

Report on Cost of Services (User Fee) Study

CITY OF PACIFIC GROVE, CALIFORNIA

FINAL REPORT

August 2024

Table of Contents

1. Introduction and Executive Summary	1
2. Legal Framework and Policy Considerations	4
3. User Fee Study Methodology	8
4. Results Overview	11
5. General Administration	12
6. City Clerk	14
7. Cemetery	16
8. Planning	20
9. Building	26
10. Fire	31
11. Library	32
12. Point Pinos Lighthouse	33
13. Local Water Project	34
14. Police	35
15. Public Works	38
16. Parks and Recreation	41
17. Cost Recovery Considerations	47
Appendix – Comparative Survey	51

1. Introduction and Executive Summary

The report, which follows, presents the results of the Cost of Services (User Fee) Study conducted by the Matrix Consulting Group for the City of Pacific Grove, California.

Project Background and Overview

The City of Pacific Grove last conducted a formal fee study in 2018 and has since updated fees based upon annual inflationary factors. The purpose of this study is to re-evaluate time and cost assumptions from the 2018 analysis and determine the full cost (direct and indirect) of providing City services based upon the current organizational structure and processes. Matrix Consulting Group analyzed the cost-of-service relationships that exist between fees for service activities in the following areas: Administrative Services, Planning, Building, Police, Public Works and Cemetery, and Parks and Recreation. The results of this Study provide a tool for understanding current service levels and the cost for those services.

General Project Approach and Methodology

The methodology employed by the Matrix Consulting Group is a widely accepted “bottom up” approach to cost analysis, where time spent per unit of fee activity is determined for each position within a Department or Program. Once time spent for a fee activity is determined, all applicable City costs are then considered in the calculation of the “full” cost of providing each service. The following table provides an overview of types of costs applied in establishing the “full” cost of services provided by the City:

Table 1: Overview of Cost Components

Cost Component	Description
Direct	Fiscal Year 2024 Budgeted salaries, benefits, and allowable expenditures.
Indirect	Program, departmental, clerical, and Citywide support.

Together, the cost components in the table above comprise the calculation of the total “full” cost of providing a particular service, regardless of whether a fee for that service is charged.

The work accomplished by the Matrix Consulting Group in the analysis of the proposed fees for service involved the following steps:

- **Department / Program Staff Interviews:** The project team interviewed department / program staff regarding their needs for clarification to the structure of existing fee items, or for addition of new fee items.
- **Data Collection:** Data was collected for each permit / service, including time estimates. In addition, all budgeted costs and staffing levels for Fiscal Year 2024 were entered into the Matrix Consulting Group’s analytical software model.
- **Cost Analysis:** The full cost of providing each service included in the analysis was established.
- **Review and Approval of Results with City Staff:** Department and City management has reviewed and approved these documented results.

A more detailed description of user fee methodology, as well as legal and policy considerations are provided in subsequent chapters of this report.

Summary of Results

Overall, the detailed documentation of the Study will show an over-collection for some fees (on a per unit basis), and an undercharge for most others. The results of this analysis will provide Departments and the City with guidance on how to right-size their fees to ensure that each service unit is set at an amount that does not exceed the full cost of providing that service.

The display of the cost recovery figures shown in this report are meant to provide a basis for policy development discussions among Council members and City staff, and do not represent a recommendation for where or how the Council should act. The setting of the “rate” or “price” for services, whether at 100 percent full cost recovery or lower, is a policy decision to be made only by the Council, with input from City staff and the community.

Considerations for Cost Recovery Policy and Updates

Matrix Consulting Group recommends that the City use the information contained in this report to make any necessary updates to their formal cost recovery policies and continue with their annual updates to fees for service. The following subsections highlight the importance of reviewing and updating these policies.

1 Formal Cost Recovery Policy

The Government Finance Officers Association’s (GFOA) best practices for *Establishing Government Charges and Fees* states that governmental entities should adopt formal policies regarding charges and fees which include the jurisdiction’s intention to recover

the full cost or partial costs of providing services sets forth circumstances under which the jurisdiction might set a charge or fee at less than or more than 100% of full cost, and outlines the considerations that might influence the jurisdiction's pricing decision.

Matrix Consulting Group recommends that the City review current policies and make adjustments based on current and projected goals. Whenever a cost recovery policy is established at less than 100% of the full cost of providing services, a known gap in funding is recognized and may then potentially be recovered through other revenue sources. Matrix Consulting Group considers a formalized cost recovery policy for various fees for service an industry Best Management Practice.

2 Annual Fee Update / Increase Mechanism

The purpose of a comprehensive update is to completely revisit the analytical structure, service level estimates and assumptions, and to account for any major shifts in cost components or organizational structures that have occurred since the City's previous analysis.

GFOA best practices for *Establishing Government Charges and Fees* states that governmental entities should review, and update charges and fees periodically based on factors such as the impact of inflation, other cost increases, adequacy of cost recovery, use of services, and the competitiveness of current rates to avoid large infrequent fee increases. It is recommended the City continue its current practice of conducting comprehensive analyses every three to five years as this practice captures any changes to organizational structure, processes, code amendments, and new service areas.

In between comprehensive updates, the City should continue to utilize published industry economic factors such as Consumer Price Index (CPI) or other regional factors to update the cost calculations established in the Study on an annual basis. Utilizing an annual increase mechanism ensures that the City receives appropriate fee increases that reflect growth in costs.

2. Legal Framework and Policy Considerations

This section of the report is intended to provide an overview of legal rules and regulations as well as general policy considerations regarding fees for service. A “user fee” is a charge for service provided by a governmental agency to a public citizen or group. In California, several constitutional laws such as Propositions 13, 4, and 218, State Government Codes 66014 and 66016, and more recently Prop 26 and the Attorney General’s Opinion 92-506 set the parameters under which the user fees typically administered by local government are established and administered. Specifically, California State Law, Government Code 66014(a), stipulates that user fees charged by local agencies “...may not exceed the estimated reasonable cost of providing the service for which the fee is charged”.

General Principles and Philosophies Regarding User Fees

Local governments are providers of many types of general services to their communities. While all services provided by local government are beneficial to constituents, some services can be classified as globally beneficial to all citizens, while others provide more of a direct benefit to a specific group or individual. The following table provides examples of services provided by local government within a continuum of the degree of community benefit received:

Table 2: Services in Relation to Benefit Received

“Global” Community Benefit	“Global” Benefit and an Individual or Group Benefit	Individual or Group Benefit
<ul style="list-style-type: none"> • Police • Park Maintenance • Fire Suppression 	<ul style="list-style-type: none"> • Recreation / Community Services • Fire Prevention 	<ul style="list-style-type: none"> • Building Permits • Planning and Zoning Approval • Site Plan Review • Engineering Development Review • Facility Rentals

Funding for local government is obtained from a myriad of revenue sources such as taxes, fines, grants, special charges, user fees, etc. In recent years, alternative tax revenues, which typically offset subsidies for services provided to the community, have become increasingly limited. These limitations have caused increased attention on user fee activities as a revenue source that can offset costs otherwise subsidized (usually) by the general fund. In Table 3, services in the “global benefit” section tend to be funded primarily through voter approved tax revenues. In the middle of the table, one typically finds a mixture of taxes, user fee, and other funding sources. Finally, in the “individual /

group benefit” section of the table, lie the services provided by local government that are typically funded almost entirely by user fee revenue.

The following are two central concepts regarding the establishment of user fees:

- **Fees should be assessed according to the degree of individual or private benefit gained from services.** For example, the processing and approval of a land use or building permit will generally result in monetary gain to the applicant, whereas Police services and Fire Suppression are examples of services that are essential to the safety of the community at large.
- **A profit-making objective should not be included in the assessment of user fees.** In fact, California laws require that the charges for service be in direct proportion to the costs associated with providing those services. Once a charge for service is assessed at a level higher than the actual cost of providing a service, the term “user fee” no longer applies. The charge then becomes a tax subject to voter approval.

Therefore, it is commonly accepted that user fees are established at a level that will recover up to, and not more than, the cost of providing a particular service.

General Policy Considerations Regarding User Fees

Undoubtedly, there are programs, circumstances, and services that justify a subsidy from a tax based or alternative revenue source. However, it is essential that jurisdictions prioritize the use of revenue sources for the provision of services based on the continuum of benefit received.

Within the services that are typically funded by user fees, the Matrix Consulting Group recognizes several reasons why City staff or the Council may not advocate the full cost recovery of services. The following factors are key policy considerations in setting fees at less than 100 percent of cost recovery:

- **Limitations posed by an external agency.** The State or an outside agency will occasionally set a maximum, minimum, or limit the jurisdiction’s ability to charge a fee at all. An example includes time spent copying and retrieving public documents and / or transportation permits.
- **Encouragement of desired behaviors.** Keeping fees for certain services below full cost recovery may provide better compliance from the community. For example, if the cost of a permit for charging a water heater in residential home is higher than the cost of the water heater itself, many citizens will avoid pulling the permit.

- **Benefit received by user of the service and the community at large is mutual.** Many services that directly benefit a group or individual equally benefit the community. Examples include Planning Design Review, historical dedications, and certain types of special events.

The Matrix Consulting Group recognizes the need for policies that intentionally subsidize certain activities. The primary goals of a User Fee Study are to provide a fair and equitable basis for determining the costs of providing services and ensure that the City complies with State law.

Parks and Recreation Specific Regulations

Specific rules and regulations within Proposition 26 impact Parks and Recreation related activities directly. These regulations note that Parks and Recreation stands apart from other departments and services, as users are not compelled to participate in recreation programs, or to utilize rental facilities. As such, Parks and Recreation fees can be set based on market rates including both private sector providers as well as other public entities. The regulatory exceptions can be separated into two categories – rental rates and recreation programs. The following points provide further information regarding these items:

1. **Rental Rates:** One of the exceptions to the tax category under Proposition 26 is a charge imposed for entrance to or use of local government property, or the purchase, rental, or lease of local government property¹. There is no requirement that these rates must be limited to the cost of service, as they can be dependent upon a variety of features of the facility or park being rented.
2. **Recreation Programs:** Under Proposition 26, the exception to the tax category is a charge that is “imposed”. Based upon the League of California Cities implementation guide for Proposition 26, as well as other legal opinions, recreation classes, youth sports, adult sports, are not a charge that is “imposed upon residents”. Rather residents have the option to voluntarily participate in those programs and utilize a private entity (non-governmental entity) for those activities. Therefore, these rates are allowed to be set based upon the market options within the area rather than being restricted to the cost of service being provided.

Utilizing these two principals is key to understanding the results generated through this analysis. As such, when setting fees specific to Parks and Recreation, fees do not need to be set at or under the cost of service, rather, fee amounts can and should be based upon the rates that the market can bear.

¹ Proposition 26 Article XIII C(1)(e)(4)

Summary of Legal Restrictions and Policy Considerations

Once the full cost of providing services is known, the next step is to determine the “rate” or “price” for services at a level which is up to, and not more than the full cost amount. The Council is responsible for this decision, which often becomes a question of balancing service levels and funding sources. The placement of a service or activity within the continuum of benefit received may require extensive discussion and at times fall into a “grey area”. However, with the resulting cost of services information from a User Fee Study, the Council can be assured that the adopted fee for service is reasonable, fair, and legal. The City will need to review all fees for service in this analysis and where subsidies are identified increase them to reduce the deficit, and where over-recoveries are identified the fee must be reduced to comply with the law.

3. User Fee Study Methodology

The Matrix Consulting Group utilizes a cost allocation methodology commonly known and accepted as the “bottom-up” approach to establishing User Fees. The term means that the cost is calculated for each fee or line-item individually based upon the level of effort associated with that service / fee. The following chart describes the components of a full cost calculation:



The following subsections discuss the two components of the basis of the full cost.

Time Estimation

Utilization of time estimates is a reasonable and defensible approach, especially since experienced staff members who understand service levels and processes unique to the City developed these estimates. The project team worked closely with City staff in developing time estimates with the following criteria:

- Estimates are representative of average times for providing services. Extremely difficult or abnormally simple projects are not factored in the analysis.
- Estimates reflect the time associated with the position or positions that typically perform a service.
- Estimates provided by staff are reviewed and approved by the department / division, and often involve multiple iterations before a Study is finalized.
- Estimates are reviewed by the project team for “reasonableness” against their experience with other agencies.
- Estimates are not based on time and motion studies, as they are not practical for the scope of services and time frame for this project.
- Estimates match the current or proposed staffing levels to ensure there is no over-allocation of staff resources to fee and non-fee related activities.

Matrix Consulting Group agrees that while the use of time estimates is not perfect, it is the best alternative available for setting a standard level of service on which to base a jurisdiction's fees for service while meeting the requirements of California law.

The alternative to time estimating is actual time tracking, often referred to billing on a "time and materials" basis. Except in the case of anomalous or sometimes very large and complex projects, Matrix Consulting Group believes this approach to not be cost effective or reasonable for the following reasons:

- Accuracy in time tracking is compromised by the additional administrative burden required to track, bill, and collect for services in this manner.
- Additional costs are associated with administrative staff's billing, refunding, and monitoring deposit accounts.
- Customers often prefer to know the fees for services in advance of applying for permits or participating in programs.
- Departments can better predict revenue streams and staff needs using standardized time estimates and anticipated permit volumes.

Situations arise where the size and complexity of a given project warrants time tracking and billing on a "time and materials" basis. Matrix Consulting Group has recommended taking a deposit and charging Actual Costs for such fees as appropriate and itemized within the current fee schedule.

Fully Burdened Hourly Rates

The fully burdened hourly rates calculated through this study include the following components:

- **Salaries:** FY24 Budgeted salaries were utilized and consolidated at the positional level.
- **Benefits:** FY24 Budgeted benefits were utilized and consolidated at the positional level.
- **Productive Hours:** Based upon the bargaining agreements and memorandum of understanding (MOU), working or productive hours were calculated. This means

taking the 2,080 starting hours and reducing the hours by vacation, sick, holidays, trainings, and administrative leave.

- **Departmental / Divisional Overhead:** This captures any internal service charges or operating supply costs such as vehicles, supplies, etc. Additionally, this component includes the cost associated with support from Director, Administrative and Analytical staff that do not directly work on fees.
- **Citywide Overhead:** This captures support provided by City Council, City Clerk, City Attorney, Human Resources, Finance, and IT. The costs are based upon the FY24 indirect cost allocation plan.

Together these components result in the generation of fully burdened hourly rates by position / classification and / or department / division. These rates were multiplied against the time assumptions to calculate the full cost of services noted in this report.

4. Results Overview

The motivation behind a cost of services (User Fee) analysis is for the City Council and Departmental staff to maintain services at a level that is both accepted and effective for the community, and to maintain control over the policy and management of these services.

It should be noted that the results presented in this report are not a precise measurement. In general, a cost-of-service analysis takes a “snapshot in time”, where a fiscal year of financial and operational information is utilized. Changes to the structure of fee names, along with the use of time estimates allow only for a reasonable projection of subsidies and revenue. Consequently, the Council and Department staff should rely conservatively upon these estimates to gauge the impact of implementation going forward.

Discussion of results in the following chapters is intended as a summary of extensive and voluminous cost allocation documentation produced during the Study. Each chapter will include detailed cost calculation results for each major permit category including the following:

- **Modifications:** discussions regarding any proposed revisions to the current fee schedule, including elimination or addition of fees.
- **“Per Unit” Results:** comparison of the full cost of providing each unit of service to the current fee for each unit of service (where applicable).
- **Annualized Results:** utilizing annual projected estimates of fee-related activities overall annual subsidies and revenue impacts were projected.

The full analytical results were provided to City staff under separate cover from this summary report.

5. General Administration

Fees included in the General Administrations section of the City's fee schedule represent services provided or administered by staff in the Finance Department, or that can be applicable to citywide services such as credit card fees. These services include photocopies, notary services, agenda copies, Business License Administration, City Hall Facility Rentals, and fuel sales. The following sections discuss any proposed fee schedule modifications and detailed unit results.

Fee Schedule Modifications

In discussions with Finance and Administrative staff the only modification proposed was to relocate 'Transient Use Licenses' from the Planning fee schedule to the General Administration fee schedule, as Finance staff process these licenses.

Detailed Results

The City collect fees for a variety of services such as film applications, business licenses, and city hall rentals. The total cost calculated includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service.

Table 3: Total Cost Per Unit Results – General Administration

Fee Name	Unit	Current Fee	Total Cost	Difference
Special Services	Each	Actual Costs		
Document Photocopy and Report Fees (Soft or Hard Copy)	Per Page	\$0.25	\$0.25	\$0
Digital Production (CD, DVD, Flash Drives) of PRA Information	Each	Actual Costs		
Notary Services ²	Per Page	\$15	\$15	\$0
Returned Check Processing³				
1st Check	Each	\$22	\$25	(\$3)
2nd and Subsequent Checks	Each	\$22	\$35	(\$13)
Credit Card Payment Processing Fee				
\$1.00 - \$50.00	Each	\$2	\$2	\$0
\$50.01 - \$100.00	Each	\$3	\$3	\$0
\$100.01 - \$200.00	Each	\$5	\$5	\$0
Greater than \$200.01	Each	4%	4%	\$0
Annual Reports				
Copies of Annual Budget or Financial Reports	Each	Actual Costs		

² Government Code 8211

³ CIV § 1719(a)

Fee Name	Unit	Current Fee	Total Cost	Difference
Business License Administration Fee				
If paid by August 1 (on time payment/standard)	Per License	\$22	\$46	(\$24)
If paid after August 1 (late payment)	Per License	\$49	\$46	\$3
TRANSIENT USE LICENSES				
Initial STR Application Review	Each	\$413	\$141	\$272
Application Renewal	Each	\$253	\$97	\$156
Annual License	Each	\$680	\$124	\$556
Home Sharing License Annual Renewal	Each	\$191	\$332	(\$141)
Initial Home Sharing License Application Review	Each	\$349	\$81	\$268
Transient License Change or Reprint Fee	Each	\$32	\$26	\$6
City Hall Rentals				
Security Deposit (SECURITY)	Per Rental	\$70	\$70	\$0
Clean-up Fee	Per Rental	Actual Costs		
Special Audio-Visual Equipment Use	Deposit	\$280	\$280	\$0
Council Chambers – first four hours of use				
First four hours	First 4 hours	\$148	\$377	(\$229)
Per hour after four hours	Per Hour	\$37	\$94	(\$57)
Forest Avenue Conference Room – first four hours				
First four hours	First 4 hours	\$58	\$75	(\$17)
Per hour after four hours	Per Hour	\$15	\$19	(\$4)
City Manager Conference Room – first four hours				
First four hours	First 4 hours	\$116	\$151	(\$35)
Per hour after four hours	Per Hour	\$30	\$38	(\$8)
Fuel Sales				
Fuel sales to outside agencies		Cost + 10%		
Tobacco License⁴				
Tobacco Retailer License	Each	\$386	\$407	(\$21)
Filming Fees				
Minor Film Permit	per permit	\$162	\$183	(\$21)
Mid-Level Film Permit	per permit	\$549	\$629	(\$80)
Major Film Permit	per permit	\$893	\$1,107	(\$214)
Land Lease for Filming	Per SQFT / Hour	\$0.15	\$0.24	(\$0.09)
Late Payments				
Late Payment Fee	Minimum	\$25	\$25	\$0

Overall, the City is generally recovering for the general administrative services provided. Costs associated with Transient Use Licenses have significantly decreased due to the change in application processing, which no longer requires Planning staff time. Fees which are set by State agencies, including notary, returned check, and tobacco licensing should be set in alignment with current amounts.

⁴ Set by Monterey County Environmental Health Department

6. City Clerk

The City Clerk is responsible for a wide variety of functions and services that support both other city departments and residents and visitors. Certain services provided are assessed fees, such as public records requests, candidate statement filings, and document certification. The following sections discuss any proposed fee schedule modifications and detailed unit results.

Fee Schedule Modifications

In discussions with City Clerk staff, it was proposed to remove the 'Agenda Only' Miscellaneous fee, as staff no longer provide these services due to online availability of documents. It was also proposed that 'Marriage Solemnization' be added as a new fee.

Detailed Results

The City Clerk collect fees for a variety of certification, election, and miscellaneous services. The total cost calculated includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service.

Table 4: Total Cost Per Unit Results – City Clerk

Fee Name	Unit	Current Fee	Total Cost	Difference
Clerk Certification				
Certification of Pacific Grove Residency and or Proof of Life	per signature	\$15	\$15	\$0
Certification of Documents	per document	\$15	\$15	\$0
Public Records⁵				
Copies standard 8.5" x 11", black and white (ordinances, resolutions, campaign finance and economic statements)	per page	\$0.25	\$0.10	\$0
Elections				
Nomination Papers Filing Fee ⁶	per filing	\$25	\$25	\$0
Candidates Statement Filing	per filing	Set by County		N/A
Intent to File Initiative ⁷	per filing	\$200	\$200	\$0
Late filing fee	per late day	\$10	\$10	\$0

⁵ Public Records Act

⁶ Election Code Section 10228

⁷ Election Code Section 9202(b)

Fee Name	Unit	Current Fee	Total Cost	Difference
Miscellaneous				
Administrative Records (Compilation/Creation)	per request	Actual Costs	Actual Costs	N/A
Appeal Fee (Beautification, Traffic Commission, all others not listed elsewhere)	per appeal	\$46	\$46	(\$0)
Annual Subscription Service: Agenda and Minutes	per subscription	\$30	\$136	(\$106)
Marriage Solemnization	per request	New	\$25	N/A

Many of the services provided by the City Clerk have fees set by the State. For services for which the State does not impose a fee – Appeals and Agenda subscriptions, the City is either at cost recovery, or subsidizing services by \$106.

7. Cemetery

The El Carmelo Cemetery has been part of the City's history since the 1800's, with City staff responsible for maintaining this cherished final resting place. City staff are responsible for all services provided at the cemetery, including site sales, market and plaque placements, and mausoleum inurnment. The following sections discuss any proposed fee schedule modifications and detailed unit results.

Fee Schedule Modifications

In discussing the current fee structure for Cemetery fees, the only revisions staff felt were needed related to the renaming of certain fees to better reflect locations and services. For example, 'Unit 1 – Mausoleum' was renamed to 'Historic Site Unit 1 – Mausoleum' to better denote where and what type of site unit one represents. These wording changes will better help the community understand the types of sites and areas available.

Detailed Results

Services provided by the Cemetery fall into three main categories: Site Sales, Endowment, and Labor Charges and Deed Processing. The following subsections provide detailed unit results for the various services that fall within each of these categories.

1 Site Sales

The City collects fees for the sale of burial urn, and inurnment sites. The total cost calculated includes direct staff costs, land costs, and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service.

Table 5: Total Cost Per Unit Results – Cemetery (Site Sales)

Fee Name	Unit	Current Fee	Total Cost	Difference
Single Burial Site				
Adult	Each	\$5,048	\$14,267	(\$9,219)
Child	Each	\$2,526	\$7,139	(\$4,613)
Double Garden Crypt-In Ground	Each	\$8,744	\$24,714	(\$15,970)
Urn Garden				
Double-In Ground	Each	\$3,772	\$10,661	(\$6,889)
Single-In Ground	Each	\$2,361	\$6,673	(\$4,312)

Fee Name	Unit	Current Fee	Total Cost	Difference
Urn Sites (Other than Urn Garden)				
Single	Each	\$2,557	\$7,227	(\$4,670)
Double	Each	\$4,194	\$11,854	(\$7,660)
Triple	Each	\$4,508	\$12,741	(\$8,233)
Columbarium Niche (1 - 4 urns)	Each	\$8,383	\$23,693	(\$15,310)
Historic Site Unit 1 - Mausoleum				
Single Niche	Each	\$3,341	\$9,443	(\$6,102)
Double Niche	Each	\$6,549	\$18,510	(\$11,961)
Single Crypt	Each	\$15,783	\$44,609	(\$28,826)
Modern Site Unit 2 - Mausoleum				
Double Niche	Each	\$6,549	\$18,510	(\$11,961)
Single Crypt	Each	\$15,782	\$44,606	(\$28,824)
Double Crypt	Each	\$28,957	\$81,843	(\$52,886)
Memorial Garden	Each	\$344	\$972	(\$628)
Memorial Wall Plaque Site	Each	\$73	\$206	(\$133)

Currently, the City is under-recovering for all site sales at the Cemetery. Most of the cost associated with these services is land based, and as such the City should review the results of this analysis and determine appropriate cost recovery levels.

2 Endowment

The City collects fees for endowment care which is meant to offset perpetual costs associated with general maintenance of cemetery grounds, facilities, and infrastructure. The City is currently looking to conduct a cemetery master plan, which would outline facility and grounds needs and future costs. As such, endowment fees were not reviewed through this analysis, but should be evaluated once the master plan is complete.

3 Labor Charges and Deed Processing

The City collects fees for a variety of services related to the burial, inurnment, and deed processing for the Cemetery. The total cost calculated includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service.

Table 6: Total Cost Per Unit Results – Cemetery (Labor Charges and Deed Processing)

Fee Name	Unit	Current Fee	Total Cost	Difference
LABOR CHARGES				
Open / Close				
Burial Site:				
Adult	Each	\$2,094	\$2,230	(\$136)
Child	Each	\$1,042	\$1,108	(\$66)

Fee Name	Unit	Current Fee	Total Cost	Difference
Double Garden Crypt:				
1st Opening	Each	\$1,948	\$1,999	(\$51)
Subsequent Opening	Each	\$1,801	\$1,922	(\$121)
Set or Removal In-Ground Marker:				
Set In-Ground Marker	Each	\$590	\$625	(\$35)
Set In-Ground Marker with Border	Each	\$881	\$932	(\$51)
Remove In-Ground Marker or In-Ground Marker with Border	Each	\$287	\$371	(\$84)
Urn:				
Set In-Ground Urn and Marker	Each	\$896	\$955	(\$59)
Set In-Ground Urn and Marker with Border	Each	\$1,114	\$1,185	(\$71)
Remove In-Ground Urn & Marker or In-Ground Urn & marker with Border	Each	\$355	\$301	\$54
Vase:				
Set or Remove In-Ground Vase	Each	\$178	\$186	(\$8)
Set In-Ground Vase with Border	Each	\$395	\$416	(\$21)
Addition of Boarder After Original Placement				
To Marker	Each	\$590	\$609	(\$19)
To Vase	Each	\$433	\$455	(\$22)
Historic Site Unit 1 Mausoleum - Inurnment				
Open Mausoleum Niche for inurnment	Each	\$1,042	\$1,108	(\$66)
Place plaque or vase on Mausoleum Niche at inurnment	Each	\$217	\$231	(\$14)
Place / Remove plaque or vase on Mausoleum Niche after inurnment	Each	\$578	\$609	(\$31)
Replace Vase Holder (Niche & Columbarium)	Each	\$250	\$263	(\$13)
Remove Urn - Niche	Each	\$287	\$301	(\$14)
Modern Site Unit 2 Mausoleum - Inurnment				
Open Mausoleum Niche for inurnment	Each	\$825	\$878	(\$53)
Place plaque or vase on Mausoleum Niche at inurnment	Each	\$256	\$269	(\$13)
Place / Remove plaque or vase on Mausoleum Niche after inurnment	Each	\$468	\$493	(\$25)
Replace Vase Holder (Niche & New Columbarium)	Each	\$178	\$186	(\$8)
Remove Urn - Niche	Each	\$297	\$339	(\$42)
Columbarium - Inurnment				
Open Columbarium Niche to Place Urn	Each	\$1,189	\$1,262	(\$73)
Place / Remove Plaque or Vase on Columbarium niche at Inurnment	Each	\$146	\$154	(\$8)
Place Plaque or Vase on Columbarium niche after Inurnment	Each	\$651	\$686	(\$35)
Remove Urn - Columbarium Niche	Each	\$323	\$301	\$22
Open New Columbarium Niche to Place Urn	Each	\$679	\$724	(\$45)
Place Plaque or Vase on New Columbarium niche	Each	\$178	\$186	(\$8)
Remove plaque or urn from New Columbarium niche	Each	\$178	\$186	(\$8)
Mausoleum Crypt - Inurnment				
Open Mausoleum Crypt for inurnment	Each	\$969	\$1,032	(\$63)
Open Mausoleum Crypt for burial	Each	\$1,553	\$1,647	(\$94)
Historic Site Unit 1 Mausoleum - Burial				
Place Plaque or Vase on Mausoleum Crypt at Burial	Each	\$217	\$231	(\$14)
Place Plaque or Vase on Mausoleum Crypt other than at Burial	Each	\$468	\$493	(\$25)

Fee Name	Unit	Current Fee	Total Cost	Difference
Modern Site Unit 2 Mausoleum - Burial				
Open Underground Mausoleum Crypt for Burial	Each	\$1,844	\$1,954	(\$110)
Place plaque or vase on Mausoleum Crypt at Burial	Each	\$146	\$308	(\$162)
Place Plaque or Vase on Mausoleum Crypt after Burial	Each	\$630	\$670	(\$40)
Memorial Garden				
Open Memorial Garden Site (place urn)	Each	\$515	\$548	(\$33)
Place Plaque on Memorial Garden Site/Memorial Wall	Each	\$178	\$186	(\$8)
Remove Urn from Memorial Garden Site	Each	\$395	\$416	(\$21)
Remove Plaque from Memorial Garden Site/Memorial Wall	Each	\$468	\$493	(\$25)
Disinter				
Casket, Double Garden Crypt:				
Lower Level	Each	\$1,559	\$1,493	\$66
Upper Level	Each	\$1,406	\$1,493	(\$87)
In-Ground Casket:				
Child	Each	\$969	\$1,032	(\$63)
Adult	Each	\$1,406	\$1,493	(\$87)
Miscellaneous				
Remove Niche/Crypt Slug	Each	\$323	\$493	(\$170)
Replace Cracked Mausoleum Granite Plate (Unit 1)	Each	\$178	\$186	(\$8)
Place Cameos	Per Hour	\$178	\$154	\$24
Marker Rubbing	Per Hour	\$126	\$154	(\$28)
Pallbearers – weekdays only	Per 4 Staff	\$308	\$660	(\$352)
Saturday Service (4-hour minimum at overtime rate)	Per Hour	\$615	\$766	(\$151)
Hourly Rate (2-hour minimum)	Per Hour	\$94	\$165	(\$71)
Overtime Hourly Rate (2-hour minimum)	Per Hour	\$103	\$192	(\$89)
DEED PROCESSING				
Deed Fee	Each	\$255	\$255	\$0
Replacement Deed Fee	Each	\$38	\$38	(\$0)
Deed Transfers, Document Processing Fee	Each	\$255	\$255	\$0
CA Disposition of Human Remains Permit	Each	\$12	\$21	(\$9)

Most of the labor and deed processing services provided by Cemetery staff show an under-recovery. Items that show an over-recovery are due to changes process and or the use of different staff to provide the services.

8. Planning

The Planning Division of Community Development is responsible for reviewing and approving land use and development priorities issued by the City Council in the General Plan, Zoning Ordinances, and Specific Plans. The Division is responsible for two primary functions: Advance Planning and Current Planning. Planning functions including providing direction on the City's growth and future development through updates to the General Plan, Local Coastal Program, and Zoning Codes. Current Planning functions help ensure that City-adopted plans and regulations are enforced through historic preservation, land use, and architectural reviews. Fees examined in this study relate to plan review and include fees such as subdivisions, environmental review, use permits, architectural reviews, historic reviews, and variances. The following sections discuss any proposed fee schedule modifications and detail per unit results.

Fee Schedule Modifications

In discussions with Planning staff, the following modification to the current fee schedule were proposed:

- **Eliminated Fees:** The following fees were proposed to be eliminated as the City no longer offers these services or they are covered through other existing applications:
 - Certificate of Use and Occupancy
 - Inquiry Fee
 - Miscellaneous Project Review/Document Preparation
 - Environmental Review Exemption
 - Negative Declaration Addendum
 - Square footage ranges for the Commercial or Industrial Coastal Development Permits
 - Grading (all ranges)
 - Copies, hard and soft (scanned)
 - Initial STR Application Review
 - Transient Use Licenses - Application Renewal
 - Transient Use Licenses - Annual License
 - Home Sharing License Annual Renewal
 - Initial Home Sharing License Application Review
 - Transient License Change or Reprint Fee

- **Moved Fees:** The Transient Use License fees should be moved to the Finance section of the fee schedule, as Planning staff are no longer the lead for these services. The Stormwater fees should be moved to the Public Works section of the fee schedule, as those staff take the lead in processing, reviewing, inspecting, and issuing those permits.
- **New Fees:** During discussions with Planning staff, it was determined that a new fee should be added to the fee schedule for Parcel Legality Determinations (PLD).
- **Modified Verbiage:** Several fee names in the current fee structure were modified to better reflect the services being provided. For example:
 - General Plan Update Fee becomes General Plan Update
 - Lot Line Adjustment becomes Lot Line Adjustment (Inland Zone – Outside the Coastal Zone)
 - Variances and Amendments becomes Variances
 - Administrative Variances and Amendments becomes Administrative Variances

The adjustments and additions proposed will provide applicants with a better reflection of the services being provided by the Planning Division.

Detailed Results

The Planning Division collects fees for items such as Zoning Map Amendments, Tentative Tract Maps, Environmental Impact Reports, Sign Permits, Noticing, and Appeals among others. The total cost calculated for each Planning service includes direct staff costs, cross-departmental support, and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service.

Table 7: Total Cost Per Unit Results – Planning

Fee Name	Unit	Current Fee	Total Cost	Difference
GENERAL PLAN AND ZONING AMENDMENTS				
General Plan Amendment	Deposit	\$5,783	\$9,563	(\$3,780)
General Plan Land Use Map Amendment	Deposit		\$3,701	(\$3,701)
General Plan Update	% of Permit Fee	5%	5%	0%
Zoning Ordinance Amendment	Deposit	\$2,888	\$9,563	(\$6,675)
Zoning Map Amendment	Deposit	\$2,888	\$5,623	(\$2,735)
Zoning Ordinance Interpretations	Each	\$1,403	\$1,598	(\$195)
Interpretations of Permitted Uses Lists	Each	\$1,403	\$1,598	(\$195)

Fee Name	Unit	Current Fee	Total Cost	Difference
SUBDIVISIONS				
Tentative Tract Map				
Base	Base	\$2,617	\$3,258	(\$641)
Per Lot	Per Lot	\$317	\$323	(\$6)
Final Tract Map				
Base + Recording Fee	Base	\$2,617	\$3,258	(\$641)
Per Lot	Per Lot	\$405	\$323	\$82
Lot Line Adjustment (Inland Zone - Outside the Coastal Zone)	Each	\$2,159	\$2,536	(\$377)
Parcel Legality Determination (PLD)	Each	New	\$1,052	N/A
Final Parcel Map (plus recording fees)	Each	\$2,287	\$2,827	(\$540)
Tentative Parcel Map	Each	\$2,287	\$2,827	(\$540)
Lot Mergers	Each	\$2,175	\$2,536	(\$361)
Certificate of Compliance	Each	\$2,175	\$2,115	\$60
ENVIRONMENTAL REVIEW				
Environmental Impact Report (EIR)	Deposit	50% of EIR cost	\$10,000	N/A
Initial Studies/Mitigated Negative Declaration	Deposit	\$7,027	\$7,500	(\$473)
Mitigation Monitoring	Deposit	\$5,180	\$5,500	(\$320)
USE PERMITS				
Use Permit and Amendments				
Single Family	Each	\$2,089	\$2,644	(\$555)
Multi-Family, Commercial, Institutional, all other uses	Each	\$3,407	\$3,701	(\$294)
Administrative Use Permits	Each	\$1,369	\$1,382	(\$13)
ARCHITECTURAL REVIEW				
Architectural Permit				
Single Family		\$3,481	\$3,701	(\$220)
Multi-Family				
Four units or less	Base	\$4,259	\$4,350	(\$91)
Five units or more	Base	\$4,804	\$4,781	\$23
Commercial, Industrial, Institutional, all others				
10,000 sq. ft. or less	Base	\$3,600	\$3,701	(\$101)
10,001- 50,000 sq. ft.	Base	\$5,343	\$5,384	(\$41)
50,000-100,000 sq. ft.	Base	\$10,791	\$10,784	\$7
Over 100,000 sq. ft.	Base	\$13,737	\$13,435	\$302
Administrative Architectural Permit	Each	\$1,675	\$1,802	(\$127)
Administrative Design Change	Each	\$1,675	\$1,802	(\$127)
COUNTER REVIEW PERMITS				
Counter Review & Determination				
No new square footage (Plus hourly fee if more than ½ hour required)	Per Permit	\$241	\$421	(\$180)
New square footage (Plus hourly fee if more than 3 hours required)	Per Permit	\$978	\$1,047	(\$69)
Zoning Confirmation for Business License Permit	Per Permit	\$168	\$210	(\$42)
Massage Permit Application	Per Application	\$168	\$446	(\$278)
SIGN PERMITS				
Downtown Sign Permit	Per Sign	\$624	\$1,133	(\$509)
Administrative Sign Permit	Per Sign	\$978	\$950	\$28
Sign Permit	Per Sign	\$2,556	\$1,133	\$1,423

Fee Name	Unit	Current Fee	Total Cost	Difference
HISTORIC REVIEW				
Historic Demolition Permit	Each	\$5,474	\$5,860	(\$386)
Off-site relocation permit	Each	\$5,474	\$5,860	(\$386)
Historic Resources Inventory Determinations (Additions/Deletions)	Each	\$2,093	\$1,997	\$96
On-site relocation permit	Each	\$2,737	\$3,077	(\$340)
Historic Preservation Permit	Each	\$1,979	\$1,997	(\$18)
Initial Historic Screening	Each	\$515	\$507	\$8
VARIANCES				
Variances	Each	\$2,907	\$3,701	(\$794)
Administrative Variances	Each	\$1,625	\$2,031	(\$406)
APPEALS				
Appeals of enforcement and zoning ordinance interpretations	Per Appeal	\$2,782	\$2,667	\$115
Appeals/hearings of planning permits	Per Appeal	\$1,192	\$3,161	(\$1,969)
Request for Zoning Administrative Hearing or Decision	Per Appeal	\$571	\$784	(\$213)
Appeal fees for Coastal Development Permits	Per Appeal	\$0	\$3,161	(\$3,161)
NOTICING				
Mailing	Each	Actual Cost	Actual Cost	N/A
Publishing	Each	\$379		
COASTAL DEVELOPMENT PERMITS				
Waiver of De Minims Development plan permit	Each	\$2,453	\$2,957	(\$504)
Single Family Residence	Each	\$2,453	\$4,058	(\$1,605)
Multi-family Residential				
Base	Each	\$2,978	\$5,136	(\$2,158)
Per Unit	Per Unit	\$1,012	\$1,100	(\$88)
Commercial or Industrial	Each	Varies	\$6,624	N/A
Lot Line Adjustment (Coastal Zone)	Each	\$2,453	\$5,352	(\$2,899)
Subdivision	Per Lot	\$2,452	\$3,744	(\$1,292)
Emergency Permit	Each	\$1,840	\$1,683	\$157
Amendment	% of Permit Fee	50%	50%	\$0
Temporary Event	Each	\$3,066	\$5,243	(\$2,177)
Extension	Each	50%	\$227	
CODE ENFORCEMENT				
Abandonment or purchase of City property	Each	\$3,686	\$3,744	(\$58)
Abandoned Property Registration Fee	Each	\$234	\$306	(\$72)
Investigation fees, Code violations (Actual Cost)		Actual Cost	Actual Cost	N/A
VACANT PROPERTIES				
Inspection per property (min. or actual cost)	Each	\$176	\$204	(\$28)
Registration per property	Each	\$176	\$204	(\$28)
MISCELLANEOUS				
County Filing Fees	Each	As determined by County		
Density bonus	Each	\$2,265	\$2,873	(\$608)
General File Research	Each	\$64	\$210	(\$146)
Hourly Fee	Per Hour	\$130	\$210	(\$80)
Outdoor Sidewalk Dining Permit	Each	\$438	\$938	(\$500)
Sidewalk Vendor Permit	Each	\$49	\$307	(\$258)

Fee Name	Unit	Current Fee	Total Cost	Difference
Permit Extension (Fee may be waived if permit is subject to Water Waiting List)	Each	25% of permit base fee	\$227	N/A
Pre-Application Meeting / Preliminary Project Review	Each	\$269	\$307	(\$38)
Records Management and Retention (per file)	Each	\$58	\$194	(\$136)
Rental Property Registration	Each	\$238	\$398	(\$160)
Revocable License for Encroachments (plus hourly fee after 2 hours)	Each	\$870	\$1,035	(\$165)
Statement of Compliance (hourly fee if more than 4 hours required)	Each	\$491	\$842	(\$351)
Tree Permit with Development	Each	\$296	\$404	(\$108)
Tree Permit with Development Violation	Each	\$251	\$404	(\$153)
ABC License Review Fee	Each	\$183	\$202	(\$19)
ANIMAL REGULATION - KEEPING AND BREEDING PERMITS				
Animal Keeping Permit	Each	\$182	\$362	(\$180)
Animal Keeping Permit Annual Renewal	Each	\$44	\$103	(\$59)
Commercial Breeding Permit, Cats	Each	\$155	\$1,221	(\$1,066)
Commercial Breeding Permit, Dogs	Each	\$155	\$1,221	(\$1,066)
Incidental Breeding Permit, Cats (per litter)	Each	\$77	\$284	(\$207)
Incidental Breeding Permit, Dogs (per litter)	Each	\$77	\$284	(\$207)
HOUSING FEES				
Rehabilitation & Sewer Loan Payoff Demand	Each	\$127	\$307	(\$180)
Reconveyance Fee	Each	\$193	\$404	(\$211)
County Recording Fee (billed by Monterey County Recorder)	Each	Actual Cost	Actual Cost	N/A
Housing Rehab Loan Fees (CalHOME Loan Funded Projects)				
Loan Processing	Each	\$2,078	\$3,349	(\$1,271)
Underwriting	Each	\$639	\$631	\$8
Property Tax Verification	Each	\$64	\$307	(\$243)
Loan Document Preparation – SFD	Each	\$375	\$1,149	(\$774)
Loan Document Preparation – Manufactured Housing	Each	\$446	\$2,201	(\$1,755)
Inspection To Determine Scope of Work (Actual Cost)	Each	\$276	\$412	(\$136)
Contractor Selection (Actual Cost)	Each	\$276	\$3,560	(\$3,284)
Development of Work Write-up & Specifications (Actual Cost)	Each	\$2,638	\$4,401	(\$1,763)
Project Bidding (Actual Cost)	Each	\$1,285	\$4,304	(\$3,019)
Progress Inspection/Payment Authorization (Actual Cost)	Each	\$138	\$518	(\$380)
Affordable Housing Monitoring - Annual Fee Per Household				
Affordable Units	Each	\$127	\$194	(\$67)
Registered Units	Each	\$127	\$194	(\$67)

Overall, the Planning Division is under-recovering for nearly all the services they provide. The greatest subsidy provided by the City relates to the 'Zoning Ordinance Amendment' at \$6,675, however, as this is a deposit-based fee, the City does have the ability to recover its costs through project-based billings. Conversely, the \$2,899 subsidy associated with

the 'Lot Line Adjustment (Coastal Zone)' can only be reduced or eliminated through the increase of the permit fee.

The Division does have a handful of permits which show current fees higher than the full cost of providing service, most significantly seen by the 'Sign Permit' fee which currently over recovers by \$1,423. This imbalance is due to changes in application processing, as well as changes in the staff primarily assigned to complete these tasks.

9. Building

The Building Division of Community Development is responsible for ensuring all new construction, modifications, and additions to existing buildings comply with state and local laws and regulations. The fees examined within this study relate to structural mechanical, electrical, and plumbing plan review and inspection services. The following sections discuss modifications made to the Building fee structure and detail per unit analysis results.

Fee Schedule Modifications

The Building fee schedule consists of both flat fees and valuation-based fees, both of which were studied. The project team worked with the Building Division to streamline the current fee schedule by modifying structures and adding new flat fees. The following points highlight the proposed changes:

- **New Fees:** The following fees were added to better reflect the services provided by the Division, and to provide an easier way for staff to administer permits:
 - Single Family Residential Reroof
 - Multi-Family / Commercial Reroof
 - Kitchen / Bathroom Remodel (non-structural no exterior changes)
- **Modified Verbiage:** One fee name in the current fee structure was modified to better reflect the services being provided: 'Single Permit: Building or M / E / P' was changed to 'Single Permit: M / E / P'.

Implementing these changes to the Building fee structure will help to clarify the fee schedule, increase consistency of fee applications, and reduced the complexity in relation to both internal staff and developers determining the full fees associated with their building projects.

Detailed Results – Flat Fees

The Building Division currently assesses a variety of permits for over the counter or simplified permits, such as reroofs, solar voltaic systems, electric vehicle charging stations, excavations, etc. The following table details the current fees associated with Flat Fees Permits, the full cost associated with Building to provide these services, and the difference.

Table 8: Total Cost Per Unit Results – Building Flat Fees

Fee Name	Unit	Current Fee	Total Cost	Difference
MISCELLANEOUS BUILDING PERMITS				
Electrical Permit (not requiring plan check)	Each	\$153	\$237	(\$84)
Plumbing Permit (not requiring plan check)	Each	\$153	\$237	(\$84)
Mechanical Permit (not requiring plan check)	Each	\$153	\$237	(\$84)
Solar voltaic system	Each	\$331	\$670	(\$339)
Single Family Residential Reroof	Each	New	\$670	
Multi-Family / Commercial Reroof				
First Building	First Building	New	\$602	
Each Additional Building	Each Additional	New	\$130	
Kitchen / Bathroom Remodel (non-structural no exterior changes)	Each	New	\$1,367	
PLAN CHECK				
Single Family Residential Plan Check	% of Building Permit	75%	75%	0%
Commercial Plan Check	% of Building Permit	90%	95%	-5%
Non-Structural Plan Review (not included in larger project)	Per Hour	\$148	\$174	(\$26)
Structural Plan Review (not included in a larger project)	Per Hour	\$181	\$174	\$7
Plan review extension	Per 90 days	\$750	\$285	\$465
On-site storm water management plan review and inspection	Each	\$410	\$558	(\$148)
Additional fee if LID requirements or additional time required, per hour	Per Hour	\$130	\$138	(\$8)
Building Permits Extension	Per 90 days	\$1,197	\$922	\$275
OTHER INSPECTIONS AND REVIEWS				
Inspections outside of normal business hours	Per Hour	\$356	\$193	\$163
Re-inspection fees assessed under provisions of CBC § 108.8	Per Hour	\$239	\$138	\$101
Inspections for which no fee is specifically indicated	Per Inspection	\$149	\$207	(\$58)
Traffic control plan review	Each	\$188	\$239	(\$51)
Change of Street Address	Each	\$188	\$304	(\$116)
Alternate methods of construction (hourly fee, 2 hour minimum)	Per Hour	\$377	\$753	(\$376)
Owner/building surcharge in addition to permit fee	% of Permit Fee	20%	20%	0%
Electric Vehicle Charging Station - residential	Each	\$277	\$667	(\$390)
Electric Vehicle Charging Station - commercial	Each	\$471	\$1,226	(\$755)
Temporary Occupancy	Each	\$377	\$1,017	(\$640)
ASBS Stormwater Inspection	Deposit	\$3,711	\$3,751	(\$40)
Stormwater Annual Post-Construction BMP Inspection	Each	\$215	\$289	(\$74)
Additional plan review due to changes/additions/revisions to approved plans	Per 30 min	\$115	\$87	\$28
Wireless Encroachment / Public Right of Way Permit.	Each	\$527	\$711	(\$184)
Grading Inspection	Per Hour	\$115	\$192	(\$77)
Grading Plan Checking	Per Hour	\$115	\$192	(\$77)
Residential Zoning Records Report (RZRR) & Sewer Lateral Report (combined)	Each	\$363	\$860	(\$497)
Sewer Lateral Report Review	Each	\$154	\$518	(\$364)

Fee Name	Unit	Current Fee	Total Cost	Difference
Parklets				
New Parklet	Each	New	\$905	
Parklet Renewal	Each	New	\$300	
Excavation and Inspection Services				
Inspections for which no fee is specifically indicated	Per Hour	\$136	\$192	(\$56)
Encroachment permit: street opening/excavation	Each	\$261	\$650	(\$389)
Encroachment permit: driveway	Each	\$270	\$650	(\$380)
Encroachment permit: sidewalk	Each	\$178	\$650	(\$472)
Encroachment: temporary	Each	\$270	\$650	(\$380)
Encroachment permit: permanent underground	Each	\$270	\$650	(\$380)
Encroachment permit: permanent above ground	Each	\$270	\$650	(\$380)
Encroachment permit processing fee	Hourly	\$136	\$192	(\$56)
Annual encroachment permit	Each	\$9,713	\$10,476	(\$763)

The City is currently subsidizing nearly all its flat fee related services, with the largest deficit (\$763) relating to ‘Annual Encroachment Permits’. Fees showing an over-recovery range from a low of \$7 for ‘Structural Plan Review – Hourly’ to a high of \$465 for ‘Plan Review Extension’.

Detailed Results – Valuation-Based Fees

The Building The City of Pacific Grove currently uses a valuation table to establish Construction Inspection fees. There are two types of permits offered: Combination and Single. Combination permits include structural, mechanical, electrical, and plumbing inspections, while single permits relate to mechanical, electrical, or plumbing inspections. All valuation-based fees are determined based on a sliding scale where the higher the project valuation, the greater the permit fee.

1 Combination Permit Fees

Combination Permits currently have a scale that ranges from \$1 to greater than \$1 million dollars. Given current project valuations in the City, the sliding scale was expanded to \$10 million to provide a stronger nexus between services provided to higher valued projects. The following table outlines the valuation category, current fee, total cost, and difference.

Table 9: Total Cost Per Unit Results – Combination Permit Fees

Project Valuation Sliding Scale Category	Current Fee	Total Cost	Difference
Project Valuation \$1 to \$500	\$142.00	\$190.69	(\$48.69)
Project Valuation \$501 to \$2,000			
First \$500	\$142.00	\$190.69	(\$48.69)
Each Additional \$100 or fraction thereof	\$12.00	\$15.54	(\$3.54)
Project Valuation \$2,001 to \$25,000			

Project Valuation Sliding Scale Category	Current Fee	Total Cost	Difference
First \$2,000	\$300.00	\$423.78	(\$123.78)
Each Additional \$1,000 or fraction thereof	\$49.00	\$57.53	(\$8.53)
Project Valuation \$25,001 to \$50,000			
First \$25,000	\$1,361.00	\$1,747.04	(\$386.04)
Each Additional \$1,000 or fraction thereof	\$35.00	\$39.32	(\$4.32)
Project Valuation \$50,001 to \$100,000			
First \$50,000	\$2,188.00	\$2,730.08	(\$542.08)
Each Additional \$1,000 or fraction thereof	\$21.00	\$29.39	(\$8.39)
Project Valuation \$100,001 to \$500,000			
First \$100,000	\$3,355.00	\$4,199.35	(\$844.35)
Each Additional \$1,000 or fraction thereof	\$17.00	\$23.66	(\$6.66)
Project Valuation \$500,001 to \$1,000,000			
First \$500,000	\$10,824.00	\$13,664.86	(\$2,840.86)
Each Additional \$1,000 or fraction thereof	\$16.00	\$20.60	(\$4.60)
Project Valuation \$1,000,001 to \$5,000,000			
First \$1,000,000	\$19,254.00	\$23,963.87	(\$4,709.87)
Each Additional \$1,000 or fraction thereof	\$9.00	\$1.56	\$7.44
Project Valuation \$5,000,001 to \$10,000,000			
First \$5,000,000	\$24,254.00	\$30,190.51	(\$5,936.51)
Each Additional \$1,000 or fraction thereof	\$9.00	\$1.00	\$8.00
Project Valuation \$10,000,001+			
First \$10,000,000	\$28,254.00	\$35,191.51	(\$6,937.51)
Each Additional \$1,000 or fraction thereof	\$9.00	\$0.50	\$8.50

The City is under-recovering for its combination building services based on valuation. These subsidies range from a low of \$48.69 for projects valued up to \$500, to a high of \$6,937.51 for projects valued at \$10 million.

2 Single Permit Fees

Single Permits currently have a scale that ranges from \$1 to greater than \$1 million dollars. However, as these permits relate to single or standalone projects related to mechanical, electrical, or plumbing work, the sliding scale was reduced to reflect reasonable project values. The following table outlines the valuation category, current fee, total cost, and difference.

Table 10: Total Cost Per Unit Results – Single (M/ E / P) Permit Fees

Project Valuation Sliding Scale Category	Current Fee	Total Cost	Difference
Project Valuation \$1 to \$500	\$126.00	\$190.69	(\$64.69)
Project Valuation \$501 to \$2,000			
First \$500	\$123.00	\$190.69	(\$67.69)
Each Additional \$100 or fraction thereof	\$6.00	\$10.95	(\$4.95)
Project Valuation \$2,001 to \$25,000			
First \$2,000	\$233.00	\$354.91	(\$121.91)
Each Additional \$1,000 or fraction thereof	\$35.00	\$38.58	(\$3.58)
Project Valuation \$25,001 to \$50,000			
First \$25,000	\$988.00	\$1,242.29	(\$254.29)
Each Additional \$1,000 or fraction thereof	\$22.00	\$29.67	(\$7.67)
Project Valuation \$50,001 to \$100,000			

Project Valuation Sliding Scale Category	Current Fee	Total Cost	Difference
First \$50,000	\$1,582.00	\$1,983.96	(\$401.96)
Each Additional \$1,000 or fraction thereof	\$16.00	\$19.94	(\$3.94)
Project Valuation \$100,001 +			
First \$100,000	\$2,397.00	\$2,980.75	(\$583.75)
Each Additional \$1,000 or fraction thereof	\$11.00	\$15.18	(\$4.18)

The City is under-recovering for all its Single Permit services, ranging from \$64.69 for projects valued up to \$500 to \$583.75 for projects valued over \$100,000.

10. Fire

The City of Pacific Grove has contracted with the City of Monterey for nearly two decades to provide Fire services. Included in these services are Occupancy Inspections and Fire Life Safety plan review and inspections. Applicants wishing to obtain Fire related permits or reviews are instructed to visit the City of Monterey for these services. The City of Monterey bills the City of Pacific Grove monthly for both suppression and prevention services.

City of Pacific Grove staff, while not directly performing suppression or prevention services, provides contract oversight, and is the final authority on Pacific Grove related codes and issues. In FY17/18 the City's administrative overhead rate based on its cost allocation plan was calculated at 7%. Based on the City's FY23/24 cost plan the administrative overhead rate was calculated at 8%.

The City of Pacific Grove mirrors the City of Monterey's fee structure for prevention services. This ensures that Pacific Grove's fee structure accurately reflects and captures the various services provided by the City of Monterey. When Monterey's fee structure or schedule changes, Pacific Grove also updates its schedules.

If the City is interested in recovering their administrative costs associated with contract management, an administrative surcharge of 8% should be applied to the fees adopted by the City of Monterey. This surcharge would go directly to the City of Pacific Grove and help offset administrative and oversight services.

11. Library

The Pacific Grove Library strives to provide a welcoming environment and balanced collection while preserving the past and planning for the future. Services are provided to the community through print and online collections and programs for all ages. Most of the services and programs provided by the Library are free. However, the City does charge for photocopies, library card replacement, and lost or damaged materials. The following sections discuss any proposed fee schedule modifications and detail per unit results.

Fee Schedule Modifications

The Library’s current fee structure is already streamlined, and therefore no modifications were made.

Detailed Results

As noted above, most services provided by the Library are free of charge. Fees assessed by the Department are used to offset replacement costs, or account for photocopy materials. The total cost calculated for each fee-related service includes direct staff costs, Departmental, and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service.

Table 11: Total Cost Per Unit Results – Library

Fee Name	Unit	Current Fee	Total Cost	Difference
Other Fees and Rentals				
Photocopies				
Black and White	Per Page	\$0.15	\$0.15	\$0.00
Color	Per Page	\$0.25	\$0.25	\$0.00
Computer Printout	Per Page	\$0.15	\$0.15	\$0.00
Card Replacement				
Replace Borrower's Card	Each	\$3	\$4	(\$1)
Lost / Damaged Material Replacement / Repair				
Re-Cataloging / processing for lost book or recording	Each	\$3	\$4	(\$1)
Lost or damaged items	Each		Actual Cost	

Material costs associated with photocopies reflect standard charges. Both the ‘Card Replacement’ and ‘Re-Cataloging / Processing’ fees shows a minimal subsidy of \$1. As services provided by the Library expand, the City should consider updating its fee schedule to include any additional services for which it would like to recover fees.

12. Point Pinos Lighthouse

The Point Pinos Lighthouse is a Pacific Grove landmark, providing picturesque views of the Pacific Ocean and the City of Pacific Grove. Having been in operation since 1855, the lighthouse is the oldest operating lighthouse on the west coast. The lighthouse is open to visitors year-round for visits Monday, Thursday, and Friday between 1pm and 3pm, and weekends between 11am and 3pm.

Currently entrance into the lighthouse is free, with a suggested donation of \$7 for adults, \$3 for children, and free entry for children under seven (7). These donations help pay for conservation efforts at the lighthouse including ongoing maintenance.

Currently the only fee charged by the lighthouse is for private tours. The current fee is \$135 for a two-hour tour, however, through this study, the full cost of this tour was calculated at \$150, resulting in a \$15 subsidy.

Lighthouse staff would like to begin charging for one-time and special events. While a fee for these services should be added to the fee schedule, as these events could vary in staff efforts and costs, the fee should be based on the event, and established prior to the event occurrence.

13. Local Water Project

In response to a shortage of potable water due to limitations on existing water supplies, the City of Pacific Grove constructed and operates a Satellite Recycled Water Treatment Plant (SRWTP), which recycles a portion of Pacific Grove's municipal wastewater. The SRWTP produces approximately 125 acrefeet (AFY) of non-potable water which is primarily used for landscape irrigation at the Pacific Grove Golf Links and El Carmelo Cemetery.

The City's current budget for the Local Water Project is approximately \$1.64 million. While the SRWTP can produce an average of 125 AFY, it has average annual sales of 96 AFY. The FY24 cost per AFY is \$13,092, which equates to \$0.040 per gallon. The City currently charges a fee of \$0.029 per gallon for Recycle Water. Therefore, the City is under-recovering for recycled water by \$0.011 per gallon.

14. Police

The Police Department is responsible for the day-to-day oversight of law enforcement services in the City of Pacific Grove. The Department is comprised of two main divisions: Patrol Operations and Administrative Services. Patrol Operations staff provide various services including school resources, training, traffic, investigations, patrol, and a citizen's academy. The Administrative Services division handles police records, animal control, parking enforcement, purchasing, and property and evidence.

The fees included in this analysis are in relation to animal regulation, alarm registration, clearance letters, and parking permits provided by the Department. The following subsections discuss any proposed fee schedule modifications and detail per unit results.

Fee Schedule Modifications

In discussions with Police staff, the following modification to the current fee schedule were proposed:

- **Removed Fees:** To more accurately describe the services offered, the following fees were removed:
 - 'Concealed Weapon Permit - Annual Renewal'
 - 'Concealed Weapon Permit – Issuance'
 - 'Oversize Vehicle Registration'
- **Moved Fees:** The Animal Regulation – Breeding Permits, as well as the Massage Permit, were moved to the Planning fee schedule, as those staff have primary responsibility for reviewing and issuing those permits.

The modifications proposed more accurately represent the services being provided by the Police Department.

Detailed Results

The Police Department charges fees for service including items such as animal impound cards, firearm storage, and police responses. The total cost calculated for each Police service includes direct staff costs and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service.

Table 12: Total Cost Per Unit Results – Police

Fee Name	Unit	Current Fee	Total Cost	Difference
ANIMAL REGULATION – DOG LICENSES - PGMC § 10.04.010				
Annual Dog License Fee, Altered Dog	Annual	\$23	\$52	(\$29)
Annual Dog License Fee, Unaltered Dog	Annual	\$52	\$52	(\$0)
Dog License, Delinquent Penalty (after 30 days)	Per Offense	\$27	\$27	\$0
Dog License, Replacement Tag	Each	\$10	\$12	(\$2)
ANIMAL REGULATION - IMPOUND FEES - PGMC § 10.04.100				
Impound Fee - Altered				
Initial Impound - Licensed & Altered	Each	\$0	\$185	(\$185)
Initial Impound - Unlicensed & Altered	Each	\$0	\$259	(\$259)
2nd & Subsequent - Altered	Each	\$89	\$185	(\$96)
Impound Fee - Unaltered				
Impound Fee (Initial Impound) Licensed & Unaltered	Each	\$89	\$185	(\$96)
Impound Fee (Initial Impound) Unlicensed & Unaltered	Each	\$89	\$259	(\$170)
Impound Fee (2nd & Subsequent) Unaltered	Each	\$179	\$185	(\$6)
Boarding Fee				
PG Kennel	Per Day	\$43	\$255	(\$212)
Transported to SPCA	Each	\$184	\$184	\$0
ALARM REGISTRATION & RESPONSE				
Alarm Registration	Annual	\$38	\$38	\$0
Alarm Renewal (within 30 Days of Alarm Permit Expiration Date)	Annual	\$5	\$5	\$0
False Alarm				
First Response - Unpermitted Alarm	Each	\$150	\$335	(\$185)
First Response	Each	\$0	\$184	(\$184)
Second Response	Each	\$64	\$184	(\$120)
Third Response	Each	\$179	\$184	(\$5)
Fourth Response	Each	\$297	\$184	\$113
Fifth and Subsequent Response	Each	\$416	\$184	\$232
Duress/Panic/Robbery Alarm Violation	Each	\$358	\$389	(\$31)
Late Fee (if not paid within 30 days)	Per Offense	\$28	\$28	\$0
ADMINISTRATIVE AND MISCELLANEOUS				
Accident Report, Compilation and Copying (per report)	Each	\$10	\$38	(\$28)
Booking Fee	Each	\$31	\$36	(\$5)
Clearance Letter				
No Record on File	Each	\$37	\$38	(\$1)
Record on File	Each	\$28	\$50	(\$22)
Crime Report, Compilation and Copying (per report)	Each	\$12	\$69	(\$57)
Information Report, Compilation and Copying (per report)	Each	\$5	\$38	(\$33)
Evidence Video Reproduction	Each	\$45	\$312	(\$267)
Fingerprint Processing (Live Scan administration)	Each	\$30	\$76	(\$46)
Removal of Traffic Boot	Each	\$141	\$196	(\$55)
Repossession Receipt	Each	\$16	\$15	\$1
Sign-off of tickets by other agencies	Each	\$18	\$38	(\$20)
Vehicle Release Fee	Each	\$238	\$419	(\$181)
PARKING PERMITS & FEES				
Contractor's Parking Permit, Monthly	Monthly	\$44	\$265	(\$221)
Parking Meter Rate per Hour	Per Hour	\$2	\$2	\$0

Fee Name	Unit	Current Fee	Total Cost	Difference
Public Parking Lot Permit				
	Per			
Processing, Delinquency Penalty	Offense	\$28	\$73	(\$45)
Annual	Annual	\$405	\$2,435	(\$2,030)
12-Month, TRANSFERABLE	Annual	\$515	\$2,435	(\$1,920)
Monthly	Monthly	\$44	\$225	(\$181)
Residential Parking Permit Processing, per permit, Annual	Annual	\$11	\$33	(\$22)
Temporary Overnight Parking				
Initial Residential Registration	Each	\$26	\$26	\$0
72 Hour Resident Permit	Each	\$4	\$5	(\$1)
Weekly - Exemption	Weekly	\$100	\$97	\$3
Annual - Exemption	Annual	\$416	\$197	\$219
Timed Space - Daily	Per Day	\$5	\$5	\$0
POLICE RESPONSE - DUI, Peace Disturbance, Social Hosting, & Special Events				
Police Commander Hourly Rate	Per Hour	\$220	\$219	\$1
Police Sergeant Hourly Rate	Per Hour	\$211	\$246	(\$35)
Police Officer Hourly Rate	Per Hour	\$186	\$216	(\$30)
Police Services, Animal Control & Parking Enforcement Community Service Officer	Per Hour	\$156	\$143	\$13
Patrol Vehicle Hourly Rate	Per Hour	\$64	\$131	(\$67)
MISCELLANEOUS PERMITS & DEPOSITS				
Amplified Sound Permit	Each	\$89	\$133	(\$44)
Drone Permit				
Daily	Per Day	\$23	\$43	(\$20)
Annual	Annual	\$87	\$110	(\$23)
Firearms Storage: Administrative Release Fee	Each	\$446	\$465	(\$19)
Garage Sale Permit Processing	Each	\$10	\$20	(\$10)
Refuse Container or Storage Container				
Initial	Each	\$59	\$79	(\$20)
Renewal/Extension	Each	\$30	\$31	(\$1)
Transportation of Large Structure				
Deposit – variable fee based on size/type of structure	Deposit	\$224	\$149	\$75
	Per			
Per Structure	Structure	\$639	\$802	(\$163)
Correctable Code Violation - Admin Fee	Each	\$10	\$55	(\$45)
Film Permit Application Fee	Each	\$162	\$160	\$2

A majority of Police fees under-recover, ranging from a low of \$1 'Clearance Letter – No Record on File' to a high of \$2,030 for 'Parking Lot Permit – Annual'. The largest over-recovery is in relation to 'Temporary Overnight Parking Permit – Annual Exemption' at \$219. Over-recoveries are primarily due to streamlined processes since the previous fee study was conducted.

15. Public Works

The Public Works Department oversees maintenance and operations of City owned facilities and infrastructure, as well as the design, planning, construction, or repair of the City's Capital Improvement Projects. The Department is also responsible for maintaining all city owned vehicles, municipal roads, culverts and basins, street lighting and street signs. Most of the services provided by Public Works staff are general functions relating to City services, as Building staff handle all Engineering related reviews and inspections. However, the Department does charge out for services relating to Banner Installation, memorial trees, news racks, and trees. The following sections discuss any proposed fee schedule modifications and detailed unit results.

Fee Schedule Modifications

In discussions with Public Works staff, it was determined that some minor modifications to the current structure would be beneficial. The following points highlight the proposed modifications:

- **Removed Fees:** The 'Tree Removal with Development' permit was removed, as these services are covered under other permits, and therefore redundant.
- **Added Fees:** To better reflect fees associated with violations for trimming or removing trees prior to approval the following penalties were added:
 - Trimming Prior to Approval
 - Removal Prior to Approval
- **Moved Fees:** Stormwater fees have been moved from the Planning section of the fee schedule to the Public Works section, as Public Works staff take the lead in processing, reviewing, inspecting, and issuing these permits.

The above modifications ensure that Public Work's section of the fee schedule best reflects the services that are being provided and enable the department to collect fees more accurately for those services.

Detailed Results

The Public Works Division collects fees for items such as news racks and tree removals. The total cost calculated for each Public Works service includes direct staff costs, Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and difference associated with each service.

Table 13: Total Cost Per Unit Results – Public Works

Fee Name	Unit	Current Fee	Total Cost	Difference
MISCELLANEOUS FEES				
Requested Special Traffic Review	per hour	Varies	\$189	
Banner Installation and Removal (Downtown Street Lights)	per pole	\$47	\$76	(\$29)
Memorial Benches and Trees				
Memorial Bench	per bench	\$449	\$632	(\$183)
Memorial Bench maintenance (5 years)	every 5 years	\$589	\$759	(\$170)
Memorial Tree	per tree	\$1,046	\$1,111	(\$65)
Annual Solid Waste Exemption Application	per application	\$97	\$340	(\$243)
News Racks				
News rack Annual Application Fee	per application	\$61	\$94	(\$33)
News rack Program Fee Half Rack	Each	\$40	\$76	(\$36)
News rack Program Fee Full Rack	Each	\$84	\$114	(\$30)
Electrical Vehicle Charging Stations		PG&E Rate		
TREE FEES				
Application Fee	Flat	\$105	\$377	(\$272)
Removal or Trimming				
Single Tree	Flat	\$71	\$92	(\$21)
Each Additional Tree	Each Tree	\$33	\$42	(\$9)
Tree Replacement In-Lieu Fee	Deposit	\$901	\$994	(\$93)
Tree Appeal	Each	\$236	\$683	(\$447)
TREE PERMIT VIOLATION				
Trimming Prior to Approval	Penalty	New	\$750	
Removal Prior to Approval	Penalty	New	\$1,500	
STORMWATER				
Tier 3 and 4 – 15,000 square feet of impervious surface or greater (incl. 2 reviews)	Each	\$1,840	\$1,923	(\$83)
Tier 2 – 5,000-15,000 square feet impervious surface (incl. 2 reviews)	Each	\$1,226	\$1,250	(\$24)
Tier 1 – 2,500-5,000 square feet impervious surface	Each	\$771	\$866	(\$95)
Each subsequent Tier 2 review	Per Review	\$540	\$577	(\$37)
Inspection Fee	Per Inspection	\$144	\$192	(\$48)
Annual Inspection and re-inspection	Per Inspection	\$215	\$289	(\$74)
Each subsequent Tier 1 review	Per Review	\$340	\$385	(\$45)

All services being provided by Public Works currently show an under-recovery. The differences currently range from a low of \$9 for each additional tree removal or trimming, and a high of \$447 for a 'Tree Appeal'. As many of the services provided by Public Works

have some sort of community benefit or impact, the City should review the fees to determine an appropriate cost recovery level.

16. Parks and Recreation

The Parks and Recreation Department provides a wide range of services through programs, contract instructors, and collaborations with outside agencies. These services include Pre-school, Sports, Programs, Swimming, Facility Rentals, and Special Events. The following sections discuss any proposed fee schedule modifications and detailed unit results.

Fee Schedule Modifications

The Parks and Recreation Department has a wide variety of services it provides on a seasonal and annual basis. In discussing current services, the following were proposed for elimination:

- **Eliminated Fees:** The following fees were removed from the Department's fee schedule as these services are no longer provided or offered:
 - All Youth Center Program Fees, including Membership per Semester, Membership for the School Year, Daily Admission, and Dance Admission
 - Recreational Swimming: Lovers Point, (during full-day offering noon - 4:30) mostly Friday, Saturday, Sunday & Holidays
 - Swimming Family Card
 - Minimal Impact Events Application
 - Transfer Fee (transfers between classes and/or sessions)
- **New Fees:** The Department is looking to add fees for Pre-School Camps as this is a new service.
- **Expanded Fees:** The Department has expanded their sports fees, which currently are \$99 for residents / non-profit, and \$108 for non-resident / commercial. Based on discussions with staff, fees will be expanded to differentiate between Tots, Youth, and Adults, and account for clinics, camps, leagues, and classes.

The above modifications will help illustrate the various services provided by the Parks and Recreation Department.

Detailed Results

Services provided by the Parks and Recreation Department fall into four main categories: Pre-School and Youth Programs, Swimming, Facility and Field Rentals, and Special Events and Miscellaneous. The following subsections provide detailed unit results for the various fees, programs, and services that fall within each of these categories.

1 Pre-School and Youth Programs

The total cost for Pre-School, Pre-School Camps, Sports, Camps, and Youth Center Programs includes direct staff costs, direct material costs (where applicable), and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and the associated difference.

Table 14: Total Cost Per Unit Results – Parks & Recreation (Pre-School and Youth Programs)

Fee Name	Unit	Current Fee	Total Cost	Difference
PRE-SCHOOL (MONTHLY FEES)				
2 Days Per Week				
Resident/ Non- Profit	per month	\$197	\$221	(\$24)
Non- Resident / Commercial	per month	\$217	\$221	(\$4)
3 Days Per Week				
Resident/ Non- Profit	per month	\$311	\$331	(\$20)
Non- Resident / Commercial	per month	\$344	\$331	\$13
5 Days Per Week				
Resident/ Non- Profit	per month	\$506	\$552	(\$46)
Non- Resident / Commercial	per month	\$562	\$552	\$10
PRE-SCHOOL CAMPS (WEEKLY FEES)				
Resident/ Non- Profit	Per Week	\$98	\$320	(\$222)
Non- Resident / Commercial	Per Week	\$108	\$320	(\$212)
SPORTS				
Tots (3-5 years)				
Clinic	per participant		\$147	N/A
Camp	per participant		\$151	N/A
Class	per participant		\$100	N/A
Youth (5-18 years)				
Tournament or Clinic - Resident	per participant	\$99	\$301	(\$202)
Tournament or Clinic - Non-Residential	per participant	\$109	\$301	(\$192)
Camp	per participant		\$277	(\$277)
League - Resident	per participant	\$99	\$477	(\$378)
League - Non-Residential		\$109	\$477	(\$368)
Adult (18+ years)				
Tournament or Clinic:				
Non-Contact - Resident	per participant		\$274	
Non-Contact – Non-Residential	per participant		\$274	
Contact - Resident	per participant		\$274	
Contact - Non-Residential	per participant		\$274	

Fee Name	Unit	Current Fee	Total Cost	Difference
League:				
Non-Contact Sport - Resident	per participant		\$358	
Non-Contact Sport - Non-Residential	per participant		\$358	
Contact Sport - Resident	per participant		\$358	
Contact Sport - Non-Residential	per participant		\$358	
PROGRAMS				
Full Day Youth Camp (5-day week)				
Resident/ Non- Profit	per week	\$197	\$459	(\$262)
Non- Resident / Commercial	per week	\$217	\$459	(\$242)
Full Day Youth Camp (4-day week)				
Resident/ Non- Profit	per week	\$157	\$367	(\$210)
Non- Resident / Commercial	per week	\$175	\$367	(\$192)
Full Day Youth Camp (3-day week)				
Resident/ Non- Profit	per week	\$116	\$275	(\$159)
Non- Resident / Commercial	per week	\$130	\$275	(\$145)
Daily Drop-In (per Day)				
Resident/ Non- Profit	per day	\$45	\$92	(\$47)
Non- Resident / Commercial	per day	\$49	\$92	(\$43)

All the services provided by the City relating to pre-school, pre-school camps, sports, camps, and youth programs show an under-recovery for resident / non-profit fees, and all but two non-resident / commercial fees. The City should review their cost recovery philosophies for pre-school, camps, sports, and youth programs, and determine appropriate fee levels.

It should be noted that fees for parks and recreation services can exceed the total cost of service but should be in alignment with market rates.

2 Swimming

The total cost for Swimming Programs (during the Summer Season) includes direct staff costs, direct material costs (where applicable), and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and the associated difference.

Table 15: Total Cost Per Unit Results – Parks & Recreation (Swimming)

Fee Name	Unit	Current Fee	Total Cost	Difference
Tot Swim Lessons, 8 class sessions, per child				
Resident/ Non- Profit	per child	\$82	\$232	(\$150)
Non- Resident / Commercial	per child	\$82	\$232	(\$150)
Youth Swim Lessons, 8 class sessions, per child				
Resident/ Non- Profit	per child	\$82	\$497	(\$415)
Non- Resident / Commercial	per child	\$82	\$497	(\$415)

Fee Name	Unit	Current Fee	Total Cost	Difference
Private Swim Lessons, per class, per child per 20-minute lesson				
Resident/ Non- Profit	per child	\$38	\$423	(\$385)
Non- Resident / Commercial	per child	\$43	\$423	(\$380)
Semi-private Swim Lessons, per class, per child (2 students required) lesson Group Swim Lessons				
Resident/ Non- Profit	per 30-minute session	\$21	\$212	(\$191)
Non- Resident / Commercial	per 30-minute session	\$23	\$212	(\$189)
Private use of swimming pool				
Resident/ Non- Profit	per hour	\$112	\$116	(\$4)
Non- Resident / Commercial	per hour	\$189	\$116	\$73

All the services provided by the City relating to swimming programs show an under-recovery for resident / non-profit fees, and all but one non-resident / commercial fees. The City should review their cost recovery philosophies for swimming programs and determine appropriate fee levels.

It should be noted that fees for parks and recreation services can exceed the total cost of service but should be in alignment with market rates.

3 Facility and Field Rentals

Fees charged for facility and field rentals account for exclusive use and are not applied to all picnic or park areas. The total cost for facility and field rentals includes direct staff costs, direct material costs (where applicable), and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and the associated difference.

Table 16: Total Cost Per Unit Results – Parks & Recreation (Facility and Field Rentals)

Fee Name	Unit	Current Fee	Total Cost	Difference
FACILITY RENTAL				
Picnic Facility Reservation Permit: Caledonia, George Washington, Arnett Park, and similar Picnic Facilities				
1 – 50 persons				
Resident/ Non- Profit	Per Day	\$41	\$96	(\$55)
Non- Resident / Commercial	Per Day	\$69	\$96	(\$27)
51 + persons				
Resident/ Non- Profit	Per Day	\$99	\$167	(\$68)
Non- Resident / Commercial	Per Day	\$71	\$167	(\$96)
Court Reservation Fees: Volleyball, Basketball, Tennis and Pickleball				
Resident/ Non- Profit	Per Day	\$22	\$58	(\$36)
Non- Resident / Commercial	Per Day	\$41	\$58	(\$17)
Community Center, Lebeck Room (2 hr. minimum rental)				
Resident/ Non- Profit	Per Hour	\$116	\$250	(\$134)
Non- Resident / Commercial	Per Hour	\$206	\$250	(\$44)

Fee Name	Unit	Current Fee	Total Cost	Difference
Community Center, Lebeck Room – Security Deposit				
Resident/ Non- Profit	Deposit	\$557	\$557	\$0
Non- Resident / Commercial	Deposit	\$557	\$557	\$0
Community Center, Kuwatani/Scout Room per hr. (Minimum of 2 hours)				
Resident/ Non- Profit	Per Hour	\$40	\$48	(\$8)
Non- Resident / Commercial	Per Hour	\$68	\$48	\$20
Chautauqua Hall Facility 2 hr. minimum rental)				
Resident/ Non- Profit	Per Hour	\$449	\$140	\$309
Non- Resident / Commercial	Per Hour	\$785	\$140	\$645
Chautauqua Hall Facility – Security Deposit				
Resident/ Non- Profit	Deposit	\$557	\$557	\$0
Non- Resident / Commercial	Deposit	\$577	\$577	\$0
Youth Center (2 hr. minimum rental)⁸				
Resident/ Non- Profit	Per Hour	\$116	\$75	\$41
Non- Resident / Commercial	Per Hour	\$206	\$75	\$131
Youth Center Meeting Room				
Resident/ Non- Profit	Per Hour	\$40	\$35	\$5
Non- Resident / Commercial	Per Hour	\$68	\$35	\$33
Little House at Jewell Park				
Resident/ Non- Profit	Per Hour	\$19	\$53	(\$34)
Non- Resident / Commercial	Per Hour	\$35	\$53	(\$18)
Lovers Point Park – Per Hour Fee for 1 – 100 Persons (Special Events or Special Use)				
Resident/ Non- Profit	Per Hour	\$182	\$626	(\$444)
Non- Resident / Commercial	Per Hour	\$318	\$626	(\$308)
Lovers Point Park – Per Hour Fee for Over 100 Persons (Special Events or Special Use)				
Resident/ Non- Profit	Per Hour	\$382	\$1,100	(\$718)
Non- Resident / Commercial	Per Hour	\$382	\$1,100	(\$718)
Lovers Point Wedding or Staging Area; Berwick Park, Jewell Park, Pt. Pinos Lighthouse and Elmarie Dyke Gazebo reservation fee⁹				
Resident/ Non- Profit	Per Hour	\$187	\$578	(\$391)
Non- Resident / Commercial	Per Hour	\$349	\$578	(\$229)
Recreation Trail Rental Fee Per Hour for 1 – 100 Persons				
Resident/ Non- Profit	Per Hour	\$190	\$304	(\$114)
Non- Resident / Commercial	Per Hour	\$190	\$304	(\$114)
Recreation Trail Rental Fee Per Hour for over 100 Persons				
Resident/ Non- Profit	Per Hour	\$382	\$400	(\$18)
Non- Resident / Commercial	Per Hour	\$382	\$400	(\$18)
MUNICIPAL SOFTBALL PARK RENTAL POLICY				
Daily Use				
Resident/ Non- Profit	per day	\$224	\$443	(\$219)
Non- Resident / Commercial	per day	\$391	\$443	(\$52)
Field Use, Per Hour				
Resident/ Non- Profit	per hour	\$33	\$93	(\$60)
Non- Resident / Commercial	per hour	\$56	\$93	(\$37)
Lights per hr.				
Resident/ Non- Profit	per hour	\$28	\$29	(\$1)
Non- Resident / Commercial	per hour	\$28	\$29	(\$1)

⁸ Pending staff availability.

⁹ Plus fully burdened staff rates.

Fee Name	Unit	Current Fee	Total Cost	Difference
Staff, Per hour				
Resident/ Non- Profit	per hour	Fully burdened Rate		
Non- Resident / Commercial	per hour	Fully burdened Rate		
Deposit on daily rate (same as prior Class II, Class III, Class IV)				
Resident/ Non- Profit	Deposit	\$187	\$187	\$0
Non- Resident / Commercial	Deposit	\$187	\$187	\$0

Most of the rental fees charged by the City show an under-recovery for both resident / non-profit and non-resident / commercial, with some fees showing minimal over-recoveries.

It should be noted that fees for parks and recreation services can exceed the total cost of service but should be in alignment with market rates.

4 Miscellaneous Fees and Special Events

The total cost for miscellaneous services and special events includes direct staff costs, direct material costs (where applicable), and Departmental and Citywide overhead. The following table details the fee name, current fee, total cost, and the associated difference.

Table 17: Total Cost Per Unit Results – Parks & Recreation (Miscellaneous and Special Events)

Fee Name	Unit	Current Fee	Total Cost	Difference
Refund Processing (if within written time frame)				
Resident/ Non- Profit	% of Refund	25%	25%	
Non- Resident / Commercial	% of Refund	25%	25%	
SPECIAL EVENT FEES				
Application fee – Events with 1 – 999 participants				
Resident/ Non- Profit	per application	\$230	\$827	(\$597)
Non- Resident / Commercial	per application	\$230	\$827	(\$597)
Application fee – Events with more than 1,000 participants				
Resident/ Non- Profit	per application	\$839	\$1,985	(\$1,146)
Non- Resident / Commercial	per application	\$839	\$1,985	(\$1,146)

The City is currently under-recovering for all transfers and special event applications. The subsidy relating to transfers between classes or sessions is \$19, while the special event application ranges between \$597 and \$1,146. The City should review the types of special event applications it receives and determine if current cost recovery levels are appropriate.

17. Cost Recovery Considerations

The following sections provide guidance regarding how and where to increase fees, determining annual update factors, and developing cost recovery policies and procedures.

Fee Adjustments

This study has documented and outlined on a fee-by-fee basis where the City is under and over collecting for its fee-related services. City and Department management will now need to review the results of the study and adjust fees in accordance with Departmental and City philosophies and policies. The following dot points outline the major options the City has in adjusting its fees.

- **Over-Collection:** Upon review of the fees that were shown to be over-collecting for costs of services provided, the City should reduce the current fee to be in line with the full cost of providing the service.
- **Full Cost Recovery:** For fees that show an under-collection for costs of services provided, the City may decide to increase the fee to full cost recovery immediately.
- **Phased Increase:** For fees with significantly low cost recovery levels, or which would have a significant impact on the community, the City could choose to increase fees gradually over a set period of time.

The City will need to review the results of the fee study and associated cost recovery levels and determine how best to adjust fees. While decisions regarding fees that currently show an over-recovery are straight forward, the following subsections, provide further detail on why and how the City should consider either implementing Full Cost Recovery or a Phased Increase approach to adjusting its fees.

1 Full Cost Recovery

Based on the permit or review type, the City may wish to increase the fee to cover the full cost of providing services. Certain permits may be close to cost recovery already, and an increase to full cost may not be significant. Other permits may have a more significant increase associated with full cost recovery.

Increasing fees associated with permits and services that are already close to full cost recovery can potentially bring a Department's overall cost recovery level higher. Often,

these minimal increases can provide necessary revenue to counterbalance fees which are unable to be increased.

The City should consider increasing fees for permits for which services are rarely engaged to full cost recovery. These services often require specific expertise and can involve more complex research and review due to their infrequent nature. As such, setting these fees at full cost recovery will ensure that when the permit or review is requested, the City is recovering the full cost of its services.

2 Phased Increases

Depending on current cost recovery levels some current fees may need to be increased significantly to comply with established or proposed cost recovery policies. Due to the type of permit or review, or the amount by which a fee needs to be increased, it may be best for the City to use a phased approach to reaching their cost recovery goals.

As an example, you may have a current fee of \$200 with a full cost of \$1,000, representing 20% cost recovery. If the current policy is 80% cost recovery, the current fee would need to increase by \$600, bringing the fee to \$800, to comply. Assuming this service is something the City provides quite often, and affects various members of the community, an instant increase of \$600 may not be feasible. Therefore, the City could take a phased approach, whereby it increases the fee annually over a set period until cost recovery is achieved.

Raising fees over a set period not only allows the City to monitor and control the impact to applicants, but also ensure that applicants have time to adjust to significant increases. Continuing with the example laid out above, the City could increase the fee by \$150 for the next four years, spreading out the increase. Depending on the desired overall increase, and the impact to applicants, the City could choose to vary the number of years by which it chooses to increase fees. However, the project team recommends that the City not phase increases for periods greater than five years, as that is the maximum window for which a comprehensive fee assessment should be completed.

Annual Adjustments

Conducting a comprehensive analysis of fee-related services and costs annually would be quite cumbersome and costly. The general rule of thumb for comprehensive fee analyses is between three and five years. This allows for jurisdictions to ensure they account for organizational changes such as staffing levels and merit increases, as well as process efficiencies, code or rule changes, or technology improvements.

Developing annual update mechanisms allow jurisdictions to maintain current levels of cost recovery, while accounting for increases in staffing or expenditures related to permit services. The two most common types of update mechanisms are Consumer Price Index (CPI) and Cost of Living Adjustment (COLA) factors. The following points provide further detail on each of these mechanisms.

- **COLA / Personnel Cost Factor:** Jurisdictions often provide their staff with annual salary adjustments to account for increases in local cost of living. These increases are not tied to merit or seniority, but rather meant to offset rising costs associated with housing, gas, and other livability factors. Sometimes these factors vary depending on the bargaining group of a specific employee. Generally, these factors are around two or three percent annually.
- **CPI Factor:** A common method of increasing fees or cost is to look at regional cost indicators, such as the Consumer Price Index. These factors are calculated by the Bureau of Labor Statistics, put out at various intervals within a year, and are specific to states and regions.

The City of Pacific Grove currently utilizes a CPI to increase fees annually, but should review its options internally (COLA) as well as externally (CPI) to determine which option better reflects the goals of the Department and the City. If choosing a CPI factor, the City should outline which CPI should be used, including specific region, and adoption date. If choosing an internal factor, again, the City should be sure to specify which factor if multiple exist.

Policies and Procedures

This study has identified areas where the City is under-collecting the cost associated with providing services. This known funding gap is therefore being subsidized by other City revenue sources.

Updating current cost recovery policies and procedures will serve to ensure that current and future decision makers understand how and why fees were determined and set, as well as provide a road map for ensuring consistency when moving forward.

The Matrix Consulting Group has extensive experience in analyzing local government operations across the United States and has calculated typical cost recovery ranges. The following table outlines these cost recovery ranges by major service area.

Table 18: Typical Cost Recovery Ranges by Department

Department / Program	Typical Cost Recovery Ranges
Administration	20% - 40%
City Clerk	20% - 40%
Cemetery	80% - 100%
Planning	50% - 80%
Building	80% - 100%
Public Works	80% - 100%
Parks and Recreation	20% - 40%

Information presented in the table above is based on the Matrix Consulting Group’s experience in analyzing local governments’ operations across the United States and within California and reflects *typical* cost recovery ranges observed by local adopting authorities.

The City should review the current cost recovery levels outlined in this analysis and review current policies regarding cost recovery to ensure alignment with current philosophies and goals.

Appendix – Comparative Survey

As part of the Cost of Services (User Fee) study for the City of Pacific Grove, Matrix Consulting Group conducted a comparative survey of user fees. The City identified eight jurisdictions to be included in the comparative survey: Capitola, Carmel, Carpinteria, Marina, Monterey, Santa Cruz, Sausalito, and Seaside. The project team then reviewed public documents (i.e., agenda items, staff reports, budgets, fee schedules, and ordinances), and or contacted jurisdictions to get comparative information.

While this full report provides the City with a reasonable estimate and understanding of the true costs of providing services, many jurisdictions also wish to benchmark themselves against other comparable jurisdictions to consider the local “market rates” for services. This type of analysis allows for the City to assess what types of changes in fee levels their community can bear. However, what this analysis does not provide is adequate information regarding the relationship of other jurisdiction’s costs to their fees (i.e., policy decisions to subsidize, cost recovery goals, etc.).

The following sections detail various factors to consider when reviewing comparative survey results, as well as graphical comparisons of current fees and total calculated costs for various permits issued or services provided by the City.

1 Economic Factors

To provide additional context to the comparative survey information, the project team collected economic factors for the jurisdictions included. Three important economic factors to consider when comparing fees across multiple jurisdictions are: population, budget, and workforce size. These factors can impact how and when fees are administered, as a jurisdiction with a smaller population may choose to not charge a fee, or a smaller workforce size may inhibit their ability to administer a fee.

The following tables rank each jurisdiction from smallest to largest for each of these economic factors:

Table 19: Ranking of Jurisdictions by Population

Jurisdiction	Population ¹⁰
Carmel	3,196
Sausalito	7,199
Capitola	9,846
Carpinteria	13,122
Pacific Grove	14,791
Marina	22,507
Monterey	29,874
Seaside	32,085
Santa Cruz	61,950

Table 20: Ranking of Jurisdictions by Citywide Total Budget¹¹

Jurisdiction	FY23-24 Budget
Capitola	\$19,780,450
Carpinteria	\$28,621,850
Carmel	\$29,332,582
Pacific Grove	\$32,104,273
Sausalito	\$35,650,621
Marina	\$40,453,140
Seaside	\$79,170,631
Monterey	\$97,872,467
Santa Cruz	\$139,590,175

Table 21: Ranking of Jurisdictions by FTE

Jurisdiction	FY23-24 FTE
Capitola	41.00
Carpinteria	70.00
Capitola	72.00
Sausalito	96.23
Carmel	98.00
Pacific Grove	108.50
Marina	177.00
Seaside	453.75
Monterey	927.73

The City of Pacific Grove ranks in the middle to low end of surveyed jurisdictions in terms of population and budget, and on the higher end for FTE.

¹⁰ 2022 US Census data was used to determine each jurisdiction's population.

¹¹ To ensure appropriate comparisons, full operating budget (all funds) has been used for all jurisdictions.

2 Recency Factor

While the above comparative information can provide some perspective when paralleling Pacific Grove’s fees with surveyed jurisdictions, other key factors to consider are when a jurisdiction’s fee schedule was last updated and when the last comprehensive analysis was undertaken. It is important to note that even though jurisdictions may have conducted recent fee studies their fees are not always adopted at full cost recovery. The comparative results only show the adopted fee for the surveyed jurisdiction, not necessarily the full cost associated with the comparable service.

The following tables detail when each surveyed jurisdiction last conducted a fee analysis and when they last updated their fee schedule.

Table 22: Last Fee Schedule Updated

Jurisdiction	Response
Marina	2020
Santa Cruz	2023
Sausalito	2024
Seaside	2024
Capitola	2024
Carmel	2024
Monterey	2024
Carpinteria	2024

Table 23: Last Fee Study Conducted

Jurisdiction	Response
Carpinteria	2016
Santa Cruz	2017 ¹²
Marina	2018
Sausalito	2018
Seaside	2022
Capitola	N/A
Carmel	N/A
Monterey	N/A

All but the City of Marina have updated their fees within the last couple of years, while only the City of Seaside has conducted a fee study within the last five years.

¹² The City of Santa Cruz is currently out-to-bid for a fee study.

3 Additional Factors

Along with keeping the statistics outlined in the previous sections in mind, the following issues should also be noted regarding the use of market surveys in the setting of fees for service:

- **Cost Recovery Factors:** Each jurisdiction and its fees are different, and many are not based on the actual cost of providing services as various policy decision may subsidize services.
- **Fee Variance Factors:** The same “fee” with the same name may include different steps or sub-activities. In addition, jurisdictions provide varying levels of service and have varying levels of costs associated with providing services such as staffing levels, salary levels, indirect overhead costs, etc.

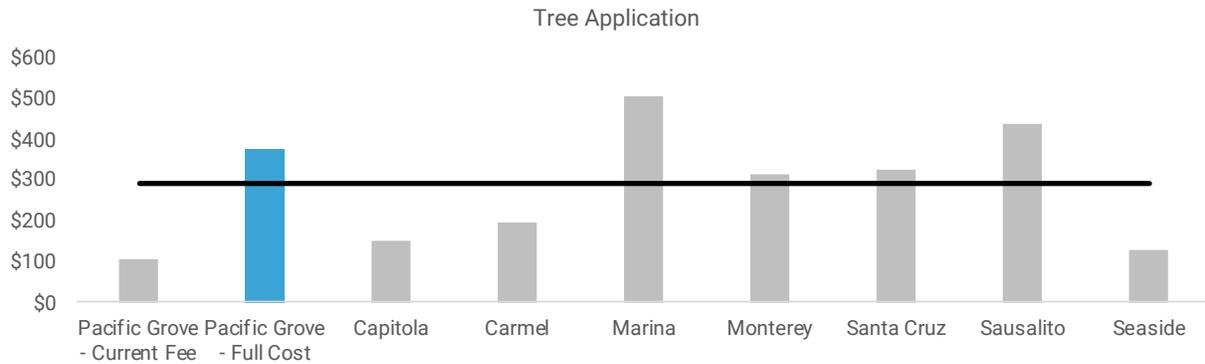
In addition to the issues noted, market surveys can also run the risk of creating a confusing excess of data that will obscure rather than clarify policy issues. Because each jurisdiction is different, the Matrix Consulting Group recommends that the information contained in the market comparison of fees be used as a secondary decision-making tool, rather than a tool for establishing an acceptable price point for services.

4 Comparative Survey Results

As part of this study, the project team conducted a survey of how the City’s current user fees and calculated full cost compared to other jurisdictions. The following subsections provide a comparative look at several fee-related services provided by the City.

1 Tree Application

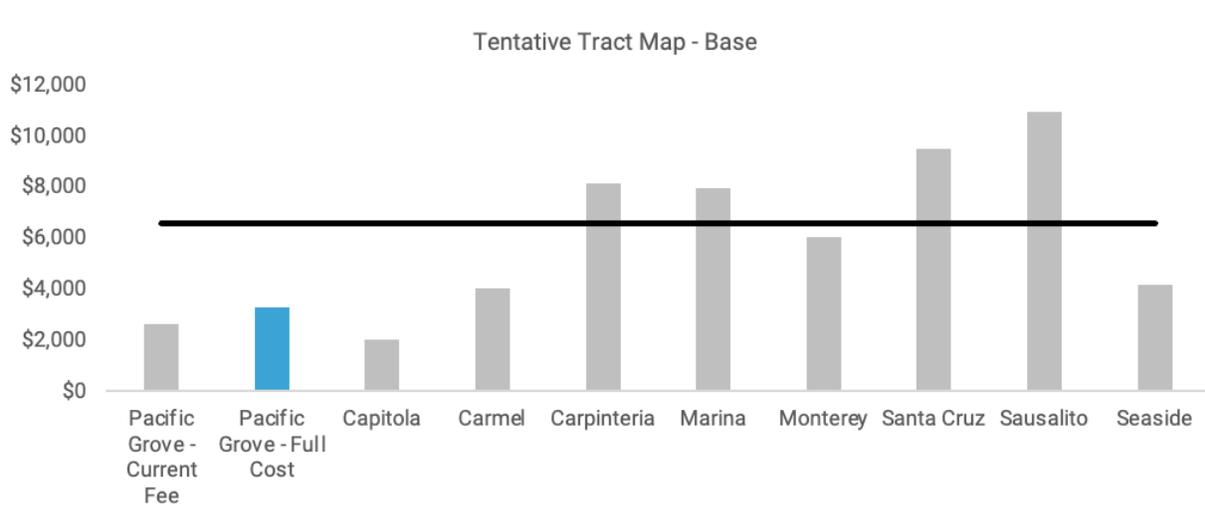
Pacific Grove charges a \$105 fee for a Tree Application. Through this study, the project team calculated the full cost to be \$377. The following graph compares Pacific Grove’s current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee is the lowest fee charged, Seaside’s fee of \$126 is the most comparable. The full cost calculated is slight above the jurisdictional average of \$293 and is most comparable to Santa Cruz at \$326. At \$435, Marina charges the highest fee.

2 Tentative Tract Map

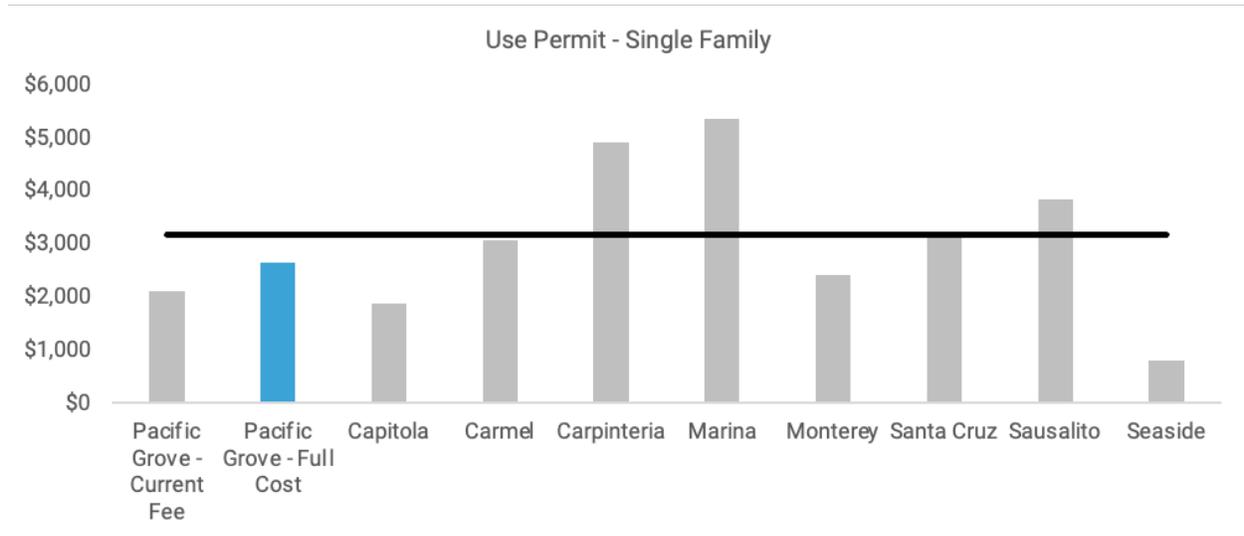
Pacific Grove charges a \$2,617 fee for a Tentative Tract Map. Through this study, the project team calculated the full cost to be \$3,258. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Of the surveyed jurisdictions with flat fees for Tentative Tract Maps, Pacific Grove’s current fee is the second lowest, following Capitola at \$2,000. The full cost calculated is significantly below the jurisdictional average of \$6,568 and closely aligns with Carmel at \$4,000. Carpinteria and Sausalito administer this fee as a deposit, set at \$11,000 and \$10,925 respectively.

3 Use Permit – Single Family

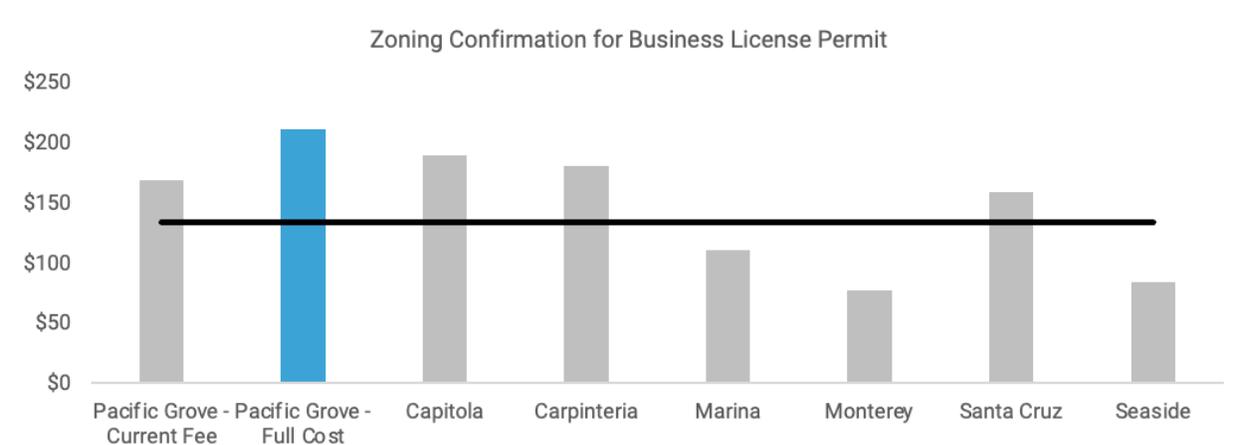
Pacific Grove charges a \$2,089 fee for a Single-Family Use Permit. Through this study, the project team calculated the full cost to be \$2,644. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee and full cost calculated are just below the jurisdictional average of \$3,161, and closely aligns with Monterey at \$2,393. At \$5,350, Marina charges the highest fee. Carpinteria administers this fee as a deposit, set at \$4,900.

4 Zoning Confirmation for Business License Permit

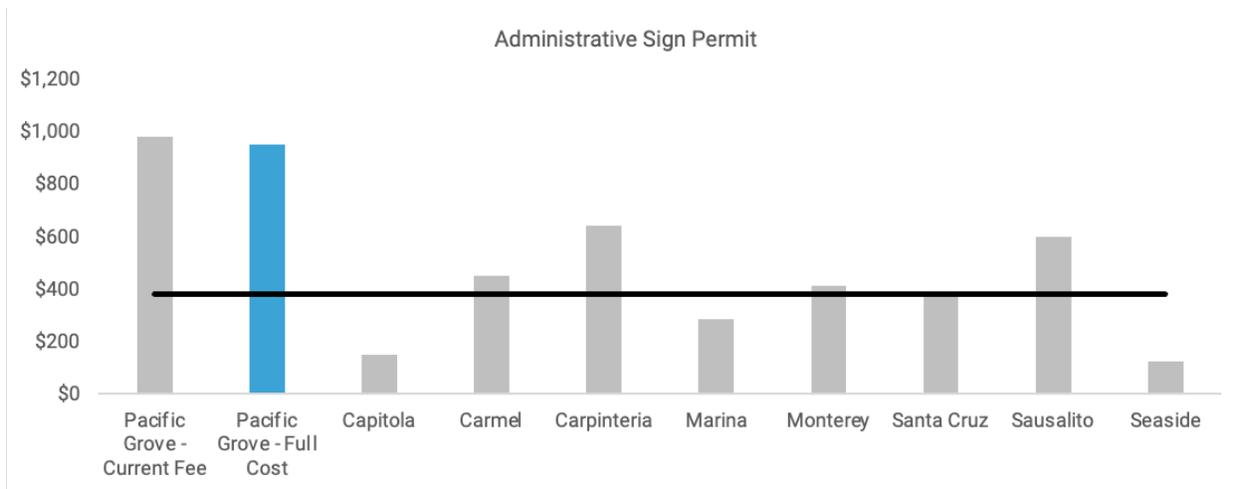
Pacific Grove charges a \$168 fee for a Zoning Confirmation for Business License Permit. Through this study, the project team calculated the full cost to be \$210. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee and full cost calculated are both above the jurisdictional average of \$133 and are most comparable to Capitola (\$189). At \$180, Carpinteria charges the highest fee.

5 Administrative Sign Permit

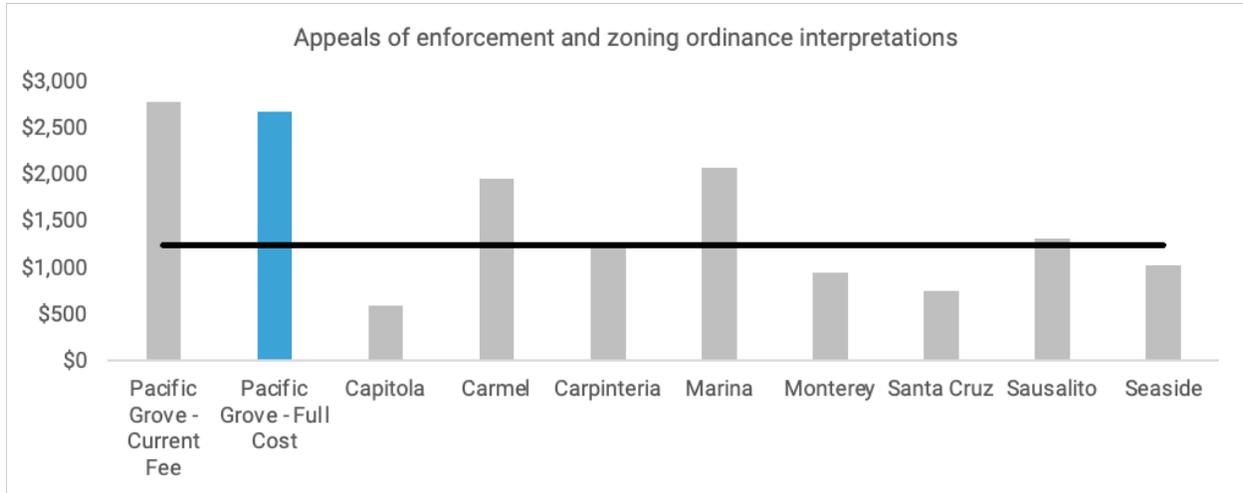
Pacific Grove charges a \$978 fee for an Administrative Sign Permit. Through this study, the project team calculated the full cost to be \$950. The following graph compares Pacific Grove’s current fee and calculated full cost to those of surveyed jurisdictions.



Of the surveyed jurisdictions with flat fees for Administrative Sign Permits, Pacific Grove’s current fee is the highest. Both the current fee and full cost calculated are significantly above the jurisdictional average of \$380 and are most comparable to Carpinteria at \$640.

6 Appeals of Enforcement and Zoning Ordinance Interpretations

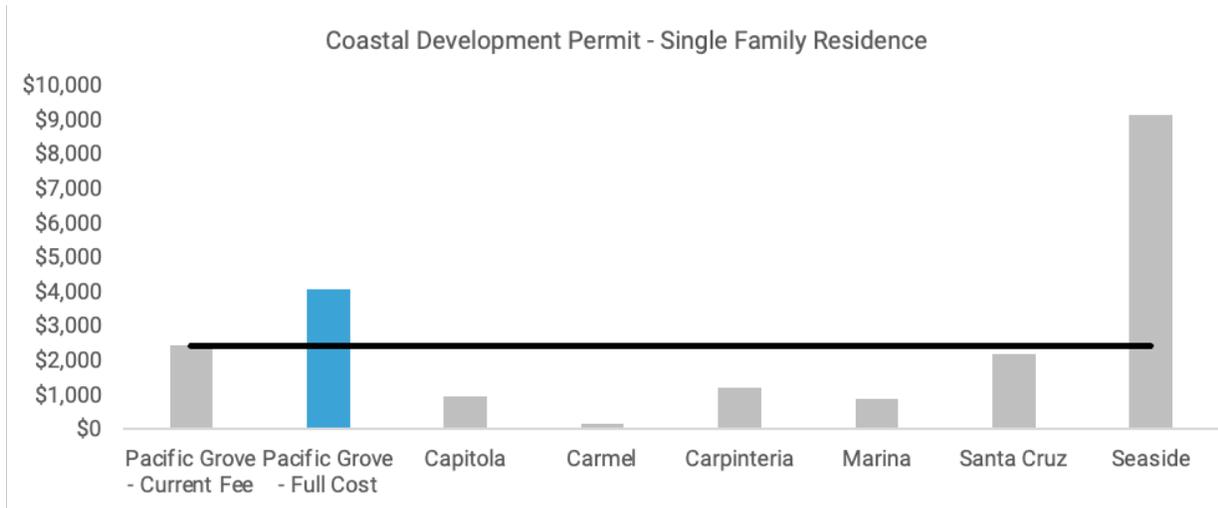
Pacific Grove charges a \$2,782 fee for an Appeals of Enforcement and Zoning Ordinance Interpretations. Through this study, the project team calculated the full cost to be \$2,667. The following graph compares Pacific Grove’s current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee and full cost calculated are significantly higher than the jurisdictional average of \$1,235. The current fee is most comparable to Marina at \$2,075. Carpinteria does note that their fee of \$1,260 is set a 66% subsidy.

7 Coastal Development Permit – Single Family Residence

Pacific Grove charges a \$2,453 fee for Single-Family specific Coastal Development Permit. Through this study, the project team calculated the full cost to be \$4,058. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.

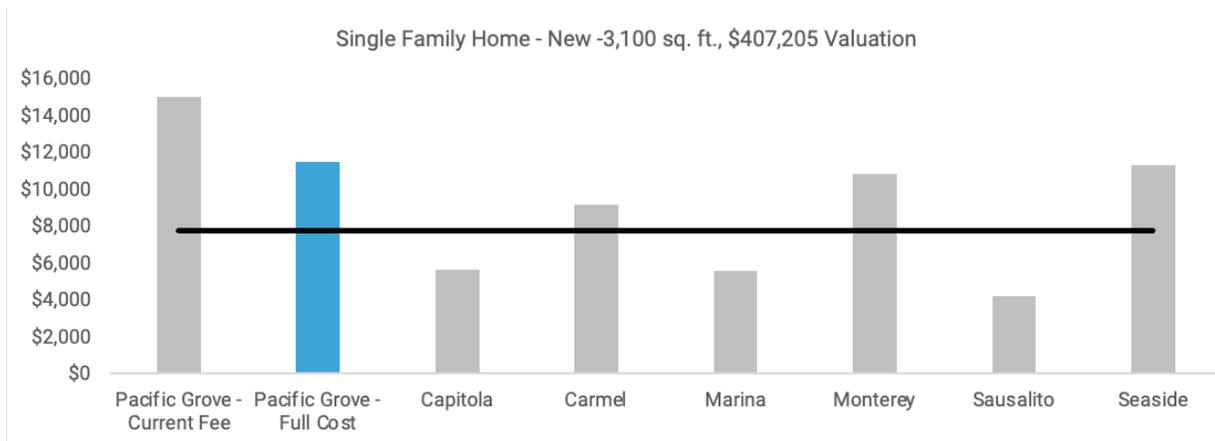


Of the surveyed jurisdictions with flat fees for Single-Family Coastal Development Permits, Pacific Grove’s current fee and calculated full are the highest. Both the current fee and full cost calculated are significantly above the jurisdictional average of \$2,420

and are most comparable to Santa Cruz at \$2,174. Carpinteria administers this fee as a deposit, set at \$1,200.

8 Single-Family Home - New: 3,100 sq. ft. / \$407,205 Valuation

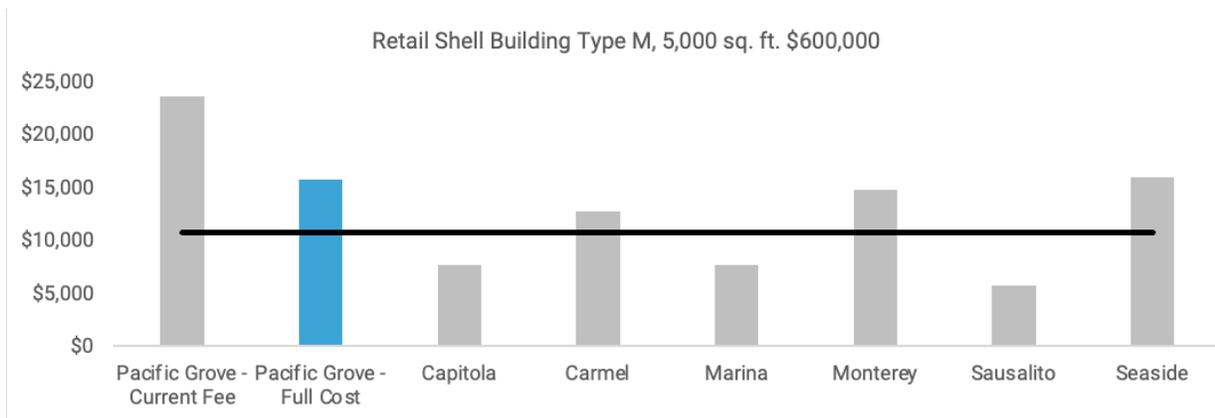
Pacific Grove charges a \$15,011 fee for New 3,100 square foot Single-Family home, valued at \$407,205. Through this study, the project team calculated the full cost to be \$11,469. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee and calculated full are the highest and are significantly above the jurisdictional average of \$7,772. At \$11,296 Seaside has the most comparable fee.

9 Retail Shell Building Type M: 5,000 sq. ft. / \$600,000

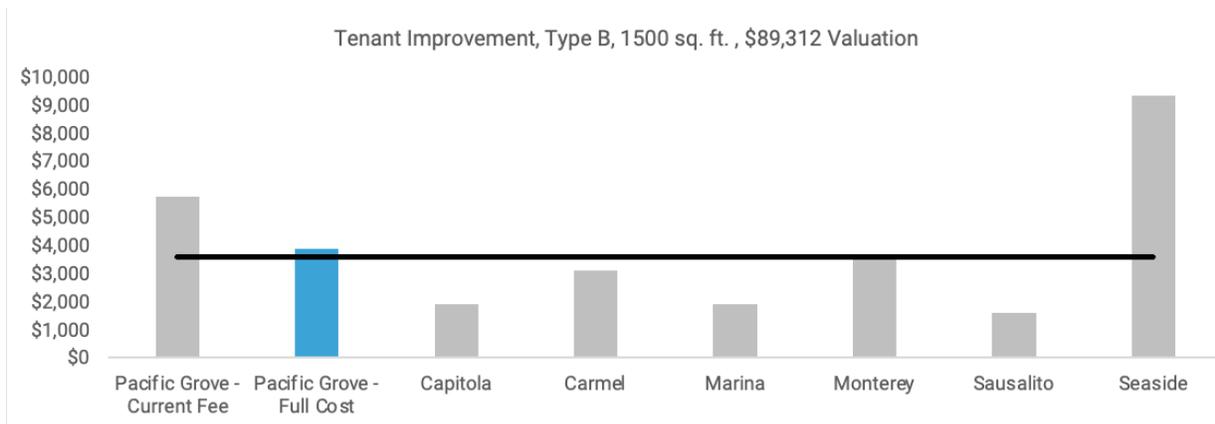
Pacific Grove charges a \$23,606 fee for a 5,000 square foot Type M Retail Shell Building valued at \$600,000. Through this study, the project team calculated the full cost to be \$15,725. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee and calculated full are the highest and are significantly above the jurisdictional average of \$10,761. At \$15,989, Seaside has the most comparable fee.

10 Tenant Improvement, Type B: 1,500 sq. ft. / \$89,312 Valuation

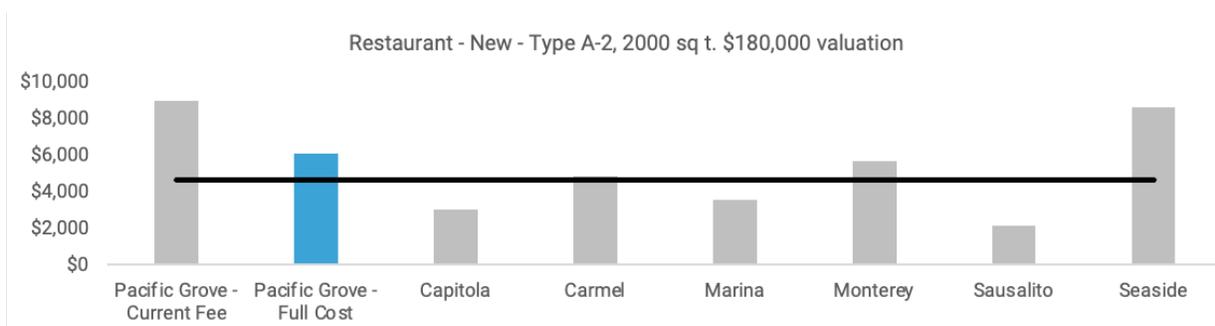
Pacific Grove charges a \$5,726 fee for a 1,500 square foot Type B Tenant Improvement valued at \$89,312. Through this study, the project team calculated the full cost to be \$3,885. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee and calculated full cost are both above the jurisdictional average of \$3,576 and are most comparable to Monterey’s charges (\$3,566). At \$9,344, Seaside charges the most for this plan check and permit.

11 Restaurant - New - Type A-2: 2,000 sq t. / \$180,000 valuation

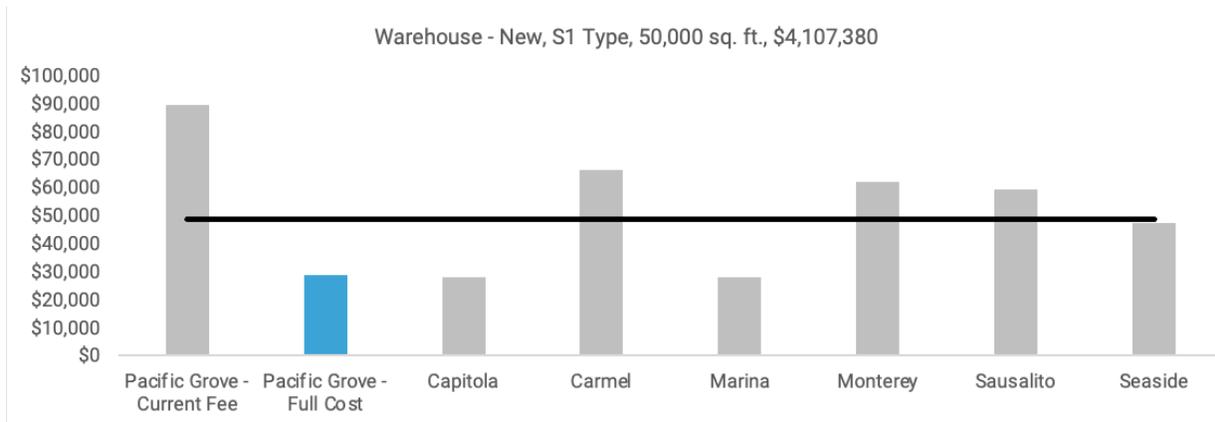
Pacific Grove charges a \$8,959 fee for a new 2,000 square foot Type A-2 Restaurant valued at \$180,000. Through this study, the project team calculated the full cost to be \$6,092. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee and calculated full are the highest and are both above the jurisdictional average of \$4,631. At \$8,580, Seaside has the most comparable fee.

12 Warehouse - New, S1 Type: 50,000 sq. ft. / \$4,107,380

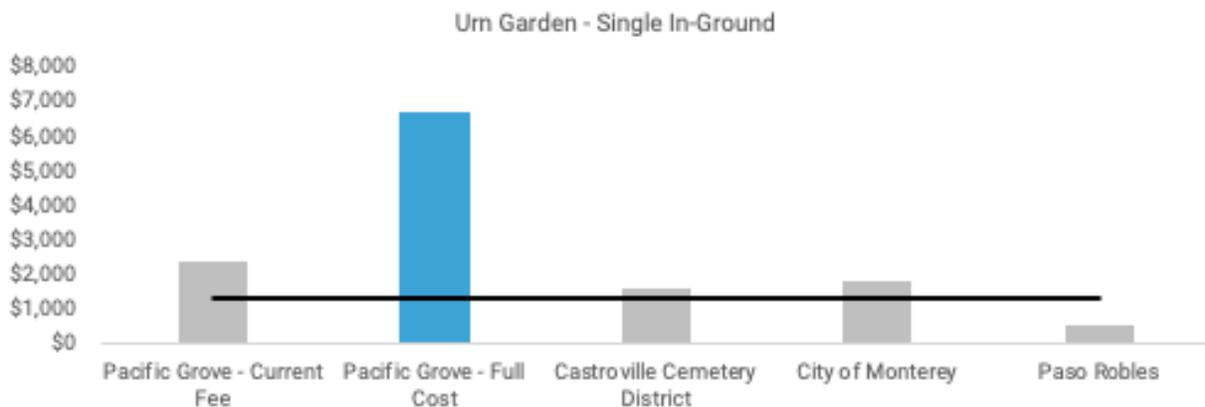
Pacific Grove charges a \$89,719 fee for a new 50,000 square foot Type S1 Warehouse valued at \$180,000. Through this study, the project team calculated the full cost to be \$28,801. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee is significantly above the jurisdictional average of \$48,602, while its full cost is much lower. The current fee is in alignment with fees charged by Sausalito (\$59,522) and Monterey (\$61,945).

13 Urn Garden – Single In-Ground

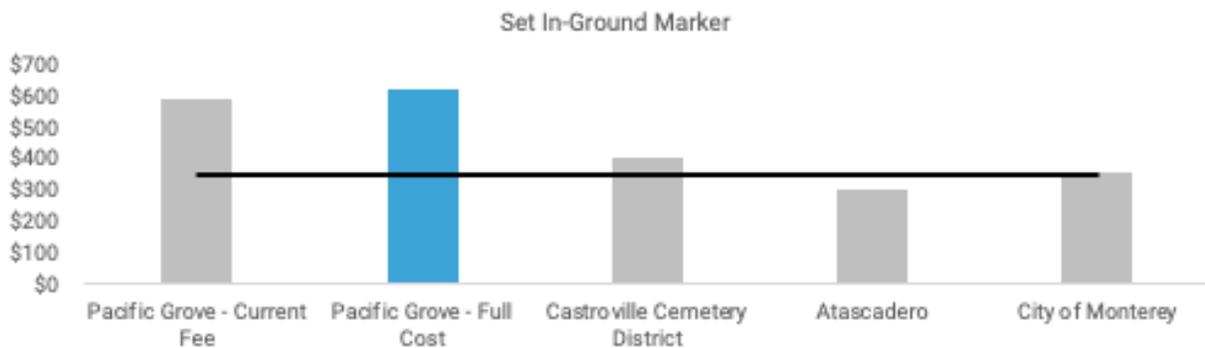
Pacific Grove charges a \$2,361 fee for a Single In-Ground urn placement in their Urn Garden. Through this study, the project team calculated the full cost to be \$6,673. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee and calculated full are the highest and are significantly above the jurisdictional average of \$1,228. At \$1,757, the City of Monterey has the most comparable fee.

14 Set In-Ground Marker

Pacific Grove charges a \$590 fee for a Set In-Ground Marker. Through this study, the project team calculated the full cost to be \$625. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee and calculated full cost are the highest and are above the jurisdictional average of \$351. At \$400, the Castroville Cemetery District has the most comparable fee.

15 Single Burial Site - Adult

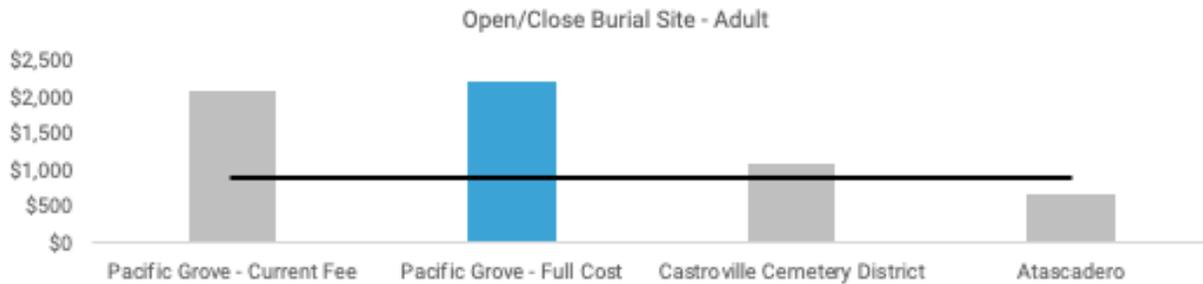
Pacific Grove charges a \$5,048 fee for a Single Burial Site for an Adult. Through this study, the project team calculated the full cost to be \$14,267. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee and calculated full cost are both above the jurisdictional average of \$1,228, and the current fee is the third highest of the surveyed jurisdictions. At \$5,328, the Castroville Cemetery District has the most comparable fee.

16 Open/Close Burial Site - Adult

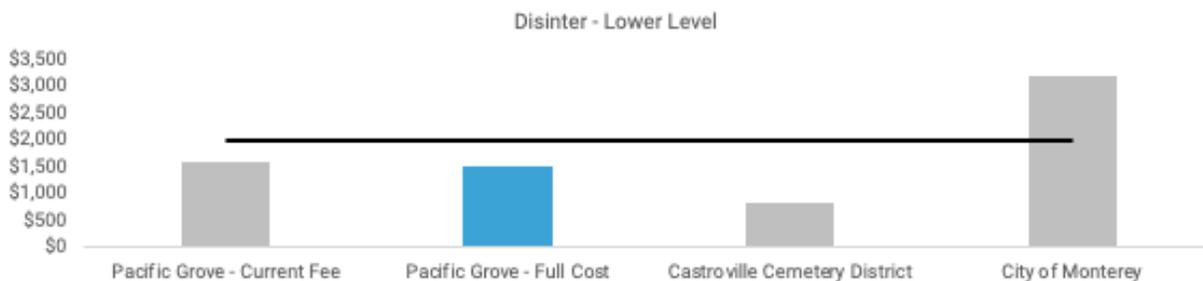
Pacific Grove charges a \$2,094 fee for an Open/Close Burial Site for an Adult. Through this study, the project team calculated the full cost to be \$2,230. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee and calculated full are both above the jurisdictional average of \$888. At \$1,100, the Castroville Cemetery District has the most comparable fee.

17 Disinter – Lower Level

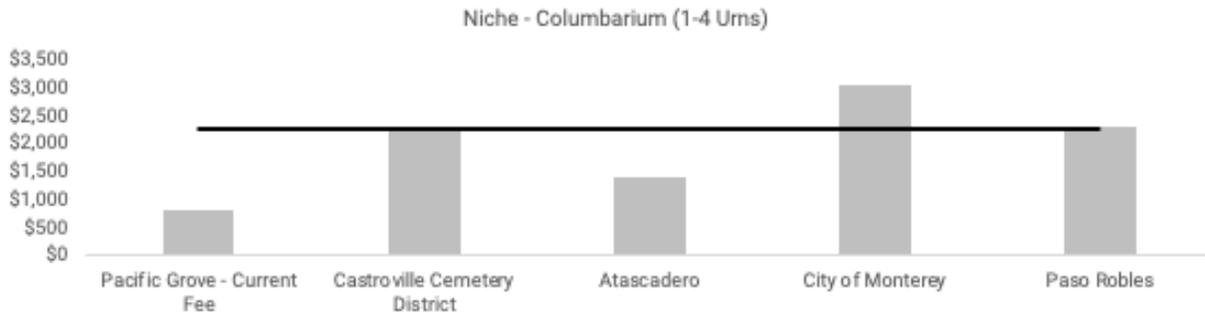
Pacific Grove charges a \$1,559 fee for disinterment of lower-level graves. Through this study, the project team calculated the full cost to be \$1,493. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee and calculated full are both above the jurisdictional average of \$1,983. At \$800, the Castroville Cemetery District has the most comparable fee. Neither the Atascadero nor Paso Robles cemetery districts offer disinterment services.

18 Niche - Columbarium

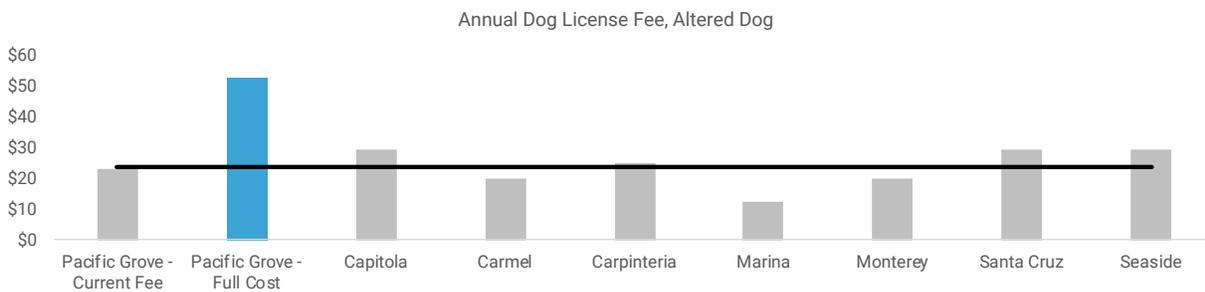
Pacific Grove charges a \$2,094 fee for an Open/Close Burial Site for an Adult. This study did not evaluate endowment care costs, so a full cost of this service is not available. The following graph compares Pacific Grove's current fee to those of surveyed jurisdictions.



Pacific Grove’s current fee is below the jurisdictional average of \$2,248. At \$1,400, the Atascadero Cemetery District has the most comparable fee.

19 Annual Dog License Fee, Altered Dog

Pacific Grove charges a \$23 fee for an Annual Dog License for an Altered Dog. Through this study, the project team calculated the full cost to be \$52. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.

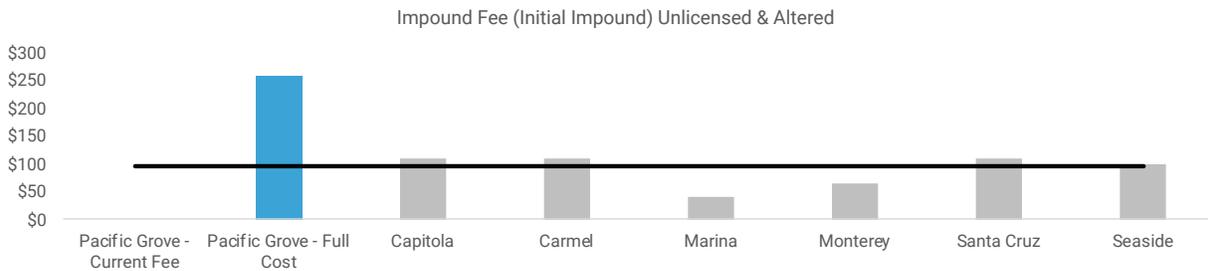


Pacific Grove’s full cost calculated is the highest, while the current fee is in alignment with the jurisdictional average of \$23. At \$25, Carpinteria most closely aligns with the current fee charged.

20 Impound Fee (Initial Impound) Unlicensed & Altered

Currently, Pacific Grove does not charge a fee for an initial impound of an unlicensed or altered animal. Through this study, the project team calculated the full cost to be \$259.

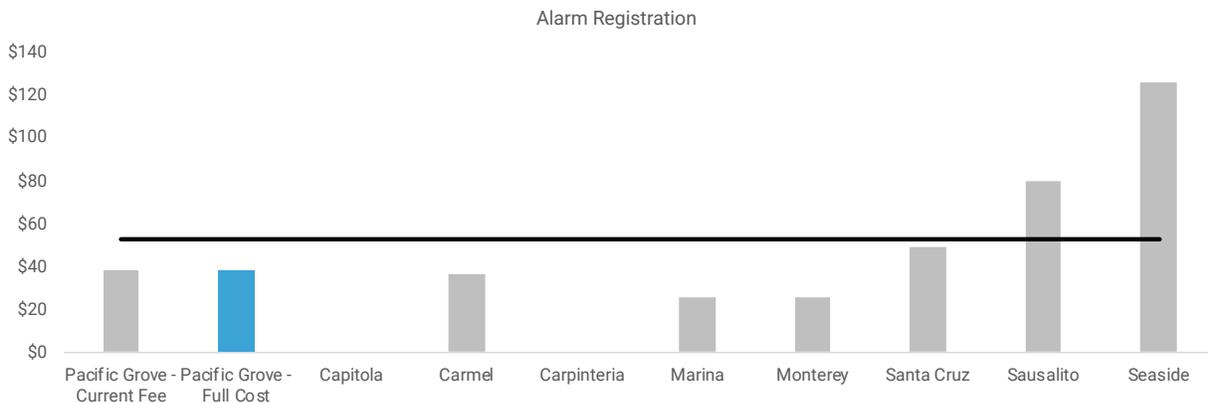
The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Of the jurisdiction who charge a comparable fee, all administer a fee for an initial impound, ranging from a high of \$110 (Capitola and Santa Cruz) to a low of \$40 (Marina). Pacific Grove’s full cost calculated is the highest and is significantly higher than the jurisdictional average of \$97.

21 Alarm Registration

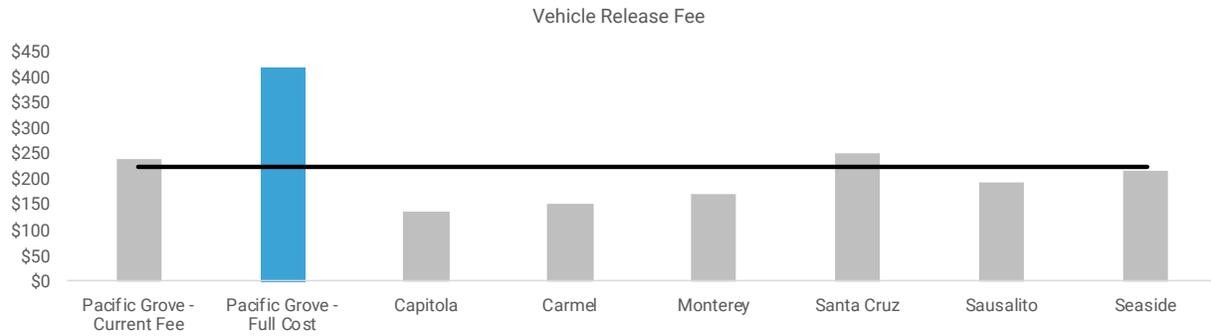
Pacific Grove charges a \$38 fee for an Alarm Registration. Through this study, the project team calculated the full cost to also be \$38. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s current fee and full cost calculated are lower than the average of \$57, but higher than Carmel, Marina, and Monterey. Seaside has the highest fee at \$126.

22 Vehicle Release Fee

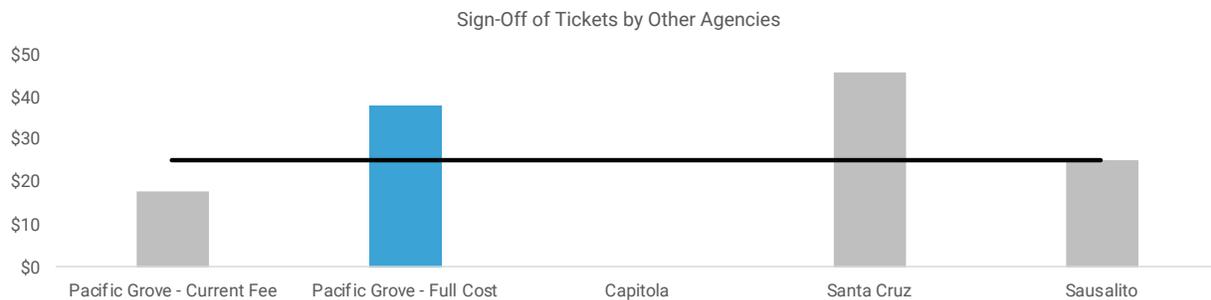
Pacific Grove charges a \$238 fee for a Vehicle Release Fee. Through this study, the project team calculated the full cost to be \$419. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Pacific Grove’s calculated full cost is the highest and is above the jurisdiction average of \$222. The current fee is in alignment with the average and is most comparable to Santa Cruz at \$250.

23 Sign-Off of Tickets by Other Agencies

Pacific Grove charges an \$18 fee for a Sign-Off of Tickets by Other Agencies. Through this study, the project team calculated the full cost to be \$38. The following graph compares Pacific Grove's current fee and calculated full cost to those of surveyed jurisdictions.



Of the surveyed jurisdictions which charge a comparable fee, Pacific Grove’s current fee is the second lowest as Capitola does not charge for citation signoffs. The calculated full cost is above the jurisdictional average of \$25 and is most comparable to Santa Cruz (\$46)

5 Summary

Based upon the comparative survey, Pacific Grove generally has fees that are higher than the surveyed jurisdictions, particularly in relation to Building specific fees. Of the surveyed jurisdictions Pacific Grove’s fees are most comparable with Seaside, Capitola, and Sausalito. It is important to note that the results of this survey only show the fees adopted

by the council, not the cost recovery policy decisions for departments or a jurisdiction. As such, the results of this survey should be used as a secondary decision-making tool.