage based building fees and long-range planning and technology and technology surcharges. Recent projects include: City of Inglewood Building and Housing fee study, City of Laguna Hills Development Services fee study, City of Brentwood Development Services fee study.

**Cost Allocation Plans / Indirect Cost Rates** Mr. Wakefield prepared his first cost allocation plan in 1989 for the City of Santa Maria. Since that time, he has prepared numerous "full cost" and federal 2CFR plans for other California agencies. Recent projects include: plans for the Cities of Anaheim, Fresno and Sacramento.

### CLIENT HIGHLIGHTS

#### City and County of San Francisco, CA

While at MGT of America, Mr. Wakefield was hired to investigate excess fund balances within the Department of Building Inspection (DBI) enterprise fund. The study resulted in the institution of new valuation-tiers, expanding the table to its current \$200M threshold. Mr. Wakefield audited the full cost to process and inspect representative projects at each valuation threshold. The study included an analysis of support costs from related agencies.

The study included a 10-year forecast of revenue and costs and both qualitative and quantitative survey's documenting DBI's plan check turnaround times, number of stops per day per inspector and other helpful metrics.

#### City of Laguna Hills, CA

Mr. Wakefield was hired to analyze the full cost of all development-related user fees and recommend any necessary adjustments to reflect a modern, user friendly and predictable master fee schedule.

This project included converting the City's square-footage building permits into a more traditional valuation-based fee table. The project



### CONTACT

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### ABOUT ME

I approach each development fee engagement with the mindset of "what fee structure or policy changes would I want to see made if I was the Development Director or Building Official?" In my thirty years of government consulting, I have completed over 50 successful development user fee studies. I defended several clients against Paladin Group challenges. I implemented California's first square-footage based building fee schedule in 1997 (Anaheim). Development user fee clients include San Francisco CA, Oakland CA, San Diego CA, Long Beach CA, Fort Collins CO, Houston TX, Phoenix AZ, Raleigh NC, Flint MI, Bend OR.

### EDUCATION

BS Accounting - University of Redlands

### EXPERTISE

- User Fee Studies
- Development user fee best practices
- Building fee case law and regulations
- 2 CFR Part 200 Cost Allocation

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significantly streamlined the city's electrical, mechanical and plumbing sub-trade permit categories. Data from the City's EtrakIT permitting system was compiled to augment and corroborate staff time estimates.

### City of San Diego, CA

Mr. Wakefield led the analysis of the City's planning, building, and engineering fees within the Development Services Department. This project involved significant restructuring to streamline the fee schedule and strengthen the nexus between the fees charged and the services provided.

Consolidated the Building division's square-footage fees from 65 occupancy categories down to the present 23 categories. Restructured engineering plan check fees from a percentage of the engineer's estimated cost of construction to a fee based on the number of sheets reviewed.

Updated city's General Plan Maintenance Fee surcharge to include the cost of maintaining community plans which build upon the more general citywide policies established in the General Plan with policy recommendations that apply at the community and neighborhood level. The study incorporated the amortized cost relocating the Development Services Department.



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## PROFESSIONAL EXPERIENCE

- PRM / MGT OF AMERICA CONSULTING, LLC  
Senior Manager 2002 - 2020
- WILDAN  
Project Manager 2000-2002
- MAXIMUS, INC. / DMG  
Senior Consultant 1991- 2000
- VERTEX CONSULTING  
Junior Consultant 1989 - 1991